2018 Annual Report



ODEBRECHT

The future is built everyday

The Odebrecht Entrepreneurial Technology (TEO) is the set of principles and concepts that guide the attitude and corporate action of the members of the Odebrecht Group.

One of the principles is trust in people, in their capacity and in their desire to evolve.

Learn more at

https://www.odebrecht.com/en/odebrecht-group/odebrecht-entrepreneurial-technology. Odebrecht S.A. is a holding company of the Odebrecht Group.

We, Odebrecht members, build the future based on our daily accomplishments, the challenges we face and what we have learned throughout our history. It has been like this for 74 years.

We are more than 50 thousand people, of different nationalities, with diverse experiences and knowledge, of the most varied cultures, speaking several languages and united by the principles and concepts of Odebrecht Entrepreneurial Technology (TEO).

We are responsible for combining the Odebrecht Group continuous evolution to the objectives of sustainable development, which takes us to the desired future.

In 2016, we started a Journey of Transformation throughout the Odebrecht Group. Among other actions, we defined a new corporate governance model and implemented new policies, including a new compliance system based on the best global practices.

This report consolidates a summary of performance and highlights of the holding company and its Business related to the year 2017. Here, you will learn about our journey that begins in 2016, goes through the entire year of 2017 and includes the first months of 2018. You will notice the internal structuring changes of this journey are concluded. Updates and enhancements, like everything else we do, will continue to happen permanently.

You will also learn about the role and the internal structure of Odebrecht S.A., our Businesses and the organizational and performance indicators of the Group. The latter, where appropriate, related to the Sustainable Development Goals (SDGs) proposed by the United Nations. We also adopted GRI standards referred in in the foot notes.

By reading this report, you will share with us our commitments to develop and contract businesses with ethics, integrity and transparency, and to contribute to the development of societies where we operate and belong to.

For us, the future is already in place.



06 Messages Chair of the Board of Our Odebrecht S.A. governance CEO of Odebrecht in Odebrecht S.A. numbers **Board of Directors** Governance **Our Commitment** structure to ethics, Global Advisory integrity and Council transparency Our commitment Our Businesses Compliance system Odebrecht portfolio Independent Financial indicators monitoring Risk management The Path of compliance Asset divestment plan **Business innovation** for sustainability **Our commitment** to people Members' profile Ability to **Our commitment** accomplish Health, safety and well-being Commitments to

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in society

sustainability

Reputation and engagement

Odebrecht Award

Odebrecht Foundation



Odebrecht has a history of accomplishments of more than 74 years. This story will continue. We will continue to improve our services and products for the benefit of our customers, in the countries where we present, and in the communities where we operate.

Throughout our history, we faced different challenges. We have surpassed all of them based on solid principles and concepts expressed in the Odebrecht Entrepreneurial Technology (TEO) and, especially, under the leadership of competent, committed and aligned Teams.

It has not been and will not be different this time.

In 2016 and 2017, we embarked on a real Transformation Journey throughout the Group. We started from the convictions in our principles and concepts, and unfolded them into policies that guide our way of thinking, behaving and acting.

We implemented a new governance in all companies, including the decision by Kieppe Patrimonial, indirect parent company of Odebrecht S.A., of no longer indicate any member of the Odebrecht family as CEO of the Group.

We defined the role of Odebrecht S.A., as a holding of a dynamic portfolio of Businesses and investments, all with their own governance, aiming at financial and operational self–sufficiency and the compatible return to shareholders.

In 2018, we renewed the Board of Directors of Odebrecht S.A., with a significant majority of external independent directors. Boards at specific businesses also included relevant participation of external independent directors.

We reviewed our Compliance Policy, which among other definitions, defined a system based on ethics, integrity and transparency. This system is now in place and in practice throughout the Group.

This is a Governance of Transformation.

Principles, concepts, policies and systems are imperative for practice, but are not enough for a transformation that we all desire. The most important thing is the transformation that occurs in each one of us.

All of us, Odebrecht members, are aware that developing and winning business with ethics, integrity and transparency is fundamental to proceed with our history of achievements. Since 2016 this is our commitment that constituted the fundamental step stone of transformations.

Our internal structuring transformations are completed. We will continue to refine our concepts and practices, and maintain focus on innovation and in our competitiveness. Our biggest challenges today are external.

We need to support the implementation of the imperative structural and cultural changes in Brazil and in the other communities we operate. We need to support the construction of fair and self-sustaining markets.

We will comply with all the Leniency
Agreements we signed, in the certainty
that public agencies will do likewise.
The essence of these agreements
is to ensure companies to return to
full operations, thus promoting new
development and job opportunities,
generating value and further income
for society while providing services
and manufacturing products
that improve the quality of life of
communities.

We are convinced that to generate results we need to engage team members in all Businesses to innovate and operate with the highest standards of productivity and integrity, especially in the Business of

Engineering and Construction.

Getting us organized internally is not enough. We all know that winning new business across the Group and achieving good results, with recognized ethics standards, are also indispensable to regain our reputation.

I express my confidence in the members of the Board of Directors of Odebrecht S.A. The richness of experience, the diversity and the independency of the directors, ensure that we will take the correct decisions, considering the best to Odebrecht, to shareholders and to other stakeholders. We are conscious of the relevance of our responsibility in this important period of the Odebrecht life, and we are motivated for the challenges that we still face ahead.

I also entrust the CEO of Odebrecht S.A., Luciano Guidolin and his team, to manage our Business and our investments, and to carry out the necessary achievements and results we all need to reach increasing levels of development.

Above all, I trust the talent and the determination of all our members, especially our young people, some precociously taken to the status of Leaders. It is mainly you, this new generation, who have the opportunity and the responsibility to boost the construction of our history.

We are going through a period where we have to guarantee our survival. We will move to grow again, without losing our roots to continue pursuing the perpetuity of Odebrecht.

It is you, young people, who will assure the continuity of this course.

Ruy Sampaio



Luciano Guidolin took over as CEO of Odebrecht S.A. in May 2017: "Everyone is committed to acting with ethics, integrity and transparency: shareholders, leaders and other members."

What are the strategic priorities at Odebrecht S.A. to guide where investments will be concentrated and allocated?

The focus of Odebrecht S.A. and of the Business is to renovate and grow. The Odebrecht Group aims to work in three areas simultaneously: reconciling the past, overcoming the present and building the future. Construction of this future includes enhancing the corporate governance model, and this was one of the main points we worked on in 2017.

Of the many changes to the corporate governance model and to processes at the holding company, which were most relevant in 2017?

We worked hard to define new policies at Odebrecht S.A. to bring the total to 12 by the end of 2018. Five of them have already been approved. The Policy on Compliance with Ethics, Integrity and Transparency was the first new policy approved, triggering a wide-ranging process throughout 2017 for implementation of the compliance system and employee training. We next announced Policies on Governance, Risk Management, People and Sustainability. Policies are in fact "guidance" that make clear our approach towards recovering public trust and admiration following very difficult and turbulent years.

What are the implications of Odebrecht S.A. being positioned as the holding company of a portfolio of self-sufficient Businesses?

The investments we have made are aimed at creating value for shareholders and for society, in fundamental sectors of sustainable development.

The autonomy and self–sufficiency of these Business, which rely on

their own Boards of Directors and management processes, are important to our financial health and profitability. They make them even more attractive to new partners and associates. The holding's role within this context is to guarantee that the concepts of Odebrecht Entrepreneurial Technology, which values people in a mutually trusting environment, is present on every front of action at our Business, sustainably creating value.

We have adopted a new strategic position for our brands, suited to each Business and in pace with changes. Some Business have already announced their new identities to the market, while others are still in the review process.

What is your assessment of operational performance at Odebrecht S.A. in 2017?

In addition to all of us at the Odebrecht Group having lots of deliveries, 2017 was a year of hard work and effort. Major projects started two years ago are now implemented, such as construction of the compliance system and the hiring of people to manage this area. It was also the first year we worked productively in conjunction with the external independent monitors, contracted as part of the requirements of the agreements signed with authorities in Brazil, the USA and Switzerland.

We continued our plan to divest from assets, focused on increasing liquidity, and we have finalized significant operations, such as the sale of Odebrecht Ambiental. The Business also made progress with creditors, balancing debts with their capacity to generate cash, which has allowed us to once again look to the future and

envision opportunities.

The macroeconomic scenario of 2017, still with many uncertainties and low growth, was a limiting factor for further increases in operational results

What are the main challenges and goals for the holding in 2018?

In 2018, we will focus on the evolution of governance, in the conclusion of the process of reducing leverage and improving the Group's financial liquidity.

In the scope of Businesses, we will focus on competitiveness and innovation, the conclusion of the divestment process and the financial rebalancing of some Businesses.

In society and wherever we are as members of the Odebrecht Group, we are a committed to ethics, integrity and transparency. We must keep the channels of dialogue open, conclude the ongoing projects, maintain concentration on efficiency and deliver increasingly better products and services to our customers and society in general. Our history holds countless examples how relevant the products and services are that we deliver in every region where we operate, creating development and better quality of life. We have the responsibility to continue actively contributing to sustainable development in every region where we have operations, therefore guaranteeing the survival, growth and perpetuity of our Businesses.

> Luciano Guidolin



We fortified our corporate governance with the implementation of the Governance Policy and the formation of the Global Advisory Council that in 2017 had its first meeting. In 2018 we renewed the Board of Directors of Odebrecht S.A.. With more diversity and multiple experiences and knowledge, the Board fosters a contributing environment for decision making.





Click to find out more Odebrecht Entrepreneurial Technology (TEO)

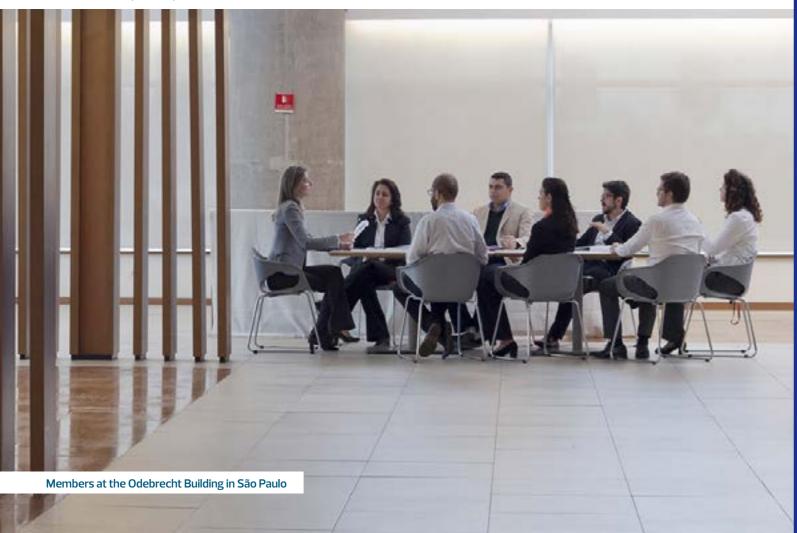
Policy on Corporate Governance

Odebrecht S.A. is a holding company with a dynamic portfolio of self–sufficient Businesses. Its role is to serve as the guardian of Odebrecht Entrepreneurial Technology (or TEO, its acronym in Portuguese), assuring that designs and concepts are followed and are present in all Odebrecht Group Businesses.

The Policy on Governance at Odebrecht S.A. contains the principles, concepts and other governance guidelines applicable to all employees and members of the Board of Directors. This document is also used as a reference to provide guidance for defining governance within the Businesses, which are free to develop and execute the strategies inherent to the nature of their activities.

Corporate governance at Odebrecht S.A. includes the management system, communication and processes through which the holding is managed and monitored.

GRI 102-1 | 102-5 | 102-16



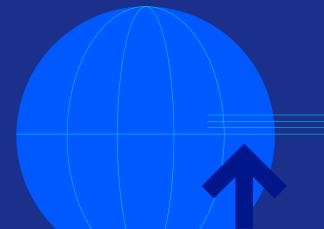
Odebrecht S.A. Policies result from the application of TEO's principles and concepts, which direct how members should act in relation to specific matters. One of the results of the holding work in 2017 was the update of these policies, which resulted in the approval of four new documents by the Board of Directors. By the end of 2018, 12 new Policies are expected to be approved.

ODEBRECHT S.A. POLICIES

- POLICY ON COMPLIANCE IN ACTING ETHICALLY WITH

 INTEGRITY AND TRANSPARENCY (APPROVED IN 2016)
- POLICY ON CORPORATE GOVERNANCE
 (APPROVED IN 2017)
- **POLICY ON PEOPLE MANAGEMENT** (APPROVED IN 2017)
- POLICY ON SUSTAINABILITY (APPROVED IN 2017)
- **POLICY ON RISK MANAGEMENT** (APPROVED IN 2017)





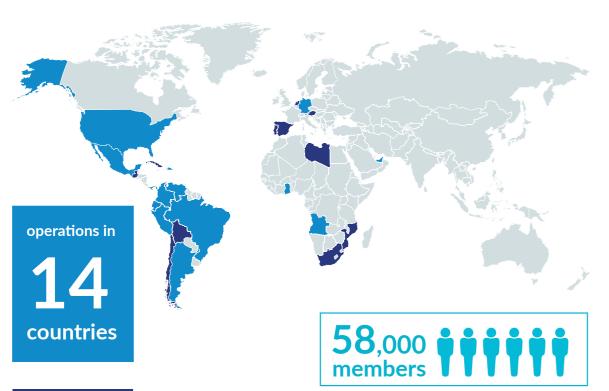
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Strategic positioning

Odebrecht S.A. aims to create value for its shareholders through efficient and strategic allocation of resources in a diversified portfolio of Businesses, operating in the areas of petrochemicals, engineering and construction, agroindustry (sugar, ethanol and electricity), oil and gas, irrigation and transportation (highway, urban mobility, airports and logistics areas), real estate development and naval. These Businesses operate in Brazil and in 13 other countries, with representative offices in an additional 13 countries. In each case, our actions focus the satisfaction of our customers, by delivering products and services useful to society, through contributions to sustainable development in each region and based on the professional and personal growth of our members, suppliers and partners.

Odebrecht by the numbers

December 2017



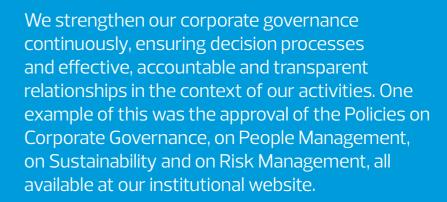
representatives in 13 additional countries

exported to over 100 countries

ebitda of BRL 17 billion

Gross revenue of BRL 82 billion

OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



The renewal of the Board of Directors, the support of the Board's advisory committees, and the Global Advisory Council guarantee responsible, inclusive, participatory and representative decision–making. The Global Advisory Council has the role of supporting the Board in forming a broad and diverse geopolitical vision on topics related to the Group's governance and strategic direction, governance and sustainability.



Board of Directors

The Board of Directors is the main governing body of the system of governance at Odebrecht S.A. It is responsible for approving the strategic direction and monitor the performance of the Company. Its scope of work scope is based on the Policy on Corporate Governance, the Odebrecht bylaws, and the applicable laws. In June 2018, the Board's composition was changed to six members elected at the Shareholders' Annual General Assembly to a two-year term.

The process of choosing Board members emphasizes a diversity of profiles, providing a plurality of perspectives and better-quality decision-making. To be elected, Board members must demonstrate alignment with TEO, have Business experience and knowledge of the Odebrecht Group Businesses, have no conflicts of interest and have expertise in areas such as finance, accounting, risk management, compliance, people management and sustainability. Board members must also be under 75 years of age.

The Board of Directors has four independent external members and all of its members are elected at the annual general assembly meeting, the shareholder resolution forum. The chair of the Board of Directors not only coordinates the body's activities but is also responsible for coordinating the interaction with shareholders and with the holding's CEO and his team.

The Odebrecht S.A. bylaws also establish that, at shareholders' request, the Board must provide for the installation of a fiscal council, as an administration controlling body. This body is made up of at least three and at most five members, elected at the annual general assembly. The Fiscal Council was not instated in 2017.



Odebrecht S.A. **Board of Directors**



Cledorvino Belini **EXTERNAL INDEPENDENT DIRECTOR** Coordinator of the Compliance Committee

Education: Holds a Bachelor's in Business Administration (Mackenzie) and a Master's in Finance and Accounting (USP).

- Was President of Fiat Automobiles in Latin America and served on the Fiat Group Executive Board.
- Served as President of Brazil's National Automakers Association (or Anfavea, its acronym in Portuguese)

leda Gomes Yell EXTERNAL INDEPENDENT DIRECTOR Member of the Compliance Committee

Education: Holds a Bachelor's in Chemical Engineering (UFBA), a Master's in Environmental Engineering (École Polytechnique Fédérale de Lausanne) and a Master's in Energy (USP).

- Served as President of BP Brazil and Vice President of
- New Ventures of BP Gas Marketing
 Served as the CEO of Comgás
 Founder of Will Latam, geared towards development of women in leadership in Latin America





Jorge Marques Toledo Camargo **EXTERNAL INDEPENDENT DIRECTOR**

Member of the Culture, People Management and Sustainability

Education: Holds a Bachelor's in Geology (UnB) and a Master's in Geophysics (University of Texas).

- Served as President of Braspetro and President of Statoil Brazil
- Headed the Brazilian Petroleum. Gas and Biofuels Institute (IBP) and is currently a member emeritus of the Board of Directors
- A member of the Boards of Directors of the Ultrapar Group and Prumo Logística Global



Click to find out more Odebrecht S.A. leaders' resumes

Roberto Faldini

EXTERNAL INDEPENDENT DIRECTOR

Member of the Culture, People Management and Sustainability Committee

Education: Holds a Bachelor's in Business Administration (FGV) and Specializations from Fundação Dom Cabral and INSEAD, Babson College and IBGC

- Entrepreneur, Consultant in corporate and family governance and independent board member of several companies.
- Former president of the Brazilian Securities and Exchange Commission
- Former Executive, member of the Board and shareholder of the Metal Leve Controlling Group





Ruy Lemos Sampaio CHAIR OF THE BOARD

Education: Holds a Bachelor's in Business Administration (UFBA) and a Master's in Finance and Accounting (University of Michigan)

- Director of Kieppe, the parent company of Odebrecht S.A.
- Former Financial Director at Tenenge S.A., SLP, Copene and Odebrecht Ouímica
- Former Director of International Finance and Investments at Odebrecht S.A.

Sergio Foguel

VICE CHAIR OF THE BOARD

Coordinator of the Culture, People Management and Sustainability Committee Member of the Compliance Committee Chair of the Global Advisory Council

Education: Holds a Bachelor's in Civil Engineering (UFRGS) and a Master's in Business Administration (University of California). He is a fellow at MIT.

Member of the International Advisory Board at Fundação Dom Cabral, of the Herity International Board and of the Board of the Parampara Family Business Institute.



GRI 103-1 | 103-2 | 103-3 GRI 103-1 | 103-2 | 103-3 20

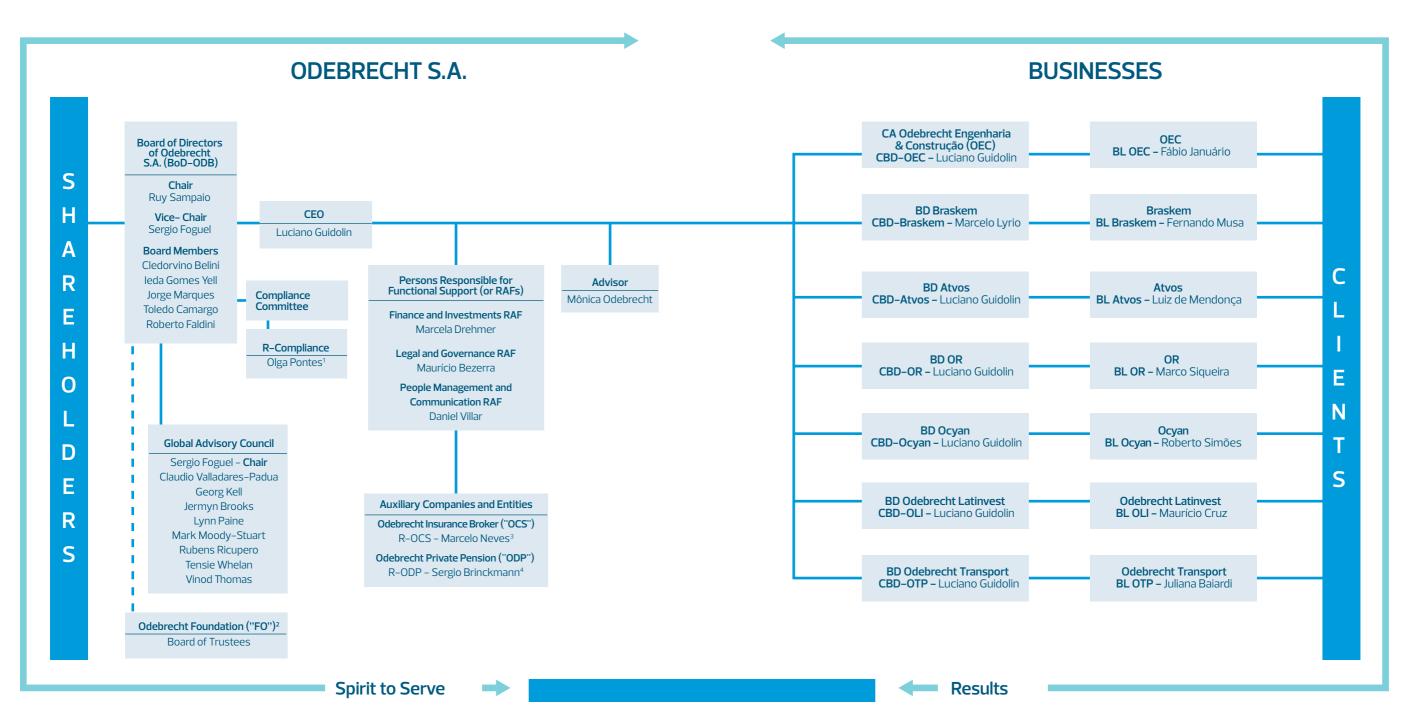
Governance structure

The CEO and his direct team of three people responsible for functional support (also known internally as RAFs) conduct the strategic management of Odebrecht S.A. The team also includes one advisor who provide support for the decision–making process.

The holding's CEO moreover acts as the Chairman of the Board of Directors for Businesses of the the Odebrecht Group. Each Business has a President who serves as a Leader (or BL), answering directly to the Board of Directors of that Business.



Odebrecht S.A. leader resumes



(1) Olga Pontes reports directly to the Compliance Committee (2) ODB is the sponsor of Odebrecht Foundation (3) Led by the Finance and Investments RAF (4) Led by People Management and Communication RAF

GRI 102-18 | 102-23 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | 103-1 | 103-2 | 103-3 | GRI 102-18 | GRI

Global Advisory Council

Click to find

Global Advisory
Council members

In addition to the advisory committees, the Board of Directors relies on support from the Global Advisory Council, whose contribution is to form a broad and diverse view of topics of interests and challenges faced by the holding and the Odebrecht Businesses.

Created in 2016, the Global Advisory Council played its role by acting decisively in supporting themes of strategic direction, governance and sustainability of Odebrecht Group. Composed of nine members recognized by the notorious knowledge and experience in their areas of expertise, the Global Advisory Council met with the Board of Directors and leaders of the group for the first time in 2017. The issues discussed in these meetings brought relevant contributions incorporated into the programs of action of the CEO of Odebrecht S.A. and of Business leaders.

Members of the Global Advisory Council were invited to initially serve for two years. They developed their careers at civil society organizations, universities, at multilateral and government organizations and in private sector companies. The Global Advisory Council members work individually in their contributions to the Board of Odebrecht S.A., and not as representatives of their respective organizations.

Created in 2016, the role of the Global Advisory Council is to support the Board of Directors with a broad and in-depth vision of areas such as corporate governance, strategic direction and sustainability.



Our commitment to acting ethically, with integrity and transparency

Our journey to ensure ethics, integrity and transparency in all of our Businesses is marked by a series of initiatives implemented since 2016 which have already transformed our business environment.





Click to learn more about

Transformation
Journey
Policy on
Compliance

The journey to acting ethically, with integrity and transparency is documented on the Odebrecht site and on the website "Transformation Journey" in a timeline with a summary of the most relevant decisions and results. Starting in 2016, when we assumed the "Commitment to Brazil," we implemented at Odebrecht S.A. a set of measures as developments of the new policies approved by the Board of Directors.

These measures include:

- 1 the determination that each of the Businesses must have its own Board of Directors, with independent governance from Odebrecht S.A., operating in a decentralized manner and always aligned with the concepts and other principles expressed in TEO and in the specific policies of the Business.
- 2 the creation of compliance committees to support the Board of Directors in each Business regarding the commitment to acting with ethics, integrity and transparency.
- 3 the designation of persons responsible for compliance in the holding company and in each Business (R–Compliance) with independence of judgment and reporting directly to the Board coordinators of the compliance committees.
- 4 the creation of the Integrated Compliance Committee (CIC), coordinated by the R–Compliance of Odebrecht S.A., and participation of R–Compliance members

of the Group. The CIC aims to promote alignment to the consistent practice of the compliance system between the Businesses and the holding, fostering synergy and consistency of internal and external positioning on compliance issues, and proposing necessary enhancements to the guidelines and compliance practices across the Group.

In November 2017, the holding via e-learning process finalized training for 100% of its members on the Policy on Compliance in Acting Ethically with Integrity and Transparency. All main topics in the Policy were covered, including their application to practical cases and examples of situations in various areas. At the period, members also received specific anti-corruption training. Since December 2016, when Odebrecht S.A signed leniency agreements with the Federal Public Prosecutor's Office in Brazil (MPF), the Department of Justice (DOJ) in the United States and the Attorney General's Office in Switzerland. New agreements were also signed with authorities in Ecuador, Guatemala, Panama and the Dominican Republic.

In Brazil, leniency agreements were signed in 2018 with the Federal Attorney General's Office (AGU) and the Ministry of Transparency and General Comptroller's Office (CGU).

Our internal structural transformations are completed, and we will continue improving our concepts and practices



more about

the Ethics

Line channel

Our Commitment

The Commitment, signed by all leaders in July 2016, expresses in ten principles our conviction to act with ethics, integrity and transparency, and demonstrates, envisioning the market, our strong position to promote Businesses with a clear determination to combat and not tolerate corruption. The principles are aligned with Odebrecht Entrepreneurial Technology and apply to all areas of action, without exception or flexibility.

To guarantee compliance with those principles, the Odebrecht S.A. and companies of the group companies of the group invested in training, including processes in training, including procedures to measure the level of assimilation and retention of content by participating members.

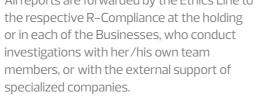
In May 2017, an independent external company began the management and operation of reports received by the Ethics Line in Odebrecht S.A. and in all companies. The independence and better preparation of those who receive the reports ensured even greater reliability for the process. The reporting done in a more complete way, even if anonymous, is determinant for the success and for the adequate planning of the time necessary to the investigation.

The Ethics Line ensures 24–hour service and the issuance of a registration protocol that allows the rapporteur to monitor the status of his or her report.

All reports are forwarded by the Ethics Line to the respective R-Compliance at the holding or in each of the Businesses, who conduct investigations with her/his own team members, or with the external support of specialized companies.

If considered appropriate, the reports may result in process improvements or the application of disciplinary measures. This may consist, for example, in warning or termination of member, cancellation of contract or suspension of payment. The solution in each case is specific and in measure compatible with the severity of the matter, as defined in the Policy on Compliance to Acting Ethically, with Integrity and Transparency.

In 2017, of the 68 reports received by the Ethics Line, 27 did not have enough information for investigation, 19 were forwarded to the specific Business and 11 regarded as related or repeated cases. Eleven cases were opened for investigation at Odebrecht S.A. of which eight were considered without grounds. One case was defined as inconclusive and two others remained under investigation at the end of 2017. In all of these cases, the Odebrecht Group implemented improvements to its processes and took the appropriate measures to correct instances of noncompliances, including termination of 55 members and ending of contracts with 6 suppliers.



BE AWARE THAT MISCONDUCT, WHETHER BY FIGHT AND SHOW ZERO TOLERANCE FOR ACTION OR OMISSION OR DISREGARD IS HARMFUL CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY. TO SOCIETY, BREAKS LAWS AND DESTROYS THE IMAGE AND REPUTATION OF THE ODEBRECHT GROUP AS A WHOLE.

SAY NO FIRMLY AND DETERMINEDLY TO BUSINESS OPPORTUNITIES THAT CONFLICT WITH THIS COMMITMENT.

ENSURE THAT ODEBRECHT PRACTICES THE COMPLIANCE SYSTEM THROUGHOUT THE BUSINESS' VALUE CHAIN. ALWAYS UP TO DATE WITH THE BEST BENCHMARKS.

ADOPT PRINCIPLES FIRMLY GROUNDED ON ETHICS. INTEGRITY AND TRANSPARENCY IN RELATIONS WITH PUBLIC AND PRIVATE AGENTS.

INDIVIDUALLY AND COLLECTIVELY CONTRIBUTE TO NECESSARY CHANGES IN THE MARKETS AND SETTINGS WHERE MISCONDUCT MAY BE INDUCED.

NEVER RELY ON CULTURAL OR CUSTOMARY MARKET CONDITIONS AS A JUSTIFICATION FOR ILLICIT ACTIONS.

INCORPORATE INTO MEMBERS' ACTION PROGRAMS **EVALUATIONS ON PERFORMANCE CONCERNING** THE COMPLIANCE SYSTEM PRACTICE.

ENSURE TRANSPARENCY IN INFORMATION ABOUT ODEBRECHT, WHICH SHOULD BE ACCURATE, COMPREHENSIVE AND ACCESSIBLE AND PUBLISHED ON A REGULAR BASIS.

HAVE THE CONVICTION THAT THIS COMMITMENT WILL KEEP US ON THE PATH OF SURVIVAL, **GROWTH AND PERPETUITY.**

The Ethics Line at Odebrecht S.A.

The Ethics Line can be accessed by members, clients, suppliers and by the public external to Odebrecht.



Through the sites https://canalconfidencial.com.br/ linhadeeticaodebrecht/ www.odebrecht.com/en/ethics-line



By phone

0800 377 8011

Available 24 hours a day Accessible in English, Portuguese and Spanish

GRI 102-16 | 102-17 | 103-1 | 103-2 | 103-3 | 205-3

Compliance system

The compliance system, defined in the Policy on Compliance to Acting Ethically, with Integrity and Transparency, comprises ten integrated measures of prevention, detection and remediation. They are measures to control the risks of non–compliance with the legislation, of conflicts with Our Commitment and with other internal guidelines emanating from the Policy on Compliance.



It is the role of each leader in different Businesses, to influence, guide and monitor his/her team on the comprehension and practice of the Policy on Compliance to Acting Ethically, with Integrity and Transparency. At the end of 2017, the Odebrecht Group had 81 dedicated compliance area professionals. The annual budget for this area reached BRL 72.5 million, up by 12% compared to 2016.

Throughout 2017, processes were established in each of the Businesses to ensure the implementation of the ten measures of the Compliance system. The Integrated Compliance Committee (CIC) worked to harmonize and standardize these processes and to monitor them through common indicators among all Businesses.

In 2017, the internal audit function was structured in the holding company and in every Business. Each Board of Directors in the Odebrecht Group approves and monitors the work plans and the results of internal audits.

In December
of 2017 the
Odebrecht
Group had 81
professionals
in dedicated
teams supporting
compliance

DIALOG WITH STAKEHOLDERS

Under the leadership of R-Compliance at Odebrecht S.A., a pilot project was launched at the Salvador (BA) office to strengthen ties with suppliers and family members of Odebrecht Group employees. These stakeholders participated in two meetings with the objective of consolidating a business culture of ethics and integrity. Presentations and discussions were attended by 123 representatives from 81 partner companies and 90 employee family members.

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Independent monitoring

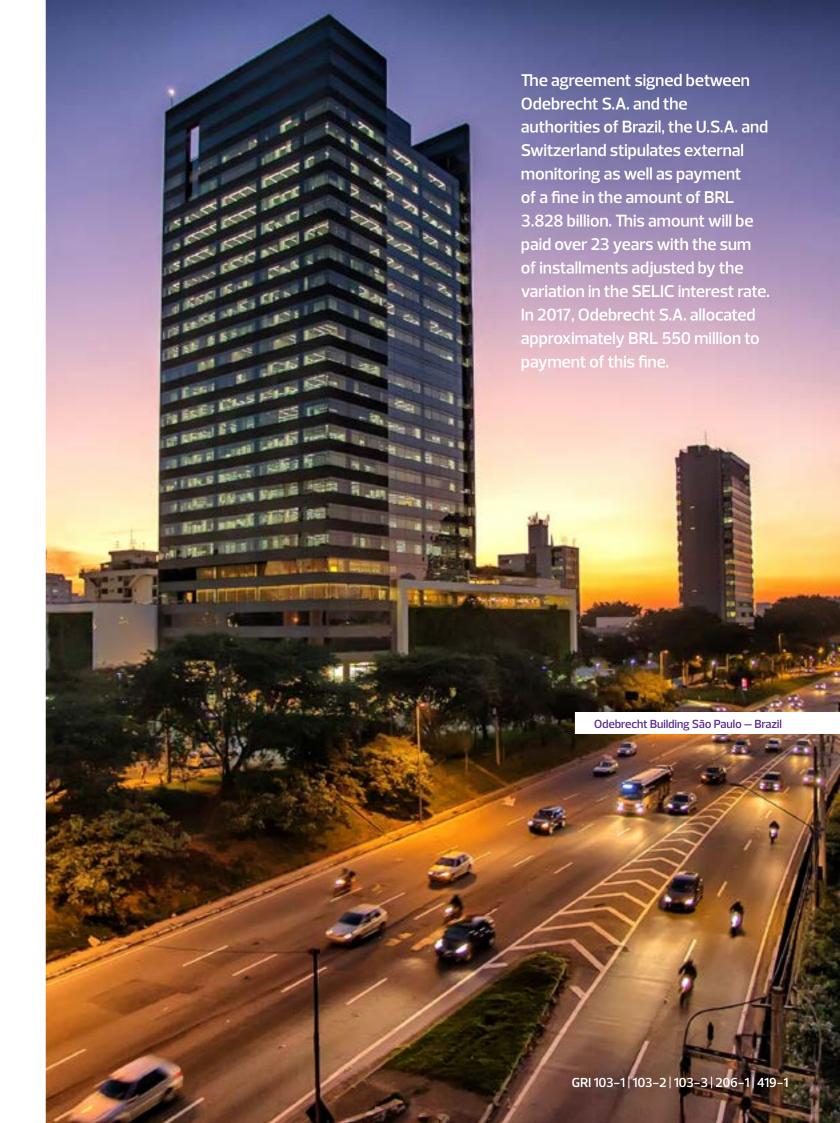
In December 2016, Odebrecht S.A., after disclosing facts and unlawful acts practiced until then signed an agreement with the Brazilian Federal Prosecution Office (MPF), the U.S. Department of Justice (DOJ) and the Swiss Office of the Attorney General. In this occasion, besides acknowledging errors and apologizing to society, the holding undertook a commitment to transform its governance and internal processes to guarantee that similar situations do not happen again.

One of the measures established in the agreement, which began to be executed in 2017, is the presence of external monitors approved by the MPF and the DOJ to oversee progress in the compliance system and improvements to internal controls.

The first cycle of monitoring was finalized on schedule in late 2017, with delivery of a report on activities to the authorities. Because of the confidentiality obligations contained in the agreement, there is no plan to release the content of the reports.

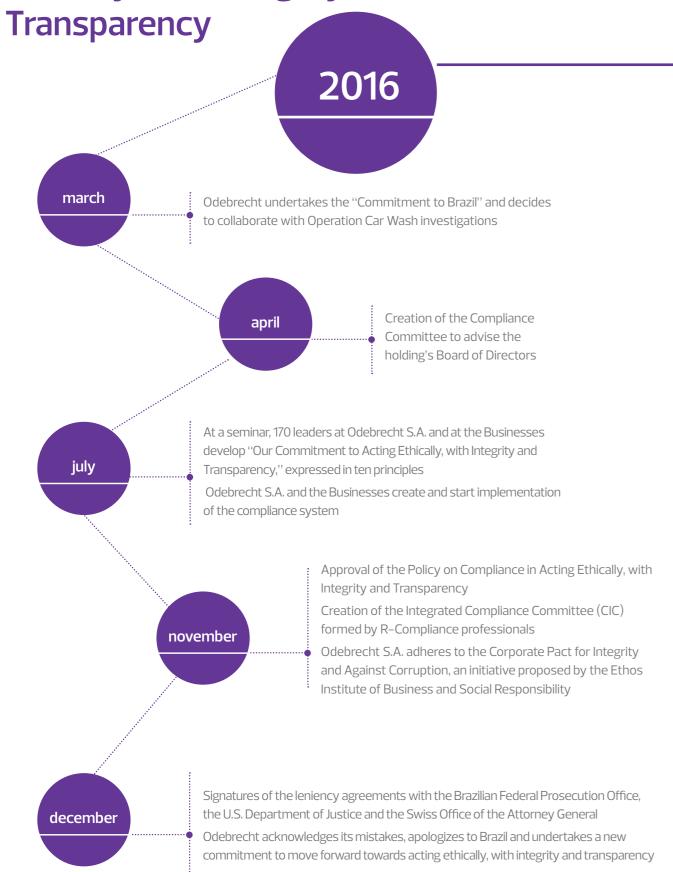
Specialists in anti–corruptions practices, the monitors carry out a work plan which includes analyses of relevant documents and materials, analyses of operational processes, interviews and visits, as well as participation in various meetings and trainings.

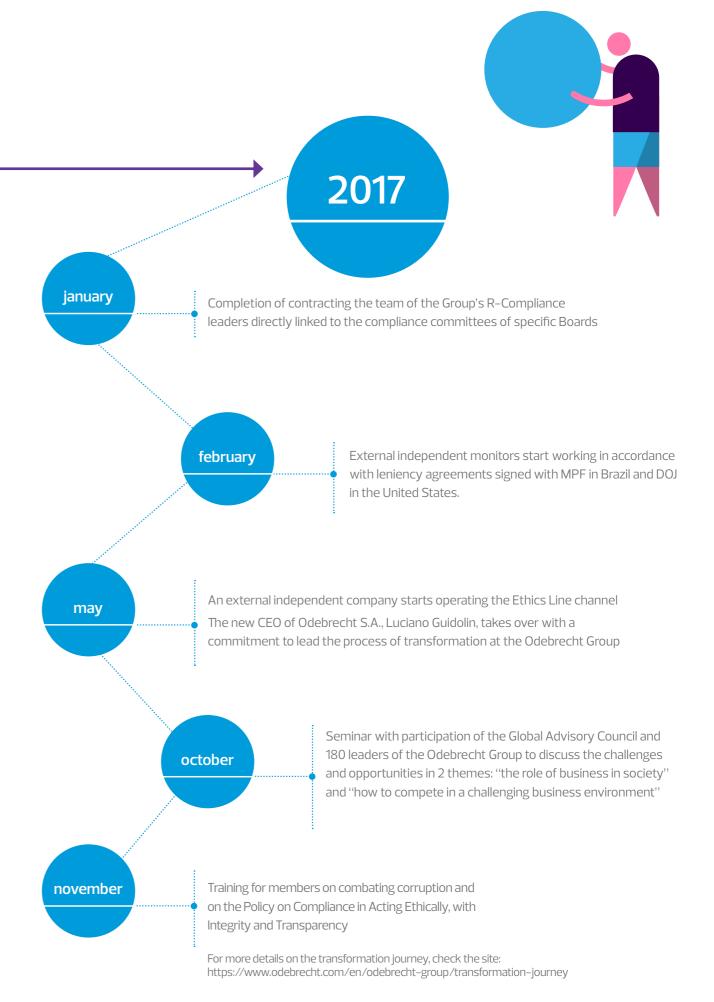
In December 2016, after recognizing errors and apologize, Odebrecht S.A. undertook to transform its governance and internal processes.



34

The Path of Compliance to Acting Ethically, with Integrity and





GRI 103-1|103-2|103-3



We are on a true journey to assure ethics, integrity and transparency at our Businesses and a public commitment to combat corruption and bribery in all its forms. Implementation of the compliance system in 2017 and training of 100% of our members on the policy and on anti–corruption practices are evidence of our discipline in relation to this goal.

Throughout the year, progress in the commitments signed under the auspices of the agreements with the Brazilian Federal Prosecution Office, the U.S. Department of Justice and the Swiss Office of the Attorney General has shown our contributions to sustainable development through the engagement and joint initiatives with business entities and civil society, such as the Ethos Institute, aimed at transforming the business environment and the society in which we operate.





Our Businesses

For more than 70 years of history, our work in different sectors has generated experience and knowledge that we aim to translate, day by day, into technical competency and qualified deliveries.

40

The Odebrecht portfolio

The review of the role and business model of Odebrecht S.A., positioning it as a holding focused on defining guidelines and sharing synergies between independent and self–sufficient Businesses, has also led to a new strategy for the brands in the Odebrecht Group. In 2017, part of the Businesses reviewed their brands after considering the markets in which they operate and the timing of their strategies.

This strategy is part of a broader movement that includes the possibility of new partners coming on board and future public offerings.



August/17

Braskem celebrates its 15th anniversary and adopts a new brand to indicate continuity of the cycle of global expansion



November/17

With 10 years in the real estate construction segment, Odebrecht Realizações Imobiliárias changes its name to OR and reformulates its brand identity



December/17

Odebrecht Agroindustrial, one of the largest Brazilian companies in ethanol, sugar and bioenergy sector, changes its brand and name to Atvos and ratifies its investment strategy in clean and renewable energy



January/18

Odebrecht Oil and Gas, which specializes in providing services to the oil and gas industry, renews its brand and is now named Ocyan

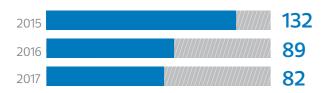


GRI 102-2 | 102-6 | 103-1 | 103-2 | 103-3 | GRI 102-2 | 102-6 | 103-1 | 103-2 | 103-3 |

Financial indicators

Gross revenue

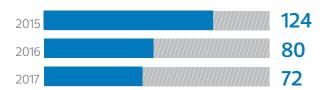
(BRL billions)



The set of Businesses reflects companies with the capacity to grow and explore opportunities in their sectors of work. In addition, the holding's portfolio covers a level of diversification that reduces exposure to market risks, allowing for management of externalities such as exchange rate variations, among other things.

Net revenue

(BRL billions)



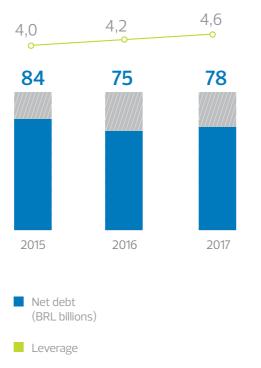
Ebitda

(BRL billions)



Indebtedness

(BRL billions)





4

Risk management



Click to learn more about Policy on Risk Management In the evolution of its governance and strategy of operation, Odebrecht S.A. approved and released early 2018 its Policy on Risk Management, establishing guidelines to identify, prioritize, treat and monitor risks related to its activities.

The Policy moreover serves as guideline for each Business to approve its specific policy on risk management.

After approving the Policy on Risk Management, the holding will work in 2018 to identify, assess and prioritize risks and decisions that could impact business activities.

GRI 102-11 | 102-15 | 103-1 | 103-2 | 103-3

Odebrecht Insurance Broker

Odebrecht Insurance Broker is an auxiliary company in the Odebrecht Group that develops innovative solutions to support the transfer of risks to the insurance and reinsurance markets in Brazil and abroad. Created in 1978, the company works to create integrated solutions for projects and Businesses. It is also responsible for the administration of the life insurance, health insurance and dental insurance policies for members and their dependents in every country in which the Businesses operate.

2017 Figures

80.7 billion in insurance

8.7 billion in guarantees

GRI 102-11 | 102-15 | 103-1 | 103-2 | 103-3 | 412-1

RISK MANAGEMENT PROCESS

CONTEXT

Assessment of the holding external and internal environments considering the company own objectives and those of stakeholders in the risk management strategies.

IDENTIFICATION OF RISKS

This happens through interviews and consultations in external and internal environments, including regulatory agencies and market entities.

ASSESSMENT AND PRIORITIZATION OF RISKS

The process of assessing and prioritizing the risks results in the Odebrecht S.A. risk matrix.

RISK TREATMENT

Supported by the Risk Matrix, the CEO of Odebrecht S.A. presents to the Board the risk treatment strategy.

COMMUNICATION OF RISKS

The risk communication process seeks to assure effectiveness in prevention, detection and remediation, in line with the compliance system.

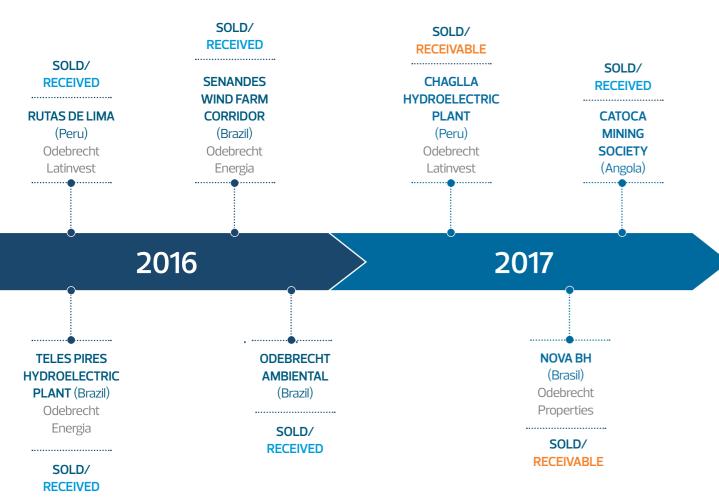
RISK MONITORING

Monitoring aims to inform on the effectiveness of the risk management process and controls, and to identify opportunities for improvements

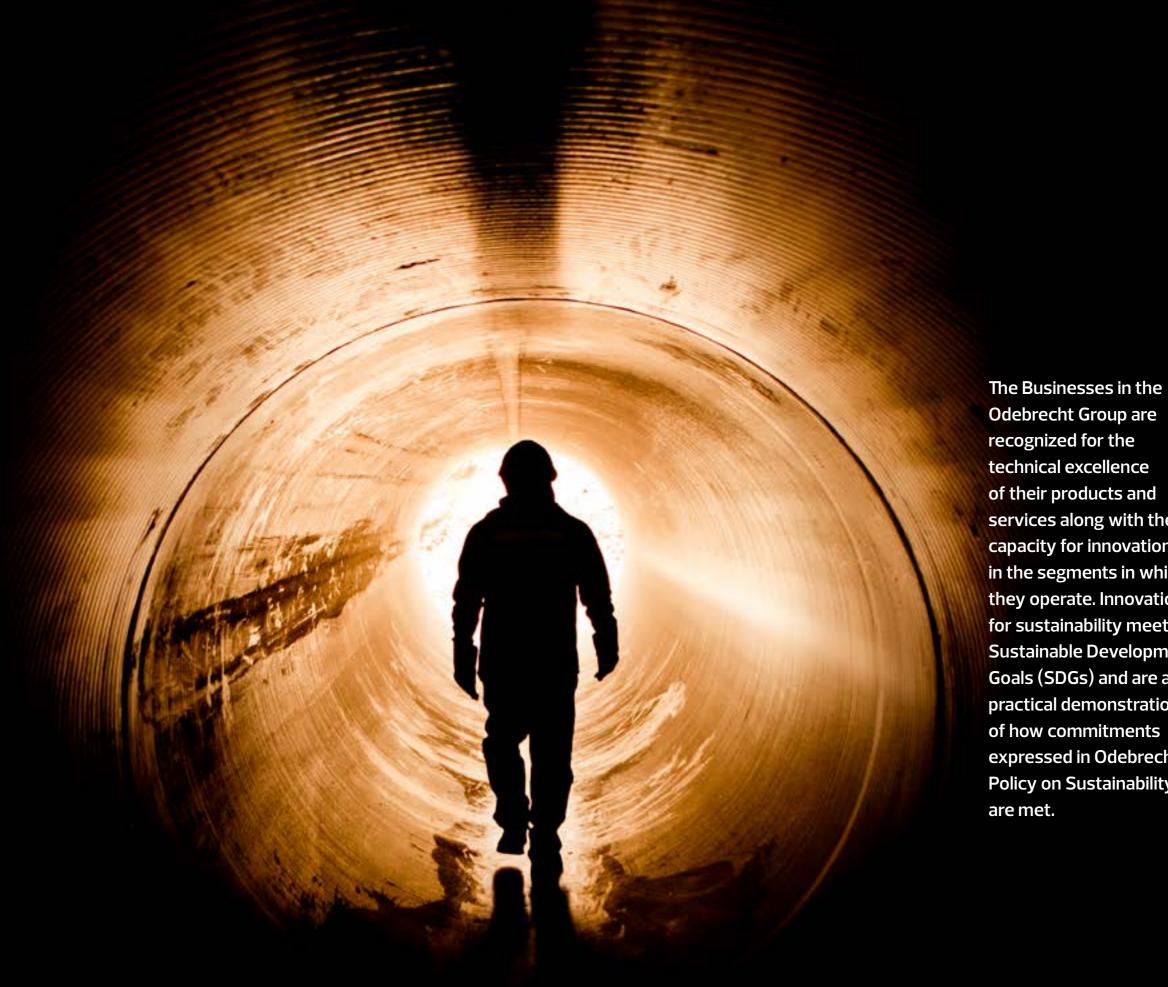
Asset divestment plan

To confront the economic crisis in Brazil and instability in the sectors in which the Businesses in its portfolio operate, in 2016 Odebrecht S.A. set up a plan to divest from assets with the goal of raising approximately BRL 12 billion. Sales made by the end of 2017 had already reached approximately BRL 7.4 billion, a result that contributed to providing the Businesses with greater liquidity. Negotiations related to an additional BRL 5 billion are ongoing.

In the last year and concluding an operation started in 2016, Odebrecht completed the sale of Odebrecht Ambiental to Brookfield Business Partner LP, generating a reinforcement of BRL 2.5 billion to the holding position. Odebrecht S.A. held a 70% stake in the company, which is the largest private water and sanitation company in Brazil.







Business innovation for sustainability

Odebrecht Group are recognized for the technical excellence of their products and services along with their capacity for innovation in the segments in which they operate. Innovations for sustainability meet the Sustainable Development Goals (SDGs) and are a practical demonstration of how commitments expressed in Odebrecht's Policy on Sustainability are met.

13 CLIMATE ACTION



Atvos is one of the largest Brazilian producers of ethanol, clean electricity and VHP sugar from sugarcane in nine agro-industrial units located in the states of São Paulo, Mato Grosso, Mato Grosso do Sul and Goiás.

The Business took a major step forward in relation to planning and quality during the 2017/2018 harvest, enhancing agricultural production and industrial processes. During this time, BRL 550 million were invested in renewing sugarcane fields, in equipment and in the industrial area.

Atvos contributes to enhance the environmental benefits throughout its products' lifecycles. This positive impact has already compensated for 35 million tons of CO₂ emissions, in addition to protecting biologically valuable areas in biomes where it operates and encouraging environmental conservation and better labor conditions in its value chain.

Through investments in structured social projects, Atvos promotes the development of communities neighboring its industrial units. Initiatives conducted through the Social Energy Program provide incentives for job training for the local population, better education, appreciation of culture and active social work, guaranteeing positive transformation of local economic and social conditions. Social Energy has already benefitted over 150,000 people through 74 projects.





Atvos fosters positive changes in the communities where it operates, by generating 11,000 direct jobs and over 40,000 indirect jobs.







Braskem operates 41 industrial units in Brazil, the U.S.A., Germany and Mexico, and is the largest producer of resins in the Americas, with an annual production of 20 million tons, including basic chemical and petrochemical products. Recognized for its ability to innovate and for its investments in research and development of sustainable solutions in the chemical industry, the Business promotes societal engagement by seeking gains in sustainability with new technologies, inputs and products, through initiatives such as Braskem Labs and the Design Challenge.

In 2017, the company invested BRL 167.5 million in Innovation and Technology; in addition, 12.6% of the sales generated by the Polyolefins Units in South America and Europe were based on products developed by the Innovation area. That same year, Braskem signed a technological cooperation

agreement with the Haldor Topsoe Company of Denmark to develop a pioneering route to produce monoethylene glycol (MEG) from sugar. MEG is one of the key components in the production of the PET resin, which is used to make bottles as well as in the textile and packaging industries. The focus of this project is the conversion of sugar into MEG at a single industrial unit, which will drive competitiveness and strengthen the use of renewable resources to supply its value chain.

The MEG produced from sugar will expand Braskem's portfolio of renewable products, which already includes I'm green™ polyethylene made from sugarcane.

The strategy of using biopolymers as mechanisms for capturing carbon contributes to development of a more sustainable model to confront the challenge of combating and adapting to climate change.







With shares rising in value by 26% in 2017, the Business issued a record number of bonds: raising USD 1.75 billion, maturing between 2023 and 2028, with demand eight times higher than expected.

GRI 103-1 | 103-2 | 103-3





With 11 years on the market, Ocyan is a company with a sustainable attitude and knowledge to provide solutions for the upstream oil and gas industry in Brazil and abroad. Its main values are the members and the operation, a partnership of trust with clients and a commitment to ethics and transparency.

The School in Action Program is the principal social engagement initiative developed by Ocyan. The actions covered by the program are based on the Policy on Sustainability and on the Social Responsibility Guideline. Implemented since 2007 in the city of Macaé, the program is maintained in

partnership with the Secretary of Education of Macaé and follows the guidelines of the United Nations Educational, Scientific and Cultural Organization (Unesco).

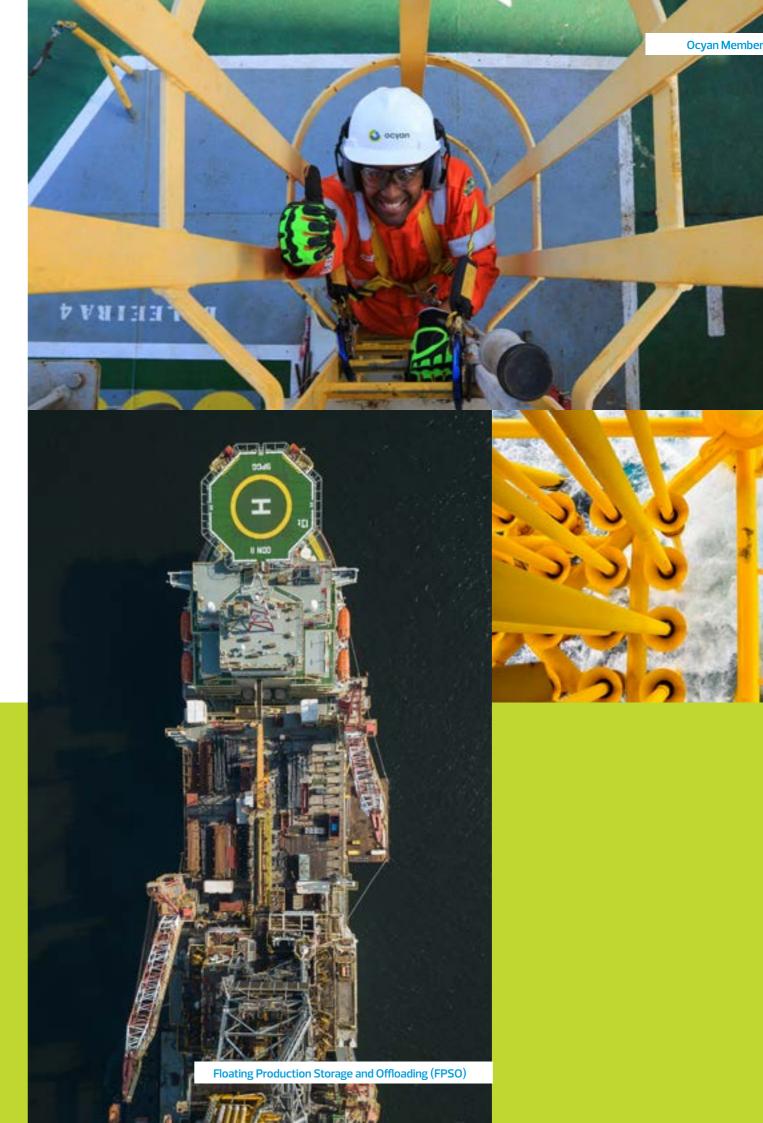
In 2017, efforts in the School in
Action Program were focused on the
#innovateandlearn initiative, supported
since 2014. This initiative received
investments of BRL 3.1 million, of which BRL
246,000 came from company funds and
BRL 2,9 million* from partner organizations.
A total of 1,400 people were directly
benefitted, including students, monitors and
teachers in 18 communities of Macaé.

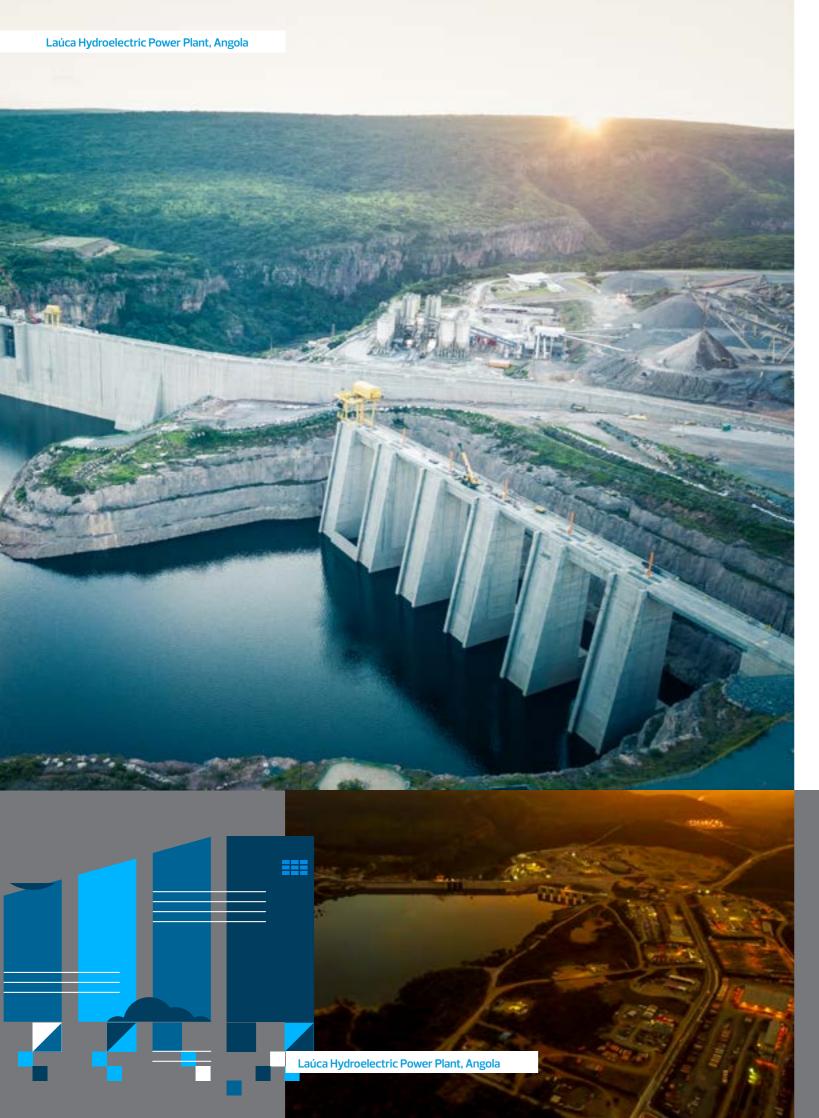
*Investment includes provision of staff and spaces to hold activities, as well as technical and educational materials.





Approval in Brazil and in the U.S.A. of the extrajudicial recovery plan based on restructuring of USD 5 billion in debt with the support of over 60% of creditors. With this, the Business has consolidated its position as a competitive player in the oil industry, reinforced by the start-up of oil production by the FPSO Pioneiro de Libra, a vessel extracting oil and gas from the Libra block in the Santos Basin (Sao Paulo).







Odebrecht Engineering & Construction (OEC) operates in the infrastructure and industrial assembly segments, offering solutions that contribute to the growth of vital sectors of the economy and promote development of regions that receive its operations.

In 2017, OEC redirected its strategy, reaffirming its presence in the regions where it operates, with the decision that prospection in new markets will mostly take place in the sectors in which its performance is internationally recognized: ducts, hydroelectric power plants and urban mobility (metro systems, more specifically).

An agenda of transformation connected to a commitment of always acting ethically, with integrity and transparency, was reinforced when OEC joined Ethos Institute of Business Social Responsibility and the Business Pact for Integrity against Corruption, in January 2018.

The construction industry is a major consumer of water, and its operations are highly dependent on this resource. Efficient water use and reuse of water are therefore fundamental to mitigating environmental impacts as well as to the regularity of its availability to its operations.

The management model implemented in Laúca, a hydroelectric plant built on the Kwanza River in Angola, promoted intensive reuse of wastewater generated. This process has allowed for up to 75,000 m³ of water to be reused each month, a volume equal to the demand of a city with a population of 15,000.

OEC dedicates efforts so that social investments implemented provide objective results during execution of a given Project that will continue after its conclusion.

The Tuyula Lomunga Program, implemented in Angola, continues to generate results even though support is no longer provided by the company. This Program, which started in 2013, was aimed at engaging the beneficiaries who planned priorities in partnership with Odebrecht.

Economic development actions implemented continue to generate resources reverted to the community through initiatives in education, culture, health, governance, environmental conservation and access to water, benefitting 1,200 families.





In 2017, OEC focused its efforts on restructuring and transformation.

GRI 103-1 | 103-2 | 103-3



ODEBRECHT Latinvest

Created in 2012, Odebrecht Latinvest consolidates irrigation, energy and transport assets in Peru and Colombia. The company is headquartered in Lima and works on development, investment and operation of infrastructure concessions throughout Latin America (not including Brazil).

The Chaglla Hydroelectric Power Plant, Peru's third largest hydroelectric power plant, generated over 4% of the country's total energy in its first year of operation,





benefitting 930,000 families. Daily work to clean the reservoir contributed to eliminating 27 tons of common and hazardous waste from the Huallaga River in 2017.

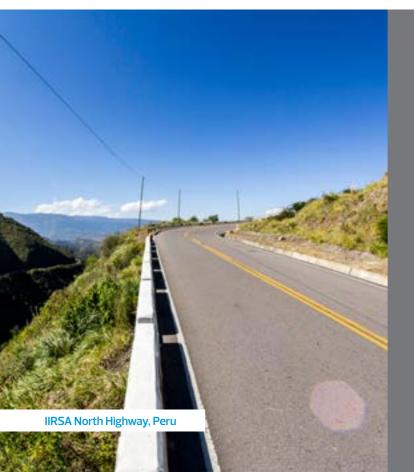
As part of the social responsibility program, the Business provides safe transport by water and on land for the population living near the hydroelectric plant. In 2017, around 17,000 people used these transportation services.

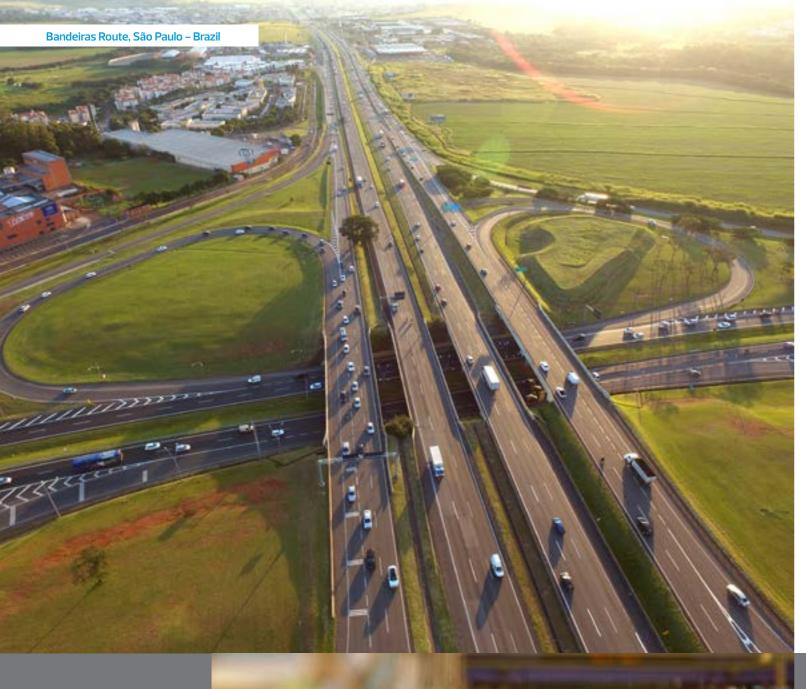


GRI 103-1 | 103-2 | 103-3



IIRSA South Highway Office, Limacpunco, Peru







Odebrecht TransPort operates in Brazil, focusing on the development, implementation and operation of concessions in urban mobility, highways, port terminals and other integrated logistics systems.

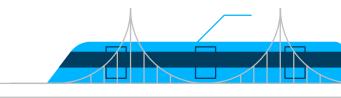
Highway concessions prioritize the safety of users and members, while also having an impact on communities through social and educational programs that foster safe traffic and development of citizenship.

Among environmental conservation initiatives, the Bandeiras Route, which manages 297 kilometers of highways on the Dom Pedro I Corridor in the state of São Paulo, promotes tree planting and the structuring of ecology corridors that contribute to revitalizing wellsprings and protecting watercourses and biodiversity.

The public train service offered by SuperVia and Carioca LRV has positive environmental impacts by improving traffic in Rio de Janeiro and preventing CO2 emissions through the use of electricity to power trains..









Completion of the sale of participations in the operation of five companies — Metro Line 4 – Via Quatro (SP); highway concession – ViaRio (RJ); maintenance of bus stop shelters and outdoor media—Otima (SP); operation of Tom Jobim International Airport—RIOgaleão (RJ); and a container terminal—Embraport (SP).

Agrovia in the Northeast , Pernambuco – Brazil

Carioca LRV, Rio de Janeiro – Brazil

GRI 103-1 | 103-2 | 103-3



OR operates in the real estate sector, developing residential and commercial projects that are distinguished by their sustainability solutions, aimed at improving people's quality of life, respecting the environment and meeting the expectations of the communities in which it operates. One of the differentials of the Business is that it creates projects by following criteria adapted to certifications recognized in Brazil and abroad, oriented by innovation and sustainable attributes.

Integration with neighboring communities has also been a key issue at OR developments.

The aim is to encourage urban development that values coexistence between people and

mobility, so as to benefit not only those living or working at OR developments, but also residents in the surrounding area.

Praça São Paulo is in line with these attributes. With Aqua and LEED environmental certificates, it has an unprecedented configuration that brings together four different uses in a multiuse building — residential, commercial, hotel and mall. It also has three additional Business buildings and a square open to the public. Delivered in 2017, the development was one of the participants in the International Property Awards in 2014, winning first place in the "Best Development" and "Best Multiuse Architecture" categories in Brazil.







With capital investments by Odebrecht S.A. of approximately BRL 570 million in the last two years, OR has been able restructure its debt, making payment compatible with the flow of assets received. With five developments delivered in 2017, within budget and on time, OR generated BRL 581 million in revenue.

GRI 103-1 | 103-2 | 103-3









Our commitment to people

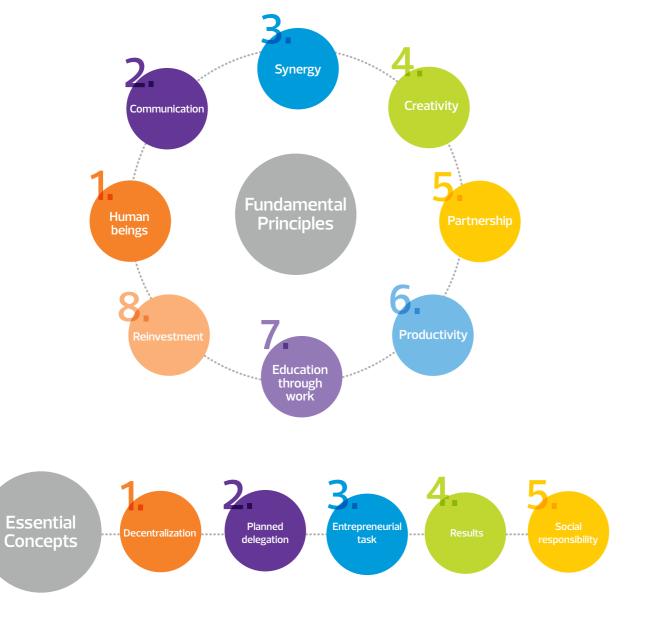
We are part of a large and diverse multidisciplinary team, made up of 20 different nationalities operating in 27 countries and in the most wide-ranging Business areas. What joins us is a strong culture, present in our day to day.

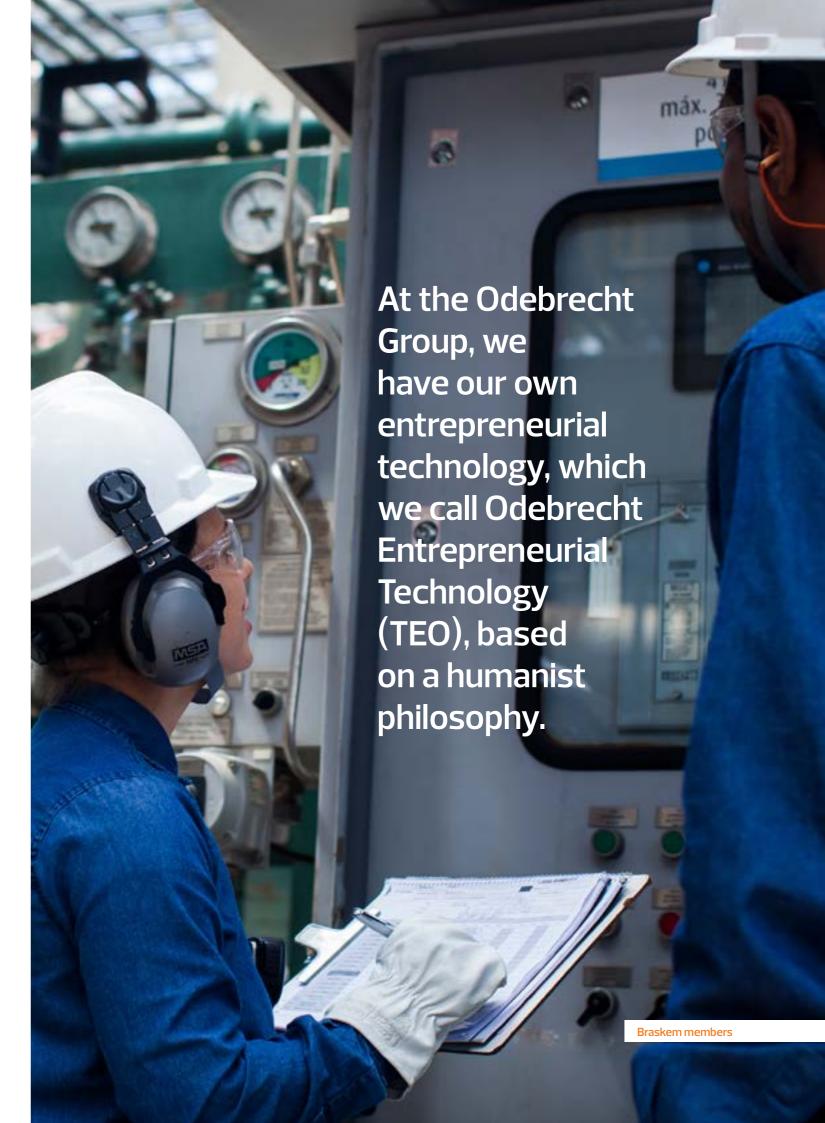




Click to learn more about The Policy on People Management The culture at the Odebrecht Group, built on the principles of Odebrecht Entrepreneurial Technology (TEO), provides the basis for the Group's 58,000 members to act with an entrepreneurial spirit with ethics, integrity and transparency. Within this context, TEO practice includes a disciplined cycle of planning, monitoring, evaluation and judgment of performance between the leader and members of his team, based on individual Action Programs (PAs), thus leading to personal growth and development for all.

As a holding with a diverse portfolio of Business and a global presence, the mission of Odebrecht S.A. is to ensure that the fundamental principles and essential concepts of the TEO are disseminated and present in all member actions. The Policy on People Management approved by the Board of Directors reinforces this action while also serving as a guideline for the specific policies on people management at the Group's Businesses.







The relationship between a leader and a member of his team plays a fundamental role in the practice of the conduct established by the Policy on People Management. The disciplined application of the Action Program (PA) cycle promotes dialog and opens up an opportunity for the member, committed to self-development, to assess her/his challenges and personal and professional goals.

The stages of the PA cycle (PAAJ)

Action
Program
planning
and pact

Monitoring
Judgment

At the Odebrecht Group, each member's career is built by successive complete PA cycles, with growing challenges and delivery of tangible and intangible results. In the search for new opportunities and challenges, a mutual relationship of dialog, learning and trust is established in tandem with Education through Work.

In 2017, Odebrecht S.A. was included for the third year in a roll on the list of the 50 most beloved companies by employees, as ranked by the LoveMondays online platform. The holding came in 14th, the same position as the year before. Braskem rose from 31st to 5th place. This ranking is based on spontaneous opinions from employees and former employees published in the social media platform specialized in assessing company workplaces.

Members profile 2017

At the end of 2017, the Odebrecht Group had approximately 58,000 members, 38% less than the previous year, mostly due to the divestment of assets, especially Odebrecht Ambiental. Our members work on every continent, within corporate structures that promote and value diversity as a necessary factor for the survival, growth and perpetuity of the Business.

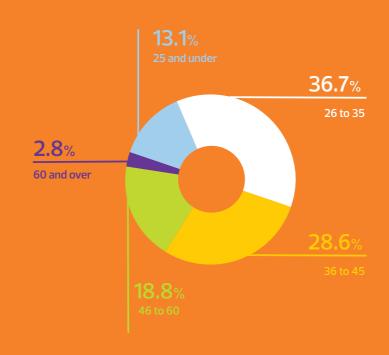




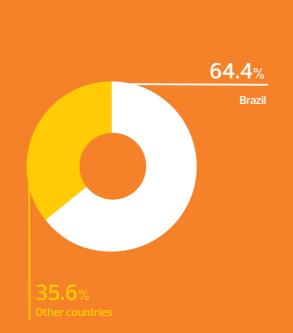
Members by nationality

Brazilians	38,871
Dominicans	4,883
Panamanians	4,454
Peruvians	2,190
Angolans	1,792
Mexicans	1,464
Venezuelans	1,271
Ghanaians	638
Argentines	550
Colombians	233
Germans	159
Ecuadorians	69
Portuguese	41
Americans	24
Spaniards	18
Indians	16
Bolivians	15
Cubans	5
Other nationalities (with up 10 members)	99
Non-identified nationalities	739
Total	57,589

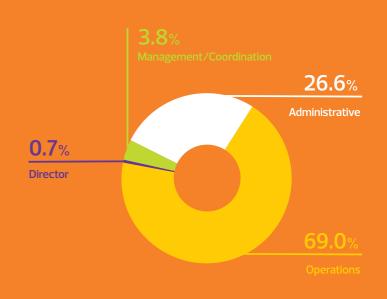
By age group



By region

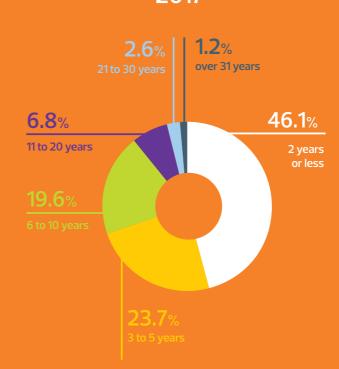


By job

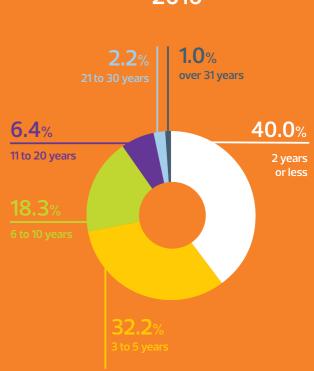


Time with the company

2017



2016



GRI 102-8 | 103-1 | 103-2 | 103-3 | 405-1 GRI 103-1 | 103-2 | 103-3 | 405-1



We continually seek to develop new leaders, renewal which is fundamental for us to achieve our goal of transformation and to assure that we retain the talent developed through the Young Partners program. In 2017, members that went through the initiative held 11% of Small Business leadership positions. Moreover, around 15% of leaders were under 35 years old.

Programs to hire members early in their careers are focused on selecting young people who are aligned with our values. Based on the context of our operations, we ended 2017 with 273 Young Partners (down 52% compared to the previous year), 750 interns (21% lower) and 603 apprentices (down by 42%).

Leaders by age group and gender in 2017									
	Men	Women	Total						
25 and under	2	2	4						
26 to 35	281	96	377						
36 to 45	838	255	1.093						
46 to 60	781	121	902						
Over 60	186	5	191						
Total	2.088	479	2.567						

The average age of Small Business leaders went from 51 in 2014 to 48 in 2017.



Ability to accomplish

The conducts established in the Policy on People Management provide the operational guidelines for all Odebrecht Group members and results in the capacity of the Business to generate wealth ethically, with integrity and transparency, for all stakeholders – customers, users, communities, members, shareholders and society at large. The technical knowledge and competencies of the professionals that work in the 27 countries where we operate are valued through various types of recognitions from civil society organizations.

Odebrecht S.A. encourages each member to consider opportunities for learning and to try out new experiences throughout the development of her/his professional career. Education for work, through structured programs, promotes development of competencies and expands technical knowledge applied day to day, in line with the TEO.



In 2017, two projects at Odebrecht Engineering & Construction were awarded the Global Best Projects Award, given by Engineering News–Record (ENR) magazine. Construction of the new RIOgaleão airport terminal and development of the Rio 2016 Olympic Park, both in Rio de Janeiro, received the highest award in the categories of Airport/Port and Sports/Entertainment, respectively. Founded in 1917, ENR is a world leader in civil construction industry news and analysis.

In 2017, the Odebrecht Group promoted over 1.27 million hours of training in internal programs, equal to an average of 22.1 hours per person. In addition, the Group encourages and supports members' participation in external training programs. Each Business has the autonomy to develop training programs according to its strategy and needs of its area of operation, respecting the values and culture of the Odebrecht Group.

Average training hours per member in 2017							
By gender							
Men	23.1						
Women	16.5						
Overall	22.1						
By job level							
Director	1.3						
Management	8.8						
Administrative	4.7						
Operations	29.8						
Overall	22.1						

Compensation

The total compensation of members, as an essential element of TEO, the partnership, is connected to their respective PAs, based on the responsibilities and challenges undertaken, the capacity of the member to generate tangible and intangible results and market references. The total compensation at the holding is made up of a monthly payment (base salary) and short–term incentives (STI) that promote sharing of results achieved and benefits.

Troncales Comprehensive Gas Pipeline Project – Argentina | Odebrecht Engineering & Construction

In line with the Board of Directors, the CEO may moreover offer long-term incentive (LTI) plans to some strategic members aiming to promote convergence of interests between strategic members and shareholders, the commitment to long-term goals, and recognition of their contribution to value creation and to the long-term value achieved. The total compensation package at each Business may be different than the package used at the holding, since this is defined by each individual Business.

From the time members join, the Odebrecht Group encourages awareness and discipline to plan career transition to retirement. Vitality, emotional balance and accumulated assets are required in maturity in order to make feasible this new stage of productive life, with peace of mind and disposition.

To aid in this planning, the Odebrecht Group provides and manages a private Pension Plan (ODEPREV), through the Odebrecht Retirement Fund, which currently manages the equity of BRL 3.04 billion for 19,474 participants and beneficiaries.

Recognition

Held for 26 years, the Destaque Award is the platform of the Odebrecht Group to recognize and value the initiatives and innovative solutions proposed by members from all Business. Projects can be entered in seven different categories: Image, Innovation, Young Employees, Environment, Community Relations, Reutilization of Knowledge and Occupational Health and Safety. In 2017, the awards included for the first time the category for "Acting Ethically, with Integrity and Transparency", with submission of 20 projects.

Odebrecht S.A. also holds an annual program that honors long-time members of its Business.

The Destaque Award had at the 2017 edition:

535 projects 6,882
members
participating in voting for the winners

1,500
members
who authored
projects

GRI 103-1 | 103-2 | 103-3

GRI 103-1 | 103-2 | 103-3

Health, safety and well-being



Click to learn more about

Policy on People Management

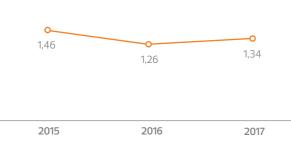
Policy on Sustainability The Odebrecht Group has as value and commitment to ensure the appropriate safety of members, subcontractors, suppliers, partners and communities in relation to the operations at each site. This responsibility is expressed in the Policy on People Management and in the Policy on Sustainability and is focused on preventing accidents, illnesses, environmental impacts and other situations or conditions that could endanger the health and well-being of the people in relation to the risks inherent to operations and administrative environments.

risks are connected to activities at the Businesses, Odebrecht S.A. works to spur preventive behavior and the monitoring of results through the participation on their respective Boards of Directors. In addition, the holding fosters adoption of best practices and dissemination of knowledge through discussions of real cases and lessons learned in the agenda of discussion of the Transversal Forum on Sustainability.

In line with the concepts of the TEO, it is the duty of each person in the workplace to be aware of the risks to which she/he is exposed and to comply with the preventive measures necessary for control and mitigation. It is up to leaders to provide appropriate risk awareness, assure application of suitable controls and assess to what extent their team members comply with the duty of practicing controls.

In 2017, despite preventive efforts, there were nine fatalities at Business operations: two at Odebrecht TransPort, two at Odebrecht Engineering & Construction, three at Ocyan, one at OR and one at Atvos. Of all fatalities, seven occurred in Brazil, one in Angola and one in Ecuador. Within these events, the most serious was the explosion of a boiler on Ocyan's Norbe VIII drillship, which killed three persons. There were seven fatalities in 2016.

Consolidated rate of frequency of accidents with lost time at the Businesses*



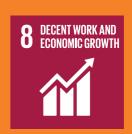
 $^{\star}\text{Calculated}$ by the number of accidents with lost time and serious events for every 1 million man–hours worked.

OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

Guided by the Policy on People Management, available on our institutional website, we are committed to maintaining a safe and inclusive workplace that is open to developing the potential of each member at the Odebrecht Group. Protection of labor rights and maintaining healthy and motivational working conditions are among the premises of our people management model.

The Education through Work is fundamental to the personal and professional trajectory of our members. In a complementary way, we provide trainings and qualification for work assuring equal access and equal opportunities for all.









Our commitment in society

Promotion of sustainable development is at the heart of TEO, our culture. We work with the goal of our Business generating positive results for all stakeholders, now and in the future.



Click to learn more about Policy on Sustainability Odebrecht S.A. works with the goal of generating positive results for all stakeholders through its Business, now and in the future. This premise is expressed in the Policy on Sustainability and underpins relations with shareholders, members, customers, partners, suppliers, neighboring communities and other stakeholders impacted by the activities and operations of the Businesses.

Sustainability, understood as the promotion and practice of sustainable development, is present on the concepts of Odebrecht Entrepreneurial Technology (TEO), as the basis leading to survival, growth and perpetuity of the Group. With the spirit of service aimed at contributing to sustainable development, Odebrecht S.A. creates value and recognition for its brand and for the brands of the Businesses in which it invests.

Based on TEO and the Policy on Sustainability,
Odebrecht S.A. defined the commitments that
guide the priorities and goals of members'
Action Programs (PAs). To make it easier to
monitor results related to the sustainability
commitments made by all of the Business,
Odebrecht S.A. coordinates the Transversal

Forum on Sustainability, which brings together members in the Odebrecht Group at monthly meetings. Forum topics include discussions on best practices, thematic and external positions, lessons learned, synergy opportunities, indicators and results in sustainability.



Commitments to sustainability at Odebrecht S.A.:

PEOPLE

Promote sustainable development with an emphasis on people, since they are the agents of transformation. Ensure the commitment to a safe, healthy and motivational workplace that is free of discrimination and respects human rights and people's differences.

ECONOMIC DEVELOPMENT

Contribute to development by delivering the products and services that society needs, generating tangible and intangible results for customers, shareholders, financing agents, suppliers, members and communities.

SOCIAL DEVELOPMENT

Benefit communities neighboring our Businesses by creating valued opportunities for jobs and income, mitigating the negative social impacts of operations and respecting diversity in relation to different ethnic groups.

ENVIRONMENT

Make decisions on products, processes and projects considering the rational use of natural (renewable and non-renewable) resources, employment of cleaner technologies, efficient control of greenhouse gas emissions and generation of waste, protecting ecosystems and biodiversity and mitigating negative environmental impacts.

CULTURAL APPRECIATION

Value and contribute to the preservation of memory, history and cultural heritage, respecting the different uses and customs that distinguish nations and communities.



ACTING ETHICALLY, WITH INTEGRITY AND TRANSPARENCY

Acting ethically, with integrity and transparency is an indispensable requirement for sustainability.



A total of BRL 39.3 million was voluntarily invested in 2017 by the Businesses in the social and environmental area.

Voluntary social investment

At the Odebrecht Group, social investments that benefit neighboring communities are made directly by each Business, using their own funds or through incentives. In addition, the Odebrecht Foundation supports social programs in southern Bahia, prioritizing support for education, agricultural production and income generation, access to citizenship rights and environmental protection.

A total of BRL 39.3 million was voluntarily invested in the social and environmental area by the Businesses and the Odebrecht Foundation in 2017, which is 37% less than the BRL 62.6 million invested the year before. This drop is a reflection of the downsizing of our portfolio and reduction in Odebrecht Engineering & Construction contracts. Braskem was the Business with the highest investment value, with a total of BRL 17 million, of which BRL 15.9 million were invested in Brazil.

Voluntary social investment by country in 2017 (BRL thousands)

Brazil	35,696
Angola	1,423
USA	888
Dominican Republic	470
Peru	417
Mexico	261
Panama	103
Ecuador	38
Germany	16
Venezuela	10
Total	39,322

Voluntary social investment by area in 2017

Basic education	31.5%
Career education	20.8%
Environmental education	17.4%
Health	7.7%
Job and income creation	7.3%
Entrepreneurship/Innovation	7.0%
Culture	4.5%
Sports/Leisure	2.2%
Community Organizing	1.1%
Human Rights	0.4%
Infrastructure	0.2%



OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

Our commitments to people, communities and society are generally explained in the policies and commitments undertaken by Odebrecht S.A. The Policy on Sustainability, which is available on our institutional website, formalizes guidelines for sustainable development, enhancement of positive social, environmental and cultural impacts and environmental protection. We contribute to access to quality education through the work of the Odebrecht Foundation and the voluntary social investment of our Businesses. In 2017 alone, over BRL 20 million in funds were allocated to basic education and career education projects. Moreover, the Odebrecht Foundation also plays an important role in raising public awareness and promoting sustainable development in a region with low Human Development Index (HDI), reducing inequalities and promoting citizenship and income generation.

Through the Odebrecht Award for Sustainable Development, we strengthen the alliance with educational and research institutes, expanding technological capabilities and fostering innovation and generation of knowledge in the sectors in which we operate.









Reputation and engagement

Ethics, integrity and transparency underlie the relationship of Odebrecht S.A. with its stakeholders. The perception of these stakeholders on our conduct and actions that aim to transform the environment of operation adds value to the holding's brand and validates the commitments to sustainable development undertaken in the portfolio of the Businesses.

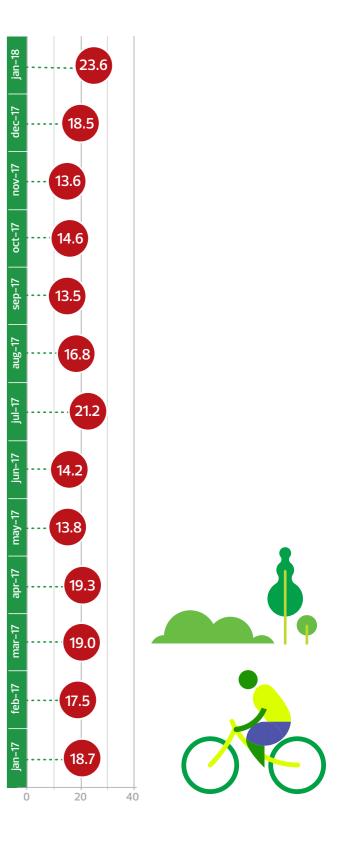
As part of our commitment to acting ethically and with integrity, Odebrecht S.A. subscribed the Corporate Pact for Integrity and Against Corruption, an initiative developed by the Ethos Institute of Business and Social Responsibility.

In 2017, Odebrecht S.A. was one of the 110 largest Brazilian companies assessed by Transparency International, an NGO, in relation to the transparency of its corporate reports. This assessment is based on three criteria: scope of the system to combat corruption, organizational transparency and publication of results by country of operation.

Odebrecht S.A. achieved the highest score in the criteria of the system to combat corruption, along with eight other companies. In the organizational transparency criteria, the holding had a score equal to 50%. There was no score for the criteria of results in each country, since the holding consolidates results by Business of operation, covering different countries in each case.

To continually monitor its reputation and evaluate the effectiveness of initiatives, Odebrecht S.A. adopted the methodology of the Reputation Institute, a research company operating internationally that carries out a periodic survey of the perception of different publics. The RepTrak® methodology defines the Reputation Pulse Score based on seven dimensions — governance, workplace, innovation, products and services, performance, leadership and citizenship.

Reputation Pulse Score Evolution



Odebrecht Foundation



Click to learn more about **Foundation**

Created in 1965, the Odebrecht Foundation is an organization coordinating execution of social investments for Odebrecht S.A. and other partners, prioritizing promotion of educational, social and environmental projects to accelerate the sustainable development of communities in 11 municipalities in Bahia's Baixo Sul region. What these cities, which contain a population of 285,000, have in common are low Human Development Indices (HDIs) along with demand for initiatives that positively transform the local reality.

The Program for Sustainable Integrated

- Contextualized Education
- Jobs and Income Generation
- Governance for Development
- Respect for the Environment

Growth and Development (PDCIS, its acronym in Portuguese) covers the social technology that the Odebrecht Foundation uses in the region to engage with communities, society, the government and other private business initiatives. The PDCIS technology integrates the execution in four areas helping to maintain the young in rural areas and value their work based on agricultural production in the family unit:

the Baixo Sul region of Bahia. The initiatives

of the Odebrecht Group can participate

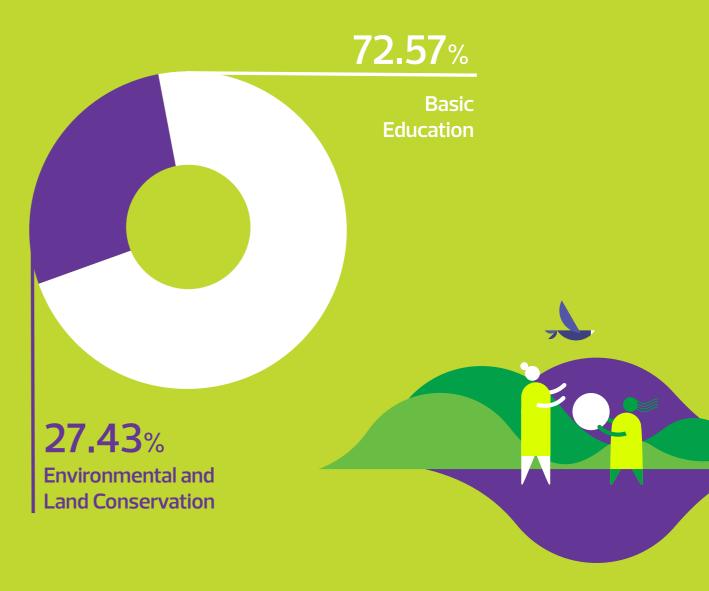
from over 6,000 participants in the Tribute how funds are used.



Tribute to the Future **Program**

In 2017, the Odebrecht Foundation mobilized partners, who invested BRL 12 million in social and environmental initiatives





About the Report

The Odebrecht S.A. Annual Report is aimed at communicating the performance of the holding and the set of Businesses to all stakeholders. The document objectively shows how the Odebrecht Group's business activities benefit all stakeholders, generating value and positive impacts in the economic, social and environmental aspects.

To make this communication ethically, with integrity and transparency, Odebrecht S.A. follows the GRI Standards, an internationally recognized standard for providing accountability in relation to management of corporate sustainability. The information and data applicable to the disclosures reported, which are available in the control systems within the administrative and operational areas of the holding and Businesses, cover the period of January 1 to December 31, 2017. In a timely manner for communication, the Report also features some qualitative management information from 2018 that is relevant for stakeholders to have a better understanding.

In the last quarter of 2017, the holding carried out a study to create a materiality matrix in order to structure this document. Material themes identified reflect how Odebrecht S.A. creates value for shareholders and contributes to sustainable development through strategic management of investments in a set of self-sufficient and autonomous businesses that operate in productive sectors of great importance to each country.

The materiality matrix was structured through a wide-ranging process of direct and indirect engagement of stakeholders. A stakeholder map that the holding uses to assess its reputation score was used as a starting point. This tool, which is based on the RepTrak® methodology and uses structured opinion surveys, promotes continual engagement of civil society organizations, government organizations, financial sector institutions, Business Leaders, shareholders and members.

Odebrecht S.A. also directly consulted ten Brazilian specialists in corporate governance, sustainability, organizational reputation and corporate ethics. In these interviews, the specialists discussed the current strategic positioning adopted by the holding as a manager of the Odebrecht Group's portfolios, the risks and opportunities associated with the business model and the contributions of the Businesses to the sustainable development of the countries in which they operate.

In building the materiality matrix, the holding also considered topics related to the 17 Sustainable Development Goals (SDG), proposed by the United Nations (UN), along with externalities identified by the media and by organizations such as Transparency International, an NGO.

After the process of consulting external stakeholders, material themes were aligned with the Odebrecht S.A. corporate strategy, through an analysis of Policies and internal guidelines and through one-to-one interviews conducted with Executive Board members and members of the holding's Compliance Committee.

Material themes at Odebrecht S.A.

Ethics, integrity and transparency | This topic is related to the definition of Policies and other internal guidelines for conducting business according to the concepts of the TEO, as well as to the construction of channels for honest and open dialog with all stakeholders.



Transformation of the business environment | Odebrecht S.A. contributes to society's sustainable development, collaborating with institutions that work to transform public-private relations and combating ethical deviations in its Businesses.





Corporate governance | Review and fortification of the holding's corporate governance structure assures the autonomy and self-sufficiency of the Businesses, as they build mechanisms to spread the TEO and Policies through the Boards of Directors at each Business, with integrity and transparency. At the same time, it opens space to form new partnerships under the auspices of the Businesses.



Diversification and risks in the portfolio | Decision-making on investments at Odebrecht S.A. is supported by a detailed assessment of risks and opportunities found in the different sectors of operation of the Businesses. This assessment considers economic, social and environmental aspects, with a focus on optimizing resources and contributing to sustainable development.





Financial resilience | The capacity of Odebrecht S.A. to generate and share value with its shareholders, members, suppliers and other stakeholders is directly connected to efficient management and oversight of the Businesses, making the continued and sustainable growth of the Odebrecht Group feasible.



Commitment to members | Through Policies and internal guidelines, Odebrecht S.A. directs application of TEO concepts in members' dayto-day routines, with an appreciation for the relationship between leaders and reports. Through the work of the Boards of Directors at the Businesses, the holding also fosters employee appreciation, the construction of safe and healthy workplaces and recognition of technical capacity as differentials of the human capital at the Odebrecht Group.







Innovation for a sustainable economy | Through investments made in the portfolio of Businesses and in transversal initiatives, such as the Destaque Award and the Odebrecht Award for Sustainable Development, Odebrecht S.A. contributes to sustainable innovation and the development of new solutions and technologies aimed at a low carbon economy, with fewer social and environmental impacts. Interaction with research centers, universities and other institutions in the area of research and development is relevant to expand the capacity for innovation.







GRI Appendix

102-8

All Odebrecht Group members are employed full time. Staff reduction is mostly the result of two factors: the sale of Odebrecht Ambiental to Brookfield in April 2017 (reducing staff by 6,000) along with the delivery of engineering projects (reducing staff by 12,000). These aspects also impacted the number of young people starting careers at the Odebrecht Group. We ended 2017 with 273 Young Partners (down 52% year–over–year), 750 interns (21% lower) and 603 apprentices (down by 42%).

Total Odebrecht Group mei	mbers¹		
	2017	2016	2015
By gender			
Men	48,595	66,377	109,852
Women	8,994	13,239	18,634
Total	57.589	79,616	128,486
Por região			
Brazil	37,063	47,469	77,983
Center-West	9,241	9,970	NA
Northeast	5,165	7,743	NA
North	460	1,922	NA
Southeast	19,226	24,427	NA
South	2,971	3,407	NA
Foreign	20,526	32,147	50,503
Latin America	16,280	20,311	20,935
North America	1,088	1,078	11,678
Europe	239	262	286
Africa	2,823	10,284	17,075
Asia	96	212	529
Total	57,589	79,616	128,486

1. Information is requested of each Business by the holding and is extracted from three main systems (SAP, APDATA and Peoplesoft) and later sent to and consolidated in a spreadsheet by the holding.

102-41

Collective bargaining agreements covered 100% of members with employment contracts managed by the Odebrecht Group in Brazil in 2017, with the exception of apprentices, interns and statutory directors. In other countries, the respective labor laws and specific union norms are followed on a case by case basis.

102-45

The same entities covered by the consolidated financial statements of Odebrecht S.A. were considered.

102-48

The following indicators were restated: 303–1, 303–3, 305–1, 305–2, 305–3 and 306–2.

102-51 and 102-52

Odebrecht S.A. publishes its report annually in line with the principles and disclosures of the Global Reporting Initiative. The last report was published in 2017, in relation to operations during 2016.

102-53

Comments, suggestions, questions or criticism can be sent to comunicacao.holding@odebrecht.com.

102-54

This report has been prepared in accordance with the GRI Standards: Core option.

102-56

Only economic and financial information were subject to external verification, just as with previous years.

302-1

Energy consumption by the group of Businesses remained relatively unchanged year–over–year. Atvos is responsible for practically all consumption of renewable fuels, based on the burning of sugarcane bagasse for production and export of electricity.

Energy consumption (GJ) ¹										
	Atvos	Braskem	Engineering and Construction	Latinvest	TransPort	Ocyan	Total	2016	2015	
A. Energy gener	rated throu	gh fuel cons	umption							
Gasoline	0	12,998	33,902	21,951	25,122	2,184	96,156	194,540	688,058	
Diesel	2,917,214	61,309	1,198,760	306,771	118,837	2,257	4,605,148	7,366,061	14,546,242	
CNG, propane and other combustible gasses	0	123,203,365	303	3	419	5,674	123,209,764	119,959,614	106,150,906	
Ethanol	55,996	0	43	0	11,848	0	67,886	2,176	11,814	
Natural gas	0	48,301,103	0	0	0	18,753	48,319,856	35,253,394	27,649,956	
LPG (liquefied petroleum gas)	0	0	13,845	939	0	5,521	20,305	32,748	483,317	
Sugarcane bagasse	66,272,323	0	0	0	0	0	66,272,323	70,338,865	64,708,592	
Other fuels	0	23,335,232	14,806	0	0	378,438	23,728,477	32,850,587	30,431,188	
Subtotal	69,245,533	194,914,007	1,261,659	329,663	156,226	412,827	266,319,916	265,997,985	244,670,073	
Percentage of energy generated using renewable fuels	96%	0%	0%	0%	8%	0%	25%	26%	26%	
B. Energy acqui	red									
Electricity	56,553	21,376,986	713,104	5,967	897,662	26,509	23,076,781	21,081,671	15,702,473	
C. Energy sold										
Energy sold	6,788,786	2,776,181	0	27,766	0	0	9,592,733	7,801,583	7,558,586	
D. Total										
Total energy consumption (A + B - C)	62,513,300	213,514,813	1,974,763	307,864	1,053,889	439,336	279,803,964	279,278,073	252,813,960	

^{1.} Does not consider OR, since contractors are responsible for fuel consumption in the operations fleet and whose electricity consumption is not significant.

303-1 and 303-3

A total of 113 million cubic meters of water was consumed by the Businesses in the year. This is 71.6% less, due to Odebrecht Ambiental no longer being included in the holding's portfolio. Using the same basis of comparison, the reduction was just 9.7%. Braskem was responsible for 69.0% of total consumption. Within these operations, water collection was 1.4% higher in the last year as a result of the Mexico Complex contribution to the eco-indicators of the Business.

In 2017, 42.4 million cubic meters of water were reused or re-circulated in the Businesses, which is 37.5% of the total collected. Atvos accounts for a little over half of this volume with a recirculation rate of 64.5%, positively impacting the result for the group of Businesses. In the previous year, the volume had been 42.5 million cubic meters, with the percentage at 10.7%. This variation is also explained by the removal of Odebrecht Ambiental from the portfolio. When Odebrecht Ambiental is not considered in the comparison, the reuse percentage in 2016 would have been 34.0%.

Water consumption (thousands of m³)										
				201	7					
	Atvos	Braskem	Engineering and Construction ¹	Latinvest	TransPort	Ocyan	OR	Total	2016²	2015
Surface water	32,768	19,833	NA	52	1	224	0	52,879	275,087	243,376
Groundwater	539	1,539	NA	145	73	0	9	2,304	56,052	47,187
Subtotal of direct water collection	33,307	21,372	4,317	197	74	224	9	55,184	340,839	304,931
Municipal supply or supply from specialized companies	0	56,441	228	23	123	11	23	56,849	53,787	55,598
Stormwater	0	0	3	0	0	0	0	3	26	135
Water truck	0	0	147	45	1	0	23	217	603	3,034
Reuse	0	0	765	3	7	0	11	785	2,963	1,638
Other sources	0	0	0	0	0	0	0	0	0	0
Total	33,307	77,813	5,460	268	206	235	67	113,039	398,219	365,336

^{1.} The control system at Odebrecht Engineering and Construction does not separate consumption of surface water and groundwater.

2. Data restated based on inclusion of OR.

305-1, 305-2, 305-3 and 305-4

The greenhouse gas (GHG) emissions inventories are prepared individually in each Business according to the guidelines of the Brazilian GHG Protocol Program. In relation to scopes 1 and 2, Braskem is responsible for 91% of all emissions, having seen an increase in both scopes as a result of the incorporation of emissions by Braskem Idesa in 2017. Braskem also expanded the emissions included in the scope 3 inventory, which justifies their year–over–year growth. Odebrecht Engineering and Construction, in turn, had lower GHG emissions in the three scopes, based on reduction in its portfolio. In general, there was an increase in scope 2 emissions in all Businesses (except Latinvest) due to the increase of about 11% in the emission factor of the Brazilian energy matrix. One highlight in the profile of the Odebrecht Group is Atvos, whose work in the sugar and energy sector creates a positive balance of captured emissions. In relation to emissions intensity, rates for 2017 were higher than in 2016 based on factors that raised absolute emissions as well as on the reduction in the consolidated gross revenue of the Odebrecht Group.

GHG emissions inventory (tCO ₂ e)										
		20171								
	Atvos	Braskem	Engineering and Construction	Latinvest	Ocyan	OR	Total	2016²	2015	
Scope 1										
Direct emissions	692,632	10,182,558	152,981	4,063	7,142	1,734	11,041,111	10,535,581	10,544,709	
Direct biogenic emissions	5,475,577	234	555	109	58	224	5,476,757	6,155,776	5,852,996	
Direct biogenic removals	1,372,927	0	0	0	0	0	1,372,927	NA	NA	
Scope 2										
Indirect emissions from energy acquired	2,240	1,072,713	8,430	209	668	496	1,084,756	1,039,061	1,174,221	
Scope 3										
Indirect emissions – external sources	109,932	20,927,641	398,086	25,578	311,237	72,839	21,845,313	19,232,759	18,265,965	
Indirect biogenic emissions	8,889	561,646	7,984	0	0	111	578,630	591,778	43,142	
Indirect biogenic removals	0	0	0	0	173	0	173	NA	NA	

^{1.} In 2017, Odebrecht TransPort did not draw up an inventory of GHG emissions.

^{2.} In 2016, OR, which did not draft an emissions inventory for that year, was not included and Braskem's Mexico Complex, which was in the stabilization phase, was also not included.

Intensity of Odebrecht Group emissions (gCO ₂ e/BRL of gross revenue)									
	2017	2016	2017						
Scope 1	0.186	0.120	0.077						
Scopes 1 and 2	0.199	0.134	0.086						
Scopes 1, 2 and 3	0.474	0.003	0.216						

306-2

A total of 417 thousand tons of waste was discarded in the Odebrecht Group's Business in 2017, 79% less than the previous year. This drop was mostly the result of a slower pace of activities at Odebrecht Engineering and Construction, which individually lowered waste generation by 88%. This evolution is explained by the resizing of the project portfolio and by the characteristics of the works in progress (most of which were being demobilized), leading to less generation of organic waste, tires and rubble.

Odebrecht TransPort is also notable for the period. The Rota das Bandeiras and Rota do Oeste concessionaires carried out pavement recovery activities, generating a large volume of milled material. Even with the Galeão Airport (RJ) and Embraport (SP) being excluded from the portfolio, waste generation was 111% higher.

Waste disposa	l (metric	tons)									
		2017									
	Atvos	Braskem	Engineering and Construction	Latinvest	TransPort	Ocyan ¹	OR	Total	2016 ^{2 and 3}	2015 ²	
Hazardous waste											
Recovery	13	4,612	0	0	27	0	0	4,653	297	186	
Coprocessing	249	0	160	0	33	0	0	442	1,812	28,886	
Coprocessing/ re-refining	339	0	0	0	1	0	0	339	0	1,278	
Reverse logistics or specific treatment	112	0	1,300	0	1	0	0	1,413	0	6	
Decontamination	38	0	0	0	1	0	0	39	0	2	
Incineration/ detonation	9	5,976	240	0	0	1	0	6,226	2,220	984	
Recycling/ refurbishment	81	1,183	1,937	27,753	25	460	0	31,439	1,343	4,261	
Others	0	9,161	322	17	0	2,138	24	11,662	5,178	14,331	
Total	841	20,932	3,958	27,770	89	2,599	24	56,213	48,185	49,934	
Non-hazardous wa	aste										
Sanitary landfill/ industrial landfill/ inert landfill	53	6,363	132,445	269	14,613	438	7,509	161,690	565,118	236,898	
Recycling	4,845	5,645	54,873	5,477	1,112	718	11,938	84,608	1,222,441	1,333,470	
Recovery	0	1,756	0	0	0	0	0	1,756	101	460	
Coprocessing	603	0	282	0	436	0	4,684	6,006	7,181	356,403	
Composting	156	288	2,644	4,824	36	0	0	7,949	75,952	22,538	
Fuel source	0	0	0	0	0	0	0	0	0	278	
On-site storage	0	66	0	0	0	0	0	66	0	0	
Ground and disposed at sea	0	0	0	0	0	0	0	0	45	76	
Incineration	0	2,223	32	0	0	200	0	2,455	2,482	1,062	
Others	31	2,244	0	0	95,933	0	0	98,209	45,944	7,564	
Total	5,689	18,585	190,277	10,570	112,132	1,355	24,131	362,739	1,937,324	1,958,749	

^{1.} Waste in the Ocyan offshore production area is managed by the client.

^{2.} Waste could not be broken down at Braskem by disposal method in 2015 and 2016.

^{3.} Data restated based on inclusion of OR.

401-1

Despite a fast pace of terminations that began in 2015, this rate slowed in the last year. For each hire, there were 1.4 terminations in 2017, compared to a proportion of 2.2 in 2016 (down by 57%).

Number of hires and terminations									
	2	017	2	016					
	Hires	Terminations	Hires	Terminations					
By gender									
Women	2,484	3,961	3,488	7,527					
Men	21,974	30,249	29,607	64,244					
Total	24,458	34,210	33,095	71,771					
By age group									
25 and under	5,098	4,699	7,467	11,873					
26 to 35	9,181	13,558	12,663	27,607					
36 to 45	6,401	9,417	8,164	19,208					
46 to 60	3,476	5,705	4,454	11,451					
61 and over	302	831	347	1,632					
Total	24,458	34,210	33,095	71,771					
By region									
Brazil	13,271	14,333	16,431	44,447					
Foreign	11,187	19,877	16,664	27,324					
Total	24,458	34,210	33,095	71,771					

	Hiring rate ¹	Turnover rate ²
By gender		
Women	4.3%	7.2%
Men	38.2%	11.4%
Total	42.5%	10.7%
By age group		
25 and under	8.9%	1.79%
26 to 35	15.9%	4.14%
36 to 45	11.1%	2.88%
46 to 60	6.0%	1.67%
61 and over	0.5%	0.21%
Total	42.5%	10.7%
By region		
Brazil	23.0%	5.03%
Foreign	19.4%	5.66%
Total	42.5%	10.7%

^{1.} Hiring rate = number of hires over average headcount for the period.

405-1

Breakdown of staff by gender				
	2017		2016	
	Men	Women	Men	Women
Director	0.6%	0.1%	0.7%	0.1%
Management/Coordination	3.0%	0.8%	2.4%	0.7%
Administrative	19.6%	7.0%	12.2%	6.7%
Operations	61.2%	7.8%	68.1%	9.1%
Total	84.4%	15.6%	83.4%	16.6%

Breakdown of staff by age group			
	2017	2016	
25 and under	13.1%	12.1%	
26 to 35	36.7%	40.5%	
36 to 45	28.6%	27.4%	
45 to 60	18.8%	17.8%	
61 and over	2.8%	2.2%	

415-1

Odebrecht S.A. did not make any financial contributions to political parties or politicians in 2017. The Policy on Compliance explains prohibition of this type of contribution, which is only allowed in countries where it is authorized by law, pending prior approval of the Board of Directors and full disclosure to society.

^{2.} Turnover rate – [(number of hires + number of terminations)/2] / [(members on the 1st day of the year + members on the last day of the year)/2] x 100

GRI content index

GRI Standard	Disclosure	Page/Comments	Omissions		
GRI 101 Foundation 2016					
General disclosures					
	Organizational profile				
	102-1 Name of the organization	12	-		
	102–2 Activities, brands, products, and services	40 and 41	-		
	102-3 Location of headquarters	São Paulo	_		
	102-4 Location of operations	14	_		
	102-5 Ownership and legal form	12	-		
	102-6 Markets served	14, 40 and 41	_		
	102-7 Scale of the organization	14	-		
	102–8 Information on employees and other workers	72 and 96	-		
	102-9 Supply chain	As a holding company, direct suppliers of Odebrecht S.A. have no significant impact.	-		
	102-10 Significant changes to the organization and its supply chain	46	-		
	102–11 Precautionary Principle or approach	44 and 45	-		
GRI 102 General	102–12 External initiatives	Open Letter to Brazil on Climate Change and International Transparency	-		
disclosures 2016	102–13 Membership of associations	Amcham, Reputation Leaders Net- work and Ethos Institute of Business and Social Responsibility	-		
	Strategy				
	102-14 Statement from senior decision-maker	9	-		
	102–15 Key impacts, risks, and opportunities	44 and 45	-		
	Ethics and integrity				
	102–16 Values, principles, standards, and norms of behavior	12, 13, 30 and 31	-		
	102–17 Mechanisms for advice and concerns about ethics	30	-		
	Governance				
	102-18 Governance structure	22 and 23	_		
	102–23 Chair of the highest governance body	22	_		
	102–24 Nominating and selecting the highest governance body	16	-		
	102-25 Conflicts of interest	16	-		
	102–30 Effectiveness of risk management processes	17	-		

GRI Standard	Disclosure	Page/Comments	Omissions	
Indicadores gerais				
	Stakeholder engagement			
	102–40 List of stakeholder groups	89 and 94	-	
	102-41 Collective bargaining agreements	97	_	
	102–42 Identifying and selecting stakeholders	89 and 94	_	
	102-43 Approach to stakeholder engagement	89 and 94	_	
	102–44 Key topics and concerns raised	95	-	
	Reporting practice			
GRI 102 General	102–45 Entities included in the consolidated financial statements	97	_	
	102–46 Defining report content and topic Boundaries	94	_	
	102–47 List of material topics	95	_	
disclosures 2016	102-48 Restatements of information	97	_	
	102–49 Changes in reporting	94	_	
	102-50 Reporting period	94	_	
	102–51 Date of most recent report	97	_	
	102-52 Reporting cycle	97	_	
	102–53 Contact point for questions regarding the report	97	_	
	102–54 Claims of reporting in accordance with the GRI Standards	97	_	
	102-55 GRI content index	104, 105, 106 and 107	_	
	102–56 External assurance	97	_	

GRI 102–55

GRI Standard	Disclosure	Page/Comments	Omissions	
Material theme Ethics, integrity and transparency				
GRI 103 Management approach 2016	103–1 Explanation of the material topic and its Boundary	26, 27, 28, 29, 30, 31, 32, 33, 34, 35 and 95	_	
	103–2 The management approach and its components	26, 27, 28, 29, 30, 31, 32, 33, 34 and 35	_	
	103–3 Evaluation of the management approach	26, 27, 28, 29, 30, 31, 32, 33, 34 and 35	_	
	205–1 Operations assessed for risks related to corruption	26	_	
GRI 205 Anti–corruption 2016	205–2 Communication and training about anti–corruption policies and procedures	27 and 33	_	
	205-3 Confirmed incidents of corruption and actions taken	30	_	
Material theme Transform	nation of the business environment			
	103–1 Explanation of the material topic and its Boundary	26, 27, 28, 29, 30, 31, 32, 33, 34, 35 and 95	_	
GRI 103 Management approach 2016	103–2 The management approach and its components	26, 27, 28, 29, 30, 31, 32, 33, 34 and 35	_	
	103–3 Evaluation of the management approach	26, 27, 28, 29, 30, 31, 32, 33, 34 and 35	-	
GRI 206 Anti-competitive behavior 2016	206–1 Legal actions for anti–competitive behavior, anti–trust, and monopoly practices	34 and 35	-	
GRI 415 Public policy 2016	415–1 Political contributions	103	-	
Material theme Corporate	e governance			
CDI 102 Management	103–1 Explanation of the material topic and its Boundary	16, 17, 20, 21, 22, 23 and 95	_	
GRI 103 Management approach 2016	103–2 The management approach and its components	16, 17, 20, 21, 22 and 23	_	
	103–3 Evaluation of the management approach	16, 17, 20, 21, 22 and 23	-	
Material theme Diversific	Material theme Diversification and risks in the portfolio			
GRI 103 Management	103–1 Explanation of the material topic and its Boundary	40, 41, 42, 44, 45, 46 and 95	_	
approach 2016	103–2 The management approach and its components	40, 41, 42, 44, 45 and 46	_	
	103–3 Evaluation of the management approach	40, 41, 42, 44, 45 and 46	-	
GRI 412 Human rights assessment 2016	412–1 Operations that have been subject to human rights reviews or impact assessments	45	-	
Material theme Financial	resilience			
CD1402 M	103–1 Explanation of the material topic and its Boundary	34, 35, 40, 41, 42, 44, 45, 46 and 95	_	
GRI 103 Management approach 2016	103–2 The management approach and its components	34, 35, 40, 41, 42, 44, 45 and 46	_	
арргоаст 2010	103–3 Evaluation of the management approach	34, 35, 40, 41, 42, 44, 45 and 46	-	
GRI 201 Economic performance 2016	201–1 Direct economic value generated and distributed	-	The EVG&D of Odebrecht S.A. is not presented, as it depends on the consolidation by all the Businesses. The holding company undertakes to present the EVG&D from the next Annual Report.	
GRI 419 Socioeconomic compliance 2016	419–1 Non–compliance with laws and regulations in the social and economic area	34 and 35	-	

GRI Standard	Disclosure	Page/Comments	Omissions	
Material theme Commitment to members				
GRI 103 Management approach 2016	103–1 Explanation of the material topic and its Boundary	68, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80 and 95	_	
	103–2 The management approach and its components	68, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79 and 80	_	
	103–3 Evaluation of the management approach	68, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79 and 80	-	
GRI 401 Employment 2016	401–1 New employee hires and employee turnover	102	-	
GRI 404 Training and education 2016	404–1 Average hours of training per year per employee	77	-	
	404–2 Programs for upgrading employee skills and transition assistance programs	76 and 77	-	
GRI 405 Diversity and equal opportunity 2016	405–1 Diversity of governance bodies and employees	72, 73, 74 and 103	-	
Material theme Innovation for a sustainable economy				
GRI 103 Management approach 2016	103–1 Explanation of the material topic and its Boundary	49, 50, 53, 54, 57, 58, 61, 62 and 95	-	
	103-2 The management approach and its components	49, 50, 53, 54, 57, 58, 61 and 62	_	
	103–3 Evaluation of the management approach	49, 50, 53, 54, 57, 58, 61 and 62	_	

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