

MOTÆNGIL

TOGETHER FOR EVERYONE

Mirr  r
Tomorrow

Sustainability Report 2020

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MOTÆENGIL

United for all, we are a reflection of *tomorrow*.

We build what we do.
We are what we do, we do what we are.
Always a reflection of the best we want for society,
for the world, for the planet.

For the upcoming generations,
in every gesture, in every action or decision,
together, with awareness and with trust.

TOGETHER FOR EVERYONE

Mirr  r
Tomorrow



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Open Letter to our stakeholders

Message from the Chairman of the Board of Directors



“All of this was possible thanks to the **dedicated commitment** of our people.”



António Mota
Chairman of the Board of Directors

Message from the Chief Executive Officer



“What we do – **and will continue to do** – mirrors who we are and how we want to be seen and remembered.”



Gonçalo Moura Martins
Chief Executive Officer



António Mota
Chairman of the
Board of Directors

The pandemic made 2020 a difficult and challenging year for Mota-Engil. I can confirm with great pride, however, that as a Group we demonstrated together what we are made of: resilience, determination, and a can-do attitude.

In a year of poor results due to a difficult global economic situation made worse by the pandemic, we should remember 2020 for the best of reasons:

With more than 35,000 employees around the world – over 1,000 working offshore – we moved quickly to protect and guarantee the Group's survival and to preserve jobs in every country;

Present in over 20 geographies and active in key sectors of the economy and in the service of local communities, we kept going and ensured, within the conditions possible and necessary, that our operations continued to run;

The Group achieved a record order book, resulting from our move into new strategic markets and the awarding of projects on a different scale to those Mota-Engil is accustomed to.

It is my firm belief that all of this was possible thanks to the dedicated commitment of our employees, who together have made us what we are – a cohesive, diverse, and multicultural Group driven by a common purpose that unites us in the worst moments and most difficult times.

This Sustainability Report is living proof of who we are and a sign that we are a mirror of what we do. The pandemic we experienced made that evident, clearly showing our boldness and determination.

Our employees – on the front line and in the back-office – were united and mirrored each other in their commitment and solidarity. They ensured that, despite the vicissitudes, we always honour our commitments to our employees, to our clients, to our partners and to the community, while always keeping uppermost our concern for being a Group that is increasingly sustainable and focused on contributing to the attainment of the Sustainable Development Goals.

That is our motto. That is our strength.

We are united!

António Mota



Gonçalo Moura Martins
Chief Executive Officer

Among the many things we have learnt from the pandemic, the most incontestable was the realisation that we could not continue to aspire to inhabit this planet without a strong individual and collective commitment to sustainability.

COVID-19 struck our personal, family, and professional lives and showed the boundaries between a world we thought was secure and an unforeseeable reality; a world in which we swapped the warmth of human touch for coldness, mobility for isolation, closeness for distance, and the certain for the uncertain.

Fortunately, human ingenuity allowed us to discover resolute and innovative ways to balance these extremes. It is with a true sense of pride and gratitude that I can say that Mota-Engil Group was part of this pioneering movement, with heroes working on the front line and behind the scenes so that we could continue, unshakeably, to achieve our purpose.

We discovered new ways to ensure the safety of our people. We created the conditions to be able to continue to provide our operations at the global level, honouring our commitments to our clients and providing an invaluable public interest service. We supported a large number of bodies by supplying protective materials, equipment, services and donations. We recreated new ways of working and working together, new ways of communicating and learning, and we are engaged in developing new forms of leadership in a context in which – once this global crisis has passed – leading, managing and developing people and business will be fundamentally different.

This is the future that awaits us and in which sustainability will be even more central to our decisions and responses. In a sector with the biggest global environmental impact, what can we do differently and better to protect our planet? How can we create economic value for our stakeholders and ensure the continuity of Mota-Engil? How can we be a point of reference for our people and upcoming generations? How can we reinvent how we work, incorporating what the digital future promises while making ourselves pioneers in a sector which is globally characterised by productivity rates incompatible with what demographic growth will require in terms of infrastructure solutions?

These are some of the sustainability challenges that we have to begin to address today so that we can continue to position Mota-Engil as an indispensable player tomorrow.

We also have to maintain our strong commitment to pursuing the Sustainable Development Goals as we only have one planet and its future is not recyclable.

What we do – and what we will continue to do – reflects who we are and how we want to be seen and remembered.

Together, for everyone.

Gonçalo Moura Martins

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Together for everyone, mirror tomorrow



“In a solid and cohesive company like Mota-Engil, it is through the strength and drive of its employees that we continue to build the Group’s story every day.”



Elisabete Ramos
Corporate HR and Sustainability Manager

Luís Monteiro
Head of Corporate HR and Sustainability

2020 will always be remembered as the year when the pandemic turned our lives upside down. The isolation imposed by COVID-19 forced us to make an involuntary but necessary change; **we had to reinvent ourselves and find solutions in a context of total uncertainty** and deep impact in every geography, in every sector of activity where we operate and in all of our companies.

In a year like no other, where public health was put to the test, with direct consequences in political and socio-economic terms, this global **crisis forced a rapid change in the behaviour of the whole of society and companies** to minimise the impacts of the instability created by the pandemic.

Spread across three continents, Mota-Engil felt the effects of this pandemic in every sector of its operations. The Group’s response to COVID-19 **therefore focused in particular on being there and taking care of people**. This is one of the themes of 2020 – not just in terms of corporate actions but also individual initiatives taken by each of the Group’s companies – collectively ensuring the continuity of our global operations.

With a presence in international markets for over 70 years, 2020 made us look at our companies and see the reflection of the fears and anxieties of so many professionals and their families who had never faced a scenario of this kind.

In a tumultuous and difficult year, people were more important than ever: **more team-oriented, more human, more Mota-Engil!**

All of the growth achieved by the Group reflects the strength, endeavour and dedication of tens of thousands of people who raised it on a daily basis to levels that were inaccessible for many. Facing a winding path – demonstrated by this report’s cover – **our employees wore the mantle of Mota-Engil, reinvented themselves and adapted, turning difficulties into real opportunities to grow as professionals and as teams and, consequently, helping the Group to grow.**

Our employees never lost their focus, never gave up and never ceased to believe in the goals to which they are committed. **United for everyone, therefore, they truly reflected the world of tomorrow** and felt the strength of being part of a group. In a year of change, challenges and extra responsibilities, our performance was underpinned by our values – ambition, integrity, cohesion and group spirit.

We have maintained our focus on the three pillars of sustainability – economic, environmental and social – with the latter assuming a special preponderance at Mota-Engil in 2020, namely in terms of the health and safety of our employees who are indispensable for the organisation’s sustainable growth. In a solid and cohesive company like Mota-Engil, it is through the strength and drive of its employees (an incontestable feature of the organisation) **that we continue to build the Group’s story every day.**

That is the reason why, this year, via a panoramic, dynamic, and interactive report, **we reveal the views and voice** (in each of the different chapters) **of those who were always present** and who, through thick and thin, fought and worked so that all of this was possible.

Through the eyes and words of those who were always present, we reflect on who we were and, above all, who we are:

**Today, we are more family.
Today, we are more Mota-Engil.**

Together for everyone, *Mirr*  Tomorrow

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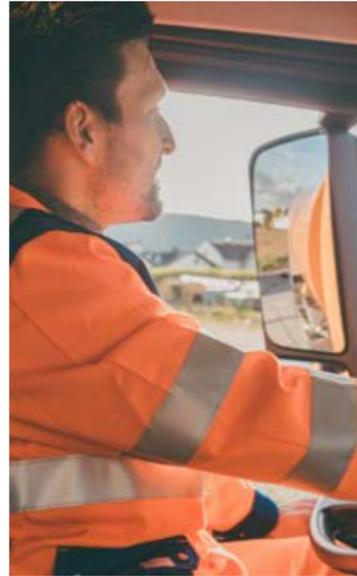


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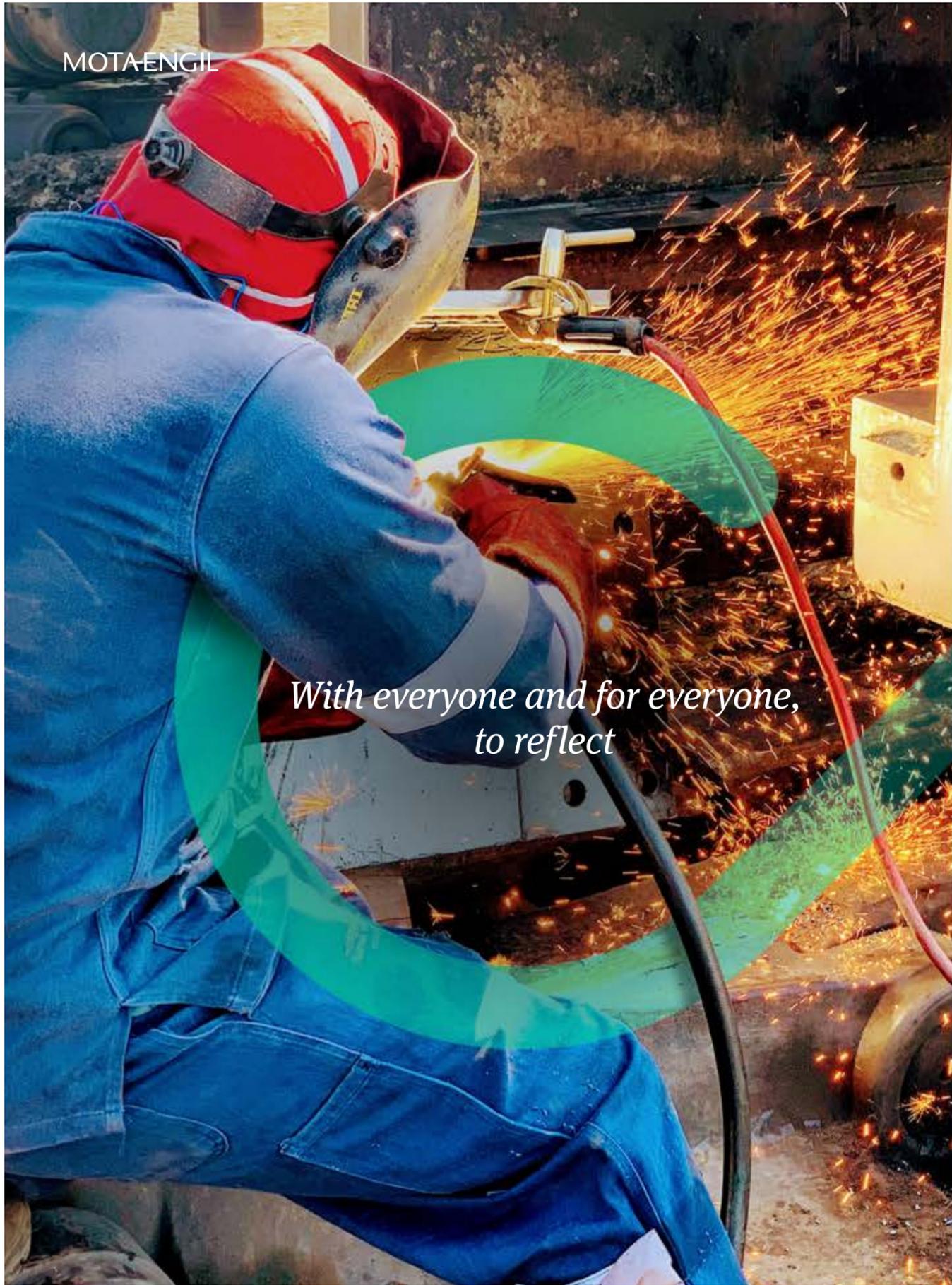
Annexes

TOGETHER FOR EVERYONE

Mirr  r

Tomorrow

MOTAENGIL



*With everyone and for everyone,
to reflect*

01 — Snapshot of 2020

A look into achievements in a year of uncertainty,
where cohesion and the Group's strength
were challenged.

dedication

1.1
Highlighted actions

1.2
Response
to COVID-19



Mota-Engil in numbers

Presence of the Mota-Engil Group



Economic growth of the Mota-Engil Group



2,429 M€
Turnover

380 M€
EBITDA

2,267 M€
Direct economic value distributed(*)

(*)To financiers, shareholders, State and other public entities, staff, suppliers, community, among others.

MAM Foundation



80
Institutions supported

Human capital



41 years
average age of our employees

5,967
Training courses

84%
Employees encompassed by certified Occupational Health and Safety management systems (ISO 45001)

308,126
hours spent on training

Environment

6,366 TJ
ENERGY CONSUMED

460.7 MT
GENERATED WASTE

1,658 TJ
ENERGY SOLD

97%
Non-hazardous waste

62%
Recovery operations

2,8 Mm³
WATER COLLECTED

51.5%
Surface water

25.8%
Water purchased from third parties

22.7%
Underground water



1.1 — In Focus



An invitation to read about some of our major **initiatives** in 2020.

This corresponds to the trust our stakeholders increasingly have in Mota-Engil Group.



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Mota-Engil



Actions in focus

The most important Group initiatives and events that marked 2020.

Support for the government in fighting the pandemic



→ [Chap. 1](#)

New Careers Model



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Conquests in on-site safety



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“Excellent” BREEAM classification



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New prefabricated products for railway bridges/viaducts (IPBRAIL)



→ [Chap. 4](#)

Record order book



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Emphasis on national suppliers



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The future of the planet is not recyclable



→ [Chap. 6](#)

Innovative solutions for achieving the Agenda 2030 goals



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“Portugal beats COVID-19” Manuel António da Mota Award



→ [Chap. 7](#)

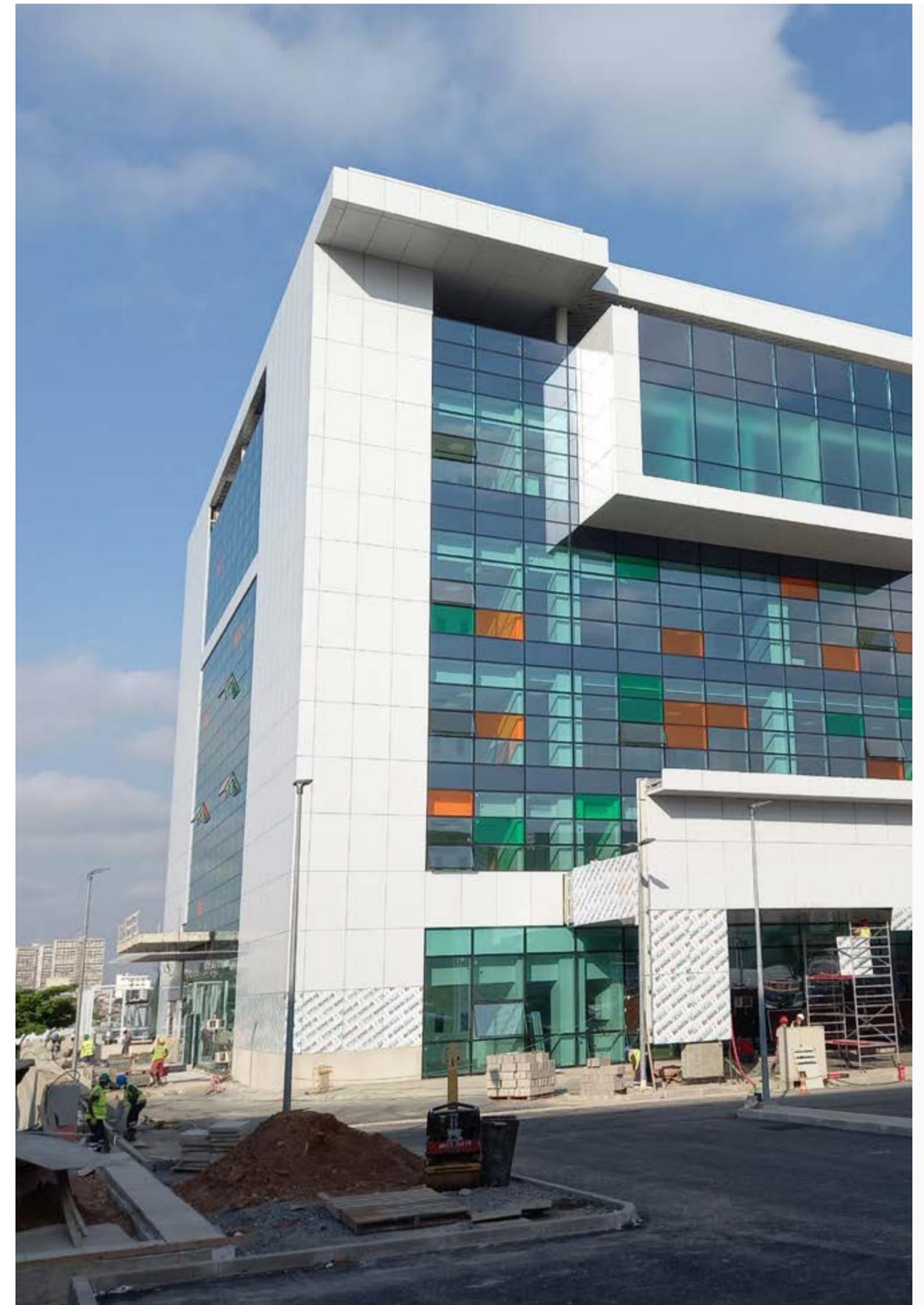


1.2 — Response to COVID-19



Mota-Engil placed a strong emphasis on **protecting** its employees, partners, and communities.

Simultaneously, the Group ensured the continuity of its businesses with particular emphasis on the provision of priorities recognised as public services.



We carry on together and supportive of one another in these difficult times, with the mission of taking care of all of us.

The year 2020 was characterised by challenges on a global level and marked by the COVID-19 pandemic. Devastating to the life and jobs of millions of people all over the world, the pandemic crippled a large portion of the global economy. It exposed human vulnerability, reaffirming how extremely dependent we are on Nature and revealed a complex web of interconnections and interdependences in this increasingly globalised world, in which a problem arising in one part of the planet rampantly spread over to the rest of the world and came knocking on everyone's door.

In order to respond to the urgency and complexity of the situation, Mota-Engil strongly invested in the protection of its workers, partners and communities, while also ensuring business continuity, with particular emphasis on the provision of priority services and services regarded as public service.

It should be highlighted that Mota-Engil operates in various sectors of activity essential to the regular functioning of the society. Although not always being granted the visibility they deserve, many thousands of workers were on the frontline, ensuring urban hygiene, waste collection and treatment and transport of goods, among other functions.

It is also worth stressing the valuable work of Mota-Engil's people in all the other sectors of activities/ business areas and back office areas, whose commitment and dedication allowed us to successfully overcome such a challenging year.

Measures taken

In order to give a coordinated and organised response to the pandemic crisis, the Group created a follow-up permanent committee, the "COVID Committee", to be centrally coordinated by the Executive Committee. The COVID Committee constitutes a network of support with various strengths that includes people responsible for the markets and a committed central team from the Human Resources, Safety, Health, Environment and Quality (SHEQ) areas. It regularly gives the status as to the impact of the crisis: (1) on the people, (2) on the current activity (regarding the economic and financial aspects), (3) on the business plan for 2020 and (4) on the medium-term strategy. It also adjusts the contingency measures according to the levels of risk and the health guidelines from the General-Directorate for Health and the World Health Organisation.

Mota-Engil's response to COVID-19



Promotion of health and well-being

Online medicine, health monitoring, temperature measuring, conduction of diagnosis tests (PCR) to workers travelling, among others. Support to workers and their families.



Protection

Reinforced individual protection. Centralised purchases increasing the efficiency of the acquisition and supply of equipment/products.



Sanitisation

Reinforcement of workstations and equipment disinfection and cleaning protocols, sharing of Mota-Engil vehicles protocols, among others.



Work organisation

Teleworking, team organisation and rotation (in-office and teleworking alternation), limit of no. of workers at the facilities, systems of appointment of meals at specific hours, among others.



Technologic setup

Accelerated transversality of remote access to the internal network and digital tools of the company, implementation of more efficient communication systems (video call), supply of laptops and computer monitors.



Communication, training and awareness-raising

Specific communication channels created. Provisions of contents and realisation of training initiatives and awareness-raising campaigns.



Organisation of spaces

Reinforcement of COVID-19 signalling. Creation of isolation areas and space partitioning for ensuring physical distancing.



Support to local communities

Through FMAM's action, corporate structure of the Group and initiatives of the geographies in which Mota-Engil operates, realisation of donations and provision of various aids.



International evacuation services

Hiring of a Global Rescue company capable of assistance in terms of access to local health care and potential return trips to the respective country of origin to workers on international mobility.

Where people are concerned, the first decisions taken actually anticipated the restrictions enacted by the various local authorities and consisted of the definition of contingency plans to be applied in all locations in which the Group operated, from central office premises to the worksites, work fronts, industrial units, among others

Mota-Engil implemented organisation measures regarding work and spaces, reinforcing aids to workers and promoting their well-being, safety measures, health and hygiene



COVID-19 signage implemented at the head office of SUMA (Portugal).





Potable water spots for regular washing of hands at the Lifting Unit of Canoas (Colombia).



Physical barriers at the cafeteria and central office premises of Concessions (Mexico).

➔ (see also Chapter 5.2), as well as monitoring the fulfilment of these guidelines by all people, be they workers of Group companies, subcontractors, suppliers, customers or others. Communication management in this regard was also crucial, having led to the investment in new communication channels and the realisation, transversally to the business areas and geographies, of training initiatives and awareness-raising campaigns.

The response to COVID-19 also constituted a relevant part of the activity of Manuel António da Mota Foundation (FMAM) with the local communities and the Mota-Engil workers and respective families (the “Help-ME” Campaign).

Since it was faced with countless support requests, the Foundation helped various institutions to purchase individual protection equipment aimed



António Mota
Chairman of the Board of Directors

“We have always won, we have always emerged stronger, Mota-Engil has always been an example

and has become a reference to the future, and we will do it again in all the countries in which we operate. (...) Like it is said in Africa, and constitutes the motto of our Group: WE STAND TOGETHER!”

at the respective workers and beneficiaries, also making efforts to facilitate the provision of emergency food aid to many people and families who saw their economic and social vulnerability situation aggravated by the pandemic.

highlighted as follows: The initiatives selected are intended to demonstrate the organisation of Mota-Engil and its people with the purpose of responding together to such a challenging year.

The response to the pandemic set the tone for the 2020 Manuel António da Mota Award - “Portugal beats COVID-19” ➔ (see chapter 7.2). It is also worth highlighting the mobilisation and solidarity of the local teams with the communities, by way of donations and various grants.

From the Group’s financial management perspective ➔ (see chapter 4.2), and in order to ensure the management of business liquidity, Mota-Engil, especially in Portugal, adhered to the moratoria mechanisms established by the Portuguese State/financial system. It negotiated and has been negotiating additional liquidity lines with the Portuguese banks (COVID lines) and with the local banks in the main African and Latin America countries in which it operates.

Some of the most prominent initiatives of response to COVID-19, promoted on a corporate level by the Group and on a local scale, are

#inspire4action

Thank you for protecting yourself!

In order to keep the motivation of its workers who, in the midst of the lockdown period, ensure the regular functioning of operations, ERSUC (EGF, Portugal) in 2020 installed “thank you panels” at the entrance of the Aveiro and Coimbra units.

These panels are intended to express the company’s gratitude for the day-to-day work of its workers and to serve as an incentive to the good safety practices – “In protecting yourself, you are protecting your co-workers and your family.”



Temperature measurement at worksite (Uganda).





Corporate video, provided at ONME (internal digital platform), appealing to the adoption of preventive measures on part of the workers.

Corporate initiatives

Communicating and raising awareness for prevention

With the scope of raising the awareness of all workers with regard to the impact of COVID-19 on their lives, families and co-workers, as well as on the prevention initiatives necessary to ensure their protection, Mota-Engil actively carried out awareness raising campaigns. Assuming a model of visual, simple and efficient communication, various means were employed, such as emails, posters, videos and signage, among others.

These resources are available in a specific area, which was created to facilitate internal communication within the scope of the response to the pandemic. Rooted in ONME, the internal digital platform of Mota-Engil, that area provides information regarding the COVID-19 contingency plan, instructions, contacts, supporting documentation, inquests and records of travelling workers. It gives access to initiatives promoted by FMAM for supporting workers' families.

Special protection to workers in at-risk groups

Mota-Engil's contingency plan gave priority to the protection of the workers at increased risk, i.e., people above the age of 55 and with weakened health. In that regard, apart from all the protection actions transversal to the workers, namely supply of masks and alcohol-based sanitiser, the quarantine ("prophylactic isolation") of the workers at increased risk, even with their duties do not enable teleworking.

In addition, there was also an internal action of vaccination against influenza which, boosted by the lack of vaccines in 2020, also gave priority to the workers at an increased risk.

Help-ME: support programme for the workers' families

The Foundation and Mota-Engil launched in 2020 the IT platform "Help ME". With all Group workers in mind, particularly those who are spread all over the world, it allows a worker or someone from the worker's family to request assistance, in a simple manner, and other workers to offer as volunteers for providing that assistance. The requests can be as diverse as, for instance, borrowing a computer for a child that is on distance learning, assistance to the elderly, buying groceries, cooking, transporting people, among others.

The assistance can be granted in Portugal or in any other country in which the worker's family is in need of help and there are volunteers to provide that assistance.

THE "HELP-ME" PLATFORM, IN A VERY SIMPLE WAY, ALLOWS AN EMPLOYEE OR SOMEONE IN THEIR FAMILY TO ASK FOR HELP AND OTHER EMPLOYEES TO VOLUNTEER TO PROVIDE THIS SUPPORT.

Ensuring quality medical assistance and evacuation in case of emergency

Due to the fact that Mota-Engil operates in various countries, in some of which the local healthcare system (national and private) is not at the same standard of essential care that Mota-Engil wishes to provide to its workers, partnerships with international players, such as Global Recues and AXA Global Healthcare, were defined, enabling to equip the Group with means for following up the health of the workers, by way of a service of greater proximity (softcare) and, as a last resort, the consequent evacuation in case of emergency.

With this partnership it was possible to actively follow up the workers infected with COVID-19 (with or without symptoms), monitoring their symptoms and identifying possible deterioration of health, as well as to follow up the treatment promoted by the local entities.

This also includes the possibility to request a second opinion, made by an internal and specialised medical team, always guaranteeing the taking of decision in case the worker is considered to require better medical care solutions, including the evacuation to a country with more adequate medical treatment conditions.



Help-ME, support programme for the workers' families

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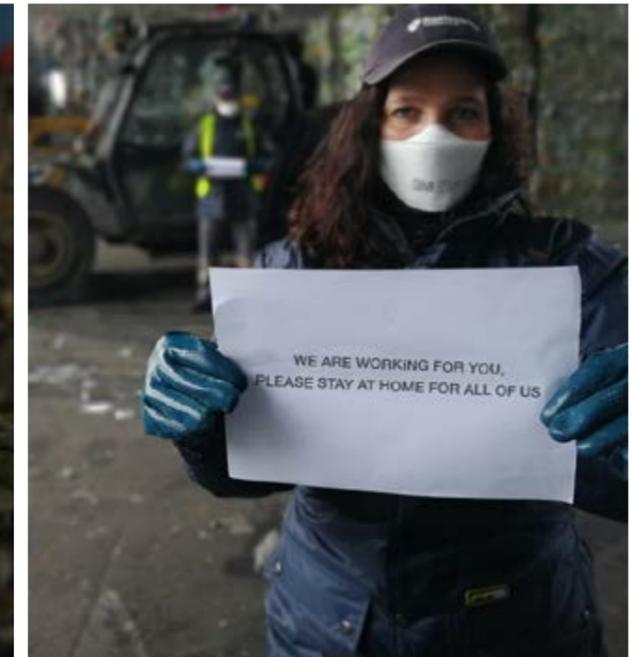




Quarterly cleaning and disinfection of the head offices by a specialised company (Colombia).



"We are working for you, stay home for us", #PREVENIRCOVID19 campaign, EGF (Portugal).



FMAM and Mota-Engil support various hospitals through donations of personal protective equipment for health professionals.



17,000
DONATED GOWNS



192,000
DONATED MASKS

Support to hospital units in Portugal

FMAM and Mota-Engil supported in 2020 various hospital units through the donation of individual protection equipment to the health professionals, with focus on:

- The donation of 17,000 gowns to the São João Hospital (Porto) and the Northern Lisbon Hospital Centre;
- 180 thousand surgical masks and FFP2 masks intended for the Porto Campanha Hospital – SuperBock Arena – Rosa Mota Arena;
- 10 thousand surgical masks and 2 thousand KN95 masks to the Portuguese Oncology Institute of Porto.



Europe

Portugal

EGF | ##PREVENIRCOVID19: forerunner project teaches population to process waste correctly

Launched in March 2020, [#PREVENIRCOVID19](#) is an EGF campaign aimed at raising the awareness of citizens on the care with their waste during the COVID-19 pandemic. This forerunner campaign was awarded various prizes [➔ \(see chapter 2.3\)](#).

EGF created the campaign with three main goals in mind: (1) to inform, in a simplified manner, the population on the new measures concerning waste management and treatment adopted by the Environment Portuguese Agency, the General-Directorate for Health and the Water and Waste Services Regulating Entity; (2) to clarify queries related to the disposal of packages, protection measures and equipment as well as any concerns associated with the procedures adopted by the

company; and (3) to raise awareness on occupations that are of the utmost importance but which suffer from a lack of visibility in the media (such as waste collection and triage operators).

The project is composed of an information platform with: (1) FAQ, press releases, posters and illustration contents; (2) a digital prevention campaign in which the workers who directly process waste are seen holding a poster with the caption "We are working for you, stay home for us"; (3) awareness-raising in the social networks of all concessionaires and presence in the news bulletins and television programmes, so that the message can be massively disseminated.

As a result, it can be observed that people are recycling better due to the information provided and are not placing potentially contaminated objects, such as masks and gloves, in the eco-points.

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Photograph by the employee Andreia Almeida, from Manvia, present at the exhibition "Olhar sobre a pandemia", promoted by the company.

Manvia | Ensuring everyone's health guarantees everyone's safety

As a result of the pandemic and its evolution, Manvia held various training sessions, among other things.

In addition, and in the aim of involving employees in assessing the measures implemented in response to COVID-19 and identifying improvements, participatory and consultative actions were held.

These involved the participation of 324 employees. 16% of opportunities to improve/reinforce practices were flagged, with the main focus on: cleaning and disinfection; restocking of resources; liaison with clients and team organisation; accountability for complying with practices; and testing (PCR).



As a result of the pandemic and its evolution, Manvia held various training sessions, among other actions.

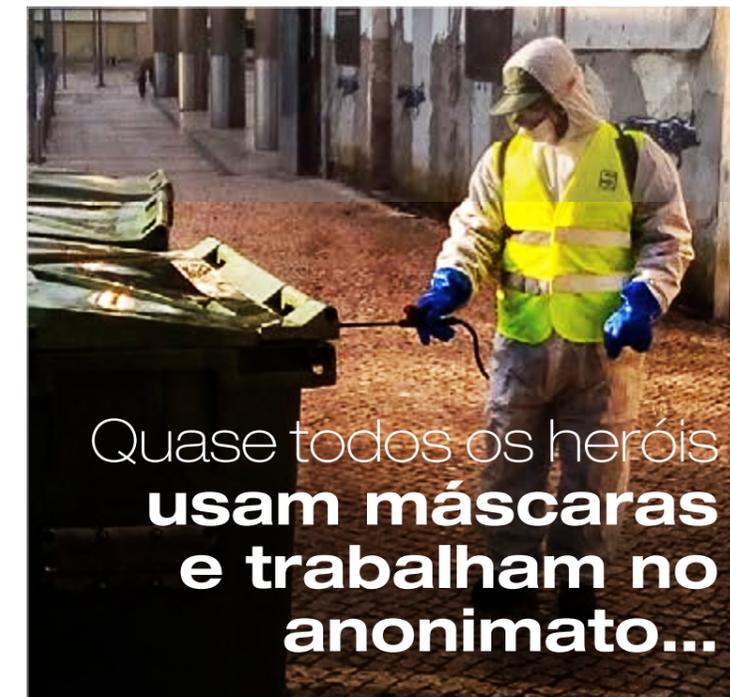
SUMA | Reinforcement of worker's protection measures

Aware of the relevant work that the company is carrying out in the name of public health and hygiene and the need to protect its frontline workers, SUMA reinforced the protection measures.

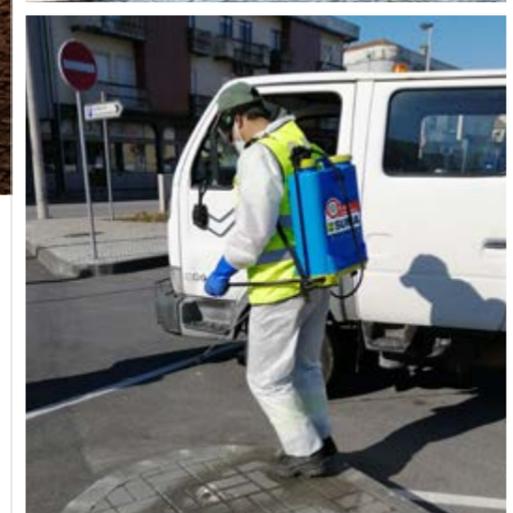
To respond to the growing number of services for disinfection of containers, urban equipment and areas close to places of more extended absence of passers-by, the company purchased isolation suits, half-masks with replaceable filters, galoshes, half-sleeve PVC gloves and protection goggles, in addition to helmets → (see chapter 5.2)

and protective face shields. Supplementary measure of protection were also implemented at the service centres, as is the case of running occupational footwear through a disinfectant, at the end of each shift, in order to decrease the possibility of transporting potentially contaminating objects.

AWARE OF THE RELEVANT WORK THAT THE COMPANY IS CARRYING OUT AND THE NEED TO PROTECT ITS FRONTLINE WORKERS, SUMA REINFORCED THE PROTECTION MEASURES.



Não somos heróis, nem o pretendemos. **Apenas profissionais de higiene urbana em ação, #emnomedasaúde pública.**



SUMA's campaign of appreciation of its frontline workers (Portugal).





Africa

Angola



In focus

Support to the Angolan government in the fight against the pandemic

Typology of donated material



DISPOSABLE PROTECTIVE SUITS



MASKS



FACE SHIELDS PRODUCED IN THE PROVINCE OF CABINDA THROUGH 3D PRINTING

Mota-Engil provided assistance to the Angolan Government in the fight against the COVID-19 pandemic, namely in the provinces of Luanda and Cabinda, where hospitals are currently being built to provide a better access to healthcare in the country.

To that end, the company delivered to the Health Ministry Directorate three thousand disposable protective suits, a thousand masks and fifty face shields produced in the province of Cabinda through 3D printing, with the purpose of contributing to the protection of the health professionals who, on a daily basis, at the various hospitals of the country, provide healthcare to the citizens.

Apart from the donation of equipment, the company refurbished, within the scope of its social responsibility policy, the building of the C Block of



Protection material donated by Mota-Engil to the General-Directorate for Health for the health professionals (Angola).



Refurbishment of Luanda Hospital (Angola).

the Psychiatric Hospital of Luanda, intended for the diagnosis and treatment of the COVID-19 patients. The construction work lasted 6 weeks, half of which took place during the emergency period. The covered area intervened on had 550 square metres, and the only 60 workers present at the worksite went beyond their professional duties and stood out for their swift execution, with direct benefits to the local community.

Also within the scope of the contingency plan of the fight against COVID-19 adopted by the Angolan Government, priority was given to the supply of potable water to institutions of a social nature and to the population in general.

Three water tank vehicles and the respective drivers were provided to carry out the supply in the boroughs of Cazenga, Molevos, Benfica, Kapalanga and Futungo.

It is worth highlighting the recognition and gratitude on part of the population for this valuable initiative of support by Mota-Engil which once more joins the fight against the pandemic, contributing to the daily distribution of 80 to 100 thousand litres of water per vehicle.



Tank vehicles made available for supplying potable water (Angola).

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Latin America

Peru

My family against COVID-19

Mota-Engil Peru invested in raising the awareness of the workers and their families on the adoption of a safe behaviour and preventive measures.

The campaign lasted from July to December 2020 and involved various actions: (1) the drawing-up of information leaflets, with practical guidelines

on how to avoid contagion at home, and realisation of lectures, (2) the promotion of drawing and photography competitions, aimed at the workers' children, with representation of preventive measures to be adopted at home; (3) the use of SMS, WhatsApp messages and emails to send relevant information, videos and clarification of queries.

MOTA-ENGIL PERU INVESTED IN RAISING THE AWARENESS OF THE EMPLOYEES AND THEIR FAMILIES ON THE ADOPTION OF A SAFE BEHAVIOUR AND PREVENTIVE MEASURES.



"My family against COVID", 1st prize of the drawing competition for children ages 5-7 – Zamira Herrera De La Cruz, daughter of Gustavo Herrera Alvino (Peru)



"My family against COVID", 1st prize of the drawing competition for children ages 8-10 – Mariangel Mayta Huamani, daughter of Julio Cesar Mayta Mamani (Peru)



África

Ivory Coast

Clean Eburnie | Support to the Kossihouen village in the fight against the pandemic

Clean Eburnie supported the Kossihouen village within the scope of the fight against COVID-19.

That support consisted of monetary donations in the sum of two million FCFA (about three thousand Euro) and donations in kind. The donated materials include products to fight COVID-19, such as 1500 surgery masks, 100 bottles of alcohol-based sanitiser, 100 packages of 400 litres of liquid soap and good (two tonnes of rice and 400 litres of cooking oil).

The delegation of Clean Eburnie and of the contracting authority visited the Kossihouen village to deliver the donated goods, was greeted at an official ceremony that included the representatives of the village and received a warm welcome by the local population.

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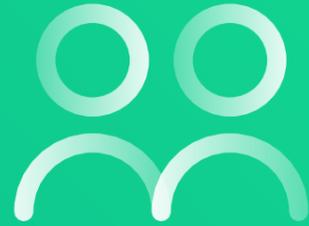
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07



A Doctor by your side from a distance



“Telemedicine is here to stay and to support Mota-Engil employees with high quality medical care.”

2020 began like so many others before it – with the words “Happy New Year” and “Goodbye 2019, welcome 2020” – without most of knowing what Sars-Cov2 or COVID-19 meant and everything they would come to represent for our lives in the following months.

An outbreak of a new disease in the city of Wuhan in China rapidly went from being something happening far away and of no particular importance, to an event of real impact, dramatically affecting our lives and calling the core values of our daily lives – which until then we had thought were untouchable – into question.

In these new circumstances, the lives of hundreds of Mota-Engil employees and their families were heavily impacted and filled with uncertainty, especially those working overseas.



Daniel Maia
Medical Director
Teladoc Health Portugal

Mota-Engil’s HR department began to receive all kinds of complex requests: employees working overseas who could not return to Portugal and in chronic need of medication for health issues; the need to know what to do if suffering from COVID-19 symptoms; questions concerning when employees should leave work to quarantine and, in parallel, when they could go back to work or even return to Portugal. Questions, doubts and problems that needed a fast and clear response that only a doctor could give.

That is when the words “telemedicine”, “online doctor” and “Doctor 24/7”, as unknown to most people as COVID-19 itself, took on an unexpected significance, assuming a key role in the lives of so many of the Group’s employees.

A doctor available 24/7 to the Group’s employees helped to shorten distances, solve health problems, and assist where before no easy solution had existed.

A doctor who, even remotely, could speak to employees in Portuguese and provide excellent health care quickly and clearly and avoid, for example, unnecessary trips to the hospital emergency department.

It was this Doctor 24/7 service, working closely with the Mota-Engil HR team, that allowed remote appointments to be held during 2020 by telephone or video, habitual prescriptions to be sent to employees (in Portugal, Africa and Latin America), clarification about what to do if symptoms appeared or if there was contact with positive cases of COVID-19, help with answering questions and doubts that arose, identification of the best hospitals in different countries, etc.

The aim was always to explain to all employees and convey the message to remain calm when disinformation and worry prevailed.

I would like to share a hugely satisfying moment of **great collaboration when Portuguese intensive care doctors were put in contact with the intensive care teams in hospitals in Africa where Mota-Engil employees had been admitted.** The aim was to improve the care provided and offer close and permanent support for families, This presented some challenges, not least the lack of information in some countries, different time zones, poor phone connections, the need for a rapid response to requests, and the demand for alternative solutions in more complex cases.

However, the truth is that **the teamwork between the Doctor 24/7 team, Mota-Engil HR department and all of our employees was decisive to the success of this support and cooperation.**

At any time of day or night, the medical team could be relied upon to provide support to anyone experiencing difficulties and requiring medical assistance.

Telemedicine – and all the services it offers – is here to stay, supporting Mota-Engil employees with high quality medical care at any time of day or night, regardless of their location.

The Doctor 24/7 team was available in 2020 and will remain so in the coming years to help, clarify, and support the Group’s employees.

I would like to thank Mota-Engil’s employees personally and in the name of the whole Teladoc Health team for all their questions and doubts, as well as their kindness during the medical appointments. My thanks also to the HR Department for its collaboration and management of all the requests it received.

Thank you to everyone.



Through the words of whom was always present...



Click on the images to see the testimonial

Cap. 2 The strength of a Group

Continuity



Paulo Neves
ME RAILWAY

Excellence



Alexandre Almeida
BRAZIL

Success



Hawa Keita
GUINEA

Persistence



Rui Silva
ANGOLA

Proactive



Filipa Azevedo
EQUIPMENT

Companionship



João Carvalhido
IVORY COAST

Cap. 4 Innovation and economic growth

Cap. 3 A business with purpose

Challenge



Ivar Castillo
MEXICO

Future



Armando Nunes
LOGISTICS

Reinvent



Fernando Marques
COMMERCIAL

Creativity



Alexandra Medina
RWANDA

Conquests



Miguel Pastor
PERU

Cohesion



Daniela Cruz
PLANNING

Commitment



Valter Macie
MOZAMBIQUE

Development



Carolyne Kyeyago
UGANDA

Response



Élio Batista
TAKARGO

Cap. 5 Our people

Cap. 6 Environmental responsibility

Stability



Joana Granja
MANAGEMENT CONTROL

Health



Joseph N'Goma
IVORY COAST

Well-being



Mercy Wairua
BUSINESS DEVELOPMENT

Support



António Roque
IT

Calmly



Ana Marques
HUMAN RESOURCES

Purpose



Julio Bolaños
MEXICO

Communication



Jayan Valiyaveedu
OMAN

Resilience



Marisa Silva
VIBEIRAS

Effort



Carlos Ferreira
MEEC

Cap. 7 Local development

Solidarity



Krzysztof Lewkowicz
POLAND

Protection



Peace Simfukwe
MALAWI

Closer



Pedro Gonçalves
MANVIA

Belonging



Nelson Rivas
COLOMBIA

Encouragement



Mariana Barros
FMAM

Balance



Colm Dillon
IRELAND

Prevention



Lídia Salgado
SUMA

Adaptation

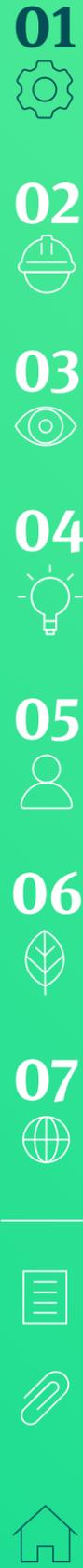


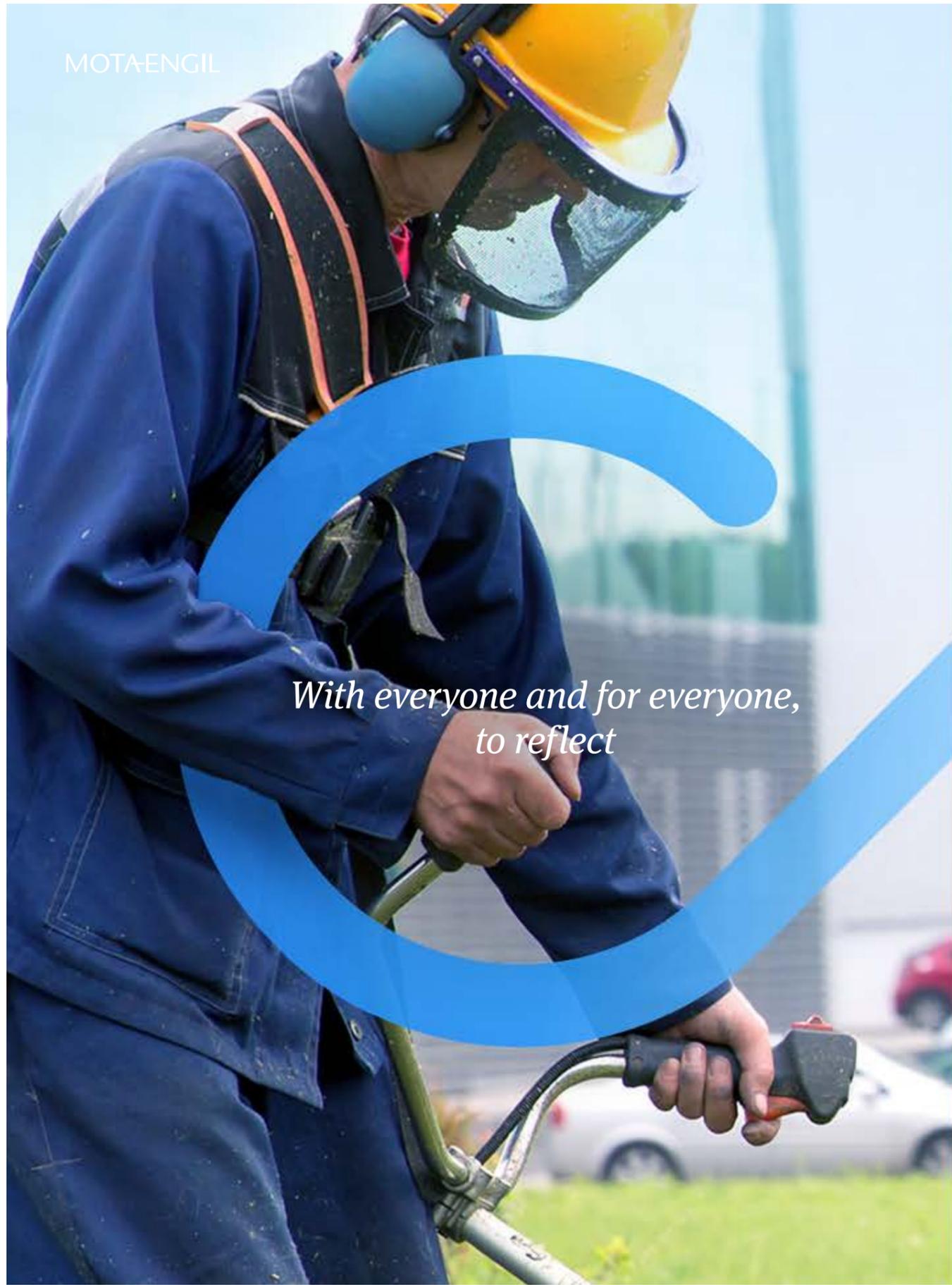
Joás Gonçalves
EGF

Duty



Julio Feliz
DOMINICAN REPUBLIC





*With everyone and for everyone,
to reflect*

02 — The strength of a Group

A journey of more than 70 years, marked by a culture of entrepreneurship and of innovation in the permanent search for new horizons.

sustainability

2.1
The Mota-Engil
world

2.2
Business areas

2.3
Accolades



2020 through the eyes of our people

With everyone and for everyone, reflecting...
*companionship . proactive
 continuity . persistence
 success . excellence*



Paulo Neves
 Production (Constr) | Administrative
 ME RAILWAY

Nothing could have prepared us for what happened last year. Despite the restrictions, I was always on the front line doing my job, with the aim of ensuring the **continuity** of our operations on the ground. That was only possible due to the very careful risk management conducted by ME Railway and the solidarity of the whole maintenance of transport link and overhead power lines contract team.



Rui Silva
 Production (Constr) | Site/ Production Manager
 ANGOLA

During COVID-19, my work was important for society and the client because of the major public project we are executing and its significance for the company in terms of know-how in hospital projects, allowing the advancement of the Angolan health system. The pandemic made importing and human resources management difficult, but, with **persistence**, we were able to get through it.



Filipa Azevedo
 Equip and Maint | Equipment Technician
 EQUIPMENTS

In the context of the pandemic, of constant instability and uncertainty, the team adapted to the new circumstances through creative and innovative solutions. By being resilient and **proactive**, and based on new technologies, we responded effectively to the demands of our operations, minimising the pandemic's impact on the business.



Alexandre Almeida
 Production (Constr) | Foreman
 BRAZIL

At a time of COVID-19, my work with the Off shore team kept our platforms operating and was key to the sustainability and **excellence** of our activities. It was also important for maintaining jobs, bringing benefits to society, clients, the company, and myself as part of this work and in the knowledge of the importance of this during a pandemic.



Hawa Keita
 HR | Assistant
 GUINEA

In human resources, and during the pandemic, my work contributed in 2020 to the company's **success**. In addition to processing the wages of Guinean employees, I also provided support in terms of administrative tasks, as well as logistics back up for expat employees. We are stronger together!



João Carvalho
 Production (Constr) | Engineering Technician
 IVORY COAST

During COVID-19, we placed greater focus on strengthening **companionship** and we adapted our goals to the new circumstances. We therefore managed to overcome all difficulties, day after day, and to convey the determination and commitment that so characterises Mota-Engil to the community and our client. As the saying goes, "When the going gets tough, the tough get going!"

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2.1 — The Mota-Engil world



From Amarante, in Portugal, to the world: today we are a multinational.

Operating in 3 continents, 23 countries and with a shareholding in approximately 280 companies, we maintain the same standards of strictness, quality and implementation capacity that characterise us.

Mota-Engil carries out a wide range of activities in the fields of design, construction, management, and operation of infrastructures, and has a long and recognised experience, associated with a technical know-how for the development of various areas.

Market leader in Portugal European Top 30

FOUNDED IN 1946, THE MOTA-ENGIL GROUP'S MARKET POSITION IS ALIGNED WITH THE BEST PRACTICES AND BUSINESS CONDUCT BASED ON ETHICAL PRINCIPLES AND SUPPORTED BY A UNIQUE AND INTEGRATED STRATEGIC VISION FOR THE MOTA-ENGIL OF THE FUTURE: A GROUP THAT IS MORE INTERNATIONAL, INNOVATIVE AND COMPETITIVE ON A GLOBAL SCALE.

 MOTA-ENGIL	 SUMA	 ENVIRONMENT GLOBAL FACILITIES	01 
Engineering and Construction Infrastructures Construction Real Estate Others	Waste Management Collection Treatment Recovery		02 
 Transport Concessions		 MINING	03 
Concessions of Transport Infrastructures Motorways Expressways Bridges Railways Subway	Energy Hydroelectrical Production Waste-to-Energy Trading	Mining Prospecting Extraction	04 
			05 
Logistics Rail Freight Transport	Multi-services Maintenance Landscape architecture		06 
			07 
			
			
			

Creating growth, constructing sustainability



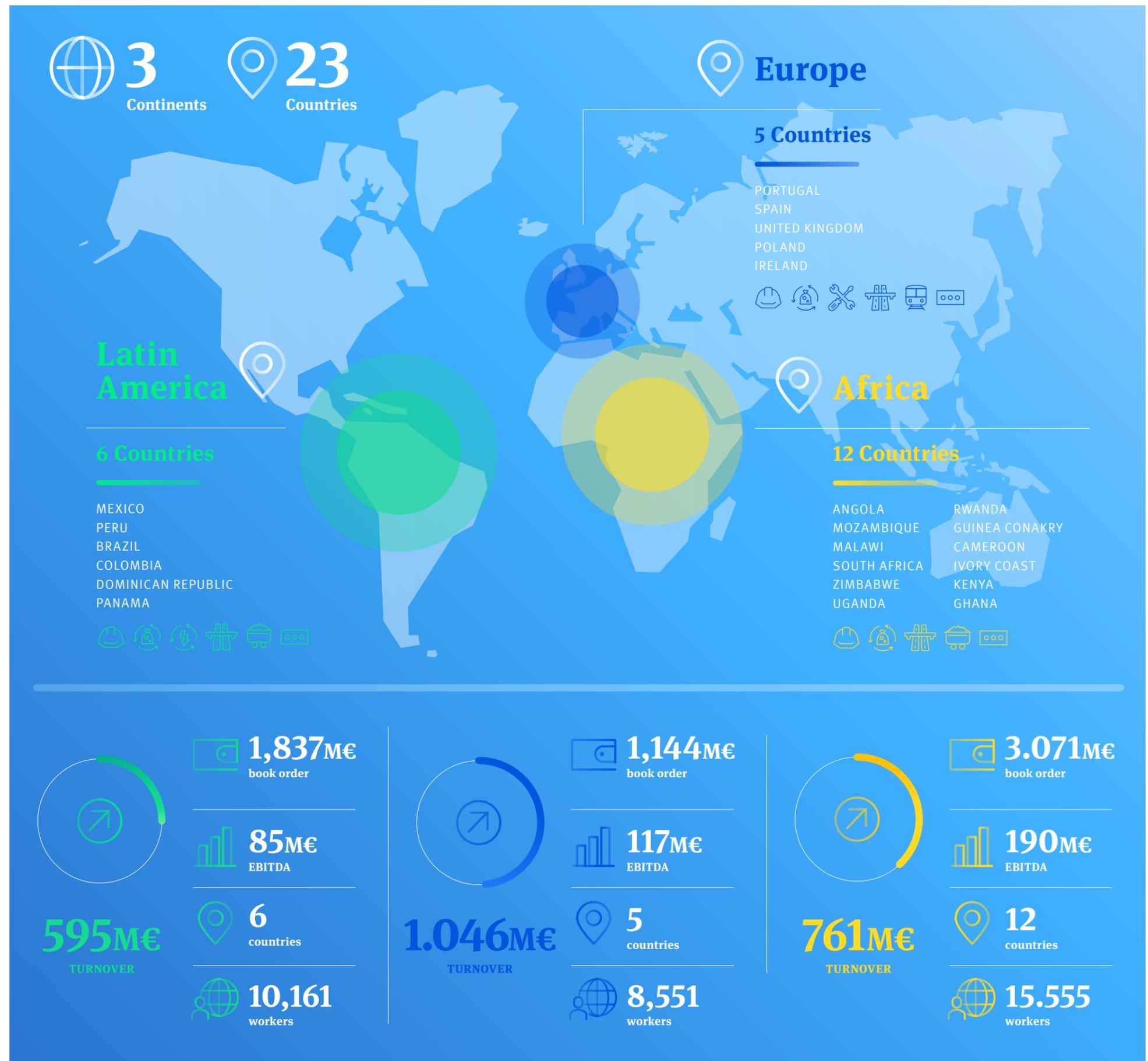
6,052M€
Book order
(unprecedented figure)

2,429M€
Turnover^(*)

380M€
EBITDA^(*)

35,331
Workers^(**)

-  Engineering and Construction
-  Logistics
-  Multi-services
-  Infrastructure and transport concessions
-  Waste Management
-  Mining
-  Energy
-  Others

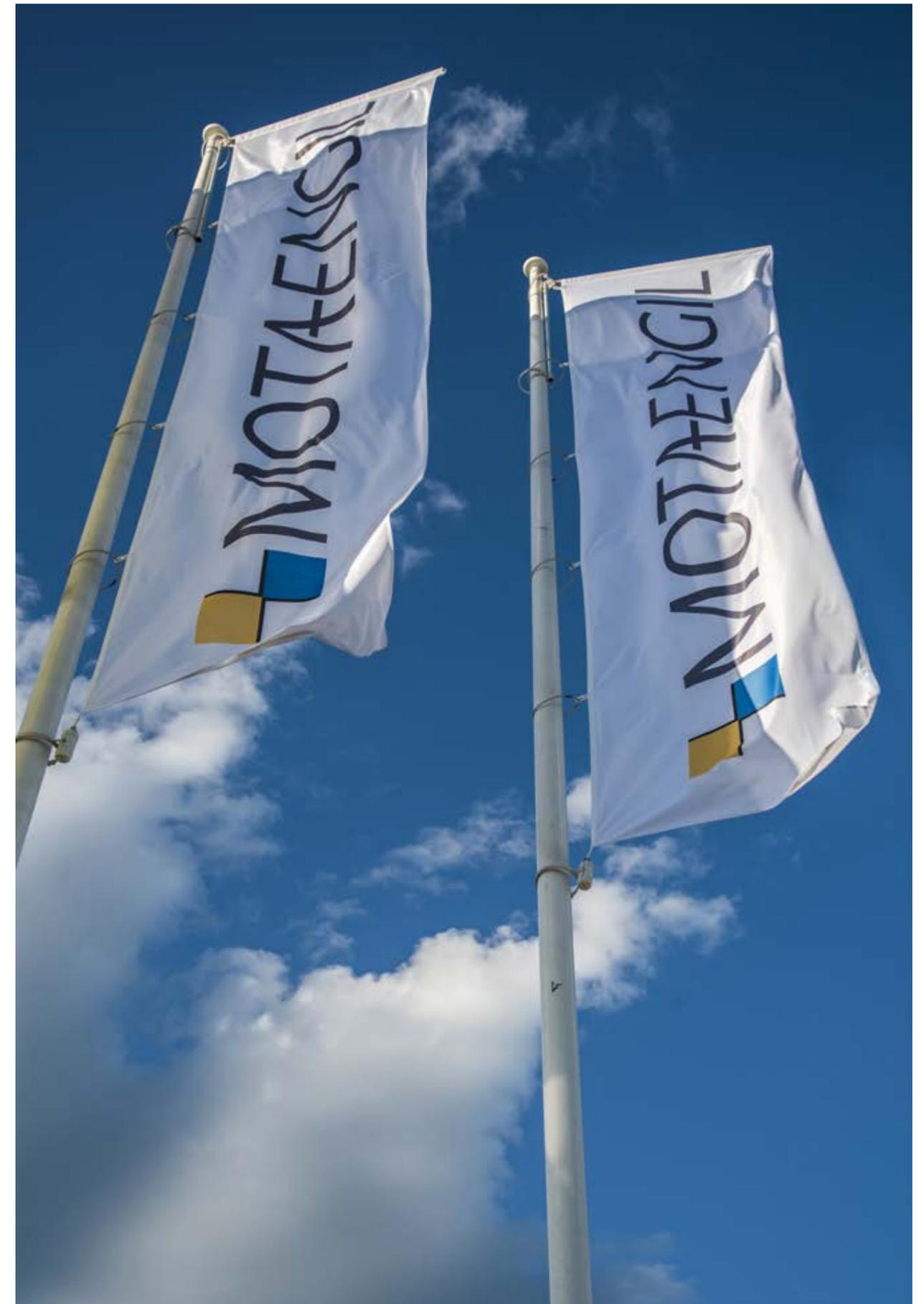


(*) Includes other, cancellations and intra-group. (**) Includes Holding and Capital.



2.2 — Business areas

We are what we do: we develop a wide array of activities associated with the design, construction, management and operation of infrastructures.



01



02



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04



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07



Engineering and Construction

- Infrastructures
- Construction
- Real Estate
- Other specialities

Leader in Portugal and with a prominent position in various markets of Europe, Africa and Latin America, the Group has developed construction projects in more than 40 countries, showing technical competence in each project and building a reputation of excellence in the technical areas of construction and public works, standing out in the construction of various infrastructures, such as roads, motorways, airports, ports, dams, buildings, railways, electromechanics, foundations and geotechnics, among other specialities.



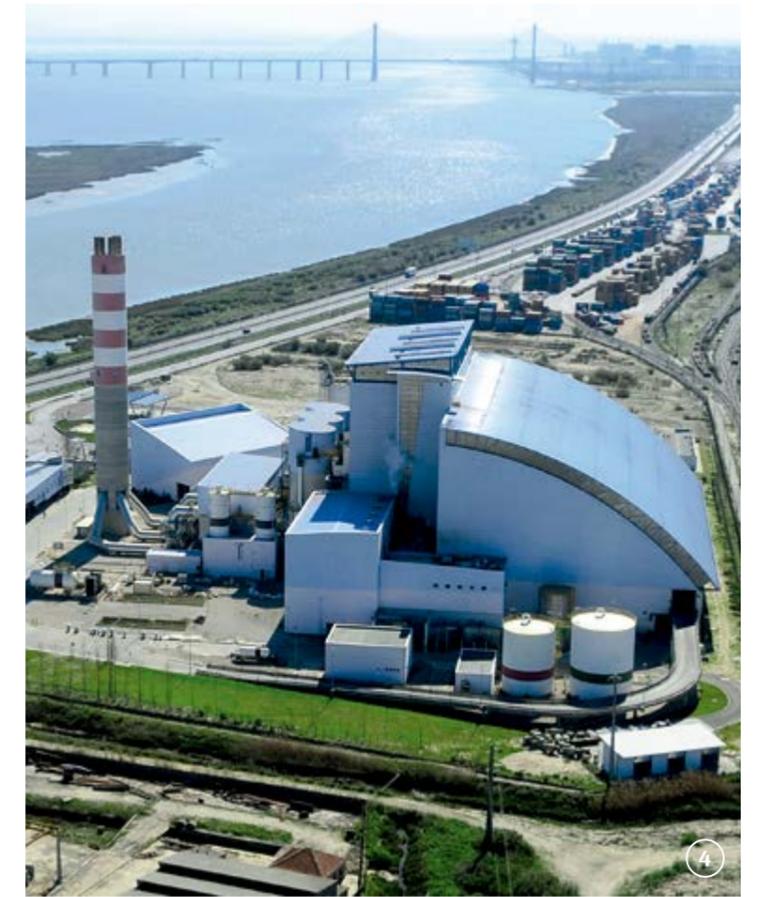
1

Waste Management



- Collection
- Treatment
- Recovery

With a majority of the share capital of SUMA, company set up in 1995 for the management and urban collection of waste in Portugal, Mota-Engil achieves the ambition of leading this sector, operating increasingly in Angola, Mozambique, Cape Verde, Brazil, Oman, and Ivory Coast. On the other hand, the Mota-Engil operates, through EGF, in the treatment and recovery of waste, being able to perform the whole value chain in waste management and possessing advanced technology for the treatment and organic recovery of waste, as well as for the production of energy through the collection of biogases in the landfill and trough energy recovery plants.



4



2

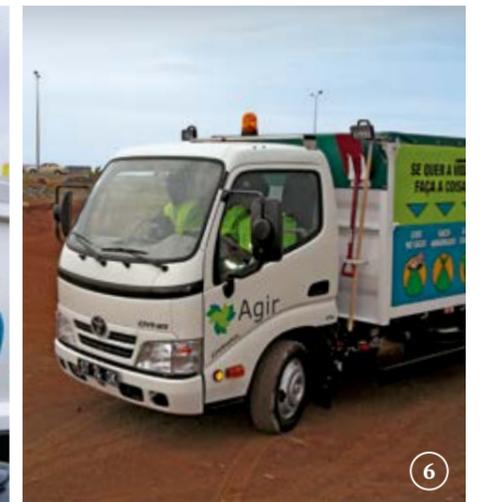


3

- 1 Mining project Peru
- 2 Vasco da Gama Bridge Portugal
- 3 Nacala Corridor Malawi



5



6

- 4 Energy Recovery Plant Valorsul, Portugal
- 5 SUMA Portugal
- 6 AGIR Cape Verde

- 01 
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Energy

Hydroelectrical production
Waste-to-Energy
Trading

The Mota-Engil Group is the first private operator in the sector of the production of energy in Mexico and has a number of assets under exploration by the Generadora Fénix with a production capacity of 288 MW and that can be extended to 2,000 MW, having in 2018 reinforced its presence in the energy trading sector.

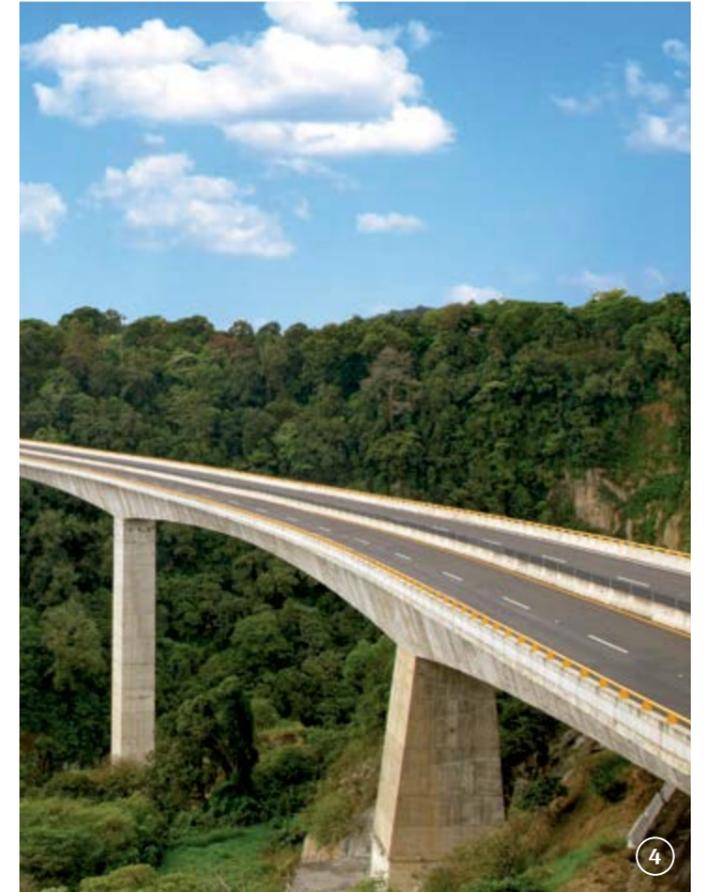


1

Concessions of Transport Infrastructures

Motorways
Expressways
Bridges
Railways
Subway

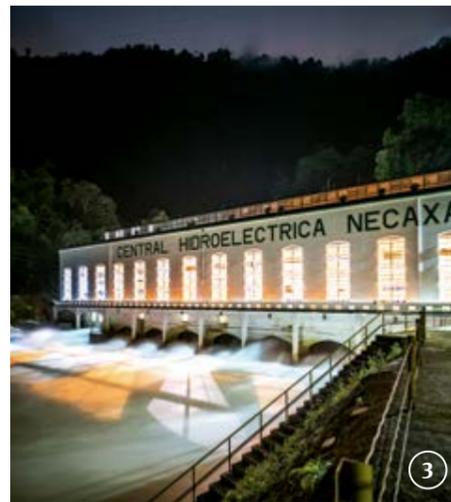
Mota-Engil has an important position in the management of various road infrastructures concessionaires, the shareholding in Lusoponte, concessionaire of the two bridges in Lisbon (Portugal), and concessions in Brazil, Mexico, Colombia, and Mozambique.



4



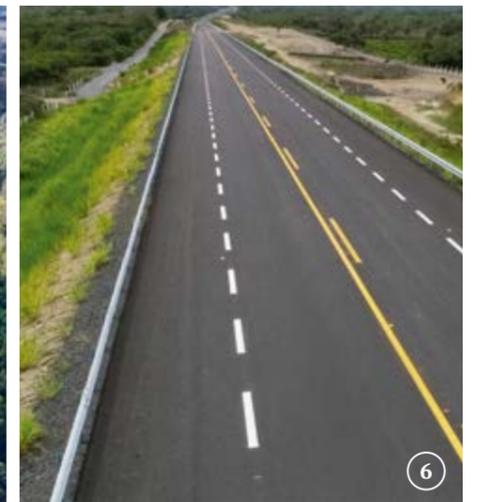
2



3



5



6

- 1 **Fénix**
Mexico
- 2 **Platform Maintenance**
Brazil
- 3 **Fénix Generator**
Mexico

- 4 **Perote-Xalapa**
Mexico
- 5 **Landfill BR 381 - MG lote 7- estaca 1320**
Brazil
- 6 **Tuxpan Tampico**
Mexico

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Mining

Prospecting Extraction

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



Logistics

Rail Freight Transport

Takargo was the first private operator, in Portugal, in the rail freight transport, investing in logistics efficiency and in the quality of service to offer integrated and competitive logistics solutions in the Iberian market.

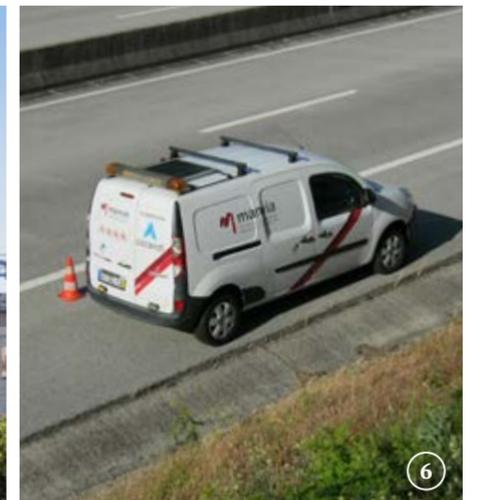
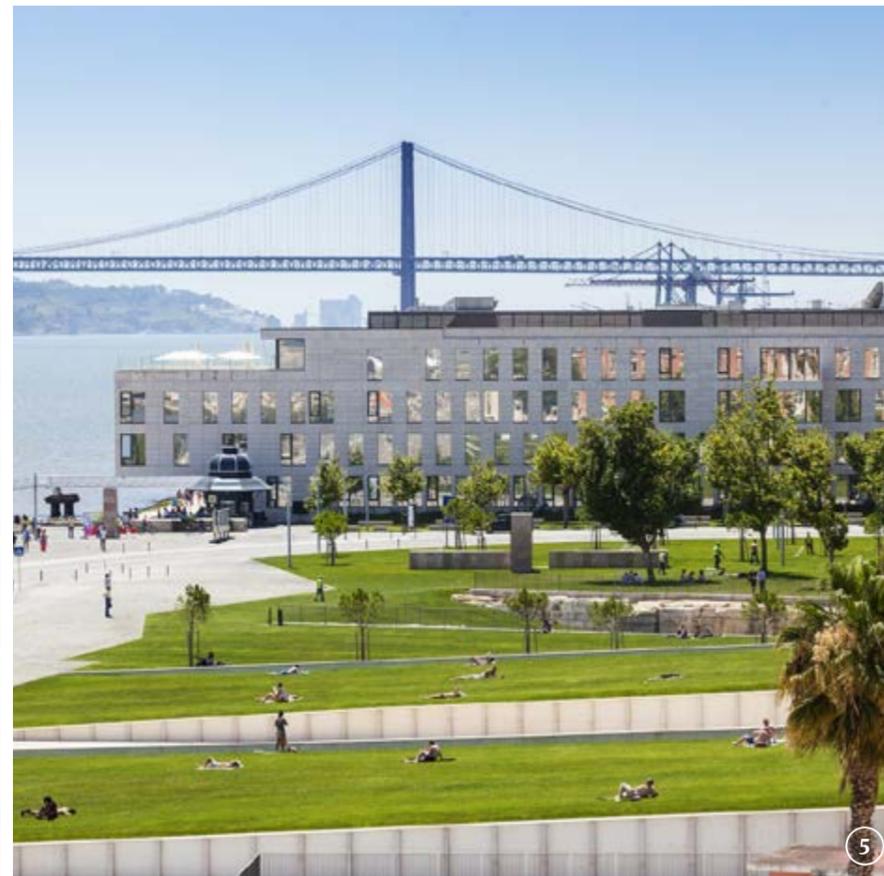
Multi-services

Maintenance Landscape Architecture

In order to supplement the activity of construction and management of infrastructures, Mota-Engil operates in the area of maintenance through Manvia, a reference company in Portugal that is also present in Africa and in other European countries.

In the area of landscape architecture, the Group operates through Vibeiras, leader in Portugal in this segment and with relevant works in Africa.

- 1 Mining operations
Mozambique
- 2 Moatize Mine
Mozambique
- 3 Rail transportation, Takargo
Takargo, Portugal



- 4 Tree transplanting, Lisbon
Vibeiras, Portugal
- 5 Requalification of the public space in Ribeira das Naus
Vibeiras, Portugal
- 6 Maintenance services
Manvia, Portugal



2.3 — Accolades



The recognition of a long and consolidated experience, technical know-how and the day-to-day work of our people, in a path marked by success.

In the “Global Powers of Construction” annual study by Deloitte, Mota-Engil stands as the 76th largest construction company worldwide where turnover is concerned.

As for Engineering News-Record (ENR), the renowned American magazine of the sector that annually releases its ranking of the 250 largest companies worldwide, it is worth mentioning that Mota-Engil appears as the 24th largest European construction company, thus remaining in the European Top 25, a status that it had first achieved in the previous year’s ranking.

With regard to the level of internationalisation of the companies of the industry, Mota-Engil integrates the

Top 50 of the most internationalised construction companies, maintaining the 46th position achieved in the previous year, with emphasis on its position as the 7th largest construction company in Latin America, after having integrated in the previous year the Top 10 of the region for the first time ever.

In 2020, Mota-Engil was once again distinguished with the internationalisation prize in the category “Construction”, awarded by the Construir Newspaper. These prizes were created with the scope of paying homage and celebrating the effort and talent of companies and professionals from the various Construction sectors in Portugal, the winners resulting from a voting carried out by the newspaper readers.

Distinctions of Mota-Engil as a construction company

Deloitte.

TOP 100 Mundial
#76 Global Powers of Construction 2020

THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD

TOP 30 Europe
#24 at Top Global Contractors

THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD

TOP 10 Latin America
#7 in the region

THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD

Leader In Portugal
#1 Portuguese company at Top Global Contractors

Ranking Latin America/Caribbean

	TOP 10	
	2020	2019
ACS, Actividades de Construcción y Servicios SA	1	1
China Communications Construction Group LTD.	2	7
SACYR	3	2
VINCI	4	3
TECHNIPFMC	4	10
China Railway Construction Corporation LTD.	6	**
Mota-Engil	7	5
BECHTEL	8	**
Power Construction Corporation of China	9	9
Acciona Infraestructuras	10	6

THE DELOITTE CONSULTANT AND THE ENR MAGAZINE PLACE MOTA-ENGIL AMONG THE LARGEST CONSTRUCTION COMPANIES WORLDWIDE.

International recognition

EFG was distinguished in 2020 with various prizes, with emphasis on the #PREVENTINGCOVID19 campaign, which obtained national (APCE and APEE) and international recognition, marking it the first time a Portuguese communication campaign was distinguished by ISWA. This award highlighted the creativity and efficiency of the initiative, which was even replicated by many entities in various countries.

Within the scope of the APCE Grand Prize, a competition promoted by the Associação Portuguesa

de Comunicação de Empresa (Press Communication Portuguese Association), and in the year marking its 25th anniversary, Algar was distinguished in the category External Campaign for Tertiary Sector Services, with the “In Algarve be Algarvian: separate!” (“No Algarve seja Algarvio: separe!”). The campaign was inspired by the Algarvian pride in preserving the land, the endemic landscapes, the gastronomy and, above all, the fact that Algarve is one of the regions that recycles the most in Portugal.





EGF Campaign "#PREVENIRCOVID19" that was recognized nationally (APCE and APEE) and internationally.

EGF was distinguished in 2020 with various prizes, with emphasis on the #PREVENIRCOVID19 campaign.

In addition, the “Tonnes of Help” (“Toneladas de Ajuda”) campaign received the Social Responsibility and Sustainability Practices Recognition prize, awarded by APEE/Global Compact Network Portugal (SDG 11).

SUMA was confirmed, for the fourth year in a row, as a “Trustworthy Brand”, getting the first place as “Waste Treatment Company” with the best evaluation ever, earning 50% of the votes in this category. In seeking to assess the degree of security that the Portuguese

consumers place in brands from 40 areas of activity, and as an accolade directly voted by a significant sample of the national population, the incidence and continuity of the award of this prize is revealing of the stance of proximity and trust established in the partnerships integrated by SUMA, which in turn is reflected in the populations that, throughout 26 years of activity, have had access to the services it provides.

Distinctions EGF – Campaigns

#PREVENIRCOVID19



2nd Communication Prize
ISWA – International Solid Waste Association



APCE Grand Prize
Special Edition COVID-19
Integrated Campaign: Services (Tertiary Sector)
APCE – Associação Portuguesa de Comunicação de Empresa



Honourable Mention
Social Responsibility and Sustainability Practices Recognition Axis I
APEE – Associação Portuguesa de Ética Empresarial

“In Algarve be Algarvian: separate!”



APCE Grand Prize
External campaign: (Tertiary Sector) services
APCE – Associação Portuguesa de Comunicação de Empresa

“Toneladas de Ajuda”



Prize
Social Responsibility and Sustainability Practices Recognition Axis II
Sustainable Development Goals | #SDG 11
Sustainable Cities and Communities
APEE – Associação Portuguesa de Ética Empresarial

Distinctions SUMA



SUMA
Environment trustworthy brand 2020
Reader's Digest Selections

01



02



03



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07



*With everyone and for everyone,
to reflect*

03 — A Business with purpose

The resolution of our commitment and our sustainability vision and strategy constitute the safest guarantee of the capacity to manage risks, ensure consistency, reinforce trust and generate value.

trust

3.1

Mission, vision
and values

3.2

Commitment to
sustainability

3.3

Sustainability
governance

3.4

Ethics and
Business Integrity

3.5

Human rights

3.6

Our stakeholders

3.7

Our material
topics



2020 through the eyes of our people

With everyone and for everyone, reflecting...
 commitment . response
 development . cohesion
 conquests



Élio Batista
 Production (Transp) | Specialized Operator
 TAKARGO

In a year marked by a pandemic, our goods haulage sector did not yield to its effects. In this highly intricate society, in which we all depend upon each other, the rhythm of things could not be interrupted as there were needs that permanently had to be satisfied. We reinvented our routines and changed our procedures without ever calling into question our **response** capacity.



Carolyne Kyeyago
 HR | Assistant
 UGANDA

My immediate duty was to work with the HR and production managers to mobilise and coordinate employee selection according to standard operation procedures to support projects for the country's **development**. These actions ensured our company attained the goals agreed with our clients and kept most of our employees. The ME Uganda family successfully dealt with another difficult task.



Valter Macie
 Production (Constr) | Engineering Technician
 MOZAMBIQUE

At a time of COVID-19, my work was important in ensuring operations kept running during the difficulties we faced. It was necessary to restructure, rely on collective effort and true team spirit, and the responsibility and **commitment** of everyone to minimise the impacts of contamination by the virus in the workplace and community.



Daniela Cruz
 Plan and Control | Manager
 PLANNING

One of my jobs in 2020 was to gauge, with the Markets and Projects team, the impact of the COVID-19 pandemic on Group Production, allowing a timely definition of corrective and mitigating measures, and closer contact with different geographies. Despite the impossibility of being there in person, we fostered closeness and thus increased the Group's **cohesion**.



Miguel Pastor
 Production (Constr) | Site/Production Manager
 PERU

The successes achieved in Bambas during the pandemic are the result of the commitment of the team I lead at the Mota-Engil Group. This required clear and honest communication (with employees and the client), as well as the need to establish priorities, be flexible and empathetic in every situation, and recognise the **conquests** achieved, however small, in line with our aims.

01



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3.1 — Mission, vision and values

We embrace our strong identity, recognised in the technical expertise and excellence.

Our Mission

To create shareholder value in respect for the community and the future, in a socially responsible manner.

Our Vision

To be an international reference in the sectors in which we operate, in line with the best market practices with regards to productivity, showing permanent innovation and therefore assuming a solid identity, resonating in the technical competence through the provision of a service of excellence to our clients and to the community.

Our Values

Recognising that the construction of a solid identity and culture is crucial for overcoming the challenges it sets out, the Mota-Engil Group shares with its stakeholders the following values:



Ambition

Constantly renewed eagerness to do more and better, facing the present and the future with boldness and trust and assuming, in a determined and committed fashion, new challenges that contribute to the growth of the Group.



Integrity

Choosing a path that strengthens the principles of honesty, truth, loyalty, rectitude, and justice in the daily conduct of all involved.



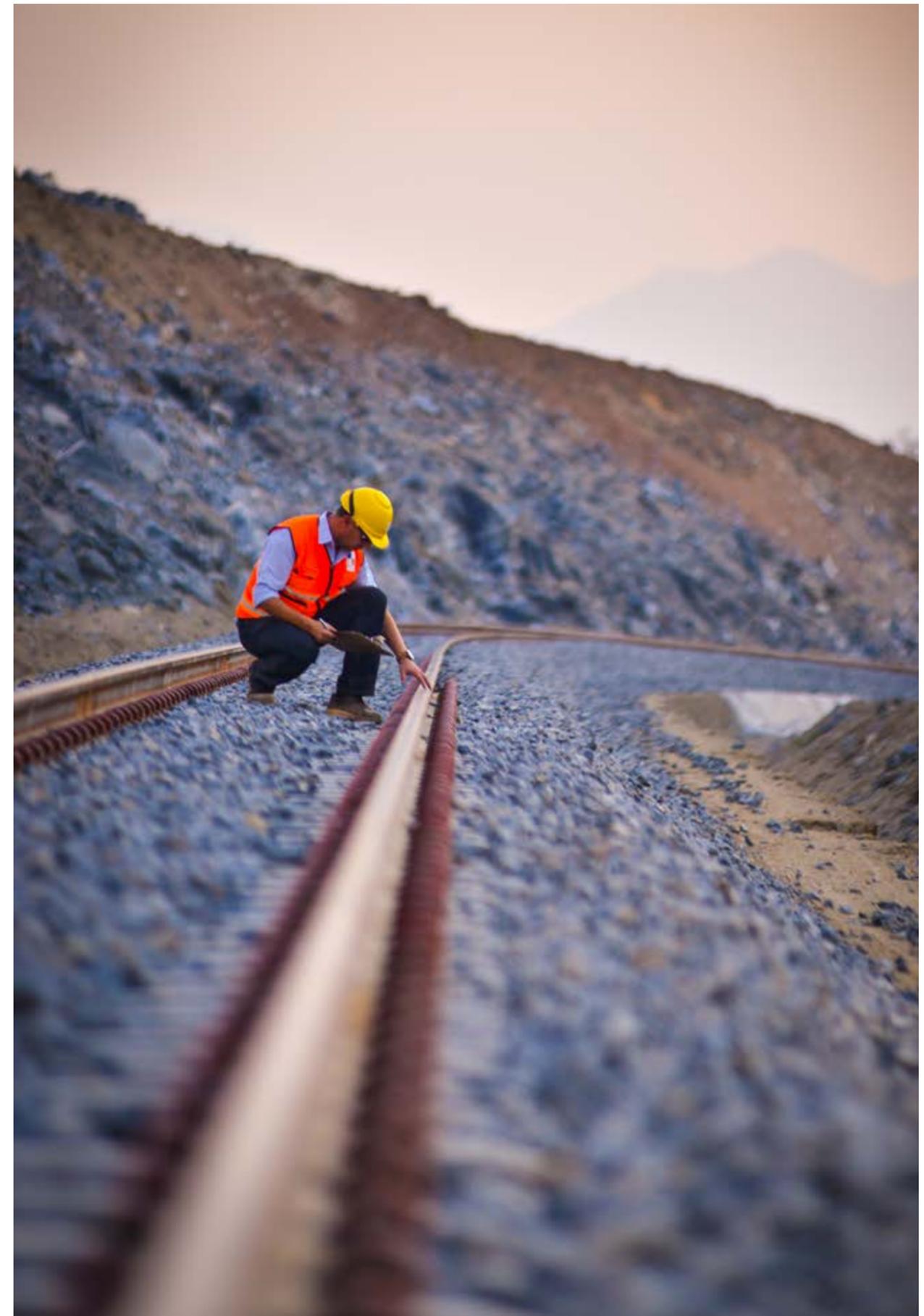
Cohesion

A guarantee that all targets established, intended to be ambitious, are met through the contribution of all business units and that the vitality of the Group derives from the congregation of wisdom and strength necessary for overcoming new challenges.



Group Spirit

Consolidation of a sense of belonging, respect for differences, loyalty, and reciprocity in a global and culturally diverse context, being proud in the past but reinforcing trust in the future.

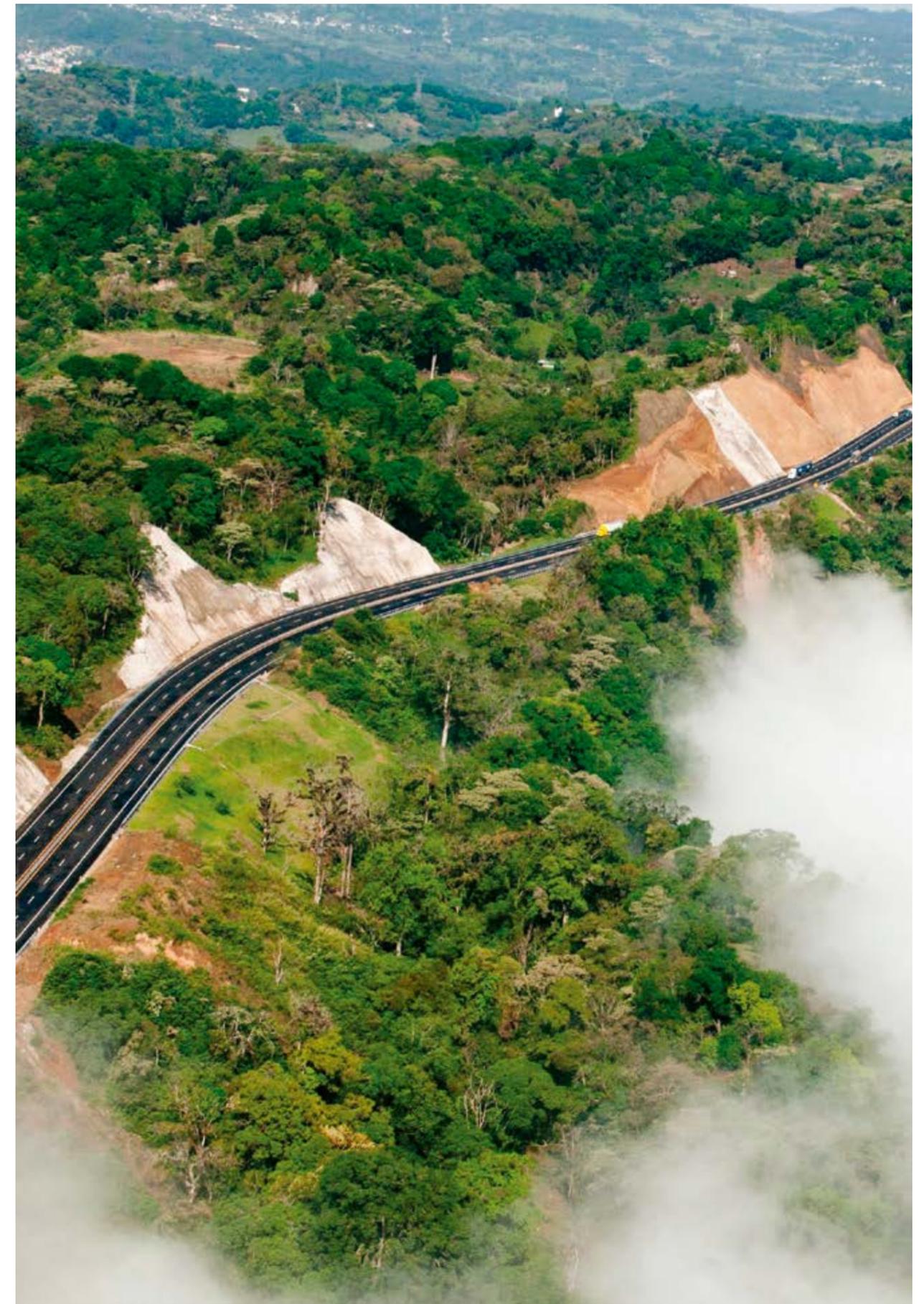


3.2 — Commitment to sustainability



We strengthen our commitment to the creation of sustainable value for our main stakeholders.

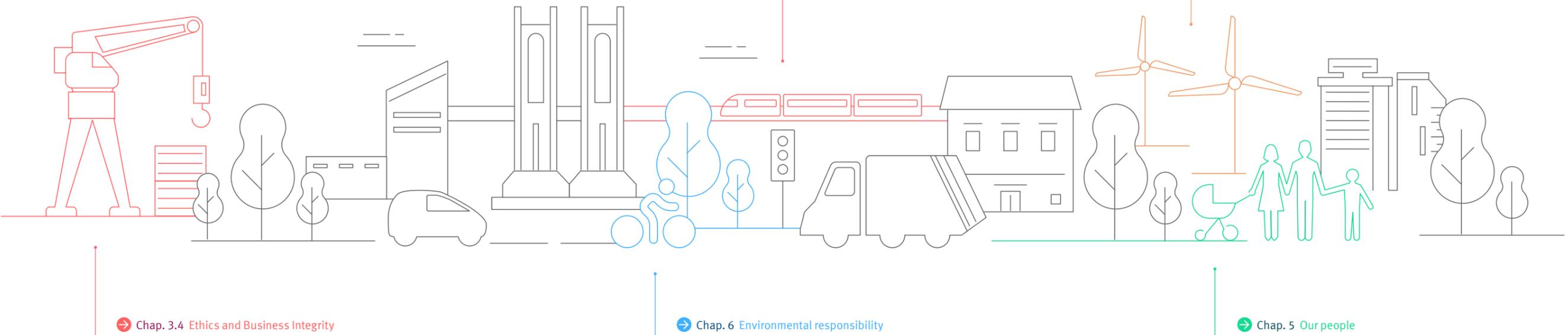
Mota-Engil is aware of the large challenges that Humanity is faced with and presents its commitment to contribute to the execution of United Nations 2030 Agenda and the Sustainable Development Goals (SDG).



Pillars of the sustainability strategy:

Mota-Engil is aware of the large challenges that Humanity is faced with, and presents its commitment to contribute to the execution of United Nations 2030 Agenda and the Sustainable Development Goals (SDG) – a plan for action that aims to transform the World on behalf of the Peoples and the Planet, promoting prosperity, peaceful, just and inclusive societies (free from fear and violence) and the well-being of all people, reinforcing the protection of the environment and presenting the clear commitment of leaving no-one behind.

Our strategy is based on the growth, internationalisation and diversification of the Group, and the intention is for it to bring positive results, both for business and for economy, for people and for the planet, creating value for our shareholders, customers, workers, communities and other stakeholders.



Engagement and satisfaction of stakeholders

To promote Engagement with the stakeholders, seeking their satisfaction, while guaranteeing safety, reliability, quality, and the achievement of our commitments.



→ Chap. 3.6 Our stakeholders

Innovation and sustainable economic growth

Regarding organisational resources, methods and processes, as well as the sustainable economic growth of the Group.



→ Chap. 4 Innovation and economic growth

Ethics and compliance

To define the Company's activity according to ethical behaviour and the best compliance practices, engaging stakeholders and promoting the effective application of the code of ethics and conduct, as well as policies and directives within the scope of risk assessment and control.



→ Chap. 3.4 Ethics and Business Integrity

Environmental protection

To be recognised as an environmentally responsible company, acting according to the best environmental management practices, and performing an active role in preserving the Environment.



→ Chap. 6 Environmental responsibility

Bringing in new talents and development of people

To be recognised as a good company to work at, ensuring the development of our workers and the implementation of the best management practices, promoting diversity and equal opportunities as well as health and safety at work.



→ Chap. 5 Our people



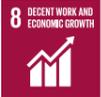
As part of Mota-Engil’s DNA, through its local teams and the Manuel António da Mota Foundation (FMAM), an important instrument of the Group’s social responsibility policy, it is worth highlighting the support to the development of the local communities in the regions in which it is present (SDG 3, 4, 11, 10).

Mota-Engil adapts its performance to the various geographies in which it operates, in close connection with the specificities and the reality of each country, which enables to respond to various others SDG, apart from the principles associated with each sustainability pillar.

Mota-Engil is aware of the importance and urgency of the execution of the SDG and also of the

opportunity that these constitute for strengthening its actions, strategic projects and partnerships, with a view to contribute to the goals defined in this regard. As an organisation with multinational activity, it intends to make use of its capacity of performance to contribute to the inclusive growth and to the emergence of opportunities that benefit both the people and the Planet. Aware that this decade will be crucial to bring back the future to the Planet and to the people, Mota-Engil will review its sustainability strategy, with a view to foster an increasingly larger alignment between the business strategy, the SDG and the expectations of the stakeholders. By late 2021 a Sustainability Agenda and Roadmap will be defined, with the 2030 horizon in mind.

Main SDG to which the Mota-Engil Group responds

	<ul style="list-style-type: none"> • Occupational health programmes and campaigns in the health and well-being fields. Example: Promotion of mental health, healthy eating and the practice of physical exercise; focus on health literacy to fight the HIV/AIDS and malaria epidemics; prevention of breast and prostate cancer. • Mota-Engil and FMAM’s support to corporate citizenship projects/donations to local associations with a view to promoting health. • Initiatives to respond to the COVID pandemic, in the scope of Occupational Health and support to local communities.
	<ul style="list-style-type: none"> • Development of training initiatives aimed at workers within the scope of the performing of their duties. • Support to workers regarding their school progression. • Attraction and development of young people with increased potential, through young talent programmes such as Learn@ME and Start@ME. • Social and family support to the Group’s workers, through the awarding of study grants by FMAM. • FMAM’s support to programmes for promoting education, training and qualifications of young people and adults, particularly with the most underprivileged segments of the public (for instance: disabled people and children in situations of vulnerability). • Campaigns of awareness, with a view to sustainability (example: regarding environment, health and safety, gender equality, among others). • Improvement of school facilities.
	<ul style="list-style-type: none"> • Establishment of the Committee for the Equality between Women and Men and Plan for Equality and Non-Discrimination. • Awareness campaigns for fighting forms of discrimination against women and sexual harassment.
	<ul style="list-style-type: none"> • Generation of employment and wealth in the various geographies where it is present. • Promotion of decent work, through the protection of the rights to work and promotion of safety and health at work (example: through the implementation and certification of safety and health at work management systems). • Promotion of diversification, technological modernisation and innovation. • Promotion of economic growth in balance with environmental preservation and fostering of the efficiency of resources in the consumption and production processes.



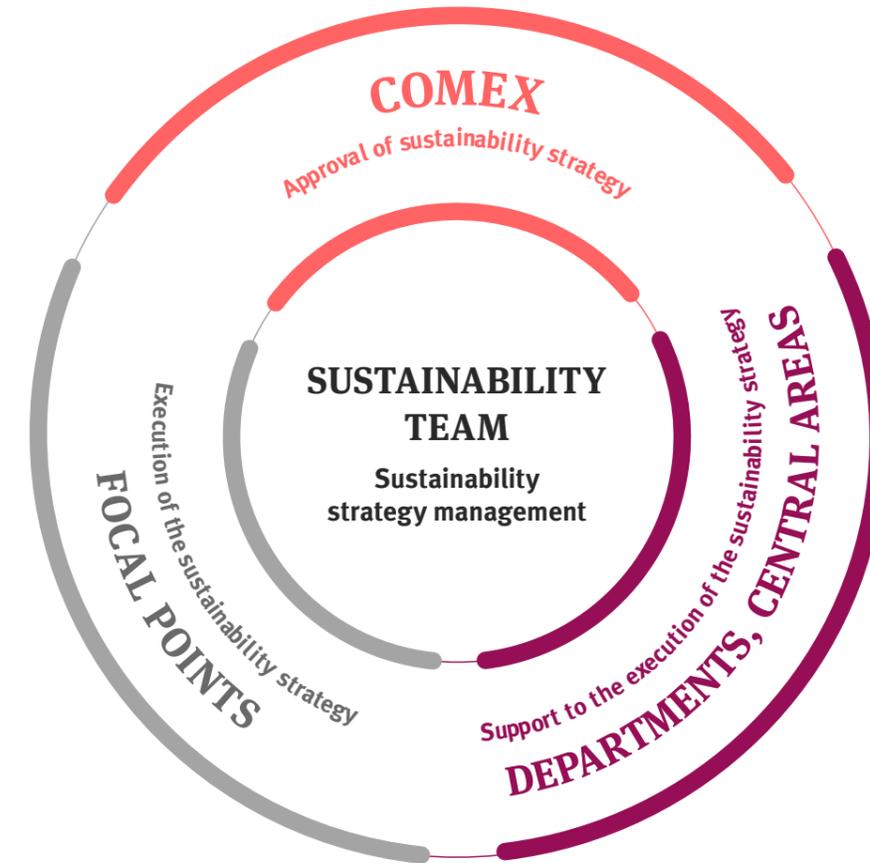
EGF’s Campaign “The Planet’s Future is not Recyclable” – temporary tattoos with application of the ColorADD symbol, allowing colour blind people to identify the blue colour.

	<ul style="list-style-type: none"> • Development of quality, sustainable and certified infrastructures. • Modernisation of the construction industry with a view to a greater efficiency in the use of resources and adoption of technologies and processes with a lesser environmental impact. • Development of IDI projects, participation in industrial/sectorial initiatives and associations and support to academic projects/collaboration with universities and other entities in the Group’s various business areas.
	<ul style="list-style-type: none"> • FMAM’s support to corporate citizenship projects/donations to associations promoting social inclusion, equal opportunities and reduction of inequalities
	<ul style="list-style-type: none"> • Reduction of environmental impact associated with waste through the Group’s waste management business area. • Contribution to the increase in inclusive and sustainable urbanisation, through sustainable constructions and social management of construction projects. • Protection and safeguard of cultural heritage. • Support to the local communities through the execution of construction projects and restoration of housing and degraded urban spaces, roads, hospital, donation of prefabricated housing modules for volunteers , among others. • FMAM’s support to corporate citizenship projects/donations to local associations with a view to promoting decent housing conditions, protection and safeguard of cultural heritage. • FMAM’s support to corporate citizenship projects/donations to local associations with a view to promoting decent housing conditions, protection and safeguard of cultural heritage.
	<ul style="list-style-type: none"> • Promotion of sustainable management and the efficient use of natural resources, both in its own operations and through the Group’s business areas (for example: waste management, multi-services). • Reduction of environmental impact and impact to human health caused by waste. • Promotion of sustainability in value chain.
	<ul style="list-style-type: none"> • Governance model supported by ethical and conduct, integrity and transparency and accountability rules. • Promotion of active forms of stakeholder’s engagement. • Promotion of human rights in the value chain. • Prevention measures against corruption, bribery, money laundering and terrorism financing in the value chain.



3.3 — Sustainability governance

Our governance model is aimed at fostering the transversal dissemination of the sustainability strategy throughout the whole organisation.



Mota-Engil’s sustainability governance model is aimed at the definition and pursuance of goals transversally applicable and the establishment of mechanisms to monitor, report and challenge the various areas, businesses and departments, with a view to the conciliation and improvement of Mota-Engil’s performance, for the balance between the economic progress, the environmental performance and social responsibility.

The Executive Committee of Holding (COMEX) assumes its commitment to the sustainability management and is responsible for the approval of the sustainability strategy. The strategy is organically rooted at the Corporate Centre of Human Resources and Sustainability Strategy (Sustainability Strategy), which directly reports to the Executive Committee. The Corporate Centre of Human Resources and Sustainability Strategy is responsible

for the coordination of the implementation of the sustainability strategy, the maintenance of the system and the sustainability reporting, in coordination with the business areas in the various geographies in which the Group is present.

The Group’s departments and central areas perform an important role in the execution of the sustainability strategy, together with the focal points, particularly with regard to the sustainability reporting process. This management model intends to foster the transversal dissemination of the sustainability strategy among the whole organisation, to highlighting Mota-Engil’s commitment and to enable an efficient connection to the areas. It is also worth mentioning the coordination and promotion of initiatives of a social nature, which are carried out by the Manuel António da Mota Foundation (FMAM), the social responsibility policy of which is structured and in line with the Group’s directives.



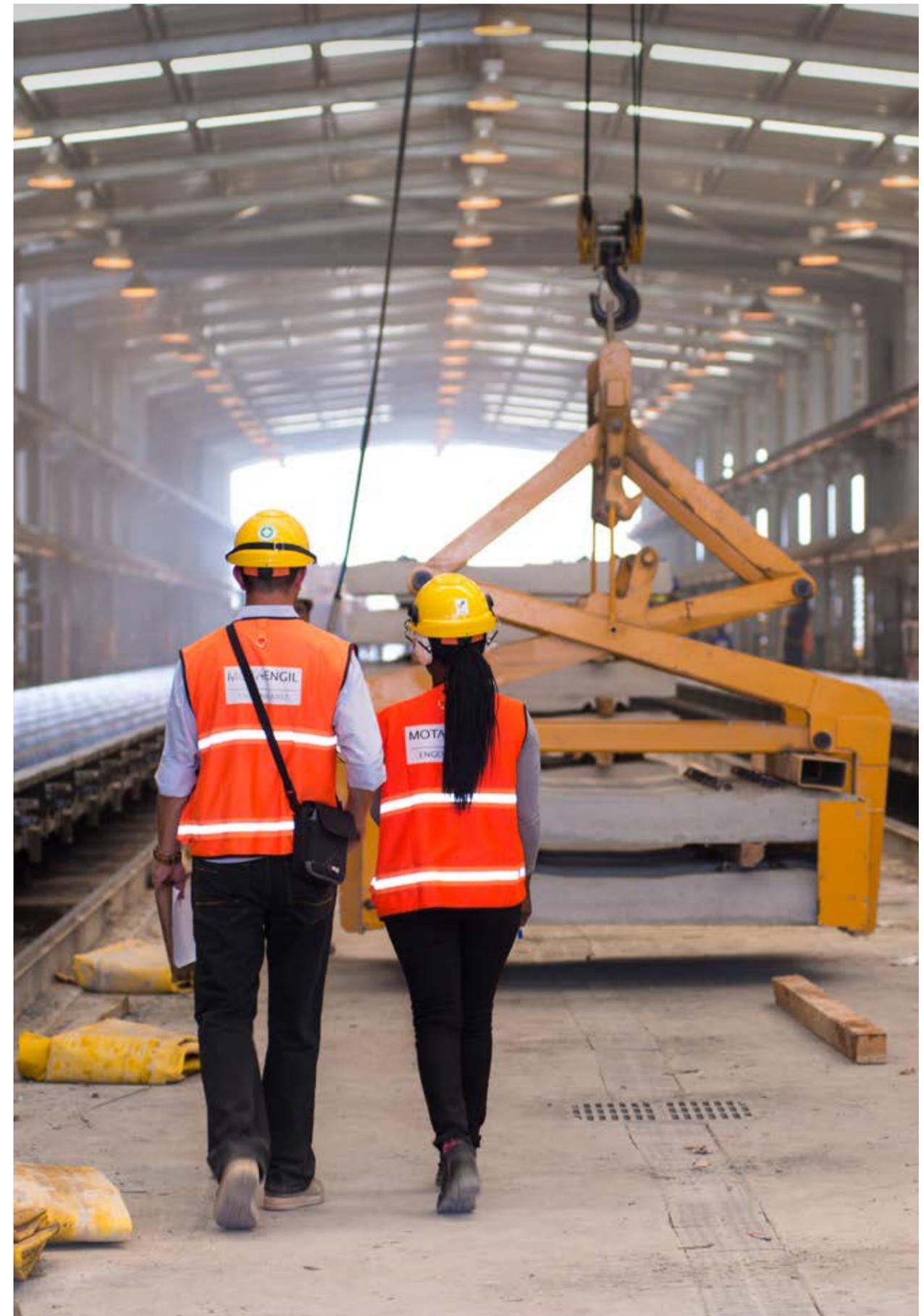
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3.4 — Ethics and Business Integrity



The good name and reputation of our Group are the result of the dedication and hard work of all involved.

We work daily to meet the applicable requirements and to achieve high standards of corporate conduct.



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Mota-Engil believes its reputation and integrity are one of the most valued assets and that any unlawful act constitutes a threat to the business and values of the Group.

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, workers, communities and other stakeholders. The Group is committed to carry out all businesses and partnerships with integrity, professionalism, fairness and honesty, complying with the applicable legislation. The 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 (know your customer/know your supplier). It guarantees the establishment of codes, policies and procedures aimed at the identification and minimisation of risks,

the internal regulation of its action and the raising of workers' awareness and empowerment.

Against the background of an example-led culture, the Board of Directors, the top managers and the operating managers guide and support their teams in safeguarding the good name and reputation of the Group. It is an objective that goes beyond the compliance with the laws, standards and regulations applicable to business; we also work towards meeting the highest standards of business conduct.

Code of ethics and business conduct

The Mota-Engil Group has a  **Code of Ethics and Business Conduct**, adopted in 2015 and last revised in October 2019. This Code is aimed at establishing the grounds for responsible behaviour, general duties and rules of an ethical and business nature that must govern the conduct of all workers and managers of the Group regarding the performance of their duties at work, in compliance with the Mission, Vision and Values that integrate the organisational culture of Mota-Engil.

Mota-Engil believes its reputation and integrity are one of the most valued assets and that any unlawful act constitutes a threat to the business and values of the Group.

Channel for the communication of irregularities

Any stakeholder can report, at any moment, alleged irregularities and/or violations of the Code of Ethics and Conduct 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 or the address: Ethics – Rua of the Rêgo Lameiro, 38, 4300-454 Porto, Portugal.

Management of conflicts of interest

The Code of Ethics and Business Conduct characterises the situations in which a conflict of interests may take place and defines the workers' responsibility to work in the best interest of Mota-Engil and to refrain from acting in a manner that clashes with such responsibility. Situations that may potentially generate conflicts of interest must be reported to the Ethics hotline of the Group or to the Compliance support hotline. Additionally, there is a procedure for Conflicts of Interest that establishes a process for the revision and prevention of conflicts of real or apparent interests.



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Prevention of corruption

The Group has an “Anti-Corruption and Bribery, Prevention of Money Laundering and Terrorism Financing Policy”. That policy shows zero tolerance towards acts of corruption, bribery, money laundering and terrorism financing. Such acts are forbidden, in any

form and in any part of the world, regardless of whether they are carried out directly or through third parties. The offer or acceptance of bribery of any kind is intolerable in any place the Group operates.

Risk Mitigation Measures



Compliance Procedures

offers, donations, relations with counterparties and cash transactions regulation.



Training and Awareness-raising Plan

it aims at aligning the workers’ behaviours with the values, ethics and conduct.



Screening Tools

and identification of ultimate beneficial owners.



Data Analytics Tool

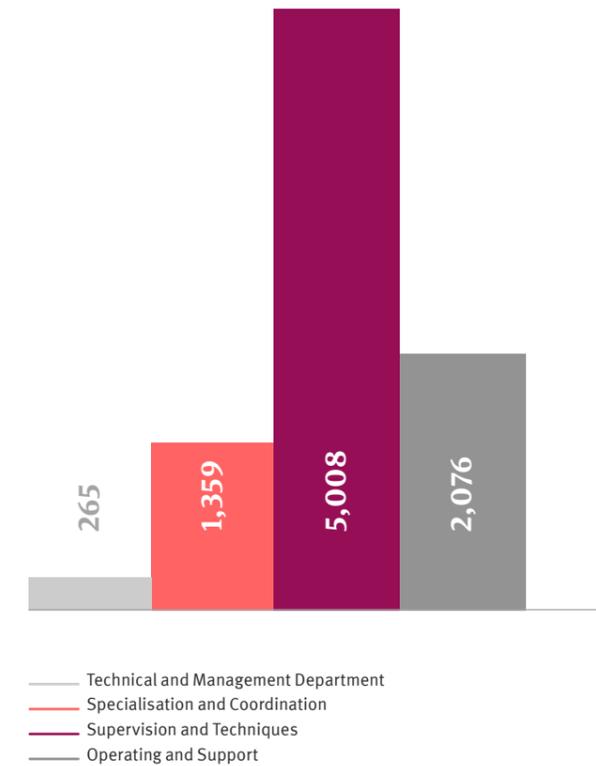
for an ongoing monitoring of transactions.



Reporting of Irregularities

through the channels provided to that end.

Training regarding anti-corruption policies and procedures (no. of participants)



Mota-Engil invests in the training of its workers ocused on the fight against corruption policies and procedures.

In 2020 three confirmed incidents of corruption were registered, all concerning procurement processes.

In two of those incidents, the workers implicated were temporarily suspended during the investigation, their contracts having subsequently been terminated. In all three incidents, the suppliers implicated were transversally blocked on the software of the company, so as to ensure that they will not tender in any other future procurement processes.

Where training initiatives are concerned, Mota-Engil has a learning strategy that includes compliance training, with the purpose of training workers on the contents and practical aspects of the Integrity and Compliance Policy, Ethics and Business Conduct, Reporting Irregularities and internal procedures against corruption and bribery, among others.

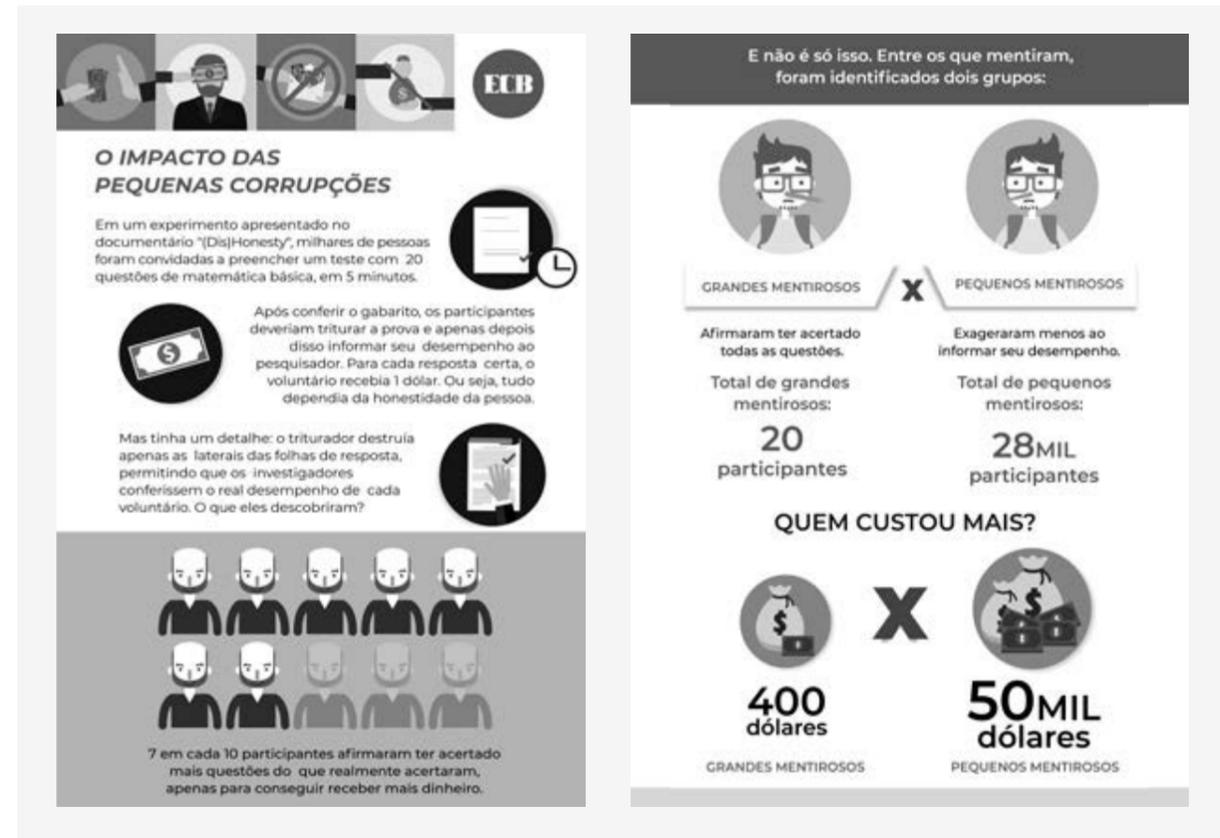
In 2020, as many as 8708 people from the Mota-Engil Group received training focused on the fight against corruption policies and procedures.

8,708
PEOPLE RECEIVED TRAINING FOCUSED ON ANTI-CORRUPTION POLICIES AND PROCEDURES

3 incidents
INVESTIGATED AND RESOLVED



“Small acts” of corruption can give rise to great impacts



The campaign was aimed at raising the awareness of the company’s workers on unlawful practices involving corruption and bribery, how to prevent them and what they consequences are.

Brazil | Celebration of the International Day Against Corruption

In 2020, the Compliance department of ECB (Brazil) carried out an awareness-raising campaign against the background of the International Day Against Corruption, celebrated every year on 9 December. The campaign was aimed at raising the awareness of the company’s workers on unlawful practices involving corruption and bribery, how to prevent them and what they consequences are. The actions of the campaign involved the submission of emails and graphics over the topic of corruption and bribery, display of posters, provision of memory games at cafeterias and production of an exclusive video.

Emphasis should also be made on an initiative that consisted of the placement of a R\$ 200 banknote on the workers’ table with the campaign’s slogan on the back and the question “What would you do if it were true?” for reflection, as well as an indication of the most common excuses used for justifying acts of corruption.

#inspire4action

Fostering ethics and honesty through self-management of book loaning

One of the actions developed within the scope of the Celebration of the International Day Against Corruption was the launch of the “Our Bookcase” (“A Nossa Estante”) Project at the administrative headquarters of ECB.

This project intends to stimulate reading habits with the workers of the company and to foster ethics and honesty through the self-management of book loaning. If the loan period is exceeded, the worker must pay a fine for each day of delay, placing the respective amount in a small safe intended for that purpose. The

money resulting from the fines will be used for purchasing new books.

Periodically, the collection of the bookcase (new donations or loans) and the “Honesty Thermometer” are announced, the latter reflecting an indicator of dishonesty concerning the loans during that period, based on situations such as the failure to pay the fine, the failure to return the book on the communicated date, the misrepresentation of the return date, among others



Peru | Prevention of anti-competitive practices and/or behaviour

With the purpose of reinforcing the Compliance System of Mota-Engil Peru, 2020 saw the implementation of the regulatory framework of prevention of anti-competition practices and/or behaviour.

The implementation of that regulation was based on the identification, assessment and control of the risks of the corporate processes and activities that relate to the conducts described in the *Texto Unico Ordenado de la Ley de Represión de conductas anticompetitivas* (D.S. 030-2019-PCM), such as pricing, agreement between competitors, establishment of business or service conditions, distribution of customers, suppliers and/or geographic areas, among others.

One of the effects of this improvement was the implementation of the Free Competition Manual

of Mota-Engil Peru, describing the guidelines and recommendations on how to act in situations that endanger free competition. Likewise, the Compliance Policy and a list of procedures applicable to that regulation were brought into line.

This measure, together with the certification of its Anti-Corruption Management System (ISO 37001) expresses the commitment of Mota-Engil Peru to risk management and to the prevention of possible fines, penalties and negative impacts on its reputation and image.

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3.5 — Human Rights

We respect and promote human rights in the various cultural, social-economic and geographic contexts in which we operate.

Human rights are a fundamental condition for personal freedom and dignity of the people.



Mota-Engil respects and promotes Human Rights in all cultural, socio-economic and geographic contexts in which it operates. It is a signatory to the CEO Guide on Human Rights of BCSD Portugal.

Human rights are a fundamental condition for personal freedom and dignity of the people, for the rule of law and for the inclusive and sustainable growth on which the companies depend. Respect for human rights constitutes an ethical imperative which is crucial for any company to be able to attain the license to operate with workers, customers, investors, communities, governments and other stakeholders.

Globally, the regulation of corporate human rights is on the rise, with the inclusion of report and due diligence requirements and the integration of these aspects in the sustainability assessments carried out by rating agencies and investors.

Mota-Engil respects and promotes Human Rights in all cultural, socio-economic and geographic contexts in which it operates, also respecting the respective traditions and cultures, promoting support to local economies according to the specific interests of each

region and repudiating any attitude against human dignity. It is since 2019 a signatory to the CEO Guide on Human Rights of BCSD Portugal (Conselho Empresarial para o Desenvolvimento Sustentável - Corporate Council for Sustainable Development).

This responsibility and commitment naturally extend to the Group's practices in terms of investment policy and of supply chain management, seeking to cover the principles which guide the Group in the direct activities it performs, namely as regards occupational safety and health.

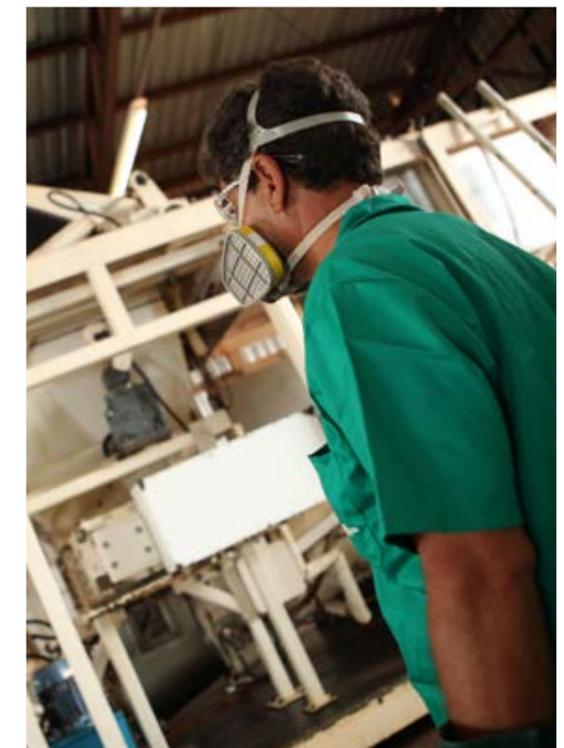
Mota-Engil forbids the conclusion of contracts or partnerships in business with companies in which practices that infringe human rights have been reported. The contracts of the Group have clauses providing for such impediments and, within the scope of Procedure for Third Parties, with the guiding principles for execution of the due diligence actions to the counterparties with



Environmental awareness-raising at the school group Coprim 1 and 2, Yopougon (Ivory Coast).

which the Group establishes business relations (for example, customers, suppliers, including subcontractors, and business partners) being established since 2019. The process for assessing the risk of the business partner, which is applicable to the entities that meet a set of requirements defined internally, comprehends the scrutiny of the incidents/records of sanctions, exclusions and convictions as well as of negative news reports regarding entities or persons, the search being focused on the following topics: human trafficking; discrimination/harassment in the workplace; matters of safety and health at work; child labour; forced or slave labour; gender equality; LGBT rights; racism; improper environmental practices; among others.

It should also be mentioned that, in 2020, through the ethics hotline of the Group, there were no reported situations of operations and suppliers with a significant risk of child labour incidents, forced or slave work and infringement of the rights of the indigenous people.



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3.6 — Our stakeholders



We promote a relationship of openness, transparency and partnership with our stakeholders.

Our stakeholders are an essential source of information for the identification of challenges and opportunities.



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Engagement session with the community of Vila de Akuriet, in Tororo (Uganda).



Supervisory Committee, construction project of the Waste-Water Lifting Unit of Canoas (Colombia).

Our stakeholders are an essential source of information for the identification of challenges and opportunities. On the other hand, not taking their needs and expectations into consideration might pose a considerable risk. Aware of the importance of establishing relations of trust with its stakeholders and the communities in which it pursues its activity, the Mota-Engil Group took on the following priorities:

- The promotion of transparency and openness in the relationship with the stakeholders;
- The communication, in a regular and systematised manner, with the stakeholders, in order to identify and integrate their concerns;
- The presentation of an objective and credible report of the economic, social and environmental performance.

In order to ensure the desired level of satisfaction of the relevant stakeholders, the Group aims to systematically identify, monitor and revise the information on said stakeholders and on their relevant requirements. The Mota-Engil Group identified 12 groups of stakeholders, as a result of an internal consultation process promoted

with the main heads of the business units and regions in which the Group operates.

As for the Mota-Engil Group itself, due to its international and diversified nature and in light of the aims of its strategic development, the consolidation and the ongoing search for new business opportunities place particular emphasis on its customers (both national and international, institutional or private sector), on its business partners and on the whole of its workers. Similarly, the shareholders of the Group, investors, financial entities and insurance entities and the regulatory entities are of paramount importance. Reference should also be made to the universities and local communities, due to the impact that the construction sector has on the social and environmental sectors, to the non-governmental organisations, the media, as well as to the vast array of suppliers of products and services, as a reflection of the extensive supply chain.

Mota-Engil, through its various companies, is a part of sectorial associations, business associations, chambers of commerce and other bodies.

These are of a strategic importance to the promotion of cooperation and close collaboration with the business

community. The Group is represented in the sectors in which it operates and in the chambers of commerce of the geographic markets where it is present.

The forms of communication and engagement vary according to the group of stakeholders. The Mota-Engil Group endeavours to make the channels used and the frequency of their use appropriate to the promotion of dialogue and the strengthening of relations.

It is worth mentioning that the approach to the main stakeholders and the means introduced largely depend on the specific dynamics and characteristics of each region where the Group is present, on the project developed and/or company as well as on contractual aspects.

At this level, and as an example, it is worth highlighting the management of the social dimension of projects in Colombia (see highlighted box), Uganda and Mexico → (see [Canuva Initiative – Chapter 7.1](#)). As communication channels transversal to the groups of stakeholders, the emails, the website and the social networks of the Group and its companies, as well as the corporate channel for reporting irregularities must be mentioned.

Social management to the construction project of the Waste- Water Lifting Unit of Canoas

Against the background of the construction project of the Waste -Water Lifting Unit of Canoas, in Colombia, and following on the NS-038 standard “Manual de Manejo del Impacto Urbano”, an important social management plan of the work is underway, including actions aimed at fostering communication and the participation of the community. Since it is a project with public funds, the existence of a Supervisory Committee exercising vigilance and the supervision of the funds allocated to the project is mandatory so as to ensure that said funds are used appropriately.

The Committee periodically reports the progress of the project, takes the community’s concern into consideration, receives the requests for hiring local workforce and frequently carries out meetings with the representatives of the community (chairmen of the parish councils, spokespersons of the quarters, professional and business/industrial associations).

It is also worth mentioning the existence of a community service station for submission of requests, concerns and complaints by the community.

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Groups of stakeholders of Mota-Engil and main communication channels and forms of engagement



Shareholders

- Meetings and general meetings
- Delivery of results
- Periodic financial reports
- Other communications



Customers

- Customer satisfaction surveys
- Direct consultation of customers
- Complaints
- Call Centre



Financial sector

- Meetings and general meetings
- Delivery of results
- Periodic financial reports
- Other communications



Regulatory entities

- Submission of mandatory legal information
- Responses to notifications
- Meetings



Public entities

- Report and accounts
- Satisfaction surveys
- Conclusion of protocols



Associations

- Work groups
- Participation in the Managing Bodies of the associations
- Other initiatives



Workers

- Management meetings and knowledge-sharing forums
- Newsletters and regular publications (example: SYNERGY)
- Training courses
- Posters and information leaflets (example: safety and health at work)
- Mota-Engil TV
- Talent management through Success Factors
- Internal job opportunities, through CareerME
- ON.ME corporate portal
- Meetings/consultation of people
- Inquests
- Toolbox talks
- Safety, Health, Environment and Quality Committees



Suppliers/Partners

- Training initiatives
- Satisfaction surveys
- Due diligence/qualification of suppliers mechanisms and pre-requirements
- Development of general supply partnerships/agreements



Media

- Magazine and newspaper articles and news
- Press releases and public clarifications
- Press conferences with local authorities
- Media campaigns



Local community

- Communication and awareness-raising campaigns
- Participation in thematic events
- Openness to visits to the companies' facilities
- Newsletters
- Apps specific to some business areas
- Programmes aimed at specific target audiences (schools, clinics and hospitals, commerce, markets, among others)
- Meetings and committees within the scope of some projects
- Campaigns assessment survey



Universities

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



Unions

- Occasional telephone contacts
- Meetings



3.7 — Our material topics

The most relevant sustainability topics for our stakeholders that reflect our economic, environmental and social impacts.

In order to identify the sustainability topics that present a greater potential of influencing the assessments and decisions of its stakeholders and reflect the economic, environmental and social impacts of the Group, Mota-Engil carried out in 2019 an exercise of materiality. Such exercise was based on a sectorial benchmarking, on the sustainability strategy and on an internal consultation process carried out with the main heads of the business units and regions in which the Group operates.

In total five material topics were identified.

Given the inclusion of a socially responsible action in its mission, Mota-Engil adds to these five material topics the support to local communities.

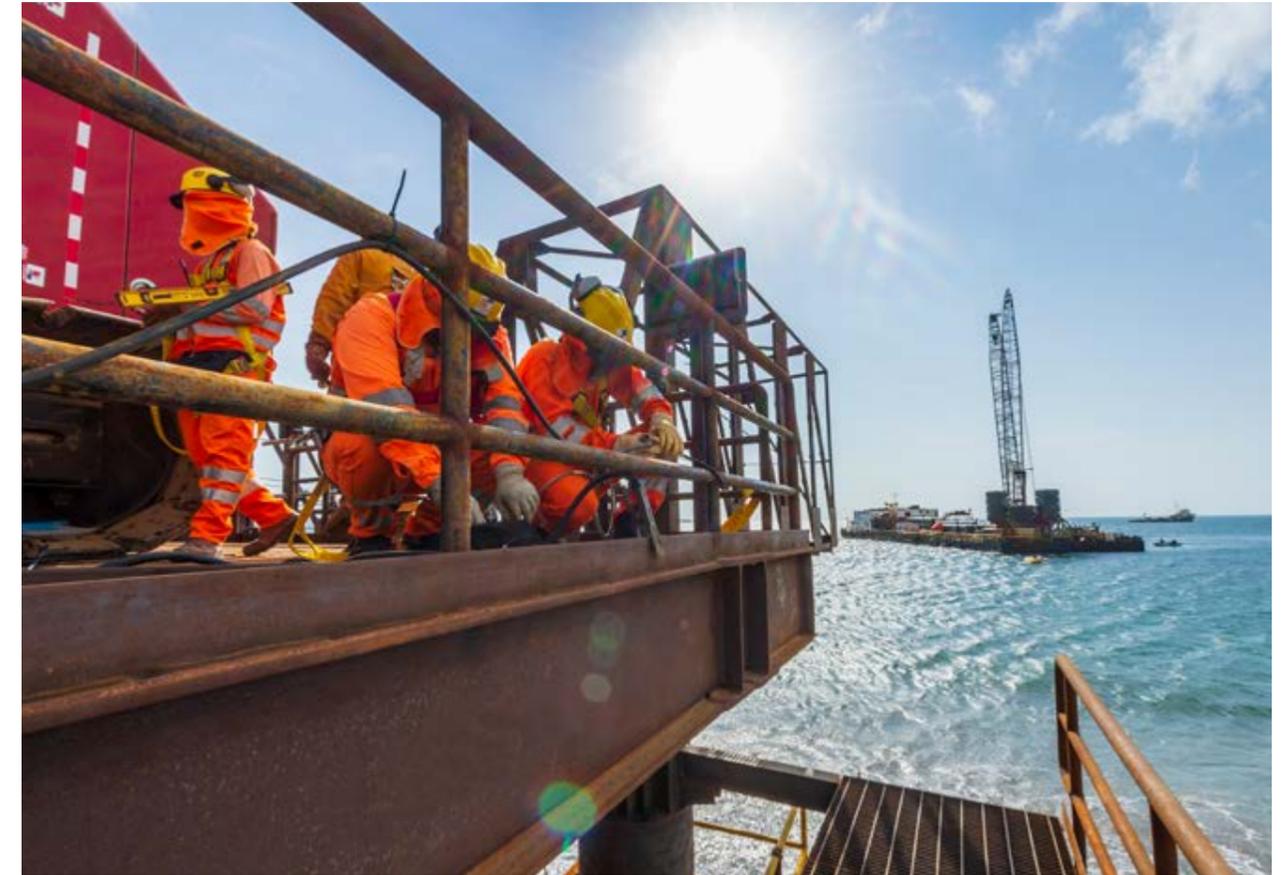
The material topics, which embody the structures and the contents of the following chapters of the report,

and the respective boundaries in the value chain, are identified in the table.

The boundaries represent the points in Mota-Engil's value chain in which the impacts are more relevant.

The impacts may directly result from the Group's activities or (directly or indirectly) result from the trade relations associated with the operations, products and services provided by Mota-Engil.

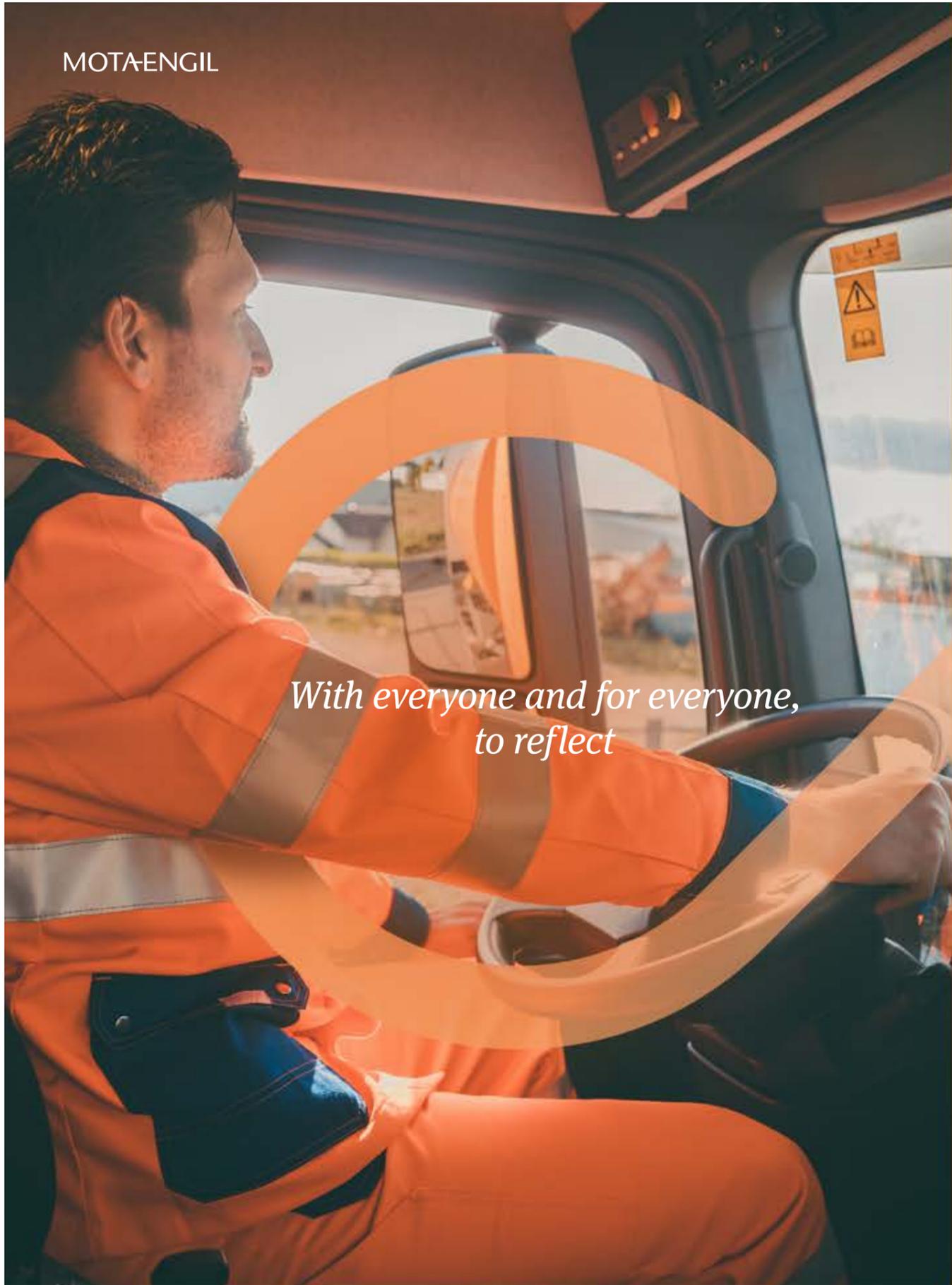
Recognising the analysis of materiality as a critical exercise to the development of sustainability strategy, Mota-Engil will carry out, throughout 2021, a new exercise for defining its Sustainability Agenda and Roadmap, with a view to the 2030 horizon, and which will include a consultation process extended to its external and internal stakeholders.



Material topics and the respective boundaries in the value chain

Material topics	Impacts to the value chain		
	Upstream	Operations	Downstream
Sustainable economic growth	●	●	●
Safety and health of people	●	●	●
Talent management		●	
Environmental responsibility	●	●	●
Culture of innovation	●	●	●
Support to local communities	●		●

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*With everyone and for everyone,
to reflect*

04 — Innovation and economic growth

We bring together innovation and economic growth, so as to contribute to generation of value to the Group and also to a wealthier society.

transformation

4.1
Culture of innovation

4.2
Sustainable economic growth

4.3
Mota-Engil supply chain



2020 through the eyes of our people

With everyone and for everyone, reflecting...
*stability . future
 challenge . creativity
 reinvent*



Alexandra Medina
 Finance and Control | Finance Technician
 RWANDA

At a time of COVID-19, my work allowed new personal tools to be found, such as the capacity to adapt to a completely different situation and environment. This new and undeniably challenging way of working increased my **creativity** and led me to reinvent efficient management solutions that could respond to the aims and goals established by the Group.



Fernando Marques
 Technical-Commercial | Budgeting Manager
 COMMERCIAL

The unprecedented situation we lived through had a tremendous impact on our lives and work. We had to **reinvent** ourselves, revise our habits and learn to live differently. In the commercial area, we can confidently confirm, however, that our capacity of response was not impacted – as confirmed by our clients’ satisfaction, which was not affected at all.



Armando Nunes
 Proc and Logistics | Manager
 LOGISTICS

In a year dominated by COVID-19, and in line with the size of Mota-Engil, which never stopped or slowed down, to “belong” to Logistics gave me the opportunity to be part of the “group spirit” and to “build bridges” to the **future**, even when it seemed that the future was only tomorrow or a short distance away. It was a very hard year but one of unforgettable lessons.



Ivar Castillo
 Technical and Methods | Meter Technician
 MEXICO

At a time of COVID-19, my work allowed me to go a step further, taking the **challenge** it represented as an opportunity to train myself and my colleagues in Building Information Modeling (BIM). It’s important for our clients and for the Group for us to have the same capacity to respond to the needs of each project.



Joana Granja
 Finance and Control | Controlling Manager
 MANAGEMENT CONTROL

At a time of COVID-19, in addition to my usual duties in improving operational efficiency, the priority was to ensure the **stability** and emotional comfort of colleagues who, in times of great uncertainty and given the large number of restrictions imposed, were far from their families and unable to be with them at such a challenging time.

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4.1 — Culture of innovation



For Mota-Engil, Innovation is a decisive factor.

We invest today to collect tomorrow
innovation as a fundamental condition for the competitiveness and sustainable growth of Mota-Engil.



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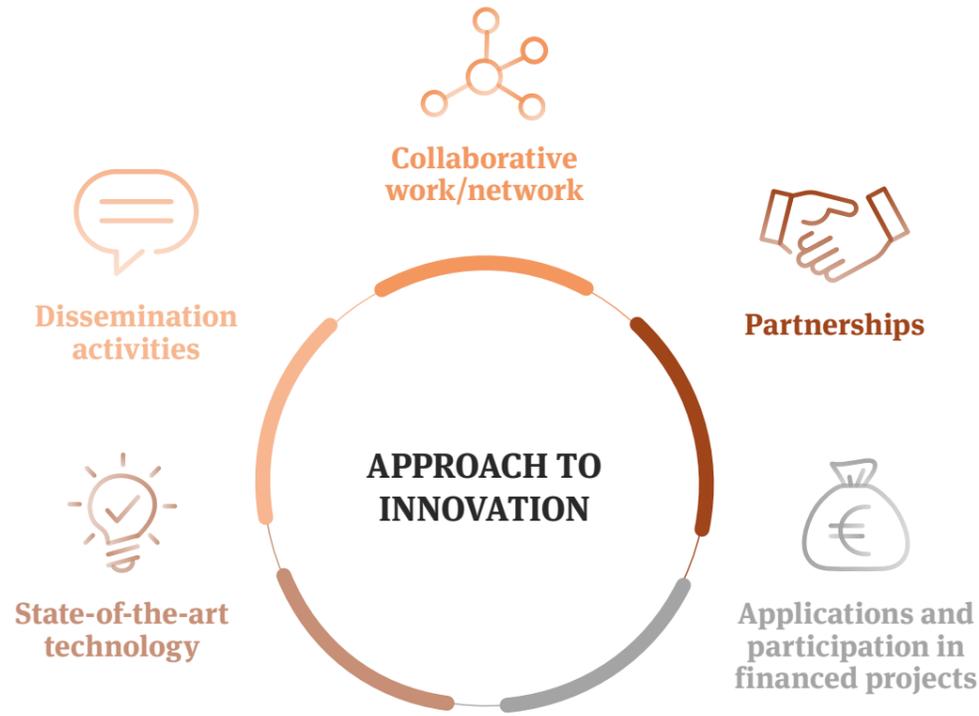


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At a time of rapid technological change and disruption in the industry, innovation is the spinal cord of the strategy of the organisations and a decisive differentiating factor. The grounds for the survival and growth of the companies reside in their capacity to understand changes in their competitive environment and to act on the opportunities and threats arising therefrom, leveraging, expanding and reshaping the skills of the organisation.

In order to face the new challenges, a culture that encourages the adoption of new technologies, that arises interest for knowledge and that creates conditions to place the workers' creativity at its service is of utmost importance.

Mota-Engil, acting in a sector that is going through a momentum of strong technological transformation, invests in innovation as a competitive differentiating factor, while simultaneously contributing to leverage innovation in its value chain.

Mota-Engil has defined a strategy supported by an innovation culture oriented towards the value creation through cooperation and towards the promotion of the company's visibility. Underpinned by a system of investigation, development and innovation management, namely regarding its policy and procedures, the company has defined objectives that summarily consist in fostering the development of innovation projects involving different areas and the establishment of relations external to the organisation that contribute decisively to the acquisition and dissemination of knowledge and to value creation.

A networked and collaborative innovation assumes a crucial role for the disruptive nature of the changes in course, for the magnitude of the necessary investments and for the perception that the change of paradigm must include a group of stakeholders so that the technologic transformation advantages can be fully achieved.

#inspire4action

True innovation arises from simple ideas

At Mota-Engil Guinea (Mining), a system of vertical signalling attachment system was implemented by using used tyres from Dumpers CAT777.

Through this new system, the environmental component is combined with road safety with an aim to increase the useful life of the tyres and organising traffic in transport roads, entrances to the Mine and stocks.



Mota-Engil thus integrates “clustering” dynamics, incorporating collective efficiency improvement projects as well as individual or joint innovation projects. These are aimed at experimenting and developing solutions that may produce an impact as regards new products or services and new processes or forms of organisation and that are currently centred on the main drivers for change, particularly in technologic terms, as is the case of green and digital transition.

In terms of interfaces, Mota-Engil takes part in competitiveness clusters formed by companies, business associations, public entities and non-business entities of the Investigation and Innovation System (Portugal). The following examples are worth of note:

- The [Portuguese Technological Construction Platform \(PTPC\)](#)/Architecture, Engineering and Construction Cluster (AEC), through the participation of Mota-Engil Engenharia e Construção (MEEC);



New system of vertical signalling attachment with recourse to used tyres, Guinea (Mining).





- The Portuguese Railway Platform/Railway Cluster, of which MEEC also holds a share;
-  **Sustainable Habitat Cluster**, of which Manvia and Vibeiras are a part;
-  **Health Cluster Portugal** which Manvia integrates.

It is important to note that MEEC is represented in the governing bodies of AEC and Ferrovia. Within the scope of the collaborative work, MEEC also pursued with the participation in the Collaborative Laboratories BUILT CoLAB - Constructed Environment and CeCOLAB - Circular Economy  (see chapter 6.2), which constitute important infrastructures for executing the investigation and innovation agendas.

The companies of the Group are involved in the presentation of applications to financed projects and establish partnerships/integrate national and international consortia with various other entities from the public and the private sectors. Among the partnerships established, the collaboration with universities is worth highlighting.

Particular importance is given to the participation of the companies of the Group in dissemination activities such as congresses, symposia and other sectorial events.

Mota-Engil also invests, from an evolutionary perspective and as a factor of competitiveness, in the integration of state-of-the-art technology in its processes and in the development of local solutions that respond to the challenges posed, in particular by some of its customers.

Some of the highlights for 2020, reflecting the approach of the Mota-Engil Group to Innovation, are presented as follows.



MEEC | Mota-Engil integrates Built CoLAB – Collaborative Laboratory for the Constructed Environment of the Future

MEEC integrates  **BUILT CoLAB**, Collaborative Laboratory for the Constructed Environment of the Future. Officially recognised in January 2020, its main goal is to develop investigation, innovation and transfer of knowledge activities, aimed at increasing productivity, competitiveness and the sustainable growth of the ecosystem of the AEC Sector - Architecture, Engineering and Construction.

Mota-Engil considers innovation to be an axis of development and an investment in creating organisational value.

The scope of action of BUILT CoLAB is the environment constructed as a whole, considering the different types of buildings and infrastructures, including infrastructures for energy transport and water cycle. It promotes the digital and climatic transition for the buildings and infrastructures, making them adaptable, intelligent, resilient and sustainable.

It aggregates the knowledge centres, the industry and the end users in a collaborative environment, promoting a model of common creation that will contribute to transforming the constructed environment of the future.

Its I&D agenda encompasses the life cycle of the constructed environment, including architecture, design and data driven manufacturing, promoting the digitalisation of the whole ecosystem based on BIM methodology and on technologies that foster the utilisation of the digital twin in a plant or worksite environment, in the management and maintenance of infrastructures and buildings and, finally, in deconstruction and recycling.



Manvia | Integration in the Sustainable Habitat Cluster and Health Cluster Portugal

In 2020, Manvia integrated the Sustainable Habitat Cluster and Health Cluster Portugal. It became the first facility services company to integrate such clusters.

The purpose of its participation is to create synergies with companies from various sectors and higher education institutions, laying the ground for the innovation of new services and processes. Manvia intends to offer a significant contribution, entering at the end of the construction cycle and providing the perspective of the assets' life cycle (including health units), encompassing the sustainable management, operation and maintenance of buildings and facilities and ensuring the increase in lifetime of the assets with full operability.

Through these clusters, Manvia has had the opportunity to promote its services on an international scale as well as to take part in various national initiatives.

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Europe

Portugal



In Focus

MEEC | IPBRAIL Project – New Precast Products for Bridges/Rail Viaducts.

In early 2020, the application of the IPBRAIL project financing was approved, and the first activities of this project were initiated.

The industry of precast concrete for bridges currently does not take advantage of the possibilities provided by new materials such as High-Performance Fibre-Reinforced Concrete (HPFRC) and the new generation of Ultra-High-Performance Fibre-Reinforced Cementitious Composites (UHPFRC).

The main objective of the project is to develop new precast concrete products for bridges/railway viaducts, taking advantage of the possibilities offered by new materials of the HPFRC and UHPFRC types, and also to validate these new products, so that their technical viability is undisputed.

MEEC takes on the leadership of the project due to its vast experience regarding construction and renewal of railway infrastructures and concrete precasting,



in a partnership with the Engineering School of Porto University (Faculdade de Engenharia da Universidade do Porto - FEUP), which possesses scientific and technical skills in all domains of the project as well as laboratory infrastructures essential to the project's development.

The project presents an investment of 1 million Euro and counts on the support of COMPETE 2020, with financing approved by the FEDER Structural Fund, specifically by POCI – Programa Operacional Competitividade e Internacionalização (Competitiveness and Internationalisation Operational Programme) of the Lisbon Region within the scope of the Investigation and Development

Incentives Systems (IDIS) of Portugal 2020 “I&DT Projects Companies in Co-promotion”.

The project presents an investment of 1 million Euro and counts on the support of COMPETE 2020.



Manvia | SUDOKET Project – technologic leadership in the innovative buildings sector

Manvia became a partner to the SUDOKET project – Mapping, consolidation and dissemination of the Key Enabling Technologies for the construction sector SUDOE (Interreg Sudoe Programme).

This purpose of this project is to contribute to the growth and technologic leadership of Europe in the Innovative Buildings sector through the promotion of solutions based on key enabling technologies (KETs that are developed by companies and/or other entities).

There are currently six KETs that influence or may come to determine the solutions Manvia may come to use with regard to its customers, improving the efficiency of the facilities: advanced materials and nanotechnology, artificial intelligence, digital security and connectivity, life science technologies, advanced production technologies and nanoelectronics and photonics.

MEEC | GroutRail - Project – renewal of railway platforms, with soil treatment

In 2020, the GroutRail Project – Renewal of Railway Platforms, with soil treatment was successfully concluded.

The renewal of older railways is crucial for improving the competitiveness of rail transport, considering the current operation requirements. This project included the development of a method to renew the platform (top of the foundations or top of the substructure) of the railway through soil treatment, based on systems designed to inject and mix binders with soils, by drilling the layer of ballast, installed in railway resources and without the need to remove the track superstructure, which enables to reduce costs and minimise disturbances to railway operation.

The investment of this project amounted approximately to 1.0 million Euro and counted on the support of COMPETE 2020, with financing approved by the FEDER Structural Fund, specifically



GroutRail Project – Renewal of Railway Platforms, with Soil Treatment (Portugal).

by POCI – Programa Operacional Competitividade e Internacionalização (Competitiveness and Internationalisation Operational Programme) of the Lisbon Region within the scope of the Investigation and Development Incentives Systems (IDIS) of Portugal 2020 “I&DT Projects Companies in Co-promotion”.

It results from a consortium between Mota-Engil and LNEC – Laboratório Nacional de Engenharia Civil (Civil Engineering National Laboratory), which share supplementary competences and common interests.

Since Mota-Engil is a reference company within the area of railway construction, renewal and maintenance, in Portugal and abroad, it aims at directly including the results of this projects in the production and economic activity.

MEEC | Reusable protective face shields developed for the fight against the pandemic

In order to meet the high demand of face shields arising from the COVID-19 pandemic, MEEC proceeded to adapt the Estarreja plant, which is destined for precast products and the development of investigation and innovation projects.

The production process was reorganised and the technical and human resources were adapted so as to enable the production of face shields on a large scale, both for internal use and their trading, thus supporting the fight against the pandemic.

IN ORDER TO MEET THE HIGH DEMAND OF FACE SHIELDS ARISING FROM THE COVID-19 PANDEMIC, MEEC PROCEEDED TO ADAPT THE ESTARREJA PLANT, WHICH IS DESTINED FOR PRECAST PRODUCTS AND THE DEVELOPMENT OF INVESTIGATION AND INNOVATION PROJECTS.



Face shields developed by MEEC for the fight against the pandemic (Portugal).

Two models of face shields were created:

- MASK ME |M1. Unlike most face shields, which require an additional device to which they are attached, these can be attached to any existing helmet used as individual protection equipment, wherefore the face shield itself (without the support) may be mass-produced at a low cost and for an easy and rapid distribution.
- MASK ME |M2. A more traditional model in which the face shield fits into a rigid and three-dimensional support of its own (also produced by MEEC, and characterised as being light, non-porous, without sharp edges, self-adaptable and comfortable), with recourse to the elastic attachment accessory; it may also be recommended for general use, such as pharmacies and service stations, or for contact with the public, by any professional, including health professionals.

01 02 03 04 05 06 07 



Recycle BinGo 2, app developed by EGF (Portugal).

Waste integrated management platform, 360 WASTE, developed by EGF (Portugal).

EGF | Recycle Bingo

 **Recycle BinGo 2** is an app from EFG that works as a game. It is a way of teaching how to reduce waste production and reuse and recycle used packages by diverting landfilled waste and promoting environmental sustainability. The app helps preventing inadequate behaviours regarding the disposal of waste and promote the use of eco-points, rewarding the responsible behaviour of citizens and promoting sustainable practices by the families.

The app is used in the areas of intervention of the 11 concessionaires of EGF that cover 60% of Continental national territory.

The first version of the app, financed by the Environmental Fund of the Environment Ministry, was implemented in February 2018.

The 2.0 was launched on 5 June 2020, the World Environment Day. This enhanced version offers more features, such as games, the Sage and augmented reality.

With the technologic development of the game, it is also possible to monitor in real time, through an innovative and integrated back office, the days and hours in which the users recycle the most and which the eco-points they use the most, the municipalities that play the most, the number of registered users, among other statistics.

Thanks to this back office, it is possible to implement improvements to the selective collection services and improve the utilisation experience of the citizens. In 021, the Recycle BinGo app shall have more features, in particular regarding the contact with the citizen and the entities that carry out waste collection, apart from more contents and interactions.

EGF | 360 Waste - Modern and integrated service for waste management

In 2020, the implementation of the  **360 Waste** software was consolidated into the collection of recoverable waste with small businesses



3D rendered image of the BIM model regarding the design of the Glan Agua treatment station project for Affinity Water Framework (United Kingdom).

and services. This integrated management platform allows for a modern and integrated waste management service that ensures planning, circuit management and container park and statistics management.

Through the geolocation of the route and collection points, this tools allows for streamlining the collection routes and rapidly responding to new collection requests.

Glan Agua | Application of the DfMA approach to the development of the “HS2 Process and Networks Modifications”

 **Glan Agua adopted a DfMA approach** - (Design for Manufacturing and Assembly) to the development of the “HS2 Process and Networks Modifications” project for Affinity Water. The implementation period and available space limitations generated an exceptionally challenging work programme, which warranted the need for a new approach.

The company used BIM 360 as Common Data Environment in order to enable the input of design from many entities, thus permitting an efficient and accurate process. This approach allowed the suppliers of Glan Agua in England, Ireland, Hungary, Wales and Italy to be able to work collaboratively towards the development of an execution project for treatment stations. The approach also permitted to closely collaborate with the various partners of the project: Farrans (JV civil), Suez (suppliers of process technology) and Franklin Yates (DfMA Partner).

Within this project, just-in-time methodologies were used to maximise the efficiency of the construction activities. Using 3D modelling, it was possible to partition the treatment stations in modular blocks and produce them off-worksites. All the suppliers of equipment, instruments, valves and tubes delivered the blocks at the facilities of the DfMA partners, where they were assembled. Subsequently, the modules were delivered at the worksite, and immediately placed and installed.

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In this project, Glan Agua used an innovative approach for construction planning 4D simulation, so as to ensure that the construction was safe, since said approach allows to accurately simulate the planned work processes and any potential restrictions, namely regarding worksite space and traffic management. Within the scope of the project, it was also possible to connect the information of the 3D model to the P6 planning software, thus permitting the simulation of the construction stages, the determination of the work available space, the impact of the activities on the implementation period and the planning and definition of problematic movements of the cranes.

Among the benefits associated with this DfMA approach, the following stand out:

- Estimated reduction of approximately 20% of the date of completion.
- Reduction of risks related to safety and health at work for workers, since the off-site approach significantly reduced time spent at the worksite and the equipment and modules were manufactured at a separate environment. Glan Agua achieved the milestone of 500,000 hours of work at the worksite without any occupational accident registered.

- Reduction of the number of workers necessary for the construction and assembly.
- Reduction of the impact to the community as a result of the shorter duration of the work.

Mota-Engil Central Europe | The recourse to drones enables geodesy improvements in road construction

In 2020, Mota-Engil Central Europe (Poland) purchased a DJI Phantom RTK drone together with the 3DSurvey software.

The purchase of the drone was explained by the increase in accuracy, efficiency and speed, and is intended to be mainly used in large communication routes projects (compared to classic survey methods). The drone is currently used for control of construction works in road contracts, sub-contractors control (for example, in earth moving), aggregate stocks control in Asphalt Plants and topographical survey of land at the tendering stages.

The processing of the images captured by the drone also generates much more information than the simple coordinates resulting from the GNSS (Global

THE PROCESSING OF THE IMAGES CAPTURED BY THE DRONE ALSO GENERATE MUCH MORE INFORMATION THAN THE SIMPLE COORDINATES RESULTING FROM THE GNSS (GLOBAL NAVIGATION SATELLITE SYSTEM) METHOD. WITH THIS EQUIPMENT, IT IS POSSIBLE TO OBTAIN A DIGITAL MODEL OF THE TERRAIN AND TO GENERATE ORTHOPHOTO MAPS.

Navigation Satellite System) method. With this equipment, it is possible to obtain a digital model of the terrain and to generate orthophoto maps. The combination of this survey with the orthophoto maps enables to obtain a very accurate 3D model of the area in question, composed of millions of reference points.

The drone makes it possible to perform a much quicker and non-invasive measurement of large spaces in areas of difficult access. It also enables a quick checking of the reliability of the estimates made – reduction of possible often unforeseen costs, possibility of data presentation from an orthophoto map or point cloud, and the creation of a virtual flight, allowing for a vision of the investment area from a different perspective.

Vibeiras | DRYJECT+SAP presented in the DRYJET Sustainable Habitat Cluster congress

Vibeiras presented the DRYJECT+SAP  (see chapter 6.2), at the 7th edition

of Sustainable Habitat Cluster Congress. This event took place between 2 and 4 December in a virtual format under the motto “Solutions for the Sustainability Challenges”. Inserted into the “Resource Efficiency and Decarbonisation”, Vibeiras presented the solution evoking the benefits of this innovative technology that makes it possible to save 50% of the water consumed in the watering of lawn areas.

Joaquim Gonçalves, head of the Agriculture and Sustainability area of Vibeiras, highlighted the importance of climate change as one of the greatest environmental global threats, with significant impacts to the time and spatial distribution of the availability of water resources, as well as to the quality of water and the risk of flooding and droughts. As he explained, the reduction of water consumption for watering purposes appears as a response to the serious environmental problem that droughts have been increasingly representing in Portugal, and it is crucial that the whole of society recognises the scarcity of this resource so behaviours can be changed and a more frugal utilisation of this resource is made.



4D simulation of crane movements carried out by Glan Agua (Ireland) regarding the Water Treatment Station in Northmoor (Affinity Water Framework).



Vibeiras | DRYJECT+SAP presented at the Cluster Habitat Sustentável conference (Portugal).



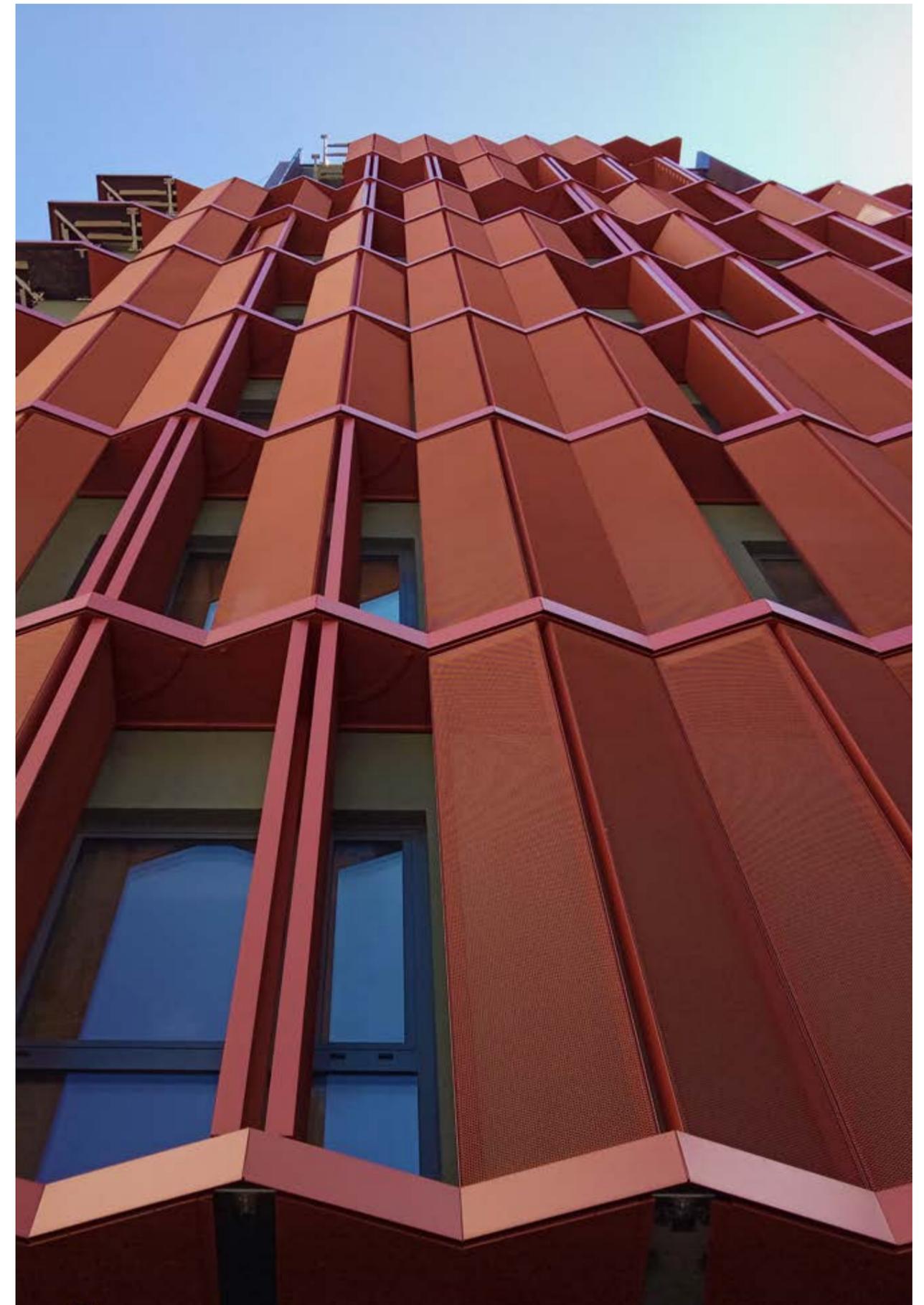
4.2 Sustainable economic growth



We create growth with history, we build solidity, with the eyes set on the future and driven by sustainability.

To do more and better

For preserving our legacy and consolidating the trust that our stakeholders place in us.



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SUMA, urban cleaning services, washing and disinfection of bus stops.

The growth of a multinational such as Mota-Engil starts in the present, moulded by an ambition with the eyes set on the future and driven by sustainability – a long-term mission, that is reflected in our operation, in the expansion towards new territories and business areas as well as in the generation of value for our various stakeholders.

A Group such as Mota-Engil generates significant economic impacts on the society and influences the lives of thousands of people throughout all its value chain. The manner in which it creates and distributes economic value demonstrates the direct monetary value added to local economies, through the creation of products and services, payment of capital services, wages, taxes and community investment, generating wealth for its various stakeholders throughout its value chain such as: customers, shareholders and other capital suppliers, workers, State, suppliers of raw materials and services, local communities, among others.

The COVID-19 pandemic was undoubtedly the dominant theme of the year of 2020. The health crises caused (and is still causing) harsh effects on the economic activity on a global scale. As a result of this emergency, the various countries had to apply containment measures that negatively affected the economic activity, particularly during the various months of lockdown. These measures have hindered the regular flow of the business activity in the various countries, including those in which the Mota-Engil Group is present.

Where performance is concerned, Mota-Engil was negatively affected by the pandemic. There was a significant impact to the emerging markets, motivated by the intense and extended lockdown in various countries, as well as by the logistics constraints resulting from the impossibility of people and equipment mobilisation. However, a positive and growing dynamic driven by public investment was observed in Europe. Such momentum must be continued and consolidated through the unprecedented call for EU aids, that will ensure the recovery of the European economy in the upcoming years.

Direct economic value generated and distributed



(for more details [see indicator GRI 201-1](#))

As a response to the pandemic, an Action Plan underpinned by the following four fundamental pillars was implemented:





"Tren Maya", Mexico.

The success achieved with the volume of the order book is a relevant sign of trustworthiness for customers and governments, that know they can count on Mota-Engil.

It was found that, through this Action Plan, it would be possible to protect the most important asset of the organisation: our People [\(see chapter 1.2\)](#). The various countries expressed a strong concern over the preservation of employment, with the scope of continuing to ensure the stability of our workers and their families, a pivotal aspect in Mota-Engil's culture.

Simultaneously and without neglecting the local communities in which it is inserted and the solidarity aspect that Mota-Engil has at its founding core, the Group was also in the frontline where the support to said families was concerned [\(see chapter 1.2\)](#).

If 2020 constituted a great challenge, it also represented the year of achievement of a relevant

target: the historical record of its order book [\(see indicated highlight\)](#). The book order grew exponentially, not only in the countries in which Mota-Engil is already present, but also in new markets, like Nigeria and Ghana, where, at the end of 2020 and in 2021, two relevant contracts were concluded. On the other side of the Atlantic, Mota-Engil secured its largest work ever in Mexico, "Tren Maya".

The success achieved with the volume of the order book is a relevant sign of trustworthiness for customers and governments, that know they can count on Mota-Engil. Above all, this is the result of the technical capacity of the Group and its people, as well as of the legacy of trust and responsibility built throughout our 75 years of existence, to be commemorated in 2021.



António Mota
Chairman of the Board of Directors

"Despite the fact that we were negatively affected in almost all countries in which we operate, albeit with different degrees, we managed to carry on with production in all of those. This reinforces the high standing of a Group that, in each country, tackles difficulties alongside the local population".

As I have always said, I am convinced that Mota-Engil will overcome this crisis and will go forward even stronger, as it has always done in the past.

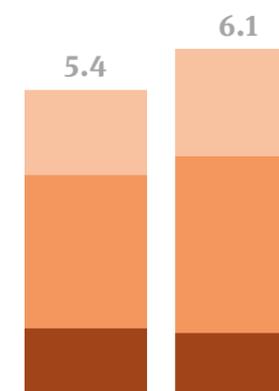
Once more "we shall prevail" and we shall have reasons to be proud of ourselves!

Main economic and financial indicators (highlights of 2020)



6.1 mM€

ORDER BOOK
(UNPRECEDENTED FIGURE)

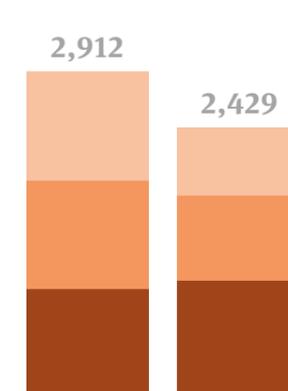


Dec. 2019 Dec. 2020
— Europe — Africa — Latin America



2,429 M€

TURNOVER
(-17% YoY)

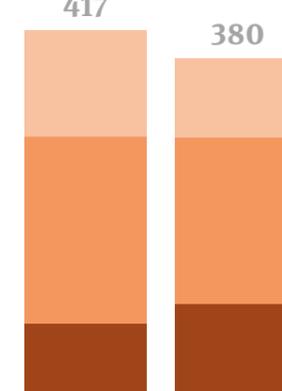


Dec. 2019 Dec. 2020



380 M€

EBITDA
(MARGIN: 16%)



Dec. 2019 Dec. 2020

-20 M€

NET PROFIT
AND LOSS

1,243 M€

NET DEBT
(DEBT NET/EBITDA 3,3x)

197 M€

INVESTMENT
(-65 M€ YoY)

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Income statement

Thousands Euro

	12M20	% VPS	Δ	12M19	% VPS	2S20	% VPS	Δ	2S19	% VPS
Sales and Services Rendered (SSR)	2,429,134		(16.6%)	2,912,440		1,271,943		(18.9%)	1,567,987	
EBITDA^(*)	380,256	15.7%	(8.8%)	417,071	14.3%	236,180	18.6%	5.9%	223,055	14.2%
Amortisations, provisions and impairment losses	-235,770	(9.7%)	(2.8%)	-229,337	(7.9%)	-124,398	(9.8%)	1.3%	-126,058	(8.0%)
EBIT^(**)	144,485	5.9%	(23.0%)	187,734	6.4%	111,783	8.8%	15.2%	96,997	6.2%
Financial results ^(***)	-134,797	(5.5%)	(109.2%)	-64,440	(2.2%)	-92,535	(7.3%)	(635.6%)	-12,580	(0.8%)
Gains / (losses) in associates and jointly controlled companies	-6,049	(0.2%)	-	-5,407	(0.2%)	-9,229	(0.7%)	(37.7%)	-6,704	(0.4%)
Gains / (losses) on the acquisition and disposal of subsidiaries, jointly controlled and associated companies	11,146	0.5%	-	-7,986	(0.3%)	7,491	0.6%	193.8%	-7,986	(0.5%)
Net monetary position	10,748	0.4%	-	1,746	0.1%	3,389	0.3%	-	1,746	-
Income before tax	25,534	1.1%	(77.1%)	111,647	3.8%	20,899	1.6%	(70.8%)	71,473	4.6%
Consolidated net income for the year	7,809	0.3%	(88.9%)	70,173	2.4%	-2,242	(0.2%)	(105.0%)	44,652	2.8%
Attributable:										
to non-controlling interests	27,753	1.1%	(36.1%)	43,445	1.5%	12,662	1.0%	(51.4%)	26,050	1.7%
to the Group	-19,944	(0.8%)	(174.6%)	26,728	0.9%	-14,903	(1.2%)	(180.1%)	18,602	1.2%

^(*) EBITDA corresponds to the algebraic sum of the following consolidated statement of income headings: "Sales and provisions of service"; "Cost of goods sold and of materials consumed and Variation in production"; "External supplies and services"; "Staff costs"; "Other operating income / (costs)"

^(**) EBIT corresponds to the algebraic sum of EBITDA and of the following consolidated statement of income headings: "Amortisations and depreciations", "Provisions and "Impairment losses"

^(***) Financial results correspond to the algebraic sum of the following consolidated statement of income headings: "Income and financial gains" and "Expenses and financial losses"



Gonçalo Moura Martins
Chairman of the Executive Committee

“The year of 2020 brought all of us to a new reality. (...)”

We hope 2020 is the year of the so longed for recovery, duly adapted, of the World as we knew it until recently so we can evolve as a Society, facing the present as an opportunity to change paradigms and to improve the standard of living of the populations.

It is therefore a year of challenges for all of us, societies, families, companies, but one which, when all is said and done, we face with an optimistic realism and reinforced motivation.”

Consolidated Report & Accounts 2020



See the Consolidated Report & Accounts 2020 of Mota-Engil

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Grupo Mota-Engil



In focus

Record level of order book.

In 2020 and despite the effects of the pandemic, Mota-Engil not only achieved its target of a book order above 5,000 million Euro, based on international activity, as it surpassed that figure, having reached for the first time an amount above 6,000 million Euro.

The African and Latin American regions contributed about 81% of the total amount. The book order of the Engineering and Construction business (E&C) represents 89% of the total book. The ratio order book/turnover of E&C increased 3.1 as at 31 December 2020.

As at 31 December 2020, the Environment and Services business (E&S) contributed 674 million Euros to the Group's order book, such amount not including the expected revenues from waste treatment and recovery contracts of the concessionaires of EGF and Clean Eburnie.

Moreover, with regard to the composition of the order book, attention should be drawn to the weight of the long-term contracts, namely in the mining, oil&gas, and energy sectors, which, as at 31 December 2020, already represented 27% of the whole book order of the E&C total book.

It is also worth highlighting the growth of the order book in approximately 687 million Euro against 31 December 2019, essentially due, among others, to the Mexican market, with the securing, in a partnership with China Communications Construction Company, of a contract for the construction of the first unit of the new railway infrastructure designated "Tren Maya" in Mexico and worth more than 500 million Euros, and to the Ghana market, with the securing of a contract for the construction of a motorway worth more than 465 million Euro.

Lastly, the continuation of the excellent commercial performance exhibited in 2020 is worthy of note, due to the award in 2021 of the Group's largest contract ever, in Nigeria, worth approximately 1500 million Euro.

The record level of the order book gives shape to the strategy of being resilient in the present with the eyes set on the future, gaining projects of a larger scale and with margins at the level of the Group's history, directly and indirectly benefitting the various stakeholders of Mota-Engil in all its value chain.

Record level supported by larger-sized contracts

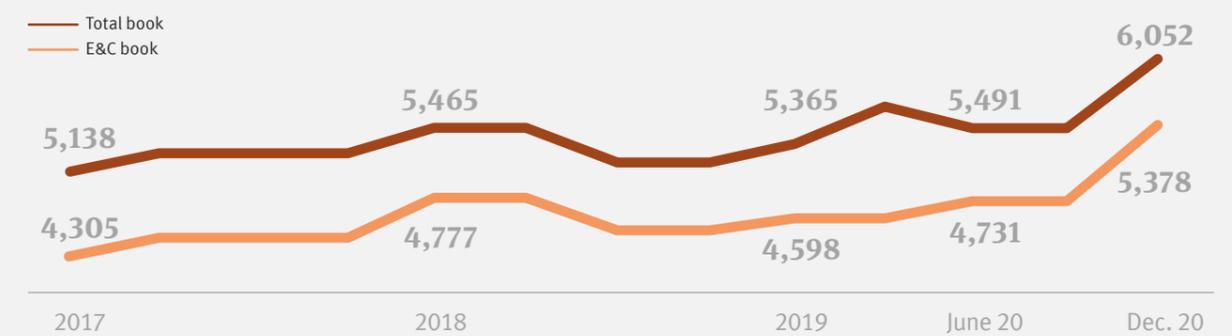
E&C book by segment



Book by region



Development of Order Book (€M)



Main E&C projects in the book as at 31 December¹

Project	Amount (€M)	Country	Segment	Expected year of conclusion
Tren Maya	> 250	Mexico	Railway	2022
Accra-Tema Motorway	> 250	Ghana	Roads	2025
Motorway in Moatize	> 250	Mozambique	Mining	2022
New International Airport of Bugesera	> 250	Rwanda	Airport Infrastructures	2023
Renewal of the naval base of Soyo	> 250	Angola	Ports	2024
Gamsberg mine	[200;250]	South Africa	Mining	2029
Tultepec - Pirâmides motorway	[200;250]	Mexico	Roads	2023
Talasa Dam	[200;250]	Colombia	Energy	2024
Siguiri gold mine	[200;250]	Guinea Conakry	Mining	2022
Mina de ouro Mandiana	[150;200]	Guinea Conakry	Mining	2025
Renewal of EN230 road, section 6-10, Muamussanda-Saurimo	[100;150]	Angola	Roads	2022
Cabinda General Hospital	[100;150]	Angola	Civil Construction	2022
Bordo Poniente landfill]100-150]	Mexico	Urban Infrastructures	2022

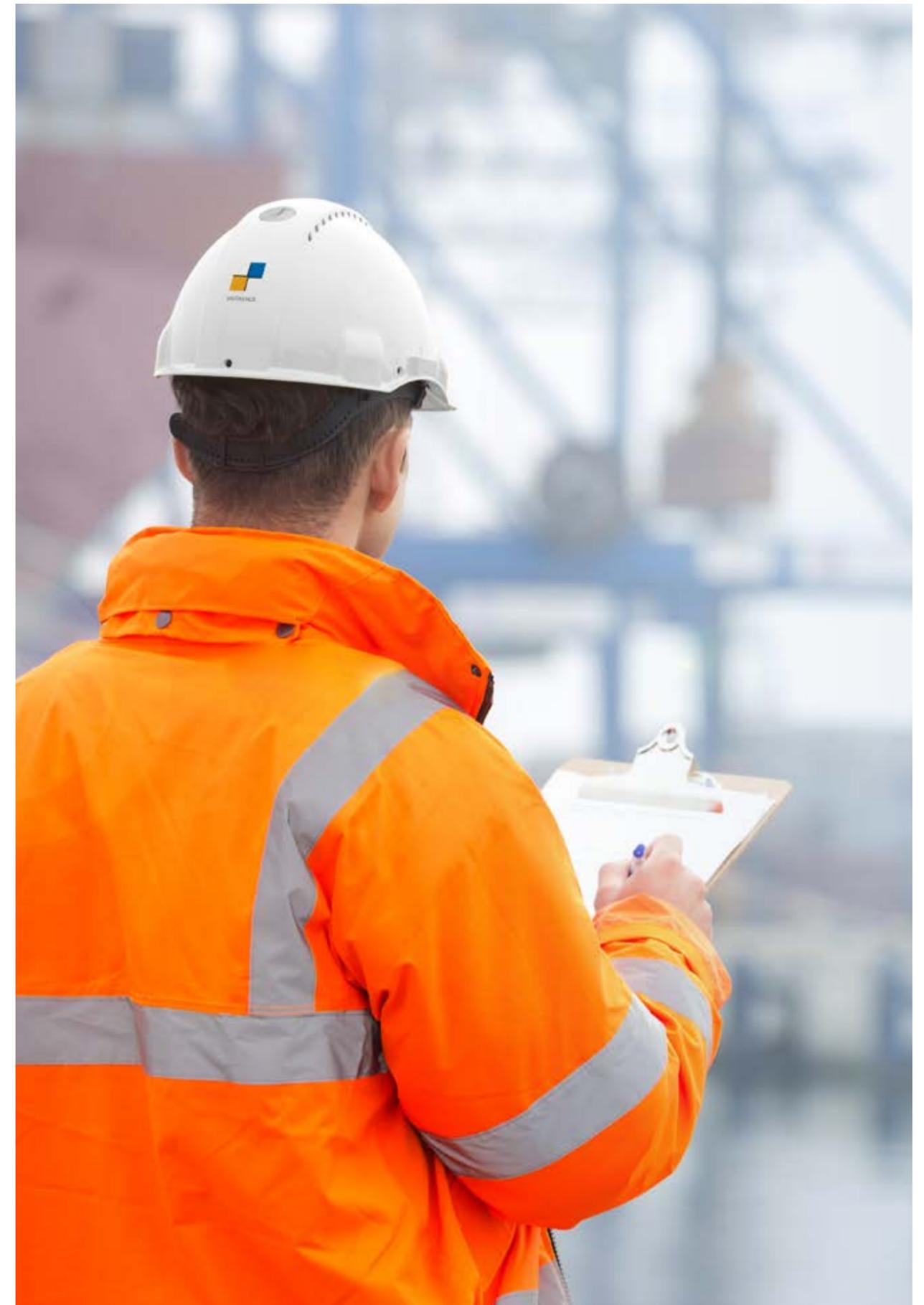
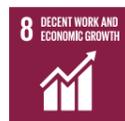
¹ Selection of E&C projects above 100 M€.

4.3 — Mota-Engil supply chain



We invest in a **trustworthy** relationship with our suppliers.

So as to ensure the long-term sustainability of our business, generating mutual value.



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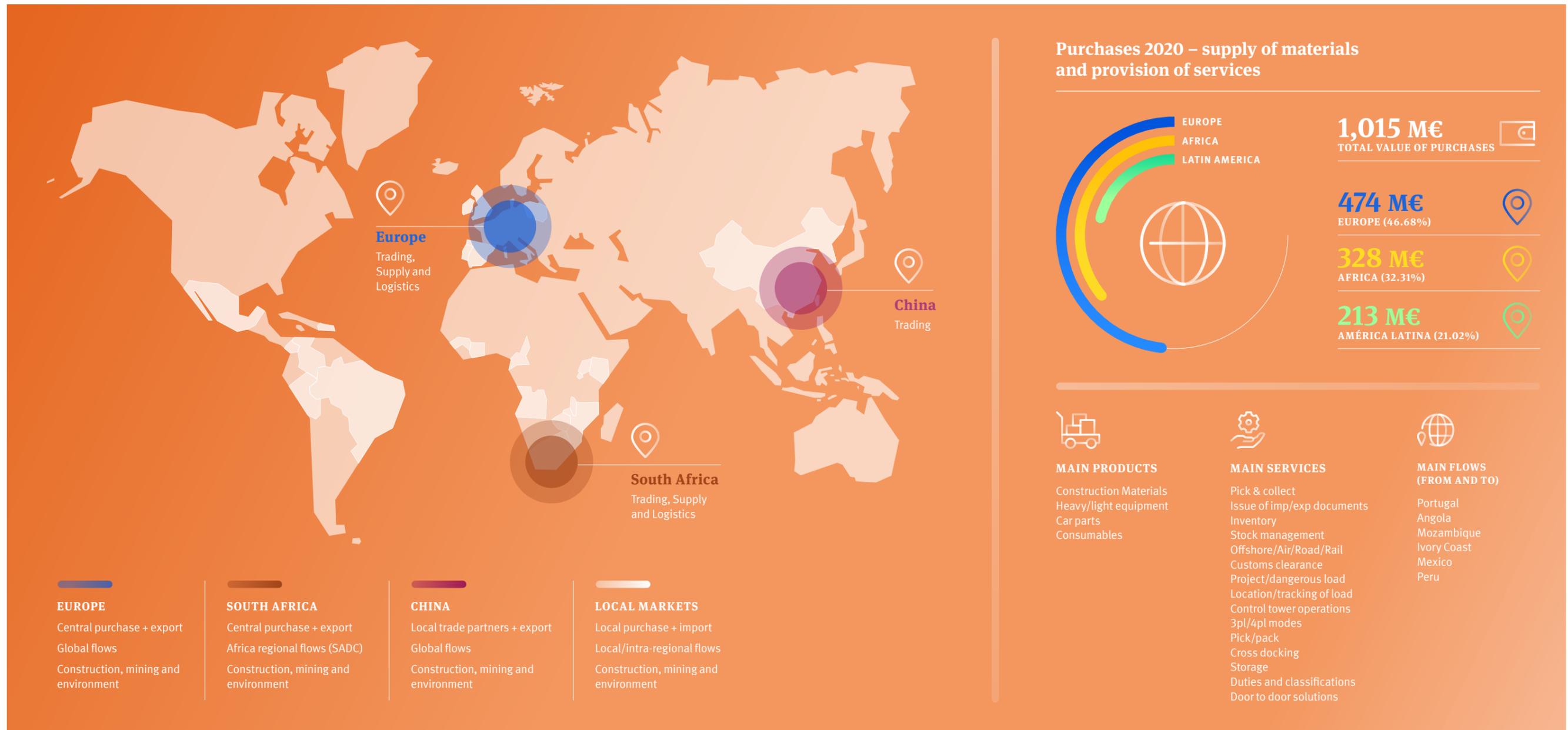


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Mota-Engil currently relies on a global chain of suppliers based on three cross-cutting paragraphs of supply, specifically in the European continent, in South Africa and in China, thus guaranteeing a structural base in terms of supply chain, rooted by sources of supply transversal to the various markets, and ensuring a streamlined process regardless of the final destination of the goods or services. Additionally, each of the markets has self-supplying autonomy, mostly through local suppliers.

In 2020 a total of 1,015 M€ was spent in supplies and services rendered (values of 2020 with purchase order associated), an amount that demonstrates the magnitude of the economic, social and environmental impacts inherent to the procurement decisions of the Group and that strengthens the vital nature of its supply chain, in order to ensure the long-term sustainability of Mota-Engil’s business.

Mota-Engil makes a clear commitment to its partners and suppliers regarding, on the one hand, the search

for new partnerships and ensured standards of excellence in terms of innovation and differentiation, and on the other hand, the promotion of long-term relations already established and guided by values of trust and integrity.

The Mota-Engil Group seeks to reinforce its supply chain processes through the performance in its activity, quality of the product and streamlining of means of transport and encourages its suppliers to adopt sustainable business practices.

Mota-Engil takes on a clear commitment to its partners and suppliers.

IT SEEKS NEW PARTNERSHIPS AND ENSURES STANDARDS OF EXCELLENCE IN TERMS OF INNOVATION AND DIFFERENTIATION AND THE PROMOTION OF LONG TERM ESTABLISHED RELATIONS.

Main objectives 2020



To standardise the purchase and logistics processes

To harmonise the performance management reporting and information model

To implement a global strategy for the most relevant purchase categories (core)

The Procurement and Logistics area is currently governed by a governance model rooted on a structure of global services, with the bundled corporate functions under control of an Autonomous Unit, ensuring transversality of processes, synergy with local services and greater efficiency and

profitability of markets/businesses. Its goal is to ensure a global strategy for the most relevant (core) purchase categories, the standardisation of policies and processes at the local structures and the monitoring of the area's performance in the various markets/businesses of the Group.



Niemodlin bypass, Poland.

The Group strengthened the integration of the Procurement, Compliance and Audit areas.

Risk management in the suppliers chain

The Group strengthened the integration of the Procurement, Compliance, and Internal Audit corporate areas, in order to review some of the fundamental principles of the Procurement process and monitor indicators that mitigate risk situations and allow for the implementation of preventive and corrective measures.

Within this scope, the supplier's management model was reviewed in 2020, reinforcing the requirements and procedures of qualification and performance assessment, the metrics and main KPI / reporting model.

Apart from permitting a better control of costs and reaching excellency in services rendered, the new procedure is also aimed at mitigating risks, maintaining the underlying criteria and principles that mediate the application of the Mota-Engil Group's Integrity and Compliance Policy with the Code of Ethics and Corporate Conduct and with the Integrated Management System (Quality, Safety and Environment). The Group only maintains business relations with companies and individuals that are aware of its Code of Ethics and Business Conduct and that share its compliance and integrity standards and for which there are no reported practices of human rights violations → (see chapter 3.4 and Chapter 3.5).

It should be mentioned, as an example, that three confirmed incidents of corruption were registered in 2020, all concerning procurement processes → (see chapter 3.4).

In 2020, the integration of the Integrity assessment tools, such as the Securimate and KYS – Know Your Supplier, was carried out. Since this is a new procedure that has just been implemented, only in 2022 will it be possible to carry out a consistent analysis of the evolution of the performance indicators, 2021 being the baseline and reference year.

It is also worth highlighting that the Contracts for the Supply of Materials and Subcontracts in Africa were streamlined in 2020, namely with regard to duties and guarantees in terms of anti-corruption and bribery, prevention against money laundering and terrorism finance, as well as due diligence procedures and the protection of personal data legal scheme. This action is being extended to other regions/companies of the Group.

The revision and update of the general/specific terms of supply are underway, with the addition of social requirements, environmental requirements, and requirements of promotion of the life cycle of products, in order to encourage better solutions at the development/purchase of products stage that cause a lesser impact to the Environment and promote workers' safety.

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Buy what is ours

Corporate Initiative



In focus

Mota-Engil is the first large company to take part in the “Suppliers Chain” action launched by AICEP.

Aware of the impact that Mota-Engil’s procurement practices have on the development of the local and national economy, and the challenges posed by the pandemic in terms of resilience of the supply chain, at the end of 2020 Mota-Engil adhered to the “Suppliers Chain” action, launched by AICEP - Agência para o Investimento e Comércio Externo de Portugal (Agency for the Investment and Foreign Trade of Portugal).

The purpose of the "Supplier Chain" Action is to support Portuguese companies in the complex context of the pandemic and to raise awareness to the advantages of buying in Portugal. The Mota-Engil Group is the first large company to take part, pursuing the scope of identifying new companies for the



Carlos Mota Santos
Manager and Vice-CEO
of Mota-Engil

“Mota-Engil has throughout the last decade promoted various initiatives towards the promotion of national value chains that reinforce the relations between Portuguese companies, granting, by way of a Group of a larger size, the capacity of the small and medium-sized Portuguese enterprises to export and to internationalise in a safer manner.

At this particular time, and following on the challenge promoted by AICEP, we are now launching the grounds of a project which we believe shall contribute to support Portuguese Businesses, at a time when it is more important than ever to support what is ours, what is national and with the quality and ability to compete at the international level, in an effort that must be made by society in general, of companies and public entities.”

supply of goods in its various markets and national and international projects.

The initiative facilitates the matching of potential customers and national or foreign Large Companies which intend to increase its base of suppliers, and national suppliers, small and medium-sized Portuguese enterprises on the lookout for expanding their business. In these actions, the small and medium-sized enterprises have the opportunity to present their capacities to the Large Companies, with a view to integrate the latter’s’ supply chain.

The main objective is to establish synergies among companies and to replace imports while simultaneously increasing exports.

The AICEP carries out the identification of the customer Large Companies and the supplying small and medium-sized enterprises, defines the implementation and monitoring of the whole involving process and promotes the empowerment of the supplying companies and the subsequent follow-up.

The action took off with Mota-Engil, which, in a partnership with AICEP, has already identified a group of 40 Portuguese companies which were not yet part of its chain of suppliers, and that it would like to test and to include in its sourcing process. This process is supported by a digital platform that ensures the fulfilment of the due diligence pre-requirements and the development and innovation designs of the Group. The intention of the Group is to integrate Portuguese companies into its network of suppliers within the scope of the contracts recently gained, such as those in Angola and Mexico, but also in Portugal.

The Mota-Engil’s process of selection of the companies was launched in January 2021.

THE MAIN OBJECTIVE IS TO ESTABLISH SYNERGIES AMONG COMPANIES AND TO REPLACE IMPORTS WHILE SIMULTANEOUSLY INCREASING EXPORTS.





*With everyone and for everyone,
to reflect*

05 — Our people

We foster the best conditions so that talent may thrive and the people may feel valued and confident, in a safe and healthy atmosphere characterised by a sense of belonging and union.

commitment

5.1

Talent
management

5.2

Health and safety



2020 through the eyes of our people

With everyone and for everyone, reflecting...
*health . well-being . calmly
 communication . support . purpose*



Mercy Wairua
 Legal | Lawyer
 BUSINESS DEVELOPMENT

During COVID-19, I contributed to the development and funding of infrastructure projects throughout Africa. These projects are critical, both for the social and economic **well-being** of communities and the Group's profitability. My work was important for end users who rely on these projects to improve their mobility, subsistence, and economic status, and for African countries seeking to fill the infrastructure gaps currently felt by their citizens.



Ana Marques
 HR | Technician
 HUMAN RESOURCES

At a time of pandemic, my work allowed our expat employees to feel that their health and families were a priority for the Group. Having also worked offshore, I understand the importance of coming home, so contact with each of our people and the scheduling of COVID-19 tests allowed all Mota-Engil families to reunite as **calmly** as possible in this "new normal".



Julio Bolaños
 Production (Servi/Maint) | Foreman
 MEXICO

At a time of great uncertainty, the work I do at the firm Generadora Fénix allowed me to see the importance of electricity in the development of countries and the world. In health terms, this service is vitally important since it contributes to the development of technologies and their operability. We work with the firm **purpose** of contributing to the collective good.



Joseph N'Goma
 Production (WM) | Production Unit Manager
 IVORY COAST

During COVID-19, our priority focused on the **health** and safety of our employees. We undertook various activities to raise awareness of the importance of prevention, implemented social distancing, mask use, handwashing and use of gel, reorganised work and promoted free screening and vaccination.



António Roque
 IT | Manager
 IT

The efforts of the IT systems team allowed employees to continue to work remotely. Supplying equipment, remote access systems, and **support** for business information systems – this service was provided globally in record time, serving thousands of simultaneously connected employees.



Jayan Valiyaveedu
 SHEQ | Manager
 OMAN

In this time of COVID-19 pandemic, I led a team to "achieve zero deaths" and we implemented a strong **communication**, research, contingency, and quarantine system to avoid the pandemic's rapid propagation. These actions helped to cut the pandemic's impact on society, Ecovision and the client.

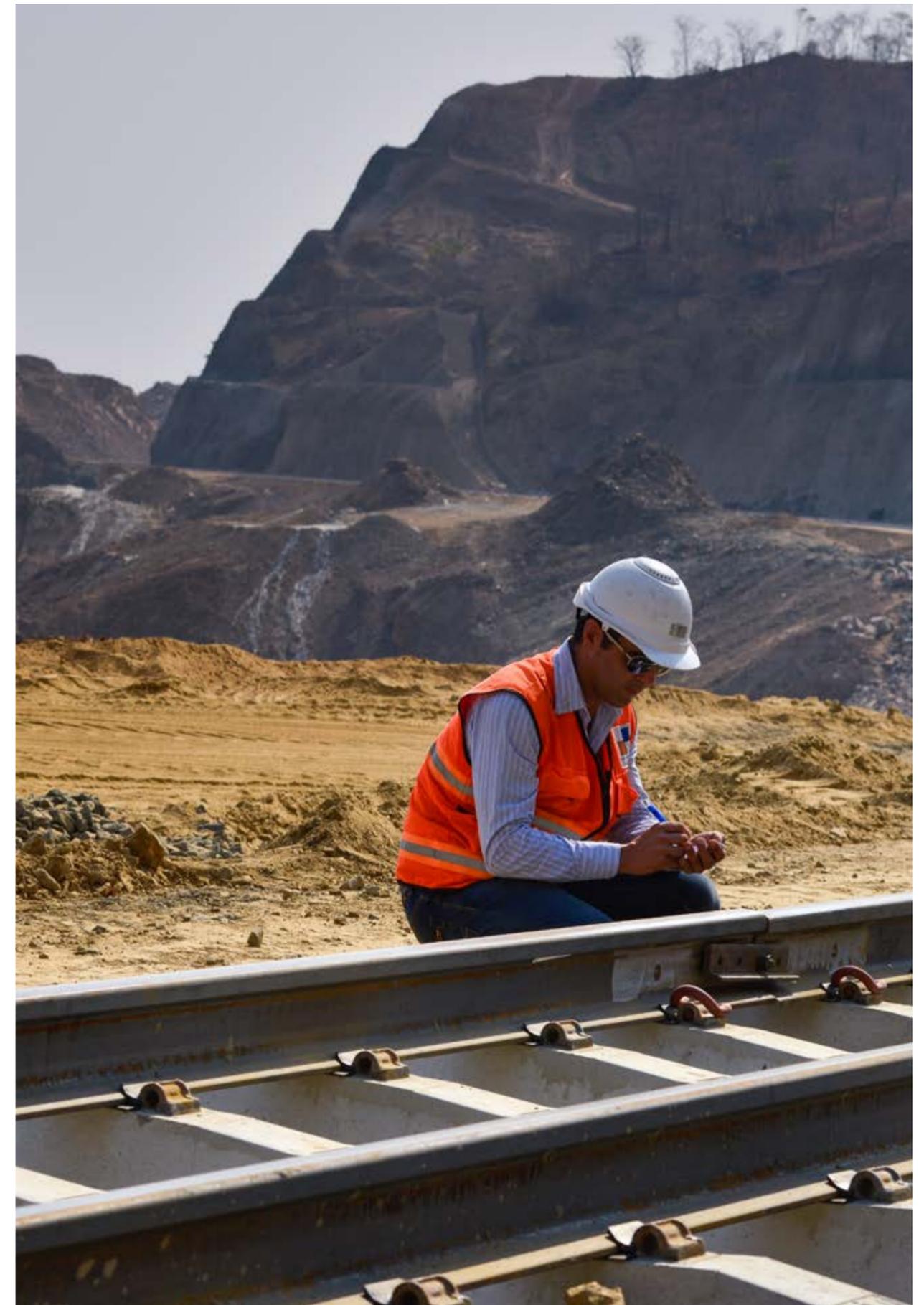


5.1 — Talent management



It is for the people and with **the people** that we walk our path.

We promote a culture based on responsibility, respect and acknowledgement of merit, encouraging our People to search for new challenges, to develop skills, to grow and to overcome barriers.





35,331
WORKERS



23
COUNTRIES



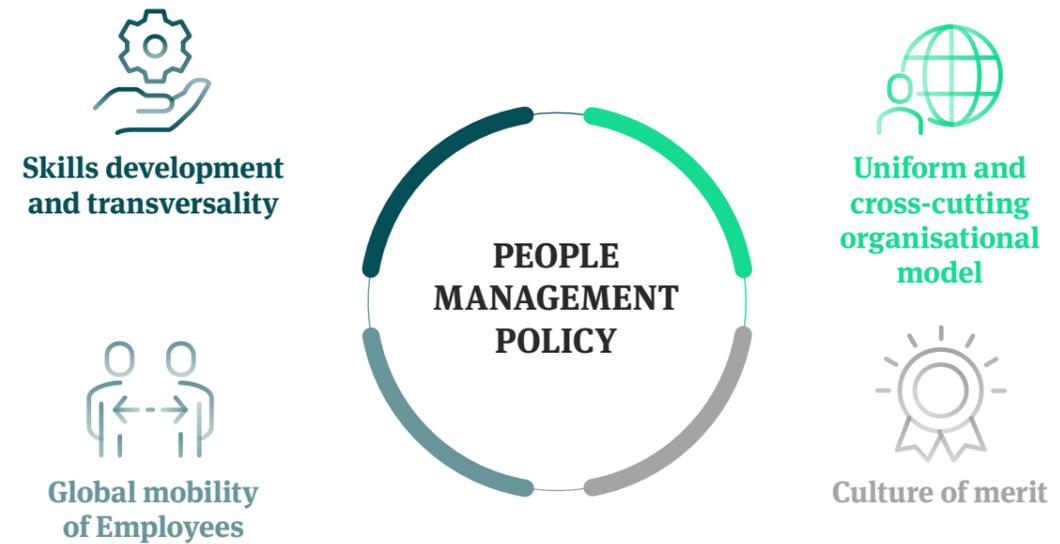
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NATIONALITIES

With more than 35,000 workers and present in three continents and 23 countries, Mota-Engil is a multi-national and multi-cultural organisation which has workers from 75 different nationalities.

In a global and highly competitive market, to attract and retain qualified and motivated people is crucial for the success of the mission and goals of the Mota-Engil Group. Given our background of rigor and commitment, we stimulate excellence, merit and career development and we value the permanent drive to learn and improve further, making the universe of companies of the Group real dynamic and progressive work communities, able to face, peacefully but with attitude and enthusiasm, the challenges of the future.

The People Management Policy constitutes the essential pillar in the support to the international development, diversification, and expansion of the Mota-Engil Group. In line with the StepUp 2020

People Management Policy for Mota-Engil Group



strategic plan, the People Management Policy is structured around four main axes (see image).

Career development

Of the policies and commitments most relevant within the scope of career development, the following stand out:

- The new career model;
- The training and learning model;
- Performance assessment;
- The system of production incentives (applicable to engineering and construction works);
- The variable remuneration, according to merit and as recognition of the performance.

In a global and highly competitive market, to attract and retain qualified and motivated people is crucial for the success of the mission and goals of the Mota-Engil Group.

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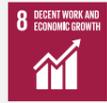
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New Career Model



In focus

With the purpose of developing a transversal Model that supported Career Management and the definition of a common methodology of global positioning of duties, the Mota-Engil Group achieved in 2020 the implementation of its Career Model in all geographies and businesses. This Model encompasses three central objectives:

- 1. To enhance the technical careers at the Group,** defining a Y-shaped model in which there is room, on the one hand, for the evolution to technical functions of greater complexity/responsibility and, on the other hand, for management/executive functions.
- 2. To streamline mobility and progression,** establishing a model transversal to the different realities of the Group, through which all workers are positioned at a career level with common principles of progression and enhancement.
- 3. To clarify the paths and levels of development,** being clear on the career structure and enabling the understanding of the horizon of development at the Group.

The Career Model implemented at Mota-Engil exhibits two development paths – one for a predominantly Technical career and the other for Management duties – and there may be movements between one variety and the other, according to the profile and potential of the person in question.

The main outcomes from the implementation exercise performed in 2020 were as follows:

Standardisation of a Transversal Model of Functions, named Macro-Function, with a view to:

- The simplification of the function matrix of the Group, going from a reality with more than 4,000 functional

classifications in all Group operations to a framework limited by approximately 170 Macro-Functions;

- The mapping of all employees of the Group (regardless of the function, market or business) with the respective Macro-Function.

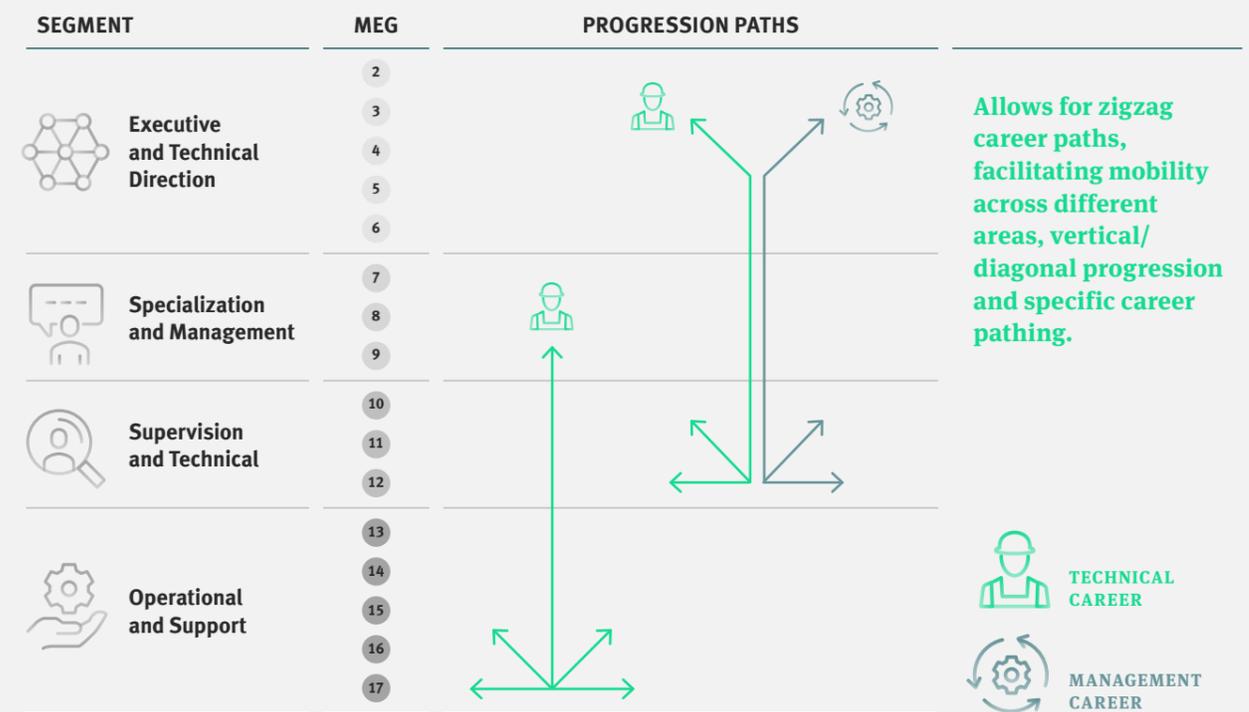
Determination of the internal levels of each Employees, named Mota-Engil Grades (MEGs), according to its Macro-Function, with a view to:

- The attribution of a MEG to all Employees, ranging from MEG 2 to MEG 17, under the principles listed in the Group's Career Mode;
- The establishment of a universal scale that, indexed to the magnitude of the market/business/unit managed and as regards the responsibility/complexity of the function, gives visibility to each worker and to the Management regarding the path and internal levels of progression within the Group;
- The development of a baseline architecture to support transversal people management policies, with particular emphasis on advancement/promotion policies, wage and benefit policies and internal and international mobility policies. The mapping described above was carried out according to the Job Evaluation System methodology of Korn Ferry/HayGroup and the exercise was carried out by the Human Resources teams of the various markets/businesses, with the coordination of the Corporate Human Resources.

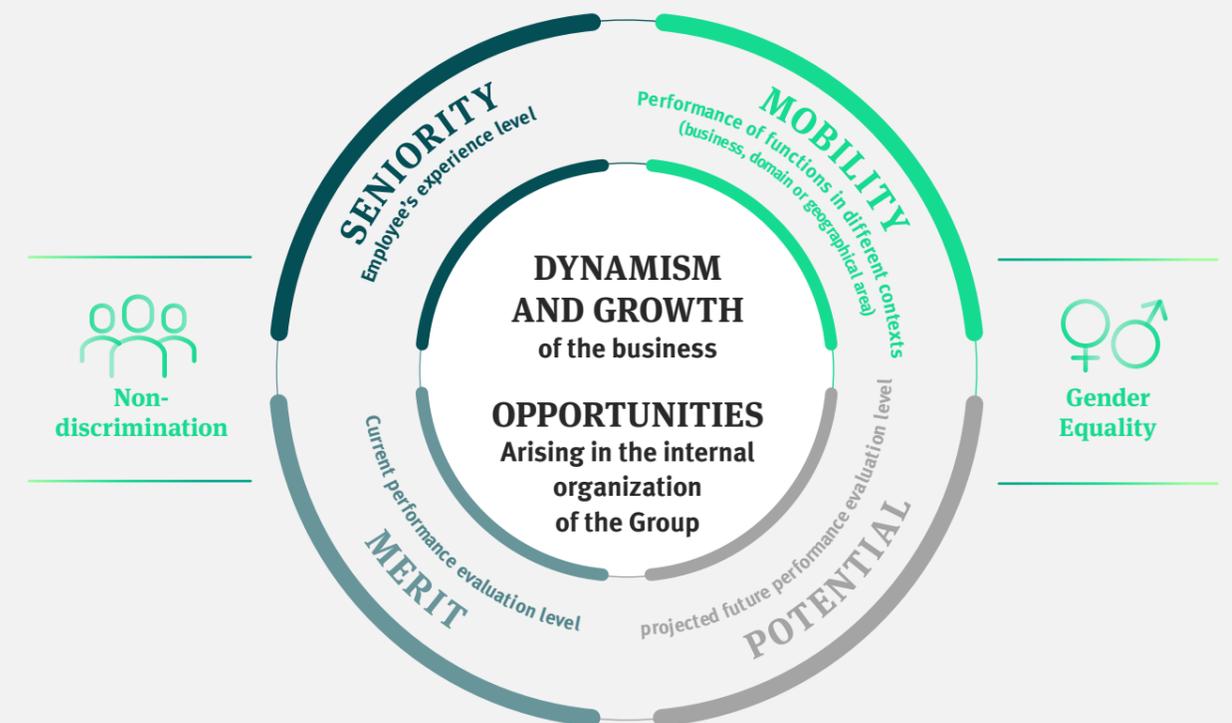
In order to maximise the knowledge and the adherence to this new Model, an escalating process was carried out from the point of view of communication and change management, encompassing:

- Communications at the level of the Executive Committee of the Group, with the Managements and the Workers;
- Forums with the HR teams from all over the world;
- Preparation of a e-Learning training programme accessible to all Workers in all geographies/businesses, with a view to the empowerment and explanation of the Model.

Exemplifying growth pathways



Evolution and progression criteria



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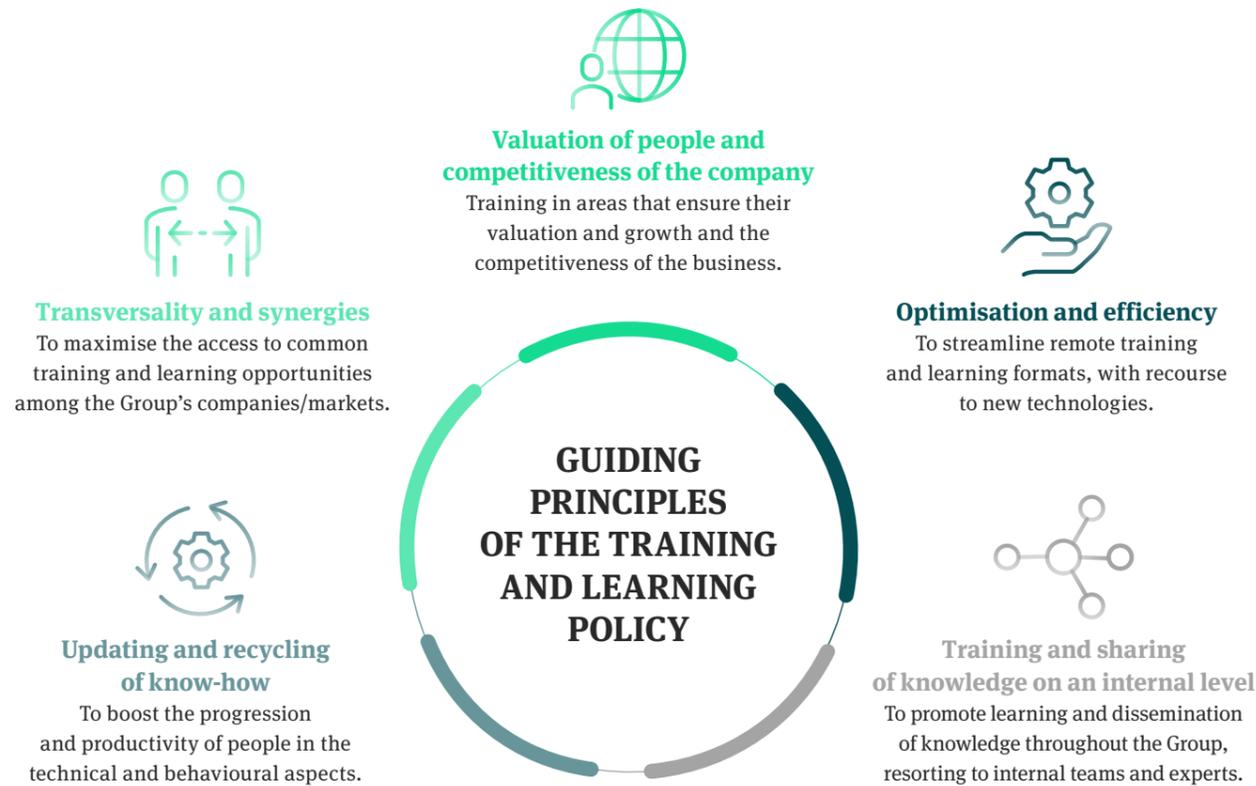


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It is also worth highlighting the implementation of the mandatory training programmes in the compliance area [\(see chapter 3.4\)](#) and within the scope of the Safety, health, Environment and Quality Policy (ongoing).



Digital AcadeME

The pandemic context in 2020 accelerated the offer of learning programmes through digital solutions. Considering the reality of Mota-Engil, these represented a unique opportunity, enabling the global, inclusive and extended participation of the employees present in the various markets and geographies in which the Group operates.

Among the training actions made available online and aimed at the context experienced in 2020, six pre-defined programmes, organised according to two levels, stood out:

As a result of the need to follow up work development and dynamics, Mota-Engil invested in digital training through Digital AcadeME, a remote training solution based on the digital learning tool – MEuPortal: SuccessFactors.

- **Basic Level** – through short videos for a quick and general overview of the topic;
- **Advanced level** – training courses of greater complexity developed by speakers renowned in the respective sector.

Occasional webinars of various topics and free choice were also made available on the platform.

 **93,085**
PARTICIPATIONS

Training

Mota-Engil invests, in an ongoing and cross-cutting manner, in the development of its employees.

With this aim in mind, the Group developed a training and learning policy, comprehending five orientating principles (see image above).

With a view to ensure the training of employees in areas that guarantee their valuation and professional development and, in parallel, the sustainable growth and competitiveness of the organisation, Mota-Engil has defined a set of key skills, considered the foundations of the guiding initiatives carried out. Such initiatives are modelled by the following axes of intervention:

- Development of soft skills;
- Acquisition of technical skills;
- Consolidation of a corporate culture and identity.

 **20,341**
PARTICIPANTS

 **308,126**
TRAINING HOURS

 **5,967**
TRAINING COURSES

 **4.0**
SATISFACTION ASSESSMENT (SCALE 1 - 5)

ME Digital Learning | Training program

 <p>COVID-19 Awareness How do we keep safe and protect ourselves?</p>	 <p>Leading in Uncertainty How to face contexts of unpredictability and uncertainty?</p>	 <p>Virtual Teams How do we remotely manage teams and challenges?</p>
 <p>Building Resilience How do we reinforce resilience and adapt to change?</p>	 <p>Well-Being How do we maintain the balance in order to give an efficient response?</p>	 <p>Technical Expertise How do we expand and update the technical expertise?</p>



Ability2Execute

Training program

Within the scope of Digital AcadeME, it is also worth highlighting the Ability2Execute programme, with particular focus on the development of execution abilities in all contexts. Launched in a partnership with McKinsey&Company, this programme relied on the participation of two members of COMEX, 27 Country Managers and Directors of the Autonomous Unit.

“This programme (A2E) is essential for personal growth and for making me focus on the strategic goals.”

TESTIMONIAL OF A PARTICIPANT OF A2E

The Digital MBA Ability2Execute



A2E – Execution skills
It is an empowerment program developing execution capacities in all contexts



Great remote working
It helps workers to adapt to new work environments



Leadership in crisis
It equips leaders with the necessary tools for efficient management in a scenario of crisis



The Mota-Engil Group also launched in 2020 a pilot programme, open to all its markets and geographies, that reinforced the investment in the development of Young People with high Potential, through the completion of a Digital MBA; an opportunity for the strengthening of skills and professional leverage.

This programme, developed in a partnership with Porto Business School – an entity recognised by Financial Times as the 33rd school in the world ranking of Executive Education – was fully financed by Mota-Engil.

The programme had 50 applications from employees from multiple geographies, nationalities, companies and backgrounds, and a total of 4 study grants were awarded within the scope of this programme that is intended to be absolutely global.



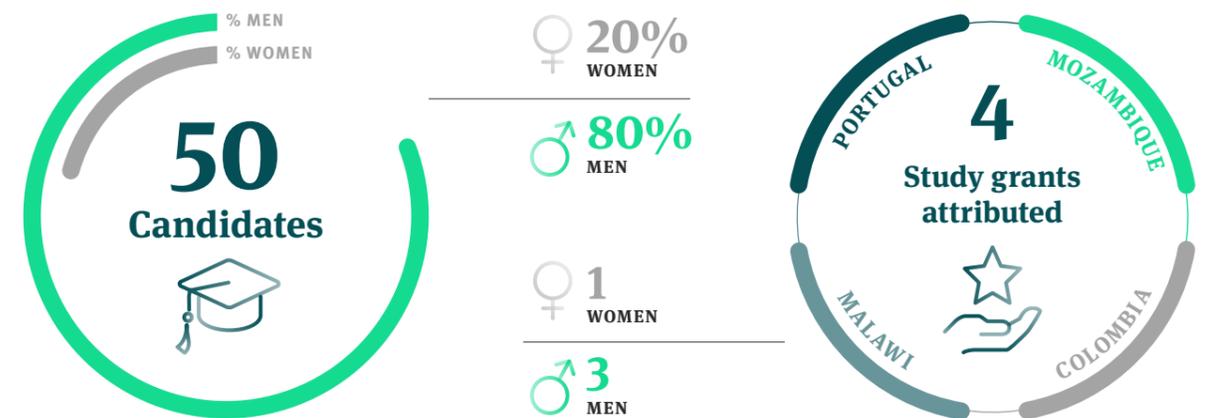
Raimundo Jonathan Geddes
Production (Constr) | Administrative
MALAWI

“I am very excited by the opportunity to be part of the first group of scholarships awarded by Mota-Engil, in the scope of the Digital MBA”, pursuing my dreams in regards to academic and professional training.

This experience is changing our mindset, providing us with quantitative skills and management soft skills, contributing to our preparation and training within the scope of a business language, leadership and strategy.

I therefore encourage future candidates to align the company's vision and values with their own.

Internal Applications for the Digital MBA



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E-learning trainings

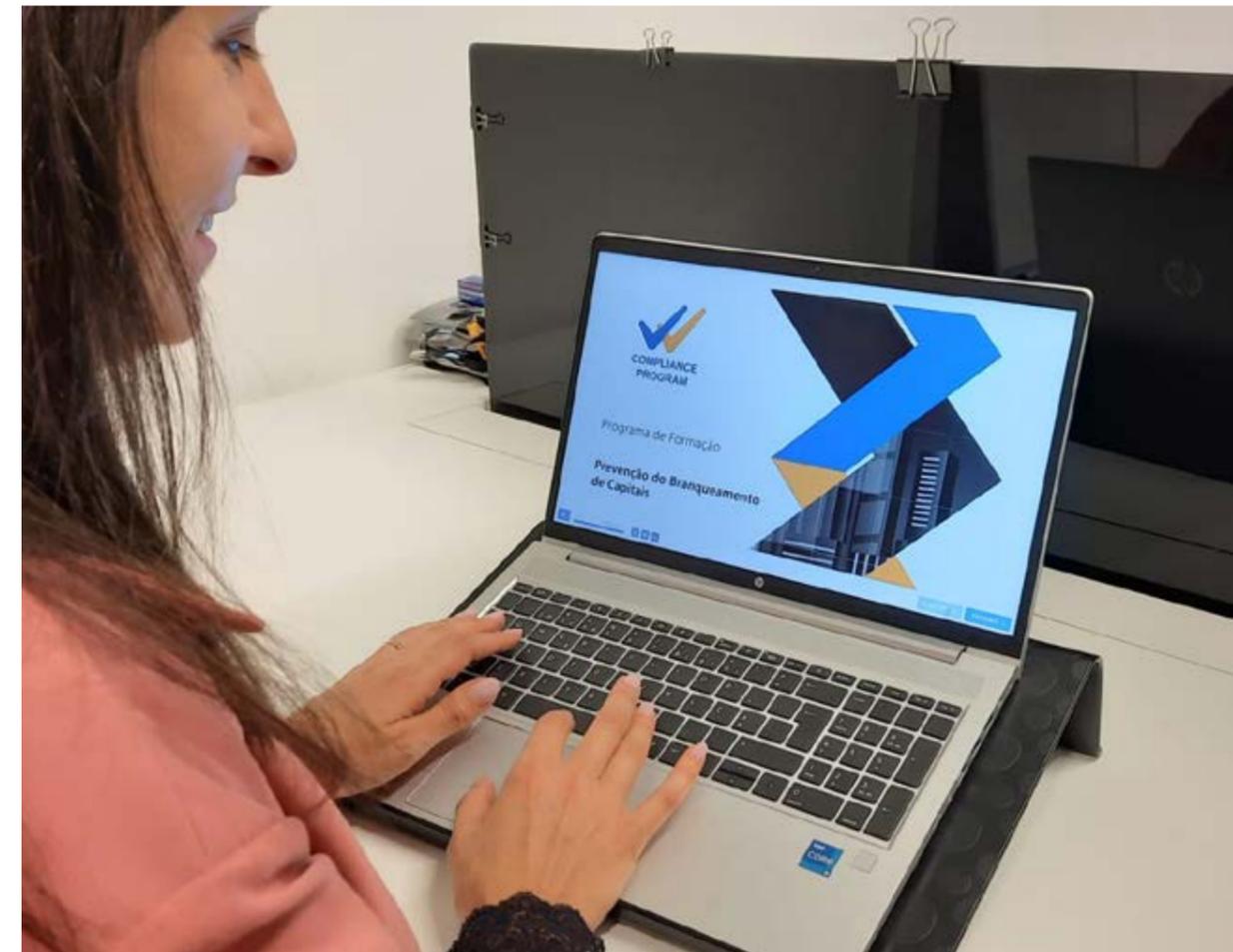
Enhanced by the limitations of conducting in-room training during the pandemic, e-learning trainings attained a relevant importance within the Mota-Engil

Group during 2020, overcoming geographic barriers and providing variety of contents, in each and every language.

“The e-learning trainings that we carried out in 2020 enabled the optimisation of our time (...), since the employees could take them whenever and wherever they wished.

When the “authors” [of e-learning videos] are our own co-workers, the training ends up bringing people together, generating a greater interest and connection among the participants. This way it is possible to impact, influence and execute vital aspects of the learning and training process”

Lorena Pantano
Human Resources
COLOMBIA



“Given the particularities of 2020, the e-learning trainings performed were of the utmost importance, considering the international scope of our Group, which rapidly needed to adjust to the reality of this pandemic.

With this platform, we managed to quickly overcome the difficulties we were faced against, delivering the necessary information to all our workers allocated to the various markets.”

António Carvalho
Visa and International Mobility Support
PORTUGAL | MESP





Employees supported in their school advancement by Mota-Engil Tourism – Costa Canuva (Mexico).

Support to school advancement

Mota-Engil supports the employees in their school advancement. As an example of this, Mota-Engil Turismo – Costa Canuva entered into a protocol with INEA – Instituto Nacional para la Educación de los Adultos.

INEA granted instructors and materials, having supported the employees in their studies during the working hours and at the facilities of Costa Canuva. In the end, nine employees successfully finished their studies (from primary education to secondary education).

Young talent

Mota-Engil invests in the attraction and development of young people with high potential through a set of talent programmes:



1. Start@ME:

 **Start@ME** aims at attracting and integrating young talented 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.



2. Learn@ME:

Directed at young students,  **Learn@ME** promotes labour market proximity, and fosters early identification of young people with high potential.

This programme 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;

Mota-Engil was distinguished in the Annual Ranking of the most attractive Portuguese companies, to work at in the “Most Attractive Employers” promoted by Universum.

- Attracting graduate and post-graduate students interested in a curricular or summer internship, at the Group.

Due to the pandemic, these programmes were suspended in 2020 and a new edition is being scheduled to be launched in 2021.

It should also be highlighted that in 2020 Mota-Engil was distinguished by Universum with the inclusion in the Top 100 of the Annual Ranking of Portuguese companies most attractive to work for in the study  **“Most Attractive Employers”**, an annual study rewarding the most attractive companies in Portugal, according to the perception of young talent.

Mota-Engil ranked 14th as the best company in the field of Engineering and was the 6th company of Portuguese origin among those distinguished.

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Indicators for diversity at the Mota-Engil Group (% of workers)

Functional category	Age			Gender	
	< 30	30 a 50	> 50	Men	Women
Technical and Management Department	1%	53%	47%	93%	7%
Specialisation and Coordination	1%	71%	28%	78%	22%
Supervision and Techniques	15%	65%	21%	89%	11%
Operating and Support	18%	63%	19%	88%	12%

Categoria funcional	Length of service (years)				Education		
	< 3	3 a 10	11 to 20	> 20	Primary	Secondary	Further Education
Technical and Management Department	14%	26%	29%	31%	2%	1%	98%
Specialisation and Coordination	22%	30%	29%	19%	6%	9%	85%
Supervision and Techniques	43%	32%	14%	11%	18%	28%	54%
Operating and Support	66%	22%	8%	3%	68%	28%	4%



8.551
24% EUROPE

10.161
29% LATIN AMERICA

15.555
44% AFRICA

741
2% CAPITAL

323
1% HOLDING

Mota-Engil Employees

35,331
WORKERS

1,173
MOBILISED WORKERS



75
Nationalities



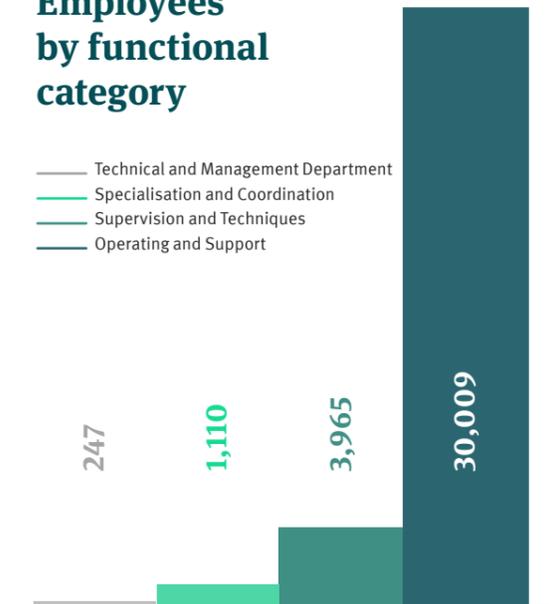
41 years
average age
of our employees

Focus on a type of management of people that attracts, develops and retains its employees, ensuring an even vision transversal to the Group.



Employees by functional category

- Technical and Management Department
- Specialisation and Coordination
- Supervision and Techniques
- Operating and Support






#inspire4action

Against gender violence and inequalities

Right after the International Women's Day, on 9 March, a day of protests against gender violence and inequalities takes place in Latin America and in particular in Mexico.

Against this background, Mota-Engil Mexico promoted an awareness-raising campaign on the importance of eradicating each and every type of violence against women, having produced a video on the topic – [“Un día sin mujeres”](#).

Diversity and inclusion

Diversity constitutes an important element of competitiveness: the more diverse the companies, the better their capacity is as regards attracting talent, innovating and increasing the levels of satisfaction of their workers, which increasingly meets the expectations of customers, investors, and society itself.

The action of Mota-Engil is guided by principles such as the fight against discrimination, the fostering of gender equality and equal opportunities and the promotion of a culture of openness, with recognition of the importance of leaving no one behind, as an ethical imperative and part of a socially responsible conduct.

Pursuing a consolidation of a business culture guided by equality values and aware of the fact that many of its areas of activity are traditionally masculine, Mota-Engil presents the Committee for the Equality Between Men and Woman, which triggered in 2019 and 2020 (and will extend to the three-year period 2021-2023) a set of procedures and measures aimed at contributing to a gender equality-rooted socially responsible management.



Women at Mota-Engil

4.698

NO. WOMEN

39

AVERAGE AGE OF WOMEN

31%

WOMEN WITH HIGHER EDUCATION

54%

WOMEN WITH PERMANENT EMPLOYMENT CONTRACT



The Equality Plan is aimed at raising the awareness of all workers for the Group's strategy for the equality between men and woman and integrates, in the regular training practices, contents on equality, in particular: stereotypes of gender; inclusive language and relation between the professional, familiar, and personal life.

With regard to recruitment and selection, it should be mentioned that the persons responsible for the respective procedures are aware of the need to

eliminate gender biases and organise the training actions so as to ensure equal access and participation to women and men.

The current procedures regarding the remuneration and bonuses system guarantee the respect for the principle of equal pay for equal work which, in turn, is based on an objective model of performance assessment impartial to any gender biases and refraining from applying penalties to workers for the exercise of their family responsibilities.

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Social and family support to workers

Continuing its social and family support programs, the Manuel António da Mota Foundation covered, in 2020, a broad spectrum of needs:

1. Study grants

Support to the access to higher education for children of employees of low socioeconomic status.

2. Financial consultation office

Specialised response to situations of over-indebtedness. The year of 2020 saw the conclusion of a protocol of collaboration between FMAM and DECO - Associação Portuguesa para a Defesa do Consumidor (Portuguese Association for Protection of the Consumers), whose purpose is to provide, free of charge, assistance to workers who are in a situation of over-indebtedness or in risk of financial imbalance, as well as to provide information and financial

guidance in order to prevent such situations. In order to alleviate the effects of the pandemic, this support is particularly relevant as regards access to the debt moratoria of the financial institutions applicable to mortgage credit, consumer credit and other operations of credit granted to natural persons.

3. Social support fund

Monetary assistance for situations of personal or family economic vulnerability.

4. Fund 1+2

Fundraising aimed at creating an internal solidarity network within Mota-Engil, for providing economic support to the Group's workers and members of their households. Based on the donations made by workers, Mota-Engil doubles that sum, which is then added to the previous sum, thus trebling the global amount for aid.

“I am very proud to belong to Mota-Engil that provides stability to their employees and cares with the well-being of their teams and their families.”

EMPLOYEE FROM THE URBAN ROAD OF SIERVO DE LA NACIÓN



 **3,973€**
AWARDED TO
2 WORKERS

With the award of 3,973€, in 2020 two workers of the Group received support: one from Mota-Engil Mexico, through the award of a wheelchair to a child with cerebral palsy, and the other from Mota-Engil Engenharia e Construção (Portugal), through the aid for health treatments.

5. First childhood

Measures of support to the birth rate intended for all employees who become parents, through the offer of a “baby kit” and a “pharmacy voucher”, and support to attend nursery schools by the children of the employees with low socioeconomic status.

Additionally, upon the initiative of the companies of the Group and the markets, local actions of support and internal solidarity take place.



A welcoming gift for the employee's new-born. Local initiative from Mota-Engil Central Europe (Poland).

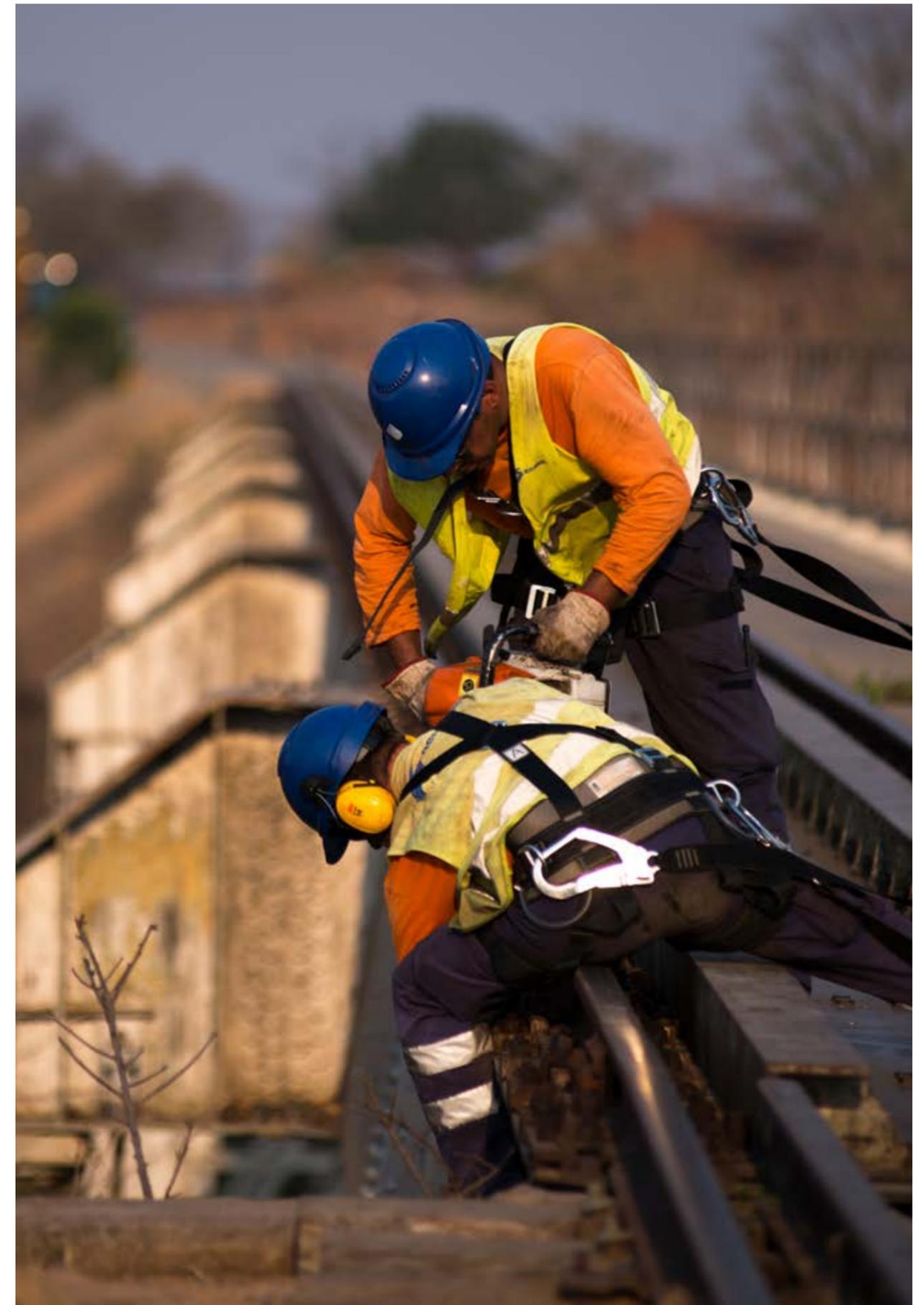
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5.2 — Health and safety



To keep our people safe and healthy is to us an unequivocal and non-negotiable priority.

It reflects our responsibility to our workers, their families and the communities.





Practical training focused on works at height, Concessions (Mexico).

The safety and health of people in general and of the Group’s employees in particular are at the centre of the priorities of Mota-Engil’s management.

An organisational culture centred on safety and health is essential for safeguarding one of our main assets, the people, and fundamental to the promotion of decent work. The nature and diversity of Mota-Engil operations, their geographic dispersion and the high number of people involved have a direct impact to the safety and health not only of the workers of the Group, but also of the neighbouring communities.

In the activity sectors in which the Mota-Engil Group operates, the occurrence of accidents at work takes on an absolutely relevant importance. Occupational Health and Safety constitutes not only a legal obligation but an ethical imperative. The safety and health of people in general and of the Group’s workers in particular are therefore at the centre of the priorities of Mota-Engil’s management, contributing:

- 1) To the increase of the well-being of the workers, their productivity, motivation and engagement;
- 2) To the reduction of injuries and illnesses related to work and rates of absenteeism as well as to the costs associated with their occurrence.

Certification of the Occupational Health and Safety management systems

Various companies of the Group have certified management systems, including health and safety at work (ISO 45001), apart from environment management (ISO 14001), quality (ISO 9001), among other certifications. Occupational risk management is thus coordinated by the Occupational Health and Safety areas of the different companies of the Group.

In order to meet the emerging needs and to contribute to the establishment of a new culture of collaboration between the various markets as well as of sharing of goals and good practices, Mota-Engil created the Safety, Health, Environment and Quality area (SHEQ). This new organic structure, transversal to the Group, is focused on the efficiency of the organisation, through the integration and alignment of the safety, health, environment and quality areas at a regional level.

Following the obtaining in 2019 of the integrated certification of the Africa region, as regards the various scopes (ISO 9001, ISO 14001 and ISO 45001) and for



Training action focused on works at height – use of harness (Rwanda).

Coverage of management systems SST certificates (ISO 45001):

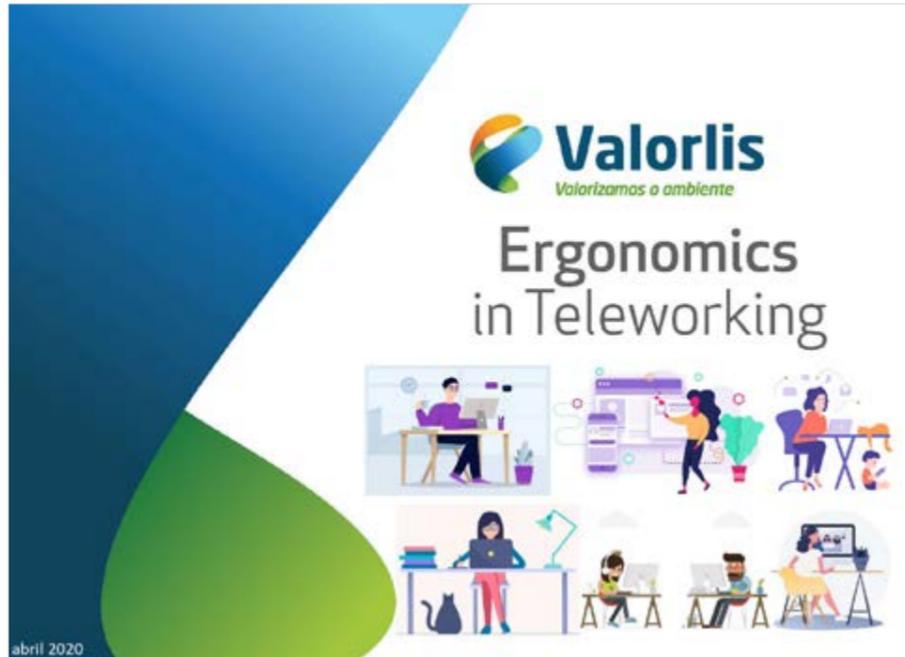


the various types of operation (construction, mining and waste management), 2020 marked the maturation and consolidation of this new concept of regional certification. The obtaining of the certification at this level grants international recognition to this new approach. This was the first step towards the full and global certification of the Group, the inclusion of the remaining regions in which the Group operates being scheduled for the coming years.

Of the lines of action currently defined and assumed by the SHEQ policy, it is worth highlighting the definition of programmes aimed at:

- Health, whose purpose, apart from the “traditional” monitoring of medical aptitude for work, is to achieve really physical and mental well-being of the workers.
- Visible leadership by example.
- Standardisation of basic and non-negotiable rules defined according to the risks and characteristics of the various operations carried out - “Golden Rules”.
- Standardisation of a level of competence and internal training.
- Autonomy, responsibility, and accountability.





Awareness-raising action focused on teleworking ergonomics, Valorlis (EGF, Portugal).

DUE TO THE PANDEMIC, MANY WORKERS OF MOTA-ENGIL WERE IN TELEWORKING. IN ORDER TO PREVENT THE ERGONOMIC RISKS, VARIOUS AWARENESS-RAISING ACTIONS WERE CARRIED OUT.

Prevention and control measures

The approach regarding Occupational Health and Safety follows an uniform methodology, in line with the best international practices and prescriptive guidelines.

It focuses on the identification of the dangers and assessment of the risks that affect both safety and health (regarded for this purpose as the physical and mental well-being), identifying the exposure and determining efficient measures of prevention and protection control in the various types of operations, and following the risk control hierarchy.

Mota-Engil invests in an intervention based on proactive safety and health and on human behaviour.

To reduce the occurrence of accidents at work and the development of occupational diseases, it is not enough to provide adequate working conditions and to transmit to our employees and other workers (for instance, sub-contractors and suppliers) that exercise their activity in our facilities and site the way to act and the procedures to follow.

Since human beings are prone to make mistakes in their effort to carry out their work, we heavily invest in awareness-raising and training (as early as the initial stage of integration) as a form of empowerment and development of the skills necessary to help make yours and your colleagues' work safer.

The Group carries out regular inspection and checks (including to the sub-contractors) and is subject to periodic audits.

It promotes the regular carrying out of drills and specific training actions, with the preparation and response to possible emergency scenarios in mind.

It is also worth mentioning that the workers, at the hosting session, are informed of their autonomy to report situations of danger and not to remain in a location under condition of exposure to those dangers and risks that might endanger their and/or third parties' safety and health. In case of identification of such situations, the workers have full autonomy



Simulation of fall of man overboard (Mozambique).

The Group carries out regular inspection and checks, and is subject to periodic audits. It promotes regular drills and specific training actions, with the preparation and response to possible emergency scenarios in mind.

to promptly inform the heads of the operation and the co-workers in order to be removed from the situation of danger until the risk is eliminated and the necessary safety/health conditions are reinstated.

These guidelines can be found in the Safety, Health and Quality Policy as well as in the Code of Ethics and Business Conduct and are reinforced at the level of training initiatives and toolbox talks. The implementation of a programme for reinforcing this topic is currently underway.

The identification/report of situations that might constitute a hazards and are part of the corporate culture of Mota-Engil, being reinforced in its policies and translated into the protection against reprisals contained in the Code of Ethics and Business Conduct and other associated procedures, such as the Reporting of Irregularities procedure.

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Occupational accidents

The life of each of our workers is priceless to Mota-Engil. Unfortunately, we still register fatal accidents in the context of our operations – in 2020, we had to regret the death of a worker as a result of the collapse of a jib from a mobile crawler crane. Following the investigation of the accident, preventive actions were defined and communicated to the whole Group as a lesson learner.

The year of 2020 registered the occurrence of 289 occupational accidents resulting in sick leave, each accident causing, on average, 17 days of work lost. This demonstrates that there is always

something more to do, to learn and to improve as regards the understanding and approach to the risks at the workplace and that this must be an ongoing and daily process, requiring the participation of all people.

It is worth mentioning that the goal of “ZERO fatal accidents” was contemplated in the policy of production incentives → (see chapter 5.1), also constituting a reason for celebration by the Mota-Engil teams, in particular within the scope of the construction projects, since the construction sector traditionally register a high occurrence of accidents at work (see achievements at the worksite).

Occupational accidents

Region	No. of accidents	
	fatal accidents	Non-fatal accidents with sick leave
Europe	0	91
Africa	1	173
Latin America	0	25
Total	1	289

Working days lost

Region	No. days lost	
	Total	No. days lost/No. of non-fatal accidents with sick leave
Europe	2884	31.7
Africa	1706	9.9
Latin America	370	14.8
Total	4960	17.2

Rates of deaths and of occupational accidents resulting in sick leave

Region	Rate of non-fatal occupational accidents resulting in sick leave	
	deaths and of occupational accidents resulting	Accidents resulting in sick leave
Europe	0	18.14
Africa	0.03	5.22
Latin America	0	1.75
Total	0.02	5.51

#inspire4action

Loving is taking care and protecting yourself

In order to increase the awareness to the importance of adoption of safe behaviours, ECB (Brasil) launched a drawing contest aimed at the children of the workers. With “Safety in the work environment of my mother/father” as the subject, the children’s drawings transmitted resounding images, appealing to their parents to return home safely. Various awards were granted to the winning drawings and all participating children received gifts.



There is always more to do, to learn and to improve as regards the understanding and approach to the risks at the workplace.



Winning drawing of category I, Gabriel Faustino (7 years), son of Neucido Faustino de Oliveira (Machine Operator), (Brazil).

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Achievements at the worksite

 **4,500,000**

worked hours without accidents with absence (1,000 days without accidents with absence from work)

1 and 2. Mining project of Moatize (Mozambique).



 **1,438,550**

man worked hours without accidents

5. Cardel-Poza Rica Work (Mexico).

 **3,311,492**

man worked hours without accidents

6. Gran Canal Work (Mexico).



 **3,000,000**

worked hours without accidents with sick leave

3. Project Siguiri Gold Mine (Guinea).

 **2,400,000**

worked hours without accidents with sick leave

4. Work no. 233, Torto Dam in Barão de Cocais MG (Brazil).



2.000.000 HORAS

SEM ACIDENTES

EQUIPA DO HOSPITAL GERAL DE CABINDA

 **2,000,000**

hours worked without accidents

7 e 8. Works contract for the construction and Resourcing of the 1st Stage of Cabinda General Hospital (Angola).

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Breath analysers at the workplace (Uganda).



Vaccination campaign (Mexico).

We invest in health literacy promotion campaigns, adapted to the reality and contexts of the various geographies in which we operate.

Promotion of occupational health and well-being

Mota-Engil carries out health surveillance and promotion programmes, ensuring the realisation of occupational health consultations, medical exams, screening tests, vaccination campaigns (for example, against the influenza virus), control of exposure to physical agents, among others.

It also invests in the promotion of health literacy, a campaign that is often adapted to the reality and context of the various geographies in which it operates (see indicated highlights for each of the geographies).

In 2020 the focus on the protection of the workers' health was reinforced, so as to respond to the urgency and complexity of the existing pandemic.

This reinforcement was reflected in the implementation of initiatives aimed at the prevention and protection against COVID-19 (contemplated in COVID-19

Contingency Plan of Mota-Engil), and also in initiatives that allowed for [\(see chapter 1.2\)](#):

- The systematised identification of the state of health of all workers (as prevention of occupational diseases);
- The follow-up of the physical and mental health of the workers;
- A greater efficiency in the process of evacuation of workers in case of health or physical emergency.

In this context, and encompassing all the companies of the Group, actions were carried out for informing and raising the awareness of the workers to the risks and preventive measures to be implemented in the fight against COVID-19.

#inspire4action

Together we are healthier!

Ersuc (EGF) implemented in 2020 the "Apples on Thursdays" campaign, for promoting healthier eating habits.

On Thursdays, at the cafeterias, fruit started to be made available, accompanied by the submission of emails and the attachment of promotion posters with messages on the benefits of fruit and appealing to its consumption.



Consultation and participation of workers

The processes of consultation and participation of workers perform a crucial role in the achievement of the intended results as regards safety and health at work.

At the Mota-Engil Group, various channels permitting the consultation and participation of workers are defined, of which the meetings of the Occupational Health and Safety Committees (of a regional, market/ country, project/company level), the toolbox talks (informal safety meetings focused on Occupational Health and Safety topics that take place at the beginning of a work or shift), the surveys for consultation and the direct participation of the workers, among others, are worth of note. In addition to those channels, there is also the corporate digital portal and the process for

training initiatives and clarification sessions, that serve as a means for the provision of relevant information, as regards Occupational Health and Safety.

Within the scope of Occupational Health and Safety, there is a set of initiatives that are cyclical and integrate the work routines and methodologies and approach of the Mota-Engil Group to the Occupational Health and Safety issues (as described throughout the chapter). The choice of initiatives that are presented as follows was made considering the activities from 2020 that stood out for their specificity, scale or diversity, and taking note of the various business areas and regions in which Mota-Engil operates, and goes beyond the examples mentioned.



DDS - Daily Safety Dialogue (toolbox talk) on COVID-19 prevention measures on platform, Oil & Gas (Brazil).

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Tips to promote Mental Health (Ireland).

According to the IHME - Institute for Health Metrics and Evaluation, 18.5% of the Irish population presents mental health disturbances.



Europe

Ireland

Construction safety week overcoming labour risks

In Ireland, the Safety in Construction Week was celebrated from 19 to 23 October 2020.

Mota-Engil adhered to such celebration with a five-day programme envisaging in-person and remote presentations, such as inspiring talks, sharing of tips and relevant statistics, conduction of exercises, among many other activities.

Recognising the impact that the COVID-19 pandemic brought about in terms of mental health, one of the days was devoted to this topic. According to the Institute for Health Metrics and Evaluation (IHME), 18.5% of the Irish population presents mental health

disturbances, which places Ireland third place in Europe in terms of prevalence.

The remaining topics covered included the risk of being run over and pedestrian safety in the worksite, occupational health in construction (dedicated to musculoskeletal diseases), working at height as well as the response in situations in emergency.

Nurturing well-being: the importance of an environment oriented towards people

The Safety and Well-Being Committee of the Glan Agua and MEIC companies was established to lead the development and implementation

Poland

Vertical transport: discover, protect and carry!

of actions within the scope of the Well-Being at Work Programme and to issue recommendations. Constituted in 2018, it performed a crucial role throughout 2020, during the COVID-19 pandemic.

Among the topics developed was the promotion of workers' health, the importance of mental health, the adoption of healthy eating and life-style (for instance, through fitness activities, cooking classes) but also financial topics. Likewise, the Committee encourages all levels of leadership to be involved in the creation of an open and supporting environment in which workers feel encouraged to participate, and to establish partnerships with various stakeholders within the scope

As a result of the large number of accidents observed in the construction industry associated with the vertical transport process, as well as of the entry into force in 2019 of specific regulations, Mota-Engil Central Europe has two-year long project within this scope underway.

In 2020, a catalogue of good practices was drawn up, focused on the appropriate method for attaching loads for vertical transport through the use of movement devices, The catalogue will be used for training sessions at the workplace and for distribution among workers dealing with vertical transport. The project also provides for a training programme for workers in charge of assembly and signalling.



Safety standards applicable to vertical transport (Poland).

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Simulation of fire, Algar (EGF, Portugal).



Use of new protection helmet, SUMA (Portugal).

THE TESTED EMERGENCY SCENARIOS CONTEMPLATED FIRE SITUATIONS WITH DIVERSE ORIGINS (SOME OF WHICH USING CONTROLLED REAL FIRE), ASSISTANCE TO VICTIMS AND PARTIAL EVACUATION OF THE FACILITIES AND CONTAINMENT OF LEAKS.

Portugal

EGF | Testing for repairing

With the objective of testing the Internal Safety Plans and the training of occupiers of the facilities in mind, Algar carried out in 2020 various exercises for preparation and response to emergencies.

The simulations involved the presence of Civil Protection and Firemen Corporations as observers and partners in the preparation/implementation of some simulations. In total, 75 workers of Algar were involved.

The scenarios of emergency tested contemplated situations of fires with diverse origins (some of which using real fire controlled), assistance to victims and partial evacuation of the facilities and containment of leaks.

SUMA | Tailblazer individual protection: adjustable, comfortable and ventilated helmet

In pursuance of the policy of adoption of best practices, SUMA has been providing new personal protection methods and equipment that constitute to efficient solutions for its workers in the field.

As a result of the constant risk assessment and following a period of study and tests, SUMA proceeded to introduce new personal protection equipment (PPE): an individual, adjustable, comfortable and ventilated helmet. The helmet is thought for all workers performing duties on the step boards of the vehicles. It provides additional protection against possible risks arising from falls, with a view to the reduction of the respective impact

Mota-Engil Angola invested in a safety campaign focused on works at height, which took place in 2020.



Africa

Angola

Starting with safety to end the day well

Falls from height constitute the most common cause of serious injuries and deaths in the construction industry.

Aware of that fact, Mota-Engil Angola invested in a safety campaign focused on works at height, which took place in October 2020.

Leaflets were created and training initiatives were carried out so as to draw attention to the use of safety harness, precautions to take in the use of portable ladders, working platforms, lift platforms and disassembly of tower crane.

Malawi

HIV/AIDS: Raising awareness for prevention

Millions of people in Africa live with the HIV/AIDS virus, many of whom do not even know they are infected by the virus. Aware that this constitutes an important public health problem in the African continent,

Mota-Engil Malawi promoted in January 2020 a prevention campaign at the office premises of the Kapichira project.

The purpose of the campaign was to increase the awareness of workers to the prevention of HIV transmission, placing emphasis on the importance of the HIV positive workers joining antiretroviral therapy and of other workers doing the voluntary HIV test.

The campaign was jointly conducted with One Community, an organisation dealing with HIV/AIDS-related issues in the Chikwawa district hospital. A total of 50 boxes of condoms were provided to the campaign and distributed on the same day, and a HIV prevention training was carried out.





"Blue November" campaign, Mota-Engil Mozambique (Mining).

WE INVEST IN VIGILANCE PROGRAMMES AND PROMOTION OF HEALTH, AND IN THE INCREASE OF HEALTH LITERACY.

Mozambique

Raising awareness for prevention: investment in health literacy

Mota-Engil Mozambique, in the last quarter of 2020, carried out many actions for promoting health literacy.

"Rose October" and "Blue November" were observed and dedicated to the prevention of breast cancer and prostate cancer, respectively. It should be mentioned, for example, that prostate cancer presents an incidence rate of 16% in male individuals in Mozambique. Actions aimed at the prevention against malaria and HIV/AIDS transmission were also carried out.

These actions were aimed at the presentation of statistics, signs and symptoms, diagnoses, associated measures of prevention, among other information.



"Rose October" and "Blue November" campaigns, Mota-Engil Mozambique (Mining).

Families have a crucial role in encouraging workers to adopt safe practices.



Latin America

Brazil

Oil&Gas | Because someone is waiting for us

December is accompanied of a feeling of much anticipation and joy, due to the end-of-year festivities, particularly to the workers from the oil platforms. This euphoria, however, may give rise to neglect and occupational accidents, rapidly ending up the festive atmosphere.

In order to raise the awareness of the workers to the importance of the safety standards and procedures and the registration of Raising awareness for prevention: investment in health literacy and deviations observed, the Oil&Gas company of Brazil carried out the "Someone is Waiting for You" campaign in the Macaé unit, in the State of Rio de Janeiro.

The campaign had a heavy personal emphasis, with involvement of the workers' children, and a video was recorded with their testimonials, raising the awareness of the parents to the importance to take due care during the working hours so that they can



Awareness-raising campaign "Someone is Waiting for You", Oil&Gas (Brazil).

return home safely and enjoy time spent with their families. The videos were played for all workers at the operating base of Macaé and at the platforms.

SUMA Brazil | Sharp tools: appropriate packing

Due to the pandemic and with people spending more time at home, there is a higher generation of waste, with special focus on shattered glass, needles and syringes, which may constitute a situation of danger to the operators of SUMA Brazil, due to the possibility of cutting and of biological risk.

In September 2020, the company carried out two accident prevention campaigns, aimed at raising general awareness to the appropriate forms of packing that waste.

This campaign was disseminated with the groups of the Service Centres and social networks of the company.

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MOTAENGIL

*With everyone and for everyone,
to reflect*

06 — Environmental responsibility

We continuously seek to minimise the environmental impact of the Group's activities and simultaneously to promote and participate in initiatives of awareness and environmental preservation.

protection

6.1

Energy and climate change

6.2

Natural resources utilisation and management

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2020 through the eyes of our people

With everyone and for everyone, to reflect...
resilience . effort . duty
adaptation . prevention . balance



Marisa Silva
Production (Constr) | Contractual Management Technician
VIBEIRAS

My work allowed us to continue to ensure the maintenance and improvements of green spaces which in a pandemic context recognises the positive impact they have on society. It was essential that we never stopped working and demonstrated our ability to adapt and improve, challenge by challenge. Personally, I managed to develop new skills and greater **resilience**.



Joás Gonçalves
Production (WM) | Operator
EGF

During COVID-19, my work had to adapt. Materials had to be quarantined, working hours adjusted and contact with my team more controlled. Despite the need to **adapt** to this new situation, I know all the measures were taken to ensure my safety and that of my colleagues.



Lídia Salgado
Production (WM) | Engineering Technician
SUMA

Not everyone reacted to the pandemic in the same way. Whereas some panicked, others acted as if it didn't even exist. At SUMA, we had to manage all of this and apply **prevention** rules every day. At the same time, we ensured our clients continued to receive our services, which never stopped. With great determination, we won.



Carlos Ferreira
SHEQ | Technician
MEEC

Managing this new risk as a priority, we adopted the aim of breaking the potential chains in infection, allowing the company to continue operating and guaranteeing the safety of the families of its employees, suppliers, and subcontractors. Thanks to the collective **effort**, we have managed to keep the impact on our operational goals and the lives of our employees to a minimum.



Julio Feliz
Production (Constr) | Operator
DOMINICAN REPUBLIC

During COVID-19, my work was very important, because it allowed me to continue to fulfil my **duty** in the midst of a global pandemic by helping the company to achieve its aims and reach the objectives established with our client. By continuing, we achieved the goals defined and the new dock began to work immediately, providing another support for the country's economy.



Colm Dillon
Production (WM) | Manager
IRELAND

In 2020, I was able to continue working with our supply chain partners to ensure we maintained and developed our relationships. The working practices developed by the company allowed us to work safely during the pandemic, encouraging remote working and ensuring we all kept a healthy work-life **balance**.

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Aware that the planet has a limited capacity for generating resources, we are committed to a responsible and prudent performance.

We seek to respond to the needs of the present, without endangering those of the future.



Environmental protection and responsibility constitute an integral part of Mota-Engil's strategy. Aware that the planet has a limited capacity for generating resources, it is necessary to find a balance between the satisfaction of the needs of the present and the needs of the future generations, as well as to respond to the challenges posed to the companies and to a society of consumption.

The concern with environmental protection reflects at the level of the operations of the companies of the Group and, in particular, its business areas, with the following standing out:

- In waste management, through which the Group is present in the whole value chain, from urban cleaning to the collection, treatment and recovery of waste, with technology developed in the production of energy (waste-to-energy). It operates in Portugal (EGF and SUMA), Angola (Vista Waste), Ivory Coast (Eco Eburnie and Clean Eburnie),

Mozambique (Ecolife) and Brazil (SUMA Brazil);

- In water and waste-water treatment stations management in construction, through MEIC and Glan Agua (Ireland);
- In the energy production sector, through Generadora Fénix, the first private operator
- in the Mexico market;
- In the building maintenance, environment, industry, energy and landscape architecture (Multi-services business sector) sectors, through the companies Manvia (Portugal and Spain) and Vibeiras (Portugal). Through services rendered in these areas and recourse to innovative technology, it supports its customers in the pursuance of their own sustainable objectives, through the promotion of eco-efficiency, among others.

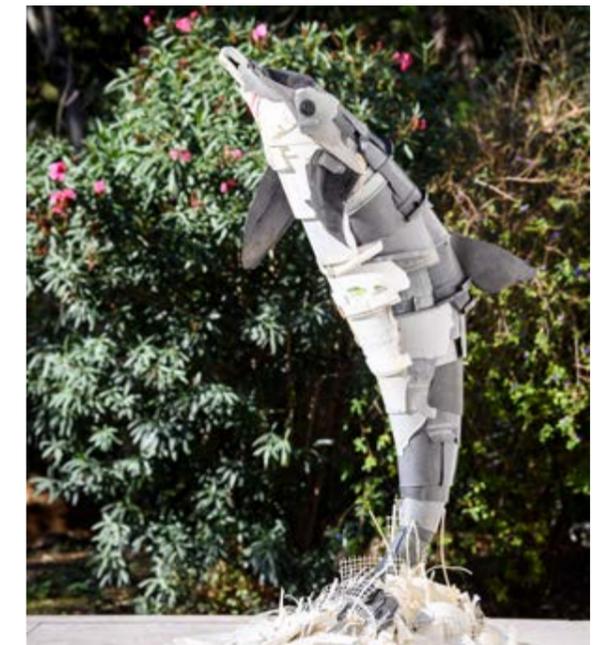


Release of sea turtles on the beaches of Costa Canuva (Mexico).

Similarly to any other organisation and as a result of its activity, Mota-Engil interacts with the Environment in different ways, which ends up causing environmental impacts.

It is worth highlighting the consumption of natural materials and resources, with emphasis on energy, renewable and non-renewable raw materials and water. It should be mentioned that the large and diversified consumption of materials causes an impact to the value chain, upstream through the substantial consumption of the resources, in the specific operation and in the efficient management of those resources, and downstream through the management of the waste produced by operations that cannot be reused or reintegrated in the production process, bringing about the need for its responsible routing for disposal and end of its life cycle.

For some business areas, some potential impacts on habitats and biodiversity, as well as atmospheric



"Dolphin Jumping Out of Water", a piece created by Xico Gaivota (Ricardo Ramos) for the campaign "The Future of the Planet is not Recyclable" based on plastics and other materials collected in beaches and non-licensed zones by EFG (Portugal).

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Simulation of environmental accident of leak of hydraulic oil in the soil, promoted by Vista Waste (Angola).

emissions and emissions of odours, noise generation, effluents and leachates are worth mentioning.

Within this scope, attention should be drawn to the fact that the companies of the Group, in the three geographies and in the various markets in which they operate, have invested in the implementation and certification of integrated management systems, including environmental management (ISO 14001).

Mota-Engil also has, since 2019, a regional certification for the various operations in Africa [→ \(see chapter 5.2\)](#). All in all, the Group presents integrated certifications regarding the environment, quality and safety in 87.5% of the countries in which it is present.

The environmental risk management is coordinated by the Quality and Environment areas of the various companies of the Mota-Engil Group, which are committed to the identification and fulfilment of the

legal requirements of each geography and the adoption of sustainable and efficient practices, with a view to minimise negative impacts and boosting positive the impacts associated with their activities.

The management of environmental aspects and impacts is ensured considering scenarios of regular, anomalous and emergency operation (for instance, potential accidents such as spills, fires, leaking, explosion).

The provision of technical, human and financial means is not sufficient in itself for ensuring the minimisation and control of the environmental impacts. In order to ensure an efficient environmental management and the achievement of the goals and targets defined by each company, it is crucial to promote training and increase the awareness of workers, encouraging their role and engagement.

To that end, the Mota-Engil Group has been reinforcing the actions developed within the scope

#inspire4action

Art through recycling: getting closer to our employee's families

In December 2020, Mota-Engil Colombia promoted a painting contest using recycled materials, aiming to involve the families of their employees, stimulate the feeling of belonging to the company and, at the same time, raise awareness of environmental issues. Children, nephews and brothers of the employees, with ages between 3 and 18 years old, were invited to participate, and had to answer to the question "What contribution do you want to make to the planet, from Mota-Engil, so that

it can be better and better?" or "What would you like to be at Mota-Engil when you grow up?".

The challenge proved to be a source of inspiration and creativity for the children, who created real works of art, which surprised everyone. These will be preserved and will have an exhibition space in the company. Six winners were chosen by random drawing and received a prize as a reward for their effort and creativity.



"WITH MY PARTICIPATION, I WANT TO BRING UNION TO THE PLANET, TOGETHER WITH MOTA-ENGIL BECAUSE FROM THE SMALL THINGS COME THE GREAT SUCCESSES. THANK YOU FOR TAKING INTO ACCOUNT/INVOLVING US"

CHILD PARTICIPATING IN PAINTING CONTEST (COLOMBIA)

Gabriela Urbina Zamora

of the promotion of responsible and proactive behaviours, both with regard to the companies and to the communities in which it is present

[→ \(see chapter 7\)](#). It promotes awareness-raising and environmental education initiatives in areas deemed as a priority, such as waste management and resource preservation, among others. These initiatives are aimed at workers and different target audiences, so that they become agents for action and change and more aware citizens.

More specific information on Mota-Engil's approach to energy and climate change [→ \(see chapter 6.1\)](#) and to the utilisation and management of natural resources [→ \(see chapter 6.2\)](#), which are deemed as aspects transversally applicable and relevant to the Companies of the Group, is presented as follows.

In addition, the main performance indicators are presented and some of the initiatives of greater relevance occurred in 2020 are highlighted.



The Mota-Engil's workers participated in the national environmental walk against pollution by plastic that took place in Kampala on 13/02/2020 (Uganda).

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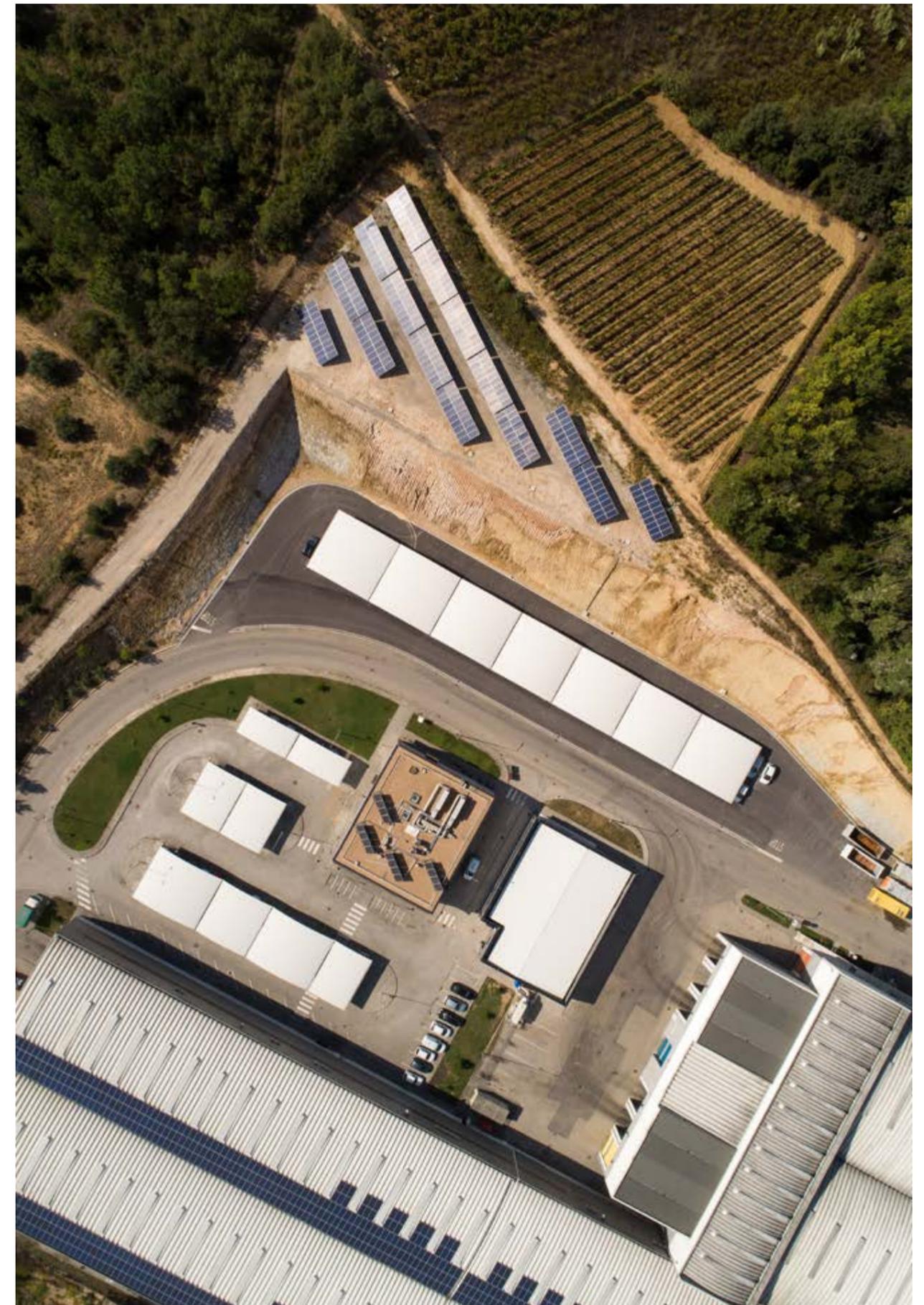
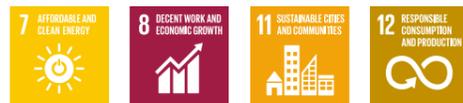
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6.1 — Energy and climate change

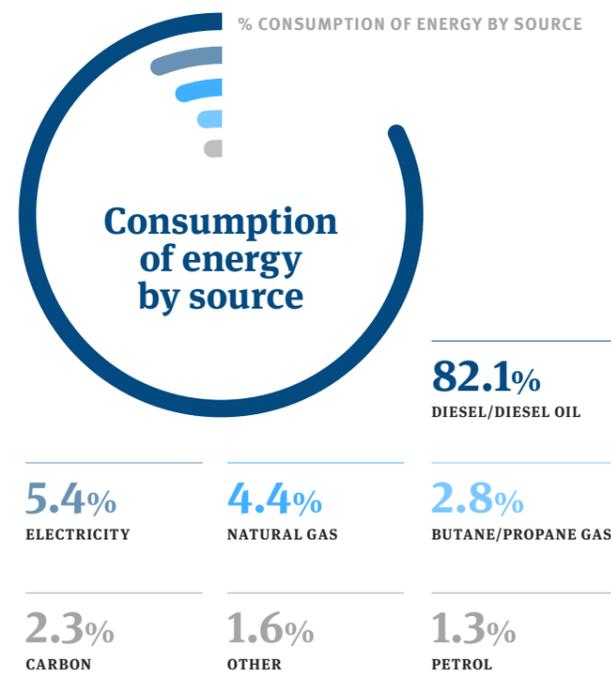
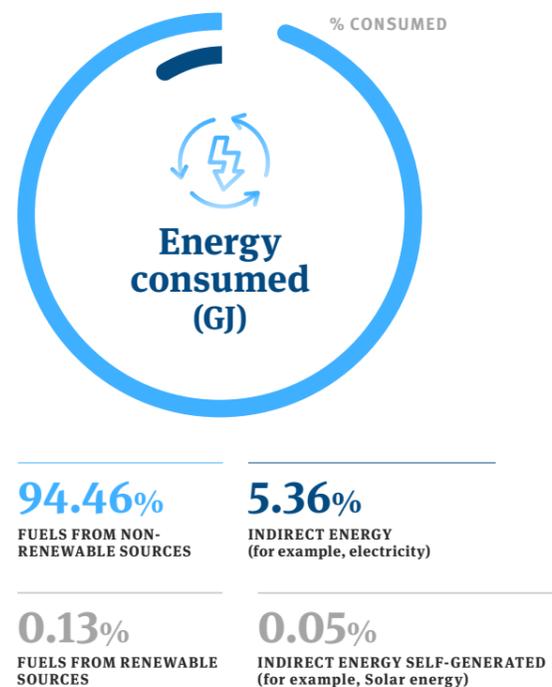
The search for a greater energy efficiency and the option for renewable energy sources are part of the Group's investments.

The objective is the reduction of costs and carbon footprint, contributing to the fight against climate change.



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Energy



Mota-Engil is highly dependent upon fossil fuels (with emphasis on diesel), due to their use in light-duty and heavy-duty vehicles, generators and different machinery, among others, particularly relevant in the engineering and construction, mining, logistics (rail transport of goods) and waste management business areas.

Regarding energy purchased, it essentially concerns the consumption of electricity, but it is also worth mentioning the energy self-generated by the organisation itself for own consumption (for instance, recourse to a solar photovoltaic system) and also the sale of energy, associated with cogeneration processes, with emphasis on the Energy Recovery Plant of Valorsul (EGF, Portugal).

The search for a greater energy efficiency and the option for renewable energy sources constitute important measures to reduce costs and the greenhouse gas emissions (GHG) and thus contribute to the fight against climate change. At this level, it is worth highlighting:

- The growing investment in a solar photovoltaic system;
- The growing focus on vehicles with electric engines;
- The optimisation of the production process, particularly through the reduction of unnecessary movements, by way of a more efficient planning of operations;

Approach to reducing the Group's carbon emissions



- The conduction of studies for determination of the optimal time for changing oils and lubricants, without compromising the lifetime of the equipment;
- The GPS monitoring of equipment, promoting the optimisation of the route with the reduction of fuel consumption;
- The concern with the construction of energy-efficient buildings;
- The reinforcement of the introduction of ecologically more efficiently solutions (from a life cycle perspective) with designers;
- The general conditions for subcontracting and the supply of materials, envisaging the recourse to more efficient materials and with a smaller carbon footprint;
- Integration and participation in Collaborative Laboratories, as the [BUILT CoLAB](#) (see chapter 4.1), which aims to promote digital and climate transition of buildings and infrastructures, making them adaptable, intelligent, resilient and sustainable.

In 2020, the COVID-19 pandemic, on account of the imposition of restrictions on travelling and the implementation of teleworking, contributed to the reduction of local and international travels for work purposes and the commuting movements of the workers themselves, which reinforced the travelling minimisation policy.

It should be mentioned that Mota-Engil is consolidating the methodologies for ascertaining energy consumptions and calculating GHG emissions (scopes 1 and 2) and that the data presented is still just an approximation. The disclosure of reliable and comparable information regarding the Group's activity is part of Mota-Engil's commitment to take decisions that are informed and supported by an efficient management system and to establish a trusting relationship with the various stakeholders. The multi-sectorial nature of the Group's activities and its presence in various geographic contexts pose challenges where information gathering and treatment are concerned. The process in course is also intended to support the definition of the new Sustainability Agenda and Roadmap.





Solar photovoltaic system, RWSS WTS of Thurles (Ireland).



Europe

Ireland

Installation of the solar photovoltaic system at the water treatment station of Thurles

In 2020, Glan Agua designed, installed and commissioned a solar photovoltaic system of 100 kWp in the newly built Water Treatment Station (WTS) of Thurles. It was installed with the scope of reducing operation costs, responding to increases in energy prices, reducing the carbon footprint and generating green power, to be used solely on site.

The new system will allow to produce, on an annual basis, 10% of the total consumption of the main building (83,264 kWh/year), enabling a reduction of 40 tonnes of CO₂. Irish Water aims to be, by 2021, 33% more energy-efficient for each cubic meter of water and wastewater treated, wherefore this measure will constitute an important contribute to this objective.

The new system will allow to produce, on an annual basis, 10% of the total consumption of the main building,

ENABLING A REDUCTION OF 40 TONNES OF CO₂.

Portugal

EGF | investment in energy efficiency and solar photovoltaic system

With a view to reduce energy consumption by 4%, ERSUC invested more than 1.9 million Euro in a measure package aimed at increasing energy efficiency, investing in renewable energies and, as a result, reducing its carbon footprint.

Among the measures implemented, it is worth mentioning:

- The installation of photovoltaic panels, with an installed power of 950 kWp and an expected energy production of 1,435,248 kWh/year;
- The replacement of conventional light fixtures at the premises for 900 LED light fixtures will enable savings of 52% of energy consumed for lighting;
- The installation of 272 translucent tiles (corresponding to a 2,856 m² surface filled with tiles) for favouring natural light in the manufacturing areas;
- The investment in an energy management system;
- Installation of two electrical loading stations for hybrid vehicles, with a capacity to load three vehicles each.

Investment made by ERSUC



To reduce the carbon footprint, through the increase in energy efficiency and the investment in renewable energies.



Photovoltaic solar park and translucent tiles installed in Ersuc's manufacturing areas in Aveiro and Coimbra (EGF, Portugal).

THE PILOT PROJECT FOR THE INSTALLATION OF SOLAR KITS IN TWO VEHICLES OF MAVIA ENABLED TO RECOVER THE INVESTMENT MADE IN LESS THAN THREE MONTHS.



Vehicle with solar kit from Manvia (Portugal).

Manvia | Vehicle with solar kit: inspiration in renewable energies

Considering the pursuance of the commitment to sustainability in its day-to-day activity, the consumption of natural resources is a priority to Manvia.

To that end, and following up on the obligation to have vehicles on the roads, with intermittent signalling and the engine running, the company developed a pilot project envisaging the installation of a solar kit in two vehicles.

The purpose is to guarantee the supply of the vehicle's battery, allowing it to have intermittent signalling independently from the vehicle.

Considering that, on average, a vehicle can be stationary about 4 hours with the navigation lights on, this measure equates, in the two vehicles, to an average saving of 1,689.6 l/year and 2,534.4€/year and represented a payback period of less than 3 months

Manvia | The company supports the implementation of energy efficiency measures at EPAL

Through a public tender, Manvia ensured the acquisition of services for the operating support to the implementation of energy efficiency measures at the facilities of EPAL – Empresa Portuguesa das Águas Livres, S.A., in all its scope of intervention, including the West zone.

The services rendered essentially focus on the support to the maintenance area and consist of the development of energy and operating optimisation processes in the facilities and equipment of EPAL, with a view to the implementation of energy efficiency improvements.

Possessing experience with regard to the change and upgrades of facilities and electrical and electromechanical equipment, Manvia represented an increase in value for EPAL regarding the implementation of energy efficiency improvement measures.

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MEEC Porto Office Park



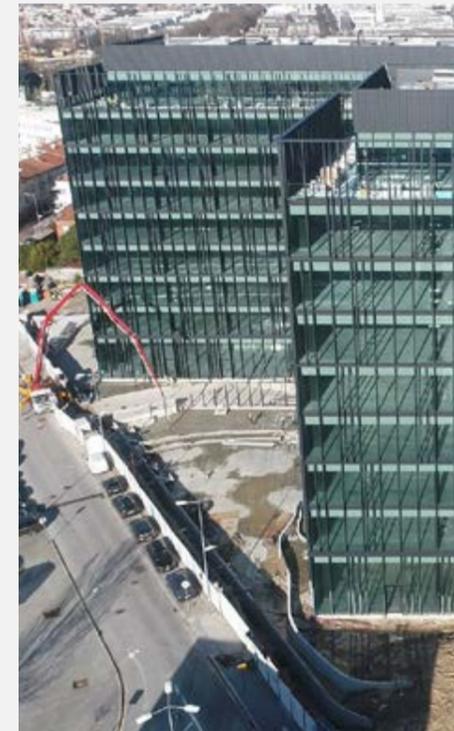
In focus

Porto Office Park rated "excellent" grade according to the BREEAM reference.

P [Porto Office Park](#), a work executed by MEEC, obtained the “Excellent” mark according to the BREEAM rating. [BREEAM](#) is a global leader in the assessment of the sustainability performance of projects focused on master planning, infrastructures and buildings.

The BREEAM certification envisages the various stages of the lifecycle of a building, from construction to utilisation and refurbishment. It measures the sustainable value along a series of ten categories, ranging from energy to ecology. Each of those categories covers the most influential factors, including projects of low impact and reduction of carbon emissions, durability and resilience of projects, adaptation to climate change, and ecological value and protection of biodiversity.

This was the first MEEC project with BREEAM certification. Apart from the compliance with legal provisions, this project required additional requirements of an environmental/social/safety nature, the search and development of new solutions, the involvement of the teams and their stimulation for new realities, the change of some routines and the involvement of the various stakeholders of the project.



MEEC actively took part in the construction stage, at the MAN 03 - Responsible Construction Practices requirement, having obtained the highest rating (6/6). Among the measures implemented, it is worth highlighting, at the procurement level, the search in the market for construction solutions with materials with DAP - Declaração Ambiental do Produto (Product Environmental Declaration), so as to meet the technical requirements and ensure the quantitative information of the environmental impacts of the material throughout its lifecycle; and equipment with low consumption to incorporate into the work in order to achieve the consumption targets defined by BREEAM.

THE PROJECT WAS DISTINGUISHED WITH THE BREEAM INTERNATIONAL CERTIFICATE AND CLASS A ENERGY CERTIFICATION, IN A PERFECT SYMBIOSIS OF ARCHITECTURE, ENGINEERING AND CARE IN THE PROMOTION OF SUSTAINABILITY.

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Vehicle fleet of the municipality of Coimbra run on natural gas and operated by SUMA (Portugal).

COMPOSED OF SIX VEHICLES, THE NEW FLEET INVESTS IN THE IMPROVEMENT OF AIR QUALITY BY USING A FUEL THAT PRODUCES LESS EMISSIONS OF GASEOUS POLLUTANTS.

EGF | Fuel integrated management solution

Valnor is the urban waste management system with the largest licensed area in Portugal, amounting to approximately 12,000 km². Valnor has a fleet of about eighty vehicles and equipment, wherefore logistics is of paramount importance to the daily management and sustainability of the company, the fleet of urban waste transport of Valnor being characterised by operating in an extended area characterised by its asymmetry in terms of orography.

Complementary to the fleet, the equipment of support to the management of the treatment and final destination facilities also uses fuel for carrying out the respective activities.

The existence of fuel management solutions therefore assumes essential importance in the daily management of the company.

In January 2020, an integrated management solution of the fuel supplied was implemented. The investment made consisted of three complete terminals of diesel supply located in the three main facilities of Valnor, as well as of the data communication equipment associated.

It constitutes a robust and centralised fuel management solution, with real time recording of all supplies made at Valnor facilities (quantity

supplied and vehicle/equipment supplied). The new paradigm enables a more efficient follow-up of the production and logistics areas and the analysis and implementation of additional activity optimisation solutions.

SUMA | Fleet of environmently friendly vehicles

The waste collection and container washing operations in the municipality of Coimbra were carried out by equipment run on natural gas. This fleet will be operated by SUMA, a strategic partner for public health and hygiene actions in that municipality.

Composed of six vehicles, this fleet invests in the improvement of air quality by using a clean fuel that reduces the percentage of carbon dioxide and nitrogen oxides released into the atmosphere, while simultaneously reducing extraction and processing costs.

Besides its optimised technical characteristics, the equipment combines the raising awareness for the civic participation of producers of waste, appealing to a greater environmental literacy and positive energy in the fulfilment of basic rules of civility. The release of this fleet intends to boost awareness to the problem of atmospheric pollution and to meet the community targets that Portugal is bound to by PERSU 2020/2020+.



Sustainable mobility project implemented at the office premises of Bogotá (Colombia).



Latin America

Colombia

Promotion of sustainable mobility in workers' commuting movements

At Mota-Engil Colombia, 94% of the office workers commute to and from work on a daily basis by personal vehicle or public transport (run on internal combustion engines). On average, each worker covers about 20 km/day, which at the end of the year amounts to an emission of approximately 19 tonnes of CO₂ (scope 3).

These commuting movements, based on the consumption of fossil fuels, constitute an important source of GHG emissions, contributing to climatic change as well as to atmospheric pollution and noise generation.

Aware of this fact and of Colombia's commitment, through the Paris Agreement and the achievement of SDG, to reduce by 20% the GHG emissions by

At Mota-Engil we are committed to the Environment and the promotion of air quality in the city.

2030, Mota-Engil Colombia implemented, within the scope of the ACERCAR programme of Bogotá District Secretariat for the Environment, a project in the sustainable mobility area that relied on the active participation of its workers.

The project consists of the incentive to the use of alternative transport, such as bicycle, scooter or electrical vehicle. Although the pandemic situation has hindered the development of the project, on account of the lockdown and the restrictions to the simultaneous number of people at the offices, five workers joined the project in December 2020.

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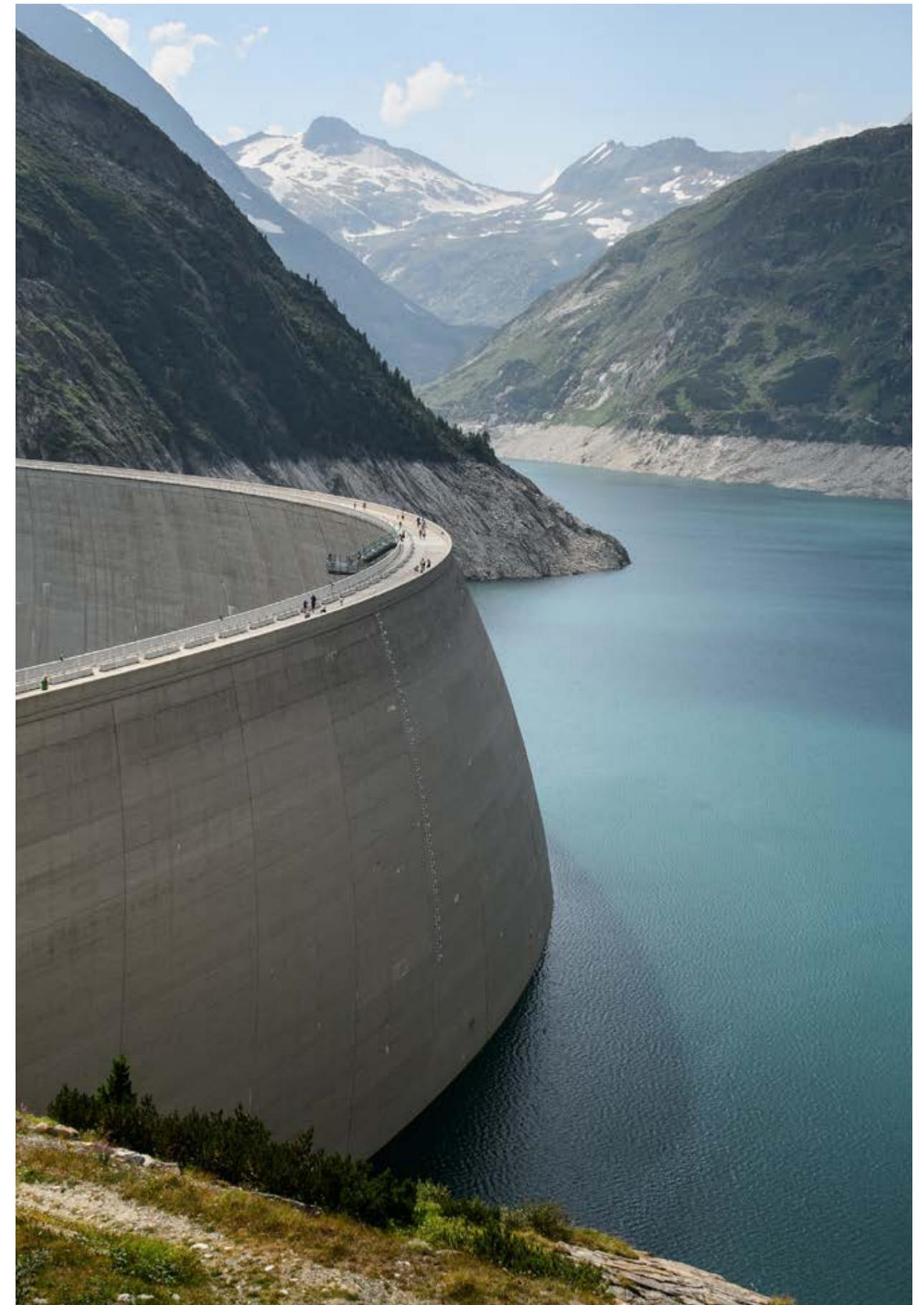


6.2 — Natural resources utilisation and management



To reduce the consumption of resources and contribute to the protection of the ecosystems.

These practices constitute an integral part of our day-to-day life.



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With a view to the optimisation of resources, Mota-Engil seeks to adopt solutions that promote material circularity.



Consumption of materials and circular economy.

The type and quantity of materials used by an organisation reflect the dependency upon natural resources and the impact to the availability of such resources.

In 2020, Mota-Engil consumed around 29 thousand tons of renewable materials and, approximately, 12 millions of tons of non-renewable materials.

These data refer to the types of materials considered to be the most representative of the Group's various activities, with emphasis on materials associated with the engineering and construction business area, where this consumption is more significant. In this context, it should be noted that the consumption of materials can vary greatly between geographies and between years, as it depends on the nature and size of construction projects.

With a view to the optimisation of resources, particularly in the engineering and construction business area, where it is more intense, the Group expresses concern with:

- Increasing the course of life of the product constructed/adoption of more durable solutions;
- Promoting the circularity of materials, for example, through the application of machined bores, in terms of construction and demolishing waste.
- Searching the market for materials with less environmental impact;
- Investing in innovation through the integration and participation in collaborative laboratories.
- It is worth highlighting, in this context, the participation in the Collaborative Laboratory for Circular Economy, CECOLAB.

The digitalisation of the processes, as an approach transversally applicable to the Group, also constitutes an important measure for resource optimisation.

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Europe

Portugal

EGF | AEIRU: an example of circular economy

Produced by Valorsul as a result to the energetic recovery of waste, [AEIRU - Artificial Aggregate coming from Waste Incineration Slags](#), is used by the group of EGF concessionaires, for example, as cover for landfills, paths and control of potential fires, the consumption in 2020 having amounted to more than 23 thousand tonnes of that aggregate.

It is worth mentioning that this product is certified and bears CE marking for use in railway constructions – base and sub-base. Since it comes from waste recovery, it falls into the 5% of recycled materials that all public works in Portugal must compulsorily integrate. It has characteristics similar to those of the natural crushed aggregates of long particle size, being a trustworthy alternative to these aggregates.

It constitutes a perfect example of circular economy, preventing the recourse to natural aggregates, so often extracted from quarries and rivers.

MEEC | Sharing for innovating

Mirroring the importance of circular economy, MEEC integrates the Collaborative Laboratory for Circular Economy, CECOLAB.

This Laboratory’s vision is the development of sustainable market solutions in a circular economy model for the national strategic value chains, with an increased knock-on effect on other value chains of the Portuguese economy.

The activities are based on such technological platforms as Industrial Biotechnology, the Sustainable Separation Processes, Green Chemistry and EcoDesign, and with an impact on the value chains of Forest,



Artificial aggregate from Escórias de Incineração de Resíduos Urbanos (AEIRU) produced by Valorsul (EGF, Portugal).

Valorsul offers a 20-tonne load free of charge, transport included (limited to a radius of 60 km from the place of loading, in Mato de Cruz, Vila Franca de Xira), to the first 20 orders.

processes of Agro-industrial, Urban Waste, Water, Industrial Manufacturing, Construction and Services.

CECOLAB aims to provide a response to complex problems and political guidelines of a national (Circular Economy Action Plan, Investigation and Innovation Agenda for Circular Economy 2030 and the Waste Directive) and international scope (Circular Economy European Action Plan).



Use of recycled pavement in the concession project Cambao Manizales (Colombia).



Latin America

Colombia

Promoting circularity of materials: use of recycled pavement

With its main focus on the renewal of an existing road, the Cambao Manizales (Colombia) concession project also envisaged the expansion of the respective platform as well as a change to the pavement structure or the execution (total pre-forming) of a new pavement structure.

To that end, it was decided to use a granular base layer with recycled pavement, constituting a viable and environmentally friendly alternative. The implementation of this mixture generates an immediate environmental

impact, given the reduction in the use of non-renewable natural resources, energy, emissions of greenhouse gas effects, water consumptions, among other benefits, that it brings about. In addition, reusing a material that has fulfilled its main purpose also allows to reduce the production of inert waste.

The application of this granular material in the pavement structure ensures that more than 60% of the machined material is reused and recycled in an area amounting to 54,000 m³ approximately.

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Waste

With regard to own activities, waste associated with the engineering and construction business area, depending on the nature and size of the projects underway, can be significant. The quantities of hazardous and non-hazardous waste, concerning 2020 are presented by type of final destination.

The routing to the appropriate final destination is fundamental for reducing the negative impacts associated with waste both for the environment and local communities.

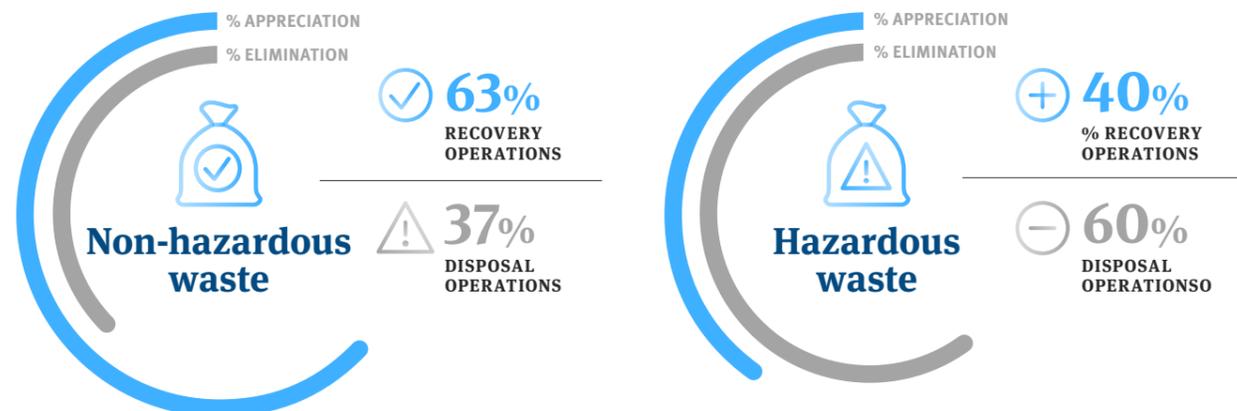
It is Mota-Engil's concern to ensure that appropriate final destination, with particular emphasis on recovery operations, whenever the characteristics of waste and the existing infrastructures in the geographies in which it operates permit so.

MOTA-ENGIL, THROUGH ITS WASTE MANAGEMENT COMPANIES, PLAYS AN IMPORTANT ROLE IN MINIMIZING THE ENVIRONMENTAL IMPACTS ASSOCIATED WITH WASTE.

Waste recovery also constitutes an important measure of circularity, allowing for the reutilisation of waste, preventing the extraction of virgin raw materials, and contributing to a reduced carbon footprint.

Apart from the production of waste through its various activities, Mota-Engil performs an important role in the minimisation of the environmental impacts associated with waste in the geographies in which its waste management companies operate, and in the promotion of environmental education and awareness initiatives.

Waste production indicators



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Europe

Portugal



In focus

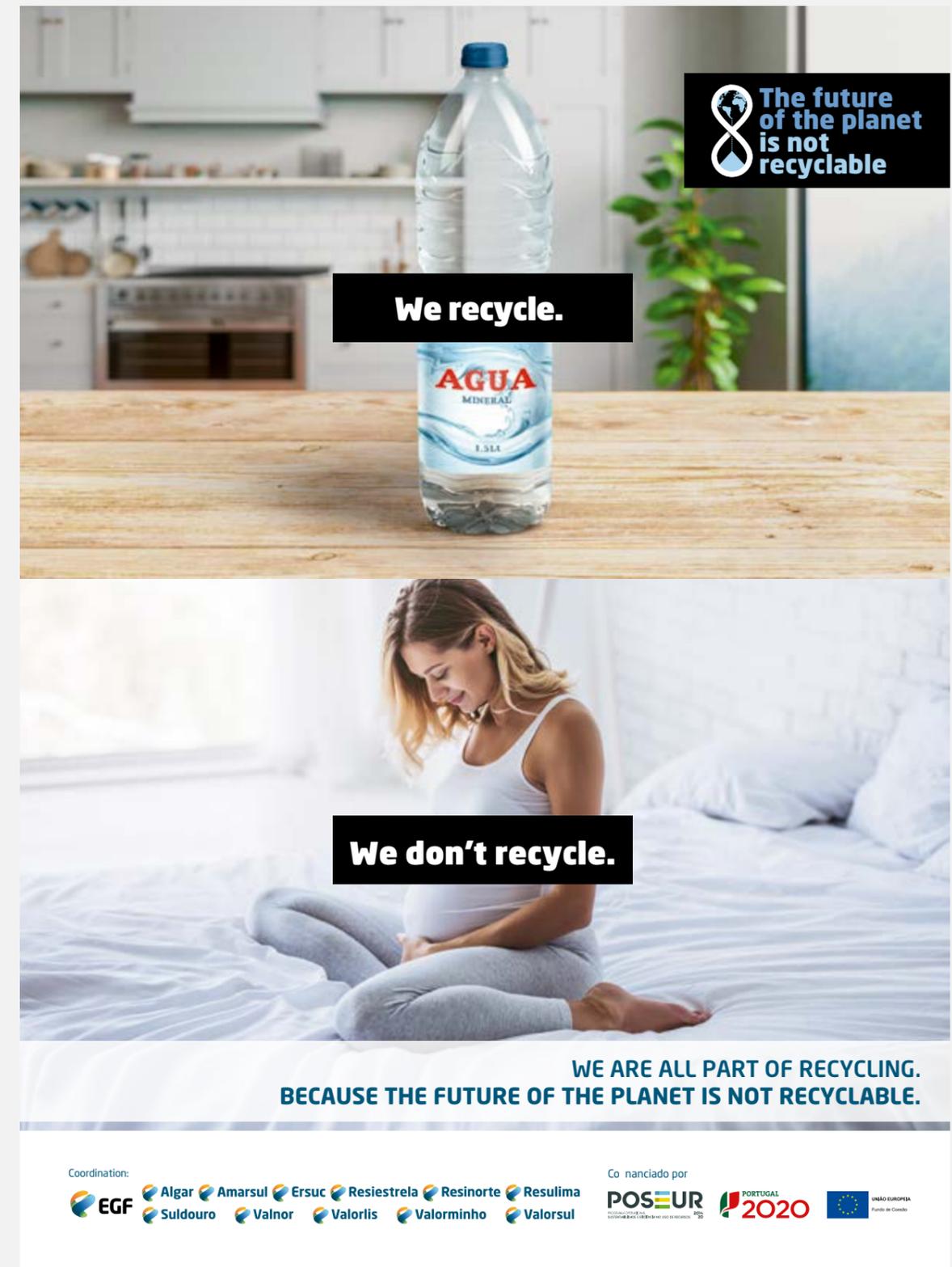
EGF | The future of the planet is not recyclable.

In 2020, EGF and its 11 concessionaires promoted the largest campaign ever carried out in Portugal with European funds and dedicated to environmental topics.

“The Future of the Planet is not Recyclable” had an approach different from usual: “If talking only about the things we can recycle is not enough, let us talk about the things we cannot recycle”. The idea is showing that there is a “why” that is greater than all of us and that there is a public service developed by EGF and its concessionaires that does not work if each and any of us will not do our part. Its purpose was to convince citizens to take action and take part in a collective movement, through the adoption of appropriate environmental behaviours in their daily management and assuming their role as resource managers, protecting the planet by reducing, reusing and recycling.

This multi-platform campaign ran between 7 October and 30 November and reached more than 30.0 million referenced contacts.

It was an inclusive campaign that integrated initiatives aimed at more vulnerable groups, such as the blind, partially sighted people, mentally disabled people, dyslexic people and the elderly. It envisaged audio description, subtitling of movies, recourse to ColorADD for helping colour-blind people to identify the colours correctly. So that the blind can recycle in an easier way, EGF is reordering the placement of eco-points (from left to right: blue, green and yellow), always in the same manner throughout the whole territory.



The campaign also highlighted the workers and their occupations, established partnerships with municipalities and organisations and included regional media and information for each region. Apart from the positive impact to society, it was with satisfaction that

it was observed that the tonnes of materials sent to be recycled registered an increase in this period, and that it is possible to establish a direct relationship between the communication activities carried out and the change introduced to the citizens' behaviour.



EGF | Campaign and results 2020



Campaigns



EGF | Main activities and initiatives in 2020

Ecovalor



Ecoeventos



Commerce to be Recycled



➔ Tonnes of Help (Chapter 7.1)



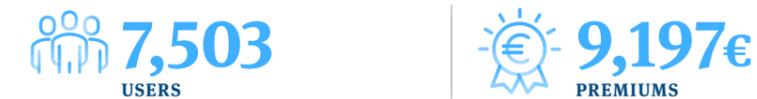
Eco-beaches



Markets to be Recycled



Recycle Bingo 2



Other Campaigns of Environmental Education



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SUMA LAUNCHED THE PHONE-TO-PHONE CONTACT METHODOLOGY, AS A REPLACEMENT OF THE TRADITIONAL DOOR-TO-DOOR CONTACT, THUS ENSURING THE CONTINUITY OF ENVIRONMENTAL AWARENESS-RAISING INITIATIVES DURING THE PANDEMIC.

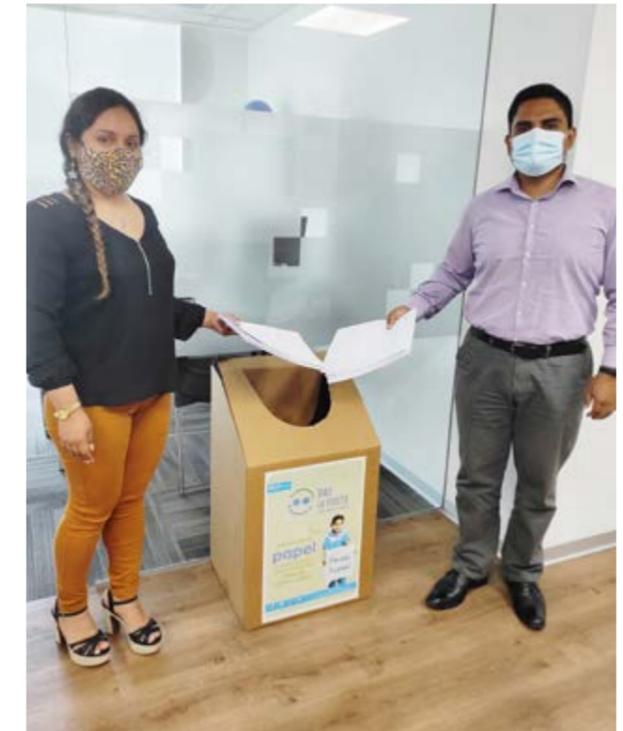
SUMA | The social distancing imposed by the pandemic requires new forms of contact with the populations

The environmental education and awareness of SUMA rose to the challenges brought about by the pandemic, reinventing the methodologies of direct contact with the populations. Seeking to continue the environmental awareness-raising operations provided for by contracts and, at the same time, ensuring the fulfilment of the directives of the General-Directorate for Health to mitigate the dissemination of COVID-19, SUMA launched the phone-to-phone (PTP) contact methodology, as a replacement of the traditional door-to-door contact.

Implemented in the São João da Madeira municipality, within the scope of the “I Add Value” campaign for raising the awareness to the door-to-door collection of multi-material waste, the PTP methodology encompasses two moments: (1) the empathetic, informative and motivational phone contact, (2) followed by the delivery of containerisation and informative supports, in strict compliance with a health safety protocol, developed in close connection with the health authorities.

The satisfaction expressed by the citizens covered and the profitability of the corporate resources encourage the replication of this methodology in other contexts.

Mota-Engil Peru promotes environmental protection and the improvement of the standard of living of the boys and girls accommodated at the Aldeias de Crianças SOS, through the solidary waste recycling campaign.



Solidary waste recycling campaign “Dale La Vuelta”, in Lima office premises (Peru).

Africa

Guinea

Waste yard covered: for an appropriate waste storing

Mota-Engil Guinea proceeded in 2020 to reinforce the existing conditions, with a view to boost an appropriate waste segregation and storage, limiting its exposure to weather effects and following the good practices applied in this context.

To that end, a covered waste yard was constructed, various containers and adequate signage of various colours were provided, enabling the segregation of urban, industrial and hazardous waste.

Latin America

Peru

Solidary waste recycling campaign mobilises workers from Peru

During 2020, and despite the impact of the pandemic to the regular operation of the activities, Mota-Engil Peru continued the implementation of the “Dale la Vuelta” Recycling Campaign, in a partnership with Aldeias Infantis SOS. The purpose of the campaign was to promote recycling among the company workers in order to contribute to the environmental protection and to the improvement of the standard of living of the boys and girls accommodated at the Aldeias de Crianças SOS.

In 2020, more than 600 kg of recyclable waste (paper and cardboard, plastic bottles and lids) were donated to the association for the purchase of food and articles of clothing.

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We seek solutions to monitor and streamline the use of water and to reduce the impacts associated with its consumption and the discharge of effluents.



Water

An encompassing coverage of the use of water is crucial for enabling the organisations to assess their impacts, be it at the hydric resources that serve the whole ecosystem, or other users of water and at the organisation itself.

Mota-Engil, similarly to what happens with energy consumption, recognises the importance of investing in the efficient and responsible use of this resource.

Both in construction projects and in the most diverse areas of activities, it searches solutions for monitoring and optimising the use of this resource (for example, through more efficient pieces of equipment) and reducing the impacts associated from its consumption or the discharge of effluents.

The quantities of Mota-Engil’s water withdrawn, according to their origin, are presented as follows. It should be mentioned that, in the values presented, the water withdrawn from the Tagus river (95,95,833 m³) for cooling the water-steam circuit of the Energy Recovery Plant of Valorsul (EGF, Portugal) is not included; such water is returned in full to the water environment with a slight increase in temperature.

Approximately 51.5% of the water withdrawn comes from surface water (particularly relevant for companies of the engineering and construction and mining sector), 25.8% of water purchased from

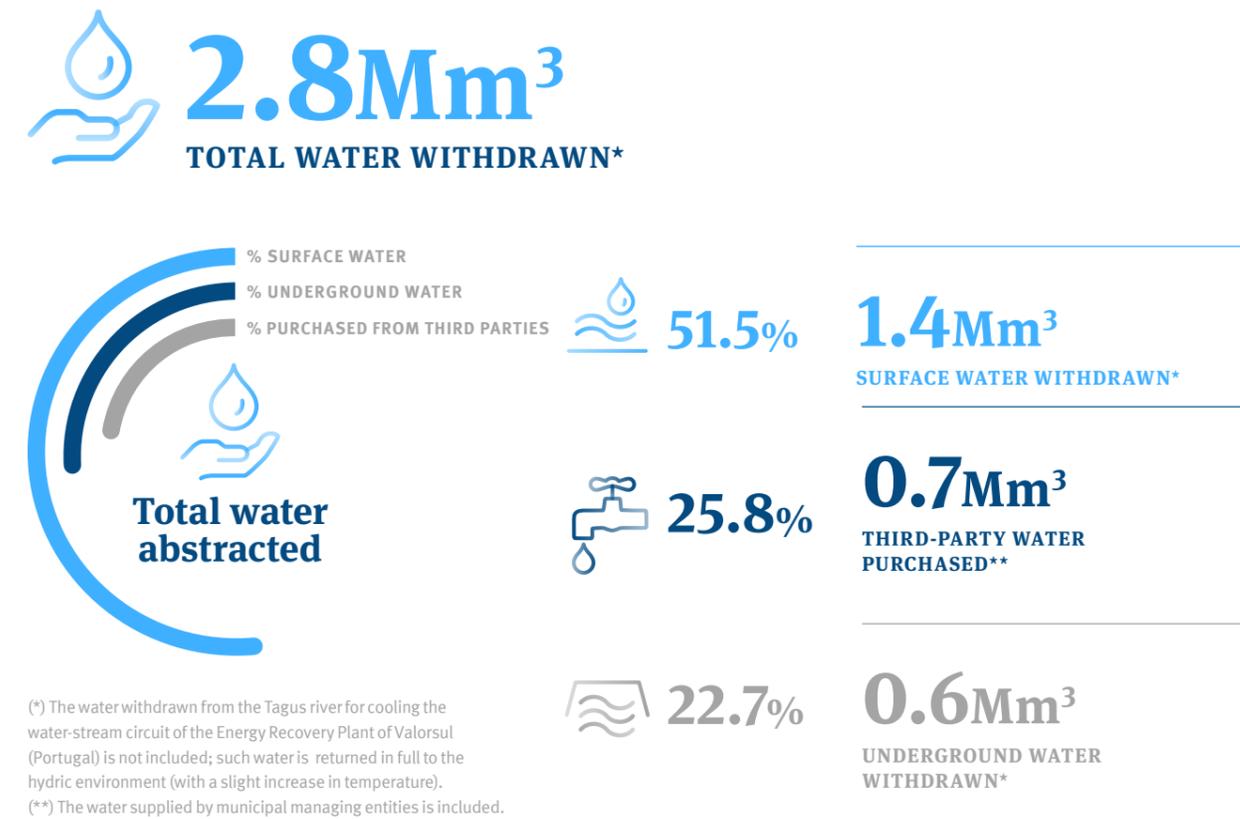
third parties and 22.7% from underground water).

In addition to the responsible management of this resource, emphasis should be made on the important role that MEIC and Glan Agua (Ireland) perform in the development of projects contributing to the access to potable water, the improvement of the quality of water and effluents, through their water and waste-water treatment stations, respectively.

Water efficiency and sustainability in the use of a scarce resource that is vital to life as is water also pose a challenge to the technological and service provider companies.

Encouraged to develop new concepts such as “water footprint”, “water circular economy” and “water intelligence”, so as to create an economic environment prone to the development of new products/technologies and business models, the companies of the Group that operate in the multi-service area position themselves strategically within this scope. They continuously invest in their capacity to respond to the market and to the requests of their customers, in the capacity to reinforce the technical knowledge of their people, through education and specific training, but also in the identification and selection of the best available technologies and specialised suppliers in the water efficiency sector.

Water consumption indicators



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DRYJECT + SAP technology implemented by Vibeiras (Portugal).



Europa

Portugal

Manvia | Promotion of water efficiency: installation of measurement and control zones for preventing losses of water

To Manvia, the importance of the preservation of the water resource not only translates into a business strategy but is also reflected in its positioning in the environmental services market, responding to opportunities opened by POSEUR (Operating Programme for Sustainability and Efficiency in the Use of Resources 2014-2020) as well as by the performance as regards its customers.

The POSEUR Operating Programme, with funds allocated to the execution of Projects for the Design, Implementation and Management of Water Losses Measurement and Control Zones, provides for a component of non-repayable financing, with those projects focused on territories and/or areas of performance of water supply managing entities with problems to be solved as regards water efficiency. It should be mentioned that in some Portuguese municipalities

water losses in the supply systems amount to figures close to 60% of the total amount of water distributed. In 2020, Manvia secured various contracts and provisions of services in the area of implementation of the water losses measurement and control zone, in the sum of 2.43 million Euro.

Vibeiras | Improvement of the sustainability of green spaces through water efficiency

As a response to the increasing drought worsening due to the expectable effect of climate change, Vibeiras developed an innovative technology, DRYJECT + SAP, that makes it possible to change the characteristics of the soils supporting the lawn areas, enabling a greater and more efficient water storage and decreasing its quantity and necessary watering times.

This technology has already been applied in lawn areas of various entities with excellent results, namely in the Golf Course of The Jamor Golf Training National Centre, Town Hall of Lisbon, Town Hall of Porto, Underground

Vibeiras developed an innovative technology, DRYJECT + SAP, that makes it possible to save 50% of the water consumed in the watering of lawn areas.

System of Porto, Town Hall of Moura, Town Hall of Évora and Inframoura. The use of this technology on a large scale might have a significant impact on the decrease of the water footprint associated with the urban and sports-related green spaces, particularly Golf courses, with savings that can rise to more than 50%.

Consequently and together with the reduction of water consumptions associated with lawn watering, there is a series of other environmental and economic advantages such as the reduction of the pressure exerted on aquifers, through the improvement of irrigation water use efficiency, the decrease of the contamination of soils and aquifers, the increased useful life of equipment related to the water system and the reduction of operation times.

Vibeiras | Pilot project for watering management in the underground system of Porto

Inserted into the maintenance contract with ViaPorto, Vibeiras is responsible for the management pilot

project related to the watering of the green spaces of various stations of the Underground System of Porto (Portugal), having installed the first system at the Custóias station in January.

Given the complexity and extension of the watering network, the installation of controllers triggered by radio-frequency and individually programmable from a single platform makes up a solution that makes it possible to save both the water resource and the workforce resource.

Due to the simplicity of programming, this technology enables to save, when compared to the system currently installed, about 30% of the water consumed every year.

Associated with the possibility of monitoring streams and with the installation of electrically operated valves of general cut-off, it also makes it possible to detect basal consumptions and existing leaks and to open the water only when it is strictly necessary for irrigation, thus avoiding potential losses.

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THROUGH THE TANKS INSTALLED FOR RAINWATER USE, IT WILL BE POSSIBLE TO STORE WATER FOR CLEANING ACTIVITIES AT THE FACILITIES AND IN THE IRRIGATION OF NATIVE SPECIES THAT WERE PLANTED.



Collection of rainwater at the worksite (Colombia).



Biodiversity

As regards the ecosystems and biodiversity, the impacts that might be observed due to construction projects are worth underlining.

It must also be mentioned that most of the operating facilities of Mota-Engil are not located in protected areas or in areas of a high biodiversity value outside the protected areas. Exception made to some facilities of EGF (in the waste management sector) and to the CAPSFIL company, in Portugal.

In any case, the companies of the Mota-Engil Group work towards reducing the impact of their operations to the biodiversity in the ecosystems and towards protecting the environment. They comply with the

legislation in force, the requirements defined in environmental and operating licenses, as well as the requirements of the developers and the measures of monitoring and minimisation, defined within the scope of the environmental impact assessment (where applicable), with a view to safeguard the habitats and species.

Biodiversity is also one of the topics include in the internal and external awareness-raising initiatives carried out by the companies of the Group.

Attention must also be drawn to the relevant role of Vibeiras as company specialised in landscape architecture projects and workers.

#inspire4action

Harnessing of rainwater for use at the worksite

In September 2020, Mota-Engil Colombia installed three tanks of 1,000 litres each for collecting rainwater. The tanks were installed at the site of the project for the construction of the Canoas Lifting Unit, in Soacha-Cundinamarca. The purpose of this initiative is to reduce potable water consumption on-site and to optimise the use of natural resources

With the collection of water during the rainy season, it will be possible to use it in the dry season, both in cleaning activities at the facilities and in the irrigation of the native species that were planted in August 2020.



Killdeer (*Charadrius vociferus*), Bordo Poniente (Mexico).





Transplant of trees in the Urban Park of the new Praça de Espanha square in Lisbon (Portugal).

 **Europe**

Portugal

Vibeiras | Transplant of trees in the urban park of the new Praça de Espanha square

Within the scope of the works contract for the new Urban Park of Praça de Espanha, in Lisbon (Portugal), Vibeiras carried out [the transplant of 12 medium and large-sized trees](#) of various species.

All trees were transplanted to the inside of the Urban Park itself. Some trees are estimated to be 50 to 60 years old, while others should be 20 to 30 years old. In terms of weight, most of them averaged 20/30 tonnes.

This works contract lasted for two weeks and was a success both in terms of execution and timing.

During the period of construction and subsequently the period of maintenance of the Park, Vibeiras will take on both activities so as to ensure the success of this traumatic operation, with frequent watering being performed during a year.

 **Latin America**

Mexico

Mota-Engil Mexico | Reforestation and species conservation initiatives

In 2020, Mota-Engil Mexico executed various compensating measures as a result of the environmental impact studies of the Cardel-Poza Rica and Tixpan-Tampico projects and duly approved by the Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT).

These measures included reforestation initiatives, carried out in locations close to the undertakings and which involved Mota-Engil workers and specialised providers of services, apart from the collaboration of people from the neighbouring communities.

In 2020 a total of 185 hectares were reforested and 185,219 trees were planted in 2020, 12,5% of which were classified as protected species.

Additionally, Mota-Engil Mexico promoted an environmental good practices programme,



Reforestation initiative within the scope to the Tixpan-Tampico project and bird rescue operation – Burrowing Owl (Mexico).

including 16 campaigns celebrating international days dedicated to the Environment, awareness-raising actions with the school communities of the neighbouring areas, production of videos on biodiversity (with the involvement of workers of

Turismo – Costa Canuva | Sea turtles of Costa Canuva: a path to freedom

For the fourth year, Mota-Engil Tourism – Costa Canuva promotes, in a partnership with El Naranjo Tortuguero, a campaign for the conservation of sea turtles on the Costa Canuva beaches. The programme includes, among various activities, environmental awareness-raising and education initiatives, patrolling and rescue of turtle nests for their protection and incubation and subsequent release on the beaches.



Release of sea turtles in the Costa Canuva beaches (Mexico).



SEMARNAT) and urban vegetable gardens, among other initiatives. At the Bordo Poniente construction work, the monitoring of birds and the rescue of wild animals was also carried out, amounting to 143 species, 50% of which have the status of protected species.

The activities stake place from July to December. As soon as the eggs hatch, the turtles are released, preferably in the afternoon, so as to avoid predation by birds. In 2020, this programme made it possible to release 28,505 turtles.



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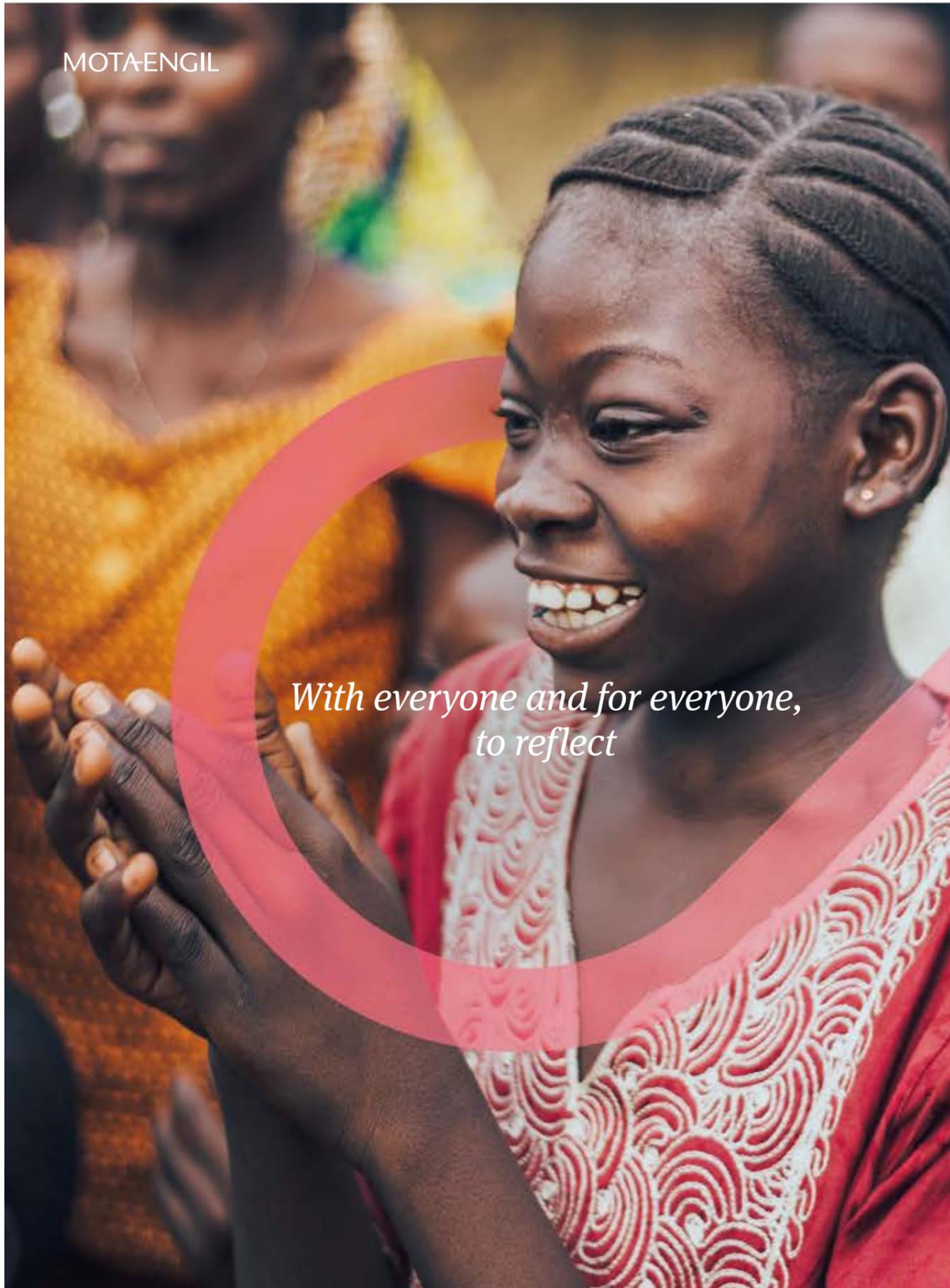


06



07





*With everyone and for everyone,
to reflect*

07 — Our communities

To support and boost initiatives of a social, educational, cultural and environmental nature towards the socio-economic development of the communities in which we carry out our activity.

proximity

7.1
Local development

7.2
Manuel António da Mota Foundation



2020 through the eyes of our people

With everyone and for everyone, reflecting...
*solidarity . belonging
 closer . encouragement
 protection*



Mariana Barros

Sustainab and Social Resp | Project Manager
 FMAM

During COVID-19, the Cantinho do Estudo (Study Corner) provided fair and equitable monitoring of its students and families, offering them the chance to enjoy necessary technological resources and some housing comfort. It was very gratifying to be an active and integral part of a process that brought improvements and **encouragement** to many families and created new opportunities in their work!



Nelson Rivas

Production (Constr) | Site/Production Manager
 COLOMBIA

The pandemic arrived at what seemed to be a terrible time, obliging a halt to deliveries and negotiations in different parts of the country. However, thanks to the team's resilience and our sense of **belonging**, we managed to turn an unprecedented difficulty into a means to materialise the liquidation process and continue with a new challenge: the Cambao project.



Pedro Gonçalves

Production (Servi/Maint) | Contract Leader
 MANVIA

Notwithstanding certain frustrations felt by our team, during COVID-19 we received strong professional recognition for our work by the clients and our community. It therefore brought us all **closer** together and ensured more careful communication as a result of added concern for colleagues and their families.



Peace Simfukwe

SHEQ | Technician
 MALAWI

2020 was an abnormal year due to COVID-19. My work was very important for my project and for the Malawi market, because it contributed to making cloth masks to ensure the **protection** of employees. This entrepreneurial spirit arrived late but is now part of my daily life!



Krzysztof Lewkowicz

Production (Constr) | Site/Production Manager
 POLAND

By introducing the necessary hygiene measures rapidly, we managed to support the economy, ensuring that employees were able to continue working in safety. During this difficult time, I was still involved in the assistance provided by Mota-Engil to the Children's Hospital, offering **solidarity** where it was genuinely needed

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7.1 — Local development



We support social, educational, environmental and cultural causes, adapted to the context and needs of the regions in which we are present.

Mota-Engil welcomes the fact that it maintains a trusting dialogue and an effective intervention with the local communities.





Improving Amilit spring well in the village of Kapokin (Uganda).

Present in three continents, and carrying the legacy of more than seven decades of experience in the construction and management of infrastructures and in the development of proximity and long-lasting relations, Mota-Engil happily maintains a trusting dialogue and an effective intervention with local communities.

Aware that a company may only achieve success in a prosperous society, the objective of Mota-Engil is to promote local development, contribute to the fight against inequality and to build local communities that are more capable, inclusive and resilient.

Inspired by the motto “Think Globally, Act Locally”, the Group achieves its objective through the investment in awareness-raising and education initiatives, solidary initiatives, patronage and development of infrastructures (construction and renewal).

These initiatives are developed either by their local teams or through FMAM – Manuel António da Mota Foundation  (see chapter 7.2), and often in a partnership with other entities.

Therefore, Mota-Engil supports, in the region in which it is present, social, educational, environmental and

cultural causes duly adapted to the local context and needs.

The construction and renewal works that it carries out for the local communities are a natural extension of Mota-Engil’s activity, an inherent part of the Group’s responsible form of existing and operating, and a reflection of the skills and will of its workers.

By directing the material resources to these interventions, for example, remaining materials from its construction works, it also makes it possible to minimise the quantity of waste generated and, as such, to reduce the environmental impacts associated with their treatment.

The involvement in these initiatives fosters even further the civic feeling of the workers towards the pursuance of the common good, which makes up an important motivational factor and personal fulfilment, promoting the corporate identity of the Group.

In 2020, and despite the impact of the pandemic, that limited the execution of some actions that are traditionally performed in-person, the Group committed to continue the activities, having, in some situations, adapted its performance according to the circumstances.

MOTA-ENGIL IS PLEASED TO MAINTAIN A CONFIDENT DIALOGUE AND AN EFFECTIVE INTERVENTION WITH LOCAL COMMUNITIES.



“Workcamp Łódź” (Poland).



A selection of initiatives carried out, by business areas, in the different regions in which Mota-Engil operates is presented as follows. It is important to mention that the list is not exhaustive, but, for reasons of space, it is not possible to mention in detail all the actions carried out.

 **Europe**



Poland

A special way of learning and service

Mota-Engil Central Europe supported, for the 5th year, the “Workcamp Łódź” project. This action is carried out by voluntary Engineering and Architecture students who, during the holiday period, offered as volunteers to collaborate in the renewal of public buildings.

Apart from benefitting local communities, this programme also permitted to bring young people

closer to an on-the-job experience, applying and developing their skills.

In 2020, the building allocated by the local municipality to the Primary School no. 71 of Łódź was refurbished. This new building lacked refurbishment work and equipment, but, with the financial support and know-how of Mota-Engil, and in collaboration with the young volunteers, it was possible to help this school community.

Solidarity action at children’s hospital

Mota-Engil Central Europe support in 2020 a project of the Funkomitywa Foundation, aimed at the children hospitalised at the Regional Children’s Hospital of St. Ludwig, in Krakow.

During the pandemic, visits to the children were limited. In order to overcome this constraint and to make the treatment period more pleasant and simultaneously support the education and the intellectual development of the children, Mota-Engil prepared 100 kits with recreational and educational materials (toys, books for children and teenagers, puzzles, games, mascots, among other materials).





Mr. Manuel Fernandes and his dog Borboleto at their new house, refurbished by Mota-Engil (Portugal).

Portugal

New house, new life

Mota-Engil executed the works of repair of a house that at the end of 2020 came to accommodate a homeless person.

Manuel Fernandes, after a life of work at restaurants, was forced to live under the flyover of Rua da Constituição, in the city of Porto. In turn, in October 2020, Manuel Fernandes was visited by the President of the Republic, Marcelo Rebelo de Sousa, which stirred the attention of [Revista Visão magazine](#) and other local entities. José António Pinto, social assistance, followed up the case from early on and made efforts to identify a house, in Azevedo de Campanhã.

Since it was in need of repair works, Mota-Engil graciously carried out, in two months, the works of demolishing and reconstruction of the house in question. Manuel Fernandes and his dog Borboleto thus stopped living in the street and already celebrated Christmas 2020 indoors, in a space of their own.



Works for the repair of the house (Portugal).

ONLY THROUGH A VERY INTENSE SEARCH WAS IT POSSIBLE TO FIND THE TREE SAMPLES WITH THE CHARACTERISTICS DEFINED BY THE ARTIST'S OFFICE.

Manvia and Vibeiras | Aids to culture

In a year of pandemic, the Opera Gala 2020 of the Youth Symphonic Orchestra had once again the support of [Manvia](#) while [Vibeiras](#) sponsored the exhibition “Yoko Ono: The garden of freedom learning”. This was the first retrospective grand exhibition of the artist in Portugal and was set up in Serralves (Porto). Vibeiras was responsible for supplying the trees of the exhibition, namely to the installations “Wish Tree” and “Ex It” (“metaphor composed of the association of life [tree] and death”).



“EX IT”, Exhibition “Yoko Ono: “The garden of freedom learning”, Serralves, Porto (Portugal).

EGF | Tonnes of help

The social responsibility campaign of EGF, [“Tonnes of Help”](#), is directed at social assistance organisations located in the area of intervention of its concessionaires. The adherent social assistance organisations receive financial consideration in exchange for the delivery of recyclable waste for recovery, namely plastic, metallic, paper, cardboard and glass packages.

In 2020, and despite the pandemic, 378 social assistance organisations took part in the campaign (+51% against 2019), which enabled the routing for recycling of 2,099 tonnes of packages, thus significantly surpassing the figures of the previous year (+186%). In total, 307,702 euro in prizes were distributed. The “Tonnes of Help” campaign received in 2020 the social responsibility practices recognition prize attributed by APEE – Associação Portuguesa de Ética Empresarial/Global Compact Network Portugal, in the category #SDG 11 - Cities and Sustainable Communities [\(see chapter 2.3\)](#).



378
SOCIAL ASSISTANCE ORGANISATIONS

2,099
TONNES OF RECUCLED PACKAGES

307,702
€ IN PRIZES



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Opening of classrooms in the primary school of Caluque (Angola).



Africa



Angola

To be born free to shine

The African Committee of FMAM, together with Mota-Engil Angola, has financially supported the campaign “To Be Born Free to Shine”. This initiative, endorsed by the First Lady of Angola, Ana Lourenço, is primarily focused on the reduction of HIV/AIDS transmission from mother to child.

In September 2020, within the scope of the “Mota-Engil African Initiative” project, the amount of one million five thousand Kz (about 2,000 Euro) was donated to the “To Be Born Free to Shine” campaign.

In a partnership with Associação Prazedor, this grant enabled the support to families and people living with HIV or to exposed children, through the distribution of 200 food baskets, delivered at different health units and social assistance institutions in Lubango (province of Huíla).

Classrooms for students who studied under trees

The Africa Committee of FMAM, represented by Teresa Mota Neves and Alexandra Romão Mota, donated three classrooms to a school in Caluque (province of Cunene), within the scope of the “Mota-Engil African Initiatives” project.

The opening ceremony took place in March 2020, at the primary school of Caluque, which had already been sponsored by the Africa Committee and whose construction was also offered by Mota-Engil Angola. This action also includes the offer of school material, raised at the Christmas campaign of the Mota-Engil Group.

Through this initiative, Mota-Engil reinforced its contribution in this province and in the “School Patronage” programme, fomenting the improvement of the school conditions of the respective children and youngsters, thereby boosting their growth and development.

Mota-Engil reinforces its contribution to improving the school conditions of Angolan children and youngsters.

Renewal of the emergency wing of the Children's Hospital of Luanda

Mota-Engil Angola carried out the works for the **refurbishment and resourcing of the emergency wing of the Children's Hospital in Luanda**. The works were carried out free of charge, being inserted within the scope of the company's social responsibility. This action is an important contribution to the promotion of the local population's health, in particular of the Angolan children.

The new structure was named “Paulo Adão de Campos”, as a homage to the Angolan gynaecologist with more than 40 years of service. This unit is equipped with

short-duration emergency services, such as external consultations and a day hospital.

The opening ceremony took place in June 2020 and was attended by His Excellency, the President of the Republic of Angola João Lourenço, accompanied by the First Lady, Ana Dias Lourenço, and other distinguished personalities of the Angolan Government. It was also attended by the regulatory entity DAR Angola, other construction companies, as well as the CEO of Mota-Engil Angola, Francisco Franca.



Opening of the emergency wing of the Children's Hospital of Luanda (Angola).

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THE ENVIRONMENTAL AWARENESS-RAISING ACTIONS WERE FOCUSED ON THE ISSUE OF WASTE AND THE IMPORTANCE OF ENVIRONMENTAL HEALTH.



Environmental awareness-raising at a market (Ivory Coast).

Ivory Coast

Mota-Engil Ivory Coast | Construction of kindergarten and doctor's house

In November 2020 and within the scope of the CET Project, Mota-Engil Côte d'Ivoire initiated the works for the construction of a kindergarten and of the doctor's house. The two works took place in Kossihouen and were aimed at improving the school conditions of the students and professors, as well as the housing conditions of the medical team performing their duties at the local health centre.

Eco Eburnie | Encouraging the change of habits

During 2020, Eco Eburnie carried out a total of 27 environmental awareness-raising actions.

Distributed throughout the year, the actions were aimed at raising awareness to the issue of waste and the importance of environmental health, encouraging the improvement of the local health conditions, as well as the change of behaviour and the adoption of eco-gestures (such as the use of bags to pack waste and their disposal at the appropriate containers). The company approached various target-audiences, from school communities to the populations of various towns, coach stations, markets, among others. It also promoted meetings with local leaders (religious, community, women's or youth associations) as well as house visits and the realisation of cleaning actions (in partnership with Non-Government Organisations).

Guinea

Renewal of urban spaces

In 2020, Mota-Engil Guinea carried out various actions aimed at the improvement and renewal of urban spaces, such as:

- Places of worship;
- Football field in Kintinian;
- Section of a local road;
- Playground of a school.

This support translated into the assignment of equipment and the respective operators, in interconnection with the customer (SAG).

Mozambique

Safe and comfortable housing for the Helpo female workers

Mota-Engil Mozambique donated two prefabricated housing modules to the Dombe Mission, in the province of Manica, in central Mozambique, so they can be used as safe and comfortable housing for the female workers of the Helpo Association who are in the field. This is a Non-Government Organisation the scope of which is provide support to the more vulnerable populations with a low level of human development.



Local authorities of Kintinian, province of Siguiri (Guinea).

Donations to the Servas de Santa Maria Orphanage

Mota-Engil Mozambique carried out in 2020 a visit to the Servas de Santa Maria Orphanage, located in the Province of Nampula. This action consisted of the donation of food, articles of clothing, school materials, among others, with a view to aid orphans, local families and refugees from the province of Cabo Delgado. This solidarity action involved the donations of Mota-Engil but also relied on the workers of the Nampula and Lapala Bases, among others.



Visit to the Servas de Santa Maria orphanage, Nampula (Mozambique).

THE MOTA-ENGIL TEAM RECEIVED A WARM WELCOME DURING ITS VISIT TO THE SERVAS DE SANTA MARIA ORPHANAGE.

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Works for the improvement of the draining system of the Severo creek, at the Novo Centro quarter, Minas Gerais (Brazil).

Latin America



Brazil

ECB | Works for the improvement of Severo creek

ECB carried out, in August 2020, works for the improvement of the draining system of the Severo creek, at the Novo Centro quarter (Minas Gerais). There was a road passage over this water stream that was often flooded in periods of rain, obstructing the communication between the quarters and rural communities and the downtown of the municipality of Antônio Dias and remaining municipalities of Vale do Aço Timóteo, Ipatinga and Coronel Fabriciano).

In response to the contact from the City Hall of Antônio Dias, ECB performed the work free of charge, in an investment that amounted to more than 66 thousand reais (approximately 9,700 €), with ECB managing to make the most, in a circular economy logic, of the arch stones of a former device of the BR-381/MG Road. This intervention made it possible to increase the discharge capacity of the water stream

in the place in question, avoiding the accumulation of excess water and allowing road traffic even in periods of rain. This work not only improved road safety in that location (and of the vehicles of ECB itself) but it also helped about 200 families of the Novo Centro quarter, preventing that they remain partially isolated and without access to essential services (food, health, education) in the periods of heavy rain.

SUMA Brazil | Environmental education campaigns

In 2020, SUMA Brazil had planned to develop four Environmental Education campaigns in municipal schools located in the Bom Destino quarter, in the municipality of Santa Luzia (Minas Gerais). However, due to COVID-19, only the first campaign saw the light of day. This action consisted of an interactive and dynamic lecture devoted to the topic “Water and generation of effluents”. It was aimed at students with ages ranging from 9 and 13 and was carried out in a partnership with the teachers and school assistants.

Colombia

Multiplying smiles

Mota-Engil Colombia developed in 2020 two recreational and pedagogical initiatives aimed at the children of the local communities, in a partnership with the Clínica del Hogar Foundation, that supports vulnerable communities in Bogotá.

The first action celebrated the “Children’s Day”. It consisted of a recreational activity that helped generating smiles in 130 children and their families and fostering an atmosphere of relaxation and joy in a population heavily affected by the pandemic.

In the second activity, “Year-end event”, the Mota-Engil Colombia team involved the community Quintas de Santa Ana Fase I, Soacha, that is established in the proximity of the Waste-Water Lighting Unity of Canoas project, having involved on the participation of 180 children, their parents and relatives as well as representatives from local official entities.



Celebration of “Children’s Day” (Colombia).

The activities allowed for the interaction between the workers of Mota-Engil and of the project with the community, with the scope of bringing it closer to this important project, which will improve the environmental and living conditions of the local population.

Peru

Support to the “Ollas Vecinales SOS” project

In July 2020, Mota-Engil Peru donated 5,000 S/ (approximately 1,100 Euro) to the “Ollas Vecinales SOS” Project, Campo (Asentamiento Humano) de Loma Airosa,

Located in Villa María del Triunfo. This donation made it possible to subsidise the lunch of 100 people for a period of two months. Through this project, the Asociación de las Bienaventuranzas offers food to people who experience poverty and extreme poverty and who were even more affected given the context of the pandemic.



Support to the “Ollas Vecinales SOS” Project (Peru).





Latin America

Mexico

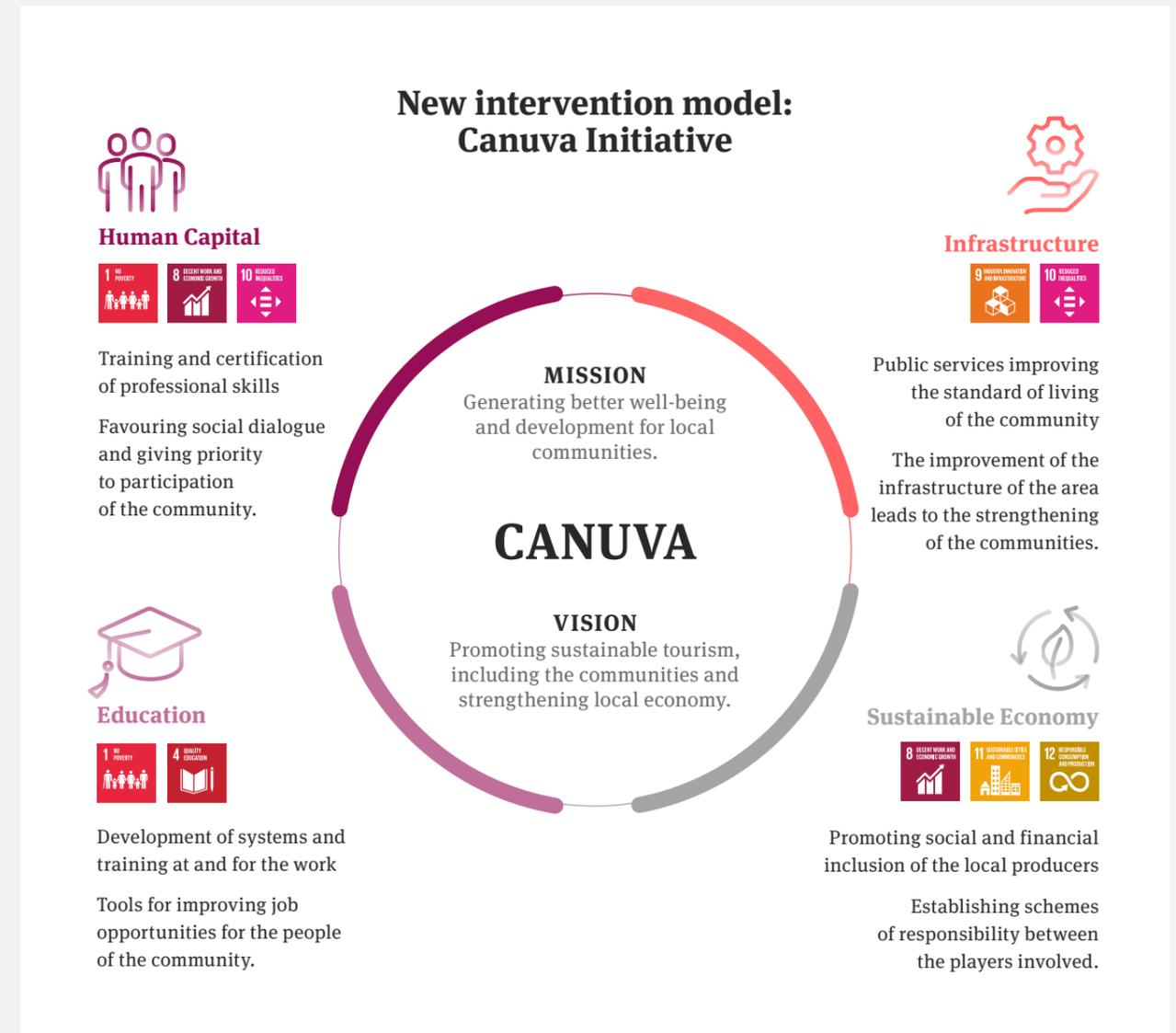
In focus

To reach the goals of Agenda 2030 through innovative solutions.

A team of Mota-Engil Turismo – Costa Canuva took part in a UN Global Compact programme aimed at fulfilling the goals of Agenda 2030 through the donation of innovative solutions. It consists of a new model that ensures that large-scale infrastructure projects involve the local communities from an early stage and strengthen their resilience. Its purpose is to develop projects with a new social aspect, capable of creating a value chain generator of an inclusive and sustainable economy.

The pilot project will be implemented at Costa Canuva and in the surrounding communities. The plan for action is composed of five stages:

1. Engagement of the community, with the creation of a sense of belonging and recognition of the work of Costa Canuva in favour of the community;
2. Establishment of synergies, with identification of the needs and creation of connections with various stakeholders of the civil society;
3. Establishment of relations with the Government, through the formalisations of communications and public management channels;
4. Creation of a civil association, to act as a new Social Agent for Change;
5. Promotion of the economic and environmental value of the area, achieving local and sustainable development.



NEW MODEL THAT ENSURES THAT LARGE-SCALE INFRASTRUCTURE PROJECTS INVOLVE THE LOCAL COMMUNITIES FROM AN EARLY STAGE AND STRENGTHEN THEIR RESILIENCE.

With the scope of contributing to the local development of the region, there are currently various programmes in course (see diagram). Additionally, the following measures, among others, were created to mitigate the impact of the COVID-19 pandemic on the population:

- Donation of 250 food baskets to the communities of the region;

- Financing of tablets for the children of the workers; and
- Work support programme for a group of 13 women from a neighbouring community (La Lima), aimed at a training initiative, via Zoom, focused on crochet weaving technique for the creation and trading of fashion accessories.



Mota-Engil

Various looks from a global Community



- ① Calueque school Angola
- ② Global Day of Environmental Education Mexico
- ③ Escola Calueque Angola
- ④ Solidarity Christmas Party Angola

- ⑤ Year-End Event Colombia
- ⑥ Escola Calueque Angola
- ⑦ Children's Day Colômbia
- ⑧ Calueque school Angola



INSPIRED BY THE MOTTO "THINK GLOBALLY, ACT LOCALLY", WE ACHIEVE OUR OBJECTIVE TO SUPPORT THE DEVELOPMENT OF THE LOCAL COMMUNITIES.



7.2 — Manuel António da Mota Foundation

In such a difficult and significant year for society, the Foundation remained faithful to its motto “Seeing, Listening, Acting”.

The Manuel António da Mota Foundation (FMAM) is a natural corollary of the philanthropic traditions and the legacy of its founder.



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The Foundation is a reflection of the organization, ethics and commitment of the Mota-Engil Group, in name of an active and participatory business world.

The  **Manuel António da Mota Foundation** (FMAM) is a natural corollary of the philanthropic traditions and the legacy of its founder, Manuel António da Mota. In 2020 it celebrated a decade of existence.

The FMAM is an important social responsibility policy instrument for Mota-Engil that reflects the organisation, ethic and social commitment of the Group, in the name of an active and participatory business world. It seeks to fulfil a strategic vision that generates long-term value and is rooted on the principles of sustainable development.

Based on the city of Porto, it carries out its action throughout the whole national territory and in the countries in which the Mota-Engil Group is present.

The response to COVID-19 was a very significant trait of the Foundation’s activity in 2020. It responded to the various requests made and financially supported the purchase of sanitation and individual protection goods and equipment and the provision of food aid, in an attempt to mitigate the difficulties felt by the social institutions of the local economy.

Notwithstanding the constraints it had to face in 2020, that hindered some of its activities, FMAM remained faithful to its motto “Seeing, Listening, Acting” and to its scope of trying to contribute to a more just, cohesive, and solidary society, following on the fundamental axes that guide its performance.

The capacity to respond to the most emerging issues did not therefore impair the pursuance of a strategy centred on projects, programmes and initiatives of a pluri-annual nature that generate social impact. FMAM believes that this form of action boost the capacity of the supported institutions to produce transforming and long-lasting effects with the people who benefit from their strengths and services. It also pursued the granting of aids, in various sectors, together with its beneficiaries and partners of the social economy.

Given the impossibility of presenting all initiatives and all associations supported by FMAM, a selection of programmes and aids attributed in 2020, by activity area, is highlighted below.




Social development


Education and training


Opening of the Foundation's facilities


Culture

80
INSTITUTIONS SUPPORTED

472,310€
AMOUNT INVESTED

Social developement

The social investment of FMAM in the community gives preference to work carried out in favour of the vulnerable and underprivileged social groups and expresses a particular sensitivity for emerging situations. FMAM seeks, through its solidarity effort, to fight poverty and exclusion and to promote social inclusion and full citizenship. Through the programmes and assistance given in the areas of social solidarity, disability, 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.

This scope also encompasses social and family support to workers of the Mota-Engil Group  (see chapter 5.1), volunteer actions and the international projects of the Foundation.

On an international level, particularly in Africa, with the creation of the programme “Mota-Engil African Initiatives”, under which all the social responsibility projects occurring in the African continent are designed and executed, it was FMAM’s intent to initiate and conclude in 2020 the first edition of the “Manuel António da Mota Award - A life in Angola”, announced one year before. This initiative was put off as a result of the pandemic crisis.





Refurbishment of house of elderly person in need within the scope of “Friendly Porto” (Portugal).



Associação Humanitária Habitat for Humanity Portugal (Portugal).



6

HOUSES
REFURBISHED



11

PEOPLE
BENEFITED



150

VOLUNTEERS

Friendly Porto: refurbishment of houses of elderly people in need

With a view to the social urban cohesion and the promotion of decent housing conditions for the elderly, the Foundation and the City Hall of Porto entered into a protocol named **“Friendly Porto”**.

In force since 2011, this protocol defines means of collaboration for carrying out works for the adapting and improvements to the housing conditions of dependent seniors in the city of Porto, living in poverty and living either in their own properties or in rented accommodation.

In 2020, the City Hall of Porto reinforced its involvement in Friendly Porto, granting a financial aid equivalent to that of the Foundation.

Within the scope of this protocol, 6 houses of elderly people in need living in Porto were refurbished in 2020, a project that involved 150 volunteers and benefitted 11 people. Despite the constraints inherent to the measures of the fight against the pandemic, 2020 proved to be the best year ever with regard to the number of projects executed under the protocol.

Houses refurbished in Amarante

The Foundation maintained the protocol concluded with “Associação Humanitária Habitat for Humanity Portugal”, thus seeking to associate itself with the latter’s work, aiming at enabling the construction or rehabilitation of houses for deprived families in the municipality of Amarante, territory to which

Support to the Children’s Hospital of Bangui

In July 2020, the Portuguese military of the 7th National Force Deployed in Central African Republic carried out a solidarity action in which they handed out various hospital and sports-related equipment and toys to the University and Paediatric Hospital Centre of Bangui.

According to a note from the General-Staff of the Portuguese Armed Forces, “the collection of these goods took place during the period of preparation of the Force and involved the collaboration of various entities, such as the Handball Portuguese Federation, the Nuno Pro-Infancy Álvares Association, the São José

Mota-Engil is connected by strong symbolic and institutional ties. Within the scope of this protocol, a further four houses were refurbished in 2020, amounting to about 30 houses in the municipality of Amarante since the beginning of this partnership.

de Cluny Social Centre and the Our Lady of Assumption Private School”.

The **Manuel António da Mota Foundation also joined the solidary effort of the Portuguese Army**, through the donation of products necessary for the maintenance of the Hospital infrastructures.

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Manuel António da Mota Award

Mota-Engil Founder



In focus

“Portugal Beats COVID-19” elected as the motto for the 2020 award edition.



255

PROJECTS OUT TO TENDER



10

AWARDEES



120,000

EURO IN PRIZES

The purpose of the Manuel Antonio da Mota Award is to honour and pay homage to Mota-Engil’s founder, possibly constituting the most iconic and publicised initiative of the Foundation, which every year distinguishes outstanding organisations that stand out in various domains within the activities of FMAM.

“Portugal Beats COVID-19” elected as the motto for the 2020 award

In 2020, it chose  **“Portugal Beats COVID-19”**, as motto of its 11th edition, awarding the institutions that stood out in the fight against the pandemic and its consequences in the areas of fight against poverty and social exclusion, health, education, employment, innovation, and social entrepreneurship, digital inclusion, and technologic and family support.

A total of 225 projects coming from non-profit institutions, in particular private institutions of social solidarity, foundations, associations, non-governmental

ASSOCIAÇÃO PARA O DESENVOLVIMENTO DO CENTRO ACADÉMICO DE INVESTIGAÇÃO E FORMAÇÃO BIOMÉDICA DO ALGARVE (ASSOCIATION FOR THE DEVELOPMENT OF THE BIOMEDICAL INVESTIGATION AND TRAINING ACADEMIC CENTRE OF ALGARVE), WITH THE “ABC-COVID” PROJECT, WON THE EDITION 2020 OF THE MANUEL ANTÓNIO DA MOTA AWARD.



Manuel António da Mota Award – award of prizes.

organisations and public entities entered the competition.

In a communications partnership entered into by the Foundation with TSF – Radio Notícias, the title “Portugal beats COVID-19” put on the air histories of institutions that knew how and sought to react to the public health emergency and to the social economic effects arising from COVID-19, as well as a series of reports with each of the finalist institutions.

Associação para o Desenvolvimento do Centro Académico de Investigação e Formação Biomédica do Algarve (Association for the Development of the Biomedical Investigation and Training Academic Centre of Algarve), with the “ABC-COVID” project, won the edition and received first prize, in the amount of 50,000 €.

The project integrated a much larger set of initiatives such as the training of a general scope aimed at the population, with assistance in the realisation and implementation of contingency plans, reinforcement

of the SNS24 hotline with the creation of call centres in Faro and subsequently in Braga, development of the capacity for the production of alcohol-based sanitiser in the University’s laboratories, with distribution to the institutions from the region that required it, development of the capacity for the production of a viral support, necessary for the collection of virus samples, among other initiatives that, on the whole, made up an authentic programme for fighting COVID-19 with a strong impact with the populations.

Hand in hand with this association, the following were also distinguished:

- Tempos Brilhantes Association, 2nd place with a prize of 25,000 €; Socorros Mútuos Mutualista Covilhanense Association, 3rd place with a prize of 10,000 €;
- Socorros Mútuos Mutualista Covilhanense Association, 3rd place with a prize of 10,000 €.

One every seven special mentions was awarded 5,000 €.

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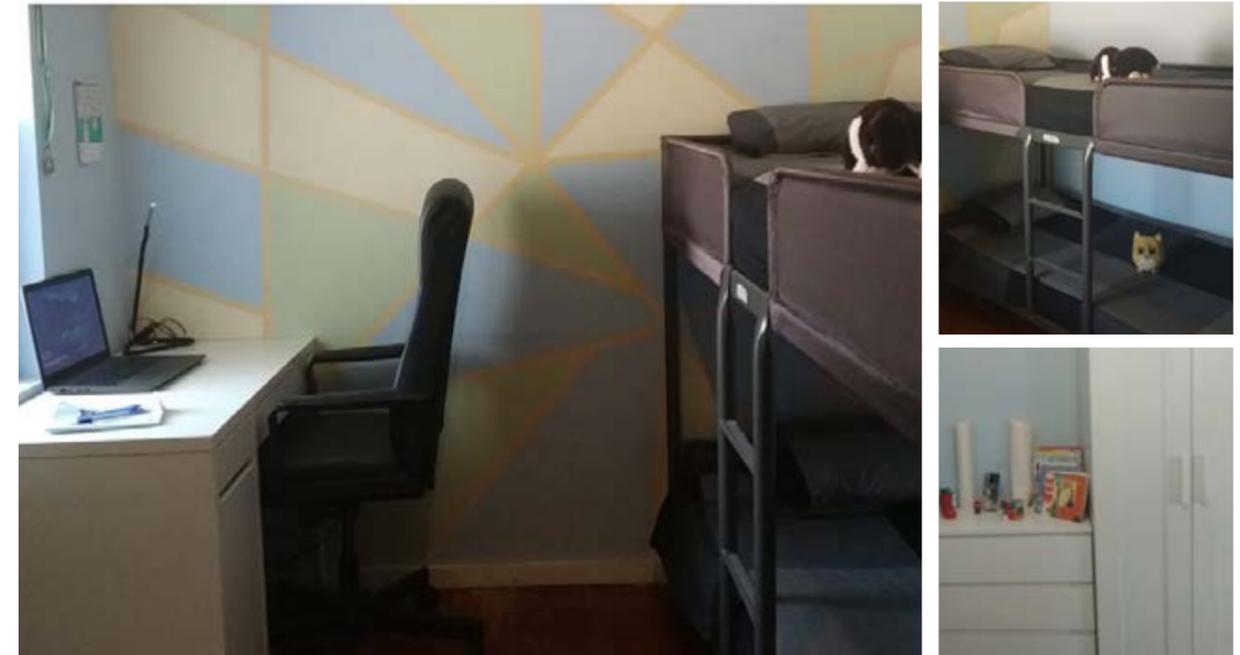
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The Foundation values the human potential and promotes social and professional inclusion of young adults.



Rooms refurbished with furniture and equipment necessary for the students, within the scope of the "Study Corner" programme.

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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.



95%

STUDENTS MONITORED PRESENT ACADEMIC SUCCESS



84%

REDUCTION OF THE NUMBER OF NEGATIVE MARKS

Study Corner

With the scope of fostering the improvement of the learning experience and the study conditions of the students of the school groups of the municipality, it was decided to continue the partnership with the City Hall of Vila Nova de Gaia within the scope of the "Corner Study" (Cantinho do Estudo) project.

In light of the pandemic crisis affecting Portugal and the need to equip the students with  **IT materials**, that enable them to take on the remote learning provided by project team, IT materials, 57 computers and 17 USB drives with access to the Internet (the total amount of pieces of equipment granted in the school years 2019/2020 and 2020/2021)

were provided, thus making it possible for all to benefit, on equal terms, from the assistance granted.

Similarly, it was also possible to equip the studying space in the students' houses through the purchase of the necessary furniture and equipment.

The results of the project have been fairly satisfactory, with a school success rate of 95% of the students monitored and with a 84% reduction in the number of negative marks.

"Jump box": empowerment for young people over 18

The Foundation is the main sponsor of the "Jump Box" project, focused on the empowerment of young people over 18 and promoted by IET – Instituto Empresarial do Tâmega (Tâmega Business Institute), based in Amarante. It constitutes a new concept of personal and professional empowerment of the participants for the resolution of complex problems, based on the idea that most people learn better when performing and working as a team.

The project involves a broad set of activities that includes self-knowledge, personal development, entrepreneurship and networking with companies and expert mentors.

Its target-audience is mostly composed of "NEET" young people, with ages ranging between 18 and 35, who do not work or study but have the ambition of creating their own business or equipping themselves with the tools necessary to look for a job, the objective being to reach at least 225 NEET young people.

This project, initiated in July 2020, is co-financed by the European Social Fund, through POISE – Programa Operacional Inclusão Social e Emprego (Social Inclusion and Employment Operating Programme), within the scope of a "Partnership for Impact", financing line of the mission structure "Portugal Social Innovation", and also has PortusPark and Associação Empresarial de Amarante (Amarante Business Association) as social investors.



Refurbishment of the Church and Cloister of São Gonçalo de Amarante (Portugal).

THE VALUATION OF CULTURE AND THE PROMOTION OF ACCESS TO CULTURAL ASSETS CONSTITUTE AN IMPORTANT OBJECTIVE TO THE FOUNDATION.

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, as well as to disseminate and support the work of young artists who enrich the national cultural scene.

Refurbishment of the Church and Cloister of São Gonçalo de Amarante

The Foundation, focused on the preservation of the religious architectural heritage of the municipality of Amarante, attributed an important financial grant to the [preservation and restoration of the Church and Cloister of the São Gonçalo de Amarante Cloister](#), explained by its advanced state of degradation, with pathologies observed in the ceiling of the Church and the Cloister, plaster, stones, pavements and the valuable artistic effects that they contain. The work is also aimed at improving the conditions for welcoming and receiving visitors and churchgoers.

Manuel António da Mota Foundation Award for UNESCO Clubs – “Creating grounds in the society, building bridges for peace”

At the invitation of the CNU – Comissão Nacional da UNESCO and sponsored by the Foundation, the [“Manuel António da Mota Foundation” Award initiative for UNESCO Clubs](#), took place for the first time in 2020. This award shall be granted on an annual basis and is aimed at the public recognition and valuation of the role performed by the UNESCO Centres and Clubs, belonging to the Portuguese network, of dissemination and promotion of the organisation, its ideals, and its areas of action.

Amarante UNESCO Centre, with the “Digital platform of the Portuguese Network of UNESCO Clubs” project, and UNESCO Club “Cresaçor”, with the “Human Rights Week – the power of message” project, won the award *ex aequo*.

Opening of the Foundation’s facilities to the community

The Foundation continued to pursue a policy of use of its facilities characterised by the spirit of service and openness to the community.

Apart from the activity of FMAM itself, it regularly hosts at its facilities (free of charge) 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.

The exhibition rooms of the Foundation were once more the venue of various cultural initiatives, albeit in a number below what had been initially expected, due to the containment measures of the sanitary crisis.



Exhibition of CRIDEM – Concurso Nacional de Obras de Expressão Plástica de Pessoas com Deficiência Intelectual (National Contest of Plastic Arts Works of Mentally Disabled People), Porto (Portugal).

National contest of plastic arts works of mentally disabled people

The spaces of FMAM hosted at the end of 2020 the 16th edition of “CRIDEM - Concurso Nacional de Obras de Expressão Plástica de Pessoas com Deficiência Intelectual (National Competition of Works of Artistic Expression from Mentally Disabled Persons), an event promoted by APPACDM (Associação Portuguesa de Pais e Amigos do Cidadão Deficiente Mental do Porto - Portuguese Association of Parents and Friends of the Mentally Disabled Citizen) of Porto, with the support

Climate crisis: impacts and solutions

Inserted in the [“24 Hours of Reality: Countdown to the Future”](#) session, in November 2020 a session took place at the auditorium of the Foundation. The session was organised by Inês Mota, member of the Board of Directors of the Foundation, and Cristiana Ribeiro, two climate reality leaders trained by Al Gore, former Vice-President of the USA. This presentation, recorded and broadcast through various means, focused on the impacts and solutions of the climate crisis all over the world, from natural disaster to opportunity in change. It culminated in an event where Al Gore and the trained volunteers met to discuss with activists from the frontline of the fight against climate and justice crisis all over the world.



Session carried out by climate reality leaders, Porto (Portugal).

of the Manuel António da Mota Foundation, Montepio Foundation and of the Special Sponsorship of the President of the Republic. It was attended by 60 institutions from all over the country, with 125 works of art being presented to the various categories of the competition (painting, drawing, sculpture, textiles and other artistic expressions), in a unique and highly relevant biannual event in the national artistic scene produced for disabled people.

About this report



Mota-Engil Group, through the holding company Mota-Engil SGPS, S.A., Sociedade Aberta, S.A. publishes its Sustainability Report for 2020.

The communication of the performance in the social and environmental area, besides its economic dimension, which is thoroughly developed in the 2020 Annual Report and Accounts, is an essential part of the Group's strategy of sustainability. This is Mota-Engil's 15th sustainability report.

The present report was prepared according to the Global Reporting Initiative (GRI) Standards, in their "Core" option, and met the requirements of Decree-Law no. 89/2017 of 28 July with regard to the disclosure by large companies and groups of non-financial information and information on diversity.

Additionally, it also presents matching contents between the present document and the reporting

model for disclosing non-financial information as defined by CMVM (Portuguese Securities Market Commission).

At the moment, and so as to continuously improve the reported information, the process of revision of the most relevant indicators and the consolidation of the respective ascertainment is underway, which is why it was decided not to present historical data (prior to 2020).

This Sustainability Report is interactive. For a better consultation and reading experience, use the navigation bars located on the right side of the pages and at the top, as well as the internal links. ➔ For additional information, check the available links to the external websites. ➔

The "2020 Sustainability Report", released in Portuguese, English and Spanish is available in digital support and can be consulted on the Mota-Engil Group's website, on ➔ www.mota-engil.pt.

Release cycle and period covered by the report:

The present report portrays the period from 1 January 2020 to 31 December 2020. The report is drawn up on an annual basis.

Verification of information:

The information contained in the present report was not subject to an external verification by an independent entity.

Date of release:

30 June 2021

Acknowledgments:

We would like to express our special thanks to all businesses and markets that contributed with contents to the drawing-up of the Sustainability Report, as well as to the workers and partners who shared their testimonials with us.

We are also grateful to Revista Visão and to Lucília Monteiro for the submission of the photography appearing on page 112.

Opinion and contact details:

We value the opinion and contributions of all our stakeholders. As such, the matters related to the Sustainability area, in general, can be addressed to the Corporate Centre of Human Resources and Sustainability Strategy of the Mota-Engil Group through the following contact details:

Mota-Engil, SGPS, SA, Sociedade Aberta, S.A.

Corporate Centre of Human Resources and Sustainability Strategy

Address: Rua do Rego Lameiro, n.º 38, 4300-454 Porto, Portugal

Phone : +351 225 190 300

Fax: +351 225 191 261

Email: HRCorporate@mota-engil.pt

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Annexes

Table of matching material topics / GRI Standards/SDG

Material topic	GRI Standards ⁽¹⁾	GRI Indicators ⁽¹⁾	Main SDG ⁽²⁾	Secondary SDG ⁽²⁾	Location
Sustainable economic growth	GRI 201: Economic Performance 2016	201-1			Chap. 4.2
Culture of innovation			   		Chap. 4.1
Talent management	GRI 202: Market Presence 2016 GRI 401: Employment 2016 GRI 402: Labour Relations 2016 GRI 404: Training and Education 2016 GRI 405: Diversity and Equal Opportunities 2016 GRI 406: Non-Discrimination 2016	202-1 401-1 402-1 404-1 405-1, 405-2 406-1	  		Chap. 5.1
Safety and health of people	GRI 403: Occupational Health and Safety 2018	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9	  		Chap. 1.2 Chap. 5.2
Environmental responsibility	GRI 301: Materials 2016 GRI 302: Energy 2016 GRI 303: Water and Effluents 2018 GRI 304: Biodiversity 2016 GRI 305: Emissions 2016 GRI 306: Waste 2020 GRI 307: Environmental Compliance 2016	301-1 302-1 303-1, 303-2, 303-3 304-1 305-1, 305-2, 305-7 306-1, 306-2, 306-3 307-1	  	   	Chap. 6
Support to local communities	GRI 413: Local Communities 2016	413-1	   	      	Chap. 7

(1) In addition to the standards and indicators mentioned, the application of GRI Standard 103 must be considered: Management Approach and indicators 103-1, 103-2, 103-3, which are transversally applicable. The material topic “Innovation culture” does not correspond to the GRI Standards, wherefore is not included in the specific contents of the GRI table. In addition to the GRI indicators listed in the present Table, other indicators are reported, specifically those which, although not integrated into the material topics, result from the need to meet the requirements of Decree-Law no. 89/2017 of 28 July and the reporting model for disclosing non-financial information as defined by CMVM (Portuguese Securities Market Commission).

(2) The Sustainable Development Goals (SDG) that the Mota-Engil Group seeks to achieve, within the scope of the material topics, are broken down between “Main” and “Secondary”. This distinction reflects the level of positive impact of the Mota-Engil Group’s performance, namely of the transversality and recurrence of that contribution, which result from the sustainability strategy defined (corresponding to the main SDGs). The secondary SDG result from actions/themes that are still taking shape internally and/or result from actions of a more occasional/local nature, in response to and close connection with the specificities of a given business area and/or reality of each geography in which the Group operates.



SDG matching table

SDG	Description	Location	SDG	Description	Location
	End poverty in all its forms everywhere.	Chap. 7.1 Chap. 7.2		Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	Chap. 3.2 Chap. 4.1 Chap. 7.1
	Ensure healthy lives and promote well-being for all at all ages.	Chap. 1.2 Chap. 3.2 Chap. 5.2 Chap. 7.1 Chap. 7.2		Reduce inequality within and among countries.	Chap. 3.2 Chap. 7.1 Chap. 7.2
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Chap. 3.2 Chap. 5.1 Chap. 5.2 Chap. 7.1 Chap. 7.2		Make cities and human settlements inclusive, safe, resilient and sustainable.	Chap. 3.2 Chap. 4.1 Chap. 6.1 Chap. 6.2 Chap. 7.1
	Achieve gender equality and empower all women and girls.	Chap. 3.2 Chap. 5.1		Ensure sustainable consumption and production patterns.	Chap. 4.1 Chap. 4.3 Chap. 6.1 Chap. 6.2 Chap. 7.1 Chap. 7.2
	Ensure availability and sustainable management of water and sanitation for all.	Chap. 1.2 Chap. 6.2		Take urgent action to combat climate change and its impacts.	Chap. 7.2
	Ensure access to affordable, reliable, sustainable and modern energy for all.	Chap. 6.1		Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	Chap. 6.2
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Chap. 1.2 Chap. 3.2 Chap. 3.4 Chap. 4.1 Chap. 4.2 Chap. 4.3 Chap. 5.1 Chap. 5.2 Chap. 6.1 Chap. 6.2 Chap. 7.1 Chap. 7.2		Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	Chap. 6.2
				Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	Chap. 3.2 Chap. 3.4 Chap. 3.5 Chap. 3.6 Chap. 7.2
				Strengthen the means of implementation and revitalize the global partnership for sustainable development.	Chap. 4.1 Chap. 4.3 Chap. 6.2 Chap. 7.1 Chap. 7.2

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CMVM matching table

The present table allows to match the contents of the 2020 Sustainability Report of Mota-Engil and the required elements from the report model for disclosure of non-financial information recommended by CMVM - Comissão do Mercado de Valores Mobiliários (Portuguese Securities Market Commission). The referred to model, applicable to the companies that issue securities admitted to trading in a regulated market, results from the existing legal scheme. The contents for responding to the referred to model defined by CMVM were submitted in the Consolidated Report & Accounts of 2020, chapter 02. Non-Financial

Information Report (pages 46-109):

<https://www.mota-engil.com/investidores/informacoes-financeiras/>

However, reference was made to the present Sustainability Report for more detailed information on some of the descriptors and indicators. It should be mentioned that, as at the issue of the Report & Accounts, the process of consolidation of the environmental data was still in course, wherefore, in case of differences, the data contained in the present report must be considered final.

Part I - information on policies adopted

Chapters/Subchapters	Matching contents	Location
A. INTRODUCTION		
1. Description of the Company's general policy as to the sustainability topics, with indication of potential changes to the policy previously approved.	Chapter 3.2 Commitment to sustainability	Pages 34-36
2. Description of the methodology and reasons behind its adoption in the non-financial information report, as well as any changes that might have taken place compared to previous years and the reasons behind them.	About this report	Page 124
B. BUSINESS MODEL		
1. General description of the business model and form of organisation of the Company/Group, indicating the main business areas and markets in which it operates (if possible with recourse to organisational charts, graphics, or functional tables).	Chapter 2.1 The Mota-Engil world Chapter 2.2 Business areas	Pages 23-24 Pages 25-28
C. MAIN RISK FACTORS		
1. Identification of the main risks associated with the topics subject to reporting and arising from the Company's activities, products, services, or commercial relations, including, where applicable and whenever possible, the supply and subcontracting chains.		
2. Indication of how those risks are identified and managed by the Company.		
3. Explanation of the internal function breaking down of competences, including the governing bodies, commissions, committees, or departments responsible for the identification and management/follow-up of risks.	GRI Table: 102-15 More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report C. Main Risk Factors (pages 52-63) https://www.mota-engil.com/investidores/informacoes-financeiras/	Page 131
4. Express indication of the new risks identified by the Company compared to what was reported in previous years, as well as of the risks that are no longer regarded as such.		
5. Indication and brief of the main opportunities that are identified by the Company within the context of the topics subject to reporting.		

Continuation

D. POLICIES IMPLEMENTED

I. Environmental policies

1. Description of the Company's strategic goals and main initiatives to be carried out towards the respective achievement.	Chapter 3.2 Commitment to sustainability Chapter 6 Environmental responsibility	Pages 34-36 Pages 87-107
2. Description of the main performance indicators defined.	GRI Table: 301-1 to 307-1	Pages 134-136
3. Indication, compared to the previous year, of the degree of achievement of those goals, at least by reference to:	Chapter 6.1 Energy and climate change Chapter 6.2 Natural resources utilisation and management	Pages 91-96 Pages 97-107
i. Sustainable utilisation of resources ii. Pollution and climate change iii. Circular economy and waste management iv. Protection of biodiversity	GRI Table: 301-1 to 307-1	Pages 134-136

II. Social and fiscal policies

1. Description of the Company's strategic goals and main initiatives to be carried out towards the respective achievement.	Chapter 3.2 Commitment to sustainability Chapter 3.6. Our stakeholders Chapter 4.3 Mota-Engil supply chain Chapter 7.1 Local development Chapter 7.2 Manuel António da Mota Foundation	Pages 34-36 Pages 44-46 Pages 62-65 Pages 110-117 Pages 118-123
2. Description of the main performance indicators defined.	GRI Table: 201-1, 308-1, 413-1, 414-1, 419-1	Pages 133, 136, 140
3. Indication, compared to the previous year, of the degree of achievement of those goals, at least by reference to:	Chapter 7.1 Local development Chapter 7.2 Manuel António da Mota Foundation GRI Table: 413-1	Pages 110-117 Pages 118-123 Page 140
i. Commitment of the company to the community	Chapter 4.3. Mota-Engil supply chain GRI Table: 308-1, 414-1	Pages 62-65 Pages 136, 140
ii. Subcontracting and suppliers	GRI Table: 103-2	Page 132
iii. Consumers	More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report II. Social and fiscal policies (pages 79-81) https://www.mota-engil.com/investidores/informacoes-financeiras/	
iv. Responsible investment	See: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report 3. Explanation in case of non-application of policies (page 109) https://www.mota-engil.com/investidores/informacoes-financeiras/	
v. Stakeholders	Chapter 3.6 Our stakeholders GRI table: 102-43	Pages 44-46 Page 131
vi. Tax information	GRI Table: 201-1 More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report II. Social and fiscal policies (pages 79-81) https://www.mota-engil.com/investidores/informacoes-financeiras/	Page 133



▼ Continuation

III. Workers, gender equality and non-discrimination		
1. Description of the Company's strategic goals and main initiatives to be carried out towards the respective achievement.	Chapter 3.2 Commitment to sustainability	Pages 34-36
	Chapter 5.1 Talent management	Pages 68-77
	Chapter 5.2 Health and safety	Pages 78-86
2. Description of the main performance indicators defined.	More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report III. Workers, gender equality and non-discrimination (pages 82-100) https://www.mota-engil.com/investidores/informacoes-financeiras/	
	GRI Table: 102-8, 102-41, 202-1, 401-1, 402-1, 403-8/9, 404-1, 405-1/2, 406-1	Pages 129-131, 133, 136-140
3. Indication, compared to the previous year, of the degree of achievement of those goals, at least by reference to:	Chapter 5.1 Talent management	Pages 68-77
	GRI Table: 102-8, 202-1, 401-1, 402-1, 405-1	Pages 129-130, 133, 136-139
i. Employment	More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report III. Workers, gender equality and non-discrimination (pages 83-90) https://www.mota-engil.com/investidores/informacoes-financeiras/	
	Chapter 5.1 Talent management	Pages 68-77
ii. Work Organisation	More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report III. Workers, gender equality and non-discrimination (pages 90-91) https://www.mota-engil.com/investidores/informacoes-financeiras/	
	Cap.5.2. Health and safety	Pages 78-86
iii. Health and safety	GRI Table: 403-1/2/3/4/5/6/7/8/9	Page 137
	More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report III. Workers, gender equality and non-discrimination (pages 91-92) https://www.mota-engil.com/investidores/informacoes-financeiras/	
iv. Social relations	GRI Table: 102-41	Page 131
	More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report III. Workers, gender equality and non-discrimination (pages 92-94) https://www.mota-engil.com/investidores/informacoes-financeiras/	
v. Training	Chapter 5.1 Talent management	Pages 68-77
	GRI Table: 404-1	Pages 137-138
vi. Equality	More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report III. Workers, gender equality and non-discrimination (pages 82-100) https://www.mota-engil.com/investidores/informacoes-financeiras/	
	Chapter 5.1 Talent management	Pages 68-77
	GRI Table: 405-1/2, 406-1	Pages 138-140

▼ Continuation

IV. Human rights		
1. Description of the Company's strategic goals and main initiatives to be carried out towards the respective achievement.	Chapter 3.2 Commitment to sustainability	Pages 34-36
	Chapter 3.5 Human rights	Pages 42-43
2. Description of the main performance indicators defined.	GRI Table: 408-1, 409-1, 410-1, 411-1, 412-2	Page 140
3. Indication, compared to the previous year, of the degree of achievement of those goals, at least by reference to:		
	i. Procedures of due diligence ii. Risk prevention measures iii. Legal proceedings	Chapter 3.5 Human rights Pages 42-43
V. Fight against corruption and attempted bribery		
1. Prevention of corruption: Measures and instruments adopted for the prevention of corruption and bribery; policies implemented for deterrence of these practises with workers and suppliers; information on the compliance system, with indication of the respective functional managers, if any; indication of judicial proceedings involving the Company, its directors or workers related to corruption or bribery; measures adopted as regards public procurement, where applicable.	Chapter 3.4 Ethics and Business Integrity	Pages 38-41
	Chapter 4.3 Mota-Engil supply chain	Pages 62-65
	GRI Table: 102-17, 205-2/3	
	More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report V. Fight against corruption and attempted bribery (pages 102-105) https://www.mota-engil.com/investidores/informacoes-financeiras/	Pages 131, 133-134
2. Prevention of money laundering (for issuing companies subject to this scheme): measures to combat money laundering; indication of the number of situations reported on an annual basis.	Chapter 3.4 Ethics and Business Integrity	Pages 38-41
	Chapter 4.3 Mota-Engil supply chain	Pages 62-65
	GRI Table: 102-17, 205-2/3	
	More information: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report V. Fight against corruption and attempted bribery (pages 102-105) https://www.mota-engil.com/investidores/informacoes-financeiras/	Pages 131, 133-134
3. Codes of ethics: indication of the code of ethics, if any, that the Company has implemented or has adhered to; indication of the respective mechanisms of implementation and monitoring of its fulfilment, where applicable.	Chapter 3.4 Ethics and Business Integrity	Pages 38-41
	GRI Table: 102-16, 102-17	Page 131
4. Management of conflicts of interest: measures of management and follow-up of conflicts of interest, namely the requirement for the subscription by officials and workers of statements of interests, incompatibilities, and impediments.	Chapter 3.4 Ethics and Business Integrity	Pages 38-41
	GRI Table: 102-25	Page 131

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Part II - information on standards/directives followed

Chapters/Subchapters	Matching contents	Location
1. Identification of standards/directives followed with regard to the reporting of non-financial information		
Identification of standards/directives followed in the preparation of non-financial information, including the respective options, as well as other principles considered in the performance of the Company, where applicable.	About this report	Page 124
In case the Company mentions the Sustainable Development Goals (SDG) of the Agenda 2030 of the United Nations, it must include the identification of those to whose fulfilment the Company undertakes to contribute, with indication of the measures taken, in each year, towards the pursuance of the objectives outlined for each of those SDG. In other words, the identification of specific actions, projects, or investments with a view to achieve that SDG.	Chapter 3.2. Commitment to sustainability Table of matching material topics / GRI/SDG Standards SDG matching table	Pages 34-36 Page 125 Page 126
2. Identification of the scope and methodology of calculation of indicators		
Description of the scope and methodology of calculation (including the formula of calculation) of the indicators presented, as well as of the limitations of that reporting. Whenever possible, presentation of a table of correlation between the indicators presented and the principles or goals considered, with indication of where detailed information can be found (for example, the webpage of the autonomous report for reporting of non-financial information, report, and accounts, other document, or the Company's website).	GRI Table	Pages 129-140
3. Explanation in case of non-application of policies		
In case the Company does not apply the policies with respect to one or more matters, the reporting of non-financial information presents an explanation for that circumstance.	See: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report 3. Explanation in case of non-application of policies (page 109) https://www.mota-engil.com/investidores/informacoes-financeiras/	
4. Other information		
Additional elements or information that, albeit not contemplated in the previous paragraphs, are relevant to the understanding, background and justification of the relevance of the non-financial information disclosed, namely with regard to networks/consortia of entities connected to sustainability and responsibility of the organisations that it integrates/to which it belongs, both on a national and international level, and sustainability commitments that the Company willingly assumed, on a local or global scope.	GRI Table: 102-12, 102-13	Page 130

GRI Table

General contents

Organisational profile	Location
GRI 102: GENERAL CONTENTS 2016	
102-1 Name of organisation	
Mota-Engil, SGPS, S.A.	
102-2 Activities, brands, products, and services	
Chapter 2.2 Business areas More information on: www.mota-engil.com/institucional/apresentacao	Pages 25-28
102-3 Location of headquarters	
Rua do Rego Lameiro, nº 38, 4300-454 Porto, Portugal	
102-4 Location of operations	
Chapter 2.1 The Mota-Engil world More information on: www.mota-engil.com/mota-engil-no-mundo/presenca-internacional	Pages 23-24
102-5 Ownership and legal form	
Mota Engil SGPS, S.A. is an open company, with its head office at Rua do Rego Lameiro, no. 38, parish of Campanhã, Porto, registered in the Commercial Registry of Porto. Mota-Engil SGPS, S.A. is listed on the Lisbon Stock Exchange (Euronext Lisbon), integrating its reference index, PSI 20.	
102-6 Markets served	
Chapter 2.1 The Mota-Engil world Chapter 2.2 Business areas More information on: www.mota-engil.com/institucional/apresentacao	Pages 23-24 Pages 25-28
102-7 Size of organisation	
Chapter 1.1 Mota-Engil in numbers Chapter 2.1 The Mota-Engil world Chapter 2.2 Business areas Chapter 4.2. Sustainable economic growth Chapter 5.1 Our people	Page 08 Pages 23-24 Pages 25-28 Pages 57-61 Pages 68-77
102-8 Information on employees and other workers	

Total number of employees per duration of contract and per gender		
Permanent contract	Men	12,989
	Women	2,533
	Sub-total	15,522
Fixed-term contract	Men	17,644
	Women	2,165
	Sub-total	19,809
Total Workers		35,331

Note 1: No temporary workers and interns were included.

Note 2: The data reports to the number of existing workers as at 31/12/2020.



Total number of employees per duration of contract and per region

Permanent contract	Europe	5,459
	Africa	3,383
	Latin America	6,003
	Holding	280
	Share capital	397
	Sub-total	15,522
Fixed-term contract	Europe	3,092
	Africa	12,172
	Latin America	4,158
	Holding	43
	Share capital	344
	Sub-total	19,809
Total Employees		35,331

Note 1: No temporary workers and interns were included.

Note 2: The data reports to the number of existing employees as at 31/12/2020.

Total number of employees per type of contract and per gender

Full-time	Men	30,633
	Women	4,698
Total		35,331

Note 1: Part time employees were not included.

Note 2: The data reports to the number of existing employees as at 31/12/2020.

102-9 Supply chain

Chapter 4.3 Mota-Engil supply chain	Pages 62-65
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102-10 Significant changes to the organisation and its supply chain

Changes to the organisation:

No significant changes to the operations carried out by the Group or in the geographies where they have been executed took place during 2020. However, due to the Group's expansion policy for new markets, the local structures in some countries were reinforced towards the end of 2020, particularly in Ghana and Nigeria, so that the execution of significant contracts in those countries in 2021 could be adequately prepared, with the structure located in Nigeria constituting the largest project ever executed by the Group in its History.

Throughout 2020, no changes to the Group's capital structure took place. However, as duly disclosed, an agreement of strategic and investment partnership was entered into in 2020 with one of the largest infrastructure groups in the world, China Communications Construction Company, Ltd., such agreement envisaging, depending on the meeting of various preceding conditions of a legal and contractual nature, among other aspects, the entry of that entity into the Group's share capital (about 30%).

Changes to the chain of suppliers:

Chapter 4.3 Mota-Engil supply chain	Pages 62-65
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102-11 Precautionary principle or approach

Chapter 3.2 Commitment to sustainability	Pages 34-36
Chapter 6 Environmental responsibility	Pages 89-90

102-12 External initiatives

Main charters, principles or other external initiatives	External entity responsible
Charter of Principles(*) (Mota-Engil SGPS)	BCSD Portugal
CEO Guide on Human Rights(*), (**) (Mota-Engil SGPS)	BCSD Portugal
Corporate Covenant for Integrity and Anti-Corruption (Mota-Engil Mexico)	Instituto Ethos
Global Compact(***) (Mota-Engil Mexico)	United Nations
Women's Empowerment Principles (Mota-Engil Mexico)	UNGC and UN Women

(*) See SYNERGY no. 56 (pages 8-9) www.mota-engil.com/media/publicacoes

(**) Chapter 3.5 Human rights

(***) Chapter 7.1 Local development and see SYNERGY no. 56 (page 82) www.mota-engil.com/media/publicacoes

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102-13 Membership of associations

Chapter 3.6. Our stakeholders	Pages 44-46
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List of associations in which Mota-Engil takes part:

Africa Monitor Intelligence	Portuguese-Moroccan Chamber of Commerce and Industry
Agência para o Investimento e Comércio Externo de Portugal	Chamber of Commerce and Industry Ponta Delgada - Assoc. Empresarial das Ilhas de S. Miguel e Stª Maria
Asociación de Ejecutivos de Recursos Humanos de Bahía de Banderas y Costa Alegre	Portugal and Mozambique Chamber of Commerce
Associação Brasileira de Empresas de Limpeza Publica e Resíduos Especiais	Portugal-Angola Chamber of Commerce
Associação Comercial do Porto	Luso-Brazilian Chamber of Commerce and Industry
Associação de Laboratórios Acreditados de Portugal	Luso-Mexican Chamber of Commerce and Industry
Associação dos Industriais da Construção Civil e Obras Públicas	Cámara Panameña de la Construcción
Associação dos Industriais de Construção do Arquipélago da Madeira	Centro de Estudos Jurídicos do Minho
Associação Empresarial de Amarante	Centro Mexicano para la Filantropía
Associação Empresarial de Construção Obras Públicas e Serviços	Centro Rodoviário Português
Associação Empresarial de Portugal	Comunidad 7 de abril
Global Platform for Syrian Students Association	Corporativa de Fundaciones
Associação Industrial Portuguesa	COTEC Portugal – Associação Empresarial para a Inovação
Associação Internacional Permanente de Congressos Rodoviários	Desarrollo Integral de las Familias
Associação Mundial da Estrada - Comissão Nacional Permanente dos Congressos da Estrada - Comité Nacional Português	Empresarios por la Educación
Associação Nacional Alugadores de Equipamento Industrial	Fundação Associação Empresarial de Portugal
Associação Nacional da Indústria Extrativa e Transformadora	Fundação de Serralves
Associação Nacional de Transportes Públicos Rodoviários de Mercadorias	Fundo para o Desenvolvimento das Ciências da Construção
Associação para o Desenvolvimento da Mobilidade e Transportes Sustentáveis	Gremio de Geradores de Energia
Associação para o Progresso da Direção	Gremio de Suministradores de Energia
Associação Portuguesa das Empresas de Betão Pronto	Grupos Ecológicos de Nayarit A.C.
Associação Portuguesa de Fundação	Instituto Empresarial do Tâmega
Associação Portuguesa Normalização Certificação Ferroviária	Instituto Ethos
Associação Portuguesa para Desenvolvimento dos Sistemas Integrados de Transportes	Instituto Nacional de Calidad
Associação Portuguesa para o Desenvolvimento Económico e a Cooperação	Instituto para a Promoção da América Latina e Caraíbas
Associação Portuguesa Promotores e Investidores Imobiliários	Instituto Português da Qualidade
BCSD Portugal	Investigación, Capacitación y Soluciones Ambientales y Sociales A.C.
Arab-Portuguese Chamber of Commerce and Industry	Plataforma Tecnológica Portuguesa da Construção
Portuguese-Colombian Chamber of Commerce and Industry	Sindicato das Empresas de Coleta, Limpeza e Industrialização do Lixo de Minas Gerais
	Sociedade Portuguesa de Acústica
	Sociedade Portuguesa de Geotecnia
	United Nations Children's Fund



Strategy	Location
102-14 Statement from senior decision-maker	
Letter to our stakeholders	Pages 03-04
102-15 Key impacts, risks and opportunities	
See: Consolidated Report & Accounts 2020, chapter 02. Non-Financial Information Report C. Main Risk Factors (pages 52-63) www.mota-engil.com/Investidores/Informacoes-financeiras	

Ethics and integrity	Location
102-16 Values, principles, standards, and norms of behaviour	
Chapter 3.1 Mission, Vision and Values	Page 33
Chapter 3.4 Ethics and Business Integrity	Pages 38-41
More information: www.mota-engil.com/sustentabilidade/codigo-de-etica-e-de-conduta	
102-17 Mechanisms for advice and concerns about ethics	
Chapter 3.4 Ethics and Business Integrity	Pages 38-41
Channel for the communication of irregularities: www.mota-engil.com/provedoria More information: www.mota-engil.com/sustentabilidade/codigo-de-etica-e-de-conduta	

Governance	Location
102-18 Governance structure	
See: Consolidated Report & Accounts 2020, chapter 04. Report on Corporate Governance practices B. Company Bodies and Committees (page 256) www.mota-engil.com/Investidores/Informacoes-financeiras	
Chapter .3.3 Sustainability Governance	Page 37
102-22 Composition of the highest governance body and its committees	
See: Consolidated Report & Accounts 2020, chapter 04. Report on Corporate Governance practices B. Company Bodies and Committees (pages 248-271) www.mota-engil.com/Investidores/Informacoes-financeiras	
102-24 Nominating and selecting the highest governance body	
See: Consolidated Report & Accounts 2020, chapter 04. Report on Corporate Governance practices B. Company Bodies and Committees (page 248) www.mota-engil.com/Investidores/Informacoes-financeiras	
102-25 Conflicts of interest	
Chapter 3.4 Ethics and Business Integrity	Pages 38-41

Involvement with stakeholders	Location
102-40 List of stakeholder groups	
Chapter 3.6 Our stakeholders	Pages 44-46
102-41 Collective bargaining agreements	
The Group's companies safeguard the exercise of the associative rights, particularly the freedom of association and collective bargaining, which correspond to a mandatory constitutional and legal imperative. Since Mota-Engil operates in various business areas and geographies, it maintains an openness to dialogue with the many trade union representatives, this way fostering good institutional relations with these legitimate representatives of the workers. It is worth mentioning the existence of different types of collective agreements applicable to the employees – collective labour contracts, collective labour agreements and employer/works council agreements – variable according to the Group's company and area of activity.	

Percentage of employees covered by collective bargaining agreements	
Europe	73%
Africa	44%
Latin America	70%
Holding	16%
Share capital	79%
Total	59%

Note: The data reports to the number of existing employees as at 31/12/2020.

102-42 Identifying and selecting stakeholders	
Chapter 3.6 Our stakeholders	Pages 44-46
102-43 Approach to stakeholder engagement	
Chapter 3.6 Our stakeholders	Pages 44-46
102-44 Key topics and concerns raised	
Chapter 3.7 Our material topics	Page 47

Reporting practices	Location
102-45 Entities included in the consolidated financial statements	
See: Consolidated Report & Accounts of 2020, "Appendix A. Consolidated companies" (pages 233-240) www.mota-engil.com/Investidores/Informacoes-financeiras	
The present Sustainability Report took into consideration the information of the Group's companies indicated as follows (sorted in alphabetical order and by region), which formed the basis for analysing and sustaining the material topics/indicators:	
<ul style="list-style-type: none"> “Environmental responsibility” (environmental performance initiatives and indicators concerning the GRI Standards 302, 302, 303, 304, 306); “Support to local communities” (GRI 413-1 initiatives and indicator); “Safety and health of people” (GRI 403-8 initiatives and indicator); “Culture of innovation” (initiatives); GRI 102-41 Indicator. 	
The information concerning the remaining material topics and indicators was ascertained based on corporate information that was centrally gathered.	

Region	Company	Abbreviated designation
	Carlos Augusto Pinto dos Santos & Filhos Lda.	CAPSFIL
	EGF – Empresa Geral do Fomento, S.A.	EGF
	Glan Agua Limited	Glan Agua
	Manvia – Manutenção e Exploração de Instalações e Construção, S.A.	
	Manvia II Condutas, Lda.	Manvia
	Manvia – Manutenção e Exploração de Instalações e Construção, S.A., Sucursal en España	
Europe	Mota-Engil Central Europe S.A.	Poland
	Mota-Engil Ireland Construction Limited	MEIC
	Mota-Engil Railway Engineering, S.A.	Mota-Engil Railway
	Mota-Engil, Engenharia e Construção, S.A.	MEEC
	Mota-Engil, Engenharia e Construção, S.A. - Cape Verde Branch	Cape Verde
	SUMA – Serviços Urbanos e Meio Ambiente, S.A.	SUMA
	Takargo – Transporte de Mercadorias, S.A.	Takargo
	Vibeiras – Sociedade Comercial de Plantas, S.A.	Vibeiras



Continuation

Africa	Ecolife, S.A.	Mozambique Ecolife
	Mota-Engil (Malawi) Limited	Malawi
	Mota-Engil Angola, S.A.	Angola Mota-Engil Angola
	Clean Eburnie SARL	Ivory Coast Clean Eburnie
	Mota-Engil Cote d'Ivoire SARL	Ivory Coast Mota-Engil Ivory Coast
	Eco Eburnie, S. A.	Ivory Coast Eco Eburnie
	Mota-Engil Guinea Conakry SARL	Guinea
	Mota-Engil, Engenharia e Construção África, S.A. - Zimbabwe Branch	Zimbabwe
	Mota-Engil, Engenharia e Construção África, S.A. Rwanda Branch	Rwanda
	Mota-Engil, Engenharia e Construção África, S.A. Uganda Branch	Uganda
Latin America	Mota-Engil, Moçambique, Limitada	Mozambique Mota-Engil Mozambique
	Vista Waste Management, Lda.	Angola Vista Waste
	Empresa Construtora Brazil, S.A	Brazil ECB
	Generadora Fénix, S.A.P.I. de C.V.	Mexico Fénix
	Mota-Engil O&M México SAPI de C.V.	Mexico Concessions
	Mota-Engil Turismo, S. A. de C.V.	Mexico Tourism – Costa Canuva
	Mota-Engil Aruba Construction Company VBA	Aruba
	Mota-Engil Colombia S.A.S.	Colombia
	Mota-Engil Dominicana, S.A.S.	Dominican Republic
	Mota-Engil Mexico, SAPI de CV	Mexico Mota-Engil Mexico
Mota-Engil Panama S.A.	Panama	
Mota-Engil Peru, S.A.	Peru	
SUMA Brazil – Serviços Urbanos e Meio Ambiente, S.A.	Brazil SUMA Brazil	

102-46 Defining report content and topic boundaries

Chapter 3.7 Our material topics	Page 47
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102-47 List of material topics

Chapter 3.7 Our material topics	Page 47
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102-48 Restatement of information

No restatements to declare	
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102-49 Changes in reporting

No changes to declare	
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102-50 Reporting period

About this report	Page 124
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102-51 Date of most recent report

July 2020	
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102-52 Reporting cycle

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102-53 Contact point for questions regarding the report

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102-54 Claims of reporting in accordance with GRI Standards

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102-55 GRI context index

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102-56 External assurance

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Management approach

Location

GRI 103: MANAGEMENT APPROACH

103-1 Explanation of the material topic and its boundaries

Chapter 3.7 Our material topics	Page 47
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Each material topic presents, at the beginning of the respective chapter/sub-chapter, introductory information on its relevance to Mota-Engil.

103-2 The management approach and its components

Chapter 3.2 Commitment to sustainability	Pages 34-36
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Each material topic presents, at the introductory part of the chapter/sub-chapter, information regarding existing policies, commitments defined, responsibilities, among other relevant information, that reflect the Mota-Engil Group's form of management. Additionally, and for each material topic, a selection of specific actions, such as projects, programmes and initiatives, developed on a corporate level and by region where Mota-Engil operates, is presented so as to illustrate the execution of its management in this context.

Where complaints are concerned, there are various mechanisms with the purpose of obtaining opinions and suggestions of workers, communities and customers, namely through toolbox talks, SHEQ meetings, inquests and other means individually implemented at each project and company (Chap. 3.6. Os nossos stakeholders). Each company of the Group present specific channels for receiving the complaints, within the scope of their management systems, carries out its analysis and responds to the complainants. The Group has a corporate channel for the communication of irregularities (www.mota-engil.com/provedoria). The reception and forwarding of complaints over concerns or infractions is the responsibility of Internal Audit. In situations in which the local legislation determines the existence of reporting channels with local domains, the automatic and simultaneous forwarding of communications to the Ethics channel of the Group is ensured whenever legally possible. Some infractions, due to their nature, may be forwarded to other functional areas, namely Human Resources and Legal Matters.

103-3 Evaluation of the management approach

The Mota-Engil Group monitors and regularly assesses the indicators associated with each topic. In order to assess the efficiency of the form of management, it also relies on the results from (internal and external) audits, efficiency of the actions employed to deal with risks and opportunities, feedback of stakeholders, analysis of benchmarking and whenever possible, external performance ratings.

01



02



03



04



05



06



07



Specific contents

Economic performance	Location					
GRI 201: ECONOMIC PERFORMANCE						
201-1 Direct economic value generated and distributed						
RESULTS FROM 2020 Thousands of Euro	Europe	Africa	Latin America	Holding ^(g)	Share capital	Group
I) Direct Economic Value Generated	1,057,693.51	790,471.69	612,247.29	-37,831.77	63,539.29	2,486,120.01
Revenue ^(a)	1,057,693.51	790,471.69	612,247.29	-37,831.77	63,539.29	2,486,120.01
II) Direct Economic Value Distributed (Operating costs)	986,230.71	645,044.84	574,411.22	-4,923.99	65,873.51	2,266,636.29
Expenses with financiers and shareholders ^(b)	29,003.58	55,242.33	38,837.10	20,191.35	3,200.32	146,474.68
Expenses with the State and other public entities ^(c)	14,319.68	29,222.97	13,580.80	-5,575.12	1,428.49	52,976.81
Expenses with investments made in the community ^(d)	569.10	457.37	1,170.03	346.32	67.85	2,610.66
Expenses with staff ^(e)	209,111.72	123,641.92	146,785.05	20,207.54	19,898.22	519,644.45
Operating expenses ^(f)	733,226.63	436,480.26	374,038.24	-40,094.09	41,278.64	1,544,929.68
III) Economic value retained (I-II)	71,462.80	145,426.85	37,836.07	-32,907.78	-2,334.22	219,483.71

Notes:

- (a) Corresponds the algebraic sum of the following consolidated statement of income headings/sub-headings: (i) Sales and provisions of sales; (ii) Other operating income/(expenses) - Gains in the disposal of tangible asset; (iii) Other operating income/(costs) - Other income; and (iv) Income and financial gains - Interest received.
- (b) Corresponds the algebraic sum of the consolidated statement of income sub-headings: (i) Costs and financial losses - Interest paid; (ii) Costs and financial losses - Interest paid - rights of use of assets with dividends paid for the year contained in the consolidated cash flow statement.
- (c) Corresponds the algebraic sum of the following consolidated statement of income headings/sub-headings: (i) Other operating income/(expenses) - Operating costs and losses - Taxes; and (ii) Income tax - Current taxes.
- (d) Corresponds the consolidated statement of income sub-heading: Other operating income/(expenses) - Operating costs and losses - Donations. It should be mentioned that the present heading does not contemplate all investments made in the communities, leaving out those investments which are still, from an operating point of view, allocated to cost centres specific to local worksites and works. The investments made by FMAM also have autonomous management and autonomous accounts, wherefore they are not considered herein.
- (e) Corresponds the consolidated statement of income heading: Staff costs.
- (f) Corresponds the algebraic sum of the following consolidated statement of income headings/sub-headings: (i) Cost of goods sold and materials consumed and Variation in production; (ii) External supplies and services; (iii) Other operating income/(costs) - Operating costs and losses - Losses in the disposal of tangible asset; (iv) Other operating income/(costs) - Operating costs and losses - Other costs.
- (g) Includes Mota-Engil SGPS, other, eliminations and intra-group.

GRI 202: MARKET PRESENCE

202-1 Ratios of standard entry level wage by gender compared to local minimum wage

Chap. 4.2. Sustainable economic growth Pages 58-60

Percentage of employees receiving minimum wages (%)		
Europe	Men	3.2%
	Women	2.7%
	Total	3.1%
Africa	Men	2.6%
	Women	6.7%
	Total	3.0%
Latin America	Men	4.9%
	Women	19.9%
	Total	7.0%
Holding	Men	0.7%
	Women	0.0%
	Total	0.3%
Share capital	Men	0.1%
	Women	0.0%
	Total	0.1%
Mota-Engil Group	Men	3.3%
	Women	9.2%
	Total	4.1%

Note: The data reports to the number of existing employees as at 31/12/2020.

GRI 205: ANTI-CORRUPTION

205-2 Communication and training about anti-corruption policies and procedures

Chapter 3.4 Ethics and corporate integrity Pages 39-41

Anticorruption training – Employees		No. of participants
Europe	Technical and Management Department	87
	Specialisation and Coordination	620
	Supervision and Techniques	1,361
	Operating and Support	931
Africa	Technical and Management Department	73
	Specialisation and Coordination	316
	Supervision and Techniques	605
	Operating and Support	113
Latin America	Technical and Management Department	55
	Specialisation and Coordination	254
	Supervision and Techniques	2,797
	Operating and Support	778



Continuation

Holding	Technical and Management Department	38
	Specialisation and Coordination	110
	Supervision and Techniques	151
	Operating and Support	123
Share capital	Technical and Management Department	12
	Specialisation and Coordination	59
	Supervision and Techniques	94
	Operating and Support	131
Mota-Engil Group	Technical and Management Department	265
	Specialisation and Coordination	1,359
	Supervision and Techniques	5,008
	Operating and Support	2,076

Note 1: Since it is an online training course, the low rate of realisation of training as regards the “Operating and Support” employees is explained by the lower education and lack of computer knowledge of said employees.

Communication of the anticorruption policies and procedures		No. of entities
Europe	Suppliers	45
	Customers	11
	Business partners	4
Africa	Suppliers	171
	Customers	0
	Business partners	1
Latin America	Suppliers	369
	Customers	19
	Business partners	14
Holding	Suppliers	4
	Customers	0
	Business partners	0
Share capital	Suppliers	0
	Customers	0
	Business partners	0
Mota-Engil Group	Suppliers	589
	Customers	30
	Business partners	19

205-3 Confirmed incidents of corruption and actions taken

Chapter 3.4. Ethics and corporate integrity	Page 40
Incidents of corruption confirmed and measures taken	
Total number of incidents of corruption confirmed	3
Total number of incidents confirmed in which employees were dismissed or disciplined for corruption	2
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	3

Environmental performance

Location

GRI 301: MATERIALS

301-1 Materials used by weight or volume

Chapter 6.2 Natural resources utilisation and management (Consumption of materials and circular economy)

The figures expressed as follows concern the raw materials considered significant to the various activities of the Group and, in the case of those non-renewable, the materials are distinguished according to their characteristics, indicated in unit volume and unit weight.

Pages 98-99

Region	Renewable materials (tonnes)
Europe	25,803
Africa	1,555
Latin America	1,356
Total	28,713

Note 1: The consumption of renewable materials essentially concerns AERIO aggregate – Artificial Aggregate coming from Waste Incineration Slags (23,559.9 tonnes), wood and paper.

Region	Non-renewable materials (m³)	Non-renewable materials (tonnes)
Europe	5,279	7,643,126
Africa	237	2,387,613
Latin America	0	2,032,552
Total	5,516	12,063,292

Note 1: The materials indicated per unit volume (m³) encompass: paints/varnishes/enamel/diluent; lubricants/putties; chemicals; among others.

Note 2: The materials indicated per weight unit encompass: rock aggregates; cement; bitumen and emulsion; steel; explosives; accumulators; plastic bags; tyres; among others.

GRI 302: ENERGY

302-1 Energy consumption within the organization

Chapter 6.1 Energy and climate change

Pages 92-96

Energy (GJ)	Europe	Africa	Latin America	Mota-Engil Group
Consumption of fuels from non-renewable sources	2,155,259	2,579,306	1,279,371	6,013,936
Consumption of fuels from renewable sources (bioethanol)	0	0	8,224	8,224
Self-generated energy for consumption (e.g., solar energy)	2,983	0	8	2,991
Indirect energy purchased for consumption (e.g., electricity)	288,723	38,760	13,923	341,406
Total energy sold ^(*)	1,658,258	0	0	1,658,258

^(*) Does not include the production of exclusive electrical energy, produced by Fenix



Consumption of fuels from non-renewable sources (GJ)	Europe	Africa	Latin America	Mota-Engil Group
Butane/propane gas	156,049.1	24,579.3	116.8	180,745
Natural gas	281,132.0	0.0	0.0	281,132
Diesel/Diesel Oil	1,520,134.0	2,546,449.8	1,160,346.0	5,226,930
Heating Diesel	5,551.4	0.0	49,637.9	55,189
Petrol	12,964.9	8,276.1	63,300.5	84,541
Liquefied Petroleum Gas (LPG)	80.1	0.0	247.6	328
Fueloil	31,595.5	0.0	5,722.5	37,318
Coal	147,752.0	0.5	0.0	147,753
Total	2,155,259	2,579,306	1,279,371	6,013,936

The conversions to GJ were carried out based on the conversion factors indicated in the UN - Oslo Group Document (2009) "Chapter 4 - Measurement units and conversion factors (Preliminary text)" – Standard calorific values for liquid fuels and Standard calorific values for gaseous fuels. For coal, the conversion factor indicated in the GRI document "Indicator Protocols Set Environment" was used. Standard calorific values were used since, on account of the variety of geographies where Mota-Engil operates, it was not possible to obtain the calorific values for each country.

GRI 303: WATER AND EFFLUENTS

303-1 Interactions with water as a shared resource

Chapter 6.2 Natural resources utilisation and management (Water) Pages 104-106

303-2 Management of water discharge-related impacts

The companies of the Mota-Engil Group, regardless of the sector of activity and the geography in which they operate, ensure the compliance with the applicable legislation, the effluents undergoing treatment prior to their discharge to the receiving environment, where applicable.

303-3 Water withdrawal

Chapter 6.2 Natural resources utilisation and management (water) Pages 104-106

Region	Surface water (m³)	Groundwater (m³)	Third-party water (m³)	Total water withdrawal (m³)
Europe	13,273	511,549	500,221	1,025,043
Africa	1,078,173	70,808	147,059	1,296,040
Latin America	356,233	55,219	77,287	488,739
Total	1,447,679	637,576	724,567	2,809,822

Note 1: The reported figures concern the withdrawal of water resulting from operations of companies of the Group. The water treated within the scope of the activities of the Glan Agua company is not included.

Note 2: The figures of the Europe region, with regard to surface water, do not include the water withdrawn from the Tagus River (95.441.832,6 m³) for cooling the water-steam circuit of the Energy Recovery Plant of Valorsul (EGF, Portugal), returned in full to the water environment with a slight increase in temperature, duly monitored and controlled.

Note 3: The source "water purchased from third parties" comprehends the supply of water by municipal managing entities.

GRI 304: BIODIVERSITY

304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Chapter 6.2. Natural resources utilisation and management (Biodiversity) Pages 106-107

Most of Mota-Engil's operating facilities are not located in protected areas or in areas of a high biodiversity value outside the protected areas. Exception made to some facilities of EGF (in the waste management sector) and to the CAPSFIL company:

- Valorsul (EGF, Portugal) is situated next to the Tagus Estuary Special Protection Zone, established under the Birds Directive, and essentially intended to ensure the conservation of the species of birds and their habitats;

- In the case of Algar, the Sotavento Sanitary Landfill is located in the parish of Salir, municipality of Loulé, and is integrated into the following areas comprising the Regional Structure of Environmental Protection and Recovery (ERPVA - Estrutura Regional de Proteção e Valorização Ambiental): Site of Community Importance Caldeirão (PTCON0057) and Special Protection Zone Caldeirão (with the same code), of Natura 2,000 network (RN2000), and also in the Damp Area with conversational international interest (Ramsar Convention), Vascão Creek;

- In the case of Resiestrela (EGF, Portugal), it is located within the Serra da Estrela Natural Park.

- In the case of CAPSFIL, it consists of quarry facilities, partially located within an area classified as National Ecological Reserve (REN - Reserva Ecológica Nacional).

It should be mentioned that there might be situations of construction projects underway within or adjacent to protected areas, as is the case of the construction activities occurred in 2020 in Poland, Brazil, and Colombia.

GRI 305: EMISSIONS

305-1 Direct (Scope 1) GHG emissions

Chapter 6.1 Energy and climate change Pages 92, 96

Emissions (tCO ₂ e)	Europe	Africa	Latin America	Mota-Engil Group
Non-renewable fuels consumed	156,975.2	188,421.3	93,776.1	439,172.6
Renewable fuels consumed	0.0	0.0	39.2	39.2
Other direct emissions	1,449.6	0.0	0.0	1,449.6
Total	158,424.8	188,421,3	93,815.3	440,661.4

Note: The emissions associated with the consumption of fuels and the direct emissions of carbon dioxide emissions and methane arising from the activities of EGF (Portugal) are included. The GHG direct emissions generated by the activity of Vista Waste (Angola), Ecolife (Mozambique) and Clean Eburnie (Ivory Coast) are not included.

In order to calculate the GHG emissions, the "GHG Emission Calculation Tool" (Beta Version, March 2021), for mobile sources (average values), and the EPA "Emission Factors for Greenhouse Gas Inventories" (March 2020), for stationary sources, were used, since, on account of the variety of geographies in which Mota-Engil operates, it was not possible to obtain emissions factors specific of each country. The 100-year Global Warming Potential (GWP) was used, in accordance with IPCC's Report "Fifth Assessment Report (AR5)".

The multi-sectorial nature of the Group's activities and its presence in various geographic contexts pose challenges where information gathering and treatment are concerned. The reported values are an approximation, since only the global data of fuel consumption is available as of date, without a distinction as to the type of use and vehicles, among other relevant information that would enable a thorough calculation of the Group's carbon footprint. Mota-Engil is undergoing a process of consolidation of its information gathering and indicator calculation methodology so as to ensure, in the future, reliable and comparable information and to support the definition of the new Sustainability Agenda and Roadmap.

305-2 Energy indirect (Scope 2) GHG emissions

Chapter 6.1 Energy and climate change Pages 92-93

Emissions (tCO ₂ e)	Europe	Africa	Latin America	Mota-Engil Group
Electricity (location-based)	25,078.2	3,568.6	1,162.1	29,808.9

For the calculation to GHG emissions associated with the Group's electricity consumption (location-based), the emissions factors indicated in the following sources of information were considered:

- Association of Issuing Bodies (AIB), "European Residual Mixes - Results of the calculation of Residual Mixes for the calendar year 2019" (Version 1.1, 2020-09-08) – European countries.

- Carbon Footprint, "Country Specific Electricity Grid Greenhouse Gas Emission Factors, 2020 Grid Electricity Emissions Factors" (v1.4 September 2020) – Brazil and Mexico.

- IGES - Institute for Global Environmental Strategies, "List of Grid Emission Factors" (Version: 10.10 (February 2021)) – Cape Verde; Ivory Coast and Guinea (West African Power Pool); Malawi, Mozambique, Zimbabwe (Southern African Power Pool); Rwanda; Uganda; Colombia; Peru; Dominican Republic and Aruba.

- Ecometrica, "Technical Paper – Electricity-specific emission factors for grid electricity" (August 2011) – Angola and Panama.



305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions

Atmospheric emissions	Tonnes
Nitrogen oxides (NOx)	710.1
Sulfur oxides (SOx)	25.6
Volatile Organic Compounds (VOC)	159.3
Hazardous air pollutants (HAP)	0.3
Particulate matter	9.3
Carbon monoxide (CO)	301.9
Volatile Organic Non-Methane Compounds (VONMC)	20.0

Note 1: Continuously moto generating (Hydroelectric Power Plants of energy Landfills and anaerobic digestions) and analysing direct measurements of the Energy Recovery Plant.

Note 2: Methodology used: Supporting Manual for Filling Out the PRTR Form - Combustion Emissions/Determination of air emissions by APA emission factors. For the diffuse emissions of landfills, the EPA's LandGem model was used.

Note 3: The carbon dioxide and methane direct emissions, contemplated in indicator 305-2, are not included.

The reported data concerns direct emissions resulting from the activities of waste companies, namely EGF (Portugal). The data concerns the emission, in 2020, of the anaerobic digestion plants and landfills (including diffuse emissions), as well as of the Energy Recovery Plant of Valorsul, located in Portugal. Measures of control/recovery and monitoring of the emissions are implemented in each case, as per the conditions defined in the respective licenses and in compliance with the applicable legislation. Reference can be made, for example, to the Energy Recovery Plant, which, throughout the last 20 years of collection and analysis of data on the environmental parameters of the Plant's surrounding region, in studies conducted, whenever possible, by independent entities, the results are positive and consistent, showing that the Plant's activity reveals no negative impact to the environmental quality of the surrounding area.

As regards the remaining companies and business areas, the data of atmospheric emissions is not available.

GRI 306: WASTE

306-1 Waste generation and significant waste-related impacts

Chapter 6.2 Natural resources utilisation and management (Waste) Pages 100-103

306-2 Management of significant waste-related impacts

Chapter 6.2 Natural resources utilisation and management (Waste) Pages 100-103

306-3 Waste generated

Chapter 6.2 Natural resources utilisation and management (Waste) Page 100

Waste generated	Hazardous waste (tonnes)		Non-hazardous waste (tonnes)		Total (tonnes)
	Recovery operations	Disposal operations	Recovery operations	Disposal operations	
Europe	533	7,817	238,854	28,731	275,936
Africa	5,430	960	36,890	122,904	166,184
Latin America	105	301	3,556	14,582	18,545
Total	6,069	9,078	279,301	166,218	460,666

Note 1: The reported quantities concern waste produced by own activities of the Group's companies, with the exception of Vista Waste (Angola). They do not contemplate waste treated by waste management companies.

Note 2: In the Europe region, the non-hazardous waste, intended for recovery operations, are of very high value when compared with other regions, due to the fact that In Poland earth moved (surface soil and others) is being deemed as waste, as per national legal requirement.

GRI 307: ENVIRONMENTAL COMPLIANCE

307-1: Non-compliance with environmental laws and regulations

For the reported period, no significant fines and non-monetary sanctions arising from non-compliance with environmental laws and/or regulations were registered. This information assumes that the sole purpose of the questions raised is to focus on sanction procedures (of a mere administrative, administrative sanction or criminal nature), the result of which was definitive in 2020 and directly (sanctions, fines, etc.) or indirectly (for example, costs of cleaning operations) involving significant amounts, which are regarded as those of at least 50,000.00 €.

GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT

308-1: New suppliers that were screened using environmental criteria

Chapter 4.3 Mota-Engil supply chain Page 64

Social performance

Location

GRI 401: EMPLOYMENT

401-1 New employee hires and employee turnover

Chapter 5.1 Talent Management Pages 69-70

Percentage of employees per functional category and age group		New Employee Hires			Employee Turnover		
		< 30	30 a 50	> 50	< 30	30 a 50	> 50
Europe	Men	75%	27%	18%	40%	18%	20%
	Women	64%	23%	15%	32%	18%	12%
	Total	73%	26%	18%	38%	18%	20%
Africa	Men	51%	34%	21%	67%	54%	50%
	Women	51%	38%	14%	69%	68%	54%
	Total	51%	35%	20%	68%	56%	50%
Latin America	Men	86%	35%	37%	110%	118%	124%
	Women	47%	28%	55%	77%	55%	30%
	Total	80%	34%	38%	104%	110%	118%
Holding	Men	22%	4%	0%	33%	10%	4%
	Women	27%	6%	2%	42%	10%	15%
	Total	25%	5%	1%	38%	10%	9%
Share capital	Men	48%	23%	21%	32%	18%	24%
	Women	29%	10%	0%	43%	14%	9%
	Total	46%	21%	20%	33%	17%	23%
Total New Employee Hires and Employees Turnover (per Age Group)		57%	32%	20%	67%	53%	39%
Rate of New Employee Hires and Employee Turnover (per Gender)	Men	35%			54%		
	Women	33%			47%		
Total Entries and Exits (per Location)	Europe	28%			21%		
	Africa	37%			58%		
	Latin America	43%			110%		
	Holding	8%			15%		
	Share capital	23%			20%		
Rate of Entries and Exits		35%			53%		

Note 1: Data collected from the Group's Central Information System, not reflecting the consolidated information of all markets/businesses (the integration of which is under development)

Note 2: The denominator of the indicator considered the number of existing employees as at 31/12/2020.

Note 3: The values of the rates of new employee hires and employee turnover are inherently associated with the beginning and conclusion of the Group's projects, works and contracts.



GRI 402: LABOUR/MANAGEMENT RELATIONS

402-1 Minimum notice periods regarding operational changes

Mota-Engil complies with the minimum notice periods established by law at each geography in which it operates

GRI 403: OCCUPATIONAL HEALTH AND SAFETY

403-1 Occupational health and safety management system

Chapter 5.2 Health and safety Page 79

403-2 Hazard identification, risk assessment, and incident investigation

Chapter 5.2 Health and safety Pages 79-81

403-3 Occupational health services

Chapter 5.2 Health and safety Page 83

403-4 Worker participation, consultation, and communication on occupational health and safety

Chapter 5.2 Health and safety Pages 80, 83-84

403-5 Worker training on occupational health and safety

Chapter 5.2 Health and safety Pages 80, 84-85

403-6 Promotion of the worker health

Chapter 5.2 Health and safety Pages 83-86

403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

The impacts attributable to business relations were not deemed to be relevant.

403-8 Workers covered by an occupational health and safety management system

Chapter 5.2 Health and safety Page 79

403-9 Work-related injuries

Chapter 5.2 Health and safety Page 81

GRI 404: TRAINING AND EDUCATION

404-1 Average hours of training per year per employee

Chapter 5.1 Talent management Pages 71-74

Training per functional category and gender		No. of training hours	Average number of training hours	
Europe	Technical and Management Department	Men	512	7
		Women	106	11
		Total	619	7
	Specialisation and Coordination	Men	4,847	13
		Women	3,291	25
		Total	8,138	16
	Supervision and Techniques	Men	11,623	12
		Women	7,150	16
		Total	18,773	13
	Operating and Support	Men	139,714	24
		Women	15,874	21
		Total	155,588	24
Total	Men	156,696	22	
	Women	26,420	20	
	Total	183,117	21	
Africa	Technical and Management Department	Men	510	9
		Women	9	9
		Total	519	9
	Specialisation and Coordination	Men	892	4
		Women	301	10
		Total	1,193	4
	Supervision and Techniques	Men	2,691	2
		Women	650	4
		Total	3,341	3
	Operating and Support	Men	18,254	1
		Women	965	1
		Total	19,219	1
Total	Men	22,348	2	
	Women	1,924	1	
	Total	24,271	2	
Latin America	Technical and Management Department	Men	354	8
		Women	653	327
		Total	1,007	21
	Specialisation and Coordination	Men	3,292	18
		Women	614	16
		Total	3,906	18
	Supervision and Techniques	Men	35,391	43
		Women	4,383	20
		Total	39,775	39
	Operating and Support	Men	44,481	6
		Women	1,959	2
		Total	46,439	5
Total	Men	83,518	10	
	Women	7,609	5	
	Total	91,127	9	

01



02



03



04



05



06



07



▼ Continuation

Holding	Technical and Management Department	Men	209	6
		Women	5	1
		Total	213	5
	Specialisation and Coordination	Men	339	11
		Women	610	17
		Total	949	14
	Supervision and Techniques	Men	222	7
		Women	304	5
		Total	525	6
	Operating and Support	Men	133	3
		Women	230	3
		Total	362	3
Total	Men	902	6	
	Women	1,148	7	
	Total	2,049	6	
Share capital	Technical and Management Department	Men	267	27
		Women	23	23
		Total	290	26
	Specialisation and Coordination	Men	712	22
		Women	887	89
		Total	1,598	38
	Supervision and Techniques	Men	1,291	17
		Women	618	19
		Total	1,909	17
	Operating and Support	Men	3,652	7
		Women	113	5
		Total	3,765	5
Total	Men	5,922	9	
	Women	1,640	25	
	Total	7,562	10	
Mota-Engil Group		Men	1,852	8
		Women	795	35
		Total	2,647	11
	Especialização e Coordenação	Men	10,082	12
		Women	5,702	23
		Total	15,784	14
	Supervisão e Técnicas	Men	51,219	17
		Women	13,104	14
		Total	64,322	16
	Operacionais e Suporte	Men	206,233	8
		Women	19,140	5
		Total	225,373	8
Total	Men	269,386	9	
	Women	38,740	8	
	Total	308,126	9	

Note: The denominator of the indicator considered the number of existing employees as at 31/12/2020.

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY

405-1 Diversity of governance bodies and employees

Chapter 5.1 Talent management

Pages 70, 75-76

Percentage of employees per functional category and gender		Gender	
		Men	Women
Europe	Technical and Management Department	91%	9%
	Specialisation and Coordination	76%	24%
	Supervision and Techniques	96%	4%
	Operating and Support	70%	30%
Africa	Technical and Management Department	98%	2%
	Specialisation and Coordination	89%	11%
	Supervision and Techniques	89%	11%
	Operating and Support	89%	11%
Latin America	Technical and Management Department	96%	4%
	Specialisation and Coordination	83%	17%
	Supervision and Techniques	87%	13%
	Operating and Support	79%	21%
Holding	Technical and Management Department	79%	21%
	Specialisation and Coordination	48%	52%
	Supervision and Techniques	42%	58%
	Operating and Support	34%	66%
Share capital	Technical and Management Department	91%	9%
	Specialisation and Coordination	76%	24%
	Supervision and Techniques	96%	4%
	Operating and Support	70%	30%
Mota-Engil Group	Technical and Management Department	93%	7%
	Specialisation and Coordination	78%	22%
	Supervision and Techniques	89%	11%
	Operating and Support	88%	12%

Note: The data reports to the number of existing employees as at 31/12/2020.

Percentage of employees per functional category and age		Age		
		< 30	30 a 50	> 50
Europe	Technical and Management Department	1%	47%	52%
	Specialisation and Coordination	1%	73%	26%
	Supervision and Techniques	11%	52%	37%
	Operating and Support	15%	64%	22%
Africa	Technical and Management Department	0%	51%	49%
	Specialisation and Coordination	1%	63%	36%
	Supervision and Techniques	22%	69%	9%
	Operating and Support	17%	57%	26%
Latin America	Technical and Management Department	0%	58%	42%
	Specialisation and Coordination	1%	71%	27%
	Supervision and Techniques	18%	64%	18%
	Operating and Support	12%	76%	12%

Continuation

Holding	Technical and Management Department	0%	45%	55%
	Specialisation and Coordination	3%	82%	15%
	Supervision and Techniques	29%	38%	33%
	Operating and Support	24%	57%	19%
Share capital	Technical and Management Department	0%	27%	73%
	Specialisation and Coordination	0%	76%	24%
	Supervision and Techniques	9%	64%	27%
	Operating and Support	16%	75%	8%
Mota-Engil Group	Technical and Management Department	1%	53%	47%
	Specialisation and Coordination	1%	71%	28%
	Supervision and Techniques	15%	65%	21%
	Operating and Support	18%	63%	19%

Percentage of employees per functional category and length of service		Length of service			
		< 3 Years	3 to 10	11 to 20	≥ 20 Years
Europe	Technical and Management Department	18%	20%	28%	34%
	Specialisation and Coordination	14%	19%	41%	25%
	Supervision and Techniques	42%	25%	24%	10%
	Operating and Support	32%	25%	26%	18%
Africa	Technical and Management Department	15%	25%	25%	36%
	Specialisation and Coordination	35%	32%	14%	19%
	Supervision and Techniques	67%	26%	5%	1%
	Operating and Support	50%	28%	10%	12%
Latin America	Technical and Management Department	25%	38%	23%	15%
	Specialisation and Coordination	39%	47%	9%	5%
	Supervision and Techniques	88%	12%	0%	0%
	Operating and Support	56%	42%	1%	1%
Holding	Technical and Management Department	19%	19%	29%	33%
	Specialisation and Coordination	7%	39%	39%	15%
	Supervision and Techniques	32%	16%	26%	26%
	Operating and Support	28%	26%	21%	24%
Share capital	Technical and Management Department	0%	27%	36%	36%
	Specialisation and Coordination	7%	40%	43%	10%
	Supervision and Techniques	61%	29%	8%	2%
	Operating and Support	45%	35%	20%	0%
Mota-Engil Group	Technical and Management Department	14%	26%	29%	31%
	Specialisation and Coordination	22%	30%	29%	19%
	Supervision and Techniques	43%	32%	14%	11%
	Operating and Support	66%	22%	8%	3%

Note: The data reports to the number of existing employees as at 31/12/2020.

Percentage of employees per functional category and qualifications		Education		
		Primary	Secondary	Further Education
Europe	Technical and Management Department	0%	0%	100%
	Specialisation and Coordination	4%	8%	88%
	Supervision and Techniques	15%	22%	62%
	Operating and Support	73%	25%	3%
Africa	Technical and Management Department	0%	0%	100%
	Specialisation and Coordination	11%	13%	76%
	Supervision and Techniques	31%	33%	36%
	Operating and Support	76%	20%	4%
Latin America	Technical and Management Department	0%	0%	100%
	Specialisation and Coordination	3%	11%	85%
	Supervision and Techniques	5%	33%	63%
	Operating and Support	51%	44%	5%
Holding	Technical and Management Department	0%	0%	100%
	Specialisation and Coordination	0%	15%	85%
	Supervision and Techniques	5%	20%	75%
	Operating and Support	32%	41%	27%
Share capital	Technical and Management Department	0%	0%	100%
	Specialisation and Coordination	0%	2%	98%
	Supervision and Techniques	4%	16%	80%
	Operating and Support	48%	49%	3%
Mota-Engil Group	Technical and Management Department	0%	0%	100%
	Specialisation and Coordination	5%	10%	84%
	Supervision and Techniques	17%	28%	54%
	Operating and Support	67%	29%	4%

Note: The data reports to the number of existing employees as at 31/12/2020.

405 -2 Ratio of basic salary and remuneration of women to men

Chapter 5.1 Talent management

Pages 70, 76

Wages and remuneration ration between men and women		Ratio W:M
Europe	Technical and Management Department	1.09
	Specialisation and Coordination	0.85
	Supervision and Techniques	0.82
	Operating and Support	0.96
Africa	Technical and Management Department	0.62
	Specialisation and Coordination	0.72
	Supervision and Techniques	1.49
	Operating and Support	0.95
Latin America	Technical and Management Department	-
	Specialisation and Coordination	0.84
	Supervision and Techniques	1.06
	Operating and Support	0.74



Continuation

Holding	Technical and Management Department	1.46
	Specialisation and Coordination	0.82
	Supervision and Techniques	0.84
	Operating and Support	0.91
Share capital	Technical and Management Department	0.73
	Specialisation and Coordination	0.90
	Supervision and Techniques	0.92
	Operating and Support	1.17
Mota-Engil Group	Technical and Management Department	1.05
	Specialisation and Coordination	0.83
	Supervision and Techniques	1.06
	Operating and Support	0.90

GRI 406: NON-DISCRIMINATION

406-1 Incidents of discrimination and corrective actions taken

Cap.5.1 Talent management Pages 70, 76

With regard to incidents of discrimination observed in the reporting period, there were three complaints, which are currently being assessed according to the proceedings defined in the Group's Internal Policy.

GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

No situations involving operations and suppliers that placed the freedom of association and collective bargaining at risk were reported through the Group's ethics hotline.

GRI 408: CHILD LABOUR

408-1 Operations and suppliers at significant risk for incidents of child labour

No situations involving operations and suppliers in which there was a significant risk of child labour incidents were reported through the Group's ethics hotline.

GRI 409: FORCED OR COMPULSORY LABOUR

409-1 Operations and suppliers in which there is a significant risk of incidents of slave or forced labour

No situations involving operations and suppliers in which there was a significant risk of slave or forced labour were reported through the Group's ethics hotline.

GRI 410: SECURITY PRACTICES

410-1 Security personnel trained in human rights policies or procedures

Employees or subcontracted entities associated with security issues of facilities and protection of assets (the Group does not have employees or subcontracted entities involved in personal security missions) respect, during interpersonal relationships, the legal rights proclaimed in each area where they perform their duties.

GRI 411: RIGHTS OF INDIGENOUS PEOPLE

411-1 Incidents of violations involving rights of indigenous peoples

No situations of violation of the rights of the indigenous peoples were reported through the Group's Ethics hotline.

GRI 412: HUMAN RIGHTS ASSESSMENT

412-2 Employee training on human rights policies or procedures

Chapter 3.5 Human rights Page 40

Training of employees focused on human rights policies or procedures	Geography	
		2020
Total number of training hours focused on policies or procedures concerning human rights aspects relevant for the operations	Europe	967
	Africa	380
	Latin America	356
	Holding	122
	Share capital	109
	Mota-Engil Group	1,932
Number of employees who received training focused on policies or procedures concerning human rights aspects relevant for the operations	Europe	1,693
	Africa	349
	Latin America	680
	Holding	242
	Share capital	217
	Mota-Engil Group	3,190
Percentage of employees who received training focused on policies or procedures concerning human rights aspects relevant for the operations	Europe	20%
	Africa	2%
	Latin America	7%
	Holding	75%
	Share capital	29%
	Mota-Engil Group	9%

GRI 413: LOCAL COMMUNITIES

413-1 Operations with local community engagement, impact assessments, and development programs

Chapter 7.1 Local development Pages 110-117

Chapter 7.2 Manuel António da Mota Foundation Pages 118-123

GRI 414: SUPPLIER SOCIAL ASSESSMENT

414 -1 New suppliers that were screened using social criteria

Chapter 4.3 Mota-Engil supply chain Pages 64-65

GRI 419: SOCIOECONOMIC COMPLIANCE

419-1 Non-compliance with laws and regulations in the social and economic area

No significant fines and non-monetary sanctions arising from non-compliance with social and economic laws and/or regulations were registered. This information assumes that the sole purpose of the questions raised is to focus on sanction procedures (of a mere administrative, administrative sanction or criminal nature), the result of which was definitive in 2020 and directly (sanctions, fines, etc.) or indirectly (for example, costs of cleaning operations) involving significant amounts, which are regarded as those of at least 50,000 Euro.



MOTA-ENGIL

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