

MOTAENGIL

Driven by *Purpose*, Built with *History*

2025 SUSTAINABILITY BROCHURE



MOTAENGIL

Driven by *Purpose*, Built with *History*

Over the course of nearly eight decades, Mota-Engil has demonstrated that building goes far beyond simply carrying out construction projects. It means creating value, generating a positive impact, and leaving a legacy that endures over time.

It is this vision that inspires this brochure, which complements the 2025 Integrated Report. In these pages, we present some of the projects, initiatives, and results that marked the year 2025 and that reflect the integration of sustainability into the way the Group thinks, makes decisions, and acts.

More than just a collection of results, this brochure tells the story of a commitment that continues to evolve and is brought to life every day through the people, projects, and decisions that shape Mota-Engil's legacy.

Driven by *Purpose*,
Built with *History*



See also the
2025 Integrated Report
for full details
[Find out more here](#)

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01 History as a driving *force*

Decades of experience guide the way we build,
make decisions and create lasting impact.





A SHARED VISION

MESSAGE FROM THE CHAIRMAN
OF THE BOARD OF DIRECTORS AND CEO

“ RESPONSIBLE CHOICES TODAY THAT SHAPE TOMORROW

CARLOS MOTA SANTOS

Chairman of the Board
of Directors and CEO of
Mota-Engil Group

We live in challenging times, marked by uncertainty and profound economic, technological and environmental change. Yet, looking back at our history, we know this is not the first time we have faced circumstances of this kind. And it is precisely in moments like these that what defines us—and what we seek to build—becomes all the more evident.

At Mota-Engil, we have never regarded sustainability as a matter of circumstance. It stems from the way we do things: thinking long term, acting responsibly, and recognising that growth only makes sense when it is sustainable, balanced and shared.

Over the past 80 years, we have worked across very different geographies, facing complex challenges and demanding realities. This journey has given us a clear conviction: creating value is not simply about growing—it is about knowing how to do so while respecting resources, people and the communities where we operate. It is about understanding that every decision

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The challenges ahead
require consistency,
the ability to deliver
and, above all, coherence
*between what
we say and what
we do.*

has an impact, and that this impact extends over time.

In 2025, we also reflected on the vision and legacy of Eng. António Mota, whose leadership played a defining role in shaping the Group’s journey and set a high standard for what we aspire to continue building. It is upon this legacy, built on ambition and responsibility, that we look to the future.

The Group’s new strategic cycle, embodied in FOCUS 2030, reinforces this vision. Growth, diversification and financial discipline are clear priorities, but they are all grounded in the same principle: ensuring that every decision incorporates a long-term perspective and contributes to sustainable development.

We know that the challenges ahead—from the energy transition to resource efficiency, from

safety to inclusion—cannot be addressed through statements alone. They require consistency, the ability to deliver and, above all, coherence between what we say and what we do.

It is with this pragmatism—and this sense of responsibility—that we continue this journey. With the awareness that every generation has a duty to strengthen what it has inherited and to prepare, with commitment and determination, what it will leave behind.

Because, ultimately, this is what defines sustainability: the ability to build today something that will continue to make sense tomorrow.

CARLOS MOTA SANTOS
Chairman of the Board of Directors and CEO of Mota-Engil Group

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A SHARED VISION

SUSTAINABILITY, LEGACY, AND LEADERSHIP



INÊS MOTA
Head of Sustainability

Looking at the past year, and despite all of the global setbacks in global sustainability, I couldn't be prouder of the collaborative work shown in this brochure, knowing that this is only part of the whole.

Sustainability is about leadership, it is about integration into operations, but most of all about business in a long-term vision. It is also about our core values: being part of the community is our way of working, and that is sustainability made easy. Ownership is also crucial in measuring sustainability performance across its various dimensions and ensuring continuous improvement, as shown in our **2025 Integrated Report**.

At last, honoring Eng. António Mota (1954–2025) former Chairman of the Mota-Engil Group, with the ambition to be “the generation that past generations are proud of,” this generation needs to build the legacy that our future generations can be proud of.

FROM STRATEGY TO ACTION IN SUSTAINABILITY



JOSÉ SILVA ALMEIDA
ESG & SHEQ (Safety, Health, Environment and Quality) Director

At Mota-Engil, sustainability is neither a recent trend nor a response to market demands. It is part of our history, our legacy, and the way we understand the Group's role in every country where we operate.

More than a strategy, sustainability is embedded in the decisions we make at every level, in the projects we deliver, and in the way we manage our impacts. Through our people, innovation, and the responsibility with which we operate, we continue to build a more resilient, inclusive and sustainable future.

This report reflects that journey and our ongoing commitment to turning strategy into action and purpose into positive impact.

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MOTA-ENGIL WORLD

OUR LEGACY INSPIRES AND DRIVES
US TO BUILD A BETTER WORLD

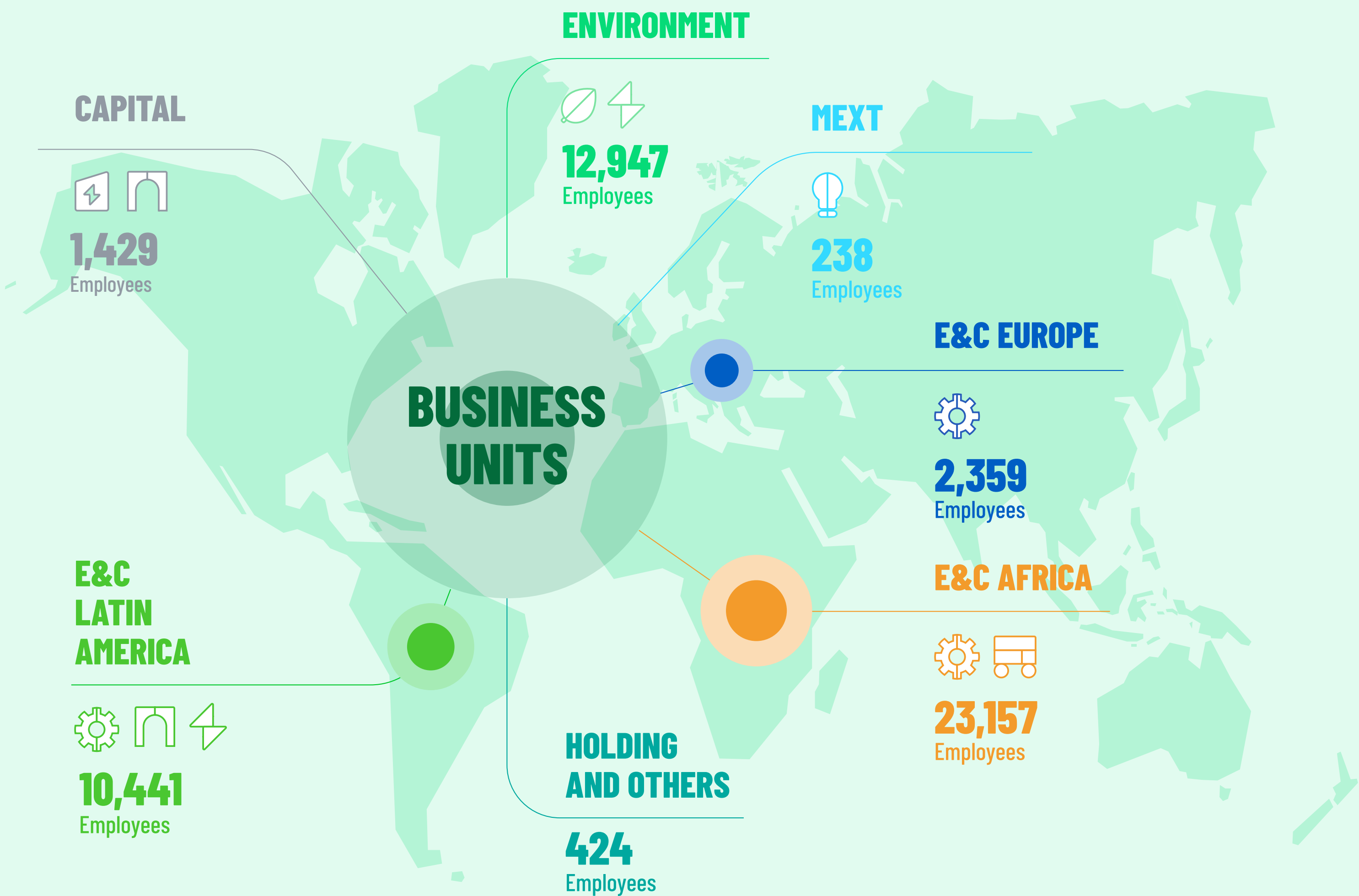
3 CONTINENTS
22 COUNTRIES

16.2 B€
ORDER BOOK
(record value)

979 M€
EBITDA
(4% growth compared to 2024)

50,995
EMPLOYEES
(World total)

5,301 M€
TURNOVER
(Total Group)



BUSINESS AREAS



Engineering and
Construction



Infrastructure
and transport
concessions



Industrial
engineering
services



Energy



Environment



MEXT



Capital

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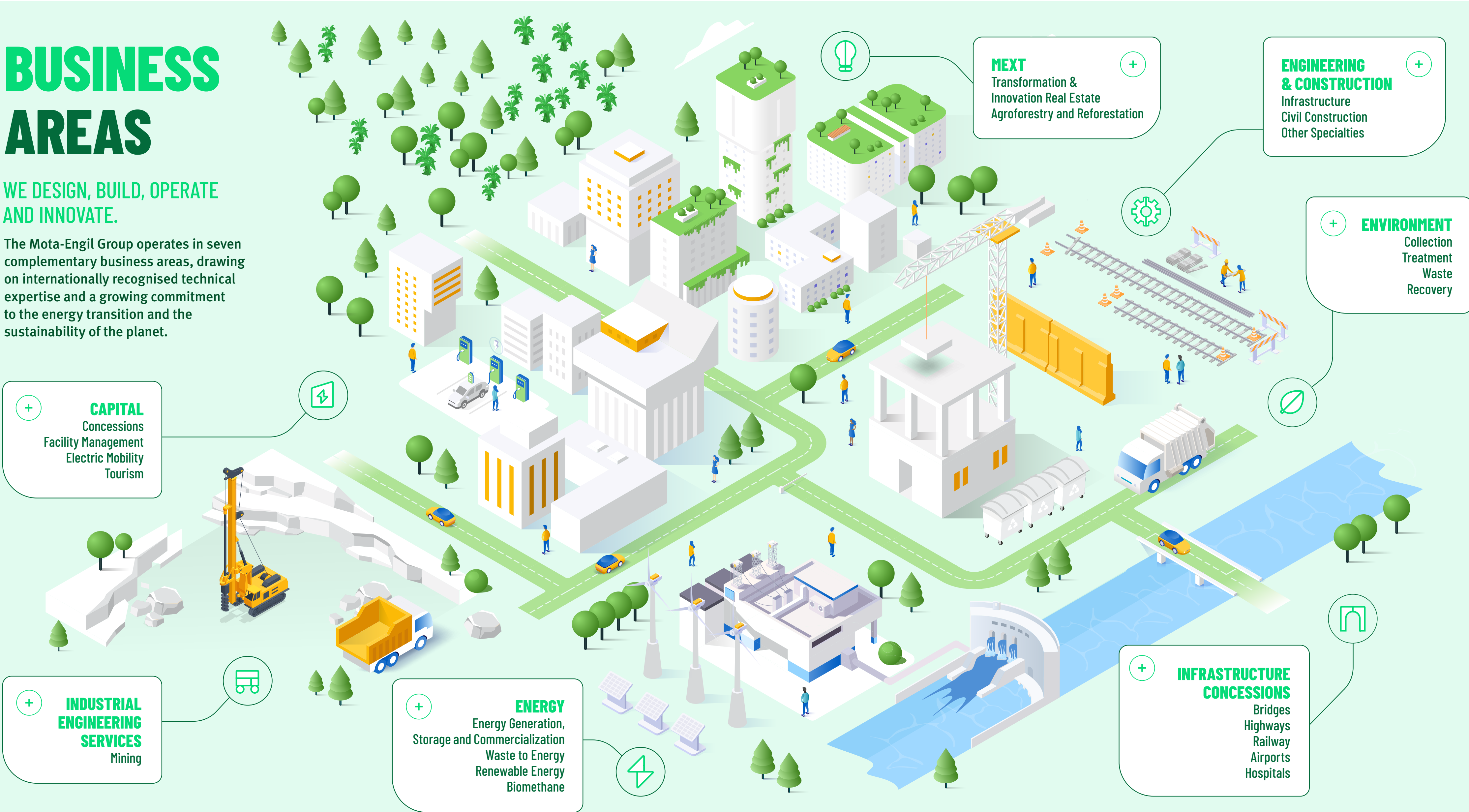
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BUSINESS AREAS

WE DESIGN, BUILD, OPERATE AND INNOVATE.

The Mota-Engil Group operates in seven complementary business areas, drawing on internationally recognised technical expertise and a growing commitment to the energy transition and the sustainability of the planet.



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SINCE 1946, SHAPING PROJECTS AND GEOGRAPHIES FOR THE FUTURE

The projects presented on the following pages reflect the diversity of the Mota-Engil Group’s activities and demonstrate how sustainability is put into practice across different regions, sectors, and operational contexts. More than just landmark projects, they represent the way we transform sustainability challenges into opportunities and build a legacy that endures beyond each individual project.



AZTLÁN PARK, MEXICO



M-ODU, PORTUGAL



KANO-MARADI, AFRICA



MAMALAND, AFRICA



AURIOS, PORTUGAL



YEARS
A LEGACY OF
INSPIRATION
MOTA-ENGIL

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AURIOS

Inspired by nature, driven by sustainability:
a benchmark project for its quality, efficiency
and comfort.



Developed by EMERGE, comprising 26 houses and 22 flats, AURIOS is a residential development with LiderA/A+ certification that incorporates sustainable solutions right from the design stage, offering a contemporary perspective on the relationship between architecture and nature, with the buildings seamlessly integrated into the landscape.

It promotes energy efficiency, responsible water management, the circular economy, and the enhancement of biodiversity.

Area
15,583 m²

Porto,
Portugal

From the first steps on site
to the final completion



Other features:

- Solar panel installation
- Home automation system
- Pre-installation for electric vehicle chargers
- Architecture designed to maximise natural light

Paving with
artificial
aggregate
(AGRECO)

Green
roofs

Paved walkways
and car parks with
grass pavers



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M-ODU

A space that combines culture, work and leisure, with solutions focused on efficiency, comfort and the responsible use of resources.



Located in Porto, the former Campanhã Industrial Slaughterhouse is being converted into the M-ODU (Matadouro, Another Urban Destination), a multifunctional complex with a capacity for over 2,300 people, combining heritage restoration with new buildings.

It comprises spaces for offices, cultural activities, restaurants and services, as well as an area dedicated to the municipal gallery and the Museum of Convergences. It also provides a direct pedestrian link to the underground.

With the LEED certification process currently underway, the M-ODU incorporates principles of energy efficiency and urban regeneration, contributing to the revitalisation of this area of the city of Porto.



Reuse and recycling of materials

Careful waste management and pollution prevention

Mechanisms and devices for improving building efficiency and reducing carbon emissions

Other features:
Easy access to underground stations and various bus routes
Renovation of existing buildings

Area 20,429 m²

Porto, Portugal

With the start of construction on the bridge, we mark another decisive stage



7 AFFORDABLE AND CLEAN ENERGY
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
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AZTLÁN PARK

An urban project that reduces CO₂ emissions and harmoniously integrates nature, culture and community life.

 Click to learn more

Located on the iconic site that once hosted the Chapultepec Fair, Aztlán Park has been reborn as a sustainable, safe and inclusive public space, designed for socialising, family time and community leisure, where people can fully exercise their right to the city.

The circular economy has been a key focus since the project began, and we have been able to recover all construction waste (100%) and 75% of demolition waste, sending it to recycling facilities.




Use of permeable concrete for the pavement


Use of recycled concrete – Vertua® Concrete


Other features:
Use of 603 m³ of recycled gravel


Water Treatment Plant

 Area
59,734.37 m²

 Mexico City, Mexico

 Aztlán Urban Park – Made with love

 6 CLEAN WATER AND SANITATION

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KANO-MARADI RAILWAY LINE

Connecting people, markets and regions: a new infrastructure to support mobility and balanced regional development.

Click to learn more

The Kano–Maradi Railway links northern Nigeria with southern Niger over a distance of around 400 km, including a branch line to Dutse. With 13 stations, it improves connectivity between agricultural and commercial regions, offering an alternative to road transport.

It optimises logistics, reduces costs and facilitates regional trade, enabling Niger and the northern states of Nigeria to access Nigerian ports. Along the corridor, it promotes economic development, creates local opportunities and improves access to goods and services, contributing to more efficient and sustainable mobility.

Dimension
400 Km

States of Kano, Jigawa and Katsina, Nigeria

Mota-Engil Sustainability Champion 2025

Other features:

Over-dimensioning of drainage systems, taking climate change scenarios into account

Implementation of AI technologies to enhance safety and operational efficiency

Creation of livestock crossings to preserve ecosystems and support local communities

Solar park on the premises of the Kazaure construction site

Promoting community involvement

Creating an Organic Garden

Optimisation of local infrastructure and access to resources

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

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MAMALAND

A place where biodiversity is valued, promoting sustainable solutions that preserve ecosystems.

 Click to learn more

With the aim of developing, implementing and maintaining sustainable systems, Mamaland began its operations in 2023. It promotes the economic, social and environmental development of the communities it serves through reforestation, afforestation and agroforestry projects.

Operating in sub-Saharan Africa, specifically in Angola, Mozambique and Malawi, this project offers a green investment opportunity which, as well as contributing to the planet's ecological balance through carbon sequestration, also supports biodiversity and empowers local communities, helping to improve living conditions and reduce poverty.



CO₂
Generation of carbon credits


Agroforestry systems
(Cocoa plantations)


Other features:
Partnerships with local businesses and organisations
Demarcation of forest reserves using ROVERS
Empowering communities through training in fire prevention and firefighting techniques


Establishment of a native seed bank, donation of seedlings and raising awareness among local communities

 Area
868 thousand hectares

 Angola, Mozambique and Malawi

 Contract for the marketing and sale of carbon credits



Cabinda RaRe Project System



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02 The present as a *commitment*

Guided by our purpose, we develop sustainable solutions that create value for people, communities and the planet.



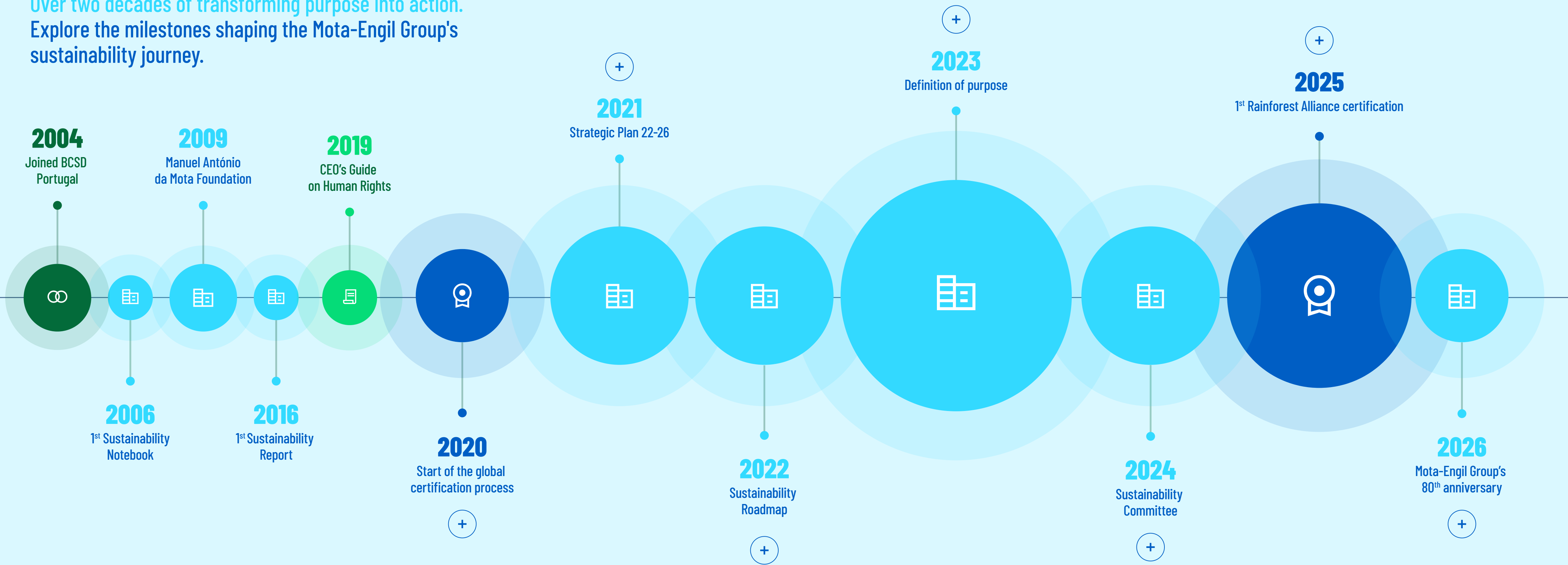


SUSTAINABILITY JOURNEY



Click on each year to reveal the associated milestones.

Over two decades of transforming purpose into action. Explore the milestones shaping the Mota-Engil Group's sustainability journey.



MILESTONES TYPOLOGIES

- Internal developments
- Adherence
- Subscription of commitments
- Certifications

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03 Planet taking action as a *response*

Every action we take helps protect resources, reduce our footprint and build a more sustainable future.





PLANET TAKING ACTION AS A RESPONSE

OTHER METRICS

4,528 GWh
TOTAL ENERGY CONSUMED

268,560 t
TOTAL WASTE GENERATED

21,088 Mt
TOTAL MATERIAL CONSUMPTION

690,344x10³ m³
TOTAL WATER CONSUMED

95%
RECOVERED WASTE

-6%
CARBON INTENSITY
(Scopes 1, 2 and 3) per net revenue
(compared to 2024)

STRATEGIC TARGETS

		PERFORMANCE 2025	TARGET 2030	
	REDUCTION OF SCOPE 1 AND 2 GHG EMISSIONS (location-based)	-2% 3.98 MtCO ₂ e	-24% 3.10 MtCO ₂ e	
	REDUCTION OF SCOPE 3 GHG EMISSIONS	-28% 3.34 MtCO ₂ e	-1% 4.60 MtCO ₂ e	
	WASTE RECOVERY	95%	80%	

The Mota-Engil Group integrates environmental concerns into its activities through an operational approach focused on reducing emissions, energy efficiency, responsible resource management and the protection of ecosystems.

This approach is based on the continuous improvement of processes, with the aim of reducing carbon intensity and optimising the environmental performance of operations.

Materials management follows principles of efficiency and circularity, prioritising the use of renewable raw materials and the recovery of by-products and waste, thereby contributing to the reduction of waste and the minimisation of dependence on virgin resources.

At the same time, the Group promotes the involvement of employees and local communities through awareness-raising and training initiatives aimed at adopting good environmental practices.

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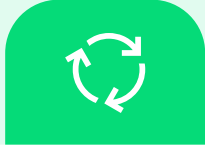
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PORTUGAL



AGRECO

The AGRECO initiative represents a significant step forward in waste recovery and the promotion of the circular economy within the construction sector, by transforming slag resulting from the incineration of municipal waste into an artificial aggregate with technical characteristics suitable for use in paving, particularly in sub-base layers.

The project stems from a partnership between Valorsul and MEXT to address a specific waste management challenge associated with the annual production of around 100,000 tonnes of slag, which faced landfill storage limitations and operational constraints. In this context, a solution was developed to recover this waste stream, converting it into a product with a useful application in the construction sector.

The development of the material was based on a process of refining and maturing the slag, complemented by laboratory tests that validated its performance and compared it with natural aggregates. This validation was reinforced by the implementation of a pilot project at the AURIOS development in Porto, enabling the assessment of AGRECO’s performance under real-world construction conditions.

The solution helps to reduce landfill disposal, cut down on the extraction of natural aggregates and

mitigate the environmental impacts associated with the transport and extraction of raw materials, promoting a more efficient and circular use of resources. To date, 180.42 tonnes of AGRECO have been used, which is equivalent to replacing around 229.26 tonnes of natural aggregate for the same compacted volume.

In parallel, a structured product positioning strategy has been developed, including the creation of the AGRECO brand and its visual identity, as well as the production of technical and promotional content and the implementation of outreach activities targeting stakeholders and potential users, with a view to strengthening its market acceptance.

Although its potential for use in concrete is still undergoing validation, AGRECO already demonstrates consistent technical performance in paving, constituting a real example of waste recovery and the integration of circularity principles.



Reducing
reliance on natural aggregates

Recycling a waste material
previously destined for landfill

Reducing the environmental impacts
associated with the extraction and transport of raw materials



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MEXICO



Introduction of recycled steel in Mexico

The construction industry is responsible for a significant proportion of global carbon emissions, and this is precisely where the choice of materials makes a difference. In 2025, Mota-Engil Mexico opted for steel produced from 97% recycled material, certified by an Environmental Product Declaration.

Manufactured from scrap in electric arc furnaces (EAF) – a technology that emits almost four times less CO₂ than the conventional process – this material has enabled the avoidance of 728 tCO₂e in this pilot project. A concrete commitment to the circular economy and the company’s decarbonisation targets.

Steel with
97% recycled material

728 tCO₂e
avoided



PORTUGAL



Recycling Line

Behavioural change starts with information. To this end, EGF has set up the Recycling Helpline, a free, nationwide public service available by phone, email and online forms, with operators on hand to answer queries about waste sorting, requests for information, suggestions, complaints and service requests relating to waste collection and treatment.

More than just a support channel, it is also a tool for environmental education, encouraging citizens to play an active role in the waste management cycle and promoting best practices in waste sorting and reuse.



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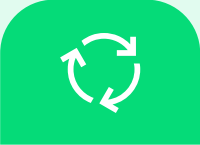
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Strategic partnerships

Mota-Engil is a member of CECoLAB (Collaborative Laboratory for the Circular Economy) and BUILT CoLAB (Collaborative Laboratory for the Built Environment of the Future), two scientific infrastructures of national strategic interest established in 2020 through the CoLAB initiative, which aims to help transform scientific knowledge into practical and innovative solutions for industry.



CECoLAB

The vision behind this integration is based on the development of sustainable market solutions within a circular economy model for value chains of national strategic importance, with significant knock-on effects on other value chains within the Portuguese economy – from forestry to construction, and from urban waste to the manufacturing industry. This partnership reinforces Mota-Engil’s commitment to the transition towards more efficient, circular production models with a low environmental impact.



 VISIT THE WEBSITE



BUILT CoLAB

The focus of this partnership is to drive the digital and ecological transformation of the construction sector. By linking research, innovation and the transfer of academic knowledge to industry, it aims to make an impact in strategic areas such as smart buildings, BIM, Digital Twins and sustainable cities. It should be noted that BUILTCoLAB is linked to the AEC (Architecture, Engineering and Construction) Cluster and the Railway Cluster, the latter of which is also a partner of the Mota-Engil Group.



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Modernisation of two asphalt mixing plants

In 2025, structural improvements were implemented as part of the modernisation project for two asphalt mixing plants, in line with the objectives of decarbonisation, promoting the circularity of materials and the digitalisation of construction processes.



-50% reduction in energy consumption
to produce the base solution

Up to 50% incorporation of milled material
into the production process

WATCH THE VIDEO

Reducing Dependence on Fossil Fuels

The project involved the electrification of virtually the entire production process, significantly minimising dependence on fossil fuels. Although the drying drum continues to require combustion heating, the model implemented results in a significant reduction in greenhouse gas emissions, accompanied by consistent gains in operational efficiency.

At the Montemor-o-Novo and Moinho-de-Vento (Famalicão) plants, the heating systems for the bitumen tanks in the M200 and M260 units were replaced, enabling a reduction in energy consumption and an increase in the thermal efficiency of the production process. Taken together, these measures enable a 50% reduction in energy consumption to produce the base solution.

Incorporation of Recycled Materials

At the same time, the incorporation of recycled materials has been stepped up by increasing the capacity to use milled material. This approach helps to reduce the consumption of bitumen and natural aggregates, promoting greater circularity and efficiency in the use of resources.

The integration of up to 50% of this type of material is planned, consolidating a structural transformation in the production model. The project stems from a strategy launched in 2022 as part of an industry decarbonisation programme. Its implementation requires the mobilisation of specialised technical and operational expertise, whilst the availability of qualified human resources is equally crucial to ensure the effective adoption of new technologies and practices.

Furthermore, the consolidation of this model depends on a stable supply of sustainable materials, an essential condition for ensuring the consistent replacement of conventional raw materials and the scalability of the solutions implemented. Taken together, these measures represent a significant step forward in the transition to more sustainable and efficient production processes that are aligned with the sector’s decarbonisation objectives, with the investment made exceeding €1 million.

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PORTUGAL AND SPAIN



Ultra-Fast Public Electric Vehicle Charging

REMO has made a commitment to decarbonisation by establishing a public ultra-fast electric vehicle charging service, thereby contributing to energy efficiency, the transition to renewable energy sources and the reduction of greenhouse gas (GHG) emissions.

As a result of this initiative, 1,822 tCO₂e were avoided in Portugal and 183 tCO₂e in Spain, with an impact on customer emissions.

Earlier this year, REMO and the Alves Bandeira Group announced a strategic partnership to develop one of the largest ultra-fast charging networks (>150 kW) for electric vehicles in Portugal.

The project involves the creation of hubs with multiple charging points distributed from north to south across Portugal, ensuring nationwide coverage and meeting the real needs of electric vehicle users.

With a total installed capacity of over 36,000 kW, the network will enable users to travel more than 80 million kilometres in 100% electric mode annually.

When fully operational, the network is expected to **avoid emissions equivalent to around 12,000 tCO₂e per year** – the equivalent of planting over 600,000 trees – thereby fulfilling REMO’s commitment to the decarbonisation of the transport sector.



PARTNERSHIP WITH THE ALVES BANDEIRA GROUP

 [FIND OUT MORE](#)

+200
Charging points
planned for the new national network

15,000 MWh
Annual energy savings
estimated compared to conventional transport

12,000 tCO₂e
Estimated annual reduction in emissions
When fully operational

500,000
Annual charges



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📍 PORTUGAL



Implementation of metering and control zones and active leak detection

Mota-Engil has carried out contracts for the implementation of flow and pressure metering and control zones, as well as active leak detection services, resulting from both public and private initiatives. In the Alto Minho Water System, **work was carried out on 260 installations across 6 municipalities**, involving the installation of flow meters and pressure-reducing valves, serving over 108,000 residents.

In the municipalities of Caminha, Valença and Vila Nova de Cerveira, leak detection covered around **300 km of network**, with 400 leaks detected over a period of 16 months. In São João da Madeira, the installation of pressure regulation systems led to a significant reduction in losses. The initiative also extended to the private sector, notably on golf courses in the Algarve, a region where water scarcity is particularly acute.



29.5% → 14.1%
Reducing waste
in São João da Madeira



📍 PORTUGAL



OPO CITY

A mixed-use urban development project currently at the planning stage, aimed at creating a new neighborhood in Matosinhos. Designed by the world-renowned architects BIG, it proposes a **sustainable and integrated urban system** that addresses the challenges of urban fragmentation and car dependency, bringing together housing, work, services and nature within a single ecosystem. The project's vision is based on **resource-efficient solutions, sustainable water management, active and collective mobility, and the promotion of biodiversity and well-being**. With the Work, Live, Connect concept as its guiding principle, OPO City aims to be a new urban hub, a neighborhood within the city.

270,000 m²
Total area of the development

[FIND OUT MORE](#)



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SOUTH AFRICA



Wash bay circulation system

The reuse of treated oily water resulting from the washing of vehicles and equipment **aims to reduce the consumption of drinking water**, which is particularly important in areas suffering from water scarcity. Through a recirculation system, the wastewater is reused, ensuring significant savings and controlled replenishment only when necessary.

The treatment incorporates sedimentation and hydrocarbon removal processes, including oil separation, **reducing the risk of soil and water resource contamination and minimising discharges**. The system includes storage of treated water to ensure operational continuity, supported by regular maintenance that guarantees water quality and process efficiency.



30 m³ storage capacity
of treated water

GLOBAL



EIC MultiCorporate Day

Mota-Engil and VELUX took part in TechBBQ 2025 in Copenhagen, where they met with European start-ups supported by the European Innovation Council (EIC) to explore solutions relating to energy efficiency, the digitalisation of the built environment and new circular materials. Following a targeted coaching process, the selected companies presented their technologies and took part in one-to-one meetings with experts from both organisations, identifying concrete opportunities for pilot projects and co-development. The initiative forms part of the EIC Corporate Partnership Programme and **reinforces the commitment to open innovation and collaboration with the European ecosystem**, contributing to the Group’s Innovation Agenda and climate transition.



14 Start-ups
from 11 European countries giving
pitch presentation

 WATCH THE VÍDEO

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GLOBAL



Stepping up the promotion of the Circularity Manual

In 2025, the Group consolidated the implementation of the **Circularity Manual** through specific training and internal audits, creating a continuous cycle of training, application and verification. This process has its roots in the Construction Site Manual developed in 2022–2023, which laid the foundations for construction and sustainability practices common across the entire Group. Continuing along this path, work began on the development of the **Digital Circularity Manual**, a dynamic and collaborative platform designed to centralise and facilitate access to knowledge, bringing together a thematic library and internal procedures applied to key operational activities. In 2024, the first chapter was launched, dedicated to **Waste Management**, in line with European legislation, whilst the next chapters will address the areas of water, materials and energy.



Creation of a centralised thematic library

GLOBAL



Recovery and reuse of laboratory solvents by distillation

In 2025, the acquisition of two new recovery units enabled an increase in process efficiency. Of the 2,700 litres used in laboratory tests, 2,297 litres were recovered and reused, significantly reducing chemical waste and the environmental footprint, and contributing to the promotion of the circular economy.

Solvent recovery rate of 85%



PORTUGAL



Modernisation and optimisation of the ETAL

The work carried out was aimed at enhancing the efficiency of the treatment and drainage systems to ensure improved operational control. This strategy is complemented by the capping – either temporary or permanent – of the landfill sites, which prevents rainwater from infiltrating the waste mass. By reducing leachate production at source, it has been possible to significantly reduce the volume to be treated, ensuring that the WWTP operates with maximum efficiency.



“

By promoting good environmental practices

and implementing preventive measures on construction sites, we contribute to the protection of soil, water, fauna and flora, as well as to pollution prevention and proper waste management. We also promote environmental awareness among our employees, encouraging more responsible behaviour in their day-to-day work and strengthening the organisation’s environmental culture.

AUREO VALENTE
SITE ENVIRONMENTAL
ENGINEER

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PORTUGAL

AgIR – Action Plan for the Management of Industrial Wastewater in Greater Lisbon and the West

The AgIR project is a pioneering initiative in the management of industrial wastewater in the Greater Lisbon and West Region, based on a collaborative approach between Mota-Engil ATIV and TPF, Águas do Tejo Atlântico, the 23 municipalities involved and the industrial sector.

Based on a model of local engagement, the project focuses on providing direct technical support to industries and analysing their production processes, with a particular emphasis on effluent pre-treatment. To date, 1,598 industrial facilities have been registered, of which 193 have been classified as priority cases; 165 on-site technical visits have been carried out, 29 flow measurement campaigns have been conducted, and 5 collaboration agreements have been signed with industrial units.

The initiative aims to improve the efficiency of industrial processes and reduce the impact on drainage networks and treatment systems, minimising unauthorised discharges that compromise the integrity of infrastructure and compliance with discharge permits into receiving waters. To this end, specialist technical teams carry out on-site assessments, identifying opportunities for optimisation in

effluent treatment and proposing operational improvements.

At the same time, an integrated analysis of production processes is being carried out, enabling the identification of opportunities for optimisation, particularly in terms of reducing water and energy consumption, improving the efficiency of pre-treatment systems, and recovering by-products.

Key actions include the implementation of operational improvements to pre-treatment systems, the introduction of adjustments to production processes that reduce the generation of untreated effluents, and the promotion of water reuse solutions, reinforcing the circular approach to resource use.

Overall, the AgIR project makes a structured contribution to improving the environmental performance of industries, protecting watercourses



and enhancing the efficiency of public sanitation services, promoting more responsible, preventive management that is aligned with environmental sustainability objectives.



PROJECT RESULTS (2022-2025)

1,598
Registered industries

193
Priority industries

3,688
Samples collected and analysed

21
'Industry in Evolution' seals awarded

VISIT THE WEBSITE



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04 People 50,000 stories with a *purpose*

Our people bring purpose to everything we do, building a legacy of commitment, expertise and shared ambition.





PEOPLE

50,000 STORIES WITH A PURPOSE

OTHER METRICS

50,995
EMPLOYEES

86%
MEN

27.9
AVERAGE NUMBER OF TRAINING
HOURS PER EMPLOYEE

835
TOTAL WORK-RELATED ACCIDENTS
ELIGIBLE FOR RECORDING

87
NATIONALITIES

14%
WOMEN

100%
COMPANIES OFFERING
PSYCHOLOGICAL SUPPORT

1,985,268 hours
TOTAL TRAINING PROVIDED
TO STAFF

41%
ON PERMANENT CONTRACTS

99%
EMPLOYEES COVERED BY
CERTIFIED OCCUPATIONAL
HEALTH AND SAFETY
MANAGEMENT SYSTEMS
(ISO 45001)

STRATEGIC TARGETS

	PERFORMANCE 2025	TARGET 2026	
 WOMEN IN MANAGEMENT POSITIONS	24%	30%	
 REDUCTION IN THE LOST-TIME INJURY RATE (compared to 2020 BU E&C and compared to 2021 ME Group)	1.5 BU E&C (-73%) 6.4 ME Group (-47%)	2.8 BU E&C (-50%) 6.1 ME Group (-50%)	 *
  LOCAL TALENT IN MANAGEMENT ROLES	70%	75%	

Employees are fundamental to Mota-Engil’s success and sustainability. Ensuring a safe, healthy and dignified working environment is a priority for the Group, guaranteeing well-being, comfort, protection and lasting physical and psychological health.

Talent management is also strategic, encompassing working conditions, equal treatment and equal opportunities.

In this context, the Group invests in skills development, the promotion of diversity and inclusion, and the creation of conditions that enable every employee to grow and contribute to collective goals, regardless of their location or the business area in which they work.

*As regards the Engineering & Construction Business Unit, this target has already been met.

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GLOBAL

WellME - Psychological Support Service

WellME was developed to enhance the psychological wellbeing of all Mota-Engil Group employees, promoting safe and healthy working environments, mitigating psychosocial risks and providing a free, confidential and standardised support service across all the Group’s locations.

The programme offers psychological consultations both online and in person, a 24-hour helpline and specialist support for managers. The service is provided by an external organisation, ensuring the confidentiality and independence of the support offered.

WellME was launched on 10 October 2024, following a design phase and the implementation of pilot tests in various locations, including Angola, Mozambique, Mexico and Portugal. This phase enabled the effectiveness of the service to be validated and procedures to be adjusted, ensuring its consistent application.

Following positive results, the programme was launched globally on 10 October 2025, ensuring the service was made available to all companies and regions within the Mota-Engil Group.

In addition, approximately 72% of companies carry out psychosocial risk assessments, an increase of 56% compared to 2024.

This progress reflects Mota-Engil’s ongoing commitment to reducing the stigma associated with mental health, the gradual integration of psychosocial risk management into the Group’s practices and offering a psychological support service to all employees.

100%
Companies covered by the service
(+50% compared to 2024)

Have you SHEQED
how you feel today?

**Psychological
Consultations**

SOS Helpline 24/7



EASY • FREE • CONFIDENTIAL

Available to all employees

WellME ►  SHEQ it!



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GLOBAL



+1,600
Surveys conducted

75,000
Responses collected

Multi-geography
Assessment carried out in 7 countries and 3 business units

Due Diligence EHS: Overall Assessment and Improvement

An independent strategic assessment of the Group’s Environment, Health and Safety systems was carried out, with the aim of strengthening compliance, mitigating risks and driving continuous improvement across different regions and business units, in line with the IFC/WBG EHS Guidelines and the ISO 45001 and ISO 14001 standards.

Carried out in partnership with Bureau Veritas, the assessment covered the Engineering & Construction (Portugal, Angola, Nigeria, Mexico, Malawi and Uganda), Environment (Portugal, Angola and Côte d’Ivoire) and Industrial Engineering Services (Côte d’Ivoire) business units.

The analysis used a multi-criteria methodology focused on critical risks and involved triangulation between workers’ perceptions – including both in-house staff and subcontractors – documentary evidence and operational observation, including individual and group interviews, direct observation of construction sites, operational units and projects, analysis of documentation and the administration of over 1,600 questionnaires.

The results showed that the ISO systems are in place and well-structured, with a well-

established culture of prevention. Of note is the consistent performance of the Mining operations, characterised by mature practices and a high level of operational discipline.

The assessment highlighted opportunities for improvement in harmonising practices and strengthening operational consistency, as well as in continuous training. In the Environment business unit, and despite the good practices identified, challenges remain in spill prevention, the segregation of hazardous waste and the standardisation of indicators.

These conclusions underpinned the definition of strategic recommendations focused on strengthening visible leadership, standardising training and Work Permits, developing proactive indicators, rigorous management of subcontractors, uniform qualification of SHEQ teams, and the creation of a behavioural recognition programme.

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GLOBAL

A Policy that promotes accountability and recognition

The Safety Recognition and Accountability Policy reinforces the Group’s commitment to and cross-organisational involvement in safety – from management down to the operational level.

Although the number of fatal accidents has decreased compared to the previous year, Mota-Engil has implemented a safety regulation aimed at promoting better performance and holding those accountable who fail to meet the Group’s safety objectives, with implications for both the career progression of employees and management, as well as a direct impact on their variable remuneration. In terms of employee recognition, this programme takes the form of an Annual Business Unit Award and the ME Champion Global Award.

These regulations apply to all employees, covering projects and contracts across all regions where the Group operates. The programme is aligned with the Golden Rules (SHEQ) and the Global Human Resources Policy.

The Regulations aim to reinforce and recognise proactive and preventive behaviour, promote engagement across the organisation, but also

enhance accountability/penalties based on negative performance against the LTIFR strategic objective and fatalities.

In this first year of implementation, penalties were applied based on 2024 performance, whilst in 2025 the number of fatalities among subcontractors began to be considered. From 2026 onwards, the scope will be extended to include subcontractors’ LTIFR, with the safety performance of those working on site also being considered in the assessment of employees.



Find out more...

LTIFR (Lost Time Injury Frequency Rate) is the rate of non-fatal work-related accidents resulting in lost time, which enables organisations to monitor their occupational health and safety performance and strengthen preventive measures, thereby preventing the causes of work-related accidents resulting in lost time from escalating into fatalities.

“Working safely is not just about ensuring business continuity,

but also about protecting lives and safeguarding the well-being of everyone involved.

OUR PEOPLE

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GLOBAL

Global Safety Stand Down: commitment to life and safety

The **Global Safety Stand Down** brings together employees and subcontractors from all regions and business areas, reinforcing the **Group’s commitment to safety**.

In 2025, the initiative **took place twice and was extended across the entire Group**.

These events are marked by a **tribute to colleagues who have lost their lives in workplace accidents**, reinforcing the importance of prevention and shared responsibility. At the same time, it promotes the **analysis of the root causes of accidents and near-misses**, the sharing of **lessons learnt** and the **reinforcement of the Golden Rules and critical safety procedures**.

With the **active involvement of leadership and teams on the ground**, this initiative helps to consolidate a stronger safety culture, based on prevention, continuous learning and the protection of life.



A one-hour break in all operations to raise awareness of safety

GLOBAL

8th Global SHEQ Committee: performance, strategy and the future

The **Global SHEQ Committee** brings together the Mota-Engil Group’s senior management and SHEQ representatives from all business units and regions on an annual basis, with a view to promoting **strategic alignment in Safety, Health, Environment and Quality**.

In its **8th edition**, the 2025 event featured **external speakers**, including representatives from Bureau Veritas, who presented the **results of the Environmental and Social Due Diligence process** carried out throughout the year and reflected on consequence management.

The meeting was also a time for **strategic planning**, with a review of the SHEQ roadmaps for 2026 and the organisation of **safety moments** dedicated to critical issues such as fatigue, reinforcing the importance of prevention and well-being in the workplace.



Emphasising the importance of prevention and well-being in the workplace

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GLOBAL

ME Safety: April in Action – Safety Month

Throughout April, the ME Safety: April in Action initiative was launched, aimed at strengthening the safety culture across all operations, involving employees and subcontractors. The initiative included:

- **Sharing of best practices** (safety leadership, tyre maintenance);
- Organization of **III Global Safety Stand Down**;
- Launch of **Environmental and Social Due Diligence**.

This initiative has reinforced the importance of safety and prevention across all the Group’s activities.

Strengthening the safety culture



GLOBAL

Safety Awards: recognition for excellence in safety

Fostering a strong safety culture also involves recognising best practices. With this in mind, the Mota-Engil Group launched the **Safety Awards**, honouring **the projects with the best safety performance**.

This initiative aims to raise awareness of accident prevention and encourage the cross-functional involvement of all teams in adopting safe behaviours.

In 2025, **the best contracts/projects in each business area** were recognised, and **a Group-wide Safety Champion was honoured**.



Group-level Safety Champion: NBIA Project (Rwanda)

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GLOBAL

People at the Heart: Action Plan resulting from Motive

Based on direct feedback from employees, the Group has drawn up a global Action Plan and local action plans to enhance the employee experience, fostering a culture that is more cohesive, participatory and focused on continuous improvement.

In 2024, a new Motive satisfaction survey was launched, covering all business areas, geographies and companies within the Group, enabling the identification of developments over recent years and, at the same time, the key areas for improvement highlighted by employees.

Based on the key findings from the survey, a Global Action Plan was defined in 2025, with the aim of establishing the vision, work plan, targets and proposed actions. This plan incorporates measures at corporate level and is complemented by Local Action Plans, developed by each company and market, tailored to their respective circumstances and specific needs.

In total, more than 200 measures were defined at local level, focused on addressing the key challenges identified by the teams in the questionnaire. Among the areas that received the most attention were Communication, Performance and Careers, reflecting the priorities expressed by employees. The implementation of the Action Plans – both global and local – took place throughout 2025.

In 2026, a new Satisfaction Survey will be launched for all employees, with the aim of reassessing satisfaction levels and monitoring progress resulting from the measures implemented.



+200
Measures defined at local level

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📍 NIGERIA, PERU AND PORTUGAL

We have achieved Great Place to Work certification

Driven by the MotivE project, Mota-Engil applied for Great Place to Work (GPTW) recognition and has achieved certification, valid from 2025 to 2026.



This seal of excellence **covers three of our strategic markets** – Nigeria, Peru and Portugal – reinforcing Mota-Engil’s position as a **leading organisation**, where people are a priority and the working experience is recognised internationally.

This achievement, made possible **thanks to the active participation and contribution of employees**, reaffirms Mota-Engil as an excellent place to work. The recognition obtained



reflects not only the **quality of the organisational environment** but also reinforces the company’s ongoing commitment to promoting **a culture where everyone feels valued, motivated and has equal opportunities** for growth and development.

This milestone is a **source of collective pride** and a major boost for the company as it continues to build, day by day, a workplace that is increasingly inspiring, inclusive, and focused on people’s well-being.



Learn more...

The Great Place to Work Certification is an accolade awarded to companies whose organizational culture is rated positively by their own employees through the Trust Index Survey.



This certification is:

- A sign of trust for the market;
- A competitive advantage in attracting talent;
- A tool for employee retention;
- An indicator of best practices in people management.



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GLOBAL

Talent Attraction and Onboarding

Mota-Engil is strengthening its talent **attraction and onboarding strategy** through structured initiatives that foster connections with the academic community and support young people at different stages of their transition into the workforce.

StartME

Now in its 12th edition in 2025, the corporate trainee program focuses on training and integrating high-potential recent graduates, offering **an international and multicultural experience over the course of 12 months**.

ME Ambassadors

It values the role of **employees as representatives of the Group to the outside world**, fostering connections with the academic community and inspiring young talent by sharing real-life experiences.

LearnME

It attracts high-potential young students by providing them with a **first-hand experience in a business environment** through internships lasting between two and six months, with specialized guidance and involvement in technical, academic, and research projects.

140 trainees
from 10 countries

52 employees
involved

85% retention
following the programme

88% satisfaction rate

GLOBAL

A Culture of Sharing and Intergenerational Connection

The Mota-Engil Group has been fostering an organizational culture based on **closeness, knowledge sharing, and the active involvement of its employees**.

MentorME

The Group’s first mentoring program—establishes direct connections between experienced employees and young talents or new hires, accelerating their integration, development, and commitment to the organization. By encouraging **the sharing of knowledge and experiences across different geographies, business areas, and hierarchical levels**, the program helps strengthen the sense of belonging and talent retention.

The first edition, held between 2024 and 2025, involved more than 100 employees divided into 50 pairs, resulting in strong engagement and a positive impact felt throughout the organization.

+ 100 employees
involved

50 mentoring pairs



The opportunity that Mota-Engil Engenharia provides to young people

to participate in all phases of these projects, helping them develop their potential in an environment characterized by respect for others, helps build confidence in the future of the Group, its employees, and the communities that benefit from the projects it undertakes.

ANTÓNIO TAVARES
PROJECT MANAGER

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GLOBAL

Women in Leadership

The Mota-Engil Group reinforces its **commitment to gender equality** and the **promotion of female talent** through a structured, results-oriented approach, with the **goal of having 30% of women in management roles by 2026**. This commitment is reflected in two distinct programs:

WoMEEn Leaders

Developed in partnership with Porto Business School, this is a pioneering initiative aimed at **accelerating leadership skills**, training women within the Group who have the potential and aptitude to take on leadership roles in the short and medium term.

Women in Charge

It promotes **active listening to women in operational leadership roles**, helping to identify motivational factors, challenges, and opportunities for development. The results led to an action plan that was incorporated into the Group’s **People Plan** and **Gender Equality Plan**.



210 college-educated women
(2023-2025)

4.7/5 satisfaction
with the program

38% promoted
since their participation in the program

Participation of
15 female leaders

GLOBAL

Practical Guide: Human Rights, Workers’ Rights, and Community Protection

With the aim of strengthening the consistent application of its policies, the Mota-Engil Group launched the **Practical Guide to Project Implementation** in 2025, focusing on **human rights, workers’ rights, and community protection**.

This tool translates the Group’s principles and commitments into operational terms, equipping field teams with concrete tools for their day-to-day application.

The Guide includes clear guidelines, examples of best practices and situations to avoid, as well as mechanisms for reporting potential complaints and the corresponding investigation processes. Additionally, it provides a checklist adaptable to different operational contexts, facilitating the adoption of concrete measures to prevent risks and promote well-being.

Its implementation will be tracked through periodic reports with key indicators, ensuring continuous monitoring and the improvement of practices regarding safety, human rights, and community relations.

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GLOBAL

Global Online MBA (Digital MBA)

In the context of digital transformation and the evolving leadership skills required, the Mota-Engil Group has launched the **6th edition of the Global Online MBA** (Digital MBA), in partnership with Porto Business School.

This fully online program provides employees with an advanced learning experience focused on the **development of digital and leadership skills**, preparing them for the challenges of an increasingly demanding and technology-driven global environment.

The **awarding of scholarships** is the result of a rigorous selection process that values employees’ potential while ensuring gender diversity, representation from different business areas, and the Group’s geographic reach.

With a flexible and accessible model, the program promotes the **continuous development and upskilling of internal talent**, strengthening the organization’s capacity for adaptation and innovation.



85 applications
4 scholarships
awarded

GLOBAL

Locals in management

This empowerment program, part of EMpower and aligned with the theme “Building a Vision for the Future,” aims to identify local stakeholders capable of helping to define measures to support the identification, development, and succession planning of high-potential local talent for key positions.

Under this program, each market, mindful of its specific reality, develops and implements local action plans focused on executive development and strengthening internal talent.

This approach fosters greater alignment with local needs and ensures a tailored response to the challenges of each context. The program also reinforces the Group’s commitment to promoting equal opportunities and increasing the participation of local talent in management and leadership roles.

Promotion of
equal opportunity



Social
Responsibility
means supporting
and advising all
our employees

and guiding them so that
they adopt a responsible
attitude toward all activities
related to construction,
ensuring commitment, quality,
environmental stewardship,
and safety—ALWAYS!

HÉLDER BORGES
GENERAL FOREMAN

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05 Communities presence as *growth*

Wherever we operate, we foster development, create opportunities and generate lasting value for communities.





COMMUNITIES PRESENCE AS GROWTH

The Mota-Engil Group engages with local communities through initiatives developed by its local teams.

Corporate social responsibility plays an increasingly structured role, fostering positive impacts and a close, sustainable relationship with the communities where the Group operates. In this context, local teams carry out various types of projects, such as construction and renovation work, awareness campaigns, and solidarity initiatives, as well as volunteer and community support activities, often in partnership with other organizations.

The Group also adapts its social, educational, environmental, and cultural initiatives to the specific needs and contexts of the regions where it operates.

OTHER METRICS

1,873 k€
INVESTED IN THE COMMUNITY

STRATEGIC TARGET		PERFORMANCE 2025	TARGET 2026	
	ORGANIZATIONS MEASURING THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY based on the SDGs	16%	10%	

APPROACH TO COMMUNITY SUPPORT BY LOCAL TEAMS

- **AWARENESS CAMPAIGNS**
Community awareness campaigns on the subject of health, safety and the environment, and in the aim of fostering greater understanding of the safety risks and environmental impacts associated with the companies projects and activities.
- **CONSTRUCTION AND REHABILITATION PROJECTS**
These projects are a natural extension of Mota Engil's activities and a reflection of its employees' skills and motivation. By directing material resources at these projects - for example leftover materials from construction work - local communities can benefit, and the quantity of waste generated can also be minimised, thus reducing the environmental impacts associated with its treatment.
- **CHARITABLE ACTIONS AND SUPPORT**
Support for various charitable organisations, namely by collecting and donating essential goods and food, etc., donating money, funding programmes and participating in charitable events.
- **CORPORATE VOLUNTEERING**
Corporate volunteering campaigns to support the local community, the Manuel António da Mota Foundation and other agents of the social economy
- **ENCOURAGING PARTNERSHIPS WITH OTHER ENTITIES**
Establishing agreements - formal and informal - with local entities to develop corporate social responsibility projects to support the communities in the places where we operate.

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MEXICO

Mota-Engil Mexico Volunteer Program

Through the active involvement of its employees, Mota-Engil Mexico promotes volunteer initiatives that have a direct impact on communities, reinforcing the Group’s social commitment and contributing to local development.

In line with its commitment to communities, Mota-Engil Mexico has developed its volunteer program aimed at generating a positive social impact in the communities where the Group operates. Since 2022, the program has been dedicated to improving educational spaces in vulnerable communities, rehabilitating community centers, as well as renovating and reforesting parks in local communities.

Among the activities carried out in 2025, highlights include the reforestation of the Tlanipan Forest, the renovation of the “Rafael Ramirez” elementary school in Tlajomulco—including painting, signage, murals, and the reforestation of green areas—the renovation and reforestation of the “Selva Lacandona” park in Tinajitas, and the equipping and remodeling of

the children’s play area at the “Albergue Santa Martha” in Monterrey.

The initiative also promotes employees’ social commitment, teamwork, the development of leadership skills, and corporate values of social responsibility through charitable activities and community projects.

In 2025, these social responsibility initiatives in Mexico were carried out by 304 volunteers, who helped support 1,663 children, adolescents, and families in local communities, benefiting 9 facilities and 9 locations.

These initiatives were developed with the support of local partners, reinforcing the impact of the actions on local communities.



▶ WATCH THE VÍDEO ALBERGUE SANTA MARTHA

▶ WATCH THE VÍDEO RAFAEL RAMIREZ” ELEMENTARY SCHOOL

304
Volunteers involved

1,663
People assisted

1.02 M€
Invested in 2025

PARTNERSHIPS



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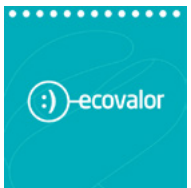
PORTUGAL



19 municipalities
528 reuse points
1,510 tons of items



543 events held
670 tons of packaging collected



1,955 schools registered
5,600 tons of packaging collected



20,183 users
455 awards given



53 registered beaches
23,000 participants
767 tons of packaging collected



416 participating organizations (IPSS)
4,100 tons of waste collected by IPSS



22 participating markets
264 tons of packaging collected



Positive Impact Generated by EGF’s Operations

EGF’s operations contribute significantly to sustainable waste management in Portugal, promoting the circular economy and community engagement.

OVERALL CAMPAIGN RESULTS FOR 2025



12,530
Tons of packaging
+11% compared to 2024



~7,000,000
Participants



3,270
Tons of plastic



1,830
tons of glass



7,420
tons of paper and card

Through EGF, the Group ensures the collection, treatment, and recovery of waste in 174 municipalities across mainland Portugal, serving approximately 6 million residents.

In conjunction with this service, various awareness campaigns and initiatives are developed to promote selective collection and waste recovery, targeting different audiences. These actions aim to enhance the positive

impact of the Group’s activities by encouraging reuse, recycling, and the reduction of waste.

The initiatives include digital platforms, educational campaigns, financial incentives, and awareness-raising activities targeting schools, communities, events, beaches, markets, and families, contributing to greater environmental awareness and behavioural change.

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GROUP

Corporate Social Responsibility and Community Policies

Mota-Engil has reinforced its commitment to sustainability, the creation of shared value, and the development of the communities where it operates through the development and publication of the **Corporate Social Responsibility (CSR) Policy** and the **Community Policy**.

The CSR Policy aims to **consolidate this concept** within the Group, clarifying its **purpose, objectives, and implementation mechanisms**, to ensure the consistent integration of best social responsibility practices into all its activities.

The Community Policy, placing people at the center of its purpose, guides Mota-Engil’s actions in **promoting ethical, transparent, and sustainable relationships** with the communities affected by its operations, **respecting their cultures and local specificities and promoting human dignity**.

Through these policies, Mota-Engil **reinforces its responsible conduct**, promoting a **structured and cross-cutting approach** that enhances positive impacts, mitigates negative impacts, and contributes to the **development of communities, as well as to a closer and more sustainable relationship with them**.

2 new policies published

A Stronger Commitment with Communities and CSR

MOZAMBIQUE

Support for Maputo Central Hospital

Mota-Engil Mozambique supported Maputo Central Hospital in **strengthening research in the Intensive Care Unit (ICU)**, promoting **improvements in the quality of care and training for healthcare professionals**.

In October, the company **sponsored the participation of ICU researchers in the Luso-Brazilian Congress of Intensive Care Medicine**, reinforcing the exchange of international knowledge.

The initiative will enable the **systematic collection and analysis of clinical data** and the **future implementation of a computerized record-keeping system** in the ICU.

10 qualified medical specialists

20 resident physicians trained

About 60 professionals per year in internships and rotations

Potential expansion to other ICUs in Mozambique



“ We believe that sustainable development is only possible when we work hand in hand with the people and communities where we operate.

That is why we promote initiatives that prioritize inclusion, dialogue, and social well-being.

ELSA CAMPOS
HR COORDINATOR

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PERU

Blood drive

Small gestures can make a big difference. It was in this spirit that Mota-Engil Peru, in partnership with the National Institute of Child Health (INSN), organized the “Aliados por un Sueño” blood drive, involving employees and other companies.

The initiative aimed to support children undergoing treatment at the INSN, with the collected blood units contributing to the treatment of children with cancer.

147 children
with cancer who benefited



GUINEA-CONAKRY

Construction of a Water Well

Access to drinking water is essential to the health and quality of life of communities. To this end, an initiative was launched to support local populations through the donation of concrete for the construction of a water well in the villages surrounding the mine in Gbilin and Faranindou.

This initiative has contributed to significantly improving the living conditions of these communities by promoting safer access to an essential resource.

1,000 kg of concrete
donated

23,200 people
benefited



CAPE VERDE

Donation of computer equipment

As part of its commitment to corporate social responsibility, Mota-Engil supported the Cape Verdean Institute for Children and Adolescents (ICCA), located on the island of São Vicente, through the donation of computer equipment.

This initiative helped improve the conditions for monitoring and protecting children, contributing to the continuity of the work carried out by this institution.

16 computers, bags, and
peripheral accessories
donated



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📍 BRAZIL

Campaign to Combat Sexual Exploitation of Children and Adolescents

The **protection of children and adolescents** is an essential commitment to building safer and more just societies. In this context, an **awareness campaign to combat the sexual exploitation of children and adolescents** was launched in Brazil.

The initiative aimed to **prevent and reduce human trafficking and sexual exploitation among young people**, reinforcing the importance of protecting their fundamental rights and creating safer environments.

2,807 children and Adolescents who benefited



📍 ANGOLA

Renovation of the Elementary School

In response to a formal request from **Elementary School No. 1207**, Mota-Engil carried out the **renovation of the infrastructure** at the school, contributing to the **improvement of learning conditions and the well-being of the school community**.

The project included a series of upgrades and maintenance work on the school’s infrastructure and surrounding areas, including the football field, as well as the creation of new green spaces.



1 school renovated 300 beneficiaries



📍 MOZAMBIQUE



Renovation of the CREI Orphanage

Mota-Engil Mozambique joined the “**Mão Amiga**” Project, an initiative launched by VULCAN, with the aim of **promoting health and well-being** at the CREI Orphanage, located in Tete. The orphanage cares for **children with severe disabilities**, including cases of profound autism, making it **essential to improve their living conditions and daily care**.

As part of this project, **four bathrooms were renovated, new laundry sinks were installed**, and the entire facility was **painted**.

108 children benefited



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PERU

Promoting Reading and Educational Quality

In rural areas of Peru, where access to educational resources is often limited, a book can represent a new opportunity. With the aim of promoting reading habits and improving academic performance, the company supported the distribution of schoolbooks to elementary and secondary school students.

This initiative helped improve access to essential learning materials, encouraging the development of fundamental skills and promoting a more inclusive and higher-quality education within school communities.



2,722 schoolbooks delivered

11 educational institutions that benefited

1,100 students who benefited



MEXICO

Humanitarian Aid Efforts in Affected Communities

In light of the severe impact of the hydro-meteorological phenomena “Priscila” and “Raymond,” which struck the Sierra Norte region in October 2025, an urgent humanitarian response was launched to support the most affected and isolated communities.

In coordination with government authorities and civil and military entities, Generadora Fénix participated in a humanitarian airlift operation over a 10-day period, ensuring the delivery of food and essential supplies to populations with no or limited access by land.



8,239 food packages distributed

175 t of essential goods transported

+ 50,000 people who benefited



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06 Governance integrity as a *cornerstone*

Integrity, transparency and accountability
guide our decisions, strengthening trust and
creating long-term value.



GOVERNANCE

INTEGRITY AS A CORNERSTONE

OTHER METRICS

ANTI-CORRUPTION AND BRIBERY

54%

OF AT-RISK ROLES COVERED BY TRAINING PROGRAMS ON THE PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY

0

CONFIRMED INCIDENTS OF CORRUPTION OR BRIBERY

REPORTING OF IRREGULARITIES

64%

UNSUBSTANTIATED ALLEGATIONS

269

COMPLAINTS RECEIVED

PROCUREMENT

80%

VOLUME OF PURCHASES MADE FROM LOCAL SUPPLIERS (ENGINEERING & CONSTRUCTION BUSINESS AREA)

QUALITY AND SAFETY OF PRODUCTS AND SERVICES

79%

CUSTOMER SATISFACTION RATE

ETHICS HOTLINE

75 incidents

OF DISCRIMINATION, INCLUDING HARASSMENT

CYBERSECURITY

0 incidents

OF DATA BREACHES

STRATEGIC TARGETS



CUMULATIVE INVESTMENT IN INNOVATION 22-26 vs. 2020

PERFORMANCE 2025

17.3M€

TARGET 2026

25M€



GLOBAL CERTIFICATION (ISO 9001, 14001, AND 45001) based on revenue

99.9%

100%



Mota-Engil is committed to developing business relationships that are ethical, fair, and transparent, in compliance with applicable laws and the commitments made to its stakeholders.

The Group continuously strengthens its culture of compliance and ethics through training and awareness programs across the entire organization. The transparency and efficiency of the supply chain, with the increasing integration of responsibility criteria in the selection and evaluation of partners, as well as the protection of information systems, are essential pillars of responsible business conduct.

Innovation and digitalization also play a central role, enhancing competitiveness, profitability, and operational efficiency, and preparing the Group for future challenges.

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GLOBAL

Creation of the Procurement & Logistics

Mota-Engil developed and implemented the Celonis platform in-house to ensure more effective, integrated, and transparent management of the *Procurement & Logistics* process, with information shared across all business units.

The implementation of this solution has enhanced visibility and monitoring of process-related data through continuously updated information, promoting greater operational efficiency, transparency, and the ability for teams and top management across the entire Mota-Engil Group to track progress.

This level of detail and traceability enables the **identification of opportunities for improvement**, the **mitigation of risks**, and the **reinforcement of decision-making in a more proactive and sustained manner**, contributing to the continuous improvement of processes and to the increase in the Group’s overall efficiency.



Increased **efficiency and transparency of the procurement process**

GLOBAL

Quarterly training in Compliance and Ethics

As part of the Integrity and *Compliance* Program, Mota-Engil reinforced its commitment in 2025 to promoting an organizational culture based on ethics, compliance, and responsibility.

Four digital *Compliance* training sessions were held, addressing key topics such as **harassment and discrimination**, **fair competition**, **human rights**, and **the management of gifts and hospitality**.

In addition, newsletters were made available with relevant and up-to-date compliance content, including topics such as **whistleblowing channels**, **data protection**, and **business ethics**.

This integrated and ongoing approach contributes to **strengthening compliance literacy across the Group**, ensuring employee awareness and fostering a culture of integrity throughout the entire organization.

In 2025, employees participated in **more than 26,000 training sessions**

“
Doing what we say we will do, at the right time, without ambiguity, with everyone and for everyone, has been the cornerstone of this value.”

In my opinion, as an employee for over 20 years, Mota-Engil’s integrity is both an inspiration and a source of pride.

RUI RODRIGUES
SITE CIVIL ENGINEER

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GLOBAL

Training for Innovation

Throughout 2025, Mota-Engil reinforced its commitment to fostering a **culture of innovation by launching training and knowledge-sharing initiatives aimed at employees across different regions and business areas.**

6 *Inspirational Sessions* were held in a digital format, with the aim of stimulating critical thinking, creativity, and the development of skills essential to innovation. In parallel, as part of the ***Innovation Academy***, the following in-person programs were developed: MEXTLabs Mozambique—focused on developing innovative solutions for Mota-Engil Mozambique’s strategic and operational challenges—and MEXTLabs Emerge, geared toward defining the organization’s future strategy.

These initiatives **promote the active involvement of employees in building innovative solutions**, reinforcing an organizational culture oriented toward creativity, collaboration, and continuous improvement.

3,348 employees
involved in the *Inspirational Sessions*



GLOBAL

Promoting a Culture of Innovation

Promoting a culture of innovation is based on sharing knowledge, identifying synergies between projects, and valuing contributions that drive the Group’s development. This approach is reflected in two initiatives that promote **internal recognition, encourage collaboration among teams, and reinforce the commitment to a culture of continuous improvement:**

DidYouKnow

An inventory of a broad portfolio of innovation projects, reflecting the diversity and scope of the initiatives carried out across different regions and business areas.

Innovation Awards

Recognition of projects that make a significant contribution to innovation, annually honoring the initiatives with the greatest impact and potential.



130 innovation projects
identified

20 applications

6 projects awarded
(3 winners and 3 honourable mentions)

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GLOBAL

Integrity and Compliance Program:
Review and Strengthening of the Compliance Culture

Mota-Engil has reviewed its Integrity and *Compliance* Program, **consolidating it as a key tool** for raising employee awareness and ensuring alignment with the Group’s ethical and regulatory principles.

At the same time, a series of actions were developed to reinforce this approach: **integration of *Compliance* training and documentation into the *onboarding*** of new employees; **provision of practical guides and FAQs** on the intranet, facilitating access to information and the resolution of questions; and conducting a **review of *Compliance* risk events** to identify risks and their respective mitigation and prevention mechanisms.

Through these initiatives, Mota-Engil **reinforces its commitment to integrity and promotes an organizational culture based on transparency and accountability**, across the entire organization.



Promoting an
integrity culture
across the board

GLOBAL

Training and Awareness
– Top Management

In 2025, external training sessions were organized for *Top Management* on *Corporate Compliance* matters, including a session led by *Skadden LLP*.

Informative content was also shared with *Top Management*, notably through the “*Ethics and Compliance Radar*” newsletter, with the aim of strengthening knowledge, awareness, and the ability to respond to emerging *Compliance* challenges.

These initiatives contribute to **strengthening a culture of integrity at the leadership level**, promoting greater awareness and playing a key role in **preventing and mitigating the risks** of non-compliance.

Strengthening the
culture of integrity
at leadership level



**The wide range
of projects
undertaken by the
firm at various
levels of the
value chain,**

**not only enriches the
knowledge of its people and
Mota-Engil Engenharia but
also sets it apart as a unique
and distinctive entity.**

MÁRIO CAMPOS
HEAD OF QUALITY,
ENVIRONMENT AND SAFETY

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PORTUGAL

Partnership with TecStorm 2025 - National Technology and Engineering Hackathon

Mota-Engil, through MEXT, strengthened its ties to the national innovation ecosystem and young university talent by participating in TecStorm 2025, a hackathon organized by JUNITEC at the Instituto Superior Técnico.

In line with the **Group’s open innovation and digital transformation strategy**, this initiative fostered engagement with technological solutions applied to real-world challenges in the construction sector, stimulating creativity, entrepreneurship, and closer ties with academia.

MEXT’s participation included active involvement in mentoring sessions, networking opportunities, and project evaluations, enabling close interaction with students and entrepreneurs, as well as the identification of ideas with potential for practical application.

Through this partnership, the Group reinforces its position as an **active agent in promoting innovation**, fostering the creation of a pipeline of qualified talent and the development of future collaboration opportunities between academia and industry.



+ 700 students
50 universities



GLOBAL

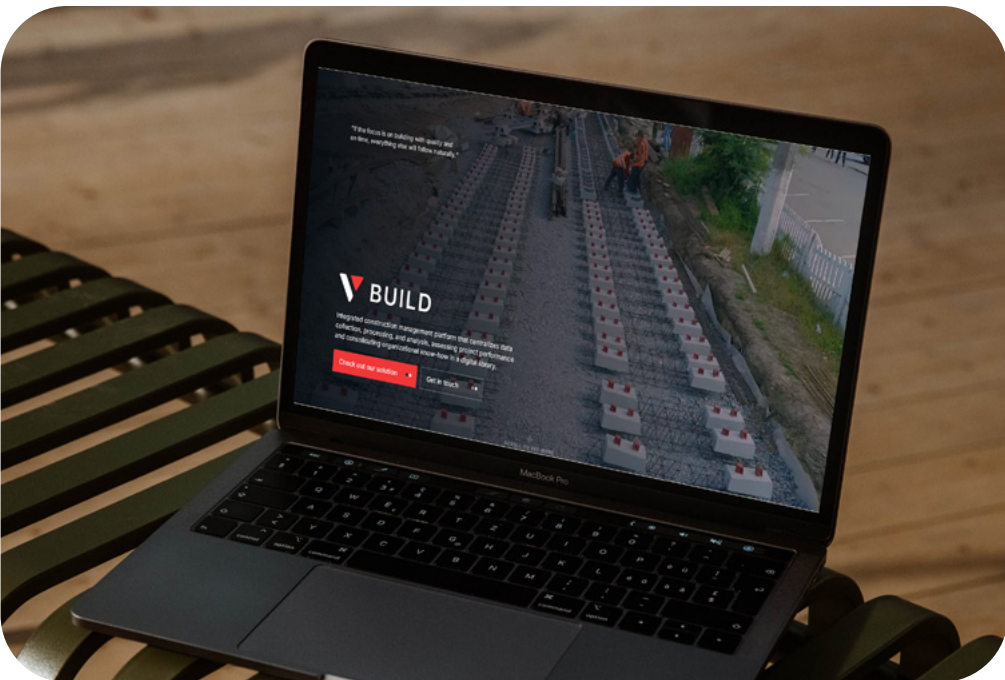
King of Dashboards & One Method – Data-centric transformation and operational digitization

As part of the transition to a *data-centric* model, in line with the *Building 26* program, the *King of Dashboards* and *One Method* initiatives were developed with the aim of enhancing digitalization, operational efficiency, and decision-making quality through better use of data.

King of Dashboards integrates strategic and operational information from the areas of production, planning, equipment, and *procurement*, providing a consolidated view of operations in near real time and laying the groundwork for future predictive capabilities and intelligent decision support.

One Method complements this approach by **structuring production reporting and control across the board** through the definition of harmonized methodologies and data models.

Together, these initiatives **enhance the transparency and visibility of operations, reduce the time required to access critical information, and lay the groundwork for the evolution toward Artificial Intelligence solutions**, fostering an increasingly *data driven* culture within the Group.



Data-driven decision-making
and real-time visibility
of operations

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GLOBAL

Aligning the cybersecurity strategy with the NIS2 Directive

In 2025, the Mota-Engil Group took a decisive step toward strengthening its digital security by implementing, in November, the framework set forth in Decree-Law No. 125/2025, in line with Directive (EU) 2022/2555 (NIS2).

Focused on operations classified as critical entities in the waste management sector, this implementation was led by internal technology, information security, and risk management teams.

The process was developed in coordination with the National Cybersecurity Center (CNCS).

5 Mechanisms for protection and compliance

CNCS
Regulatory partner: mandatory incident reporting



The process resulted in the implementation of enhanced protection mechanisms for critical systems, including:

- Structured incident management and strict access control policies
- Multi-factor authentication for critical systems
- Ongoing training for internal teams
- Mandatory incident reporting to the CNCS
- Systematic risk assessment of the supply chain

With this approach, the Group has strengthened its organizational resilience ensuring legal compliance and enhancing its ability to respond to an increasingly demanding digital threat landscape.

GLOBAL



Integration into the National CSIRT Network

This nationwide network currently comprises more than 60 organizations, and membership allows the Group to **share and receive information** from other organizations regarding vulnerabilities and attacks, as well as to **adopt best practices and recognized protocols**.

Strengthening the prevention, detection and response to incidents

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GLOBAL

Awareness Session – GDPR Compliance and Artificial Intelligence (AI Act)

In 2025, the Mota-Engil Group held two awareness sessions on the use of artificial intelligence tools, addressing their relationship with privacy, data protection, and GDPR compliance.

The sessions, led by internal teams, focused on the AI Act, ethical principles, practices to avoid, and best practices, with the aim of **enhancing digital literacy and promoting the responsible use of AI**.

These initiatives complement existing training in information security, contributing to the strengthening of an organizational culture focused on data protection and the responsible use of technology.



2 awareness-raising sessions held

GLOBAL

Security Operations Center

The Security Operations Center, available 24/7, enables real-time threat detection and automated incident response, combined with continuous log analysis and structured incident management.

Operations ensure compliance with security standards and regulations, use information on known threats to improve the detection of and response to new attacks, and monitor user and system behaviour to identify unusual activities that may indicate a breach of security rules. In this way, this center aims to **ensure the security and resilience of the Group’s systems**.



Preventing cyberattacks

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DRIVING FORCE

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THE PRESENT
AS A COMMITMENT

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PLANET
TAKING ACTION
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PEOPLE
50,000 STORIES
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07
THE FUTURE
AS A LEGACY



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07 The future as a *legacy*

Our commitment endures over time,
creating a legacy of sustainable growth
for future generations.



OUR COMMITMENT TO THE FUTURE

We are proud of a past that will be proud of a future we are building today.

We build E&C projects and provide environmental services, with the utmost respect for the people and communities where we operate, guided by five principles:

commitment, value creation, quality, innovation, and proximity. We understand the service we provide only within the context of a genuine **partnership** with those we serve, deeply valuing the trust placed in us.

We are convinced that in the future, just as in the past, **the restlessness and boldness** that characterize us will continue to be a source of energy and **value creation**. We always aspire to be the **“trusted neighbor”**, finding value in cultural and market diversity.



We want to be the best, not necessarily the biggest.

And we will always be able to adapt to the new challenges that **attracting and retaining talent** presents today. We want to be the **“home”** where our employees want to stay and where they feel they are contributing to a better world through their daily work, because the purpose that guides us is greater than the sum of our parts.

We are aware that, more than ever, society today demands solutions to its social and environmental challenges, and we want to be an integral part of the solution, acting responsibly. We aspire to be seen as an example of respect for the Planet and People, where others can find inspiration to follow in our footsteps.

We want to help build a sustainable future for current and future generations, certain that this is the path to prosperity.

We summarize it all in our Purpose: **Our legacy inspires and commits us to building a better world.**

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Driven by *Purpose*, Built with *History*

Technical Support
Stravillia Sustainability Hub

Images
Mota-Engil Group

Graphic Design
White Way[®]

Mota-Engil values the opinions and contributions of all its stakeholders. Accordingly, matters related to sustainability should be addressed to:

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FOR MORE INFORMATION