



Arlindo Rekel and Valdecir Rekel, beneficiaries of *Tempo de Empreendedor* Program, in the district of Abunã, Porto Velho (RO)

Social and Environmental Performance

At Camargo Corrêa Group, sustainability concepts are embedded in planning and management practices to secure business perennity and benefits for all stakeholders. This aspiration is reflected on the Charter for Sustainability: The Challenge of Innovation, which in 2006 defined how important it was for the Group to commit to aspects beyond sound financial performance.

The process of annual and multiannual planning is based on an internally developed tool, the Sustainability Radar, which includes the review of over 40 critical issues on sustainability, in items adapted to each company's industry and reality. This exercise aims to support planning and budget elaboration to make sure sustainability themes will be duly contemplated. Sustainability indicators directly affect the variable compensation of all executives from all business fronts.

An important governance tool is the Forum of Sustainability Keepers, made up of directors from each business who meet regularly and are responsible for supporting the implementation of corporate strategies by suggesting alternatives for leadership engagement, monitoring the progress of sustainability, and conducting benchmarking activities.

Climate Agenda |GRI EC2|

The Climate Agenda is a set of nine commitments undertaken in 2009, establishing the insertion of the carbon variable into strategic planning and management of each company; measurement and establishment of goals to reduce air emissions; rational use of resources and adoption of sustainable input; investment in reforestation; search for partnerships aimed at innovation; conscious consumption and influence over customers and suppliers to adopt sustainable practices.

An example of these commitments is that InterCement added its emission inventory to the public database of the Brazilian GHG Protocol Program by Fundação Getúlio Vargas. In addition, it has one of the lowest carbon emission levels per ton of cement produced compared to companies in the Cement Sustainability Initiative (CSI) in the industry, an initiative by the World Business Council for Sustainable Development (WBCSD). The company's suppliers are also assessed for sustainability.

Construtora Camargo Corrêa monitors the emissions from each work, and established goals to reduce emissions – 21% by 2016, and 37% by 2020 – based on a Carbon Management Plan with provisions including but not limited to reduced vegetation suppression at work sites, replacement of fossil fuels, and reduced energy consumption. The company encourages the

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use of sustainable wood from forest stewardship and conducts the Forest Recovery Program to compensate emissions from machinery and equipment used to construct hydroelectric plants.

Amazon Region |GRI S01|

The Amazon Guidelines of Camargo Corrêa Group aim to deepen the knowledge about the region and to define the guidelines for implementation of more sustainable projects in the years to come. In the project's first stage, surveys were conducted with companies, civil society organizations, public sector, and universities with operations and knowledge on the region, such as Instituto Piabirú, Imazon, Fundação Amazônia Sustentável, and University of São Paulo.

Based on perceptions and suggestions from these stakeholders, the company mapped the risks and opportunities of operation, considering particulars about cautions necessary to operate in sensible biomes, the lack of infrastructure, and the need to develop local partners. The guidelines are intended to plan the Group's activities to secure suitable investment of time and resources to know the social, environmental, economical, political, and cultural aspects that could be affected by company operations and vice-versa.

The seven guidelines include investments in workforce



Filipe Bruno Cerqueira dos Santos, biofactory of the Jirau Hydroelectric Plant, Porto Velho (RO)

qualification focused on local professional training and development, and improvement of regional suppliers; to invest in technological innovation and stimulate community initiatives of sustainable production; to support the protection of infancy and adolescence in surrounding communities; and to secure the dialogue and respect to traditional values, as well as transparent and proactive communications.

Innovation

The view of future under the Charter for Sustainability demands changes in the way business is done. Thus, priority is given to tools and initiatives that foster innovations capable of improving the performance to provide productivity gains and contribute with increased competitiveness while maintaining environmental balance and social equality.

In this context, the Sustainable Innovation Award adds up to efforts to promote the sustainability agenda. Aimed at professionals from all companies in the Group, it received 897 applications from five countries in its second edition held in 2010. There were six winners: three in the category of Ideas, and three in Practice. In 2011, Sustainable Innovation Network was created as a virtual collaborative space to pursue innovative solutions. As of 2011, 52% from the 2010 Award innovations were improved, implemented, or replicated. In 2012 the Award will have its third edition.

Sustainability Academy

Founded in partnership with Fundação Instituto de Administração (FIA-USP) and Fundação Getúlio Vargas (FGV), it promotes sustainability education through courses and workshops open to all employees in the Group. The carbon management program was joined by 80 professionals from all companies. In addition, courses were held to approach sustainability in the value chain of business, to identify impacts and development of the sustainability policy for suppliers and the social investments in communities.

Sustainability Indicators

Social investment (R\$ thousand) |GRI EC8|

	2009	2010	2011
Total investments	13,877	23,336	33,658
Camargo Correa Institute ⁽¹⁾	11,800	12,600	18,600
Alpargatas Institute	1,800	2,200	2,400
Fundación Loma Negra	277	527	491
Donations and sponsorship			
Own resources (R\$ thousand)	-	1,865	2,317
Culture Incentive through Rouanet Law	-	4,101	6,567
Law of Incentive to Sports	-	993	1,642
Municipal Fund for Children's and Adolescents' Rights (Fumcad)	-	1,050	1,641
Investments from partner organizations			
Camargo Corrêa Institute	6,000	5,500	6,600
Fundación Loma Negra	256	245	160

⁽¹⁾ Projects started in 2008

Social projects supported and developed |GRI EC8|

	2009	2010	2011
Number of projects			
Camargo Corrêa Institute	73	114	133
Alpargatas Institute ⁽¹⁾	132	33	39
Number of cities			
Camargo Corrêa Institute	42	47	60
Alpargatas Institute ⁽²⁾	10	15	16
Fundación Loma Negra	18	14	70
People directly benefited (thousands) ⁽³⁾			
Camargo Corrêa Institute	18	20	24
Alpargatas Institute	39	66	68
Fundación Loma Negra	6	9	22
People indirectly benefited (thousands) ⁽⁴⁾			
Camargo Corrêa Institute	65	111	283

⁽¹⁾ In 2009, every school was considered a project. In 2010, the projects represent actions in each city, or specific services provided

⁽²⁾ In addition to 16 Brazilian cities, seven factories in Argentina and international offices joined the Doing Good Day

⁽³⁾ People targeted by the action

⁽⁴⁾ People reached by the actions – estimates

Environmental Indicators – Water Consumption (*) |GRI EN8|

	2010	2011
Total water consumption (m ³)	21,886,361	21,573,269
Water from suppliers (m ³)	960,341	896,000
Surface water (m ³)	13,019,700	13,096,732
Underground water (m ³)	7,904,977	7,596,039
Reused/recycled water (m ³)	414,374	644,077
Ratio of recycled water (%) GRI EN10	1.89	12.31

(*) Data consolidated from Engineering and Construction (Brazil, Argentina, and Peru), Cement (Argentina and Brazil), Apparel and Footwear (Brazil), Real Estate Development, Camargo Corrêa S.A., Tavex, and the Shared Solutions Center

Environmental Indicators – Energy Sources (*) |GRI EN3|

FONTES	2010	2011
Sources	2010	2011
Natural gas	30.1%	38.1%
Coke	28.9%	18.3%
Electric power	16.5%	20.2%
Coal	5.0%	3.6%
Wind	5.0%	4%
Diesel	8.0%	8.6%
Solid waste	1.3%	1%
Wood	0.7%	1.6%
Other	4.5%	4.6%
TOTAL	38.2 GJ	30.8 GJ

(*) Data consolidated from Engineering and Construction (Brazil, Argentina, and Peru), Cement (Argentina and Brazil), Apparel and Footwear (Brazil), Real Estate Development, Camargo Corrêa S.A., Tavex, and the Shared Solutions Center

Workforce by Region |GRI LA1|

	2011
BRAZIL	
Midwest	723
Northeast	20,227
North	13,890
Southeast	10,645
South	3,028
Subtotal	48,513
ABROAD	
America (except Brazil)	10,125
Africa	439
Europe	78
Subtotal	10,642
TOTAL	59,155

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Workforce by Employment Contract and Region |GRI LA1|

	2010				2011			
	CONSOLIDATION OF LABOR LAWS	STATUTORY ⁽¹⁾	INTERNS	OUTSOURCED ⁽²⁾	CONSOLIDATION OF LABOR LAWS	STATUTORY ⁽¹⁾	INTERNS	OUTSOURCED ⁽²⁾
BRAZIL								
North	15,552	-	3	2,917	13,499	-	2	2,010
Northeast	15,343	-	16	791	20,087	-	17	965
Midwest	2,823	2	2	310	665	2	1	146
Southeast	11,503	74	130	2,148	10,593	74	139	4,560
South	5,912	-	2	313	2,844	-	-	704
Subtotal	51,133	76	153	6,479	47,688	76	159	8,385
ABROAD								
America ⁽²⁾	10,150	5	14	2,188	10,131	7	37	1,462
Europe	57	-	1	-	78	-	1	-
Africa	247	-	-	-	431	-	-	-
Subtotal	10,454	5	15	2,188	10,640	7	38	1,462
TOTAL	61,587	81	168	8,667	58,328	83	197	9,847

⁽¹⁾ Statutory managers and directors representing the company⁽²⁾ Except for Brazil

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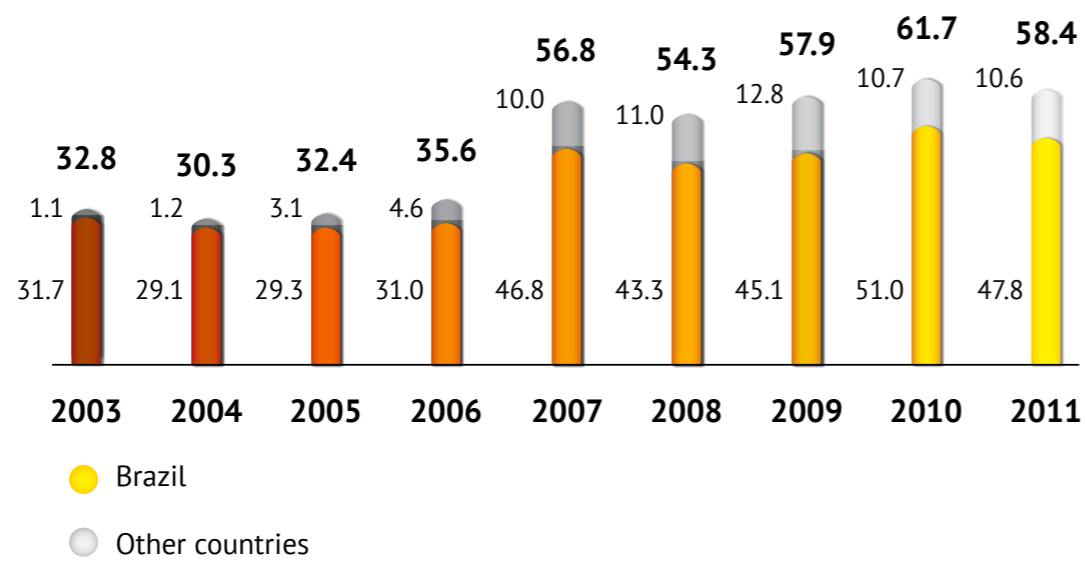
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Workforce by Employment Type ⁽¹⁾ |GRI LA1|

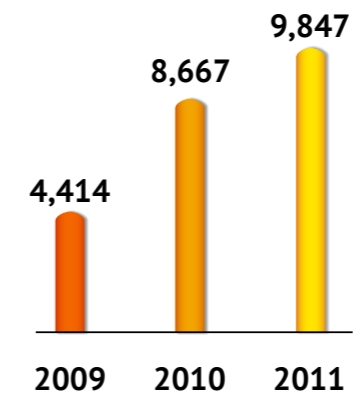
	2010		2011	
	FULL-TIME	BELOW FULL-TIME	FULL-TIME	BELOW FULL-TIME
BRAZIL				
North	15,552	-	13,499	-
Northeast	15,342	1	20,052	35
Midwest	2,825	-	667	-
Southeast	11,541	36	10,614	53
South	5,905	7	2,843	1
Subtotal	51,165	44	47,675	89
ABROAD				
America ⁽²⁾	10,155	-	10,138	-
Europe	57	-	78	-
Africa	247	-	431	-
Subtotal	10,459	-	10,647	-
TOTAL	61,624	44	58,322	89

⁽¹⁾ Not inclusive of interns⁽²⁾ Except for Brazil

Evolution of Workforce
(thousand)



Outsourced Workforce



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Turnover Rate |GRI LA2|

HIRED	UNDER 30 YEARS OLD		FROM 30 TO 55 YEARS OLD		OVER 55 YEARS OLD		TOTAL		
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	TOTAL
BRAZIL									
North	6,701	252	5,256	185	189	-	12,146	437	12,583
Northeast	4,012	372	2,450	105	104	1	6,566	478	7,044
Midwest	167	13	153	12	5	-	325	25	350
Southeast	2,548	370	2,445	234	162	5	5,154	608	5,762
South	21	6	17	5	-	-	38	11	49
Subtotal	13,449	1,013	10,321	541	460	6	24,229	1,559	25,788
ABROAD									
America ⁽¹⁾	139	51	96	45	11	5	246	101	347
Europe	5	20	6	16	-	-	11	36	47
Africa	-	-	-	-	-	-	-	-	-
Subtotal	144	71	102	61	11	5	257	137	394
TOTAL	13,593	1,084	10,423	602	471	11	24,486	1,696	26,182

⁽¹⁾ Except for Brazil

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Turnover Rate |GRI LA2|

HIRED	UNDER 30 YEARS OLD		FROM 30 TO 55 YEARS OLD		OVER 55 YEARS OLD		TOTAL		
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	TOTAL
BRAZIL									
North	5,750	405	5,546	429	290	5	11,586	839	12,425
Northeast	1,915	354	1,158	235	65	2	3,138	591	3,729
Midwest	3,771	90	3,516	76	167	3	7,454	169	7,623
Southeast	2,162	952	2,677	990	257	15	5,096	1,957	7,052
South	1,138	70	847	86	75	1	2,060	157	2,217
Subtotal	14,736	1,871	13,744	1,816	854	26	29,334	3,713	33,046
ABROAD									
America ⁽¹⁾	143	43	216	40	107	20	466	103	569
Europe	-	-	-	-	-	-	-	-	-
Africa	-	-	-	-	-	-	-	-	-
Subtotal	143	43	216	40	107	20	466	103	569
TOTAL	14,879	1,914	13,960	1,856	961	46	29,800	3,816	33,615
TURNOVER RATE									4.19%

⁽¹⁾ Except for Brazil

Diversity Indicators - Age ^(*) |GRI LA13|

EMPLOYEE CATEGORY	UNDER 30 YEARS OLD		FROM 30 TO 55 YEARS OLD		OVER 55 YEARS OLD		TOTAL		
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	TOTAL
Executive	2	1	80	5	58	-	140	6	146
Manager	28	27	749	186	139	5	916	218	1,134
Technical	555	179	1,258	233	220	22	2,032	434	2,466
Administrative	853	740	1,660	818	275	50	2,788	1,607	4,395
Operational	16,595	1,843	18,299	2,617	1,581	111	36,475	4,571	41,046
TOTAL	18,032	2,790	22,046	3,858	2,273	188	42,350	6,836	49,186

^(*) Not inclusive of professionals abroad or the ones jointly employed

Diversity Indicators - Ethnic Group ^(*) |GRI LA13|

EMPLOYEE CATEGORY	WHITE		YELLOW		MULATTO		BLACK		INDIGENOUS		TOTAL		NOT REPORTED	TOTAL
	MEN	WOM.	MEN	WOM.	MEN	WOM.	MEN	WOM.	MEN	WOM.	MEN	WOM.		
Executive	128	5	2	-	-	-	-	-	-	-	130	5	11	146
Manager	800	190	14	10	54	5	5	2	1	-	874	207	53	1,134
Technical	900	111	10	2	645	161	44	13	1	3	1,599	290	577	2,466
Administrative	1,990	1,198	18	25	597	237	59	33	1	3	2,665	1,495	235	4,395
Operational	7,350	1,100	105	40	24,258	2,650	1,231	118	41	9	32,985	3,917	4,144	41,046
TOTAL	11,167	2,603	149	77	25,553	3,053	1,339	166	44	15	38,252	5,914	5,020	49,186

^(*) Not inclusive of professionals abroad or the ones jointly employed

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*Projeto Casas de Brincar -
Programa Infância Ideal,
Ipojuca (PE)*

Camargo Corrêa Institute (ICC) is responsible for all initiatives stemming from social investments by Camargo Corrêa Group. It conducted 133 projects in 60 Brazilian cities in 2011, reaching directly 29 thousand people and indirectly other 250 thousand. R\$ 18.4 million were directly invested, and other R\$ 6.6 were raised from partner organizations.

The Institute operates by considering the diversity and scope of business and involved communities to establish, along with business units, policies to support sustainable regional development. It has a Decision Board formed by the Group's shareholders and key executives from companies.

In 2011, ICC entered into a partnership agreement with the National Development Bank (BNDES) for allocating R\$ 50 million, within five years – R\$ 10 million/year – to activities of *Futuro Ideal*, its structuring project. The partnership allowed for 17 initiatives in the year focusing on income creation, carried out especially in North and Northeastern Regions, in the so-called Citizenship Territories. There, 3.4 thousand people from 16 cities benefited from investments of about R\$ 8 million.

Based on the principle that the population of surrounding communities is more prepared to indicate demands and solutions for their communities, the entity works as a

facilitating agent of local development. The target audience includes children, adolescents, and young people up to 29 years of age who are served by three structuring projects: Ideal Childhood, Ideal School, Ideal Future, and a transversal program: Ideal Volunteer.

Infância Ideal

Infância Ideal motto is the integral development of childhood. For such, projects are developed with a focus on children's education, strengthening of the System of Guarantees of Rights of Children and Adolescents, humanization of service to pregnant women and newborns, and others. In a partnership with Construtora Camargo Corrêa and InterCement, in 2011 there were 37 projects in 16 cities: Porto Velho (RO), Altamira (PA), Juruti (PA), São Luís (MA), Alcântara (MA), Fortaleza (CE), Cabo de Santo Agostinho (PE), Ipojuca (PE), Cristalina (GO), Abre Campo (MG), Santana do Paraíso (MG), Pedro Leopoldo (MG), Ijaci (MG), Bodoquena (MS), Jacareí (SP), and Apiaí (SP).

In 2011, the program *Grandes Obras pela Infância* was inaugurated in seven projects. It is a strategic alliance between ICC, Construtora Camargo Corrêa and Childhood Brasil for initiatives to fight sexual exploitation of children and adolescents in areas surrounding large construction works. *Grandes Obras pela*



Programa Topper de Educação pelo Esporte, Campina Grande (PB)

Infância operates in two fronts: internally to raise the employees' awareness, and externally to strengthen the network to protect the rights of children and adolescents.

Another highlight was the partnership with the Brazilian Association of Judges, General Attorneys, and Public Defenders of Infancy and Youth (ABMP) to develop in eight cities the project called Integral Protection and Networked Operations for the Rights of Children and Adolescents – Implementation of Systemic Operating Flows.

Escola Ideal

Aimed at children and adolescents from 6 to 16 years of age, it purports to improve education in public basic education schools. Implemented in 15 cities, it comprises actions such as improvement of school management and awarding of reading incentive practices. In 2011, activities were started in the cities of Pedro Leopoldo, Itajaci, Santana do Paraíso and Ribeirão Vermelho, in the state of Minas Gerais, with actions that will benefit 7.4 thousand children from 24 schools. Projects to improve the management of 32 schools were also taken to Porto Velho and Guará-Mirim, state of Rondônia, benefiting 7.5 thousand students.

In 2011, there was a performance assessment of *Escola Ideal* Program in the state of Paraíba conducted since 2008 in six municipalities in a partnership with Alpargatas Institute. The assessment was made by an external organization in two stages: a quantitative stage using the “Management Indicators for Ideal School” questionnaire, and a qualitative one where students, teachers, technicians, families, and managers participated in interviews and discussion groups.

Beyond providing an overview of the impacts of the program on the region, the assessment highlighted strengths and weaknesses from all projects. Since 2008 different projects are carried out to value reading and writing, improve school

management, promote the community’s involvement with schools, improve school facilities, and educate through sports, benefiting about 50 thousand students from 274 schools.

Futuro Ideal

Focused on young people from 16 to 29 years of age, it promotes entrepreneurship and creation of work and income, with special attention to the insertion of young people into the job market. In 2011, 44 projects were conducted in 42 Brazilian cities. By activity category: small-sized industry and agribusiness; incentives to young entrepreneurs; services and technology; handicraft; primary production; recycling; professional training and education; sustainable management.

A project in course in Jirau (RO) is called *Tempo de Empreender*, for primary production of native fruits and the development of the local agribusiness by means of cooperatives. The initiative benefits 295 families producing pineapple, açaí, and banana, being supported in all stages of the production chain – from planning and planting to fruit sales. The action is a partnership between ICC, Construtora Camargo Corrêa, and Sebrae/RO. Another distinctive trait of the project is the investment in technology, especially for building a biofactory at the work site of Jirau Plant to produce high-standard seeds suited to local soil and climate conditions.

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Projeto Casas de Brincar - Programa Infância Ideal, Ipojuca (PE)

Ideal Voluntário

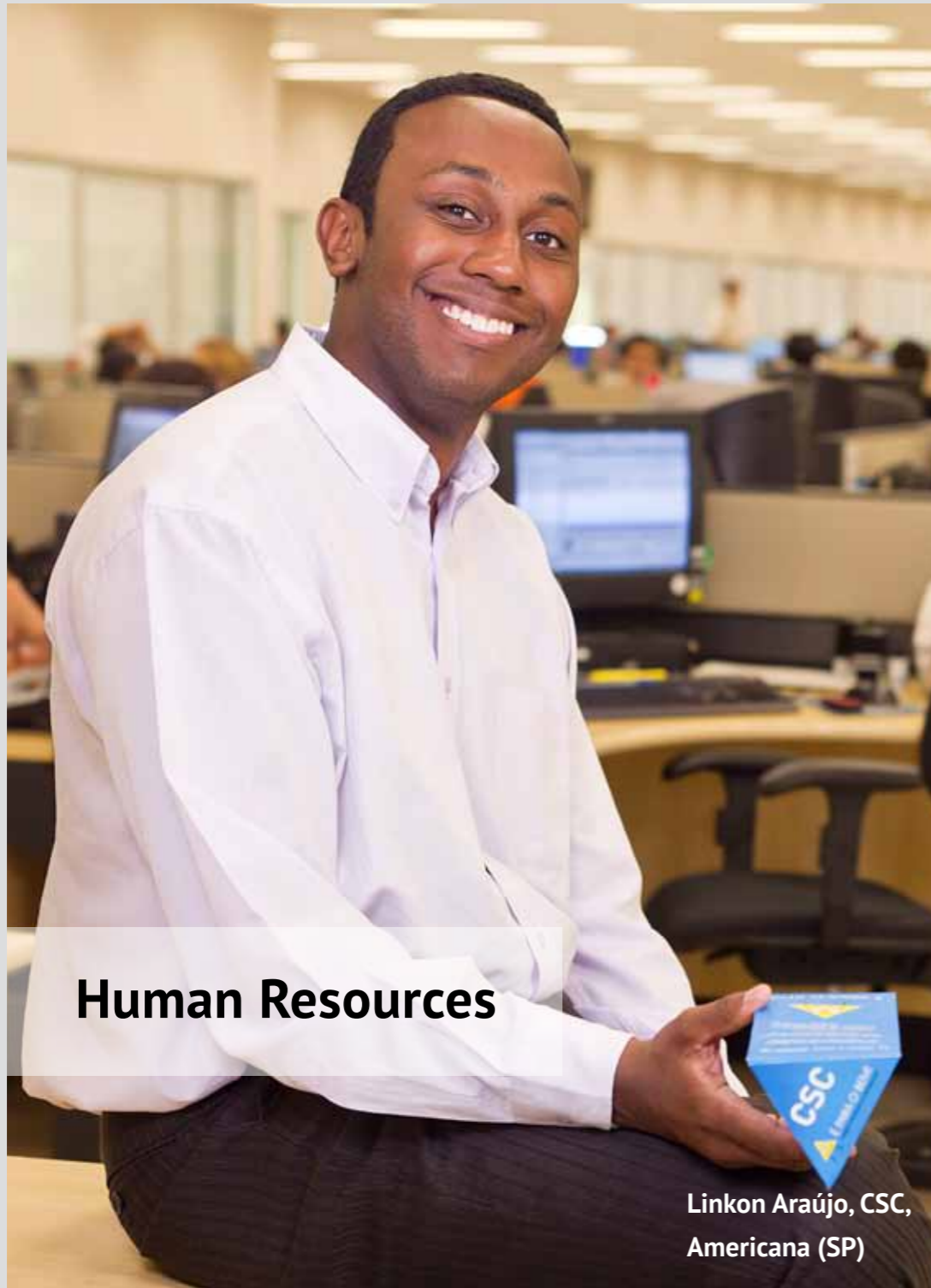
Another program conducted by ICC, permeating the three structuring programs, is *Ideal Voluntário* intended to encourage professionals of the Group's companies to engage in citizen actions. At each location where a program is developed, Ideal Volunteer Action Groups (Gaivs) are formed by five to ten volunteer professionals interested in working directly on the implementation of social actions. These groups develop and articulate their activities, especially aligned to projects and actions in progress in the community and inserted in the structuring programs developed by ICC – *Infância Ideal, Escola Ideal e Futuro Ideal*.

As of 2011, 63 Gaivs operated in 30 cities, surveying demands, proposing actions, and following their results. To recognize the efforts of volunteers, Idealista Award was launched. This is a recognition of teams that for six consecutive months accrue 350 hours in voluntary actions.

A highlight in *Ideal Voluntário* was the third edition of the *Dia do Bem-Fazer* (Volunteer Day), on August 21, which mobilized 11 thousand volunteers and 630 partner organizations. 135 voluntary actions were held simultaneously in Brazil and other eight countries – Argentina, Spain, Paraguay, Mexico, Peru, United States, Angola, and Venezuela – to help in the development of communities where companies have operations. Actions include but are not limited to donation of materials, renovations of schools and day care centers, cleaning of social institutions, and activities with the elderly.

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Linkon Araújo, CSC,
Americana (SP)

Incentives to meritocracy and best practices drive the policies of human resources at Camargo Corrêa. The Group invests in training leaderships to align employees to strategic challenges proposed for the next years. The Group's seven business areas closed the year with 58.4 thousand direct employees and 9.8 thousand outsourced employees.

Training and Education

By acknowledging the important role of employees and senior leadership to create value for the Group and develop their own careers, Camargo Corrêa has been investing in training and development of leaders. To support this initiative, the Group chose as a partner one of the best reputed global centers of executive education – Insead. Broken down by three major themes – “Strategic Management”, “Competitiveness and Performance Improvement” and “Managing High Performance Teams” – the program was started in 2010 and will be completed by June 2013.

Hours of Training |GRI LA10|

EMPLOYEE CATEGORY	HOURS OF TRAINING	NUMBER OF PARTICIPANTS	AVERAGE HOURS PER EMPLOYEE
Executive	3,638	141	25.8
Management	47,375	2,116	43.2
Technical	100,846	8,896	11.3
Administrative	228,387	9,427	24.2
Operational	1,183,167	304,642	3.9
TOTAL	1,563,414	325,221	4.8

Internal Recruitment

Valuing and retaining talents at Camargo Corrêa Group is one of the main pillars of the Global Internal Recruitment Policy. By transparently disclosing opportunities in several of its businesses, the Group practices and stimulates employee mobility and helps their careers to develop and evolve.

Health and Safety

At the Group's companies, several occupational safety programs were adopted, such as internal consultant and leadership training and the assessment of major hindrances to safe behavior. Some examples of measures in 2011:

- With increased operations of own works, CCDI structured an accountable department, and HM Engenharia received the OHSAS 18001 certification for occupational health and safety.
- Pilot project by Construtora Camargo Corrêa at the Jirau Hydroelectric Plant allowed for the inspection of work fronts by high resolution cameras. Images were thereafter software-managed. The chief safety technician interacts with technicians of the work fronts, improving the observation of the works.

The Group also works to unify the practices and tools to homologate suppliers. At InterCement, a workshop discussed safety at collective transportation in order to engage transporting companies in the discussion.