Environmental and Social Management Plan

CUTCSA

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ADAPTA
INGENIERIA AMBIENTAL

Environmental and Social Management Plan			
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1 EXECUTIVE SUMMARY

The project includes Phase 1 of the transition to electric mobility of the public transport company CUTCSA, which involves replacing 25 % of its bus fleet with electric units by 2025[1], in addition to adapting charging stations and operating the new infrastructure. This involves the acquisition of 259 new electric buses, partially financed by CAF, and the adaptation of four charging centers in Montevideo. The area of influence is mainly the urban area of the department of Montevideo, with a lesser impact on the nearby suburbs of the metropolitan area of Montevideo, located in the departments of Canelones and San José.

The project has two main stages: transition and operation. The abandonment phase may occur after 20 years of operation of the units, which will maintain the current logic of circularity of solutions for decommissioned buses.

The first stage has two main phases. The first is linked to the acquisition of the aforementioned units. This will be partially financed by CAF with a loan that will represent between 9 and 14 % of the total. The units will be from the Higer and BYD brands, which will meet accessibility, safety and efficiency specifications.

The second phase of this stage involves the adaptation of four parking floors. The adaptation will consist of the installation of medium voltage substation rooms and light construction switchboards, excavation tasks for foundations and trenching for cable channels, lighting and charger installations, among other minor tasks.

The second stage will focus on the operation of electric buses. The following activities will be considered as derived: (a) the decommissioning of diesel units, (b) the road circulation of buses, (c) the supply of energy to the units, (d) the necessary management of batteries when they no longer meet efficiency standards and (e) the maintenance of these units.

Since the new units will not be used for specific services, but will be incorporated into all CUTCSA lines (both urban-Montevideo and interdepartmental), it was determined that the area of influence will be the entire department of Montevideo, and to a lesser extent the suburbs of the neighboring departments - Canelones and San José - around the interdepartmental routes.

The project contributes directly to the following Development Goals: SDG 3-Good health and well-being, SDG 5-Gender equality, SDG 7-Affordable and clean energy, SDG 8-Decent work and economic growth, SDG 11-Sustainable cities and communities, SDG 12-Responsible consumption and production, SDG 13-Climate action and SDG 17-Partnerships for the goals.

[1]CUTCSA aims to have 100 % of its fleet equipped with electric buses by 2040.

CUTCSA, founded in 1937, is a leader in urban transport in Montevideo and a pioneer in the electrical modernization of its fleet. Currently, the company operates 1.154 buses, covers 110 routes and transports 170 million people a year. Its annual fuel consumption is 30 million liters, which generates 78.000 tons of CO_2 per year. Since 2016, the company has been working on the incorporation of electric vehicles in order to reduce its emissions and contribute to more sustainable transport.

They are an example of this objective, among others: adherence to the Rosario Manifesto, which promotes sustainable public transport (2017), obtaining a 52 % subsidy for the integration of electric buses (based on a call from the National Agency for Research and Innovation (2018-2019), incorporation of five electric cars for logistical tasks and construction of a charging station at the José Añón Plant (2019), incorporation of 20 BYD brand electric units and recognition with the National Energy Efficiency Award (2020), announcement of the environmental commitment to replace 100 % of the fleet with electric buses by 2040 (2022).

In 2023, CUTCSA also became the first company in Latin America to sign the COP23 Declaration, reaffirming its commitment to the decarbonization and sustainability of public transport.

CUTCSA has an Integrated Management System, whose vision is "to be a permanent reference company in the public transport service, driving changes that allow us to provide a quality public service, from people to people and where the customer must come first."

Within this framework, the firm frequently reviews the Interested Parties and the way in which they participate. CUTCSA maintains transparent and timely communication with its shareholders and stakeholders. It distributes detailed information to its 3,338 shareholders on a monthly basis about the performance of each bus. It also has internal and external audits, such as the one carried out by PwC Uruguay, which has issued reports without observations for 15 consecutive years.

It also has an internal complaints management system (there is a constant relationship with workers, who are represented by the CUTCSA Workers Union and has protocols for handling complaints of harassment and gender violence) and external (it has multiple customer service channels, including an AI chatbot that works 24 hours a day).

Other aspects linked to its CUTCSA management system are:(a) the quality of service through tools such as planning, satellite monitoring, and improving comfort and accessibility (100 % of its fleet will be accessible by 2030), (b) its commitment to corporate responsibility by providing free services to various organizations and maintaining several of its own programs, (c) alignment with national requirements regarding occupational safety and health, (d) its commitment to job stability, (e) the promotion of gender equity by encouraging female participation at all levels of the company (among others), (f) its capabilities in terms of fleet maintenance and repair, which promote the circular economy, (g) the sustainability approach that has led it to adopt an approach aligned with the SDGs and the Global Compact, (h) the definition and implementation of operational environmental management programs (including pollution prevention and control in mechanical workshops, the one linked to solid waste management, among others).

Montevideo, located on the southern coast of Uruguay on the banks of the Río de la Plata, is the capital and main urban center of the country, as well as being one of its nineteen departments (a form of political-administrative organization of the country), which gives it a double function as a local government unit with administrative autonomy.

Within the framework of Uruguay's political-administrative organization, Montevideo has a departmental government led by a Mayor and a Departmental Board, which represent citizens and manage local affairs in areas such as urban planning, transportation and public services. Due to its population density and its role as capital, Montevideo is internally organized into eight municipalities, each with a mayor's office and a municipal council, which address the specific needs of their respective areas.

Canelones, east and north of Montevideo, is the second most populated department in the country and is characterized by its extensive suburban, rural and coastal areas, as well as by its wine, agricultural and tourist services production. In its territory there are many localities that, although they maintain a residential or rural character, have a close economic and social relationship with the capital, especially through transportation services and the growth of the metropolitan area.

San José, located west of Montevideo, borders the capital department and is also part (partially) of the expanding metropolitan area. Although San José is mostly rural, it is home to important agro-industrial and agricultural activities, contributing to the national economy with its dairy and agricultural production. Its proximity to Montevideo facilitates the interconnection between both areas, allowing the flow of people and products.

Montevideo, as the main urban and economic center of Uruguay, houses 66 % of the national population in an area of 529 km². 96 % of the inhabitants are concentrated in the urban center, while the remaining 63 % of the territory corresponds to rural areas. The population density is 2.488,2 inhabitants/km². Land use is regulated by the Territorial Planning Plan.

The public transport network that links the AMM is made up of the department of Montevideo and partially the departments of San José and Canelones. It represents 3 % of the territory and 56 % of the population of the country, where 1.8 million people live. The three Intendancies or Departmental Governments regulate intradepartmental transport, while the MTOP through the National Transport Directorate (DNT, by its acronym in Spanish) regulates interdepartmental or metropolitan transport. The regulators mentioned above are responsible for authorizing companies, lines and frequencies, as well as setting tariffs and minimum quality levels that the private operators of the system must comply with.

There are four companies operating within the AMM: CUTCSA, COME, COETC and UCOT, the first two under the legal form of corporations and the others as cooperatives. The distribution of the service between the companies is not homogeneous, CUTCSA holds 65 %.

In Montevideo, the active fleet of buses is 1.531, the road infrastructure is 1.069 km. There are a total of 140 lines, 107 destinations and 4.721 stops. CUTCSA operates 62 urban lines and another 38 differential, local and metropolitan lines.

The energy sector in Uruguay is the largest emitter of greenhouse gases (GHG), contributing 95 % of total CO_2; transport accounts for 56 % of these emissions. In Montevideo, transport is responsible for 44,6 % of GHG emissions.

Uruguay has managed to decarbonize its electricity matrix thanks to a State policy focused on renewable energy. Between 2018 and 2022, 93 % of the energy generated came from renewable sources, with a combination of biomass, solar, wind and hydroelectric power. The total installed capacity is 4.900 MW, with wind and hydroelectric generation each contributing 31 % of the total.

Regarding the electrical energy consumed by 2023, the sector that used this resource the most was the residential sector, with 38 % of the total, followed by industry and the commercial, services and public sectors with 32 % and 25 % respectively.

UTE is the public company responsible for the development of the activities of generation, transmission, distribution and commercialization of electric energy, providing advisory services and technical assistance in the field. The company has invested more than 6 million dollars in a charging network for electric vehicles, with 321 charging points throughout the country, hoping to reach 370 points by the end of 2024.

Various policies have been implemented in the country aimed at decarbonization and the transition towards renewable energy for mobility: 2008-Publication of the Energy Policy, 2005-2030, 2015-Presentation of the National Energy Efficiency Plan 2015-2024, 2018-Approval of Law No. 19,670, which authorizes subsidies for the transition to sustainable vehicles in public transport, MOVÉS Project (2018-2022) promoted by the MIEM and financed by the GEF, which promotes electric mobility through regulations, experimentation with electric vehicles and access to innovative technologies.

The environmental and social legal framework of the project is divided between the national and departmental regulations of the departments involved and the international framework, which arises from the CAF requirements, on which its environmental and social safeguards are based, and the requirements of the Green Climate Fund, which are based on the Performance Standards of the International Finance Corporation.

For the purposes of the environmental assessment of the project, the activities and their respective environmental aspects for the transition and operation stages were identified. The following environmental impacts were identified as a result of the activities: (a) decommissioning of diesel buses: need for proper management of the decommissioned units, promoting circular economy strategies, (b) operation of electric buses: consumption of electric energy with possible competition for national demand, (c) battery management: need for proper management of end-of-life batteries, (d) maintenance of electric buses: generation of hazardous solid waste, and (e) bus circulation: reduction of noise emissions with potential impact on road safety.

The social assessment addressed issues such as job maintenance, accessibility, cultural change during operation, perception and interests of stakeholders, occupational health and safety, gender rights, among others.

For all environmental and social impacts and risks identified, CUTCSA has management measures implemented or planned, or they are of almost no significance.

An assessment of climate risks and natural disasters that could affect the project was carried out. Uruguay is on a low scale of risks for natural disasters. According to the EM-DAT database, between 2000 and 2024, 32 natural disaster events were recorded, with floods, droughts and storms being the most frequent. The results of the assessment indicated a low risk for all identified threats.

The project has significant positive environmental impacts during its operational phase, highlighting the reduction of air pollution and noise pollution, in addition to its alignment with the Sustainable Development Goals (SDG).

Replacing 25 % of the conventional fleet with electric units contributes to the elimination of a considerable part of greenhouse gas (GHG) emissions and other pollutants associated with the combustion of fossil fuels. According to CUTCSA studies, there will be a 22 % reduction in GHG compared to the current situation.

Reducing noise pollution. This will be another beneficial effect of the project, given that vehicular traffic is one of the main sources of noise in Montevideo. This will result in a healthier and more pleasant sound environment for users, pedestrians and residents of urban areas.

As a result of the evaluation carried out, it was concluded that the project is classified as B, given that the project activities could generate specific environmental impacts that, in general, are of limited scope and easily manageable with well-defined mitigation measures.

The Environmental and Social Management Plan developed took into consideration CUTCSA's existing environmental and social management system and the requirements of the Provisional Environmental and Social Safeguards of the Green Climate Fund (GCF).). This plan is made up of nine programs.

As a final corollary, the compliance assessment of the international framework focused on the Environmental and Social Management Plan resulted in there being no compliance gaps with respect to the IFC Performance Standards and CAF's Environmental and Social Safeguards.

2 INTRODUCTION

2.1 Objective of the report

The objective of this document is to present the Environmental and Social Impact Assessment and its corresponding Environmental and Social Management Plan (ESMP).) of the project to acquire and maintain a fleet of new electric transport units, chargers and charging infrastructure of the Uruguayan Collective Transport Company SA (CUTCSA, by its acronym in Spanish).

This project will be partially financed by the Andean Development Corporation (CAF, by its acronym in Spanish), through the FP195 E-Motion Program: E-Mobility and Low Carbon Transportation Green Climate Fund.

2.2 Scope

The scope of the document refers to Phase 1 of CUTCSA's Electric Mobility project, which corresponds to the replacement of 25 % of its fleet with electric units by 2025, the adaptation of charging stations and their subsequent operation.

In particular, since CUTCSA currently has twenty-one electric units, the replacement will involve the acquisition of 259 new electric units (which together with the 21 existing units make up 25 % of the fleet), which will be partially financed by CAF (between 9 and 14 % of the total). The units will be Higer and BYD brands, which will meet accessibility, safety and efficiency specifications.

Likewise, four loading centers distributed within the department of Montevideo, Uruguay, will be adapted.

From a geographical point of view, the project will be developed mainly in the department of Montevideo, and to a much lesser extent in the departments of Canelones and San José, since the company has some lines to the suburbs of the Montevideo Metropolitan Area (MMA).) in the departments mentioned.

2.3 Background

CAF, established in 1970 and made up of 21 countries, is a multilateral financial institution dedicated to promoting the sustainable development of its member countries and boosting the integration of Latin America and the Caribbean, in order to improve the quality of life in the region. To this end, it has approved an Environmental and Social Framework (ESF)-CAF) as part of its Management Policies. This consists of a set of Environmental and Social Safeguards that establish the standards to be achieved in order to avoid, minimize or counteract the related environmental and social risks and impacts.

In this way, to ensure that all projects financed by CAF are environmentally sustainable, socially responsible and climate resilient, the ESF-CAF is applied. The Climate Action and Positive Biodiversity Management (GACBP, by its acronym in Spanish) is responsible for its development, application, transversalization and dissemination of associated knowledge.

CAF also has a Green Financing Program for Local Financial Institutions in Latin America, which is designed to accelerate the development and volume of Climate Change (CC) projects.).

In 2022, CAF approves the FP195 E-Motion Program: E-Mobility and Low Carbon Transportation Green Climate Fund signed between CAF and the Green Climate Fund (GCF), in order to accelerate the deployment of electric vehicles and provide a financial offer, accompanied by technical assistance to governments and companies, allowing them to move towards a better organized, more efficient, equitable, comfortable, safe, sustainable, resilient and affordable electric transport system.

In Uruguay, a national approach towards decarburization and the transition to renewable energy sources has been strongly promoted. These policies have been key to advancing a profound transformation of the energy system, where the country has managed to stand out for its commitment to a sustainable future, promoting an almost completely green electricity matrix and encouraging electric mobility and energy efficiency in all sectors. These efforts consolidate Uruguay as a regional benchmark in the fight against CC and the promotion of clean and resilient development. The following milestones stand out in particular:

- In 2008, the Energy Policy 2005-2030 was published, where the National Directorate of Energy and Nuclear Technology (DNETN, by its acronym in Spanish)) belonging to the Ministry of Industry, Energy and Mining (MIEM)) presents a global energy policy focused on the long term and based on four elements: strategic guidelines, goals to be achieved, lines of action and permanent analysis of the energy situation of the country, the region and the world.

  This document proposes the need to adopt an energy perspective in state transport policies, in order to increase the energy efficiency of the sector and reduce dependence on oil. In particular, it proposes promoting the replacement of truck and bus fleets (units) with electric and hybrid vehicles.

- **In October of that same year**, by resolution of the Board of Directors of the National Agency for Research and Innovation (ANII, by its acronym in Spanish)), the Sectorial Fund for the Promotion of Research, Development and Innovation in the Energy Area is created.

- **Later, in 2015**, the National Energy Efficiency Plan 2015-2024 is presented, whose objective was to reach 1.690 kTep[2]of avoided energy[3] in the mentioned period. This plan also aims to lay the foundations for the implementation of a system of Energy Efficiency Certificates (EEC)), promoting the execution of energy efficiency projects and contributing to the stated objective.

  The plan noted that the transport sector presented a variety of alternatives with great potential that would lead to a reduction in consumption. However, in order to achieve an integrated national policy, one of the obstacles to overcome was the diversity of actors involved, which is why an Inter-Institutional Group on Energy Efficiency in Transport was formed.

[2]Kilotonne of oil equivalent.

[3]According to this document, avoided energy is understood as energy not consumed as a result of the implementation of energy efficiency measures.

- **In 2018, Law No. 19,670 was approved**, whose article 349 authorizes the Executive Branch to implement a subsidy for public collective passenger transport at the national level, intended to support the initial transition towards more sustainable and efficient technologies through the replacement of up to 4 % of its fleet of diesel-powered buses with electric or hybrid units. This article will subsequently be regulated in June 2019 by Decree No. 165/019.
- **The MOVÉS Project will be implemented between 2018 and 2022**, funded by the Global Environment Facility (GEF)), implemented by the United Nations Development Program (UNDP) and carried out by the MIEM in coordination with the Ministry of Housing and Territorial Planning (MVOT, by its acronym in Spanish)), the Ministry of Environment (ME), and the collaboration of the Uruguayan Agency for International Cooperation (AUCI, by its acronym in Spanish).

  This project fostered more efficient and sustainable mobility through the creation of new rules and regulations, the promotion of a cultural change towards active and collective mobility and access to innovative technologies. In order to accelerate the adoption of this technology, it also promoted the acquisition and testing of electric vehicles in public passenger transport companies, as well as freight and logistics companies, acquiring expertise in the area.

CUTCSA, the main urban transport company in Montevideo and Uruguay, has been a pioneer in the modernization of the country's metropolitan public transport system. Founded in 1937, CUTCSA has played a key role in the capital's mobility for decades.

Chart 1 CUTCSA in numbers

- **Possesses** a fleet of 1,154 buses.
- **Has** 110 routes (short-haul, local, differentiated semi-direct and suburban routes).
- **It has** 5.000 direct collaborators between partners and employees.
- **Transports** 170.000.000 people a year.
- **Tours** 90.000.000 kilometers per year.
- **Consume** 30.000.000 liters of fuel per year.
- **Emits** 78.000 tons of CO_2 per year.

In recent years, the company has begun to introduce a policy of renewing its fleet with the aim of incorporating electric vehicles, aligning itself with international decarburization policies and the transition towards cleaner energies. This process, which began in 2016 with the inclusion of the first electric units in its operations, seeks to reduce greenhouse gases (GHG) emissions.) and contribute to the development of more sustainable and efficient urban transport, in line with the country's environmental goals.

In 2017, the 15th assembly of the International Union of Public Transport (UTIP, by its acronym in Spanish) in Latin America, held in Rosario, Argentina., where CUTCSA adheres to the Rosario Manifesto, which establishes principles and commitments for the promotion of sustainable, accessible and inclusive public transport.

Within the framework of the Sectorial Fund for the Promotion of Research, Development and Innovation in the Energy Area of the ANII created in 2008, a call is made between 2018 and 2019 in which CUTCSA participates by presenting its project Integration of the electric bus into the Uruguayan transport system, for which it obtains a 52 % subsidy.

In 2019, within the framework of the MOVÉS Project, CUTCSA promoted the incorporation of five electric vehicles in the fleet of the outsourced service that carries out mail delivery and transfer tasks, among others. To do so, it not only provides advice to the supplier on the integration process of the new technology and its benefits, but also collaborates with financing through its line of credit. It is also building an electric vehicle charging station at its José Añón Plant in Montevideo with capacity for 23 buses and 5 cars.

That same year, CUTCSA was awarded the National Energy Efficiency Award in the commercial and services category for the extensive path taken in the efficient use of energy both in its bus fleet and in its facilities, through an Efficiency Plan that includes training and monitoring of the measures adopted.

Later, in 2020, CUTCSA added 20 electric units (BYD brand) to its fleet and was once again recognized at the National Energy Efficiency Award ceremony, receiving a mention in the mobility category, for having achieved the measures proposed in the last edition and for the work carried out in terms of energy management in both its fleet and its facilities.

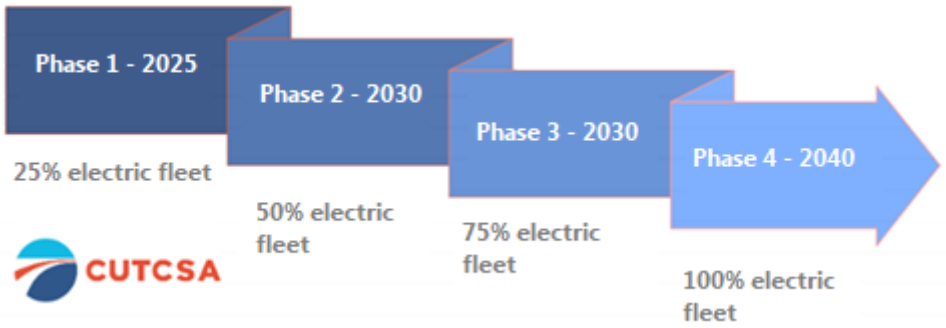
Within the framework of State policies aimed at finding more efficient and sustainable options, in 2022 CUTCSA made public its commitment to the environment in the future and its schedule for incorporating electric transport units. Thus, that same year it received a new mention within the framework of the National Energy Efficiency Award, being awarded for assuming such a commitment and demonstrating the advances in energy efficiency over the years. In addition, it is especially valued for its energy management, monitoring, driver training and research in the search for improvements in energy efficiency and air quality.

By 2023, in this transition of its energy matrix, which aims to gradually migrate towards an electric fleet, CUTCSA incorporates a Higer brand electric bus, in order to test another alternative in real working conditions. It also presents new infrastructure aimed at technological development focused on mobility, advancing increasingly towards a more efficient and sustainable future.

2.4 Project justification

In the context of the need to reduce GHG emissions generated by the transport sector, CUTCSA considers its significant role in GHG emissions, given that they contribute approximately 78.000 tons of carbon dioxide (CO_2).) per year. It has therefore made a firm commitment to decarburization, proposing that by 2025, 25 % of its fleet in operation should be electric (Phase 1 of the project), increasing to 50 % by 2030 (Phase 2), 75 % by 2035 (Phase 3) and reaching 100 % by 2040 (Phase 4).

Figure 1 Expected evolution of electric bus coverage



Source: ADAPTA

In 2022, CUTCSA made public this commitment to the environment. In 2023, it obtained the Zero Emission Vehicle (ZEV.) certification, **while becoming the first company in Latin America to sign the COP23 Declaration.** These actions reaffirmed its intention to contribute to the global goal of reducing transport emissions through the full electrification of its fleet.

This project faces significant challenges such as the (partial) transformation of four parking lots into charging stations, the development of an efficient charging management system and the optimization of available power. In addition, CUTCSA plans to continue and improve the fleet tracking systems in real time and effective interaction with the on-board ticket machine. It is also essential to extend the useful life of the buses' batteries and generate internal capacities to manage the maintenance of the main components directly with the factories.

3 CUTCSA MANAGEMENT SYSTEM

CUTCSA has an Environmental and Social Management System (ESMS)) very comprehensive and committed to the environment, its employees and society as a whole, with a projection of significant contribution to the 2030 Agenda. This SGAS and its achievements are reflected in the social reports presented (see Annex I). The main components of the ESMS are presented below.

3.1 Mission, vision and values

3.1.1 Mission

To provide the population with modern, safe, reliable and efficient transport solutions, with customer satisfaction as our goal. To constantly discover market requirements in terms of mobility and adapt to them quickly and efficiently. To undertake any undertaking that adds value to our business, allows us to optimize the result and represents a positive contribution for all members of the organization and society.

3.1.2 Vision

To be a permanent reference company in the public transport service, driving changes that allow us to provide a quality public service, from people to people and where the customer must come first.

3.1.3 Values

- **Honesty**– proceed with rectitude, sincerity, coherence, act in good faith.
- **Loyalty**– sharing objectives aimed at a common good, feeling of belonging, loyalty, fulfilling established commitments.
- **Respect**– be tolerant and collaborative, recognize that all people have rights and obligations.
- **Commitment**– give 100 %, be responsible, join forces, and ensure efficiency both for yourself and for the entire company.
- **Vocation of service**– be supportive and empathetic in the provision of services and in relationships in general, care for others as one would expect to be cared for, participate in the comprehensive development of the community.
- **Professionalism**– assume the responsibilities of the function, carry out efficient management, comply with the rules, and dignify one's own work and that of others.
- **Innovation/creativity**– be proactive, lead the changes necessary to ensure the sustainability of the business and the development of society.

Figure 2 CUTCSA Values

Source: CUTCSA Social Report 2022-2023

Its Mission, Vision and Corporate Values guide and focus business actions and plans with the established goal of sustainable development of the company and the community, as well as in the definition of the policies and commitments assumed.

The interest groups identified by CUTCSA are:

- Workers
- Shareholders
- Customers
- Community
- State and regulatory bodies
- Competitors
- Suppliers
- Environment

3.2 Stakeholder Engagement

CUTCSA has extensive internal regulations governing the comprehensive management of the corporation that administers the 1.141 de facto corporate units that make up the company. This requires transparency in the processes and timeliness in communications, some of which we highlight below.

Periodic management information CUTCSA distributes monthly the results of the development of the activity of the 1.141 buses. It provides the 3.338 shareholders with detailed, transparent, precise and easy-to-understand information on all the performance indicators of their buses.

This allows them to continuously monitor the evolution of their business unit and make timely decisions, on equal terms for all owners.

The internal structure has defined specific control responsibilities such as: Fiscal Commission, Internal Audit, Surveillance Commissions, Technical Management, among others; which complement and supervise all the processes developed.

The purchasing policy regulates commercial operations and the control exercised over them, allowing for equity and transparency with suppliers. It establishes the basic guidelines for dealing with suppliers, in order to guarantee customers the availability of products and services, which is possible through the selection of suppliers that meet the technical and economic requirements established by the company and the relevant regulatory requirements (labor, environmental, etc.)

Every year, PwC Uruguay audits the consolidated statements of financial position and comprehensive income. The presentation of the financial statements is in accordance with the country's accounting standards and the instructions of the Municipality of Montevideo.

The 2023 External Audit for the fifteenth consecutive year, in more than thirty years of auditing the Financial Statements, issued its report without observations or exceptions. Compliance with all the requirements demanded by current accounting standards and techniques.

The most direct manifestations of the shareholders are the General Assemblies and the Election Acts. At the Ordinary Assemblies, the management is evaluated by considering the Balance Sheet and Annual Report, which were previously sent to each of the shareholders; there may also be Extraordinary Assemblies to define specific issues.

In December 2023, a special call was made since the company started important projects related to the replacement of traditional buses with electric ones, with the adaptation of the plants for the charging centers of these vehicles, with the replacement of the on-board technology and with the creation of a building with advanced technological capacity, in accordance with the requirements that these additions will demand. All of this required an aggiornamento of articles of the Social Statute. In this sense, in an exceptional and temporary manner, it was also proposed to postpone the elections of the members of the Board of Directors and Fiscal Commission, with the objective of advancing in the stages already initiated of the aforementioned projects and in the responsibility assumed. Also considering the extension of the validity of the company until the year 2137.

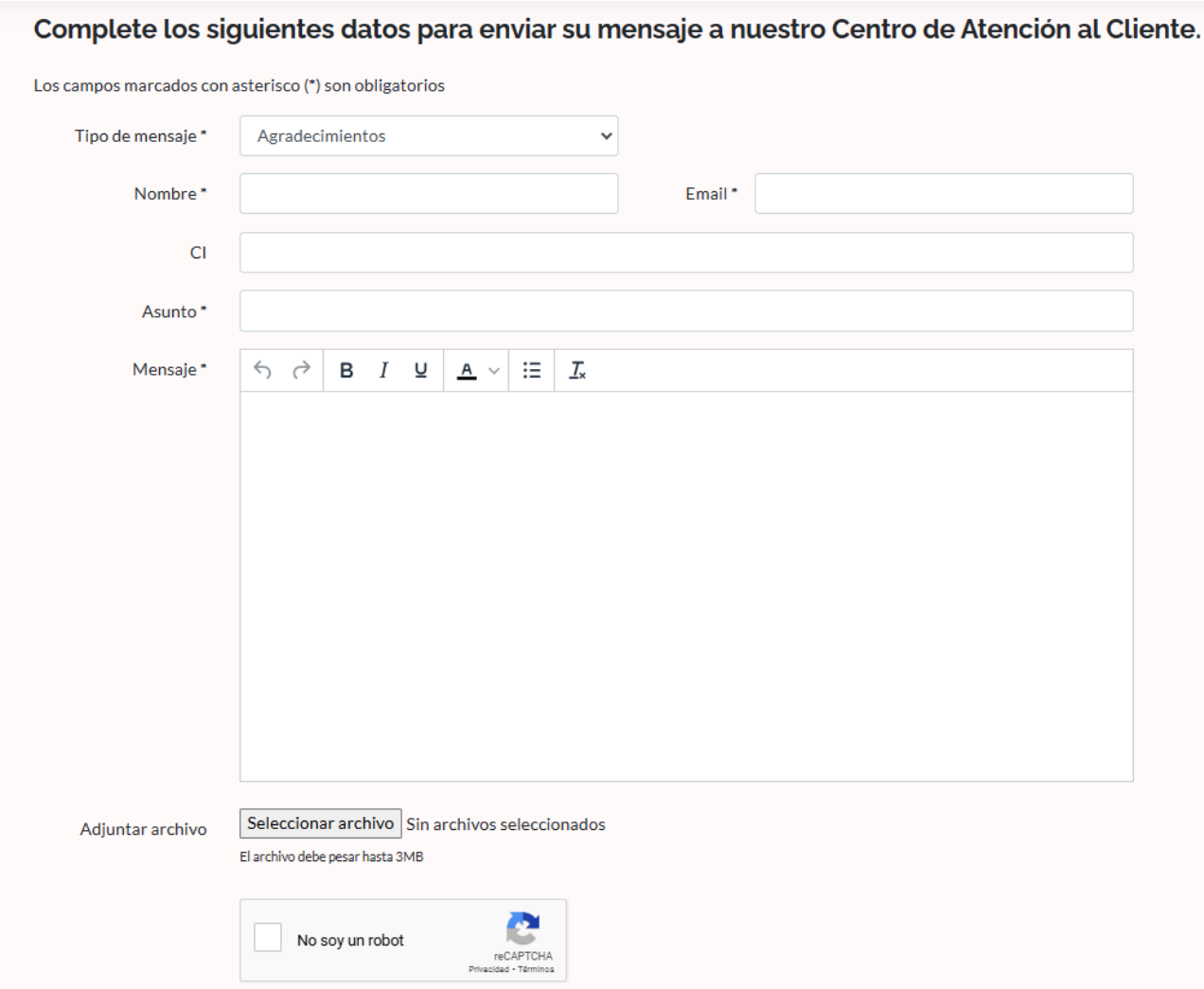
For their part, the Working Committees and Commissions, as well as periodic and specific meetings, are important tools for interaction and consideration of different aspects of management that encourage the participation of both shareholders and other members of the organization.

3.3 Complaints and claims management

3.3.1 External

CUTCSA has a very efficient customer service. To achieve this, it has several communication channels, including its website, WhatsApp and personalized telephone support.

Figure 3 Website – CUTCSA customer service



Source: CUTCSA website

In 2022, AI-based software was introduced, a "chatbot", capable of answering queries immediately by text. This tool was initially used to complement care during hours when the center was closed, later extending its use to 24 hours a day. In this way, it was possible to decompress personalized care, answering common queries automatically.

Over the years, CUTCSA has been adding communication and information channels. The technology applied to its service facilitated the migration to digital media; and although the telephone line is still one of the most used, online and self-managed information gained a significant percentage of users.

The process ensures that all clients have absolute confidentiality of their data, with no complaints, leaks, theft or loss of personal data having been recorded, maintaining the privacy and confidentiality of personal data, both external and of the organization's employees.

3.3.2 Interns

There is a constant relationship with employees, both shareholders and employees. In this regard, it is worth highlighting the Line Surveillance Committees, whose main function is to facilitate communication, promote participation and consensus for the resolution of issues of common interest as voluntary union representatives, who also collaborate in monitoring compliance with the Social Statutes, complementing the legal controls of the company.

Likewise, employees are represented by the union of the CUTCSA Workers Union (UTC, by its acronym in Spanish). The union participates in the Salary Councils, enabling dialogue with company and government representatives, leading to long-term agreements. When each collective agreement is renewed, the previously agreed benefits are generally legitimized, and others are added to them by negotiation.

For its part, it is noted that CUTCSA has a Protocol for the treatment of complaints of workplace, moral and sexual harassment, as well as a Protocol for action in gender violence.

3.4 Community services

Over the years, CUTCSA has provided free express services to various organizations, generally non-profit, that support community development. These services are mostly intended for public schools, Inau, local community centers, the Police, shows or carnival groups, high schools and various political, social or union organizations, among others.

There are alliances with institutions that use the service weekly. In turn, their own programs are implemented, such as "El Coche Escolar". In turn, transfers are provided at the request of high school institutions. In this case, the service is provided upon request and the students pay a student ticket. In 2022, 1.421 services of this type were carried out, reaching 42.630 students transported, while in 2023 there were a total of 1.764 services (approximately 53.000 high school students). Express services are evaluated through a satisfaction survey.

3.5 Quality of service

3.5.1 Network planning by the Transport and Production area

The company allocates human resources and technology for the design and control of the service, aiming at efficiency in terms of geographic coverage and time availability (time), seeking to reduce the gap between supply and demand as much as possible. In relation to this, different time networks are implemented so that our network adjusts to people's mobility habits - considering different variables: season of the year (winter or summer), day of the week (working day, Saturday, Sunday or holiday), school year, vacations, special events, etc.

3.5.2 Satellite inspection and monitoring of buses

The former supervise the service on the street and at the terminals, reporting any eventuality and collaborating in the event of unforeseen events that affect the service. A service management team, on the other hand, controls the satellite information that is received in real time, visualizing the trajectory of the buses and responding to any alarm or irregularity. While the former is an "on-site" control, the latter is remote monitoring, with the traceability of each unit in service, as well as a global view of the entire fleet.

Monitoring via GPS allows for real-time information on frequencies, stops, arrivals and departures from terminals, service outages, delays, detours, etc. Like the company, the Montevideo City Council (MCC) receives this data in real time.

3.5.3 Internal audit

It monitors the business units (buses) providing guarantees to all partners. Regarding the provision of the service, the main controls refer to compliance with the planned service and the analysis of deviations. Consumption (for example, fuel), revenue and other parameters used as management tools are also evaluated.

3.5.4 Comfort and complementary services

Buses were added with air conditioning, USB, Wi-Fi, security cameras and windows with sun protection screens.

3.5.5 Quality control team

It is made up of personnel trained to monitor the condition of the buses that are in service, observing primarily the state of conservation and hygiene of the unit. In this sense, aspects of comfort and also those that affect passenger safety are considered.

3.5.6 Safe environment for everyone

First of all, CUTCSA has a Code of Business Conduct, which establishes guidelines for all company personnel. This document aims to maintain professional and healthy behaviors, and to promote a suitable place to work, considering the dignity of all people and the care of the environment, observing current regulations.

As a way of providing more tools to those who, due to their work, are more exposed to witnessing street harassment situations - in alliance with L'oreal - workshops were offered to prevent these situations, aimed at platform personnel. In this sense, representatives of the CUTCSA Gender Equality team also participated in the discussion for the creation of a guide to action in situations of sexual harassment between male and female passengers, aimed at public transport personnel in Montevideo. This guide emerged within the framework of the Montevideo free of harassment campaign promoted by the IdM and was distributed in 2023.

3.5.7 Accessibility

CUTCSA led the way in incorporating accessible units when it implemented the A and B lines of Transport for All in 2005, the first with ramps and spaces specially equipped for the travel of people with mobility problems or in wheelchairs. They were subsequently gradually incorporated into the urban fleet, increasing the percentage of accessibility.

In 2022, CUTCSA made public its environmental commitment to transition towards an electric fleet, additionally incorporating the following goals regarding accessibility percentage: 45 % by 2020, 70 % by 2025 and 100 % by 2030.

3.6 Occupational health and safety

CUTCSA has an Occupational Health Policy, based on which an occupational health and safety plan was developed in 2021 to comply with current regulations. To this end, a risk matrix has been developed which is updated periodically. In particular, due to the transition to a new energy matrix, the risks associated with this change are being closely monitored. Although the context and the results that are being obtained so far with the experimentation of different bus models have a positive impact on social and environmental aspects, the economic aspect is also strongly impacted, requiring careful planning of financing plans for the new technology to ensure the sustainability of the business.

In relation specifically to occupational health and safety, a lot of work has been done, consolidating a more comprehensive vision of the company. The Occupational Health and Safety (SYSO, by its acronym in Spanish) team was formed, which brings together two doctors, a prevention technician and two psychologists, who constantly work on identifying the risks associated with the different tasks, aiming at preventing them.

Although potential risks are considered in the different areas, taking into account CUTCSA's activity, the main axes are prevention in traffic through the Zero Accident Program, and in the workshops of the Commercial and Services Management (mechanics, bodybuilders, etc.) implementing technical controls, providing training (CUTCSA driving academy - Academy 81) and the safety elements appropriate to the task. In this sector, the Safety Commission - made up of a Prevention Technician, a Commercial and Services Area Manager and delegates representing the workers - focuses on risk prevention, analysis of incidents and accidents with a focus on workplace well-being.

The road safety program has been developed since 1994 and in this framework, in 2014, Academia 81 was implemented, a CUTCSA driving academy that trains drivers, educating them and improving their skills. It emphasizes defensive, economic, and ecological driving and the incorporation of preventive behaviors.

3.7 Job stability

CUTCSA considers job stability to be a fundamental aspect, which gives peace of mind to workers, and long-term relationships are maintained with both owners and workers. Management is committed to job continuity.

While the world of work has been changing, characterized by flexible labor relations, CUTCSA is characterized by job stability, beyond the natural generational replacement. Turnover is low and there are no seasonal or temporary contracts. Only 0,19 % of the staff work part-time and work between a minimum of 120 and a maximum of 180 hours per month (in sectors where it is possible to assign different schedules). These special positions were created so that the youngest workers could continue and complete their studies (Youth Program at CUTCSA).

As part of the measures established for job stability, within the framework of the electric fleet replacement, a process of job retraining has been initiated in the maintenance area, training staff in electromechanics, systems and transport. CUTCSA estimates that the project will contribute to the creation of 50 new jobs at the end of its total fleet replacement, associated with the change of technology.

3.8 Gender equity

CUTCSA is a large family business, which emerged from the drive of small immigrant entrepreneurs, which gave it a family imprint and determined that women participated from the beginning as capital contributors. Although there is still a higher proportion of men working (as is common worldwide in transport companies), as women began to open up spaces, they entered into positions that were not traditionally female, in all areas.

In 2022, the Guide to Action for Public Transport Personnel in Montevideo in Situations of Sexual Harassment between Female and Male Passengers was distributed to all platform personnel (drivers, conductors/conductors and guards). Based on Decree 37,358, aimed at preventing and addressing sexual harassment in public or publicly accessible spaces, the MCC together with the transport companies agreed to draft the aforementioned guide. The protocol establishes the procedure that the municipality and companies must follow to respond to complaints of harassment in public transport (to be applied to situations that occur on buses, at stops or terminals). In addition to determining the response to situations of sexual harassment in transport, it also seeks to prevent them. In this sense, since 2017 our company has been carrying out gender awareness-raising aimed at staff and the Protocol for Action in Gender Violence and Protocol for the Treatment of Complaints of Workplace, Moral and Sexual Harassment have been disseminated.

In turn, the workshop on gender equality for public transport companies in Montevideo was held, which was convened by Movés, REIF, UN Women and the City of Montevideo. In addition, at the CUTCSA driving academy, three female drivers were trained for each transport company (run by Movés). Along these lines, through the invitation of L'Oréal, during 2023 CUTCSA participated in the Right to Be training developed by CLAEH University, to join forces in the fight against street harassment in public spaces.

As for maternity and paternity leave, Law 19,161 is complied with in the case of dependents; for owners who are active, the benefits are similar to those indicated by the regulations for mothers and fathers. The same applies to the subsidy for newborn care and the corresponding half-time, which can be used interchangeably by fathers or mothers, and to the breastfeeding schedule.

3.9 Fleet maintenance and repair

The Salgado Plant has the necessary infrastructure for the comprehensive maintenance of the units, guaranteeing the fulfillment of the service in safe conditions, both for workers and passengers. This requires having trained personnel, spaces equipped for the tasks of maintenance and repair of units, updated tools and technology and a large stock of spare parts.

The transition to electric mobility directly impacts the processes of the Commercial and Services area, which must adapt to the new technology and its requirements: infrastructure, qualified personnel and supplies for the new fleet. This implies investing in training, experimentation for the generation of knowledge, adaptation of service positions and generation of new commercial alliances, among other aspects.

3.9.1 Handling of chemical substances

CUTCSA has vast experience in fleet maintenance and repair tasks, which entails proper handling of chemical substances, particularly lubricating oils, greases and fuels. The main management guidelines are presented below:

- There is adequate storage space, with an impermeable floor and a containment base for the temporary storage of chemical substances.
- Identification signs, safety sheets and correct labelling of chemical products, spill kit and restricted access.
- Electrical installation suitable for the use of the tank.
- Any item that is in contact with a hazardous substance and must be disposed of is managed in accordance with special waste management guidelines.

Hazardous waste generated as a result of handling chemical substances is managed by managers authorized by the national environmental authority, the Ministry of the Environment. These managers treat or condition the waste according to national capacities, with final disposal in the only secure landfill in the country being the last resort (see section 3.9.2).

3.9.2 Solid waste management

During fleet maintenance and repair tasks, solid waste is generated, including: glass, pallets, end-of-life tires (NFU, by its acronym in Spanish)., used filters, traces of oils and lubricants, batteries, among others.

As part of CUTCSA's sustainability culture, minimizing waste generation at source is prioritized over any other alternative, promoting reuse, recycling and other forms of waste recovery in the second instance, and considering treatment and final disposal options in the last instance.

The Salgado Plant has specific areas for the storage of waste, with waterproof floors and a spill containment base. Both the transport and management of waste is carried out by transporters and managers authorized for all cases (hazardous and non-hazardous waste).

3.9.3 Decommissioning of units

CUTCSA has the program "Recycling we continue walking", which is part of the system of recovery and reconditioning of out-of-service units, which was recognized locally by the Network of Companies for Sustainable Development (DERES, by its acronym in Spanish). in 2012, and later by the Mexican Center for Philanthropy (CEMEFI, by its acronym in Spanish) in 2013.

CUTCSA has been selling and reusing decommissioned units since the first fleet renewals, with records dating back to 1993 and systematizing the process in 2004.

According to the program, units not in passenger transport service are evaluated by technicians and specialists who determine their future. Thus, in order to prolong their useful life and prioritize their reuse over their valorization through recycling of their parts, there are three alternatives whose order of priority is as follows: sale, donation/social fleet or scrapping.

3.9.3.1 Sale

Most of the units are sold to other companies operating in the interior of the country, where they will perform the same functions, but in less demanding services, thus improving their energy efficiency and impact on the environment. Some buyers also acquire them with the aim of refurbishing them and transforming them into mobile homes or mobile shops.

3.9.3.2 Donation or social fleet

The second alternative for reusing the units is their use within the company as a Social Fleet or donation to public or social organizations.

The units that become part of the company's Social Fleet are used for various purposes: charity, school, artistic, among others. The photographs below show some of these units.

As indicated, other units are donated or given on loan to public and social organizations for the transportation of their members, to bring services to the population, or to be used as infrastructure, forming classrooms, libraries or mobile clinics, among an endless number of possibilities.

Photograph 1 Social Fleet Units

Source: CUTCSA

Photograph 2 First mobile polyclinic

Source: GUB.UY

In some cases, the units are reused before they are scrapped, by using the bodywork in fixed locations once the unit can no longer be used as a means of transport. In these cases, not only is the bodywork used, but also, many times, the seats are donated to football clubs to be used in stands, for example.

To assign units, different aspects are analyzed (project destination, objectives, support for the action to be carried out, beneficiary public, etc.), prioritizing deliveries according to availability and urgency in the need for them.

3.9.3.3 Scrapping

Finally, if none of the above alternatives are possible, the units are scrapped. In this way, the usable parts are stored for reuse, while the rest of the components are ultimately recovered through recycling or final disposal.

In particular, scrap metal, bronze and copper are delivered to waste managers authorized by the ME for recycling. Scrap wood glued with rubber, plastic and fiberglass are sent for final disposal, after conditioning, to the Waste Treatment and Final Disposal Service (STDFR, by its acronym in Spanish) of the MMC. It is estimated that approximately half of each unit is reused/valued during this scrapping process.

Hazardous waste is managed by managers authorized by the ME. Likewise, their transportation is carried out by authorized transporters (generally, the manager is the one who provides the transportation service).

Managers treat or condition waste according to national capacities, with final disposal, in the country's only secure landfill, being the last resort.

3.10 Sustainability approach

Since before its foundation, CUTCSA has developed social responsibility actions. Sustainability based on the win-win premise has been a constant.

The systematization of these actions and the use of methods and indicators such as Corporate Social Responsibility Indicators(IRSE, by its acronym in Spanish), self-assessment of DERES[4], benchmarking and subsequently ISO 26.000 and Sustainable Development Monitor (SDM))[5], and currently the Global Compact Principles and the Sustainable Development Goals (SDGs), are the guides to further incorporate sustainability into business management. GRI is the communication tool that CUTCSA uses to share the actions developed.

The environmental guidelines integrated into CUTCSA's Strategic Plan are structured within the following material topics: Service impacts, Fuel management, Matrix alternatives and Waste management. Within this framework, the following actions are established:

- Experimentation with alternative fuels (biodiesel) or additives.
- Training drivers in efficient and ecological driving
- Fleet replacement to electric
- Recycling waste

[4]Non-profit business organization that brings together the main companies in Uruguay that seek to develop Corporate Social Responsibility (CSR) and Sustainable Development.

[5]Sustainable Development Monitor - with the academic support of the Chair of Management and Accounting for Sustainable Development - Deloitte of the ORT University of Uruguay - aims to periodically measure indicators on the economic, social and environmental performance of DERES member companies and analyze their evolution over time.

4 LEGAL AND INSTITUTIONAL FRAMEWORK

4.1 National framework

The environmental and social legal and administrative framework applicable to the project, both at national and international level, is presented below.

The national framework is structured as follows:

- General environmental and social regulations.
- Environmental and social regulations linked to the receiving environment.
- Regulations associated with universal accessibility.
- Environmental and social regulations related to project emissions.
- Environmental and social regulations linked to other project topics.

Each item is structured in tables that contain the following information: the legal instrument of application; the relevant aspect of the instrument in reference to the project and the direct link with the project, the required permit, competent authority, applicable standard, among others.

The international framework arises from the requirements of CAF, which are based on its Environmental and Social Safeguards, and from the requirements of the Green Climate Fund, which are based on the Performance Standards of the International Finance Corporation.

Chart 2 General environmental regulations

Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Constitution of the Republic Article 47	It is considered a right and a duty of every citizen and every public and private entity or institute to preserve the natural environment, to adopt preventive measures against damage to it, to recover it if it is damaged, and to not carry out harmful activities.	
Law No. 17,283 General Law on Environmental Protection	It regulates Article 47 and declares the following to be of "general interest": a) the protection of the environment, air quality, water, soil and landscape; b) the conservation of biological diversity and the configuration and structure of the coast; c) the reduction and proper management of toxic or hazardous substances and waste of any kind; d) the prevention, elimination, mitigation and compensation of negative environmental impacts; e) the protection of shared environmental resources and those located outside areas subject to national jurisdiction; f) regional and international environmental cooperation and participation in the solution of global environmental problems; and g) the formulation, implementation and application of national environmental and sustainable development policy. This law also recognizes the protection and management of archaeological sites and entities.	
Law No. 16,466: Environmental Impact Assessment Law.	It declares the protection of the environment against any type of depredation, destruction or contamination, as well as the prevention of negative or harmful environmental impact and, where appropriate, the restoration of the environment damaged by human activities, to be of general and national interest.	The project does not require AAP.
Decree No. 349/005	Regulation on Environmental Impact Assessment and Environmental Authorizations. Regulates the procedure for environmental impact assessment.	
Decree No. 416/013	Amendment to the regulations on environmental impact assessment and environmental authorizations. It defines the form of presentation of the documentation and establishes the delivery to the corresponding municipalities, according to the location of the project.	
Law 18,567: Regime for decentralization.	It establishes that the protection of the environment and the sustainable development of natural resources are of departmental jurisdiction.	
Law No. 19,889 of July 9, 2020. Urgent Consideration Law.	Articles 291 to 293 create the MA and grant it jurisdiction over the formulation, execution, supervision and evaluation of national environmental protection plans, as well as the power to exercise the jurisdiction attributed to the National Environmental Directorate (DINAMA, by its acronym in Spanish).. Current National Directorate of Quality and Environmental Assessment (DINACEA, by its acronym in Spanish) and the National Water Directorate (DINAGUA, by its acronym in Spanish), and the powers in environmental matters, sustainable development, CC, preservation, conservation and use of natural resources and environmental management, which the laws have attributed to the MVOTMA (current ME). It grants general jurisdiction over all environmental matters provided for in article 47 of the Constitution of the Republic.	The institutions or companies involved in the project must comply with current environmental protection regulations and have the corresponding authorizations.

Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Law No. 14,040 and amendments Historical and cultural heritage	The Commission for the Historical, Artistic and Cultural Heritage of the Nation is responsible for the preservation of archaeological sites such as indigenous stops, burial mounds, grave sites and tombs, as well as petrographic and pictographic elements of the same origin. Its authorization will be required for all exploration and prospecting of said sites. If during the course of earthmoving work any of the aforementioned sites are discovered, said work must be suspended and, once the commission is notified, it will be resumed once the necessary preservation measures have been taken.	The project will not affect areas or buildings with heritage value.
Decree No. 536/1972 and amendments	It grants the Commission the role of supervisor of archaeological works. Archaeological or paleontological pieces extracted by work carried out by individuals, private or official institutions will be property of the State, which, by decision of the Executive Branch, will give them the destination it considers most appropriate.	
Law No. 15,964	Approval of the Convention for the Protection of the World Cultural and Natural Heritage. The country recognizes its duty to identify, protect, conserve, rehabilitate and transmit to future generations the cultural and natural heritage located in its territory.	The project must be developed without affecting heritage or cultural assets.
Law No. 18,035	Approval of international agreement. Intangible cultural heritage. The country shall take the necessary measures to ensure the safeguarding of the intangible cultural heritage present in its territory.	The project must be developed without affecting heritage or cultural assets.
Law No. 16,517	Approves the United Nations Framework Convention on CC.	The project contributes to minimizing GHG emissions.
Law No. 17,279 Approval of the Kyoto Protocol. United Nations Framework Convention on Climate Change.	Approves the Kyoto Protocol to the United Nations Framework Convention on Climate Change, signed in Kyoto on 11 December 1997. The protocol establishes a global commitment to reduce anthropogenic GHG emissions, without a set limit for developing countries.	
Law No. 19,439	Approves the Paris Agreement, adopted on December 12, 2015 in Paris, French Republic, and signed by the Republic in New York, United States of America, on April 22, 2016. This establishes new measures to reduce GHG emissions.	
Decree No. 310/017 National Climate Change Policy and the First Nationally Determined Contribution.	Approves the National Climate Change Policy, whose general objective is to promote adaptation and mitigation in the face of the challenge of climate change. The Policy must contribute to the sustainable development of the country, with a global perspective, of intra and intergenerational equity and human rights, seeking a more resilient, less vulnerable society, with greater capacity to adapt to climate change and variability.	The project, through MAS-CAF, is in line with the Policy.
Law No. 18,597 on Efficient Use of Energy	Declares the efficient use of energy to be of national interest with the aim of contributing to the competitiveness of the national economy, the sustainable development of the country and reducing greenhouse gas emissions in accordance with the terms established by the United Nations Framework Convention on Climate Change.	The project contributes to minimize GHG emissions.

Chart 3 General social and occupational safety regulations

Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Law No. 5,032	Work accidents. Prevention measures.	Activities related to the project must comply with regulations related to Occupational Health and Safety.
Resolution No. 3,344/017 Institute for Children and Adolescents of Uruguay (INAU, by its acronym in Spanish)	INAU Hazardous Work List Update.	
Law No. 15,965	Approves the following International Conventions on safety, hygiene and health at work, adopted by the General Conference of the International Labor Organization (ILO)): No. 148, on the working environment; No. 155, on the safety and health of workers; No. 161, on occupational health services.	
Decree No. 291/007 Regulation of International Labor Convention No. 155 on prevention and protection against risks arising from any activity.	This decree establishes the minimum mandatory provisions for the management of prevention and protection against risks arising or that may arise from any activity, regardless of its commercial, industrial, rural or service nature, and whether or not it is for profit, both in the public and private spheres.	
Decree No. 244/2016	Amends Decree No. 291/007 (Regulation of International Labor Convention No. 155 on prevention and protection against risks arising from any activity).	
Law No. 18,099	Private activity. Social security. Work accident insurance and joint liability.	
Law No. 9,697	Health card. Regulation.	
Decree No. 127/014	Regulation of International Labor Convention No. 161 on occupational health and safety services.	
Decree No. 125/014	Regulation of International Labor Convention No. 167 on Safety and Health in Transition.	
Law No. 19,196	Corporate Criminal Liability Act. Establishes the criminal liability of employers who fail to comply with occupational health and safety regulations.	
Law No. 16,074	Declares insurance against occupational accidents and occupational diseases mandatory.	
Law No. 14,110	Approval of international agreement. International Labor Convention No. 81 ILO.	
Resolution No. 236/995 of the Ministry of Labor and Social Security (MTSS by its acronym in Spanish)	Creation of the National Registry of Health and Safety Advisors.	Activities related to the project must comply with regulations related to Occupational Health and Safety.
Decree No. 283/96	Registration of works and presentation of the Safety and Hygiene Study and Plan.	

Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Law No. 19,854	Confidentiality of identity of witnesses and complainants in inspections by the General Labor and Social Security Inspectorate.	
Decree No. 186/004	Regulation of labor infringements. Defines labor infringements, classifies them as minor, serious and very serious, and establishes penalties.	
Decree No. 307/009 and Decree No. 346/011 amending	It establishes the minimum mandatory provisions for the protection of the health and safety of workers against risks related to chemical agents during work. It applies to all activities involving the production, handling, transportation and storage of chemical products, as well as the elimination and treatment of waste, effluents and emissions resulting from work. It also includes maintenance, repair and cleaning activities of equipment and containers used for Chemical Products and Substances.	During the transition phase of the charging stations, there may be handling of hazardous substances for the maintenance of construction machinery (additives, lubricants, hydrocarbons, oils).
Ordinance No. 145/009 of the Ministry of Public Health	It establishes the basic scheme regarding the various chemical and physical risk factors, the respective medical controls and analyses, as well as the determination of the specific periods for each case, to which all workers who work permanently or temporarily, paid or not, in public or private establishments of an industrial, commercial or service nature, whatever their activity or purpose, installed or to be installed in the future, must be subjected.	
Decree No. 103/996	Health, safety and occupational hygiene. Technical standards of the Uruguayan Institute of Technical Standards (UNIT, by its acronym in Spanish). It sets quality standards for personal protective equipment intended to preserve health, safety and hygiene at work.	In cases where required, operators must have personal protective equipment (PPE).) necessary for the development of their tasks.
Law 15.032	Criminal Code: Certificate of Criminal Record (certificate of good conduct and certificate of police record)	When hiring personnel for the transition and/or operation stages, judicial records must be taken into account.
Decree No. 475/005	State Contracts. General or special terms and conditions. Inclusion of clauses relating to employment conditions, occupational health and safety standards and social security contributions.	The work involved in the project must comply with occupational health and safety regulations.
Law No. 19,846	It guarantees equal rights and non-discrimination based on gender between women and men, including formal, substantive and recognition equality.	The activities involved in the project must be carried out in such a way as to guarantee equal rights between genders and non-discrimination.
Law No. 19,580	Law on gender-based violence against women.	
Law No. 16,045	Equal treatment and opportunities for both sexes in the workplace. Prohibits any discrimination that violates the principle of equal treatment and opportunities for both sexes in any sector.	The activities involved in the project must be carried out in such a way as to guarantee equal rights between genders and non-discrimination.
Decree No. 37/997	Regulation of the law on equal treatment and opportunities for both sexes in the workplace.	
Law No. 17,817	Declaration of national interest. Fight against racism, xenophobia and all other forms of discrimination.	

Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Law No. 19,684	Approval of the comprehensive law for trans people.	
Law No. 17,940	Freedom of association. Rules for its protection.	
Law No. 18,561 and its regulatory decree No. 256/017	Sexual harassment law.	
Law No. 19,122	Provisions to Promote Participation in the Educational and Labor Areas of Afro-descendants. It seeks to combat, mitigate and collaborate to eradicate all forms of discrimination that directly or indirectly constitute a violation of the norms and principles contained in Law No. 17,817. It seeks to contribute to guaranteeing the full exercise of civil, political, economic, social and cultural rights; incorporating the gender perspective in the set of measures.	
Law No. 17,823	Approves the Code of Childhood and Adolescence.	Activities related to the project must comply with regulations related to the prevention of forced or child labor.
Law No. 17,298	International Labor Convention No. 182 on the worst forms of child labor.	
Law No. 16,137	Approves the Convention on the Rights of the Child.	
Law No. 14,567	International Labor Convention No. 138 on the minimum age for admission to employment.	
Law No. 13,657	International Labor Convention No. 105 on the Abolition of Forced Labor.	
Law No. 16,643	Approves International Convention No. 29 on forced or compulsory labor.	
Law No. 19,272	Law on decentralization and citizen participation.	Activities related to the project must comply with the regulations related to Stakeholder Participation.
Decree No. 226/006	Regulation of Article No. 14 of the Law on the humanization and modernization of the prison system.	The hiring of personnel for the project must comply with the requirements established in this regulation.

Chart 4 Regulations associated with universal accessibility

Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Law No. 18,651	Comprehensive Law on the Protection of Persons with Disabilities.	The project considers aspects associated with universal accessibility.
Resolution of the Ministry of Transport and Public Works (MTOP, by its acronym in Spanish) S/N July 22, 2020	It establishes the accessibility requirements that new units must meet, in order to guarantee universal accessibility of the public transport service to people with disabilities. It is framed according to article No. 82 of the Comprehensive Protection Law for People with Disabilities No. 18,651. The requirements establish: • For double-deck or low-deck units: ramp for passengers in wheelchairs or with reduced mobility. • For high floor units: lifting platform. • Transfer chair. • Preferential seating, handrails and grab bars. • Folding armrests.	
Article D.768.34 of the Departmental Digest of the MMC	It establishes that each vehicle used for urban public transport of passengers must have seats reserved for people with disabilities.	
Article D.768.56 of the Departmental Digest of the MMC	It establishes that visually impaired people may access public transport units with guide dogs for assistance or movement.	
Article R.431.4/R.431.5 of the Departmental Digest of Montevideo	It establishes that new units for public transport must comply with the following requirements: • "Low entry" or "low floor" units with ramp for wheelchair access; • Have air conditioning equipment that ensures the climate control of the unit. • Come equipped with one of the following propulsion technologies: electric, hybrid or Euro 5 (or higher), or with any technology that involves zero local emissions. • Exclusive area with security and wheelchair anchorage; • Safety device that prevents the movement of units while their doors are open.	

Chart 5 Regulations related to the receiving environment and emissions

Environmental aspect	Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Noise	Law No. 17,852	It establishes permissible noise levels. It assigns to local and departmental authorities the establishment of acoustic zoning, the granting of permits to noise-emitting activities and their control. It assigns to the MVOTMA the coordination of the actions of the State and of public entities in general (current MA).	In the transition stage there will be activities that will generate an increase in the Sound Pressure Level (SPL).).
	Law No. 9,515: Municipal Organic Law	It establishes that the management of everything related to noise and noise pollution is a municipal responsibility. Therefore, each department has its own municipal ordinance.	
	Acoustic Feat	"Proposes values to prevent noise pollution" is a technical document that establishes acoustic quality objectives for outdoor areas as a reference for environmental actions by the Administration and organizations, as well as for acoustic studies at a national level. Although this instrument is not binding, it will be considered since it is a reference for DINACEA.	
	Departmental Decree No. 5201/12	Establishes guidelines for minimizing noise pollution from vehicles circulating on public roads.	During the operational phase of the project, noise emissions will decrease due to the replacement of electric units.
Air and atmospheric emissions	Decree No. 135/2021	Air Quality Regulations. Establishes regulatory standards for air quality to prevent pollution and protect the environment. It sets air quality objectives to reduce risks to human health and ecosystems and establishes maximum emission limits for both fixed and mobile sources.	During the transition stage, particulate matter (PM) may be generated.. In the operation stage they will reduce GHG emissions.

Environmental aspect	Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Solid waste	Law No. 19,829	Proposes guidelines for comprehensive solid waste management.	Waste management must be carried out in accordance with the measures established in the regulation.
	Law No. 16,221	Approval of international agreement Control of transboundary movements of hazardous wastes and their disposal. Basel Convention.	One of the alternatives for managing batteries at the end of their useful life will be export for recovery.
	Decree No. 182/013 and amendments.	Regulates Article No. 21 of Law No. 17,283, approving the Regulations for the management of industrial and similar solid waste.	Waste management must be carried out in accordance with the measures established in the regulation. In particular, batteries from new electric units are classified as hazardous waste, so at the end of their useful life they must be managed (handling, storage, transport and final disposal) in compliance with current regulations. **The MA is currently working on the development of specific regulations for the management of lithium batteries (for electric units). It is estimated that this will incorporate alternatives for acquiring batteries (purchasing vehicles with batteries included or importing batteries).**
	Law No. 17,849/2004	Packaging Recycling Law. Declares the protection of the environment against any damage that may result from packaging of any type, as well as the management and disposal of waste, to be of general interest.	Waste management must be carried out in accordance with the measures established in the regulation.
	Decree No. 260/007	Regulation of Law No. 17,849 on packaging recycling.	

Environmental aspect	Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Special waste	Decree No. 373/003	Lead acid battery management.	Disused batteries from decommissioned units will require proper management and final disposal.
	Law No. 19,267/14	Approves the Minamata Convention on Mercury, which aims to protect human health and the environment from anthropogenic emissions and releases of mercury and mercury compounds. This treaty seeks to protect human health and the environment from anthropogenic emissions and releases of mercury and mercury compounds. It includes provisions on public information, environmental education, the promotion of participation and capacity building.	In the event of generating waste containing mercury, this must be managed through operators authorized for its treatment and final disposal.
	Decree No. 15/19	Regulation for the environmentally sound management of lamps and other waste containing mercury. Applies to compact fluorescent lamps (CFLs); linear fluorescent lamps (LFL) (fluorescent tubes); high-pressure mercury vapor lamps (HPMV); cold cathode fluorescent lamps (CCFL); external electrode fluorescent lamps (EEFL); high discharge lamps (HDL); thermometers; and, sphygmomanometers.	In the event of generating waste containing mercury, this must be managed through operators authorized for its treatment and final disposal.
	Decree 358/015	Approves the Regulation on the management of used tires and tubes.	Unused tires or tubes will require proper management and final disposal.
Water and liquid effluents	Water Code Law No. 14,859 and amendments	Water Code: establishes the legal regime of water in the Eastern Republic of Uruguay and defines that the Executive Branch is the national authority on water matters. Its powers include establishing priorities for use and granting use permits.	The work associated with the transition stage will comply with the requirements established in these regulations.
	Decree No. 253/79 and regulatory amendments to the Water Code	Decree 253/79 classifies water bodies according to their use and sets water quality standards for each class and for each class of liquid effluent discharge.	
	Law No. 18,610 National Water Policy Law	It establishes the guiding principles of the National Water Policy, as well as its instruments and objectives.	

Environmental aspect	Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Soils	Law No. 18,308: Territorial Planning and Sustainable Development.	It regulates the use of land and natural resources, ensuring that projects are developed in a sustainable manner and compatible with the environment.	
	Decree No. 221/09	Regulates Law No. 18,308 on territorial planning and sustainable development.	
	Decree Law No. 15,239: Use and Conservation of Soils and Surface Waters	It declares the regulation of the use and conservation of soils and surface waters to be of general interest. It establishes that the State must ensure the prevention and control of soil erosion and degradation, flooding and sedimentation in waterways, lakes, natural and artificial lagoons, as well as stopping and fixing dunes.	
	Law No. 18,564: Regulation of the use and management of water and soil.	Establishes the sanctions for non-compliance with Decree Law No. 15,239.	
Infrastructure and road safety	Law No. 18,191/07	National Road Safety and Traffic Law.	CUTCSA units are fully aligned with national regulations on road safety and traffic.
	Decree No. 118/84 and amendments	National road traffic regulations.	
Infrastructure and road safety	Decree No. 311/07	Weight limits for vehicles circulating on national routes (Original Decree No. 326/986).	
	Decree No. 560/003	Transport of dangerous goods by road.	Batteries for electric units are considered dangerous goods, so during their transport they must comply with the guidelines established in national regulations.

Chart 6 Other regulations/standards

Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
Law 18.597	The efficient use of energy is declared to be of national interest, establishing powers and responsibilities for the different actors of the Uruguayan government.	
Energy policy 2005-2030	This document proposes the need to adopt an energy perspective in state transport policies, in order to increase the energy efficiency of the sector and reduce dependence on oil. In particular, it proposes promoting the replacement of truck and bus fleets with electric and hybrid vehicles.	The project is aligned with the guidelines established in the country's 2005-2030 energy policy.
Decree 211/015 National Energy Efficiency Plan	The plan shows that the transport sector offers a variety of alternatives with great potential that would lead to a reduction in consumption. Based on this plan, the Inter-Institutional Group on Energy Efficiency in Transport was formed.	
Law No. 18,621/10	Creates the National Emergency System (SINAE, by its acronym in Spanish) for the protection of people, property and the environment in the event of a disaster.	The project will take into account the guidelines established in these regulations for prevention and action in the event of contingencies.
Decree No. 66/020	Approves the National Policy for Comprehensive Management of the Risk of Emergencies and Natural Disasters 2019-2030.	
Decree 238/009 Creation of the National System for Response to Climate Change and Variability (SNRCC)	Creates the SNRCC, for the purposes of coordinating and planning the public and private actions necessary for risk prevention, mitigation and adaptation to CC.	The project contributes to mitigating the effects of CC.
Law No. 19,773	This law defines the rights of access to information, public participation and access to justice in environmental matters.	It applies to the dissemination and information about the project, to the consultation and dialogue instances to be implemented within the framework of the project, and to the right to justice when damages caused by the implementation of the project are verified.
Law No. 18,381	Law on the right of access to public information.	It applies to the dissemination of public information that emanates from or is in the possession of any public body, whether state-owned or not, except for exceptions or secrets established by law, as well as reserved or confidential information.
Law 15.896	Firefighters' Authorization Act.	Some of the project components must comply with the provisions of this law.

Legal instrument	Relevant aspect of the instrument in reference to the project	Link with the project
National Circular Economy Plan	Presented in 2019 by the Ministerial Cabinet for Productive Transformation and Competitiveness. Its objective is to promote the circular economy within the framework of the country's sustainable development. Among the actions that were prioritized are on-demand electric vehicles for the public sector.	The project is aligned with one of the 7 priority actions of the National Plan.
Montevideo Climate Action Plan	In 2021, this plan will be developed, establishing specific mitigation and adaptation actions to CC that contribute to decarburization and improved resilience for the department.	The project is aligned with the decarbonization actions of the department of Montevideo.
Guide on Electric Urban Mobility in Uruguay 2022 (1)	The guide establishes a reference framework for the transition towards a more sustainable and efficient transport system in the country. Among the most relevant points, it establishes a scheme for selecting alternatives for urban electric mobility, the role of departmental governments, regulations on charging infrastructure, battery management and business models in urban electric mobility.	The project may be adjusted to the provisions of the guide.
Decree 142/024 – Sustainable mobility trust	This decree regulates articles of Law 20,212 and promotes the implementation of programs that enable collective public land transportation of passengers in a sustainable manner and at affordable prices for its users.	The project is aligned with this regulation.

4.2 International framework

4.2.1 CAF Environmental and Social Safeguards

4.2.1.1 S01: Assessment and management of environmental and social impacts

CAF establishes the need to carry out:

- Environmental and social assessments of operations.
- Assessment of risks arising from CC.
- The design, implementation and monitoring of environmental and social management measures associated with the operation.
- Strengthening informed, active and timely participation of residents in the areas of influence in the operations it supports.

All projects financed by CAF comply with the environmental legislation of the country where the project is being implemented, as well as with the international agreements and commitments signed by member countries. However, CAF may request the application of additional precautions or internationally accepted technical references, in cases where it deems it necessary.

While all relevant risks and potential environmental and social impacts should be considered in the context of the assessment, safeguards 2 to 8 describe potential environmental and social risks and impacts that require special attention and that result in complementary processes related to assessment, management and monitoring.

Based on the evaluation of the environmental and social impacts of the operations, the operations are classified into the following types:

Type A Project: Those that, given their dimensions and components, are known to be capable of generating multiple and complex environmental and social impacts.

Type B Project: Those whose potential impacts are less adverse than those of Category A projects, but may significantly affect some characteristics of the natural, social, economic or cultural environment.

Type C Project: Those whose potential negative environmental and social impacts are not significant and those impacts can be prevented, mitigated and/or compensated based on good environmental and engineering practices, as well as widely known and accessible environmental management measures.

Finally, depending on the type of project and the sensitivity of the environment, the environmental and social risk of the project is classified as High Risk, Moderate Risk or Low Risk.

4.2.1.2 S02: Use of renewable natural resources

CAF promotes and ensures the sustainable use of natural resources, and manages mechanisms for

- Prevent, mitigate and control negative environmental impacts (e.g. pollution, loss of arable land, severe droughts or desertification, among others),
- Enhance positive environmental impacts.

For this reason, CAF requires that the client establish and implement measures and tools that guarantee the sustainable and effective use of resources and the application of good conservation practices.

4.2.1.3 S03: Conservation of biological diversity

CAF promotes the conservation of protected areas, critical habitats and other sensitive areas, in accordance with the relevant legislation of the country in which the operation is carried out and the applicable international standards. It finances projects in these areas to the extent that it is guaranteed that the objectives of creating protected areas and the sustainability of critical habitats and sensitive areas are not affected.

CAF considers it essential that all credit operations consider the potential negative impacts of investments on biodiversity and that appropriate measures be applied to prevent, mitigate, control and compensate for such impacts.

4.2.1.4 S04: Pollution prevention and management

CAF recognizes that pollution is a critical factor that deteriorates people's living conditions and contributes to the degradation of natural resources and the loss of biodiversity in the region. Therefore, it is essential that all credit operations include pollution prevention, mitigation and control measures in all environmental components, and promote the introduction of measures aimed in this direction.

CAF applies the precautionary principle, that is, it requests the application of additional protection measures when it suspects that certain products or technologies may pose a serious risk to public health or the environment.

4.2.1.5 S05: Cultural heritage

CAF recognizes the importance of cultural heritage for communities and, in some cases, for the world's population. Therefore, when there is physical or intangible cultural heritage in the project's area of influence, CAF requests the submission of plans for the protection of archaeological, historical or sacred sites, which must be approved by the competent scientific and/or cultural institutions and relevant legislation of the respective country.

In operations that will be carried out in areas where there is a presence of archaeological, historical or sacred sites of indigenous and/or Afro-descendant peoples, the client must guarantee their protection and avoid actions that directly or indirectly may cause damage.

4.2.1.6 S06: Ethnic groups

CAF recognizes the importance of human cultural diversity in the region and ensures its preservation and strengthening. In this context, for projects whose area of influence includes ethnic groups or important sacred sites, CAF requests the preparation of a specific plan for said groups in order to safeguard their physical, territorial, social, cultural and economic integrity, as well as to ensure a process of free, prior and informed consultation and participation, and to provide them with culturally appropriate benefits.

4.2.1.7 S07: Resettlement

In operations that require the acquisition or use of land and this causes the physical or economic displacement of the people who live and/or earn their living there, and therefore the resettlement and/or relocation of human groups, CAF requests the preparation of a Resettlement Plan and/or a Plan for the Restoration of Socioeconomic Conditions, in order to improve, or at least restore, the living conditions of the displaced people. Any organization or entity that develops a project or activity in a territory that causes mandatory displacement must eliminate the risk of impoverishment of the displaced and the deterioration in the quality of life of the people who continue to live in the place and the receiving population.

4.2.1.8 S08: Working conditions and training

CAF ensures that people work voluntarily, with dignity and fairness, and that project workers have safe and healthy working conditions, thanks to the prevention and control of illnesses and accidents, and the elimination of factors and conditions that endanger health and safety at work.

CAF does not finance projects that involve the direct or indirect exploitation of minors. CAF also promotes the training of workers in the operations it finances.

4.2.1.9 S09: Gender equity

CAF ensures gender equality in the operations it finances. For this reason, it requires that there be no gender discrimination in the operations it finances, that women's access to decision-making positions be promoted and that men and women receive equal pay in similar positions, and that positive differentiation be made for women who are in a situation of vulnerability, risk or marked inequality.

4.2.2 Provisional Environmental and Social Safeguards of the Green Climate Fund (GCF)

The Green Climate Fund has adopted the International Finance Corporation (IFC) Performance Standards on an interim or provisional basis. These are described below.

4.2.2.1 IFC Performance Standard 1: Environmental and Social Risk Assessment and Management Risks and Impacts

Performance Standard 1 establishes the importance of:

- Integrated assessment to identify socio-environmental risks and impacts and opportunities of projects
- Effective community engagement through dissemination of project-related information and consultation with local communities on issues that directly affect them.
- Management by the client[6], of the socio-environmental performance throughout the project life cycle.

As part of the environmental and social risk assessment, a categorization system is used that reflects the magnitude of the impacts and specifies the institutional requirements (2). These categories are:

- Category A Project: Projects with potential significant adverse social or environmental impacts that are diverse, irreversible or unprecedented
- Category B Project: Projects with limited potential adverse social or environmental impacts, which are few in number, generally localized to specific sites, largely reversible and easily addressed through mitigation measures.
- Category C Project: Projects with minimal or no adverse social or environmental impacts, including certain financial intermediary projects with minimal or no adverse risks.
- Category IF Projects: All projects of financial intermediaries, excluding those in Category C Projects

4.2.2.2 IFC Performance Standard 2: Work and Working Conditions

The standard recognizes that the pursuit of economic growth through job creation and income generation must be accompanied by the protection of workers' basic rights. Therefore, its requirements include compliance with international conventions and instruments such as those of the ILO and the United Nations. It deals with the protection of fundamental rights and working conditions.

[6]The term "client" is used in the Performance Standards to refer broadly to the party responsible for the execution and operation of the financed project, or the beneficiary of the financing.

4.2.2.3 IFC Performance Standard 3: Resource Efficiency and Pollution Prevention

Project-level approach to prioritize resource efficiency, GHG emissions reduction, and pollution prevention and control in accordance with internationally adopted technologies and practices. In particular, for the project under study, some EHS guidelines are defined:

- IFC General Guidelines (Environment, Health and Safety)
- IFC Guidelines for Ports and Terminals
- IFC Guidelines Waste Management
- IFC Guidelines Emissions to the atmosphere

Where host country standards differ from the levels and measures presented in these guidelines, the more stringent ones will be followed.

4.2.2.4 IFC Performance Standard 4: Community Health, Safety and Security

It defines the responsibility of the entrepreneur to avoid or reduce the risks and impacts on the health and safety of the community that may result from activities related to the project, with special attention to vulnerable groups.

4.2.2.5 IFC Performance Standard 5: Land Acquisition and Involuntary Relocation

The standard recognizes that land acquisition and land use restrictions associated with a project can have adverse impacts on communities and people who use the land. Displacement should therefore be avoided or, where this is not possible, minimized by exploring alternative project designs. Forced eviction should also be avoided and adverse social and economic impacts resulting from land acquisition should be minimized.

4.2.2.6 IFC Performance Standard 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources

It addresses how the developer can sustainably manage and reduce impacts on biodiversity and ecosystem services throughout the entire project life cycle. This will involve protecting and conserving biodiversity and promoting the sustainable management of living natural resources.

4.2.2.7 IFC Performance Standard 7: Indigenous Peoples

The standard recognizes that Indigenous Peoples, as social groups with identities distinct from those of the dominant groups in national societies, are often among the most marginalized and vulnerable segments of the population. Private sector projects can therefore create opportunities for Indigenous Peoples to participate in and benefit from activities linked to such projects, helping them to achieve their aspirations for economic and social development.

4.2.2.8 IFC Performance Standard 8: Cultural Heritage

The standard aims to ensure that clients protect cultural heritage during the course of their project activities. Cultural heritage must therefore be protected from the adverse impacts of project activities and its preservation supported.

5 LOCATION AND AREA OF INFLUENCE

5.1 Generalities

Montevideo[7], located on the southern coast of Uruguay on the banks of the Río de la Plata, is the capital and main urban center of the country, as well as being one of its nineteen departments (a form of political-administrative organization of the country), which gives it a double function as a local government unit with administrative autonomy.

Within the framework of Uruguay's political-administrative organization, Montevideo has a departmental government led by a Mayor and a Departmental Board, which represent citizens and manage local affairs in areas such as urban planning, transportation and public services. Due to its population density and its role as capital, Montevideo is internally organized into eight municipalities, each with a mayor's office and a municipal council, which address the specific needs of their respective areas.

Canelones and San José are the neighboring departments of Montevideo. They play an important role in the development of the metropolitan area of the Uruguayan capital. Canelones, to the east and north of Montevideo, is the second most populated department in the country and is characterized by its extensive suburban, rural and coastal areas, as well as by its wine, agricultural and tourist services production. Within its territory there are many localities that, although they maintain a residential or rural character, have a close economic and social relationship with the capital, especially through transport services and the growth of the metropolitan area.

San José, located west of Montevideo, borders the capital department and is also part (partially) of the expanding metropolitan area. Although San José is mostly rural, it is home to important agro-industrial and agricultural activities, contributing to the national economy with its dairy and agricultural production. Its proximity to Montevideo facilitates the interconnection between both areas, allowing the flow of people and products.

San José, together with Canelones, complements the capital in terms of natural resources, agricultural production and labor links, creating a development axis that boosts both the economy and the territorial diversity of the southern region of the country.

[7]Montevideo was founded in 1724 by the Spaniard Bruno Mauricio de Zabala, governor of Buenos Aires, as a strategic military outpost to ensure Spanish control over the Río de la Plata and counter the growing Portuguese and British influences in the region. Initially, the city grew as a fortified settlement and key port, attracting settlers of diverse origins, especially Spaniards and Creoles, who sought land and opportunities in this new colony. Over time, its natural harbor spurred commercial development, making it an important center of trade and defense. The city was established as the capital of Uruguay in 1828, after the country's independence, and has since been the political, cultural and economic heart of the nation.

5.2 Location of stations

The project includes the acquisition of new electric units and the adaptation of four parking lots into charging stations.[8]The charging stations at the establishments to be intervened are located within the department of Montevideo, with their specific locations detailed below (see following figure):

- Añón Plant: located in Bvr. José Batlle y Ordóñez and Av. José Pedro Varela.
- Veracierto Plant: located on Veracierto and Dr. Pantaleón Pérez.
- Gronardo Plant: located on Av. Gral. Flores and Gronardo.
- Canary Islands Plant: located on the Canary Islands and Coronilla.

Figure 4 Location of charging stations

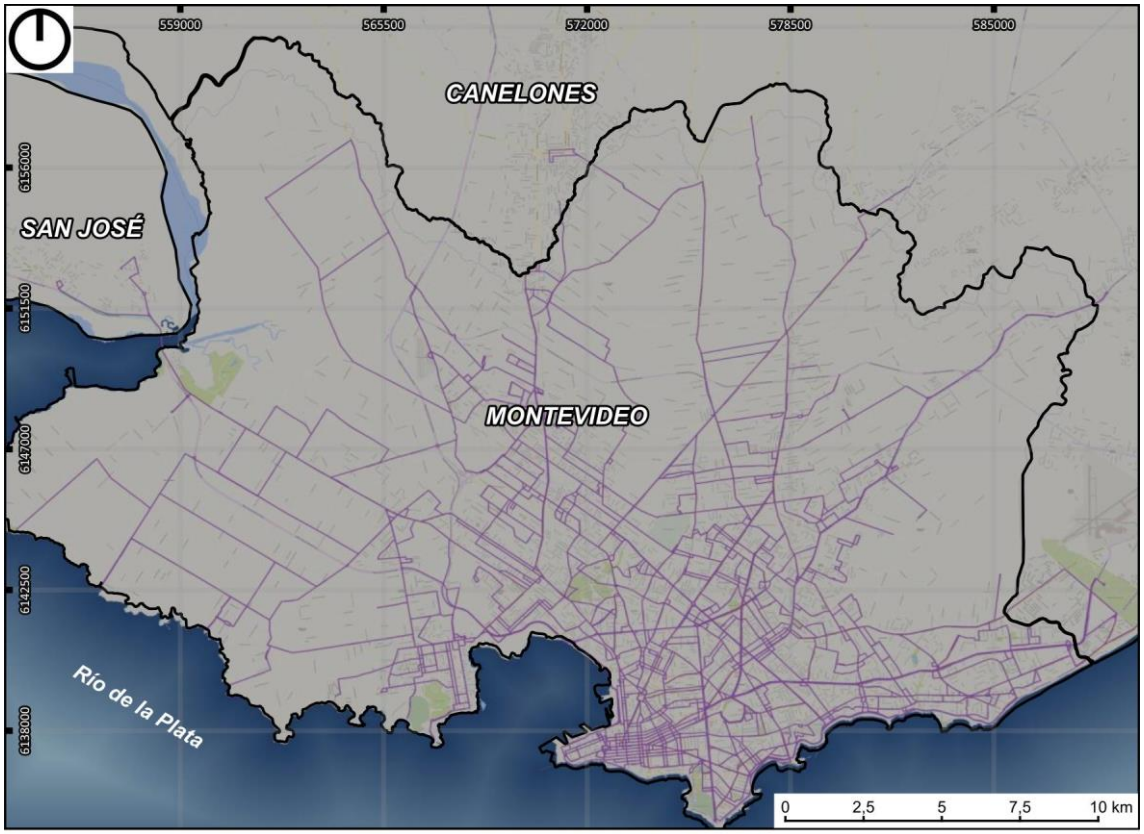
Source: Adapta based on CUTCSA.

[8]Some chargers will also be installed at the Juan A. Salgado Plant, which will serve as a maintenance center.

5.3 Bus routes

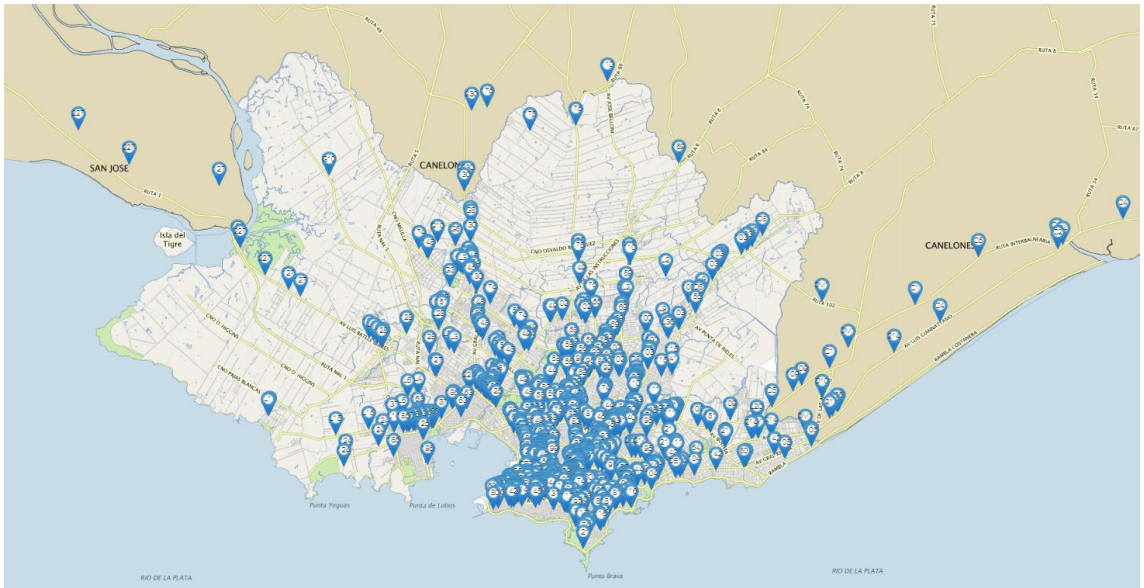
On the other hand, the new units will be incorporated interchangeably into the different services that CUTCSA currently offers (see 5.2.1.1). The following figure shows the routes of all public transport in the city of Montevideo.

Figure 5 Public transport routes in Montevideo



Source: Prepared based on information from the MCC website.

Figure 6 CUTCSA bus density during prime time



Source: https://www.montevideo.gub.uy/buses/mapaBuses.html.

5.4 Area of influence

In accordance with the provisions of Performance Standard 1 – IFC, the concept of area of influence takes into consideration the project activities that are direct and indirect in all its phases, both in the short, medium and long term, the impacts of unscheduled events and the indirect impacts on biodiversity or ecosystem services, related facilities and cumulative impacts.

In accordance with the above and taking into account that the new units will not be used in specific services, but will be incorporated into all CUTCSA lines (both urban-Montevideo and interdepartmental), it was determined that the area of influence will be the entire department of Montevideo, and to a lesser extent the suburban areas around the interdepartmental routes.

6 PROJECT DESCRIPTION

The project is described below, detailing the two main stages of its life cycle: the transition stage and the operation stage.

- The transition phase of the project includes the acquisition of electric buses and the adaptation of charging stations. Each of the aforementioned stages is described below.
- The operational phase of the project involves the commissioning of the new units, their maintenance and, in particular, the management of their batteries. The details of these actions are presented below.

The phase-out phase, under the current context, will imply the withdrawal of electric buses from operation, not linked to the issue of batteries, but to the durability of the bus itself. As mentioned, CUTCSA maintains programs for the reuse of units and scrapping is the last management alternative. Projecting the possibility of reusing electric units at present inexorably implies predicting the continued use of original batteries (even with lower efficiencies), or even considering the possibility of acquiring new batteries at affordable prices. Both scenarios are uncertain in light of the state of the art on the subject of electric mobility.

In any case, it is considered that there will always be the possibility of proper management of the units, in the event of an extreme need for scrapping, and such management is currently carried out under a concept of circularity. It is not estimated that the possibilities of reusing parts and recovering scrap will change over a 20-year horizon, which ensures the sustainability of the project in the event of the current project being abandoned.

6.1 Transition stage

6.1.1 Acquisition of electric buses

CUTCSA currently serves 120 routes, covering 90 million kilometers per year, which involves the transport of 170 million passengers. To do so, it has 1,154 units, of which 21 (2 %) are electric.

Within the framework of Phase 1 of CUTCSA's Electric Mobility project, a commitment made in 2022, the company is in the process of acquiring 259 new electric units to meet the goal of a 25 % electric fleet by 2025. CAF will be partially financing this phase of the project with a loan of between 10 and 15 million dollars.

For the acquisition of these units, CUTCSA issued a call for tenders in August 2023 for the purchase of a minimum of 100 electric units and 25 chargers, in accordance with the conditions established by a commission in charge of the operational tests of the Higer bus incorporated that same year.

- Within the particular specifications requested in this call, the requirements linked to universal accessibility were considered, corresponding to the regulations established by the MTOP and the IdM. Among the characteristics of the vehicle pattern that the company uses in its urban passenger fleet, there is the low floor or low entry[9], 3 doors, 12 m long, total approximate capacity of 80 passengers: 31 seated and 49 standing.

On the other hand, aspects related to the bodywork were specified, such as: number and color of preferential seats, windows, handrails, lighting, surveillance cameras, bumpers and mirrors. Some of these requirements were requested to comply with departmental regulations, safety regulations and the company's own standards.

Regarding battery parameters, it was requested that they have a proven, reliable and safe chemistry, having a history of operation in similar applications of at least 5 years, guarantee both of operation of the battery itself at 80 % of the operational load capacity for the first 8 years or for a minimum of 500,000 km, as well as against manufacturing defects of buses for 8 years or 500,000 km, partial or total replacement of the batteries within a period of no more than 2 months from when the reduction of 80 % of its capacity is verified, among others.

For the charging systems, some of the requirements were: minimum useful life of 12 years or 1,500 MWh, capacity to connect to the network of the National Administration of Power Plants and Electric Transmissions (UTE, by its acronym in Spanish) three-phase alternating current of 400 V and 50 Hz, possibility of charging two units at the same time, operating continuously without degradation in an ambient temperature range of-15°C to 40°C, ambient relative humidity 5 % to 95 % and total harmonic distortion (THD)) less than5 %. In addition, authorization and guarantee for open access to operating, functioning and loading data was requested, allowing public use of said information as long as it does not compromise confidential or commercially valuable data.

There were also points regarding the provision of spare parts, technical maintenance service and training plans, in order to ensure proper operation of the units once the guarantees have ended.

Furthermore, the manufacturer has undertaken to report on technological advances that may mean improvements in the provision of services and to contribute to research projects promoted by CUTCSA.

The units that will be incorporated in phase 1 of the project will be half Higer brand and half BYD brand. These units can be seen in the photograph below.

[9]Buses without steps between the ground and the floor of the bus at one or more entrances.

Photograph 3 Higer units

Source: CUTCSA

Photograph 4 BYD unit

Source: CUTCSA

6.1.2 Adaptation of CUTCSA plants for the installation of charging stations

6.1.2.1 General aspects

CUTCSA currently has a charging station for electric vehicles at its Añón Plant, which was installed to charge the 21 existing units (see following photograph).

Photograph 5 Existing chargers Añón Plant

Source: Adapta

In order to advance on the path of reconversion of its energy matrix and reach the goals set for the coming years, the company will gradually begin adapting several of the parking lots to charging stations, including the adaptation of the Añón Plant itself by incorporating more chargers (some of which have already been installed).

In Phase 1 of the project, the parking lots that will be transformed or reconditioned are: Añón Plant, Veracierto Plant, Gronardo Plant and Islas Canarias Plant. The intervention of the Juan A. Salgado Plant is also planned, which will fulfill the role of maintenance center, so it will have to have some chargers.

Regarding the objectives set for 2025, the capacity detailed in the table below is projected to be achieved.

Table 1 Charging station capacity by 2025

Plant	Power (MW)	Number of chargers
Añón	12	63
True truth	1.5	15
Gronardo	1.6	16
Canary Islands	1.3	13
Juan A. Salgado	1	5
Total	17.4	111

Source: CUTCSA

The ADAPTA carried out field visits in order to verify the current situation of the CUTCSA parking lots where the charging systems and the adjustments to the electrical supply networks will be built, as well as the Juan A. Salgado plant where fleet maintenance tasks are carried out. The following photographs of the plants indicate the areas to be renovated.

Photograph 6 CUTCSA plants – Areas to reform

Añón Plant – already renovated charger area

Añón Plant – charger area to be installed

Juan A. Salgado Plant – already renovated loading area

Canary Islands Plant – area of chargers to be installed

Gronardo Plant – area of loaders to be installed

Veracierto Plant – area of chargers to be installed

Source: Adapta

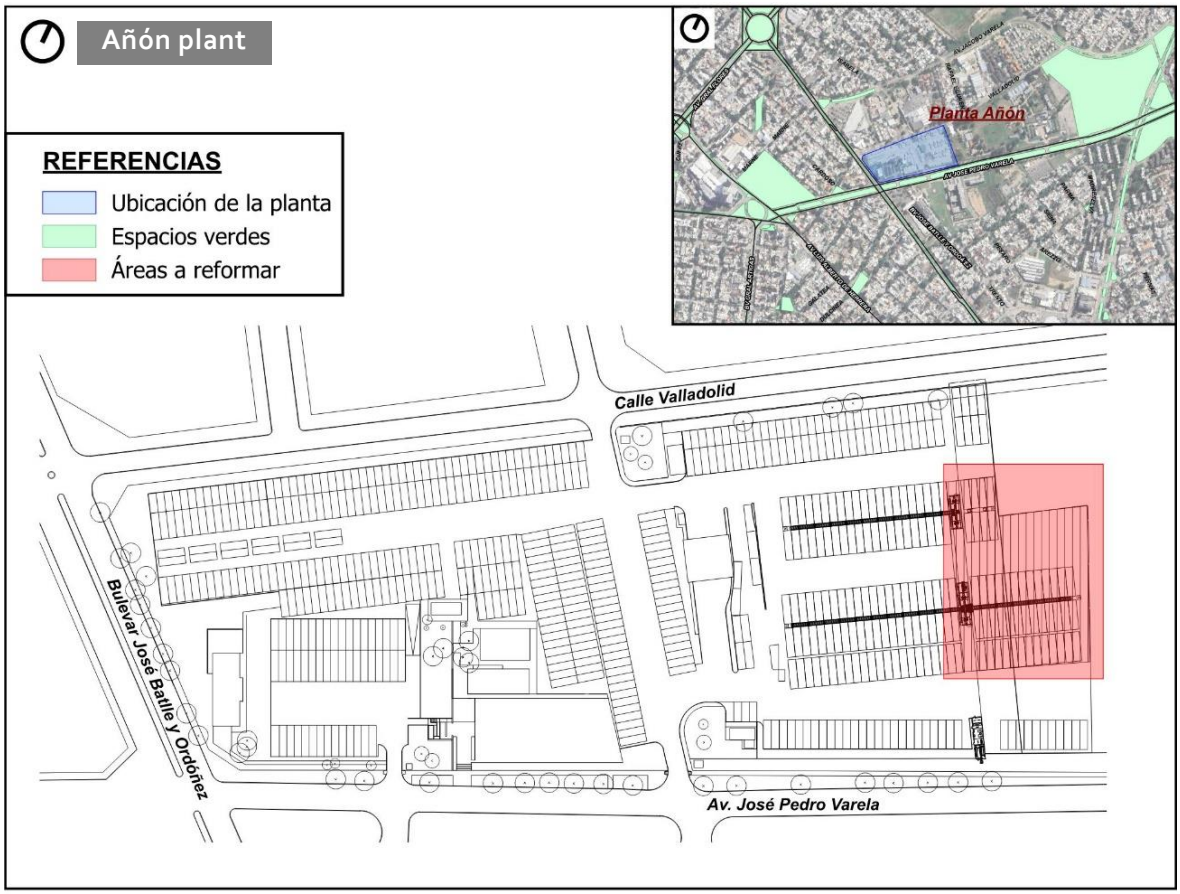
6.1.2.2 Civil works

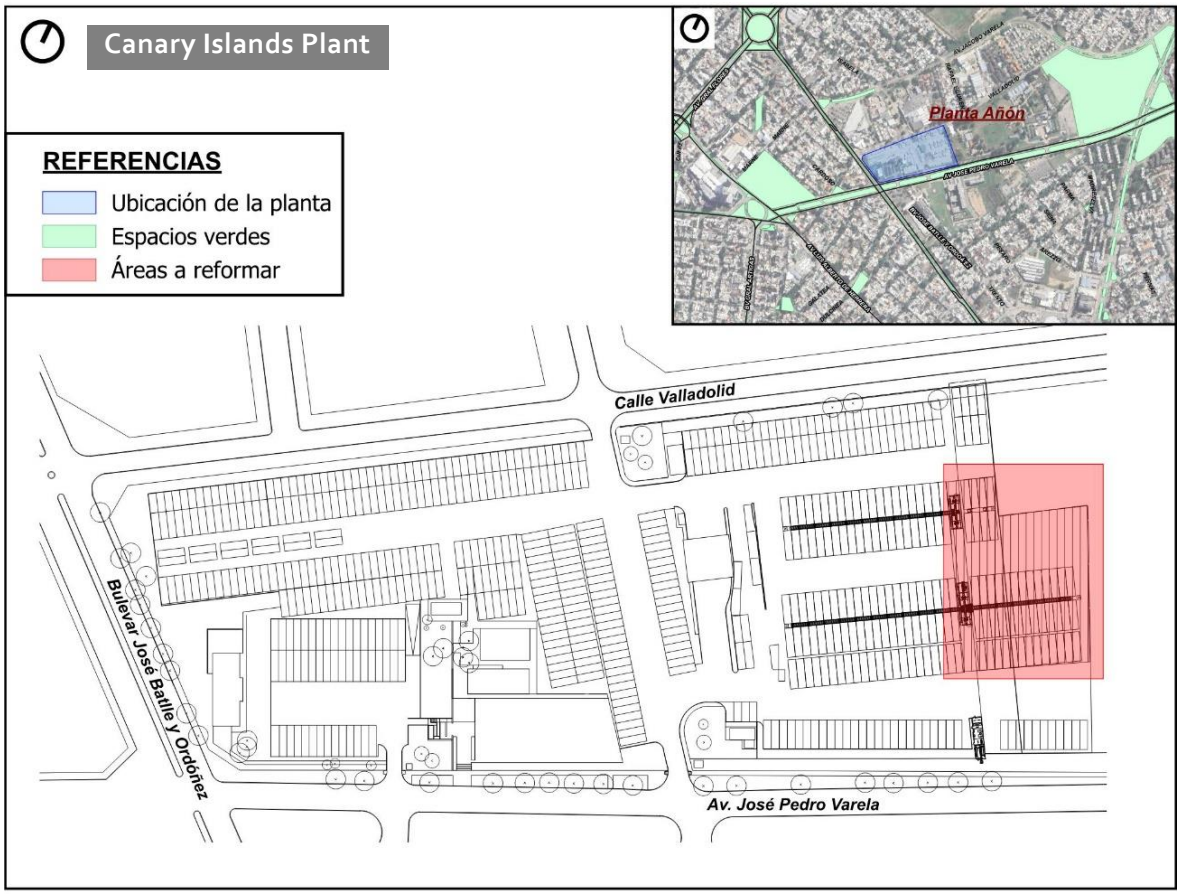
The adaptation of the plants will include the following points:

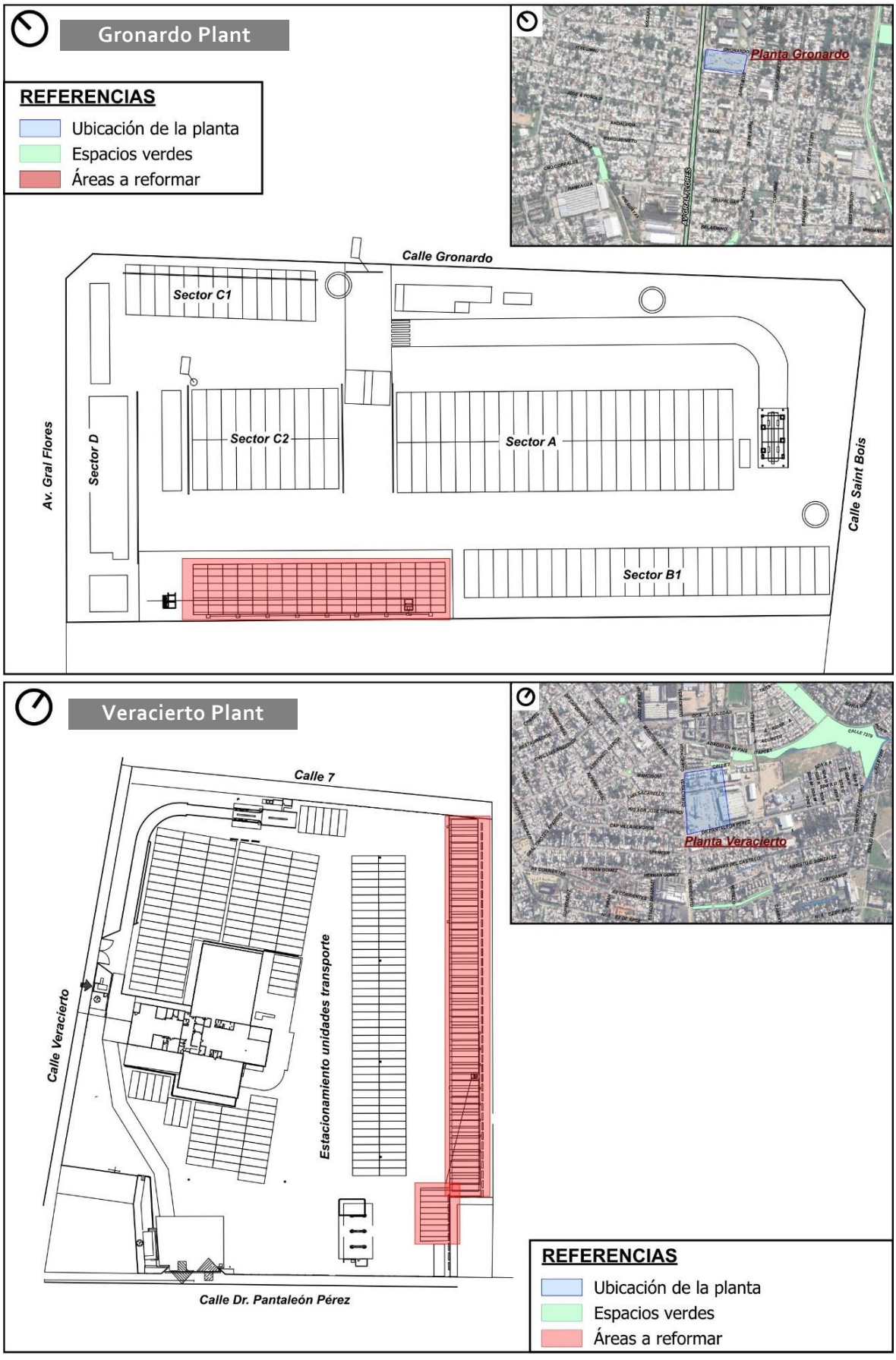
- Construction of a room for medium voltage substations.
- Construction of switchboard and transformer room (light construction).
- Excavation, conditioning, covering and compacting of trenches for laying medium voltage conductors.
- Construction of concrete channels with covers for laying power cables for chargers and exterior lighting.
- Construction of support bases for battery chargers.
- Construction of bases for lighting columns.
- Installation of lighting columns and prefabricated cords.

The figures below show the floor plans and the corresponding areas to be renovated during the first phase of the project.

Figure 7 CUTCSA floor plans – Areas to reform







Source: Adapta based on information from CUTCSA.

As described, the civil works will include: excavations for the formation of trenches and foundations of rooms, formwork for the execution of bases (rooms, loaders, and lighting), and masonry works for the construction of rooms (light masonry).

The machinery required to carry out the work will include excavators, compactors, cranes and trucks. Concrete will not be produced on site, but will be supplied from external production plants.

There will be no camps, and the toilets will be those existing in the CUTCSA plants, although chemical toilets with sinks will be available near the construction area.

A tentative schedule of works is presented below.

Table 2 Schedule of Works

Plant	Start	End
Añón	April 2024	January 2025
True truth	February 2025	June 2025
Gronardo	June 2025	December 2025
Canary Islands	June 2025	December 2025
Juan A. Salgado	June 2024	February 2025

Source: CUTCSA

Regarding the works at the Añón and Juan A. Salgado plants, these have already begun and are well advanced, as can be seen in the following photographs. For their part, the works at the Veracierto, Gronardo and Islas Canarias plants have not yet been awarded. However, they are expected to be executed during 2025, starting with the interventions at the Veracierto plant and continuing with Gronardo and Islas Canarias simultaneously. The duration of each instance is estimated at approximately 5 months.

Photograph 7 Civil works in CUTCSA plants in progress

Civil works at the Añón plant

Civil works at the Juan A. Salgado plant

Source: ADAPTA

During the tour, the ADAPTA was informed that the substation to be installed at the Veracierto Plant will have a larger capacity than required. This is because UTE has asked CUTCSA to use it to ensure the energy availability of the neighborhood, which currently suffers from power outages due to vandalism (theft of power lines). With the new substation, the lines will be underground, thus preventing the occurrence of new thefts.

6.1.2.3 Electromechanical work

The electromechanical work will include the following activities:

- Supply and assembly of cells, transformers and boards.
- Supply, laying and connection of charger supply conductors in concrete channels.
- Installation of battery chargers for electric buses.
- Supply and installation of luminaires for the exterior lighting of the parking lot for the buses to be loaded.
- Execution of the grounding system.
- Execution of the lightning protection system.

6.2 Operation stage

6.2.1 Decommissioning of diesel units

Diesel units that are taken out of service due to the incorporation of new electric units will be managed based on the "Recycling We Keep Going" program, which was detailed in Chapter 3 of the CUTCSA Management System. According to what this program proposes, units that are not in passenger transport service are evaluated by technicians and specialists who determine their future. Thus, in order to prolong their useful life and prioritize their reuse over their valorization through recycling of their parts, there are three alternatives whose order of priority is as follows:

- Sale
- Donation/Social Fleet
- Scrapping

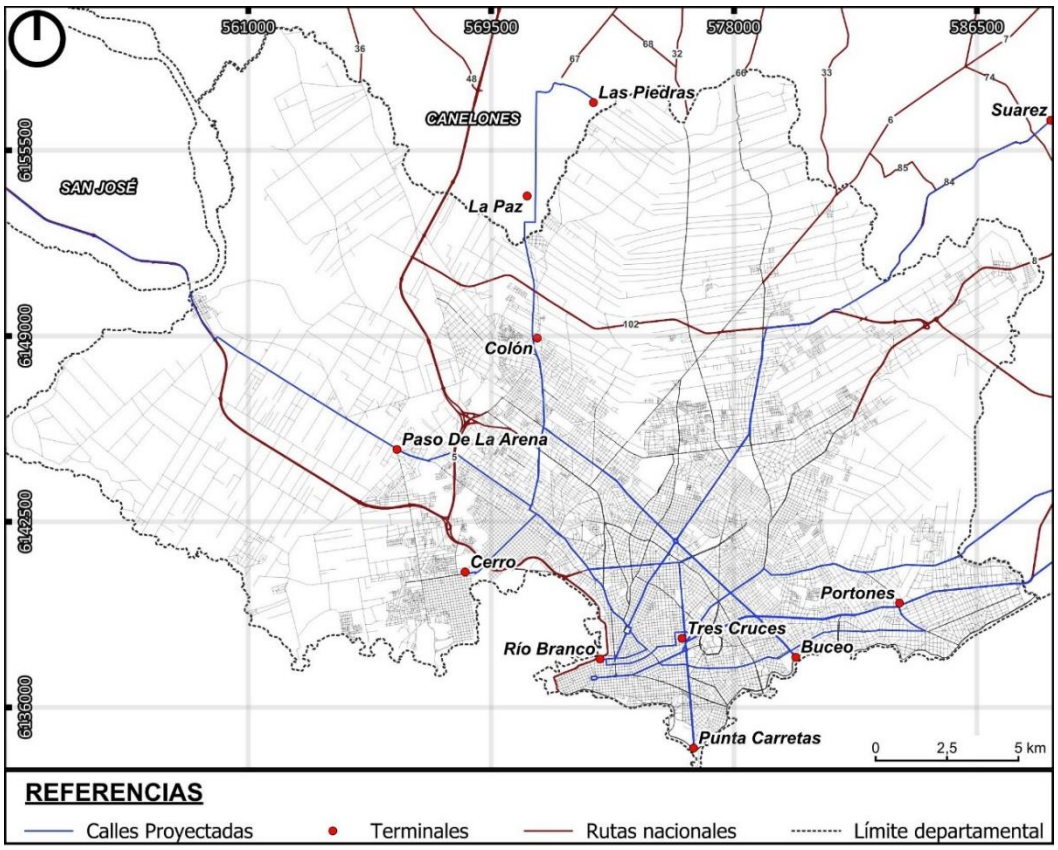
Within the scrapping for recovery (which is carried out in the company's own workshops) waste of different types is generated; in this regard, it is mentioned again that the company currently has a general waste management program and a hazardous waste management program. The latter considers the management of hazardous waste through managers authorized by the Ministry of the Environment.

6.2.2 Operation of units

6.2.2.1 Routes and schedule distribution

CUTCSA routes are grouped into seven lines corresponding to the areas that each one covers. These are part of the public transport routes of Montevideo and the metropolitan area (suburban areas near Montevideo in the departments of San José and Canelones), which can be seen in the following figure.

Figure 8 Main public transport corridors and terminals in Montevideo



Source: ADAPTA

Chart 7 Corresponding lines, services and loading plants

Line A	Service No.	Loading plant
TO	21, 64, 100, 102, 103, 105, 106,109, 110, 111, 112, L20, L30, L36, L46	True truth
D	L1, L4, L5, L6; L15; L23, L26, L28; L35, L39, 124, 124SD, 125,127, 128, 130, 133, 135, 137, 195	Canary Islands
E-Wells	L40, L41, 60, 115, 140, 141, 142, 143, 144, 145 62, 115, 116, 117, 121	Añón
FHZ	L3, G3, G6, G10, G11, 113, 147, 148, 149, 151, 163, 180, 191, 199	Añón
GKLJ	150, 155, 156, 157, 158 181, 182, 183 187, 188 CE1, E14, DE1	Añón
I	L22, L2, G8, 185, 186, 169, 174, 175, 192	Gronardo
Inter-differentials	D5, D8, D10 214, 214, 227, 227, 230, 268, 276, C1, C2, C3, C4, C5 (suburban)	Añón

It is worth noting that the new units will be incorporated indistinctly into the different services, not being exclusive to any particular line, except in the case of the units on the INTER line, 75 % of which will be replaced by electric units.

Each service line is independent and has its own service distribution depending on whether it is a working day, Saturday or public holiday (including Sunday), these being the time networks that the company offers based on demand. 97 % of the cars are used for the working day network, 63 % for the Saturday network and 43 % for the public holiday network.

For CUTCSA, operational planning is key to guaranteeing a reliable, efficient and convenient service. For this reason, to distribute the different services, schedule cards are created, which establish departure and arrival times, times of visits to relevant points such as study and health centers, as well as the frequency and duration of each trip. An example card is shown in the figure below.

There are also guard cards, which cover the services of units that, for some reason, are not available.

Figure 9 Cardboard example

Cutcsa

GRUPO DE ROTACION	EM / 35	TIPO MINUTA	INVIERNO/HABIL / 1	SERVICIO
VERSION	4170	FECHA DE INICIO	24/09/2024	98

LINEA	CNX	DST	ORIG	SALE	DESTINO	PUNTOS DE CONTROL	FIN	LLEG	ES
	CITADO EN OFICINA HORA: 06:05				*EXPRESO A CIUDADELA Y COLONIA 20 MIN.*	*ESPERA EXPRESO 0*	*SALE POR REC. 60 X CIRC. C. VIEJA*		
60	112	0487	CIUD	06:25	PORTONES *	PzaI 06:37 Ejdo 06:44 BrAr 06:53 LAH 07:01 Com 07:06 Malv 07:14	Port	07:24	11
60	113	0484	Port	07:35	CIUDAD VIEJA	Malv 07:47 Com 07:59 LAH 08:05 BrAr 08:16 Ejdo 08:27	CIUD	08:35	0
60	134	0484	CIUD	08:35	PZA INDEPENDENCIA *	PzaI 08:47	PzaI	08:47	0
	EXPRESO A PORTONES 30 MIN.				*ESPERA EXPRESO 10*	*SALE POR REC. 60*			
60	135	0486	Port	09:27	CIUDAD VIEJA	Malv 09:39 Com 09:51 LAH 09:57 BrAr 10:07 Ejdo 10:18	CIUD	10:26	0
60	164	0487	CIUD	10:26	PORTONES *	PzaI 10:38 Ejdo 10:46 BrAr 10:57 LAH 11:05 Com 11:11 Malv 11:22	Port	11:33	0
	EXPRESO A BUCEO 10 MIN.				*ESPERA EXPRESO 17*	*SALE POR REC. L40*			
363/L40	114	0541	Buce	12:00	COMERCIO X LARRAVIDE *	Buce 12:00 AvIt 12:07	Come	12:20	0
363/L40	115	0545	Come	12:20	BUCEO X LARRAVIDE	Come 12:20 AvIt 12:33 Buce 12:40	Buce	12:40	0
	EXPRESO A OFICINA 20 MIN.				*ESPERA EXPRESO 0*	*CORTA 13:00*			
	CITADO EN OFICINA HORA: 15:42				*EXPRESO A PZA. ESPAÑA 24 MIN.*	*ESPERA EXPRESO 0*	*SALE POR REC.145*		
145	261	0507	PzaE	16:06	COMPLEJO AMERICA *	BrBr 16:26 Riv 16:47 8Oct 17:02 GFlo 17:11 Sayg 17:29 TCol 17:52	CAmr	17:59	15
145	262	0505	CAmr	18:14	PZA ESPAÑA	TCol 18:21 Sayg 18:45 GFlo 19:02 8Oct 19:12 Riv 19:25 BrBr 19:37	PzaE	19:53	15
145	306	0507	PzaE	20:08	COMPLEJO AMERICA *	BrBr 20:24 Riv 20:38 8Oct 20:52 GFlo 21:01 Sayg 21:16 TCol 21:40	CAmr	21:47	0
	EXPRESO A OFICINA 29 MIN.				*ESPERA EXPRESO 0*	*LARGA 22:16*			

1er TURNO 06:05 - 13:00 6.55	2do TURNO 15:42 - 22:16 6.34	INTER/REC -	NOCTURNO -

Source: CUTCSA

6.2.2.2 Power supply

According to a study carried out by CUTCSA for the evaluation of CO_2 emissions, 20 units were analyzed from which the data presented in the table below were obtained.

Table 3 Units analyzed in CO_2 emissions study

Car	No. of loads	Consumption (kWh)	Car	No. of loads	Consumption (kWh)
32	148	28.008	870	143	24.347
64	143	25.179	892	145	25.831
78	150	25.552	1047	144	26.714
95	144	27.889	1048	147	25.493
102	145	25.815	1049	150	25,534
546	144	26.895	1050	148	27.720
555	143	26.586	1051	143	26.812
859	140	27.368	1052	142	24.064
862	146	26.209	1053	151	27.483
869	149	26.196	1054	152	25,700

Note: Data was collected from 12/01/2022 to 05/31/2023.

Source: CUTCSA

Analysis of this data showed that the energy consumption for an electric unit on these routes would be 52.540 kWh per year.

6.2.2.3 Emissions

In terms of emissions, by replacing 25 % of conventional units with electric units, emissions of air pollutants resulting from combustion in fossil fuel engines (diesel) are eliminated, thereby achieving a reduction in air pollution. Several of these pollutants, being GHG, contribute to CC. In item 7.8.1 Reduction of air pollution, the significance of current emissions and those projected to 2025 is evaluated.

Regarding noise, noise emissions will be generated due to the operation of the electric units, but with significantly lower emissions. This was demonstrated in the Comparative Study of the noise level generated by conventional and electric public transport carried out by CUTCSA within the framework of the MOVÉS project. (3), and is analyzed in item 7.8.2 Reduction of noise pollution.

6.2.2.4 Maintenance

Regarding maintenance, for Higer brand units, maintenance tasks will include visual inspection, changing the air dryer filter and differential fluid, compressor maintenance, changing the engine and battery coolant and power steering fluid, maintenance of front and rear hubs and changing automatic fire extinguishers.

For BYD brand units, maintenance activities will include system checks, gearbox and motor oil changes, compressor maintenance, dryer valve filter change, annual roof battery check, alignment and balancing, battery, engine and power steering coolant changes, and front wheel hub maintenance.

As for the frequency of maintenance, for Higer buses it will be carried out every two months or 10,000 km, completing 4-year cycles for which a total investment of 56 hours is expected. On the other hand, BYD buses will be maintained every three months or 15,000 km, completing 4-year cycles for which 83.5 hours will be allocated.

Since the units to be incorporated are structurally different from those currently serviced by CUTCSA technicians, the company has decided to carry out a series of training sessions through which maintenance personnel will be retrained, incorporating new tools and knowledge that will enable them to successfully complete the assigned tasks.

In 2024, a total of 758 hours of training are expected to be provided, starting with basic concepts such as vehicle objectives, batteries, electric mobility and safety, and moving on to more specific topics that refer to the specific characteristics of the service to be provided to each of the brands, such as, for example, brake system, air suspension and cooling system, among others.

On the other hand, CUTCSA is also in coordination with the Labor University of Uruguay (UTU, by its acronym in Spanish), offering internships with job opportunities for students of the Automotive Electromechanics degree, prioritizing the admission of female students.

6.2.2.5 Battery management

The estimated useful life of batteries is 8 years and their performance decreases by 3 to 4 % each year. Their management once they are no longer suitable for service is one of the priority issues that CUTCSA has been working on in order to achieve the most efficient solution.

For this reason, the company hired the engineer in charge of the Department of Electromobility of the Faculty of Engineering, and is collaborating with ANII on a project related to this objective.

In principle, once the batteries are no longer suitable for use in transport units, the cell packs will be dismantled and each one will be evaluated. The order of management will be:

1. Assemble cell packs with such capacity that they can be used in a transport unit.
2. In the event that capacity is not sufficient, stationary energy storage banks with several cell packs would be built, which could be used to recharge units during peak demand times. Or even used to store energy for later sale to UTE.
3. Finally, if reuse is not possible, the batteries will be managed as waste from electrical and electronic equipment (WEEE).). In this case, the plans and mechanisms established by the MA will be adopted, an organization that is currently working on a specific plan for the management of batteries for electric transport units.

Note: In this regard, it should be noted that electric car batteries are already being generated in Uruguay. The management of this waste, authorized by the Ministry of the Environment to managers authorized to manage this type of waste, consists of crushing the batteries and then exporting the crushed mixture for the recovery of components to countries with such capabilities. Under the current scenario, CUTCSA will manage the batteries that become waste, with the authorized managers.

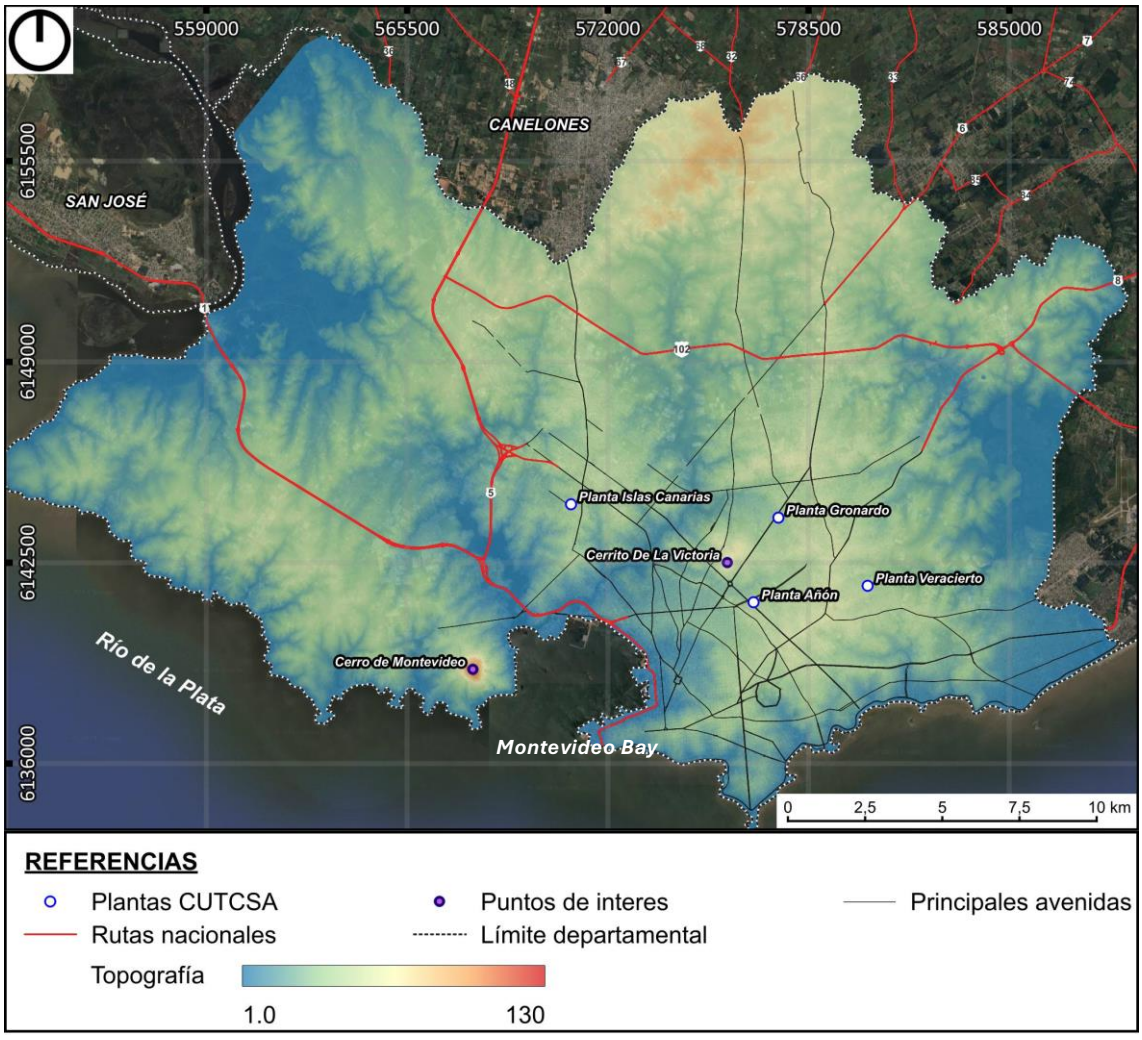
7 CHARACTERIZATION OF THE ENVIRONMENT

7.1 Generalities

Montevideo, the capital of Uruguay, is located in the southern region of the country on the banks of the Río de la Plata. The average[10] annual temperature is 17.3 °C, with January being the warmest month and July the coldest. The average annual accumulated precipitation is 1,142.7 mm (4). The winds have a predominant direction from the east, with average speeds of around 5 m/s at 15 m height. (5).

The geomorphology is characterized by three morphological zones: the coastal zone, the plains, river and marshland zones, and the undulating terrain zone. In the figure below, the lowest zones identified in blue associated with river plains and marshes can be observed, while the undulating terrain zones in yellow and red (Figure 10) (6).

Figure 10 Topography of Montevideo



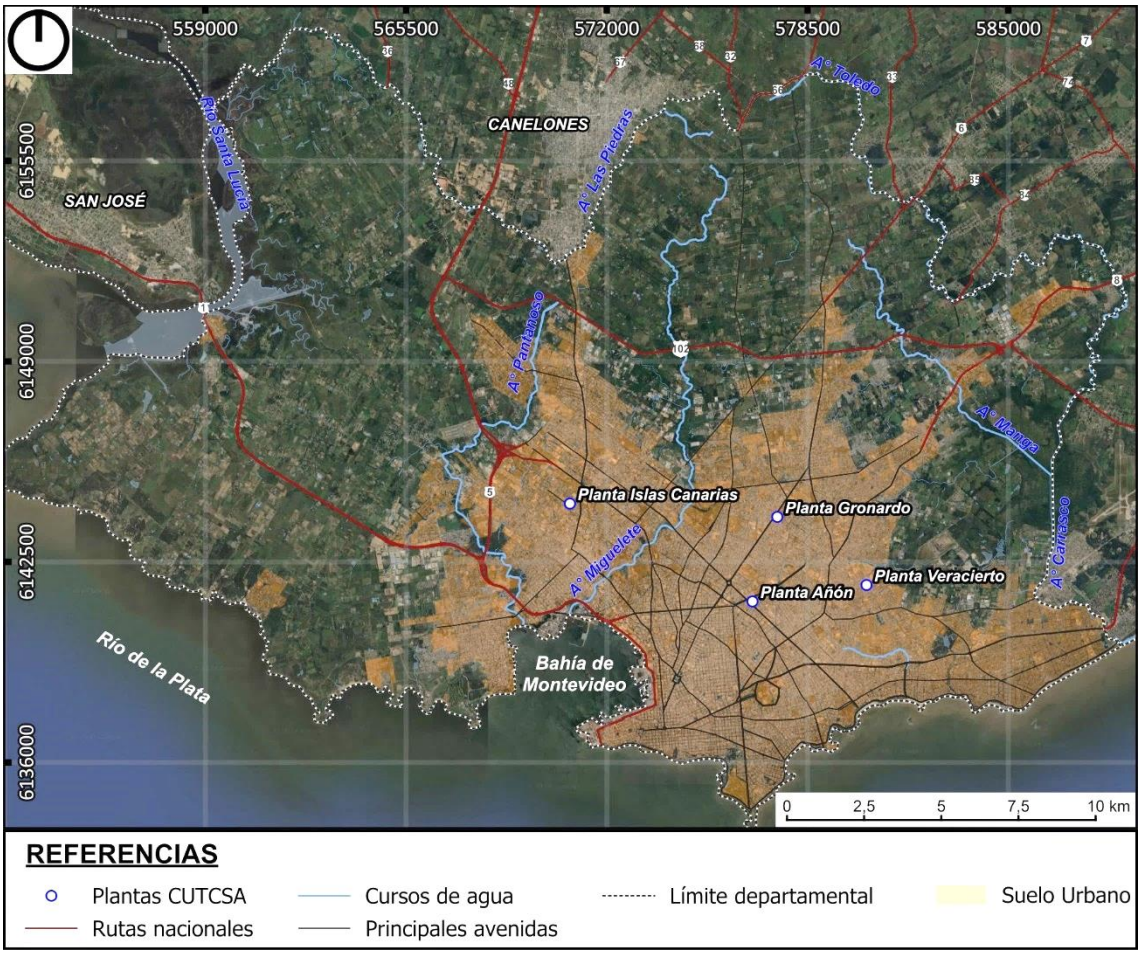
Source: IdeUY, 2024. Prepared by: Adapta

[10]According to data collected by the meteorological station located in Prado (Lat. 34°51'38.16"S, Long. 56°12'27.00"W) for the period 1991-2020.

The coastal area extends 67 km from Punta Espinillo to the Carrasco stream and is divided by the Montevideo Bay. It is distinguished by its sandy beaches in arcs of various extensions, with the presence of dunes, bars and coastal cordons, as well as sectors of slopes and ravines formed by different geologies. The areas of plains and gentle hills are associated with the hydrographic network, constituting areas of wetlands and marshes, where the altitude does not exceed 5 meters. In the area of undulating terrain, the Cuchilla Grande and the Cuchilla de Pereira stand out, where the main geographical features are the Cerro de Montevideo, with an altitude of 136 meters, and the Cerrito de la Victoria, with an altitude of 70 meters. The Cerro de Montevideo is the highest point in the city and extends to the shores of the Río de la Plata. The average altitude of the region ranges between 20 and 50 meters above sea level. (6).

The hydrographic network of the department of Montevideo is organized around the Río de la Plata basin, which is subdivided into sub-basins oriented from north to south, characterized by fast-flowing rivers and streams. The Santa Lucía River basin is the largest and most important, as it is crucial for the supply of drinking water in Montevideo and its surroundings. Its intensive use for agriculture, which includes a high consumption of fertilizers and pesticides, generates environmental concerns. To the east of the Santa Lucía, there are the main streams: Pantanoso, Miguelete and Carrasco, which flow into the bay of Montevideo (Figure 11). This area, surrounded by densely populated urban centers, exerts considerable pressure on local water resources. (7).

Figure 11 Main waterways



Source: Adapta

The aforementioned hydrographic network is a tributary of the Río de la Plata. This is an important resource for navigation, port activity, commercial and sport fishing, as well as for recreation and tourism.

7.2 Greenhouse gases

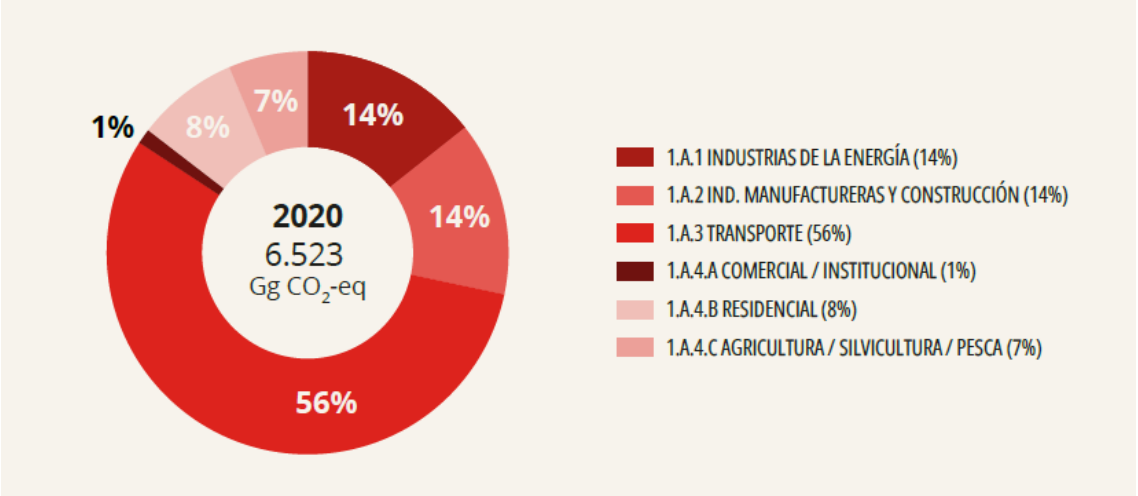
The greenhouse effect is a natural phenomenon in which gases present in the atmosphere retain the sun's heat, preventing it from escaping into space. Water vapor (H_2O), carbon dioxide (CO_2, nitrous oxide (N_2O), methane (CH_4) and ozone (O_3), are considered the main GHGs (8). These gases interact with the infrared radiation emitted by the Earth's surface, the atmosphere itself and clouds, softening the temperature variations that would occur if they were not present.

However, as a result of human activities, the concentration of these gases in the atmosphere has increased, causing an increase in temperature, influencing climatic variability and affecting the frequency and intensity with which extreme events occur.

Since the 1990s, Uruguay has been preparing the National Greenhouse Gas Inventory (INGEI, by its acronym in Spanish) within the framework of the SNRCC. It presents the analysis of data on GHG emissions and absorptions in different sectors such as energy, agriculture, waste and industry. The latest published inventory, coordinated by the ME, presents data for the period 1990 - 2020. It covers the entire national territory and includes emissions and absorptions of CO_2, CH_4, N_2O, hydrofluorocarbons (HFCs) and fluorocarbons, perfluorocarbons (PFCs) and sulfur hexafluoride (SF_6 (9). According to the results presented, the energy sector is the one with the highest CO_2 emissions, with this gas representing 95 % of total emissions.

As can be seen in the following figure, within this sector, the largest emissions were from transport, representing 56 % of the total energy sector. (9).

Figure 12 Relative contribution of GHG emissions from the energy sector by category



Source: INGEI (9).

In the case of Montevideo, the last GHG inventory dates from 2021. This represents the sum of emissions resulting from human activities in the department during a calendar year, and is expressed in units of CO_2 equivalent (CO2eq. Only CO_2, CH_4 and N_2O emissions were considered in its preparation, since, for other GHGs, such as HFCs, SF_6 and PFCs, it was concluded that, despite their high global warming potential, the quantities emitted were negligible compared to those of the first three compounds. The results of this inventory are presented in the figure below.

As can be seen in the following figure, the sector that contributes the most to GHG emissions is transport, emitting 1.197,45 kt of CO_2eq, which represents 44.6 % of the total. Most GHG emissions from transport are CO_2 emissions, generated as a result of the combustion of petroleum derivatives such as naphtha and diesel oil.

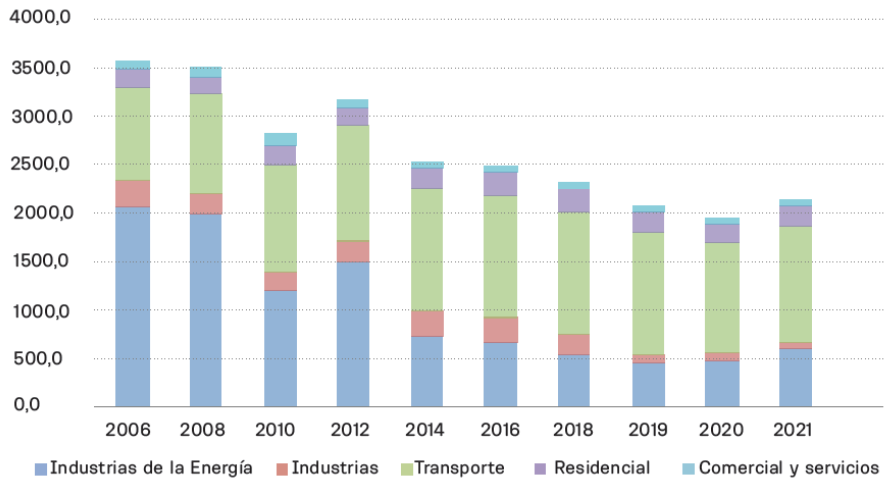
Figure 13 Results of the 2021 Montevideo GHG inventory

	Emisiones (en miles ton.)			
Categoría de GEI	CO_2	CH_4	N_2O	CO_{2eq}
EMISIONES TOTALES	2079,95	26,57	0,15	2684,92
1 ENERGÍA	2079,42	1,21	0,07	2128,08
Industrias de la Energía	608,85	0,03	0,01	610,95
Industria manufacturera y de la construcción	74,35	0,01	0,00	74,87
Transporte	1172,48	0,34	0,06	1197,45
Residencial	189,72	0,72	0,01	207,94
Comercial y Servicios	34,03	0,11	0,00	36,87
2 PROCESOS INDUSTRIALES Y USO DE PRODUCTOS	0,53			0,53
Carbonato de sodio	0,53			0,53
3 AGRICULTURA, SILVICULTURA Y OTROS USOS DE LA TIERRA	0,00	0,09	0,00	1,94
Fermentación entérica		0,09		1,83
Manejo del estiércol			0,0004	0,11
Uso de la tierra	0,00			0,00
4 RESIDUOS		25,27	0,08	554,37
Disposición de residuos sólidos		25,04		525,80
Tratamiento de aguas residuales industriales		0,24		4,94
Tratamiento de aguas residuales domésticas			0,076	23,63
PARTIDAS INFORMATIVAS	376,23			376,23
Quema de biomasa	376,23			376,23

Source: IEGEI Montevideo 2021.

On the other hand, while emissions from the energy sector have shown a decrease for the period 2006-2021 due to the change in the energy matrix towards the incorporation of renewable energy sources, for the same period emissions generated by transport have increased by 25 % due to the growth of the vehicle fleet. This trend is reflected in the following figure.

Figure 14 GHG emissions in the energy sector for the period 2006-2021 (kt CO_2eq)



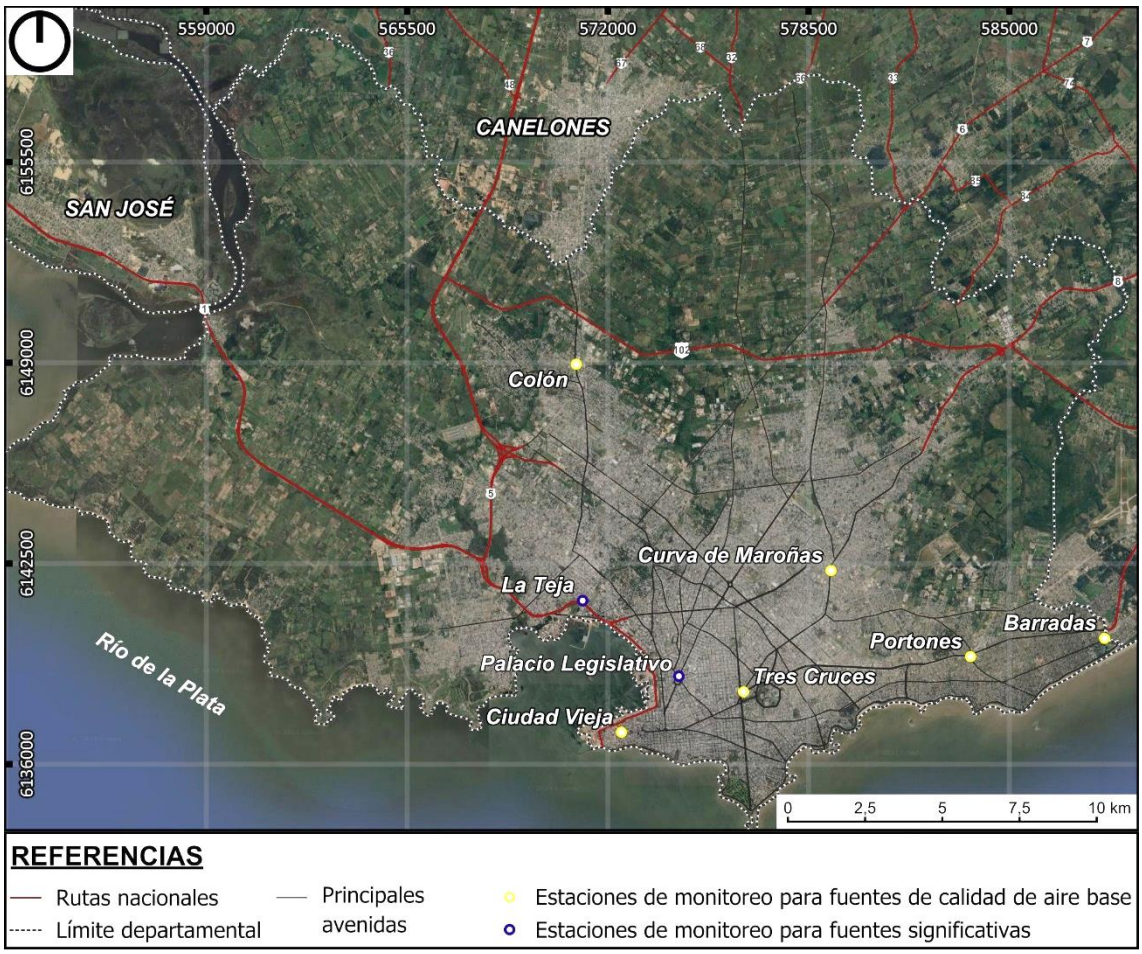
Source: IEGEI Montevideo 2021

7.3 Air quality

As a result of the combustion reaction that takes place in the engine of internal combustion vehicles being incomplete, in addition to producing CO_2 and H_2O, by-products such as carbon monoxide (CO) are produced., hydrocarbons and PM. Other compounds such as nitrogen oxides (NO_x) are also generated and sulfur oxides (SOx, a product of the oxidation of non-combustible elements. The emission of these compounds directly affects air quality, affecting the health of the population, in addition to other effects on the physical integrity of buildings, for example.

Montevideo has a Monitoring Network that allows the department's air quality to be assessed and some significant sources to be strategically studied (linked to emission points or zones of interest). This network was established in 2005 and over the years has incorporated different equipment and technologies that allow it to measure the concentration of different pollutants, including PM10, CO, NO_2 and SO_2.

Figure 15 Location of Montevideo's air quality monitoring stations



Source: Adapta based on the MCC Air Quality Report for 2023.

As established in the MCC Air Quality Report for 2023 (10), in that year, the network operated five monitoring stations to assess the department's baseline air quality and two stations to study significant sources. The location of these stations is shown in the figure below.

The results of the monitoring carried out in 2023 are presented in the table below.

Table 4 Air quality parameters for Montevideo average 2023

Pollutant	Concentration (µg/m^3)
PM10	24
CO	418
NO2	28
SO2	-[11]

Source: MCC Air Quality Report for 2023.

[11]The behavior of SO_2 in Montevideo after the desulfurization of fuels at the end of 2013 is characterized by presenting values below the quantification limit of the monitors on numerous occasions. For this reason, it is preferred not to report an averag e value for the entire department. (10).

7.4 Sound pressure level

Noise is a pollutant that negatively impacts people's health and well-being, affecting the quality of life of the population. It can cause physical disorders, hearing loss, and psychological imbalances, such as irritability, stress, and sleep problems, among other effects. Noise was declared a pollutant for the first time at the United Nations World Environment Congress held in Stockholm in 1972. Since then, the global trend has been to implement regulations and adopt policies to mitigate noise pollution, mainly in urban areas where the highest concentration of people occurs, promoting the development of technologies and practices that reduce noise levels.

In cities, the main causes of noise pollution are due to human activities, such as transportation, civil construction, industries, commercial areas, among others. According to the acoustic map of Montevideo (11), prepared in 1999, the perception of the Montevideo population places noise pollution as one of the main environmental problems of the city. The most affected areas include the Centro and Ciudad Vieja neighborhoods, where there is a high flow of public transportation units due to the density of passengers who transit daily or live there. Also, the area where the Tres Cruces bus terminal is located and other main avenues such as Bulevar Artigas, Avenida Italia or Libertador. Based on surveys carried out on the population within the framework of the Montevideo XXI Environmental Report of 2001, among the main most annoying noises, traffic occupies first place. (12)This problem persists today, remaining one of the city's main environmental challenges.

A study carried out by the Mechanical and Electrical Installations Service (SIME, by its acronym in Spanish) of the MCC in 2005 (13). A close relationship was found between noise levels and vehicular traffic in Ciudad Vieja, particularly associated with public transport. It was observed that by modifying the circulation of public passenger transport, the value of L90[12]was reduced by 11 %.

Noise perception is directly related to SPL. The higher the intensity, the greater the perception and, therefore, the greater the annoyance. According to the World Health Organization (WHO),, noise is defined as any sound that exceeds 65 dB, and is harmful to health if it exceeds 75 dB. As a guide, the WHO considers that outside homes the recommended SPL is 55 dBA. For its part, the ME recommends emission values for different areas in the document *Guide values to prevent noise pollution* (14). The recommended emission values for noisy urban areas, including traffic noise, are 75 dBA during the day and 65 dBA at night. In addition, noise produced by motor vehicles of more than 3,5 t and with more than 9 passengers, with a nominal engine power greater than or equal to 150 kW, is considered admissible, with 80 dBA for new vehicles.

[12]L90 is the value in dB that is exceeded 90 % of the sampling time. This parameter is used to describe the background noise level.

According to current regulations in Montevideo, noises that exceed the following are considered annoying: 45 dB between 7:00 and 22:00, and 39 dB between 22:00 and 7:00, measured inside a home. In addition, with the aim of controlling and monitoring annoying or excessive noise from vehicles, it establishes limits for vehicles circulating on public roads, with 92 dB being the maximum limit permitted for vehicles weighing more than 3,5 tonnes (metric units).

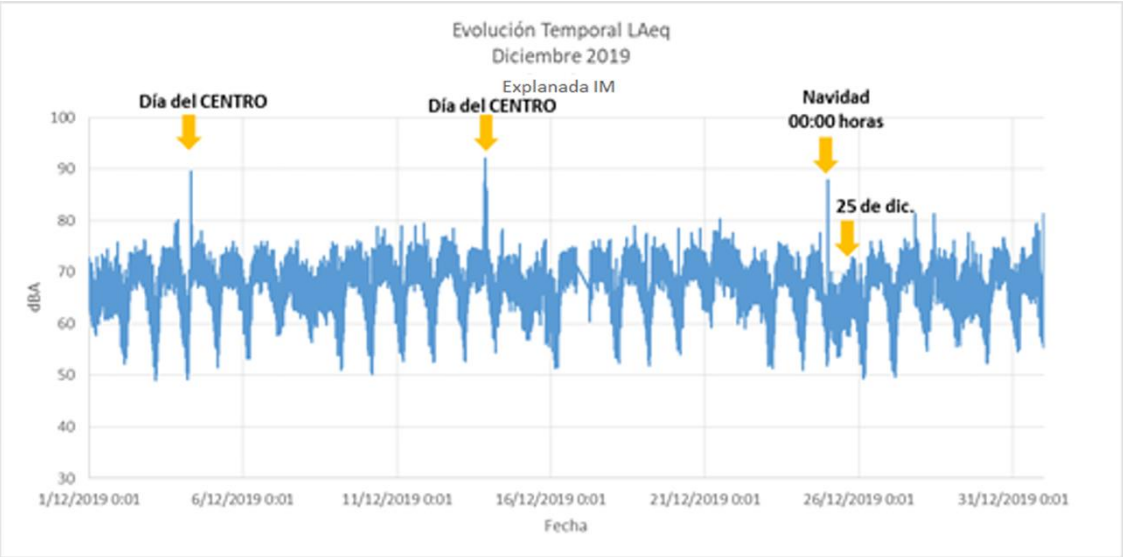
In the years 2019, 2020 and 2021 the MCC together with the Faculty of Engineering of the University of the Republic (UdelaR, by its acronym in Spanish carried out acoustic measurements along 18 de Julio Avenue. It is estimated that on a normal day, around 1.500 vehicles circulate on this avenue per day, including mopeds, cars, public transport units and small trucks. (15).

The following figure shows the temporal evolution of weighted SPL on the A scale (LAeq) corresponding to the month of December 2019, prior to the start of the SARS-CoV2 pandemic in March 2020. (15).

According to the records, SPL ranges between 70 and 80 dBA on normal days with high mobility, with a minimum of approximately 50 dBA for the quietest days. Peaks of SPL reaching 90 dBA were also observed, generally on days with greater mobility of people and vehicles due to commercial activities.

Starting in March 2020, the National Government declared a health emergency due to the SARS-CoV2 pandemic, which changed the daily activities of the population. Even so, measurements continued during this period, where noise peaks were recorded around 70 dBA on a few occasions, in contrast to the dates prior to the declaration of the health emergency. This confirms that one of the main sources of noise on Montevideo's avenues is traffic.

Figure 16 Temporal evolution of SPL in December 2019

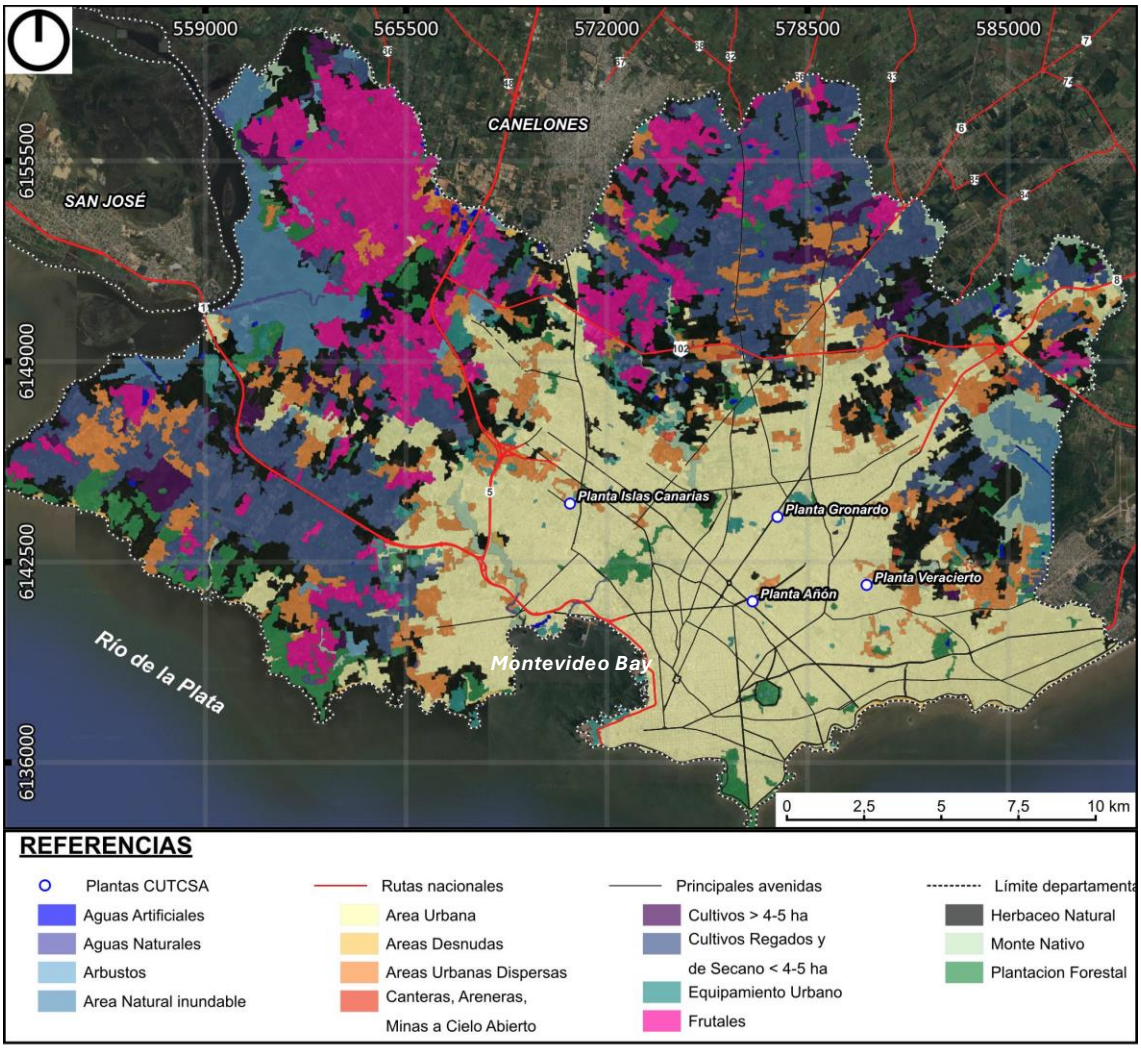


Downtown Day: an event held on 18 de Julio Avenue in the city of Montevideo, where several businesses offer discounts, which generates greater movement of people in the area.
Source: Gianoli et al, 2021 (15)

7.5 Biotic environment

In the department of Montevideo there are several areas that coexist, including highly modified urban zones, rural areas dedicated to agricultural activity, mainly crops and fruit trees, and to a lesser extent natural areas. The coverage and distribution of land use in the department is as follows: 44 % corresponds to urban areas, 19 % to agricultural crops, 15 % to pastures, 11 % to fruit crops, 5 % to forested areas, 4 % to bodies of water and flood zones, and 3 % to native forest. (16) (figure below).

Figure 17 Soil cover in the department of Montevideo



Source: MGAP, 2021. Prepared by: Adapta

7.5.1 Relevant ecosystems

Within the percentage of land cover that corresponds to floodable surface, grasslands, shrubs and native forest, two areas of ecological importance are included, given the ecosystem services they provide to the population of the department, these are: The Santa Lucía Wetlands and Bañados de Carrasco (17). Both ecosystems are essential for the conservation of biodiversity by concentrating a large part of the variety of terrestrial and aquatic species. These ecosystems play a crucial role in climate regulation, air purification, flood control, among other vital ecosystem services. In particular, the Santa Lucía Wetlands stand out for their state of conservation and are part of the National System of Protected Areas (SNAP, by its acronym in Spanish) (18). This ecosystem is linked to the ecological areas of Rincón de Melilla and Punta Espinillo (Lecoq Park and Punta Espinillo) (17).

Photograph 8 Santa Lucia Wetlands and Carrasco Marshes

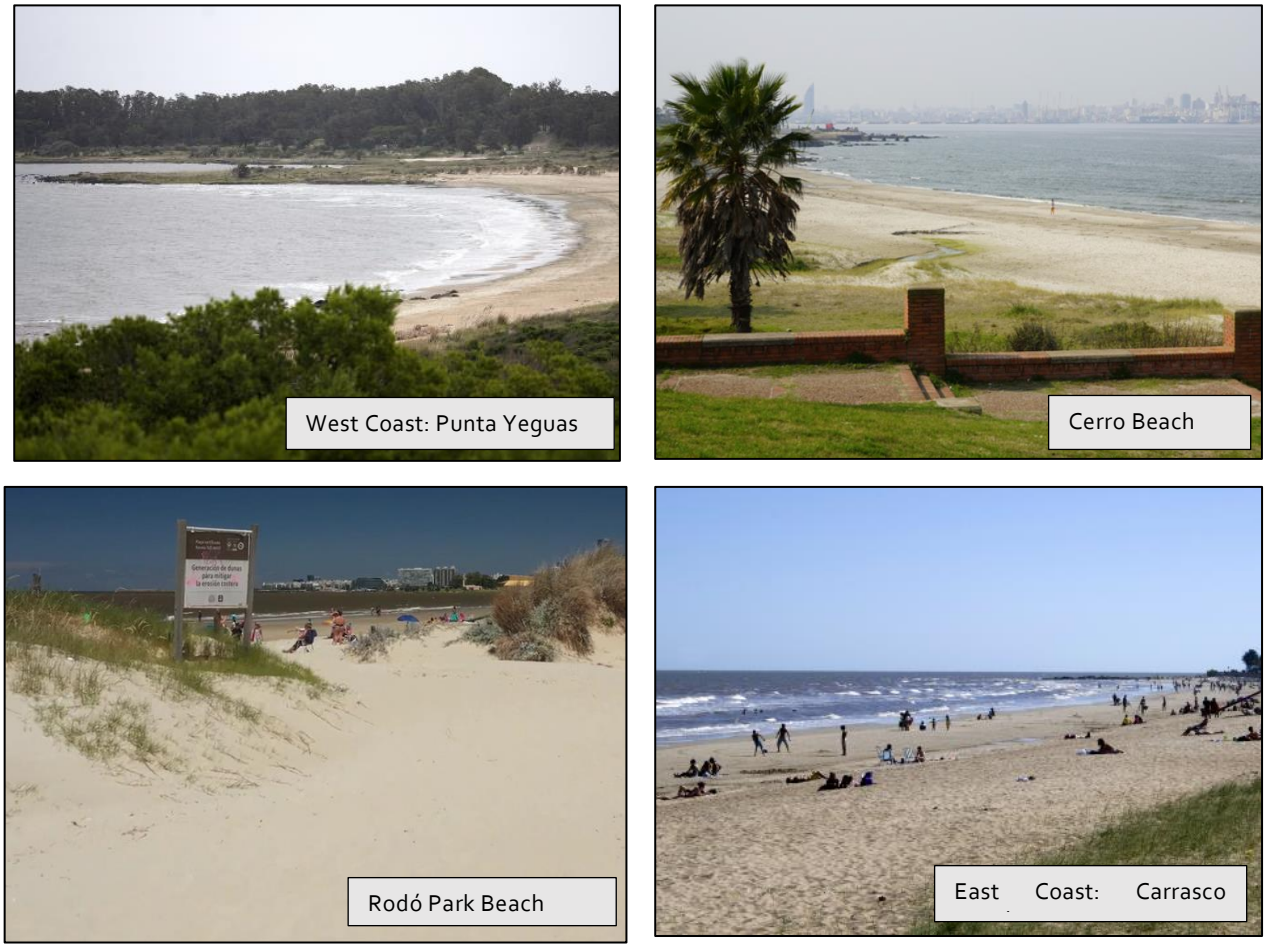
Source: (19; 20)

Note: Above: Santa Lucía Wetlands, Below: Carrasco Wetlands

In contrast, the Bañados de Carrasco, although notable for their biodiversity and landscape indicators, as well as for their ecosystem values, are in a serious state of degradation due to multiple human interventions over the years, mainly the drainage and canalization works strongly promoted in 1970s, among other pressures. (21) (22). This ecosystem is linked to an important hydrographic network: the Pantanoso, Toledo, and Manga streams, as well as the Pajas Blancas, Chacarita, and Las Canteras creeks (17).

On the other hand, the environments linked to the coastal zone present diverse characteristics throughout its length. There are three coastal zones: West Coast, Playa Colorada, East Coast, which broadly present a heterogeneity of landscapes, with sandy beaches, fixed and semi-fixed dunes, interspersed marshes and mouths of small water courses (Photograph 9) (17).

Photograph 9 Characteristic environments of the coastal zone



Source: (23; 24; 25)

7.5.2 Flora and Fauna

The original vegetation (grasslands with a carpet of grasses and herbs, interspersed with bushes and shrubs) has undergone significant modifications due to urban expansion, agriculture, livestock farming and the impact of other industrial and transport activities. (7)In addition, exotic species have been introduced, such as trees and shrubs, which have altered the landscape and modified the original plant cover.

The characteristic vegetation of the coast of La Plata and the Santa Lucia River is adapted to brackish environments, forming saline marshes (halophyte species) with typical species of the *Distichlis* genus. In the marsh environments (Carrasco stream, Santa Lucia stream, Pantanoso stream, among others) the vegetation is associated with flood zones with peaty soils, where species such as *Schoenoplectu spp.*, *Eryngium spp.*, *Panicum prionitis*, and *Cortaderia solloana* predominate, among others. Trees and bushes that accompany the course of the water or can also be found dispersed over the marsh are also associated with these communities, such as the acacia de bañado (*Sesbania punicea*), the espinillo (*Acacia Caven*), the ceibo (*Erythrina cristagalli*), the willow criollo (*Salix humboldtiana*), etc. (Photograph 10). Currently, these environments are under strong pressure generated by the invasion of invasive exotic species. (21).

On the other hand, the native vegetation of the dunes is psammophilous, dominated mainly by herbaceous species such as the drawing grass (*Panicum racemosum*), the water roundgrass (*Hydrocotyle bonariensis*), the beach daisy (*Senecio crassiflorus*), and shrubs such as the candela (*Dodoneae viscosa*), acacia mansa (*Racosperma longuifolium*) and maritime pine (*Pinus pinaster*) being these last two exotic species (Photograph 11) (17).

Photograph 10 Typical native vegetation of wetlands and the coastal zone


Reedbeds and caraguatales

Riparian vegetation


Ceibo

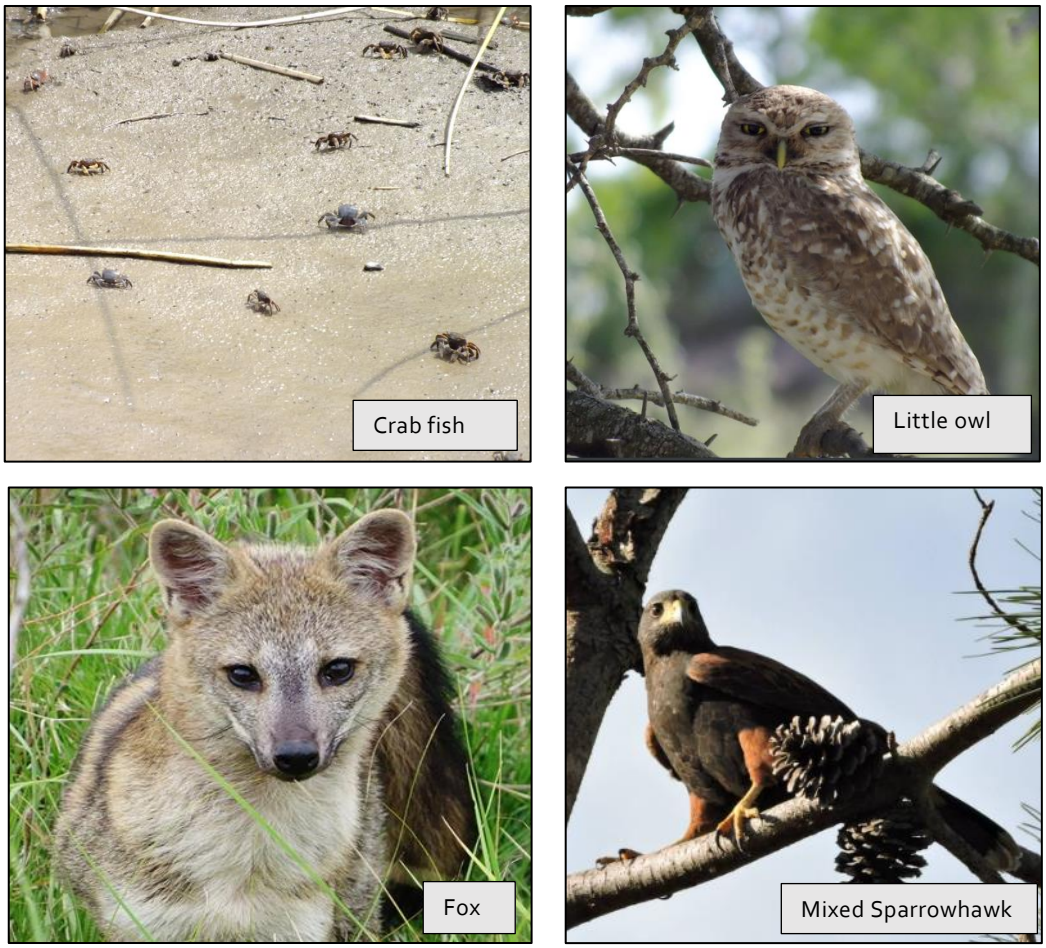

Coastal shrub vegetation. Candela

Source: (26)

In terms of fauna, Montevideo is home to a rich and diverse vertebrate fauna, with 22 species of terrestrial mammals, 11 aquatic mammals, 34 reptiles (terrestrial and aquatic), 20 amphibians, more than 200 species of birds and 200 species of fish. Natural areas, such as the Santa Lucía and Carrasco Wetlands, concentrate the greatest diversity of terrestrial species and are key to the conservation of biodiversity in the department (Photograph 11) (7).

In coastal ecosystems, birds are the most abundant group, followed by fish. On the coast of the Río de la Plata and the seafront, there are about 580 species of fish. In addition, three of the seven species of sea turtles in the world reach the coasts of Montevideo. (7).

Photograph 11 Characteristic fauna of wetlands



Fountain: (27; 26; 28)

In the urban environment, fauna is represented mainly by domestic animals, such as horses (for sporting and transport purposes) and pets, mainly dogs and cats, with an increase in the number of dogs and the diversification of breeds in recent years. (7).In particular, in this last year an increase in birds of prey has been observed in the city, such as the mixed sparrowhawk (Photograph 11), in the main landscaped areas, due to the increase in abundant prey (domestic pigeons and parakeets).

7.5.3 Green spaces and trees

Montevideo's public spaces and trees are essential for the quality of life of its inhabitants and the environmental health of the city. These spaces not only offer recreational opportunities, but also improve the landscape, air quality, provide shade in summer and act as noise barriers.

Montevideo has large urban parks, such as Parque Batlle y Ordóñez, Parque Rodo, El Prado, and wooded areas in cemeteries, although some neighborhoods, especially settlements, lack adequate green spaces.

As for urban trees, Montevideo has more than 200.000 trees in its public spaces (according to the last census in 2008, carried out by the MCC). (29)The highest concentration of trees is found in the center and south of the city in the urban area, with the Carrasco neighborhood standing out especially for its high density and, on the contrary, the Ciudad Vieja neighborhood. (30).

7.6 Human environment

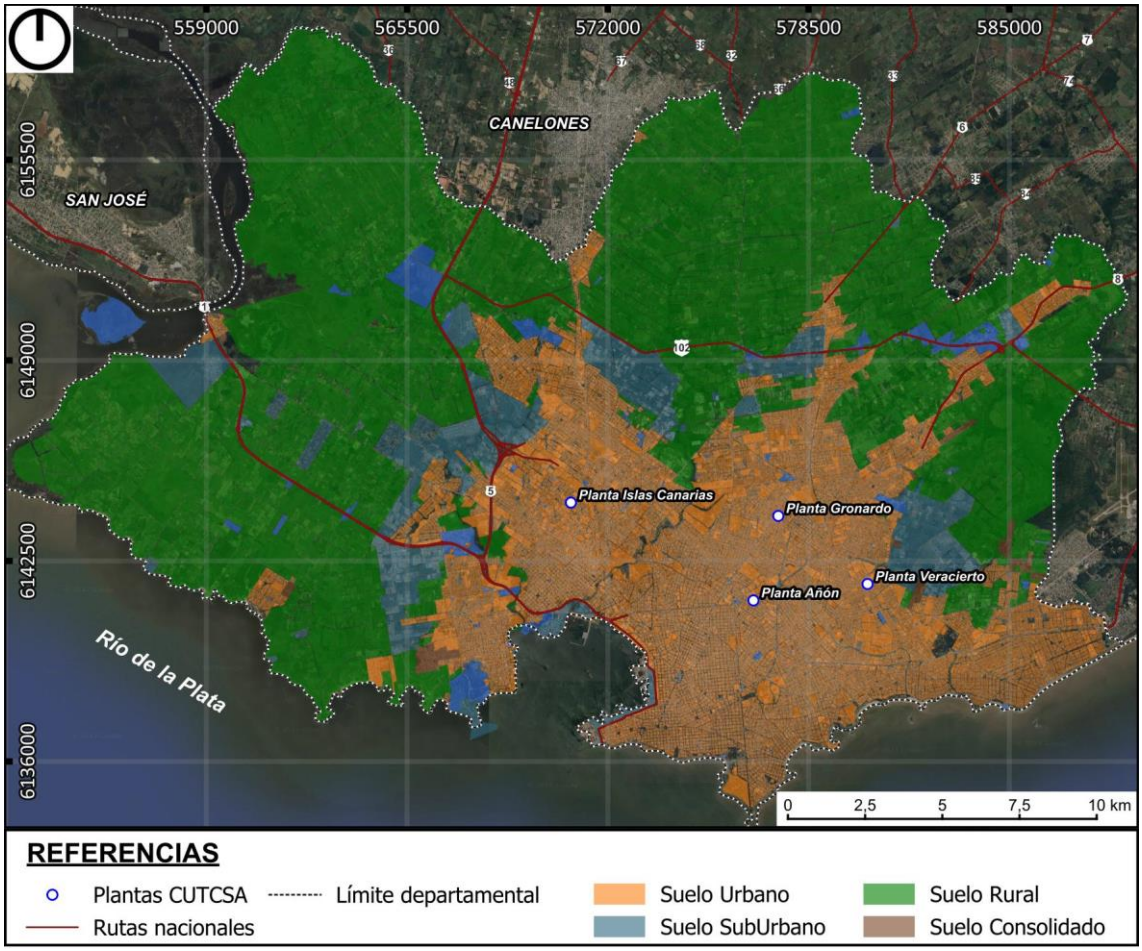
Montevideo has been the urban center of the country since its foundation, consolidating itself as the main national port and economic center of the country, which determined a concentration of the population and economic and commercial activity in its area of influence. Although the department of Montevideo extends over an area of 529 km^2, the majority of the population (96 %) is concentrated in the area of the urban core. This area occupies 37 % of the territory, while the remaining 63 % corresponds to rural areas (Figure 18).

Based on the information available from the last census (2023), Montevideo has an urban population of 1.319.108 inhabitants and a rural population of 14.031 (31). The average population density is 2.488,2 inhabitants/km^2, which represents 66 % of the country's total population.

Land use in the city is regulated by the Territorial Planning Plan and other urban planning instruments, which seek to balance the development of different areas to promote orderly and sustainable growth. (32; 33).

The industrial zones are concentrated mainly in areas bordering the urban conglomerate: La Teja, El Cerro, and Paso de la Arena, and in sectors close to the Port of Montevideo and the free trade zones. This location facilitates exports and access to key logistics infrastructures. In Figure 18 the blue color shows the suburban land category, which is mainly associated with areas with an industrial vocation. In addition, the city has mixed-use areas, which allow the coexistence of low-impact industrial activities with residential and commercial areas.

Figure 18 Land categorization



Source SIT, 2024. Prepared by: Adapta

7.6.1 Public transport

The public transport network that links the MMA is made up of the department of Montevideo and partially the departments of San José and Canelones. It is 3 % of the territory and 56 % of the population of the country, where 1.8 million people live. The three Intendancies or Departmental Governments regulate intradepartmental transport, while the MTOP through the DNT regulates interdepartmental or metropolitan transport. The regulators mentioned above are responsible for authorizing companies, lines and frequencies, as well as setting maximum rates and minimum quality levels that the private operators of the system must comply with.

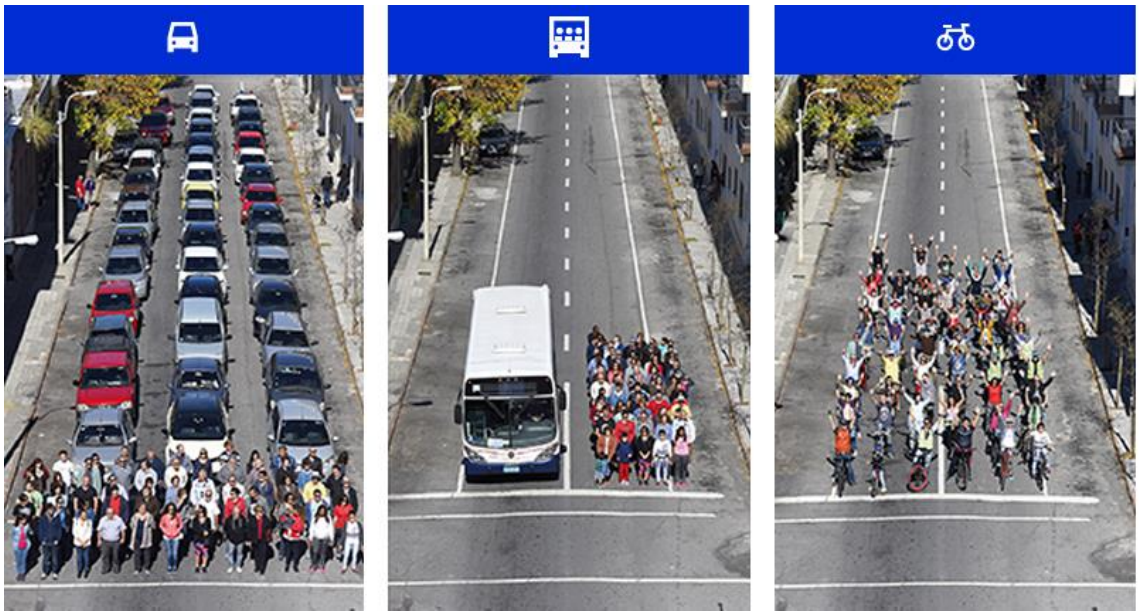
There are four companies operating within the MMA: CUTCSA, COME, COETC and UCOT, the first two under the legal form of corporations and the others as cooperatives. The distribution of the service between the companies is not homogeneous, CUTCSA has 65 %, followed by COETC with 15 %, then UCOT and COME with a share of 11 % and 9 % respectively.

In Montevideo, the active fleet of units is 1.531 and its road infrastructure extends for 1.069 km covering routes that connect the different neighborhoods and metropolitan areas. (34). Along these 1.069 km, in some sections of the main roads such as Av. 8 de Octubre, Av. Gral. Rivera, Av. Daniel Fernández Crespo, Mercedes, Eduardo Víctor Haedo and Colonia, the road infrastructure is designed to facilitate the flow in the areas of greatest demand, including exclusive lanes. There are 140 lines, 107 destinations and 4.721 stops. (35).

The Metropolitan Transport System (STM, by its acronym in Spanish) of the MCC aims to facilitate more efficient, accessible and sustainable mobility for the inhabitants of the city and its surroundings. This system unifies various modes of transport (urban, suburban and, in some cases, interurban buses) under a common scheme, allowing better coordination and operation between the different services. (35).

According to the MCC Mobility Plan (36), one of the strategic guidelines to contribute to the organization and development of the department of Montevideo and the metropolitan area with respect to vehicular traffic, is to facilitate circulation on the main avenues, thus avoiding congestion, air pollution and noise pollution. One of the main advantages of public transport is the reduction of congestion, due to the fact that the number of cars on the streets is reduced, thus reducing traffic, especially during rush hour. The following figure shows the traffic required to transport 60 people using different modes of transport.

Figure 19 Space needed to transport 60 people in different modes



Source: IdM in MA, 2021 (37)

4.2 million trips are made daily in the MMA, of which 25 % are made by public passenger transport. Some 2.300 buses serve 400 lines and are managed by 19 companies. In 2019, these services covered 190 million kilometers and sold approximately 330 million tickets. 50 % of the kilometers travelled and 22 % of annual ticket sales are made by metropolitan transport. (38).

In terms of mobility outside of public transport, between 2014 and 2018, the number of cars in Montevideo grew by 16 %, while the number of motorcycles decreased by 26 %. The MOVÉS project highlighted a clear and sustained trend towards an increase in the percentage of households with a car, while at the same time a decrease was observed in the percentage of households with a moped.

In contrast, the socioeconomic pattern of immobility (no trips were made the previous day) for the population with a high socioeconomic level is 17,3 %, while for the population with a low socioeconomic level the percentage of immobility rises to 29.8 %. As the socioeconomic level increases, the percentage of trips made on foot decreases and the percentage of trips made by car increases.

Public transport is of greater importance for the lower-middle and middle classes (40.0 % and 34.7 %) and represents a smaller proportion of the poorest (30.6 %) and the upper-middle (30.6 %) and high classes (20.5 %). The average duration of bus trips to work is longer for people from lower socioeconomic levels, probably reflecting the higher proportion of poverty in the peripheral neighborhoods of Montevideo.

As for the frequency of use, women are more frequent users of public transport than men. Women make 33.3 % of their trips by bus, while men only make 22.3 %.

7.6.2 CUTCSA: Social context of charging stations

CUTCSA is the main urban passenger transport company in Uruguay. As previously mentioned, it operates 67 % of the bus fleet in Montevideo and represents approximately 65 % of the total number of passengers transported in the Metropolitan Area. It offers a network of 62 urban lines, 4 urban differential lines, 23 local lines, 11 metropolitan lines, among others.

CUTCSA is a public limited company whose capital is represented by registered shares. Ownership of the buses belongs to 1.140 de facto companies, each with its own bus, and all of these companies are shareholders of CUTCSA. No shareholder holds more than 2 % of the shares.

The current set of plants has been operating at its current locations for at least 14 years, with the surrounding population presumably aware of its presence and daily activities.

In the MCC complaints management system, which publishes records of complaints received with reference to public transport, no complaints associated with the operations of the transport companies' operating plants are identified.

The review of historical information material did not reveal any public complaints about situations involving the plants that will be adapted for the installation of charging stations in the project.

Below is a brief description of the social environment of each of them.

7.6.2.1 Añón plant

It was built in 2010, replacing the old CUTCSA plant where the Nuevocentro Shopping Mall is now located. It is located in the Simón Bolívar neighborhood, which has some modern buildings, but is mainly made up of low-rise homes and various local businesses.

The neighborhood is surrounded by large avenues (Av. José Batlle y Ordoñez, Av. José Pedro Varela, Av. Luis A. de Herrera) so it has a significant number of bus stops.

As shown in the following figure, in its closest area (500 m) the zone presents logistics centers and commercial, industrial services, hospitals and police training services.

Photograph 12 Añón Plant on Av. José Pedro Varela

Source: (39)

Figure 20 Activities in the surrounding area - Añón Plant

Source: Adapta

7.6.2.2 Gronardo Plant

It began operations before the year 2000. It is located on the limits of the Ituzaingó neighborhood, on the Av. Gral. Flores, approximately 700 meters south of the Maroñas Hippodrome (located in the Jardines del Hipódromo neighborhood). The following figures show the plant and its surrounding areas, in particular the residential complex adjacent to the area where the charging station will be installed.

Photograph 13 Gronardo Plant and its surroundings

Source: Adapta

The area surrounding the Gronardo plant is full of medium-sized commercial activity on Av. Gral. Flores, some industrial ventures, and commercial and logistics services, scattered among mostly low-rise residential buildings, health centers, among which a variety of educational centers stand out (two high schools and four schools)[13], as shown in the following figure

[13]High schools No. 57 and No. 65, and school No. 361. Also nearby are two schools: No. 102 and No. 195.

Figure 21 Activities in the surrounding area - Gronardo Plant

Source: Adapta

7.6.2.3 Canary Islands Plant

The plant, opened in 1996, is located in the Nuevo París neighborhood, 500 meters from Av. Garzón. The following photograph shows the entrance to the plant and the houses that border the plant wall.

Photograph 14 Canary Island plant and its environment

Source: Adapta

The Faculty of Agronomy, located to the north of the plant, and a series of commercial, logistical and industrial ventures, as well as sports and health centers, spread among ground-floor residential dwellings and housing cooperatives, stand out in the surroundings of the plant (see figure below).

Figure 22 Activities in the area - Canary Islands Plant

Source: Adapta

7.6.2.4 Veracierto Plant

The Veracierto plant, in the Maroñas - Parque Guaraní neighborhood, has been operational since 2002. The following figure shows its entrance area and homes that are close to the plant's parking lot.

As can be seen in Figure 22, the surrounding area is mainly made up of logistics and service centers, as well as residential housing and housing cooperative complexes. Although it is far from the plant and its 500 m area of influence, the neighborhood also includes the presence of the Felipe Cardoso landfill (the only landfill in Montevideo), as well as some settlements on the urban edge of Parque Guaraní, and several sports and leisure facilities.

Photograph 15 Veracierto plant and surroundings

Source: Adapta

Figure 23 Activities in the surroundings – Veracierto Plant

Source: Adapta

7.7 Energy scenario

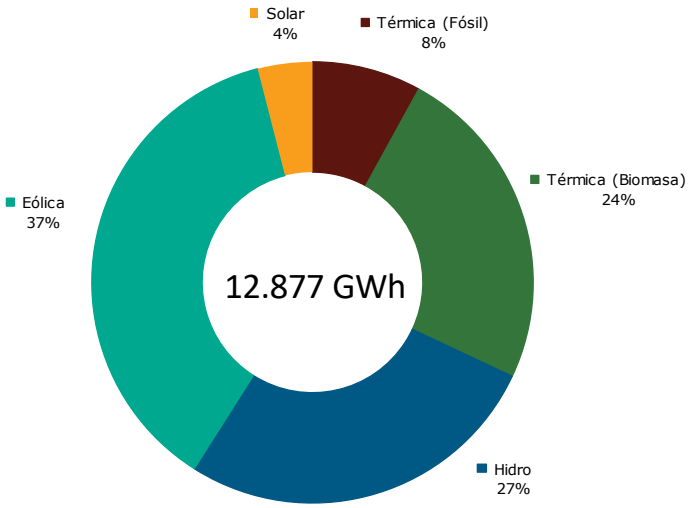
7.7.1 Electric power generation

In recent years, the Uruguayan electrical system has undergone a profound transformation in its energy generation matrix. Lacking resources such as gas, oil or coal, during 2008 and 2009 the country faced serious supply problems and high costs in energy production, which led to the adoption of the energy transition towards indigenous and renewable sources as a State policy. It should be noted that Uruguay has a wide variety of natural resources that promote the development of renewable energies; a high water flow, constant and predictable winds, uniform solar radiation throughout the entire territory (although with seasonal variation) and a thriving agro-industrial sector provide opportunities from biomass. (40)

The implementation of this strategy enabled the decarburization of electricity generation, reducing GHG emissions from the energy sector. Between 2018 and 2022, renewable energy represented on average 93 % of the electricity mix, with a 53 % contribution from biomass and solar and wind energy, and 40 % from hydroelectric energy.

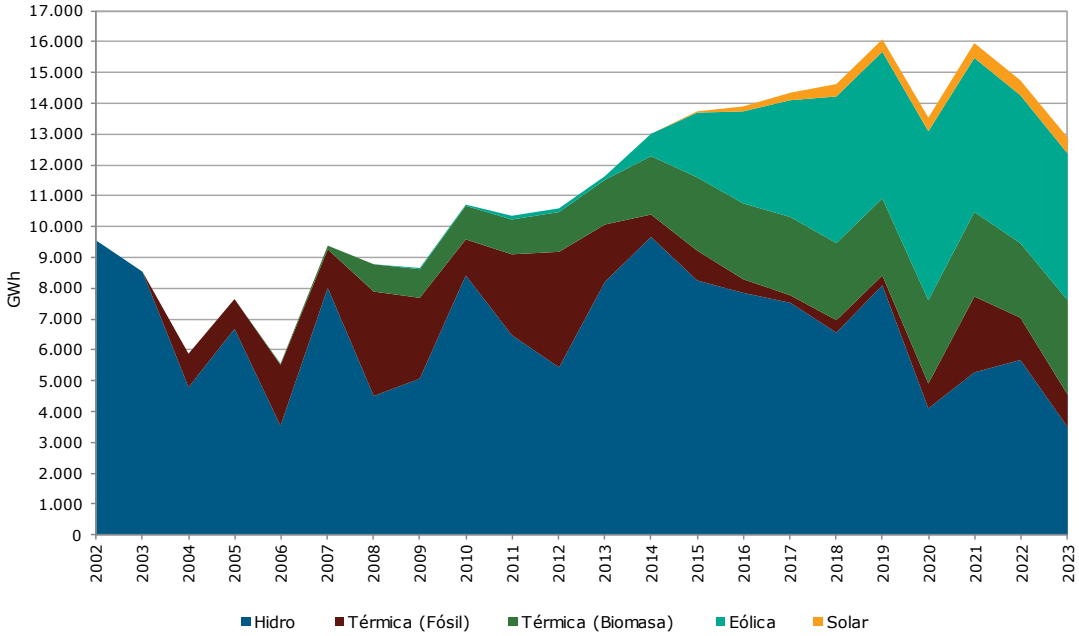
The figures below present graphs showing energy generation for 2023 by type of source and its evolution in the period 2002-2023.

Figure 24 Power generation by source type



Source: National Energy Balance (BEN, by its acronym in Spanish) 2023.

Figure 25 Electricity generation by source accumulated



Source: BEN 2023.

7.7.2 Installed electricity generation capacity

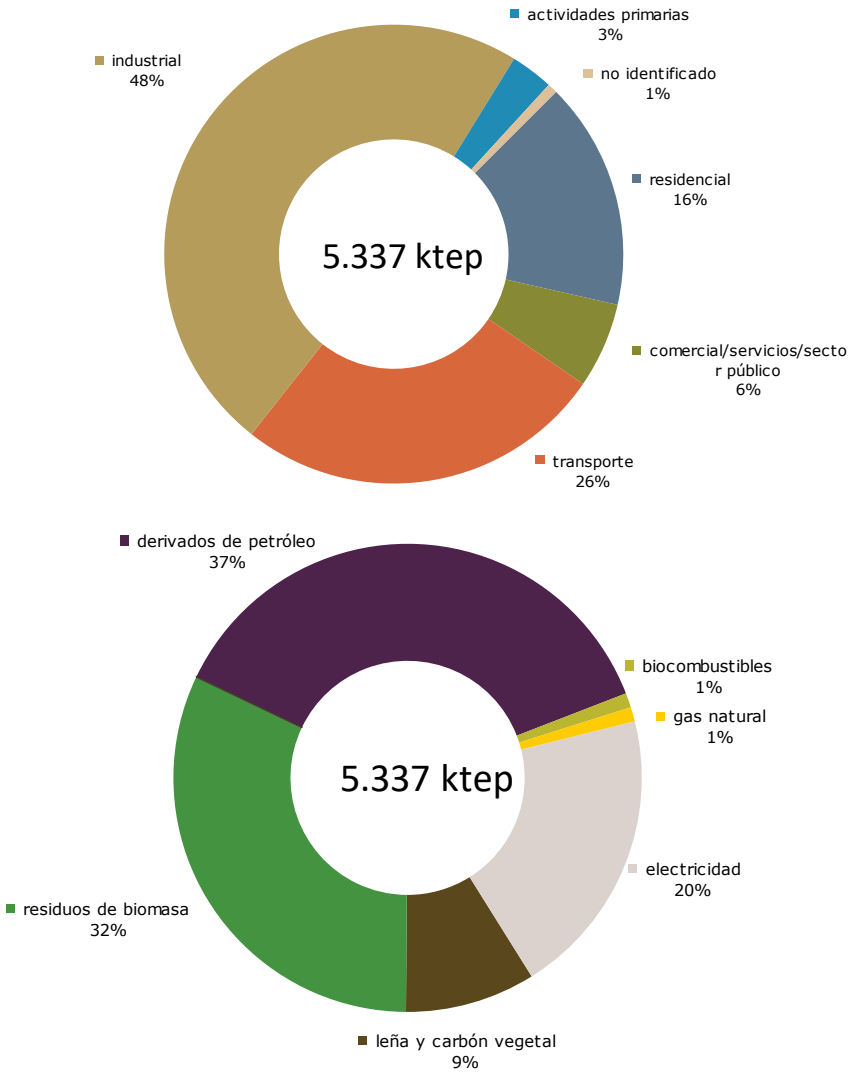
The country has an installed capacity of approximately 4.900 MW for the generation of electric energy. The generation capacity in wind farms represents 31 % of the total, hydroelectric generation contributes another 31 %, biomass and solar energy contribute 8 % and 5 % respectively, and thermal generation plants based on fossil fuels represent 1.5 % of the total 25 %.

In a year of normal rainfall, 97 % of the national electricity demand is covered by renewable energy through a combination of wind (32 %), biomass (17 %), solar (3 %), as well as traditional hydroelectric (45 %). (40)

7.7.3 Final energy consumption

As for final energy consumption, in 2023 it was 5.337 ktoe, with industry and transport being the sectors with the highest demand, as shown in the following figure. The final energy consumption by source is also shown.

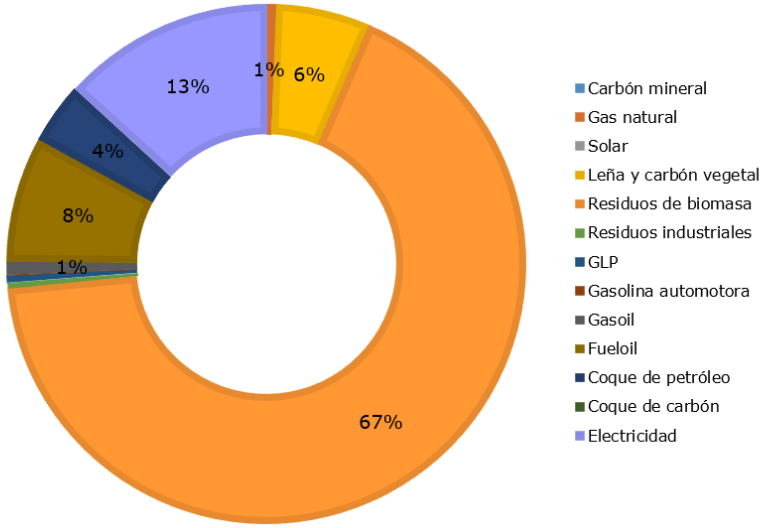
Figure 26 Energy consumption by sector and by source in 2023



Source: BEN 2023.

In 2023, the industrial sector used a wide variety of energy sources, the most relevant being biomass waste and electricity, which accounted for 67 % and 13 % respectively, of the total 2.543.7 ktoe consumed.

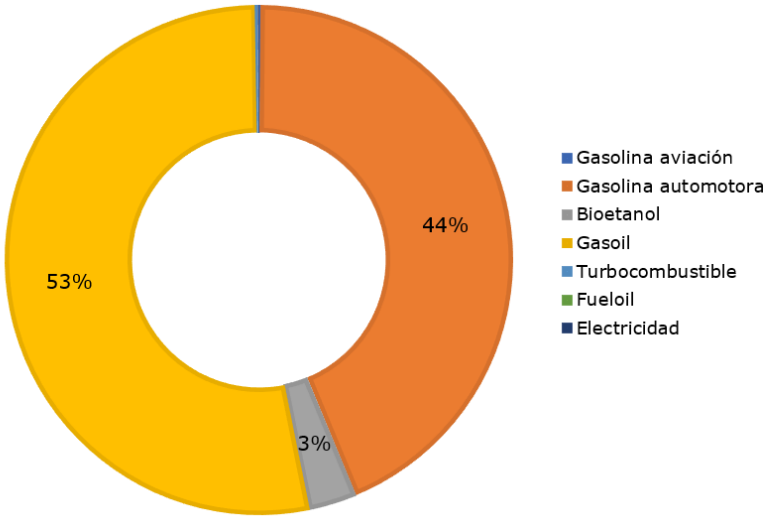
Figure 27 Final energy consumption by source for industry in 2023



Source: Adapta based on BEN 2023.

Particularly, in the transport sector, most of the energy consumed in 2023 came from non-renewable sources (mostly diesel and automotive gasoline), corresponding to 97 % of the total energy consumed.[14].

Figure 28 Final energy consumption by source for transport in 2023



Source: Adapta based on BEN 2023.

[14]Bioethanol and electricity were considered as renewable sources in their entirety, given that in 2023, 92 % of electricity was produced by renewable energy sources.

Regarding the electricity consumed by 2023, the sector that used this resource the most was the residential sector, with 38 % of the total, followed by industry and the commercial, services and public sectors as a whole with 32 % and 25 % respectively.

7.7.4 Electricity supply

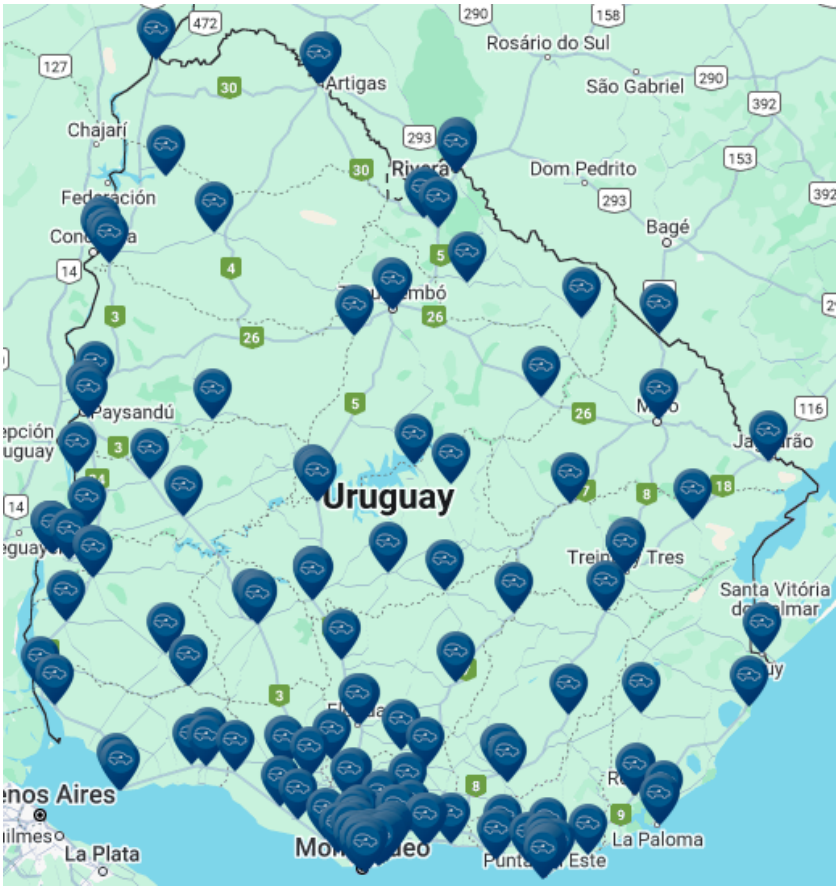
In Uruguay, UTE is the public company responsible for the development of the activities of generation, transmission, distribution and commercialization of electric energy, providing advisory services and technical assistance in this area.

UTE is a player committed to the transition towards electric mobility. In recent years it has actively participated in different projects and provides different benefits for those who opt for this technology.

The company has invested more than 6 million dollars in a charging network for electric vehicles, with 321 charging points throughout the country, hoping to reach 370 points by the end of 2024.

Regarding the supply of electricity, in an interview with the newspaper *La República* published on October 2 of this year, UTE Vice President Pablo Ferrari stated: We are not concerned about the challenge of the electric automotive sector growing exponentially. We can support the generation, transmission and distribution of that energy and we are working hand in hand with the automotive sector. (41).

Figure 29 National network of electric chargers



Source: UTE website, consulted on 11/11/2024

8 IDENTIFICATION AND EVALUATION OF ENVIRONMENTAL AND SOCIAL IMPACTS AND RISKS

8.1 Introduction

This chapter develops and presents the identification, assessment and evaluation of potentially negative environmental and social impacts and risks (the positive impacts of the project are presented independently in Chapter 9).

The methodology followed in parallel with its application is developed below. The methodology adopted is part of the Environmental Impact Assessment Manual of ADAPTA Environmental Engineering.

8.2 Mapping of activities/actions arising from the stages of the project life cycle and identification of environmental aspects

The activities for the two life stages under analysis, these are the transition and operation stages, were identified in chapter 6 and are listed in the following table.

Chart 8 Project activities by stage

Transition stage	Operation stage
▪ Acquisition of electric buses. ▪ Conditioning of bus charging stations. ▪ Excavations for foundations of rooms, loaders and lighting. ▪ Construction of rooms. ▪ Trenching for laying conductors. ▪ Assembly of cells, transformers and boards. ▪ Laying and connecting power cables for chargers and lighting systems. ▪ Electrical installations (battery chargers, lighting fixtures, grounding system, lightning protection system). ▪ Transit linked to construction supplies.	▪ Decommissioning of diesel buses. ▪ Operation of electric buses. ▪ Electricity consumption. ▪ Management of batteries that no longer meet required performance. ▪ Maintenance of electric buses. ▪ Circulation of buses on the road network.

For these activities, their derived environmental aspects are identified, that is, those specific ways in which each activity interacts with the environment.

Chart 9 Environmental aspects of activities

Stage	Activity	Environmental aspect
Transition	Excavations and trenches	▪ Generation of solid waste ▪ Atmospheric emissions from machinery ▪ Noise emissions from machinery
	Construction of rooms	▪ Generation of solid waste ▪ Atmospheric emissions from machinery ▪ Noise emissions from machinery
	Electrical installations and wiring	▪ Generation of solid waste ▪ Atmospheric emissions from machinery ▪ Noise emissions from machinery
	Physical presence of the work and HR	▪ Generation of solid waste
	Transit linked to supplies	▪ Presence of traffic
Operation	Decommissioning of diesel buses	▪ Waste generation.
	Power supply to buses	▪ Electricity consumption
	Management of batteries that no longer meet required performance.	▪ Potential generation of solid waste.
	Maintenance of electric buses.	▪ Generation of solid waste.
	Circulation of buses on the road network.	▪ Noise emissions (reduction)

Within the framework of this assessment, although the actions with the potential to generate impacts in the construction phase have been identified, they are not considered in the assessment due to the very nature of these actions, which generate temporary, punctual and reversible impacts. Despite this, the need for all of them to handle proper solid waste management is considered, which is why they are included within the scope of Program 04. Likewise, Program 08 for subcontract management mandates compliance with all the programs of this Environmental Management Plan, insofar as each subcontract is concerned.

Secondly, it is assumed that, with the correct implementation of the measures proposed in the Environmental Programs (Chapter 11), these will be correctly mitigated.

8.3 Identification of impacts

Impacts are defined by the interactions that define environmental aspects with the environment. The following table outlines this analysis.

Chart 10 Environmental impacts

Activity	Environmental aspect	Impact
Decommissioning of diesel buses	Potential waste generation.	Need to properly manage end-of-life units, including circularity strategies.
Bus operation	Electricity consumption	Competition of consumption with national demand.
Management of batteries that no longer meet required performance.	Potential generation of solid waste.	Need for management according to national/international capabilities.
Maintenance of electric buses.	Generation of solid waste.	Need for management according to national capabilities.
Circulation of buses on the road network.	Sound emissions	Impact on road safety due to low noise emissions from units.

8.4 Impact assessment

8.4.1 Decommissioning of diesel buses

The decommissioning of buses brings with it the need for adequate planning, so that buses do not become waste to be managed, and the concepts of the circular economy are adopted.

Firstly, it is worth highlighting that the project does not generate an increase in the generation of decommissioned units, since in a zero scenario, that is, with no replacement of units, decommissioning would also be necessary.

Secondly, it should be noted that CUTCSA has implemented a decommissioning program called "Recycling We Keep Walking," in which, in order to prolong the useful life of the units and prioritize their reuse over their recovery, the units are first sold or donated (if their condition allows it). The alternative being scrapping for spare parts and scrapping for recovery the last option.[15]

The scrapping activity is carried out internally in the CUTCSA workshops, where, firstly, the usable parts are taken for reuse in other units. The rest of its components are segregated by type, prioritizing their recovery over their final disposal with authorized managers.

For scrapping activities, the guidelines established in PRG_04 Solid Waste Management Program and PRG_05 Chemical Substances Management Program will be followed in order to ensure that they are carried out in an environmentally safe manner.

[15]Within the scrapping for recovery, waste of different types will be generated; in this regard, it is mentioned again that the company currently has a general waste management program and a hazardous waste management program. The latter considers the management of hazardous waste through managers authorized by the Ministry of the Environment.

Finally, it should be mentioned that the country has duly accredited firms from an environmental point of view for the recovery of ferrous and non-ferrous scrap, as well as for special waste (hazardous and non-hazardous), and also a final disposal facility for non-recoverable hazardous waste, in the form of a secure landfill.

Based on the above, and considering that this Program has been successfully implemented since 2012, and that ultimately the country has waste recovery capabilities, it is concluded that the impacts associated with the generation of waste due to the decommissioning of units will not be significant; and that even the acquisition of the electric units does not generate more waste than in a scenario without the project.

8.4.2 Energy consumption for bus operation

The increase in electricity consumption due to the operation of electric buses could impact energy demand and, therefore, its availability.

As explained above in item 6.7.2 Installed electricity generation capacity, Uruguay has an installed capacity of 3.675 MW for the generation of electricity based on renewable energy. In one year, assuming that it operates at maximum capacity, this corresponds to 32.193.000 MWh.

As indicated in item 5.2.1.2 Energy consumption, the consumption of an electric unit per year is estimated at 52,54 MWh. By 2025, with 25 % of CUTCSA's fleet made up of electric units, the annual consumption will be 15.184 MWh. This value represents just 0,05 % of the maximum installed capacity and 0.12 % of the electric energy produced during 2023.

On the other hand, when comparing the consumption that CUTCSA's electrical units would have in 2025 with the sectors that consumed the most electricity in Uruguay during 2023, it is clear that this will be minimal. The results of this analysis are presented in the table below.

Table 5 Comparison of the electricity consumption of a 25 % electric fleet with that of the sectors that showed the highest consumption in 2023

Sector	Energy consumption 2023 (MWh)	Electric unit consumption in 2025/Sector consumption in 2023 (%)
Residential	4.761.332	0,3
Industry	3.914.658	0,4
Commercial/services/public sector	3.044.734	0,5

It is also worth noting that the project provides for the units to be charged at night, from midnight to 6:00 a.m., so as not to overload the supply system, as well as the execution of electromechanical works (installation of substations with adequate power) at the charging stations that will guarantee correct operation.

Within the framework of the project under study, the ADAPTA interviewed representatives of UTE, who indicated that there is national capacity to absorb without problems the increase in energy consumption due to the change in technology (see Annex II).

8.4.3 Management of batteries that no longer meet required performance.

In principle, once the batteries are no longer suitable for use in transport units, the cell packs will be dismantled and each one will be evaluated. The order of management will be:

a) For cells in good operating conditions, cell packs will be assembled so that they can be used in a transport unit.
b) In cases where the cells no longer have the required efficiencies, stationary energy storage banks would be built with several cell packs, which can be used to recharge units during times of peak demand, or even used to store energy for later sale to UTE.
c) Finally, if it is not possible to reuse them, the batteries will be managed as WEEE. In this case, the plans and mechanisms established by the MA will be adopted, an organization that is currently working on a specific plan for the management of batteries from electric transport units (see Annex II). This is developed in greater detail in the following section. Under the current scenario, CUTCSA will manage the batteries that become waste, with the managers authorized for this type of waste.

8.4.4 Maintenance of electric buses

Hazardous waste generated during lithium battery maintenance and management activities will be managed in an environmentally appropriate manner in accordance with the provisions of program PRG_04 Solid Waste Management Program of this document.

Lithium batteries used in electric units have a useful life of approximately 8 years and their performance decreases by 3 to 4 % year after year. For this reason, it is vitally important to plan for proper management of such waste.

Battery management in Uruguay, in general, is regulated by the provisions of Law 19,829 and Decree 373/003. The latter is currently being reviewed by the MA for its adaptation and updating to incorporate lithium batteries (since its current scope is lead-acid batteries), and there is a proposal for base regulations, which is awaiting review to be approved, as a result of the execution of the MOVÉS Project (see section 2.3).

The hazardous characteristics of disused lithium batteries determine that their handling, treatment and/or final destination must be carried out in accordance with the guidelines established for this category of waste. At the international level, in May 2023, the United States Environmental Protection Agency (USEPA), has issued a report confirming that lithium batteries are hazardous waste and therefore must be managed according to their classification (41).

Current management of lead-acid batteries in Uruguay consists of adherence to a Master Plan for the Management of Lead-Acid Batteries, for post-consumer collection, authorized by the Ministry of Energy, which includes preparation for export within the framework of the Basel Convention.

Currently, the major generators of this type of waste manage lithium batteries through managers authorized by the ME, who condition the waste and then export it, within the framework of the Basel Convention, for recycling.

It is important to note that both at international and national levels, various organizations are working to find solutions for defining the state of batteries and alternatives for reusing them when their performance has decreased and they cannot be used in vehicles.

Below are some of the initiatives underway at the country level.

- In the city of Durazno (Uruguay), the Technological University of Uruguay (UTEC, by its acronym in Spanish) is developing a lithium battery recycling program for reuse. The project is part of the Durazno Municipality's "Durazno Triple Impact" initiative, a program funded by the Municipality of Durazno and the United Nations Development Program, and whose key partners are Redex Uruguay, the Municipality of Sarandí del Yí, and UTEC.
- To collect batteries, the Municipality of Durazno implemented a system in the city of Durazno and the interior of the department with containers specially identified for receiving batteries. These containers are located at key points in different localities. After collecting the batteries, UTEC will develop recycled packs to be used in isolated photovoltaic solar systems and lighting systems with a photovoltaic system and battery, but without connection to the electrical grid (designed for locations far from the electrical grids). This initiative is of a pilot nature and is not an alternative for final disposal.
- The National Development Agency (ANDE, by its acronym in Spanish) within the framework of its Circular Opportunities instrument, financed a project to install a plant for the management of batteries from cell phones, computers, electrical and/or electronic equipment with charging autonomy, and hybrid or electric cars, allowing the country to be at the forefront in the management of a massive and potentially recyclable waste.
- The ANII is financing various lines of research in this area, some of which are linked to research by the Electrical Engineering Institute of the Faculty of Engineering of the UdelaR, and with the Renewable Energy Area of the Technological Institute of Pando. CUTCSA is collaborating with one of these projects, which among its objectives are:
  - Establish a method by which the state of the batteries can be defined
  - Optimize battery reuse by utilizing cells.
  - Optimize battery energy management, charging conditions and the influence of driving style on battery charge status.

In line with ongoing research, CUTCSA has established a battery management order prioritizing their reuse over their recovery, as described in the PGAS Solid Waste Management Program (chapter 9) and mentioned in the previous section.

At the national level, there is experience in establishing specific waste management regulations, some of which have been implemented for post-consumer waste with high recovery rates throughout the country. In addition, as mentioned, intensive work is being done on creating specific regulations for the management of disused lithium batteries, as well as on promoting lines of research that enhance the maximum use of batteries and their components.

Given that there are currently solutions abroad, enabled by the Basel Convention, for the treatment of lithium batteries, and that both in the country and in the world this issue is in full development, for the optimization of solutions, it is considered that the impact is not significant since it has the potential for national or international management.

8.4.5 Circulation of buses on the road network

The reduction in noise emissions from units has been identified as an impact derived from the circulation of buses on the road network. This is also a cumulative impact, given that other bus companies have begun to follow the path of electrification.

Among the measures to be implemented in the PRG_07 Road Safety Program, it is worth highlighting that personnel will continue to be trained within the framework of the CUTCSA driving academy - Academy 81 - in defensive, economic, ecological driving and the incorporation of preventive behaviors.

Furthermore, the community and road users will be informed through campaigns developed by the company and/or the relevant authorities about the precautions to be taken on public roads when buses with low or no noise generation circulate. This aspect will be included in the training programs aimed at drivers.

8.5 Social impact assessment

8.5.1 Job loss

Within the framework of CUTCSA's management system, there is a job retraining program in the maintenance area, training staff in electromechanics, systems and transportation. In this way, the aim is to ensure job stability for all staff during the project under study. CUTCSA estimates that the project will contribute to the creation of 50 new jobs at the end of its total fleet replacement, associated with the change of technology.

8.5.2 Improving comfort for electric transport users

As is already being experienced with electric units in operation, the quality of life is improved by improving the quality of service, some of which are directly linked to the electric nature of the unit, such as less noise inside and outside (promoting a more pleasant urban soundscape for users, workers and the general population) and less generation of harmful emissions, and some of which are associated with modern technologies that accompany modern units, such as air conditioning, Wi-Fi connection and USB ports for connecting mobile devices.

8.5.3 Reduction in noise emissions during operation

Reducing noise emissions inside electric vehicles will have a positive effect on the comfort and hearing health of users, since electric vehicles generate less noise inside than conventional diesel-powered vehicles currently circulating in urban areas.

Additionally, since the external noise generated by an electric unit is also lower than that of conventional units in all urban vehicular traffic scenarios considered, it will represent an improvement in the sound quality of the urban landscape.

It should be noted that, in relation to the local communities in the vicinity of the plants proposed for the project, the reduction in noise emissions from the operation of the units parked at these plants will represent a significant decrease in noise emissions in relation to the current emissions generated by conventional diesel-powered units operating simultaneously at the plants, with a significant positive effect.

8.5.4 Accessibility

Based on the particular specifications requested in the call for the acquisition of the new CUTCSA units, it is noted that the current features of modern units seek to encourage the empowerment of users to travel independently, incorporating audible and visible stop notifications, and intuitive user interfaces. People with different abilities will be able to move around the unit with confidence and comfort.

The following accessibility features are considered: low-floor entrances, spacious interiors, wide doorways (so that riders of all abilities can comfortably board and move around the vehicle), wheelchair ramps, priority seating, and grab bars to enhance the comfort and safety of passengers with disabilities. Appropriate placement of handrails, the feasibility of ensuring clear aisles, color contrast within the vehicle to assist visually impaired people in their navigation, clear audio announcements, visual displays with legible fonts, and tactile indicators are all considered.

8.5.5 Expansion of services

The following phases of the project will increase the percentage of electric units, with the expectation that by 2040, 100 % of buses will be electric. In this way, the coverage of this service will be total, granting the aforementioned benefits to all of the company's routes.

8.5.6 Compliance with national commitments

Replacing conventional diesel-powered units with electric units contributes to meeting the 2030 Agenda and national CC goals by reducing NO_x pollutant emissions, PM emissions and GHG emissions such as CO_2 generated by the fleet of conventional public transport units.

In addition, the use of local renewable energy sources to charge the batteries of electric units helps reduce dependence on the use of imported fossil fuels.

8.5.7 Human health during operation

The reduction of harmful atmospheric emissions resulting from the replacement of fossil fuel mobility with electric mobility, in addition to promoting the sustainable use of public space by improving ambient air quality, can have a positive health impact by contributing to the reduction of aggravating factors of respiratory and cardiovascular diseases, such as those influenced by the presence in the environment of pollutants derived from the use of fossil fuel engines (asthma, bronchitis and coronary heart disease, among other health problems).

8.5.8 Cultural change during the operation

Improvements in service quality resulting not only from the electrical characteristics of the units, but also from the technological services that can be added to them, and the accessibility conditions mentioned above, can promote over time a cultural change in the population in favor of greater use of public transportation and a reduction in the use of private vehicles. This will reduce the potential for traffic congestion and emissions of pollutants (in the case that private vehicles not used run on fossil fuels).

8.5.9 Stakeholder perception and interests

The project during its transition and operation stages may generate among the different interested parties, such as plant operators, workers, users of the service, the local community, among others, some perceptions regarding new risks or operational requirements, new knowledge and necessary capabilities, health and safety risks, job stability risks, etc. More social management measures and stakeholder relations will be key to address and manage these issues of social perception.

Among the tools available to assess stakeholder perceptions are:

- Uruguay has quite modern legislation in social aspects, including: rights of access to information, participation and justice in environmental matters; as well as tools for the protection of rights such as the Office of the Ombudsman for Residents and Neighbors associated with the departmental government of Montevideo, the Office of the Ombudsman at the national level, an organization for the protection of cultural heritage, and trade union organizations for the defense of labor rights (adequate employment conditions, non-discrimination and equal opportunities, the right of workers to form part of workers' organizations of their choice and collective bargaining, prohibition of child and forced labor, and health and safety standards at work).
- The MCC has created the Public Transport Advisory Council, which is made up of representatives from the Mobility Department of the Municipality; the Mobility Commission of the Departmental Council; the Office of the Ombudsman for Neighborhoods; workers and companies in public transport; and the Coordinator of Users of Public Transport of Montevideo. The latter is a space for dialogue where citizens can share and raise problems related to public transport. The proposals are then presented to the Public Transport Advisory Council. It operates with face-to-face or virtual meetings, with WhatsApp numbers specialized in information and debate topics.
- The Single Response System (SUR, by its acronym in Spanish), also known as the single complaints system, is the application used by the IdM to register and manage citizen requests. The requests that are managed involve claims, complaints, requests for services, complaints, suggestions, among others. All of these are managed according to the person in charge of each Department, Division, Service or Unit of the Intendancy. The ways to enter requests are:
  - Citizen Mailbox (https://montevideo.gub.uy/formularios/buzon_ciudadano),
  - Telephone 1950 3000 option 3.
  - In person at the CCZ, Municipalities or at the In-Person Customer Service at the Mayor's Office.
- CUTCSA's Customer Service Center has several communication channels to receive complaints, reports, queries, etc. They are attended to in person or by phone, via WhatsApp, via the web, by online chat, and social networks (Facebook, Instagram, X). The total number of cases attended to was 112,793 during 2022, and 95,356 cases during 2023. In these years, the largest number of cases attended to were queries. In 2022 they reached 75 % and in 2023 69 %. Complaints occupied second place with 11 % and 12 % in 2022 and 2023 respectively. In 2022, CUTCSA incorporated AI-based software, a chatbot, capable of responding to routine queries immediately by text within 24 hours.
- Regarding the shareholders-owners of CUTCSA, the statutes of the corporation establish the forms of participation in the decision-making of the company, bodies that operate regularly and with a framework of transparency and accountability that is public.

8.5.10 Occupational health and safety

The Uruguayan legal framework is robust in terms of requirements addressing the occupational health and safety of workers. The existing regulatory framework on this matter is developed in Chapter 3 of this document.

In addition to this, CUTCSA develops the programs and actions related to occupational health and safety indicated in the following table.

Chart 11 Programs and actions related to occupational health and safety at CUTCSA

Issue	Programs and actions
Road Safety	Academy 81 Zero Accident Program Automatic buses
Cutcsa Insurance S.A.	Full coverage of traffic accidents and claims
Prevention in health	Medical Department Occupational Psychology – Occupational Containment Social and Sports Club Agreement with health providers Espacio Salud Program In-company health card Medical assistance coverage in all facilities and buses DEAS equipment Basic Cardiac Resuscitation (BCR) training SEAT (Health insurance) Bus with automatic suspension Bus with automatic transmission
Safety of staff and passengers	Promotion of the use of the STM card instead of cash *Bus Seguro* program in coordination with the MI Security Cameras in the units Panic button Bill counting machines in the collection offices
Accident prevention in workshops and maintenance areas	Safety Commission in Facilities Delivery of safety implements Detectors of explosive mixtures Procedures Training Control
Healthy environment	CO_2 measurements in facilities and buses Ventilation Paint chamber (air control)
Multidisciplinary technical team	SYSO policy Acquisition of software for SYSO management Risk assessment by sector Interdisciplinary approach Training workshops

Source: CUTCSA

In particular, the creation of the Occupational Health and Safety working group, made up of doctors from the Medical Department, Prevention Technicians and the team of Psychologists from the Occupational Safety Department, seeks to provide comprehensive coverage of the company's Occupational Health Policy.

Regarding the construction phase, during the activities to adapt the charging stations, substations will be installed at CUTCSA plants, thus increasing the installed power. The energy provided by UTE will reach the substations at medium voltage and will not be handled by personnel. Likewise, the chargers will operate at low voltage, so there is no risk associated with the charging stations and the respective chargers.

8.5.11 Labor rights

In the labour dimension, Uruguayan labour legislation is comprehensive: it ensures adequate employment conditions, guarantees safe and healthy workplaces, provides for non-discrimination and protection of the workforce, and guarantees workers' rights to free organisation. Labour legislation requires the provision of clear and easily understood information and documentation to workers on the terms and conditions of employment and their rights under labour legislation. National and departmental legislation establishes the limits of the regular working day. National legislation determines the right to paid annual leave after completing one year of work. Salaries are paid monthly. Workers are also entitled to unemployment insurance.

Given the particular composition of the CUTCSA workforce, where 58 % is made up of working owners-shareholders, they process their labor issues in a format called Line Surveillance Commissions, with the formation of work groups. 42 % of the workforce is dependent, which is represented union-wise by the CUTCSA Workers Union (UTC, by its acronym in Spanish), which is part of the National Union of Transport Workers and Workers (UNOTT, by its acronym in Spanish). The union participates in the Salary Councils, in dialogue with company and government representatives, giving rise to long-term agreements.[16].

In 2017, CUTCSA created a document that explicitly reminds its members of the rules of conduct that they must respect. The document was reviewed by the Management Team and Legal Advisory, verified by General Management and approved by the Board of Directors. It defines corporate values in general and specifies aspects of transparency and honesty, rights and obligations, issues of corruption, discrimination, harassment, relationships, health and safety, environmental care, channels for consultation and complaints, among others. It will be subject to periodic review at least every three years, with the same procedure that it was created. Workshops were held for bosses and middle managers in order to explain the importance of complying and enforcing the guidelines of the document by all of us who are part of CUTCSA, subsequently giving a copy to each worker (employees and owners).

[16]Current salary agreement (at https://www.impo.com.uy/bases/otras-normas-originales/SN20240716002-2024).

8.5.12 Gender rights

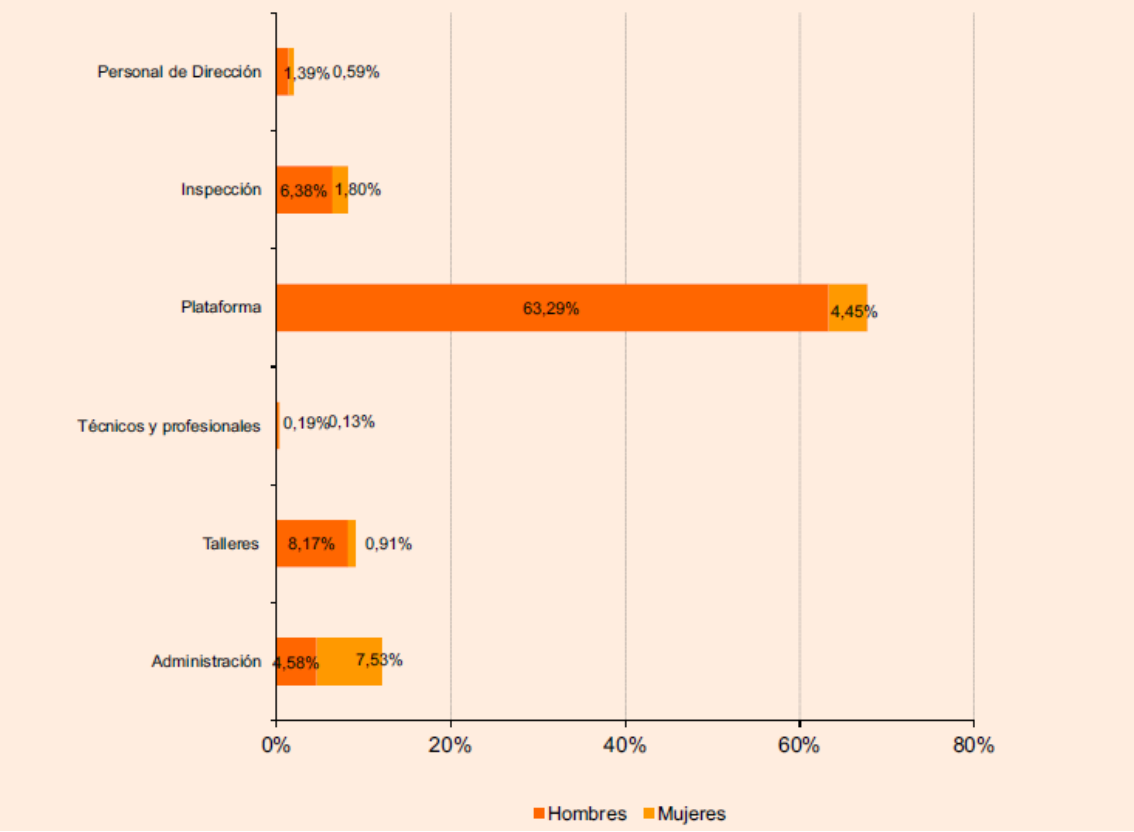
Women represent the largest percentage of urban public transport users. The 2022-2023 Social Report records that: Multiple studies indicate that women's mobility is different from that of men. In Montevideo, the survey carried out by UNDP and the Montevideo City Council indicated that women make 60 % of trips for household chores (including care tasks); 69 % of these trips are made by bus and 70 % by active modes. Experiences of insecurity in public transport, such as situations of harassment, robbery or assault, can condition the choice of the means that women use to travel. For this reason, the gender approach is being included when planning.

This has led the company to prioritize addressing issues related to the protection of gender rights in relation to its transport services offering. The tools developed include:

- Guidelines for public transport personnel in Montevideo in cases of sexual harassment between male and female passengers: distributed in 2022 to all platform personnel (drivers, drivers-collectors and guards). Based on Decree 37.358, aimed at preventing and addressing sexual harassment in public or publicly accessible spaces, the MCC together with the transport companies agreed to draft the aforementioned guide. The protocol establishes the procedure that the municipality and the companies must follow to respond to complaints of harassment in public transport (to be applied to situations that occur in units, stops or terminals).
- Protocol for action on gender violence, the objective of which is to guarantee the protection of the fundamental rights of CUTCSA's workers and owners, with the aim of preventing, impeding and sanctioning any situation of domestic violence and/or gender-based violence against women that violates the free exercise of enshrined rights.
- Protocol for handling complaints of workplace, moral and sexual harassment: In November 2021, the CUTCSA Board of Directors approved this specific protocol for issues of workplace, moral and sexual harassment, based on ILO Convention No. 190 of 2019, which recognizes the right of every person in the world of work to enjoy an environment free of violence and harassment, attributable to all unacceptable behaviors or actions, or threats thereof, whether manifested once or repeatedly, that are intended to, cause or are likely to cause physical, psychological, sexual and/or economic harm, and includes gender-based violence and harassment.
- Gender awareness: Since 2017, the company has been raising awareness about gender among its staff and, since its implementation, has disseminated the following protocols: Protocol for action in gender violence and Protocol for handling complaints of workplace, moral and sexual harassment.

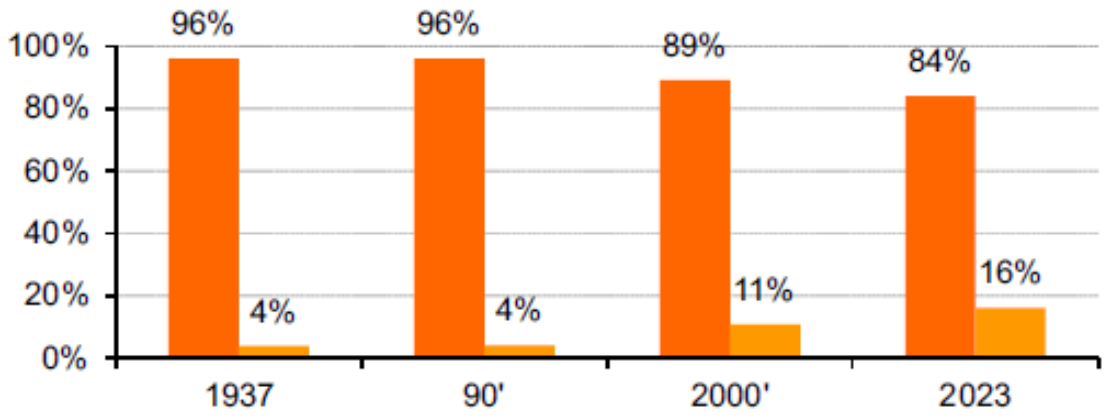
Regarding the company's workforce, of the total of 3,733 people who perform work tasks according to its 2022-2023 Social Report, 16 % are women. Men and women are represented in all job groups, being almost equal in the technical-professional category. In the others, men always predominate, except in administration, showing that gender biases still persist.

Figure 30 Staff integration by gender



Source: CUTCSA Social Report 2023

Figure 31 Evolution of staff by gender over time



Source: CUTCSA Social Report 2023

8.6 Project classification

According to the environmental and social assessment of the project, it can be concluded that it will not generate significant negative environmental and social impacts, given that they can be prevented, mitigated and/or compensated based on good environmental and engineering practices, as well as widely known and accessible environmental management measures. Therefore, it is concluded that the project corresponds to Category B, according to the project classification given by the GCF.

9 POSITIVE IMPACTS

The positive environmental impacts of the operation phase are mainly linked to the reduction of air pollution, since the release of pollutants such as greenhouse gases and others associated with the combustion of the engines of the public transport units currently in operation is eliminated. In addition, a significant decrease in noise pollution is expected due to the lower emission of noise from the electric motors of the transport vehicles.

These positive impacts resulting from the shift to a more sustainable transport fleet are assessed below.

9.1 Reducing air pollution

By replacing 25 % of conventional units with electric units, part of the pollutant emissions resulting from combustion in fossil fuel engines are eliminated, thus achieving a significant reduction in air pollution. Several of these pollutants, being GHG, contribute to CC.

According to what was presented in the item*7.2 Greenhouse gases*, the transport sector is one of the largest emitters of GHG, due to the intensive use of fossil fuels in conventional transport units. In the combustion of these engines, mainly CO_2 and H_2O are generated, although by-products such as CH4, N_2O, CO, hydrocarbons, NO_x, SO_2 and PM are also released, due to incomplete combustion and the presence of impurities in the fuel.

In preliminary studies provided by CUTCSA to assess the significance of the impact of the change in technology, estimates of CO_2 emissions were made. For this, the following factors were taken into account: the kilometers traveled per unit historically, the emission factor (EF) of CO_2 per kg of fuel, fuel density and performance in km/L. The values mentioned are summarized in the following table.

Table 6 Estimated tons of CO_2 emitted per year

Indicator	2018	2019	2020	2021	2022
EF of CO_2 (g/kg fuel)(1)	3.140	3.140	3.140	3.140	3.140
Diesel density (kg/m^3)(2)	850	850	850	850	850
Diesel performance (km/L) (2)	2.5	2.5	2.5	2.5	2.5
Diesel distance traveled (km)(3)	85.403.507	86.287.672	69.071.304	69.914.502	72.530.235
CO_2 EF (g CO_2/km)	1.068	1.068	1.068	1.068	1.068
Tons of CO_2/year	91.177	92.121	73,741	74,641	77,433

Observations:

(1)Emission factor obtained from the Montevideo Mobility Observatory.
(2)Data obtained from the Montevideo Mobility Observatory.
(3)Starting in 2020, some units became electric, which reduced the number of kilometers per year compared to previous years.
(4)Calculation based on a total of 1,140 transport units per year. From 2020, the 20 units that were replaced by electric vehicles are subtracted.

Source: CUTCSA

As mentioned above, in addition to CO_2 emissions, the transport sector releases, to a lesser extent, N_2O and CH_4. These pollutants, which are also GHGs, have a greater effect than CO_2, with N_2O being 310 times more potent and CH_4 21 times more potent, both for a horizon of 100 years. (8).

To estimate the significance of these pollutants, the data provided by CUTCSA for the series of years from 2018 to 2022 and the emission factors of the Intergovernmental Panel on Climate Change (IPCC) Guidelines are considered. of 2006 (42). The results are summarized in the following table.

Table 7 Estimated tons of N_2O and CH_4 emitted per year

	2018	2019	2020	2021	2022
Km traveled on diesel (km) (1)	85.403.507	86.287.672	69.071.304	69.914.502	72.530.235
Fuel efficiency (km/L) (2)	2.5	2.5	2.5	2.5	2.5
Liters of fuel per year (L/year)	34.161.403	34,515,069	27,628,522	27,965,801	29.012.094
Calorific value (kcal/L) (3)	8.551	8.551	8.551	8.551	8.551
Energy content (kcal/year)	2.92 x 1011	2.95 x 1011	2.36 x 1011	2.39 x 1011	2.48 x 1011
Energy content (TJ/year) (4)	1.222	1.235	988	1.001	1.038
CH_4 emission factor (kg CH_4/TJ) (5)	3.90	3.90	3.90	3.90	3.90
N_2O emission factor (kg N_2O/TJ) (5)	3.90	3.90	3.90	3.90	3.90
CH_4 emission (kgCH_4/year)	4.767	4.816	3.855	3.902	4.048
N_2O emissions (kgN_2O/year)	4.767	4.816	3.855	3.902	4.048

Observations:

(1)Data provided by CUTCSA. Starting in 2020, some units became electric, which reduced the number of kilometers per year compared to previous years.
(2)Data obtained from the Montevideo Mobility Observatory.
(3)Data obtained from BEN 2023 (43)
(4)Conversion factor: 1 kcal ≈4.184 x 10-9 TJ
(5)Data obtained from IPCC 2006 (42)

Source: Own elaboration based on CUTCSA

Considering that the Global Warming Potential (GWP) of N_2O is 310 kg CO_2eq/kg and that of CH_4 is 21 kg CO_2eq/kg, the following emissions are obtained, expressed in CO_2 equivalent.

Table 8 Estimated tons of CO_2eq emitted per year

	2018	2019	2020	2021	2022
CO_2 emissions (tCO_2eq/year)	91.177	92.121	73,741	74,641	77,433
CH_4 emissions in CO_2eq (tCO_2eq/year)	100	101	81	82	85
N_2O emissions in CO_2eq (tCO_2eq/year)	1.478	1,493	1.195	1.210	1.255
TOTAL equivalent CO_2 emissions (tCO_2eq/year)	**92.755**	**93.715**	**75.017**	**75.933**	**78,773**

Therefore, on average it is estimated that each conventional transport unit emits 74 tons of CO2eq per year.

Although electrical units do not emit GHG directly, the environmental impact depends on the source of electricity. In Uruguay, as explained in item 6.7 Energy scenario, approximately 92 % of electricity comes from renewable sources (2023). Based on the electrical energy consumed by each CUTCSA operating electrical unit, the BEN CO_2 emission factor (44) and the CH_4 and N_2O emission factors for thermal power plants from the Montevideo Greenhouse Gas Emissions Inventory of the MCC (8). The annual CO_2 equivalent emission per unit due to the electrical units is obtained. The values obtained are summarized in the table below.

Table 9 CO_2 equivalent emissions due to electric units

Parameter	Worth
Energy consumption of buses between 1/12/2022 and 31/05/2023 (kWh) (1)	525.395
Energy consumption per unit of electric transport per year (TJ/unit/year) (2)	0.2
EF CO_2 (tCO_2/GWh) (3)	60.0
EF CH_4 (kg/TJ) (4)	3.0
EF N_2O (kg/TJ) (4)	0.6
CO_2eq emissions per unit (tCO_2eq / bus / year) (5)	**3.2**

(1)Data provided by CUTCSA. This is the energy consumed by 20 electrical units.
(2)It is obtained by considering the consumption of the 20 electrical units in the 182 days in which they operated. Conversion factor kWh ≈ 3.6 x 10-6 TJ.
(3)SIN emission factor for the year 2023.
(4)Emission factor for MCC thermal power plants (8)
Source: Own elaboration based on CUTCSA

With an estimated emission of 3.2 tons of CO_2eq per year per electric unit, replacing a conventional unit with an electric one represents a reduction of 71 tons of CO_2eq per year, per unit.

CUTCSA currently has 1.154 units, of which 21 are electric, which implies emissions of 83.909 tons of CO_2eq per year. With a projection of 25 % of the electric fleet for 2025, which corresponds to 280 electric units, emissions would be reduced to 65.572 tons of CO_2eq per year, which represents 22 % less than the current situation.

This reflects that, although the transition is partial and only a quarter of all conventional units will be replaced by 2025, a considerable reduction in CO_2eq emissions is achieved in the short term, contributing to the reduction of the carbon footprint in the country's transport sector, and assuming national commitments to reduce the release of GHG.

This same reasoning can be applied to other pollutants emitted by engine combustion. For this purpose, the emission factors in the table below, published by the Montevideo Mobility Observatory, are considered.[17].

Table 10 Emission factors for conventional public transport units

EF	CO	HC	NO_x	PM10	SO_2
Emission factor (g/km fuel)	3.59	1.28	13.02	0.53	0.03

Source: Montevideo Mobility Observatory

Based on the km traveled per year and the number of transport units available between 2018 and 2020, the estimate presented below is obtained.

Table 11 Estimated tons of other gases emitted per transport unit

	2018	2019	2020	2021	2022
Distance traveled on diesel (km) (1)	85.403.507	86.287.672	69.071.304	69.914.502	72.530.235
Tons of CO_2/year	306.6	309.8	248.0	251.0	306.6
Tons of HC/year	109.3	110.4	88.4	89.5	109.3
Tons of NO_x/year	1,112.0	1,123.5	899.3	910.3	1,112.0
Tons of PM10/year	45.3	45.7	36.6	37.1	45.3
Tons of SO_2/year	2.6	2.6	2.1	2.1	2.6

(1)Data provided by CUTCSA. From 2020, some units became electric, which reduced the number of km per year compared to previous years. Source: Own elaboration based on data from CUTCSA

Therefore, the following table shows a comparison between current emissions and those projected to 2025, on average.

Table 12 Comparison between current emissions and emissions projected to 2025

	CO	HC	NO_x	PM10	SO_2
Tons/year/unit	0.244	0.087	0.884	0.036	0.002
Current Emission (t/year) (1)	276.1	98.5	1,001.5	40.8	23
Emissions to 2025 (t/year)	211.0	75.2	765.1	31.1	1.8
Difference (t/year)	**- 65.2**	**- 23.2**	**- 236.5**	**- 9.6**	**- 0.5**

(1)CUTCSA is currently estimated to have 1,154 units, of which 21 are electric. For this estimate, emissions due to the percentage of non-renewable electricity sources are ignored.

Source: Prepared by the authors based on data from CUTCSA

[17] http://www.montevideo.gub.uy/observatorio-de-movilidad

According to the results, it can be concluded that the transition from conventional to electric units will generate an estimated annual reduction of 65 t of CO, 23 t of HC, 237 t of NO_x, 10 t of PM10 and 0.5 t of SO_2, which represents a reduction of approximately 23.5 % for each pollutant.

Therefore, in addition to the reduction of GHG by the company, there will be a reduction of GHG mainly in the urban area of Montevideo, with the corresponding benefits for transport users, and to a lesser extent, the quality of life of the Montevideo population.

9.2 Reduction of noise pollution

According to what is presented in item 6.4 Sound pressure level, traffic is among the most annoying noises in the city of Montevideo.

The noise generated by vehicles can be of mechanical origin, a product of the engine, the exhaust transmission and the air intakes and outlets, of rolling, due to the interaction between the tires and the pavement, or of aerodynamic origin, due to the interaction of the vehicle body with the air. (45).

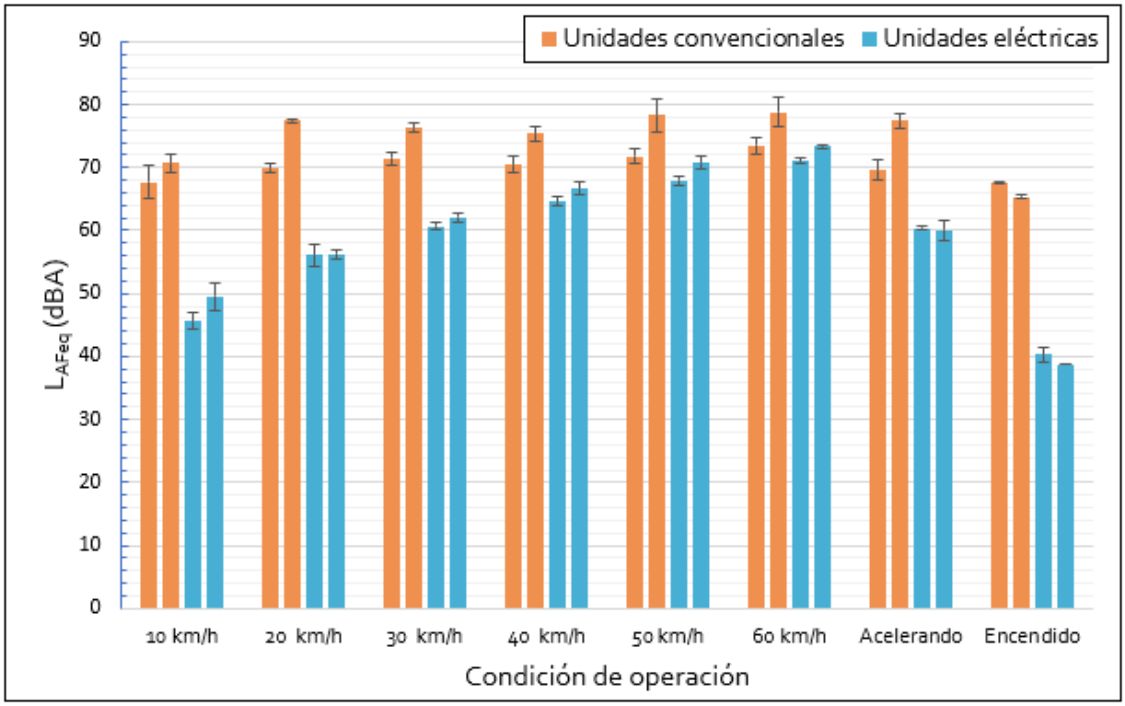
The noise levels emitted by public transport units differ depending on the age, preservation and maintenance of the engine, the exhaust system and other mechanical components of the vehicle, in addition to the interaction between the tire and the pavement. (45).

In the comparative study of noise levels generated by conventional and electric public transport carried out by CUTCSA within the framework of the MOVÉS project (3). A quantitative comparison of two types of vehicle technologies used for passenger transport was carried out by measuring the NPS under different conditions. The vehicles used in the test were two conventional diesel units and two electric units. The objective was to determine the interior and exterior noise levels of the units that users and the population encounter, and thus evaluate the impact on the reduction of noise generated by incorporating electric units.

The measurements were carried out at the Víctor Borrat Fabini racetrack in El Pinar, Canelones department, with a Type 1 integrating sound level meter, model 2.250 Light, Brüel & Kjaer brand, under different vehicle running conditions: vehicle on but stopped (idling), vehicle accelerating up to 25 km/h over a 50 m distance and vehicle traveling at constant speed. They were carried out in compliance with the Protocol for Measuring Inmission Sound Pressure Levels of the MVOTMA (current ME) and the Faculty of Engineering of the UdelaR, which establishes that meteorological conditions must be dry, without rain and with wind speeds less than 5 m/s. (46).

The following figure presents a summary of the results obtained from the measurements for external noise.

Figure 32 Equivalent continuous outdoor noise SPL results



Source: Adapta based on CSI Engineers (3)

As can be seen, for all operating conditions, the measured exterior noise was significantly lower for the electric units, reflecting greater differences at low speeds (27 % and 19 % minimum difference for constant speed of 10 and 20 km/h and 38 % for the vehicle running at a standstill). The difference between both units converges for speeds greater than 50 km/h.

As presented in the referred item, in accordance with the target values recommended in the guide to prevent noise pollution of the ME (14). For noisy urban areas, 75 dBA is recommended. In this sense, replacing conventional units with electric ones will have a positive impact on NPS, especially at speeds below 40 km/h, which are typical for public transport in the city of Montevideo.

Furthermore, as analyzed in the report, (3), below 30 km/h the differences in noise perception will be very significant, given that a reduction of between 8 to 10 dBA is perceptible. (47), thus improving the quality of life in urban areas with the highest traffic volume.

The same applies to the values recorded for a vehicle accelerating or stopped. In urban traffic, this type of operation is common due to traffic lights and bus stops. Therefore, for these situations, it is observed that public transport units offer greater advantages in terms of the noise generated.

Therefore, it is understood that replacing conventional combustion units with electric units generates a positive impact as it contributes to the mitigation of urban noise pollution.

9.3 Alignment with the Sustainable Development Goals

It is important to highlight the contribution of this project to the SDG, approved by the United Nations General Assembly in September 2015.

The table below lists the SDGs to which the different aspects of the CUTCSA project contribute: Acquisition and maintenance of a fleet of new electric units, chargers and charging infrastructure.

Chart 12 Project contribution to the SDGs

SDG	Contribution
	***Health and wellness:*** The replacement of units will reduce emissions of pollutants into the environment, contributing to this SDG in reducing the number of deaths and illnesses related to hazardous chemicals and air, water and soil pollution.
	***Gender equality:*** CUTCSA seeks to provide opportunities to both men and women, facilitating job placement in all positions and providing a safe work environment, which directly applies to the project. In particular, the work together with UTU stands out for the prioritization of female electromechanical students to carry out internships at CUTCSA with the possibility of incorporation as a permanent workforce.
	***Affordable and clean energy:*** With this project, the company is investing in infrastructure for the use of renewable energy in a public service, reducing the consumption of non-renewable energy sources.
	***Decent work and economic growth:*** In this transition towards electric mobility, CUTCSA is working on the retraining of its staff, so that no worker loses their job.
	***Sustainable cities and communities:*** By replacing conventional transport units with electric units, the aim is to provide a sustainable and quality service that reaches the entire population and contributes to improving the quality of life in the city.
	***Responsible production and consumption:*** The shift towards electric mobility implies the adoption of more sustainable energy supply systems, reducing dependence on fossil fuels. This is mainly due to the fact that the Uruguayan energy matrix is almost entirely (more than 90 %) renewable.
	***Climate action:*** By replacing conventional transport units with electric units, a reduction in GHG emissions is achieved. In addition, this initiative seeks to promote change in the rest of the transport companies, showing that a more sustainable and environmentally friendly service is possible.
	***Partnerships to achieve the objectives:*** This project not only promotes the development and dissemination of more sustainable technologies, but also encourages the formation of alliances between different actors. In this way, knowledge, expertise and various resources are exchanged, which contribute to achieving the SDGs.

10 CLIMATE RISK ANALYSIS

The effects of CC and natural disasters constitute a significant threat to sustainable development. Therefore, identifying and analyzing the risks arising from both sources is relevant to increasing project resilience.

The CC focuses on the risks arising from natural disasters since:

- It will alter the intensity and frequency of extreme weather events.
- It will modify the average climatic conditions and variability.
- It could create new climate threats in the territories.

10.1 Aim

The objective of this document is to assess the risks to the project that may arise from natural hazards such as earthquakes, droughts, landslides or floods, including those caused or exacerbated by CC. Based on this assessment, the mitigation measures necessary to reduce the risk related to disasters originating from natural phenomena (hereinafter natural disasters) and CC to acceptable levels are defined.

10.2 Scope

The scope of the climate risk analysis is carried out for the project of acquisition and maintenance of a fleet of new electric units, chargers and charging infrastructure of the CUTCSA for its operational stage.

It is understood that in the transition stage, climate risks will be non-existent due to the magnitude of the works to be carried out and the rest of the activities included in said stage.

10.3 Definition of risk

Risk is defined as any element or situation that may represent a threat to the project, and that is caused by external forces. In particular, in the context of natural disaster risk and CC, it includes the probability of the event occurring, the probability of an adverse structural response and the magnitude of the consequences resulting from the adverse event.

10.4 Threat Identification

The Centre for Research on the Epidemiology of Disasters (CRED) at the School of Public Health of the Université catholique de Louvain located in Brussels, Belgium has a global database on natural and technological disasters containing essential basic data on the occurrence and effects of more than 17.000 disasters in the world from 1900 to the present called EM-DAT ((Emergency Disasters Database).

EM-DAT includes geographic, temporal, human and economic information on disasters at the national level. It therefore provides an objective basis for vulnerability assessment and rational decision-making in disaster situations.

Overall, Uruguay is on the low scale of risks for natural disasters, ranging from 0 to 220 disasters in the period between 2000 and 2024 according to EM-DAT. In particular, 32 natural disaster events have been recorded between 2000 and 2024, the corresponding breakdown is presented in the table below. (48).

Table 13 Climate threats in Uruguay according to EM-DAT 2000-2024

Guy	Subtype	Amount
Drought	Drought	3
Extreme temperatures	Cold snap	3
	Severe winter conditions	1
Flood	Flash flood	2
	Flood	11
	River flooding	7
Storm	Severe storm	2
	Storm	3

Source: EM-DAT, 2024

It should be noted that Uruguay has the SINAE, a national and decentralized system that reports directly to the Presidency. This system is the inter-institutional coordination body that carries out planning and response to natural disasters, in which the different levels of government, institutions and public entities participate. It is also the body that issues alerts and recommendations for action in the face of different disasters and can request support from civil society and different organizations. (49).

According to the SNRCC and SINAE, floods, water shortages, and cold and heat waves are the most frequent and important threats recorded in the country in the last decade, which coincides with the data available in EM-DAT. These have had a significant impact on socio-territorial systems, the provision of services (such as water and energy), and the country's productive and industrial commercial activity.

Based on the analysis of the National Institute of Meteorology (INUMET, by its acronym in Spanish)[18]Regarding extreme events recorded in the country between 1967 and 2014, the majority of extreme events that have caused both human and material losses have been floods, followed by storms.

In particular, it has been highlighted that populations settled on the banks of water courses are the most vulnerable to extreme events, both due to environmental characteristics and socioeconomic characteristics, as a result of being spaces occupied irregularly with housing and basic or deficient infrastructure, in areas not planned for this type of use.

[18]https://www.inumet.gub.uy/reportes/escuela/Eventos_extremos.pdf

The Global Facility for Disaster Reduction and Recovery (GFDRR) is a partnership between the World Bank, the United Nations and other actors whose mission is to incorporate strategies for developing countries for disaster reduction and adaptation to climate change. As part of its work, it developed the ThinkHazard! tool, which establishes regional risk levels for different natural disasters.

Below are the characteristics of each of the natural disasters that occur in the country by type and that can affect urban and suburban environments. The impact is also indicated based on national data and the EM-DAT database.

10.4.1 Seismic events

The national territory is located in an interplate zone with low tectonic risk, although tensions can accumulate and small faults with movements can occur. In Uruguay there is little data from seismic records, which arise mainly from press records and not from seismic data per se.

At the national level, in the 19th century two events were recorded that produced small tsunamis on the coasts of Colonia and Maldonado, but the location of the epicenter is unknown. The first record of a proper tectonic movement was in 1988 in Maldonado, with the epicenter on the east coast of Uruguay. In 1990 a seismic event was recorded in the area of La Paloma (Durazno), which is related to the volume of water in the Rincón del Bonete dam and not to tectonic plate movements.

Since 2013, Uruguay has a Geophysical Observatory installed with a network of twenty sensors in different locations that have recorded more than 30 events, all of them of low magnitude. This observatory allows the correct evaluation and precise identification of seismic events in a joint effort between the MIEM through the National Directorate of Mining and Geology (DINAMIGE, by its acronym in Spanish) and the Ministry of National Defense through the Geographic Service.

The seismic events are located in three areas: Florida, the surroundings of the Río Negro reservoirs, and the country's coastline. There is still no monitoring on the coastline. The largest event since the monitoring network was established in 2021 was recorded in Florida, where an earthquake of 4.9 on the Richter scale was recorded, with no damage to infrastructure or people. In the surroundings of the Río Negro reservoirs, there are micro-earthquakes due to the activity of the dam and changes in the reservoir's level that generated events of up to 2 on the Richter scale. (50; 51)

In particular, in 2016, an event of 3.4 on the Richter scale was recorded, which was perceived by a large part of the population of Montevideo, without registering damage to infrastructure or people. (50; 51).

It is worth mentioning that the country does not have construction regulations that include seismic risk.

10.4.2 Winds

In Uruguay, the most intense winds are caused by severe convective activity and synoptic events represented by extratropical cyclones.

Uruguay is located in the region most affected by severe convective activity in South America. Extra-tropical cyclones intensify as they pass through the country, and are responsible for 80 % of the damage recorded by strong winds in the country.[19].

In the case of storms, it is estimated that these have affected 2,000 people and caused the loss of 11 human lives (period 1967-2014). Of the 10 disasters caused by natural hazards that affected the most people nationwide, the tenth were storms.

As for the 2005 event (extra tropical cyclone), which was the third event that caused the most loss of life, seven people died, mainly in the coastal area of the country. It is worth mentioning that most of the extreme wind and storm events have been recorded in the south, southwest and east of the country, affecting the coastal departments (Colonia, San José, Montevideo, Canelones, Maldonado and Rocha). (52).

10.4.3 Floods

Floods are a recurring phenomenon in Uruguay. Due to its topography, characterized by its homogeneity and flatness, the overflow of water courses or the accumulation of precipitation in short periods of time result in the inundation of vast areas of land that have generated internal human displacement in the past.

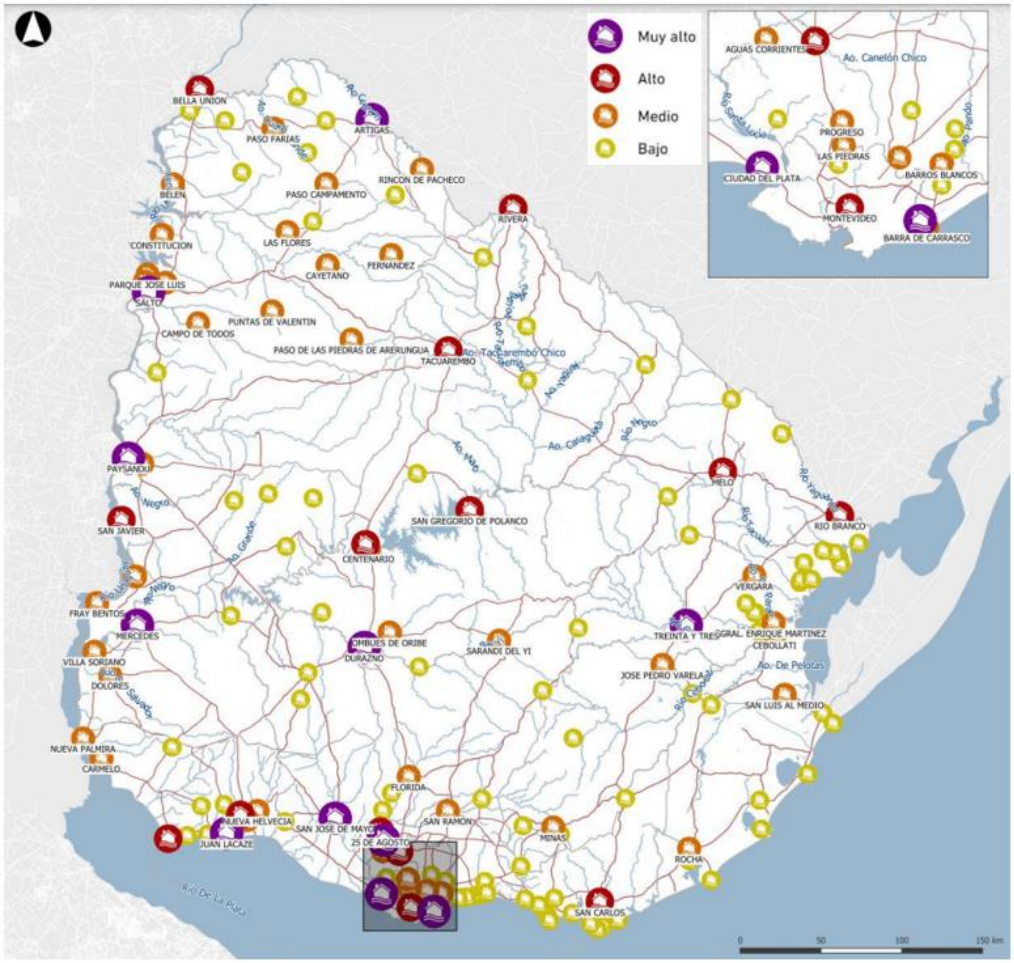
At the country level, in the period 1967-2014, INUMET has identified that they are the main risk associated with extreme events, affecting 224,000 people and resulting in the loss of 23 lives. Of the 10 natural disasters that affected the most people at the country level, the first nine were floods. Based on EM-DAT data at the country level between 2000 and 2024, floods were the most frequent disasters with 20 of the 32 records.

Within the framework of the priority actions for the sustainable management of urban waters, DINAGUA developed the National Atlas of Floods and Urban Storm Drainage that summarizes the information regarding the situation of the country's localities in relation to: type of threat and risk levels of the localities, flood-prone population in urban areas, households with unmet basic needs in risk areas, loss of connectivity due to flooding of rivers, streams and ravines, storm drainage problems, populated centers downstream of dams and systematization of the urban census of 2011. Within this framework, DINAGUA developed a flood risk map that allows to locate and graphically represent the elements that are taken into account in the planning of a territory that may be affected by flood events using the Flood Risk Level Index for Cities (IRC, by its acronym in Spanish)..

[19]https://www.gub.uy/sistema-nacional-emergencias/comunicacion/publicaciones/atlas-riesgos-del-uruguay

The dimensions used to develop this index are: exposure of people and infrastructure, social vulnerability, hierarchy of the city in the urban system and perception of local actors. This index was calculated for 546 localities in the country, and the process of completing the flood risk maps for all localities with more than 10.000 inhabitants is in progress. 23 localities have a flood risk map and 8 localities with high and very high flood risk have an early warning system. The following figure shows the localities in the country with identified risk and their categorization.

Figure 33 Flood risk level index by locality



Source: DINAGUA, 2022

Montevideo is among the cities with a high risk of flooding, with a CRI of 0.55. Also, according to the GFDRR, the level of risk of river flooding in Montevideo is high.

10.4.4 Forest fires

In Uruguay, there are no records of forest fires caused by natural sources such as dry storms, but rather by anthropogenic causes such as carelessness or deliberate intent. Most forest fires occur in the southern and eastern parts of the country, associated with abandoned properties or state forests.

In recent years, the risk of forest fires in Uruguay has increased as a result of the increase in exploited forests and the situation of coastal forests along the Río de la Plata and the Atlantic Ocean. The existence of populated centers in the middle of coniferous and broadleaf plantations (pines and eucalyptus), urban-forest areas in coastal forests, and the situation of the undergrowth (accumulation of combustible material, natural regeneration and lack of cleaning), increase the country's vulnerability to these events. On the other hand, in the summer season the threat increases throughout the national territory due to high temperatures, low humidity percentages, the state of dry plant residues and the increase in population in coastal areas.

In 2007, Decree No. 436/007 was approved, establishing the General Action Plan for the Prevention, Alert and Response to Forest Fires, with the purpose of establishing coordination mechanisms between all available resources of the State and Organized Civil Society for the fulfillment of the Strategic Objectives established by the Presidency of the Republic, which are:

- Prevent the appearance of fire outbreaks in forest areas, rural areas and coastal forests;
- Issue early warnings;
- Respond quickly and efficiently to prevent the spread.

Among other things, the decree prohibits open-air fires and burning throughout the country from December 1 of each year until the second half of April of the following year, in order to prevent forest fires during the summer, when their probability increases due to high temperatures and low humidity.

Since the decree was approved, SINAE has developed the National Forest Fire Prevention Plan for the summer season on an annual basis, with measures aimed primarily at prevention and early detection of fire. The plan defines prevention, mitigation and response actions, as well as education and awareness campaigns on the risk of fire in the summer season. According to the plan, the south and east of the country are at risk due to the presence of unmaintained artificial forests and high urban density, especially in the summer season.

The number of firefighter interventions and the burned area of forests and grasslands showed a downward trend until 2021. In the summer of 2022, fires were recorded in forest plantations on the country's coast (Paysandú and Río Negro) that reached 37,000 hectares and caused material losses in homes and areas surrounding urban centers. Based on these, the review of the regulations has begun and new risk analyses and preventive measures are being prepared by SINAE.

Between November 1, 2023 and April 30, 2024, there were a total of 53 interventions by the National Fire Department (DNB, by its acronym in Spanish) in forest fires and 602 hectares affected. It was the season that registered the lowest number of fires in the last 10 years. The departments where firefighters had to intervene on the greatest number of occasions were Canelones, San José and Montevideo.

According to the GFDRR, the risk level of forest fires in Montevideo is high.

10.4.5 Drought

The World Meteorological Organization (WMO) defines drought as a phenomenon that occurs when, over a prolonged period, the lack of precipitation generates a serious hydrological imbalance, which has significant repercussions (WMO, 1992).

According to the report of the Food and Agriculture Organization of the United Nations (FAO) on the global situation regarding global water stress (53). Uruguay does not face significant risks of water shortages. The country has significant surface water resources, with its large hydrographic network that covers the entire territory, including rivers, streams, lagoons, canyons and the coast to the Atlantic Ocean, and significant underground water reserves, such as the Guaraní, Raigón and Arapey aquifers, among others.

As an agro-exporting country, much of its economy is based on agriculture and livestock, which makes the availability of water for production a crucial factor. In addition, water, as an essential resource for life, is fundamental for human well-being and sustainable development, therefore, its scarcity can affect food security, public health, biodiversity and the country's economy.

In Uruguay, the annual accumulated precipitation shows significant variability over time. According to the historical precipitation series of INUMET (54), in the period 2000-2024 there have been extremely dry years (such as 2008 with 758 mm/year) and extremely humid years (such as in 2002 with 1,988 mm/year).

The country is also influenced by the climate phenomenon known as El Niño-Southern Oscillation (ENSO)., which includes El Niño and La Niña events. These phenomena can cause significant alterations in the precipitation regime, generating droughts or floods depending on their phase. In particular, the La Niña phenomenon tends to be associated with the driest conditions.

In 2023, Uruguay faced one of the largest drought events in history. The three previous years (2020, 2021 and 2022) were extremely dry and rainfall anomalies were recorded at the beginning of 2023. The most affected regions were those in the south-central part of the country, where water shortages combined with the demand for drinking water led the Uruguayan government to declare a water emergency for the metropolitan area of the country. This situation represented the worst water crisis in recorded history.

According to the GFDRR, the level of drought risk in Montevideo is very low.

10.5 Risk indices

Uruguay has a National Risk Atlas that includes the calculation of the Integrated Risk Index for Extreme Events (IREE) determined using international reference methodology.

The IREE considers the total risk of the direct physical effects of natural hazards on exposed elements, as well as the socioeconomic conditions of the context that reflect social fragility and lack of resilience. In this way, the natural, socio-natural and anthropic character of the various aspects that control disaster risk are explicitly incorporated. The physical risk was obtained from a probabilistic risk metric for each analysis unit (territorial, political division, etc.). The total risk was obtained by affecting the physical risk by an impact factor determined from the conditions of socioeconomic fragility and lack of resilience that can be attributed and measured in each analysis unit.

The risks considered for the mapping and index were: drought, flooding, forest fires and strong winds. At the departmental level, multi-threat risk profiles are presented, which include the results of the expected annual loss, which reflects the physical risk, and the results of the IREE, at the departmental and census section levels.

In particular, Montevideo has an IREE of 0,14, meaning a low risk of extreme events.

10.6 Preliminary risk analysis

The preliminary climate risk analysis is then carried out for the project to acquire and maintain a fleet of new electric units, chargers and charging infrastructure of CUTCSA for its operational stage. To this end, the following parameters are established:

- **C**– Probability of occurrence of the threat, being:
  - 0 a recurrence period greater than 100 years
  - 1 annual recurrence or greater
  - 2 quarterly recurrence or greater
  - 3 recurrences less than quarterly
- **P**– Probability of the consequence once the threat has occurred, whose value ranges from 0-1
- **M**– Magnitude of the consequence, being
  - 1 Low
  - 2 Medium
  - 3 High

Three types of risk (R) are then defined: low, medium or high, which is determined by R = C x P x M

- R=0 Zero or practically zero risk
- 0<R≤2 Low risk, does not require establishing preventive measures and/or response
- 2<R<6 Medium risk, it is advisable to establish prevention and/or response measures
- R≥6 High risk, requires establishing prevention and/or response measures

The preliminary climate risk analysis table is presented below.

Table 14 Climate risk analysis CUTCSA project

Natural disaster	Consequence	C	P	M	R	Comments
Seismic events	Infrastructure collapse	0.1	0.1	3	Low	-
	Injuries or loss of life	0.1	0.1	3	Low	-
Extreme precipitation or winds	Injuries	3	0.1	2	Low	-
	Local energy supply problems	3	0.1	2	Low	The UTE substations installed in the CUTCSA plants are supplied underground, thus avoiding supply problems due to broken lines during storms.
Floods	Impact on infrastructure	0.1	0.1	3	Low	The areas where CUTCSA plants are located have effective urban storm drainage systems sized for extreme rainfall events.
Forest fire	Injuries	0.1	0.5	2	Low	CUTCSA plants are located in fully urbanized areas.
	Material losses	0.1	0.5	2	Low	
Drought	Impact on energy supply at the national level.	1	0.5	2	Low	The Uruguayan energy matrix is highly diversified, providing robustness to the energy supply. (See detailed analysis below)

C: Probability of occurrence of the phenomenon, P: Probability of occurrence of the consequence, M: Magnitude of the consequence and R: Level of risk

Source: ADAPTA

10.6.1 Drought

As established in item 6.7 Energy scenario, Uruguay has a diversified energy matrix with energy sources such as wind, solar, hydroelectric, thermal from biomass and thermal from fossil fuels. This diversity of sources gives robustness to the energy supply system, being less sensitive to natural and DC disasters.

Between 2018 and 2022, renewable energies represented on average 93 % of the electricity matrix, with a contribution of 53 % made up of biomass and solar and wind energy, and 40 % by hydroelectric energy. In 2023, Uruguay faced one of the largest historical drought events, which led to a 27 % reduction in hydroelectric energy generation. However, the supply of electricity at the national level was not affected. This is because there are other alternatives, such as thermal generation plants based on fossil fuels, whose energy generation capacity represents 25 % of the total installed capacity in the country. Likewise, there are binational agreements with Argentina and Brazil that allow the purchase of energy from neighboring countries in these cases.

Based on the above, it is concluded that the risk of energy supply being affected at the national level due to droughts is low.

11 ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN

The following Environmental and Social Management Plan includes the environmental and social management currently carried out by CUTCSA, as well as the general management guidelines in accordance with the provisions of the NDAS and the environmental and social safeguards, in addition to incorporating some aspects of improvement of management in general.PRG_01 Occupational health and safety program

11.1 PRG_01 Occupational health and safety program

In order to take into account the provisions of Safeguard S08 (Working conditions and training), IFC Performance Standard 2 (Work and Working Conditions) and Uruguayan labor legislation, the following guidelines are defined, the objective of which is to guarantee adequate working conditions and prevent accidents or occupational diseases.

11.1.1 Applicable programs

- PRG_04 Solid waste management program
- PRG_05 Chemical substance management program
- PRG_06 Information, communication and complaints management program

11.1.2 Applicable activities

This program applies to both the transition stage and the operation stage of the project.

11.1.3 Guidelines

The guidelines of this program also include the guidelines established by the company in terms of occupational health and safety. The set of provisions is presented below:

- Guarantee safe and healthy workplaces, free from discrimination, guaranteeing the conditions of well-being required by current regulations in workshops and warehouses.
- The length of the working day will be subject to the limits established by law.
- Workers will be entitled to unemployment insurance, and upon completing one year of employment they will be entitled to paid annual leave.
- The occupational health and safety guidelines established by national and departmental regulations will be followed, which are aligned with the safety, health and environmental requirements established by CAF and IFC.
- All employees are duly instructed in the company's Code of Conduct.
- Workers are trained in terms of road safety and RCB.
- In order to prevent accidents in workshops and maintenance areas, there is a safety committee at the facilities.
- Tasks and hazards will be identified, risks will be assessed and controls will be determined.

- All procedures, training and controls determined for the prevention of accidents in workshops and maintenance areas will be carried out.
- Workers will be provided with the safety equipment necessary to perform their duties, specifying which PPE they must use depending on the tasks they perform. First aid and firefighting equipment will also be available and staff will be trained in its use.
- The approach will be taken by a multidisciplinary technical team made up of doctors from the company's Medical Department, prevention technicians and the team of psychologists from the Department of Labor Containment, which will be responsible for implementing the SYSO policy, assessing risks by sector and providing training workshops. These workshops will address the internal complaint handling mechanism and the Code of Conduct.
- Air controls will be carried out in the paint chamber, CO2 measurements in units and facilities[20], there will be explosive mixture detectors and proper ventilation of the spaces will be carried out.
- Full coverage for traffic accidents and claims will be available.
- The units will have a panic button, security cameras and will be part of the Safe Bus program.
- The use of STM cards instead of cash will be promoted and bill-counting machines will be available at collection offices.
- Medical assistance coverage will be available in all units and facilities.
- Specific policies will be available regarding health prevention, such as workplace containment, agreements with health providers, Social and Sports Clubs, among others.
- Incident investigations will be conducted, with corresponding root cause analysis and recommendations.
- Adequate electrical protection systems will be in place.
- The supplier of the electric units will provide the national concessionaire with the training and tools necessary for their operation, with the operating company prioritizing the training of existing personnel.
- Specialized training and retraining schemes will be implemented to help workers acquire new skills necessary for maintaining and driving electric units.
- Clear and visible signage will be in place to identify dangerous areas and evacuation routes.
- An emergency, first aid and communications plan will be in place.

[20]Although the new units do not represent a risk in terms of CO_2 emissions, since during the first phase of the project there will still be conventional units, workers will frequently work in spaces and facilities where this pollutant is present.

- Within the framework of CUTCSA's management system, there is a job retraining program in the maintenance area, training staff in electromechanics, systems and transportation. In this way, the aim is to ensure job stability for all existing staff during the project under study.
- A dissemination plan will be made to ensure that all workers are familiar with the provisions presented in this Program.
- Reports will be prepared on aspects related to this Program.

11.1.4 Records

- Training plans
- Internal reports
- General documentation: Certificates from the Social Security Bank (BPS, by its acronym in Spanish), Certificate from the General Tax Directorate (DGI, by its acronym in Spanish), Worksheet, Insurance Policies, etc.
- Staff documentation: identity card, health card, BPS registration.
- Specific documentation for specialized personnel (machinists, crane operators, welders, assemblers and electricians).
- Machinery and vehicle documentation: vehicle technical inspection, insurance, maintenance records, etc.
- Record of incidents and accidents, including causes and corrective measures.
- Record of inspections carried out, findings and proposed resulting measures.
- Record of all violations of the Code of Conduct and the actions taken in relation to them.

11.2 PRG_02 Unit decommissioning program

In compliance with Safeguards S02 (Use of renewable natural resources), S03 (Conservation of biological diversity) and S04 (Pollution prevention and management), and IFC Performance Standards 3 (Resource Efficiency and Pollution Prevention) and 4 IFC (Health, Safety and Community Protection), the guidelines regarding the unit decommissioning program are defined.

11.2.1 Applicable programs

- PRG_04 Solid waste management program
- PRG_05 Chemical substance management program
- PRG_09 Environmental and social monitoring

11.2.2 Applicable activities

This program applies to activities related to the transition stage of the project, in particular the replacement of conventional units with electric units.

11.2.3 Guidelines

CUTCSA has a program called "Recycling, we continue to move forward," through which it manages units that are no longer used for passenger transport. To do this, these units are evaluated by technicians and specialists who determine their future, prioritizing their reuse over their recovery. Thus, there are three alternatives whose order of priority is as follows: sale, donation/social fleet or scrapping. The guidelines for each of them are presented below.

11.2.3.1 Sale

Most of the units are sold to other companies operating in the interior of the country, where they will perform the same functions, but in less demanding services. Some buyers also acquire them with the aim of refurbishing them and transforming them into mobile homes or mobile shops.

11.2.3.2 Donation or social fleet

The second alternative for reusing the units is their use within the company as a Social Fleet or donation to public or social organizations.

The units that become part of the company's Social Fleet are used for various purposes: solidarity, school, artistic, among others.

As indicated, other units are donated or given on loan to public and social organizations for the transportation of their members, to bring services to the population, or to be used as infrastructure, forming classrooms, libraries or mobile clinics, among an endless number of possibilities.

In some cases, the units are reused before being scrapped, by using the bodywork in fixed locations once the unit can no longer be used as a means of transport. In these cases, not only is the bodywork used, but also, many times, the seats are donated to football clubs to be used in stands, for example.

To assign units, different aspects are analyzed (project destination, objectives, support for the action to be carried out, beneficiary public, etc.), prioritizing deliveries according to availability.

11.2.3.3 Scrapping

Finally, if none of the above alternatives are possible, the units are scrapped. In this way, the usable parts are stored for reuse, while the rest of the components are ultimately recovered through recycling or final disposal. In particular, the remains of sheet metal, bronze and copper are delivered to waste managers authorized by the MA for recycling. Meanwhile, the remains of wood glued with rubber, plastic and fibreglass are sent to final disposal, after conditioning, STDFR of the MCC. It is estimated that during this scrapping procedure approximately half of each unit is reused/recovered.

For scrapping activities, the guidelines established in PRG_04 Solid Waste Management Program and PRG_05 Chemical Substances Management Program will be followed in order to ensure that they are carried out in an environmentally safe manner.

11.2.4 Records

- Registration of decommissioned units and final destination
- Internal evaluation reports for each unit

11.3 PRG_03 Electric battery management program

In compliance with Safeguards S02 (Use of renewable natural resources), S03 (Conservation of biological diversity) and S04 (Pollution prevention and management), and IFC Performance Standards 3 (Resource Efficiency and Pollution Prevention) and 4 IFC (Health, Safety and Community Protection), the guidelines regarding the battery management program are defined.

11.3.1 Applicable programs

- PRG_04 Solid waste management program
- PRG_09 Environmental and social monitoring

11.3.2 Applicable activities

This program applies to activities related to the operation stage of the project, where maintenance of the units will be carried out.

The estimated useful life of batteries is 8 years and their performance decreases by 3 to 4 % year after year. Their management once they are no longer suitable for service is one of the priority issues on which CUTCSA continues to work, in order to achieve the most efficient solution.

For this reason, the company hired the engineer in charge of the Department of Electromobility of the Faculty of Engineering, and is collaborating with ANII on a project related to this objective.

11.3.3 Guidelines

In principle, once the batteries are no longer suitable for use in transport units, the cell packs will be dismantled and each one will be evaluated. The order of management would be:

1. Assemble cell packs with such capacity that they can be used in a transport unit.
2. In the event that capacity is not sufficient, stationary energy storage banks with several cell packs would be built, which could be used to recharge units during peak demand times. Or even used to store energy for later sale to UTE.
3. Finally, if reuse is not possible, the batteries will be managed as WEEE. In this case, the plans and mechanisms established by the MA will be adopted, an organization that is currently working on a specific plan for the management of batteries from electric transport units.

Until such time as there is national capacity installed for the reassembly of cell packs and/or the construction of stationary energy storage banks, the batteries will be managed as WEEE, which is currently managed by export for recycling.

11.3.4 Records

- Internal evaluation reports on cell packs and their management
- Transport and waste management references

11.4 PRG_04 Solid waste management program

Taking into account Safeguards S02 (Use of renewable natural resources), S03 (Conservation of biological diversity) and S04 (Pollution prevention and management), and IFC Performance Standards 3 (Resource Efficiency and Pollution Prevention) and 4 IFC (Health, Safety and Community Protection), the guidelines regarding the solid waste management program are defined.

11.4.1 Applicable programs

- PRG-02 Unit decommissioning program
- PRG_03 Electric battery management program
- PRG_05 Chemical substance management program

11.4.2 Applicable activities

This program applies to both the transition stage of the project and its operation stage.

11.4.3 Waste Identification

The incorporation of the new units will result in the decommissioning of conventional units, which will require their management. On the other hand, their operation will generate waste derived from maintenance that will not differ from that already generated by the company in the maintenance tasks of its conventional fleet and its current electric units. These will consist of glass, pallets, NFU, used filters, remains of oils and lubricants, batteries, among others.

As for the construction waste generated by the adaptation of the charging stations, these will include civil works waste (ROC, by its acronym in Spanish), recyclable materials such as cardboard and plastic, waste similar to urban waste, EEP and special waste.

11.4.4 Guidelines

As general guidelines, priority will be given to minimizing generation at source over any other alternative, promoting reuse, recycling and other forms of waste recovery in the second instance, and considering treatment and final disposal options in the last instance.

In order to ensure proper waste management, waste that, due to its characteristics, requires independent management, whether due to its category or final destination, will be kept separate.

Waste management is a response to the search for the best environmental results of general scope, through comprehensive, viable and sustainable solutions, from the economic, social and environmental point of view.

Specific areas will be available for the storage of each type of waste generated. For the storage of Category I waste (similar to hazardous waste), the storage area will be roofed and will have containers suitable for the storage of this waste, a waterproof floor and a spill containment base.

The waste will then be transferred to be managed by qualified managers.

The table below presents a list of the possible waste to be generated and its corresponding management. This list will be verified periodically in order to ensure that all waste generated is covered and that its management is as efficient as possible.

Table 15 Management by waste typology

Waste typology	Detail	Applicable activity (1)	Class.	Storage/Conditioning	Management
Recyclable materials	Clean paper, cardboard, plastics, metals and nylon	T, O	II	Storage in containers or dumpsters	Reuse/Recycling/Final disposal site - Sanitary
Waste similar to urban waste	Office waste, dining room waste, remains of wood glued with rubber, plastic and fiberglass from the scrapping of transport units.	T, O	II	Dump truck collection	Final disposal site - Sanitary
ROC	Excavation waste, rocks and granular materials	T	II	Dump truck collection	Reuse/Final disposal site - Sanitary
	Construction and demolition waste (CDW), rubble, cement remains, etc.	T	II	Dump truck collection	Final disposal site - Sanitary
	Ferrous materials	T	II	Dump truck collection	Recycling
	Non-ferrous materials	T	II	Dump truck collection	Recycling/Final Disposal Site - Sanitary
	Wood	T	II	Gathering	Final disposal site - Sanitary
	Pallets	T, O	II	Gathering	Final disposal site - Sanitary
Special waste	Used filters	T, O	I	Collection of air and oil filters together. Drained, compacted and bagged with sand	Treatment or recycling depending on its characteristics
	Oils, greases and lubricants	T, O	I	Waste storage in Cat. I warehouse	Alternative fuel
	Contaminated chemical containers, soil, PPE and textiles	T, O	I	Emptying and draining prior to storage	Treatment or recycling depending on its characteristics
	Disused lead-acid batteries	T, O	I	Temporary storage in Cat. I waste depot and management with battery supplier.	Master plans
	Disused electric batteries	EITHER	I	Temporary storage in waste depot Cat. I	Recycling

Waste typology	Detail	Applicable activity (1)	Class.	Storage/Conditioning	Management
NFU	-	T, O	II	Storage in a warehouse and closed dump truck. Care must be taken to ensure that they are not stored outdoors to avoid the spread of vectors.	Master plans
Scrap	Scrap metal, bronze and copper from the scrapping of transport units	T, O	II	Temporary storage	Recycling

(1) *T: Transition, O: Operation*

11.4.5 Records

- Transport and waste management invoices.

11.5 PRG_05 Chemical substance management program

In accordance with Safeguards S02 (Use of renewable natural resources), S03 (Conservation of biological diversity) and S04 (Pollution prevention and management), and IFC Performance Standards 3 (Resource Efficiency and Pollution Prevention) and 4 IFC (Health, Safety and Community Protection), the guidelines regarding the chemical substances management program are presented.

11.5.1 Applicable programs

- PRG_04 Solid waste management program

11.5.2 Applicable activities

This program applies to the transition and operation stages of the project. Both the adaptation of the charging stations and the maintenance of the new electric units will require the use of chemical substances such as paints, cleaning products, greases, oils, lubricants, coolants, sealants and fuels, among others.

11.5.3 Guidelines

There will be deposits for the storage of chemical substances, which will have:

- Impermeable floor and containment base, with drainage to containment chamber for collecting spills.
- Perimeter fence.
- Adequate storage space that allows circulation within the warehouses.
- Identification signs, safety sheets and correct labelling of chemical products, spill kit and restricted access.
- Partition walls in case of incompatibilities.
- Electrical installation suitable for the use of the tank.
- Adequate ventilation (in the case of tanks with walls and roofs).

Any item that is in contact with a hazardous substance and must be disposed of will be managed in accordance with special waste management guidelines.

11.5.4 Records

- Inventory of chemical substances
- Safety data sheets
- Existence and control of correct labeling

11.6 PGR_06 Information, communication and complaints management program

The objective of this Program is for the entrepreneur and/or contractor in charge of the work to inform the sensitive recipients and all interested social actors, prior to the start of the works and throughout the life cycle of the project, about the activities to be carried out, the schedule of works, the planned environmental and social management measures, the complaints management mechanism, as well as the general and local benefits expected to result from the implementation of the works.

11.6.1 Applicable programs

Not applicable.

11.6.2 Applicable activities

This Program applies to both the transition and operation phase activities of the project.

11.6.3 Communication guidelines

In the transition phase, CUTCSA will inform sensitive receptors within 100 m of the project, prior to the start of the works, of information on the planned works, informing them about the planned work activities, management measures, potential alterations that may affect the daily activities of the community in the area of influence of the works, management measures planned to minimize these alterations, and contact information for the project's external complaints management system.

Likewise, there are internal and external complaints management mechanisms described below. The complaints and claims mechanism will be managed by the company. Any claims or complaints that the complainants consider to have been unsatisfactorily addressed by the company and/or the contractor or subcontractor may be communicated for further management, as appropriate, to:

- CAF Uruguay Office
- CAF Integrity and Ethics Committee (accessible at https://www.caf.com/es/sobre-caf/que-hacemos/access-a-la-informacion/prevencion-de-practicas-prohibidas/)
- Committee for the Prevention of Prohibited Practices (accessible at https://www.caf.com/es/sobre-caf/que-hacemos/acceso-a-la-informacion/prevencion-de-practicas-prohibidas/)
- Mailbox CAF-GEF Accountability Mechanism (accessible at https://www.caf.com/media/3381441/accountabilitymechanismfinal.pdf)

11.6.3.1 External complaints management mechanism

CUTCSA, within its environmental and social management system, has a very complete internal and external complaints management mechanism, which allows the assurance of NDAS and Safeguards. To do so, it has several communication channels, including its website, via WhatsApp and personalized telephone support.
Both internal and external complaints can be made through the website.

11.6.3.2 Internal complaints management mechanism

CUTCSA has a Code of Business Conduct, as well as protocols for action in the event of gender-based violence and for handling complaints of workplace, moral and sexual harassment.

a) Action on gender violence

a.1) Place of filing the complaint: the complaint may be filed

- Before the direct Superior, or where appropriate, before the immediate Superior of the latter, if involved, as a possible defendant, the direct Superior.
- Before the Human Resources Department.
- Before the General Management

a.2) Modality: Presentation form:

- The complaint must be made in person, submitted in writing or via email, with the signature of the complainant.
- Every complaint must specify the conduct identified by the person reporting the events, the account of the events, as well as the conduct identified as acts of violence, places and dates, and the identification of the accused and any witnesses, if any. Likewise, legal means of evidence may be added to prove the reported events, if they are of interest to the reporting party.
- In order to preserve its confidentiality, it must be kept in a sealed envelope and sent to the Human Resources and Administration Secretariat as a matter of urgency, within a period of no more than 48 hours from receipt, and without specifying the name of the complainant and/or any other information that may allow it to be identified.
- Anonymous complaints will not be accepted under any circumstances.

a.3) Procedure in case of complaints:

- Once the complaint has been received, the Commission will analyze the relevance of the complaint, which will allow it to initiate the procedure or dismiss it for lack of merit or for not falling within the figures of the aforementioned Protocol and file it. In the latter case, the complainant will be notified of such resolution, who will have a period of three working days to request its review, and may add new elements. The complaint, which after analysis is found to be false or made in bad faith, will be notified to the Disciplinary Tribunal so that the corresponding sanctioning measures can be adopted.
- Once the evaluation stage has been completed and its relevance confirmed, the accused will be summoned in order to collect his testimony as part of the primary investigation. In the event of refusal to make a statement and/or non-attendance, the allegations made by the complainant will be considered true, without prejudice to the investigation stage to be carried out by the Commission that will allow it to conclude the procedure.

- During the course of the investigation, the Commission may adopt preventive measures that it deems appropriate to the law and the situation at hand, which may even lead to preventive suspension. It will analyze, request reports, witness statements, collect any external expert opinions provided by the complainant and any other lawful measure that it considers appropriate and in accordance with the situations reported.
- The parties involved in the process, whether as complainant or defendant, will be heard separately, avoiding any type of confrontation.
- The Commission must issue a decision within a period of no more than thirty days from receipt of the complaint, which may be extended for duly justified reasons of force majeure.
- The Commission's opinion, signed by all its members, entrusting the actions to be taken, will be sent to the General Management.
- The grounds for the disagreements may be included in the opinion to be raised.
- The Commission's opinion shall be notified to the complainant and the person accused.

b) Handling complaints of workplace, moral and sexual harassment

b.1) Complaints.

- Report of Workplace and/or Moral Harassment:

The procedure will begin with the presentation of a written complaint, which may be made by the affected person or by any witness to the events. The presentation must be in person and will be made to the Human Resources Department located at the central offices of the José Añón Plant, before the person in charge of the Department at the time of the presentation.

Every complaint must contain a detailed account of the events, clearly identifying the conduct that constitutes harassment, the places and dates of occurrence, and the identification of the person(s) who are alleged to have harassed them. In addition, if there are any, the existence of eyewitnesses and their details must be indicated. Likewise, other means of evidence tending to prove the reported facts may be offered or attached to the complaint.

- Sexual Harassment Report:
  - Option of the complaining party

    Any person who considers themselves a victim or witness of conduct that could be classified as sexual harassment may immediately report it to the Company authorities, including the legally established representatives of the workers, following the procedure established in this Protocol. The complaint to the Company will not prevent, in the case of dependent workers, the same from being submitted to the General Labor and Social Security Inspectorate of the MTSS, in a sealed envelope addressed to the General Labor Inspectorate.

- Report to the Company

  As in the case of workplace or moral harassment, the complaint for sexual harassment may be filed by the alleged victim or witnesses; it must also be submitted to the Human Resources Department, in person, to the person in charge of the Department at the time of its presentation and must formulate a detailed account of the facts, clearly identify the conduct that frames these events in a situation of sexual harassment, the places and dates of occurrence and the identification of the alleged harassing person(s).

  In addition, if there are any, you must indicate the existence of eyewitnesses and their details and offer or attach other means of evidence tending to prove the reported facts.

  In no way may this complaint be required to contain details that may determine a lack of protection for the victim of sexual harassment or expose them to a situation that may be considered humiliating.

b.2) Processing of complaints and guarantees for those involved,

- Administrative initiation:

The person performing the duties of Human Resources Manager will receive the complaints filed and, with prior advice from a technician in the field if deemed necessary, will order the start of the corresponding administrative investigation to clarify the reported facts, gathering all the information, statements and evidence that he or she deems relevant.

- Term

Within a maximum period of 10 calendar days from receipt of the complaint, it will be submitted, together with the Instruction that has already been completed and a preliminary report, to the Commission for the Prevention and Eradication of Harassment at CUTCSA.

- Commission for the Prevention and Eradication of Harassment

The Commission for the Prevention and Eradication of Harassment at CUTCSA will be responsible for continuing the investigation and trial procedure. The Commission will also have the power to request any advice it deems necessary from specialist technicians in the matters related to the subject matter of the complaint.

In the case of complaints of sexual harassment involving dependent workers, when due to the seriousness of the facts it is understood that the necessary conditions do not exist to carry out the relevant investigation in the Company, the Initial Investigator or the Commission will bring the facts to the attention of the General Inspection of Labor and Social Security, in accordance with the provisions of art. 8 of Law No. 18.561.

- Booking

Whatever the type of harassment reported, whether it be workplace-related, moral or even sexual, the entire process will be conducted in writing and confidentially, guaranteeing all those involved due process, which will include that they will be heard, that they will not be confronted and that they will be able to justify their respective statements.

- Diligence of action

Once the complaint has been received and during its processing, all measures will be taken to minimise contact between the parties involved, ensuring the confidentiality of the proceedings, which must be respected by all those involved in the investigation: the complainant, the accused, investigators, witnesses and all those who become aware of the investigation: they must respect it under penalty of being subject to the corresponding disciplinary sanctions if they breach said confidentiality.

- Preventive measures:

All preventive measures deemed necessary within the legal framework regulating the procedure will also be adopted, including the preventive suspension of the accused.

Confrontations between alleged victims and those accused are expressly prohibited.

- Final report of the Commission

Once the investigation of the case has been completed, the Commission will submit a report to the General Management of CUTCSA that must include the background of the case, a summary of the main facts, the evidence analyzed, the conclusions reached and the proposed measures, within a period of no more than 20 days from receipt of the complaint. The General Manager will submit a final report with his conclusions to the Board of Directors of the Company.

- Final resolution.

The final decision must be issued by the Company's Board of Directors within 30 days from receipt of the harassment complaint. This period may be extended by 10 days, exceptionally, for reasons of force majeure duly accredited.

- Preview-eventual

If the final resolution of the Board were to deviate from the conclusions and proposals contained in the final report of the Committee for the Prevention and Eradication of Harassment in CUTCSA, prior notice must be given to the latter of the decision that is expected to be adopted by the Board and of the reasons that determine the departure. Within a period of 3 days, the Committee will communicate whether it considers itself satisfied with the explanations or whether it insists on maintaining its conclusions and measures to be adopted. In the latter case, a final decision-making body will be formed, made up of all the members of both bodies, to whom the General Manager will be added. They will all proceed to debate the reasons for the different positions and to decide, by individual secret vote, which of the two is the majority and should be specified.

- General provisions

Once the investigation is completed And without prejudice to the fact that the final resolution may reject the facts reported in the specific case, the Board of Directors may adopt all corrective measures it deems appropriate in relation to other facts that may be considered as the original cause of the complaint of workplace, moral or sexual harassment, in order to guarantee all the rights of the members of the Company.

In the event that the existence of harassment in any of its forms has been confirmed, the Board will adopt the disciplinary measures it deems appropriate, as well as in cases where it is determined that there was an error or falsity in the complaint filed and/or bad faith on the part of the complainant.

If the investigation reveals elements that allow us to conclude that there is no harassment, but that those involved are having difficulties in their work relationship, the acting Committee may suggest and/or the Board may request that the General Management adopt measures aimed at preventing problematic situations, as well as ordering that those involved stop sharing the work environment through transfers that the General Management deems appropriate for the case.

If the existence of acts of discrimination or offensive public comments towards the reporting party, the accused party or the witnesses called to the investigation is verified, the Commission for the Prevention and Eradication of Harassment at CUTCSA, together with the General Management and/or the Board of Directors, may decide to apply sanctions to the offender, in accordance with the current disciplinary procedure.

11.6.4 Records

- Claims managed by the company, the contractor and subcontractors.
- Number of external and internal complaints.

11.7 PRG_07 Road safety program

This Program establishes guidelines for maintaining road safety during the movement of machinery and vehicles involved in both the construction and operation stages of the project, in order to minimize risks to the health and safety of workers and the community.

11.7.1 Applicable programs

- PRG_01 Occupational health and safety program

11.7.2 Applicable activities

- Operation of electric units

11.7.3 Guidelines

All electric units will comply with current regulations regarding lights, signaling, and brakes, among others.

National regulations will be respected, with special consideration given to Decree 326/986 and amendments, regarding the circulation of vehicles on national and departmental routes, local and private roads.

The units will be maintained regularly to ensure safe operating conditions.

Drivers will have all the required documentation and will be familiar with the safety regulations and driving procedures for the vehicle they are driving.

Staff will continue to be trained at Academy 81 in defensive, economic, and ecological management, as well as the incorporation of preventive behaviors.

The community and road users will be informed through campaigns developed by the company and/or the relevant authorities about the precautions to be taken on public roads when buses with low or no noise generation circulate. This aspect will be included in the training programs aimed at drivers.

Each relevant contingency will have defined communication measures, not only of the contingency to the relevant agencies, but also to sensitive recipients through appropriate means (cell phone, WhatsApp, in person) and to the community through local media.

11.7.4 Records

- There will be a record of community outreach campaigns that have been carried out.
- Complaints received.

11.8 PRG_08 Subcontract management program

This program seeks to establish guidelines for proper management of each contractor and supplier in such a way as to ensure their adherence to the programs developed in this document and their own, achieving traceability in management.

11.8.1 Applicable programs

- All programs

11.8.2 Applicable activities

- All activities carried out by third parties during both the transition and operation stages of the project.

11.8.3 Guidelines

All suppliers and contractors involved in the project must comply with the programs in this document, as well as with the provisions of their specific environmental management plans, with the relevant environmental and social requirements.

11.8.4 Records

- Note of adherence to the ESMP.

11.9 PRG_09 Environmental and social monitoring program

11.9.1 Applicable activities

This Program applies to both construction and operation phase activities of the project.

11.9.2 Monitoring the internal complaints management system

Quarterly monitoring will be carried out on the management of internal complaints received from personnel involved in the construction works of the project.

11.9.3 Monitoring of the external complaints management system

Quarterly monitoring will be carried out on the management of external claims received through the contractor and subcontractor system.

11.9.4 Information, dialogue and consultation activities

Quarterly monitoring will be carried out on the management of information, communication, dialogue and consultation activities carried out with the project's stakeholders.

11.9.5 Records

Records of all controls carried out shall be kept, indicating: date, operator, result. The reference standard shall be specified and evidence shall be provided of compliance or non-compliance with these.

12 COMPLIANCE WITH SAFEGUARDS/PERFORMANCE STANDARDS

Below is a table showing compliance with IFC performance standards and CAF Safeguards.

It is important to note that most of the IFC performance standards and CAF's environmental and social safeguards are contemplated in national regulations, through the laws and decrees mentioned above.

Chart 13 Compliance with IFC performance standards and CAF Safeguards

IFC standard	CAF Safeguard	Compliance
Performance Standard 1: Environmental and Social Risk Assessment and Management. Risks and Impacts	S01: Evaluation and management of environmental and social impacts.	• In Chapters 8 and 9, the IEIAS has been presented, in Chapter 10 the climate risk analysis is presented, while Chapter 11 includes the PGAS for the project in order to evaluate and define the management of environmental and social risks and impacts. As can be seen in Chapter 3, CUTCSA Management System, the identification of interested parties has been carried out. Regarding communication and social participation, as indicated in the Information, Communication and Complaint Management Program, information on the planned works has been communicated to sensitive receptors within 100 m of the project prior to the start of the works.
Performance Standard 2: Work and Working Conditions	S08: Working conditions and training S09: Gender equity	• In Uruguay, national legislation recognizes the rights of workers to form labor organizations and join those of their choice without interference, as well as to engage in collective bargaining. There are also specific regulations for the prevention of sexual harassment, equality and non-discrimination of women in terms of recognition and employment opportunities. • The CUTCSA Management System (chapter 3) includes specific guidelines to ensure the handling of internal complaints and claims, occupational health and safety, job stability and gender equality. The PGAS also presents an Occupational Health and Safety Program and an Information, Communication and Claims Management Program, which indicate the protocols for action in gender violence and for the handling of complaints of workplace, moral and sexual harassment.
Performance Standard 3: Resource Efficiency and Pollution Prevention	S02: Use of renewable natural resources	• The ESMP takes into account the IFC EHS Guidelines, as well as the guidelines established in the IFC Performance Standards and the CAF Safeguards. It includes management programs to prevent the generation of environmental impacts. • This document presents a Climate Risk Analysis (Chapter 10). • SINAE has national protocols to ensure an effective and efficient response in areas and communities affected by an emergency or disaster.
Performance Standard 4: Community Health, Safety and Security	S08: Working conditions and training	• This document assesses the risks and impacts on the health and safety of the Affected Communities throughout the project cycle. The ESMP establishes prevention and control measures in accordance with the EHS Guidelines, the IFC Performance Standards and the CAF Safeguards. • In the PGAS – Occupational Health and Safety Program, actions are established by the entrepreneur to ensure that workers have safe working conditions, as well as training for workers involved in the project.

Chart 13 cont. Compliance with IFC performance standards and CAF Safeguards

IFC standard	CAF Safeguard	Compliance
Performance Standard 4: Community Health, Safety and Security	S08: Working conditions and training	• In particular, the Occupational Health and Safety Program indicates that CUTCSA has specific guidelines in its management system to ensure job stability. In the specific case of the project under study, there is a job retraining program both in the maintenance area, training staff in electromechanics, and in drivers through Academy 81 to learn the best driving techniques in electric units.
Performance Standard 5: Land Acquisition and Involuntary Relocation.	S07: Resettlement	• The project does not involve the acquisition or use of land that would cause physical or economic displacement of people. • The project will be carried out within the premises owned by CUTCSA.
Performance Standard 6: Conservation of biodiversity and sustainable management of living natural resources	S03: Conservation of biological diversity S04: Pollution prevention and management	• This document assesses the threats to biodiversity and ecosystem services, concluding that the impacts generated will not be significant, even though there may be significant positive impacts. • The PGAS includes management programs to prevent the generation of environmental impacts and ensure sustainable management of natural resources. In particular, there is a Unit Decommissioning Program, an Electric Battery Management Program, a Solid Waste Management Program and a Chemical Substance Management Program.
Performance Standard 7: Indigenous Peoples	S06: Ethnic groups	• In Uruguay, there is no verification of the existence of communities or groups of indigenous peoples who maintain a collective attachment to demarcated habitats or ancestral territories and the natural resources they contain, that is, whose identity as a group or community is linked to these habitats or territories and resources. • There are also no communities or groups that have lost their collective attachment to demarcated habitats or ancestral territories within the project area due to forced separation, conflict, government resettlement programmes, dispossession of their lands, natural disasters or the incorporation of such territories into an urban area, which occurred during the lifetime of the members of the affected group.
Performance Standard 8: Cultural Heritage	S05: Cultural heritage	• There is no cultural heritage in the project's area of influence that could be affected by it.

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ANNEX I: SOCIAL REPORT 2022-2023

Intentional Page

CUTCSA

REPORTE SOCIAL

2022
2023

COMPAÑÍA URUGUAYA
DE TRANSPORTES COLECTIVOS S.A.

InvolucraRSE

Contenido: Dpto. Desarrollo Social
Diseño y Fotografía: Dpto. RR.PP.
Consultas y sugerencias a: desarrollo.social@cutcsa.com.uy

Avda. Luis A. de Herrera 3355 - Torre Herrera - Piso 25
Montevideo - Uruguay - Teléfono 19333*

ÍNDICE

Juan Antonio
SALGADO VILA

PRESIDENTE

Luego de atravesar una crisis sanitaria que sacudió los cimientos de la sociedad toda, sobre el mes de junio de 2022 fueron levantadas las restricciones establecidas ante la aparición del COVID-19, las cuales repercutieron profundamente en la situación de nuestro sector.

La pandemia nos puso a prueba en muchos sentidos, pero cuando se le pidió el apoyo a quienes día a día aseguran la movilidad de la población, salieron a la calle a pesar del miedo -por su salud y la de sus familias- y facilitaron el cumplimiento de servicios esenciales, a la vez que hacían posible la supervivencia de nuestra empresa, evidenciando el espíritu de lucha que nos acompaña e inspira desde nuestros orígenes.

A pesar que seguimos viviendo tiempos de incertidumbre, donde el transporte público colectivo tiene menos clientes que en 2019, y el anterior 80% del mercado es ahora nuestro 100%, hemos asumido el desafío de cambiar la matriz energética, de forma de ofrecer una alternativa de movilidad eficiente y amigable con el Medio Ambiente,

Convencidos que la renovación de ómnibus diesel por eléctricos es el camino a seguir, nuestra organización se comprometió a renovar el 100% de la flota por ómnibus eléctricos, pasando del 25% en 2025 al 100% en 2040.

Este plan de renovación será acompañado por otras acciones orientadas a la constante mejora del servicio, como lo es la actualización de las expendedoras -validadoras de viaje-, lo que permitirá brindar óptimas prestaciones.

En 2023 Cutcsa celebró sus primeros 86 años de vida, reafirmando que lo que nos caracteriza y marca nuestro diferencial es nuestro capital humano. Son las mujeres y hombres que conforman nuestra empresa, con ADN de transportistas, quienes nos proyectarán hacia el futuro ... rumbo a los 100 años.

NUESTRA ORGANIZACIÓN

Cutcsa -Compañía Uruguaya de Transportes Colectivos Sociedad Anónima- es la principal empresa de transporte colectivo de pasajeros de Uruguay.

Está conformada por capitales nacionales en un régimen de explotación por parte de socios/as minoritarios/as. Desde 1937, ofrecemos un servicio seguro, accesible e integrador, que democratiza la movilidad de las personas, y que en nuestro país es la forma de traslado masivo más amigable con el Medio Ambiente.

560.000
TRANSACCIONES DIARIAS

3.733
PERSONAS EN SERVICIO

75:871.788
KMS RECORRIDOS ANUALES

3.381[1]
ACCIONISTAS

109
RECORRIDOS

1.141
ÓMNIBUS EN SERVICIO

6
PLANTAS DE ESTACIONAMIENTO Y LOGÍSTICA

4:683.453
HORAS DE SERVICIO ANUALES

155.429
M^2 DE INFRAESTRUCTURA

Datos al 31/12/2023

[1] Se toman en cuenta propietarios/as que trabajan y aportadores/as de capital sin apertura (sin considerar procesos de sucesión, particiones por divorcio, etc.).

Evolución de la Empresa

1937
16 de agosto

Nace la Cooperativa Uruguaya de Transportes Colectivos Sociedad Anónima, con 526 ómnibus en su flota

1940

1940- Adquisición de los primeros predios de la antigua Planta “José Añón”
1946- Cambia la naturaleza de la sociedad “Compañía Uruguaya de Transportes Colectivos Sociedad Anónima”
1950- Creación del Fondo de Auxilio (FA)
1958- Se aprobó el asiento para el guarda
1961- Incorporación de 132 unidades, 75 de estas carrozadas en Cutcsa
1962- Se adoptó la modalidad del boleto en rollo
1967- Creación del Fondo Social de Vivienda
1978- Se crea la Línea “Inter”

1980

1992- Creación de la Terminal “Baltasar Brum” (Kelir S.A.)., de la que Cutcsa es accionista e incorporación de las Líneas que eran de Cooptrol: “4”, “60”, “62” y “64” junto a sus cooperativistas.
1995- Inicia el programa “Cero Accidente”
1996- Habilitación de la Planta “Islas Canarias”
1997- Ingreso del personal femenino a “plataforma”
1998- Firma de convenio de reestructura con trabajadores

2000

2000- Creación del "Fondo Complementario de Retiro de Propietarios" e implantación del Plan de Gestión de Calidad (PGC)
2001- Creación de “Cutcsa Seguros” (aseguradora general de la flota) e inicia el “Centro de Atención al Cliente”
2002- Habilitación de Planta Veracierto
2005- Creación del “Fondo de Financiamiento del Transporte Colectivo Urbano de Montevideo (IM) e inicio de pruebas con biodiesel
2006- Extensión de líneas urbanas al área metropolitana.y creación del Fideicomiso de Administración del Boleto (MTOP).
2007- Incorporación de tecnología en el transporte (STM) y videocámaras de seguridad en los ómnibus. Se crea el subsidio al boleto y se genera la alianza estratégica con ANCAP
2008- Autogestión para el abastecimiento y distribución de combustible. Afiliación a DERES. Comienza el programa “Reciclaje Solidario”
2009- Programa “Jóvenes en Cutcsa”. Nuevas modalidades de viaje STM. Ampliación de la Razón Social
(nuevos negocios). Primer Memoria Social en base a los ámbitos de Responsabilidad Social de DERES

2010

2010- Inauguración de las nuevas plantas “José Añón” y “José Pedro Varela” (actualmente “Juan Antonio Salgado”)

2011- Integración de unidades con accesibilidad universal (de piso bajo)
2012- Participación proyecto PNUD "Conciliación con corresponsabilidad".
Monitoreo del servicio por sistema de posicionamiento global. Compra del predio de Planta Galicia
2013- Campaña de concientización en equidad de género. Participación en Nuevocentro Shopping. ISO 26.000 incorporada a RSE de la empresa
2014- incorporación de biodiesel (B10 y posteriormente B20) -ALUR-. Nueva sede Club Social Cutcsa
2015- Convenio INEFOP/UTC/CUTCSA capacitación interna "Servicio de personas para personas". Primer Reporte Social considerando aspectos del GRI G4.
2016- Prueba piloto Bus Eléctrico. Prueba biodiesel B100 en flota social.
Incorporación de servicios y personal de ex Raincoop (recorridos 14, 21, 77 y D10)
Nueva sede central en Torres Nuevocentro, Torre Herrera – Piso 25.
2017- Reporte de Sostenibilidad elaborado de conformidad con la opción Esencial de los Estándares GRI, señalando también los ODS a los que se contribuye directa o indirectamente.
2018- Presidente de Cutcsa, asume presidencia de la Cámara de Transporte del Uruguay. Desfribiladores en unidades de líneas D1 y Ca1 y terminales y plantas de la empresa.
2019- Adhesión a WEP's y aplicación de autodiagnóstico.
Proyecto Movés. Diagnóstico con Perspectiva de Género enmarcado en Movés.
Programa "Contención Laboral".
Primeras unidades a combustión que cumplen con la norma Euro 5, reduciendo la emisión de gases perjudiciales para la salud.
Participación en Monitor de Desarrollo Sostenible (MDS)

2020

2020- Incorporación de 20 buses eléctricos en flota urbana
Creación de la Línea Eléctrica "J". Centro de carga buses eléctricos en Planta J. Añón. Pandemia mundial por Coronavirus impacta fuertemente la movilidad.
Implementación de acciones sanitarias y de gestión por crisis del sector.
2021- Acciones para contrarrestar crisis por Coronavirus continuaron siendo prioritarias.
Adecuación del servicio por la apertura paulatina de actividades ante control de la pandemia.

2022

2022- Se hizo público el Compromiso Medioambiental de Cutcsa de renovar su flota exclusivamente por ómnibus eléctricos.
Adhesión a la red de Pacto Global
Reconocimiento a la Acción Climática -Premio Nacional de Ambiente "Uruguay Sostenible"
Declaración ZEV[2] y adhesión a la COP26 a partir de la invitación de la Embajada Británica.
En el marco del 85 Aniversario y del estreno de la película "Rumbo a los 100 años", se designó la ex Planta Varela como Juan Antonio Salgado.

2020 a 2023 Pandemia por SARS-CoV-2 –COVID 19- MOVILIDAD REDUCIDA

2023

2023- Incorporación del primer ómnibus Higer. Inició prueba en línea "J" y posteriormente "Inter- Diferenciales", "A", "D" e "I".
Convenio marco para la participación en el fondo de financiamiento para la renovación tecnológica del transporte colectivo urbano de Montevideo a suscribirse por la IM y las empresas operadoras de transporte.
La Superintendencia de Servicios Financieros del Banco Central del Uruguay -BCU-, autorizó e inscribió en el registro del mercado de valores los títulos de deuda a emitirse en el Fideicomiso Financiero Cutcsa para cumplir con el plan de renovación de flota.
Aprobación del nuevo color de las unidades: celeste
Designación del nuevo centro de estudios tecnológicos como edificio Fernando Barcia Porro.
Aprobación, en Asamblea extraordinaria de Accionistas, dea constitución de -TATSA[3]-.

[2] ZEV -por sus siglas en inglés- Vehículos Cero Emisiones.
[3] TATSA –Tecnología Aplicada al Transporte Sociedad Anónima-.

Mag. Fernando **BARCIA PORRO**

GERENTE GENERAL

Desde el año 2008 en forma bianual, Cutcsa emite su Reporte Social, el cual muestra la gestión de la empresa en sus aspectos materiales presentándolos en forma veraz, clara, comparable, y convencidos que la transparencia de nuestra información es un valor fundamental.

El camino transitado durante la crisis generada por la pandemia, ha permitido enfocarnos en la sostenibilidad de nuestro negocio y nos demostró nuevamente lo indisolubles que son las variables económicas, sociales y medioambientales en la gestión empresarial, fortaleciéndose los valores organizacionales que emanan desde nuestra fundación, tales como la solidaridad, compromiso, lealtad, respeto, vocación de servicio, profesionalismo y creatividad, siendo estos fundamentales para el abordaje de las diferentes acciones que desarrolla la organización y que se muestran en este reporte.

Desde lo económico, si bien la nueva realidad generó nuevos umbrales en lo que refiere a las personas que utilizan el transporte colectivo de pasajeros, nuestra organización se adaptó al cambio, adecuando su estructura a esa nueva realidad, lo que también dio impulso a consolidar la forma de gestionar el servicio, transformando casi la totalidad de los buses para que operen en sistema “micro”, aportando sustancialmente a la paramétrica del precio del boleto.

En lo que refiere a la variable ambiental, el fuerte liderazgo vanguardista de nuestra organización, permitió a Cutcsa asumir el compromiso de renovar su flota de ómnibus exclusivamente por ómnibus eléctricos, en la medida que los planes de incorporación resueltos por las autoridades lo permitan; siendo parte de la solución: brindar un transporte limpio, eficiente, de calidad. El cambio de la matriz energética implicará cambios estructurales en la organización. Nos enfrentamos al desafío de una reestructura en la logística del servicio que implica nueva infraestructura edilicia, de equipamiento y tecnología, logística de carga, asistencia técnica, mantenimiento de los buses y capacitación del personal.

Sin dudas el desarrollo de nuestra empresa está directamente vinculado al de nuestros/as clientes/as y la comunidad, por lo que, trabajar desde la planificación estratégica integrando a todos los grupos de interés y sus prioridades, nos permitirá avanzar con foco social.

El contar con una empresa sólida, una administración responsable y un fuerte sentido de pertenencia de todos/as quienes integramos la organización, haciendo énfasis en la confianza y la disciplina, nos permitirá seguir avanzando, guiando a todos/as los/as integrantes de la empresa: trabajadores/as, propietarios/as, aportadores/as de capital; así como continuar trabajando en conjunto con autoridades nacionales, departamentales, y demás entes e instituciones, en pos de una movilidad sostenible.
Compartimos la actuación de nuestra empresa en 2022-2023 en los distintos ámbitos de acción, y agradecemos los comentarios y sugerencias que nos hagan llegar.

Misión

Brindar a la población soluciones de transporte modernas, seguras, confiables y eficientes, teniendo como meta la satisfacción del cliente. Descubrir constantemente los requerimientos del mercado en materia de movilidad y adaptarnos a ellos en forma rápida y eficiente. Realizar todo emprendimiento que agregue valor a nuestro negocio, permita optimizar el resultado y represente una contribución positiva para todos los integrantes de la organización y la sociedad.

Visión

Ser una empresa de referencia permanente en el servicio de transporte colectivo, impulsora de los cambios que permitan brindar un servicio público de calidad, de personas para personas y donde el cliente debe ser lo primero.

Valores

Honestidad – proceder con rectitud, sinceridad, coherencia, actuar de buena fe.
Lealtad – compartir objetivos orientados a un bien común, sentimiento de pertenencia, fidelidad, cumplir compromisos establecidos.
Respeto – ser tolerante y colaborativo/a, reconocer que todas las personas tienen derechos y obligaciones.
Compromiso – dar el 100%, ser responsable, aunar esfuerzos, procurar eficiencia propia y de toda la empresa.
Vocación de servicio – ser solidario/a y empáticos/as en la prestación del servicio y en el relacionamiento en general, atender a los/as demás como se pretende ser atendido/a, participar en el desarrollo integral de la comunidad.
Profesionalismo – asumir las responsabilidades de la función, realizar una gestión eficiente, cumpliendo con las normas, dignificar la tarea propia y la de los demás.
Innovación/creatividad – ser proactivo/a, liderar los cambios necesarios para asegurar la sostenibilidad del negocio y el desarrollo de la sociedad.

Perfil del reporte

El presente informe de sostenibilidad se refiere al desempeño ambiental, social y de gobierno de Cutcsa en el período enero 2022- diciembre 2023. Es el octavo reporte bianual presentado en forma ininterrumpida, siendo el anterior el correspondiente a 2020- 2021.[4]

En el también se detalla la contribución al cumplimiento de la Agenda 2030, describiendo los compromisos, las acciones y las prácticas que impactan en los ODS[5], directa o indirectamente.

En cuanto a la redacción, en general se mantuvieron los textos que describen acciones, prácticas y estructuras de la organización que no se han modificado, actualizando los datos correspondientes.

Si bien Cutcsa mantiene un vínculo societario con las firmas Cutcsa Seguros SA, Nuevocentro SA y Kelir SA, este reporte da cuenta exclusivamente de las acciones de Cutcsa.

El Reporte fue elaborado por el Dpto. de Desarrollo Social, aprobado por la Gerencia General y el Directorio, basado en los aspectos materiales definidos.

Se ponderó la veracidad y comparabilidad, redactando en lenguaje inclusivo en cuanto fue posible y no dificultó la comprensión de la información.

Para nosotros este reporte es una importante herramienta de gestión, que facilita el proceso de evaluación, mejora del desempeño y a la vez promueve la transparencia y la rendición de cuentas a nuestros Grupos de Interés.

Estamos a las órdenes para profundizar temas de su interés y agradecemos las sugerencias que se nos remitan y que servirán para facilitar la comprensión y verificabilidad de la información presentada:

desarrollo.social@cutcsa.com.uy

[4]Los Reportes Sociales de Cutcsa están disponibles en: https://www.cutcsa.com.uy/rse/reporte-social.
A partir de esta edición, los Estándares GRI serán incorporados en un Informe GRI independiente, que próximamente estará disponible en esta página.
[5]ODS -Objetivos de Desarrollo Sostenible- La ONU aprobó en 2015 la Agenda 2030, un conjunto de objetivos globales para erradicar la pobreza, proteger el planeta, la educación, la igualdad de la mujer, asegurar la prosperidad para todos, generando una nueva agenda de desarrollo sostenible.

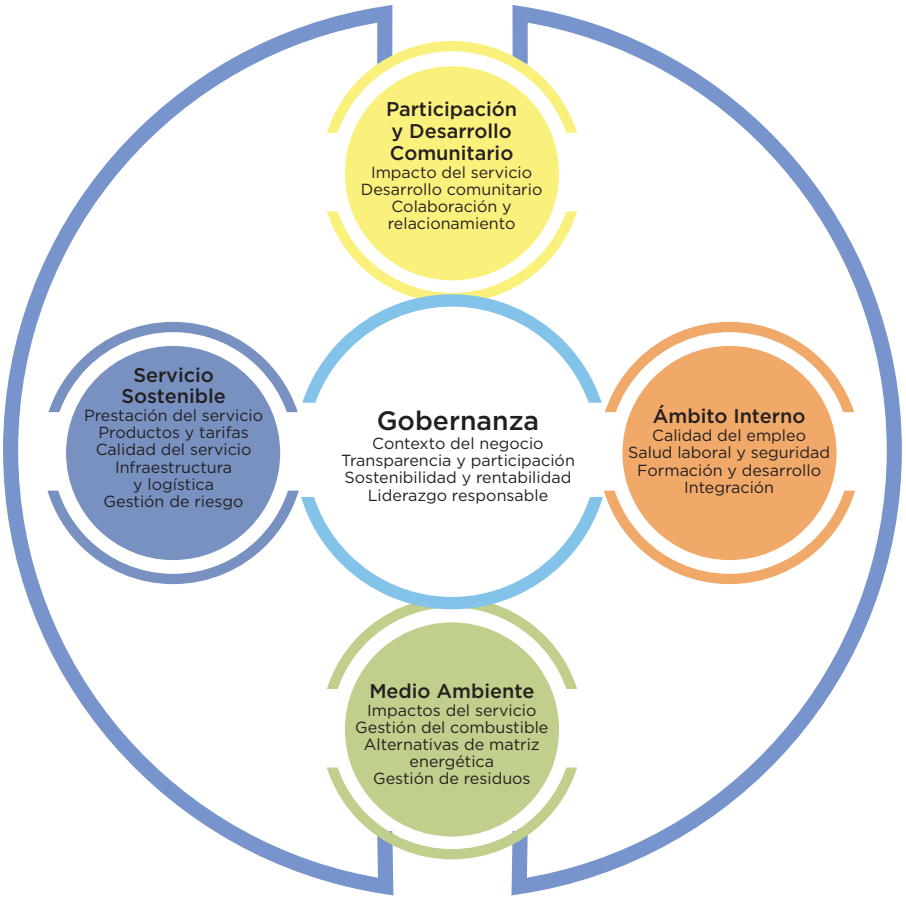
Enfoque de sostenibilidad

Desde antes de nuestra fundación, desarrollamos acciones de responsabilidad social. La sostenibilidad basada en la premisa del ganar- ganar, ha sido una constante.

La sistematización de esas acciones y la utilización de métodos e indicadores como IRSE[6], autoevaluación de DERES[7], el benchmarking y posteriormente la ISO 26.000[8] y MDS[9], y actualmente los Principios del Pacto Global[10] y los Objetivos de Desarrollo Sostenible (ODS), nos guían para profundizar la incorporación de la sostenibilidad en la gestión del negocio. GRI es la herramienta de comunicación que utilizamos para compartir las acciones desarrolladas.

Nuestra Misión, Visión y Valores corporativos orientan y focalizan las acciones y planes empresariales con la meta establecida en el desarrollo sostenible de nuestra empresa y de la comunidad, así como en la definición de las políticas y compromisos asumidos.

[6]IRSE -Indicadores Responsabilidad Social Empresaria- realizado por ACDE (Asociación Cristiana de Dirigentes de Empresa).
[7]DERES - es una organización empresarial sin fines de lucro que reúne a las principales empresas de Uruguay que buscan desarrollar la Responsabilidad Social Empresaria (RSE) y el Desarrollo Sostenible.
[8]ISO 26.000 es una guía internacional que nace para ayudar a organizaciones de todo tipo a ser más responsables socialmente.
[9]MDS -Monitor de Desarrollo Sostenible- cuenta con el respaldo académico de la Cátedra de Gerencia y Contabilidad para el Desarrollo Sostenible -Deloitte de la Universidad ORT Uruguay- tiene como objetivo medir periódicamente indicadores sobre el desempeño económico, social y medioambiental de las empresas socias de DERES y analizar su evolución en el tiempo.
[10]Pacto Global de Naciones Unidas, es un llamado a las empresas y organizaciones a que sus estrategias y operaciones estén alineadas con los 10 principios universales sobre derechos humanos, normas laborales, medioambiente y lucha contra la corrupción.

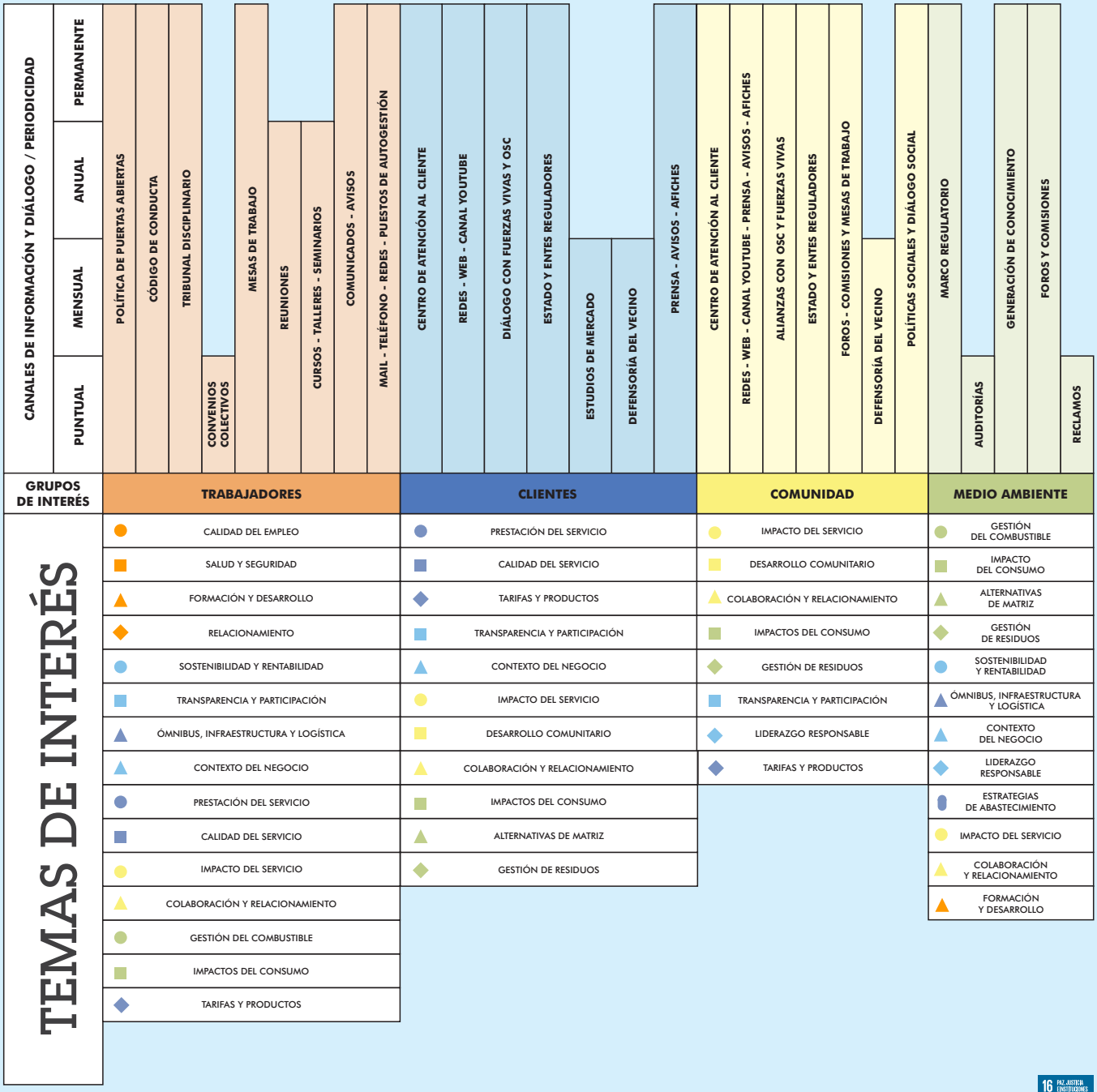


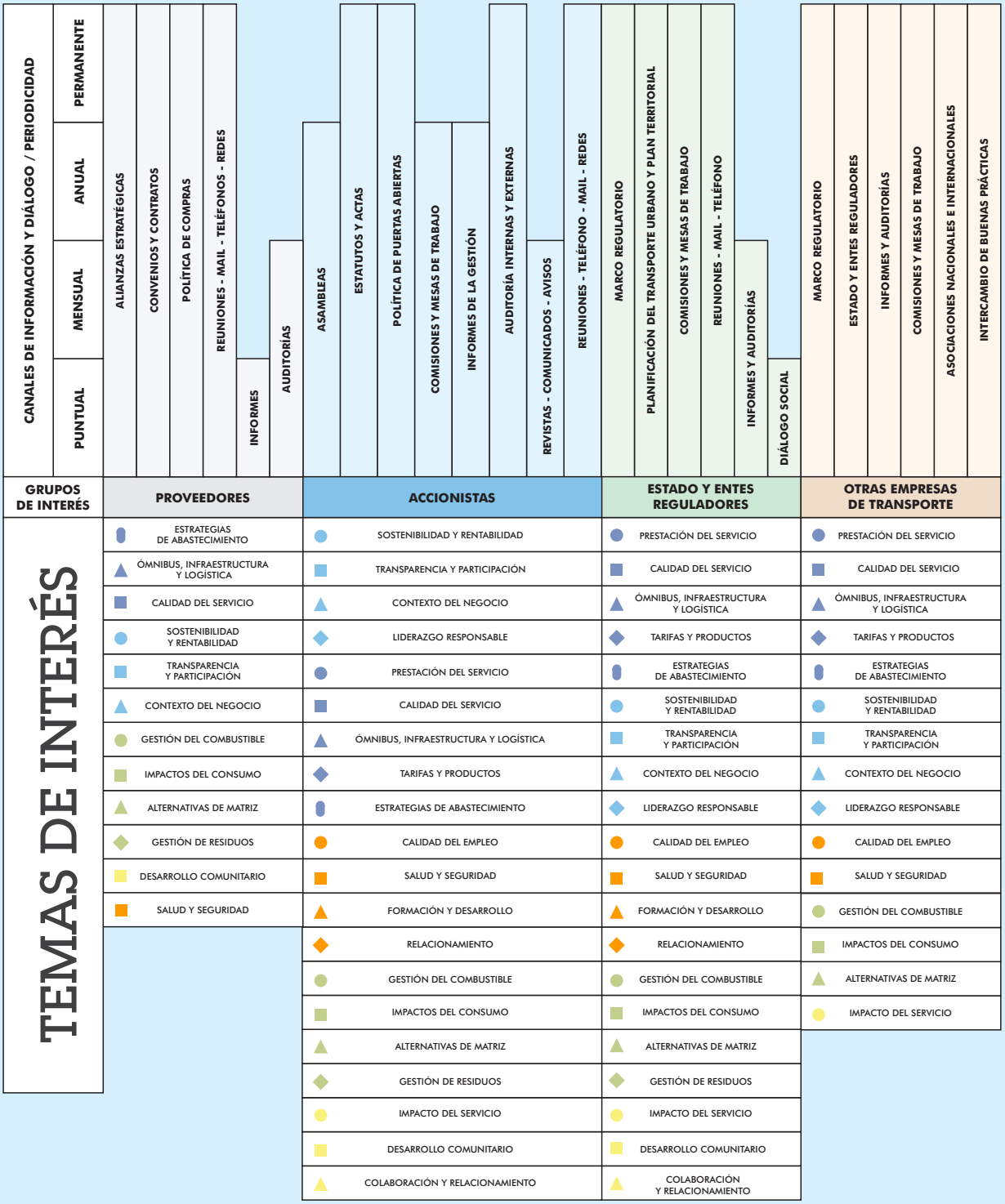
ESQUEMA BASADO EN LA NORMA UNIT - ISO 26.000

En el reporte se gráfica con esta simbología los Objetivos de Desarrollo Sostenible vinculados a las distintas prácticas descriptas, resaltando el o los ODS con que cada una se relaciona.

Grupos de interés

En los siguientes cuadros se muestra los temas materiales identificados por nuestros grupos de interés, en función de los canales utilizados y la periodicidad de la consulta/encuentro. Si bien se trata de un esquema horizontal, cuyo eje son los grupos de interés, el mismo se dividió en dos partes por razones prácticas de visualización. La primera parte concentra los grupos con intereses fundamentalmente sociales y ambientales y la segunda, los que se vinculan principalmente con aspectos económicos y de gobernanza.




CANALES DE INFORMACIÓN Y DIÁLOGO / PERIODICIDAD
PUNTUAL
MENSUAL
ANUAL
PERMANENTE
ALIANZAS ESTRATÉGICAS
CONVENIOS Y CONTRATOS
POLÍTICA DE COMPRAS
REUNIONES - MAIL - TELÉFONOS - REDES
INFORMES
AUDITORÍAS
ASAMBLEAS
ESTATUTOS Y ACTAS
POLÍTICA DE PUERTAS ABIERTAS
COMISIONES Y MESAS DE TRABAJO
INFORMES DE LA GESTIÓN
AUDITORÍA INTERNAS Y EXTERNAS
REVISTAS - COMUNICADOS - AVISOS
REUNIONES - TELÉFONO - MAIL - REDES
MARCO REGULATORIO
PLANIFICACIÓN DEL TRANSPORTE URBANO Y PLAN TERRITORIAL
COMISIONES Y MESAS DE TRABAJO
REUNIONES - MAIL - TELÉFONO
INFORMES Y AUDITORÍAS
DIÁLOGO SOCIAL
MARCO REGULATORIO
ESTADO Y ENTES REGULADORES
INFORMES Y AUDITORÍAS
COMISIONES Y MESAS DE TRABAJO
ASOCIACIONES NACIONALES E INTERNACIONALES
INTERCAMBIO DE BUENAS PRÁCTICAS
GRUPOS DE INTERÉS
TEMAS DE INTERÉS
PROVEEDORES
ESTRATEGIAS DE ABASTECIMIENTO
ÓMNIBUS, INFRAESTRUCTURA Y LOGÍSTICA
CALIDAD DEL SERVICIO
SOSTENIBILIDAD Y RENTABILIDAD
TRANSPARENCIA Y PARTICIPACIÓN
CONTEXTO DEL NEGOCIO
GESTIÓN DEL COMBUSTIBLE
IMPACTOS DEL CONSUMO
ALTERNATIVAS DE MATRIZ
GESTIÓN DE RESIDUOS
DESARROLLO COMUNITARIO
SALUD Y SEGURIDAD
ACCIONISTAS
SOSTENIBILIDAD Y RENTABILIDAD
TRANSPARENCIA Y PARTICIPACIÓN
CONTEXTO DEL NEGOCIO
LIDERAZGO RESPONSABLE
PRESTACIÓN DEL SERVICIO
CALIDAD DEL SERVICIO
ÓMNIBUS, INFRAESTRUCTURA Y LOGÍSTICA
TARIFAS Y PRODUCTOS
ESTRATEGIAS DE ABASTECIMIENTO
CALIDAD DEL EMPLEO
SALUD Y SEGURIDAD
FORMACIÓN Y DESARROLLO
RELACIONAMIENTO
GESTIÓN DEL COMBUSTIBLE
IMPACTOS DEL CONSUMO
ALTERNATIVAS DE MATRIZ
GESTIÓN DE RESIDUOS
IMPACTO DEL SERVICIO
DESARROLLO COMUNITARIO
COLABORACIÓN Y RELACIONAMIENTO
ESTADO Y ENTES REGULADORES
PRESTACIÓN DEL SERVICIO
CALIDAD DEL SERVICIO
ÓMNIBUS, INFRAESTRUCTURA Y LOGÍSTICA
TARIFAS Y PRODUCTOS
ESTRATEGIAS DE ABASTECIMIENTO
SOSTENIBILIDAD Y RENTABILIDAD
TRANSPARENCIA Y PARTICIPACIÓN
CONTEXTO DEL NEGOCIO
LIDERAZGO RESPONSABLE
CALIDAD DEL EMPLEO
SALUD Y SEGURIDAD
FORMACIÓN Y DESARROLLO
RELACIONAMIENTO
GESTIÓN DEL COMBUSTIBLE
IMPACTOS DEL CONSUMO
ALTERNATIVAS DE MATRIZ
GESTIÓN DE RESIDUOS
IMPACTO DEL SERVICIO
DESARROLLO COMUNITARIO
COLABORACIÓN Y RELACIONAMIENTO
OTRAS EMPRESAS DE TRANSPORTE
PRESTACIÓN DEL SERVICIO
CALIDAD DEL SERVICIO
ÓMNIBUS, INFRAESTRUCTURA Y LOGÍSTICA
TARIFAS Y PRODUCTOS
ESTRATEGIAS DE ABASTECIMIENTO
SOSTENIBILIDAD Y RENTABILIDAD
TRANSPARENCIA Y PARTICIPACIÓN
CONTEXTO DEL NEGOCIO
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CALIDAD DEL EMPLEO
SALUD Y SEGURIDAD
GESTIÓN DEL COMBUSTIBLE
IMPACTOS DEL CONSUMO
ALTERNATIVAS DE MATRIZ
IMPACTO DEL SERVICIO

ANÁLISIS DE MATERIALIDAD

En esta edición seguimos tomando como base el análisis de materialidad realizado en 2015, con las variaciones establecidas en los diálogos mantenidos con los distintos grupos de interés.

Actualmente el análisis de aspectos materiales se encuentra en proceso de revisión, por lo que en la próxima edición del Reporte compartiremos esta materialidad.

Este proceso de análisis se realizó sobre la base de:

-la identificación de los temas relevantes en la estrategia empresarial y su interrelación con sus grupos de interés.

-consultas específicas a representantes de los grupos de interés sobre sus expectativas y su valoración en referencia a los temas relevantes identificados.

-estadísticas de atención al cliente y estudio del mercado.

-consideración de aspectos contemplados en los Estándares GRI.

-consideración de aspectos contemplados en los ODS.

-observación de otros reportes.

Si bien los aspectos materiales se mantienen, las consecuencias de la crisis sanitaria y su impacto en la movilidad, así como la renovación de flota e incorporación de ómnibus eléctricos, el proyecto de cambio de tecnología de a bordo y la infraestructura que estas incorporaciones requerirán, determina un enfoque que prioriza la sostenibilidad del negocio y la movilidad segura de los/as clientes/as.

La prioridad fue determinada por el equipo de trabajo del reporte con la participación de personal de dirección de diversas áreas de la empresa, el grupo de autoevaluación y revisada por la Gerencia General.

La validación fue efectuada por la Alta Jerarquía de la empresa.

NUESTROS COMPROMISOS

Gobernanza

GRI 102-16, 103-2

Cumplimos nuestro objeto social actuando en un todo de acuerdo con la normativa nacional y departamental que resulta aplicable al transporte colectivo de pasajeros, promoviendo y desarrollando acciones en diversos ámbitos: accionistas, clientes, empleados, trabajadores/as, colaboradores, proveedores, competidores, comunidad, medioambiente, proveedores y el propio Estado, en cuanto corresponda.

Servicio Sostenible

Trabajamos permanentemente para satisfacer las necesidades de movilidad de una sociedad en constante desarrollo, coordinando y gestionando nuestro servicio para brindar las mejores opciones de transporte. Establecemos alianzas estratégicas estables en nuestra cadena de valor para asegurar un desempeño eficiente y sostenible para todos los involucrados.

Ámbito Interno

Procuramos el bienestar laboral y brindamos facilidades para mejorar la calidad de vida de todos los integrantes de la organización, lo que para nosotros es una prioridad.

Medio Ambiente

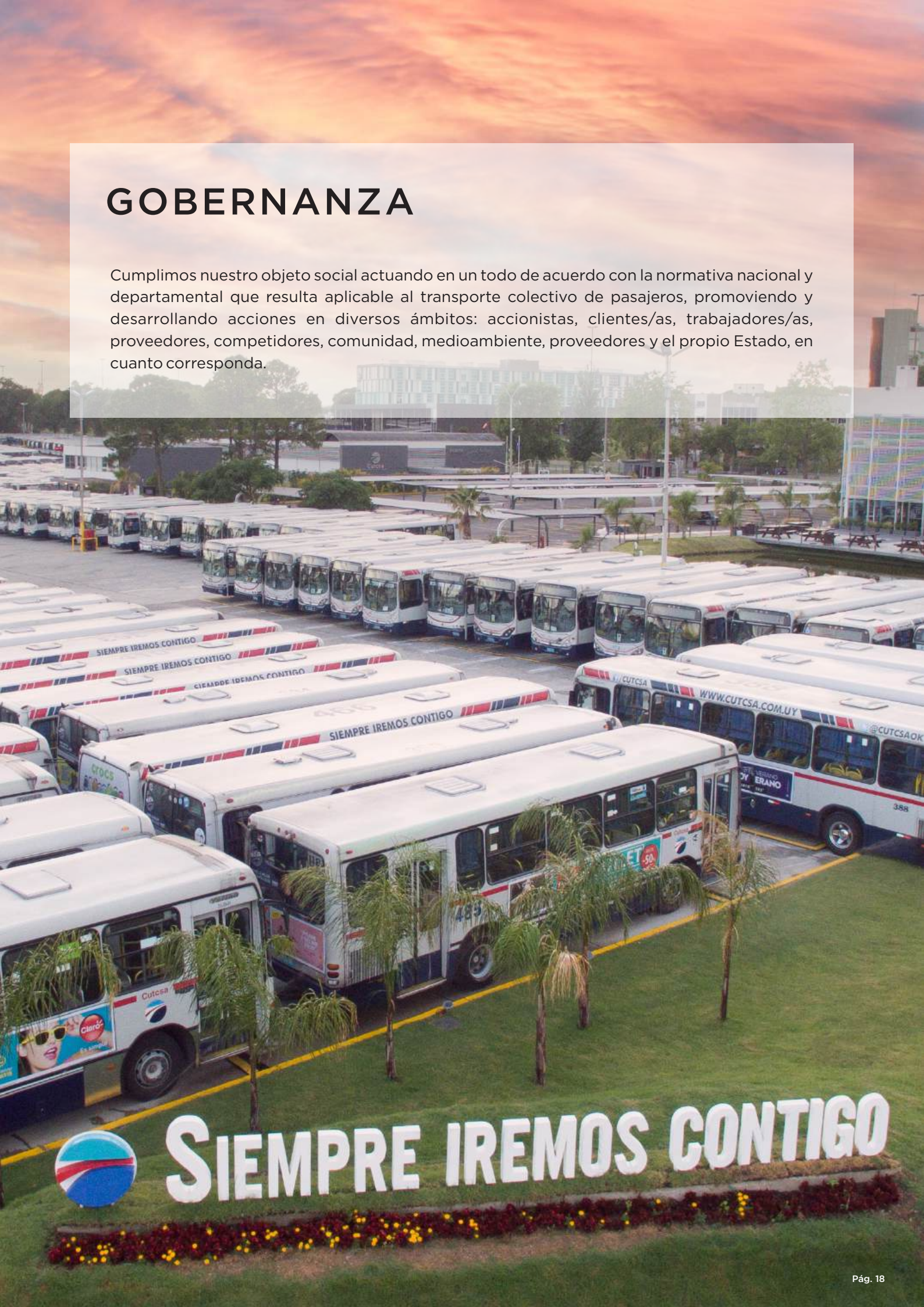
En Cutcsa somos conscientes del impacto ambiental que produce nuestra actividad, por eso, la incorporación de tecnología, la aplicación de métodos para maximizar el rendimiento de combustible, el tratamiento responsable de los residuos sólidos y efluentes, así como la búsqueda de sistemas para disminuir emanaciones contaminantes y el análisis de energías alternativas, es una constante.

Participación y Desarrollo Comunitario

A lo largo de nuestra trayectoria hemos brindado apoyo y colaboración a toda la sociedad. El contacto diario forjó un fuerte sentimiento de solidaridad, respeto y compromiso hacia los vecinos, que incorporamos en nuestra cultura organizacional y aplicamos en nuestras acciones y programas de sostenibilidad.

GOBERNANZA

Cumplimos nuestro objeto social actuando en un todo de acuerdo con la normativa nacional y departamental que resulta aplicable al transporte colectivo de pasajeros, promoviendo y desarrollando acciones en diversos ámbitos: accionistas, clientes/as, trabajadores/as, proveedores, competidores, comunidad, medioambiente, proveedores y el propio Estado, en cuanto corresponda.



Gobernanza

Contexto del negocio
Transparencia y participación
Sostenibilidad y rentabilidad
Liderazgo responsable

La dinámica de la actividad, así como la diversidad y complejidad de los aspectos que deben ser considerados para poner en funcionamiento el servicio, requiere que Cutcsa tenga un Gobierno Corporativo claramente definido, que brinde transparencia a la gestión, identifique los intereses de las sociedades de hecho[11] y garantice la participación de todos los accionistas, otorgando real representatividad al Directorio.

Se consideran en este capítulo la estructura organizacional, canales de diálogo y participación interna, política de sostenibilidad y modelo de negocio, presentados en el siguiente esquema:

- Contexto del negocio
- Transparencia y participación
- Sostenibilidad y rentabilidad
- Liderazgo responsable

[11] Ver explicación en pág. 37.

CONTEXTO DEL NEGOCIO

Hasta 1920 las principales formas de movilidad eran los modos activos -caminar y andar en bicicleta-. En Montevideo, además de éstos, para los trayectos más largos se contaba con los tranvías tirados por caballo, más tarde los tranvías eléctricos y posteriormente los primeros autobuses, fueron el medio de transporte público de personas.

Entre 1920 y 1950 aparecieron los autos, que debieron adaptarse a los otros modos de transporte. A partir de 1950 estos cobraron valor como distintivo de estatus social, libertad, comodidad, etc. y la ciudad empezó a planificarse en torno a los autos.

De esta forma las áreas urbanas comenzaron a tener cada vez más vehículos, generando más congestión, siniestralidad, contaminación, etc.; provocando también el movimiento de las personas desde las zonas céntricas de las ciudades y expandiendo las zonas urbanas, lo que generó la transformación paulatina de la movilidad de las personas.

En el año 2022 respecto al 2009 el parque automotor en Uruguay tuvo un porcentaje de variación de más del 100%, mientras que la población creció sólo un 1% más[12].

Según datos de Informe sobre el status quo de la Movilidad Urbana Sostenible en Uruguay[13] en 2018 el 44,36% de los hogares disponían de automóvil o camioneta (48,83% en 2021) y el 28,95% disponían de ciclomotor.

Esta predominancia de los vehículos privados tiene consecuencias ambientales, por la emisión de contaminantes tóxicos y gases de efecto invernadero (GEI) de los motores que usan combustibles fósiles. La congestión urbana provoca además un desgaste mayor de la infraestructura y por ende, la necesidad de más inversiones para el mantenimiento de las calles.

Por otro lado, existen costos sociales vinculados a la congestión, como el aumento en los tiempos de traslado, con gran influencia en las actividades diarias (trabajo, estudio, compras del hogar, ocio, etc.), afectando más a aquellos que no tiene la posibilidad de acceder al transporte privado.

Respecto a la contaminación ambiental, el transporte es la principal actividad responsable del 58% de las emisiones de gases de efecto invernadero y también del aumento de las emisiones de Co_2[14].

De acuerdo a estudios ambientales del país, la mayor incidencia del transporte sobre el medio ambiente es a nivel urbano.

Las condiciones en las que se encuentra el aire se denomina “calidad del aire” en relación con la concentración de algunos contaminantes. Estos llegan a la atmósfera a partir de emisiones que se dan en la superficie de la Tierra o se generan en procesos que ocurren en la propia atmósfera”[15].

Uruguay posee una ubicación singular, que

[12]Cálculo propio según datos de INE - Anuario Estadístico Nacional 2023. Volumen N° 100. Disponible online: https://www.gub.uy/instituto-nacional-estadistica/comunicacion/publicaciones/anuario-estadistico-nacional-2023-volumen-n-100/anuario-estadistico

[13]Grupo de Trabajo sobre P-MUS, MIEM, MVOTMA, MEF y MTOP – “Informe sobre el Status Quo de la Movilidad Urbana Sostenible en Uruguay”, 2020. Disponible en online: https://www.gub.uy/ministerio-ambiente/sites/ministerio-ambiente/files/2020-10/2020%20Status%20Quo%20Movilidad%20Urbana%20Uruguay%20Resumen_0.pdf

[14]Ministerio de Medio Ambiente (MA) y Sistema Nacional de Respuesta al cambio Climático (SNRCC) – “Uruguay. Inventario Nacional de Gases de Efecto Invernadero 1990- 2020. Disponible online: https://www.gub.uy/ministerio-ambiente/politicas-y-gestion/inventarios-nacionales-gases-efecto-invernadero-ingei

[15]Ministerio de Ambiente – Informe del estado del ambiente 2020. Disponible online: https://www.ambiente.gub.uy/oan/documentos/DCA_Informe_del_Estado_del_Ambiente_2020.pdf

lo hacen único. Está totalmente dentro de la zona templada, al ser un país costero, y al tener una topografía comparativamente nivelada, ese clima templado es relativamente uniforme, de tipo moderado, lluvioso y húmedo[16]. Característica que influye en nuestra calidad del aire.

Montevideo tiene -en líneas generales- una buena calidad de aire. La predominancia de vientos, el suave relieve y la cercanía del Río de la Plata proveen una situación favorable para la dispersión natural de posibles contaminantes[17].

Aun así, el exponencial crecimiento del parque automotor en las últimas décadas, genera congestión del tráfico -especialmente en lugares como el centro y la Ciudad Vieja- influyendo en la contaminación del aire.

En términos generales, se puede decir que los autos, camiones y ómnibus propulsados por combustibles fósiles son los principales responsables de la contaminación del aire. Esta es la quinta causa de muertes prematuras en todo el mundo, detrás de la presión arterial alta, el tabaquismo, la diabetes y la obesidad[18].

Según la Organización Mundial de la Salud (OMS), esta contaminación es el principal riesgo ambiental para la salud pública en las Américas. De acuerdo a la información que esta organización brinda, más de 150 millones de personas en América Latina y el Caribe viven en ciudades que superan los límites de contaminación atmosférica establecidos[19].

De acuerdo a datos de la OMS, la disminución de los niveles de contaminación del aire trae aparejada la reducción de la carga de morbilidad que se deriva de accidentes cerebrovasculares, cánceres de pulmón y neuropatías crónicas y agudas, entre ellas el asma. "Cuanto más bajos sean los niveles de contaminación del aire, mejor será la salud cardiovascular y respiratoria de la población, tanto a largo como a corto plazo."[20]

Además, el cambio climático está provocando olas de calor más frecuentes e intensas y la subida del nivel del mar, sequías e incendios forestales que pueden devastar comunidades enteras.

La movilidad es parte esencial en la vida de todos y el transporte es lo que nos permite acceder a diversas actividades y participar activamente en la sociedad. Pero, la preferencia excesiva de vehículos que utilizan combustibles fósiles, con el exponencial crecimiento del parque automotor, es una de las principales causas del calentamiento global.

Cada año, entran a la circulación en las ciudades más automóviles, sin que se tenga información sobre su eficiencia. El crecimiento del parque vehicular ha reducido la velocidad promedio de los desplazamientos, generando un mayor consumo de combustible por kilómetro recorrido e incrementando los tiempos de traslado, aumentando también los embotellamientos.

En contrapartida, todos los modos de transporte colectivo tienen un impacto

[16]OAS – "Uruguay - Estudio Ambiental Nacional - Resumen Ejecutivo". Disponible online: https://www.oas.org/dsd/publications/unit/oea12s/oea12s.pdf
[17]Intendencia de Montevideo - "Calidad del aire". Disponible online: https://montevideo.gub.uy/calidad-del-aire
[18]Green 4T "La tecnología y los retos del transporte público en 2023", disponible online: https://www.green4t.com/es/insights/la-tecnologia-y-los-retos-del-transporte-publico-en-2023/
[19]Salud sin daño "Guías actualizadas de la OMS sobre la calidad del aire y sus implicancias para los países latinoamericanos", disponible online: www.saludsindanio.org
[20]IDEM 18

medioambiental positivo porque llevan más personas a un mismo destino, lo que significa que menos autos y motos se mueven por la ciudad y, por ende, más agilidad y menos emisiones contaminantes. Los vehículos privados consumen más energía y las emisiones, especialmente las de CO_2, son mayores, por lo que moverse en transporte público es menos dañino para la salud pública.

Además, el transporte público genera inclusión, promueve la igualdad social, en la medida que posibilita que todas las personas -independientemente de sus características socioeconómicas- puedan trasladarse según sus necesidades. Permite acceder, desde un punto de vista espacial, a puestos de trabajo, centros de educación, instalaciones sanitarias y a todo tipo de servicios. La movilidad y el transporte público colectivo son elementos claves para combatir los procesos de marginación.

Un automóvil con sólo una persona ocupa 50 veces más espacio que si esa persona viajara en el transporte público y es altamente contaminante[21].

Todos los medios de transporte deben utilizar la energía de manera eficiente, la energía de un automóvil de más de 1.000 kg que transporta entre 1,2 y 1,4 personas no es eficiente en relación a un ómnibus que consume entre 3 y 5 veces menos por persona transportada, produciendo también menos gases de efecto invernadero.

Los impactos se calculan por usuario y no por vehículo, resulta tanto o más determinante que 15 usuarios escojan 1 bus en lugar de 15 coches, que la tecnología del motor que empleen los respectivos vehículos.

La priorización del transporte colectivo, implica utilizar menos espacio de infraestructura -por ende con menores costos de mantenimiento-, dejando más espacio público en la ciudad, posibilitando la apropiación y el relacionamiento de los ciudadanos con los entornos que habitan.

El transporte colectivo es un factor de desarrollo de las ciudades y sociedades.

Más allá de estos impactos positivos, el transporte colectivo impacta negativamente el Medio Ambiente, por lo que todos los involucrados -gobiernos, organizaciones privadas, de la sociedad civil e internacionales- coinciden en la necesidad de descarbonizar el transporte, principalmente el público colectivo. En los últimos años se han tomado diferentes medidas para lograr el desarrollo de viajes más sostenibles (vinculados al cumplimiento de la Agenda 2030[22]).

Por otro lado, las empresas de transporte del mundo aun están gestionando los efectos de la pandemia de COVID-19, los gobiernos debieron imponer cuarentenas y restricciones de los viajes y desplazamientos entre 2020 y 2022, con efectos significativos en dichas empresas.

Tal como lo señala el Presidente de Cutcsa -Juan A. Salgado-, la pérdida de mercado en el transporte colectivo ronda el 20%, tanto en nuestro país como en Latinoamérica, y no se va a recuperar en el corto o mediano plazo, porque está vinculada a los cambios que

[21]Todos los modos de transporte utilizan espacio para desplazarse y estacionar durante un tiempo, para calcular la eficiencia del uso se puede utilizar la fórmula espacio x tiempo (m2 x hora).

[22]ONU La Asamblea General de la ONU en 2015 adoptó la Agenda 2030 para el Desarrollo Sostenible, un plan de acción a favor de las personas, el planeta y la prosperidad, que también tiene la intención de fortalecer la paz universal y el acceso a la justicia. La misma tiene 17 objetivos con 169 metas -Objetivos de Desarrollo Sostenible-. Disponible online: https://www.un.org/sustainabledevelopment/es/2015/09/la-asamblea-general-adopta-la-agenda-2030-para-el-desarrollo-sostenible.

la pandemia generó en la vida de la gente. Muchos estudios y encuestas han evidenciado que los principales motivos para viajar son el trabajo y el estudio. "Cualquier cambio en eso influye tremendamente; el trabajo mixto presencial o el teletrabajo, por ejemplo, afectó mucho y en muchos casos vino para quedarse. En el estudio también hay clases presenciales y otras online; y eso evitó asimismo un montón de viajes[23]".

Durante la pandemia, muchas personas también optaron por la compra de vehículos individuales por miedo a contagiarse.

Todo esto llevó a que para las operadoras de transporte de nuestro país el nuevo 100% del mercado es el anterior 80%, por lo que resultó indispensable instrumentar ajustes económicos y diferentes medidas para fortalecer las empresas.

En este contexto de "recuperación" post pandemia surgió la guerra de Rusia y Ucrania, que trajo consigo una gran crisis energética mundial, que afectó la cadena de suministros, impactando también en el transporte (principalmente en Europa); llevando a dimensionar la importancia de diversificar las fuentes de energía considerando la sostenibilidad del planeta a la hora de seleccionarlas.

Por lo que las empresas de transporte deben gestionar -a la vez- la reducción del mercado post pandemia y los cambios del mundo en estos últimos años, a la vez que se responde a la crisis creada por el calentamiento global. Lo que también es un desafío para las autoridades.

Como ya se mencionó, el servicio de movilidad es una parte importante de la economía mundial y tiene un rol relevante al democratizar el acceso a oportunidades.

Un factor relevante a la hora de optar por viajar en transporte público es la eficiencia social: no todos pueden tener un automóvil, en determinados horarios -con menos demanda- quizás los usuarios contaminarían menos si viajaran en un taxi, por ejemplo, pero es necesario cubrir un servicio mínimo que para muchos es indispensable y es el único medio al que pueden acceder.

La movilidad es un derecho, en algunos casos el transporte público posibilita hacer uso de este derecho. No todos pueden trasladarse en modos privados como autos o motos (por costos, etc.) e incluso no todos pueden hacerlo con medios activos (caminar o andar en bicicleta) por la edad, situación de discapacidad, etc. es en estos casos que el transporte público tienen un rol relevante.

En este sentido, las desigualdades no afectan a todas las personas de la misma forma, estrato socioeconómico, género, edad, pertenencia étnico-racial, situación de discapacidad, condición migratoria, identidad de género, etc. son factores que las influyen y retroalimentan -pudiendo generar discriminación interseccional-.

Múltiples estudios indican que la movilidad de las mujeres es diferente a la de los hombres, en Montevideo la encuesta realizada por PNUD[24] y la Intendencia de Montevideo indicó que las mujeres realizan 60% de los viajes para tareas del hogar (incluidas las de cuidado); en bus realizan el 69% de esos viajes y en modos activos el 70%[25].

[23]Revista Somos Uruguay "En el 2023 vamos a tener una crisis importante en el sistema de transporte", nota a Juan A. Salgado Presidente de Cutcsa. Disponible en Internet: https://somosuruguay.com.uy/noticias-empresariales/item/1437-en-el-2023-vamos-a-tener-una-crisis-importante-en-el-sistema-de-transporte.html

[24]PNUD Agencia de Desarrollo de ONU, trabaja en unos 170 países y territorios, ayudando a erradicar la pobreza, reducir las desigualdades y la exclusión y desarrollar la resilencia para que los países puedan progresar.

[25]Políticas de tiempo, movilidad y transporte público: rasgos básicos, equidad social y de género. PNUD, IM con el apoyo de OPP, 2012.

Experiencias de inseguridad en el transporte público, como situaciones de acoso, robos o agresiones, pueden condicionar la elección del medio que las mujeres utilizan para viajar. Por ello se está incluyendo el enfoque de género a la hora de planificar.

Por otra parte, en relación a la seguridad vial, viajar en ómnibus es más seguro. En los datos ofrecidos por UNASEV[26] -Uruguay en 2022 en las categorías de vehículos, no aparece la información de los fallecidos en siniestros de tránsito de los ómnibus, podemos asumir que se incluyen en el 0,5% de la categoría "otros", seguido de camiones 1,4%, bicicletas 3,5%, peatones 13,5%, autos y camionetas 33,4%, y motos 47,8%-. Por lo que es evidente la conclusión que viajar en bus es más seguro. En este sentido, la seguridad en general es un factor que tanto las empresas como las autoridades tienen en cuenta.

Toda esta información fue la que nutrió a nuestra empresa y la impulsó a invertir en la compra de un ómnibus eléctrico ByD con el que se realizaron pruebas en condiciones reales de funcionamiento. Estas pruebas se compartieron con las autoridades municipales y nacionales, (nutriendo también al proyecto Movés)[27].

En este sentido, en los últimos años se ha impulsado la incorporación de vehículos eléctricos en nuestro país, y nuestra empresa se comprometió al cambio paulatino de los ómnibus que deben renovarse por eléctricos, estos disminuyen los niveles de concentración de contaminantes atmosféricos, por eso es fundamental que el transporte público se provea con estos ómnibus, especialmente en las áreas céntricas de la ciudad, porque son las que tienen mayores concentraciones de contaminantes, como vimos anteriormente.

El uso de energía eléctrica es especialmente relevante en la medida que nuestro país ha tenido una importante transformación energética, pasando de tener una alta dependencia en la importación de combustibles fósiles, a liderar la integración de energías renovables -entre 95-98% de su energía se obtiene de fuentes renovables diversificadas: energía eólica, solar, hidroeléctrica y de biomasa-.

De acuerdo al análisis que se realizó desde el Proyecto Movés[11], desde junio de 2020 a julio de 2022 con los 32 ómnibus eléctricos incorporados se recorrieron más de 3:603.563 kilómetros, se evitó el consumo de más de 1:473.000 litros de combustible y la emisión de 3.888 toneladas de CO_2 y de 585,6 kilogramos de PM10[28]. También evitando considerablemente el ruido, las diferencias en los NPS (niveles de presión sonora) para los buses eléctricos y convencionales son significativas -tanto cuando los vehículos están detenidos, como acelerando y circulando a bajas velocidades (<30 km/h)- tanto dentro como fuera de las unidades[29].

Resulta preciso mencionar el impacto de las expendedoras de boletos introducidas en 2008, que han sumado diferentes prestaciones, entre las que se destaca la posibilidad de monitorear los ómnibus. Los GPS ade-

[26]UNASEV - Tercer Informe de Gestión y Estadística de Seguridad Vial, 2022. Disponible online: https://www.gub.uy/unidad-nacional-seguridad-vial/datos-y-estadisticas/estadisticas/2022-tercer-informe-anual-gestion-estadistica-seguridad-vial

[27]El Proyecto Movés "Hacia un sistema de movilidad urbana eficiente y sostenible en Uruguay" fue ejecutado entre 2018 y 2022. Disponible online: https://moves.gub.uy/

[28]Movés - "Proyecto MOVES: Hacia la Movilidad Eficiente y Sostenible en Uruguay". Disponible online: https://moves.gub.uy/download/proyecto-moves-hacia-la-movilidad-eficiente-y-sostenible-en-uruguay/

[29]CSI Ingenieros "Estudio comparativo de nivel de ruido generado por el transporte público convencional y eléctrico", proyecto Movés, MIEM, MA, MVOT, AUCI, GEF –PNUD.

más de permitir el control del servicio (interno y de las autoridades), propició el desarrollo de aplicaciones para optimizar los tiempos de viaje de los usuarios, arribo de las unidades (minimizando los tiempos de espera), etc.; ofreciendo desplazamientos más ágiles, accesibles y seguros -aumentando la calidad del servicio-.

Por otra parte, tanto los buses eléctricos como los Euro 5 -incorporados últimamente a la flota de Cutcsa- tienen piso bajo, wifi, puertos USB, y aire acondicionado, cobrando relevancia la integración de la tecnología en el transporte, tanto en los sistemas -STM[30] en Montevideo- como en las unidades.

Todo ello impacta en la calidad del servicio y también en la seguridad, en la medida que, aunque las personas no tengan datos en su celular, pueden utilizar la red del ómnibus para acceder a las aplicaciones (saber cuándo viene el ómnibus, para elegir donde bajarse para hacer el segundo tramo), lo que se relaciona directamente con la seguridad.

Respecto a la incorporación de la tecnología, es importante considerar las necesidades de poblaciones específicas, por ejemplo las mujeres, ya que en encuestas realizadas en América Latina muchas de las usuarias del transporte público destacaron que esta puede impulsar una mayor seguridad al implementar a través de aplicaciones de movilidad: horarios en tiempo real por parada, para tener menor tiempo de espera; noticias y alertas sobre el estado de los servicios (desvíos por ejemplo); alternativas de ruta segura para descender o llegar a las paradas; etc.

Las nuevas tecnologías de vehículos y los combustibles alternativos son cruciales para descarbonizar el transporte. Acelerar la transición hacia vehículos y combustibles más limpios requiere un apoyo específico de políticas con objetivos y medidas de apoyo claras y ambiciosas.

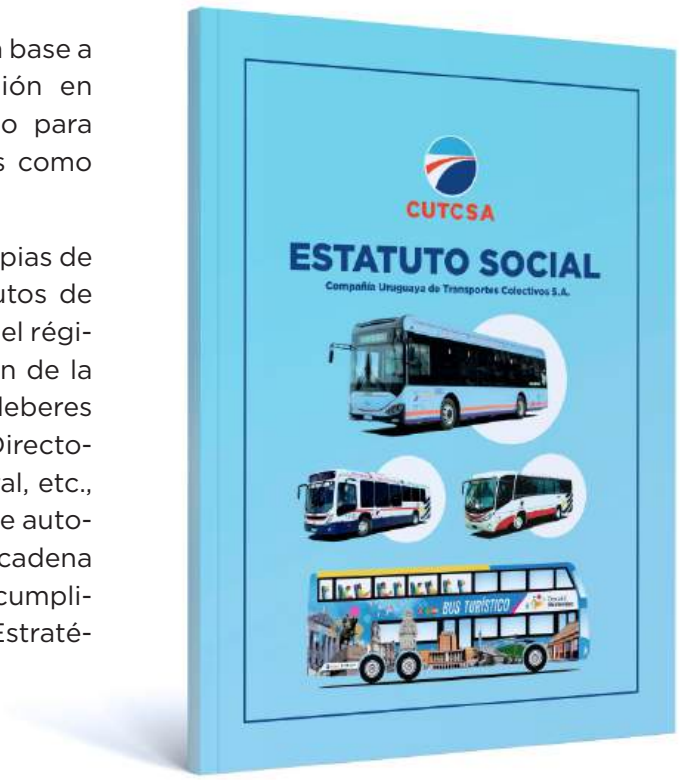
El transporte público contribuye a reducir el número de vehículos en las calles, la congestión y la contaminación del aire, aumentando la seguridad vial. Es una alternativa asequible para la movilidad urbana.

[30]STM- Sistema de Transporte Metropolitano- supone la integración de todo el transporte público en un sistema.

TRANSPARENCIA Y PARTICIPACIÓN

Desempeñamos nuestra actividad en base a la integridad, brindando información en forma precisa y transparente, tanto para nuestros grupos de interés internos como para los externos.

Más allá de las exigencias legales propias de las sociedades anónimas, los Estatutos de Cutcsa disponen en sus 96 artículos, el régimen de explotación y administración de la sociedad, los requisitos, derechos y deberes de los Accionistas, del Presidente, Directores, Fiscales, Síndico, Gerente General, etc., y el procedimiento para la elección de autoridades. De esta forma se explicita la cadena de responsabilidad en la gestión y cumplimiento de los lineamientos del Plan Estratégico de Sostenibilidad.

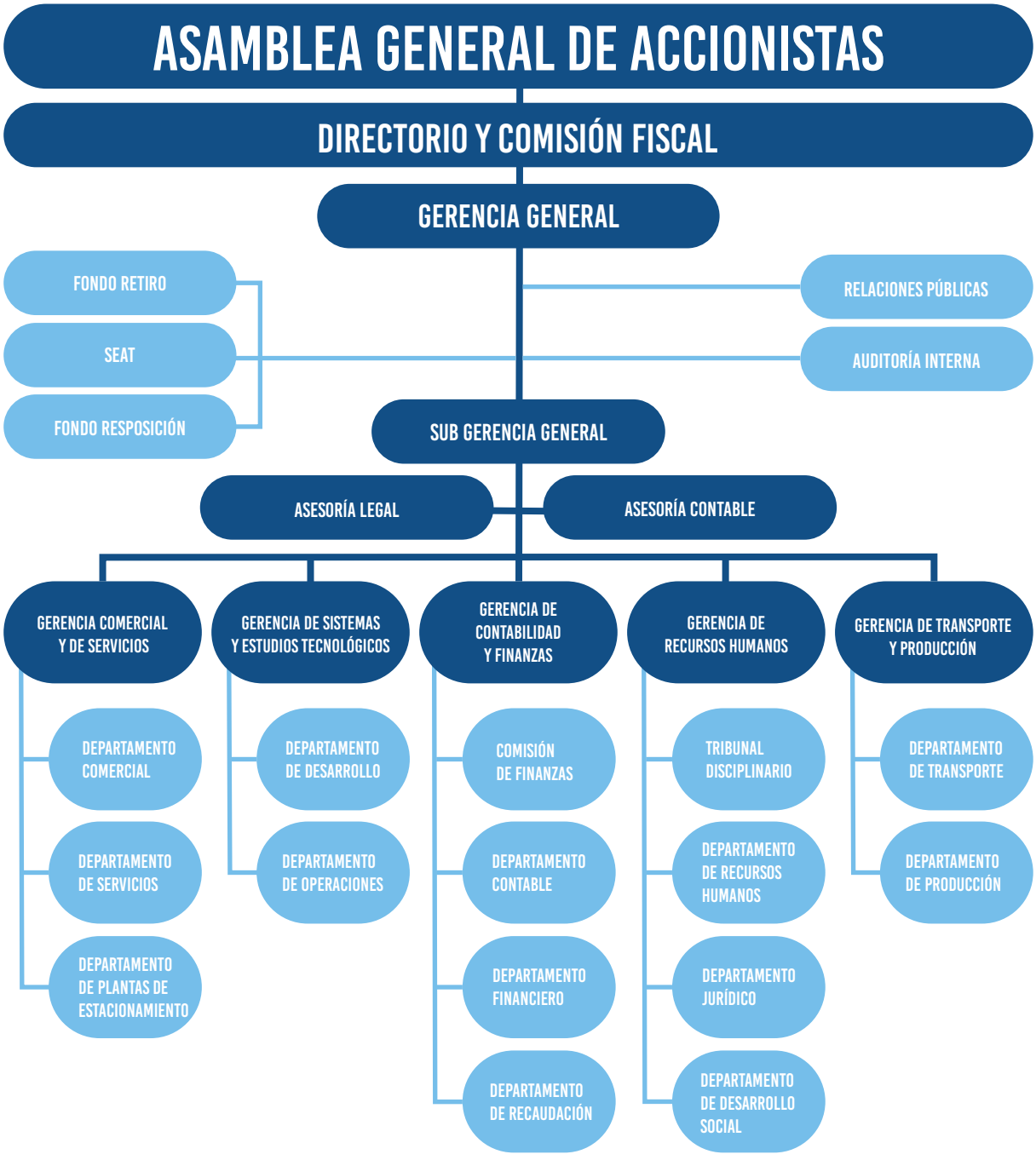


Gobierno corporativo

Se promueve una participación proactiva, articulada en las funciones y responsabilidades de las distintas jerarquías.

Esta forma de participación directa, complementa la transparencia que se genera con múltiples canales y acciones de comunicación, tanto periódicas como puntuales

Organigrama



El proceso de toma de decisiones está íntimamente ligado con la relación establecida en el Estatuto y las Asambleas de Accionistas, siendo el Directorio el encargado de hacer cumplir las normas, con el apoyo de la estructura administrativa.

Funciones y responsabilidades

Asamblea General de Accionistas

Es el órgano de mayor jerarquía y representa a la totalidad de los/as accionistas. Evaluar la gestión del Directorio con la consideración de la memoria y balance anual, previamente remitido (en forma digital o impresa) a cada accionista. Proclamar los/as candidatos/as designados/as en los actos eleccionarios para los órganos de dirección societaria. Todas sus acciones son monitoreadas por la Auditoría Interna, Comisión Fiscal y Comisión Electoral, utilizando el procedimiento auditado por la auditoría externa de PwC.

Estatutos Sociales

Más allá de las exigencias legales propias de las sociedades anónimas, en los 96 Artículos de los Estatutos se detalla: el régimen de explotación, administración de la sociedad, los requisitos, derechos y deberes de los/as accionistas, del Presidente, Directores, Fiscales, Síndico, Gerente General, etc, el procedimiento para elección de Autoridades, y otros temas referentes al funcionamiento corporativo.

Directorio

Cumplir y hacer cumplir los Estatutos Sociales. Gestionar la administración de la S.A., observando la Misión, Visión y Valores Corporativos. Considerar el análisis de riesgo y oportunidades para delinear las pautas del Plan Estratégico a fin de proteger la sostenibilidad del negocio. Ejercer el contralor del patrimonio y los actos de la Sociedad, salvaguardando los intereses de los/as asociados/as, tomando las decisiones necesarias para llevarlo a cabo. Todos/as los/as integrantes tienen rol ejecutivo que principalmente desempeñan en tres Comisiones: Asuntos Administrativos, Área de Transporte y Producción, Área Comercial y de Servicios.

Comisión Fiscal

Fiscalizar las acciones abordadas por el Directorio en la más amplia gama de su gestión. Sus integrantes son elegidos/as y proclamados/as en igual forma que los/as integrantes del Directorio, por períodos de tres años.

Comisión Administrativa

Adoptar las medidas pertinentes para optimizar la administración de los recursos humanos, materiales y financieros de la organización. Evaluar el desempeño económico, social y medioambiental. Realizar las gestiones necesarias para cumplir con los objetivos planificados. Afianzar el vínculo de Cutcsa con la Sociedad.

Comisión Área de Transporte y Producción

Definir y ajustar las redes de servicios para que se adapten a la demanda de clientes y las disposiciones de los entes reguladores, gestionando en forma eficiente los recursos humanos y materiales necesarios, fiscalizando su correcta ejecución.

Comisión Área Comercial y de Servicios

Brindar a los/as accionistas infraestructura de apoyo y una oferta de servicios, contribuyendo al control y reducción de costos por mantenimiento de flota, otorgando cada vez más beneficios genéricos obtenidos de las alianzas estratégicas con nuestros proveedores.

Síndico

Designado por la Asamblea General, constituye, conjuntamente con la Comisión Fiscal, la jerarquía de control interno, de acuerdo a lo previsto en la Ley Nº 16.060 y los Estatutos Sociales. Desde setiembre/1999 cumple esta función el Cr. Jorge Guerisoli.

Gerente General

Ejecutar las acciones que lleven al cumplimiento de los objetivos trazados por el Directorio, pauta los lineamientos para la gestión administrativa y racionalización de los recursos. Confecciona el Plan Estratégico, Presupuesto Económico Financiero y Plan de Inversiones, acorde a los objetivos de sostenibilidad aprobados. Coordina la ejecución con las Gerencias de Área.

Sub Gerente General

Colaborar con la Gerencia General en la ejecución del Plan Estratégico delineado, participando activamente en la coordinación de la gestión.

Equipo Gerencial

Cada gerente es el encargado de la planificación, organización, ejecución y control de las actividades de su área. Cutcsa está organizada en cinco Gerencias de Área: Recursos Humanos, Transporte y Producción, Contabilidad y Finanzas, Sistemas y Estudios Tecnológicos, y Comercial y de Servicios, a cargo de Carlos Miglino, Pablo Corral, Cr. Rodrigo Vázquez, Manuel Ares y Javier Cures (respectivamente). Las Gerencias tienen un sistema de consulta permanente.

Asesorías

Servir de apoyo consultivo a las decisiones que se adoptan y realizar un seguimiento de todos los cambios normativos y sus posibles impactos en la empresa. La Asesoría Legal está a cargo de la Dra. Andrea Arbiza y el Dr. Pablo González. La Asesoría Contable está a cargo de la Cra. Rosana Sánchez.

Auditoría Interna

Desarrolla prácticas de control para salvaguardar los activos de la sociedad. Analizar e informar las desviaciones que se producen en los procesos. Atender las consultas, reclamaciones o diferendos por entre socios/as o con la sociedad anónima, verificando que se cumplan con las disposiciones vigentes.

Comisiones Específicas

Se generan múltiples grupos que atienden diferentes aspectos de la gestión, son de corte transversal y están integrados por representantes de los/as accionistas, del Directorio, del Equipo Gerencial, mandos medios, sindicato, especialistas, entre otros. En algunos casos son comisiones permanentes con integración fija o renovable, y en otros, una vez cumplidos los objetivos se dan por finalizadas.

Auditoría Externa

Ejercen el contralor y emite dictámenes sobre la auditoría de los estados contables al cierre del ejercicio, y audita la operativa mensual sobre la venta de boletos y declaración jurada de los boletos urbanos y suburbanos vendidos. En el caso del combustible se utiliza un sistema de control y monitoreo on line en tiempo real.

Directorio y Comisión Fiscal

La elección de Directores y Fiscales se realiza a través de voto secreto, voluntario, personal, y a padrón abierto, siendo elegibles todos/as los/as accionistas con más de cinco años ininterrumpidos de propiedad. Una vez proclamados por la Asamblea General, permanecen en el cargo de Directores seis años con posibilidad de reelección. Cada tres años, el Directorio es renovado parcialmente, a efectos de dar continuidad a la estrategia empresarial.

Todos los/as Directores/as son accionistas, además de sus capacitaciones previas, desarrollaron competencias específicas sobre la gestión de nuestro negocio.

El Directorio en función durante el período del reporte fue elegido en los Actos Eleccionarios de mayo de 2018 y 2021.

Presidente: *Juan Antonio Salgado*
Vicepresidente: *José Del Río*
Secretario: *Alejandro Veiras*
Tesorero: *Salvador Zito*

Vocales:
Jorge Fernández
Fernando Caballero
Juan Pablo Salgado

Comisión Fiscal:
Carmen Couselo
Pascual Prado
José Rivera

[31]En diciembre de 2023 se realizó una Asamblea Extraordinaria que determinó que la elección de Directorio a realizarse en mayo de 2024 fuera pospuesta para el 2027 y la de 2027 para 2030, de esta manera se dará continuidad a la planificación estratégica y los nuevos Directores/as y Fiscales asumirán después que los cambios relacionados con la movilidad eléctrica y la renovación de tecnología de a bordo ya estén encaminados.

Las mejores prácticas DERES2014

Reconocimiento
Mejores prácticas
2014

Cemefi
CENTRO MEXICANO PARA LA FILANTROPÍA

Prácticas y políticas de transparencia

Como se indica en nuestro compromiso de Gobernanza: "Cumplimos nuestro objetivo social actuando en un todo de acuerdo con la normativa nacional y departamental aplicable al transporte colectivo de pasajeros".

Las liquidaciones de ingresos y beneficios salariales de los trabajadores dependientes y de los haberes mensuales, partidas especiales y cuentas corrientes de los coches que corresponden a los propietarios, así como cualquier otro sistema de liquidación o de información, se realizan de acuerdo con las normas establecidas, sin ajustes que beneficien o perjudiquen a nadie en particular ni a ningún grupo en general.

Cutcsa tiene una amplia reglamentación interna que regula la gestión integral de la Sociedad Anónima que administra las 1.141 unidades sociedades de hecho que conforman la empresa. Esto exige transparencia en los procesos y oportunidad en las comunicaciones, alguno de los cuales destacamos a continuación.

Información periódica de la gestión
Cutcsa distribuye mensualmente los resultados del desarrollo de la actividad de los 1.141 ómnibus. Brinda a los 3.338 accionistas información minuciosa, transparente, precisa y de fácil comprensión, sobre todos los indicadores del desempeño de su ómnibus. Esto les permite un monitoreo permanente de la evolución de su unidad de negocio y la toma de decisiones oportunas, a todos los propietarios en igualdad de condiciones.

En la denominada "Cuenta Corriente" se incluye: costos por insumo y mantenimiento (consumo gasoil, repuestos, reparaciones, salarios, fondos de aportación, seguros, cargas sociales, horas perdidas, etc.) y los rendimientos de la actividad (horas trabajadas, boletos vendidos, compensación por mayores costos, bonificaciones, publicidad, pagos efectuados, etc.). Los valores se presentan en cuadros conteniendo estadísticas con el último semestre móvil y varios de ellos se grafican.

Desde 2013, se incentiva el cobro a través del sistema bancario, lo que implica una reducción de riesgos y costos asociados a la seguridad, favoreciendo la aplicación de la inclusión financiera. A su vez, la información se remite a la gran mayoría de los accionistas en forma digital, reduciendo los costos económicos y medioambientales por el uso de papel.

Controles en asuntos económicos- financieros

Como se indica en el cuadro de Funciones/Responsabilidades, la estructura interna tiene definidas responsabilidades específicas de control como: Comisión Fiscal, Auditoría Interna, Comisiones de Vigilancia, Dirección Técnica, entre otras; que complementan y supervisan todos los procesos desarrollados.

La política de compras regula las operaciones comerciales y el control que se ejerce sobre las mismas, permitiendo la equidad y transparencia ante los proveedores. Establece las pautas básicas de relacionamiento con los proveedores, de manera de garantizar a los clientes la disponibilidad de los productos y servicios, lo que es posible a través de la selección de proveedores que cumplen con las exigencias técnicas y económicas que la empresa establece y los requisitos normativos pertinentes (laborales, medioambientales, etc.)
En el caso del gasoil, la información que se genera en el momento de la carga, es la que se comunica a propietarios, entes reguladores y Ancap, quien además recibe la información en tiempo real. Todo lo cual le otorga transparencia al sistema del Fideicomiso del Boleto.

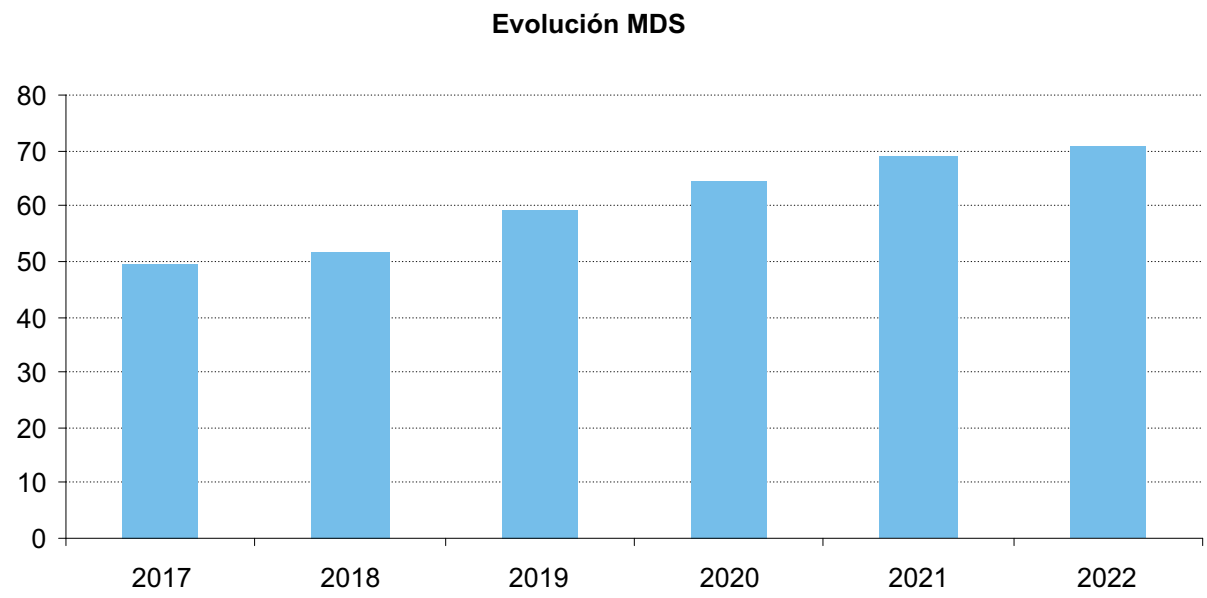
Todos los años PwC Uruguay audita los estados consolidados de situación financiera y de resultados integrales. La presentación de los estados financieros se adecúa a las normas contables del país y a las instrucciones de la Intendencia de Montevideo.

La Auditoría externa por decimoquinto año consecutivo, en más de treinta años de auditoría de los Estados Financieros, emitió su informe sin observaciones ni salvedades. Lográndose cumplir con todos los requisitos que la técnica y las normas contables vigentes exigen.

Monitor de Desarrollo Sostenible -MDS-

Es una herramienta de medición que tiene como objetivo medir periódicamente indicadores sobre el desempeño económico/gobernanza, social y medioambiental de las empresas socias de DERES y analizar su evolución en el tiempo. Cuenta con el respaldo académico de la Cátedra de Gerencia y Contabilidad para el Desarrollo Sostenible - Deloitte de la Universidad ORT Uruguay-.

El MDS está compuesto por 17 indicadores que se relacionan con los Objetivos de Desarrollo Sostenible de Naciones Unidas (ODS). Se construyó en el 2018, gracias a la participación de 27 empresas de diversos sectores de actividad de la red de DERES que aportaron la información financiera y no financiera (siendo esta organización la que garantiza la confidencialidad de la información brindada)[32].



[32]Monitor de Desarrollo Sostenible, ver más información en: https://facs.ort.edu.uy/catedra-sostenibilidad/monitor-de-desarrollo-sostenible.

Sistemas de participación

Las manifestaciones más directas de la voluntad de los accionistas son las Asambleas Generales y los Actos Eleccionarios.

En las Asambleas Ordinarias se evalúa la gestión con la consideración del Balance y Memoria Anual, que fueron previamente remitidos a cada uno de los accionistas; pudiendo además haber Asambleas Extraordinarias para definir temas puntuales.

En diciembre de 2023, se realizó una convocatoria especial ya que la empresa inició importantes proyectos relacionados con la sustitución de ómnibus tradicionales por eléctricos, con la adecuación de las plantas para los centros de carga de estos vehículos, con el recambio de la tecnología de a bordo y con la creación de un edificio con capacidad tecnológica de avanzada, acorde a los requerimientos que estas incorporaciones demandarán. Todo lo que requirió un aggiornamento de artículos del Estatuto Social. En este sentido, de forma excepcional y transitoria, también se propuso postergar las elecciones de los integrantes del Directorio y Comisión Fiscal, con el objetivo de avanzar en las etapas ya iniciadas de los mencionados proyectos y en la responsabilidad asumida. Considerándose además la extensión de la vigencia de la sociedad hasta el año 2137.

Dicha propuesta fue apoyada por el 65% de los/as accionistas habilitados para votar (99,8% de los asistentes).

Por otra parte, se aprobó también la constitución de la nueva subsidiaria Tecnología Aplicada al Transporte SA -TATSA- que llevará adelante todas las iniciativas vinculadas a los avances tecnológicos relacionados con el transporte.

Como se indica en el Cuadro de Comunicación con los Grupos de Interés, y en las Funciones/Responsabilidades, están dispuestos múltiples canales para la participación.

Además de los anteriores, las Mesas y Comisiones de Trabajo, así como reuniones periódicas y puntuales, son importantes herramientas para la interacción y consideración de diferentes aspectos de la gestión que favorecen la participación tanto de accionistas como de otros integrantes de la organización.

A fines del 2023 se renovó la conformación del equipo de Autoevaluación con el fin de considerar otros puntos de vista en la valoración de indicadores de desempeño sobre varios aspectos de Responsabilidad Social, y a la vez, difundir y profundizar estos conceptos en el ámbito interno. El mismo, además, es el que tiene a cargo la redefinición de temas materiales.

Cantidad de reuniones

	2022	2023
Directorio	44	42
Comisión de Asuntos Administrativos	44	42
Comisión de Transporte y Producción	44	42
Comisión de Área Comercial y de Servicios	31	32
Dirección Técnica	12	12
Tribunal Disciplinario	100	100
Fondo de Retiro	12	12
Fondo de Reposición y Amortización	1	1
Mesa de Trabajo de Calidad del Servicio y Tecnología	10	11
Mesa de Trabajo de Transporte	9	11
Mesa de Trabajo de Planta Industrial	8	11

SOSTENIBILIDAD Y RENTABILIDAD

La política de sostenibilidad de Cutcsa es lograr negocios rentables para cada propietario a través del profesionalismo y la competitividad, basados en la eficiencia y transparencia de la sociedad anónima y la atención a las legítimas expectativas de los clientes, gestionando acciones que impulsen el desarrollo integral de las personas y el cuidado de los recursos naturales.

Modelo del negocio

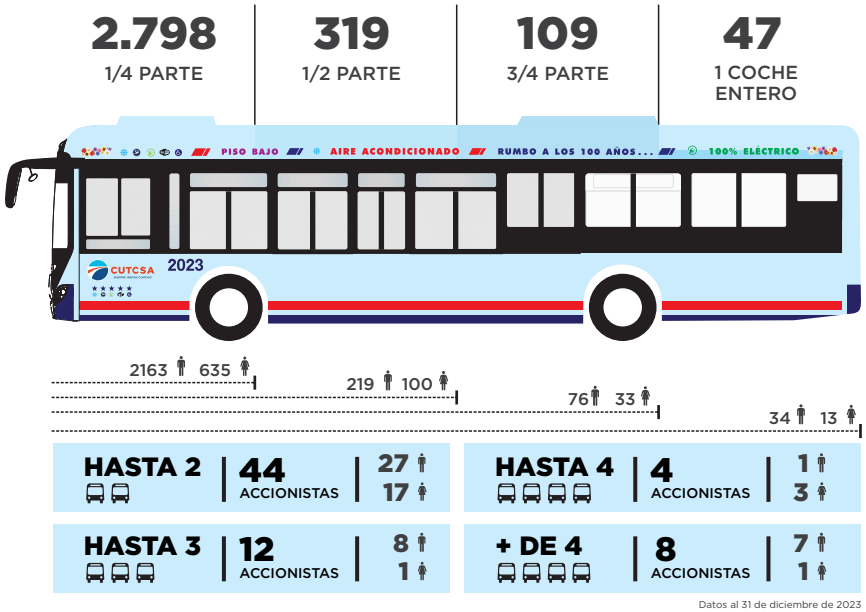
Nuestra empresa nuclea 1.141 ómnibus, concebidos como unidades de negocio o sociedades de hecho. Cada ómnibus cuenta con ocho acciones de la Sociedad Anónima (permisaria de las líneas de servicio) que son nominativas e indivisibles de la propiedad de los vehículos.

La gran mayoría de los 3.338 accionistas son pequeños/as empresarios/as que poseen una "cuarta", es decir una cuarta parte de una unidad de negocio (ómnibus) y que representa la titularidad de dos acciones por cada cuarta parte. Si bien la sumatoria de las cuotas partes que posean los/as propietarios/as se pueden resumir en cantidad de ómnibus, la reglamentación de nuestra empresa no habilita a que ninguno/a tenga la totalidad de un mismo coche. En los Estatutos se limita la proporción que una misma persona puede poseer en la Empresa, a un porcentaje máximo del 2% del paquete accionario.

Estas disposiciones tienen el propósito de asegurar el invariable equilibrio de los intereses particulares y corporativos.

Con este modelo de negocio se logra además: democracia inherente de la sociedad anónima, ductilidad de la estructura para adaptarse a las distintas realidades, equiparación de condiciones entre socios/as (minoritarios/as, etc.), estructura de apoyo y sistema de caja común, y distribución de ingresos y servicios claramente definida y conocida.

PARTICIPACIÓN ACCIONARIA



Datos al 31 de diciembre de 2023

TOTAL DE ACCIONISTAS: **3.338**

Marco regulatorio

Cutcsa es permisaria de servicios de transporte público de pasajeros, dentro de Montevideo y su área metropolitana. El transporte de pasajeros por ómnibus está calificado como servicio público según el artículo 28 del Decreto Ley Nº 10.382 del 13 de febrero de 1943.

La actividad urbana está regulada principalmente por las disposiciones de la Intendencia de Montevideo y en las líneas de carácter suburbano, la Intendencia de Canelones y el Ministerio de Transporte y Obras Públicas es el ente regulador.

La empresa mantiene un diálogo permanente con nuestros agentes reguladores estatales y departamentales a efectos de gestionar la actividad de la forma más conveniente para todos los involucrados, impulsando y cooperando con diversas iniciativas que promuevan el desarrollo del sector y de la sociedad.

Mejores prácticas 2016
Reconocimiento al impacto positivo de las prácticas de RSE.
Adicional "Práctica de RSE que mejora la competitividad"

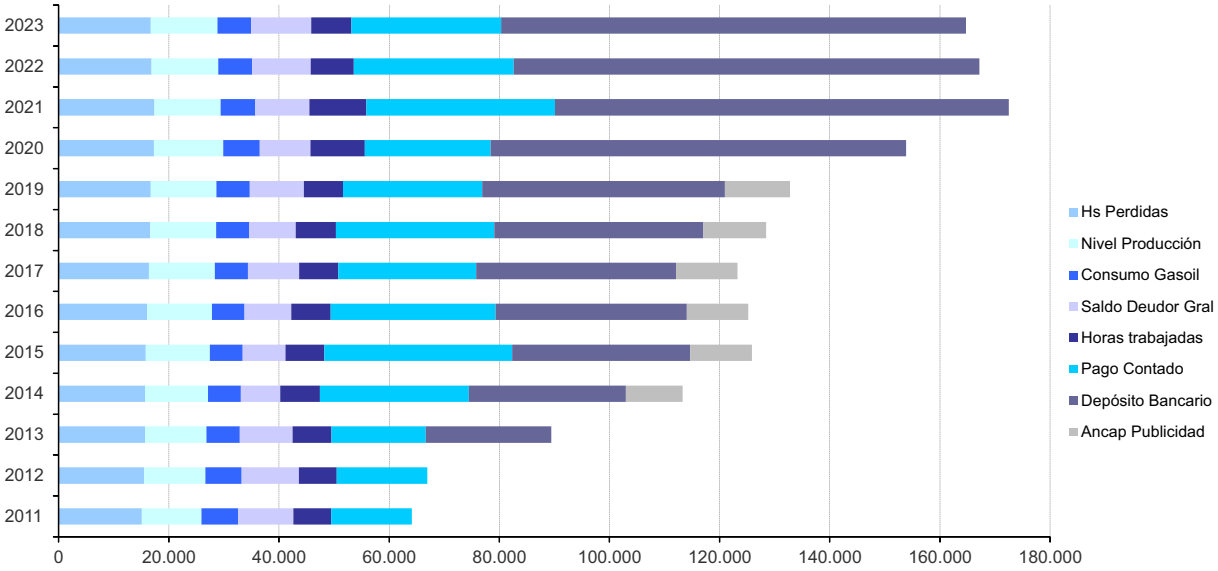
Incentivo por el cumplimiento de metas - 13ª Cuenta Corriente

En Cutcsa, las utilidades se distribuyen a los accionistas en forma mensual, y el "incentivo por cumplimiento de metas" es una liquidación extra de cuenta corriente, que se brinda desde 2011. Se otorga un beneficio económico anual, en base a franjas de puntos de acuerdo al cumplimiento o no, de resultados mensuales óptimos en algunos de los indicadores de producción, directamente vinculados a la sostenibilidad y competitividad.

El foco está en reducir costos, optimizar el uso de combustible y atender la movilidad de la sociedad, es decir procurar el triple balance: económico, ambiental y social, de acuerdo a lo expresado en nuestra Misión, Visión, Valores y Compromisos Corporativos y vinculado directamente a la materialidad.

Cabe destacar que este programa de gestión, fue promovido en una de las mesas permanentes de trabajo y participación de propietarios: Mesa de Calidad del Servicio y Tecnología, que delineó las bases de exigencias y puntuación, así como la identificación de los recursos genuinos que se destinan a financiar este incentivo para mejorar la gestión.

Total de puntos de incentivo por cumplimiento de metas



Incentivo por cumplimiento de metas 2023				
OBJETIVOS GENÉRICOS	Lograr la sostenibilidad del negocio, a través del equilibrio entre la rentabilidad de cada accionista, la eficiencia y transparencia de la sociedad anónima.	Facilita la alineación de los intereses individuales y objetivos generales. Potencia la sostenibilidad del negocio.		
	Recompensar el esfuerzo en el cumplimiento del servicio, las expectativas de los clientes y el respeto a las disposiciones de los entes reguladores.	Aumenta el conocimiento de los propietarios sobre la forma de gestión de la organización.		
	Empoderar a los accionistas en su rol, potenciando la participación proactiva en la gestión.	Fomenta espíritu emprendedor y empresarial.		
INDICADOR	**OBJETO ESPECÍFICO**	**RESULTADO**		
Horas trabajadas	Potenciar el cumplimiento del servicio.	+	50,79%	puntos obtenidos por cumplir todos los servicios asignados.
Horas perdidas	Potenciar el cumplimiento del servicio, evitando cortes del servicio por roturas y otros.	+	10,90%	puntos obtenidos por no interrumpir el servicio por causas justificadas o no.
Nivel producción	Potenciar el cumplimiento del servicio.	+	11,66%	puntos obtenidos por productividad ponderada (mercado/sublínea/servicio).
Consumo Gasoil	Optimizar el uso de recursos - cuidado del medio ambiente.	-	8,28%	puntos por optimizar el consumo de gasoil. Los estándares de puntuación fueron elevados varias veces, al incorporar prácticas que hacen más eficiente el consumo.
Saldo Deudor General	Fortalecer la economía de cada propietario evitando el endeudamiento.	-	8,61%	puntos obtenidos por mantener la unidad de negocio sin saldo negativo. (se toma 2014/2017 por cambio de variable comparativa)
Pago Contado	Fortalecer la economía de cada propietario evitando los costos por financiamiento.	+	85,74%	puntos obtenidos por pago contado de mantenimiento, reparaciones y repuestos. (con fluctuaciones por Plan de Saneamiento Interno)
Depósito Bancario	Reducir riesgos y costos asociados a la seguridad y favorecer la implementación de la inclusión financiera.	+	270,98%	puntos obtenidos por realizar cobro de utilidades a través de instituciones bancarias. (el indicador inicia en 2013)

Solidaridad corporativa

Nuestra empresa se forjó por la unión de cientos de pequeños propietarios, cuyos ómnibus se gestionaban con el esfuerzo de todos los componentes de la familia, ese sentimiento de pertenencia y compromiso se transmitió de generación en generación hasta el presente.

Éste redunda en una solidaridad corporativa intra e intergeneracional, expresada en el funcionamiento de varios fondos de apoyo económico para la atención de circunstancias especiales.

Fondo Omnibusero Solidario - FOS - vigente desde 1971, financia los gastos ocasionados por servicios fúnebres que cubre a los integrantes de Cutcsa y sus familias. Se autofinancia con el aporte fijo y voluntario de los socios.

Fondo de Reposición y Amortización - FRA - fue creado en el año 1966, cuyo objetivo es constituir una reserva o patrimonio cooperativo que se utiliza para financiar la renovación de unidades, reparaciones mayores en los ómnibus, así como la importación de repuestos.

Se nutre con la aportación mensual obligatoria correspondiente a un porcentaje de los ingresos de todas las unidades.

Fondo Complementario de Retiro de Propietarios - este fondo fue creado en el año 2000, con el objetivo de otorgar un complemento jubilatorio a todos los asociados que habiéndose desempeñado en la organización acceden a la jubilación y reúnen las condiciones establecidas en el Reglamento. Tiene carácter vitalicio con opciones de venta de renta anticipada. Se autofinancia con un aporte mensual fijo y obligatorio de todos los asociados que desempeñan actividad en la organización.

LIDERAZGO RESPONSABLE

Con más de 85 años de actividad, Cutcsa ha logrado ensamblar valores propios de su origen familiar, con conocimiento del contexto y del ámbito en que se desempeña, posicionándose como empresa referente en el servicio de transporte público de pasajeros, promoviendo la gestión de todo el sistema con una visión integral, que contempla las dimensiones social, ambiental y económica.

Ser una empresa que gestiona el 65% del mercado del STM, traslada diariamente a más de 500.000 usuarios/as, ocupa más de 3.500 personas en puestos de trabajo directos -derivados de la prestación del servicio de transporte colectivo- y administra el capital de más de 3.000 accionistas y sus familias; requiere de una gestión transparente y un liderazgo fuerte y responsable, para alcanzar un impacto positivo en cada una de las partes interesadas.

A su vez, son numerosos los empleos que se generan en forma indirecta a través de servicios de apoyo, seguridad, entre otros. Sentimos el compromiso de desarrollar un liderazgo responsable, emprendiendo acciones que gestionen la actividad de la forma más conveniente para todos los involucrados, impulsando y cooperando con las diversas iniciativas que promuevan el desarrollo del sector y de la sociedad.

Para nosotros, ser líderes implica en primera instancia atender las legítimas expectativas de los clientes, en equilibrio con las posibilidades reales del mercado. Es conocer las oportunidades y retos del negocio, estar al tanto de las experiencias internacionales en materia de transporte. Es investigar y promover cambios adecuados a nuestro entorno. También es ser transparentes en la gestión, lo que posibilita ser reconocidos como portavoces del transporte público de pasajeros.

Tenemos una ininterrumpida tradición de diálogo y compromiso con las autoridades competentes, para generar mejoras que posibiliten la sostenibilidad del servicio y generar compromisos que nos posicionan en el accionar de un liderazgo vanguardista.

Estar a la vanguardia implica asumir riesgos y compromisos, incluso en momentos de incertidumbre. Y es precisamente en esos momentos en los que el liderazgo, la comunicación y la trasmisión de información oportuna, brindan certeza y seguridad, tanto para quienes la empresa es su fuente de ingresos, como para quienes utilizan el transporte público para movilizarse.

Todo lo anteriormente expresado, nos posicionó como referente, con participación activa en los espacios de intercambio del sector, aportando conocimiento para el desarrollo de proyectos, la inversión en tecnología e investigación aplicada a la mejora del servicio y, fundamentalmente, estableciendo una comunicación empática, “de ida y vuelta”, que permite el diálogo constante con los diferentes actores y por sobre todo, que defiende los intereses de los/as usuarios/as del transporte público y de todos/as los/as integrantes de la organización.

Conocer las necesidades de cada uno de los actores involucrados, es lo que permite ir articulando los intereses de cada uno, para avanzar hacia una sociedad más integrada y equitativa, generado un aporte sustancial a la movilidad sostenible.

SERVICIO SOSTENIBLE

Trabajamos permanentemente para satisfacer las necesidades de movilidad de una sociedad en constante desarrollo, coordinando y gestionando nuestro servicio para brindar las mejores opciones de transporte. Establecemos alianzas estratégicas estables en nuestra cadena de valor para asegurar un desempeño eficiente y sostenible para todos los involucrados.

Servicio Sostenible

Prestación del servicio
Productos y tarifas
Calidad del servicio
Infraestructura y logística
Gestión de riesgo

PRESTACIÓN DEL SERVICIO

"En el análisis de política pública sobre movilidad urbana suelen destacarse temáticas como las necesidades de viaje y requerimientos de vías, los costos, financiamiento y tarifas, los horarios, tiempos de desplazamiento y calidad de servicio, la seguridad y capacidad de transporte de los distintos medios y los requerimientos energéticos e impacto medioambiental, entre otros. Pero desde una mirada de desarrollo sostenible, los sistemas de movilidad urbana también deben analizarse y diseñarse simultáneamente desde su dimensión social, es decir como un asunto de derechos humanos, de bienestar y de igualdad. Los sistemas de movilidad urbana (SMU) son elementos que contribuyen, según el caso, al goce de ciertos derechos o, por el contrario, a la violación de estos y a mejorar o empeorar la calidad de vida de las personas."[33]

Con el 67% de la flota de ómnibus de Montevideo, Cutcsa es una de las cuatro operadoras del sistema de transporte colectivo metropolitano.

Cuenta con una consolidada infraestructura logística, que en coordinación con los entes reguladores planifica el servicio, que de acuerdo al propósito de nuestra organización debe equilibrar los recursos y los objetivos del negocio, en función de las necesidades de la población.

En 2023, el promedio diario de personas trasladadas fue de 560.000 (fluctuando de acuerdo a la etapa del año), alcanzando una participación de mercado del 65%.

A lo largo de este capítulo damos cuenta de los temas materiales definidos por los distintos grupos de interés y que refieren directamente a la puesta en práctica y prestación del servicio:

- Prestación del servicio
- Calidad del servicio
- Ómnibus, infraestructura y logística
- Tarifas y productos
- Estrategias de abastecimiento

[33] R. Martínez, C. Maldonado y J. Schönsteiner (eds.), "Inclusión y movilidad urbana con un enfoque de derechos humanos e igualdad de género: marco de análisis e identificación de instrumentos de política para el desarrollo de sistemas sostenibles de movilidad urbana en América Latina", Documentos de Proyectos (LC/TS.2022/74), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2022.

Datos de desempeño

Como principal prestadora del servicio de transporte, nuestra organización despliega una basta red de recorridos que une prácticamente todos los puntos de Montevideo y su área metropolitana alcanzando destinos de Canelones y San José.

Red de servicio:

62 URBANOS

4 DIFERENCIALES URBANOS

23 URBANOS LOCALES

11 METROPOLITANOS

7 METROPOLITANOS DIRECTOS

1 DIFERENCIAL METROPOLITANO

	2023	2022
Cantidad de recorridos	107	112
Kms. Urbanos	65.239.380	63.424.002
Kms. Urbanos eléctricos	979.259	996.460
Kms metropolitanos	9.531.684	9.106.231
Horas de servicio	4.683.453	4.542.969
Horas perdidas	106.023	93.116
Índice de pasajero/km urbano:	2,14	2,12
Índice de pasajero/km metropolitano:	1,32	1,09

Uno de los desafíos más importantes, es estar presentes en las zonas de menor densidad de población donde los servicios son deficitarios. Éste es el caso de la mayoría de los recorridos locales. La oferta de estos recorridos pone el foco en la democratización de la movilidad, desplazando la rentabilidad como fin fundamental.

Una de las medidas puestas en práctica con la meta de alcanzar un equilibrio entre la productividad y los costos derivados de la prestación del servicio fue la racionalización de servicios en horas improductivas, a través de la implementación de medios turnos. Fue una decisión alineada a un objetivo fundamental: la sostenibilidad del negocio.

Nuestros clientes

Considerando la distribución del ingreso y el corte por género, podemos decir que nuestros clientes (al igual que lo señalamos en informes anteriores) pertenecen principalmente a niveles socioeconómicos medios y bajos, siendo mayoría mujeres *("... las mujeres contribuyen con una proporción más alta de los viajes -y los minutos de viaje- cuyo propósito se asocia a tareas domésticas."*[34]

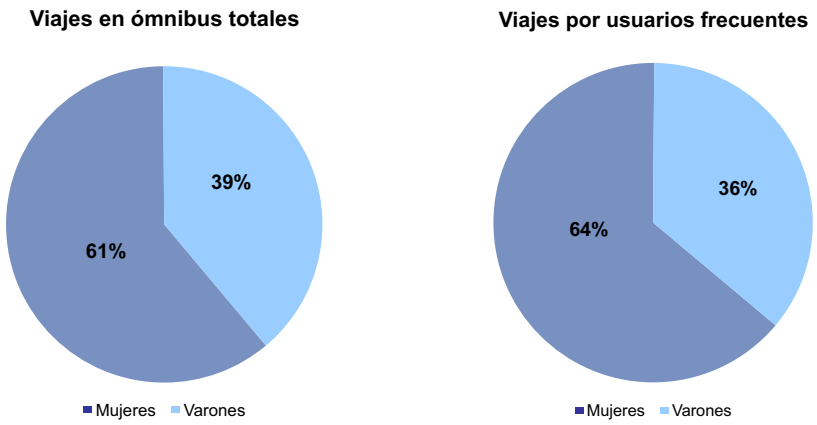
Los principales motivos de viaje son trabajo, estudio y cuidados.

A su vez, producto de las medidas tomadas para frenar el avance del COVID 19, la caída a niveles históricos del uso del transporte público fue significativamente más pronunciada en la población perteneciente al decil con mayores ingresos. Si bien a partir de 2021 la caída abrupta se comenzó a revertir, aún no se alcanzan los niveles de viajes registrados en 2019, tendiéndose a una mayor homogenización de clientes. Si bien no se cuentan con datos estrictos, los cambios de hábitos en cuanto al modo de trabajo y estudio (presencial vs. a distancia), la implementación de mecanismos para la realización de trámites en línea y el acceso a vehículos individuales, son variables que afectan directamente la recuperación de los niveles de viaje pre-covid.

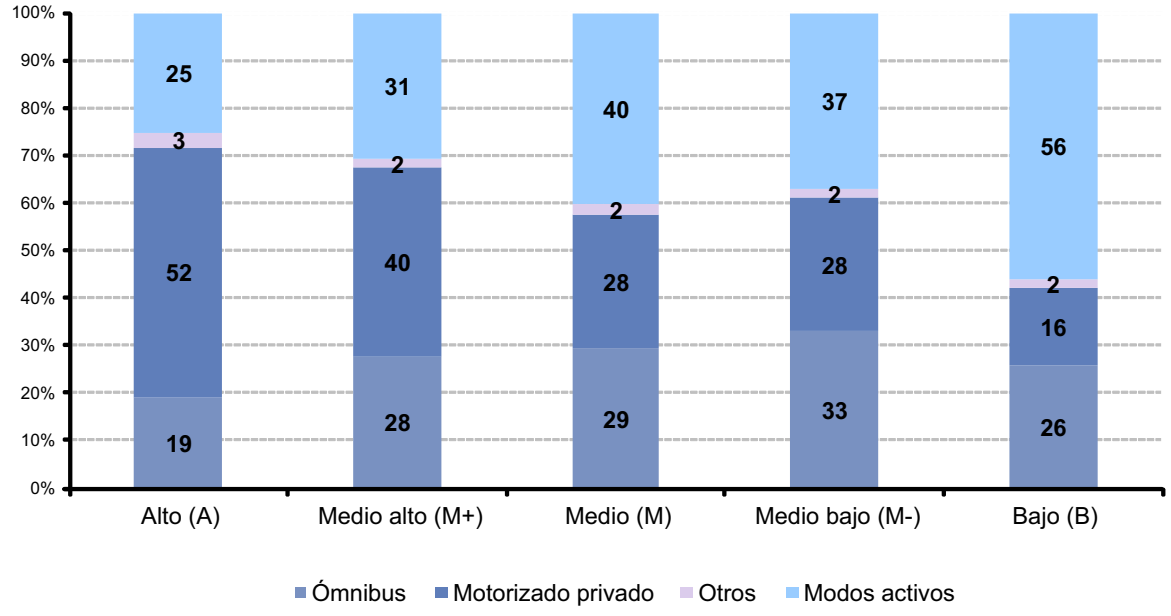
"Mientras que en junio de 2023 el conjunto de los ascensos al transporte público se encuentra 16% por debajo de su valor de noviembre de 2019, en los barrios incluidos en el decil más pobre la caída fue del 10% y en los barrios pertenecientes al decil con mayores ingresos la caída fue del 22%."[35]

[34]Entrevista CINVE a Diego Hernandez (31 de Agosto de 2023).docx pag. 3
[35]IDEM

Gráfico “Viajes en ómnibus totales y de usuarios frecuentes por género [36]



Modo principal de viaje por NSE[37]



[36]MÁRQUEZ, Gonzalo. IM – DPTO. DE MOVILIDAD DIVISIÓN TRANSPORTE. Informe sobre tarifas y subsidios a usuarios del Sistema de Transporte Público de pasajeros de Montevideo. Los cambios implementados y sus consecuencias. Gráfica 9. Pag. 38. Uruguay, 2020. Accesible en Internet: https://montevideo.gub.uy/sites/default/files/biblioteca/imsubsidiosaltransportedigital.pdf

[37]MÁRQUEZ, Gonzalo. IM – DPTO. DE MOVILIDAD DIVISIÓN TRANSPORTE. Informe sobre tarifas y subsidios a usuarios del Sistema de Transporte Público de pasajeros de Montevideo. Los cambios implementados y sus consecuencias. Gráfica 6. Pag. 35. Uruguay, 2020. Accesible en Internet: https://montevideo.gub.uy/sites/default/files/biblioteca/imsubsidiosaltransportedigital.pdf

Servicios especiales

En 2022 y 2023 Cutcsa facilitó el traslado hacia y desde los siguientes espectáculos:

- Desfile inaugural del Carnaval.
- Carnaval en el Teatro de Verano y otros escenarios.
- Semana de Turismo: Criollas del Prado y Parque Roosevelt.
- Fiesta del Río.
- Noche de la nostalgia.
- Día del Patrimonio- Circuito patrimonial.
- Noche de los Museos.
- Artistas Nacionales e Internacionales que presentaron su show en distintos escena rios.

Los eventos deportivos de mayor concurrencia se cubrieron con unidades en las salidas de cada hinchada, agilizando el regreso de cada parcialidad de manera segura. En estos casos se asumen medidas para prevenir o minimizar daños que ocasionalmente ocurren durante la prestación de estos servicios.

En este sentido se han tomado medida conjuntamente con algunos clubes de fútbol, para facilitar la identificación de los casos violentos y trabajar en medidas para mitigar y prevenir esas situaciones.

En 2022 y 2023 a solicitud de la División Tránsito de la Intendencia de Montevideo se implementó, una línea turística desde la Rural del Prado durante la semana de Turismo. El servicio fue brindado con buses eléctricos y distribuido entre las operadores de transporte público de Montevideo, de acuerdo a la participación de mercado.

El recorrido contaba con un guía de la Intendencia de Montevideo y el boleto que habilitaba el recorrido por distintos puntos de interés de nuestra ciudad, se obtenía de forma gratuita mediante el canje de la entrada a la Rural del Prado.

Servicios expresos “Moviendo comunidad”

Moviendo Comunidad

A lo largo de los años, Cutcsa ha brindado servicios expresos gratuitos a distintas organizaciones, en general sin fines de lucro, que apoyan el desarrollo comunitario.

Estos servicios, son destinados en su mayoría a escuelas públicas, Inau, centros comunales zonales, Policía, espectáculos o grupos de carnaval, liceos y diversas organizaciones políticas, sociales o sindicales, entre otros.

Existen alianzas con instituciones que usan el servicio semanalmente. A su vez se concretan programas propios, como “El Coche Escolar”, Ver Comunidad.

	Total de servicios gratuitos	Personas trasladadas
2022	746	22.400
2023	765	23.000

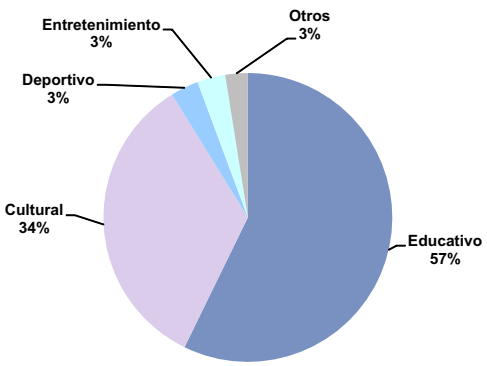
A su vez se brindan traslados a solicitud de Instituciones liceales. En este caso, el servicio se realiza contra solicitud y el alumnado abona un boleto de estudiante.

En 2022 se realizaron 1.421 servicios de este tipo, alcanzando los 42.630 estudiantes transportados, mientras que en 2023 totalizaron 1.764 servicios (aproximadamente 53.000 liceales).

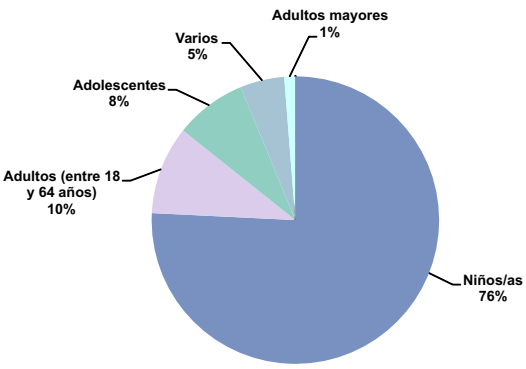
Los servicios expresos son evaluados mediante encuesta de satisfacción.

En cuanto a la calidad del servicio, el 100% expresó que RECOMENDARÍA ESTE SERVICIO, destacando la coordinación administrativa, la actitud y el manejo de nuestro personal.

Distribución de traslados según tipos de eventos



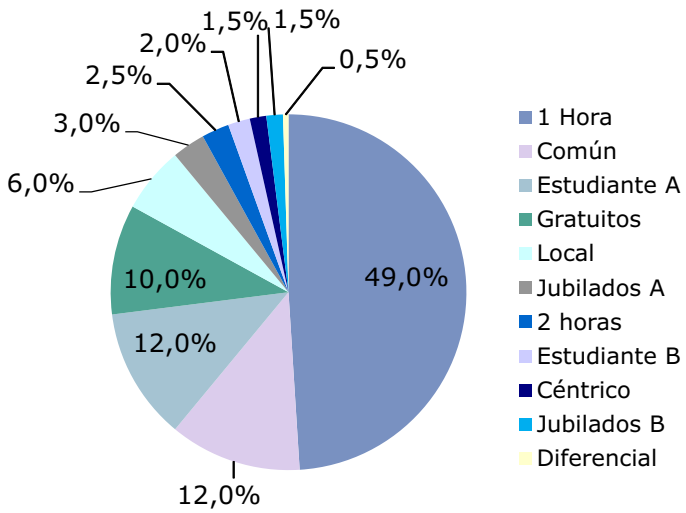
Traslados realizados en 2023 según rango etario



PRODUCTOS Y TARIFAS

El Sistema de Transporte Metropolitano –STM- del cual Cutcsa es parte, ofrece productos que habilitan distintas formas de viaje y consideran beneficios y tarifas diferenciadas para clientes frecuentes y públicos específicos, tales como estudiantes o jubilados entre otros, con el fin de favorecen la inclusión y la accesibilidad al sistema.

Distribución de viajes en líneas urbanas de Cutcsa - 2023

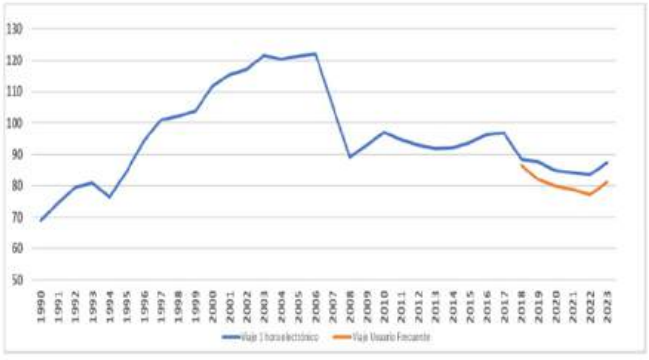


Tarifas

Desde 2016, quienes abonan a través de la tarjeta STM, se benefician con una tarifa diferencial y desde 2019 los usuarios frecuentes (más de cuarenta viajes mensuales) cuentan con bonificaciones especiales.

Si el usuario no cuenta con tarjeta STM, sólo puede acceder al Boleto "común".

Evolución del precio real del boleto 1 hora y del usuario/a frecuente 1990 - 06/2023.[38]
(Base 100 = febrero de 2010)



DECIA, Paula (CINVE). Nota Técnica N°3. *¿Qué estamos pagando cuando subimos a un ómnibus del STM?*.

[38] 31 de octubre de 2023. Disponible en: NT3 Paula Decia - Qué estamos pagando cuando subimos a un ómnibus del STM (27 de octubre 2023).pdf

La Tarjeta Innominada (también denominada "común") permite a los usuarios realizar viajes urbanos, interurbanos, metropolitanos, combinación metropolitana y departamental.

Existen productos bonificados por la IM que requieren el uso de tarjetas nominadas:

- Tarjeta Estudiantes (gratuitos y con derecho a viajes pagos categoría A y B)
- Tarjeta Jubilados (para jubilados o pensionistas con dos categorías A y B)
-Tarjeta Prepago Nominado (para trabajadores de instituciones públicas o privadas)
-Tarjeta Gestión Social (destinada a alumnos de escuelas especiales de Codicen o personas que cumplen con los requisitos establecidos por la Unidad de Atención y Orientación sobre Servicios Sociales de la Intendencia de Montevideo).
- Tarjeta Organismo (utilizada por instituciones públicas o privadas que necesiten otorgar movilidad en el transporte urbano a personas vinculadas a ellas)
- Boleto especial Ministerio de Defensa

No abonan
Escolares (durante el año lectivo), niños de hasta 5 años inclusive acompañados de un mayor, menores de 12 y mayores de 70 años inclusive los domingos y festivos, personal docente cuando viaja con el alumnado en salidas didácticas (uno por grupo), funcionarios de Prefectura Nacional y policías en servicio, y funcionarios y jubilados del transporte; todos ellos debidamente identificados.

Metropolitanos
-Diferenciados por tramos
-Combinación Metropolitana

Mediante la evolución del STM 1.0 al STM 2.0, en 2020 se habilitó la Combinación Metropolitana, un producto que reduce el costo del viaje de los pasajeros que combinan líneas urbanas con metropolitanas para llegar a su destino.

Subsidios

"La integración tarifaria (los boletos de 1 hora/2 horas) así como los subsidios focalizados y las bonificaciones por viajes frecuentes exhiben los esfuerzos del sistema por la inclusividad, la afirmación del principio de asequibilidad del precio de la tarifa, sin sacrificar la sostenibilidad económica." [39]

Los subsidios recibidos complementan lo recaudado por la venta de viajes, conformándose así los ingresos por la explotación del servicio.

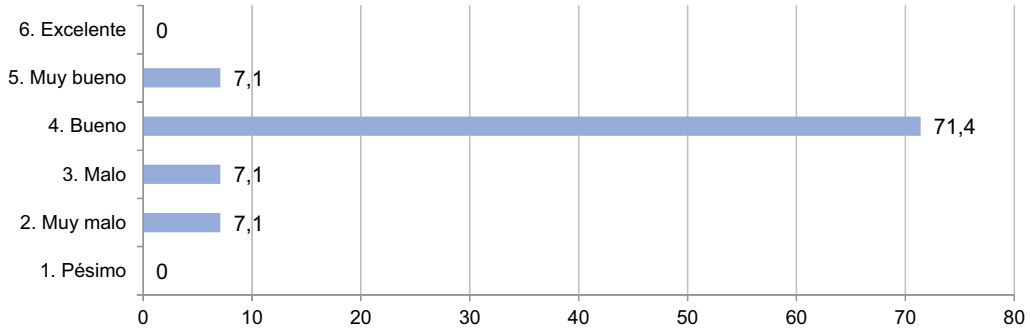
	2018	2019	2020	2021	2022	2023
Recaudación	3.529.202.000	3.688.955.000	2.616.456.000	2.826.722.000	3.610.442.000	4.060.748.000
Subsidios y otros*	1.553.251.000	1.735.627.000	1.773.753.000	1.870.454.000	1.682.819.000	1.863.127.000
INGRESOS	**5.082.453.000**	**5.424.582.000**	**4.390.209.000**	**4.697.176.000**	**5.293.261.000**	**5.923.875.000**

*Incluye pases libres, boletos institucionales y boletos de estudiante.

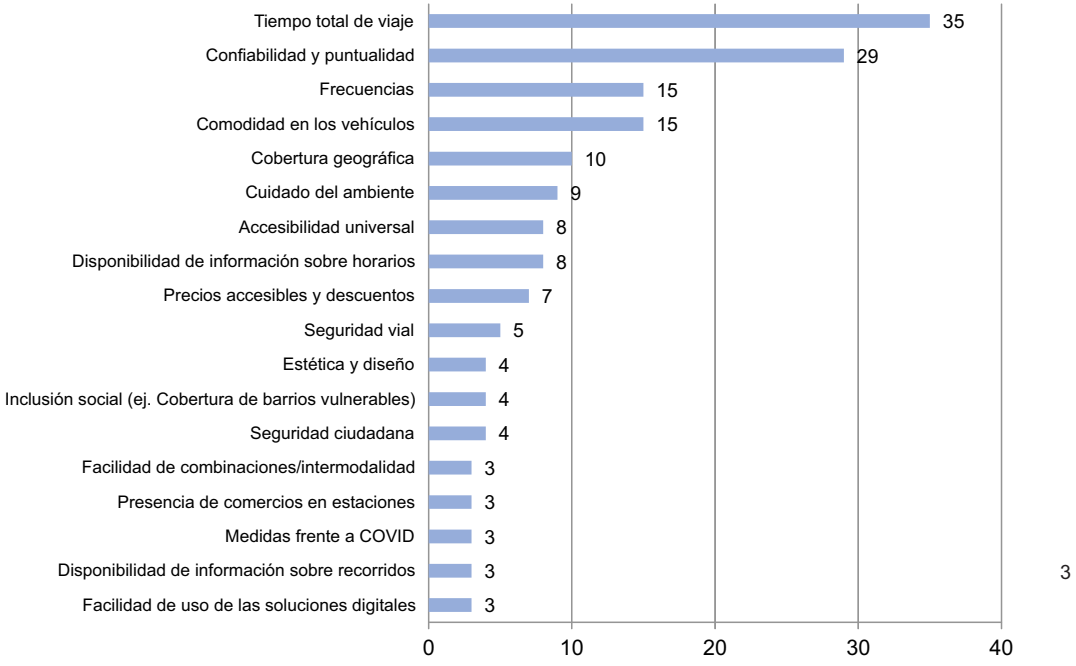
[39] DI CIOMMO, Floridea. KPIs-UY - Indicadores de la calidad del transporte público. IC URU/17/G32-962 proyecto para la definición de un sistema de medición de calidad del transporte público a través de indicadores claves de calidad (KPIs). Pag. 4. Marzo 2021 https://moves.gub.uy/wp-content/uploads/2021/07/KPIS-Informe-final-completo.pdf

CALIDAD DE SERVICIO

Evaluación global del sistema de transporte (%)[40]



Aspectos prioritarios para intervenir. Puntuación[41]



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[40]DI CIOMMO, Floridea. KPIs-UY - Indicadores de la calidad del transporte público. IC URU/17/G32-962 proyecto para la definición de un sistema de medición de calidad del transporte público a través de indicadores claves de calidad (KPIs). Pag. 35. Marzo 2021 https://moves.gub.uy/wp-content/uploads/2021/07/KPIS-Informe-final-completo.pdf

[41]IDEM anterioir. Pag41

Como se aprecia en las gráficas, según estudios de movilidad, las variables tiempo, cobertura geográfica y comodidad de viaje, son aspectos materiales para los usuarios.

Las primeras son gestionadas principalmente a través de:

-Planificación de la red a cargo del área de Transporte y Producción: la empresa destina recursos humanos y tecnología para el diseño y control del servicio, apuntando a la eficiencia en cuanto a cobertura geográfica y disponibilidad horaria (tiempo), buscando reducir al máximo posible la brecha entre oferta y demanda. En relación a esto, se ejecutan distintas redes horarias con el fin de que nuestra red se ajuste a los hábitos de movilidad de las personas –considerando distintas variables: temporada del año (invierno o verano), día de la semana (hábil, sábado, domingo o feriado), año lectivo, vacaciones, eventos especiales, etc.-

-Inspección y monitoreo satelital de buses: los primeros supervisan el servicio en calle y terminales debiendo informar cualquier eventualidad y colaborar ante imprevistos que afecten el servicio. Un equipo de gestión de servicio por otra parte, controla la información satelital que es recibida en tiempo real, visualizando la trayectoria de los buses y atendiendo cualquier alarma o irregularidad. Mientras que el primero es un control "in situ", el segundo es monitoreo a distancia, contando con la trazabilidad de cada unidad en servicio, así como una visión global de toda la flota.

El monitoreo a través de GPS, permite contar con información en tiempo real de frecuencias, paradas, llegadas y partidas de terminales, cortes de servicio, demoras, desvíos, etc. Al igual que la empresa, la IM recibe estos datos en tiempo real.

-Auditoría interna: realiza el seguimiento de las unidades de negocio (ómnibus) brindando garantías a todos los socios. En lo relacionado a la prestación del servicio, los principales controles refieren al cumplimiento del servicio planificado y el análisis de desvíos. También son evaluados los consumos (por ejemplo de combustible), la recaudación y otros parámetros utilizados como herramientas de gestión.

En relación a la comodidad, otro aspecto valorado:

·Ajuste de redes de servicio: La oferta de servicios aumenta en "horas pico", es decir cuando se identifica mayor movilidad por parte de la ciudadanía, en general en la mañana y al final de la tarde, ajustando las frecuencias en horas de baja demanda.

Si bien ya no se transita un contexto de emergencia sanitaria, los impactos económicos del COVID, así como hábitos asociados a la movilidad, adquiridos durante la pandemia, condicionan la planificación del servicio, exigiendo esfuerzos importantes en pos de la eficiencia.

·Confort y servicios complementarios: también se identifican otros aspectos que inciden en la elección de un medio u otro de transporte que tienen que ver con la experiencia de viaje. En este sentido se incorporaron ómnibus, que cuentan con aire acondicionado, USB, wifi, cámaras de seguridad y ventanas con pantalla de protección solar.

·Equipo de control de calidad: está conformado por personal capacitado para controlar el estado de los ómnibus que están prestando servicio, observando fundamentalmente el estado de conservación y la higiene de la unidad. En este sentido se consideran aspectos de confort y también que inciden en la seguridad para los pasajeros.

Además de las anteriores, otros aspectos vinculados a la calidad en los que se ha hecho foco son:

·Ambiente seguro para todos y todas:

Como forma de brindar más herramientas a quienes por su tarea están más expuestos a presenciar situaciones de acoso callejero–en alianza con L´oreal- se ofrecieron talleres para prevenir estas situaciones, dirigidos a personal de plataforma. (Ver ámbito interno)

En este sentido, representantes del equipo de Equidad de Género de Cutcsa, también participaron en la discusión para la creación de una guía de actuación ante situaciones de acoso sexual entre pasajeras y pasajeros, dirigida al personal de transporte colectivo de Montevideo. Esta guía surgió en el marco de la campaña "Montevideo libre de acoso" impulsada por la IM y fue distribuida en 2023.

·Accesibilidad:
"El piso bajo surge como el principal aspecto al hablar de accesibilidad y universalidad: no sólo facilita el ingreso al vehículo de personas con discapacidad física sino también de personas con cochecitos de bebé, de personas con niños, de personas mayores y de las personas usuarias en general. Por esto último, el piso bajo también es valorado por los operadores, que lo ven como una forma de agilizar la carga de personas usuarias y mejorar los tiempos."

En este sentido, Cutcsa lideró la incorporación de unidades accesibles cuando en 2005 implementó las líneas "A" y "B" de Transporte para todos/as", las primeras con rampa y espacios especialmente acondicionados para el viaje de personas con problemas de movilidad o en sillas de ruedas. Posteriormente, se incorporaron de forma paulatina a la flota de urbanos, aumentando el porcentaje de accesibilidad.

de UNIT.

En 2022, Cutcsa hizo público su compromiso ambiental de transición hacia una flota eléctrica, incorporando adicionalmente las siguientes metas respecto a porcentaje de accesibilidad:

45% - al año 2020
70% - al año 2025
100% - al año 2030

A diciembre de 2023 el 48% de la flota cuenta con el certificado de Accesibilidad

“Accesibilidad y universalidad”

Atención al Cliente

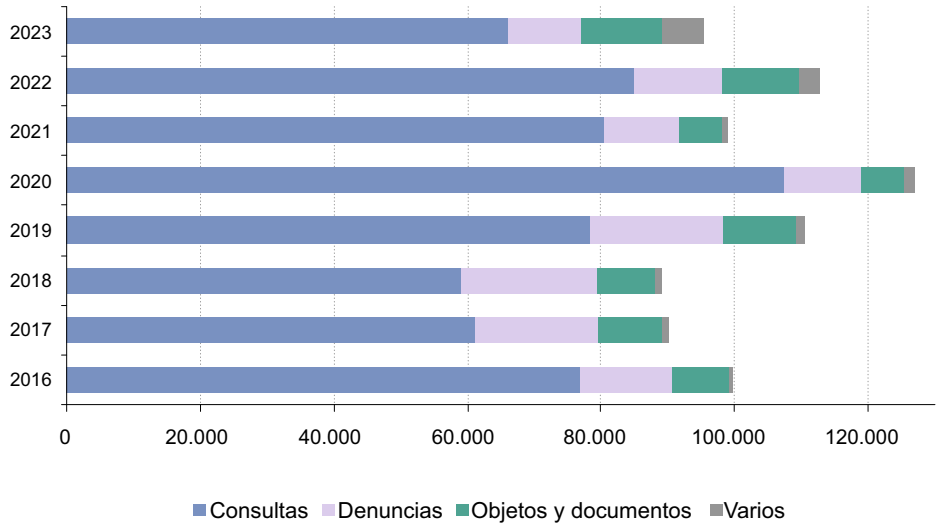
La información accesible y oportuna permite al cliente hacer un uso más eficiente del servicio, reduciendo las disconformidades y promoviendo las prácticas justas y responsables en relación a los consumidores.

Total de casos atendidos:

2022 – ***112.793***

2023 – ***95.356***

Distribución de casos atendidos según tipo



Al igual que en años anteriores, el mayor número de casos atendidos fueron consultas. En 2022 alcanzaron el 75% y en 2023 el 69%.

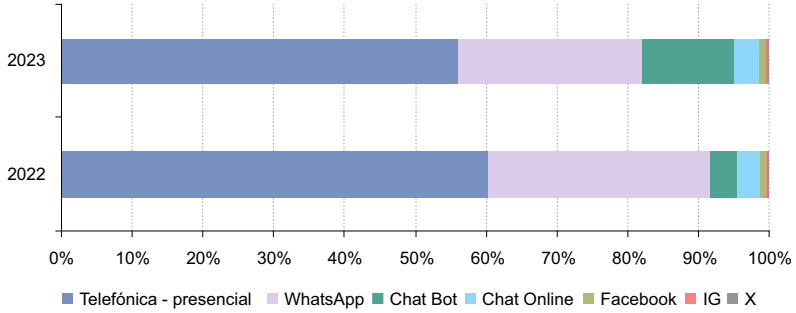
El segundo lugar lo ocuparon las denuncias con el 11% y 12% en 2022 y 2023 respectivamente.

En cuanto a los recursos, en 2022 se incorporó un software basado en IA, un "chatbot", capaz de responder consultas mediante un texto de forma inmediata. Esta herramienta inicialmente se utilizó para complementar la atención en horarios en los que el centro permanecía cerrado, extendiéndose posteriormente su uso a las 24 hs. De esta manera se logró descomprimir la atención personalizada, evacuando consultas habituales de forma automática.

A lo largo de los años, Cutcsa ha ido sumando canales de comunicación e información. La tecnología aplicada a nuestro servicio, facilitó la migración hacia los medios digitales; y si bien la vía telefónica aún es una de las más utilizadas, la información online y autogestionada ganó un importante porcentaje de usuarios.

El proceso asegura a todos los clientes la confidencialidad absoluta de sus datos, no habiéndose registrado ninguna queja, filtración, robo o pérdida de datos personales, manteniéndose la privacidad y confidencialidad de los datos personales, tanto externos, como de trabajadores de la organización.

Canales de comunicación utilizados



INFRAESTRUCTURA Y LOGÍSTICA

1.141 ómnibus
20% EURO 5
2% eléctricos
48% accesibilidad total

Cutcsa se encuentra en un proceso de transición en lo que respecta a su matriz energética, que implica la migración paulatina hacia una flota eléctrica, dejando de utilizar vehículos a gasoil. En este sentido, las metas trazadas en cuanto al porcentaje de ómnibus eléctricos respecto a la composición total de la flota son las siguientes:

25% de la flota al año 2025

50% de la flota al año 2030

75% de la flota al año 2035

100% de la flota al año 2040

Adicionalmente se incluyeron metas de flota con accesibilidad universal:

45% de la flota al año 2020

70% de la flota al año 2025

100% de la flota al año 2030

En 2023, se integró un ómnibus Higer con el fin de probar otra opción de buses eléctricos en condiciones reales de trabajo y conocer su performance en nuestras líneas. Se trata de una marca china, con representación en Brasil, seleccionada tras un llamado abierto.

Esta incorporación se hizo luego de un arduo trabajo desarrollado por equipos, que durante un año estudiaron distintas alternativas vinculadas a variables económicas, sociales y ambientales a considerar ante una renovación de este porte.

Algunos aspectos que definieron la elección, fueron sus componentes mecánicos de marcas reconocidas y la presencia de representación regional.

En cuanto al consumo, hasta el 40% de su autonomía, está condicionada por su capacidad de regenerar energía en determinadas condiciones. Esto obliga a contar con conductores capacitados especialmente para lograr un manejo eficiente.

Presentación del Bus Eléctrico HIGER

Celeste:
el nuevo color de la flota

Con la incorporación de la bandera de Uruguay en las unidades de la empresa, Cutcsa se identifica como una marca país. En línea con este concepto y ante una nueva renovación, surge la idea de un cambio de imagen más significativo, que acompañe y marque un hito en la transición hacia una movilidad más sostenible.

En el marco de la celebración del 86° aniversario de la empresa, fue presentado el nuevo diseño de ómnibus, que deja atrás el clásico color blanco, dando paso al celeste.

Esta iniciativa fue sometida a votación entre los integrantes de la organización y fue aprobada por el 96% de los votantes.

Infraestructura inmueble

Cutcsa organiza su servicio en recorridos agrupados en Líneas que cubren distintas zonas geográficas. De acuerdo a la zona de influencia cada Línea tiene una planta de referencia para estacionar. Además de estacionamiento, en su mayoría las plantas cuentan con servicios básicos como carga de combustible, lavadero y oficinas administrativas.

Mientras que Planta Añón centraliza la mayor parte de la administración de la empresa, Planta Juan Antonio Salgado es la base de los servicios de mantenimiento y talleres.

6 Plantas de estacionamiento
5 Estaciones de carga de combustible
3 Tractocamiones
4 Cisternas de 30.000 lts.
23 puntos de carga eléctrica para ómnibus

66 Puntos de atención en talleres propios
5 móviles de atención mecánica

5 Oficinas de recaudación
7 puntos de atención al STM

Academia de conducción
Sala de capacitación
Simulador de conducción
Oficinas de inspección en Plantas y Terminales

Salas de lactancia reconocidas por el MSP
Comedores y áreas de servicio y descanso
Áreas verdes
Cajeros automáticos y red de cobranzas

Sede Central:
Es donde sesiona el Directorio y se ubica la Presidencia y la Gerencia General. Se encuentra en el piso 25 de la Torre "Herrera" de Nuevocentro, en Av. Luis A. de Herrera 3355 -donde funcionó hasta 2010 la histórica Planta Añón de Cutcsa-.

Planta José Añón:
Desarrollan su actividad las Gerencias de RRHH, de Transporte y Producción y la Financiera – Contable. Alberga además las líneas Pocitos, FHZ, E, G, K, L, J y CA1. Es la planta con mayor capacidad de estacionamiento -500 ómnibus- y cuenta con la estación de carga de combustible de mayor capacidad (400.000 litros) y servicio de lavadero. En esta planta se instaló la primer central de carga de buses eléctricos con 23 puntos de carga. En esta Planta se ubica también el Club Social Cutcsa, el Centro de Atención al Cliente y un local de Red Pagos –en estos dos dos últimos casos, con servicios abiertos a la comunidad-.

Planta Juan Antonio Salgado:
Es la sede de la Gerencia Comercial y de Servicios y de la Gerencia de Sistemas y Estudios Tecnológicos. Es la mayor infraestructura de mantenimiento y logística de la empresa.

Planta Veracierto:
Cuenta con estacionamiento para 230 ómnibus brinda servicio de lavadero, carga de combustible, gomería y sector de recaudación y MiTienda.

Allí se encuentra la Oficina de la Línea A y MiMuseo, donde permanece expuesta la muestra "Cutcsa, Patrimonio del Transporte".

Planta Islas Canarias:
Cuenta con capacidad para 167 ómnibus. Allí se ubica la Oficina de la Línea D.

Planta Gronardo:
Tiene capacidad para 126 unidades. Tiene sede la Línea I.

Planta Galicia:
Estacionan en esta Planta los ómnibus que cumplen servicio interdepartamental. Cuenta con una plaza de estacionamiento para 121 ómnibus

Terminales: se localizan en los puntos de destino de los recorridos, con la finalidad de brindar los servicios básicos requeridos al culminar o iniciar un viaje. En algunos casos se comparte infraestructura con otras empresas. Existen dos casos particulares, uno de ellos la Terminal de Palacio de la Luz, que se encuentra sobre una plaza que pertenece a Cutcsa y el otro, la Terminal Ciudadela, cuyo terreno es de la Intendencia de Montevideo, ésta alberga estacionamiento con capacidad para 75 ómnibus, servicio de combustible y oficina de inspección.

Completando la infraestructura inmueble, se encuentran los siete locales de atención integral STM, ubicados en zonas estratégicas de Montevideo, con un amplio horario y días de atención.

ASET -Area de Servicio y Estudios Tecnológicos-:

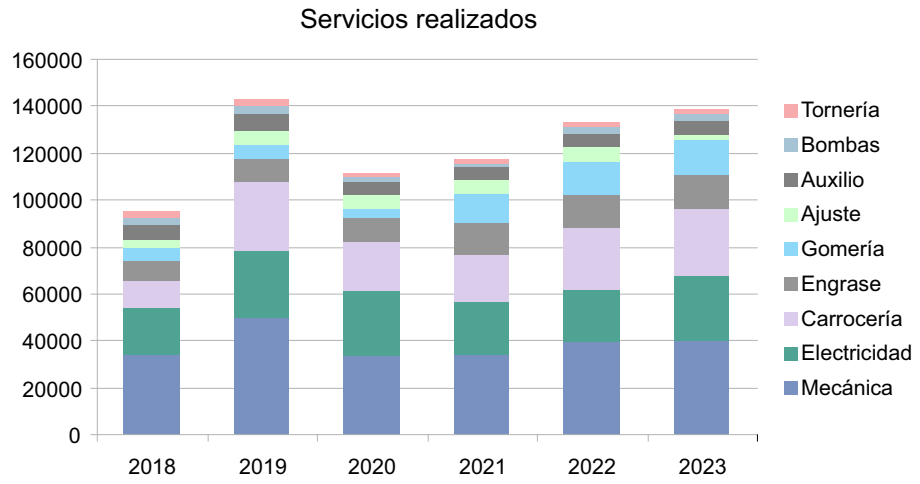
En 2023 se presentó el nuevo proyecto edilicio –al que se denominó Fernando Barcia Porro- un espacio destinado a la innovación, el desarrollo y la gestión de tecnología aplicada al transporte. Este edificio se lo visualiza como los "los **talleres del futuro**".

Mantenimiento y reparación de flota

Planta Juan Antonio Salgado, reúne la infraestructura necesaria para el mantenimiento integral de las unidades, garantizando el cumplimiento del servicio en condiciones seguras, tanto para los trabajadores como para los pasajeros. Esto exige contar con personal capacitado, espacios acondicionados para las tareas de mantenimiento y arreglo de unidades, herramientas y tecnología actualizada y amplio stock de repuestos.

Además de atender las exigencias periódicas de mantenimiento de unidades, se atienden los ómnibus que de forma imprevista sufren roturas o accidentes.

La demanda de una atención ágil es un desafío permanente. La pérdida de horas repercute directamente en la prestación del servicio y en la productividad de las unidades. En este sentido se trabaja constantemente en procesos de mejora y optimización del tiempo de atención: capacitación de personal, revisión de procesos, e incorporación de herramientas tecnológicas. En 2023 se implementó la coordinación previa mediante agenda electrónica accesible a través de la app de Cutcsa. Esto permite coordinar la concurrencia al taller, optimizando el tiempo en función de los servicios que tenga asignados el coche. A su vez, mediante esta app, los socios de cada unidad, son notificados cada vez que su ómnibus ingresa al taller, siendo una herramienta de control para la gestión.



Mecánica, electricidad y carrocería, son los sectores con mayor demanda, superando entre los tres, el 65% del total de servicios.

La transición hacia la movilidad eléctrica impacta directamente los procesos del área Comercial y de Servicios, debiendo adecuarse a la nueva tecnología y a sus requerimientos: de infraestructura, de personal calificado y de insumos para la nueva flota.

Esto implica invertir en capacitación, experimentación para la generación de conocimiento, adecuación de los puestos de atención y generación de nuevas alianzas comerciales, entre otros aspectos.

Total de servicios concretados:

2022 – 133.377
2023 – 138.802

ESTRATEGIAS DE ABASTECIMIENTO

Cutcsa como administradora, procura el mayor rendimiento de las unidades de negocio, garantizando la calidad de los productos utilizados en nuestros talleres, a precios beneficiosos para los accionistas. Además debe asegurarse la disponibilidad de estos insumos en tiempo y forma, por lo que se incorporó la importación directa a la política de compras.

Hasta el momento nuestro mayor proveedor es ANCAP, con quien existe una alianza comercial de largo plazo, garantizando el abastecimiento de gasoil, insumo indispensable para la prestación del servicio. Este vínculo facilita entre otras cosas, la concreción de acciones de índole comunitario, brindando -por ejemplo- de forma gratuita la provisión de gasoil para nuestra flota social.

La transición hacia una matriz eléctrica impacta directamente la cadena de suministro, posicionando a UTE, como un aliado estratégico dentro del esquema de proveedores, con la particularidad que ambos compartimos metas de eficiencia energética, alineadas a la política nacional.

En cuanto a la renovación de flota, en 2023 se hizo un llamado para conocer diferentes ofertas de mercado y mediante diez grupos multidisciplinarios, las áreas analizaron las variables ofrecidas por las fábricas, tales como rendimiento de los ómnibus, de las baterías, performance, durabilidad, capacidad de salón, equipamiento, costos, financiamiento, mantenimiento y disponibilidad de repuestos, entre otros.

HITO 2023

En diciembre de 2023, en Asamblea extraordinaria de Accionistas se aprobó la conformación de una empresa integrada 100% con capital de Cutcsa, para la importación y representación de los suministros requeridos por las expendedoras de boletos, baterías, repuestos, entre otros a incorporarse en los ómnibus de Cutcsa a partir de 2024.

Además de cumplir con todos los requerimientos establecidos por la IM, para integrar el STM, las nuevas expendedoras fueron seleccionadas luego de evaluar funcionalidades que facilitan y agilizan la tarea - pantalla full color, mensajes más grandes, pantalla touch, entre otras cualidades, así como también la posibilidad de incorporar nuevas prestaciones de acuerdo a la evolución del sistema. Se estima que comenzarán a funcionar a mediados de 2024.

Gestión de riesgos

En 2022 se inició una revisión de los procesos de cada área, lo que implicó la capacitación de un equipo de personas, que paulatinamente están llevando a cabo la sistematización de todas las tareas.

Asociado a este proceso se está revisando la matriz de riesgo de la organización, integrando los impactos de todas las áreas.

Por otra parte, debido a que estamos transitando hacia una nueva matriz energética, los riesgos asociados a este cambio están siendo monitoreados muy de cerca. Si bien el contexto y los resultados que hasta el momento se están obteniendo con la experimentación de distintos modelos de ómnibus impactan positivamente en lo social y lo ambiental, lo económico también es fuertemente impactado, debiendo planificar cuidadosamente los planes de financiamiento de la nueva tecnología, para asegurar la sostenibilidad del negocio.

En lo relacionado puntualmente a la salud y seguridad ocupacional se ha trabajado fuertemente, consolidando una visión más integral de la empresa. Se conformó el equipo SySO, que reúne dos médicos, un técnico prevencionista y dos psicólogas, que trabajan constantemente en la identificación de los riesgos asociados a las distintas tareas apuntando a la prevención de los mismos.

El abanico de programas y acciones tendientes a prevenir o mitigar riesgos es muy amplio.

Algunos ejemplos de los más relevantes para los distintos grupos de interés, durante el período reportado y que pueden condicionar la puesta en práctica del servicio son:

El abanico de programas y acciones tendientes a prevenir o mitigar riesgos es muy amplio. Algunos ejemplos son:

TEMA	ASPECTO	AMBITO	Real / potencial	Medidas de prevención/reducción/ remediación
Abastecimiento	Expendedora – disponibilidad repuestos, actualización, compatibilidad con STM	Económico	Real	Investigación con equipo de Desarrollo e Innovación.- Ampliación del giro representación en Uruguay. -Capacitación de personal - Mesas de trabajo interdisciplinaria e institucionales.- inversión en I + D.- Política de compras y alianzas estratégicas. Proceso de Control de Stock - Auditoría de almacenes..
		Social	Real	
	Stock/Abastecimiento de repuestos y suministros	Económico	Potencial	
Matriz energética	Adaptación a ómnibus eléctricos	Ambiental	Real	Plan Integral de transición de la matriz energética de nuestro servicio: capacitación, implementación de pruebas de campo y seguimiento de resultados, gestión de combustible, adaptación de infraestructura, plan de financiamiento (de unidades, revisión del FRA, de instalaciones, de capacitación, etc), gestión del riesgo, adaptación de redes de servicio (transición paulatina - convivencia dos matrices hasta 2040). Academia 81, Alianzas con nuevos proveedores, etc
		Económico	Real	
		Social	Real	
	Buses eléctricos - Aumento significativo de tiempo de carga. Errores o imprevistos en la gestión de carga.	Económico	Potencial	
		Social	Potencial	
	Costo de buses eléctricos	Económico	Real	
	Problemas en el suministro de energía eléctrica	Económico	Potencial	
		Social	Potencial	
	Siniestros en pista y estacionamientos por cambios en la movilidad y flota silenciosa.	Económico	Potencial	
		Social	Potencial	
	Flota dependiente de combustible fósil - gasoil	Ambiental	Real	
		Económico	Potencial	
Movilidad y mercado	Hábitos de movilidad – reducción de la demanda	Ambiental	Real	Adaptación de redes de servicio considerando variables de movilidad. Promoción de uso de transporte público. Seguimiento de información del STM. Programas de calidad (seguridad, confiabilidad, confort, etc).
		Económico	Real	
		Social	Real	
	Oferta de nuevos medios de transporte	Económico	Real	
		Social	Real	
Tecnología aplicada al transporte	Incompatibilidades de sistemas	Económico	potencial	Investigación con equipo de Desarrollo e Innovación.- Ampliación del giro representación en Uruguay. -Capacitación de personal - Mesas de trabajo interdisciplinaria e institucionales.- inversión en I + D.- Política de compras y alianzas estratégicas. Implementación de sistemas de seguridad informático. Procesos de manejo de datos
		Social	potencial	
	Manejo de datos personales (STM, trabajadores). Ciber seguridad - confidencialidad de datos personales)	Económico	Potencial	
		Social	Potencial	
Salud y seguridad	Incidentes de violentos en el bus (robos, acoso, etc)	Social	Potencial	Academia 81. Programa Cero Accidente. Programa Bus seguro. Botón de pánico. Cobertura integral Cutcsa Seguros. Sistemas de seguridad en plantas. Sistemas de seguridad y prevención de intereses en talleres. Equipo SYSO (visión integral). Servicio médico, equipo de Contención Laboral, Espacio salud, especialidades en Club social Cutcsa (fisiatría, masajista, oftalmólogo, carné de salud en situ, nutricionista, entre otros), promoción del ejercicio,
	Siniestralidad Vial	Económico	Real	
		Social	Real	

Servicio de Transporte Turístico

Como resultado de la oferta presentada por Cutcsa ante licitación pública N° P 133269, para la explotación del servicio de transporte de turismo de línea dentro del Departamento de Montevideo, en noviembre de 2023, fuimos notificados de la adjudicación del mismo a nuestra empresa.

El inicio de este nuevo servicio está previsto para el segundo semestre de 2024.

Bus turístico

Tourist bus / Ônibus Turístico

ÁMBITO INTERNO

Procuramos el bienestar laboral y brindamos facilidades para mejorar la calidad de vida de todos/as los/as integrantes de la organización, lo que para nosotros es una prioridad.

Ámbito Interno

Calidad del empleo
Salud laboral y seguridad
Formación y desarrollo
Integración

Quiénes somos

Cutcsa es una sociedad anónima integrada por 3.338[42] pequeños accionistas, de los cuales 2.183 desarrollan actividades laborales en su ómnibus o en otros puestos de la organización, y tienen un vínculo comercial con Cutcsa. El personal además está integrado por 1.550 obreros/as que mantienen una relación de dependencia.

El servicio de transporte colectivo de pasajeros requiere de la articulación de diferentes sectores de trabajo:

- Plataforma - en la jerga "omnibusera" se denomina así al área central de nuestro servicio, Conductores/as -cobradores/as, Conductores/as y Guardas.

- Servicio técnico y mantenimiento - el cumplimiento adecuado de la planificación demanda un mantenimiento preventivo y correctivo de la flota de ómnibus. Las tareas de mecánica, electricidad, carrocería, etc. se llevan a cabo en Planta Juan A. Salgado.

- Administración - la puesta en circulación de una flota de 1.141 unidades, que es posible gracias al desempeño de 3.733 personas, requiere también de planificación, control, logística, tareas contables, jurídicas, soporte informático, de recursos humanos y atención al cliente.

Los sectores y áreas interactúan, siendo en el proceso clientes unos de otros.

Por ello, se trabaja constantemente para gestionar las diferencias y favorecer las relaciones equitativas, atendiendo principalmente estos aspectos materiales:

- Calidad del empleo
- Salud y seguridad
- Formación y desarrollo
- Relacionamiento

[42]Son los/as propietarios/as sin apertura (sin considerar procesos de sucesión, divorcios, etc.)

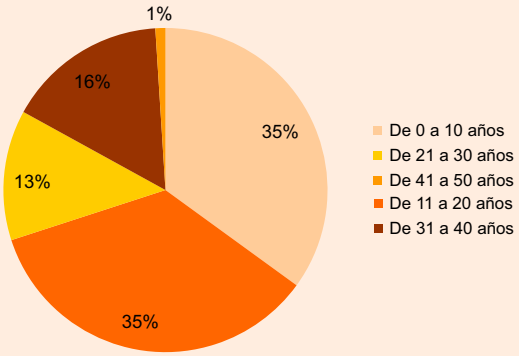
CALIDAD DE EMPLEO

Consideramos que la estabilidad en el trabajo es un aspecto fundamental, que otorga tranquilidad a los/as trabajadores/as, tanto con propietarios/as como con obreros/as se mantienen vínculos a largo plazo. Existe un compromiso de la Dirección con la continuidad laboral.

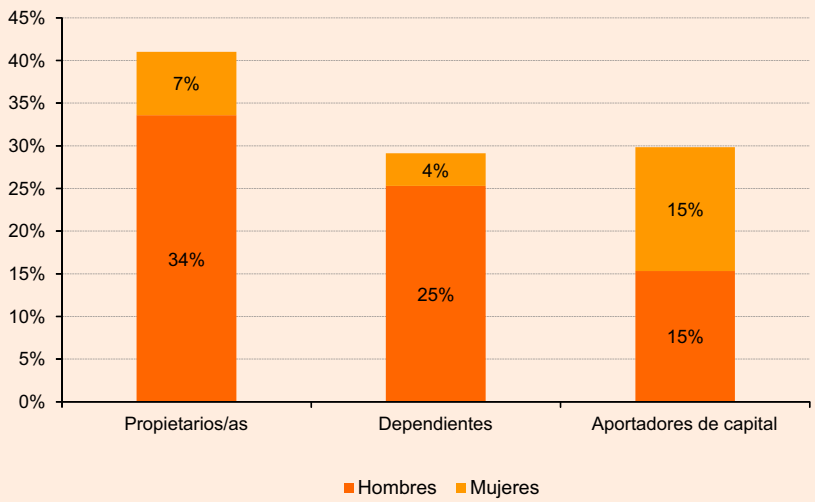
Mientras el mundo del trabajo ha ido cambiando, caracterizándose por relaciones laborales flexibles, nuestra empresa se caracteriza por la estabilidad laboral, lo que se refleja en la gráfica que da cuenta de la antigüedad del personal (más allá del recambio generacional natural).

La rotación es baja y no existen contratos zafrales o temporales. Sólo hay un 0,19% del personal que trabaja part-time y cumple entre un mínimo de 120 y un máximo de 180 horas mensuales (en sectores donde es posible asignar horarios diferentes). Estos cargos especiales, se generaron para que los más jóvenes pudieran continuar y finalizar sus estudios.

Personal por antigüedad



Integrantes de Cutcsa por vínculo



Conociéndonos

Composición de la empresa

CUTCSA

5320* Integrantes

74% 26%

2183 Propietarios/as que trabajan

34% 8%

1550 Dependientes

25% 4%

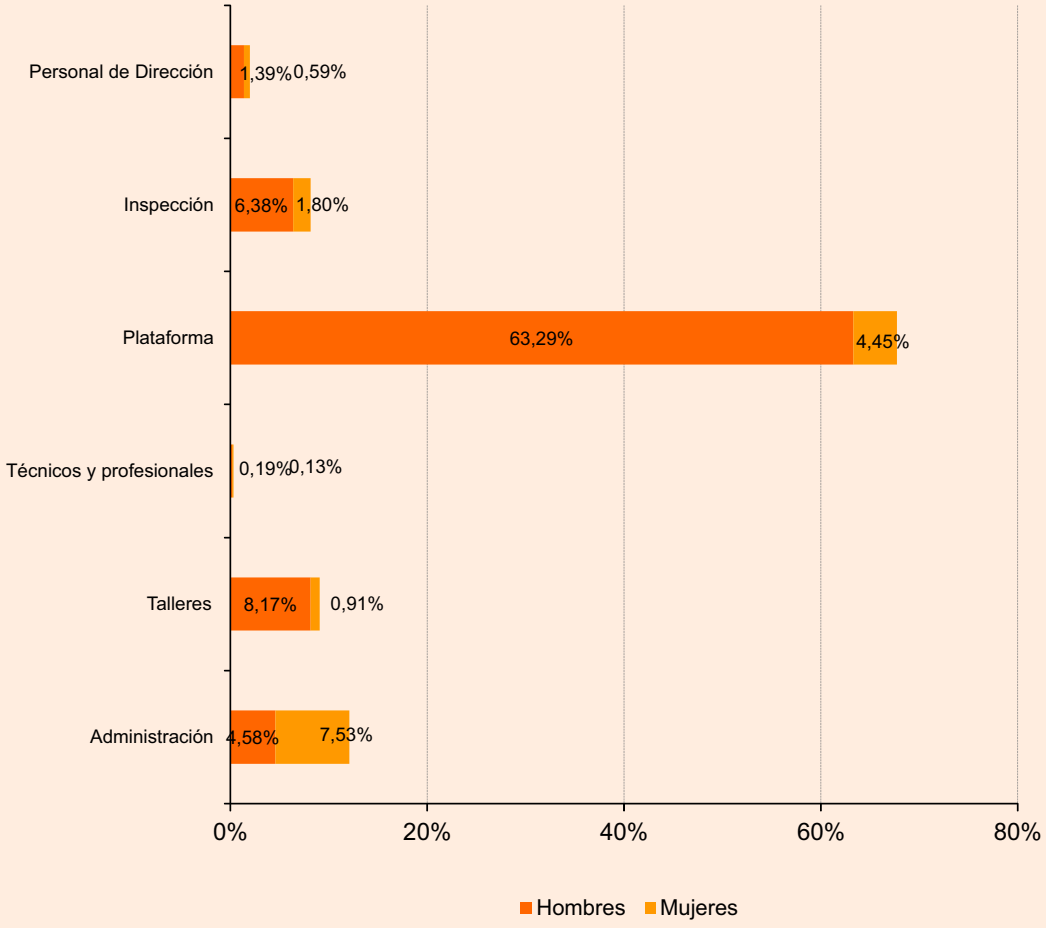
1.587* Aportadores/as de capital

15% 14%

* Se toman en cuenta propietarios/as que trabajan y aportadores/as de capital con apertura (considerando procesos de sucesión, divorcios, etc.)

Somos una empresa de transporte de pasajeros/as, por lo que la movilidad de la población es el corazón de nuestro negocio, es por ello que la mayor cantidad de personas trabaja en “plataforma”. La labor del personal de dirección, control de servicio, administración y mantenimiento de flota, complementa y hace posible el cumplimiento del servicio.

Personal por grupo de cargos y sexo



La gráfica nos permite ver en primer lugar que hombres y mujeres están representados en todos los grupos de cargos, siendo casi equitativos en la categoría “técnicos- profesionales”. En las demás siempre predominan los hombres, salvo en “administración”, dejando en evidencia que aún se mantienen sesgos de género.

Distribución del personal por cargo, sexo y edad

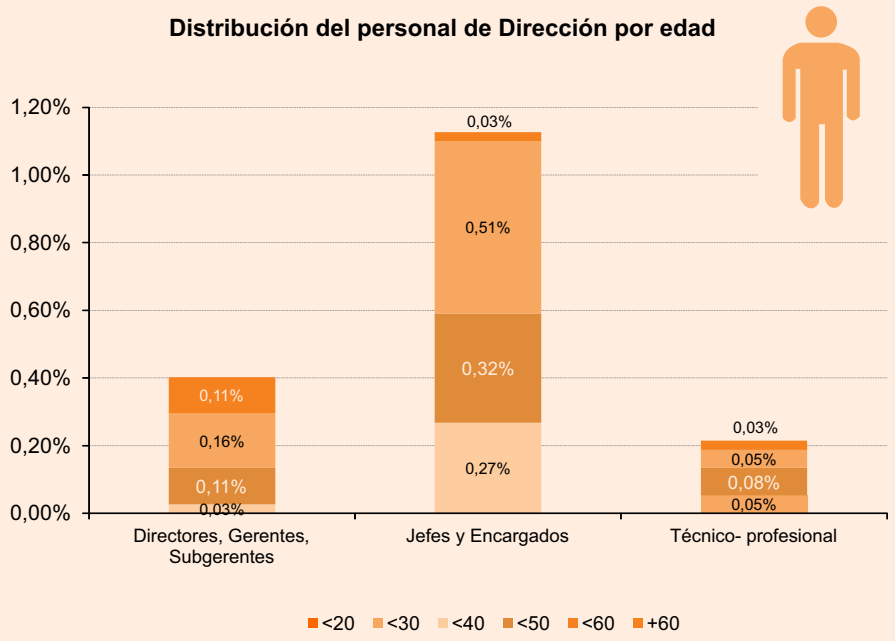
En cuanto al personal en general, podemos ver que las categorías de edades predominantes son "<50" y "<60", siendo los "+60" y "<20" -respectivamente- quienes tienen menor representación. Podemos estimar que en los próximos años viviremos una gran renovación generacional, en la medida que las personas que tienen entre 50 y 59 años (28,3%) se retiren.

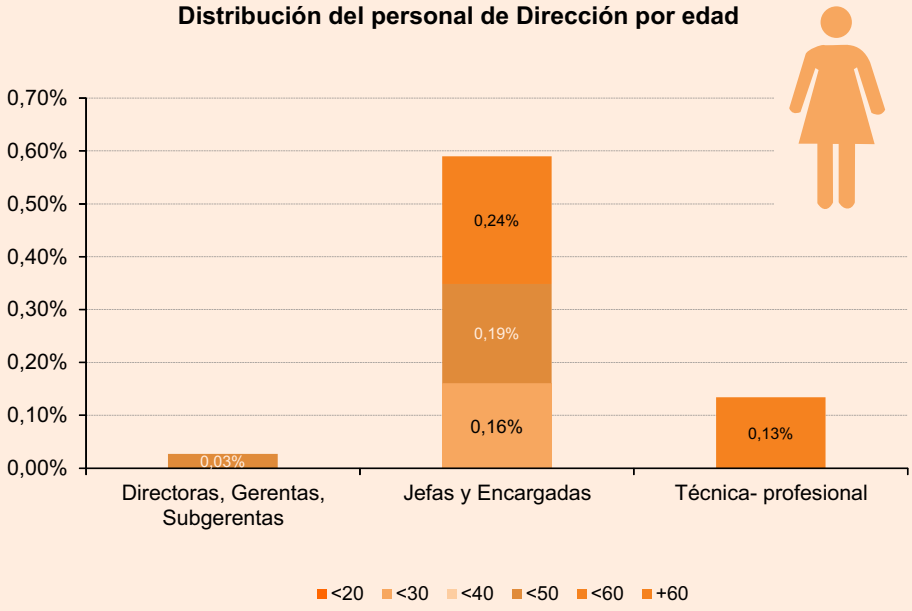
Como ya se mencionó el grupo de cargos de "plataforma" es el más numeroso, manteniéndose en ellos la predominancia de las categorías "<50" y "<60" tanto en hombres como en mujeres.

Grupo de cargos	<20	<30	<40	<50	<60	+60
Directores, Gerentes, Subgerentes			0,03%	0,11%	0,16%	0,11%
Directoras, Gerentas, Subgerentas				0,03%		
Jefes y Encargados			0,27%	0,32%	0,51%	0,03%
Jefas y Encargadas			0,16%	0,19%	0,24%	
Control de servicio, Conductores-cobradores, Conductores y Guardas	0,08%	5,04%	14,46%	21,16%	25,46%	3,30%
Control de servicio, Conductoras-cobradoras, Conductoras y Guardas	0,03%	0,86%	1,69%	1,85%	1,74%	0,05%
Técnico- profesional		0,05%		0,08%	0,05%	0,03%
Técnica- profesional					0,13%	
Administrativos	0,08%	0,80%	1,29%	0,86%	1,21%	0,08%
Administrativas		0,72%	1,96%	1,96%	2,52%	0,13%
Mantenimiento de flota, capacitadores	0,32%	1,07%	1,37%	1,69%	3,67%	0,32%
Mantenimiento de flota, capacitadoras		0,24%	0,51%	0,46%	0,46%	0,05%
TOTAL	**0,11%**	**5,95%**	**16,60%**	**23,74%**	**28,30%**	**3,51%**

En cada grupo de cargos (hombres y mujeres) se resalta en naranja claro la categoría de edad que más porcentaje presenta.

En cuanto a la distribución del personal de Dirección y profesionales, vemos que se mantiene la predominancia de las categorías "<60" seguido por "<50" tanto en hombres como en mujeres, especialmente en el grupo de jefes/as y encargados/as (que es la más numerosa dentro del personal de Dirección). En cuanto al grupo "Directores/as, Gerentes/as y Encargados/as es el que tiene mayor representación de la categoría "+60".



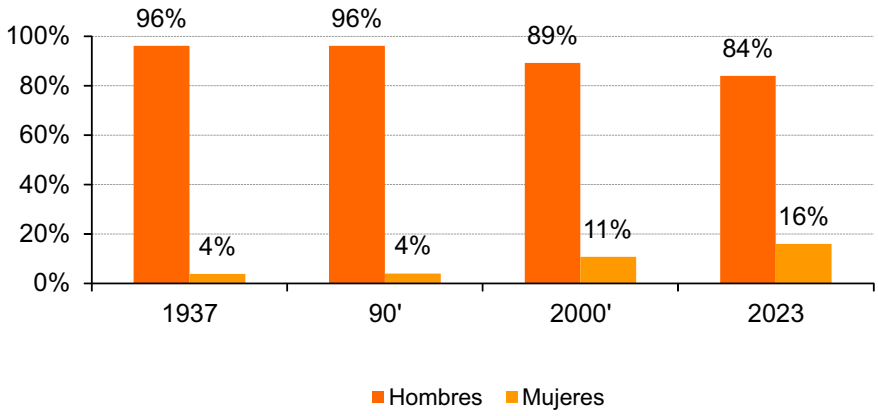


Equidad de género

Cutcsa es una empresa familiar grande, que surgió del empuje de pequeños/as empresarios/as inmigrantes, lo que le dio una impronta familiar y determinó que las mujeres participaran desde el comienzo como aportadoras de capital.

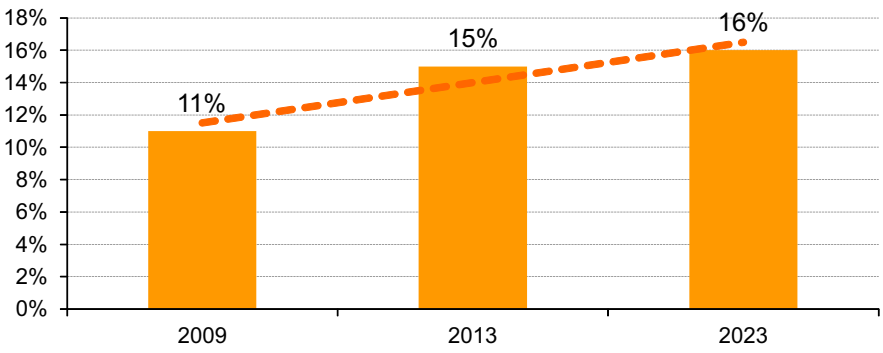
Aunque se mantiene una proporción mayor de hombres trabajando (como es habitual mundialmente en las empresas de transporte); a medida que las mujeres se fueron abriendo espacios, incursionaron en puestos no tradicionalmente femeninos, en todas las áreas.

Evolución del personal por sexo



La incorporación de mujeres se dio en forma paulatina, incrementándose después del 2000.

Evolución trabajadoras de Cutcsa



Si comparamos 2013 con 2023 vemos que el aumento no fue significativo (hubo una variación positiva del 1%), pero debemos tener en cuenta que desde 2015 los ingresos en general se limitan a cubrir cargos esenciales[43].

[43]De acuerdo a los cambios y ajustes establecidos en la nueva paramétrica, las empresas de transporte suspendieron los ingresos y la renovación de vacantes. En 2020, como consecuencia del COVID -19 y su impacto en las empresas de transporte, se debió negociar con las autoridades una intensificación de la reestructura.

En 2022 se difundió a todo el personal de plataforma (conductores/as, conductores/as- cobradores/as y guardas) la "Guía de actuación para el personal del transporte colectivo de Montevideo, ante situaciones de acoso sexual entre pasajeras y pasajeros".

En base al Decreto 37.358, destinado a prevenir y abordar el acoso sexual en los espacios públicos o de acceso público, la IM junto a las empresas de transporte acordaron la redacción de la mencionada guía. El protocolo establece el procedimiento que deben seguir la comuna y las empresas para dar respuesta ante denuncias de acoso en el transporte público (a aplicarse a situaciones que sucedan en los ómnibus, las paradas o las terminales).

Además de determinar la respuesta a situaciones de acoso sexual en el transporte, también se busca prevenirlas. En este sentido, desde el año 2017 nuestra empresa realiza una sensibilización en género dirigida al personal y se difunden los protocolos "Protocolo de actuación en violencia de género" y "Protocolo para el tratamiento de denuncias de acoso laboral, moral y sexual".

A su vez se participó del "Taller sobre igualdad de género para empresas de transporte público de Montevideo" al que convocaron Movés, REIF, ONU Mujeres e IM. Además, en nuestra academia de conducción, se capacitaron a tres mujeres aspirantes a conductoras por cada empresa de transporte -a cargo de Movés-.

A través de la invitación de L'Oréal, durante 2023 nuestra empresa participó de la capacitación "Right to Be" desarrollado por la Universidad CLAEH, para "unir fuerzas" en el combate del acoso callejero en espacios públicos.

Permisos parentales

En cuanto a las licencias por maternidad y paternidad se cumple con la ley 19.161 en el caso de los/las dependientes; para los propietarios/as que cumplen actividad se asimilan los beneficios a los indicados por la normativa, para madres y padres.

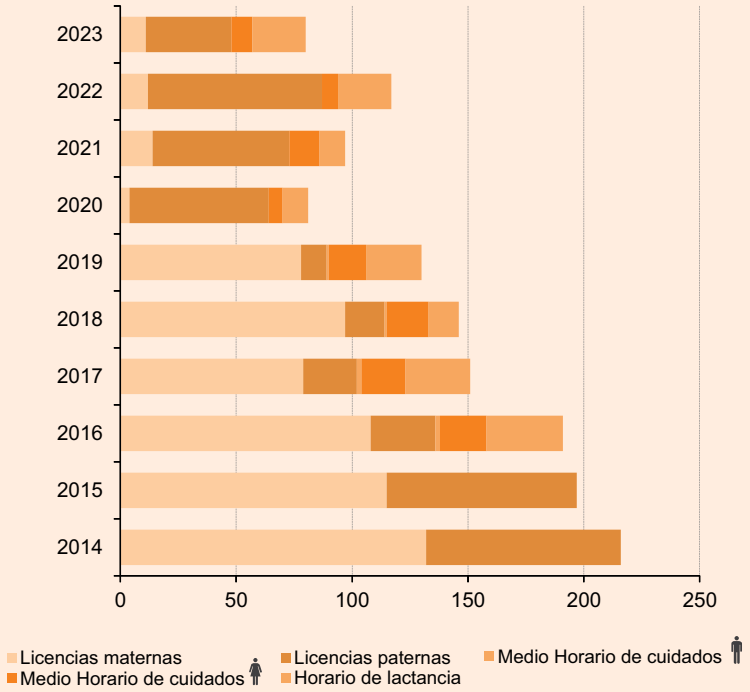
Lo mismo sucede con el subsidio para cuidados del recién nacido y el medio horario correspondiente, que puede usarse indistintamente por padres o madres, y con el horario de lactancia.

Brindar los mismos beneficios que el Estado prevé para los/as trabajadores dependientes a los/las propietarios/as que desempeñan actividad, es posible por el SEAT (ver página 105 Beneficios).

2022	
Licencias maternales	12
Licencias paternales	75
Medio horario de cuidados	0
Medio horario de cuidados	7
Horario de lactancia	23

2023	
Licencias maternales	11
Licencias paternales	37
Medio horario de cuidados	0
Medio horario de cuidados	9
Horario de lactancia	23

Licencias y horarios especiales por cuidado



Comunicación interna

El alto nivel de descentralización que caracteriza a nuestra actividad, hace necesaria la utilización de variadas herramientas de comunicación, dirigidas a distintos grupos de interés.

Las campañas de afiches vinculadas a fechas conmemorativas se dirigen a nuestro público interno y a su vez al externo (a quienes transportamos y ven el afiche en nuestras redes sociales), por eso cada uno tiene un mensaje que la unifica. La campaña propuesta en 2022 incluyó el concepto de movilidad sostenible, mediante la incorporación de la perspectiva de género y la superación de los estereotipos y en 2023 el énfasis estuvo en resaltar la importancia de los/as integrantes de Cutcsa que hicieron, hacen y harán posible la continuidad de nuestra empresa.

Campaña 2022

Campaña 2023

Gracias a todos/as los/as voluntarios/as que han aportado su imagen y tiempo a estas campañas.

Relacionamiento Interno

Existe un relacionamiento constante con los/as trabajadores/as, tanto accionistas como dependientes.

En este sentido, cabe destacar las **Comisiones de Vigilancia de Línea**, que son órganos integrados por tres o cinco miembros titulares que son electos por voto secreto cada tres[1] años por trabajadores/as- accionistas que comparten la misma línea de servicio con ellos/as. Su principal función es facilitar la comunicación, promover la participación y el consenso para la resolución de temáticas de interés común como representantes gremiales voluntarios, que además colaboran en la vigilancia del cumplimiento de los Estatutos Sociales, complementando los controles legales de la sociedad. Tienen un sistema de sesión permanente.

Los integrantes de estas comisiones participan en la conformación de equipos de trabajo (mesas de trabajo), dentro y fuera de la empresa, donde exponen sus inquietudes, expectativas y sugerencias sobre los distintos aspectos del negocio, reforzando así el canal de comunicación directa y personal de todos/as los/as accionistas.

Los/as dependientes son representados/as sindicalmente por la Unión de Trabajadores de Cutcsa (UTC). El diálogo constante con los/as delegados/as facilitó las negociaciones relacionadas con las medidas tomadas ante la emergencia sanitaria; así como la instrumentación de la reducción de la masa salarial, para garantizar el servicio y alcanzar el equilibrio del sistema para que sea sustentable (también acordada con los trabajadores/as accionistas).

Además, el sindicato participa de los Consejos de Salarios, posibilitando el diálogo con los representantes de la empresa y del gobierno, dando lugar a convenios de largo plazo. Ante la renovación de cada convenio colectivo, generalmente se legitiman los beneficios anteriormente pactados, a los que se les suman otros que se negocian.

Mesa de calidad y tecnología

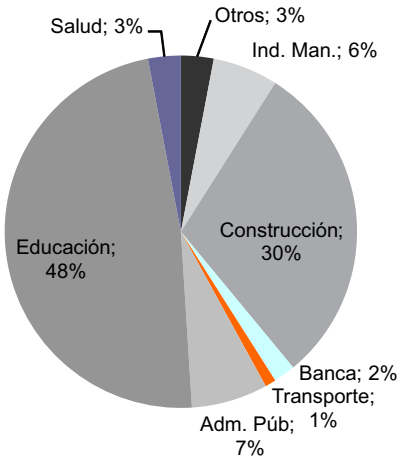
[44]Dadas las medidas sanitarias que se instrumentaron para prevenir contagios de COVID- 19, se suspendieron las elecciones a realizarse en 2024, prorrogándose la participación de los integrantes hasta el 2027 cuando se volverán a convocar postulantes a ser elegidos. Se propuso a la Asamblea Extraordinaria de Accionistas la postergación -excepcional y transitoria- de las elecciones, con la finalidad de avanzar en los mencionados proyectos y cumplir con la responsabilidad asumida.

Conflictividad

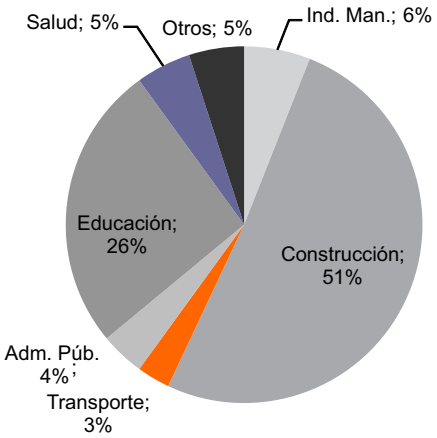
En este sentido, considerando el informe anual sobre conflictividad elaborado por el Instituto de Relaciones Laborales de UCU[45], podemos ver que 2022 se caracterizó por una conflictividad alta, el promedio del año se ubica dentro de los niveles más altos de los últimos veinte años. Aun así, fue superado por el 2023 que se posiciona en el cuarto lugar -incluso si se tiene en cuenta un período de tiempo más extenso, considerando los promedios anuales desde 1995 hasta la fecha-. Respecto a la conflictividad sectorial, como podemos ver en las gráficas, el sector transporte presentó una conflictividad de 1% y 3% respectivamente.

Mas allá de que esta rama es uno de los sectores con menor conflictividad del período, entendemos que cumple un rol fundamental en las vidas de las personas, afectando su rutina diaria, por lo que la adhesión a los paros afecta. El vínculo continuo con los trabajadores y demás grupos de interés (IM, MTOP, otras empresas, etc.), sobre temas como remuneración y seguridad del personal, frecuencia de ómnibus, etc., redunda en la reducción de esos impactos negativos.

CONFLICTIVIDAD SECTORIAL 2022
por rama



CONFLICTIVIDAD SECTORIAL 2023
por rama

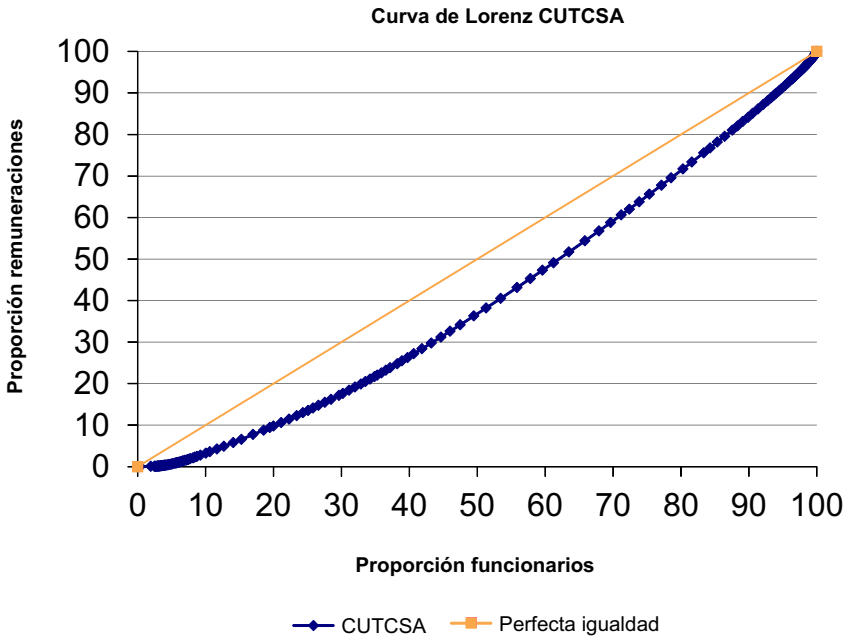


[45]Universidad Católica del Uruguay
[46]Gráfica basada en fuente UCU "Indice de conflictividad laboral". Disponible online: https://www.ucu.edu.uy/Institucionales/INDICE-DE-CONFLICTIVIDAD-LABORAL-uc1342

Condiciones laborales
Remuneraciones

En nuestra empresa la remuneración es por cargo de acuerdo a lo acordado por Convenio Colectivo (grupo 13 subsector 1), por lo que se cumple con la ley en cuanto a la no discriminación por género, raza, religión, etc. En dependientes y accionistas existe una sensación de seguridad económica, en la medida que se ha priorizado, a lo largo de los años, el pago de salarios y el adelanto de utilidades (respectivamente).

Se aplica un sobre sueldo por antigüedad según una tabla de 1 a 37 años, acordada por convenio



La **curva de Lorenz** es una representación gráfica utilizada frecuentemente para plasmar la distribución relativa de una variable en un dominio determinado. El dominio en este caso es el conjunto de funcionarios de CUTCSA. La variable cuya distribución se estudia es la remuneración en el año 2023. La curva se traza considerando en el eje horizontal el porcentaje acumulado de funcionarios y en el eje vertical el porcentaje acumulado de remuneraciones.

Cada punto de la curva se lee como porcentaje acumulativo de funcionarios. La curva parte del origen (0,0) y termina en el punto (100,100). Si las remuneraciones estuvieran distribuidas de manera perfectamente equitativa, la curva coincidiría con la línea de 45 grados que pasa por el origen (por ejemplo el 40% de los funcionarios perciben el 40% de las remuneraciones). Si existiera desigualdad perfecta, o sea, si un funcionario percibiera el total de las remuneraciones, la curva coincidiría con el eje horizontal hasta el punto (100,0) donde saltaría el punto (100,100). Cuanto más cerca de la línea de 45 grados se encuentre una curva de Lorenz menor será la desigualdad que muestra.

Coeficiente de Gini

Se tomaron los datos de las remuneraciones de diciembre de 2023 (nominal, más antiguedad, gratificación por asiduidad y pago del SEAT) y se calculó el coeficiente de Gini mediante la fórmula de Brown. El resultado es de 0.080. Este resultado muestra que las remuneraciones de CUTCSA están uniformemente distribuidas, es decir que su nivel de concentración es muy bajo.

Seguridad y Salud Ocupacional

SALUD Y SEGURIDAD

Los principios que desde siempre han guiado a Cutcsa se enfocaron en el bienestar de sus integrantes, en ese sentido se crearon fondos solidarios, se generaron convenios con instituciones de salud, etc. Estos fundamentos nutrieron acciones y políticas que también fueron expresados en el Código de Conducta, la Política de Sostenibilidad y posteriormente en la Política de Salud Ocupacional.

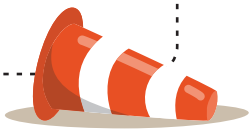
En 2021 los/as médicos/as, psicólogas y técnicos prevencionistas acordaron las bases del trabajo del equipo de salud y seguridad laboral de Cutcsa, para desarrollar en forma integral un plan de seguridad y salud ocupacional y dar cumplimiento a la normativa vigente. El objetivo es la promoción de la salud laboral, el control de las condiciones del ambiente de trabajo y la vigilancia de ciertos riesgos específicos, apuntando al bienestar (físico, psíquico y social) de los/as integrantes de la organización. En este sentido se incorporó un software para administrar y registrar los incidentes y accidentes laborales con el objetivo de incidir en su prevención.

Si bien se consideran los eventuales riesgos en los distintos ámbitos, en nuestra actividad los ejes centrales están en la prevención en el tránsito a través del Programa "Cero Accidente", y en los talleres de la Gerencia Comercial y de Servicios (mecánico, carrocero, etc.) implementando controles técnicos, brindando capacitación y los elementos de seguridad adecuados a la tarea. En este sector la Comisión de Seguridad -integrada por Técnico Prevencionista, Gerente de Área Comercial y de Servicios y delegados representantes de los trabajadores- se focaliza en la prevención de riesgos, análisis de incidentes y accidentes con foco en el bienestar laboral.

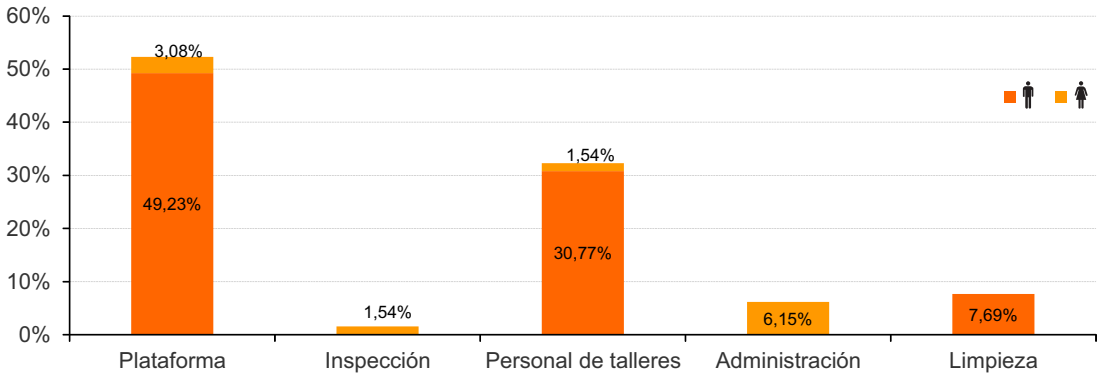
Accidentes laborales

2022 **65** ACCIDENTES — 88% hombres, 12% mujeres

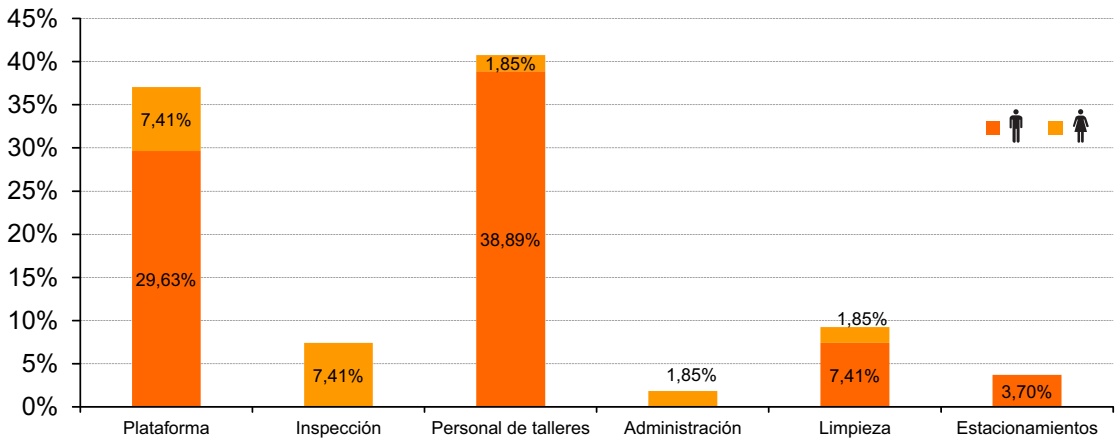
2023 **54** ACCIDENTES — 80% hombres, 20% mujeres



Accidentes Laborales por sector de trabajo 2022



Accidentes Laborales por sector de trabajo 2023



Informe equipo SySo

Política SySO
2021
Revisión de la Política SySO
2022

Se elaboró el Plan de Seguridad para la Planta Industrial y Comercial Juan Antonio Salgado
2022

Software RTI-SYSO permite organizar más eficientemente la información, personas, capacitaciones realizadas y registros (vencimientos de carne de salud, ubicación y vencimientos de extintores, entrega de elementos de seguridad, entre otros).
2022

Confección de botiquines a distintos sectores de la empresa, junto con la elaboración de un protocolo de intervención ante situaciones de emergencia médica y registro de uso.
Decreto 406/88.
2022

Revista Mibienestar, orientada a la difusión de diversos temas de salud, promocionando hábitos saludables. Abarca temas médicos, psicológicos, de seguridad laboral, como así también información general sobre acciones de la empresa en esta temática.
2023

Recomendaciones para el mejoramiento de las condiciones y prácticas de trabajo así como en las pruebas y la evaluación de nuevos equipos y ómnibus.
2023

Trabajo interdisciplinario y seguimiento de personas con licencia por enfermedad.
2023

Estudio de fichas de datos de seguridad de los productos químicos utilizados en sectores específicos de Planta Salgado
2023

Recorridas por Plantas y Terminales con el objetivo de realizar la identificación de peligros y evaluación de riesgos que puedan afectar la salud del personal.
2022-
2023

Asesoramiento en distintas plantas y oficinas
2022-
2023

Actualización de algunos procedimientos de trabajos para mejorar la seguridad.
2022-
2023

Constante búsqueda de capacitaciones para el personal (cursos de soldadura, coches eléctricos, control de plagas, entre otros)
2022-
2023

Trabajo interdisciplinario y seguimiento de personas con licencia por enfermedad.
2022-
2023

Elaboración de estadísticas sobre accidentes laborales y sus causas, así como también sobre causales de ausentismo por enfermedad.
2022-
2023

Colaboración con las acciones de Bienestar Laboral de la empresa.
2022-
2023

Talleres en conmemoración del del Día Mundial de la Seguridad y Salud Ocupacional:
2022 • Para construir una cultura de Seguridad y Salud positiva actuemos juntos
2023 • Un entorno de trabajo seguro y saludable como principio y derecho fundamental en el trabajo

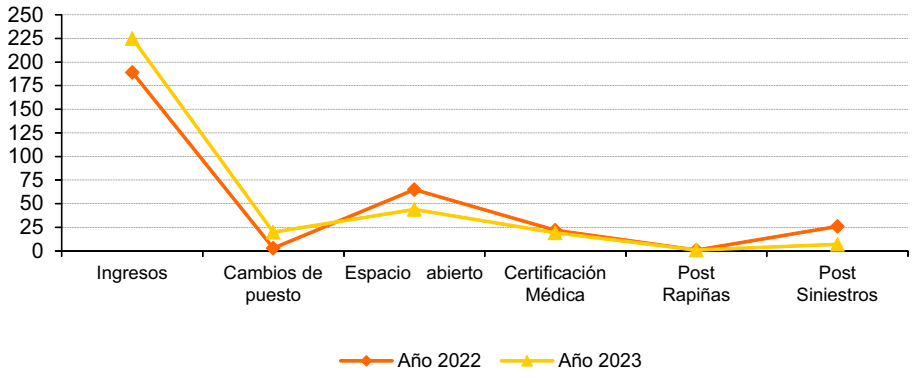
Contención laboral

En 2018 se aprobó el servicio de contención psicológica. El mismo complementa el trabajo realizado en Servicio Médico. Su objetivo es promover salud, participando directamente en un primer nivel de prevención. Asimismo, puede intervenir cuando una patología ya está instalada, apuntando al fortalecimiento y acompañamiento.

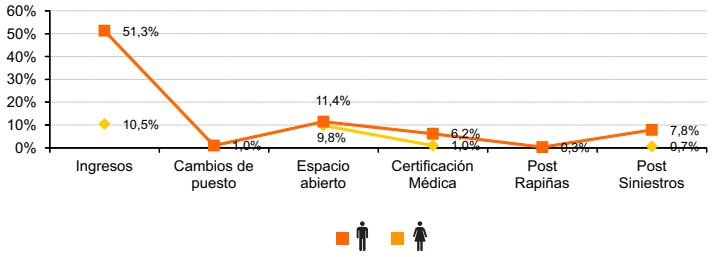
"Contención Laboral" surgió de la necesidad de atender y mitigar el efecto del estrés al que está expuesto el personal en el desempeño de sus tareas, especialmente el de Plataforma.

En el período el principal "motivo de consulta" fue "ingreso a la empresa", seguido por el "espacio abierto", también en ambos años.

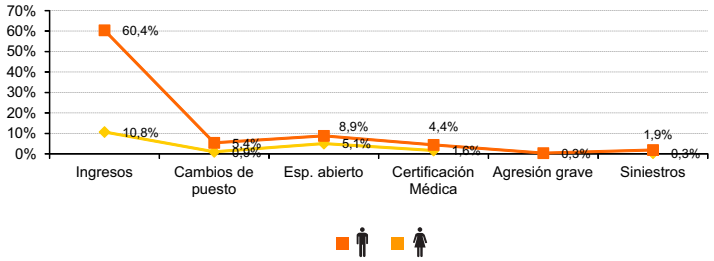
Personas atendidas



Personas atendidas por sexo 2022



Personas atendidas por sexo 2023



Rotación y ausentismo

2022

TASA DE ROTACIÓN **8,14%**

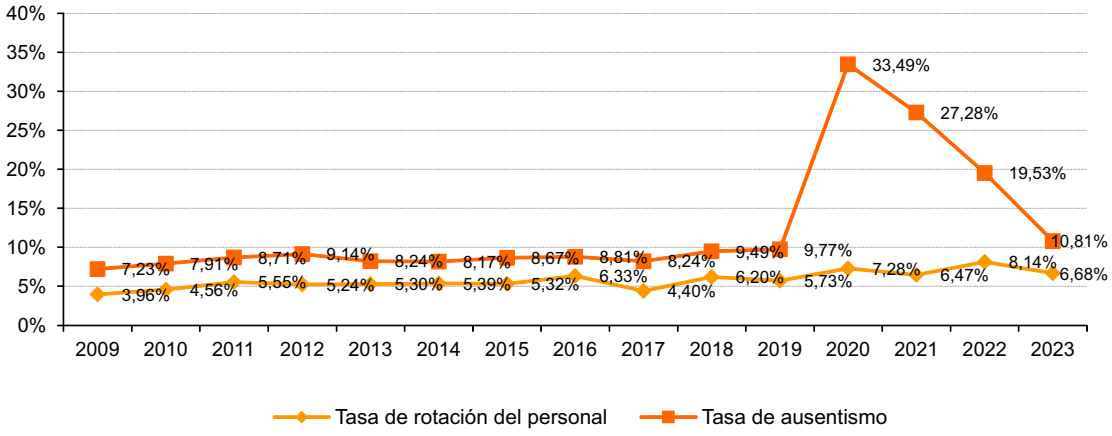
TASA DE AUSENTISMO **19,53%**

2023

TASA DE ROTACIÓN **6,68%**

TASA DE AUSENTISMO **10,81%**

Tasa de rotación y ausentismo



En 2022 podemos apreciar que la tasa de ausentismo sigue estando por encima del porcentaje habitual -19,53%- (aunque descendiendo respecto a los de 2020 y 2021), debido a que las licencias por enfermedad por COVID -19 siguieron siendo altas.

Respecto a la tasa de rotación[47], en 2022 también estuvo por encima del porcentaje habitual -8,14%- lo que en gran medida se debió a los incentivos para egresar (en relación a la reestructura precipitada por la pandemia)[48].

[47]Para calcular la tasa de rotación se consideran: renuncias incentivadas, despidos, renuncia por venta de ómnibus (propietarios), renuncia jubilatoria, destituciones, fallecimiento, término de contrato y abandono de servicio.

[48]Desde 2016 empezaron a implementarse cambios en el sistema de transporte de pasajeros, relacionados con el cálculo de la tarifa técnica, el objetivo del ente regulador fue incrementar la eficiencia y contener los costos del mismo.
De acuerdo a la IM , los avances tecnológicos (entre los que se destaca la incorporación de tecnología de a bordo en los ómnibus) repercutieron en las tareas realizadas por el personal (guardas, inspectores, recaudadores y administrativos). Por lo que se coordinó la reducción de personal en las empresas de transporte, de acuerdo a una planificación gradual -definiéndose que no podían darse desvinculaciones compulsivas, no habría renovaciones de vacantes y debía respetarse la proporción entre dependientes y propietarios (o socios cooperativistas)-.
Esta agenda acordada debió ser revisada en 2020, con el nuevo gobierno departamental, dada la irrupción de la pandemia y sus consecuencias en la movilidad.
"Informe sobre tarifas y subsidios a usuarios del sistema de transporte público de pasajeros de Montevideo. Los cambios implementados y sus consecuencias". IM, 2020. Disponible online:
https://montevideo.gub.uy/sites/default/files/biblioteca/imsubsidiosaltransportedigital.pdf

CERO ACCIDENTE

CUTCSA

Cemefi
CENTRO MEXICANO PARA LA FILANTROPÍA

Reconocimiento a la mejor práctica de RSE 2010
Ámbito Interno

Este programa de seguridad vial se desarrolla desde 1994, su objetivo principal es gestionar los riesgos a los que se exponen nuestros/as conductores/as y conductores/as –cobradores/as.

El mismo tiene un ámbito de aplicación interno y otro externo.

INTERNO:

Se dirige a los/as Conductores/as y Conductores/as –cobradores/as, promoviendo la interiorización de comportamientos seguros en la conducción con el objetivo de disminuir los siniestros de tránsito, reconociendo su profesionalidad.

Tiene dos niveles: "**Conductores/as sin siniestros**" se reconoce mediante un diploma a los/as trabajadores/as del volante que no tuvieron siniestros con responsabilidad con un mínimo anual de 1.700 horas efectivamente trabajadas; y "**Conductores/as destacados/as**" que distingue a quienes, además de cumplir con lo anterior, no tienen multas o infracciones de tránsito por acciones riesgosas, ni disconformidades en su desempeño.

En 2022 y 2023 no se llevaron a cabo las ceremonias de premiación -que hubieran reconocido los años 2021 y 2022 respectivamente- ya que se determinó que las condiciones sanitarias y económicas, tanto del servicio como del contexto en general, aún no eran las adecuadas.

ACADEMIA 81

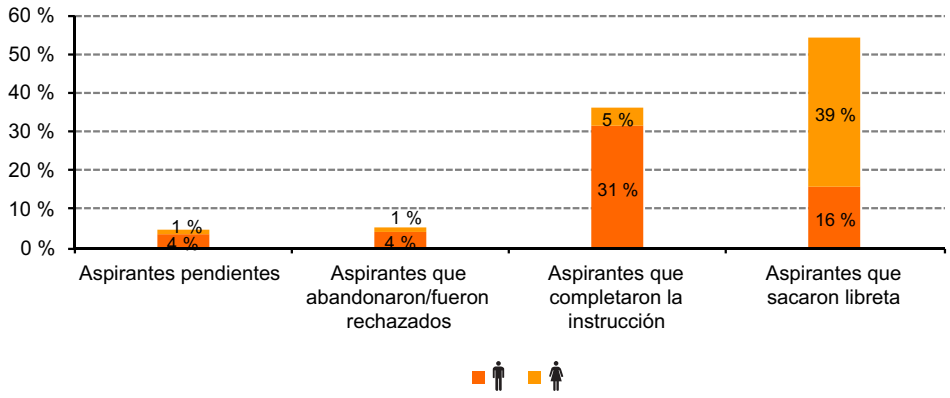
Mejores prácticas 2022
Reconocimiento al impacto positivo de las prácticas de RSE.
Adicional "Práctica de RSE que mejora la competitividad"

DERES EMPRESAS POR EL DESARROLLO SOSTENIBLE

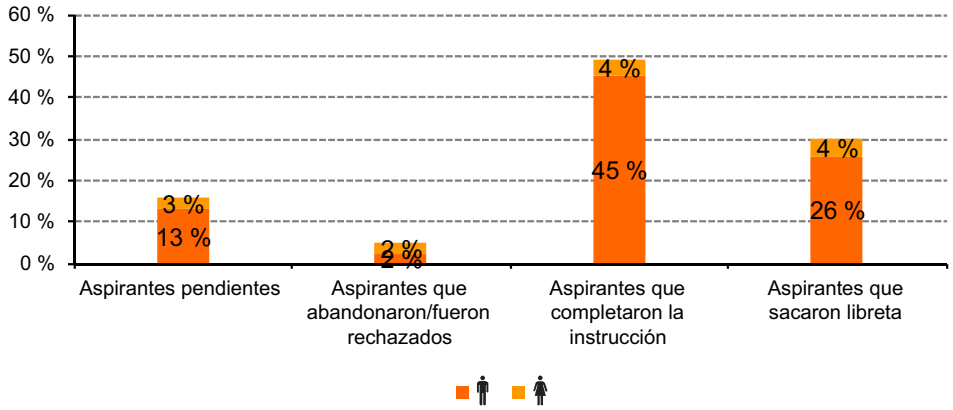
De esta forma se denomina la academia de conducción de Cutcsa, la que capacita a conductores/as, formándolos y perfeccionándolos. La misma hace énfasis en el manejo defensivo, económico, ecológico y la incorporación de conductas preventivas. Desde 2014 afianza la instrucción en la conducción y aplica talleres de formación correctivos.

En este sentido, a cada postulante a conductor/a (o cambio de puesto) se le solicita el historial de conductor en IM, para tener conocimiento de su habitual comportamiento en el tránsito (si tiene multas, le retiraron la libreta en algún momento, etc.)

Capacitación Academia 81 - 2022-



Capacitación Academia 81 - 2023-



Viaje seguro

Es uno de nuestros principales objetivos, por ello la Academia 81 y en general el programa Cero Accidente, apuntan a formar a conductores/as en conducción defensiva e incentivan las conductas preventivas.

El ómnibus es una alternativa segura de movilidad, tanto por la formación en manejo preventivo de los conductores profesionales, como por los recursos que van incorporando estos vehículos. Los indicadores del país -que coinciden con los que existen mundialmente- dan cuenta de que es el medio de viaje más seguro.

Ilustración 20: Lesionados leves según medio de circulación

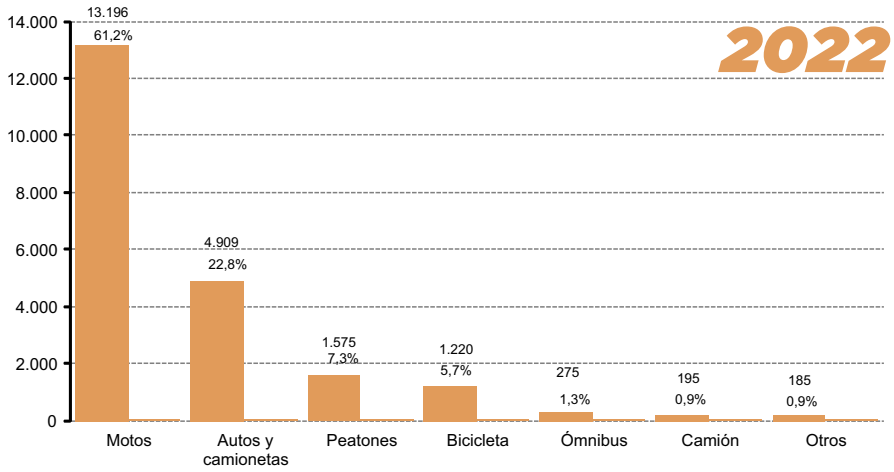
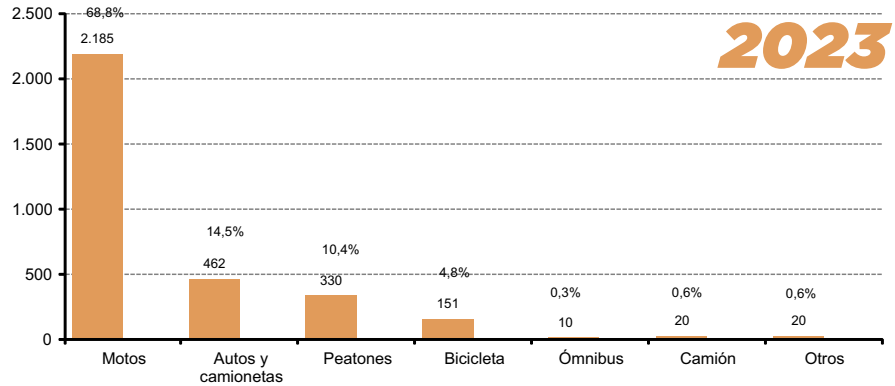


Ilustración 26: Lesionados graves según medio de circulación



Ilustraciones 20 y 26 Informes de siniestralidad vial UNASEV, Disponibles online: https://www.gub.uy/unidad-nacional-seguridad-vial/datos-y-estadisticas/estadisticas

El programa Cero Accidente es el compromiso, puesto en práctica, de que los choques y siniestros que involucran nuestros ómnibus sean cada vez menos.

1 choque con responsabilidad cada
39.489 km

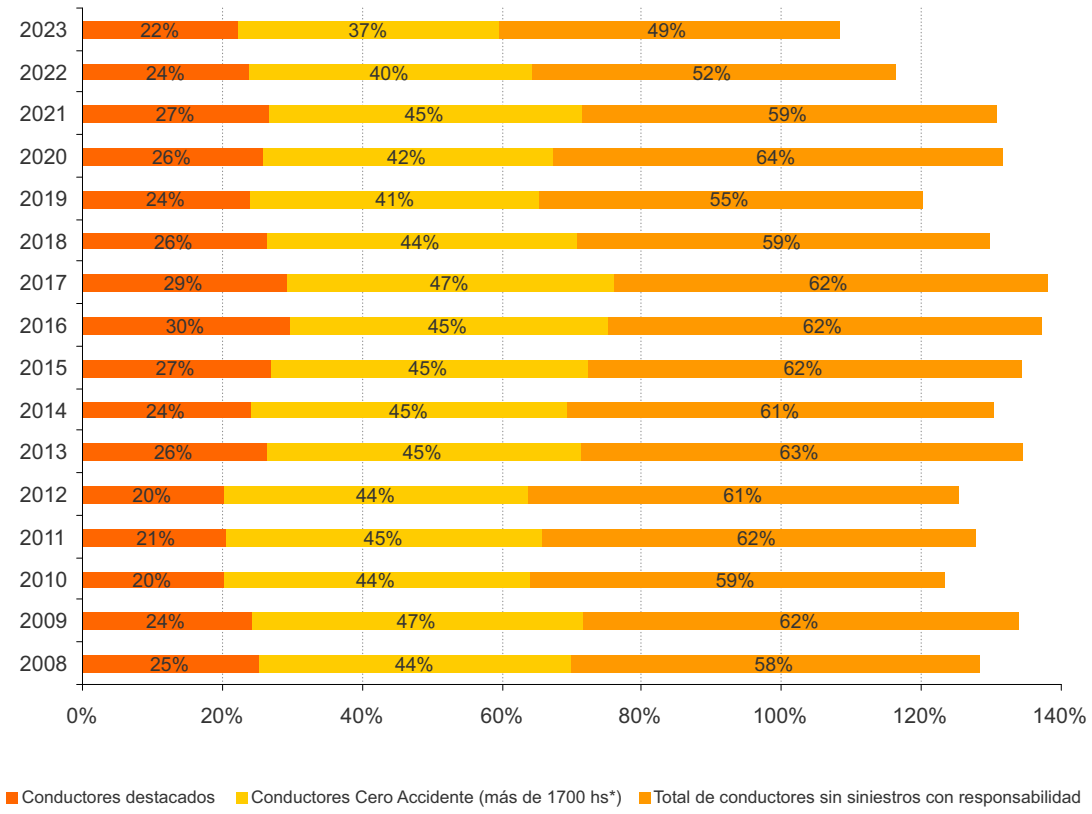
1 choque con responsabilidad cada
2.358 hs trab.

LOS DATOS INCLUYEN LOS PEQUEÑOS CHOQUES O ROCES EN LOS ESTACIONAMIENTOS.

El 49 % DE CONDUCTORES/AS No tuvieron choques con responsabilidad

El 37 % DE CONDUCTORES/AS Son cero accidente no tuvieron choques con responsabilidad y cumplen con el mínimo de 1.500 hs trabajadas

Porcentaje de conductores destacados, Cero Accidentes y Sin Siniestros de acuerdo al total de conductores cada año



Observatorio Cero Accidente

La comisión del Programa Cero Accidente, a través del Observatorio de datos de siniestralidad de Cutcsa, desde 2015 realiza el seguimiento de indicadores que permiten visualizar el comportamiento y la evolución anual de numerosas variables que pueden incidir en los siniestros o choques en los que participan nuestras unidades. A través de esta base de datos también se puede establecer nuestra incidencia en la siniestralidad a nivel nacional.

	2022					
	UNASEV	CUTCSA				
		TOTALES		C/RESP.	S/RESP.	OTROS
Total de siniestros (con al menos 1 lesionado)	20.210	710	3,51%	150	560	
Heridos	24.733	798	3,23%	173	625	
Fallecidos	431	13	3,02%	2	11	
Total de lesionados	**25.164**	811	3,22%	175	636	

	2023					
	UNASEV	CUTCSA				
		TOTALES		C/RESP.	S/RESP.	OTROS
Total de siniestros (con al menos 1 lesionado)	20.590	759	3,69%	180	579	
Heridos	25.405	853	3,36%	192	661	
Fallecidos	422	5	1,18%	1	4	
Total de lesionados	**25.827**	858	3,32%	193	665	

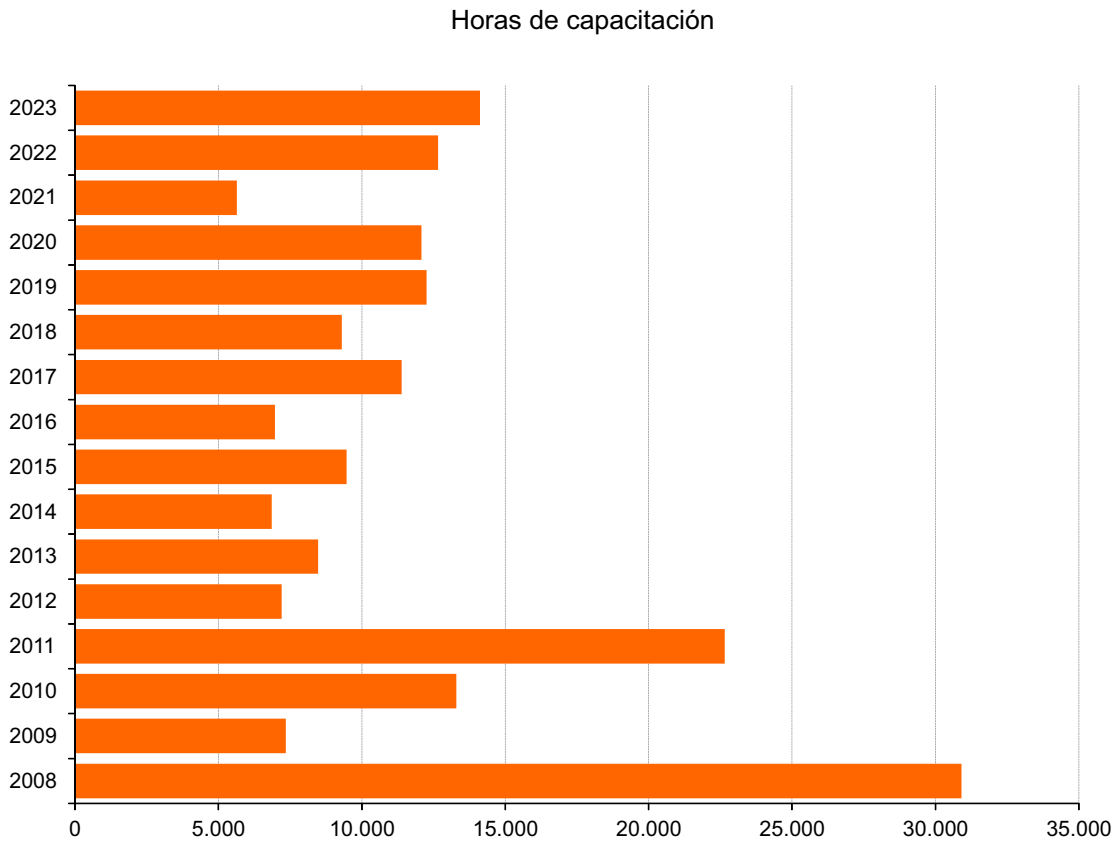
FORMACIÓN Y DESARROLLO

15.851 hs de capacitación

2022 **720** hs media **254** hs media

2023 **593** hs media **199** hs media

Capacitar al personal permite ajustar las cualidades de el/la trabajador/a a la actividad que realiza. Invertir en formación permite mejorar las competencias del/de la trabajador/a, posibilitando así que se sienta valorado/a.



En 2023 se volvió a realizar un relevamiento entre las oficinas administrativas para conocer los intereses y las necesidades que colaboradores y responsables de los sectores identificaban en sus áreas de trabajo. Del análisis del mismo resultó prioritaria la capacitación en herramientas digitales así como también en las administrativas (reglas gramaticales, redacción, etc.), impartiéndose cursos de gramática con personal designado por cada gerencia y sector.

Capacitaciones destacadas período 2022-2023:

Participación:

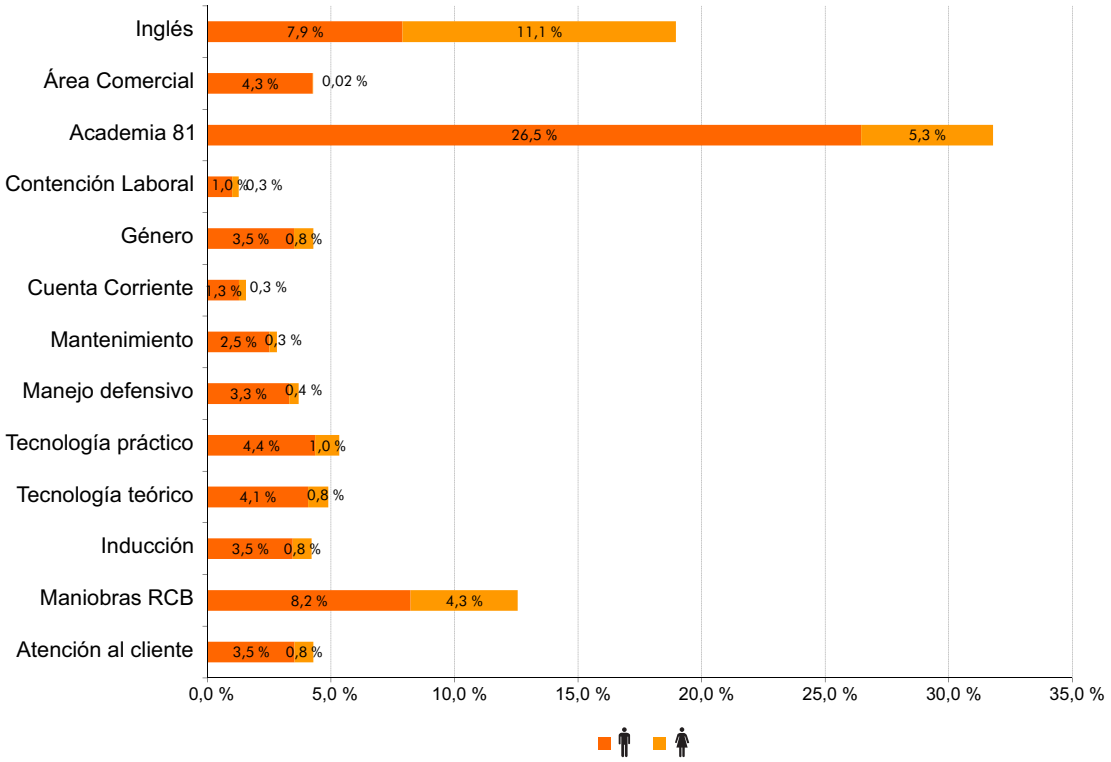
-Programa "Finanzas Sostenibles & el Sector Privado" brindado por -UCU Bussines-[49].
-VII Congreso LATAM renovables "LATAM Renovables" con foco en la "Segunda Transformación Energética".
-"Empresas hacia la Descarbonización dictado por Sistema B y Nexos+1.
-Madrid Inspiration Experience a través de invitación de Telefónica Uruguay.
-Cumbre de Movilidad Eléctrica organizada por ANEP –UTU.
-VIII Semana de la Energía, impulsada por el Ministerio de Industria, Minería y Energía -MIEM-, Organización Latinoamericaba de Energía -OLADE-, Agencia Internacional de Energías Renovables -IRENA-, Banco Interamericano de Desarrollo -BID-, Organización de las Naciones Unidas para el Desarrollo Industrial -ONUDI y Fondo de Innovación en Energías Renovables -REIF-.

Exposición de integrantes de Cutcsa:

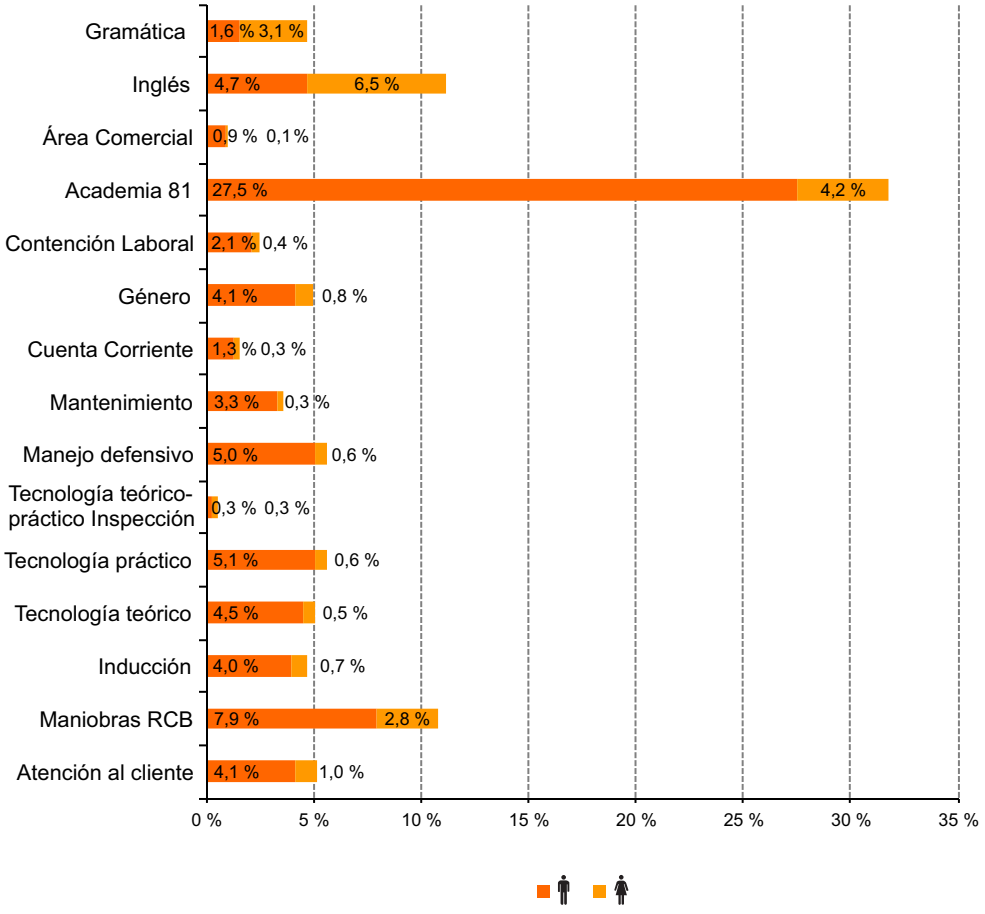
-VII Jornadas de Finanzas, organizadas por la Unidad de Postgrados y Maestrías de la Universidad de Montevideo.
-Presentación de nuestro proyecto "Movilidad Eléctrica" por invitación de la Academia UITP, realizada en el Centro Mario Molina -Santiago de Chile-.
-Participación en el XII congreso latinoamericano de psicología, donde las Lic. en Psicología del programa Contención Laboral realizaron una presentación relacionada con la intervención con conductores/as que protagonizaron siniestros de gravedad y/o fatales.

[49]Escuela de Negocios de la Universidad Católica del Uruguay.

Horas de capacitación 2022



Horas de capacitación 2023



Espacio Salud 2022 - 2023

MARZO

08 - Día internacional de la mujer
09 - Día Nacional de concientización de la salud cardiovascular en la mujer
26 - Día Mundial de la Prevención de Cáncer de Cuello Uterino (CCU)
9 al 15 - Semana de concientización sobre el consumo de sal

ABRIL

06 - Día Mundial de la actividad física
17 - Día Mundial de la Salud
28 - Día Mundial de la Salud y la Seguridad en el Trabajo

MAYO

05 - Vacunación antigripal en las diferentes plantas
11 - Día Internacional de la Resucitación Cardíaca
17 - Día Mundial de la hipertensión arterial
28 - Día Mundial de la nutrición
31 - Día Mundial sin tabaco

JUNIO

14 - Día Internacional del donante de sangre

AGOSTO

01 al 07 - Semana mundial de la Lactancia Materna

SETIEMBRE Semana del corazón

20 al 25 - Taller de RCB
- Menú saludable. Entrega de frutas, destacando su importancia en la dieta
- Importancia del ejercicio -información a cargo del CSC, pausa activa-

OCTUBRE

01 - Día Mundial de las personas mayores
19 - Día Mundial contra el cáncer de mama
20 - Día Mundial de prevención del ACV

NOVIEMBRE

20 - Semana de sensibilización sobre el consumo de azúcar
14 - Día Mundial de la Diabetes
17 - Día Mundial contra el cáncer de próstata
19 - Día Internacional del hombre
25 - Día Internacional para la eliminación de la violencia de género

Calidad de vida en la empresa

Uruguay

Empresa: CUTCSA
Nombre de la práctica: Espacio Salud
Descripción de la práctica: El programa incluye el convenio con mutualistas, estudios preventivos (medición de colesterol, tensión arterial, diabetes, etc.), charlas de promoción de salud (en el auditorio del Club Social Cutcsa y también a través de nuestro canal de YouTube- Cutcsa TV), Contención Psicológica Laboral para trabajadores, talleres de cocina saludable y un club social donde hacer deportes y acceder a diferentes especialidades (Nutrición, Podología, Masajes, Fisiatría y Fisioterapia)


UMBO A LOS 100 AÑOS...


Cutcsa
Siempre iremos contigo

Beneficios

Con el objetivo de ayudar a cubrir aspectos esenciales como salud, cuidados familiares, etc., Cutcsa ofrece diferentes beneficios para todos/as los/as trabajadores/as (accionistas y dependientes, de las diferentes áreas y sectores, incluidos/as aquellos/as que realizan media jornada por estudios).

De los trabajadores/as del transporte:

-Pase libre en Montevideo y Área Metropolitana.
-Bonificación en servicios interdepartamentales (carné de ANETRA)
-Reintegro del costo de la licencia de conducir Categoría F a todos los conductores.
-A los Guardas y Conductores/as- cobradores/as se les abona un monto por "quebranto de caja".
-Reintegro del costo del carné de salud.
-Prima por antigüedad (por cada año efectivamente trabajado)
-Prima por hijo menor de 16 años.

Especiales a los/as trabajadores/as de Cutcsa:

-Gratificación por asiduidad (en tickets alimentación, proporcionales a las horas trabajadas).
-Seguro de enfermedad y accidentes de trabajo de los/as propietarios/as que desempeñan funciones en la empresa (SEAT).
-El personal dependiente recibe una partida especial por enfermedad mayor a 3 meses y durante un máximo de 6 meses.
-Garantía especial ante préstamo social del BROU, descontando el importe mensual del salario.
-Colectas de apoyo, se facilita la colaboración de los/as compañeros/as con aquel que está enfermo, facilitando el aporte de efectivo, que se debita del sueldo.
-Gestión de egreso responsable (asesoramiento y asistencia en la tramitación de la jubilación).
-La empresa proporciona el uniforme al personal de plataforma, talleres y servicios.
-Tarjeta BusBeneficios con importantes descuentos en Nuevocentro Shopping
- Con motivo de un Convenio suscrito con Cutcsa y con el Seguro de Trabajo de Cutcsa, se incorporaron como socios del Club Social Cutcsa a propietarios y dependientes, debiendo abonar la cuota adicional correspondiente quienes deseen hacer uso de las instalaciones deportivas y servicio fúnebre para el núcleo familiar

Fondo Complementario de Retiro de Propietarios

2022 - 67 prestaciones entregadas
2023 - 74 prestaciones entregadas

Fondo Omnibusero Social

2022 - 2.763 socios/as
2023 - 2.778 socios/as

Titulares del fondo (accionistas, dependientes y jubilados)

Fondo de Vivienda

2022 - 19 viviendas entregadas
2023 - 16 viviendas entregadas

Egreso Responsable

Asesoramiento personal a los/as trabajadores/as, para facilitar el egreso por causal jubilatoria, simplificando la gestoría. También se informa, durante la carrera laboral, sobre opciones más beneficiosas y las modificaciones legales.

Club Social Cutcsa

Este club se fundó en 1946 con el objetivo de ser un centro de reunión de trabajadores/as y accionistas, donde se compartía con compañeros/as: juegos de naipes, billar, asados, fiestas familiares, etc. Si bien es una empresa independiente de Cutcsa, sus socios/as son en su mayoría integrantes de nuestra empresa.

El 23 de noviembre de 2014 se inauguró la nueva sede que se encuentra en el predio de Planta Añón, con el propósito de aumentar el bienestar de los/as integrantes de nuestra empresa.

El CSC cuenta con una zona de relax donde se puede ver la televisión, leer y disfrutar del entorno, una sala de conferencias para 120 personas donde se desarrollan talleres y seminarios vinculados a la salud y a cómo mejorar nuestra calidad de vida, una sala de aparatos y otra para practicar yoga, higiene de columna, pilates, gimnasia funcional, aeróbica, para la tercera edad, entre otras; y vestuarios completos. Además cuenta con consultorios de especialistas: Nutricionista, Masajista, Fisiatra y Fisioterapeuta, para facilitar el acceso a tratamientos preventivos y correctivos, que pueden asociarse a la conducción.

Además el club brinda consultorios a Asociación Española -Medicina General, Oftalmología y Otorrinolaringología- para facilitar el acceso de los integrantes de la empresa (50% de los trabajadores son socios, por el convenio que la mutualista ofrece).

La ubicación dentro del predio de Planta Añón facilita al personal la realización de actividad física y así la mejora en su salud; tanto los/as que cumplen sus labores coti-

dianas en Planta Añón o Varela (ahora Juan A. Salgado), el personal que brinda servicio en los ómnibus y concurre a estas oficinas, como a todos/as los/as integrantes de Cutcsa que trabajan en las diferentes líneas y oficinas descentralizadas.

Además de los servicios mencionados, el club realiza convenios con diferentes instituciones, obteniendo beneficios muy convenientes, favoreciendo a todos/as los/as socios/as.

Colonia de vacaciones

Desde 2012 los integrantes de Cutcsa cuentan con la colonia de vacaciones del CSC, que ofrece actividades recreativas, deportivas, paseos y traslados a puntos de interés para niños/as en el horario de 9 a 17 hs durante vacaciones de verano.

888
PARTICIPANTES ACTIVOS

482
406

Integración

Nuestra cultura organizacional tiene una impronta familiar sumamente arraigada, existiendo un fuerte compromiso en la integración de trabajadores/as dependientes y accionistas, incluyendo sus familias. Este objetivo esencial de conciliar vida familiar y laboral, es el que guía las actividades que Cutcsa lleva a cabo.

Los programas dirigidos a los/as hijos/as de integrantes de la organización (Brincada, Movida Junior y Jóvenes en Cutcsa), tienen en común el objetivo de transmitir la importancia del transporte en la vida de las personas, para que así puedan comprender mejor por qué sus padres no están en casa ciertos días u horarios inusuales para muchos/as trabajadores/as (domingos, feriados, algunas noches). De esta manera, se acerca a los/as chicos/as y a su familia a la empresa y su cultura; brindando un espacio de esparcimiento y cohesión.

En el programa "Reencontrarnos hace bien", el foco está en ayudar a mantener y generar vínculos, con ex compañeros/as, ya fuera de los horarios y exigencias laborales, siempre dentro de un ámbito de disfrute.

Brincada Infantil

98
PARTICIPANTES

58
40

2022

Preparación de merienda saludable con Lic. en Nutrición- Club Tuyutí
Juego de seguridad vial en MiMuseo
Cacería extraña y muchos juegos en el parque social del Centro de Protección de Choferes

2023

Museo Blanes obra “La flor y Manolo” grupo teatral La Rueda
Visita guiada en MAPI (Museo de Arte Precolombino e indígena)
Saltos grupales en Summit
Taller “cuidados del sol” a cargo de la Comisión Honoraria de Lucha Contra el Cáncer en Centro de Protección de Choferes

JR CUTCSA movida junior

47 PARTICIPANTES

26
21

2022

Preparación de almuerzo saludable con Lic. en Nutrición- Club Tuyutí y juegos de integración
Juegos de integración, visita a MiMuseo y saltos grupales en Summit
Paseo en “La Macarena”, en los Humedales del Santa Lucía

2023

Juegos de integración, visita a Fundappas e interacción con los cachorros en entrenamiento
Juegos de mesa e ingenio y bowling
Taller sobre manejo de las emociones y paintball en Ludus Tactical
Taller de robótica en Fundación Telefónica y actividad al aire libre en Punta Yeguas

movida joven

67
PARTICIPANTES

32
35

Jóvenes en Cutcsa

Desde el inicio del programa han participado 627 jóvenes (326 chicas y 301 chicos).

Este programa incorpora el objetivo de acercar a los/as adolescentes al mundo del trabajo al que están a punto de ingresar, ampliando su abanico de posibilidades y ofertas de capacitación, y potenciando su espíritu emprendedor.

Incluye Movida Joven y Jóvenes Emprendedores

Se desarrolla en las vacaciones de verano, en jornadas de 9:00 a 18:00 horas durante una semana. Incluye talleres interactivos, recorridos por diferentes plantas de Cutcsa –donde pueden ver las distintas tareas que se realizan y conversar con quienes las desarrollan- y paseos a sitios interesantes de la ciudad, donde tienen la oportunidad de ser turistas en su propia ciudad.

Organizaciones que hacen posible el programa:

Asociación Española
Barro Negro
Club Social Cutcsa
Fundación Telefónica
Junior Achievement Uruguay -DESEM
Museo del Carnaval
Museo del Fútbol- Estadio Centenario
Teatro Solís
VTV

CUTCSA

movida joven

JÓVENES EMPRENDEDORES

Todos/as los/as chicos/as que participan de Movida Joven, son invitados/as a participar del programa de DESEM Empresas Juveniles.

DESEM es una fundación sin fines de lucro, es representante local de Junior Achievement, organización internacional presente en más de 123 países del mundo. Desde 1991 implementa programas educativos en el país.

Este proyecto tiene el objetivo de incentivar el espíritu emprendedor, la adquisición y potenciación de competencias; logrando actitudes diferenciadoras frente al trabajo y la vida.

Cada Empresa Juvenil es creada y gestionada por un grupo de entre 15 a 25 jóvenes, que durante 17 semanas constituyen una empresa real, eligiendo su producto o servicio (que desarrollan, producen y venden).

Coordinadores/as Institucionales (trabajadores/as de Cutcsa) acompañan y guían a los/as chicos/as durante todo el año, brindándoles el apoyo y las herramientas que necesitan para desempeñarse satisfactoriamente. En este proceso, también son acompañados/as por Consejeros Junior, que son chicos/as que el año anterior fueron miembros de la empresa juvenil de su generación y se destacaron en su labor, y Auditores de DESEM.

Cabe señalar que este programa se dirige a centros educativos, Cutcsa participa desde 2009 (exceptuando 2021 por la pandemia de COVID -19) y es la única empresa cuyos hijos/as integran una EJ.

Cantidad de jóvenes que participaron en cada empresa.

Reencontrarnos hace bien

574
PARTICIPANTES

340
234

Este programa apunta a brindarle a jubilados, aportadores de capital, padres de trabajadores mayores de 65 años y a sus cónyuges, un espacio de reencuentro y disfrute. Este es un espacio más que facilita que se nucleen, confraternicen con antiguos compañeros y tengan la posibilidad de conocer pares con los cuales compartir experiencias pasadas y presentes.

2022

-Visita a Palacio Legislativo por grupos y merienda en Oro del Rhin
-Chocolate en Centro de Protección de Choferes a cargo de personal de Club Tuyutí
-Almuerzo de fin de año en Chacra del Sol

2023

-Visita a MiMuseo y merienda en Club Tuyutí
-Buseca en Centro de Protección de Choferes a cargo de personal de Club Tuyutí
-Chocolate en Centro de Protección de Choferes a cargo de personal de Club Tuyutí
-Almuerzo de fin de año en Chacra del Sol

GRUPO VOLUNTARIADO

Involucrándonos

102 PARTICIPANTES

26
76

Desde hace muchos años los/as trabajadores/as han colaborado voluntariamente en diferentes programas que la empresa lleva a cabo. Por ejemplo, desde 2001 el personal se encarga de abrir las puertas de Cutcsa a las personas que recorren la ciudad los días de Patrimonio.

En 2010 se comenzó a estructurar estas acciones en un programa de voluntariado interno, que posteriormente también se dirigieron a la comunidad.

En este sentido, DESEM ha sido un aliado fundamental, brindado talleres a los/as voluntarios/as, compartiendo su "saber hacer", transmitiendo conocimientos acerca del voluntariado en general, de los programas de Cutcsa en particular y compartiendo herramientas para trabajar con diferentes grupos etáreos.

Además de participar de los programas internos, muchos/as voluntarios/as forman parte de las acciones dirigidas a la comunidad.

En 2022, 14 personas participaron en la construcción de una vivienda de emergencia junto a Techo, en el asentamiento "Los Muros", ubicado en el Municipio A -en las inmediaciones de Luis Batlle Berres y Ruta 5-.

Se trata de un asentamiento relativamente nuevo, en el que habitan alrededor de 100 familias.

En 2023, la construcción fue en el barrio "Canteras del Zorro", un asentamiento de la zona oeste de Montevideo, donde viven alrededor de 500 familias. Participaron 19 integrantes de la empresa, que junto a los/as representantes de Techo y los integrantes de la familia construyeron la vivienda.

Posteriormente se compartió enlace a encuesta de Google Form para evaluar la satisfacción de las/os voluntarias/os:

71% expresó estar satisfecho con la experiencia.

86% expresó desear seguir participando de las jornadas de construcción.

Más allá de las dificultades que podemos pensar se pueden presentar en la construcción, principalmente cuando no se tienen experiencia, las personas destacaron:

"Que 7 niños por un tiempito no van a dormir sobre el piso mojado cuando llueva"

"Conocer en forma más cercana la realidad de la familia a la cual construimos la vivienda y su entorno"

MEDIO AMBIENTE

En Cutcsa somos conscientes del impacto ambiental que produce nuestra actividad, por eso, la incorporación de tecnología, la aplicación de métodos para maximizar el rendimiento de combustible, la búsqueda de sistemas para disminuir emanaciones contaminantes, el tratamiento responsable de los residuos sólidos y efluentes, así como el análisis de energías alternativas, son una constante.

Medio Ambiente

Impactos del servicio
Gestión del combustible
Alternativas de matriz energética
Gestión de residuos

Los lineamientos medioambientales integrados al Plan Estratégico de Cutcsa se estructuran dentro de los siguientes temas materiales:

-Impactos del servicio
-Gestión de combustible
-Alternativas de matriz
-Gestión de residuos

El foco principal durante el período reportado, estuvo puesto en la transición hacia la movilidad eléctrica y todo lo que esto implica: renovación paulatina de flota, investigación y pruebas de campo en busca de opciones eficientes, adecuación de infraestructura, reformulación de gestión de carga, capacitación de personal, generación de nuevas alianzas, entre lo más destacado.

Durante el período reportado no se ha identificado ningún incumplimiento de las legislaciones o normativa ambiental. Tampoco se registraron reclamaciones por impactos ambientales causados por Cutcsa.

IMPACTO DEL SERVICIO
Ciudades y movilidad

Desde una perspectiva integral, que considere aspectos sociales, económicos y medioambientales, el transporte colectivo público es la forma más eficiente de trasladarse.

Si bien, desde el punto de vista individual existen formas de traslado que no contaminan, por ejemplo caminar o andar en bicicleta, muchas de estas están sujetas a condicionantes tales como la aptitud física, el contexto geográfico, la accesibilidad a servicios, los recursos económicos, el clima y la seguridad.

En un contexto donde además, el uso creciente de vehículos particulares han determinado el aumento de emisiones, de consumo de recursos no renovables y de contaminación sonora; donde las ciudades se encuentran cada vez más congestionadas y la siniestralidad vial se ha vuelto un problema de salud pública, el gran desafío apunta a lograr un cambio en los hábitos de movilidad.

El ómnibus debe pasar, cubriendo la demanda de cada ciudadano que lo requiera. Aprovechar este recurso de forma eficiente es un camino racional e inteligente hacia una comunidad saludable integrada, accesible para todos/as y amigable con el medio ambiente.

En la planificación y desarrollo de las distintas prácticas nuestra empresa aplica el principio de precaución con el propósito de evitar o minimizar los impactos negativos para el Medio Ambiente asociados al desarrollo de la propia actividad.

Estrategias de sostenibilidad aplicadas a la matriz energética de nuestro servicio

2005

- Inicia experimentación con biodiesel en las unidades a gasoil.

2006

- Experimentación con aditivo EC – 1500 en 27 unidades.

2007

- Ley N° 18.195 de nov.2007 (artículo 7). ANCAP incorpora proporción de biodiesel en gasoil que comercializa.
- Uso de EC 1500 se extiende a toda la flota.

2008

- Autogestión en abastecimiento combustible mediante tractocamiones
- Política Energética 2030

2014

- Convenio CUTCSA – ALUR: estudios de desempeño (estación Planta Gronardo- inicio con B10).

2015

- Plan Nacional de Eficiencia Energética
- Testeo de bus eléctrico en el transporte colectivo: MTOP, MIEM, ANCAP, IM, UTE y CUTCSA
- Biodiesel. Se alcanza B20

2016

- Biodiesel: se amplía alcance (500 buses), reduciendo a B12.
- Incorporación de ómnibus eléctrico: inicia primera prueba de campo en condiciones reales de trabajo.

- Proyecto MOVES
Adhesión de Cutcsa al "Manifiesto de Rosario", (15° asamblea UITP América Latina).

2017

2018

– Ley 19670 (art. 349): aprobación del subsidio para la incorporación de vehículos eléctricos al transporte colectivo.
- Proyecto Cutcsa - MTC – CEIT (2018 – 2019) con financiamiento parcial de la ANII.

2019

– Movilidad eléctrica en la cadena de suministro: incorporación primeros 5 autos eléctricos a la flota de apoyo. Cutcsa como empresa tractora de AG.
- Premio Nacional de Eficiencia Energética en categoría Comercial y de servicios.
- Reglamentación del el art. 349 - Decreto Nº 165/019 del 17. Subsidio para el financiamiento de la diferencia del costo de vehículos eléctricos.
- Comienzo de obras por instalación de Centro de carga de vehículos eléctricos en Planta Añón.

2020

- Mención especial PNEE
- Incorporación del simulador de manejo para capacitar en conducción preventiva y eficiente.
- Incorporación de 20 buses eléctricos.
- Incorporación de 205 buses Euro 5.

2022

- Compromiso público de Cutcsa con el Medio Ambiente para la renovación por flota 100% eléctrica.

2023

- Pruebas con ómnibus Higer
- Suscripción a la Declaración de la COP26
- Certificación ZEV (Zero Emissions Vehicle).
- Aprobación ampliación de giro: TATSA (Asamblea Extraordinaria).
- Presentación de nueva infraestructura destinada al desarrollo tecnológico aplicado a la movilidad (los talleres del futuro): edificio Mag. Fernando Barcia.

GESTIÓN DE COMBUSTIBLE

	Litros consumidos	km/l
2020	24.126.026	2,84
2021	25.804.598	2,71
2022	27.508.054	2,64
2023	27.483.140	2,72

Como la principal operadora de transporte colectivo del país – y teniendo en cuenta que hasta 2020 nuestra flota dependía exclusivamente del gasoil, un combustible importado de origen fósil, no renovable- uno de nuestros impactos más importantes es la emisión de gases contaminantes.

"Como producto de la reacción de combustión incompleta se obtiene la liberación de energía, así como las emisiones de hidrocarburos (HC), Óxidos de Nitrógeno (NOx), Óxidos de Azufre SOx), Monóxido de Carbono (CO) y Dióxido de Carbono (CO2), compuestos que en su mayoría son tóxicos y representan un serio impacto en la salud pública, por la concentración de los contaminantes en la atmósfera (Llanes, Rocha, Peralta y Leguisamo, 2018).[50]

Con el objetivo de lograr eficiencia en el rendimiento de este combustible a lo largo de los años se llevaron a cabo varias prácticas integradas al programa de **"Estrategias alternativas aplicadas a nuestra matriz energética"**

[50]Patiño-Sánchez, A. C. y Patiño-Silva, O. F. (2021). Impacto de la combustión del transporte terrestre en la calidad del aire y la salud pública en áreas urbanas. Una revisión. Revista Nodo, 15(30), pp. 61-73.

Prácticas asociadas a la gestión eficiente del servicio

Información oportuna.
Todos los accionistas reciben mensualmente junto a la Cuenta Corriente, información sobre el desempeño de su unidad. Se brindan datos de consumo de combustible a lo largo del tiempo y en relación al promedio de la línea. De esta manera cada propietario puede visualizar si su ómnibus se encuentra dentro de los estándares esperados o existen variaciones que se deban corregir. El conjunto de variables incluidas en los informes mensuales son un insumo fundamental para la administración de la unidad de negocio y toma de decisiones, estableciendo metas de eficiencia individual que se traducen en el desempeño global de la organización.

Auditoría Interna
Para identificar y corregir consumos excesivos, este departamento realiza control y seguimiento de unidades con consumos por encima de la media.

Experimentación con combustibles alternativos
Incorporación de biodiesel en porcentajes que alcanzaron el B20. Ésta práctica fue discontinuada, al concretarse la transición a la movilidad eléctrica.

Capacitación de conductores en manejo eficiente y ecológico
El pasaje de los conductores por La "Academia 81" incluye un módulo que apunta al ahorro de combustible. Esto se asocia directamente con un impacto positivo en lo ambiental, pero también incide positivamente en lo económico y social, materializándose a través de la rentabilidad que reciben los accionistas y en el desarrollo de habilidades muy valoradas por parte de los colaboradores.

Aditivación del combustible
Desde 2006, toda la flota recibe gasoil aditivado en con EC 1500, lo que permite reducir el consumo de gasoil promedialmente en un 3,5%. En el caso de los ómnibus Euro 5, se comprobó que el rendimiento alcanza una mejora de un 4.52%.

Emisiones de humo:
- 27%

Valores de opacidad:
-33%

IIMPI Instituto de Ingeniería Mecánica y Producción Industrial — Facultad de Ingeniería — Fundación Julio Ricaldoni Ingeniería en el Uruguay

Ensayos de desempeño de motores Diesel con aditivo Additone EC-1500

Facultad de Ingeniería - Universidad de la República
Dr. Ing. Pedro Curto
Ing. Lidio Braga
Ing. Agustín Ghazarian

1 de febrero de 2021

Resumen

El presente trabajo estudia la variación de consumo de combustible al utilizar aditivo **Additone EC-1500** (extraído del Lote 2000424) en una unidad de transporte de pasajeros de la empresa **CUTCSA**. El estudio se realiza bajo condiciones controladas, que consisten en realizar 15 recorridos de la línea 180 y 10 de la línea 157, utilizando el combustible sin aditivo y comparar los mismos recorridos con el aditivo. Para contabilizar el consumo de cada línea se pesa el tanque de combustible al comenzar el recorrido de la línea y al finalizarlo (para lo cual se instaló un sistema de báscula colgante y la posibilidad de amarrar y desamarrar el tanque), y se contabiliza la distancia recorrida entre ambas pesadas. Debido a la baja cantidad de datos, se realiza un análisis estadístico para comparar las medias utilizando la prueba de t-Student. Los resultados obtenidos aseguran que hay argumentos estadísticos que permiten declarar que hay una diferencia significativa entre las dos medias (con aditivo y sin aditivo), y el valor esperado, con un nivel de confianza del 95 %, es: $(\mathbf{4{,}34} \pm 2{,}42)$ %.

Programa "incentivo por cumplimiento de metas"
El consumo dentro de los rangos establecidos es premiado mediante puntaje que computa para el incentivo económico que cada unidad recibe una vez al año de acuerdo a su desempeño.

Traslado y almacenamiento de gasoil
El combustible es trasladado en tractocamiones y cisternas propias, desde La Tablada hacia las estaciones donde diariamente se abastece la flota:

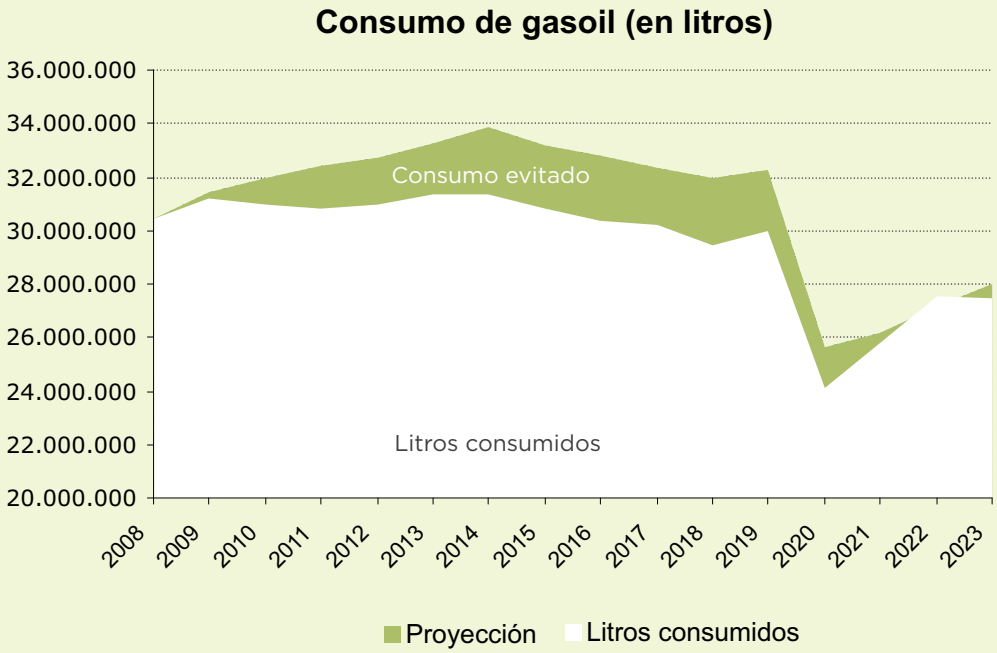
Planta Añón (400.000 l.)
Veracierto (60.000 l.)
Islas Canarias (100.000 l.)
Gronardo (40.000 l.)
Ciudadela (80.000 l.)

La capacidad total de almacenamiento es de 680.000 litros

Ante cualquier imprevisto en la cadena de suministro, la reserva permitiría cubrir el servicio por una semana.

Controles de calidad
El gasoil almacenado es controlado periódicamente a través de pruebas a muestras aleatorias, realizadas por terceros, para certificar la calidad del insumo. También se realizan estos procedimientos con los lubricantes.
Además del SIS.CON.VE (sistema de control vehicular), se cuenta con el Fuel Oppas, un software instalado en cada ómnibus, que lo identifica ante el contacto con el surtidor, habilitando la transferencia de combustible. Cada unidad cuenta con un código y los datos, registrados por ANCAP, son posteriormente transmitidos a Cutcsa, quien los comunica a cada coche en la cuenta corriente mensual.

Con prácticas de manejo seguro del combustible se minimizan riesgos del proceso y se evitan derrames, no registrándose pérdidas en ninguna parte del proceso.



Al realizar una proyección de consumo, en base a las condiciones en 2008, si bien los primeros años los resultados fueron notorios, en 2020 se aprecia un cambio abrupto. Esto tiene que ver fundamentalmente con dos aspectos, uno coyuntural – la pandemia – y otro vinculado a la renovación del 20% de nuestra flota por vehículos de mayor capacidad de salón y tecnología Euro 5.

El primer factor redujo el consumo a niveles históricos, impactando directamente los hábitos de movilidad. El segundo implicó la reducción de la brecha entre lo proyectado sin las medidas descritas anteriormente y el consumo real con el programa en ejecución.

Los 234 ómnibus Euro 5 son vehículos con mayor porte y capacidad de salón, lo que incide en un mayor consumo de gasoil en comparación al promedio de flota; aunque en términos de emisiones de GEI no presentan ventajas (ya que esta norma no prioriza las emisiones de CO2), sí son muy eficientes en cuanto a la reducción de emisiones de gases muy nocivos para la salud.

Según la OMS "Los contaminantes de mayor preocupación para la salud pública incluyen partículas, monóxido de carbono, ozono, dióxido de nitrógeno y dióxido de azufre. Todo el mundo está expuesto a la contaminación atmosférica, sin embargo, la exposición puede variar significativamente entre poblaciones, zonas geográficas y condiciones ambientales." [51]

[51] OPS – OMS. Calidad del aire. Disponible en internet: https://www.paho.org/es/temas/calidad-aire. Acceso 17/4/2024

En resumen, considerando la totalidad de la flota diesel (98%), las emisiones de Cutcsa (tomando como referencia los factores de emisión publicados en el Observatorio de Movilidad de la IM[52]) son las siguientes:

		TONELADAS DE GASES EMITIDOS POR FLOTA A GASOIL					
	Km Cutcsa	CO	HC	Nox	MP10	CO2	SO2
Factor de emisión (g/km)		3,59	1,28	13,02	0,53	1067,6	0,03
2020	68.487.553	245,87	87,66	891,71	36,30	73.117,31	2,05
2021	75.395.316	270,67	96,51	981,65	39,96	80.492,04	2,26
2022	72.530.233	260,38	92,84	944,34	38,44	77.433,28	2,18
2023	74.771.064	268,43	95,71	973,52	39,63	79.825,59	2,24

A su vez, en base a las fichas técnicas de los ómnibus a combustión de nuestra flota, con el 20% de vehículos Euro 5, la reducción anual de emisiones se estima en:

CO	HC	NOx	PM	SO2
-31.08	-7.92	-62.67	-1.51	*

[52]Observatorio de Movilidad Montevideo http://www.montevideo.gub.uy/observatorio-de-movilidad.
Indicador INEX0401 - Emisiones de contaminantes por tipo de vehículo motorizado.

Transitando hacia la movilidad eléctrica

En línea con la política de Estado y con su constante búsqueda de alternativas eficientes y sustentables, Cutcsa inició el cambio paulatino hacia la electro-movilidad. De esta manera se avanza hacia la segunda transición energética de Uruguay, mediante la descarbonización del sector.

En documento hecho público en 2022, Cutcsa reafirma su compromiso con el Medio Ambiente, incluyendo la siguiente declaración de intenciones:

1 – Acompañar los planes graduales de incorporación de ómnibus eléctricos que el gobierno nacional uruguayo y el departamental montevideano acuerden para los operadores de transporte colectivo de pasajeros.
2 – Renovar a partir de la fecha exclusivamente por ómnibus eléctricos en la medida que los planes de incorporación resueltos por las autoridades lo permitan.”

En dicho compromiso, se hace expreso el cronograma de renovación de unidades:

25% de la flota al año 2025

75% de la flota al año 2035

50% de la flota al año 2030

100% de la flota al año 2040

https://www.cutcsa.com.uy/uploads/5f97b57a-311a-4584-9419-9de3bcf008cd/Cutcsa_compromiso_con_el_cuidado_del_medioambiente_compressed_(1).pdf

Si consideramos únicamente el tiempo de carga de un vehículo a combustión en relación a un vehículo eléctrico y multiplicamos esto por las 1.140 unidades, implica más allá de una importante inversión en nuevos ómnibus e infraestructura, un cambio significativo en la gestión de carga y la planificación del servicio.

De acuerdo a los factores de emisión considerados en el observatorio de tránsito de la IM, -que incluye datos de material particulado y otros gases contaminantes no considerados en el cálculo de la huella de carbono- se estima que con este cronograma de incorporación de ómnibus eléctricos se estarán evitando las siguientes emisiones:

% de ómnibus eléctricos	Proyección de emisiones evitadas					
	CO	HC	Nox	MP10	CO2	SO2
25 % Flota	69,98	24,95	253,80	10,33	20.810,61	0,58
50 % Flota	139,96	49,90	507,59	20,66	41.621,22	1,17
75 % Flota	209,94	74,85	761,39	30,99	62.431,83	1,75
100 % Flota	279,92	99,80	1.015,19	41,32	83.242,45	2,34

"De las emisiones generadas, el mayor impacto en la salud humana se define por el tamaño de las partículas; las menores a 10 micrómetros (PM10) están relacionadas con la combustión de diesel..."[53]

[53]Patiño-Sánchez, A. C. y Patiño-Silva, O. F. (2021). Impacto de la combustión del transporte terrestre en la calidad del aire y la salud pública en áreas urbanas. Una revisión. Revista Nodo, 15(30), pp. 61-73.

Certificación ZEV

En octubre de 2023, la Embajadora Británica Faye O' Connor, visitó la Planta José Añón y anunció que en virtud del compromiso y las acciones que Cutcsa viene desarrollando, le fue otorgada la certificación ZEV (Vehículos Cero Emisiones). En este sentido, Cutcsa se convierte en la primera empresa en América Latina en integrar la lista de organizaciones que suscribieron a la Declaración de la COP26, dejando de manifiesto su firme intensión de aportar a la transición hacia la meta del 100% de automóviles y flotas de transporte cero emisiones.

Primeras 20 unidades eléctricas de la flota

Marca ByD, modelo K9
Piso bajo
Accesibilidad universal certificada por UNIT (norma 1240 – 1 – 2018)
Sistema de inclinación para facilitar ascenso/descenso
Tres puertas
Capacidad: 30 pasajeros sentados
Aire acondicionado
Wifi gratuito
Puertos USB en asientos y pasamanos
Sistema sonoro de información de paradas
Desfibrilador

Autonomía: 250 km
Vida útil esperada en servicio: más de 4.000 ciclos
100 kW/h cada 100 km.
Carga rápida total: 2,5 hs.
Emisiones: 0

Emisiones alcance 2 por consumo de vehículos eléctricos

	Kwh	GWh	F.E.	CO_2 (t)
2020	463.089,60	0,46	45	20,84
2021	954.395,85	0,95	101	96,39
2022	1.025.605,00	1,03	60	61,54
2023	1.106.538,00	1,11	60	66,39

Km	EMISIONES EVITADAS - 1/1/2022 - 31/12/2023					
1.975.665	CO	HC	Nox	MP_{10}	CO_2	SO_2
	7,09	2,53	25,72	1,05	2109,22	0,06

Ministerio de Industria, Energía y Minería

Sistema de Certificación de Energía Renovable Uruguay

Certificación de Energía Renovable

Aceptación de solicitud de asignación

El Ministerio de Industria, Energía y Minería de la República Oriental del Uruguay comunica que ha sido aceptada la solicitud de Certificación de Energía Renovable efectuada por:

CUTCSA - RUT - 210002720019

Han sido asignados los siguientes números de suministro SCER:

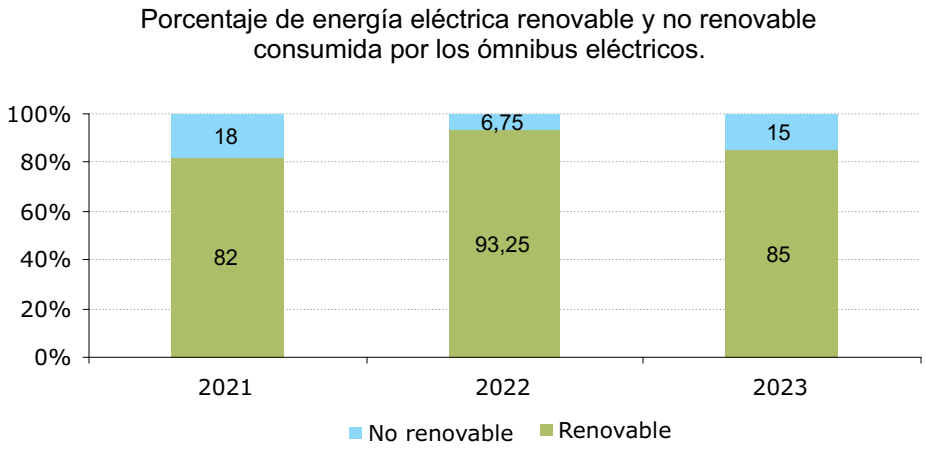
Acuerdo de Servicio	Número de Suministro SCER	Dirección
5587975372	2860613	VARELA,JOSE PEDRO AVDA 3385 DU , MONTEVIDEO 01

Comercializador: Administración Nacional de Usinas y Trasmisiones Eléctricas

Los Certificados de Energía Renovable serán asignados mensualmente y podrán ser consultados en Sistema Nacional de Certificación de la Energía Eléctrica de Fuente Primaria Renovable, indicando en número de Suministro SCER..

A través de los Certificados de Energía Renovable (CER), Cutcsa conoce el origen de la energía eléctrica consumida por los ómnibus.

"Los Certificados de Energía Renovable (CER), son un mecanismo de acreditación, en formato electrónico, que asegura que un número determinado de megavatios-hora de energía eléctrica, producidos en un período determinado, han sido generados a partir de fuentes renovables"[54].



[54]Sistema de certificación de energía renovable. Uruguay.
Disponible en Internet: https://certificacion-energiarenovable.miem.gub.uy/preguntas-frecuentes). Impacto de la combustión del transporte terrestre en la calidad del aire y la salud pública en áreas urbanas. Una revisión. Revista Nodo, 15(30), pp. 61-73.

De la empresa a la cadena de valor

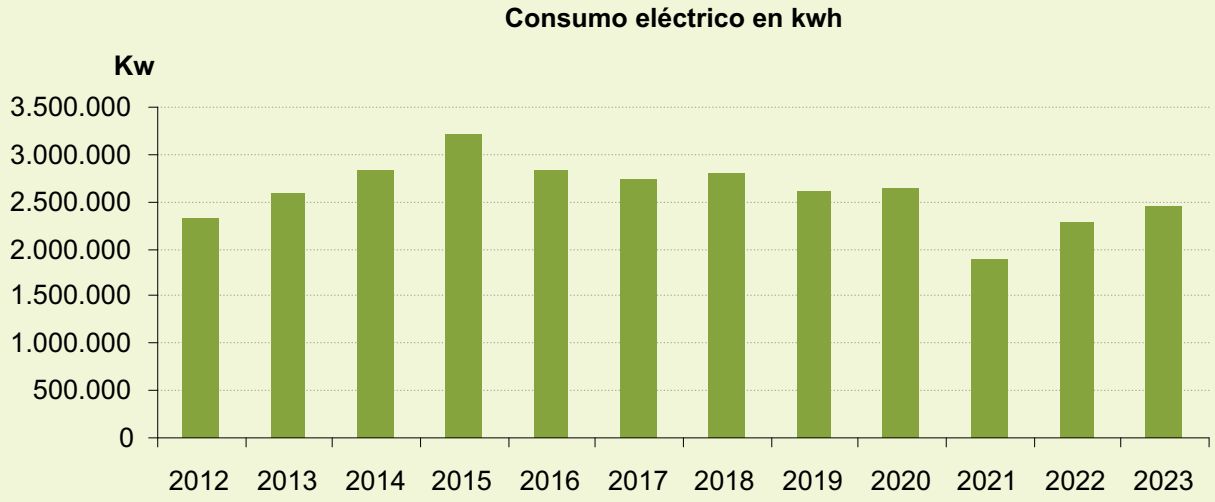
Los móviles utilizados para apoyo logístico del servicio son brindados por la empresa AG, cuya flota inicialmente estaba conformada por vehículos a nafta.

A partir de 2019, con el apoyo para el financiamiento y el asesoramiento de Cutcsa, esta empresa inició una transición paulatina hacia la movilidad eléctrica. De esta manera Cutcsa extiende una de sus principales prácticas medio ambientales hacia la cadena de suministro.

Energía eléctrica

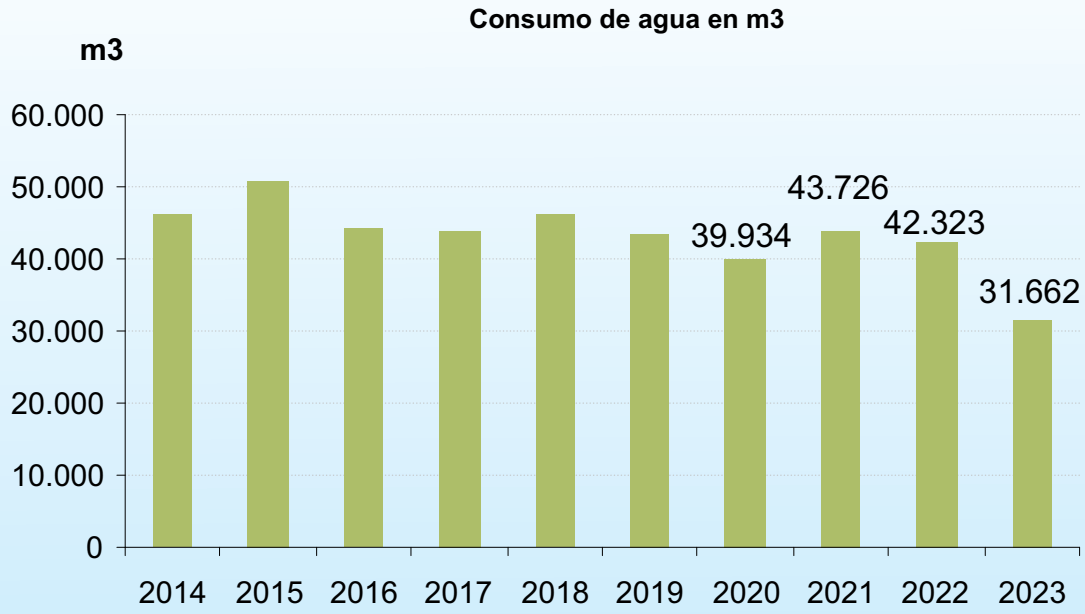
Consumo de UTE en instalaciones			
	GWh	FE*	Toneladas CO_2
2019	2,604991	13	33,86
2020	2,640991	45	118,84
2021	1,884345	101	190,32
2022	2,286506	60	137,19
2023*	2,441375	60	146,48

* El Factor de Emisión (FE) es publicado anualmente en el Balance Energético Nacional (BEN). El correspondiente a 2023 aún no está actualizado por lo que el cálculo se hizo en base a 2022 (último publicado).



Agua

Total anual de m3 de agua de OSE consumidos por Cutcsa en todos sus predios:



Considerando la crisis hídrica sufrida en 2023, se promovieron acciones de cuidado del agua, restringiendo el uso de la misma a lo esencial.

Además del agua superficial consumida, los lavaderos utilizan agua de pozo, al igual que las cisternas y el riego de las principales Plantas.

Respecto al agua utilizada en el lavado de chasis y de piezas que contiene restos de hidrocarburos, es tratada antes de ser vertida al saneamiento. De acuerdo a las evaluaciones periódicas mediante análisis de muestras, se confirma que los efluentes cumplen con los valores máximos permitidos por el decreto 253/79 para los parámetros ensayados.

GESTIÓN DE RESIDUOS

Cemefi
CENTRO MEXICANO PARA LA FILANTROPÍA

Reconocimiento a la mejor práctica de RSE 2013
Cuidado y Protección del Medio Ambiente

Por las características de nuestra organización, la generación de residuos es muy variada, debiendo desarrollar en principio acciones para reducir la cantidad y en segunda instancia, gestionar de manera responsable los residuos que efectivamente se producen.

RESIDUOS ESTIMADOS EN TONELADAS ANUALES			
	2021	2022	2023
Residuos totales	438	520	528
Residuos peligrosos	318	303,9	399
Residuos no peligrosos	120	217	129
Disposición final	434	506	517

Dentro de los residuos peligrosos se encuentran: aceites y lubricantes no clorados, baterías de plomo, filtros de aceite, de aire y de combustible, lodo y efluentes con hidrocarburos, neumáticos, restos de lubricante y de líquido hidráulico, solventes con restos de pintura.

Dentro de los residuos no peligrosos se destacan la chatarra ferrosa y no ferrosa, envases plásticos, de papel y de cartón, vidrios rotos y los residuos asimilables a domiciliarios.

Además en el período reportado se generaron en el entorno de 2.000 m3 de otros residuos tales como pallets y cajones de madera, vidrios, tela, plástico, aserrín con restos de hidrocarburos, envases de queroseno y pegamento, latas de pintura, metales, mangones y mangueras y residuos electrónicos.

Reciclando
seguimos andando

Reconocimiento
Mejores prácticas
2023
ideaR SOSTENIBILIDAD
ORGANIZA: DERES LSQA

En el caso de los ómnibus desafectados de servicio, se apunta a la economía circular, extendiendo el ciclo de vida del vehículo, reutilizándolo para servicios menos exigentes o adaptándolos para nuevos usos (aulas, herramientas de capacitación, traslados sociales, escenarios, consultorios móviles, etc.) Algunos de ellos se utilizan para renovar nuestra propia flota social. Incluso los modelos más antiguos e icónicos son restaurados en nuestras carrocerías, contando actualmente con cuatro ómnibus Museo.

Comodatos y donaciones

2022
Asse – 2° Salud Bucal
Ministerio del Interioir
Intendencia de Río Negro
2023
Centro de rehabilitación “Triburcio Cachón” - Carrocería
Ministerio del Interior – Guardia Republicana
Intendencia de Rocha
Carrocería para ASSE - Carrocería

Reciclaje Solidario

El programa apunta a mejorar la movilidad de personas con discapacidad, retribuyendo la recolección de 1.000.000 de boletos con una silla de ruedas. De esta manera, se reduce el impacto de del boleto sobre el medio ambiente, promoviendo el voluntariado comunitario en pos de mejorar la accesibilidad a las personas.

Logros desde el inicio del programa:
- 24 toneladas de papel térmico reciclado
- Más de 150 grupos de voluntarios participantes
- 68 sillas entregadas

En 2022 tres de las instituciones que participan del programa alcanzaron la meta y recibieron las sillas de ruedas correspondientes.

En 2023 se entregó una nueva silla al Hospital Saint Bois, que nuevamente logró recolectar un millón de boletos para reciclar.

Todo el papel boleto recuperado es brindado a REPAPEL en beneficio de la Escuela Pública.

Otras acciones

Integración de grupos de trabajo de DERES:
En 2023, Cutcsa trasladó al grupo de Medio Ambiente por "La ruta de la Basura" actividad organizada por CEMPRE y la IM. De esta manera representantes de las empresas pudieron visualizar la realidad "detras" de los residuos que se generan en nuestra ciudad.

Equipo de trabajo sobre gestión de residuos:
Conformado por representantes de diferentes áreas, trabaja en la identificación de los residuos generados por los distintos sectores, con el fin de alinear criterios de relevamiento de impacto, apuntando a reducción en todo aquello que sea posible.

Papel
Las oficinas administrativas cuentan con buzones para depositar el descarte de papel, el cual posteriormente es entregado a REPAPEL, organización que lo recicla en beneficio de la escuela pública.
Además, actualmente se utilizan resmas de papel de caña de azúcar (no utiliza fibra de árboles ni blanqueadores químicos).
2022 – 15.324 Kg
2023 – 14.651 Kg
(90% útil – 10% desperdicio)

Celulares, baterías y accesorios
Periódicamente se hace entrega a MOVISTAR de móviles y accesorios encontrados en nuestros ómnibus, que no son reclamados por los clientes.
2022 - 239
2023 - 337

Movete Sostenible

Cuando elegís un medio de transporte, elegís también cómo querés que sea el lugar donde vivís.

ACCESIBLE INTEGRADOR SEGURO AMIGABLE CON EL MEDIO AMBIENTE

Estimación de CO_2

2022: 67.978,81 toneladas
2023: 67.931,59 toneladas

PARTICIPACIÓN Y DESARROLLO COMUNITARIO

A lo largo de nuestra trayectoria hemos brindado apoyo y colaboración a toda la sociedad. El contacto diario forjó un fuerte sentimiento de solidaridad, respeto y compromiso hacia los/as vecinos/as, que incorporamos en nuestra cultura organizacional y aplicamos en acciones y programas de sostenibilidad.

Participación y Desarrollo Comunitario

Impacto del servicio
Desarrollo comunitario
Colaboración y relacionamiento

Hace más de 85 años que Cutcsa transita por los diferentes barrios de Montevideo y su área metropolitana, adaptando sus recorridos y formas de trabajo de acuerdo a las variaciones de la ciudad y las demandas de la población.

Ese constante relacionamiento propició la comunicación de necesidades que, de ser posible, fueron satisfechas.

Las acciones aisladas fueron dando lugar a actividades integradas en áreas y paulatinamente motivaron diferentes programas. Es así que nuestro "saber hacer" -brindar movilidad a la comunidad- se fue estructurando en estas áreas de trabajo: seguridad vial, reciclaje de ómnibus y aportes a la educación, la salud, la cultura y la convivencia.

Las mismas se estructuran en tres grandes temas materiales:

- Impacto del servicio
- Desarrollo Comunitario
- Colaboración y relacionamiento

CERO ACCIDENTE

IMPACTO DEL SERVICIO SOBRE LA SEGURIDAD VIAL

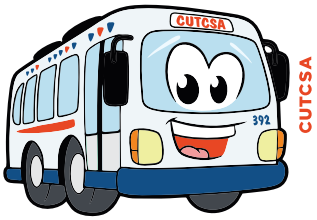
Trasladar personas de forma segura es fundamental para nuestro negocio, por lo que la gestión de riesgos es una prioridad.

Los siniestros de tránsito afectan no sólo a los/as protagonistas, también a sus familias, a sus amigos e incluso a quienes lo presencian; y producen un altísimo costo social y económico.

Cero Accidente es un programa de seguridad vial que se desarrolla desde 1994, su objetivo principal es gestionar los riesgos a los que se exponen nuestros/as conductores/as y conductores/as -cobradores/as.

En su ámbito de aplicación externo se desarrollan acciones de prevención dirigidas principalmente a niños, niñas y adolescentes, mediante la promoción de la concientización de riesgos y la educación vial como herramienta para identificar y adquirir hábitos saludables.

INTERNO	EXTERNO
Reconocimiento: - Conductores/as destacados - Conductores/as sin sinestros	 **¿Cómo me cuido en el tránsito?** CONCURSO DE ARTE
ACADEMIA 81 Formación y perfeccionamiento de conductores/as.	- Concurso de Dibujo - Espacio didáctico “Diviértete y aprende”
Seguimiento: - Publicación de resultados - Observatorio de datos - Acciones de prevención - Difusión	- Confección y distribución de materiales didácticos - Exposiciones



¿Cómo me cuido en el tránsito?

CONCURSO DE ARTE

Las mejores prácticas DERES 2011

Comunidad

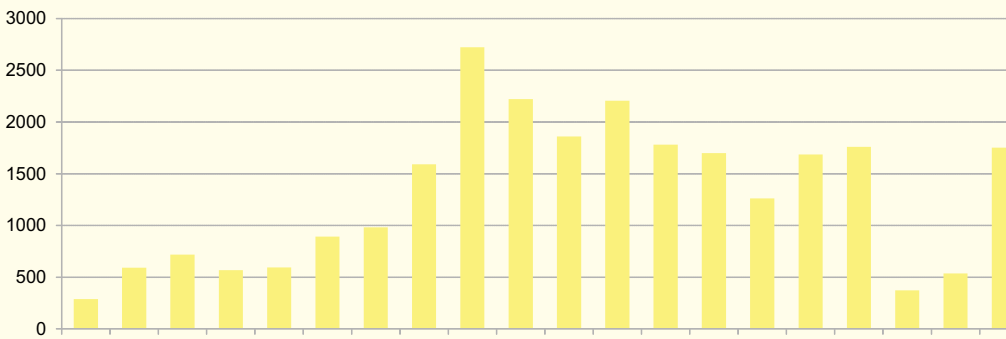
Desde 2003, en forma anual e ininterrumpida, se desarrolla el concurso "¿Cómo me cuido en el tránsito?" dirigido a niños/as y adolescentes, con el propósito de ayudarlos a tomar consciencia sobre los riesgos de convivir con vehículos en el tránsito (bicicletas, motos, autos, ómnibus, etc.).

Todos somos actores en la vía pública, ya sea como conductores, ciclistas o peatones.

Los dibujos invitan a reflexionar sobre cómo todos nos conducimos en la vía pública.

Para Cutcsa, facilitar la incorporación de estos hábitos desde edades tempranas, es una responsabilidad hacia la comunidad y hacia nuestros propios trabajadores/as, que están altamente expuestos a la ocurrencia de este tipo de siniestros, por la cantidad de horas que diariamente trabajan.

Dibujos ganadores 2022



Dibujos ganadores 2023

Eventos de premiación

2022

2023

Diviértete y Aprende

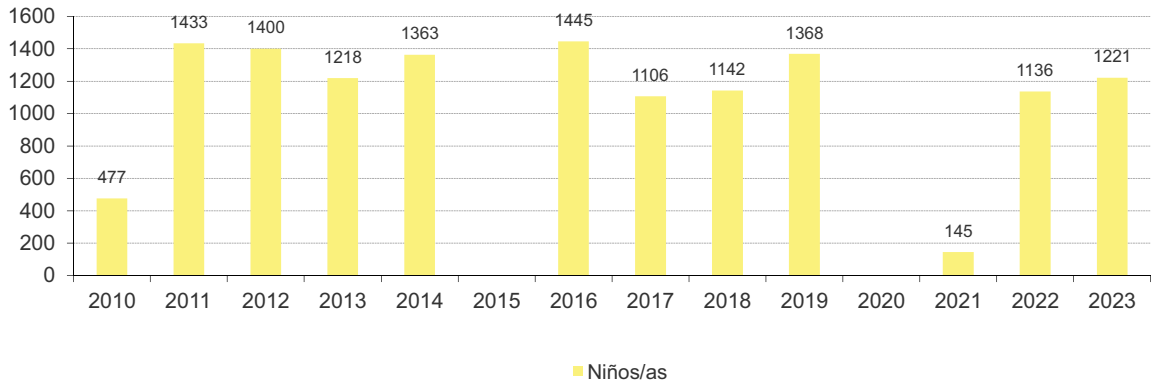
Espacio Diviértete y Aprende

Desde 2010 se abren las puertas de nuestro museo donde invitamos a niños y niñas a conocer nuestra historia y aprender jugando sobre seguridad vial.

13.454 niños/as

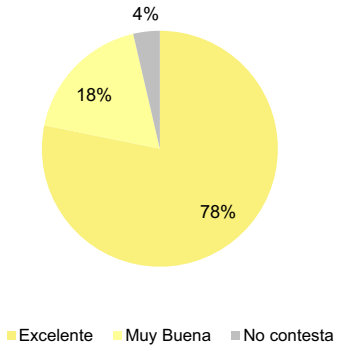
visitaron MiMuseo y el espacio Diviértete y Aprende

Asistentes "Cutcsa, patrimonio del transporte"

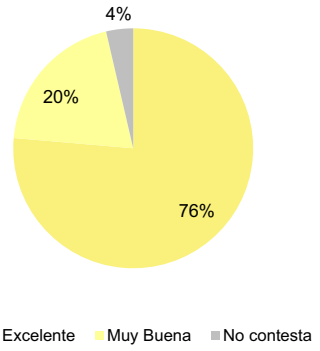


Encuesta de satisfacción **2022**

La visita le pareció:

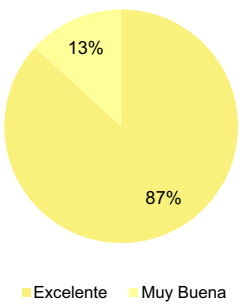


La actividad de Seguridad Vial resultó:

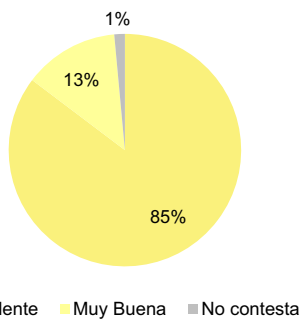


Encuesta de satisfacción **2023**

La visita en general le pareció:



¿Cómo evalúa las actividades de Seguridad Vial?




"Arriba que nos vamos"
"Los de abajo también quieren viajar..."
tos por favor"
nooooo!"

DESARROLLO COMUNITARIO

Estamos en todo Montevideo y zona metropolitana, por lo cual todos los barrios pueden considerarse nuestras zonas de influencia y son muchas las acciones con las que podemos contribuir, por eso hemos definido que nuestro plan de acción comunitario priorice el acceso a la educación, a la salud y a la cultura.

303
niños/as participaron del programa

Nuestra Ciudad

Era uno de los programas educativos de DESEM dirigido a Educación Primaria. El mismo tenía como finalidad transmitir la importancia de que se respete el medio ambiente y que el desarrollo económico sea armónico con este. La metodología del programa -como en general en esta organización- era aprender haciendo.

Desde 2013 hasta 2022 voluntarios/as de Cutcsa llevaron a cabo este programa, junto a voluntarios/as de DESEM y docentes de cada grupo.

La seguridad vial en el transporte es fundamental, por ello el cierre del programa se realizaba en Planta Veracierto, en el espacio “Diviértete y aprende”.

Cutcsa y el personal que trabajaba con niños y niñas recibieron con pena la noticia de que le programa finalizaba su ciclo. Agradecemos a DESEM y a sus coordinadores por el apoyo y por animarnos a aportar nuestro granito de arena en pro del desarrollo integral de la niñez.

Nuestra Ciudad

Reciclando seguimos andando

La vida útil de un ómnibus del servicio de Cutcsa es de aproximadamente 16 años. La renovación de unidades es continua y está organizada en tandas (los más viejos renuevan primero), lo que hace que la edad promedio general de la flota actualmente ronde los 7 años.

Ante cada renovación de ómnibus, son sacados de servicio el mismo número de unidades (si ingresan 200 ómnibus salen también 200). Por el mantenimiento recibido, en su gran mayoría están aptos para continuar trasladando personas en servicios con menor exigencia –por ejemplo en el interior del país- por lo que son comercializados.

A través del programa "Reciclando seguimos andando" se gestiona el destino de las unidades radiadas de servicio. Un porcentaje de éstas son donadas o brindadas en comodato a organizaciones sociales que requieren el traslado de personas o acercar distintos servicios a poblaciones vulnerables (es el caso de los policlínicos o vacunatorios móviles). Según su estado y características, algunos ómnibus pasan a integrar la flota auxiliar, que denominamos "Flota social".

Paralelamente, Cutcsa recibe constantemente solicitud de numerosas organizaciones (en su mayoría sin fines de lucro) que requieren ómnibus para llevar a cabo sus objetivos. En algunos casos estos vehículos los utilizan para trasladar personas y en otros casos los transforman en aulas, consultorios, vacunatorios, salas de teatro, oficinas, etc. El programa que nuclea estas acciones se denomina "Moviendo Comunidad".

Moviendo Comunidad

Reconocimiento Mejores prácticas 2023 ideaR SOSTENIBILIDAD

ORGANIZA: DERES LSQA

El programa Moviendo Comunidad canaliza diversas necesidades de la sociedad al facilitar la movilidad de personas y el acceso a servicios como vacunación, odontología, espectáculos, etc. Es también una vía de vinculación con diferentes actores públicos y privados, generando compromisos y alianzas estratégicas que articulan y facilitan la concreción de las acciones.

Los ómnibus se convierten en instrumentos de apoyo comunitario.

Flota Social

Con esta flota de Cutcsa conformada por vehículos radiados del servicio, se concreta la práctica Moviendo comunidad.

Objetivo general:

Facilitar el acceso a diversas actividades: de salud, sociales y culturales, trasladando en forma gratuita organizaciones integradas o que trabajan con personas de contextos vulnerables.

Objetivos específicos:

-Posibilitar que niños/as visiten espacios culturales como museos, teatros y realicen diferentes salidas didácticas en forma gratuita.

-Permitir que poblaciones vulnerables disfruten de diversos espectáculos, visiten espacios culturales y zonas de la ciudad lejanas a sus barrios.

-Favorecer que todas las personas accedan al cuidado de su salud, acercando diversos servicios a la población.

<u>Coche Escolar</u>

Posibilita el traslado gratuito de niños/as de escuelas públicas de Montevideo y área metropolitana, para la realización de paseos didácticos gratuitos seleccionados por cada maestro/a. Este programa también incluye traslado de escolares a destinos específicos:

-Grupo de teatro “La Rueda” para disfrutar de varias obras -a lo largo de los años- en el Museo Blanes.

-Museo Gurvich facilitando el traslado de niños/as para que se aproximen al arte a través del trabajo de Gurvich.

-Museo Naval, donde diversos grupos de escolares pueden conocer y disfrutar del patrimonio marítimo de la humanidad.

-MiMuseo “Cutcsa, patrimonio del transporte” al que pueden acceder para conocer la historia de nuestra empresa y a través de ella, la del transporte y de la ciudad de Montevideo.

Todos estos paseos son gratuitos, por lo que diversos públicos pueden acceder a espacios de historia, arte y reflexión sin que implique una inversión económica.

Escenarios Móviles

Éstos escenarios facilitan la realización de diferentes espectáculos, posibilitando que grupos musicales -por ejemplo- puedan difundir sus productos, y también que poblaciones de menores recursos puedan acceder a presentaciones de diferentes géneros (carnaval, rock, tropical, etc.) También se utilizan como estrados en eventos al aire libre de alta convocatoria, por ejemplo en carreras con fines sociales (como la del Día Mundial de la Diabetes, maratones, entre otros).

Salud

Si bien la salud no es un aspecto ligado directamente a nuestro servicio, el relacionamiento con la comunidad y sus necesidades, así como las alianzas con organizaciones de la sociedad civil y gubernamentales, implica la concreción de diversos proyectos en los que Cutcsa favorece el acceso al cuidado de la salud.


COVID - 19

Plan nacional de vacunación contra covid-19 en ferias barriales

Con el fin de avanzar en el plan de vacunación contra covid-19 el Ministerio de Salud Pública (MSP) coordinó con la Comisión Honoraria para la Lucha Antituberculosa y Enfermedades Prevalentes (CHLAEP) y la Intendencia de Montevideo la instalación de un móvil de vacunas en distintas ferias barriales de la ciudad.

Más de 100.000 escolares fueron relevados por el Plan de Salud Bucal de ASSE

El Plan de Ortopedia Maxilar Funcional otorgó tratamientos gratuitos a más de 1.000 alumnos de escuelas públicas y otros 100.000 fueron relevados por el Plan Nacional de Salud Bucal. Indicó el presidente de la Administración de los Servicios de Salud del Estado (ASSE), Leonardo Cipriani, en la firma de un comodato con Cutcsa, por el cual la empresa donó una unidad de transporte para atención odontológica de adultos.

EDICTOS al 50% descuento
ME INTERESA

Patrimonio

Desde los comienzos de esta celebración, hemos formado parte de ella, en principio en los desfiles con ómnibus de época, ampliando nuestro aporte con la realización de circuitos barriales históricos. Posteriormente abriendo las puertas de la que fue nuestra Sede Central, en Sarandí, la antigua casa familiar del escritor y actor Antonio "Taco" Larreta; la que cada Día del Patrimonio se abrió a los visitantes hasta el año 2013, después de lo cual fue vendida.

Entre 2014 y 2016 se abrió nuestra Planta Añón, donde se exponían diversas muestras fotográficas, maquetas, e incluso ómnibus de la flota social.

Desde 2017 se exponen en Plaza Matriz los coches "Museo" de Cutcsa, en principio sólo el I "El Patriarca" -un Aclo Regal de 1937 declarado Monumento histórico-, al que posteriormente se le sumó el II Leyland MCW, Olimpic de 1963. También se abre a la comunidad nuestro museo con la exposición permanente "Cutcsa, patrimonio del transporte", en Planta Veracierto.

En 2023 se incorporaron circuitos patrimoniales en los coches museo III (Leyland Worldmaster Banda Oriental del año 1977) y V (Mercedes Benz L 1113 del año 1983), los traslados eran desde Plaza Matriz a nuestro museo en Planta Veracierto, ofreciendo salidas en la mañana y la tarde tanto el sábado como el domingo.

Todas las actividades son posibles gracias al grupo de voluntarios del programa "Involucrándonos". En la última edición su apoyo fue fundamental durante los recorridos.

2022: "Concepción -China- Zorrilla. Cultura de dos orillas"

Plaza Matriz -**2956 personas**
MiMuseo -**255 personas**

2023: "Constructores De Escuelas Y Liceos. Alfredo Jones Brown, Juan Antonio Scasso y José Scheps"

Plaza Matriz- **4.426 personas**
MiMuseo- **186 personas**[55]

[55]Considerando solamente las que se trasladaron de forma particular al museo.


ISO C. U. T. A.


OFICINA
LINEAS E-14


1050


amaneceres...
nimusco


Cutcsa
Cutcsa
URUGUAY
1140
1140
013
Cutcsa

Eventos en los que interviene la empresa asiduamente

-Museos en la noche

Es un evento impulsado por el Ministerio de Educación y Cultura a través del Sistema Nacional de Museos y la Dirección Nacional de Cultura. Los museos extienden su horario y ofrecen propuestas para disfrutar en familia. De acuerdo a lo dispuesto por las autoridades departamentales, Cutcsa dispone de un servicio especial para facilitar el traslado desde y hacia las distintas propuestas.

-Desfiles de Carnaval y traslado de grupos carnavaleros.

-Coche Teatro- es un escenario teatral no convencional, en él se lleva a cabo la obra "Barro Negro" de Gabriel Núñez, adaptada y llevada a nuestra realidad por el reconocido escritor y director uruguayo Marcelino Duffau. La singular obra cortó con los tradicionales paradigmas, mientras contaba una historia de amor, problemáticas sociales y violencia, representándola desde el humor y la sátira.

Hace más de 30 años que esta obra mantiene su vigencia y sigue en cartel en forma ininterrumpida, siendo un éxito para turistas y uruguayos/as.

COLABORACIÓN Y RELACIONAMIENTO

Alianzas

Las alianzas establecidas con otras organizaciones, públicas, privadas y de la sociedad civil, el trabajo conjunto y la unificación de conceptos y criterios de Responsabilidad Social, hacen posible concretar emprendimientos con gran valor social.

Apoyamos:

FUNDAPPAS
ESCUELA INTEGRAL DE PERROS DE ASISTENCIA
"ALEXA MACKERN"

JA Uruguay
Miembro de JA Worldwide
DESEM Jóvenes Emprendedores

TECHO

Apoyo a las poblaciones vulnerables

La vinculación con otras organizaciones permite a su vez expandir el ámbito de acción, en la medida que cada una de ellas aporta su "saber hacer". Esto, fue relevante, por ejemplo, durante las medidas de prevención del COVID 19, ya que impactaron más en las poblaciones más vulnerables, y se requería el traslado de personas en situación de calle hacia refugios de MIDES, especialmente generados para esta emergencia.

-Asociación Sembradores- se trasladaron semanalmente personas en situación de calle al Hogar de las Hermanas Misioneras Madre Teresa de Calcuta donde pudieron tomar un baño caliente, cambiarse de ropa, desayuno y merienda.

-"Ollas"- Colegio Seminario- se apoyaron las actividades de voluntariado del mencionado colegio, realizando viandas con el apoyo del personal de cocina del Club Tuyutí (con convenio con nuestro CSC).

-En estos últimos años los integrantes de Involucrándonos -grupo de voluntarios de nuestra empresa- se han sumado a Cutcsa colaborando con organizaciones como Teletón y Techo.

gub.uy

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Cooperación

Interior recibió unidad móvil para traslado de personas en situación de calle

06/09/2002

El ministro del Interior, Luis Alberto Heber, y el presidente de Cutcsa, Juan Salgado, firmaron este martes 6 un acuerdo mediante el cual la cartera recibió un ómnibus que será destinado al traslado de personas en situación de calle a los refugios del Ministerio de Desarrollo Social. "El Gobierno necesita de todas las instituciones que emprenden, que colaboran y que tiene sensibilidad social", dijo Heber.

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En el acto, realizado sede de la Dirección de la Educación Policial, también participaron los directores de Convivencia y Seguridad Ciudadana, Santiago González, de la Policía Nacional, Diego Fernández, y de Educación Policial, Efraín Abreu; y el jefe de Transporte del Ministerio del Interior, Ricardo Chinazzo.

Heber agradeció la colaboración y el compromiso de la empresa, en especial, durante la emergencia sanitaria por el Covid-19. "Fue un aporte invalorable", subrayó.

Instagram

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techo_uy El marco del Programa Transforma, durante el mes de noviembre estuvimos construyendo viviendas de emergencia en los asentamientos La Suiza y Los Muros, junto a más de 190 colaboradores de empresas.

Agradecemos a @itauuruguay, @sodimacuy, @armco_alambresa, @chevrolet.canper, @rsmuy, @divinouyeo, @oca.uruguay, @cutcsaok, @estudio_requiro, @microsoft, @hack_academy, @commit_studio, @space.uy, @dhliatam y @wild_fi por involucrarse y trabajar con nosotros para seguir transformando comunidades.

Si querés conocer más escribinos

100 Me gusta

HACE UN DÍA

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[56]Disponible en Internet: https://www.gub.uy/presidencia/comunicacion/noticias/interior-recibio-unidad-movil-para-traslado-personas-situacion-calle#:~:text=El%20ministro%20del%20Interior%2C%20Luis,del%20Ministerio%20de%20Desarrollo%20Social.

[57]Cuenta de Techo en Instagram: techo_uy

Aportes a la comunidad

Unidades en comodato	**3 ómnibus** (2022) **2 ómnibus** (2023) **2 carrocerías** (2023)
Traslados gratuitos realizados	**746** (2022) **765** (2023)
Estimado de personas trasladadas en forma gratuita	**22.400** (2022) **22.950** (2023)
Subvención de eventos	**10** (2022) **20** (2023)
Donación de cartelería a escuelas	**3** (2022) **5** (2023)

Campañas al dorso de los boletos

Con el objetivo de que nuestros/as clientes/as tengan acceso a información que consideramos importante y con la certeza de que el boleto es un instrumento de comunicación relevante, se comparten campañas de difusión impresas al dorso del ticket comprobante de viaje (boleto).

Movilidad Sostenible es un concepto que refiere a un modelo accesible, integrador, saludable y seguro, para facilitar el acceso de todos/as los/as ciudadanos/as a la salud, la educación, el ocio y el trabajo entre otros. Se trata de un concepto directamente asociado a los Objetivos de Desarrollo Sostenibles (ODS), llevado a la práctica a través de las acciones expuestas en este reporte, el cual publicamos con la intención de que refleje nuestra manera de gestionar, de trabajar y de proyectarnos.

ANNEX II: INTERVIEWS CONDUCTED WITHIN THE CONSULTANCY FRAMEWORK

Ministerio de Ambiente	**Body**	Ministry of Environment – DINACEA
	Counterpart	Silvana Martinez -
	Interview date	20/11/2024

- **Question: Could you tell us about the regulations for the management of electric vehicle batteries that the Ministry of the Environment is working on?**

- The Ministry of Environment, together with the Ministry of Industry, Energy and Mining, are working on a modification of Decree 373/03 - Regulation of the management and disposal of used or discarded lead-acid batteries. This regulation will modify its scope to apply only to mobility batteries (both lead-acid and electric).
- As regards the responsibility for battery management, the Extended Responsibility of the Manufacturer or Importer will be maintained, regardless of whether the batteries are imported directly or those imported together with the vehicle.
- The decree will also define the role of Special Consumers, which will include the transport sector. These consumers will be able to join a master plan for battery management, as well as directly transfer their batteries to waste managers authorised by DINACEA. This versatility aims to avoid the collapse of reception points for master plans.
- The decree plans to incorporate guidelines on the priority of a second use of batteries, provided that the country's technology allows it.
- This will also give the ministry the power to establish quality criteria for batteries (composition, minimum useful life, etc.), as well as criteria for their second useful life.

- **Question: What are the estimated additional costs that will be incurred once the changes in Decree 373/03 are implemented?**

- While it is clear that there will be an additional cost on batteries/electric vehicles, the Ministry of Environment has not yet estimated the amounts.
- What is clear is that the additional costs associated with battery management will be passed on to the end consumer, as has happened with used lead-acid batteries and NFU.

- **Question: Does the Ministry believe that there is national capacity to adequately manage the electric vehicle batteries that will be generated in the next decade?**

- There are currently several electric battery managers. In particular, the company Werba SA, following the new Regulation for the Integrated Management of Waste Electrical and Electronic Equipment (Decree 292/024), has increased its WEEE management capacity to approximately 30,000 t/year.
- In light of these new national capacities, the Ministry of the Environment believes that there are sufficient capacities to adequately manage electric vehicle batteries.
- Werba currently crushes the batteries and then exports the crushed mixture for component recovery.

Ministerio de Ambiente	**Body**	Ministry of Environment – DINACEA
	Counterpart	Silvana Martinez -
	Interview date	20/11/2024

- **Question: What difficulties or challenges do you think currently exist in Uruguay for the management of electric batteries?**

- The main challenge lies in the existing technologies for the second life of batteries. Although there are several lines of research at national and international level, there are still no clear definitions on the best practices to follow to ensure maximum battery life, capacity identification, battery pack re-assembly, etc.
- On the other hand, he sees the reuse of rebuilt batteries in electric units as an additional difficulty, due to the responsibilities associated with their installation. It is necessary to evaluate whether the warranty will be lost or who assumes responsibility for their correct operation.

Question: Under Law 19,829 - Integrated Waste Management, end-of-life vehicles are defined as special waste (those whose management characteristics will be regulated by specific regulations). Has there been any progress in this regulation?

- This regulation is planned for the next government period (2025-2030).
- In principle, this will also involve extended liability to the manufacturer or importer and therefore there will be additional costs on the vehicles, which will be passed on to the final consumer.

Ministerio de Industria, Energía y Minería	**Body**	Ministry of Industry, Energy and Mining (MIEM) – Area of demand, access and energy efficiency.
	Counterpart	Antonella Tambasco and Natalia Casanova-
	Interview date	11/21/2024

- **Question: What is the participation of MIEM in the regulations for the management of electric vehicle batteries that the Ministry of the Environment is working on?**

- Within the MOVÉS project (a joint project between MIEM and MA), human resources were dedicated to the design of regulations for the management of electric batteries, especially with regard to the responsibility for managing such waste.
- For its part, the MIEM has promoted from the Energy Sector Fund[21] the Academy's research into the evaluation of battery cells to define the possibility of a second life, technical requirements for setting up a battery assembly laboratory and, in terms of safety, guidelines for handling them in mechanical workshops.
- The MIEM is also working on security issues by participating in a UNIT committee for the development of technical standards for the construction of electric vehicle batteries. This issue is also being worked on at the MERCOSUR level:

- **Question: Does the Ministry believe that there is national capacity to adequately manage the electric vehicle batteries that will be generated in the next decade?**

- The ministry believes that although there are currently capacities to manage electric vehicle batteries, it is important to promote the second life of batteries and therefore the research being carried out on this subject.

- **Question: What other topics related to electric mobility is the MIEM currently working on?**

- Within the MIEM, work is being done on the second energy transition, where one of the pillars for this is focused on electric mobility, particularly for urban transport and light cargo transport. To this end, the MIEM is working to strengthen the entire ecosystem of electric mobility. Some examples are detailed below.

[21] The Energy Sector Fund depends on the National Agency for Research and Innovation (ANII) together with the MIEM, UTE and ANCAP-

Ministerio de Industria, Energía y Minería	**Body**	Ministry of Industry, Energy and Mining (MIEM) – Area of demand, access and energy efficiency.
	Counterpart	Antonella Tambasco and Natalia Casanova-
	Interview date	11/21/2024

- The incentives for this transition range from tax exemptions for electric vehicles to support for the purchase of electric vehicles (for both companies and individuals). These supports are part of the Subite project.[22].
- Other areas of work are awareness raising and education for the maintenance of this type of vehicle. Lately, it has been detected that there are deficiencies in knowledge for the maintenance of electric vehicles.
- On the other hand, work is being done on adaptations to national regulations for this new technology, such as the development of charging network providers in addition to UTE so that there is adequate interoperability to provide the best service to the user.
- Work is also underway with the Departmental Intendancies to incorporate electric units into their urban transport services.
- Together with the Ministry of Transport and Public Works (MTOP) and the Ministry of Economy and Finance (MEF), work was done on the Sustainable Mobility Trust (Decree 143/024), which defines that subsidies will be granted only to urban transport companies that are working on their transition to electric mobility. Likewise, technical requirements were established for these new vehicles (that they do not have lead-acid batteries, among others). These subsidized vehicles will also be monitored monthly in terms of their consumption, problems, etc. in order to identify barriers or problems to be solved.

[22]"Subite" is a Program for the incorporation of electric vehicles of the National Energy Directorate of the MIEM whose objective is to promote the incorporation of electric mobility throughout the national territory, currently it is already in its second edition. To this end, the acquisition of a maximum of 1000 (one thousand) electric motorcycles and 100 (one hundred) electric cargo tricycles in total is supported for both natural persons and legal entities. Among the benefits of the program are: the reimbursement of 10 % of the purchase value of the vehicle, the discount on the UTE invoice, a monetary prize for Energy Efficiency Certificates and Mandatory Insurance from the State Insurance Bank for one year.

WERBA SOLUCIONES INTEGRALES EN RECICLAJE Y RESIDUOS	**Body**	WERBA
	Counterpart	Emiliano Avondet
	Interview date	11/25/2024

- **What services can Werba provide to CUTCSA's fleet replacement project?**

- Werba has the capacity to manage both the metal components and the lead-acid batteries of obsolete units.
- As for electric batteries, it currently has authorization for their reception and subsequent export. It should be noted that Werba is in the process of obtaining authorization from the Ministry of the Environment to incorporate the treatment of said waste into its process. The process basically consists of a mechanical separation process, recovering copper and aluminum, while the rest (black mass) is exported (if it is recyclable) or sent for final disposal at the CIU security landfill.
- Werba's current installed capacity is for processing 600t/year, but it is understood that this can be quickly adapted.

- **Question: Could you give us your opinion on the regulations for the management of electric vehicle batteries that the Ministry of the Environment is working on?**

- Werba points out that currently, with lead-acid batteries, the recovery percentages have been decreasing year after year, because in Brazil, used batteries are purchased at significant prices and therefore the batteries are being smuggled across the border.

  For this reason, it was agreed with DINACEA that the amendment to Decree 373/03 will include that the batteries have the same format as the returnable containers, so that if the used battery is returned, the new one is cheaper. It is understood that in this way the formal management will begin to be tractioned.

- **Question: What difficulties or challenges do you think currently exist in Uruguay for the management of electric batteries?**

- Firstly, Werba points out that lithium is not recovered internationally, so what really determines whether an electric battery is recyclable or not is whether it contains Cobalt.
- On the other hand, regarding the CIU requirements for the final disposal of black mass, it is reported that there are currently around 10 different types of batteries, which implies that the compositions of the black mass will vary. Therefore, specific characterizations will have to be carried out prior to its final disposal. It is estimated that encapsulation may be required prior to disposal, which implies that the volumes of waste to be disposed of will triple.
- Regarding export alternatives, since there are several, it is understood that this does not represent a risk for the management of electric batteries.

	Body	UTE
	Counterpart	Diego Bentancur
	Interview date	11/25/2024

- **Brief description of the adjustments that UTE is making within the framework of CUTCSA's project to replace its fleet with electric mobility.**

- Firstly, it should be noted that the adaptations that UTE is carrying out within the framework of the CUTCSA project require the installation of new infrastructures both inside and outside CUTCSA. As for the type of works to be carried out, they are quite common for UTE, with the understanding that they do not have any particular requirements.
- In addition to infrastructure adjustments, UTE has agreed with CUTCSA on a consumption modality with its highest demand during the early morning hours to take advantage of lower costs.
- A review of the commercial incentives to support the CUTCSA project was also carried out, in addition to the measures at the departmental and national level to promote replacement. These include the exemption of the connection fee and a reduction in the charge for the contracted power of CUTCSA, which has different percentages depending on the time slot.

  This reduction in the charge has changed, since before a discount was applied to the cost of energy and now it has been decided to apply a discount to the power charge, which is for a number of years (a reduction for this year and a smaller one for next year).

- **At the national level, taking into account the various promotions that exist for the replacement of both personal vehicles and urban transport with electric units: does the country have the capacity to ensure the correct supply of energy? What actions are being taken?**

- Firstly, UTE highlights that in the short term there will be no change in the network transmission or generation system, since the installed capacities ensure the correct supply of energy.
- In the medium term, 10-15 years, models must be developed to predict consumption. Although this model is easier to predict for public transport, because the number of units to be replaced is limited, what is more difficult is to estimate the changes in light fleets. And although the specific consumption of each unit is small, the uncertainty is when and how many.
- On the other hand, it is indicated that, although there are scenarios proposed, work is being done to improve the modeling of the scenarios, taking into account situations in other countries (Norway, China, etc.) in order to manage different expansion scenarios in order to adapt the electrical system.
- UTE indicates that the difficulty in modelling the requirements for a light fleet lies mainly in the fact that there is no information on which people are going to change their vehicle, where they live and where they move. As well as the fact that although charging will be carried out mainly in homes or businesses, it also requires other distributed charging points.
- On the other hand, it is mentioned that with technological change, there will be a shift from a demand for fossil fuels at service stations to a demand for energy at a general level. The model will have to include preferences, or changes in preferences, in the use of public transport, personal cars, bicycles, walking, etc.

	Body	UTE
	Counterpart	Diego Bentancur
	Interview date	11/25/2024

- It is seen as a threat that, since once the car is purchased, the cost of use is very low, the preference for the use of personal cars will increase. And that poses a danger both in the demand for community transport and in the predictions for the conditioning of the electrical system.
- In the transportation of goods, it will have an impact on rethinking logistics, the location of storage areas, etc. This will allow the country to generate activity in areas where there is currently little activity, because it reduces transportation costs.

- **Scenarios related to Climate Change have been evaluated, in particular in the event of drought or major storms.**

- Historically, climatic variables have been taken into account for energy planning.
- Droughts have always been taken into account, but with the latest events, what has changed is the frequency, and therefore the decisions to be made.
- In the case of storms, it indicates that the area most sensitive to climatic effects is the rural area, highlighting that Montevideo is not very sensitive to climatic variability.

- **Other issues that UTE is working on regarding this second energy transition, in terms of its electric mobility pillar.**

- Regarding the charging infrastructure required for the light fleet, it is considered very important that private charging providers appear and that it is not only UTE that provides this service. It is worth noting that for now it is very incipient and that there are some providers that are entering the market because both UTE and MIEM are working on incentives.
- As for how to avoid simultaneous loads (for example, a building where all its occupants change the type of vehicle), UTE is evaluating the provision of energy cost benefits, so that the load is distributed, in order to save at times that are useful to UTE and minimize the need to modify the infrastructure. In addition, if nighttime hours are used, when there is currently little consumption, this will imply a reduction in costs for all users.
- Work is being done on the development of secondary battery use through the Energy Sector Fund, where calls for proposals have been made including this topic. The approved projects include those whose objective is to strengthen academic capacities to see how a battery deteriorates or fails, how the capacity is known, etc. And others that are at the level of management capacities of management companies.
- It is noted that there are currently some second-use experiences, but on a very small scale. It is understood that one of the great challenges is the creation of battery banks that can be used for storage and subsequent charging of vehicles.

	Body	UTE
	Counterpart	Diego Maggi
	Interview date	12/13/2024

- **At the national level, taking into account the various promotions that exist for the replacement of both personal vehicles and urban transport with electric units: does the country have the capacity to ensure the correct supply of energy? What actions are being taken?**

- Firstly, it should be noted that increases in demand at a personal level represent small increases that can be absorbed by UTE without causing problems for supply assurance.
- However, in the case of large technological replacement projects, among which the change of technology of CUTCSA, the change of technology of the Buquebús ships, etc. stand out, they imply important adjustments in the supply network.
- It is understood that UTE has the capacity to work on the infrastructure adjustments necessary for each project. And that, in some cases, where the adjustment costs are significant, a mixed-use project modality is chosen, where the client pays part of the work and then UTE returns it through a reduction in the invoices.

- **Scenarios related to Climate Change have been evaluated, in particular in the event of drought or major storms.**

- **Firstly, it is worth highlighting that UTE has historically used climate variables in its operational planning and for supply improvements.**
- In Montevideo, most of the power grid is underground, thus reducing the risk of power outages due to major storms.
- **On the other hand, it is noted that work is being done on several projects to expand the supply network in the metropolitan area, in order to anticipate new consumption requirements.**
- In the interior of the country, it is reported that there are more areas with overhead power lines, which present a greater risk of power outages in the event of major storms. For this reason, work is being done on technological and infrastructure changes in order to reinforce the structures and make the networks better able to withstand climatic events.