

Paradigm Shift **ACTIONS** *for a* **SUSTAINABLE** *future*

Take
action

WATCH THE VIDEO OUR FUTURE IS WHEN OUR GOOD INTENTIONS ARE MADE REAL

MOTA-ENGIL

Where there is a future, there are opportunities to turn commitments into solutions.

Where there is a purpose, there are always plans to implement real change.

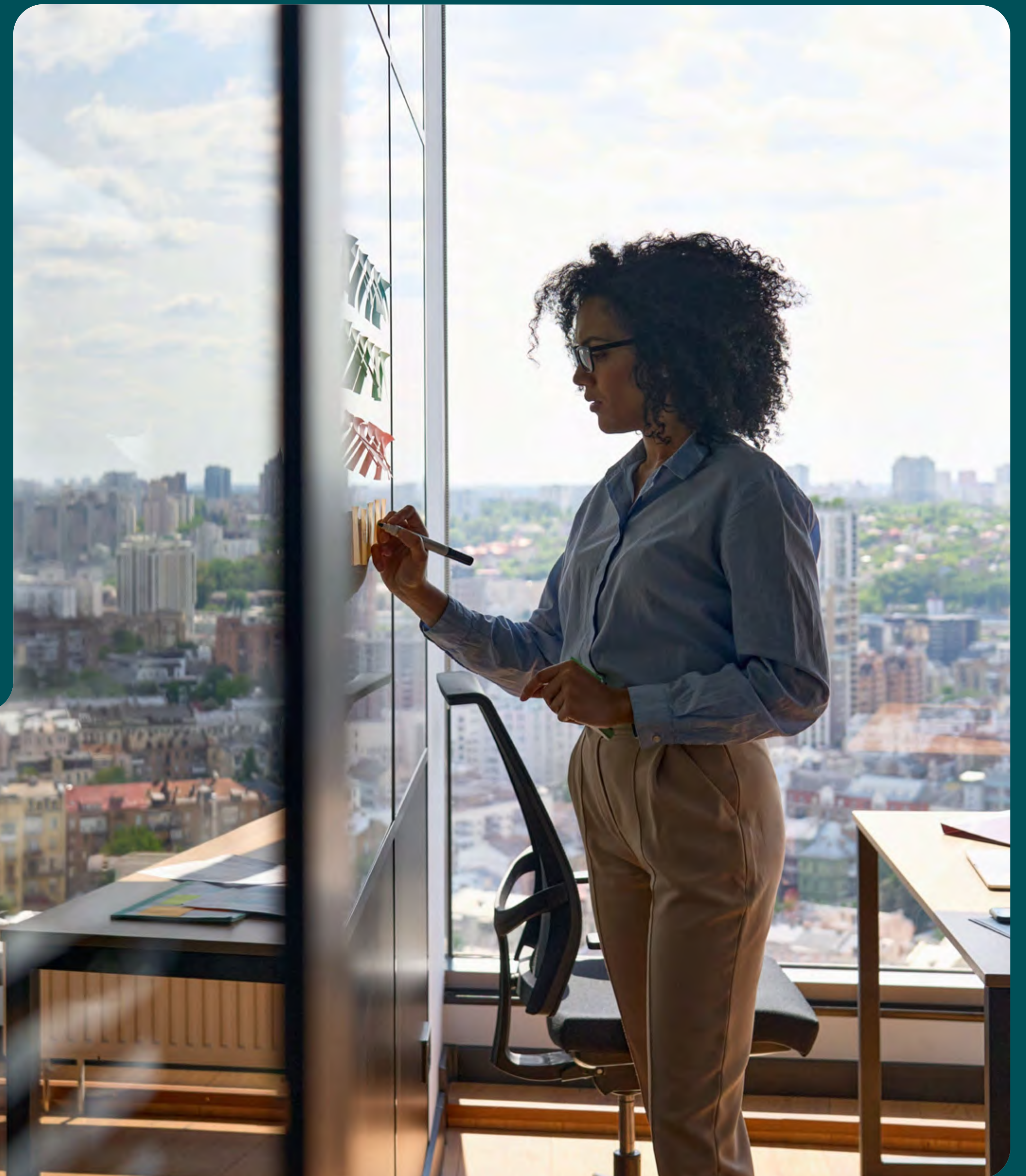
It is this non-conformism that ensures the future of people and the planet and that inspires our priorities and the will to make the world better.

Priorities create intentions and our intentions create actions for a more sustainable future

MOTAENGIL

ACTIONS *for a SUSTAINABLE future*

OUR FUTURE IS WHEN OUR GOOD INTENTIONS ARE MADE REAL
WATCH THE VIDEO
Take action
↑



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ACTIONS *for Performance*

Determination creates wins

Each of our actions reflects the commitment to tirelessly seek to achieve new levels of evolution.

01 2022 Highlights

- 1.1. Through the eyes of top management
- 1.2. Highlights of the year
- 1.3. Awards

1.1 Through the eyes of top management

“

I am sure that sustainability is an opportunity for Mota-Engil to stand out, be more competitive and – therefore – prosper even more in the future.

**CARLOS MOTA SANTOS**Chairman of the Board
of Directors and CEO

WATCH THE FULL INTERVIEW
Video
INTERACTIVE CONTENT



We interviewed the Chair of our Board of Directors and CEO,

Carlos Mota Santos, in which we asked him a series of questions about his view of the current context and how Mota-Engil was adapting to it, as well as about his general assessment of 2022 and the outlook for the future.



GRI 2-22

1.2 Highlights of the year

Five strategic goals for sustainability and innovation.

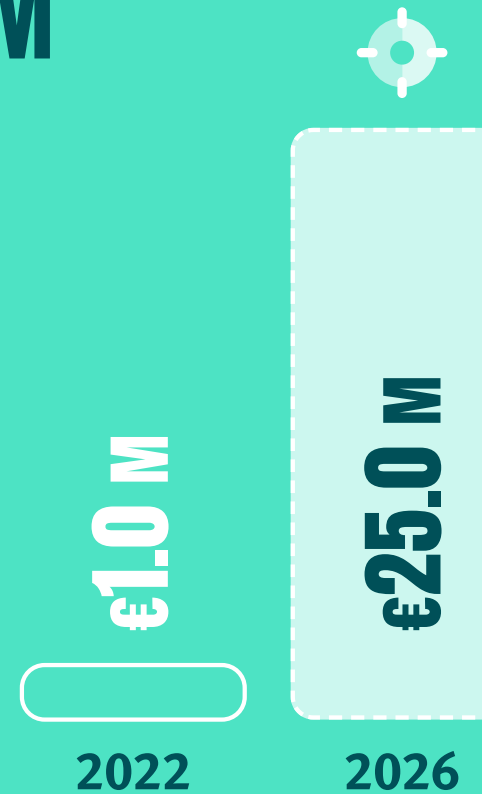
The highlights of the year are presented here to show the status and contributions to achieve our five strategic goals for sustainability and innovation.

We also refer to the most important structuring corporate initiatives and partnerships that directly relate to the goals defined for 2022.

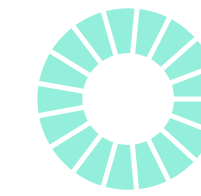
¹ This target will be reviewed on a continuous basis, taking into consideration updated guidance and best practices.

Accumulated investment in innovation 2022-26

€25 M



►► Constitution of Mota-Engil Next (MEXT) ► Chap. 5.1



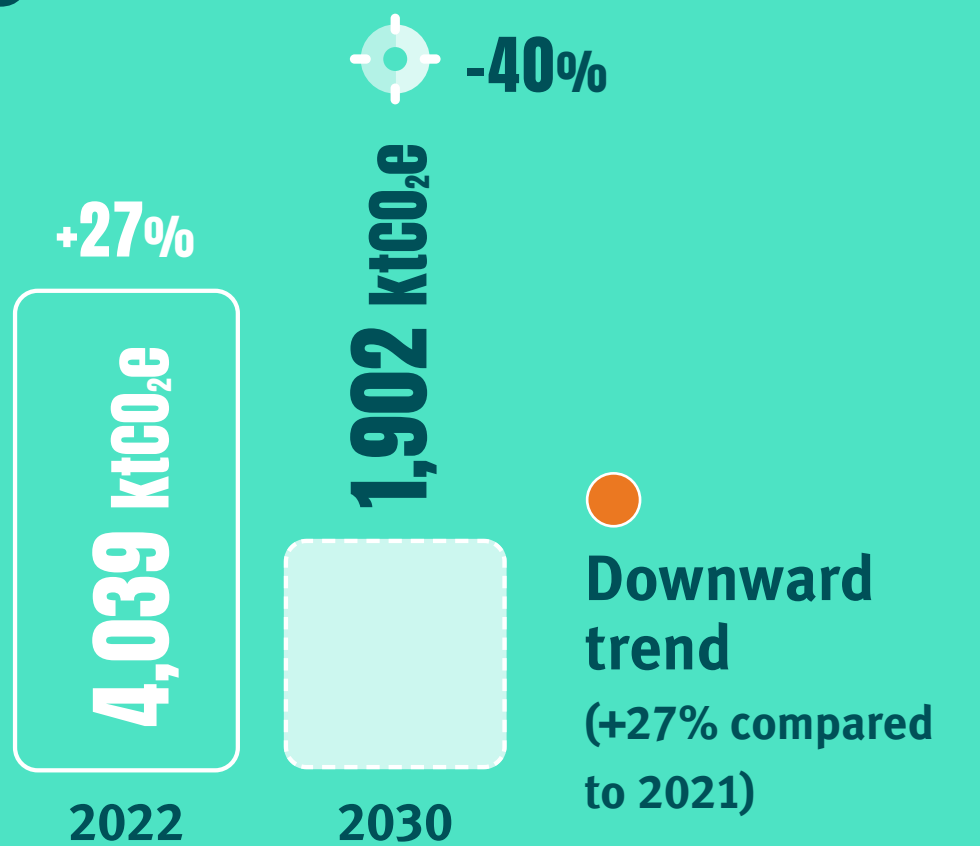
Structuring actions

- Development of the Sustainability Roadmap ► Chap. 3.1
- Constitution of the Sustainability Working Groups (SWG) ► Chap. 3.1

Reduction in greenhouse gas emissions by 2030 (scopes 1, 2 and 3) vs. baseline year of 2021¹

40%

Carbon neutrality by 2050



2,434 ktCO₂e

Scopes 1 and 2
GHG emissions

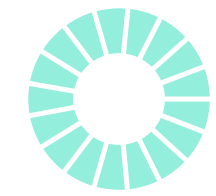
1,606 ktCO₂e

Scope 3
GHG emissions

-17%

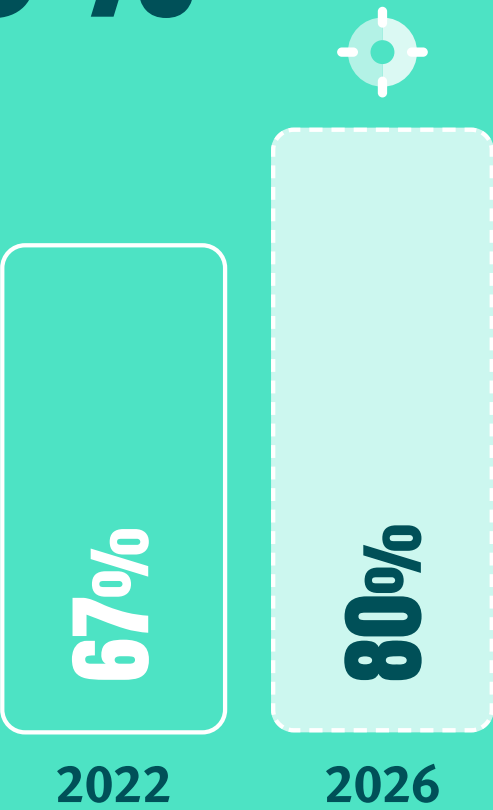
GHG emissions intensity (compared to 2021)

- Sustainability Working Group (SWG) **Climate & Decarbonisation** ► Chap. 6.1
- McKinsey & Company (Net Zero Built Environment Council) ► Chap. 6.1
- Signing of the Porto Climate Pact ► Chap. 6.1



Recovered waste by 2030¹

80%



Upward trend
(+5% compared to 2020)

642 kt

Waste generated

-38%

Waste production intensity/turnover (compared to 2021)

+75%

Materials use intensity/turnover (compared to 2021)

► Sustainability Working Group (SWG)
Circularity ► Chap. 6.2

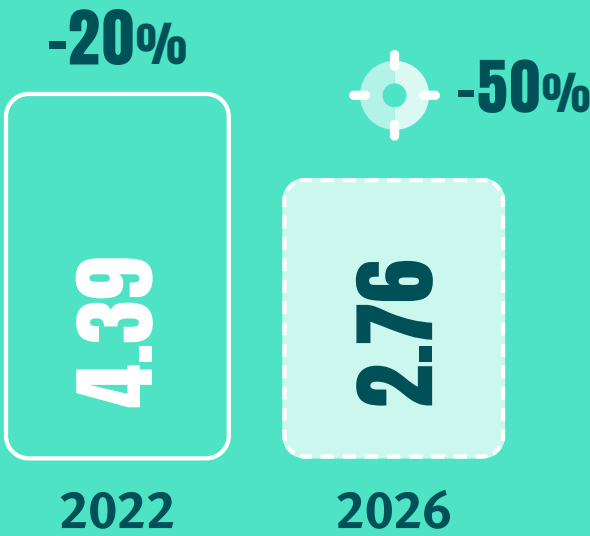
¹ Includes preparation for reusing (checking, cleaning or repairing operations), recycling and other recovery operations (in the context of waste reporting, recovery operations do not include energy recovery).



Cut in loss time injury frequency rate (LTIFR)

for Engineering and Construction projects by 2026 vs. the baseline year of 2020

50%



Upward trend
(-20% compared to 2020)

1,082

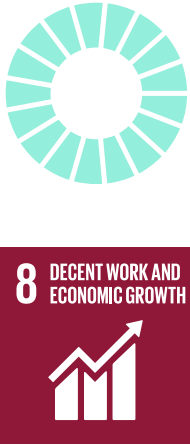
Loss time injuries (LTI)

11.62

Overall LTIFR²

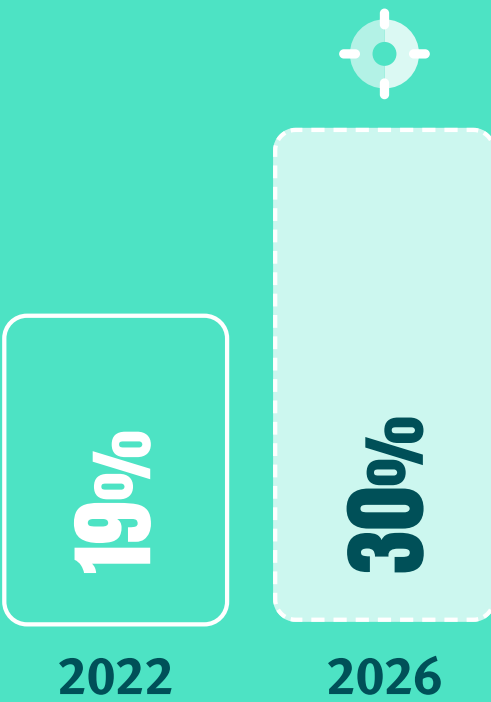
- Sustainability Working Group (SWG) **Safety & Wellbeing** ► Chap. 7.1
- First phase of training on the Safe Equipment Programme completed ► Chap. 7.1
- Issuing of Sustainability-Linked Bonds ► Chap. 4.2 e 7.1

² Lost time injury frequency rate (LTIFR).



Women recruited or promoted to manager by 2026

30%



Unchanged
(+0% compared to 2021)

44,037

Employees

+14%

Total women (+18% compared to 2021)

- Sustainability Working Group (SWG) **Equality**
- Adherence to the Portuguese Diversity Charter ► Chap. 7.2
- Participation in the "Engineers for a Day" initiative ► Chap. 7.2



1.3 Awards



In 2022, we received various national and international awards and distinctions.



Through 76 years of acting with boldness and ambition, built with the consolidated experience of various generations, in 2022 we attained an unprecedented position in Europe and leadership in Africa and Latin America.

This position reflects the trust of our clients, our commitment to communities and a long-term vision with a focus on sustainable development.

¹ Portuguese Business Communications Association (APCE).

² Portuguese Business Ethics Association (APEE).



Mota-Engil ESG Euronext Lisbon Awards 2022

Finance for the Future
Issuing of Sustainability-Linked Bonds



Mota-Engil AS A CONSTRUCTION FIRM



SUMA

Trusted brand: Environment 2022
Reader's Digest



Mota-Engil E EGF APCE¹ Award 2021

Sustainability Category & ESG
Best Sustainability Report

Sustainability Category & ESG Environmental
Campaign "The Future of the Planet is not Recyclable"

External Multimedia Category: Website, blog and external apps
Recycling Line



EGF

APEE² Award

An Honorary Mention in Recognition of Social Responsibility and Sustainability Practices

Pillar II – Sustainable Development Goals, SDG 11 (Sustainable Cities and Communities)

Recycling Line



Mota-Engil GLOBAL: GO-LAB PROJECT Portugal Digital Awards 2022

Best Manufacturing Project

ACTIONS *for Perseverance*

Intentions create actions and results

Each of our actions reflects the
commitment to achieve good
results today and tomorrow.

02 The strength of a Group

- 2.1. The world of Mota-Engil
- 2.2. Business areas
- 2.3. Building 26 for a Sustainable Future

2.1 The world of Mota-Engil

A journey of 76 years marked by a culture of entrepreneurialism and innovation in the constant search for new horizons.

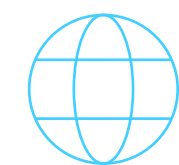
Founded in 1946, we are a Group built on the consolidated experience of various generations, standing out for our know-how and human resources combined with our ability to act on behalf of a more sustainable future.

With a market positioning aligned with best practices and corporate conduct based on ethical principles [▶ Chap. 4.2](#) and supported by a strategic, unique and integrated vision for the future [▶ Chap. 2.3](#), we aspire to create a Group that is increasingly international, innovative and globally competitive.

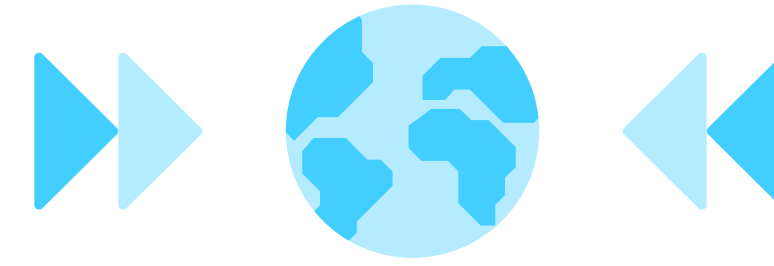
A market leader in Portugal and with a consolidated position in the ranking of Europe's 25 largest construction groups, we operate in 22 countries spread across three continents – Europe, Africa and Latin America.

This 76-year journey is the result of our commitment to thoroughness, quality and the ability to execute in every market we operate in.

The Manuel António da Mota Foundation (FMAM), created by the Mota-Engil Group and the Mota family, is an important instrument in our social responsibility policy [▶ Chap. 7.4](#). The Foundation's purpose is to promote, develop and support social and cultural initiatives throughout Portugal and in the other countries in which we operate.



GRI 2-1, 2-6



We will maintain our long-term commitment

ensuring that we continue to be socially active and responsible members of society, in particular in the communities where we have a physical presence, and aligning ourselves as we have for many years with the best ESG practices.



“



Carlos Mota Santos

Chairman of the Board of Directors and CEO

€ 12.6 B
Order backlog
(record amount)

€ 3.8 B
Turnover (*)

€ 541 M
EBITDA(*)

44,037
Employees (**)

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

(*) Includes others, deletions and within the group
(**) Includes Holding and Capital

3
continents

22
countries

Latin America



6 **13,993**
Countries Employees

Mexico Colombia
Peru Dominican Republic
Brazil Panama

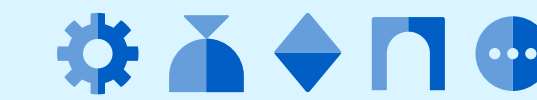
Europe



3 **9,990**
Countries Employees

Portugal Poland
Spain

Africa



13 **20,054**
Countries Employees

Angola Uganda Kenya
Mozambique Rwanda Mali
Malawi Guinea Nigeria
South Africa Cameroon
Zimbabwe Ivory Coast



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MotaEngilSGPS

Business Areas

Engineering and
Construction

Waste
Management

Energy

Infrastructure and
Transport concessions

Multi-services

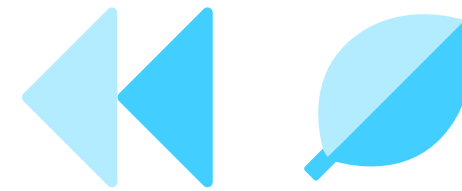
Mining

Logistics

Other

Creating **GROWTH,**
Building **SUSTAINABILITY**

2.2 Business areas



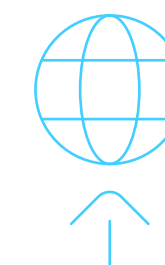
We are permanently committed to seek new investment opportunities, adding new business areas to our range of activities.



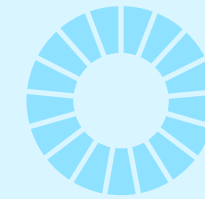
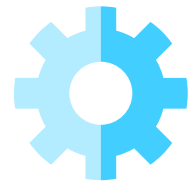
Mota-Engil carries out a wide range of activities in the fields of design, construction, management and operation of infrastructures and has vast and recognised experience, associated with a high level of technical know-how, in the development of various areas.

It should be noted that our commitment to sustainability [▶ Chap. 3.1](#) is reflected in the way

the Group and the business itself operates. Committed to contributing to the implementation of the United Nations' Agenda 2030, we have identified four Sustainable Development Goals (SDGs) [▶ Chap. 3.1](#) that our business areas could make a major contribution to achieving.

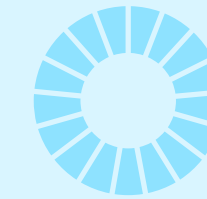


GRI 2-6



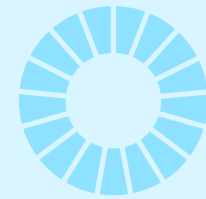
Engineering and Construction

We are market leaders in Portugal and we undertake construction projects in around 50 countries, where we stand out for our work in infrastructure, civil construction and real estate. Our technical reputation in a wide variety of areas is built on the know-how we bring to our projects and ensures a long track record of constructing buildings, electro-mechanical projects, roads, motorways, airports, ports, dams, railways, hydraulic and urban infrastructure and foundations, and conducting surveys.



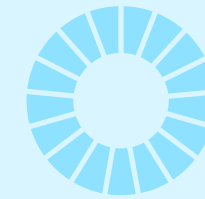
Industrial Engineering Services

Since 1988, one of our main sources of growth has been industrial engineering services. As we have proved, we have the capacity to operate in multiple markets while providing our clients with a reliable long-term partner, allowing us to enter into agreements with an average duration of between three and eight years, and generally renewable for an equal period, with some of the best-known multinational investors.



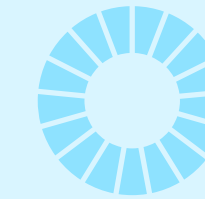
Environment

Since 1995, our activities in the environmental sector, in the segment of urban waste management and collection, have been channelled through SUMA, later combined with the know-how of EGF. This market leader in waste treatment is a company with state-of-the-art European technology in waste treatment and collection as well as in energy production using landfill biogas and energy recovery. In this field, we have expanded internationally into markets such as Angola (VISTA WASTE), Mozambique (ECO LIFE), Cape Verde (AGIR), Brazil (SUMA BRASIL), Oman (ECO VISION) and the Ivory Coast (ECO EBURNIE and CLEAN EBURNIE).



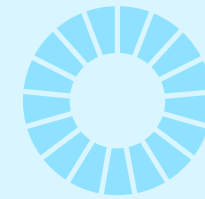
Mota-Engil Capital

The focus of this business unit is to leverage the creation of value within the Group by diversifying our investments. Our aim is to achieve integrated management of a set of goods and projects that complement the Engineering, Construction and Environmental services and thus promote the Group's core areas. Through ATIV, currently a leading company in Portugal with operations in Africa and Northern Europe, we develop landscape architectural projects. In addition, we have undertaken activities in the area of asset management and maintenance, centred on operational, energy, water and carbon efficiency, as well as various investments in the tourism and real estate sectors.



Energy

Our focus, which cuts across every area of the Group's operations, is the "clean" energy sector. Consequently, our investment targets are energy efficiency and lower emissions. It should be noted that Mota-Engil Group was the first private operator in the Mexican energy generation sector, with interests in the hydroelectric sector through Generadora Fenix amounting to 280 MW of production capacity. This extra investment was made in 2018 and allowed us to increase our presence in the energy trading sector in the aim of promoting renewable energies.



Infrastructure and Transport Concessions

Since 1994, the Mota-Engil Group has had major interests in the management of road infrastructure concession holders. The Group has past experience of running concessions in green field projects extending over more than 5,000 km and involving over €12 billion in investment – most notably in Lusoponte, the concession holder for Lisbon's two bridges (in Portugal), and expansion into international markets, mainly Latin America.

2.3 Building 26 for a Sustainable Future

As a uniquely positioned integrated Engineering group,

we are committed to a more sustainable future with a growth model adapted to suit each business.

2022 was notable for being the first year of the “BUILDING 26 | For a sustainable future” Strategic Plan, which incorporates a collective commitment among all of our business areas and markets to aim higher, in the ambition to become “A global company focused on delivering sustainable value to all stakeholders”.

The Strategic Plan timeline is 2022–2026 and identifies five strategic pillars and five goals that will provide the foundations to achieve our ambitions by 2026. A highlight of these pillars is the incorporation of “sustainability and innovation”, clearly demonstrating the key role businesses play in achieving the sustainability agenda. We are targeting better performance and reinforcing our competitive

position as a Group, benefitting from the solidity and cohesion provided by our strategic shareholders – the Mota family and CCCC¹.

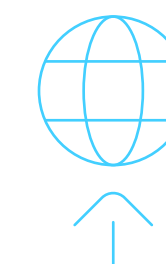
Having defined our strategic goals and guidance, we are committed to achieving a new direction in sustainability and innovation, thereby contributing to a more sustainable future in alignment with the Sustainable Development Goals (SDGs) [▶ Chap. 3.1](#). Also of note is the fact that we are in the process of updating our Statement of Purpose. All quadrants of the Group are involved, i.e. business units, countries, different age groups and senior positions. The result will be duly announced after presentation to the Board of Directors.

¹ China Communications Construction Company (CCCC) currently ranked the third-largest construction company in the world in the top 10 ranking of construction companies.



For Mota-Engil,
2022 was characterised
by exceeding the goals
set out for the first year
of the Strategic Plan’s
implementation

GRI 2-23



“



Carlos Mota Santos

Chairman of the Board of Directors and CEO

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.

Strategic Plan

TIMELINE: 2022-2026

BUILDING 26 *for a* SUSTAINABLE FUTURE

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

Strategic Axis

-  **Debt Optimisation and Diversification**
Improving financial sustainability and aligning the levels of indebtedness with business profiles.
-  **A sharp growth in Environment, Concession of Infrastructures and Industrial Services**
Increased relevance of long-term cash generating businesses with an accelerated growth in international markets.

-  **A greater focus on the Profitability of Engineering & Construction**
A greater concentration of resources in the core markets (larger scale) in order to achieve higher levels of profitability.
-  **Efficiency Programme as at the level of the Group**
Reinforcement of synergies and efficiencies boosted by global operational platforms.
-  **A new course in Sustainability and Innovation**
Intensification of sustainability and innovation in all businesses.

VALUE CREATION
NEEDS AND EXPECTATIONS

Stakeholders

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



Discover our strategy here
Strategic Plan 2022-2026

ACTIONS *for Purpose*

Commitment creates consistency

Each of our actions reflects the active commitment to continually do more and better.

03 Shaping the Future Together

- 3.1. Approach to sustainability
- 3.2. Material topics
- 3.3. Stakeholder relations

3.1 Approach to sustainability

Through our strategic plan and the materialising of our sustainability roadmap, we are continuing with our purpose to contribute to a better and more sustainable future aligned with the SDGs.



GRI 2-23, 2-24



The theme of sustainable development today represents a global concern and challenge. Aware of the key role companies play in implementing a sustainability agenda, our ambition is to be “A global company focused on sustainably delivering value to all stakeholders”.

Our new Strategic Plan for the 2022–2026 period – “BUILDING 26 | For a sustainable future”
▶ **Chap. 2.3** incorporates sustainability and innovation as one of our five pillars of action.

Through our new strategy, we are committed to the United Nations’ 2030 Agenda and to contributing to five Sustainable Development Goals (SDGs), for which we have set out strategic targets and

guidance. Our contribution also extends to an additional set of eight SDGs which include the positive impact created by the activities of the Manuel António da Mota Foundation ▶ **Chap. 7.4**.

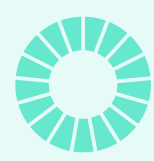
Of note in 2022 were our sustainability roadmap, the assessment of the first year of implementing the new strategy ▶ **Chap. 1.2** and the reinforcing of the sustainability governance structure ▶ **Chap. 4.1**. As a reflection of the centrality of sustainability in our strategy and commitment to the SDGs, we also highlight the launch of new Mota-Engil Sustainability Bonds linked to the strategic goal of “cutting accidents in Engineering and Construction projects by 50%
▶ **Chap. 5.2 and 7.1**.

Building 26 | For a Sustainable Future: Strategic Plan

PILLAR:
**A new direction
in sustainability
and innovation**

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

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

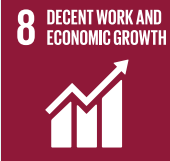


SDGS IN FOCUS











Supported by strategic guidance:



Acting to protect the climate

Introducing circularity principles in all businesses, expanding the use of renewable energy and changing to new sustainable business solutions.

▶ Chap. 6



Inspiring progress

Aligning decision-making and performance assessment with ESG.



Fostering wellbeing and equality

Expanding programmes and campaigns to improve occupational health and safety and fostering gender equality in management roles as well as a better balance between working life and private life and women's education.

▶ Chap. 7.1 and 7.2



Accelerating innovation

Increasing the effort focused on the transformation and efficiency of the current businesses and the creation of new sustainable business models.

▶ Chap. 5.1



Empowering local communities

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

▶ Chap. 7.2, 7.3 and 7.4

Mota-Engil group's contributions and commitments to the SDGs

strategic SDGs



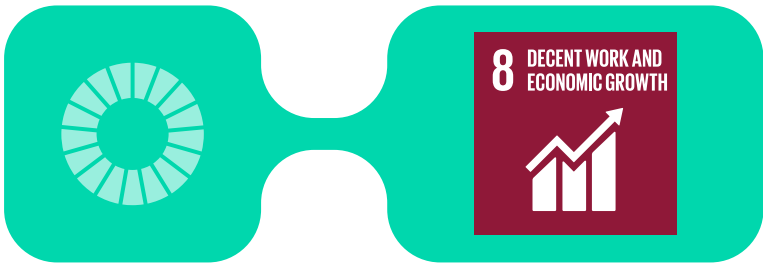
CORPORATE TARGET:

30%

Women recruited or promoted to managerial positions by 2026 vs the baseline year of 2021

- Promoting gender equality and non-discrimination.
- Fighting harassment and discrimination.
- Facilitating the balance between working life and private life.
- Campaigns valuing the contribution of women.
- Divulging engineering as a worthy profession.

Chap. 7.2



CORPORATE TARGET:

50%

Cut in long-time injury frequency rate (LTIFR) in Engineering and Construction projects by 2026 vs the baseline year of 2020

- Promoting decent work through protecting Labor rights and fostering occupational health and safety.
- Creating work and wealth in the different countries where we operate through our operations and relations with local suppliers.
- Fostering diversification, tech modernisation and innovation.
- Promoting economic growth in balance with environmental preservation and fostering resource efficiency in consumption and production processes.

Chap. 5.1, 5.2, 5.3, 6.1, 6.2, 7.1, 7.2, 7.4



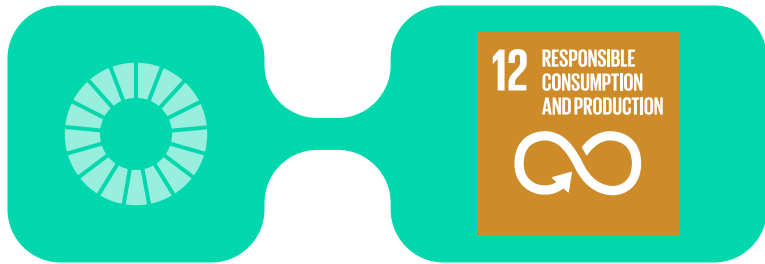
CORPORATE TARGET:

€25 M

Accumulated investment in innovation 22–26

- Developing high-quality, sustainable and certified infrastructure.
- Modernising the building industry in the aim of higher efficiency in resource use and the adoption of technology and processes with lower environmental impact.
- Developing R&D&I projects, participating in industrial/sectoral initiatives and associations and supporting academic/collaborative projects with universities in the Group's various business units.

Chap. 5.1



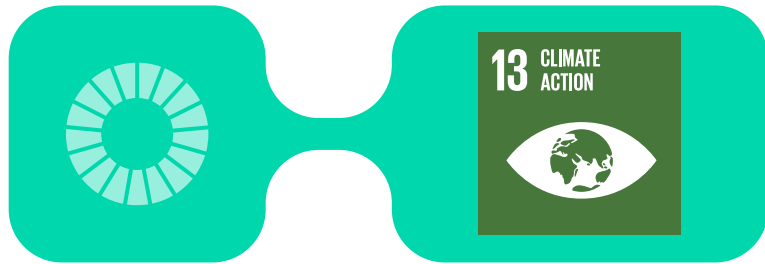
CORPORATE TARGET:

80%

Recovered waste by 2030 vs the baseline year of 2020

- Promoting sustainable management and the efficient use of natural resources, both of its own operations and through the Group's business units.
- Cutting the environmental impact and waste for human health.
- Developing awareness campaigns in local communities.
- Promoting sustainability in the value chain.

Chap. 5.3, 6.1, 6.2, 7.3



CORPORATE TARGET:

40%

Cut in GHG emissions by 2030 (scope 1, 2 and 3) vs. the baseline of 2021¹
Carbon neutral by 2050

- Planning and constructing more efficient buildings.
- Promoting electric mobility.
- Optimising processes, pathways and materials use.
- Investing in renewable energies.
- Integrating environmental requirements into procurement policy.

¹ This target will be reviewed on a continuous basis, taking into consideration updated guidance and best practices.

Chap. 5.3, 6.1, 6.2

Mota-Engil group's contributions and commitments to the SDGs

contributions to other SDGs



Undertaking charitable actions and support for local communities.
FMAM support for charitable institutions.
Manuel António da Mota Award.

Chap. 7.3, 7.4



Occupational health programmes and health and wellbeing campaigns (including mental health).
Developing awareness campaigns in local communities on the themes of health and safety (including road safety).
FMAM support for corporate citizenship projects/donations to local associations aimed at promoting health.
FMAM support for Group's employees to acquire medicines.

Chap. 7.1, 7.3, 7.4



Developing employee training.
Attracting and developing high-potential young people.
Empowering and integrating young people into the workforce in their countries of origin.
Developing awareness campaigns in local communities on the themes of safety, health and environment.
FMAM support for programmes to develop education, training and qualification of young people and adults, particularly among more disadvantaged groups.
Social and family support for Group employees through the awarding of study grants by FMAM.

Chap. 6.1, 6.2, 7.1, 7.2, 7.3, 7.4



Energy recovery (hydroelectric and waste-to-energy plants).
Promoting energy efficiency in buildings.
Growing use of photovoltaics.

Chap. 6.1

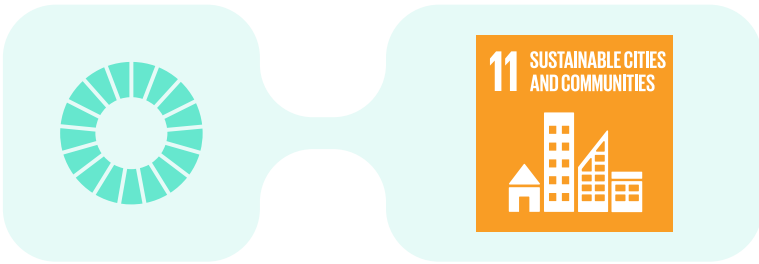


FMAM support for corporate citizenship projects/donations to associations promoting social inclusion, equal opportunities and reducing inequalities.
FMAM social and family support for the Group's employees.
Manuel António da Mota Award.

Chap. 7.4

Mota-Engil group's contributions and commitments to the SDGs

contributions to other SDGs



Cutting the environmental impact associated with waste through the waste division and developing awareness campaigns.

Contributing to the rise in inclusive and sustainable urbanisation.

Supporting local communities through projects to build and rehabilitate degraded urban buildings and spaces.

FMAM support for corporate citizenship projects/donations to local associations aimed at promoting decent housing and the protection and safeguarding cultural heritage.

▶ Chap. 6.1, 6.2, 7.3, 7.4



Governance model supported by rules on ethics and conduct, integrity and transparency, and accountability.

Measures to prevent corruption, bribery, money laundering and funding of terrorism in the value chain.

Promoting human rights in the value chain.

Promoting active forms of stakeholder engagement

▶ Chap. 3.3, 4.1, 4.2, 4.3, 5.3



Stimulating partnerships with various bodies in pursuing the goals set out and within the scope of the FMAM's actions.

▶ Chap. 7.3, 7.4





CORPORATE INITIATIVE *in focus*

Development of the sustainability roadmap

Following the launch of the new “BUILDING 26 | For a sustainable future” strategic plan, we developed and communicated the sustainability roadmap.

In 2022, our Sustainability department, in alignment with the various other corporate units, developed a sustainability roadmap duly approved by the Sustainability Executive Committee.

Organised into eight intervention areas, the roadmap encompasses structural measures aimed at supporting pursuit of the strategic sustainability goals and promoting their “cascading” to the different business units and countries where the Group operates.

ESG Reporting and Communication

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

Sustainability partnerships

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

Mota-Engil's purpose

Project to update our purpose begun in 2022 with the involvement of internal and external stakeholders

▶ Chap. 2.3

Sustainability goals and targets

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

▶ Chap. 1.2

Sustainability leadership

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

▶ Chap. 4.1

Materiality

New analysis based on the concept of “double materiality” by listening to internal and external stakeholders

▶ Chap. 3.2

Sustainability training and awareness

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

▶ Chap. 4.1 and 7.2

Sustainability Working Groups (SWG)

Defining and developing working groups on sustainability themes identified as important for operationalising the strategy

▶ Chap. 4.1

Roadmap

Testimony

Based on this thorough and timely reporting

it is possible for us to take
decisions, act and inform
our stakeholders.

In 2022, the Group
began the process
of digitising ESG
reporting with the aim
of standardising, raising
efficiency and promoting
accountability.

“

The quality and transparency of the reporting associated with sustainability has always been a Group concern. In 2022, in addition to boosting alignment with financial reporting, the process of digitising the ESG report in order to standardise, increase efficiency and

promote accountability was started. It is based on this thorough and timely report that it is possible for us to take decisions, act and inform our stakeholders (e.g. ESG Rating, clients, financiers, etc) about our evolution in this journey towards sustainability.



José Silva Almeida
Global Head of
Sustainability & SHEQ



**CORPORATE INITIATIVES** *in focus*

Working group to improve sustainability reporting and communication

In 2022, we set up the Sustainability Working Group (SWG) on accountability, transparency and reporting in which various areas of Mota-Engil are involved.



The formation of this working group is part of the new sustainability governance structure [▶ Chap. 4.1](#) and is a response to the need to standardise and set parameters for the collecting and reporting of sustainability information.

Bearing in mind that we are a Group with diverse characteristics, it is our aim to enhance cohesion and synergy between Mota-Engil's various companies and to respond to best practices in sustainability reporting, focusing on continually improving the production and reporting of information.

The working group was responsible for benchmarking and analysing the best digital ESG reporting solutions for implementation in 2023 and in activities related to the website and social media that will culminate in the launch of a new Group sustainability page.

During the year, extra work was undertaken to identify the new requirements of the EU taxonomy for sustainable activities [▶ Chap. 5.2](#) for which we relied upon the contributions of the different countries. Positive developments are expected in the coming years

not only through adapting and evolving practices but also by improving the capacity to interpret the practices followed outside the EU under the taxonomy criteria.

Considering the growing importance investors attribute to ESG ratings, we actively took part for the first time in the S&P Global Corporate Sustainability Assessment (CSA) questionnaire, one of the most reputed international annual assessments.

Our position with regard to sustainability is also reflected in the partnerships we create associations in which we participate and the commitments we subscribe to.



Business Council for Sustainable Development

The **Business Council for Sustainable Development (BCSD) Portugal** is a non-profit association that represents over 120 leading companies in Portugal that are actively committed to transitioning to sustainability. Its central mission is to help associate companies in their quest for sustainability, promoting the positive impact for stakeholders, the company and the environment.

The Mota-Engil Group has been an associate member since 2004 and in 2022 we became members of the Audit Committee (2022–2025).

It should also be noted that, in 2022, BCSD was our partner in holding in-house training on sustainability **Chap. 7.2**.



GRACE - Empresas Responsáveis

The **GRACE – Empresas Responsáveis** is a state-owned non-profit business association that focuses on social responsibility and sustainability. With a mission to promote and develop a sustainable business culture, it fosters the participation by associate businesses in the places where they operate under the following pillars: (1) influencer/network activation; (2) disseminator of good practices; (3) assistance/support for associates.

In 2022, a highlight was the reinforcing of the partnership with GRACE through the broadening of integration by various Group companies and the Holding, given that FMAM was already an associate member.

FMAM is currently Chair of the President of the General Assembly (2021–2023).



Commitments subscribed to by Mota-Engil Group

2019

**BCSD Portugal's
CEO Human Rights
Guide**

2020

**BCSD Portugal's
Charter of Principles**

2022

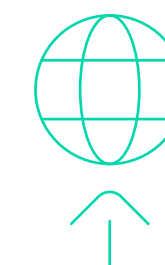
**Porto Climate Pact
McKinsey & Company's Net Zero
Built Environment Council
Portuguese Diversity Charter**

3.2 Material topics

We identified the material topics for the Mota-Engil Group in a double materiality exercise that included the participation of internal and external stakeholders.

In 2022, we began an exercise to analyse double materiality in anticipation of the transposition into national law of the EU Corporate Sustainability Reporting Directive and also bearing in mind the requirements of the new Universal Standards of the Global Reporting Initiative (GRI) (in its 2021 version), whose transition is implemented through this report. The exercise was concluded in May 2023, having comprised four main stages.

It is important to highlight that in this context internal and external stakeholders were heard. In total, various in-house workshops were held, selected external stakeholders interviewed and an online questionnaire widely conducted. During the hearing process, we took into consideration the representativeness of our different business areas and the macro-geographies where we operate.



GRI 3-1, 3-2

Our process of double materiality

01 Context analysis



Survey and mapping of information by an external team of sustainability experts with regard to:

- Global sustainability trends;
- Sustainability topics that reflect real and potential impacts.

02 Stakeholder engagement



STAKEHOLDERS MAPPING

3 in-house stakeholder mapping **workshops**.
41 participants



IMPACT MATERIALITY

1. 2 in-house workshops to validate the initial list of sustainability topics and impact assessment (from inside out) on the economy, environment and people, including human rights.
21 participants

2. 23 interviews (one-to-one) with selected external stakeholders.

3. Conducting an online questionnaire among internal and external stakeholders. In total, **1,726 replies** were received (including internal and external stakeholders).



FINANCIAL MATERIALITY

1 in-house workshop prioritising sustainability topics that most impact (from outside in) Mota-Engil's capacity to generate value. **9 participants**

03 Creating the materiality matrix



Processing the results to cross check impact materiality against financial materiality.

Creating the materiality matrix.

04 Final validation and approval of the material topics



Validation of the results of the materiality analysis by the in-house project team.

Approval by the CEO and Chair of the Board of the final list of **18 material topics**.

We have assumed a total of 18 material topics:

17 structural and emerging topics identified in the matrix to which we added the topic "social impact".

- 01 Local employment creation and skills development
- 02 Health and safety at work
- 03 Energy and climate change¹
- 04 Product/service quality and safety and critical incident management
- 05 Diversity, equity and inclusion
- 06 Circular economy²
- 07 Anti-corruption
- 08 Workplace violence and harassment
- 09 Training and education
- 10 Conditions of work and social protection
- 11 Water and wastewater
- 12 Procurement practices
- 13 Innovation
- 14 Anti-competitive behaviour
- 15 Child labor, forced labor and modern slavery
- 16 Labor practices and career development³
- 17 Public health

Mota-Engil Group double materiality matrix



- Structural Topics:** represent the main impacts and most relevant factors for our financial results. These are indispensable and essential topics.
- Emerging Topics:** combine the foundations on which our activities are based and themes that are starting to gain focus. These are topics which must be managed proactively.
- Topics to Monitor:** although not deemed material to date, they may correlate with trends to watch or that may be forecast to be something that sets the Group apart. These are topics to monitor.

As a result, and from a total of 34 sustainability topics on which hearings were held, a list of 18 material topics was finalised. The 17 structural and emerging topics identified in the matrix are regarded as material topics, to which is added the “social impact” topic (initially called “Social investment activities” and which in the matrix is regarded as a topic to monitor), which is currently enabled by the Manuel Antonio da Mota Foundation and was considered to be part of the Group’s culture and strategically important.

The results of this double materiality exercise are a solid basis for revisiting and strategically aligning new goals for coming years through the Sustainability Working Groups [Chap. 4.1](#).

It should also be highlighted that this sustainability report is structured in accordance with the material topics identified earlier and in force in the year of the report – sustainable economic growth, employee health and safety, talent management, environmental responsibility, culture and innovation, and local community support. Refer to the correlation table [Chap. 8.2](#) for more information on the relationship between the two materiality exercises.

¹ Derives from the aggregation of the topics "Climate adaptation, resilience, and transition", 'Energy management' and 'GHG emissions'.
² Derives from the aggregation of the topics "Waste management" and "Resource (re)use and availability".
³ Derives from the aggregation of the topics "Employment practices and professional mobility" and "Career development, training and education".

3.3 Stakeholder relations

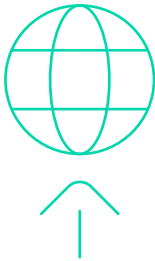
The relationship and engagement with our different stakeholders is a crucial factor in the success of our business and in identifying risks and opportunities.

At Mota-Engil, we seek to systematically identify, monitor and revise information about the needs and expectations of our stakeholders as crucial factors in the success of our activities and in identifying risks and opportunities.

As a result of the new materiality analysis **▶ Chap. 3.2**, conducted in 2022, we identified a total of 13 stakeholder groups. In this analysis, we sought to reassess, rename and/or identify

new shareholder groups, relying on the contributions of the main heads of the business units and the countries where we operate.

This internal debate led to the identification of different levels of stakeholders, with clients, employees, shareholders, financial sector, public and regulatory entities, and suppliers assessed as the core groups. It should be stressed that in being aware of the impact that our activities



GRI 2-29

can have on the planet and future societies, we introduced two new stakeholder groups – Society & Future Generations and Environment (ENGOS).

With regard to forms of communication and engagement, these vary depending on the group of stakeholders. We seek to ensure that the channels used, as well as their frequency, are adequate given our needs and those of stakeholders.

The approaches used for the main stakeholders are largely dependent on the dynamics, legal requirements and characteristics of each region where we operate, as well as the business areas.

In terms of the cross-group communication channels for stakeholders, we refer to the emails, website and social media, and also the whistleblowing channels for reporting (corporate and local) irregularities, where applicable.

It should also be mentioned that we seek to innovate in our approach, wherever feasible, to reinforce engagement with our internal and external stakeholders. In this context, we highlight the importance of digitalisation, both of the internal process of transforming our human resources ► **Chap. 7.2** and through the development of apps, games and other specific resources in some business areas (such as ► **Recycle BinGo** and the EGF ► **Recycling Line**), in interaction with our stakeholders.

For the main stakeholder groups involved in the hearing process and for whom feedback was received within the context of the materiality analysis ► **Chap. 3.2**, we highlight the purpose and form of engagement as well as the sustainability topics of greatest impact for each group and the way in which we can create value for them.

We seek to innovate in our approach, wherever feasible,

to reinforce engagement with our internal and external stakeholders.

Mota-Engil Group's stakeholder groups



Clients



Employees



Shareholders



Regulators
& Public Bodies



Financial Sector



Suppliers



Partners



Supervision,
Accreditation
and Certification
Bodies



Society
& Future
Generations



Environment
(ENGOS)



Trade Unions



Associations



Media

Clients



WHY WE ENGAGE

- Assessment of potential improvements and risks with regard to our services and products
- Assessment of client satisfaction
- Assessment of the value of the services provided
- Assessment of the effectiveness of ESG communication (if enough and if understood)

HOW WE ENGAGE

- Surveys of client satisfaction
- Listening directly to clients
- Newsletters and periodicals (example: SINERGIA)
- Complaints
- Call centres

MOST RELEVANT TOPICS⁴

- Local employment creation and skills development
- Diversity, equal opportunity and inclusion
- Water and wastewater management
- Waste management
- Energy management
- Economic inclusion
- Health and safety at work

HOW WE CREATE VALUE

- Responding to the needs of the market where we operate
- Developing safe and innovative products, services and quality solutions
- Promoting sustainable management and the efficient use of natural resources
- Local economic development
- Local skills development

Employees



WHY WE ENGAGE

- The quality of the services and products depends on the employees (these are part of the Group's core)
- The strategies will be implemented by the employees
- Listening to the needs and opinions of employees as one of the most important stakeholders

HOW WE ENGAGE

- Staff meetings and knowledge-sharing forums
- Newsletters and periodicals (example: SINERGIA)
- Training activities
- Informative posters and leaflets (e.g. Health and safety at work)
- Mota-Engil TV
- Talent management through Success Factors (e.g. ME Talent platform)
- In-house job opportunities via the CareerME website
- ON.ME corporate portal
- Meetings and listening to people
- Tool box talks
- SHEQ committees
- MotivE – satisfaction survey
- Annual worker consultation through ON.ME and other surveys

MOST RELEVANT TOPICS⁴

- Anti-corruption
- Working conditions and social protection
- Local employment creation and skills development
- Waste management
- Innovation
- Employment practices and professional mobility
- Health and safety at work

HOW WE CREATE VALUE

- Employment stability
- Professional training, requalification and development
- Allocating benefits and various types of support
- Creating working conditions that are healthy, safe and conducive to wellbeing
- Fostering a diverse, equitable and inclusive culture
- Increasing the efficiency of company processes

Shareholders



WHY WE ENGAGE

- Creating the Group's strategic vision and values
- Control and capacity for decision-making

HOW WE ENGAGE

- Meetings and AGMs
- Presenting results
- Periodic financial reports
- Other communications

MOST RELEVANT TOPICS⁴

- Local employment creation and skills development
- Political engagement and lobbying activities
- Procurement practices
- Health and safety at work
- Energy management

HOW WE CREATE VALUE

- Risk reduction
- Operational optimisation
- Asset optimisation
- Value-adding acquisitions
- Adoption of better governance practice
- Increasing earnings, share valuations and regular payment of dividends

⁴ Identifying them through the process for hearing stakeholders – via surveys and/or interviews – conducted for the materiality analysis  **Chap. 3.2.** The topics are listed in alphabetical order and, where topics classified on an equitable basis exist, the list was broadened.

Partners



WHY WE ENGAGE

- Alignment of key values between entities
- Reinforcing the benefits and mitigating the negative repercussions between entities
- Mitigating the risks, reinforcing the financial capacity and complementing technical skills

HOW WE ENGAGE

- Training activities
- Satisfaction surveys
- Developing partnerships

MOST RELEVANT TOPICS⁴

- Local employment creation and skills development
- Waste and wastewater management
- Waste management
- Procurement practices
- Enhancing smart buildings and cities
- Product/service quality and safety and critical incident management

HOW WE CREATE VALUE

- Investing in R&D
- Knowledge creation and dissemination
- Training and requalification
- Incentives for innovation and the development of new solutions
- Modernising the construction industry for greater resource efficiency and adopting less environmentally impactful technologies and processes
- Increasing the capacity and competence of the parties

Financial Sector



WHY WE ENGAGE

- Strategic financing
- Establishing a relationship of trust

HOW WE ENGAGE

- Meetings and AGMs
- Presenting results
- Periodic financial reports
- Other communications

MOST RELEVANT TOPICS⁴

- Local employment creation and skills development
- Waste management
- Enhancing smart buildings and cities

HOW WE CREATE VALUE

- Consistent credit risk profile
- Transparent and regular communication
- Payment under the terms agreed
- Alignment with the financial sector reporting needs

Suppliers



WHY WE ENGAGE

- Assessment of Mota-Engil's impact on its suppliers
- Supplier satisfaction assessment (payment/late payment conditions)
- Assessment of the supply policy, in terms of equity
- Assessment of the growth of suppliers due to their work with the Group

HOW WE ENGAGE

- Training activities
- Satisfaction surveys
- Due diligence/supplier qualification mechanisms
- Developing general supply agreements

MOST RELEVANT TOPICS⁴

- Local employment creation and skills development
- Diversity, equal opportunity and inclusion
- Waste management
- Procurement practices
- Enhancing smart buildings and cities
- Product/service quality and safety and critical incident management
- Health and safety at work

HOW WE CREATE VALUE

- Jobs creation and stimulation of the national and local business fabric
- Sharing of values and good practices
- Enhancing the quality of the ESG-level supply chain

Regulators & Public Bodies



WHY WE ENGAGE

- Validating trends
- Anticipating needs

HOW WE ENGAGE

- Submitting obligatory legal information
- Replies and notifications
- Meetings
- Report and accounts
- Satisfaction surveys
- Signing agreements

MOST RELEVANT TOPICS⁴

- Local employment creation and skills development
- GHG emissions
- Waste management
- Economic inclusion
- Innovation
- Climate adaptation, resilience, and transition

HOW WE CREATE VALUE

- Responsible fiscal policy with impacts on countries’ tax revenues
- Stimulating the national and local business fabric

Society & Future Generations



WHY WE ENGAGE

- Transparency in the Group’s operations
- Ensuring the engagement of the local community from the start of projects/processes
- Anticipating problems
- Ensuring the Group’s reputation within local communities
- Creating local value/social responsibility
- Continuity of the business in a certain area depends on the impact of earlier projects
- Liaising closely with local communities to help improve service quality
- Conflict management capability

HOW WE ENGAGE

- Actions of FMAM, Mota-Engil Group’s strategic partner
- Communication and awareness campaigns
- Participating in thematic events
- Allowing visits to company facilities
- Newsletters
- Specific apps for some business areas
- EGF recycling line
- Programmes aimed at specific target audiences (schools, clinics and hospitals, commerce, markets, etc.)
- Project-related meetings and committees
- Campaign assessment survey

MOST RELEVANT TOPICS⁴

- Anti-competitive behaviour
- Local employment creation and skills development
- Diversity, equal opportunity and inclusion
- Employment practices and professional mobility

HOW WE CREATE VALUE

- Knowledge creation and dissemination
- Training of young talent
- Community investment
- Promoting literacy on environment, health and safety
- Contributing to increasing inclusive and sustainable urbanisation
- Fostering inclusion
- Promoting human rights in the value chain
- Promoting climate resilience
- Incentives for innovation and development of solutions that respond to social and environmental challenges

Environment (ENGOS)



WHY WE ENGAGE

- Identifying dependence on nature/natural resources
- Identifying the Group’s environmental impacts
- Identifying acceptable/potential commitments for improvement

MOST RELEVANT TOPICS⁴

- Climate adaptation, resilience, and transition
- Biodiversity and ecosystems
- Training and education
- Water and wastewater management

HOW WE CREATE VALUE

- Support for cutting the carbon footprint
- Contributing to the mitigation of climate change risks
- Promoting electric mobility
- Investing in renewable energies
- Reducing the environmental and human health impacts of waste
- Reducing the environmental impacts associated with our activities
- Promoting sustainable management and the efficient use of natural resources



LOCAL INITIATIVES *in focus*

📍 Kenya and Uganda

Local community public participation sessions

With the aim of informing about our projects and promoting a close relationship with community leaders, in Kenya and Uganda we conducted various activities to engage with the local community through public meetings.

With this type of initiative, it is hoped to raise the awareness of communities to the local benefits that the projects will bring and to discuss the associated benefits.

In addition, we held meetings intended to explain to community members how best to present complaints and/or other issues.

It should be mentioned that, in Uganda, a meeting was also held

to examine complaints relating to the damage caused by the activities of the Industrial Park, which led to flooding and the blockage of a trench. Damage was assessed to the plants and houses in order to compensate the complainants.

📍 Brazil

Monitoring of projects by QR code

In Brazil, we developed a project monitoring system that allows access to information about a project’s progress.

Through QR code, it is possible to view the physical progress made and planned for a project as well as the main activities and safety risks.

The aim of the system is to make the whole process more transparent

for those involved – i.e, the community, clients and suppliers.

In addition, a module was integrated into the monitoring system to enable comments to be made regarding safety if, for example, an unsafe situation is detected.

📍 Portugal

Engaging municipal technicians to improve waste management

As a means of raising awareness and establishing closer relations with municipal technicians in the areas in which Valorsul operates, the latter held webinars – “All the ‘R’s” – to exchange good practices on issues relevant to municipalities. Two of the webinars held in 2022 focused on the theme of biowaste collection (“The challenge of



Community engagement meeting
KENYA ←

selective collection of food waste”) and the forwarding of construction and demolition waste (“How to remove CDW from municipal containers”). Each webinar had around 50 participants from the 19 municipalities where Valorsul operates.

Technical Days were also held at Valorsul and Amarsul, to which professionals from the

municipalities in the regions of Lisbon and the west and Amarsul, respectively, were invited in the aim of creating alignment around urban waste management policies. In total, 90 municipal technicians took part.

ACTIONS *for Progress*

Good practices create evolution

Each of our actions reflects the commitment to the internationally recognised standards of responsible management.

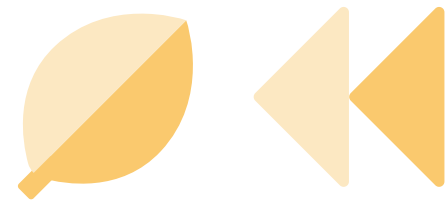
04 Governance dimension

- 4.1. Sustainability governance
- 4.2. Corporate ethics and integrity
- 4.3. Human rights

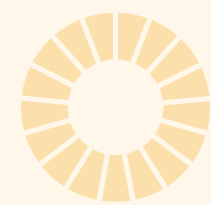
4.1 Sustainability governance



Our model of sustainability governance aims to define and pursue goals that are transversally applicable to the Mota-Engil Group



and to establish mechanisms to monitor, report and challenge the various areas, businesses and departments with a view to coordinating and improving their performance.



GRI 2-9



The centrality of sustainability to our strategy translates into a reinforced sustainability governance structure whose goal is to develop competences and guidelines within the Group and to attain a recognised position in rankings, ratings and sustainability indices.

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

Coordination of the strategy's implementation, system maintenance and sustainability reporting are

all the responsibility of the Sustainability Division in liaison with the other corporate areas and business units in the various countries where the group operates and with the support of the Manuel António da Mota Foundation (FMAM). Importantly, the Sustainability Division is autonomous and reports directly to the CEO of Mota-Engil Group.

In 2022, it focused on operationalising the strategy with the support of Mota-Engil Group's Sustainability Committee and other leadership tiers dedicated to sustainability issues – namely the Sustainability Ambassadors and Sustainability Working Group leaders.



CORPORATE INITIATIVE *in focus*

Constitution of the Sustainability Working Groups

To operationalise the sustainability strategy, seven thematic Working Groups were set up.

In 2022, the Sustainability Working Groups (SWGs) were set up and organised. These are assigned to areas of sustainability currently identified as important:

- Climate & Decarbonisation;
- Safety & Well-being;
- Accountability, Transparency and Reporting;
- Sustainable Procurement;

- Equality and Diversity;
- Circularity;
- Social Responsibility.

The SWGs are led by in-house personnel that are not only technically knowledgeable but highly driven on a particular issue. Leaders supported by various representatives of the Group business



units, markets and departments aim to gauge and act on each of the themes, identifying and taking specific actions to take advantage of opportunities for improvements.

In order to develop new leaderships and to entrench the theme within the organisation, personalised training in sustainability was provided to key personnel including members of the Executive Board [▶ Chap. 7.2.](#)

It should be noted that our concern for sustainability also translates into the principles of good governance that we follow. Leadership of the Board of Directors, transparency and the principles of governance are essential to effective governance and the correct performance of the companies regulated. In this context, we highlight information on the characterisation of our Board of Directors, submitting more information to the [▶ Report on Company Governance Practices.](#)



Find out more about
our governing bodies

SUSTAINABILITY GOVERNANCE

COLLABORATION

ME CORPORATE UNITS
AND GLOBAL PLATFORMS

Sustainability Champions
- corporate focal points

DIRECTLY REPORTED TO



COMEX

CEO

COLLABORATION



SUSTAINABILITY COMMITTEE

Comprising:

- CEO
- Sustainability Department
- Manuel António da Mota Foundation
- HR Department (member of COMEX)
- Finance Department (member of COMEX)
- Guests (internal or external)

The Sustainability Committee, led by the CEO and composed by the most strategic directors and departments where ESG is concerned, seeks to be more comprehensive and effective. In addition, its constitution comprises a member of the FMAT whose role is to reinforce our sustainability strategy based on the Foundation's know-how and activism.

Mission

To promote sustainable growth of the Group's businesses and stakeholders within their sphere of influence.

Sustainability
Committee

COLLABORATION



BUSINESS UNITS

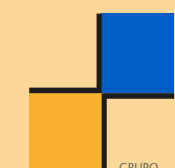
- Markets
- Companies

Sustainability Champions
- local focal points

COLLABORATION


FUNDAÇÃO MANUEL
ANTÓNIO DA MOTA

MECENAS



GRUPO
MOTAENGIL

COLLABORATION

SUSTAINABILITY
LEADERS

Sustainability Champions

Including focal points (corporate and local) as well as other Group employees considered sustainability agents.

Sustainability Ambassadors

Comprising people who are influential and have the ability to implement sustainable measures in the various areas of the Group and to obtain feedback from all business units/markets.

Leaders of the Sustainability Working Groups

People who have a more active role in both developing and implementing topical sustainability materials.

Constitution and characterisation of the Mota-Engil Group Board of Directors¹

António Manuel Queirós Vasconcelos da Mota	Jingchuan Wang	Gonçalo Nuno Gomes de Andrade Moura Martins	Carlos António Vasconcelos Mota dos Santos	Manuel António da Fonseca Vasconcelos da Mota
Position Chairman, 22 years in post	Position Deputy Chairman, 1 year in post	Position Board member, 14 years in post	Position Board member, 10 years in post	Position Board member, 6 years in post
Type Non-executive and non-independent member	Type Non-executive and non-independent member	Type Executive and non-independent member	Type Executive and non-independent member	Type Executive and non-independent member
Bios Portuguese, 68 years of age	Bios Chinese 59 years of age	Bios Portuguese, 57 years of age	Bios Portuguese, 44 years of age	Bios Portuguese, 36 years of age
Qualifications Bachelor’s Degree in Civil Engineering (transport links) from the Faculty of Engineering at the University of Porto	Qualifications Bachelor’s Degree in Engineering (construction of highways and expressways) from the University of Chang’an	Qualifications - Bachelor’s Degree in Law from the Faculty of Law at the University of Lisbon - Postgraduate Degree in Management from the Instituto Superior de Gestão (Higher Institute of Management)	Qualifications - Bachelor’s Degree in Civil Engineering from the University of Porto - MBA from the University of Porto	Qualifications Master’s Degree in Civil Engineering from University College London
		Portfolios Legal affairs, institutional relations and communication, investor relations, compliance, sustainability and corporate risk	Portfolios Human resources and technical services strategy	Portfolios IT and digital transition, sales and budgeting, business development and innovation, SHEQ

¹ It should be mentioned that a change was made to the composition of the governing bodies on 30 January 2023, which was presented for this report on 31/12/2022.

Constitution and characterisation of the Mota-Engil Group Board of Directors

Xiangrong Wang Position Board member, 1 year in post² Type Executive and non-independent member Bios Chinese, 50 years of age Qualifications Bachelor's Degree in Accounting from the University of Chang'an Portfolios Corporate finance	Di Xiao Position Board member, 1 year in post Type Executive and non-independent member Bios Chinese, 46 years of age Qualifications Bachelor's Degree in International Accounting from the Shanghai University of International Studies Master's Degree in Accounting from the University of Economics and International Business Portfolios Business control, strategic planning and M&A, corporate supervision and shared administrative and financial services	Maria Paula Queirós Vasconcelos Mota de Meireles Position Board member, 22 years in post Type Non-executive and non-independent member Bios Portuguese, 64 years of age Qualifications Bachelor's Degree in Civil Engineering from the Faculty of Engineering at the University of Porto	Ping Ping Position Board member, 1 year in post Type Non-executive and non-independent member Bios Chinese, 42 years of age Qualifications Bachelor's Degree in Law from the Chinese University of Political Science and Law Master's Degree in Law from the Chinese University of Political Science and Law	Tian Feng Position Board member, 1 year in post Type Non-executive and non-independent member Bios Chinese, 50 years of age Qualifications Master's Degree in Civil Engineering from the University of Tsinghua
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² Resigned from their position on 22 December 2022.

Constitution and characterisation of the Mota-Engil Group Board of Directors

Helena Sofia Salgado Cerveira Pinto

Position
Board member, 4 years in post

Type
Non-executive and independent member

Independent lead director

Bios
Portuguese, 52 years of age

- Qualifications**
- Bachelor’s Degree in Business Management and Administration from the Portuguese Catholic University
 - MBA from the Portuguese Catholic University
 - Master’s Degree in Business Operations Management from the Catholic University
 - PhD in Business Studies from Warwick Business School

Leong Vai Tac

Position
Board member, less than 1 year in post

Type
Non-executive and independent member

Bios
Chinese, 60 years of age

- Qualifications**
- Bachelor’s Degree in Mathematics from the University of Waterloo
 - PhD in Law from the University of Beijing

Francisco Manuel Seixas da Costa

Position
Board member, 4 years in post

Type
Non-executive and independent member

Bios
Portuguese, 74 years of age

- Qualifications**
- Bachelor’s Degree in Social and Political Sciences from the University of Lisbon

Isabel Maria Pereira Aníbal Vaz

Position
Board member, 1 year in post

Type
Non-executive and independent member

Bios
Portuguese, 56 years of age

- Qualifications**
- Bachelor’s Degree in Chemical Engineering (processes and industry) from the Instituto Superior Técnico (Higher Technical Institute)
 - MBA with a specialisation in management from the Universidade Nova de Lisboa (New University of Lisbon)

Ana Paula Chaves e Sá Ribeiro

Position
Board member, 4 years in post

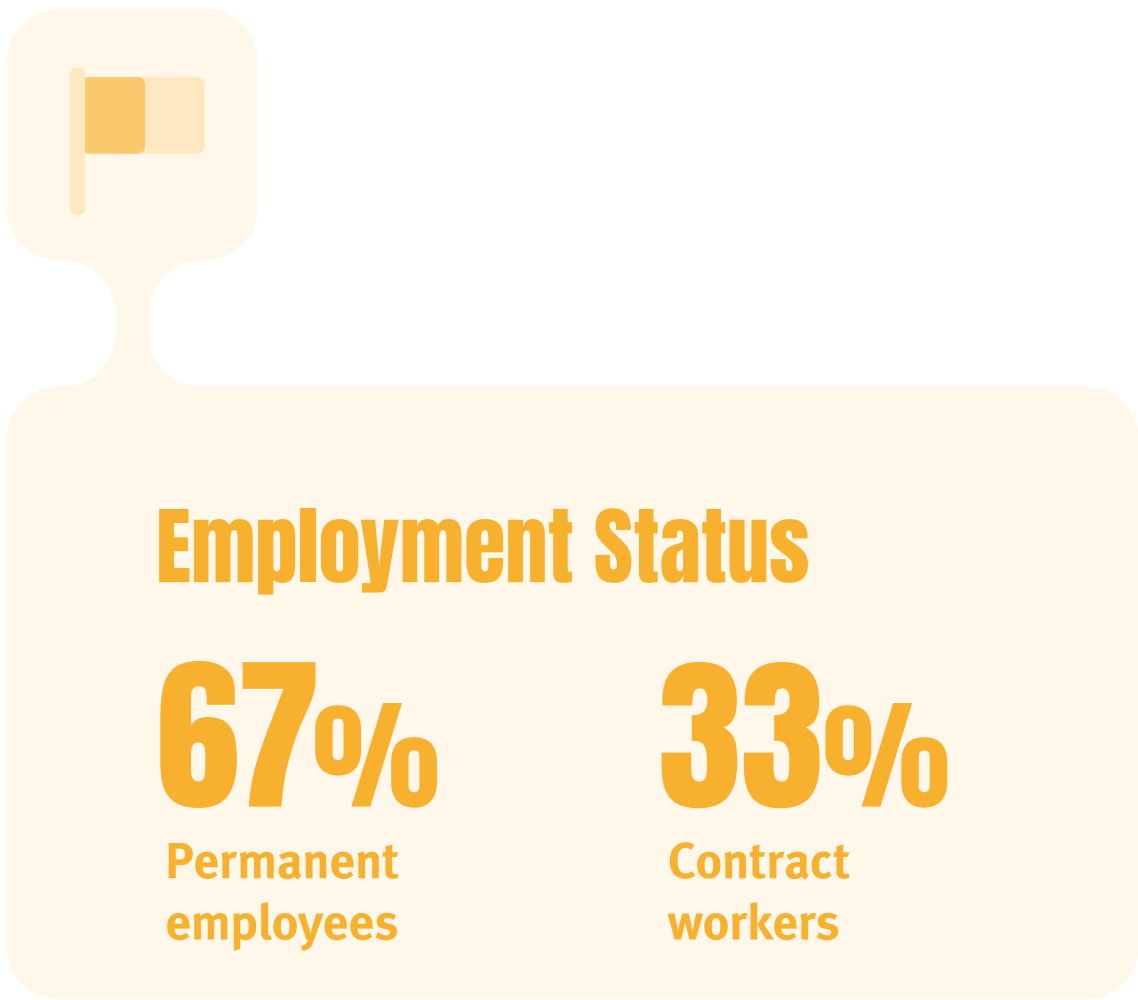
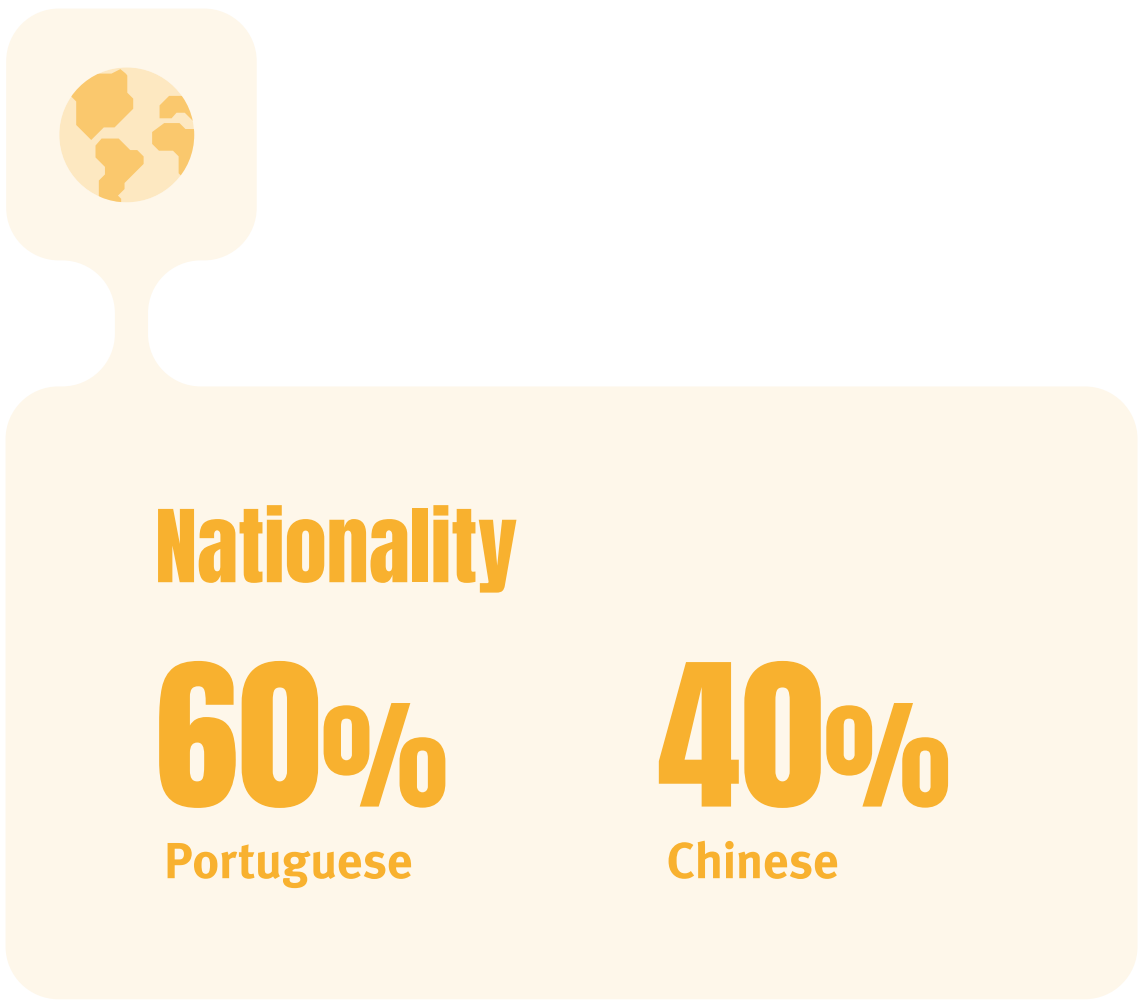
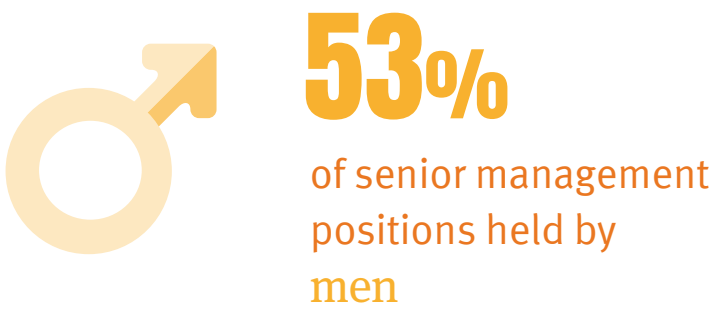
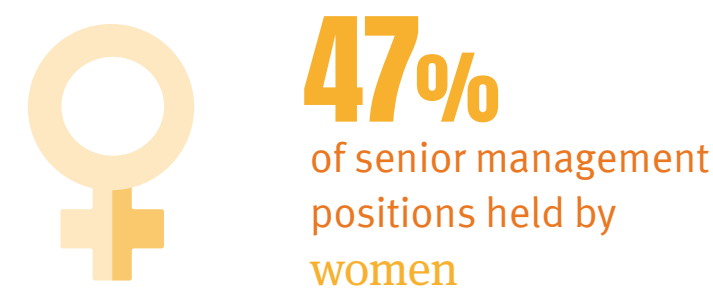
Type
Non-executive and independent member

Bios
Portuguese, 49 years of age

- Qualifications**
- Bachelor’s Degree in Business Management and Administration from the Portuguese Catholic University

Make up of the Board of Directors

Gender



4.2 Corporate ethics and integrity



We are committed to carrying out our business and developing commercial relations with integrity and professionalism.

In a fair and honest manner, complying with applicable legislation and responding to the commitments made to our stakeholders.

Our impacts

4
Confirmed cases of internal corruption

Whistleblowing

223
Reports received

45%
Unsubstantiated reports

Communication of anti-corruption policies

12%
Employees

57%
Business partners



→ GRI 2-23, 2-24, 2-26, 205-2, 205-3

We have been defending the integrity and awareness of the Group's role in improving the conditions of the communities we are part of for the 76 years of Mota-Engil's history.

This challenge of integrity and ethics is all the greater given the multiple businesses, geographies, and cultures we operate in and our large number of employees, partners, suppliers, public and private clients, shareholders and other interlocutors.

Aware of our role in society, we are continually developing our  **Integrity and Compliance Programme** erected on the foundations of Mota-Engil's Code of Ethics and Corporate Conduct and structured according to the Transversal Policies and Procedures, a reinforced governance model and a programme of continual improvement and training/awareness that encompasses our employees and stakeholders.

AIMS OF THE INTEGRITY AND COMPLIANCE PROGRAMME

-  To comply with the obligations established by legislation, rules, and regulations
-  To prevent financial and reputational damage to Mota-Engil
-  To identify problems in advance
-  To detect illegal actions by other organisations
-  To strengthen the company's reputation
-  To raise employees' awareness
-  To boost trust amongst Mota-Engil stakeholders



Find out more at
Integrity and Compliance
Programme

The values of integrity, social responsibility and sustainability must govern the daily conduct of each of us so that in this joint commitment we do justice to the motto “We are all responsible for Integrity and Compliance!”

“

Consequently, we challenge our internal and external stakeholders to adhere to integrated and sustainable behaviour for full compliance with our regulations and the most demanding legal and ethical frameworks in each market we operate in.

We seek to go beyond merely complying with the law and to follow rules, regulations and best practices, nationally and internationally, and to act with a sense of corporate ethics and responsibility based on the values of integrity, social responsibility and sustainability.



Internal Regulations



Code of Ethics and Corporate Conduct



Anti-corruption and bribery, prevention of money laundering and terrorism financing policy



Fair Competition Policy



Transactions with Related Parties Policy



Harassment and Discrimination Policy



Whistleblowing procedure



Group Compliance Procedures:

- Third-party procedure
- Gifts and hospitality procedure
- Corporate social responsibility and donations procedure
- Cash procedure
- Conflict of interests procedure



Find out more at

Corporate ethics and conduct



We regularly identify, analyse and assess the risks we are exposed to as part of a process that supports the updating of the Action Plan on implementing effective measures and controls for mitigating these risks. The set of measures and controls for the prevention, monitoring and correction of risks are also part of our **Integrity and Compliance Programme**.

The Board of Directors, Executive Committee and senior and operating managers work together to guide and support their teams in safeguarding 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 all future changes that may be proposed, which must always be approved by the Board of Directors.

It is important to note that, in 2022, the documents included in the Integrity and Compliance Programme were heavily revised. Also of note was the drafting of an "Anti-Corruption Risks and Connected Violations Plan".

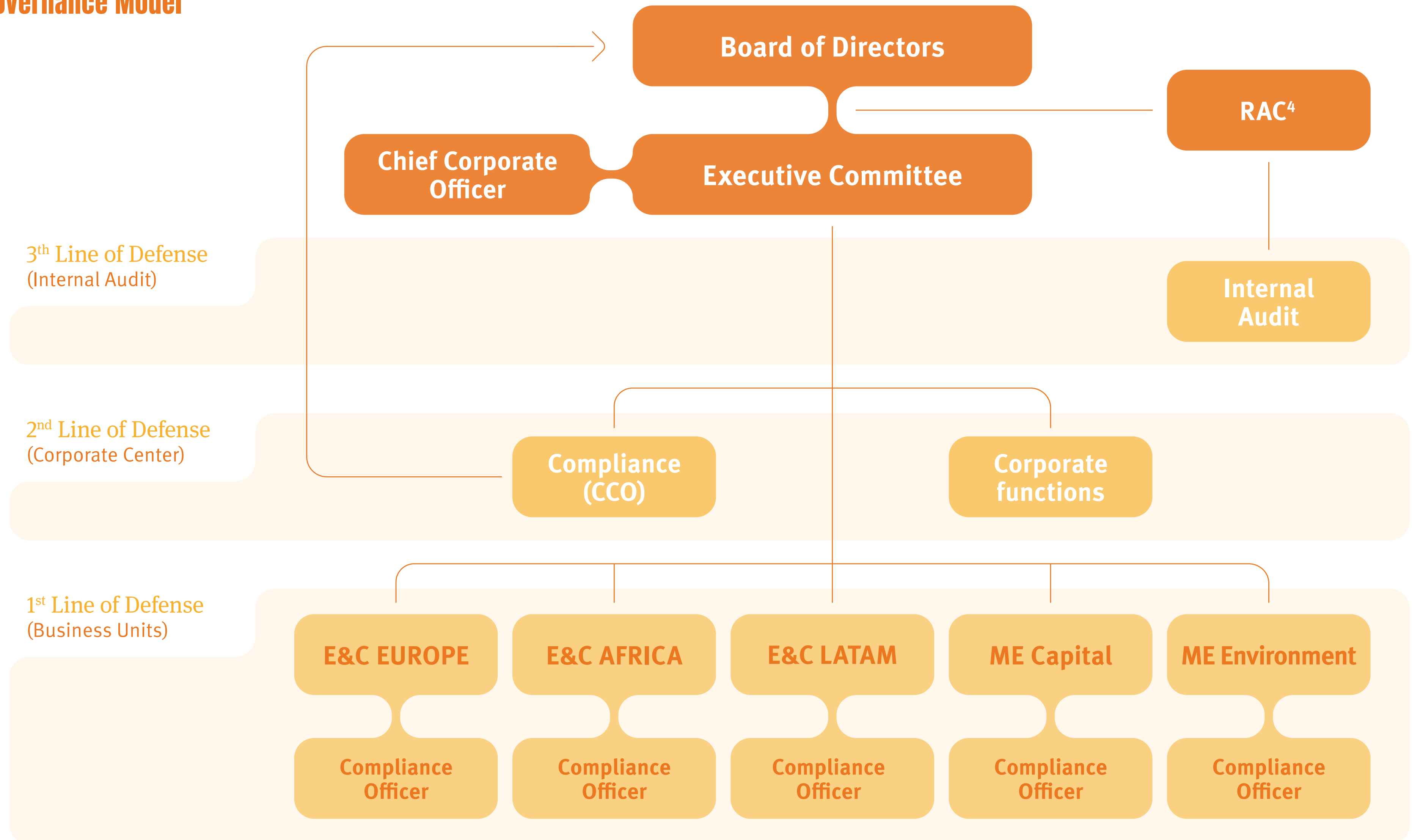
Compliance Organisation and Governance Model



Filipe Guerra
Chief Compliance Officer³

³ Responsible for Regulatory Compliance appointed by the Mota-Engil Group, in compliance with the obligations established by Decree-Law 109-E/2021.

⁴ Risk and Internal Audit Committee.



Compliance Risk Prevention Plan

Risks Evaluated and Addressed



Corruption and Related Infractions

Gifts and hospitalities;
Donations and sponsorships;
Cash payments;
Business relationships with third parties;
Conflict of Interest



Anti-Competitive Practices

Share of information with competitors;
Participation in industry association meetings;
Relationship and agreements with competitors, clients or suppliers;
Collusion risk with competitors.



Money Laundering and Terrorism Financing

Cash payments;
Donations and sponsorships;
Business relationships with third parties;
High-risk transactions.



Reporting Misconduct

Effective and trusted mechanism;
Fear of retaliation;
Complaint-handling process;
Process timely completion.

Other Considerations



Privacy and Data Protection



Aspects related with Fraud and Conflict of Interests



Labor Relationships and Recruitment



Tone at the Top



Harassment and Discrimination



Customs and Tax Legislation



CORPORATE INITIATIVE *in focus*

Revision of the Integrity and Compliance Programme

The documents included in the Programme were revised as part of regular updates.

In 2022, we updated the “Transactions with Related Parties Policy” and the “Anti-Corruption and Bribery, Prevention of Money Laundering and Terrorism Financing Policy” included in the **Integrity and Compliance Programme**.

The aim of this work was to ensure greater consistency and adjustment

of our policies with the obligations set out in regulatory and legal requirements.

The “Gifts and hospitality procedure” was also updated to improve comprehension of the rules implemented and to facilitate the recording and approval of gifts given and/or received.

Drafting of the Anti-Corruption Risks and Connected Violations Plan

This aims to identify the main risks of corruption and connected violations as well as the measures adopted or to be implemented to prevent their occurrence.

In 2022, we drafted the **Anti-Corruption Risks and Connected Violations Plan (PPR)**, in response to Decree Law No. 109-E/2021 of 9 December creating the National Anti-Corruption Mechanism and establishing the general anti-corruption regime. It also sets out the content and reach of the anti-corruption risks and connected

violations plan. The Plan’s drafting and monitoring is the responsibility of the Executive Committee.

In total, 11 potential corruption and bribery events were identified with a level of risk from low to medium and for which mitigations were set out, including awareness and training actions, and revision of procedures.



In 2022, we identified four confirmed cases of internal corruption – three in the Engineering and Construction sector and one in the Concessions sector. Two of these were reported in Brazil, one in Portugal and one in Mexico.

In three of them, the contracts with the employees involved were terminated: two for theft of company assets and one for providing suppliers with special conditions. In the case where the employee suffered no punishment, it was adjudged that it was merely down to a failure in the conflict of interests procedure and that, therefore, no act of corruption was deemed to have been carried out.

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

In 2022, we provided training on discrimination and harrasment [▶ Chap. 4.3.](#) and various aspects related to cybersecurity.

CONFIRMED CASES OF CORRUPTION AND MEASURES TAKEN	2021	2022
Total number of confirmed cases of corruption	5	4
Total number of confirmed cases in which workers were dismissed or disciplined due to corruption	5	3
Total number of confirmed cases in which contracts with business partners were terminated or not renewed due to infringement caused by corruption	0	0

Note: Confirmation of this data followed the submission, analysis and investigation of reports received via our Ethics Hotline. The data was handled under the Whistleblowing Procedure by the Risk and Audit Committee via the Internal Audit team, delegated by the Statutory Audit Board.

⁵ The number of third parties registered on the third-party assessment platform who successfully took the due diligence questionnaire through which they attested to reading, understanding and agreeing to adhere to Mota-Engil Group’s Code of Ethics and Corporate Conduct.

 Communication of anti-corruption policies 2022



5,458
Employees

12%
of employees informed of our anti-corruption policies



864⁵
Business partners

57%
of business partners informed of the anti-corruption policies



+16,000
Hours of certified training taken by our employees and third-party staff on integrity and compliance matters since 2019

We have a [▶ Whistleblowing Procedure](#) and a specific [▶ channel](#) for reporting incidents and irregularities that ensures anonymity, confidentiality and non-retribution. Via this mechanism, employees, clients, suppliers, and other stakeholders in our organisation can voluntarily report irregularities. The online whistleblowing platform is available in various languages, allowing violations of the Code of Ethics and Conduct, financial and accounting fraud, non-compliance with

the Prevention of Money Laundering and Anti-Terrorism Financing Law, human rights, etc., to be reported.

In situations in which the local legislation determines the existence of reporting channels with local domains, the automatic and simultaneous forwarding of communications to the Group’s Ethics channel is ensured whenever legally possible.

Since 2019, employees have taken online training via the Success Factors portal set up under the Compliance Programme, which includes a module on whistleblowing and reporting mechanisms.

In 2022, the top 5 categories reported via the ethics channel were: improper employee conduct; harassment (moral, sexual, etc.); infringements of the Group's policies and non-compliant values; conflicts of interest/internal corruption; and discrimination (racial, gender, etc.).

Of the total of 223 reports received in 2022, 45% were considered to be unsubstantiated. If a whistleblowing report is declared to have grounds after investigation, the necessary corrective and/or disciplinary action is taken.

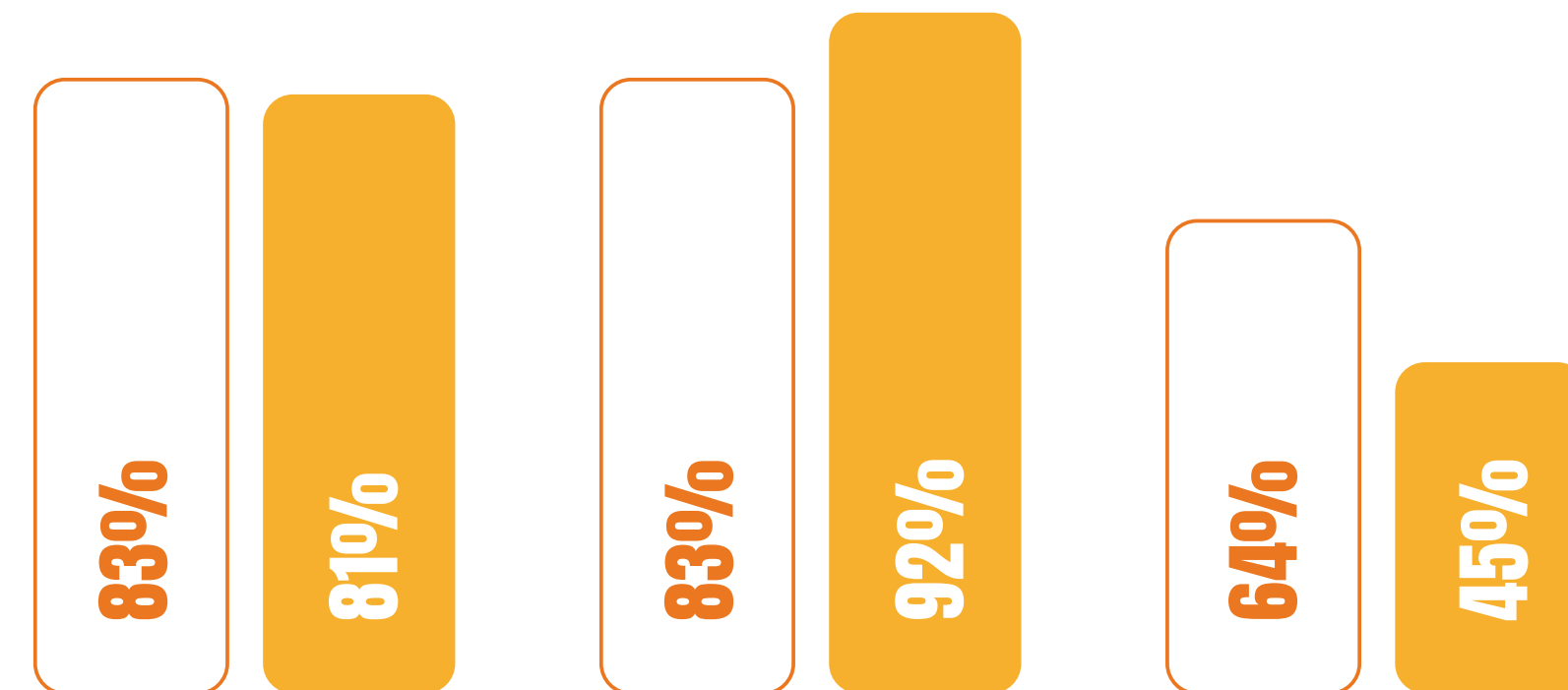
Irregularities reported

Complaints addressed
(accepted and
investigated)

Complaints resolved
(investigation
completed)

Unsubstantiated
complaints

Total no. of
whistleblowing
reports received



○ 2021 ● 2022

100⁶
2021

223⁷
2022

⁶ Includes 48 irregularities reported via the group's main hotline and 52 via the market reporting channels.

⁷ Includes 79 irregularities reported via the group's main hotline and 144 via the market reporting channels.



Find out about our
online whistleblowing platform



NEXT steps

2023

- ▶ Verification and updating of the Anti-Corruption Plan
- ▶ Training in: anti-retribution; anti-corruption and connected violations; exposing bad behaviour; and the code of ethics and corporate conduct

LOCAL INITIATIVES *in focus*Initiatives to promote
ethics and corporate
integrityTraining on the Code of
Conduct and Corporate Ethics

KENYA ←

Kenya

Training on the Code of Conduct
and Corporate Ethics and
awareness-raising on harassment
and discrimination

In the aim of instilling employees with fundamental values, as well as establishing responsible behaviour and general ethical and commercial duties and rules, two training sessions on the Code of Conduct and Corporate Ethics were held in the cities of Nyeri and Kakamega in Kenya.

In addition, as several cases of harassment have been reported, two awareness-raising actions were held in November on the harassment and discrimination policy. These were aimed at informing workers about the various types of cases of harassment and discrimination that can occur and how and where to report incidents of this kind in the workplace.

Brazil

Compliance Multipliers

The “Compliance Multipliers” project launched in September and organised by the ECB Compliance Department is aimed at disseminating a culture of integrity and compliance through a voluntary team of employees. The “Multipliers” – employees appointed specifically for the purpose – are the liaison point in their area for the holding of reporting and training sessions, contributing to the consolidation of an ethical culture in the company.

The first stage of the project involved a period of registration, after which a representative was chosen for each

unit and three for the head office. The appointment ceremony took place at the head office, in person, during Integrity Week 2022 – a project organised annually every December at which various awareness-raising initiatives are held on the importance of fighting corruption and adopting ethical and honest behaviour.

The employees appointed are very committed to the theme and reinforced their commitment to divulge the company’s values set out in its Compliance Programme.

Peru

Awareness-raising campaigns
on the Compliance System and
redesign of the Ethics Hotline

Throughout 2022, various initiatives on ethics and compliance were organised by Mota-Engil Peru.

In the aim of reinforcing employee knowledge of the Compliance System, a series of newsletters written by the General Director were disseminated during the year on the following themes: ethics in the construction sector; free competition; good practices in the

civil construction market; whistleblowing channels as allies in continuous improvement; and how to deal with a conflict of interests.

In the context of training and awareness-raising actions planned during the year, a crossword game was developed based on concepts related to the Compliance System called “CruciCompliance”. The biggest aim of the campaign was to reinforce the main guidelines of the Compliance System in a fun way. It was observed that over 70% of all participants managed to solve the “CruciCompliance” correctly.

In addition, the **Ethics Hotline** app – a communication channel for employees, business partners, third parties and other stakeholders to report alleged general, operating and financial irregularities and/or breaches of the Ethics Code or company policies – was redesigned. This reformulation resulted in a more intuitive and easier-to-use app for stakeholders, facilitating and minimising obstacles while recording irregularities

4.3 Human rights



We work tirelessly to respect and promote human rights in the different cultural, socio-economic and geographical contexts in which we operate.

Our impacts

Due Diligence (DD)



851 Assessed
counterparties

200

Enhanced DD
measures

Training



4 106 Hours of training
on human rights

1 382

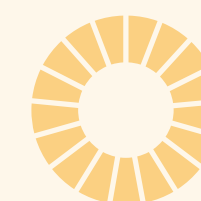
Hours of training
on discrimination and harassment issues

Ethics Hotline



0 Reported cases
of operations and suppliers
with a significant risk of
incidents of child Labor,
enforced or slave Labor,
or infringement of the rights
of indigenous peoples

We renounce any act that undermines
human dignity.



GRI 2-23, 2-24, 308-1, 308-2, 407-1, 408-1, 409-1,
411-1, 414-1 e 414-2



In 2022, the following were subject to enhanced DD:



4

Clients



20

Business Partners



176

Suppliers

We block any agreement or business partnership with companies where human rights breaches have been reported.

Our policies and practices are aligned with the CEO Guide on Human Rights promulgated by BCSD Portugal – Business Council for Sustainable Development Portugal, which we have been a signatory to since 2019.

Respect for human rights is enshrined in our **Code of Ethics and Corporate Conduct**, and, in general terms, we follow 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 on Labor issues, investment policy, supply chain management, etc.

It should be noted that we block 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, the guiding principles for due diligence (DD) measures with regard to counterparties with which

we have business relations (e.g. clients, suppliers – including subcontractors – and business partners) have been mapped since 2019. Partners assessed to present an average or high level of risk are subject to enhanced DD, an in-depth investigative process which compiles detailed data on an entity’s integrity and advanced verification of its previous dealings.

In the context of assessing the risk of our business partners – applicable to entities who comply with a set of internally defined requirements –

	2021	2022
Enhanced DD	139	200
Total assessed counterparties	699	851
% of the total	20%	24%

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



1,382

Hours of training
on discrimination
and harassment issues

we scrutinise incidents/records of sanctions, exclusions and convictions, as well as negative news articles on entities or people with regard to the following topics: human trafficking; workplace discrimination/abuse; issues of occupational health and safety; child Labor; enforced or slave Labor; gender equality; LGBTQIA+ rights; racism; bad environmental practices, etc.

Notably, the Group's whistleblowing channel can also be used to report on human rights breaches by Mota-Engil, or breaches to which it has contributed, through its commercial operations and relations **▶ Chap. 4.2.** In 2022, there were no cases of operations and suppliers with a significant risk of cases of child Labor, enforced or slave Labor, or infringement of the rights of indigenous peoples reported via the Group's Ethics Hotline.

Prominent human rights risks identified by the Group consist of discrimination and harassment, particularly in the Engineering and Construction sector. This resulted from:

- The Group's exposure to incidents related to discrimination and harassment, both due to the nature of its activities and its multicultural composition;
- The importance of employee inclusiveness and diversity;
- The fostering of a sense of belonging, commitment and increased productivity.

Following approval in 2021 of the Anti-Discrimination and Harassment Policy, the focus of action in 2022 was to communicate and implement the policy via the creation of a Discrimination and Harassment Committee.

In addition, employees were trained in human rights policies and procedures. In 2022, 1,382 hours of training were given specifically on the theme of discrimination and harassment. It should be noted that training was also given on other themes (not included in this figure) that fall within the framework of promoting human rights, such as occupational health and safety, environment, etc.



CORPORATE INITIATIVE *in focus*

Operationalisation of the Discrimination and Harassment Policy

Following approval in 2021 of the Anti-Discrimination and Harassment Policy, progress was made with its implementation and communication, with the focus on creating the position of Discrimination and Harassment Counsellor (DHC) and the Discrimination and Harassment Committee.

In 2022, various initiatives were undertaken to operationalize the Discrimination and Harassment Policy. We defined the role of the DHC – held by the heads of Human Resources – in the Group’s various companies. These are responsible, among other things, for providing the support for any employee who is a victim of discrimination and/or harassment to communicate openly, honestly and safely with the offending person. It should be mentioned that when a project is physically and/or organisationally distant from the Group’s central offices, the SHEQ manager for this project shall act as the DHC’s representative for the employees working there.

A Discrimination and Harassment Committee was set up to deal with all complaints received via the Formal Complaints Mechanism. This Committee organised several

seminars with the DHCs appointed by the Group’s various companies to raise awareness about the implementation of the Anti-Discrimination and Harassment Policy. A further three training sessions were held by the Council on this topic – in Portuguese, Spanish and English – to clarify the role of the DHCs and the informal complaints mechanisms. The sessions, which were held online, included practical exercises and possible situations and guidance to help the DHCs distinguish between serious and non-serious cases.

The Incident Resolution Mechanism (IRM) stipulated in the Policy was also implemented, providing the informal and formal means for employees to resolve their concerns and complaints. To achieve this, a platform was developed to support reporting and management of cases handled by the DHCs through the IRM.

The Anti-Discrimination and Harassment Policy aims to create a workplace that is free of harassment, discrimination and intimidation where all employees can work together with honesty, trust and respect for their differences. All forms of discrimination and harassment represent inappropriate behaviour and justify disciplinary action, up to and including dismissal.



CORPORATE INITIATIVE *in focus*

Why this theme?



Ethics and Human Rights

- Sustainable Development Goals(ONU)
- Universal Declaration of Human Rights
- Code of ethics and business Conduct
- Harassment and Discrimination Policy



Strategic Plan B26

- Equality
- Innovation
- Global and Local Companyl



Reputation

- Employer Brand
- Clients
- Financial Institutions



Work Environment

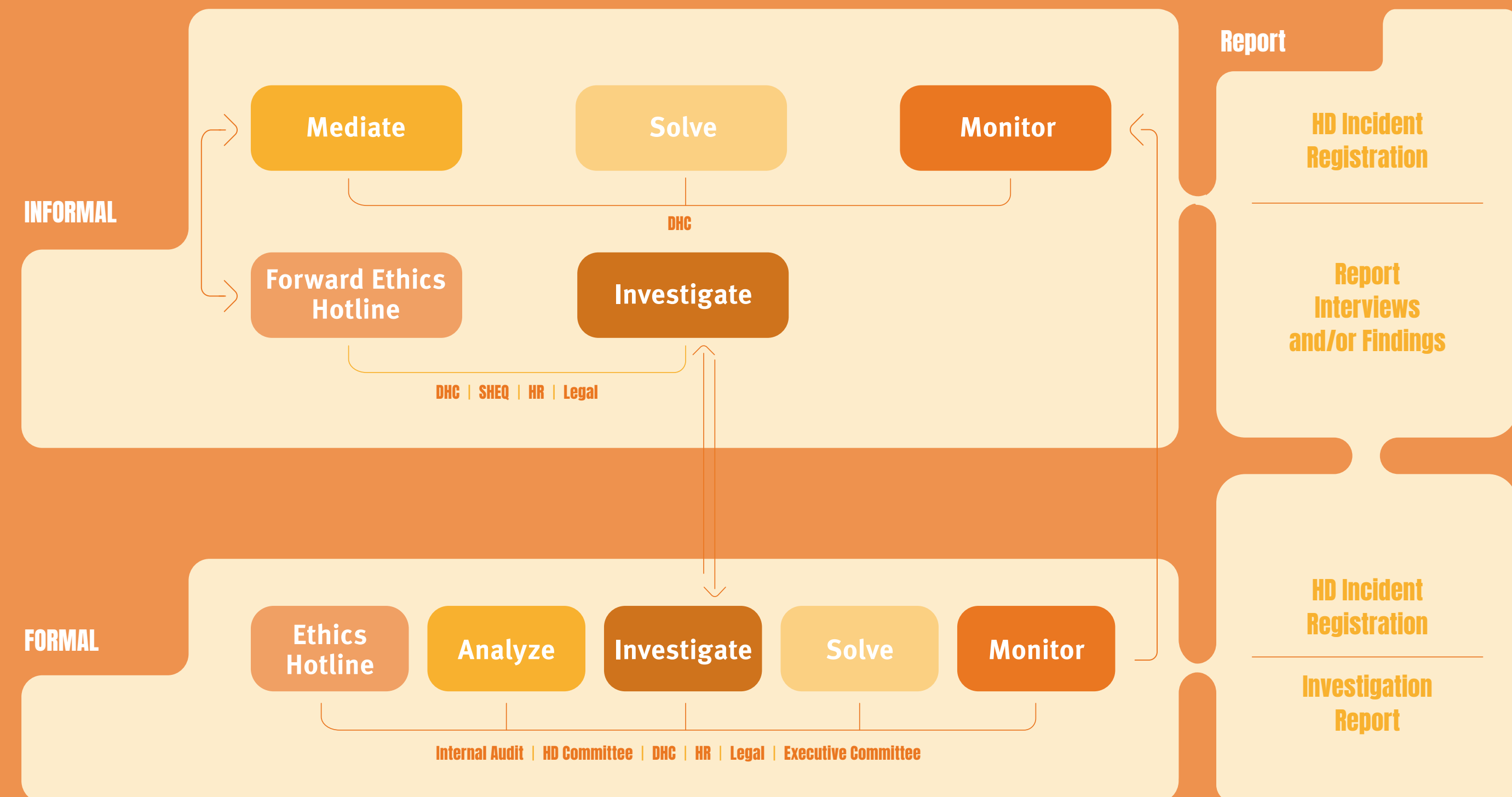
- Commitment
- Productivity
- Turnover



Legal

- At national level (eg: working code)
- Supranational (ex: EU Treaty and Directives)
- Multilateral (e.g.: World Bank)
- International Organisations (e.g.: OECD)

Incidents Resolution Mechanism



LOCAL INITIATIVE *in focus*

Raising students awareness of the need to protect human rights and to fight against corruption

Under the promotion of human rights and fighting corruption in civil construction, an awareness-raising session was held at the Busiu Secondary School in Uganda.

Through this session, young people were informed of their rights. In an appeal to them not to leave school, the right to education and information was highlighted due to the negative impacts often associated with the construction industry, such as ignorance of issues related to road safety, prevention of

the propagation of venereal disease such as HIV and syphilis, and the right to worthy jobs paying a fair wage. Mention was also made to the importance of not being fooled by bricklayers with little money who run off and about unwanted pregnancies that can lead to suicidal tendencies.

In the fight against corruption, attention was focused on fraudulent practices, such as soliciting money from the community for alleged jobs, and the point was stressed that Mota-Engil hires staff on merit.



Busiu Secondary School in the district of Mbale

UGANDA <



NEXT steps

2023

- ▶ Holding of a new series of seminars with the DHCs
- ▶ Holding of training focused on guarantees of confidentiality and non-reprisals for whistleblowers
- ▶ Updating of the Whistleblowing Procedure
- ▶ Updating of the Third-Party Procedure

2023/2024

- ▶ Development of a Human Rights Policy

Read more about Human Rights in this report

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

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



- ▶ **Chap. 5.3 Supply chain management**
Promoting human rights in the supply chain.



- ▶ **Chap. 6 Environmental Dimension**
Promoting the right to a safe, clean and healthy environment.



- ▶ **Chap. 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, and enjoyment of the best physical and mental health.



- ▶ **Chap. 7.2 Talent management**
Promoting the right to work and to enjoy fair and favourable working conditions, namely to equal opportunities and non-discrimination.



- ▶ **Chap. 7.3. Support for local communities and Chap. 7.4. Manuel António da Mota Foundation**
Promoting 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, Labor relations, freedom of association and collective bargaining, equal treatment, child Labor, enforced Labor, safety practices, etc.



ACTIONS *for Prosperity*

Ambition creates growth

Each of our actions reflects the commitment to be a successful global company.

05 Economic dimension

- 5.1. Innovation culture
- 5.2. Sustainable economic growth
- 5.3. Supply chain management

5.1 Innovation culture



Our impacts

€ **€1 million**
Invested in
innovation¹

€178,000
Received through
financing
mechanisms

¹ Only referring to activities in Portugal.

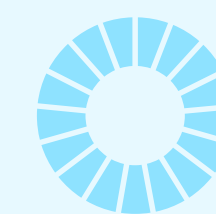
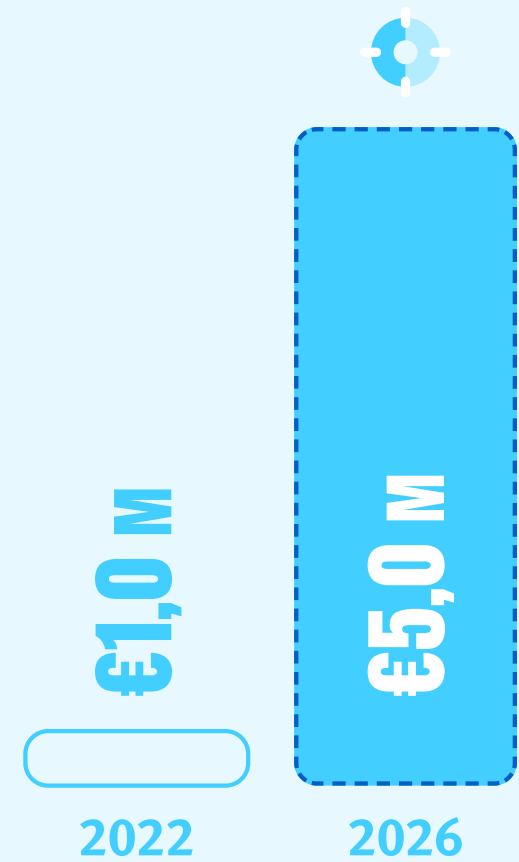
Innovation is a key pillar of our strategy

based on comprehensive collaborative models and the adoption of new technologies as indispensable resources for achieving solutions that drive the Group's competitiveness and sustainability in every area.

Strategic goal

€25 M

Accumulated Investment
in Innovation 22-26



GRI 3-3

At Mota-Engil, we want to respond to current and future environmental, economic and social needs. We react to market opportunities and threats, optimising the capital used and making our businesses more competitive, efficient and responsible towards the environment and society.

Innovation is one of the ways to ensure and boost the profitability of our business, raising the efficiency of internal processes and presenting innovative in-house solutions for Mota-Engil, as well as creating external value.

The 2022–2026 Strategic Plan – “BUILDING 26 | For a Sustainable future” ▶ [Chap. 2.3.](#),

acknowledges this alignment by identifying innovation – incorporated into the “New direction in sustainability and innovation” pillar – as a key element in attaining higher performance and reinforcing our portfolio of businesses. This pillar is chiefly aimed at implementing a structured innovation process in the Group, whose strategic target is to invest €25 million (accumulated total for 2022–2026).

In 2022, we set out the governance model for the innovation process. This led to the founding of Mota-Engil NEXT (MEXT), which is responsible for developing, scaling and intensifying innovation throughout the Group.



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



Innovation hub

New interface with Business Units

Prioritize and monitor innovation projects to ensure value capture



Partner ecosystem

Screen for partners with relevant capabilities (e.g., universities, startups, research centers)

Collaborate with partners to pilot solutions, technological developments and business models



Corporate venturing

Identify and invest in high potential startups

Incubate startups by providing them with mentoring & training & ability to test solutions in a real-world environment

Commitment to increase dedicated funds for innovation

€25 M for new greenfield projects in the next 5 years

New sources of innovation funding

such as partners and leveraging EU funds



CORPORATE INITIATIVE *in focus*

Constitution of Mota-Engil Next (MEXT)

MEXT is Mota-Engil Group's latest company dedicated to transformation, innovation, incubation and investment.

Focused on implementing the strategy set out in the BUILDING 26 Plan, which specifies the scope of diversification and the aim of boosting investment in innovation, MEXT's formation was approved in November 2022.

At the heart of MEXT's structure will be a mechanism to stimulate efficiency and innovation:

The Transformation Workshop

will be responsible for planning and divulging innovation throughout the entire Mota-Engil Group. This collaborative venture involves the Group's various companies and their employees, creating an ecosystem of partners capable of cementing Mota-Engil Group's transformation.

MEXT's first move was a crowd innovation project whose aim is to involve all of Mota-Engil in identifying innovation projects throughout the Group. Its goal is also to give our employees the opportunity to participate in an inclusive and collaborative exercise with regard to pinpointing ideas in various areas, such as sustainability, equipment, operations, new businesses, waste collection, asset management, concessions and auxiliary areas, etc.

This project will be ongoing throughout 2023 and includes the development of four workshops (Management, Operations, Sustainability and People). MEXT's Innovation Strategy will be designed after the project has been concluded.

Venture ME

was created to identify and invest in high potential start-ups. Functioning

as a business incubator, Venture ME seeks to provide advice, training and resources to test solutions in real situations.

During 2022, we invested €50,000 through Venture ME for a minority stake in the company AirCO₂. The company's aim is to facilitate access to the voluntary carbon credits market, encouraging large owners of forested land

to conserve and preserve their property through financial incentives.

In this way, we have managed to move towards a Mota-Engil that is aware of new business models and more prepared for the future, making ourselves increasingly technological, digital, sustainable and value generating ▶ [Chap. 5.2.](#)

mext: engineering
ideas
Mota-Engil Next

mext: engineering
ideas
Mota-Engil Next

mext: engineering
ideas
Mota-Engil Next

mext: engineering
ideas
Mota-Engil Next

At Mota-Engil Group, we have applied for (national and international) funds and financing programmes, as well as investing ourselves. We have established partnerships and joined national and international consortia with various other bodies in the public and private sectors. Among these partnerships, our work with universities particularly stands out.

Following are some of the more important projects that came to a close – INBRAIL – and started in 2022 – SAP_AGRI.



Find out more
INBRAIL Project

We established partnerships

and joined national and international consortia with various other bodies in the public and private sectors.



LOCAL INITIATIVE *in focus*

Portugal

INBRAIL - Innovative Noise Barriers for Railways

The INBRAIL project (2018–2022) aims to develop a pre-fabricated concrete barrier to minimise the noise effects of railway traffic. Developed by Mota-Engil Engineering and Construction (MEEC), Metro do Porto and Infraestruturas de Portugal, the total investment amounts to around €1 million.

Concluded in 2022, the project created a solution allowing us to:

- Cut rail traffic noise
- Cut the environmental and visual impact
- Use a low-level and geometrically optimised solution
- Optimise our proposal financially by using pre-fabricated concrete modules.

During the execution phase, two prototypes were studied and developed for real-world implementation: in the experimental field in Carregado and on the Porto Metro. The results achieved were positive, leading to the construction of a new section of barriers along the Sintra line.

SAP_AGRI Project

Through ME ATIV, Mota-Engil is developing a project aimed at studying the impact of using potassium-based hydrogel in cultivating plants, fruit and subproducts.

ME ATIV is seeking to extend an existing service – DryJect technology for using super absorbent polymers (SAP) on sports fields – to agriculture. However, it is necessary to ensure that the use of this product does not contaminate or is unsuitable for farm products.



It is hoped that this project will bring about a cut of around 30% to 50% in irrigation water use.

In 2022, the first year of the project, we discovered in trials with Provid and Avipe that plants grown using SAP resist water stress better and have better yields. With regard to soil contamination and/or existence of residues on fruit and subproducts, after various analyses it was seen

that no contaminants or chemical compositional changes were verified. As far as cutting actual water use is concerned, this will only be possible to confirm in the second and final year of the project.

This project had a total cost of €98,500 split over two years. Given the nature of the project, it is foreseen that it will be eligible for tax incentives of €79,343.



Network innovation

Collaborative network innovation has a key role, bearing in mind the disruptive character of the changes, the magnitude of the investments and the need to involve the stakeholders, at various moments, to take advantage of technological change.

At Mota-Engil, we take part in various competitiveness clusters, comprising collective projects to improve efficiency and individual or partnered innovation projects. The clusters are

formed by companies, business associations, public entities and non-business entities in the Research and Innovation System (Portugal). The following examples stand out.

In-House Innovation

Our constant quest for better in-house processes leads to solutions which raise efficiency and optimise the management and productive processes of the Group’s companies.

Cluster	Participating company(ies)	Project(s) involved
Portuguese Construction Technology Platform (PTPC)	MEEC	Rev@Construcion
Portuguese Rail Platform (PFP)	MEEC	Go-Lab Ferrovia 4.0
Sustainable Habitat	ME ATIV	
Health Cluster Portugal	ME ATIV	

Collaborative Laboratories	Participating company(ies)
BUILT CoLAB – Built Environment	MEEC
CECOLAB – Circular Economy	MEEC

**CORPORATE INITIATIVE** *in focus*

Go-Lab project

At MEEC, we are working on a multicountry, multilingual and mobile solution to manage labs in a uniform way via a unique and transversal app.



The Go-Lab app uses the Outsystems platform and aims to support and optimise lab work from collecting to validating samples by the technical directors, accommodating all of the technical requirements such as rules and regulations.

This tool will allow:

- Robust, fast and efficient data collection;
- Harmonised processes in different countries;
- Total digitisation of lab processes;
- Interlinking with other collaborative tools.

Go-Lab is available in four languages, allowing its use in every continent where the E&C business unit operates.

In 2022, a pilot project was run in the Angolan market and it is estimated that when extended to

all markets, 1 million sheets of paper, around 4.7 tons, will be cut.

It should be mentioned that in 2022 this initiative won the IDC's Portugal Digital Awards for Best Manufacturing Project.



Watch the project
presentation here



LOCAL INITIATIVES *in focus*

Portugal

In-house efficiency drive at Valorsul

Valorsul is seeking to implement projects to raise in-house efficiency both by cutting administrative work and by developing technologies that target operations.

In 2022, Valorsul’s Energy Recovery Plant implemented a pilot project to digitise routine operating processes and apply augmented reality in executing working procedures. This project cut administrative work as well as facilitated training in these procedures and offered simple and intuitive guidance to the operator during its implementation. In addition, it helped to increase the

quality of information from the operations – planning, viewing of photos and/or videos on problems detected in the field, real-time knowledge of the background on the data collected, automated control of reagents.

In terms of technological development, testing was done on the introduction of smart filling sensors that can read the volume of waste in paper/card recycling bins. The use of these sensors allowed more waste to be collected using the same resources, given that the collection circuits operate according to real need and on how full or empty the containers are.



Development of in-house efficiency apps

At MEECA – Mining, an app was developed that provides real-time production and equipment management data. This app optimises resources when applied to controlling the use, repair and end-of-life decisions on the tyres on production equipment. This project was further developed in the mining operations of ME Africa.

In addition, in Moatize, a Mota-Engil Group company, a production and equipment use management platform was developed to raise efficiency in mining operations, recording data for analysis and continual improvement as well as the production of daily reports for the client. By using this platform, we can record the monitoring of production (cargo and volumes moved, quantities produced, equipment KPIs, fuel consumption, etc.).

At ME ATIV, a management app was developed through Power Apps for the sharing of company vehicles. This app allowed us to: (1) optimise vehicle use; (2) cut our carbon footprint; (3) optimise the time spent by employees planning and sharing journeys; and (4) facilitate information exchange between employees and their work trips. This initiative involved around 27% of employees and resulted in the saving of 1,906 litres of diesel and 5 tons of CO₂.

LOCAL INITIATIVES *in focus*

kLEAN Continual Improvement - Keep Lean Programme

The kLEAN Continual Improvement – Keep Lean Programme is an EGF initiative aimed at implementing the practice of continual improvement in the Group’s transversal operational teams.

Portugal

By identifying and eliminating waste, as well as maximising the efficiency of processes, this programme is aimed at raising the competitiveness and efficiency of the operations.

After the initial stage, between 2020 and 2021, when the Core Team was set up and trained and

the programme structured and its implementation begun, it was rolled out to Valorsul’s various operating areas in 2022. Its implementation at ALGAR is planned for 2023.

In 2022, 60% of Valorsul’s operating teams are already involved in implementing kLEAN in the factory floor routines.

This programme allowed us to attain real improvements in teamwork, monitoring of deviations and work planning (daily team meetings), organisation of spaces and processes (5S) and application of the methods to resolve problems in projects identified by the teams with operating issues.



NEXT steps

2023

- ▶ Operationalisation of MEXT
- ▶ Development of MEXT’s strategy

5.2 Economic and sustainable growth



Our ambition is to be a global company focused on delivering value to our various stakeholders throughout our value chain

Our impacts



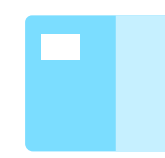
€3,929 billion

Economic value generated in 2022



€3,641 billion

Economic value distributed in 2022



82%

of purchases made from local suppliers²



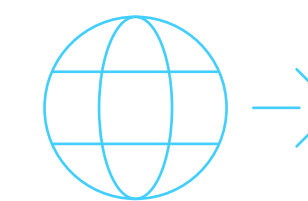
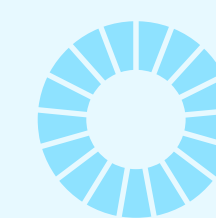
44,037

Direct jobs



8,728

Suppliers³ spread over **52 countries**



GRI 2-6, 3-3, 201-1, 203-2, 204-1

² By “local” expenditure is meant all in-country purchases in which the material and/or service is applied and/or incorporated into the projects in that same country. It corresponds to the Value of Purchase Orders issued to Local Suppliers versus the value of Total Purchase Orders (in the context of countries with SAP) in the Engineering and Construction segment. For more information on the consolidation parameters for this data, please consult [indicator 204-1 in the GRI Table](#).

³ No. of suppliers corresponding to the E&C segment in Europe, Africa and South America who had orders/purchase orders registered on SAP.

Having overcome the constraints unleashed by the Covid-19 pandemic, Mota-Engil managed to attain new heights in operating and financial terms despite the start of the unwelcome armed conflict in Ukraine, the growing rise in prices in some factors of production – particularly in those associated with energy and petroleum products – and the inflationary tensions it has given rise to.

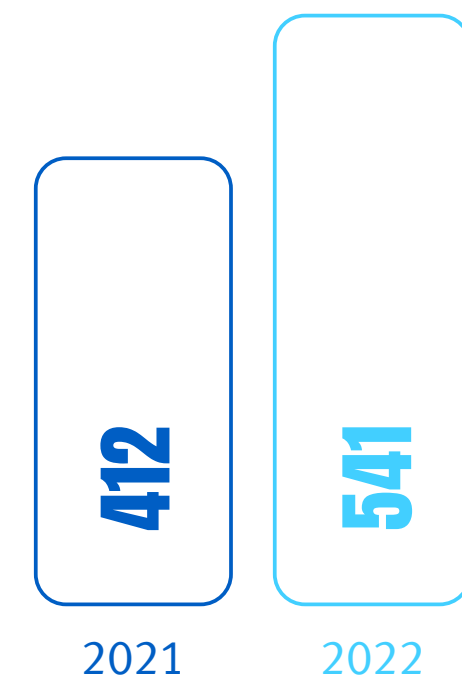
In this context, was reached a record level EBITDA⁴ of €541 million, 31% higher than the previous year, and a turnover of €3.8 billion, up around 47% on 2021, and a rise in employee numbers by around 14% – spread around the world, but mostly in Africa and Latin America – to a total of over 40,000.

The economic growth seen in 2022 was influenced by the normalisation of pandemic activity as well as the start up/acceleration of important projects such as Kano-Maradi in Nigeria and, essentially, Tren Maya in Mexico. Also highlighted is the growth of the E&C business in Africa and Latin America, up 145% and 44% respectively, and the growth of the Environmental division, up 26% year on year.

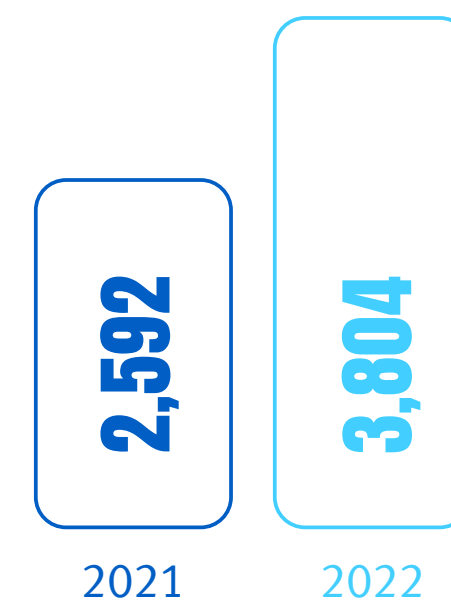
Furthermore, as a result of our sales performance, we achieved a new order book record.



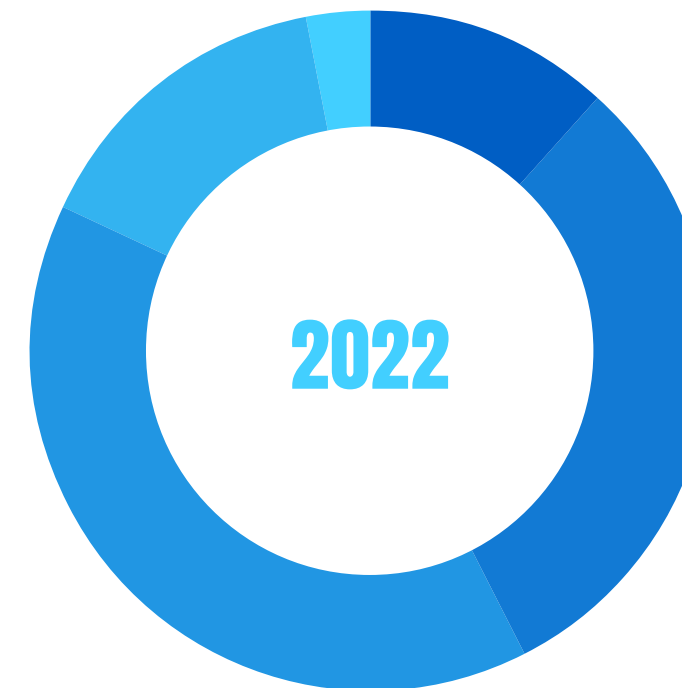
EBITDA
Group (Euros million)



Turnover
Group (Euros million)



Turnover
By business unit



(*) Includes others, eliminations and intra-group.



Find out more in the
Consolidated Report & Accounts 2022

Alongside our excellent production performance,

we achieved our best year ever on the commercial side, setting a historic order book record that will support the Group's gradual and sustained growth in the years to come.

⁴ Earnings before interest, taxes, depreciation and amortization (EBITDA).



CORPORATE INITIATIVE *in focus*

Record order book

In 2022, our order book rose by €5 billion to €12.6 billion.

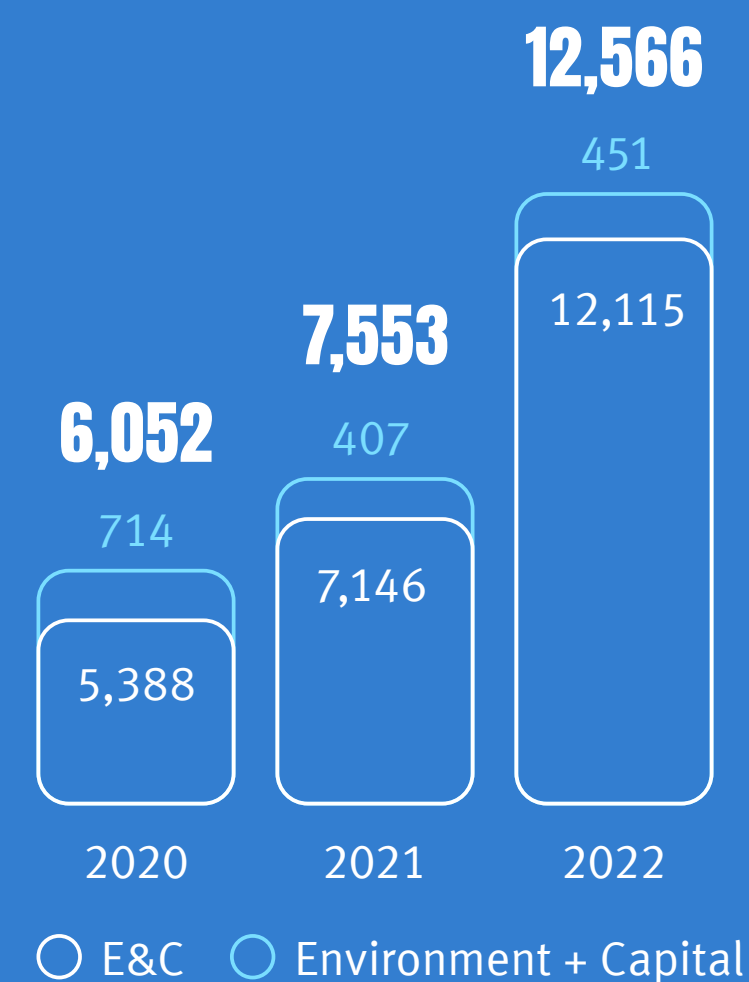
In 2022, our order book was up 66% compared to 31 December 2021, with the E&C Africa and E&C Latin America divisions contributing around 89% of this growth.

This increase stemmed from the awarding of important projects, principally in Angola, Mexico and Colombia, mostly related to rail infrastructure.

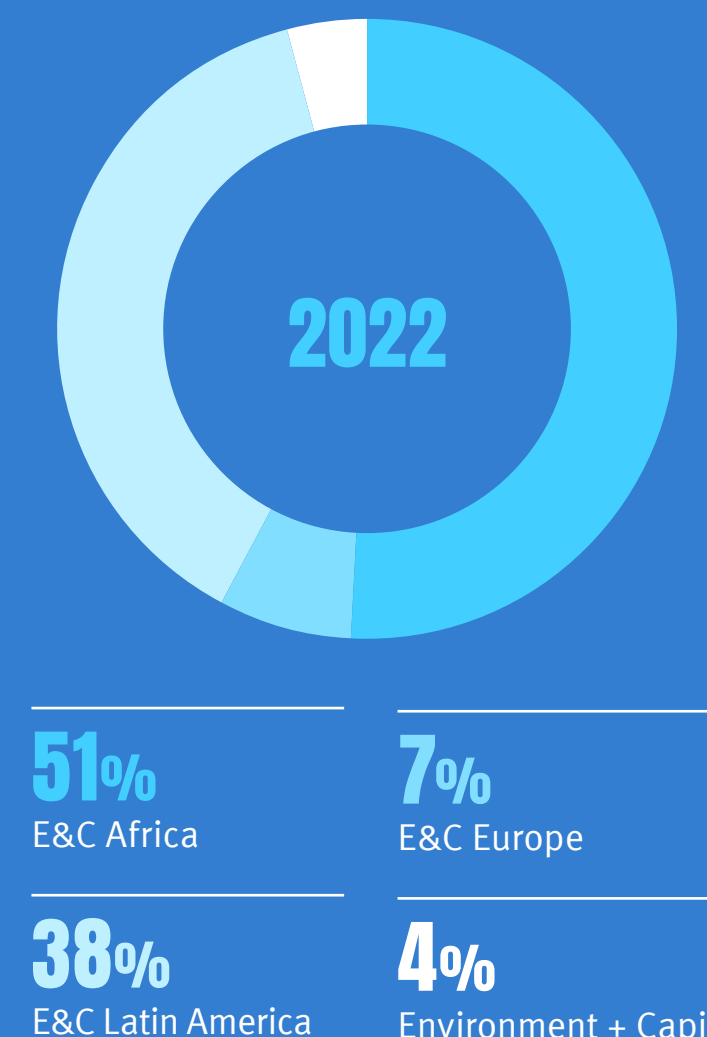
We also note that Mexico has the largest order book, roughly 30%, followed by Angola and Nigeria, with around 16% and 13%, respectively.

The outlook for the future is higher turnover in 2023, reflecting a comfortable ratio of E&C order book to turnover of 3.8 years.

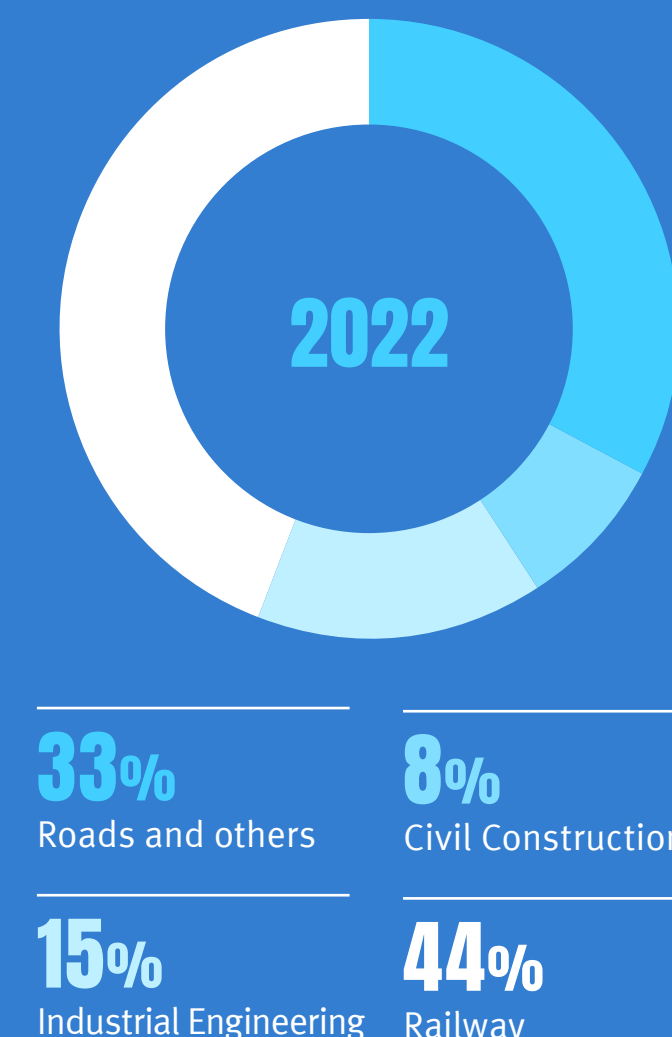
Total backlog evolution (€M)



Backlog by Business Unit



E&C backlog by segment



Main E&C order book projects

Project	Range (€M)	Country	Segment	Year of Completion	Client
Kano-Maradi	> 1,000	Nigeria	Railway Infrastructures	2025	Federal Ministry of Transportation
Tren Maya	> 1,000	Mexico	Railway Infrastructures	2027	Fonatur
Mining Moatize	> 500	Mozambique	Industrial Engineering	2024	Vulcan Minerals
Metro Monterrey L4, 5 y 6	> 500	Mexico	Railway Infrastructures	2027	Gobierno del Edo de Nuevo Leon
Zenza do Itombe - Cacuso railway	> 500	Angola	Railway Infrastructures	2027	Ministério dos Transportes
Lafigue Mine	> 500	Ivory Coast	Industrial Engineering	2028	Endeavour Mining PLC



The year 2022 was also marked by the start of implementation of the "BUILDING 26 | For a Sustainable future" strategic plan. In this context, of note was the solid and higher than expected growth in turnover and favourable debt evolution.

We thus reiterate our capacity to stand as a global company with solid sustainable development goals which will bring new opportunities to access novel forms of financing and the broadening of the Group's potential financing base.

We also highlight, in 2022, the deepening of our

strategic capital partnership with the global giant of the sector – China Communications Construction Company, LTD (CCCC) – though the founding family remains the Group's chief shareholder. With the CCCC, it should be mentioned, we have explored new commercial opportunities as well as more advantageous solutions in procurement and financing.

Finally, as one of the year's milestones, a new programme of sustainability linked bonds (see sustainable financing) was very successfully issued.



Towards the Strategic Plan 2022-2026: Performance in 2022

STRATEGIC GOAL

Accountability
and profitability
of each business

3%

Net margin



Upward trend
(1.1% in 2022)

Stronger
balance
sheet

<2x

Sustainable debt
– Net debt/EBITDA



Upward trend
(1.7x in 2022)

Focus on cash
generation

18%

Improving cash conversion
– EBITDA margin



Improvement
process is underway
(14% in 2022)

An integrated
Group with a higher
contribution from
long-cycle businesses

45%

EBITDA margin
E&C

55%

EBITDA margin
Non-E&C⁵



Adjustment process
underway:
• 57% E&C
• 43% Non-E&C⁵

A balanced presence
and greater
market scale

1/3

Turnover rate
per region

€200 M

Turnover rate
per main market



Upward trend
(4 main markets
(50%) with turnover
above €200 million)

⁵ Includes Industrial Engineering.

Value distribution

The way in which a multinational like Mota-Engil creates and distributes economic value expresses the way in which it creates wealth for its different stakeholders along its value chain, producing significant economic impacts on society and impacting on the life of thousands of people. This wealth translates into the direct monetary value added to local economies through the creation of products and services, the payment of capital services and taxes, jobs created and wages paid, as well as community investment.

Staff

In 2022, wages and benefits rose 20% compared to 2021.

The increase in employees has been accompanied by an increase in remunerations, particularly in the divisions seeing the greatest growth. This increase is aligned with the current remunerations policy through which we seek to ensure wage competitiveness in a given market while seeking to establish equity by comparison with the functional position within the company.

Financiers and shareholders

In 2022, although Mota-Engil SGPS’s share price fell by 8.3% to 1.170 euros – corresponding to a capitalisation of around €359 million – it ended the year 2.8% higher on the Portuguese shares index (PSI 20).

In addition, through Mota-Engil SGPS’s Annual General Shareholders’ Meeting, we approved the following proposal for the application of the results: (1) distribution of a dividend of 5.175 cents per share, paid in June 2022, and (2) a conditional additional amount in view of the net consolidated results of 1.725 cents per share, paid in October 2022.

State and other public entities

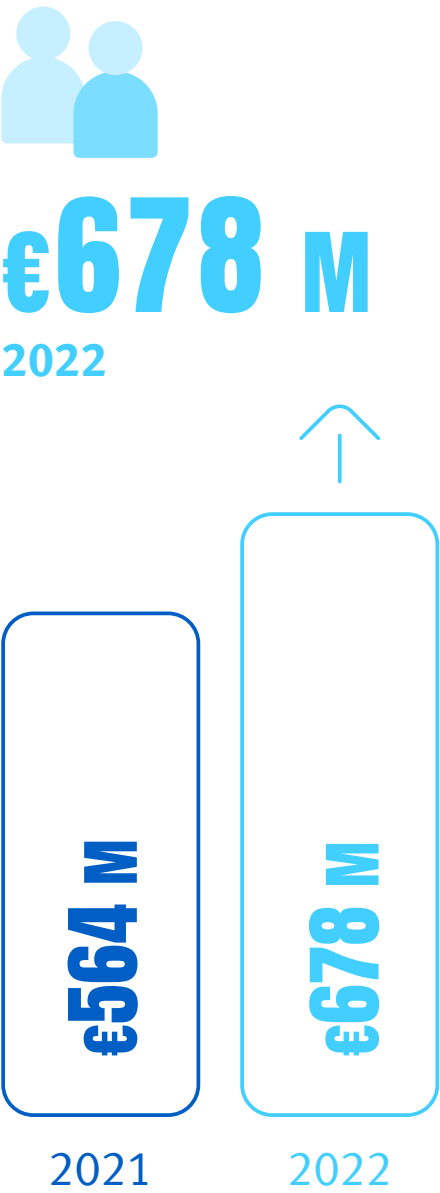
In 2022, our expenditure related to the State and other public entities fell by around 5%, due to the following factors: (1) Pre-Tax Results down €5 million and (2) greater use of tax credits and tax losses carried forward, which reduced current taxation in Portugal, in particular.

Suppliers and other operating costs

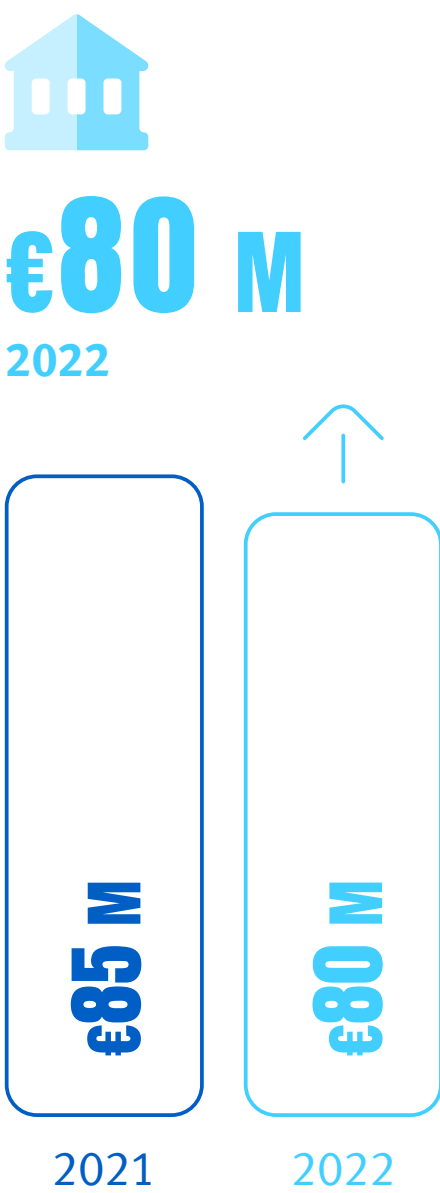
In terms of suppliers and other operating costs, Mota-Engil sought to foster the local business fabric and promote jobs creation and economic development [▶ Chap. 5.3](#).

In 2022, stemming from the post-pandemic recovery, but also the variation in energy and raw materials prices, expenditure on suppliers and other operating costs rose by around 64%.

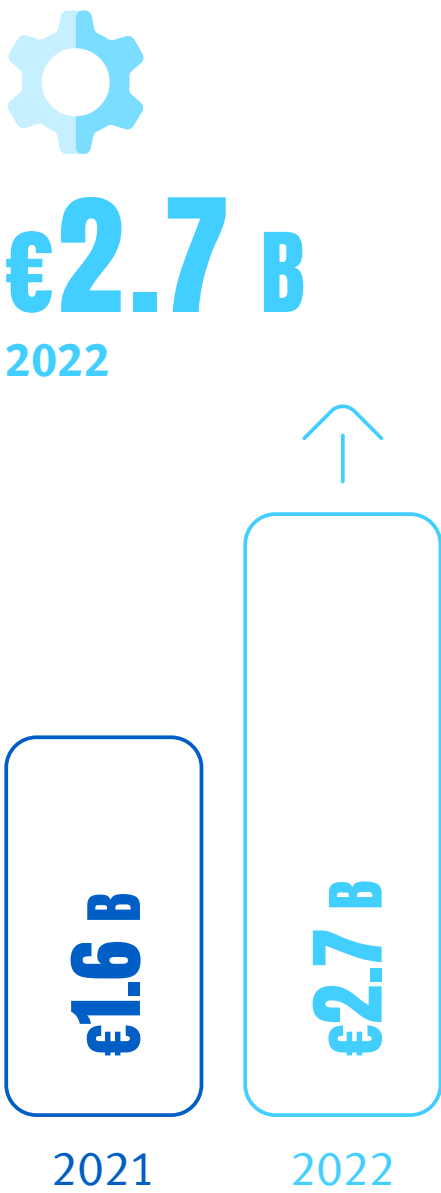
Expenditure on staff



Expenditure on the State and other public entities



Operating expenditure



+20% on wages and benefits compared to 2021.



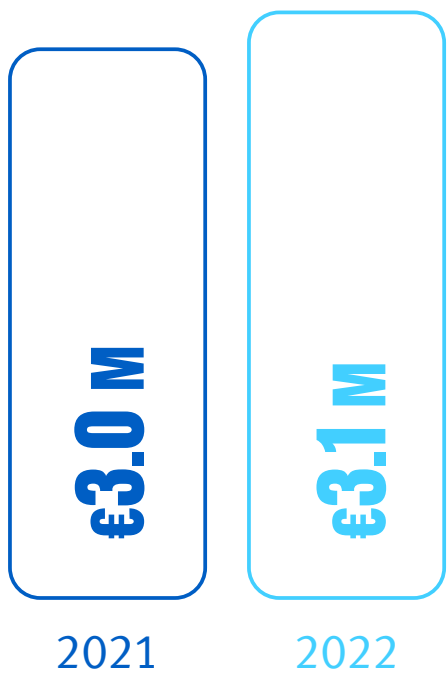
The number of suppliers⁶ also rose by 3% to a total of around 8,728, with which we have agreements/commercial relations spread over 52 countries.

Investment in the community

At Mota-Engil, we aim to empower local communities by supporting social, educational, environmental and cultural causes ▶ Chap. 7.3 and 7.4.

The amount invested in the community rose by around 3% compared to 2022.

Expenditure on investment in the community



Direct economic value created (income)



€3.929 B



+46% compared to 2021

Direct economic value distributed



€3.641 B



+50% compared to 2021

Accumulated economic value



= €288 B



+13% compared to 2021



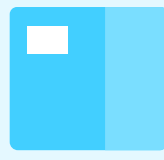
Staff

€678 M



Financing and Shareholders

€211 M



Suppliers and Other Operating Costs

€2.669 B



State and Other Public Entities

€80 M



Investment in the community

€3 M

⁶ Only companies with active SAP were included, comprising only the E&C Europe, Africa and South America divisions. The Group's Procurement & Logistics department does not cover other divisions.

For more information on the consolidation of this information, consult the [GRI Table, indicator 201-1](#).

The success of this bond issue shows the confidence that exists in Mota-Engil's 76-year history

our long track record of complying with the market and recognition of our development strategy with its firm and growing commitment to sustainability reflected in our Strategic Plan 2022–2026.

Sustainable financing

Following the issuing in 2021 of the Sustainability Linked Bonds 2021–2026, and after having pioneered the first issuance of this kind dedicated to the Portuguese retail market, a new bond offering – Sustainability Linked Bonds 2022–2027 – was issued that was equally innovative

European union green taxonomy

With approval of the Taxonomy Regulation, the EU aims to list economic activities that can be qualified as environmentally sustainable based on: (1) a

substantial contribution to, at least, one of the six environmental goals identified in the regulation; (2) not being prejudicial to any of the other goals; and (3) fulfilment of the minimal social safeguards, cumulatively, in terms of human rights, corruption, taxation and fair competition.

Therefore, at Mota-Engil we began an exercise in 2022 to identify the new taxonomy requirements and the path to aligning activities. The results of this exercise can be consulted in the [Consolidated Report & Accounts 2022](#) (Page 74 - 78).



CORPORATE INITIATIVE *in focus*

New issue of sustainability-linked bonds

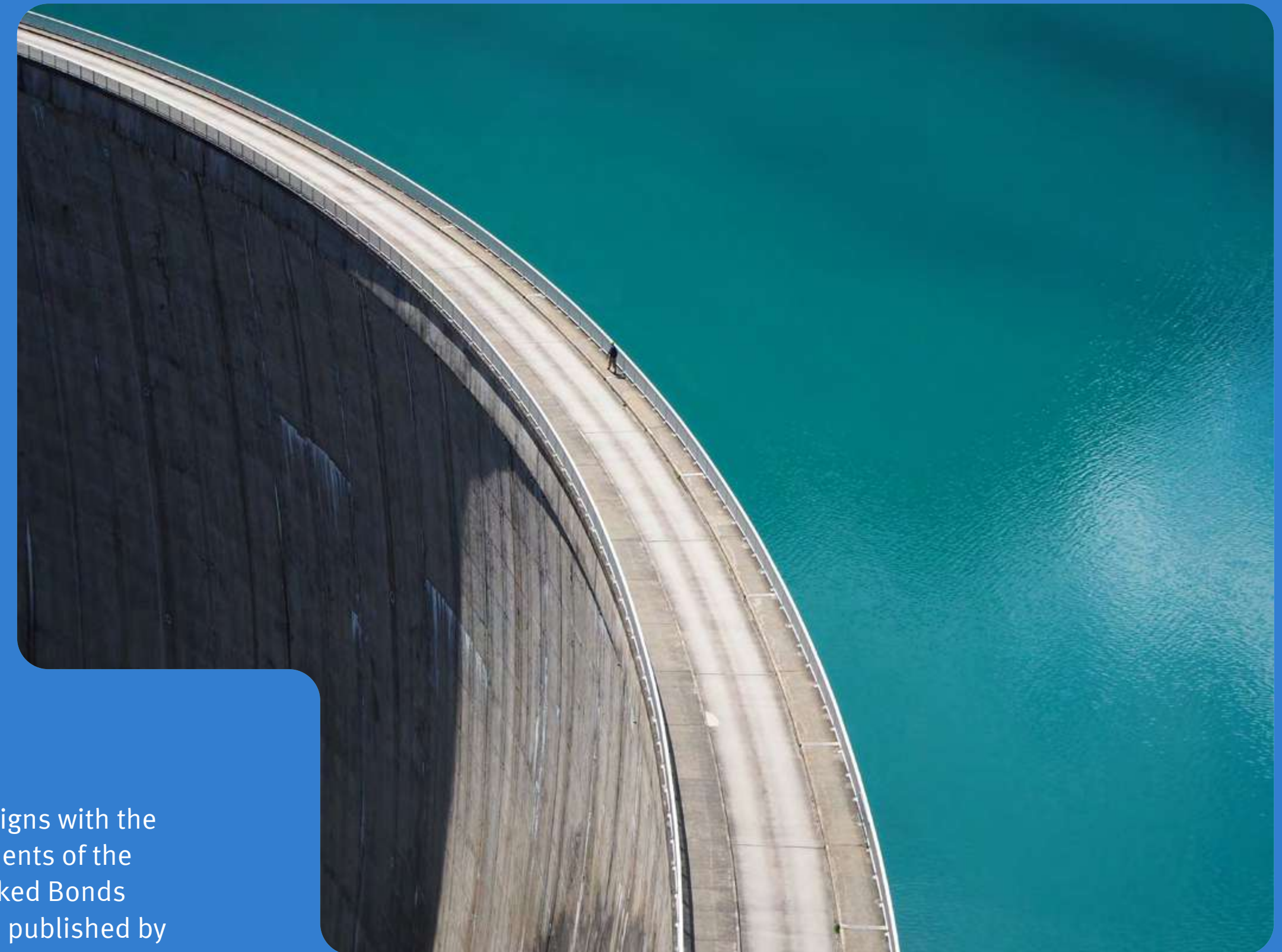
The 5-year bond issue met all of the aims established by the Group and extended the maturity of the debt, raising a total of €70 million.

Demand for the bonds was higher than €93 million, 34% higher than the value of the offering.

These bonds are linked to sustainability to the extent that we are committed to taking action to improve a key performance indicator (KPI), the lost time injury frequency ratio (LTIFR)

▶ **Chap. 7.1**, with a view to reaching a sustainability performance target (SPT) set for 31 December 2026. The target in question implies a cut in the LTIFR in engineering and construction projects by 50% by 2026, according to the target set out within the scope of our Strategic Plan 2022–2026
▶ **Chap. 2.3 and 3.1**.

The bond issue aligns with the five main components of the Sustainability Linked Bonds Principles (SLBP), published by the International Capital Markets Association (ICMA). Furthermore, a Second Party Opinion by S&P Global Ratings was also issued to confirm alignment with the SBLPs, which is available on the
▶ **Mota-Engil Group Website**.



Find out more at
Bonds 2022-2027 Info Pack

5.3 Supply chain management



To ensure the long-term sustainability of our business, one of our strategic focuses is managing the supplier chain.

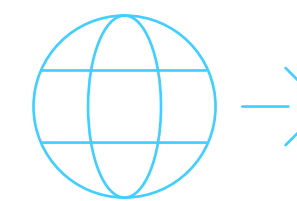
Our impacts

€ **1.678 billion**
Costs associated
with supplies and services

40.3%
Increase in local
purchase orders
(E&C África)

818
Integrity Assessments
Diligent Third Party Management

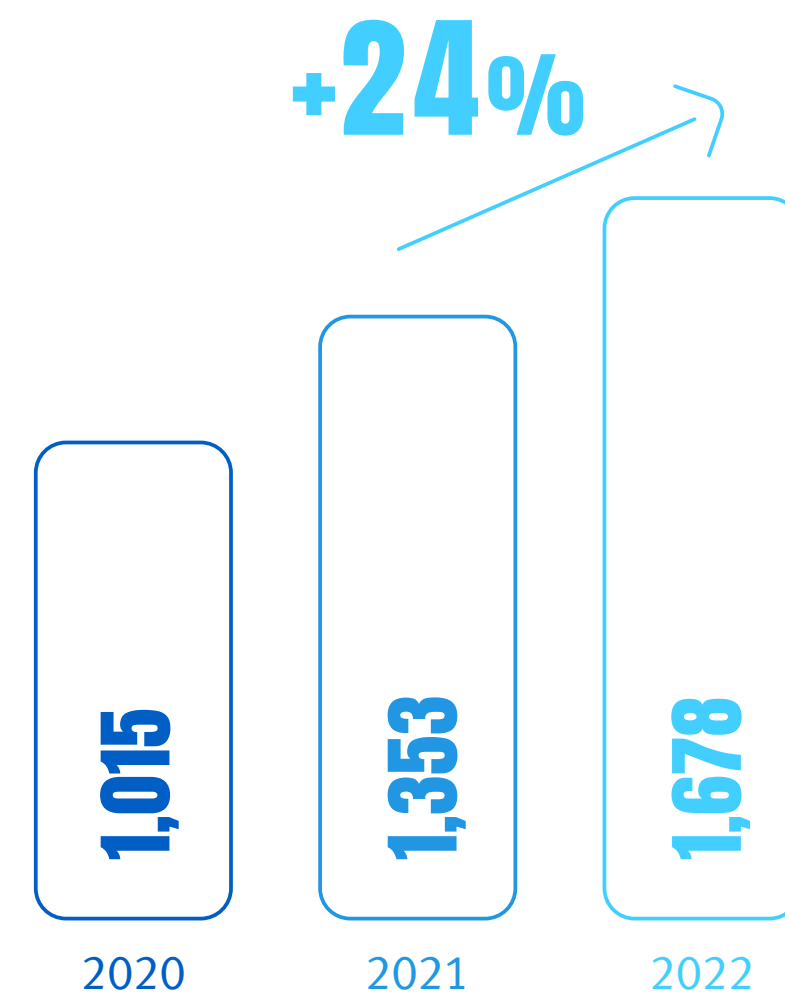
Sustainable Procurement
Sustainability Working
Group (SWG)



GRI 2-6, 201-1, 204-1, 308-1/2,
408-1, 409-1, 411-1, 414-1/2

In 2022, €1.678 billion was spent on supplies and services⁷. represent an increase of 24% over the previous year – confirming the trend seen between 2020 and 2021. 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.

Costs associated with supplies and services (€M)

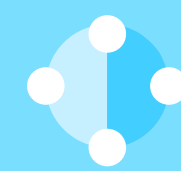


⁷ These supplies and services (with associated purchase orders).

Strategic Axes

Strategy 2022 – 2026

BUILDING 26 *for a* SUSTAINABLE FUTURE



Efficiency



Sustainability



Innovation



Profitability



Debt
optimisation



**Strategic
aims**
(Strategy -
Procurement
& Logistics)

"SIMPLIFYING"
and **decentralising**
low-cost
purchasing

Increasing
savings rates in
opex costs

Stematising trade
finance via
CCCC
partnerships

Segmenting and
professionalising
purchasing

Executing the
Procurement & IT
Plan and Strategic
Roadmap

Ensuring **discipline**
in **budgetary**
implementation
and
commitment

At Mota-Engil Group, we have strengthened our commitment to making processes more efficient and to consolidate their integration into other areas and functional processes.

Procurement & Logistics is currently subject to a governance model rooted in a global service structure with bundled corporate functions with the aim of ensuring the standardisation of policies, transversality of processes, synergy with the other 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 [▶ Chap. 2.3 and 3.1](#), particularly the “Group-Level Efficiency Programme” – which aims to strengthen the plan's efficiency and sustainability pillars – consolidation of the local sourcing and purchasing initiative, under the management and organisation of the Procurement Process, stands out (see following point on the supply chain).

**At Mota-Engil Group
we have strengthened
our commitment to
making processes
more efficient.**



CORPORATE INITIATIVE *in focus*

Start up of the Sustainability Working Group on Sustainable Procurement



Under the Sustainability Working Group (SWG)-Sustainable Procurement, and bearing in mind the need to define and implement a transversal methodology to select and assess Mota-Engil Group suppliers, in December 2022 we held the first workshop on this theme.

This session addressed the benefits of sustainable procurement, risks, opportunities and different international benchmarks – such as GRI, ISO and SA 8000 standards – and

also discussed the supplier management model proposed.

A new procedure for managing and selecting suppliers will be implemented along with tools focused on obtaining accurate and expeditious data. One of the first steps will be to conduct a supplier selection questionnaire that includes ESG parameters.



We continued to integrate processes into Risk and SHEQ management, while initiatives such as the revision of the Third-Party Management Procedure are currently underway (see risk management in the supply chain).

The revision of the general/specific terms of supply/subcontracting was followed up, strengthening the importance of the social and environmental aspects and the promotion of the lifecycle of products, in order to: (1) encourage better solutions at the product development/purchasing stage that have (2)

less impact on the environment and (3) promote workers' safety.

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

Under our Sustainability roadmap and the strengthened governance structure [Chap. 4.1](#), in 2022 we set up a Working Group to develop the theme of sustainable procurement.

Procurement process and the 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

Testimony

Our suppliers play a key role in our sustainability journey.

Our suppliers play a key role in our sustainability journey. We are convinced that our sustainability targets can only be achieved by ensuring an integrated supply chain in which we and our main suppliers are committed and understand our role in this process.

Our sustainability strategy and goals must be aligned with those of the suppliers. Both parties must agree on coordinated patterns of sustainability and monitoring practices. For that purpose,

in our recent but progressive revision of the third-party management process, we highlight the importance of ESG criteria in the procurement policies and/or in the screening and assessment of suppliers, going beyond the traditional financial or technical approach. We will continue to deepen and develop this approach in the certain knowledge that it will be the key to success, ensuring constant collaboration between the parties and/or stakeholders and the activation of simple mechanisms for managing, collating and analysing data.

We highlight the importance of ESG criteria in the procurement policies.

“



Luís Esteves

Global Head of Procurement
and Logistics





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 hubs in Portugal, South Africa and China for the supply of goods and services to its various markets, 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, which has in fact been the Group’s strategy and policy, as well as to strengthen and promote this source of supply.

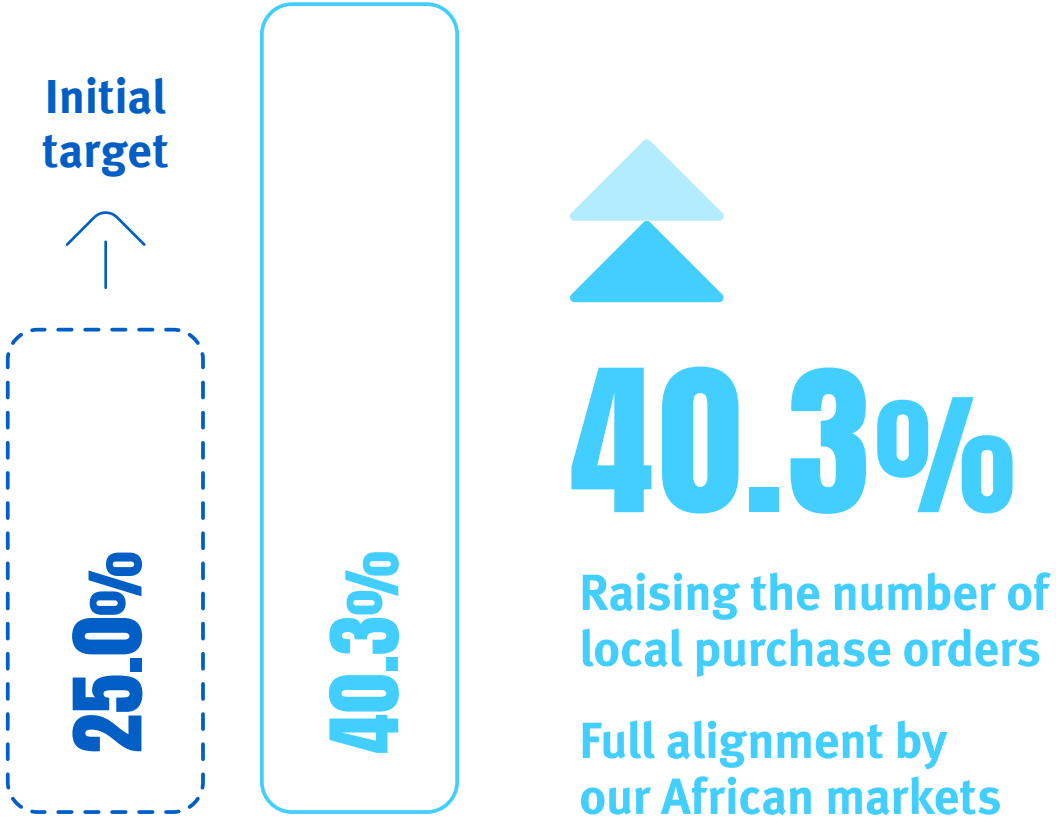
Focusing on the E&C business, and its implementation in Africa, the project launched last year to raise the number of local purchase orders by 25% far surpassed its goal, confirming the full alignment of the participating countries. This success has reinforced the importance of extending this project to other parts of the world.

Risk management in the supplier chain

With regard to risk management in the supplier chain, we continue to strengthen the integration of the company’s Procurement, Compliance, Internal Audit and SHEQ departments in order to revise some of the fundamental principles, guidelines and criteria defined. The practical aim of this

EMpower Africa project:

promoting local sourcing and procurement of parts and materials for project incorporation



Benefits of local procurement



Direct

Greater proximity, speed and availability, and reduced carbon footprint, among others.



Indirect

Development of the local business fabric, promotion of economic development and stimulus of job creation, as well as the reinforcement and implementation of our social responsibility to the local communities where we operate.

initiative is to consolidate and optimise management information, allowing monitoring of indicators that mitigate risk situations, implementing preventive and corrective measures and, ultimately, contributing to the sustained improvement of our performance.

In this context, revising the supplier management model will initially boost the requirements and procedures for qualifying and assessing suppliers, which will incorporate social sustainability and environmental criteria. With this, we hope to deepen management knowledge and information in order to typify, categorise and enhance our supplier panel.

Implementation of the actions and procedures stemming from this revision will be progressive and adaptive, focusing, respectively, on the 2nd and 3rd phases, the stages of purchasing (criteria and considerations to guide analysis of commercial proposals and purchasing decisions) and performance assessment (criteria and considerations to assess and monitor the satisfaction and performance levels of supplies).

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.

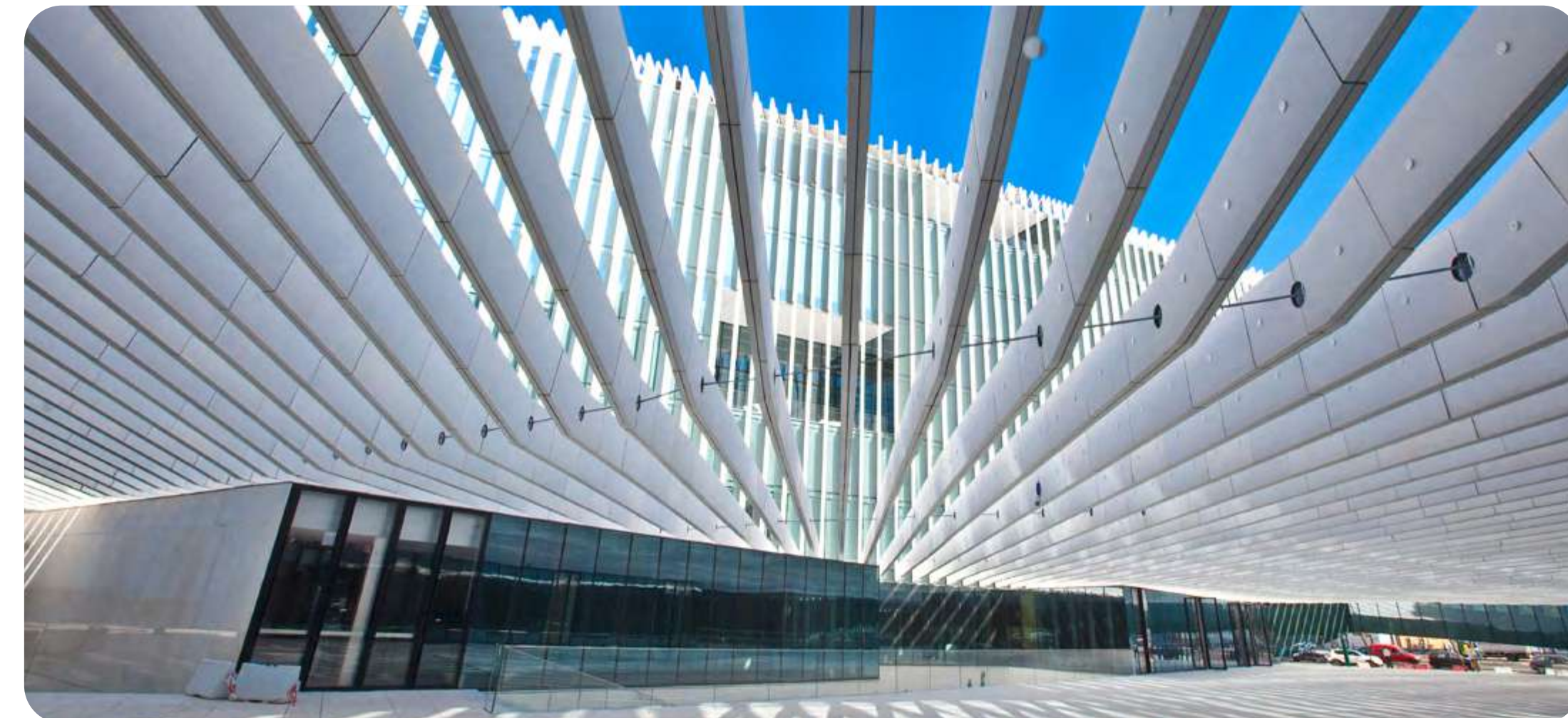
Since 2020, the Third-Party Procedure (KYS – Know Your Supplier) has been incorporated into the procurement processes underpinned by the Group's tool for assessing integrity: Diligent Third-Party Management. Although a recent procedure that extends to all procurement processes, there is clear evidence of a successive increase in assessments between 2019 and 2022, revealing consistency of compliance.



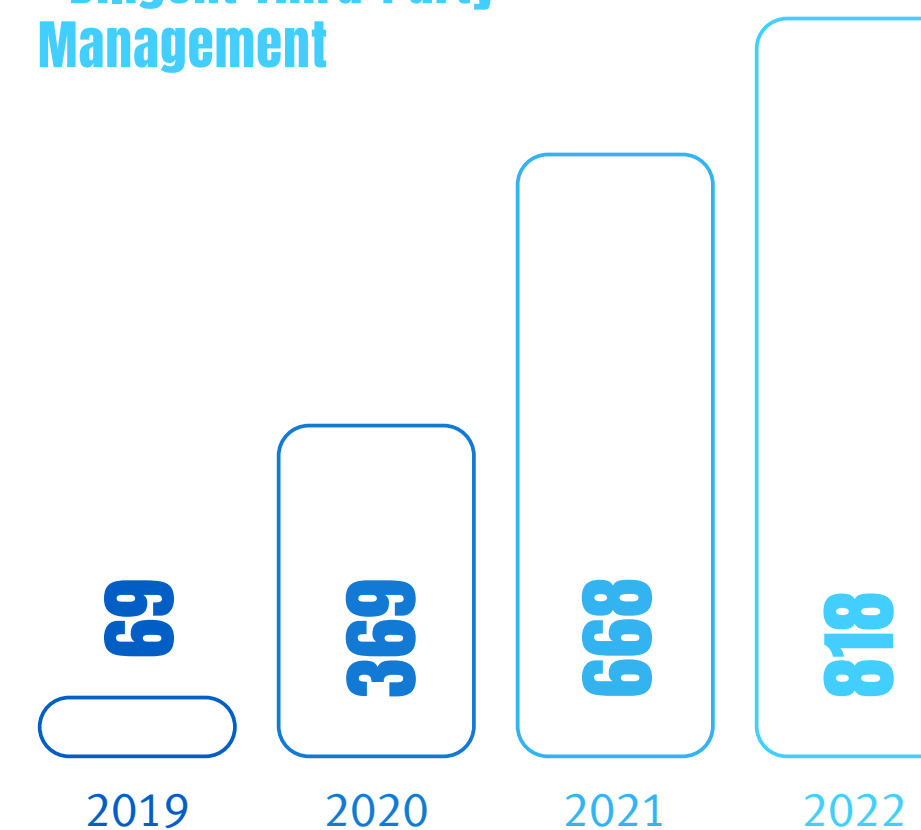
NEXT steps

2023

- ▶ To systematise local sourcing and procurement in Africa in order to maintain the results. To extend the initiative to E&C Europe and other business units
- ▶ To implement the new Supplier Management Procedure (focus on the qualifying stage and onboarding third parties)
- ▶ To activate ESG Reporting for screening/ranking suppliers and monitoring sustainability indicators



No. of integrity assessments of Suppliers - Diligent Third-Party Management



ACTIONS *for the Planet*

Management creates preservation

Each of our actions reflects the commitment to protect the environment through responsible management.

DIMENSÃO
AMBIENTAL

06 Environmental dimension

6.1. Energy and climate change

6.2. Use and management of natural resources

In the new Strategic Plan we are committed to reducing and monitoring our environmental impact.

Conscious of the scope and diversity of our interactions with the environment stemming from our operations, we seek to foster a responsible approach aimed at protecting the environment. This approach is seen in the initiatives that we put into practice every year as well as in the sharing of best practices based on our endeavours to standardise the environmental management systems at our different companies.

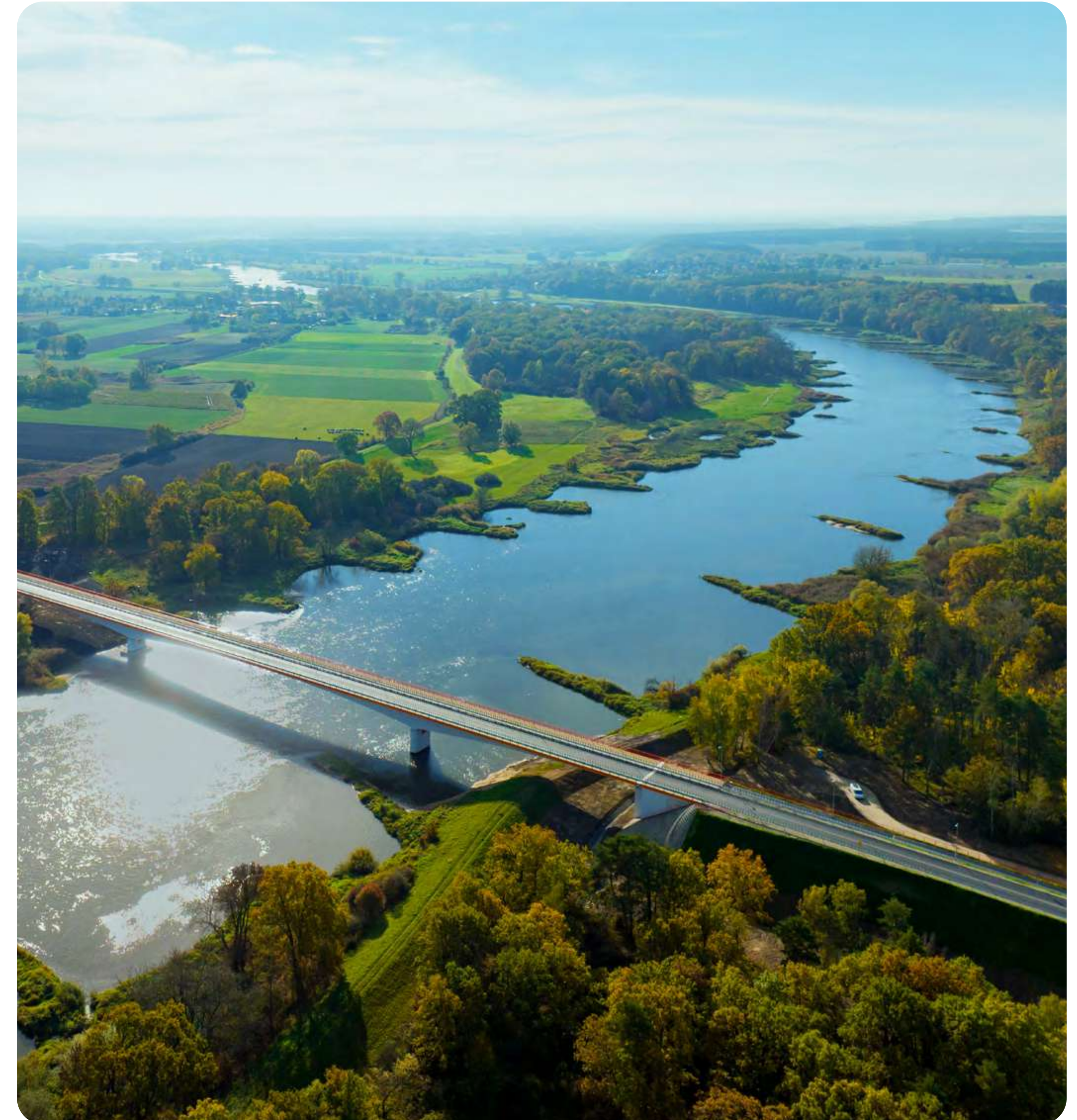
The focus on business areas with an environmental purpose is also important, of which waste management, renewable energy production and distribution, asset management and maintenance centred on operational, energy, hydro and carbon efficiency, among others, stand out
[▶ Chap. 2.2.](#)

In the new Strategic Plan 2022–2026 — “BUILDING 26 | For a sustainable future” [▶ Chap. 2.3](#), we are committed to reducing and monitoring our environmental impact, mirroring the strategy formulated in two of our strategic pillars.

Environmental risks

As a result of our activities, various environmental risks and impacts can occur associated with: water catchment and use; unused excess materials; biodiversity; direct and indirect greenhouse gases; and effluent and waste creation; and others.

Our SHEQ and Sustainability departments foster environmental risk management through the various



Integrating the environmental dimension into the Strategic Plan 2022-2026

Pronounced growth in Environment, Infrastructure Concessions and Industrial Services

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.

A new direction in sustainability and innovation

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 year¹;
- ▶ To achieve carbon neutrality by 2050;
- ▶ To recover 80% of waste produced by 2030.

local project- and company-based SHEQ teams which are committed to adopting sustainable and efficient practices throughout their activities.

It should also be mentioned that we have been reinforcing our actions to foster responsible and proactive behaviours to respond to the aims set out, creating shared value for our companies, the environment and society in areas deemed to be a priority. These initiatives are based on a materiality analysis, risk assessment (identifying environmental aspects and evaluating impacts), globalisation of good practices (see next point) and the implementation of corrective actions to deal with any shortfalls detected.

Notwithstanding this approach, we cannot exclude the possibility of risks occurring and, if they do, the potential of their adverse affect on our businesses, the results of our operations and our stakeholders. The environmental risks our businesses are exposed to can lead to fines and sanctions from government

With our eyes on the future

at Mota-Engil, we intend to consolidate our global environment business into a new business unit.

¹ This target will be reviewed on a continuous basis, taking into consideration updated guidance and best practices.



bodies, negative reputational impacts, penalties stipulated in contracts with clients and other financial impacts for stakeholders stemming from costs associated with resolving the environmental impacts caused.

Environmental management

Mota-Engil’s African operations have been regionally certified since 2019 with regard to integrated management of environmental matters, occupational health and safety, and quality. Our goal is to expand this certification globally across the Group by 2026, aiming to extend it not just to the various companies which already have management systems certified by ISO 14001 (among others) but also to widen its scope [▶ Chap. 7.1](#).

Each SHEQ department is aligned with ensuring legal compliance in their respective country and with the adoption of good environmental practices applicable to the business, which the aim is to increasingly roll out across the Group. The growing creation of support tools for our companies and the countries where we operate is one of our focuses in this area, highlighted in 2022 by the creation of our Site Manual.

We also reinforced the necessary skills for the environmental functions and promoted training and awareness raising and the necessary digitisation of processes as a means of continuous improvement.

Of note were the environmental awareness

and education campaigns in areas deemed a priority, such as waste management and resource conservation. These actions stem from the contractual terms of the waste management companies and are also part of our social responsibility practices. They involve diverse employees and target audiences, contributing to higher awareness of environmental themes and the role of every employee in achieving this.



12,007
Hours of
environmental
training
given to employees

**CORPORATE INITIATIVE** *in focus*

Site Manual

The Site Manual was formulated to guide our activities through effective and sustainable practices.

In 2022, we drew up a Site Manual which brings together recommendations and good practices for site definition, layout, assembly and disassembly.

This arose from the need for specific and transversal guidelines for building sites in major road infrastructure and mining projects.

The manual was developed during the event "EMpower Africa",

bringing together the knowledge of professionals from various technical and geographical areas. Based on this collaborative effort, directives were established that not only respond to the functional requirements and the simplicity of the operations but also focused on sustainability and environmental protection (e.g. energy and water supply networks, solid waste management, biodiversity conservation).

The Site Manual is a constantly evolving and updated document reflecting the Group's experience in all of the countries where we operate. It is a valuable resource offering guidance and accumulated knowledge to ensure efficiency, safety and sustainability in site operations wherever they are located.

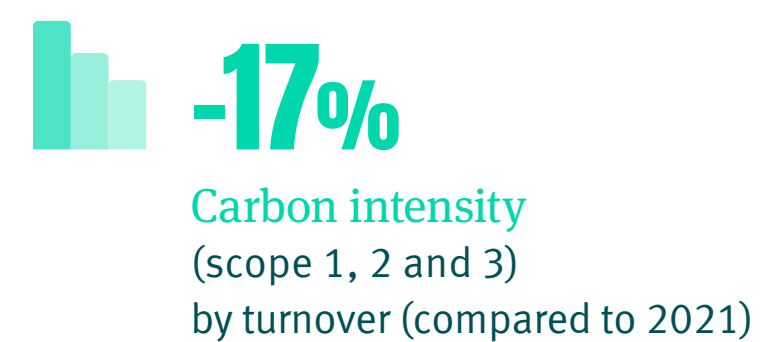
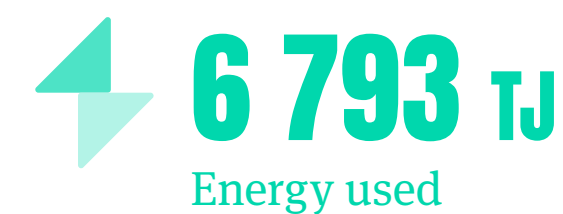
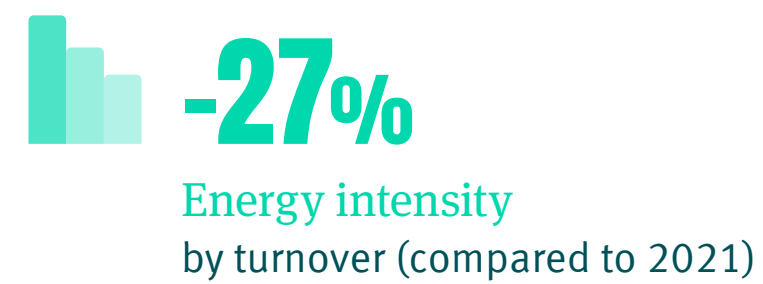


In the following Chap.s  **Chap. 6.1** and  **Chap. 6.2** you will find systematic information on our approach to energy and climate change and to natural resource use and management, deemed the main performance indicators for these areas, as well as a selection of some of our local initiatives in 2022.

6.1 Energy and climate change



Our impacts



The aim of this report is to foster adequate management of our carbon footprint.

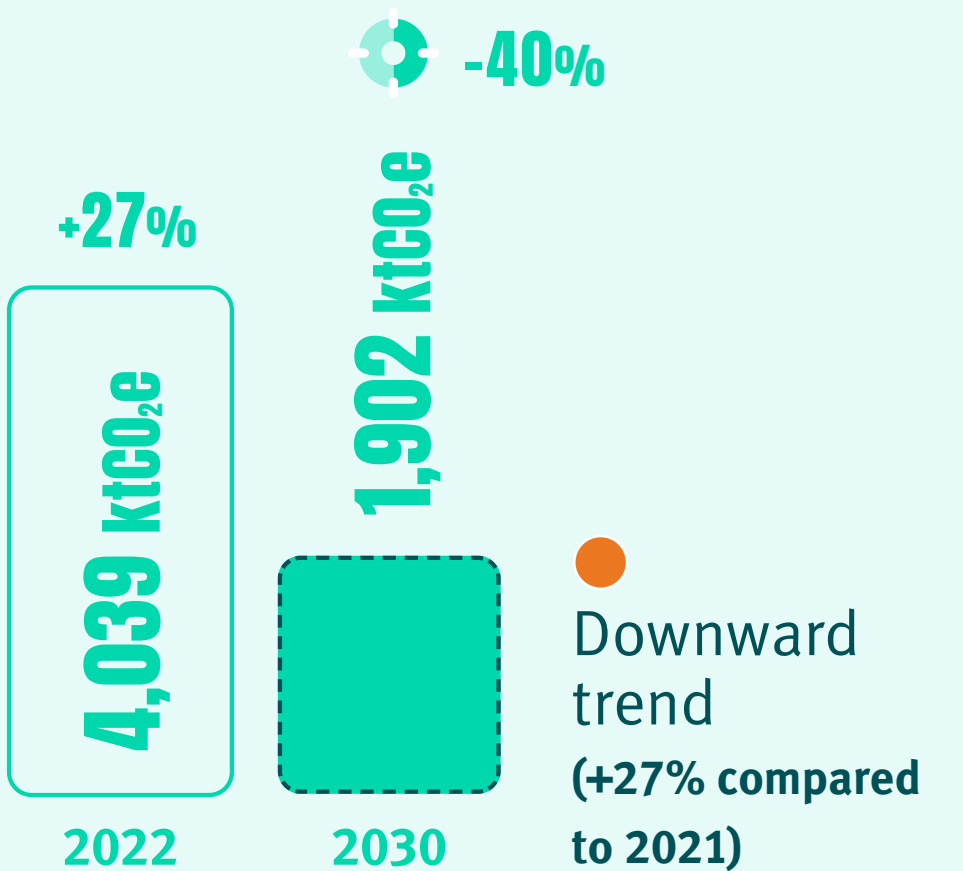
We intend to be transparent, effectively and efficiently accountable, promoting innovation, transparency and involvement with our most important stakeholders to comply with our climate goals.

Strategic goal⁵

40%

Cut in GHG emissions
by 2030 (scope 1, 2 and 3)
vs. the baseline of 2021.

Carbon neutral by 2050.

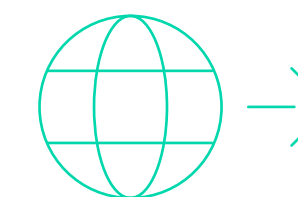


² Greenhouse gas (GHG) emissions were calculated based on the GHG Protocol.

³ Did not include the sale of energy by Generadora Fénix and Suministradora Fénix.

⁴ Value includes all Group companies with energy sales, including Generadora Fénix and Suministradora Fénix.

⁵ This target will be reviewed on a continuous basis, taking into consideration updated guidance and best practices.



Driven by the ambition to increase energy efficiency and cut carbon emissions, Mota-Engil Group places an emphasis on clean energy production in our areas of activity.

We operate in sectors that are highly dependent on fossil fuels (diesel in particular) as a result of our use of light and heavy vehicles, generators and diverse machinery. This dependence is especially relevant in the construction, logistics (rail freight) and waste management divisions.

In the construction sector, in particular, three important factors exist that affect our dependence on fossil fuels and, consequently, our carbon footprint:

- The type of construction work we undertake – heavily skewed towards large infrastructure projects – means that we, as a Group, have to use heavy machinery with high energy consumption;
- The places where we operate, such as Africa and Latin America, in often remote locations, where the lack of electrical power imposes the use of diesel generators to produce electricity;
- The countries where we operate are classified by equipment suppliers as “high”, “medium” and “low regulated”, which correspond, respectively, to the countries of Europe, Latin America and Africa. Thus, for different countries, high, medium and low tech equipment is supplied (even if for the same type of operations), which translates into fuel unit consumption that differs in efficiency.

Of note is the production of energy for our own use and for the national grid, with particular mention for the Valorsul Energy Recovery Plant (EGF, Portugal).

In this context, and integrated into our strategic pillar “A New Direction for Sustainability and Innovation” **▶ Chap. 2.3**, action to help the climate and cut our carbon footprint is our priority and we are committed to becoming carbon neutral by 2050. Introducing circularity principles in all business divisions, raising the use of renewable energy and implementing sustainable business solutions are some of the actions that have been taken. In particular, we have two strategic goals: (1) to cut GHG emissions by 40% by 2030 (scope 1, 2 and 3) vs the baseline year of 2021⁶; and (2) to be carbon neutral by 2050.



Goal

**Cutting GHG emissions
by 40% by 2030⁶**
(scope 1, 2 and 3) vs the
baseline year of 2021⁷

**Carbon neutrality
by 2050**

⁶ This target will be reviewed on a continuous basis, taking into consideration updated guidance and best practices.

⁷ The baseline year has been updated to 2021 for better quality data which, for the first time, was verified by outside auditors.

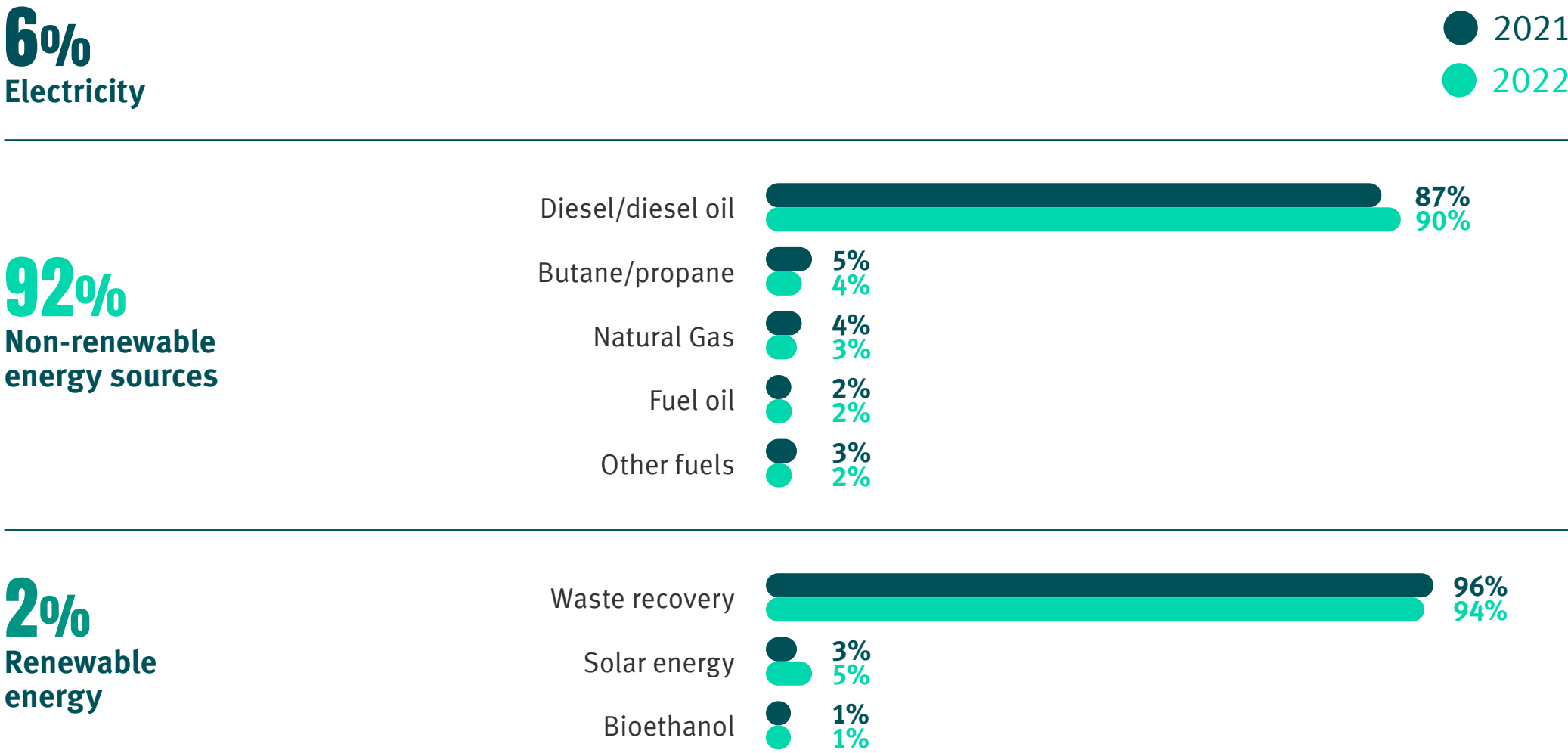
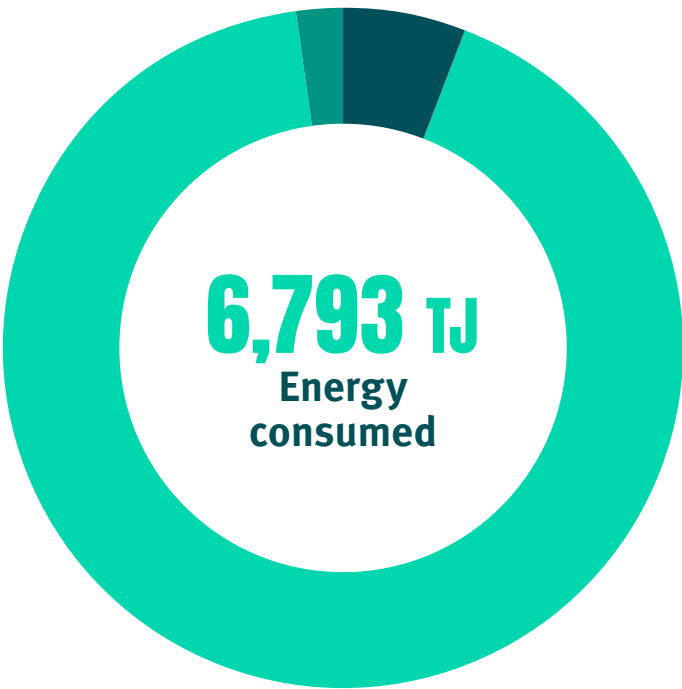
Energy performance

In 2022, our total energy use was up by 11% and sales of energy were down by 21% compared to the previous year. As far as renewable energy is concerned, solar photovoltaic energy produced for self-use – albeit accounting for only a small percentage of our overall energy picture – rose by 15% compared to the previous year. This figure reflects the growing investment by the Group’s companies in this area. The overall fall in energy sold is mainly due to a pause for scheduled maintenance in energy produced from waste management.

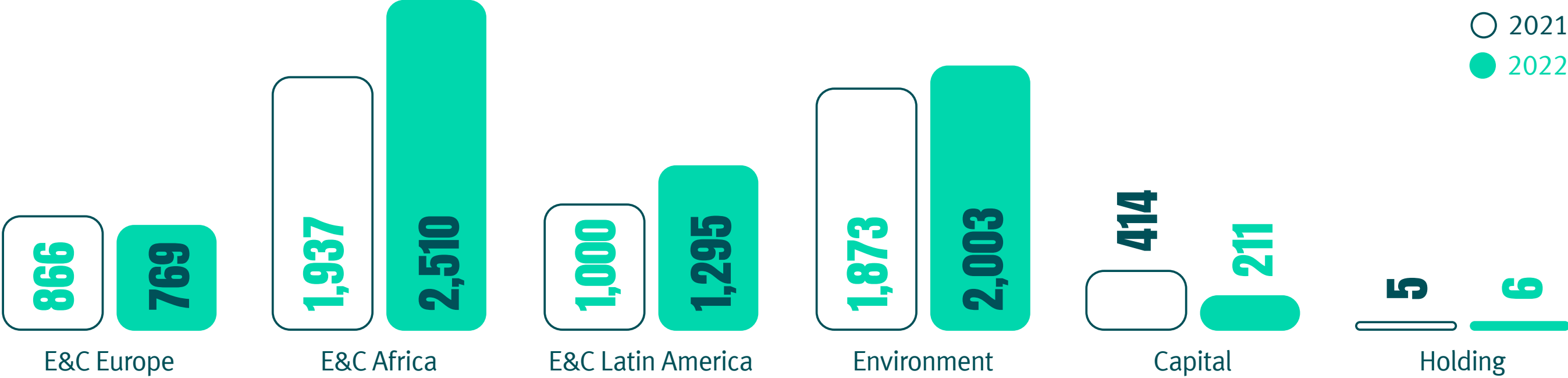
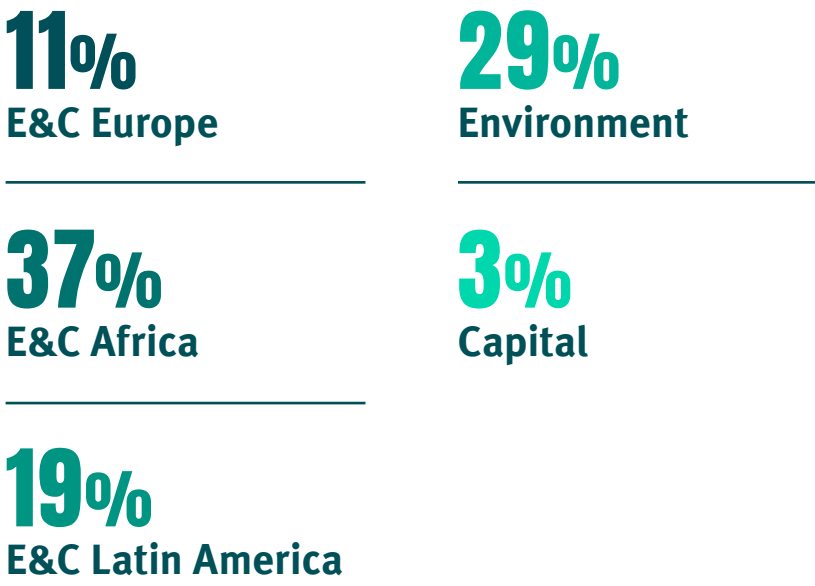
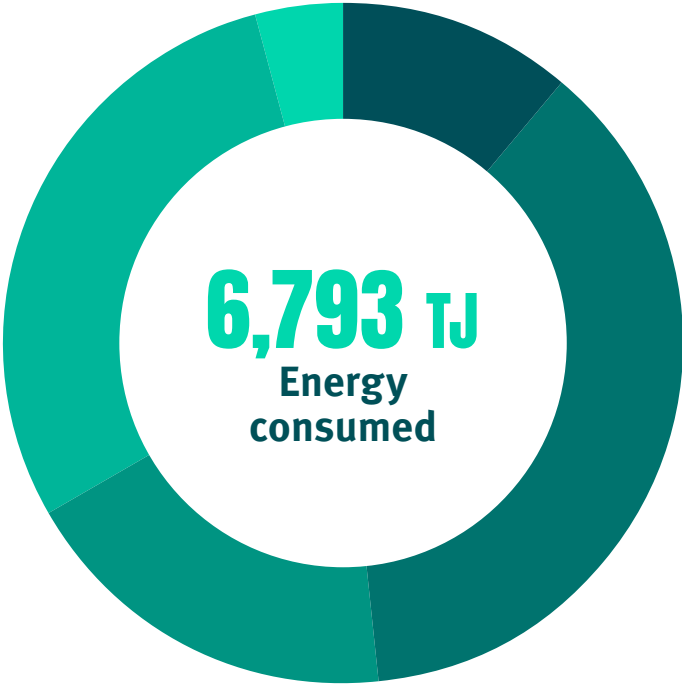
The rises seen in energy use are due to a substantial increase of 47% in turnover in 2022. The growth in business resulted from a representative increase in the number of infrastructure projects to which a lot of heavy equipment has been allocated. However, our commitment to cut use led us to more efficient energy intensity by turnover – down 27% compared to 2021.

Mota-Engil Group total energy use - 2022

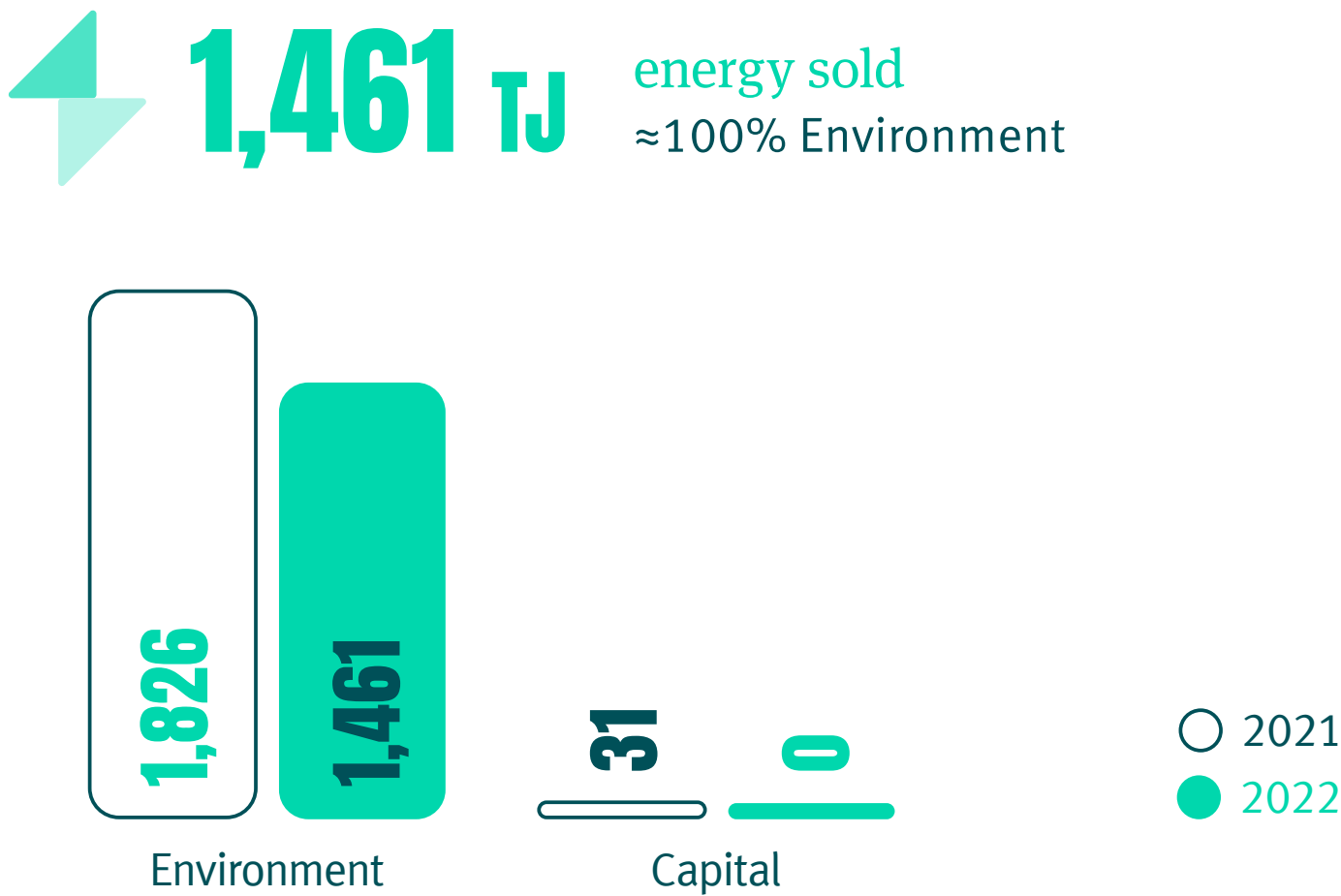
Energy use by source



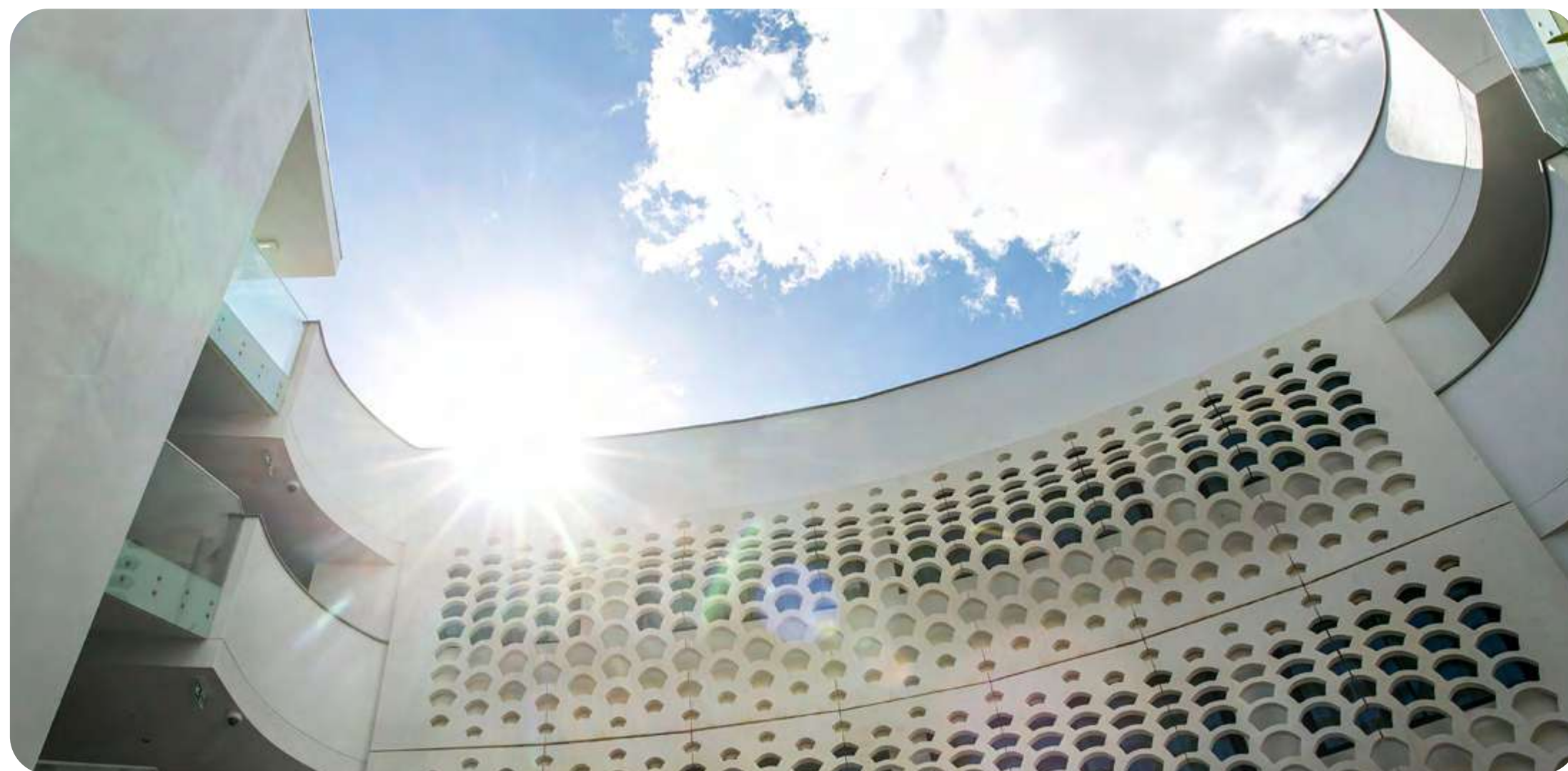
Energy use by business area (TJ)



Energy sold by business area (TJ)



Note 1: Refer to the GRI Table for information on the methodology used to calculate the GRI 302-1/3 indicators.



Carbon footprint

We are committed to the continual improvement of the methodologies used to calculate emissions, in line with the GHG Protocol and according to the financial control approach.

In 2022, we achieved a key milestone: for the first time, we calculated our scope 3 emissions through a process of identifying relevant sources. This methodology was later applied to 2021, allowing us to compare our performance for these two years. However, based on continual improvement, the calculation methodology is likely to be updated in the future. It is also noted that total GHG emissions are reported without taking offsets and carbon credits into consideration.

Also of note is the inclusion of emissions stemming from fluorinated gas leaks as well as an increase in the breadth of GHGs related to scope 1 waste management.

Another relevant point this year was the holding of two presentations by The Climate Reality Project, a non-profit whose mission is to drive a global solution to the climate crisis. The first session, conducted by the Climate Reality Leader Carlos Fulgêncio, was targeted at all members of the Clima@ME group (see highlighted box). The second presentation occurred through the Manuel António da Mota Foundation, as part of the Conscious Talks programme [▶ Chap. 7.4](#), and was aimed at explaining, to both audiences, the science behind

climate change and its global impacts, especially in the countries where we operate. During the presentations, the threats to humanity and the current solutions to the issue were discussed, highlighting the importance of taking action this decade, which will be decisive.

As concerns achievement of the aims mapped out, in the year in question emissions from our activities (scopes 1, 2 and 3) stood at 4,039 ktCO₂e⁴. This result represents an increase of 25% in absolute terms when compared with 2021. Furthermore, bearing in mind turnover, emissions intensity dropped by 17%.

At Mota-Engil, direct emissions from the urban waste treatment activity are the factor that contributes most to the Group's total carbon footprint (48%)⁵. These are the result of emissions from the decomposition of landfill waste – which undergoes a slow process of anaerobic degradation of organic matter that creates methane (CH₄), which is the main component of landfill biogas and takes 20 to 30 years to biodegrade – from the use of biogas for power generators in electrical power plants in landfills and anaerobic digestion from the biological treatment of waste by composting and from energy recovery.

GHG emissions associated with the Environment division, which includes EGF, Suma Portugal, Ecovision and Clean Eburnie, account for 52% of Group emissions (2,120 ktCO₂e in 2022). It should be mentioned that the new landfill in the Ivory Coast [▶ Chap. 6.2](#) led to an increase in GHG emissions.

As concerns indirect emissions from energy acquisition (scope 2), it is noted that they were mainly the result of electricity use and that the figure remained relatively constant when compared to the previous year (22 ktCO₂e in 2022)⁶.

With regard to scope 3 emissions, these account for around 40% of our total footprint in 2022. They were calculated in accordance with the categories identified as most relevant, based on the criteria established by the GHG Protocol. Therefore, two categories up the supply chain were considered: in category 1, emissions associated with the production of goods acquired were calculated, amounting to 1,494 ktCO₂e, to which the E&C division contributed significantly due to the type and quantity of materials acquired, such as steel, cement and aggregate; in category 3, fuel- and energy-related activities not included in scopes 1 and 2, amounting to 112 ktCO₂e.

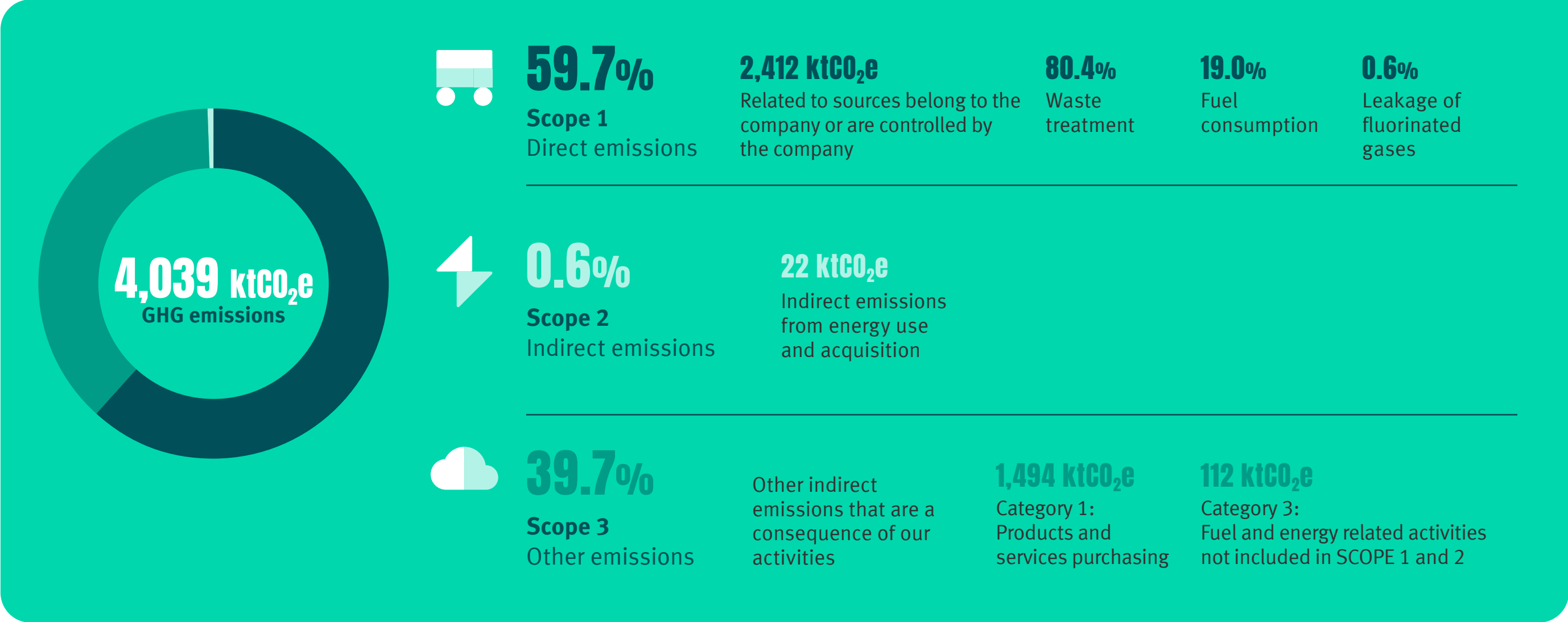
⁴ In addition to CO₂, we are also considering other GHG emissions such as methane, nitrogen oxide and the refrigerating gas R23, among others.

⁵ Emissions are calculated by directly measuring power generators through continuous energy recovery monitors and by estimating diffuse methane emissions from urban landfills.

⁶ Data obtained using the location-based methodology, which reflects the average emissions for the network where the energy was used. However, it is also possible to consult the results in the GRI Table using the market-based methodology, which is based on emission factors specific to electricity suppliers.

Mota-Engil Group GHG Emissions - 2022

Our Carbon footprint 2022¹¹

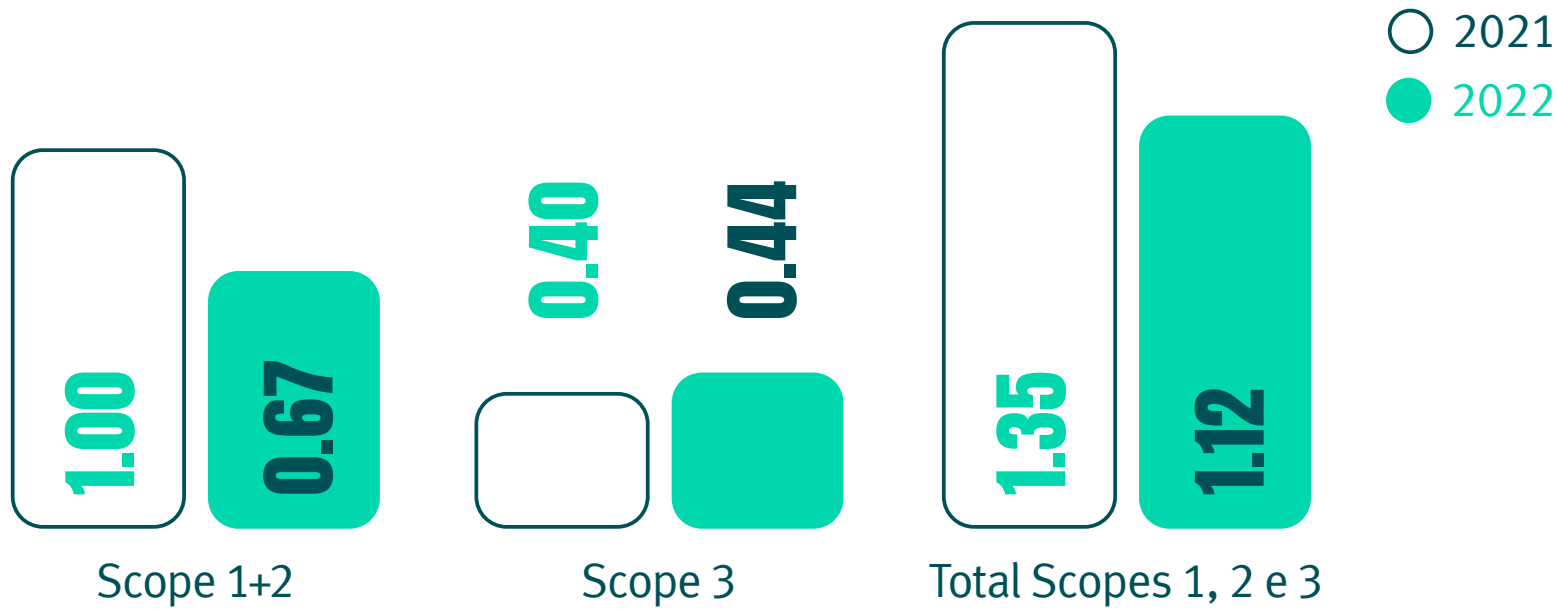


¹¹ Refer to the GRI Table for information on the methodology used to calculate the [GRI 305-1/2/3/4 indicators](#).

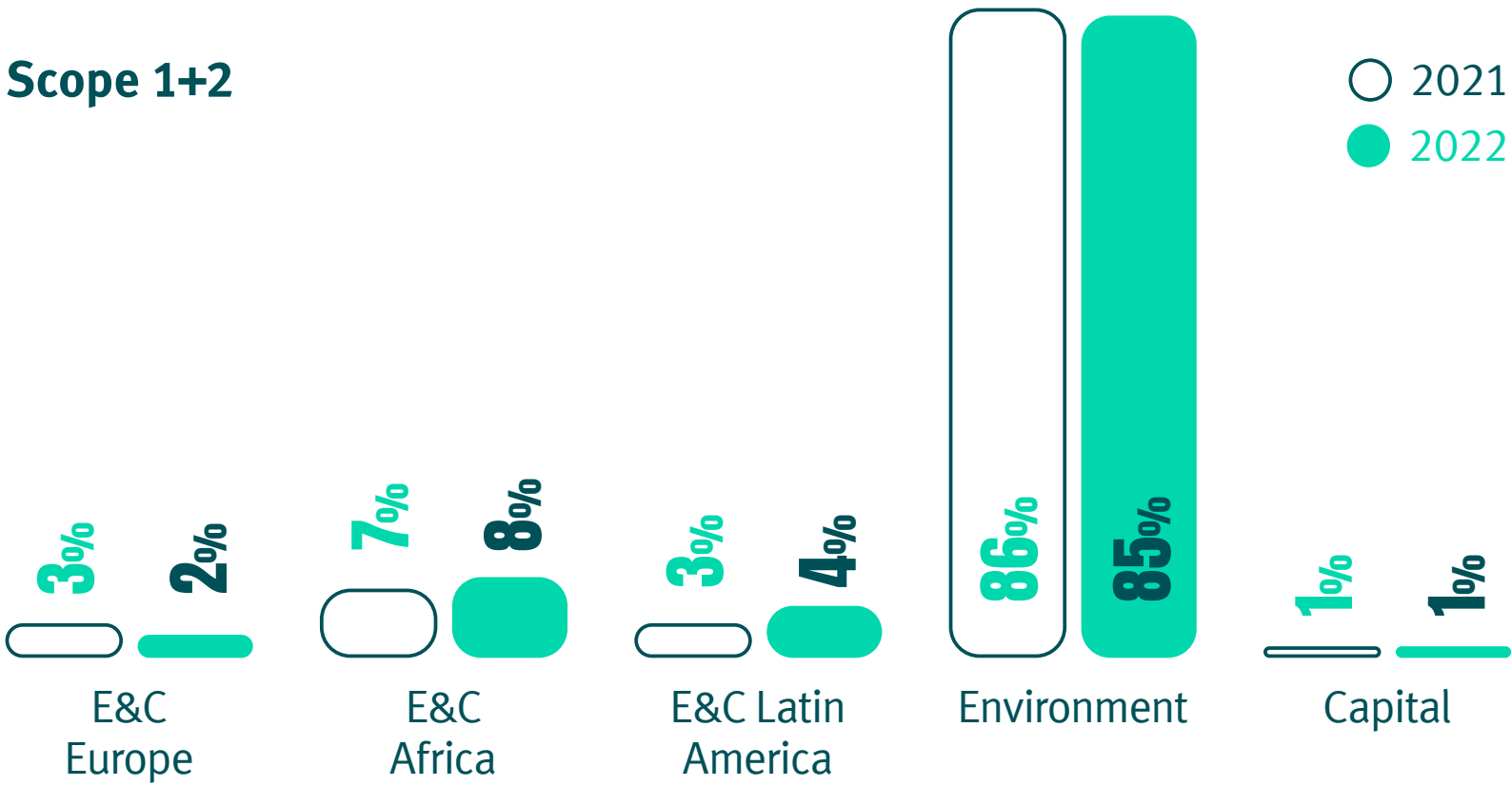
Note 2: As concerns scope 2, the data shown is location based. Refer to the [GRI Table, indicator 305-2](#), for data according to the market-based methodology.

Note 3: Refer to the [GRI Table, indicator GRI 2-2](#), for information on the entities included in the consolidated data in this Sustainability Report.

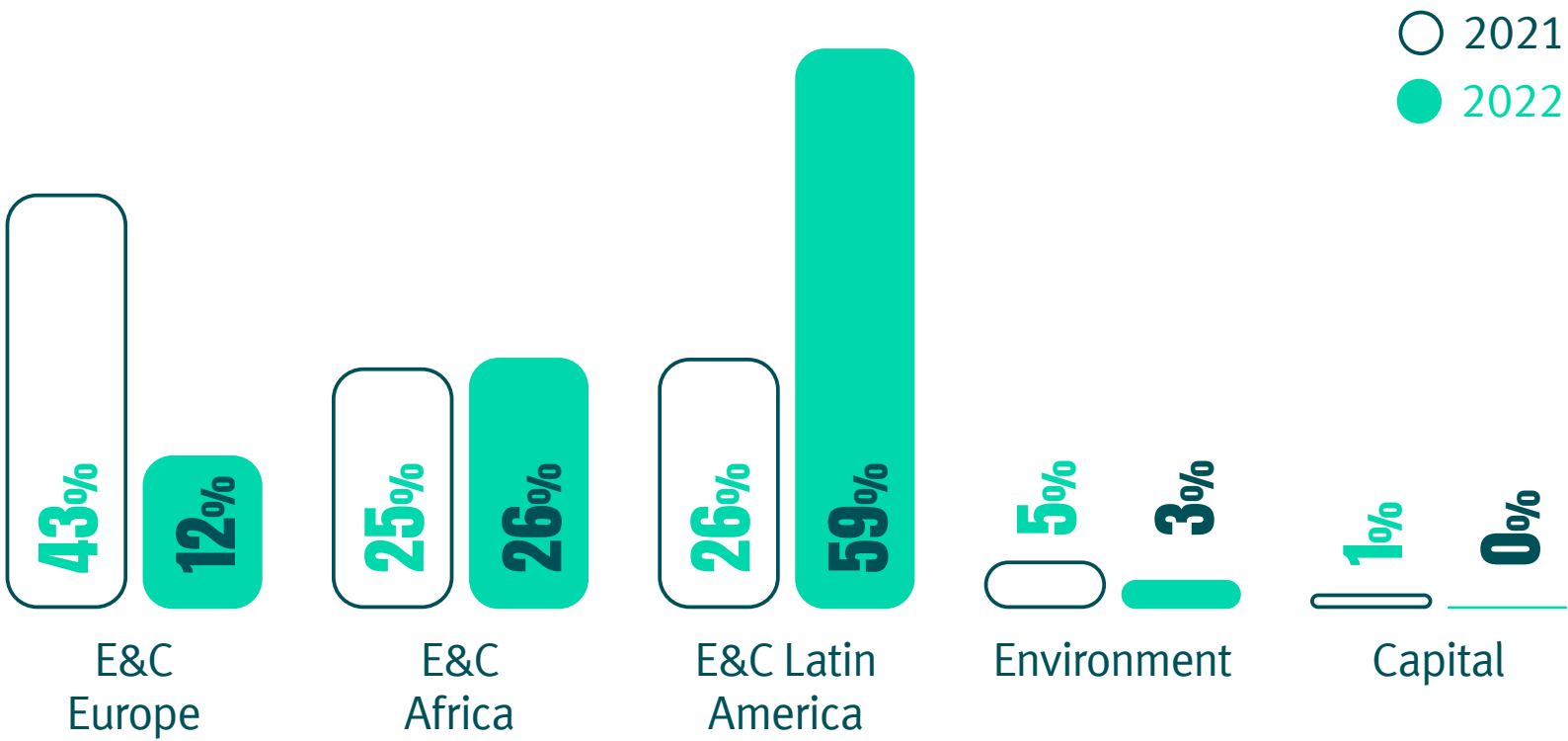
Evolution of carbon intensity by turnover (ktCO₂e/€k)



Contribution of the business units



Scope 3



Testimony

This year, it was extremely important for the management of our carbon footprint (Scope 1 and 2) and our stakeholders (Scope 3).

It is clear that, in addition to efficiency, we must focus on partnerships and innovation, while never forgetting the emphasis on the restoration and conservation of nature

To rise up to the challenge of climate change, Mota-Engil is contributing to a fair transition, mitigating climate risks, lowering its direct GHG emissions into the atmosphere and working side by side with its clients and suppliers. That is our mission.

This year, it was extremely important for the management of our carbon footprint (Scope 1 and 2) and our stakeholders (Scope 3) and it is clear that, in addition to efficiency, we must focus on partnerships and innovation, while never forgetting the emphasis on the restoration and conservation of nature.



Inês Mota

Board member of
the Manuel António da
Mota Foundation

“



Carbon footprint-cutting initiatives



Planning and constructing more efficient buildings

- ▶ Concern with constructing energy efficient buildings;
- ▶ Encouraging planners to introduce ecologically more efficient solutions (from a lifecycle perspective).



Optimising pathways

- ▶ GPS monitoring of equipment, promoting route optimisation with lower fuel consumption.



Optimised use of materials and consumables

- ▶ Optimising tyre use to cut consumption and increase working life.
- ▶ Conducting studies to determine the optimal time to change oil and lubricants without affecting the working life of equipment.



Electric mobility

- ▶ Growing focus on electric and hybrid vehicles.
- ▶ Installation of electric charging points in the Group's facilities (Mota-Engil Renewing).



Photovoltaics

- ▶ Growing use of photovoltaics.



Collaborative work

- ▶ Integrating and participating in Collaborative Labs, such as BUILT CoLAB and CECOLAB, aimed at fostering the digital and climate transition of buildings and infrastructure to make them adaptable, smart, resilient and sustainable.



Procurement policy

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



Optimisation of the productive process

- ▶ Optimising the productive process by, for example, reducing unnecessary movement through better operational planning.



Policy to minimise movement

- ▶ Regulating management principles and conditions, providing and using Group light vehicles, aligned with the aims of energy transition and the growing replacement of fossil fuel vehicles with electric and plug-in hybrid vehicles.

Climate action

To cut our carbon footprint, various actions are being taken that take into account our scope 1, 2 and 3 emissions (see diagram). With the approval of the new strategy, the aim is to raise the scale of implementation of initiatives and make the Group's action at this level more transversal, identifying new measures to adapt, mitigate and explore green funding opportunities to support the process of energy transition. In this context, in 2022, the work of the Clima@ME Sustainability Working Group was initiated [▶ Chap. 4.1](#).

It should be stressed that, as a reflection of our commitment to building a low carbon economy, in 2022 we joined the Net Zero Built Environment Council, a McKinsey & Company climate change initiative that aims to accelerate the sector's green growth. We also became signatories to the Porto Climate Pact. As part of our growing investment in renewable energies, it should be noted that the amount of energy produced by photovoltaics for the Group's own use allowed us to cut GHG emissions in 2022 by 344 tCO₂e.

In the Environment division, great effort has been put into the efficient management of landfills, particularly in the biogas drainage networks and burning systems – with the production of electricity and its input into the national grid – as currently occurs in most EGF (Portugal) landfills in operation. This allows

a significant portion of methane emissions to be converted into biogenic CO₂, minimising the amount of GHG emissions.

Through producing and selling electricity produced from burning biogas, as well as the use of non-fossil fuels in energy recovery, 40 ktCO₂e were avoided by EGF in 2022. In addition, by sending selected waste materials for recycling, such as plastic, glass and metal, 327 ktCO₂e were avoided in comparison with the production of these same materials from virgin sources.

Notably, due to the increase in selected collection in coming years and the consequent reduction in waste sent to landfill in the EGF division, GHG emissions from urban waste treatment will necessarily reduce. In addition, EGF predominantly adopts biological processes to treat most of its biodegradable waste, avoiding sending it to landfill. These biological treatments have considerably lower intrinsic GHG emissions in comparison to those at landfills, resulting in a significant reduction in GHG emissions.

As regards collection of separated packaging waste at recycling points, the optimisation underway at EGF, by installing hardware (RFID and sensors) and software in equipment, has allowed greater efficiency in waste collected and sent for sorting, which has contributed to minimising GHG emissions given that



vehicles are currently fossil fuel powered. This system is being rolled out with a view to establishing dynamic collection routes, with investment continuing in expanding the use of sensors and improving predictive analytics. As a result, it has already contributed to lower GHG emissions in selective packaging collection, which would have been higher without these systems. As their use is optimised, emissions will be increasingly minimised.

In 2022 we joined the Net Zero Built Environment Council

a McKinsey & Company climate change initiative that aims to accelerate the sector's green growth.



CORPORATE INITIATIVE *in focus*

Start-up of the Clima@ME Working Group

Created to establish the conditions for reducing GHG emissions consistently year after year.

The Clima@ME Working Group is aimed at promoting positive management of Mota-Engil's carbon footprint. Therefore, it established its primary goal as the creation and promotion of the Group's climate transition and decarbonisation plan to achieve the goals set out in the Strategic Plan – net zero by 2050 and a 40% cut to the carbon footprint compared to 2021¹².

We recognise the importance of this initiative in facing climate challenges and ensuring a sustainable future. Therefore, we want to promote shared responsibility, innovation, transparency and the engagement of critical stakeholders.

In 2022, work began on in-house efforts split into four subgroups and their respective task forces.

¹² This target will be reviewed on a continuous basis, taking into consideration updated guidance and best practices.



ClimaTAK - The Climate Technical, Audit and Knowledge group

Sketching the procedures and rules for building consistent and transparent GHG emissions inventories and calculating our carbon footprint (bearing in mind emissions and their capture and reduction). The ClimaTAK group is responsible for consolidating the calculation of the Group's overall footprint and supervising and auditing management of our carbon footprint. ClimaTAK is also the in-house repository of climate-related knowledge, disclosing and publishing internal documents on the theme inside Mota-Engil, and training and offering support for engagement with relevant climate partners.

- ▶ Climate Footprint Management and Accountability policy
- ▶ Instructions on how to build the GHG emissions inventory
- ▶ ClimaFM training on GHG instructions
- ▶ Policy on scope 3 emissions
- ▶ Consolidating Mota-Engil's carbon footprint at the level of the 2021 baseline and the current year of 2022
- ▶ Consolidating the action plan by 2026 and defining intermediate targets
- ▶ Establishing climate disclosure partnerships (CDP)
- ▶ Creating a knowledge library



ClimaFM - Carbon Footprint Management group

Annually building GHG emissions inventories and the carbon footprint for each Group business unit, informing and managing the carbon footprint of projects in line with the procedures set out. They have direct contact and should inform senior management of all of the companies they manage. They are already responsible for accompanying the progress made in the divisions and sub-divisions (business units and subsidiaries) and identifying the needs for action within the Group.

- ▶ Creating the baseline GHG emissions inventories (2021) and that for 2022
- ▶ Reporting the impact of positive initiatives and projects from 2021 and 2022
- ▶ Recalculating the baseline carbon footprint (2021) and calculating that for 2022



Climate Action - Climate Action group

Together with ClimaTAK, the Climate Action Group will be responsible for developing and implementing roadmaps for achieving carbon neutrality (NET ZERO). By creating and implementing global and local initiatives, the group aims to cut its global and local carbon footprint. This group brings together knowledge on operations and measures that can cut the carbon footprint and are easy to implement without great financial outlay.

- ▶ Defining "low hanging fruit"
- ▶ Building the "low hanging fruit" initiative
- ▶ CH₄ Emissions Task Force (critical point)
- ▶ Task Force on the JUST Transition Plan for Carbon Mining in Moatize (critical point)
- ▶ Developing the response to TFCD and EU taxonomy
- ▶ Climate conformity
- ▶ Funding green, sustainable and just transition initiatives



ClimaI9 - Climate Innovation group

The Climate Innovation Group is responsible for finding solutions to problems we can still resolve or those that require investment. It will lead innovation and new tech partnerships and translate into operational innovation and products that will lead to achievement of the climate goals.

- ▶ Climate Innovation 2026 implementation plan (scopes 1, 2 and 3)

LOCAL INITIATIVE *in focus*

Initiatives to reduce the carbon footprint

Brazil

Photovoltaic energy post and high-efficiency light tower

In August 2022, the environment, safety and engineering teams at ECB replaced the old diesel-powered light towers in the Gongo Soco mine (Minas Gerais, Brazil) with mercury vapour bulbs with more efficient and less noisy towers with LED bulbs.

The aim of the initiative was to cut diesel use and eliminate

bulbs containing gases that are toxic to human health and the environment, in addition to cutting sound pollution considerably and increasing the light in the surrounding environment. As a result, there was a significant improvement in energy efficiency, cutting 46% in fossil fuel use. For every hour it is on, the new tower uses just 0.7l of diesel, helping to cut 46% of GHG emissions. In addition, in October, posts with

photovoltaic panels and LED bulbs were installed in the same region.

As a result, there was a significant cut in diesel use, a drop in generator costs and a reduction in CO₂ and GHG emissions, contributing to the sustainability of the mine operation. The initiative shows the company's commitment to adopting more responsible and environmental practices.

Colombia

Sustainable mobility programme

In January 2022, the Mota-Engil Colombia company implemented a sustainable mobility programme at its head office in Bogotá. The aim was to incentivise the use of environmentally friendly forms of transport such as bicycles and electric scooters to cut the environmental impact of travel by its employees. Five employees participated actively in the initiative.

As a result, the company managed to cut an average of 0.8 tons of CO₂ per year.

Portugal

Installation of fleet electric charging points

ME Renewing, in partnership with ATIV and MEEC, installed electric charging points for the Mota-Engil Group fleet.

This initiative was aimed at promoting the transition of the Group's fleet to electric mobility in response to the challenges of energy transition

and decarbonisation. During 2021 and 2022, charging solutions were installed in Porto and Linda-a-Velha.

As a result, 10 charging points were installed in Porto, cutting emissions by 1.3 tCO₂ and charging vehicles for approximately 12,000 km, and 30 charging points in Lisbon, cutting emissions by 21 tCO₂ and charging vehicles for over 194,000 km.



Mota-Engil Renewing
Portugal <

**LOCAL INITIATIVE** *in focus*

Carbon footprint-cutting initiatives

 Portugal**Launch of the “ATIV Car Share” app**

Mota-Engil ATIV developed an app called ATIV Car Share, which is available for Android and iPhone and accessible by web browser, in the aim of optimising the use of vehicles and cut the costs related to work travel. A further aim of the initiative was to cut the company’s carbon footprint, optimise the time employees need to plan and share travel, and simplify the exchange of information between employees who need to travel for their work.

With investment of around €12,000 in indirect costs and equipment allocation, the app was developed by Mota-Engil ATIV’s Innovation department and is available to all company employees in Portugal. The project was developed in the 2nd quarter of 2022, went live in July of the same year and is currently in use.

The initiative has an adoption rate of 27%. 57,806 km were travelled, saving 29,321 km. The quantity of diesel saved was 1,906 litres (considering average consumption of 6.5 litres/100 km), resulting in a CO₂

saving of 5 tons (considering 2.62 kg of CO₂ per litre of diesel).

Building Information Modelling (BIM) methodology

During 2022, various initiatives were implemented to promote the digitisation of construction, particularly by operationalising the Building Information Modelling (BIM) methodology on various sites.

The BIM methodology enhances sustainability by promoting informed and early decision-making with benefits in terms of project coordination and compatibilisation, construction efficiency and the reduction of waste, rework and waste production as well as higher productivity.

By using new digital communication platforms associated with the BIM process, replacing paper with digital communication on tablets, mobile phones and computers, it was possible to achieve swifter and more efficient communications in addition to the direct reduction in paper and toner use.

Also through BIM and the automation of processes, it was possible to achieve significant gains in some activities, namely in the automation of earthmoving equipment with machine control technology, directly cutting fuel use and operating times, but also by adopting automatic data acquisition via survey by drone and laser scanning, with very

significant gains in productivity and information quality.

In sum, the initiatives to digitise construction and adopt BIM methodologies brought sustainability benefits, contributing to lower material and energy waste, optimising resource use and improving collaboration and communication.





Impact on the activity of our clients

In the current context, organisations have been subscribing to sustainability as a priority, a reflection of the acknowledgement that a clear integrated environmental and social strategy in the decision-making process can give rise to new opportunities and have a direct effect on creating economic value. Aware of the importance of this, we presented our clients to various companies who are supporting them in this area.

Standing out here is Mota-Engil ATIV, whose commitment is encapsulated by its purpose – “We enhance assets, moving the community towards a more sustainable future” – and reflected in the development of solutions that are tailor-made for our clients. These solutions accompany

the different stages of the roadmap for the sustainability of physical assets and are based on gains in operational, energy and water efficiency.

On the energy theme, we support our clients with energy efficiency solutions and in fostering the use of renewable sources of energy, focusing on the use of energy in large buildings, industry and the vehicle fleet. These solutions are reflected in the assessment of the impact of life-cycle management options for assets, in the respective carbon emissions profile and in the contribution to more sustainable operations.

EMERGE Mota-Engil Real Estate Developers is increasingly dedicated to innovative and sustainable real estate solutions. More than a promoter, we want to be a solutions provider for projects that are distinctive and transformative

Mota-Engil ATIV was created out of the merger of the subsidiaries Manvia and Vibeiras

and the expansion into new segments, resulting in the creation of a new brand for the challenges of sustainability and decarbonisation that will be a pillar of the Group’s diversification.

and have an impact on society and the planet. We work tirelessly to be a reference point within the real estate market focused on developing holistic projects that: can promote wellbeing and happiness for individuals and communities; are architecturally innovative and impactful; are integrated into their surroundings, preserving and promoting a connection with nature; and can renew Mota-Engil Group's legacy and challenge our trustworthy, solid, multidisciplinary, creative and dynamic team with a vision of the future.

With an impact on GHG emissions in the buildings use phase, various projects are certified or awaiting certification by recognised standards,

such as LEED and LiderA. The AURIOS project, for example, was designed as a development of the future which aspires to become a milestone in energy efficiency and use of natural resources through photovoltaic panels, efficient hot water and climate control systems, and interior and exterior lighting solutions within landscaped grounds and green spaces with indigenous vegetation. The project has been awarded an A+ rating by LiderA for its exceptional performance.

In parallel, Mota-Engil Renewing – a cleantech/energytech business – is one of the Group's new companies which grew out of the vision to create a new business unit aimed at being a benchmark in the area of energy transition and decarbonisation of cities, companies and industry, offering the market integrated and sustainable energy solutions. Internally, its purpose is also to support the Mota-Engil Group in the various geographical markets where we operate by offering solutions that enable us to cut our carbon footprint and accelerate the Group's commitment to net zero.

In the area of smart energy, it promotes decentralisation for self-consumption, providing solutions of varying complexity for individual and collective self-consumption as well as energy communities that are applicable to any type of organisation, whether public or private.

In smart mobility, it develops charging solutions in public, private and hybrid spaces through smart charging hubs adapted to the location and use profile, associated with services of convenience for the end user. In the corporate segment, it designs

EMERGE Mota-Engil Real Estate Developers

is increasingly dedicated to innovative and sustainable real estate solutions. More than a promoter, we want to be a solutions provider for projects that are distinctive and transformative and have an impact on society and the planet.

Mota-Engil Renewing is accelerating the energy transition and decarbonisation in the major urban centres, companies and industry.





charging solutions for companies, helping to accelerate the transition to an electric fleet.

As a business model, it also acts as a developer and service provider, investing in the assets and solutions that we implement and exploring the respective services, developing strategic partnerships and medium-long term contracts with our clients and partners, with whom we share the financial, environmental and social benefits of these projects.

Through the activities of Mota-Engil Renewing, we were able to cut 475 tCO₂e of emissions in 2022. This resulted from projects to decentralise energy for our own consumption (photovoltaic panels) and smart mobility by developing and exploring electric charging solutions in public and private spaces in some of the country’s core districts. These avoided emissions result from the projects developed for its clients and also internally for the Group’s companies.



NEXT steps

Projects developed by Mota-Engil Renewing in 2022

Smart charging at the Universidade Católica Portuguesa (UCP)

Smart charging solution on the Braga campus of UCP connected to the Mobi.E public network. Flexible and scaleable solution that will integrate photovoltaic panels and store energy.

Project for a renewable energy community (REC) in Tâmega Park

Implementation and operation of a REC in the context of an industrial park/services, integrating production, storage, consumption and energy management solutions, including digitally run smart charging (V2G and G2V).

Continuous process

- ▶ Continuous improvement of the methodology to calculate the Group’s carbon footprint

2023

- ▶ Start of implementation of the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD)

2024

- ▶ First voluntary report to the CDP Climate Change

2024 e 2026

- ▶ Creation of climate action plans for 2026 and 2030

6.2 Use and management of natural resources



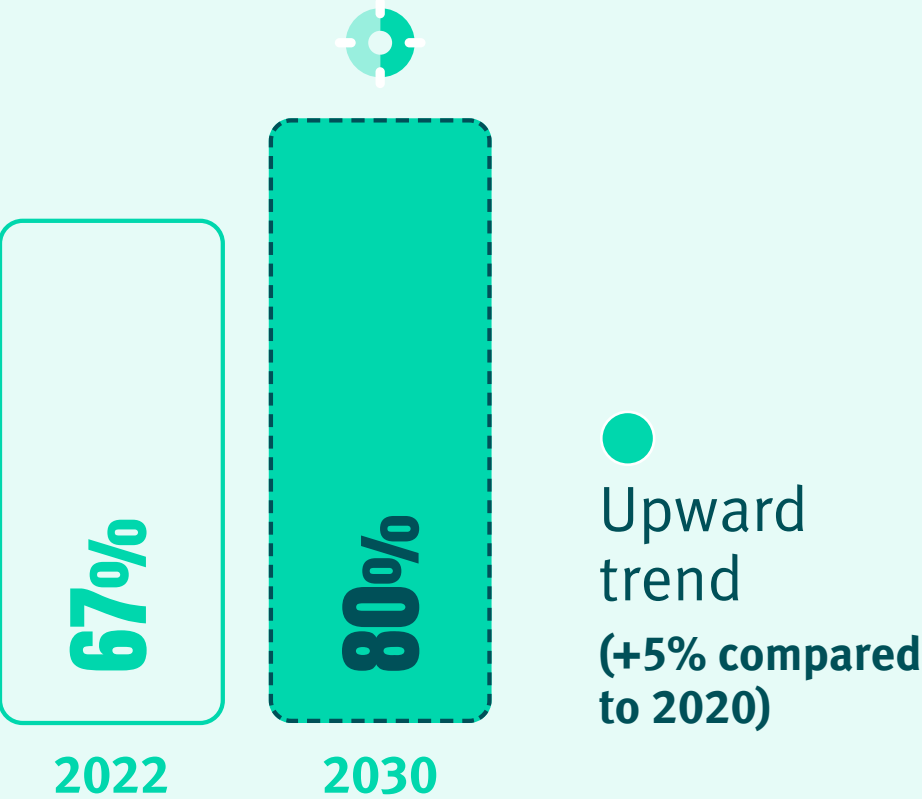
Aware that the planet has limited resources, we are committed to acting responsibly and prudently.

We seek to find answers for the needs of the present without comprising those of the future.

Strategic goal

80%

of waste recovered by 2030



Our impacts

27,6 Mt
Total materials consumption

642 kt
Waste created

85%
Non-hazardous waste

15%
Hazardous waste

3 241 kt
Waste treated

1 214 kt
Waste collected/transported in Portugal

Circular
Sustainability Working Group (SWG)

€78.9 M
in Sales of Recyclable Materials

GRI 3-3, 301-1, 303-1, 303-2, 303-3, 304-1, 304-2, 306-1, 306-2, 306-3

As an integral part of our strategic pillar “A New Direction in Sustainability and Innovation”, we are committed to using and managing natural resources responsibly. Therefore, we look for solutions that promote materials circularity, resource optimisation and ecosystems protection.

Materials

The type and quantity of materials we use reflect our dependence on natural resources and the impacts that these have on their availability. Among our business divisions, construction is a heavy consumer of materials, particularly non-renewable ones.

In 2022, we used around 27.6 million tons of non-renewable materials (+169% vs the previous year), corresponding to over 99% of total use, and 9,300 tons of renewable materials (+64% vs the previous year). It should be noted that materials use can be very variable between countries and years, since it depends not only on the variation in activity but also the nature and scope of the projects underway.

Turnover between 2021 and 2022 increased significantly and in 2022 data collecting was extended to a greater number of materials categories. The materials in question are those which are (financially) material and that can currently be monitored by weight or volume. Therefore, parts and accessories associated with maintaining and repairing equipment, tools, electrical, electromechanical and

hydraulic material, waterproofing geotextiles and canvases, lightweight pre-fabricated concrete products, and protective and safety materials, among others, are excluded.

Together with our companies, we are taking action to optimise the use of material resources, particularly in the construction division where this is most intensive.

With regard to materials circularity, Urban Waste Incineration Slag Aggregate 0/31.5 (AEIRU), made by EGF (Portugal) through waste energy recovery, has been awarded CE certification for use in road

building – base and subbase layers – and is an example of the circular economy at work, cutting down on the use of natural aggregates which are often extracted from quarries and rivers.

The Cambao-Manizales project in Colombia, which uses asphalt made of recycled rubber granules, stands out as an example, showing our commitment to innovation and advanced building techniques.

As a component in the biological cycle of the circular economy, of note is the organic corrective produced from the biological treatment of the organic matter contained in urban waste and which EGF produces

and commercialises, returning biodegradable materials to the planet.

Also deserving a mention is the work undertaken by EGF group companies to sort and send packaging for recycling, avoiding the use of virgin materials and GHG emissions [▶ Chap. 6.1](#).

Standing out in this context is the start-up in 2022 of the Circularity Sustainability Working Group (SWG) whose aim is to promote the circularity of materials in our value chain.

Approach to optimising material resources



Digitising Processes
Digitising processes as a Group-wide approach.



Innovation
Innovation through integrating and participating in collaborative labs. Our participation in the Circular Economy Collaborative Lab (CECOLAB) stands out here.



Product Life Time
Increased product life time via adoption of longer-lasting solutions.



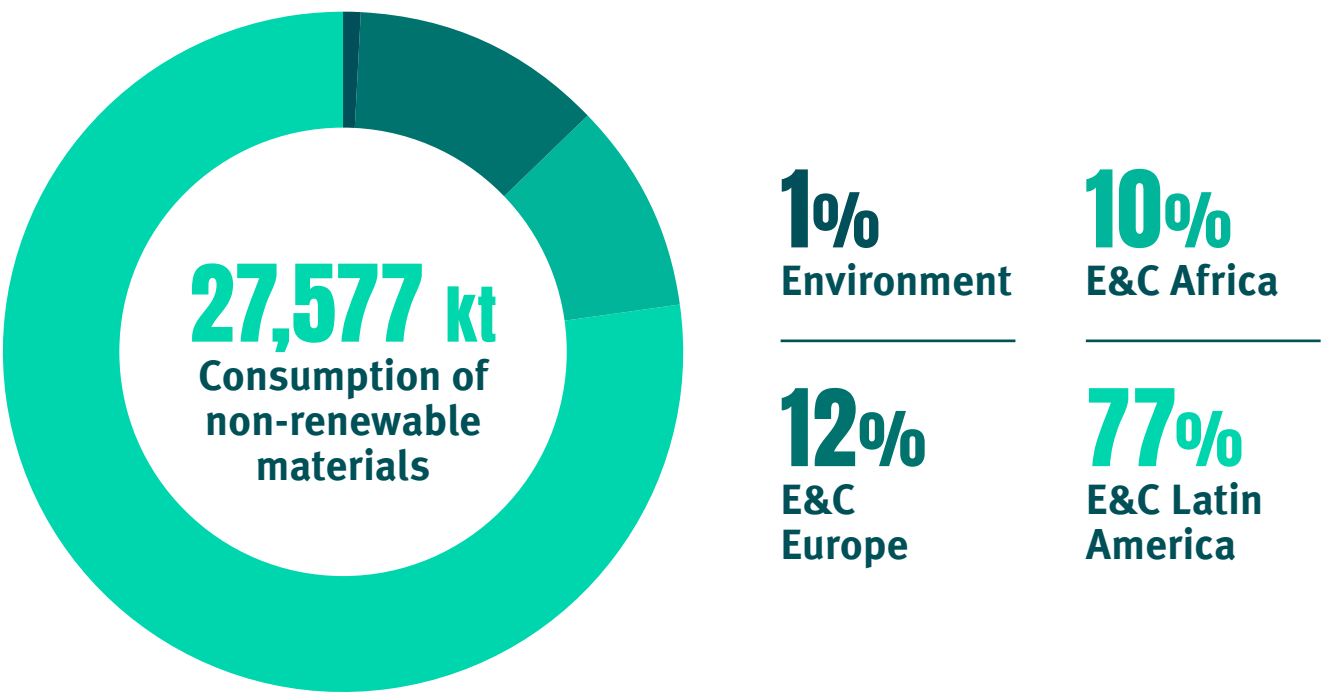
Materials Circularity
Promoting the circularity of materials by, for instance, applying waste milling materials from bituminous mixtures, incorporating them into the production of new mixtures, fostering use of construction and demolition waste.



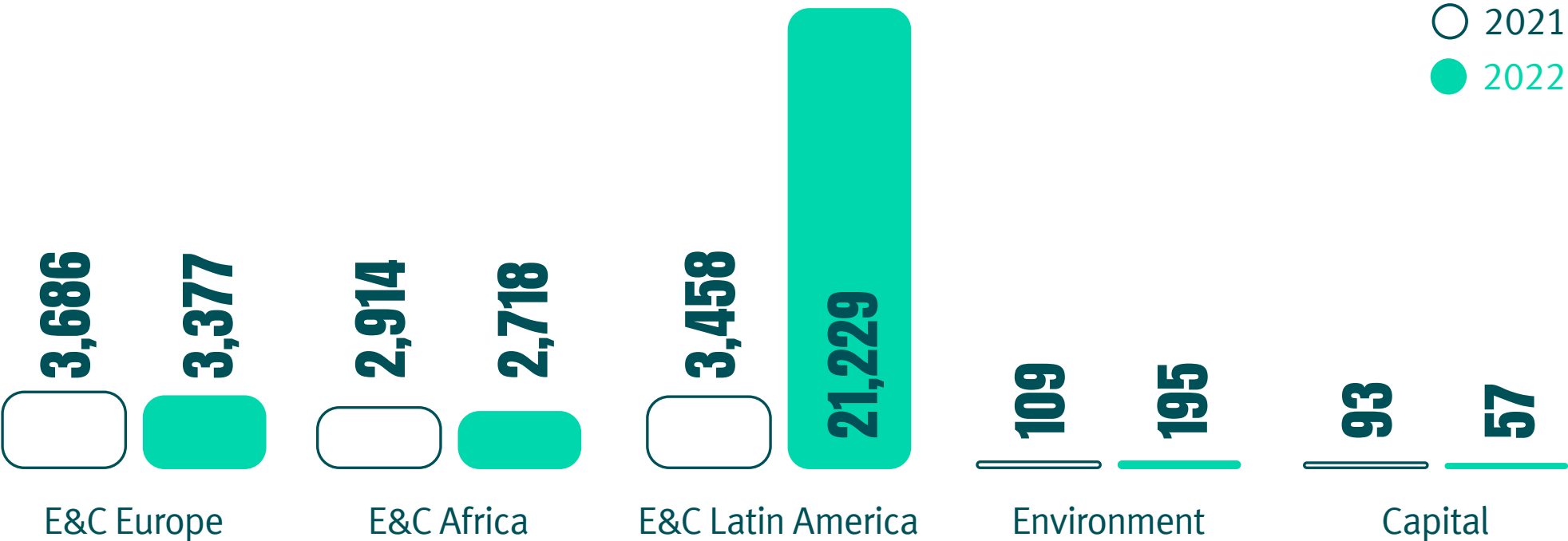
Choice of Materials
Finding and integrating materials with lower environmental impact.

Materials consumption

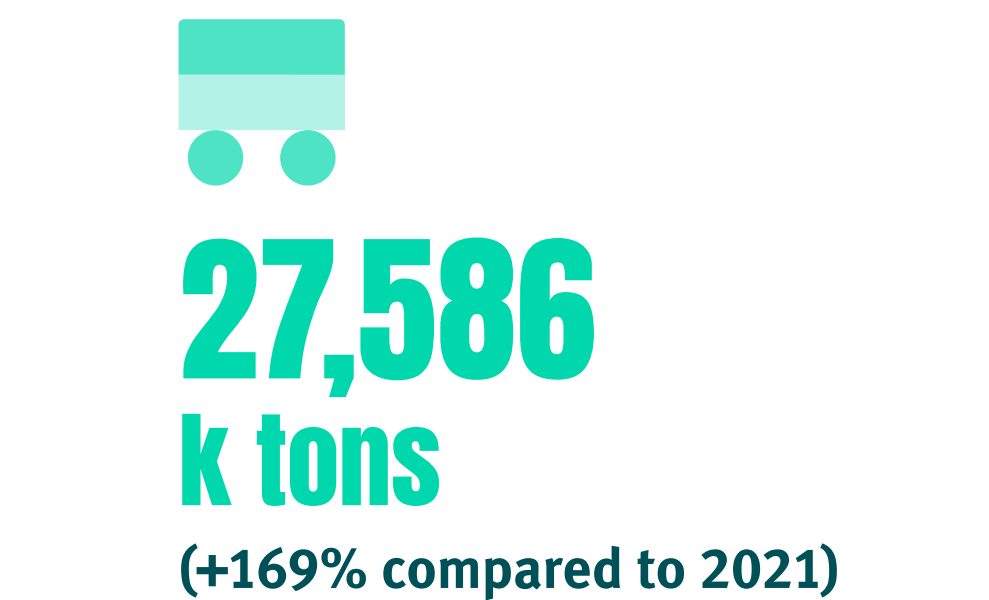
Consumption of non-renewable materials by business unit



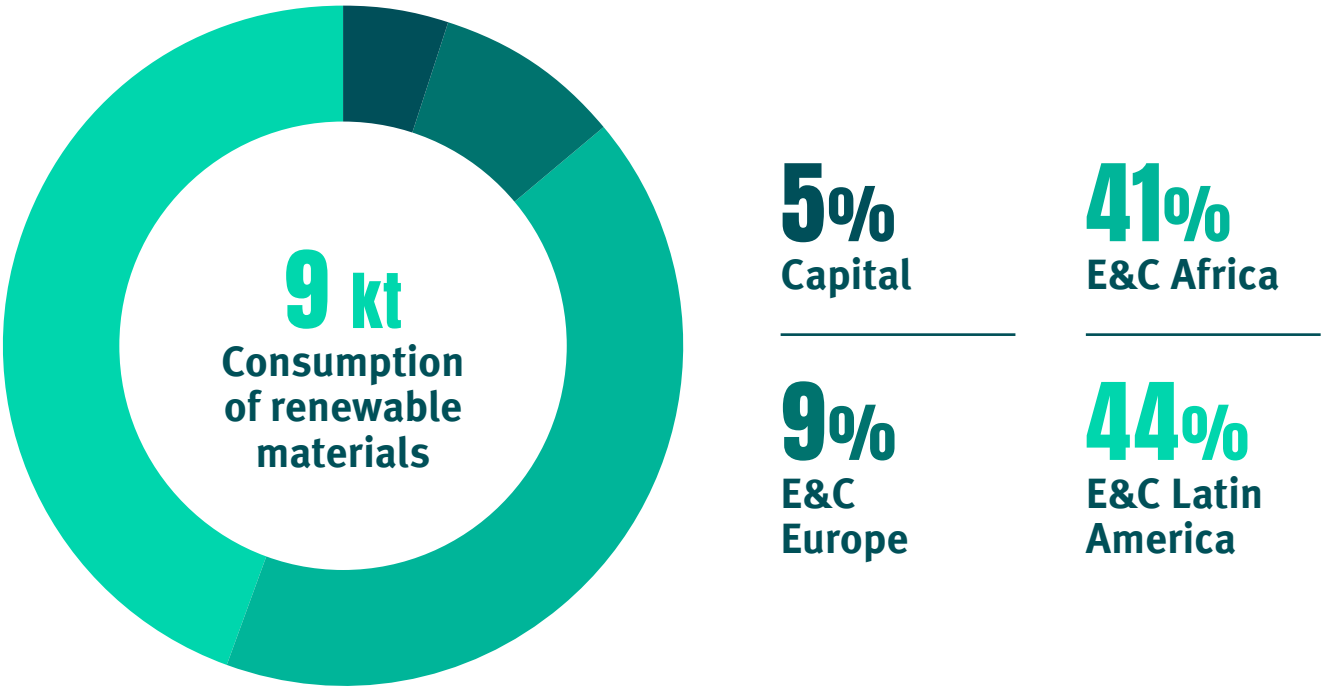
Change in consumption of non-renewable materials by business unit (kt)



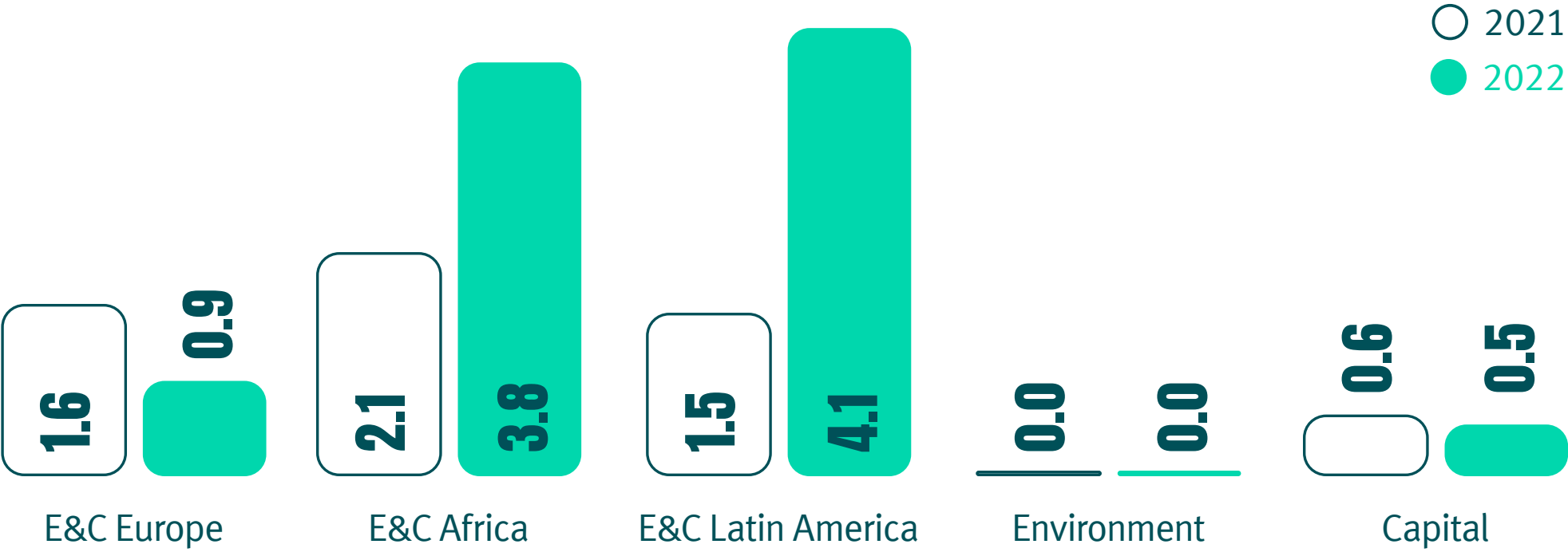
Total materials consumption - 2022



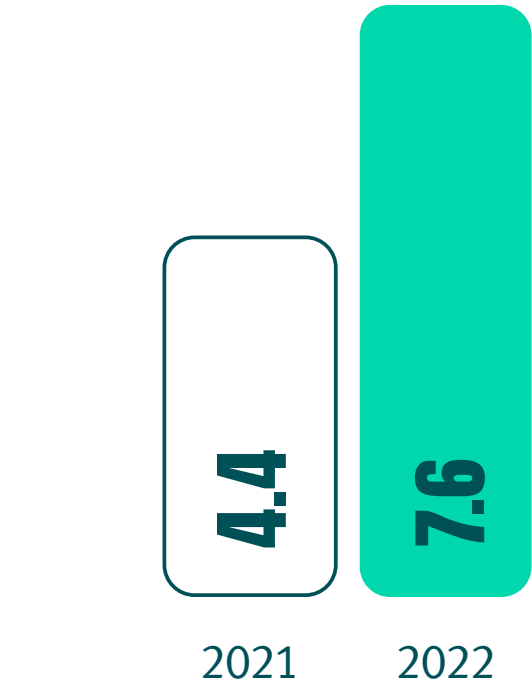
Consumption of renewable materials by business unit



Change in consumption of renewable materials by business unit (kt)



Change in the intensity in consumption of materials by turnover (tons/€k)



Note 1: Given the change in business divisions at Mota-Engil Group in 2022, it has not yet been possible to report all information from the Holding. However, this information is not deemed to be material.
Note 2: Refer to the GRI Table for information on the methodology used to calculate the indicators [GRI 301-1/2](#).

Testimony

It is urgent to rethink the design of products, and their re-use and repair, implement recycling and ensure suitable waste management.

It is important to foster collaboration between companies, governments and civil society to drive innovation and behavioural changes.

“

The transition to a circular economy requires the adoption of sustainable practices in all sectors of the economy and specifically in the AEC⁷ sector, which is very dependent on natural resources and is one of the highest emitters of GHGs. It is therefore of urgent importance to rethink the design of products, and their re-use and repair, implement

recycling and ensure suitable waste management.

Furthermore, it is important to foster collaboration between companies, governments and civil society to drive innovation and behavioural changes, contributing to preservation of the environment and mitigating climate change.



Pedro Januário

Global Head of Engineering and Technical Support

⁷ Architecture, Engineering and Construction.





CORPORATE INITIATIVES *in focus*

Start-up of the internal Circularity Working Group

Created to establish the conditions necessary for promoting the circularity of our materials.



In 2022, the Circularity SWG began work, identifying projects and establishing first contacts in order to create subgroups overseeing specific projects that incorporate circularity concepts in all of our companies.

Therefore, bearing in mind the principles of reducing,

re-using, and recycling materials, various initiatives were identified in the planning or development phase that were deemed relevant for overseeing, monitoring and measuring results relating to their implementation.

Considered for performance oversight and monitoring were

the following areas:

- Optimisation of projects in the design phase;
- Recovery of solvents used in our on-site quality control labs;
- Use of platforms to publicise available waste;

- Incorporation of tyre rubber in road surfaces;
- Incorporation of waste milling materials into new surfaces;
- Recovery of slag from the incineration of urban waste.

Also of note is the publication of a Site Manual with good sustainability practices to be followed during our construction projects

▶ **Chap. 6.0.**

**CORPORATE INITIATIVES** *in focus*

Incorporation of rubber from used tyres in bituminous mixtures

Strengthening our commitment to innovation, sustainability and continuous improvement in infrastructure construction and management.



In an effort to improve the mechanical characteristics of bituminous mixtures and prolong the working life of road surfaces, ME Concessions, ME Global and MEEC undertook a pilot project in the Douro Interior subconcession. This project involved incorporating rubber from used tyres into

bituminous mixtures, specifically on the IC5 highway.

The project lasted from 2021 to 2022 and the results revealed a very high fatigue performance, allowing the thickness of the surface layer to be reduced and, consequently, providing

a significant cut in the use of stone aggregates.

Incorporating rubber from used tyres into bituminous mixtures therefore showed promise, allowing used tyres to be re-used and reducing the costs associated with building and maintaining roads.

ME is keeping an eye on tech developments with regard to these types of mixtures with a view to expanding their use in any country and whenever it is thought technically suitable for this type of road surfacing.

The project lasted from 2021 to 2022 and the results revealed a very high fatigue performance.

LOCAL INITIATIVES *in focus*

Initiatives to foster the circular economy

Portugal

Extending the working life of bituminous concrete surfaces

From September 2021 to October 2022, a rejuvenating bituminous emulsion was applied in situ by spraying to prolong the lifecycle and avoid the greater crumbling and cracking of the surface of the IP2 and IP5 highways over a stretch of 241 km in the Douro Interior.

This initiative was aimed at protecting the environment, safeguarding and satisfying users, and optimising resources.

The Engineering and Innovation Department, alongside MEC, SDI/ODI and Latexfalt Ibéria, were involved in characterising and overseeing the project's implementation.

Assessment of the benefits of this initiative is underway, with a focus on determining the state of the road surface over time, especially in relation to wear and texture. Currently, the initiative is in its 2nd phase, which includes the study of surface wear before and after application of the bituminous

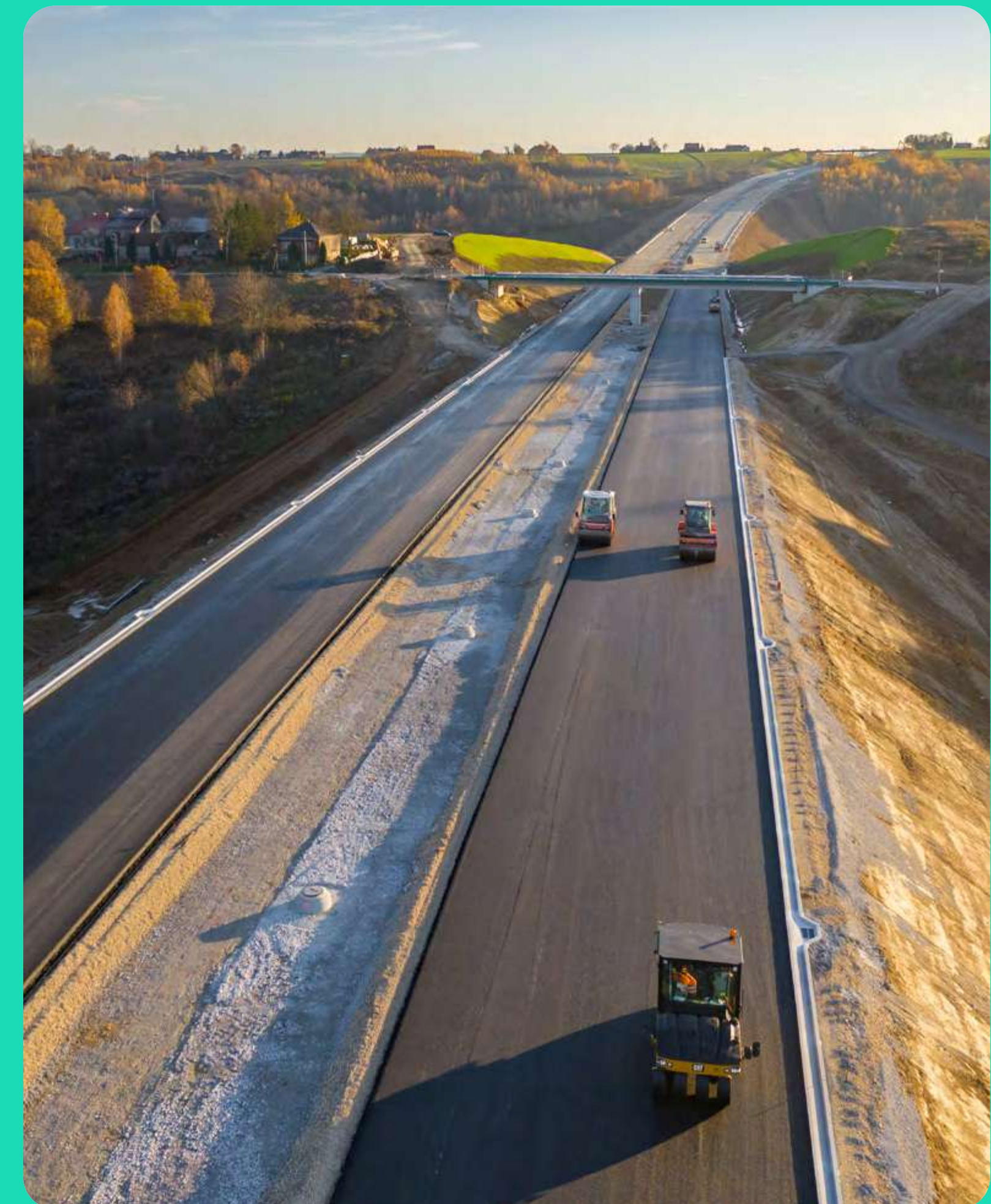
emulsion. The next steps will involve studies to assess wear 1, 2 and 4 years after application.

Mexico

Circular Economy - Circular Life

In November 2022, Mota-Engil Mexico introduced the "Circular Economy – Circular Life" initiative in Lake Guadalupe, located in Cuautitlán Izcalli. The main aim was to promote sustainability and the circularity of natural resources.

During the initiative, a process was implemented for composting, reforestation and separating organic waste. A full cycle of circularity was established, starting with the separation of organic waste from the fruit supplied to employees during their coffee breaks. The waste was sent for composting to turn it into organic fertiliser.



Waste

In 2022, we produced 4% less waste year on year, most of which was non-hazardous. Depending on the nature, number and size of the projects underway, the construction division can produce high quantities of waste.

Sending waste to an appropriate final destination is the key to cutting the negative impacts associated, both for the environment and for local communities. Therefore, it is our concern to ensure a suitable final destination, in particular for our waste recovery operations. However, it is stressed that sending waste for recovery depends not only on the characteristics of the waste produced but also the

existing infrastructure in the countries where we operate, which can be a limiting factor.

Waste recovery was considered one of the strategic environmental goals in the Mota-Engil 2022–2026 Strategic Plan [▶ Chap. 2.3](#) and is also an important circularity measure, allowing resources to be re-used, avoiding the extraction of virgin raw materials and contributing to a smaller carbon footprint, among other benefits.

In 2022, the overall waste recovery rate was 67%, an increase year on year. According to national legal requirements, this figure includes the following

non-hazardous waste sent for recovery: excess soil from earthworks (surface and otherwise) in Poland.

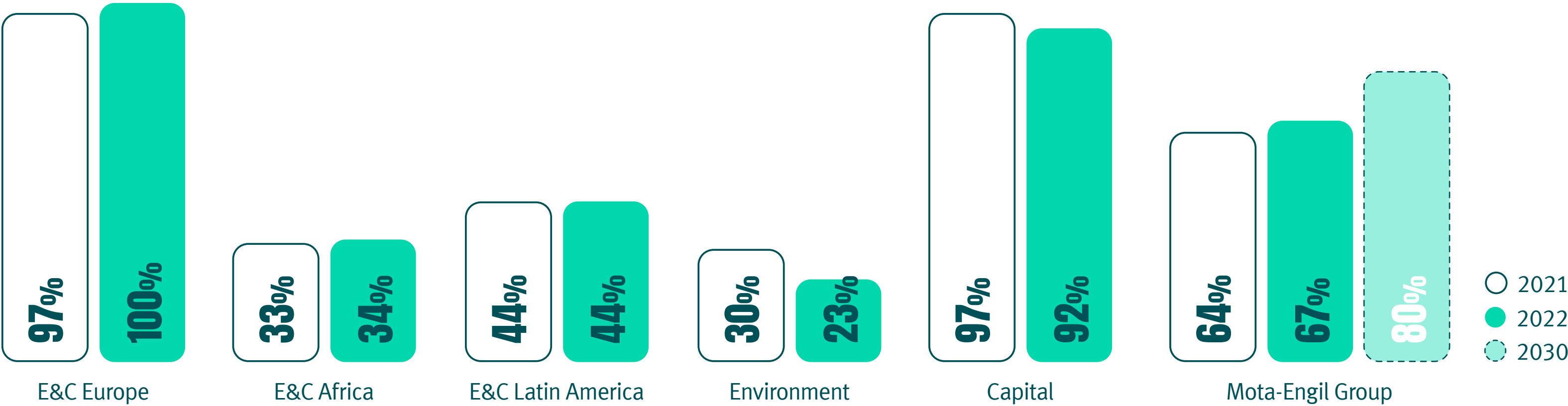
In addition to producing waste in our various activities, we perform an important role in minimising the environmental impacts associated with waste – in the countries where our waste management companies operate – as well as in promoting environmental education and awareness-raising initiatives.

Therefore, in general, the African continent still has a lack of landfill solutions that can convert gas into electricity due to a lack of suitable infrastructure.

However, the controlled waste management by Clean Eburnie in the Ivory Coast should be highlighted. This landfill uses rigorous practices, such as ground sealing, leachate treatment and treatment of gases.

It should be noted that in 2022 Valorsul set up a pilot project to digitise operationally routine processes and to apply augmented reality in executing installation procedures. Furthermore, under the development of technology, tests were run on introducing smart level sensors to read the volume of packaging and paper/card waste in recycling centres [▶ Chap. 5.1](#).

Percentage distribution of waste recovery by business unit and overall



Strategic goal

80%

of waste recovered by 2030

Includes preparation for re-use (checking, cleaning or repair), recycling and other recovery operations (in the context of reporting waste, recovery operations do not include energy recovery)

Waste produced

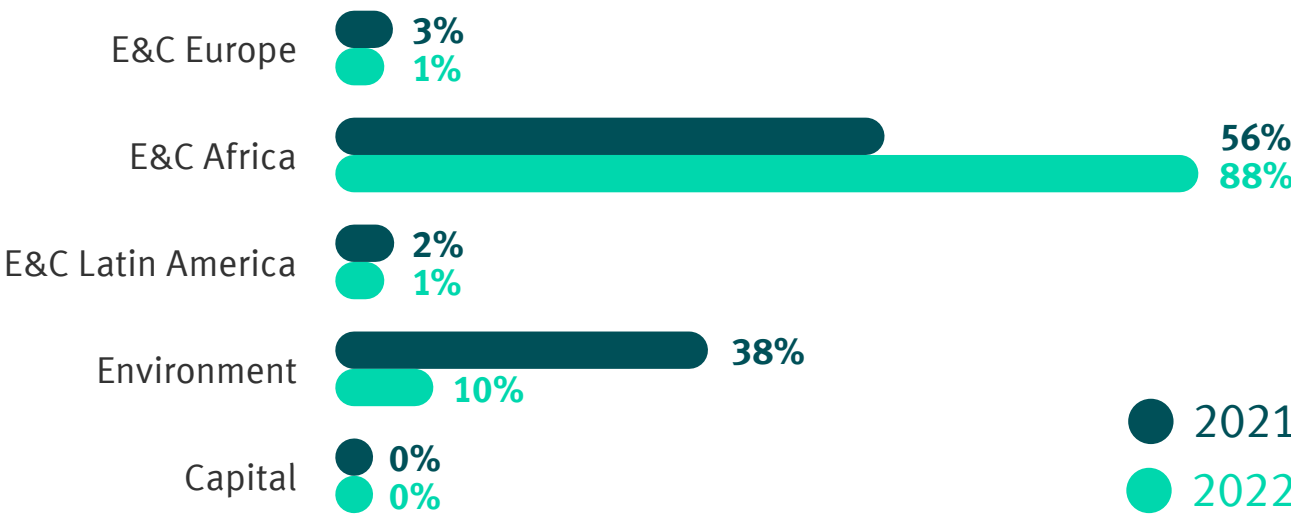
By type of waste - 2022



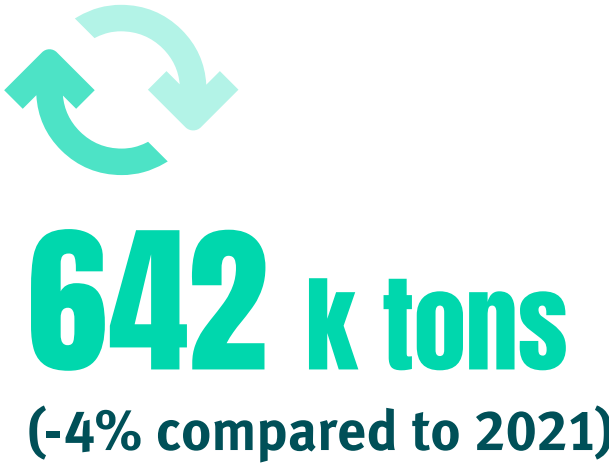
Total waste produced (t)



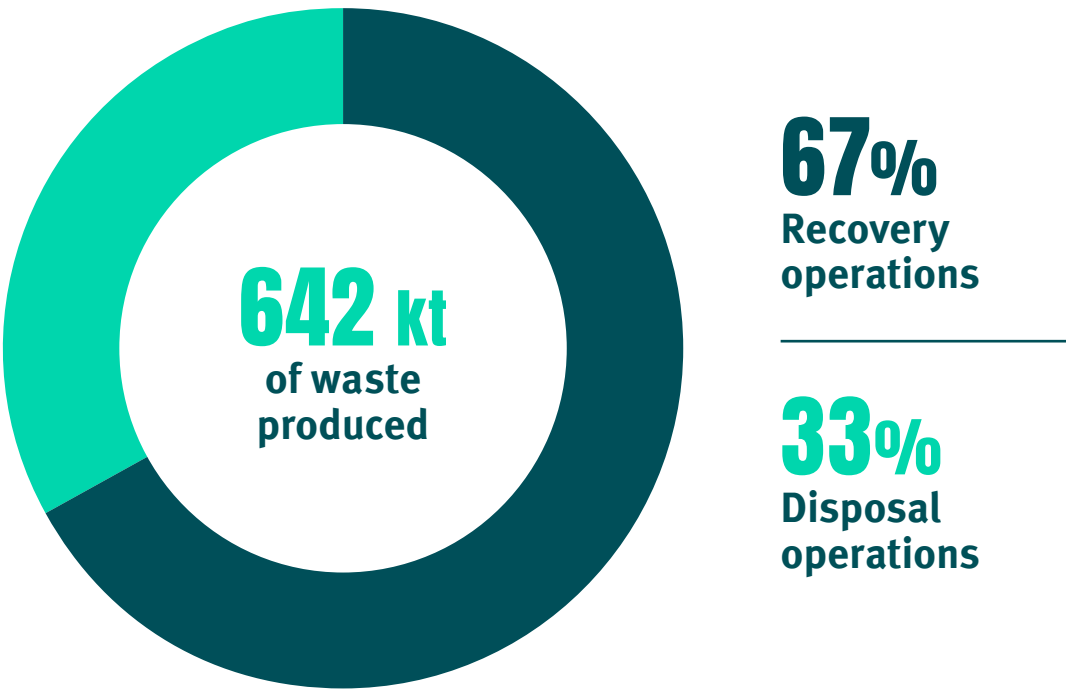
Change in the contribution of the business areas to the production of hazardous waste



Waste produced - 2022



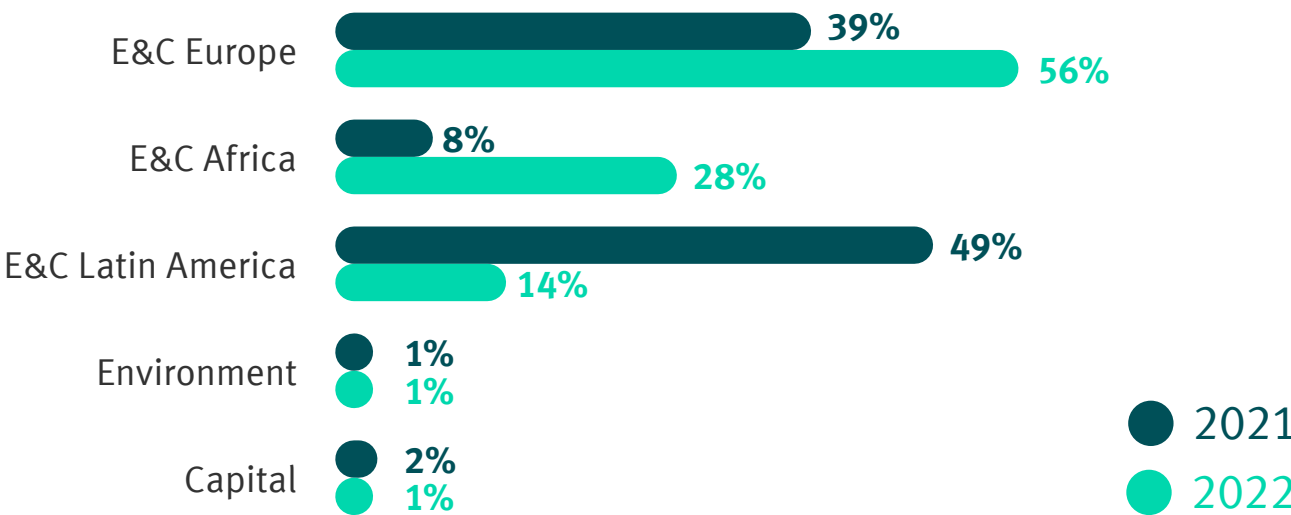
By type of operation - 2022



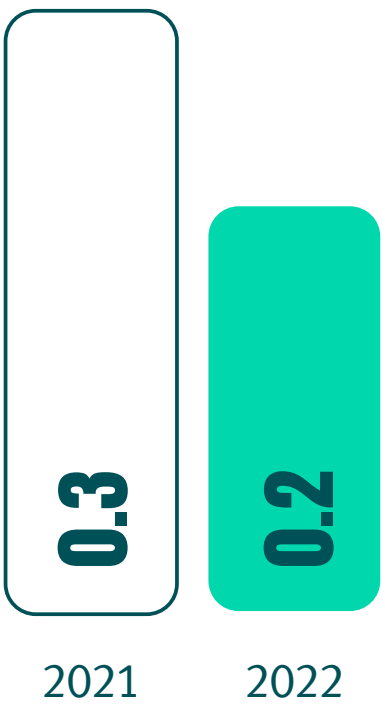
Change in the rate of waste recovery



Change in the contribution of the business areas to the production of non-hazardous waste



Change in the intensity of waste production by turnover (tons/€k)



Note 1: Given the change in business units at Mota-Engil Group in 2022, it has not yet been possible to report all information from the Holding. However, this information is not deemed to be material.
Note 2: Refer to the GRI Table for information on the methodology used to calculate the indicators [GRI 306-3](#).
Note 3: Waste for which Mota-Engil has operational responsibility and was sent for recovery or destruction in 2022 and 2021 is included.



LOCAL INICIATIVES *in focus*

Positive impact of EGF's activities

Portugal

The concession contracts agreed between the Portuguese government and EGF Group companies are aimed at running and managing a treatment and selective urban waste collection system in 174 municipal councils in continental Portugal. Its activities include the collection, treatment and recovery of waste for approximately 6.2 million people. In 2022, 3.2 million tons of waste were

collected, 631,000 tons of which were from selective collection.

Associated with this service are environmental communication and education campaigns, among others, targeted at different audiences that promote adequate selective collection of waste and enable its recovery. Following are the main results and campaigns for 2022.

ECOVALOR

1,029
Schools enrolled
(+16% than 2021)

301,902
Participants
(+10% than 2021)

3,520
Tons of packaging delivered for recycling
(+38% than 2021)

€178,131
In prizes
(+31% than 2021)

ECOEVENTOS

248
Events held

9.7
Million participants

646
Tons of material collected for recycling

€9,013
In prizes

TONELADAS DE AJUDA

267
Organisations
(+25% than 2021)

149,114
Participantes

4,278
Tons of packaging delivered for recycling

€506,387
In prizes
(+2% than 2021)

ECOPRAIAS

4,995
Participants

463
Tons (+13% than 2021) of packaging delivered for recycling

MERCADOS A RECICLAR

8,570
Participants

145
Tons of packaging delivered for recycling

COMÉRCIO A RECICLAR

7,844
Participants

OUTRAS CAMPANHAS DE EDUCAÇÃO AMBIENTAL

249,457
Participants

215
Tons of packaging delivered for recycling

RECYCLE BINGO 2

16,427
Users

€5,022
In prizes

Results of campaigns in 2022:

2,484 tons
Plastic, metal and beverage packets (+52% compared to 2011)*

1,272 tons
Glass (+158% compared to 2011)*

5,465 tons
Paper/Cardboard (+15% compared to 2011)*

10.5 M
Participants (+936% compared to 2021)

9.2 k tons
Packaging (+45% compared to 2021)



*Compared to 2021 (without Comércio a Reciclar and PaP Doméstico).



LOCAL INICIATIVES *in focus*

Awareness-raising campaigns

📍 Angola, Colombia

Waste campaigns and awareness

During the year, various awareness initiatives were held in the aim of cutting waste production by changing behaviour with regard to consumerism and the way in which companies/people deal with the waste produced.

In Colombia in January an awareness-raising activity was held on the importance of the 3R policy – Reduce, Re-use and Recycle – through the electronic distribution

of leaflets to all employees. Furthermore, posters were placed in strategic points in workshops and on site.

In Angola, Luso Global Mining conducted activities to raise awareness of the need to protect the environment in Moquita – Luanda Norte. This initiative, in which Mota-Engil Angola and its employees took part, led to a cut in the spread of pollutants into the environment.

Mota-Engil Angola also conducted an awareness activity in May 2022

aimed at all company employees. This aimed to raise literacy on the concept, stages and assessment of a product's lifecycle while also addressing the main advantages associated. In September, it conducted another awareness activity, this time focused on the 5R policy – Rethink, Refuse, Reduce, Re-use and Recycle – at all active cost centres in the company.

recycling process and its impact on the environment, and to foster their role as agents of change in their communities.

The initiative involved 120 pupils, 8 teachers and 10 members of the Mota-Engil Mexico team and recycled 18 kg of paper.

It should be mentioned that during the year various environmental

awareness initiatives were also held in the aim of commemorating other events, such as World Environmental Education Day, International Reducing CO₂ Emissions Day, Earth Hour, Plastic Bag Free Day, etc.

📍 Mexico

World Recycling Day and other commemorations

In May, for the purpose of commemorating World Recycling Day, a paper recycling campaign was held at the Benito Juárez Federal Primary School in the city of Compostela, Nayarit.

During the event, pupils were taught to make their own recycled paper, from making moulds to grinding and forming the paper pulp. This was an opportunity to make them aware of the importance of the



World Recycling Day
MEXICO <



LOCAL INITIATIVES *in focus*

Waste management initiatives



City of Pofadder
SOUTH AFRICA <



Composting Unit
NIGERIA <

📍 South Africa

Better waste management in the city of Pofadder

In October 2022, ME Engineering and Construction Africa Pty organised a clean-up day in the city of Northern Cape, Pofadder, in collaboration with Marietjie Miller (ONG) and around 60 members of the community.

Activities included waste collection throughout the city and the guarantee that it was duly deposited in an authorised landfill.

This initiative was aimed at educating the local population to preserve the environment and to

see the need to keep the community clean and safe.

📍 Nigeria

Composting Unit

The Composting Unit is a project whose goals are to reduce the amount of waste deposited in landfill, produce natural fertiliser from local crops and educate workers about this sustainable practice.

The event was held in December 2022 in Kazaure, Kano, in Nigeria where a 1m³ composting unit was set

up in the Kasaure Housing Tower to compost organic kitchen waste and to use it as a natural fertiliser.

📍 Portugal

Reorganization of the Plastic and Metal Sorting Operation and Energy Auditing at ERSUC

ERSUC, in partnership with the Institute of Science and Innovation in Mechanical Engineering and Industrial Engineering (INEGI), conducted a study to reorganise the plastic and metal sorting operation and energy auditing at the Aveiro and Coimbra facilities.

The goal was to identify improvements in waste management and energy efficiency. After surveying the current situation, solutions were presented for reorganising the sorting lines and proposals put forward to improve energy efficiency. The study allowed the investment and benefits to be quantified, including the potential cut in GHGs.

With this initiative, ERSUC aims to improve the efficiency of the sorting operation and reduce the environmental impact of the facilities, cutting energy use and GHG emissions.

📍 Uganda

“Make Bukedea clean” Campaign

In March 2022, the "Make Bukedea Clean" campaign was held in partnership with the local community in the aim of improving waste management in the city of Bukedea. The campaign consisted of the joint cleaning of the city and involved 12 Mota-Engil employees, 8 leaders of Bukedea and 32 members of the community.

The result was a clean city and with more waste containers supplied by the owners of commercial establishments.



LOCAL INICIATIVES *in focus*

Waste recovery initiatives

Cape Verde

Fostering waste re-use/ recovery in São Vicente

The island of São Vicente, which was still burning solid waste in the open air, had various gaps in its waste management system and lacked systems to treat and recover used oil.

From April to December 2022, the Mota-Engil/Empreitel Figueiredo Consortium undertook an initiative with the purpose of promoting the re-use and recovery of waste, aiming at cutting the

volume deposited in landfills and reducing the project’s environmental footprint. In addition, besides developing the local economy, the goals of the initiative were to cut GHG emissions caused by burning waste and to raise awareness about adopting good environmental practices.

Promoting waste re-use and recovery was conducted in accordance with the classification of the Cape Verde

National Waste List, with the following quantities sent for recovery: used oils (8.54 m³); card packaging (0.45 m³); plastic (30 m³); and iron and steel (11,840 m³).

This initiative represented an important step in transforming São Vicente’s waste management system, promoting environmental sustainability, re-using resources and raising awareness on the importance of re-using and recovering waste.



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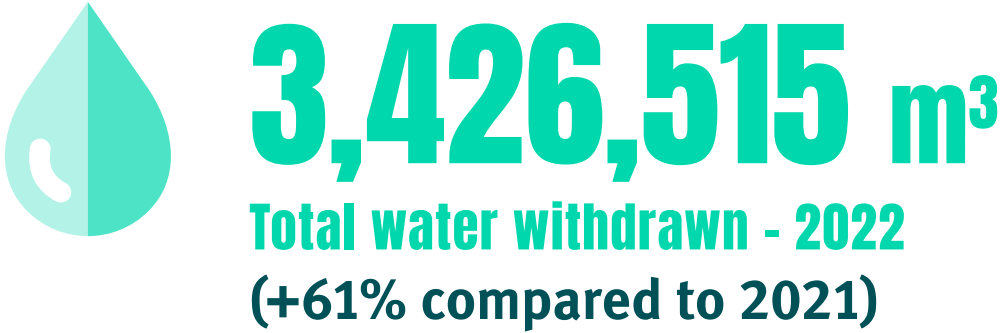
Water

In 2022, total water use was 61% higher compared to the previous year. However, the intensity of withdrawn water was similar to 2021, despite the observed increase in turnover. During 2022, it should be noted that 80% of water consumed by Mota-Engil Peru was used on the Rejeitos Dam Project Stage 5 – Chinalco. The need for these water resources was due to the construction and pollution control process, for which the project has 19 non-drinking water cisterns, three of which used to irrigate roads and 16 for the building work.

As regards to the type of water used, there was a 154% increase in use of groundwater, 31% in use of surface water (especially relevant for E&C sector companies) and 16% in use of water acquired from third parties (municipal water).

We recognise the importance of focusing on the efficient and responsible use of this resource. Whether in construction projects or our myriad other operations, we seek solutions to monitor and optimise the use of this resource (such as through

Water consumption

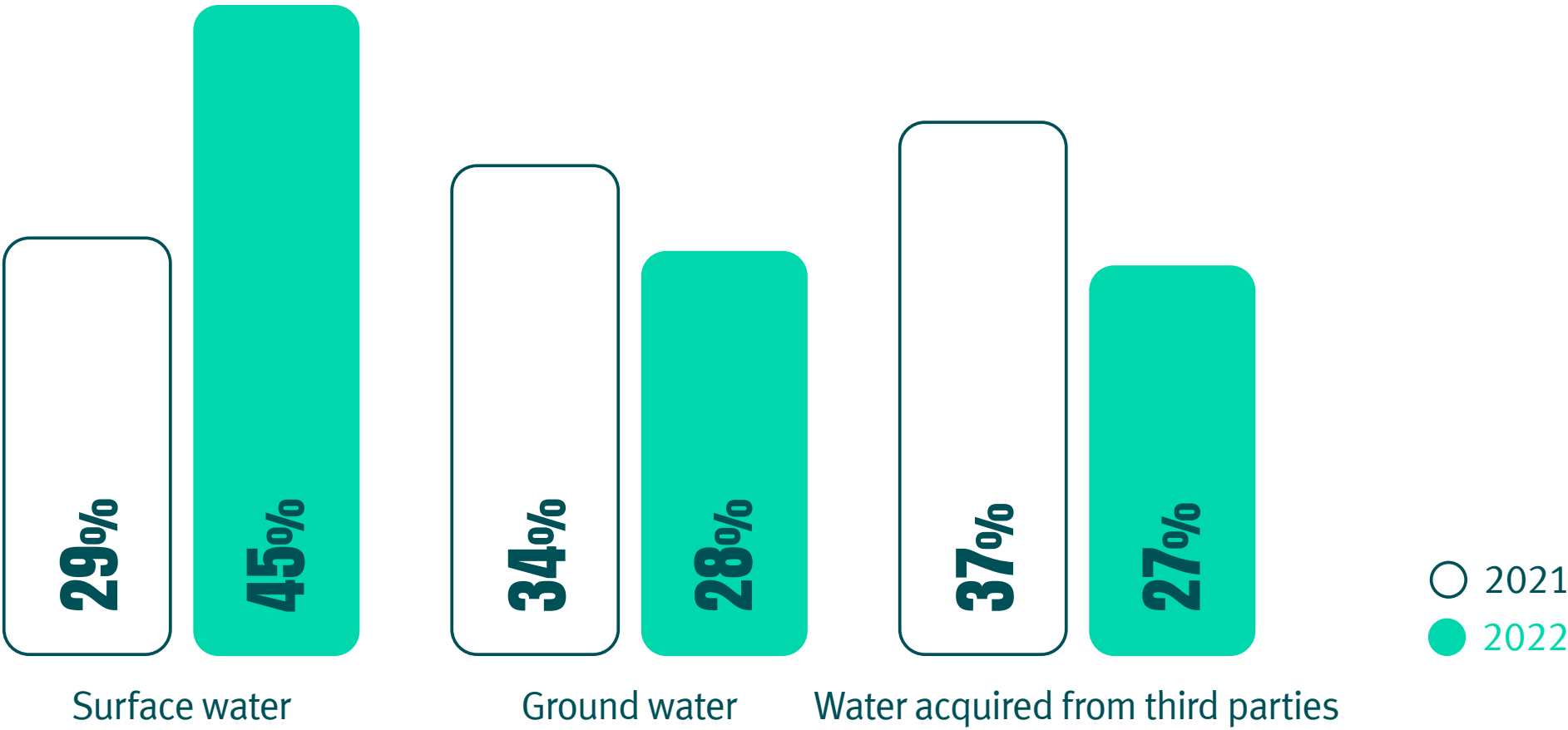


Surface water	→	1,556,031 m³
Ground water	→	953,045 m³
Water acquired from third parties	→	917,439 m³

We recognise the importance of focusing on the efficient and responsible use of water.

Whether in construction projects or our myriad other operations, we seek solutions to monitor and optimise the use of this resource and cut the associated impacts, both in our own use and in the discharge of effluents.

Change in water withdrawn by type

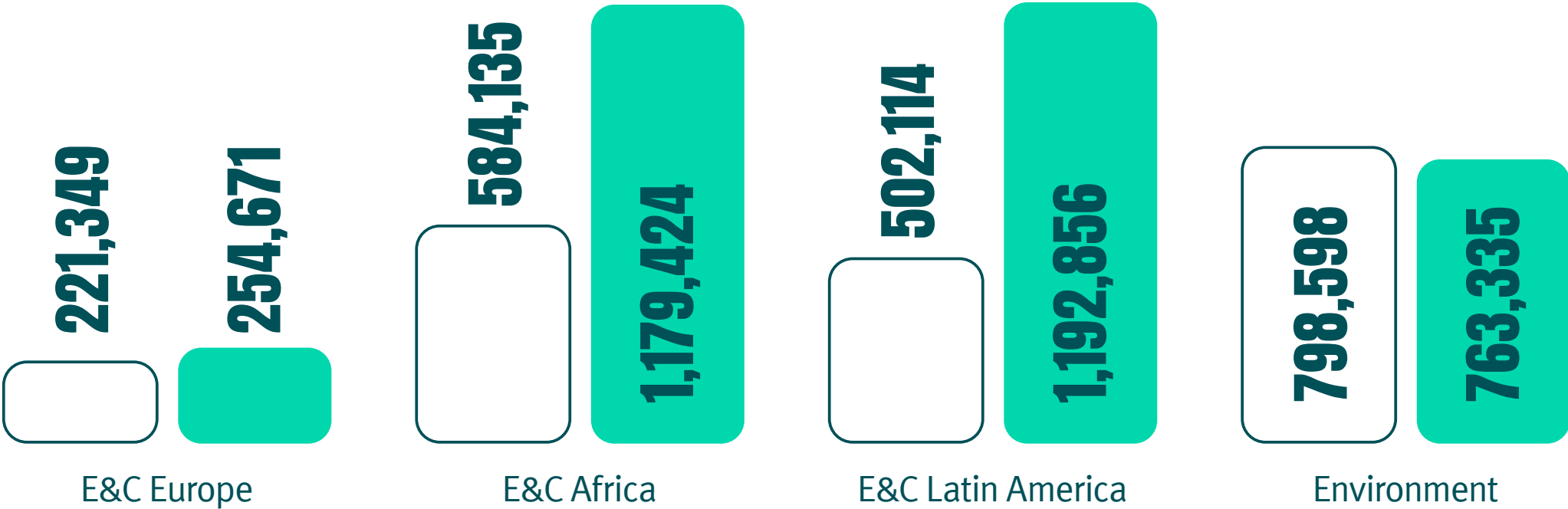


the use of more efficient equipment) and cut the associated impacts, both in our own use and in the discharge of effluents.

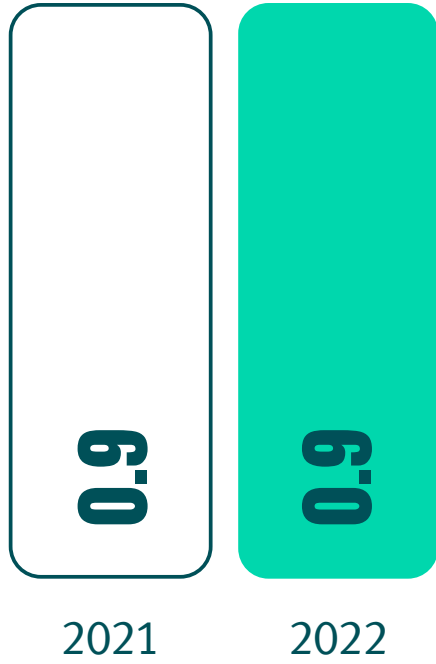
As far as saving water is concerned, it is important to stress the relevant role played by Mota-Engil ATIV with our clients, in particular with regard to the systems of water supply for human use and the management of water use in green spaces and buildings. Solutions to cut down on the amount of water wasted in supply systems include analysing the condition and state of repair of pipes, the execution of measurement and control areas and the integration, installation and optimisation of flow rate measurement and pressure reduction. Also important is the application of innovative technology

to raise water efficiency in green spaces, in particular as regards sports fields, improving the retention of soil humidity and raising water storage, as well as phased provision between periods of watering. This technology also allows the rate of percolation and erosion to be cut and enhances the capacity for root development and fertiliser use, reducing losses due to leaching and the pollution of aquifers. With regard to buildings, bearing in mind that the efficient use of water is essential for improving the resilience of cities, support at Mota-Engil ATIV for our clients includes providing consulting and water certification under ADENE’s AQUA+ system, which currently covers tourist resorts and short-stay rentals (AQUA+ Hotéis) and will shortly be extended to commercial and service buildings.

Change in water withdrawn by business units (m³)



Change in the intensity of water withdrawn by turnover (m³/€K)



Note 1: Refer to the GRI Table for information on the methodology used to calculate the indicators
GRI 303-3.

Biodiversity

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

- Valorsul is located adjacent to the Tagus Estuary Special Protection Zone set up under the Birds Directive and essentially aimed at ensuring the conservation of bird species 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 included in the Regional Environmental Protection and Enhancement Structure (ERPVA): Caldeirão Important Community Site (PTCON0057) and Caldeirão Special Protection Zone (same code), under the Natura 2000 (RN2000) network, and also Ribeira do Vascão as a wetlands area of international conservation interest (Ramsar Convention).

As an example, Valorsul stands out for its environmental monitoring programmes undertaken continuously since 1999 and established with independent and reputable bodies, among which research institutes and universities across the country.

With no programme of monitoring established by legislation, Valorsul considered it important

to monitor the facility's surrounding environment, bearing in mind its location beside the Tagus estuary and the fact that it was the first energy recovery plant set up in the country.

These programmes include an assessment of air quality, water and sediment quality and terrestrial and estuarine ecosystems, among others, and aim to measure the environmental impacts in the areas surrounding the company's facilities.

Over the last 20 years or so of collecting and analysing data on the environmental parameters of the plant's surrounding region, the results are positive and consistent: the plant's activity has not had any negative impacts on environmental quality.

It should be noted that Mota-Engil Engineering and Construction (MEEC) seeks continuous improvement of its environmental performance by mitigating various types of impacts at the local level through various means, such as improving the control of pollutants, water conservation and management, rehabilitation of quarries and biodiversity management. We believe that biodiversity is the heart of any ecosystem. By promoting and supporting the protection of biodiversity and high-value conservation areas, we hope to be contributing to their resilience in alignment with the UN's SDG 15 (protecting, restoring and promoting the sustainable use of terrestrial ecosystems). In projects which the company takes part in and which are subject to environmental impact assessments



We work to minimise the impact of our operations on biodiversity and ecosystems and to protect nature.



and monitoring, we apply the hierarchy of mitigation (avoiding, minimising, restoring and offsetting) in the areas where we operate that have relevant national biodiversity.

At Mota-Engil ATIV, we also highlight our action in providing biodiversity services for their positive impacts on our operations. In 2022, Mota-Engil ATIV undertook 4 projects with clients to reforest degraded areas (due to biotic and abiotic agents) that provided protection and restoration of habitats

over an area of 331 hectares. Reforestation of degraded areas/habitats, such as forests, leads to the creation and recovery of new habitats which will provide an increase in local flora and fauna. The positive impact of these projects will last for at least 40 years, and may last for many more years so long as biotic or abiotic factors do not exist that affect the areas in question. In these projects, a mixture of indigenous tree species are also planted to preserve biodiversity and strategies are put into place to eradicate invasive species, mainly acacias.

CTRSU Biodiversity Programmes (Valorsul Energy Recovery)

Water and sediment quality

- Annual oversight and assessment of the quality of the environment around the Energy Recovery Plant (CVE).
- Assessment of the thermal impact of the cooling water circuit (CAR) on the adjacent estuarine area.

Terrestrial and estuarine ecosystems

- Annual biological monitoring of the terrestrial – epiphytic plants, birds – and estuarine environment – phytoplankton, macroinvertebrates and ichthyofauna.

LOCAL INITIATIVES *in focus*

Initiatives to promote biodiversity

Mexico

Reforestation of the banks of Lake Guadalupe

During 2022, Mota-Engil Mexico undertook a bi-monthly programme of urban reforestation on the banks of Lake Guadalupe. In total, 82 trees of various species were planted, creating an ideal habitat for bee pollination and plant diversity.

Lake Guadalupe is considered the second most important body of water in the Valley of Mexico and

Mota-Engil's target is to reforest a hectare of land by 2023. With this, the company aims to offset 30% of the annual carbon footprint created by the concessions team with the goal of achieving total offset by 2025.

The initiative included the participation of ESG Champions, as well as the concessions team and the managing director.

Uganda

Management of invasive species

In the context of controlling invasive species, the Tilenga Project SHEQ/Green Team, located in the District of Bulisa, began a scheme to uproot and remove invasive species on the site in August 2022.

This action was undertaken in the aim of fulfilling the conditions of approval for Tilenga's ESIA certification and minimising the propagation of these species during the project. From August to November, various invasive species were identified on the site and the SHEQ/Green Team reported and managed the infestation.

Colombia

Forestry offsets on the banks of the River Bogotá

In May 2022, in collaboration with the EE Canoas project, 120 trees

were planted as part of a project of forestry offsets in Soacha, Cundinamarca, in Colombia.

This initiative involved the support of employees, who each adopted two trees and were responsible for their planting on the banks of the River Bogotá.



Management of species
UGANDA <



Forestry offsets
COLOMBIA <



Reforestation
MEXICO <



LOCAL INITIATIVES *in focus*



NEXT steps

Initiatives to promote biodiversity

📍 Malawi, Kenya

Tree donation and planting campaigns

Lilongwe City Council (LCC) developed the "Lilongwe Greening Campaign" to help expand green areas by 300 hectares by 2025 and protect the city's environment for future generations. Mota-Engil Malawi joined the project, contributing 1,200 fruit trees that were distributed to a group of six schools in the Lilongwe urban area.

In November, Mota-Engil Kenya, in collaboration with the Gitathini, Nyeri Farm View and Muthuaini primary schools, sponsored an initiative involving a tree-planting campaign in schools to educate the young on the importance of the environment. Schools were supplied with around 300 native species of trees and over 300 children were made aware of the importance of environmental management.



Schools were supplied with around 300 native species of trees and over 300 children were made aware of the importance of environmental management.

2023

- ▶ Analyse the platforms for re-using and recovering materials and development of a partnership with one of these
- ▶ Global communication of the site manual, which must be continuously updated in accordance with best practices

2024

- ▶ Assess and equip labs with solvent recovery equipment
- ▶ Conduct a pilot scheme to incorporate EGF slag into Mota-Engil E&C projects in Portugal for a more solid assessment of the technical characteristics of this material

Ongoing process

- ▶ Develop initiatives for optimising construction processes in the sense of incorporating more sustainable solutions into our projects
- ▶ Foster the use of mixtures incorporating rubber and waste milling material into new road surfacing in various countries

MOTAENGIL

ACTIONS for People

Safety creates health and talent

Each of our actions reflects the commitment to empower talent and support communities.

07 Social dimension

- 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



Our impacts

66%
Employees covered by certified OHS management systems (ISO 45001)

133,937
Hours of training in occupational health and safety

1,082
Lost time injuries (LTI)

11.62
Lost time injury frequency rate (LTIFR)

19
Confirmed occupational illnesses

Safety & Wellbeing
Sustainability Working Group (SWG)

Guaranteeing a safe and healthy environment

for our employees that ensures their well-being is part of the Group's priorities. This is a strong commitment to our employees' quality of life, as well as the people who may be influenced by our activities.

Strategic aim

50%

To reduce the lost time injury frequency rate (LTIFR) by 50% for E&C projects by 2026 vs the 2020 baseline

-20%

4.39

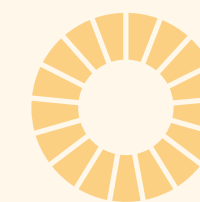
2022

-50%

2.76

2026

Positive progress being made (-20% face a 2020)



GRI 3-3, 403-1, 403-5, 403-6, 403-8, 403-9, 403-10

The type of activities that we undertake can cause negative impacts, particularly as regard the health and wellbeing of our employees, as well as people who may be affected by them. Workplace injuries and occupational illnesses have potential consequences for the lives of our employees and their families, as well as for the Group's competitiveness and reputation, possibly compromising the achievement of the goals set out for this area.

The effective implementation of a fully integrated culture of occupational health and safety (OHS) disseminated to all of the markets we operate in is one of our priorities.

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.

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.



INTEGRATED SHEQ POLICY GUIDELINES



Supervision and reporting



Aims and programmes related to employee health and safety



Stakeholder consultation



Risk analysis and opportunities based on the dangers identified in the operation's activities and respective mitigating measures set out

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 processes as a vehicle for continual improvement.

Labor risk management is directly coordinated by the respective SHEQ areas of the different Mota-Engil Group companies/contracts, supported and supervised by Corporate SHEQ **▶ Chap. 4.1.**

Certification is used as an internal vehicle to implement discipline and continual improvement and, currently, various companies within the Group are certified in occupational health and safety (ISO 45001) in addition to environmental management (ISO 14001), quality (ISO 9001) and other certifications¹.

In 2022, a Global Certification Process (ISO 9001, 14001 and 45001) was started that incorporated all companies with active projects in E&C in Latin America and Europe. Our aim is to ensure that by 2026 the Group is equipped with a single and transversal system that is simultaneously capable of observing the specificities and requirements of each country. We believe that, in management terms, this is the right way to ensure the best results in terms of safety and health, based on experience and best shared practices and also ensuring the greatest efficiency. Notably, approximately 66% of workers in 2022 were covered by a system of occupational health and safety management.

Work-place injuries and occupational illnesses

The target under our “BUILDING 26 | For a sustainable future” strategic plan [Chap. 2.3](#) is to cut LTIFR in E&C projects – as the Group’s largest business unit – by 50% by 2026 relative to

Ambition

Corporate SHEQ Global Certification for the Group and respective business areas by 2026

the baseline year of 2020. To that end, LTIFR² was also selected as a key performance indicator (KPI) for assessing performance with regard to the issuing of sustainability-linked bonds in 2021 (2021–2026) and 2022 (2022–2027).

It should be noted that, despite this KPI being focused on E&C projects, we plan to set out specific corporate goals in the future adjusted to each business area in order to show our commitment to all of areas of activity.

¹ It should be noted that, 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 operation (construction, mining and waste management).

² This indicator was subject to independent external verification whose statement of verification included in this document [Chap. 8.5](#).



In 2022, there was a 6% rise in the total number of lost time injuries



Since the lives of our employees is one of our major priorities, achieving "ZERO fatal accidents" is also one of our aims. It should be noted that this aim is included in the Production Incentives System (PIS) that has been gradually implemented by the Group.

Lamentably, in 2022, four fatal accidents occurred within the organisation in the E&C department.

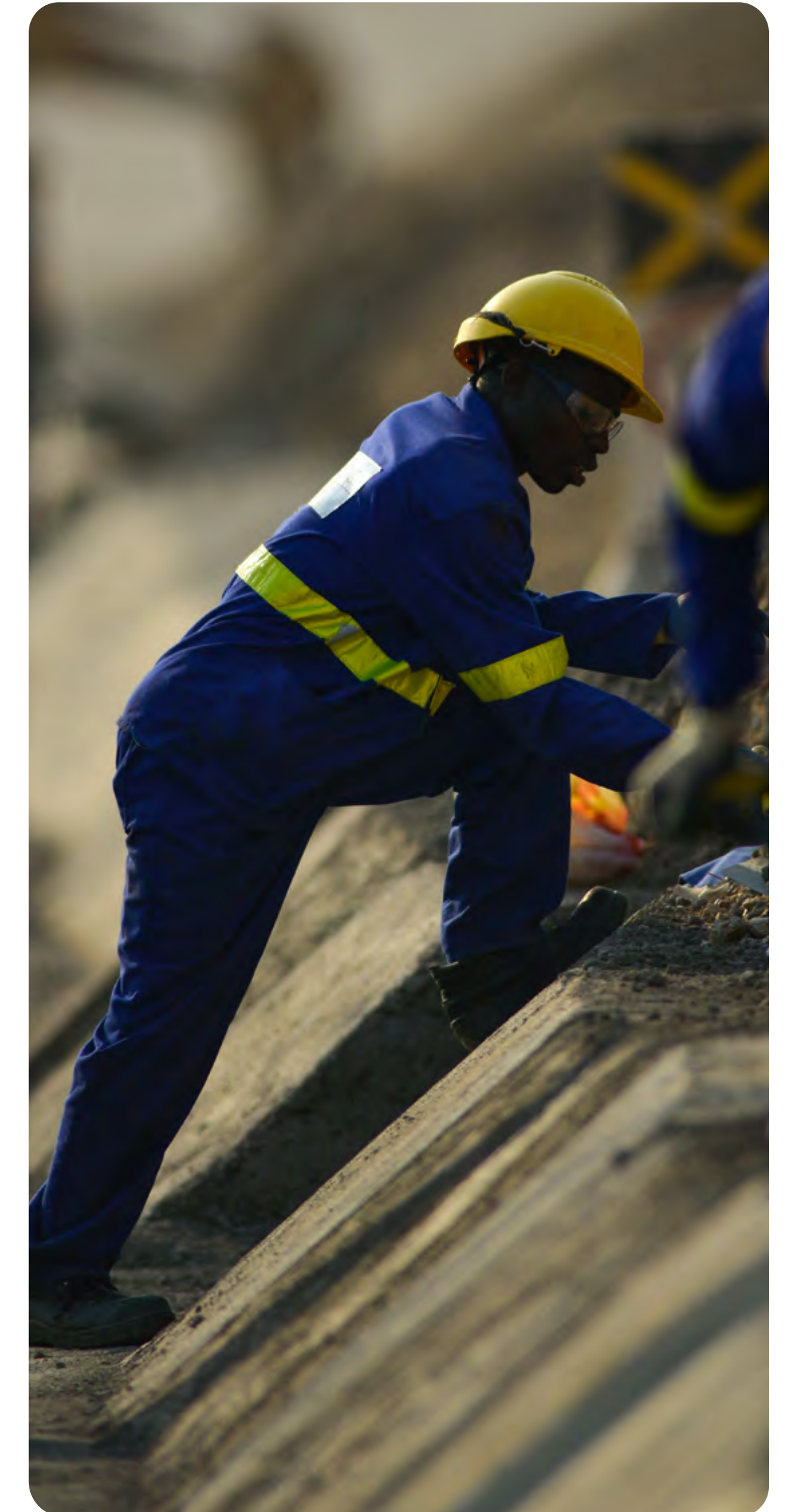
All cases were rigorously researched and analysed by committees of inquiry involving not only the project teams and markets in question but also, whenever necessary, corporate SHEQ and our specialist in-house divisions. It should be noted that the committee reports its results to the Mota-Engil directors. In this context, we have reinforced our commitment to implementing specific actions in

our Markets and Companies, complemented by actions that are transversal to the entire Group aimed at avoiding their recurrence.

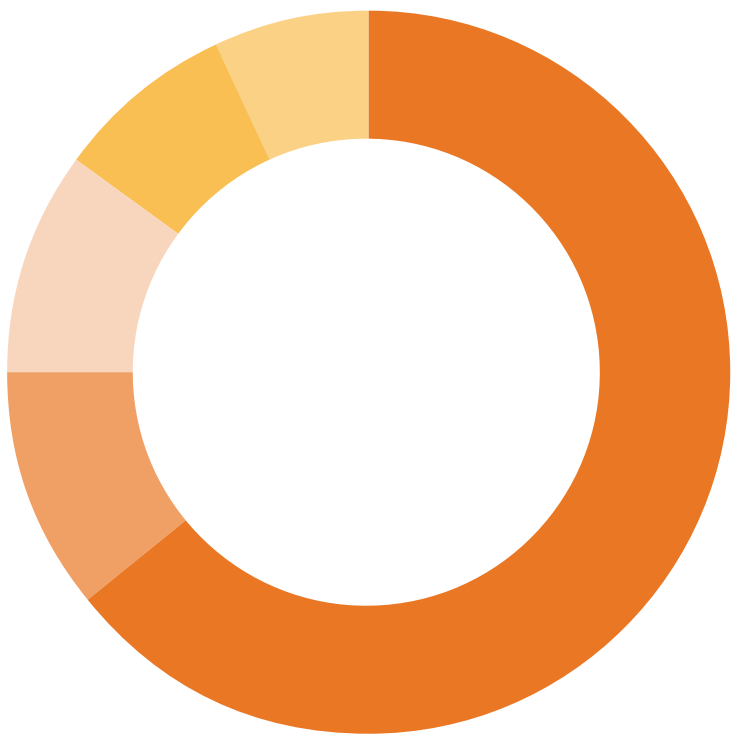
In addition to the investigation of fatalities, a qualitative analysis was conducted by calculating the lost time injury frequency rate (LTIFR) (as defined by the International Labor Organisation (ILO)) and a quantitative analysis of all lost time injuries (LTI) in the aim of reinforcing preventive measures and thereby preventing the causes of LTI developing into fatalities.

In 2022, there was a 6% rise in the total number of lost time injuries. However, this rise is associated with an increase in risk exposure hours (+10%), which translated into a fall in the number of LTI per million hours worked (-4%).

Comparing the data for the Group's overall performance in 2022 by business area, it can be seen that the Environment division accounts for the majority of LTI, representing 65% of total accidents involving local and internationally mobile Mota-Engil employees. These also represent almost all (95%) of confirmed cases of occupational illnesses, particularly musculoskeletal issues, such as tendinopathy, tendinitis, epicondylitis and periarthritis.

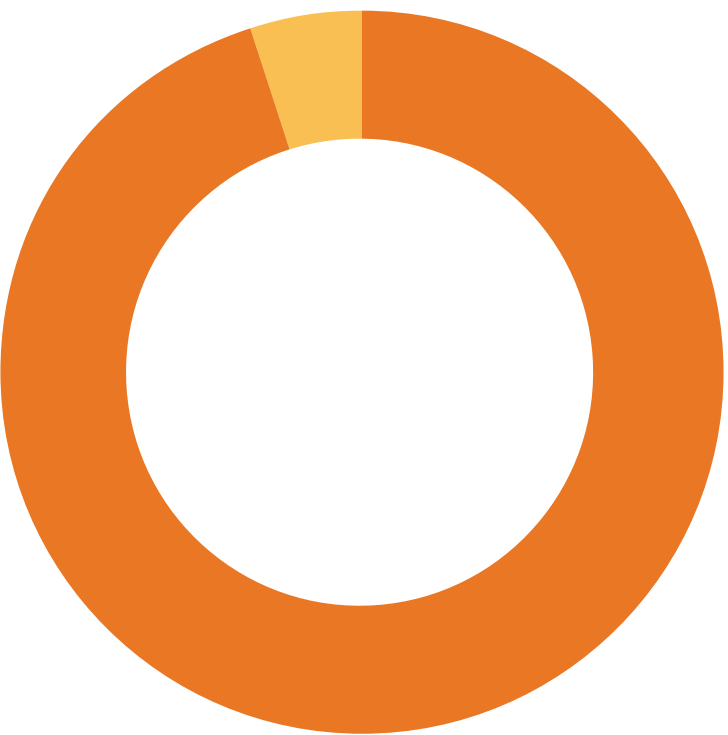


Percentage of LTI by business area



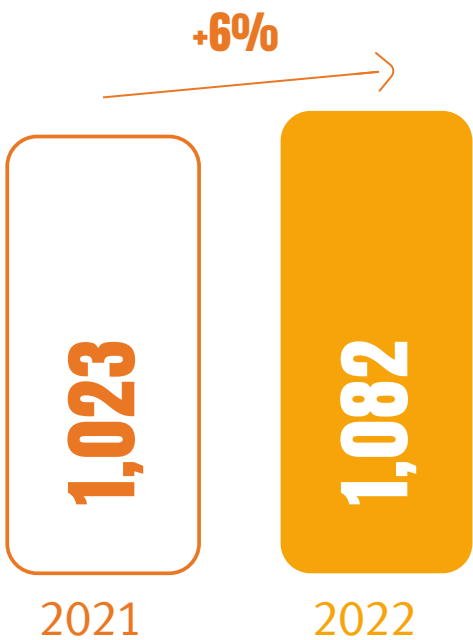
65%	11%	10%
Environment	E&C Europe	E&C Latin America
8%	7%	
Capital	E&C Africa	

Percentage of occupational illnesses by business area

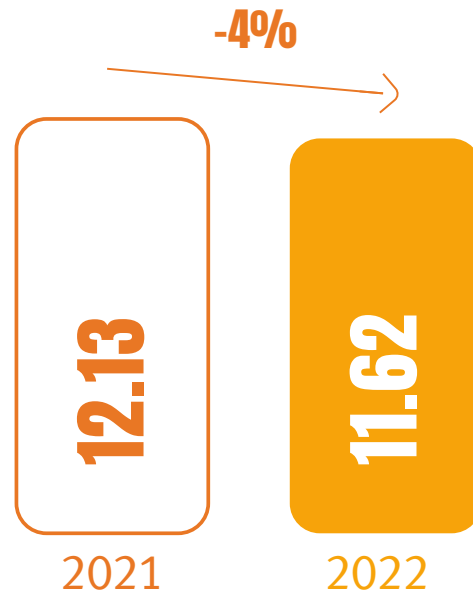


95%
Environment
5%
E&C Europe

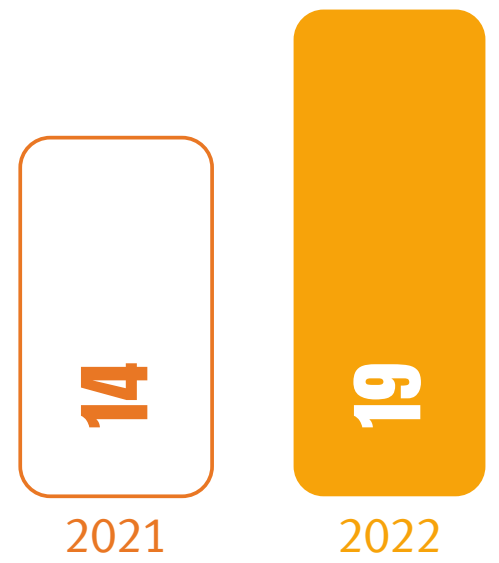
Lost time injuries (LTI)



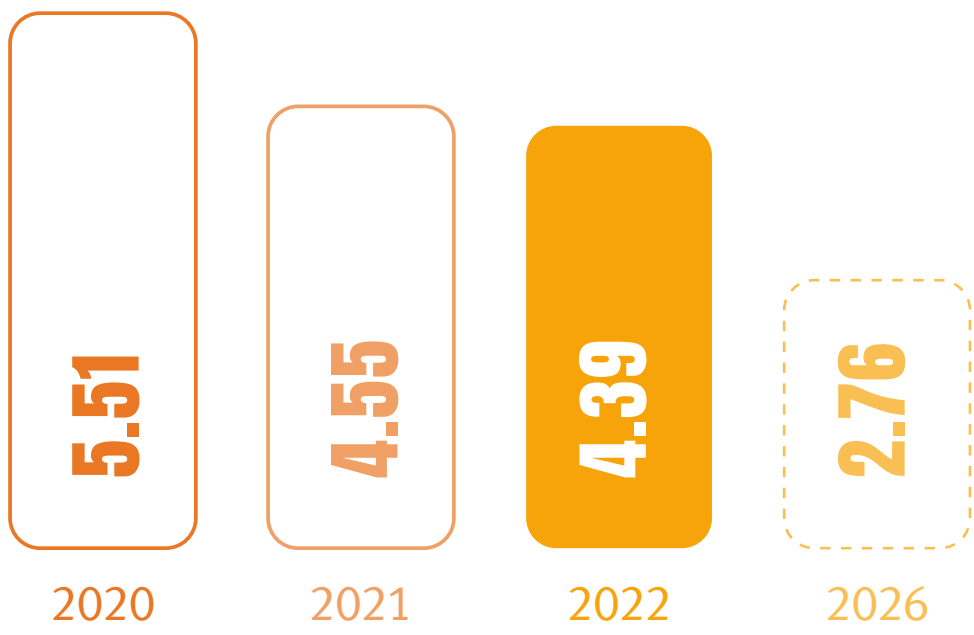
Lost time injury frequency rate (LTIFR)



Confirmed occupational illnesses



Lost time injury frequency rate (LTIFR) in E&C projects



50%
Target reduction

Since the lives of our employees is one of our major priorities, achieving "ZERO fatal accidents" is also one of our aims.

Note 1: In 2022, data on injuries, just like the other strategic KPIs, are the result of a transversal process of consolidating the methods of calculating these statistics and standardising the sources and criteria for calculating data across the different markets/countries where the group operates.

Note 2: Workplace injuries and occupational illnesses suffered by Mota-Engil Group's own employees (local and internationally mobile workers) were counted, while sub-contracted and temporary workers were excluded.

Note 3: The rates were calculated by using the working hour standardisation factor of 1,000,000.

Note 4: Refer to the GRI Table for methodological information on the calculation of the indicators relating to workplace injuries and occupational illnesses (📍 GRI 403-9/10).



133,937

Training hours
in occupational health
and safety

27%

Corresponds to
the total of training
hours given

Reinforcing prevention and control measures

Based on the commitments laid out and as a function of verified performance, the purpose is to leverage preventive actions aimed at improving Labor safety performance underpinned by the sharing and standardisation of best practices in the Group’s various companies.

Some of these initiatives involve actions centred on prevention and proactivity, such as the verification of the satisfactory operation of workplace equipment; visible, perceivable leadership based on example; increased identification and treatment of near injuries; and healthy competition to achieve the highest number of hours without LTI.

We invest in empowering our employees by the continual reinforcement of the theme of workplace healthy and safety in our annual training plans.

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

It is important to stress that, this year, training and communication on accident prevention was reinforced, particularly by concluding the first stage of training of the Safe Equipment Programme and holding of the “SHEQ Findings” webinar.





Corporate measures taken in 2022



MATURING OF THE INTEGRATED MANAGEMENT SYSTEM

Cementing, maturing and improving the integrated management system with a special focus on training with a view to standardize procedures (risk and opportunities analysis, identification and assessment of legal requirements, emergency incident response, research and analysis of accidents and findings).



SUSTAINABILITY WORKING GROUP (SWG): SAFETY & WELLBEING

Constitution of the Safety & Wellbeing working group to define and implement strategies dedicated to relevant subjects, such as: Golden Rules, Emergency Response, Physical Safety (safety management) and Physical and Mental health, with special leverage of the last.



MANAGEMENT SYSTEMS DIAGNOSIS AND STANDARDISATION

In-house audits of the various management systems implemented in the E&C business unit in Europe and Latin America and their standardisation under the integrated management system and preparation for certification.



IMPROVING SKILLS

Development of the programme to improve skills within the scope of the guarantee to check and maintain the safety devices on safety equipment (Safe Equipment Programme).



GOLDEN RULES

Set of obligations and prohibitions aimed at improving working conditions, ensuring the health and safety of everyone, respecting the environment and promoting client satisfaction.



IN-HOUSE COMMUNICATIONS

Reinforcement by creating in-house communications bridges between the various focal points in the multiple business units.



CONSOLIDATION OF THE ESG REPORTING SYSTEM

Alignment of the reporting system aimed at its consolidation with regard to the ESG system and integrated management system.



CORPORATE INITIATIVE *in focus*

First stage of training concluded for the Safe Equipment Programme

Technical skills training for 48 employees to boost their ability to perform vital functions in preventing accidents involving work equipment.

The Safe Equipment Programme was launched last year and aims to boost in-house skills in checking and maintaining equipment safety.

The purpose therefore is to mitigate and correct the failures in safety identified and to implement and standardise best practices in checking and ensuring the correct functioning of safety devices and the satisfactory operation of work equipment.

In 2022, we held the “Work Equipment Safety Inspectors” and “Work Equipment In-house Trainers” courses. This first stage of training involved the participation of trainees from seven different countries – Angola, Ivory Coast, Malawi, Kenya, Rwanda, Uganda and Portugal – that ultimately allowed 32 equipment safety inspectors and 16 trainers to be certified.

“SHEQ Findings” webinar

In-house online seminar on the theme of “SHEQ findings” involving 60 participants.

Under accident prevention, this seminar was aimed at filling several gaps associated with the need for clarification, strengthening and implementation of routine identification and management of findings (including non-compliant situations, opportunities for improvement and good practices).

Addressed were the correct recording, analysis of causes and treatment of findings under SHEQ, informing the focal points in some countries of this theme.

The implementation and consolidation of this practice is regarded as an important tool to prevent accidents and reinforces the

transversal application of procedures between the Group’s different companies and countries.



Testimony

The general well-being of people, have always been at the center of our concerns and actions.

Part of our mission is to ensure risk prevention and to promote safe and healthy working conditions and behaviour.

“

One part of our mission is to ensure risk prevention and to promote safe and healthy working conditions and behaviour for our people. To that end, it is necessary for the whole organisation to be committed and engaged, for the leadership to be present, felt, visible and to lead by example, for there to be a big focus on efficient two-way communication, and for there to be ongoing training and continual improvement in processes.

These drivers lead to a proper perception of risk, individual awareness and a literacy and culture of health and safety. Therefore, we are building a fairer, more balanced and harmonious future taking into consideration the impacts of our actions on this planet and in the communities that we belong to.



Hélio Loureiro

Global Safety, Health and Environment Manager



LOCAL INITIATIVES *in focus*

Initiatives to promote employee safety

In the aim of testing in-house emergency plans and systems to respond to various types of emergency, we conduct regular specific drills and training.

Multiple countries

Emergency drills and training

In the aim of testing in-house emergency plans and systems to respond to various types of emergency, we conduct regular specific drills and training.

Drills allow us to test compliance with legal requirements and validate the

effectiveness of our in-house emergency plans and systems. Therefore, this is a way for us to identify in advance the key points to deal with risk situations and the opportunities for improvement that must be implemented.

Additionally, this type of exercise also ensures qualified training of employees by fostering behavioural and

operational routines when faced with a real emergency.

The emergency scenarios tested took into account fires of various origins (some using a controlled real fire), equipment malfunction, victim support, partial evacuation of the facilities and spillage containment.



01 Drill of accident with an unconscious victim falling into water .
CAPE VERDE ←



02 Drill of work accident followed by evacuation of the injured employee.
IVORY COAST ←



03 Drill of accident with a chemical spillage
UGANDA ←



LOCAL INITIATIVES *in focus*

Initiatives to promote employee safety

South Africa

Occupational safety awareness campaigns

Awareness-raising campaigns on safety themes are held regularly during the year in the different countries where we operate.

In this context, a highlight was the end-of-year campaign in Mina Gamsberg, South Africa, whose aim was raise employees awareness of the importance of taking safety precautions while working and especially during the end-of-year festive season.

Two actions were held which explored:

- Employees' duties with regard to health and safety;
- How to recognise a hazardous situation;
- Which tools or equipment can cause injury;
- How to handle these situations.

The importance of immediately reporting identified dangerous situations was also reinforced.



Brazil

"Abril Verde"

Under the commemoration of "Abril Verde" [Green April] – a month dedicated to occupational health and safety – Empresa Construtora Brasil (ECB) held various activities on the theme to raise employees' awareness of this subject.

These activities included: the stress meter, health fair and a talk on fires/first aid.

Poland

Health Week

Health Week – a campaign which has become increasingly popular year by year – is designed to improve safety in the construction sector. During this week, events promoting workplace safety were held that featured evacuation drills – including fire service involvement – first aid exercises, fire extinguishing equipment demonstrations and talks about safety in construction.

These events were held at 18 sites around the country and involved 184 MECE employees and 290 workers from 49 subcontractors working for us in Poland. In total, workers had the opportunity to participate in 50 different demonstrations, meetings and exercises.

It should be noted that the initiative involved various outside partners and institutions, including the State Labor Inspectorate (ITE), fire service, Lublin Search and Rescue Group (GBSL) and the companies TLC Rental and Ramirent.

Portugal

Building a culture of Occupational Health and Safety - Let's act together!

In the aim of sharing data and trends in the context of Manvia Vibeiras' operations and raising awareness of the need for a more participatory approach towards OHS, a webinar was held on 28 April – World OHS Day – on the theme at Mota-Engil ATIV which was attended by around 200 employees.

Within the framework of the webinar, the 2022 Prevention Campaign for a more sustainable future was presented. This campaign is included in the strategic pillar "Promoting Safe and Healthy Working Conditions".

In addition, videos in which 50 employees were involved were presented. These employees accepted the challenge of sharing its message on the importance of OHS in their daily life, reinforcing the idea, among others, that "World Health and Safety Day is every day" and that "Safety is Life".

LOCAL INITIATIVES *in focus*Health and
wellbeing initiatives01 Machava
Site
MOZAMBIQUE <Ivory Coast,
Mozambique

HIV awareness campaigns

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

As HIV is an especially thorny issue in Africa, in 2022 we continued our efforts to raise awareness of the matter among our employees.

As an example, in the Ivory Coast and Mozambique information was provided and contraceptives distributed to all employees working on the building site.

Angola, Guinea-Conakry,
Mozambique, Uganda, Poland

First-aid training

To equip employees with the skills to provide medical assistance in loco in the event of an accident, we offer training in first aid.

In Guinea and Mozambique, training was given by staff from the Conakry Red Cross staff and Mozambique Red Cross, respectively.

In the ISHU Project in Lubowa Kampala, Uganda, the aim of the training was to create a team of first-aid responders.

In Poland, during Health Week, the training covered cardiopulmonary

resuscitation (CPR), the use of a portable defibrillator and how to react in the event of asphyxia and loss of consciousness under real construction conditions.

Brazil, Ivory Coast, Uganda

Breast, cervical and prostate cancer
campaigns

Under the promotion of health literacy and in the aim of raising awareness on the prevention and diagnosis of various types of cancer, we undertook awareness campaigns including screening.

In Brazil, the initiatives “Pink October” and “Blue November” were organised aimed at breaking taboos and divulging important information about breast and prostate cancer, respectively.

In the Ivory Coast and Uganda, information campaigns were organised that examined these issues.

In Uganda, a seminar was held that focused on raising awareness about breast and cervical cancer. Additionally, a workshop was organised involving specialists from Buliisa General Hospital.

02 Red Cross
facilities
MOZAMBIQUE <03 Pink October
at Eco-Eburnie
IVORY COAST <

LOCAL INITIATIVES *in focus*

Health and wellbeing initiatives

 Ivory Coast

Tetanus, yellow fever and typhoid fever vaccination campaign

In Africa, illnesses that are preventable by vaccination are still one of the largest causes of morbidity, disability and mortality.

In November, Eco-Eburnie began a campaign to vaccinate employees against illnesses such as tetanus, yellow fever and typhoid fever.

On the first day of the campaign, over 500 doses of tetanus vaccine were administered to an estimated 40% of workers.

This initiative is positive for the health of employees, given that they can be subject to the risk of contracting certain illnesses due to the nature of the activities they perform.

 Portugal

Change of facilities focused on employee wellbeing

Working models are changing very quickly and significantly at organisations, creating greater flexibility and balance between work and private life. They are also important variables in attracting and retaining talent within companies.

The programme to move to Mota-Engil ATIV's new head offices, coupled with the Group's commitment to sustainability, was focused on functionality, performance, ergonomics and wellbeing with regard to the use of the facilities.

Covering an area of ca. 1,700 square metres, the facilities were designed and developed with the occupants in mind – fostering motivation and teamwork in a pleasant, collaborative, healthy and sustainable environment.

To that end, around 150 employees were involved in a survey to identify needs and expectations with regard to the space.

 Brazil, Portugal

Mental health at work

Helping employees to take care of their psychological wellbeing is crucial for enhancing their health as well as developing a healthy and productive in-house environment.

SUMA Brazil organised the initiative "Yellow September" consisting of a talk with a psychologist in the aim of raising employee awareness on the subject of suicide.

04 Vaccination campaign at Eco-Eburnie

IVORY COAST ←

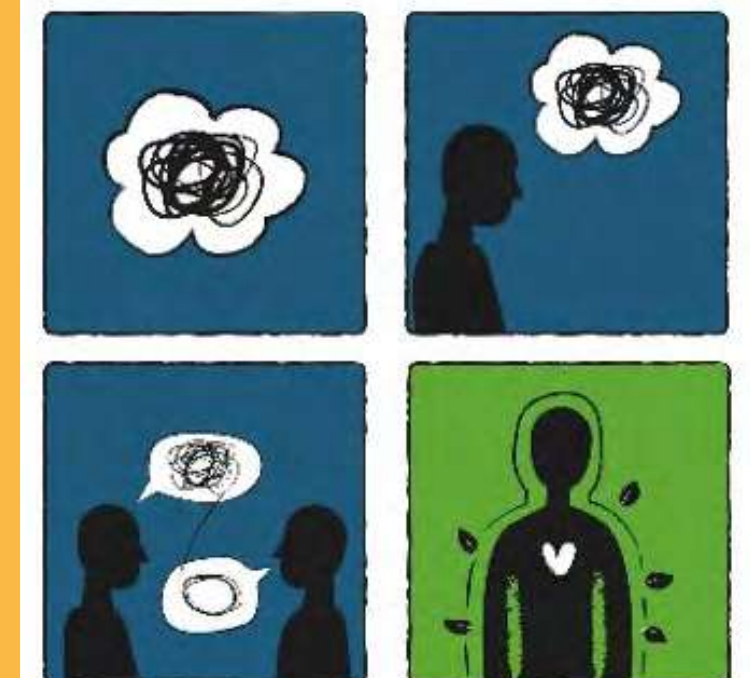


05 Change of facilities

PORTUGAL ←

06 Workplace psychology

BRAZIL, PORTUGAL ←



In Portugal, ERSUC, an EGF company, provides free psychological examinations for all employees. This came about after a psycho-social assessment. Workplace psychological examinations are also aimed at improving employee motivation. This measure was very well received and resulted in a growing number of appointments.

Workplace psychology enables the private and professional development of employees, creating communication strategies and increasing interpersonal relationships that aid the management of emotions and feelings.

Hours worked without lost time injuries (LTI)

Mcdermott Project
UGANDA <



1,000,000 Hours

CFT4 Project
UGANDA <



1,000,000 Hours

Siguiri Gold Mine Project
GUINEA <



6,000,000 Hours

At Mota-Engil we celebrate every employee's commitment and dedication

and the way in which everyone takes responsibility for their own safety and the safety of their colleagues

Celebrating our wins

Every year, some of our projects achieve important milestones in term of hours worked without accident, of which three projects in 2022 stand out.

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.



NEXT steps

An ongoing process

- ▶ Coordination between corporate SHEQ and the focal points in the different business units to jointly analyse workplace accidents
- ▶ Development of a strategy for Mental Health management
- ▶ Implementation and dissemination of the golden rules

2023

- ▶ Implementation of the programme to recognise good collective performance in health and safety

7.2 Talent management



Our impacts

44,037

Employees

86% **14%**
Men Women

43%
permanent employees

490,711

Hours of training
given

11.1
Average no. of hours of
training per employee

31%

Hours of training
dedicated to ESG

Equality & Diversity
Sustainability Working
Group (SWG)

Note: Data on training does not include the entire Group, as some of our country operations do not have the information in the required format.

In a global and highly competitive market

attracting and retaining qualified and motivated people is crucial for successfully achieving our mission and goals.

Strategic goal

30%

Women recruited or
promoted to managerial
positions by 2026 vs the
baseline year of 2021

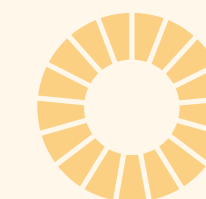
19%

2022

30%

2026

Unchanged
(+0% compared
to 2021)



GRI 3-3, 2-7, 401-1, 404-1, 405-1, 405-2, 406-1

Our employees perform a crucial role in the business's success and sustainability. Therefore, talent management is one of our priorities, given that we also play an important role in creating local employment as part of our social and economic impact in the local communities where we operate.

The Staff Management Policy is the central pillar supporting the Group's development, diversification and international expansion, and is based on four key pillars.



Approach to staff management



People management policy

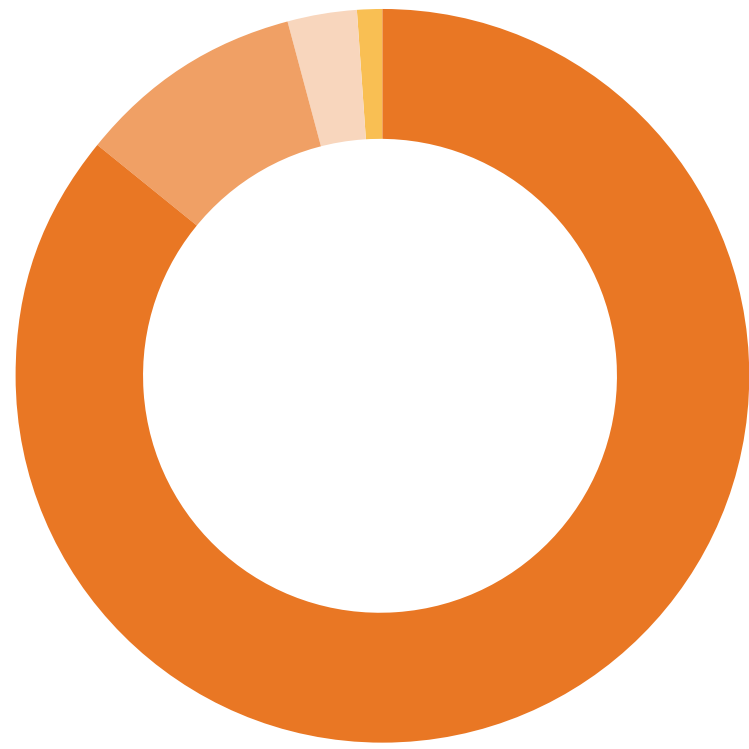
**Global mobility
of employees**



**Culture
of merit**



Functional area



86%

Operating and
Support Staff

10%

Supervisory and
Technical Staff

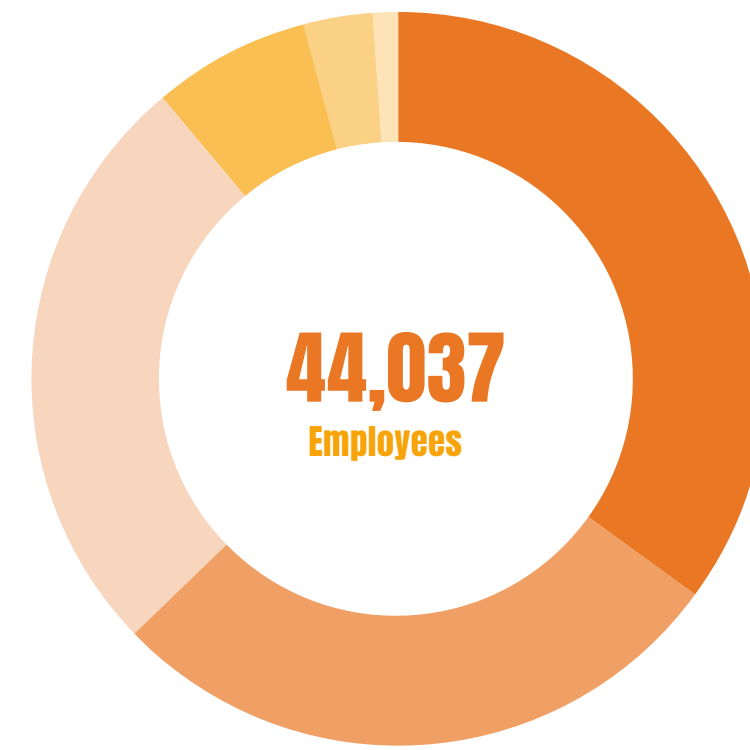
3%

Specialists
and Coordinators

1%

Board/Technical Directors
and Managers

Distribution of employees according to the Group's internal management structure

44,037
Employees

35%

E&C Africa

28%

Environment

26%

E&C Latin
America

7%

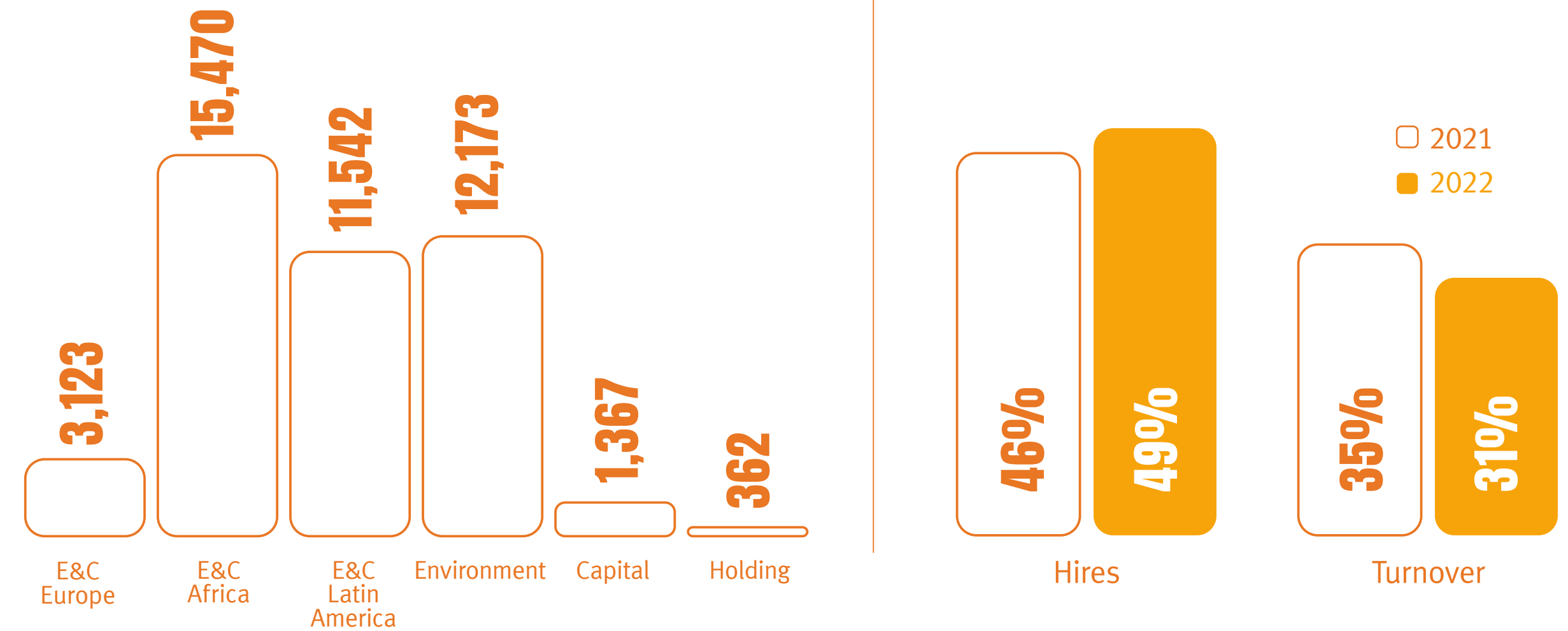
E&C Europe

3%

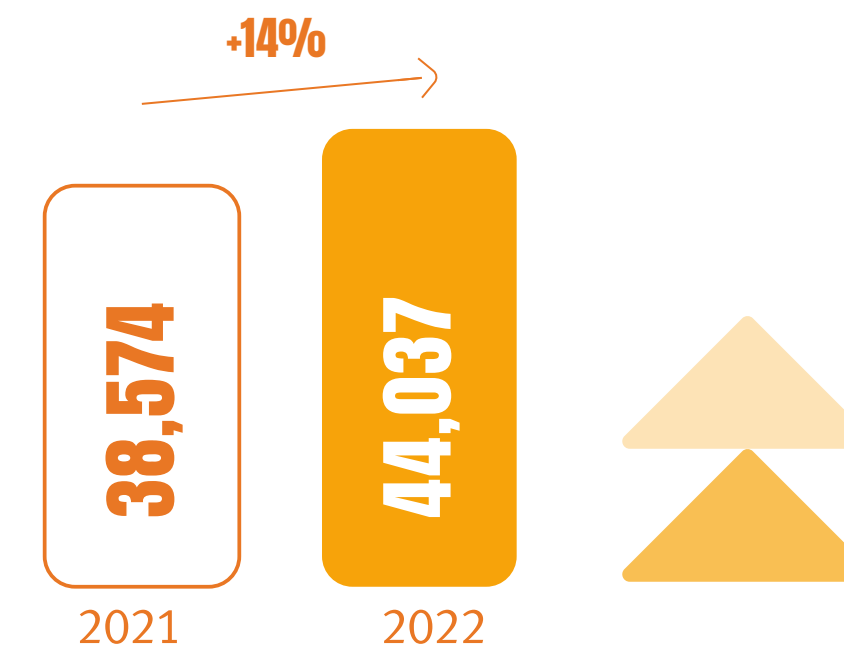
Capital

1%

Holding

New employee hires and
employee turnover

Total no. of employees



Type of contract

43%

Permanent contracts

57%

Short-term contracts

Note 1: Temporary workers are not included.

Note 2: The data relates to the no. of full-time employees as of 31 December.

Note 3: In 2022, interns were included in short-term contracts.

Note 4: Employees from the ECB SEA_ALSUB and ECB LCD_REDUC (Brazil) consortia were not included.

Note 5: The hiring and departure rates are intrinsically associated with the start and end of the Group's projects, undertakings and contracts.

Note 6: For more detailed information on how employee-related indicators are calculated, see the GRI Table [GRI 2-7](#) and [404-1](#).



CORPORATE INITIATIVES *in focus*

Continuing with the Human Resources (HR) digital transformation strategy, in 2022 we launched PayME and established the Global Recruitment Centre.

Launch of PayME

In its 1st phase, PayME impacted over 27,000 employees, covering all Group businesses, Portugal and the African countries with access to SAP. In the next phases, we will include all other countries, namely Poland and the countries of Latin America.

Pursuing the strategy to gradually decentralise functions to provide a useful service to our employees, improve the user experience and raise the efficiency and simplicity of HR processes, in 2022 we launched PayME – consultation of wage slips via the ME Talent platform (SAP Success Factors).

Simultaneously, we renovated the whole platform, creating a new identity – ME Talent – through a “cleaner”, more objective and up-to-date image in the aim of improving the user experience and highlighting more important information.

Global Recruitment Centre

Highlights in 2022 were the hiring/mobilising of over 400 employees as a result of this initiative, improved recruitment lead time and the analytical capacity to identify constraints at the level of global recruitment processes and taking action to optimise them.

By virtue of the challenges felt in the Labor market, in 2022 we created a Global Recruitment Centre aimed at supporting our multiple country operations in the hiring of staff for critical positions.

For that purpose, we set up and enabled a central recruitment team, established a transversal strategy and methodology for all recruitment and selection processes globally, and developed KPIs and a tracker to monitor the efficiency and results of the Global Recruitment Centre.

Focus of recruitment on the core areas of the business

34%

Equipment

21%

Production

8%

Technical and
methods

6%

Procurement and
logistics

6%

SHEQ

25%

Other

IN FOCUS

+400

Hirings/
mobilisation

<60 days

Lead time
selection process³

³Excludes the time for pre-notification periods, obtaining visas and transition between companies.

**CORPORATE INITIATIVES** *in focus*

2022 was marked by the launch of People Plan 2022, which set out a set of guidelines for managing our staff. In addition, an online satisfaction survey with regard to “MotivE” was also conducted. This survey was one of the basic tools for building the plan for next year.

An online
satisfaction
survey
“MotivE”
was taken .

People Plan 2022

In the aim of transposing the priorities set out in the Strategic Plan “BUILDING 26 | For a sustainable future” to managing our most important asset – our staff – the People Plan 2022 was developed and approved.

The People Plan represents a new and delineated plan comprising a set of guidelines for managing our staff.

The plan is based on five key pillars, around which will be developed a multiplicity of projects and initiatives that are both innovative in nature and related to maintaining and improving existing processes:

Five main axis

1

Diversity and inclusion

2

Innovation in HR

3

Attracting talent

4

Standardisation of
key HR processes

5

Employee satisfaction

CORPORATE INITIATIVE *in focus*

MotiveE

Launched in February 2022, the online “MotiveE” satisfaction survey was taken by around 10,000 employees, followed by its distribution in paper form to over 28,000 more.

The “MotiveE” survey was the first to be rolled out across all business units/ country operations, which not only allowed an in-depth vision of the degree of satisfaction and factors valued by employees but also a comparative analysis of the Group.

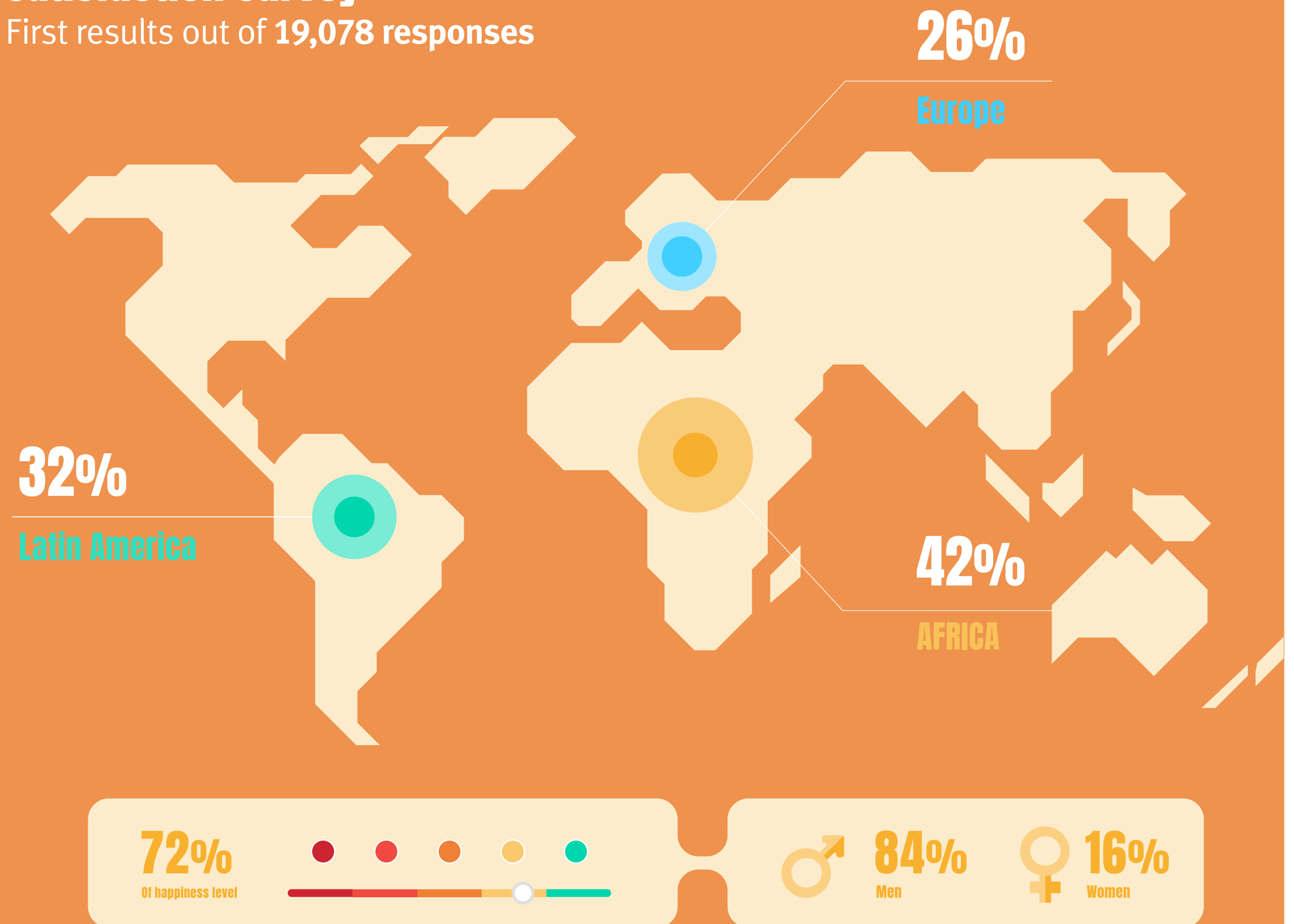
The survey was completed in March with over 19,000 responses, mirroring the diversity and multiplicity of our staff. The results revealed that 72% were generally happy/satisfied

and that the factors which most contributed to this satisfaction were leadership, communication, pay and career development. Employees were principally satisfied with training, work and leadership.

The results will be integrated into the People Plan 2023 whose aim is to delineate the vision, targets and actions to improve the Group’s levels of satisfaction and performance.

Satisfaction Survey

First results out of 19,078 responses



Skills training and development

We promote learning transversally as a valuable tool in managing our human capital based on five guiding principles.

We consider it important to provide training that is a vehicle for employee growth, enhancement and evolution, bearing in mind that the technological advances, innovation and competitiveness that are a constant feature of the business world require the continual recycling of knowledge and new learning.

In 2022, we provided a total of 490,711 hours of training, an increase of 17.3% in average training hours per employee for both genders and all four functional areas.

In terms of training given, one of the focuses has been on environmental, social and corporate governance (ESG) themes. In 2022, 31% of all training hours were in ESG, with an emphasis on occupational health and safety.

Combining online and in-person learning is essential in personalising learning paths in view of the needs for employee development. Therefore, we have provided an increasingly significant amount of training as e-learning, which amounted to approximately 15,000 hours in 2022.

It should be noted that, under training and empowerment, we have implemented the leaders

153,883

Training hours
dedicated to ESG themes

31%

Corresponds to the total of
training hours given

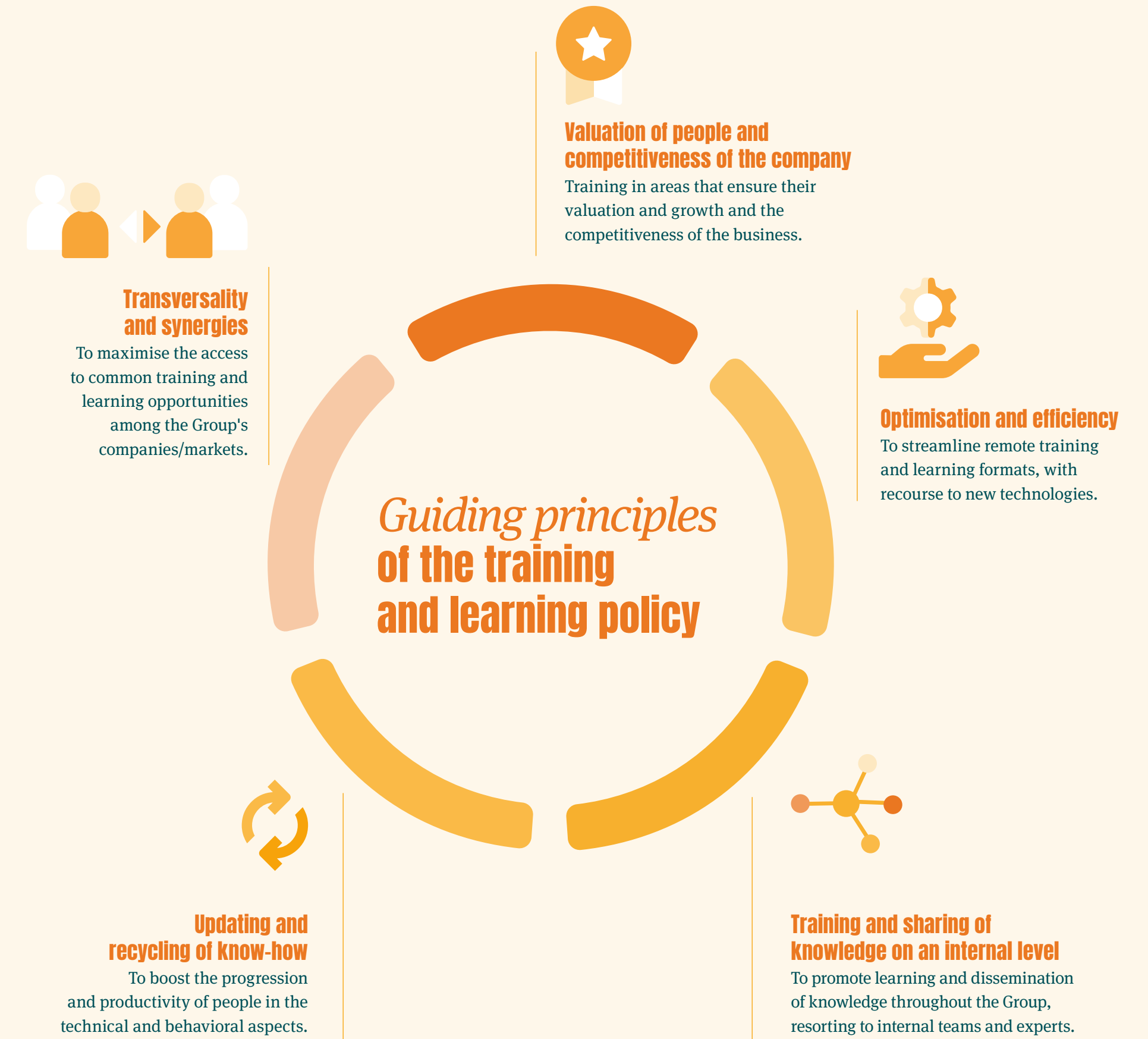


to leaders programme – Ability2Execute . This is a corporate training programme aimed at developing skills to improve leadership, communication and organisation.

After the success of the pilot project in 2020, this programme was rolled out to the entire Group during 2022 in two different formats:

- (i) Virtual sessions for top management in all of the Group's markets and companies;
- (ii) E-learning available on the platform for all of our employees.

Learning and talent development



The training given aims to improve our employees' skills, significantly impacting their individual performance and enabling career advancement.

ESG training


75%
Safety

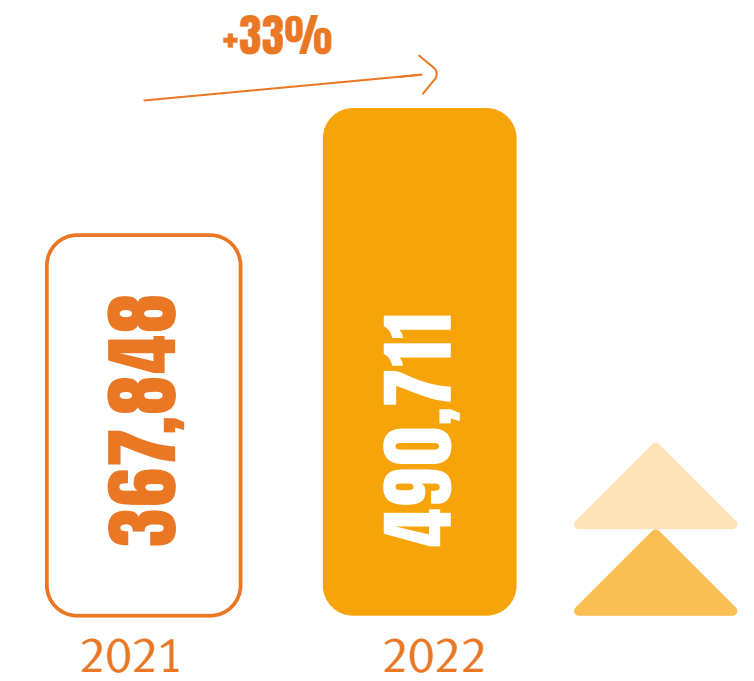
12%
Health

8%
Environment

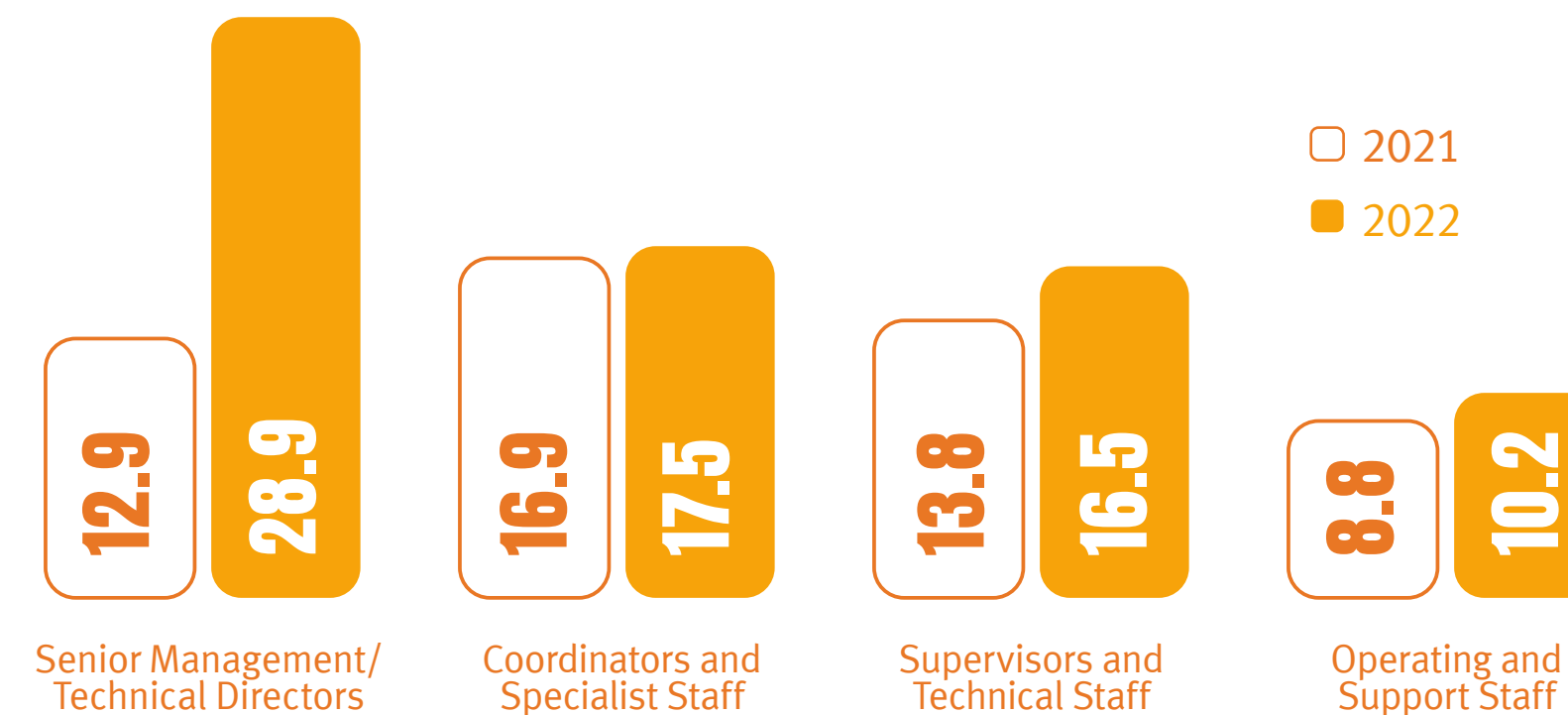
3%
Human Rights

2%
Anti-Corruption

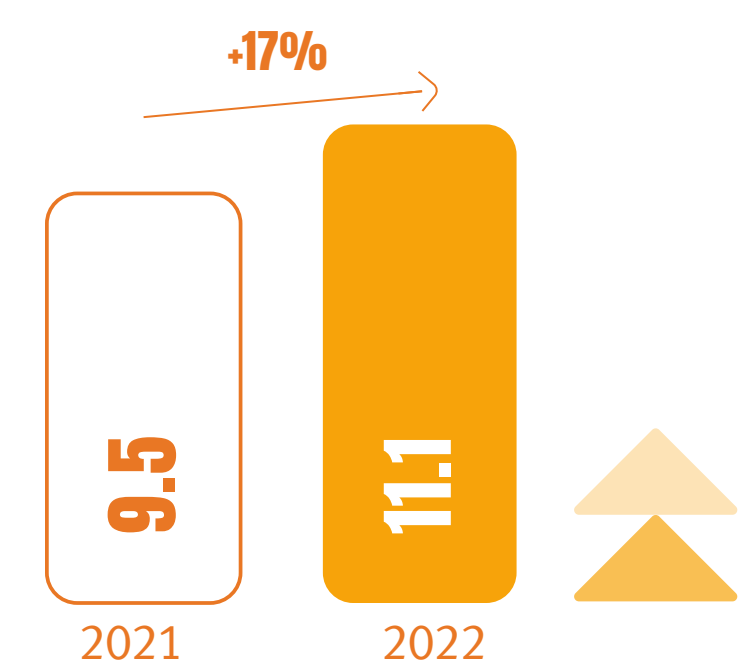
Total training hours



Average no. of training hours per functional area



Average no. of training hours per employee



Note 1: For the indicator denominator, the no. of employees as of 31 December was considered. Includes executive and paid directors.

Note 2: Employees of the ECB SEA_ALSUB and ECB LCD_REDUC (Brazil) consortia were not included.

Note 3: For more detailed information on how the indicator on annual training is calculated, see the GRI Table [GRI 404-1](#).

In 2022, we organised personalised training sessions in sustainability, created the Contractual Management Academy (CM AcadeME) and continued with the Digital MBA.



CORPORATE INITIATIVE *in focus*

Training in sustainability

In 2022, we organised personalised training sessions in sustainability to empower key people within the organisation.

In order to develop new leaderships and to root the theme increasingly within the organisation, we organised personalised training sessions on sustainability.

One of the sessions was given to around 50 participants, among which members of the Executive Committee and managers from the corporate departments. Another session involved 69 managers from the

SHEQ and HR departments who have the most influence and impact on social and environmental areas.

These sessions included experts on sustainability and specialists from the Business Council for Sustainable Development (BCSD) Portugal, of which we are a member **Chap. 3.1.**

Contractual Management Academy

Comprising around 20 in-house trainers – known as “ME Experts” – the Academy’s mission is to ensure training, knowledge transfer and the transversal application of a contractual management culture to over 400 employees in production, contractual management and sales.

Prioritising in-house training, this initiative focuses on Group teams and experts to develop technical training by fostering learning, knowledge dissemination and skills acquisition and development.

It consists of three levels – “Practitioner”, “Advanced” and “Expert” – and includes an in-house certification programme that sets out overall standards for professional contract management.

The programme was split into two stages:

Stage 1: preparation of ME Experts whose responsibility is to train the Group’s target employees.



Stage 2: training of target employees (over 400 people worldwide) via virtual sessions (facilitated by ME Experts) and e-learning content. In addition, “CM Talks” – on the theme of contractual management – were held periodically and involved outside and in-house speakers.

CORPORATE INITIATIVE *in focus*

3rd Digital MBA course

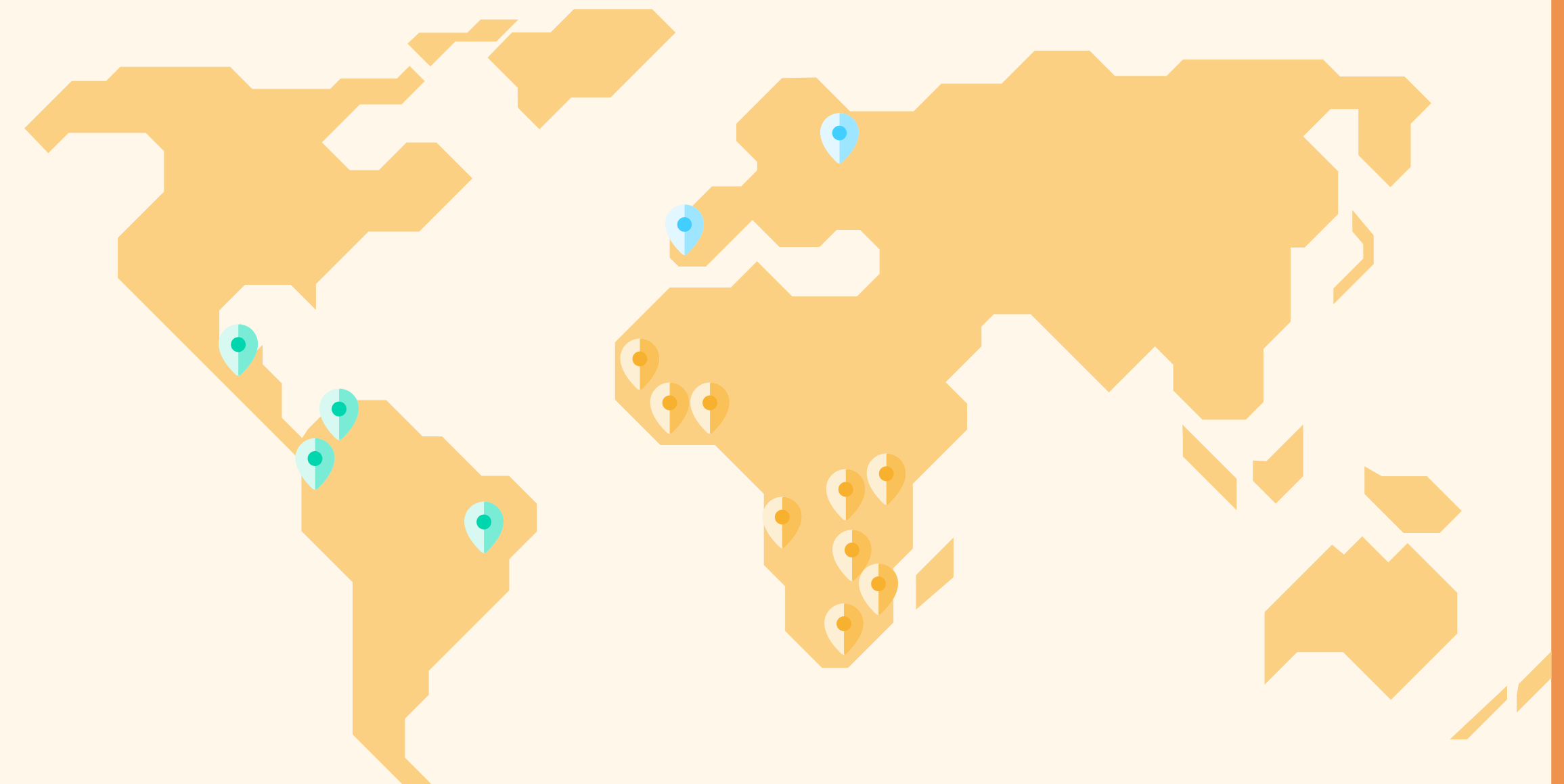
53 employees applied for the course from multiple countries, nationalities, companies and backgrounds, and a total of 5 study grants were awarded.

Consolidating our strategy of focusing on the development of high-potential talent, in 2022 we launched the 3rd programme to award grants for the Digital MBA, open to all of the Group's country operations.

This programme, run in agreement with the Porto Business School – ranked globally by The Financial Times as the

40th best executive education school – involved the awarding of five grants for the MBA Digital course for employees up to the age of 45.

Participating employees represent the Group's multiplicity and diversity of genders, business areas and countries in which we operate.



53
Applications



9 Applications
LATIN AMERICA



24 applications
EUROPE



20 Applications
AFRICA



72%
Men



26%
Women



25
Companies



15
Countries



15
Business areas



Attracting young talent

We have continued to focus on attracting and developing high-potential young people, mostly

through two talent programmes:

📌 **Learn@ME** and 📌 **StartME**.



In partnership with leading national educational institutions, the programme is chiefly aimed at attracting high-potential young students and offering them their first experience of working in a business setting. The internship, which lasted from two to six months, is supported by a tutor and their team who attempt to enhance the learning of technical knowledge and skills relevant to interns' professional future. The programme foresees collaboration on academic and research projects stemming from the intern's area of training and in which the company's existing know-how is associated.



It aims to attract and integrate talented young people at the start of their career on a year-long professional internship. This programme intends to boost individual development and offer a wide range of experience and learning through contact with different businesses, knowledge of innovative methodologies and solutions, a broad networking system and the development of critical competences in the international context.

StartME is already a leading programme that comprises a unique opportunity to learn, exchange experiences and thrive in a multicultural environment.

Each iteration of StartME, as a leading national and international talent programme, is a new opportunity to integrate young people in different countries.





CORPORATE INITIATIVE *in focus*

9th StartME programme

The 2022 StartME programme was the largest ever, offering over 220 professional internship places in Europe, Africa and Latin America.

The 9th iteration of the programme was attended by 222 young graduates from various nationalities and training areas in 10 different markets – Portugal, Angola, Mozambique, Mali, Malawi, Uganda, Brazil, Colombia, Mexico and Peru.

The programme began with a 3-week Intensive Hosting Period in which our trainees had the possibility to establish contact with the various business units. During this period, they also had the opportunity to become familiar with and develop a joint project based on

the Strategic Plan “BUILDING 26 | For a sustainable future” and focused around its strategic pillars. Presentation of the projects took place at the StartME – Building the Next Generation programme official event.

During 12 months of internship, the trainees benefitted from work experience in the field and an internship plan set out by tutors who closely accompany and equip their mentees with relevant technical knowledge and management skills for their professional development.

Regions & Countries

56

Portugal

27

Angola

9

Uganda

60

Nigeria

4

Mozambique

2

Brazil

49

Mexico

13

Peru

2

Colombia

99%

Trainees retention



222

Total Trainees

56

Trainees
Globals

166

Trainees
Locals

44

Portuguese

12

other nationalities

4,42

Globals

4,57

Locals

Satisfaction Rate
scale of 1-5

500

More than

We have integrated over 500 trainees from different academic backgrounds and at the start of their career.

LOCAL INITIATIVE *in focus*

Professional empowerment and integration of young people in Guinea Bissau

In partnership with the Training Institute of the Community of Portuguese-Speaking Countries (IF-CECPLP), we developed a training and empowerment programme for workers in their own country to train young people and create career opportunities, facilitating their social and professional integration in Portugal.

The first group, from Guinea Bissau, was integrated into three projects in Lisbon and covered 21 workers from the areas of carpentry and masonry. The remaining 14 workers, duly trained and qualified, integrated a specially created worker pool for companies in Guinea, thus helping to raise skills and benefitting local companies who will have qualified staff available.

At the ceremony organised at the Porto Alto site to mark the arrival of the group, the Portuguese government was represented by the secretary of state for employment, Miguel Fontes, and the secretary of state for foreign affairs and cooperation, Francisco André. Also present were the Guinea Bissau Ambassador to Portugal, Helder Vaz Lopes, the chair of the CE-CPLP, Salimo Abdula, and the chair of the IF-CECPLP, Laurentino Fernandes, who joined the chair of the Group's board of directors, António Mota, and CEO of Mota-Engil Engineering, Horácio Sá. The event stressed the importance of this programme in reinforcing cooperation within the CPLP through opportunities for young people to move around this vast area.

It is also important to highlight that we aim to extend this programme shortly to other countries within the CPLP, thereby creating more career opportunities for young people aiming to work in Portugal and subsequently start a career at Mota-Engil Group.

Event to celebrate the hosting of workers from Guinea at the Porto Alto site

PORTUGAL ←



Diversity and inclusion

Conscious of the importance of diversity and inclusion given that we operate in a traditionally male industry, we have set out the strategic objective, under the Strategic Plan “BUILDING 26 | For a sustainable future” **Chap. 3.1**, of promoting gender equality by increasing female recruitment and better integrating women into senior positions.

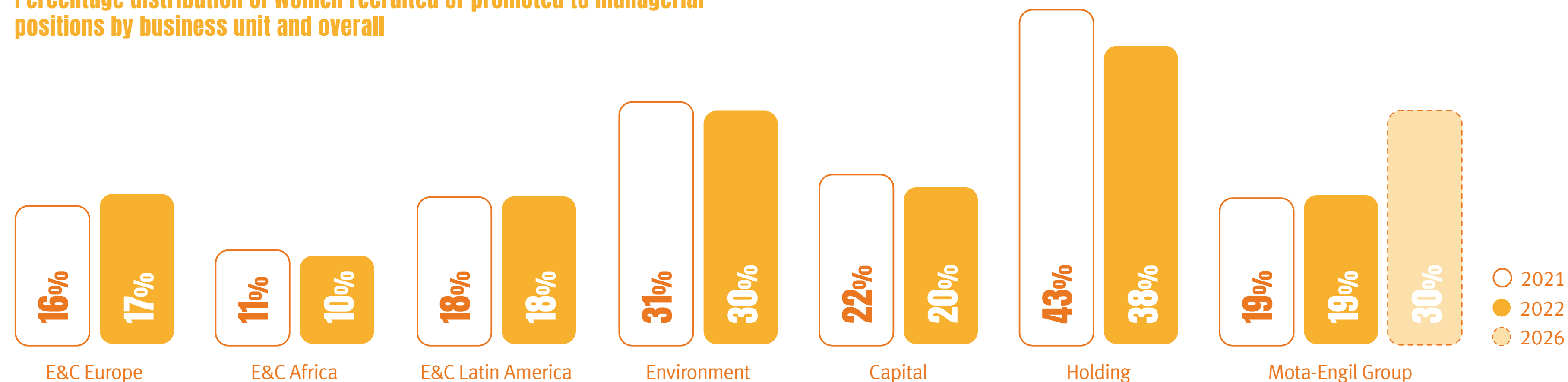
Based on the guidance shared by the Work and Employment Equality Committee (CITE), every year we establish a gender equality plan (see **Gender Equality Plan 2023**). Through the Equality Plan, we intend to develop positive means of fighting discrimination and inequality between women and

men to stimulate a new organisational culture that sees and values the contribution of both genders, reinforcing the equality principle in its practices and serving as a means of improving competitiveness. The aim is also to ensure the implementation and effective monitoring of the guidance set out in the Strategic Plan 2026 targetted at employees and members of the governing organs, according to Article 7 of Law no. 62/2017.

In terms of recruitment and selection, it is notable that the people responsible are conscious of the non-gender-biased recruitment and selection procedures. It should also be mentioned that training is organised to ensure equal access and participation for women and men.



Percentage distribution of women recruited or promoted to managerial positions by business unit and overall



Strategic Objective

30%

Women recruited or promoted to managerial positions by 2026

Global corporate actions taken in 2022



Defining and monitoring goals

Defining accompanying measurable goals for diversity and inclusion ratios.



Implementing the Harassment and Discrimination Policy

Establishment of a network of discrimination and harassment counsellors (DHC), creation of a Harassment and Discrimination Council plus training and enablement on the theme, and implementation of an Incident Resolution Mechanism (IRM) ▶ Chap. 4.3.



Gender equality plan 2023

Updating and boosting of the Gender Equality Plan with measures aimed at the convergence of indicators on staff distribution, pay distribution, etc.



Campaign to value the contribution of women

Development of a campaign to value the contribution of women through the internal and external recognition of examples of careers in the areas of management, engineering and auxiliary areas.



Sustainability Working Group (SWG): Equality & Diversity

Establishment of the Equality working group to define and implement strategies dedicated to diversity and inclusion.

We are committed to fighting discrimination, fostering gender equality and opportunities, and promoting an open culture, recognising the importance of not leaving anyone behind as an ethical imperative and part of a socially responsible approach.

The current procedures with regard to the pay and remuneration system ensure respect for the principle of equal pay for equal work, based on an objective performance assessment model free of gender bias that does not penalise employees for exercising their family responsibilities.

For more information on the situation with regard to measures implemented under the Gender Equality Plan defined for 2022, see pages 16 and 17 of the [Gender Equality Plan 2023](#).

Testimony

**Equality
& Diversity we
want to change
the perception
of female
leadership.**

We want to enable more opportunities for women by making greater investment in management training and practical measures that allow more flexible working hours.

“

As the team that handles Equality & Diversity issues, we want to change the perception of female leadership and prepare Mota-Engil for the challenges of the future. We want to enable more opportunities for women by making greater investment in management training

and practical measures that allow more flexible working hours and promote career advancement with equal opportunities for people of all genders. We hope to add more building blocks to this important edifice and to create, together, a future where all ambitious women can feel welcome.



Izabela Ciemięga

Board member for
Mota-Engil Central Europe



Employee distribution



86%

Men



14%

Women

51%

Women on permanent contracts (compared to all female employees)

12%

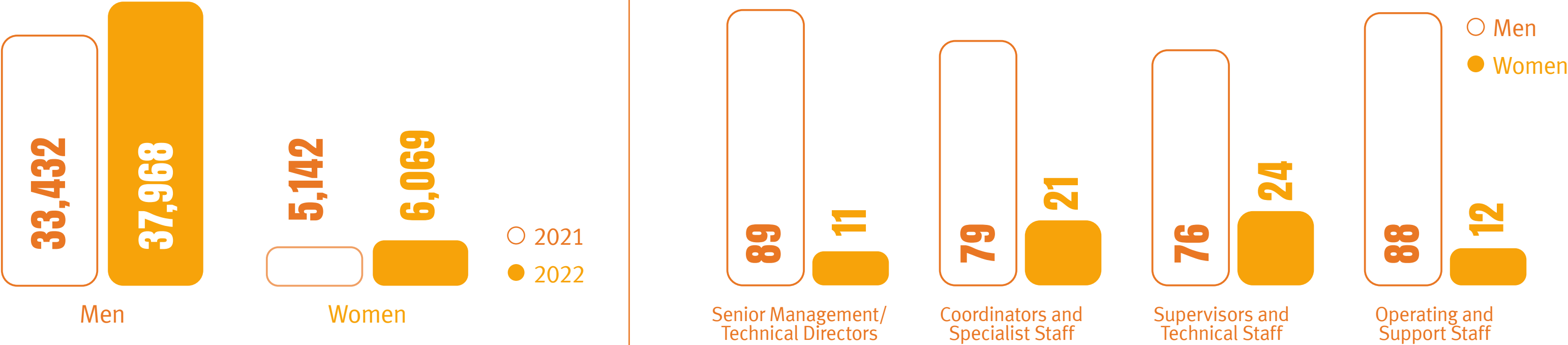
Newly hired female employees

+13.6%
men compared to 2021

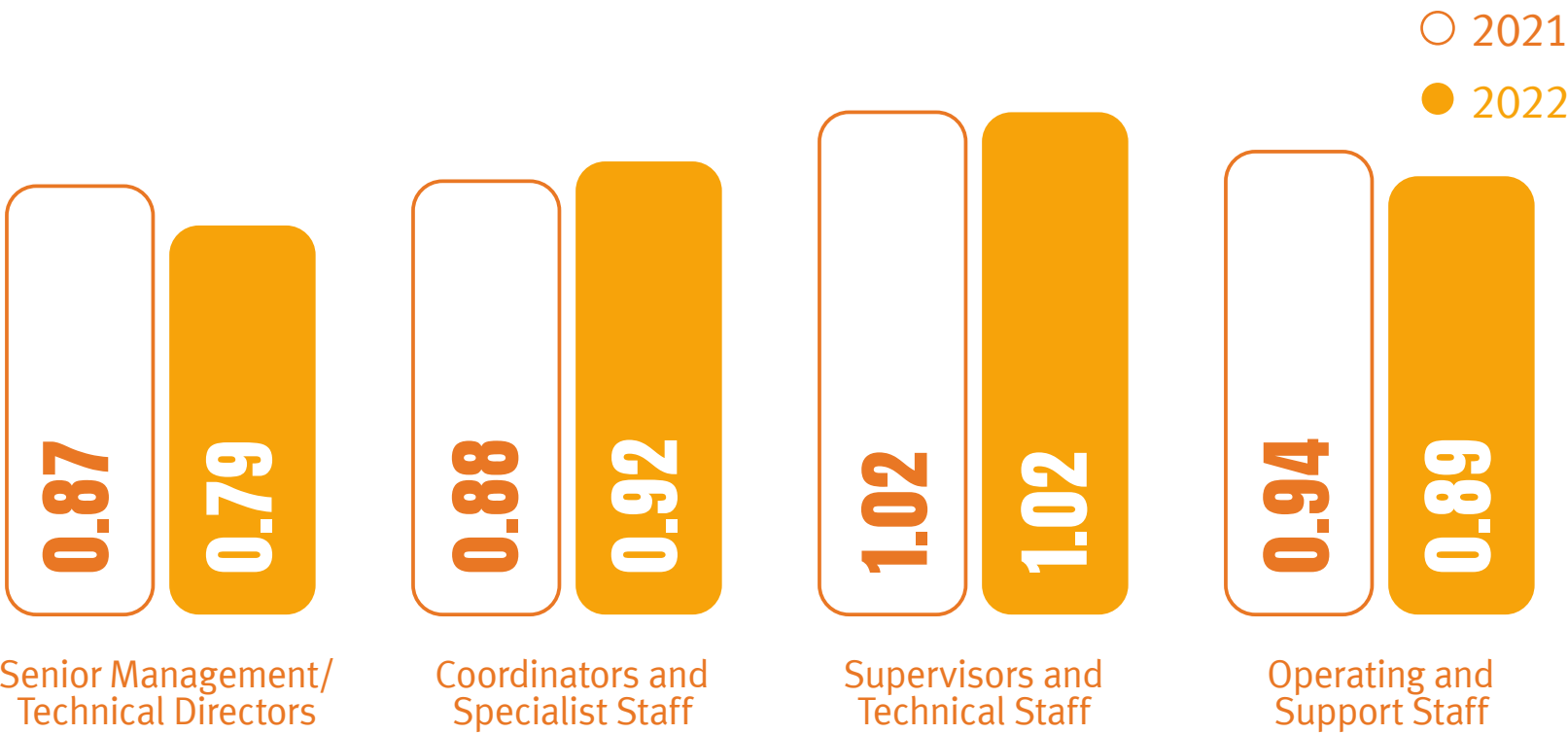
+18.0%
woman compared to 2021

Note 1: Data on the ratio of men’s pay and remuneration to women’s excludes employees on long-term international mobility (i.e. for periods of longer than 6 months) and non-executive members of the board of directors.
Note 2: Employees of the ECB SEA_ALSUB and ECB LCD_REDUC (Brazil) consortia were not included.
Note3: For more detailed information on how the indicator on diversity is calculated, see the GRI Table **GRI 405-1/2**.

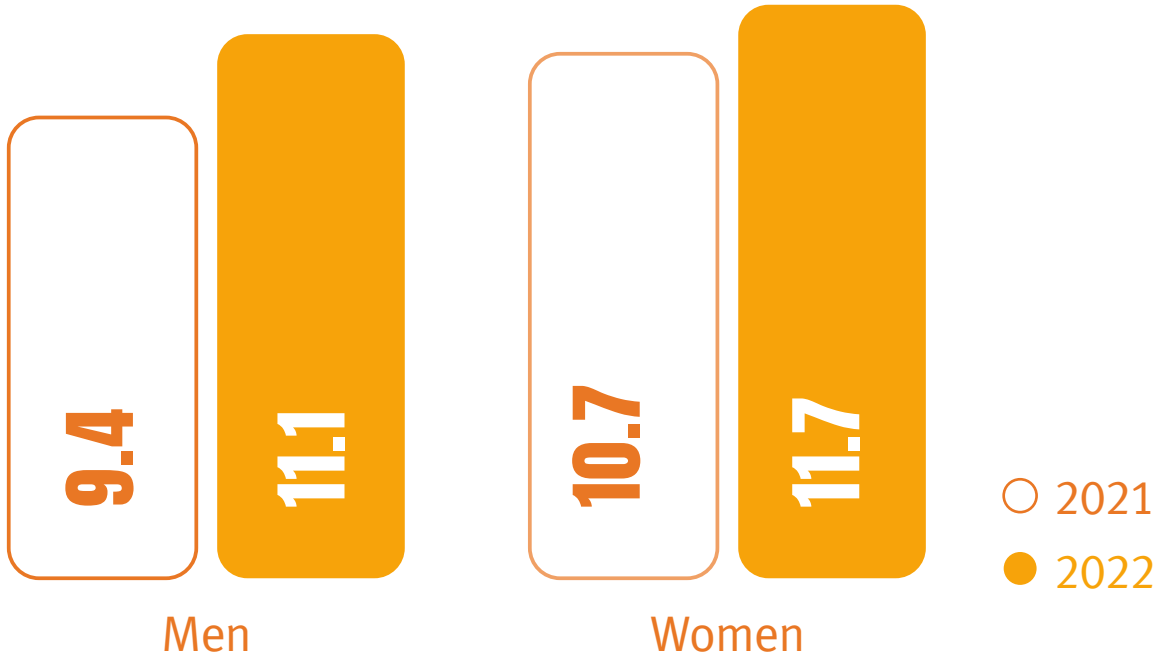
Distribution by gender in the functional areas



Ratio of men’s pay and remuneration to women’s (m:w)



Average training hours by gender



As a reflection of our commitment to diversity and inclusion, we highlight our adherence to the Portuguese Diversity Charter and involvement in the “Engineers for a Day” initiative in 2022.



CORPORATE INITIATIVES *in focus*

Subscription to the Portuguese Diversity Charter

In 2022, we became a signatory to the Portuguese Diversity Charter.

The  **Portuguese Diversity Charter**, a European Commission initiative, is one of the voluntary initiatives created to encourage employers to implement and develop in-house policies and practices to promote diversity.

Subscription to the charter is a reflection of our commitment to respect and promote staff management practices that enhance diversity and inclusion.

Engineers for a Day



To boost our commitment to gender equality and to contribute to raising the profile of engineering, while deconstructing the idea of it is a male preserve, we collaborated on the “Engineers for a Day” initiative.

Coordinated by the Citizenship and Gender Equality Committee (CIG) and INCoDe.2030, in connection with the Portuguese Association for Diversity and Inclusion (APPDI), Instituto

Superior Técnico and the Portuguese Engineering Society, the purpose of this programme is to foster an interest in engineering and technology among school students.



See the video we shot
for International Women’s Day



LOCAL INITIATIVE *in focus*

International Women's Day at Eco Eburnie

Ivory Coast

Eco Eburnie's female employees met at the company's head office in March to swap ideas and voice their concerns to the management team with a view to improving their working conditions.

Participating women marched through the company's corridors singing slogans and dancing in celebration, raising awareness of the important role women play in the company and society as a whole.



International Women's Day
at Eco Eburnie
Ivory Coast ←



Incidents of discrimination

With regard to incidents of discrimination and corrective measures, there was a fall in the number of cases compared to 2021. Five reports were received in 2022:

- Two in Peru, both related to work discrimination and alleged improper dismissal;
- One in Guinea Conakri, relating to an ungrounded case of Labor discrimination resulting in demotion;
- One in Uganda, related to racial discrimination in the awarding of employee housing;

- One in Portugal, related to sexual discrimination with an alleged impact on day-to-day work.

All cases identified occurred in 2022 and their results show that the cases were found to have no grounds – either through in-house investigations or court cases. Of the five cases reported, two were concluded due to lack of feedback from the accusers after the legal period for considering the report was deemed closed.



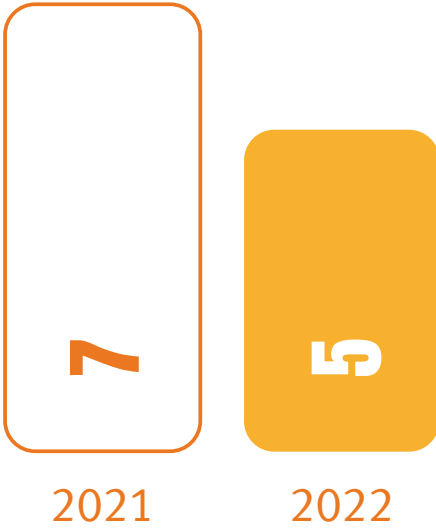
With regard to incidents of discrimination and corrective measures.



NEXT steps

Total no. of incidents of discrimination

Total no. of incidents of discrimination during the reporting period



Total no. of incidents analysed by the organisation based on the summary of incidents and actions taken

	2021	2022
No. of remediation plans implemented	1	0
No. of remediation plans implemented with results analysed through the normal review and management processes	0	0
No. of incidents resolved	6	5
Total no. of incidents analysed	7	5

Note: After publication of the Sustainability Report 2021, another of the cases that occurred during this reporting period was also analysed and resolved and the data was updated accordingly.

2023

- ▶ Holding of the 10th StartME
- ▶ Roll-out of the AcadeME contract management
- ▶ Culture and Values Programme
- ▶ Implementation of the new International Mobility Model (IMM)
- ▶ Execution of the MotivE Action Plan Employee XP Culture & Values
- ▶ Revision of the Compensation Policy
- ▶ Continued implementation of the actions set out under the Gender Equality Plan 2023

2023/2026

- ▶ Launch and development of the Female Leadership Programme

7.3 Support for local communities



We invest to empower local communities, supporting social, educational, environmental and cultural causes adapted to the context and needs of the regions where we operate.

Our impacts

 **€3,138,353** ⁴
Investment in the community

⁴ Includes €1.4 million in sponsorship awarded by Mota-Engil to FMAM  Chap. 7.4. This does not include all investments made in the community in cases where operationally they are allocated to specific cost centres related to building projects and local work.



1 NO POVERTY

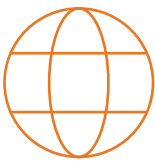
3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

 → **GRI 3-3, 413-1**

If there is one thing I am proud of at this company

it is our engagement with communities. Being a responsible corporate citizen is a priority for the Mota-Engil Group. Therefore, the next challenge in this area will be to consolidate our actions and to measure our social capital so that we can make it grow within communities for a positive and long-lasting social impact.



Inês Mota

Board member da Fundação Manuel António da Mota

At Mota-Engil

we support and implement our work within local communities through initiatives developed by our local teams and by the Manuel António da Mota Foundation (FMAM) ▶ **Chap. 7.4.**

The local teams carry out different types of projects, such as construction and rehabilitation projects, awareness-raising campaigns and charitable and support activities for local communities. These initiatives stem from our involvement with our partner entities.



APPROACH TO COMMUNITY SUPPORT BY LOCAL 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.



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.



Encouraging partnerships with other entities

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



LOCAL INITIATIVES *in focus*

Construction and rehabilitation projects



📍 Angola

Rehabilitation projects to support local Angolan communities

In the aim of supporting the communities in Luanda, work was undertaken to improve the access roads to neighbouring locations and to rehabilitate the Allan Kardec School. The project to rehabilitate the school was undertaken in November and received support from employees who volunteered through the “Start@ME

Programme”  **Chap. 7.2.** This project contributed to improve the school’s safety conditions, create a community garden, paint the classrooms, install air conditioning and electricity in the classrooms, and fill the water tank.

In Bairro Mongo, and at the request of the local authorities, work was done to upgrade the construction, namely the installation of lamp posts, the building of a house for the teachers and the installation of water fountains, among others.

📍 Guinea-Mandiana

Promotion of access to drinking water and upgrading of a national highway

Ensuring access to drinking water is still a challenge in various countries in Africa. To equip communities in the area around the Tri-K Project with drinking water, boreholes were drilled and standpipes installed in the villages of Koromadou and Komana to the benefit of around 29,000 people. In addition, resources were allocated

to improve the national highway between Loila and Koromadou in the aim of easing travel on the roads used by the communities.

📍 Uganda

Promotion of access to drinking water and road safety

Road accidents are frequent in Uganda, where the roads and motorways are narrow and often in poor condition. In this context, and in

the aim of protecting the community from road accidents that occur while crossing the road to reach a well, a borehole was drilled closer to the community and equipped with a manual pump.

This scheme provided the community in the Kumi district with access to clean and safe water, eliminating the risk of traffic accidents.



LOCAL INITIATIVES *in focus*

Campaigns to raise awareness of safety, health and the environment

Mozambique

Children’s Day and Environment Day

In June, for International Children’s Day and Environment Day, the Nampula, Iapala and Cuamba bases invited employees’ children to join in the celebrations.

In addition to games, singing, dancing and shows, various fun initiatives were held such as a game of football as well as awareness activities and tree planting. These latter activities were aimed at inspiring children to understand the importance of the environment and the need to protect it.

In the aim of raising awareness of this disease among members of the community, an awareness activity on the causes, propagation, signs, symptoms, prevention and treatment of malaria was organised in partnership with the Kasinyi Village health team.

The health team involved performed a demonstration on how to use a mosquito net and 83 nets were handed out to the most vulnerable, including pregnant women, seniors and children.

discussed, especially in areas where construction work is taking place.

In the Ivory Coast, students, teachers and staff were informed of the risks of heavy equipment traffic from Eco-Eburnie close to the school.

Uganda

Campaign to raise awareness of malaria

One of the public health challenges facing sub-Saharan Africa is malaria, which continues to be the most deadly disease in the region.

Cabo Verde, Costa do Marfim, Quénia, Uganda

Campaigns to raise awareness of road safety

In the aim of raising awareness and adoption of good road safety behaviour and reducing accidents, various activities were held with school-age children.

In the various schools visited, road safety rules for children were



Raising awareness among children:

850
in Cape Verde

456
in the Ivory Coast

600
in Kenya

324
in Uganda

LOCAL INITIATIVES *in focus*

Charitable actions and community support

 State of Puebla
MEXICO ←

 Associação Pequenin
do Amor, Belo Horizonte
BRAZIL ←

Brazil

Doing Good Day

Under the Social Incentive Programme “Doing Good Programme”, launched in 2022, a “Doing Good Day” was organised where employees, family members and friends could come together to perform voluntary work to help the communities where they live. The employees involved were given the moniker of “Doing Good Representatives”.

Through this initiative, six institutions were supported. Work was done to repair buildings and electrical wiring, maintain musical instruments and foster leisure and recreation.

In addition, food and hygiene kits were donated to an institution that supports homeless people.

In total, 124 volunteers were involved.

Mozambique

Visit to the Servas de Santa Maria de Nazaré Orphanage

Within the scope of activities relating to social responsibility in Mozambique, regular visits were made to the Servas Orphanage on the outskirts of the city of Nampula.

These visits were to donate such things as food, teaching/school materials, toiletries, toys and clothes. Moments of sharing and interaction were also encouraged, such as games, singing and dancing with the children and others.

México

Helping the most needy

In the catchment area for the Cuapiaxtla Cuacnopalan motorway project in the State of Puebla, Mexico, a campaign was held to distribute blankets to

five highly vulnerable and needy communities.

This campaign aimed to prevent respiratory diseases in adults and seniors during the winter and at times of low temperatures.

It involved seven employees who volunteered under the “ESG Champions” Corporate Volunteering Programme.

Uganda

Donation of furniture

In Uganda, the team at the Tilenga Project – Buliisa district – made a donation of sofas to four primary schools and mattresses to the health centre.

These actions contributed to improve the living conditions of the students and community members frequenting these places.

LOCAL INITIATIVES *in focus*Charitable actions and
community support

Mexico

Campaigns to support children

At Mota-Engil Mexico, under the “Building Smiles” programme, improvements were made to the facilities of community development centres in the State of Mexico and Mexico City for pre-school children aged from 1 to 5, while cleaning utensils and articles that help in children’s development were donated. In addition, the back to school

campaign – “Train of Smiles” – resulted in the donation of school kits to 600 children.

Under the “Bottle Top Bank” Campaign, collection containers for plastic bottle tops were placed on building sites aimed at raising funds to support children undergoing cancer treatment.



Donation of school kits to children

MEXICO ←

Collection of plastic tops on building sites

MEXICO ←



93

children and teachers
supported under the
“Building Smiles”
Programme



600

school kits
donated under the back
to school campaign
“Train of Smiles”



280 kg

of plastic tops
collected

LOCAL INITIATIVES *in focus*

Charitable actions and community support

Poland

Support for Ukraine

In 2022, in view of the negative impacts of the war in Ukraine, the activities undertaken under the theme of social responsibility by Mota-Engil Central Europe (MECE) were focused on Ukraine.

The support took the form of material assistance sent directly to Ukraine

and projects to aid refugees in Poland. Among the measures taken, and in order to support women and mothers who are refugees, a series of workshops were held for around 100 women on the Polish Labor market. As a result, we know that some of them managed to find work. A visit to Cracow Zoo was also held for almost 200 Ukrainian children.

In addition, MECE donated school kits to children, toiletries and

basic cosmetics and supported an orphanage with over 500 children from Ukraine.

In partnership with the Manuel António da Mota Foundation (FMAM) under the “ME2!” project **▶ Chap. 7.4**, MECE took further measures to support the refugees through activities aimed at children and young people.



Visit to Cracow Zoo
POLAND ←



NEXT steps

2023

- ▶ Start up of SWG Social Responsibility activities

2023/2024

- ▶ Survey and assessment of the impact of Mota-Engil Group's social responsibility initiatives and commitments

2024

- ▶ Definition of the impact objectives, by country, aligned with the SDGs and as a function of the business context and local communities
- ▶ Drawing up of the Group's social responsibility policy in alignment with the SDGs, impact objectives and Mota-Engil's purpose

7.4 Manuel António da Mota Foundation



The Manuel António da Mota Foundation seeks to fulfil a strategic vision that can generate long-term value

and is rooted in the broader principles of sustainable development achieved through a coherent and structured policy of social responsibility.



Our impacts



⁵ Includes support for the Mota-Engil Community and €242,648 through the Manuel António da Mota Award (which includes €122,648 of expenditure related to the partnerships and other logistical aspects associated with holding the event).

In 2022, FMAM remained faithful to its motto - “Seeing, Listening, Acting”

– and its aim of contributing to a fairer, more cohesive and more caring society in continued pursuit of the key pillars that guide its actions.

The **Manuel António da Mota Foundation (FMAM)** is an important instrument in our policy of social responsibility as an organised and structured manifestation of ethical and socially engaged management on behalf of active and participatory corporate citizenship.

Based in the city of Porto, FMAM has worked for over 10 years throughout Portugal and in the countries where Mota-Engil Group operates.

FMAM believes that its approach boosts the capacity of supported institutions to achieve transformative and long-lasting change in the lives of people who benefit from its values and services.

In terms of intervention, FMAM aims, both at the local community and Mota-Engil Group level, to position itself as a foundation that contributes to the integrated development of the community.

In 2022, FMAM continued to allocate support in accordance with its intervention areas and in conjunction with its beneficiaries and partners in the social economy.

A highlight in 2022 was the fund-raising campaign “ME2! Help for Ukrainian People”, launch of the “Conscious Talks” Webinars series and “Health+”, the new programme to support Mota-Engil Group employees, in addition to the annual allocation of the Manuel António da Mota Award.



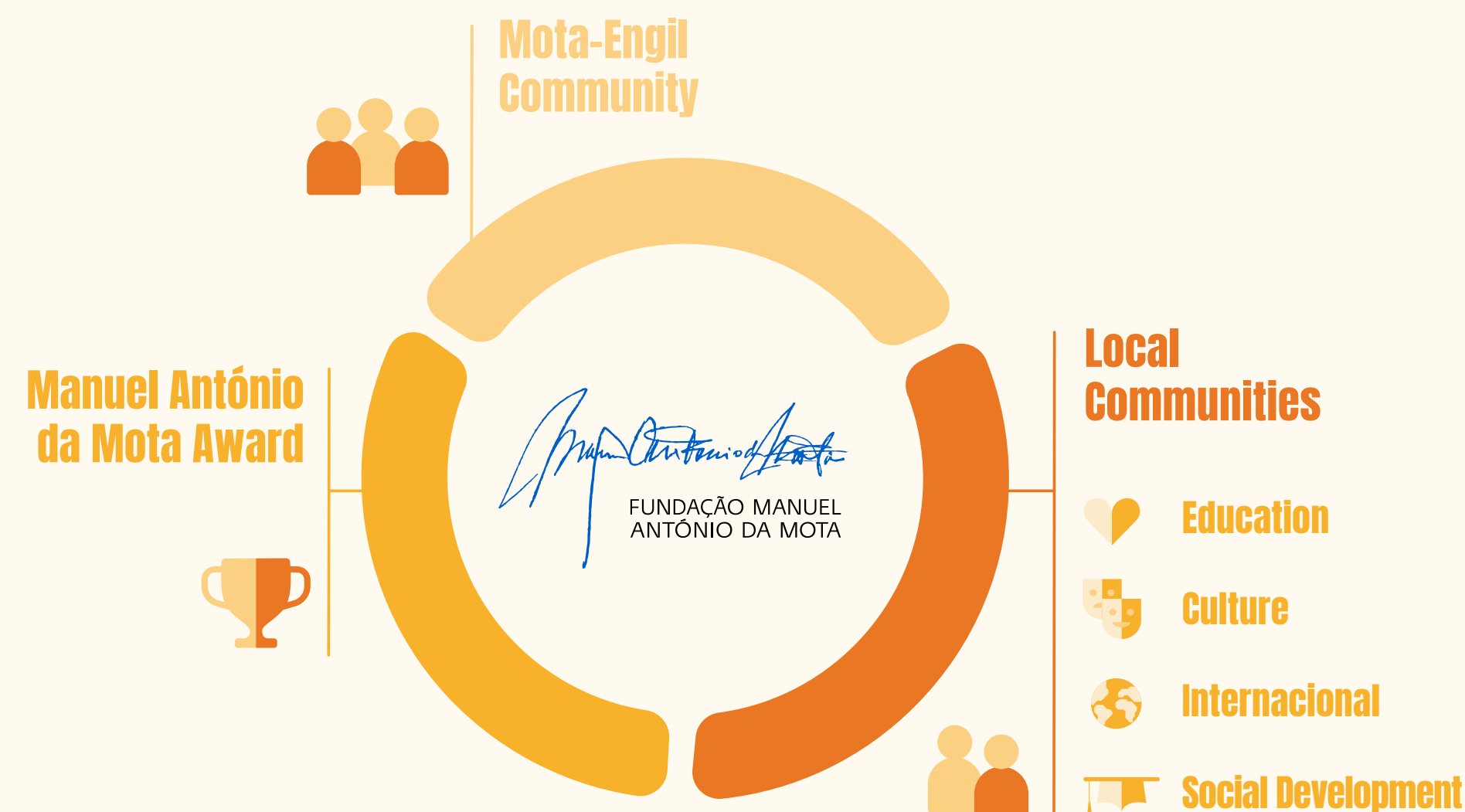
Mission

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 amongst its counterparts, honouring the inspirational 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.



In 2022

123

Institutions supported

€812,200

Amount invested

Video

SEE THE FOUNDATION'S INSTITUTIONAL VIDEO HERE

At its 13th iteration on the theme of “Portugal Justo”

[A Fair Portugal], the award which is worth €50,000, was presented to Reencontro – Associação Social, Educativa e Cultural for its project “Ser criança”.

The **Manuel António da Mota Foundation (FMAM)** is the Foundation’s most emblematic and publicised initiative. The purpose of the award is to pay homage to the founder of Mota-Engil, an initiative that distinguishes outstanding organisations every year in the various fields FMAM is active in.

In 2022, at its 13th iteration on the theme of “Portugal Justo”, the award honoured institutions that stood out in the fight against poverty and social exclusion, migrant and refugee hosting and integration, development of the interior provinces and territorial cohesion, health, education, employment, family support innovation and social entrepreneurship, digital

and technological inclusion and transition, and climate transition.

The award, which is worth €50,000, was presented to the charity Reencontro – Associação Social, Educativa e Cultural for its project “Ser Criança” [Be a child]. This organisation supports 300 children every day in Vila Nova de Tazem, in the municipality of Gouveia, in areas that are not always available in the country’s interior regions, such as speech therapy, psychology and mobility. The association’s activities are held at its

headquarters and in various schools in the region.

To pursue its ends, the charity holds activities in the social, educational, and cultural fields for people and families in vulnerable and socially excluded situations. The project “Ser Criança”, aimed at children aged 3 to 10, is a 3-stage community programme: diagnosis; intervention; skills development.

In 2nd and 3rd places were the Centro Humanitário de Tavira da Cruz Vermelha Portuguesa and the Associação

Pão a Pão, respectively. The remaining 7 institutions were given an honorary mention.

The award ceremony was held on 27 November at the Alfândega do Porto Conference Centre in the presence of the President of Portugal, Marcelo Rebelo de Sousa, the Minister for Work, Social Care and Social Security, Ana Mendes Godinho, the Chair of the Board of Directors of FMAM, Maria Manuela Mota, and the Chair of the Board of Directors of Mota-Engil SGPS, António Mota, among hundreds of guests.



In 2022

€120,000 in prizes

10
Prizes

171
Applications



Since 2010

€1.45 M in prizes

130
Prizes

2,569
Applications



Local communities

Social development

Social development is 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 disadvantaged and pays special attention to emerging situations. Through programmes and assistance in the areas of social solidarity, disability, health, housing and sports, etc., FMAM seeks to contribute to the strengthening and sustainability of the third sector, supporting projects of recognised social relevance and impact.

In 2022, in addition to the support granted, FMAM continued with projects

undertaken with partners. In the area of housing, it followed on with the projects **"Porto Amigo"** and **"Uma obra Um Projeto"**. Under the agreement signed with **Associação Humanitária Domus**, FMAM became a social investor in the project **"Reconstruir"**. In addition, work continued with the programme **"Mobilidade Integrada"** resulting from collaboration with Fundação Montepio and the company Mobilidade Positiva.

In the area of health, FMAM maintained its agreement in 2022 with the **Liga Portuguesa Contra o Cancro**, Núcleo Regional do Norte-IPO do Porto and Núcleo Regional do Centro-IPO de Coimbra.



FMAM INITIATIVES *in focus*



Providing decent housing for the aged living in poverty in Porto.

IN 2022:

9 Rehabilitated homes for senior citizens

18 People benefitted

238 Volunteers



Promoting social initiatives in major undertakings in which we are involved due to their economic, social and environmental impacts.

IN 2022:

6 Rehabilitated family homes

12 People benefitted

45 Volunteers



It is aimed at sustainably mitigating the social problem of poor housing for migrant families and refugees living in Portugal. Based on 3 pillars:

- Low-cost construction**
- Family responsibility**
- Neighbourhood relations**

IN 2022:

252 National volunteers

197 International volunteers



The aim is to provide a response to the requests for support from disabled citizens or temporarily incapacitated citizens that are in financial need, helping to partially or fully fund the acquisition of technical help/support products.

IN 2022:

3 Cases supported

that involved work to adapt the toilet for people in wheelchairs and the allocation of technical help/support products



Find out more here about

the projects and support provided in the area of social development

Education

FMAM promotes support for 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.

In the educational field, FMAM maintained its agreements in 2022 with the Faculty of Social and Human Sciences at the Nova University Lisbon,

the University of Évora and the Porto Polytechnic do aimed at supporting students with financial difficulties and seeking to prevent abandonment of their studies.

In 2022, FMAM extended the “Study Corner” project to Amarante and implemented the “Cantinho Digital” project to Vila Nova de Gaia and Chamusca. This Social Innovation and Entrepreneurship Initiative (IIES) arose out of the need for digital inclusion and to fight the deficit in digital skills of vulnerable social groups identified during the previous project – Study Corner – and during the pandemic.



FMAM INITIATIVES *in focus*



The project aims to promote academic success, family empowerment and the creation of housing conditions conducive to studying.

2021/2022 SCHOOL YEAR:

93%

of pupils passed the year



45

Children and their respective families benefitted

44

Study Corners set up

86%

improved their grades in at least one subject

71%

had fewer negative grades than the year before

€73,411

Invested

TOTAL PROGRAMME EXPENDITURE SINCE 2018/19:

214

Children and their respective families benefitted

204

Study Corners set up

€348,284

Invested



Find out more here about
about our educational projects
and support



Cofinanciado por:



Find out more
at Vídeo Cantinho
do Estudo



Culture

FMAM seeks to support institutions and initiatives that bridge the gap between citizens and culture, 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 as the preferred venues for cultural initiatives.

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.

In 2022, FMAM maintained its support for the International

Santa Cecília Competition (its 24th iteration) in which dozens of competitors from various countries took part. In addition, on display in FMAM's Exhibition Hall were:

▼ **The "19th Exhibition of Former Students and Teachers from the António Arroio School of Decorative Arts;**

▼ **The "2022 National Visual Arts Competition for the Mentally Disabled (CRIDEM)"** – 57 institutions participated from all around the country, showing 200 artworks in the various categories;

▼ **The "Art4Moz Charity Exhibition"** – rassembled 128 artworks by 47 major Portuguese and Mozambican artists;

▼ **The "36th Joint Exhibition of the Sócios da Árvore"** – assembled 125 works from various art genres.

The year was also marked by the 10th anniversary of the **▼ Coro Sênior da Fundação**, for which a series of concerts were held in Porto.



Find out more here about
about our support for
cultural initiatives



FMAM INITIATIVES *in focus*

FMAM Senior Choir - 10th anniversary

The FMAM Senior Choir was set up in 2012 and has continued to be developed and supported by the foundation ever since. In addition to its recreational aspect, it provides powerful sensory and cognitive stimulation that helps people of all generations to remain active and participatory.

In 2022, to celebrate its 10th anniversary, the Choir began a programme of performances in the bandstands in Porto during June and July called "Música no Coreto" in partnership with ÁGORA – Cultura e Desporto do Porto, E.M.



Programme of concerts
PORTO ←

In addition to this, the Choir was invited to participate at the "Cabelos Brancos" Festival by the Municipal Council of Ílhavo and at the "IV jornadas de envelhecimento ativo" by the Sobreposta Social Centre.

International

📍 **Internacionally**, FMAM supports and develops social responsibility projects in the countries where we operate.

In Europe, after the start of the war in Ukraine, we have partnered to organise a fund-raising campaign called “ME2! Help For Ukranian People”.

In Africa, with the 📍 **“Mota-Engil African Initiatives”** programme, we have partnered to design and execute social responsibility projects on behalf of communities and in response to their essential needs and aspirations. The year was marked by the FMAM Africa

Committee’s visit to Luanda and Cabinda to oversee the projects begun in 2018. It should be mentioned that FMAM intended to hold the first iteration of the “Manuel António da Mota Award – A life in Angola” in 2022. However, it was postponed due to the pandemic and is now scheduled for 2023.

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 in these countries.



Find out more here about
our international initiatives

FMAM INITIATIVES *in focus*



School visit in Simindele
Angola <

Visit to Simindele primary school
ANGOLA <



Visit to the Foundation
Don Bosco
Angola <



Visit to the General
Hospital of Cabinda
Angola <

FMAM INITIATIVES *in focus*

Internacional

ME2! Help For
Ukrainian People

The aim of the campaign was to invite our employees to join forces to support Ukraine and Ukrainian refugees in Poland – a country where we have a large operation.

The amount of money raised by our employees – over €30,000 – was matched by a donation from the company and FMAM, thus tripling the amount obtained to a total of over €90,000.

With these funds, FMAM provided 10 Ukrainian students with grants to study engineering at the Cracow University of Technology (Poland).

The amount raised also funded holiday camps for 140 Ukrainian children in parallel with workshops provided by Mota-Engil Central Europe for the mothers of these children aimed at helping them to find employment **Chap. 7.3.**

The remaining sum was distributed equitably by three non-profit Polish organisations – Polish Humanitarian Action (PAH), The Great Orchestra of Christmas Charity (WOŚP) and Polish Medical Mission Association – operating in Ukraine to provide medical materials and services, as well to distribute essential goods

M2 Campaign
POLAND ←Summer Camp
UKRAINE ←Polish Medical
Mission Association
UKRAINE ←

€90,000

donated

10

Grants for
Ukrainian students

140

Ukrainian
children able
to attend
holiday campsFind out more
about this initiative

Mota-Engil Community

FMAM's primary concern is the 📍 **Comunidade Mota-Engil**.

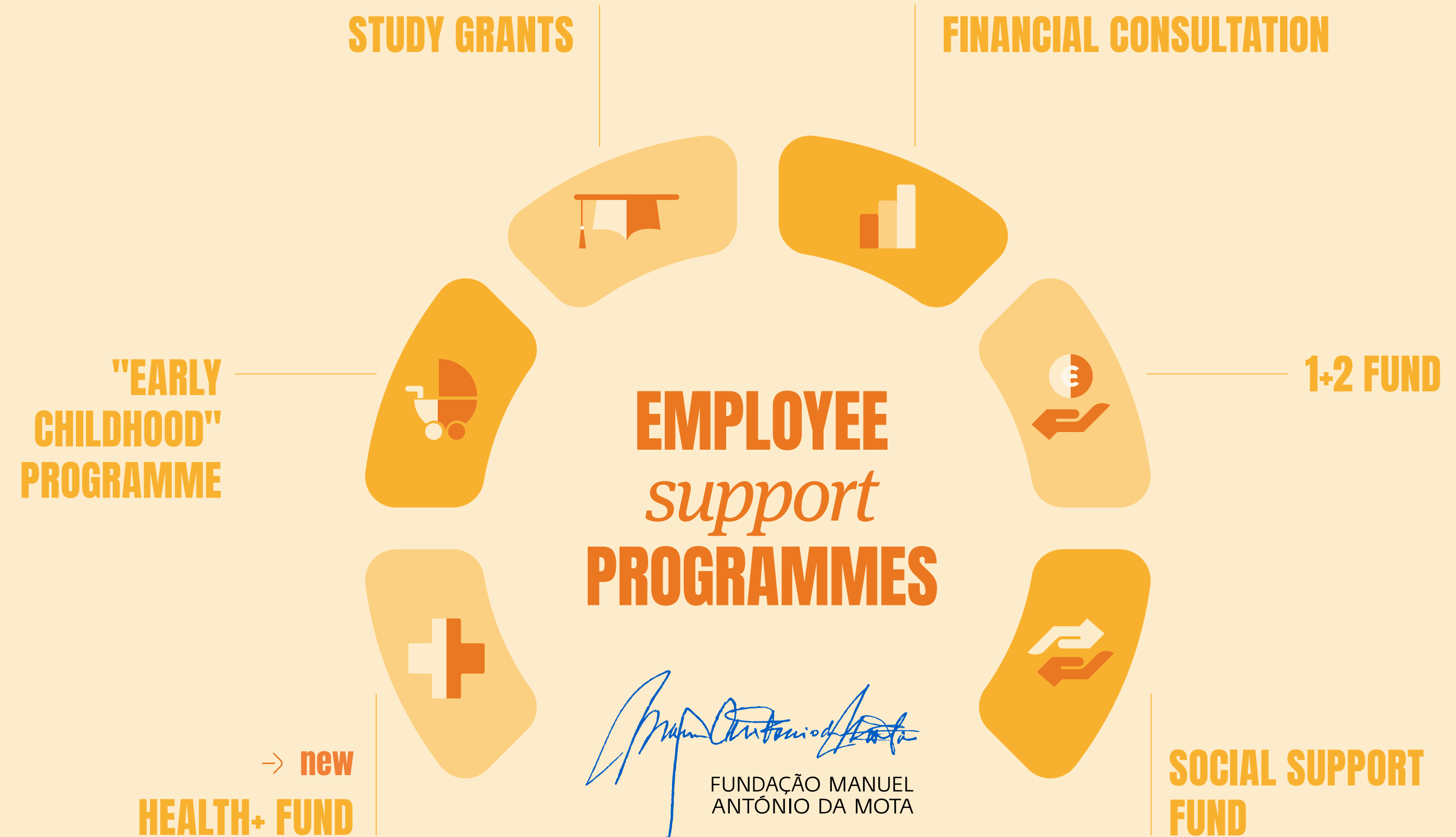
It seeks to support the human resources in our in-house community, responding to their problems and providing a voice for their aspirations through a set of five programmes.

In addition, it fosters our employees' participation in corporate voluntary work to strengthen their role as active citizens engaged in to collective causes.

Our ongoing programmes were continued, such as the 📍 **"Primeira Infância" Programme**, 📍 **Study Grants**, 📍 **Financial Consultancy**, 📍 **Social Support Fund**, 📍 **1+2 Fund**, and a new programme – 📍 **Health+Fund** – created.

In line with these pillars of action, a cycle of webinars was launched in 2022 to address useful themes for the Mota-Engil community, seeking to contribute to our employees' quality of life and to promote citizenship, knowledge and awareness so that everyone can act towards achieving a better world.

Also of note were the series of "Conscious Talks" webinars held by FMAM throughout 2022. Held by videoconference, these were directed at our employees in the aim of disseminating knowledge and raising awareness about matters of collective interest.



In 2022



431 Beneficiaries



€199,648

Total amount of support granted

FMAM INITIATIVES *in focus*

Social and family support for employees and promotion of voluntary work

Consists in the adoption of two support measures:



Support with kindergarten costs



Offer of a "Baby Kit"



"First Childhood" Programme

In 2022, a more sustainable version of the kit was developed with inclusion of reusable nappies and replacement of a backpack for a fabric bag. A workshop was also organised for employees in the aim of presenting the new kit and divulging its benefits in environmental and financial terms.

202

"Baby Kits" handed out to employees in 2022

868

Kits handed out since 2017



Health+Fund

To provide financing to cover that part of the cost of prescription drugs that our employees and respective family members need and that is not paid for by the Portuguese National Health Service.

IN 2022:

10

 Grants awarded

€2,507

 Amount awarded


Study grants

Aimed at supporting access to higher education for the children of employees on lower incomes.

IN 2022:

56

 Study grants awarded

FMAM INITIATIVES *in focus*

Social and family support for employees and promotion of voluntary work

Online workshop

"Personal finances in difficult times: How to protect yourself from inflation and the Euribor's rise"



Financial Consultancy

This programme is aimed at providing people who are over-indebted or at risk of financial difficulties with advice or support to reorganise their finances.

IN 2022:

143 Employees made use of DECO's advisory services

Matters addressed included: the impact of the Euribor on mortgage payments; mortgage amortisation; liens; savings investment; digital bank fraud (associated with online shopping); fake credit intermediaries; etc.



Social Support Fund

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

IN 2022:

3 Employees supported

93 Employees supported since 2011

FUNDO 1+2



JUNTOS FAZEMOS UM BEM MAIOR

1+2 Fund

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

IN 2022:

2 Employees supported
1 in Portugal
1 in the Ivory Coast

11 Employees supported since 2018

From various Group companies, such as ME Malawi, ME Mexico, ME Dominican Republic, ME Ivory Coast, ME Engineering, ME Global.

FMAM INITIATIVES *in focus*

“Conscious Talks” FMAM webinar series

FMAM began the new “Conscious Talks” webinar series in February on the theme of sustainability. These workshops, held in the format of videoconferences, are directed at our employees and aim to disseminate knowledge and raise their awareness on themes of collective interest.

The various sessions featured the participation of a number of outside guests, including: Prof. Filipe Duarte Santos, President of the Conselho Nacional do Ambiente e do

Desenvolvimento Sustentável (CNADS); Sónia Fernandes and Ana Vasconcelos, Founder and Co-founder, respectively, of Pista Mágica; Francisco Ferreira, President of ZERO – Associação Sistema Terrestre Sustentável; Nuno Gaspar de Oliveira, President of Natural Business Intelligence (NBI); Paulo Pereira, COO & Managing Partner of NBI; Filipa Pereira, sociocultural animator and producer of “Tradidanças”; and Rui Catalão, co-founder with Maria Antunes of the project “Kitchen Dates”.

Some of the issues addressed include: “Understanding the Climate crisis”; “Sustainability and Sustainable Development”; “Corporate Volunteering: the importance of giving and receiving”; “Biodiversity”; “Natural based solutions”; “Sustainable Lifestyles”; and “Sustainable and waste-less cooking”



NEXT steps

2023

- ▶ FMAM participation in the Mota-Engil Group's SWG Social Responsibility
- ▶ Further internationalising employee programmes

2024

- ▶ Development of the corporate volunteering programme

ACTIONS *for Proactivity*

Initiative creates transformation

Each of our actions reflects the commitment to have a positive impact on all stakeholders.

08 Our report

- 8.1. About this report
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8.1 About this report



This Sustainability Report 2022, the 17th we have produced to date, is published by Mota-Engil Group through its Holding Mota Engil SGPS, S.A., Sociedade Aberta, S.A.

Reporting on our social and environmental performance, in addition to its economic aspect analysed in depth in the Consolidated Annual Accounts and Report 2022, is a key element of our sustainability strategy.

This report was prepared in compliance with the standards of the 2021 version of the Global Reporting Initiative (GRI). It also includes content correlations between this document and the reporting model for disclosing non-financial information defined by the Portuguese

Securities and Exchange Commission (CMVM) in response to the requirements set out in Decree Law No. 89/2017 of 28 July as regards disclosure of non-financial and biodiversity information by large companies and groups.

The “Sustainability Report 2022”, published in Portuguese and English, is available in digital format and can be consulted on our website at www.Mota-Engil.pt.

Presentation of information

This Sustainability Report is interactive. To better consult and read the report, use the browsing bars on the right and at the top of the page as well as the internal hyperlinks [▶](#). For more information, click on the hyperlinks to visit external websites [▶](#).

Due to the amount of content in this document, it was decided not to use inclusive language, leaving out references to disaggregated data by gender. Because we are committed to gender equality, as referred to in the section on Talent Management [▶ Chap. 7.2](#), this option is not deemed to harm our position on this matter or our policies and practices.

The information presented in this report takes the Group’s main results

into consideration, and those aspects deemed material are provided in detail. In the aim of aligning ourselves with best global practices, and to reinforce our commitment to the pillars of sustainable development, this document is structured in accordance with environmental, social and corporate governance (ESG), to which the financial dimension has been added.

It should be noted that the new Strategic Plan 2022–2026 – “BUILDING 26 | For a sustainable future” [▶ Chap. 2.3](#) implied the restructuring of the business units which will allow reporting of our financial performance and ESG based on the different units, thereby more directly mirroring the environmental, social and economic impacts specifically associated with each type of business. Since this restructuring is still underway, for the purposes of this report the structured information included accords with the current business units, namely: E&C Europe, E&C Africa, E&C Latin America, Environment, Holding and Capital. In the case of social indicators, and bearing in mind the change made to the business units in 2022, only total data for 2021 and disaggregated data for the Holding and Capital units is presented, since it was not possible to recalculate the figures in accordance with the new structure for the other business units.

To analyse and support the GRI indicators for 2022, information from the Group companies indicated in the [GRI Table – indicator 2-2](#) – was used. This information was collected from the different markets and companies in line with the scope of financial data.

As concerns implementation of the approach to material topics, a selection of initiatives undertaken in 2022 by the Corporate structure and our own companies is presented in each subChap.. These were chosen according to their specific nature, size or diversity, bearing in mind the different units and regions where we operate, but do not constitute an exhaustive list.

Publication cycle and reporting period

This report provides information on the financial year starting 1 January 2022 and ending 31 December 2022. The report is produced annually.

Date of publication

July 27th 2023.

Information checking

The information was checked by Bureau Veritas, which wrote an independent limited-assurance report on the non-financial sustainability information included based on national and international guidelines and specific contracting requirements, which can be consulted on page 186.

In this context, four KPIs were considered relating to the pillar of Sustainability and Innovation in the Strategic Plan 2022–2026 – “BUILDING 26 | For a sustainable future” [Chap. 3.1](#) (with the exception of the innovation KPI) and, in particular, to the degree of achievement of the Sustainability Performance Target (SPT) relating to the LTIFR (Lost Time Injury Frequency Rate) KPI for engineering and construction projects as set out in the prospectus for “Mota-Engil Sustainability-Linked Bonds 2021–2026” and “Mota-Engil Sustainability-Linked Bonds 2022–2027”.

Acknowledgements

We would like to thank all units, businesses and markets that contributed information to this Sustainability Report.

Opinion and contacts

At Mota-Engil, we value our stakeholders’ opinions and contributions. Therefore, matters relating to sustainability can be addressed, in general, to a dedicated channel run by the Group’s Sustainability Department via the following contacts:

Mota-Engil, SGPS, SA, Sociedade Aberta, S.A.
Sustainability Department

Address:
Rua do Rego Lameiro, n.º 38, 4300 454 Porto,
Portugal

Email: Sustainability@Mota-Engil.pt

We would like to thank
all areas, businesses and
markets that contributed
information to this
Sustainability Report.

8.2 Correlation table

Material topic	MATERIAL TOPIC - MATERIALITY ANALYSIS 2022	GRI STANDARDS	GRI INDICATORS	Location
Sustainable economic growth ⁽¹⁾	⁽²⁾	GRI 201: Economic Performance GRI 203: Indirect Economic Impacts	201-1/4 203-2	▶ Chap. 5.2
Innovation culture	Innovation	-	-	▶ Chap. 5.1
Talent management	Diversity, equity and inclusion	GRI 405: Diversity and Equal Opportunity GRI 406: Non-discrimination	405-1/2 406-1	▶ Chap. 7.2
	Conditions of work and social protection	GRI 401: Employment GRI 402: Labor/Management Relations	401-1/2 402-1	
	Labor practices and career development	GRI 401: Employment GRI 404: Training and Education	401-1/2 404-2/3	
	Training and education	GRI 404: Training and Education	404-1	
	Local employment creation and skills development	GRI 202: Market Presence GRI 401: Employment	202-1/2 401-1	
	Workplace violence and harassment	GRI 406: Non-discrimination	406-1	▶ Chap. 4.2
Employee health and security	Health and safety at work	GRI 403: Occupational Health and Safety	403-1/2/3/4/5/6/7/8/9/10	▶ Chap. 7.1
Environmental responsibility	Energy and climate change	GRI 302: Energy GRI 305: Emissions	302-1/3 305-1/2/3/4/5/7	▶ Chap. 6.1
	Water and wastewater	GRI 303: Water and Effluents	303-1/2/3	▶ Chap. 6.2
	Circular economy	GRI 301: Materials GRI 306: Waste	301-1 306-1/2/3	▶ Chap. 6.2
	⁽²⁾	GRI 304: Biodiversity	304-1/2	▶ Chap. 6.2

(1) Sustainable economic growth, more than a topic, has come to be perceived as a result of the actions that are developed and implemented in the structuring topics.

(2) No correlation with the new material topics.

▼ Continuation

Material topic	MATERIAL TOPIC - MATERIALITY ANALYSIS 2022	GRI STANDARDS	GRI INDICATORS	Location
Local community support	Social impact			
	Training and education	GRI 413: Local Communities	413-1	▶ Chap. 7.3 ▶ Chap. 7.4
	Public health			
-	Anti-corruption	GRI 205: Anti-corruption	205-1/2/3	▶ Chap. 4.2
-	Anti-competitive behaviour	GRI 206: Anti-competitive Behaviour	206-1	(3)
-	Procurement practices	GRI 204: Procurement Practices GRI 308: Supplier Environmental Assessment GRI 414: Supplier Social Assessment	204-1 308-1/2 414-1/2	▶ Chap. 4.3 ▶ Chap. 5.2 ▶ Chap. 5.3
-	Child labor, forced labor and modern slavery	GRI 408: Child Labor GRI 409: Forced or Compulsory Labor	408-1 409-1	▶ Chap. 4.3 ▶ Chap. 5.2
-	Product/service quality and safety and critical incident management	-	-	(3)

(3) New material topic not yet included in the Sustainability Report 2022.

Note: In addition to the standards and indicators indicated, there are: GRI Standard 3: Material topics, transversally applicable; indicators of GRI Standard 2: General contents of mandatory reporting; and other indicators that, not being framed in the material topics, result from the need to respond to the requirements of Decree-Law no. 89/2017, of July and the non-financial reporting model defined by the CMVM - Securities Market Commission (Ex 4040-1). the need to respond to the requirements of Decree-Law No. 89/2017, of July 28 and the reporting model for disclosure of non-financial information defined by the CMVM - Securities Market Commission (Ex. 407-1, 410-1, 411-1, 415-1).

8.3 CMVM correlation table

This table allows the contents of the Sustainability Report 2022 to be correlated with the elements required in the reporting model for disclosing non-financial information recommended by the CMVM. This model, applicable to companies issuing securities admitted for trading on regulated markets, results from appeals to the applicable legal system.

The content required to respond to the model defined by the CMVM was included in the Consolidated Annual Accounts and Report for 2022

(hereinafter Annual Report 2022), Chap. 02. Non-Financial Information Report (p. 41–122): www.Mota-Engil.com/en/investors/financial-information/. However, more detailed information on some of the descriptors and indicators was included in this Sustainability Report. It should be noted that, at the time the Annual Report was published, the process of consolidating some data was still underway. Therefore, in the event of any discrepancies, the data in this report should be considered final.

PART I - information on the policies adopted

Chap.S/SUBChap.S	CONTENT CORRELATION	LOCATION
A. INTRODUCTION		
1. Description of the Company’s general policy regarding sustainability issues, indicating any changes to previously approved policy.	Chap. 2.3 Building 26 for a Sustainable Future Chap. 3.1 Approach to sustainability	Page 16-17 Page 19-27
2. Description of non-financial information reporting methodology and reasons for its adoption, including any changes in relation to previous years and reasons therefore.	GRI Table: 2-4 Chap. 8.1 About this report	Page 178-179

Continuation

Chap.S/SUBChap.S	CONTENT CORRELATION	LOCATION
B. CORPORATE AND BUSINESS MODEL		
1. General description of the Company’s/Group’s business model and form of organisation, stating the main business areas and markets of operation (if possible, using organisational charts, graphs or functional diagrams).	Chap. 2.1 The world of Mota-Engil Chap. 2.2 Business divisions	Page 11-12 Page 13-15
C. MAIN RISK FACTORS		
1. Identification of the main risks associated to the matters under report and arising from the Company’s activities, products, services or business relations, including, where applicable and possible, supply and subcontracting chains.	GRI Table: 2-12/13 Chap. 2.3 Building 26 for a Sustainable Future	Page 17
2. Indication of how the Company identifies and manages these risks.	More information: Annual Report 2022, Chap. 02. Non-Financial Information Report C. Main Risk Factors (p. 49–63) www.Mota-Engil.com/en/investors/financial-information/	
3. Explanation of the functional division, including governing bodies, commissions, committees, or departments responsible for risk identification and management/monitoring.		
4. Express indication of any new and former risks identified by the Company regarding previous years.		
5. Indication and brief description of the main opportunities identified by the Company regarding the matters in the report.		

▼ Continuation

Chap.S/SUBChap.S	CONTENT CORRELATION	LOCATION
D. IMPLEMENTED POLICIES		
I. Environmental policies	1. Description of the Company's strategic objectives and key actions to achieve those.	Chap. 2.3 Building 26 for a Sustainable Future Chap. 3.1 Approach to Sustainability Chap. 6 Environmental Dimension Page 16-17 Page 20-21 Page 86-122
	2. Description of the established key performance indicators.	GRI Table: 2-27, 301-1 to 306-3
	3. Indication, on a year-over-year basis, of the degree to which these objectives were achieved, by reference to at least:	Chap. 6.1 Energy and climate change Chap. 6.2 Use and management of natural resources Page 90-103 Page 104-122
	i. Sustainable use of resources	GRI Table: 301-1, 302-1/3, 303-1/2/3
	ii. Pollution and climate change	GRI Table: 305-1/2/3/4/7
	iii. Circular economy and waste management	GRI Table: 306-1/2/3
	iv. Biodiversity protection	GRI Table: 304-1/2
II. Social and tax policies	1. Description of the Company's strategic objectives and key actions to achieve those.	Chap. 2.3 Building 26 for a Sustainable Future Chap. 3.1 Approach to Sustainability Chap. 3.3. Stakeholder relations Chap. 5.3 Supply chain management Chap. 7.3 Support for local communities Chap. 7.4 Manuel António da Mota Foundation Page 16-17 Page 19-27 Page 31-36 Page 78-84 Page 158-164 Page 165-176
	2. Description of the established key performance indicators.	GRI Table: 2-25, 2-27, 201-1, 204-1, 308-1/2, 413-1, 414-1/2
	3. Indication, on a year-over-year basis, of the degree to which these objectives were achieved, by reference to at least:	Chap. 7.3 Support for local communities Chap. 7.4 Manuel António da Mota Foundation GRI Table: 413-1 Page 158-164 Page 165-176
	i. Company's commitment to the community	
	ii. Subcontracting and suppliers	Chap. 5.3 Supply chain management GRI Table: 2-6, 204-1, 308-1/2, 414-1/2 Page 78-84

▼ Continuation

Chap.S/SUBChap.S	CONTENT CORRELATION	LOCATION
D. IMPLEMENTED POLICIES		
II. Social and tax policies	iii. Consumers	More information: Annual Report 2022, Chap. 02. Non-Financial Information Report D. Policies implemented 2. Social and fiscal policies (p. 85–88) www.Mota-Engil.com/en/investors/financial-information/
		Chap. 5.2 Economic and Sustainable Growth GRI Table: 201-1 Page 76-77
	iv. Responsible investment	See: Annual Report 2022, Chap. 02. Non-Financial Information Report Information on standards/directives followed 1.3. Explanation in the event policies are not applied (p. 122) www.Mota-Engil.com/en/investors/financial-information/
	v. Stakeholders	Chap. 3.3 Stakeholder relations GRI Table: 2-29 Page 31-36
		GRI Table: 201-1
	vi. Tax information	For more information: Annual Report 2022, Chap. 02. Non-Financial Information Report D. Policies implemented 2. Social and fiscal policies (p. 85-88) www.Mota-Engil.com/en/investors/financial-information/
III. Employees and gender equality and non-discrimination		Chap. 2.3 <i>Building 26 for a Sustainable Future</i> Chap. 3.1 Approach to Sustainability Chap. 7.1 Health and safety Chap. 7.2 Talent management Page 16-17 Page 20-21 Page 124-137 Page 138-157
	1. Description of the Company's strategic objectives and key actions to achieve those.	For more information: Annual Report 2022, Chap. 02. Non-Financial Information Report D. Policies implemented 3. Workers, gender equality and non-discrimination (p. 89-114) www.Mota-Engil.com/en/investors/financial-information/
	2. Description of the established key performance indicators.	GRI Table: 2-7/30, 202-1, 401-1/2, 402-1, 403-1/2/3/4/5/6/7/8/9/10, 404-1/3, 405-1/2, 406-1

Continuation

Chap.S/SUBChap.S	CONTENT CORRELATION	LOCATION
D. IMPLEMENTED POLICIES		
III. Employees and gender equality and non-discrimination	3. Indication, on a year-over-year basis, of the degree to which these objectives were achieved, by reference to at least: i. Employment	Chap. 7.2 Talent management GRI Table: 2-7, 2-20, 202-1, 401-1, 402-1, 404-1, 405-1/2, 406-1 Page 138-140 For more information: Annual Report 2022, Chap. 02. Non-Financial Information Report D. Policies implemented 3. Workers, gender equality and non-discrimination (p. 89-99) www.Mota-Engil.com/en/investors/financial-information/
	ii. Work organisation	Chap. 7.2 Talent management GRI Table: 401-2 Page 151-157 For more information: Annual Report 2022, Chap. 02. Non-Financial Information Report D. Policies implemented 3. Workers, gender equality and non-discrimination (p. 99-101) www.Mota-Engil.com/en/investors/financial-information/
	iii. Health and safety	Chap. 7.1 Health and safety GRI Table: 403-1/2/3/4/5/6/7/8/9/10 Page 124-137 For more information: Annual Report 2022, Chap. 02. Non-Financial Information Report D. Policies implemented 3. Workers, gender equality and non-discrimination (p. 101-104) www.Mota-Engil.com/en/investors/financial-information/
	iv. Social relations	GRI Table: 2-30 For more information: Annual Report 2022, Chap. 02. Non-Financial Information Report D. Policies implemented 3. Workers, gender equality and non-discrimination (p. 104-106) www.Mota-Engil.com/en/investors/financial-information/

Continuation

Chap.S/SUBChap.S	CONTENT CORRELATION	LOCATION
D. IMPLEMENTED POLICIES		
III. Employees and gender equality and non-discrimination	v. Training	Chap. 7.2 Talent management GRI Table: 404-1/2/3 Page 144-150 For more information: Annual Report 2022, Chap. 02. Non-Financial Information Report D. Policies implemented 3. Workers, gender equality and non-discrimination (p. 106-111) www.Mota-Engil.com/en/investors/financial-information/
	vi. Equality	Chap. 7.2 Talent management GRI Table: 405-1/2, 406-1 Page 151-157 For more information: Annual Report 2022, Chap. 02. Non-Financial Information Report D. Policies implemented 3. Workers, gender equality and non-discrimination (p. 111-114) www.Mota-Engil.com/en/investors/financial-information/
IV. Human Rights	1. Description of the Company's strategic objectives and key actions to achieve those.	Chap. 2.3 Building 26 for a Sustainable Future Chap. 3.1 Approach to sustainability Chap. 4.3 Human rights Chap. 5.3 Supply chain management Page 16-17 Page 20-21 Page 54-60 Page 78-84
	2. Description of the established key performance indicators.	GRI Table: 2-23, 406-1, 407-1, 408-1, 409-1, 410-1, 411-1
	3. Indication, on a year-over-year basis, of the degree to which these objectives were achieved, by reference to at least: i. Due diligence procedures ii. Measures to prevent the risk iii. Lawsuits	Chap. 4.3 Human rights Chap. 5.3 Supply chain management Page 54-60 Page 78-84

▼ Continuation

Chap.S/SUBChap.S	CONTENT CORRELATION	LOCATION
D. IMPLEMENTED POLICIES		
V. Fight against corruption and bribery attempts	1. Corruption prevention: measures and instruments adopted to prevent corruption and bribery; policies implemented to dissuade employees and suppliers from engaging in these practices; information on the compliance system, indicating the relevant functional managers, if any; indication of legal proceedings involving the Company, its directors or employees related to corruption or bribery; measures adopted in relation to public procurement, if relevant.	Chap. 4.2 Business ethics and integrity Chap. 5.3 Supply chain management GRI Table: 2-23, 2-26, 205-1/2/3 Page 45-53 Page 83-84
	2. Prevention of money laundering (for issuers subject to these rules): information on measures to prevent and combat money laundering.	Chap. 4.2 Business ethics and integrity Chap. 5.3 Supply chain management GRI Table: 2-23, 2-26, 205-1/2/3 Page 45-53 Page 83-84
	3. Codes of ethics: indication of any code of ethics to which the Company may have adhered or which it may have implemented; indication of the respective mechanisms for implementation and monitoring of compliance with the code, if applicable.	Chap. 4.2 Business ethics and integrity GRI Table: 2-23, 2-26, 205-1/2/3 Page 45-53
	4. Management of conflicts of interest: measures to manage and monitor conflicts of interest, namely requiring managers and employees to sign declarations of interest, incompatibilities and impediments.	Chap. 4.2 Business ethics and integrity GRI Table: 2-15 Page 45-53

PART II - information on standards/directives followed

Chap./SUBChap.S	CONTENT CORRELATION	LOCATION
1. Identification of the standards/ guidelines followed for reporting non-financial information	Identification of the standards / guidelines followed for preparation of non-financial information, including alternatives and other principles considered in the Company's performance, if applicable. In case the Company refers to the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda, include identification of those to which the Company is committed to contribute, indicating the measures taken each year to achieve the goals set for each of these SDGs. In other words, identify concrete actions, projects or investments aimed at achieving these SDGs.	Chap. 8.1 About this report Chap. 3.1 Approach to Sustainability Page 178-179 Page 20-21
2. Identification of the scope and methodology for calculating the indicators	Description of the scope and calculation methodology (including the calculation formula) for the relevant indicators, including any limitations of the reporting. Where possible, a table should be presented showing correspondence between the relevant indicators and principles or objectives, referring to the location where the information is detailed (e.g., the page of the stand-alone report on non-financial information, the annual report, different document or the Company's website).	GRI Table Chap. 3.3 Stakeholder relations Page 31-36
3. Reasons for lack of application of a policy	If the Company does not apply policies with respect to one or more issues, the non-financial information report provides an explanation why this is the case.	See: Annual Report 2022, Chap. 02. Non-Financial Information Report Information on standards/directives followed 1.3. Explanation in the case policies are not applied (p. 122) www.Mota-Engil.com/en/investors/financial-information/
4. Other information	Additional elements or information that are not included in the previous points but are relevant for understanding framing and justifying the relevance of disclosed non-financial information, in particular regarding networks/ groups of entities linked to issues of organisations' sustainability and responsibility that it is a member of/ belongs to, whether at national or international level, and sustainability commitments that the Company has pledged at its discretion, at local or global level.	Chap. 3.1 Approach to Sustainability GRI Table: 2-23, 2-28 Page 20-21

8.4 Independent opinion on the sustainabilty information

To the Board of Directors of

Mota-Engil

Independent opinion of the sustainability information included in the Mota-Engil 2022 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 5 - Gender Equality: 30% women recruited or promoted to manager (baseline year of 2020);
- SDG 8 - Decent Work and Economic Growth: 50% reduction in the incidence rate of accidents with injuries in engineering and construction projects by 2026 (baseline year: 2020);
- SDG 12 - Responsible Consumption and Production: 80% of waste recovered by 2030 (baseline year of 2021);
- SDG 13 - Climate Action: 40% GHG emission reduction by 2030 (scope 1, 2 and 3), baseline year 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 KPI 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 2021).

BUREAU VERITAS is responsible for issuing an independent opinion on the sustainability information, with limited assurance of reliability, professional and independent, included in Mota-Engil's 2022 Sustainability Report, based on specific external verification procedures, described in the Scope.

Scope

The independent verification was carried out based on the review assumptions in accordance with the principles of ISAE 3000 (International Standard on Assurance Engagements), as well as the accountability principles identified in the standard AA1000AS (2008), and the characteristics of moderate level of assurance.

In order to obtain a sufficient and appropriate understanding and verification of the matters under review, we plan and apply procedures and techniques, using a sampling analysis approach, for a 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 organizing 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 KPI under analysis and the general context of sustainability;
- ✓ Review of the results obtained, as well as the calculations and respective limits, regarding the KPI under analysis (tests limited to sampling details, such as repeating calculations from source to aggregation);
- ✓ Collection of evidence to assess the reliability of specific performance information at a moderate level;
- ✓ Verify, on a sample basis, some procedures for collecting and aggregating sustainability information, based on documentary evidence reported throughout the process;
- ✓ Confirmation of the existence of sufficient data to meet the objectives of Mota-Engil in alignment with the United Nations Agenda 2030.

In the verification process, BUREAU VERITAS guarantees full independence and impartiality, ensuring the absence of:

- ✓ Any relationships (including financial, commercial, report preparation, management or involvement) that may affect the ability of the assurance organization to produce an independent and impartial statement;
- ✓ Any mechanisms or codes of ethics designed to ensure the independence to which the assurance organization or its professionals are subject to.

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 2022 Sustainability Report concerning the KPI 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 reducing the Lost Time Injury Frequency Rate (LTIFR) in engineering and construction projects, the following can be reported:

- The non-fatal work-related accident rate with leave (LTIFR) is calculated as follows: $(LTIFR) = (No. \text{ of non-fatal work-related accidents resulting in leave} / \text{Number of hours worked}) \times 1,000,000$.
- For that calculation, data from both local and expatriate employees of Mota-Engil working on engineering and construction projects were considered.
- This validates the Lost Time Injury Frequency Rate (LTIFR) for engineering and construction projects of 4.55 as of December 31st, 2021, and 4.39 as of December 31st, 2022. The accident rate data mentioned here result from the consolidation of methodologies for their calculation and the standardization of data sources and criteria across the various markets/geographies where Mota-Engil operates.
- The incidence rate of accidents in engineering and construction projects has decreased compared to the previous year. There is a strong commitment to the strategy and operationalization of prevention and control measures in matters of safety and health at work by Mota-Engil, to guarantee the achievement of the proposed result for 2026.

Regarding the Key Performance Indicator (KPI) of Sustainable Production and Consumption, it is worth noting the existence of improvement opportunities that could strengthen its reporting and alignment with MOTA-ENGIL's defined strategy, especially in relation to its "Strategic Plan 2022-2026 – BUILDING 26 | For a sustainable future".

Declaration regarding the assurance process

We consider that there is a moderate level of assurance, with sufficient evidence to support the present statement. Evidence was gathered from internal sources within Mota-Engil through a sampling process, with an emphasis on the plausibility of information. The verification activities, which included surveys, confirmation of calculations, verification of information sources, and

data treatment methods, led us to conclude the reliability based on the existing procedures at Mota-Engil.

Furthermore, we would like to mention that based on our analysis, we find the information presented to follow the non-binding model of CMVM (Comissão do Mercado de Valores Mobiliários) regarding the disclosure of non-financial information by securities issuers listed on regulated markets.

This current opinion is the result of an independent verification and strict confidentiality.

Lisbon, July 27, 2023

(Sofia Moreno)

Technical data

Development and coordination:
Mota-Engil Group Sustainability Department

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

Images:
Mota-Engil

Creative Strategy:
White Way®

Externally verified:
Bureau Veritas



MOTÆNGIL

Paradigm Shift

ACTIONS *for a* **SUSTAINABLE**
future

Sustainability Report 2022

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