



## Leadership, protagonism and high performance. People development pillars at BRK

The company has a strategy for valuing employees and creating opportunities for development in the sanitation sector

There is something more important than equipment, projects and structures to expand and universalize sanitation: people. Therefore, BRK's human capital management strategy was structured to accelerate the attraction, development and growth of male and female employees, with a focus on supporting the company's organic and inorganic growth through the availability of highly qualified and engaged professionals in the organizational culture.



### BRK's human resources strategy operates based on 3 fundamental pillars:

- Training to attract, develop and retain talent
- Strengthen commitment and engagement
- Leverage performance

Leaders play an important role in the management and growth of the business. Therefore, training these employees is a priority. The Leaders Academy is the platform that promotes training and actions for the development of skills related to communication with the team, people's emotional intelligence and people management. Since 2020, approximately 800 leaders have participated in the Program. Another initiative is the Succession Journey program, aimed at training talents who have the potential to occupy leadership positions.

Still focusing on the development of leaders, BRK implements the First Leadership Acceleration Program. The project identifies the need to support and develop employees who have assumed – or have the potential to assume – leadership positions for the first time, and develops these professionals' skills in managing people.

Every year, through the Performance Cycle, BRK employees receive an assessment of their professional performance and set goals for the next period. In this process, individual indicators are defined, competency assessments are carried out, results are determined, and feedback is given with the definition of the individual development plan, which will support the training and development programs.



### Talent attraction and development

Hiring young talents to work in the sanitation sector is a strategy that is also connected to the formation of high-performance leaders in the company.

In this sense, the Trainees Program was launched to train specialist leaders capable of occupying critical positions in the business, such as the positions of Contract Directors, leaders who are in charge of BRK's business units. The Internship Program, in turn, opens up opportunities for students to start their professional experience and develop in a high-performance environment in line with corporate values.

Investments in training and courses for the development of these people complement the movement to form a team of excellence in the sanitation sector.

- **In company Sanitation MBA:** The sector demands qualified labor to meet the dynamism of the segment and meet the expansion needs, especially after the approval of the New Legal Framework for Basic Sanitation. Therefore, BRK launched, in partnership with FGV, the first in company Sanitation MBA.

The project aims to qualify, develop and retain professionals, with 432 class hours, divided into 16 virtual disciplines and three face-to-face courses, in modules of Sanitation and Infrastructure, Economic Regulation and Applied Management.

- **Saber BRK:** Focusing on the development of employees, the company created an integrated knowledge platform to consolidate online training. Training is carried out in areas such as security, commercial and communication.

- **Scholarships:** The company encourages its employees to be always looking for new knowledge. That's why it offers educational subsidies for technical courses, undergraduate, graduate, master's, in addition to language courses.

- **BRK Attitude Program:** The project is aimed at operations and aims to strengthen the company's culture. The initiative trains leaders and subordinates for a professional development in line with BRK's values.

- **Black Women Acceleration Program:** The project encourages diversity and is in line with the company's goal of having more black women in leadership roles. The Program performs online workshops that talk about themes about ancestry, self-knowledge and self-esteem. As of November 2021, 37 black female employees had participated in the Program – 32.5% of them had been promoted.



### Culture and well-being

The engagement of employees with BRK's culture and values makes a difference in the development and growth of the business. In its people management strategy, in addition to training and qualifications, the company has a series of programs and initiatives that promote appreciation and care for people.

- **Viva Bem Program:** Initiative to help improve the quality of life and provide emotional support to BRK employees and their families. The Program offers free consultancy and guidance services with psychologists, social workers, lawyers, pedagogues, among other specialties.

- **Nascen Project:** Welcoming pregnant employees and spouses of employees, through assistance directed by professionals and with the aim of helping in various matters related to maternity/paternity.

- **Amparo Project:** Welcoming commercial agents, through the assistance of psychologists, to strengthen emotional balance due to daily challenges.

- **Sou + BRK:** Project that highlights the pride of employees in working in a company that values the trajectory and dedication of each professional. People who invest in their careers at BRK are recognized for their years of dedication to the company and carry out actions focused on the length of service provided.

- **Positive Work Environment Policy:** Document that outlines guidelines for responsible, open and inclusive professional performance. Respect for people is at the base of all the work that BRK develops. Therefore, the fight against discrimination of any kind and the promotion of diversity are practiced daily in the company.