





Index



01. Message from the CEO	pg. 004
02. About Us	pg. 006
03. Strategy and Business Model	pg. 018
04. Corporate Governance	pg. 034
05. Our Areas of Action	pg. 046
06. Innovation and Development	pg. 054
07. Procurement	pg. 058
08. Risk Management	pg. 074
09. Sustainability	pg. 082
10. Ethics and Compliance	pg. 098
11. People	pg. 114
12. Projects	pg. 126
12.1 Ghana	pg. 128
12.2 Angola	pg. 146
12.3 Benin	pg. 158

Message from the CEO



I am pleased to present to you QGMI's Corporate Profile. In this document you will be able to see how we have evolved since our foundation in 2016, to become the company we are today.

Despite the great challenges that society and companies have faced in recent years, we have made QGMI a solid company, committed to development, committed to innovation and continuous improvement and implementation of infrastructure projects with the firm conviction that they will improve people's lives.

Thanks to our expertise, we adapt to different situations, always fulfilling our commitments to our stakeholders, and transforming difficult times into opportunities for growth.

One of our greatest commitments is to promote projects that contribute to generating value in the places where we operate. We also aim to generate the lowest possible impact on the environment, and to train and employ local people, always respecting their culture.

Our strategy is aimed at promoting the integration of sustainability criteria (ESG) within the organisation, establishing them on the basis of market standards, providing them with a 360° vision and investing in their compliance. We prioritise a risk management model that cuts across the organisation, integrating our processes and advocating transparency and internal controls, as issues such as anti-corruption, third party risk mitigation and the abolition of Modern Slavery are crucial to us.

This investment in the development of sustainability plans and internal controls allows us to be a differentiated and certified company. Our commitment to people and their protection, as well as the ethical culture on which we base our business model, demonstrate our aim to build infrastructures that benefit all stakeholders. This is what we are like, and this is how we will continue to develop new projects, with a solid commitment to being a company that promotes change and sustainable development.

● Gustavo Dantas Guerra
QGMI Group CEO





QGMI. We create opportunities to make a better world



We are QGMI, a leading engineering and construction group focused on all types of projects. As an EPC+F company, we are specialists in the development, financial structuring and implementation of sustainable civil works projects and offer comprehensive services to our clients: design, procurement and construction until the final delivery of the project. No matter how complex or large our work is, if you can imagine it, we can do it.

We drive sustainable development wherever we operate because we seek the social benefit of all our work: to improve people's quality of life and achieve their full potential. In fact, we currently carry out a large part of our activity in Africa, a continent with great opportunities for development and social and economic contribution.

We provide engineering solutions in large cities and create infrastructure in isolated areas, thereby stimulating growth, improving wellbeing, helping local communities and activating their economy.

Finally, we have forged strong relationships with a number of financial institutions, which allows us to offer a full range of value-added services, as well as a wide range of competencies.

We make all this possible through our technical capabilities and our people; our alliances with competent partners and suppliers; our proven social responsibility and our Ethics and Compliance Programme.

Because we believe that only by creating opportunities, we can build a better world.



Our History

2016
A great project is born

We found QGMI with a clear mission: to contribute to the development of emerging economies.

2018
Growing from strength to strength

We open new QGMI subsidiaries in the UK, Germany and Sweden. We obtain ISO 37001 (Anti-Bribery Management System) and UNE 19601 (Criminal Compliance Management System) Certifications.

2017
First steps

We create the QGMI brand to connect the vision and mission of our company and to strengthen its corporate identity. We start the study of projects in Ghana, Angola and Benin.

2019
Winning new projects

At QGMI we start work on phase I of the Obetsebi Lamptey viaduct (Accra, Ghana); the construction of a new terminal at Tamale airport (Ghana); the Carlango-Mussende (Angola) and Ketou-Save (Benin) roads. We obtain ISO 9001 (quality), ISO 14001 (environment) and OHSAS 18001 (health and safety).

2020
Achievements despite difficulties

Despite the severe crisis generated by the COVID-19 pandemic, we manage to inaugurate two new projects: the Carlango-Mussende road, and Phase I of Obetsebi Lamptey. We sign new contracts and emerge as Outstanding Infrastructure Company of the Year (Ghana).

2021
Ratifying our commitment

We start the construction of five new projects in Africa. As a result of our solidity and transparency, we are the first European company to achieve ISO 37301 (Compliance Superstructure), and we obtain the Integrated Management System Certification with ISO 45001 (Health and Safety).

2022
New openings

We inaugurate four new projects: the Tamale International Airport terminal; the Accra and Tamale road layouts; and the Ketou-Savé road. We win the Excellence in Health and Safety Award (Ghana).

2024
We continue to move forward

We continue to venture into new markets and initiate new projects, such as the Mussende-Cangandala road in Angola.

Our Mission, Our Vision, Our Values

① Mission

We believe in people and have faith in the future, which is why we promote the development of sustainable infrastructures and services, working with quality, commitment and social responsibility.

② Vision

We want to be the brand that represents development and the future; that empowers people's talent to reach their full potential; that takes every idea to its highest expression. We want to be the benchmark for development, excellence and possibility taken to the maximum.

③ Values

Work

Value that ennobles and dignifies. Working with passion and synergy in order to build a lasting company and dignified people.

Reliability

Honouring our commitments. Complying with integrity and efficiency our commitments and thus transmitting reliability and respect to all our clients, employees and society.

Quality

Making the best and well done. Ensuring continuous improvement of our products and services, satisfying our clients and recipients, with engineering solutions.

Loyalty

Interacting with transparency and commitment. Company-Employee relation is based upon the same objectives, aiming for mutual cooperation for sustainable growth.



QGMI in the World

We are based in Spain and, thanks to the strategic position of our companies in the UK, Germany, Sweden, Switzerland and Poland, we can be close to the main suppliers and financial institutions. This allows us to obtain more advantageous conditions for our projects.

We are well established in Africa and Central America and the Caribbean. We have offices in these areas and are continuously looking for new opportunities there to create long-lasting relationships with our stakeholders. Furthermore, our geographic expansion strategy is carried out in a structured way, thoroughly assessing the risks in order to grow in a sustainable manner.



³ Strategy and Business Model



Competent and competitive: A Good combination



① QGMI Strategy: Our keys to success

- **Diversification.** Different markets, different activities, different geographic areas and customers; and handling any volume, duration and type of contract: diversification at work generates economies of scale, reduces revenue volatility, simplifies risk management and helps generate sustainable returns.
- **Integration.** We cover the complete engineering solutions process: design, development, procurement and project financing; then construction, commissioning and handover.
- **Development.** We operate in adjacent and complementary markets. Our capability knows no limits.
- **Exchange.** We export our capabilities to other markets, exchanging innovation and knowledge.
- **Efficiency.** We structure our strategies and solutions around:

-
- **Financing:** we offer various models of financial structuring.
 - **Technical:** we seek the most appropriate technical solution for our clients' needs, always in accordance with the strictest sustainability standards.
 - **Cost efficiency:** we find the optimal solution, acting in accordance with international benchmarking criteria and guaranteeing the fair value of each project.

And what's more, we carry them out with total excellence, through:

- High added-value solutions, supported by the most recognised consultancy firms.
- Disciplined risk management.
- Rigorous financial management.
- Rigid cost control.
- Total commitment to compliance, health and safety.
- Multidisciplinary approach to decision making.

Success has
no secrets but
determination
and perseverance.

QGMI operates in a globalised scenario of great geographical diversity, where it develops its projects and has to manage different monetary, legal and cultural realities, developing its activity in specific and dynamic contexts, under very particular and specific legislation.

The QGMI Group has followed the evolution of the industry and its best practices. However, in recent years the world has witnessed macroeconomic changes that have required companies operating in the infrastructure market, especially in emerging countries, to find new and optimised solutions that go beyond basic construction needs, combining engineering, sustainability and financing.

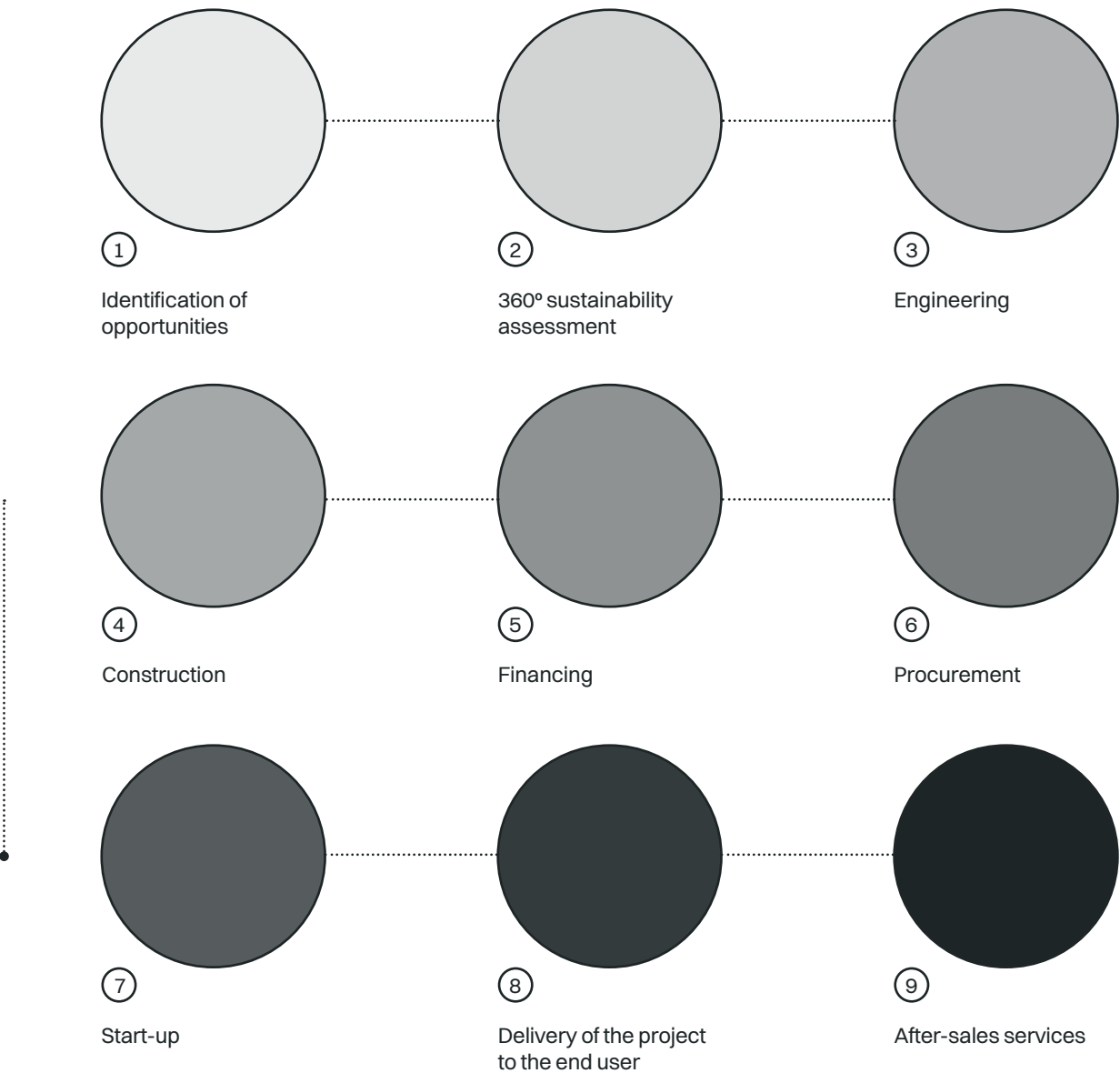
QGMI seeks to leave a positive legacy and support economic activity through the projects it develops. To do this, it looks for opportunities where it can add value and make a difference to the end user. It engages with clients, lenders, banks and local stakeholders to gather feedback, explore ways to optimise the initial concept and effectively structure a project from the outset.

It also carries out a high-level environmental and social assessment of the project, investing in engineering and design studies from an early stage of project development and proposing solutions that help to effectively mitigate these impacts.

In this way, the Group is increasingly investing in resources that meet social and environmental needs and in pursuing a sustainable business model for all stakeholders.

In relation to the African market, where it mainly operates, QGMI has the added advantage of possessing a wealth of knowledge and experience. QGMI has managed to be the link between sustainable engineering solutions and European strategic suppliers, providing its partnership with lenders to be able to offer financing that meets the requirements of the various markets in which it operates.

The Group is committed to meeting its clients' expectations and has the capacity to implement highly complex projects. The business process is structured through several phases:



QGMI has the capacity to implement complex Engineering, Procurement and Construction projects, in addition to supporting its clients in the structuring of financing (known by the Group as EPC+F), being responsible for the entire project cycle and complying with the most rigorous health, safety and environmental requirements.

The QGMI Group's strategy is defined by the development of engineering with a balanced and diversified portfolio by market sector, activity, geographical area, type of contract, volume and duration. This diversification creates economies of scale, reduces revenue volatility, facilitates risk management and helps generate economically sustainable returns.





Financing. A key differentiating element

We support clients in the financial structuring of their projects and work to secure the most suitable options for them, in accordance with European best practice.

We do this by leveraging our relationships with financial institutions - international and local commercial banks, Export Credit Agencies (ECAs) and multilateral organisations. Our international presence offers confidence to suppliers, decision-makers in privately financed projects and potential partners. And given the flexibility of our business model, we are always looking to expand relationships with other agencies.

In addition, we coordinate the environmental studies and requirements needed to access funding, developing sustainable solutions that meet the technical and financial needs of each market.

What are the advantages of our business model with ECAs?

- Guarantees from banks to obtain better financing for our clients.
- Elimination of credit risk by receiving the flow of funds directly from the bank.
- Opportunity to export goods or services and expand into new markets.
- Development of lasting relationships.

Some of the ECAs that support us:

● Denmark



● Spain



● Sweden



● Poland



● Germany



● Switzerland



● United Kingdom



**We are
committed to
development;
we are
committed to
the future.**





Our Good Governance System



QGMI’s governance system is based on a commitment to transparency, leadership, ethical principles and compliance with best practices.

QGMI has an optimised organisational structure and management model that brings decision-making closer to where it needs to be implemented.

In addition, our governance system provides for a series of control measures that allow for greater efficiency in local business management, thus ensuring better risk management and achievement of results, which generates confidence in all our stakeholders.

We are focused on strengthening our social dividend and ensuring that our activity generates more value in the communities where we are present, without straying from the commitments we have made to our shareholders.

To achieve this, we adopt processes tailored to our business, but guaranteeing safe management that is committed to the company’s values.

Our governance model allows us to, among others:

- 1. Adequate risk management.
- 2. Better control of the strategic plan.
- 3. Improvement of our processes.
- 4. Efficiency of our operations and resources.
- 5. Equal treatment and non-discrimination.
- 6. Acting with transparency and promoting ethical values.

① QGMI's Corporate Governance Structure and Bodies

The QGMI group is structured on three levels:

- The holding company, which is responsible for supervision, organisation and strategic coordination at group level;
- Subsidiaries, which support these functions in specific regions, countries or businesses; and
- The branches of the businesses, which assume the day-to-day running an effective management of the activities in the countries where we operate.

In this way, an efficient and decentralised management model is combined with the necessary strategic coordination and checks and balances to ensure responsible management focused on the needs of the company and its stakeholders.

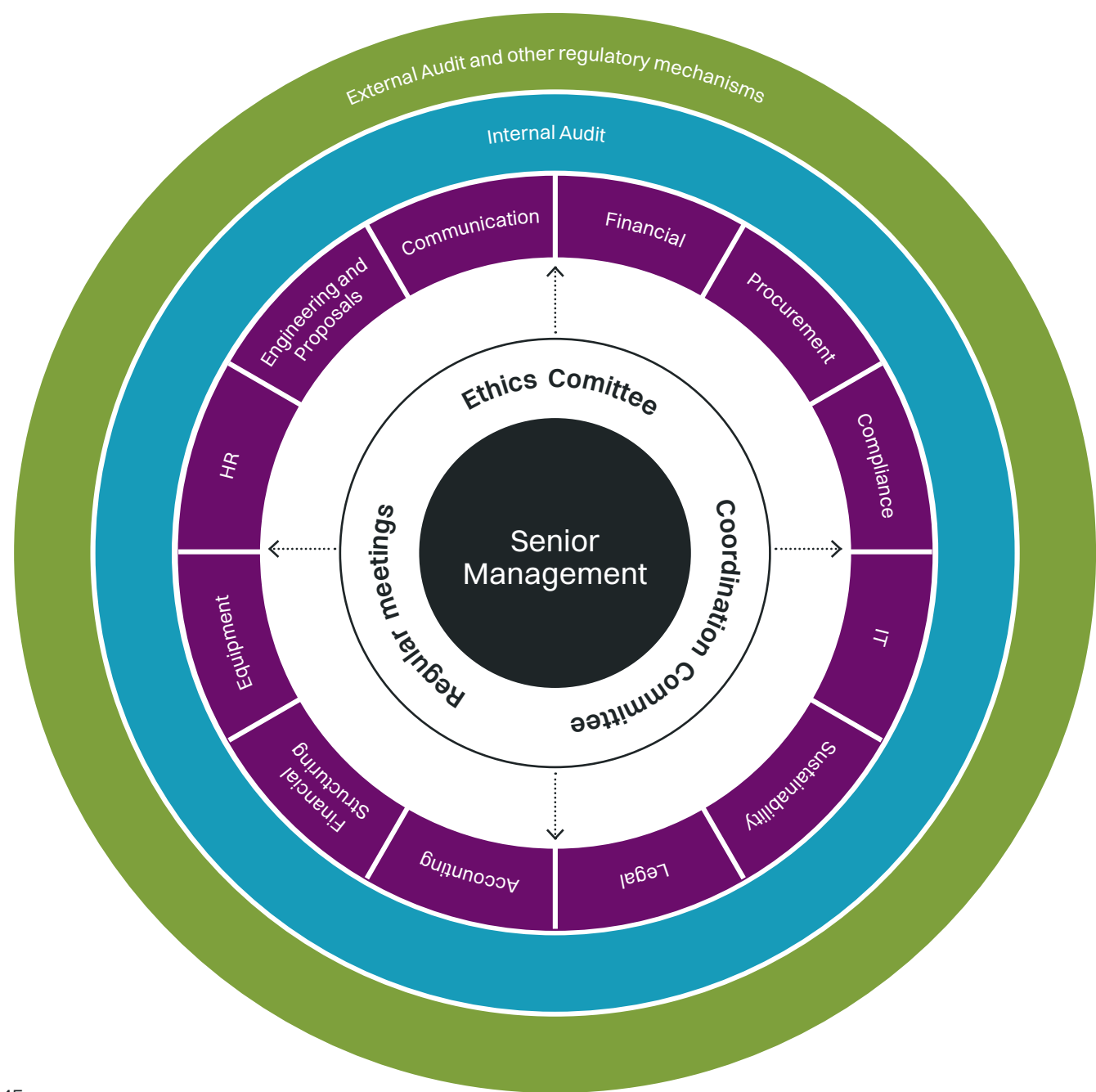


② Organizational Structure





Governing Bodies



① Board of Directors

- Leadership by example: high commitment to values and principles.
- Monitoring of the outlook and strategic plan.
- Defining business strategy and priorities.
- Enforcing accountability.
- Monitoring and control of financial resources.
- Defining organisational roles and responsibilities.
- Accountability to shareholders and society.

② Coordination Committee

- Presentation of the status of each project and its results.
- Evaluation of new prospections.
- Opening or closing of markets.
- Evaluation of annual target plan.
- Follow-up of sustainability and compliance milestones.
- Evaluation of new developments in the sector.
- Business risk assessment.

③ Internal Audits

④ Ethics Committee



Our Areas of Action



The rapid growth of the world's population demands smarter planning choices and sustainable, innovative infrastructure solutions. Thanks to our know-how of the territories in which we work and our commitment to our

mission, we are able to build projects that improve people's quality of life, taking responsibility for their planning, design, construction, commissioning and maintenance, respecting the environment and satisfying all stakeholders.

• Energy



• Roads



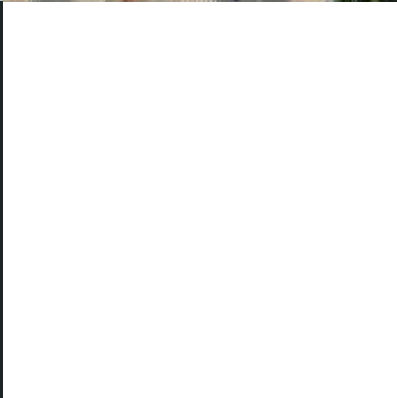
• Water and Sanitation



• Transport and mobility



• Buildings



Discover what we are capable of at QGMI through some of our projects.

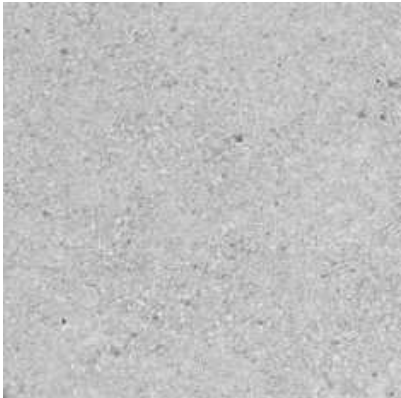
[See page 126.](#)



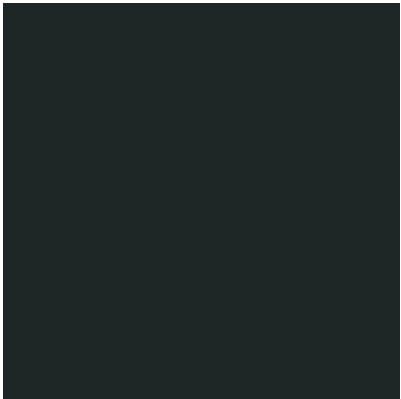
Equipment

Every year we allocate an important part of our budget to the purchase and renewal of our fleet of equipment. We look for models at the forefront of the market and new technologies to offer our customers the best possible quality service.

To make our projects a reality, we have a modern fleet of equipment, with an average of 5 years of use, of leading brands in the market and owned by QGMI. Our team is able to mobilise them quickly, regardless of the location of the project. This equipment can perform services such as earth moving, asphalt paving, concrete work and structural assembly.



• Trucks



• Support Equipment



• Vehicles



• Heavy Machinery



• Industrial Plant



• Concrete Equipment



• Lifting Equipment

⁶ Innovation and Development



Innovation and Development, the foundation of our work



At QGMI we thrive on experience and innovation, and we anticipate the needs of tomorrow without compromising the future of the planet. That is why we invest in caring for society, protecting the environment and pursuing a sustainable business model for all stakeholders.

① Innovation, change and progress

Innovating means challenging some conventional practices, using alternative equipment and materials, and employing new construction technologies. Isn't that how progress is made?

Some innvation samples:

- **EMS** (Electronic Monitoring System). Developed by our IT team, the EMS monitors the activities and working hours of employees and teams in real time, reducing access time to performance indicators. It consists of an application that reads QR codes assigned to teams and staff and works even when there is no network available. Improved cost management, productivity control, contribution to environmental sustainability... The results speak for themselves.
- **GPS Control System.** This control system allows operators to level and move the land more accurately and quickly, which translates into higher productivity, lower operating costs and a job well done.
- **Waste Management.** We manage waste in an integrated way by separating it, treating it with a composter and assessing its flows. We reuse the result in reforestation projects.
- **Third Party Risk Management.** Our Third-Party Risk Management System is designed to act preventively in the identification of third parties and the management of associated risks. It is an electronic and automatic system, parameterised and integrated to our payment platform, which allows an almost instantaneous sweep of the reputational and financial aspects of third parties in the contracting line. In this way, we assist procurement by identifying the best suppliers in the market, who share the same commitment to quality and social responsibility as QGMI and reduce our exposure to third party risk. Our Due Diligence process is decentralised and allows the organisation to operate with confidence in the markets in which it operates.



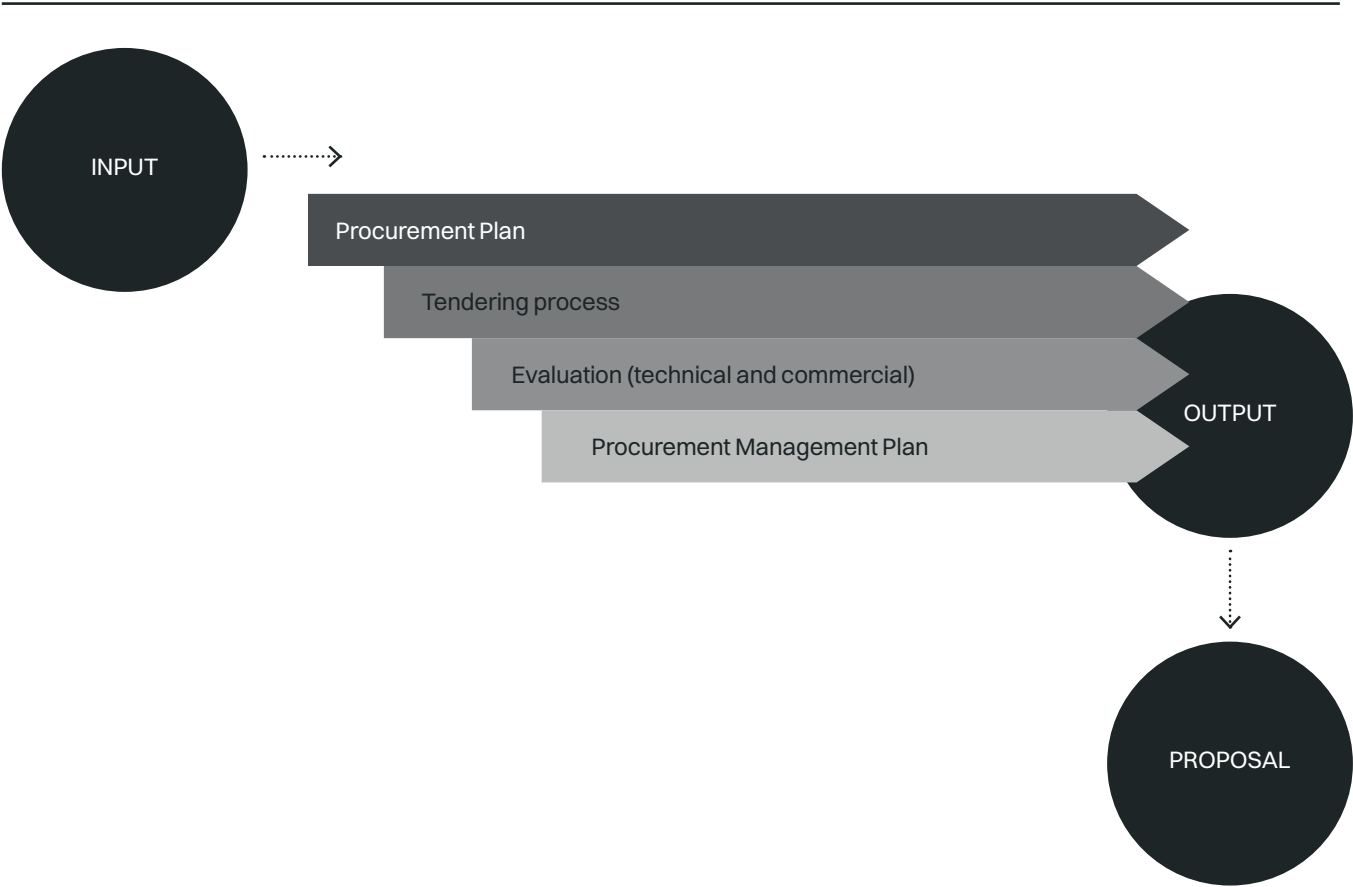
Efficiency and Control



Thanks to our experience in EPC+F projects, we have key business partners - leading technology suppliers, designers, consultants, construction companies and major subcontractors - selected according to the characteristics of each project.

In addition, we seek out the best and most innovative companies in the sector, many of them market leaders. We add capabilities, share skills and obtain the best results. We carry out a comprehensive management of the logistics and procurement process.

Once the scope of work is detailed, a plan is drawn up that involves all phases, from the identification of the best partners, to contracting, factory inspection, quality control, logistics and materials management.



- ① Winning new businesses
- ② Lessons learnt / Ongoing improvement



QGMI

① Our Goals

- **Identification of the best suppliers** in the market to meet the requirements requested by the ECAs.
- **Establishment and consolidation** of our relationships with them, to open our business to new markets.
- **Management, coordination and consolidation** of a single supply chain throughout the life cycle of the project, always in accordance with international specifications and standards.

② Our role

● Capabilities

- Meet deadlines
- Deliver high quality projects

● Financial Viability

- Promote austere financial control in our projects
- Guaranteeing ROI for stakeholders

● Safety and Health

- Safety as a priority
- Community awareness campaigns
- Accident and incident monitoring

● Responsibility

- Comply with international and local regulations
- Meet local customer expectations

● Compliance/Sustainability

- Develop and implement a socio-environmental impact plan
- Disseminate ethical practices

Subcontracting and Suppliers

QGMI treats its suppliers as partners. The key to our success is our commitment to conducting business in an ethical, safe and fair manner and we expect our business partners to do the same.

QGMI's procurement process and supply chain focus on building relationships with suppliers of products and services that share our commitment to timeliness, quality, sustainability and ethics. To achieve this, they are identified, selected, evaluated and monitored, always seeking to build strong and lasting partnerships.

With a long experience in EPC+F projects, QGMI has a growing and diversified relationship with strategic third parties for our business, including leading suppliers in technology, design, consulting, construction companies and large subcontractors.

This list varies depending on the characteristics and requirements of each project, client, sector, country and/or other specific needs.

It is important to point out the importance of local procurement, as in addition to encouraging local trade, it increases the creation of jobs and encourages the exchange of knowledge, reinforcing our commitment to the community.

QGMI has a strategic interest in seeking and evaluating opportunities for new alliances and partnerships with other companies, depending on the projects to be carried out.

① Promoting Export

+ 400 million
euros in
Exports

in the recent story
of QGMI.

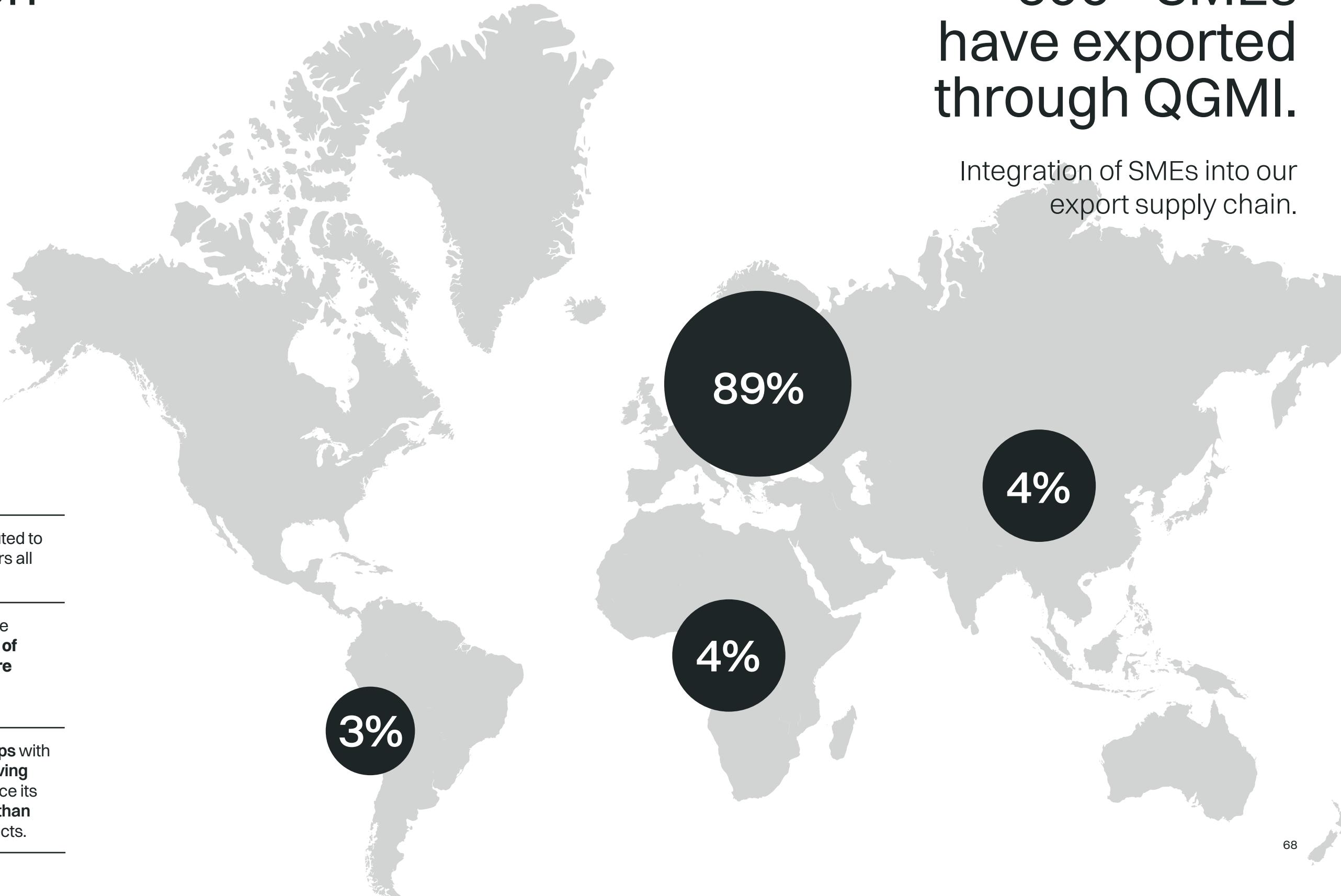
Since its inception, QGMI has contributed to the **industrial development** of suppliers all over the world.

Our **subcontractors and suppliers** are close partners, generating **a network of partnerships with companies that are aligned with our policies, values and social commitment.**

We establish **long-lasting relationships** with our **suppliers**, and this is **key to achieving successful financings with ECAs**. Since its foundation, **QGMI has secured more than 1 billion euros** in financing for its projects.

600+ SMEs
have exported
through QGMI.

Integration of SMEs into our
export supply chain.



Main items
exported by our

+ 1,000
European
Suppliers

- Design and Engineering Quality Control
- Vehicles and Spare Parts
- Metal Structures
- Asphalt Pavement



- Heavy Machinery
- Socio-environmental
- Logistics
- Bridges





② Building Alliances

For QGMI, our supply chain goes beyond simply choosing good suppliers. Our processes incorporate, in addition to technical and quality assessment, reputational, human and environmental aspects, always bearing in mind issues such as: respect for human rights, equality, inclusion and socio-environmental aspects.

- I.

Maintaining an ethical and transparent business environment, being a catalyst for sustainable development in the countries where the QGMI Group operates.
- II.

Compliance with applicable legislation and standards, as the primary basis of responsibility for quality, in the continuous search for the best market practices in the segment in which QGMI operates.
- III.

Hazard management and risk reduction in the performance of activities to prevent accidents and occupational diseases, with the commitment of all, seeking to achieve the highest standards of safety and health practiced in the projects carried out by the QGMI Group.
- IV.

Participation and consultation of workers on issues relevant to the occupational health and safety system.
- V.

Contribution to the improvement of people's quality of life as a way of increasing the positive contribution to society.
- VI.

Management of waste generated and prevention of pollution, promoting the rational use of natural resources and thus guaranteeing the protection of biodiversity and ecosystems.
- VII.

Stakeholder satisfaction and attention to their needs, ensuring commitment to excellence in management and social improvement.





Minimizing threats, maximizing opportunities



At QGM I we carry out 360° risk management, not limiting ourselves to the classic risks of the sector, but also taking into account other factors that may affect us due to the characteristics of our business.

We use the best Risk Management tools on the market, using the proven Deming Cycle (PDCA methodology) to identify, manage and treat risks.

Given our enormous geographical and operational reach, we are aware of the wide range of risk factors that can influence our operations. That is why we apply and improve our risk management process at every cycle, at every level of the organisation, down from Corporate to the field. Only in this way are we able to identify and avoid threats and enhance opportunities.

In addition, as supplier sourcing is a pillar of our business, we invest human and financial resources in maintaining a powerful Third-Party Risk Management system capable of meeting all the requirements of the legislations that affect us.

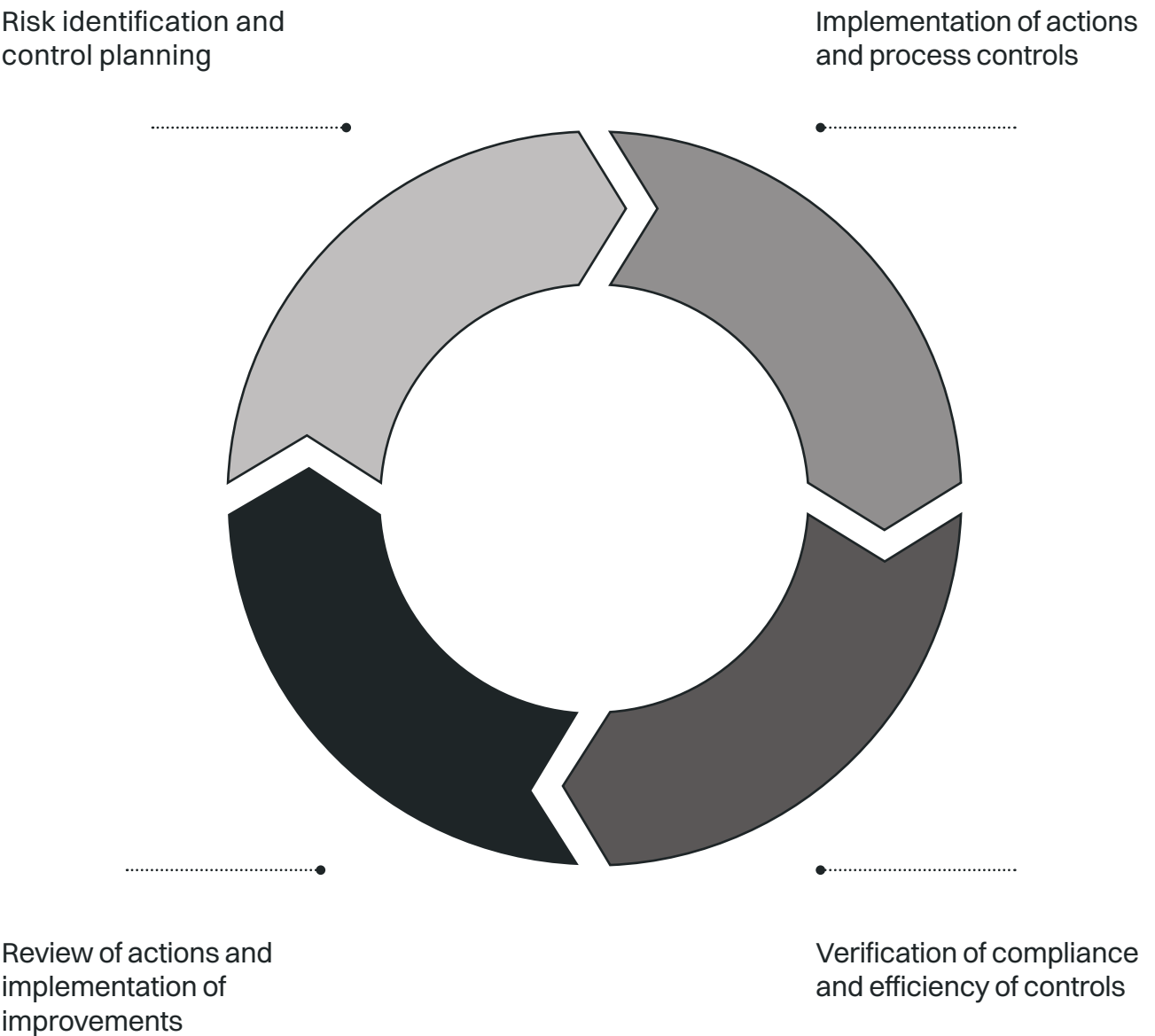
How does it work?

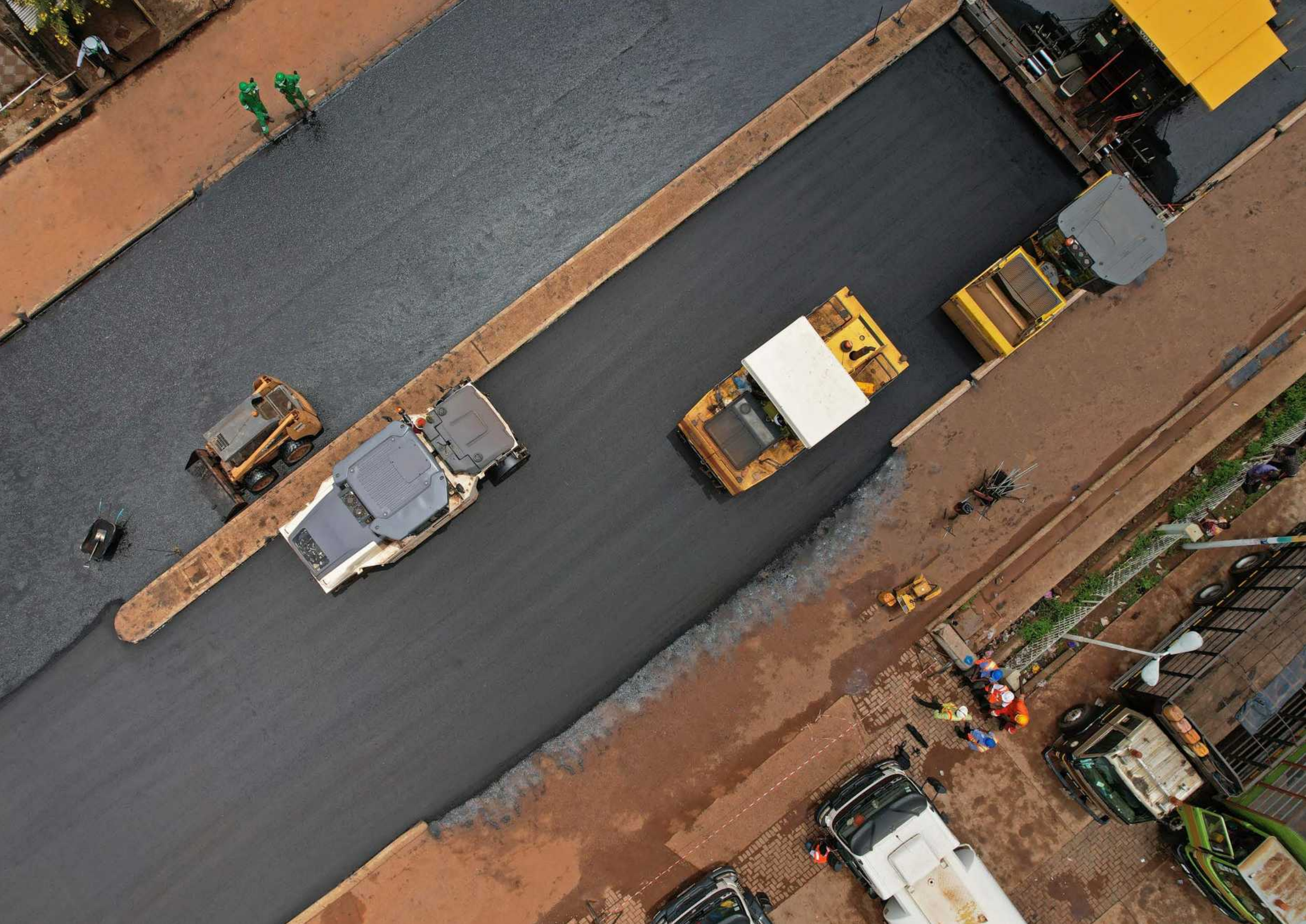
- 1. First, this system **identifies risks and classifies them** into actions and/or controls to reduce any impact. Starting from certain inputs - laws and regulations, lessons learned, business model and strategy, environment and markets - our methodology **detects risks/opportunities and assesses them** according to four criteria: likelihood, impact, favourability and knowledge
- 2. From this process, it obtains the following parameters:
 - Planning of actions and controls.
 - List of actions focused on identified risks as priorities.
 - Establishment of measurement criteria for identified risks (KPIs).
 - Identification of control and contingency measures.
 - Identification of non-conformities.
 - Implementation of continuous improvement actions.



QGMI

In addition, our Ethics and Compliance Department and our Integrated Management System (IMS) establish processes and control standards in all our business units: third party management, reputational risks, legal non-compliance, monitoring of human rights and environmental regulations, etc.







Social and Environmental Commitment, a real and proven Responsibility



QGM I is committed to efforts to provide the world’s population with more dignified and environmentally sustainable living conditions for both current and future generations.

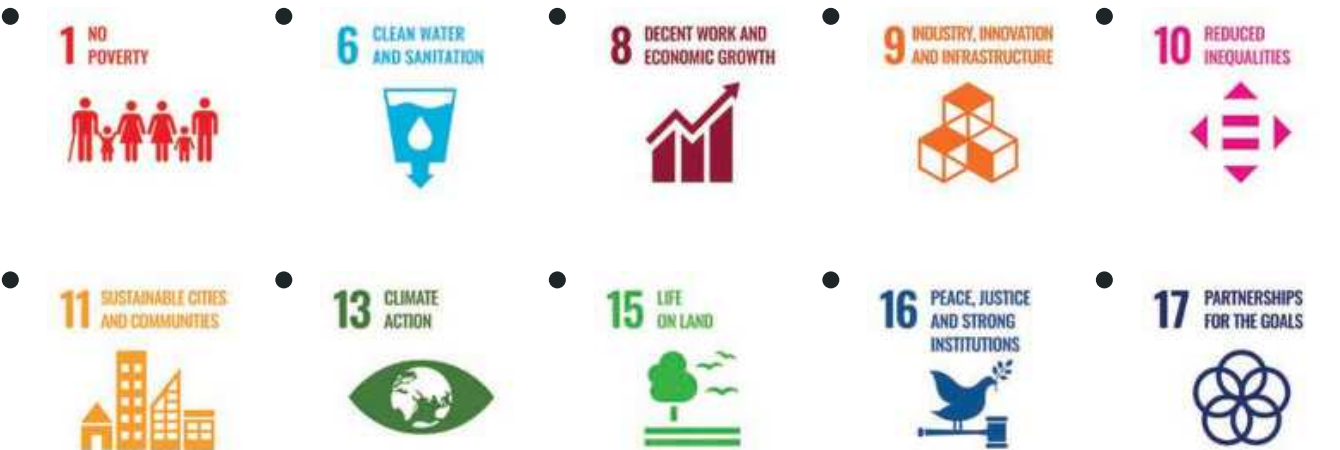
The QGM I Group is committed to developing projects that contribute to the well-being and progress of the communities where it operates. This commitment represents a permanent value in its corporate mission and vision.

By analysing the evolution of the indicators proposed by the United Nations with respect to the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), the QGM I Group has listed the contributions generated by its activities, which contribute to the achievement of these goals directly or indirectly.

QGM I works to ensure compliance with its commitments to the ten SDGs identified as potential topics for its ongoing attention. Globally, we have achieved a sustainable development relationship, contributing with our projects to reduce poverty, create jobs and transfer knowledge, always trying to maintain a balanced relationship in the markets where we operate.

We act with a firm responsibility towards society and the planet. And more closely, to our customers, employees and partners.

We work towards positive impact, return at all levels and strong alliances with partners and suppliers.



Our planet, our home



Responsibility, commitment and communication are necessary elements to realise projects in a responsible and sustainable way.

Thanks to the multidisciplinary team that makes up QGMI, today we have an Integrated Management System (IMS) in Quality, Environment and Health and Safety that allows us to design, structure and execute projects in a sustainable manner, seeking at all times to optimise resources, minimising risks and enhancing the opportunities that generate value. Our Integrated Management System is certified under ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (health and safety), demonstrating QGMI's commitment to good process management.

How do we achieve our goals?

- **Working as a team:** the project cycle integrates the different departments, allowing all the areas involved to work on finding common ground to minimise environmental impacts and adapt the projects to each of the needs of the environment.
- **Encouraging empathy:** infrastructure projects seek to connect people and environments and therefore it is essential to establish channels of dialogue between the different agents and stakeholders.
- **Responsibility in socio-environmental performance and continuous improvement:** jointly with our service providers (both in engineering and consultancy), clients and regulatory bodies.

- **Responsible and creative solutions:** we often work in remote and/or difficult to access areas, which does not limit compliance with international best practices and also generates continuous improvement with the solutions offered by the industry; circular economy.
- **Training our staff and collaborators:** training allows us to add followers to the commitment that, as a company, we have to care for and respect the physical environment and people, as well as the communities surrounding the project.
- **Collaborating with local bodies and institutions** to develop assessments and follow-ups.
- **Control and monitoring:** our Integrated Management System is designed to carry out controls in the different areas applicable to our operation; social, environmental and health and safety management, among others, and considering the mitigation hierarchy: avoid, minimise, restore, and compensate. Some key aspects of project controls and monitoring include waste, raw materials, biodiversity, noise, air, water and soil quality, communities, energy efficiency and resource use.
- **Reporting and evaluation:** all controls and monitoring carried out are recorded and reported within and outside the company, allowing us to measure results and stay ahead of market demands.

Integrated Management System. Different Projects, Same Commitments

QGMI has an Integrated Management System (IMS) certified to ISO 9001, ISO 14001 and ISO 45001. The main objective of the IMS is to promote the quality of the works delivered, while avoiding environmental pollution and occupational accidents, and complying with applicable laws. This is a sign of QGMI's commitment to the continuous pursuit of excellence in its projects.

Our IMS policy sets out a commitment to minimise or extinguish risks to people and the environment wherever possible. That's why each project has a bespoke IMS plan, detailing how health, safety, environment, quality and social responsibility will be managed in accordance with the Plan-Do-Check-Act management cycle.

To this end, it invests resources during the business study phase and before the contract is signed, when the most sustainable material options and processes are analysed, as well as the forecast of resources dedicated to socio-environmental issues: hiring professional experts in the field to monitor the work, purchasing equipment to help in the management of the project and defining training programmes, campaigns and activities.

QGMI defines the important processes for good management of the SGI, the KPIs and the tools for monitoring and measuring performance and improvement. In addition, we review, update and audit our procedures periodically, assessing and managing non-technical risks and managing non-technical risks according to the scale and type of project.

● ISO 9001



● ISO 45001



● ISO 14001



1

Health and Safety

The health, safety and well-being of our employees are a priority. The Sustainability Area promotes the care of the entire workforce. **We identify and reduce risks, injuries and illnesses through training** for workers and subcontractors, applying the highest international standards.

In addition, since 2018 we have been certified ISO 45001 - Health and Safety, an international standard of reference.

2

Environment

Always in collaboration with specialised international consultants, **we act with the utmost respect for the environment**, aware that interactions with the use of resources can affect the health, well-being and prosperity of the communities where we work. We improve resource efficiency, reduce waste, use local products and suppliers, and implement the principles of a circular economy.

All our **contracts** guarantee environmental care as a condition of our contracts. And **before starting each project**, we carry out studies to identify and reduce possible negative impacts. In addition, we take the necessary measures to preserve the biodiversity of the environment, paying special attention to the protection of endangered species. Finally, we contribute to improving the environment of our projects through compensatory reforestation wherever we operate.

3

Quality

Quality management of products and processes is a *sine qua non* for our entire supply chain, and for all our employees.

We comply with legislation and regulations as the basis of our responsibility for quality, and always pursue **best market practices** to achieve management excellence.

4

Social Responsibility

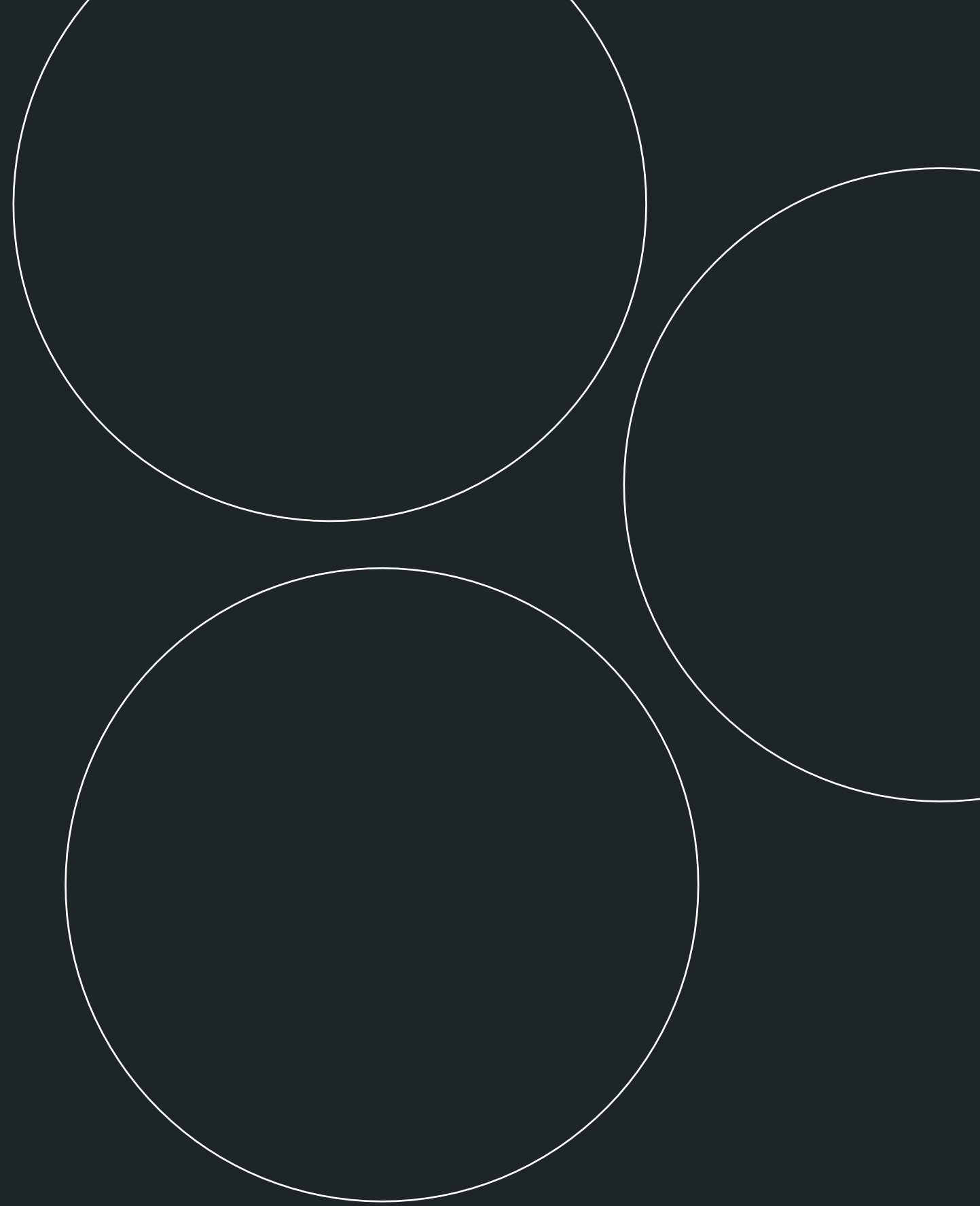
We develop projects of social importance, with a common denominator: **the strengthening of local economies**. Each type of project generates an impact: the construction of roads allows communities to be circumscribed in the transport network and facilitates the exchange of goods and services in their areas of influence, access to education and employment and access to medical care and other social services.

In addition, we prioritise **local labour** in our projects, understanding that their participation contributes to the involvement and future care of the infrastructure.

When it comes to hiring, the Human Resources area analyses the labour market in the region, according to the maxim of adapting to the environment and understanding it well in order to favour it.

Likewise, before starting a project, we draw up a **Community Relations Plan** that allows us to develop and strengthen links with the community. Thus, throughout the life cycle of the project, we maintain constant communication with local liaisons and carry out group meetings and training and awareness-raising activities on issues related to health, the economy, job opportunities, etc.

**Sustainable
progress.
Definite, solid
progress that
is good for all.**





Although our infrastructures benefit the society in which they are located, the construction phase may entail a **certain social impact** that we contemplate from the design phase.

For this reason, we respect and contribute positively to the communities in which we work, establishing **communication and feedback channels** with all the parties involved. In addition, we prevent impacts on the health and safety of communities, promote their development and train local labour. Finally, we value suppliers and their potential, making them protagonists of change and generating added value for stakeholders.



We contribute positively to the communities.



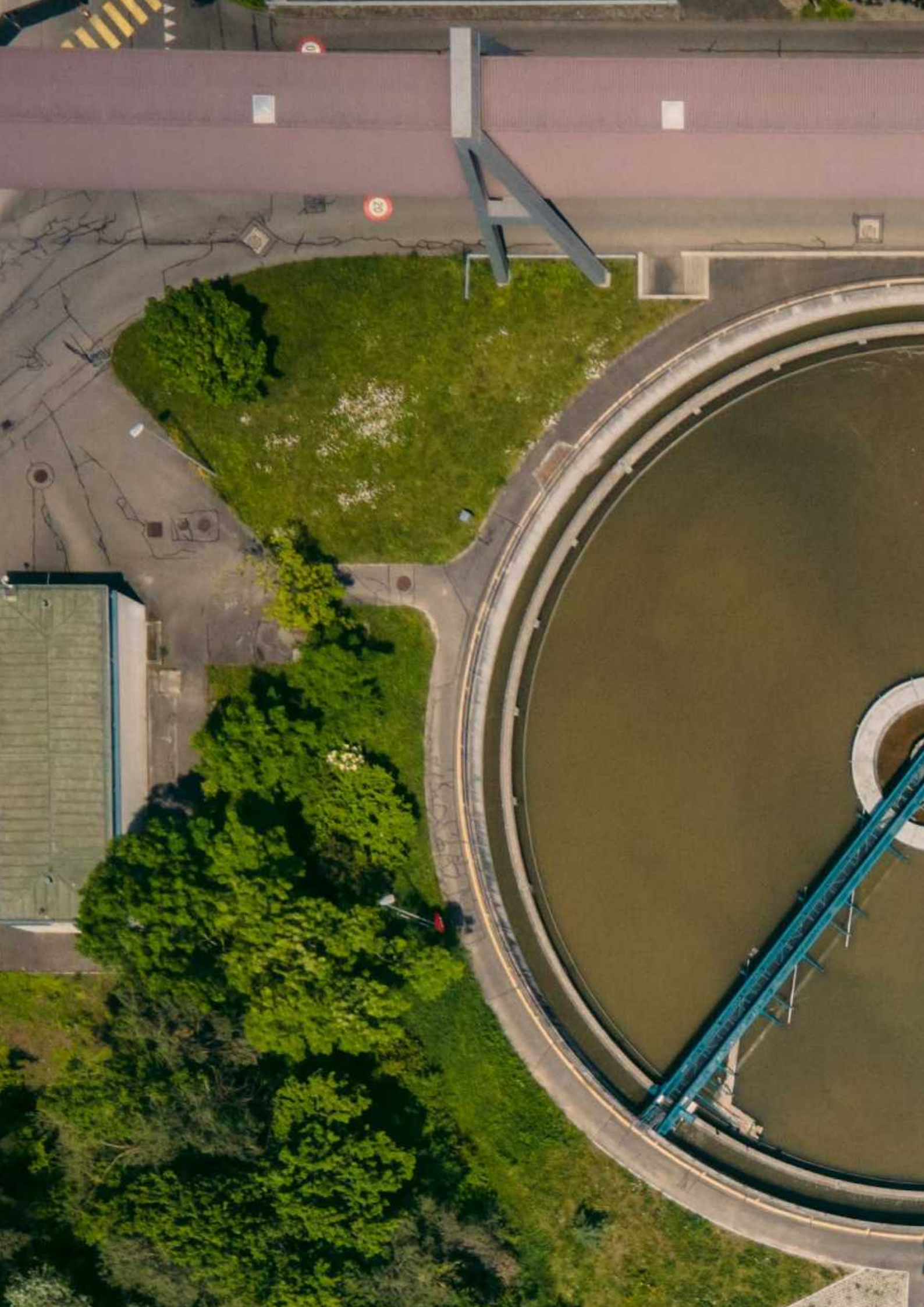
Ethics and Compliance Programme

10 ○

At QGM I we believe our mission goes beyond simply building infrastructure. We want to leave a positive and innovative footprint wherever we go. To this end, we not only invest in technology and engineering for our projects, but also in making our business environment a hub of best practices in the market. In this way we achieve a sustainable business that also promotes good practices and an ethical culture.

To achieve this objective, we have designed an Ethics and Compliance Programme with a global scope, which is not limited to compliance with the law, but also seeks to disseminate and promote the most modern anti-corruption and anti-bribery practices in all the places where we operate, as well as to promote equality and dignity for the population.

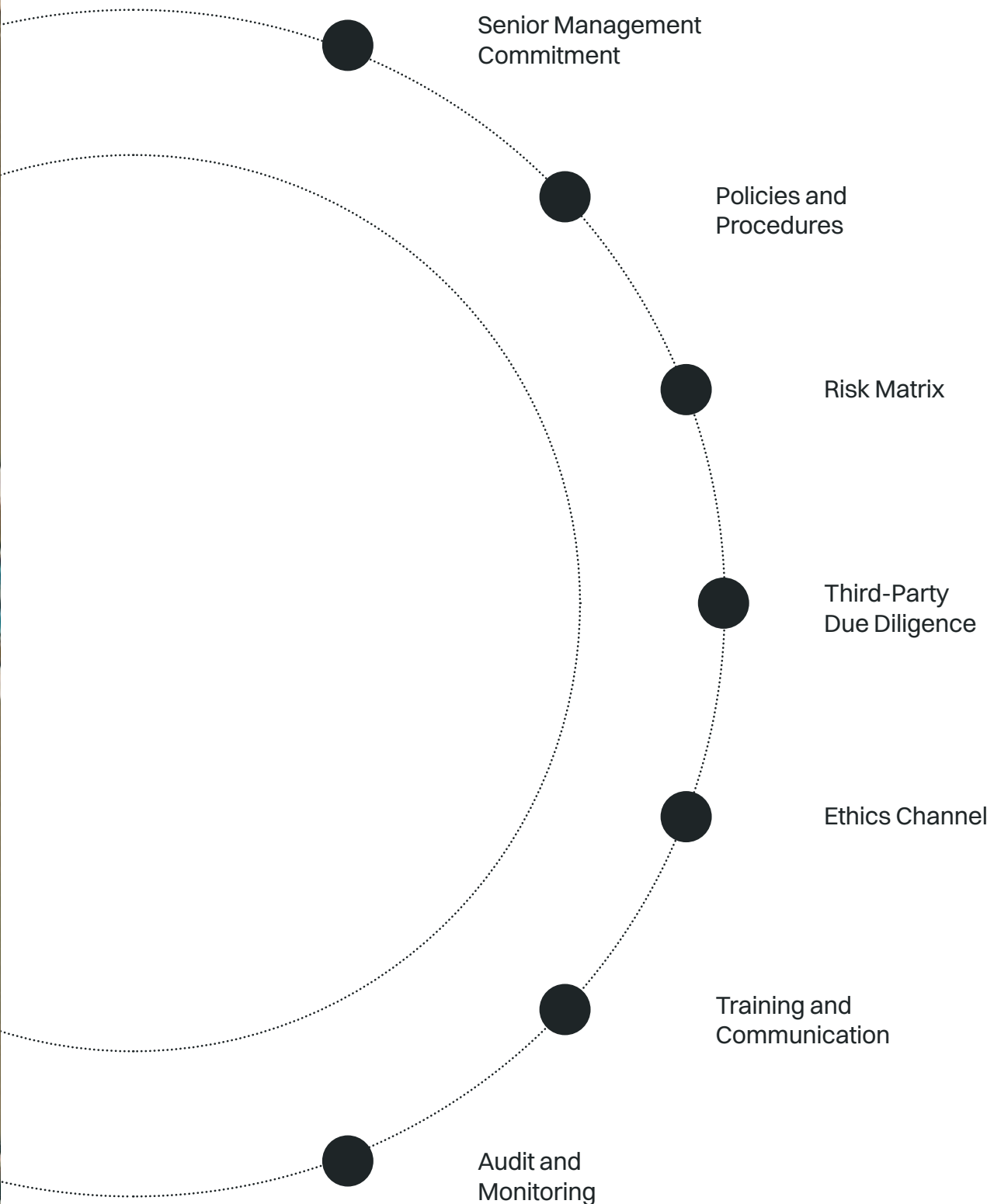




QGMI

Our Programme is global in scope and applies to all our Employees and Third Parties. For the QGMI Group, having an Ethics and Compliance Programme is a non-negotiable

value and a commitment to the communities where we are present, which we develop through our seven pillars:



In this way, the Group’s decisions and actions are always based on compliance with the countless regulations that apply to us, favouring and supporting a culture based on integrity.

QGM’s Ethics and Compliance Programme monitors a wide range of European laws and those of the other countries where we operate and goes beyond the classic fight against corruption (ABC - Anti-Bribery & Corruption), or prevention of money laundering (AML - Anti-Money Laundering). In this sense, it includes ostensive support for the fight against modern slave labour, human rights, protection of personal data, non-discrimination, gender equality, sexual and workplace harassment, etc.

The Group is committed to bringing the highest international ethical standards to the places where it operates with global integrity initiatives, such as the United Nations Anti-Corruption Day, following trends and applying innovations to establish a common Ethical Culture throughout the organisation.

QGM’s Ethics and Compliance Programme is in constant movement and since 2018 has the most reputable certifications in the market on the subject: ISO 37001 (Anti-Bribery System) and ISO 37301 (Compliance Superstructure).



Third-Party Risk Management

In line with the Group’s strategic objectives of building long-term relationships with its suppliers, we have a third-party risk management system that allows us to select not only the best suppliers in terms of quality, but also in terms of reputation and ethical values.

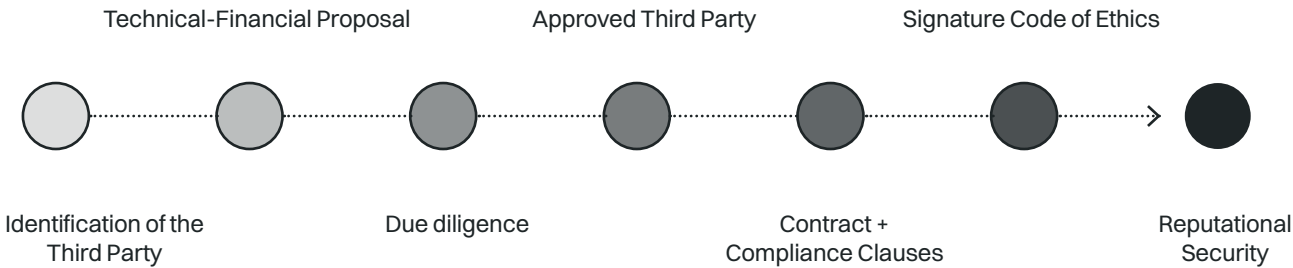
In coordination with the procurement area, the Compliance area works to maintain a computerised, updated and dynamic third-party management system that allows for fluidity in the company’s activities without losing its security and efficiency. In addition, the Third-Party Risk Management System (TPRM) provides a holistic and up-to-date view of the organisation’s risk level, allowing suppliers to be assessed according to ESG (Environmental, Social and Governance) criteria.

Our TPRM system allows us to manage our supplier chain in real time in terms of crime prevention, labour risks (human rights and working conditions) and environmental risks. The system is not restricted to our suppliers, reaching out to all third parties that, in any way, may affect QGMI’s business.

Based on this analysis, the compliance function qualifies the risk of the third party and indicates the necessary actions to mitigate it, automatically rejecting all suppliers that do not meet the minimum contracting criteria. In this way we ensure a high level of adherence to the company’s ethical values and reduce our exposure to third party risk.

Our TPRM tool allows for a comprehensive view of our business partners, suppliers and other stakeholders, thus enabling a more appropriate management of our business model. Since the inception of the Programme in 2016, we have verified more than 3,000 third parties including suppliers, business partners, donations, gifts and hospitality, etc.

● TPRM





Ethics Channel

To close the prevention cycle of the Ethics and Compliance system, QGMI has had an Ethics Channel open and operational since 2016 to report any suspicions of doubtful conduct, complaints and suggestions in all our operations, in any jurisdiction.

The Ethics Channel is an indispensable resource to accelerate the process of continuous system improvement and an effective mechanism to monitor misconduct.

It is aimed at all our audiences - employees, third parties, communities, customers, authorities - is available 24/7 in four languages and is easily accessible through our website, telephone line and physical mailboxes.

The Ethics Channel accepts anonymous reports and guarantees their confidentiality, prohibiting any kind of retaliation against the whistleblower, in compliance with the latest industry regulations (e.g. EU Whistleblower Protection Directive).



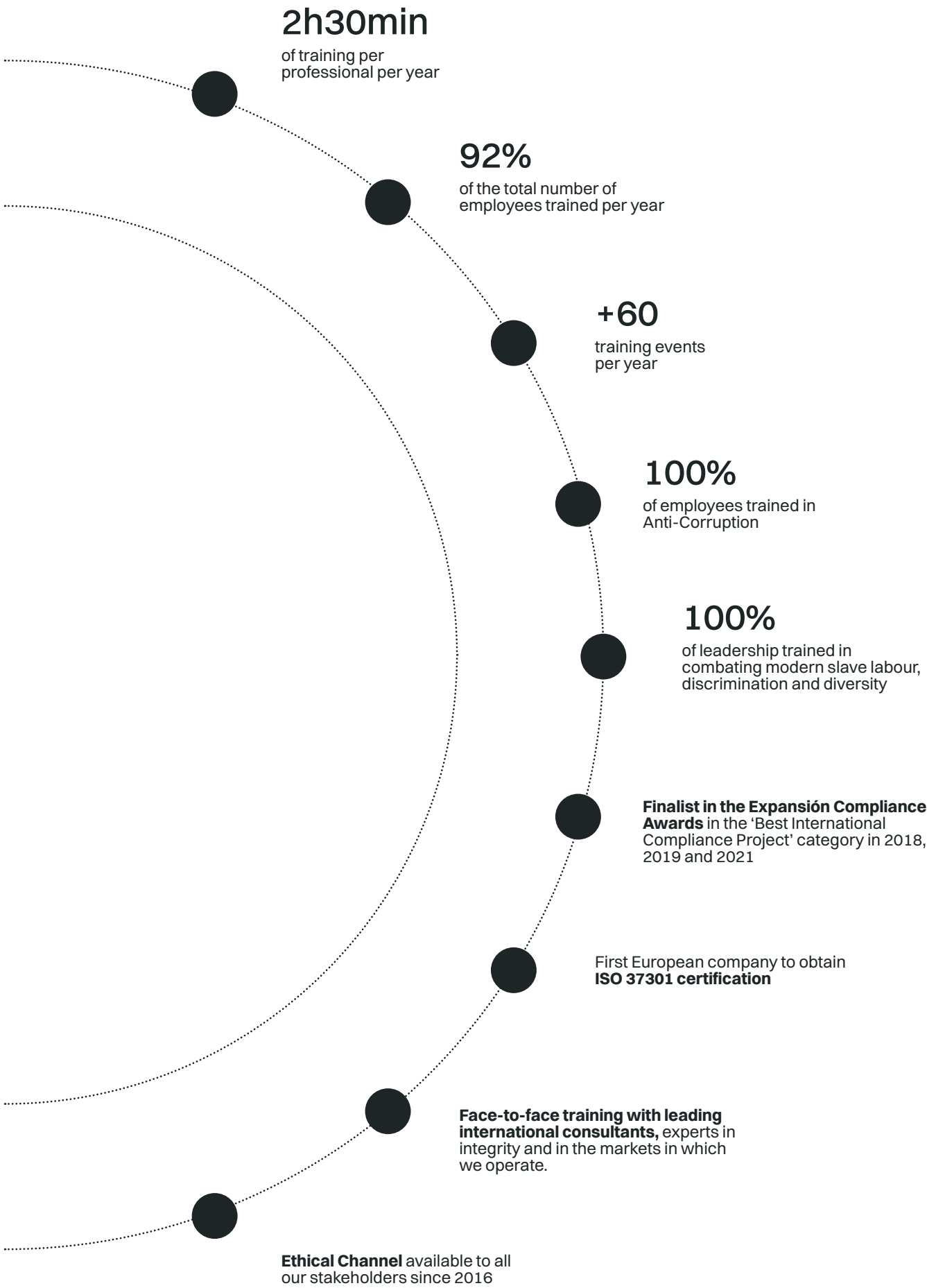
① The Ethics and Compliance Programme in perspective

Since 2016, when the Ethics and Compliance Programme was implemented at QGMI, we have been investing in the promotion of ethics. In these years it has achieved, among others, the following important milestones.

● ISO 37001



● ISO 37301





Everything starts from people; everything leads to people.



If there is one thing we know for sure, it is that our activity, quality and capabilities would not be sustainable without our essential parts: our people. Everything starts with them; that is why **we look after them, motivate them and consolidate them in the teams**, offering them training and incentives for their growth and maximum development in the company.

In addition, **we focus on diversity and inclusion**, which makes us more plural, richer and better. At QGMI we favour equal opportunities, gender diversity and multiculturalism. And of course, age-diverse local participation in all projects.

In addition, despite our geographical dispersion and distribution in various business units, **we maintain a thorough and constant connection between all employees of the company** through meetings, trainings and integrations to all new employees.

To align our internal audiences with our values, we carry out **constant internal communication work**, planning and executing various actions, respecting diversity and multiculturalism and adapting to different languages and circumstances; we want everyone to feel represented.

Of course, **we comply with the labour legislation** of each country where we operate; we apply the fundamental conventions of the ILO; and we eliminate discrimination from our own Code of Ethics.

Our commitment against modern slavery: we have our own Modern Slavery and Human Trafficking Statement. We have zero tolerance for these practices and prevent them in our own operations and supply chain.



① Talent, training and diversity.
The best of everyone makes
the best team.

Our employment policy encourages
collaboration and the development of the
diversity, talent and skills of every individual:

- We offer our employees the opportunity **to grow professionally and to share knowledge** with great professionals. We value effort and contribution and encourage motivation with Incentive Plans and Career Plans for them.
- We offer **equal opportunities to all employees** and candidates without distinction.
- We invest in **training** to encourage improvement, development and technical and vocational specialisation, as well as in **health and safety programmes**.
- We place special emphasis on **gender diversity, local participation and a variety of age groups** in all projects, promoting inclusion and multiculturalism.



As a starting point for the training of its staff, QGMI has an integration process for new employees. There is a specific training plan aimed at ensuring that new recruits to the QGMI Group receive training in Compliance and the Integrated Management System and, after this stage, specific training in Occupational Health and Safety is scheduled.

The training agenda on projects is part of another dynamic and is managed according to the characteristics and schedule of each project. However, there is mandatory

training, such as initial training, training on the Integrated Management System, or training on Compliance, for the entire staff of the Group's companies and subcontracted personnel.

The objective of QGMI's investment in training is to achieve excellence in safety indices, applying good practices in the integration of employees, to protect their lives and the lives of others.

More than 1,500 hours

per year for training of staff with higher education and more than 60,000 hours per year for staff without higher education.

② Equality

QGMI respects and complies with the Universal Declaration of Human Rights, which strictly prohibits any type of discrimination between persons. This is also a commitment established in the QGMI Group's Code of Ethics, which expressly prohibits any type of discrimination on any grounds (race, religion, sexual orientation, or other similar) within QGMI and in any of its projects.

All employees have access to the Ethics Channel, where they can make a complaint completely anonymously if they become aware of any type of discrimination by the QGMI Group or its employees.

Employees are classified according to their professional category and level of experience (managerial, senior, full or junior staff, and operational staff), and are never discriminated against or divided by any other criteria.

③ Inclusion and diversity

A diverse workplace encourages people, creativity, collaboration and innovation. By embracing and valuing similarities and differences, QGMI's employment policy promotes an environment that enables everyone to reach their potential.

To support the diversity, talent and skills of employees, the company offers tools that encourage interaction, collaboration and development. At QGMI we welcome and respect the talents, skills and experience of every employee and all those with whom the company does business.





Ghana

12

1



① Tamale International Airport Terminal

Project completed

Our objective

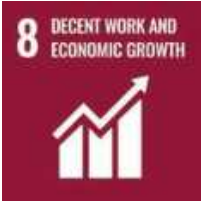
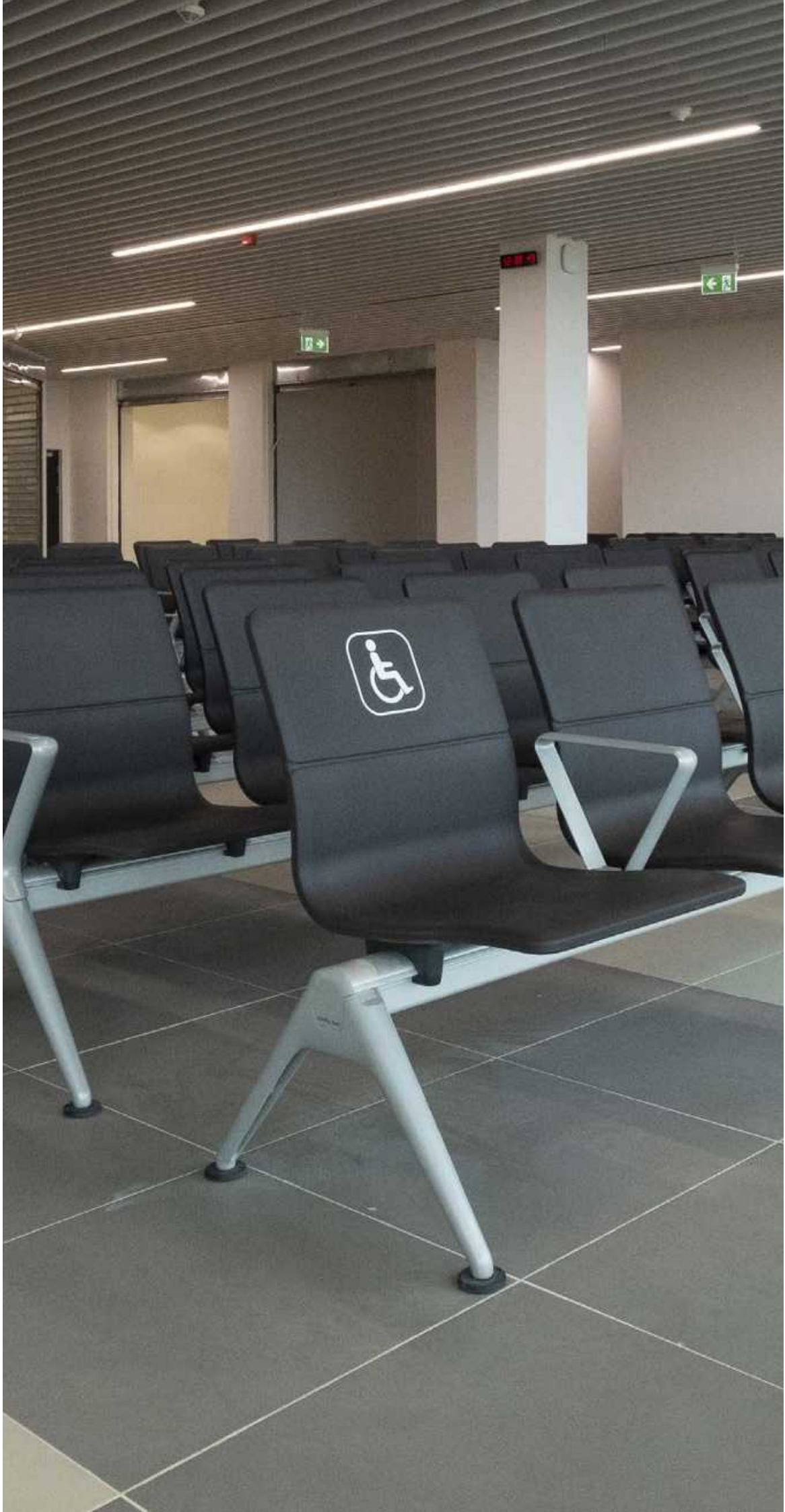
Tamale is the capital of the Northern Region of Ghana, the third largest city after Accra and Kumasi. Its International Airport was in need of expansion, as the city is the epicentre of pilgrimage to Mecca. It is certainly an opportunity for improvement for the city and its inhabitants.

Socio-environmental commitment

We carried out the airport expansion in accordance with the IFC's Environmental and Social Performance Standards. We are working with a clear purpose: to improve the quality of life of the region's inhabitants, in addition to promoting the development of the country's mobility and infrastructure.

Our commitment

- 5000 m² terminal with the possibility of expansion; capacity for 200 simultaneous passengers per hour and direction; 8 check-in desks and 4 self-service check-in desks; 2 boarding gates.
- Airport Management System and Equipment for integrated passenger and baggage handling.
- Multi-purpose building of 1,000 m², with capacity to accommodate pilgrims travelling to Mecca during the Hajj season; as well as fairs, congresses and events during the rest of the year.
- Environmental and social impact assessment, including permitting and a Livelihood Restoration Plan.
- Parking.
- Access and local roads.
- Infrastructure suitable for large aircraft.
- Electricity supply.
- Water, electricity and sewerage infrastructure.





② Bolgatanga-Bawku-Pulmakon Road

Project under construction

Our objective

Road safety, reduce travel times, facilitate trade and the movement of goods, stimulate the economic development of the region... The improvement of 109 km of road in the Upper East Region of Ghana will undoubtedly benefit more than 750,000 people directly.

Our commitment

- Reconstruction of the 109 km road, in double surface treatment, except for the first 2 km, paved with asphalt.
- Construction of a 6 km bypass in Bawku to divert heavy vehicle traffic away from the town centre.
- Development of three new bridges at the locations of existing bridges at Bolgatanga, Tilli and Bazua.



Socio-environmental commitment

At QGMI, we re-designed this project to respect a migratory corridor of elephants passing through the area. We rehabilitated the road according to the IFC's Environmental and Social Performance Standards. This included conducting biodiversity surveys in key sections of the corridor by a team of researchers from the National University of Science and Technology in Kumasi and the Department of Wildlife and Rangeland Management.

This research in turn forms the basis for measures to protect species living near the corridor. Finally, we implemented some Resettlement Action Plans to adequately compensate people whose land, crops or structures need to be acquired.





③ Obetsebi Lamptey Interchange, phases I and II

Our objective

Relieve traffic congestion by improving the existing roundabout and also building two flyovers. In short, quality of life for drivers, pedestrians and citizens.

We designed the project in two integrated 'levels':

Both levels are complementary and together they will combat the accumulation of vehicles at the intersection of two of downtown Accra's main arteries. In addition, it will improve driver and pedestrian safety, and promote the local economy and the exchange of goods and services.

Project Completed
Phase 1: Construction of an east-west flyover.

Project under construction
Phase 2: Construction of a north-south flyover; upgrading of the existing Obetsebi Lamptey roundabout to ground level; and implementation of adjacent drainage works.



General specifications

Phase 1

- 390 m east-west viaduct with two lanes in each direction. In addition, ancillary works including access ramps and storm drainage improvement measures.

Phase 2

- 400 m long, 18.8 m wide north-south viaduct with two lanes in each direction.
- Widening of Ring Road West - Obetsebi Lamptey.
- Widening of Ring Road West and Winneba Road.
- Adequate provision of pedestrian crossings and footbridges.
- Improvement of drainage system between Nii Teiko Din Road and Dr. Busia Road.
- Storm drainage improvement measures at Obetsebi Lamptey roundabout.
- Improved pedestrian movement at ground level, including commercial activity.
- Provision of street lighting for night-time safety.
- Landscaping.

Socio-environmental commitment

We developed the project in accordance with the IFC's Environmental and Social Performance Standards. This includes a Resettlement Action Plan and ongoing contact with traders with businesses in the area.

We also expect to reduce noise levels and exhaust emissions by improving traffic flow, reduce flooding in the area during the rainy season through drainage and sanitation works, and increase safety, particularly at night, through the installation of lighting.





④ Streets of Accra

Project completed

Our objective

With almost two and a half million inhabitants, the city of Accra suffers from heavy congestion and inadequate facilities for pedestrians and cyclists, resulting in a high accident rate.

Our objective in this project was to resurface approximately 120 km of roads to improve driving conditions, thereby facilitating traffic flow and improving the quality of life of its inhabitants.

Socio-environmental commitment

We carried out the project in accordance with the IFC's Environmental and Social Performance Standards. We work with a clear purpose: to improve the quality of life of the region's inhabitants, as well as to promote the development of the country's mobility and infrastructure.



⑤ Streets of Tamale

Project completed

Our objective

The Northern Region of Ghana has an estimated urban population of two and a half million (2021). The capital city is Tamale and its metropolitan area has about one million people. The pavements were deteriorated and had potholes in several areas; there was certainly much room for improvement.

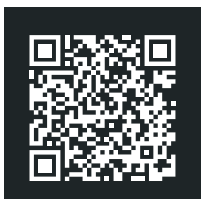
The project consisted of resurfacing approximately 100 km of roads in the districts of Tamale, Yendi, Walewale, Gambaga, Nalerigu and Damango to improve driving conditions and ease traffic flow. In addition, we addressed the poor condition of certain streets, and improved traffic and quality of life in the neighbourhoods.

General specifications

- Earthworks.
- Paving and resurfacing of streets in the municipality of Tamale.
- Drainage works.
- Relocation of utility infrastructure.
- Signposting.

Socio-environmental commitment

At QGMI we rehabilitate these roads in accordance with the IFC's Environmental and Social Performance Standards. Thanks to this project we improve trade and exchange of goods and services in the region, reduce travel times and increase road safety. Finally, the project also reduces noise and emissions.



Angola

12

2



① Cariango-Mussende road

Project completed

Our objective

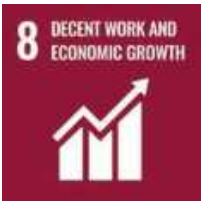
By rehabilitating 33 km of this road, we can provide safe traffic conditions, even during the rainy season.

General specifications

- Rehabilitation of 33 km of road between the towns of Cariango and Mussende, with asphalt wearing course.
- Construction of three bridges over the Fuique, Ngango and Loue rivers.
- Ancillary services: clearing, surface drainage, horizontal and vertical signage and landscaping.
- Environmental recovery.

Socio-environmental commitment

At QGMI we carry out this road following the IFC's Environmental and Social Performance Standards. Thus, we developed several socio-environmental actions, prioritising the improvement of the quality of life of the neighbouring community and supporting children and their formative development: painting of schools, delivery of toys to more than 1,500 children on Children's Day, visits by students to the project facilities, celebration of World Environment Day, tree planting, encouragement of scientific conferences, training on the importance of preserving ecosystems and sustainable development, and road education programmes for young people.



② Mussende - Cangandala Road

Project under construction

Our objective

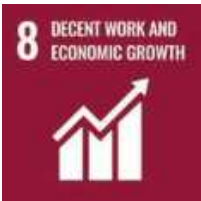
The cities of Mussende and Cangandala connect the provinces of Kwanza Sul and Malanje, in the north of the country. Between them, they have a combined population of 200,000 inhabitants. An improvement of the road linking them is necessary to favour the mobility of the population and the socio-economic development of the area.

General specifications

- Rehabilitation of 98 km of the EN 140 road between the localities of Mussende and Cangandala with asphalt pavement.
- Horizontal and vertical signalling.

Socio-environmental commitment

We undertake the road in accordance with the IFC Environmental and Social Performance Standards and national regulations. Its development contributes to the improvement of the mobility of the population in the area, and allows the socio-economic development of both municipalities, integrating Mussende with the rest of Angola. We are also improving road safety and access to essential services for the inhabitants of the region.





③ Luau - Cazombo - Lumbala road

Project under construction

Our objective

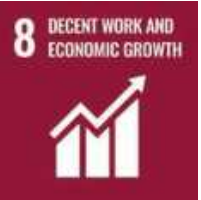
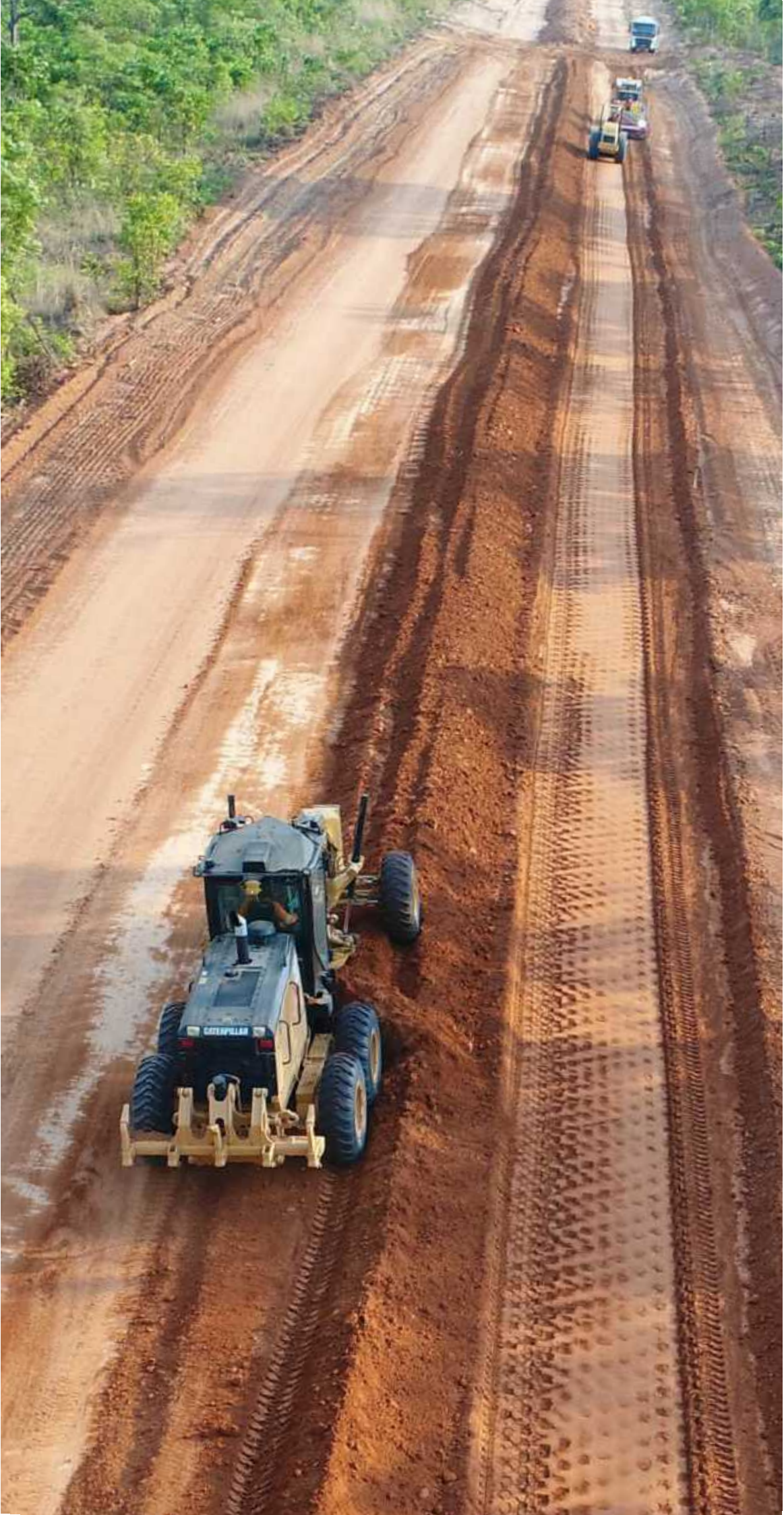
The municipalities of Luau, Cazombo and Lumbala, in the province of Moxico, are completely isolated during the rainy season due to the poor state of the current roads. For this reason, their rehabilitation is necessary in order to improve travel conditions in the interior of the country and to promote the growth of the region and the quality of life of the population.

General specifications

- Rehabilitation of 247 km of the EC192/ EN250/EC254/EC382 road, between the localities of Luau and Cazombo and Cazombo and Lumbala.
- Construction of three bridges on the Luau-Cazombo section and four bridges on the Cazombo-Lumbala section.
- Vertical signalling.
- Drainage systems.

Socio-environmental commitment

The project will be developed in accordance with the IFC Environmental and Social Performance Standards and national regulations. Its implementation will provide this region with better road communications, connecting the cities and allowing better access to essential services. It will also optimise travel time between these municipalities, as well as improve road safety for drivers.



④

Luanda Cleaning System:
Export of Equipment

Ongoing project

Our objective

The Urban Cleaning System of Luanda -capital of Angola- needs to be improved. At QGMI we carry out the process of acquisition, logistics, sale and delivery of equipment and spare parts.

General specifications

235	Compactor trucks
42	Tanker trucks
31	Unloading trucks
21	Crane trucks
18	Sweeper trucks
14	Washing trucks
10	Trucks of various types
4	Urban transport buses
3	Hydraulic excavators

Socio-environmental commitment

The improvement of Luanda's Urban Cleaning System will improve the living conditions of its inhabitants. It also helps to raise awareness among the population of the importance of caring for and maintaining the urban environment.



Benin

12

3



①

Ketou-Savé road

Project completed

Our objective

To build a 138 km road between the towns of Ketou and Savé, as well as a 200 m bridge. This project has promoted the exchange of goods and agricultural products from remote regions with the main urban centres of Benin and Nigeria.

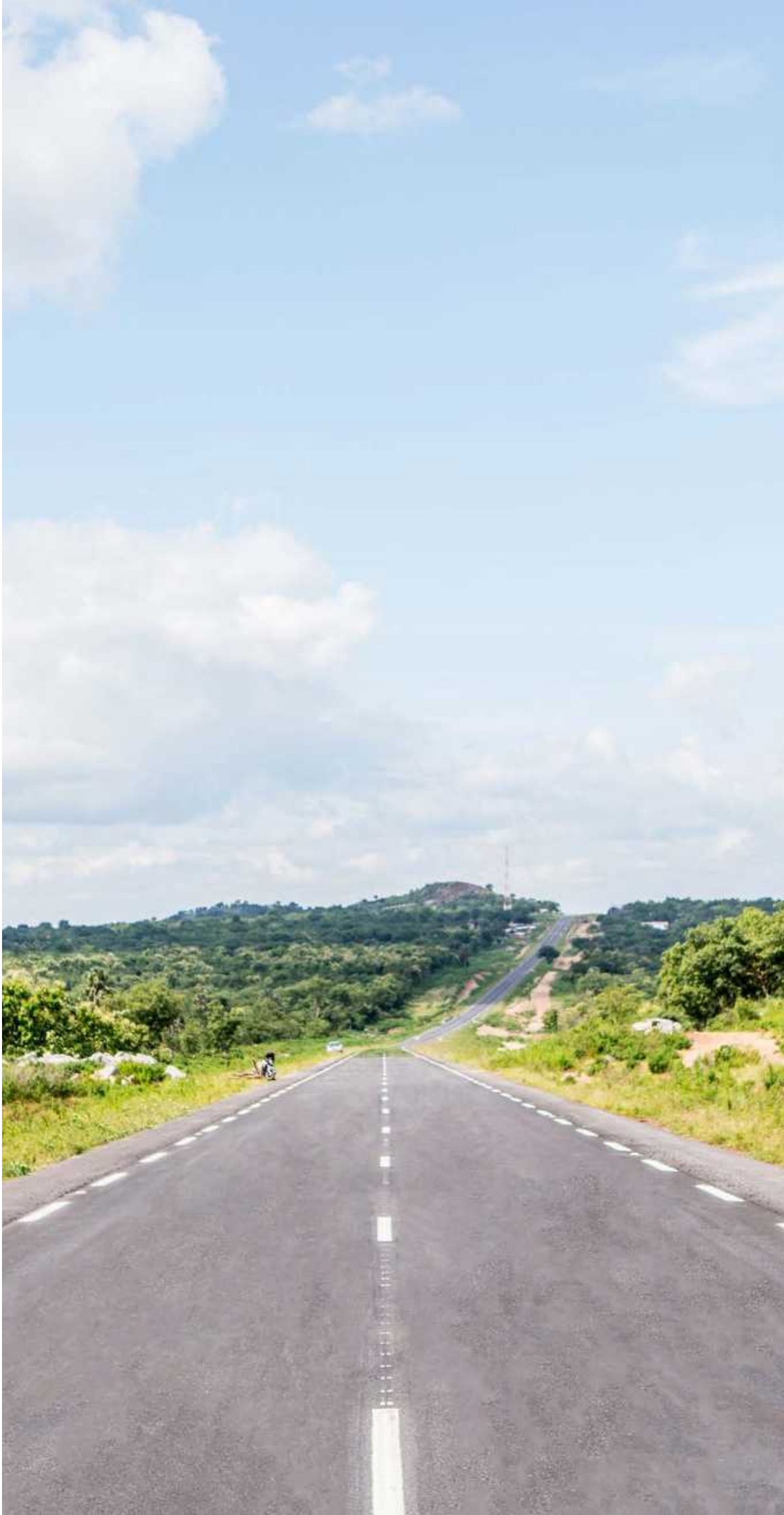
General specifications

- Construction of a 138 km asphalt paved road.
- Construction of a 200-metre bridge.
- Earthworks, paving, drainage and signalling.

Socio-environmental commitment

We developed this project in accordance with IFC standards, World Bank EHS Guidelines and OECD Common Approaches.

This road is essential for the connection of the north-south network in the country. Its implementation will lead to increased socio-economic development; reduced travel times and fuel consumption; and increased tourism and population mobility, favouring trade and consumption of goods and services.





② Ouidah-Kpomassè road

Project under construction

Our objective

To build a 14-kilometre road between the towns of Ouidah and Kpomassè. This is an important project for the region as, once completed, it will connect the two towns and improve the population’s access to basic services.

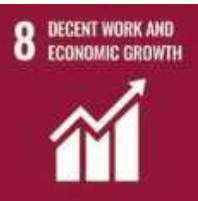
General specifications

- Construction and paving of a 14-kilometre road.
- Earthworks, paving, drainage and signage.

Socio-environmental commitment

The project is being developed under the highest international standards, in accordance with IFC regulations, World Bank EHS Guidelines and OECD Common Approaches.

The project is essential for the development of the region as, in addition to providing the local population with access to essential services, it will promote the development of local commerce and facilitate tourism in the area. It will also improve road conditions and safety for drivers.









www.qgmi.eu