



MOTAENGIL

# BUILDING *with* PURPOSE

SUSTAINABILITY BROCHURE 2023



## MOTA-ENGIL

Reinforcing the commitment established in the Building 26 Strategic Plan, where sustainability was considered one of the strategic axes for the Mota-Engil Group and in line with the new sustainability reporting directives (CSRD), a single report was published for the 2023 financial year, integrating the Mota-Engil Group's sustainability and financial information.

Therefore, from this year onwards, the annual Sustainability Report will not be published, and this information will now be included in the Integrated Report.

The purpose of this brochure is to complement the 2023 Integrated Report, highlighting an overview of the Group's performance in relation to the established strategic objectives and highlighting a selection of corporate and local initiatives implemented throughout 2023.

**For more information,** consult the 2023 Integrated Report. 

# **BUILDING** *with* **PURPOSE**

MOTAENGIL

We are convinced that in the past, as in the future, the restlessness, unease and boldness that characterize us will continue to be a source of energy, ambition and value creation.

We build and provide environmental services with total respect for the people and communities in which we operate, guided by five principles: commitment, value creation, quality and innovation, proximity.

We only understand the service we provide in a context of genuine partnership with the awareness that, more than ever, society today demands solutions to its social and environmental challenges. We want to be the best, not necessarily the biggest.

We want to be the place where our employees want to stay and where they feel they are contributing to a better world with their daily work, because the purpose that guides us is greater than all of us.

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

# BUILDING *with* PURPOSE



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MOTAENGIL



# 01 MOTA-ENGIL: A GROUP WITH PURPOSE

Our Legacy inspires and commits us to build a better world.

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# A GROUP WITH PURPOSE

**The Mota-Engil Group's purpose arises from the awareness that it is up to everyone,**

today and in the future, on a day-to-day basis, to provide the appropriate response to each new challenge, bearing in mind its strategy, supported by concrete environmental, social, economic and governance objectives, based on a culture and ethics of conduct with organisational values that set the Group apart.

The definition of the Statement of Purpose resulted from an in-depth study of the Group's identity and "raison d'être", as well as its contribution to society, carried out in 2023 and involving employees from various geographies and levels in the organisation and external stakeholders.



WATCH THE VIDEO



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**CARLOS  
MOTA SANTOS**  
CHAIRMAN AND CEO



# MESSAGE FROM THE CHAIRMAN AND CEO

**"Our legacy inspires  
and commits us  
to build a better world."**



"Today we find ourselves in a context with major sustainability challenges, and with this recognition and purpose, we have included sustainability as a fundamental pillar of the Group's strategy, translated into objectives and targets dedicated to the material issues identified for Mota-Engil and which reflect the interests of our stakeholders.

(...)

In this sense, and with a firm commitment to the sustainability agenda, we would like to highlight the positive performance of some of the objectives, such as the reduction of accidents with sick leave, the positive evolution of women in management positions in a Group that we all aspire to be ever more inclusive, promote innovation and attract new talent.

We recognise that we still have a long way to go, but we remain ambitious and have our eyes set on the future of our planet, people and business."

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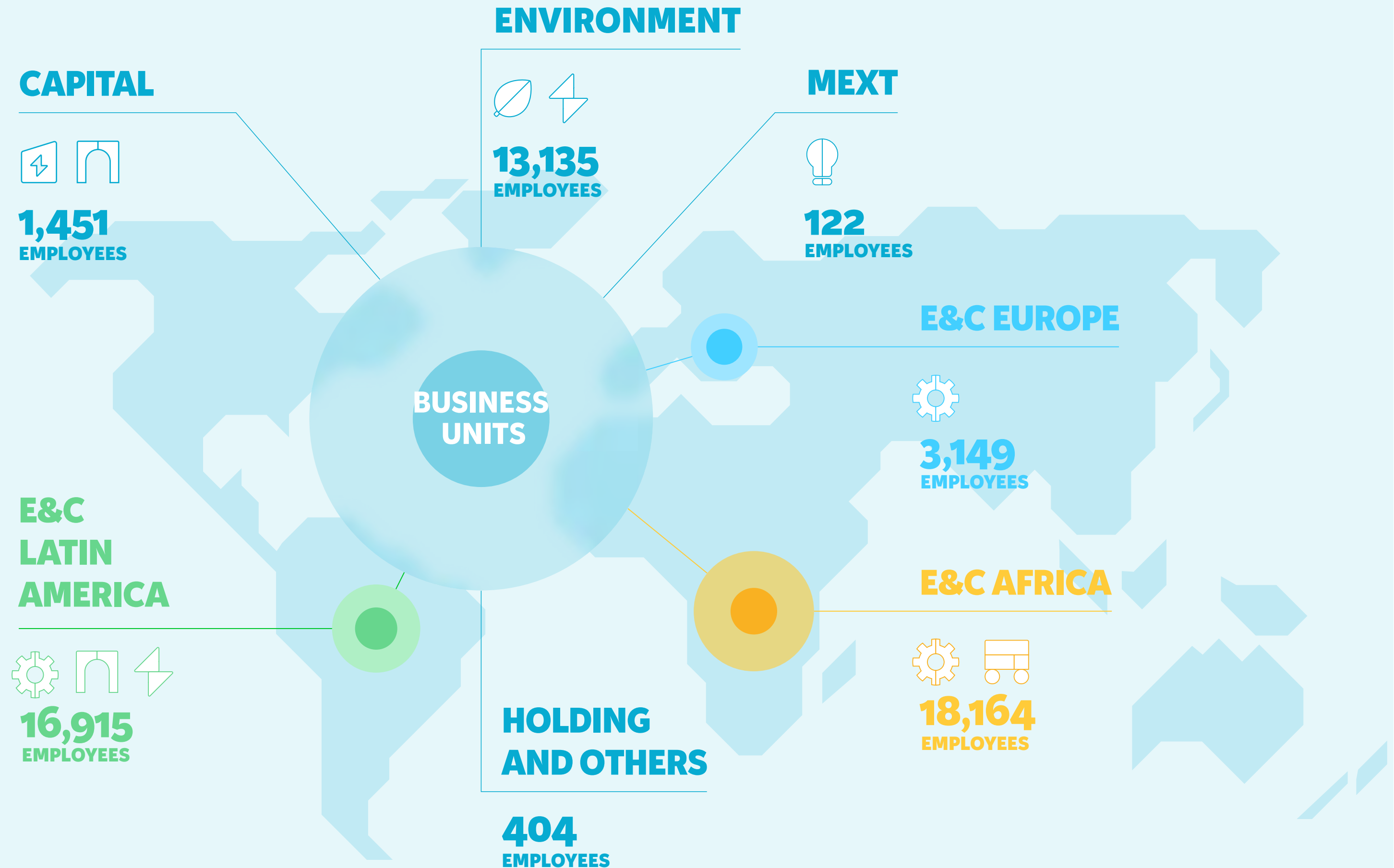
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# THE MOTA-ENGIL WORLD

Founded in 1946, Mota-Engil has a 78-year history based on a commitment to rigour, quality and capacity for execution in each market.

- 
**€13 B**  
 Order book  
 (record value)
- 
**€5,552 M**  
 Turnover  
 (46% growth compared to 2022)
- 
**€837 M**  
 EBITDA  
 (55% growth compared to 2022)
- 
**53,340**  
 Employees



**BUSINESS UNITS**

-  Engineering and Construction
-  Infrastructure and transport concessions
-  Industrial engineering services
-  Energy
-  Environment
-  MEXT
-  Capital

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[+ Click on \(+\) to find out more](#)

# BUSINESS AREAS

Mota-Engil undertakes a wide range of activities associated with the design, construction, management and operation of infrastructures, and is constantly looking for new investment opportunities, adding new business areas to its range of activities.



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# BUILDING 26 FOR A SUSTAINABLE FUTURE

### Mota-Engil Group's Strategic Plan

- "BUILDING 26 | For a sustainable future " -

has a time horizon of 2022-2026 and identifies five strategic axes to support the realisation of its ambitions.

### Internal and external context

## NEW CYCLE

#### Two strategic shareholders











Mota family and CCC as the driving forces behind the new cycle.

#### Risks and opportunities

Global trends with an impact on society demands (climate change, urbanisation, population growth) and economic recovery plans.

### Value Creation Needs and Expectations

## STAKEHOLDERS

-  Shareholders
-  Clients
-  Employees
-  Suppliers
-  Partners
-  Financial Sector
-  Regulators and Public Bodies
-  Society and future generations
-  Environment
-  Other stakeholder groups

### Timeline 2022 - 2026

## STRATEGIC PLAN

### Organisational Culture

## VALUES

-  **Ambition**
-  **Integrity**
-  **Cohesion**
-  **Group spirit**

## STRATEGIC AXIS

**Debt Optimisation and Diversification** Improving financial sustainability and aligning the levels of indebtedness with business profiles.

**A sharp growth in Environment, Concession of infrastructures and Industrial Services** Increased relevance of long-term cash generating businesses with an accelerated growth in international markets.

**A greater focus on the Profitability of Engineering & Construction** A greater concentration of resources in the core markets (larger scale) in order to achieve higher levels of profitability.

**Efficiency Programme as at the level of the Group** Reinforcement of synergies and efficiencies boosted by global operational platforms.

**A new course in Sustainability and Innovation** Intensification of sustainability and innovation in all businesses.

[KNOW MORE Building 26 | For a Sustainable Future](#) ➔



# 02 OUR COMMITMENTS

We are proud of the future  
we are building today.

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# A NEW PATH TOWARDS SUSTAINABILITY

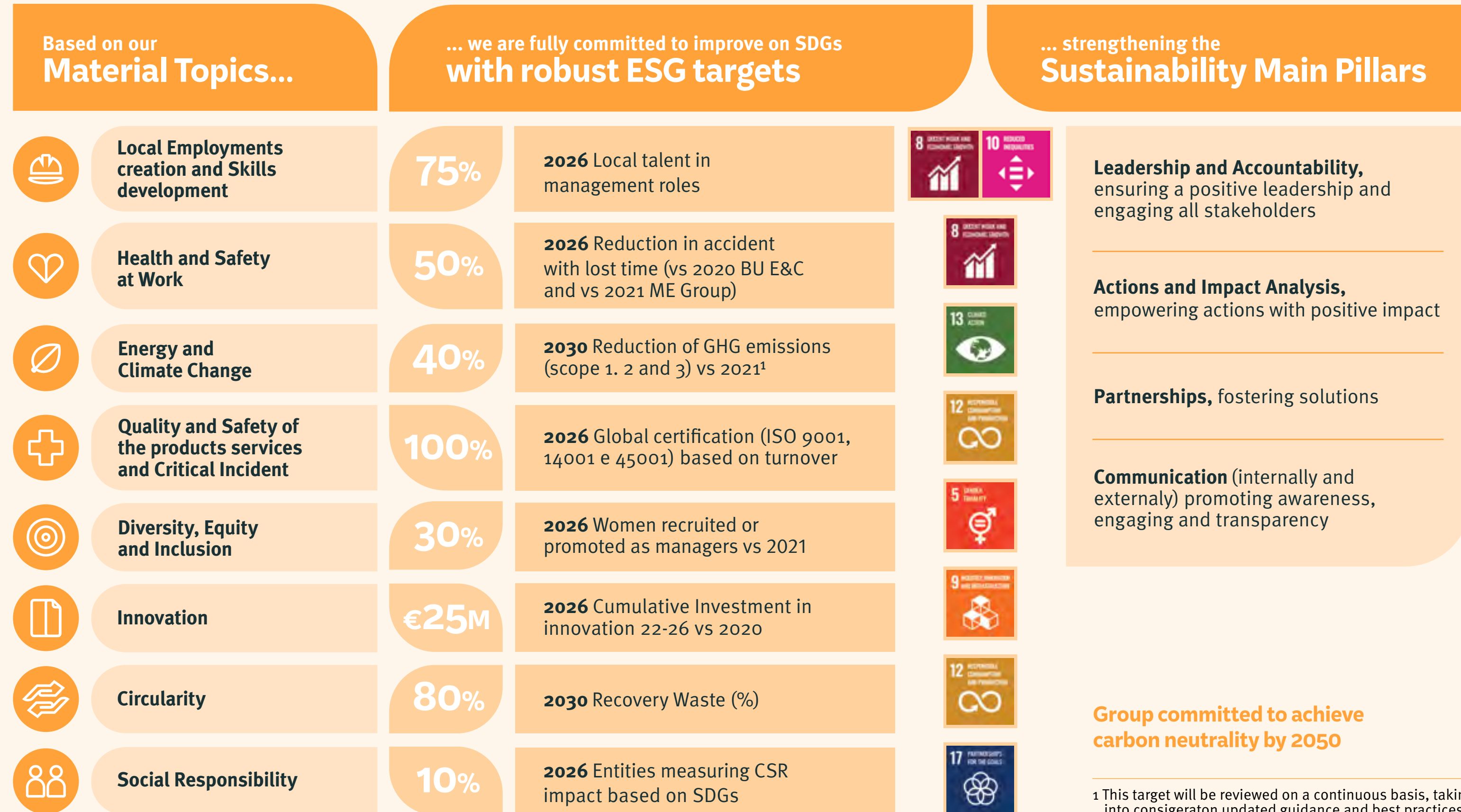
The sustainability and innovation axis was included in the Mota-Engil Group's new Strategic Plan as one of its five axes of action.

Through its strategic plan and the materialisation of the sustainability roadmap, the Mota-Engil Group continues to contribute towards building a better and more sustainable future, in line with the Sustainable Development Goals (SDGs), for which it has defined targets and strategic guidelines.

## PILLAR: A new direction in sustainability and innovation

Making sustainability a top priority, committing us to the SDG targets and raising the visibility of our efforts

Implementing a process of structured innovation that optimises the use of capital



**Leadership and Accountability**, ensuring a positive leadership and engaging all stakeholders

**Actions and Impact Analysis**, empowering actions with positive impact

**Partnerships**, fostering solutions

**Communication** (internally and externally) promoting awareness, engaging and transparency








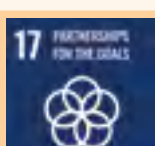
**Group committed to achieve carbon neutrality by 2050**

<sup>1</sup> This target will be reviewed on a continuous basis, taking into consideration updated guidance and best practices

# STRATEGIC OBJECTIVES AND CONTRIBUTIONS TO THE SDGs

The **Mota-Engil Group's strategic objectives** are aligned with the **Sustainable Development Goals (SDGs)**, reinforcing its commitment to the planet, people, communities and various stakeholders.

This alignment reflects the Group's dedication to a holistic and sustainable approach.

SDG	ESG Objectives	REPORT		GOAL		Progress
		2022	2023	2026	2030	
	Local talent in management positions	71%	71%	75%		No progress
	Reducing the incidence rate with lost time (vs 2020 BU E&C and vs 2021 ME Group)	4,39 BU E&C 11,62 ME Group	2,69 BU E&C (-51%) 8,21 ME Group (-32%)	2,76 BU E&C 6,07 ME Group (-50%)		Positive progress
	Reduction of GHG emissions (scope 1, 2 and 3) vs 2021	4 MtCO <sub>2</sub> e	4 MtCO <sub>2</sub> e (+32%)		2 MtCO <sub>2</sub> (-40%)	Negative progress
	Global certification (ISO 9001, 14001 and 45001) based on turnover	Not reported	77%	100%		First report
	Women recruited or promoted to manager vs 2021	19%	21%	30%		Positive progress
	Cumulative investment in innovation 22-26 vs 2020	€1 M	€5 M	€25 M		Positive progress
	Recovered waste	66%	73%		80%	Positive progress
	Entities measuring their CSR impact based on the SDGs	Not reported	Methodology under development	10%		First report

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# SUSTAINABILITY ROADMAP

Following the launch of the new strategic plan "BUILDING 26 | For a sustainable future", the Mota-Engil Group developed and communicated the sustainability roadmap.

Organised into eight intervention areas, the roadmap includes structuring actions aimed at supporting the pursuit of strategic sustainability goals, promoting their specification and cascading down to the different business areas and geographies in which the Group operates.

## ESG Reporting and Communication

Full and transparent internal and external reporting on sustainability in line with best international reporting practices and based on continuous improvement.

## Mota-Engil's purpose

Development of the Mota-Engil's Purpose project with the involvement of internal and external stakeholders.

## Sustainability goals and targets

Commitment to the SDGs, with defined environmental, social and governance (ESG) goals and targets.

## Sustainability partnerships

Reinforcing the establishment of partnerships with leading sustainability entities and subscribing to important commitments for the sector and the Group.

## ROADMAP

## Sustainability leadership

Establishment of various in-house leadership tiers, boosting skills and guidelines within the Group.

## Sustainability training and awareness

Focus on continuous training in ESG, including personalised and partnered actions to empower key people within the Group.

## Sustainability Working Groups (SWG)

Defining and developing working groups on sustainability themes identified as important to operationalize the strategy

## Materiality

Analysis based on the concept of "double materiality" by listening to internal and external stakeholders.

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# SUSTAINABILITY GOVERNANCE

The centrality that sustainability assumes in the Mota-Engil Group's strategy translates into a strengthened sustainability governance structure, which is essential for the pursuit of the defined strategic objectives.

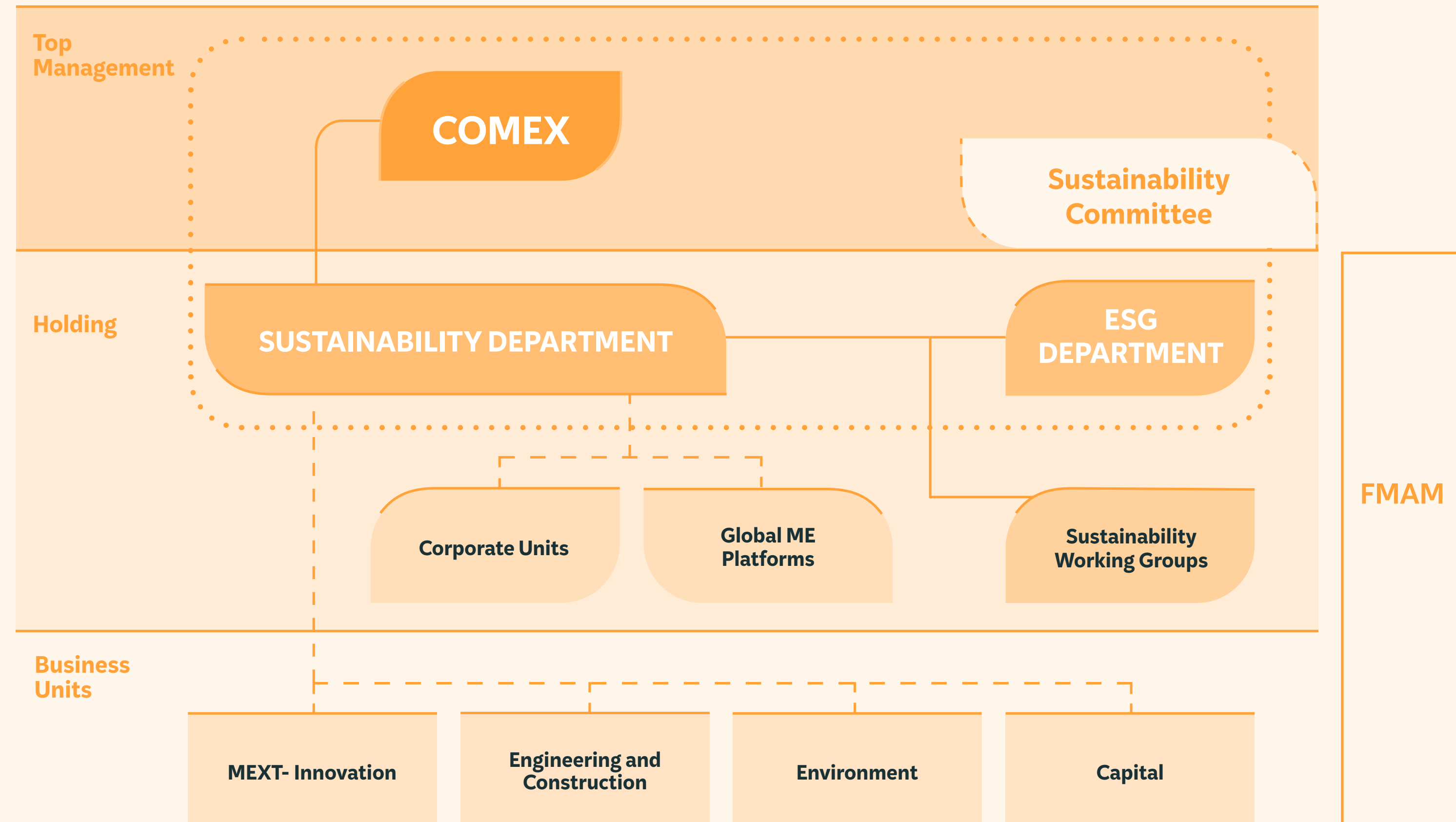
The **Executive Committee of Mota-Engil Holding (COMEX)** is committed to sustainability management and is responsible for approving the respective **strategy**.

The **Sustainability Committee** and other leadership levels dedicated to sustainability issues were created to **operationalise the** Building 26 for a Sustainable Future strategy.

The **Sustainability Department** coordinates the **implementation of the strategy**, maintenance of the system and sustainability reporting, in conjunction with the other Corporate Areas and Business Units, in the various geographies where the Group is present and with the support of the Manuel António da Mota Foundation (FMAM). The Sustainability Department is an autonomous area that reports directly to the CEO of the Mota-Engil Group. The relationship between the Sustainability Department and the Business Units and Companies, either directly or through Working Groups, is ensured by alignment with the respective Sustainability Focal Points.

Within the Sustainability Department, the **ESG Department** was created in 2023 to focus on **sustainability reporting** to the various stakeholders.

..... Sustainability Governance Framework  
- - - Two-way communication and reporting lines  
\_\_\_\_\_ Functional hierarchy



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# THE GROUP'S STAKEHOLDERS

A global company focused on delivering value to all stakeholders in a sustainable way.

The relationship and involvement with its stakeholders is a determining factor for the success of the Mota-Engil Group's activities and for identifying risks and opportunities for the business. From customers to employees, shareholders, partners, the financial sector, suppliers, regulators, society and environmental NGOs, each element plays a fundamental role in the Mota-Engil Group's journey.

## Creating Value for the Main Stakeholder Groups

[+](#) Click on (+) to find out more



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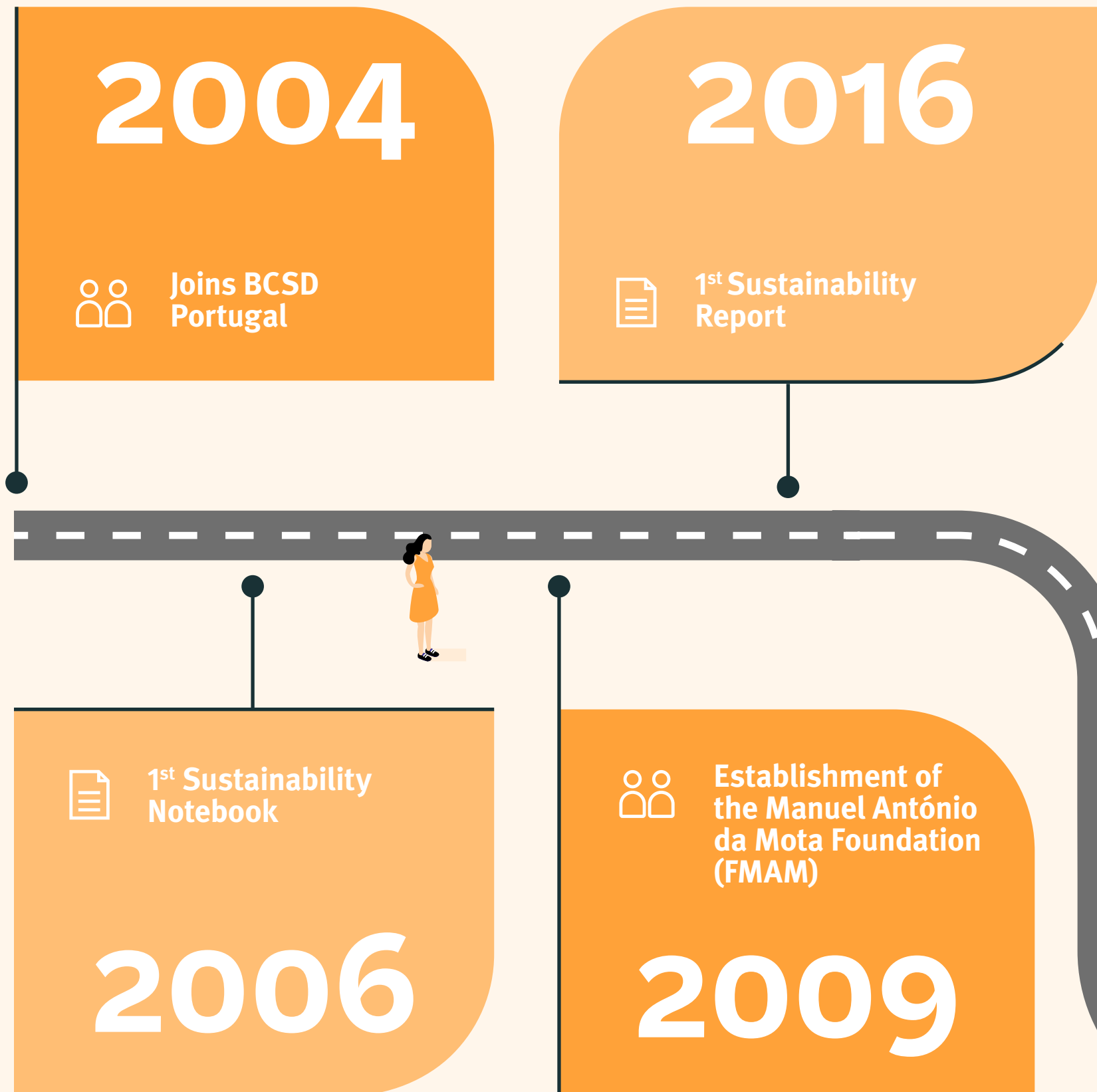
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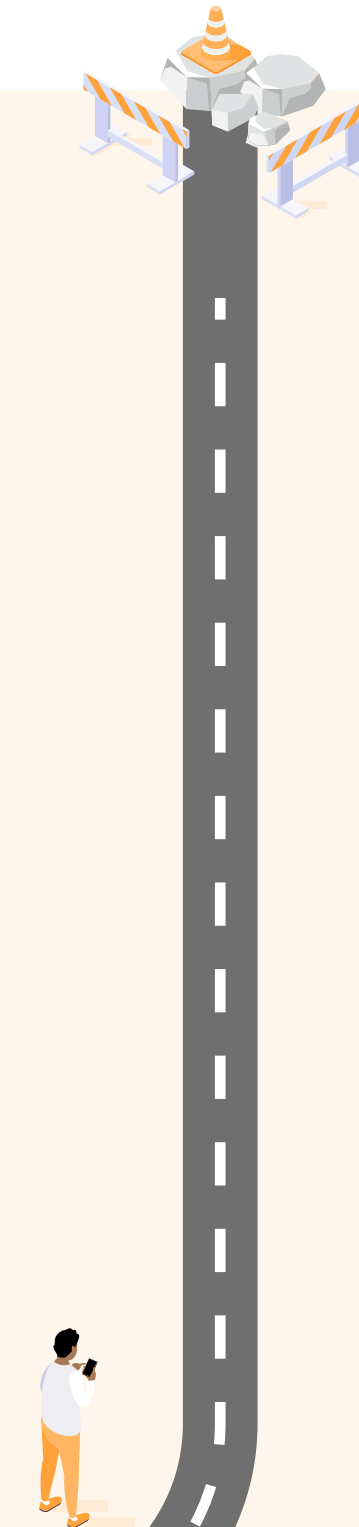


# SUSTAINABILITY JOURNEY

+ Click on (+) to find out more



In the course of 20 years, there have been several milestones in our sustainability journey.



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# 03 OUR PLANET

We aspire to be an example  
of respect for the planet.



# OUR PLANET

The Mota-Engil Group is committed to contributing to climate transition and to the responsible use and management of natural resources, seeking solutions that promote the circularity of materials, the optimisation of resources and the protection of ecosystems.

The commitment to waste recovery also reflects the importance of recovery as a circularity measure, allowing the reuse of resources, avoiding the extraction of virgin raw materials and contributing to a lower carbon footprint, among other benefits.

Mota-Engil believes that the active involvement of its employees and local communities is essential to promote environmental preservation. Through awareness-raising, educational and participatory actions, Mota-Engil has endeavoured to foster a culture of environmental responsibility and encourage sustainable practices among its employees and local communities.

\*Objective to be reviewed on an ongoing basis, taking into account best practices and up-to-date guidance .

## In the spotlight

**7,566 TJ**  
Total energy consumed

**-15%**  
Energy Intensity  
by turnover  
(compared to 2022)

**40% Reduction in GHG emissions by 2030** (scope 1, 2 and 3) vs. 2021\*



**80% Recovered Waste by 2030**



**4,004 ktCO<sub>2</sub>e**  
GHG EMISSIONS  
(scope 1, 2 and 3)

**-28%**  
Carbon Intensity  
(scope 1, 2 and 3) by turnover  
(compared to 2022)

**23,420 kt**  
TOTAL MATERIAL CONSUMPTION

**-41%**  
Intensity of material consumption  
by turnover (compared to 2022)

**8,385,798 m<sup>3</sup>**  
TOTAL WATER ABSTRACTED

**+78%**  
Intensity of Water Abstraction  
by turnover (compared to 2022)

**73%**  
RECOVERED WASTE

**657,492 t**  
TOTAL WASTE GENERATED

**-28%**  
Waste production intensity  
by turnover (compared to 2022)

**11,158 hours**  
ENVIRONMENTAL TRAINING  
given to employees

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# ACTIONS FOR THE PLANET

The Mota-Engil Group's commitment to sustainability is reflected in a series of initiatives, each contributing to a positive global impact.

Portugal

MOTA-ENGIL  
ATIV



**Reforestation and ecosystem recovery – Corvaceira** a project with the long-term aim of recovering 5,000 hectares of forest in mainland Portugal through reforestation and ecosystem recovery projects. The carbon capture project is planned to have a minimum duration of 40 years. In order to achieve this goal, 72,583 trees will be planted, of mixed species, to maximise biodiversity and promote ecosystem resilience.

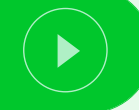
The project was developed as a means of providing Mota-Engil ATIV's maintenance clients with ways of offsetting their carbon footprint by acquiring certified carbon credits registered on an internationally renowned platform.



CAPTURE OF  
**68,085 tCO<sub>2</sub>**

expected impact

WATCH THE VIDEO



Portugal

MOTA-ENGIL  
RENEWING

Contribution to the  
**Group's decarbonisation**



**Reduction of operating costs**

**Mota-Engil Renewing | Corporate electric charging network** The main mission of this network is to create the necessary conditions, capillarity and the most competitive tariffs to accelerate the energy transition of the Group's fleet and to encourage employees, visitors and suppliers to take advantage of this network.

Portugal

MOTA-ENGIL  
ENGENHARIA

**104,086 t**  
of ballast  
REUSED  
ON SITE



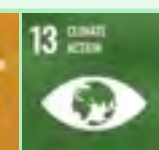
**Incorporation of ballast removed from the railway track** in the Beira Alta Line Works (MEEC/MERW project), in Mangualde. This material was crushed so that it could be incorporated into the construction site and reused in the capping layer, technical blocks, paving and drains. The final destination for this material would have been recovery by an external organisation or disposal.



Portugal

emerge  
Mota-Engil Real Estate Developers

**Rehabilitation of the former Porto Industrial Slaughterhouse** to (re)adapt, (re)convert, (re)qualify, renovate and restore the existing buildings with the aim of obtaining a multidisciplinary facility, taking advantage of the site's high potential. Rehabilitation is based on: i) rehabilitating and converting existing structures; ii) using sustainable and locally sourced materials; iii) implementing mechanisms and devices to improve the efficiency of buildings, guaranteeing the incorporation of renewable energies. This project will have an impact on the local economy and will contribute to the regeneration of the entire Corujeira area.



Rehabilitation with  
**LEED**  
certification

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Portugal



LISTEN TO THE SONG  
"Lixo Zero" [Zero Waste]

54,500  
contacts

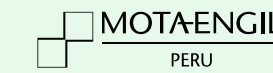
RECEIVED IN 2023



**Promoting recycling** Among the various initiatives to promote recycling carried out by EGF, we highlight the Recycling Line, a free, nationwide public service created in 2021 to answer citizens' questions, information enquiries, and complaints, among others, related to the collection and treatment of urban waste.

Inspired by Quim Barreiro's song "Lixo Zero" [Zero Waste], EGF developed the communication campaign "Com o Quim Toca a Reciclar" [With Quim Let's Get Recycling], based on this universe. Aiming to reach a wide range of audiences through music and alert them to the need to implement good environmental practices on a daily basis, challenging citizens to recycle always and everywhere.

Ivory Coast - Mexico - Peru



Promoting  
correct waste  
management



**Awareness-raising campaigns and actions on waste** Throughout the year, Mota-Engil carried out various awareness-raising initiatives on site (Mexico and Peru) and in communities (Ivory Coast). In Ivory Coast, Eco Eburnie's work stands out. Through its team, it has carried out environmental awareness campaigns among local communities, in markets, schools and other places. These campaigns mainly address issues related to the correct management of waste but are also used as opportunities to remind people of the importance of ecological actions and to provide advice on a healthy lifestyle and ways to protect health and the environment in general.

Mexico



**Collection of electronic waste** As part of the commemoration of World Earth Day, a campaign was carried out in different locations in the state of Nayarit. The waste collected was handed over to the Nayarit Sustainable Development Secretariat to be sent for recycling, promoting its proper management.

1,055 kg  
electronic waste  
COLLECTED



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**Mexico - Mozambique - Peru**

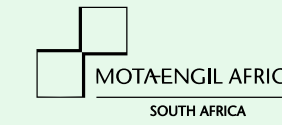


**Environmental awareness campaigns and promotion of biodiversity** On the occasion of World Environment Day, Mota-Engil carried out initiatives to raise environmental awareness and promote biodiversity in various geographies. In Peru, campaigns were carried out to develop skills and cultivate respect for the environment through training, recreational games, competitions and the dissemination of information. In Mexico, the campaigns involved waste collection activities and tree planting. In Mozambique, a waste collection campaign was organised involving employees from the Temane Thermal Power Station.

Increased **environmental awareness of employees**



**South Africa**



**Drainage of septic tanks** As part of the "Accelerating Change" initiative, Mota-Engil SA, in collaboration with SANCO and the local authority of Pella, celebrated November 19th, World Toilet Day, by supporting the community in draining blocked domestic septic tanks that were causing environmental and health concerns in the area. This initiative will contribute to ensuring the availability and sustainable management of water and sanitation for all by 2030.



Promoting **sustainable water and sanitation management**



**Mexico**



**395 trees planted**

**25 trees donated**

**30 reusable water bottles donated**



**World Tree Day** With the aim of raising awareness among employees and involving the school community in the defence, protection and recovery of forests, World Tree Day in Mexico was celebrated with reforestation campaigns involving employees from the Barranca Larga, Parque Aztlán, Aeropuerto Internacional de Tepic and Aeropuerto Internacional Puerto Escondido projects, as well as students from local secondary and primary schools. The initiatives included awareness-raising activities, planting trees in areas close to the projects and in the outdoor spaces of the schools involved, donating trees for planting at home and distributing reusable water bottles to reduce the pollution caused by the use of disposable ones. A total of 395 trees were planted.



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**Peru**



**Mota te Quiero Verde** Mota-Engil Peru, in partnership with MMG, has developed the "Mota te Quiero Verde" campaign in the area of the Las Bambastailings dam project. The aim of this campaign is to contribute towards improving the working environment by planting shrubs and fast-growing grasses and optimising existing green spaces using recycled materials. Mota-Engil was responsible for involving its employees in the planting and sowing activities, as well as monitoring and supervising their conservation, while MMG provided the plants and other resources needed for the activity.

**60**  
shrub seedlings planted



**0.6** kg of seeds sown



**Portugal**

**Voluntary action: Micro-forest in Porto Alto** The ecological restoration and natural capital valorisation project consisted of installing a micro-forest, inspired by a combination of styles between the Miyawaki method and ecological restoration, based on Nature-based Solution (NbS). The initiative kicked off in January 2023 with the first volunteer action, followed by four actions in which the planting process continued.

The technical component was carried out by Natural Business Intelligence (NBI), which developed the project for a micro-forest, defining seven natural habitats to be restored, and by Mota-Engil ATIV, which facilitated procurement and execution, with support on the ground and monitoring of the volunteer actions promoted by FMAM and carried out by Mota-Engil Group employees.



Restoration of degraded areas



SEE OTHER INITIATIVES →

Seedballs

DryJect + SAP

Digitisation of data associated with **material consumption and purchase records**

Bcircle - Biochar

Impact generated by **EGF's activity**

Circularity of materials in the context of **LEED certification**

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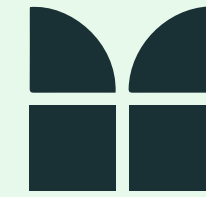
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📍 **Angola - Malawi - Mozambique**

# Mamaland



**MISSION** - to lead initiatives that preserve the planet's ecosystems while uplifting the communities that depend on them, focussing its activity on the sub-Saharan African region.

**Mamaland - a Mota-Engil company that began operating in 2023 - is dedicated to the development, implementation and maintenance of sustainable systems, adopting inclusive approaches designed to generate prosperity for the planet and for people.**

Its **purpose** is to develop integrated systems, through reforestation, afforestation and agroforestry projects (among others), which enable the economic, social and environmental development of the communities concerned. It **offers a green investment opportunity that not only contributes to the planet's ecological balance through carbon capture, but also supports biodiversity, empowers local communities** and provides financial returns through diversified revenue streams.

By establishing its presence in developing countries, Mamaland aims not only to **preserve the environment**, but also to **foster sustainable economic growth and create decent employment opportunities**. To this end, it promotes the training of local populations, thus helping to improve living conditions and reduce poverty.

**“Rare Maiombe” project in Angola**

presented at COP28, it covers a significant area of 15,000 hectares near the Maiombe rainforest in Cabinda. The initial investment was financed through a bank loan, enabling the purchase of the equipment and materials needed for the project, as well as the start of the construction of greenhouses and the cultivation of 20 hectares of cocoa under the cabruca system, an agroforestry system that uses trees native to the region to provide shade for the cocoa trees.

**“MoRe Malawi” project**

covers forest reserves in various regions, totalling approx. 353,000 hectares. A contract was recently signed for the concession of agroforestry projects, aimed at generating carbon credits.

**“WiRe Moçambique” project**

encompasses forest reserve areas totalling 500,000 hectares, with the highlight being the signing of a memorandum of understanding to carry out studies in forest reserve areas through the generation of carbon credits.







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# 04 OUR PEOPLE

To be the “home” where  
our employees want to stay.



# OUR PEOPLE



**30%** Women recruited or promoted to manager by 2026, vs. 2021



**50%** Reduction in the incidence rate with lost time by 2026 (vs 2020 BU E&C and vs 2021 ME Group)



**75%** of local talent in management positions by 2026

Employees play a crucial role in the success and sustainability of Mota-Engil's business.

Ensuring a safe and healthy environment for employees, through the promotion of decent working conditions, is a priority for the Mota-Engil Group. This commitment aims to guarantee well-being, providing comfort, protection and longer-lasting physical and psychological health for its people.

Talent management, in its different aspects - local job creation and skills development, diversity, equity and inclusion, education and training, working conditions and social protection, labour practices and career progression - is also a topic of strategic importance for the Group.

Below are some of the initiatives carried out in 2023 that contributed to the results reported.

## In the spotlight

**53,340**  
EMPLOYEES

**92**  
NATIONALITIES

**86%** MEN    **14%** WOMEN

**639.7**  
k hours  
TOTAL TRAINING  
given to employees

**15.6**  
average number  
of training hours  
per employee

**188.5**  
k hours  
occupational health  
and safety training  
given to employees

**32%**  
hours of training  
dedicated to  
ESG themes

**8.21**  
GLOBAL INDEX of  
non-fatal ACCIDENTS  
AT WORK with sick  
leave (LTIFR)

**1,037**  
Non-fatal ACCIDENTS AT  
WORK with sick leave (LTI)

**2.69**  
INDEX OF NON-FATAL  
ACCIDENTS AT WORK WITH  
SICK LEAVE (LTIFR)  
for the Engineering &  
Construction  
business area

**40%**  
with permanent  
contracts

**21%**  
women  
recruited or  
promoted to  
manager

**71%**  
Local talent in  
management  
positions

**65%**  
Local talent  
in senior  
management  
positions

**87%**  
employees covered by certified OSH  
management systems (ISO 45001)

**-51%**  
Reduction in the lost time  
incidence rate for the Engineering &  
Construction business area (vs. 2020)

**16**  
Confirmed  
occupational  
diseases

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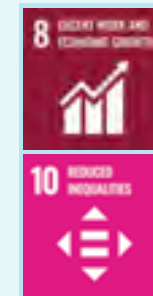


# ACTIONS FOR PEOPLE

Mota-Engil pays special attention to the well-being and safety of its people. These priorities are translated into impactful initiatives, reflecting the Group's deep commitment to the health and safety of its workforce.

📍 Global

**-50** day recruitment *Lead Time*



**600+** hires /mobilisations

**Consolidation of the Global Recruitment Centre**, optimising the efficiency of the process and promoting new solutions in a context of great adversity in the labour market and shortage of talent, along with the growing need to hire. A record number of recruitment/mobilisation processes and an improvement in the recruitment lead time were achieved, with the scope of intervention reaching markets on the three continents where the Mota-Engil Group operates - Europe, Africa and Latin America.

📍 Global

Strengthening the **commitment and involvement of senior management**



**Reinforcement of the Golden Rules** The strategy of publicising and strengthening the Golden Rules has become a priority in the Mota-Engil Group, as one of the main lines of action in prevention. The initiative aims to clarify the framework and regulations associated with the implementation of the Golden Rules and to reinforce the commitment and involvement of senior management in these rules. In 2023, the framework and respective regulations were publicised and a video was presented focusing on the Safe Driving rule.

📍 Global

**6th Global SHEQ Committee** The Global SHEQ Committee is a practice established several years ago in the Mota-Engil Group, with the aim of promoting a moment of joint reflection with the SHEQ Directors of all the companies in the Group's various Business Units. The central theme of this meeting was the discussion of Occupational Health and Safety strategies and the culture of prevention, in line with the Group's SHEQ Policy. The active participation of senior management and SHEQ managers highlighted the importance attached to the Group's health and safety, with a particular focus on prevention and a culture of ZERO accidents.

Reinforcing the **importance of safety issues**



📍 Global

**Development of the Wellness Programme** The Mota-Engil Group's mental health strategy was presented to all employees on October 10th, 2023, World Mental Health Day, with a series of activities such as workshops, e-learning, flyers and a newsletter on the subject, reinforcing the Group's commitment to promoting and protecting the mental health of all employees.

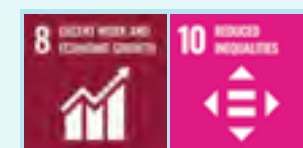


Promoting and protecting **employees' mental health**



📍 Global

**New international mobility model**, came into force in 2023 and is transversally applicable to the universe of companies/markets in which the Mota-Engil Group operates. This model aims to simplify the management of international mobility, promote the turnover of employees in the Group's various markets to facilitate the transfer of knowledge, enhance the responsibility of the mission, market risks and hardship, and guarantee fair conditions and benefits.



Guarantee of **criteria across the entire Group**



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**South Africa - Angola - Ivory Coast - Republic of Guinea - Mozambique**

**Global Safety Stand-Down Mining**

In response to a fatal accident in the mining sector, a "Global Safety Stand-Down - Mining" action was organised. This initiative set a date for all of Mota-Engil's mining projects to stop operating for one hour. The action was led by the senior management of each of the mining projects in which, in addition to other risks and preventive measures associated with the operation, the root causes of the fatality were addressed.



**Angola - Ivory Coast - Mexico - Peru**



**Initiatives to promote labour safety** The safety of all employees comes first. For this reason, Mota-Engil regularly organises occupational safety campaigns. In Angola, Ivory Coast, Mexico and Peru, Mota-Engil carried out various actions to raise awareness and prevent accidents at work, providing its employees with more diligent mechanisms and better response actions. Of particular note is the "yo me quiero, yo me cuido" campaign in Peru, which promotes a preventive culture in the care of hands and fingers in daily tasks, encouraging safe behaviour and raising awareness of the causes of accidents and their consequences.



**Angola - Mexico - Mozambique - Peru**

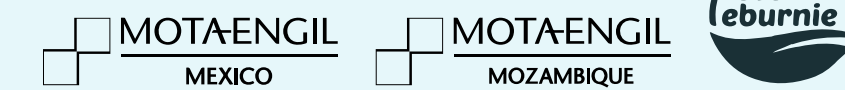


**Campaigns to promote and raise awareness of mental health and well-being**

Mental health is a fundamental component of general health and well-being. To this end, Mota-Engil celebrated Mental Health Day in Peru, carried out awareness-raising activities in Mexico and Mozambique to raise awareness of this issue and provided psychotherapy consultations in the workplace in Mozambique. There was also an action on the fight against depression in Mozambique, a campaign to prevent psychosocial risks in Angola and awareness campaigns on burnout and stress in Mexico. Of particular note was the campaign to raise awareness of suicide as part of World Suicide Prevention Day in Mozambique, aimed at valuing life and describing the factors that influence this act. A "venting box" was also created where each employee could post an anonymous letter.



**Ivory Coast - Mexico - Mozambique**



**100 typhoid vaccines**

**200 tetanus vaccines**



**Health promotion and disease prevention awareness campaigns** With the aim of raising awareness among employees about HIV, malaria, yellow fever, heart, prostate cancer, diabetes and lung diseases, Mota-Engil carried out campaigns in various countries: Ivory Coast, Mexico and Mozambique. As a way of promoting health, vaccination campaigns were carried out in Mexico and Ivory Coast. Of particular note is the employee vaccination campaign launched by Eco Eburnie in Ivory Coast against diseases such as tetanus and typhoid fever.



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# Wellness Program: mental health strategy

📍 Global

The Wellness Programme was built on the basis of three pillars of action, which complement each other and make it possible to carry out progressively more specific interventions within the Mota-Engil Group. This approach enables an increasingly in-depth understanding of individual needs within the Group, facilitating targeted interventions when necessary.

The main objective of the programme is to identify and prevent psychosocial risks, as well as to develop actions to mitigate them, promoting the creation of a culture of well-being, across all levels of the organisation and with a special focus on senior management, given the impact that leadership has on the psychological health of employees. The aim is not only to increase the mental health literacy of the Mota-Engil Group's employees, but also to provide them with strategies to improve their mental health and manage psychosocial risks more effectively.

The official launch of the programme took place on 10 October, World Mental Health Day, with two Inspirational Sessions on Organisational Happiness and the launch of a mandatory online Mental Health induction for new employees (which is also available to others).

For the assessment of psychosocial risks, a pilot project was started with three Group companies to promote and standardise the assessment and management of this type of risk. In addition, as well as joining the ASM - Alliance for the Promotion of Mental Health in the Workplace, the Group has participated in webinars/seminars on the subject, either as speakers or participants, namely: Happiness Camp, Catholic Mental Health Summit, 1st National Congress on Mental Health in the Workplace, 1st Mental Health Conference - Caring for the mind is investing in companies and Recovery Summit - II International Congress.

Also noteworthy in October was the "Happiness Angels" training course for the SHEQ and Human Resources focal points. This training aimed to provide these employees with knowledge of psychological health, empathy and communication, so that they can actively and proactively contribute towards building a culture of well-being. In December, training was held for the Group's senior management on the impact of leadership on mental health and direct ways in which management can contribute to the well-being of the company and its employees.



### Assessments

Assessment of the Mota-Engil Group's general state of mental health.



### Psychological Support

Control of existing problems.

## PILLARS OF THE WELLNESS PROGRAM

### Education

Increasing literacy and preventing the development of mental health problems.





# WoMEn Leaders + WoMEn Power + Engineers for a Day + Empower

📍 Global

**70** Mota-Engil women

**18** different nationalities

**16** markets involved



### WoMEn Leaders

In 2023, Mota-Engil developed the WoMEn Leaders programme in partnership with Porto Business School. This is a pioneering programme that aims to **promote the acceleration of leadership skills** by training a group of high-potential women each year from the Group's various geographies and businesses, who have the aptitude to take on such roles in the short/medium term.

Based on three pillars - ME as Leader, ME as a Manager, ME as a Change-maker - the programme contents are incorporated into eight courses, totalling 56 hours of training.

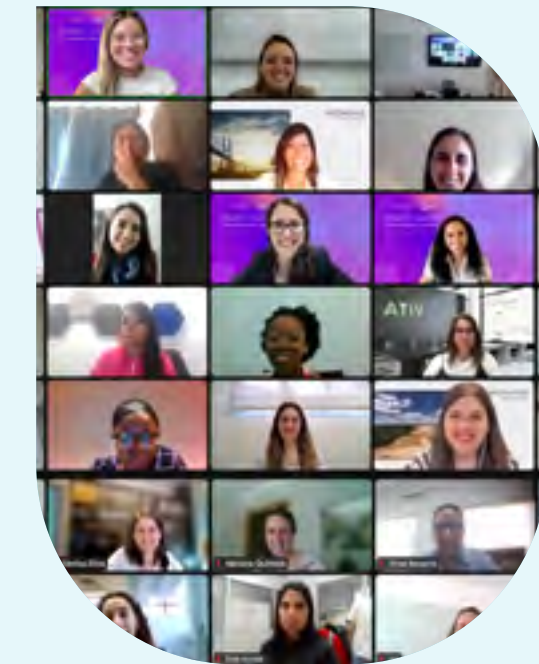
The 70 female employees in this first edition will be continuously followed by the corporate HR team and the local team, with a view to monitoring and supporting their preparation and transition to a management career.

📍 Global

### WoMEn Power

Purposely designed to raise awareness of the theme of **gender equality**, in 2023 Mota-Engil implemented the WoMEn Power initiative in partnership with Porto Business School, specifically aimed at the Group's female employees. This initiative addresses three key pillars for the development of participants: leadership, management and adaptability to the corporate future.

In an atmosphere of openness and based on in-house examples of female leadership - employees who were challenged to share their testimonies, embodying management through example, inspiration and internal reflection - the WoMEn Power session encouraged discussion of a range of issues related to gender equality, enhancing the role that companies and their employees - collectively and individually - play in achieving this commitment.



📍 Portugal

### Women Engineers for a Day

In order to reinforce its **commitment to gender equality** and to help publicise engineering - deconstructing the idea that these are male domains - Portuguese Institute of Engineers Mota-Engil collaborated with the "Women Engineers for a Day" project, which is coordinated by the Commission for Citizenship and Gender Equality (CIG), in liaison with the Portuguese Diversity Charter (APPDI), Instituto Superior Técnico and the Order of Engineers.

With this in mind, Mota-Engil was represented at "Professions Week 2023", demystifying and bringing civil engineering to primary and secondary school students.



📍 Africa

### Empower

In 2023, specifically in the African region, an outreach project was started with a number of local teams in which each market, aware of its own conditions, set up a working team and drew up its own action plan to empower local staff, which is currently underway and being monitored.

Under the theme of "Building a vision for tomorrow", Empower has served as a watchword, among many other themes, for a particular project local empowerment domain.

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📍 Global



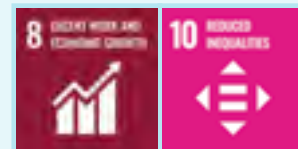
## Talent programmes:

**203** trainees

**10** nationalities

**64%** Men

**36%** Women



### LearnME

In partnership with leading national and international educational institutions, the Learn ME programme's primary aim is to attract high-potential young students and promote their first contact with the business world. The internship, which lasts between two and six months, is supervised by a tutor and his team, who are keen to encourage future professionals to learn relevant technical knowledge and skills. The programme provides for collaboration on academic and research projects in the candidate's area of training and in which the company's existing know-how is relevant.

### StartME

The aim of the Start ME programme is to attract and integrate young talent, at the start of their careers, through a professional internship. The internship boosts individual development and provides a wide range of experiences and learning, through contact with different businesses, knowledge of innovative methodologies and solutions, an extended network, as well as the development of critical skills in an international context. The programme has an incorporation rate of over 90% after the end of the internship.

📍 Global

**70** applications

**5** grants awarded

**23%** Men

**77%** Women



### 4th Ed. of the Digital MBA

Pursuing a strategy of developing high-potential talent, Mota-Engil launched the 4th Edition of "The Digital MBA" grant programme in 2023, in partnership with Porto Business School. The programme has an online format to enable global participation and enrolment is open to all employees who consider it a challenge to undertake a learning path aimed at strengthening critical skills for themselves and the business.

SEE OTHER INITIATIVES →

SHEQ Moments

Onboarding WelcoME Virtual

Sustainyards

CM AcadeME  
Consolidation of the Contract Management Academy

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**Global**



In line with the Mota-Engil Group's sustainability strategy and policies, in which **enhancing the human factor is of paramount importance**, the **"Mota-Engil Community"** programme, through its various lines of support, seeks to meet the main needs faced by lower-income workers and their families who require special attention.

Acting as a strategic partner of the Group, FMAM seeks to support and value the human capital of the company's in-house community, responding to their problems and giving voice to their aspirations through a set of seven programmes.

In 2023, FMAM identified the need to publicise its employee support programmes and, in partnership with the Human Resources Department of Mota-Engil Engenharia, several information sessions were held for employees - at construction sites in Portugal - and the effect of these sessions was seen in an increase in the number of applications received, especially in the Social Support Fund and the Health+ Fund. Between October and November 2023, several sessions were also held with the EGF Group's concessionaires, namely Resulima and Valorminho, which will continue in 2024 with the other concessionaires.



**STUDY GRANTS**

Aims to favour a policy of equal opportunities, which contributes to raising the qualification levels of young people and serves as a stimulus for their academic performance. The aim is to support access to higher education for the children of employees on lower salaries through study grants. The value of the study grant is €3,000 per year and per beneficiary.

**In 2023:**  
**54 Study grants awarded**  
**10% growth rate**

**1+2 FUND**

Complements the Social Support Fund aimed at solving emergency situations involving urgent expenditure which an employee is financially unable to meet and places human dignity at risk.

**In 2023:**  
**4 Employees supported:**  
 • **3 in Portugal**  
 • **1 in Angola**  
**100% growth rate**

**PROGRAMME "EARLY CHILDHOOD"**

Support for kindergarten costs, which aims to make it easier for workers on lower salaries to send their children to kindergartens by providing grants to pay their monthly fees.

The offer of a "Baby Kit", consisting of a set of "environmentally friendly" essentials for early childhood care, and a "pharmacy cheque", for all employees who are mothers or fathers, regardless of their economic status.

**In 2023:**  
**188 "Baby Kits" offered to employees**

**In the 2022/2023 school year:**  
**14 early childhood grants**

**FINANCIAL CONSULTANCY**

The aim of this programme is to provide people who are over-indebted or at risk of financial difficulties with advice or support to reorganise their finances.

**In 2023:**  
**195 Employees made use of DECO's advisory services**

**Employee support programmes**

**HEALTH + FUND**

Support for the purchase of prescription medicines that are reimbursed by the National Health Service for employees and their family members, covering the non-reimbursed portion.

**In 2023:**  
**18 Grants awarded**  
**80% growth rate**  
**€2,312 Amount granted**

**SOCIAL SUPPORT FUND**

It is specifically intended to help resolve employees' private or family issues that could lead to unexpected privation of income or extra costs that could place the worker or his /her family at risk of insecurity or financial instability.

**In 2023:**  
**8 Employees supported**  
**167% growth rate**

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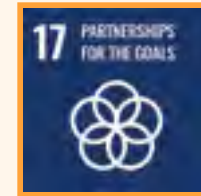


# 05 OUR COMMUNITIES

Genuine partnership with those we serve.



# OUR COMMUNITIES



**10% of Entities measuring the social impact of the Group's corporate social responsibility based on the SDGs, by 2026**

The Mota-Engil Group supports and materialises its action in favour of local communities through initiatives developed by local teams, some of which are presented below.

In keeping with the Group's tradition, Mota-Engil's various local teams carry out projects of different types, such as: construction and rehabilitation works; awareness-raising campaigns; and solidarity, volunteering and support actions for local communities. Many of these local initiatives are the result of involvement with partner organisations.

The empowerment of local communities and the support provided to social, educational, environmental and cultural causes are adapted to the context and needs of the regions where the Group operates.

**In the spotlight**

**€3,381 k** INVESTED IN THE COMMUNITY

**Awareness campaigns**

Community awareness campaigns on the subject of health, safety and the environment, and in the aim of fostering greater understanding of the safety risks and environmental impacts associated with the companies projects and activities.



**APPROACH TO COMMUNITY SUPPORT BY LOCAL TEAMS**

**Charitable actions and support**

Support for various charitable organisations, namely by collecting and donating essential goods and food, etc., donating money, funding programmes and participating in charitable events.



**Construction and Rehabilitation Projects**

These projects are a natural extension of Mota Engil's activities and a reflection of its employees' skills and motivation. By directing material resources at these projects - for example leftover materials from construction work - local communities can benefit, and the quantity of waste generated can also be minimised, thus reducing the environmental impacts associated with its treatment.



**Corporate volunteering**

Corporate volunteering campaigns to support the local community, the Manuel António da Mota Foundation and other agents of the social economy.



**Encouraging partnerships with other entities**

Establishing agreements - formal and informal - with local entities to develop corporate social responsibility projects to support the communities in the places where we operate.



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# ACTIONS FOR COMMUNITIES

The Mota-Engil Group believes that sustainability goes beyond corporate initiatives, recognising the role of actively participating in the complex structure of the local social context.

**Mexico**

**150**  
eco-techniques  
IMPLEMENTED

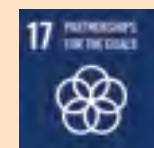
**150** families  
CONSISTING OF 590  
PEOPLE BENEFITED



**Eco-techniques for Sustainable Housing**

With the aim of contributing to the development of sustainable housing through the use of eco-techniques that help to save energy, store water, reuse waste and manage food inside the home, wood-saving cookers, reinforced concrete water storage tanks, composting modules, bio-intensive vegetable gardens and plastic food storage bins were built and installed.

The initiative took place in 5 communities located in the area of influence of the Cuapiaxtla-Cuacnopalan project and was carried out as part of the "Construyendo en el camino" programme, benefiting a total of 150 families.



**Portugal**

Just a Change:

**3** rehabilitated houses that now provide greater comfort and well-being for those who live in them;

**6** beneficiaries;

**22** volunteers:

- 10 volunteers from Mota-Engil

**Amount invested:**

**€36,114**

**DOMUS Humanitarian Association:**

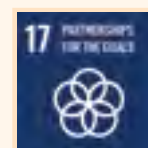
**6** units under rehabilitation (5 3-bedroom apartments and 1 1-bedroom apartment);

**Beneficiaries:** refugee and Portuguese families;

**33** volunteers from Mota-Engil

**Amount invested:**

**€15,050**



**Volunteering activities with the DOMUS Humanitarian Association and the Just a Change Association** In 2023, Mota-Engil carried out a volunteer activity with the Humanitarian Association DOMUS, as part of the Reconstruir [Rebuild] Project, which aimed to contribute to the requalification of an old carpentry workshop and the construction of homes for migrant and Portuguese families in need in Braga. The technical component of this project was ensured by the Domus Association, with support on the ground and monitoring of the action by the FMAM Volunteer Management team and execution by Mota-Engil Group employees, divided into working groups of 11 people each day.

The volunteering action in partnership with the Just a Change Association took place as part of the FMAM programme "Uma obra, um projeto" [A work, a project], in Fornos de Algodres, which aims to solve social problems in the territories where Mota-Engil develops particularly important projects. The initiative took place over two days in July 2023 and involved two groups of five employees per day from the companies Mota-Engil Engenharia e Construção and Resiestrela. These employees were part of the Just a Change volunteer teams, having thus contributed to the rehabilitation of three houses belonging to families experiencing housing poverty.



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Mexico



**219 blankets**  
DELIVERED

**219 families**  
BENEFITED



**Distribution of blankets** As part of the "Abrigando en el camino" [Sheltering on the road] programme and with the aim of strengthening ties with communities affected by the project, blankets were distributed in 4 communities located in the area of influence of the Cuapiaxtla-Cuacnopalan project. A total of 219 blankets were distributed to families in an unfavourable socio-economic situation, with priority given to the elderly.



Peru



**25 teachers**  
TRAINED IN ENVIRONMENTAL  
ISSUES, WHO PASSED ON THEIR  
KNOWLEDGE TO 553 STUDENTS

**1,670 book**  
DISTRIBUTED TO 7 SCHOOLS

**791 students**  
TRAINED IN READING HABITS

**30 mothers**  
TRAINED IN NUTRITION

Portugal



**Volunteering at the Manuel António da Mota Social Centre** At the end of 2022 and during 2023, RESINORTE and EGF promoted, as part of the celebrations of the EGF Group's 75th anniversary, a volunteer initiative to requalify some areas of the Manuel António da Mota Social Centre. This initiative made it possible to improve several of the institution's dilapidated spaces and consequently to improve the quality of life of the users, workers and families of this support unit. The volunteer initiative was organised in collaboration with the municipality of Celorico de Basto, the local authority, RESINORTE's management and employees.



Improved  
**quality of life for users**



**Empowering and developing communities** Mota-Engil Peru, in addition to promoting the integration of local labour in its works, is also committed to the integral development of the communities where it operates. To this end, specific programmes have been implemented in the fields of health and education. These programmes range from providing educational material to carrying out health, awareness and training campaigns. Mota-Engil Peru believes that investing in the health and education of communities not only improves their quality of life in the short term, but also lays the foundations for long-term sustainable development. In this way, it contributes not only to economic progress, but also to the well-being and empowerment of the people in the areas where it operates. The campaigns carried out include training teachers in environmental issues, distributing books and training students in reading habits, and a nutrition training campaign aimed at mothers.

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Mozambique



5 electricity kits

5 scaffolding erector kits

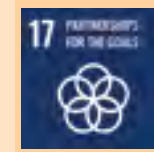
10 bricklaying kits



Cabo Delgado Province + Emprego Programme

Development of the partnership between Mota-Engil Mozambique and Camões - Instituto da Cooperação e da Língua, I. P., with the signing of the agreement to implement the "+ Emprego" Project. The primary aim of this programme, aimed at young people in Cabo Delgado and also under the supervision of the European Union, is to increase the economic opportunities of the population in Cabo Delgado Province, particularly its young population, making an active and direct contribution to improving access to decent work.

The + Emprego Programme, which in this case is managed directly by Mota-Engil Mozambique, delivered 20 kits of consumables and protective equipment for all the qualification actions identified. After training these young people, internships and/or job opportunities will be promoted for young people who have acquired the necessary competences and skills, thus reflecting our commitment to the development of our communities.



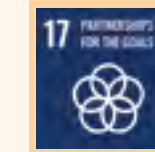
Mozambique



Community Support - Humanitarian Crisis and Bad Weather

In the context of Portuguese Cooperation, Mota-Engil Mozambique and Camões - Instituto da Cooperação e da Língua, I. P., established an agreement that made it possible to contribute financially to the Mozambique Sustainable Development Multi-donor Trust Fund II. This fund, conceived by the United Nations (UN), aims to mobilise resources for coordinated action in support of the response to the humanitarian crisis in Cabo Delgado.

Also noteworthy is Mota-Engil Mozambique's ongoing support for the local community, which consists of providing goods for families facing the adverse weather conditions in the country. This assistance includes food, clothing, mosquito nets, cleaning equipment, building materials and even the rehabilitation of some roads. In this way the impact of the frequent challenging weather conditions in Mozambique is mitigated.



€60k donated to Trust Fund II

Mozambique



€576,000 rehabilitation budget



Preservation of Cultural and Humanitarian Heritage

Mota-Engil Mozambique, Camões - Instituto da Cooperação e da Língua, I. P. and the Ministry of Culture and Tourism of the Republic of Mozambique have established a partnership agreement for the rehabilitation of the Chapel of Our Lady of Baluarte. The purpose of this agreement is to regulate the participation of the signatories in the rehabilitation and restoration of the Chapel of Our Lady of Baluarte, on the island of Mozambique.

The Chapel of Our Lady of Baluarte is the oldest masonry construction on the entire African coast of the Indian Ocean and the oldest European building standing today, resting on a coral bank by the sea. The rehabilitation project aims to strengthen the structure so that it can more safely withstand cyclones and other storms that frequently hit Mozambique.

Mozambique Island was declared a World Heritage Site by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in 1991.



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# 06 OUR GOVERNANCE

We want to be a part of the solution,  
acting responsibly.



# OUR GOVERNANCE



€25M Cumulative investment in innovation 2022-2026 vs. 2020



100% Global Certification of the Mota-Engil Group according to ISO 9001, 14001 and 45001, based on turnover

Mota-Engil is committed to developing business relationships with integrity and professionalism, in a fair and honest manner, complying with the applicable legislation and meeting the commitments made to its stakeholders.

Below are some of the corporate and local initiatives that demonstrate the value that the Group places on its supply chain (making a continuous commitment to making processes more efficient); prioritising the supply of high-quality products and services that satisfy and generate value for its customers, while protecting the well-being of employees, communities and end users of infrastructures; and ensuring that innovation plays an important role, being one of the ways to guarantee and expand business profitability.

\*Suppliers with a purchase order registered in SAP, excluding intra-group suppliers.

## In the spotlight Communication of anti-corruption policies

4%  
EMPLOYEES

82%  
BUSINESS PARTNERS

4  
Confirmed incidents of internal corruption

## Suppliers

14,674  
suppliers\* in 61 countries

88.1%  
Volume of purchases from local suppliers (Engineering & Construction business area)

1,045  
Supplier integrity assessments

## Quality and safety of products and services

77%  
Group turnover with global certification (ISO 9001, 14001 and 45001)

86%  
Level of customer satisfaction (target set > 80%)

## Reporting irregularities

279  
received complaints

61%  
Complaints unsubstantiated

## Human rights - Due Diligence (DD)

1,125  
Valued counterparties

225  
Enhanced due diligence (DD)

1,943 hours  
Training in human rights policies or procedures

## Ethics Line

0 cases reported of operations and suppliers with a significant risk of incidents of child labour, slave or forced labour and violations of indigenous peoples' rights

23 incidents of which 9 cases of discrimination and 14 cases of harassment

## Innovation

€4.9M

cumulative investment in innovation since 2022 (of which €3.9M in 2023)

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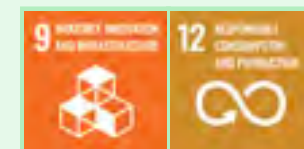
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# ACTIONS FOR GOVERNANCE

📍 Global

**Implementation of the Strategic Sourcing Model** Mota-Engil, committed to operational excellence and sustainability, implemented the Strategic Sourcing Model in 2023 - an innovative approach to purchasing management that aims to increase the efficiency of negotiations, maximising gains and savings, and integrating ethical, social and environmental requirements into the Supplier Qualification and Evaluation process. The Model was first implemented in the three regions in the E&C Business Unit, with subsequent expansion to other Units, namely the Environment Unit. Savings of approximately 8.5% were registered, demonstrating the effectiveness of this approach in optimising costs and strengthening the supplier base.



Savings of approx. **8.5%**  
+ transparency in management

📍 Global

**Revision of the Code of Ethics and Business Conduct**

The Code of Ethics and Business Conduct provides an overview of the fundamental business values of the Mota-Engil Group and applies to all employees, directors, consultants, contractors and subcontractors, as well as subsidiaries around the world. In 2023, the Code was revised, making it easier to read and in line with the structure of Mota-Engil's Programme

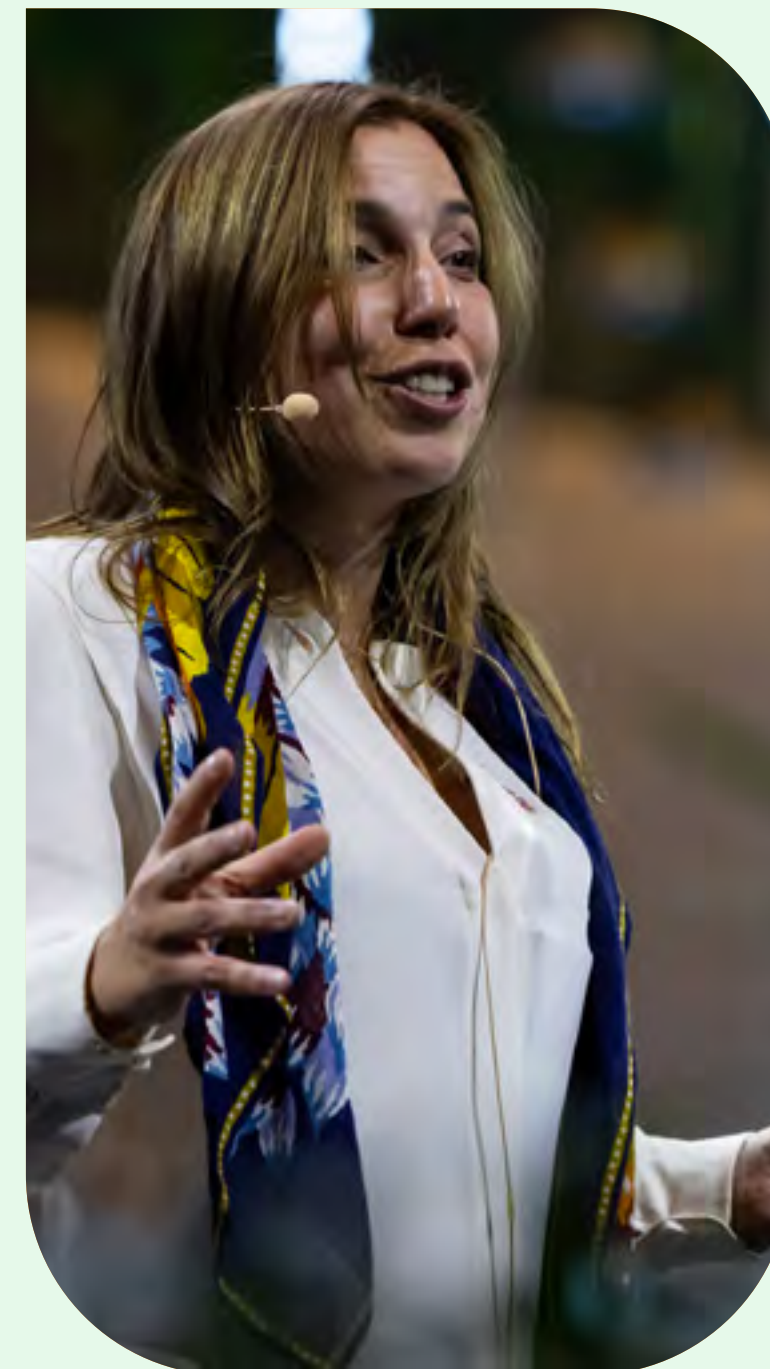
📍 Global

**71 applications**  
RECEIVED

**6 employees**  
RECOGNISED AS  
AGENTS OF CHANGE



**Sustainability Champions** In 2023, an internal competition was established to identify and recognise the Group's Sustainability Champions. At the Mota-Engil Group Christmas party, the competition was presented by the Group's Sustainability Director and ESG Director and the winners were announced by the CEO. From the 71 applications received, six employees were chosen who lead by good example, i.e. they are agents of change on a daily basis and inspire those around them to take positive social, environmental and/or governance actions.



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**Global**

**Revision and publicising of the SHEQ Policy** to ensure greater alignment with the Group's strategy and the latest sustainability requirements. This review also promoted a greater focus on the operational reality of the various Business Units. The document was approved by the Board of Directors of the Mota-Engil Group and disseminated throughout the organisation.

**Standardisation of SHEQ requirements in all Business Units**

**Reinforcement of actions on ESG issues**



**Peru**



**Reinforcing knowledge of the Integrity and Compliance Programme**

**Awareness-raising campaigns on the Integrity and Compliance Programme**

With the aim of reinforcing employees' knowledge of the Integrity and Compliance Programme, various awareness-raising and good practice actions were carried out. As a complement, several bulletins were published throughout the year on the themes: The importance of the Integrity and Compliance Programme, Compliance and the State, Compliance and Technology, and Representative cases of corruption and anti-competitive practices.

In order to engage employees in the themes presented and reinforce the Programme's main guidelines, several dynamic awareness campaigns were also carried out, involving games among employees (*Súbete al bus de Cumplimiento, Responde y Gana PupiCompliance, Ruleta del Saber and Complete la frase*), where they demonstrated their knowledge and were rewarded according to their scores.



SEE OTHER INITIATIVES →

Digital Transformation:  
**Data Strategy & Governance**

Digital Transformation:  
**Power Platform Community of Practice**

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# Extending the scope of global SHEQ certification to Latin America and Europe



In 2023, the certification of Engineering and Construction and Environmental companies in Africa was maintained and all the other Engineering and Construction companies in Latin America (Brazil, Mexico, Colombia and Peru) and companies in Europe (Portugal and Poland) were included.

Currently, the certification of Mota-Engil's integrated management system covers companies with active Engineering and Construction projects in the three geographies - Europe, Africa and Latin America, and the intermediate goal of having the entire E&C

**Business area certified by 2023 has been achieved.** In the case of the Environment Business Area, it covers Africa, with the intention of expanding corporate certification to Portugal and Brazil in 2024. In addition, by the end of the "BUILDING 26 | For a sustainable future" strategic cycle, the aim is to cover the remaining business areas to ensure the Group's global certification.



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**Global**

# #WhatsMEXT

The “#WhatsMEXT” initiative, launched in 2023, consisted of four fundamental phases, which allowed us to travel through the innovation "funnel" in a collaborative way:

- **Ideation phase** (with crowd innovation);
- **Ideas processing and prioritisation phase** (with collaborative rankings);
- **Project development and prioritisation phase** (with MEXTLabs' Workshops);
- **Project acceleration and implementation phase** (with MEXTLabs' Projects).

The start of the initiative, with the crowd innovation process, took place through a challenge launched using the "Delibera" platform, in which all the Group's employees were encouraged to share existing innovation projects and identify challenges and opportunities for the present and future of the Mota-Engil Group.

A total of 650 new ideas were received and 125 initiatives already implemented in the Group were identified. Subsequently, in the processing and prioritisation phase, the ideas were grouped by relevant themes and prioritised based on their potential impact and reach. Based on the analysis carried out, we moved on to the third phase of "#WhatsMEXT", in which workshops were organised focusing on four thematic areas: Corporate Management; Operations; Sustainability; and People and Organisational Culture. The aim of these workshops was to work on ideas and develop them into projects with an impact on the four major themes identified.

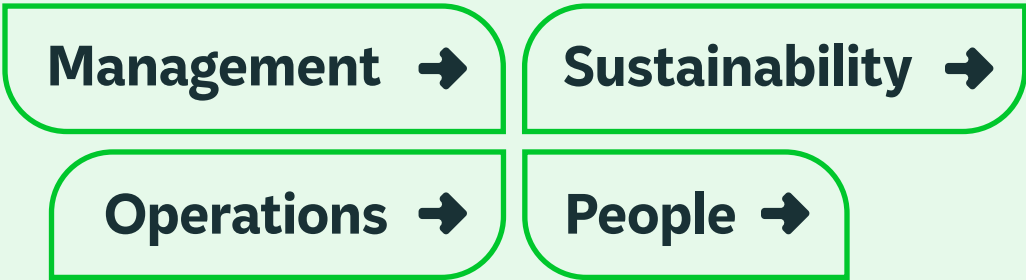


The workshops concluded with the pitch of the projects before a jury made up of top Mota-Engil leaders. A total of 57 projects were presented and most of them were put forward for the next acceleration phase. This challenge proposed to the different working groups, made up of people of different nationalities, ages and companies, was a milestone in promoting the Mota-Engil Group's culture of innovation and transformation - orientated towards the challenges, risks and opportunities expected in the future.

After being analysed, evaluated and consolidated, the process led to the selection of 33 projects to be accelerated by MEXT as part of the MEXTLabs' Projects. The selected projects address a number of relevant themes such as: attracting, retaining and developing talent; mental health; energy, resource and social sustainability; decarbonisation; digital transformation and the application of new technologies in operations and processes. These projects are expected to have a significant impact on the Mota-Engil group in the coming years.

More than 1,100 employees were involved in sharing new ideas and initiatives, 314 of whom took part in the workshops in person (representing a total of 14 nationalities).

**MEXT LABs 2023**



**1,100+**  
Employees Involved

**650**  
New ideas received

**125**  
Initiatives already implemented

**57**  
Projects presented

**33**  
Projects selected

The **purpose** of this initiative was not only to generate ideas and develop projects with an impact, but also to **help promote a culture of collaborative innovation within the Mota-Engil Group**, preparing it to face the challenges and take advantage of the opportunities that the future holds.



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# 07 SETTING EYES ON THE FUTURE

To build a sustainable future for current and future generations.



# SETTING EYES ON THE FUTURE

## OUR COMMUNITIES



### Social responsibility

Definition of a social responsibility impact strategy aligned with the SDGs and in line with the needs of the communities (2024) | Publication of the Mota-Engil Group's Donations Policy (compliance) promoting alignment with the SDGs (2024) | Approval of the Corporate Volunteering Policy and its implementation at a global level (2024 and 2025)

### Climate change

First voluntary report to CDP Climate Change (2024) | Building climate action plans for 2026 and 2030 (2024 and 2026)

## OUR PLANET

### Water

Continued study of the application of the SAP-AGRI product to different types of agricultural crops (fruit trees, vegetables) with intensive water consumption (2024)

### Natural resources and waste

Completion of the Mota-Engil Group Circularity Manual (2024) | Implementation of a global corporate tool for reporting and managing the waste generated at each production site (2024-2025) | Carrying out a pilot test with the incorporation of EGF slag in one of Mota-Engil's Engineering & Construction projects in Portugal (2024), within the scope of the "Incorporation of CDW in Construction Materials" project | Preparation of the Circularity Training Plan (2024-2025)



### Health and Safety at Work

Development of a digital platform for incident management (2024) | Improving skills by developing a continuous and compulsory SHEQ training programme, with a special focus on operational managers and SHEQ employees (2024) | Making psychological health services available to all Mota-Engil Group employees (2024)



## OUR PEOPLE

### Social responsibility

Increased internationalisation of employee programmes (2024)

### Talent management

Launch of a new satisfaction questionnaire as part of MotivE (2024) | Launch and development of the Mota-Engil Women's Leadership Programme (2023-2026) | Reformulation of the gender equality SWG and constitution of the Steering Committee (2024)

### Business conduct

Definition and implementation of a plan to improve the Group's anti-corruption system by evaluating anti-bribery practices in the light of ISO 37001 (2024) | Development and publication of the Group's Human Rights Policy (2024)

## OUR GOVERNANCE

### Supplier management

Operationalisation of the first phase of the Supplier Management Procedure - Supplier Selection (2024) | Validation and testing of the solution for the second phase of the procedure - Purchasing decision and inclusion of ESG criteria (2024) | Definition and implementation of the Supplier Code of Ethics and Conduct (2024)

### Innovation

Acceleration and implementation of internal innovation projects - MEXTLabs' Projects (2024-2026) | Launch of an incubation and investment programme for entrepreneurs and start-ups with strategic potential (2025) | Expansion of the global reach of MEXT initiatives to all Mota-Engil employees (2024-2026) | Roll-out of the ESG data management platform (2024)



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# **BUILDING** *with* **PURPOSE**

## **Development and coordination**

Mota-Engil Group's  
Sustainability Department

## **Technical support**

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

## **Images**

Mota-Engil Group

## **Graphic Design**

White Way ®

Mota-Engil values the opinion and contributions of all its stakeholders. In this sense, matters relating to the area of sustainability should be addressed to:

**Mota-Engil, SGPS, SA**  
Sustainability Department

Rua do Rego Lameiro, n° 38,  
4300 454 Porto, Portugal

[Sustainability@mota-engil.com](mailto:Sustainability@mota-engil.com)

**MOTA-ENGIL**

**FOR MORE INFORMATION**