



MOTA-ENGIL, SGPS, S.A.

# IN EACH ATTITUDE, A SHARED FUTURE.

We believe in an ethically, socially and environmentally responsible management model.

So, we share a responsible attitude of sustainable growth, respecting the well-being of future generations by implementing eco-efficiency standards and contributing toward the development of the community around us.

**This is our strength.**





05

SUSTAINABILITY  
PUBLICATION

## 2011 SUSTAINABILITY PUBLICATION

### NOTE

The Mota-Engil Group publishes its 2011 Sustainability Report via its holding Mota-Engil SGPS, SA, Sociedade Aberta,

The Sustainability Publication succeeds the Sustainability Reports prepared in previous years. This year it shall be published together with the 2011 Consolidated Annual Report and shall constitute an integral part of it.

This new reporting strategy which shall be further developed and improved in subsequent years reflects a trend that has gained increasing expression and supporters within the international context where many companies and corporate groups have chosen to prepare one single report on their economic, social and environmental performance.

This approach features clear advantages allowing the issue of sustainability to ultimately win its place in the corporate communication context, affording greater importance to the environmental and social aspects of corporate performance.

The single report also allows one to avoid undesirable duplication resulting from the separation of the Annual report and the Sustainability report which adds no value at all in terms of communication, particularly in issues related to vision and strategy, economic performance and corporate governance which are already largely covered in the actual Annual Report.

The Sustainability Publication follows closely the structure of last year's Sustainability Report, featuring the necessary adjustments resulting in the new reporting strategy maintaining its ties to the Global Reporting Initiative Guidelines (GRI version 3.0).

## 1.1 REPORT PROFILE

## 01 SCOPE OF THE REPORT

In addition to its economic dimension, expanded on to a great extent in the 2011 Annual Report, communication of the performance attained in the social and environmental areas is a fundamental part of the Group's sustainability strategy.

The Consolidated Annual Report and the 2011 Sustainability Publication, published in Portuguese and English, is available in digital format and can be consulted at the Mota-Engil Group's Internet site [www.mota-engil.pt](http://www.mota-engil.pt).

Within the framework of its openness and constant dialogue with its stakeholders, internal and external, the Mota-Engil Group welcomes requests for clarification, comments or suggestions.

Thus, the dialogue established in this way is an essential means to obtain opinions and articulate the concerns and proposals of our stakeholders, namely our customers, suppliers, investors, public entities, non-governmental organisations, and others, a group that also includes, in particular, all employees of the Mota-Engil Group, in the vaster field of an effective policy of internal communication that is both active and participative.

Issues pertaining to the sustainability area in general are addressed by the Mota-Engil Group's Social Responsibility, Corporate and Sustainability Division, which can be contacted at:

**MOTA-ENGIL, SGPS, SA, SOCIEDADE ABERTA**  
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## 1.2 PURPOSES AND CONTENT LIMITATIONS OF THE REPORT

### FRAMEWORK

Within a process of strategic development based on growth, internationalisation and diversification, the Mota-Engil Group now involves a very diversified set of businesses, and it is increasingly asserting itself as a Portuguese-based business Group in a multinational context.

The multi-sectoral nature of the Mota-Engil Group activities, encompassing the areas of Engineering and Construction, Environment and Services and Transport Concessions, and its presence in various geographic contexts, makes the identification of materially relevant sustainability aspects a highly complex and demanding task.

The Group's sustainability strategy is organically supported by its Social Responsibility and Sustainability Division, which reports directly to the Executive Committee of the holding company

his management model aims at promoting the transverse disclosure of the sustainability strategy across the whole organisation, making the Group's commitment clear and enabling an effective liaison with the areas and business units responsible, at operational level, for managing the activities and implementing the objectives that stem from the Group's sustainability strategy.

### STRATEGY AND PRIORITIES

Thus, outlining its sustainability strategy, determining the priority issues and identifying the main stakeholders for the purposes of implementing the sustainability policy and preparing the Report have been in keeping, as in previous years, with an internal consultation process carried out to the top management of the sub-holding companies and of the Group's business units, with particular emphasis on those addressed in greater detail in this document. This has led to a general consensus and to the provision of multiple contributions essential to the preparation of the Report.

Determining materially relevant aspects is an essential step in the proper use of the Guidelines employed and a fundamental requirement to fulfil the strategic plan and the activities depending thereon.

### INDICATORS

The table of indicators established by the adopted reporting guidelines must, in turn, both reflect and be the natural corollary of the targets set up and of the plans of action that will lead to its implementation, based on sustainability's priority issues considered materially relevant.

The response to the Indicators, considered the best barometer for assessing performance, must not therefore be viewed as an isolated act, rather as an integral part of the Group's management architecture, in general, and of its sustainability management model in particular, in which the role of the information systems are of particular importance.

The information gathering, processing and disclosure systems that underpin the model and the management and decision-taking processes are particularly well-developed within the scope of Mota-Engil Engenharia and SUMA. For this reason, similarly to previous years, these are the only Group entities that provide and disclose indicators in accordance with the benchmark that has been adopted.

Said entities are, however, the more relevant insofar as their size and market roles are concerned, meaning that, despite the said limitations, this Publication is quite representative of the whole.

In a second stage, the intention is to incorporate new indicators into the information systems to reflect in a more accurate manner the specificities of each area and business unit in the light of the sustainability challenges, so as to serve more effectively the process of ongoing improvement and to make their comparability with our counterpart organisations clearer and more perceptible, in keeping with a sectoral benchmarking reasoning providing obvious benefits for the assessment of the reporting entity by the stakeholders as a whole.

### SCOPE

Taking the abovementioned into account and in respect of the disclosure of indicators, the 2011 Sustainability Publication will cover the following entities:

BUSINESS AREA – Engineering and Construction

BUSINESS UNIT – Mota-Engil Engenharia e Construção, S.A.

GEOGRAPHIC PERIMETER – Business in Portugal

BUSINESS AREA – Environment and Services

BUSINESS UNIT – SUMA, Serviços Urbanos e Meio Ambiente, S.A.

GEOGRAPHIC PERIMETER – Business in Portugal

On many occasions throughout this Report and in line with the way in which most of the Group's other communications are presented, reference to these two entities is made using their abbreviated names "Mota-Engil Engenharia" and "SUMA".

The names "Mota-Engil Engenharia" and "SUMA" should therefore be understood as comprising the businesses and activities dependent on Mota-Engil Engenharia e Construção, SA (the holding company for the Engineering and Construction business area) and SUMA, Serviços Urbanos e Meio Ambiente, SA (the holding company for the Environment and Services business area involving businesses and activities in the Waste sector).

The Group's involvement in joint ventures and the activities that it outsources are not covered by this Publication.

## 2.1 COMMITMENTS WITH EXTERNAL INITIATIVES

### ASSOCIATIONAL ACTIVITY

Aware of its role in society and to ensure more effective interaction and dialogue with its stakeholders, the Mota-Engil Group plays an active part in many organisations of an industrial and commercial nature.

Involvement in these organisations and associations takes the form of financing their activities through payment of subscriptions by the affiliated companies, and of performing duties as members of their executive bodies.

## 02 COMMITMENTS WITH EXTERNAL INITIATIVES AND RELATIONS WITH STAKEHOLDERS

Due to the strategic importance of these institutions whilst factors of co-operation and of close relations with the business community the Mota-Engil Group, represented by its several companies, integrates 52 Sectoral Associations, three Corporate Associations, eight Chambers of Commerce and a further six bodies. The Group is therefore represented in the sectors and in the chambers of commerce of the geographical markets in which it operates.

## 2.2 RELATION WITH STAKEHOLDERS

### IDENTIFICATION OF STAKEHOLDERS

The Mota-Engil Group considers that focusing its attention on the many stakeholders with which it is related is essential. Due to the dimension and diversified nature of its activities in many parts of the world and to the economic, social and cultural backgrounds, the Mota-Engil Group's relational framework is extending continuously, taking on new outlines on a regular basis.

The identification of and approach to its stakeholders is therefore seen to be a complex task that requires a process of monitoring and ongoing improvement within a framework of openness and of closer relations, involving many institutions and segments of society.

The processes of identification of and approach to the principal stakeholders are therefore largely dependent on the dynamics and characteristics of each of the Group's business areas, about which we shall now provide some brief information.

As pertains the Mota-Engil Group in general, for its international nature and diversification and in view of the objectives of its strategic development, the consolidation of and constant search for new business opportunities places particular emphasis on its customers, both national and international, on its business partners and on its personnel as a whole, decisive as an asset and a fundamental vector in meeting its strategic objectives.

Also of prime importance are the group's shareholders, the investors, the financial entities and the insurers, the media, the non-governmental organisations, as well as the regulatory entities.

The identification of these stakeholders is therefore of a nature transverse to the entire Group.

In the Engineering and Construction Business Area, the main reference stakeholders are likewise the Group's customers, both institutional (State and other public entities), for their very significant weight in the main segments of activity of this business area, and also the countless customers of the private sector, taking into account the number of specialised fields that the Group has in the engineering and construction area. Highlight also goes to the universities, the local communities, for the impact the construction industry has on the social and environmental areas, and to the vast range of suppliers of products and services, the dominant note of this activity, characterised by its extensive demand chain.

In the Environment & Services Business Area and especially in the activities linked with the Waste and Water sector, the local authorities are particularly relevant as they afford public services operated under concessions, as are the many citizens in their capacity of end-customers of the services provided, while special importance is also given to the bodies responsible for the legal and regulatory framework of these sectors.

In the Transport Concessions Area, those that afford public services in the sector of transport infrastructure concessions warrant special attention, as does the public that uses these infrastructures in an area that is particularly sensitive to issues involving safety, quality and service levels provided.

### APPROACH TO STAKEHOLDERS

One of the prime forms used by the Mota-Engil in addressing the stakeholders as a whole consists of the adoption of a number of means of communication, of which its website and publication of its periodic magazine “Sinergia” stand out. These means provide a vast amount of information about the Group. Highlight also goes to the Mota-Engil TV, a project that aims at providing all employees images and news on the activities developed by the Group in each country and business area and the implementation of the Internal Portal ON.ME.

At this level, mention should be made to the newsletters and publications provided by various Group Companies.

The contacts provided via the website simplify access to any of the Group’s areas, allowing a considerable number of interactions with the world outside the Group.

Mention should also be made to the dynamics of the relations with the media, both general and specialised in the economic and financial areas, attested by the large number of articles on the Group’s activities, businesses and initiatives and by the regular presence of its representatives in the media.

As pertains the approach to stakeholders in the Engineering and Construction Business Area, the following aspects should be highlighted:

#### EMPLOYEES:

- Staff Encounters and Forums for knowledge sharing;
- A biweekly house newsletter with all Company-related news to disclose amongst employees;
- Periodic disclosure of Awareness campaigns;
- Several professional training sessions with the aim of developing skills;
- Corporate Portal “ON-ME.

#### CUSTOMERS:

- Customer Satisfaction Surveys

#### SUPPLIERS:

- Promotion of training sessions for suppliers;
- Surveys on partnership satisfaction and development.

#### PUBLIC ENTITIES:

- Disclosure of Annual Report;
- Satisfaction surveys and celebration of protocols.



**UNIVERSITIES:**

- Celebration of various protocols with Universities;
- Partnerships for the development of studies and specific projects.

**COMMUNICATION:**

- Participation in events, building exhibitions, seminars;
- Preparation of articles and news items for newspapers and magazines.

**ASSOCIATIONS:**

- Participation in Working Groups and other initiatives.

SUMA, in the Environment and Services Business Area identified in its Monitoring, Measuring and Analysis process, the activity “Stakeholder Satisfaction”. The intention is to monitor, measure and analyse stakeholder satisfaction so as to establish grounds for ongoing improvement.

As pertains Customers, two main aspects are taken into account:

- The management of the Customer Satisfaction Assessment Survey;
- The management of complaints received by the company.

These surveys are carried out on an annual basis and are sent to customers in all municipalities in which SUMA renders services. They are directed at monitoring, on a measureable basis, information on each customer’s perception of the organisation and on their requirements and expected service levels. The surveys cover four assessment parameters:

- Assessment of rendered services;
- Assessment of technical skills and company image;
- Overall assessment;
- Field for Opinions and Suggestions.

Regardless of the transmission of these surveys, whenever the Commercial or Production area, during their regular contact with the customers, is informed of relevant information pertaining to the satisfaction level or improvement suggestions, the latter shall be registered and appropriately forwarded.

As pertains Complaints, SUMA has established and documented the processing mechanism from the moment the complaint is received until the moment the claimant receives an answer, so as to ensure that: complaints are duly recorded and analysed and the parties involved are informed; a prompt reply is afforded to the claimant; non-conformities related to the complaints are detected; reliable/relevant data for the improvement of Company performance is obtained;

As pertains the other stakeholders, SUMA has identified the main ones and has analysed the issues which can be of greater interest as regards their relation with SUMA, unfolding them according to perspectives of sustainability.

Satisfaction assessment for all stakeholders is being reinforced by ongoing improvement of existing methodologies and tools or via methodologies and tools to be introduced in the management programmes, given the importance that said assessment has for SUMA's sustainable performance. As pertains Employees a Work Satisfaction Questionnaire was prepared and applied to 20% of the Company Employees.

As pertains the Transport Concessions Business Area and in particular Ascendi, as the concessionaire of more than 800 km of highways in Portugal, attention is drawn to the existence of a Customer Support Line available round the clock, to the existence of a space in its website to make suggestions and lodge complaints, while information is also provided on how to obtain reimbursement of tolls paid by users in respect of motorway sections or subsections undergoing works.

There is also a space where doubts can be cleared up and a list of frequent questions and their respective answers and a User Satisfaction assessment Questionnaire is provided.

Lastly, we would point out the creation of the Customer Ombudsman, an entity created to ensure maximum customer satisfaction, closely monitoring and replying to all questions that are raised. The Customer Ombudsman is the Chairman of Ascendi's Board of Directors himself, thus symbolising the importance given to the customer and end-user of the services provided by the company.

## INTRODUCTION

During 2006 the Mota-Engil Group made a start to the implementation of a sustainability and social responsibility strategy that was to culminate, in 2007, with the publication of its first Sustainability Report.

Sustainability within the Mota-Engil Group is materialised through the implementation of a set of Strategic Objectives in order to embody and respond to the Mota-Engil Group's sustainability strategy.

In parallel, and in the field of communication of performance in the social and environmental areas, the sustainability strategy also involves regular publication of the Group's Sustainability Report.

## STRATEGIC OBJECTIVES

### 1. CREATION OF VALUE

- To create value from the standpoint of shareholders and of society in general.
- To approach in a preventive and prospective manner risks stemming from the economic, social and environmental impacts of the business, incorporating them into the overall management model.
- To afford a culture based on quality, rigour and customer orientation.
- To increase productivity and process efficiency designed to achieve high operational performance levels in keeping with best international and market practices.

## 03 SOCIAL RESPONSIBILITY

## 2. ECO-EFFICIENCY AND INNOVATION

- To do more with less, reducing the consumption of resources and increasing efficiency in their use.
- To constantly seek improvement at environmental level that will, in parallel, drive economic benefits.
- To strongly encourage innovation as a factor critical to the increase of competitiveness, stimulating growth, diversification and the creation of new business opportunities.

## 3. PROTECTION OF ENVIRONMENT

- To minimise the environmental impact of the Group's activities by incorporating the environmental perspective into the management processes and systems.
- To promote and take part in environmental values awareness and preservation initiatives.

## 4. CORPORATE ETHICS

- To comply with ethical criteria in promoting the Group's values, culture and management model.
- To respect people and their rights.

## 5. DIALOGUE WITH STAKEHOLDERS

- Transparency and openness in relations with our stakeholders.
- Regular, systematic communication with our stakeholders with a view to listening to their concerns and taking them on board.
- Objective, credible reporting of economic, social and environmental performance.

## 6. HUMAN CAPITAL MANAGEMENT

- To reflect the human dimension and respect for people in the human resources management strategy and policies.
- To enhance employment and career advancement, encouraging the acquisition of skills through ongoing training and life-long-learning.
- To create of motivating, rewarding working conditions through remuneration and incentives policies that encourage excellence and merit.
- To ensure the highest standards of health and safety at work.
- To adopt non-discriminatory recruiting and selection practices that promote equal opportunities.

- To actively support the transition from school to active life by promoting vocational training.
- To encourage active ageing with a view to the generational balance of its human resources within the framework of a responsible, socially sustainable employment policy.

## 7. SUPPORT TO SOCIAL DEVELOPMENT

- To support initiatives of a social, educational, cultural and environmental nature organized by the Group or in partnership with external entities.
- To contribute through sponsorship toward the socio-economic development of those communities within which it carries on its business.

## THE MANUEL ANTÓNIO DA MOTA FOUNDATION

### GENERAL FRAMEWORK

The year 2011 was marked by the onset of activity of the Foundation Manuel Antonio da Mota which will become, in social terms, the vehicle par excellence of the social responsibility policy of the Mota-Engil Group.

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

The Foundation is an important instrument of the social responsibility policy of the Mota-Engil Group, as an organized and systematic expression of an ethically and socially engaged management, on behalf of an active and participative corporate citizenship.

Set up by the Mota-Engil Group and by the Mota family, its main shareholder, the Foundation, given its corporate origin, seeks to meet a strategic vision of generating long-term value, based on broader principles of sustainable development achieved by a coherent and structured social responsibility policy of which the Foundation is privileged vehicle.

The Foundation, based in Oporto, aims at promoting, developing and supporting social initiatives in the areas of charity and social solidarity, and cultural initiatives in the fields of education, health, environment, organization and support to artistic activities. Its activity is carried out throughout the country and in countries where the Mota-Engil Group operates.

It will hand out on an annual basis the “Manuel António da Mota Award.”

### MISSION

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

## VISION

The Manuel Antonio Mota Foundation aspires to become a reference entity between its national and international counterparts, honouring the inspiring memory of Manuel Antonio da Mota, the spirit of its founders, legal persons Mota-Engil business world and the Mota Family, and thus contributing decisively to the strengthening and consolidation of the social responsibility strategy of the Mota-Engil Group.

## VALUES

In fulfilment of its statutory aims, strategy, objectives, activities, policies and management systems, the Manuel Antonio da Mota Foundation is governed by the preservation and defence of the following values:

- **Legality**  
Strict compliance with legality in all decisions and management acts and respect for rights and interests of individuals and legal entities with which it relates.
- **Impartiality**  
Impartial and non-discriminatory processing of processes relating to requests for support or funding from external entities, taking into account the statutory purposes, objectives and business plans.
- **Ethics and Transparency**  
Respect for ethical principles in all practices and management systems and transparency in the field of procedures that may affect rights or interests of others.
- **Commitment and accountability**  
Adoption of a culture of commitment and responsibility in fulfilling the statutory purposes, in the pursuit of the set objectives and other matters relating to its activities.
- **Accuracy and Efficiency**  
Rigor and efficiency in the management of human, material and financial resources assigned to the activity and adoption of practices that promote quality and continuous improvement of methods and management systems.
- **Creativity and Innovation**  
To create an environment conducive to creativity and innovation in the design and implementation of internal initiatives and in the support to external initiatives.
- **Sustainability**  
To incorporate the principles and practices of social and environmental sustainability in the management systems, decision-making processes and in the analysis and support to initiatives of third parties.

## STRATEGIC OBJECTIVES

In the fulfilment of its statutory purposes, the Foundation has chosen a set of strategic objectives that are subordinate to its areas of intervention and as a whole constitute the major guidelines of its business.

### 1. 1. SOCIAL DEVELOPMENT

To contribute toward the social development of the national and international communities where it operates.

- Social solidarity
- Social innovation
- Social and family support to Mota-Engil Group employees
- Voluntary service

### 2. MANUEL ANTÓNIO DA MOTA AWARD

To establish annually the “Manuel António da Mota Award” distinguishing organisations and individuals that stand out in several fields of activity of the Foundation.

### 3. EDUCATION AND TRAINING

To support education, training and qualification of young people and adults, particularly among underprivileged groups, enhancing human potential, promoting social and professional and encouraging educational merit and success.

- Professional Training Centre
- Protocols and partnerships for education
- Scholarships.

### 4. CULTURE

To promote culture and the appreciation and Access to cultural goods, in the fields of visual arts, performing arts, music, humanities and science and technology.

- Cultural programme
- Support to cultural agents

## ACTIVITIES IN 2011

### 1 SOCIAL DEVELOPMENT

#### 1.1 Social Solidarity

#### Natal 1+1 (Christmas 1+1)



The 1+1 Christmas campaign is held annually during the Christmas season, seeking to appeal to the solidarity of the Mota-Engil employees to express their support for a social cause.

In 2011 the campaign was associated with Caritas Portuguesa, an institution that fights for a fairer society for those who are affected by any form of poverty, social exclusion or emergency welfare.

Caritas has identified the collection of blankets and quilts to be donated to the homeless and clothing for children up to age 12 as key needs.

At the end of the campaign approximately 1 230 kilos of clothing were donated by Group employees.

The Foundation, which organized the campaign for the first time, doubled this effort, contributing with a donation of 1 230 kilos of similar items.

### **Fundação do Gil**

The Gil Foundation, named after the Expo 98 mascot, was founded in 1999 and its main objectives of the foundation are the well-being, personal enhancement and social integration of children and youth and this is attained by supporting in particular children which have been hospitalised for long periods of time for social reasons ensuring the necessary co-ordination with other competent institutions and departments.

Casa do Gil is amongst its flagship projects, which was the first home for children in need of intermediate healthcare.

The Foundation gave continuity to the support that Mota-Engil has provided within the scope of a protocol celebrated with Fundação do Gil, thus becoming one of its “Godfathers”.

### **Youth Foundation**

The main objectives of the Youth Foundation are to carry out or support initiatives to promote integration of young people into working life.

A Foundation awarded a grant to the Integration Community Engineer Paul Vallada, located in the historic part of Oporto which and accepts pregnant women or with newborns, aged between 12 and 21, at risk due to abandonment, abuse, negligence or other factors.

Its objectives are to implement integrated support actions developed based on specific needs, to ensure health care, to provide psychological and social support to youth and families, to promote their development and acquisition of skills with a view to their progressive social inclusion.

### **Associação Novo Futuro**

Associação Novo Futuro aims at supporting children and youth at risk deprived of their family environment. Set up over a decade ago, this association is currently home to 58 children and youth at its 6 residential homes.

The Foundation became the Silver Sponsor of this project and supported the Novo Futuro/Rastrillo Solidarity Fair.

### **CrescerSer**

CrescerSer, a Portuguese Association for the Rights of Children and Family is an IPSS (private institution for social solidarity) whose main objective is to carry out an interdisciplinary study of issues relating to legal and administrative protection of minors and the family.

It promotes, fosters and organizes community services to support children, youth and family, fosters specialized training in the area of protection to children and youth in danger, both to those working for Commissions for the Protection of Children and Youth, and at social facilities aimed at helping in these issues.

It has 7 Homes for children and youth deprived of family, victims of violence or from families whose situation needs transitional support that enables the stabilization of life and future referral of children.



The Foundation financially supported and provided technical support to the implementation of rehabilitation works to Casa do Vale, located in Oporto and which temporarily accommodates young boys between the age of 12 and 18.

### **CLAP – Centro Local de Animação e Promoção Rural (Local Centre for Entertainment and Rural Development)**

CLAP, Local Centre for Entertainment and Rural Development is an IPSS (private institution for social solidarity) which operates essentially in five parishes of the municipality of Amarante (Canadelo, Fridão, Olo, Rebordelo and Vila Chã do Marão).

It aims to provide appropriate social response to the poorest people in order to improve their living conditions and well-being and promote entertainment, information and training that facilitate continuous learning and which enhance creativity of local communities.

The Foundation supported the institution in the purchase of equipment and floor covering for the playground of its Nursery, providing children with a modern and attractive entertainment space.

### **Associação de Escolas do Torne e do Prado (Association of Schools of Torne and Prado)**

Associação das Escolas do Torne e do Prado (AETP) is an IPSS (private institution for social solidarity) which began operating in 1989 in Vila Nova de Gaia.

Currently it affords a diversified social and educational service and covers areas such as the Nursery, Kindergarten and After-school recreation Centre for around 130 children from 2 to 10 years of age.

At the facilities of Centro Social do Bom Pastor, it also has a community canteen, laundry, home care and a social centre for around 210 persons.

Within the scope of the Project “Ser + Pessoa”, for accompanied persons at the Community Centre and within the scope of Social Integration Income providing support in the area of health, education, social canteen, delivery of goods and cooking classes, the Foundation decided to reinforce the scope of this project via a donation aimed at supporting the supply of meals to people in need.

### **Cruz Vermelha Portuguesa (Portuguese Red Cross) - Amarante Delegation**

In the fulfilment of its mission, CVP affords humanitarian and social assistance, specially to the most vulnerable, preventing and helping to overcome hardship and contributing toward the defence of life, health and human dignity.

The Foundation supported the Amarante Delegation of CVP in carrying out its activities, affording a donation aimed at financing the project to set up a Social Centre for 12 elderly persons.

### **Comunidade Vida e Paz**

Comunidade Vida e Paz is an IPSS (private institution for social solidarity) set up in 1989 under the auspices of the Lisbon Patriarchate.

It is specially engaged in monitoring and family, social, school and professional reintegration of the homeless in Lisbon, endeavouring to afford the latter a life in community, a therapeutical programme and technical and professional training.

The Foundation supported the Christmas party for the homeless of Lisbon which took place at the canteen of the University of Lisbon

This party usually gathers around 1000 volunteers with the aim of making a difference in the life of around 2 500 guests serving them friendly words and smiles with the warm meals.

### **Legião da Boa Vontade**

Legião da Boa Vontade (LBV) is a charitable, educational, cultural, philosophical, ecumenical and altruist association recognised for its work in the social and educational area.

From its very beginning it has worked to improve the quality of life of people in vulnerable situations or at social risk. Its mission is to promote the education and culture with ecumenical spirituality seeking to ensure decent living conditions for all.

The Foundation supported the activities of the Social Centre of the Oporto Legião da Boa Vontade which is developing several programmes that aim not only at alleviating some immediate needs as regards essential goods but to also encourage, through training, important values such as solidarity, education, culture and citizenship.

### **Conferência de São Vicente de Paulo de S. Gonçalo**

The Conferência de São Vicente de Paulo de S. Gonçalo of Amarante supports dozens of families by trying to fulfil their basic needs.

It also provides, in the form of a loan, technical help / products for citizens with mobility difficulties.

The Foundation made a donation to support the activities of the institution from Amarante.

### **Families from the Alijó municipality**

The Foundation supported two families experiencing great social fragility in the municipality of Alijó. In one of the cases it helped the family settle a bank loan for works at home and in the other it offered computer equipment, a donation in cash and dental care for youth that comprise a one-parent family.

### **Associação Sorriso da Criança**

The Foundation financed the shipment of a container to Mozambique aimed at supporting the work of Associação Sorriso da Criança developed in the country via its Casa de Apoio.

The container transported several hospital supplies, toys, food, among other items.

## **1.2 Disability**

### **Paralympic Swimmers**

The Foundation continued its support to two paralympic swimmers, via a protocol signed in March 2010 by Mota-Engil with Diana Guimarães and David Grachat.

The three-year protocol which is expected to conclude in 2012 aims at financially supporting the swimmers at national and international swimming events by granting them a fixed annual subsidy of ten thousand euros.

This amount will allow the swimmers to acquire the necessary equipment, to pay accommodation at competitions and to hire coaches and to establish a training plan for their participation at the 2012 Paralympic Games in London.

If they win a medal at the competition they will receive a prize according to their achievement.

Encouraging sports practice amongst the disabled and boosting participation and success in national and international competitions of top athletes is a fundamental aim of the Foundation policy of support to disabled people.

### **Associação de Paralisia Cerebral de Lisboa (APCL) – (Lisbon Cerebral Palsy Association)**

The Lisbon Cerebral Palsy Association is a private institution for social solidarity that aims at supporting persons with cerebral palsy and associated neurological conditions and their families by developing their capacities thus achieving their life projects and full exercise of citizenship.

The Foundation by continuing with the support previously provided by Mota-Engil, contributed financially toward the “Projecto Piscina Terapêutica Thalassa” (Thalassa Therapy Pool Project), which consists in including a therapeutical swimming pool at “Casas da Granja” in Odivelas.

The pool aims at affording hydrotherapy services to babies, children, youth, adults and elderly with disability, enabling major improvement at motor development level.

Thus the Foundation contributes toward the improvement of services provided by APCL which for over 50 years competently and passionately dedicated itself to this cause.

### **Obra de Assistência Social da Freguesia de Sobrosa**

Obra de Assistência Social da Freguesia de Sobrosa is a private institution for social solidarity from the municipality of Paredes that currently features a Old-age Home, a Day care Centre, Home care Service, Nursery and an After School Recreation Centre.

In the context of expanding its activities the intention is to build a Residential Home for disabled persons by applying for the PRODER programme and counting on the support of several institutions.

The Foundation has joined this effort by contributing financially toward the construction of the building.

### **ASTA – Associação Sócio-Terapêutica de Almeida**

ASTA - Associação Sócio-Terapêutica de Almeida is a private institution for social solidarity from the municipality of Almeida and was winner of the 1st edition of the Manuel António da Mota Award.

Its mission is to offer people in need of special care, specially youth as of 15-16 years of age who are mentally retarded or have multiple disabilities, an alternative meaningful way of life thus contributing toward the social, human and economic integration of said persons and endeavouring to create decent living conditions.

In addition to the buildings that comprise occupational workshops, a residential unit, playgrounds and a therapeutic swimming pool, ASTA has rebuilt several houses in the village of Cabreira, municipality of Almeida, aiming at the empowerment and independence of the persons which it houses and their families whilst also contributing toward the revitalisation of the countryside.

The Foundation supported ASTA allowing it to implement a project, “Atelier 3 Ofícios”, that will enrich the group’s therapy dynamics in addition to contributing toward a more dynamic village.

### **Raríssimas**

The Foundation supported the treatment of a child with congenital hydrocephalus which is included in the group of rare diseases.

The treatment was carried out by a team of Raríssimas – National Association of Mental and Rare Diseases – the first institution in Portugal devoted to this issue that affects a large number of Portuguese families.

Following the assessment made at Raríssimas and as the child presented potential for recovery, a physiotherapy treatment and intensive occupational treatment was advised for better motor performance.

It was therefore possible for this 8-year old child from the island of Madeira to come to Centro Raríssimas in Maia accompanied by his mother to undergo the prescribed treatments.

The Foundation is very pleased to see that the child’s motor performance and general skills are progressing significantly.

### **Technical aid/Support products**

The Foundation supported the acquisition of technical aid/support products aimed at three young disabled people from the municipalities of Amarante, Marco de Canaveses and Cinfães.

In one of the cases a wheelchair was purchased for a young girl suffering from cerebral palsy and from a family with poor economic resources and the foundation joined a fund raising campaign with Associação Renascer and Liga Nacional Criança Esperança.

In another campaign of the responsibility of Aradum – Association for the Cultural Development of Douro, the Foundation contributed by purchasing an electric wheelchair and respective accessories for a 17-year old young girl with cerebral palsy.

In both cases the wheelchairs that replace the older ones feature significant improvements as regards functionality and comfort for users and thus facilitating the support rendered by family members.

The Foundation also supported the installation of a lift platform in the home of a young man who was paralysed in an accident thus enabling mobility and accessibility around the home of this young man.

### 1.3 Health

#### Protocol between the Foundation Manuel António da Mota/Portuguese Cancer League/Portuguese Institute of Oncology



The Foundation, the Portuguese Institute of Oncology of Oporto and the Regional Centre of the North of the Portuguese Cancer League signed a protocol which aims at creating a social support service to cancer patients admitted in its palliative care unit and their families.

The palliative care service of the Portuguese Institute of Oporto renders aid to over one thousand patients per year and now has a grant from the Foundation that allows it to render support in various areas to patients and their family in a serious situation of economic and financial and/or psychosocial need, that may affect their well-being and quality of life and put at risk the efficiency of the clinical care provided or contribute directly or indirectly toward their isolation or social exclusion.

#### **Acreditar**

Acreditar – The Association of Parents and Friends of Children with Cancer is a private social solidarity institution that aims at helping children with cancer and their families by giving them psychological, emotional and economical support.

The work is divided amongst its regional centres in the North (Oporto), Centre (Coimbra), South (Lisbon) and Madeira (Funchal), which correspond to the urban centres where there are paediatric oncology hospitals.

Currently, Acreditar has three support homes (Lisbon, Funchal and Coimbra), the latter inaugurated in November 2009.

Located by new the Coimbra Paediatric Hospital this Home has 20 rooms on three floors and is surrounded by vast green gardens.

Following the protocol signed in 2010 with Mota-Engil who offered the Home the outdoor garden and sponsored the operation and maintenance of one of the rooms for one year. The Foundation continued to render this support in 2011.

### **Associação Portuguesa Contra a Leucemia (Portuguese Association Against Leukaemia)**

The Associação Portuguesa Contra a Leucemia (APCL) was created in 2002 and its objective is to contribute toward increasing the efficiency of the treatment of leukaemia and other haematological diseases, support the patients and their families and to promote the progress of scientific knowledge on the nature, evolution, prevention and treatment of such diseases.

It attains this via initiatives that contribute toward better healthcare in this area and that afford support to all those affected, directly or indirectly, by these diseases.

Amongst its most striking initiatives is the aid rendered in the construction of a National Record of Voluntary Bone Marrow Donors together with the Centro Nacional dos Dadores de Células de Medula Óssea, Estaminais ou de Sangue do Cordão (CEDACE) (National Centre of Bone Marrow Cells, Stem-Cells or Cord Blood Cells), fundamental in the fight against leukaemia diseases.

In 2011, APCL held its 5th Biannual Concert at the Pavilhão Atlântico in Lisbon to raise funds and the Foundation sponsored this initiative.

### **League of Friends of the Santa Cruz Hospital**

Integrated in the Centro Hospitalar de Lisboa Ocidental, E.P.E., the Santa Cruz Hospital in Carnaxide (Oeiras) is a public health institution for the treatment of patients with severe cardiac and renal pathologies.

The League of Friends of that health unit, with the collaboration of their managers, designed a group of intervention actions in the Hospital's and in the League's facilities, aiming to provide better comfort and welfare conditions to the patients and their families in the use of those facilities.

Following the support previously rendered by Mota-Engil, the Foundation enabled the League to proceed with its effort of qualification and humanisation the medical care for the patients.

### **Portuguese Cardiology Foundation**

Cardiovascular diseases is responsible for a third of the total of deaths/year, thus being the leading cause of death in Portugal and worldwide.

Screening and medical diagnosis are fundamental to assess risks and to prevent and control the disease.

The Foundation, seeking to actively contribute toward the prevention and detection of risk factors between the Mota-Engil employees, promoted a set of screening actions in cooperation with the Portuguese Cardiology Foundation.

These actions were carried out at the offices in Oporto and Linda-a-Velha and at the main worksite in Porto Alto.

### The “Responsible consumption, Respect the environment” Campaign



Eurest developed the campaign “Responsible consumption, Respect the environment” and Mota-Engil joined it thus sharing a concern that extended to all users of the Group’s canteen in Linda-a-Velha, whose service is provided by said entity.

The objective of the campaign was to encourage the fight against food waste and reduce the production of waste combined with a social solidarity action.

The users of the canteen were asked to serve themselves only with the amount of food necessary to satisfy their nutritional needs.

At the end of the meal for each plate with no leftovers, the consumer would receive a ticket equivalent to 10g of non-perishable food to deposit in the box placed there for this purpose and then the value obtained was converted into food.

The food was given to the social solidarity institution - Associação de Moradores do Bairro 25 de Abril from Linda-a-Velha and develops very relevant social work in favour of the youngsters and the elderly and renders home care services to persons living alone and dependent and helps to mitigate the difficulties of families in need.

With this campaign that the Foundation joined and disclosed, Eurest won the top award at the 2011 edition of the Green Project Awards, in the category of Communication.

## 1.4 Housing

### Habitat for Humanity International



The Habitat Humanitarian Association, founded in May 1996, is the first Portuguese associate of the non-profit, non-governmental organisation Habitat for Humanity International, with head office in the USA.

Habitat is a non-governmental organisation whose main aim is to join efforts and promote initiatives within the social solidarity scope, especially by contributing toward less degradation in housing and supporting needy families by helping them obtain appropriate and decent homes, by building or refurbishing them.

Through a protocol entered into with this institution, the Foundation seeks to support the association's work, enabling the construction or refurbishing of homes for deprived families, mainly from the municipality of Amarante, which is a territory that Mota-Engil is connected to by strong social and institutional bonds.

The commitment of the Foundation in this protocol is essentially the annual grant aimed at bearing the structure costs of the institution in the municipality of Amarante and also financing the reconstruction costs of the houses.

The mobilisation of Mota-Engil Group employees to participate in the reconstruction works and the offer of building material have been some of the means of support.

In 2011 three houses were refurbished in the municipality of Amarante.



### Porto Amigo



The Foundation and the Social Oporto Foundation of the Oporto Town Council signed a Protocol called “Porto Amigo” with the aim of establishing cooperation in the works to adapt and improve the living conditions of the senior dependent population of Oporto living in poverty in homes of their own or rented.

The Foundation is therefore joining efforts with the local administration to promote urban social cohesion and decent living conditions for the elderly.

Following the first selection phase of applications by the Social Oporto Foundation based on the established criteria, visits to the candidate houses are made by elements of the two institutions to assess the type of intervention necessary and its feasibility as well as to define priorities to carry out the works.

Within the scope of the protocol works have already been carried out in 10 homes of elderly and these works contributed toward better living conditions and restored the dignity of the dwelling.

## 1.5 Sports

### Clube Kairós



Clube Kairós is a sports association of São Miguel, Azores, which develops its activities in the parish of Rabo de Peixe, in the areas of Basketball, Volleyball and Adventure Sports (Surfing and mountain biking).

The club was created by initiative of Kairós – Association for the Incubation of Solidarity Economy Initiatives that develops its work in the social area supporting drug addicts, prisoners, repatriates and people in situation of social exclusion from social neighbourhoods.

The work developed by Clube Kairós, whose athletes from the training groups almost all come from the parish of Rabo de Peixe, has increased and strengthened the practice of sports in these areas thus improving the social work developed here and giving a more positive image of these places that are marked by poverty and social exclusion.

The Foundation joined the work of Kairós by sponsoring the activities developed by the club.

### Cultural, Sports and Recreational Association of Codessoso

The Codessoso Sports Group is an association of cultural, sports and recreational nature, founded in 1980 in the parish of Codessoso, municipality of Celorico de Basto.

Due to its dynamism and contribution toward the promotion of sports and leisure in the parish and in the municipality, the Foundation granted a donation to the institution to support the activities.

### Cycling



In its 3rd edition, the bike ride to Fátima by the Mota-Engil employees is intended be a moment of leisure and to socialise with colleagues thus promoting sports via cycling associated to the religious symbolism of the ride.

The Foundation sponsored this initiative by bearing the associated costs.

## 1.6 Voluntary Services

### Habitat for Humanity International



In the European Year of Volunteering and within the context of the projects it develops, the Foundation has promoted several volunteering actions amongst Mota-Engil employees.

Within the scope of the protocol established with Habitat for Humanity Portugal, the Foundation launched a challenge to the Mota-Engil employees to get involved in this project.

As in previous years, the response was quite positive and in 2011 there was a greater number of volunteers.

In addition to the 50 international volunteers (USA and Canada), there were also 63 national volunteers in this project, 32 of which from several Group companies (Mota-Engil Engenharia, Mota-Engil Serviços Partilhados, Mota-Engil SGPS, António Lago Cerqueira, Ascendi, SUMA) and also from the Foundation. The teams were formed to carry out works that take place on Saturdays from September to October.

At the end of each participation, various volunteers expressed their satisfaction for having participated in such a rewarding voluntary action.

### Porto de Futuro

Within the scope of the project Porto de Futuro and the development of the partnership with the Group of Schools Manoel de Oliveira, the following voluntary actions were undertaken involving Mota-Engil employees:



- Aprender a Empreender (Learn to Undertake) - Junior Achievement Portugal: 11 volunteers from several Group companies participated by teaching the Programmes from Aprender a Empreender (A Família, A Comunidade e Economia para o Sucesso) at schools belonging to that School Group;





- Braço Direito (Right Arm) – Junior Achievement Portugal: Mota-Engil marked its presence at this initiative with the participation of a volunteer who shared experiences and knowledge with a student who accompanied him at work for a day. At the end, in a sort of debriefing, the student expressed his satisfaction to the volunteer and said that it had topped all his expectations.

## 2. MANUEL ANTÓNIO DA MOTA AWARD



The annual Manuel António da Mota Award is a statutory requirement of the Foundation.

The Award honours and pays tribute to the memory of the founder of Mota-Engil, distinguishing organisations and individualities which excel in the various activity areas of the Foundation.

In its 1st edition of 2010 the Award was aimed at Private Social Solidarity Institutions that stood out in the fight against social exclusion in the European Year for Combating Poverty and Social Exclusion.

The winner was ASTA – Associação Sócio-Terapêutica de Almeida, an institution that develops remarkable work of social, human and economic integration of disabled citizens, seeking to afford them decent living conditions within a context very close to the family.

During the European Year of Volunteering, celebrated in 2011, the 2nd edition of the Manuel António da Mota Award aimed at rewarding the organisations that promoted voluntary services, with head office and operating in Portugal and which excelled in the development of activities and projects within the scope of a voluntary programme, specially in the field of community voluntary services.

The activities and projects developed within this field could apply to a wide range of population segments, which include the elderly, children and youth, the disabled, the sick and in general any social groups living hardships or socially, economically, psychologically or affectively deprived.

From 100 applications received from private social solidarity institutions, municipalities, non-profit associations, NGOs and other organisations from the third sector, representing various areas of the country, 10 finalists were chosen by the selection committee:

- ACREDITAR – Association of Parents and Friends of Children with Cancer
- AJD – Youth Association of Deão
- Associação de Voluntariado em Saúde de Touça (Volunteering in Health)

- ATLAS – Association of Cooperation for Development
- Albergaria-a-Velha Town Council
- Comunidade Vida e Paz (Life and Peace Community)
- Eugénio de Almeida Foundation
- LEQUE – Association of Parents and Friends of Children with Special Needs
- Santa Casa da Misericórdia of Almada
- Vida Norte – Association for the Promotion and Defence of Life and Family

The selection process complied with a set of social, technical, institutional and economic criteria provided for in the award regulations and applicable to the analysis of the application form followed by a series of visits to the finalist institutions by the members of the jury that were able to analyse in loco the activities developed and thus chose the winner.

The selection jury comprised two members of the Board of the Manuel António da Mota Foundation and renowned individualities with experience in the volunteering field.

- Elza Chambel – Chairperson of the National Council for the Promotion of Volunteering
- Eugénio Fonseca – Chairman of the National Directorate of Cáritas Portuguesa
- Manuel Canaveira de Campos – former Chairman of INSCOOP (CASES)
- Maria Manuela Eanes – Chairperson of the Board of Trustees of the Foundation and Chairperson of the Institute of Child Support
- Maria Manuela Mota – Member of the Board of Directors of Mota-Engil SGPS and Chairperson of the Board of Directors of the Foundation
- Rosa Maria Mota – Member of the Board of Directors of the Foundation

In a communication partnership celebrated between the Manuel António da Mota Foundation and TSF – Rádio Notícias, the programme “Portugal Voluntário” has disclosed episodes of volunteering work and a series of documentaries and videos with each of the finalist institutions.

The 4th of December was marked by the Conference “Portugal Voluntário” and by the announcement of the winner of the Manuel António da Mota Award delivered by the Minister of Solidarity and Social Security, Pedro Mota Soares.

The Palácio da Bolsa in Oporto once again staged this event. Prime Minister, Pedro Passos Coelho, attended the opening session.

The journalist and National Coordinator of the European Year of Volunteering, Fernanda Freitas, moderated a discussion with volunteers.



António Mota, representing Mota-Engil and the Manuel António da Mota Foundation and Manuela Eanes, representing the Jury participated in this discussion before the Minister of Solidarity and Social Security, Pedro Mota Soares closed the session and delivered the award to the winning institution.

Before the start of the session a message from the President of Portugal was read to the participants at the conference which was attended by several guests and personalities with highlight to: the Deputy Minister of Parliamentary Affairs, Miguel Relvas, the Mayor of the Oporto Town Council, Rui Rio, and the Secretary of State of Solidarity and Social security, Marco António Costa.

The winner, Leque - Associação Transmontana de Pais e Amigos das Crianças com Necessidades Educativas Especiais (Association of Parents and Friends of Children with Special Learning Needs), was awarded 50, 000 euros and the remaining nine received an honourable mention of 5,00 euros each.

Despite its short existence, Leque is already a reference institution in support to children, youth and disabled adults in the district of Bragança.

With head office in Alfândega da Fé, Leque manages a Call and Entertainment Centre for Disabled People (CAAPAD). Here information is given and disabled people are guided and supported and the development of the necessary skills to solve disability-related problems is promoted in addition to a series of social and cultural activities.

In a district deeply marked by isolation and many shortcomings at this level, this social response allows dozens of families to enjoy free time and to harmoniously combine personal and professional life because they have a place which they can trust to leave there disabled relatives.

At its School for Parents, an innovative initiative, courses for families with disabled members were given thus reinforcing family ties and enabling families to deal with disability within a perspective of social inclusion and acceptance and respect for difference.

Our congratulations to Leque and to all the other finalist institutions and to the thousands of volunteers that every single day with nothing in return, contribute toward the strengthening of the civil society and the well-being of the national community.

### 3. EDUCATION AND TRAINING

#### **Manuel António da Mota Vocational Training Centre**

Comprising Mota-Engil Serviços Partilhados Administrativos e de Gestão S.A., Mota-Engil has been operating since 1997, in Oporto, a Vocational Training Centre within the scope of the Alternating Learning System.

This training system is aimed at young people under the age of 25 and which have completed the 12th grade, allowing a two-fold certification – schooling and vocational – and privileging integration in the labour market and the continuation of studies.

In this type of training, the theory which involves the social, cultural, scientific and technological components is complemented by practical training in real working environment.

The Centre therefore meets the needs of the youth that seek it with the objective of gaining qualification, by promoting integration or professional reintegration.

The ongoing dialogue with schools, public entities and economic agents allows the Centre to be particularly aware of the need to guide the youth depending on labour market dynamics always seeking to privilege training in areas of high employability.

The training and financing of the activities are ensured by a protocol with the Institute of Employment and Vocational Training.

During the training period the apprentices receive monthly support, namely a scholarship, meal allowance, reimbursement of transport costs and a grant for study material.

In 2011 the Training Centre moved to a building in Quinta da Bonjória, thus improving conditions which included the creation of three new workshops and investment in new equipment.

It carried out courses in the areas of engineering and construction, electricity and energy, safety and hygiene at work and in the secretarial, administration and quality areas.

The Foundation is going to take on the management of the Centre once it obtains the certification for training entity from the General Directorate for Employment and Working Relations – a process that is underway and which is expected to be successfully completed in 2012.

## Porto de Futuro



In April 2007, Mota-Engil, together with other leading companies of the Oporto Metropolitan Area, signed the protocol that underpins this project, a protocol also subscribed by the Oporto Town Council, the North Region Education Directorate and the Manoel de Oliveira Vertical Schools Group.

The partnership aims at combining the common efforts and interests of the educational community and of the business community through the adoption by the schools of the good practices of the business world's management model.

Within the scope of this project, taken on by the Foundation, highlight goes to the following activities developed with the Manoel de Oliveira Vertical Schools Group in Oporto in 2011:

- **Aprender a Empreender Programmes: “A Família”, “A Comunidade” e “Economia para o Sucesso”**

*A Aprender a Empreender - Junior Achievement Portugal* Portugal is an organisation performing in the area of education and entrepreneurship and its mission is to encourage and prepare youngsters from the age of 6 to 25 to be successful in a world of global economy.

The *Aprender a Empreender* programmes are implemented at schools during the school year by volunteers of the corporate world with the support of teachers.

The volunteer transmits to the pupils his professional and personal experience via a specific method.

The aim is to raise awareness among youth toward the importance of “Learning to Undertake”, an enriching attitude which is to be followed throughout life, covering areas such as citizenship, active consciousness, ethics, financial literacy and development of professional life.

#### ■ O “Braço Direito”

This is an initiative in which the students accompany a professional for a day and during which the professional shares experiences and knowledge with the pupil thus allowing him to contact with and participate in daily activities of the volunteer.

This experience allows the youngsters to discover the demands and opportunities connected to a specific Professional area.

Mota-Engil, once again participated in this initiative and counted with its professionals who accompanied the youngsters.

#### ■ School Merit Awards

Since the beginning of the partnership, awards have been attributed to the best pupils from the School Group that comprise the Excellence and Honour Board.

In 2011 the awards were once again delivered at the School Group Christmas Party. The pupils were given a gift voucher for their academic performance during the previous school year.

### EPIS

EPIS (Business Community for Social Inclusion), is a private, non-profit organisation whose key mission is education, especially the combat against lack of academic success and early school-leaving.

In this sense, it has developed an approach, new in Portugal, to fight failure and dropping out from school amongst 7th, 8th and 9th grade students based on a training methodology for youngsters and families developed by a network of professional mediators.

The “National network of mediators for academic success” comprises teams of technical experts with vast experience in these issues and its methodology includes a system that indicates youngsters with risk factors in terms of academic success and a portfolio of specific training methods for each one of these categories thus allowing to prepare individual plans to monitor from up close and continuously.

The project “ National network of mediators for academic success” registered a trend of improvement of the marks of 6000 pupils accompanied from up close by 63 EPIS mediators during the 2010/2011 school year.

Mota-Engil is one of the founders, together with a vast group of leading national companies. The Foundation is at the front of this association.

## Scholarship Programme



The Scholarship Programme began in the 2006-2007 school year within the scope of Mota-Engil. Its management then passed on to the Foundation in 2011.

Scholarships, valued at € 3000 per year and per recipient, are attributed to university students, children of Group employees with low economic resources and good academic results.

The programme has supported 92 students to date and is already in its 6th edition.

This programme aims to promote a policy of equal opportunities that will contribute toward higher qualification levels of youngsters and will encourage their academic performance.

Bearing these objectives in mind, the Foundation signed a protocol with a Cape Verdean student with Great economic difficulties and granted him a scholarship to complete his university studies and paid for his accommodation in Portugal.

### **Protocol with the Cidade de Lisboa Foundation**

The Cidade de Lisboa Foundation seeks the protection of cultural, artistic, monumental, ethnographic, touristic, social and educational values of the city of Lisbon.

It seeks to further encourage the study of urban reality in general and the development of relations and exchanges between Lisbon and other cities nationally and internationally, particularly with Portuguese-speaking cities in which there are significant Portuguese communities.

Its intervention areas also include education, training and science, emphasizing in particular the action of Colégio Universitário of the Nuno Krus Abecasis Cooperation.

Mota-Engil sponsored scholarship holders of the college that come from Portuguese Speaking Countries.

The Foundation continued this sponsorship allowing the development of relations of exchange and cooperation between cultures and peoples united by the Portuguese language.

## **4. CULTURE**

### **Centro Nacional de Cultura**

The Centre for National Culture (CNC) is a cultural association founded in 1945, seeking to be a space of encounter and dialogue between different political and ideological sectors, in defence of a free and multidisciplinary culture.

Most of its work has been dedicated to the defence of the Portuguese cultural heritage, the disclosure of the role played by the Portuguese culture in the world and the upgrade of its relations with other cultures. The European dimension has gained increasing importance in CNC, developing projects in partnership with counterparts in other European countries.

The Festa na Baixa (FNB) (Party Downtown), promoted by the National Cultural Centre – Oporto Centre, has become a reference event in Oporto, since its first edition in 2006. This initiative that has the support of the Oporto Town Council and is sponsored by several institutions, seeks to contribute toward the liveliness of downtown Oporto by performing a diverse range of cultural events, close to citizens in their daily lives, in the streets and in the squares, at cafés and many cultural, institutional and commercial facilities.

The Foundation sponsored this event, continuing the previous support rendered by Mota-Engil, thus helping CNC to continue, expand and diversify the activities of an institution of great prestige in the dissemination of culture in Portugal.

A Fundação patrocinou este evento, dando continuidade a apoios anteriores por parte da Mota-Engil e ajudando assim o CNC a prosseguir, desenvolver e diversificar as actividades de uma instituição de grande prestígio na difusão da cultura em Portugal.

### **Cooperativa Árvore**

Árvore, Cooperativa de Actividades Artísticas, CRL, was founded by a group of plastic artists to contribute to the cultural renovation of the city of Porto within the framework of a project of mediation between plastic artists and the public.

Throughout its existence, Árvore has opened its facilities to hundreds of painters, sculptors, photographers, designers, architects and other artists, while also organising countless colloquia, cinema cycles, musical events and plays, co-operating with various public and private institutions in the promotion of culture within the city.

The co-operative has its own workshops and studios that it opens up to the artists and to all those who frequent its free facilities in sundry areas of the plastic arts.

Árvore has been awarded a large number of distinctions, including the title of honorary member of the Order of Prince Henry.

The Foundation granted a donation to the institution, giving continuity to the support rendered by Mota-Engil, thus contributing to the fulfilment of its inestimable cultural mission in the city of Oporto.

### **Association of the Friends of the Oporto Coliseum**

Over its sixty years of existence, the Coliseu do Porto marked careers, inspired generations, enhanced art and culture. Its charisma, architectural beauty and artistic wealth, turned the Oporto Coliseum into the most emblematic showroom in the city. It became the “stage of the city” and also the “world stage”, because it brought to Oporto the best national and international artists, affording memorable moments that enhance and eternalize the Coliseum of Oporto.

The Foundation became a “Friend of the Coliseum” in 2011.

### **Trofa Town Council**

The Municipality of Trofa organized for the seventh consecutive year the Lusophone Meeting of Literature for Children and Youth, held at the Trofa Casa da Cultura in May 2011.

This project, integrated in an area that promotes books and reading, aims to promote cultural exchange between Portuguese-speaking countries and the enhancement of Lusophone cultures. This event brought together nearly 27 500 participants / visitors to the different activities, such as literary meetings, training, performances, art exhibitions and a book fair.

The Foundation sponsored the 7th Lusophone Meeting of Literature for Children and Youth, thus contributing to the achievement of the objectives that underlie this event.

### **Banda Musical de Amarante**

Founded on December 1st 1854, when it was called the “Filarmónica Amarantina”, it came to be called the Band of the Amarante Voluntary Fire Brigade in 1983.

Recognised as an institution of public utility, the band now has 40 members and it performs mainly in northern and central Portugal.

With its long history and extensive musical repertoire, the Amarante Musical Band is a leading institution in the municipality, contributing to the promotion of culture, music in particular.

The Foundation sponsored this prestigious institution in a municipality that has strong ties to Mota-Engil.

## 5. FOUNDATION SPACES

The Foundation provides its spaces to Mota-Engil companies free of charge, as well as to external entities linked to the social economy sector.

These spaces consist of an auditorium (with capacity to seat 80 persons, with video and sound system), a multipurpose exhibition area and other reception and circulation area.

In 2011 the Foundation hosted the following events:

### External Entities

- Junior Achievement Portugal – training session carried out in March to the Mota-Engil volunteers within the scope of the project Porto de Futuro, under the programmes: Family, Community and Economy for Success
- Portuguese Institute of Oncology of Oporto – Talk on palliative care in July by Prof. Daniel Serrão during the 15th anniversary of the Palliative Care Unit of the Portuguese Institute of Oncology of Oporto.
- Entrajuda – A cycle of 9 training sessions held between September and November, for managers and technical staff of private social solidarity institutions on management by objectives, leadership, management of volunteers, insurances and customer service
- Positive Impulse/District Union of the private social solidarity institutions of the District of Oporto – Cycle of training sessions on general management held in November for technical staff of private social solidarity institutions

### Mota-Engil Group

- •Mota-Engil SGPS – two sessions of the programme “Entre Nós”, in May and July, by António Mota, Chairman of the Board of Directors of Mota-Engil SGPS on the launch of the Foundation, comprising a film “Construir uma Vida” (Building a Life), related to the life and work Manuel António da Mota.
- Mota-Engil SGPS – a talk by Jorge Coelho to pupils in the MBA Atlântico programme
- Mota-Engil SGPS – two sessions of the programme “Entre Nós”, in May, led by the Director of Mota-Engil Engenharia e Construção, Fiel Barbosa, on the activity of Mota-Engil in Poland
- Mota-Engil SGPS – three training sessions under the responsibility of the Corporate Division of Human Resources
- Mota-Engil Engenharia e Construção – training session for employees of the Architecture and Civil Construction Centre, held in May by the company Autodesk

## 6. COMMUNICATION AND IMAGE

### Public launch of Foundation

The auditorium of the Puerto Serralves Foundation hosted the public launch of the Foundation on 14th April 2011.

The ceremony was attended by hundreds of guests including VIPs from the national public life.

António Mota, representing the founding entities, took the floor to explain the purpose of the Foundation and the main motivations that inspired its creation, referring also to the strategic objectives that will guide its action, aspiring to become a benchmark institution in the country.

The speech was followed by a film “Building a Life,” illustrating the life and work of Manuel Antonio da Mota, whose inspiring example presided over the creation of the Foundation. To honour his memory and pay homage the Foundation was named after him.

A standing buffet was served at the closing of the ceremony and a copy of the film was distributed to all those present.

## 7. INSTITUTIONAL REPRESENTATION

### Centro Português de Fundações

The Centro Português de Fundações (CPF) (Portuguese Foundation Centre) represents the foundation sector in Portugal.

CPF is a private institution, recognised as of public utility, currently grouping one hundred Portuguese foundations from all over the country of different origins, sizes, purposes and scope of action.

The Foundation joined CPF in March 2011.

### Events

The Foundation was represented at several events throughout the year and participated in the following initiatives:

- 6th Social Conference of Lousada organised by the Lousada Town Council on the theme “From Citizenship to Social Sustainability” (27th May 2011, at the Lousada Municipal Auditorium)
- Seminar organised by EAPN Portugal/European Anti-Poverty Network on the theme “The Other Sides of Volunteering” (11th October 2011, Condeixa-a-Nova)
- Meeting on Social Responsibility organised by the Social Network of Santa Maria da Feira (20th October 2011, Santa Maria da Feira)
- Volunteering Forum organised by the Porto Social Foundation (18th November 2011, Almeida Garrett Municipal Library, Oporto)
- Seminar of “Rede Capacitar o Tâmega” on the theme “New Sustainability Strategies of the Private Social Solidarity Institutions” (25th November 2011, Casa da Calçada, Amarante)



## SOCIAL RESPONSIBILITY – OTHER INITIATIVES

Other Social Responsibility initiatives under the aegis of the Mota-Engil Group companies shall be described below.

### 1. SOCIAL SOLIDARITY

#### Santarém Town Council

At Christmas, the Santarém Town Council challenged several companies to convert their Christmas gifts into a food donation to the Food Bank Against Hunger.

Mota-Engil welcomed this initiative by contributing toward this movement of solidarity.

#### Social Shuttle

LOGZ financially supported the implementation of the “Social Shuttle” initiative in the parish of Pinhal Novo, and also promoted its dissemination. This initiative was developed in order to speed up the mobility of the population, particularly of the elderly between the various localities and the parish seat when they go to the medical centre, post office, pharmacy, shops, among others. This transport network was created with pre-defined and regular routes in conjunction with the Parish Councils, in order to serve a greater number of inhabitants and to cover the shortfalls of public transport in the region. This initiative has improved the mobility of the rural parishes of Pinhal Novo, Palmela and Poceirão, with over 40000 inhabitants and it is estimated to have been used by more than 1000 people.

The cost of this project has focused almost exclusively on the rental of mini-buses that ensured this initiative.

#### Social Centres

LOGZ supported the creation of social centres in the parish Poceirão. Through the rehabilitation of closed schools and places where the population could be gathered (e.g. Multipurpose Pavilion), social centres were created in order to reduce the isolation and remoteness of the elderly population in rural parishes, where the dispersion is large and interaction is reduced, particularly amongst the elderly. These spaces are used by more than 30 people.

#### Christmas Hampers

Over 200 Christmas hampers with food were distributed to needy families of Pinhal Novo and Palmela. With the financial contribution of LOGZ that purchased these products, it was thus possible to allow a greater number of families referred by the Social Commission of the Parish, to have a holiday season as normal as possible.

#### Christmas Gifts

Vibeiras decided to replace the Christmas gifts they gave to their customers, by donations to the 12 charities from north to south, thus supporting the communities where it was present throughout the year. These institutions operate in the areas of disability, social inclusion, home care service and transportation of patients, among others.

#### Indáqua Partnership

Indáqua Santo Tirso / Trofa, through its employees, offered about 30 cans of powdered milk for babies of the institution “ASAS - Association of Solidarity and Social Action of Santo Tirso”.

## 2. SPORTS

### Académico de Amarante Sport Clube

Académico de Amarante Sport Clube is an important institution in the field of sports in Amarante, a municipality to which Mota-Engil is linked by strong institutional, symbolic and affective ties.

As part of the historic support that Mota-Engil has provided over the years to institutions in Amarante in various sectors, Académico de Amarante Sport Clube, noted for its effort in promoting sport for the young, essential to the full development of children and youths have again merited Mota-Engil's attention and support.

### Bicicamping



In the summer of 2011, the Vibeiras supported a programme of social and cultural activities and entertainment of the Campsite on the Pedrógão Beach, enabling a new activity: bicycle rides and respective rental service. The number of hours spent was 315 hours, a result that topped the expectations of the public organizing entity.

### Air Festival in Grândola

Vibeiras supported the organization of the 5th Air Festival, held in the Municipality of Grândola. The event brought together more than four thousand visitors and was held in July on the beaches of Melides, Galé, Carvalhal, Comporta and Tróia.

This initiative is part of a municipal strategy for the promotion and enhancement of the county of Grândola and of the Alentejo Coast. The Air Festival has very different activities, such as Airplane modelling, paramotor, paragliding, kite surfing, windsurfing, stunt kites, static kites, acrobatic airplanes, among others.

### Mountain Biking in Torres Novas

Vibeiras supported a mountain biking race MTB held in October in Torres Novas. The race was divided into two marathons, with 68km and 38km. The event was organized by a non-profit sports association of the region and directly involved about 80 people. Forty-five athletes received awards per level in both races.

### MANVIARUNNERS – Running for Fun!!



ManviaRunners promoted, during 2011, various races, such as the Marathon and Half Marathon of Lisbon and Oporto the Lisbon and Oporto São Silvestre Race among others. It participated in about 12 different events.

With the motto “Running For Fun”, this group has enabled peer interaction associated with the practice of sport, actively influencing the creation of new and positive sports habits. The ManviaRunners group started in February, in Oporto, at the Father’s Race

## 3. CHILDHOOD AND YOUTH

### Casa da Criança de Tires

Casa da Criança of Tires is a Temporary Shelter Centre which opened on 15th May 2001, in order to temporarily accommodate children of both sexes, aged 3 to 10 years, children of the inmates of the Tires Prison or other at-risk children (referred by the Social Security or the Juvenile Court) that await the definition of their life project.

Under the coordination of the Champagnat Foundation, this project’s main partners are the Regional Social Security Centre of Lisbon and the Tagus Valley, the Directorate General of Prison Services and the Cascais Town Council.

Sensitive to this reality, Mota-Engil gave a donation to support the activities of this institution.

### Holiday Camps



By contributing toward the purchase costs of transport rental services, LOGZ provided dozens of children and youth of the parishes of Pinhal Novo and Poceirão, from 6 to 12 years of age, a healthy occupation of their leisure time, through a recreational and educational mini holiday.

This initiative which took off in 2009 and has allowed since said date that some 500 children enjoy a different holiday, is intended primarily for children and young people from disadvantaged social classes as a way of combating exclusion and promoting social solidarity providing them the opportunity to make contact with entertainment and other activities that generally they do not have access to.

This program conducted in conjunction with the Parish Councils has been very successful in that it promotes cultural and sports activities, citizenship training, tours, trips to the beach and pool, games, adventure sports, nature walks and many games.

### School Kits

In order to suppress the level of material deprivation experienced by underprivileged school students of the parish of Palmela, referred by the Group of Schools EB1 + JI and the Social Security, LOGZ offered school “kits” (consisting of notebooks, pencils, erasers, pens, among others) to about 200 students at the beginning of the school year.

## 4. ENVIRONMENT

### Vibeiras Obtains ISO 14001:2004 Certification

Throughout 2011, Vibeiras implemented practices and legislation for the certification of its management system by the NP EN ISO 14001:2004 standard - environmental certification.

This certification, obtained in early 2012, provides requirements for more effective management of environmental aspects of activities and company business, ensuring a more rational use of energy and resources and further reducing costs over time. With this focus, Vibeiras confirms its commitment to environmental protection.

### Reduction of Fuel Consumption

In 2011, Vibeiras instituted a quarterly bonus of reducing fuel consumption in the company fleet, having started in 2008, a policy of consumption reduction, registering significant improvements.

In the current universe of 141 vehicles, there was a 35% reduction in the average consumption per vehicle, from 10.7 l / km to 6.98 l / km (data from 2007 and 2011) allowing the company to save EUR 196,000. This data confirms a change of attitude by the employees.

### Environmental Initiatives - Indáqua

Indáqua's main commitments and principles of operation, as part of its Integrated Management System are: active participation for sustainable development, promoting the rationalization of consumption of natural resources and energy, proper waste management and prevention of pollution thus minimizing environmental impacts of its activities. In this context it has developed initiatives aimed at protecting the environment, which are:

- **Energy efficiency:**

Installation of digital clocks to schedule operating times of boilers, air-conditioning and ventilation; programming operation of the elevator of the Indáqua Matosinhos facilities only for the cleaning services; Aqualevel promoted the use of PDA's in their services, opting for software with a dark background in order to minimize energy consumption.

- **Efficient use of water:**

In order to contribute to an efficient use of water, Indáqua has continuously invested and implemented methodologies specifically targeted at the reduction of water losses in the network, working on aspects such as the active control of ruptures, pressure management, asset management, fast and efficient repair of anomalies, the management meters, control of water purchased and detection of illicit connections. Thus, Indáqua has been able to, year after year, improve its operating results in this area.

- **Waste:**

In order to reduce waste production, the number of printers was reduced, thus significantly reducing unnecessary printing and actions were implemented to raise awareness amongst employees for the separation and reduction of waste.

### Environment Friendly Driving

As part of compliance with the Manvia Annual Training Plan, the theme "Training for Active and Passive Safety in Driving" was identified as a need. The multidisciplinary of the subject resided essentially in two parts and the approach was theoretical and practical, on two consecutive days:

- Active driving in the prevention of accidents (mostly in risk situations) presented as a lecture;
- Economic driving supported by the good practices of driving.

For this action 17 trainees were selected. Their profile was based on selection criteria obtained through the mileage levels at the service of Manvia. This action featured several goals, among which:

- To reduce fuel consumption and the wearing of material in vehicles thus increasing their lifespan;
- To reduce maintenance costs of the car fleets;
- To increase the level of knowledge of environmentally friendly driving techniques..

### Environmental Education and Awareness - Suma

SUMA, as an entity that operates in the environment area, develops an annual comprehensive program of social responsibility, promoting individual and collective citizenship of its workers and the surrounding community.

Assuming an investment policy in civic education of the population, especially of younger generations, this program intervenes qualitatively in the transmission of specific knowledge related to the prevention of waste production - through reduction at source, recycling of component with value and reuse for the same or new purposes - with the self-assessment (respect for public spaces and equipment) and the straight-peer monitoring (accountability of the behaviour of others) as well as related transversal issues. Risk prevention, basic health and nutrition, road safety, among others, are contents explored in the more than four hundred environmental awareness campaigns implemented and aimed at generating critical consciousness that will act within a perspective of change and development and build more environmentally responsible generations.



The focus on the achievement of a collective civic responsibility and of national scope is associated with promoting acquisition and maintenance of personal and social good manners, through the adoption of behaviours and routines of packaging and disposal of waste, sorting at source and application of consumption eco codes, themes that aim to safeguard natural, financial and human resources.

Contrary to the objectives of the company as a private operator - regardless of the interests of greater turnover in terms of tonnes of waste collected – the aim of the awareness campaigns is that residents generate less waste, either through recycling (collection system which in most contracts is not of the responsibility of SUMA), or by reducing at source, so that those which this is targeted at can understand the advantages of such procedures.

Of all the existing campaigns, 62 were in alignment in 2011, and highlight goes to the mobile awareness units (Lixoteca ® Itinerante) solidarity mobile units (Reutilândia ®), as well as skills certification project at Schools.



**Lixotecas®**, making use of sensory exploration activities and media, ensures the transmission and sedimentation of knowledge related to the characterization of the waste and solutions directly associated with the shared management of responsibilities. It defends the concepts of reducing, reusing, recycling, respect and accountability through easy to grasp educational games, and the contents are to be propagated by children within their relational sphere, reaching, in a qualitative way, the adult population (the one with most responsibility on pro-environmental procedures and routines).





**Reutilândia®**, amongst the awareness campaigns released in 2011, corresponds to the project that most contributes toward the corporate social responsibility of the SUMA Group. Designed to collect objects that some people no longer need and are then channelled to the neediest populations, focusing on the re-use of goods, the solidarity mobile unit joins environmental principles (freeing up waste landfill with potential for re-use) to social solidarity, demonstrating the company's concern with the surrounding community and its pro-activity and contribution toward the minimization of effective problems.



The process of **certification of skills**, covering a wide range of issues related to awareness of environmental issues in what concerns solid waste (in terms of collection and street cleaning), developed within primary schools, makes use of environment-related books to encourage awareness toward active citizenship of students, teachers and families, addressing transverse issues linked to risk prevention and road, and food safety. The focus of the company is set on social responsibility in relation to the community and its employees.

The other campaigns, although less general, also focus on issues related to safeguarding the environment and improving the quality of life of people covered in service contracts.

## 5. COMMUNITY AND CITIZENSHIP

### **National Meeting of Civil Engineering**

The College of Civil Engineering of the Engineers Association promoted in March 2011, at the Faculty of Engineering of the University of Oporto, the National Meeting of Civil Engineering under the theme Civil Engineering - Challenges for the Future.

Mota-Engil, silver sponsor, supported this event which included a series of lectures given by renowned experts in the field of civil engineering.

**8Th ISCPsi/APAV Solidarity Race**

The Institute of Police Sciences and Homeland Security (ISCPsi), in partnership with APAV - Portuguese Association for Victim Support, have organized since 2004 an athletic competition which takes place in the city of Lisbon.

By encouraging the practice of sports, this joint initiative aims to promote healthy lifestyles, contributing to bring the police institutions closer to the community and to organizations that work in favour of vulnerable social groups.

On 27th March 2011, the 8th edition of this race was held. There has been a growing participation of athletes and sponsors, united by the spirit of social solidarity which governs the organization of the event. Mota-Engil once again supported this initiative by sponsoring its implementation and thus trying to give one more example of its involvement in social causes.

**ASSOCIATION OF FAMILY BUSINESSES**

The Association of Family Businesses is a non-profit organization created on 14th October 1998. All its members are Chairmen, Directors and members of the Board of Directors of Family Businesses of which they are owners.

The Association helps Family Businesses improve their management, expand their universe of knowledge and prepare them for change. The Association offers a programme of services and training and conducts seminars, conferences and congresses and has a website devoted exclusively to Family Businesses.

Mota-Engil gave a contribution to support the activities of this institution.

**Corporate Confederation of Portuguese Speaking Countries**

Under the constitution of the Corporate Confederation of Portuguese Speaking Countries, its Portal was launched at the Summit of Heads of State and Government of Portuguese Speaking Countries.

Mota-Engil contributed toward the launch of this portal, providing support to ELO - Portuguese Association for Economic Development and Cooperation.

**Associação Acredita Portugal**

The Association Acredita Portugal aims to develop and strengthen the confidence of the Portuguese and the trust in the Portuguese. These are the Association's aims inherent to its mission:

- To develop a positive attitude, creating a space for the formulation of projects / dreams and the informed decision to pursue them;
- To encourage entrepreneurship of the Portuguese by supporting the implementation of their projects.

Mota-Engil has contributed by supporting the Association's activities.



### CONTRIBUTION TOWARD THE COMMUNITY - INDÁQUA

The interaction of Indáqua with the community that surrounds it (Customers, Associations, Schools, Universities, Media, amongst others) is carried out in various ways, highlighting the following:



- Development of two information campaigns to customers of all concessions, materialized by sending a flyer along with water invoice: “Tap water 1 000 times better” and “Join the direct debit system. Gain more time for yourself”;

- A set of information and games and interactive environmental education available on the institutional site – [www.indaquap.pt](http://www.indaquap.pt) - with highlight to: “Children’s Story - Indy, the droplet that needed to take a bath”, “13 question Water Game” and “Water Cycle”.





- Installation of showers, drinking fountains and area to wash feet at the Matosinhos beaches, by Indáqua in collaboration with the local council.
- Promotion of various awareness and information actions at schools, on consumption of public supply water by Indáqua Fafe.
- Continuation of the project “Clean drinking water holds our body and soul together,” at the schools of the counties where it operates, an action exclusively dedicated to students in 5th grade and aimed at environmental preservation, taught through the correct habits of water consumption of supply networks. This project, which involved, in 2011, 46 schools, 280 classes totalling 8099 students, was awarded with the “Dr. Francisco Fonseca Henriques 2010” Award.
- Participation of VISTA WATER in the International Fair of Environment, Equipment, Services and Environmental Technologies in Luanda (Angola) and dissemination of the campaign “Tap water 1 000 times better” in magazines.
- Training in Angola by VISTA WATER in “Quality Control of Drinking Water by Portable Laboratories to Analyse the Quality of Water.” This training, conducted in several provinces of southern Angola, with a duration of one week in each province, intended to enable the technicians of local WTP (Water Treatment Plants) operating local water treatment and distribution systems, to carry out quality control, among other activities. In 2011, five training courses were carried out in five different provinces in the centre and south of Angola. Around 80 technicians received training.
- Indáqua Feira established a protocol with the Town Council for payment in instalments by the customers, of the connection to the public network.

## 6. CULTURE

### Virgínia Theatre



Vibeiras renewed, for the 4th consecutive year, support to the Virginia Theatre in Torres Vedras as bronze sponsors. The Virginia Theatre, integrated in the national network of theaters and culture, is a cultural space with over one hundred years, which was refurbished and opened in 2005. Featuring a rich and diverse artistic programme, aimed at all age groups and social groups it promotes the enhancement of the Central region so that it stages knowledge and art, boosting encounters between performing arts and the different communities.

With this protocol, Vibeiras benefits from communication and image, as well as invitations to shows and events available to employees, customers and partners.

Vibeiras also supports annually the Coral Sinfónico de Portugal (Choir).

### Photobiography of Gonalo Ribeiro Telles



Vibeiras supported the publication of the book in honour of Gonalo Ribeiro Telles, which was presented in December at the Calouste Gulbenkian Foundation. Gonalo Ribeiro Telles was honoured as man, politician, architect and visionary.

Vibeiras would not fail to join this publishing project, along with the Portuguese Association of Landscape Architects and the University of vora. It was yet another way of contributing toward the dissemination of the profession of Landscape Architect and to honour one of the most recognized figures of Landscape Architecture in Portugal.

Some works designed by Gonalo Ribeiro Telles comprise the Vibeiras portfolio, such as the Garden of the Information Center of Expo '98, the Riverside Walk and Triangular Garden, all in Parque das Naes, works carried out for the 1998 World Exhibition between the years 1995, 1996 and 1997.

### Serralves Foundation

The Serralves Foundation is a cultural institution of European scope serving the national community and whose mission is to raise public awareness toward contemporary art and the environment, through the Museum of Contemporary Art as a multidisciplinary centre of the Parque as natural asset devoted to environmental education and entertainment, and the Auditorium as a centre for discussion and debate on contemporary society.

Recognized today as one of the leading Portuguese cultural institutions and the most relevant in northern Portugal, the Serralves Foundation has developed a great effort in promoting contemporary art at national and international level and disclosing its remarkable architectural heritage and landscape.

The Foundation organizes and presents annually to the public a diverse programme of initiatives, with the purpose of boosting debate and curiosity about art, nature and landscape, educating creatively and promoting discussion on contemporary society.

The Mota-Engil Group, which integrates its Council of Founders since 1994, has sponsored various activities of this institution, maintaining the status of Exclusive Sponsor of the House of Serralves acquired with the protocol signed with the Foundation in 2010. Originally conceived as a private residence, the House is a unique example of Art Deco architecture classified as property of public interest.

### Casa da Msica

In 2011 MANVIA maintained its participation in the Programme Friends of the Casa da Msica Foundation, aiming to provide cultural activities of this institution to its Employees and Customers.

## 7. EDUCATION AND SCIENCE

### University of Oporto

The University of Oporto celebrated its 100th anniversary in March 2011 and organised an extensive programme of celebrations with a vast number of cultural and scientific events: art exhibitions, science dissemination activities, international conferences and meetings, musical concerts, publication of books and even sports competitions between different universities.

Mota-Engil joined a group of public and private entities to support these celebrations, as well as some investments aimed at preparing the way so that in the near future, the University of Oporto can be considered as one of the top 100 universities in Europe.

### Luso 2011

Mota-Engil granted support PARSUK (Portuguese Association of Researchers and Students in the UK), thus sponsoring the annual conference of Portuguese students and researchers in the UK, LUSO2011.

Over the past years LUSO has featured prominent speakers. The event has received around 200 participants and has been highlighted in the Portuguese press.

The 2011 edition, focusing on innovation and entrepreneurship in science and technology, was held in Nottingham on 18th June, with several lectures by Portuguese entrepreneurs and academics working worldwide.

### Prémio Jovem Arquitecto Paisagista



The Jornal Arquitecturas / Vibeiras Jovem Arquitecto Paisagista Award is an annual award aimed at recognizing the work of students and young landscape architects. This Award is organized by Vibeiras in partnership with a communications company, since 2004, and as of 2009 has been extended to the Spanish and Latin America markets.

Candidates are invited to submit a project, either individually or in groups, under the theme "Recovery of Public Space", which is assessed by a jury according to the following criteria: Concept and Originality, Joint Technical Solution, Solution Sustainability and Project Presentation. .

Vibeiras is also responsible for the prizes awarded to winners. In the last three editions there were international trips and accommodation to attend the International Congress of Public Parks and Gardens which has already taken place in Peru, Switzerland and will be held in Brazil in 2012. .

### **Logz Goes to School**

LOGZ developed in conjunction with regional schools, a programme in order to adequately explain and through the use materials suitable for the intended audience (children) of the parishes of Pinhal Novo, Palmela and Poceirão, the Logistics Platform Project and its operation, as well as their links with the surrounding community.

In a simple and accessible manner information on the Project was transmitted with the aim of involving not only school children but also their families. In these actions, held at primary schools 400 students were involved through a role-play where the role of logistics in a globalized world was explained in a simple way. To that effect the children were given a small colouring book with the story. In parallel, LOGZ helped to equip these schools with audiovisual and computer equipment.

### **Novas Oportunidades**

Vibeiras promoted various disclosure actions to employees with an education level lower than 4th, 6th, 9th or 12th grade in order to apply for the New Opportunities initiative, supported by the Government and the European Union. The initiative is a process that allows the formal recognition of learning made by the person throughout his life, which may allow access to the primary or secondary school level diploma.

Some employees have been integrated into specific programmes. The process had the full support of Vibeiras that views the professional development of its human resources as an asset of utmost importance.

## **8. HEALTH**

### **League of Friends of São João Hospital**

The League of Friends of São João Hospital (Oporto) was created in 2006 to promote the well-being of the patients and the good name of the São João Hospital.

It acts, above all, in the chapter of humanisation of hospital care, complementing and enriching the hospital's mission, putting forward solutions for the improvement of the services provided.

It is also especially devoted to providing support to the disabled, children and the elderly with particular needs of social, material or affective nature.

Acknowledging the remarkable effort of the League of Friends, Mota-Engil, in its capacity of friend of the League, once again provided support to its initiatives in 2001.

### **Ernesto Roma Foundation**

The Ernesto Roma Foundation was created to support the oldest association in the world in the help to people with diabetes (Diabetic Association of Portugal - APDP), and launched the campaign "100 Mecenas Unidos pela Diabetes".

The campaign was directed at organisations and companies and the objective to raise their awareness to the problem of diabetes making them patrons of this cause with the specific purpose of helping the APDP in the research to find a cure for this illness and in the feasibility of opening the Ernesto Roma Diabetes School – named after the creator of Social Diabetology and founder of APDP — to teach health practitioners and patients how to deal with the illness and how to treat it.

Diabetes is a chronic disease that afflicts around 900,000 people in Portugal and is the fourth cause of death in developed countries.

The Mota-Engil Group is a patron of this cause and its support is multiannual.



## 04 RESEARCH, DEVELOPMENT AND INNOVATION

### Vibeiras Obtains OHSAS 18001 Certification

Vibeiras obtained certification of its Management System by OHSAS 18001, which will significantly improve the efficiency of internal operations and consequently reduce accident risks and downtime. Employees have thus become more prepared to deal effectively with any future risks, while ensuring compliance with legal requirements.

### 4.1 INTRODUCTION

Research, Development and Innovation (RDI) play a central role within the strategy of the Mota-Engil Group and are now an indispensable factor of business differentiation and competitiveness.

A large part of the initiatives within this scope show a strong correlation to the sustainability themes, both at an economic level, through the minimising of costs, increase of operating efficiency, improvement of the management systems and the creation of new business opportunities; and at an environmental level, through its influence on minimising the environmental impacts generated by the business activities and processes.

This effort is particularly clear in the field of Engineering and Construction.

The main initiatives are described below.

### 4.2 ENGINEERING AND CONSTRUCTION

#### 4.2.1 GENERAL COMMENTS

In 2011 the Research, Development and Innovation Management System proved to be based on strong foundations, created in previous years, and transformed into a boosting methodology that allowed:

- to concentrate a larger number of ongoing initiatives at the company;
- to focus on existing projects aligning them with the company's strategic guidelines.

To achieve this maturity the development of the support platform for this innovation process - InnovCenter. The platform was recognized at the beginning of 2011 by the Nielsen Norman Group as one of the Top 10 intranets for 2011 and it is currently available to employees of Mota-Engil Engenharia.

#### 4.2.2 ORGANIZAÇÃO

The RDI Management is committed to the Mota-Engil Engenharia Innovation, Technology and Performance Division.

The implementation of the Corporate Model for Functions and Skills integrated in the Skills Mapping Project allowed to reinforce the importance of competence and innovation amongst Mota-Engil Engenharia employees, and the development of the Balance ScoreCard that comprises the Project Score allowed to strengthen the commitment of the several business units as regards Innovation.

### AUDITS, RESULT ASSESSMENT AND TRAINING

In 2011, two audits were carried out to the RDI Management System - one internal audit, where a set of actions for the system's improvement was identified, and an external audit by APCER, where all the changes that had been set to the system were assessed and validated. That audit was a follow-up audit because the audit for the renewal of RDI Certification took place 2010

### COMMUNICATION

At internal communication level there were events promoted (seminars, workshops) on knowledge, technology and Innovation at Mota-Engil Engenharia, with highlight to the following:

- Introducing Project SIGABIM
- Open Day “What Can I Change?” – open day for young engineers under the theme Industrialised Construction;
- Presentation of internship projects of young engineers

In the field of information communication technology, the siTEC platform was implemented through the communication of technical news, development of a more efficient search engine and of the structuring of information and technical knowledge, including Scientific Papers, Technical Publications, Technology, Thesis, Internship Reports, Final Report of Works, Technical Press, Normative and Regulatory Reference Documents, among others.

## 4.2.3 RDI MANAGEMENT SYSTEM

### RELATIONSHIP WITH EXTERNAL ENTITIES

Relationships and interface management with external entities is of major importance for the RDI management system.

Customers, suppliers, distributors, partners, competitors, consultants, corporate associations, knowledge centres/ higher education institutions, the state and regulating bodies as well as specialised technical press and the market in general, comprise a vast collection of interfaces with external entities worth developing.

Within this scope there is still the protocol entered into by the University of Minho with the aim of establishing and developing technical, scientific and innovative co-operation actions in areas of interest to both Mota-Engil and the University of Minho.

Highlight should be given to the following partnerships and initiatives:

### INITIATIVES:

- Inova Gaia – Participation in a business incubator
- PTPC – Participation in the Technological Platform for Construction



## PARTNERSHIPS:

- INFOR – Co-operation protocol within the scope of the SIGABIM project
- Miguel Krippahl – Co-operation protocol within the scope of the SIGABIM project
- VICO – Co-operation protocol within the scope of the SIGABIM project;
- FEUP – Cooperation Protocol within the scope of the SIGABIM project and support to master theses of Civil Engineering students
- Mathematical Engineering Laboratory (ISEP) – Cooperation protocol within the scope of the project “Determining measurement errors”;
- weListen – Cooperation protocol within the scope of the development of the Innovcenter platform;
- Linear Project – Cooperation protocol within the scope of the VIRMEEC project;
- PTCP (Portuguese Technological Platform for Construction) – Development of technology watch activities;
- BIM Forum – Promoting BIM methodology at national level.

Lastly, as has occurred for several years now, highlight goes to the award of a prize to the best student in civil engineering at the Engineering School of the University of Oporto (FEUP).

## TECHNOLOGY WATCH

In order to facilitate the transfer of new construction technologies, note goes to the implementation of technology watch methodology, particularly in relation to the following information means: international reports of construction trends, tradable emerging technologies and solutions, representative items of technical press, patented construction materials and system and technical and scientific research lines.

The results of this monitoring are available on the siTEC platform and through a specific report for the dissemination of technological information.

## RDI PROJECTS

### Organisational

- *Maturidade IDI 2010* – A programme comprising several initiatives that allow the achievement of a high level of creativity, innovation and entrepreneurship within the company and that generated the support platform for the innovation process – InnovCenter;
- *Link.ME* – A project that aims at designing and implementing a Knowledge Management System.
- *HiLoTec* – Development of a technology for sustainable self-construction for small houses in emerging countries. A project developed in partnership with the University of Minho and Mota-Engil Malawi.

- *Curriculum ME Platform* – Development of a computer platform that allows to systematize all information pertaining to works carried out by Mota-Engil Engenharia. This platform will be available in all countries where the company operates.
- *Cockpit* – Development of a platform with management indicators to follow-up on performance of the various business areas of Mota-Engil Engenharia. The aim is to provide relevant information to the various managers in good time in order to support decisions in a quicker and reasoned manner.

### Construction and Infrastructures

- *SRG characterisation models* – Developing a geotechnics characterisation model adapted to residual soil
- *GNSS Network* – Developing a skills centre and a new business unit within the field of precision positioning that will create innovative and unique solutions in the market
- *Building Information Model* – Using virtual simulations to reduce inherent risk for the construction process
- *VIRMEEC* – Developing a computer tool to support the decision of defining and optimising the production strategy of road works
- *Encarregados On-Line* – Developing a computer solution with a friendly interface that will facilitate communication between the project manager and the construction manager
- *Demolition and Construction Waste management market* – Developing an application which will allow optimising Demolition and construction waste management and boost its value
- *InPEC - Innovative Process for Efficient Construction* – Aims to achieve a solution of international response through the field in all aspects of a portfolio of construction solutions for the construction of housing projects ensuring the optimization of deadlines, costs and materials

### Central Laboratory:

- *Handbook of formulation studies that were carried out in the laboratory* – Creating a handbook with the various methodologies used in formulation studies that were carried out in the LABC.
- *DIP* – Use of the deflectometer of portable impact on the control of implementation of landfills.
- *Complement of the study of ways of improving performance of aggregates used in a sub-ballast layer in what concerns its permeability* – Complementary study to the work developed in 2009 on the improvement of the permeability of the a sub-ballast produced in the quarry.
- *Study of the relation between the diameter compression and the simple compression in soils treated with hydraulic binders* – Study of the possibility of defining a correlation for the rupture cargo obtained by diameter compression and uniaxial compression according to the different healing periods.

- *Contribution for the study of indirect traction in the combined treatment of soils with lime and cement* – R&D project aiming to gain awareness on the values obtained in the indirect traction parameter that is critical in determining the final binder percentages to be used in soil treatment;
- *Contribution for the study of Soil Treatment: Assessment of Deformability* – Study and development of technology for the continuous assessment of the progress of the deformability module in soils treated with hydraulic binders (lime and cement).

## Foundations and Geotechnics

- *Blanketing of Bentonite Sludge* – To study solutions to reuse the bentonite sludge

## Mota-Engil Betões e Pré-Fabricados

- *SIPAV – Prefabricated Innovative Solutions for High Speed Railways*
- *LEGOUSE – Modular Prefabrication of Controlled Cost Building.*

## 05 PERFORMANCE

### 5.1 ENVIRONMENTAL PERFORMANCE

#### 5.1.1 ENGINEERING AND CONSTRUCTION

#### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

##### 1. MANAGEMENT SYSTEM

Since May 2005, MOTA-ENGIL Engenharia e Construção S.A. is certified under the NP EN ISO 14001 - Environmental Management standard. The integration of environmental considerations into Mota-Engil strategic decisions demonstrates the importance given to continuous improvement of our environmental performance.

In 2012 Associadas Ferrovias and CPTP, entities with certified Environmental Management System were integrated into the Management System and in December the Extension Audit was carried out by the Certification Body. No non-conformities were detected. Management Systems were studied and integrated in order to find synergies and to be aligned with the reference standard.

The Environmental Management System at Mota-Engil Engenharia is supported by a network of processes, translated into a functional and organizational knowledge repository oriented toward its businesses.

For each activity the associated environmental aspects are identified and assessed in accordance with the internal methodology described in a specific procedure applicable to all activities undertaken by the Organization.

Environmental aspects deemed significant are monitored either by applying the rules of operational control, or by defining management programmes.

In order to promote continuous improvement in environmental performance of processes, the two indicators of environmental performance whose assessment levels range from 1 to 5, namely:

- Level of Compliance in Audit – Shows compliance with the regulatory requirements, demonstrating the degree of implementation of the Management System;
- Level of Legal Compliance – Shows compliance with the legal requirements and other applicable to the activities.

These indicators are presented biannually and per process. The processes also identify based on significant environmental aspects other Strategic and / or Performance Indicators.

The management of information on environmental performance indicators is supported in the transaction in sap allowing the collection of data in real time.

The Management System involves the performance of Internal Audit, with a half-yearly planning. In 2011, 27 technical audits were performed by independent internal auditors of the audited areas.

### The Signature of the Memorandum of Understanding with ICNB

Mota-Engil Construção e Engenharia and Institute of Nature Conservation and Biodiversity (ICNB) under the Business & Biodiversity Initiative which aims at increasing the relationship between companies and Biodiversity, agreed to establish a partnership that promotes the enhancement of Biodiversity-related issues in activities carried out by Mota-Engil Engenharia, under the terms of the Memorandum of Understanding.

Mota-Engil Engenharia e Construção will be responsible for integrating Biodiversity in the management model of the Company and ICNB will be responsible for monitoring and supporting Mota-Engil Engenharia in actions which will be developed within the scope of the Memorandum that includes, amongst others, the following points:

- Integrating biodiversity as a factor to consider when assessing the environmental impacts caused by company activities;
- Promote the recovery of waste to the detriment of disposal, as a way of minimizing consumption of natural resources and degradation of habitats;
- Develop awareness and education actions, among employees, stressing the importance of preserving biodiversity and its relationship with company activities;
- Disseminate among Stakeholders (Employees, Subcontractors, Construction Site Developer and local communities), means to prevent and conserve Biodiversity that boost collective awareness to this issue

Mota-Engil Engenharia contributed toward the increase the value of the Museum of Natural History of the Faculty of Science of the University of Oporto with the supply of naturalised animals.

The naturalised animals belonged to the heritage of Quinta dos Morleiros in Amarante, property acquired by the company. The previous owners had a variety of species which had been collected over the years.

Mota-Engil Engenharia consulted the Institute of Nature Conservation and Biodiversity (ICNB), which showed no dispute as to the offer in question.

A list was prepared with the identification of all species and a photographic record of the latter.

## 1.1 ENVIRONMENTAL PROMOTION INITIATIVES

### Environmental Awareness

Awareness campaigns were carried out through direct mailing, alluding to the celebrations of the following dates:

- World Arbor Day,
- International Day of Biological Diversity,
- National Day of Energy,
- World Environment Day,

Integrated in the actions of the World Arbor Day, Mota-Engil Engenharia intended, in an initiative launched by the Sustainability Group and supported by the Directorate of Aggregates, to plant arbutus trees, an indigenous species, on the private land of the Pedreira de Penafiel.

The initiative entitled *Let's Plant an Arbutus tree – Taking care of the environment, I take care of myself* aimed to:

- Complete the initiatives of the International Year of Biodiversity, which the company joined and in which each employee had to adopt a arbutus tree in the office;
- Promote an initiative within the scope of the Memorandum of Understanding with ICNB;
- Launch the International Year of the Forest in 2011. In the end, each student was given a Certificate of Participation.

### Douro Interior e Pinhal Interior

Within the scope of the International Year of Forests 2011, the sub-concession of Douro Interior developed over the years a set of themes alluding to the forest:

January and February: Cork

March and April: Start of the Separation of Cutlery Bags Campaign

May and June: Mushrooms

July and August: Forest Fires

September and October: Invasive Species

November and December: Protected Areas

**European Week for Waste Reduction**

On the European Week for Waste Reduction, from 19th to 27th November, 2011, 12 actions were disclosed to reduce waste: borrow or rent tools, put "NO ADVERTISING HERE" on the mailbox; use reusable bags ; avoid wasting food; purchase green refills; drink tap water; limit printing; make compost; use rechargeable batteries; give old clothes; fix damaged appliances; buy in bulk or in large formats.

**Forest Requalification Project**

A Requalification Project was prepared. Thus, the following plan of action was established:

Rehabilitation of forest roads - 7.52 Km

Preparation of land in Carvalhos for planting - 1 hectare,

Oak plantation - 1,500 units,

This action was postponed to the first quarter of 2012 due to weather conditions and equipment availability

**Campaign for the Gathering of Cutlery Bags**

The campaign's main objective was to raise awareness among employees toward the preservation of the forest resource by collecting paper from cutlery packages. This action intended to show that small daily gestures, are essential for the conservation of natural resources.

## EXAMPLES OF THE ACTIONS TAKEN – DOURO INTERIOR



In Pinhal Interior subconcession a methodology was created for the assessment and subsequent dissemination in the Work of Subcontractors. The assessment considers factors such as the behaviour in relation to the defined operation control rules. Results are disclosed quarterly.

Integrated in the actions of the World Arbor Day, and in partnership with the Proença a Nova Town Council, a local school was invited and indigenous species were planted. The intention is to repeat this initiative in the other lots of the Pinhal (pine forest).

#### EXAMPLE OF ACTIONS TAKEN - PINHAL INTERIOR



## 2. ENVIRONMENTAL PERFORMANCE INDICATORS

The information management on environmental performance indicators of Mota-Engil Engenharia was again supported by the transaction in sap ZGIA.

For the calculation of indicators, within the GRI Report Guideline, were aggregated the results of Mota-Engil Engineering.

## INDICATORS ACCORDING TO GRI (GLOBAL REPORTING INITIATIVE)

### ENERGY

|11

#### DIRECT ENERGY CONSUMPTION, BY PRIMARY SOURCE (DIESEL)

EN 3	2011
	265,823 GJ/year

09|10|11

#### DIRECT ENERGY CONSUMPTION, BY PRIMARY SOURCE (DIESEL)

EN 3	2009	334,655	GJ/year
	2010	410,348	GJ/year
	2011	265,823	GJ/year



**|11****INDIRECT ENERGY CONSUMPTION, BY PRIMARY SOURCE (ELECTRICITY)**

EN 4	2011	
	43,444	Gj/year

**|09|10|11****INDIRECT ENERGY CONSUMPTION, BY PRIMARY SOURCE (ELECTRICITY)**

EN 4	2009	55,890	Gj/year
	2010	59,026	Gj/year
	2011	43,444	Gj/year

## GREENHOUSE GAS EMISSIONS

**|11****DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS**

EN 16	2011		
	22,708	DIESEL (PRODUCTION SECTOR)	ton CO2/year
	5,672	ELECTRICITY	ton CO2/year
	28,379	TOTAL	ton CO2/year

**10|11****DIESEL (PRODUCTION SECTOR)**

EN 16			
	2010	36,783	ton CO2/year
	2011	22,708	ton CO2/year

**ELECTRICITY**

	2010	7,706	ton CO2/year
	2011	5,672	ton CO2/year

**TOTAL**

EN 16			
	2010	44,489	ton CO2/year
	2011	28,379	ton CO2/year

**|11****OTHER INDIRECT GREENHOUSE GAS EMISSIONS**

EN 17	2011		
	3,037	DIESEL (CAR FLEET)	ton CO2/year

**10|11****OTHER INDIRECT GREENHOUSE GAS EMISSIONS****DIESEL (CAR FLEET)**

EN 17			
	2010	6,415	ton CO2/year
	2011	3,037	ton CO2/year

## WATER

**|11****TOTAL WATER CONSUMPTION BY PRIMARY SOURCE**

EN 8	2011		
	66,661	UNDERGROUND ABSTRACTIONS	m³
	52,713	SURFACE ABSTRACTIONS	m³
	45,900	PUBLIC NETWORK	m³
	165,274	TOTAL	m³

## |09|10|11

## TOTAL WATER CONSUMPTION BY PRIMARY SOURCE

UNDERGROUND ABSTRACTIONS				SURFACE ABSTRACTIONS			PUBLIC NETWORK		
EN 8	2009	167,025	m <sup>3</sup> /year	2009	78,733	m <sup>3</sup> /year	2009	95,176	m <sup>3</sup> /year
	2010	117,414	m <sup>3</sup> /year	2010	118,922	m <sup>3</sup> /year	2010	85,542	m <sup>3</sup> /year
	2011	66,661	m <sup>3</sup> /year	2011	52,713	m <sup>3</sup> /year	2011	45,900	m <sup>3</sup> /year

## TOTAL

EN 8	2009	340,935	m <sup>3</sup> /year
	2010	321,878	m <sup>3</sup> /year
	2011	165,274	m <sup>3</sup> /year

## LIQUID EFFLUENTS

## |11

## TOTAL LIQUID EFFLUENTS CLASSIFIED BY QUALITY AND DESTINATION

EN 21	2011		
	6	DISCHARGE INTO MUNICIPAL COLLECTOR	m <sup>3</sup>
	3	DISCHARGE INTO TREATMENT PLANT	m <sup>3</sup>
	1,832	DISCHARGE INTO LAND	m <sup>3</sup>
	0	DISCHARGE INTO WATERLINE	m <sup>3</sup>
	1,841	TOTAL	m <sup>3</sup>

## |09|10|11

## TOTAL LIQUID EFFLUENTS CLASSIFIED BY QUALITY AND DESTINATION

TOTAL			
EN 21	2009	6,598	m <sup>3</sup>
	2010	2,235	m <sup>3</sup>
	2011	1,841	m <sup>3</sup>

## WASTE

## |11

## OVERALL AMOUNT OF WASTE PER TYPE AND METHOD OF TREATMENT

EN 22	2011		
	17,434	NON-HAZARDOUS	
	229	HAZARDOUS	
	6,935	ENHANCEMENT	% enhancement and reuse MEEC
	320	ELIMINATION	
	17,663	TOTAL	

## |09|10|11

## OVERALL AMOUNT OF WASTE PER TYPE AND METHOD OF TREATMENT

NON-HAZARDOUS			HAZARDOUS			ENHANCEMENT		
EN 22	2009	20,527	2009	1,658	2009	12,682		
	2010	18,331	2010	1,313	2010	9,233		
	2011	17,434	2011	229	2011	6,935		
ELIMINAÇÃO			TOTAL					
	2009	9,503	EN 22	2009	22.185			
	2010	10,441		2010	21.975			
	2011	320		2011	17.663			

### 5.1.2. ENVIRONMENT AND SERVICES

#### SUMA, SERVIÇOS URBANOS E MEIO AMBIENTE, SA

##### 1. ENVIRONMENTAL MANAGEMENT

As an Organization operating in the environment, and as leader of the private operators of Waste Collection and Urban Cleaning, a pioneer and driving force of developments in this activity sector, SUMA assumes its environmental performance with great responsibility and sense of mission.

In this sense, the organization has documented and established the following objectives within the scope of environmental management:

- to comply with the existing legal provisions on Environment and Health and Safety at Work and to plan the operations that are associated with significant environmental aspects consistent with its Management Policy and its objectives and targets, in order to ensure that these operations are carried out under specified conditions;
- to establish methods to control not only the situations related to environmental aspects and significant risks, but also situations where the absence of these methodologies can lead to deviations from Company Policies and objectives.

Each year, a monitoring programme is set in order to regulate the monitoring of performance of the Organization's performance at Quality / Compliance, Environment, Safety and Health at Work level, which includes the following aspects:

- monitoring the extent of achievement of Goals and Targets associated to SUMA's Management Policy;
- monitoring and measurement of the various processes / activities through the results obtained in the indicators established for each of them;
- mro-active measurements of performance to monitor compliance with SUMA's Management Programme, with operational criteria and legal and regulatory requirements;
- meactive measurement of performance to monitor non-conformities (including near misses).

Note that there are defined and documented methodologies to:

- Organize and maintain Occupational Medicine services, to encourage and monitor the health of workers;
- Ensure that potential emergency situations are avoided in the Organization and that when there are that the set operational control measures are implemented, seeking to limit their consequences for Man and the Environment.

## 2. ORGANISATION OF THE ENVIRONMENTAL MANAGEMENT SYSTEM

The function of the department of Quality, Environment and Safety is based mainly on the management of legal and regulatory requirements and standards set by the Organization itself for maintenance, monitoring, control and continuous improvement of the Integrated System of Management of Environment, Safety and Health at Work, implemented in companies under direct management of SUMA.

Highlight goes to the following actions developed in 2011:

- Maintaining the triple certification of the Head Office and the Aveiro and Service Center - Quality Management System (NP EN ISO 9001:2008), Environmental Management System (ISO 14001:2004) and Management System of Safety and Health at Work (OHSAS 18001:2007 / NP 4397:2008).
- Entry into force of the new procedure for the Management of Complaints, jointly implemented with a new database for the control of complaints and the provision of Complaint Books for all facilities. The intention was not only to simplify the methodologies, but mainly meet the applicable legal and regulatory requirements and ensure that all complaints are properly recorded and analyzed, with the involvement of those responsible and that response is given to the claimant; non-conformities they relate to complaints are detected; and reliable / relevant data is obtained to improve the performance of the Organization.
- Continuity of Diagnostic Audits to Service Centres, launched in the previous year. In this type of audits / inspections, a survey is made of non-conformities and improvement opportunities are identified and the corrections and improvement actions to be implemented are defined. Then the respective follow-up of said implementation is carried out.
- Launch of the 2nd phase of the internal awareness campaign for Accidents. To draw attention to the shared responsibility that must exist in the compliance with the set mandatory safety rules to reduce accidents at work, is the main objective of this campaign.
- Review the methods of the Local Commission for OHS and their implementation, which ensure that all workers are consulted on these issues at least twice a year. The first campaign in 2011 achieved a compliance rate of 76.3%, and the second, a compliance rate of 85.9%.
- Standardization of procedures implemented in the various companies comprising SUMA pertaining to Waste Management.

For 2012, apart from maintaining the Certification, the following actions have been planned:

- Keep Audits / Inspections of Environment and Safety, Hygiene and Health at Work in various Service Centres.
- Maintain the Internal Awareness Campaign for Accidents, with the introduction of new topics.
- Resume the project to simplify documents related to the Integrated System of Management of Quality, Environment and Safety, prioritizing the documentation relating to the area of production.
- Review the Quality Management System implemented at the Laboratory of SUMA Matosinhos, within the scope of the Accreditation according to NP EN ISO / IEC 17025 in order to standardize procedures implemented with the procedures already defined and implemented in SUMA, within the scope of the Integrated Management System of Quality, Environment and Health and Safety at Work.

### 3. INDICATOR SYSTEM

The indicator system adopted within the framework of SUMA's environmental management policy seeks to address the information requested within the scope of the GRI 3.0 reporting guideline.

The following tables feature the indicators for each environmental descriptor and for which the following densities and conversion and emission factors were used:

#### Typical densities:

- Diesel 835 Kg/m<sup>3</sup>
- Petrol 720 Kg/m<sup>3</sup>
- LPG 1000 Kg/m<sup>3</sup>

Source: Ordinance no. 228/90

#### Conversion factors:

- Diesel 43,3 Gj/ton
- Petrol 45 Gj/ton
- LPG 46 Gj/ton
- Electricity 0,0036 Gj/kwh

Source: Order no. 17313/2008

#### CO<sub>2</sub> Emission factors:

- Diesel 74 kg/Gj
- Petrol 69,2 kg/Gj
- LPG 63 kg/Gj
- Electricity 470 g/kwh net

Source: Order no. 17313/2008

### I. Materials

The main materials used in the conduct of specific SUMA activities relate to packaging of waste, the activities of street cleaning and maintenance of vehicles and equipment of the company's fleet.

The main materials used at SUMA during 2011 break down as follows:

## MATERIALS USED

DESIGNATION	UNITS	TOTAL
Accumulators	ton	4,41
Plastic bags	ton	165,87
New tyres (heavy and light)	ton	96,86
Retreaded tyres (heavy and light)	ton	114,44
Lubricants/greases	l	165,801
Diesel	l	5,229,183
Petrol	l	451
Total Chemicals production (herbicides, disinfectants, detergents, bleach)	l	38,106
Paints/lacquers/enamels/thinners	l	4,156
(Others) Chemical Products for Automotive Maintenance	l	3,782
Paper	ton	10,5
Cartridges (ink jet)	un	231
Toners (laser)	un	88

Monitoring and optimizing the consumption of raw materials and resources is a fundamental role in the company's management policy and these actions are integrated in the activity of Research and Development.

Whenever possible, SUMA encourages the use of reusable or recycled material. In the case of the latter, the most significant consumption concerns retreaded tyres - in 2011, of the total number of tyres consumed, 49% were retreaded.

## II. Energy

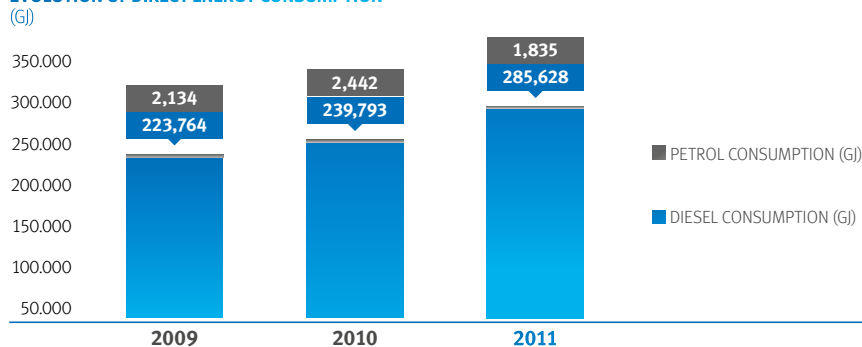
The main energy consumption of SUMA results from activities assigned to their Service Centres, such as transportation of waste and operation of equipment.

Note that the energy consumption of the SUMA Group includes the energy consumption of Vista Waste Management company, operating in the Angolan market.

In the following table, we can see that direct power consumption is mostly in the form of diesel (99%).

### Direct Energy Consumption, targeted per primary source

Direct Energy Consumption, targeted per primary source			
	2009	2010	2011
Diesel Consumption (Gj)	223,764	239,793	285,628
Petrol Consumption (Gj)	2,134	2,442	1,835

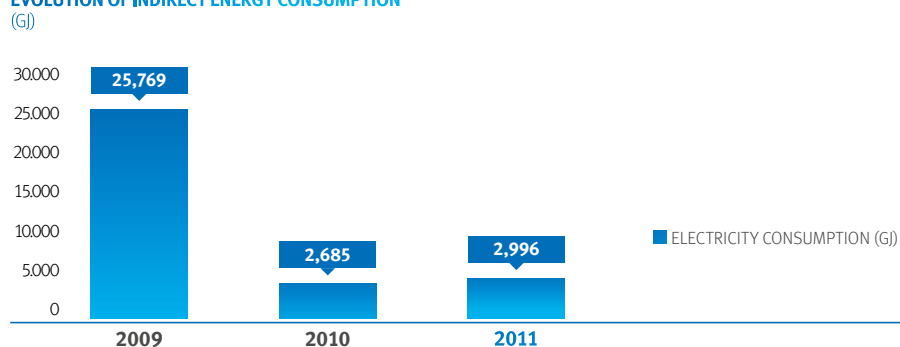
**EVOLUTION OF DIRECT ENERGY CONSUMPTION**

Direct energy consumption has been increasing over the past three years. In 2011, the growth rate was 18.7%, explained by the increase in the intervention of VIEW Waste in the province of Luanda.

The following table reflects the consumption of electricity, regarded as indirect energy consumption.

**Indirect energy consumption per primary source**

DESIGNATION	CONSUMPTION (KWH)	CONSUMPTION (GJ)
Electricity	832,253	2,996

**EVOLUTION OF INDIRECT ENERGY CONSUMPTION**

By analysing electricity consumption over the past three years, we note that in 2010 there was a drastic drop in consumption, a decrease of about 90% compared to 2009. This decrease is due to the fact that most of the electricity consumed by the SUMA is in the Association of Municipalities of Vale do Ave (AMAVE) and this contract ended in late 2009. The AMAVE contract included the Collection of urban solid waste and street cleaning, a screening station and a composting station that were energy-intensive activities.

In 2011, consumption levels remained stable over the previous year.

**III. Water**

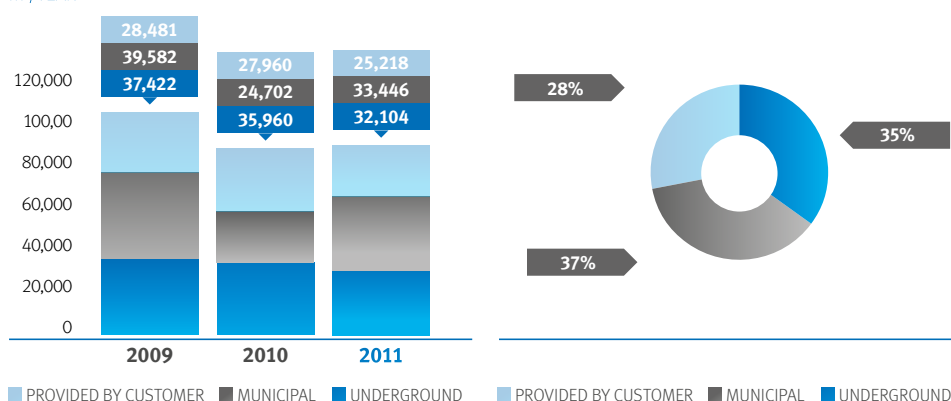
Water consumption at SUMA during 2011 amounted to 90 thousand cubic meters.

This feature has three main uses - Production, Workshops and Home Use – but its consumption is more expressive in production activities, particularly in street cleaning, equipment, containers and collection vehicles.

### Water consumption per source

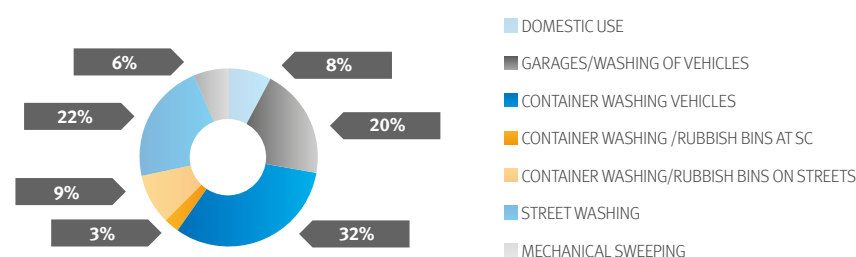
WATER CONSUMPTION PER WATER	CONSUMPTION IN 2011 (M3/YEAR)
Underground	32,104
Municipal	33,446
Provided by customer	25,218
Total	90,768

### EVOLUTION OF WATER CONSUMPTION PER SOURCE M<sup>3</sup>/YEAR



In 2011 there was a slight increase in water consumption compared to consumption in the previous year. As the chart shows, there was an increase in municipal water consumption - about 35%, returning to values closer to those of 2009, after having fallen 38% in 2010 - while the Underground water consumption and provided by customer suffered slight falls.

### WATER CONSUMPTION SEGMENTED BY USE



Through the analysis of the consumption of water by use, it appears that the most significant consumption is associated with the use in vehicles to wash containerisation equipment and street cleaning activities, representing respectively 32% and 22% of total consumption. Consumption in workshop services and washing of vehicles comes immediately after with 20%.



#### IV. Biodiversity

SUMA has no permanent premises in classified or protected areas.

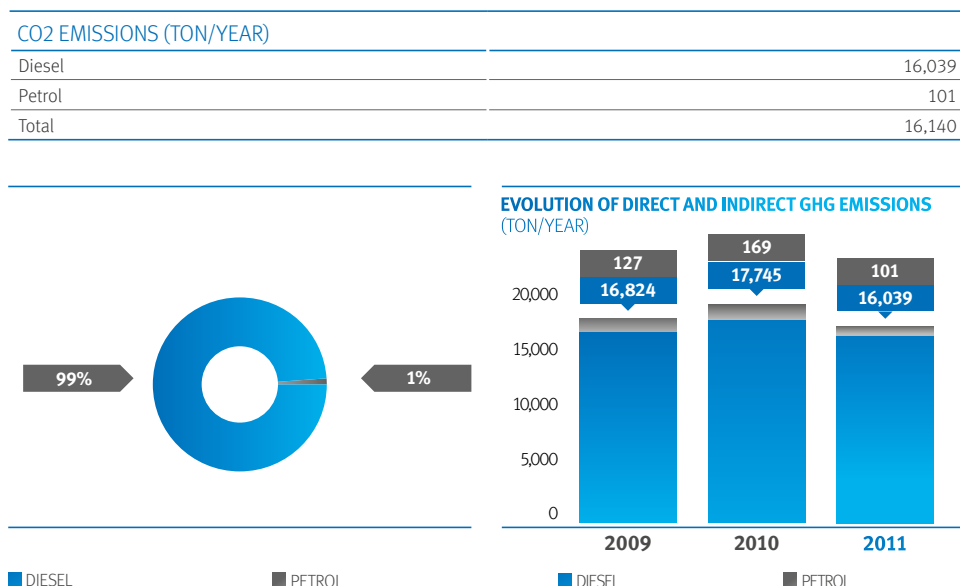
No significant biodiversity impacts caused by company operations were identified.

#### V. Emissions, Effluents, Waste

The SUMA activity that has larger environmental impacts at the level of gaseous emissions - being CO<sub>2</sub> the most important - is the waste collection and transportation.

In this sense, CO<sub>2</sub> emissions were estimated regarding direct and indirect energy consumption (related to production, travelling, business travel of employees and people transportation).

##### Direct and Indirect Greenhouse gas Emissions (GHG)



Diesel is the energy source responsible for most (99%) CO<sub>2</sub> emissions in SUMA. However, in 2011 there was a decrease of around 9.7% in this type of emission in relation to 2010.

Note that the activity of the organization does not cause the emission of substances that destroy the ozone layer and it does not produce any significant emissions, particularly those regulated by environmental permits.

Regarding the effluents resulting from the SUMA activity, these are all discharged into municipal sewers of waste water and its volume amounted to 58 thousand m<sup>3</sup> during 2011. Internally a pre-treatment is done consisting of decantation and hydrocarbon removal.

The measures for the management of liquid effluents produced include treatment prior to discharge of wastewater from vehicle washing and regular monitoring of these installed treatment systems using laboratory tests performed in a certified laboratory.

In applying herbicides SUMA uses only products approved by the Agriculture Ministry, following the recommended instructions which, in addition to optimising the quantities employed, minimises the negative impacts stemming from this activity.

It should be pointed out that massive use of these products is avoided and, for the purpose, SUMA adopts a preventive attitude, making full use of mechanical cutting and localised application.

As pertains waste produced during SUMA's activities, it is mainly non-hazardous industrial waste, such as oils, tires, ferrous metals, and sludge and mixtures of residues generated by sand-removal systems and oil/water separators.

## VI. Products and Services

From the planning and development of its actions, SUMA has these environmental and social concerns, as described previously, which aim at minimizing the impacts associated with their activity.

## VII. Conformity

In 2011, there were no fines at SUMA for breach of environmental legal requirements.

## VIII. Transportation

Regarding the transport of goods and products used in the SUMA activity, the chart below shows the classification of these vehicles, depending on their class of emission, according to the European Emission Standard which regulates the emissions of vehicles sold in the European Union.

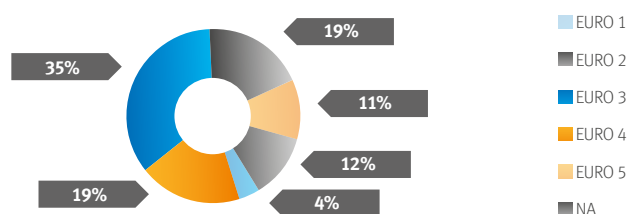
CLASS OF EMISSIONS	TYPE OF EQUIPMENT							
	1	2	3	4	5	6	7	8
Euro 1	23	1	0	3	0	0	0	1
Euro 2	53	13	4	7	4	0	0	37
Euro 3	57	18	0	17	37	0	0	87
Euro 4	48	6	0	19	8	0	0	35
Euro 5	9	2	0	4	3	0	0	51
NA	0	3	0	20	9	33	12	0
Total	190	43	4	70	61	33	12	211

CAPTION:

Type of Equipment

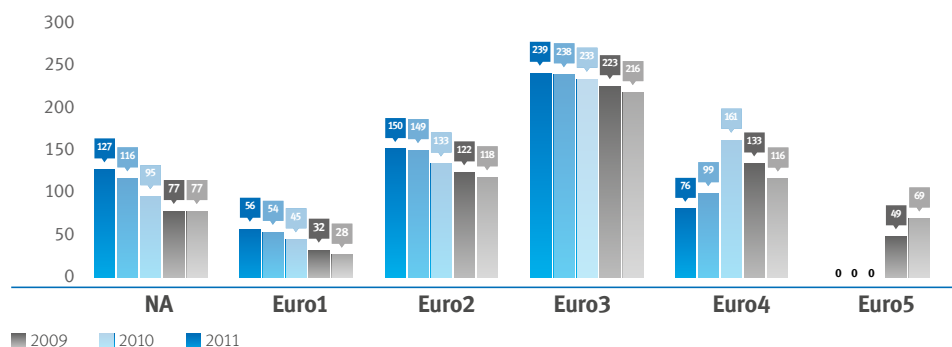
- 1 Compacting Collection Vehicles
- 2 Container washers, Street washers, Pit washers
- 3 Washers, Street washers
- 4 Sweepers, Vacuum cleaners
- 5 Multipurpose Heavy Vehicles
- 6 Tractors, Wheel Loaders, Forklifts, Cylinders
- 7 Light Production Machinery
- 8 Multipurpose Light Vehicles

## TRANSPORTATION PER EMISSION CLASS



Note that 35% of SUMA vehicles are integrated in class Euro 3, whilst more than 38% are equally distributed in Classes Euro 2 and Euro 4.

## 2007 – 2011 SUMA FLEET



In evolutionary terms, there is a clear focus by SUMA on the vehicles with Euro 5 class and there was a continued decrease in other classifications.

## 5.2 SOCIAL PERFORMANCE

## 5.2.1 ENGINEERING AND CONSTRUCTION

## MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO, SA

## 1. HUMAN RESOURCES MANAGEMENT

## Introduction

Human Resources Management at Mota-Engil Engenharia seeks to reflect the group's strategy and human resources policy, which is adopted at corporate level, adapting it to our reality and sector of activity.

In the strategic plan, Mota-Engil Engenharia recognizes human resources as a critical success factor for achieving its defined objectives, and its most valuable asset for promoting competitiveness and creating lasting value.

The main person responsible for Mota-Engil Engenharia's human resources policy is the member of the Board of Directors who is assigned these attributions, who is supported by the Department of Human Resources, as well as the Corporate Department of Human Resources and Mota-Engil Serviços Partilhados, which provides a range of support functions.

The main initiatives in the area of Human Resources Management are:

- to attract and retain the best human resources, in an integrated way, guaranteeing their effective integration and adaptation to the company's Culture and Values;
- to develop competencies that add value to the business, through an ongoing search for knowledge and best practices;
- to generate performance, stimulating and rewarding behaviours that ensure the objectives are reached, in line with the business strategy.

Resulting from the project a gradual implementation of various corporate policies in the company is expected until 2013, with highlight in 2011 to the extension of the Performance Management process to all the employees assigned to the structure of Portugal, as well as the implementation of the Corporate Recruitment and Integration Model, which has ensured the fairness of procedures and practices of the Mota Engil Group Companies at employee recruitment and integration level.

The issues related to this area, in terms of training and raising awareness among employees within the scope of human resources, are exemplified in the initiatives described elsewhere in this Report.

Monitoring, the adoption of preventive and corrective measures, auditing and verification in the area of human resources are expressed, in matters relating to hygiene and safety at work, in the management system that covers these subjects, certified according to OHSAS Standard 18001:2007.

## Social protection

In matters of social welfare, Mota-Engil Engenharia made compulsory contributions under the general regime of the Portuguese Social Security system, which totalled € 11 862 757 in 2011.

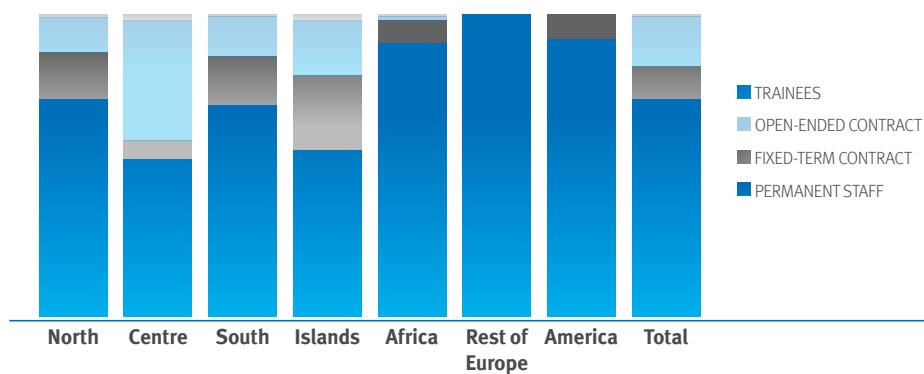
### 1.1 LABOR PRACTICES AND LABOR RELATIONS

#### Employment

Although the construction sector is crossing a downcycle, in 2011 Mota-Engil Engenharia contributed to the employability of 2,607 employees.

In the table below one can analyse the structure of employees by type of contract and region:

No. of EMPLOYEES PER TYPE OF CONTRACT AND REGION								
	PORTUGAL				ABROAD			
Type of contract	North	Centre	South	Islands	Africa	Rest of Europe	America	TOTAL
Permanent Staff	550	221	609	38	382	19	24	1843
Fixed-term contract	118	19	134	18	41	0	2	332
Open-ended contract	98	186	127	14	3	0	0	428
Trainees	1	2	0	1	0	0	0	4
Total per Region	767	428	870	71	426	19	26	2607



By analysing of the tables one notes that in 2011, 71% was permanent staff, and the fixed-term employees represented 29%.

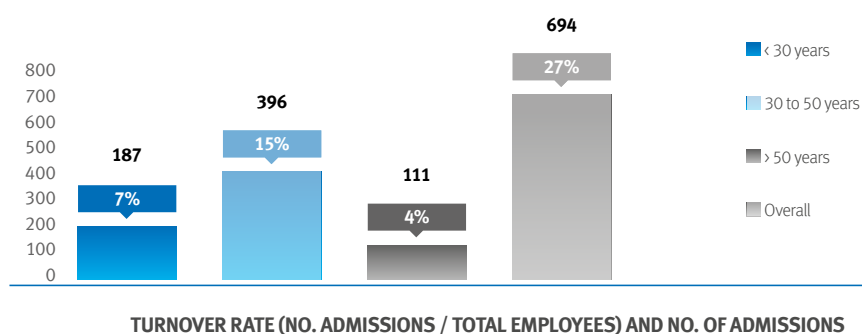
The data also shows that most Mota-Engil Engenharia employees (82%) are in Portugal, and the largest number of employees belongs to southern area (41%) and Central area (36%).

Given the internationalization process followed by the company, it is noted that 18% of employees are abroad, mostly in African territory (90%).

Turnover rate by age group, gender and region

The graph below shows the staff turnover rate at Mota-Engil Engenharia in 2011:

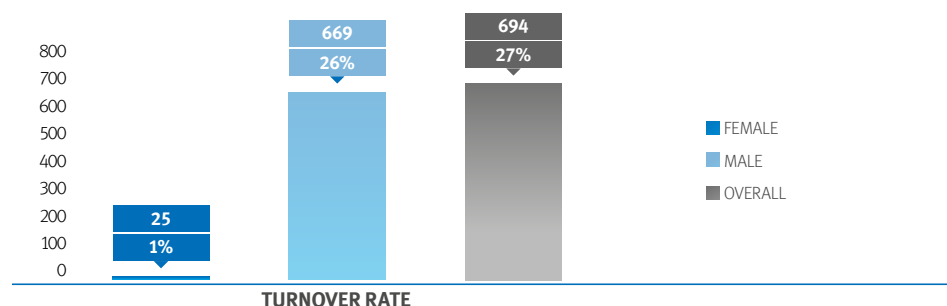
#### TURNOVER RATE BY AGE GROUP



#### TURNOVER RATE (NO. ADMISSIONS / TOTAL EMPLOYEES) AND NO. OF ADMISSIONS

The overall staff turnover rate at Mota-Engil Engenharia for 2011 is 27%, and it is in the 30 and 50 age group that the highest turnover rate is registered (15%), regarding the 396 admissions.

## TURNOVER RATE BY GENDER



It can also be seen that at Mota-Engil, like the economy in general, the staff turnover among women was lower (1%) than among men (26%)

## 1.2 LABOUR RELATIONS

### Relations between employees and governance

Labour relations at Mota-Engil Engenharia are regulated by the Collective Bargaining Agreement (CCT) for the civil construction and public works sector, and supplemented by the Portuguese general labour law. These two regulations establish the periods of notice to be observed in the event of any organizational change impacting the labour relations.

All the employees are covered by this collective bargaining agreement, and the union rate is 15%, in a sector where these levels are traditionally low. (LA4)

There is no employee committee in the company.

Note that in 2011 there was the merger of six national subsidiaries of the Mota-Engil Group in ME Engenharia, whose incorporation process occurred prior to the end of 2011. (LA5)

## 1.3 EDUCATION AND TRAINING

Mota-Engil Engenharia assures its employees opportunities for career development, by affording on-going training and ensuring the acquisition and validation of skills necessary for the performance of their duties.

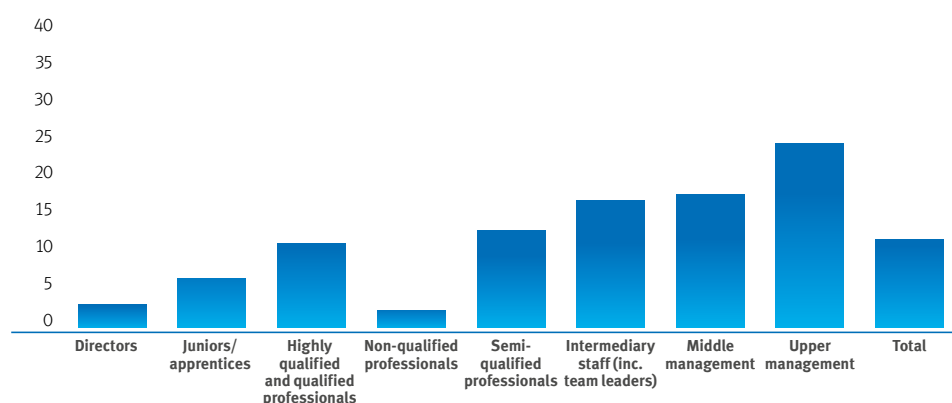
For this reason, the plan for training employees of Mota-Engil Engenharia reflects the needs of each business area, investing in strategic areas, namely:

- Technical Training
- Behavioural Training
- Prevention and Safety
- Computer Technology
- Knowledge and Innovation

In 2011, the total number of training given to Mota-Engil Engenharia employees reached 24 264,4 hours.

No. of TRAINING HOURS PER PROFESSIONAL GROUP		
PROFESSIONAL GROUP	No. of training hours	Average no. of training hours per employee
Directors	15,5	3,1
Juniors/apprentices	89,5	6,9
Highly qualified and qualified professionals	9598,4	11,2
Non-qualified professionals	207	2,1
Semi-qualified professionals	337,5	13
Intermediary staff (inc. team leaders)	2759,5	17,9
Middle management	2347,5	18,6
Upper management	8909,5	25
Total	24264,4	12,2

AVERAGE NO. OF TRAINING HOURS PER PROFESSIONAL GROUP



As the graphs above show, it the Upper management group that received the most training hours per employee (25 hours), while in contrast, the Non-qualified Professionals group received the least training hours, with an average of two hours per employee.

#### 1.4 NEW OPPORTUNITIES PROGRAMME

Following the agreement between the Mota-Engil Group and ANQ - National Agency for Qualification, Mota-Engil Engenharia joined the New Opportunities programme, and encouraged the participation of employees with less than 12th grade, with a view to promoting the qualification of the latter. As a result, 89 employees participated in the programme during 2011.

#### 1.5 DIVERSITY AND EQUAL OPPORTUNITIES

Mota-Engil Engenharia adheres to a strict equal opportunities policy, and its workforce is made up of men and women, of various nationalities and ethnic groups. This policy extends to all aspects of life in the workplace, and involves an attitude of egalitarian, non-discriminatory treatment in matters such as recruitment and selection of human resources, salary policy, career progression and all the other aspects relating to the work.

In relation to the salary policy, and bearing in mind the lower numbers of female workers in some of the professional groups, it is observed that there are no significant differences between men and women in the salary levels practiced.

As pertains the type of employees of Mota-Engil Engenharia per Professional Group, Gender and Age Group, it is broken down as follows:

No. of EMPLOYEES PER PROFESSIONAL GROUP; GENDER AND AGE GROUP										
	< 30 YEARS		30 TO 50 YEARS		> 50 YEARS		TOTAL MAS.	TOTAL FEM.	TOTAL GERAL 2011	TOTAL GERAL 2010
Professional Group	Male	Fem.	Male	Fem.	Male	Fem.				
Directors	0	0	5	0	6	0	11	0	11	11
Juniors/apprentices	11	2	2	1	0	0	13	3	16	27
Highly qualifies and qualified professionals	117	6	810	63	414	15	1341	84	1425	1666
Non-qualified professionals	57	2	79	1	32	1	168	4	172	160
Semi-qualified professionals	18	3	21	7	14	5	53	15	68	77
Intermediary staff (inc. team leaders)	1	0	174	1	145	0	320	1	321	384
Middle management	5	1	99	12	51	0	155	13	168	190
Upper management	42	16	225	79	61	3	328	98	426	513
Total per gender	251	30	1415	164	723	24	2389	218	2607	3028

The above table reflects the predominance of male workers at the Mota-Engil Engenharia - about 92% of total staff - a situation resulting from the specific characteristics of the Civil Construction sector. Although the number of employees is predominantly male, Mota-Engil Engenharia encourages a healthy environment and is not accept any type of discrimination.

The professional group that includes the largest number of workers is the group of “Highly Qualified and Qualified Professional”, representing 55% of the total workforce.

As regards the distribution in terms of gender, it is also in the group of “Highly Qualified and Qualified Professionals” that we find the largest number of male workers. As for female workers, it is also more significant in this group and in “Upper Management”. The sum of these two groups represents 83% of the total female workforce.

It should be noted that in 2011, about 76% of the workforce of Mota-Engil Engenharia was between the ages of 30 and 50 and 29% were over 50. The remaining 14% were less than 30 years of age.

## Benefits

Mota-Engil Engenharia affords its employees a set of benefits, with highlight to the following:

- Personal Accident Insurance for middle and upper management, those of the technical/administrative structure and heads of production, as well as Health Insurance for a more restricted number of employees;
- This is complemented by sickness and occupational accidents benefit for members of the permanent staff, up to a limit of 30 days per year, for periods of temporary inability to work lasting more than eight days, and in exceptional cases of severe sickness, the concession period has been extended;



- Protocol with dental clinics through which employees and their families can enjoy privileged conditions;
- Christmas party;
- Awards of Length of Service;
- Heavy transportation vehicles for employees;
- Special conditions for the use of the services of Casa da Calçada in Amarante;
- “Amigo de Serralves” cards, giving employees access to cultural venues and events of the Serralves Foundation, as well as associated benefits;
- CCB Tickets for employees;
- In order to afford all employees benefits in the purchase of medicine and other pharmaceutical products, it has entered into agreements with pharmacies in Oporto and Lisbon.
- Protocol with several gyms and spas in order to afford its employees, and in some cases relatives, more favourable conditions of access;
- Protocol with CP (railway company) thereby allowing any Group employee who identifies himself as such access to a 20% reduction on the prices in force at the time ticket is purchased, for each trip the Alfa Pendular and Intercidades trains in comfort class or 1st class;
- As a result of the change in telecommunications operator, employees of the Mota-Engil Group may, in private, adhere to a protocol agreement to join TMN, like the one in force with Vodafone, allowing them to subscribe to some mobile telecommunications services with preferential tariffs;
- In order to minimize costs and facilitate the choice of hotel by the employee, the Mota-Engil Group has protocols with several hotel units;
- Under the partnership agreement with PT, employees may, in private, adhere to a protocol agreement on to join MEO, allowing them to subscribe to some services of communications and entertainment with preferential tariffs;
- Agreements with various banks that offer their employees special conditions in various banking products and services available within their network.

## 1.6 OCCUPATIONAL SAFETY

Occupational safety consists of addressing priority issues and concerns in the areas of activity of Mota-Engil Engenharia, in a sector that is traditionally associated with notable levels of occupational accidents, despite the significant progress made in recent years.

The company has an Occupational Health and Safety Management System, implemented and certified according to NP EN 4397 / OHSAS 18001:2007.

The Occupational Safety Policy included in the Company's “Policy for Quality, safety and Environment” seeks to promote on-going knowledge and compliance with the legal and regulatory requirements applicable to the organization and its activities, and with the internal guidelines of

the Group. The aim is to promote a behavioural culture of responsibility for health and safety at work and prevention of risks in the exercise of the activity. The policy involves defining methods, and drafting documents and planning instruments that form part of the applicable requirements promoted by the organization.

The needs are identified, and actions are promoted to develop competencies among the employees, through continuing education programs and participation in related events, and other actions to inform and raise awareness.

Another area of action is the planning and implementation of technical safety audits and inspection visits to assess the levels of compliance, define corrective actions, and identify actions to promote continual improvement of the occupational health and safety management system.

### Organisational model

In terms of organisation it is based on two pillars:

The Safety Department, that is a functional area that is entrusted with executive functions relating to matters of safety and health at work, and that in general terms, assumes the following macro functions: to support the operationalization of the policy and guidelines of the Company within the scope of safety and health at work; to support the various areas in order to maintain certification in the applicable normative references; to manage the safety and health process; to manage professional staff related to safety and hygiene of the Company; to monitor performance and implementation of the Company in this area by managing the respective indicators. The Safety Department is structured as follows:

- A manager at the Linda-a-Velha office supported by back office elements;  
These experts, working from the office, have the following functions: the development of methods and techniques - analysis and preparation of documents and tools for prevention, identification, implementation support and evaluation of compliance requirements - inspection visits and follow-up and technical audits to safety, analysis of tender programmes preparation of information (within the scope of SHW) for integration into the commercial response to tenders, to ensure the safety and health management system;
- Safety technicians for local support, i.e. allocated to the facilities of the various business areas of the company, whose main functions are: the implementation of the system at local level, also performing technical safety audits, site inspections, ensuring also the preparation of documents and the implementation of the various prevention tools.

The main tasks of safety department focus on detailed analysis of projects to be implemented with a view to recommending integrated prevention measures in order to introduce in the implementation of contracts actions leading to the maximum safety of personnel and equipment, assessing and minimizing the risks inherent to the work. This department also develops training and consultancy activities, having for this purpose, the appropriate training support for the sessions.

The other “organizational pillar” mentioned above, is the structure of safety committees. The safety committees, advisory bodies, aimed at the analysis of management data and indicators, promoting the Company’s policy and providing guidance on safety and health at work. These committees are independent structures composed of representatives of the main hierarchical levels with relevance in the issue of safety and health at work. They are structured as follows:

- General Safety Committee - an advisory and informative committee of the Board, which discusses and creates safety culture within the company. It is responsible primarily for

promoting, harmonizing and streamlining actions in the field of prevention of occupational risks; it shall also propose policies, objectives and guidelines to achieve the objectives determined by the Board of Directors;

- Site Safety Committee - its scope of action is to implement the policy and directives of the company in their works, according to an established method of operation according to a specific regulation. These committees should not be limited to the legal requirements and shall be the appropriate forum to plan safety at the work site, verify the adequacy of the Health and Safety Plan to the site and analyze the implemented levels of prevention or protection;
- Operation Centre Safety Committees – the committees for safety of operation centres have the same goals as the site safety committees, but within the scope of the actual operating unit.

### **Training, awareness and communication**

Apart from the above listed operational and management activities on safety and health at work, another vector which is particularly important in providing safety and health at work is the training, information and awareness.

When an employee starts working for the Company induction sessions are provided in the area of safety, hygiene and health at work and specific training to employees regarding the work they will perform at work is also given.

The external training, include scientific and technical updates, participation in events on a specific issue and validation of skills.

The safety issues involve the implementation of a range of actions, including:

- Induction sessions – normally brief (around 30 minutes), for all shipyard workers, addressing the general safety rules applicable to all the activities, and the specific rules for the shipyard in question;
- Actions to raise awareness – also brief, aimed at alerting the different work groups to the risks of a new activity (e.g. immediately before the start of a new excavation);
- Specific training actions – with duration appropriate for theme in question, aimed at small groups, discussing activities involving risk, innovative work processes, or procedures human resources have little knowledge of, new equipment, and particular conditions of the location and surrounding area, among others;
- Specialist Training Actions – targeted at specific groups, to train workers in specific activities (e.g.: first aid course, training for crane operators, handling of explosive substance, etc);
- General training activities – systematic inclusion of a module on occupational health and safety; employees' participation in safety committees and divulgation actions, particularly through posters and booklets, and distribution of the “Manual de Normas Básicas de Segurança e Ambiente” (Manual of Basic Rules on Health, Safety and Environment) to all employees.

### Key Indicators of Occupational Safety and Health

Considering the ultimate goal, of the Company Policy and of the Health and Safety Management System, which converge on the objective of reducing accidents at work, the accidents rate that reflect the performance in this area, during 2011, were Frequency Rate: 15.67 and Severity Index: 0.71.

## 5.2.2 ENVIRONMENT AND SERVICES

### SUMA, SERVIÇOS URBANOS E MEIO AMBIENTE, SA

#### 1. HUMAN RESOURCES MANAGEMENT

##### Introduction

The Vice-Chairman of the Board of Directors, Pablo Barreiro, is the person with ultimate responsibility for human resources management at the SUMA Group.

The human resources strategy that has been defined includes a set of commitments based on adding the commitments set out in the Organisation Management Strategy and Policy to inputs canvassed from stakeholders. This strategy is put into operation from a perspective of continuous improvement, to respond to the needs that have been defined. In the year 2011, the human resources strategy was geared towards increasing investment in employee qualifications. As part of this, an emphasis should be placed on the 5647 people who attended training events on the themes of Occupational Health and Safety (OHS), more detailed aspects of the Placement and Refresher Programme, the integration of production managers into the continuous training process.

Human Resources corporate projects are an element that enriches the HR strategy that has been defined, as well as the business connection between the SUMA Group and the Mota Engil holding. This process has contributed to the acquisition of best practices in several areas. In 2011 the corporate model for integration and recruitment was continued with the aim of capitalising intergroup resources in our company. Additionally there was the disclosure of the Corporate Model of Functions and Skills by the employees covered by the latter.

Involvement of employees and their representatives in management processes provides added value, confirmed by experiences every year. Statements and feedback from all employees are collected by a variety of different means including, among others, the network of trainers (who have direct contact with employees during training activities), meetings with managers and worker representatives to discuss occupational health and safety (through the OHS committees) and six-monthly surveys of workers. This information is incorporated into the management of labour relations and has a direct influence of decisions taken in this area, leading to a high level of cohesion in the workforce.

The SUMA Group employment policy aims to guarantee the sustainability of jobs and of the organisation. Investments made in the development of human resources and professional qualifications are aimed at guaranteeing operational results while at the same time boosting the internal and external employability level of our employees. In terms of growth, the relevance of this ambition is directly proportional to the number of employees with lower socio-economic profiles, as these people tend to be excluded from the jobs market.

The fringe benefits policy that has been implemented includes all of the operational groups and is a result of the alignment of the situation of the jobs market, attracting and retaining the best workers, and the need for stability in the organisation's workforce. Health and life insurance cover all employees.

The aim of occupational medicine and safety in the workplace is to prevent occupational illnesses and to promote employee well-being. The internal management process for this process ensures compliance with the formal obligations that are established (such as medical examinations upon admission and periodically), as well as providing an incentive for the prevention of illnesses and health promotion, among other projects, such as cross-company hearing tests and vaccinations.

Information about human resources processes is provided continuously, either through the internal portal or specific training or ongoing support activities, such as the provision of help desk services that are aimed at the whole organization.

The incorporation of quality management tools and compliance with the requirements of the Training Organisation Accreditation System have encouraged the adoption of methodologies for the permanent monitoring of Human Resources processes and objectives. The Databases of Non-Conformities, Planning and Performance Indicators are the instruments that provide continuous support to the decision making processes.

### Social protection

As regards social protection, in 2011 the SUMA Group made obligatory contributions to social security of €7,241.813.64 under the general regime (34.75%).

## 1.1 WORKING PRACTICES AND LABOUR RELATIONS

### Employment

For SUMA, the year 2011 represented a period of a decrease in business, leading to a 13% decrease in staff numbers.

Thus, the number of workers on the 31st of December 2011 was of 2097 when compared to 2956 on the same date in the previous year.

No. of employees per Professional Group, Gender and Age Group							OVERALL TOTAL 2011	OVERALL TOTAL 2010
Professional Group	< 30 YEARS		30 TO 50 YEARS		> 50 YEARS			
	Male	Fem.	Male	Fem.	Male	Fem.		
Juniors/apprentices	10	1	9	2	5	0	27	2
Highly qualified and qualified professionals	10	8	90	23	19	1	151	41
Non-qualified professionals	195	10	658	107	226	50	1.246	1.899
Semi-qualified professionals	26	14	307	23	117	2	489	811
Intermediate staff (inc. middle managers and team leaders)	0	0	35	0	20	0	55	63
Middle management	13	8	29	32	4	1	87	101
Upper management	1	2	23	10	5	1	42	39
<b>TOTAL</b>	<b>255</b>	<b>43</b>	<b>1,151</b>	<b>197</b>	<b>396</b>	<b>55</b>	<b>2,097</b>	<b>2,956</b>

As can be seen, there is a predominance of male workers at SUMA - around 86% of the total number of staff members. This situation is a result of the specific characteristics of the sector.

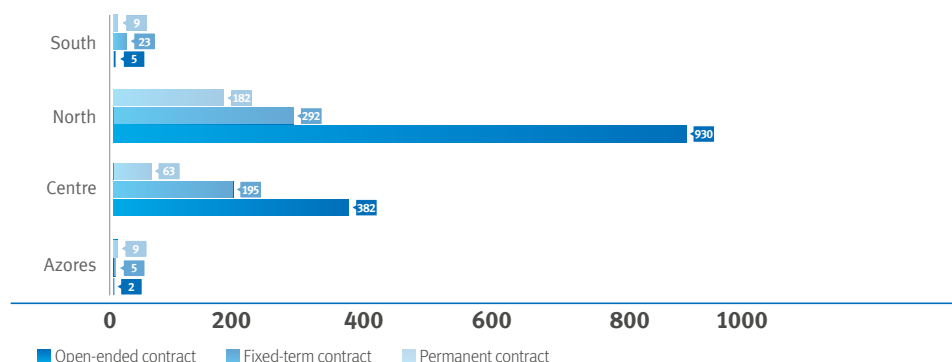
As in previous years, the professional group with the largest number of workers is the group of unqualified professionals, accounting for 59% of the total staff.

It can also be seen that around 64% of SUMA staff were in the age group of 30 to 50 years.

The resource structure for each type of contract and region can be analysed on the table below.

No. of workers per region and type of contract				
REGION	FIXED TERM CONTRACT	INDEFINITE TERM CONTRACT	PERMANENT CONTRACT	OVERALL TOTAL
Azores	5	9	2	16
Centre	195	63	382	640
North	292	182	930	1404
South	23	9	5	37
<b>OVERALL TOTAL</b>	<b>515</b>	<b>263</b>	<b>1.319</b>	<b>2.097</b>

#### NO. OF EMPLOYEE PER REGION AND PER TYPE OF CONTRACT

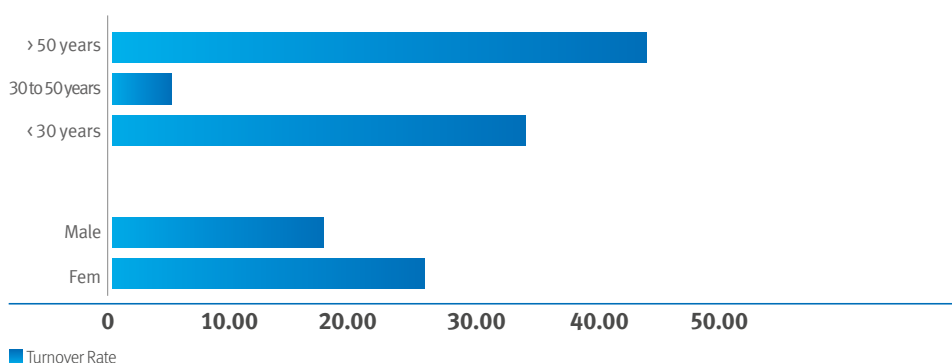


As shown in the graph above, the largest number of workers of SUMA (about 67% is in the north), followed by the Central region (30%).

Due to the fact that the activity of SUMA is based on contracts of limited duration, usually made with Town Councils and / or Associations of Municipalities, the hiring of new workers are generally carried out through term contracts. In 2011, this format represented 66% of new contracts, but only a quarter of all employees (value less than in 2010, which attests the decrease in activity as a result of the crisis).

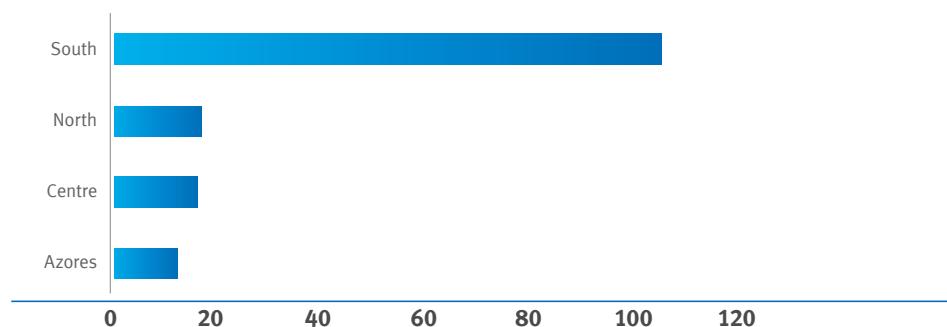
#### Rate of turnover by gender and age group

##### TURNOVER RATE



Due to the nature of the activity carried out by SUMA, it can be seen that there is a high level of turnover, specifically among workers who are over 30. There was a higher turnover among females.

#### RATE OF TURNOVER BY REGION



In terms of regions, turnover continues to be higher in the southern region. This behaviour can be partly explained by the fact that the Centres in the Algarve are subject to a high seasonal variability in the number of workers cleaning beaches during the summer.

### Benefits

In this point highlight goes to Personal Accident Insurance, which is made for all employees after completing seven months of work, and which covers 1 840 workers; and the Health Insurance, which applies to workers with over 36 months seniority, covering 1 375 workers.

## 1.2 LABOUR RELATIONS

Labour relations at SUMA are not regulated by any labour related collective bargaining agreement, and the General Labour Code Law applies. No worker committees exist in the company.

The general law fixes the periods of notice to be observed in the case of any changes to the organisation that affect labour relations, particularly in the case of changes to working hours or location, the closure of the facilities, or other processes leading to the alteration or termination of labour relations.

## 1.3 OCCUPATIONAL HEALTH AND SAFETY

### 1.3.1 Occupational safety

In accordance with the existing regulatory framework, employers have the obligation to organise Safety, Hygiene and Health at Work (SHHW), so as to cover all of the workers that work for the organisation, obviously including the employers themselves when they carry out any activities.

There is an internal service for Safety and Hygiene at work, managed by SUMA with their own resources (Higher Level SHHW technicians). This service provides coverage for everyone working for the company and anyone visiting the facilities. The service, which is mainly aimed at preventing and reducing occupational risk and promoting the Health, Hygiene and Safety of workers, carries out the following activities:

- Finding out about SHHW legislation and ensuring compliance with legal requirements that apply to the organisation;
- Identifying hazards, evaluating risks and defining actions to prevent and control the risks that are identified;

- Inform and train employees about the identified risks and their respective measures for prevention and control;
- To apply and ensure compliance with the Health and Safety policy, programmes and procedures defined by the organisation;
- To work together with the organisation's establishments to promote the creation of emergency plans and to periodically hold the respective simulations;
- To analyse all incidents and define the respective corrective actions;
- To compile and organise any statistical elements related to worker safety, so as to make it possible to draw conclusions to permit preventative and organisational steps to be taken and to draw up a study of potential occupational risks;
- To suspend the execution of any work if there is an impending risk to the integrity and health of workers;
- To inform the Board of any situations that place the integrity or health of workers at risk;
- To act on the recommendations of competent authorities/entities in the area of SHHW;
- To provide any collective and individual personal protective equipment defined as obligatory or necessary;
- To ensure that safety and emergency signage and instructions are followed;
- To draw up an annual report on the activities of each SUMA establishment and send it to the competent authorities/entities in the area of SHHW;
- To participate in the meetings of various local SHHW committees.

### 1.3.2 Occupational health

Occupational health services at SUMA are external and provided by a SHHW service provider.

The main objectives of health monitoring are the prevention of occupational illness and work related injuries. The well-being of workers should also be encouraged as a productivity factor.

The monitoring of exams is done through the system and crossed with the lists sent by the service provider of Occupational Medicine. Additionally, there is an extranet, which belongs to the occupational medicine provider where you can see all workers subject to examination. This information is also crossed with previous information, allowing to control and carry out exams on workers. An internal assessment model is used, which is filled in by the employee, in order to classify the examination he was subject to thus giving the HRM indicators of the services provided and ensuring information that can be used to improve them.

### Organisational model

Managers of Processes / Activities propose their plans of action leading to the achievement of the objectives and targets set, which are subsequently reviewed and approved by the other members of the SIG-QAS Committee. These actions are included in the document "Management Programme".



Comprising this activity is the definition of other action plans, of the responsibility of the Managers of Processes/ Activity namely:

- Actions necessary for compliance with legal, regulatory requirements of the Customer and Others that the Organization subscribes;
- Actions arising from the alteration to methodologies of a certain Process / Activity or change to the actual network of Macro Processes, Processes and Activities;
- Actions arising from the Risk Management Activity (P1.A0) - Identification of Environmental Aspects and Hazard and Assessment of Environmental Impact and Risk, i.e., prevention and control necessary to eliminate or reduce risks for the environment and for Employees and Third Parties;
- Actions arising from the Activity Review by Management (P1.A4);
- Actions arising from the Activity Assessment of Stakeholder Satisfaction (P4.A1);
- Actions detected within the scope of the Auditing Activity (P4.A2);
- Actions resulting from the Employee Assessment Activity (P4.A3);
- Actions resulting from the Supplier Assessment Activity (P4.A4);
- Actions detected within the scope of the Monitoring Activity and measuring processes/ activities and product (P4.A5);
- Other actions deemed necessary so that the SIG-QAS is permanently updated, adapted to the reality of the Company and operating in an efficient and effective manner in a perspective of on-going improvement.

All those responsible and the implementation deadlines, resources needed, and methods to assess the effectiveness of the action, after its completion are defined and registered in the Planning Database for all set actions

### General law and collective bargaining regulatory instruments

Occupational safety matters fall within the framework of several pieces of legislation, specifically Decree-Law no. 441/91 of 14 November, and Law no. 99/2004 of 27 August.

There are no collective bargaining regulatory instruments that have an effect on SUMA's area of business; the company is governed by the general law in this area.

Some indicators related to Occupational Health and Safety at SUMA are shown below,

#### Ratios of accidents, lost days, work-related absenteeism

NUMBER OF EMPLOYEES	HOURS WORKED	NUMBER OF ACCIDENTS IN THE WORKPLACE	NUMBER OF LOST DAYS	FREQUENCY RATE (FR)	SEVERITY RATE (SR)	INCIDENCE RATE (IR)	ABSENTEEISM RATE (AR)
2.020	3.788.870	242	4.353	46,7	1.148,9	119,8	82,0

National formula (OIT)

### 1.4 Training and Education

With reference to the Group's strategic plan, which recognizes the critical value of human resources, the strategy defined for the training activities developed in 2011 in the SUMA Group was performed using the following guidelines:

- To value the employee of the SUMA Group;
- To diversify the training modalities;
- To align the employees with the company's strategy and objectives;
- To promote skill-developing activities with profit for the Group's business;
- To contribute toward the improvement of Occupational Safety levels.

The actions that materialize the guidelines referred to, include:

- The integration of all employees assigned to the operations of Collection and Scanning in training session concerning Health and Safety at Work and training that enhance customer focus and service quality;
- The inclusion of all drivers in specific training;
- The start of the courses on the road traffic code and economic and defensive driving;
- Further training for production managers and Tutors.

Compliance with these goals in 2011, was registered by the 38%-increase in the number of participants in training sessions on Health and Safety at Work, a total attendance of 5 647, which represents 95% of total participations in 2011.

The training campaign OHS Manual Scan, OHS Collection, OHS Landfills and HST Transfer Stations totalled 1849 presences.

In 2011 a specific training plan was defined for drivers. This campaign incorporated Road Traffic Code courses, Economic and Defensive Driving, Operation of Equipment and Performance of Drivers. There were 855 participations

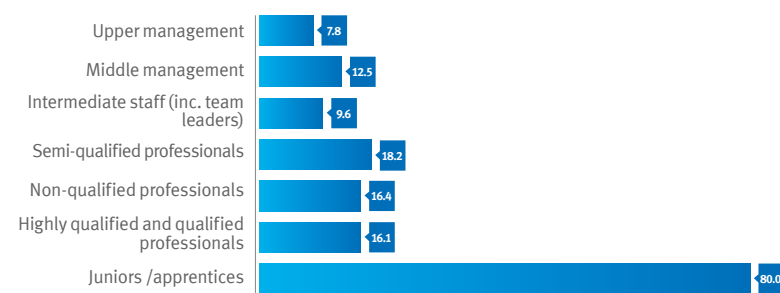
Production management was given specific training to support the implementation of the tutor plan and it was included in technical and OHS actions, with a total attendance of 611.

The Reception and Recycling Programme was strengthened and the team of tutors was extended from 44 to 57. These 57 employees, in close liaison with the training department, carried out 335 training actions (Performance of Drivers, Cutting Weeds, Abnormal Situations and OHS Scanning and Collection) with a total attendance of 3086.

### Total no. of training hours per Professional group

PROFESSIONAL GROUP	NO. OF TRAINING HOURS	AVERAGE NO. OF TRAINING HOURS / EMPLOYEE
Juniors /apprentices	80	80
Highly qualified and qualified professionals	691,5	16,1
Non-qualified professionals	19.417,5	16,4
Semi-qualified professionals	8.730,5	18,2
Intermediate staff	518,5	9,6
Middle management	947	12,5
Upper management	257,5	7,8
<b>OVERALL TOTAL</b>	<b>30.642,5</b>	<b>16,4</b>

### AVERAGE NO. OF TRAINING HOURS PER PROFESSIONAL GROUP



Unlike that which happened in 2010, the group Upper Management recorded the lowest average number of training hours per employee (7.8), followed by the Intermediate staff, which, increased by 5,1 average hours of training, corresponding to an increase that exceeds twice the hours of the previous year. The Organization continues committed to training in the production areas, whether from the perspective of effectiveness and efficiency of services provided, or within the scope of Occupational Health, Hygiene and Safety, which is intended to result in greater awareness of the workforce in relation to issues such as risks and prevention.

The exponential increase in the average number of hours of training for Juniors / Apprentices (337%) is due to an intensification of the training process during the reception phase of this category, both with regard to communication and dissemination of corporate culture, or effective monitoring in the workplace.

## 1.5 Diversity and equality of opportunities

SUMA practices a rigorous policy when it comes to defending the principles of equality and non-discrimination. This policy extends to all aspects of working life and involves an attitude of egalitarian and non-discriminatory treatment for matters like recruitment and selection of human resources, salary policy, career progression and all other aspects pertaining to labour relations.

Information related to the rights and obligations of employees in relation to equality and non-discrimination is available to all employees for consultation, specifically the Internal Human Resources Regulations - NI\_RH\_021 - The Non-Discrimination Principle, article 22 onwards of the Labour Code; article 33 and onwards of the Labour code; article 66 and onwards of Law no. 35/2004, of 29 July, and Decree-Law no. 143/99 of 30 April.

At remuneration level no differentiation has been registered as pertains gender or age of employees.

## 5.3. MOTA-ENGIL GROUP

### 1. HUMAN RIGHTS

The Mota-Engil Group has due regard for and promotes Human Rights in every cultural, socio-economic and geographic context in which it operates.

This conduct naturally applies to the Group's practices both in the matter of investment policy and in the management of the supply chain, seeking to implement the principles by which it is governed in the activities that it undertakes directly, particularly in the matter of health and safety at work.

There is no discrimination in any Group company. Similarly, the rights of association in the field of labour are fully safeguarded, particularly with regard to freedom of association and collective bargaining, which, moreover, are an imperative of a constitutional and legal nature.

There is no child or forced labour within the Group.

Workers or subcontractors involved in issues related to the security of facilities and safeguarding property (no Group workers or subcontractors are involved in personal security missions) have due regard in their personal interactions for the legally enshrined rights in each country in which they perform their duties.

Lastly, it should be mentioned that the Mota-Engil Group does not habitually do business in any countries where the rights of people or indigenous populations may be in question.

### 2. SOCIETY

The Mota-Engil Group pays very special attention to its relations with local communities, regularly assessing the environmental and social impacts caused by its activities.

The Mota-Engil Group respects the very highest standards of ethics, especially those relating to the promotion of fair competition, prohibition of bribery, illicit payments and corruption. There are no situations to be reported in this regard, nor have any penalties or fines been imposed as a result of any illicit conduct in this area.

In terms of public policies, the group does not habitually assume any direct positions. Similarly, it does not make any contributions whatsoever to political organisations.

### 3. PRODUCT RESPONSIBILITY

Assessing impacts on the health and safety of Mota-Engil Group clients is incorporated into current management systems, particularly those run by Mota-Engil Engenharia and SUMA, whose performance is detailed in this report.

There are not many cases that require the labelling of our products and services, due to the nature of the business run by the Group in general, and in particular the entities whose performance is reported herein. However, all information regarding labelling is provided when required.

In 2011 there were no cases of non-conformities related to product responsibility, and there were no penalties of a pecuniary or any other nature were applied.

Information about targets for this matter and practices related to client satisfaction are shown in another chapter of this report.

In its marketing communication policy the Mota-Engil Group fully complies with legal determinations in force and there are no cases of non-conformity or application of sanctions to be reported.

Lastly, this can also be said for the personal rights of Mota-Engil Group customers, particularly in matters regarding the defence and safeguard of their right to privacy in the management of relations with them. To date there have not been any complaints to report in this section.