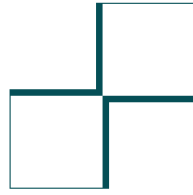


MOTAENGIL

**The voices  
of a sustainable  
Group**

**Sustainability Report 2018**





MOTAENGIL

**Commercial designation:**

Mota-Engil, SGPS, S.A.  
Public Limited Company

Porto Offices  
Rua do Rego Lameiro, n.º 38  
4300-454 Porto

Phone: +351 225 190 300  
Fax: +351 225 191 261  
[www.mota-engil.com](http://www.mota-engil.com)

Share Capital: 237,505,141 euros  
Registered at the Porto registry of companies under n.º 502 399 694  
VAT: 502 399 694

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## We value Sustainability



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- 3.5. Our Health & Safety
- 3.6. Our Innovation
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## Our Customers



- 4.1. Our Customers

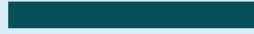
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## Attach

Indicators of Environmental Performance (GRI4)

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**MESSAGE FROM THE CHAIRMAN  
OF THE BOARD OF DIRECTORS**





# A more sustainable Group, in a more sustainable world.

**ANTÓNIO MOTA**

**Chairman of the Board of Directors**

**T**he global world we live in, and which today is the natural breeding ground of the Mota-Engil Group, is facing unprecedented sustainability challenges.

We stand out as a reference Group in the provision of a public interest service focused on the construction and management of infrastructures in areas such as Engineering & Construction, Environment & Services, Transport Concessions, and Energy & Mining, which puts us in a unique position to contribute to the pursuit of the sustainable development goals.

Embedded in our DNA is the entrepreneurship, the innovative spirit, the know-how and the ambition to be a trusted player and an agent of the development of societies, communities, environment and people, values which we renew everyday through the collective action we embrace in the multitude of locations where we operate and businesses we undertake.

Convinced of the importance of pursuing a corporate social responsibility policy, in this edition of the report we sought to give voice to our people and highlight some of the various initiatives undertaken, aimed at contributing to a more sustainable Group, in a more sustainable world.

This is our strength, this is our voice.

**MESSAGE FROM THE CHIEF  
EXECUTIVE OFFICER**





# The sustainability as an essential vector of our conduct and our pledge.

**GONÇALO MOURA MARTINS**  
Chief Executive Officer

**T**he Mota-Engil Group, given the areas in which it operates, is a fundamental player for the sustainable development of the communities and customers it serves, the partners it deals with, and the people who ensure the quality and reliability of the solutions it delivers every single day.

Aware of the role we play and of our capacity to positively contribute to the construction of a more sustainable world, we undertake sustainability as an essential vector of our conduct and our pledge.

We are, therefore, committed to contributing, in a socially responsible manner, to the sustainable development goals, by trying to make a difference in the decisions and choices made and in the actions taken, not only from an economic standpoint, but also at environmental and social level.

There are many people and entities engaged in this journey towards sustainability, which we aim at acknowledging and giving a voice to, for a sustainable Group.



CALUEQUE DAM - ANGOLA

# SCOPE OF THE REPORT

**A business path marked by a culture of entrepreneurship and of innovation in the permanent search for new horizons.**

## Report Profile

Mota-Engil Group, through the holding company Mota-Engil SGPS, S.A., Sociedade Aberta, S.A., publishes its Sustainability Report for 2018.

The communication of the performance in the social and environmental area, besides its economic dimension, which is thoroughly developed in the 2018 Annual Report and Accounts, is an essential part of the Group's strategy of sustainability.

In the context of a permanent and systematic openness and dialogue with the stakeholders, Mota-Engil Group welcomes the requests for information, comments or suggestions that may be addressed to it.

The dialogue thus established is a fundamental tool for listening and integrating the concerns and proposals of the stakeholders, in particular, customers, suppliers, investors, public entities and non governmental organisations, among other, including, in a privileged way, the universe of the employees of Mota-Engil

Group, in a wider plan of an efficient, active and participatory policy of internal communication.

The 2018 Sustainability Report, published in Portuguese, English and Spanish, is available in digital format, and can be consulted at the Mota-Engil Group website, at [www.mota-engil.com](http://www.mota-engil.com).

The matters related with the area of sustainability, in general, can be addressed to the Corporate Centre of Human Resources and Sustainability Strategy of Mota-Engil Group using the following contacts:

Mota-Engil, SGPS, SA, Sociedade Aberta, S.A.  
Corporate Centre of Human Resources and Sustainability Strategy  
Address: Rua do Rego Lameiro, nº 38, 4300 454 Porto, Portugal  
Telephone +351 225 190 300 / Fax +351 225 191 261  
E mail: [HRcorporate@mota-engil.pt](mailto:HRcorporate@mota-engil.pt)

## Objectives and Limits of the Report

### Framework

In its process of strategic development, based on growth, internationalisation and diversification, Mota-Engil Group aggregates today a much diversified set of businesses and increasingly assumes its position as a corporate Group with a Portuguese basis in a multinational context.

The multisectoral nature of the activities of Mota-Engil Group and its presence in various geographical contexts makes the identification of the aspects of sustainability materially relevant in a highly complex and demanding task.

The Group's strategy of sustainability is organically supported by its Corporate Centre of Human Resources and Sustainability Strategy, directly dependent on the Group's Executive Committee, which is responsible for the definition and approach of the Organisation to the area of sustainability, for its promotion and for the dynamization of initiatives in liaison with Manuel António da Mota Foundation in the social sector, and in the remaining sectors with the areas of business in the various locations where the Group is present.

This management model is aimed at promoting the transversal dissemination of the strategy of sustainability to the whole Organisation, at making the commitment of the Group clear and at allowing an efficient connection with the areas and business units responsible in the operational plan for the carrying out of the activities and execution of the purposes arising from the strategy of sustainability of the Group.

### Strategy and Priorities

The design of the strategy of sustainability, the determination of the priority questions, as well as the identification of the main stakeholders for purposes of the execution of the sustainability policy, followed a process of internal listening, promoted with those that are mainly responsible for the business units and regions where the Group operates, resulting in contributions that are indispensable to draw up this report.

The determination of materially relevant aspects is an unavoidable stage for the correct use of the adopted guidelines and has as a fundamental principle the compliance with the strategic plan and activities that depend on it.

### Scope

As regards to the disclosure of indicators of performance, the Sustainability Report will cover the entire Mota-Engil Group, except for the indicators of environmental performance, for which we will disclose information concerning the following entities (by alphabetic order):

Designation	Abbreviation
Carlos Augusto Pinto dos Santos & Filhos Lda.	CAPSFIL
Consita Tratamento de Resíduos S/A	Consita
EGF - Empresa Geral do Fomento, S.A.	EGF
Empresa Construtora Brasil, S.A.	ECB
Gestión e Innovación en Servicios Ambientales, S.A. de C.V.	GISA
Glan Agua Limited e Mota-Engil Ireland Construction Limited	Ireland
Manvia – Manutenção e Exploração de Instalações e Construção, S.A., Manvia II Conduatas, Lda. e Manvia – Manutenção e Exploração de Instalações e Construção, S.A., Sucursal en España	Manvia
Mota-Engil Angola, S.A.	Angola
Mota-Engil Aruba Construction Company VBA	Aruba
Mota-Engil Central Europe S.A.	Poland
Mota-Engil Colombia S.A.S.	Colombia
Mota-Engil Cote d'Ivoire SARL	Ivory Coast
Mota-Engil Dominicana, S.A.S.	Dominican Republic
Mota-Engil, Engenharia e Construção, S.A.	Mota-Engil Engenharia e Construção
Mota-Engil, Engenharia e Construção África, S.A. (Pty) Ltd.	South Africa
Mota-Engil, Engenharia e Construção África, S.A. Rwanda Branch	Rwanda
Mota-Engil Engenharia e Construção Africa SA – Succursale Cameroun	Cameroon



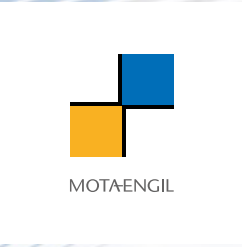
## Designation

## Abbreviation

Mota-Engil, Engenharia e Construção África, S.A. – Sucursal Zimbabwe	Zimbabwe
Mota-Engil, Engenharia e Construção África, S.A. Uganda Branch	Uganda
Mota-Engil Guinée Conakry SARL	Guinea Conakry
Mota-Engil (Malawi) Limited	Malawi
Mota-Engil Mexico, SAPI de CV	Mexico
Mota-Engil, Mozambique, Limitada	Mozambique
Mota-Engil Peru, S.A.	Peru
SUMA – Serviços Urbanos e Meio Ambiente, S.A.	SUMA
Takargo – Transporte de Mercadorias, S.A.	Takargo
Vibeiras – Sociedade Comercial de Plantas, S.A.	Vibeiras

It is with great satisfaction that Mota-Engil presents the environmental performance (in accordance with the international directives of the Global Reporting Initiative 4) of these business units, thus extending significantly its scope of reporting and disclosure. This being a recognised progress to the level of disclosure of environmental indicators, it is our purpose to reach the reporting of the totality of Mota-Engil companies and businesses.

As regards the presence in joint arrangements or activities on an outsourcing basis, they will not be subject to reporting.





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1.1. THE STRENGTH OF A GROUP

1.2. BUSINESS AREAS

1.3. ACCOLADES



# 01

## **Mota-Engil World**



*A vision for the Mota-Engil of the future*

A more international, innovative and competitive  
Group worldwide





## 1.1. THE STRENGTH OF A GROUP

**Leader in Portugal and with a consolidated position in the ranking of the 30 largest European construction groups, Mota-Engil is present in three continents and 28 countries, divided into three geographical areas – Europe, Africa and Latin America.**

### Mota-Engil Group

Founded in 1946, the Mota-Engil Group today is a multinational company whose business is focused on construction and the management of infrastructure divided into the fields of Engineering and Construction, Environment and Services, Transport Concessions, Energy and Mining.

Leader in Portugal and with a consolidated position in the ranking of the 30 largest European construction groups, Mota-Engil is present in three continents and 28 countries, divided into three geographical areas – Europe, Africa and Latin America – each market maintaining the same requirements of rigour, quality and capacity of execution that allowed Mota-Engil to be internationally acknowledged.

With stakes in approximately 280 companies, Mota-Engil undertakes a market position in line with the best practices and with a business conduct based on ethical principles, supported by a single and integrated strategic vision for the Mota-Engil of the future: a more international, innovative and competitive Group worldwide.

## Leader

IN PORTUGAL



## Top 30

EUROPEAN  
30 largest construction groups

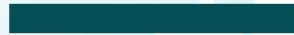


*Mota-Engil undertakes a market position in line with the best practices*

# A vision of international future

With over 70 years of history, Mota-Engil has taken a corporate path of excellence, driven by a global and diversified strategy of success.

The Group is increasingly acknowledged at the international level, with such competence and innovation that made it a leader in Portugal and a European reference.



## EUROPE

5 COUNTRIES

- PORTUGAL
- SPAIN
- POLAND
- IRELAND
- UNITED KINGDOM



## LATIN AMERICA

7 COUNTRIES

- MEXICO
- PERU
- BRAZIL
- COLOMBIA
- CHILE
- DOMINICAN REPUBLIC
- ARUBA



## AFRICA

16 COUNTRIES

- ANGOLA
- MOZAMBIQUE
- MALAWI
- SOUTH AFRICA
- CAPE VERDE
- SÃO TOMÉ AND PRÍNCIPE
- ZAMBIA
- ZIMBABWE
- UGANDA
- RWANDA
- TANZANIA
- GUINEA CONAKRY
- CAMEROON
- IVORY COAST
- NIGERIA
- KENYA



1. BRAÇO DE PRATA – PORTUGAL | 2. KERRY WATER TREATMENT PLANT – IRELAND | 3. S8 WROCLAW EXPRESSWAY – POLAND | 4. HOSPITAL DA LUZ – PORTUGAL | 5. ENERGY RECOVERY PLANT – PORTUGAL

## Europe

### Projects that Drive the Future

*Mota-Engil holds a prominent position in Europe, being currently among the 30 most important European business groups in the construction industry.*

In addition to its presence in Portugal, Mota-Engil positions itself in other European markets as a reliable partner for the development of infrastructure projects, more specifically in the Central Europe region where it has been operating for 20 years ranking among Poland's top 10 construction companies.

In Ireland and the United Kingdom, Mota-Engil is developing its business through MEIC and Glan Agua.

In waste management, the Group operates through EGF and SUMA, ensuring the entire value chain from urban cleaning, to waste collection, treatment and recovery with technology developed in power generation (waste-to-energy).



**1,226M€**

**Order book**

2018



**859M€**

**Turnover**

2018



**8,578**

**Workers**

2018



1. CALUEQUE DAM – ANGOLA | 2. INTERNATIONAL AIRPORT – RWANDA | 3. VISTA WASTE – ANGOLA | 4. NACALA CORRIDOR MAINTENANCE – MOZAMBIQUE | 5. GREAT EAST ROAD – ZAMBIA

## Africa

### We Move Worlds

*Africa is a natural market for the Mota-Engil Group due to its long-standing and acknowledged experience which began in Angola in 1946.*

With an unrivalled position in Africa thanks to an ongoing investment in its capacity for the mobilisation of resources for the completion of large-scale projects, Mota-Engil Africa has a strategic perspective in the long term and a broad horizon of action while it endeavours to establish ever closer partnerships in infrastructure projects in areas as varied as transport and logistics, energy, oil & gas, mining and the environment.

With a leading position in markets such as Mozambique and Malawi, Mota-Engil throughout its history has promoted an expansion strategy into new markets, in order to develop projects tailored to its customers' needs, bringing the African continent into line with its potentialities.





1. TUXPAN TAMPICO – MEXICO | 2. ANTAMINA – PERU | 3. RODOVIA CONOCOCHA – PERU | 4. PLATFORM MAINTENANCE – BRAZIL | 5. LAS BAMBAS – PERU

## Latin America

### A Growing New World

*Mota-Engil has been present in Latin America since 1998 when it began its business in Peru, a market in which it has the experience and the means to operate in all areas of the construction sector and where it is among the top 4 companies in the Engineering and Construction industry.*

Believing in the potential of Latin America, the Group has promoted the expansion of its presence into markets such as Mexico, Brazil and Colombia, completing benchmark construction projects and including in its portfolio, highway concessions covering a network of over 1,000 kilometres.

In Mexico, Mota-Engil is developing large-scale infrastructure projects in several technical fields such as highway construction, the Guadalajara subway, hospitals and other buildings and is also involved in the environmental field through GISA as well as in the energy production sector through Generadora Fénix, the first private operator in this market.

In Brazil, and through ECB with head office in Belo Horizonte, the business is expanding in the fields of road and railway infrastructure and is taking also action in the environment segment, through Consita.

As a benchmark regional operator in terms of infrastructure, Mota-Engil has broadened its presence in 2016 to markets such as Chile, Dominican Republic, Paraguay and Aruba.



**1,481M€**  
**Order book**  
2018



**1,069M€**  
**Turnover**  
2018



**8,496**  
**Workers**  
2018

## 1.2. BUSINESS AREAS

### We are what we do

*Mota-Engil is engaged in a wide range of activities associated with the design, construction, management and operation of infrastructures, and boasts a long and recognised experience, accompanied by a high level of technical know-how in the development of various areas.*



PONTE VASCO DA GAMA - LISBOA

### Engineering and Construction

Leader in Portugal and with a prominent position in various markets in Europe, Africa and Latin America, the Group carried out construction projects in more than 40 countries, affirming the technical skill demonstrated in each project and building an excellent reputation in the technical areas of civil construction and public works, distinguishing itself in the construction of various infrastructures such as roads, highways, airports, ports, dams, buildings, railways, electromechanical works, foundations and geotechnical projects, among other specialties.

### Waste Management

With a majority holding in SUMA, a company incorporated in 1995 for waste collection and management in Portugal, Mota-Engil is fulfilling its ambition to lead this sector, operating increasingly in Angola, Mozambique, Cape Verde, Mexico, Brazil, Oman and Ivory Coast.

The Mota-Engil Group operates, through EGF, in the treatment and recovery of waste, ensuring the ability to operate the entire value chain of integrated waste management with state of the art technology in the treatment and organic recovery of waste as well as energy production by capturing biogas in landfills and by an energy recovery plant.

### Energy

The Mota-Engil Group was the first private operator in the energy production sector in Mexico, holding a set of assets in exploration by Generadora Fénix with a production capacity of 288 Mw that can reach 2,000 Mw.

### Transport Concessions

Transport Concessions are a business area of strategic importance for the Mota-Engil Group.

As a result of its acknowledged experience in design, construction and management of transport infrastructures, the Mota-Engil Group has been increasingly asserting itself at a national and international level.

Therefore, and with a deep technical knowledge and experience in setting up and implementing projects, it has strengthened its global assertion, emphasized by an active presence in three continents and five countries: Portugal, Spain, Mexico, Brazil and Mozambique.



## Mining

Mota-Engil Mining is executing works in Africa, benefiting from the long experience obtained in the execution of construction and earthmoving works that it carries out for some of the largest world mining companies, with a special emphasis to the operations in Peru, Malawi, Mozambique, Zimbabwe and Guinea Conakry.

## Logistics

Takargo was the first private operator in Portugal in rail freight, focusing on logistic efficiency and service quality to offer integrated and competitive logistic solutions in the Iberian market.

## Multi-services

As a complement to its activities in the area of the construction and management of infrastructures, Mota-Engil is working in the maintenance area through Manvia, a major company in this field in Portugal with operations in Africa and Northern Europe as well. Additionally, the Group is involved in landscaping, through Vibeiras, a leader in Portugal in this segment, which has also done significant works in Africa.



### ENGINEERING

- Infrastructures
- Civil construction
- Real estate
- Other business areas



### WASTE MANAGEMENT

- Collection
- Processing
- Recovery
- Waste-to-Energy



### ENERGY

- Production
- Management
- Trading



### TRANSPORT CONCESSIONS

- Highways
- Motorways
- Bridges
- Railways
- Underground



### MINING

- Prospecting
- Extracting



### LOGISTICS

- Rail freight



### MULTI-SERVICES

- Maintenance
- Landscape architecture







## 1.3. ACCOLADES



Mota-Engil holds a long and recognised experience, accompanied by a **high level technical know-how.**



**TOP 100 IN THE WORLD**  
#71 Global Powers  
of Construccion 2018



**TOP 30 IN EUROPE**  
#28 in the infrastructure  
sector 2018



**LEADER IN PORTUGAL**  
in the infrastructure  
sector 2018



**INTERNATIONAL  
CORPORATION  
OF THE YEAR 2018**



**7th LARGEST IN  
CONSTRUCTION**  
in Latina America 2018



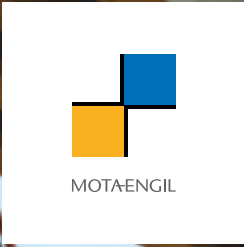
**10TH MOST  
VALUABLE BRAND IN  
PORTUGAL**  
Brand Finance 2018



**Mexico**  
Socially Responsible  
Company



**SUMA - TRUSTED  
BRAND**  
2018



- 
- 2.1. ORGANIZATIONAL IDENTITY
  - 2.2. CODE OF ETHICS AND COMPANY CONDUCT
  - 2.3. CORPORATE BODIES
  - 2.4. COMMITMENTS TO EXTERNAL INITIATIVES AND RELATIONSHIP WITH STAKEHOLDERS
  - 2.5. HUMAN RIGHTS



# 02

## Strategic Profile

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*A trajectory of 70 years*

marked by a culture of entrepreneurship and innovation in the constant search for new horizons.



NEW EDP HEAD OFFICE - PORTUGAL



## 2.1. ORGANIZATIONAL IDENTITY

**Mota-Engil assumes a strong identity, acknowledged in technical experience and excellence.**

### Our Vision

To be an international reference in the sector where it operates, aligned with the best market practices on a production level, with a permanent innovation, assuming thus a strong identity, recognized in technical skills by providing a service of excellence to its clients and to the community.

### Our Mission

Create shareholder value respecting the community and the future, in a socially responsible way.

### Our Values

Recognizing that the construction of a strong identity and culture is determinant to implement the challenges set, the Mota-Engil Group shares with its stakeholders the following values:

### AMBITION

Eagerness always renewed of doing more and better, facing the present and future with boldness and confidence and assuming, in a determined and committed way, new challenges that contribute to the growth of the Group.

### INTEGRITY

Choosing the path which reinforces the principles of honesty, truth, loyalty, righteousness and justice, in the daily conduct of everyone.

### COHESION

Guarantee that the goals set, which are intended ambitious, are reached through the contribution of all business units and that the vitality of the Group results from combining the wisdom and the strength necessary to overcome new challenges.

### GROUP SPIRIT

Consolidating the sense of belonging, respect for the differences, loyalty and reciprocity in a global and culturally diverse context, maintaining pride in the past and strengthening the confidence in the future.

## 2.2. CODE OF ETHICS AND COMPANY CONDUCT

### Together...

The good name and the reputation of the Mota-Engil Group are the result of everyone's devotion and work. This is a purpose that does not only consist of the compliance with the laws, rules and regulations that apply to the activity; we also work to meet high standards of corporate conduct.

### Tolerance and respect for the other

The Mota-Engil Group respects the human rights in all the cultural, socio economic and geographical contexts where it operates, recognising the relevant traditions and cultures and promoting the support to the local communities in accordance with the specificities of each region.

### Culture by example

The Board of Directors, the top managers and the operational managers set the example, guide and support their teams for the compliance with the Code of Ethics and Business Conduct.

### Corporate governance

The Mota-Engil Group is managed with transparency and in compliance with the rules, guidelines and principles of the good governance of the companies, in accordance with the commitment towards its shareholders, partners, customers, suppliers, employees and the community.

### Know your customer / Know your supplier

The Mota-Engil Group follows the rules of national and international compliance applicable to its activity. For that purpose, it complies with procedures and mechanisms of analysis of all the counterparties with which it relates.

### Channel for the communication of irregularities

Any stakeholder can report, at any moment, alleged irregularities and/or violations of the Code of Ethics or of the policies of the Group, without any fear of retaliation, if and to the extent that they do it in good faith, using for this purpose the email [etica@mota-engil.com](mailto:etica@mota-engil.com) or the address Ethics – Rua do Rêgo Lameiro, 38, 4300-454 Porto, Portugal.

### Lead by example

The Mota-Engil Group follows the rules of compliance





## 2.3. CORPORATE BODIES

### Board of Directors

#### Chairman

António Manuel Queirós Vasconcelos da Mota

#### Deputy-Chairmen

Gonçalo Nuno Gomes de Andrade Moura Martins

Jorge Paulo Sacadura Almeida Coelho

Arnaldo José Nunes da Costa Figueiredo

#### Members

Maria Manuela Queirós Vasconcelos Mota dos Santos

Maria Teresa Queirós Vasconcelos Mota Neves da Costa

Maria Paula Queirós Vasconcelos Mota de Meireles

Carlos António Vasconcelos Mota dos Santos

Ismael Antunes Hernandez Gaspar

José Pedro Matos Marques Sampaio de Freitas

António Martinho Ferreira Oliveira

Manuel António Fonseca Vasconcelos Mota

João Pedro dos Santos Dinis Parreira

Eduardo João Frade Sobral Pimentel

Luís Filipe Cardoso da Silva

Luís Francisco Valente de Oliveira

António Bernardo Aranha da Gama Lobo Xavier

António Manuel da Silva Vila Cova

Francisco Manuel Seixas da Costa

Sofia Salgado Cerveira Pinto

Ana Paula Chaves e Sá Ribeiro

### Executive Committee

#### Chairman

Gonçalo Nuno Gomes de Andrade Moura Martins

#### Deputy-Chairman

Carlos António Vasconcelos Mota dos Santos

#### Members

Ismael Antunes Hernandez Gaspar

José Pedro Matos Marques Sampaio de Freitas

Manuel António Fonseca Vasconcelos Mota

João Pedro dos Santos Dinis Parreira

Eduardo João Frade Sobral Pimentel

Luís Filipe Cardoso da Silva



## 2.4. COMMITMENTS TO EXTERNAL INITIATIVES AND RELATIONSHIP WITH STAKEHOLDERS

**Mota-Engil Group considers that it is essential to focus its attention in the multiple stakeholders with which it relates.**

### Commitments to external initiatives

#### Activities Related with Associations

Aware of its role in the society and in order to more effectively ensure the interaction and the dialogue with the stakeholders, Mota-Engil Group actively participates in several organisations of an industrial and commercial nature.

The presence in these associations takes the form of financing its activities through the effort of contribution of the affiliated companies and through the exercise of functions in their executive bodies.

Mota-Engil Group, due to the strategic importance that these institutions represent as factors of cooperation and of close relationship with the business community, is a part, through its various companies, of sectoral associations, corporate associations, chambers of commerce and other bodies. The Group is thus represented in the sectors where it operates and in the chambers of commerce of the geographic markets where it operates.

### Relationship with stakeholders

#### Identification of the Stakeholders

Mota-Engil Group considers that it is essential to focus its attention in the multiple stakeholders with which it relates. Due to the dimension and diversified nature of its activities in

multiple locations and reference economic, social and cultural contexts, the framework of relationships of Mota-Engil Group is significantly extended, and it regularly assumes new outlines.

The processes of identification and approach of the main stakeholders depend, to a great extent, on the dynamics and on the specific characteristics of each region where the Group operates.

Regarding the Mota-Engil Group, due to its international and diversified nature and given the purposes of its strategic development, the consolidation and the constant search for new opportunities of business put a special emphasis on its customers (national and international, institutional or of the private sector), on its business partners and on the universe of its employees. Similarly, the shareholders of the Group, investors, financial and insurance sector entities, the media and non governmental organisations, as well as the regulatory entities, assume a vital importance. The universities and the local communities should also be mentioned for the impact of the sector of construction on the social and environmental fields, as well as the wide range of suppliers of products and services, which is a special feature of this activity characterised by its extensive demand chain. The identification of these stakeholders is transversal to the whole Group.



## Approach to stakeholders

The approach to the stakeholders by Mota-Engil Group, as a whole, consists of the adoption of a number of means of communication that provide a wide range of information on the activities of the Group.

### Stakeholders

As regards the approach to the stakeholders, it is important to mention the following aspects:



#### EMPLOYEES

- Management meetings and knowledge-sharing forums
- Newsletters and regular publications – Synergy
- Training courses
- Mota-Engil TV
- Talent management through Success Factors
- Internal job opportunities, through CareerME
- ON.ME corporate portal



#### CUSTOMERS

- Customer satisfaction surveys
- Group activity information via website



#### SUPPLIERS

- Training courses for suppliers
- Supplier satisfaction surveys and partnership development



#### UNIVERSITIES

- Protocols
- Partnerships for the development of specific studies and projects
- Young talent programmes via CareerME



#### MEDIA

- Events, construction tradeshows, and seminars
- Magazine and newspaper articles and news
- Group activity information via website



#### ASSOCIATIONS

- Work groups and other initiatives

#### PUBLIC ENTITIES

- Report and Consolidated Accounts
- Satisfaction surveys and protocol signing



MOTA-ENGIL AFRICA – CABINDA



## 2.5. HUMAN RIGHTS

### Respect and promotion of the populations' and indigenous people's rights where we operate.

Mota-Engil Group respects and promotes the human rights in all the cultural, socio economic and geographical contexts where it operates.

This conduct naturally extends to the Group practices in terms of the investment policy and of the supply chain management. It intends to cover the principles which guide the Group in the direct activities it performs, namely as regards occupational safety and health.

There were no situations of discrimination reported within the Group's companies. On the other hand, the Group fully ensured the exercise of work related associative rights, particularly freedom of association and collective bargaining, which corresponds to mandatory constitutional and legal aspects.

The Group does not have any situations of child or forced labour.

The workers, or the subcontractors, involved in questions of safety of installations and safeguards of their assets (there are

no workers or subcontractors involved in missions of personal safety in the Group) respect, in their personal interactions, the legally established rights in each geographical space where they carry out their functions.

Finally, it should be mentioned that Mota-Engil Group does not usually carry out activities in any territory where the rights of the populations or indigenous people are or may be undermined.

*Mota-Engil Group does not usually carry out activities in any territory where the rights of the populations or indigenous people are or may be undermined.*



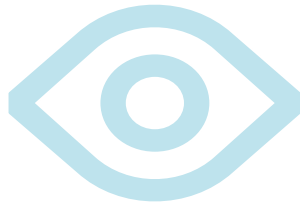
MOTAENGIL



Sustainability Report 2018



- 
- 3.1. OUR PEOPLE
  - 3.2. OUR COMMUNITIES
  - 3.3. OUR LEGACY
  - 3.4. THE ENVIRONMENT
  - 3.5. OUR HEALTH & SAFETY
  - 3.6. OUR INNOVATION
  - 3.7. OUR ECONOMIC PERFORMANCE



# 03

## We Value Sustainability


---

### *Promoting Sustainability*

Ambition, Integrity, Cohesion and Group Spirit.  
In the construction of a better future.

# We value Sustainability

*In line with the Sustainable Development Goals (SDGs), a model that aims at ending poverty, promoting worldwide prosperity and well-being, protecting the environment, and fighting climate change.*



As a fundamental purpose undertaken by the organisation, Mota-Engil is committed to the sustainability of its customers, communities and employees. Within the most relevant values, and strengthening its sustainability commitment, Mota-Engil defined five areas of activity for 2018-2020, in accordance with its core activity: investment in the community, safety, environment, ethics and compliance, and diversity and inclusion.

## **Maintaining the focus on sustainability...**

### **Investment in the community**

Taking advantage of the geographic distribution of the Group and its daily operation in 30 countries (European, African and Latin-American), Mota-Engil faces highly complex social challenges, along with its stakeholders. Sensitive to the reality of its context, Mota-Engil offers long-term benefits to all stakeholders, fostering education and the construction of local support structures, promoting employability and community development through its work.

### **Safety**

Committed to the prevention of occupational accidents and illnesses and the promotion of employee well-being, Mota-Engil operates in line with a strict occupational health and safety strategy, ensuring compliance with safety standards, promoting healthy workplaces and greater quality of life for its employees.

### **Environment**

Boosting operational excellence, Mota-Engil has defined a new environmental strategy focusing on profitable solutions, decreasing water, power and CO<sub>2</sub> consumption, alongside an overall increase in project efficiency.

### **Ethics and compliance**

Seen as the sound pillars of Mota-Engil culture, ethics and compliance are fundamental values reflected in and poured into the Group's Code of Conduct, an effective vehicle to align institutional values, conveying the best internal practices and the zero tolerance policy towards any form of violation of human rights, or other violations.

### **Diversity and Inclusion**

The diversity and inclusion vision, along with the gender equality strategy and plan strengthen a fair and inclusive workplace culture at Mota-Engil. Throughout the last few years the Organisation has been increasing the number of women at the Group, namely, in senior and management positions. The importance of a workplace characterised by diversity and inclusion is highlighted in the Group's Code of Conduct, with zero tolerance towards discrimination and harassment. Moreover, the Group currently has over 30,000 employees spanning across 70 nationalities.



# SUSTAINABLE DEVELOPMENT GOALS

The 17 Sustainable Development Goals and their 169 targets comprise a guide for the actions to be undertaken by the international community by 2030, committing to a global model that aims at ending poverty, promoting worldwide prosperity and well-being, protecting the environment, and fighting climate change.

Since Mota-Engil's sustainability strategy is aligned with and committed to the sustainability guidelines resulting from the SDGs, the Group spread the main initiatives developed in 2018, giving priority to the SDGs it considers relevant for the different areas in which it operates.



## 3.1. OUR PEOPLE



# This is the strength of Mota-Engil.

It is for the people and with the people that the Group will continue assuming its position in the world.



---

IN THIS CHAPTER WE EMPHASIZE THE GOALS 4 AND 5  
SUSTAINABLE DEVELOPMENT GOALS



MOTA-ENGIL PERU



## Duarte Araújo



MARKET:  
ANGOLA



FUNCTION:  
PRODUCTION MANAGER

*The human side of ME*

KNOW MORE ABOUT DUARTE'S JOURNEY  
AND THE CHALLENGES LIVED IN MOTA-ENGL GROUP



[http://memedia.mota-engil.com/podcast/Capital\\_Humano\\_Diversidade.html](http://memedia.mota-engil.com/podcast/Capital_Humano_Diversidade.html)



**I feel that the company has acknowledged and appreciated my efforts, commitment and dedication.**

---

**A**fter completing a degree in civil engineering and then a master's in renovation project management, I sought to work on large-scale projects alongside the finest professionals in the largest company in the Portuguese construction industry. This opportunity arose for me through the trainee programme known as Start@ME in October 2009 after which I joined Mota-Engil Pavimentações in Portugal. My two and a half years working with this company allowed me to learn, to grow and to create an important basis for the future, having shared my working day with fine professionals, people who I still hold in great esteem and consider as friends. In April 2012 an overseas career with Mota-Engil Angola was proposed to me with responsibility for managing the asphalt and surfacing division. Seven years later I now find myself coordinating the hydraulic concrete, asphalt and surfacing and road markings departments with great perseverance, commitment and hard work. In summary, over these past 10 years I feel that the company has acknowledged and appreciated my efforts, commitment and dedication, having given me opportunities to grow and to build a successful career within the group. I usually say that I live in this “house” as if it was my “house” and I am proud to belong to the Mota-Engil Group.

HUMAN RESOURCES

# Main Indicators

People are the main driving and living force of Mota-Engil, an international reference Group in the delivery of engineering solutions and high added value infrastructure management.

# 31.992

TOTAL NUMBER OF EMPLOYEES

“We are what we do” – Mota-Engil believes that the main distinctive factor lies in the people



**34%**  
between  
30 and 39  
years



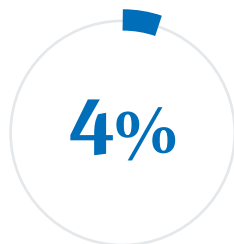
**25%**  
> 20 years  
of seniority



**4%**  
employees on  
international  
mobility

TOTAL NUMBER  
OF EMPLOYEES ON  
INTERNATIONAL MOBILITY

# 1.375



EUROPE: 50



AFRICA: 1.122



LATIN AMERICA: 203

All percentages are rounded to units.



**326**  
1% HOLDING



**8.496**  
27% LATIN AMERICA

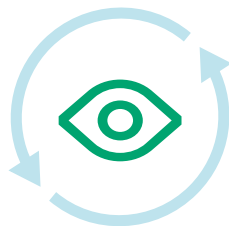


**8.578**  
27% EUROPE



**14.592**  
46% AFRICA

■ WOMEN ■ MEN



**Mota-Engil focus on the development of potential and talent capture.**



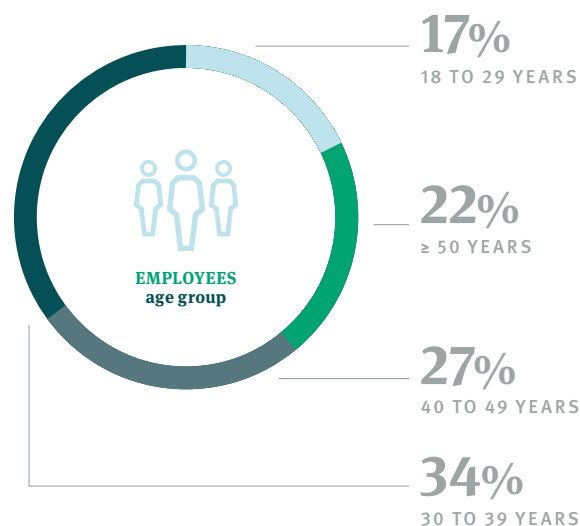
*Focus on a people management capable to attract, develop and retains its employees, guaranteeing a uniform view and cross-sectional to the Group.*

## Characterisation of Mota-Engil employees

### DISTRIBUTION OF EMPLOYEES PER REGION \*

	No.	%
Holding	326	1%
Europe	8,578	27%
Africa	14,592	46%
Latin America	8,496	27%
<b>Total</b>	<b>31,992</b>	<b>100%</b>

\*Detail: In 2018, 23% of Group employees were located in Portugal (headquarters of Mota-Engil).



### DISTRIBUTION OF EMPLOYEES PER REGION AND GENDER \*

	Women		Men	
	No.	%	No.	%
Holding	169	52%	157	48%
Europe	1,229	14%	7,349	86%
Africa	1,652	11%	12,940	89%
Latin America	946	11%	7,550	89%
<b>Total geral</b>	<b>3,996</b>	<b>12%</b>	<b>27,996</b>	<b>88%</b>

\*Detail: In 2018, 20% of management positions were occupied by women.

**5,546**  
EMPLOYEES  
between the ages of 18 and 29 years

*In 2018, the younger employees represented 17% of the total employees*

### DISTRIBUTION OF EMPLOYEES PER REGION AND AGE GROUP \*

	18 to 29 years		30 to 39 years		40 to 49 years		≥ 50 years	
	No.	%	No.	%	No.	%	No.	%
Holding	53	16%	77	24%	90	28%	106	33%
Europe	699	8%	1,889	22%	2,582	30%	3,408	40%
Africa	3,005	21%	5,924	41%	3,513	24%	2,150	15%
Latin America	1,789	21%	2,938	35%	2,350	28%	1,419	17%
<b>Total</b>	<b>5,546</b>	<b>17%</b>	<b>10,828</b>	<b>34%</b>	<b>8,535</b>	<b>27%</b>	<b>7,083</b>	<b>22%</b>

\*Detail: In 2018, the average age of Group employees was around 39.



### DISTRIBUTION OF THE EMPLOYEES PER REGION AND SENIORITY

	< 3 years		3 to 10 years		10 to 20 years		≥ 20 years	
	No.	%	No.	%	No.	%	No.	%
Holding	79	24%	64	20%	100	31%	83	25%
Europe	3,282	38%	1,836	21%	2,683	31%	777	9%
Africa	11,071	76%	2,100	14%	997	7%	424	3%
Latin America	7,201	85%	1,153	14%	91	1%	51	1%
<b>Total</b>	<b>21,633</b>	<b>68%</b>	<b>5,153</b>	<b>16%</b>	<b>3,871</b>	<b>12%</b>	<b>1,335</b>	<b>4%</b>

### DISTRIBUTION OF EMPLOYEES PER REGION AND LEVEL OF QUALIFICATIONS

	Primary		Secondary		Higher Education	
	No.	%	No.	%	No.	%
Holding	53	16%	87	27%	186	57%
Europe	5,176	60%	1,648	19%	1,754	20%
Africa	9,978	68%	3,550	24%	1,064	7%
Latin America	4,417	52%	2,525	30%	1,554	18%
<b>Total</b>	<b>19,624</b>	<b>61%</b>	<b>7,810</b>	<b>24%</b>	<b>4,558</b>	<b>14%</b>

### DISTRIBUTION OF EMPLOYEES PER TYPE OF EMPLOYMENT CONTRACT \*

	Fixed-Term Contract		Permanent Contract	
	No.	%	No.	%
Holding	68	21%	258	79%
Europe	2,961	35%	5,617	65%
Africa	11,854	81%	2,738	19%
Latin America	5,744	68%	2,752	32%
<b>Total</b>	<b>20,627</b>	<b>64%</b>	<b>11,365</b>	<b>36%</b>

### DISTRIBUTION OF THE EMPLOYEES ON INTERNATIONAL MOBILITY BY REGION

	Women		Men		Total	
	No.	%	No.	%	No.	%
Europe	4	8%	46	92%	50	4%
Africa	59	5%	1,063	95%	1,122	82%
Latin America	16	8%	187	92%	203	15%
<b>Total</b>	<b>79</b>	<b>6%</b>	<b>1,296</b>	<b>94%</b>	<b>1,375</b>	<b>100%</b>

\*Detail: In 2018, 64% of employees located in Portugal (headquarters of Mota-Engil) had a permanent employment contract.



LAGUNAS NORTE BARRICK2 – LA LIBERTAD

## Human Resources Policy

The Human Resources Policy is an essential pillar in the support to the international development, diversification and expansion of the Mota-Engil Group. In line with the strategic plan StepUp 2020, the Human Resources Policy is structured around four main objectives:

### Culture of merit

Ambition is an intrinsic value of the DNA of Mota-Engil and, in this regard, a philosophy based on the management and acknowledgement of merit is promoted, encouraging its people to search for new challenges, to grow and to overcome barriers.

### Reinforcement of culture and organisational model

Under the motto “one single Group, one single Project, one only Strategy”, Mota-Engil invests in the implementation of a uniform organisational model that is transversal to the Group, and that facilitates communication, promotes the efficiency of the processes and mobility between markets and regions.

### Development and mainstreaming of competences

“We are what we do” - Mota-Engil believes that the main distinctive factor lies in the people, in the accumulated experience and know-how, in the diversity and in the intelligence distributed within the Group and, in this regard, it promotes the preparation, empowerment and development of the competences of its employees in order to guarantee the mainstreaming of knowledge within Mota-Engil.

### Global staff mobility

The challenges of the diversification and internationalisation of the Group are increasingly requiring the capacity to transform

mobility in a unique factor for the presence of the company with the customers, partners and communities and a factor of cohesion, exchange and growth of its people.

This is the strength of Mota-Engil: It is for the people and with the people that the Group will continue assuming its position in the world.

## Principles of equality and non-discrimination

The Mota-Engil Group assumes its role as regards the defence of the principles of equality and non discrimination, as well as the information on all the workers within this scope.

This policy extends to all the aspects of the working life and involves an attitude of equality of treatment and of non discrimination on matters such as recruitment and selection of human resources, wage policy, career development and all the other aspects concerning the employment relationship.

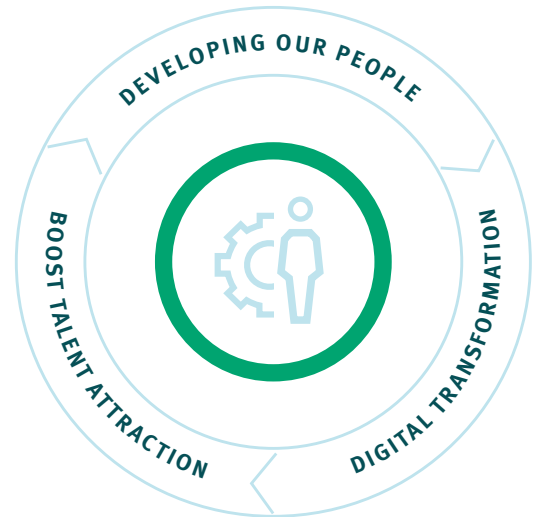
At the level of the remunerations there are no distinctions concerning the gender or age of the employees.



## Human Resources Corporate Roadmap

Mota-Engil focuses on a type of management to attract, develop and retain its employees, ensuring an even vision cross-cutting all Group realities and businesses.

Therefore, the HR policy, based on the Human Resources Corporate Roadmap, aims at contributing to talent development and enrichment at the Organisation, ensuring, at the same time, business needs and goals, in order to guarantee alignment with the Group's strategic plan.



## Boost Talent Attraction

Mota-Engil invests in the attraction and development of young people with high potential, through a set of talent programmes aimed at identifying and attracting future professionals for its markets, by providing a first challenging contact with the labour market.

**We seek to develop and enrich talent in the organization.**

## LEARN@ME

**21** CURRICULAR and summer internships 

**156**

APPLICATIONS RECEIVED

**14**

COMPANIES INVOLVED

**> 50**

STUDENTS IN HOSTING SESSIONS AT THE COMPANY

The programme Learn@ME, directed at young students, promotes labour market proximity, and fosters early identification of young people with high potential. To this end, it covers the following vectors:

- Collaborating in academic and research projects fostering know-how and experience sharing;
- Hosting groups of students wanting to get to know the Mota-Engil Group;



LEARN@ME | VISITS TO MOTA-ENGIL COMPANIES AND BUSINESSES

- Attracting graduate and post-graduate students interested in a curricular or summer internship.

Within this scope the partnership with the Ashinaga organisation and Princeton University allowed the programme to continue at an international scale, providing students with a summer internship in one of the Group's markets.



LEARN@ME TESTIMONIALS

**“The Mota-Engil Group is a powerhouse of dynamic learning and unforgettable experiences. Mota-Engil is actually concerned with its employees and interning at this excellent company was a unique experience I truly cherish.”**

**MANDY YANG**  
Princeton University

**“I had the pleasure of being in the field surrounded by experienced and yet approachable professionals. From several areas and who conveyed valued engineering knowledge. I learned so much, technically and personally. It was an excellent experience that will undoubtedly contribute to my training as a future civil engineer.”**

**RUI SILVA**  
University of Minho



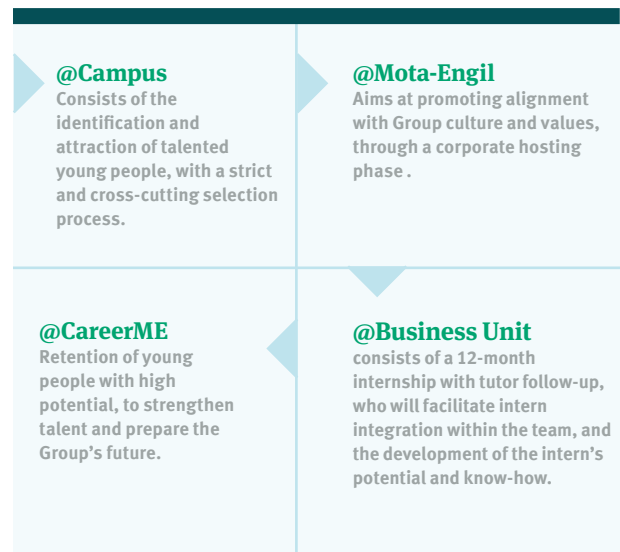


## START@ME

Start@ME aims at attracting and integrating talented young people, starting off their careers, for a professional internship with the Group, for a period of one year.

This program intends to boost individual development and offer a wide range of experiences and learning processes, through contact with different businesses, the knowledge of innovative methodologies and solutions, a broad networking system, as well as the development of critical competences in the international context.

This programme is structured as follows:



## PHASE 1: @CAMPUS

**+2,000**

APPLICATIONS RECEIVED

**+50**

NATIONAL AND INTERNATIONAL institutions and universities

**+700**

APPLICANTS INVOLVED in dynamics and interviews

**+1,000**

TESTS CONDUCTED



**PHASE 2: @MOTA-ENGIL**

**2 WEEK**

CORPORATE HOSTING

**11,5K**

HOURS INTENSIVE TRAINING

*Visits to Group companies and sites, contact with Top Management and teambuilding, are examples of activities carried out during the corporate hosting.*



1

**PHASE 3: @BUSINESS UNIT**

**12**

MONTH INTERNSHIP



**+10**

COUNTRIES INVOLVED IN THE THREE REGIONS

MEXICO  
PERU  
BRAZIL

ANGOLA  
IVORY COAST  
GUINEA CONAKRY

MALAWI  
MOZAMBIQUE  
RWANDA  
TANZANIA  
UGANDA

PORTUGAL  
IRELAND  
UNITED KINGDOM



2

**PHASE 4: @CAREERME**

**85%**

INTEGRATION RATE

**84%**

OVERALL PROGRAMME SATISFACTION



3

\*Data pertaining to the Start@ME'17 (ending in October 2018).



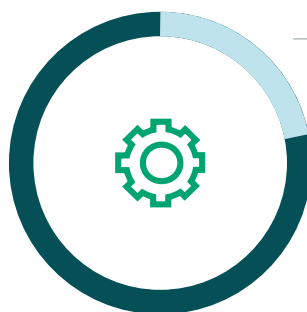
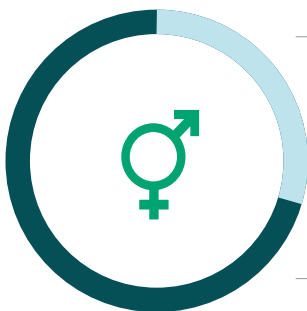
START@ME TESTIMONIALS

**“Start@ME challenged me to live in one of the biggest and most bustling African cities, Kampala, and work in a highly complex project, like the Kampala Northern Bypass. Experiencing a different culture and life style helped me unlock my potential as a person and engineer: help build new opportunities.”**

**SAMUEL SOUSA**  
Universidade Nova de Lisboa

**116**  
SELECTED  
TRAINEES

12-month  
internship with  
tutor follow-up



**“Working in a foreign country gave me the opportunity to meet other people. A different culture in a workplace of great cooperation and mutual assistance. On the one hand, I am encouraged to learn and collaborate with my team and, on the other hand, to face the challenges that arise and live up to the responsibilities I am tasked with”**

**JOANA RUAS**  
Technical University of Lisbon

1, 2 AND 3. START@ME | PROFESSIONAL INTERNSHIP PROGRAMME

## Developing our people

Mota-Engil contributes to the personal and professional preparation, empowerment and development of its employees through its training academy – AcadeME – which ensures the dissemination of knowledge existing within the Group, while strengthening core areas and critical business issues.

In 2018, with a view to competitiveness and profitability improvement in project execution, Mota-Engil started a transformation process for a new work planning culture, with a more collaborative approach and greater commitment on part of all players.

Within this scope, awareness sessions engaging different Group markets and companies were conducted, in order to identify a methodology to strengthen the efficacy of planning processes and methods, based on the following objectives:

- Critical reflection on the best market practices and solutions;
- Knowledge and experience sharing within the Group;
- Know-how and critical Group skills acquisition and development.



**+300** EMPLOYEES

*3 construction core areas:  
production, planning and  
business.*



**23**  
MARKETS

MEXICO  
PERU  
BRAZIL  
COLOMBIA  
PARAGUAY  
ARUBA  
DOMINICAN  
REPUBLIC

ANGOLA  
IVORY COAST  
GUINEA  
CONAKRY  
MALAWI  
SÃO TOMÉ  
AND PRÍNCIPE  
ZIMBABWE  
CAMAROON

MOZAMBIQUE  
RWANDA  
TANZANIA  
UGANDA  
SOUTH AFRICA  
ZAMBIA

PORTUGAL  
POLAND  
IRELAND

Following the results obtained, a common methodology for the physical planning of work – Last Planner System – was implemented at the Group's sites. This implementation essentially aims at achieving the following goals:

- Developing a set of tools, systems and processes to transparently measure and report site performance;
- Increasing compliance with the site's work plan, ensuring a constant work flow;
- Implementing a training academy in order to empower employees and develop their planning practices and tools, as well as cross-cutting skills necessary for task performance.

1 AND 2. ACADEME | AWARENESS  
SESSIONS

3. SUCCESS FACTORS | TALENT  
MANAGEMENT PLATFORM



## Digital Transformation

The Mota-Engil Group has been investing in HR digitalisation since 2015, having chosen the cloud platform SAP Success Factors as the Group’s main talent management tool, namely in performance and recruitment management.

The adoption of this tool is part of the digital transformation vector of the Human Resources Roadmap, and is based on three main goals:

- Global and multi-geography coverage, responding to the need to reach the Group’s multiple and disperse companies;
- Focus on business and local operational decision makers, allowing for customised and decentralised decision-making without losing the cross-cutting and global nature of policies and solutions;
- Streamlining, transparency and agility, guaranteeing easy information access and sharing between employees and different Group areas.



Through this platform, Mota-Engil guarantees the implementation of its performance management model – PerforME – based on the principles of transparency and meritocracy, ensuring decentralisation for the several Group businesses and geographies.

The performance management model’s mission is to support employee development, ensuring continuous follow-up and feedback on part of the leadership, as well as guaranteeing the pursuit of objectives in line with the company’s strategic priorities.



**45%**  
OF LARGEST  
MARKETS  
40 COMPANIES

**+133,500**  
LOGINS  
THROUGHOUT 2018

**+7,200**  
ACTIVE USERS

**+2,100**  
CURRICULA FILLED  
OUT

- > 4,500 employees involved in the performance evaluation process;
- > 6,700 hours of training;
- > 750 assessors/leaders involved;
- 90% of employees satisfied or very satisfied with the platform.

In 2018, the Group decided to also digitalise the entire recruitment process, from need identification to the on-boarding of a new employee. To that end, the entire recruitment process was revised and restructured based on cross-cutting guidelines, with a tailor-made career website to provide potential applicants with a better understanding of the Group’s experience, learning potential and evolution.

Therefore, the process met the following goals:

- Offering a perspective of the opportunities and testimonies of our people regarding the experience of working at Mota-Engil;
- Optimising recruitment cycle management in order to more effectively meet Group needs;
- Strengthening employer branding and social networking within the Group.

## In 2018, we evolve to a global recruiting

**160**  
APPLICANTS  
SUCCESSFULLY AND  
DIGITALLY RECRUITED

**+200**  
PROCESSES  
OPEN

**+10,500**  
APPLICATIONS  
RECEIVED



START@ME 2018 | INTERNATIONAL WOMEN'S DAY

## Women at Mota-Engil

Mota-Engil drafted an Equality and Non-Discrimination Plan with the purpose of developing actions and pilot trials which comprise positive practices in terms of fight against discrimination and inequality between men and women.

Consolidating an equality-oriented corporate culture, Mota-Engil formally created the Committee for Equality between Women and Men. This committee is tasked with proposing and coordinating a set of procedures and measures, with a view to contributing to socially responsible management, based on equality and trying to mitigate horizontal segregation.

The Plan for Equality and Non-Discrimination of Mota-Engil was drafted in 2018, for the 2019-2020 period, aimed at developing pilot initiatives and experiences which translate positive practices in the fight against discrimination and inequality between men and women, and which foster a new organisational culture, capable of perceiving and valuing (personally and professionally) the contributions of both genders, strengthening the principle of equality in its practices, while serving as motto to improve competitiveness. This plan, publicly available on Mota-Engil's

institutional website, is rooted in six activity areas, considered strong foundations, promoting global awareness within the scope of the organisational strategy:

- Strategy, mission and values;
- Human resources;
- Social dialogue and employee participation;
- Training;
- Communication and image;
- Balancing the professional, family and personal sides of life

## Women Friendly Company



**MANVIA ACCOLADE**  
Women in Business Association

*In 2018, Manvia was recognised as a Friendly Company by the Women in Business Association (WinB).*

an organisation established from the Lisbon Business Connections corporate platform, created by the Municipality of Lisbon to identify, implement and disseminate best practices, which make cities and their public and private organisations friendly spaces for women to invest, create or expand their companies or occupy top positions in their organisations.





## I am proud to be part of Mota-Engil Group



**Vânia Vieira**

 NATIONALITY:  
PORTUGUESE

 SENIORITY:  
10 YEARS

 FUNCTION:  
SITE MANAGER

*The human side of ME*

“I am proud to be with the Mota-Engil Group for the past 11 years.

It is great to work for a nationally and internationally renowned Group which lives and breathes values like cohesion, rigour, innovation and discipline.

I joined out of university, and I have had several opportunities to be part of different projects and work with amazing people who have helped me learn and grow. Within the organisation, I have always seen a collaborative culture and management focused on people and Group growth. Mota-Engil challenges, fosters and supports its employees to expand their training and advance their careers. Being a Mota-Engil employee is a demanding mission translated into many challenges.

Rwanda is a country of excellence in diversification, growth and internationalisation challenges for the Mota-Engil Group.

It is a country proud of its history, with faith in its values, and recognised as one of Africa’s most stable nations, remarkable free from corruption and pleasantly safe. Nowadays, the Rwandan parliament, with 61.3% of its seats occupied by women, leads in women representativeness worldwide.

Being a civil engineer in Rwanda is a privilege, and presents the opportunity to face new challenges, be part of exciting projects, grow personally and professionally, and overcome “obstacles”.

It is encouraging to feel that we can invest in people and in their training, and contribute to improve the lives of the communities we serve.



**Rosa Leticia De la Sota**

 NATIONALITY:  
MEXICAN

 SENIORITY:  
5 YEARS

 FUNCTION:  
SITE MANAGER

*The human side of ME*

“It is a challenge working at company as prestigious and renowned as Mota-Engil in construction, governed by a remarkable concern with its employees’ well-being. Working at a company like this allows me to enrich my work experience, showcase my professional skills, integrate a team, and contribute to successful projects.

Being a site manager throughout these five years, and in five different projects, has allowed me to enhance my professional experience, face different challenges on a daily basis, and always learn new things from each of my co-workers. It has also allowed me to coordinate with central management and site management, maintaining suitable communication and, to the extent possible, contribute to solve problems and achieve goals.”



**Amanda Dowd**

 NATIONALITY:  
IRISH

 SENIORITY:  
2 YEARS

 FUNCTION:  
PROJECT ENGINEER

*The human side of ME*

“While having no experience being a male project manager in Ireland, I can only assume you face the same conflicts within in the job role. It is a challenging but rewarding role and there is a great sense of achievement working through problems with both colleagues and clients to deliver a high standard project”.

## 3.2. OUR COMMUNITIES



# Think local, act global.

Respect the culture of the communities in the three continents where the Group operates is a commitment that defines the Mota-Engil Group's practices



IN THIS CHAPTER WE EMPHASIZE THE GOALS 1, 2, 3, 4, 5, 8, 9 AND 11 SUSTAINABLE DEVELOPMENT GOALS



LOCAL COMMUNITIES - PERU



## Benet Size



MARKET:  
ZIMBABWE



FUNCTION:  
MARKET'S SHEQ MANAGER

*The human side of ME*

KNOW MORE ABOUT BENET'S JOURNEY  
AND THE CHALLENGES LIVED IN MOTA-ENGIL GROUP



<http://memedia.mota-engil.com/podcast/Comunidades.html>



**Mota-Engil has  
in its DNA the  
aspect of social  
responsibility.**

I have been working for Mota-Engil for the past 7 years. I have had the privileged to work in two very distinct Markets (Malawi and Zimbabwe). In Malawi, I worked in the civils and mining works and in Zimbabwe I have been working in the mining division. I'm a living witness that Mota-Engil has in its DNA the aspect of social responsibility, well engraved and well defined. There are too many moments that I have witnessed and participated in the social responsibility activities, which have resulted in improved standard of living for the communities in which Mota-Engil conducts business. This is very important to Mota-Engil as it has been able to demonstrate that it takes interest in wider social issues, rather than just those that impact the profit margins. This makes me feel very proud to belong to Mota-Engil.

Thanks plenty ME.

## Our Communities

The Mota-Engil Group values, in a very special way, its relationship with local communities, regularly assessing the environmental and social impact caused by its activities.

Mota-Engil follows the highest standards of ethics, in particular those related with the promotion of fair competition, prohibition of bribes, illegal payments and corruption, and there isn't any situation to be reported at this level, as there isn't any penalty or fine arising from the adoption of any unlawful behaviour in this context.

As to public policies, the Group usually does not take any positions and does not contribute to political organisations.

## Communities integrate our main project!

Aware of the importance of local community development, the Mota-Engil Group started, in 2018, a multitude of initiatives in the various markets in which it operates.

Developing initiatives in connection with the fight against hunger, promoting the support to elderly people and deprived children, investing in environmental awareness of the communities, and in quality of life of the populations and contributing to the development of research, Mota-Engil seals its commitment with the surrounding communities.



1

1. MEXICO | SOCIALLY RESPONSIBLE COMPANY

2. MEXICO | INITIATIVES TO SUPPORT COMMUNITIES



2



## LATIN AMERICA

### MEXICO

# A company aligned with the United Nations Global Compact

*In 2018, Mota-Engil Mexico was distinguished as a Socially Responsible Company®*

### **Mota-Engil Mexico becomes a signatory to UN Global Compact**

Mota-Engil Mexico clearly commits to social responsibility practices, adopting a sustainability strategy in its organisational vision, promoting well-being inside and outside the company.

In 2018, Mota-Engil Mexico became a signatory to the UN Global Compact (UNGC), undertaking the responsibility of contributing to the global sustainability agenda, by basing its activity and strategy on 10 worldwide-agreed principles for human rights, labour, environment, and the fight against corruption.

To this end, Mota-Engil Mexico, through the social responsibility strategy, invests in initiatives and programmes aimed at contributing to the targets defined. An example is the education and career programme, implemented in 2018, with the dual goal of contributing to inclusive quality education, as well as

to gender equality and the empowerment of disadvantaged women and children. Therefore, the “Scientific-Technological Summer” initiative, which promotes STEM (science, technology, engineering and mathematics) careers for women and young girls, involved 16 schools, five Mexican states and the participation of 60% women.

Mota-Engil Mexico has also adopted, in the area of education, two measures to foster inclusive quality education: a scholarship programme for students who are children of Group employees and display outstanding school performance, and a school kit distribution programme at the beginning of each school year. Through these programmes, Mota-Engil has been able to support the education of over 500 students from the different local institutions.

Additionally, and for the third consecutive year, Mota-Engil Mexico was distinguished as a Socially Responsible Company® by the Centro Mexicano para la Filantropía (Cemefi) and Alianza por la Responsabilidad Social Empresarial (AliaRSE). This accolade is awarded to leading companies which proactively operate with a strong commitment towards social, environmental and corporate issues.

Thus, the company once again promoted, through crowdfunding, the “Workcamp Łódź 2018” project, which counted on young students from the Polish Association of Construction Engineers and Technicians, having as purpose the rehabilitation of the orphanage in Łódź.

Through the “We support locally” programme, which counts on more than 40 volunteers, Mota-Engil Central Europe once again participates in this social project for the renewal and decoration of several leisure areas within the orphanage.



## EUROPE

### POLAND

# Mota-Engil strengthens the “We Support Locally” programme



*Mota-Engil Central Europe once again promoted, through crowdfunding, the “Workcamp Łódź 2018” project.*

### **Mota-Engil Central Europe strengthens the “We Support Locally” programme in Poland**

Mota-Engil Central Europe implemented, in Poland, the “We support locally” programme, within the scope of its social responsibility strategy, encompassing a multitude of social projects adapted to the local community and their specific needs.





1 AND 2. ZIMBABWE | SOCIAL RESPONSIBILITY INITIATIVES

### **Mota-Engil Zimbabwe distinguished for its social responsibility policy with the award Excellence In Community - Community Empowerment**

In 2018, Mota-Engil Zimbabwe was distinguished by CSR Network Zimbabwe with the award “Excellence in Community - Community Empowerment” during the event “Zimbabwe National Responsible Business Awards 2018”.

As a socially responsible company, Mota-Engil Zimbabwe promoted a set of improvement initiatives, events and opportunities in the communities where it operates:

- Donation of school materials to primary schools in Hwange;



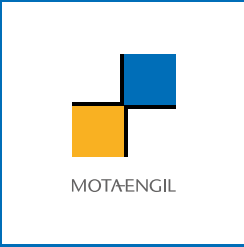
## AFRICA

### ZIMBABWE

# Zimbabwe distinguished for its social responsibility policy

*Mota-Engil Zimbabwe was distinguished with the award “Excellence in Community - Community Empowerment” during the event “Zimbabwe National Responsible Business Awards 2018”.*

- Participation in the Kmandama Memorial with in-kind and money donations;
- Drilling of water boreholes for the Chachachunda community;
- Participation in community events, such as the Independence Celebrations;
- Participation in the “Cleaning Campaign” in Harare on the occasion of the World Corporate Social Responsibility Day celebrations;
- HIV awareness and education campaigns for the employees.



## EUROPE

**+30**

INITIATIVES  
FOR THE  
REGION

*Initiatives in the scope of health and life quality of populations, promoting the support to the most vulnerable sectors.*





The Mota-Engil Group has executed, in 2018, a multiplicity of initiatives in the various markets where it operates, aware of the importance of the communities' local development.



## CAMPAIGN “PAPER FOR FOOD”

### MEEC

Mota-Engil participates once again in the campaign “Paper for food”, promoted by the “Federação Portuguesa dos Bancos Alimentares” with an environmental and solidary nature, in which all the paper gathered is converted into food products to be distributed among those in need



## HOMELESS SUPPORT

### MANVIA

Partnership with the non-profit organisation “Comunidade Vida e Paz” to support the rehabilitation and reintegration of homeless people, with in-kind donations and the organising of the Christmas party.



## SOCIAL SOLIDARITY PLAN

### RESULIMA

Within the scope of social responsibility, Resulima supported the refurbishment of non-profit organisations, with an equipment donation amounting to 20 thousand euros.



## CYCLE TO WORK CAMPAIGN

### POLAND

Mota-Engil Central Europe participates in the program “It is a bicycle ride to work” promoted by the local community of Kraków, that encourages the use of bicycles has transportation to go to work. The goal of this initiative is the environmental awareness and protection and the implementation of healthy lifestyles.



## SUPPORT TO THE ALZHEIMER SOCIETY OF IRELAND

### IRELAND

Fund-raising of 11 thousand euros for the UK charitable and research institution working with people with dementia and their caregivers.

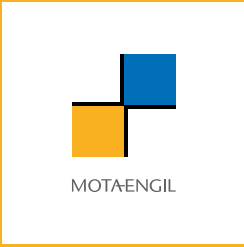


## “AJUDA DE PESO” INITIATIVE

### VALORSUL

Financial reward programme for non-profit institutions and associations, in order to raise awareness and foster sustainable practices in these institutions, along with a 12,500 euros donation to support the surrounding communities.

PORTUGAL  
SPAIN  
POLAND  
IRELAND  
UNITED KINGDOM



## AFRICA

**+40** INITIATIVES FOR THE REGION

*Initiatives in the scope of the fight against hunger, as well as promotion of an inclusive education and gender equality.*





The Mota-Engil Group has executed, in 2018, a multiplicity of initiatives in the various markets where it operates, aware of the importance of the communities' local development.

- ANGOLA
- MOZAMBIQUE
- MALAWI
- SOUTH AFRICA
- SÃO TOMÉ AND PRÍNCIPE
- ZAMBIA
- ZIMBABWE
- UGANDA
- RWANDA
- TANZANIA
- GUINEA CONAKRY
- CAMEROON
- IVORY COAST
- NIGERIA
- KENYA



## MUSA PROJECT

### ANGOLA

Support to project MUSA (United and Solidary Mothers in Angola), to promote the nutrition education of Angolan families on the brink of poverty.



## “HORTA SOLIDÁRIA” PROJECT

### MOZAMBIQUE

Project undertaken with the Makobo Platform to provide local families with their own vegetable garden to foster food self-sustainability.



## TRAINING INITIATIVES

### MALAWI

Training courses, with the local community, and workshops on economics, business and financial management, having as target-audience the women of the Kanthundi Khama community.



## MEALS ON WHEELS

### SOUTH AFRICA

Mota-Engil supported Meals on Wheels, a non-profit organisation which supports disadvantaged people by providing daily meals, with a money donation of R70,000 ZAR.



## RENEWAL OF LOCAL INSTITUTIONS

### ZAMBIA

Donation of construction materials, and repair works at local public health and education institutions - School and St. Joseph's Health Centre - in Kacholola.



## SCHOOL EXCHANGE PROGRAMME

### IVORY COAST

Exchange programme within the scope of vocational training between the Vocational School of Rural Development of Rodo and the Bingerville Orphanage, offering the participants the opportunity to learn the national customs, traditions and language.



## LATIN AMERICA

**+35** INITIATIVES FOR THE REGION

*Initiatives in the scope of promotion well-being of the communities, acting at the same time in the economic development for the region*





The Mota-Engil Group has executed, in 2018, a multiplicity of initiatives in the various markets where it operates, aware of the importance of the communities' local development.



## SCHOOL LIBRARY

### PERU

Construction of a school library at the educational institution 0051 José Faustino Sánchez Carrión, in the Carapongo district, Lurigancho Chosica, providing local students with a place to support the development of their school tasks.



## HOMELESS SUPPORT CAMPAIGN

### ECB

Clothing and blanket raising for donation to the homeless. Additionally, a money donation was made to Projeto Banho de Amor, which provides homeless people with basic hygiene, health and well-being conditions.



## CHRISTMAS MARKET

### MEXICO

Christmas market organised in conjunction with several non-governmental organizations to support at-risk groups within the local community.



## OCTUBRE ROSA

### GISA

Breast cancer awareness programme including activities and workshops to foster and disseminate suitable habits and behaviour for care and prevention.



## EVENT WITH EDUCATIONAL INSTITUTIONS

### COLOMBIA

Christmas Party for Urtio Antioqueño teaching institutions, including Christmas-themed leisure activities, culminating in the delivery of presents to 500 children at the event.



## LOCAL LABOUR EMPLOYMENT PROGRAMME

### PERU

Initiative aimed at boosting employment opportunities in the local community, promoting knowledge and critical skill development for the professionals involved.

MEXICO

PERU

BRAZIL

COLOMBIA

CHILE

DOMINICAN REPUBLIC

ARUBA

## 3.3. OUR LEGACY



# See, Listen, Act.

Perpetuate Manuel António da Mota's philanthropic legacy, contributing to the integrated development of the community



IN THIS CHAPTER WE EMPHASIZE THE GOALS 1, 2, 3, 4, 5, 8 AND 16 SUSTAINABLE DEVELOPMENT GOALS



MANUEL ANTÓNIO DA MOTA FOUNDATION



## Célia Morais



MANUEL ANTÓNIO  
DA MOTA FOUNDATION



FUNCTION:  
SOCIAL PROJECT MANAGER

*The human side of ME*

KNOW MORE ABOUT CELIA'S JOURNEY  
AND THE CHALLENGES LIVED IN MOTA-ENGIL GROUP



[http://memedia.mota-engil.com/podcast/Legado\\_Mota-Engil.html](http://memedia.mota-engil.com/podcast/Legado_Mota-Engil.html)



## Act in a humanistic manner which can be seen in the visible expression of gratitude

The Manuel Antonio Mota Foundation (Fundação Manuel António da Mota - FMAM) has a mission to contribute to the integrated development of the communities where the Mota-Engil Group carries on its business, both in Portugal and overseas in the social, educational, cultural and environmental fields.

Over the years, the FMAM has stood out due to its social actions with Group personnel and through its actions in the socio-economic field. The Foundation has worked with its employees to develop a range of programmes that provide a support network for the social problems that may arise for them. Simultaneously, it has consolidated its activity in the socio-economic field, developing partnerships with institutions for social support along with public entities aiming to broaden and extend the actions of the FMAM in those countries where the Mota-Engil Group operates. The philanthropic nature of Manuel Antonio da Mota inspired the Foundation to act in a humanistic manner which can be seen in the visible expression of gratitude and acknowledgement of those who are beneficiaries.

We believe in the benefits of a model of an ethically, socially and environmentally responsible management.

Therefore, we share a responsible attitude of sustainable growth, respecting the welfare of the future generation, implementing standards of eco-efficiency and contributing to the development of the community that surrounds us.

**This is our strength.**

## **In each attitude, a shared future!**

The sustainability in Mota-Engil Group materializes through the accomplishment of a set of strategic objectives, trying to define and to meet in practice the relevant strategy of sustainability. At the same time, and in the field of the communication of the performance in the social and environmental area, the strategy of sustainability also includes the regular publication of the Sustainability Report of the Group.

# **Manuel António da Mota Foundation**

## **GENERAL FRAMEWORK**

The Manuel António da Mota Foundation (FMAM) is an important instrument of the social responsibility policy of the Mota-Engil Group, as an organised and systematic expression of ethical and socially committed management, on behalf of an active and participatory corporate citizenship.

Established by the Mota-Engil Group and the Mota family, its reference shareholder, the Foundation, while bearing in mind its business matrix, seeks to fulfil a strategic vision for long-term value generation, based on the encompassing principles of sustainable development realised through a coherent and structured social responsibility policy, for which the Foundation is the preferred conduit.



MANUEL ANTÓNIO DA MOTA AWARD CEREMONY

Based in the city of Porto, the Foundation aims at promoting, developing and supporting charitable social initiatives of a cultural nature in education, health, environment, artistic activities, across the national territory and in the countries where the Mota-Engil Group operates. The Foundation also holds the annual Manuel Antonio da Mota Award.

**FMAM practices its action  
across national territory  
and in the countries where  
Mota-Engil Group is present**



The Foundation is managed by a Board of Directors and an Executive Committee in addition to the statutory Board of Curators, the Fiscal Council and the Consultative Council. The Foundation enjoys the material and financial resources needed to assure its future sustainability in pursuit of its statutory purposes.

In pursuance of its statutory goals, the Foundation establishes, as strategic objectives, social development, the annual Manuel António da Mota Award, the support to education and training, and the promotion of culture and of access to cultural assets.

## Mission

The mission of the Manuel António da Mota Foundation is to contribute to the integrated development of the communities where the Mota-Engil Group carries out its activity, in Portugal and abroad, in particular in the social, cultural, education, training and environmental areas.

## Vision

The Manuel António da Mota Foundation wishes to become a reference entity among similar national and international associations, honouring the inspiring memory of Manuel António da Mota, the spirit of its founders, legal persons of the Mota-Engil business universe and of the Mota Family, and contributing decisively to the reinforcement and consolidation of the strategy of social responsibility of the Mota-Engil Group.

## Values

In compliance with its statutory purposes, strategy, objectives, activities, policies and management systems, the Manuel António da Mota Foundation is governed by the preservation and upholding of the following values:

### Legality

Strict compliance with the law in all management decisions and acts, and respect for the rights and guarantees of the individual and legal entities with which it interacts.

### Impartiality

Impartial and non-discriminatory treatment in the proceedings concerning requests for support or funding coming from external entities, taking into consideration the statutory objectives, purposes and activity plans.

### Transparency

Respect for the ethical principles in all the practices and management systems, and transparency within the scope of the procedures that are likely to affect third parties' rights or interests.

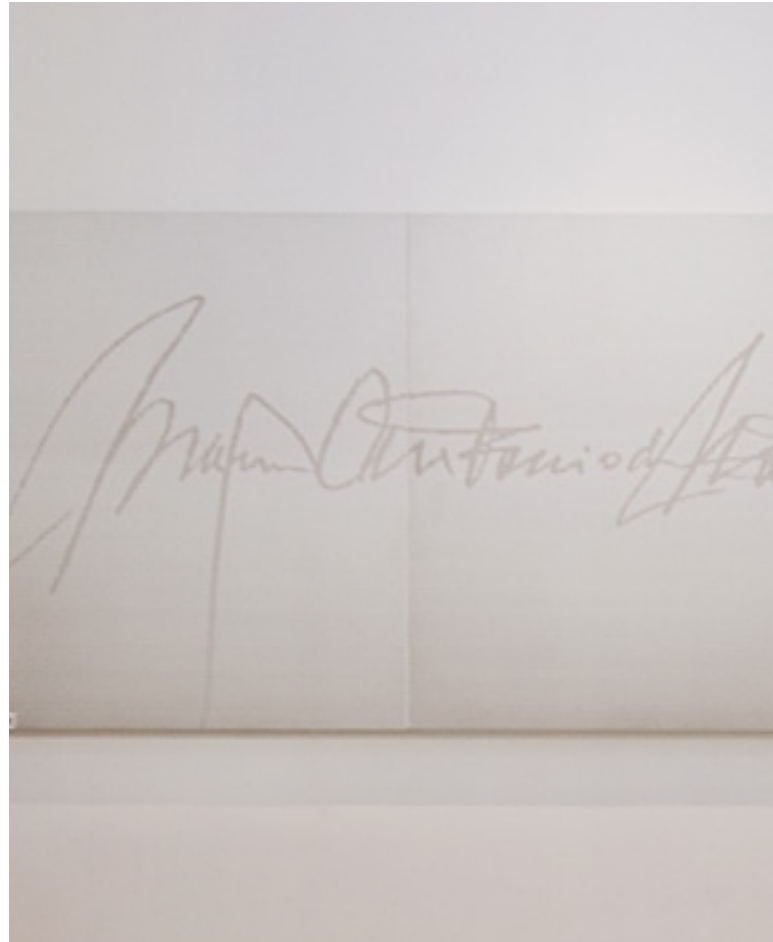
### Commitment and Accountability

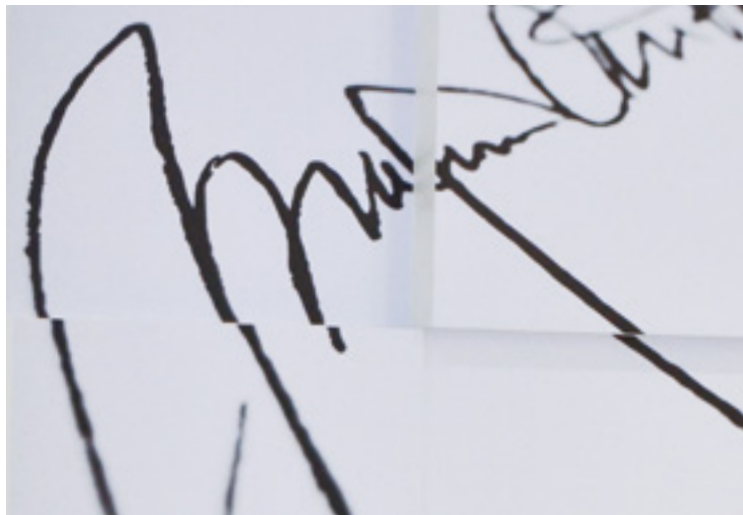
Adoption of a culture of commitment and accountability towards compliance with its statutory purposes, in the pursuit of the objectives set forth and other aspects pertaining to its activities.

### Rigour and Efficiency

Rigour and efficiency in the management of all human, financial and material resources allocated to the activity, and adoption of practices that promote quality and continuous improvement of the management methods and systems.

**To fulfil its statutory objectives, the Foundation has elected a set of strategic objectives to which its fields of action are subject and that constitute together the broad guidelines of its activity.**





MANUEL ANTÓNIO DA MOTA  
FOUNDATION HEADQUARTERS

### **Creativity and Innovation**

Promotion of an environment conducive to creativity and innovation in the design and implementation of internal initiatives, and in the support of external initiatives.

### **Sustainability**

Incorporation of social and environmental sustainability principles and practices into management systems, decision-making processes, and into the analysis and support of third party initiatives.

### **Participation**

Appraisal of the needs, expectations and aspirations of the recipients of its intervention, ensuring the dialogue and its regular and permanent participation in the definition of its strategic objectives, projects and activities.

## **STRATEGIC OBJECTIVES**

In compliance with its statutory purposes, the Foundation has chosen a set of strategic objectives, which define its areas of intervention, and which, as a whole, comprise the main guidelines of its activity.

### **1. Social development**

To contribute to the social development of the national and international communities where it exercises its activity.

- Social solidarity
- Social and family support for Mota-Engil Group employees
- Volunteering
- International projects

### **2. Manuel António da Mota Award**

To annually establish the Manuel António da Mota Award distinguishing organisations that stand out in the various fields of activity of the Foundation.

### **3. Education and training**

To support education, training and qualification of young people and adults, in particular with the most deprived public, enhancing human potential, promoting social and professional insertion and stimulating educational merit and the success.

- The Manuel António da Mota Vocational Training Centre
- Protocols and partnerships for education

### **4. Culture**

To promote culture and the enhancement of and access to the fruition of the cultural goods, in the areas of the visual arts, performing arts, music, humanities, science and technology.

- Cultural programme
- Support to cultural agents

## ACTIVITIES CARRIED OUT BY THE FOUNDATION IN 2018

The main activities and projects developed by the Foundation are described in accordance with its strategic objectives.

### 1. SOCIAL DEVELOPMENT

Given its business matrix and its nature as a privileged vehicle for the Group's social responsibility, the Foundation aims at contributing to the social development of national and international communities where Mota-Engil operates.

The strategic social investment in the community gives priority to the action in favour of the vulnerable and more deprived social groups and a particular sensitivity to emerging situations, which tries through its solidarity effort to fight against poverty and exclusion and to promote a social insertion and full citizenship.

Through the assistance given in the areas of social solidarity, deficiency, health, housing, sports, among others, the Foundation thereby seeks to contribute to the strengthening and sustainability of the third sector, supporting projects of renowned social relevance and impact.

Faithful to its business inception, the Foundation is equally aware of its responsibility towards Mota-Engil employees. As such, the social and family support to employees and the promotion of voluntary work are at the forefront of the concerns of the Foundation, which thus seeks to value the human capital of the Mota-Engil community, responding to its problems, giving a voice to its aspirations and promoting an active and involved citizenship through the independent and selfless contribution in voluntary work actions.

Therefore, throughout 2018, the Foundation developed new projects and continued to support those already underway, either individually or in partnership with other public and private entities:

#### Programme “Uma Obra, um Projeto”

The programme “Uma obra, um projeto”, created in 2017, focuses on social initiatives in major Group undertakings. In 2018, the programme continued the housing renewal project for disadvantaged families in the municipality of Vila Pouca de Aguiar, with the establishment of a collaboration protocol between the Foundation, the Municipality of Vila Pouca de Aguiar and the Just a Change association for the renewal of four housing units of disadvantaged families, benefiting thirteen people and involving the participation of 29 volunteers.

#### “Alta-Mente.e6g” Programme

The “Alta-Mente.e6g” project, created by a consortium including CPCJ – Porto Oriental (Commission for the Protection of Children and Youths), the Parish of Campanhã, the Group of Schools of Cerco, the Group of Alexandre Herculano Schools, the Monte

Aventino Drama Group, several Porto companies, and the Manuel António da Mota Foundation, aims at decreasing youth disengagement, namely through the social, educational and professional integration and young people aged 16 to 30 from the parish of Campanhã (Porto). With the support of the Manuel António da Mota Training Centre a session called “Um projeto Alta-Mente” was organised, displaying the project staff's interest in promoting activities to foster the employability of the students from the training centre.

#### “Acrescento + Proteção à minha Segurança” Campaign

Aimed at protecting employees from the hazards of UV radiation by adopting preventive measures in the workplace, the Foundation organised the “Acrescento + proteção à minha segurança” campaign at site of the “Desassoreamento da Albufeira do Açude-Ponte de Coimbra”, awarded to Mota-Engil Engenharia e Construção, in collaboration with the Portuguese Association of Skin Cancer (APCC) and within the scope of skin cancer prevention. Based on awareness raising of healthy sun exposure habits among the employees, both in labour and leisure contexts, the campaign aimed at fostering screenings and disseminating the main signs of skin cancer.

#### “Porto Amigo” Project

With a view to social urban cohesion and the promotion of decent housing conditions for the elderly, FMAM and the Municipality of Porto signed in 2011 a protocol called “Porto Amigo” to conduct





1 AND 2. MEEC & FMAM | CAMPAIGN  
“ACRESCENTO + PROTEÇÃO À MINHA  
SEGURANÇA”

housing renewal and retrofitting works for the elderly who depend on the municipality, living in poverty and residing in owner-occupied or rented housing.

### Disability and limited mobility initiatives

Regarding disability intervention, and within the scope of the cooperation protocol between the Manuel António da Mota Foundation, the Montepio Foundation and the company Mobilidade Positiva, several cases of citizens with permanent or temporary disability and facing economic hardship were identified and supported. Through this protocol, the entities involved aimed at providing a response to the support requests regularly submitted by such citizens, thus helping to fully or partially fund the acquisition of technical assistance/support products.

Additionally, throughout 2018, the Foundation supported the Association for the Inclusion of Youths and Adults (AIJA) with a summer camp for disabled people; the Association of the Deaf of Porto, particularly, with transportation to sporting events for the deaf community; Crinabel, Cooperative of Social Solidarity and Special Education, with the institution’s summer camp; NeuroSentidos – Development and Rehabilitation Centre, by financing the treatments of a young girl with multiple disabilities.

### Health Initiatives

Within the health area, the Foundation maintained the protocol with the Portuguese Oncology Institute of Porto (IPO); the North Section of the Portuguese League against Cancer (LPCC); the Portuguese Oncology Institute of Coimbra (IPOCFG); the Centre Section of the Portuguese League against Cancer; the University and Hospital Centre of Coimbra (CHUC).



The Foundation signed a protocol with the South Section of the Portuguese League against Cancer, created in 2018, to guarantee social support for cancer patients followed up at the Portuguese Oncology Institute of Lisbon. By signing this protocol, the Foundation ensures full coverage of mainland Portugal in support for cancer patients.

Furthermore, the Foundation continued to support Acreditar – Association of Parents and Friends of Children with Cancer; Associação Cura+; Recovery association; and the Portuguese Oncology Institute of Porto (IPO).

## FMAM Programmes

### Scholarships

The scholarships, amounting to 3 thousand euros per year per beneficiary, are awarded to higher education students, children of employees of the Group with less economic resources, who have good academic performance. This programme aims at promoting an equal opportunities policy, which contributes to higher standards of youth qualification and encourages their academic performance. In the school year of 2017/2018, 38 scholarships were awarded to children of Mota-Engil employees.

### Financial consultancy

is a programme which offers free consulting and support to employees in a situation of over-indebtedness or risk of financial imbalance, through financial assessment or support for financial recovery.

## Throughout 2018, the Foundation developed new projects and continued to support those already underway

### Social Support Fund

The Social Support Fund is an economic support instrument for Group employees and their household members specially aimed at helping with personal or family contingencies, which may result in an unexpected income hardship or increased expenses, susceptible of jeopardising economic security and stability. The financial support granted through the fund can be sporadic or continuous, depending on the characteristics of the circumstances that originated the application, which is reserved for the employees of the Mota-Engil Group with more than five years of seniority. In 2018, within the scope of this programme, 10 Group employees were supported.

## PROGRAMA BOLSAS DE PRIMEIRA INFÂNCIA 2018/2019



### “Primeira Infância” programme

The “Primeira Infância” programme consists of the implementation of two measures to support Group employees: kindergarten grants for low-income employees, to facilitate kindergarten attendance - in the school year 2017/2018, 19 grants were awarded; and the offer of a baby kit, comprised of essential products for childhood care and a pharmacy cheque, to all employees to have children. In 2018, 132 baby kits were offered to welcome the newborn babies of employees.

### Fundo 1+2

In 2018, the “Fundo 1+2” was also created, a permanent fund-raising instrument aimed at creating an internal solidarity network within the Mota-Engil Group, in order to respond to emergency situations which require urgent spending beyond the financial means of the employee and which may jeopardise human dignity.

### Habitat for Humanity International

Within the scope of volunteering, the Foundation once again counted on the participation of several Group volunteers in the Habitat for Humanity International project – 15 Group volunteers rebuilt houses for disadvantaged families – and in the Porto de Futuro project – five Group volunteers participated in the implementation of Junior Achievement Portugal programmes.

### Mota-Engil African Initiatives Programme

In 2018, the Mota-Engil African Initiatives programme was created, which will design and execute all social responsibility



## PROGRAMA BOLSAS DE ESTUDO

2018/2019

*Manuel António da Mota*  
FUNDAÇÃO MANUEL  
ANTÓNIO DA MOTA



project in Africa. The projects will be financed by Mota-Engil Africa, with the support of the Manuel António da Mota Foundation, and specific funds may be allocated to the Foundation, depending on the costs incurred in during the execution of the “Mota-Engil African Initiatives” programme.

To this end, the “Africa Committee” will be responsible for the creation and implementation of the “Mota-Engil Africa Social Grants” programme, meant to support high quality and efficacy social projects for the improvement of the quality of life of disadvantaged populations, through the development of social

1. “PRIMEIRA INFÂNCIA” PROGRAMME
2. SCHOLARSHIPS PROGRAMME
- 3 AND 4. MOTA-ENIGL AFRICAN INITIATIVES PROGRAMME

responsibility initiatives alongside Group works in Africa, where all major undertakings should include a reference social project, promoted solely by the Group or in partnership with other NGOs.

Within the scope of this programme, in 2018, several initiatives stand out, like the ones conducted in Angola (at Simendele and Calueque schools), in Ivory Coast (donation of 10,000 typhoid vaccines and deworming medication for children without access to medical care) and in Mozambique (CERCI Maputo institution, Makobo Platform project, Gorongosa National Park and Health4Moz, in order to send a Portuguese medical team to Mozambique to provide training and screening on renal illnesses to Mozambican healthcare professionals).

## 2. Manuel António da Mota Award

The creation of the Manuel Antonio da Mota Award is a statutory imperative for the Foundation and is intended to honour Mota-Engil’s founder by distinguishing outstanding organisations in various domains within the activities of the Foundation.

In the eight previous editions, the Manuel António da Mota Award focused on the following topics: fight against poverty and social exclusion in its first edition, in 2010; voluntary work,



in 2011; active ageing and solidarity between generations, in 2012; European citizenship, in 2014; social innovation, in 2015; education, employment and fight against poverty and social exclusion, in 2016; and education and employment, in 2017. In 2018, the team from University of Beira Interior won the 9<sup>th</sup> Edition of the Manuel António da Mota Award with the project eCO2blocks (detailed on page 89 of this report).

### 3. Education and training

Achieving one of its strategic objectives, the Foundation maintained its support to the education, training and qualification of young people and adults, particularly for the more disadvantaged, valuing human potential and promoting social and professional integration.

The Foundation, through its Manuel António da Mota Professional Training Centre, acts within the scope of the dual Apprenticeship system, a training scheme aimed at young people above the age of 25 who have completed the second stage of basic education which permits the dual academic and professional certificate and simultaneously privileges integration in the labour market and continuation of studies. This centre kept the training activity according to the qualifications that are included in the certification obtained from the Employment and Labour Relations Board (Direção Geral do Emprego e Relações de Trabalho - DGERT) as well as in the agreement signed with the Portuguese Professional Training and Employment Institute (Instituto do Emprego e Formação Profissional - IEFP).

## The eCO2blocks project wins the 9<sup>th</sup> edition of the Manuel António da Mota Award

### 4. Culture

The valuation of culture and the promotion of access to cultural assets constitute an important objective to the Foundation, which seeks to support institutions and initiatives that bring citizens and culture closer through the disclosure and support of young artists' work and the launching of projects of its own that enrich the national cultural scene, in a framework transversal to the remaining strategic objectives of the Foundation, in which social development, education, training and culture prove to be interconnected and mutually dependent.

Through a diverse programming including visual arts, music (with emphasis on the creation of a senior choir), cinema, educational projects and workshops, the Foundation sought to establish a dialogue between the local community and the national and foreign artists, musicians, film-makers and performers, so as to reflect new forms of artistic expression and facilitating the access to arts within a framework of dialogue with the community.



- 1 AND 2. CEREMONY OF AWARD OF THE MANUEL ANTÓNIO MOTA AWARD
3. SANTA CECÍLIA INTERNATIONAL COMPETITION
4. "CANTINHO DO ESTUDO" PROGRAMME
5. EXHIBITIONS IN THE FOUNDATION SPACE

The strategy of the Foundation in cultural matters also includes the use of its spaces and the areas surrounding its location as ideal spaces for the carrying out of cultural initiatives that allow for providing the cultural agents with the conditions necessary to the realisation of their artistic work.

The Foundation also provides support to the cultural agents of the various areas based on the convergence between the objectives of said agents and the strategic purpose of the Foundation in this area.

## 5. Openness to the Community

FMAM follows a policy of use of its spaces characterised by the spirit of service and openness to the community. Apart from the activity it carries out in the fulfilment of its strategic objectives, the Foundation regularly hosts in its facilities the organisations

of the civil society and of the third sector which, due to insufficient material or financial resources, express the wish to hold therein their meetings, working sessions, training actions or other activities, which they can do it freely, with full privacy and comfort and free of charge.

Making the most of its spaces, the Foundation maintained in 2018 an outstanding cultural offer in the city of Porto with a program of free-entrance exhibitions.



4



5

## 3.4. THE ENVIRONMENT



**More than  
a responsibility, protect  
nature is a commitment  
we make.**

The preservation of nature is present in all actions  
developed by the Mota-Engil Group



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IN THIS CHAPTER WE EMPHASIZE THE GOALS 12, 13, 14 AND 15  
SUSTAINABLE DEVELOPMENT GOALS



KERRY CENTRAL - IRELAND



## Ângela Vieira



COMPANY:  
**SUMA**



FUNCTION:  
**ENVIRONMENTAL TECHNICIAN**

*The human side of ME*

KNOW MORE ABOUT ÂNGELA'S JOURNEY  
AND THE CHALLENGES LIVED IN MOTA-ENGIL GROUP



<http://memedia.mota-engil.com/podcast/Ambiente.html>



**I believe that the efforts made have undoubtedly contributed to the construction of a better environment.**

**C**onstructing a better environment has been the watchword of SUMA and over the 15 years that I have been a part of this team, this has been the principle orientation of the company, by obtaining a triple certification in Quality, Environment and Safety as well as through the Department of Environmental Education and awareness of which I am proud to be a part.

Environmental education and awareness has been the main thrust of SUMA ever since it was founded and where management have acknowledged the fundamental role in the creation of a close relationship with the client, contributing to the civic maturity of the public served while also optimising the services provided. In relation to our competitors, this is undoubtedly a sign that makes us stand out from the rest and that is reinforced by the cohesiveness of our team, able to carry out actions for developing environmental awareness from conception to application on the ground. This strategic diversity has enabled us to respond to customer demands that often exceed the objectives set.

I believe that the efforts made have undoubtedly contributed to the construction of a better environment which leads me to carry out my job with determination and enthusiasm.

## Management Systems Certification: Quality and Environment



*Mota-Engil companies with certification of their Management Systems, within the scope of Occupational Health and Safety (as designated in abbreviation on pages 10 and 11 of this report)*

### Quality

#### ISO 9001:2015

CAPFIL, EGF, Manvia, Mota-Engil Engenharia e Construção, SUMA, Takargo, Vibeiras, Ireland, Poland, United Kingdom, South Africa, Angola, Mozambique, Aruba, ECB, GISA, Peru.

### Environment

#### ISO 14001:2015

EGF, Manvia, Mota-Engil Engenharia e Construção, SUMA, Takargo, Vibeiras, Ireland, Poland, United Kingdom, South Africa, Mozambique, ECB, GISA, Mexico and Peru.

## We preserve Nature, we preserve Life!

Aware of the importance of taking care of where we live, the Mota-Engil Group develops in all parts of the world a set of initiatives of awareness raising for the environment and starts a broad range of activities and investments within the scope



*Interactive awareness platforms*



*Energy consumption optimisation*



*Emission control*



*Decreasing greenhouse gases*



*Mitigating the use of plastic*



*Investing in eco-efficiency and life cycle*



*Rationalising resources*



CEREMONY OF AWARD OF THE MANUEL ANTÓNIO MOTA AWARD

of environmental management and protection, promoting the natural balance with the surroundings and sharing eco-friendly values of which we are extremely proud. Protecting nature is more than a responsibility, it is a commitment we undertake!



## Manuel António da Mota award delivered to the eCO2blocks project

*Use the waste to clean the cement industry*



**“We will be able to build a better future by reusing our waste, a future with an impact on an industry yet to optimise its waste treatment, like the construction industry.”**

**JOÃO CASTRO GOMES**  
Coordinator of C-MADE, Centre of Materials and Building Technologies, University of Beira Interior

### **Development of environmentally sustainable resistant and low-cost construction materials**

Under the motto Sustainable Portugal, Manuel António da Mota Foundation presented the Manuel António da Mota Award, on the occasion of its 9<sup>th</sup> edition, to the eCO2blocks project, from University of Beira Interior (UBI):

The eCO2blocks project consists of the development of construction products, mainly composed of industrial waste rich in calcium and magnesium, which harden with the absorption of carbon dioxide under constant conditions of dampness, temperature and pressure, and is aimed at replacing, partially or in full, the use of portland cement and reducing or eliminating the use of potable water and mineral natural resources in the production of construction materials.

MEEC

# Mota-Engil reduces energy consumption through photovoltaic panels

*Mota-Engil Engenharia e Construção aims at decreasing energy consumption from the Public Service Power Grid*



## Adapting production capacity to the local consumption regimen

Through the Self-Consumption Production Unit (Unidade de Produção de Autoconsumo - UPAC), installed at the Porto Alto Yard (Estaleiro de Porto Alto - EPA), Mota-Engil aims at decreasing energy consumption from the Public Service Power Grid (Rede Elétrica de Serviço Público - RESP), by producing part of the energy consumed through renewable sources, with photovoltaic panels. With an installed power of 92.2KWp, the UPAC consists of 352 panels of 260Wp, installed on the roof of pavilion B (maintenance workshop).

The project required an investment of 99 thousand euros, with an expected payback in six years.

Since its installation, in April 2016, 357.363KWh have already been produced, which corresponds to 42 thousands euros in savings in energy bills, in other words, 42% of the investment. After 20 years of operation, Mota-Engil expects a production of 2.220.224 KWh, and overall savings amounting to 397 thousands euros.

**118,856**

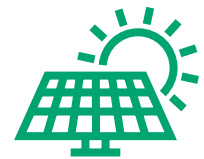
UPAC PRODUCTION (KWh)  
2016

**110,445**

UPAC PRODUCTION (KWh)  
2017

**117,428**

UPAC PRODUCTION (KWh)  
2018



*With an installed power of 92.2KWp, the UPAC consists of 352 panels of 260Wp.*



1. MEEC | PHOTOVOLTAIC PANELS

2. EGF | ENVIRONMENTAL  
COMMUNICATION CAMPAIGNS

EGF

## EGF presents innovative social solutions

*Strengthening of contact initiatives with the population, as well as approach diversification with innovative social solutions*

### Approach diversification and strengthening of population contact initiatives

2018 was characterised by a turning point and by investment – the year in which public service benefited from European funds and in which it was possible to start a strong and consistent execution. Several communication applications from concession companies were approved and executed, namely: *Comunicação Ambiental Estratégica*, *Ecoponto com Desconto*; *Composting*; *Compostar, Outra Forma de Reciclar*; *RecycleBingo*; and *A Nossa Casa é um Planeta*.

These applications allowed the strengthening of contact initiatives with the population and different target-audiences,

as well as approach diversification with innovative social solutions. This work will continue in 2019.

Overall, the following EGF indicators stand out:

- Environmental awareness campaigns and events in 2018 resulted in more than **16.8 million contacts**;
- Over **34,300 awareness campaigns** in schools, shops, services and events, with a total of more than **450,000 participants**;
- Ecovalor school competitions (rewarding schools for their environmental performance) involved more than **375,000 students** and **938,000 families**;
- The “Comércio a Reciclar” campaign, undertaken from north to south of the country, enabled **26,628 awareness initiatives** in different establishments;
- **200 national EcoEventos**, with more than **7 million contacts**;
- **49 environmental education campaigns**, with more than **9.3 million contacts**;
- **Over 2.4 thousand** tons of recyclable waste recovered, directly associated to the campaigns conducted. Plus the positive effect of selective collection, which increased by 11% in comparison with the previous year;
- **388 visits** were made to the facilities of concession companies, involving around **9,978 participants**;
- The RecycleBingo App (app created to improve user knowledge of recycling) was a success and received several awards, accumulating more than **20,000 downloads**, **8,700 users** and **34,600 views**.

SUMA

# RIMA and SUMA on waste recovery

*The sustainability and the fight against wastefulness originated a project to recover waste*



## **Project for the recovery of waste received, from the textile and footwear industries**

Corporate sustainability demands, the fight against wastefulness, and the commitment to community goals regarding waste management, drove RIMA to implement a project for the recovery of waste resulting, mainly, from the textile and footwear industries, which resort to this infrastructure for the containment of production refuse.

RIMA'arte was the brand created to identify the products resulting from this waste reuse and reconversion, which, after selection at the triage station as raw materials for new useful objects (suitcases, bags, purses, notebooks, cases, puffs, etc.), contributes to better management of the landfill's life cycle. These new products will replace external supply regarding support for SUMA corporate and social responsibility projects, as well as environmental education and awareness initiatives.

Undertaking a proactive attitude focused on finding effective solutions, SUMA aims at promoting active citizenship and operating towards change, development and social responsibility, including in its development vision and strategy, a firm commitment to an ethically, socially and environmentally responsible management model.



To that end, this environmental sustainability project will be committed to solidarity, with the production of these products associated to social protection institutions and micro-companies. The first partner institution is GAIURB, in collaboration with the Cooperativa Escola de Virtudes.

## **An environmental sustainability project committed with values of solidarity.**

To date, 12 thousand objects have been produced through the recovery and reuse of non-hazardous industrial waste received at the Lustosa landfill, and transformed, through a protocol with municipal companies and social institutions, into recycled arts and crafts (RIMA'arte® project, municipality of Vila Nova de Gaia).

Sustainability and the fight against wastefulness originated a project to recover waste from the textile and footwear industries.

RIMA'arte is the brand which identifies the recycled arts and crafts products resulting from this mission.



## SUMA

## “Lixo Zero” campaign becomes increasingly relevant

1. SUMA | WASTE RECOVERY

2. SUMA | “LIXO ZERO” CAMPAIGN

*The “Lixo Zero” concept was one of the communication strategies established for 2018*

### Raising awareness of products’ life cycle and individual responsibility to preserve resources

The Facebook page of environmental awareness kept on investing on continuity, with hundreds of new posts and the fulfilment of the one thousand followers target. This aspect of online action, which also includes the YouTube channel, SUMAKids, Animais da Cidade, Toca do Urso, and Edições SUMA interactive platforms, was complemented through the blog “Família Portuguesa”, in a parallel logic of a “Lixo Zero” challenge.

The “Lixo Zero” concept was one of the communication strategies established for 2018, in order to raise awareness of the life cycle of products and the individual responsibility to preserve resources, becoming increasingly relevant in SUMA’s awareness campaigns and social media posts. Alongside information democratisation initiatives regarding sustainable consumption, “Lixo Zero” became a trademark displayed by several projects and initiatives to foster the prevention of waste production, launched by the company.



SUMA **LIXO**

## GISA

## Government of Léon grants environmental certification

### Highest environmental accolade for the municipality of léon

The Municipal Environmental Certification granted, in 2018, by the Government of Léon, in the gold category, aims at promoting and fostering the employment of environmentally friendly processes to reduce greenhouse gases emissions and solid waste which sustainable compensates for the ecological footprint.

# Environmental Awareness

## Creating value in the three regions

The Mota-Engil Group is characterised by year-long consolidated and strengthened international presence, with distinguished environmental performance, which results in added responsibility to meet the highest standards, and focus on the best environmental practices.



IVORY COAST



### AFRICA

Example of initiatives in favor of environmental awareness and responsibility in the various markets where the Group operates.



UGANDA



## AFRICA

## Continuing the journey in Africa...

*Mota-Engil promotes knowledge sharing and fosters the mitigation of the use of plastic*



**The importance of decreasing, reusing and recycling**

... Mota-Engil undertakes environmental awareness initiatives, focusing mainly on local and teaching institutions. Conveying the importance of reducing, reusing and recycling, in the most varied professional and personal contexts, Mota-Engil promotes knowledge sharing and fosters the mitigation of the use of plastic in favour of more environmentally friendly materials.



IRELAND



## EUROPE

Example of initiatives in favor of environmental awareness and responsibility in the various markets where the Group operates.



VALORLIS



# Separar para Alimentar

Colabore com esta campanha



ALGAR

EUROPE

## Crossing Europe...

*Mota-Engil aims at contributing to active citizenship towards sustainable development.*



SUMA



**Rational and efficient  
society regarding use of  
resources**

... the topics of reducing, reusing and recycling are innovatively addressed with platforms specifically developed for environmental awareness of a younger population. With adapted language and interactive dynamics, Mota-Engil aims at contributing to active citizenship towards sustainable development, and a rational and efficient society in terms of resource use.



MEXICO



GISA



**LATIN AMERICA**

Example of initiatives in favor of environmental awareness and responsibility in the various markets where the Group operates.



LATIN AMERICA

## Exploring Latin America...

*The preservation of ecosystems with the communities is at the center of awareness-raising activities developed*



**The carbon footprint is a current concern for Mota-Engil**

... Mota-Engil stands out with the bold initiatives which take shape in each of the markets where it operates. Promoting ecosystem preservation within communities, as well as fostering eco-friendly habits in schools are the basis of the awareness activities undertaken. The ecological footprint is a current concern for the Mota-Engil Group, raising awareness and fostering the decrease in greenhouse gases emissions.



MEXICO

# Environmental Preservation and Environmental Impact Mitigation

Value creation in the three regions



## AFRICA

Example of initiatives in favor of environmental preservation and environmental impact mitigation in the various markets where the Group operates.



## AFRICA

# The importance of activity in Africa...

*Mota-Engil faces the minimization of environmental impacts as one of its greatest challenges in the region.*



UGANDA



## Installation of drinking water treatment facilities

... Mota-Engil has undertaken the mitigation of environmental impact as one of the greatest challenges in the region. Aware of its responsibility, Mota-Engil Engenharia e Construção África implemented the IMS, with mechanisms to mitigate environmental impact, taking a demanding stand in terms of caring for the environment. Supporting the installation of fresh water treatment plants, promoting waste separation, fostering reuse of excavated dirt, protecting the soil from hazardous spills, and promoting the planting of fruit and ornamental trees, Mota-Engil firmly undertakes the values of environmental sustainability.



VIBEIRAS



EGF



## EUROPE

Example of initiatives in favor of environmental preservation and environmental impact mitigation in the various markets where the Group operates.



CAPSIL

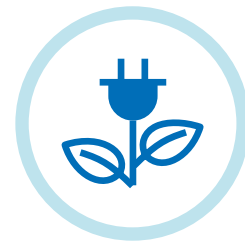
## EUROPE

## The reinforcement in Europe...

*Mota-Engil maintains its deep alignment with the region's environmental rules, being benefited by strict criteria and standards with which its activity is bounded.*



MANVIA



### Optimization and follow-up of energy consumptions

... Mota-Engil ensures its profound alignment with regional environmental standards, benefiting from strict criteria and standards which characterise its activity. CO<sub>2</sub> levels in the atmosphere, ecosystem preservation, and soil degradation are at the core of its concerns. Tackling some environmental issues, Mota-Engil has been investing in emission monitoring and control, in energy consumption optimisation and follow-up (fleet and equipment), and, whenever possible and applicable, in electric vehicles for some of its services. It has also promoted the planting of trees in the surrounding area of its sites, schools and local institutions, without overlooking the paramount contribution of expanding the national network of recycling bins, bringing them closer to populations and their daily routines.



MEXICO



## LATIN AMERICA

Example of initiatives in favor of environmental preservation and environmental impact mitigation in the various markets where the Group operates.



PERU



## LATIN AMERICA

# The responsibility in Latin America...

*With high ecological and environmental responsibility, Mota-Engil has been acknowledging and awarding ecoefficiency and sustainability in the various markets where it operates.*

... with high ecological and environmental responsibility, Mota-Engil has acknowledged and rewarded eco-efficiency and sustainability in the several markets where it operates. Guided by acknowledged environmental values, the Group actively participates in reforestation of green spaces, reuse of tyres, and increasing exchange of plastic for more sustainable materials, to boost the decrease in the ecological footprint and mitigate the impact of climate change on the planet. The strong investment in recycling also allows a decrease in raw material consumption, energy consumption, and air and water pollution.



**The Group actively participates in reforestation initiatives of green spaces.**



### Environmental Performance - GRI4 Indicators

The Environmental Performance is an extremely important factor of sustainability for Mota-Engil.

The Group acknowledges the importance of protecting the environment and ensuring sustainable development of its business. Therefore, all its activities across the board are aimed at minimising and offsetting the impact on the environment by

means of ongoing monitoring and management. The impact of the activity is assessed and managed in order to implement measures to ensure maximum protection of the environment.

See indicators of environmental performance (GRI4) in Appendixes 1 (page 149).

## 3.5. OUR HEALTH & SAFETY



# Invest in safety, invest in the life of our employees.

Guarantee the highest standards of occupational safety and health is a priority for the Mota-Engil Group



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IN THIS CHAPTER WE EMPHASIZE THE GOALS 3 AND 8  
SUSTAINABLE DEVELOPMENT GOALS



MOTA-ENGIL AFRICA - MALAWI



## Sergio Malaver



MARKET:  
PERU



FUNCTION:  
LIGHT VEHICLE DRIVER

*The human side of ME*

KNOW MORE ABOUT SERGIO'S JOURNEY  
AND THE CHALLENGES LIVED IN MOTA-ENGIL GROUP



[http://memedia.mota-engil.com/podcast/Seguranca\\_Saude\\_Trabalho.html](http://memedia.mota-engil.com/podcast/Seguranca_Saude_Trabalho.html)



**A culture of zero occupational injuries and diseases, that aims to protect the employee.**

---

**F**or Mota-Engil, safety is a priority that, with committed and dedicated leadership from the start, on a daily basis seeks to establish a culture of zero occupational injuries and diseases that aims to protect personnel and ensure their occupational health.

In my job I am responsible for my own safety as well as that of my colleagues, making daily assessments on a permanent basis of the risks of my activities and ensuring the correct implementation of established controls and procedures. In fact, safety is over 360 degrees; I share safety recommendations from my line-manager and work colleagues and vice-versa and always with a positive attitude in favour of our well-being.



MOTA-ENGIL PERU

1. POLAND | BUILDING WITH SAFETY INITIATIVE
2. PERU | COMPANY WITH BEST SAFETY PRACTICES

## Safety at Mota-Engil, the life of our employees.

The topic of health and safety at work has been a Group concern, renewing investment and undertaking policies in line with the best international practices on the matter.

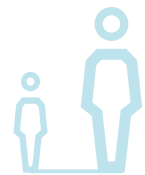
Through many different actions, Mota-Engil complies and guarantees compliance with all the legal provisions, providing access, to all the employees, to the highest standards of occupational health and safety. During 2018, Mota-Engil reinforced its culture on this matter, investing in the carrying out of training and awareness actions and adopting the best techniques, combined with the monitoring and update of the working procedures, in order to eliminate or minimise the labour risks.

On its turn, the collective and individual protection equipment is used to neutralise the action of environmental agents and to guarantee that the employees will not be exposed to occupational diseases that can compromise their working and living capacity, thus protecting their physical integrity and increasing their health at work.

**A small risk today  
can become a big  
risk tomorrow.**

# 103,917

NUMBER OF HOURS OF TRAINING  
Health and Safety at Work



NUMBER OF PARTICIPANTS

# 33,024

CONTENTS

Accident prevention, occupational accidents, organization of fire safety, first-aid, occupational medicine, others.

*In 2018, we invest once again in training in health and safety at work.*



## Awards and Accolades

### POLAND

# One of the safest construction contractors

*The importance of safety in the construction sector, by disseminating good examples and best practices*

#### Recognition of high safety standard

Mota-Engil Central Europe won second place in the Building with Safety initiative, promoted by the Labour State Inspectorate, in Wrocław. The award distinguished the “Construction of the S-3 Nowa-Sól-Legnica road” contract, which registered several work safety guarantees.



In Lublin, the company was distinguished for the construction work on the S17 Skrudki – Sielce Road, at an event promoted by the same entity, aimed at raising awareness of the importance of safety in the construction sector, by disseminating good examples and best practices.

### PERU

# Company with best safety practices

#### Example of a culture of prevention

Mota-Engil Peru won first place as the contractor with the best safety practices, at an award ceremony at the Occupational Health and Safety Symposium. This accolade is the result of the work undertaken with company employees towards promoting (personal and collective) engagement and commitment to safety. Consolidating a culture of prevention based on proper risk management, Mota-Engil aims at generating a positive impact on its employees working at the Toromocho tailings dam.



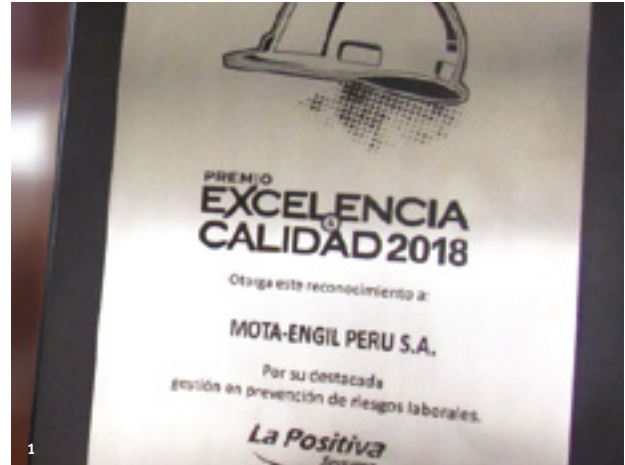
PERU

# Commitment to risk prevention

## 2018 Excellence and quality award

Mota-Engil Peru was distinguished with the “2018 Excellence and Quality” award for its remarkable risk prevention management and optimisation of the of the safety at work programme.

This accolade, awarded by La Positiva Seguros is the result of Mota-Engil Peru’s constant work through different internal safety and accident prevention campaigns, consolidating a preventive institutional culture.



**Work safely,  
have zero  
accidents**



PERU

# Distinguished with the safety flag

## “The Safest Company” award

Mota-Engil Peru was distinguished as “The Safest Company” by the customer Anglo American, in the Vizcachas dam project and the Titire dam in Quellaveco. By presenting the “Safety Flag”, the commendable work undertaken in terms of safety and risk prevention in mining operations was rewarded.

“Mota-Engil and Anglo American go hand in hand for safe mining” and are committed to working to consolidate a safety culture, for the benefit of all their employees.



## Management Systems Certification: Health and Safety at Work

Mota-Engil companies with certification of their Management Systems, within the scope of Occupational Health and Safety (as designated in abbreviation on pages 12 and 13 of this report)

1. PERU | 2018 EXCELLENCE AND QUALITY AWARD
2. PERU | DISTINGUISHED AS "THE SAFEST COMPANY"
3. PERU | HEAVY ROAD

## Health and Safety at Work OHSAS 18001:2007

EGF, Manvia, Mota-Engil Engenharia e Construção, SUMA, Takargo, Vibeiras, Ireland, Poland, United Kingdom, South Africa, Zimbabwe, ECB, GISA, Peru and Dominican Republic.

## Risk of Health and Safety at Work

The management of the risk of health and safety at work is coordinated by the areas of health and safety at work from the different companies of the Group, ensuring an efficient framework to prevent and minimise accidents and health problems, in a sector of activity where the occurrence of accidents is absolutely undeniable, this being the greatest concern of the Mota-Engil Group. The health and safety of the employees being in the heart of the action of Mota-Engil, training and the preventive measures constitute the base of the action of the areas of Safety and Health at Work. The Mota-Engil Group has proactive programmes of risk assessment that act in the implementation of measures of control, such as:

- Initial training on occupational safety, carried out during the on-boarding of new employees;
- Information to the employees on the risks existing at the workstations and on the preventive conduct to be adopted to prevent accidents at work;
- Training on standards of management of the safety of the teams;
- Implementation of self-protection measures;
- Maintenance of insurance policies against accidents at work;
- Carrying out of verification audits on the standards of security and health;
- Risk assessment;
- Investigation and analysis of accidents at work;
- Conduction of health exams.



### ACCIDENT INDICATOR:

**Total number of lost work day**

**Total number of days of staff absence due to non-fatal work accidents**



**= 15.6 days**



## Promotion of the Health and Safety at Work

*The continuous improvement of the performance of Mota-Engil in the field of safety and health at work is reached through the involvement of the management teams of the Group and through the support and contribution of all the employees, service providers and stakeholders.*



### AFRICA

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#### SOUTH AFRICA

# Over 1,000,000 hours without accidents

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#### A year of goals exceeded

The marker of one million working hours without accidents served as basis for ECOVISION to celebrate with its employees the culmination of a year of consolidation and exceeded goals.

The importance of the human element for the company and of team work for the pursuit of its targets were recurrent themes in the several celebratory moments at the main office and the six operational centres.



ECOVISION invested in preventive safety measures, such as training (risk management, equipment operation, defensive driving, first-aid, among others) and daily awareness before the service starts, with great success in preventing accidents.



## IVORY COAST

# Investment in early detection of malaria

### Mota-Engil distributes travel kits

Aimed at screening for malaria to avoid having ill employees travelling, since local treatment is more effective, Mota-Engil distributed travel kits with a rapid test (finger prick), in Ivory Coast. Additionally, and since medication in Portugal is often scarce and difficult to access, Mota-Engil provides medication locally in case the test is positive, so treatment can be started right away and avoid the consequences associated to treatment delay.



1 IVORY COAST | EARLY MALARIA DETECTION

2 SOUTH AFRICA ! ECOVISION CELEBRATES A YEAR WITHOUT OCCUPATIONAL ACCIDENTS

## GUINEA CONAKRY

### Importance of redesigning templates and signage

Aimed at improving the commitment to safety performance goals, the company invested in redesigning the signage system, based on a more effective communication of the traffic management plan and the interpretation of all the signage used at the site. This measure was not limited to the redesign of templates and signage, it also involved the mounting and positioning systems, as well as the implementation of the entire signage plan in the different contexts and locations of the operation.

## MOZAMBIQUE

### Over 1 million hours without accidents

The construction contract for the new Heineken brewery was awarded in 25th September 2017, and is located in Bobole, in the Marraquene district. It is with great satisfaction and pride the Mota-Engil Africa – Branch of Mozambique aligned with Heineken Mozambique regarding “rules that save lives” celebrates the “one million working hours without accidents”.

ZIMBABWE

# Commitment to safety

*Zimbabwe receive a health and safety at work award*

## Health and safety at work award, Hwange Chaba project

In 2018, the Hwange Chaba project of Mota-Engil Zimbabwe received, for the second consecutive year, a health and safety at work award from the National Social Security Authority of the Ministry of Labour and Social Services, which supervises Occupational Health and Safety issues in all industries to foster best practices in this area.





## Awareness and prevention campaigns



2



3



5



### AFRICA

#### HEALTH

- 1. Cameroon | Human immunodeficiency virus
- 2. Rwanda | Healthy lifestyle habits
- 3. Uganda | Blood donation
- 4. Angola | Check the employee's physical condition

#### SAFETY

- 5. Uganda | Fire training

\*Example of initiatives in favor of health and safety at work



## EUROPE

### MANVIA

# The importance of safety at work

### Working at height

Aimed at promoting and strengthening behavioural aspects, based on simple attitudes and the individual responsibility of employees, raising awareness of the importance of occupational safety and their responsibility within the scope of healthy life style, Manvia launched the “I stay safe in my daily life” campaign, in 2018, developing the “Manuel Via and Accident Prevention” collection, which comprises a set of episodes illustrating potential risk factors and prevention and control measures.

In 2018, the main topic of the first episode was work planning and the use of ladders, using the Success Factors – Knowledge Sharing platform to share information, namely, accident indicators and lessons learnt from work accidents.

### TAKARGO

### Emergency drill

At the end of 2018, Takargo organised an emergency drill, at the Entroncamento railway station. Testing the conduct procedures of the different players, as well as the communication between several entities, the drill registered three different occurrences: hazardous substances, kidnapping, and fire on Takargo rolling stock, with the identification of unauthorised people inside the container.

The drill allowed for a highly complex approach, with first-aid provided to the victims, thus testing the procedures and the qualification of the entities involved.





3

## Five focus areas



1. *Employee health*
2. *Healthy eating*
3. *Let's Get Moving!*
4. *Positive promotion of mental health*
5. *Financial issues*

1. MANVIA | | "I STAY SAFE IN MY DAILY LIFE" CAMPAIGN

2 AND 3. TAKARGO | EMERGENCY SIMULATOR

### IRELAND

#### Creation of a health and well-being committee

In 2018, Mota-Engil created the Health and Well-Being Committee, in Ireland, aimed at undertaking, implementing and assessing an in depth programme focusing on these issues, specifically:

1. Promoting activities for the employees in order to raise awareness about health matters (healthy eating, exercising, relaxation methods, among others);
2. Motivating and offering activities which help develop the skills necessary to maintain a healthy lifestyle (workout classes, cooking classes, among others);
3. Encouraging line managers to commit to creating a supportive environment for the employees to learn and implement new skills;
4. Presenting recommendations on innovative ideas regarding health and well-being;
5. Raising employee awareness of the opportunities offered by the company, with a view to promote their health and well-being;
6. Building strong partnerships with several stakeholders to contribute to employee health management;
7. Continuously assessing and improving the well-being programme, by using evidence-based methods.

IRELAND

# Construction safety week

## Safety in construction

The construction safety week is commemorated throughout the entire construction sector in Ireland, and each day a specific topic is presented. Internally, Mota-Engil promotes a competition for the best participation in several workplaces.

- Monday: working at height;
- Tuesday: positive mental health (every week, in Ireland, 10 people commit suicide, and 8 in every 10 suicides are male, thus, explaining the inclusion of this topic);
- Wednesday: working near utilities;
- Thursday: hazardous substances;
- Friday: safe vehicle operation.



POLAND

# Build with safety

*A company that promotes safe working practices*

## Competition “Building with Safety”

Organised by the Labour Inspectorate, the competition “Building with Safety” aims at distinguishing construction companies for promoting safe working practices at their sites.

Therefore, and within the scope of the competition “Building with Safety”, in 2018, Mota-Engil Central Europe was once again distinguished, with the following honourable mentions:

- First place: construction of the S17 Skrudki - Sielce express way;
- Second place: construction of a multi-family residential building, in Lodz, Wodna street;
- Honourable mention for the construction of a multi-family residential and service compound, in Lodz, Senatorska street;



**LATIN AMERICA**



**ECB**

# Health Care

**Health circuit**

At the end of 2018, ECB organised the “Health Circuit”, promoting the dialogue between its employees and healthcare professionals. Employees were given guidelines, clarifying information, and were informed of their body mass index, blood sugar level, blood pressure, and weight, and were given improvement suggestions regarding their eating habits.

Leading to a moment of reflection on the importance of taking care of their own health, the event counted on the participation of 118 people from the administrative headquarters and the maintenance and logistics centre.

**GISA**

## “Health Month”

The “Health Month” is a programme focusing on healthcare and prevention, in order to improve the living conditions of each employee. To this end, through a vast array of activities (awareness lectures, nutrition courses, medical tests, physical activation exercises, among others), GISA commits to valuing healthy life styles.



- 1, 2 AND 3. IRELAND | CONSTRUCTION SAFETY WEEK
- 4. ECB | HEALTH CIRCUIT
- 5. GISA | “HEALTH MONTH” PROGRAMME

ECB

# Preventing accidents

## Internal week for the prevention of work accidents (SIPAT)

ECB organised the SIPAT at site 232 – Macaé RJ, counting on the presence of its employees and suppliers of personal protection equipment and waste management.

Aimed at raising employee awareness of occupational safety, several lectures on the importance of preventing work accidents, and occupational illnesses, were given.

CONSITA

## Internal week for the prevention of work accidents (SIPAT)

At CONSITA, the internal week for the prevention of work accidents was organised along with SLU (Superintendency of Urban Cleaning) of Belo Horizonte, aimed at raising employee awareness of occupational health and safety, with a focus on workplace exercise, healthy eating, health and first-aid, ergonomics, among others.



1



2



**PERU**

**8 million hours without accidents with leave (2011-2018)**

Mota-Engil Peru achieved 8 million working hours without accidents resulting in time lost at the Las Bambas tailings dam in (2011-2018). This figure can only be achieved through the commitment to safety and the active participation of employees, complying with the prevention guidelines adopted by the company within the “Zero Tolerance” initiative.

**8,000,000**

**HOURS WITHOUT ACCIDENTS WITH LEAVE**  
Presa de Relaves Las Bambas (2011-2018)

**Commitment to the safety of our employees**



1. ECB | INTERNAL WEEK FOR THE PREVENTION OF WORK ACCIDENTS
2. CONSITA | INTERNAL WEEK FOR THE PREVENTION OF WORK ACCIDENTS
3. PERU | SAFETY DAY
4. PERU | COMMITMENT TO SAFETY



**8 MILLONES**  
Horas Hombre Trabajadas Sin Accidentes con Tiempo Perdido

## 3.6. OUR INNOVATION



# We invest TODAY, we collect TOMORROW.

Innovation became essential for the competitiveness and sustainable growth of organisations. Aware of its importance, Mota-Engil considers innovation to be a development vector and an investment in the production of organisational value.



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IN THIS CHAPTER WE EMPHASIZE THE GOAL 9  
SUSTAINABLE DEVELOPMENT GOALS



LAS BAMBAS - PERU



## Paula Alvarenga



COMPANY:  
MEEC



FUNCTION:  
TECHNOLOGY INNOVATION MANAGER

*The human side of ME*

KNOW MORE ABOUT PAULA'S JOURNEY  
AND THE CHALLENGES LIVED IN MOTA-ENGIL GROUP



<http://memedia.mota-engil.com/podcast/Inovacao.html>



## Promote market differentiation and competitiveness, in constant alignment with the commitment to sustainability.

Over the years, Mota-Engil has supported innovation and development to make it not only a matter for which it stands out but also to leverage the sustainability of the business.

Innovation has increasingly become a basis for growth, initially with the greater part at a national level since that was where the most of the business took place before being extended to other markets to where a great deal of expertise has been exported that was developed in Portugal.

At present and in spite of the extension and dispersal of the areas where the Mota-Engil Group operates, the MEEC continues to have a major role in the promotion of innovation in alignment with the current trends for cooperation and the sharing of a strategic vision, Mota-Engil has sought this alignment in clusters in search of the consolidating of forms of innovation that is collaborative. In this sense and as the largest company in the construction industry in Portugal its participation has been highly relevant, acknowledged in competitive clusters and on technological platforms. In parallel, the company's own projects have been developed and promoted, challenging external partners who complement its own capabilities, seeking the ongoing promotion of market differentiation and competitiveness in constant alignment with its commitment to sustainability.



**EUROPE**

**Pinhal Interior Road Project**



MEEC

# Strengthening RDI projects and representation at eCOLAB

*Public acknowledgement of the collaborative laboratory for Circular Economy - eCOLab, in which Mota-Engil Engenharia e Construção is represented*

In terms of Research and Technological Development (R&TD), the COURSE - Analysis of Railway Platform Stiffness and P4SERT - Power for a Safe and Efficient Rail Transport projects were successfully completed; work proceeded with GROUTRAIL - Rehabilitation of Railway Platforms with soil treatment; and a new project was started, InBRAIL - Innovative noise barriers railways. All projects counted on financing from the Portugal 2020 programme, and are developed in partnership with Portuguese universities, companies and knowledge-generating institutions.

The Collaborative Lab for Circular Economy - eCOLab, in which Mota-Engil Engenharia e Construção is represented, also received public recognition. The goal of this Lab is to strengthen synergies with higher education institutions, boost research and development activities focused on the circular economy, and promote highly qualified scientific employment. This initiative is sponsored by Portugal 2020 in partnership with the Foundation for Science and Technology (FCT).

Regarding interfaces, the company maintained an active participation in the Portuguese Technological Construction Platform (PTPC) and the Portuguese Railway Platform (PFP), where a significant number of companies, directly and indirectly, connected to the construction, in general, and railways, in particular, are represented.

At PTPC, MEEC participated in the development of communication, dissemination and knowledge-sharing activities associated to the construction sector, namely:

- 7th Strategic Forum: “2030 Strategic Innovation and Competitiveness Plan for Architecture, Engineering and Construction (AEC)”;
- Launch of the Observatory of Technological Surveillance for Construction;
- Boosting the AEC cluster, nationally and internationally;
- Promoting the participation of Portuguese construction-related companies in the Horizonte 2020 financing programme;
- Representation of the construction sector in several meetings with international entities.

At PFP, MEEC also participated in the development of communication, dissemination and knowledge-sharing activities associated to the railway sector, namely:

- Organising initiatives to foster partnerships between companies and non-corporate entities from the National Research and Innovation System;
- Organising cluster matchmaking missions;
- Definition of the strategy and action plan for 2018-2020;
- Organising/participating in tradeshows/conferences to present the cluster, namely at InnoTrans 2018.

Just as in previous years, the company submitted its application to the Tax Incentive System for Research and Business Development Activities (SIFIDE), with the active participation of all corporate areas.

In terms of Scientific and Technological System proximity, Mota-Engil Engenharia e Construção maintained the award for the graduate of the Integrated Master’s in Civil Engineering with the highest mark, from the Faculty of Engineering of the University of Porto. This faculty acknowledged, in 2018, the contribution of Mota-Engil Engenharia e Construção by awarding the Prime Affiliate Company title, which distinguishes companies with a strong and historic relationship with the several engineering departments, through collaboration in technical, scientific and research activities.

## MANVIA

### Analysers for new industry challenges

Manvia organised a Technical Seminar, for the industry, aimed at disseminating, mainly, the dimensions developed in Gijón, at Manvia Spain, in terms of integrated industrial services, focused on engineering systems for analysers.

Process analysers are data collection, transport and processing methods, which allow the forecasting of failures, the adjustment of production to new scenarios, and the integration of variables in the production process, which in turn leads to increased efficiency, yield and safety.

Besides this topic, the seminar “Analytical Solutions – Analysers for New Industry Challenges” also addressed outsourcing ambiguities and evolution in industrial maintenance; WWTP operation and maintenance – challenges and opportunities; and Industry 4.0 – maintenance reality, challenges and opportunities.





MANVIA | INNOVATION WORKSHOP

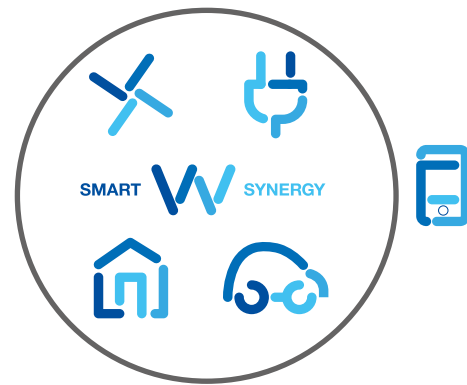
## MOTA-ENGL RENEWING Renewal of cities and companies



Based on efficient sharing and use of the different internal resources and on the Group's proven execution capacity, as well as internal synergies, Mota-Engil Renewing has positioned itself as a smart synergy provider of infrastructures and services, having as drivers and differentiation factors the focus on technological procurement and worldwide business development, thus boosting the development of business solutions and models adapted to its customers.

Since company infrastructures and services are managed through a modular, scalable, open, evolving and user-friendly digital platform for the end-customer, Mota-Engil Renewing operates in four major complementary and interconnected areas – smart energy, smart charging, mobility solutions and new housing – thus responding to customer requests.

Mota-Engil Renewing is currently undertaking over thirty private and public projects, in the aforementioned areas, essentially in terms of local energy production, storage and management, as well as smart charging and mobility solutions, namely for the private and corporate sectors. In the last semester of the year, the charging stations installed and managed by Mota-Engil Renewing in the MOBI.E network served around 15% of electric vehicle users (EVU) in Portugal.



Additionally, in terms of new housing, Mota-Engil Renewing is currently participating in several private initiatives, including a co-living reference project, as well as an open innovation programme, called SOL Housing, design by the Municipality of Lisbon and entrepreneurial and innovation company Beta-i, with national and international players and star-ups, which together aim at finding more disruptive and competitive solutions in this sector.

Mota-Engil Renewing is undertaking pilot-projects through real living labs, at its facilities in Linda-a-Velha (Piloto re.energy), and also in public spaces (Living Lab for Decarbonisation – LVpD – in Almada), which encompass energy production, storage and management, smart charging solutions, and electric mobility, including V2G, in partnership with renowned international players in each of the areas and technologies.

These pilot-projects allow the development, testing and maturing of new business models, solutions and technologies, with a view to their industrialisation and materialisation into differentiating and competitive services to offer the market. Mota-Engil Renewing, therefore, aims at becoming the prime national promoter and operator of city renewal, in close coordination with municipalities, fostering and supporting the transition into new ways of living and working, for a society looking for new leaner and dematerialised solutions, favouring access to services, such as housing and mobility.

### SUMA

## Continuous investment in new systems given the pressing need for adaptation and innovation

Embodying a reference framework in Portugal and in the international markets where it operates, the company's organisational policy is structured around the best environmental and governance practices, reflecting the convergence effort between the emerging requirements of the sector, the

expectations of stakeholders, and customer needs with the best efficiency solutions in management and investment and cutting-edge systems.

Its permanent adaptation and innovation capacity includes, namely, the following systems:

- Tyre monitoring system – which is being implemented in the new OLV (Operating Lease of Vehicles) of the Sintra SMAS, is a tyre monitoring and control system focusing mainly on correct tyre pressure by employing a system from Continental. Allows the control and maintenance of correct tyre pressure, in order to increase their life cycle and, thus, decrease costs.
- Fleet Control and Optimisation (FCO) – is a system developed by SUMA, which receives data from three sources: vehicle GPS, internal production database app (Production DB), and Planning data (PLC). Its main features include graphic and analytical verification of the itineraries travelled and respective quantification of deviation from planned, it also allows equipment monitoring for the detection of events such as speeding, acceleration, sudden deceleration and excessive rpm.
- Predictive maintenance system – Stratio – in 2018, this system began being tested to monitor the several vehicle systems, by reading sensors, and measuring and analysing any possible errors. Through artificial intelligence models, warnings are generated for potential malfunctions or future problems. The goal is to obtain valid information to anticipate malfunctions or mitigate their impact, thus decreasing costs and downtime resulting from corrective maintenance.
- Fleet Copilot system – in 2018, this system began being tested in Vila Nova de Gaia. SUMA is currently testing the electronic limitation of the accelerator pedal, with a view to decreasing diesel consumption, without affecting safe driving conditions, and pollutant emissions.

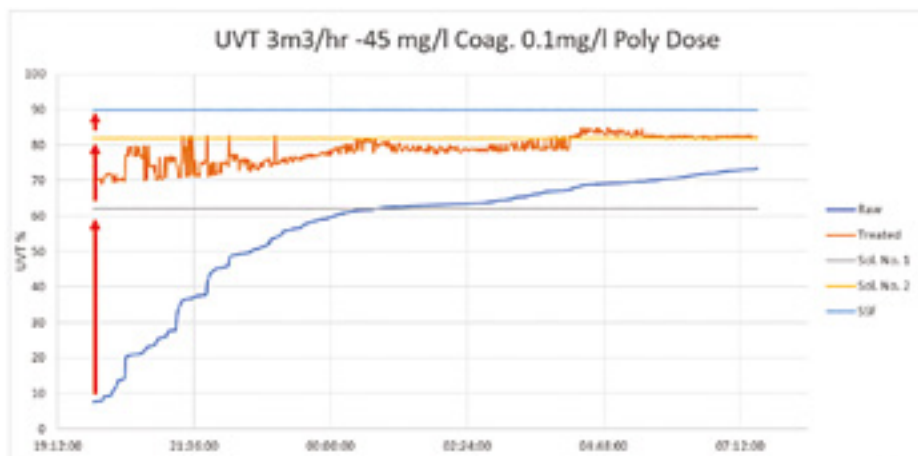
- SINIS – in 2018, SUMA's accident registration and processing system came into full operation. This system allows the registration and analysis of different types of accidents occurring at the company. The accident is described, the causes are determined, the damages are identified, responsibility is assigned, and the necessary reporting to insurance companies is conducted, among others. This system also interconnects several company departments: production, equipment, insurance, human resources, and training. In general, the system allows better interdepartmental connection and greater efficiency in accident processing, as well as important information collection in order to act accordingly to mitigate accidents.

## IRELAND

### Spectrum Analyser Unit

Glan Agua has achieved great success with the distribution of UVT monitors, having developed a comprehensive system for coagulant dosage control, based on raw water UVT quality. The Spectrum Analyser PL Series Unit provides real time analysis across the entire spectrum of UV and/or visible light, allowing the quick detection of other parameters, with each parameter monitored through exclusive calibration (site-specific). Using a single piece of equipment, annual spending is reduced, increasing end-user savings.

This equipment can be used in water treatment and wastewater treatment installations, and provides accurate measurements to replace parameters such as TOC (Total Organic Carbon), DOC (Dissolved Organic Carbon), UV (UV Transmittance), BOD (Biological Oxygen Demand), COD (Chemical Oxygen Demand), colour, TSS (Total Suspended Solids), nitrate, turbidity and ammonia.



IRELAND | SPECTRUM ANALYSER UNIT



## UNITED KINGDOM

### Blücher scaled plant – Saratech® media trial pilot WTP – Saratech® media

Saratech® media offers synthetic activated carbon-based filtration media, specifically designed to absorb and remove organic contaminants from water. Saratech® is a trademark of Blücher GmbH, a manufacturer of high-performance adsorption technologies. The filtration medium is used in traditional pressure filtration systems, similar to quartz sands and granular activated carbon.

Glan Agua was chosen by Blücher GmbH for the design and build a water filtration scaled plant for the purpose of testing the removal efficiency of the Saratech® absorbents in water treatment applications. The plant was installed and commissioned at the Tyttenhanger Pump Station, an Affinity Water owned groundwater abstraction site located in St Albans, north London.

The aquifers adjacent to Saint Albans are persistently contaminated by metaldehyde (pesticide). Since OFWAT (Water Services Regulation Authority) considers pesticide removal a top priority, Affinity Water (water concession company for north London) joined Blücher GmbH and Glan Agua to test the efficiency of metaldehyde removal through the Saratech® medium.

Working together, Blücher GmbH and Glan Agua are currently assessing the UK's market potential for this new technology. The Saratech® absorbents have shown promising lab results in removing other emerging pollutants likely to be legislated in upcoming EU directives, namely Pharmaceuticals and Personal Care Products.



UNITED KINGDOM | BLÜCHER SPECIALISED MEDIA PRESSURISED FILTRATION SYSTEM



## AFRICA

### SOUTH AFRICA

# One thousand quality apartments

### From imison walling to Gyproc Dry WallingSystem – Faster and less expensive system

The need to build one thousand quality apartments with strict budget and turnaround time compliance, led Mota-Engil Construction South Africa to convert Imison Walling into Gyproc Dry Walling System.

Imison Walling:

- Time-consuming and labour-consuming;
- Requires the application of fibrated concrete, which disturbs, damages and pollutes adjacent construction activities, as do the cuts and the EPS (expanded polystyrene) application;
- Unsuitable for the installation of pipes, cables and shafts parallel to the wall, given the existence of ribs in the walls;
- Poor acoustic properties;
- No SANS (South African National Standards) approval.

Addressing the aforementioned shortcomings, the Gyproc Dry Walling System was proposed and accepted by the customer, for its advantages:

- More resistant, reaching a height up to 12m (Imison Walling can only reach 4.5m);
- Cleaner and more efficient than Imison Walling;
- Can accommodate infrastructures without needing modifications;
- Twice the acoustic properties of Imison Walling;
- SANS approval.

## ANGOLA

### First accredited lab in angola within the scope of construction materials | Mota-Engil Angola lab

Aimed at strengthening its market position, and reiterating its technical expertise, the Central Lab of Mota-Engil Angola was audited, in the last semester of 2018, by IPAC - Portuguese Accreditation Institute (with the follow-up of IAAC - Angolan Accreditation Institute), having obtained ISO/IEC 17025 accreditation, with issuance of technical annexe L0732. This way, the Central Lab of Mota-Engil Angola obtained accreditation for 23 tests, within the scope of soils, aggregates, bituminous mixes and concrete, thus becoming the first accredited lab for construction materials in Angola.



## ANGOLA

### Efficient procurement management

Aimed at improving quality and performance within the scope of Procurement, Warehouse and Import Management practices, Mota-Engil Angola developed logistics processes, namely:

- **Equivalents' Process:** reduces inventory and expedites supply from the central warehouse, provided the equivalents are properly identified in the request;
- **Grouped Process:** reduces delivery time from the central warehouse and equipment warehouse, provided the different requests for a single piece of equipment are properly identified.

## MALAWI

### Innovative Road Systems

In Malawi's capital, the upgrading contract for the road connecting Area 49 to Area 18 and to the Parliament Roundabout employed innovative systems, namely:

- Public lighting with photovoltaic system;
- On-site kerb execution, with a continuous moulding machine;
- Execution of the base pavement layer with Leica's Guide Machine system for spreading.





**LATIN AMERICA**

**BRAZIL**

# Reduction in working hours and workforce

**Electric density meter**

ECB implemented the use of the electric density meter to determine, through a non-destructive process, the apparent specific mass of the asphalt coating undergoing execution.

The use of the electric density meter in the reconstruction works of the 530 Kilometres of Motorway Fernão Dias – BR381MG – South – allowed:

- the undertaking of non-destructive tests;
- an increase in their frequency/quantity;
- a decrease in turnaround time and labour;
- the undertaking of tests on bituminous mixes, during layer spreading and with different temperature intervals, obtaining immediate results.



**ECB**

**Wire threading machine**

Although it is commonly found in Europe, the wire threading machine is not found in the Brazilian market. To this end, ECB adapted a machine used for cable stayed bridges, equipping

it with the appropriate pulleys for the diameter in question, in order to release and retract the cables, with control monitored movements. Thus, ECB got a new practical and functional machine, with reduced commissioning time, while ensuring agility and safety for all people involved in the undertaking.



**PERU**

**Accreditation of new testing methods | Mota-Engil Peru Lab**

The Central Lab of Mota-Engil Peru (LABMEP) expanded the number of testing methods accredited by the National Quality Institute (INACAL-DA), from 15 to 21, consolidating and restating its technical expertise in conducting lab tests on different types of construction materials, in accordance with international standards.

As a result, LABMEP can now provide accredited testing services for rocks and cement.



1, 2 AND 3. ANGOLA | MOTA-ENGIL ANGOLA LAB

4 AND 5. MALAWI | INNOVATIVE SYSTEMS

6. ECB | ELECTRIC DENSITY METER

7 AND 8. ECB | INVESTMENT IN INNOVATIVE SYSTEMS

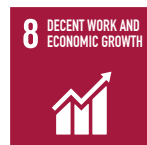
9. PERU | MOTA-ENGIL PERU LAB PERFORMS TECHNOLOGICAL METHODS

## 3.7. OUR ECONOMIC PERFORMANCE



# The trust of a Group in expansion.

Since its Foundation, Mota-Engil has presented itself with a strong and cohesive identity, marked by a culture of entrepreneurship and innovation.



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IN THIS CHAPTER WE EMPHASIZE THE GOAL 8  
SUSTAINABLE DEVELOPMENT GOALS



PAD DE LIXIVIACION LAGUNAS NORTE BARRICK – LA LIBERTAD

## ECONOMIC PERFORMANCE

# Main Indicators

Detailed information on the Economic Performance of the Mota-Engil Group is presented in the Mota-Engil Consolidated Report & Accounts 2018, available for consultation at the institutional site [www.mota-engil.pt](http://www.mota-engil.pt).

- Record backlog of 5.5 billion Euro, of which 77% outside Europe;
- Record turnover of 2.8 billion Euro, with an 8% increase compared to 2017, supported by all regions;
- EBITDA of 407 million Euro with a resilient margin of 15%;
- Net income of 24 million Euro;
- Net debt of 955 million Euro, with net debt / EBITDA ratio of 2.3x;
- Capex of 287 million Euro.



**5,500M€**

**Order Book**

77% OUTSIDE EUROPE



**2,800M€**

**Turnover**

+8% COMPARED TO 2017

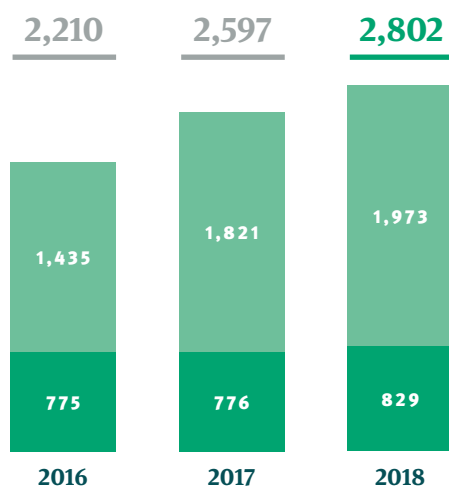


**24M€**

**Net income**

### TURNOVER

GROUP  
(million euros)

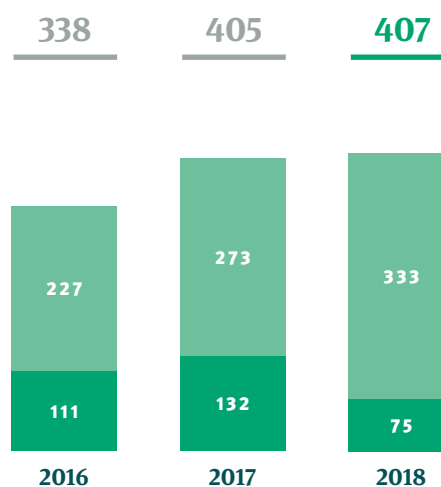


■ EUROPE (\*)      ■ ABROAD

(\*) Includes others, eliminations and intra-group

### EBITDA

GROUP  
(million euros)



■ EUROPE (\*)      ■ ABROAD

(\*) Includes others, eliminations and intra-group

**15%**

**RESILIENT MARGIN EBITDA 2018**



MILLION EUROS

	12M18	% T	Δ	12M17	% T	2H18 (unaudited)	% T	Δ	2H17 (unaudited)	% T
<b>Turnover</b>	<b>2,801,749</b>		<b>7.9%</b>	<b>2,597,294</b>		<b>1,550,894</b>	<b>10.6%</b>		<b>1,401,648</b>	
<b>EBITDA(*)</b>	<b>407,077</b>	<b>14.5%</b>	<b>0.6%</b>	<b>404,738</b>	<b>15.6%</b>	<b>230,591</b>	<b>14.9%</b>	<b>5.6%</b>	<b>218,376</b>	<b>15.6%</b>
Amortization, provisions and impairment losses	-206,828	(7.4%)	5.4%	-218,607	(8.4%)	-120,541	(7.8%)	7.1%	-129,688	(9.3%)
EBIT(**)	200,249	7.1%	7.6%	186,131	7.2%	110,050	7.1%	24.1%	88,687	6.3%
Net financial results (***)	-56,250	(2.0%)	43.3%	-99,206	(3.8%)	-46,125	(3.0%)	11.4%	-52,055	(3.7%)
Gains / (losses) in associates and jointly controlled companies	2,932	0.1%	4.4%	2,808	0.1%	1,234	0.1%	(30.2%)	1,768	0.1%
Gains / (losses) on the disposal of subsidiaries, jointly controlled and associates companies	462	0.0%	115.1%	-3,058	(0.1%)	462	0.0%	115.1%	-3,058	(0.2%)
Net monetary position	-12,263	(0.4%)	-	3,149	0.1%	-3,098	(0.2%)	-	3,149	-
Income before taxes	135,131	4.8%	50.4%	89,824	3.5%	62,523	4.0%	62.4%	38,492	2.7%
<b>Net income</b>	<b>93,397</b>	<b>3.3%</b>	<b>52.0%</b>	<b>61,441</b>	<b>2.4%</b>	<b>52,316</b>	<b>3.4%</b>	<b>138.7%</b>	<b>21,921</b>	<b>1.6%</b>
<b>Attributable to:</b>										
Non-controlling interests	69,785	2.5%	16.6%	59,853	2.3%	34,443	2.2%	38.1%	24,947	1.8%
<b>Group</b>	<b>23,612</b>	<b>0.8%</b>	<b>1,386.9%</b>	<b>1,588</b>	<b>0.1%</b>	<b>17,872</b>	<b>1.2%</b>	<b>690.7%</b>	<b>-3,026</b>	<b>(0.2%)</b>

(\*) EBITDA corresponds to the algebraic sum of the following headings of the consolidated income statement: "Sales and services rendered"; "Cost of goods sold, materials consumed, Change in production and Subcontractors"; "Third-party supplies and services"; "Wages and salaries"; "Other operating income / (expenses)".

(\*\*) EBIT corresponds to the algebraic sum of EBITDA and of the following headings of the consolidated income statement: "Amortisations and depreciations" and "Provisions and impairment losses".

(\*\*\*) Net financial results correspond to the algebraic sum of the following headings of the consolidated income statement: "Financial income and gains" and "Financial costs and losses".





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#### 4.1. OUR CUSTOMERS



# 04

## Our Customers



### *The client in the center of the action*

Mota-Engil is committed to ensuring standards of excellence and quality at the service of your customers and partners.



## Angélica Flórez



MARKET:  
MEXICO



FUNCTION:  
BUSINESS DEVELOPMENT MANAGER

*The human side of ME*

KNOW MORE ABOUT ANGÉLICA'S JOURNEY  
AND THE CHALLENGES LIVED IN MOTA-ENGIL GROUP



<http://memedia.mota-engil.com/podcast/Clientes.html>



## We value long term relationships with our clients.

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**A**t Mota-Engil we appreciate long term relationships with clients as these enable us to sustainably develop our business. Trust is the certainty that generates this type of relationship and its achievement is something that we are all working towards every day. Therefore, we take care of all of the elements that make up the client cycle.

Our experience enables us to provide optimum technical and financial solutions while our structure allows us to respond promptly to the requirements of the client, our culture encourages us to always work in cooperation with the client and, most importantly, our values orient us towards acting with integrity.

As a result, it is our aim to offer the best quality: price ratio and to honour the commitments that we take on in terms of quality, price and delivery, motivated by the drive to generate an improvement in the quality of life of the communities where we operate through our projects with clients.



GRAN CANAL - MEXICO



## 4.1. OUR CUSTOMERS

### **Mota-Engil turns its attention to the satisfaction of their customers needs and expectations.**

Important for one customer, essential for Mota-Engil.

The customer of Mota-Engil integrates the organisation from day one, and is an asset of excellence in the decision making process. Focused on the customer, Mota-Engil turns its attention to the satisfaction of their needs and expectations.

The demand of one customer is a commitment to Mota-Engil. The analysis of the impact on the health and safety of the customers of Mota-Engil Group is incorporated into the management systems in place.

With regards to labelling of goods and services, that is rarely necessary, given the nature of the business developed by the Group and particularly by the entities subject to a performance report. Nevertheless, all information on labelling is provided upon request.

In 2018 there were no cases of non conformity on these matters or any penalties related thereto, whether of monetary nature or other type.

On its marketing communication policy, the Mota-Engil Group fully complies with legal requirements in force and there are no situations of non conformity or imposition of sanctions to report.

Finally, the same can be said concerning the respect for the rights relating to the personality of the customers of Mota-Engil Group, in particular as regards the defence and safeguard of its right to privacy in the management of the relationship with them; no complaints have been filed to date, at this level.

### **Focus on the customer**

*The customer of Mota-Engil integrates the Organisation since the first moment, and is an asset of excellence in the decision-making process.*



MOTAENGIL



**Sustainability Report 2018**



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INDICATORS OF ENVIRONMENTAL  
PERFORMANCE (GRI4)

## Attach



### *International Reference*

Maintaining the values of ambition and audacity associated to know-how and accumulated experience, the Mota-Engil Group developed significant projects in over 40 countries throughout its history.

# INDICATORS OF ENVIRONMENTAL PERFORMANCE (GRI4)

## EN1 - Materials

Materials used and broken down by weight or volume



EUROPE

### CAPSFIL

Materials	2018
Steel	36 t
Concrete	1,192 m <sup>3</sup>
Aggregates	100,782 t
Bitumen and emulsion	26 t
Cement	51 t
Plastic	60 t

### EGF

Materials	2018
Cement	2 t
Paints/varnish/glaze/solvents	2,532 L
Accumulators	8 t
Plastic bags	44 t
New tyres	68 t
Retread tyres	80 t
Lubricants/paste	256,943 L
Chemical products (herbicides, disinfectants, detergents, bleach)	254,118 L
Other chemical products for vehicle maintenance	44,850 L
Paper	46 t
Ink cartridges	62 un
Toners	1,217 un
Artificial aggregate resulting from Municipal Waste Incineration Slags	10,926 t

## MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

<b>Materials</b>	<b>2018</b>
Steel	6,817 t
Concrete	116,019 m <sup>3</sup>
Aggregates	1,807,957 t
Mix Asphalt	12,224 t
Bitumen and emulsion	9,560 t
Cement	3,465 t
Paints/varnish/glaze/solvents	104,583 L
Plastic	529 t

## SUMA

<b>Materials</b>	<b>2018</b>
Paints/varnish/glaze/solvents	1,978 L
Accumulators	5 t
Plastic bags	149 t
New tyres (heavy and light)	72 t
Retread tyres (heavy and light)	75 t
Lubricants/paste	183,026 L
Chemical products (herbicides, disinfectants, detergents, bleach)	30,557 L
Other chemical products for vehicle maintenance	9,933 L
Paper	752 t
Ink cartridges	37 un
Toners	41 un
Professional garbs: uniforms	144,459 un
Professional garbs: shoes	3,263 un

## TAKARGO

Materials	2018
Railway sand	74 t
Synthetic blocks - composite materials	6 t

## VIBEIRAS

Materials	2018
Steel	62 t
Concrete	1,900 m <sup>3</sup>
Aggregates	49,937 t
Bitumen and emulsion	2 t
Cement	504 t
Paints/varnish/glaze/solvents	4,200 L



## POLAND MARKET

Materials	2018
Steel	15,331 t
Aggregates	2,162,596 t
Cement	50,376 t
Bitumen and emulsion	29,830 t



## AFRICA



## SOUTH AFRICA MARKET

Materials	2018
Steel	179 t
Concrete	28,251 m <sup>3</sup>
Aggregates	42,134 t
Cement	1,404 t
Paints/varnish/glaze/solvents	14,175 L



## ANGOLA MARKET

Materials	2018
Steel	5,584 t
Aggregates	450,878 t
Bitumen and emulsion	3,736 t
Cement	26,520 t
Paints/varnish/glaze/solvents	28,241 L



## CAMEROON MARKET

Materials	2018
Steel	2,402 t
Concrete	16,041 m <sup>3</sup>
Aggregates	77,146 t
Cement	8,338 t



## IVORY COAST MARKET

Materials	2018
Steel	1,277 t
Concrete	7,353 m <sup>3</sup>
Aggregates	156,599 t
Bitumen and emulsion	887 t
Cement	3,048 t
Paints/varnish/glaze/solvents	400 L
Plastic	274 t



## GUINEA CONAKRY MARKET

Materials	2018
Paints/varnish/glaze/solvents	733 L
Plastic	4 t



## MALAWI MARKET

Materials	2018
Steel	2,212 t
Concrete	6,475 m <sup>3</sup>
Aggregates	795,527 t
Bitumen and emulsion	8,917 t
Cement	11,990 t
Paints/varnish/glaze/solvents	114,600 L
Plastic	165 t



## MOZAMBIQUE MARKET

Materials	2018
Steel	2,758 t
Concrete	6,587 m <sup>3</sup>
Aggregates	63,350 t
Bitumen and emulsion	1,080 t
Cement	12,392 t
Paints/varnish/glaze/solvents	6,110 L



## RWANDA MARKET

Materials	2018
Steel	2,098 t
Aggregates	37,275 t
Bitumen and emulsion	235 t
Cement	6,919 t
Concrete additives	43 m <sup>3</sup>



## UGANDA MARKET

Materials	2018
Steel	601 t
Aggregates	453,088 t
Bitumen and emulsion	2,049 t
Cement	4,648 t
Paints/varnish/glaze/solvents	5,880 L
Plastic	1 t



## ZIMBABWE MARKET

Materials	2018
Aggregates	121 t
Cement	14 t



## LATIN AMERICA



## ARUBA MARKET

Materials	2018
Steel	25 t
Concrete	497 m <sup>3</sup>
Aggregates	12,126 t
Bitumen and emulsion	732 t
Cement	548 t
Paints/varnish/glaze/solvents	100 L



## COLOMBIA MARKET

Materials	2018
Steel	2,548 t
Concrete	1,644 m <sup>3</sup>
Aggregates	10 t
Bitumen and emulsion	1 t
Cement	592 t
Paints/varnish/glaze/solvents	6,500 L
Plastic	44 t



### BRAZIL MARKET - ECB

Materials	2018
Steel	563 t
Concrete	9,877 m <sup>3</sup>
Aggregates	608,185 t
Mix Asphalt	29,711 t
Bitumen and emulsion	14,939 t
Cement	41,726 t
Paints/varnish/glaze/solvents	8,304 L



### MEXICO MARKET - GISA

Materials	2018
Steel	3 t
Cement	2 t
Concrete	9 m <sup>3</sup>
Aggregates	12,299 t



### PERU MARKET

Materials	2018
Steel	846 t
Concrete	83,211 m <sup>3</sup>
Aggregates	906,914 t
Bitumen and emulsion	77 t
Cement	18,228 t
Paints/varnish/glaze/solvents	18,453 L
Plastic	20 t



### DOMINICAN REPUBLIC MARKET

Materials	2018
Steel	253 t
Concrete	7,985 m <sup>3</sup>
Aggregates	57 t
Cement	162 t
Paints/varnish/glaze/solvents	5,000 L

## EN2 - Materials

Materials - percentage of materials used derived from recycling



EUROPE

### CAPFIL

Materials	2018
Retread tyres	10 %

### EGF

Materials	2018
Retread tyres	54 %
Paper recycled	34 %
Toners	23 %
PE recycling industry used in the maintenance of the bed as replacement for shale (Amarsul)	92 %
Artificial aggregate resulting from Municipal Waste Incineration Slags	100 %

### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Materials	2018
Retread tyres	5 %

### SUMA

Materials	2018
Retread tyres	51 %

### VIBEIRAS

Materials	2018
Toners	20 %



### POLAND MARKET

Materials	2018
Paper recycled	15 %
Toners	30 %
Recycled material from demolition waste	10 %



## AFRICA



### SOUTH AFRICA MARKET

Materials	2018
Paper recycled	100 %
Toners	100 %



### UGANDA MARKET

Materials	2018
Retread tyres	41 %
Tyres used in retaining walls	20 %



## LATIN AMERICA



### ARUBA MARKET

Materials	2018
Paper recycled	20 %



### BRAZIL MARKET - ECB

Materials	2018
Retread tyres	50 %



### MEXICO MARKET - MOTA-ENGIL MEXICO

Materials	2018
Paper recycled	5 %
Toners	5 %



## PERU MARKET

Materials	2018
Retread tyres	7 %
Paper recycled	8 %

## EN3 - Energy

Energy consumption within the organisation



EUROPE

### CAPSFIL

Energy	2018
Diesel	8,984 GJ

### EGF

Energy	2018
Diesel	366,404 GJ
Petrol	58 GJ
Propane	215 GJ
Natural gas	62,758 GJ
GPL	0 GJ

### MANVIA\*

Energy	2018
Diesel	18,855 GJ
Petrol	277 GJ

\* Manvia S.A., Manvia Conduatas and Spanish branch fleet

### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Energy	2018
Diesel	317,049 GJ
Petrol	265 GJ
Butane	1,599 GJ
Fuel oil	44,990 GJ

## SUMA

Energy	2018
Diesel	204,309 GJ
Petrol	1,360 GJ
Natural Gas	135 GJ
GPL	178 GJ
Diesel heater	104 GJ

## TAKARGO

Energy	2018
Diesel	273,548 GJ

## VIBEIRAS

Energy	2018
Diesel	15,965 GJ
Petrol	2,051 GJ

## IRELAND MARKET

Energy	2018
Diesel	21,186 GJ
Petrol	96 GJ

## POLAND MARKET

Energy	2018
Diesel	169,359 GJ
Petrol	4,970 GJ
Natural Gas	26,486 GJ
Coal	66,935 GJ
Fuel oil	7,056 GJ





### SOUTH AFRICA MARKET

Energy	2018
Diesel	7,495 GJ
Petrol	21,765 GJ



### ANGOLA MARKET

Energy	2018
Diesel	262,999 GJ
Petrol	6,086 GJ
Butane	1,712 GJ



### CAMEROON MARKET

Energy	2018
Diesel	27,941 GJ
Petrol	313 GJ



### IVORY COAST MARKET

Energy	2018
Diesel	79,337 GJ
Petrol	11 GJ



### GUINEA CONAKRY MARKET

Energy	2018
Diesel	446,332 GJ
Propane	2,400 GJ



### MALAWI MARKET

Energy	2018
Diesel	650,366 GJ
Petrol	438 GJ
Butane	579 GJ



### MOZAMBIQUE MARKET

Energy	2018
Diesel	172,094 GJ
Butane	194 GJ



### RWANDA MARKET

Energy	2018
Diesel	208,046 GJ
Petrol	29 GJ



### UGANDA MARKET

Energy	2018
Diesel	201,551 GJ
Petrol	44 GJ
Butane	5 GJ



### ZIMBABWE MARKET

Energy	2018
Diesel	144,449 GJ
Fuel oil	7,148 GJ



### ARUBA MARKET

Energy	2018
Diesel	15,390 GJ
Petrol	746 GJ



### BRAZIL MARKET - CONSITA

Energy	2018
Petrol	2,586 GJ
Diesel	44,924 GJ
Ethanol	49 GJ



### BRAZIL MARKET - ECB

Energy	2018
Diesel	524,664 GJ
Petrol	23,237 GJ
Fuel oil	69,560 GJ
Ethanol	747 GJ



### COLOMBIA MARKET

Energy	2018
Diesel	24,000 GJ
Petrol	600 GJ



### MEXICO MARKET - GISA

Energy	2018
Diesel	42,667 GJ
Petrol	1,905 GJ



### MEXICO MARKET - MOTA-ENGIL MEXICO

Energy	2018
Diesel	255,033 GJ
Petrol	17,981 GJ
GPL	1,549 GJ



### PERU MARKET

Energy	2018
Diesel	822,558 GJ
Petrol	1,417 GJ



### DOMINICAN REPUBLIC MARKET

Energy	2018
Diesel	492 GJ

## EN4 - Energy

Energy consumption outside the organisation



### EUROPE

#### CAPSFIL

Energy	2018
Electricity	720 GJ

#### EGF

Energy	2018
Electricity	174,559 GJ
Heating and cooling	34,008 GJ
Solar	438 GJ

**MANVIA\*****Energy 2018**

Electricity	642 GJ
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\* Manvia fractions in buildings in Linda-a-Velha (offices), Freixieiro (offices and warehouse), Alverca (offices and workshop / warehouse) and Spain

**MOTA-ENGL ENGENHARIA E CONSTRUÇÃO****Energy 2018**

Electricity	33,491 GJ
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**SUMA****Energy 2018**

Electricity	3,250 GJ
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**VIBEIRAS****Energy 2018**

Electricity	322 GJ
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**IRELAND MARKET****Energy 2018**

Electricity	35,172 GJ
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**POLAND MARKET****Energy 2018**

Electricity	26,352 GJ
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**AFRICA****SOUTH AFRICA MARKET****Energy 2018**

Electricity	1,968 GJ
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### ANGOLA MARKET

Energy	2018
Electricity	3,469 GJ



### CAMEROON MARKET

Energy	2018
Electricity	763 GJ



### MALAWI MARKET

Energy	2018
Electricity	2,640 GJ



### MOZAMBIQUE MARKET

Energy	2018
Electricity	2,769 GJ



### RWANDA MARKET

Energy	2018
Electricity	74 GJ



### UGANDA MARKET

Energy	2018
Electricity	2,060 GJ



### BRAZIL MARKET - CONSITA

Energy	2018
Electricity	257 GJ



### BRAZIL MARKET - ECB

Energy	2018
Electricity	4,031 GJ



### MEXICO MARKET - GISA

Energy	2018
Electricity	205 GJ



### MEXICO MARKET - MOTA-ENGIL MEXICO

Energy	2018
Electricity	1,862 GJ



### PERU MARKET

Energy	2018
Electricity	5,995 GJ



### DOMINICAN REPUBLIC MARKET

Energy	2018
Electricity	19 GJ

## ENS - Water

Total water withdrawal by source



EUROPE

### CAPSFIL

Water	2018
Surface water capture	542 m <sup>3</sup>
Underground water capture	1,378 m <sup>3</sup>

### EGF

Water	2018
Underground water capture	350,749 m <sup>3</sup>
Capture of municipal water supply or from other suppliers of water	214,313 m <sup>3</sup>
Capture of rainwater directly collected and stored by the organisation	3,378 m <sup>3</sup>
Reuse of treated effluent	24,298 m <sup>3</sup>

### MANVIA\*

Water	2018
Capture of municipal water supply or from other suppliers of water	1,135 m <sup>3</sup>

\* Manvia, S.A. and Spanish branch

### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Water	2018
Surface water capture	32,189 m <sup>3</sup>
Underground water capture	123,304 m <sup>3</sup>
Capture of municipal water supply or from other suppliers of water	45,857 m <sup>3</sup>

### SUMA

Water	2018
Underground water capture	33,041 m <sup>3</sup>
Capture of municipal water supply or from other suppliers of water	24,045 m <sup>3</sup>



## POLAND MARKET

Water	2018
Underground water capture	10 m <sup>3</sup>



## AFRICA



## SOUTH AFRICA MARKET

Water	2018
Capture of municipal water supply or from other suppliers of water	7,175 m <sup>3</sup>



## ANGOLA MARKET

Water	2018
Capture of municipal water supply or from other suppliers of water	57,811 m <sup>3</sup>



## IVORY COAST MARKET

Water	2018
Underground water capture	8,000 m <sup>3</sup>



## GUINEA CONAKRY MARKET

Water	2018
Surface water capture	479,085 m <sup>3</sup>



## MALAWI MARKET

Water	2018
Surface water capture	250,000 m <sup>3</sup>
Underground water capture	114,685 m <sup>3</sup>
Capture of municipal water supply or from other suppliers of water	97,425 m <sup>3</sup>



## MOZAMBIQUE MARKET

Water	2018
Capture of municipal water supply or from other suppliers of water	25,261 m <sup>3</sup>



## RWANDA MARKET

Water	2018
Surface water capture	119,412 m <sup>3</sup>
Capture of municipal water supply or from other suppliers of water	8,135 m <sup>3</sup>



## UGANDA MARKET

Water	2018
Surface water capture	49,660 m <sup>3</sup>
Capture of municipal water supply or from other suppliers of water	23,376 m <sup>3</sup>



## COLOMBIA MARKET

Water	2018
Capture of municipal water supply or from other suppliers of water	3,960 m <sup>3</sup>



## BRAZIL MARKET - CONSITA

Water	2018
Underground water capture	434 m <sup>3</sup>
Capture of municipal water supply or from other suppliers of water	716 m <sup>3</sup>
Capture of rainwater directly collected and stored by the organisation	320 m <sup>3</sup>



### BRAZIL MARKET - ECB

Water	2018
Surface water capture	156,027 m <sup>3</sup>
Underground water capture	138,710 m <sup>3</sup>
Capture of municipal water supply or from other suppliers of water	6,910 m <sup>3</sup>



### MEXICO MARKET - GISA

Water	2018
Capture of municipal water supply or from other suppliers of water	1,754 m <sup>3</sup>



### MEXICO MARKET - MOTA-ENGIL MEXICO

Water	2018
Underground water capture	349 m <sup>3</sup>
Capture of municipal water supply or from other suppliers of water	214,710 m <sup>3</sup>
Capture of rainwater directly collected and stored by the organisation	36 m <sup>3</sup>



### PERU MARKET

Water	2018
Surface water capture	2,587,180 m <sup>3</sup>
Capture of municipal water supply or from other suppliers of water	6,838 m <sup>3</sup>



### DOMINICAN REPUBLIC MARKET

Energy	2018
Underground water capture	825 m <sup>3</sup>

## EN11 - Biodiversity

Operational units part of the group, hired or administered within or adjacent to the protected areas or areas with a high degree of biodiversity located outside of the protected areas



### EUROPE

#### EGF

#### Biodiversity 2018

Where? Serra da Estrela Natural Park | Transfer station (Resiestrela)

Size? 0.0036 km<sup>2</sup>

#### EGF

#### Biodiversity 2018

Where? REN | Partial area of the Sotavento landfill (Algar)

Size? 0.132 km<sup>2</sup>

#### EGF

#### Biodiversity 2018

Where? REN | Partial area of the Barlavento landfill (Algar)

Size? 0.54 km<sup>2</sup>

#### EGF

#### Biodiversity 2018

Where? Reserva Natural do Estuário do Tejo (RNET) | Adjacente a CTRSU (Valorsul)

Size? 0.04 km<sup>2</sup>



### AFRICA



#### UGANDA MARKET

#### Biodiversity 2018

Where? Queen Elizabeth National Park

Size? 11 line km



## ZIMBABWE MARKET

### Biodiversity

**2018**

Where?	Hwange Chaba Project Area
Size?	307 ha



## LATIN AMERICA



## PERU MARKET

### Biodiversity

**2018**

Where?	Project "Suministro de Agua - Construcción de Presa de Vizcachas - Bocatoma Titire - Alta Montaña" Quellaveco. Located in Moquegua region
Size?	805.6 m <sup>2</sup>

## EN12 - Biodiversity

Description of the significant impact of activities, products and services on the biodiversity in protected areas and areas with a high level of biodiversity located outside of protected areas



## AFRICA



## UGANDA MARKET

### Biodiversity

**2018**

Which are the species affected?	Autochthonous flora and fauna
What is the extent of the areas undergoing the impact?	11 km
What is the duration of the impact?	3.5 anos
To what degree is the impact reversible?	Self-regeneration of species



## ZIMBABWE MARKET

### Biodiversity

2018

Which are the species affected?	Colophospermum commonly called Mopane and Acacia
What is the extent of the areas undergoing the impact?	5.3 ha
What is the duration of the impact?	Ongoing
To what degree is the impact reversible?	Reversible impact



## LATIN AMERICA



## MEXICO MARKET - MOTA-ENGIL MEXICO

### Biodiversity

2018

Which are the species affected?	Flora and fauna
What is the extent of the areas undergoing the impact?	419.75 ha
What is the duration of the impact?	Ongoing
To what degree is the impact reversible?	Reversible impact



## PERU MARKET

### Biodiversity

2018

Which are the species affected?	Flora: Bofedales (Flora Azorella and Parastrephia species) Fauna: Reptile (Liolaemus cf. signifer and Liolaemus tacna), amphibious frogs “Pleurodema marmoratum”, fishes (Trichomycterus sp. and Orestias s.); mammals (Leopardus colocolo, Hippocamelus antisensis, Ctenomys opimus and Vicugna vicugna); two birds (Vultur gryphus and Rhea tarapacensis) and one amphibious (Telmatobius jelskii)
What is the extent of the areas undergoing the impact?	805,6 m <sup>2</sup>
What is the duration of the impact?	2 years
To what degree is the impact reversible?	A rehabilitation and restoration plan is underway

## EN15 - Emissions

Direct emissions of greenhouse gases (GEE)



EUROPE

### CAPSFIL

Emissions	2018
Total	669 ton CO <sub>2</sub>

### EGF

Emissions	2018
Total	1,247,091 ton CO <sub>2</sub>

### MANVIA

Emissions	2018
Total	965 ton CO <sub>2</sub>

### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Emissions	2018
Total	27,282 ton CO <sub>2</sub>

### SUMA

Emissions	2018
Total	15,233 ton CO <sub>2</sub>

### TAKARGO

Emissions	2018
Total	20,270 ton CO <sub>2</sub>

### VIBEIRAS

Emissions	2018
Total	1,378 ton CO <sub>2</sub>



### IRELAND MARKET

Emissions	2018
Total	1,586 ton CO <sub>2</sub>



### POLAND MARKET

Emissions	2018
Total	14,601 ton CO <sub>2</sub>



### AFRICA



### SOUTH AFRICA MARKET

Emissions	2018
Total	2,569 ton CO <sub>2</sub>



### ANGOLA MARKET

Emissions	2018
Total	20,326 ton CO <sub>2</sub>



### CAMEROON MARKET

Emissions	2018
Total	2,109 ton CO <sub>2</sub>



### IVORY COAST MARKET

Emissions	2018
Total	5,907 ton CO <sub>2</sub>



### GUINEA CONAKRY MARKET

Emissions	2018
Total	33,513 ton CO <sub>2</sub>



### MALAWI MARKET

Emissions	2018
Total	48,519 ton CO <sub>2</sub>



### MOZAMBIQUE MARKET

Emissions	2018
Total	12,832 ton CO <sub>2</sub>



### RWANDA MARKET

Emissions	2018
Total	18,164 ton CO <sub>2</sub>



### UGANDA MARKET

Emissions	2018
Total	15,009 ton CO <sub>2</sub>



### ZIMBABWE MARKET

Emissions	2018
Total	11,307 ton CO <sub>2</sub>



### ARUBA MARKET

<b>Emissions</b>	<b>2018</b>
<b>Total</b>	<b>1,215 ton CO<sub>2</sub></b>



### BRAZIL MARKET - CONSITA

<b>Emissions</b>	<b>2018</b>
<b>Total</b>	<b>3,923 ton CO<sub>2</sub></b>



### BRAZIL MARKET - ECB

<b>Emissions</b>	<b>2018</b>
<b>Total</b>	<b>42,099 ton CO<sub>2</sub></b>



### COLOMBIA MARKET

<b>Emissions</b>	<b>2018</b>
<b>Total</b>	<b>1,842 ton CO<sub>2</sub></b>



### MEXICO MARKET - GISA

<b>Emissions</b>	<b>2018</b>
<b>Total</b>	<b>3,104 ton CO<sub>2</sub></b>



### MEXICO MARKET - MOTA-ENGIL MEXICO

<b>Emissions</b>	<b>2018</b>
<b>Total</b>	<b>21,251 ton CO<sub>2</sub></b>



### PERU MARKET

Emissions	2018
Total	61,366 ton CO <sub>2</sub>



### DOMINICAN REPUBLIC MARKET

Emissions	2018
Total	37 ton CO <sub>2</sub>

## EN16 - Emissions

Indirect emissions of greenhouse gases (GEE) deriving from the acquisition of energy



EUROPE

### CAPSFIL

Emissions	2018
Total	112 ton CO <sub>2</sub>

### EGF

Emissions	2018
Total	23,295 ton CO <sub>2</sub>

### MANVIA

Emissions	2018
Total	84 ton CO <sub>2</sub>

### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Emissions	2018
Total	4,433 ton CO <sub>2</sub>

## SUMA

Emissions	2018
Total	432 ton CO <sub>2</sub>

## VIBEIRAS

Emissions	2018
Total	75 ton CO <sub>2</sub>



## IRELAND MARKET

Emissions	2018
Total	4,494 ton CO <sub>2</sub>



## POLAND MARKET

Emissions	2018
Total	5,710 ton CO <sub>2</sub>



## AFRICA



## SOUTH AFRICA MARKET

Emissions	2018
Total	508 ton CO <sub>2</sub>



## ANGOLA MARKET

Emissions	2018
Total	424 ton CO <sub>2</sub>



### CAMEROON MARKET

<b>Emissions</b>	<b>2018</b>
Total	45 ton CO <sub>2</sub>



### MALAWI MARKET

<b>Emissions</b>	<b>2018</b>
Total	352 ton CO <sub>2</sub>



### MOZAMBIQUE MARKET

<b>Emissions</b>	<b>2018</b>
Total	369 ton CO <sub>2</sub>



### RWANDA MARKET

<b>Emissions</b>	<b>2018</b>
Total	10 ton CO <sub>2</sub>



### UGANDA MARKET

<b>Emissions</b>	<b>2018</b>
Total	275 ton CO <sub>2</sub>



### LATIN AMERICA



### BRAZIL MARKET - CONSITA

<b>Emissions</b>	<b>2018</b>
Total	8 ton CO <sub>2</sub>



### BRAZIL MARKET - ECB

Emissions		2018
Total		105 ton CO <sub>2</sub>



### MEXICO MARKET - GISA

Emissions		2018
Total		21 ton CO <sub>2</sub>



### MEXICO MARKET - MOTA-ENGIL MEXICO

Emissions		2018
Total		301 ton CO <sub>2</sub>



### PERU MARKET

Emissions		2018
Total		483 ton CO <sub>2</sub>



### DOMINICAN REPUBLIC MARKET

Emissions		2018
Total		3 ton CO <sub>2</sub>

## EN17 - Emissions

Other indirect emissions of greenhouse gases (GEE)



EUROPE

### EGF

Emissions		2018
Total		1,160 ton CO <sub>2</sub>



### BRAZIL MARKET - ECB

<b>Emissions</b>	<b>2018</b>
<b>Total</b>	<b>108 ton CO<sub>2</sub></b>

## EN21 - Emissions

Emissions of NO<sub>x</sub>, SO<sub>x</sub> and other significant emissions



### EGF

<b>Emissions</b>	<b>2018</b>
NO <sub>x</sub>	1,242,753 kg
SO <sub>x</sub>	60,058 kg
Volatile organic compounds (VOC)	96,371 kg
Particulate matter (PM)	5,637 kg
Inorganic fluoride compounds expressed in F-	519 kg
H <sub>2</sub> S	1,276 kg
HCl	43,910 kg
NMOC	73,551 kg
CO	583,029 kg



### POLAND MARKET

<b>Emissions</b>	<b>2018</b>
NO <sub>x</sub>	26,864 kg
SO <sub>x</sub>	36,633 kg
Persistent organic pollutants (POP)	111 kg
Particulate matter (PM)	9,888 kg
CO	60,855 kg
Dust	13,182 kg



### BRAZIL MARKET - ECB

Emissions	2018
NOx	1,219 kg
SOx	1,067 kg
Particulate matter (PM)	1,727 kg
CO	2,093 kg



### MEXICO MARKET - GISA

Emissions	2018
NOx	178 kg



### MEXICO MARKET - MOTA-ENGIL MEXICO

Emissions	2018
NOx	79 kg
SOx	27 µmol/mol
Particulate matter - PM	227 µg/m <sup>3</sup>

## EN22 - Effluents and Waste

Total discharge of water, broken down by quality and final destination



### CAPSFIL

Effluents and Waste	2018
quality: Biochemical absence of oxygen (CBO)	<1.0 (L.Q.) m <sup>3</sup>
quality: Chemical absence of oxygen (CQO)	<5.0 (L.Q.) m <sup>3</sup>
quality: Total solid suspensions (SST)	<3.0 (L.Q.) m <sup>3</sup>

## EGF

<b>Effluents and Waste</b>	<b>2018</b>
quality: Biochemical absence of oxygen (CBO)	541,767 kg
quality: Chemical absence of oxygen (CQO)	2,857,402 kg
quality: Total solid suspensions (SST)	230,639 kg
<b>final destination: discharge collector</b>	<b>809,071 m<sup>3</sup></b>
quality: Biochemical absence of oxygen (CBO)	9,396 kg
quality: Chemical absence of oxygen (CQO)	1,296 kg
quality: Total solid suspensions (SST)	123 kg
<b>final destination: water line</b>	<b>22,599 m<sup>3</sup></b>
quality: Biochemical absence of oxygen (CBO)	568 kg
quality: Chemical absence of oxygen (CQO)	736 kg
quality: Total solid suspensions (SST)	238 kg
<b>final destination: reuse</b>	<b>19,005 m<sup>3</sup></b>
quality: Biochemical absence of oxygen (CBO)	65,962 kg
quality: Chemical absence of oxygen (CQO)	576,840 kg
quality: Total solid suspensions (SST)	34,736 kg
<b>final destination: industrial plant WWTP</b>	<b>144,342 m<sup>3</sup></b>

## VIBEIRAS

<b>Effluents and Waste</b>	<b>2018</b>
quality: Biochemical absence of oxygen (CBO)	12 m <sup>3</sup>
quality: Chemical absence of oxygen (CQO)	42 m <sup>3</sup>
quality: Total solid suspensions (SST)	8 m <sup>3</sup>
quality: Total heavy metals	<0.4 m <sup>3</sup>

## POLAND MARKET

<b>Effluents and Waste</b>	<b>2018</b>
<b>quality: Total solid suspensions (SST)</b>	<b>5,776 m<sup>3</sup></b>





## AFRICA



### GUINEA CONAKRY MARKET

#### Effluents and Waste

2018

quality: Biochemical absence of oxygen (CBO)	278 m <sup>3</sup>
quality: Chemical absence of oxygen (CQO)	928 m <sup>3</sup>
quality: Total solid suspensions (SST)	371 m <sup>3</sup>



## LATIN AMERICA



### BRAZIL MARKET - ECB

#### Effluents and Waste

2018

quality: Biochemical absence of oxygen (CBO)	423 m <sup>3</sup>
quality: Chemical absence of oxygen (CQO)	1,407 m <sup>3</sup>
quality: Total solid suspensions (SST)	426 m <sup>3</sup>



### MEXICO MARKET - MOTA-ENGIL MEXICO

#### Effluents and Waste

2018

Total wastewater	2,107 m <sup>3</sup>
Wastewater sent to treatment	2,107 m <sup>3</sup>

## EN23 - Effluents and Waste

Total weight of waste, broken down into type and method of disposal



EUROPE

### CAPSFIL

Effluents and Waste	2018
Hazardous waste	5 t
Non-Hazardous waste	36 t
Waste sent for recycling	33 t
Waste sent for disposal	3 t

### EGF

Effluents and Waste	2018
Hazardous waste	478 t
Non-Hazardous waste	4,634 t
Waste sent for recycling	1,054 t
Waste sent for disposal	4,058 t

### MANVIA\*

Effluents and Waste	2018
Hazardous waste	23 t
Non-Hazardous waste	690 t
Waste sent for recycling	674 t
Waste sent for disposal	39 t

\* Manvia, S.A., Manvia Conduatas, Spanish Branch and CH&P Anadia e Coja

### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Effluents and Waste	2018
Hazardous waste	1,174 t
Non-Hazardous waste	28,041 t
Waste sent for recycling	27,423 t
Waste sent for disposal	1,792 t

## TAKARGO

<b>Effluents and Waste</b>	<b>2018</b>
Non-Hazardous waste	280 t
Waste sent for recycling	280 t

## VIBEIRAS

<b>Effluents and Waste</b>	<b>2018</b>
Hazardous waste	14 t
Non-Hazardous waste	841 t
Waste sent for recycling	832 t
Waste sent for disposal	22 t



## POLAND MARKET

<b>Effluents and Waste</b>	<b>2018</b>
Hazardous waste	23 t
Non-Hazardous waste	79,970 t
Waste sent for disposal	79,993 t



## AFRICA



## SOUTH AFRICA MARKET

<b>Effluents and Waste</b>	<b>2018</b>
Non-Hazardous waste	16,707 t
Waste sent for disposal	16,707 t



## ANGOLA MARKET

<b>Effluents and Waste</b>	<b>2018</b>
Non-Hazardous waste	25,104 t
Waste sent for disposal	25,104 t



## CAMEROON MARKET

<b>Effluents and Waste</b>	<b>2018</b>
Non-Hazardous waste	89 t
Waste sent for recycling	89 t



## GUINEA CONAKRY MARKET

<b>Effluents and Waste</b>	<b>2018</b>
Hazardous waste	101 t
Non-Hazardous waste	28 t
Waste sent for disposal	129 t



## MALAWI MARKET

<b>Effluents and Waste</b>	<b>2018</b>
Hazardous waste	295 t
Non-Hazardous waste	340 t
Waste sent for disposal	635 t



## RWANDA MARKET

<b>Effluents and Waste</b>	<b>2018</b>
Hazardous waste	13 t
Non-Hazardous waste	74 t
Waste sent for recycling	23 t
Waste sent for disposal	64 t



## UGANDA MARKET

<b>Effluents and Waste</b>	<b>2018</b>
Hazardous waste	12 t
Non-Hazardous waste	72 t
Waste sent for recycling	71 t
Waste sent for disposal	37 t



## ZIMBABWE MARKET

Effluents and Waste	2018
Hazardous waste	36 t
Waste sent for recycling	32 t



## LATIN AMERICA



## BRAZIL MARKET - CONSITA

Effluents and Waste	2018
Hazardous waste	1 t
Non-Hazardous waste	9,705 t
Waste sent for recycling	5,672 t
Waste sent for landfill	4,034 t



## BRAZIL MARKET - ECB

Effluents and Waste	2018
Hazardous waste	71 t
Non-Hazardous waste	8,445 t
Waste sent for recycling	3,660 t
Waste sent for disposal	4,856 t



## COLOMBIA MARKET

Effluents and Waste	2018
Hazardous waste	0.3 t
Non-Hazardous waste	0.8 t
Waste sent for disposal	1.1 t



### MEXICO MARKET - GISA

<b>Effluents and Waste</b>	<b>2018</b>
Hazardous waste	7 t
Non-Hazardous waste	17 t
Waste sent for recycling	12 t
Waste sent for disposal	4 t



### MEXICO MARKET - MOTA-ENGIL MEXICO

<b>Effluents and Waste</b>	<b>2018</b>
Hazardous waste	52 t
Non-Hazardous waste	1,517 t
Waste sent for recycling	381 t
Waste sent for disposal	1,188 t



### PERU MARKET

<b>Effluents and Waste</b>	<b>2018</b>
Hazardous waste	250 t
Non-Hazardous waste	682 t
Waste sent for recycling	601 t
Waste sent for disposal	331 t

## EN24 - Effluents and Waste

Total number and volume of significant spills



### EUROPE

#### EGF

Effluents and Waste	2018
How many spills took place?	Algar: 4 Ersuc: 1
What was the location of the spill?	Algar: 2 spills on the premises and 1 on the public road Ersuc: Wastewater Treatment Plant - Eirol
What was the volume of the spill?	Algar: On the premises - c.200 m <sup>3</sup> of leachates and 700 L of sulfuric acid; on the public road - 210 L of hydraulic oil/adblue/Diesel Ersuc: 3 m <sup>3</sup>
What was the material spilled?	Algar: Leachates, sulfuric acid and hydraulic oil/adblue/Diesel Ersuc: Leachates
What was the impact?	Algar: Non-existent due to the actions developed - Leaching due to the high dilution factor induced by the strong precipitation that was felt at the time, and the immediate construction of a containment dam for retention of the leaching, which prevented the continuity of its runoff to the line water, no environmental damage was considered, a situation corroborated by the results of the analyzes carried out at the time. - Sulfuric acid: leakage confined to the UW Pavilion, waterproofed floor, properly restrained, successful cleaning of the site. Ersuc: low



### AFRICA



#### ZIMBABWE MARKET

Effluents and Waste	2018
How many spills took place?	1
What was the location of the spill?	Fuel storage compartment
What was the volume of the spill?	600 L
What was the material spilled?	Diesel
What was the impact?	Soil contamination



### BRAZIL MARKET - ECB - 1<sup>st</sup>

#### Effluents and Waste 2018

How many spills took place?	1 of 5
What was the location of the spill?	Pouso Alegre/MG - Obra 229 - Rodovia Fernão Dias (BR 381)
What was the volume of the spill?	3 L
What was the material spilled?	Bituminous emulsion
What was the impact?	Alteration of soil quality



### BRAZIL MARKET - ECB - 2<sup>nd</sup>

#### Effluents and Waste 2018

How many spills took place?	2 of 5
What was the location of the spill?	Pouso Alegre/MG - Obra 229 - Rodovia Fernão Dias (BR 381)
What was the volume of the spill?	40 L
What was the material spilled?	Bituminous emulsion
What was the impact?	Alteration of soil and water quality



### BRAZIL MARKET - ECB - 3<sup>rd</sup>

#### Effluents and Waste 2018

How many spills took place?	3 of 5
What was the location of the spill?	Itaboraí/RJ - Obra 231 - COMPERJ - Complexo Petroquímico do Rio de Janeiro
What was the volume of the spill?	2 L
What was the material spilled?	Hydraulic oil
What was the impact?	Alteration of soil quality



### BRAZIL MARKET - ECB - 4<sup>th</sup>

#### Effluents and Waste 2018

How many spills took place?	4 of 5
What was the location of the spill?	Itaboraí/RJ - Obra 231 - COMPERJ - Complexo Petroquímico do Rio de Janeiro
What was the volume of the spill?	5 L
What was the material spilled?	Hydraulic oil
What was the impact?	Alteration of soil quality



## BRAZIL MARKET - ECB - 5<sup>th</sup>

### Effluents and Waste 2018

How many spills took place?	5 of 5
What was the location of the spill?	Itaborai/RJ - Obra 231 - COMPERJ - Complexo Petroquímico do Rio de Janeiro
What was the volume of the spill?	20 L
What was the material spilled?	Hydraulic oil
What was the impact?	Alteration of soil quality



## MEXICO MARKET - MOTA-ENGIL MEXICO

### Effluents and Waste 2018

How many spills took place?	11
What was the location of the spill?	Diversas áreas
What was the volume of the spill?	651 L
What was the material spilled?	Hydrocarbons
What was the impact?	Reversible Impact



## PERU MARKET

### Effluents and Waste 2018

How many spills took place?	3
What was the location of the spill?	Several projects under execution - Mota-Engil Peru
What was the volume of the spill?	23 L
What was the material spilled?	Fuel
What was the impact?	Soil

## EN27 - Products and Services

Extent of the mitigation of the environmental impact of products and services



EGF	2018	
Which?	Up to what point was the impact mitigated?	Concession
<p>1) In 2018 it was decided to purchase some types of office paper that meet ecological criteria (eg TCF and 100% recycled Fibers Blue Angel), namely reams of paper, envelopes and letter paper;</p> <p>2) In 2018, cleaning detergents classified as hazardous to the environment (used by Algar's external cleaning company) were replaced with similar ecological detergents;</p> <p>3) Under the plan to rationalize energy consumption at the level of the fleet, training was given to drivers in economic driving, heavy vehicles (transfer and collection) were replaced in accordance with the investment plan and the analysis and management of collection information (mobility);</p> <p>4) Implementation of the complementary stage of degassing at the ASB WWTP was started, with a view to reducing the concentrations of ammoniacal and total nitrogen.</p>	<p>1) Taking into account that of the total Office Paper purchased in 2018, about 60% corresponds to recycled paper, part of the impact could be considered to have been mitigated.</p> <p>2) Considering that all the cleaning detergents used by the external company were not classified as hazardous for the environment, it is considered that the impact was mitigated in this area.</p> <p>3) Although the defined measures were implemented, they were not enough to reach the target defined in the Energy Consumption Rationalization Plan at the fleet level.</p> <p>4) It will not be possible to verify for now the effectiveness of this action in terms of mitigation of the impacts, due to the fact that it is still in the testing phase.</p>	Algar
Mitigation of energy consumption (training in eco-driving; replacement of piston air compressors by screw; improvement of the washer system; application of variation of ventilation speed; replacement of translucent tiles).	Amarsul was awarded a diploma of recognition regarding the best result in the reduction of the specific energy consumption, issued by the DGEG.	Amarsul
Reduction of electricity consumption and water in all plants.	Awareness.	Ersuc
Landfill cover, odor spread control.	Although mitigation has been effective, there have been some complaints of odors by the population of Gestal.	Valnor
Elaboration of energy audit and preparation of an audit to the fleet to elaborate the PREN to be approved by ADENE and DGEG in the context of energy intensive consumers.	Reduction of energy consumption (electricity and diesel).	Valorlis
<p>1) Training employees;</p> <p>2) Visual aids placed in strategic locations (flushing cisterns, faucets, switches), which alert to the saving of resources;</p> <p>3) Use of recycled paper throughout the company's documentation;</p> <p>4) Reuse of waste oils for lubrication of conveyors;</p> <p>5) Rainwater storage tank in the Organic Valuation Center and reuse of rainwater in the process;</p> <p>6) Distribution of spill containment material in all vehicles and installations;</p> <p>7) Operation of the continuously connected deodorization system;</p> <p>8) Service of birdwatching throughout the year.</p>	No occurrences of environmental damage.	Valorminho

<b>MANVIA</b>		<b>2018</b>
<b>Which?</b>	<b>Up to what point was the impact mitigated?</b>	
Energy Management Program “PG OE.06-M3 Optimize energy management (Manvia vehicles and installations)”	Since the beginning of the program (2016-2018), 9.8% have been reduced in relation to consumption in 2015, regarding the fleet energy indicator (l / 100 km)	

<b>TAKARGO</b>		<b>2018</b>
<b>Which?</b>	<b>Up to what point was the impact mitigated?</b>	
Fleet Energy Rationalization Plan 2016 - 2018 (PREN), monthly performance monitoring and quarterly reports (PREN monitoring) by recognized entity	At the end of the third quarter of 2018 there was an improvement in the performance associated with the fuel consumption of the locomotives, representing an amount about 42% lower than in the same period of the reference year (2015)	

<b>SUMA</b>		<b>2018</b>
<b>Which?</b>	<b>Up to what point was the impact mitigated?</b>	
Energy audit with associated reduction targets	Results are still pending	



<b>IRELAND MARKET</b>		<b>2018</b>
<b>Which?</b>	<b>Up to what point was the impact mitigated?</b>	
Chemicals	No major incident in 2018	



## **AFRICA**



<b>RWANDA MARKET</b>		<b>2018</b>
<b>Which?</b>	<b>Up to what point was the impact mitigated?</b>	
Allocation of resources to decrease dust collection by vehicle circulation, within the project and access roads	Acceptable	



## ZIMBABWE MARKET

2018

### Which? Up to what point was the impact mitigated?

Spills of hydrocarbons into the environment	100%
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## LATIN AMERICA



## ARUBA MARKET

2018

### Which? Up to what point was the impact mitigated?

Placement of plastic sleeve for the containment of bituminous emulsion spills	Restriction of contamination area
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## BRAZIL MARKET - ECB

2018

### Which? Up to what point was the impact mitigated?

Control of the emission of environmental noise from the asphalt concrete plants	Reduction of environmental noise emitted to surrounding community. Reduction of discomfort felt by the surrounding community.
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## MEXICO MARKET - MOTA-ENGIL MEXICO

2018

### Which? Up to what point was the impact mitigated?

<ol style="list-style-type: none"> <li>1) Prepare the service life cycle matrix;</li> <li>2) Training of employees;</li> <li>3) Activities carried out with interested parties, celebrating world environmental days;</li> <li>4) Environmental monitoring;</li> <li>5) Organizing and cleaning campaigns;</li> <li>6) Monitoring the consumption of resources;</li> <li>7) Environmental simulations;</li> <li>8) Waste recovery;</li> <li>9) Placement of environmental signage.</li> </ol>	High
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## PERU MARKET

2018

### Which?

### Up to what point was the impact mitigated?

Dust control: Waterway irrigation with water tank, speed control and dust control procedure;

Spill control: spill management procedure, anti-spill kit and containment trays, training and awareness on spill control, monitoring of equipment maintenance programs compliance;

Solid waste control: solid waste management procedure, adequate segregation points for solid waste, inspection, training and awareness in solid waste management, use of metal utensils to reduce the production of plastic and tecknopor waste;

Environmental Incident Frequency Index = 0.07 (below the target of 0.3)

Emission of combustion gases: monitoring of maintenance programs of equipment, certification of opacity of equipment;

Energy, fuel and water consumption: consumption control and eco-efficiency lectures;

Erosion and sediment control: implantation of coronation channels, gutters, silt fence, cheek dams, sedimentation ponds, among others.

## EN28 - Products and Services

Percentage of products and their recovered packaging in relation to the total of products sold, discriminated by category of products



EUROPE

### EGF

2018

Products and their packaging materials reclaimed (tons)	310,954
Total Products sold (ton)	293,559
Percentual recuperado	106%

## EN29 - Compliance

Monetary value of significant fines and total number of non-monetary penalties applied due to non-compliance with environmental laws and regulations



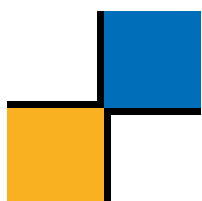
EUROPE

EGF

2018

Total number of non-monetary sanctions for non-compliance with environmental laws and regulations?

1



MOTAENGIL

Edição: 40 exemplares

ISSN: 2184-0725

Depósito Legal: 4443 05/18

Conceção Gráfica: White Way®

Impressão: Getside, Lda.



