

GRI
Table

ACTIONS *for a* **SUSTAINABLE**
future

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This document is an appendix to Mota-Engil Group’s ► **Sustainability Report 2022**, which was written in accordance with the Global Reporting Initiative (GRI) Standards (under “Essential”).

Set out below are the GRI standards and indicators to which it is hoped to respond, with reference to the respective contents of the Report (or other external resources) and detailing the response, in the table itself, wherever applicable.

ACTIONS *for a* SUSTAINABLE *future*

Statement of use

The Mota-Engil Group has reported in accordance with the GRI Standards for the period from 01 January 2022 to 31 December 2022

Reporting in accordance with
GRI 1: Foundation 2021

GRI Sector Standard(s) applicable
Not Applicable

Universal standards

GRI 2 GENERAL DISCLOSURES LOCATION

Referring to the standard published in 2021

The organization and its reporting practices

2-1 Organizational details

Chapter 2.1 The world of Mota-Engil Page 11-12

Name of the organisation: Mota-Engil, SGPS, S.A.

Location of the head office: Rua do Rego Lameiro, nº 38, 4300-454 Porto, Portugal

Legal nature and ownership:

Mota-Engil SGPS, S.A. is an open company, registered at the Porto Commercial Registry Office. Mota-Engil SGPS, S.A. is quoted on the benchmark index – the PSI 20 – of the Lisbon Stock Exchange (Euronext Lisboa).

2-2 Entities included in the organization’s sustainability reporting

For analysis and support of the GRI environmental and social standards, this sustainability report included information on the Group’s companies indicated in the table and collected from its different markets representing over 90% of Group turnover. A financial approach was included, in line with the Report and Consolidated Accounts. The report comprises the activities of all business divisions, including the Holding. For the companies Generadora Fénix and Suministradora Fénix, information on human resources is included while social and environmental data obtained by the SHEQ focal points is not. The other companies excluded are considered immaterial (representative of less than 1% of total Group turnover). It should be noted that during the first quarter of 2022 the Group sold Takargo, whose data was included until the date of its sale. It should also be mentioned that the establishment of Mota-Engil NEXT (MEXT) – the Company’s innovation platform – whose data was not collected due to being in its very early stages, was approved in November 2002.

Furthermore, the data collected from the markets includes the support provided to them by the SHEQ focal points. The main purpose of these elements is the local implementation of the guidelines on the SHEQ management system (from the corporate area), as well as its maintenance, monitoring and local improvement, while also intervening as a bi-directional communication interface between the corporate structure and the company’s respective market. Data for the remaining indicators was calculated based on centrally collected information.

GRI 2 GENERAL DISCLOSURES LOCATION

INTERNAL MANAGEMENT STRUCTURE OF THE GROUP	COMPANY
E&C Europe	Mota-Engil Central Europe
	Mota-Engil Portugal
	Mota-Engil South Africa
	Mota-Engil Angola
	Mota-Engil Cameroon
	Mota-Engil Ivory Coast
	Mota-Engil Ghana
	Mota-Engil Guinea Conakri
	Mota-Engil Malawi
	Mota-Engil Mali
	Mota-Engil Mozambique
	Mota-Engil Nigeria
	Mota-Engil Kenya
	Mota-Engil Rwanda
E&C Africa	Mota-Engil Uganda
	Mota-Engil Brazil
	Mota-Engil Colombia
	Mota-Engil Mexico
	Mota-Engil Panama
	Mota-Engil Peru
	Mota-Engil Dominican Republic
	Suma – Urban Services PT
	Suma – Industrial Services PT
	Eco Vision
	Suma Brazil
	Vista Waste
	Ecolife
	Clean Eburnie
Latin America	Eco Eburnie
	EGF
	ATIV
	Emerge
	Renewing
	Concessions
	Tourism
	Holding
Environment	
Capital	
Holding	

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2-3 Reporting period, frequency and contact point

Chapter 8.1 About this report

It should be mentioned that the period covered by the Group’s financial report is the same as the Sustainability Report.

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2-4 Restatements of information

Chapter 8.1 About this report

This report changes the following data contained in the Sustainability Report 2021 relating to: 201-1, 301-1/2, 303-3, 305-1/2 and 306-3. These changes stem from the process underway to: 1) consolidate the calculation methodologies; and 2) standardise the sources and criteria for calculating the data in the different markets/countries where the Group operates. Refer to the respective indicators for identification of the updated information.

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2-5 External Verification

Chapter 8.1 About this report

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Activities and workers

2-6 Activities, value chain and other business relationships

Chapter 2.1 The world of Mota-Engil

Chapter 2.2 Business areas

Chapter 5.3 Supply chain management

In 2022, no significant changes occurred in the type of operations undertaken by the Group or in the countries where it operates. At the supply chain level, it is also noted that no significant changes were verified, with the specialist civil construction subcontractors and commodity suppliers (oil, steel, concrete and energy) remaining the Group’s main suppliers.

Find more information at: www.Mota-Engil.com/en/institutional/presentation/

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2-7 Employees

Chapter 2.1 The world of Mota-Engil

Chapter 7.2 Talent management

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TOTAL NO. OF EMPLOYEES BY LENGTH OF CONTRACT AND GENDER		2021	2022
Permanent contract	Men	15,860	15,694
	Women	2,769	3,107
	Subtotal	18,629	18,801
Temporary contract	Men	17,480	22,274
	Women	2,322	2,962
	Subtotal	19,802	25,236
Trainees	Men	92	-
	Women	51	-
	Subtotal	143	-
Total employees	Men	33,432	37,968
	Women	5,142	6,069
	Subtotal	38,574	44,037

▼ Continuation of indicator 2-7

GRI 2 GENERAL DISCLOSURES

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2-7 Employees

TOTAL NO. OF EMPLOYEES BY LENGTH OF CONTRACT AND BY REGION

		2021	2022
Temporary contract	E&C Europe	-	2,264
	E&C Africa	-	3,857
	E&C Latin America	-	3,669
	Environment	-	7,934
	Capital	427	774
	Holding	258	303
	Subtotal	18,629	18,801
Temporary contract	E&C Europe	-	859
	E&C Africa	-	11,613
	E&C Latin america	-	7,873
	Environment	-	4,239
	Capital	322	593
	Holding	65	59
	Subtotal	19,802	25,236
Trainees	E&C Europe	-	-
	E&C Africa	-	-
	E&C Latin America	-	-
	Environment	-	-
	Capital	6	-
	Holding	17	-
	Subtotal	143	-
Total Employees	E&C Europe	-	3,123
	E&C Africa	-	15,470
	E&C Latin America	-	11,542
	Environment	-	12,173
	Capital	755	1,367
	Holding	340	362
	Total	38,574	44,037

Note 1: Temporary workers are not included.
Note 2: The data relates to the existing no. of employees in permanent employment as of 31 December.
Note 3: In 2022, trainees were included under employees on temporary contracts.
Note 4: Bearing in mind the change to the Group's business divisions in 2022, only the total data for 2021 and the disaggregated data by Holding and Capital are shown, given that for the other divisions it was not possible to recalculate the figures in accordance with the new structure.
Note 5: The employees of the ECB SEA_ALSUB and ECB LCD_REDUC consortia (Brazil) were not included.

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2-8 Workers who are not employees

Given the multiplicity and diversity of Mota-Engil Group's businesses and operations, it regularly employs workers who are not permanent Group employees, namely those working for service providers, subcontractors and suppliers, among others. Although it is not yet possible to present consolidated and processed information covering this whole set of workers, they are covered by the Group's internal standards and guidelines regarding the Integrated Health, Safety and Environmental Management System.

GOVERNANCE

2-9 Governance structure and composition

Chapter 4.1 Sustainability governance

Page 38-44

At Mota-Engil, we have a reinforced Latin/classical model of governance consisting of a Board of Directors, Supervisory Board and a Statutory Auditor, the latter of which does not sit on the Supervisory Board. The Board of Directors is the body responsible for all administrative measures relating to the corporate purpose, determining the strategic direction and pursuing the assignment and general supervision of the actions of the Executive Committee and the specialist committees it sets up. The other two bodies are responsible for supervision.

The details of the structure, the bodies which comprise it and the corresponding duties and responsibilities are presented in the: [Annual Report and Consolidated Accounts 2022](#), Chapter 04. Report on Company Governance | Part I. Information on the Company's shareholder structure, organisation and governance | B. Governing Bodies and Committees (p. 295–320).

2-10 Nomination and selection of the highest governance body

The members of the Board of Directors are elected, as per the law and statutes, under the terms approved at the Shareholders' Annual General Meeting (AGM). In addition, and as stipulated by the law and statutes, the Board of Directors elected an Executive Committee. Furthermore, the Company statutes stipulate that the special rules relating to the election of the members of the Board, set out in Article 19.2 and 5, shall also apply, with the necessary adaptations, to their replacements.

According to the Company statutes, the Board shall comprise the number of members established by the AGM, which shall be responsible for electing them. The term of the Board is three years, and by law its members may be re-elected. The current term of the Board is from 2021 to 2023.

When appointing and selecting the members, the criteria considered include the shareholders' vision, diversity, independence and the relevant skills to manage the organisation's impacts. All Board members must comply with the criteria of diversity, including gender, training and experience, to ensure they are equipped to perform to the highest level and guarantee the balance of the Company and Group's governance. In compliance with Law No. 62/2017, the gender with least representation on the Board shall never account for less than 33% of all members.

Find more information at: [Annual Report and Consolidated Accounts 2022](#), Chapter 04. Report on Company Governance | Part I. Information on the Company's shareholder structure, organisation and governance | B. Governing Body and Committees (p. 296).

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2-11 Chair of the highest governance body

Chapter 4.1 Sustainability governance

Page 38-44

At the time of publishing this report, Carlos António Vasconcelos Mota dos Santos was Chair of both the Board of Directors and the Executive Committee, having replaced António Manuel Queirós Vasconcelos da Mota and Gonçalo Nuno Gomes de Andrade Moura Martins, respectively, who had taken up the positions of Deputy Chair. As of 31/12/2022, and during 2022, the Chair of the Board was a non-executive director and the representative of the largest shareholder.

Conflicts of interest are avoided and mitigated by balancing the composition of the management bodies and the Conflict of Interests Policy approved by the Board (see indicator 2-15).

It should be mentioned that whenever the Chair of the Board is not an independent member, the independent members shall appoint a coordinator among themselves to ensure: (1) dialogue with the Chair and other directors; (2) the necessary conditions and resources to perform their duties and to assess the performance of the internal bodies and committees; and (3) liaison with the internal subcommittees, namely the Evaluation and Remuneration Committee. In the current term of the Board, the role of Independent Lead Director is held by Helena Sofia Salgado Cerveira Pinto, who was appointed for that purpose.

Should facts exist which could constitute or cause conflict between the interests of one member and the interests of the Company, the member in question shall be obliged to inform the Board of these facts, as established in the unanimously approved conflict of interests procedure. In the aforementioned situation, the member shall recuse themselves from voting in the meeting where the matter is discussed and voted upon, without prejudice to the duty to provide information and clarification when requested to do so.

2-12 Role of the highest governance body in overseeing the management of impacts

Chapter 4.1 Sustainability governance

Page 38-44

According to the law, statutes and regulations on the functioning of the Board and Executive Committee, it is the Board's duty to approve Mota-Engil's policies, budgets and strategic plan. Depending on the matters in question, these documents are produced by the Group's companies in coordination with senior management, namely the Corporate Centre. In certain matters, the Board shall receive prior opinions from its delegated committees and/or the Supervisory Board.

Within the limits established, the Board delegates the day-to-day running of the Company to the Executive Committee.

The Risk Management Policy and the Integrity and Compliance Programme structure the auditing, compliance and control processes and areas, among others, and support the Executive Committee (and the Board) in assessing the impacts of the Group's business activities on the economy, environment and people. The aforementioned Policy and Programme, and all of the Group's internal rules, are periodically revised and updated in line with a process of continual improvement.

For more information on the competencies of the Board of Directors and Executive Committee [Report and Consolidated Accounts 2022](#), Chapter 04 Report on Company Governance | Part I. Information on the Company's shareholder structure, organisation and governance | B. Governing Bodies and Committees (p. 302-305).

GRI 2 GENERAL DISCLOSURES

LOCATION

2-13 Delegation of responsibility for managing impacts

Chapter 4.1 Sustainability governance

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The Group's governance model is based on a hierarchical and functional pattern that allows delegation by steps and depending on variable materiality indicators. Within the limits established, the Board delegates the day-to-day running of the Company to the Executive Committee. In turn, the functional areas comprising the Corporate Centre and the Shared Administrative and Technical Service Units report to at least one member of the Executive Committee and propose and apply Group-wide policies, procedures, and rules. The Business Divisions also report to at least one member of the Executive Committee. This model is then duplicated in the Business Divisions. According to this model of delegation by steps, some matters are obligatorily approved by the Board of Directors, others are delegated to the Executive Committee below a certain value and others are delegated down to the Business Division or even the company, though, once again, this depends on the pre-established limits of value.

In accordance with this model, there are various occasions of bottom-up reporting of matters dealt with by each functional area. These reports are mostly monthly, but some are only quarterly or annual. Furthermore, there are reports which are permanently available for analysis by the Executive Committee and the Board.

2-14 Role of the highest governance body in sustainability reporting

Chapter 4.1 Sustainability governance

Page 38-44

Preparation of the sustainability report is the responsibility of the Corporate Centre's Sustainability functional area, which defines the procedures for collecting information from all of the Group's companies in coordination with other functional areas. The review of the versions of the report is mainly performed with the member of the Executive Committee responsible for Sustainability – i.e with the CEO – and is later submitted to the governing bodies for validation.

2-15 Conflicts of interest

Our Code of Ethics and Business Conduct characterises the situations in which a conflict of interests could occur and defines employees' responsibility to act in the best interest of the Group, and the fact that they should not act in a way that clashes with that responsibility. Situations which may potentially generate conflicts of interest must be reported to the Group Ethics Hotline or the Compliance Support Line.

Conflicts of interest are avoided and mitigated by ensuring the balanced composition of the management bodies (see indicator 2-11) and the two instruments set up to report on, avoid and deal with potential conflicts of interest:

- (1) Conflicts of Interest Procedure: establishes a process to review and prevent real or apparent conflicts of interest. This procedure provides requirements for disclosing potential conflicts of interest and the process for analysing them;
- (2) Transactions with Related Parties Policy: whenever there are transactions by related parties with the Group, or any other person who might benefit a related party, this policy sets out the procedural issues to be considered as a necessary safeguard for suitable protection of the interests of the companies and shareholders that are not related parties, including minority shareholders.

▼ Continuation of indicator 2-15

GRI 2 GENERAL DISCLOSURES

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2-15 Conflitos de interesse

It should be mentioned that the need may exist to inform the market of transactions with related parties under the duty to inform to which all open companies are subject, namely the provision of information regarding the main relevant transactions between related parties in the first six months of the financial year. This should mention the amount of said transactions, the nature of the relevant relationship and any other necessary information to explain the financial position of the issuer if said transactions are relevant and were not concluded under normal market conditions.

For more information on management of conflicts of interest: [Report and Consolidated Accounts 2022](#), Chapter 02 Report on Non-Financial Information | Information on the policies adopted | D. Policies implemented (p. 120).

2-16 Communication of critical concerns

Chapter 4.2 Business ethics and integrity

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At Mota-Engil Group, we have introduced a [Whistleblowing Channel](#) and [Procedure](#). Under the terms of the Commercial Company Code, the Supervisory Board delegates the responsibility for receiving reports of irregularities and forwarding concerns or information about infringements to the Internal Audit Office. Any complaint from whistleblowing channels that falls into the category of discrimination and harassment is forwarded to the Harassment and Discrimination Committee. Other infringements, depending on their nature, may be forwarded to other functional areas, namely Human Resources and Legal Affairs.

Also of note is the existence of various mechanisms established with the aim of obtaining opinions, concerns, complaints and suggestions from communities, clients and other stakeholders. Each Group company has specific channels, within their management systems, for receiving, analysing and replying to complaints. This information is decentralised in each of our markets/companies. A report is produced every quarter that systematically sets out the most recurring situations reported, as well as the relevant indicators on the results sent to the Supervisory Committee and Risk and Internal Audit Committee. This report, among others, is aimed at helping to detect any weaknesses or opportunities for improvement in the process controls, contributing to their proposed review and/or that of the whistleblowing mechanism.

During 2022, no concerns of a crucial nature were reported to the governance bodies, i.e. reports on the organisation’s potential and real negative impacts on stakeholders raised through complaints or whistleblowing mechanisms. It should be noted, however, that an occurrence is being monitored in Uganda on alleged irregularities in the process of negotiating and determining compensation for people affected at the Merok site, as part of the North Eastern Road-corridor Asset Management Project (NERAMP), and stemming from the acquisition of a quarry by Mota-Engil in the role of contractor and conducted through a local consultant. This process was begun in 2019 and was investigated by the World Bank, whose [report on the investigation and recommendations](#) was published in 2022 and is still in the follow-up and closure phase. Notably, the World Bank’s investigation did not focus on Mota-Engil Uganda. At the request of the client – Uganda National Roads Authority (UNRA) – and the World Bank, remediation measures were taken that involved abandoning the quarry and making an additional payment of funds to the complainants (PAP) in December 2022. To date, no further complaints on this matter have been received.

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2-17 Collective knowledge of the highest governance body

Chapter 4.1 Sustainability governance

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2-18 Evaluation of the performance of the highest governance body

As delegated by the Board, the Evaluation and Remuneration Committee is responsible for promoting annual assessment of the Board’s overall performance, its members individual performance and, in particular, the Executive Committee’s performance, as well as other Board committees, wherever deemed necessary.

In accordance with its Operating Regulations, the Evaluation and Remuneration Committee normally meets four times a year, though, if the Chair proposes and if its members agree unanimously, some of these regular meetings may be cancelled due to the lack of any pressing need. The Committee may also meet extraordinarily whenever summoned by its Chair or two other members.

In order to assess the performance of the Board/Executive Committee and its members, changes to the body’s composition may be put forward to shareholders (as occurred recently) to respond to the company’s requirements.

The quantitative component of the assessment of executive directors’ performance includes a set of key performance indicators (KPIs) indexed to the Group’s Strategic Plan. The quantitative assessment is later considered during individual qualitative evaluation, which is discretionary in nature, and may result in a payout ranging between a predefined minimum and maximum percentage.

It should be mentioned that the “New Direction in Sustainability and Innovation” is one of the five strategic pillars set out in the Strategic Plan “BUILDING 26 | For a sustainable future” for the 2022–2026 period (Chapter 2.3).

2-19 Remuneration policies

The Remuneration Policy for executive members of the Company’s Board of Directors, and the non-independent non-executive members, adheres to a plan consisting of: (i) a fixed component set in accordance with the position, the respective insertion in the functional groups pre-determined for the Group and market benchmarking (based on the international Korn Ferry/Hay Group points-system methodology), which encompasses the basic gross salary paid for one year; and (ii) a variable component paid as a performance bonus to reward improved performance, based on criteria defined and reviewed annually by the Pay Committee. The criteria for awarding variable compensation to members of the Group’s administrative bodies are indexed to performance assessment and are the responsibility of the Pay Committee.

The benchmarking of the remuneration for the administrative and supervisory bodies is based on the concept of “target pay” and establishes that fixed remuneration should account for around 70%, variable remuneration 20% and other 10%. Variations to these percentages stem from the aspects listed in point 4. Remuneration of the administrative and supervisory bodies of the Remuneration Policy aims to ensure a causal relationship between the compensation rationale and the performance of those holding the positions.

▼ Continuation of indicator 2-19

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2-19 Remuneration policies

The Variable Remuneration Policy of the administrative bodies includes a variable component, paid as a bonus, to reward improved performance, based on criteria defined and reviewed annually by the Pay Committee on the proposal of the Evaluation and Remuneration Committee. These criteria incorporate two components:

- Quantitative, measured through compliance with key KPIs indexed to the Group’s Strategic Plan set out in annual targets and fixed at the start of each assessment cycle to achieve a balance between the long-term vision and short-term delivery of results;
- Qualitative, resulting from an individual assessment of key competencies.

The payment of variable remuneration to members of the Group’s governance bodies assumes compliance with two cumulative conditions: attainment of the targets, defined at the start of each annual assessment cycle and set out in the Group’s Strategic Plan; and satisfactory attainment of the quantitative targets considered with the individual qualitative evaluation, which may result in a payout ranging between a predefined minimum and maximum percentage.

To ensure the variable Remuneration Policy is a key incentive in fostering a long-term view that safeguards the Group’s future interests and their sustainability, five pillars and their subsequent goals and targets were set out for 2026 and 2030, to which the respective compensation is indexed.

With the exception of the four shareholders from the Group’s founding company (of which two are former and two are current directors), for whom a separate pension plan was established, Mota-Engil has a pension plan for the members of the administrative and supervisory bodies.

Find more information at:

- ▼ [Remuneration Policy 2022](#)
- ▼ [Report and Consolidated Accounts 2022](#), Chapter 04 Report on Company Governance | Part I. Information on the Company’s shareholder structure, organisation and governance | D. Remunerations (p. 328-334).

2-20 Process to determine remuneration

In accordance with the statutes, the Pay Committee, elected by the shareholders at their AGM, with the support of the Evaluation and Remuneration Committee, is responsible for defining the Remuneration Policy for the members of the governing bodies, setting the applicable compensation based on their functions, performance and the Company’s financial position.

The remuneration of the Company’s directors is determined by the respective Board of Directors, complying with the principles of the Remuneration Policy submitted by the Pay Committee for the AGM’s approval. This Committee is also responsible, with the support of the Evaluation and Remuneration Committee, for annually confirming the correct application of the Remuneration Policy (fixed and variable components) approved for the members of the administrative bodies, as well as the members of the various Company committees.

▼ Continuation of indicator 2-20

GRI 2 GENERAL DISCLOSURES

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2-20 Process to determine remuneration

The Pay Committee considers that the structure of the directors’ remuneration is adequate and that it is unnecessary to set maximum potential, aggregate and/or individual remuneration limits for members of the administrative body, and also that the Remuneration Policy adopted is in line with the compensation practices in most peer companies in the PSI20, bearing in mind the Company’s characteristics. The members of the administrative body do not enter into contracts with the Company or third parties whose purpose is to mitigate the inherent risk to the variability of the remuneration that was set for them by the Company.

In 2022, no individual or company was contracted to support the Pay Committee in its functions. However, this Committee is uniquely and exclusively responsible, within the Company’s budgetary limitations, for deciding whether or not to contract external consultants based on need or convenience. Furthermore, the Pay Committee is responsible for ensuring that any consultants contracted are independently provided and that the respective providers are not hired by the Group to execute other services without its express authorisation. To provide information or clarification to shareholders, the Chair, or another member of the Pay Committee if the Chair is not available, shall attend the AGMs or those meetings where the agenda includes items related to the remuneration of the members of the administrative bodies and the Company’s various committees.

It should be mentioned that the Remuneration Policy 2022 was approved in the AGM on 6 May 2022 by 98.4692% of the votes in favour and 1.5308% against.

Find more information at:

- ▼ [Remuneration Policy 2022](#)
- ▼ [Report and Consolidated Accounts 2022](#), Chapter 04 Report on Company Governance | Part I. Information on the Company’s shareholder structure, organisation and governance | D. Remunerations (p. 328-334).

2-21 Annual total compensation ratio

The annual total compensation ratio for the highest paid employee versus the median salary for all other employees is 40:60. It should be noted that the highest paid employee did not get a raise during the period in question.

This comparison was conducted for the same geographical area and excluded exceptional employment regimes, namely part-time work, graduate traineeships, ad hoc remuneration schemes and/or mobility.

STRATEGY, POLICIES AND PRACTICES

2-22 Statement on sustainable development strategy

Chapter 1.1 Through the eyes of top management
Chapter 3.1 Approach to sustainability

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2-23 Policy commitments

- Chapter 3.1 Approach to sustainability
- Chapter 4.2 Business ethics and integrity
- Chapter 4.3 Human rights
- Chapter 6 Environmental dimension
- Chapter 7.1 Health and safety

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The commitments set out and approved by the Board of Directors are applicable to all employees, subsidiaries, branches, delegations and offices representing Mota-Engil Group.

With a heavy international presence and reconciling itself to a labour market that is no longer limited to the borders of Portugal, at Mota-Engil we take into consideration the agreements and recommendations of the International Labour Organisation (ILO), which covers work-related matters, namely the defence of employees’ rights, which are evident in our relationships with local government and employer organisations.

Our policies and practices are also aligned with BCSD (Business Council for Sustainable Development) Portugal’s CEO Guide for Human Rights of, of which we are signatories, and in general we follow the “OECD Guidelines for Multinational Enterprises” and “OECD Due Diligence Guidance for Responsible Business Conduct”. This responsibility and commitment are extended to the Group’s practices on labour issues, investment policy, supply chain management, etc. The Third-Party Procedure sets out the guiding principles for due diligence (DD) of counterparties with which we establish business relations, including, in the context of enhanced DD, the scrutiny of incidents/reports in terms of sanctions, exclusions and verdicts, and also negative press stories, and which focus on social (including human rights), environmental and other topics.

Under our management system, we have an Integrated SHEQ (Safety, Health, Environment and Quality) Policy based on the legal, contractual and internal requirements of the Group and the law. This policy sets out dedicated guidance on: (1) aims and programmes; (2) supervision and reporting; (3) risk analysis and operational opportunities, with the definition of respective mitigation measures; and (4) stakeholder consultation. The precautionary principle is included as the basis of the Integrated SHEQ Policy and the systems of corporate and Group company management, through which risks are identified and action plans defined to prevent and minimise the Group’s impact on the environment.

It should be mentioned that our sustainability roadmap is an umbrella policy for various others, including human rights. Its goal is to standardise commitments and practices across the different Mota-Engil Group companies to create a set of company-wide guidelines.

Find more information at: [Code of Ethics and Business Conduct](#) e [Integrity and Compliance Programme](#)

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2-24 Embedding policy commitments

- Chapter 3.1 Approach to sustainability
- Chapter 4.1 Sustainability governance
- Chapter 4.2 Business ethics and integrity
- Chapter 4.3 Human rights
- Chapter 7.1 Healthy and safety

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Implementation of the commitments made at Board level is cascaded down to the corporate areas – in particular the areas of Sustainability, Safety, Health, Environment and Quality, Risk, Compliance, Human Resources Strategy, Procurement and Logistics, and Business Development & Innovation – and the business divisions, which are reported to a member of the Executive Committee. The corporate areas define the policies, procedures and rules applicable across the whole Group.

It should be mentioned that to implement the sustainability strategy and commitments, we also rely on Mota-Engil Group’s Sustainability Committee and other levels of leadership – namely the Sustainability Ambassadors and the Leaders of the Sustainability Working Groups.

To implement our commitments and policies, communication, training and awareness are crucial. Policy commitments are communicated to our employees via a Work Order, the organisation’s in-house portal and regular training, covering themes such as the promotion of human rights, occupational health and safety (OHS), environment, integrity and compliance. We also provide training to other workers, such as subcontractors, on OHS and the environment. The commitments included in the Code of Ethics and Business Conduct are also shared with our business partners at the start of the business relationship.

2-25 Processes to remediate negative impacts

- Chapter 3.3 Stakeholder relations
- Chapter 4.2 Business ethics and integrity
- Chapter 4.3 Human rights

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We have various mechanisms set up to obtain opinions, concerns, complaints and suggestions from communities, clients, and other stakeholders. Each Group company has specific channels, within their management systems, for receiving, analysing and replying to complaints. This information is decentralised in each of our markets/companies.

In addition, we have established a whistleblowing channel (see indicator 2-26).

Stemming from the assessment of alleged impacts and proving the grounds for a complaint, we provide or cooperate in the remediation of the negative impacts we may have caused or contributed to. This analysis is done case-by-case and is managed by the directors of the project to which the complaint relates. When signing contracts, third-party insurance is taken out to cover a wide range of liabilities, providing protection for various events.

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2-26 Mechanisms for seeking advice and raising concerns

Chapter 4.2 Business ethics and integrity

The Mota-Engil Group provides a support hotline for questions related to the Group’s [Integrity and Compliance Programme](#), which comprises the set of existing policies and procedures to prevent deviation from the principles and values set out in the [Code of Ethics and Business Conduct](#). The support hotline is at compliance@mota-engil.com which is run by the Corporate Compliance Department.

The [Whistleblowing Channel](#) is Mota-Engil’s confidential means to report, safely and secretly, any irregularities or practices seen that do not comply with the upright, ethical and transparent conduct expressed in our Code of Ethics and Business Conduct and based on our internal standards and the legislation applicable in the countries where we operate. Total confidentiality is guaranteed with regard to the information supplied, which is received and analysed solely and exclusively by an independent team directly linked to the company’s supervisory body. Information and complaints can be submitted by filling in the e-form available on the [Group’s public website](#), by sending an email to etica@mota-engil.com or by sending a letter to “Auditoria Interna – Rua do Rego Lameiro, n.º 38, 4300 – 454 Porto”.

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2-27 Compliance with laws and regulations

		2022
No. of significant occurrences of non-compliance with laws and regulations during the reporting period	in which fines were issued	13
	in which non-monetary sanctions were issued	1
No. of fines paid during the reporting period relating to	cases of non-compliance with laws and regulations during the reporting period	15
	cases of non-compliance with laws and regulations during earlier financial years	4
Amount of the fines paid during the reporting period (in euros) relating to	cases of non-compliance with laws and regulations during the reporting period	€56,547.95
	cases of non-compliance with laws and regulations during earlier financial years	€26,565.14

It should be noted that, relative to non-compliance with laws and regulations in 2022, occurrences were recorded in the following countries:

Europe – Portugal

- CAPSFIL – Five fines, worth €13,392.25, were issued and paid in the same period which applied to the following matters: delivery slips for goods in movement; tachographs; and load securing.
- EGF Corporativo – The case of significant non-compliance relates to a situation of non-provision of suitable employee training by Valnor, which led to a fine from ACT of €6,324.
- SUMA PT – A fine of €1,530 was issued and paid in the same period for termination of the employment contract of a worker absent due to workplace accident.

Continuation of indicator 2-27

GRI 2 GENERAL DISCLOSURES

LOCATION

2-27 Compliance with laws and regulations

Latin America – Brazil

- ECB – Of the total of three fines paid by ECB (€11,486.9), all relate to cases of non-compliance with laws and regulations occurring in earlier financial years – 2018 and 2019. Two fines related to the equipment used to abstract water that did not measure the amount of water withdrawn and therefore made it impossible to control the process. With regard to the third fine, this was due to non-compliance with the terms of the licence necessary for the installation of the bituminous mixtures plant. It is important to stress that this occurred prior to the change in ownership of the pre-existing environmental licence, which was transferred to ECB. However, as ECB was the holder at the time, it was the recipient of the fine. Finally, ECB settled the costs of the case in full despite having no liability for the events that occurred. It is currently trying to get the fine overturned.
- SUMA BRASIL – Four fines were applied and paid in the same period amounting to €24,000.7 and one non-monetary sanction. Among the monetary fines, €366.95 related to the failure to submit a document for a workplace inspection on the day and time defined by the inspector; €146.78 related to non-compliance with the 5% figure for trainee numbers; €17,111.94 related to non-compliance with the percentage of people employed who are rehabilitated or disabled; and €6,375.03 was for sacking a disabled employee without hiring another employee with a similar condition.

Latin America – Peru

- Mota-Engil Peru – Two monetary fines relating to 2022 were issued and two fines were paid relating to tax matters in earlier financial years – 2015 and 2016 – amounting to a total of €15,078.26. The fines issued in 2022 were due to non-compliance with workplace safety conditions and lack of adequate supervision, practices identified as the cause of workplace accidents.

In general, these were one-off situations. However, whenever judged necessary, corrective measures were taken to avoid similar situations in the future.

2-28 Membership associations

Chapter 3.1 Approach to sustainability

Through its various companies, Mota-Engil is a member of sectoral associations, trade associations, business chambers and other bodies. It ensures it is represented in the sectors and business associations in the geographical market where it operates. Considering the diversity of the Group’s business divisions and its involvement in myriad associations, as an overview only those most relevant to the area of sustainability are listed below.

Mota-Engil’s involvement in relevant initiatives should also be mentioned, namely the signing of the Porto Climate Pact and the Net Zero Built Environment Council, promoted by McKinsey (Chapter 6.1 Energy and climate change).

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▼ Continuation of indicator 2-28

GRI 2 GENERAL DISCLOSURES

LOCATION

2-28 Membership associations

NAME OF THE ENTITY	REGARDS PARTICIPATION AS STRATEGIC	SITS ON THE GOVERNING BODY	PARTICIPATES IN PROJECTS OR COMMITTEES
Associação Portuguesa de Engenharia Sanitária e Ambiental (APESB) ⁽¹⁾	•		
Associação Portuguesa de Empresas de Tecnologias Ambientais (APEMETA) ⁽¹⁾	•	•	
Associação de Entidades de Valorização Energética de Resíduos Sólidos Urbanos (AVALER) ⁽²⁾	•		
BCSD Portugal	•	•	•
GRACE – Empresas Responsáveis	•	• ⁽³⁾	
International Solid Waste Association (ISWA) ⁽¹⁾	•	•	

(1) Involvement through EGF (Portugal).
(2) Involvement through Valorsul (EGF, Portugal).
(3) Involvement in the governing bodies through the Manuel António da Mota Foundation (Portugal). The Holding, EGF, ME ATIV and SUMA also participate as members.

Stakeholder engagement

2-29 Approach to stakeholder engagement

Chapter 3.3 Stakeholder relations

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2-30 Collective bargaining agreements

COLLECTIVE HIRING AGREEMENTS	2022						MOTA-ENGIL GROUP TOTAL
	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	
Percentage of workers covered by collective bargaining agreements (%)	73%	32%	25%	32%	91%	0%	34%

Note: Bearing in mind the change to the Group's business divisions in 2022 and the lack of comparative data, it was decided not to include data for 2021.

GRI 3 MATERIAL TOPICS 2021

LOCATION

Referring to the standard published in 2021

3-1 Process to determine material topics

Chapter 3.4 Our material topics

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3-2 List of material topics

Chapter 3.2 Material topics

Chapter 8.2 Correlation table

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3-3 Management of material topics

Chapter 3.1 Approach to sustainability

Chapter 3.2 Material topics

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Each material topic, in its respective subchapters, presents information on its relevance to Mota-Engil and our stakeholders, as well as the approach followed – existing policies, commitments, responsibilities and other relevant information – which reflects the Group's form of management. In addition, it presents a selection of specific actions, such as projects, programmes and initiatives, undertaken at the corporate level and according to the regions where Mota-Engil operates, as a means of illustrating the implementation of its management in this area, enhancing the positive impacts and minimising the negative impacts, wherever applicable.

Mota-Engil Group conducts regular monitoring and assessment of the indicators associated with each topic. To assess the effectiveness of the form of management, we also rely on the audit results (internal and external), effectiveness of the measures taken to deal with risks and opportunities, feedback from stakeholders, benchmarking analysis and, whenever possible, external performance ratings.

Topic standards

Economic performance

GRI 201 ECONOMIC PERFORMANCE

LOCATION

Referring to the standard published in 2016

201-1 Direct economic value generated and distributed

	E&C EUROPE		E&C AFRICA		E&C LATIN AMERICA		ENVIRONMENT		CAPITAL		HOLDING		GRUPO MOTA-ENGIL	
(THOUSANDS OF EUROS)	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
I) Direct Economic Value Generated	592,316.74	499,867.01	864,946.37	1,196,809.56	645,660.54	1,564,518.53	443,732.56	555,107.60	131,104.44	85,558.22	599.95	27,297.93	2,678,360.59	3,929,158.86
Revenue ^(a)	592,316.74	499,867.01	864,946.37	1,196,809.56	645,660.54	1,564,518.53	443,732.56	555,107.60	131,104.44	85,558.22	599.95	27,297.93	2,678,360.59	3,929,158.86
II) Direct Economic Value Distributed (Operating costs)	578,043.30	482,856.85	701,020.43	1,050,873.02	615,039.67	1,482,061.60	363,803.78	463,473.03	127,211.22	83,331.89	40,080.08	78,424.08	2,425 198.48	3,641,020.47
Spending on financing and shareholders ^(b)	15,888.82	18,334.44	45,208.36	53,732.78	39,473.03	65,207.04	22,193.94	21,086.45	2,055.68	1,751.70	27,140.71	51,040.16	151,960.54	211,152.58
Spending on the state and other public bodies ^(c)	9,001.24	6,690.18	41,510.19	32,346.63	23,444.72	35,905.07	10,463.06	9,050.01	2,973.32	323.11	-2,875.25	-4,194.66	84,517.28	80,120.34
Spending on investment in the community ^(d)	285.73	302.90	540.88	455.60	1,358.00	1,453.87	195.51	434.79	39.76	161.14	602.92	330.06	3,022.80	3,138.35
Spending on staff ^(e)	106,076.96	93,929.48	131,161.89	183,837.06	141,534.60	190,065.82	136,982.87	157,230.87	31,464.79	31,499.28	16,365.29	21,388.05	563,586.40	677,950.55
Operating expenditure ^(f)	446,790.55	363,599.86	482,599.11	780,500.95	409,229.33	1,189,429.80	193,968.40	275,670.92	90,677.67	49,596.65	-1,153.59	9,860.47	1,622,111.47	2,668,658.65
III) Accumulated Economic Value (I–II)	14,273.44	17,010.16	163,925.94	145,936.54	30,620.86	82,456.93	79,928.78	91,634.57	3,893.22	2,226.33	-39,480.13	-51,126.14	253,162.11	288,138.39

Notes:

(a) Corresponds to the sum of the following items/sub-items of the consolidated profit and loss account by nature: (i) Sales and provision of services; (ii) Other operating income/(costs) – Earnings from the sale of tangible assets; (iii) Other operating income/(costs) – Other profits; and (iv) Financial income and earnings – interest.

(b) Corresponds to the sum of the sub-items of the consolidated profit and loss account by nature: (i) Financial expenses – interest paid; (ii) Financial expenses – interest paid – leasing liabilities with dividends paid in the financial year in the consolidated cash flow statement.

(c) Corresponds to the sum of the following items/sub-items of the consolidated profit and loss account by nature: (i) Other operating income/(costs) – Operating expenses – Taxes; and (ii) Income tax – Current tax.

(d) Corresponds to the sub-item of the consolidated profit and loss account by nature: Other operating income/(costs) – Operating expenses – Donations. This item does not include all of the investment made in the community where it is operationally allocated to specific construction and local work cost centres.

(e) Corresponds to the item of the consolidated profit and loss account by nature: Spending on staff.

(f) Corresponds to the sum of the following items/sub-items of the consolidated profit and loss account by nature: (i) Cost of goods sold and materials consumed and Variation in production; (ii) Supplies and external services; (iii) Other operating income/(costs) – Operating expenses – Losses on disposal of tangible assets; (iv) Other operating income/(costs) – Operating expenses – Other expenses.

Note: Due to an accounting adjustment involving one of the Group companies in the Capital segment, the data for Capital and Holding for 2021 was amended versus the previous report.

GRI 201 ECONOMIC PERFORMANCE

LOCATION

201-4 Financial assistance received from government

FINANCIAL ASSISTANCE RECEIVED (THOUSANDS OF EUROS)	2020	2021	2022
Portugal	19,697.54	11,531.76	7,200.90

GRI 202 MARKET PRESENCE

LOCATION

Referring to the standard published in 2016

202-1 Ratios of standard entry level wage by gender compared to local minimum wage

With regard to the percentage of the workforce receiving the national minimum wage, and given that the concept does not exist in all countries, figures are only given for those markets where it applies.

PERCENTAGE OF EMPLOYEES RECEIVING THE LOCAL MINIMUM WAGE (%)		2021	2022
South Africa	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Angola	Men	10.8%	24.8%
	Women	20.6%	53.4%
	Subtotal	11.6%	27.4%
Argentina	Men	-	0.0%
	Women	-	-
	Subtotal	-	0.0%
Brazil	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Cameroon	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%

▼ Continuation of indicator 202-1

GRI 202 MARKET PRESENCE

LOCATION

202-1 Ratios of standard entry level wage by gender compared to local minimum wage

PERCENTAGE OF EMPLOYEES RECEIVING THE LOCAL MINIMUM WAGE (%)		2021	2022
Colombia	Men	33.3%	0.0%
	Women	27.4%	0.0%
	Subtotal	31.5%	0.0%
Ivory Coast	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Ghana	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Guinea	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Hungary	Men	-	0.0%
	Women	-	-
	Subtotal	-	0.0%
Malawi	Men	-	0.4%
	Women	-	0.0%
	Subtotal	-	0.3%
Mali	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Mexico	Men	0.0%	0.0%
	Women	0.9%	0.2%
	Subtotal	0.2%	0.0%

▼ Continuation of indicator 202-1

GRI 202 MARKET PRESENCE

LOCATION

202-1 Ratios of standard entry level wage by gender compared to local minimum wage

PERCENTAGE OF EMPLOYEES RECEIVING THE LOCAL MINIMUM WAGE (%)		2021	2022
Mozambique	Men	0.4%	0.0%
	Women	0.0%	0.0%
	Subtotal	0.3%	0.0%
Nigeria	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Oman	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Panama	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Paraguay	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Peru	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Poland	Men	1.3%	0.0%
	Women	4.8%	0.0%
	Subtotal	2.1%	0.0%
Portugal	Men	11.6%	14.0%
	Women	10.2%	10.3%
	Subtotal	11.4%	13.4%

▼ Continuation of indicator 202-1

GRI 202 MARKET PRESENCE

LOCATION

202-1 Ratios of standard entry level wage by gender compared to local minimum wage

PERCENTAGE OF EMPLOYEES RECEIVING THE LOCAL MINIMUM WAGE (%)		2021	2022
Kenya	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Dominican Republic	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Rwanda	Men	-	0.1%
	Women	-	0.0%
	Subtotal	-	0.0%
Uganda	Men	-	0.3%
	Women	-	0.0%
	Subtotal	-	0.2%
Zimbabwe	Men	-	0.0%
	Women	-	0.0%
	Subtotal	-	0.0%
Czech Republic	Men	-	0.0%
	Women	-	-
	Subtotal	-	0.0%
Total	Men	4.0%	5.8%
	Women	4.8%	7.0%
	Subtotal	4.1%	6.0%

Note: The data refers to the no. of employees as of 31 December. The figures include countries where the Group does not have any active projects but still has employees.

GRI 202 MARKET PRESENCE

LOCATION

202-2 Proportion of senior management hired from the local community

GEOGRAPHY	2022	GEOGRAPHY	2022
South Africa	100%	Nigeria	17%
Angola	11%	Panama	0%
Brazil	36%	Paraguay	0%
Colombia	0%	Peru	29%
Ivory Coast	33%	Poland	94%
Ghana	0%	Portugal	95%
Guinea	0%	Kenya	0%
Malawi	50%	Rwanda	0%
Mexico	40%	Uganda	0%
Mozambique	13%	Total	68%

Note 1: This indicator is new for 2022 and therefore no historical data is shown.
Note 2: Senior management roles are defined in line with career mapping and the degree of responsibility.

GRI 203 INDIRECT ECONOMIC IMPACTS

LOCATION

Referring to the standard published in 2016

203-2 Significant indirect economic impacts

Chapter 5.2 Sustainable economic growth

Page 70-77

GRI 204 PROCUREMENT PRACTICES

LOCATION

Referring to the standard published in 2016

204-1 Proportion of spending on local suppliers

Chapter 5.3 Supply chain management

Page 78-79

SPENDING ON LOCAL SUPPLIERS	2021	2022
Local suppliers (%)	86%	82%

Note 1: By “local” spending is meant all purchasing within the country in which the material and/or service are applied and/or incorporated in the projects in that same country. It corresponds to the value of the purchasing orders issued to local suppliers versus the total value of all purchase orders for the Engineering and Construction division.
Note 2: The calculation basis for this indicator are E&C division suppliers in Europe, Africa and South America whose orders/purchase were registered on SAP.

GRI 205 ANTI-CORRUPTION

LOCATION

Referring to the standard published in 2016

205-1 Operations assessed for risks related to corruption

Chapter 4.2 Ethics and business integrity

COUNTRIES	2022		
	NO. OF OPERATIONS ASSESSED	TOTAL NO. OF OPERATIONS	%
Brazil	1	3	33
Colombia	1	1	100
Mexico	1	4	25
Nigeria	1	1	100
Peru	1	1	100
Poland	1	1	100
Portugal	1	5	20

Note: This indicator is new for 2022 and therefore no historical data is shown. It relates to countries where, in the reporting year, operations were submitted for corruption risk assessments.

205-2 Communication and training about anti-corruption policies and procedures

Chapter 4.2 Ethics and business integrity

Page 45-53

COMUNICACION OF THE ANTI-CORRUPTION POLICIES – EMPLOYEES	2021			2022		
	NO. OF EMPLOYEES INFORMED	TOTAL NO. OF EMPLOYEES	%	NO. OF EMPLOYEES INFORMED	TOTAL NO. OF EMPLOYEES	%
Senior Management / Technical Directors	225	247	91%	173	257	67%
Coordinators and Specialist Staff	1,072	1,147	93%	744	1,248	60%
Supervisors and Technical Staff	3,064	3,908	78%	806	4,577	18%
Operational and Support Staff	4,861	33,272	15%	3,735	37,955	10%
Total	9,222	38,574	24%	5,458	44,037	12%

▼ Continuation of indicator 205-2

GRI 205 ANTI-CORRUPTION

LOCATION

205-2 Communication and training about anti-corruption policies and procedures

COMMUNICATION OF THE ANTI-CORRUPTION POLICIES – BUSINESS PARTNERS	2021			2022		
	NO. OF PARTNERS INFORMED	TOTAL NO. OF PARTNERS	%	NO. OF PARTNERS INFORMED	TOTAL NO. OF PARTNERS	%
Suppliers	686	1,119	61%	828	1,370	60%
Clients	5	12	42%	14	74	19%
Partners	7	31	23%	22	69	32%
Total	698	1,162	60%	864	1,513	57%

Note: Number of third parties registered on the third-party assessment platform who successfully submitted the questionnaire via which they attested to reading, understanding and agreeing with adherence to the Mota-Engil Group’s Code of Ethics and Business Conduct.

205-3 Confirmed incidents of corruption and actions taken

Chapter 4.2 Ethics and business integrity

Page 51

	2021	2022
Total no. of confirmed incidents of corruption	5	4
Total no. of confirmed incidents in which employees were dismissed or disciplined due to corruption	5	3
Total no. of confirmed incidents in which contracts with business partners were terminated or not renewed due to corruption-related violations	0	0

Environmental performance

GRI 301 MATERIALS

LOCATION

Referring to the standard published in 2016

301-1 Materials used by weight or volume

Chapter 6.2 Use and management of natural resources (materials)

Page 105-110

MATERIALS (tons)	2021		2022	
	NON-RENEWABLE MATERIALS	RENEWABLE MATERIALS	NON-RENEWABLE MATERIALS	RENEWABLE MATERIALS
E&C Europe	3,686,222	1,558	3,376,815	872
E&C Africa	2,913,783	2,059	2,718,434	3,836
E&C Latin America	3,458,354	1,478	21,229,332	4,112
Environment	109,162	23	194,840	26
Capital	93,247	552	57,134	463
Holding	-	-	-	-
Mota-Engil Group	10,260,769	5,670	27,576,555	9,309

Note 1: The figures for 2021 were amended with regard to the preceding year due to changes in the calculation methodology.
Note 2: It should be highlighted that turnover between 2021 and 2022 rose significantly and that in 2022 data collection was broadened to a wider number of material categories.
Note 3: Bearing in mind the change to Mota-Engil Group business divisions in 2022, it has not yet been possible to report all of the Holding data. However, it is noted that this data is considered non-material.
Note 4: Rock aggregates and hydraulic cement are the non-renewable materials most used within the Group. Wood is the most highly consumed renewable material within the Group.
Note 5: The materials considered relate to the materials with (financial) materiality that are currently possible to monitor by weight or volume. Therefore, parts and accessories associated with maintenance and repair of equipment, tools, electrical, eletcro-mechanical and hydraulic material, geotextiles and waterproofing canvases, prefabricated lightweight concrete, and protective and safety materials, among others, are excluded.

GRI 302 ENERGY

LOCATION

Referring to the standard published in 2016

302-1 Energy consumption within the organization

Chapter 6.1 Energy and climate change

Page 90-92

ENERGY (GJ)	2021							2022						
	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP
ENERGY CONSUMED														
Total energy consumed	866,142	1,936,637	1,000,132	1,872,513	414,453	4,855	6,094,731	769,046	2,510,414	1,294,585	2,002,608	211,197	5,580	6,793,430
Consumption of non-renewable fuels	790,610	1,864,963	987,992	1,502,989	405,120	3,204	5,554,877	696,906	2,452,656	1,278,698	1,631,133	203,211	3,792	6,266,396
Consumption of renewable fuels	0	0	1,285	614	0	0	1,899	0	0	240	437	0	0	676
Self-generated energy consumption (solar and waste management)	434	0	308	174,130	43	0	174,915	776	0	782	132,903	39	0	134,500
Acquired electricity consumption	75,098	71,674	10,547	194,780	9,290	1,651	363,040	71,364	57,758	14,865	238,135	7,947	1,787	391,857
ENERGY SOLD														
Self-generated energy sold	74	0	0	1,826,179	31,238	0	1,857,491	127	0	0	1,461,216	0	0	1,461,343

Note 1: The figures for 2021 were amended with regard to the preceding year due to changes in the calculation methodology.
Note 2: Data for Takargo, a rail freight operator, was included up until its sale (which occurred in the middle of the year).
Note 3: It should be noted that the sale of energy does not include Generadora Fénix.
Note 4: In its indicators, the Holding division includes office consumption (propane gas and electricity) and vehicle fleet consumption (petrol and diesel) associated with the company Mota-Engil SPGS.
Note 5: Does not include energy data from industrial engineering service contracts for mining clients whose consumption is the responsibility of the clients.

302-3 Energy intensity

Chapter 6.1 Energy and climate change

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ENERGY INTENSITY	2021							2022						
	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP
Energy consumed within the organisation (GJ)	866,142	1,936,637	1,000,132	1,872,513	414,453	-	6,094,731	769,046	2,510,414	1,294,585	2,002,608	211,197	-	6,793,430
Turnover (€k)	525,567	818,506	455,922	441,166	109,407	-	2,352,020	477,459	1,166,695	1,332,495	555,610	84,456	-	3,608,205
Energy intensity by turnover (GJ/€k)	1.6	2.4	2.2	4.2	3.8	-	2.6	1.6	2.2	1.0	3.6	2.5	-	1.9

Note 1: Holding data is not included as it is immaterial in terms of consumption. Nevertheless, this data is included in the total for the Group.

GRI 303 WATER AND EFFLUENTS

LOCATION

Referring to the standard published in 2018

303-1 Interactions with water as a shared resource

Chapter 6.2 Use and management of natural resources (Water)

Page 117-118

Mota-Engil Group’s water management is determined by compliance with existing legal requirements and the establishment of goals for specific projects, depending on the significance of the impacts and according to the environmental management systems in place in each company. Water management is determined by the nature of the project. The project teams create erosion and sedimentation control plans, as well as water conservation plans, in liaison with public bodies and, when applicable, with local stakeholders. The plans assess the environmental conditions, the potential volume of water needed, the sources available, current legislation, including obligations to the owners, and monitoring measures. We focus on raising the awareness of our employees and subcontractors with a view to cutting water consumption and the fitting of water saving devices in facilities with high water consumption, as well as on solutions for re-using rainwater (when viable).

The important role Mota-Engil ATIV plays with our clients, with regard to the provision of services – through the installation of measuring and control zones for countering water losses or through the development and application of innovative technology that allows higher water efficiency in green spaces, among others – with an impact on the respective value chain.

303-2 Management of water discharge-related impacts

Through our companies and respective environmental management systems, we ensure that discharged waste water complies with the specifications of the respective discharge licences (where applicable), local legal requirements and good environmental practices.

303-3 Water withdrawal

Chapter 6.2 Use and management of natural resources (Water)

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WATER WITHDRAWAL (m³)	2021				2022			
	SURFACE WATER	GROUND WATER	WATER ACQUIRED FROM THIRD PARTIES	TOTAL WATER WITHDRAWN	SURFACE WATER	GROUND WATER	WATER ACQUIRED FROM THRID PARTIES	TOTAL WATER WITHDRAWN
E&C Europe	12,562	121,462	87,325	221,349	54,380	114,696	85,595	254,671
E&C Africa	218,558	92,306	273,271	584,135	511,999	354,394	313,031	1,179,424
E&C Latin America	375,246	38,450	88,417	502,114	988,532	21,984	182,340	1,192,856
Environment	5,665	465,916	327,017	798,598	1,121	453,691	308,524	763,335
Capital	0	8,280	14,516	22,796	0	8,280	25,978	34,258
Holding	0	0	1,698	1,698	0	0	1,971	1,971
Mota-Engil Group	612,032	726,413	792,245	2,130,690	1,556,031	953,045	917,439	3,426,515

Note 1: The figures for 2021 were amended with regard to the preceding year due to changes in the calculation methodology.

Note 2: The quantitative data reported relates to the withdrawal of water by Group company operations.

Note 3: In the quantitative data above, with regard to surface water, not included is water withdrawn from the River Tagus for cooling the water-steam circuit of Valorsul’s Energy Recovery Plant (Portugal), which is fully returned to the water environment at a slightly higher temperature, under due monitoring and control.

Note 4: Included under “Water acquired from third parties” is water supplied by municipal management bodies.

Note 5: Does not include water data from industrial engineering service contracts for mining clients whose consumption is the responsibility of the clients.

GRI 304 BIODIVERSITY

LOCATION

Referring to the standard published in 2016

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 Use and management of natural resources (Biodiversity)

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Notably, the Mota-Engil Group undertook 57 projects in the reporting period with environmental impact studies, in accordance with the country’s legal frameworks.

304-2 Significant impacts of activities, products, and services on biodiversity

Chapter 6.2 Use and management of natural resources (Biodiversity)

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GRI 305 EMISSIONS

LOCATION

Referring to the standard published in 2016

305-1 Direct (Scope 1) GHG emissions

Chapter 6.1 Energy and climate change

Page 93-96

EMISSIONS (tCO ₂ e)	2021							2022						
	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP
SCOPE 1 – DIRECT GHG EMISSIONS														
Total scope 1 – Direct GHG emissions	62,959	143,565	72,566	1,911,003	27,553	255	2,217,882	53,845	193,298	93,967	2,055,381	14,746	274	2,411,511
Fuel consumption	62,900	137,423	72,566	106,146	27,550	231	406,796	53,845	180,718	93,967	114,287	14,746	274	457,838
Fluorinated gas leaks	59	6,142	0	1,085	3	24	7,314	0	12,580	0	1,463	0	0	14,042
Waste treatment	0	0	0	1,803,772	0	0	1,803,772	0	0	0	1,939,631	0	0	1,939,631

Note 1: The figures for 2021 were amended with regard to the preceding year due to changes in the calculation methodology.
Note 2: The GHG emissions target is under review on an ongoing basis, considering improvements in the calculation methodology and increased knowledge.

GHG emissions calculations were refined ito align with best international reporting practices, with a focus on the GHG Protocol. In addition to carbon dioxide (CO₂), GHGs also include methane (CH₄), nitrogen oxide (N₂O) and F-gases (R-410A). The different GHGs are converted into a single unit – carbon dioxide equivalent (CO₂e) – via the global warming potential (GWP) of each GHG. 100-year GWP was used according to the IPCC’s Fifth Assessment Report (5AR).

In Scope 1 emissions, namely the direct GHG emissions from the Group’s operations, the GHG emissions from the vehicle fleet and fixed equipment, flourated gas leaks and waste treatment were included. Waste treatment falls under Scope 1 GHG emissions, within the physical/chemical processing subcategory of the GHG Protocol (consult Appendix D of the Protocol, waste sector, for more information). It should be noted that GHG emissions from fuels were calculated based on the fuels reported under GRI 302-1 (please consult the associated notes). Also included were emissions relating to fluorated gas leaks, bearing in mind the quantity of gases acquired to recharge existing equipment. Finally, waste treatment includes emissions associated with the waste management process of the companies EGF, Clean Eburnie, Suma PT and Ecovision. These emissions are the result of the estimated diffuse emissions of methane from landfills and direct measurements at the power generators of the landfill and anaerobic digestion energy production centres.

Scope 1 does not include CO₂ emissions from biogenic sources. Essentially, these represent emissions associated with the burning of biogas in waste management and also the use of biofuels (798,863 tCO₂ in 2022 and 707,371 tCO₂ in 2021).

GRI 305 EMISSIONS

LOCATION

305-2 Energy indirect (Scope 2) GHG emissions

Chapter 6.1 Energy and climate change

Page 93-96

EMISSIONS (tCO ₂ e)	2021							2022						
	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP
SCOPE 2 – INDIRECT GHG EMISSIONS														
Electricity purchasing (location-based approach)	5,920	7,723	1,315	7,804	360	61	23,182	5,484	5,419	1,924	9,142	311	67	22,347
Electricity purchasing (market-based approach)	7,675	7,729	1,315	10,688	546	92	28,044	6,306	5,425	1,924	12,821	514	99	27,090

Note 1: The figures for 2021 were amended with regard to the preceding year due to changes in the calculation methodology.
Note 2: Does not include energy (electricity) data in the mining contracts whose consumption is paid for by the clients.

GHG emissions calculations were refined to align with best international reporting practices, with a focus on the GHG Protocol. Scope 2 includes GHG emissions from the production of electricity purchased by the Group (consult GRI 302-1 notes) and calculated according to the location-based and market-based approaches. Public emission factors were used, and, at times, certain assumptions had to be made due to the lack of available information. For example, whenever it was not possible to obtain a market-based emission factor, the value was assumed to be the same as a location-based factor. To calculate GHG emissions according to the location-based approach, national emission factors were considered whenever possible and also global sources of information such as IRENA’s Statistical Profiles, 2022 Dominicana and the IGES’s List of Grid Emission Factors, version 10.10, 2021.

In the groups of companies with various locations, some calculations were simplified. For example, the emission factor of the most material company was used (in the case of Oman, reported in conjunction with Suma, Portugal was used as the factor; for Vibeiras Angola, reported in conjunction with ATIV, Portugal was also used as the factor).

305-3 Other indirect (Scope 3) GHG emissions

Chapter 6.1 Energy and climate change

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EMISSIONS (tCO ₂ e)	2021							2022						
	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP
SCOPE 3 – OTHER INDIRECT GHG EMISSIONS														
Total scope 3 – Other Indirect GHG Emissions	397,836	234,849	243,747	43,911	9,164	78	929,585	191,521	414,115	939,899	55,005	4,910	90	1,605,540
Category 1: Purchased goods and services	381,714	197,774	227,122	18,425	2,981	0	828,017	177,657	369,313	918,406	26,767	1,461	0	1,493,605
Category: 3: Fuel and energy-related activities not included in scope 1 and 2	16,123	37,074	16,624	25,486	6,183	78	101,568	13,864	44,802	21,493	28,238	3,449	90	111,936

GHG emissions calculations were refined to align with best international reporting practices, with a focus on the GHG Protocol. Scope 3 emissions refer to indirect GHG emissions from the Group’s value chain, calculated for the first time. In category 1, the GHG emissions associated with the production of purchased goods were estimated (please consult the GRI 301-1 methodology notes). In category 3, fuel and energy-related GHG emissions not included in Scope 1 and 2 were estimated, for which the same activity data was used as in Scope 1 and 2 for the calculation, associated with GHG emissions upstream of the purchase of fuels and electricity and also losses in the grid. The category relating to use of sold goods was excluded from the calculation as being outside the scope of the report. The other Scope 3 categories were regarded as non-material or non-applicable.

To calculate indirect GHG emissions associated with categories 1 and 3 of Scope 3, the main sources of data for GHG emission factors was the UK Department for Environment, Food & Rural Affairs (DEFRA). UK Government GHG Conversion Factors for Company Reporting 2021 & 2022 e Ecoinvent.

GRI 305 EMISSIONS

LOCATION

305-4 GHG emissions intensity

Chapter 6.1 Energy and climate change

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GHG EMISSIONS INTENSITY (tCO ₂ e/thousands of euros)	2021							2022						
	E&C EUROPE	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP	E&C Europe	E&C AFRICA	E&C LATIN AMERICA	ENVIRONMENT	CAPITAL	HOLDING	MOTA-ENGIL GROUP
Scope 1 by turnover	0.1	0.2	0.2	4.3	0.3	-	0.9	0.1	0.2	0.1	3.7	0.2	-	0.7
Scope 2 by turnover	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0
Total (Scopes 1 + 2) by turnover	0.1	0.2	0.2	4.3	0.3	-	1.0	0.1	0.2	0.1	3.7	0.2	-	0.7
Scope 3 by turnover	0.8	0.3	0.5	0.1	0.1	-	0.4	0.4	0.4	0.7	0.1	0.1	-	0.4
Total (Scopes 1, 2 and 3) by turnover	0.9	0.5	0.7	4.4	0.3	-	1.3	0.5	0.5	0.8	3.8	0.2	-	1.1

Note 1: The numerator corresponds to previously calculated total Scope 1, 2 and 3 GHG emissions.
Note 2: The numerator was aligned as far as possible with that reported in the Annual Report and Consolidated Accounts, excluding companies whose environmental data could not be collected.
Note 3: Holding data is not shown as it is immaterial in terms of consumption. Nevertheless, this data is included in the total for the Group.

305-5 Reduction of GHG emissions

Chapter 6.1 Energy and climate change

Page 93-94

Although Group-level GHG emissions have generally risen, various initiatives to cut them were undertaken during the reporting period. Though not all of them were quantified, at Mota-Engil Engineering and Construction (MEEC) we can highlight, for example, the installation of solar panels, swapping of a diesel compressor for an electric one (20kWh) and the fitting of LED lighting, cutting energy consumption by 18 tCO₂e, It should be noted that a climate action plan will be developed to structure, implement and monitor systematic emissions cuts.

305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions

ATMOSPHERIC EMISSIONS (tons)	2021	2022
Nitrogen oxides (NO _x)	826.8	891.1
Sulfur oxides (SO _x)	36.8	34.7
Volatile organic compounds (VOCs)	156.3	109.6
Hazardous air pollutants (HAPs)	0.3	0.0
Particles that are 10 µm in diameter or less (PM ₁₀)	4.1	24.8
Carbon monoxide	339.9	285.4
Hydrogen sulfide (H ₂ S)	0.2	0.0
Non-methane volatile organic compounds (NMVOC)	22.3	24.0

Note 1: The data shown relates to emissions in Portugal from direct measurements of power generators (electricity generation at landfills and by anaerobic digestion), anaerobic digestion facilities, the Valorsul Energy Recovery Plan, and exhaust air biofilters.

As far as other atmospheric pollutants are concerned, we note the emissions stemming from the provision of services by our waste companies, in particular EGF (Portugal), which, as a result of the energy recovery process, constantly monitors its atmospheric emissions. In these cases, control/treatment measures and emissions monitoring are implemented, in the terms set out in the respective licences and in compliance with the applicable legislation. We refer, for example, that in the case of the Energy Recovery Plant and during the last almost 20 years of collecting and analysing environmental data for the region surrounding the plant, in studies where possible conducted by independent bodies, the results have been positive and consistent, demonstrating that the plant’s activity does not negatively impact the surrounding environmental quality.

Other sources of atmospheric emissions associated with the Group’s activities are essentially controlled via occasional monitoring (according to current legislation), for which no significant emissions are considered – e.g. building boilers, shipyard workshop chimneys and bituminous mixture equipment.

GRI 306 WASTE

LOCATION

Referring to the standard published in 2020

306-1 Waste generation and significant waste-related impacts

Chapter 6.2 Use and management of natural resources (Waste)

Page 111-116

A significant part of the waste created comes from the construction sector. Each of our companies manages its own waste, complying with the regulations in force in each country, namely with regard to recording, temporary storage, delivery for transportation and suitable treatment, using licensed companies.

We ensure that waste is suitably disposed of, with a focus on recovery, for which we have set out a corporate strategic goal within our Strategic Plan 2022-2026 – “BUILDING 26 | For a sustainable future”. However, it is important to stress that the possibility of sending waste for recovery depends not only on the type of waste produced but also the infrastructure in the regions where we operate – an often limiting factor.

In addition to the waste produced by our different operations, we play an important role in minimising the environmental impacts associated with this waste – in the geographical areas where our waste management companies operate.

Since the Mota-Engil Group has highly diverse business units, these cannot be shown on a single flow chart, which explains why the flow of inputs, activities and outputs that cause or may cause significant waste-related impacts are not presented.

306-2 Management of significant waste-related impacts

Chapter 6.2 Use and management of natural resources (Waste)

Page 111-116

The waste we generate is managed according to the regulations in each country insofar as its recording, temporary storage, delivery for transportation and suitable treatment by licensed companies at all times. We focus on raising the awareness of employees (in-house and subcontracted) to minimise the waste created by our operations.

As strategic waste management guidance, under the Strategic Plan “BUILDING 26 | For a sustainable future” we have defined the goals of recovering 80% of waste by 2030, including preparation for re-use (checking, cleaning and repairing operations), recycling and other recovery operations (in the context of reporting waste, recovery operations do not include energy recovery).

To cut the amount of waste created, we act preventively, promoting measures to ensure the efficient use of materials in our operations and foster recycling and circularity. We try to use materials with low environmental impact and we have set up a working group dedicated to circularity. In addition, we promote innovation, integrating and participating in collaborative labs in the areas we work in in the aim of raising the efficiency of our processes and the performance of the resources used.

Note: For more information, see indicator 306-1.

306-3 Waste generated

Chapter 6.2 Use and management of natural resources (Waste)

Page 111-112

WASTE (tons)	2021					2022				
	HAZARDOUS WASTE		NON-HAZARDOUS WASTE		TOTAL	HAZARDOUS WASTE		NON-HAZARDOUS WASTE		TOTAL
	RECOVERY OPERATION	DISPOSAL OPERATION	RECOVERY OPERATION	DISPOSAL OPERATION		RECOVERY OPERATION	DISPOSAL OPERATION	RECOVERY OPERATION	DISPOSAL OPERATION	
E&C Europe	171	458	248,506	6,253	255,388	121	547	305,563	160	306,391
E&C Africa	10,050	315	11,207	43,668	65,240	79,746	6,498	332	149,522	236,098
E&C Latin America	107	201	141,239	179,622	321,169	60	1,315	34,037	42,520	77,933
Environment	2,487	4,502	1,895	5,512	14,395	1,338	8,223	2,615	5,187	17,362
Capital	74	9	13,379	402	13,863	29	26	3,392	272	3,720
Holding	-	-	-	-	-	-	-	-	-	-
Mota-Engil Group	12,888	5,485	416,225	235,456	670,055	81,295	16,610	345,938	197,662	641,503

Note 1: The figures for 2021 were amended with regard to the preceding year due to changes in the calculation methodology.

Note 2: The quantitative data reported relates to the waste produced through the operations of the Group's companies, for which is included waste under Mota-Engil's operational control and sent for recovery or elimination in 2022 and 2021. Waste treated by the waste management companies is not included. Does not include waste data from industrial engineering service contracts for mining clients whose management is the responsibility of the clients.

Note 3: Included in the recovery operations is preparation for re-use (checking, cleaning, and repairing operations), recycling and other recovery operations. In the context of waste reporting, recovery operations do not include energy recovery.

Note 4: At E&C Europe and E&C Latin America, non-hazardous waste for recovery is of very high value when compared to other business divisions due to the fact that in Poland and Colombia, respectively, moved soil (surface and other) is counted as waste, as per national legal requirements.

Note 5: Bearing in mind the change to Mota-Engil Group business divisions in 2022, it has not yet been possible to report all of the Holding data. However, it is noted that this data is considered non-material.

GRI 308 SUPPLIER ENVIRONMENTAL ASSESSMENT

LOCATION

Referring to the standard published in 2020

308-1 New suppliers that were screened using environmental criteria

Chapter 4.3 Human rights

Chapter 5.3 Supply chain management

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308-2 Negative environmental impacts in the supply chain and actions taken

Chapter 4.3 Human rights

Chapter 5.3 Supply chain management

Page 54-56
Page 83-84

Underway are initiatives such as the revision of the supplier management procedure that will, during the qualifying/onboarding stage, allow for suppliers to take surveys to assess environmental (and social) sustainability criteria with which we aim to obtain in-depth knowledge and management information in order to typify, categorise and valorise our panel of suppliers. It should be mentioned that under the current enhanced due diligence procedures, to assess the risk of our business partners we scrutinise incidents/reports of sanctions, exclusions and convictions as well as negative press reports, which also applies to environmental (and social) issues.

Social performance

GRI 401 EMPLOYMENT LOCATION

Referring to the standard published in 2016

401-1 New employee hires and employee turnover

Chapter 7.2 Talent management

Note 1: Data compiled based on the Group's Central Data System. It does not reflect the consolidated data for all markets/businesses (whose integration is under development).
Note 2: The percentages were calculated based on the total no. of employees as of 31 December related to each country, gender and age group.
Note 3: Bearing in mind the change to Mota-Engil Group business divisions in 2022, only total Group data for 2021 and disaggregated data for the Holding and Capital are shown, since it was not possible to recalculate the figures for the other business divisions with the new structure.
Note 4: Employees of the ECB SEA_ALSUB and ECB LCD_REDUC consortia (Brazil) were not included.

PERCENTAGE OF HIRES AND EXITS BY LOCATION, GENDER AND AGE GROUP		2021						2022					
		HIRES			EXITS			HIRES			EXITS		
		< 30	30 TO 50	> 50	< 30	30 TO 50	> 50	< 30	30 TO 50	> 50	< 30	30 TO 50	> 50
E&C Europe	Men	-	-	-	-	-	-	75%	23%	10%	60%	25%	14%
	Women	-	-	-	-	-	-	72%	22%	15%	35%	20%	13%
	Subtotal	-	-	-	-	-	-	74%	23%	10%	54%	24%	14%
E&C Africa	Men	-	-	-	-	-	-	65%	42%	19%	42%	34%	17%
	Women	-	-	-	-	-	-	68%	35%	16%	23%	22%	25%
	Subtotal	-	-	-	-	-	-	66%	41%	19%	39%	33%	17%
E&C Latin america	Men	-	-	-	-	-	-	97%	82%	62%	44%	47%	32%
	Women	-	-	-	-	-	-	99%	74%	49%	39%	42%	23%
	Subtotal	-	-	-	-	-	-	97%	81%	61%	43%	46%	31%
Environment	Men	-	-	-	-	-	-	66%	36%	17%	29%	23%	12%
	Women	-	-	-	-	-	-	49%	23%	15%	22%	12%	9%
	Subtotal	-	-	-	-	-	-	63%	33%	16%	28%	20%	12%
Capital	Men	73%	24%	20%	48%	24%	24%	70%	22%	19%	65%	33%	23%
	Women	64%	29%	8%	27%	15%	17%	95%	31%	26%	58%	29%	16%
	Subtotal	72%	25%	19%	45%	23%	24%	75%	23%	20%	64%	32%	22%
Holding	Men	68%	27%	7%	25%	19%	27%	61%	10%	2%	36%	6%	3%
	Women	64%	18%	6%	26%	13%	18%	44%	14%	0%	13%	7%	0%
	Subtotal	66%	22%	7%	26%	16%	23%	52%	12%	1%	23%	7%	2%
Total New Hires and Departures (by Age Group)		77%	43%	23%	48%	35%	26%	75%	48%	25%	39%	32%	17%
New Hires and Departures Rate (by gender)		Men			37%			50%			33%		
		Women			25%			41%			21%		
New Hires and Departures Rate (by location)		E&C Europe			24%			24%			24%		
		E&C Africa			-			44%			32%		
		E&C Latin america			-			82%			44%		
		Environment			-			34%			20%		
		Capital			28%			30%			34%		
		Holding			29%			16%			8%		
		New Hires and Departures Rate			46%			49%			31%		

GRI 401 EMPLOYMENT

LOCATION

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

Chapter 7.4 Manuel António da Mota Foundation (Mota-Engil Community)

Page 173-175

In parallel, the Mota-Engil Benefits Club provides access to a large network of privileged partners, allowing employees easy access to preferential conditions with regard to banks, insurance, fuel, hotels, gyms, health care, pharmacies, shows, shops, telecommunications, energy and other products and services.

Over the last three years and in the context of the pandemic and limiting the spread of infection, working from home was an important measure taken by the Group for all positions where that was seen to be viable and where technological resources were available to ensure feasibility and sustainability.

GRI 402 LABOR/MANAGEMENT RELATIONS

LOCATION

Referring to the standard published in 2016

402-1 Minimum notice periods regarding operational changes

Mota-Engil observes the minimum notice periods set out in labour law or in the collective bargaining tools applicable to each company/market (where they exist), since the minimum notice periods are not defined/standardised at the corporate level.

GRI 403 OCCUPATIONAL HEALTH AND SAFETY

LOCATION

Referring to the standard published in 2018

403-1 Occupational health and safety management system

Chapter 7.1 Health and safety

Page 124-137

The Mota-Engil corporate and local (company-based) integrated SHEQ (Safety, Health, Environment and Quality) systems cover not only its own employees but also those whose work and/or jobs are controlled by the organisation (e.g. subcontractors). They are governed by ISO 45001 and the Global Certification of the Group is currently being implemented that will boost the standardisation of the systems in this area. Currently, the Engineering and Construction division is certified by the aforementioned standard in all countries where the Group operates (Africa, Latin America and Europe). The Environment and Engineering and Construction divisions are certified throughout the continent of Africa. Standardisation of the management system for the Environment division in Latin America and Europe is underway and it is hoped to obtain certification during 2024.

403-2 Hazard identification, risk assessment, and incident investigation

Chapter 7.1 Health and safety

Page 126-131

The approach to OHS uses a uniform methodology in line with best international practices and legal guidelines. It centres on identifying hazards and assessing risks that impact on safety as well as health (by which is understood physical and mental wellbeing), identifying exposure and determining effective measures to control prevention and protection in the various types of operations, following the risk control hierarchy.

Mota-Engil’s actions are based on a proactive approach to health and safety and human behaviour.

The Group conducts regular inspections and checks (including subcontractors) and is subject to periodic audits. It holds regular drills and specific training in the aim of preparing and responding to possible emergency situations.

It should also be mentioned that employees, when joining the company, are informed of their freedom to report hazardous situations and not to remain at sites/under exposure to these hazards and risks that may place their or third parties’ safety and/or health at risk. After identification of these situations, employees are free to immediately inform the managers of the operation and colleagues to exit the hazardous situation until the risk is eliminated and the necessary safety/health conditions reinstated. These guidelines are set out in the Health, Safety and Quality Policy as well as the Code of Ethics and Business Conduct and are reinforced through training and toolbox talks. Currently underway is the implementation of a reinforcement programme in this area.

The identification/reporting of situations that may be hazardous is part of Mota-Engil’s business culture and is reinforced in its policies, with the Code of Ethics and Business Conduct and other associated procedures, such as whistleblowing, setting out the protection against any repercussions.

GRI 403 OCCUPATIONAL HEALTH AND SAFETY

LOCATION

403-3 Occupational health services

Chapter 7.1 Health and safety

Page 129-136

Mota-Engil runs health surveillance programmes, ensuring work-place medical consultations, screening, vaccination programmes, monitoring of exposure to physical agents, etc.

403-4 Worker participation, consultation, and communication on occupational health and safety

Chapter 7.1 Health and safety

Page 130

Employee consultation and participation processes have a key role in achieving the intended results in occupational health and safety. Mota-Engil Group has created various channels for employee consultation and participation, of note among which are the OHS Committees (at regional, market/country and project/company level), toolbox talks (informal safety meetings focusing on OHS issues that take place at the start of work or a shift), consultation surveys and direct employee participation, etc. Added to these channels is a corporate digital portal, the training process and explanatory sessions that are also resources for providing important OHS-related information.

403-5 Worker training on occupational health and safety

Chapter 7.1 Health and safety

Page 129-136

403-6 Promotion of worker health

Chapter 7.1 Health and safety

Page 129-136

403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

It should be noted that a significant number of the Group’s companies are ISO 45001 certified and that the Group is currently pursuing Global Certification which will also boost the standardisation of systems in this area. The Mota-Engil corporate and local (company-based) integrated SHEQ (Safety, Health, Environment and Quality) systems cover not only its own employees but also those whose work and/or job is controlled by the organisation (e.g. subcontractors).

403-8 Workers covered by an occupational health and safety management system

Chapter 7.1 Health and safety

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403-9 Work-related injuries

Chapter 7.1 Health and safety

Page 126-128

BUSINESS DIVISION	2021		2022	
	NO. OF WORK-RELATED FATALITIES	LOST TIME INJURIES	NO. OF WORK-RELATED FATALITIES	LOST TIME INJURIES
E&C Europe	0	130	0	115
E&C Africa	3	70	1	75
E&C Latin america	1	64	1	104
Environment	0	681	2	699
Capital	0	78	0	89
Holding	-	-	0	0
Mota-Engil Group	4	1,023	4	1,082

Note 1: Work-related accidents with Mota-Engil Group’s own employees (local employees and internationally mobile employees) were included, excepting workers allocated to subcontractors and temporary workers.
Note 2: Bearing in mind the change to Mota-Engil Group business divisions in 2022, it has not yet been possible to report all of the Holding data for 2021. However, it is noted that this data is considered non-material.

▼ Continuation of indicator 403-9

GRI 403 OCCUPATIONAL HEALTH AND SAFETY

LOCATION

403-9 Work-related injuries

BUSINESS DIVISION	2021		2022	
	WORK-RELATED FATALITY RATE	LOSS TIME INJURY FREQUENCY RATE (LTIFR)	WORK-RELATED FATALITY RATE	LOSS TIME INJURY FREQUENCY RATE (LTIFR)
E&C Europe	0.00	20.05	0.00	19.57
E&C Africa	0.11	2.49	0.03	2.08
E&C Latin america	0.04	2.73	0.04	4.15
Environment	0.00	28.21	0.09	30.29
Capital	0.00	35.19	0.00	35.33
Holding	-	-	0.00	0.00
Grupo Mota-Engil	0.05	12.13	0.04	11.62

Note 1: To calculate the indices, the standardisation factor of 1,000,000 hours worked was used.
Note 2: Work-related accidents with Mota-Engil Group’s own employees (local employees and internationally mobile employees) were included, excepting workers allocated to subcontractors and temporary workers.
Note 3: Bearing in mind the change to Mota-Engil Group business divisions in 2022, it has not yet been possible to report all of the Holding data for 2021 However, it is noted that this data is considered non-material.

403-10 Work-related ill health

Chapter 7.1 Health and safety

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BUSINESS DIVISION	2021	2022
	TOTAL NO. OF CONFIRMED CASES OF WORK-RELATED ILL HEALTH	TOTAL NO. OF CONFIRMED CASES OF WORK-RELATED ILL HEALTH
E&C Europe	0	1
E&C Africa	0	0
E&C Latin america	0	0
Environment	13	18
Capital	1	0
Holding	-	0
Mota-Engil Group	14	19

Note 1: Work-related ill health affecting Mota-Engil Group’s own employees (local employees and internationally mobile employees) were included, excepting workers allocated to subcontractors and temporary workers.
Note 2: Bearing in mind the change to Mota-Engil Group business divisions in 2022, it has not yet been possible to report all of the Holding data for 2021 However, it is noted that this data is considered non-material.

GRI 404 TRAINING AND EDUCATION

LOCATION

Referring to the standard published in 2016

404-1 Average hours of training per year per employee

Chapter 7.2 Talent management

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TRAINING BY FUNCTIONAL CATEGORY AND GENDER			2021		2022	
			NO. OF TRAINING HOURS	AVERAGE TRAINING HOURS	NO. OF TRAINING HOURS	AVERAGE TRAINING HOURS
E&C Europe	Senior Management / Technical Directors	Men	-	-	2,363	60.6
		Women	-	-	147	36.7
		Subtotal	-	-	2,510	58.4
	Coordinators and Specialist Staff	Men	-	-	6,677	27.4
		Women	-	-	1,426	25.9
		Subtotal	-	-	8,103	27.1
	Supervisors and Technical Staff	Men	-	-	13,573	23.3
		Women	-	-	4,801	17.8
		Subtotal	-	-	18,374	21.6
	Operational and Support Staff	Men	-	-	18,079	9.8
		Women	-	-	1,167	12.5
		Subtotal	-	-	19,245	10.0
	Total	Men	-	-	40,692	15.1
		Women	-	-	7,541	17.9
		Total	-	-	48,233	15.4
E&C Africa	Senior Management / Technical Directors	Men	-	-	2,873	50.4
		Women	-	-	39	19.3
		Subtotal	-	-	2,912	49.4
	Coordinators and Specialist Staff	Men	-	-	2,475	8.6
		Women	-	-	479	12.6
		Subtotal	-	-	2,954	9.1
	Supervisors and Technical Staff	Men	-	-	15,425	12.0
		Women	-	-	4,043	20.8
		Subtotal	-	-	19,468	13.2
	Operational and Support Staff	Men	-	-	79,034	6.4
		Women	-	-	10,153	8.1
		Subtotal	-	-	89,187	6.6
	Total	Men	-	-	99,807	7.1
		Women	-	-	14,714	9.9
		Total	-	-	114,521	7.4

▼ Continuation of indicator 404-1

GRI 404 TRAINING AND EDUCATION

LOCATION

404-1 Average hours of training per year per employee

			2021		2022	
TRAINING BY FUNCTIONAL CATEGORY AND GENDER			NO. OF TRAINING HOURS	AVERAGE TRAINING HOURS	NO. OF TRAINING HOURS	AVERAGE TRAINING HOURS
E&C Latin America	Senior Management / Technical Directors	Men	-	-	595	16.5
		Women	-	-	16	5.2
		Subtotal	-	-	610	15.6
	Coordinators and Specialist Staff	Men	-	-	3,198	13.3
		Women	-	-	1,315	22.7
		Subtotal	-	-	4,514	15.1
	Supervisors and Technical Staff	Men	-	-	8,824	7.8
		Women	-	-	3,466	11.2
		Subtotal	-	-	12,290	8.5
	Operational and Support Staff	Men	-	-	48,654	5.4
		Women	-	-	5,850	7.2
		Subtotal	-	-	54,504	5.6
	Total	Men	-	-	61,271	5.9
		Women	-	-	10,647	9.0
		Total	-	-	71,918	6.2
Environment	Senior Management / Technical Directors	Men	-	-	418	10.4
		Women	-	-	247	30.9
		Subtotal	-	-	665	13.8
	Coordinators and Specialist Staff	Men	-	-	2,252	23.7
		Women	-	-	1,635	31.4
		Subtotal	-	-	3,886	26.4
	Supervisors and Technical Staff	Men	-	-	13,905	52.3
		Women	-	-	6,086	36.4
		Subtotal	-	-	19,991	46.2
	Operational and Support Staff	Men	-	-	190,052	20.7
		Women	-	-	25,475	10.9
		Subtotal	-	-	215,527	18.7
	Total	Men	-	-	206,626	21.5
		Women	-	-	33,443	13.0
		Total	-	-	240,069	19.7

▼ Continuation of indicator 404-1

GRI 404 TRAINING AND EDUCATION

LOCATION

404-1 Average hours of training per year per employee

			2021		2022	
TRAINING BY FUNCTIONAL CATEGORY AND GENDER			NO. OF TRAINING HOURS	AVERAGE TRAINING HOURS	NO. OF TRAINING HOURS	AVERAGE TRAINING HOURS
Capital	Senior Management / Technical Directors	Men	128	12	108	5.1
		Women	11	6	61	30.3
		Subtotal	139	11	169	7.3
	Coordinators and Specialist Staff	Men	1,001	28	720	11.1
		Women	181	16	339	17.8
		Subtotal	1,182	25	1,059	12.6
	Supervisors and Technical Staff	Men	3,901	44	1,927	14.8
		Women	1,407	37	856	11.6
		Subtotal	5,308	42	2,783	13.6
	Operational and Support Staff	Men	3,611	7	6,453	7.0
		Women	465	17	890	6.8
		Subtotal	4,076	7	7,343	7.0
	Total	Men	8,641	13	9,208	8.1
		Women	2,064	26	2,146	9.5
		Total	10,705	14	11,354	8.3
Holding	Senior Management / Technical Directors	Men	277	10	513	14.7
		Women	13	2	41	4.1
		Subtotal	290	8	554	12.3
	Coordinators and Specialist Staff	Men	495	13	584	11.5
		Women	735	19	709	16.5
		Subtotal	1,230	16	1,293	13.8
	Supervisors and Technical Staff	Men	542	19	1,052	15.5
		Women	954	17	1,412	14.4
		Subtotal	1,496	18	2,464	14.8
	Operational and Support Staff	Men	132	2	132	5.1
		Women	549	7	175	5.6
		Subtotal	681	5	307	5.4
	Total	Men	1,446	9	2,281	12.7
		Women	2,251	13	2,337	12.8
		Total	3,697	11	4,618	12.8

▼ Continuation of indicator 404-1

GRI 404 TRAINING AND EDUCATION

LOCATION

404-1 Average hours of training per year per employee

			2021		2022	
TRAINING BY FUNCTIONAL CATEGORY AND GENDER			NO. OF TRAINING HOURS	AVERAGE TRAINING HOURS	NO. OF TRAINING HOURS	AVERAGE TRAINING HOURS
Mota-Engil Group	Senior Management / Technical Directors	Men	2,725	12	6,870	30.1
		Women	459	19	549	18.9
		Subtotal	3,184	12.9	7,419	28.9
	Coordinators and Specialist Staff	Men	13,271	15	15,907	16.2
		Women	6,069	25	5,903	22.3
		Subtotal	19,340	16.9	21,809	17.5
	Supervisors and Technical Staff	Men	34,533	12	54,704	15.8
		Women	19,267	21	20,665	18.6
		Subtotal	53,800	13.8	75,370	16.5
	Operational and Support Staff	Men	262,479	9	342,404	10.3
		Women	29,045	7	43,710	9.4
		Subtotal	291,524	8.8	386,113	10.2
	Total	Men	313,008	9.4	419,884	11.1
		Women	54,840	10.7	70,827	11.7
		Total	367,848	9.5	490,711	11.1

Note 1: For the denominator, the no. of employees as of 31 December were considered. Includes the executive and remunerated directors.
Note 2: Bearing in mind the change to Mota-Engil Group business divisions in 2022, only total Group data for 2021 and disaggregated data for the Holding and Capital are shown, since it was not possible to recalculate the figures for the other business divisions with the new structure.
Note 3: The new hire and departure rates are intrinsically associated with the start and end of the Group's projects, construction work and contracts.

404-2 Programs for upgrading employee skills and transition assistance programs

Chapter 7.2 Talent management

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At Mota-Engil, in addition to in-house skills development training, we provide our employees with financial support to take outside courses.
It should be mentioned that we plan our employees’ retirement, ensuring retraining for those looking to continue working as well as compensation for termination of employment (beyond that stipulated by law) and assistance with the transition to retirement.

GRI 404 TRAINING AND EDUCATION

LOCATION

404-3 Percentage of employees receiving regular performance and career development reviews

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE AND CAREER REVIEWS (%)			2021	2022
E&C Europe	Senior Management / Technical Directors	Men	-	100.0
		Women	-	100.0
		Subtotal	-	100.0
	Coordinators and Specialist Staff	Men	-	89.3
		Women	-	94.5
		Subtotal	-	90.3
	Supervisors and Technical Staff	Men	-	71.8
		Women	-	77.0
		Subtotal	-	73.5
	Operational and Support Staff	Men	-	87.6
		Women	-	81.1
		Subtotal	-	86.1
	Total	Men	-	80.2
		Women	-	80.4
		Total	-	80.2
E&C Africa	Senior Management / Technical Directors	Men	-	76.8
		Women	-	100.0
		Subtotal	-	77.6
	Coordinators and Specialist Staff	Men	-	45.6
		Women	-	63.2
		Subtotal	-	47.7
	Supervisors and Technical Staff	Men	-	29.9
		Women	-	44.3
		Subtotal	-	31.8
	Operational and Support Staff	Men	-	26.8
		Women	-	23.4
		Subtotal	-	25.9
	Total	Men	-	31.6
		Women	-	33.3
		Total	-	31.9

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE AND CAREER REVIEWS (%)			2021	2022
E&C Latin america	Senior Management / Technical Directors	Men	-	88.9
		Women	-	66.7
		Subtotal	-	87.2
	Coordinators and Specialist Staff	Men	-	85.4
		Women	-	87.9
		Subtotal	-	85.9
	Supervisors and Technical Staff	Men	-	79.6
		Women	-	89.0
		Subtotal	-	81.6
	Operational and Support Staff	Men	-	76.3
		Women	-	69.3
		Subtotal	-	74.3
	Total	Men	-	78.9
		Women	-	78.5
		Total	-	78.8
Environment	Senior Management / Technical Directors	Men	-	88.9
		Women	-	83.3
		Subtotal	-	87.9
	Coordinators and Specialist Staff	Men	-	84.2
		Women	-	98.1
		Subtotal	-	89.1
	Supervisors and Technical Staff	Men	-	72.6
		Women	-	83.2
		Subtotal	-	76.7
	Operational and Support Staff	Men	-	83.6
		Women	-	74.2
		Subtotal	-	81.7
	Total	Men	-	82.6
		Women	-	77.6
		Total	-	81.4

▼ Continuation of indicator 404-3

GRI 404 TRAINING AND EDUCATION

LOCATION

404-3 Percentage of employees receiving regular performance and career development reviews

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE AND CAREER REVIEWS (%)			2021	2022
Capital	Senior Management / Technical Directors	Men	100.0	65.0
		Women	100.0	100.0
		Subtotal	100.0	68.2
	Coordinators and Specialist Staff	Men	88.9	92.3
		Women	90.9	100.0
		Subtotal	89.4	94.0
	Supervisors and Technical Staff	Men	86.4	88.5
		Women	81.6	83.8
		Subtotal	84.9	86.8
	Operational and Support Staff	Men	83.1	84.6
		Women	85.2	80.5
		Subtotal	83.2	84.1
	Total	Men	84.2	85.3
		Women	84.6	83.6
		Total	84.2	84.9
Holding	Senior Management / Technical Directors	Men	116.7	88.5
		Women	100.0	100.0
		Subtotal	115.8	89.7
	Coordinators and Specialist Staff	Men	110.5	92.2
		Women	113.2	100.0
		Subtotal	111.8	95.7
	Supervisors and Technical Staff	Men	153.6	85.3
		Women	114.0	87.8
		Subtotal	127.1	86.7
	Operational and Support Staff	Men	79.5	65.4
		Women	98.3	77.4
		Subtotal	90.3	71.9
	Total	Men	110.2	84.8
		Women	107.7	89.1
		Total	108.8	87.0

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE AND CAREER REVIEWS (%)			2021	2022
Mota-Engil Group	Senior Management / Technical Directors	Men	87.4	85.3
		Women	85.7	90.0
		Subtotal	87.3	85.7
	Coordinators and Specialist Staff	Men	62.1	75.5
		Women	78.0	90.6
		Subtotal	65.4	78.7
	Supervisors and Technical Staff	Men	52.6	59.8
		Women	66.1	77.0
		Subtotal	55.8	64.0
	Operational and Support Staff	Men	66.7	72.4
		Women	58.4	62.7
		Subtotal	64.9	70.2
	Total	Men	61.9	68.6
		Women	63.3	70.7
		Total	62.2	69.0

Note 1: For the denominator, the no. of employees as of 31 December was considered.
Note 2: Bearing in mind the change to Mota-Engil Group business divisions in 2022, only total Group data for 2021 and disaggregated data for the Holding and Capital are shown, since it was not possible to recalculate the figures for the other business divisions with the new structure.
Note 3: Due to the rate of new hires, departures and the transitioning of employees between business units, the number of employees assessed may be higher than the number of employees eligible (fixed on 31 December) in some categories.

GRI 405 DIVERSITY AND EQUAL OPPORTUNITY

LOCATION

Referring to the standard published in 2016

405-1 Diversity of governance bodies and employees

Chapter 7.2 Talent management

Chapter 4.1 Sustainability governance

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		2021		2022	
PERCENTAGE OF EMPLOYEES PER FUNCTIONAL CATEGORY AND GENDER (%)		MEN	WOMEN	MEN	WOMEN
E&C Europe	Senior Management / Technical Directors	-	-	91	9
	Specialised and Coordination Staff	-	-	82	18
	Supervisory and Technical Staff	-	-	68	32
	Coordinators and Specialist Staff	-	-	95	5
E&C Africa	Senior Management / Technical Directors	-	-	97	3
	Specialised and Coordination Staff	-	-	88	12
	Supervisory and Technical Staff	-	-	87	13
	Coordinators and Specialist Staff	-	-	91	9
E&C Latin America	Senior Management / Technical Directors	-	-	92	8
	Specialised and Coordination Staff	-	-	81	19
	Supervisory and Technical Staff	-	-	79	21
	Coordinators and Specialist Staff	-	-	92	8
Environment	Senior Management / Technical Directors	-	-	83	17
	Specialised and Coordination Staff	-	-	65	35
	Supervisory and Technical Staff	-	-	61	39
	Coordinators and Specialist Staff	-	-	80	20
Capital	Senior Management / Technical Directors	85	15	91	9
	Specialised and Coordination Staff	77	23	77	23
	Supervisory and Technical Staff	70	30	64	36
	Coordinators and Specialist Staff	95	5	88	12
Holding	Senior Management / Technical Directors	81	19	78	22
	Specialised and Coordination Staff	50	50	54	46
	Supervisory and Technical Staff	33	67	41	59
	Coordinators and Specialist Staff	45	55	46	54
Mota-Engil Group	Senior Management / Technical Directors	90	10	89	11
	Specialised and Coordination Staff	79	21	79	21
	Supervisory and Technical Staff	76	24	76	24
	Coordinators and Specialist Staff	88	12	88	12

Note 1: The data refers to the no. of employees as of 31 December. Includes the executive and remunerated directors.
Note 2: Bearing in mind the change to Mota-Engil Group business divisions in 2022, only total Group data for 2021 and disaggregated data for the Holding and Capital are shown, since it was not possible to recalculate the figures for the other business divisions with the new structure.
Note 3: Employees of the ECB SEA_ALSUB and ECB LCD_REDUC consortia (Brazil) were not included.

▼ Continuation of indicator 405-1

GRI 405 DIVERSITY AND EQUAL OPPORTUNITY

LOCATION

405-1 Diversity of governance bodies and employees

PERCENTAGE OF EMPLOYEES PER FUNCTIONAL CATEGORY AND AGE (%)		2021			2022		
		< 30	30 to 50	> 50	< 30	30 to 50	> 50
E&C Europe	Senior Management / Technical Directors	-	-	-	0	51	49
	Specialised and Coordination Staff	-	-	-	2	65	33
	Supervisory and Technical Staff	-	-	-	19	55	25
	Coordinators and Specialist Staff	-	-	-	10	45	46
E&C Africa	Senior Management / Technical Directors	-	-	-	0	46	54
	Specialised and Coordination Staff	-	-	-	2	57	40
	Supervisory and Technical Staff	-	-	-	22	53	25
	Coordinators and Specialist Staff	-	-	-	22	67	10
E&C Latin America	Senior Management / Technical Directors	-	-	-	0	67	33
	Specialised and Coordination Staff	-	-	-	1	67	32
	Supervisory and Technical Staff	-	-	-	16	74	11
	Coordinators and Specialist Staff	-	-	-	25	62	12
Environment	Senior Management / Technical Directors	-	-	-	2	46	52
	Specialised and Coordination Staff	-	-	-	1	69	30
	Supervisory and Technical Staff	-	-	-	8	71	21
	Coordinators and Specialist Staff	-	-	-	17	61	22
Capital	Senior Management / Technical Directors	0	38	62	0	48	52
	Specialised and Coordination Staff	2	81	17	1	82	17
	Supervisory and Technical Staff	15	74	11	16	70	14
	Coordinators and Specialist Staff	10	63	27	16	59	25
Holding	Senior Management / Technical Directors	0	53	47	0	56	44
	Specialised and Coordination Staff	5	80	14	3	80	17
	Supervisory and Technical Staff	33	52	15	30	54	17
	Coordinators and Specialist Staff	35	41	24	14	39	47
Mota-Engil Group	Senior Management / Technical Directors	0	53	46	0	52	48
	Specialised and Coordination Staff	1	68	30	2	66	32
	Supervisory and Technical Staff	16	64	20	18	62	19
	Coordinators and Specialist Staff	19	63	18	21	63	17

Note 1: The data refers to the no. of employees as of 31 December. Includes the executive and remunerated directors.
Note 2: Bearing in mind the change to Mota-Engil Group business divisions in 2022, only total Group data for 2021 and disaggregated data for the Holding and Capital are shown, since it was not possible to recalculate the figures for the other business divisions with the new structure.
Note 3: Employees of the ECB SEA_ALSUB and ECB LCD_REDUC consortia (Brazil) were not included.

▼ Continuation of indicator 405-1

GRI 405 DIVERSITY AND EQUAL OPPORTUNITY

LOCATION

405-1 Diversity of governance bodies and employees

PERCENTAGE OF EMPLOYEES PER FUNCTIONAL CATEGORY AND LENGTH OF EMPLOYMENT (YEARS) (%)		2021				2022			
		< 3	3 to 10	11 to 20	≥ 20	< 3	3 to 10	11 to 20	≥ 20
E&C Europe	Senior Management / Technical Directors	-	-	-	-	12	14	23	51
	Specialised and Coordination Staff	-	-	-	-	13	18	34	35
	Supervisory and Technical Staff	-	-	-	-	34	23	19	24
	Coordinators and Specialist Staff	-	-	-	-	35	26	17	22
E&C Africa	Senior Management / Technical Directors	-	-	-	-	12	17	34	37
	Specialised and Coordination Staff	-	-	-	-	37	33	15	15
	Supervisory and Technical Staff	-	-	-	-	55	28	9	9
	Coordinators and Specialist Staff	-	-	-	-	68	25	5	1
E&C Latin America	Senior Management / Technical Directors	-	-	-	-	18	44	28	10
	Specialised and Coordination Staff	-	-	-	-	48	39	8	4
	Supervisory and Technical Staff	-	-	-	-	70	26	3	1
	Coordinators and Specialist Staff	-	-	-	-	87	12	0	0
Environment	Senior Management / Technical Directors	-	-	-	-	19	31	29	21
	Specialised and Coordination Staff	-	-	-	-	15	20	33	32
	Supervisory and Technical Staff	-	-	-	-	26	26	31	17
	Coordinators and Specialist Staff	-	-	-	-	56	31	9	4
Capital	Senior Management / Technical Directors	0	23	46	31	22	17	26	35
	Specialised and Coordination Staff	11	32	45	13	26	29	33	12
	Supervisory and Technical Staff	52	30	16	2	48	32	16	4
	Coordinators and Specialist Staff	53	34	11	3	44	41	11	3
Holding	Senior Management / Technical Directors	19	28	22	31	20	36	13	31
	Specialised and Coordination Staff	12	29	42	17	13	33	32	22
	Supervisory and Technical Staff	29	29	20	21	33	28	17	22
	Coordinators and Specialist Staff	47	16	16	21	26	16	11%	47
Mota-Engil Group	Senior Management / Technical Directors	15	25	28	32	16	26	26	31
	Specialised and Coordination Staff	25	29	26	19	29	29	23	20
	Supervisory and Technical Staff	44	31	14	11	52	26	12	10
	Coordinators and Specialist Staff	68	22	7	3	67	24	6	3

Note 1: The data refers to the no. of employees as of 31 December. Includes the executive and remunerated directors.
Note 2: Bearing in mind the change to Mota-Engil Group business divisions in 2022, only total Group data for 2021 and disaggregated data for the Holding and Capital are shown, since it was not possible to recalculate the figures for the other business divisions with the new structure.
Note 3: Employees of the ECB SEA_ALSUB and ECB LCD_REDUC consortia (Brazil) were not included.

▼ Continuation of indicator 405-1

GRI 405 DIVERSITY AND EQUAL OPPORTUNITY

LOCATION

405-1 Diversity of governance bodies and employees

PERCENTAGE OF EMPLOYEES PER FUNCTIONAL CATEGORY AND QUALIFICATIONS (%)		2021			2022		
		LOWER SECONDARY	UPPER SECONDARY	TERTIARY	LOWER SECONDARY	UPPER SECONDARY	TERTIARY
E&C Europe	Senior Management / Technical Directors	-	-	-	0	0	100
	Specialised and Coordination Staff	-	-	-	6	8	86
	Supervisory and Technical Staff	-	-	-	16	22	62
	Coordinators and Specialist Staff	-	-	-	63	34	2
E&C Africa	Senior Management / Technical Directors	-	-	-	0	0	100
	Specialised and Coordination Staff	-	-	-	12	17	71
	Supervisory and Technical Staff	-	-	-	23	30	46
	Coordinators and Specialist Staff	-	-	-	69	26	5
E&C Latin America	Senior Management / Technical Directors	-	-	-	0	0	100
	Specialised and Coordination Staff	-	-	-	4	5	91
	Supervisory and Technical Staff	-	-	-	5	12	83
	Coordinators and Specialist Staff	-	-	-	55	35	10
Environment	Senior Management / Technical Directors	-	-	-	0	0	100
	Specialised and Coordination Staff	-	-	-	4	5	90
	Supervisory and Technical Staff	-	-	-	12	20	68
	Coordinators and Specialist Staff	-	-	-	81	15	4
Capital	Senior Management / Technical Directors	0	0	100	0	0	100
	Specialised and Coordination Staff	0	0	100	2	2	95
	Supervisory and Technical Staff	5	16	79	12	15	73
	Coordinators and Specialist Staff	50	46	4	62	33	5
Holding	Senior Management / Technical Directors	0	0	100	0	0	100
	Specialised and Coordination Staff	4	13	83	1	14	85
	Supervisory and Technical Staff	2	20	78	4	27	69
	Coordinators and Specialist Staff	28	45	27	37	44	19
Mota-Engil Group	Senior Management / Technical Directors	0	0	100	0	0	100
	Specialised and Coordination Staff	6	10	84	6	9	85
	Supervisory and Technical Staff	14	25	61	14	21	65
	Coordinators and Specialist Staff	63	32	5	69	26	6

Note 1: The data refers to the no. of employees as of 31 December. Includes the executive and remunerated directors.
Note:2 Bearing in mind the change to Mota-Engil Group business divisions in 2022, only total Group data for 2021 and disaggregated data for the Holding and Capital are shown, since it was not possible to recalculate the figures for the other business divisions with the new structure.
Note 3: Employees of the ECB SEA_ALSUB and ECB LCD_REDUC consortia (Brazil) were not included.

GRI 405 DIVERSITY AND EQUAL OPPORTUNITY

LOCATION

405-2 Ratio of basic salary and remuneration of women to men

Chapter 7.2 Talent management

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RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN		2021	2022
E&C Europe	Senior Management / Technical Directors	-	0.60
	Specialised and Coordination Staff	-	0.80
	Supervisory and Technical Staff	-	0.79
	Coordinators and Specialist Staff	-	1.05
E&C Africa	Senior Management / Technical Directors	-	0.61
	Specialised and Coordination Staff	-	1.00
	Supervisory and Technical Staff	-	1.02
	Coordinators and Specialist Staff	-	0.87
E&C Latin America	Board/Technical Department and Management	-	0.97
	Specialised and Coordination Staff	-	0.94
	Supervisors and Technical Staff	-	0.96
	Operational and Support Staff	-	0.95
Environment	Senior Management / Technical Directors	-	0.81
	Specialised and Coordination Staff	-	1.02
	Supervisory and Technical Staff	-	1.01
	Coordinators and Specialist Staff	-	0.82
Capital	Board/Technical Department and Management	0.94	1.10
	Specialised and Coordination Staff	0.94	0.96
	Supervisors and Technical Staff	0.91	0.91
	Operational and Support Staff	1.16	1.07
Holding	Board/Technical Department and Management	1.15	0.86
	Operational and Support Staff	0.81	0.86
	Supervisory and Technical Staff	0.95	0.95
	Operational and Support Staff	0.92	1.07
Mota-Engil Group	Senior Management / Technical Directors	0.87	0.79
	Specialised and Coordination Staff	0.88	0.92
	Supervisory and Technical Staff	1.02	1.02
	Coordinators and Specialist Staff	0.94	0.89

Note 1: The data refers to the no. of employees as of 31 December. Excludes long-term internationally mobile employees (i.e. for longer than 6 months) and non-executive members of the Board.
Note 2: Bearing in mind the change to Mota-Engil Group business divisions in 2022, only total Group data for 2021 and disaggregated data for the Holding and Capital are shown, since it was not possible to recalculate the figures for the other business divisions with the new structure.
Note 3: Employees of the ECB SEA_ALSUB and ECB LCD_REDUC consortia (Brazil) were not included.

GRI 406 NON-DISCRIMINATION

LOCATION

Referring to the standard published in 2016

406-1 Incidents of discrimination and corrective actions taken

Chapter 7.2 Talent management

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INCIDENTS OF DISCRIMINATION OCCURED		2021	2022
Total no. of incidents of discrimination occurring in the reporting period		7	5
Total no. of incidents analysed by the company in accordance with the current situation and action taken	No. of remediation plans implemented	1	0
	No. of remediation plans implemented with the results analysed through the normal review and management procedures	0	0
	No. of incidents resolved	6	5
	Total no. of incidents reviewed	7	5

Note: After publication of the Sustainability Report 2021, one other case that occurred in this reporting period was also reviewed and resolved, and the data was updated accordingly.

GRI 407 FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

LOCATION

Referring to the standard published in 2016

407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

Chapter 4.3 Human rights

Page 54-56
Page 83-84

Chapter 5.3 Supply chain management

Underway are initiatives such as the revision of the supplier management procedure that will, during the qualifying/onboarding stage, allow for suppliers to take surveys to assess social sustainability criteria with which we aim to obtain in-depth knowledge and management information in order to typify, categorise and valorise our panel of suppliers It should be mentioned that under the current enhanced due diligence procedures, to assess the risk of our business partners we scrutinise incidents/reports of sanctions, exclusions and convictions as well as negative press reports, which also applies to environmental (and social) issues. In addition, no cases of operations and suppliers in which there was a significant risk of incidents of slave or compulsory labour were reported via our Ethics Hotline in 2022.

GRI 408 CHILD LABOR

LOCATION

Referring to the standard published in 2016

408-1 Operations and suppliers at significant risk for incidents of child labor

Chapter 4.3 Human rights

Page 54-59

Chapter 5.3 Supply chain management

Page 83-84

Underway are initiatives such as the revision of the supplier management procedure that will, during the qualifying/onboarding stage, allow for suppliers to take surveys to assess social sustainability criteria with which we aim to obtain in-depth knowledge and management information in order to typify, categorise and valorise our panel of suppliers It should be mentioned that under the current enhanced due diligence procedures, to assess the risk of our business partners we scrutinise incidents/reports of sanctions, exclusions and convictions as well as negative press reports, which also applies to environmental (and social) issues. In addition, no cases of operations and suppliers in which there was a significant risk of incidents of child labour were reported via our Ethics Hotline in 2022.

GRI 409 FORCED OR COMPULSORY LABOR

LOCATION

Referring to the standard published in 2016

409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor

Chapter 4.3 Human rights

Page 54-59

Chapter 5.3 Supply chain management

Page 83-84

Underway are initiatives such as the revision of the supplier management procedure that will, during the qualifying/onboarding stage, allow for suppliers to take surveys to assess social sustainability criteria with which we aim to obtain in-depth knowledge and management information in order to typify, categorise and valorise our panel of suppliers It should be mentioned that under the current enhanced due diligence procedures, to assess the risk of our business partners we scrutinise incidents/reports of sanctions, exclusions and convictions as well as negative press reports, which also applies to environmental (and social) issues. In addition, no cases of operations and suppliers in which there was a significant risk of incidents of slave or compulsory labour were reported via our Ethics Hotline in 2022.

GRI 410 SECURITY PRACTICES

LOCATION

Referring to the standard published in 2016

410-1 Security personnel trained in human rights policies or procedures

Respect for human rights is enshrined in the Group’s Code of Ethics and Business Conduct and it also promotes employee training in human rights policies and procedures, among other connected issues. In the case of subcontractors, Mota-Engil ensures training in work-place safety and emergency procedures, with other specific themes potentially covered by human rights and access control. It should also be mentioned that the training given to subcontractor workers involved in security of facilities and the protection of their assets is also ensured by the respective companies according to local legal requirements. Management in these cases is done at the project/ market level. No cross-Group guidelines currently exist that standardise the training approach in this area and allow the percentage of security staff receiving training on human rights policies and procedures to be calculated.

GRI 411 RIGHTS OF INDIGENOUS PEOPLES

LOCATION

Referring to the standard published in 2016

411-1 Incidents of violations involving rights of indigenous peoples

Chapter 4.3 Human rights

Page 54-59

Chapter 5.3 Supply chain management

Page 83-84

Underway are initiatives such as the revision of the supplier management procedure that will, during the qualifying/onboarding stage, allow for suppliers to take surveys to assess social sustainability criteria with which we aim to obtain in-depth knowledge and management information in order to typify, categorise and valorise our panel of suppliers It should be mentioned that under the current enhanced due diligence procedures, to assess the risk of our business partners we scrutinise incidents/reports of sanctions, exclusions and convictions as well as negative press reports, which also applies to environmental (and social) issues. In addition, no cases of operations and suppliers in which there were violations of the rights of indigenous peoples were reported via our Ethics Hotline in 2022.

GRI 413 LOCAL COMMUNITIES

LOCATION

Referring to the standard published in 2016

413-1 Operations with local community engagement, impact assessments, and development programs

Chapter 7.3 Support for local communities

Page 158-164

Chapter 7.4 Manuel António da Mota Foundation

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GRI 414 SUPPLIER SOCIAL ASSESSMENT

LOCATION

Referring to the standard published in 2016

414-1 New suppliers that were screened using social criteria

Chapter 4.3 Human rights

Page 54-56

Chapter 5.3 Supply chain management

Page 83-84

414-2 Negative social impacts in the supply chain and actions taken

Chapter 4.3 Human rights

Page 54-56

Chapter 5.3 Supply chain management

Page 83-84

Underway are initiatives such as the revision of the supplier management procedure that will, during the qualifying/ onboarding stage, allow for suppliers to take surveys to assess social (and environmental) sustainability criteria with which we aim to obtain in-depth knowledge and management information in order to typify, categorise and valorise our panel of suppliers It should be mentioned that under the current enhanced due diligence procedures, to assess the risk of our business partners we scrutinise incidents/reports of sanctions, exclusions and convictions as well as negative press reports, which also applies to environmental (and social) issues.

GRI 415 PUBLIC POLICY

LOCATION

Referring to the standard published in 2016

415-1 Political contributions

Mota-Engil Group does not contribute to any political party.

Technical data

Development and coordination:
Mota-Engil Group Sustainability Department

Technical support:
Stravillia Sustainability Hub
Engineering Unit (Mota-Engil)
Manuel António da Mota Foundation

Images:
Mota-Engil

Creative Strategy:
White Way®

Externally verified:
Bureau Veritas



MOTÆNGIL

Paradigm Shift

ACTIONS *for a* **SUSTAINABLE**
future

Sustainability Report 2022

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