

MOTAENGIL

Multiple Sights

ONE DIRECTION



Sustainability Report 2019

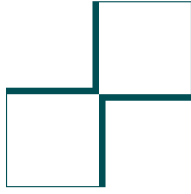


MOTAENGIL

Multiple Sights

ONE DIRECTION

Sustainability Report 2019



MOTAENGIL

Commercial designation:
Mota-Engil, S.G.P.S., S.A.
Public Limited Company

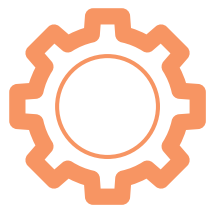
Porto Offices
Rua do Rego Lameiro, n.º 38
4300-454 Porto

Phone: +351 225 190 300
Fax: +351 225 191 261
www.mota-engil.com

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

REPORT PROFILE

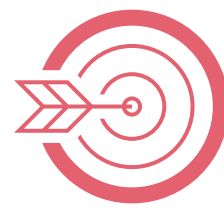
OBJECTIVES AND LIMITS OF THE REPORT



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MOTA-ENGIL

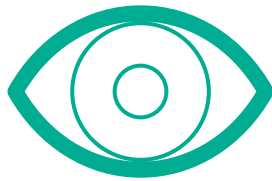
- 1.1. THE STRENGTH OF A GROUP
- 1.2. BUSINESS AREAS
- 1.3. ACCOLADES



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A BUSINESS WITH PURPOSE

- 2.1. VISION, MISSION AND VALUES
- 2.2. CORPORATE ETHICS AND INTEGRITY
- 2.3. GOVERNANCE STRUCTURE
- 2.4. COMMITMENT TO EXTERNAL INITIATIVES AND RELATIONSHIP WITH STAKEHOLDERS
- 2.5. HUMAN RIGHTS
- 2.6. MATERIAL TOPICS AND ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS



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TO SUSTAINABILITY

3.1. OUR PEOPLE

3.2. SAFETY, HEALTH,
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3.3. OUR COMMUNITIES

3.4. MOTA-ENGIL LEGACY

3.5. ECONOMIC VALUE CREATION



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GRI CONTENT
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GRI CONTENT

Message from the Chairman of the Board of Directors



“Today, the Group is a world-class brand of excellence”

ANTÓNIO MOTA

Chairman of the Board of Directors

We are currently facing an unprecedented crisis which will significantly mark our society, our companies and our lives.

Only the organisations which are capable of reinventing themselves, changing paradigms and adapting to new circumstances will be able to come out on top in this demanding context.

Mota-Engil has a distinctive quality which is a result of its 70-year-old history and legacy, in which it has proved to be able to face countless adversities, overcome difficulties and become a Group which is, today, a world-class brand of excellence.

We have always managed this through our unwavering commitment to the quality of the solutions we offer our

clients, our strong sense of responsibility towards people and communities, our concern about our impact on the environment and our desire to earn the trust of all our stakeholders.

We have managed this by having a socially responsible policy and an awareness of our role in achieving the Sustainable Development Goals.

IN THIS EDITION OF OUR SUSTAINABILITY REPORT, WE TOUR THE WORLD THROUGH THE PERSPECTIVES OF THE MANY PEOPLE WHO IMPROVE THE BRAND AND IMAGE OF MOTA-ENGIL EVERY DAY, WALKING IN THE SAME DIRECTION.

WE ARE IN THIS TOGETHER!

Message from the Chief Executive Officer



“We have a responsibility to lead by example”

GONÇALO MOURA MARTINS

Chief Executive Officer

The world as we know it is faced today with an unparalleled ordeal, calling into question the way we have lived in it. The only thing we can be sure of is that the future will certainly be different and require us to make a stronger commitment to sustainability than ever before.

Only the organisations genuinely committed to the sustainability of their people, clients, communities and the resources they employ will be able to assert themselves in a landscape which is increasingly demanding, scrutinised and sensitive to the impact of economic agents at an environmental, social and economic level.

As such, being sustainable will stop being an aspirational vision, to start being more of an essential precondition for

operating businesses, attracting talented professionals, ensuring customer loyalty and earning the recognition of communities and other stakeholders.

Every one of us is needed in this collective mission and, as a reference Group in a sector that plays an undeniable part in achieving the Sustainable Development Goals, we have greater responsibility for being in the front line and leading by example.

THIS IS OUR SUSTAINABILITY VISION, WHICH WE STRIVE TO TRANSLATE THROUGH THE DIFFERENT PERSPECTIVES OF THE MANY PEOPLE WHO HAVE EMBRACED THIS MISSION AND THE PURPOSE OF MAKING MOTA-ENGIL THE SUSTAINABLE GROUP WE ARE TODAY.



Scope of the Report

building a solid tomorrow

Report Profile

The Mota-Engil Group, through its holding company Mota-Engil SGPS, S.A., Sociedade Aberta, S.A., hereby publishes its 2019 Sustainability Report.

The communication of performance in the social and environmental areas, besides its economic dimension thoroughly developed in the 2019 Report and Accounts, constitutes a fundamental element of the Group's sustainability strategy.

Within the scope of its policy of openness and ongoing and systematic dialogue with its stakeholders, both internal and external, the Mota-Engil Group welcomes any requests for clarification, comments or suggestions addressed to it.

Such well-established dialogue is a key instrument of consultation and integration of concerns and proposals from stakeholders, particularly customers, suppliers, investors, public entities, and non-governmental organisations, among others, which include, in a privileged way, the universe of employees of the Mota-Engil Group, within the wider scope of an effective, active, and participatory internal communication policy.

The 2019 Sustainability Report, published in Portuguese, English and Spanish, is available in digital format and can be found on the Group's website: www.mota-engil.pt.

The contents of the report were defined according to sector benchmarking and a materiality analysis. Throughout the report preparation process the Global Reporting Initiative (GRI) Standards were applied, in accordance with Core option. Whenever possible and appropriate, information regarding previous years was also included, in order to present an outlook of the evolution of performance and projects with special relevance to the Group. This document was not subject to external verification.

Matters relating to Sustainability in general may be addressed to the HR and Sustainability Strategy Corporate Centre of the Mota-Engil Group through the following contacts:

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

The management model aims at promoting the transversal dissemination of the sustainability strategy to the whole organisation

Objectives and Limits of the Report

Framework

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

Given the multisectoral nature of the activities of the Mota-Engil Group, along with its presence in different geographical contexts, the identification of materially relevant sustainability issues proves to be a highly complex and demanding task.

The Group's sustainability strategy is organically supported by its HR and Sustainability Strategy Corporate Centre, directly dependant on the Holding's Executive Committee, which is responsible for the Group's definition of and approach to Sustainability, its promotion and the development of initiatives, in cooperation with the Manuel António da Mota Foundation in the social sphere, and in cooperation with the business areas in the various countries where the Group is present in the remaining spheres.

This management model is aimed at promoting the transversal dissemination of the strategy of sustainability to the whole

Organisation, at making the commitment of the Group clear and at allowing an efficient connection with the areas and business units responsible in the operational plan for the carrying out of the activities and execution of the purposes arising from the strategy of sustainability of the Group.

Strategy and Priorities

The design of its sustainability strategy, the definition of priority issues, as well as the identification of key stakeholders, for the purposes of implementing the sustainability policy, followed a process of internal consultation among the main leaders of the Group's business units and regions, resulting in contributions essential to the drafting of this Report.

Determining materially relevant matters is an indispensable stage in the correct use of the guidelines adopted, and an essential precondition for the fulfilment of the strategic plan and its subordinate activities.

Scope

Mota-Engil is pleased to present its sustainability information based on the international GRI Standards, encompassing all the Group's business units.

Regarding the existence of joint arrangements or outsourced activities, these will not be reported.



Namibe-Serra da Leba Road
Lubango - Angola



Conoccha Road
Peru

the future of a Group



with
history



MOTAENGIL



01

MOTA-ENGIL

A TRAJECTORY OF 70 YEARS MARKED
BY A CULTURE OF ENTREPRENEURSHIP
AND INNOVATION IN THE CONSTANT
SEARCH FOR NEW HORIZONS.

**MULTIPLE SIGHTS
ONE DIRECTION**

- 
- 1.1. THE STRENGTH OF A GROUP
 - 1.2. BUSINESS AREAS
 - 1.3. ACCOLADES



Las Bambas Dam
Peru



Pinhal Interior
Portugal



1.1. The Strength of a Group

Mota-Engil is making its mark on 3 continents and in 23 countries

Mota-Engil Group

The Mota-Engil Group, founded in 1946, is presently a multinational with operations focused on construction and infrastructure management in the segments of Engineering and Construction, Environment and Services, Transport Concessions, Energy and Mining.

As a leader in Portugal with a consolidated position in the ranks of the 25 largest European construction groups, Mota-Engil is making its mark on 3 continents and in 23 countries, in 3 distinct geographical areas – Europe, Africa and Latin America, maintaining in each market the same standards of strict compliance, quality and capacity for execution that allowed Mota-Engil to assert itself internationally.

With holdings in approximately 280 companies, Mota-Engil assumes a market positioning aligned with the best practices and in a business conduct based on ethical principles and sustained on a unique and integrated strategic vision for the Mota-Engil of the future:

**A MORE INTERNATIONAL, INNOVATIVE
AND COMPETITIVE GROUP ON A GLOBAL SCALE.**



LEADER

IN PORTUGAL



TOP 30

EUROPEAN

30 LARGEST CONSTRUCTION GROUPS



The Mota-Engil World

3 CONTINENTS
23 COUNTRIES



Europe

5 COUNTRIES

PORTUGAL
SPAIN
UNITED KINGDOM
POLAND
IRELAND



Africa

11 COUNTRIES

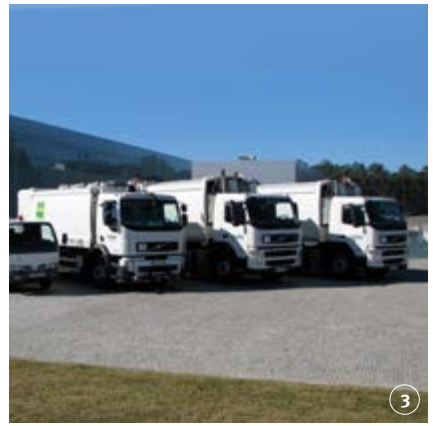
ANGOLA
MOZAMBIQUE
MALAWI
SOUTH AFRICA
ZIMBABWE
UGANDA
RWANDA
GUINEA
CAMEROON
IVORY COAST
KENYA



Latin America

7 COUNTRIES

MEXICO
PERU
BRAZIL
COLOMBIA
DOMINICAN REPUBLIC
ARUBA
PANAMA



- ① **Infinity Tower**
Portugal
- ② **S5 Expressway**
Poland
- ③ **SUMA**
Portugal
- ④ **Energy Recovery Plant**
Portugal
- ⑤ **Kerry Water Treatment Plant**
Ireland

Europe

Projects that Drive the Future

MOTA-ENGIL HOLDS A PROMINENT POSITION IN EUROPE, BEING CURRENTLY AMONG THE 25 MOST IMPORTANT EUROPEAN BUSINESS GROUPS IN THE CONSTRUCTION INDUSTRY.

In addition to its leadership in Portugal, Mota-Engil positions itself in other European markets as a reliable partner for the development of infrastructure projects, more specifically in the Central European regions, where it has been operating for over 20 years.

In Ireland, Mota-Engil has a prominent position, through MEIC and Glan Agua, in the construction and management of WTP and WWTP, in addition to a growing position in the public works market and to a presence in the United Kingdom.

The Group is a market leader in waste management, present in the entire value chain, from urban cleaning to waste collection, treatment and recovery, with technology developed in the generation of power (waste-to-energy), through SUMA and EGF.

Through Manvia, the Group operates in the Industrial Maintenance, Buildings and Environment sector.



1,206M€

ORDER BOOK
2019



885M€

TURNOVER
2019



93M€

EBITDA
2019



1



2



3



4



5

- 1 **Vale Mining Moatize**
Mozambique
- 2 **Calueque Dam**
Angola
- 3 **Kampala Northern Bypass**
Uganda
- 4 **Vista Waste**
Angola
- 5 **Eco Eburnie**
Ivory Coast

Africa

We Move Worlds

AFRICA IS A NATURAL MARKET FOR THE MOTA-ENGI GROUP DUE TO ITS LONG-STANDING AND ACKNOWLEDGED EXPERIENCE WHICH BEGAN IN ANGOLA IN 1946.

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

as Transport and Logistics, Energy, Oil & Gas, Mining and the Environment.

By expanding into new markets of the SADC (Southern African Development Community) space, Mota-Engil Africa holds the technical and financial capacity to develop projects tailored to its customers' needs, bringing the African continent into line with its potentialities.

To this end, and seeking to contribute to raising environmental quality standards across the African continent, Mota-Engil has strengthened its investment in waste management, and currently runs important operations in Angola (Vista Waste), Mozambique (Ecolife) and Ivory Coast (Eco Eburnie and Clean Eburnie).



2,711M€

ORDER BOOK
2019



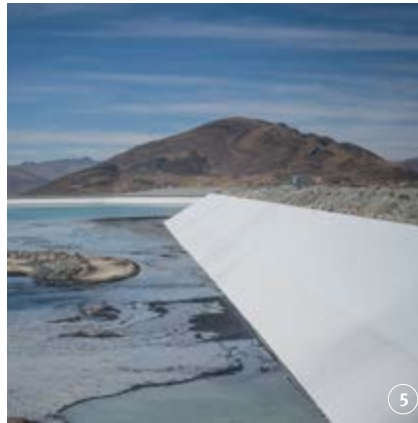
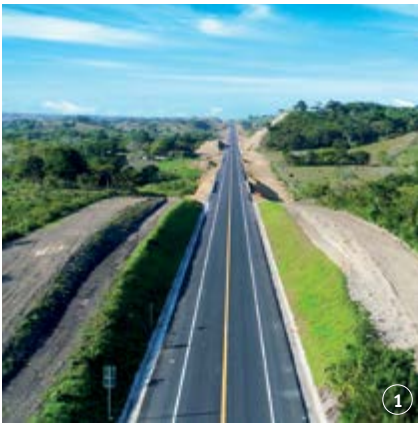
1,007M€

TURNOVER
2019



214M€

EBITDA
2019



- ① **Tuxpan Tampico**
Mexico
- ② **Fénix Generator**
Mexico
- ③ **Antamina**
Peru
- ④ **Platform Maintenance**
Brazil
- ⑤ **Las Bambas**
Peru

Latin America A Growing New World

MOTA-ENGIL HAS BEEN PRESENT IN LATIN AMERICA SINCE 1998, HAVING STARTED ITS OPERATIONS THROUGH PERU, A MARKET WHERE IT HOLDS A PROMINENT POSITION IN THE MINING SECTOR, OPERATING AS A REFERENCE COMPANY FOR SOME OF THE WORLD'S LARGEST MINING COMPANIES AND ALSO OPERATING IN THE ENTIRE VALUE CHAIN OF INFRASTRUCTURE AND CONSTRUCTION.

In Mexico, over the past ten years, Mota-Engil has been on a trajectory of constant investment, executing some of the country's

most relevant infrastructure works, having also been involved in the environmental field through GISA and in the energy production sector through Generadora Fénix, the first private operator in this market.

In Brazil, through ECB, based off Belo Horizonte, the Group is expanding its activity in the fields of road and railway infrastructure, and is also operating in the environmental sector through Consita, as well as in the Oil & Gas sector with platform maintenance.

In Colombia, Mota-Engil operates in the road and building construction and maintenance industry.

As a regional key infrastructure operator, Mota-Engil has most recently extended its presence to the Dominican Republic, Aruba and Panama.



1,448M€

ORDER BOOK
2019



949M€

TURNOVER
2019



118M€

EBITDA
2019



Kigali International Airport
Rwanda

1.2. Business Areas

Mota-Engil is engaged in a wide range of activities

We are what we do

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



ENGINEERING AND CONSTRUCTION

INFRASTRUCTURES
CIVIL CONSTRUCTION
REAL ESTATE
OTHER BUSINESS AREAS



WASTE MANAGEMENT

COLLECTION
PROCESSING
RECOVERY



TRANSPORT CONCESSIONS

HIGHWAYS
MOTORWAYS
BRIDGES
RAILWAYS
UNDERGROUND



ENERGY

HYDRIC PRODUCTION
WASTE-TO-ENERGY
TRADING



MINING

PROSPECTING
EXTRACTING



LOGISTICS

RAIL FREIGHT



MULTISERVICES

MAINTENANCE
LANDSCAPING

Engineering and Construction

The Mota-Engil Group has developed construction projects in over 40 countries, asserting its technical skills and building a reputation of excellence, standing out in the construction of different infrastructures, such as roads, highways, airports, ports, dams, buildings, railway, electromechanics, foundations and geotechnics, mining services, as well as in the construction and maintenance of support platforms to the Oil & Gas segment, among other areas of expertise.



1



2

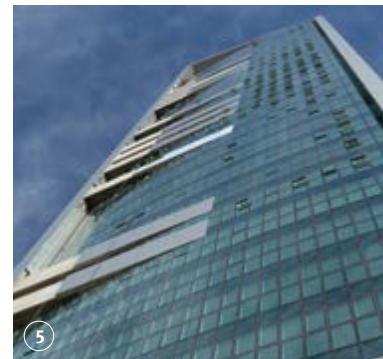
- 1 **Foz Tua Dam**
Portugal
- 2 **Luz Hospital**
Portugal
- 3 **Guadalajara Light Railway System**
Mexico
- 4 **Wielicka-Lipska Railway**
Poland
- 5 **Imob Business Tower**
Luanda, Angola



3



4



5



4,583M€

ORDER BOOK
2019



2,211M€

TURNOVER
2019

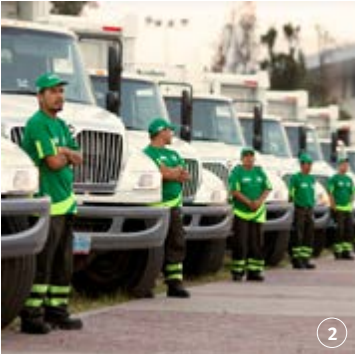


265M€

EBITDA
2019



1



2



3



4

- 1 **Ecovision**
Oma
- 2 **Gisa**
Mexico
- 3 **Clean Eburnie**
Ivory Coast
- 4 **Agir**
Cape Verde
- 5 **Energy Recovery Plant**
Portugal



5

Environment

The Mota-Engil Group started operating in the Environment sector in 1995 in Portugal through SUMA in the segment of waste management and collection, aggregating competences with EGF, leading company in the waste treatment and recovery, having European cutting-edge technology in waste treatment and recovery, as well as in energy production through biogas capture in landfill and energy recovery plant.

At an international level, Mota-Engil has increasingly expanded its activity in this sector for markets such as Angola (Vista Waste), Mozambique (Eco Life), Cape Verde (Agir), Mexico (Gisa), Brazil (Consita), Oman (Eco Vision) and Ivory Coast (Eco Eburnie and Clean Eburnie).



782M€

ORDER BOOK
2019



404M€

TURNOVER
2019



83M€

EBITDA
2019

Energy

Hydric Production
Waste-to-Energy
Trading



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

ENERGY GENERATION

1ST PRIVATE OPERATOR
IN MEXICO

STARTED IN OCTOBER
2015

Technology

5 HYDROPOWER PLANTS
10 MINI HYDROPOWERS

JORGE LUQUE
THERMAL
POWER PLANT
(GAS)

Installed Capacity

277 MW

+100 MW
IN 2020
LONG-TERM
GOAL: 1,700 MW

SALES IN SPOT MARKET AND FENIX
COMMERCIALIZATION ACTIVITY

FENIX


MOTAENGIL
91%


9%

COMMERCIALISATION

STARTED IN MARCH
2018

CURRENTLY WITH 3 PPA'S OPERATING FOR 148 MW
(658 GWH/YEAR), AND THE MOST RELEVANT IS
THE 20-YEAR PPA CONTRACTED WITH MEXICO CITY
(PROVISION OF C. 550 GWH/YEAR).


MOTAENGIL
MEXICO



197M€
TURNOVER
2019



24M€
EBITDA
2019

Concessions

Through Lineas and its subsidiaries, the Mota-Engil Group operates a network of 2,500 km of roads and motorways, including the two Lisbon bridges.



- ① **Lusoponte**
Portugal
- ② **Perote-Xalapa**
Mexico
- ③ **Tuxpan Tampico**
Mexico

	Country	km	Mota-Engil (%)	End of the concession
Lusoponte*	Portugal	19.5	41.80%	2030
Douro Interior*	Portugal	242.3	80.75%	2038
Perote - Xalapa*	Mexico	60	50.00%	2053
APP Coatzacoalcos - Villahermosa	Mexico	105	74.00%	2026
APP Tamaulipas	Mexico	279	47.00%	2028
Cardel - Poza Rica	Mexico	128	40.00%	2045
Tuxpan - Tampico	Mexico	105	33.40%	2045
Cuapiaxtla-Cuacnopalan	Mexico	63	100.00%	2048
Perote - Xalapa	Mexico	60	50.00%	2053
Autopista Urbana Siervo de la Nación	Mexico	14	33.30%	2059
Watty Vos Boulevard	Aruba	24	15.00%	2038
Rodovias do Tiete	Brazil	415	50.00%	2039
Cambao - Manizales	Colombia	279	45.60%	2049
Mozambique – Zambeze Roads	Mozambique	701	40.00%	2039
Total km		2,495		

* Concessions operated by Lineas in which Mota-Engil SGPS holds a 60 % stake.

1.3. Accolades

The recognition of
a long and consolidated
experience,
on a work path
marked by success

Official Accolades

Deloitte.

TOP 100 IN THE WORLD
#74 GLOBAL POWERS
OF CONSTRUCTION 2019

THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD

TOP 30 IN EUROPE
#24 IN THE TOP GLOBAL
CONTRACTORS

THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD

TOP 10 IN LATIN AMERICA
#5 IN THE REGION

THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD

LEADER IN PORTUGAL
#1 PORTUGUESE COMPANY
IN THE TOP GLOBAL
CONTRACTORS



Accolades for Chairman of the Board of Directors, António Mota

**CAREER AWARD
«PRIMUS INTER PARES»**
CONGRESS OF PORTUGUESE
MANAGERS, FORUM
OF CORPORATE DIRECTORS
AND MANAGERS

**CORPORATE
ACTION AWARD**
GALA OF LUSOPHONE
WORLD AWARDS

Group Accolades



**INTERNATIONALISATION
AWARD**



**TOP 15 OF MOST
VALUABLE BRANDS**

Other Accolades



SUMA
TRUSTED BRAND
2019



MOTA-ENGIL MEXICO
SOCIALLY RESPONSIBLE
COMPANY

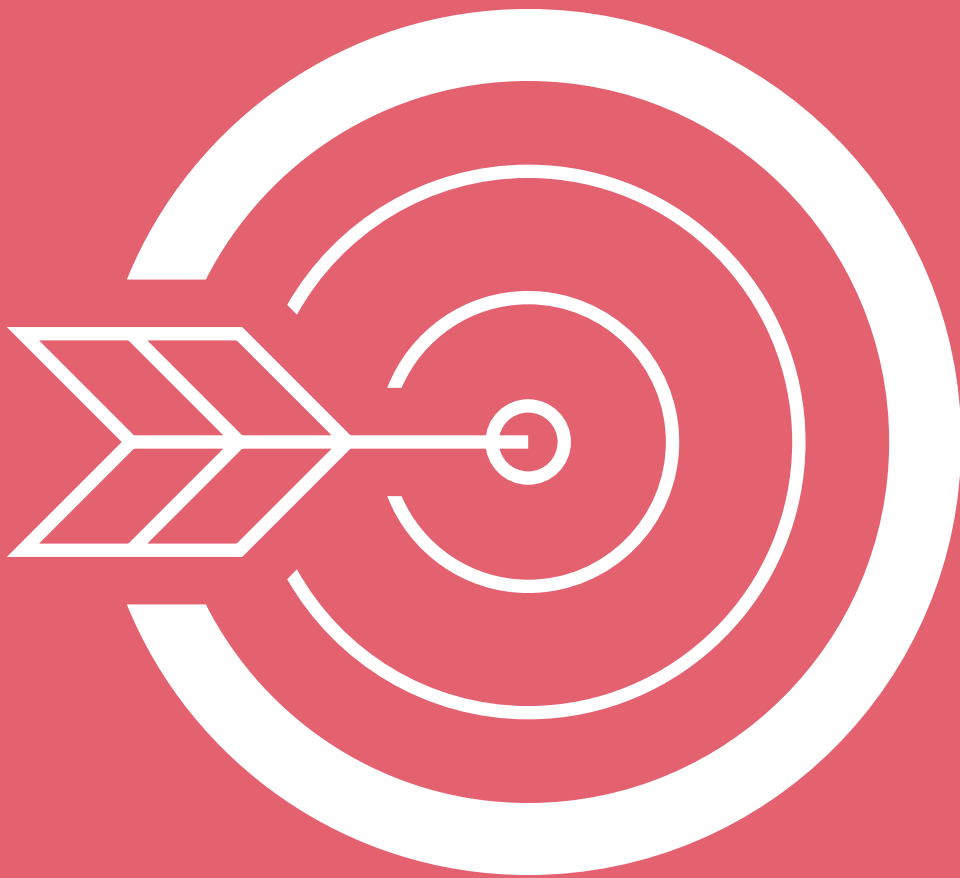


**VALORSUL &
VARLORMINHO**
EXCELLENCE AWARD
FOR WASTE
MANAGEMENT



GLAN AGUA & MEIC
IRISH CONSTRUCTION
EXCELLENCE AWARD
CIVIL ENGINEERING
CATEGORY

a
commitment



of
value

02

A BUSINESS WITH PURPOSE

THE STRENGTH OF OUR COMMITMENT
AND OUR VISION AND SUSTAINABILITY
STRATEGY ARE THE SAFEST GUARANTEE OF
THE ABILITY TO MANAGE RISKS, ENSURE
CONSISTENCY AND GENERATE VALUE.

**MULTIPLE SIGHTS
ONE DIRECTION**

-
- 2.1. VISION, MISSION AND VALUES
 - 2.2. CORPORATE ETHICS AND INTEGRITY
 - 2.3. GOVERNANCE STRUCTURE
 - 2.4. COMMITMENT TO EXTERNAL INITIATIVES
AND RELATIONSHIP WITH STAKEHOLDERS
 - 2.5. HUMAN RIGHTS
 - 2.6. MATERIAL TOPICS AND ALIGNMENT WITH
SUSTAINABLE DEVELOPMENT GOALS



Malawi

2.1. Vision, Mission and Values

Mota-Engil has a **strong identity**, recognised for its technical expertise and excellence

Our Vision

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

Our Mission

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

Our Values

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

AMBITION



EAGERNESS ALWAYS RENEWED OF DOING MORE AND BETTER, FACING THE PRESENT AND FUTURE WITH BOLDNESS AND CONFIDENCE AND ASSUMING, IN A DETERMINED AND COMMITTED WAY, NEW CHALLENGES THAT CONTRIBUTE TO THE GROWTH OF THE GROUP.

INTEGRITY



CHOOSING THE PATH WHICH REINFORCES THE PRINCIPLES OF HONESTY, TRUTH, LOYALTY, RIGHTEOUSNESS AND JUSTICE, IN THE DAILY CONDUCT OF EVERYONE.

COHESION



GUARANTEE THAT THE GOALS SET, WHICH ARE INTENDED AMBITIOUS, ARE REACHED THROUGH THE CONTRIBUTION OF ALL BUSINESS UNITS AND THAT THE VITALITY OF THE GROUP RESULTS FROM COMBINING THE WISDOM AND THE STRENGTH NECESSARY TO OVERCOME NEW CHALLENGES.

GROUP SPIRIT



CONSOLIDATING THE SENSE OF BELONGING, RESPECT FOR THE DIFFERENCES, LOYALTY AND RECIPROCITY IN A GLOBAL AND CULTURALLY DIVERSE CONTEXT, MAINTAINING PRIDE IN THE PAST AND STRENGTHENING THE CONFIDENCE IN THE FUTURE.

2.2. Corporate Ethics and Integrity

Together...

THE GOOD NAME AND THE REPUTATION OF THE MOTA-ENGIL GROUP ARE THE RESULT OF EVERYONE'S DEVOTION AND WORK. THIS IS A PURPOSE THAT DOES NOT ONLY CONSIST OF THE COMPLIANCE WITH THE LAWS, RULES AND REGULATIONS THAT APPLY TO THE ACTIVITY; WE ALSO WORK TO MEET HIGH STANDARDS OF CORPORATE CONDUCT.

Tolerance and respect for others

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

Culture by example

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

Corporate Governance

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

Know Your Customer / Know Your Supplier

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

Channel for the communication of irregularities

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



MOTA-ENGIL IMPLEMENTS AND PROMOTES A CULTURE OF ETHICS AND COMPLIANCE, GUIDED BY THE GROUP'S SUSTAINABILITY.



2.3. Governance Structure

Corporate Bodies

BOARD OF DIRECTORS

Chairman

António Manuel Queirós Vasconcelos da Mota

Deputy-Chairmen

Gonçalo Nuno Gomes de Andrade Moura Martins

Jorge Paulo Sacadura Almeida Coelho

Arnaldo José Nunes da Costa Figueiredo

Members

Maria Manuela Queirós Vasconcelos Mota dos Santos

Maria Teresa Queirós Vasconcelos Mota Neves da Costa

Maria Paula Queirós Vasconcelos Mota de Meireles

Carlos António Vasconcelos Mota dos Santos

Ismael Antunes Hernandez Gaspar

José Pedro Matos Marques Sampaio de Freitas

Manuel António Fonseca Vasconcelos Mota

João Pedro dos Santos Dinis Parreira

Luís Filipe Cardoso da Silva

Eduardo João Frade Sobral Pimentel

Emídio José Bebiano e Moura da Costa Pinheiro

Luís Francisco Valente de Oliveira

António Bernardo Aranha da Gama Lobo Xavier

António Manuel da Silva Vila Cova

Francisco Manuel Seixas da Costa

Sofia Salgado Cerveira Pinto

Ana Paula Chaves e Sá Ribeiro

EXECUTIVE COMMITTEE

Chairman

Gonçalo Nuno Gomes de Andrade Moura Martins

Members

Carlos António Vasconcelos Mota dos Santos

Ismael Antunes Hernandez Gaspar

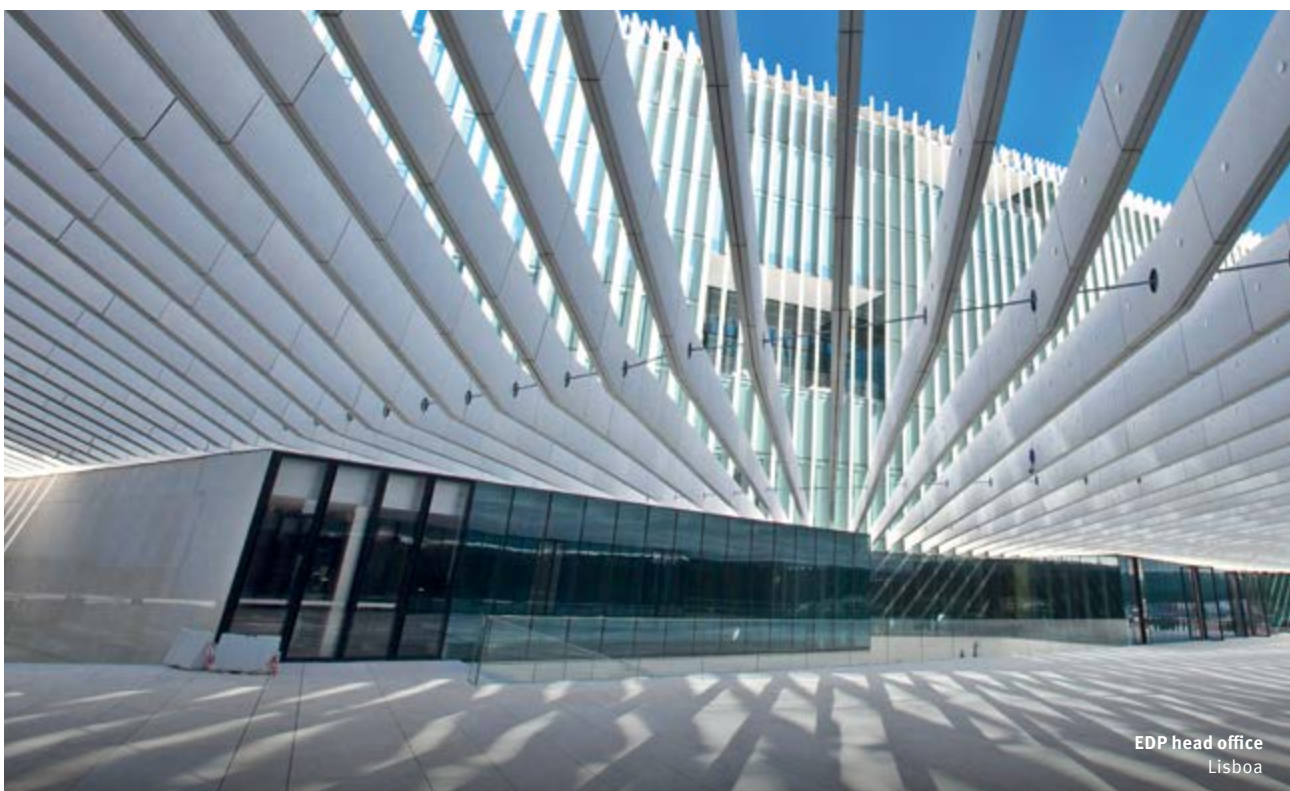
José Pedro Matos Marques Sampaio de Freitas

Manuel António Fonseca Vasconcelos Mota

João Pedro dos Santos Dinis Parreira

Eduardo João Frade Sobral Pimentel

Luís Filipe Cardoso da Silva



EDP head office
Lisboa

2.4. Commitments to External Initiatives and Relationships with Stakeholders

Mota-Engil is actively committed to its stakeholders

Commitments to External Initiatives

Activities Related with Associations

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

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

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

Relationship with Stakeholders

Identification of the Stakeholders

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

Due to the dimension and diversified nature of its activities in multiple locations and reference economic, social and cultural contexts, the framework of relationships of Mota-Engil Group is significantly extended, and it regularly assumes new outlines.

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

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



Approach to Stakeholders

THE APPROACH TO THE STAKEHOLDERS BY MOTA-ENGIL GROUP, AS A WHOLE, CONSISTS OF THE ADOPTION OF A NUMBER OF MEANS OF COMMUNICATION THAT PROVIDE A WIDE RANGE OF INFORMATION ON THE ACTIVITIES OF THE GROUP.

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



EMPLOYEES

MANAGEMENT MEETINGS AND KNOWLEDGE-SHARING FORUMS

NEWSLETTERS AND REGULAR PUBLICATIONS – *SINERGIA*

TRAINING COURSES

MOTA-ENGIL TV

TALENT MANAGEMENT THROUGH SUCCESS FACTORS PLATFORM

INTERNAL JOB OPPORTUNITIES, THROUGH CAREERME

ON.ME CORPORATE PORTAL

CUSTOMERS

CUSTOMER SATISFACTION SURVEYS

GROUP ACTIVITY INFORMATION VIA WEBSITE



UNIVERSITIES

PROTOCOLS

PARTNERSHIPS FOR THE DEVELOPMENT OF SPECIFIC STUDIES AND PROJECTS

YOUNG TALENT PROGRAMMES VIA CAREERME

SUPPLIERS

TRAINING COURSES FOR SUPPLIERS

SUPPLIER SATISFACTION SURVEYS AND PARTNERSHIP DEVELOPMENT



MEDIA

EVENTS, CONSTRUCTION TRADESHOWS, AND SEMINARS

MAGAZINE AND NEWSPAPER ARTICLES AND NEWS

GROUP ACTIVITY INFORMATION VIA WEBSITE

PUBLIC ENTITIES

REPORT AND CONSOLIDATED ACCOUNTS

SATISFACTION SURVEYS AND PROTOCOL SIGNING



ASSOCIATIONS

WORK GROUPS AND OTHER INITIATIVES

2.4.1. Our Partners

Our Customers

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

The analysis of the impact on the health and safety of the customers of Mota-Engil Group is incorporated into the management systems in place.

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

In 2019 there were no cases of non conformity on these matters or any penalties related thereto, whether of monetary nature or other type.

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

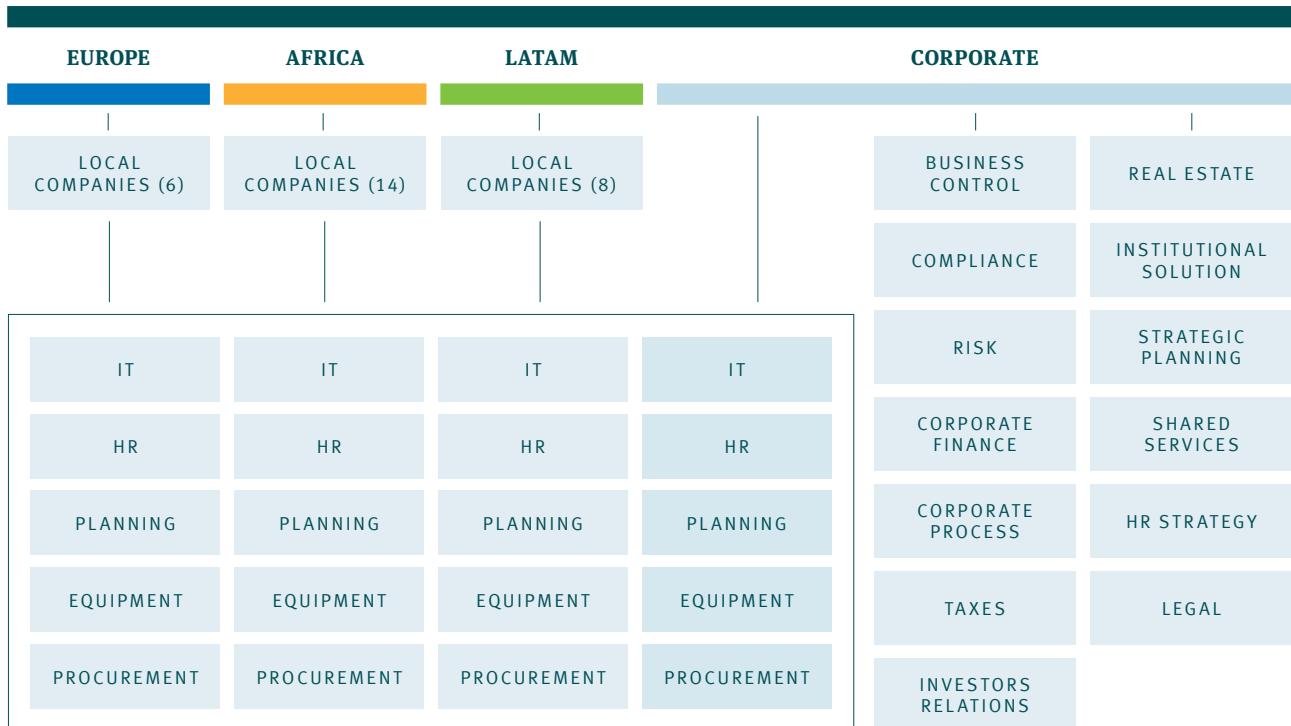
Finally, the same can be said concerning the respect for the relating to Mota-Engil Group's customers' personality rights, in particular as regards the defence and safeguard of their right to privacy in the management of the relationship with them; no complaints have been filed to date, at this level.

Suppliers

Mota-Engil undertakes a clear commitment to its partners and suppliers, on the one hand, in the pursuit of new partnerships ensuring excellence in innovation and differentiation, and, on the other hand, in the promotion of long-term relationships guided by trust and integrity.

Governance Model for Procurement & Logistics

Procurement & Logistics is ruled by a governance model based on a global service structure, with the grouping of corporate functions under an Autonomous Unit, ensuring process cross-over, synergies with local services and greater market/business efficiency and profitability.

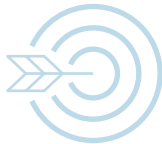


(Governance Model applied to cross-cutting business support areas, ensuring alignment with central Procurement & Logistics at local level)



Mission and objectives of central Procurement & Logistics

In order to tackle strategic goals, the Procurement & Logistics structure aims at ensuring a global strategy, standardising local policies and processes, as well as monitoring performance across Group markets/businesses.



MAIN OBJECTIVES

IMPLEMENTING A GLOBAL STRATEGY FOR THE MOST RELEVANT MATERIALS

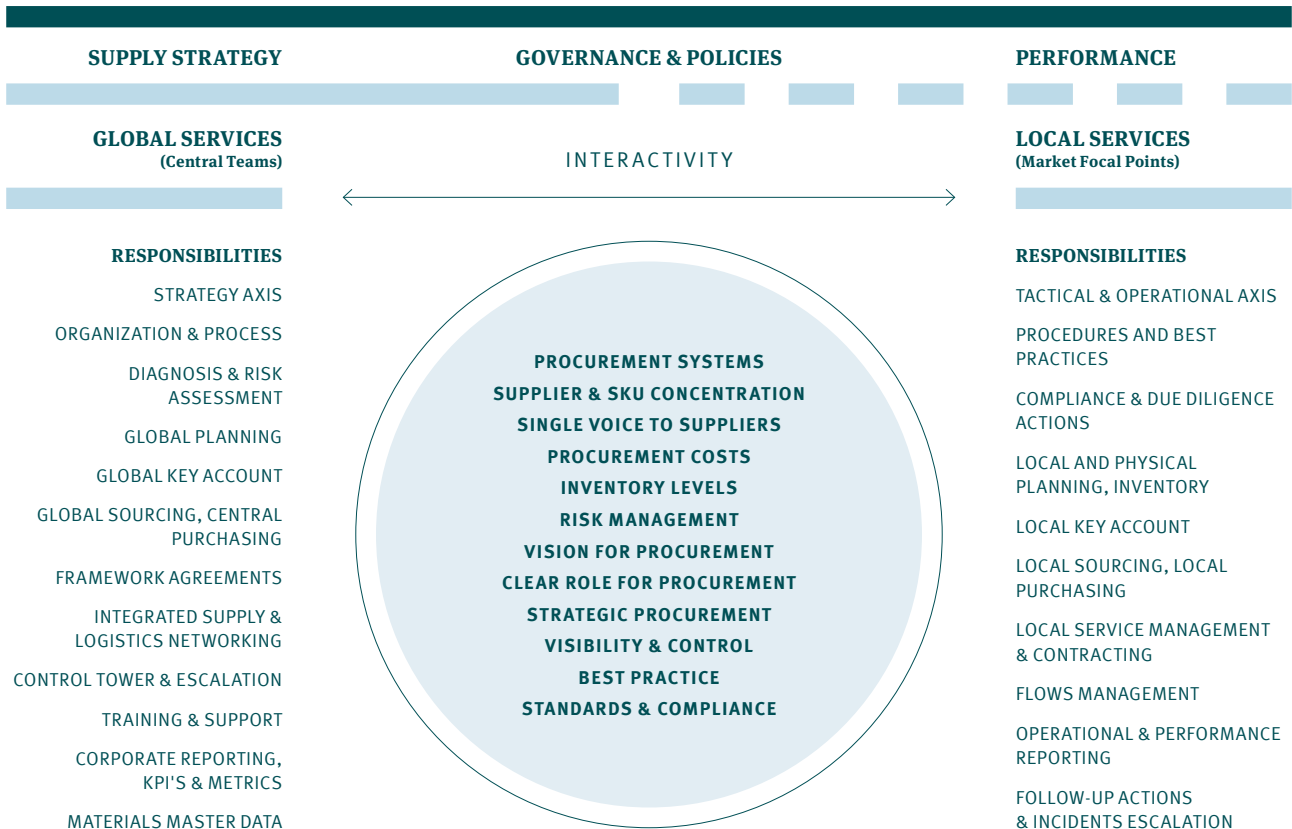
MANAGE PROCUREMENT AND ACQUISITION WHENEVER CENTRALISATION IS POSSIBLE AND RECOMMENDED

Conceptual Model | Responsibilities

Global Services vs. Local Services

Procurement & Logistics structure, responsibilities and interaction levels between the different structures.

PROCUREMENT & LOGISTICS



Characterisation of the supply chain of Mota-Engil

Supported by the Group's mission, Mota-Engil is a reference in value creation in its activities and relationships with stakeholders, always aligned with the commitment to sustainability.

Therefore, the company seeks to strengthen its supply chain processes, through good performance in its activities, product quality and transport optimisation, encouraging its suppliers to adopt sustainable business practices.

a) Mota-Engil Procurement & Logistics overview

Aiming to standardise processes in order to enable a centralised response for the Group's different markets, Mota-Engil has three cross-cutting supply points, namely Portugal, South Africa and China.

Additionally, each market has the autonomy to resupply, mostly through local suppliers.

As a result, Mota-Engil guarantees a supply chain structure based on supply sources cutting across several markets, ensuring process standardisation regardless of the final destination of goods or services.

b) Logistics flow

Services provided by the four structures, main products and flows in destination markets.



MAIN PRODUCTS

CONSTRUCTION MATERIALS
HEAVY/LIGHT EQUIPMENT
AUTO PARTS
CONSUMABLES



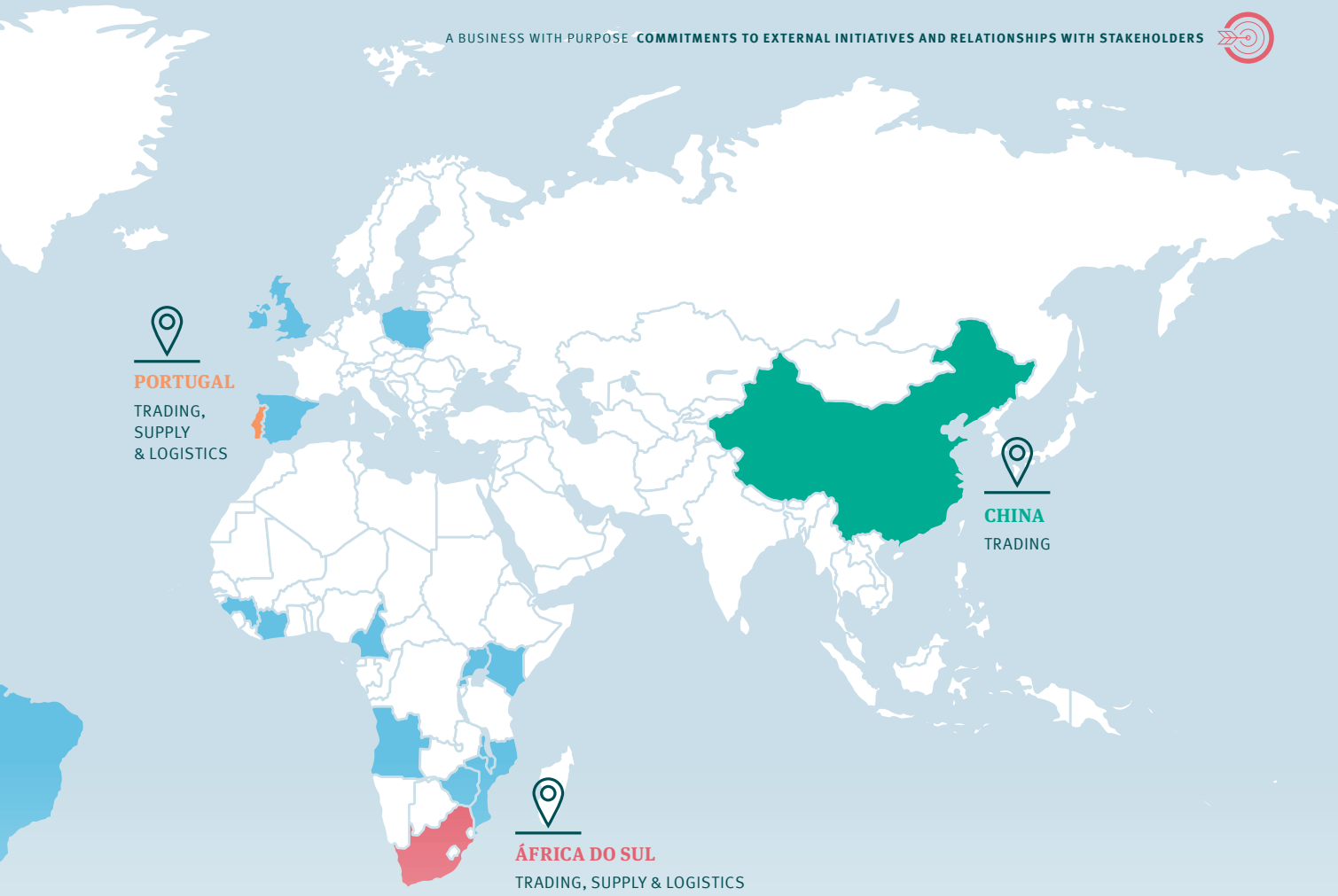
MAIN SERVICES

PICK & COLLECT
IMP/EXP DOCS ISSUING
INVENTORY
STOCK MANAGEMENT
SEA/AIR/ROAD/RAIL
CUSTOM CLEARANCE
PROJECT/DANGER CARGO
CARGO TRACKING/TRACING
CONTROL TOWER OP
3PL/4PL MODES
PICK/PACK
CROSS DOCKING
WAREHOUSING
TARIFF & CLASSIFICATION
DOOR TO DOOR SOLUTIONS



MAIN FLOWS

(From or To)
PORTUGAL
ANGOLA
MOZAMBIQUE
IVORY COAST
MEXICO
PERU



PORTUGAL
TRADING,
SUPPLY
& LOGISTICS

CHINA
TRADING

ÁFRICA DO SUL
TRADING, SUPPLY & LOGISTICS

PORTUGAL

CENTRAL PURCHASING + EXPORT
WORLDWIDE FLOWS
CONSTRUCTION, MINING,
ENVIRONMENT

SOUTH AFRICA

CENTRAL PURCHASING + EXPORT
AFRICA (SADEC) REGIONAL
FLOWS
CONSTRUCTION, MINING,
ENVIRONMENT

CHINA

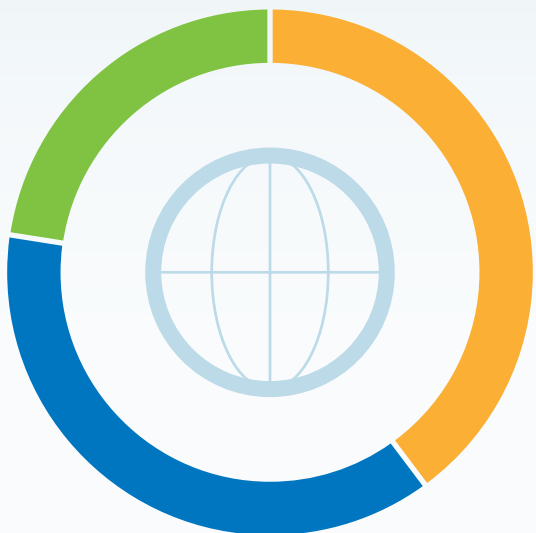
LOCAL TRADING PARTNERS +
EXPORT
WORLDWIDE FLOWS
CONSTRUCTION, MINING,
ENVIRONMENT

LOCAL MARKETS

LOCAL PURCHASING + IMPORT
LOCAL/INTRA-REGIONAL FLOWS
CONSTRUCTION, MINING,
ENVIRONMENT

c) Material costs (€) in 2019

Total of purchases, per region:



1,296M€
PURCHASES VALUE



475M€
EUROPE (36.65%)



522M€
AFRICA (40.26%)



299M€
LATIN AMERICA (23.09%)

2.5. Human Rights

Mota-Engil Group respects and promotes human rights

MOTA-ENGIL GROUP RESPECTS AND PROMOTES HUMAN RIGHTS IN ALL THE CULTURAL, SOCIO-ECONOMIC AND GEOGRAPHICAL CONTEXTS WHERE IT OPERATES.

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

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

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

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

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

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

Subscribing to the CEO Guide to Human Rights

Since the publication of the UN's Guiding Principles on Business and Human Rights, there has been a growing concern on the part of corporate managers regarding Human Rights.

To that effect, and publicly reiterating its commitment to the defence of Human Rights and the improvement of living conditions, Mota-Engil subscribes to the CEO Guide to Human Rights from BCSD Portugal (Business Council for Sustainable Development), confirming the Group's corporate responsibility



Calueque
Angola

in this area and undertaking to adopt innovative practices which aim at improving the living conditions, not only of its employees, but also of the communities affected by the Group's activities.

With regulations ever more demanding and aligned with investors' expectations, as well as those from society in general, this Guide identifies important aspects in terms of Human Rights, challenging companies to act accordingly and extend their actions to the respective value chain.

In 2019, Gonçalo Moura Martins, as Mota-Engil's CEO, endorsed this international challenge, and on behalf of the Group, subscribed to this document, increasing the efforts necessary to ensure the respect for Human Rights at the highest level in the different contexts and regions where the Group operates, strengthening the integration of Human Rights into Mota-Engil's operations and business relations.



KNOWLEDGE



LEADERSHIP



ENGAGEMENT



COLLABORATION

2.6. Material Topics and Alignment with Sustainable Development Goals

Mota-Engil assumes the **commitment** with sustainability

Alignment with Sustainable Development Goals (SDGs)

ALIGNED WITH THE SUSTAINABLE DEVELOPMENTS GOALS (SDGS), A GLOBAL MODEL WHICH STRIVES TO ERADICATE POVERTY, PROMOTE PROSPERITY AND WORLDWIDE WELL-BEING, PROTECT THE ENVIRONMENT AND FIGHT CLIMATE CHANGE.

As a fundamental purpose undertaken by the organisation, Mota-Engil is committed to the sustainability of its clients, communities and employees. As a multinational Group, Mota-Engil reiterates its commitment to the SDGs, aligning its strategy with the 2030 Agenda and adapting its scope of activities to the different locations where it operates, in close connection with the specificities and operational realities of each market.

Since Mota-Engil's sustainability strategy is aligned with and committed to the sustainability guidelines resulting from the SDGs, the Group discloses in this report the main initiatives undertaken in 2019 towards the SDGs it considers relevant for the different areas in which it operates.

Sustainability Pillars

Aligned with the Sustainable Development Goals, and strengthening its commitment to the sustainability of its clients, communities and employees, Mota-Engil defined a sustainability strategy based on Group growth, internationalisation and diversification, and guided by five fundamental pillars and respective strategic priorities:

Talent Acquisition and People Development

Being recognised as a good employer, guaranteeing employee development and the implementation of the best management practices, promoting diversity and equal opportunities, as well as occupational health and safety.

Innovation and Sustainable Economic Growth

Promoting innovation, as a source of change and value creation (regarding organisational resources, methods and processes), as well as the Group's sustainable economic growth.

Environmental Protection

Being recognised as an environmentally responsible company, acting according to the best environmental management



practices and playing an active role in environmental conservation.

Ethics and Compliance

Basing the company’s activities on ethical behaviour and the best compliance practices, engaging stakeholders and promoting the effective enforcement of the code of ethics and

conduct, as well as of risk assessment and control policies and guidelines.

Stakeholder Engagement and Satisfaction

Promoting the engagement with stakeholders, seeking their satisfaction while guaranteeing the safety, reliability, quality and fulfilment of our commitments.

Sustainable Development Goals

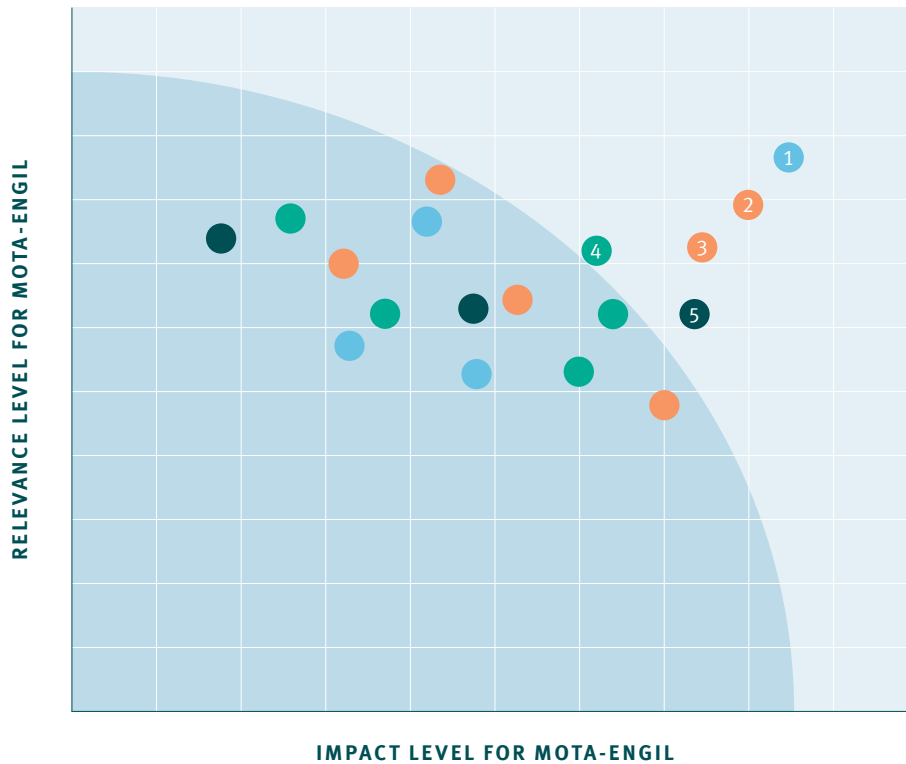
THE 17 SUSTAINABLE DEVELOPMENT GOALS AND THEIR 169 TARGETS COMPRISE A GUIDE FOR THE ACTIONS TO BE UNDERTAKEN BY THE INTERNATIONAL COMMUNITY BY 2030, COMMITTING TO A GLOBAL MODEL THAT AIMS AT ENDING POVERTY, PROMOTING WORLDWIDE PROSPERITY AND WELL-BEING, PROTECTING THE ENVIRONMENT, AND FIGHTING CLIMATE CHANGE.



Material Topics

Based on the five Sustainability pillars, and reflecting the sustainability objectives in the company's overall strategy, Mota-Engil's Sustainability Report was prepared in accordance with the Global Reporting Initiative standards and the Directive on Non-Financial Reporting 2014/95/EU of the European Parliament and of the Council of 22nd October 2014 and Decree-Law 89/2017 of 28th July, with a view to transparently report the Group's performance in the different sustainability dimensions.

Having as reference the Sustainable Development Goals, Mota-Engil hereby reinforces its commitment to a corporate model based on three fundamental spheres – economic, social and environmental – and presents the material topics, highlighted in this report, as defined by the Group's Board for 2019:



Material Topics	GRI Standards	Boundaries		Specific topic
		Within the Organization	Outside of the Organization	
1. Sustainable Economic Growth	GRI 201: Economic Performance	✓		201-1
2. People Safety and Health	GRI 403: Occupational Health and Safety	✓	✓	403-4
3. Talent Management	GRI 404: Training and Education	✓		404-3
4. Environmental Responsibility	GRI 302: Energy	✓	✓	302-1
	GRI 306: Effluents and Waste	✓	✓	306-2



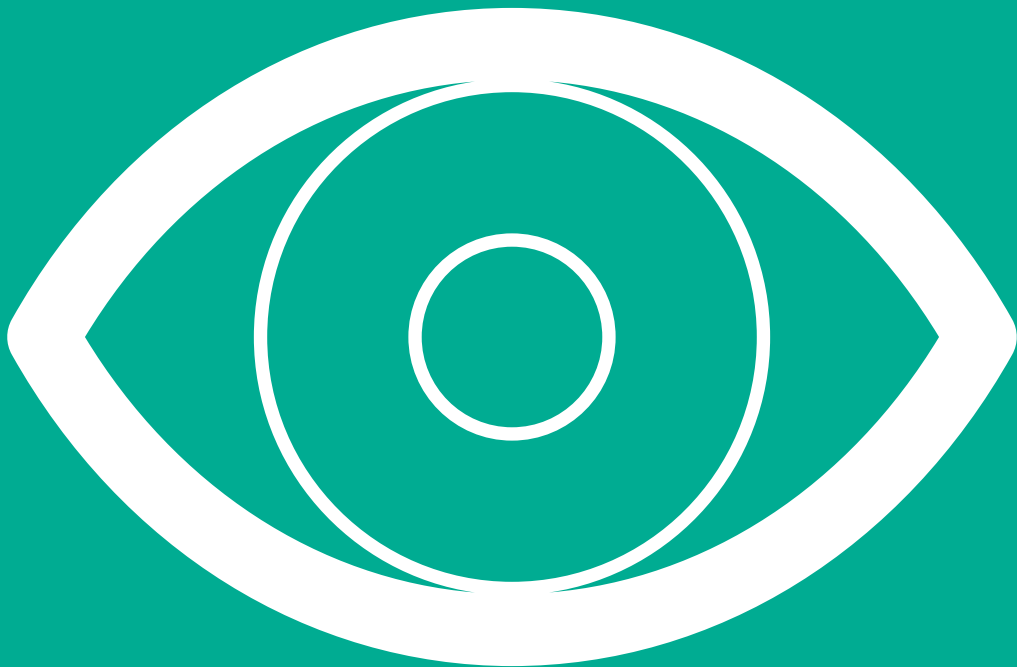
The disclosure of reliable information on the Group's activities is part of Mota-Engil's commitment to the establishment of a sound relationship with the different stakeholders, based on a clear,

transparent and ongoing dialogue, displaying the alignment between the Group's business strategy and sustainability, with a view to creating medium- and long-term value.

* Specifically for the analysis and support of "People Safety and Health", the Sustainability Report takes into account the information of the following Group companies (in alphabetical order):

Company	Abbreviated designation
Carlos Augusto Pinto dos Santos & Filhos Lda.	CAPSFIL
Consita Tratamento de Resíduos S.A.	Brazil Consita
EGF – Empresa Geral do Fomento, S.A.	EGF
Empresa Construtora Brasil, S.A.	Brazil ECB
Gestión e Innovación en Servicios Ambientales, S.A. de C.V.	Mexico GISA
Glan Agua Limited and Mota-Engil Ireland Construction Limited	Ireland
Manvia – Manutenção e Exploração de Instalações e Construção, S.A., Manvia II Condutas, Lda. Manvia – Manutenção e Exploração de Instalações e Construção, S.A., Sucursal en España	Manvia
Mota-Engil Angola, S.A.	Angola
Mota-Engil Central Europe S.A.	Poland
Mota-Engil Colombia S.A.S.	Colombia
Mota-Engil Cote d'Ivoire SARL	Ivory Coast
Mota-Engil Dominicana, S.A.S.	Dominican Republic
Mota-Engil, Engenharia e Construção, S.A.	Mota-Engil Engenharia e Construção
Mota-Engil, Engenharia e Construção África, S.A. (Pty) Ltd.	South Africa
Mota-Engil, Engenharia e Construção África, S.A. Rwanda Branch	Rwanda
Mota-Engil Engenharia e Construção África SA - Succursale Cameroun	Cameroon
Mota-Engil, Engenharia e Construção, S.A. - Sucursal de Cabo Verde	Cape Verde
Mota-Engil, Engenharia e Construção África, S.A. - Sucursal Zimbabwe	Zimbabwe
Mota-Engil, Engenharia e Construção África, S.A. Uganda Branch	Uganda
Mota-Engil Guinée Conakry SARL	Guinea
Mota-Engil (Malawi) Limited	Malawi
Mota-Engil Mexico, SAPI de CV	Mexico Mota-Engil Mexico
Mota-Engil, Moçambique, Limitada	Mozambique
Mota-Engil Panamá S.A.	Panama
Mota-Engil Peru, S.A.	Peru
Mota-Engil Railway Engineering, S.A.	Mota-Engil Railway
Novicer – Cerâmicas de Angola, (SU) Limitada	Novicer
Prefal – Pré-Fabricados de Luanda, Limitada	Prefal
SUMA – Serviços Urbanos e Meio Ambiente, S.A.	SUMA
Takargo – Transporte de Mercadorias, S.A.	Takargo
Vibeiras – Sociedade Comercial de Plantas, S.A.	Vibeiras
Vista Waste Management, Lda.	Vista Waste

our
mark



in a sustainable
world



03

COMMITMENT TO SUSTAINABILITY

CONTRIBUTE TO A MORE PROSPEROUS
AND JUST SOCIETY, HAND-IN-HAND WITH
ECONOMIC GROWTH, SOCIAL COHESION
AND ENVIRONMENTAL PROTECTION,
ENSURING THE IMPROVEMENT
OF QUALITY OF LIFE FOR CURRENT
AND FUTURE GENERATIONS.

**MULTIPLE SIGHTS
ONE DIRECTION**

-
- 3.1. OUR PEOPLE
 - 3.2. SAFETY, HEALTH, ENVIRONMENT AND QUALITY
 - 3.3. OUR COMMUNITIES
 - 3.4. MOTA-ENGIL LEGACY
 - 3.5. ECONOMIC VALUE CREATION



Peru



3.1. Our People

It is for the people and
with the people
that the Group
will continue its path



This is the strength of Mota-Engil

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



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

Multiple sights...

Throughout the years, the Engineers' Association has built a solid partnership with Mota-Engil, rooted in a converging vision regarding the qualification and investment in Engineering-related human capital.

The success of this choice is evident in the Group's position and conduct, which reflect the investment in training and attraction of new talent, enabling Mota-Engil to be at the forefront of the construction sector, nationally and worldwide.

“The investment in training and attraction of new talent, enabling Mota-Engil to be at the forefront of the construction sector”



**CARLOS
MINEIRO
AIRES**

PRESIDENT
OF THE PORTUGUESE
ENGINEERING
COUNCIL



... one direction

I believe the opportunity to start off the career at Mota-Engil is hugely valuable for any young engineer. Integrated into the commercial infrastructure department, I have had the opportunity to accrue experience in different types of construction works: roads, tunnels, bridges, railways and airports, seeking to combine commercial study with the proximity to production, as much as possible. On the other hand, I think that the joint work undertaken with several other departments of the company and the direct contact with experienced professionals represents a permanent opportunity for evolution and learning.

I have always had the ambition of working at Mota-Engil, being the great reference in Portuguese construction. And now, that I have had that opportunity, I see it was a very wise decision. Mota-Engil is a world-class engineering and management

school: it shapes, leverages and elevates those who come through here.

In my opinion the two major assets are: people and projects. Mota-Engil allows young engineers to work side-by-side with top professionals, while affording them the opportunity to participate in different sizeable and impactful works and projects. On the other hand, integrating the Group through the Start@ME programme guarantees strong follow-up during onboarding and a vast contact network, which provides very important support for the initial stages of professional development.

Mota-Engil is a Group with great history and great accrued knowledge, but, most of all, it is a universe with future and full of possibilities!

“Mota-Engil is a world-class engineering and management school”

**RUI
SOLHEIRO**



POSITION
CIVIL ENGINEER



Mota-Engil, a Training Academy for Young Talent

RUI SOLHEIRO WAS HONOURED WITH BEST ENGINEERING INTERNSHIP AWARD OF 2019 BY THE PORTUGUESE ENGINEERING COUNCIL.

Rui Solheiro was twice recognised for his internship project conducted at Mota-Engil within the scope of the young talent programme – Start@ME.

Initially, the project was recognised by the Northern section of the Portuguese Engineering Council, among 200 other internships, with the “Approved with distinction” mark awarded by the jury. As a result, the project was selected by the Civil Engineering

College of the Council, as part of a list of 7 selected internships, for the Best Northern Civil Engineering Internship of 2019.

Finally, during the National Engineer’s Day, which celebrates engineering and distinguishes and recognises engineers, this project was awarded once more. This time it was honoured with Best Engineering Internship Award of 2019 by the Engineering Council, voted nationally by its 5 regional sections of the Association.

The project is entitled “Estágio na Direção Comercial de Infraestruturas (Start@ME 2017): Elaboração técnica e financeira de propostas. Caso de Estudo: Reabilitação da ponte sobre o rio Tâmega” and was conducted at Mota-Engil in 2017 and 2018.





Mota-Engil between the most attractive companies to work in Portugal



Mota-Engil was distinguished in the Top 100 of the Annual Ranking

In 2019, Mota-Engil was distinguished in the Top 100 of the Annual Ranking of the Most Attractive Employers in Portugal, in a the study conducted by Universum – an annual study which recognises the most attractive companies in Portugal in the eyes of young talent. Mota-Engil ranked as the 13th best company in the Engineering field, being the 4th Portuguese company in the ranking.

4TH PLACE BETWEEN PORTUGUESE COMPANIES IN THE ENGINEERING AREA AND LEADER IN CIVIL ENGINEERING.



13th

**MOTA-ENGIL
ENGINEERING**

Human Resources Policy

The Human Resources policy is an essential pillar for fostering the international development, diversification and expansion of the Mota-Engil Group. Aligned with the *StepUp 2020* strategic plan, the Human Resources Policy is structured around four main objectives:

Culture of merit

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

Reinforcement of culture and organisational model

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

Development and mainstreaming of competences

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

Global staff mobility

The challenges of the diversification and internationalisation of the Group are increasingly requiring the capacity to transform mobility in a unique factor for the presence of the company with the customers, partners and communities and a factor of cohesion, exchange and growth of its people.

THIS IS THE STRENGTH OF MOTA-ENGI: IT IS FOR THE PEOPLE AND WITH THE PEOPLE THAT THE GROUP WILL CONTINUE ASSUMING ITS POSITION IN THE WORLD.

Characterisation of Mota-Engil employees

Distribution of employees per region

	No.	%
Holding	344	1%
Europe	8,440	20%
Capital	870	2%
Africa	18,229	44%
Latin America	13,423	32%
Overall Total	41,306	100%

Distribution of employees per region and gender

	Women		Men	
	No.	%	No.	%
Holding	184	53%	160	47%
Europe	1,323	16%	7,117	84%
Capital	79	9%	791	91%
Africa	2,009	11%	16,220	89%
Latin America	1,838	14%	11,585	86%
Overall Total	5,433	13%	35,873	87%

Distribution of employees per region and age group

	18 to 29 years		30 to 39 years		40 to 49 years		≥ 50 years	
	No.	%	No.	%	No.	%	No.	%
Holding	75	22%	75	22%	98	28%	96	28%
Europe	750	9%	1,826	22%	2,512	30%	3,352	40%
Capital	86	10%	248	29%	300	34%	236	27%
Africa	3,757	21%	7,436	41%	4,593	25%	2,443	13%
Latin America	2,320	17%	4,474	33%	3,852	29%	2,777	21%
Overall Total	6,988	17%	14,059	34%	11,355	27%	8,904	22%



Distribution of the employees per region and seniority

	< 3 years		3 to 10 years		11 to 20 years		≥ 20 years	
	No.	%	No.	%	No.	%	No.	%
Holding	98	28%	77	22%	86	25%	83	24%
Europe	2,517	30%	2,392	28%	2,399	28%	1,132	13%
Capital	395	45%	359	41%	94	11%	22	3%
Africa	11,340	62%	5,389	30%	1,026	6%	474	3%
Latin America	10,797	80%	2,268	17%	122	1%	236	2%
Overall Total	25,147	61%	10,485	25%	3,727	9%	1,947	5%

Distribution of employees per region and level of qualifications

	Basic		Secondary		Higher	
	No.	%	No.	%	No.	%
Holding	57	17%	86	25%	201	58%
Europe	5,181	61%	1,539	18%	1,720	20%
Capital	358	41%	339	39%	173	20%
Africa	12,816	70%	4,087	22%	1,326	7%
Latin America	7,182	54%	4,725	35%	1,516	11%
Overall Total	25,594	62%	10,776	26%	4,936	12%

Distribution of employees per type of employment contract

	Fixed-Term Contract		Permanent Contract	
	No.	%	No.	%
Holding	77	22%	267	78%
Europe	2,810	33%	5,630	67%
Capital	518	60%	352	40%
Africa	15,189	83%	3,040	17%
Latin America	7,817	58%	5,606	42%
Overall Total	26,411	64%	14,895	36%

Distribution of employees per type of employment contract and gender

	Fixed-Term Contract		Permanent Contract	
	No.	%	No.	%
Women	3,205	59%	2,228	41%
Men	23,206	65%	12,667	35%
Overall Total	26,411	64%	14,895	36%

Distribution of the employees on international mobility by region

	Women		Men		Total	
	No.	%	No.	%	No.	%
Holding	1	33%	2	67%	3	0.2%
Europe	9	14%	55	86%	64	4.5%
Capital	0	0%	3	100%	3	0.2%
Africa	54	5%	1,111	95%	1,165	81.3%
Latin America	12	6%	186	94%	198	13.8%
Overall Total	76	5%	1,357	95%	1,433	100%



HEALTH BENEFITS FOR EMPLOYEES ON INTERNATIONAL MOBILITY

IN 2019, MOTA-ENGIL IMPLEMENTED, ON A WORLD-WIDE LEVEL, A NEW HEALTH AND TRAVEL ASSISTANCE PROGRAM, DESTINED TO EMPLOYEES ON INTERNATIONAL MOBILITY, BEING AN EQUITABLE PROGRAM, WITH QUALITY MEDICAL ASSISTANCE, VERIFYING A SUBSTANTIAL STRENGTHENING PLAN COVERAGE.

Our numbers

MAIN INDICATORS OF HUMAN RESOURCES.
PEOPLE ARE THE MAIN DRIVING AND
LIVING FORCE OF MOTA-ENGIL



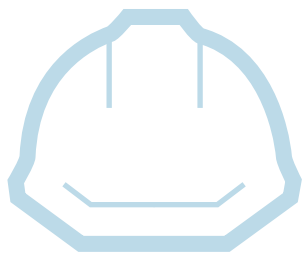
LEADER

IN PORTUGAL



TOP 30

EUROPEAN
30 LARGEST CONSTRUCTION
GROUPS



41,306

**Total number of
employees**

MOTA-ENGIL BELIEVES THAT
THE MAIN DISTINCTIVE FACTOR
LIES IN THE PEOPLE



1,433

**Total employees on
international mobility**

MOTA-ENGIL GUARANTEES HEALTH
BENEFITS FOR EMPLOYEES
ON INTERNATIONAL MOBILITY



EMPLOYEES

FOCUS ON A PEOPLE MANAGEMENT POLICY CAPABLE TO ATTRACT, DEVELOP AND RETAIN EMPLOYEES, GUARANTEEING A UNIFORM, CROSS-SECTIONAL VIEW OF THE GROUP



● MEN

● WOMEN



Developing Our People

Mota-Engil focuses on a type of management to attract, develop and retain its employees, ensuring an even vision cross-cutting all Group realities and businesses. Therefore, the HR policy, based on the Human Resources Corporate Roadmap, aims at contributing to talent development and enrichment at the Organisation, ensuring, at the same time, business needs and goals, in order to guarantee alignment with the Group's strategic plan.

Ensuring the follow-up of the strategic human resources goals, and convinced that value creation is achieved, to a great extent, through the valorization of human capital, Mota-Engil continuously invests in the development of its employees.

Training and Learning Policy

In 2019, in order to achieve this goal, a training and learning policy was developed, with the structuring, implementation and operationalization of a training model which comprises the following guiding principles:

1. Valorization of our people and company's competitiveness

Guarantee employee training in areas which, on the one hand, ensure their valuation and growth and, on the other, assure the business competitiveness.

2. Training and internal knowledge sharing

Promote learning and knowledge dissemination within the Group, by resorting to internal teams and experts.

3. Know-how update and refreshment

Boost people's growth and productivity through know-how refreshment, both on technical and behavioural levels.

4. Group cross-over and synergy

Maximize access to training and learning opportunities



**THE HUMAN RESOURCES CORPORATE ROADMAP
AIMS AT CONTRIBUTING TO TALENT DEVELOPMENT
AND ENRICHMENT AT THE ORGANISATION**

shared by Group companies/markets, fostering Mota-Engil culture and identity.

5. Training access optimisation and efficiency

Streamline remote training and learning formats by using new technologies in order to facilitate access to training opportunities.

The transformation for digital training

As a result of the need to handle the extensive geographic distribution of the Group, as well as to keep up with the evolution of work dynamics, a set of learning tools were developed in order to promote global solutions available to all Group companies:

Mota-Engil continuously invests in the development of its employees



1. Digital Learning

Using the MEuPortal - SAP Success Factors - to support process implementation, from need assessment to the execution and training appraisal/efficacy. This digital tool makes it possible to have proper geographic coverage, as well as access to different training solutions.



EMPLOYEE ONBOARDING



CORPORATE POLICIES, RULES AND BEST PRACTICES



OPERATIONAL, SAFETY AND ENVIRONMENTAL PROCEDURES



34 COUNTRIES INVOLVED



4.6/5 SATISFACTION RATE



6,198 USERS



92,254 LOGINS

2. E-Learning

Digital training courses focusing on the development of critical knowledge for Group activities, both on technical and behavioural levels, promoting the best organisational practices.

In 2019, we highlight, as an example, the e-learning training programme focused on Compliance, aimed at disseminating the Group's code of ethics and conduct, as well as the applicable rules and procedures, available to all employees on MEuPortal - SuccessFactors.



55 COMPANIES INVOLVED



1,428 COMPLIANCE TRAINING HOURS



2,856 PARTICIPANTS

3. Microlearning

Agile training solutions, typically short-duration learning activities addressing a wide variety of topics according to the needs of the functional area, working as a tool to support employee development.

Namely, the awareness session devoted to “Sustainability as a competitive factor”, aimed essentially at raising awareness



to the importance of sustainability as an imperative factor for the Group. The event had the participation of João Meneses, secretary general at BCSD Portugal – Business Council for Sustainable Development, who hosted a strategic reflection activity regarding the essential nature of this topic as a competitive and success factor for the Group.

This session, intended for senior company staff, was converted into e-learning format and made available to all Group employees.



**STAFF MEETINGS & EVENTS/
CLASSROOM TRAINING**



ONSITE TRAINING & SIMULATIONS



**PROCEDURE/TECHNOLOGY/SOFTWARE
DEMONSTRATIONS**

Mota-Engil: “A Training School”

In order to ensure the training of our employees in areas which guarantee their professional valuation and development and, at the same time, corporate sustainable growth and competitiveness, Mota-Engil defined a set of key skills which form the basis of the training initiatives undertaken. In 2019, special focus was given to the development of the following axes of intervention:

1. Development of Behavioural Skills

Behavioural training, based on a practical and experimental component, aimed at promoting the development of emotional intelligence skills, which refer to the way employees interact and relate to each other, as well as the way they react to daily professional situations.





2



3



4

2. Acquisition of technical skills

Specialised technical training directed at critical business areas and topics, aimed at ensuring the preparation, qualification and updating of know-how necessary for an efficient work performance.



5

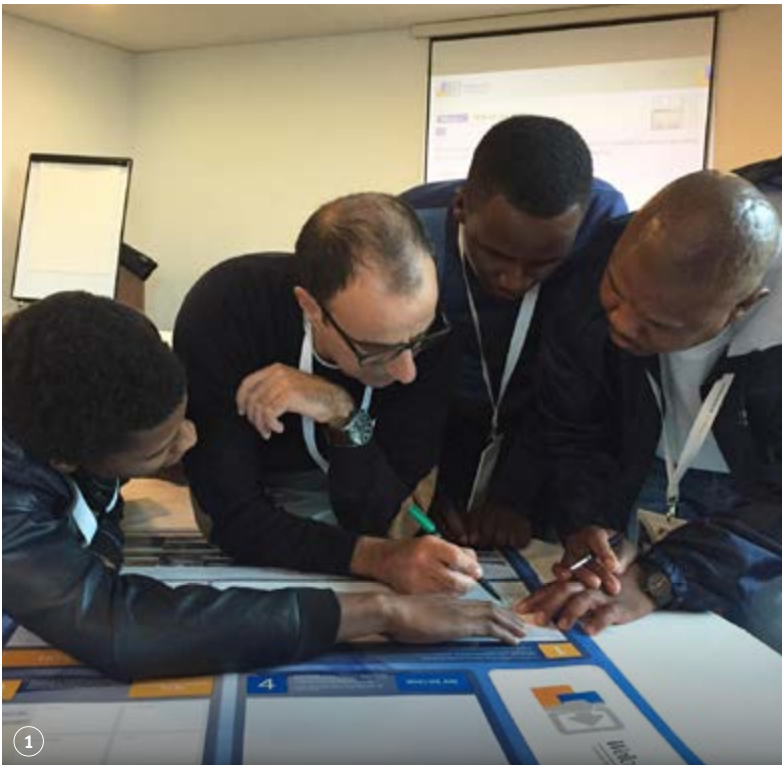
Examples of training initiatives held in 2019, on the following topics:

- 1 Event "**Sustainability as a competitive factor**", in the context of the launch of the Group's Sustainability Report.
- 2 **Training in Negotiation Techniques** for local Procurement and Logistics teams, Portugal.
- 3 **Training in Leadership** within the Last Planner System project for the "Stade Bouaké" project team, Ivory Coast.
- 4 **Talent Programme** focusing on leadership skills, by using coaching tools and agile methodologies for production managers, Peru.
- 5 **Training in Feedback and Coaching** within the Last Planner System project for the "Escuelas Públicas" project team, Colombia.

3. Consolidation of corporate culture and identity

Corporate and organisational training, based on strategic Group guidelines, which aims to raise awareness and prepare the employees across the board about fundamental operating principles.

MOTA-ENGIL PROMOTES THE PREPARATION, EMPOWERMENT AND PERSONAL AND PROFESSIONAL DEVELOPMENT OF ITS EMPLOYEES.





2



AcadeME

AcadeME – Internal Training Academy

Leveraged by the new learning management system and aimed at reinforcing the investment in the Group's development and training, the AcadeME – Internal Training Academy – developed throughout 2019 a set of training initiatives to tackle the needs of the several Mota-Engil markets and businesses.

This programme comprises a set of specialised training initiatives, designed according to the priorities of the different functional areas and markets/companies in order to develop essential skills for Group employees.



3



5

- 1 **Corporate Onboarding Session**
within the scope of the training programme designed for high potential employees in Procurement and Logistics, Portugal.
- 2 **“Unlimited Experience | 10 years of Start@ME”**
an event to celebrate the 10 years of corporate professional internships, with the testimonials of employees from the first edition about successful career paths within the company, Portugal.
- 3 **“360@MANVIA” programme**
aimed at promoting knowledge sharing within the company, with the participation of teams from different functional areas, management board and customers, Portugal.
- 4 **“Vibeiras 2.0 - Future Vision” Workshop**
with 30 management-level employees, in order to promote an in-depth reflection on the possible future paths and evolution of the company, Portugal.
- 5 **Annual Meeting at Mota-Engil Railway**
session to share corporate achievements and future scenarios, as well as its position in the national railway sector, Portugal.

Favouring internal training, these initiatives rely on internal teams and experts to hold technical, behavioural and organisational training sessions, fostering learning, knowledge dissemination and skill development and acquisition.

In 2019, the following internal academies stood out, specialised in core areas such as:

AcadeME Planning

In 2019, Mota-Engil continued the AcadeME Planning which aims at exploring the importance of work planning and scheduling, as a critical tool to support greater efficiency and organisation in works execution, based on a holistic methodology – Last Planner System – currently under implementation in the Group.

Therefore, several awareness sessions here held, involving several Group markets and companies, in order to engage the employees towards a work planning culture, in a more collaborative and practical approach.



SKILLS LEVERAGED
TECHNICAL



TRAINERS
INTERNAL MOTA-ENGIL TRAINERS
& MCKINSEY TEAM



1



2

1 2 Training sessions under AcadeME Planning program



293 PARTICIPANTS INVOLVED



23 MARKETS/COMPANIES INVOLVED



AREAS
PLANNING, PRODUCTION
AND COMMERCIAL



92% SATISFACTION

“It is essential to promote this type of initiatives, which engage people and make them realise the spirit and strategies of our management”

PARTICIPANT FEEDBACK



AcadeME Procurement & Logistics

In 2019, Mota-Engil developed AcadeME Procurement & Logistics, an on-the-job learning programme supported by the Group’s corporate Procurement & Logistics and Human Resources teams, aimed at promoting key knowledge acceleration and retention to ensure good employee performance in the respective businesses/markets.

The training academy, with the duration of 2 months, meant to empower local high-potential employees in early career stages. This academy was designed to boost immersion learning, conducted in group and covering the following learning vectors:

- Intense technical training in Procurement & Logistics, by using on-the-job learning techniques and mentoring activities;
- Group training, offering an overview of the culture, history and values of the Mota-Engil Group;
- Behavioural training, aimed at fostering soft skills in areas such as communication, negotiation and team work.

“We promise you that we shall be good ambassadors of the Group in our markets and always work hard to meet the goals of the Group”

PARTICIPANT FEEDBACK



SKILLS LEVERAGED
TECHNICAL, ATTITUDINAL AND ORGANISATIONAL



TRAINERS
INTERNAL MOTA-ENGIL TRAINERS



7 PARTICIPANTS INVOLVED
HIGH-POTENTIAL JUNIOR EMPLOYEES FROM LOCAL STRUCTURES OF PROCUREMENT & LOGISTICS



2 MONTHS DURATION



6 MARKETS INVOLVED:
SOUTH AFRICA, IVORY COAST, IRELAND, MALAWI, MOZAMBIQUE AND RWANDA



4.3/5 SATISFACTION



Opening Session
AcadeME Procurement & Logistics

Equality and non-discrimination principles

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

This policy extends to all the aspects of the working life and involves an attitude of equality of treatment and of

non-discrimination on matters such as recruitment and selection of human resources, wage policy, career development and all the other aspects concerning the employment relationship.

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



Women at Mota-Engil

Mota-Engil is committed to the Equality and Non-Discrimination Plan, submitted to the Portuguese Securities Market Commission (Comissão do Mercado de Valores Mobiliários - CMVM), and aimed at contributing to a socially responsible management based on equality.

With a view to undertaking initiatives and experiences which represent positive practices in terms of the fight against discrimination and gender inequalities, and which foster a new organisational culture capable of perceiving and valuing the personal and professional contributions of both genders, this plan covers the following areas of intervention:

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

Additionally, the Committee for Gender Equality between Women and Men was created, with a view to proposing, coordinating and monitoring the procedures and measures within this scope, in order to contribute to a socially responsible management based on an equality-oriented corporate culture.



MOTA-ENGIL IS COMMITTED TO THE EQUALITY AND NON-DISCRIMINATION PLAN, AIMED AT CONTRIBUTING TO A SOCIALLY RESPONSIBLE MANAGEMENT BASED ON EQUALITY.



Women at Mota-Engil



5,433

WOMEN
ARE PART OF
MOTA-ENGIL GROUP



38 years

AVERAGE AGE OF FEMALE
EMPLOYEES WITHIN THE GROUP



35%

OF WOMEN WITH
HIGHER EDUCATION

IN 2019, MOTA-ENGIL DEVELOPED A GENDER GAP REPORT TO EVALUATE THE GROUP'S COMPLIANCE IN RELATION TO THE FOLLOWING PARAMETERS:

Attraction and Selection

Ratio of women selected
by the number of applicants

Fair Performance Evaluation

Performance ratio between
women and men



Succession

% of women in leadership
positions

Internal Equity

Proportion
of women/men targeted
by salary reviews

Meritocracy

Proportion of women/men
covered by the performance
bonuses plan



NATIONALITY
MALAWI



SENIORITY
3 YEARS



POSITION
LAWYER

The human side of ME

Apoche Esther Itimu

“I have worked with amazing people from different nationalities and backgrounds who have been testament of Mota-Engil’s corporate culture of equal opportunities”



“Mota-Engil is a company that offers its employees an opportunity to grow professionally”

After having obtained a Masters in international Law and World Economy and worked in the public sector, I was thrilled to have been offered an opportunity to be part of Mota-Engil in Malawi working on various construction projects that have made a significant contribution towards infrastructure development in the country.

In my three years at Mota-Engil I have had an opportunity to work not only on the legal aspects of these projects but also on the legal aspects of some corporate social responsibility activities that have had a positive impact on the lives of communities that reside around some of the construction sites. I have worked with amazing people from different nationalities and backgrounds who have been testament of Mota-Engil's corporate culture of equal opportunities.

Mota-Engil is a company that offers its employees an opportunity to grow professionally through the diverse work experiences as well as training opportunities offered and continually demonstrates concern about the welfare of its employees in many aspects of their lives.

My time as its Legal Advisor in Malawi has helped me to grow professionally, to forge new relationships and to work on construction projects that are delivered efficiently whilst complying with relevant laws, regulations and policies and with the welfare of its employees and surrounding communities and the environment in mind.

Apoche Esther Itimu

Lawyer



Nacala Corridor
Malawi



3.2. Safety, Health, Environment and Quality

Strengthening a global strategy supported by proactive initiatives



It's a commitment that we make

Invest in the safety and health of our employees, on the quality of our projects and services, as well as in the preservation of the environment and surrounding communities.



IN THIS CHAPTER WE EMPHASIZE THE SUSTAINABLE
DEVELOPMENT GOALS 3, 12, 13, 14 AND 15

Multiple sights...

The Bureau Veritas Certification is committed to keeping up with its clients in their processes and challenges, leading audits with expertise and maintaining collaboration dynamics across all stages and focused on audits.

The project undertaken with the Mota-Engil Group aimed at certifying the African region - which we congratulate for the results achieved, culminating in the attainment of the integrated certification for Quality, Environment and Safety, according to standards ISO 9001, ISO 14001 and ISO 45001; with shared areas and all the synergies it represents. This involves scale economy, processes audited only once, financial investment and the possibility of having global certification respecting the specificities of the several businesses.

This certification covered eight countries: Angola, Mozambique, Malawi, Rwanda, Uganda, Ivory Coast, Cameroon and Guinea

Conakry. It was challenging from the start in terms of team sizing and execution time frame, logistics and implementation, timing as well as in terms of the several benchmarks audited as previously identified.

The scope of certification sought by Mota-Engil posed a challenge to audit team selection, regarding skills and availability to travel to different African countries. When auditing, communication is key, as auditors spend a lot of time with several of the client's stakeholders. Bureau Veritas Certification is proud and congratulates the smooth handling of this process (auditors and auditees), which reveals confidence in the processes and their implementation, and openness regarding opportunities for improvement, as provided by this exercise. Only with dedicated teams can we evolve and constantly learn.

AFRICA CERTIFICATION

“Only with dedicated teams can we evolve and constantly learn”



**BUREAU
VERITAS**

**BUREAU
VERITAS**

TESTIMONY OBTAINED
WITHIN THE FRAMEWORK
OF STAKEHOLDERS'
AUSCULTATION



... one direction

Since its inception, Mota-Engil has always been known for the protection of its employees, high quality works and initiatives devoted to environmental and community protection.

Given the worldwide exponential growth and new needs, the Group created the SHEQ area, focused on company efficiency through the integration and alignment of safety, health, environment and quality at regional level.

The definition of common goals, the update of the SHEQ Policy and the collaboration between several markets towards sharing

and implementing best practices contributed to the creation of a new culture. The first international acknowledgement of this new approach was the recent integrated certification of the Africa region, within several scopes (ISO 9001, ISO 14001 and ISO 45001) and for the different operations (construction, mining and waste management).

The path ahead is clear: a sustainable Group, based on a global strategy and focused on the well-being of its employees, the satisfaction of its clients and partners, and on eco-friendly solutions.

“A sustainable Group,
based on a global
strategy and focused
on the well-being
of its employees”

**JOSÉ SILVA
ALMEIDA**



POSITION
HEAD OF SHEQ



Implementation of a management model across all the Group's markets

Safety, Health, Environment and Quality Policy

Striving to be a leader in Safety, Health, Environment and Quality (SHEQ), Mota-Engil is committed to guaranteeing the implementation of a management model across all the Group's markets, while also acting as an agent for change in all regions and their respective stakeholders.

The SHEQ policy, in line with the Group's strategic plan, is structured according to the following principles:

1. Mission, Vision and Values,

considered the foundation of the Group's sustainability culture and strategy;

2. Integrated and Cross-Cutting Management System,

with integrated strategic guidelines defined centrally, as well as implemented and adjusted to each market, project and company where Mota-Engil operates;

3. Strategic Operational and Support Processes,

promoting clear structuring, prioritising and monitoring of efficiency-critical areas;

4. Management System-Related Requirements,

strengthening the need to identify and monitor all requirements interfering with operation, namely legal, regulatory and external requirements (clients, partners, others) and, last but not least, the Group's internal requirements;

5. PDCA cycle (Plan, Do, Control and Act),

guaranteeing they are based on proactive goals (leading) and their performance is constantly monitored through internal reporting and auditing, boosting the continuous improvement of each process;

6. Accountability of all stakeholders,

promoting the recognition of good practices and sanction in case of non-compliance with essential Group rules;

7. SHEQ Culture,

reinforcing Mota-Engil's concerns regarding the safety and health of its employees, the quality of its projects and services, as well as environmental and community protection and conservation.

This reinforcement translates into:

- (1) behaviour and top management engagement-based programmes;
- (2) SHEQ team autonomy;
- (3) activity supervision and reporting;
- (4) risk and opportunity management;
- (5) stakeholder consultation;
- (6) bilateral and effective communication.

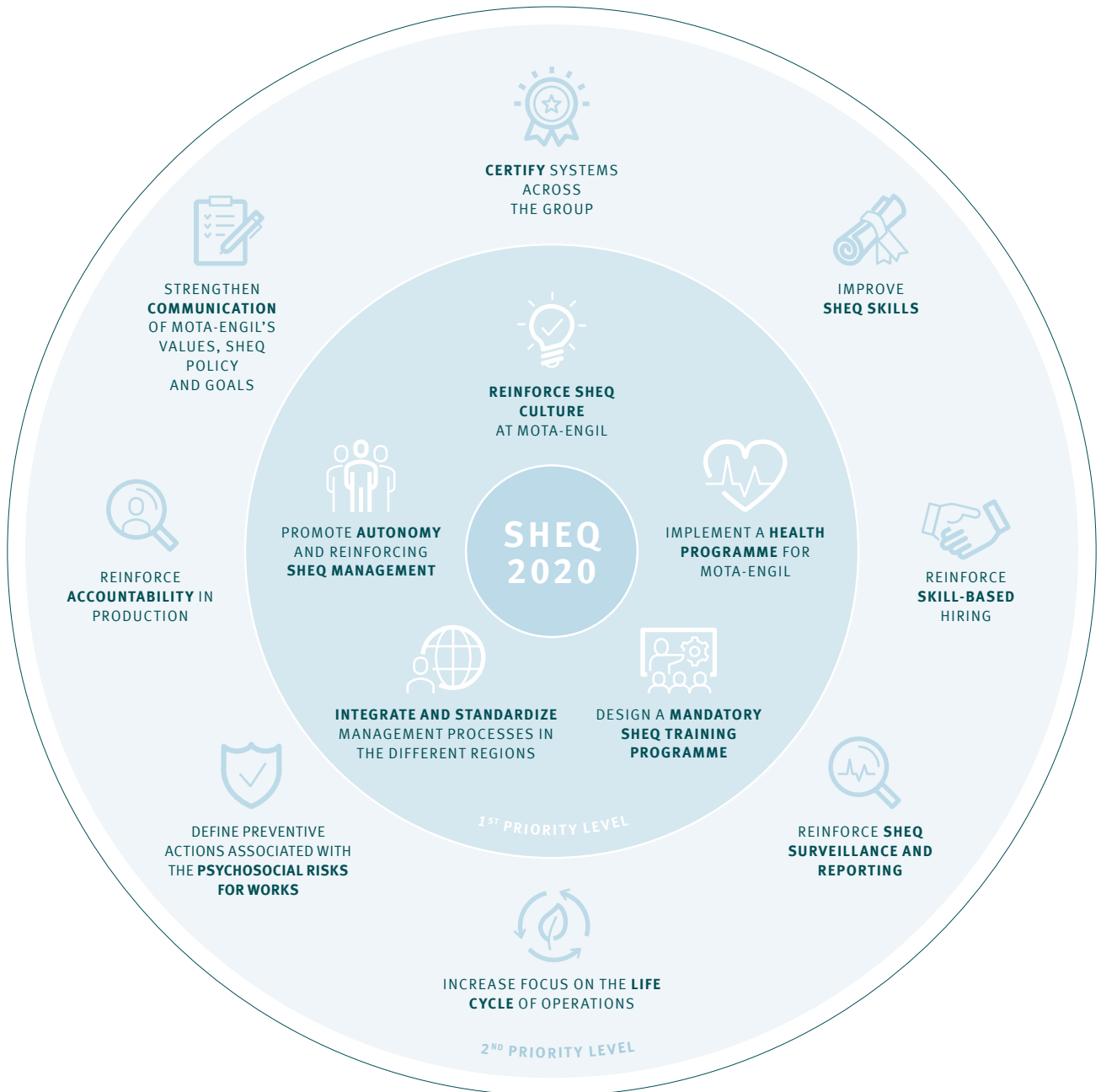
8. Skills,

boosting employee selection based on skills, and promoting their evolution through training and awareness campaigns.

9. Digital Platforms,

guaranteeing the implementation of technological solutions which enable process efficiency, and subsequent Mota-Engil data protection and control.

Having as reference these guiding principles, a Group SHEQ strategy was developed, in 2019, and implemented, the next year, based on the following action pillars:



In order to guarantee an adequate implementation of the management model, the SHEQ Committee plans, implements and monitors a set of measures and procedures, to contribute to strategic management with the following goals:

- Follow-up SHEQ performance, as well as define new methodologies and guidelines in line with the Group's top management guidelines;
- Analyse in detail the Integrated Management System performance, namely monitoring certain strategic goals and targets, incidents and respective causes and corrective measures, and defined methodologies and procedures;

- Analyse findings and information received by stakeholders, triggering the respective improvement actions;
- Present integrated solutions and best practices adapted to the needs of Group companies/markets.

THIS WAY, MOTA-ENGIL COMMITS TO A PREVENTION MANAGEMENT MODEL DESIGNED TO PROVIDE ITS EMPLOYEES WITH SAFE WORK CONDITIONS WHICH PROMOTE HEALTH AND WELL-BEING, IN COMPLIANCE WITH THE COMPANY'S SAFETY PROCEDURES AND PRACTICES.



Certification Process



The Journey

The challenge begins with the creation of a global SHEQ structure, at the time of the company's regional structuring, in order to adjust, in a consolidated way, to the Group's different regions, with a special focus on Africa.

Considering the dynamism and rapid growth of Africa, resulting from the new markets opening, personnel recruitment and "isolation/distancing" of some existing markets, the issues of employee health and safety, as well as environmental protection within the scope of our operations, became critical and priority issues for the Group.

Notwithstanding the urgent need to realign priorities and strengthen cohesion, so well defended by the Group, there was also the need to show our clients that Mota-Engil is governed by the best international practices, with the ultimate goal of guaranteeing continuous process efficiency.

Having certification in most markets, we knew certification was the best way to guarantee not only the realignment

and strengthening of the company's strategy, but also the international recognition of Mota-Engil's modus operandi.

As a result of a prior cost analysis of the existing individual certifications, we concluded that the global certification focused on ISO 45001 – Occupational Health and Safety, 14001 – Environment and 9001 – Quality, and directed at the main types of operations in Africa (construction, mining and waste management), would not only strengthen strategy realignment, but also promote scale economies in terms of certification costs.

The Certification of the Africa Region

The Africa region was the first test of global certification, with all markets and companies operating in construction, mining and waste management included in this stage, making a total of 18 establishments, with a significant impact on around 18,000 employees.



Malawi

Besides the effort undertaken by the SHEQ team of Mota-Engil Europe-Africa to coordinate and follow-up the entire process, and the engagement and commitment assumed by Country Managers, one should highlight the dedication and effort of all process managers of the nine audited markets, as well as the local SHEQ teams that led the implementation in their countries.

Despite the external recognition expected, especially at the regional level, this certification helped Mota-Engil to realign and enhance internal cross-cutting debates and strategic topics, building additional motivation for new markets/ companies, as well as strengthening the sense of belonging. At the same time, allowing the internal identification of opportunities for improvement, essential for the Group sustainability.

“The certification of Africa was, without a doubt, an important step towards internal learning and strengthening the Group’s strategy”

“I view the global certification of all regions as an organic evolution of Mota-Engil. This approach will strengthen and align the several market strategies, standardise the language of Mota-Engil, enrich the system through the introduction of best practices from new markets and, consequently, increase operational efficiency.

The certification of Africa was, without a doubt, an important step towards internal learning and strengthening the Group's strategy to guarantee the safety of employees, partners and communities and environmental protection where it operates”.

José Silva Almeida,
Head of SHEQ



Commitment to Occupational Health and Safety

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

Through many different actions, Mota-Engil complies and guarantees compliance with all the legal provisions, providing access, to all the employees, to the highest standards of occupational health and safety. During 2019, Mota-Engil reinforced its culture on this matter, investing in the carrying out of training and awareness actions and adopting the best techniques, combined with the monitoring and update of the working procedures, in order to eliminate or minimise the labour risks.



Investment in Training, within the scope of Occupational Health and Safety

CONTENTS

- ACCIDENT PREVENTION
- OCCUPATIONAL ACCIDENTS
- ORGANIZATION OF FIRE SAFETY
- FIRST-AID
- OCCUPATIONAL HEALTH
- OTHERS



119,560
NUMBER OF
TRAINING HOURS



58,779
NUMBER OF
PARTICIPANTS



Malawi



Brazil



Colombia

Management System Certification: Occupational Health and Safety

In addition to Mota-Engil’s global certification for the African region (and all its markets), within the scope of Occupational Health and Safety Management Systems (ISO 45001), the individual certifications of some markets / companies of the Group also stands out on this page (as abbreviated in accordance with page 49 of this report):



OHSAS 18001:2007 | ISO 45001

(IN 2019, THERE WAS A TRANSITION PROCESS FROM OHSAS 18001:2007 TO THE NEW ISO 45001)

EGF, MANVIA, MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO, RAILWAY, SUMA, TAKARGO, VIBEIRAS, IRELAND, POLAND, UNITED KINGDOM, SOUTH AFRICA, ANGOLA, MOZAMBIQUE, ZIMBABWE, ECB, GISA, PERU AND MOTA-ENGIL MEXICO.

Risk of Health and Safety at Work

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

- Initial training on occupational safety, carried out during the onboarding of new employees;

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

Accident Indicator





Group Awards and Accolades



“2019 Excellence and Quality” Award, Mota-Engil Peru

GUARANTEEING THE HIGHEST STANDARDS OF OCCUPATIONAL SAFETY AND HEALTH IS A PRIORITY FOR THE MOTA-ENGI GROUP



MOTA-ENGI RECOGNIZED FOR EXCELLENCE IN ACCIDENT PREVENTION



2019 EXCELLENCE AND QUALITY AWARD

ORGANISATION/CLIENT
LA POSITIVA SEGUROS



COMPANY WITH BEST SAFETY PRACTICES

ORGANISATION/CLIENT
MINERA CHINALCO PERU

For the second consecutive year, Mota-Engil Peru was distinguished, in 2019, with the Excellence and Quality Award for its occupational risk prevention strategy and optimisation of the occupational safety programme.

This acknowledgement, awarded by La Positiva Seguros, reflects the deep commitment and results achieved in occupational health and safety through the internal programmes implemented throughout the year, aimed at consolidating a preventive safety culture.

Mota-Engil was also distinguished as the company with the best safety practices at the 1st Occupational Health and Safety Symposium in Peru.

Acknowledged by client Minera Chinalco Peru as a company committed to a safety culture, in favour of its employees, with daily operations characterised by strict compliance with safety rules and the promotion of risk prevention initiatives.

Work site milestones



1.5 million

HOURS WITHOUT ACCIDENTS
AT THE **GENERAL HOSPITAL
OF CABINDA PROJECT**



General Hospital of Cabinda Project
Angola



Siguiri Gold Mine Project
Guinea-Conakry



2 million

HOURS WITHOUT ACCIDENTS
RESULTING IN EMPLOYEE ABSENCE AT
THE **SIGUIRI GOLD MINE PROJECT**

1 million

HOURS WITH NO ACCIDENTS
RESULTING IN ABSENCE AT
THE **TORTO DAM PROJECT** AND
700,000 HOURS AT WORK
SITE 233 – **TORTO DAM** IN
BARÃO DE COCAIS, ECB



233 Work Site - Torto Dam
Brazil | ECB



Siervo de la Nación Urban Motorway
Mexico



2 million

HOURS WITH NO ACCIDENTS
AT THE **SIERVO DE LA NACIÓN
URBAN MOTORWAY PROJECT**



Europe

PORTUGAL | MANVIA

The concern with everyday safety of employees

WITHIN THE SCOPE OF THE 16.20 MANVIA STRATEGIC PLAN, THE TACTICAL GOALS DEFINED REVEAL THE CONTINUOUS COMMITMENT TO OCCUPATIONAL HEALTH AND SAFETY.

The company has developed a set of awareness, management and promotion programmes in this field, namely:

- Onsite visits to promote, reinforce and consolidate the implementation of OHS safety practices, identifying deviations and opportunities for improvement, as well as implementing local follow-up activities;
- OHS training programmes on topics such emergency management, waste management and best practices for hazardous material handling;
- Promotion and strengthening of behavioural aspects based on simple attitudes and related to individual employee responsibility.



256 VISITS



1,800 HOURS OF TRAINING (APPROXIMATELY)



REGULAR SESSIONS ON OCCUPATIONAL HEALTH WORKPLACE ASSESSMENTS
360@MANVIA PROGRAMME
MANUEL VIA CAMPAIGN

“Workplace safety and well-being are priorities for Manvia.”

“Workplace safety and well-being are priorities for Manvia. We strive to improve and, to this effect, we must focus on setting ever more strict targets and procedures (...), with a view to reducing accidents and contributing to everyone’s well-being, at professional, personal and family levels.”

Pedro Vieira Neves
 Manvia CEO

Building with focus on safety: “Never take shortcuts”

“SAFETY WEEK” EVENT IN POLAND, WITH THE PARTICIPATION OF THE SIGNATORY COMPANIES OF THE AGREEMENT FOR SAFETY IN CONSTRUCTION.

The event counted on the participation of over 800 Mota-Engil Central Europe employees and 750 employees of subcontracted companies, with technical training in areas such as:

- Use of equipment/tools when working with electricity;
- Proper use of personal protection equipment;
- Inspection of technical conditions and equipment for working at height;
- Good practices and procedures for road works and when working in the vicinity of power sources.
- Emergency drills and safe fire fighting.



800 MOTA-ENGIL
CENTRAL EUROPE
EMPLOYEES



75 ONSITE
ACTIVITIES



22 LOCATIONS



Safety Week
Poland



Promotion of knowledge without barriers

Training programme for foreign employees, ensuring knowledge sharing in their native tongue, addressing workplace best practices and behaviours, detecting possible irregularities in everyday work and their respective corrective measures, in order to guarantee active training for all the involved.

Additionally, with the aim of guaranteeing a workplace suitable to the needs of all employees, all materials relevant to a proper work performance were translated into the necessary languages, from instructions to work standards.



OBJECTIVES

PROMOTE POSITIVE INTEGRATION OF FOREIGN EMPLOYEES

SHARE KNOWLEDGE ON SAFETY CONDITIONS AND PRACTICES

PORTUGAL | MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

“Acrescento + Proteção à minha Segurança”

“Acrescento + Proteção à minha Segurança” campaign, aimed at protecting employees from the hazards of UV radiation by adopting preventive measures, both in the workplace and in personal contexts.

Awareness raising campaigns at the Group’s work sites, disseminating proper prevention behaviour. At the same time, workplace measures were implemented, including making sunscreen permanently available and adjusting Personal Protection Equipment (PPE).



PARTNERSHIP WITH THE PORTUGUESE SKIN CANCER ASSOCIATION (APCC)



Latin America

PERU

Annual Safety Seminars – Leadership and Participation

MOTA-ENGIL ORGANISED THE ANNUAL OCCUPATIONAL HEALTH AND SAFETY SEMINARS, ON THE TOPIC OF “COMMITTED LEADERSHIP: INTEGRITY AND TRANSPARENCY”.

With the participation of the company’s management, construction managers, and health, safety and environment coordinators.

This initiative, held in Peru, focused on the following goals:

- Forum for sharing the main results achieved in health and safety in 2019, as well as the identification of the main opportunities for improvement.
- Define the future guidelines and main targets, strengthening Mota-Engil’s culture of excellence in risk prevention.



THE RECOGNITIONS OBTAINED ARE THE RESULT OF THE WORK UNDERTAKEN BY THE COMPANY, TOGETHER WITH ITS EMPLOYEES, WITHIN THE SCOPE OF OCCUPATIONAL HEALTH AND SAFETY.





MEXICO | GISA

Take care of the health and well-being

Aware of the importance of ensuring the health and well-being of its employees, Mota-Engil continued the “Mês da Saúde” (Health Month) program at GISA, in Latin America. This initiative aims to improve the living conditions of life of each

employee, through health-related prevention and follow-up. In this sense, the initiatives held included awareness training and lectures, health checks and other informative activities in order to foster healthy lifestyles.

PERU & BRAZIL | ECB

The importance of safety on employees' health

Within the scope of occupational risk and accident prevention, Mota-Engil's priority is to ensure awareness of best work practices, in order to protect the health of its employees.

For example, several awareness campaigns focusing on the potential workplace-related hand risks were conducted throughout Latin America.

“Campaña de cuidado de manos” initiative

This awareness initiative had the following goals:

- 1 – Raising employee awareness of work site risks, with relevant materials alluding to the theme;
- 2 – Awareness raising in weekly meetings focusing on daily prevention when carrying out high risk activities and tasks;
- 3 – Training programmes and initiatives with all employees, including dexterity activities requiring handwork, and the distribution of materials addressing additional prevention measures;
- 4 – Recognition of employees who comply with safety measures and procedures.



Hand Care Campaign, Peru



PERU

“CAMPAÑA DE CUIDADO DE MANOS”,
UNDER THE MOTTO “YO CUIDO MIS
MANOS DAME ESOS CINCO”

INTENDED FOR EMPLOYEES OF THE
MAIN WORK SITES OF PERU

Workplace Hand Care Initiative

Workshops on accident prevention, as well as exhibitions and training initiatives focused on the safety mechanisms implemented onsite for hand prevention and protection.

As a result of this awareness campaign, Mota-Engil significantly reinforced its safety standards, achieving a reduction of 50% in the number of accidents with absence in the second half of 2019.



BRAZIL | ECB

50%

DECREASE IN ACCIDENTS AT WORK SITE

231 COMPERJ IN ITABORAÍ,
RIO DE JANEIRO



Africa

Prevention of occupational accidents and illnesses

Committed to the prevention of occupational accidents and illnesses, as well as in the promotion of employee well-being, Mota-Engil in Africa operates in order to guarantee compliance with safety standards, promoting healthy workplaces and greater quality of life for its employees.

UGANDA

SKIN CANCER AWARENESS CAMPAIGNS

RWANDA

PREVENTION CAMPAIGNS ON THE USE OF PSYCHOACTIVE SUBSTANCES - ALCOHOL AND DRUGS

ANGOLA

PROMOTION OF ONSITE PREVENTIVE BEHAVIOUR



Mota-Engil Africa



MALAWI

Safety culture in accident prevention

IMPLEMENTATION OF PROACTIVE RISK ASSESSMENT AND PREVENTION PROGRAMMES

Mota-Engil strengthened the preventive measures implemented at work sites in Malawi, following and monitoring the everyday activities of its employees based on the health and safety criteria fostered by the company.

“Rail Way Safety”, at the New Shire Bridge Project

Initiative aimed at preventing occupational accidents through employee awareness and education towards the best safety practices and behaviours in railway works.

Additionally, Mota-Engil supported the client, as well as the local government, in order to guarantee the safety of the local communities close to the work sites.

“Creating a Safe Working Environment” Project - A49/18 Parliament Road

Adoption of preventive skills and behaviours which ensure a workplace in full compliance with occupational health and safety standards, with training in the following topics:

- Preventive conduct to avoid work accidents;
- Correct use of PPE;
- On-site risk assessment, with meetings monitoring security practices;
- Alcohol and drug abuse.

UGANDA

Investing in the quality of life of employees

Nowadays, work-related stress is a problem that affects a large part of the working population, with significant effects on employee performance, productivity, and emotional and physical health. Mota-Engil organised a workplace stress management initiative, at the CIKNB project in Uganda, in order to improve the mental health and well-being of its employees.

This campaign aimed to provide employees with the skills to proactively understand and manage stress, mitigating its negative effects on work, health and family and social life, by addressing the following topics:

- Characterise the concept;
- Identify negative causes and factors of professional stress;
- Recognise related signs and symptoms;
- Adopt preventive techniques to control and manage professional stress.



Awareness campaign, Uganda

A strong organisation of health and safety

IMPLEMENTATION OF INITIATIVES IN THE SCOPE OF PROMOTION WELL-BEING OF THE EMPLOYEES, RISK PREVENTION, SAFETY AND QAULTY IN THE WORKPLACE.

Throughout 2019, Mota-Engil developed, in Guinea, an action plan comprising the implementation of campaigns, usually on a weekly basis, in order to provide its employees with the best proactive preventive practices and behaviours for occupational health and safety.



INITIATIVES FOR THE PROMOTION OF OVERALL EMPLOYEE HEALTH AND WELL-BEING

- HIV/AIDS PREVENTION AND TREATMENT
- FATIGUE MANAGEMENT
- STORM PREPAREDNESS
- HEARING PROTECTION IN NOISY WORKPLACES
- MALARIA PREVENTION
- ALCOHOLISM PREVENTION PRACTICES



INITIATIVES WITHIN THE SCOPE OF SAFETY, QUALITY, AND THE PREVENTION OF OCCUPATIONAL RISKS

- IMPLEMENTATION OF THE 5S METHODOLOGY
- EMERGENCY RESPONSE PROCEDURES
- WORK SITE RISK ASSESSMENT
- DEFENSIVE DRIVING TECHNIQUES
- CLASSIFICATION AND STORAGE OF HAZARDOUS MATERIALS
- WORK SITE TOOL HANDLING



Commitment to Environment

The environment preservation as a strategic goal

Aware of the importance of taking care of where we live, the Mota-Engil Group develops in all parts of the world a set of initiatives of awareness raising for the environment and

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



INTERACTIVE AWARENESS PLATFORMS



MITIGATING THE USE OF PLASTIC



INVESTING IN ECO-EFFICIENCY AND LIFE CYCLE



DECREASING GREENHOUSE GASES



ENERGY CONSUMPTION OPTIMISATION



EMISSION CONTROL



RATIONALISING RESOURCES

Management Systems Certification: Quality and Environment

In addition to Mota-Engil's global certification for the African region (and all its markets), within the scope of Environment (ISO 14001) and Quality (ISO 9001) Management Systems, one should also highlight, below (as abbreviated in accordance with page 49 of this report), the individual certifications of some markets/ companies of the Group:



QUALITY ISO 9001:2015
CAPSFIL, EGF, MANVIA, MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO, SUMA, TAKARGO, VIBEIRAS, IRELAND, POLAND, UNITED KINGDOM, SOUTH AFRICA, ANGOLA, MOZAMBIQUE, ECB, GISA, PERU.



ENVIRONMENT ISO 14001:2015
EGF, MANVIA, MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO, SUMA, TAKARGO, VIBEIRAS, IRELAND, POLAND, UNITED KINGDOM, SOUTH AFRICA, MOZAMBIQUE, ECB, GISA, MEXICO AND PERU.





EGF
Portugal



Europe

EGF

EGF strenghtens awareness and achieves more results

EGF INVESTS ON DIVERSIFICATION OF APPROACHES AND STRENGTHENING OF INITIATIVES OF CONTACT WITH THE POPULATION.

2019 was characterised by the consolidation of implemented activities and the expansion to specific target audiences, which show high levels of success regarding the adoption of pro-environmental behaviours, leading to better results.

2019 Activities and Initiatives

EGF consolidated seven joint communication initiatives, with its own brand and centralised coordination as to the way of acting:


















13%

INCREASE IN SELECTIVE COLLECTION OF WASTE IN RELATION TO 2018 (ABOVE THE 10% NATIONAL AVERAGE)



Communication based on the results

Indicators of environmental awareness campaigns

<p>“ECOVALOR”</p>  <p>494,000 PARTICIPANTS</p>	 <p>2,535 tons OF PACKAGES SENT TO RECYCLING</p>	 <p>316 VISITS 6,020 AWARENESS CAMPAIGNS</p>
<p>“ECOEVENTOS”</p>  <p>377 EVENTS HELD</p>	 <p>11.8M CONTACTS PERFORMED</p>	 <p>477 tons OF PACKAGES SENT TO RECYCLING</p>
<p>“COMÉRCIO A RECICLAR”</p>  <p>7,008 AWARENESS INITIATIVES TAKEN</p>		
<p>“TONELADAS DE AJUDA”</p>  <p>250 ORGANISATIONS WITH THE CAMPAIGN ACTIVE</p>	 <p>734 tons OF PACKAGES SENT TO RECYCLING</p>	 <p>69,973€ TO SUPPORT WELFARE INSTITUTIONS</p>
<p>“ECOPRAIAS”</p>  <p>99,763 PARTICIPANTS</p>	 <p>400 SUMMER CAMPS</p>	 <p>244 tons OF PACKAGES SENT TO RECYCLING</p>
<p>OTHER ENVIRONMENTAL EDUCATION CAMPAIGNS</p>	 <p>80 thousand PARTICIPANTS</p>	 <p>1,070 tons OF PACKAGES SENT TO RECYCLING</p>



12.3

MILLIONS OF PARTICIPANTS



5,094

TONS OF PACKAGES

ALGAR 10% 24%	RESIESTRELA 1% 2%	SULDOURO 8% 7%	VALORSUL 15% 27%
AMARSUL 20% 8%	RESINORTE 11% 6%	VALNOR 2% 4%	VALORMINHO 3% 6%
ERSUC 13% 9%	RESULIMA 10% 4%	VALORLIS 7% 3%	

Note: The aforementioned amounts refer to tons collected within the scope of specific communication campaigns and directed at specific target audiences, excluding door-to-door collection and new recycling points.



2,129

TONS
PLASTIC, METAL
AND DRINK PACKAGES



749

TONS
GLASS



2,216

TONS
PAPER/CARDBOARD



ERSAR Awards

Valorsul and Valorminho were awarded the quality seals for urban waste management and Valorsul also received the Excellence award for Urban Waste System.



Training for national environmental literacy in Portugal

In 2019, more than 15,400 hours of training for environmental literacy were carried out in Portugal, and 84,200 qualitative face-to-face contacts were made, of which 14,500 were individual actions within the scope of door-to-door campaigns, thus decreasing population coverage in comparison with previous years, which mostly comprised large group sessions.

Overall, 76 environmental awareness campaigns were undertaken through 22 clients:

Mobile units and structures for community environmental awareness:

- ZOOURBANIDADE®
- CIDADÓMETRO®
- ECO SPOT®

Large awareness initiatives:

- “Caninos em Protesto - Cãominhada”
- “Faço Festão”
- “Mascotes - Extraviados”

Educational sessions in schools and shopping centres:

- “Lixo Culpado”
- “Produzido com Lixo”
- “Da Loja ao Lixo”
- “Sou Fresco”



15,400 HOURS OF TRAINING



84,200 QUALITATIVE FACE-TO-FACE CONTACTS



14,500 INDIVIDUAL ACTIONS WITHIN THE SCOPE OF DOOR-TO-DOOR CAMPAIGNS

Awareness campaigns in companies and workplaces:

- “Combate aos Mitos”
- “Resultados à Vista”
- “Ponto Azul”

Acquisition of communication support and tools:

- “Mar de Descuido”





VIBEIRAS

The concern with water resources optimisation

VIBEIRAS IMPLEMENTS THE CONCEPT OF SUSTAINABLE CONSUMPTION, COMBINED WITH A CHANGE IN CONSUMPTION HABITS, TO AVOID WASTE AND, IN THIS WAY, CONTRIBUTING TO ENVIRONMENTAL CONSERVATION.



Lawn maintenance
Aguieira, Portugal

In line with the Group’s environmental concerns, the optimisation of water resources, with a special focus at combating environmental degradation, is for Vibeiras an imperative in terms of its corporate social responsibility.

For this purpose, Vibeiras implements, in each project developed, the concept of sustainable consumption, combined with a change in consumption habits, to avoid waste and, in this way, contributing to environmental conservation.

“Trigger Systems” Project, ANA Aeroportos

Implementation of a “Trigger Systems” technology platform, which allows the automatic and efficient control

of irrigation systems, installed throughout the entire airport area from 2020.

Street rehabilitation in the city of Casablanca

Project comprising the installation of flowerbeds and respective irrigation systems along the city’s streets, with the development of an innovative control system, making it possible to save around 18 million litres of water per day.



Africa

ANGOLA

Angola, a permanent challenge

ASSOCIATED TO THE CONCEPT OF SUSTAINABLE DEVELOPMENT, MOTA-ENGIL VIEWS THE MITIGATION OF ENVIRONMENTAL IMPACTS AS ONE OF ITS BIGGEST CHALLENGES IN AFRICA.

To that end, the Group has been designing a sustainable way of construction, through the adoption of sustainable practices which promote greater economic and social efficiency.

Sustainable Design of the General Hospital of Cabinda project

The construction itself commits, on the one hand, to decreasing environmental impact, by favouring the use of

locally produced and extracted materials and, on the other hand, to reusing, recycling and recovering construction waste, in a community-based approach. Mota-Engil further commits to the use organically-based certified products and to the creation of green spaces.

Additionally, the building positioning was studied to enable proper lighting and ventilation with the lowest energy consumption possible.



General Hospital of Cabinda
Angola



MOZAMBIQUE

“Living Mozambique, Building the Future”

Under the motto “Viver Moçambique construindo o futuro”, Mota-Engil launched a set of internal initiatives aimed at raising employee awareness for the importance of having and maintaining a clean and organised workplace. With a direct impact on the professional and personal performance of its employees, these initiatives aim at increasing team well-being, promoting interpersonal relationships, and decreasing occupational accidents and health risks.

Furthermore, Mota-Engil organised an initiative for resource rationalization, setting up recycling points at all work sites and raising employee awareness towards the reuse of discarded materials.

“Mota-Engil distinguished by AIP Foundation with cooperation award”

Mota-Engil was distinguished with the “Prémio de Cooperação Moçambique + Portugal” award, by AIP Foundation, for its contribution to the revival of the different sectors of Mozambican economic activity.

The recognition awarded to ECOLIFE, a Group company which operates in urban waste collection in Maputo, reveals the significant impact of the work conducted on the city’s environmental cleanliness and quality.



Award delivery, Mozambique

UGANDA AND ZIMBABWE

As planet and environmental conservation become a collective imperative, organisations take on a major role in social responsibility, and find in environmentally sustainable practices the most effective way to mitigate environmental impact. This approach is at the heart of Mota-Engil’s conduct model, based on practices which foster alternatives to decrease waste and optimise the material reuse system.

UGANDA ORGANISES AWARENESS CAMPAIGNS ON THE SUSTAINABLE USE OF PLASTIC, HIGHLIGHTING THE IMPORTANCE OF SORTING AND RECYCLING.

ZIMBABWE PARTICIPATES IN NATIONAL CLEANING DAY CAMPAIGN MONTHLY INITIATIVE TO CONTRIBUTE TO A CLEANER COMMUNITY.



National Cleaning Day, Zimbabwe



Latin America

MEXICO | MOTA-ENGIL MEXICO

Ecosystem-friendly construction

The conservation of the ecosystems with the communities has been gaining ground, remaining at the base of the awareness activities undertaken by the Group.

In 2019, the World Environment Day placed particular emphasis on air contamination, calling for greater individual and collective awareness, as well as the adoption of measures to progressively mitigate global warming.

Electric energy production from Biogas

Mota-Engil Mexico undertook a project to produce electric power from biogas, thus contributing to a 9% decrease in greenhouse gases emissions, which, in turn, decreases the ecological footprint.



9%

DECREASE IN GREENHOUSE GASES EMISSIONS

Efficient Resource Use

- Awareness initiatives in schools and surrounding communities;
- Initiatives on recycling and reusing solid waste and its final destination;
- Environmental conservation;
- Cost reduction;
- Energy consumption decrease.

Biodiversity protection and conservation

- Protection and conservation of protected species;
- Rescue and relocation of wild flora and fauna specimens.



454

RESCUE OF TURTLE NESTS



32,646

RESCUE OF TURTLE EGGS



BRASIL | CONSITA

Producing more with less

TAKING ON THE ROLE OF AGENT FOR CHANGE REGARDING ECOLOGICAL AND ENVIRONMENTAL RESPONSIBILITY, MOTA-ENGL HAS ACKNOWLEDGED AND REWARDED ECO-EFFICIENCY AND SUSTAINABILITY IN THE MARKETS WHERE IT OPERATES.



"Looking after the environment" Quiz Brazil



Consita organises initiative on waste Brazil

In Brazil, Mota-Engil's investment in environmental education, through awareness campaigns, trainings and agreements, has contributed not only to environmental conservation, but also to community-based sustainable development:

COLLECTION OF BATTERIES AND PLASTIC CAPS,
 CONVERTED INTO FINANCIAL SUPPORT FOR EARLY DETECTION AND SOCIAL PSYCHOLOGICAL SUPPORT PROGRAMMES FOR CHILDREN AND ADOLESCENTS WITH CANCER



Partnership with SOS Children's Villages

WORKING TOGETHER TO PROTECT AND LOOK AFTER CHILDREN WHO HAVE LOST OR ARE AT RISK OF LOSING PARENTAL CARE.

Present in 135 countries, there are 572 SOS Children's Villages with the mission of ensuring that the rights of all children, in all societies, are respected.

It is estimated that **one in every ten children in the world** have lost or are at risk of losing parental care, which corresponds to more than **220 million** children.

Around **571 million children live in extreme poverty** and **230 million** children do not have a birth certificate.

Worldwide, **half the people with refugee status are children (60 million)**.

Mota-Engil Peru joins SOS Children's Villages, creating a social and environmental initiative, with the campaign "Dale La Vuelta". Working towards two noble goals, and with added motivation, the employees organised a campaign to

collect recyclable waste, with the proceeds allocated to SOS Children's Villages.



2,000 kg

COLLECTION OF PAPER AND CARDBOARD



620 kg

COLLECTION OF PLASTIC BOTTLES AND CAPS



**ALDEAS
INFANTILES SOS
PERÚ**





Social solidarity initiative
Nkhotakota, Malawi



3.3. Our Communities

Mota-Engil supports communities and social causes



Think Global, Act Local

Mota-Engil supports local communities and social causes on the three continents where it operates, contributing to the development of a fairer society.



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

Multiple sights...

Mota-Engil, both through the company and the Foundation, goes beyond mere financial donations. From our experience working with Mota-Engil in community investment initiatives, we can safely say that Mota-Engil seeks a close engagement with the project it fosters, understanding beforehand the needs and acting on them, in order to create sustainable projects.

Since 2013, the Maputo Port Development Company (MPDC) has applied a company partnership model to invest in community-based social projects. Within that scope,

Mota-Engil has been a tireless and indispensable partner in all initiatives fostered, from the smallest, like volunteering projects, to the largest (like the construction of the CERCI school). In a country like Mozambique, with a wide array of primary needs in communities – education, drinking water, healthcare, among many others – investing in social projects is not charity, but rather guaranteeing a future for Mozambique. When we invest in communities, they grow with us. We are not ensuring the sustainability of communities, but rather of the entire ecosystem.

“Mota-Engil has
been a tireless partner
in all initiatives
fostered”



**SORAIA
ABDULA**

HEAD OF
COMMUNICATION,
IMAGE AND SOCIAL
RESPONSIBILITY
AT MPDC



... one direction

After cyclone Idai, our company did not stand by, but rather decided to lend help in the region by rebuilding the abutments of the Lucite River Bridge, destroyed by the storm, and by building a 50-metre crossing over the Dakata river, which had its steel bridge dragged by the waters. Besides this, the company aided in the cleaning of Dombe's access roads, by removing fallen trees and sludges and partially rebuilding the roads.

We offered help in the way of cleaning and clearing an area for the construction of housing for around 410 people who had their homes destroyed by the cyclone.

Additionally, we aided in the storage and subsequent delivery of goods to the several regional communities, in partnership with NGOs, such as Helpo and the Red Cross.

Consequently, we were able to directly support the Mozambican community and, at the same time, enable government officials and other entities to carry out their work.

“Using an improvised raft, more than 120 people were rescued”

**TOMAS JONE
MACUMBUZE**



POSITION
BRICKLAYER



Commitment to the Community

Inspired by the motto “Think Global, Act Local”, the Mota-Engil Group supports local communities and social causes on the three continents where it operates, contributing to the development of a fairer society.

Aware of its importance to the development of local communities, Mota-Engil undertook, in 2019, a variety of initiatives promoting support for the elderly and for disadvantaged children, investing in community environmental awareness and quality of life,

and contributing to research development, thus sealing its commitment to surrounding communities. The development of close, continuous and lasting relationships is an ever present goal for the Group’s daily activities as a socially responsible entity.

“In each attitude,
a shared future”



Africa

MOZAMBIQUE

A swift response to the devastating effects of cyclone IDAI

MARCH 14TH WAS MARKED BY THE DEVASTATING LANDFALL OF CYCLONE IDAI IN MOZAMBIQUE.

The extent of the devastation and the number of fatalities and affected people reached a catastrophic proportion, with the UN deeming it one of the largest of Sub-Saharan Africa.

Aware of its responsibility as an integral part of the country’s history, and imbued with profound solidarity, Mota-Engil Mozambique immediately offered to repair roads and other damaged infrastructures, in construction works amounting to 1,000,000€. It also joined a national initiative, which consisted in collecting non-perishable food products, hygiene products, mosquito nets and other essential goods.

Additionally, Mota-Engil Mozambique continued to cooperate with the Mozambican State within the scope of the distribution of clean water in tanker trucks, and with all entities and institutions towards a swift recovery and the restoring of all affected infrastructures.



90 tons OF CLOTHING FROM CARITAS



100 BICYCLES FROM MOZAMBIQUES



1,000,000€ IN WORKS



100,000€ CAMÕES INSTITUTE

MOZAMBIQUE

Mota-Engil at the front line supporting Mozambique

In compliance with social development support directives, Mota-Engil Mozambique joined the movement “Olá Vida” (Hello Life) - a non-profit association promoting better quality of life for children with cancer - in the commemorations of the International Childhood Cancer Day, by offering teaching materials to children with cancer, so that the time spent in treatment and in hospital is more enjoyable.

Known for its association with noble causes, Mota-Engil Mozambique joined the “Mãos Auxiliadoras” (Aiding Hands Project), which helps children in Community 7, in Maputo. Hundreds of children are sheltered every day in a safe space with access to leisure, education, art, music and sports. The Mozambique Branch surprised the children with better classroom conditions, making the spaces safer and more comfortable. Additionally, it took advantage of the occasion to distribute books to all children covered by the project.





Latin America

MEXICO | MOTA-ENGIL MEXICO

Sustainability at the centre of Mota-Engil

AS A SUSTAINABLE COMPANY, MOTA-ENGIL INCLUDES ALL ITS EMPLOYEES, LEADERS AND STAKEHOLDERS IN ITS SUSTAINABILITY INITIATIVES.

The engagement and dedication of everyone towards initiatives that enhance the communities prove that the commitment to social responsibility is part of the Group’s genesis, which increasingly adopts a sound and cross-cutting sustainable strategy.

In line with this trend of engagement with local communities, Mota-Engil Mexico launched the “Mãos à Obra” (Let’s Get to Work Programme), with the participation of the entire lab, work site and office staff. The programme consisted in collecting paper and cardboard for recycling and subsequently purchasing school supplies, backpacks, clothing and essential goods for children aged 6 to 12. With a great spirit of solidarity, the team collected 3.3 tons of paper, having a positive impact on the lives of 280 indigenous children from Sierra Poblana, who will have access to education on equal footing and the materials necessary to attend primary school.

Furthermore, and minimizing the ecological footprint, the campaign helped save 100,000 litres of water and 106 trees.



“Mãos à Obra” Campaign, Mexico



Indigenous children of Sierra Poblana, Mexico



3.3 tons OF PAPER COLLECTED



106 NON-DESTROYED TREES



100,000 l OF WATER SAVED



PERU

Mota-Engil embraces charity initiatives

The commitment to the well-being of surrounding communities allows the Mota-Engil Group to be part of the solution in the creation of positive impact in the world, and play an active role in shaping behaviours, inspiring socially responsible attitudes.

Based on this philosophy, Mota-Engil Peru invested around 18,000€ in several initiatives and training programmes throughout 2019, towards the local development of the communities directly impacted by its projects.

Additionally, and aimed at helping children with blood and bone marrow disorders, Mota-Engil organised a blood drive, with the participation of 215 employees.

Thus, Mota-Engil makes socially responsible behaviour a priority, contributing to an inclusive society, with special focus on the promotion of child education and healthcare, as well as social equality.



“Donate blood and save a life” campaign, Peru



Europe

POLAND

Mota-Engil Central Europe supported the 4th edition of the Workcamp Łódź Project, in an initiative led by civil engineering and architecture students, throughout the school vacation period, and aimed at renovating public buildings.

In 2019, the volunteers refurbished and equipped the rooms of the Child Care Home, creating a pleasant space where the children of foster families can conduct several activities and psychotherapy sessions.



“Workcamp Łódź”, Poland

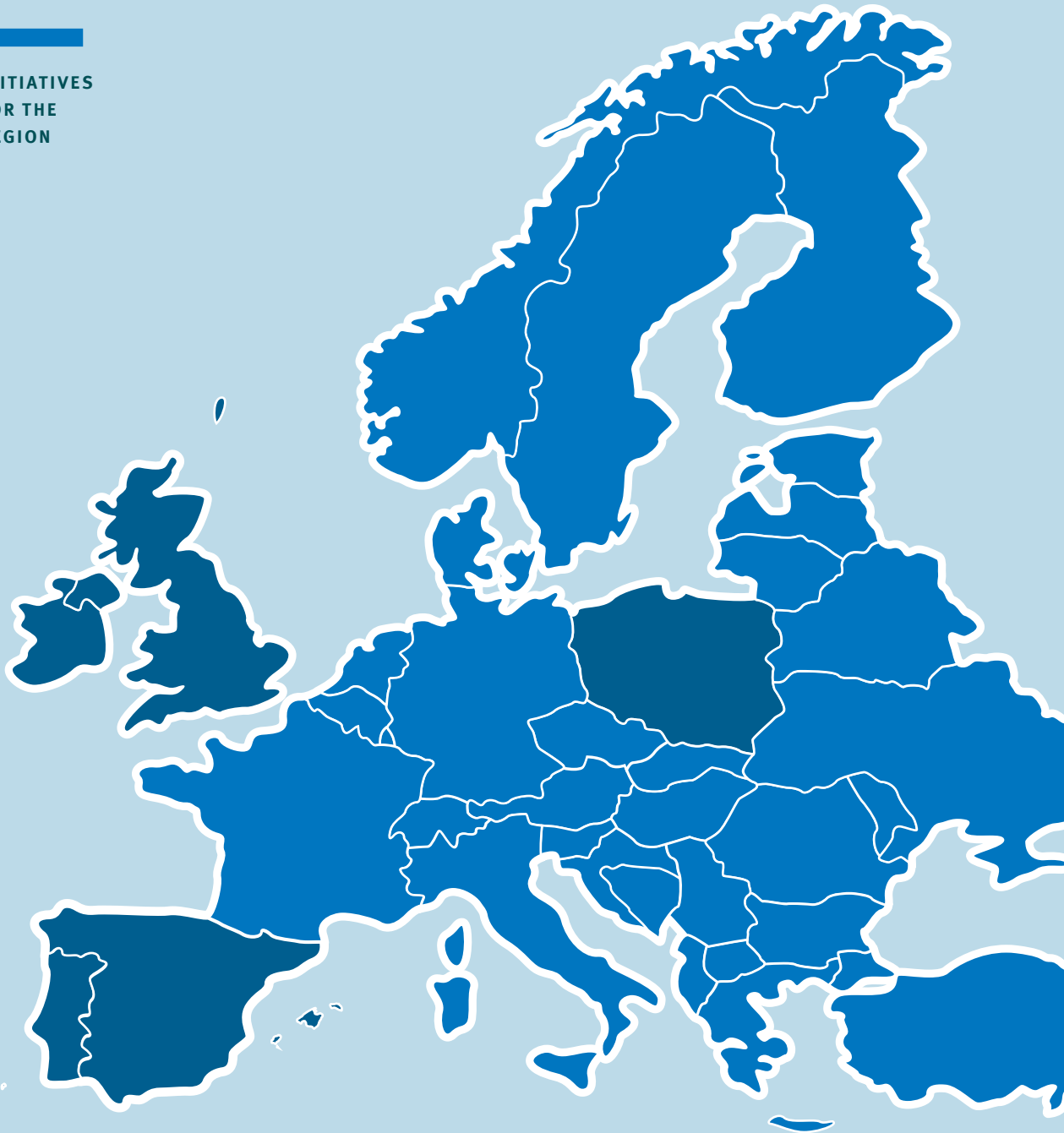


“Workcamp Łódź”, Poland



Europe

36 INITIATIVES
FOR THE
REGION





Initiatives for the promotion of population health and quality of life, and support to the most vulnerable segments.

IRELAND

Fund-raising for Galway Hospice, amounting to 15,000€.

POLAND

Supply of reflective materials for children of local schools to minimise the risk of road accidents with children.

PORTUGAL | CAPSFIL

Fund-raising for the Portuguese League Against Cancer and other local associations.

PORTUGAL | EGF

Launch of the Recycle BinGo app, promoting economic incentives for citizens residing in around 60% of the country, according to the number of times they used the georeferenced recycle bins.

PORTUGAL | Manvia

Acquisition of professional firefighting equipment, through the initiative “Pinheiro Bombeiro”.

PORTUGAL | MEEC

Intervention, within the scope of energy efficiency, to decrease consumption and increase efficiency.

PORTUGAL | RAILWAY

Open Day at work sites so students can learn more about work life.

PORTUGAL | SUMA

Promotion of mobile units and mobile structures of community environmental awareness, acquisition of communication media and tools, and technical consulting.

PORTUGAL | TAKARGO

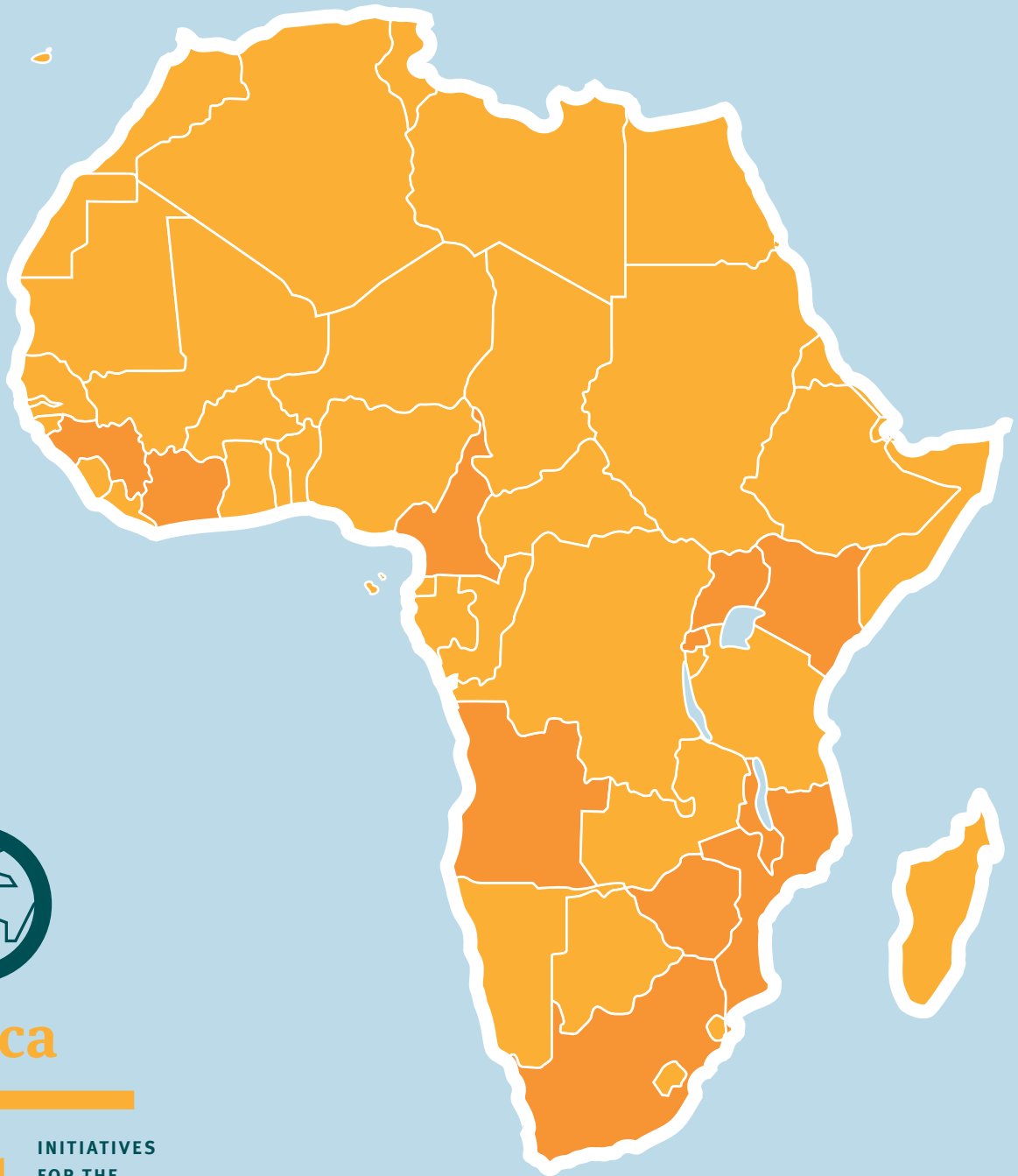
Community and European (through participation in “CASCADE’19”) responsibility, with a view to coordinating an assertive response in case of multiple cascading emergencies.

PORTUGAL | VIBEIRAS

Investment in efficient irrigation systems, reducing the environmental impact and financial costs for municipalities.

PORTUGAL
SPAIN
UNITED KINGDOM
POLAND
IRELAND





Africa

44

INITIATIVES
FOR THE
REGION



Initiatives for the fight against hunger, as well as promoting inclusive education and gender equality.

SOUTH AFRICA

Interaction, support and collaboration with local microbusinesses, aimed at their development and the enhancement of local structures and economy.

ANGOLA

Supply of toys to local orphanage children and delivery of school kits to primary education institutions.

CAMEROON

Coordination with local schools to disseminate important ongoing projects and facilitate student visits to said projects.

IVORY COAST

Construction of local infrastructures and refurbishment of classrooms and teacher housings.

MALAWI

Awareness campaigns on HIV for employees and local communities.

MOZAMBIQUE

Reconstruction of infrastructures damaged by cyclone Idai, amounting to 1,000,000€, and collection of non-perishable food products and other essential goods.

RWANDA

Awarding of scholarships and distribution of clothing and footwear to disadvantaged children. Setting up of drinking water supply stations and expansion of road accesses in the surrounding communities.

UGANDA

Refurbishment works at local teaching institutions.

ZIMBABWE

Intercommunity initiative for the donation of food and other essential goods to the victims of cyclone Idai, amounting to 89,000€.

- ANGOLA
- MOZAMBIQUE
- MALAWI
- SOUTH AFRICA
- ZIMBABWE
- UGANDA
- RWANDA
- GUINEA
- CAMEROON
- IVORY COAST
- KENYA





Latin America

41 INITIATIVES
FOR THE
REGION



Initiatives for promoting holistic well-being in the surrounding communities, and economic development in the region.

BRAZIL | CONSITA

Community campaign within the scope of social inclusion and interaction with local schools, raising awareness of the mindful use of water and electric power.

BRAZIL | ECB

Promotion and sponsorship of initiatives for children of the surrounding communities, with a view to fostering their personal and interpersonal integration and development.

COLOMBIA

Promotion of well-being and leisure for children of the surrounding communities, by opening the company's facilities to visits and community interaction.

MEXICO | GISA

Incentive and support to education for communities and employees, by promoting their full and personal development and enabling them to attend school and complete their bachelor's degrees.

MEXICO | MOTA-ENGIL MEXICO

Adoption of Women Empowerment Principles (WEPs) – initiative of UN Women and Global Compact – with a view to strengthening the integration of gender equality values, policies and practices.

PERU

Contribution to the local development of the communities directly and indirectly affected by the company's activities, through social investment initiatives.

DOMINICAN REPUBLIC

Preferred admission of local employees, as well as adoption of procurement practices which favour local suppliers.

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





Mota-Engil

Multiple sights of a Community







3.4. Mota-Engil Legacy

We support
social causes
respecting the well-being
of future generations



See, Listen, Act

The Manuel António da Mota Foundation is the contemporary and natural corollary of the Mota-Engil Group's philanthropic matrix and tradition, in the wake of the legacy of its founder, Manuel António da Mota.



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

“The Mota-Engil Group is a good example of how it is possible to triumph”



ANTÓNIO
COSTA

PRIME-MINISTER
OF PORTUGAL

FUNDAÇÃO MANUEL
ANTÓNIO DA MOTA



In this 10th edition of the Manuel António da Mota Award I would like to start by highlighting the importance of the ongoing work by the Foundation, its social commitment, but also acknowledge the ten entities, which today were properly recognised, for the great social energy we have in our country, setting an example of great civic commitment towards making Portugal more sustainable.

In addition to their ambition in Europe, in Africa and in Latin America, it is with great pleasure that I see them set their sights in Asia now, a region that has shown great growth and

in which it is certainly worth investing, and I call upon the third generation to take up the mantle.

Congratulations to the participants, congratulations to the winners and congratulations to the Manuel António da Mota Foundation.

António Costa

(Excerpt from the speech of Mr. Prime-Minister of Portugal, at the 10th edition of the Manuel António da Mota Award)

MANUEL ANTÓNIO DA MOTA AWARD

Gil Foundation distinguished with the Manuel António da Mota Award

MOTA-ENGIL'S LEGACY STRETCHES OVER MORE THAN 70 YEARS, WITH CHAPTERS ON INNOVATION, ENTREPRENEURSHIP AND GROWTH, IN A PERMANENT SEARCH FOR NEW HORIZONS TO DEVELOP AND EXPAND ITS BUSINESS AREAS.

The Group's history is marked by milestones, like the foundation and public acknowledgement of the Manuel António da Mota Foundation, a reference entity seeking to contribute to the integrated development of the communities where the Group operates, at social, cultural, educational, formative and environmental levels.

The Foundation also created the Manuel António da Mota Award which, in 2019, celebrated its 10th edition, once again focusing on the Sustainable Development Goals and the role national institutions have to play in order to achieve the targets, and once again receiving a great number of applications from all-over the country.

At the ceremony – with the presence of the Prime-Minister and the Environment and Climate Action Minister, João Pedro Matos Fernandes, among many other guests – the award was presented to the Gil Foundation, for its home paediatric palliative care project, securing a support of 75 thousand euros. This project operates in Lisbon and, since 2017, in two hospitals in Porto (São João and Maternal & Child Centre) and, since then, it has facilitated over 550 home visits to over 280 children.



- 1 **Awards ceremony**
Alfândega Congress Centre, Porto
- 2 **António Costa**
Prime-Minister of Portugal
- 3 **Patrícia Boura, Chairwoman of the Gil Foundation**
Winning institution



MANUEL ANTÓNIO DA MOTA AWARD

This year the award “Manuel António da Mota – A Life in Angola” was presented by the First Lady, Ana Dias Lourenço, and had the presence of the President of Angola, João Lourenço, and of the President of Portugal, Marcelo Rebelo de Sousa. The award, amounting to around 43,500€, was presented to a Salesian institution, D. Bosco Foundation, working on the protection, promotion and dignity of youth in Angola, especially for disadvantaged children.

“For the Manuel António da Mota Foundation, 2019 was a very special year because we presented the 10th Award and are already a reference in Portugal.

It is also a special year because, in Luanda, we presented the 1st Manuel António da Mota Award - A Life in Angola.

We will continue moving forward, fighting against difficulties, confident that once we overcome them, as we have in the past, the Mota-Engil Group will be a reference for future successes.”

António Mota,

Chairman of the Board of Directors of Mota-Engil



“We will continue moving forward, confident that the Mota-Engil Group will be a reference for future successes”



MAM Foundation headquarters
Porto, Portugal

COMMITMENT TO OUR ROOTS

“This is our strength”...

SUPPORTING SOCIAL, HUMAN AND ENVIRONMENTAL CAUSES ALLOWS US TO BUILD A FAIRER AND MORE PROSPEROUS FUTURE WITH BETTER LIVING CONDITIONS FOR FUTURE GENERATIONS.

Sustainability is, therefore, our commitment to the future, a continuous path we tread in search of better solutions for human problems, regardless of whether they are economic, social or environmental. Thus, 2019 is part of a cycle of strategy continuity, maturing and consolidation, investing increasingly in multiannual projects, programmes and initiatives which have social impact.

Framework

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

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

The Foundation is managed by a Board of Directors and an Executive Committee, further including in its statutory bodies the Board of Trustees, the Supervisory Board, and the Advisory Board. The Foundation enjoys the material and financial resources needed to assure its future sustainability in pursuit of its statutory purposes. To this end, the Foundation’s strategic objectives are social development, the annual Manuel António da Mota Award, support to education and training and the promotion of culture and of access to cultural assets. It is this integrated approach to each of these goals that allows the Foundation to act towards empowering and strengthening communities.

“We are what we do”

The identity of the Mota-Engil Group is based on sustainable development, based on a balancing act between social, economic and environmental spheres. We strive to always act in ways that promote responsibility, integrity, honesty and coherence.

Mission

The mission of the Manuel António da Mota Foundation is to contribute to the integrated development of the communities where the Mota-Engil Group operates, in Portugal and abroad, particularly in the social, cultural, educational, training and environmental arenas.



Vision

The Manuel António da Mota Foundation aspires to be a reference among its national and international counterparts, honouring the inspiring memory of Manuel António da Mota, as well as the spirit of its founders, of the collective persons of the Mota-Engil business world, and of the Mota family, while decisively contributing towards strengthening and consolidating the social responsibility strategy of the Mota-Engil Group.

Values

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

Lawfulness

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

Impartiality

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

Transparency

Respect for the ethical principles in all the practices and management systems, and transparency within the scope

of the procedures that are likely to affect third party rights or interests.

Commitment and accountability

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

Accuracy and Efficiency

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

Creativity and Innovation

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

Sustainability

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

Participation

Weighing the needs, expectations and aspirations of the beneficiaries of its intervention, ensuring dialogue and their regular and permanent participation in the definition of its strategic goals, projects and activities.



MAM Foundation headquarters
Porto, Portugal

Activities developed by the foundation in 2019

IN COMPLIANCE WITH ITS STATUTORY PURPOSES, THE FOUNDATION HAS CHOSEN A SET OF STRATEGIC OBJECTIVES, WHICH DEFINE ITS AREAS OF INTERVENTION, AND WHICH, AS A WHOLE, COMPRISE THE MAIN GUIDELINES OF ITS ACTIVITY.

The main activities conducted and the projects developed by the Foundation, in line with its strategic objectives, were as follows: “social development”, “Manuel António da Mota Award” (addressed at the beginning of the chapter), “education and training”, “culture” and “openness to community”.

Social Development

Within the scope of cooperation, promotion of inclusive policies and fight against poverty and social exclusion, the Foundation contributes to more and better social responses, sponsoring activities, projects or events which increase human qualifications, while being clearly sustainable and of recognised social interest.

Strategic social investment in the community favours actions focused on socially vulnerable or disadvantaged groups and emerging situations, seeking to fight poverty and exclusion and promote social inclusion and full citizenship, through its social efforts.

Through its supports for social solidarity, disability, health, housing, sports and others, the Foundation aims at contributing to the strengthening and sustainability of the third sector, fostering projects of recognised social relevance and impact.

- Regarding community support, and within the scope of the cooperation protocol established with the Municipality of Vila Pouca de Aguiar and Just a Change, five houses of disadvantaged families in the municipality were renovated, benefiting 17 people and engaging 45 volunteers, all university students.
- The “ALTA-MENTE.E6G – Choices” Programme, equally part of community intervention, fostered the advancement of personal, social and professional skills towards the development of the employability profile of the youths included in the project – a consortium that encompasses the collaboration with the East Porto Child and Youth Protection Committee, along with local schools and municipalities.

- In cooperation with the Portuguese Skin Cancer Association, the Foundation undertook the “I add + Protection to my Safety” campaign, aimed at protecting employees from harmful UV radiation by adopting preventive measures in the workplace.
- Regarding child and youth intervention, Mota-Engil helped Ajudaris, Bagos D’Ouro Association, Novo Futuro Association, Social Centre 6 de Maio and Vida Norte.
- In disability intervention, nine cases were sponsored, with the allocation of adapted wheelchairs, installation of lifting chairs and access ramps, and retrofitting of bathrooms and homes, guaranteeing the necessary conditions for people with limited mobility. Additionally, the Foundation signed a protocol with the Municipality of Oeiras for works in the homes of citizens with special mobility needs and with limited economic resources, improving their housing accessibility.
- Since housing is one the Foundation’s intervention priorities, the Foundation renewed its support for Habitat for Humanity International, with a view to enabling the construction or rehabilitation of homes of disadvantaged families. Furthermore, the Mota-Engil Group has mobilised volunteers to take part in the reconstruction work, and supplied building materials.
- In the area of health, the Foundation maintained the protocol established with the Portuguese Oncology Institute of Porto (IPO) and the North Section of the Portuguese League Against Cancer (LPCC), with a view to creating social support lines for oncology patients, namely those facing socioeconomic and psychosocial hardship, which can negatively affect their quality of life, risking the efficacy of the clinical care provided, or contributing to social isolation or exclusion.
- Furthermore, the Foundation also maintained the protocol with the Portuguese Oncology Institute of Coimbra (IPOCFG), the Centre Section of the Portuguese League Against Cancer, and the University and Hospital Centre of Coimbra (CHUC).
- Along the same lines, the Foundation signed a protocol with the South Section of the Portuguese League against Cancer, to guarantee social support for cancer patients followed up by the Section at the Portuguese Oncology Institute of Lisbon.

Additionally, in 2019, the Foundation continued the following programmes:



1 **Habitat for Humanity International**
construction or rehabilitation of homes
of disadvantaged families

2 **1+2 Fund**
Provide economic aid to Group employees
and their families

- The scholarships, amounting to 3,000 euros per year per beneficiary, are awarded to higher education students, children of employees of the Group with fewer economic resources, and students who have good academic performance. In the school year of 2018/2019, 54 scholarships were awarded to children of Mota-Engil employees.
- The Social Support Fund is an economic support instrument for Group employees and their household members specially aimed at helping with personal or family contingencies, which may result in an unexpected income loss or increased expenses, which may in turn risk their economic security and stability. In 2019, within the scope of this programme, 13 Group employees were supported.

- The “Primeira Infância” (First Childhood) programme consists of the implementation of two measures to support Group employees: kindergarten grants for low-income employees, to facilitate kindergarten attendance (in the school year 2018/2019, 8 grants were awarded to Group employees); and the provision of a baby kits, comprised of essential products for childhood care and a pharmacy cheque, to all employees who have children, with 149 baby kits provided in 2019.

- 1+2 Fund is a permanent fund-raising instrument, complementing the Social Support Fund, and aimed at creating an internal solidarity network within the Mota-Engil Group, to provide economic aid to Group employees and their families. In 2019, this programme was expanded internationally to the entire Group, with four employees receiving this aid, including an employee from Mota-Engil Malawi.

Mota-Engil African Initiatives

According to the Group’s sustainability strategy and corporate social responsibility, for which the Foundation is the preferred conduit, it is imperative to effectively contribute to the achievement of the Sustainable Development Goals that African countries face, namely regarding poverty, food safety, health, education, gender equality and women empowerment, among others. These are areas in which Mota-Engil and the Foundation can act towards improving the quality of life of African peoples.



Therefore in 2018, the Foundation and Mota-Engil, specifically Mota-Engil Africa, created the “Mota-Engil African Initiatives” programme, which designs and implements all social responsibility projects in Africa.

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

The Africa Committee is responsible for the management and coordination of this new intervention line and its activities, a Committee that is comprised of two members from the Board of Directors of the Foundation, a liaison officer between the Foundation and the Management of Mota-Engil Africa, and a member of Mota-Engil Africa who will liaise with each specific project through members of Mota-Engil Africa, appointed by focal contact points, who will be responsible for project support and follow-up in each country.

The Africa Committee’s mission includes activity planning and budgeting, the creation and implementation of the “Mota-Engil Africa Social Grants” support line, meant to support high quality and efficacy social projects for the improvement of the quality of life of disadvantaged populations, through the development of social responsibility initiatives alongside Group works in Africa (One Work - One



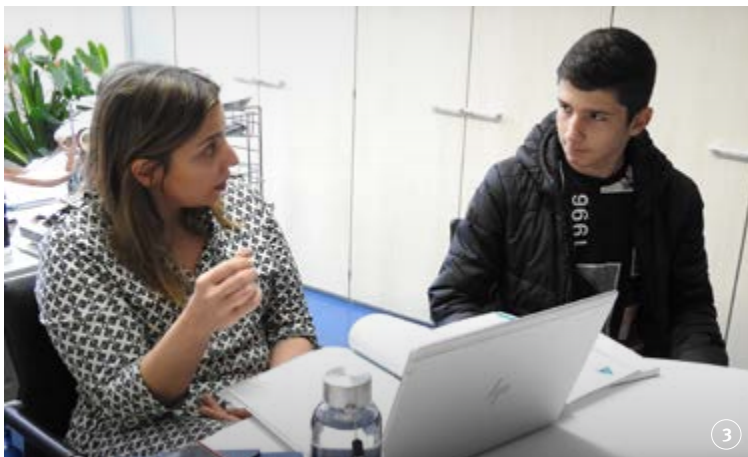
Project), where all major undertakings should include a reference social project, promoted solely by the Group or in partnership with other NGOs. The Committee must furthermore represent the Foundation before local governments and entities.

Within the scope of this programme, some initiatives stand out in 2019, namely the 1st edition of the Manuel António da Mota Award – A Life in Angola, at the Simendele and Calueque schools in Angola; and the fund-raiser for the Galway Hospice Foundation (a non-profit institution providing support to patients who require palliative care), in Ireland.



2

- 1 **Teresa Mota Neves and Alexandra Romão Mota in a social solidarity initiative in schools and hospitals**
Moment of books, textbooks and sports equipment donation at a school in the Nkhotakota region, Malawi
- 2 **Social solidarity initiative**
Nkhotakota, Malawi
- 3 **“Braço Direito”**
initiative where students shadow a professional for a day, in their workplace



3

disinformation through different means; and contributing to a safe and healthy school environment.

- Within the scope of the “Porto de Futuro”, the “Aprender a Empreender – Junior Achievement Portugal” programme aims at raising youth awareness of entrepreneurship, by addressing issues like citizenship, active awareness, ethics, financial literacy and professional development.
- The “Braço Direito” (Right-Hand Person) is an initiative where students shadow a professional for a day, in their workplace. This experience aims at providing youth with knowledge on the organisational structure, culture, and work ethics of a company, as well as on the different career options available, thus allowing them to discover the demands and opportunities pertaining to a professional field.

Education and Training

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

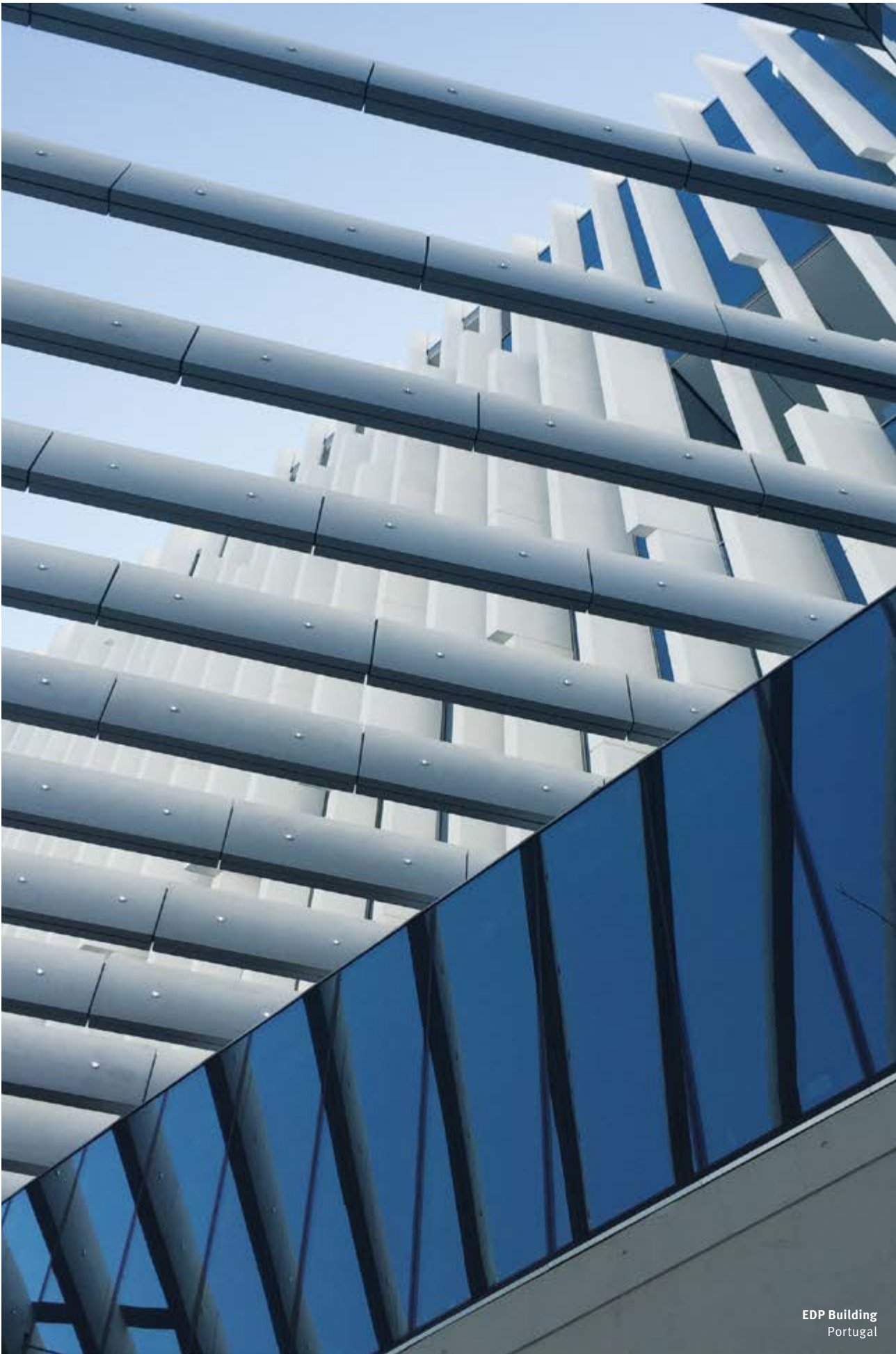
- Protocols established with higher education institutions for the allocation of scholarships, as well as occasional aid to students with recognised merit and/or facing hardship which jeopardises their studies.
- The “Cantinho do Estudo” (Study Corner) programme, with an initial duration of four years and an annual budget of 30,000 euros, aims at undertaking the works necessary to create or improve the study conditions of children and students from low income families who attend pre-school, basic or secondary school institutions, by intervening in the homes of the beneficiaries of this programme.
- The “Mais Saúde, Melhor Futuro” (Better Health, Better Future) project, resulting from the protocol established in 2016 between the Foundation and the Santillana publishing group, aims at promoting health literacy, and attitudes and values which foster healthy behaviours, with special focus on prevention; contributing to the inclusion of children and youths with special health needs; creating dynamics which foster health-related prevention in schools; fighting health

Culture

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

Through a diverse programme including visual arts, music, cinema, educational projects and workshops, the Foundation sought to establish a dialogue between the local community and the national and foreign artists, musicians, film-makers and performers, so as to reflect new forms of artistic expression and facilitate the access to arts within a framework of dialogue with the community.

In addition to supporting several initiatives and projects towards cultural development, the Foundation places its facilities and surrounding areas at the disposal of cultural operators who require spaces with the necessary conditions for cultural initiatives.



EDP Building
Portugal



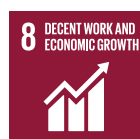
3.5. Economic Value Creation

Innovation is a key distinguishing factor to Mota-Engil



The Confidence of an Expanding Group

Since its foundation, Mota-Engil has been building upon a basis of strong and cohesive identity, complemented by a culture of entrepreneurship and innovation.



IN THIS CHAPTER WE EMPHASIZE THE SUSTAINABLE
DEVELOPMENT GOALS 8 AND 9

Multiple sights...

INNOVATION BASED ON SUSTAINABILITY IS TODAY WIDELY RECOGNISED AS A KEY DISTINGUISHING AND COMPETITIVE FACTOR AMONG COMPANIES IN GLOBAL MARKETS.

FEUP is responsible for training professionals who take on relevant positions in society and as such commits itself to promoting social, economic and environmental sustainability. Its concern about the Sustainable Development Goals is apparent in the education, research and innovation activities carried out by the Faculty's Civil Engineering Department (Departamento de Engenharia Civil, DEC). With regard to education, course units such as Circular Construction, BIM in Civil Engineering, Sustainability and Climate Emergency, Environmental Policies and Climate Changes were introduced into the program of future bachelor and master's degrees in civil engineering, and the use of Information

and Communications Technologies was also reinforced. In the area of research and innovation, in addition to developing several projects in partnership with Mota-Engil, FEUP-DEC follows current trends on cooperation, actively participating with Mota-Engil in the Collaborative Laboratory for the Future Built Environment (BUILT CoLAB), which aims to develop innovative solutions for adaptive, resilient and sustainable smart infrastructure and buildings, and for digital tools in the engineering and construction sector. It further takes part in the Collaborative Laboratory towards Circular Economy, which seeks solutions which allow for reducing waste production through reuse and recycling practices, as well as in motivating projects like Digital Construction Revolution, from the Architecture, Engineering and Construction (AEC) cluster and Ferrovia 4.0, from the Associação da Plataforma Ferroviária Portuguesa (PFP) cluster.

“Innovation is a key factor that gives companies a competitive edge”



**RUI
CALÇADA**

**HEAD OF THE CIVIL
ENGINEERING
DEPARTMENT IN
PORTO UNIVERSITY
FACULTY OF
ENGINEERING**



... one direction

The biggest challenges faced by companies in the construction sector are competitiveness – brought by an increase in productivity – and sustainability. Digitalisation in particular plays a major role in this, as evidenced by studies that indicate that a lower productivity is related to the lower technological development of the sector and its delayed digital transformation. On the other hand, the pursuit of circular construction, energy-efficient solutions and processes, long-lasting materials and carbon neutrality all constitute major strategic drivers in public innovation policies, particularly at the European level.

The ability to develop these technology incorporation processes will become an increasingly relevant competitive factor for

companies in the future, so great are its impacts on the cost and profit structures of companies and, consequently, on value creation. This paradigm shift requires a huge investment and cannot be an individual journey, as its benefits can only be reaped through joint efforts of the entire chain. And Mota-Engil has sought to position itself in this context, joining competitive clusters and other collaborative initiatives with the aim of leveraging this process of change, in addition to developing its own projects.

THEREFORE INNOVATION, AS THE ABILITY OF THE COMPANY TO CONTINUOUSLY ADAPT TO THESE NEW COMPETITIVE CONTEXTS, TAKES ON A CRITICAL ROLE IN VALUE CREATION, NOW AND IN THE FUTURE.

“Innovation takes on a critical role in value creation, now and in the future”

**LUÍS
GOMES**



POSITION
HEAD OF
ENGINEERING SERVICES
AND INNOVATION



Innovation

We invest today, we collect tomorrow

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

MOTA-ENGIL COLOMBIA

Innovating for a more sustainable future

THE WASTEWATER LIFTING STATION OF CANOAS, IN BOGOTÁ, IS A UNIQUE PROJECT IN LATIN AMERICA, GIVEN ITS TECHNICAL COMPLEXITY.

Started by the Colombian government, towards the cleaning and improvement of the Bogotá river, this project will significantly contribute to sustainable development, clean water and sanitation, which will guarantee sustainable water management and availability, as well as sanitation for all.

Stretching over 44 months, Mota-Engil will be in charge of project design, construction, pre-commissioning and commissioning. Once it is completed, it will be one of the largest lifting stations in the world, with a pumping capacity of 37.2 m³/second at 50 metres head. It will pump, into the future wastewater treatment plant (WWTP), the flow from two thirds of the city of Bogotá and from the entire city of Soacha, representing around 8 million inhabitants.

The manufacture of six pumps with a pumping capacity of 6.2 m³/second/pump, as well as the construction of 55-metre deep moulded walls will gift this project with special characteristics. It involved engineering-related entities and people from seven countries (Portugal, Colombia, Spain, Germany, Italy, United States of America, Netherlands).



IMPROVEMENT BOGOTÁ RIVER



37.2 m³/s PUMPING



44 months TIME FRAME



ONE OF THE LARGEST LIFTING STATIONS IN THE WORLD



Canoas WWTP



Pumping capacity of 6.4m³/second

This way, Mota-Engil is part of the team which will make the greatest positive ecological footprint in the history of this region. Moreover, thanks to the professional work conducted,

the project obtained RUC (Uniform Registry of Contractors) certification, another great milestone towards a reliable and reference management model.

MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Development of geographic information system

In 2019, MEEC started the implementation of a geographic information system, based on the simultaneous use of QGIS software, in a web environment. This project aims at storing, managing, displaying and analysing all types of geographic, spatial and alphanumeric data. Additionally, this platform aims at creating better visual perception of information, enabling more accurate and efficient decision making.

As another step in the digital transition of company processes, this project seeks to contribute to the decrease in data storage redundancy within the company, enabling access to updated information, between different areas, from anywhere with Internet access.

The first stage focused on aggregates, and the next stage will be concrete, with an ambition to expand its scope to all company areas that can benefit from information management on this platform, so that information is digitised, updated and accessible to all employees given permission.



Celebration of Sectoral Pacts with the Ministry of Economy

The AEC – Architecture, Engineering and Construction cluster (knowledge and skill aggregator), managed by Plataforma Tecnológica Portuguesa da Construção (PTPC), an association with Mota-Engil Engenharia e Construção is a part of, signed a Sectoral Pact for Competitiveness and Internationalisation with the Ministry of Economy.

The purpose of this Sectoral Pact is promoting the competitiveness of the sector and reinforcing its responsiveness to current challenges, by defining a number of strategic actions centred on the following objectives:

- Promoting the transformation and modernisation of the existing industrial fabric;
- Fostering the internationalisation of companies in the sector, their external promotion and integration in international value chains;
- Anticipating and preparing for the industry's changing needs, namely in terms of skills and jobs;
- Contributing to the energy and environmental transition;
- Improving the business environment.

With railway sector-specific goals in mind, but seeking to act along similar lines of intervention, a Sectoral Pact for Competitiveness and Internationalisation was also signed between the Ministry of Economy and the Plataforma Ferroviária Portuguesa cluster, which Mota-Engil Engenharia e Construção is also part of.



Mota-Engil joins European Programme Horizon 2020

Mota-Engil Engenharia e Construção joined the European Programme Horizon 2020 with the approval of the funding for the “Surefit - Sustainable Solutions for Affordable Retrofit of Domestic Buildings” project. Aimed at contributing to the near zero energy target, this project seeks to showcase the accelerated retrofitting of existing housing buildings,

comprising innovative, economical and sustainable prefabrication technologies.

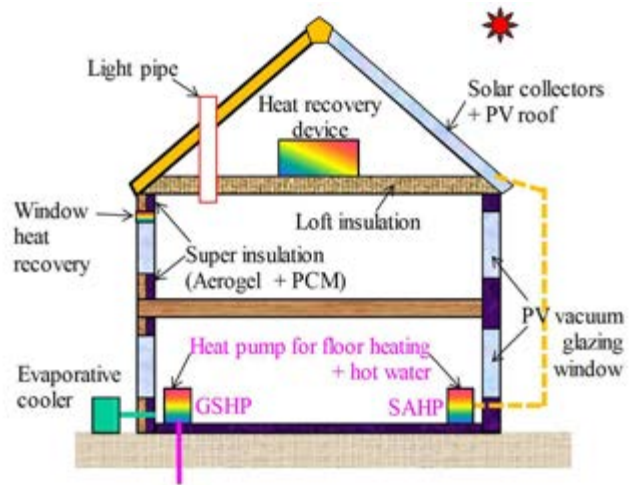
Buildings represent around 40% of energy consumption in the European Union and 36% of total CO₂ emissions. Nowadays, around 35% of buildings in the EU are over 50 years old, almost



75% of building stock is energy inefficient, but only 0.4%-1.2% of that stock is renovated every year, due to slow and expensive retrofitting solutions.

Given the involvement of prefabrication and electromechanics, Mota-Engil will contribute its skills and capacities to the production of prefabricated panels for building refurbishment, while also being responsible for installing the façade panels, as well as energy-related and performance monitoring equipment for buildings in Portugal.

THE PROJECT INVOLVES TWELVE ENTITIES FROM DIFFERENT COUNTRIES AND THE TOTAL APPROVED INVESTMENT AMOUNTS TO AROUND 4 MILLION EUROS.



Built environment in EU28

40% OF ENERGY CONSUMPTION IN THE EU	36% OF CO ₂ EMISSIONS	97% OF HOUSES BUILT ARE ENERGY-INEFFICIENT	12% OF BUILDINGS BUILT ARE PROTECTED CULTURAL AND ARCHITECTURAL HERITAGE	1% IS THE ANNUAL TAX FOR THE RENOVATION OF RESIDENTIAL AND COMMERCIAL BUILDINGS	90% OF CITIZENS SPEND 90% OF THEIR TIME INSIDE BUILDINGS	75% OF EU CITIZENS LIVE IN CITIES

MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Mota-Engil joins the Collaborative Laboratory towards Circular Economy (CECOLAB)

The Collective Laboratories – a measure by the Ministry for Science, Technology and Higher Education – are private non-profit associations or companies whose main goal is to directly or indirectly create qualified jobs and scientific jobs in Portugal, through the application of research and innovation agendas oriented towards economic and social value creation.

The circular economy being one of the biggest challenges and current paradigms, requiring multidisciplinary knowledge and high responsiveness and critical mass due to its complexity, the opportunity came along to create the CoLAB for Circular Economy, integrated by Mota-Engil.



This Collaborative Laboratory will perform activities in three technological platforms – Industrial Biotechnology; Sustainable Separation Processes and Green Chemistry; and EcoDesign – with an impact on value chains in Forestry, Agribusiness, Urban Waste, Water Industry, Industrial Manufacturing, Construction and Services. In the science and technology domains, given the multidisciplinary nature of the subject of Circular Economy, the CoLAB for Circular

Economy is committed to working in fields from biotechnology to marketing and regulation.

The CECOLAB further aims to address complex problems and policy guidelines, both national (such as the Action Plan for the Circular Economy, the Research & Innovation Agenda for the Circular Economy 2030 and the Waste Directive) and international (European Action Plan for the Circular Economy).

MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Mota-Engil joins the Collaborative Laboratory BUILT CoLAB

Mota-Engil Engenharia e Construção is also part of BUILT CoLAB, a Collaborative Laboratory with the aim of contributing to improving company productivity and competitiveness and developing innovative solutions for adaptive, resilient and sustainable smart infrastructure and buildings, with a primary focus on digitalisation.

By bringing academia, industry, research institutions and end users together in a collaborative environment – leading to a common value creation model that will contribute to transforming the Architecture, Engineering and Construction sector – BUILT CoLab endeavours to:

- Bring companies, academic institutions and construction managers closer;
- Promote a paradigm shift towards digital technologies in the construction field, using Key Enabling Technologies (KET) such as: BIM, the IoT, cloud infrastructure, data analytics, machine learning, AI;
- Promote the professionalization of Research & Development (R&D) in the entire value chain of the construction industry;

- Maximising the value added of R&D activities in the value chain of construction;
- Create highly qualified scientific jobs, incorporate them in companies and re-qualify their human resources;
- Perform cross-sectoral R&D activities with other Collaborative Laboratories;
- Improve the ability to access international funds and investments;
- Create the perfect ecosystem to speed up the technological development of civil construction companies and infrastructure to build a competitive, smart, resilient and sustainable construction industry at a global level;
- Contribute to the Sustainable Development Goals:

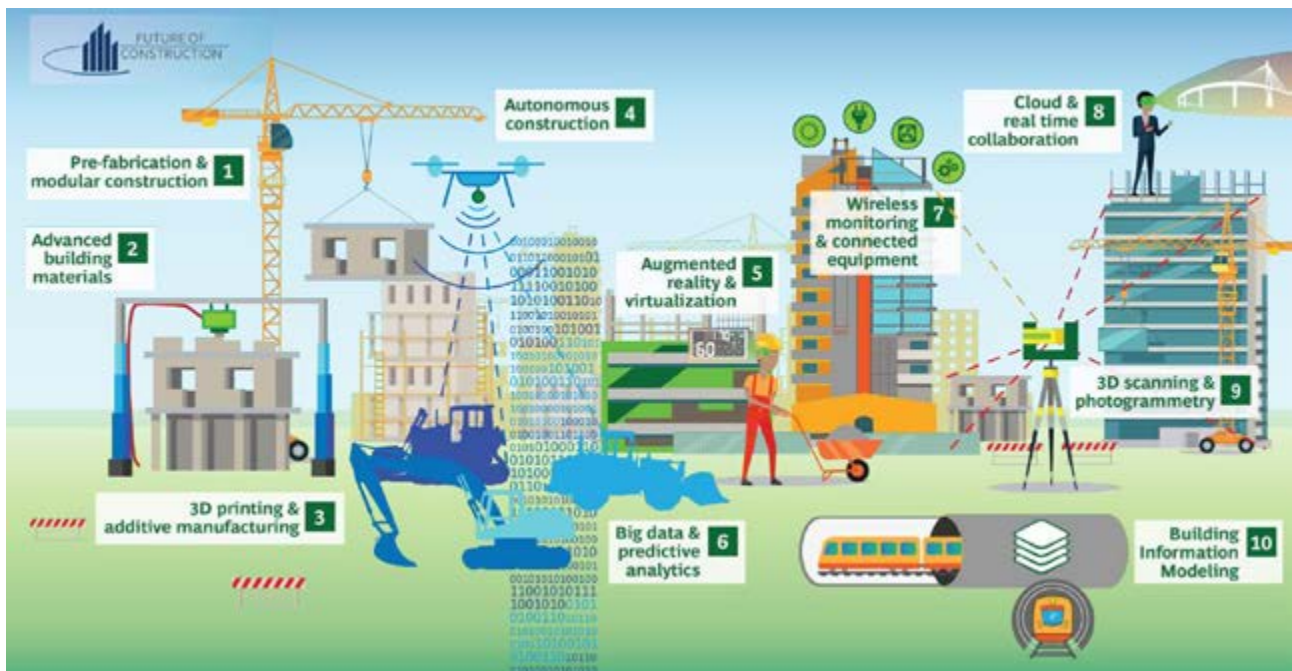




MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Project “REV@CONSTRUCTION” - digital transformation of the construction sector

MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO JOINS AN APPLICATION FOR FUNDING BY PORTUGAL 2020, AS PART OF THE CATALYSING PROGRAMS TARGETING COMPETITIVE CLUSTERS AND OTHER COLLECTIVE PARTNERSHIPS FOR THE “REV@CONSTRUCTION - DIGITAL CONSTRUCTION REVOLUTION” PROJECT.



Hosted by the AEC Cluster through PTPC, the project “Digital Construction Revolution” entails a total investment of the order of 10 million euros.

The digital transformation of the construction sector has emerged as an increasingly necessary imperative in order to address competitiveness and productivity challenges at the international level. With this in mind, and resting firmly on central pillars of Research & Development (R&D), the project "Digital Construction Revolution" proposes a cross-cutting approach to the value chain of the construction industry. The development of several digital tools seeking to facilitate the introduction of the digital twin concept in the construction industry will be at the heart of this R&D, by means of research into cutting-edge digital fields such as augmented reality, sensors, big data and the IoT.

In order to support this transformation, a whole cross-sectoral structure will be set up with the aim of developing, digitalising

and incorporating the necessary bases of the industry, such as BIM object libraries, cost databases, and its own platform that will support the tools developed within the scope of “REV@CONSTRUCTION” and those that are developed in the future. This structure will be the driving force behind one of the key impacts of the project, which is propelling the Architecture, Engineering and Construction sector, as well as of technology SMEs, towards this digital revolution in a systematic, harmonised manner and one that is based on the interoperability of the products derived from this project.

The projected impacts include cost savings through efficiency gains, the differentiation of new products and processes and the emergence of new services and business models oriented towards the revitalisation of the entire sector, in pursuit of a strategy of higher added value, higher margins, more jobs and sustainable development.

Project “FERROVIA 4.0”, a sustainable, next-generation smart railway system

Still within the context of catalysing programs targeting competitive clusters and other collective partnerships, Mota-Engil Engenharia e Construção joins another application for funding by Portugal 2020, this time for the project “FERROVIA 4.0 - a sustainable, next-generation smart railway system”.

The project’s overall objective is to develop different components, tools and systems to be tested in real vehicles and infrastructure, which help increase the competitiveness and quality of rail transport services and are geared towards:

- The sustainability of the railway system – by promoting energy efficiency, the circular economy and a smaller environmental footprint, while also contributing to attracting more passengers;
- Operational and maintenance cost savings – by promoting the monitoring of the railway system so as to avoid failures and their resulting downtimes and optimizing the life cycle of equipment (predictive maintenance);
- The leveraging of reliable information systems to support decision making in asset management – by integrating

different data sources both for rolling stock and infrastructure;

- Safe circulation – by promoting the monitoring of safety conditions for the operation of infrastructure and rolling stock and the creation of warning systems to trigger protection/intervention measures.

Mota-Engil Engenharia e Construção leads one of the PPS (products, processes and services) of the project which, in cooperation with other partners, has the purpose of researching, developing and demonstrating sustainable rail transport solutions at energy and environmental levels, with a view to increasing railway system efficiency, reducing the environmental footprint, minimizing component costs and increasing their life cycle, while also working in electromechanics.

The project entails a total investment of the order of 10 million euros, and is hosted by the Railway Cluster through Plataforma Ferroviária Portuguesa (PFP), its managing body.





MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Project “GroutRail” - rehabilitation of railway track beds via soil treatment

The renewal of old railway lines is critical in order to increase rail transport competitiveness, considering current operation requirements: higher capacity lines, higher maximum axle loads and higher running speeds.

Through reducing costs and minimising disruption in rail operation, the project “GroutRail” aims to develop and validate, from a technological and economic efficiency perspective, a soil treatment method which allows the rehabilitation of railway track beds which present problems, without the need to remove the existing soil or the track superstructure.

Disposing of complementary skills, Mota-Engil Engenharia e Construção and the National Civil Engineering Laboratory set up a consortium with the aim of pursuing the following project goals:

- Developing equipment and optimising treatment methods and later evaluating its suitability in physical track models subject to duty cycles;
- Modelling the performance of the structure through different numerical approaches;



- Developing a prototype that integrates a soil treatment system in a dedicated railway vehicle;
- Using the prototype for strengthening the track bed of an experimental stretch, with proper characterisation and monitoring.

The project entails a total investment of the order of 1 million euros.

MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Project “InBRAIL - Innovative noise barriers for railways”

DESIGNED TO MINIMISE THE EFFECTS OF RAIL TRAFFIC NOISE

Railway transport is the mode of transport which is the most sustainable, has the lowest energy consumption, takes up the least space and leaves the smallest carbon footprint in comparison with any other mode of land or sea transport. In spite of this, the noise generated by this mode of transport poses a great environmental challenge.

Therefore, and considering that the currently applied noise barriers are not ideal solutions to railway noise, the project “InBRAIL – Innovative noise barriers for railways” aims to develop an innovative noise barrier solution, specifically designed to minimise the effects of rail traffic noise. The goal is, thus, to develop solutions which can act as effective noise

barriers while also reducing their environmental/visual impact, making them low-height solutions with optimized geometry. From an economic standpoint, the modular nature arising from precast concrete will be a great benefit.

The main goal and hope for this project is that this type of solutions become highly competitive in comparison with existing solutions on the market, at the technological, economic, sustainability and visual impact levels. The development of this project will be supported by a consortium established

among three highly qualified entities: Mota-Engil Engenharia e Construção (with its vast accumulated experience in the prefabrication industry), Coimbra University (scientific knowledge and experience in sound performance of different mitigation solutions), and finally Porto University Faculty of Engineering (global performance of railway systems).

The project entails a total investment of the order of 1 million euros.

MOTA-ENGIL RENEWING

Integrated solution for energy and mobility

Mota-Engil Renewing focuses on the development of new business models, which address the energy transition problems and challenges that cities and companies face, in mobility – Smart Charging – and local energy production – Housing-as-a-Service.

Within the scope of an integrated energy and mobility solution, the production of photovoltaic energy – PV SCPU

(self-consumption production unit) – stands out, associated to a smart charging unit for electric vehicles (carport) with energy storage (stationary batteries). Mota-Engil Renewing developed the entire concession, engineering, prototyping, and industrialisation for exploitation in a retail environment (parking), with a view to managing this solution for 10 years and with the possibility of expanding the SCPU and charging, depending on needs.

MOTA-ENGIL SERVIÇOS PARTILHADOS AND POLAND


Efficiency and capacity strengthening through robotics

SUSTAINABILITY AND DIGITAL TRANSFORMATION ARE NOW CONSIDERED CENTRAL VECTORS OF BUSINESS COMPETITIVENESS IN THE TWENTY-FIRST CENTURY.

To that end, MESP (Mota-Engil Serviços Partilhados) developed, for Mota-Engil Central Europe, a new robot to ensure the daily availability of proof of payment to suppliers, which in turn accelerates the process for clients to be paid. Investing in robotics enabled compliance with requirements without the need to increase allocated human resources.

The Robotic Process Automation (RPA) area of MESP manages internally the development and maintenance of the robots, which were responsible for over 57,000 transactions in 2019 (including document launching, loading and compensation, balance sheet issuance, tax statement submission, among others).

Its potential for recurrent tasks is significant, freeing up resources for business growth analysis, control and support.

 <p>34 NO. ROBOTS EXECUTED</p> <hr/> <p>10 NEW 2 TO DEVELOP</p>	 <p>4,461 EXECUTIONS</p> <hr/> <p>57k OUTPUTS</p>	 <p>10k HOURS SAVED</p> <hr/> <p>5.62 FTES SAVED</p>
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VIBEIRAS

New methodology for lawn aeration

VIBEIRAS AND ÁREAGOLFE INVESTED IN AN INJECTION SYSTEM

In partnership with DryJect, and with a view to boosting lawn structure and drainage characteristics, Vibeiras and Áreagolfe invested in an injection system which, through the effect of at-depth explosion, creates aeration channels in the soil that, at the same time, are filled with sand or, if desired, an additive (mycorrhizae, profile, axis, zeolites, micro-granulates, fungicides, wetting agents, among others).

Traditional soil aeration is time-consuming and requires recovery time before the surface is operational. After the DryJect intervention, the surface is immediately smooth and firm, allowing the aeration of a football pitch or golf course (with the usual size) and respective sand-filling in only one day, ensuring gameplay in one hour and avoiding the loss of green fees.

Vibeiras conducted the lawn aeration works for the greens of three golf courses at Quinta do Lago, through the injection of silica sand directly into the soil, significantly boosting lawn structure and drainage characteristics.







Sustainable Economic Growth

Building Today, Imagining Tomorrow

The growth of a multinational like Mota-Engil starts today, shaped by ambitions for the future. A long-term mission which reflects on operations and on the expansion to new locations and new business areas.

THE 2019 REPORT AND CONSOLIDATED ACCOUNTS OF MOTA-ENGIL,
AVAILABLE FOR CONSULTATION ON ITS INSTITUTIONAL
WEBSITE, WWW.MOTA-ENGIL.PT, PROVIDES DETAILED INFORMATION
ON THE GROUP'S ECONOMIC PERFORMANCE.



CONSULT THE 2019 REPORT AND CONSOLIDATED
ACCOUNTS OF MOTA-ENGIL

Main economic and Financial Indicators

HIGHLIGHTS 2019



ORDER BOOK WORTH 5.4 BILLION EUROS



UNPRECEDENTED TURNOVER OF 2.8 BILLION EUROS, 1% INCREASE OVER 2018



EBITDA OF 417 MILLION EUROS, WITH A RESILIENT MARGIN OF 15%



NET INCOME OF 27 MILLION EUROS, 15% INCREASE OVER 2018

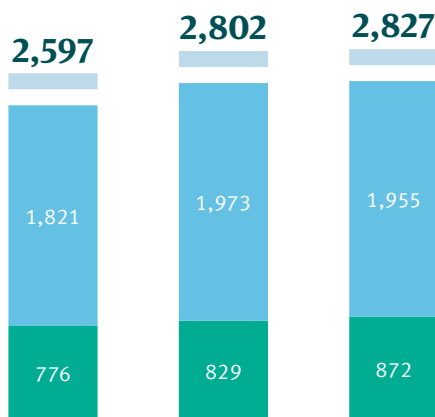


NET DEBT OF 1,213 MILLION EUROS, WITH A NET DEBT RATIO / EBITDA OF 2.9X

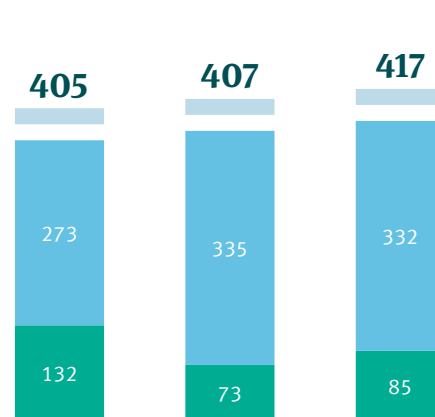


INVESTMENT OF 262 MILLION EUROS

TURNOVER GROUP (MILLION EUROS)

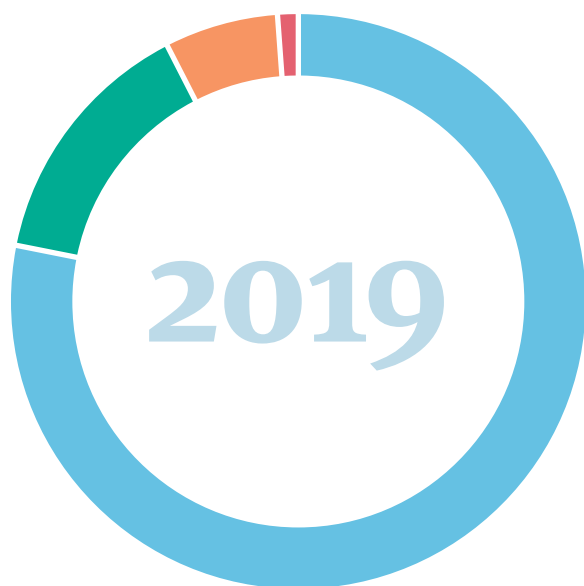


EBITDA GROUP (MILLION EUROS)



(*) Includes the Europe region and others, eliminations and intra-group.
 (**) Includes the Africa and Latin America regions.

■ EUROPE (*) ■ ABROAD (**)



Energy

197M€ TURNOVER



Environment

404M€ TURNOVER

782M€ BACKLOG



Construction

2,211M€ TURNOVER

4,583M€ BACKLOG



Others, eliminations and intra-group

15M€ TURNOVER

TURNOVER (THOUSAND EUROS)

	12M19	% T	Δ	12M18 (restated)	% T	2S19 (unaudited)	% T	Δ	2S18 restated (unaudited)	% T
Sales and services rendered (Turnover - T)	2,826,746		0.9%	2,801,749		1,482,417		(4.4%)	1,550,894	
EBITDA (*)	417,071	14.8%	2.5%	407,077	14.5%	223,055	15.0%	(3.3%)	230,591	14.9%
Amortizations, and depreciations, provisions and impairment losses	-229,337	(8.1%)	(10.9%)	-206,828	(7.4%)	-126,058	(8.5%)	(4.6%)	-120,541	(7.8%)
EBIT (**)	187,734	6.6%	(6.2%)	200,249	7.1%	96,997	6.5%	(11.9%)	110,050	7.1%
Net financial results (***)	-64,440	(2.3%)	(14.6%)	-56,250	(2.0%)	-12,580	(0.8%)	72.7%	-46,125	(3.0%)
Gains/(losses) in associates and jointly controlled companies	-5,407	(0.2%)	-	3,010	0.1%	-6,704	(0.5%)	(610.9%)	1,312	0.1%
Gains/(losses) on the disposal of subsidiaries, jointly controlled and associates companies	-7,986	(0.3%)	-	462	0.0%	-7,986	(0.5%)	(1.827.9%)	462	0.0%
Net monetary position	1,746	0.1%	-	-12,263	(0.4%)	1,746	0.1%	-	-3,098	-
Income before taxes	111,647	3.9%	(17.4%)	135,209	4.8%	71,473	4.8%	14.2%	62,601	4.0%
Consolidated net profit for the year	70,173	2.5%	(24.9%)	93,475	3.3%	44,652	3.0%	(14.8%)	52,393	3.4%
Attributable to:										
Non-controlling interests	43,445	1.5%	(38.1%)	70,169	2.5%	26,050	1.8%	(25.2%)	34,827	2.2%
Group	26,728	0.9%	14.7%	23,306	0.8%	18,602	1.3%	5.9%	17,566	1.1%

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

(**) EBIT corresponds to the algebraic sum of EBITDA with the following captions of the consolidated income statement: "Amortizations and depreciations", "Provisions" and "Impairment losses".

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

excellence



as

motivation



04

GRI CONTENT INDEX

GUARANTEEING STANDARDS OF
EXCELLENCE AND QUALITY AT THE SERVICE
OF CUSTOMERS AND PARTNERS.

**MULTIPLE SIGHTS
ONE DIRECTION**

Gri Content Index

GRI 102: GENERAL DISCLOSURES

ORGANIZATIONAL PROFILE

102-1 NAME OF THE ORGANIZATION

Mota-Engil, SGPS, S.A

102-2 ACTIVITIES, BRANDS, PRODUCTS AND SERVICES

See "1.2 BUSINESS AREAS" (pages 25 - 29)

More information at: <http://www.mota-engil.com/en/business-areas/>

102-3 LOCATION OF HEADQUARTERS

Rua do Rego Lameiro, nº 38, 4300-454 Porto, Portugal

102-4 LOCATION OF OPERATIONS

See "1.1 THE STRENGTH OF A GROUP" (pages 19 - 23)

More information at: <http://www.mota-engil.com/en/mota-engil-in-the-world/>

102-5 OWNERSHIP AND LEGAL FORM

The Mota-Engil SGPS, S.A. is a public limited company, with registered offices at Rua Rego Lameiro, 38, Campanhã, Porto, registered with the Commercial Registry of Porto. Mota-Engil SGPS, S.A. is listed on the Lisbon Stock Exchange (Euronext Lisboa), in its market index, the PSI 20.

102-6 MARKETS SERVED

See "1.1 THE STRENGTH OF A GROUP" (pages 19 - 23)

More information at: <http://www.mota-engil.com/en/mota-engil-in-the-world/>

102-7 SCALE OF THE ORGANIZATION

a1) Total number of employees
See "3.1. OUR PEOPLE" (pages 53 - 73)

a2) Total number of operations
See "1.1 THE STRENGTH OF A GROUP" (pages 19 - 23)
See "1.2 BUSINESS AREAS" (pages 25 - 29)

	LATIN AMERICA	AFRICA	EUROPE - E&C	EUROPE - E&C	OTHERS/ INTRAGROUP	GROUP
a3) Sales and services rendered (a)	-	-	-	-	-	-
a4) Total capitalisation (b)	159,462,376	154,862,376	0	0	(314,324,753)	0
a5) Amount of products and services rendered						
Number of construction contracts executed in year	73	150	346			569
Number of waste collection contracts, urban cleaning	11	7		130		148
Amount of waste selectively collected by EGF companies in the year				540m t		540m t
Amount of waste managed (inputs) by EGF companies in the year				3,298m t		3,298m t
Energy produced in the year	438,408 MWh			505,579 MWh		943,987 MWh

(a) Corresponds to the item in the Consolidated Income Statement: Sales and services rendered.

(b) Corresponds to the algebraic sum of the following items in the Consolidated Statement of Financial Position: Loans without recourse; Loans with recourse; Other financial liabilities; Rental liabilities; Cash and cash equivalents with recourse – Term deposits; Cash and cash equivalents without recourse – Demand deposits; Cash and cash equivalents with recourse – Demand deposits; Other financial investments recorded at amortised cost.



	LATIN AMERICA	AFRICA	EUROPE - E&C	EUROPE - E&S	OTHERS/INTRAGROUP	GROUP
1.2.1) Total assets	1,603,118,024	0	1,945,139,720	0	(3,548,257,745)	0

1.2.2) Shareholders

Information on Mota-Engil SGPS S.A. shareholders with a stake of more than 2% of the share capital can be found in 2019 CONSOLIDATED REPORT & ACCOUNTS.

1.2.3.1) Sales and services rendered per region

Answer under a3) Sales and services rendered

1.2.3.2) Operational costs per region

Listed in the relevant topic "Sustainable Economic Growth" (GRI 201-1)

More information at:

<http://www.mota-engil.com/en/mota-engil-in-the-world/>

<http://www.mota-engil.com/en/business-areas/>

http://www.mota-engil.com/wp-content/uploads/2020/05/Mota-Engil-RA2019_consolidated.pdf

102-8 INFORMATION ON EMPLOYEES AND OTHER WORKERS

See "3.1. OUR PEOPLE" (pages 53 - 73)

102-9 SUPPLY CHAIN

See "2.4.1. OUR PARTNERS" (pages 40 - 43)

More information at:

<http://www.mota-engil.com/wp-content/uploads/2019/11/Code-of-Ethics-and-Business-Conduct.pdf> (see pages 3 - 13)

102-10 SIGNIFICANT CHANGES TO THE ORGANIZATION AND ITS SUPPLY CHAIN

See "2.4.1. OUR PARTNERS" (pages 40 - 43)

a1) Change in operations location

In 2019, the Group incorporated companies in Honduras and the People's Republic of China, although without any relevant activity as of yet.

a2) Change in capital structure

In 2019, there were neither changes in the company's share capital, nor in the shareholder structure (shareholders with a stake over 5% of the share capital).

a3) Change in the location of main suppliers

In 2019, the main countries in the Group's supply chain were Portugal, Mexico and Mozambique.

In 2019, the main changes in the Group's supply chain (relative weight of country in the Group) occurred in Portugal (7% increase) and in Mexico (10% decrease).

102-11 PRECAUTIONARY PRINCIPLE OR APPROACH

More information at:

http://www.mota-engil.com/wp-content/uploads/2020/05/Mota-Engil-RA2019_consolidated.pdf (see pages 41 - 50)

<http://www.mota-engil.com/wp-content/uploads/2019/01/PoliticaDeIntegridadeeComplianceMotaEngil.pdf> (see page 8)

102-12 EXTERNAL INITIATIVES

See "2.5. HUMAN RIGHTS" (pages 44 - 45)

- Adoption of Charter of Principles of BCSD Portugal (Mota-Engil SGPS)
 - Subscribing of the CEO Guide to Human Rights of BCSD Portugal (Mota-Engil SGPS)
 - Aenor Certification according to ISO 37001 (Mota-Engil Peru)
 - Signing of the Women Empowerment Principles (WEPs) – initiative of UN Women and Global Compact (Mota-Engil Mexico)
 - Publication of the Anti-Sexual Harassment Policy (Mota-Engil Uganda)
 - Publication of the Equal Treatment Policy (Mota-Engil Central Europe)
 - Inclusion of Mota-Engil Mexico in the "Corporate Integrity Index 500" ranking
-

102-13 MEMBERSHIP OF ASSOCIATIONS

Africa Monitor Intelligence	Associação Portuguesa Promotores e Investidores Imobiliários
AICEP Portugal Global - Agência para o Investimento e Comércio Externo de Portugal	BCSD Portugal - Conselho Empresarial para o Desenvolvimento Sustentável
AIP Associação Industrial Portuguesa	Câmara de Comércio e Indústria Árabe-Portuguesa
APGES - Associação Global Platform for Syrian Students/Plataforma Global para os Estudantes Sírios	Câmara de Comércio e Indústria Luso-Colombiana
Área Associativa - Comunicação e Serviços, Lda.	Câmara de Comércio e Indústria Luso-Marroquina
Associação Comercial do Porto	Câmara de Comércio e Indústria Ponta Delgada - Assoc. Empresarial das Ilhas de S. Miguel e Stª Maria
ASSICOM - Associação da Indústria, Associação da Construção da Região Autónoma da Madeira	Câmara de Comércio Portugal e Moçambique
Associação de Laboratórios Acreditados de Portugal	Câmara de Comércio Portugal-Angola
Associação dos Industriais da Construção Civil e Obras Públicas	Casa da Música
Associação Empresarial de Amarante	Centro de Estudos Jurídicos do Minho
Associação Empresarial de Construção Obras Públicas e Serviços	Centro Rodoviário Português
Associação Empresarial de Portugal	COTEC Portugal – Associação Empresarial para a Inovação
Associação Internacional Permanente de Congressos Rodoviários	Editions Le Moniteur
Associação Nacional de Alugadores de Equipamento Industrial	EGP - University of Porto Business School
Associação Nacional da Indústria Extrativa e Transformadora	Fundação AIP
Associação Nacional de Transportes Públicos Rodoviários de Mercadorias	Fundação Associação Empresarial de Portugal
Associação para o Desenvolvimento da Mobilidade e Transportes Sustentáveis	Fundação de Serralves
Associação Portuguesa das Empresas de Betão Pronto	IET - Instituto Empresarial do Tâmega
Associação Portuguesa de Fundição	Instituto Nacional Casa da Moeda
Associação Portuguesa Normalização Certificação Ferroviária	Instituto Português da Qualidade
Associação Portuguesa para Desenvolvimento dos Sistemas Integrados de Transportes	Jornal Água & Ambiente
Associação Portuguesa para o Desenvolvimento Económico e a Cooperação	Jornal Expansão
	Plataforma Tecnológica Portuguesa da Construção
	Sociedade de Golfe de Amarante
	Sociedade Portuguesa de Acústica
	United Nations Children's Fund
	Vida Económica - Editorial, SA

STRATEGY**102-14 STATEMENT FROM SENIOR DECISION-MAKER**

Message from the Chairman of the Board of Directors (pages 8 - 9)
Message from the Chief Executive Officer (pages 10 - 11)

102-15 KEY IMPACTS, RISKS, AND OPPORTUNITIES

Information at:

http://www.mota-engil.com/wp-content/uploads/2020/05/Mota-Engil-RA2019_consolidated.pdf (see pages 41 - 50)

<http://www.mota-engil.com/wp-content/uploads/2019/01/PoliticadeIntegridadeeComplianceMotaEngil.pdf> (see page 8)

ETHICS AND INTEGRITY

102-16 VALUES, PRINCIPLES, STANDARDS AND NORMS OF BEHAVIOR

See "2.2. CORPORATE ETHICS AND INTEGRITY" (page 36)

The Principles are set forth in the documents listed below and include, among others: lawfulness, transparency, integrity, confidentiality, non-discrimination, non-coercion and training. The Mota-Engil Standards and Rules of Conduct are described in the following documents:

- Code of Ethics and Conduct;
- Code of Conduct for Suppliers;
- Code of Conduct for the Prevention of Workplace Harassment;
- Regulation for the communication of irregularities;
- Information on the prohibition of market abuse;
- Information on operations involving key office-holders, within the scope of the prohibition of market abuse.

In 2019 2,204 Mota-Engil employees had training in the Group's Vision, Mission and Values, which included training in the Group's ethical principles, aimed at highlighting the importance of the rules set forth in the internal codes of conduct.

The Code of Ethics and Conduct was implemented in 2015 and is regularly updated upon recommendation from the Compliance Officer, responsible for its maintenance. The Code, and successive updates, must be approved by the Board of Directors of Mota-Engil, SGPS, S.A. The last update was on 7th October 2019.

The Code of Ethics and Conduct of Mota-Engil is available in several languages on Mota-Engil's website: <http://www.mota-engil.com/en/sustainability/code-of-ethics-and-business-conduct/>

More information at:

<http://www.mota-engil.com/wp-content/uploads/2019/11/Code-of-Ethics-and-Business-Conduct.pdf>

GOVERNANCE

102-18 GOVERNANCE STRUCTURE

See "2.3. GOVERNANCE STRUCTURE" (page 37)

More information at:

http://www.mota-engil.com/wp-content/uploads/2020/05/Mota-Engil-RA2019_consolidated.pdf (see pages 207 - 211)

STAKEHOLDER ENGAGEMENT

102-40 LIST OF STAKEHOLDER GROUPS

The main stakeholder groups include:

Shareholders; Business Associations; Clients; Employees; Community; Governmental and Regulatory Entities; Suppliers; Non-Governmental Organisations.

102-41 COLLECTIVE BARGAINING AGREEMENTS

COMPANY	COLLECTIVE AGREEMENT
Áreagolfe	Collective Agreement for Civil Construction and Public Works
Capsfil	Collective Agreement for Civil Construction and Public Works
Largo do Paço, Investimentos Turísticos e Imobiliários	Collective Bargaining Agreement between APHORT (Associação Portuguesa de Hotelaria, Restauração e Turismo) and FESAHT (Federação dos Sindicatos da Agricultura, Alimentação, Bebidas, Hotelaria e Turismo de Portugal)
Manvia	Collective Agreement for Civil Construction and Public Works
Manvia II Condutas	Collective Agreement for Civil Construction and Public Works
Mota-Engil, Engenharia e Construção	Collective Agreement for Civil Construction and Public Works
Mota-Engil, Engenharia e Construção África	Collective Agreement for Civil Construction and Public Works
Mota-Engil Railway Engineering	Collective Agreement for Civil Construction and Public Works
Vibeiras	Collective Agreement for Civil Construction and Public Works

102-42 IDENTIFYING AND SELECTING STAKEHOLDERS

See "2.4. COMMITMENT TO EXTERNAL INITIATIVES AND RELATIONSHIP WITH STAKEHOLDERS" (pages 38 - 39)

102-43 APPROACH TO STAKEHOLDER ENGAGEMENT

See "2.4. COMMITMENT TO EXTERNAL INITIATIVES AND RELATIONSHIP WITH STAKEHOLDERS" (pages 38 - 39)

102-44 KEY TOPICS AND CONCERNS RAISED

Not applicable

REPORTING PRACTICE

102-45 ENTITIES INCLUDED IN THE CONSOLIDATED FINANCIAL STATEMENTS

a) List of consolidated companies
See Annex A of 2019 Report & Accounts

b) Companies not included in reporting
In the specific case of the information included in GRI 302-1 and 306-2 (non-financial information), it refers to companies mentioned in page 49 of this Sustainability Report.

102-46 DEFINING REPORT CONTENT AND TOPIC BOUNDARIES

See "OBJECTIVES AND LIMITS OF THE REPORT" (pages 14 - 15)

102-47 LIST OF MATERIAL TOPICS

See "2.6. MATERIAL TOPICS AND ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS" (pages 46 - 49)

102-48 RESTATEMENTS OF INFORMATION

Nothing to report.

102-49 CHANGES IN REPORTING

The information in this report is organised according to the five material topics and characterises the sustainability activities undertaken by the Group throughout 2019.

102-50 REPORTING PERIOD

1st January 2019 to 31st December 2019

102-51 DATE OF MOST RECENT REPORT

The last report (2018) was published in July 2019.

102-52 REPORTING CYCLE

The Mota-Engil Group publishes its Sustainability Report annually.

102-53 CONTACT POINT FOR QUESTIONS REGARDING THE REPORT

See "REPORT PROFILE" (pages 12 - 13)

102-54 CLAIMS OF REPORTING IN ACCORDANCE WITH THE GRI STANDARDS

See "REPORT PROFILE" (pages 12 - 13)

102-55 GRI CONTENT INDEX

See "REPORT PROFILE" (pages 12 - 13)
See "04. GRI CONTENT INDEX" (pages 154 - 177)

102-56 EXTERNAL ASSURANCE

This report was not verified.

SPECIFIC CONTENT

SUSTAINABLE ECONOMIC GROWTH

GRI 103: Management Approach

103-1 EXPLANATION OF THE MATERIAL TOPIC AND ITS BOUNDARY

Associated with relevant topic: "Sustainable Economic Growth".
See "2.6. MATERIAL TOPICS AND ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS" (pages 46 - 49)

103-2 THE MANAGEMENT APPROACH AND ITS COMPONENTS

- Objective: Maximising value; identifying and boosting value creation opportunities across the entire chain.
- Policy: Strategic focus on value creation, substantiated by several initiatives cutting across Group companies.
- Commitment 2020: order book over 5 billion euros, based on international activity.
- Responsibility and resources: Mota-Engil Board and respective companies.
- Complaint mechanisms: Not applicable
- Projects: See "3.5. ECONOMIC VALUE CREATION" (pages 137 - 153) and consult 2019 Consolidated Report & Accounts

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The Mota-Engil Group regularly monitors and assesses the indicators associated to this topic.
To assess management efficiency, we also rely on the feedback from our stakeholders, benchmarking and, whenever available, external performance ratings.

GRI 201: Economic Performance

201-1 DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

	LATIN AMERICA	AFRICA	EUROPE - E&C	EUROPE - E&S	OTHERS/ INTRAGROUP	GROUP
I) Direct economic value generated: revenues						
Revenues^(a) (I)	978,100,142	1,009,794,537	665,253,811	293,002,515	(47,322,139)	2,898,828,865
II) Economic value distributed: operating costs						
Operating costs (II)	(942,388,691)	(899,172,713)	(658,863,740)	(353,545,986)	14,335,412	(2,839,635,718)
Expenses with financiers and shareholders ^(b)	(43,478,994)	(50,153,529)	(12,552,847)	(11,414,366)	(24,702,895)	(142,302,631)
Expenses with State and other public bodies ^(c)	(39,328,581)	(27,247,815)	(6,381,142)	(5,390,340)	(1,822,447)	(80,170,325)
Expenses with community-based investments ^(d)	(327,525)	(35,847)	(35,847)	(241,785)	(907,837)	(1,548,841)
Staff costs ^(e)	(188,215,960)	(147,627,069)	(119,718,598)	(110,415,175)	(19,247,932)	(585,224,734)
Operating costs ^(f)	(671,037,630)	(674,108,453)	(520,175,306)	(226,084,319)	61,016,522	(2,030,389,186)
III) Economic value retained						
EVR (I)-(II)	35,711,452	110,621,824	6,390,071	(60,543,471)	(32,986,728)	59,193,148

Notes:

- (a) Corresponds to the sum of the following headings/subheadings of the consolidated income statement: Sales and services rendered; Other operating income / (costs) - Gains in the disposal of tangible assets; Other income and financial gains - Interest obtained.
- (b) Corresponds to the sum of the consolidated income statement subheading "Financial costs and losses - Interest paid" with the dividends paid, included in the consolidated cash-flow statement.
- (c) Corresponds to the sum of the following headings/subheadings of the consolidated income statement: Other operating income / (costs); Operating costs and losses - Taxes; Tax on income - Current tax.
- (d) Corresponds to the following subheading of the consolidated income statement: Other operating income / (costs) - Operating costs and losses - Donations.
- (e) Corresponds to the following heading of the consolidated income statement: Staff costs.
- (f) Corresponds to the sum of the following headings/subheadings of the consolidated income statement: Cost of goods sold and materials consumed, changes in production and Subcontracts; Third-Part supplies and services; Other operating income / (costs) - Operating costs and losses - Losses in the disposal of tangible assets; Other costs.

ENVIRONMENTAL RESPONSIBILITY | ENERGY EFFICIENCY

GRI 103: Management Approach

103-1 EXPLANATION OF THE MATERIAL TOPIC AND ITS BOUNDARY

Associated with relevant topic: "Environmental Responsibility".
See "2.6. MATERIAL TOPICS AND ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS" (pages 46 - 49)

103-2 THE MANAGEMENT APPROACH AND ITS COMPONENTS

- Objective: Minimising energy consumption, with a view to decreasing greenhouse gases emissions.
- Policy: The Mota-Engil Group has a SHEQ Policy which, within the scope of the company's environmental culture, promotes a decrease in fuel consumption and the selection of eco-friendlier solutions, through the implementation of lead goals and environmental programmes, including the definition of environmental golden rules, awareness campaigns and partner engagement.
- Commitments/Objectives/Targets: Every year strategic environmental goals are reassessed and defined.
- Responsibility and resources: Each company and market is responsible for the periodical monitoring of strategic goals and respective environmental indicators.
- Complaint mechanisms: There are several mechanisms aimed at collecting suggestions from employees, communities and clients, namely through tool box talk, SHEQ meetings, surveys and other means individually set up for each project and company.
- Projects: See "3.2. SAFETY, HEALTH, ENVIRONMENT AND QUALITY" (pages 75 - 107)

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The Mota-Engil Group regularly monitors and assesses the indicators associated to this topic. To assess management efficiency, we also rely on the feedback from our stakeholders, benchmarking and, whenever available, external performance ratings.

GRI 302: Energy

302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION



CAPSFIL	2019	2018
Total Non-Renewable Energies	9,496 GJ/year	
Diesel	9,496 GJ/year	8,984 GJ/year
Electricity consumed	612 GJ/year	

EGF	2019	2018
Total Non-Renewable Energies	473,500 GJ/year	
Diesel	376,791 GJ/year	366,404 GJ/year
Heating Oil	198 GJ/year	
Petrol	78 GJ/year	58 GJ/year
Butane/Propane Gas	393 GJ/year	215 GJ/year
Natural Gas	96,040 GJ/year	62,758 GJ/year
Total Renewable Energies	30,656 GJ/year	
Solar Power	588 GJ/year	
Biofuel Heat from engine cooling water	30,068 GJ/year	
Electricity consumed	188,554 GJ/year	
Electricity sold	1,802,085 GJ/year	

Manvia*	2019	2018
Total Non-Renewable Energies	20,869 GJ/year	
Diesel	20,462 GJ/year	18,855 GJ/year
Petrol	407 GJ/year	277 GJ/year
Electricity consumed	845 GJ/year	

* Manvia - Manutenção e Exploração de Instalações e Construção, SA; Manvia II Condutas, Lda; Manvia - Spain Branch

Mota-Engil Engenharia e Construção	2019	2018
Total Non-Renewable Energies	373,564 GJ/year	
Diesel	314,168 GJ/year	317,049 GJ/year
Petrol	13 GJ/year	265 GJ/year
Butane/Propane Gas	443 GJ/year	1,599 GJ/year
Natural Gas	25 GJ/year	
Thick fuel oil	58,916 GJ/year	44,990 GJ/year
Total Renewable Energies	3,645 GJ/year	
Solar Power	3,645 GJ/year	
Electricity consumed	37,229 GJ/year	
Electricity sold	618 GJ/year	

Mota-Engil Railway	2019	2018
Total Non-Renewable Energies	6,042 GJ/year	
Diesel	6,042 GJ/year	
Butane/Propane Gas	0,13 GJ/year	
Electricity consumed	330 GJ/year	

SUMA	2019	2018
Total Non-Renewable Energies	196,754 GJ/year	
Diesel	194,921 GJ/year	204,309 GJ/year
Petrol	1,481 GJ/year	1,360 GJ/year
Natural Gas	270 GJ/year	135 GJ/year
Heating Oil	81 GJ/year	104 GJ/year
Electricity consumed	3,471 GJ/year	

Takargo

	2019	2018
Total Non-Renewable Energies	243,669 GJ/year	
Diesel	243,669 GJ/year	258,321 GJ/year

Vibeiras

	2019	2018
Total Non-Renewable Energies	21,627 GJ/year	
Diesel	19,569 GJ/year	15,965 GJ/year
Petrol	2,058 GJ/year	2,051 GJ/year
Electricity consumed	342 GJ/year	

Ireland

	2019	2018
Total Non-Renewable Energies	21,775 GJ/year	
Diesel	21,662 GJ/year	21,186 GJ/year
Petrol	113 GJ/year	96 GJ/year
Electricity consumed	40,588 GJ/year	



Poland

	2019	2018
Total Non-Renewable Energies	246,199 GJ/year	
Diesel	163,700 GJ/year	169,359 GJ/year
Petrol	7,170 GJ/year	4,970 GJ/year
Natural Gas	21,440 GJ/year	26,486 GJ/year
Coal	48,850 GJ/year	66,935 GJ/year
Fuel Oil	5,039 GJ/year	7,056 GJ/year
Electricity consumed	27 GJ/year	



South Africa

	2019	2018
Total Non-Renewable Energies	7,227 GJ/year	
Diesel	6,562 GJ/year	7,495 GJ/year
Petrol	664 GJ/year	21,765 GJ/year
Electricity consumed	793 GJ/year	



Angola | Mota-Engil Angola

	2019	2018
Total Non-Renewable Energies	307,672 GJ/year	
Diesel	300,496 GJ/year	262,999 GJ/year
Petrol	5,496 GJ/year	6,086 GJ/year
Butane/Propane Gas	1,680 GJ/year	1,712 GJ/year
Electricity consumed	474 GJ/year	



Angola | Novicer

	2019
Total Non-Renewable Energies	86,044 GJ/year
Diesel	41,954 GJ/year
Petrol	106 GJ/year
Butane/Propane Gas	41 GJ/year
Fuel Oil	43,943 GJ/year
Electricity consumed	6,043 GJ/year



Angola | Prefal

	2019
Total Non-Renewable Energies	4,643 GJ/year
Diesel	4,372 GJ/year
Petrol	121 GJ/year
Butane/Propane Gas	150 GJ/year
Electricity consumed	149 GJ/year



Angola | Vista Waste

	2019
Total Non-Renewable Energies	90,007 GJ/year
Diesel	89,256 GJ/year
Petrol	751 GJ/year
Electricity consumed	672 GJ/year



Cameroon

	2019	2018
Total Non-Renewable Energies	24,622 GJ/year	
Diesel	24,379 GJ/year	27,941 GJ/year
Petrol	238 GJ/year	313 GJ/year
Butane/Propane Gas	4 GJ/year	
Electricity consumed	927 GJ/year	



Ivory Coast

	2019	2018
Total Non-Renewable Energies	242,174 GJ/year	
Diesel	240,396 GJ/year	79,337 GJ/year
Petrol	1,778 GJ/year	11 GJ/year
Electricity consumed	325 GJ/year	



Malawi

	2019	2018
Total Non-Renewable Energies	412,141 GJ/year	
Diesel	411,690 GJ/year	650,366,00 GJ/year
Petrol	451 GJ/year	438 GJ/year
Butane/Propane Gas	0,36 GJ/year	579 GJ/year
Electricity consumed	577 GJ/year	



Mozambique

	2019	2018
Total Non-Renewable Energies	172,600 GJ/year	
Diesel	172,068 GJ/year	172,094 GJ/year
Butane/Propane Gas	532 GJ/year	195 GJ/year
Electricity consumed	4,248 GJ/year	



Republic of Guinea

	2019	2018
Total Non-Renewable Energies	459,180 GJ/year	
Diesel	456,673 GJ/year	446,332 GJ/year
Petrol	2,500 GJ/year	2,400 GJ/year
Butane/Propane Gas	7 GJ/year	
Electricity consumed	148 GJ/year	



Rwanda

	2019	2018
Total Non-Renewable Energies	207,160 GJ/year	
Diesel	207,125 GJ/year	208,046 GJ/year
Petrol	35 GJ/year	29 GJ/year
Electricity consumed	73 GJ/year	



Uganda

	2019	2018
Total Non-Renewable Energies	306,600 GJ/year	
Diesel	306,121 GJ/year	201,551 GJ/year
Petrol	359 GJ/year	44 GJ/year
Butane/Propane Gas	120 GJ/year	5 GJ/year
Electricity consumed	3,259 GJ/year	



Zimbabwe

	2019	2018
Total Non-Renewable Energies	33,208 GJ/year	
Diesel	31,651 GJ/year	144,449 GJ/year
Fuel Oil	1,557 GJ/year	7,148 GJ/year



Brazil | ECB


	2019	2018
Total Non-Renewable Energies	548,141 GJ/year	
Diesel	512,945 GJ/year	524,664 GJ/year
Petrol	7,246 GJ/year	23,237 GJ/year
Fuel oil	27,950 GJ/year	69,560 GJ/year
Total Renewable Energies	13,062 GJ/year	
Ethanol	13,062 GJ/year	747 GJ/year
Electricity consumed	3,391 GJ/year	





Brazil | Consita


	2019	2018
Total Non-Renewable Energies	88,578 GJ/year	
Petrol	3,214 GJ/year	2,586 GJ/year
Diesel Oil	85,364 GJ/year	44,924 GJ/year
Total Renewable Energies	1,139 GJ/year	
Ethanol	1,139 GJ/year	
Electricity consumed	655 GJ/year	49 GJ/year




Colombia	2019	2018	
Total Non-Renewable Energies	46,716 GJ/year		
Diesel	45,777 GJ/year	24,000 GJ/year	
Petrol	939 GJ/year	600 GJ/year	
Electricity consumed	2,842 GJ/year		

Mexico Mota-Engil Mexico	2019	2018	
Total Non-Renewable Energies	232,014 GJ/year		
Diesel	215,360 GJ/year	255,033 GJ/year	
Petrol	16,260 GJ/year	17,981 GJ/year	
LPG	394 GJ/year	1,549 GJ/year	
Electricity consumed	3,159 GJ/year		

Mexico GISA	2019	2018	
Total Non-Renewable Energies	43,348 GJ/year		
Diesel	39,687 GJ/year	42,667 GJ/year	
Petrol	3,660 GJ/year	1,905 GJ/year	
Butane/Propane Gas	1 GJ/year		
Electricity consumed	25,065 GJ/year		

Panama	2019		
Total Non-Renewable Energies	3,009 GJ/year		
Petrol	3,009 GJ/year		
Electricity consumed	220 GJ/year		

Peru	2019	2018	
Total Non-Renewable Energies	614,324 GJ/year		
Diesel	612,959 GJ/year	822,558 GJ/year	
Petrol	1,364 GJ/year	1,417 GJ/year	
Electricity consumed	4,694 GJ/year		

Dominican Republic

2019

2018



	2019	2018
Total Non-Renewable Energies	12,133 GJ/year	
Diesel	10,883 GJ/year	492 GJ/year
Petrol	940 GJ/year	
Butane/Propane Gas	310 GJ/year	
Electricity consumed	25 GJ/year	

ENVIRONMENTAL RESPONSIBILITY | WASTE RECOVERY

**GRI 103:
Management
Approach**

103-1 EXPLANATION OF THE MATERIAL TOPIC AND ITS BOUNDARY

Associated with relevant topic: "Environmental Responsibility".
See "2.6. MATERIAL TOPICS AND ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS" (pages 46 - 49)

103-2 THE MANAGEMENT APPROACH AND ITS COMPONENTS

- Objective: Reducing the consumption of energy and materials, and promoting their reuse, recovery and recycling.
- Policy: The Mota-Engil Group has a SHEQ Policy which, within the scope of the company's environmental culture, promotes a decrease in the consumption of energy and materials, boosting material reuse, recovery and recycling, through the implementation of lead goals and environmental programmes, including the definition of environmental golden rules, awareness campaigns and partner engagement.
- Commitments/Objectives/Targets: Every year strategic environmental goals are reassessed and defined.
- Responsibility and resources: Each company and market is responsible for the periodical monitoring of strategic goals and respective environmental indicators.
- Complaint mechanisms: There are several mechanisms aimed at collecting suggestions from employees, communities and clients, namely through tool box talk, SHEQ meetings, surveys and other means individually set up for each project and company.
- Projects: See "3.2. SAFETY, HEALTH, ENVIRONMENT AND QUALITY" (pages 75 - 107)

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The Mota-Engil Group regularly monitors and assesses the indicators associated to this topic.
To assess management efficiency, we also rely on the feedback from our stakeholders, benchmarking and, whenever available, external performance ratings.

**GRI 306:
Effluents
and Waste**

306-2 WASTE BY TYPE AND DISPOSAL METHOD



CAPSFIL

2019

	2019
Total Hazardous Waste	0.16 t
Others	0.16 t
Total Non-Hazardous Waste	285 t
Recycling	285 t

EGF	2019
Total Hazardous Waste	409 t
Controlled landfill	149 t
Others	260 t
Total Non-Hazardous Waste	2,942 t
Landfill	1,821 t
Recycling	806 t
Reuse	315 t

Manvia	2019
Total Hazardous Waste	15 t
Others	15 t
Total Non-Hazardous Waste	1,631 t
Landfill	79 t
Others	1,095 t
Recycling	456 t

Mota-Engil Engenharia e Construção	2019
Total Hazardous Waste	3,143 t
Others	3,143 t
Total Non-Hazardous Waste	49,072 t
Recycling	29,852 t
Landfill	169 t
Others	19,051 t

Vibeiras	2019
Total Hazardous Waste	23 t
Controlled landfill	1 t
Others	22 t
Total Non-Hazardous Waste	26,122 t
Incineration on land	129 t
Recycling	25,225 t
Treatment on land towards agriculture/environmental improvement	769 t

Takargo	2019
Total Non-Hazardous Waste	83 t
Preliminary operations before recovery, including preprocessing	83 t

Poland

2019



Total Hazardous Waste	42 t
Controlled landfill	1 t
Others	40 t
Total Non-Hazardous Waste	7,564 t
Onsite deposit	4,885 t
Recycling	148 t
Reuse	2,531 t



AFRICA

South Africa

2019



Total Non-Hazardous Waste	24,039 t
Recycling	24,039 t

Angola | Mota-Engil Angola

2019



Total Hazardous Waste	133 m³
Controlled landfill	31 m³
Others	102 m³
Total Non-Hazardous Waste	165,599 t
Landfill	165,599 t

Angola | Vista Waste

2019



Total Hazardous Waste	4,794 t
Controlled landfill	4,609 t
Incineration	185 t
Total Non-Hazardous Waste	
Treatment plant with anaerobic reactor	4,104 m³
Recycling	1,069 t
Dissolved air flotation	161 m³
Activated sludge system	74 m³

Cameroon

2019



Total Non-Hazardous Waste	25 t
Reuse	25 t

Republic of Guinea

2019



Total Hazardous Waste	109 t
Controlled landfill	109 t
Total Non-Hazardous Waste	388 t
Landfill	270 t
Reuse	118 t

Malawi

2019



Total Hazardous Waste	290 t
Others	290 t
Total Non-Hazardous Waste	1,250 t
Others	1,250 t

Mozambique

2019



Total Hazardous Waste	183 t
Controlled landfill	183 t
Total Non-Hazardous Waste	39,833 t
Landfill	39,015 t
Reuse	818 t

Rwanda

2019



Total Hazardous Waste	3 t
Controlled landfill	3 t
Total Non-Hazardous Waste	10 t
Reuse	10 t

Uganda

2019



Total Hazardous Waste	57,417 t
Others	57,417 t
Total Non-Hazardous Waste	330,966 t
Landfill	240,237 t
Recycling	90,729 t



Zimbabwe

2019



Total Hazardous Waste	2,940 t
Forwarded to Environmental Management Agency (EMA)	2,940 t
Total Non-Hazardous Waste	10 t
Landfill	10 t



LATIN AMERICA

Brazil | ECB

2019



Total Hazardous Waste	122 t
Controlled landfill	96 t
Others	26 t
Total Non-Hazardous Waste	2,058 t
Landfill	272 t
Effluent treatment	1,549 t
Recycling	236 t

Brazil | Consita

2019



Total Hazardous Waste	4 t
Others	4 t
Total Non-Hazardous Waste	3 t
Landfill	1 t
Recycling	2 t

Colombia

2019



Total Hazardous Waste	0.26 t
Controlled landfill	0.26 t
Total Non-Hazardous Waste	40,410 t
Landfill	24,265 t
Recycling	17 t
Reuse	16,128 t

Mexico | Mota-Engil Mexico

2019



Total Hazardous Waste	45 t
Controlled landfill	45 t
Total Non-Hazardous Waste	701 t
Composting	4 t
Underground waste injection	648 t
Recycling	41 t
Reuse	8 t

Mexico | GISA

2019



Total Hazardous Waste	17 t
Others	17 t
Total Non-Hazardous Waste	28 t
Landfill	8 t
Recycling	20 t

Peru

2019



Total Hazardous Waste	183 t
Controlled landfill	183 t
Total Non-Hazardous Waste	613 t
Landfill	611 t
Recycling	2 t

Dominican Republic

2019



Total Non-Hazardous Waste	934 t
Recycling	8 t
Landfill	611 t
Forwarded to WWTP and deposit on land	315 t



PEOPLE SAFETY AND HEALTH

GRI 103: Management Approach

103-1 EXPLANATION OF THE MATERIAL TOPIC AND ITS BOUNDARY

Associated with relevant topic: "People's Health and Safety".
See "2.6. MATERIAL TOPICS AND ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS" (pages 46 - 49)

103-2 THE MANAGEMENT APPROACH AND ITS COMPONENTS

- **Objective:** Ensuring employees health, well-being and protection through an internal culture of prevention of occupational accidents, mitigation of psychosocial risks, and improvement of employee working conditions.
- **Policy:** Strategic focus on occupational health and safety, substantiated by several prevention and control methodologies always based on risk management. And prevention strengthening, with awareness initiatives cutting across Group companies.
- **Commitments/Objectives/Targets:** Every year lead goals and targets are defined with a view to strengthening the culture for risk prevention and mitigation, based on internal requirements (through employee consultation) and external requirements (through client and partner consultation).
- **Responsibility and resources:** Division of Safety, Health, Environment and Quality.
- **Complaint mechanisms:** There are several mechanisms aimed at collecting suggestions from employees, namely through tool box talk, SHEQ meetings, surveys and other means individually set up for each project and company. Regarding compliance, Mota-Engil has a whistleblowing policy, which defines the means to collect information on critical situations from employees.
- **Projects:** See "3.2. SAFETY, HEALTH, ENVIRONMENT AND QUALITY" (pages 75 - 107)

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The Mota-Engil Group regularly monitors and assesses the indicators associated to this topic. To assess management efficiency, we also rely on the feedback from our stakeholders, benchmarking and, whenever available, external performance ratings.

GRI 403: Occupational Health and Safety

403-1 WORKERS REPRESENTATION IN FORMAL JOINT MANAGEMENT-WORKER HEALTH AND SAFETY COMMITTEES

In order to ensure compliance with legal requirements within the scope of employees representation and consultation on health and safety matters, Mota-Engil set up safety committees meeting periodically and addressing the different dimensions of the Group, namely:

- **Corporate:** Committee encompassing the several Group regions, comprised of the Board and employee representatives from each market. Meets annually.
- **Market:** Committee for each market where Mota-Engil operates, comprised of the market's Top Management and the representatives of every project and company. Meets monthly.
- **Project and Company:** Committee for each project/company of the market, comprised of the project/company's management and employee representatives. Meets weekly.

Each committee defines the mandatory participants and follows a work agenda ensuring the debate of relevant situations, as well as the collection of feedback, on each of the dimensions, by employee representatives, as one of the important inputs for the evolution of Mota-Engil's Integrated Management System (Safety, Health, Environment and Quality).

Notwithstanding the meetings of the Safety Committees, Mota-Engil has other consultation mechanisms for employee representatives, such as annual surveys and tool boxes - with a view to collecting additional information contributing to a management system focused on risk prevention, and the health and safety of employees, subcontractors and communities.

As a result of the committees and the remaining consultation mechanisms, Mota-Engil ensures 100% employee consultation, which is a mandatory and crucial requirement for the company.

TALENT MANAGEMENT

GRI 103: Management Approach

103-1 EXPLANATION OF THE MATERIAL TOPIC AND ITS BOUNDARY

Associated with relevant topic: "Talent Management".
See "2.6. MATERIAL TOPICS AND ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS" (pages 46 - 49)

103-2 THE MANAGEMENT APPROACH AND ITS COMPONENTS

- Objective: Optimising employee skills and performance.
- Policy: Adoption of the Human Resources Policy of the Mota-Engil Group.
- Commitment: in 2020, cover a greater number of markets with the corporate performance evaluation process.
- Target: 75% of staff with corporate performance evaluation process.
- Responsibility and resources: Corporate Division of Human Resources and Human Resources Divisions of the companies.
- Complaint mechanisms: There is a complaint mechanism set up for employees to report any occurrence to Human Resources.
- Projects: See "3.1. OUR PEOPLE" (pages 53 - 73)

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The Mota-Engil Group regularly monitors and assesses the indicators associated to this topic. To assess management efficiency, we also rely on the feedback from our stakeholders, benchmarking and, whenever available, external performance ratings.

GRI 404: Training and Education

404-3 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

In 2019, the corporate performance evaluation process encompassed 60% of its employees.

INNOVATION CULTURE

GRI 103: Management Approach

103-1 EXPLANATION OF THE MATERIAL TOPIC AND ITS BOUNDARY

Associated with relevant topic: "Innovation Culture".
See "2.6. MATERIAL TOPICS AND ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS" (pages 46 - 49)

103-2 THE MANAGEMENT APPROACH AND ITS COMPONENTS

- Objective: Producing more, better and differently. Having a diversified and distinctive offer.
- Policy: Strategic focus on innovation, substantiated by several initiatives cutting across Group companies. Some companies have specified Innovation Policies.
- Commitments/Objectives/Targets: Each innovation project has specific goals and targets, adjusted to the reality of each activity/company.
- Responsibility and resources: Innovation Department.
- Complaint mechanisms: Not applicable
- Projects: See "3.5. ECONOMIC VALUE CREATION" (pages 137 - 153)

103-3 EVALUATION OF THE MANAGEMENT APPROACH

The Mota-Engil Group regularly monitors and assesses the indicators associated to this topic. To assess management efficiency, we also rely on the feedback from our stakeholders, benchmarking and, whenever available, external performance ratings.





MOTAENGIL

ISSN: 2184-0725

Legal Deposit: 4443 05/18

Conception: White Way®

Printed by: Getside, Lda.

