

MOTAENGIL

# Acting for a Sustainable Future

Sustainability Report 2021



MOTAÆNGIL

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Acting for a Sustainable Future

Sustainability Report 2021

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MOTAENGIL

Acting for a  
Sustainable Future





# 1 2021 Highlights

Acting with commitment

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# 1.1. The view from top management

 INTERVIEW

## Discussing the strategic importance of sustainability for the Mota-Engil Group

**António Mota**  
Chairman

**Gonçalo Moura Martins**  
CEO

**Carlos Mota Santos**  
COO & Deputy CEO





“Today, our purpose continues to be to serve the community, building and operating the necessary infrastructure for its development, with a long-term vision, and shifting to a new paradigm: sustainable development.”

António Mota

**Over the years, the Group has staunchly advocated its original values. As the son of Manuel António da Mota, one of the founders, can you tell us about the Group’s purpose? And how has this purpose been essential over the 75 years of the Group’s history?**

**A.M.:** Seventy-five years ago, my father, Manuel António da Mota, started Mota-Engil in Angola, before rapidly changing the needs of the Angolan people by focusing on necessary development. That is the culture of the Mota-Engil Group!

Today, our purpose continues to be to serve the community, building and operating the necessary infrastructure for its development, with a long-term vision, and shifting to a new paradigm: sustainable development. A shared prosperity that does not exhaust the resources and environment for future generations and, essentially, with respect for people.

**Knowing that humankind is currently experiencing unprecedented challenges which ask companies to have an increasing role and capacity for intervention, what global trends would you highlight as the most important for the Group, influencing its choice of strategic priorities?**

**A.M.:** The Group’s first priority is always to protect human rights, but to ensure human rights, at a global scale, which is the scale which Mota-Engil operates on, we have to ensure that we overcome all the other challenges.

As we know, climate change is a problem for everyone, but not everyone carries equal responsibility for it. Developing countries have only consumed a tiny part of the cake, but they are the ones that suffer the worst consequences of climate change. The same applies to biodiversity and the resources to conserve them.

In sum, to guarantee everyone’s rights, we have to look at global society and global challenges as a whole and not bit by bit. From building sustainable and resilient communities to 21st-century education and climate action, these challenges need to be considered to ensure human rights today and tomorrow.

**G.M.M.:** Effectively, we face new challenges which we could have foreseen but never at the scale and speed we have seen.

The strategy will be to reassess constantly where the Group’s impact is most negative and positive and realise what our strengths and weaknesses are. This will be the priority for the activities we undertake.

One thing we know: the Group will have to adjust, evolve and influence the whole value chain, because only together can we make a difference, i.e. if one person complies, we all do, and the world urgently needs us all to comply with and contribute to this change.

**Traditionally, companies are very focused on ensuring a financial return in the short term for their shareholders, but, with the current trends in sustainability, the perspective of value sharing with other stakeholders is gaining increased importance. What is Mota-Engil’s view of creating long-term value for its various stakeholders?**

**G.M.M.:** If you think about it, the Group has always been concerned about ensuring that its projects contribute positively to shareholders, but, above all, that they have value for local communities and employees that took part in them. In other words, the concern about providing value to our stakeholders has been intrinsic since Mota-Engil was founded.

Of course, our clients (private and institutional) are some of our most important stakeholders and we always try to accommodate their needs and even, wherever possible, overcome their expectations. However, today, we are more aware of the needs



“[...] the concern about providing value to our stakeholders has been intrinsic since Mota-Engil was founded [...] The idea is for us to grow together, which is the motto of our Group”

Gonçalo Moura Martins

of other stakeholders, in addition to clients, shareholders, employees and communities. Proof of this are the partnerships we create both with specialised companies, namely subcontractors and suppliers, and non-governmental and educational institutions that have accompanied us in this mission.

The idea is for us to grow together, which is the motto of our Group.

**As Mota-Engil's employees are one of the main stakeholders, what are their role in implementing this new strategic plan and in responding to the challenges of sustainability?**

**C.M.S.:** Our most important strategic resource – our people – are the central plank in our strategic plan and in the pursuit of our goals. At a time when resources, be they materials, energy and people, are increasingly scarce, the fact that our human resources have experience, know-how and commitment and are imbued with the culture of Mota-Engil is a factor which positively sets us apart and is a key driver of success.

**With the unveiling of the new ME Strategic Plan 2022-26, marking the passage between two strategic cycles, how was the importance of sustainability expressed in the new plan?**

**G.M.M.:** I think it is important to stress that the issue of sustainability and the respective reporting are over 10 years old at the company and not a new phenomenon within the Group. The teams with this responsibility in the past were more connected to social aspects, one of the Group's priorities, which made sense at the time.

Year after year, the teams broadened the themes and contributed to more thorough reporting, evolving significantly in recent years.



**“Our most important strategic resource – our people – are the central plank in our strategic plan and in the pursuit of our goals.”**

**Carlos Mota Santos**

With this new Strategic Plan 22-26, which is based on the new environmental, social and governance aspects, we feel the need to reinforce the importance of these themes internally as well as demonstrate our commitment to sustainability externally.

Therefore, highlighting the Sustainability division within our organisation seemed organic and natural, appointing a person who, in addition to their career and knowledge of the Group since joining Mota-Engil in 2001, has the responsibility for environmental and health and safety issues, whose teams have a direct impact on the aspects of sustainability.

Another important aspect to highlight in this new reorganisation was the fact that the Sustainability division not only reports directly to me as Group CEO but also sits on a new sustainability committee comprising members of the Executive Committee and Manuel António da Mota Foundation in the aim of ensuring the involvement of top management in the whole process of redefining the Sustainability strategy and its implementation.

**C.M.S.:** As we know, the background to the new strategic plan is sustainability: “delivering value for all in a sustainable way”. To ensure this ambition,

we will not just measure the effectiveness of our policies and measures through ESG indices – given that they are part of our strategic goals for 2026 – but it is essential that our human resources put this growth at the centre of their actions, in their day-to-day management and in the decisions they take, to fulfil the sustainability criteria. It will therefore be our people who decide the success of the strategic plan in which sustainability is a major vector.

**Since more publicly committing to sustainability, how have your stakeholders accepted it and, in particular, the associating one of the strategic SDGs with the issuing of bonds?**

**G.M.M.:** As I mentioned before, some aspects of sustainability that we have implemented, such as the work of the Manuel António da Mota Foundation, the Corporate Code of Ethics and Conduct and the Gender Equality Plan, among other policies and initiatives, are appreciated by our stakeholders. However, we felt that by communicating the new Strategic Plan and the fact we associated Mota-Engil bonds with one of our sustainability goals, we had reiterated our commitment.

Evidence that this linking of sustainability goals to Mota-Engil bonds was well received by the stakeholders was shown at the 11th Euronext Lisbon Awards, where Mota-Engil won an award for “Issuing of Sustainability-linked Bonds” in the category of “Finance for the Future”

**And as CEO, reflecting on sustainability and its impact on the Mota-Engil Group, what are the aspects we should bear in mind to ensure robust and sustainable growth in line with the new circumstances?**

**G.M.M.:** Firstly, be humble and realise exactly what the impact (positive and negative) of our operations on the world are, with particular focus on climate change, as these will define our collective future.

Consequently, and as we have done, define and prioritise actions that have a real positive impact and show our commitment to protect our employees, our business and especially our planet and future generations.

# 1.2. Mota-Engil in numbers

## Strategic Sustainability Indicators

(Chapter 3)

**1,770 ktCO<sub>2</sub>e**

GHG emissions, (scope 1 e 2)

**64%**

Waste recovered

**4.55 LTIFR**

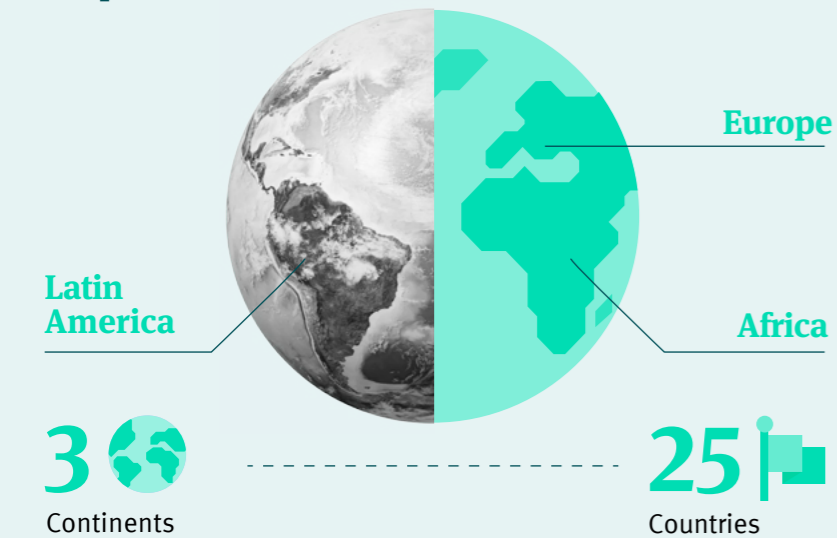
Lost time injury frequency rate in E&C projects

**19%**

women in managerial positions

## Market presence

(Chapter 2)



## Governance Dimension

(Chapter 4)

**60%** of business partners informed of the anti-corruption policies

**20%** of counterparties subject to enhanced due diligence

## Economic Dimension

(Chapter 5)

**7.6 B€**

Order book (record amount)



**2,592 M€** in turnover

**412 M€** EBITDA

**2,425 M€** in direct economic value distributed (\*\*)

(\*\*) To financiers, shareholders, state and other public bodies, personnel, suppliers, community, etc

## Environmental Dimension

(Chapter 6)

**6,231 TJ** of energy consumed

**1,857 TJ** of energy sold

**2.1 Mm<sup>3</sup>** of catchment water

**671.8 k tons** of generated waste



**97%** non hazardous waste

## Social Dimension

(Chapter 7)

**38,574**

Mota-Engil Group employees



**76** nationalities

**87%** men

**13%** women

**367,848** hours of training

**43%** of total training dedicated to ESG

**80.5%** of employees covered by certified OHS management systems (ISO 45001)

## Manuel António da Mota Foundation

**926,914 €**

invested in local communities

**75** institutions supported



**192,760 €** provided as support to employees


**354** employees benefitted from support





## 1.3. Feature initiatives

# Some of the initiatives that most marked 2021.


Throughout the sustainability report, reference is made to various initiatives, of which some of the most notable in 2021 are highlighted.


  
Anti-suicide campaign  
**Chapter 7.1**


  
Celebration of wins – safety as a top priority  
**Chapter 7.1**


  
HR digital transformation  
**Chapter 7.2**


Health surveillance: standardisation of medical tests in Africa  
**Chapter 7.1** 


Road safety awareness campaigns for children  
**Chapter 7.3** 


Manuel António da Mota Prize – Portugal Resists!  
**Chapter 7.4** 


Lengthening the useful life of tyres in the transportation fleet  
**Chapter 6.2** 


Positive impact generated by EGF  
**Chapter 6.2** 


Campaign to renew the vehicle fleet  
**Chapter 6.1** 


Temporary LED strip lighting on projects  
**Chapter 6.1** 


EMpower Africa: promotion of local sourcing and procurement for parts and materials (non-core) for project use  
**Chapter 5.3** 

Innovative issuing of sustainability-linked bonds  
**Chapter 3** 

Sustainability Committee created  
**Chapter 4.1** 

Fair Competition Session  
**Chapter 4.2** 

Mota-Engil Harassment and Discrimination Policy  
**Chapter 4.3** 

Record order book  
**Chapter 5.2** 

## 1.4. Distinctions

# Mota-Engil Group has been newly rewarded.

Mota-Engil Group has been newly rewarded as a result of its consolidated experience and thanks to its employees' daily efforts.

In 2021, Mota-Engil Group and its companies received various recognitions and distinctions both in Portugal and internationally, such as:

### SUMA

Trusted brand: Environment 2021  
Reader's Digest



### Manuel António da Mota Foundation

Medal of Merit for services rendered to the community  
Municipality of Vila Pouca de Aguiar



## MOTA-ENGI AS A BUILDING CONTRACTOR

TOP 100 IN THE WORLD  
#76 Global Powers of Construction 2020

Deloitte

TOP 30 IN EUROPE  
#25 in the Top Global Contractors

THE TOP 250

TOP 10 IN LATIN AMERICA  
#7 in the region

THE TOP 250

LEADER IN PORTUGAL  
#1 Portuguese Company in the Top Global Contractors

THE TOP 250



### ECB BRASIL

#### Infra + Integrity Seal

Awards good practices in governance, integrity, ethics, transparency, conformity, social responsibility, sustainability and prevention of fraude and corruption.

Ministry of Infrastructure (MINFRA)

### EGF

#### 3rd Prize in Communication

“The Planet’s Future is not Recyclable” campaign

ISWA – International Solid Waste Association



#### WSA Portugal 2021 Award and Finalist in the WSA World Awards

Environment & Green Energy

Recycle Bingo

WSA – World Summit Awards



#### National Sustainability Award

Digital and Artificial Intelligence

Recycle Bingo

Jornal de Negócios newspaper



#### Portugal Digital Awards 2021

Best Consumer & Professional Services Project

Recycle Bingo

IDC and Axians



#### M&P Awards – 2 Bronze Prizes

Digital games and digital app

Recycle Bingo

Meios & Publicidade newspaper



#### M&P Awards – 4 Bronze Prizes

Environment and Energy; Integrated Multimedia; Public Relations; and Sustainability and Social Responsibility

“The Planet’s Future is not Recyclable” campaign

Meios & Publicidade newspaper





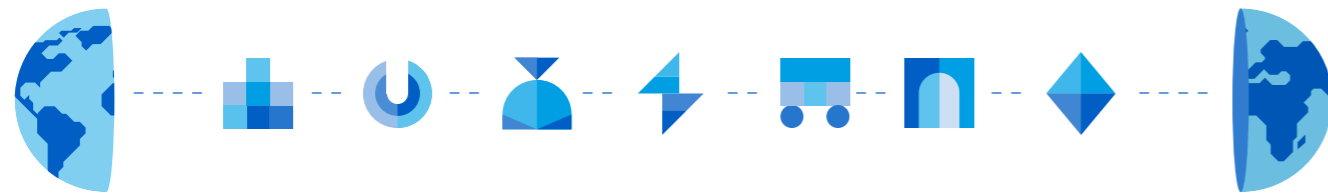
# 2 The power of a Group

Acting with solid foundations

- 2.1. The Mota-Engil world
- 2.2. Business Areas

## 2.1. The Mota-Engil world

In all of the countries we operate in, we consider ourselves to be local actors and part of that country.



Founded in 1946, Mota-Engil is an integrated engineering Group. A multinational focused on construction and infrastructure management, it operates in 25 countries in three continents – Europe, Africa and Latin America.

GRI 102-4  
GRI 102-6  
GRI 102-7

It is the leading Portuguese company in the civil construction and public works sector<sup>1</sup> Mota-Engil is a leading international<sup>1</sup> business and the largest Portuguese Group in this market segment, ranked in the Top 25 European companies in the sector<sup>1</sup> and Top 100 worldwide<sup>2</sup>.

Over its 75 years, Mota-Engil has completed major projects in over 40 countries which have contributed to consolidate its reputation. The brand is now considered the 11th most valuable in Portugal in 2021<sup>3</sup>.

It also includes the Manuel António da Mota Foundation through which it develops socially responsible activities in Portugal and countries where the Mota-Engil Group operates.

<sup>1</sup> Source: [ENR's 2020 Top 250 Global Contractors](#). The ENR ranking, published in 2020, but based on information for Portugal from 2019, uses the consolidated figures for turnover for 2018 and all other international sectoral indices as an indicator.

<sup>2</sup> Source: [Global Powers of Construction \(2020\)](#) – Deloitte – #76 Global Construction player.

<sup>3</sup> The Mota-Engil brand was assessed by the international consultants Brand Finance and was ranked 11th in 2021. Source: Brand Finance ["PORTUGAL 25 2021 RANKING"](#).



# Creating growth, building sustainability

**Market Leader in Portugal<sup>1</sup>**  
**European Top 30<sup>1</sup>**  
**World Top 100<sup>2</sup>**

**7.6 bilion €**  
 Order book  
 (record amount)

**2.6 bilion €**  
 Turnover<sup>(\*)</sup>

**412 M€**  
 EBITDA<sup>(\*)</sup>

**38,574**  
 Employees<sup>(\*\*)</sup>

**Manuel António da Mota Foundation (FMAM)**

**3** Continents  
**25** Countries

## Latin America

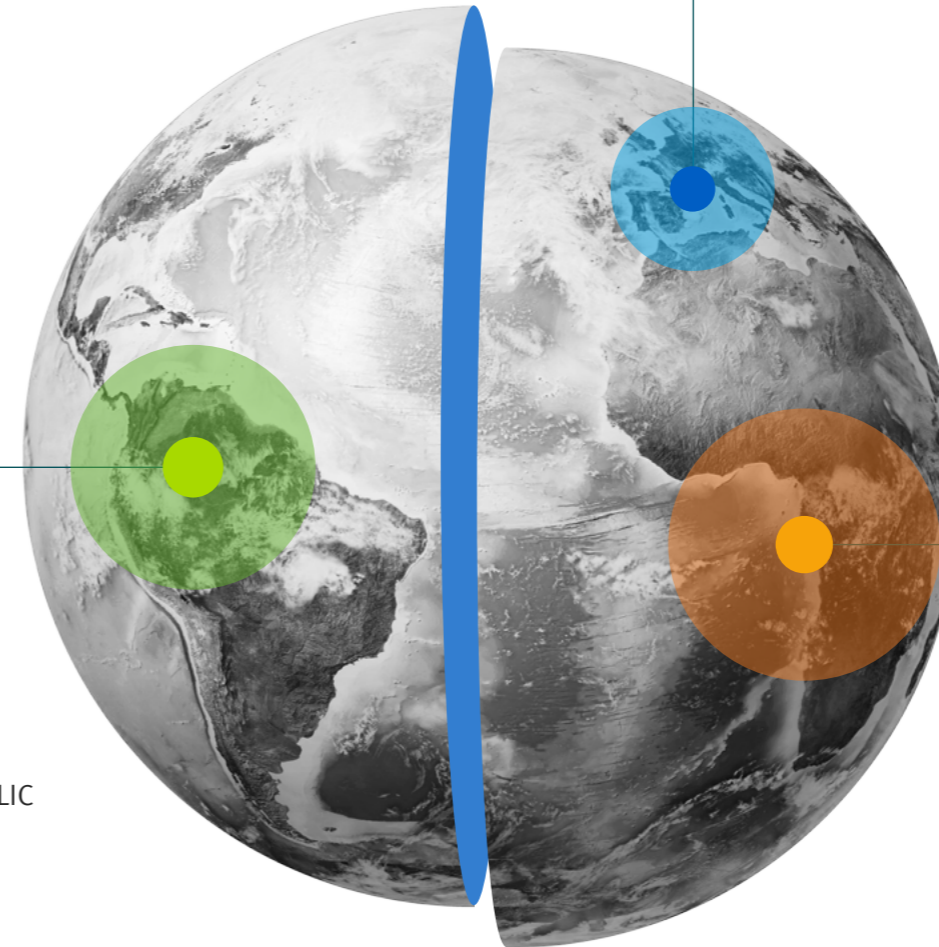
**6** Countries  
**11,594** Employees

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

**WATCH THE VIDEO**  
 "Legacy of Trust" Portfolio

### BUSINESS AREAS

- Engineering and Construction
- Waste Management
- Energy
- Multi-services
- Infrastructure and Transport Concessions
- Mining
- Logistics
- Other



## Europe

**5** Countries  
**8,698** Employees

- PORTUGAL
- SPAIN
- UNITED KINGDOM
- POLAND
- IRELAND

## Africa

**14** Countries  
**17,187** Employees

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

[www.mota-engil.com](http://www.mota-engil.com) | [motaengil](https://www.facebook.com/motaengil) | [mota-engil](https://www.linkedin.com/company/mota-engil) | [MotaEngilSGPS](https://www.youtube.com/channel/UCMotaEngilSGPS)

<sup>1</sup> Source: ENR's 2020 Top 250 Global Contractors. The ENR ranking, published in 2020, but based on information for Portugal from 2019, uses the consolidated figures for turnover for 2018 and all other international sectoral indices as an indicator.

<sup>2</sup> Source: Global Powers of Construction (2020) – Deloitte – #76 Global Construction player.  
 (\*) Includes others, deletions and within the Group (\*\*\*) Includes Holding Company and Capital.

## 2.2. Business Areas

# We work in a vast range of areas.

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



**FIND OUT MORE**  
Institutional video

 GRI 102-2  
GRI 102-6



### Engineering and Construction

A leader in Portugal with a prominent position in various European, African and Latin American countries, the Group has developed construction projects in over 40 countries which have affirmed its technical expertise and built a reputation for excellence in the civil construction and public works. It stands out in the construction of various infrastructure projects, such as roads, motorways, airports, ports, dams, buildings, railways, electromechanical engineering, foundations and geotechnical engineering, among other specialities.



### Mining

Mota-Engil is currently developing projects in Africa and Latin America. This benefits from its long experience in developing civil construction projects and earthworks for some of the world's largest mining companies, in particular in Peru, Malawi, Mozambique, Guinea, South Africa and Mali.



### Waste Management

With a majority shareholding in SUMA, a company set up in 1995 for urban waste management and collection in Portugal, Mota-Engil has achieved its ambition to lead the sector, growing its operations in Angola, Mozambique, Brazil, Oman and the Ivory Coast. Through EGF, the Mota-Engil Group is involved in waste recovery and treatment, ensuring the capacity to work within the entire waste management value chain. It possesses advanced technology for the treatment and organic recovery of waste, as well as for generating energy from collecting biogases from landfill and the energy recovery plant.



### Energy

The Mota-Engil Group was the first private operator in the Mexican energy production sector, owing generating assets through Generadora Fenix with a production capacity of 288 MW. In 2018, it bolstered its involvement in the energy sector in the aim of promoting renewable energies.



### Logistics

Takargo was the first private rail freight operator in Portugal. It focuses on logistical efficiency and service quality to offer integrated and competitive solutions for the Iberian market.



### Multi-services

To complement its construction and infrastructure management operations, Mota-Engil is involved in maintenance through Manvia, a leading company in Portugal with operations in Africa and Northern Europe.

The Group operates in the area of landscape architecture through Vibeiras, the market leader in this segment in Portugal and responsible for important projects in Africa.



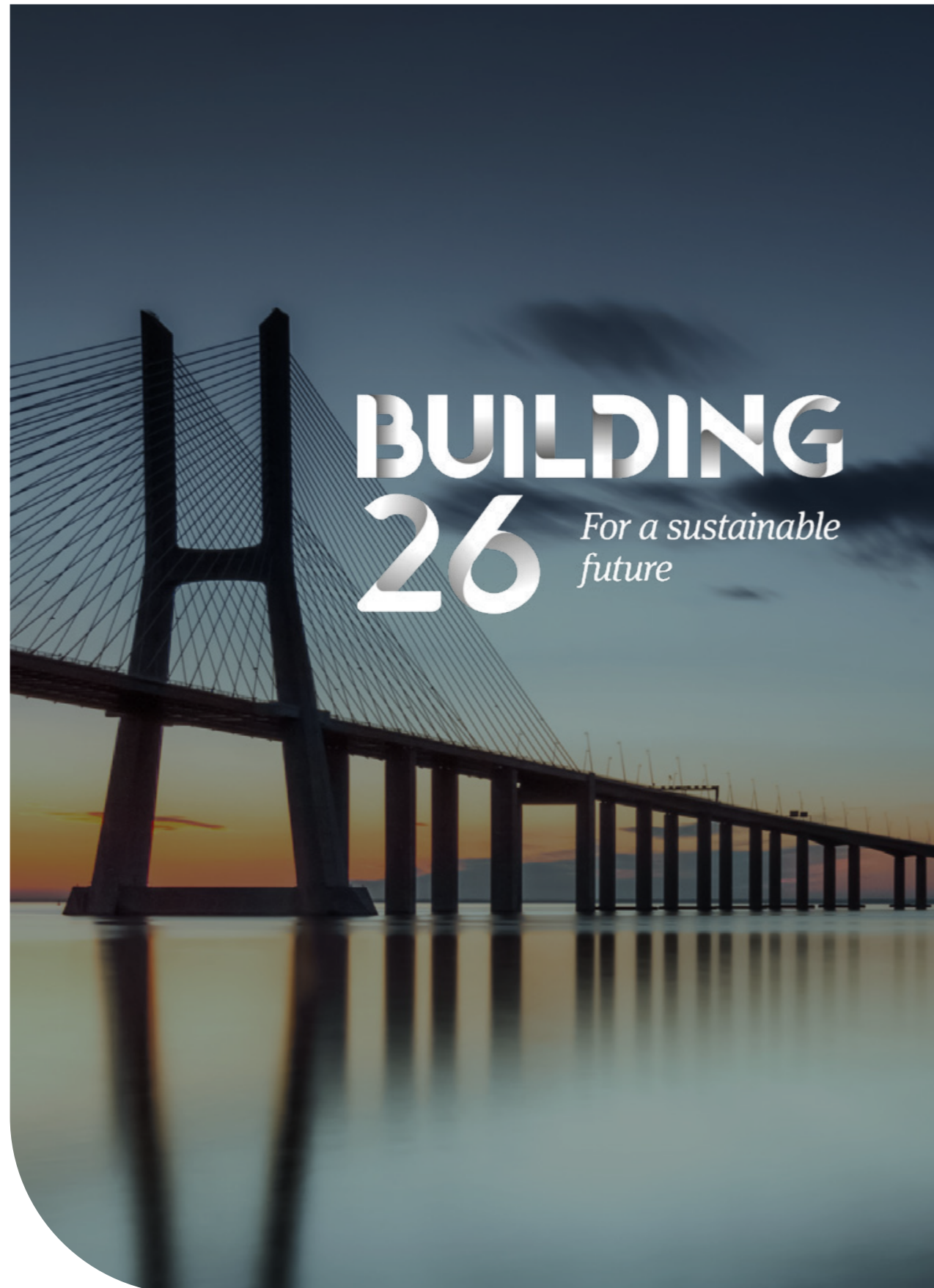
### Infrastructure and Transport Concessions

Mota-Engil holds an important position in the management of a road infrastructure concession holder. In particular, it has an interest in Lusoponte, the concession holder for the two bridges in Lisbon (Portugal), and concessions in Latin America markets.



# 3 Building 26 for a Sustainable Future

Acting with purpose



# Sustainability and innovation is one of the five pillars of our new Strategic Plan 2022-2026 – “BUILDING 26 For a sustainable future”.

In late 2021, Grupo Mota-Engil launched its new Strategic Plan. Through this plan and placing sustainability at the centre of its strategy, Mota-Engil Group’s ambition is to become “A global company focused on delivering value to all stakeholders in a sustainable manner”.

Aware that the companies perform a fundamental role in achieving a sustainability agenda, “sustainability and innovation” is one of the five pillars of the new strategic plan.

Taking into consideration the exponential growth in the relevance of sustainability (and related concerns), Mota-Engil is committed to the UN Sustainable Development Goals (SDGs). Under the pillar “A New Direction in Sustainability and Innovation”, it is committed to achieving the five SDGs in focus, for which targets and strategic guidance were defined.

Mota-Engil also contributes to an extra set of SDGs which include the contributions of the Manuel António da Mota Foundation, both witnessed in the content of this report. → [See the SDG Contents \(Chapter 8.3\)](#)



**FIND OUT MORE AT:**  
Strategic Plan 2022-2026



GRI 102-15  
GRI 102-16  
GRI 102-40



ORGANISATIONAL CULTURE

Mission



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

Vision



To be a world leader in the sectors in which it operates, in line with best practices in terms of productivity, through constant innovation and by creating a strong identity that is recognised for its technical competence via the provision of a quality service to its customers and community.

Values



AMBITION



INTEGRITY



COHESION



GROUP SPIRIT

INTERNAL AND EXTERNAL CONTEXT

New Cycle



TWO STRATEGIC SHAREHOLDERS

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



RISKS AND OPPORTUNITIES

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

TIMELINE: 2022-2026

Strategic Plan

BUILDING 26 FOR A SUSTAINABLE FUTURE

Ambition: to become a global business focused on delivering value to every stakeholder sustainably



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



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



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



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



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

Strategic Axes

VALUE CREATION

Stakeholders



SHAREHOLDERS



CUSTOMERS



EMPLOYEES



LOCAL COMMUNITIES



SUPPLIERS/PARTNERS



FINANCIAL SECTOR (BANKS, INVESTORS, INSURERS)



REGULATORS



PUBLIC BODIES



OTHER STAKEHOLDER GROUPS

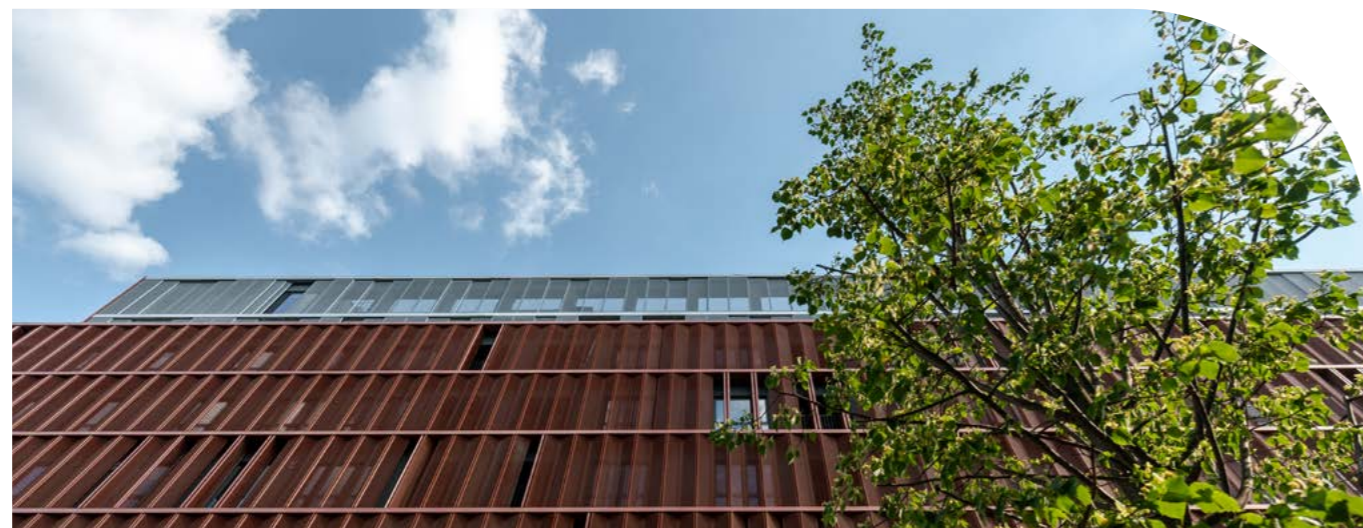
NEEDS AND EXPECTATIONS

# At Mota-Engil, we are committed to the UN SDGs and in making sustainability the Group's top priority.

The importance the Group places on environmental matters and the challenges facing the planet are also mirrored in the pillar “Strong Growth in Environment, Infrastructure Concessions and Industrial Services”, through which the aim is to consolidate the global environment business in a new business unit to enhance international growth. To that end, the existing know-how related to the waste management value chain, the Group’s geographical presence and the relations established with its local partners will allow for a more efficient and value-added performance combined with the growth of the business in the environmental area.

The focus on sustainability also brings new opportunities for accessing new solutions for funding and broadening the Group’s base of potential financiers. In this respect, in the last quarter of 2021, Mota-Engil realised a new financing operation involving offers for the exchange and issuance of sustainability-linked bonds.

Also of note is the Group’s new and reinforced **→ sustainability governance structure**, which aims to develop competences and guidelines within the Group and to reach a recognised position in rankings, ratings and sustainability indices. To achieve this, the next steps – macro structuring actions – have been established to put the strategy into operation.



## A new direction in sustainability and innovation:



Making sustainability a top priority, committing ourselves to the SDGs and increasing the visibility of our efforts



Implementing a structured innovation process, optimising the use of capital

## A commitment to the following highlighted SDGs and main targets:



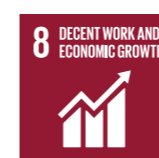
40%

Reduction of GHG emissions (scope 1, 2 and 3) until 2030 vs. 2020  
**Carbon neutrality** by 2050



80%

Valorized waste until 2030  
Includes preparation for reuse (checking, cleaning, or repairing operations), recycling and other recovery operations (in the context of waste reporting, recovery operations do not include energy recovery)



50%

Reduction in the Lost Time Injury Frequency Rate (LTIFR) for Engineering and Construction projects until 2026 vs. baseline year of 2020



30%

Women recruited or promoted as managers until 2026



25 M€

Cumulative Investment in Innovation 2022-26

## A new direction in sustainability and innovation (continuation)

### Supported by strategic guidance:



#### Inspiring progress

Aligning decision-making and performance measurement with ESG.



#### Speeding up innovation

Increasing efforts to transform and raise the efficiency of the current business and create new sustainable business models



#### Acting for the climate

Introducing circularity principles in all businesses, greater use of renewable energies and a switch to new sustainable business solutions.



#### Fostering well-being and equality

Increasing programmes and campaigns to improve health and safety at work and promote gender equality in management positions, as well as improving work-life balance and women's education.



#### Empowering local communities

Supporting social, educational, environmental and cultural causes adapted to the context and needs of the countries where Mota-Engil operates.

# Sustainability Strategy Concept



Based on ESG Principles

# Multiple looks at Mota-Engil's sustainability path

The new strategic plan 22-26 is an important milestone in Mota-Engil's sustainability path. We spoke with the new Head of Sustainability, some of the Corporate Officers and the Manuel António da Mota Foundation, who play a crucial role in the success of the new Strategic Plan, in order to share their perspectives on the path travelled, the work in progress and the vision of what's next.

## INTERVIEW

**José Silva Almeida (J.S.A)**  
Head of Sustainability & SHEQ

**Luís Monteiro (L.M.)**  
Head of Human Resources Strategy

**Luís Esteves (L.E.)**  
Head of Procurement & Logistics

**Inês Mota (I.M.)**  
Board member of the Manuel António da Mota Foundation



“We must prioritise and reinforce the real impact analysis of each business area (individually) based on the various aspects of sustainability. Only in this way can we act incisively, consistently and robustly.”

José Silva Almeida

### As the person responsible within the company for sustainability, what are your main priorities?

**J.S.A.:** After announcing the ME Strategic Plan 22-26, we began work on defining the main steps that will contribute to an evolutionary period. As I like to say, we have to smash "this elephant into pieces", bearing in mind that Mota-Engil is a Group comprising various business areas with different contexts and particularities.

I think we must prioritise and reinforce the real impact analysis of each business area (individually) based on the various aspects of sustainability. Only in this way can we act incisively, consistently and robustly.

Another key aspect is the digitalisation of the whole sustainability reporting process to ensure the highest level of rigour and ease in obtaining data. For me, this has been the greatest challenge due

to the Group's size and complexity. Data validation by an independent outside body was something we invested in this year, in anticipation of new legislative developments, and it allows us to identify areas needing improvement and increasingly confers trust in the information reported.

The most important aspect associated with reporting reliable data is acting according to that data. In that sense, in addition to the Executive Committee's direct involvement in decision-making, we are creating specific working (and leadership) groups. Decentralisation of leadership will be a key element for the success of this mission, since it will ensure greater involvement by the parties in achieving sustainability as a whole.

The road seems long, but with everyone's help (internal and external partnerships) we can certainly make a difference, not only fostering Mota-Engil

Group's sustainability but also, and above all, contributing to a greater good that is the sustainability of our planet and its people.

I think we must prioritise and reinforce the real impact analysis of each business area (individually) based on the various aspects of sustainability. Only in this way can we act incisively, consistently and robustly.

#### In what way do the Group's actions reflect its ambition to contribute to the UN Agenda 2030?

**J.S.A.:** By stressing sustainability as one of the Group's strategic axes, we knew that the new strategy would have to reflect Mota-Engil's strengths, represent best global practices and base itself on an internationally recognised framework.

In that sense, the alignment of our strategy with the UN Agenda 2030 and its 17 Sustainable Development Goals (SDGs) has undoubtedly helped us to more clearly structure and define the most important themes – to respond not only to Mota-Engil's challenges but also global challenges.

Aware that "Rome wasn't built in a day" and knowing that prioritising is the basis of success for a strategy, we decided to focus on five SDGs – 5, 8, 9, 12 and 13 – at this stage. To date, these SDGs mirror Mota-Engil's main concerns, which does not mean that, as the strategy evolves, new ones will not be integrated or the current ones replaced by others.

Notwithstanding this prioritisation, in parallel Mota-Engil will continue to promote initiatives that contribute directly to other SDGs, ensuring that it is acting in every area possible and applicable to our business.



**“We realise that improving Procurement & Logistics performance is a continual process and we recognise the contribution of our suppliers/clients, in terms of the ambition of jointly working together to become more sustainable as individuals, as a company and as a society.”**

Luís Esteves

**The Procurement & Logistics division is of growing importance in achieving the Group's sustainability strategy. It also has major potential to influence the supplier chain. What Mota-Engil has been doing in this area and what are the next steps?**

**L.E.:** At Mota-Engil, we are guided by the values and permanent commitment to a correct and respectful attitude towards our clients, suppliers, employees and communities.

We are presently revising and rewriting our Procurement Policy and gradually adding compliance and sustainability criteria to it. We aim for this to be a process guided by best practices, in procurement and hiring management, and for it to be inclusive – where our suppliers/clients aspire to and share the same standards in their commercial activities.

Among the areas of intervention, one highlight is the development of the Strategic Sourcing Model, whose primary focus is on the nature of the Group's "core" consumption. The scale effect of consumption on these groups of goods, allied to a natural concentration of the panel of suppliers that characterise them, will enable us to more quickly professionalise the management, differentiate our approach and above all introduce obligatory selection and assessment criteria – which cover not just price but make our operations more social, ethical and environmentally durable – and, lastly, facilitate the monitoring and measuring of the expected results. To achieve this, we are currently identifying and redefining our criteria with regard to environmental matters, business ethics, human rights and community development.

In general, we realise that improving Procurement & Logistics performance is a continual process and we recognise the contribution our suppliers/clients make, in terms of the ambition of jointly working together to become more sustainable as individuals, as a company and as a society.

**As head of human resources, what changes have you seen at Mota-Engil in recent years? What is your outlook for future development?**

**L.M.:** Mota-Engil's international growth and expansion alongside the diversification of its business portfolio have entailed a deep transformation at Group level and personnel management in particular.

Among these transformations, I would like to highlight the following: boosting and fostering the culture, identity and values of Mota-Engil in its geographical area; creating a "level playing field" in standards of service across the Group; increasing



**“Culture and personnel [...] are and will be the key factor in the strategy to set Mota-Engil apart around the world.”**

Luís Monteiro

our attractiveness as an employer and ability to retain talent; developing careers with a focus on enhancing both technical and managerial careers based on advancement programmes and training academies; transforming the company digitally with the aim of simplifying working processes and increasing efficiency and speed in accessing critical information for decision-making.

With regard to the outlook for future development, the Group has created an ambitious strategic plan with a new organisation and priority axes of action of which the following stand out: innovation, key to reinventing the industry's paradigm; sustainability, leading to changes in attitude and internal organisation that are crucial within the framework of global requirements; and, at the hub of everything, culture and personnel, which are and will be the key factor in the strategy to set Mota-Engil apart around the world.

**The Manuel António da Mota Foundation is an important social responsibility policy instrument for Mota-Engil and a very important stakeholder. What role do you see for the foundation in building a sustainable future?**

**I.M.:** Over the years, the Manuel António da Mota Foundation (FMAM) has played a crucial role in the Group's sustainability and shown itself to be a stakeholder capable of influencing the Group on social and environmental causes. This translates into a growing demand by the Group for FMAM initiatives and growing accommodation of the Group and support from the foundation's activities. In recent times, our programmes to resolve social problems have grown as have our partnerships for the benefit of the community.

Due to its close relationship with all its stakeholders, FMAM plays a key role in defending

the community as a third sector organisation focused chiefly on creating an impact and change.

The foundation's activities have contributed to the SDGs for a long time, which we see as key guidelines to building a better world. We believe that the world must work more in partnership, which in itself is one of the SDGs. Only then, in partnership, can we achieve our goals. The partnership between the foundation and Mota-Engil is key to the work with local.

**Looking back at events in 2021, mirrored here in the Sustainability Report, what are the triumphs you'd like to emphasise? What challenges do you foresee in the future?**

**I.M.:** Looking back, in 2021, the big step and big news is the inclusion in Mota-Engil's strategy of concrete environmental aims through the commitment to SDG 12 and 13, showing their importance within the Group.

In social terms, corporate social responsibility is part of Mota-Engil Group's culture. This is shown in the initiatives fostered by the foundation in its dedicated programmes and the various initiatives created within the Group. I am sure that this culture will be the link enabling us to overcome every challenge.

**J.S.A.:** Looking at the past, I think Mota-Engil has followed a path of consistent development aligned with the main concerns for sustainability. I would like to highlight the social aspect – with a focus on the support for employees and their respective families and the communities adjoining its projects – that reflects a very strong human component within the Group that has always been empowered by the Mota Family.

**“Mota-Engil, as always, will show its ability to lead change to adapt to new adversities and, above all, foster a positive impact on the world.”**

José Silva Almeida

I see a shift in the paradigm in the future: today's challenges are complex and cover themes that were once deemed unimportant. A good example is climate change, which is changing the way we see our future and therefore the purpose of companies themselves.

It will be crucial to realise our impact on the environment and people even more clearly while always maintaining profitability and obliging us to strategically realign, empower change and prioritise business areas.

I think it will be a challenging period and that Mota-Engil, as always, will show its ability to lead change to adapt to new adversities and, above all, foster a positive impact on the world.



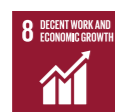
**“FMAM plays a key role in defending the community as a third sector organisation focused chiefly on creating an impact and change.”**

Inês Mota



## CORPORATE INITIATIVE IN FOCUS

## Innovative issuing of sustainability-linked bonds



In late 2021, Mota-Engil issued around €132 million of bonds through Euronext Lisbon which were snapped up for around €155.6 million. Issuing sustainability-linked bonds was an innovative and unprecedented idea aimed at the Portuguese retail market.

The bonds were issued in line with the five main components of the Sustainability-Linked Bond Principles (SLBP) published by the International Capital Markets Association (ICMA). A second-party opinion was issued by S&P Global Ratings confirming alignment with the SBLP, which is available on the [Mota-Engil website](#).

These bonds are linked to sustainability insofar as Mota-Engil is committed to promote the improvement of a key performance indicator (KPI) – [Lost Time Injury Frequency Rate](#) (LTIFR) for Engineering and

Construction projects – with a view to attaining a sustainability performance target (SPT) by 31 December 2025. The target in question implies a 50% cut in the rate of accidents in engineering and construction projects by 2026, as set out in the Mota-Engil Strategic Plan 2022–2026.

The selected indicator – LTIFR – is used by the International Labour Organisation (ILO) for standardisation and external benchmarking of the KPI, as well as to assess the performance achieved as regards prevention, one of Mota-Engil's principal concerns.

This issuance won the “Finance for the Future” category of the 11th edition of the Euronext Lisbon Awards. These awards are aimed at highlighting all issuers, financial intermediaries and other institutions and people that stood out for innovation in the Portuguese capital market.



MOTA-ENGIL



## Invista num Legado de Confiança

Obrigações Ligadas a Sustentabilidade Mota-Engil 2021-2026

**4,25%**  
ao ano

Subscreva e/ou troque  
Subscrição mínima de €2.500



FIND OUT MORE AT  
Brochure on  
sustainability-linked bonds





# 4 Governance dimension

Acting with transparency

- 4.1. Sustainability governance
- 4.2. Corporate ethics and integrity
- 4.3. Human rights
- 4.4. Our stakeholders
- 4.5. Our material topics

## 4.1. Sustainability governance

The central place occupied by sustainability in Mota-Engil's newly approved strategy also translates into a **new and reinforced sustainability structure.**

with the other corporate areas and business units in the various countries where the Group operates, and the Manuel António da Mota Foundation (FMAM), are all the responsibility of the Sustainability Division, created in late 2021. Sustainability was previously incorporated into the Human Resources and Sustainability Strategy Corporate Centre, but has subsequently become a stand-alone area. It reports directly to the CEO of Mota-Engil Group.

With the aim of further increasing its efficiency, a new Head of Sustainability at the Group was appointed under whom responsibility for the areas of safety, health, quality and the environment (SHEQ) were all concentrated. This has contributed to improving the economies of scale of action and benefits from the support of existing SHEQ focal points in each market and company, in particular in environmental and social areas.

To ensure greater scope and effectiveness in its actions, the Mota-Engil Group Sustainability Committee was set up.

The mission of the Mota-Engil Group Sustainability Committee is to promote sustainable growth within the Group's businesses and with the stakeholders within its sphere of influence.

It should be noted that in light of the new Strategic Plan, the business areas will be restructured based, initially, on type (focusing on geography rather than current division). This will allow the Group's financial performance and ESG to be reported based on the various business areas, thus more directly mirroring environmental, social and economic impacts specifically associated with each type of business.



 GRI 102-18

Mota-Engil's model of sustainability governance aims to define and pursue transversally applicable goals and to establish mechanisms to monitor, report and challenge the various areas, businesses and departments with a view to coordinating and improving its performance.

The Holding Executive Committee (COMEX) is committed to sustainability management and is responsible for approving the sustainability strategy.

Strategy implementation coordination, system maintenance, sustainability reporting in liaison

# Sustainability Governance

## Reporting and collaboration

The Holding Executive Committee (COMEX) is committed to sustainability management and is responsible for approving the sustainability strategy.



**Engineering and Construction**  
Construction  
Mining

**Enviroment**

**Capital**  
Real Estate  
Concessions  
Renewing  
Tourism

**Business Units**  
Markets  
Companies

**Foundation Manuel António da Mota**  
Mecenas Mota-Engil

FUNDAÇÃO MANUEL ANTÓNIO DA MOTA

MECENAS  
MOTAENGIL



## CORPORATE INITIATIVE IN FOCUS

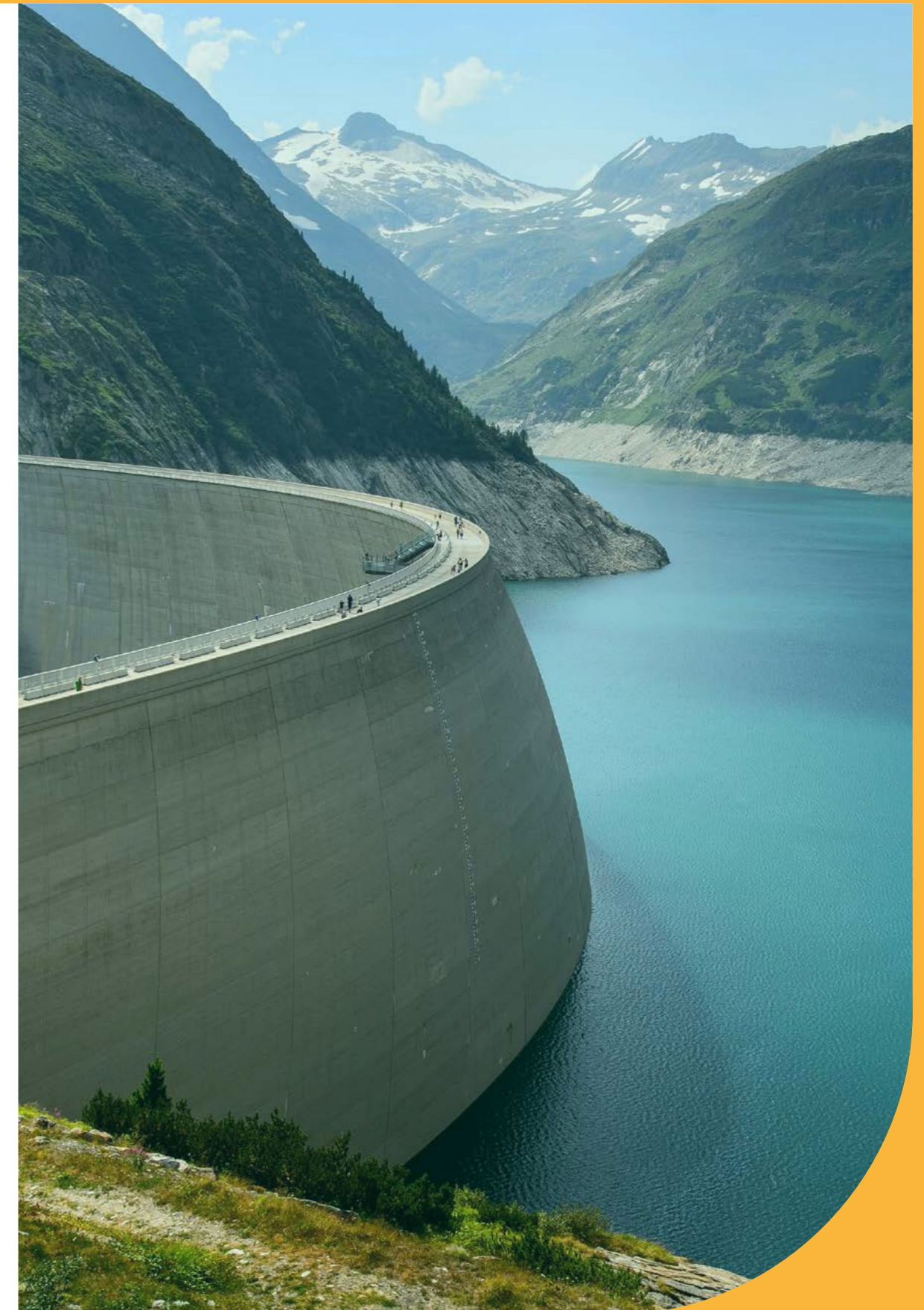
## Sustainability Committee created



In 2021, a Sustainability Committee was created led by the CEO of Mota-Engil and consisting of the Group's most strategic departments in terms of environmental, social and governance (ESG) matters. It will become fully operational in 2022.

The committee will meet every 6 months and its powers consist of:

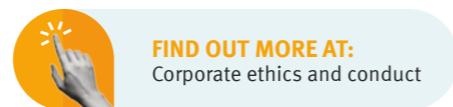
- Defining sustainability goals and targets for approval by COMEX;
- Defining rules and guidelines associated with the Sustainability Strategy and respective documents applicable across the Mota-Engil Group for approval by COMEX;
- Defining organisational resources and structures to support implementation of the Sustainability Strategy for approval by COMEX;
- Creating working groups within Mota-Engil Group to develop actions on the theme of sustainability: performance measurement procedures and metrics; climate action; human rights (including gender equality among others); other;
- Assessing risks and new opportunities associated with sustainability;
- Monitoring performance of the sustainability goals and respective actions for improvement;
- Analysing incidents and allocating social and environmental responsibility;
- Promoting thorough reporting based on global best practices in science-based, transparent and realistic data metrics and avoiding greenwashing;
- Validating information in the Sustainability Report by reputable and recognised bodies (third-party validation) for approval by COMEX;
- Defining communication strategies with stakeholders.



## 4.2. Corporate ethics and integrity

# Mota-Engil Group complies with the rules, guidelines and principles of good corporate governance.

It is committed to carrying out its business and developing commercial relations with its counterparties with integrity, professionalism, fairness and honesty, complying with applicable legislation and responding to its commitments to stakeholders. It seeks to go beyond merely complying with the law and to follow rules, regulations and best practices, nationally and internationally, in ethical and responsible conduct.



### Code of ethics and conduct

The Mota-Engil Group has a **Code of Ethics and Corporate Conduct**. The Code is intended to establish the grounds for responsible behaviour and general ethical and corporate duties and rules governing the conduct of all Group workers and managers with regard to performing their duties at work, in compliance with the Mission, Vision and Values of Mota-Engil's organisational culture.

### Reporting of irregularities

The Mota-Engil Group has implemented a **channel** and a **procedure for reporting irregularities**. The procedures set out ensure the principles of confidentiality and non-retaliation. In situations in which local legislation determines the existence of local reporting channels, the automatic and simultaneous forwarding of communications to the Group's Ethics channel is ensured whenever legally possible.

Since 2019, employees have taken online training via the Success Factors platform set up under the compliance programme, which includes a module on mechanisms for reporting breaches. Outside stakeholders can obtain information and directly report information via the Group website.

The reception and forwarding of reports over concerns or infractions is the responsibility of the Internal Audit Department. Some infractions, due to their nature, may be forwarded to other functional departments, namely Human Resources or Legal Affairs.

In 2021, the top 5 categories of reports received via the Group's ethics channel were: contract breaches; improper employee conduct; conflicts of interest/internal corruption; harassment (moral, sexual, etc.); discrimination (racial, gender, etc.).

A high percentage of reports are unsubstantiated (64%). However, and if the grounds for the report after investigation are confirmed, the necessary corrective and/or disciplinary action is taken.

Reporting of irregularities	2020	2021
Total no. of reports received	115 <sup>(1)</sup>	100 <sup>(2)</sup>
% of reports addressed (accepted and investigated)	84%	83%
% of reports resolved (investigation completed)	72%	83%
% of unsubstantiated complaints	75%	64%

<sup>(1)</sup> Includes 79 irregularities reported via the Group's main hotline and 36 via the market reporting channels.

<sup>(2)</sup> Includes 48 irregularities reported via the Group's main hotline and 52 via the market reporting channels.





 CORPORATE INITIATIVE IN FOCUS



# Adaptation of the procedure for reporting irregularities to the Whistleblowing Directive



Since 2020, Mota-Engil has been adapting its procedures to Directive (EU) 2019/1937 of 23 October 2019 on the protection of persons who report breaches of Union law (“the Whistleblowing Directive”) in anticipation of its transposition into Portuguese law. In 2022, the procedures will again be reviewed based on Law No. 93/2021 of 20 December.

The chief updates introduced in 2020, and fully employed in 2021, are identified here and in full force:

Scope	Updating of procedures
 <b>Who is protected?</b>	Investigations and protections have been widened to cover reports by third parties from outside the company (including suppliers, for example), rather than just employees.
 <b>Deadline for first reply</b>	The time between receiving a report and sending a reply is now controlled and monitored, as a KPI of report handling, in the aim of complying with the 7-day maximum.
 <b>Owner independence</b>	Handling is carried out under the “Procedure for Reporting Irregularities” by the Risk and Internal Audit Committee through the Internal Audit team, delegated by the Statutory Audit Board. This organisational mandate aims to ensure independence before the Group’s executive bodies.
 <b>Completion of procedures</b>	The time between receiving a report and the completion of the investigation is now controlled and monitored, as a KPI of report handling, in the aim of complying with the 90-day maximum.

Scope	Updating of procedures
 <b>The need for trained report handlers</b>	Within the Internal Audit team, specialised training in fraud investigation (CFE) is provided to better develop handling, investigation and documentation procedures.
 <b>Irrelevance of the whistleblower’s motives</b>	Description of the issues comprising each report is now taken regardless of the aims/motives of whistleblowers and the specific events reported investigated. When a whistleblower’s aims are directly relevant to the case, these are documented transparently and independent of the events.
 <b>Banning of retaliation and protective measures</b>	Only the Internal Audit team have access to the information archive, which is kept in a specific file on the Mota-Engil server. No information is shared internally except when the help of a certain part of the company is requested for the investigation. However, even in these cases, the information is anonymised before sharing.

### Integrity and Compliance Programme

The risks to which the Group is exposed are regularly identified, analysed and assessed. This supports the updating of its Action Plan concerning the implementation of actions and controls that are effective in the mitigation of these risks.

The set of measures and controls for the prevention, monitoring and correction of risks are part of the Mota-Engil Group **Integrity and Compliance Programme**.

The Board of Directors, Executive Committee and senior and operating managers work together to guide and support their teams in preserving the Group’s good name and reputation.

It is worth mentioning that, since 2018, the Group has had a Chief Compliance Officer (CCO) who reports to the Executive Committee. The CCO also reports to an independent director, who is responsible for validating all procedures applicable to the compliance system and validating all future changes that may be proposed, which must always be approved by the Board of Directors.

To ensure the effectiveness of the Integrity and Compliance Programme, communication, training and awareness-raising are of paramount importance. Mota-Engil has a learning plan with compliance-based training aimed at instructing employees on the content and practical aspects of the Integrity and Compliance Programme, as well as providing information on expected behaviours when employees are faced with certain scenarios and equipping them with tools to deal with them in an ethical and responsible manner.

### Prevention of corruption, bribery, money laundering and terrorism financing

The Group has an “Anti-Corruption and Bribery, Prevention of Money Laundering and Terrorism Financing Policy”. This policy shows zero tolerance towards acts of corruption, bribery, money laundering and terrorism financing. Such acts are forbidden, in any form and in any part of the world, whether carried out directly or through third parties. Offering or accepting bribes of any kind is intolerable wherever the Group operates.

### Risk Mitigation Measures



#### Compliance Procedures

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



#### Training and Awareness-raising Plan

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



#### Screening Tools

and identification of ultimate beneficial owners.



#### Data Analytics Tool

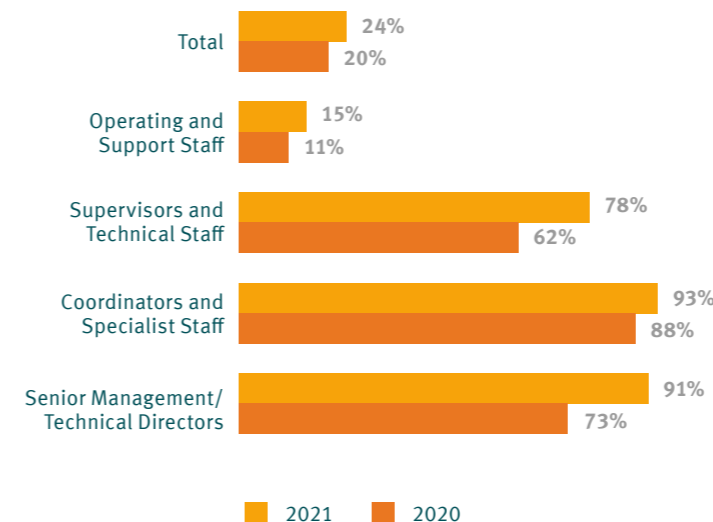
for an ongoing monitoring of transactions.



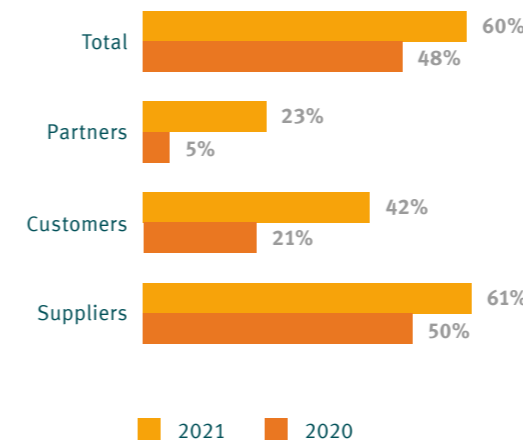
#### Reporting of Irregularities

through the channels provided to that end.

### Communication of Anti-Corruption Policies – Employees

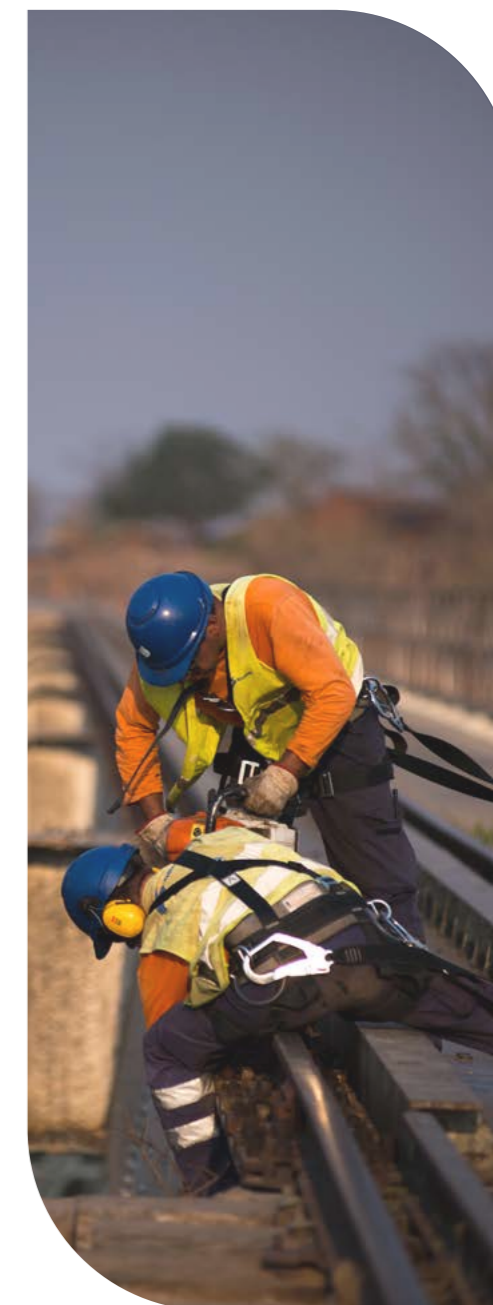


### Communication of Anti-Corruption Policies – Business partners



### Confirmed cases of corruption and measures taken

	2020	2021
Total number of incidents of corruption confirmed	8	5
Total number of incidents confirmed in which workers were dismissed or subject to disciplinary proceedings due to corruption	4	5
Total number of confirmed incidents of resolution or non-renewal of contracts with business partners due to infringements linked to corruption	4	0





In 2021, five confirmed incidents of corruption were identified, all leading to contract rescission with the employees involved. Four of these cases were observed in the construction and engineering sector: three alleged attempts of extortion of suppliers by Mota-Engil Group employees in the aim of influencing the awarding of contracts; and one case of an employee misusing company resources for their own benefit in a disguised manner. The other incident concerned the awarding of concessions, in which an employee misused the company's financial resources for their own benefit.

The examination of this data followed the receipt, analysis and investigation of complaints received via the Group's Ethics Hotline. Its handling was carried out under the "Procedure for Reporting Irregularities" by the Risk and Audit Committee via the Internal Audit team, delegated by the Statutory Audit Board. The Procedure in force is also aimed at:

- Aligning the practices in force at the Group with the provisions of Law 83/2017 of 18 August on measures to fight terrorism financing and money laundering, also incorporated into the Group's "Anti-Corruption and Bribery, Prevention of Money Laundering and Terrorism Financing Policy".
- In terms of protecting whistleblowers, Directive (EU) 2019/1937 of the European Parliament and the Council of 26 November on whistleblowing is being adopted by the Group, ensuring effective protection of whistleblowers.

In 2021, improvements were made to the handling and classification of cases with impacts on the ascertainment of their number:

- Cases of "misuse of assets" were considered "corruption" and they were included in 2021 and in the comparison with 2020;

- Cases received by other ethics hotlines (which exist in some markets) were examined and classified in the same way as those received via the Group Ethics Hotline, and these were included in the list of cases for 2021 cases and in the comparison with 2020

For that reason, the data for 2020 registered an increase with regard to that in last year's report.

It should be stressed that Mota-Engil has worked to increase communication of its anti-corruption policies. As a result, in 2021 there was an increase in communication compared to the previous year aimed at: employees, particularly in more specialised functional areas, and in management; and business partners, which includes suppliers, customers and shareholders.

### Fair competition

In 2021, the Mota-Engil Group approved a "Fair Competition Policy" that reflects its zero tolerance towards restrictive competition practices and prohibits such acts under any form, whether direct or through third-parties, in any part of the world.

Mota-Engil prohibits all cartel-related activities and other collusive practices, namely behaviours aimed at or liable to be interpreted as causing competition to be restricted or limited.

It is also prohibited to enter, without grounds, into agreements with other companies not to hire certain applicants or coordinate remuneration policies, or to use participation in events held by industrial or commercial associations and related contacts for anti-competition purposes.





## CORPORATE INITIATIVE IN FOCUS

## Fair Competition Session

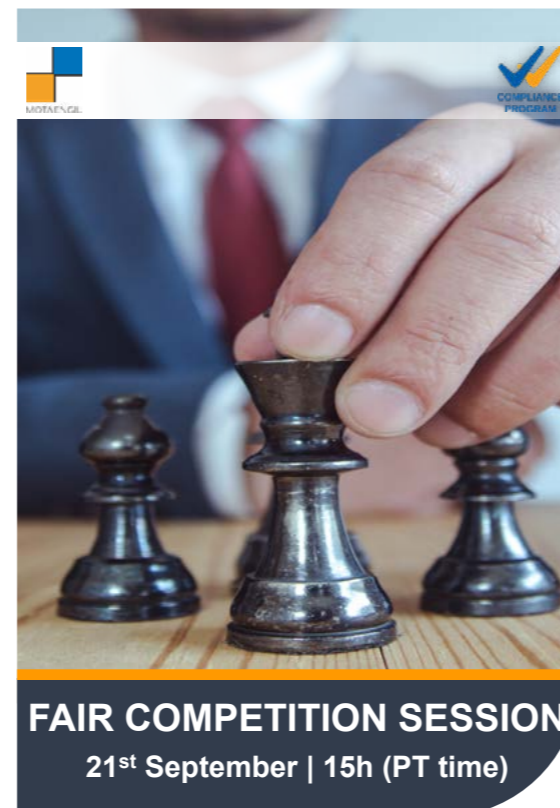


In September 2021, the Compliance Department promoted a webinar on the theme of fair competition.

This in-house training was aimed at risk prevention by transferring information and knowledge as well as the presentation of a country manager testimonial.

Employees were informed about restrictive competition practices. The legal framework, with the criminal sanctions applicable, in the various markets where Mota-Engil operates was addressed.

In total, 33 employees belonging to the risk groups in different markets took part – country managers and global/regional commercial and new business development heads.



### FAIR COMPETITION SESSION

21<sup>st</sup> September | 15h (PT time)

### Management of conflicts of interest

Mota-Engil's Code of Ethics and Business Conduct characterises situations in which a conflict of interests may arise and defines employees' responsibility to act in the best interests of the Group, refraining from acting in a manner that clashes with this responsibility.

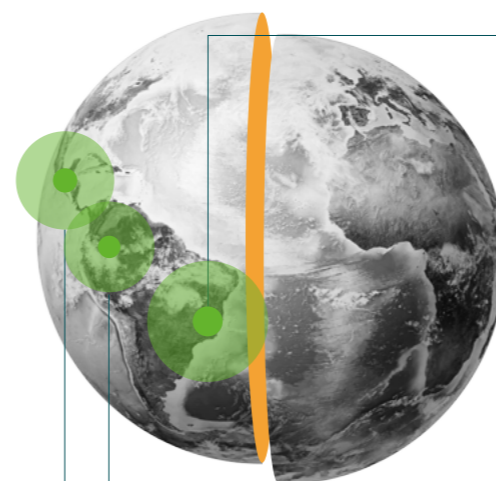
Situations that may potentially generate conflicts of interest must be reported to the Group Ethics Hotline or the Compliance Support Hotline.

Additionally, a "Conflict of Interest Procedure" was approved, establishing a procedure for the disclosure, assessment and prevention of real, potential or apparent conflicts of interest.



**LOCAL INITIATIVES IN FOCUS**

# The employee's role in promoting ethics and corporate integrity



## MEXICO

### Ethics and Corporate Conduct Code close at hand

At Mota-Engil Mexico, employees were provided with a pocket-sized version of the Ethics and Corporate Conduct Code.

reading and use by all (current and new) employees. Via an appealing design and the practicality of having it readily available, it was possible to catch employees' attention.



The aim of this initiative was to inform about the Code, facilitating its access,

Begun in January 2020, the initiative was given a boost in July 2021 when it reached over 1,500 employees.

## COLOMBIA

### Campaign: "Fair Play Mota-Engil"

In October 2021, Mota-Engil Colombia launched the campaign "Fair Play Mota-Engil" by installing banners at its head offices in Bogotá and its operations (Canoas Pumping Station and the Cambao Project).

The aim was to inform employees about the Corporate Ethics Code and how the ethics hotline worked to raise employees' awareness of the means available to report irregularities and the rights they have when using them. As a result, it was possible to verify that 90% of employees knew about the ethics hotline.



## BRAZIL

### "Integrity Week" – Honesty is not a virtue, it is an obligation!

To commemorate 9 December, International Ant-Corruption Day, the Compliance Department held "Integrity Week 2021" whose theme was "Honesty it not a virtue, it is an obligation".

Included among the actions were: creating videos; the mural "What does corruption mean to you?"; the toolbox talk Daily Safety Dialogue (DDS); and a quiz

It involved most of the employees at ECB-Mota Engil and SUMA Brasil, including head office, branches, service centre and site staff. Its aim was to raise employees' awareness of the importance of fighting corruption and adopting ethical and honest behaviour.



**FIND OUT MORE AT:** Integrity Week opening video – presidents

**FIND OUT MORE AT:** Compliance Manager video with employee testimonials

### Project: Our Canteen

The project "Our Canteen" was developed by the Belo Horizonte Office (ECB) Compliance Department for "Integrity Week".

It allows employees' levels of integrity to be monitored by calculating the ratio of products paid for to those not paid for. Depending on the results, the Compliance Department will create an action plan for those who do not comply and bolster employee training. The money received is used to buy new products and any profit is spent on charitable actions.

The project consists of a canteen which supplies employees with various products to encourage honesty through self-management of payment. The site has no cameras, employees or any other form of control. The project aims to foster honesty and ethical awareness through the individual actions of each employee.



## 4.3. Human rights

Mota Engil works tirelessly to **respect and promote Human Rights** in the different cultural, socio-economic and geographical contexts where it operates.



It renounces any act that attacks **human dignity**.



Mota-Engil Group has been a signatory since 2019 to the CEO Guide on Human Rights of BCSD Portugal – Business Council for Sustainable Development Portugal.

Respect for human rights is enshrined in the **Ethics and Corporate Conduct Code** and in general the Group follows the OECD Guidelines for Multinational Enterprises and OECD Due Diligence Guidance for Responsible Business Conduct.

This responsibility and commitment extend to the Group’s practices in labour matters, investment policy, supply chain management, etc.

It should be noted that Mota-Engil blocks agreements or partnerships with companies where human rights breaches have been reported. The Group inserts clauses in its agreements that stipulate these impediments and, under the Third-Party Procedure, since 2019 the guiding principles have been defined for undertaking due diligence (DD) measures with regard to counterparties with which it establishes business relations (e.g. customers, suppliers – including subcontractors – and business partners). In this risk assessment process for business partners, applicable to entities who comply with a set of internally defined requirements, there is scrutiny of incidents/records of sanctions, exclusions and convictions, as well as negative news articles on entities or people with regard to the following topics, among others: human trafficking; workplace discrimination/abuse; issues of occupational health and safety; child labour; enforced or slave labour; gender equality; LGBTQIA+ rights; racism; and bad environmental practices.

The number of counterparties who were subject to enhanced due diligence as described above were as follows:

	2020	2021
Enhanced DD	53	139
Total assessed counterparties	495	699
% of total	11%	20%

Nota: the reported data is taken from the tool for third-party assessment used across the entire Mota-Engil Group.

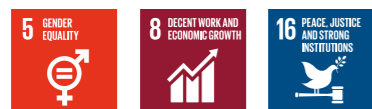
Mota-Engil Group also encourages employee training on human rights policies or procedures. In 2021, in the Group as a whole, 1,014 hours of training specifically on the theme of human rights was given. It should be noted that training was also given on other themes (not included in this figure) that also fall within the framework of promoting human rights, such as occupational health and safety, environment, etc. (see highlight box “Human rights in this report”).

Notably, the Group’s channel for reporting irregularities can also be used to inform about human rights breaches caused by Mota-Engil or which it contributed to through its commercial operations and relations. In 2021, there were no cases of operations and suppliers with a significant risk of incidents of child labour, enforced or slave labour, or infringement of the rights of indigenous peoples reported via the Group ethics hotline.

Prominent human rights risks identified by the Group consist of harassment and discrimination, particularly in the engineering and construction area. This results in Mota-Engil Group’s exposure to incidents related to harassment and discrimination, both due to the nature of its activities and its multicultural composition; the importance of the value of inclusiveness and diversity in its employees; and the fostering of a sense of belonging, commitment and increased productivity.

 CORPORATE INITIATIVE IN FOCUS

# Mota-Engil harassment and discrimination policy



In the past, the construction industry was notorious for tolerating and downplaying discrimination and harassment, and, in many cases, denying its existence.

The small percentage of women working in the field were taught to deal with intimidation and harassment or change profession. The lack of women working in the industry leads to a culture dominated by men which can create a hostile environment for women and one that is particularly prone to sexual harassment, which is more prevalent in male-dominated industries.

In addition, there are several other factors that can lead to these occurrences, such as:

- In building projects, the work is often realised in isolated environments that provide potential harassers with easy access to their victims where there are no witnesses;

- With the central offices being either physically and/or organisationally distant from front line employees or supervisors, bosses can be unsure how to deal with issues of harassment and become reluctant to contact headquarters for guidance, among other things;
- Employees who consider themselves indispensable, whether justifiably or not, can feel exempt from complying with workplace rules or immune from the consequences of their bad behaviour;
- Workplaces with large gender, race or ethnic discrepancies can lead supervisors or bosses to feel empowered to mistreat lower-ranking employees;
- Lower-ranking employees may have less opportunities to access or fully understand the channels available for presenting a complaint (poor language or educational/training skills) or fear reprisals.

To counteract this tendency and prevent the occurrence of harassment and discrimination, in late 2021 the Mota-Engil Group Executive Committee and Board of Directors approved a Harassment and Discrimination Policy. This policy, which is in the implementation phase, has led to the creation of a Harassment and Discrimination Committee. The committee comprises a Chief Corporate Officer from the Group and the corporate heads for legal affairs, human resources and compliance.



## Human rights in this report

This report details various aspects associated with its direct activities and commercial relations through which the Mota-Engil Group can have an impact on human rights and the preventive measures taken.

In addition to the measures described in this chapter, therefore, you can find more information at:



Chapter 5.3

### Mota-Engil supply chain

Promoting human rights in the supply chain.



Chapter 6

### Environmental aspects

Promoting the right to a safe, clean and healthy environment.



Chapter 7.1

### Health and safety

Promoting the right to: life; work and the enjoyment of fair and favourable working conditions, namely safe and hygienic working conditions; enjoyment of the best physical and mental health.



Chapter 7.2

### Talent management

Promoting the right to work and to enjoy fair and favourable working conditions, namely with regard to equal opportunities and non-discrimination.



Chapter 7.3

### Local community support

Chapter 7.4

### Manuel António da Mota Foundation

Promoting various human rights in the local communities where the Group operates and those supported by FMAM. Promoting the right to family life.



GRI table

Specific indicators related to collective bargaining agreements, employment, labour relations, freedom of association and collective bargaining, equal treatment, child labour, enforced labour, safety practices, etc.

## 4.4. Our stakeholders

The Mota-Engil Group aims to systematically identify, monitor and revise information about its stakeholders and their relevant requirements.



It is a crucial factor for the success of its activities, identification of risks and opportunities



12 groups of stakeholders were identified as a result of an internal consultation process promoted with the main heads of the business units and regions in which the Group operates.

The forms of communication and involvement vary according to the group of stakeholders. The Mota-Engil Group endeavours to make the channels used and the frequency of their use appropriate to their needs. It is worth mentioning that the approach to the main stakeholders and the means introduced largely depend on the dynamics, legal requirements and characteristics of each region where the Group operates, the projects developed and/or the companies.

Communication channels common to the stakeholder groups are email, website and

the social networks of the Group and its companies, as well as the channels for reporting irregularities (corporate and local, where applicable).

Mota-Engil, through its various companies, is a part of sectoral associations, business associations, chambers of commerce and other bodies. These are of strategic importance to develop cooperation and close collaboration with the business community. The Group is represented in the sectors it works in and in the chambers of commerce in the geographic markets where it operates.

Among some of the most important aspects of participation in the specific field of sustainability, the following stand out:



**Business Council for Sustainable Development (BCSD) Portugal** is a non-profit association that brings together and represents over 120 leading companies in Portugal that are actively committed to the transition to sustainability. Its central mission is to help member companies in their journey to sustainability by promoting the positive impact for stakeholders, society and the environment.

The Mota-Engil Group has been a member since 2004.



**GRACE – Responsible Companies** is a non-profit public interest business association that works in the areas of social responsibility and sustainability. With its mission to promote and develop a sustainable business culture, it fosters the participation of member companies in the communities where they operate according to the following pillars: (1) influencer/net activation; (2) disseminator of good practices; (3) assistance/support to members.

The Mota-Engil Group has been a member through FMAM since 2013. FMAM is part of the governing bodies of GRACE and is chair of the annual general meeting (from 2021 to 2023).

## Mota-Engil stakeholder groups and main channels of communication and forms of engagement



### Shareholders

- Meetings and AGMs
- Presentation of results
- Periodic financial reports
- Other communications



### Financial sector (banks, investors, insurers)

- Meetings and AGMs
- Presentation of results
- Periodic financial reports
- Other communications



### Public bodies

- Report and accounts
- Satisfaction surveys
- Signing of protocols



### Customers

- Customer satisfaction surveys
- Direct customer consultations
- Complaints
- Call centres



### Regulators

- Sending of obligatory legal information
- Replies and notifications
- Meetings



### Associations

- Working groups
- Involvement in the governing bodies of associations
- Other initiatives



### Employees

- Staff meetings and knowledge-sharing forums
- Newsletters and periodicals (e.g. SINERGIA [SYNERGY])
- Training
- Posters and information leaflets (e.g. occupational health and safety)
- Mota-Engil TV
- Talent management via Success Factors
- In-house employment opportunities via the CareerME website
- Corporate online platform ON.ME
- Meetings/consultations with people
- Toolbox talks
- Health, safety, environment and quality committees
- Annual consultation with employees through ON.ME and surveys



### Local communities

- Communication and awareness-raising campaigns
- Participation in thematic events
- Open days at the company facilities
- Newsletters
- Specific apps for certain business areas
- Programmes aimed at a specific target public (schools, clinics and hospitals, commerce, markets, etc.)
- Project-related meetings and committees
- Campaign assessment surveys



### Suppliers/partners

- Training
- Satisfaction surveys
- Due diligence mechanisms and prerequisites/supplier qualifications
- Development of partnerships/general supply agreements



### Media

- Articles and pieces for magazines and newspapers
- Press releases and public information
- Press conferences with local authorities
- Media campaigns



### Universities

- Protocols with universities
- Partnerships to develop specific studies and projects
- Young talent programmes via the CareerME website

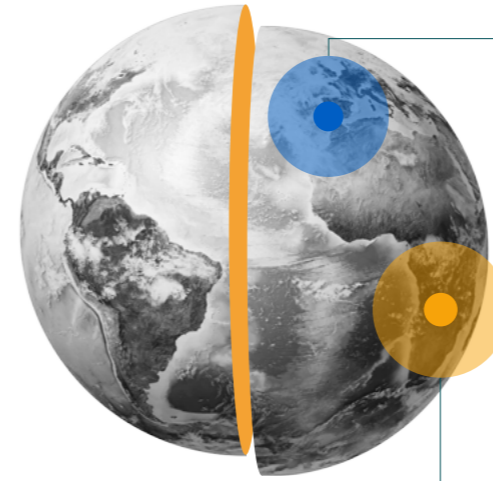


### Trade unions

- Occasional telephone contacts
- Meetings

**LOCAL INITIATIVES IN FOCUS**

# Communication and dialogue channels used to reinforce engagement with internal and external stakeholders



**SOUTH AFRICA, KENYA, UGANDA**

**Engagement with local stakeholders in E&C projects in Africa**

Mota-Engil regularly holds local stakeholder meetings within the scope of developing its engineering and construction (E&C) projects. These meetings stem from legal and/or contractual obligations, requests from the communities and on the initiative of Mota-Engil itself. They are essential to strengthen relations with the local communities, to minimise the potentially negative impacts of the projects and to enhance the positives.

Through these meetings, greater involvement is generated and a better perception of the existing challenges and concerns of the population, allowing solutions to be found. Local authorities, community representatives and complaints committees, among others, usually participate.

In 2021, most notably, meetings were held with the Pofadder Community Group (South Africa), on the main website of Sagana (Kenya) and in the localities of Buntaba, Busiu and Kasinyi (Uganda).



**PORTUGAL**

**EGF Boost – the future starts here**

A digital event that marked the beginning of a new EGF phase after the critical period of the pandemic. Through this event, future guidance for EGF and important ongoing projects were presented, and people and facilities across Portugal introduced.

The event was held in September 2021 and involved around 250 employees from across the country on a dedicated platform that allowed interactive participation. It was also

streamed for external stakeholders, of which municipalities and official bodies, numbering a total of 462 people, stand out.



**FIND OUT MORE AT:**  
EGF Boost

**Recycling line**

The Recycling Line services began in October 2021. The Recycling Line is a free national customer service provided by EGF. It was created to respond effectively to citizens, answering doubts, requests for information, suggestions, complaints, compliments and service requests relating to the collection and treatment of urban waste.

From 27 October to 31 December, the service was available in its complete version at 4 EGF concession holders (Valnor, Resiestrela, Resulima and Valorminho) – all others will move to this service in the first half of 2022. This project’s implementation will allow the regulator’s latest guidance to be complied with when the new legislation on free phone lines for essential public services enters into force on 1 January 2022.

During this period, over 550 tickets were registered: 198 service requests; 45 complaints; 14 suggestions; 230 requests for information; 56 pieces of information sent; and 13 tickets on other subjects.



**FIND OUT MORE AT:**  
Recycling Line

## 4.5. Our material topics

The material topics substantiate the structure and content of the chapters of the sustainability report, revealing **the most important sustainability themes.**



### Mota-Engil's material topics



To identify the sustainability topics which have the greatest potential to influence the assessments and decisions of the stakeholders and reflect the Group’s most significant economic, environmental and social impacts, Mota-Engil undertook a materiality exercise in 2019.

It was based on a sectoral benchmarking, on the strategic guidelines at that time and as a result of an internal consultation process promoted with the main heads of the business units and regions in which the Group operates. Five material topics were identified. Added to these topics was “local community support”, bearing in mind the importance of the socially responsible action taken by the Foundation and the different local teams.

The material topics and the respective value chain borders are identified in the table. The borders represent where the impacts are greatest in the Mota-Engil value chain. The impacts can stem directly from the Group’s activities or result (directly or indirectly) from the commercial relations associated with the operations, products and services provided by Mota-Engil.

Recognising the analysis of materiality as a critical exercise for the development of its sustainability strategy, during 2022 Mota-Engil will conduct a further assessment that will involve a broader consultation of its external and internal stakeholders.





# 5 Economic dimension

Acting for evolution

- 5.1. Innovation culture
- 5.2. Sustainable economic growth
- 5.3. Mota-Engil supply chain management

## 5.1. Innovation culture

**Innovation is a strategic variable that is a distinguishing factor of all Mota-Engil businesses and activities.**

**Mota-Engil focuses on open, decentralised innovation based on sustainable development and emerging technologies as drivers of value creation and social contribution.**

Innovation is a strategic variable that is a distinguishing factor of all Mota-Engil businesses and activities. It is in the capacity of companies to understand the changes in their competitive environment and to act on the opportunities and threats that stem from them – leveraging, widening and reconfiguring the organisation’s competencies – that the basis of their survival and growth lies.

Mota-Engil’s commitment towards innovation is one of the strategic pillars ensuring the

Group’s competitiveness. The development of innovative solutions is also a key factor in improving business operations, processes, services and models in sectors undergoing major technological transformation.

In the sectors where the Group operates, where scientific and technological advances represent a differentiating factor, Mota-Engil regards the implementation of initiatives promoting an innovation culture, the development of creativity and relations with other innovative agents as key to attaining the company’s goals. In similar fashion, the implementation of impactful innovation projects, with added value for the business, and the supply of a common management system for the entire Group are also key factors in achieving its strategy.




### Integrating innovation into the strategic plan 2022-2026

We will further scale innovation groupwide grounded on 3 types of initiatives

3 innovation initiatives to be developed...



#### Innovation to transform core businesses and promote non- E&C businesses

 <p><b>INNOVATION HUB</b></p> <p><b>New interface with Business Units</b></p> <p><b>Prioritize and monitor innovation projects</b> to ensure value capture</p>	 <p><b>PARTNER ECOSYSTEM</b></p> <p><b>Screen for partners with relevant capabilities</b> (e.g., universities, startups, research centers)</p> <p><b>Collaborate with partners</b> to pilot solutions, technological developments and business models</p>	 <p><b>CORPORATE VENTURING</b></p> <p><b>Identify and invest in high potential startups</b></p> <p><b>Incubate startups</b> by providing them with mentoring &amp; training &amp; ability to test solutions in a real-world environment</p>
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**Commitment to increase dedicated funds for innovation**  
25M€ for new greenfield projects in the next 5 years

**New sources of innovation funding**  
such as partners and leveraging EU funds

In the new **Strategic Plan 2022-2026 – “BUILDING 26 | For a sustainable future”**, innovation falls under the “New direction in sustainability and innovation” axis with the aim of implementing a structured innovation process and optimising the use of capital. As a strategic target, Mota-Engil set out an accumulated investment of €25 million for the 2022-2026 period.

Associated with sustainability, the aim of the new strategic plan is to speed up innovation, increasing efforts to transform the current businesses and creating new sustainable business models.

As such, the innovation strategy established by the Group is based on:

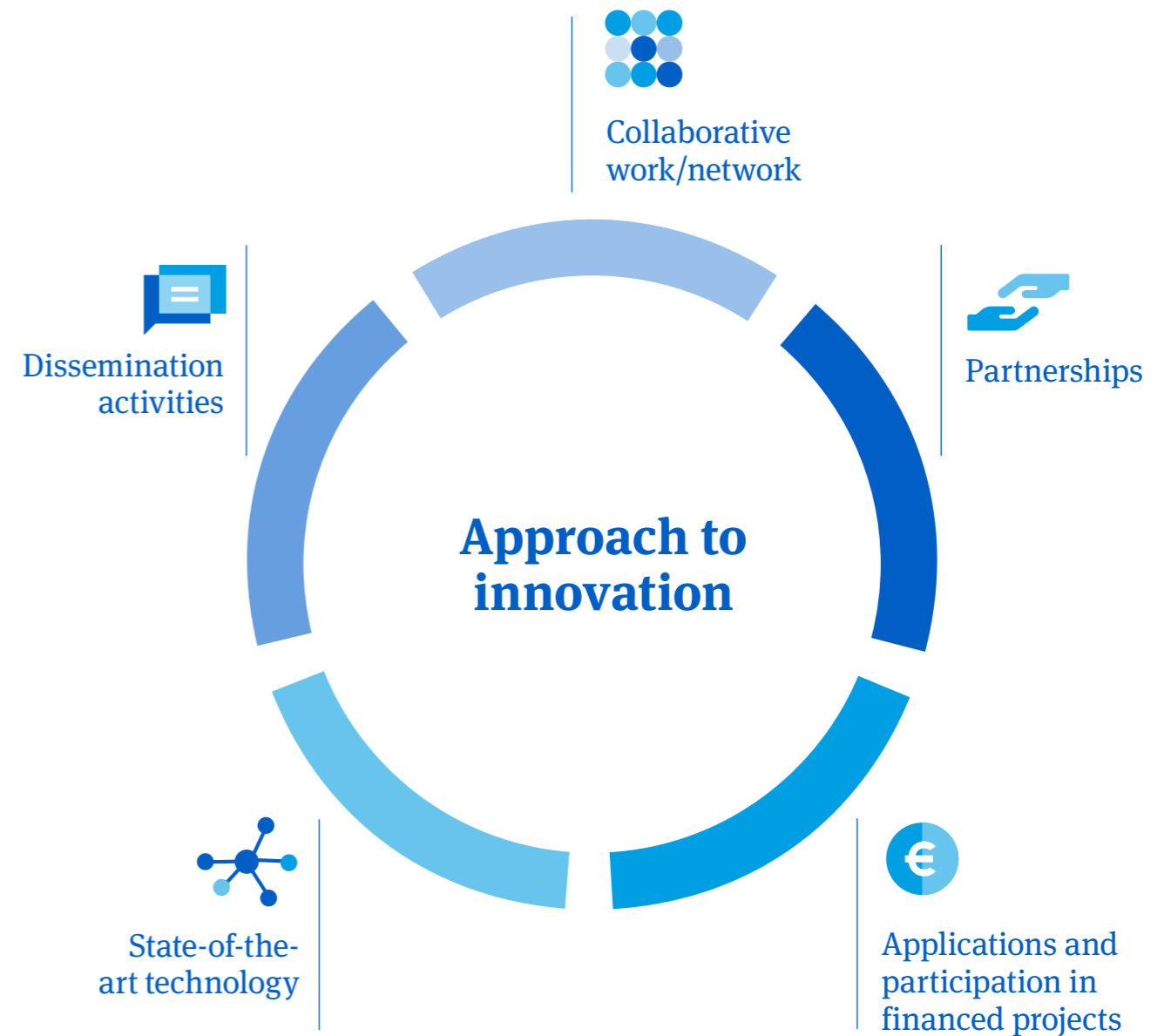
- Creating an innovative ecosystem rooted in a system of research, development and innovation management – particularly in terms of policy and procedures. Setting goals which, in summary, consist of incentivising the development of innovation projects involving different areas and the establishment of relationships outside the organisation;

- Creating innovation with a future outlook, in which new environmental and social trends are identified;
- Exploring and supporting early-stage start-ups with an impact on the Group’s business;
- Developing in-house talent and exploring platforms for developing employee creativity.

As regards the current approach, it should be mentioned that network and collaborative innovation plays a key role – due to the disruptive nature of the changes underway, the scale of investment needed and the perception that the paradigm shift must include a series of stakeholders so that the benefits of technological transformation can be fully realised.

Therefore, Mota-Engil uses “clustering”, which involves incorporating projects to improve collective efficiency as well as individual or partnership-based innovation projects.

# Network and collaborative innovation plays a key role .



In terms of interfaces, Mota-Engil is part of competitiveness clusters created by companies, business associations, public entities and non-corporate bodies in the Research and Innovation System (Portugal). The following examples are worth mentioning:

- The **Portuguese Construction Technology Platform (PTPC)/Architecture, Engineering and Construction (AEC) Cluster**, through the participation of Mota-Engil Engenharia e Construção (MEEC);
- The **Portuguese Rail Platform/Rail Cluster**, in which MEEC also participates;
- **Sustainable Habitat Cluster**, of which Manvia and Vibeiras are members;
- **Health Cluster Portugal** of which Manvia is a member.



It should be mentioned that MEEC is represented in the governing bodies of the AEC and Rail clusters. Within the scope of collaborative work, Mota-Engil has also continued to participate in the Collaborative Laboratories [BUILT CoLAB – Built Environment](#) and [CECOLAB – Circular Economy](#), which are important structures for implementing the Group's research and innovation agendas.


The Group's companies participate in submitting tenders for financed projects and establish partnerships/join national and international consortia with various other entities from the private and public sectors. Notable among the partnerships established is its collaboration with universities.

Importance is given to the participation by Group companies in dissemination activities such as conferences, symposia and other sectoral events.

From an evolutionary perspective and as a competitiveness factor, Mota-Engil also focuses on the integration of cutting-edge technology in its processes and the development of local solutions that rise to the challenges presented, in particular by its clients.

#### Data for 2021

€ **465,600** €  
invested in innovation

 **500,400** €  
received through financing mechanisms

 **1**  
patent registered

It should be mentioned that the Group is currently in transition between strategic plans and undergoing internal restructuring to leverage innovation across the entire organisation. One of the first steps involves mapping the projects currently underway and their contribution to the UN sustainable development goals (SDGs). Therefore, it was decided not to include details on existing projects in this year's report but to delay them to the next reporting cycle.

**The Group is currently in transition between strategic plans and undergoing internal restructuring.**

## 5.2. Sustainable economic growth

Our ambition is to become a global business focused on **delivering value to every stakeholder sustainably.**

The way a multinational like Mota-Engil creates and distributes economic value expresses the way it generates wealth for the different stakeholders in its value chain, producing significant economic impacts on society and affecting the life of thousands of people.

This wealth is expressed in the direct monetary value added to local economies by creating products and services, paying for capital services, creating jobs and

paying wages, paying taxes and investing in the community.

After 2020 and its very negative economic and social impacts as a result of the Covid-19 pandemic, 2021 was a year of recovery as the high level of protection offered by the newly developed vaccines began to take effect. Although subject to some uncertainty as a result of the continued effects of the pandemic, the year 2021 was therefore marked by a global economic recovery.



GRI 102-7  
GRI 102-10  
GRI 201-1



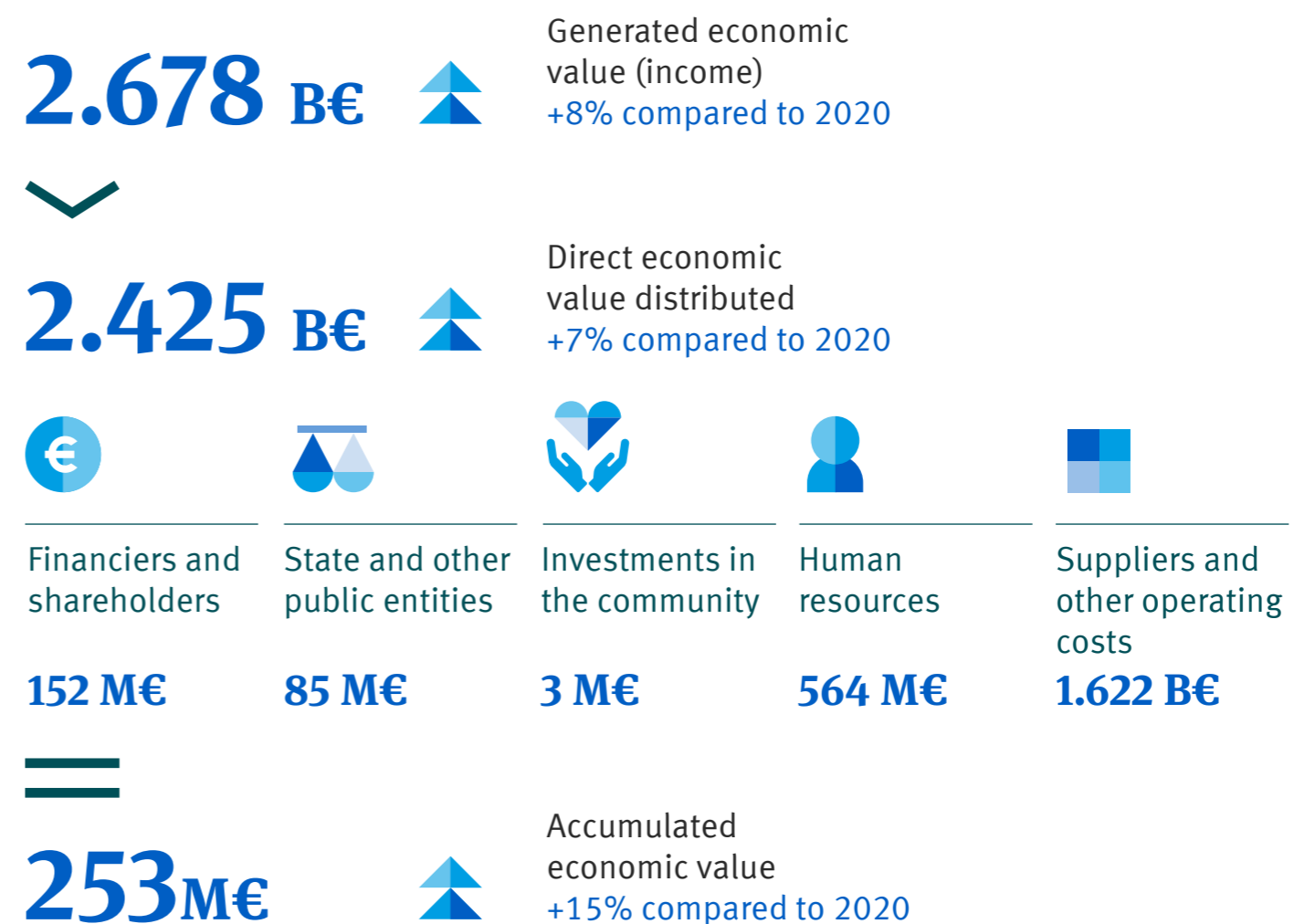
Despite the unexpected circumstances of the last two years, in 2021 Mota-Engil made an impressive recovery with a return to robust growth, higher profitability in absolute terms,

continued organic positive cashflow generation and a unique business performance that saw a new hiring record, ensuring the Group could be very confident about its future.



# A unique business performance that saw a new hiring record, ensuring the Group could be very confident about its future.

## Value shared with society in 2021



Note: for more details, consult [GRI Table – GRI indicator 201-1](#).



## Main economic and financial indicators

2021 Highlights



**7.6 B€**  
(record)

Order book



**2,592 M€**  
(+7% YoY)

Turnover



**412 M€**  
(16% margin)

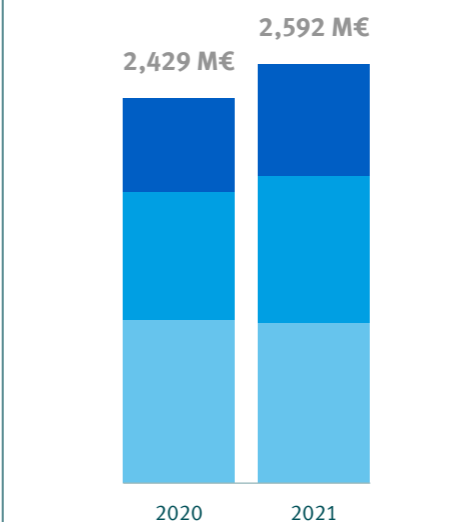
EBITDA

Despite the unfavourable global context, the Group's attractiveness allowed important milestones in 2021, including:

1. Completion of the strategic joint venture with the sector's global giant – China Communications Construction Company, LTD (CCCC) – while maintaining the founding family as the Group's major shareholder;
2. Following this partnership, it was possible to raise over €100 million in capital;
3. The Group presented a challenging 5-year strategic plan – **“BUILDING 26 | For a sustainable future”** – that will be the roadmap for its development in coming years and contains ambitious and desirable ESG goals;
4. It issued a remarkably successful programme of **sustainability linked-bonds**;

5. It consolidated its position in its core markets through recognised performance success allowing it to build up a record €7 billion order book.

Mota-Engil Group's turnover recovered significantly in 2021, especially in the second half of the year, rising to around €2.592 billion, a rise of 7% compared to 2020. This upward trend in turnover was not seen across all regions, with Africa and Latin America growing by 18% and 9%, respectively, but Europe falling back slightly by 4%.



■ Europe ■ Africa ■ Latin America

**FIND OUT MORE AT:**  
2021 Consolidated Annual Report

**22 M€**  
(vs -20 M€ 2020)

Net result

**1,125 M€**  
(-117 M€ YoY)

Net debt

**213 M€**

Investment



“We are a company that has experienced adversity over the last 75 years but which has always managed to seek out the opportunities that arise after a crisis.”

**António Mota**  
Chairman of the Board of Directors

“Always managed to seek out the opportunities.”



“We are proud of what we have achieved which allows us today to present a sustainable improvement in the Group’s main economic and financial indicators, most notably our level of operational profitability, lower net debt, higher equity and improved working capital.”

**Gonçalo Moura Martins**  
Chairman of the Executive Committee

“A sustainable improvement in the Group’s main economic and financial indicators.”

**75** | years  
MOTAENGIL

*Legacy of Trust*

Founded by Manuel António da Mota on June 29 1946, the Mota-Engil Group traced over the past 75 years a path of constant growth and international expansion, that places it today as a reference among the 100 largest construction companies in the world.

Along this path, marked by a culture of entrepreneurship, daring and innovation, associated with a solidary nature, we developed projects across around 50 countries, reinforcing our commitment and creating ties that last for Life.

Since 1946

MOTAENGIL  
*A World of Inspiration*

[www.mota-engil.com](http://www.mota-engil.com)



**CORPORATE INITIATIVE IN FOCUS**

# A record order book

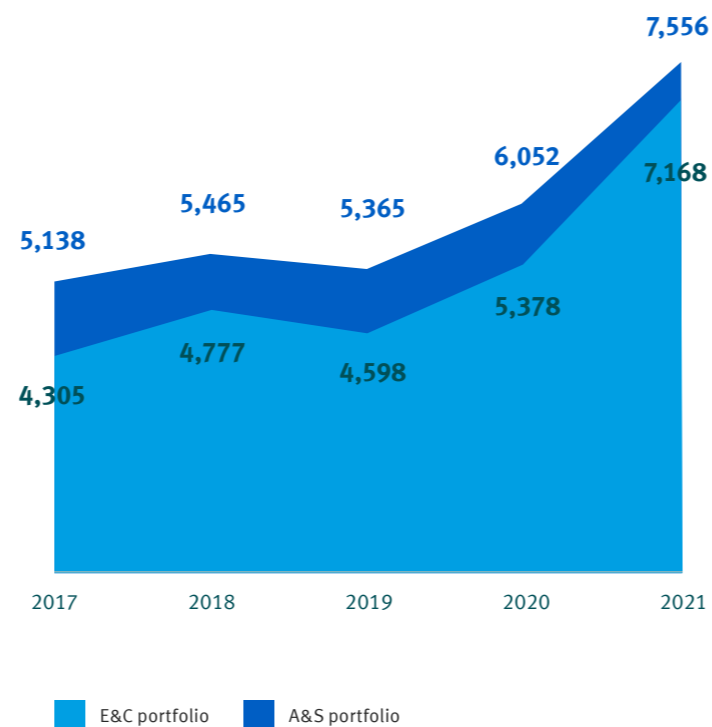


2021 was a year of excellent results for Mota-Engil from a financial perspective. In 2021, the Group's order book rose to over €7 billion based on its international projects – a growth of 25% compared to 2020.

Also of note was the continuation of its excellent business performance, evidenced by the awarding of the Group's largest ever contract – in Nigeria – assessed at around €1.5 billion.

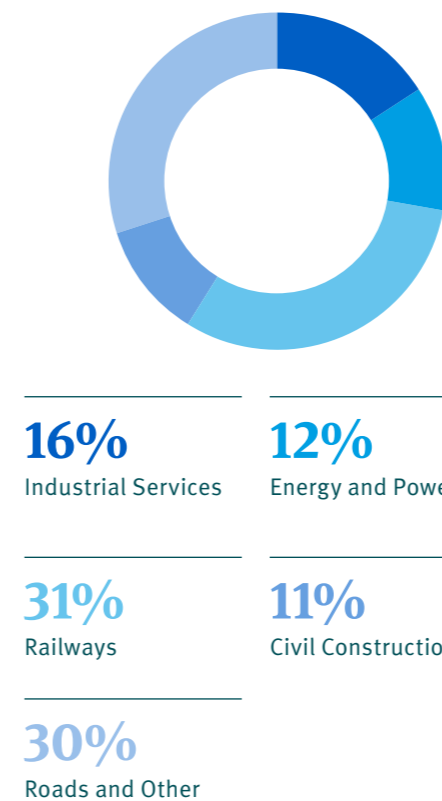
This record order book is a manifestation of the strategy of pursuing resilience today but with an eye on the future, winning larger projects with historical margins for the Group and benefitting, directly and indirectly, Mota-Engil's various stakeholders throughout its value chain.

## Changes in the order book (€M)

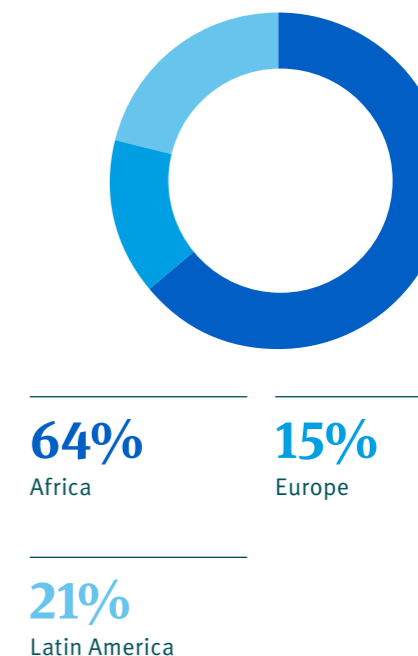


E&C portfolio/E&C turnover for the last 12 months

## E&C portfolio per segment



## Portfolio per region

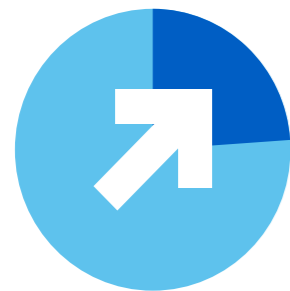


## Main E&C portfolio projects

Project	Amount (M€)	Country	Segment	Expected year of completion	Customer
Kano-Maradi Railway	>250	Nigeria	Railways	2025	Federal Ministry of Transportation
Vale Mine in Moatize	>250	Mozambique	Industrial Services	2024	Vale Mozambique
Tren Maya	>250	Mexico	Railways	2026	Fonatur
Accra-Tema Highway	>250	Ghana	Road construction	2025	Ministry of Highways and Roads
New Bugesera International Airport	>250	Rwanda	Airports	2023	Bugesera Airport Company
Morila Goldmine	>250	Mali	Industrial Services	2028	Société des Mines de Morila
Requalification of the Soyo Naval Base	>250	Angola	Ports	2023	Simportex

## 5.3. Mota-Engil supply chain management

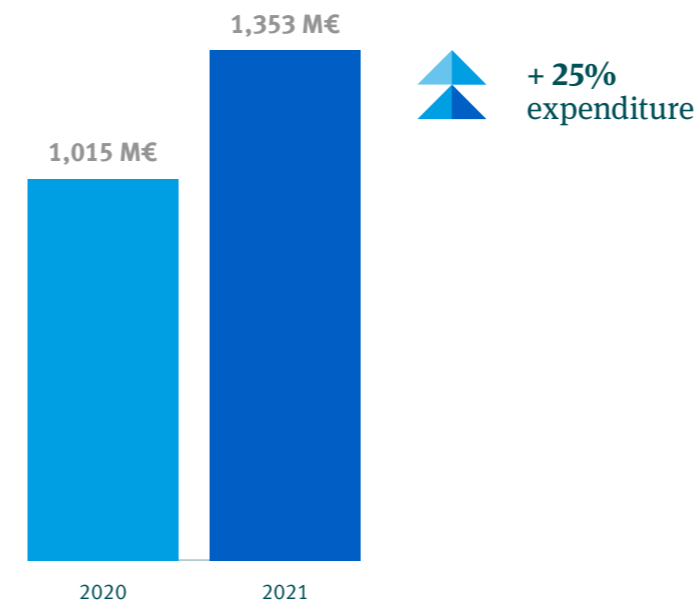
Our suppliers are a key partner in the success of the Mota-Engil business.



The Group is also aware of its impact on the thousands of companies in its supply chain and their respective employees through its procurement policy and the distribution of economic value.



### Costs associated with supplying and providing Mota-Engil Group services



Note: figures refer to expenditure on associated purchasing orders and are shown in millions of euros (€m).

In 2021, €1.353 billion were spent on supplies and services (with associated purchasing forms), which represents a rise of 25% over the previous year. The magnitude of this figure reflects the economic, social and environmental impacts inherent to the Group's procurement decisions and strengthens the vital nature of its supply chain, in order to ensure the long-term sustainability of Mota-Engil's business. Therefore, the Group is committed to making its processes more efficient and integrating sustainability criteria and assessment into its relationships with its suppliers.

### Mota-Engil Group supply chain



#### MAIN PRODUCTS

- Construction materials
- Heavy/light equipment
- Car parts
- Consumables



#### MAIN FLOWS (FROM AND TO)

- Portugal
- Angola
- Mozambique
- Ivory Coast
- Mexico
- Peru



#### MAIN SERVICES

- Pick & collect
- Issue of imp/exp documents
- Inventory
- Stock management
- Offshore/Air/Road/Rail
- Customs clearance
- Project/dangerous load
- Location/tracking of load
- Control tower operations
- 3pl/4pl modes
- Pick/pack
- Cross docking
- Storage
- Duties and classifications
- Door to door solutions

### Procurement and the supply chain

Mota-Engil currently has a broad network of local and international suppliers. It should be mentioned, for example, that within the scope of the Engineering & Construction (E&C) business, the Group has concentrated and consolidated three transversal points for supplying goods and services to the various markets in Portugal, South Africa and China, thus guaranteeing a uniform support structure for its supply chain. In addition to this, each market has the autonomy to source its own supplies, mostly through local suppliers.

Procurement and Logistics are currently subject to a governance model rooted in a global service structure with bundled corporate functions in the aim of ensuring the standardisation of policies, transversality of processes, synergy with the remaining functional areas and local services, and the monitoring of performance, efficiency and profitability of the Group's markets/businesses.

In line with the goals of the [Strategic Plan 2022-2026 \(BUILDING 26 | For a sustainable future\)](#), particularly the third axis – “Efficiency Programme at Group level” – two guidelines, already under development, stand out regarding the management and organisation of the procurement process, which aim to reinforce the plan's pillars of efficiency and sustainability:



### Fostering local purchasing

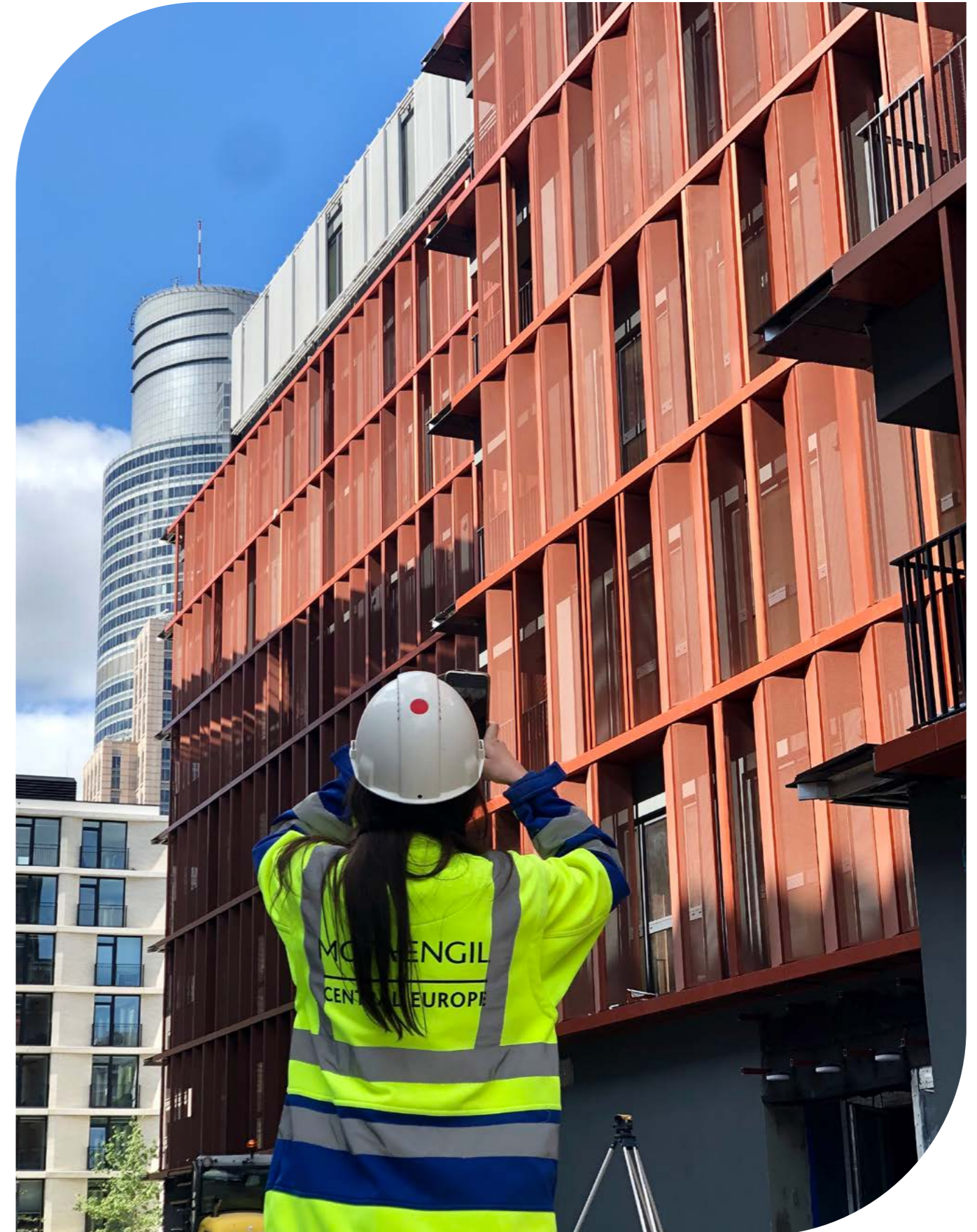
- As a proximity factor, encouraging short distribution circuits with the inherent reduction in carbon footprint
- As a factor in the profitable availability of goods and services for projects (total cost of ownership approach)
- As a factor in developing local resource skills
- Active involvement in the development of the commercial and industrial network of local economic agents
- Promotion of employment and the inherent social responsibility



### Developing strategic sourcing and the professionalisation of core category procurement

- As differentiation and segmentation factors
- Encouraging more intelligent and sustainable procurement
- Rationalising the pool of suppliers and focusing on them, and with them, to develop lasting partnerships
- Focusing on negotiating harmonised commercial conditions that are not solely aimed at balancing cost and quality but allow for selection and qualification requirements to be incorporated that promote technological innovation and the adoption of practices with a positive environmental and social impact

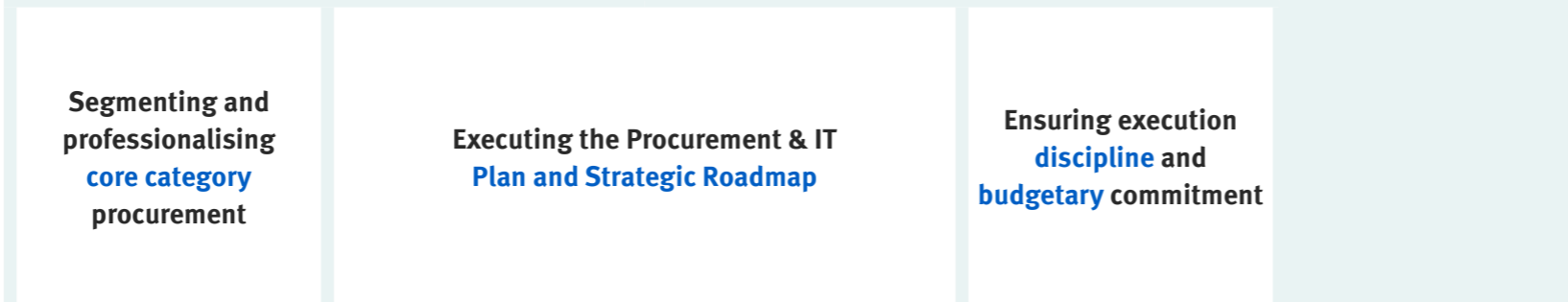
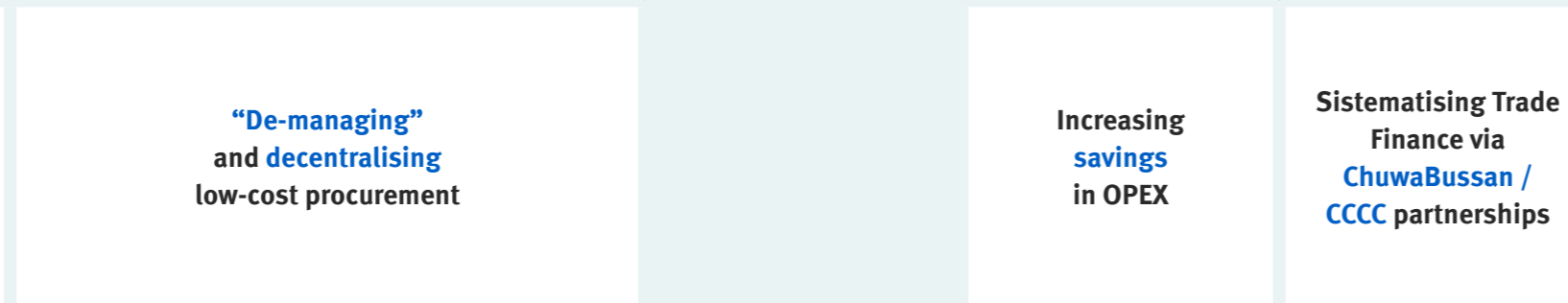
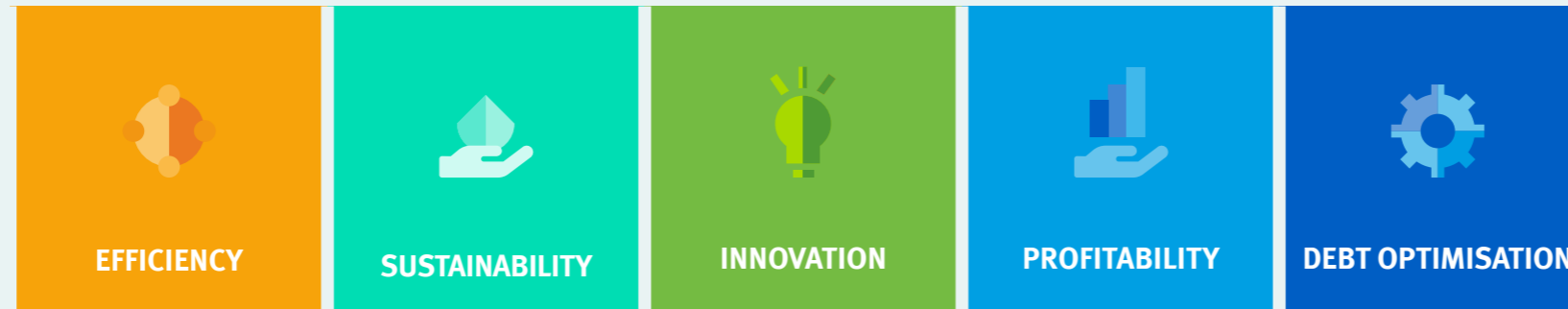
**Procurement and Logistics are currently subject to a governance model rooted in a global service structure**





### Strategic axes

(Strategy 2022–2026 BUILDING 26 | For a sustainable future)



### Strategic aims

(Strategy: Procurement & Logistics)

The Procurement Policy is currently being revised to introduce the concept of sustainable procurement and reflect the impacts throughout the process and supply chain.

The general/specific terms of supply/subcontracting were revised and updated in 2021, including social, environmental and product life-cycle requirements, in order to encourage better solutions at the development/product procurement stage that cause less impact on the environment and promote worker safety. In addition, the Procurement Policy is currently being revised to introduce the concept of sustainable procurement and reflect the impacts throughout the process and chain of supply.

**CORPORATE INITIATIVE IN FOCUS**

# EMpower Africa: increasing local sourcing and procurement of parts and non-core materials for project incorporation



Aware of the impact its procurement practices can have on developing the economies of the countries it operates in, Mota-Engil's ME Africa Department held a forum – Empower Africa – to build and align a strategic vision for the E&C in the region that allies with the supporting Functional Corporate Areas (Processes).

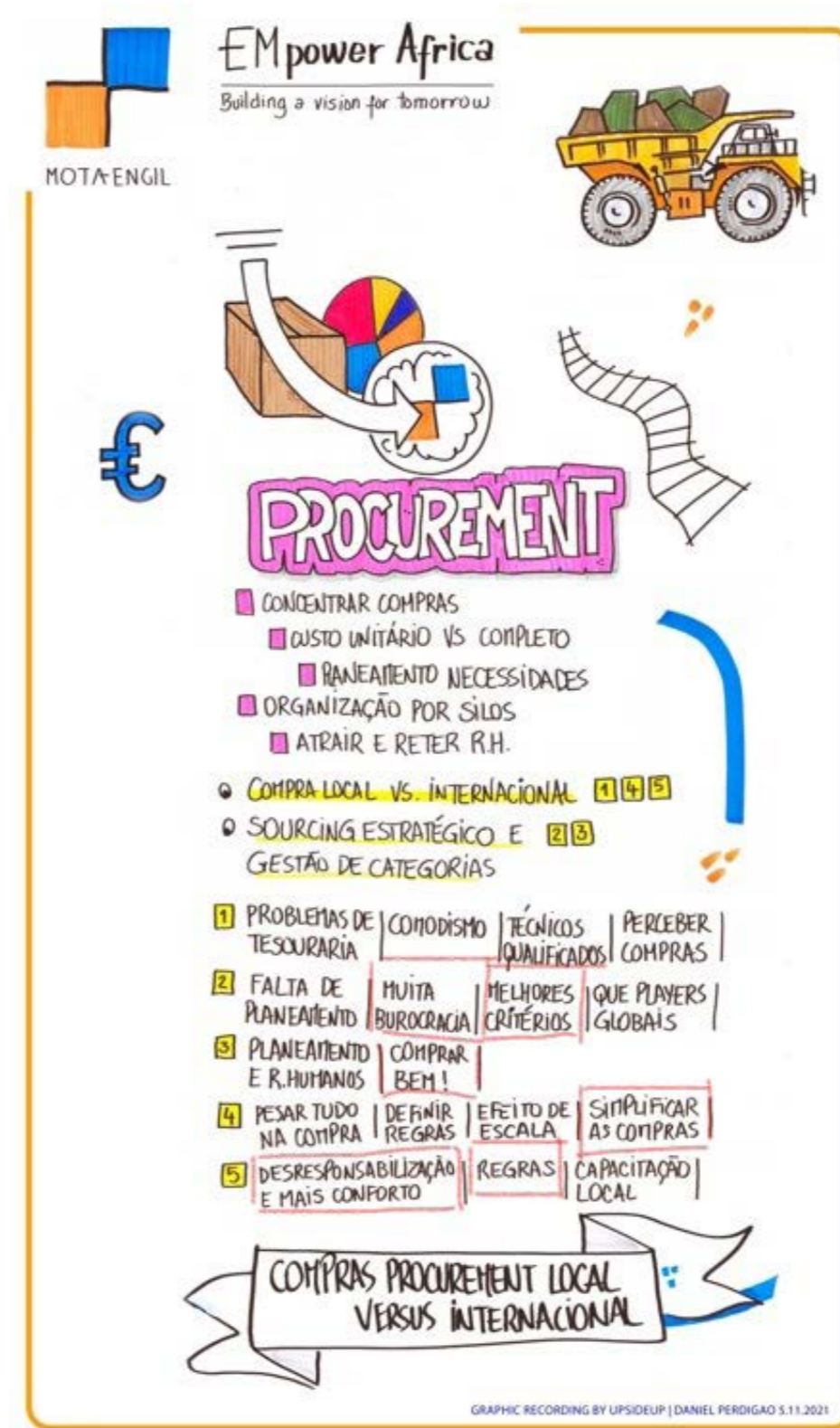
Through this initiative, it was identified that, in the specific case of procurement, the priority was to simplify and decentralise the process – namely for so-called low-cost purchases, previously managed by the International Procurement Centre in Portugal. Following on from this, a Working Group was set up to develop the theme, rationale, goals and procedure (for implementation in 2022) over several sessions (workshops).

The procedure was tested in Angola, Mozambique, Uganda and Nigeria and involved the Corporate Areas, E&C Africa Market Departments, Finance Departments and the procurement focal points of these markets.

From the first preliminary results, the following stands out: (1) the adherence of the markets to validating rational approaches and the realisation by leaders of the need to appropriate and activate the procedure in order to boost local procurement; and (2) the creation of increased awareness of the purpose and goals of the initiative with a view to informing about the benefits of promoting the local commercial network and the associated environmental and social responsibility.

**Project goals**

- To raise the number of local purchase orders by 25%
- To expand the project to the other African countries by the final half of 2022



## Risk management in the supply chain

With regard to risk management in the supplier chain, the Group strengthened the integration of the company's Procurement, Compliance and Internal Audit departments in order to review some of the fundamental principles of the procurement process and monitor indicators that mitigate risk situations and allow for the implementation of preventive and corrective measures. Within this, the supplier management model reinforces the requirements and procedures for qualifying and assessing performance.

When dealing with companies and individuals, the Group shares its Code of Ethics and Business Conduct and informs them of its compliance and integrity standards, of which there are no reported practices of human rights violations.

It is worth mentioning that in 2021, three confirmed cases of corruption in the procurement processes in the construction sector were identified: three alleged attempts of extortion of suppliers by Group employees with the purpose of influencing the awarding of contracts. In these three cases, the employees responsible were dismissed.

In 2020, the Third-Party Procedure (KYS – Know Your Supplier) was incorporated into the procurement processes underpinned by Securimate, the Mota-Engil Group's tool for assessing integrity. Since this is a procedure that has been recently integrated into all procurement processes, only in 2022 will it be possible to carry out a consistent analysis of the evolution of the performance indicators, 2021 constituting the baseline and reference year.

The Group strengthened the integration of the company's Procurement, Compliance and Internal Audit departments in order to review some of the fundamental principles of the procurement process.





# 6 Environmental dimension

Acting with responsibility

- 6.1. Energy and climate change
- 6.2. Natural resource use and management



# Mota-Engil seeks to adopt a responsible stance in its activities with the **protection of the environment** in mind.

**Mota-Engil believes in the benefits of an environmentally responsible management model that boosts patterns of eco-efficiency, protects the environment and preserves natural resources.**

Aware of the scale and diversity of the interactions with the environment arising from its operations, Mota-Engil seeks to adopt a responsible stance in its activities with the protection of the environment in mind.

This approach is verified in the initiatives put into practice every year, as well as in the sharing of best practices, based on standardising environmental management systems across the Group's different companies.

The focus on business areas with an environmental purpose is also important. Mota-Engil Environment covers a diverse and broad portfolio of activities and businesses that involve integrated waste management through which the Group has a presence throughout the

value chain, from urban hygiene to collection, treatment and recovery, including energy production via waste-to-energy processes. The following business areas are also included:

- Multiservices (Manvia and Vibeiras), such as building maintenance and green space management, through which Mota-Engil supports its clients in pursuit of the aims of sustainability by promoting energy and water efficiency;
- ME Renewing which, through the development of new business models, aims to transform cities, promote businesses' energy transition and improve citizens' quality of life – local energy management, electric vehicle charging management, mobility solutions and new housing concept.

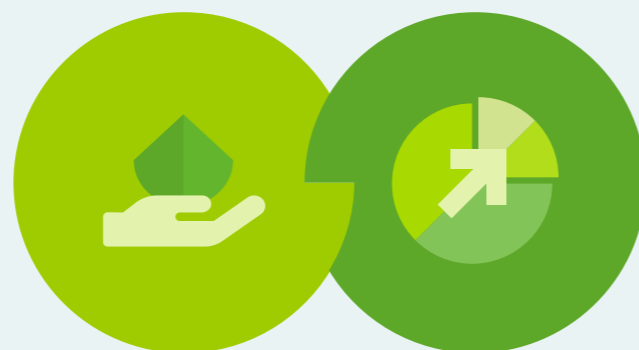
In the new [Strategic Plan 2022-2026 – “BUILDING 26 | For a sustainable future”](#), the Group is committed to cutting its environmental impact, the strategy for which is spread across two axes.





## Integrating the environmental dimension into the Strategic Plan 2022-2026

### Pronounced growth in Environment, Infrastructure Concessions and Industrial Services



### A new direction in sustainability and innovation

With its eyes on the future, Mota-Engil intends to consolidate its global Environment business into a new business unit and to boost its international growth by leveraging five areas:

- Restructuring urban services;
- Expanding the industrial segment's supply;
- Capturing (from a financial and economic perspective) the value of the waste urban treatment business;
- Consolidating its position in current markets;
- Investing in new international projects.

To that end, waste management knowhow, the geographical presence of the Mota-Engil Group and the relations established with its local partners allow for more efficient value-added performance.

Considering the environmental impacts associated with its activities, Mota-Engil has defined three key strategic aims. Even though these objectives are oriented towards emissions and waste, other pillars of action related to water management, consumption of materials, use of soils and biodiversity protection are not excluded.

#### Strategic aims:

- To reduce greenhouse gas emissions (Scope 1, 2 and 3) by 40% by 2030, taking 2020 as the baseline year;
- To achieve carbon neutrality by 2050;
- To recover 80% of waste produced by 2030.

### Environmental risks

Through its operations, Mota Engil Group is exposed to environmental risks related to water withdrawal and use, excess materials not incorporated into its projects, impacts on biodiversity, direct and indirect greenhouse gas and other emissions, effluents and waste, and other environmental impacts resulting from the products and services provided.

Environmental risk management is carried out by the Corporate Safety, Hygiene, Environment and Quality (SHEQ) division and implemented by the local SHEQ teams for the different Group projects and companies, which are committed to adopting sustainable and efficient practices in all aspects of their operations.

As regards the impacts associated with climate change, Mota-Engil plans to analyse the risks and opportunities associated with the physical and transitional risks, among others, in line with the indications of the Task Force on Climate-Related Financial Disclosures (TCFD).

### EU Green Taxonomy

In June 2020, with the approval of the Taxonomy Regulation, the European Union classified sustainable activities as those which contribute substantially to at least one of the six environmental aims identified and do not significantly harm any of the others. By adopting the first Climate Delegated Act, relating to the aims of “climate change mitigation” and “climate change adaptation”, non-financial organisations such as Mota-Engil Group are initially obliged to report on the proportion of their business activities which are eligible/non-eligible for the taxonomy with regard to their total turnover and capital (CAPEX) and operational expenditure (OPEX).



In the financial year ending 31 December 2021, around 50% of turnover<sup>1</sup>, 40% of CAPEX<sup>2</sup> and 50% of OPEX<sup>3</sup> came from eligible business activities.

Amongst these, the following stand out as contributing most to the aforementioned percentages:

- Road and public transport infrastructure (21%, 5% and 24%, respectively);
- Construction of new buildings (14%, 4% and 15%, respectively);
- Rail transport infrastructure (11%, 16% and 13%, respectively);
- Water supply, sanitation, waste management and decontamination activities; and
- Marine transport infrastructure.

For the purposes of calculating the percentages shown above, the data used was mostly taken from the analytical accounts of the Mota-Engil Group companies, particularly for turnover and operating expenses.

## Environmental management

Since 2019, Mota-Engil has had regional certification for its operations in Africa that covers integrated environmental management, occupational health and safety, and quality. The aim is to extend this certification across the entire Group

by 2026 – see [Chapter 7.1 Health and safety](#). The intention is to cover not only the many companies in the Mota-Engil family that already have ISO 14001-certified management systems, among others, but also to extend its reach.

Under the [Integrated SHEQ Policy](#), guidance is defined on: 1) environmental aims and measures; 2) supervision and reporting; 3) risk and opportunity analysis based on environmental impacts and identification of the respective mitigation measures; 4) stakeholder consultation.

Each SHEQ area is aligned with fulfilling the legal requirements of its respective geography and adopting good environmental practices applicable to the business, which are increasingly intended to be rolled out across the Group.

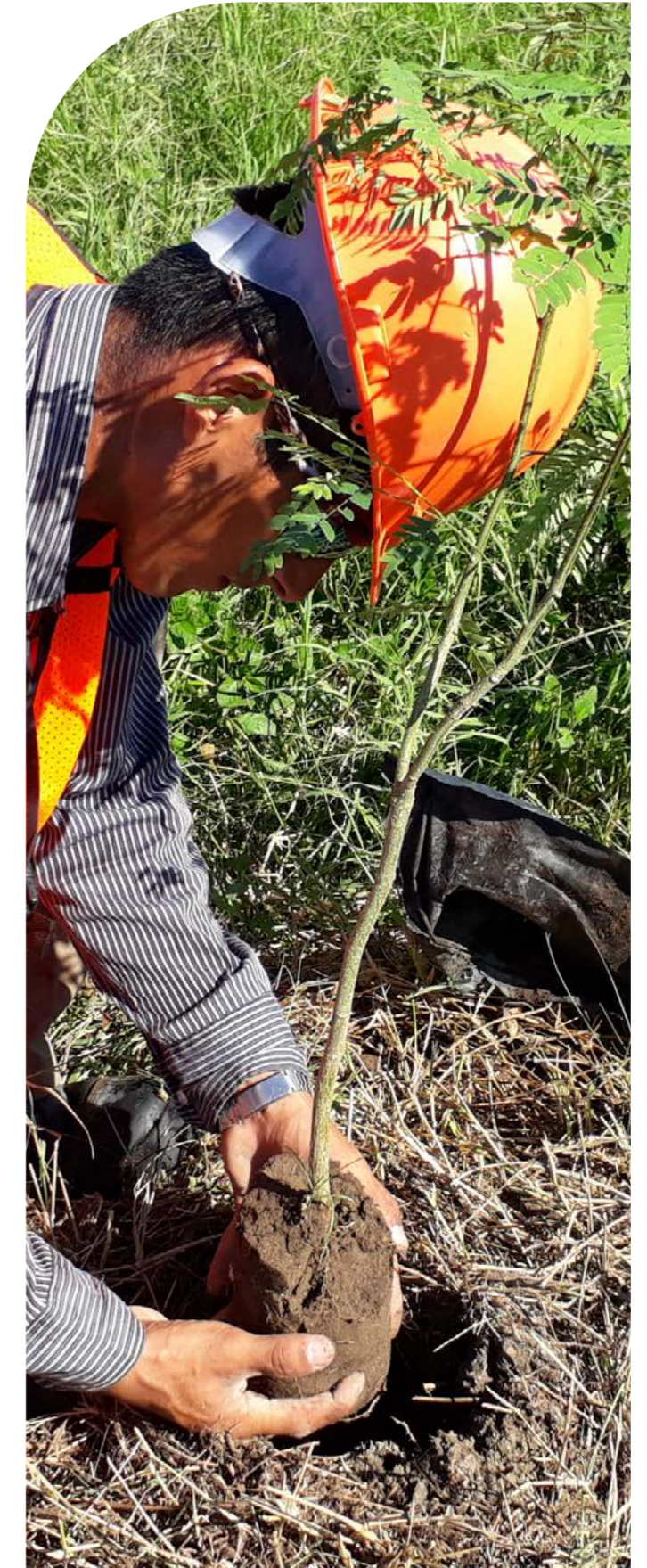
The necessary skills are also reinforced for the environmental functions, with the promotion of training and awareness raising and the necessary digitalisation of the processes as a vehicle for continual improvement. In 2021, 6,273 hours of training were given in the Environment division.

Awareness campaigns and environmental education in areas deemed a priority, such as waste management and resource conservation, were held. These actions stem from the contractual conditions of the waste management companies and are also part of the Group's social responsibility practices. They are aimed at employees and diverse target audiences, contributing to greater awareness about the environmental issues and each person's role in this area.

Systematic information on the Mota-Engil approach to [energy and climate change](#) and [the use and management of natural resources](#), is presented below, considering the main performance indicators defined for these areas, as well as a selection of some of the local initiatives undertaken in 2021.

As a side note on the information presented below, this report amends the 2020 data in the Sustainability Report from last year as a result of the ongoing process to: 1) consolidate the calculation methods; and 2) standardise the sources and criteria for calculating data across the different markets/geographies where the Group operates.

It should also be mentioned that, this year, it has already been possible to present the data according to the different business areas established in the new Strategic Plan 22-26, fostering a new perspective of the Group's performance per business area and thus allowing more targeted measures. For more information, please consult [Chapter 8.1](#) and the [GRI Table](#).



<sup>1</sup> Turnover corresponds to the item "Sales and services rendered" in the consolidated financial statement by nature.

<sup>2</sup> CAPEX corresponds to the algebraic sum of the acquisitions and disposals of tangible and intangible assets and the rights to use assets occurred in the period.

<sup>3</sup> OPEX corresponds to the algebraic sum of the following items in the consolidated income statement by nature: "Cost of merchandise sold and materials consumed and Variations in production"; "External supplies and services"; "Staff costs"; "Other operating income/(costs) – Other operating costs" and "Amortisations and depreciation".

## 6.1. Energy and climate change

# Climate action is integrated into Mota-Engil's **strategic sustainability guidance** in its new strategic plan.




 GRI 302-1  
 GRI 305-1  
 GRI 305-2

Mota-Engil operates in sectors that are highly dependent upon fossil fuels (diesel in particular), due to their use in light and heavy-duty vehicles, electric vehicles, generators and different machinery. This dependency is particularly relevant in the construction, logistics (rail freight) and waste management areas. It should be mentioned that, particularly in construction, there are three important factors that impact on its dependence on fossil fuels and, consequently, its carbon footprint:

- The type of works conducted by Mota-Engil, which is heavily represented by large-scale infrastructure projects, means that the Group has to use heavy machinery with high fuel use;
- The places where it operates, such as Africa and Latin America, in very often remote locations where the lack of electricity means it needs to be produced by diesel generators;

- The geographies where the Group operates are classified by equipment suppliers as “high-”, “medium-” and “low-regulated countries” that correspond, respectively, to European, Latin American and African countries, for which high-, medium- and low-technology equipment is provided, respectively. Therefore, for the same type of equipment and for the same operations, higher fuel unit use is inferred per lower technological development, namely combustion engines.

Mention should be made of the energy produced by the organisation itself for its own use (e.g. photovoltaics) and also for sale, particularly at the Valorsul Energy Recovery Plant (EGF, Portugal).

In 2021, Mota-Engil's total energy use rose 10% and energy sold rose 12% compared to 2020.<sup>4</sup> As regards renewable energy, while electricity from photovoltaics for self use still accounts for only a small amount of Mota-Engil's total energy use, it rose 5.4 fold compared to the previous year (up from approx. 2,385 GJ to 12,825 GJ), reflecting the growing investment in this area by the Group's companies.

**Although electricity from photovoltaics for self use still accounts for only a small amount of Mota-Engil's total energy use, it rose 5.4 fold compared to the previous year.**

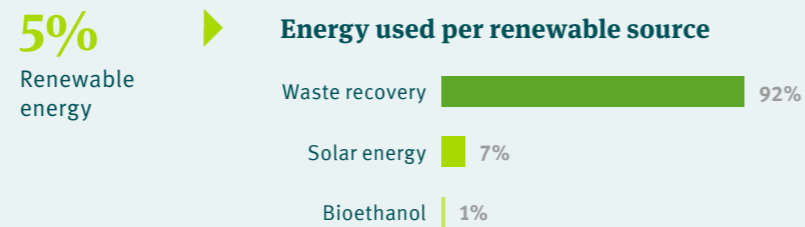
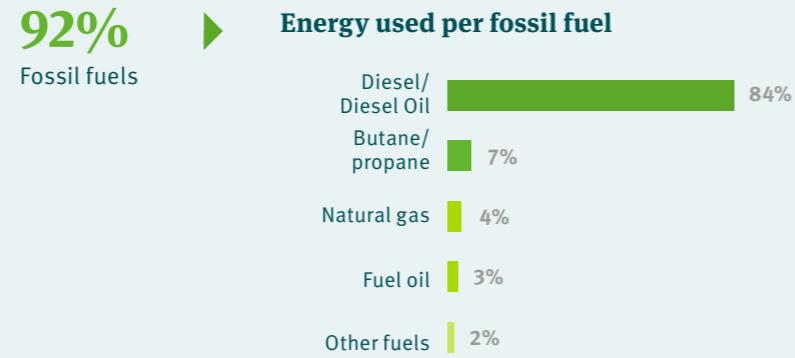
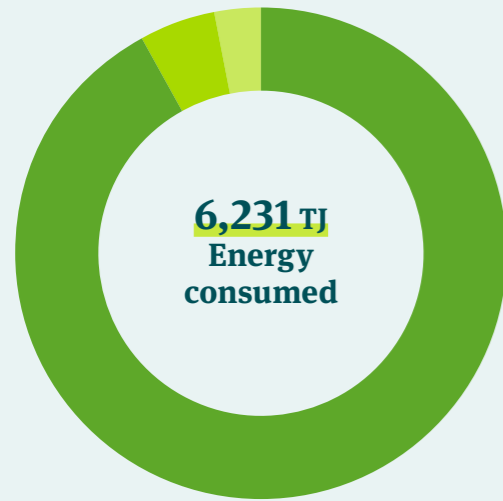
With regard to the carbon footprint, the figures presented are still an estimate based on energy use, to which EGF (Portugal) emissions are added from the waste recovery process from: direct measurements on the motogenerators at the landfill power plants and anaerobic digestion, as well as continuous analysers at the Energy Recovery Plant; this information also includes an estimate of the diffuse methane emissions generated by urban waste landfills. Mota-Engil is consolidating the methods for calculating greenhouse gas (GHG) emissions based on the GHG Protocol (Scope 1 and 2), considering the diversity of its types of contract and business areas that impact on defining the organisational limits. To calculate Scope 3 emissions, the Group is in the process of identifying significant sources and the data will be presented in future reports.

At Mota-Engil, direct emissions from the EGF waste recovery process is the factor that most contributes to Scope 1 emissions, followed by non-renewable fuel use. As regards indirect emissions arising from the purchase of energy (Scope 2), said emissions result from electricity use.

<sup>4</sup> It does not include data on the dedicated production of electricity by Generadora Fénix in México.

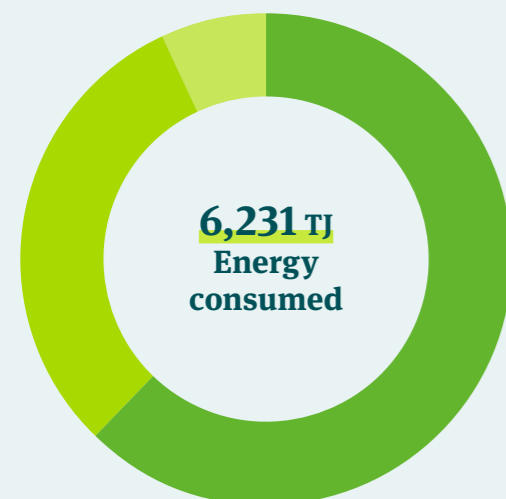
## Mota-Engil Group total energy use 2021

### Energy used per source



**3%**  
Electrical energy

### Energy used per business area



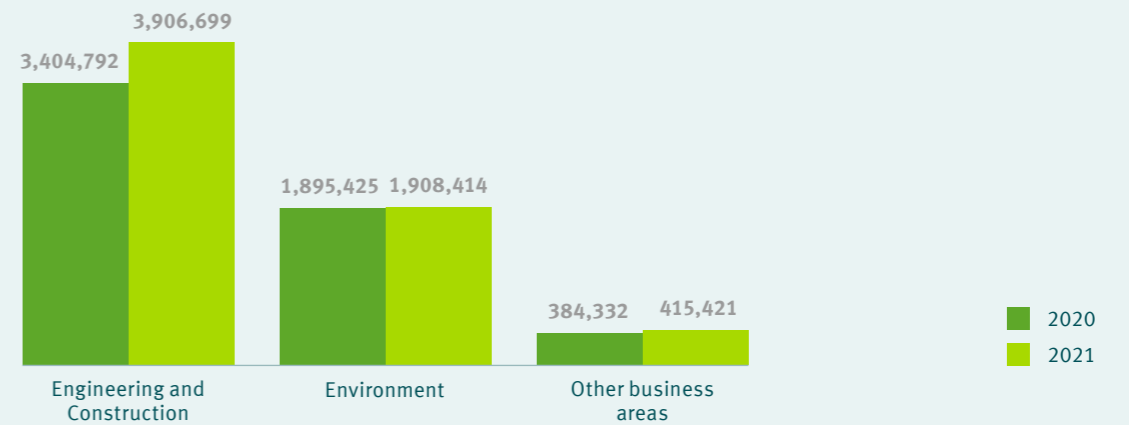
**63%**  
Engineering and Construction

**31%**  
Environment

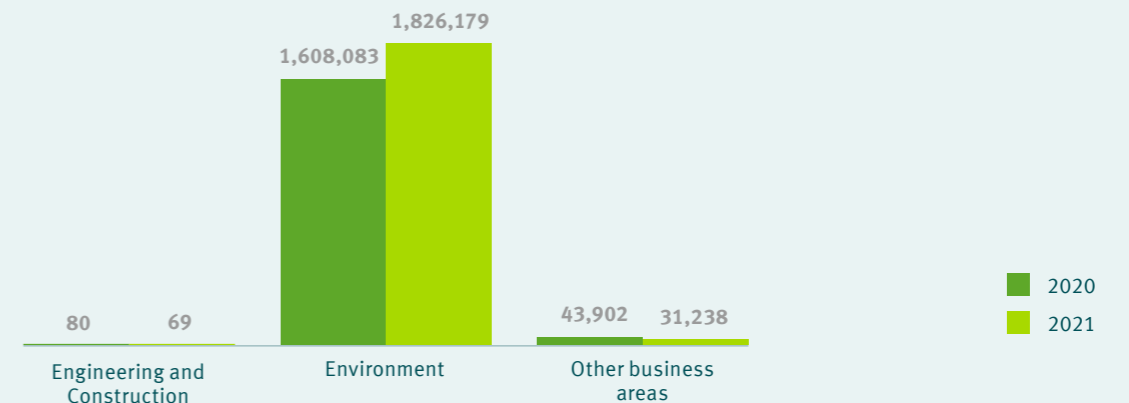
**7%**  
Other business areas



### Energy used per business area



### Energy sold per business area



Note 1: Refer to the [GRI Table](#) for methodological information on the calculation of the indicators (302-1,305-1 e 305-2).

Note 2: Does not include data on energy (diesel) in mining contracts for which clients are responsible.

Note 3: Renewable energy includes: bioethanol use, solar energy produced for self-consumption and waste recovery. It does not include the fraction of renewable energy in the energy mix of each country's electricity network.

## Mota-Engil Group GHG emissions 2021



**1,743 ktCO<sub>2</sub>e**

Scope 1



**27 ktCO<sub>2</sub>e**

Scope 2

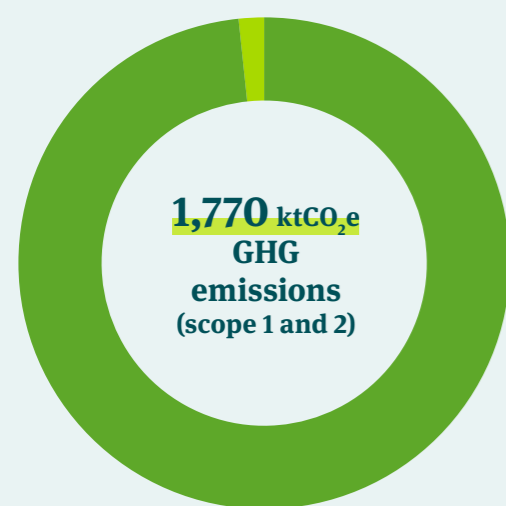


**40 %**

Cut in GHG emissions by 2030 (Scope 1, 2 and 3) vs. baseline year 2020

Carbon neutrality by 2050

### Percentage distribution of emissions per scope



**98.5%**

Scope 1: Direct emissions

**76%**

direct emissions from EGF's waste recovery process

**1,326 ktCO<sub>2</sub>e**

**24%**

emissions resulting from fuel use (non-renewable and bioethanol)

**417 ktCO<sub>2</sub>e**

**1.5%**

Scope 2: Indirect emissions

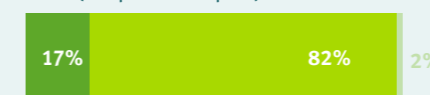
Electricity (location based)

**27 ktCO<sub>2</sub>e**

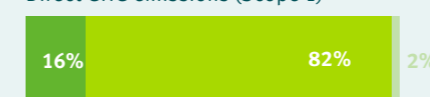
Indicators	Engineering and Construction (E&C)		Environment		Other business areas	
	2020	2021	2020	2021	2020	2021
Total energy use (GJ)	3,404,792	3,906,699	1,895,425	1,908,714	384,332	415,421
Total energy emissions for Scope 1 and 2 (tCO <sub>2</sub> e)	259,644	295,508	1,569,596	1,446,039	25,836	28,257
Turnover (million euros)	1,596	1,731	471	442	142	112
<b>Energy intensity (GJ/million euros)</b>	<b>2,134</b>	<b>2,257</b>	<b>4,024</b>	<b>4,317</b>	<b>2,713</b>	<b>3,695</b>
<b>Carbon intensity (tCO<sub>2</sub>e /million euros)</b>	<b>163</b>	<b>171</b>	<b>3,332</b>	<b>3,271</b>	<b>182</b>	<b>251</b>

### Contribution of business areas per scope

Total (Scope 1 + Scope 2)



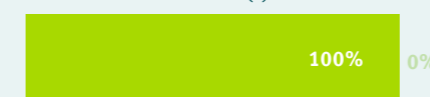
Direct GHG emissions (Scope 1)



Indirect GHG emissions (Scope 2)



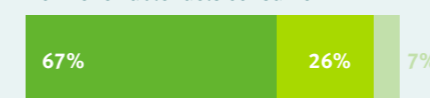
Other direct emissions (\*)



Renewable fuels consumed

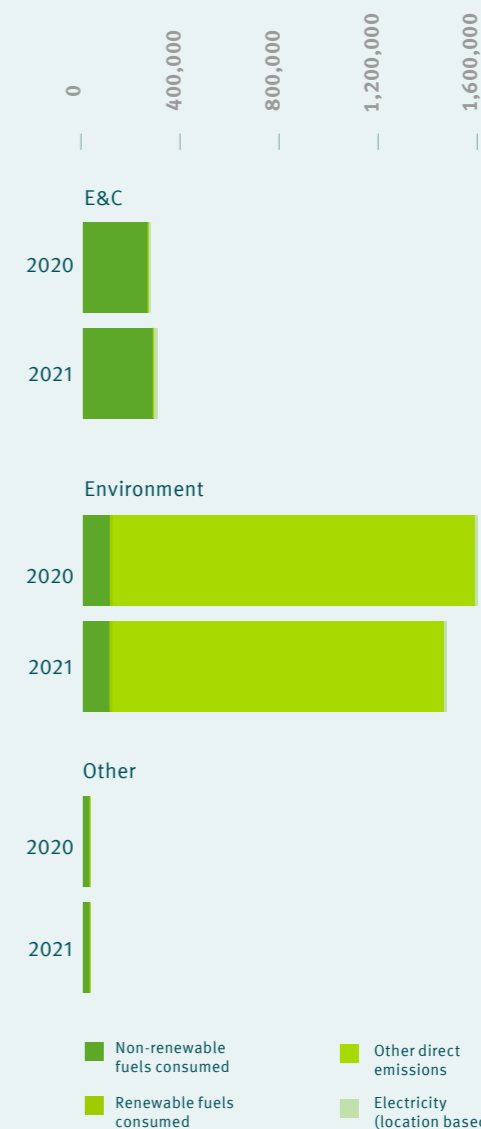


Non-renewable fuels consumed



Legend: E&C, Environment, Other

### Emissions per business area



Note 4: Mota-Engil Group's Scope 3 emissions are not yet available, which explains why the change in 2021 compared to the benchmark year 2020 is not shown.

Note 5: Other direct emissions correspond to the data on direct emissions from EGF's waste recovery process (Portugal). It does not include landfill emissions in the Ivory Coast (Clean Eburnie).

# Mota-Engil Group's approach to cutting carbon emissions



## Design and construction of more efficient buildings

- A concern for building energy-efficient buildings;
- Reinforcing the introduction of ecologically more efficient solutions (from a lifecycle perspective) with designers.



## Optimising route planning

- Monitoring equipment by GPS, promoting optimised route planning with lower fuel use.



## Optimised use of materials and consumables

- Optimisation of the use of tyres to cut their consumption and increase their useful working lives.
- Drafting of studies to determine the optimal time for changing oils and lubricants without compromising the lifespan of the equipment.



## Electrical mobility

- Increasing the focus on electric and hybrid vehicles.
- Installing electrical charging points at the Group's facilities (Mota-Engil Renewing).



## Photovoltaics

- Increasing the use of photovoltaics.



## Collaborative work

- Integration and participation in Collaborative Laboratories, such as BUILT CoLAB and CECOLAB, which aim to promote the digital and climate transition in buildings and infrastructures, making them adaptable, intelligent, resilient and sustainable.



## Movement-minimisation policy

- Use of IT resources.
- In 2020 and 2021, the COVID-19 pandemic caused restrictions to travelling and the implementation of working from home, which led to the reduction in travelling to work (locally and internationally) and commuting.



## Optimisation of the production process

- Optimisation of the production process through, for example, a reduction in unnecessary movements by more efficient planning of operations.



## Procurement policy

- Integration of internal environmental requirements and use of more efficient materials with a lower carbon footprint in general subcontracting conditions and the supply of materials.

It should be noted that direct emissions associated with EGF operations represent 75% of the Mota-Engil Group's Scope 1 emissions (1,325.9 ktCO<sub>2</sub>e in 2021). This stems from the nature of its activities which includes 14 organic recovery facilities, the Valorsul Energy Recovery Plant and management responsibility of 26 landfills spread across continental Portugal. In this context, it should be mentioned that of the EGF Group's GHG emissions, those from landfills are of most importance. In accordance with the EGF Group's Scope 1 and 2 emissions inventory, those from the landfills as a whole were responsible for over 80% of the total. Notably, waste when disposed of at landfill undergoes a natural, long-term and slow process of anaerobic degradation of the available organic matter with the consequent generation of methane (CH<sub>4</sub>), the primary constituent of landfill biogas. In this process, the waste disposed of in landfill at a certain moment can remain an active substrate in CH<sub>4</sub> generation over 20 or 30 years later, even though it decays naturally over time.

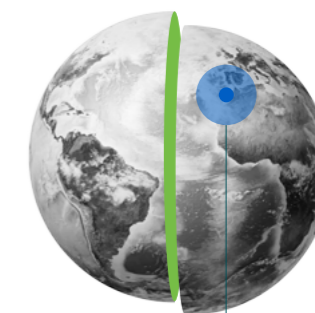
For diffuse landfill emissions, the Landfill Gas Emissions Model (LandGEM) by the US Environmental Protection Agency (EPA) was

used, which takes into account these different factors, considering emissions resulting from landfill activity for the year under analysis, including amongst which those which are a consequence of the accumulated disposal of waste over the landfill's lifespan. Since these emissions stem from the controlled operations of EGF, they are included in its Scope 1 and, as such, integrated into Mota-Engil Group's carbon footprint. However, and since they stem from the natural waste degradation process, Mota-Engil deems it necessary to report this information more specifically and unbundled in the future, distinguishing the emissions over which the Group has less influence and control. Therefore, action can be taken on areas that can be improved.

To cut its carbon footprint, the Mota-Engil Group and its companies have several projects underway (see diagram) that impact on their Scope 1, 2 and 3 emissions. With the approval of the new strategy, the aim is to increase the scale of implementation of the initiatives and to roll them out to the whole Group, identifying new adaptation and mitigation measures to be implemented and opportunities for green funding to support the energy transition process.



LOCAL INITIATIVES IN FOCUS



PORTUGAL

Campaign to renew the vehicle fleet

For the 2021-2022 period, Manvia in Portugal has implemented an ongoing campaign to renew its vehicle fleet. This is being phased in and affects two vehicle segments:

- Operational: by replacing diesel vehicles with bifuel (diesel/LPG) ones and replacing light commercial vehicles with newer vehicles that are more economical and less polluting;
- Assigned: replacing diesel vehicles with plug-in hybrids

In 2021, the focus was placed on replacing operational vehicles.



Vehicle use is responsible for a large part of the company's energy consumption, so this campaign was aimed at optimising energy management and lowering carbon emissions. It is foreseen that, by the end of 2022, this campaign will lead to a 35% cut in carbon emissions and 23% cut in energy use.

Temporary LED strip lighting

Given the need to implement temporary lighting on some projects, MEEC in Portugal resorted to LED strip lighting to replace previous fluorescent lighting. This practice was adopted from August 2021.

This new means of lighting immediately showed itself to be much more beneficial by cutting over 60% of energy use (for the same level of

lighting). In addition, the LED strip lighting is easier to install, safer, longer lasting and more reliable.





## 6.2. Natural resource use and management

Mota-Engil seeks to adopt solutions that foster materials circularity, resource optimisation and ecosystem protection.





## Materials

The type and quantity of materials used by the Group reflect its dependency upon natural resources and the impacts these have on their availability. Among the Mota-Engil business areas, the construction division is a major consumer of materials, in particular non-renewable ones.

In 2021, Mota-Engil used approx. 10.6 million tonnes of non-renewable materials (-6% compared to 2020), 494,000 m<sup>3</sup> of non-renewable materials (+32%) and 51,000 tonnes of renewable materials (+76%). It should be mentioned that the use of materials can vary greatly between geographies and years, since it depends not only on the type of activity but also on the nature and size of the projects underway. It is also of note that the data shown refers to the types of materials considered the most representative of the Group's different activities.

Mota-Engil and its companies have various projects underway aimed at optimising the use of materials, particularly by the construction division where consumption is the highest:

- Increasing the lifespan of the built product/ adoption of more lasting solutions;
- Promoting the circularity of materials, for example by using lathes, in terms of construction and demolition waste.
- Searching the market for materials with lower environmental impact;
- Investing in innovation through integration and participation in collaborative laboratories. It is worth highlighting, in this

context, its participation in the Collaborative Laboratory for Circular Economy, CECOLAB.

- The digitalisation of the processes, as an approach applicable to the entire Group.

With regard to the circularity of materials, emphasis is placed on **artificial aggregate from urban waste incineration slag (AEIRU)**, produced by EGF (Portugal) as a result of waste energy recovery, and which the companies themselves use, for example, as cover for landfills and paths. It is also worth mentioning that this product is CE certified for use in road construction – base and sub-base – and that it is a perfect example of the circular economy, preventing the need for natural aggregates that are often extracted from quarries and rivers.



**+ 76 %**

Renewable materials consumed in 2021, compared to the previous year

### Approach to the optimisation of material resources



Process digitalisation



Materials with lower environmental impact



Increasing product lifecycles



Focus on innovation



Circularity of materials

### Mota-Engil Group materials use

Business areas	Non-renewable materials (tonnes)		Non-renewable materials (m <sup>3</sup> )		Renewable materials (tonnes)	
	2020	2021	2020	2021	2020	2021
Engineering and Construction	11,058,605	10,454,195	333,252	477,663	3,586	5,204
Environment	2,373	1,966	4,101	3,255	25,217	44,900
Other business areas	145,739	114,531	36,552	13,055	314	1,006
<b>Total</b>	<b>11,206,717</b>	<b>10,570,692</b>	<b>373,905</b>	<b>493,973</b>	<b>29,117</b>	<b>51,110</b>

Note 1: The materials indicated per unit volume (m<sup>3</sup>) encompass: paints/varnishes/enamel/thinners; lubricants/putties; chemicals; others.

Note 2: The materials indicated per weight unit encompass: rock aggregates; cement; bitumen and emulsion; steel; explosives; accumulators; plastic bags; tyres; others.

Note 3: The consumption of renewable materials essentially concerns artificial aggregate from urban waste incineration slags (AEIRU) (in the Environment division), wood and paper.

## Waste

In 2021, a total of 668,000 tonnes of, mostly non-hazardous, waste (+24% compared to 2020) was produced. Waste production by the construction division, depending on the nature, number and size of the projects underway, can be significant. This is the business area that produces most waste, having produced approximately 640,000 tonnes 2021 (+24% compared to 2020).

The sending of waste to the appropriate final destination is fundamental for reducing the negative impacts associated with waste, both for the environment and local communities. Mota-Engil is committed to ensuring this appropriate final destination, with particular emphasis on recovery operations. It is of note, however, that sending waste for recovery not only depends on the characteristics of the waste produced but also the existing infrastructure in the geographies where the Group operates – something that is often a limiting factor.

Waste recovery was considered one of the strategic environmental goals of the Mota-Engil Strategic Plan 2022-2026 and also constitutes an important measure of circularity, allowing for the reutilisation of waste, preventing the extraction of virgin raw materials and contributing to a reduced carbon footprint,

Committed to cutting the negative impacts associated with waste, we are dedicated to ensuring that it is sent to a suitable final destination.

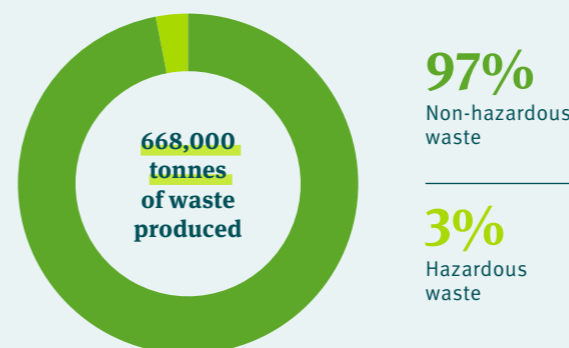
among other benefits. In 2021, the overall waste recovery rate was 64% (the same as the year before). It should be noted that these figures include the following non-hazardous waste sent for recovery, as per national legal requirements: moved earth (surface and other) in Poland; moved earth and other materials reused in the work itself in Colombia.

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

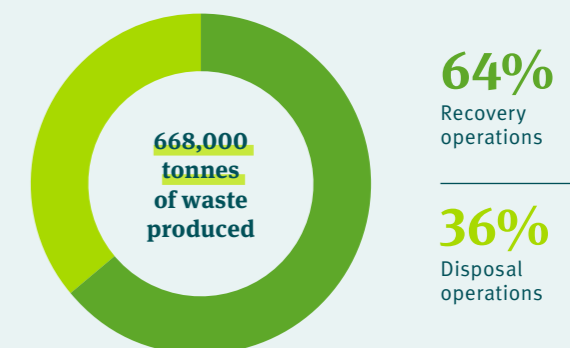
Indicator	Engineering and Construction (E&C)		Environment		Other business areas	
	2020	2021	2020	2021	2020	2021
Total waste produced (tonnes)	515,737	640,095	14,003	14,395	7,437	13,863
Turnover (million euros)	1,596	1,731	471	442	142	112
<b>Intensity of waste produced (tonnes/million euros)</b>	<b>323</b>	<b>370</b>	<b>30</b>	<b>33</b>	<b>52</b>	<b>123</b>

## Mota-Engil Group waste production

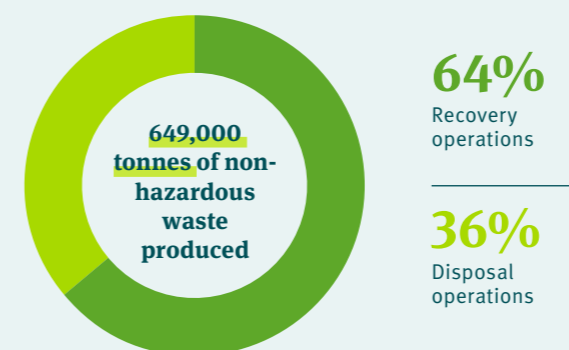
Per type of waste – 2021



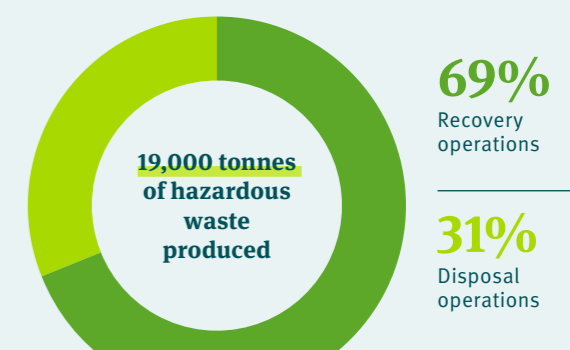
Per type of operation – 2021



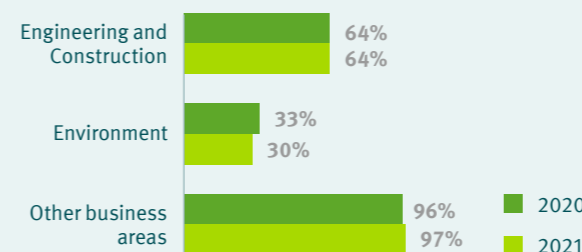
Non-hazardous waste per operation – 2021



Hazardous waste per operation – 2021



Waste recovery rate per business area



Note 1: The reported quantities concern waste produced by the Group companies' own activities. They do not include waste treated by waste management companies.

Note 2: Waste recovery includes preparation for reuse (verification, cleaning or repair operations), recycling and other recovery operations. In terms of waste reporting, the recovery operations do not include energy recovery.

LOCAL INITIATIVES IN FOCUS

PORTUGAL

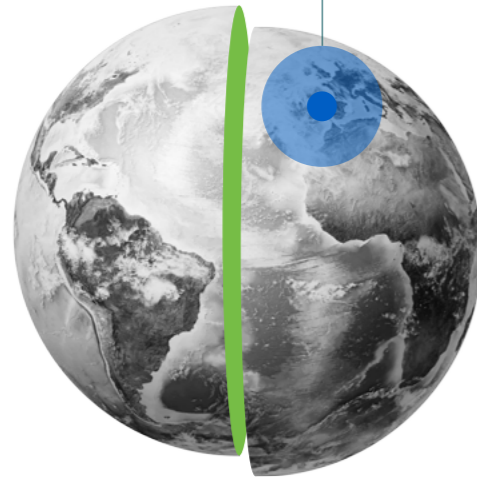
**Prize-winning campaign “The Planet’s Future is not Recyclable”**

The EGF campaign, **“The Planet’s Future is not Recyclable”**, launched in 2020, has won various Portuguese and international awards.

Foremost amongst these are four bronze prizes awarded by the newspaper Meios & Publicidade in the following categories: Environment and Energy; Integrated Multimedia; Public Relations; and Sustainability and Social Responsibility.

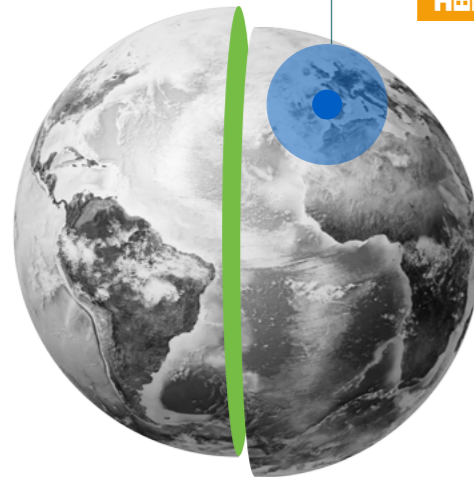
Also within this campaign, EGF was awarded 3rd prize for communication from the International Solid Waste Association (ISWA) at its World Congress in Athens.

**SEE HERE:** Marketing film: “The Planet’s Future is not Recyclable”



LOCAL INITIATIVES IN FOCUS

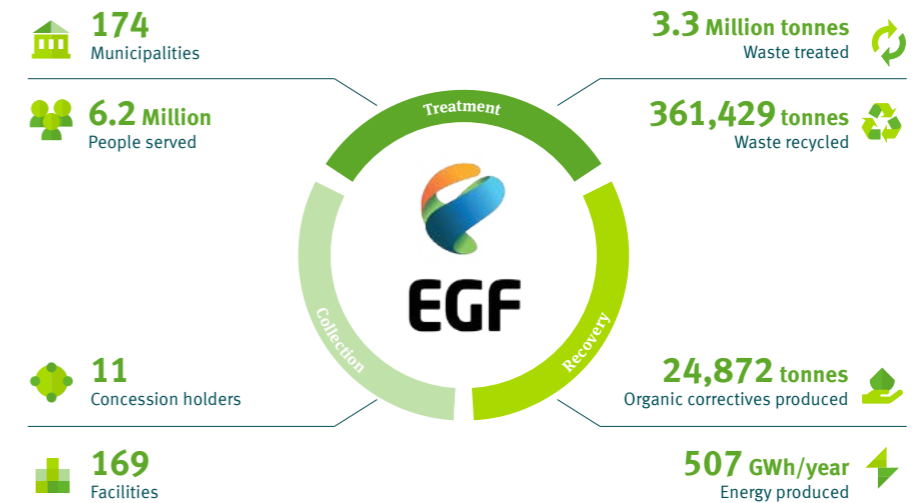
PORTUGAL



Positive impact generated by EGF activity

The concession contracts agreed between the Portuguese state and the companies owned by the EGF Group are designed to operate and run a system to process and selectively collect urban waste in 174 municipalities in continental Portugal. Their activities involve collecting, treating and recovering the waste produced by approx. 6.2 million people. In 2021, 3.3 million tonnes of waste were collected, 595 tonnes of which came from selective collection.

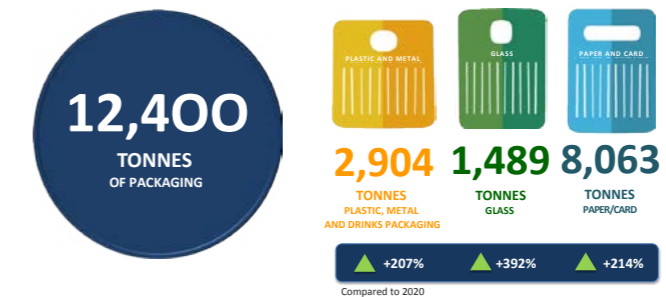
Associated with this service are communication and environmental education campaigns, among other projects, that foster appropriate selective waste collection and boost waste recovery among different target audiences. The main results and campaigns in 2021 are as follows.



Main EGF campaigns in 2021

<p><b>ECOVALOR</b></p> <p>884 participating educational establishments</p> <p>274,460 pupils, teachers and auxiliary staff</p> <p>2,458 tonnes of packaging sent to recycling</p> <p>122,896 € in prize money</p>	<p><b>ECO-EVENTS</b></p> <p>34 events held</p> <p>395,000 participants</p> <p>24 tonnes of packaging sent to recycling</p> <p>1,692 € in prize money</p>	<p><b>TONNES OF HELP</b></p> <p>214 organisations</p> <p>74,249 participants</p> <p>3,779 tonnes of packaging sent to recycling</p> <p>506,158 € in prize money</p>	<p><b>ECO-BEACHES</b></p> <p>23,180 participants</p> <p>408 tonnes of packaging sent to recycling</p>	<p><b>RECYCLING MARKETS</b></p> <p>1,615 participants</p> <p>38.9 tonnes of packaging sent to recycling</p>	<p><b>TRADE RECYCLING</b></p> <p>5,200 organisations</p> <p>238,950 participants</p> <p>503 tonnes of packaging sent to recycling</p>	<p><b>RECYCLE BINGO 2</b></p> <p>12,551 users</p> <p>5,858 € in prize money</p> <p><b>OTHER ENVIRONMENTAL EDUCATION CAMPAIGNS</b></p>
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Results of the campaigns in 2021

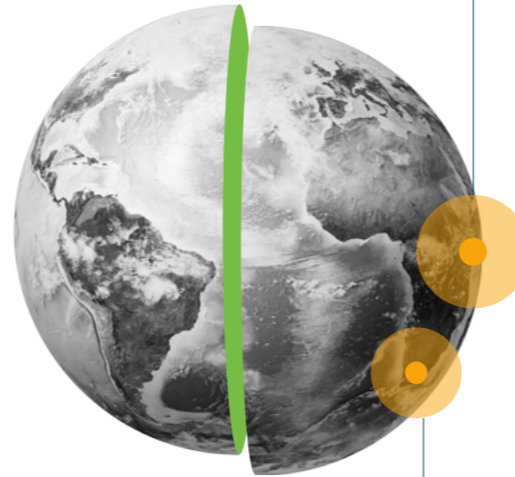


Campaigns



LOCAL INITIATIVES IN FOCUS

# Promoting circular economy



## SOUTH AFRICA

### Donations of wood to the local community

From August 2021, Mota-Engil in South Africa began donating wooden pallets used in the packaging of equipment and other miscellaneous parts. These wooden pallets and parts were donated to the local carpenter to make and sell furniture to the local community. The remaining wood was donated to the local municipalities (Pella and Poffader) and distributed to the community to build wooden houses.

This initiative complied with the Mina waste management hierarchy and its aim was to foster the circularity of these materials and, at the same time, support the local community to create an income and to build houses.

The project also allowed the company to cut its waste management-related costs, to cut the amount of waste sent to landfill and to avoid other environmental impacts associated with shipping and processing waste.



## MOZAMBIQUE

### Lengthening the working life of tyres in the transportation fleet

In 2021, Mota-Engil in Mozambique undertook a project to repair the tyres on its CAT 793 transport fleet. By applying remedial technology, the aim was to prolong the working life of these tyres and therefore encourage a culture of reusing and recirculating materials.

In addition to this type of project, discarded tyres are also used for other purposes such as the protection of the workshop's vertical metallic infrastructure and barriers between pens in the equipment parking facilities.



### Online training – Lifecycle and Environmental Impacts

In November 2021, Mota-Engil Mozambique conducted online training on the theme of "Lifecycle and Environmental Impacts".

The aim was to provide employees with technical knowledge that can be applied in real contexts in the environmental management of projects. Participants included MEECAMZ SHEQ project managers and technicians.

## Water

A wide-ranging understanding of the use of water is crucial to enable organisations to assess their impacts, both in terms of water resources that benefit the whole ecosystem and other water users within an organisation itself.

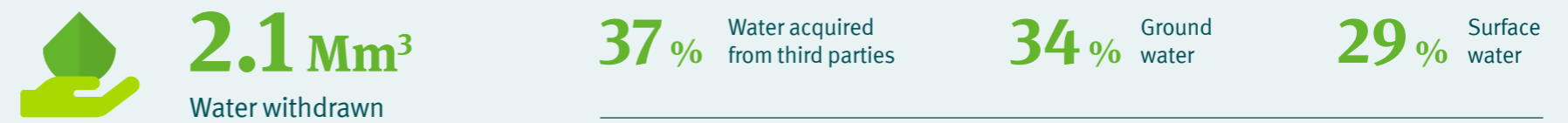
In 2021, the Group consumed 2.1 million m<sup>3</sup> of water (9% higher than the previous year): 37% acquired from third parties (municipal water); 34% ground water; 29% surface water (particularly relevant for companies in the engineering and construction sector).

Mota-Engil recognises the importance of investing in the efficient and responsible use of this resource. Both in construction projects and in the most diverse areas of activity, it seeks solutions to monitor and optimise the use of water (e.g. more efficient equipment) and to reduce the impacts associated with its consumption and the discharge of effluents.

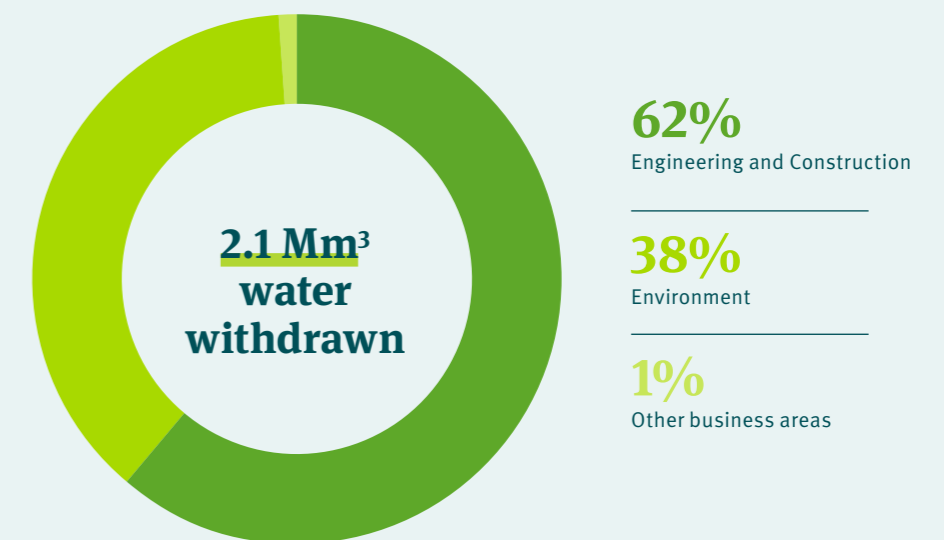
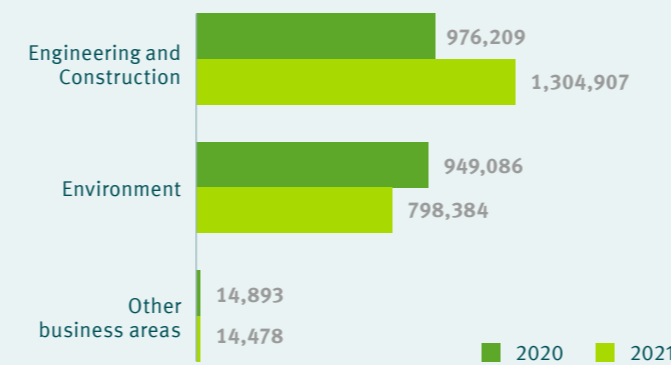
Of note is the important role the Group companies, Manvia and Vibeiras, play with regard to their clients under the services provided – e.g. via the installation of measured and controlled areas to fight water loss and the development and application of innovative technology for greater water efficiency in green spaces, etc.



## Mota-Engil Group water withdrawal



### Water withdrawal per business area



Indicator	Engineering and Construction (E&C)		Environment		Other business areas	
	2020	2021	2020	2021	2020	2021
Total water withdrawn (m <sup>3</sup> )	976,209	1,304,907	949,086	798,384	14,893	14,478
Turnover (million euros)	1,596	1,731	471	442	142	112
<b>Withdrawn water intensity (tonnes/million euros)</b>	<b>612</b>	<b>754</b>	<b>2 015</b>	<b>1 806</b>	<b>105</b>	<b>129</b>

Note 1: The reported figures concern the withdrawal of water resulting from the operations of companies within the Group. It does not include data for the activities of the company Takargo (no data available) or the mining contracts where clients are responsible for their own consumption.

Note 2: It does not include water withdrawn from the River Tagus to cool the water-steam circuit at the Valorsul Energy Recovery Plant (Portugal), which is returned in full to the water environment at a slightly warmer temperature and duly monitored and controlled.

Note 3: "Water purchased from third parties" includes the supply of water by municipal management entities.



## Biodiversity

Most of Mota-Engil's operating facilities are not located in protected areas or in areas with a high index of biodiversity outside the protected areas. With the exception of some EGF facilities (in the waste management sector) and the company CAPSFIL (in Portugal):

- Valorsul is situated next to the Tagus Estuary Special Protection Zone, established under the Birds Directive, and essentially intended to ensure the conservation of the species of birds and their habitats;
- In the case of Algar, the Sotavento Landfill is located in the parish of Salir, in the municipality of Loulé, and is part of the following areas comprising the Regional Environmental Protection and Recovery Structure (ERPVA): the Caldeirão Important Community Site (PTCON0057) and the Caldeirão Special Protection Zone (with the same code), in the Rede Natura 2000 (RN2000), and Vascão Creek in the international humid conservation zone (Ramsar Convention);
- In the case of Resiestrela, this is located within the Serra da Estrela Natural Park. (Quarry facilities, partially within the National Ecological Network);
- In the case of CAPSFIL, this consists of quarry facilities, partially located within an area classified as National Ecological Reserve (REN – Reserva Ecológica Nacional).

Also at the level of ecosystems and biodiversity, it has been verified that projects are being carried out within or adjacent to protected areas, an aspect

which is of growing concern and that will require an equally growing focus by the Group.

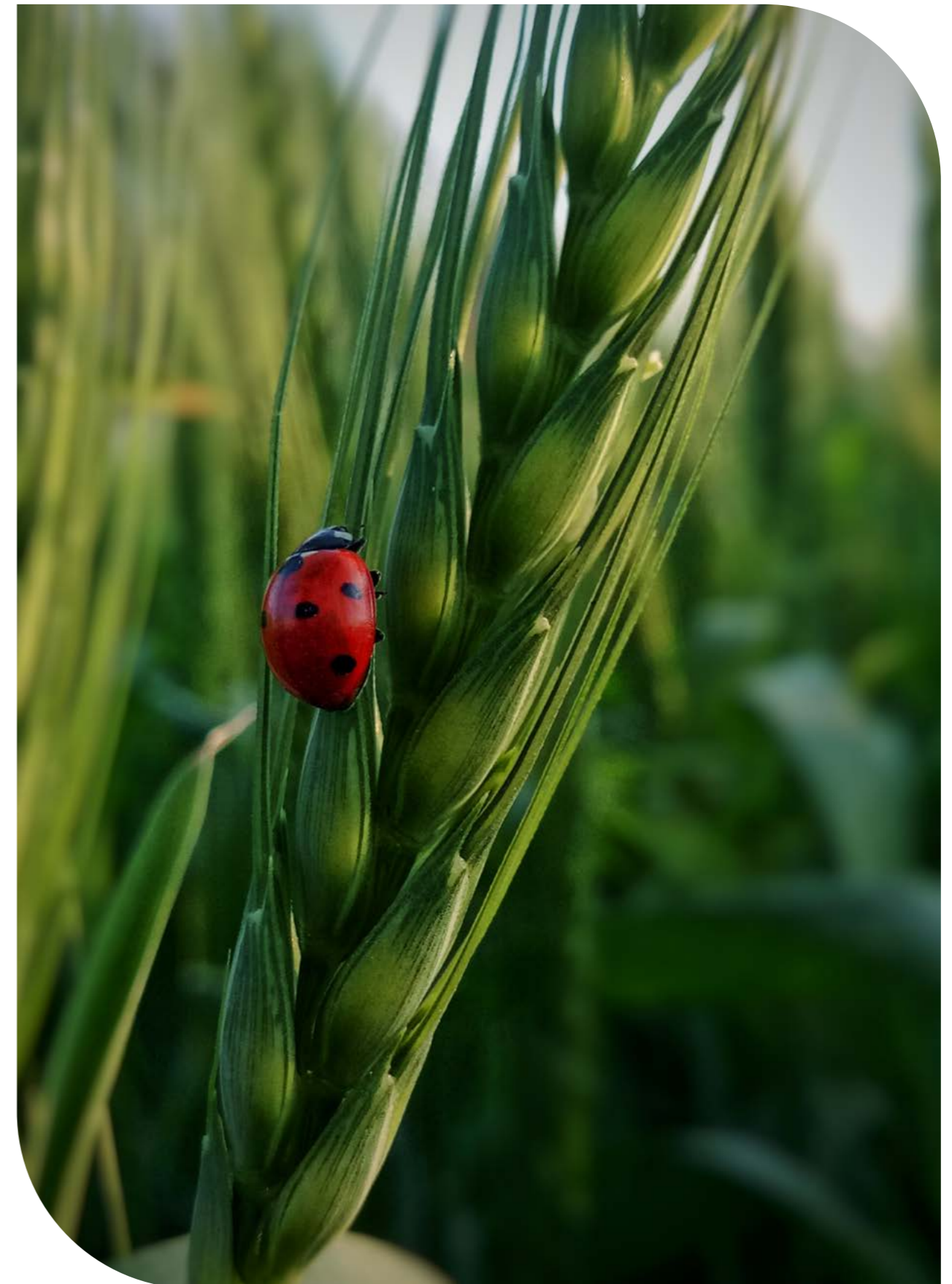
Significant impacts may result from the projects which the Group is involved in – such as pollution, a fall in the number of species, fragmentation or conversion of habitats, etc.

The companies of the Mota-Engil Group strive to reduce the impact of their operations on biodiversity and ecosystems and to protect the environment.

Valorsul (within EGF, in Portugal) is an example of this, undertaking regular and continual environmental monitoring programmes. These programmes include an assessment of the quality of the air, water, sediment and land and estuary ecosystems, etc., and aim to measure the environmental impacts on the areas surrounding the company's facilities.

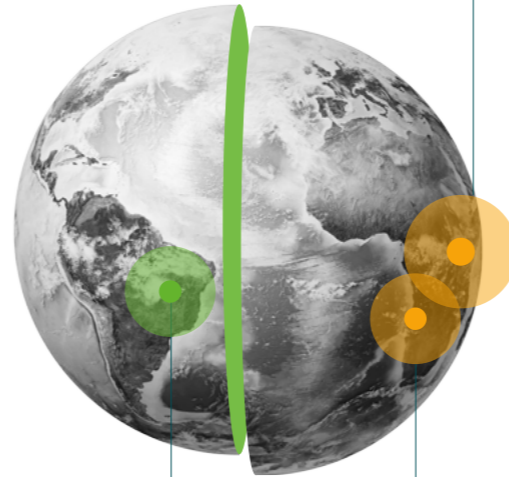
The Group companies comply with the legislation in force, the conditions defined in environmental and operating licenses, and the requirements of the developers and the monitoring and minimisation measures defined within the scope of the environmental impact assessment (where applicable), with a view to safeguarding habitats and species. Of note among the most common measures are reforestation projects with indigenous species and monitoring and preservation of species (e.g. monitoring of birds and safeguarding of wild fauna, such as reptiles and small mammals).

Biodiversity is also one of the topics included in the internal and external awareness-raising actions held by the Group's companies.



LOCAL INITIATIVES IN FOCUS

# Awareness campaigns and actions



BRAZIL

## Children’s Day celebration with educational toys

Children’s Day is commemorated annually on 12 October in Brazil and focuses on the celebration of the rights of children and adolescents.

To commemorate this day, SUMA Brazil presented several children

with educational toys – a total of 15 boxes – that represented small-scale recycling points.

This initiative’s aim was to incentivise children to adopt good waste sorting practices from a young age.



## “Roadkill” Blitz

In June 2021, ECB conducted an educational blitz on reporting roadkill as part of “Project 233 Environment Week – Torto Dam in Barão de Cocais” (Minas Gerais).

Employees from ECB’s environmental division took up position at animal (wild and domestic) crossing places,

stopped drivers and machine operators, and reinforced the importance of: obeying signs; correctly managing waste so as not to attract animals; following information on what to do if an animal is run over and killed. In total, the initiative involved around 850 ECB employees and representatives of the client Vale.

Driver awareness is a crucial factor in reducing cases of roadkill. In addition to verbal guidance, employees also received an information card with contacts to call in the event of roadkill.

MALAWI

## Valuing water campaign

Under the commemorations for World Water Day, the campaign “Valuing Water” in Malawi aimed to raise employees’ awareness about the importance of this resource. It involved around 100 people working on the Kamuzu Dam project.

Through this campaign, it was possible to provide employees with a wider understanding of the value of this resource – for homes, nourishment, culture, health, education, economy and the integrity of the natural environment.

ANGOLA

## Tree planting at the future Cabinda industrial park

The aim of commemorating World Tree Day is to raise the population’s awareness of the importance of conserving trees both at the level of environmental and ecological balance and the quality of life of citizens.

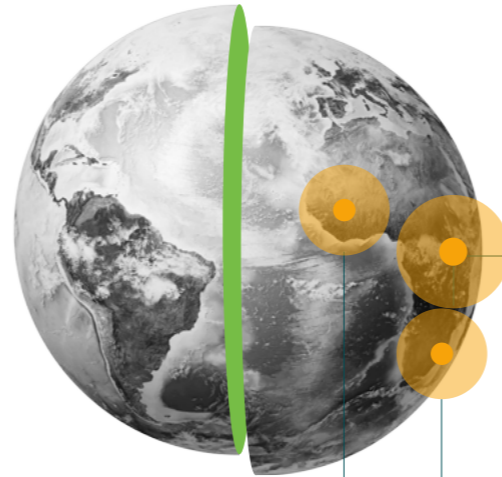
Accordingly, Mota-Engil Angola promoted a campaign to raise its employees’ awareness during which around 350 trees were planted on the future site of Cabinda social and industrial park. The team aims to combine the different industrial areas with areas planted with indigenous plants.





**LOCAL INITIATIVES IN FOCUS**

# Awareness campaigns and actions (continuation)



**IVORY COAST**

**Campaign “I’m committed to cleaning up the environment where I live”**

Begun in 2016, National Cleanup Week is celebrated every year in the Ivory Coast on 1-6 August. This is a government initiative to fight the growing pollution in the country’s cities, towns and villages.

Eco Eburnie is associated with this initiative and has held various awareness activities to promote a shift in people’s behaviour and mentality in two of the sectors under its responsibility, thereby contributing to improve the cleanliness of local neighbourhoods.



**MOZAMBIQUE**

**Environment Day celebration**

To celebrate World Environment Day, Mota-Engil employees in Mozambique joined pupils from the Catipa Primary School in Nampula province to hold an awareness campaign on the importance and conservation of the environment.

The main actions taken by this initiative were tree planting and the selective collection of waste in the school’s courtyard. Through initiatives of this kind, Mota-Engil hopes to interest local communities in environmental issues and raise their awareness of natural resource conservation.



**UGANDA**

**World Cleanup Day**

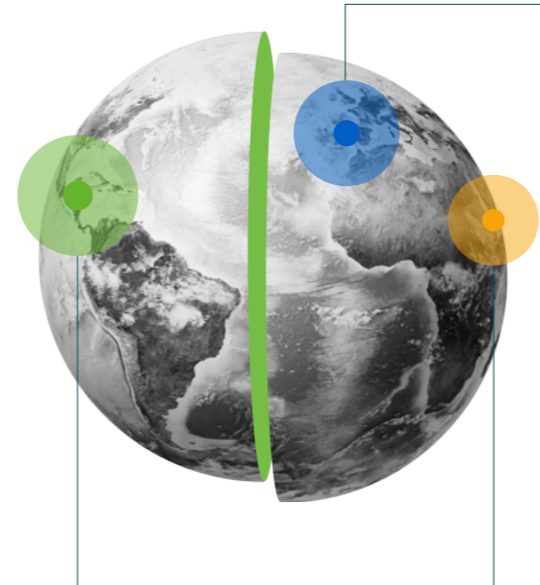
World Cleanup Day is celebrated every day on 19 September and is aimed at raising the world’s awareness of the global problem of waste management.

Mota-Engil Uganda participated in the celebrations via a cleanup and awareness activity in the city of Angwetangwete. In addition to supporting the community in the cleanup, people were also informed about the importance of this activity and the appropriate sites shown for waste disposal. In total, 15 workers and community members were involved.



LOCAL INITIATIVES IN FOCUS

# Awareness campaigns and actions (continuation)



MEXICO

**Content on deforestation and migratory birds**

Mota-Engil Mexico is committed to conserving the environment as regards the problems of deforestation and biodiversity loss.

Accordingly, content was produced in video format that addressed the theme of deforestation and the different reforestation programmes that Mota-Engil Mexico has implemented under the building projects it has underway. An example of this is the Cardel-Poza Rica project which, by collecting the seeds from the areas connected to the project, ensures the survival of endemic plants, from obtaining the

species to planting and growing it on the site. The objective is to plant a total of 53,000 plants.

Other content was produced for World Migratory Bird Day

and aimed to raise awareness of the threats facing migratory birds, their ecological importance and the need for international cooperation for their conservation.



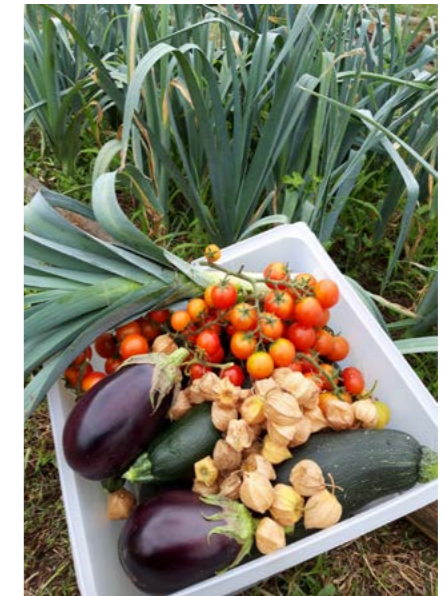
PORTUGAL

**Casa da Calçada organic vegetable garden**

Casa da Calçada opened its roughly 100 m<sup>2</sup> organic vegetable garden in 2021.

This garden grows some of the aromatic herbs and vegetables that the chef at this tourism resort uses in the dishes served in the restaurant.

The garden encourages self-consumption and enhances organic farming as an agricultural system that supplies citizens with fresh, tasty and authentic food while respecting the natural lifecycles of the soil and ecosystems.



OMAN

**Protection of biodiversity and habitat restoration**

In Oman, Ecovision supported the Environment Society of Oman in an initiative to clean up fishing waste on the beaches of the island of Masirah.

Masirah island is a nesting site for Loggerhead turtles, which are known for having larger heads than other species of turtle. This fact means

that these animals, particularly their young, get caught up in the fishing nets and other waste left on the beach, preventing them from reaching the sea and, consequently, finding food and protection.

The continual cleaning and removal of nets allow turtles to proliferate at a natural rate, reducing humankind's impact on their habitat.



# 7 Social dimension

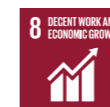
Acting with proximity

- 7.1. Health and safety
- 7.2. Talent management
- 7.3. Support for local communities
- 7.4. Manuel António da Mota Foundation



## 7.1. Health and safety

Aware of the multitude and complexity of the risks arising from its various business interests and country operations, **the main concern of Mota-Engil is still the safety and health of its employees as well as the people who might be affected by its activity.**



GRI 403-1  
GRI 403-5  
GRI 403-6

GRI 403-8  
GRI 403-9  
GRI 403-10

## Occupational health and safety management

Mota-Engil’s Management System currently has an Integrated SHEQ (Safety, Health, Environment and Quality) Policy based on legal, contractual, internal and normative requirements. The policy contains guidelines dedicated to:



**Aims and programmes related to employee health and safety;**



**Supervision and reporting;**



**Risk analysis and opportunities based on the dangers identified in the operation’s activities with the setting out of the respective mitigating measures;**



**Stakeholder consultation.**

The current policy also reinforces the skills necessary for the functions of health and safety, fostering of training and awareness-raising, and the necessary digitalisation of the processes as a vehicle for continual improvement.

Labour risk management is directly coordinated by the respective SHEQ areas of the different Mota-Engil Group companies/projects, supported and supervised by **Corporate SHEQ**. Corporate SHEQ’s mission is to integrate, align methods and enable the continual improvement of the respective areas across the group’s various Business Units.

Certification has always been used as an internal vehicle to implement discipline and continual improvements and, currently, various companies within the Group have been certified in occupational health and safety (ISO 45001) in addition to environmental management (ISO 14001), quality (ISO 9001) and others.

It should be mentioned that, in 2021, 80.5% of the group’s employees were covered by certified integrated SHEQ management systems (ISO 45001).

Notwithstanding current certification, since 2019 Mota-Engil Group’s African regional operations have been certified in various areas (ISO 9001, ISO 14001 and ISO 45001) and for its various types of business (construction, mining and waste management). In 2021, the first steps were taken to create a uniform integrated SHEQ management system for the whole Group with particular emphasis on health and safety, establishing a unified, transversal and more efficient system also able to absorb the specific characteristics and requirements of each geography.

Based on the experience of its African Regional Certification, Mota-Engil has set the target of ensuring that all employees are covered by an integrated management system (ISO 45001, 9001 and 14001) by 2026, i.e. the Group Global Certification, and the respective business areas.

**Our aim is to develop a collective culture in which health and safety are seen not “only” as an imposed priority but above all as an intrinsic value – a natural way of being, thinking and acting.**

The **GRI Table**, contains more specific information on the group’s approach to occupational health and safety (OHS) (GRI Indicators 403).



Fatal accidents

Business areas	No. of fatal accidents		Rate of deaths resulting from occupational accidents	
	2020	2021	2020	2021
Engineering and Construction	1	4	0.02	0.07
Environment	–	0	–	0.00
Other business areas	–	0	–	0.00
<b>Total</b>	<b>1</b>	<b>4</b>	<b>0.02</b>	<b>0.05</b>

Lost time injuries (LTI)

Business areas	No. of lost time injuries (LTI)		Lost time injury frequency rate (LTIFR)	
	2020	2021	2020	2021
Engineering and Construction	289	264	5.51	4.55
Environment	–	681	–	28.21
Other business areas	–	78	–	35.19
<b>Total</b>	<b>289</b>	<b>1 023</b>	<b>5.51</b>	<b>12.13</b>

Work-related illnesses

Business areas	Total no. of deaths resulting from occupational illness	Total no. of reported cases of occupational illness	Total no. of confirmed cases of occupational illness
	2021	2021	2021
Engineering and Construction	0	1	0
Environment	0	27	13
Other business areas	0	1	1
<b>Total</b>	<b>0</b>	<b>29</b>	<b>14</b>

Note 1: In 2021 it was already possible to calculate the accidents at work data by business area, complementing it with data from the Environment and other business areas.

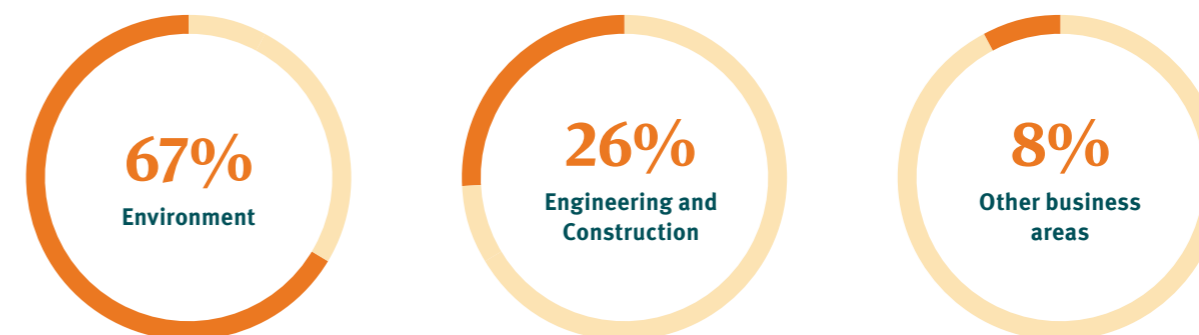
Note 2: The calculation of rates used the working hour standardisation factor of 1,000,000.

Note 3: Injuries suffered by Mota-Engil Group's own employees (local and internationally mobile workers) were counted, while sub-contracted and temporary workers were excluded.

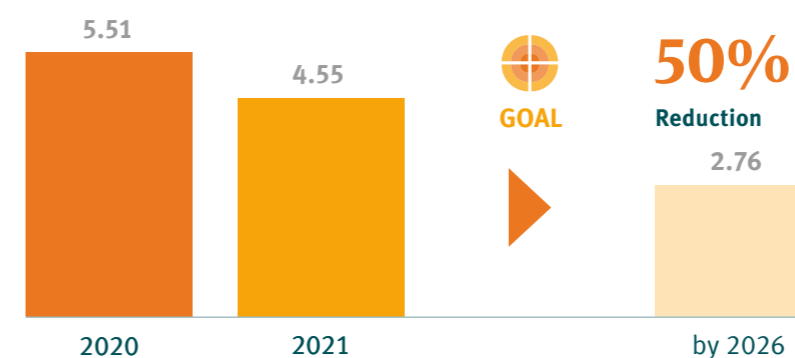
Note 4: In 2021 data on occupational diseases was compiled for the first time for the entire Group.

Note 5: Work-related illnesses suffered by Mota-Engil Group's own employees (local and internationally mobile workers) were counted, while sub-contracted and temporary workers were excluded.

Percentage of LTI by business area



Evolution of LTIFR in Engineering and Construction projects



Occupational accidents and illnesses

Reaching “ZERO fatal accidents” is an indisputable underlying objective of Mota-Engil Group’s actions and inherent to its strategy, since the lives of its employees are a major priority. Unfortunately, fatal accidents were a part of our operations in 2021, with the lamentable occurrence of four such accidents in the Engineering and Construction area.

All cases were rigorously researched and analysed by committees of inquiry involving not only the project teams and markets in question but also corporate SHEQ and Mota-Engil’s Board of Directors,

who together reinforced the commitment to take specific measures in the markets complemented with actions across the whole Group in the aim of avoiding a recurrence.

It should be noted that the “ZERO fatal accidents” aim is included in the Production Incentives System (PIS) that has been gradually implemented by the Group. It is a tool to share success with the teams involved in E&C projects and which, in addition to helping to meet customer deadlines, enables the zero tolerance philosophy with regard to work-related accidents.

Notwithstanding all the corrective and prevention measures defined when fatal accidents occur, Mota-Engil also prioritises the analysis of all occupational accidents resulting in medical leave, through the calculation of the LTIFR indicator – Lost Time Injury Frequency Rate (as defined by the ILO – International Labour Organization), with a view to strengthening preventive actions, thus preventing the causes of occupational accidents resulting in medical leave from evolving into a fatality. The Group therefore defined as a goal, within the scope of the new strategic plan – **“BUILDING 26 | For a sustainable future”**, to reduce by 50% by 2026 the LTIFR in Engineering and Construction projects, which is the business unit of greatest relevance within the Group. As such, the LTIFR was also selected as a KPI - Key Performance Indicator for the assessment of performance within the scope of the innovative 2021 issue of **“sustainability-linked bonds”**. This indicator was subject to external verification by an independent entity, whose **“declaration of verification”** is included in this document.

It should be noted that although this KPI is focused on Engineering and Construction projects, Mota-Engil plans to define, in the future, specific and adjusted corporate goals for each business unit, in order to highlight its commitment to all areas of activity.

It is important to mention that it was possible, for the year 2021, to present for the first time the accidents at work data according to the different business areas, encouraging a new look at the Group's performance in this area.

In 2021, the accidents data as well as the remaining strategic KPIs, are the result of a transversal process of consolidation of the methodologies used to calculate them, and of the standardisation of the sources and criteria for data calculation, among the different markets/ geographies where the Group operates.

Comparing the Group's overall 2021 performance data by business area, it is observed that it is

in the Environment area that most occupational accidents resulting in medical leave are accounted for 67% of total accidents involving local and internationally mobile Mota-Engil employees. These also represent almost all (93%) of the reported and confirmed cases of work-related illnesses, particularly musculoskeletal issues, such as tendinopathies, tendinitis, epicondylitis and periartrosis.

For example, in the E&C and Environment divisions in the African Region, the main causes of work-related accidents with LTI include:

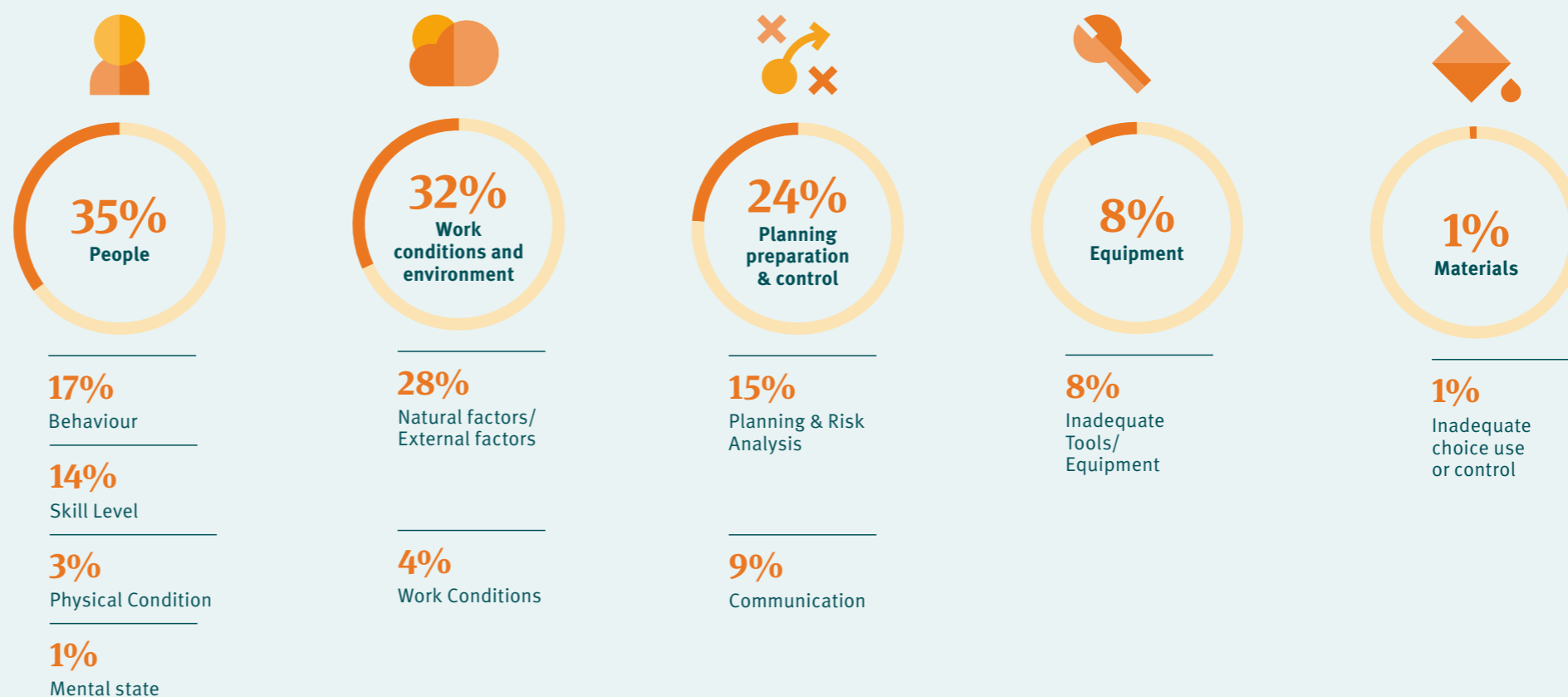
This analysis is also corroborated by the investigating of accidents by the waste management companies (Environment), emphasising the main cause as being human and employee error.

It should also be stressed that the Environment division, particularly urban cleaning and waste collection, in which employees are most exposed to the risks of traffic by working on public roads, is the one with the highest incidence of accidents, because the factors above are not controlled directly by the companies.

With regard to employee accidents under “Other business areas”, this essentially relates to two companies – Manvia and Vibeiras – operating in the multiservices field (maintenance and landscape architecture).

Based on the defined commitments and according to the performance verified, the aim is to leverage prevention actions dedicated to improving occupational safety performance, actions based on sharing and standardising best practices from the various Group companies.

### Causes of LTIs in the E&C and Environment divisions – Africa



Note: Sample based on 46% of total descriptions of lost time injuries (LTI) occurring in Africa

### Boosting prevention and control measures

The Group places a heavy focus on empowerment within its workforce, reinforcing health and safety in the workplace in its annual training plans (e.g. in equipment safety and operation, behavioural safety and health literacy) in accordance with identified needs. In 2021, 146,192 **employee training** hours were devoted to occupational health and safety within the Group, representing 40% of all training hours given that year.

Based on the causes of accidents and risk assessment processes, the Group companies try to adopt the best working practices and tools according to the controls hierarchy, including the development of new engineering and safety solutions.

As an example and given the level of accidents in the Environment division, of note is the introduction by SUMA of a new piece of personal protective equipment (PPE). This pioneering helmet – adjustable, comfortable and ventilated – has been in use since 2020 with workers who, in Portugal, carry out functions on vehicle running boards and aims to provide additional protection for possible risks stemming from falls and to reduce their impacts. The company is currently studying a new helmet design with other features which could lead to its generalised usage across the other Group companies working in the same field.

**FIND OUT MORE AT:**  
infoSUMA – pioneering personal protection: Adjustable, comfortable and ventilated helmet





It should be mentioned that the boost in 2021 to sharing information between the various Group companies has enabled the identification and transversal implementation of best practices to be standardised and has also uncovered some of the main needs for improvement.

Within this context, during 2021, a set of actions and initiatives, some of which already identified in the previous management cycle, were continued while new ones were defined to improve the Group's performance in terms of occupational health and safety (shown in the diagram), with an emphasis on lessons learned and the holding of dedicated meetings and webinars.

When discussing employee health, it should be mentioned that in 2021 internationally mobile workers continued to receive medical assistance and evacuation in the event of an emergency, not just in relation to the pandemic but also in other cases of serious illness. With regard to local employees, the campaigns to encourage COVID-19 vaccination uptake in 2021 stand out.

**In 2021, extra measures and control were implemented:**

**80.5 %**

of employees were covered by certified integrated SHEQ management systems (ISO 45001)

**146,192**

training hours in occupational health and safety

**40%**

of total training hours given on health and safety issues

**CORPORATE INITIATIVE IN FOCUS**

## Lessons learned



SHEQ promotes the sharing of information across the entire Group by identifying the lessons learned via analysis of the causes of workplace accidents, including deaths, near misses or other external issues, that may help to prevent accidents.

This practice began in 2020 and was extended in 2021 by sending information by email to all Group employees.

In the lessons learned, examples are given of associated hazards and risks with suggestions of mitigation and prevention measures, thereby enabling employee awareness at the corporate and operational levels.

The sharing of advice and warnings based on the Group's collective experience has helped to evolve the group's health and safety culture.

MOTAENGIL

### LESSON LEARNED

SAFETY ALERTS - WORKS ON ACTIVE ROADWAYS  
n.4 | 20/12/2021

SHEQ

**WHAT TYPE OF HAZARD/DANGER WE CAN FIND?**

**WHAT INCIDENTS CAN HAPPEN AND CONSEQUENCES?**

**WHAT CAN CAUSE THESE INCIDENTS?**

**WHAT CAN WE DO TO PREVENT THESE INCIDENTS?**

**WORKS ON ACTIVE ROADWAYS**  
*(This hazard appears during the execution of construction/repair/improvement on roads with active traffic, namely whenever the work zone it's not physically separated from the active road traffic zone)*

**BEING RUN OVER, CRUSHES, COLLISIONS that can result in SERIOUS INCIDENTS OR DEAD** (road accidents), as a result of:

- Invasion of the work area by third parties (car drivers, motorcyclists, cyclists and pedestrians);
- Uncontrolled invasion of the circulation area by machinery, other equipment, vehicles and pedestrians.

- Deficient **RISK ASSESSMENT (ROR)** not predicting the risk of uncontrolled coexistence of works and roads users;

- Lack or inadequacy of **INSTRUCTIONS** defining preventive measures against this risk;

- Deficient **COMMUNICATION** of the instructions (lack or inadequacy of training, toolbox talks, etc) to managers and work team;

- Deficient **MONITORING** of preventive measures;

- **NON-COMPLIANCE** with the instruction;

- Insufficient/inadequate **SIGNAGE**;

- Lack of **COORDINATION IN ENTRY/EXIT MANEUVERS** in the work zone;

- Lack of **AUTHORITY** to prevent third parties from entering the work area.

**PROJECT MANAGER:**

- must **IDENTIFY and ASSESS** the respective **RISK(s)**, before carrying out construction/repair/improvement works on roads with active traffic;
- ensure **ACCOUNTABILITY** of employees towards **NON-COMPLIANCE** with Instruction
- According to the specific situation and respective risk level (≥ 2), implement a **DOCUMENTED WORK PERMIT**;

**THE OPERATION and SHEQ PROJECT TEAM:**

- **DEFINE AN INSTRUCTION** with the appropriate preventive **MEASURES** and ensure the **COMMUNICATION** and **IMPLEMENTATION**;
- Whenever necessary, mobilize **"FLAGMEN"** to assist manoeuvres within the work area;
- Prepare and implement a **SIGNAGE AND CIRCULATION PLAN** for the work zone, taking in consideration local laws and whenever possible with the hearing of local entities;
- Whenever possible, prioritize **PHYSICAL SEPARATION** (mobile plastic jerseys, mobile concrete jerseys, etc.) **BETWEEN THE WORK ZONE AND THE ACTIVE ROAD TRAFFIC ZONE**.

**SHEQ:**

- Whenever possible, mobilize **LOCAL AUTHORITIES** (e.g. police), to ensure traffic regulation in the work area;
- Prepare **EMERGENCY SCENARIO** and respective action to be included in emergency plans/procedures;

**THE FOREMAN/SUPERVISORS** must ensure:

- **Work only starts** after **DOCUMENTED WORK PERMIT** (if applicable according to risk level);
- Effective **MONITORING** of activities (based on the instruction's checklists);

**WORKERS ON FOOT** must, whenever possible, **WORK FACING THE ROAD TRAFFIC**;

81

## Corporate measures in 2021



### Golden Rules

Adequacy of the “Golden Rules” already designed in the previous management cycle.



### Improving Skills

Creation and development of the programme for improving skills within the scope of the guarantee to check and maintain the safety devices on safety equipment (“Safe Equipment Programme”).



### Covid-19

Continuity and adjustment of measures to prevent and respond to the COVID-19 pandemic considered in the respective contingency plan.



### SHEQ Committee

Extension of the SHEQ Committee to all geographies and main operations of the Group.



### Safety Webinar and Investigation of Incidents

Standardisation of basic concepts related to the investigation, analysis and reporting of incidents, which resulted in a comprehensive webinar on the topic.



### Consultation Process

Extension of the consultation and suggestion-gathering process for occupational health and safety issues to all geographies and main operations of the Group.



### Corporate Committee of Inquiry

Creation of a corporate commission of inquiry, relying on the involvement of various decision-making units within the Group and senior management.

The commission directly intervenes in the investigation and analysis of serious incidents and, together with the heads of the project and market where the occurrence took place, reinforces the commitment to implement preventive measures at the local and global level.



### Health Surveillance

Standardisation by defining minimum standards for overseeing employee health across the main Group operations (construction, mining and waste management).

Implementation of Mota-Engil’s minimum internal requirements for obligatory medical testing, per type of activity, even if the local laws in the countries where the Group operates do not require them.



### Pool of Auditors

Widening of the pool of internal auditors which now relies on the active participation of members from different geographies (apart from the Africa region), such as technical auditors.



## CORPORATE INITIATIVES IN FOCUS

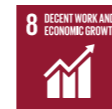
## Webinar on accident investigation



In January 2021, a webinar was held on the theme of analysing, investigating and reporting on incidents. This was attended by the CEO, Board of Directors, SHEQ directors and other representatives from the various companies in the countries where the Group operates.

The webinar's aim was to standardise concepts and procedures between SHEQ teams to enable better and more efficient identification of the main causes associated with serious accidents. The session defined and implemented local and transversal measures to eliminate and mitigate the causes of accidents across the Group and to avoid recurrence.

## Health surveillance: standardisation of medical tests in Africa



After analysing the applicable legislation in various African markets, Mota-Engil verified that there was no legal requirement in some countries to assess the state of employees' health. This legal difference caused an imbalance between countries with regard to assessing and monitoring the state of health of Mota-Engil employees based on the risks associated with their jobs.

This led Mota-Engil to: 1) identify best internal practices relating to periodical and occasional medical testing at time of entry for the main types of operation (construction, mining, waste management); and 2) implement obligatory medical testing as a good practice even when not a local

legal requirement. In addition to these tests, deemed by Mota-Engil as minimum requirements, it should be noted that all other tests specified by local legislation must be conducted.

This measure not only enables the right to equality between our employees but also ensures that each employee is able to perform his or her duties based on their health and the respective risk analysis.



**CORPORATE INITIATIVES IN FOCUS**

## 4th meeting of the SHEQ committee



As a regular occurrence within the integrated SHEQ management system, a meeting was held to present the SHEQ performance results in 2021 and the measures to be taken in line with the Strategic Plan 2020-2026.

The meeting was extended to various Group companies, operations and countries, allowing them to receive the management results and to begin a joint debate about improvement measures and initiatives for the next management cycle.

The extension of this event to all countries is aligned with the standardisation strategy set out for the Group.

## Medical assistance and evacuation in an emergency



Having a presence in various countries where the health system (national/private) is unsatisfactory and the political system is unstable, Mota-Engil's concern is to provide equal and active health and safety (including security) to its internationally mobile workers.

In 2021, the Group continued to offer medical and evacuation services provided by international players – Global Rescue and AXA Global Healthcare. In this way, greater softcare was ensured and the support

necessary in the event of evacuation or repatriation. As a result of the pandemic, diagnostic PCR testing was conducted in 2021 for mobile employees on international travel and risk evacuations undertaken.

It should be mentioned that in 2021, as a result of elections in some of the countries Mota-Engil operates in specific emergency plans were drafted in partnership with the Market, SHEQ and Corporate RH teams and Global Rescue to ensure the safety and repatriation of employees where necessary.

**In 2021:**

**6,900**  
PCR tests were performed on mobile employees on international travel

**6**  
Risk evacuations



Luís Branco – evacuated from Malawi to South Africa and repatriation to Portugal



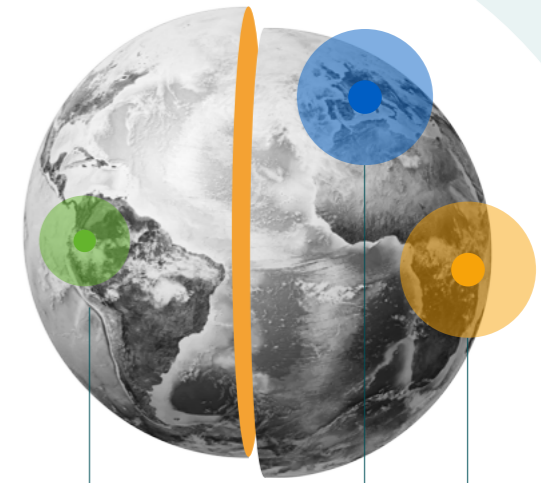
Fernando Veiga – evacuated from Malawi to Kenya and repatriation to Portugal

With regard to implementing the different Group companies' approaches to OHS, a selection of completed/ongoing initiatives in 2021 are listed below. These were selected for their specific characteristics, scope or diversity, bearing in mind the different business areas and regions where Mota-Engil operates (this is an incomplete list).



**LOCAL INITIATIVES IN FOCUS**

## Initiatives to promote employee safety



### PERU

#### Behavioural improvement

According to statistics, unsafe practices are the main immediate cause of work-related accidents. In the aim of fostering a culture of safety and plugging the gaps in terms of improving safe behaviour, Mota-Engil Peru (MEP) has developed a process to improve behaviour on all construction sites whose implementation began in June and covers all of the company's activities.

Via a plan and a specific methodology for identifying risks and hazards, it was possible to observe behaviour – with a total of 487 observation charts reported – and assess the type of behavioural barriers that can cause failures in the adoption of safety rules and practices.

The results enabled us to identify that 46% are due to psychological obstacles, 20% to social obstacles and 34% to cognitive obstacles. It was therefore possible to establish specific

action plans to reinforce employees' safe behaviour. Between July and December 2021, 487 behavioural observation charts were published.



### MALI, UGANDA, POLAND, PORTUGAL

#### Occupational safety awareness campaigns

At Mota-Engil, campaigns on themes relating to occupational safety are regularly held.

The "Go home safely" campaign focused the attention of employees at one of the gold mines in Mali on the importance of workplace safety practices and how the occurrence

of accidents can imply losses that not only affect the company but everyone's family too.

In Uganda, World Day for Safety and Health at Work was celebrated with an exhibition on personal protective equipment and MECE building site protective equipment.

In Poland, "Safety Week" involved inspections and meetings with

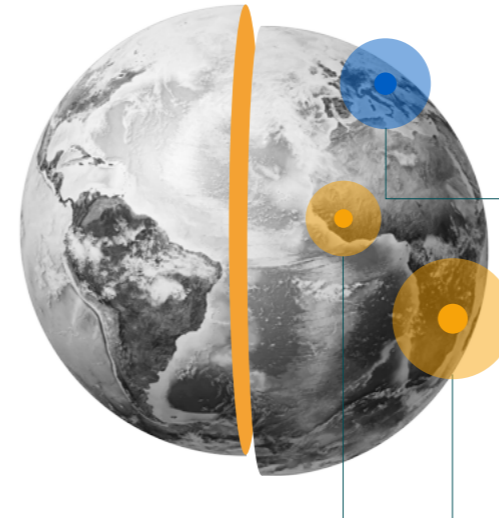
the OHS team on issues related to safety when working at height, with machinery and in collective situations, etc.

In Portugal, a video on general safety rules was developed and is now shown to all new workers and subcontractors employed at MEEC and MERW sites.



**LOCAL INITIATIVES IN FOCUS**

# Initiatives to promote employee safety (continuation)



## IVORY COAST

### Empowering drivers and operators: practical tests and training

In the Ivory Coast, Eco Eburnie requests practical testing for drivers and operators. This need stems from the investigation of work-related accidents and the confirmation that even if drivers possess a driving licence it is not a guarantee of good driving.

Associated with this is also the holding of specific training involving the hiring of a specialist (expat) instructor to train drivers and local teams.

As a result of this measure, there has been a 78.6% fall in work-related accidents and a 36% drop in accidents with material damage.



## MOZAMBIQUE

### Drowsiness detection system and preparedness system

Associated with Mota-Engil Mozambique's mining support services is a drowsiness detection system which can monitor worker operating fatigue via cameras and real-time supervision by the control team.

psychological and technical capacity to be assessed every day via an assessment that simulates performing daily tasks. Based on statistical analysis and artificial intelligence, it allows the company to take preventive action for the employee's safety.

It also has a preparedness system which enables employees'

These tools provide an opportunity to reduce work risks and make a difference to employees' lives.



## POLAND

### Directives on collective safety for subcontractors

Mota-Engil in Poland took part in a 13 company joint initiative to improve its subcontractors' safety practices via the adoption of directives and their inclusion in contracts.

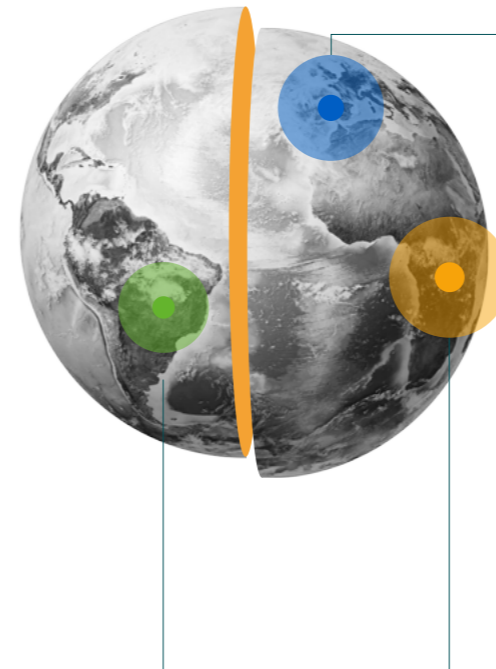
A guide was therefore launched on minimum collective safety requirements aimed at subcontractors on building sites during work at height. The directives were developed by a team of experts under the "Agreement for safety in construction" initiative.

This set of guidelines aims to increase the level of safety of workers who perform work at height and raise their awareness of safety in general.



LOCAL INITIATIVES IN FOCUS

# Health promotion initiatives



BRAZIL, IVORY COAST, MALAWI, MOZAMBIQUE

## Promoting health literacy

Mota-Engil promotes health literacy via regular awareness campaigns adapted to the reality and contexts of the different countries where it operates.

HIV and tropical illnesses are problems that are especially significant in African countries, such as Mozambique, Malawi and the Ivory Coast. In the aim of raising awareness of these issues amongst employees, talks were given and even plays were performed, such as “O que é a Saúde?” [What is Health?] in Mozambique. In the Ivory

Coast, the campaign was dedicated to tropical illnesses and involved around 250 Eco Eburnie employees.

In Brazil, Suma Brazil held a talk for its urban cleaning staff on sexually transmissible diseases, forms of transmission and reinforcing care when handling waste to prevent accidents with sharp objects. Considering their exposure to solar radiation, a talk was also held on the importance of using sun protection by the company to avoid skin cancer and early ageing.



## PORTUGAL

### Psychosocial risk assessment at ERSUC (EGF)

For the first time, ERSUC held a psychosocial risk assessment in 2021 in the aim of assessing the influence of various labour factors that may have negative impacts on workers’ physical and psychological health and well-being.

This assessment was conducted by consulting all employees via questionnaires using the Copenhagen Psychosocial Questionnaire (COPSOQ II) methodology (recognised and recommended by the Portuguese Association of Psychologists (OPP) and the Portuguese Working Conditions Authority (ACT)).

The study had 198 respondents and helped to divulge knowledge of ERSUC and the view of its employees, also

enabling a multidisciplinary action plan with the implementation of practices that try to respond to the problems found at different levels – prevention and individual, social and organisational intervention.

**Avaliação dos Riscos Psicossociais na ERSUC**

- Recolha de dados por inquérito
- Acesso por link disponibilizado pela medicina no trabalho
- Enviado para o seu e-mail

**CONFIDENCIAL**

Utilize os computadores que a ERSUC disponibiliza para o preenchimento.

OS RISCOS PSICOSSOCIAIS CONSISTEM NA INTERAÇÃO ENTRE O TRABALHO, O SEU AMBIENTE, A SATISFAÇÃO NO TRABALHO E AS CONDIÇÕES FÍSICAS DA EMPRESA E, POR OUTRO LADO, NAS CAPACIDADES DO TRABALHADOR, NAS SUAS NECESSIDADES E NA SUA SITUAÇÃO PESSOAL FORA DO TRABALHO.

**POR SI, PELA ERSUC, A SUA PARTICIPAÇÃO É FUNDAMENTAL!**

### Amarsul workplace exercise programme (EGF)

In the 4th quarter of 2021, Amarsul implemented a workplace exercise programme for the three waste sorting shifts – 60 employees in total – that involved external monitors.

Considering the physical demands and repetitive movements of this initiative, it aimed to prevent professional illnesses, musculoskeletal diseases in particular, and to foster employee health and well-being.

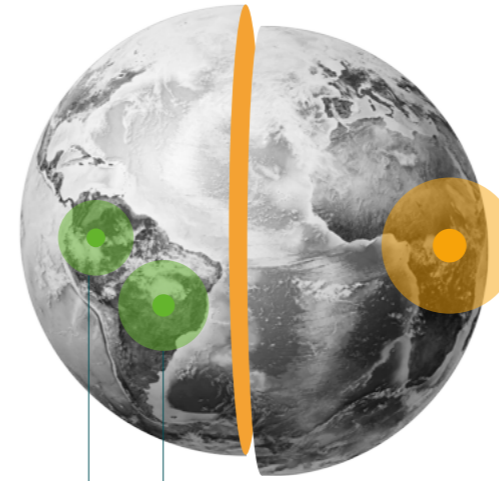
As a result of this, all the shifts at the Automatic Sorting Centre (CTA)

registered an average satisfaction rate of over 80% – a total average of 4.3/5 – and agreed with the aims and fulfilment of the project. In terms of opinions and intentions related to its continuity, the average satisfaction rating was even higher, at 4.5/5.



**LOCAL INITIATIVES IN FOCUS**

# Health promotion initiatives (continuation)



ANGOLA, IVORY COAST, MOZAMBIQUE, UGANDA

**COLOMBIA**

**Health week**

At Mota-Engil Colombia, a week was dedicated to health matters in October. Among the various activities included were a healthy breakfast, yoga sessions and training on healthy lifestyle habits, freight movements,

safe mobility, emergency teams and the circular economy.

The main aim of health week was to foster and raise awareness among employees about the adoption of healthier lifestyle habits that can have an impact on cutting certain illnesses.



**BRAZIL**

**Anti-suicide campaign**

The pandemic emphasised the importance of companies addressing the issue of mental health. Increased cases of anxiety and depression can translate into higher occurrence of suicide, so ECB/Mota-Engil Brazil held a talk by psychologist Franciane Santos on this theme.

The aim was to raise employees' awareness of mental health and psychological problems with particular focus on the issues of stress, depression and anxiety. The even took place in September and around 98 operational and administrative staff at Mota-Engil, Base Macaé, participated.



**COVID-19 awareness and vaccination campaigns**

Throughout 2021, employee awareness and vaccination campaigns for the SARS-CoV-2 virus were developed.

In Angola, in line with the local Health Ministry's recommendations, various initiatives were undertaken under the "Vacina-te" [Get Vaccinated] campaign, such as information in all company facilities warning of the

importance of immunisation. The reaction among employees has been very positive, with over 1,000 demonstrating an interest in having the vaccination.

In the Ivory Coast, 42 employees were vaccinated and in Mozambique vaccination was extended to all projects in the provinces of Maputo, Tete, Zambezia and Nampula, including the respective close family members.





# Celebration of wins

## Safety as the top priority

At Mota-Engil, wins in work-related safety are celebrated, with various projects achieving important milestones in terms of hours worked without accidents.

These wins are mostly due to good management and leadership, teamwork and a proactive approach to dealing with day-to-day safety deviations to which all employees, including subcontractors, are committed. A key component in achieving these milestones has been the focus on empowering employees and the careful compliance with operational procedures.

In 2021, 5 projects stood out in this regard. Mota Engil salutes every employee for their commitment, dedication, embracing of our high internal standards and global safety programmes, and manner in which everyone accepts responsibility for their own and others' safety.



**6,000,000** hours worked without lost time injuries (LTI)

1. Project 233, Torto Dam in Barão de Cocais MG (Brazil)

**6,000,000** hours worked without lost time injuries (LTI)

2. Moatize Project (Mozambique)

**3,000,000** hours worked without lost time injuries (LTI)

3. Project to build and equip the 1st phase of Cabinda General Hospital (Angola)

**5,000,000** hours worked without lost time injuries (LTI)

4. Sigiri Gold Mine Project in Boukaria (Guinea)

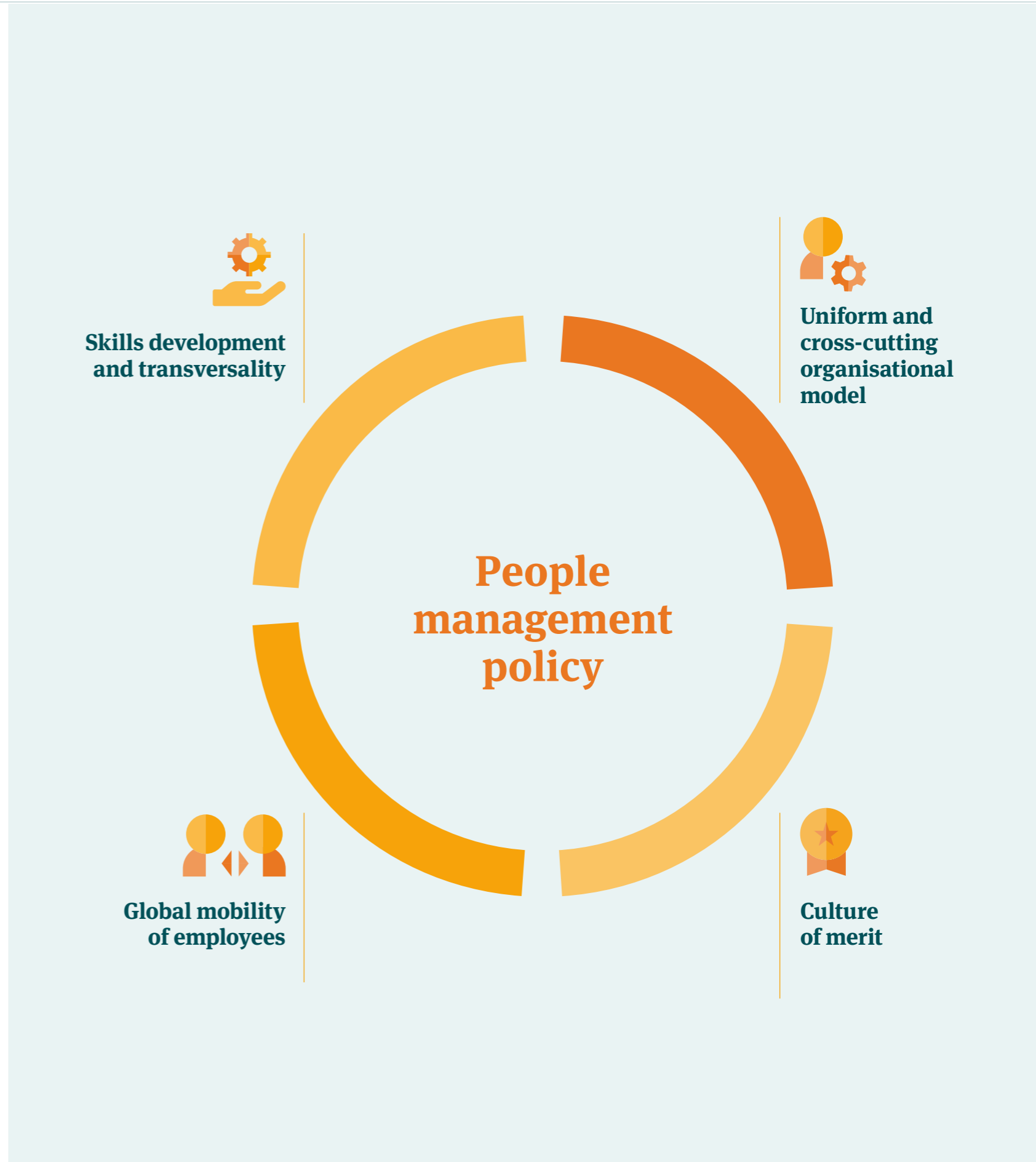
## 7.2. Talent management

With over 38,500 employees and a presence in 25 countries in 3 continents, Mota-Engil is a multinational and multicultural organisation whose workforce consists of 76 different nationalities.

				GRI 102-8 GRI 404-1 GRI 405-1	GRI 405-2 GRI 406-1
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In a global and highly competitive market, attracting and retaining qualified and motivated personnel is crucial for the success of Mota-Engil Group's mission and goals. Therefore, the Human

Resources Policy is central to the Mota-Engil Group's development, diversification and international expansion and based on four key pillars:



**38,574**  
Europe

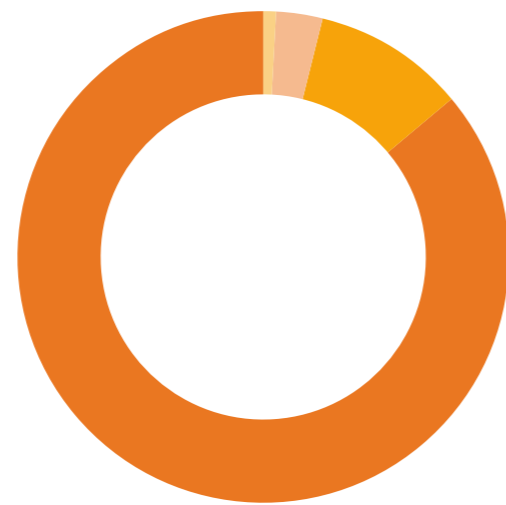
♂ **87%** Men  
♀ **13%** Women

**48.3%**  
Permanent contracts

Employees per type of contract



Distribution of workers per functional category



51.3% Fixed-term contract

48.3% Permanent contract

0.4% Estagiários

86% Operating and Support Staff

10% Supervisors and Technical Staff

3% Coordinators and Specialist Staff

1% Senior Management / Technical Directors

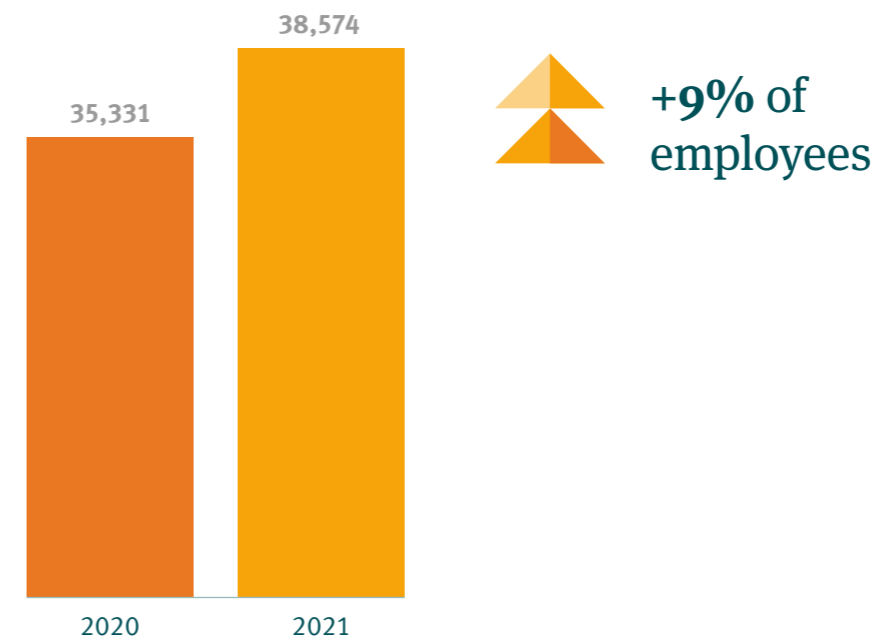
Note 1: Since 2021, the Group's internal management structure has been organised according to geographical area, which bundles the engineering & construction sector together with environment: Europe, Africa and Latin America. Data for Mota-Engil SGPS, Mota-Engil Capital and its subsidiaries, as well as other instrumental undertakings, included in the consolidated data in this report, was entered under "Holding" and "Capital", respectively.

Note 2: No temporary workers were included.

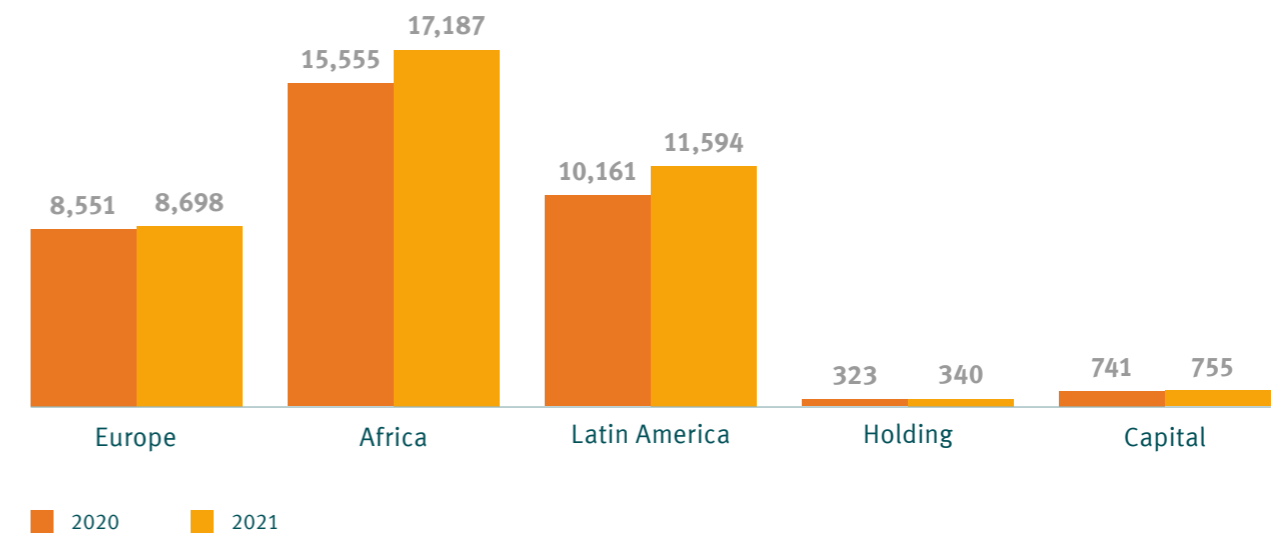
Note 3: Data for 2020 does not include interns, as the relevant information had not been uploaded into the system at the time.

Note 3: The data relates to the no. of employees as of 31 December. Includes the paid executive directors.

Total no. of employees



Distribution of employees according to internal Group management structure



 CORPORATE INITIATIVE IN FOCUS

## HR digital transformation

Bearing in mind the Group’s high number of employees and in order to streamline processes, Mota-Engil has focused on a digital transformation strategy. Centred on the optimisation and improvement of the employee experience, the TiME project was begun in 2021 to create a uniform time management process across business units in the myriad countries where the Group operates.

Already available to over 50% of employees, TiME clarifies and standardises concepts and rules globally, and also gives managers a bird-eye view of their team organisation, particularly in terms of holiday and absence planning.



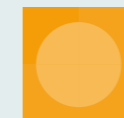
**30,000** employees incorporated into the Group’s talent management platform (MEuPortal: SuccessFactors)

**21,000** employees included in the 1st phase of the TiME project

### 4 key pillars:



Standardisation



Simplification



Transparency



Visibility

# Learning and talent development

Mota-Engil has a transversal approach to learning development, as a valuable tool in HR management. It is based on 5 guiding principles.



Training is designed to improve employee skills, significantly raise individual performance and enhance career progression within the Group, and, consequently, to raise the organisation's competitiveness.

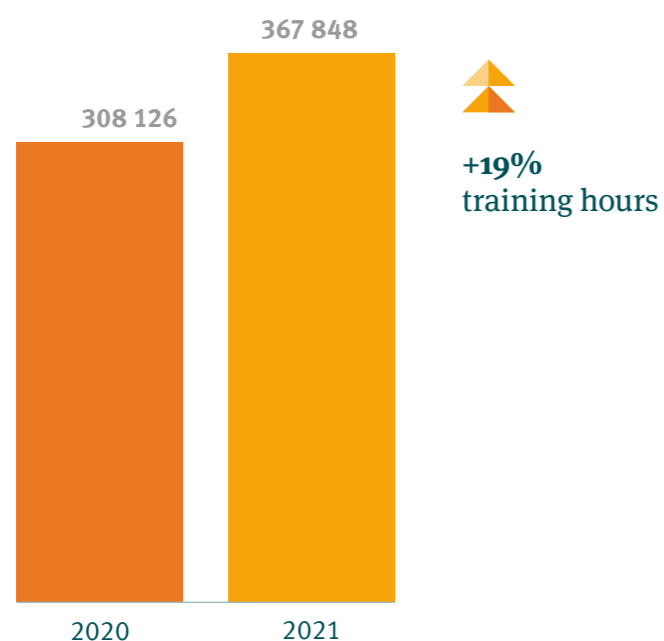
Therefore, Mota-Engil has developed and implemented a transversal and consistent training plan adapted to the needs of the organisation which generates rationalisation, economies of scale and the creation of synergies between Group companies.

In the Group as a whole, there was a 9% rise in the average number of training hours per employee in 2021, corresponding to total training hours of 59,722 in 2021. The rise was seen for both genders and in three of four functional categories.

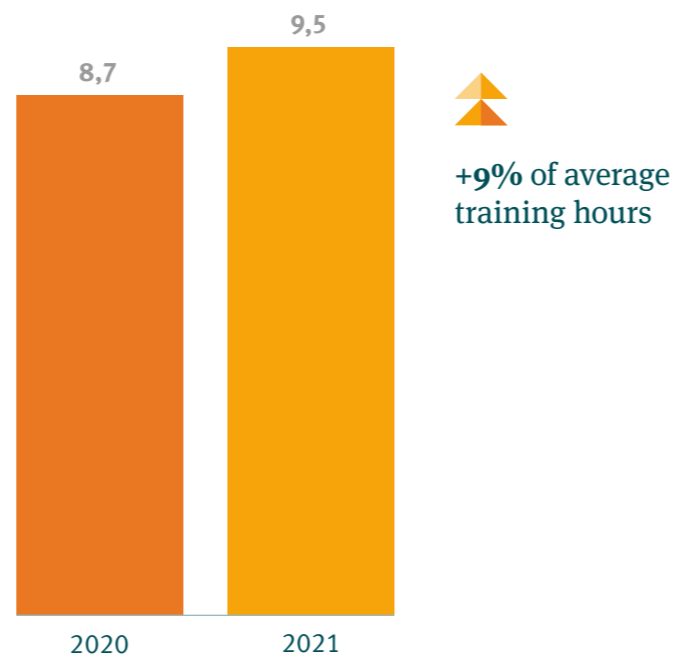
In terms of type of training, one of the focuses has been Environmental, Social and Corporate Governance (ESG). In 2021, ESG accounted for 43% of total training hours across the Group as a whole, with an emphasis on occupational safety and environment.

It should be mentioned that Mota-Engil has online programmes that allow new approaches and wider geographical reach, combining the benefits of in-person sessions and digital learning. Training and e-learning content is based around didactic and interactive resources that are globally, readily and immediately available. This training programme has facilitated knowledge about the organisation, internal structure and culture and values of the Group in various languages. In 2021, Mota-Engil provided employees with approximately 10,000 hours of digital training.

**Total training hours**



**Average training hours per employee**



Functional Category	Total training hours per functional category		Average training hours per functional category	
	2020	2021	2020	2021
Senior Management / Technical Directors	2,647	3,184	10.7	12.9
Coordinators and Specialist Staff	15,784	19,340	14.2	16.9
Supervisors and Technical Staff	64,322	53,800	16.2	13.8
Operating and Support Staff	225,373	291,524	7.5	8.8
<b>Total</b>	<b>308,126</b>	<b>367,848</b>	<b>8.7</b>	<b>9.5</b>

Note 1: No temporary workers and interns were included.

Note 2: Data for 2020 does not include interns, as the relevant information had not been uploaded into the system at the time.

Note 3: The denominator for the average number of training hours took the number of existing workers as of 31 December into account. Includes the paid executive directors.

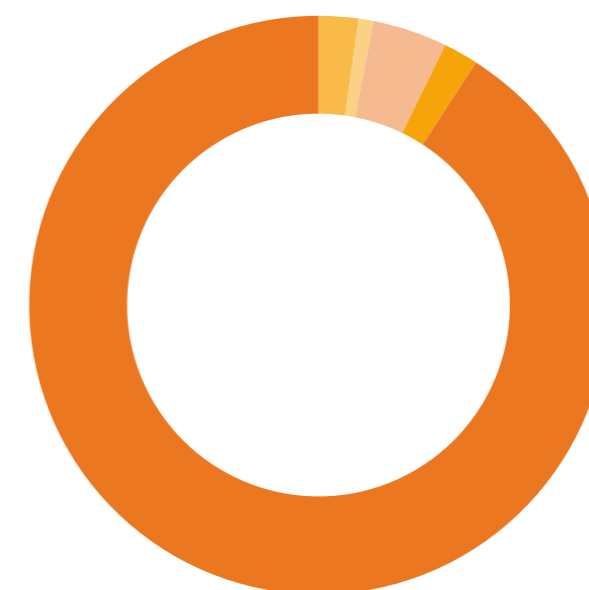
**ESG training**

In 2021:

**157,020**  
training hours  
dedicated to ESG themes

**43%**  
of total training hours  
dedicated to ESG themes

**Percentage of training hours on ESG themes**



**91%**  
Safety

**2%**  
Health

**4%**  
Environment

**1%**  
Human rights

**2%**  
Anti-corruption

**CORPORATE INITIATIVE IN FOCUS**

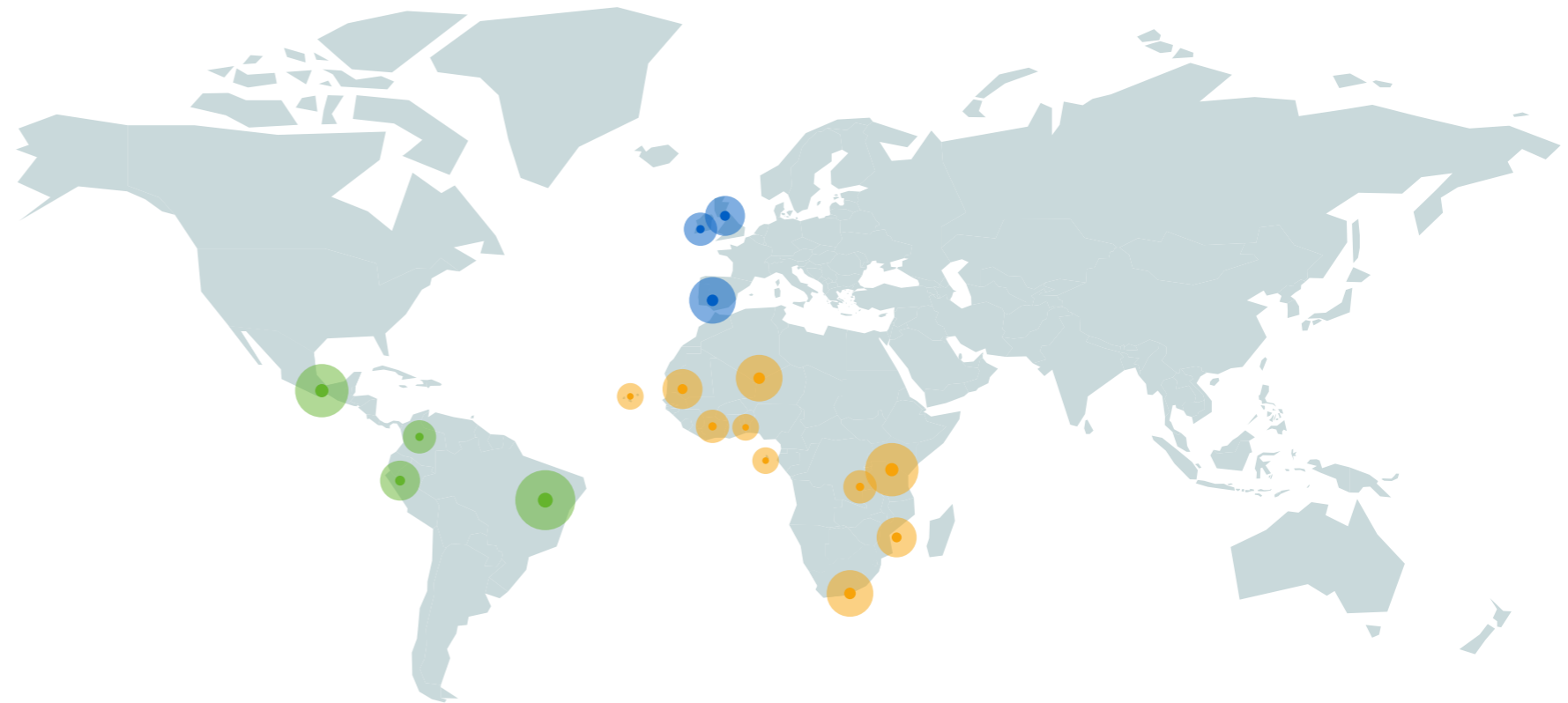
## 2nd edition of the Digital MBA



Following on from the pilot programme run the previous year, Mota-Engil Group launched the 2nd edition of the study grants programme for the Digital MBA. This programme is open to all of its markets and countries, providing selected candidates with a new opportunity to develop skills and to enhance their professional growth.

Developed in partnership with the Porto Business School – rated by the Financial Times as the world’s 33rd highest-ranked executive business school – the programme was funded entirely by Mota-Engil.

The programme received 40 applications from employees from myriad countries, nationalities, companies and backgrounds, of which a total of 5 study grants were awarded. The programme strengthens the Group’s global and transversal goals both in terms of applicants and the final candidates selected.



<p><b>40</b> Applications</p> <p>♂ <b>73%</b> Men</p> <p>♀ <b>27%</b> Women</p>	<p><b>9</b> Applications LATIN AMERICA</p> <p><b>27</b> Companies</p>	<p><b>17</b> Applications EUROPE</p> <p><b>17</b> Countries</p>	<p><b>14</b> Applications AFRICA</p> <p><b>15</b> Job Families</p>
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## Focus on high-potential youth

Mota-Engil has maintained a clear focus on attracting and developing high-potential youth via two talent programmes:



### Learn@ME

In partnership with leading Portuguese and international educational institutes, the **Learn@ME** programme is chiefly aimed at attracting high-potential young students and promoting closer ties with the labour market.

The internship, which lasts 2–6 months, is supervised by a tutor and their team and is aimed at enhancing the learning of relevant technical knowledge and the skills of future professionals. The programme foresees collaboration on academic and research projects relating to the candidate’s area of training and in which Mota-Engil’s existing know-how is relevant.

In 2021, summer and academic internships were held for candidates from different backgrounds and integrated into the various business areas in which the Group operates.



### Start@ME

**StartME** aims to attract and integrate young talent at the start of their careers into one-year professional internships at the Group. This programme aims to incentivise individual development and provide a wide range of experiences and learning through contact with the different businesses, knowledge of methodologies and innovative solutions, extensive networking, and the development of critical skills in an international context.

StartME is already a leading programme that has involved over 300 young people around the world and constitutes a unique opportunity for learning, sharing experiences and interacting in a multicultural environment.

“Overall, how would you assess your internship?”

100% of replies judge it as **Very Good (5)** (scale of 1-5)





**CORPORATE INITIATIVES IN FOCUS**

## 8th edition of StartME



In 2021, the 8th edition of StartME was launched through which 124 young people of 12 different nationalities from 3 continents were recruited.

The programme began in October 2021 and the first 3 weeks were dedicated to integrating the young recruits into the Group in a hybrid manner, enhancing contact between them. 9 countries were involved: Angola; Brazil; Ivory Coast; Colombia; Mexico; Mozambique; Peru; Portugal; and Uganda.

During this period, Mota-Engil trainees had the chance to contact the various business areas. They developed a final project which was presented at the “Global Event” attended by the Group’s senior management and various internal structures.

At the end of the induction phase, the trainees were integrated into the respective internship areas in order to develop their work plan.



Satisfaction index for the 3 weeks of onboarding (scale 1-5):

**4.7**  
Connecting Global Talent

**4.5**  
Event

**4.6**  
WelcoME

FIND OUT MORE AT:  
Mota-Engil Talent  
LinkedIn | Instagram

## StartME programme wins award in Colombia

In 2021, Mota-Engil Colombia was awarded the distinction of “Empresa Comprometida con las Juventudes” [Youth-Committed Company] as a result of the work it has undertaken on integrating younger age groups into the company – 124 new talents in the group’s various companies – particularly through the StartME programme.

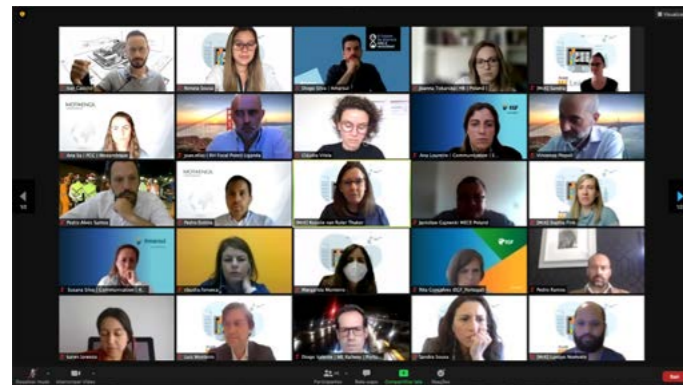
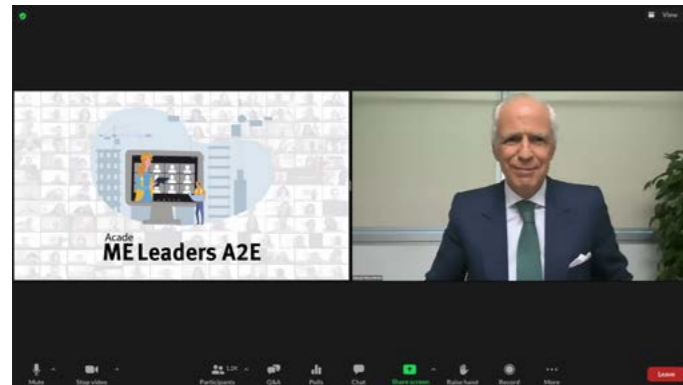
This ranking is a run by the Ibero-American Youth Organisation (OIJ) and the International Human Capital Managers Organisation (DCH) and aims to award companies and organisations that propose solutions to help young people move into the business world.



## Leaders for leaders programme

Ability2Execute is a Mota-Engil corporate programme aimed at: (1) ensuring quality training for Mota-Engil’s current and future leaders; (2) transforming how we work with a view to a common leadership mindset; and (3) boosting a collaborative culture that emphasises the sharing of know-how.

Due to the success of the pilot project, held in 2020, it was decided to roll out the programme to the rest of the Group’s senior management in 2021.



### CORPORATE INITIATIVE IN FOCUS

## Roll-out of the Ability2Execute programme

In 2021, Mota-Engil rolled out the Ability2Execute programme.

At the start, 35 trainers were selected out of a total of around 120 in-house candidates who were given train-the-trainer instruction by McKinsey&Company and were responsible for training the Group’s senior management.

The roll-out phase is planned to cover around 1,400 Group employees from Mota-Engil’s different markets and business areas. In 2021, around 300 Group employees were given training and 11 workshops were held by the in-house trainers.

In parallel, initiatives were also organised for all Group employees: launch of an e-learning course and a webinar attended by the CEO, Gonçalo Moura Martins, which brought together over 1,200 Group employees.

Overall 2021:

**294**  
Participants

and more than

**1,200**  
participants  
on the webinar

**1,334**  
e-learnings  
207 completed

**35**  
Trainers

**12**  
Workshops

**90%**  
Satisfaction rate

## Diversity and inclusion

Diversity is an important factor in competitiveness. Mota-Engil is committed to fighting discrimination, fostering gender equality and equality of opportunity, and promoting a culture of openness, in recognition of the importance of leaving no one behind.

Conscious of this importance, the Group set out the goal, within the scope of the new strategic plan – **“BUILDING 26 | For a sustainable future”**, to promote gender equality by increasing recruitment among women and strengthening their integration into the top management positions at Mota-Engil.

Working in traditionally male areas, based on guidance shared by the CITE (Comissão para a Igualdade no Trabalho e no Emprego), Mota-Engil discussed and identified measures it considers priorities for 2022, culminating in the drafting of the **Gender Equality Plan 2022**. This was backed up by a diagnosis undertaken by the Group’s Corporate HR Dept whose results form the basis of measures contained in the plan.

The Equality Plan aims to develop actions that have a positive impact on fighting gender discrimination and inequality and which stimulate a new organizational culture able to understand and value (personally and professionally) the contribution of both genders, bolstering the principle of equality in its practices and acting as a watchword for improving

competitiveness. It is also aimed to ensure the effective implementation and monitoring of the guidance set out in the newly announced Strategic Plan 2026, aimed at employees and members of the governing bodies, under Article 7 of Law No 62/2017.

In terms of recruitment and selection, those responsible for this area are instructed on eliminating gender bias and, notably, all training is organised around the objective of ensuring equal access and participation by men and women.

The performance assessment model is also objective and non-gender biased, with employees suffering no penalty for fulfilling their family responsibilities.

Regarding Portuguese Law No. 4/2019, which establishes employment quotas for disabled people with a degree of incapacity of 60% or more and introduces the obligation on private sector companies to hire disabled workers, Mota-Engil is committed to complying with the legislation and to identifying the best talent for its companies, thus contributing to disabled people’s access to the labour market and the opportunity of pursuing a career. Mota-Engil has identified the Group companies to which this legal obligation is applicable, and is undergoing transition, as established in the law, to achieve full compliance.

## Mota-Engil Group diversity indicators

### Age group (years)

Functional category	2021		
	< 30	30-50	> 50
Senior Management / Technical Directors	0%	53%	46%
Coordinators and Specialist Staff	1%	68%	30%
Supervisors and Technical Staff	16%	64%	20%
Operating and Support Staff	19%	63%	18%

### Qualifications

Functional category	2021		
	Primary	Secondary	Tertiary
Senior Management / Technical Directors	0%	0%	100%
Coordinators and Specialist Staff	6%	10%	84%
Supervisors and Technical Staff	14%	25%	61%
Operating and Support Staff	63%	32%	5%

### Years of employment

Functional category	2021			
	< 3	3-10	11-20	> 20
Senior Management / Technical Directors	15%	25%	28%	32%
Coordinators and Specialist Staff	25%	29%	26%	19%
Supervisors and Technical Staff	44%	31%	14%	11%
Operating and Support Staff	68%	22%	7%	3%

Note 1: No temporary workers and interns were included.

Note 2: Data for 2020 does not include interns, as the relevant information had not been uploaded into the system at the time.

Note 3: The data refers to the no. of existing employees as of 31 December. Includes paid executive directors.

Note 4: The data on the ratio of basic salary and remuneration of women to men excludes employees on long-term secondment overseas (i.e. for periods over 6 months) and non-executive members of the board of directors.

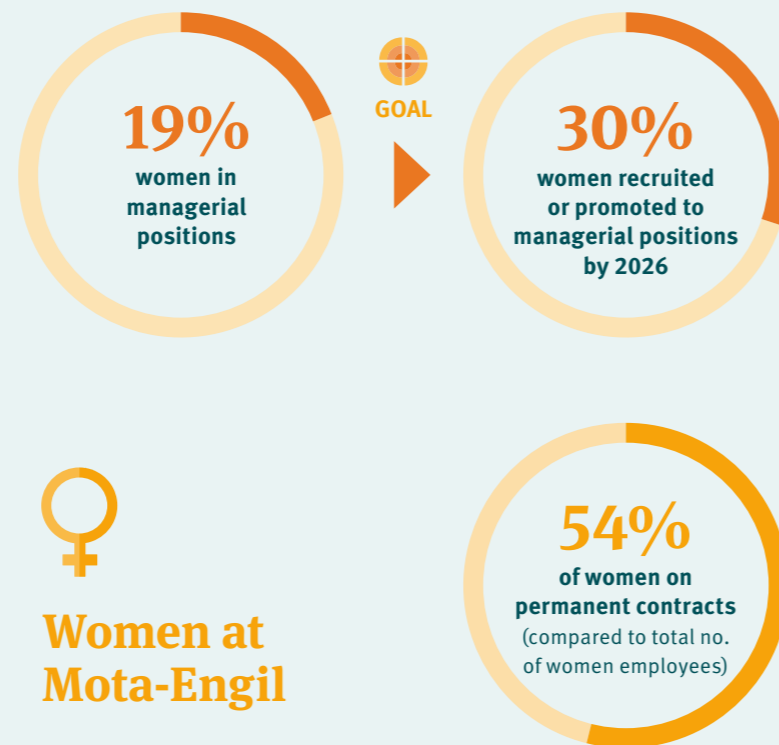
## Mota-Engil Group diversity indicators

### Diversity in the governing bodies and employees

Functional category	2020		2021	
	Men	Women	Men	Women
Senior Management / Technical Directors	93%	7%	90%	10%
Coordinators and Specialist Staff	78%	22%	79%	21%
Supervisors and Technical Staff	89%	11%	76%	24%
Operating and Support Staff	88%	12%	88%	12%



**76**  
nationalities



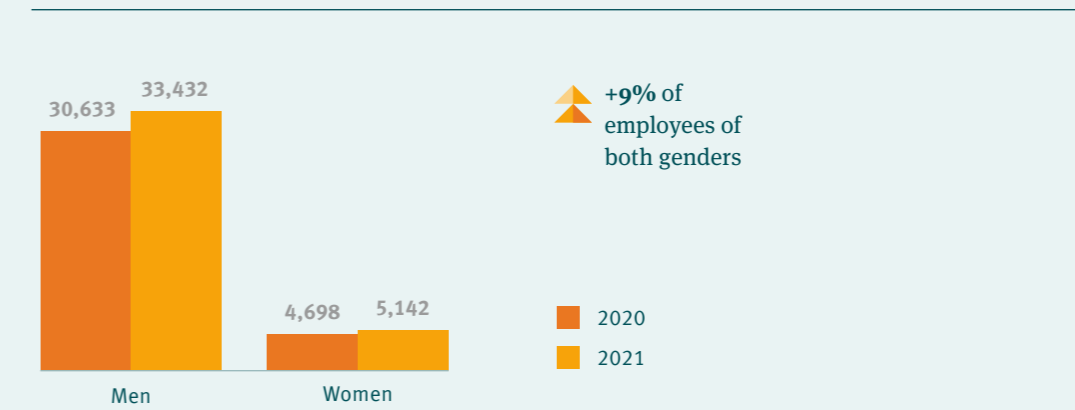
Note 1: No temporary workers and interns were included.

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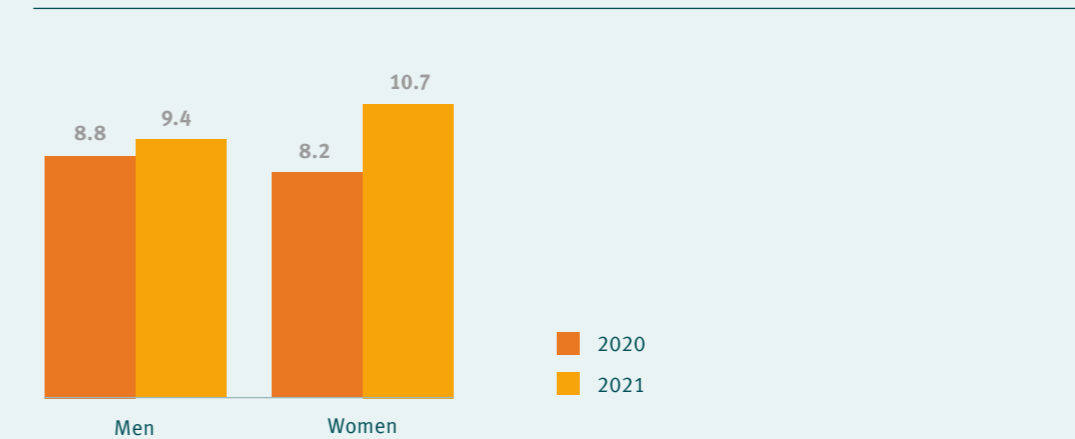
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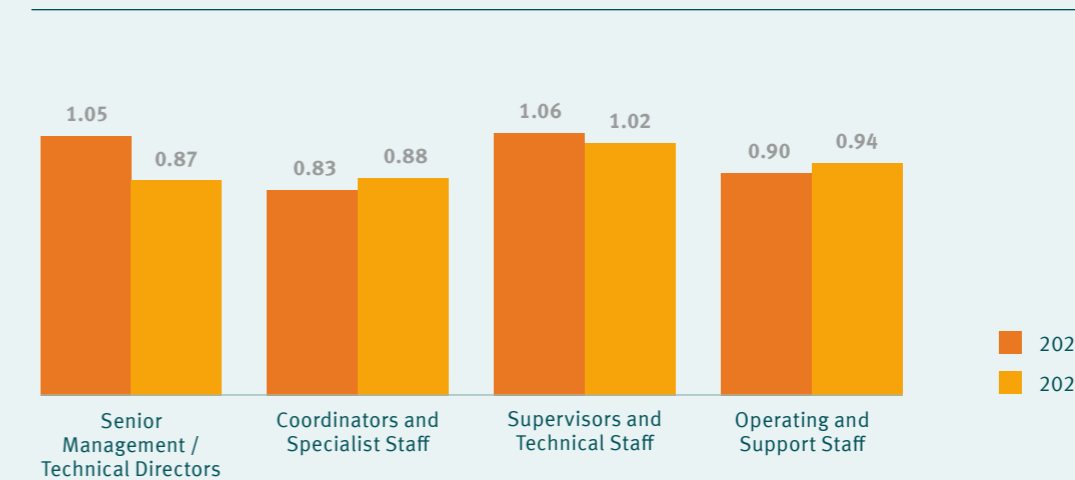
### Distribution of employees per gender



### Average training hours per gender



### Ratio of basic salary and remuneration of women and men (W;M)



On what concerns to incidents of discrimination and corrective measures taken, there was an increase in the number of cases compared to 2020. These concern occurrences identified in Europe and Latin America and related to alleged cases of racial, gender and other types of discrimination.

The examination of this data followed the receipt, analysis and investigation of complaints received via the Group's **Ethics Hotline**. Its handling was carried out under the "Procedure for Reporting Irregularities" by the Internal Risk and Audit Committee via the Internal Audit team, delegated by the Statutory Audit Board. It must also be mentioned that, on a corporate

and central level, there is no information regarding other alleged cases of discrimination that might have been provided through channels other than that of the Group's Ethics Hotline.

It should be highlighted that 2021 saw the introduction of improvements in processing and classifying cases, namely the accounting and classification of cases received via other ethics hotlines (that exist in some markets) in the same fashion as those received via the Group's Ethics Hotline. These were included in the data for 2020 (which entailed reformulating the data against that reported in 2021).

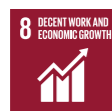
**Cases of discrimination**

	2020	2021
<b>Total no. of cases of discrimination during the reporting period</b>	<b>4</b>	<b>7</b>
No. of remediation plans implemented	0	1
Total no. of cases analysed by the organisation according to the current circumstances and actions taken		
No. of remediation plans implemented with the respective results analysed through regular revision and management processes	0	0
No. of incidents resolved	3	5
<b>Total no. of incidents analysed</b>	<b>3</b>	<b>6</b>



**LOCAL INITIATIVES IN FOCUS**

# Promoting diversity and inclusion



UGANDA, MOZAMBIQUE, PORTUGAL

## International Women's Day celebrations

To commemorate International Women's Day, the Mota-Engil Uganda management team handed out flowers and chocolates with a thank you card to all the women working on the Kampala Northern Bypass project.

In Mozambique, an awareness campaign was conducted on gender equality issues with all employees working on the Mina da Vale project.

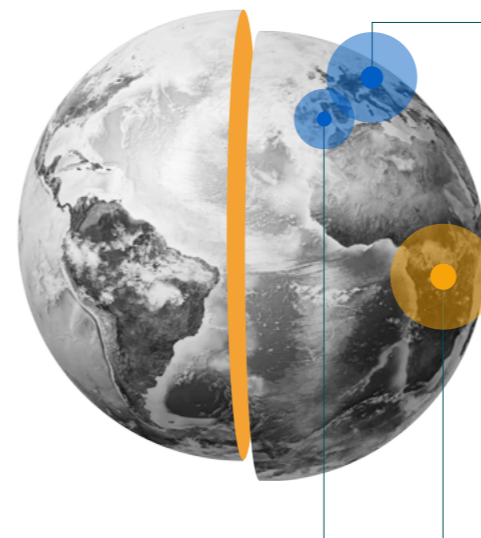
In Manvia and Vibeiras, an article was shared in the in-house newsletter on the website and social media channels containing various testimonials from

women on the challenges faced and roles performed everyday in their private and professional lives.

With these measures, Mota-Engil aims to give women recognition for their contribution to the company's success.



**FIND OUT MORE AT:**  
Women's Day Article in Manvia Vibeiras



## POLAND

### Programme to support employees with disabilities

The building of a diversified team is part of the MECE and MEREM Poland Corporate Social Responsibility and HR Management strategy. As such, one of Mota-Engil Poland's goals is to build an open and diversified work environment that allows disabled employees to be integrated and creates a culture of mutual respect and equality.

The programme to integrate and support disabled employees includes

a health package of up to 3,000 PLN (around €640) before tax per employee for use every year. This amount can be used, for example, for medicine, medical products, medical visits and physiotherapy consultations. In addition to this amount, it is planned to redesign the workstation to adapt it to employee needs (e.g. ergonomic chairs, keyboards for the visually impaired, etc.).

Transparent and broad disclosure of the programme raised managers' awareness of the economic viability of hiring staff with disabilities.

Informacja wewnętrzna  
Internal memo



**PROGRAM WSPARCIA PRACOWNIKÓW Z NIEPEŁNOSPRAWNOŚCIAMI – INFORMACJA DLA MENADŻERÓW**

**SUPPORT PROGRAMME FOR EMPLOYEES WITH DISABILITIES - INFORMATION FOR MANAGERS**

## 7.3. Support for local communities

The empowerment of local communities and support for social, educational, environmental and cultural causes adapted to the context and needs of the regions where Mota-Engil operates have been permanent objectives of the new Strategic Plan and **intrinsic parts of the Group's activities since it was founded**



GRI 413-1

The Group's community-based activities are implemented via:

- The initiatives developed by its local teams;
- The Manuel António da Mota Foundation (FMAM in the portuguese abbreviation) [\[Chapter 7.4\]](#)

A selection of initiatives undertaken by the business areas in the different regions where Mota-Engil operates are presented below. It should be noted that these are only a sample, as space restrictions do not allow a more detailed list.

### Support for communities by local Mota-Engil teams:



#### Construction and rehabilitation projects

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



#### Health, safety and environmental awareness campaigns

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



#### Charitable actions and support

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

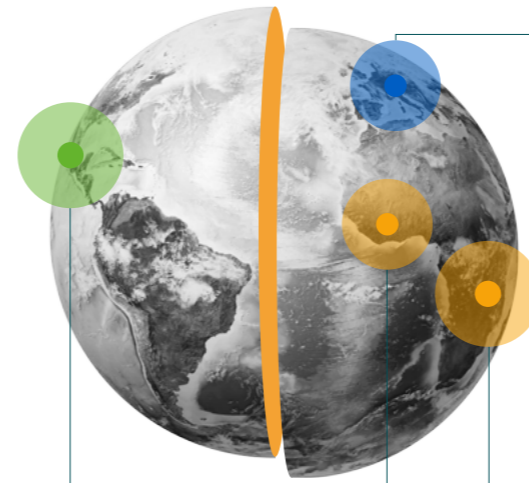


#### Motivating partnerships with other entities

Establishment of formal and informal protocols with local entities with whom corporate social responsibility actions are developed that provide support to communities in the geographies where Mota-Engil operates.

**LOCAL INITIATIVES IN FOCUS**

# Construction and rehabilitation projects



## COLOMBIA

### The future lies in education!

Mota-Engil Colombia, or more specifically the CAMBAO project team in Tolima and Manizales, supported the **construction and rehabilitation of the facilities used by the Moreno y Escandón Technical Education Institute** in the village of Cauchito.

Among the work undertaken, the main aspects were the maintenance and

adaptation of the toilets, repair of workbenches and adaptation of chairs in the green zone. Recycled materials from the UF2 building site were used.

Children are the future and therefore Mota-Engil's goal is to contribute with measures that improve their quality of life and support their education. This initiative was able to impact the lifestyle of 10 children and improve the school they attend.



## GUINEA

### Refurbishment of roads and exterior areas

In the aim of supporting the Kintinian community in Guinea, refurbishment work was undertaken on the exterior area of the Reception Centre. The entire area surrounding the centre was levelled and refurbished to allow better access.

In the Foulata community, one of the roads was also refurbished to improve its design, facilitating traffic flow and reducing dust levels. This work increased the comfort of road users, avoiding use of the mine road.



## POLAND

### Renovation of the pediatric hospital

In March 2021, employees of Mota-Engil Central Europe S.A. (MECE) renovated a waiting room and doctors' consulting rooms at the **L. Zamenhof University Children's Hospital in Bialystok**. This is the biggest children's hospital in Voivodia de Podlaskie, which provides specialised help for young patients.

The work was intended to improve the facilities and, consequently, the services offered by the hospital, providing more comfort and well-being for patients and their families.



## UGANDA

### Road maintenance

In November 2021, work was undertaken on the Kiwanga road in Uganda.

The aims of the work were: to improve traffic flow and the livelihood of the local community with regard to jobs creation and economic development. In addition, it helped to create a close relationship with this community by helping to improve its living conditions.

As a result of the work, vehicles now make use of the Kiwanga road.

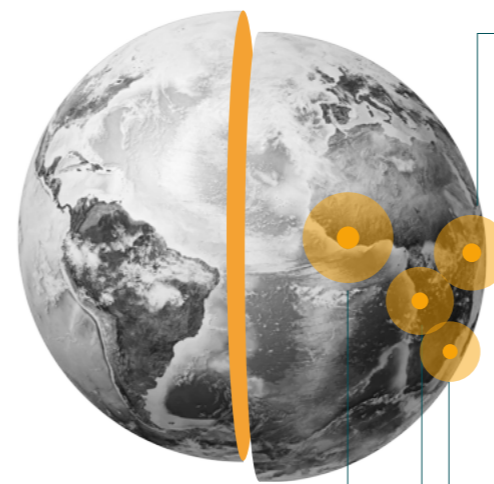






LOCAL INITIATIVES IN FOCUS

## Health safety and environment awareness campaigns



### IVORY COAST

#### Eco Eburnie – Campaign to raise students’ awareness

Eco Eburnie’s Communication and Information Department conducted an awareness-raising exercise with students from the Liceu Moderne Yopougon Andokoi.

The community was alerted to the risks stemming from the poor management of waste and educated about the use

of rubbish bags to seal the waste before depositing it in dustbins, as well as disposing of waste in the appropriate places.

In addition to this, the directors of the high school were provided with various materials such as rubbish bags, brooms, gloves and four 800-litre dustbins.



### ANGOLA

#### Vista Waste – Environmental Awareness

In September 2021, Vista Waste’s facilities at its Viana site were visited for an environmental awareness-raising activity.

The visitors were pupils from two schools in Luanda – Escola Mutu

ya Kavela and Instituto Politécnico de Luanda – accompanied by the UK and Italian ambassadors.

The initiative’s aim was to raise awareness among young people of the importance of managing waste correctly and adopting responsible behaviour at the individual and community level.



### MALAWI, UGANDA

#### Road safety awareness campaigns

In the aim of raising awareness and adopting good road safety habits, Mota-Engil Uganda held a campaign directed at children between the ages of 6 and 14 who live alongside the EN1 and the industrial park. These children are the most vulnerable road users due to the ongoing construction work. The campaign, which involved 79 children, was held after obtaining the consent of Kasinyi community.



At Mphitapasi Primary School in Malawi, a campaign was also held to raise pupils’ awareness of road safety. The campaign involved a total of 300 pupils and teachers.

### MOZAMBIQUE

#### Celebration of International Children’s Day

Mota-Engil visited primary schools in the district of Meconta in Mozambique to mark International Children’s Day with an awareness campaign on environmental conservation.

The campaign’s aim was to instil in schools an interest in environmental conservation and to encourage the sustainable use of natural resources. It also aimed to stimulate the spirit of empowering children and informing them of their rights and duties.



Among the actions taken, the highlights were the planting of trees, distribution of school materials and toys, construction of steps for classrooms and the provision of cupboards, etc.

LOCAL INITIATIVES IN FOCUS

# Solidarity and local community support



## MEXICO

### “A warm winter for everyone” and “Train of smiles” donation campaigns

Under the campaign “*Um inverno quente para todos*” [A warm winter for everyone], warm blankets and coats were donated to vulnerable children and families in some of the coldest and most unprotected parts of Mexico. These donations were

made in November and December 2021 and contributed to the aim of supporting a total of 1,500 children and families in more than 10 places.

The campaign “*Comboio de sorrisos*” [Train of smiles], held in the cities of San Juan, Camino Real, La libertad and Palenque in the state of Chiapas, also saw new toys donated to over 400 children.

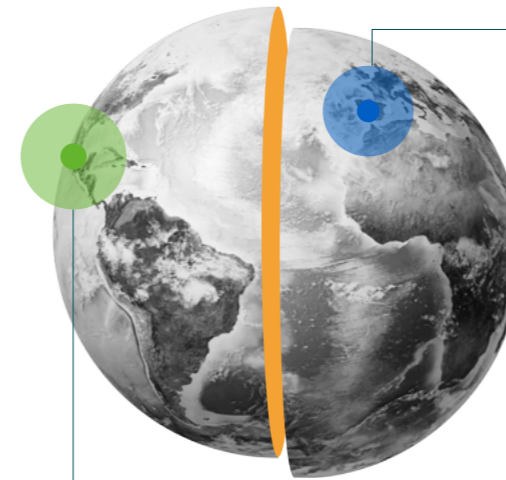


### Support for employees affected by hurricane Grace

El October 2021, hurricane Grace hit the central region of Mexico, affecting many of the states of Veracruz, including the municipality of Papantla. The flooding and landslides left a trail of substantial destruction.

Mota-Engil Mexico supported around 50 employees affected by the hurricane by donating goods such as mattresses, sheets and materials to repair and rebuild their homes.

The support provided involved a collective effort and resulted in the strengthening of employees’ trust in the organisation, demonstrating a major commitment by the company to the Mota-Engil community.



## PORTUGAL

### Christmas Party with a barber and showers for the homeless

Manvia took part in the Christmas Party with Homeless People (FNPSA) organised by Comunidade Vida e Paz. This is an annual event that provides guests with moments of sharing and social interaction, hot meals, clothes and toiletries.

Manvia provided materials and a team to set up a barber and showers area.

In total, over 170 homeless people used the services.



### “Make Code: Programming Your Future”

The essence of Mota-Engil Renewing, S.A.’s mission is to develop new business models where innovation and technology are the basis of a scientific culture. Accordingly, co-funding was provided to the Fundação da Juventude’s innovation and social entrepreneurship project “Make Code”.

This project aims to develop digital skills in schools in the north of Portugal to improve school performance in information and

communication technologies and empowering teachers and pupils.

Renewing also supported the Mostra Nacional de Jovens Criadores [National Youth Innovators Show] on 5-6 November.



### Tons of help

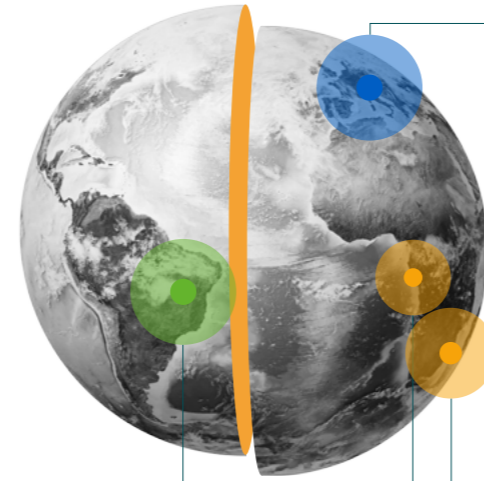
The EGF social responsibility campaign, “**Toneladas de Ajuda**” [Tons of Help], is aimed at helping those most in need via a programme of financially rewarding non-profit institutions and associations for recyclable materials delivered to Valorsul waste sorting and recycling centres. This programme is aimed at charitable organisations (IPSS)

located in the catchment area of its concession holders.

In 2021, 214 IPSS took part in the campaign, increasing the amount of waste sent for recycling to 3,779 tons, 80% up on the figure for the preceding year. The programme, in addition to encouraging institutions to adopt correct and suitable environmental behaviour, also provided a record amount of funding for these institutions (€506,158).

**LOCAL INITIATIVES IN FOCUS**

## Solidarity and local community support (continuation)



### BRAZIL

#### Kindness Olympics

The Kindness Olympics were held in July and August 2021, a lighthearted and informal competition aimed at promoting employee involvement and awakening their sense of solidarity through donating milk.

In total, around 600 entrants from ECB-Mota Engil and SUMA Brazil took part and over 3,500 litres of milk were donated, which were delivered

to the institutions in the participating cities, namely Minas Gerais and Rio de Janeiro.



### ANGOLA

#### Delivery of food to the Cabinda Diocese

Within the scope of social responsibility, employees on the Cabinda General Hospital Construction and Resourcing Project donated food to the Cabinda Diocese – Santa Mónica Parish in Simindele.



### POLAND

#### Solidarity in pediatric hospitals

Under the #MotaEngilChildren and #MotaEngilForKids campaigns, Mota-Engil in Poland, together with the Funkomitywa Foundation, prepared presents for children being treated at the St. Ludwik Voivodship Regional Pediatric Hospital in Krakow.

These presents were delivered on **Children's Day** in June and close to **Christmas**.

Support, in the form of 60 sets of bed linen, was also provided to the Prokocim University Pediatrics Hospital in Krakow.



#### "Poland Business Run" 2021

The "Poland Business Run" aims to support people with disabilities while promoting an active lifestyle and encouraging close ties between the local community and businesses.

The amount raised through the subscription fee for the event was forwarded to charitable organisations through the foundation.

In 2021, this initiative took place on 4 September and involved 50 employees from Mota-Engil Central Europe (MECE and MEREM).



### MOZAMBIQUE

#### Support for victims of the attacks in Cabo Delgado province

In view of the instability resulting from the terrorist attacks in Cabo

Delgado, the Mota-Engil-Besix consortium in Mozambique joined forces with the MAKOBO Platform – a collaborative charitable platform that promotes the social well-being of disadvantaged groups.

The consortium donated necessary goods to create a basic level of support for surrounding populations in the aim of helping communities forced to seek refuge in safer places.

With the support of Transitex, goods were transported and later distributed in the city of Pemba. To complement this, Mota-Engil provided the necessary facilities in Pemba to prepare and distribute food.



## 7.4. The Manuel António da Mota Foundation

The Fundação Manuel António da Mota (FMAM\*) is an **important social responsibility policy instrument** for Mota-Engil.



Reflects the Group’s organisation, ethics and social commitment on behalf of active and participatory corporate citizenship.

\* In the portuguese abbreviation



GRI 413-1



FMAM is a natural extension of the philanthropic traditions of Mota-Engil Group and a legacy of its founder, Manuel António da Mota.

Based in the city of Porto, in 2020 it celebrated ten years of activities throughout Portugal and the countries in which the Mota-Engil Group operates.

**FIND OUT MORE AT:**  
FMAM Commemorative 10th anniversary video

Notwithstanding the pandemic-related constraints in 2021 that hindered some of its activities, FMAM remained faithful to its motto “Seeing, Listening, Acting” and to its aim of seeking to contribute to a more just, cohesive and supportive society by continuing with the key pillars governing its actions.

However, this ability to respond to major emerging issues did not prevent the pursuit of a strategy focused

on multiannual projects, programmes and initiatives with a social impact.

FMAM believes that this approach boosts the capacity of the institutions supported to achieve transformative and long-lasting effects on the lives of people who benefit from its strengths and services. It also pursued the granting of support, in various sectors, in conjunction with its beneficiaries and partners in the social economy.

In 2021:

**75** Institutions were supported  
**926,914€** Was invested

### Mission



To work towards the integrated development of the communities where Mota-Engil Group operates in Portugal and overseas, in particular in the social, educational, training, cultural and environmental fields.

### Vision



To be a leader among its counterparts, honouring the inspiring memory of Manuel António da Mota and the spirit of its founders, and contributing decisively to strengthening and consolidating Mota-Engil Group's social responsibility strategy.



www.fmam.pt

Fundação Manuel António da Mota

fmam.portugal

Fundação Manuel António da Mota

## Areas of Intervention



Manuel António da Mota Prize



Social Development



Education



Culture



International



Mota-Engil Community



FMAM focuses its activities on six areas. It aims to support local communities and Mota-Engil Group's own employees by taking important internal measures, positioning itself as a foundation that contributes to the integrated development of the community.

Given the myriad initiatives and associations supported by FMAM, and the impossibility of mentioning all of them, a selection of programmes and support awarded in 2021 is highlighted below.

It should also be mentioned that in 2021, FMAM was invited by the organisers of "Portugal Inovação Social" [Portugal Social Innovation] to join the **Consultative Council of the National Centre of Social Innovation Skills**, whose first meeting was held in October.



FMAM joins the Consultative Council of the National Centre of Social Innovation Skills

As recognition of its community services, namely under the project to rehabilitate housing for disadvantaged families, FMAM was awarded the **"Medal of Merit"** in Vila Pouca de Aguiar in 2021.



FMAM awarded the "Medal of Merit" in Vila Pouca de Aguiar



10  
Winners

140  
No. of projects submitted

120 K €  
In prize money

The winning project – Reshape Ceramics – promotes the social reintegration of current and former inmates through the production and sale of handmade ceramic articles.



## Manuel António da Mota Prize Portugal Resists

The purpose of the **Manuel António da Mota Prize**, which is possibly FMAM’s most iconic and publicised initiative, is to pay homage to Mota-Engil’s founder and every year distinguishes organisations that stand out in the various areas in which FMAM is active.

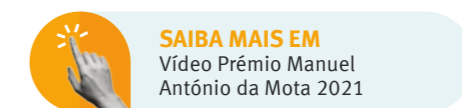
In 2021, at the 12th edition of the prize ceremony, FMAM, under the motto “Portugal Resists!”, awarded institutions that stood out in the fight against the pandemic and its consequences in the areas of: fighting poverty and social exclusion; health; education; employment; family support; innovation and social entrepreneurship; social inclusion; digital and tech transition; and climate transition.

The Prize, which is worth €50,000, was awarded to the Association for the Protection and Support of Inmates (APAC Portugal) for the “Reshape Ceramics” project. This project, created in late 2020, is a social business whose purpose is to produce and sell ceramic items handmade at a specific studio in the ceramics workshop in Caxias Prison, the proceeds from which revert to APAC. Apart from the

financial benefits for the association, the project employs current and former inmates and promotes their reintegration into society and the job market, in addition to generating positive environmental impacts inspired by the principles of the circular economy, with regard to recycling raw materials.

In addition to APAC Portugal, nine other Portuguese institutions received prizes. In total, €120,000 in prize money was awarded to the 10 finalists.

The award ceremony was held at the Alfândega do Porto Conference Centre in the presence of the Minister of State and Foreign Affairs, Augusto Santos Silva, the doctor, professor and researcher Manuel Sobrinho Simões, and the Chair of the Board of Directors of the Manuel António da Mota Foundation, Maria Manuela Mota, among other public figures.



## Local communities

FMAM contributes to the **social development of the Portuguese and international communities** in which it operates.



### Social development

➔ **Social development** constitutes the key pillar of FMAM's activities and its main strategic goal.

FMAM's social investment in the community prioritises actions on behalf of the vulnerable and underprivileged, and expresses a particular sensitivity for emerging situations. FMAM seeks, through its charitable work, to fight poverty and exclusion and promote social integration and full citizenship.

Through programmes and assistance in areas including social solidarity, disability, health, housing and sports, FMAM seeks to contribute to the strengthening and sustainability of the third sector, supporting projects of recognised social relevance and impact.

FMAM also places particular emphasis on networking and partnerships with other institutions. This methodological approach is seen as crucial for a more efficient response to problems through interlinking and cooperation from the perspective of complementarity, and it is strategically oriented towards intervening in areas where the public or private sector have greater difficulties in achieving coverage.



### Education

To FMAM, education means preparing people for full citizenship and thereby allowing them to realise their potential and to develop fully as free, responsible and autonomous individuals.

In this way, through its ➔ **"Education"** pillar, FMAM supports education, training and qualification of young people and adults, particularly among more disadvantaged groups, valuing human potential and promoting social and professional integration.

It designs educational projects in partnership with other bodies. It also provides support for institutions that work on behalf of educational development and contribute to the valuing of human potential.





**Culture**

The valuing of **culture** and the promotion of access to cultural assets constitute an important objective for FMAM, which seeks to support institutions and initiatives that bring citizens and culture closer together, as well as disseminate and support the work of young artists who enrich the national cultural scene.

FMAM’s material culture strategy also involves the use of its spaces and the areas surrounding its

location for cultural initiatives and to equip cultural agents with the conditions necessary to carry out their artistic work.

Apart from its own activities, FMAM regularly hosts (free of charge) civil society and third-sector organisations, which due to insufficient material or financial resources express the wish to hold their meetings, working sessions, training or other activities at its facilities.



**International**

FMAM supports and develops social responsibility projects in the **countries** where Mota-Engil operates.

In Africa, FMAM, through its “Mota-Engil African Initiatives” programme, designs and executes social responsibility projects on behalf of communities and in response to their essential needs and aspirations in partnership with Mota-Engil. It should be mentioned that FMAM aimed to hold the first edition of the “Manuel António da Mota Award – A life in Angola” in 2021, which had been announced the previous year, but it was postponed due to the pandemic.

In Latin America, FMAM’s sister organisations in Peru and Mexico – Fundación Manuel António da Mota – embody the foundation’s widening horizons and its strategy for international expansion.





**FMAM INITIATIVES IN FOCUS**

# Social development



## “One site, one project”

The 🏠 “Uma obra, um projeto”, [One site, one project] programme, in partnership with the “Just a Change” Association, is aimed at implementing a set of social initiatives in major undertakings in which the Mota-Engil Group is involved due to their economic, social and environmental impacts.

In 2021, work continued on the project to rehabilitate housing in the municipalities of Vila Pouca de Aguiar and Alandroal in which nine houses for disadvantaged families were refurbished (five in

Vila Pouca de Aguiar and four in Alandroal). This work helped to improve the living conditions of these families by repairing roofs and walls, building bathrooms, painting inside and out, and replacing windows, doors and flooring. FMAM contributed €30,000 to this programme.

Under this programme and with the collaboration of the Portuguese Skin Cancer Association (APCC), a 🏠 skin cancer awareness and prevention campaign was also run aimed at 100 Mota-Engil employees working on the Freixo-Alandroal Rail Project.



Vila Pouca de Aguiar, Alandroal (Portugal)



Porto (Portugal)

## Porto Amigo (A Safe Haven)

Aimed at urban social cohesion and the promotion of decent housing conditions for older citizens, FMAM in partnership with Porto Municipal Council established an agreement with “Just a Change” and the Grupo de Ação Social do Porto (G.A.S. Porto) entitled 🏠 “Porto Amigo” [A Safe Haven].

Under this agreement, five houses for disadvantaged elderly residents in Porto were rehabilitated in 2021 involving the participation of around 100 university volunteers.

FMAM contributed €30,000 to this work.



Almada, Marvila, Loures and Montemor-o-Velho (Portugal)

## Integrated mobility

Under the collaboration agreement between FMAM, Fundação Montepio and Mobilidade Positiva, a company that specialises in designing and studying solutions for people with disabilities and limited mobility, various citizens with disabilities and incapacities and in financial difficulties were identified and supported.

In 2021 and through the 🏠 Integrated Mobility programme, four cases were supported via housing adaptation work and allocation of technical help/support products. FMAM invested over €5,000 in this scheme.

## Project DOMUS



In 2021, FMAM’s agreement with the 🏠 Humanitarian Association DOMUS/ “The Fuller Center for Housing Portugal” was continued.

FMAM seeks to associate itself with the organisation’s work with a view to enabling the

construction or refurbishment of housing for families in need, especially in the municipality of Amarante, an area with which Mota-Engil has strong symbolic and institutional links.

Due to the pandemic, it was only possible to rehabilitate one family house for four people. FMAM contributed around €24,000 to this work.


 FMAM INITIATIVES IN FOCUS

## Education and Training



### Cantinho do Estudo (Study Corner)

In partnership with Vila Nova de Gaia Municipal Council, the 📍 “**Cantinho do Estudo**” [Study Corner] project aims to promote academic success, family empowerment and the creation of housing conditions conducive to studying.

From a holistic and systemic approach to development, this project intends to develop self-regulated learning in children, developing study, personal, social and effective skills, focusing pupils’ potential and involving and equipping families to assist their children educationally.



Vila Nova de Gaia (Portugal)

To date, the project has:

- Helped 12 groups (25 schools) and 179 pupils, plus their respective families;
- Provided 140 study spaces;
- Supplied 24 computers, plus loaned a further 41, and 13 mobile internet devices;
- Worked with pupils in Years 2, 3, 4 and 6 in 2018–2021.

The 📍 **project’s results**, which stemmed from the three school years from 2018 to 2021, are very satisfactory:

- 90% of pupils passed the year;
- 65% had fewer negative grades than the year before;
- 98% felt the help was useful in achieving higher attainment;
- 100% of families considered the project to be very positive.

## Culture



Porto (Portugal)

### FMAM Seniors Choir

The 📍 **FMAM Seniors Choir** was set up in 2012 and has continued to be developed and supported by the foundation.

In addition to its leisure aspect, it is a powerful sensory and cognitive stimulation, helping people of all generations to be active and participatory.

During 2021, this group of roughly 40 senior citizens continued its salutary socialising and even during lockdown due to the pandemic the online rehearsals helped to bridge the gap of isolation and keep people’s spirits up.



### Santa Cecília International Competition (CISC)

The Silva Monteiro Music Competition, a prestigious institution that has been training musicians in Porto for more than eight decades, holds the Santa Cecília International Competition every year. Its aims are to provide young pianists, aged between 5 and 32, with the opportunity to show their work to the public, to share experiences and to allow social and cultural interaction, helping entrants to evolve artistically and to bring performers to new audiences.

FMAM is a regular sponsor of this event and, in 2021, the selection trials were held for the junior category, culminating in the prize-winners’ concert in July.

## Mota-Engil Community



FMAM has an active internal social responsibility policy, designing and executing social and family support programmes for Mota-Engil employees and promoting corporate voluntary work.

FMAM's primary concern is the **Mota-Engil Community**. Through its actions, FMAM provides social and family support to its employees and promotes corporate voluntary work.

FMAM therefore seeks to support and value human capital in the Mota-Engil community, responding to their problems and providing a voice for their aspirations through a set of five programmes.

In addition, it fosters the participation of Mota-Engil employees in corporate voluntary work to strengthen their role through their actions as active citizens committed to collective causes.

In line with these pillars of action, a cycle of webinars was launched in 2021 to address useful themes for the Mota-Engil community, seeking to contribute to its employees' quality of life and to promote citizenship, knowledge and awareness so that everyone can act towards achieving a better world.



In 2021:

**192,760€**

Of support was provided

**354**

Beneficiaries helped

**FMAM INITIATIVES IN FOCUS**

# Social and family support for employees and promotion of voluntary work



## Study Grant Programme

The **Study Grant Programme** awards grants of €3,000 per year, per person to academically gifted children in higher education of Group employees who are in financial hardship.

In the 2021/2022 academic year, 56 grants were awarded, bringing the total to 381 since the scheme was set up in 2011. In 2021, FMAM invested €156,661 in the programme.

In 2021:

**156,661€**

Investment in the study grant programme

**18,435€**

Investment in the “Early Childhood” programme

**10,240€**

Investment in the Social Support Fund



## “Early Childhood” programme: Kindergarten support and “welcome baby” kits

The FMAM’s **“Primeira Infância”** [Early Childhood] programme is designed for Mota-Engil Group employees in financial difficulties with children aged between 4 months and 3 years. It is designed to help with kindergarten costs by awarding grants to cover the cost of the monthly payments. It also includes a “baby kit” for Mota-Engil employees who have recently become parents that consists of essential items and a pharmacy voucher to purchase childcare products.

In 2021, 10 grants were given to Mota-Engil employees in financial hardship and 165 “baby kits” were distributed, at a total cost of €18,435.




## Social Support Fund

The **Social Support Fund** is intended to provide support for events in employees’ personal or family lives that could lead to unexpected privation of income or extra costs that could place the worker or his/her family at risk of insecurity or financial instability.


Under the programme, four employees in a precarious financial situation were helped in 2021 at a total cost of €10,240.


**FMAM INITIATIVES IN FOCUS**
**1+2 Fund**

The  **“Fundo 1+2”** [1+2 Fund] raises money to support Group employees and members of their families with a view to enhancing internal solidarity within Mota-Engil. The fund is based on employee donations to which Mota-Engil then contributes double the amount, effectively trebling the total amount available.

In 2021, the fund helped an employee at Mota-Engil Dominican Republic to purchase two hearing aids for her 10-year-old daughter who was born with a hearing impairment. The 1+2 Fund provided supported of €2,811.


**Financial Consultation Programme**

The  **Financial Consultation Programme** is a service provided to Mota-Engil Group employees by FMAM in collaboration with the Portuguese consumer rights association, DECO. It provides people who are overindebted or at risk of financial difficulties with advice or support to reorganise their finances.

In 2021, specialised personal advice (either face to face, over the phone or remotely) was provided to 118 Mota-Engil Group employees. In addition to this advice, a webinar was also held on personal finances at a time of crisis and various articles with useful content on financial literacy themes were disseminated during the year.

**“VOLUNTEER-ME”  
Voluntary work programme**

FMAM and Mota-Engil, through Mota-Engil Engenharia e Construção and MESP – Mota-Engil Serviços Partilhados e de Gestão, S.A., signed agreements in late 2021 to encourage employees in these Mota-Engil Group companies to take part in voluntary work.

Initiatives will be coordinated by FMAM through the  **VOLUNTEER-ME** programme in the aim of offering volunteers the possibility of contributing to social economy organisations. In turn, the companies are boosting their social responsibility by creating the conditions and facilitating the involvement of its employees in voluntary work.

**FAÇO PARAGEM,  
RUMO À SUSTENTABILIDADE**

Guia para 1 Consumidor *Feliz*



9 de setembro de 2021

**FMAM and SUMA organise  
a webinar on sustainability**

In September 2021, the webinar *“Faço uma paragem rumo à sustentabilidade”* [I’m taking a pause for the sake of sustainability] was held by FMAM and SUMA for the Group’s employees.

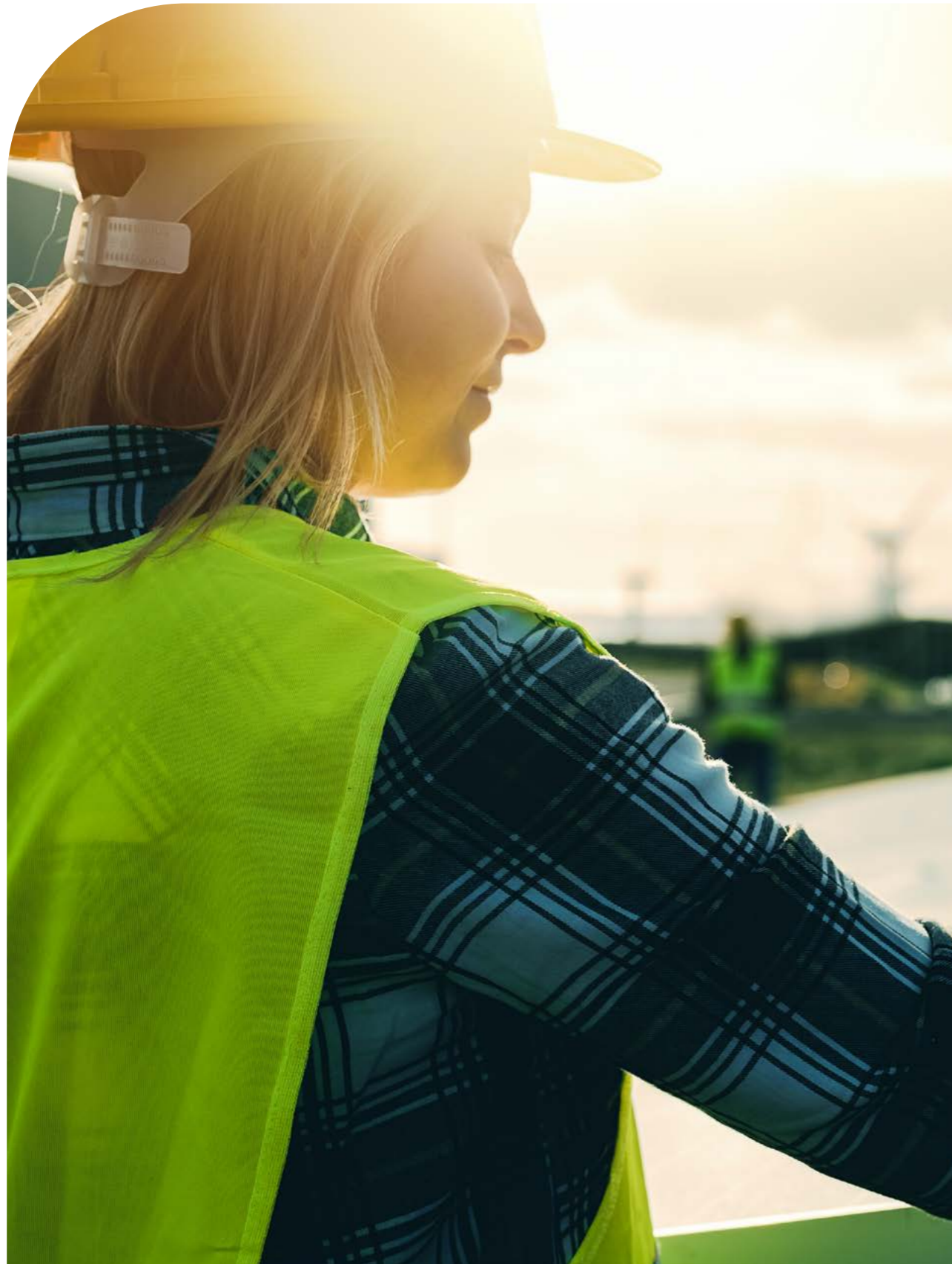
This first webinar was presented by Ângela Vieira, Head of Section of the Department of Education and Environmental Awareness at SUMA, an acknowledged enthusiast of greater environmental literacy.

Her talk deconstructed several urban myths regarding consumption and consumers, addressing issues such as the costs of consumerism, the benefits of conscious consumerism and the 7 Rs for sustainability: rethink, refuse, reduce, repurpose, repair, reuse and recycle!



# 8 Our report

- 8.1. About this report
- 8.2. Correlation table
- 8.3. SDG Index
- 8.4. CMVM correlation table
- 8.5. Independent opinion on sustainability information



## 8.1. About this report

The Sustainability Report 2021 is published by Mota-Engil Group through its holding company Mota Engil SGPS, S.A., Sociedade Aberta, S.A.

Reporting on its social and environmental performance, in addition to its in-depth financial analysis in the 2021 Annual Report, is a key element of the Group's sustainability strategy. This is Mota-Engil's 16th sustainability report.

This report was prepared according to the standards set by the Global Reporting Initiative (GRI) (under the "Essential" option). Its content also correlates with the model of non-financial reporting set out by the Portuguese Securities and Exchange Commission (CMVM) in response to the requirements in Decree Law No. 89/2017 of 28 July where it relates to the disclosure by large companies and groups of non-financial information and information on diversity.

The "Sustainability Report 2021", published in Portuguese, English and Spanish, is available in digital format and can be consulted on the Mota-Engil Group's website at [www.mota-engil.pt](http://www.mota-engil.pt).

### Presentation

The information presented in the report takes into account the Mota-Engil Group's main results, detailing those aspects that are considered material. In the aim of aligning with best global practices and to reinforce its commitment to the sustainable development pillars, Mota-Engil has structured this document in accordance with ESG (environmental, social and corporate governance) matters, to which the Financial aspect has been added.

This Sustainability Report is interactive. For a better consultation and reading experience, use the browsing bars at the right of the pages and at the top, as well as the internal hyperlinks [↔](#). For additional information, consult the available hyperlinks to outside websites [↗](#).

Due to the extensive contents of this document, it was decided to exclude the use of inclusive language, waiving the necessity to disaggregate the data by gender. Mota-Engil is committed to gender equality, as mirrored in [↔ Chapter 7.2](#) on talent management, which it does not consider to harm the Group's positioning on this matter or its policies and practices.

With the introduction of the [↔ Strategic Plan 2022-2026 – "BUILDING 26 | For a sustainable future"](#), – Mota-Engil has restructured its business units, allowing financial and ESG reporting based on the different business areas. This will allow more direct mirroring of the environmental, social and economic impacts specifically associated with each type of business. Since this restructuring is still ongoing, and the fact that this document is an interim report, for this report's purposes the following was considered (see [↔ GRI Table – indicator 102-45](#)):

- The previous model, which reflects the Group's internal management structure organised by geographical area: Europe, Africa and Latin America (encompassing the Engineering & Construction and Environment divisions). Data for Mota-Engil SGPS, Mota-Engil Capital and its subsidiaries, as well as other instrumental undertakings, included in the consolidated ESG data in this report, was entered under "Holding" and "Capital", respectively.



- For the environmental and occupational health and safety indicators, structured data according to business area: Engineering and Construction (E&C); Environment; Other (combining the Holding and Capital), given that a direct link exists between business areas and the respective environmental and social impacts. An attempt was therefore made to present the information in a format that was closer to how it would be presented in future.

For the analysis and support of the GRI indicators with reference to 2021, the information of the Group companies indicated in the [GRI Table – indicator 102-45](#) was taken into consideration.

This information was collected from the different markets and companies for which relevant activity/ active projects exist with an impact on environmental and social areas, and for which Mota-Engil has majority control (the results as a whole were considered rather than the percentage of shares).

### Reformulation of information

Due to the multi-sectoral nature of Mota-Engil Group's activities and its presence in very diverse geographical contexts, the identifying and reporting of performance information is a highly complex, slow and demanding exercise involving several dozen people. In order to improve the ESG report continually, a regular and timely internal report was incorporated that ensures the reliability of information and access by the central structures of the Group to the necessary data to allow monitoring of the Group's performance and, in 2021, Mota-Engil began a process to: (1) identify and revise the relevant indicators in line with the strategy defined and legal and regulatory requirements; (2) consolidate the methods for ascertaining said indicators; (3) and standardise the data sources and criteria between the various markets/geographies where the Group operates.

The year 2020 was chosen as the base year for this exercise, which is why no data from previous years is presented. The process currently underway to consolidate information has led to some 2020 data in the previous report also being revised for the following indicators: governance – GRI 205-3; environmental – GRI 301-1, 302-1, 303-3, 305-1/2, 306-3, 307-1; and social - GRI 102-41, 406-1, 419-1.

### Publication cycle and period covered by the report

This report relates to the financial year from 1 January to 31 December 2021. The report is prepared annually.

### Verification of data

The information contained in this report was verified by Bureau Veritas, which prepared an independently assured report on the non-financial sustainability data, which can be consulted on [page 126](#).

Within the scope of this verification, 4 KPIs were considered regarding the Sustainability and Innovation axis of the [Strategic Plan 2022-2026 – “BUILDING 26 | For a sustainable future”](#) and, in particular, the degree of achievement of the SPT (Sustainability Performance Target) relative to the KPI Lost Time Injury Frequency Rate (LTIFR) for Engineering and Construction projects, as set forth in the prospectus of the "Mota-Engil 2021-2026 Sustainability Bonds".

### Acknowledgements

Mota-Engil would like to thank all areas, businesses and markets that contributed content to this sustainability report.

### Opinion and contacts

Mota-Engil values the opinion and contributions of its stakeholders. In this way, sustainability-related matters can generally be addressed to a dedicated channel managed by the Mota-Engil Group Sustainability Department via the following contacts:

**Mota-Engil, SGPS, SA, Sociedade Aberta, S.A.**  
Sustainability Department

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

**Email:** [sustainability@mota-engil.com](mailto:sustainability@mota-engil.com)







## 8.2. Correlation table

Material topic	GRI Standards <sup>(1)</sup>	GRI Indicators <sup>(1)</sup>	Location
<b>Sustainable economic growth</b>	GRI 201: Economic Performance	201-1	<a href="#">Chapter 5.2</a>
<b>Innovation culture</b>			<a href="#">Chapter 5.1</a>
<b>Talent management</b>	GRI 202: Market Presence GRI 401: Employment GRI 402: Working Relations GRI 404: Education and Training GRI 405: Diversity and Equal Opportunities GRI 406: Non-Discrimination	202-1 401-1, 401-2 402-1 404-1, 404-3 405-1, 405-2 406-1	<a href="#">Chapter 7.2</a>
<b>Employee health and safety</b>	GRI 403: Workplace Health and Safety	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10	<a href="#">Chapter 7.1</a>
<b>Environmental responsibility</b>	GRI 301: Materials GRI 302: Energy GRI 303: Water and Effluents GRI 304: Biodiversity GRI 305: Emissions GRI 306: Waste GRI 307: Environmental Compliance	301-1 302-1 303-1, 303-2, 303-3 304-1, 304-2 305-1, 305-2, 305-7 306-1, 306-2, 306-3 307-1	<a href="#">Chapter 6</a>
<b>Local community support</b>	GRI 413: Local communities	413-1	<a href="#">Chapter 7.3</a> <a href="#">Chapter 7.4</a>

<sup>(1)</sup> Add GRI Standard 103 to the standards and indicators shown: Management approach and indicators 103-1, 103-2 and 103-3, which are transversally applicable. The material topic "Culture of Innovation" does not correspond to the GRI Standards, which explains why it is not included in the specific contents of the GRI Table. Other indicators are reported on in addition to the GRI indicators identified in this Table which, while not incorporated into the material topics, stem from the need to respond to the requirements of Decree Law No. 89/2017 of 28 July and the type of report for non-financial reporting defined by the CMVM.

# 8.3. SDG Index

SDGs	Description of the SDGs and Mota-Engil contributions	Location
	<b>Eradicate poverty in all its forms everywhere.</b> Charity and support for local communities. 2021 Manuel António da Mota Prize.	➔ Chapter 7.3 ➔ Chapter 7.4
	<b>Ensuring access to quality healthcare and promoting the well-being of everyone of whatever age.</b> Occupational health programmes (including COVID-19 prevention) and health and well-being campaigns. Development of awareness campaigns in local communities on the subject of health, safety and the environment. FMAM support for corporate citizenship projects/donations to local associations aimed at promoting health. 2021 Manuel António da Mota Prize.	➔ Chapter 7.1 ➔ Chapter 7.3 ➔ Chapter 7.4
	<b>Ensuring access to inclusive, quality and equitable education, and promoting opportunities for lifelong education for everyone.</b> Development of training programmes for employees within the scope of the duties they perform. Attracting and developing high-potential youth (Learn@ME e o Start@ME). Development of awareness campaigns in local communities on the subject of health, safety and the environment. FMAM support for education, training and qualification programmes for young people and adults, particularly for the more disadvantaged. 2021 Manuel António da Mota Prize. Social and family support for the Group's employees through the awarding of study grants by FMAM. Awareness campaigns aimed at sustainability.	➔ Chapter 7.2 ➔ Chapter 7.1 and 7.3 ➔ Chapter 7.4
	<b>Achieving gender equality and empowering all women and girls.</b> <b>Target and strategic guidance 2022-2026.</b> Mota-Engil Harassment and Discrimination Policy. Promotion of gender equality and non-discrimination. Awareness campaign to fight all forms of discrimination against women.	➔ Chapter 3 ➔ Chapter 4.3 ➔ Chapter 7.2
	<b>Ensuring access to reliable, sustainable and modern energy sources for everyone.</b> Promotion of energy efficiency in buildings. Growing use of photovoltaics.	➔ Chapter 6 and 6.1 ➔ Chapter 6.1
	<b>Promoting inclusive and sustainable economic growth, full and productive employment, and decent work for all.</b> <b>Target and strategic guidance 2022-2026.</b> Job and wealth creation in the different geographies where it operates. Promotion of decent work by protecting workers' rights and fostering occupational health and safety.  Promotion of diversification, technological modernisation and innovation. Promotion of economic growth in balance with environmental conservation and fostering of resource efficiency in consumption and production processes. 2021 Manuel António da Mota Prize.	➔ Chapter 3 ➔ Chapter 2 and 7.2 ➔ Chapter 4.3, 7.1 and 7.2 ➔ Chapter 5.1 ➔ Chapter 5.2, 5.3, 6, 6.1 and 6.2 ➔ Chapter 7.4
	<b>Building resilient infrastructure, promoting inclusive and sustainable industrialisation, and fostering innovation.</b> <b>Target and strategic guidance 2022-2026.</b> Development of sustainable, certified and quality infrastructure. Modernisation of the building industry aimed at greater efficiency in resource use and adoption of technologies and processes with lower environmental impact. Development of R&D&I projects, participation in initiatives and industrial/sectoral associations and support for academic projects/collaboration with universities in the Group's various business areas.	➔ Chapter 3 ➔ Chapter 5.1 and 6.1 ➔ Chapter 5.1 ➔ Chapter 5.1

SDGs	Description of the SDGs and Mota-Engil contributions	Location
	<b>Reduce inequalities in and between countries.</b> FMAM support for corporate citizenship projects/donations to associations that promote social inclusion, equal opportunities and less inequality. Social and family support for Group employees through the Social Support Fund and 1+2 Fund. 2021 Manuel António da Mota Prize.	➔ Chapter 7.4
	<b>Making cities and communities inclusive, safe, resilient and sustainable.</b> Reducing the environmental impact associated with waste through the Group's waste management division. Contribution to more inclusive and sustainable urban planning through sustainable construction. Support for local communities through projects to build and requalify degraded urban buildings and spaces. Development of awareness campaigns in local communities on the subject of health, safety and the environment, contributing to reducing the negative environmental impact of cities FMAM support for corporate citizenship projects/donations to local associations aimed at promoting decent housing conditions and the protection and safeguarding of cultural heritage.	➔ Chapter 6 and 6.2 ➔ Chapter 6.1 ➔ Chapter 7.3 ➔ Chapter 7.3 ➔ Chapter 7.4
	<b>Ensuring sustainable consumption and production.</b> <b>Target and strategic guidance 2022-2026.</b> Promotion of sustainable management and the efficient use of natural resources both in its own operations and via the Group's various business areas. Reduction in the environmental and human health impacts of waste. Development of awareness campaigns in local communities on the subject of health, safety and the environment Promotion of sustainability in the value chain.	➔ Chapter 3 ➔ Chapter 6, 6.1 and 6.2 ➔ Chapter 6.2 ➔ Chapter 7.3 ➔ Chapter 5.3
	<b>Adopting urgent measures to fight climate change and its impacts.</b> <b>Target and strategic guidance 2022-2026.</b> Climate adaptation and mitigation measures 2021 Manuel António da Mota Prize.	➔ Chapter 3 ➔ Chapter 6.1 ➔ Chapter 7.4
	<b>Conserving and using the oceans, seas and marine resources sustainably for sustainable development.</b> Initiative to clean up fishing waste on beaches.	➔ Chapter 6.2
	<b>Protecting, restoring and promoting sustainable use of land-based ecosystems, managing forestry sustainably, combating desertification, halting and reversing soils degradation and halting biodiversity loss.</b> Reforestation initiatives and species conservation, including awareness campaigns. Promotion of organic vegetable gardens	➔ Chapter 6.2 ➔ Chapter 6.2
	<b>Promoting peaceful and inclusive societies for sustainable development, providing access to justice for everyone and building effective, responsible and inclusive institutions at every level.</b> Government model supported by rules of ethics and conduct, integrity and transparency, and accountability. Measures to prevent corruption, bribery, money laundering and financing of terrorism in the value chain. Promoting human rights in the supply chain. Promotion of active forms of stakeholder engagement.	➔ Chapter 4.1 and 4.2 ➔ Chapter 4.2 ➔ Chapter 4.3 ➔ Chapter 4.4
	<b>Reinforcing the means of implementing and revitalising the global partnership for sustainable development.</b> Collaborative work in ongoing R&D projects Encourage partnerships with various entities to pursue the defined aims	➔ Chapter 5.1 ➔ Chapter 7.3 and 7.4

Note: The Manuel António da Mota Prize distinguishes organisations that stand out in the various areas in which FMAM is active and, consequently, contributes to achievement of the various SDGs. Bearing in mind that the themes vary each year, only the contributions relating to the Prize in 2021 are mapped in the table above.



## 8.4. CMVM Correlation Table

This table allows the contents of the Mota-Engil 2021 Sustainability Report to be correlated with the details requested in the model of non-financial information reporting recommended by the CMVM. The aforementioned model, applicable to companies issuing securities admitted to trading on regulated markets, stems from compliance with the applicable legislation.

The content in response to the aforementioned model outlined by the CMVM was submitted in

the Consolidated Annual Report 2021 (hereinafter designated CAR 2021), Chapter 02. Non-Financial Information Report (pp. 44-108): [www.mota-engil.com/investidores/informacoes-financeiras/](http://www.mota-engil.com/investidores/informacoes-financeiras/). However, this Sustainability Report contains more detailed information for some descriptors and indicators. It should be mentioned that on the date the CAR 2021 was issued, the process to consolidate some data was still underway, which explains why, where there are differences, the data in this report should be considered definitive.

### Part I – Information on policies adopted

Chapter/Subchapters	Content Correlation	Location
<b>A. INTRODUCTION</b>		
1. Description of the Company's general policy on sustainability topics with an indication of the potential changes to the policy previously approved.	Chapter 3 Building 26 for a sustainable future	Pages 16-20
2. Description of the methodology and reasons behind its adoption for the reporting of non-financial information, as well as any changes that might have taken place compared to previous years and the reasons for them.	Chapter 8.1 About this report	Pages 119-120
<b>B. BUSINESS MODEL</b>		
1. General description of the business model and form of organisation of the company/group, indicating the main business areas and markets in which it operates (if possible including organisational charts, graphics or functional tables).	Chapter 2.1. The Mota-Engil world Chapter 2.2 Business Areas	Pages 12-13 Page 14

#### ▼ Continuation

Chapter/Subchapters	Content Correlation	Location
<b>C. MAIN RISK FACTORS</b>		
1. Identification of the main risks associated with the topics subject to reporting and arising from the company's activities, products, services or commercial relations, including, where applicable and whenever possible, the supply and subcontracting chains.	Chapter 3 Building 26 for a sustainable future  <b>For more information, see:</b> CAR 2021, Chapter 02. Non-Financial Information Report   C. Main Risk Factors (pp. 52-63) <a href="http://www.mota-engil.com/investidores/informacoes-financeiras/">www.mota-engil.com/investidores/informacoes-financeiras/</a>	Page 17
2. Indication of how these risks are identified and managed by the company.		
3. Explanation of the functional internal division of competences, including the governing bodies, commissions, committees and departments responsible for identifying and managing/monitoring risks.		
4. Express indication of the new risks identified by the company compared to those reported in previous years, as well as the risks that are no longer regarded as such.		
5. Indication and brief description of the main opportunities that are identified by the company within the context of the topics subject to reporting.		
<b>D. POLICIES IMPLEMENTED</b>		
<b>I. Environmental policies</b>		
1. Description of the company's strategic goals and the main initiatives necessary to achieve them.	Chapter 3 Building 26 for a sustainable future Chapter 6 Environmental aspects	Pages 16-20 Pages 56-74
2. Description of the main performance indicators defined.	GRI Table: 301-1 to 307-1	
3. Indication, compared to the previous year, of the degree of achievement of these goals, at least by reference to: <b>i. Sustainable use of resources</b> <b>ii. Pollution and climate change</b> <b>iii. Circular economy and waste management</b> <b>iv. Protection of biodiversity</b>	Chapter 6.1 Energy and climate change Chapter 6.2 Natural resource use and management GRI Table: 301-1 to 307-1	Pages 59-62 Pages 65-74
<b>II. Social and fiscal policies</b>		
1. Description of the company's strategic goals and the main initiatives necessary to achieve them.	Chapter 3 Building 26 for a sustainable future Chapter 4.4 Our stakeholders Chapter 5.3 Mota-Engil supply chain Chapter 7.3 Local community support Chapter 7.4 Manuel António da Mota Foundation	Pages 16-20 Pages 37-39 Pages 50-54 Pages 103-107 Pages 108-117
2. Description of the main performance indicators defined.	GRI Table: 201-1, 413-1, 414-1 and 419-1	



▼ Continuation

Chapter/Subchapters	Content Correlation	Location
3. Indication, compared to the previous year, of the degree of achievement of these goals, at least by reference to:		
<b>i. Commitment of the company to the community</b>	Chapter 7.3 Local community support Chapter 7.4 The Manuel António da Mota Foundation GRI Table: 413-1	Pages 103-107 Pages 108-117
<b>ii. Subcontracting and suppliers</b>	Chapter 5.3 Mota-Engil supply chain GRI Table: 414-1	Pages 50-54
<b>iii. Consumers</b>	GRI Table: 103-2 <b>More information:</b> CAR 2021, chapter 02. Non-Financial Information Report   II. Social and fiscal policies (pp. 77-80) <a href="http://www.mota-engil.com/investidores/informacoes-financeiras/">www.mota-engil.com/investidores/informacoes-financeiras/</a>	
<b>iv. Responsible investment</b>	Chapter 3 Building 26 for a sustainable future <b>See:</b> CAR 2021, chapter 02. Non-Financial Information Report   3. Explanation in case of non-application of policies (p. 108) <a href="http://www.mota-engil.com/investidores/informacoes-financeiras/">www.mota-engil.com/investidores/informacoes-financeiras/</a>	Pages 18; 24
<b>v. Stakeholders</b>	Chapter 4.4 Our stakeholders GRI Table: 102-43	Pages 37-39
<b>vi. Tax information</b>	GRI Table: 201-1 <b>More information:</b> CAR 2021, chapter 02. Non-Financial Information Report   II. Social and fiscal policies (pp. 77-80) <a href="http://www.mota-engil.com/investidores/informacoes-financeiras/">www.mota-engil.com/investidores/informacoes-financeiras/</a>	
<b>III. Workers, gender equality and non-discrimination</b>		
1. Description of the company's strategic goals and the main initiatives necessary to achieve them.	Chapter 3 Building 26 for a sustainable future Chapter 7.1 Health and safety Chapter 7.2 Talent management <b>More information:</b> CAR 2021, chapter 02. Non-Financial Information Report   III. Workers, gender equality and non-discrimination (pp. 81-100) <a href="http://www.mota-engil.com/investidores/informacoes-financeiras/">www.mota-engil.com/investidores/informacoes-financeiras/</a>	Pages 16-20 Pages 76-89 Pages 90-102
2. Description of the main performance indicators defined.	GRI Table: 102-8, 102-41, 202-1, 401-1, 402-1, 403-8/9/10, 404-1, 405-1/2, 406-1	
3. Indication, compared to the previous year, of the degree of achievement of those goals, at least by reference to:		
<b>i. Employment</b>	Chapter 7.2 Talent management GRI Table: 102-8, 202-1, 401-1, 402-1, 405-1 <b>More information:</b> CAR 2021, Chapter 02. Non-Financial Information Report   III. Workers, gender equality and non-discrimination (pp. 81-87) <a href="http://www.mota-engil.com/investidores/informacoes-financeiras/">www.mota-engil.com/investidores/informacoes-financeiras/</a>	Pages 90-91

▼ Continuation

Chapter/Subchapters	Content Correlation	Location
<b>ii. Work organisation</b>	Chapter 7.2 Talent management <b>More information:</b> CAR 2021, Chapter 02. Non-Financial Information Report   III. Workers, gender equality and non-discrimination (pp. 87-88) <a href="http://www.mota-engil.com/investidores/informacoes-financeiras/">www.mota-engil.com/investidores/informacoes-financeiras/</a>	Pages 99-102
<b>iii. Health and safety</b>	Chapter 7.1 Health and safety GRI Table: 403-1/2/3/4/5/6/7/8/9/10 <b>For more information, see:</b> CAR 2021, Chapter 02. Non-Financial Information Report   III. Workers, gender equality and non-discrimination (pp. 88-90) <a href="http://www.mota-engil.com/investidores/informacoes-financeiras/">www.mota-engil.com/investidores/informacoes-financeiras/</a>	Pages 76-89
<b>iv. Social relations</b>	GRI table: 102-41 <b>For more information, see:</b> CAR 2021, Chapter 02. Non-Financial Information Report   III. Workers, gender equality and non-discrimination (pp. 91-92) <a href="http://www.mota-engil.com/investidores/informacoes-financeiras/">www.mota-engil.com/investidores/informacoes-financeiras/</a>	
<b>v. Training</b>	Chapter 7.2 Talent management GRI Table: 404-1	Pages 93-98
<b>vi. Equality</b>	Chapter 7.2 Talent management GRI Table: 405-1/2, 406-1	Pages 99-102
<b>IV. Human rights</b>		
1. Description of the company's strategic goals and the main initiatives necessary to achieve them.	Chapter 3 Building 26 for a sustainable future Chapter 4.3 Human rights Chapter 5.3 Mota-Engil supply chain management	Pages 16-20 Pages 35-36 Pages 50-54
2. Description of the main performance indicators defined.	GRI Table: 408-1, 409-1, 410-1, 411-1, 412-2	
3. Indication, compared to the previous year, of the degree of achievement of these goals, at least by reference to:		
<b>i. Due diligence procedures</b> <b>ii. Risk prevention measures</b> <b>iii. Judicial processes</b>	Chapter 4.3 Human rights Chapter 5.3 Mota-Engil supply chain management	Pages 35-36 Pages 50-54
<b>V. Combatting corruption and attempted bribery</b>		
1. Prevention of corruption: measures and instruments adopted for the prevention of corruption and bribery; policies implemented to deter these practices by workers and suppliers; information on the compliance system, with indication of the respective functional managers, if any; indication of judicial proceedings involving the company, its directors or workers related to corruption or bribery; measures adopted as regards public procurement, where applicable.	Chapter 4.2. Corporate ethics and integrity Chapter 5.3 Mota-Engil supply chain GRI Table: 102-17, 205-2/3	Pages 29-34 Page 54



▼ Continuation

Chapter/Subchapters	Content Correlation	Location
2. Prevention of money laundering (for issuing companies subject to this scheme): measures to combat money laundering; indication of number of cases reported every year.	Chapter. 4.2. Corporate ethics and integrity Chapter. 5.3 Mota-Engil supply chain GRI Table: 102-17, 205-2/3	Pages 29-34 Page 54
3. Codes of ethics: indication of the code of ethics, if any, that the company has implemented or adhered to; indication of the respective mechanisms of implementation and monitoring of its compliance, where applicable.	Chapter. 4.2. Corporate ethics and integrity GRI Table: 102-16/17	Pages 29-34
4. Management of conflicts of interest: management measures and follow-up of conflicts of interest, namely the requirement by officials and workers to state any interests, incompatibilities or impediments.	Chapter. 4.2. Corporate ethics and integrity GRI Table: 102-25	Pages 29-34



Part II – Information on standards/directives followed

Chapter/Subchapters	Content Correlation	Location
<b>1. Identification of standards/directives followed in reporting non-financial information</b>		
Identification of standards/directives followed in the preparation of non-financial information, including the respective options, as well as other principles considered in the company's performance, where applicable.	Chapter 8.1 About this report	Pages 119-120
In the event the company refers to the Sustainable Development Goals (SDGs) of the UN Agenda 2030, include identification of those which the Company undertakes to comply with, plus indication of the measures taken in each year, in pursuit of the objectives outlined for each of these SDGs. In other words, identification of specific actions, projects and investments aimed at complying with these SDGs.	Chapter 3 Building 26 for a sustainable future Correlation table SDG index	Page 18 Page 121 Page 122
<b>2. Identification of the scope and methodology used to calculate the indicators</b>		
Description of the scope and methodology of calculation (including the formula) of the indicators presented, as well as the limitations of this reporting.		
Whenever possible, presentation of a table of correlation between the indicators presented and the principles or goals considered, with an indication of where detailed information can be found (for example, the webpage of the autonomous report for reporting non-financial information, the annual company report, any other documents, or the company's website).	GRI table Chapter 4.4 Our stakeholders	Pages 37-39

▼ Continuation

Chapter/Subchapters	Content Correlation	Location
<b>3. Explanation in case of non-application of policies</b>		
If the company does not apply the policies with respect to one or more matters, the reporting of non-financial information presents an explanation for that circumstance.	<b>See:</b> CAR 2021, chapter 02. Non-Financial Information Report   3. Explanation in case of non-application of policies (p. 108) <a href="http://www.mota-engil.com/investidores/informacoes-financeiras/">www.mota-engil.com/investidores/informacoes-financeiras/</a>	
<b>4. Other information</b>		
Additional elements or information that, albeit not contemplated in the previous paragraphs, are relevant to the understanding, background and justification of the relevance of the non-financial information disclosed, namely with regard to networks/consortia of entities connected to sustainability and responsibility of the organisations that it integrates/to which it belongs, both on a national and international level, and sustainability commitments that the Company willingly assumed, on a local or global scale.	GRI Table: 102-12, 102-13	

## 8.5. Independent opinion on sustainability information



To the Board of Directors of Mota-Engil

*Independent opinion of the sustainability information included in the Mota-Engil 2021 Sustainability Report*

### Introduction

We have been requested by Mota-Engil to carry out a sustainability compliance verification (including review of indicators and calculations) regarding the strategic alignment of Mota-Engil with the Sustainable Development Goals (Agenda 2030), in particular with the Key Performance Indicators (KPIs) identified below:

- SDG 13 - Climate Action: 40% GHG emission reduction by 2030 (scope 1, 2 and 3) vs. baseline year of 2020;
- SDG 12 - Responsible Consumption and Production: 80% of waste recovered by 2030 (baseline year of 2020);
- 50% reduction in the Lost Time Injury Frequency Rate (LTIFR) on engineering and construction projects by 2026 (base year 2020);
- SDG 5 - Gender Equality: 30% women recruited or promoted to manager (baseline year of 2020).

### Responsibilities

The Mota-Engil Board of Directors is responsible for preparing and disclosing the information contained in the Sustainability Report and in the Strategic Plans, as well as for defining the evaluation criteria and monitoring the systems that support the results obtained. In accordance with the agreed terms, our responsibility is to prepare a compliance report on the degree of achievement of 4 KPIs relating to the Sustainability and Innovation axis of the Strategic Plan 2022-2026 - "BUILDING 26 | For a sustainable future" and alignment with the Sustainable Development Goals, with particular relevance to the key indicator of achieving a 50% reduction in the Lost Time Injury Frequency Rate (LTIFR) on engineering and construction projects by 2026 (baseline year 2020);

### Scope

The independent verification was carried out based on the review assumptions in accordance with the principles of ISAE 3000 (International Standard Assurance Engagements) and considering what is established in the Global Reporting Initiative Standards (GRI Standards).



In order to obtain a sufficient and adequate understanding of the matters under review, we plan and apply procedures and techniques, in a sample analysis, for limited assurance work, based on:

- ✓ Interviews with the people responsible at Mota-Engil for collecting and processing information with a view to defining sustainability strategies, identifying objectives, monitoring results and preparing the Sustainability Report, in order to understand the methodologies for organising the non-financial information and matters included in the report;
- ✓ Verification of the existence of internal records leading to the implementation of policies on social responsibility and directly related to the KPIs under analysis and the general context of sustainability;
- ✓ Review of the results obtained, as well as the respective calculations and limits, regarding the KPIs under analysis;
- ✓ Confirmation of the existence of sufficient data to meet the objectives of Mota-Engil in alignment with the United Nations Agenda 2030 and the requirements of the Global Reporting Initiative Standards.

### Conclusions

Based on the work carried out, nothing has come to our attention that leads us to conclude that the systems, processes and procedures for collecting and processing information included in the Mota-Engil 2021 Sustainability Report concerning the KPIs and alignment with the Sustainable Development Goals have not been prepared in conformity and in an appropriate and consistent manner.

With particular regard to the KPI of reduction of the Lost Time Injury Frequency Rate ("LTIFR") in engineering and construction projects by 2026 (base year 2020), the following should be reported:

- The Lost Time Injury Frequency Rate (LTIFR) for engineering and construction projects was calculated as follows: (No. of non-fatal accidents with lost time / No. of hours worked) x 1,000,000.
- For the calculation referred above, the data on engineering and construction projects were considered, taking into account employees of Mota-Engil, i.e., with a direct



contractual relationship with companies directly owned by the Mota-Engil Group in the sectors and markets in which it operates (excluding employees assigned to subcontractors and temporary workers).

- This validates the Lost Time Injury Frequency Rate (LTIFR) for engineering and construction projects of 4.55 as of December 31, 2021.
- There is a strong commitment to the strategy and operationalisation of prevention and control measures in matters of safety and health at work by Mota-Engil, in order to guarantee the achievement of the proposed result for 2026.

The current opinion is the result of independent verification and strict confidentiality.

Lisbon, June 30, 2022

(Sofia Moreno)

Declaration issued by Bureau Veritas Rinave - Sociedade Unipessoal Lda



# MOTA-ENGIL

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**Development and coordination:**

Mota-Engil Group Sustainability Department

**Technical support:**

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

**Images:**

Mota-Engil

**Creative Strategy:**

White Way®

**Externally verified:**

Bureau Veritas

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