



05

SUSTAINABILITY REPORT

We are solidarity in Peru

Due to its wide geographic dispersion, the Mota-Engil Group is present in the life of millions of people and is familiar with their needs. That is why, through the Manuel António da Mota Foundation, the Group has distinguished social responsibility activities in Peru and in other Latin American countries, contributing to a better and increasingly equal world with these small efforts”.

We are Mota-Engil throughout the world



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PRELIMINARY REMARK

The Mota-Engil Group, through its holding company Mota-Engil SGPS, S.A., Public Company, hereby publishes its 2015 Sustainability Report, along with the 2015 Consolidated Report and Accounts, of which it is an integral part.

The single Report prevents undesirable redundancies arising from the separate publication of the Report and Accounts and of the Sustainability Report, and, moreover, enables the issue of sustainability to definitively conquer its true place in corporate reporting, endowing further importance to the social and environmental aspects of business performance.



*Scope of the
report*

1.1 REPORT PROFILE

The communication of performance in the social and environmental arenas, besides its economic dimension thoroughly developed in the 2015 Report and Accounts, constitutes a fundamental element of the Group's sustainability strategy.

The Consolidated Report and Accounts and the Sustainability Report of 2015, published in Portuguese, English and Spanish, are available in digital format and can be found on the Group's website: www.mota-engil.pt.

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

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

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

MOTA-ENGIL, SGPS, S.A., SOCIEDADE ABERTA

HR and Sustainability Strategy Corporate Centre

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1.2 OBJECTIVES AND LIMITS OF THE REPORT

FRAMEWORK

Within its strategic development process, based on growth, internationalisation and diversification, the Mota-Engil Group presently comprises a much diversified set of businesses, increasingly asserting itself as a Portuguese business Group within a multinational context.

Given the multisectoral nature of the activities of the Mota-Engil Group, encompassing the areas of Engineering & Construction, Environment & Services, and Transport Concessions, along with its presence in different geographical contexts, the identification of materially relevant sustainability issues results in a highly complex and demanding task.

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

This management model aims at fostering the cross-cutting dissemination of the sustainability strategy throughout the organisation, clarifying the commitment of the Group towards sustainability, and enabling an effective connection to the business areas and units responsible for conducting the activities at operational level, and for the implementation of the objectives drawn from the Group's sustainability strategy.

STRATEGY AND PRIORITIES

Consequently, the design of its sustainability strategy, as well as the definition of priority issues, and the identification of key stakeholders for the purposes of implementing the sustainability policy and drafting the Report, followed, as in previous years, a process of internal consultation among the main leaders of the Group's subholdings and business units, resulting in a wide consensus and a set of multiple contributions essential for the drafting of the Report.

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

INDICATORS

The Indicators framework established by the reporting guidelines adopted should, in turn, reflect and be the natural corollary of the objectives set forth and of the action plans leading to their realisation, based on the priority sustainability topics considered materially relevant.

Therefore, the response to Indicators should be seen as an integral part of the Group's management architecture, in general, and part of its sustainability management model, in particular, where the role of information systems acquires great relevance.



Mota-Engil Engenharia e Construção - Portugal and Suma, Serviços Urbanos e Meio Ambiente are the sole entities to provide and disseminate indicators in accordance with the framework adopted, as they are the Group's organisations where the systems for collecting, processing and disseminating information associated with the existing model are particularly developed.

01. Social Responsibility and Community Relations

SCOPE

With regard to the disclosure of performance indicators, the 2015 Sustainability Report shall cover the following entities:

Business Area - Engineering and Construction
Business Unit - Mota-Engil Engenharia e Construção, S.A.
Geographic Perimeter - Portugal

Business Area - Environment and Services
Business Unit - SUMA, S.A.
Geographic Perimeter - Portugal

Throughout this Report, and in line with the usual presentation in most of the Group's communication media, the reference to these two entities is made by using the abbreviated designations of "Mota-Engil Engenharia" and "SUMA".

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



Commitments with external initiatives and relations with stakeholders

2.1 COMMITMENTS WITH EXTERNAL INITIATIVES

ASSOCIATION ACTIVITY

Aware of its role in society, and in order to ensure a more effective interaction and dialogue with its stakeholders, the Mota-Engil Group actively participates in numerous industrial and commercial organisations.

The Group's presence in these associations is materialised by funding their activities, through the contributions made by affiliated companies, and by holding positions in their executive bodies.

Given the strategic importance of these institutions for the cooperation and close relationship with the business community, the Mota-Engil Group is present, through its various companies, in industry associations, business associations, chambers of commerce, and other entities. The Group is thus represented in the sectors in which it operates, and in the chambers of commerce of the geographic markets where it is present.

2.2 RELATIONS WITH STAKEHOLDERS

IDENTIFICATION OF STAKEHOLDERS

The Mota-Engil Group considers it essential to focus its attention on the many stakeholders with which it interacts. Due to the size and diverse nature of its activities in various geographies and economic, social and cultural reference contexts, the relational framework of the Mota-Engil Group is significantly expanded, while regularly taking up new contours.

Therefore, the identification and approach procedures regarding key stakeholders depend, to a great extent, on the specific dynamics and characteristics of each of the regions where the Group operates, summarised as follows.

With regard to the Mota-Engil Group in general, due to its international and diversified nature, and considering its strategic development objectives, the consolidation and constant search for new business opportunities places particular emphasis on its customers, both national and international, on its business partners, and on its employees. Likewise, the shareholders of the Group, investors, financial institutions and the insurance industry, the media, and non-governmental organisations, as well as regulators, are also of prime importance. Consequently, the identification of these stakeholders takes on a cross-cutting nature within the entire Group.

For Mota-Engil Engenharia, the Group's customers are also seen as reference stakeholders, may they be institutional customers (State and other public entities), for their very significant weight on the main segments of activity, or the countless customers in the private sector, given the number of specialised capabilities of the Group in the Engineering & Construction area. Universities and local communities are also relevant, given the impact of the construction sector on social and environmental arenas, as is the vast range of suppliers of products and services, a striking feature of this activity characterised by an extensive demand chain.

APPROACH TO STAKEHOLDERS

Overall, the approach to stakeholders defined by the Mota-Engil Group consists of the adoption of a set of communication means, among which the website and the periodic publication Sinergia take centre stage, by offering a wide range of information on the Group's activities.

Mota-Engil TV is also a noteworthy project, which aims to bring to all employees images and news on the activities undertaken by the Group in each country and business area, as is the implementation of the ON.ME internal portal. There are also newsletters and publications provided by various Group companies.

Through the contacts made available on the website, the dialogue with any of the Group's areas is made easier, thus enabling a considerable number of interactions with the outside of the Group.

The relationship dynamics with the media should also be highlighted, whether the general media or the specialised press, in the economic and financial field, as confirmed by the large number of articles on Group's activities, businesses, and initiatives, and by the regular presence of the Group's representatives in the media.

Regarding the approach to stakeholders, the following should be noted:

Employees:

- Staff meetings and knowledge sharing events;
- Periodic dissemination of awareness campaigns;
- Diversified training activities for skills' development;
- ON.ME corporate portal.

Customers:

- Customer satisfaction surveys.

Suppliers:

- Promotion of supplier training sessions;
- Satisfaction surveys and partnerships.

Public Entities:

- Dissemination of the Report and Accounts;
- Satisfaction surveys and protocols.

Universities:

- Several protocols with universities;
- Partnerships for the development of specific studies and projects.

Media:

- Participation in events, construction trade-fairs, seminars;
- Drafting articles and news pieces for magazines and newspapers.

Associations:

- Participation in working groups and other initiatives.



Social responsibility

3.1 INTRODUCTION

The Mota-Engil Group initiated the implementation of a sustainability and social responsibility strategy in 2006, which culminated in 2007 with the publication of its first Sustainability Report.

Within the Mota-Engil Group, sustainability is materialised through the implementation of a set of Strategic Objectives, which seek to embody and provide a practical response to the sustainability strategy of the Mota-Engil Group.

At the same time, regarding the dissemination of social and environmental performance, the sustainability strategy also includes the regular publication of the Group's Sustainability Report.

3.2 STRATEGIC OBJECTIVES

1. CREATION OF VALUE

- Creating value from the perspective of the shareholder and of the society in general;
- Developing a preventive and prospective approach to the risks resulting from the economic, social and environmental impacts of the business, integrating them into the overall management model;
- Developing a culture based on quality, accuracy, and customer focus;
- Increasing productivity and process efficiency, in order to achieve high levels of operational performance in accordance with the best international and market practices.

2. ECO-EFFICIENCY AND INNOVATION

- Doing more with less, by reducing resource consumption, and increasing efficiency in resource usage;
- Constantly searching for improvements at environmental level, which at the same time will boost economic benefits;
- Strongly promoting innovation as a critical factor to increase competitiveness, fostering growth, diversification, and the creation of new business opportunities.

3. ENVIRONMENTAL PROTECTION

- Minimising the environmental impact of the Group's activities, integrating the environmental perspective into management processes and systems;
- Promoting and participating in initiatives to raise awareness and preserve environmental values.

4. BUSINESS ETHICS

- Complying with ethical criteria through the promotion of the Group's values, culture and management model;
- Respecting people and their rights.

5. DIALOGUE WITH STAKEHOLDERS

- Upholding transparency and openness in the relationships with stakeholders;
- Regularly and systematically communicating with all stakeholders in order to gather and integrate their concerns;
- Objective and credible reporting of economic, social and environmental performance.

6. HUMAN CAPITAL MANAGEMENT

- Translating the human dimension and respect for people into the HR management strategy and policies;
- Valuing employment and career advancement by fostering the acquisition of skills through continuous training and life-long learning;
- Creating motivating and rewarding work conditions through remuneration and incentive policies which encourage excellence and merit;
- Ensuring the highest occupational health and safety standards;
- Adopting non-discriminatory recruitment and selection practices, which promote equal opportunities;
- Actively supporting the transition from school to working life, by promoting the acquisition of qualifications through training;
- Encouraging active ageing in order to achieve generational balance in human resources, as part of a responsible and socially sustainable employment policy.

7. SUPPORT OF SOCIAL DEVELOPMENT

- Supporting socially, educationally, culturally, and environmentally oriented initiatives promoted by the Group or in partnership with external entities;
- Contributing, through patronage initiatives, to the social and economic development of the communities where the Group operates.

3.3 MANUEL ANTÓNIO DA MOTA FOUNDATION

GENERAL BACKGROUND

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

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

The Foundation, based in the city of Porto, is dedicated to promoting, developing and supporting initiatives of a social nature in the fields of charity and social solidarity; and of a cultural nature in the fields of education, health, environment, organisation and support of artistic activities, developing its initiatives throughout the entire national territory, and in the countries where the Mota-Engil Group operates. Furthermore, every year the Foundation holds the “Manuel António da Mota Award”.

The Foundation possesses the appropriate material and financial resources to ensure its full future sustainability for compliance with its statutory purposes. Moreover, it is managed by a Board of Directors and an Executive Committee, further including in its statutory bodies the Board of Trustees, the Supervisory Board, and the Advisory Board.

MISSION

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

VISION

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

VALUES

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

- *Legality*

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

- *Impartiality*

Fair and non-discriminatory treatment of all cases concerning requests for support or financing originating in external entities, taking into account the statutory purposes, objectives, and activity plans.

- *Transparency*

Respect for ethical principles in all its management practices and systems, and transparency in terms of the procedures that are susceptible of affecting the rights or interests of third parties.

- *Commitment and accountability*

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

- *Accuracy and efficiency*

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

- *Creativity and innovation*

Promotion of an environment conducive to creativity and innovation in the design and implementation of internal initiatives, and to those of external nature.

- *Sustainability*

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

FMAM STRATEGIC OBJECTIVES

In compliance with its statutory purposes, the Foundation has chosen a set of strategic objectives, which define its areas of intervention, and which, as a whole, comprise the main guidelines of its activity.

1. *Social development*

Contributing to the social development of the national and international communities where it operates, in the following areas:

- Social solidarity;
- Social and family support for Mota-Engil Group employees;
- Volunteering;
- International solidarity.

2. Manuel António da Mota Award

Establishing the annual “Manuel António da Mota Award” to distinguish organisations and personalities which stand out in the various areas of activity of the Foundation.

3. Education and training

Supporting education, training and qualification of young people and adults, particularly among the most underprivileged groups, thus boosting human potential, promoting social and professional integration, and encouraging merit and educational success through:

- The Manuel António da Mota Vocational Training Centre;
- Protocols and partnerships for education.

4. Culture

Promoting culture, and the value and enjoyment of cultural assets in visual arts, performing arts, music, humanities, science, and technology through the following:

- Cultural programming;
- Supporting cultural agents.

ACTIVITIES DEVELOPED BY THE FOUNDATION IN 2015

In 2015, the main activities conducted and the projects developed by the Foundation, in line with its Strategic Objectives, were as follows.

1. SOCIAL DEVELOPMENT

1.1 Social Solidarity

Within the scope of this strategic objective, and aimed at contributing to the social development of the communities where Mota-Engil operates, the Foundation granted financial support to 38 social solidarity institutions, which develop their activities in areas such as Disabilities, Children and Youngsters, the Elderly, Housing, Sports, Social Innovation, Health, Community, and International Solidarity.

Besides the granting of this financial aid, the Foundation undertook several projects/programmes, individually or in partnership with public and private entities, namely:

DISABILITIES

Integrated Mobility Programme

Within the scope of this protocol, between the Manuel António da Mota Foundation, the Montepio Foundation and the company Mobilidade Positiva, which specialises in the design and study of solutions for people with disability and limited mobility, several cases of citizens with permanent or temporary disability, and facing economic hardship were identified and supported.



Through this protocol, the entities involved aimed at providing a response to the support requests regularly submitted by such citizens, thus helping to fully or partially fund the acquisition of technical assistance/support products, including housing intervention for the beneficiaries, to ensure the necessary mobility conditions.

HOUSING

Habitat for Humanity International

The humanitarian association Habitat for Humanity Portugal, founded in May 1996 as a branch of Habitat for Humanity International with headquarters in the EUA, is an NGO based on the fundamental principle of joining forces and promoting initiatives pertaining to social solidarity, which aim especially at ending housing degradation and supporting underprivileged families in obtaining proper and suitable housing, through their construction or recovery.

The Foundation, through a protocol signed with this institution, seeks to take part in its work, in order to enable the construction or rehabilitation of housing for underprivileged families, especially in the municipality of Amarante, a territory to which Mota-Engil is connected by strong symbolic and institutional ties.

The commitment of the Foundation through this protocol includes primarily an annual grant intended to support the structural cost of the institution in the municipality of Amarante, and also the financing, in some cases, of the cost of house reconstruction. Furthermore, the Mota-Engil Group has mobilised volunteers to take part in the reconstruction work, and supplied building materials.

Within the scope of this protocol, in 2015, the Foundation contributed to the reconstruction of three more houses - which did not present the minimum conditions in terms of comfort, safety and health - for underprivileged families in the municipality of Amarante, amounting to a total of fourteen houses rebuilt since the beginning of this protocol.

Oeiras sem Barreiras

The Foundation and the municipality of Oeiras signed, in November 2012, a collaboration protocol to enable the retrofitting of low income family homes for people with limited mobility.

In accordance with the protocol, the municipality of Oeiras shall define every year an intervention plan aimed at eliminating the architectonic barriers of the homes in question, while the Foundation will fund said works through the budget annually allocated for the purpose.

In 2015, two interventions were conducted, equipping the homes of two families of Oeiras with the mobility conditions necessary to ensure well-being and quality of life.

The municipality of Oeiras and the Foundation thus seek to guarantee the participation, social integration and full exercise of the citizenship rights enshrined in the Constitution and the law of people with special needs.

Porto Amigo

Having in mind the promotion of urban social cohesion and proper housing conditions for the elderly, the Manuel António da Mota Foundation and the Porto Social Foundation, of the municipality of Porto, signed a protocol called Porto Amigo (Friendly Porto), establishing a collaboration to conduct retrofitting works for the elderly who depend on the Municipality, live in poverty and reside in owner-occupied or rented housing.



2. "Habitat for Humanity International"
3. "Oeiras sem Barreiras"
4. "Porto Amigo"
5. "Bolsas de Estudo"

In 2012, the area of intervention of this project was extended, through the inclusion of the Porto Social Action Group (G.A.S. Porto) in this partnership. G.A.S. Porto has conducted, through volunteering initiatives, on-going monitoring of the project beneficiaries, providing them with psychosocial support, which complements the housing intervention.

Within the scope of this protocol, 25 senior homes were object of intervention by the end of 2015, having contributed to the improvement of their living conditions and to restoring dignity to their dwellings.

HEALTH

Protocol Manuel António da Mota Foundation / Portuguese League Against Cancer - Northern Regional Unit / Portuguese Institute of Oncology of Porto

The protocol signed in 2011, between the Foundation, the Portuguese Institute of Oncology of Porto (IPO), and the Northern Regional Unit of the Portuguese League Against Cancer (LPCC-NRN), set up a social support service for oncology patients hospitalised in the palliative care unit and for their families.



By remaining in force in 2015, this protocol allows the palliative care unit of the Portuguese Institute of Oncology of Porto (IPO), which provides care to more than a thousand patients per year, to continue to rely on a financial grant from the Foundation, providing diversified support to patients and families who face serious economic, financial and/or psychosocial hardship, susceptible of harming their well-being and quality of life, jeopardising the efficacy of the clinical care provided, or contributing directly or indirectly to their isolation and social exclusion.

Protocol Manuel António da Mota Foundation / Portuguese League Against Cancer - Centre Regional Unit / Portuguese Institute of Oncology of Coimbra / Hospital and University Centre of Coimbra

In line with the protocol signed with the Portuguese League Against Cancer - Northern Regional Unit (LPCC-NRN) and the Portuguese Institute of Oncology of Porto (IPO), in October 2015, the Foundation signed a protocol with the Portuguese Institute of Oncology of Coimbra (IPOCFG), the Portuguese League Against Cancer - Centre Regional Unit (LPCC-NRC), and the Hospital and University Centre of Coimbra (CHUC).

This protocol aims at creating social support lines for oncology patients, namely those facing socioeconomic and psychosocial hardship, susceptible of harming their well-being and quality of life, jeopardising the efficacy of the clinical care provided, or contributing directly or indirectly to their isolation and social exclusion.

The support, defined by the protocol, shall be provided to patients in coordination with the IPOCFG and CHUC, responsible for identifying patients facing socioeconomic hardship.

Mundo a Sorrir - Associação de Médicos Dentistas Solidários Portugueses

The Mundo a Sorrir – Associação de Médicos Dentistas Solidários Portugueses (Smiling World - Association of Solidary Portuguese Dentists) is a pioneer non-profit organisation in oral healthcare, having as main objective the promotion of the right to oral healthcare in Portugal and the world.

Given that the development of partnership activities in oral healthcare will contribute to solving health and social integration issues within the Portuguese population, the Foundation established a protocol with the Smiling World association, in order to strengthen the access to healthcare on part of underprivileged people. The protocol was developed precisely within the scope of the objectives of the National Oral Health Plan, through its project, Oral Health Support Centre (CASO), which aims at providing the most underprivileged people in the Porto district with oral healthcare, through the collaboration with a vast network of volunteer medical dentists. Under this protocol, the trainees of the Manuel António da Mota Vocational Training Centre can also take advantage of free healthcare consultations.

The Foundation has renewed its support to this institution every year, which has already expanded its project to the city of Braga.

SOCIAL INNOVATION

ESLIDER – Pontes para o Futuro

The Social Innovation Centre (CIS Porto) launched the competition Pontes para o Futuro (Bridges to the Future). It is an initiative of the Municipality of Porto, through the Porto Social Foundation, in partnership with ESLider - Portugal, an organisation which aims at actively contributing to the recognition of the third sector, by promoting its transparency, professionalism and modernisation.

Pontes para o Futuro seeks to mobilise citizens to solve specific problems identified by third sector organisations, bringing together social entrepreneurs and social economy institutions to find solutions that ensure the efficiency and sustainability of the work of the latter.

The Foundation has supported this initiative by funding and collaborating in the selection and evaluation of the best projects.



1.2 Social and family support for Mota-Engil Group employees

Scholarships

The Scholarship Programme was first set up in the academic year of 2006-2007 within Mota-Engil, and subsequently its management was transferred to the Foundation in 2011.

The scholarships, amounting to 3,000 euros per year per beneficiary, are awarded to higher education students, children of employees of the Group with less economic resources, and students who have good academic performance.

To date, over two hundred students have received financial aid. This programme aims at promoting an equal opportunities policy, which contributes to higher standards of youth qualification and encourages their academic performance.

Furthermore, in 2015, the Foundation continued to support a young Mozambican student facing great economic hardship, granting her a scholarship to finance her attendance of studies in Portugal.

Financial Advice

The Financial Advice programme is a service provided by the Foundation to the employees of the Mota-Engil Group, in collaboration with a company specialised in matters of personal and household indebtedness.

This programme aims at providing support for over-indebtedness or risk of financial unbalance, through financial assessment or support of financial recovery.

The service provided includes two different modalities: financial diagnosis, with analysis of the household budget, evaluation of the financial profile, and setting up a recovery plan for monthly responsibilities and expenses; and financial and social recovery, comprising financial rehabilitation aimed at a responsible use of credit, drawing up a payment and renegotiation plan regarding creditors, including the State, as well as the balanced management of the family budget. This service, provided by the Foundation, is completely free of charge for employees and for both modalities mentioned, whatever their degree of complexity and length. However, it does not include legal representation.

In 2015, a number of Group employees resorted to the Foundation's support in this area, and were thus able to reorganise their financial situation.

Social Support Fund

The Foundation established a Social Support Fund, which is a permanent instrument for the economic support of the Group's employees and members of the respective household.

The Fund is specially intended for aiding employees with personal or family contingencies, which may result in an unexpected income hardship or increased expenses, susceptible of jeopardising the economic security and stability of the employee and respective family.

These contingencies include accidents or diseases resulting in total or partial inability to work, temporarily or permanently, death of the employee, spouse illness, disability of any member of the household, among other situations covered by the object of the Fund.

The financial support granted by the Fund may be of an occasional or continuous nature, depending on the characteristics of the event giving rise to the application, intended for



employees of the Mota-Engil Group with over 5 years of service. The management of the Fund is subject to specific regulations, based on an annually allocated budget.

In 2015, the Fund once again helped several employees, which well demonstrates the importance and the purposes for which it was created.

- 6. Financial Advice
- 7. Social Support Fund
- 8. Habitat for Humanity International
- 9. Porto de Futuro

1.3 Volunteering

Every year, the Foundation promotes several volunteering initiatives, the following comprise the ones in which the Group's employees were more engaged:

Habitat for Humanity International

Within the scope of the protocol established with Habitat for Humanity Portugal (aforementioned), the Foundation, as in previous years, launched a challenge to engage Mota-Engil employees in this project.

In 2015, this project once again relied on the participation of volunteers from the Mota-Engil Group. At the end, all those involved expressed great satisfaction for having participated in a volunteer activity so humanly enriching and rewarding, and reiterated their willingness to participate in new initiatives.

Porto de Futuro

Within the scope of the project Porto de Futuro (Future Porto), and the development of the partnership with the Vertical Group of Manoel de Oliveira Schools (Porto), in the school year of 2014-2015, three volunteers from the Mota-Engil Group expressed their willingness to implement the Junior Achievement Portugal programmes.

1.4 International Projects

MOZAMBIQUE

Health4MOZ - Health for Mozambican Children and Families

The Health4MOZ is a private non-profit organisation, created by a group of professionals, particularly physicians and medicine professors, in response to a call to arms for social and civic responsibility and for solidarity towards others.

Its key partners are the Faculty of Medicine of the University of Porto, and the University of Lúrio (UNILÚRIO) in Nampula, Mozambique. The motto of the Health4MOZ is teaching and training in medicine and in all paramedical areas, in order to convey knowledge in a consistent manner, a testimony to the lasting improvement of healthcare of excellence, and, consequently, of the cross-generation improvement of the health of populations. For this purpose, it relies on physicians specialised in different areas, as well as nurses who, in a completely voluntary basis, develop their work in Mozambique.

The Foundation, aware of the importance of the institution's mission, and within the scope of the progressive expansion of its intervention in Mozambique and in other countries where Mota-Engil has a significant presence, has supported Health4MOZ's activities in this African nation.

MOVE – Associação de microcrédito e empreendedorismo

The Foundation has supported the Católica - MOVE project, associating itself to microcredit and entrepreneurship projects in Mozambique, promoted by the Portuguese Catholic University.

The support allocated to MOVE (Association of Microcredit and Entrepreneurship) is intended to finance project activities, which involve the award of a set of prizes to the best entrepreneurs supported by MOVE in Mozambique, and the support of mentoring and empowering initiatives for Mozambican microentrepreneurs, led by young Portuguese university students.

Step for Care

Step for Care is a non-profit organisation which aims at promoting and protecting the interests and rights of children hospitalised in the Central Hospital of Maputo, in other African nations, and also in Portugal. The institution was born out of the will of a group of people connected by a common objective and ideal.

Step for Care intends to support the creation and modernisation of the paediatric ward of the Central Hospital of Maputo. In the same hospital, it also intends to support the leisure centre to be created, seeking to provide hospitalised children with some school follow-up, a space where they can have access to toys and games, and also seeking to enable interaction and sharing activities between patients and their relatives during visits.

The Foundation provided the association with financial support for the pursuit of its activities, in solidarity with the effort undertaken for the sake of Mozambican children.

2. MANUEL ANTÓNIO DA MOTA AWARD

The annual Manuel António da Mota Award is a statutory requirement of the Foundation. The Award intends to honour and pay tribute to the memory of Mota-Engil's founder, by distinguishing, every year, the organisations and personalities which stand out in the various areas of activity of the Foundation.

In its 1st edition in 2010, the Award was directed at private institutions of social solidarity, which developed remarkable work in the fight against poverty and social exclusion during the European Year for Combating Poverty and Social Exclusion. The winner of the award was the Social-Therapeutic Association of Almeida (ASTA), an institution that develops remarkable work for the social, human and economic integration of disabled citizens in the municipality of Almeida, by providing them with proper living conditions in a context very close to family environment.

In the European Year of Volunteering, celebrated in 2011, the 2nd edition of the Manuel António da Mota Award aimed at rewarding Portuguese organisations which promote volunteering activities in the country. The prize was awarded to the Trás-os-Montes Association of Parents and Friends of Children with Special Educational Needs (Leque), an association based in Alfândega da Fé and which manages a Support and Animation Centre for Disabled People.

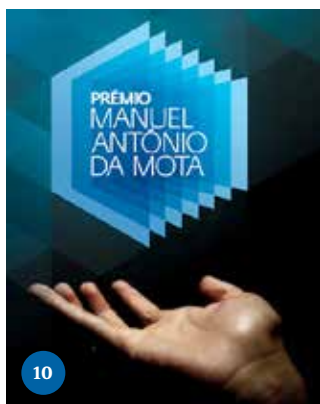
The European Year of Active Ageing and Solidarity between Generations served as the motto for the 3rd edition of the Manuel António da Mota Award, held in 2012. The winner of the Award was Alzheimer Portugal, for its work at the service of the social integration and the improvement of the quality of life of individuals with dementia and their carers, asserting itself as the only organisation in Portugal specifically dedicated to this cause.

The European Year of Citizens was the inspiring theme for the 4th edition of the Manuel António da Mota Award, in 2013, an edition with the joined efforts of the European Year of Citizens in fostering the debate on European citizenship, and in informing people on their rights as European citizens. The winner was the Mata do Buçaco Foundation, which was chosen by the jury of the Manuel António da Mota Award for the projects developed within the scope of the integrated and co-responsible re-socialisation of inmates, under a protocol signed with the General-Directorate of Rehabilitation and Prison Services, which provides for the social and professional integration of inmate citizens from the prison of Coimbra.

In 2014, in its 5th edition, the Manuel António da Mota Award, while joining the commemoration of 20th anniversary of the International Year of the Family, decided to distinguish the institutions which seek to enhance the valuing, protection, and support of family in several areas. The winner of the 5th edition was the Movement for the Protection of Life (MDV), for its project "Family", developed within the scope of the follow-up of families with at-risk children and youngsters.

In 2015, the 6th edition of the Manuel António da Mota Award aimed at praising the efforts of organisations that stand out as a result of the innovative nature of the projects which target the social problems of the country, mainly in the areas of education, employment, fight against poverty, and social exclusion. The competition included 225 projects submitted, with applications from non-profit organisations, namely private institutions of social solidarity, foundations, associations, non-governmental organisations, and public entities such as local municipalities.

The selection process followed a set of social, technical, institutional and economic criteria stipulated by the Award's regulations, and applied to the analysis of the application form. Subsequently, the jury visited the 10 finalist institutions, which allowed the on-site appraisal of the activities developed and the determination of the winning application.



10. Manuel António da Mota Award



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11. Manuel António da Mota Award
12. Manuel António da Mota Vocational Training Centre
13. Manuel António da Mota Vocational Training Centre

The selection Jury consisted of members of the Foundation's Board of Directors and of renowned personalities, such as the National Coordinator of the European Year of Active Ageing and Solidarity between Generations, the Chairman of the National Confederation of Solidarity Institutions (CNIS), the Chairman of the Board of Trustees of the Manuel António da Mota Foundation, and the Chairman of the Board of the Institute for Child Support (IAC).

In a communication partnership, established between the Foundation and TSF – Radio News, for the sixth consecutive year, the programme "Portugal Inovador Social" (Portugal Social Innovator) brought to the radio the stories of the institutions which stood out as a result of the innovative nature of the projects which target the social problems of the country in several areas, besides a set of news reports on each of the finalist institutions.

On 13th December, during the conference "Portugal Inovador Social" (Portugal Social Innovator), took place the announcement of the winner of the Manuel António da Mota Award, having former President of the Republic, Ramalho Eanes, presented the award. The ADFP Foundation (Support, Development and Vocational Training) was chosen by the Jury of the Manuel António da Mota Award for its project *Mentes Brilhantes* (Brilliant Minds), which aims at arousing the joy of learning and knowledge in underprivileged students, increasing their scientific culture in order to boost their talent through leisure-pedagogical activities, while complementing the role of schools in less explored subject matters. The ADFP Foundation, a private institution of social solidarity based in Miranda do Corvo, supports a vast number of people in areas such as childhood, disability, mental illness, ageing, health, and vocational training, while also providing relevant cultural and sports activities, besides the Biological Park of Serra da Lousã.

The Foundation revels in the public prestige and notoriety that the Manuel António da Mota Award has achieved throughout its six editions.

3. EDUCATION AND TRAINING

The Manuel António da Mota Vocational Training Centre

In 2015, the training activities of the Centre were developed in accordance with the qualification areas defined in the certification obtained from the General-Directorate of Employment and Labour Relations (DGERT), as well as in accordance with the protocol signed with the Institute of Employment and Vocational Training (IEFP), namely: Civil Construction and Civil Engineering, Electricity and Energy, Secretariat and Administrative Work, and Integration into the Organisation. The courses developed were fully included in the training modality of Apprenticeship, which aims at providing youngsters with an initial qualification.

Regarding the financing of training in 2015, it is important to mention the regulations of the new Community Support Framework, which include the Apprenticeship modality at the level of the POPH – Human Potential Operational Programme.

This training modality is directed at youngsters over 18 and under 25 years of age, who have completed the 3rd cycle of basic education, enabling double certification, academic and vocational, and encouraging, at the same time, integration into the labour market and the continued pursuit of studies. Furthermore, in this training modality, the theoretical preparation involving the social, cultural, scientific, and technological components is complemented and alternates with practical training in real work context.

Within the scope of offer diversification, the Training Centre, in permanent dialogue with schools, public entities and economic agents, is particularly aware of the need to vocationally guide youngsters according to the dynamics of the labour market, seeking to focus on high-employability sectors.

As a complementary measure, in order to achieve greater educational success, the Manuel António da Mota Foundation continued providing all students of the Training Centre with free breakfast, while maintaining its social and economic support of many students and families through the Trainees Support Fund, as well as its healthcare policy, both in terms of general and family medicine, and in terms of dentistry, by offering free oral health consultations to trainees, within the scope of a protocol signed with the institution Mundo a Sorrir – Associação de Médicos Dentistas Solidários Portugueses (Smiling World - Association of Solidary Portuguese Dentists).

In 2015, the Training Centre held 8 training courses in two different areas, Electrical Installations Technician (4 courses) and Cooling and Air Conditioning Technician (4 courses), amounting to a total of 90,049 hours of training for 182 trainees.

The scarcity of job prospects offered by classical secondary education, along with the adverse conditions of the current labour market, and the guidelines for educational policies which recommend an increase in vocational education, make this an educational modality which is more attractive for youngsters. Moreover, in the specific case of the Training Centre, the reputation and experience accrued throughout 18 years of operation, based on the quality of the trainers, of the material and pedagogical resources available, and of the social support provided to students facing economic and family hardship, works towards preventing school drop-out and fostering school attainment.

Furthermore, in 2015, the Training Centre also launched its website, thus increasing its public visibility. This new information and communication platform offers several functionalities, namely, on-line enrolment in courses, and a back office which allows information sharing between trainees and trainers, besides access to didactic resources, evaluation, among other tools.

Consequently, the Training Centre remains focused on its essential mission: maintaining and enhancing its attractiveness to youngsters; providing quality training in high-employability sectors; and helping youngsters access the labour market, thus, achieving a highly relevant goal and serving the purpose of increasing youth qualifications as an essential conduit for their full social inclusion.

In 2015, besides providing several education-oriented institutions with financial support, the Foundation maintained the already established protocols, and undertook new partnerships.

Arco Maior

Children and youngsters in situations of school absenteeism and drop-out are one of the main concerns of the entities which deal with this phenomenon, which is not strictly related with school problems, but rather reflects complex social realities which require more elaborate social responses.

It was within this context that the project Arco Maior (Major Arch) emerged, aimed at integrating youngsters undergoing school drop-out, by promoting education and certification, and the school and social integration of youngsters who do not find an answer in the existent educational and training offers available.

Arco Maior, promoted by the Catholic University of Porto and the Charity of Porto (SCMP), in partnership with the Ministry of Education, the Institute of Employment and Vocational Training (IEFP), and several other partners, intends to assert itself as a dynamic social and educational transition from possible exclusion and marginalisation to citizenship and social inclusion.

The Foundation, aware of the social and educational relevance of this project, and in line with its concerns in this area, started lending its efforts in the beginning of the school year of 2013-2014, and, since then, it has provided financial support for the activities conducted in two sites in the city of Porto, in facilities arranged by the Santa Casa da Misericórdia do Porto (SCMP).

Associação para a Educação de Segunda Oportunidade

The Associação para a Educação de Segunda Oportunidade - AE2O (Association for Second Chance Education) is a non-profit organisation, based in the municipality of Matosinhos, whose main objective is the promotion of second chance education, working mostly with underprivileged youngsters with low educational and professional qualifications, and at-risk of social exclusion.

This school, a pioneer in Portugal, is the only Portuguese entity which has joined the European network of Second Chance Schools. The Second Chance School of Matosinhos is a social and educational answer for youngsters who have left school without obtaining the minimum qualifications necessary to gain access to a job or new studies, and, in most cases, without having the basic social skills essential for adequate social and occupational integration.

Given the social importance and the pioneering nature of this project, the Foundation continued to regularly support the institution's activities.

Scholarship - Protocol Manuel António da Mota Foundation / Faculty of Social and Human Sciences of the New University of Lisbon

In 2015, the Manuel António da Mota Foundation signed a protocol with the Faculty of Social and Human Sciences of the New University of Lisbon (FCSH-UNL). Within the scope of this protocol, the Foundation undertakes to support the Faculty of Social and Human Sciences of the New University of Lisbon with an amount corresponding to 10 scholarships for 1st cycle

degree students who, due to duly proven financial constraints, are unable to pursue their studies.

The 10 scholarships are intended for the payment of the tuition pertaining to the academic year of 2015-2016.

Cantinho do Estudo

In October 2014, the Foundation signed a protocol called “Cantinho do Estudo” (Study Corner) with the Municipality of Vila Nova de Gaia, Gaiurb - Urbanismo e Habitação, EM, the Parish of Canidelo, and the Group of D. Pedro I Schools, directed at promoting social equality and school attainment, preventing school drop-out, and creating the conditions necessary to implement an equal opportunities policy for everyone.

Cantinho do Estudo, with an initial duration of four years and an annual budget of 30,000 euros equally divided between the Foundation, the Municipality of Gaia, and the Parish of Canidelo, aims at undertaking the works necessary to create or improve the study conditions of children and students from low income families who attend pre-school, basic or secondary school institutions, by intervening in the homes of the beneficiaries of this programme.

In 2015, 7 interventions were concluded within the scope of this programme, thus improving the learning and study conditions of the homes of families with school-age children in the parish of Canidelo.

Centro Cultural de Amarante

The Centro Cultural de Amarante - Maria Amelia Laranjeira (Cultural Centre of Amarante) is a cultural and recreational association founded in 1981, and declared as a legal person of public interest. It develops mostly music and dance related activities, besides being a reference in specialised artistic education.

Its project “Dance/Integration” seeks to, through dance education, foster the inclusion of children and youngsters at-risk of exclusion and with high levels of school drop-out and failure, by promoting values such as discipline, persistence and team-work.

The Foundation recognises the relevance of such work in social and educational terms and believes it to be a preferred conduit for social inclusion, reason why it has supported, as main sponsor, this project since its inception.

Jovens Empreendedores – Construir o Futuro

In 2015, the Business Association of Amarante (AEA) promoted the 4th edition of the initiative Jovens Empreendedores - Construir o Futuro (Young Entrepreneurs - Building the Future), which was directed at the school community of the Municipality of Amarante.

This project aims at fostering the entrepreneurial potential of the students, teachers and general population of the municipality of Amarante, triggering a change in attitudes, the direct contact with entrepreneurial notions, and the development of new social and personal skills. It also intends to disseminate entrepreneurship and best entrepreneurial practices among the young students attending the 10th, 11th and 12th grade in the schools in question.

The project relies on the support of several entities: the AEA; the Foundation, as main sponsor which renewed its support for this 4th edition; all the secondary schools of the municipality of Amarante - namely, Escola Secundária de Amarante, Colégio de São Gonçalo, Escola Profissional António do Lago Cerqueira and Externato de Vila Meã; and the Vocational Training Centre of the Metalworking and Metal-Mechanics Industry (CENFIM), through its Amarante unit.



- 14. “O Património - Dar um futuro ao passado”
- 15. “O Património - Dar um futuro ao passado”
- 16. “Cantinho do Estudo”
- 17. “Centro Cultural de Amarante”

“O Património - Dar um futuro ao passado”

O Património - Dar um futuro ao passado (Heritage - Giving a future to the past) is the name of the cultural and pedagogical project which resulted from the protocol signed, in 2015, between the Manuel António da Mota Foundation and Santillana, which has been publishing textbooks, as well as other didactic and pedagogical resources in the Portuguese market for over 25 years.

The Foundation and Santillana joined forces to develop a project which promotes heritage education, in order to ensure the preservation of an asset widely recognised as essential for society: its heritage.

This project aims at promoting the education, dissemination and valuing of Portuguese cultural heritage among school communities, thus being directed at students, teachers and parents.

Consequently, the project is comprised of several elements to be disseminated in schools throughout the country: a travelling exhibition consisting of a set of panels with graphic and appealing representations of the different types of heritage; a Pedagogical Exploration Guide for teachers; Pedagogical Itineraries proposing visits to institutions or sites offering the different types of heritage; and Didactic Units consisting of digital didactic material with proposals for pedagogical exploration.

The project started in May 2015 with the Pedagogical Itineraries, and the remaining stages are scheduled to start in the beginning of the school year of 2015-2016.

Música para todos

The Porto Social Foundation was created in 1995 by the municipality of Porto, in order to embody social projects in the municipality, and having as mission the promotion of social inclusion and cohesion in the city of Porto. Since 2010, the Porto Social Foundation has

promoted the project *Música para Todos* (Music for Everyone), in partnership with the music school *Curso de Música Silva Monteiro*, this initiative, of coordinated music education, is directed at basic education students from the Group of Schools of Cerco do Porto and Viso, and involves 150 children and youngsters.

The project aims at providing children and youngsters, with scarce financial resources, facilitated access to music education, enabling their participation in a common and continued project, which contributes to their personal growth as citizens and their integration in society, while also helping increase their self-esteem and motivation, promoting school attainment and fighting school drop-out.

The success achieved has already allowed the creation of the Junior Orchestra of Bonjória, with an increasing number of participants. The Foundation has kept on supporting this project.

Porto de Futuro

In April 2007, Mota-Engil, along with other reference companies from the metropolitan area of Porto, signed a protocol supporting the project *Porto de Futuro* (Future Porto), which also included as signatories the Municipality of Porto, the North Regional Directorate of Education, and the Vertical Group of Manoel de Oliveira Schools, a partner of Mota-Engil's.

The partnership intended to combine efforts and interests common to the educational system and the business community, by having schools adopt the best practices in terms of business management models.

In 2013, by way of the extinction of all Regional Directorates of Education, the protocol was revised in order to include the Directorate-General of Schools representing the Ministry of Education, with the Municipality of Porto, the Vertical Group of Manoel de Oliveira Schools, and the Foundation as the remaining signatories.

Within the scope of this project, in 2015, the following activities were conducted with the Vertical Group of Manoel de Oliveira Schools, in Porto:

Programas da Aprender a Empreender – Junior Achievement Portugal

Aprender a Empreender - Junior Achievement Portugal is an organisation of education for entrepreneurship, with the mission to inspire and prepare youngsters from 6 to 25 years of age to succeed in a global economy world.

The Aprender a Empreender (Learning to be an Entrepreneur) programmes are implemented in schools throughout the school year, by company volunteers with the support of teachers. The volunteer conveys to students his/her professional and personal experiences through his/her own method.

The objective is to raise awareness of youngsters for the importance of "Learning to be an Entrepreneur", an enriching attitude to continuously pursue throughout life, addressing issues such as citizenship, active awareness, financial literacy and professional development.

As in previous years, in 2015, the Foundation contributed to the implementation of these programmes with the participation of two Mota-Engil volunteers.

Braço-Direito

Braço-Direito (Right-Hand Person) is an initiative where students shadow a professional for a day, in their workplace. Throughout this day, the professional shares experiences and

knowledge with the student, allowing contact with and participation in the daily activities of that volunteer.

This experience aims at providing youngsters with knowledge on the organisational structure, culture, and work ethics of a company, as well as on the several career options available, thus allowing them to discover the demands and opportunities pertaining to a specific professional field.

Once again, the Foundation participated in this initiative, having some of its professionals been shadowed by youngsters.

School Merit Awards

Since the beginning of the partnership, awards have been granted to the best students, which are integrated into the Honour Roll of the Group of Schools.

In 2015, as has been the custom, the awards were presented during the Christmas Party of the Group, where students were presented with a gift certificate alluding to the school performance of the previous year.

4. CULTURE

In this area, besides the donations granted to support non-profit institutions with cultural activities, the Foundation was also involved in several projects.

ARTES – Cultural programme (4th Edition)

The ARTES (ARTS) programme of the Manuel António da Mota Foundation was created in 2012 to reflect new forms of artistic production and promote access to visual arts, through an exhibition programme committed to its integration into and connection with the community.

The programme aimed at presenting, for the first time in Portugal, internationally renowned artists, and also at promoting young Portuguese artists, affording them the opportunity to specifically create works for exhibition within the scope of ARTES.

In 2015, the programme held, in a smaller version, the 4th and last edition, in line with the originally defined objectives, which have been fully achieved.

“Tuti Momo” is the designation of the artistic project developed by artist Luísa Mota for the Rivoli – Municipal Theatre, also presented at the Book Fair of Porto and other places in the city, between 19th September and 19th December 2015. The project included an interactive exhibition at the theatre, as well as performances, celebrations and parades throughout the city. The artist worked with a group of professional and amateur participants, which interpreted the characters. The feature moments were the Inaugural Parade and the “Invisible” Monument.

CulturaViva Programme

The CulturaViva (Live Culture) programme was created, in 2014, as a brand and reference to the cultural activities developed at the Foundation, particularly the Auditorium.

The programme aims at attracting a diversified audience, particularly people less familiarised with the different forms of culture, thus promoting access to culture and cultural assets. It also serves two important objectives: integrating the Foundation as a reference entity and venue into Porto’s cultural offer, through high quality and original programming, thus, complementing



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18. ARTES – Cultural programme (4th Edition)

19. Aprender a Empreender – Junior Achievement Portugal programme

20. CulturaViva Programme



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the already existent offer and providing young artists and performers with the opportunity to gain visibility and boost their artistic careers.

In 2015, the programme Cultura Viva organised the 2nd edition of the Music Cycle with highly diversified programming from June to December: String Ensemble, Jazz Music, Saxophone Quartet, Clarinet Quartet, Guitar Quartet and Christmas Concert.

The Senior Choir of the Manuel António da Mota Foundation

The creation of the Senior Choir, in 2012, was a result of the spirit which presided over the European Year of Active Ageing and Solidarity between Generations.

In 2013, 2014 and 2015, this project continued as an activity developed and supported by the Foundation. Music, besides being recreational, is a powerful sensory and cognitive stimulus, helping people from all generations remain active and participative, which is particularly relevant for the older generations.

The Senior Choir is comprised of people who attend Senior Centres in Porto and relatives of Mota-Engil employees. The Choir invests in a dysfunctional repertoire, where rock, pop and Portuguese folk music is combined in an amalgamation of national reference songs.

Successful corporate social responsibility - 2nd Edition

The Manuel António da Mota Foundation has been a member of the GRACE Association (Group of Corporate Citizenship Reflection and Support) since 2013, actively collaborating in the pursuit of the association's objectives.

In March 2015, the Foundation, in collaboration with GRACE, held, in the Bom Sucesso Market and the Foundation's Auditorium, the 2nd edition of the "Successful Corporate Social Responsibility" event.

In the morning, a set of 20 Portuguese companies, using the stalls set up in the market, presented the general public with their social responsibility projects and marketing materials. While, in the afternoon, at the Foundation Auditorium, a round table presented examples of innovative social projects, followed by a debate entitled "Social Innovation and the Role of Corporate Social Responsibility".

5. A FOUNDATION OPEN TO THE COMMUNITY

The Foundation's headquarters is located in the Bom Sucesso Square, inside the retrofitted Bom Sucesso Market, in Porto, since June 2013. The space consists of a work area which houses administrative and management services, a large multi-purpose exhibition area, a front desk, and an auditorium with 136 seats, fully equipped with cutting-edge sound and image technology.

The Foundation's facilities are, thus, geared towards diversified usage, being able to host all types of expressions of music, visual performance arts and cultural activities, such as conferences, seminars, debates and others.

The Foundation pursues a usage policy characterised by openness and a will to serve the community. Besides the activities developed to comply with its strategic objectives, the Foundation believes there are other ways to serve the community. Therefore, it regularly hosts in its facilities civil society and third sector organisations which, due to lack of material or financial resources, seek to organise their events there, be it meetings, work sessions, training courses or other activities, being able to do so with all privacy and comfort, and free of charge.

3.4 OTHER SOCIAL RESPONSIBILITY INITIATIVES IN EUROPE

The Manuel António da Mota Foundation is the main conduit for the social responsibility policy of the Mota-Engil Group, nevertheless, some Group companies individually develop social and/or environmental initiatives with their stakeholders.

Therefore, the following social responsibility initiatives were promoted by Mota-Engil companies within Europe.



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21. Senior Choir of the Manuel António da Mota Foundation

22. A Foundation open to the community

23. Successful corporate social responsibility - 2nd Edition



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3.4.1 PORTUGAL

Mota-Engil Ambiente e Serviços

Human capital development programme

While pursuing a modernisation and consolidation strategy for its People Management practices, Mota-Engil Ambiente e Serviços (MEAS) developed, throughout 2015, a significant set of human capital development initiatives, which were recognised at internal and external level, and focused on the following goals:

- **Guaranteeing the overall satisfaction of its employees**

Throughout 2015, MEAS implemented a communication plan with the direct involvement of Boards, Departments and Human Resources (HR) teams, in order to identify the human resources priorities which would boost the satisfaction of Employees.

The communication plan covered all Mota-Engil Ambiente e Serviços companies - INDAQUA, SUMA, Tertir, Liscont, Sotagus, Sadoport, Socarpor, Sealine, TCL, Transix, Takargo, Manvia, and Vibeiras - and consisted of a series of consecutive workshops, as well as the synchronised dissemination of Internal Satisfaction results, strengths, and improvement measures.

- **Bringing HR closer to Business and People**

In order to ensure a coordinated Group strategy for all MEAS companies, action plans were developed, which included cross-cutting action for all businesses, as well as specifically adapted programmes for each business.

Additionally, an ambitious training programme was implemented and promoted internally by MEAS' Human Resources department. This programme aimed at raising the awareness and engaging the main stakeholders of the companies in the projects developed at the level of the Mota-Engil Group, having, thus, amounted to 3,059 training hours for over 940 employees.

- **Investing in meritocracy and recognising talent**

In 2015, Mota-Engil Ambiente e Serviços developed a pioneering national project by implementing a cloud Talent Management System - SAP Success Factors.

The notoriety, which resulted from the implementation of this solution, allowed MEAS to be included on the short-list of SAP Quality Awards winning companies.

- **Boosting the Employer-of-choice brand**

MEAS submitted the applications of two companies - Transitex and Manvia - to the Work Excellence Award, having these companies been distinguished as national Excellence Organisations, an accolade that resulted from the appraisal of areas such as corporate dynamics, social environment, and best practices in process and people management.

- **Developing a socially responsible attitude towards the dissemination of know-how and best practices**

Within the scope of the HR projects developed, and bearing in mind the need to ensure a responsible attitude in know-how and best practices dissemination, MEAS participated in different external speciality events and forums.

In order to keep up with the current trends in terms of human capital management, MEAS developed a set of initiatives, namely, the 1st meeting involving over 20 HR supervisors from associate companies, which also included the participation of renowned experts in different matters.

It also participated, for the third time, in the 24 Horas de Logística (24 Hours of Logistics), an initiative which involves a wide set of sector companies, and which aims at training and developing cross-cutting skills.

- **Integrating new companies and guaranteeing the full integration of People into the Group's culture**

In 2015, EGF joined the universe of Mota-Engil companies and, in order to ensure the full integration of people into the Group's culture and values, Mota-Engil organised a welcoming and integration event which relied on the participation of the Group's upper management and EGF's management.

MANVIA

Parque Escolar contract takes centre stage at 9th APFM Conference

Manvia was one of the guest speakers at the 9th APFM Conference (Portuguese Association of Facility Management) which took place on 11th and 12th November, at the Museum of Electricity in Lisbon. As a leading event on the issue, in Portugal, this edition focused on “Facility Management: Focus on People” and “The role of Facility Management in Sustainability”. “Manvia in Parque Escolar” took centre stage in the panel dedicated to “Facility Management in Public Spaces”.

Manvia has been working on this project since 2008, with 8 schools awarded. It is responsible, since 2015, for providing conservation, maintenance, and exploitation support services to 45 schools of the Modernisation Programme of Secondary Education Schools.

First OPEN DAYS of APSEI

In November 2015, Manvia participated in the 1st edition of the Open Days, organised by the Portuguese Association of Safety (APSEI), dedicated to Occupational Health and Safety. This event addressed and debated pertinent safety-related topics, combining theoretical presentations with practical demonstrations.

Manvia participated in the panel on Protection and Safety Equipment, having addressed the use of PPE (Personal Protective Equipment) in maintenance works.

SUMA

Environmental education and awareness initiatives

SUMA, as an entity operating in the environment sector, annually develops a comprehensive social responsibility programme, promoting the individual and collective citizenship of its employees and of the surrounding community.

Undertaking a policy of investing in the civic training of the population, especially the younger generation, this programme intervenes qualitatively in the dissemination of specific knowledge pertaining to the prevention of waste production (reducing at the source, recycling the valuable component, and reusing for the same or different purpose), to self-assessment (respect for public spaces and equipment), and to mutual-inspection between peers (being accountable for the behaviour of others), as well as other cross-cutting related topics.

The commitment to achieving national collective civic responsibility is associated to the promotion of the acquisition and maintenance of individual and social urbanity skills, by adopting behaviour and routines regarding waste preparation and disposal, sorting at the source, and application of eco-consumption codes - topics intended to safeguard natural, financial and human resources.

Contradicting company objectives as private operator, notwithstanding interest in greater turnover resulting from the tons of waste collected, awareness campaigns aim at getting citizens to produce less waste, either by recycling (collection system which under most contracts is not conducted by SUMA) or by reducing its production at the source, boosting the perception of the individual advantages of these procedures.

SUMAkids®

The virtual platform SUMAkids®, launched in the second quarter of the year, is another tool to bring SUMA closer to Municipalities, its preferred partners, allowing direct and indirect customers, and the public in general, to explore the individual financial and operational advantages of adopting pro-urban behaviour, by exploring this on-line children's space. As a result of this sharing, not only SUMA's institutional website features SUMAkids®, but also the websites of partner Municipalities.

By the end of 2015, this platform was active on 8 municipal websites - Aveiro, Celorico de Basto, Esposende, Figueira da Foz, Ílhavo, Vila do Bispo, Vila Nova de Gaia, and Trancoso - without added cost (company's social responsibility option), as well as on SUMA's website; 2016 brings prospects of inclusion in other customer websites, as well as the creation of more specific content.

ECOKIOSKO®

In the first quarter of the year, another project was launched, ECOKIOSKO®, with two modalities: large version and compact version called ECOKIOSKO® Jr. These structures, named after the first kiosks in the Portuguese capital (Kiosko), were used for indoor environmental initiatives, addressing issues such as sustainable consumption, urban cleaning, recovery and reuse of materials, waste preparation, civic participation, and primary and road promotion, in free access structures without need for technical supervision.

ECOKIOSKO®, in its larger version, is a collapsible kiosk with a bandstand area serving as auditorium (for TV viewing of informative and animation videos, creative workshops and others), and with a sensory exploration area with 5 rotation, correspondence and geometrical games. This itinerant project was present in several highly frequented commercial spaces in the municipalities of Aveiro, Coimbra, Maia, Porto, Oeiras and Ovar, offering a free space to understand and practise environmental routines.

Given the success achieved by this large kiosk unit, a smaller portable version was created to satisfy other strategic partnerships. Therefore, 10 ECOKIOSKO® Jr. were designed, as a 3-panel folding screen, directed at other types of target audience: visitors of environmental interpretation centres, education units, ecoparks, youth houses, parent-children spaces; users of libraries, municipal markets, and municipal services; students of educational institutions; participants in commemorative events (Eco-Schools Award); consumers in commercial spaces; and employees of SUMA service centres. The educational kiosks were set up in the mainland throughout the municipalities of Batalha, Esposende, Ílhavo, Odivelas, Lisboa, Matosinhos, Porto, Vila Nova de Gaia, Vila Real, Santa Maria da Feira and Torres Vedras, and in the municipalities of the Island of S. Miguel, along itineraries which will continue in 2016, in these and other places.

"Educating for Citizenship, Building a Better Environment"

• Verusco

This novel initiative to decorate mobile units resulted in a newly decorated support fleet for SUMA's Environmental Education and Awareness Technicians. The message conveyed highlights the savings achieved through recycling, reuse and sustainable consumption, as well as the application of urban cleaning maintenance rules, by using iconic and universal language. On top of these vehicles, the mascot created for this purpose - Verusco (Greeny) - reminds people of the binomial "Respecting/Imposing Respect", through the motto "I do and make others do; I do not turn my back on neglect, sloppiness costs a lot of money", another diversified strategy to call attention to the environment.



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Manual sweeping trolleys, taking advantage of the fact that they are visible during the day, also display images reflecting the correct routines for disposing of small garbage in public streets, removing dog excrements, using outdoor waste disposal equipment, and using cleaning equipment for public spaces, in a clear association between equipment and routines. Another initiative also aims at enhancing the awareness of citizens, usually more inaccessible, consisting of a study to include on non-differentiated collection equipment (content printed on the bin itself) awareness information about reducing production of waste at the source, the basic rules of waste preparation and disposal, public costs with urban collection and cleaning, as well as specific information on incorrect procedures. These dissemination projects on operational equipment are expected to gain more supporters throughout the next year.

24. ECOKIOSKO®

25. Other campaigns

• Other Campaigns

Through diversified strategies such as animated storytelling, role-playing, re-enactment, multimedia and sensory exploration, skill certification and interactive presentations, several initiatives were organised: over 57,000 qualitative contacts, around 60 campaigns, in 27 client municipalities, throughout over 4,000 hours of differentiated training and qualitative distribution of materials.

Additionally, 127,000 subjects were contacted indirectly, through passive distribution, mailing, delivery of supports to public interest institutions, personalisation of bags for baked goods and/or chain redistribution through local partners or family networks. Around 50,000 of the 57,000 contacts were initiatives involving the school community of private or public pre-schools, basic and secondary education schools, from the ministry of education network.

All these activities resulted in efficacy measures which represent the achievement of the objectives of SUMA's environmental education - educating for citizenship, building a better environment. Some of the results worth mentioning are: mode of 4, in a scale of 4 points, in a satisfaction survey pertaining to the campaign "Willing to Tolerate", the respondents of the survey were teachers, more specifically, 172 teachers from Aveiro (with 3.99 points in the behavioural mobilisation parameter); an increase of over 29% in the amount of used cooking oil (UCO) collected with prior appointment, and an increase of 41% in the total amount of UCO collected, after a specific campaign on the disposal

of this type of waste conducted in Condeixa-a-Nova, for the school community and the public in general; 15,000 goods recovered in a year and diverted from landfill, through the reuse and return of usable goods, within the scope of the REUTILÂNDIA (REUSELAND) project in Gaia (since the beginning of the project, more than 110,000 usable objects were sent to new owners); dissemination and publication of over 200 articles and news pieces on environmental education initiatives; award of very high quality indexes - "Very satisfied customer"- in the importance index parameters of "campaign efficacy", "ability to engage the target audience", "campaign topics", and "contribution to routine creation and maintenance", in the Customer Satisfaction Survey pertaining to SUMA's Environmental Education (the respondents were all of SUMA's customers, comprising the assessment of all the services provided by the company).

3.4.2 POLAND

For Mota-Engil Central Europe (MECE) social responsibility plays an important and strategic role. The main social responsibility initiatives of the company include the road safety campaign, occupational safety programmes, and FMAM scholarships, the two latter being initiatives which focus on employees and their families.

FMAM Scholarship Programme

In the school year of 2015-16, the Communication and Public Relations Department of Mota-Engil Central Europe, with the support of the Manuel António da Mota Foundation, started a scholarship programme for the children of Mota-Engil Central Europe employees.

Although education in Poland is free, each student must ensure his/her books, educational support, and other living expenses. The objective of the scholarship programme is to support those costs, stimulating the best and the most ambitious students to develop their talent and acquire knowledge. For Mota-Engil, investing in its employees and their families is the best way to guarantee sustainable development and growth for the company in the future.

After the submission and evaluation of all applications, the Board of Directors of Mota-Engil Central Europe and the Manuel António da Mota Foundation granted 10 scholarships of 5,000 zloty each.

Code of Ethics

At the end of 2015, Mota-Engil Central Europe implemented a new Code of Ethics and new Vision/Mission/Values, in accordance with the Group's strategy, directed at employees, the community, stakeholders, and customers.

Road Safety Campaign

In 2015, Mota-Engil Central Europe continued its social campaign - road show for Road Safety. The programme is directed at youngsters between 15 and 24 years of age, mostly from communities neighbouring MECE construction sites.

This programme included audiovisual effects, information, reflections, and statements from direct witnesses and victims of road accidents, from the region where the road show is held. It counted on the participation of hundreds of students from Tarnów, near Krakow.

Campaigns under the Construction Safety Protocol

In 2010, the two largest construction companies in Poland signed the Construction Safety Protocol aimed at ending accidents in Polish construction sites, by promoting a culture of safety and awareness of the dangers of working on a construction site, and thus, decreasing the risk of accidents. The Protocol signatories collaborate to create a variety of systemic solutions and organise joint initiatives, in order to raise awareness of the danger and change attitudes towards occupational safety. In October 2013, Mota-Engil Central Europe signed this Protocol.

In 2015, within the scope of this Protocol, several awareness campaigns were implemented, namely:

- **Meter of days without accidents**

In 2015, the 4th edition of the competition “Meter of Days without Accidents” was held. The campaign consisted of counting the days without accidents at each site, and writing them down on the board created specifically for that purpose. The idea behind the competition was to promote best practices in terms of the organisation of work stations during construction works, and to foster positive competition in an effort to create a safe construction site.

The winners were awarded the title “Safe Mota-Engil Site”, and the awards were presented by MECE’s CEO and honorary patron of the campaign, at the christmas party. The Górka Sobocka mine was also awarded a special prize for the remarkable promotion of a safety culture.

- **Safety Week**

In May 2015, the 2nd edition of the Safety Week took place, an event promoting safety among employees, subcontractors and stakeholders, through educational and promotional initiatives planned and conducted individually by each signatory of the Construction Safety Protocol.

Thanks to the commitment of developers, occupational health and safety experts, production employees, subcontractors, and suppliers, it was possible to organise several events (with the participation of around 1,100 people) in the different units of the signatories of the Protocol, namely: demonstrations on how to use work at height equipment, crane evacuation drill, demonstration on how to dress wounds in different parts of the body, first-aid training, and construction safety - meeting with the National Labour Inspection.

- **First-aid training**

“Learning to save lives”, this was the objective of the employees who participated in the first first-aid training course, organised in 2015 at MECE construction sites, the Krakow office, and the asphalt plant in Brzezimierz.

Under the vigilant supervision of the paramedics, the participants learnt to deal with life-threatening situations and conduct cardiopulmonary resuscitation. In practice, this knowledge was conveyed by simulating accidents with co-workers and dolls. The principles for dealing with heart attacks, strokes, epilepsy, and fainting were also addressed.

- **GÓRKA SOBOCKA Quarry**

Environmental protection plays an important role in corporate policy. An example of advancement in this area is the quarry in Górka Sobocka. The quarry was equipped with electrostatic precipitators in the production lines at the aggregate conveyor belt processing and washing plant, in order to decrease particle emissions.

3.5 SOCIAL RESPONSIBILITY INITIATIVES IN LATIN AMERICA

3.5.1 MEXICO

ART AND CULTURE

La poesía vista por el Arte

Mota-Engil Mexico, as a result of its commitment to the promotion of harmonious cultural development, by fostering and disseminating national artistic production, as well as by preserving and promoting Mexican cultural heritage, sponsored, in August 2015, the exhibition entitled "La poesía vista por el Arte" (Poetry seen through Art).

This artistic showing, on display at the Museum Del Carmen, compiled the works of 34 young Mexican artists inspired by poems by the iconic Manuel Acuña, the famous Sor Juana Inés de la Cruz, the great poet Octavio Paz, and the versatile Rosario Castellanos, among others. This showing displayed 13 colonial paintings and 34 contemporary pieces from the collections of two museums - Nacional del Virreinato and El Carmen.

FIL - International Book Fair - 29th edition

With a view to internationally supporting art and culture, the Foundation was one of the sponsors of the Iberian-American literary and editorial platform, International Book Fair (FIL) in Guadalajara.

The support consisted essentially of sponsoring the "A Noite de Filias", the inaugural event of FIL, attended by communication, culture, and government personalities from the state of Jalisco.

The 29th edition of FIL welcomed over 700 thousand visitors which enjoyed over 550 book presentations and 42 activities, including the participation of renowned national and international authors, such as Antonio Muñoz Molina, winner of the Prince of Asturias Award, and North-American writer Jonathan Franzen.

COMMUNITY

Collaboration with Habitat para la Humanidad México

Mota-Engil Mexico considers sustainable development to be a key-factor which reflects the strong commitment to the well-being of the Mexican society. Therefore, it seeks to directly contribute to the development and well-being of, not only its employees, but also neighbouring communities, through effective initiatives based on their own needs and expectations.

The first steps were given in a collaboration with Habitat para la Humanidad México - a NGO which aims at ending housing degradation of underprivileged families, by resorting to volunteering and donations - relying on the participation of a team of volunteers from Mota-Engil Mexico (employees and relatives which offered their time and effort) to build a family home in San Juan Tianguismanalco, Puebla.



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26. FMAM's Scholarship Programme

27. Collaboration with Habitat para la Humanidad México

28. Donation of material to Secondary School José Vasconcelos

Donation of material to Secondary School José Vasconcelos

Mota-Engil México donated material to the Secondary School José Vasconcelos, in San Lorenzo Tepaltitlán, to improve the facilities where every day children learn and evolve, contributing to the construction of 10 protection covers which provide shade while the children eat and play, and having, thus, benefited 850 children who attend the school.

ENVIRONMENT

Mota-Engil México, in line with its commitment to operate in harmony with the environment, adopted initiatives to promote greater environmental responsibility, both at the level of the organisation and in the communities where it operates, having been able to achieve the following results:

Environmental Training and Awareness

Mota-Engil México provided training in all of the construction sites where it operates, having reached 85% of its own staff, and 70% of subcontracted personnel.

Furthermore, environmental awareness sessions were held for the residents of neighbouring communities.

The company created and disseminated the "Manual of Basic Quality, Environment and Safety Rules".

Safety Training and Awareness

At this level, 740 people received training on several safety topics, namely: occupational risks, harness use, fire extinguishers use, work signalling, among others.

Water consumption

In order to address the issue of water consumption, water filters were installed at the office to decrease the consumption of bottled water. Furthermore, employees were given water thermoses and mugs to decrease the consumption of disposable containers, resulting in savings of around 750 disposable cups per month.

Wildlife rescue

Professionals who specialise in wild flora and fauna conducted surveys to undertake wildlife rescue in areas where new roads are built. After the identification of the species, the fauna was relocated outside the construction area. Regarding flora, the species were properly stored in temporary sites (nurseries) for subsequent reintroduction in areas which suit their characteristics.

Consequently, 6,167 flora specimens and 3,383 fauna specimens were rescued. It is worth mentioning that 35% of the flora species and 25% of the fauna species are classified as endangered in accordance with NOM-059-SEMARNAT-2010.

As compensation, it was necessary to reforest with species from the nurseries set up and with native species, according to project location. Therefore, 3 nurseries were set up, and 1,430 species were replanted.

Cutting-edge technology

Mota-Engil México acquired new machinery, three asphalt and crushing plants, to maximise its performance with better quality standards. This machinery is equipped with cutting-edge technology which reduces dust and noise, thus, being more environmentally friendly, while providing high reliability and safety.

Central Laboratory

The Central Laboratory of Mota-Engil Mexico is one of the most advanced in the country, as it is equipped with cutting-edge technology. Therefore, it ensures the highest quality standards in the tests conducted, and it also provides employees with more safety and comfort - reducing lab accidents, and significantly decreasing noise pollution. Moreover, the laboratory is equipped with an environmental protection system, including the safe disposal of dangerous waste, recycling and sorting for proper destruction.

GISA**Training for employees**

GISA, subsidiary of Mota-Engil Mexico which operates in the environment and services sector, invests in the development and training of its employees through knowledge generation. For this purpose, the company created training programmes addressing safety, environment, quality, and skills development for better work performance, amounting to over 543 hours of annual training for over 65 employees, middle management, managers and directors.

It also established a protocol with the Institute of Literacy and Basic Education for Adults (INAEBA) to offer free quality education to all GISA employees who wish to complete their primary or secondary education studies. Through GISA's 2015 Academic Development Programme, there were 12 enrolments for primary education, 17 for secondary education, and 50 for literacy, representing 61% of the total number of employees who have this need.



29. Safety Training and Awareness

30. Additional Benefits

31. Wildlife rescue

32. Wildlife rescue

Additional benefits

GISA is committed to maintaining a safe work environment, where development, motivation and well-being prevail, therefore, it offers its employees and respective families the following benefits:

- **Medical support** – as a complement to the medical service provided by the Mexican Institute of Social Insurance (IMSS), the company offered additional support: 68 medical appointments, general and speciality, 68 employees supported in the purchase of medicines, 10 diagnostics tests, 16 full hospital leaves resulting from “occupational accidents”, 1 facial rehabilitation treatment, physician at GISA facilities;
- **School supplies** – 105 school kits for children and youngsters who attend primary and secondary school, available for the children of employees who have been with the company for 6 months or more, aimed at supporting family economy, boosting school attainment, and reducing school drop-out;
- **Monthly Leave** – granting monthly leaves as part of the programme “Best route of the month”, which rewards the group with the best performance of the month, taking into account attendance, punctuality, performance, zero accidents, zero complaints, unit cleaning, and full uniform. Furthermore, the spouse of an employee who died of natural causes was granted monthly support for an entire year.
- **Driving licence renewal** – financing and administrative support to renew or legalise the driving licences of 37 drivers.

Environment

In the strictest compliance with environmental laws, integrating policies and procedures to minimise possible environmental impacts resulting from GISA's activity, the following initiatives were implemented in 2015:

- Drawing competition on the environment, open to primary education students, having 120 recycling related drawings been submitted;
- Collection of caps at primary schools to process and reuse as raw material for the manufacturing of panels in the automotive industry;
- 3 RRR "Reduce, Reuse and Recycle" workshops attended by 75 children from primary schools;
- Internal awareness campaigns on caring for the planet and the rational use of water, paper, and electricity.

3.5.2 PERU

Human Resources

Throughout 2015, Mota-Engil Peru continued to sustainably invest in training, having implemented the performance evaluation process in line with the corporate skills and Duties Manual of the Group. Therefore, in 2015, a training room was set up and, on average, each employee attended 91 hours of training. In total, around 6,000 employees were managed in all projects, maintaining efficiency levels in the service provided. Moreover, a virtual training platform was launched, thus, bringing training closer to employees.

In 2015, Mota-Engil Peru was accredited by the Association of Good Employers (ABE), in the category of Entrepreneurial Partner who recognises the best work and HR management practices, thus, being included into a restricted group of socially responsible companies.



Occupational Health and Safety

In 2015, there were 11.2 million man-hours registered. The Occupational Health and Safety and Environment Committee - with the support of the Executive Committee - participates in and conducts inspections, and provides recommendations regarding all relevant project aspects.

Special attention was given to communication, reason why "Safety Alerts" were implemented, allowing the dissemination and sharing with all projects of the lessons learnt from accidents, in order to avoid their recurrence.

Environment

Several campaigns on the environment were implemented, of which stand out the following: no burning of waste on site; reduction of water consumption; reuse of used air filters; recycling of batteries. A waste segregation Green Point was also implemented at the Main Headquarters.

Equipment and Logistics

Operator training programs have been developed, in order to ensure that the equipment is used in accordance with all safety parameters, while always complying with the limits set by manufacturers. Thus, in 2015, 2,095 operators of heavy and light vehicles received training, amounting to 18,810 hours, which, compared to 2014, represented a doubling in the number of hours of training for operators.

The Central Workshop located in Ventanilla-Callao, with about 52,000 m² was finalised, which will ensure efficient maintenance to the whole fleet and will extend the life cycle of the machinery.

Social Responsibility and Community Relations

In 2015, at Mota-Engil Peru, the Coordination of Community Relations was established, in order to develop a clearer and more solid strategy geared to maintaining good relationships between the company and the communities in the area of influence of its operations, through prevention and assertive resolution of social conflicts and promotion of local development.

Mota-Engil Peru continued to contribute towards the local development of the villages located nearby its work sites by hiring local staff and contractors. The needs for unskilled labour were guaranteed at 100% by local staff. Through the Local Supplier Development Programme, training was imparted to more than 50 local companies on topics such as health and safety at work, food health, hygiene habits and quality of service, among others. As part of this program, inspections were carried out that allowed to implement improvement actions, and the lessons learned were incorporated into suppliers management practices.



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- 34. Scholarship Programme
- 35. Social Responsibility and Community Relations
- 36. Manuel António da Mota Award



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The following programs were also carried out, oriented to local villages, benefiting more than 2,000 people:

- Heavy Machinery Operators Training Programme: 48 participants completed the program and were incorporated in the work;
- Healthy Schools Programme: 82 students participated;
- Road Safety Programme: 70 students participated;
- Productive Development Programme: 1,231 local people were trained;
- Community Health Programme: 600 people were seen;
- Construction of two sports fields in Huanuco (Hidromarañón Project).

From the Main Headquarters, Mota-Engil Peru carried out the following social support and volunteering initiatives:

- 40 families were supported after the natural disaster in Chosica and Santa Eulalia (Lima);
- Heavy machinery was provided to support the area affected by the natural disaster;
- 5 health campaigns organized by the Ladies Committee of the Ate Municipality in favour of poor families in the Ate district - where the Main Headquarters of the Mota-Engil Peru are located - were supported;
- More than PEN 9,000.00 of employee donations to improve two centres of the INABIF- National Comprehensive Program for Family Welfare;
- Campaign against coldness (climate phenomenon where temperatures suddenly drop sharply) in favour of the Tantamaco town, in Puno;
- Seventy Portuguese prisoners who are in various prisons of the country were supported, together with the MAM Foundation;
- Psychiatry and mental health patients of the Victor Larco Herrera Hospital were supported during the Christmas period;
- Christmas volunteering “Let’s Build Smiles This Christmas” for children from two call centres in Pachacutec Ventanilla;
- Christmas volunteering with the participation of 50 employees.

MANUEL ANTÓNIO DA MOTA FOUNDATION

In October 2015, the Manuel António da Mota Foundation celebrated its 1st year of operations in Peru. During this time, the Foundation restated its commitment to education with children and young people who are a potential for change and development in their families, in their villages, and in their country, in the often harsh environments in which they grow.

The Manuel António da Mota Foundation Award

In 2015, the 1st Edition of the Manuel António da Mota Foundation Award was established in Peru. The first region chosen for launching the Award was the Piura region, in which Mota-Engil has built one of his most emblematic works - the modernization of the Port of Paita.

This first edition of the Award sought to promote creativity, innovation and good educational practices in schools and among their teachers. In the Schools Category, the winning project was that of the I. E. 14998 AYAR AUCA, in the Piura province, district of Tambo Grande, with its innovative educational project “The Use of Robotics and X / 0 Lap Tops for Capacity Development in the Field of Communication.” The winning school received USD\$ 25,000.00, and monitoring for the implementation of its project. The winning project will benefit 83 boys and girls from disadvantaged families in Piura attending this rural school.

In addition, it will be a reference for other schools in the region, with which the educational centre will share its experience in the use of new technologies, and their application in the educational development of students. The Manuel António da Mota Foundation Award also recognized the performance of a teacher in the area for her contribution towards the training



**37. Sponsorship of the
III International
Piano Competition
“Federico Chopin”**

of students. The winning teacher will participate in an internship in Portugal in 2016, at a prestigious University.

The Manuel Ant3nio da Mota Foundation has reached the most remote areas of the Piura region. During the call process, training was imparted in more than 90 rural schools in the provinces of Morrop3n, Ayabaca and Huancabamba in the formulation of educational projects to support them in their application to the award. The Foundation’s work team toured the region visiting the 10 finalist schools.

Scholarships Program

In 2015, the Manuel Ant3nio da Mota Foundation continued its Scholarship Program directed to the children of Mota-Engil Peru employees. This program aims to retain the company’s employees, offering their children the opportunity to access scholarships, thus contributing to the development of young talents.

Sponsorship of the III International Piano Competition “Federico Chopin”

The National Music Conservatory organizes every two years the International Piano Competition “Federico Chopin.” As in 2013, the Manuel Ant3nio da Mota Foundation and Mota-Engil Peru sponsored the 3rd edition of the competition, thus contributing to the preservation, development, and promotion of national and universal musical heritage.

Monetary prizes were awarded to those in the top three positions in the Competition. The awards ceremony and the winners’ concert took place on 14 December 2015 at the National Theatre.

All this effort carried out by the Foundation was highlighted by the Ministry of Education through its Minister Jaime Saavedra Chanduvi, who recognized the work of the Manuel Antonio da Mota Foundation in Peru, and of other private institutions, namely their initiatives for improving education in the country.

3.5.3 BRAZIL

In 2015, the company Empresa Construtora Brasil (ECB) held several awareness-raising initiatives at its facilities, with the communities where it operates, namely on the environment, health of employees and social involvement. Conscious of its role in the process of building a society based on the principles of responsibility and human development, ECB has supported and encouraged several social and environmental initiatives, of which the most outstanding are described below.

SOCIAL INITIATIVES

Support to the victims of the Mariana-Minas Gerais tragedy

In view of the tragedy caused by the storm that hit the city of Mariana-Minas Gerais, ECB released a vehicle and organized the logistics for the distribution of goods donated to the displaced inhabitants of Bento Rodrigues, thus providing some comfort to the victims of this storm.

Donation of a wheelchair

A wheelchair was donated to an eight-year-old girl with cerebral palsy, the daughter of a bulldozer operator, employee of ECB at project 204.

Donation of stone materials to the City Council of Nova União

One hundred tons of crusher-run crushed stone and 100 tons of stone, produced by the work site crusher, were donated to the municipality of Nova União for paving and recovery of municipal urban and rural roads, which is covered by project 204 of the Consortium ECB/Mota Engil/Concresolo - Caeté/Minas Gerais.

Delivery of Christmas gifts and baskets in the Mantiqueira Hill

In order to contribute towards brightening the Christmas of families and children of the Mantiqueira Hill Community (close to work 217-TIPLAM Santos, São Paulo), toys were donated to 35 children, and food baskets were delivered to 30 families.

It was a joyful convivial celebration for the whole community, having been donated a total of R\$ 3,700.00.

Toys Delivery in the Communities of Água Branca and Água Preta

The employees of work 221 - Duplication of the Carajás Line in Vitória do Mearim, Maranhão - came together to buy toys for the children of the Água Branca and Água Preta Communities, through their donations.

Thus, they managed a total of 640 toys that were distributed in socializing afternoon snack, also prepared by those employees.



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38. Delivery of Christmas gifts and baskets in the Mantiqueira Hill

39. Delivery of Christmas gifts and baskets in the Mantiqueira Hill

40. Reusing effluents

41. Campaign against influenza

42. Environment Week

ENVIRONMENTAL ACTIONS

Reusing effluents

In 2015, 26.4 m³/day of treated effluent from concrete mixer truck washing processes and wastewater treatment systems were reused, for watering routes for dust control, thus avoiding the use of water for this end.

Reuse and recycling of waste

The option for the treatment of construction waste brings not only economic benefits, but also social and environmental benefits. Recycling also allows the minimization of pollution from waste, which can cause flooding, and siltation of rivers and streams. It should be noted that incorrect discharges also cause serious consequences for urban environment, and can cause diseases such as dengue and yellow fever, besides attracting rodents and insects.

Mindful of this concern, and with the aim of increasing recycling and reuse of waste in its work sites, ECB has set a target to reuse/recycle at least 80% of recyclable waste. In 2015, 71.7% of waste generated in work sites were recycled/re-used.

Several improvement initiatives to reduce waste were also undertaken, of which stand out the following: reuse of printed paper and reused (cut) paper put on administrative tables for internal notes; sorting of wood from work sites, of which the recyclable wood was reused for making wooden benches, support for large water bottles, hand rails or walkways; reuse of disposable cups for making concrete spacers for use on site.

ENVIRONMENTAL AWARENESS CAMPAIGNS

Environment Week

In the first week of June, the week of the environment was held in all ECB work sites. By conducting small lectures on the topic of the environment, operational controls applied to activities in order to prevent the occurrence of environmental impacts were emphasized.

At Work 217 TIPLAM in Santos/São Paulo, a photo contest was organised under the topic "Good Environmental Examples", aimed at knowing how employees contribute towards the preservation of the environment in their day-to-day. Three photographs of employees were awarded, showing environmentally responsible practices. In addition to lectures on the subject, project 221 - Duplication of the Carajás Line, Lot A2 in Santa Inês - also distributed fruit tree saplings to employees.

CAMPAIGNS FOR PROMOTING EMPLOYEES HEALTH

Campaign against influenza

Regarding the prevention of contamination by the influenza virus, campaigns for vaccination of employees were conducted in the work sites and at the headquarters, in order to reduce absenteeism or drops in productivity due to malaise and discomfort caused by flu symptoms resulting from this virus.

Besides the influenza vaccine, other vaccines in the national vaccination card were also made available.

Campaign Rose October and Blue November

Health professionals of ECB stressed the importance of prevention against breast and prostate cancer. Lectures were held, and information flyers and gifts were distributed to stress the importance of carrying out tests for detecting these diseases at their early stages, when the possibility of cure is greater.

3.5.4 COLOMBIA

Contest "Let's Reuse and Recycle Resources with Green Designs"

In 2015, Mota-Engil Colombia, committed to environmental awareness in its projects, promoted the contest "Let's Reuse and Recycle Resources with Green Designs", directed to its employees and families, which was about designing and creating decorative and functional objects with reused and/or recycled materials, and the best works were awarded.

Initiative "Mota-Engil celebrates within the family"

Bearing in mind the importance of family unity, Mota-Engil Colombia promoted outdoor activities in 2015 aimed at employees and their families.

Safety, Hygiene and Health Management

In 2015, Mota-Engil Colombia enhanced among its employees the committed towards the prevention of health and safety through participatory activities such as competitions, recreational activities and workshops.



43. Contest “Let’s Reuse and Recycle Resources with Green Designs”

44. Initiative “Mota-Engil celebrates within the family”



3.6 SOCIAL RESPONSIBILITY INITIATIVES IN THE AFRICA REGION

In 2015, several social responsibility activities were held in all African markets where Mota-Engil was present, focusing on the promotion of sustainability, thus contributing to the development of these countries.

3.6.1. ANGOLA

Primary School - Biópio Community

In 2015, Mota-Engil Angola, during its operations in a quarry in Biópio, promoted a social responsibility initiative with the goal of donating backpacks and educational materials to the students of the Cabrais Primary School.

The primary school, located in the village of Cabrais, Biópio, in the municipality of Catumbela, Benguela province, has 45 students, aged between 6 and 8 years. Each student received a kit with notebooks, pens, eraser, pencil, ruler, markers, a backpack, and a mantle for school. With these materials, the company seeks to promote education in the region, providing school tools to the poor to enable them to build a better future, with higher levels of material well-being and happiness.

The Calueque School

The Calueque School was inaugurated in April 2015, in the Cunene province, and counted on the presence of a team from Mota-Engil Angola that donated a block to that school. Members of the Board of Directors of the Mota-Engil Group, plus other company representatives, attended the event, and the Management’s commitment towards sustainability in Africa was quite evident.

This school was offered to Calueque residents by Mota-Engil Angola, in order to contribute to the education of children and youth in that province. Its main goal is the transformation of its students in conscious citizens, by providing them with the tools and sense of responsibility for their own development. Apart from contributing with the school facilities, each student also

received a kit that included notebooks, pencils, erasers, sharpeners, ruler, and shin guards. With these materials, the company seeks to motivate students, thus reducing the high rates of absenteeism in the region.

With this contribution, Mota-Engil Angola keeps strengthening its presence in an important social and economic development sector of the country. Considering education a key sector for the development of any society, it is with great pride that Mota-Engil Angola is part of this process.

Mota-Engil Angola also contributed with donations for various communities:

- Sponsorship of the celebrations of Benguela City's Carnival;
- Sponsorship of the "Celebration of the 37th Anniversary of the Ministry of Energy and Water (MINEA)", with the goal of promoting the dissemination of the Mota-Engil brand;
- Sponsorship of the 4th Seminar "Occupational Health", organized by the Ministry of Public Administration, Employment and Social Security, and Health at Work;
- Sponsorship of the Commemorations of the 10th of June, the Day of Portugal, organized by the Embassy of Portugal;
- Sponsorship of the Charity Dinner held by the Friendship Group in Angola;
- Donation of fuel to the Child Centre Os Pastorinhos;
- Sponsorship of the Charitable Dinner organised by the LWINI Foundation;
- Sponsorship of the commemoration of the 40th Anniversary of the Independence of Angola, promoted by the Ministry of Construction;
- Donations in kind: 500 books for children, 300 books for the work of the Cacolo project, and 200 books for the Administrative Committee of the City of Luanda;
- Sponsorship of the celebration of the 1st Anniversary of the City of Dundo, organised by the Provincial Government of Lunda North - Management Administration of the Dundo City;
- May 1st: acquisition of merchandising (t-shirts and caps) for the Trade Union Committee.

3.6.2. MALAWI

The Magaleta Health Centre

In April, Mota-Engil Malawi donated an electricity generator set (GEN SET) to the Magaleta Health Centre, in the Neno district, to mitigate the issues caused by the lack of energy in the clinic, and to help improve the health system. Together with the generator, other training support materials were also donated, such as flip charts and respective support, and writing materials for training of health professionals and the community.

Also, in terms of health, Mota-Engil Malawi allocated 5% of the Nasenga Building contract to the Lumbazi Health Centre.

Donation of Building Materials for Community Projects

In May and June, Mota-Engil fulfilled the promise of donating building materials, such as cement and gravel, to various community infrastructure development projects. Thus, the following districts were benefited in view of their community projects:

- Neno District: construction of a block in the Lori Fayas Quaid High School; shelters for the Lisungwi Hospital and Police; a tailoring school project for the Chikwekwe community; rehabilitation works of the Minor Culvet;
- Mwanza District: Children's Centre; repair of small river crossings;
- Chikwawa District: shelter for the Gaga Health Centre, Gaga Police Unit, Kahulungile School;
- Blantyre District: WC project in a Primary School; Medical Clinic;
- Balaka District: Nkayal clinic project;
- Ntcheu District: Madzanje orphanage.

Planting trees

Deforestation is a major problem in Malawi, due to the fact that more than 80% of the population has no access to electricity, so firewood is the most used energy source for cooking food.

Considering this problem, in March, Mota-Engil Malawi participated with the community in the planting trees season, having given training in this field, and donated 37,500 tree saplings to 5 districts: Blantyre, Neno, Mwanza, Chikwawa and Balaka.

45. The Calueque School

46. The Calueque School

47. Primary School - Biópio Community

48. The Magaleta Health Centre



Rural electrification program

In order to support the rural electrification program developed by the Government of Malawi, with the aim of relieving poverty among rural populations, in 2015 the electricity installation for the Chisi Trade Centre and the Chithumba Health Centre were completed.

In 2016, following approval by the Malawi Electricity Commission, it will be delivered to the community.

3.6.3. MOZAMBIQUE**CHILDREN AND YOUTH****Children Citadel Orphanage**

ADPP is a Mozambican non-governmental organization, established in 1982 that has grown during its 33 years of existence. Currently developing more than 60 projects in all provinces of the country, employing over 3,000 workers, and annually benefitting more than 2 million Mozambicans.

Mota-Engil Africa - Mozambique Branch joined the initiative promoted by the ADPP and donated electrical equipment to the Children Citadel Orphanage in Maputo.

EDUCATION**Scholarships**

Mota-Engil Africa - Mozambique Branch, in collaboration with the Embassy of Portugal in Mozambique - Portuguese Cooperation, has funded scholarships for young Mozambicans in Portugal since 2013.

In 2015, in connection with the funding by Mota-Engil, 2 young students attending degrees in Economics and Civil Engineering were supported. The support granted included the payment of tuition fees plus a monthly stipend to ensure food, lodging, transportation and teaching materials for the entire duration of the course.

ISCTE – Brings us Together

Sponsorship of the event organized on 20 and 21 November 2015 at ISCTE - Lisbon University Institute, in conjunction with the ISCTE Alumni Club, that brought together in Lisbon its students and colleagues from Brazil, Angola, Mozambique, São Tomé and Príncipe, Guinea, Cape Verde, and other Portuguese spread around the world.

CULTURE**Xiquitsi Project**

The “Xiquitsi Project” started in March 2013, in two aspects: The Maputo Classical Music Season, and Training of Mozambique Orchestras and Choirs. These aspects are interconnected, in that during the season, all guest musicians guide workshops, lectures and musical workshops with young trainees. They have access to all concerts, and also have the chance to perform during the season, alongside professional musicians, thereby complementing their training.

Mota-Engil Africa - Mozambique Branch sponsored the event in 2015.

HERITAGE

Maputo Fortress - Rehabilitation

The Fortress of Maputo is a national monument related to the history of the Portuguese presence in Mozambique, and to the relationships and resistance offered by the inhabitants of the bay side area.

It was recently the object of a conservation intervention work on its stony surfaces, commissioned by the Directorate of Culture of the EMU, an organization that protects the Fortress of Maputo, which consisted of two distinct phases: “Tombstones” initially, and “Gravestones” at a second phase.

Mota-Engil Africa - Mozambique Branch partially sponsored the intervention and restoration of the Exterior Gravestones.

ENVIRONMENT AND CITIZENSHIP

CACO Operation

“CACO Operation” was the name given to the initiative undertaken by a group of civil society organizations, both public and private institutions in Mozambique, aimed at preserving and protecting the environment in Mozambique.

Its main focus was environmental consciousness and awareness of the community in general, through a cleaning program in different public places to reduce the amount of waste being illegally dumped at these sites, endangering the health and quality of life not only of citizens, but also of the different ecosystems that characterize the country. Mota-Engil and Ecolife joined this initiative, contributing with equipment and human resources.

COMMUNITY

Portuguese Community Christmas Party

Mota-Engil was present as a sponsor and collaborator in the organization of the Christmas Party for the Portuguese Community. This event aims not only to foster integration and conviviality among Portuguese residents in Mozambique, but also the revenue and contributions collected are intended to support three institutions (Kutsaka Project, Gaiato House of Boane, and Psychosocial Rehabilitation Centre of Mahotas of the Hospitaller Sisters of the Sacred Heart of Jesus), devoted to helping the most disadvantaged sections of the population of Mozambique.

SINTICIM anniversary

The Mozambique Branch sponsored the anniversary of the National Union of the Sofala Construction, Wood, and Mining Workers, in the centre of Mozambique.

Eduardo Mondlane University

Mota-Engil sponsored the football team of the Eduardo Mondlane University by offering sports equipments.

Celebrations of the Day of Portugal

Mota-Engil sponsored the celebrations of the 10th of June, the Day of Portugal, promoted by the Portuguese Cultural Centre in Maputo.



49. Planting trees

50. Planting trees

51. Portuguese Community Christmas Party

52. Donation of Building Materials for Community Projects

HEALTH

HIV, Tuberculosis, Typhoid Fever and Public Health Campaigns

Mota-Engil often promotes public health awareness campaigns among employees and the communities where it is located, mainly in the provinces of Mozambique.

The development of projects in more remote areas of the Mozambican territory, where living conditions, hygiene and public health are precarious, and where the risk of infection and disease transmission is very high. In this sense, several screening and training campaigns to the employees themselves have been promoted, often being extended to the communities where they operate. These local campaigns consist on the distribution of leaflets and condoms, training in good hygiene practices, in loco screening and training on preventive measures, and actions to be taken when certain symptoms are detected.

Hygiene and Safety at Work, Quality and Environment

The environmental management program was established in September 2015, and the beginning of its implementation reports to February 2016. As such, the existing data on the market are still insufficient to draw conclusions or credible statistics.

Regarding quality, it should be noted that in 2015 the revalidation of the Certification under ISO 9001:2008, that had been obtained by the company in 2014, was approved.



53. HIV, Tuberculosis, Typhoid Fever, and Public Health Campaigns

54. Donation of groceries and toiletries

55. Thandulwazi Trust - Maths and Science Academy

3.6.4. SOUTH AFRICA

Mota-Engil South Africa, aware of the importance of the role of education for the development of a community, supported the following institutions:

Thandulwazi Trust - Maths and Science Academy

Thandulwazi was founded in October 2005, and takes up a multipronged approach to improve the quality of Mathematics and Science teaching in under-prepared schools, thus serving disadvantaged communities.

The contribution of Mota-Engil was allocated to the development of teachers' skills in this academy, including the Thandulwazi Saturday School. At the same time, it secured the acquisition of scientific calculators for 3 levels of Thandulwazi Saturday School, and specific training to their use.

These initiatives have had a positive impact on the results of students in 2015.

Small Builders Course

In 2015, Mota-Engil sponsored a business development project named Small Builders Development Course. This sponsorship enabled the participation of 24 owners and/or employees of small and medium enterprises in this course. The goal of the course was to enable participants to understand how to effectively manage a construction company.

It was important for Mota-Engil to take part in this event, in order to ensure the quality of its subcontractors, and to convey its 70 years of experience in construction.

COSAMO

We describe below the activities developed by Cosamo, a subsidiary of Mota-Engil in Johannesburg.

Kingsmead Book Fair

Kingsmead School provides education services for girls, in pre-primary, primary and secondary education. Each year the School promotes an event in Johannesburg known as The Kingsmead Book Fair. This fair, lasting for a few days, with books and activities for adults and children, aims to instil the love for reading and provide the opportunity to meet different authors.

Mota-Engil sponsored this fair, bearing this goal in mind. The organizers of the event, in the weeks before the Kingsmead Book Fair, perform a Book Drive, encouraging community members to donate books. At the 2015 event, almost 4000 books were collected and were distributed to five schools in the community (St. Vincent School for the Deaf, Parkhurst Primary, Parktown Public, HA Jack, and Vuleka Primary School).

Donation of groceries and toiletries

In December 2015, Mota-Engil Africa, through its subsidiary Cosamo, granted donations in kind, such as groceries and toiletries, to various non-profit organizations of public interest: Ethembeni Children Home, Mohau Children's Centre, Othandweni Children Home, Siyabonga Africa Care Centre, Gugulethu HIV/Aids Orphanage, Hospice and Rehabilitation Centre.

These donations were delivered by the company based on the list of orders made by each institution. For Mota-Engil it is important to contribute to these projects with a significant social impact.

3.6.5. CAPE VERDE

In 2015, the following initiatives in the environmental and social fields were developed by the Cape Verde branch of Mota-Engil Africa:

- Collection of obsolete, inoperative earthmoving equipment, already written-off from the accounting, which were scattered over several sites and referred for dismantling and recycling by local waste operators;
- The mandatory delivery of waste oils to local waste operators has been implemented;
- An information and awareness initiative on tuberculosis for a group of workers and some elements of the local population of the island of Santiago, in the town of Calheta;
- An information and awareness initiative on the Ebola virus epidemic using the means of dissemination provided by Mota-Engil Africa;
- Donation to the Portuguese Embassy in Praia, for the celebration of Day of Portugal, on the 10th of June.

3.6.6. ZAMBIA

Ncwala Ceremony 2015

The Nc'wala Ceremony is an annual ceremony, celebrated in February by the Ngoni people in the Eastern Province of Zambia, in the Chipata District, in the Mtenguleni village.

It is a thanksgiving ceremony for the first harvest of the season, a ritual conveyed to the current Ngoni generations by ancestors of the Zulu culture. For the Ngoni, the onset of rains, usually in October or November, means that the New Year has arrived. The land is cultivated, seeds are sown, and with the harvest of a sacramental meal, there is celebration by making an offer to the Chief, to God, and to the ancestors. After several weeks of preparation, there is dancing, poetry, drum performances, and theatre in places decorated with lots of colour. This is a very popular event and there are visitors from afar, including political and business leaders.



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56. Ncwala Ceremony 2015

57. Kingsmead Bookfair

Mota-Engil donated 10,000 Zambian kwacha, contributing to the preparation and purchase of materials for the ceremony. The ceremony was held in the house of Ngwenyama Inkosi Yamakosi Paramount Chief Mpezeni IV. The Nc'wala consists of a series of complex rituals, decrees and stories related to the power of the Chief, crop protection, and thanksgiving for the birth, childhood, puberty, adulthood, death and rebirth. It is a quite rich culture in which visitors are invited to participate.

By participating in this ceremony, Mota-Engil Zambia strengthened its bonds with this community, ensuring the transfer of culture.

3.6.7. SÃO TOMÉ AND PRÍNCIPE

Mota-Engil, through its branch in São Tomé and Príncipe, supported the following initiatives:

- Sponsorship of the first CD of a local musician, through the Business Association of S. Tomé and Príncipe;
- Sponsorship of the "STP Music Awards";
- Sponsorship of the Commemorations of the Day of Portugal, at the Portuguese Embassy in Sao Tomé and Príncipe.



Research, Development and Innovation

4.1 MOTA-ENGIL ENGINEERING & CONSTRUCTION

For 70 years, Mota-Engil Engineering has been fostering a culture of innovation within its Organization, as it is aware that the continued promotion of the development of innovative solutions focused on increasing its competitiveness, contribute to the creation of value for customers and society in general, while providing sustainable growth for the company.

Mota-Engil Engineering has its RD&I (Research, Development and Innovation) Management System certified under Standard 4457:2007, since 2007. Currently, its scope is “Research, development and innovation in the field of engineering and construction, intelligent transportation systems, and fixed and rail infrastructure in Portugal”.

The RD&I Management System is supported by a collaborative Innovation Management Platform, OpenCenter, accessible to all employees, regardless of their geographical location, which allows the creation of innovation dynamics and the discussion of technical knowledge through collaborative tools (blogs, forums, and wikis).

In terms of knowledge management, siTEC - a technical knowledge management tool, has proven to be important as a repository of technical memory for the organization, and for technological information, as well as a search engine for several objects of technical knowledge such as final work reports, technical studies, new technologies, technical press, rules, regulations, books, scientific papers, and work experiences, among others. The development of innovative technological solutions, continuously applied in the realization of its works, brings added value and differentiation in face of the current competition in an increasingly competitive global market.

Mota-Engil Engineering develops individual RD&I projects, as well as in collaboration with other entities, whether competitor companies or from other business areas, scientific and technological system entities or associations linked to the construction sector.

In 2015, Mota-Engil Engineering had several on-going RD&I projects, including two that were developed in co-promotion with other companies, universities and knowledge centres that were the target of funding by public incentive systems (QREN). Namely, the “TROPICAL-PAV - Road Paving Solutions for Tropical Climates, and EcoSolo - Soil treatment without the use of Portland cement”.

In addition to these projects, the following internal projects have been continued: PowerRail, a power generating system for the railways network; MERC, on the use of new technologies for structures maintenance; the Traffic lights controller, and the Development of new concrete mixtures.

It is also worth emphasizing the two patents associated with the railways business, which were registered as a result of projects developed in partnership with a technology-based SME.

Mota-Engil Engineering initiated its participation in the Incentive Scheme Portugal 2020 with three project applications, of which one has been approved; and also participated in the European Program Horizon 2020 (in project teams and in the European Innovation Partnership (EIP) Raw Material Commitment).

Between 2010 and 2014, it invested about 3 million euros in RD&I activities, a figure partially funded by public grants. The grants and tax incentives earned during this period amounted to 1 million euros. This investment effort was naturally accompanied by the motivation and dedication of the technical staff and of engineers committed to innovation in the various



58. Manuel António da Mota Award (6th edition) - Portugal

business areas of the company, who daily seek new solutions in accordance with the medium and long-term sustainability plans of the company.

The innovation strategy is based on a continuous relationship with external interfaces (technology centres, universities, suppliers, customers, or other entities), and in monitoring specialized technical publications and the market in general. Participation in the promotion of sectorial and general initiatives related to innovation, particularly through the PTPC - Portuguese Technological Construction Platform, where it is represented in the Strategic Council, in the Executive Committee, and in several working groups on various topics associated with construction, allows the Company to interact with other innovation agents. All these contacts are important sources of knowledge that become valuable inputs for the SGIDI of the organization.

The good relationship between Mota-Engil Engineering and the main Portuguese universities should also be highlighted, which is shown in the support provided through the provision of information, answers to inquiries, and mentoring in master's thesis and apprenticeships.

4.2 SUMA, URBAN AND ENVIRONMENT SERVICES

FLEET CONTROL AND OPTIMISATION SYSTEM (COF)

Measure and monitor in an integrated manner, the performance of waste collection operations, urban sanitation and container management, are the main goals of the Fleet Control and Optimization System (COF, in the Portuguese acronym) developed by SUMA, in order to respond to the complex needs of its production activities.

Made up by a software application installed on a web platform, accessible from anywhere with an internet connection, this system is connected to black boxes placed on each vehicle,

and which, via GPS, automatically convey to the organization's server, a number of parameters relating to the operations and equipment performance, integrating, in a dynamic record, the data entered either by planning or by production, with the data received by the GPS.

The COF makes it possible to monitor the position and paths followed by the vehicles, the entrance and exit from georeferenced areas (through an integration with Google Earth), as well as the stops, and also notes all production events - compliance and duration of the collection and cleaning circuit, containers made, amounts collected, and unloading - as well as driving episodes - excess speed, stops and sudden speed changes, prolonged idling - and, if there are irregularities, an audible warning alert is given to the driver, to facilitate the timely prevention of occurrences and commitment to correct performance, to prevent risks, reduce costs, and enhance the effectiveness of operations.

As a monitoring and management tool, it has the main purpose of ensuring that service quality standards provided by SUMA are complied with, allowing production managers and all the responsible staff involved, to complement actual physical control with remote service compliance records, and provide direct verification support by immediate perception of deviations or non-compliances - which information is generated through the production of graphics and analytical reports.

Following we highlight the added value enabled by the use of COF: actual control of the service provided, optimizing efficient service provision; detection and quantification of deviations from the correct performance of services; prevention and reduction of accidents; reduction of fuel consumption and, consequently, of the inherent costs and environmental footprint; reduction of maintenance costs of vehicles, and consequent extension of their service life.

The implementation of COF in SUMA began in the last quarter of 2012 at the Gaia Service Centre, having been extended to the Sousa Valley Centre by the end of 2013. In 2014, the COF was implemented in the Sintra and Loures Centres, and started in the Porto Centre. In 2015, in addition to finalizing the process in the Porto Centre, the implementation of COF was scheduled for the Matosinhos and Vila do Conde Centres.



5.1 ENVIRONMENTAL PERFORMANCE

5.1.1 MOTA-ENGIL ENGINEERING & CONSTRUCTION

1. Environmental Management

Certification of the Mota-Engil Engineering Management System is a long path of responsibilities and commitments, regularly reviewed and audited both internally and externally by the Certification Entity.

An environmental management system in accordance with NP EN ISO 14001:2012 has been implemented and certified since 2005, whose scope covers the following:

- Design and implementation of civil construction and public work contracts;
- Special foundations, containments, injections, geotechnical instrumentation and recognition;
- Execution and maintenance of electrical and mechanical installations, and implementation of technical management and automation systems;
- Quarrying, and production of aggregates;
- Laboratory tests on building materials, and studies of bituminous mixtures and hydraulic formulations;
- Design and implementation of marine and river work contracts, construction of dams and hydroelectric developments in the country;
- Design and development, construction, renovation and conservation of fixed and railway infrastructures (tracks, catenary, earthworks, and civil construction), except for telecommunications and electrical signalling;
- Design, manufacture and assembly of precast concrete products;
- Design, manufacture, supply and sale of ready-mixed concrete;
- Application of after-voltage on site, supply and application of expansion joints, and marketing of support equipment.

In 2015, a new site was included within the scope of Certification, the Canelas Construction Site, located in Vila Nova de Gaia.

Like in former years, updates have been made to the support documents of the Management System, primarily related to the publication of new legislation applicable to the activities developed by the company. It is worth highlighting the improvements made in the SAP transaction - Management of Environmental Indicators, which allows the collection of operational data from any business activity location for various environmental indicators.

In 2015, 21 environmental technical audits were carried out, covering all areas of activity. The consolidated results of these audits are reflected in the Auditing Compliance Indicator, which

demonstrates compliance with regulatory requirements. The recorded value was 94%. The company also monitors legal compliance every six months.

2. Indicators

Management of information on operational indicators is supported by the SAP transaction - Management of Environmental Indicators.

For the overall calculation of Indicators within the scope of the Guideline of the GRI Report, the results of the various business areas and operating units of Mota-Engil Engineering were added.

The company's activities originate a wide range of waste, of which construction and demolition waste are particularly relevant. Sorting and selective collection is promoted in all installations, taking into account the recovery options available, in order to ensure the correct conditioning, and referral to appropriate destinations.

EN 1 – Consumption of Materials

Steel	2,980 tons
Concrete	42,288 m ³
Aggregates	800,824 tons
Bitumen and emulsions	127,612 tons
Cement	29,305 tons
Paint and varnishes	8,264 litres

EN 3 – Direct energy consumption, segmented by primary source

	2013	2014	2015
GJ/year	164,586	150,051	132,794

EN 4 – Indirect energy consumption, segmented by primary source

	2013	2014	2015
GJ/year	37,923	28,636	32,684

EN8 – Total water consumption, segmented by source

	m ³	No. of water abstractions
Underground abstraction	68,211	27
Surface abstraction	54,838	5
Public network	39,419	
Total	162,468	

	2013	2014	2015
Total water consumption	198,345	149,479	162,468

EN 16 – Emission of greenhouse gases, both direct and indirect

	2013	2014	2015
ton CO ₂ /year	17,130	14,842	30,940

EN 17 – Other indirect emissions of greenhouse gases

	2013	2014	2015
ton CO ₂ /year	5,164	4,490	3,715

EN22 – Total amount of waste, by type and treatment method

	2013	2014	2015
Hazardous waste (ton)	3,414	212	1,688
Non-hazardous waste (ton)	24,303	15,180	14,626
Waste sent for recovery (ton)	22,316	14,162	15,945
Waste sent for disposal (ton)	1,442	614	325

5.1.2 SUMA, URBAN AND ENVIRONMENT SERVICES**1. Environmental management**

As an Organization operating in the environment market, and as a leader among private waste collection and urban cleaning operators, pioneer and driving force of developments in this sector, SUMA takes up its environmental performance with renewed responsibility and a sense of mission.

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

- Complying with existing legal provisions on the environment, and on occupational health and safety, and planning the operations associated with significant environmental aspects consistent with its Management Policy and with its objectives and goals, in order to ensure that these operations are carried out under specified conditions;
- Establish methodologies to monitor, not only the situations related to the environmental aspects and significant risks, but also situations where the lack of these methodologies may lead to deviations from the Organization's Policies and from its objectives.

A Monitoring Program is set out every year, in order to regulate how the Organization's performance is monitored in terms of Quality/Compliance, Environment, Safety and Health at Work, which includes the following aspects:

- Monitoring the extent of compliance with the objectives and goals associated with SUMA's Management Policy;
- Monitoring and measurement of the various processes/activities through the results achieved in defined indicators for each of them;

- Proactive measures of performance that monitor compliance with SUMA's Management Program, with operational criteria, and with legal and regulatory requirements;
- Reactive performance measurements for monitoring non-compliance (including near misses).

It should be noted that there are methodologies defined and documented for:

- The organization and maintenance of occupational medicine services, for the promotion and surveillance of workers health;
- Ensuring that potential emergency situations in the Organization are avoided, and, whenever they occur, defined operational control measures are implemented, seeking to limit their consequences for man and the environment.

2. Organization of the environmental management system

SUMA has established, documented, implemented and maintains an Integrated Quality, Environment, Safety and Health at Work Management System (SIG-QAS), continuously working on its improvement, in accordance with the requirements of NP EN ISO 9001:2008, NP EN ISO 14001:2012, and NP 4397:2008 / OHSAS 18001:2007.

Thus, the scope of the SIG-QAS is the design, development, planning and marketing of Urban Cleaning activities, Collection and Transportation of Non-hazardous Waste, Containerisation Management, Management of Recycling Centres, and Environmental Education and Awareness in the Headquarters building, as well as implementation and operationalization of the activities mentioned in the Service Centres.

The participation of employees is a key component for the success of the Organization. Such participation is part of a strategy that values the knowledge and experience of employees, stimulates motivation, and encourages internal change, towards continuous improvement within the organization and of the SIG-QAS.

The procedures defined for Human Resource Management guarantee the admission of workers with the necessary skills and characteristics for the proper performance of the job for which they are admitted, and the development - through education methodologies, training and exchanges of experience - of their skills, to ensure their suitability for the performance of their duties.

With the management of environmental risks, the goal is to ensure the responsible, sustainable performance of SUMA, and the integration, within the operational and organizational options, of prevention and control measures required to eliminate or reduce risks to the environment. SUMA has defined methodologies to identify, assess, and keep updated all the information on environmental aspects and impacts associated with the services provided.

CERTIFICATION

In April 2015, an External Audit was conducted to SUMA's Headquarters and to the Aveiro Service Centre. It was an integrated audit for renewal of the Quality Management System (NP EN ISO 9001:2008) and for monitoring the Environmental Management Systems (NP EN ISO 14001:2012), and the Occupational Health and Safety at Work Management Systems (OHSAS 18001:2007 / NP 4397:2008).

APCER considered that the necessary conditions for SUMA to keep/renew its certification on the Integrated Quality, Environment, Health and Safety at Work Management System are present for the above-mentioned scope.

ENVIRONMENT AND SAFETY AWARENESS

In 2015, SUMA maintained the project started in 2015, of awareness campaigns on the topics of Environment and Safety, Hygiene and Health at Work (SHHW), aimed at all employees in the organization.

Working independently from the actions included in the annual training plan, this project has seen various stages of internal awareness campaigns, supported by posters, leaflets and electronic messages that warned towards and systematized the rules of good professional conduct in terms of health and safety, and in saving resources in a business environment.

Within the context of campaigns on the topic of the Environment - Reduction of Consumption, two posters were launched in June 2015, taking the opportunity to mark the World Environment Day, so that the campaigns would reach all the organization's workers. Thus:

- A poster was released for workers whose work station is located in the administrative areas of the Service Centres and at the Headquarters, with examples of procedures that help reduce the consumption of water, electricity and also fuel, as some have service vehicles;
- The 2nd poster, aimed at Production and Workshop Workers, included procedures that help reduce fuel consumption in the various services provided, as well as water consumption, whether in services or in washing vehicles.

SUMA continues on the path towards achieving greater reduction in consumption, and subsequent rationalization of costs.

Implementation of the Fleet Control and Optimization System (COF) developed by SUMA, receiving data from three sources - from a GPS installed in vehicles, from the internal application in the Production DB, and from Planning Department data (PLC) -, which has the main purposes of graphical and analytical verification of itineraries made and respective quantification of deviations from the plan, also allowing for the monitoring of various events in the equipment, such as excess speed, accelerations, sudden decelerations, and rotation excesses. This system thus provides a better control, analysis, and optimization of the different services performed.

For 2016, in addition to maintaining the existing certification, the following actions have also been planned:

- Maintain the existing Environment, Safety, Hygiene and Health at Work Audits/Inspections in various service centres;
- Maintain the existing Internal Awareness Campaign on Accidents, with the introduction of new themes;
- Resume the project to simplify the document structure related to the Integrated Quality, Environment and Safety Management System, prioritizing the documentation relating to the Production area;

- Review the Quality Management System implemented in SUMA's Laboratory in Matosinhos, within the scope of Accreditation according to Standard NP EN ISO/IEC 17025, in order to standardize the implemented procedures with those already defined and implemented at SUMA, under the Integrated Quality, Environment, Occupational Safety and Health Management System.

3. Indicators system

Similarly to the analysis carried out for Mota-Engil Engineering, SUMA's indicator system, adopted within the framework of the environmental management policy, seeks to respond to the information requested under the GRI 3.0 reporting guidelines.

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

Typical densities:

- Diesel 835 Kg/m³
- Gasoline 720 Kg/m³
- LPG 1000 Kg/m³

Source: Ordinance Nº 228/90

Conversion factors:

- Diesel 43.3 Gj/ton
- Gasoline 45 Gj/ton
- LPG 46 Gj/ton
- Electricity 0.0036 Gj/kwh

Source: Order Nº 17313/2008

CO₂ Emission Factors:

- Diesel 74 kg/Gj
- Gasoline 69.2 kg/Gj
- LPG 63 kg/Gj
- Electricity 470 g/kwh net

Source: Order Nº 17313/2008

I. MATERIALS

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

The following table details the main materials consumed by SUMA's activities in 2015:

Materials consumed (EN1)		
Designation	Units	Total
Accumulators	Tons	4.82
Plastic bags	Tons	11.76
New tires (heavy and light)	Tons	46.43
Rethreaded tires (heavy and light)	Tons	72.90
Lubricants / greases	l	163,967
Diesel	l	4,489,364
Total Chemicals production (herbicides, disinfectants, detergents, bleach)	l	34,358
Paints / varnishes / enamels / thinners	l	3,892
(Other) Chemicals for automotive maintenance	l	4,332
Paper	Tons	7.58
Cartridges / cartridges (inkjet)	un	92
Toners (laser)	un	107

Monitoring and optimizing the consumption of raw materials and resources is a critical aspect of the company's Management Policy, and these actions are an actual target of Research & Development activities.

Whenever possible, SUMA resorts to the use of reusable or recycled materials. As far as the latter, the most significant consumption is related to rethreaded tires. In 2015, from the total number of tires consumed, 47% were rethreaded. SUMA, in partnership with Continental® and with the rethreading companies it works with, has been carrying out regular surveys to the condition of the tires installed on its vehicles. These surveys give rise to reports that assist in maintaining the ideal conditions of tires, thus positively influencing vehicle safety, fuel economy, and tire profitability. Methodologies for an effective control of tire pressure are under review, which include items such as: definition - with the support of Continental®, of the most appropriate pressures for each vehicle; introduction of tire pressure by vehicle in the ERP-SAP computer system; tagging the vehicles with their respective tire pressures; creating conditions for tire pressures to be checked and corrected if necessary, without resorting to workshops.

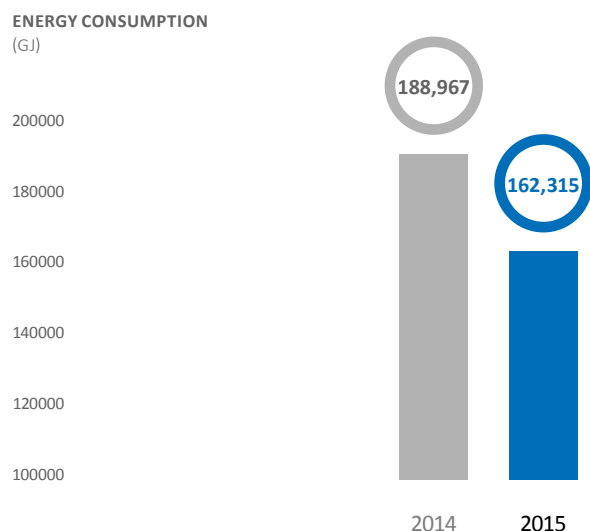
II. ENERGY

SUMA's main energy consumption stems from activities assigned to its Service Centres, such as waste transportation and equipment operation.

It should be noted that the energy consumption of the SUMA Group also includes the energy consumption of the Vista Waste Management Company, operating in the Angolan market.

Direct Energy Consumption, segmented by primary source (EN3)		
Fuel	Litres	Gj
Diesel	4,489,364	162,315

EVOLUTION OF DIRECT ENERGY CONSUMPTION GJ



With regard to fuel consumption associated to the services provided, the results achieved in 2015 compared to 2014, show there was a decrease in consumption associated with waste collection and transportation services, and in washing of containerisation equipment, but a growth in the field of urban sanitation services, in particular, a slight increase in consumption associated with mechanical sweeping services (and mixed mechanical), and a significant increase in street washing services. However, it should be noted that in the case of urban sanitation services, some constraints were detected regarding the 2014 records, believed to have been solved in 2015, thus increasing the reliability of data obtained.

Indicators	Results 2015
Waste Collection and Transport	87%
Mechanical Sweeping and Mixed Mechanical Sweeping	7%
Street Washing	2%
Washing of Containerization Equipment	6%

These results show actual efficiencies, and translate the on-going control measures that are underway, namely:

- Optimization of the less efficient vehicles;
- Training in Eco Driving;
- Improved fleet management system;
- Analysis and control of tires.

SUMA continues on the path towards achieving greater reduction in consumption, and subsequent rationalization of costs.

Energy Consumption Rationalisation Plan (Fleet)

In August 2013, SUMA handed to the Directorate General for Energy and Geology (DGEG) the Fleet Energy Audit Report, and the appropriate Energy Consumption Rationalisation Plan, for the period 2013-2015. In early October 2013, DGEG informed SUMA that the Plan had been approved.

Furthermore, SUMA hired a technical officer responsible for controlling the implementation and progress of the Rationalization Plan, in accordance with current legislation, and whose responsibilities are:

- To keep an updated record, to monthly check specific consumption, and its evolution compared to the same months in previous years;
- To keep an updated record on the implementation of the Plan, as well as supporting comments on deviations;
- To send quarterly monitoring reports on the implementation of the Plan;
- To prepare annual reports on the progress of the Plan, in which its execution control is highlighted, and duly justified corrections introduced, and which shall also highlight the results achieved, which will be compared to the goals set, and any observed deviations duly justified;
- To submit to DGEG, whenever requested, the above-mentioned records and reports, and to provide the necessary clarifications.

III. WATER

With respect to water consumption associated with the services provided, the results obtained in 2015 were analysed comparatively to those of 2014, and there was a slight decrease in consumption associated with the cleaning of containerisation equipment, but a significant increase in the services in the field of urban sanitation in particular, by mechanical sweeping (mechanical and mixed), and in street washing. However, it should be noted that in the case of urban sanitation services, some constraints were detected on the 2014 records, believed to have been solved in 2015, thus increasing the reliability of data obtained.

Indicators	Column1	Results	%
Mechanical Sweeping and Mixed Mechanical Sweeping	Water consumption (m ³)	7,769.11	13%
Street Washing	Water consumption (m ³)	19,894.68	34%
Washing of Containerization Equipment	Water consumption (m ³)	31,008.23	53%

With regard to the actions implemented, in addition to the constant search for new methods of operation and/or equipment that, in terms of services provided and production support activities, allow for lower water consumption, stand out the awareness/information campaigns on reducing energy and water consumption, as described in the previous paragraph.

IV. BIODIVERSITY

SUMA has no permanent premises in classified areas or protected areas.

No significant impacts on biodiversity have been identified, caused by the organization's operations.

V. EMISSIONS, EFFLUENTS, WASTE

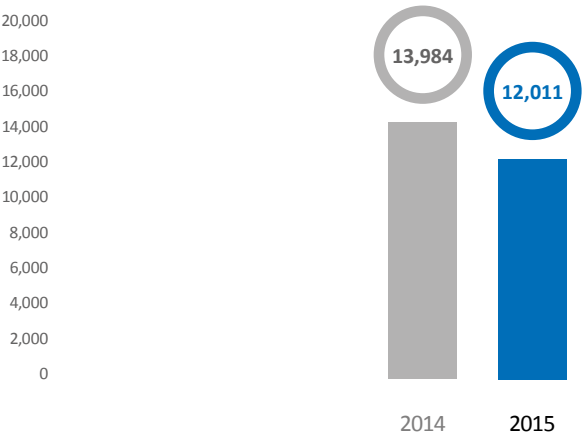
SUMA's activity that originates the biggest environmental impacts in terms of gas emissions - of which CO₂ is the most important - is the collection and transportation of waste.

In this sense, the CO2 emissions corresponding to direct and indirect energy consumption (related to production, travelling, travelling of employees on duty, and transportation of persons) were estimated.

Direct and Indirect Greenhouse Gas (GHG) Emissions (EN16 + EN17)	
CO ₂ Emissions (ton/year)	
Diesel	12,011

EVOLUTION OF DIRECT AND INDIRECT GHG EMISSIONS (TONS / YEAR)

CO2 EMISSIONS



Diesel fuel is the energy source responsible for most of SUMA’s CO2 emissions (99%).

It should be noted that the activity of the organization does not cause the emission of substances that destroy the ozone layer, and has no significant emissions, including those regulated by environmental permits.

As far as herbicide application activities, SUMA only uses products approved by the Ministry of Agriculture, following the recommended instructions, which, in addition to optimizing the quantities used, minimizes the negative impacts of this activity. It should be noted that the massive use of these products is avoided, and to this end, SUMA adopts a preventive attitude, promoting mechanical cutting and localized application.

As far as the waste produced during SUMA’s activities, it is mostly non-hazardous industrial waste, such as oil, tires, ferrous metals and sludge, and waste mixtures from grit chambers and oil/water separators.

VI. PRODUCTS AND SERVICES

SUMA has environmental and social concerns always present from the planning and development stages of its actions, as described above, with the aim of minimizing the impacts associated to its activities.

VII. COMPLIANCE

In 2015, no fines were recorded by SUMA for non-compliance with environmental legal requirements.

VIII. TRANSPORT

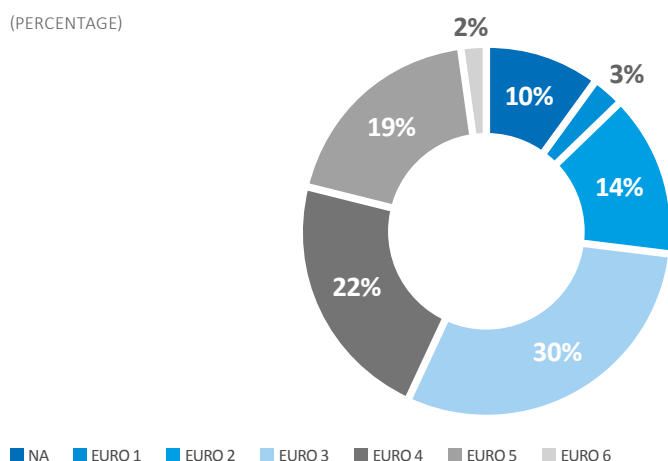
As regards the transportation of goods and products used in SUMA's activities, the following graph shows the classification of vehicles according to their emissions class, as per the European Standard of Emissions, which regulates the emissions of vehicles sold in the Union European.

Class of Emissions	1	2	3	4	5	6	7	8
NA	0	3	0	17	6	33	12	0
Euro 1	20	1	0	1	0	0	0	0
Euro 2	42	12	3	2	0	0	0	34
Euro 3	50	17	0	15	34	0	0	84
Euro 4	93	9	4	25	10	0	0	8
Euro 5	9	2	0	5	3	0	0	107
Euro 6	3	0	0	0	0	0	0	9
TOTAL	217	44	7	65	53	33	12	242

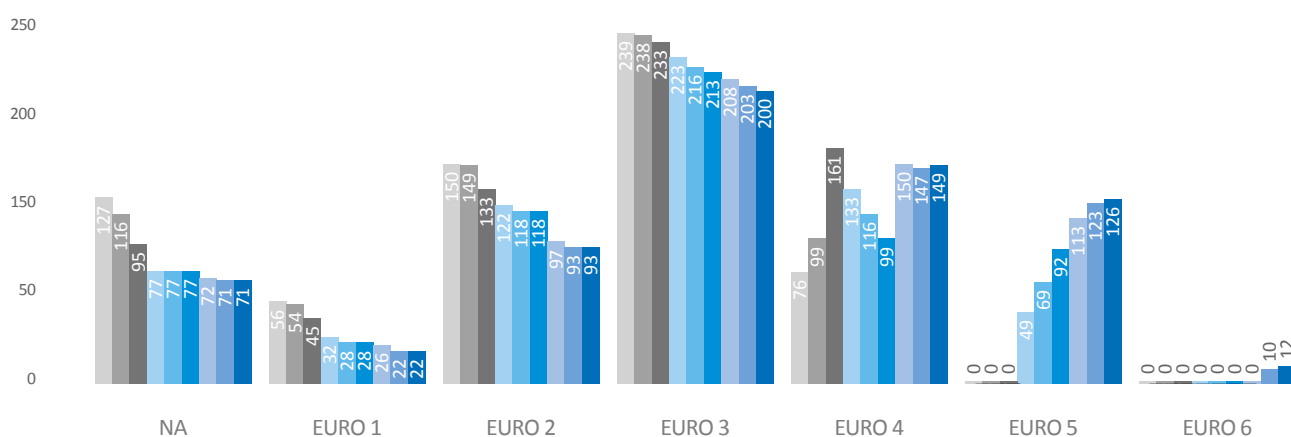
Classes: 1 – Compactor waste collection vehicles; 2 – Containers Washers, Street Washers, Septic-tank Cleaning Trucks; 3 – Washers, Street Washers; 4 – Sweeper Trucks, Vacuum Cleaner Trucks; 5 – Heavy-duty Multi-purpose Vehicles; 6 – Tractors, Loaders, Forklift-trucks, Cylinders; 7 – Light Production Machines; 8 – Light Multi-purpose Vehicles

TRANSPORT BY CLASS OF EMISSIONS

(PERCENTAGE)



SUMA FLEET 2007-2015



In evolutionary terms, there is a clear commitment by SUMA towards Euro 5 and Euro 6 vehicles, while there is a continued decrease in other classifications.

5.2 SOCIAL PERFORMANCE

5.2.1 MOTA-ENGIL ENGINEERING & CONSTRUCTION

1. HUMAN RESOURCES MANAGEMENT

INTRODUCTION

The HR Management policy at Mota-Engil seeks to reflect the Group's HR Strategy and Policy, adopted at corporate level, adapting it to its own reality, and to the activity sector in which it operates.

Strategically, Mota-Engil Engineering recognizes human resources as a critical success factor for achieving the defined goals, and as its most valuable asset to ensure its competitiveness and the creation of lasting value.

The HR policy of Mota-Engil Engineering is supported by the Management Board and by the internal HR teams, as well as by the Corporate HR Department and by Mota-Engil Shared Services, responsible for a set of support functions.

Within the scope of HR Management practices, the following main initiatives stand out:

- Attract and retain the best resources in an integrated manner, ensuring their effective integration and adaptation to the culture and values of the company;
- Develop skills that add value to the business through a permanent search for knowledge and best practices;
- Manage performance, stimulating and rewarding behaviours that ensure achieving the goals that are in line with the business strategy;

The initiatives developed within the training field are shown further below in a separate chapter. The same applies to the topics related to monitoring, adoption of preventive and corrective measures, auditing and verifications in the field of human resources.

1.1 LABOUR PRACTICES AND LABOUR RELATIONS

Employment

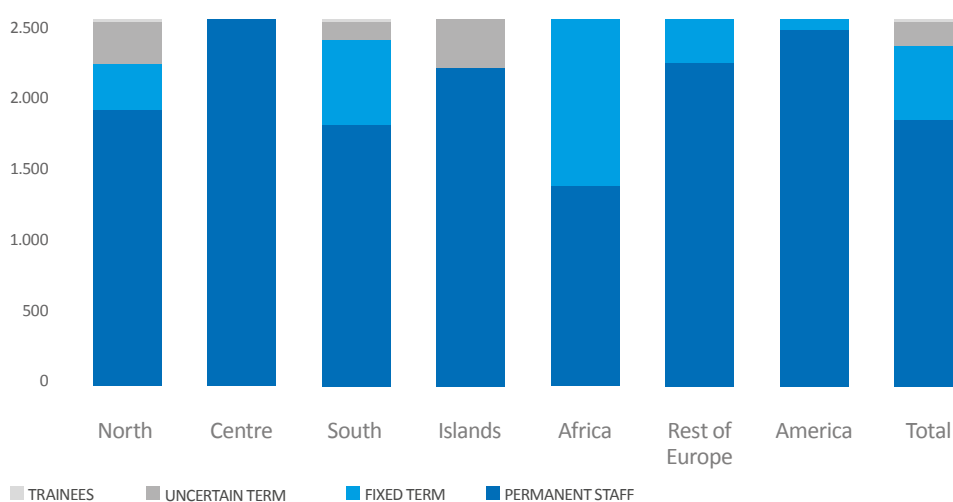
In 2015 Mota-Engil Engineering contributed to the employment of 2,082 Workers (Portugal and Abroad).

The table below shows the structure of employees by type of labour contract and region:

No. Of workers by region and type of employment contract

Type of Employment Contract	Portugal					Abroad		Total
	North	Centre	South	Islands	Africa	Rest of Europe	America	
Permanent Staff	619	24	706	13	102	15	37	1516
Fixed Term	101	0	227	0	84	2	1	415
Uncertain Term	95	0	46	2	0	0	0	143
Trainees	5	0	3	0	0	0	0	8
TOTAL BY REGION	820	24	982	15	186	17	38	2082

NO. OF WORKERS BY REGION AND TYPE OF EMPLOYMENT CONTRACT



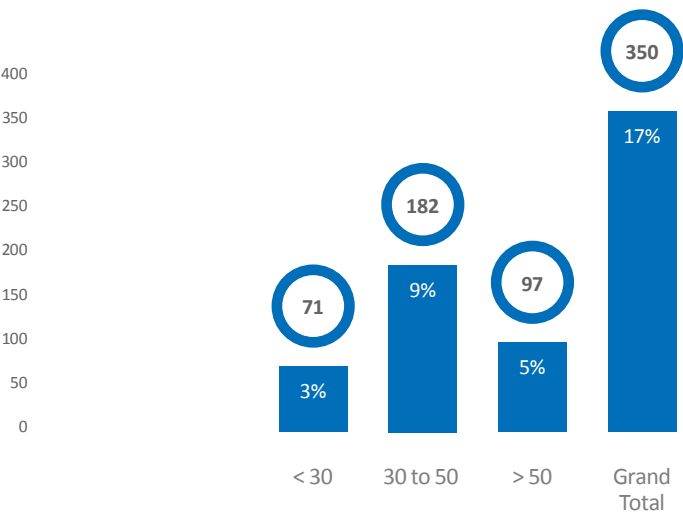
From the analysis of the tables, it appears that in 2015, 72.8% of the personnel belonged to the permanent staff, while fixed-term workers accounted for 19.9%, uncertain-term workers accounted for 6.9%, and trainees accounted for 0.4%.

The data shows that, just like last year, Portugal is the country where most employees of Mota-Engil Engineering work (88.4%). Outside Portugal accounts for a total of 241 employees (11.6%), distributed through the European, African and American territories, while Africa is the continent where there is the greatest number of employees abroad (186%).

Employee turnover by age group, gender, and region

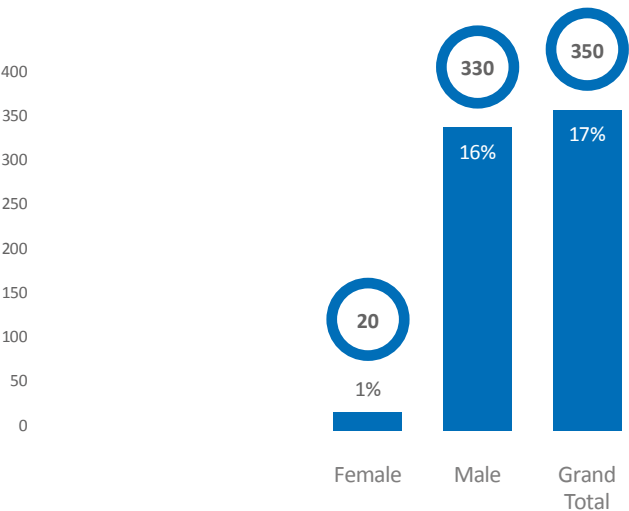
The chart below shows the turnover rate observed in 2015 in Mota-Engil Engineering:

TURNOVER RATE BY AGE GROUP



The overall turnover rate of Mota-Engil Engineering in 2015 was 17%, while it can be seen that it is in the age group 30-50 years that there is the greatest employee turnover rate (9%), related to 182 exits.

TURNOVER RATE BY GENDER



It also appears that at Mota-Engil Engineering, as for the economy in general, women's turnover rate (1%) is lower than the male's turnover rate (16%).

1.2 LABOUR RELATIONS

Relations between workers and governance

Labour relations at Mota-Engil Engineering are regulated by the Collective Labour Agreement (CLA) for the Civil Construction and Public Works Sector, and, additionally, by the general law. These are two instruments that set the notice periods to be observed in case of any organizational change with an impact on labour relations.

This instrument of collective labour regulations covers the entire workforce. The unionization rate in the company is 11%, in a sector where such rates are traditionally low.

The organization has no established workers committee.

1.3 TRAINING AND EDUCATION

Mota-Engil Engineering assures opportunities for career development to its employees, continuously training them and ensuring the acquisition and validation of skills required for the performance of their duties.

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

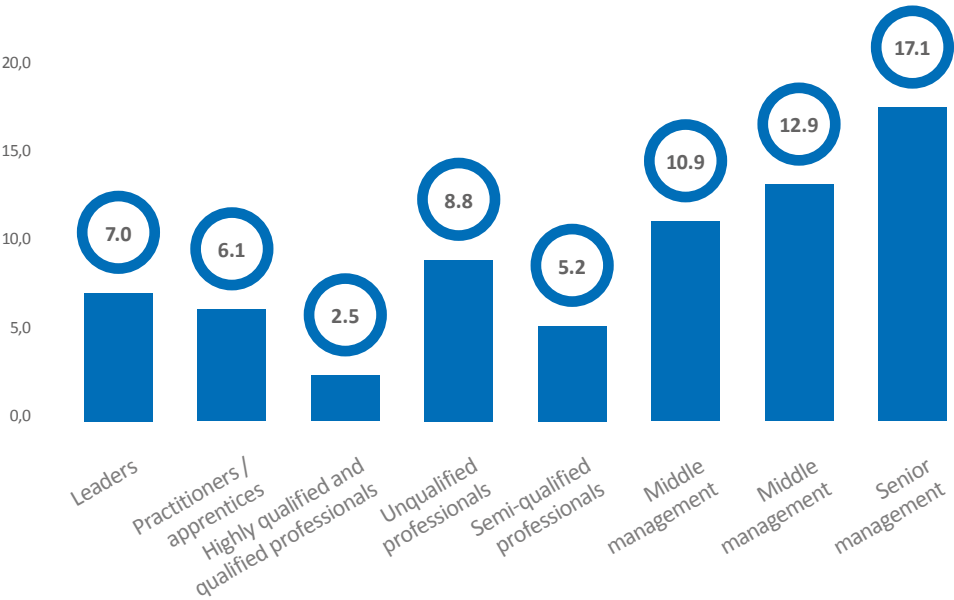
- Technical
- Organizational
- Management
- Behavioural

In 2015, the total number of hours of training imparted to Mota-Engil Engineering employees reached 18,053 hours.

Average no. of training hours by professional group

Professional Group	No. of Training Hours	Average no. hours Training/Employee
Leaders	28	7.0
Practitioners / apprentices	74	6.1
Highly qualified and qualified professionals	202	2.5
Unqualified professionals	10,123	8.8
Semi-qualified professionals	217	5.2
Middle management (inc. counter-masters and team leaders)	1,752	10.9
Middle management	2,085	12.9
Senior management	3,573	17.1
TOTAL	18,053	

NO. OF TRAINING HOURS BY PROFESSIONAL GROUP



By analysing the above information one can see that it was among Senior Managers and Intermediate Managers that there were the highest average number of training hours per employee (about 15 hours) and, on the other hand, it were the highly qualified professionals that had on average less training hours - 2.5 hours on average per employee.

1.4 DIVERSITY AND EQUAL OPPORTUNITIES

Mota-Engil Engineering carries out a strict policy of equal opportunities, integrating in its ranks men and women of various nationalities and ethnic groups. This policy is extended to all aspects of working life, and involves an attitude of equal treatment and non-discrimination in areas such as recruitment and selection of human resources, wage policies, career development, and all other aspects related to employment relations.

Regarding the remuneration policy, and taking into account the limited representation of female workers in some occupational groups, it appears that there are no significant differences in salary levels between men and women.

With regard to the characterization of Mota-Engil Engineering by professional group, gender and age group, below is a summary table:

No. Of workers by professional group, gender and age group (LA13)

Professional Group	< 30 years		30 to 50 years		> 50 years		Total Male	Total Fem.	Grand Total 2015	Grand Total 2014
	Male	Fem.	Male	Fem.	Male	Fem.				
Leaders	0	0	1	0	4	0	5	0	5	5
Practitioners / apprentices	8	3	1	0	0	0	9	3	12	12
Highly qualified and qualified professionals	76	2	752	44	425	27	1253	73	1326	1369
Unqualified professionals	19	0	36	2	23	1	78	3	81	69
Semi-qualified professionals	10	0	24	1	7	0	41	1	42	51
Middle management (inc. counter-masters and team leaders)	0	0	73	0	117	2	190	2	192	195
Middle management	18	2	78	28	59	2	155	32	187	165
Senior management	8	1	120	61	41	6	169	68	237	287
	139	8	1085	136	676	38	1900	182	2082	2153

The above table reflects the predominance of male workers at Mota-Engil Engineering - about 91% of the total staff - which situation follows from the specific characteristics of the construction sector. Although the number of male employees is predominant, Mota-Engil Engineering promotes a healthy climate among workers, not accepting any kind of discrimination.

The professional group with the largest number of workers is the group of “Highly qualified and qualified professionals”, representing 64% of the total staff.

As regards the distribution by gender, the group of “Highly qualified and qualified professionals” is also the group with the highest number of male workers. As for women, it is also more significant in this group and in the group of “Senior Staff”, the sum of both groups representing 77% of female staff.

It should also be noted that in 2015, about 59% of the staff of Mota-Engil Engineering were in the age group 30-50 years, and 34% were aged more than 50 years. The remaining 7% were aged below 30 years.

Benefits

Mota-Engil Engineering also provides its employees a range of benefits, among which the following stand out:

- Insurance against personal accidents to middle and senior management, to the technical/administrative staff structure, and to the heads of production, as well as health insurance to a smaller number of employees;
- Sickness and work-accident benefit supplements to permanent staff of up to 30 days/year, for periods of temporary incapacity for work above eight days, while in exceptional situations of serious illness, the benefits period has been extended.

5.2.2 SUMA, URBAN AND ENVIRONMENT SERVICES

1. Human resources management

INTRODUCTION

In the SUMA Group, Human Resource Management is under the responsibility of the Deputy-chairman of the Board of Directors.

The HR strategy defined includes a number of commitments whose base adds to the commitments set out in the Organization's Strategy and Management Policy, and in the set of inputs gathered from stakeholders. This strategy is implemented in a perspective of continuous improvement and response to defined needs. The human resources strategy in 2015 was geared towards the continued investment on and qualification of employees, of which it is worth highlighting the 22,119 attendances at training sessions held, and the deepening of the Integration and Recycling Program; the integration of production managers in a continuous training process, and the consolidation of the SUMA Tutoring Program, in a total of 4,012 training initiatives held.

The involvement of employees and their representatives in management processes is an asset, whose experience is confirmed every year. The collection of testimonies and feedback from all employees is developed in different ways, which include, among other means, the network of trainers (in direct contact with employees through the training sessions), meetings with leaders and workers representatives on hygiene and safety at work (via the HSW committees), and the annual consultation to all workers. This data is incorporated in the management of labour relations and directly influences the decisions taken in this area, which has been reflected in a high level of cohesion in the workforce.

The employment policy of the SUMA Group is convened to ensure sustainability of jobs and of the organization. The investment in human resources development and vocational training intends to ensure operational results, while at the same time enhancing the levels of internal and external employability of our employees. This ambition, increasingly considered, is relevant in direct proportion to the number of employees with a less differentiated social and economic profile, people who tend to be excluded from the labour market.

The fringe benefits policy implemented includes all functional groups, and follows from the alignment between the situation in the labour market, the attraction, retention of the best employees, and the stability needs as far as the Organization's workforce. Health and life insurances are transversal.

The main goals of Occupational Safety and Medicine at Work are the prevention of occupational diseases and the promotion of employees' well-being. The internal managing process of this procedure ensures compliance with established formal obligations (such as medical examinations for admission, and periodical reviews), but is also an incentive for disease prevention and health promotion, through, among other projects, cross-cutting audiometric screening and vaccination campaigns.

Information related to human resource processes is permanently conveyed, either through the Internal Portal, or through specific training initiatives and on-going support through the provision of services in helpdesk format, aimed at the entire Organization.

The incorporation of quality management tools and compliance with the requirements of the Training Entities Accreditation System, have boosted the adoption of permanent

monitoring methodologies on HR processes and objectives. Non-compliance Database, Planning Databases, Training Databases, and Performance Indicators are the instruments that permanently support the decision-making processes.

1.1 LABOUR PRACTICES AND LABOUR RELATIONS

Employment

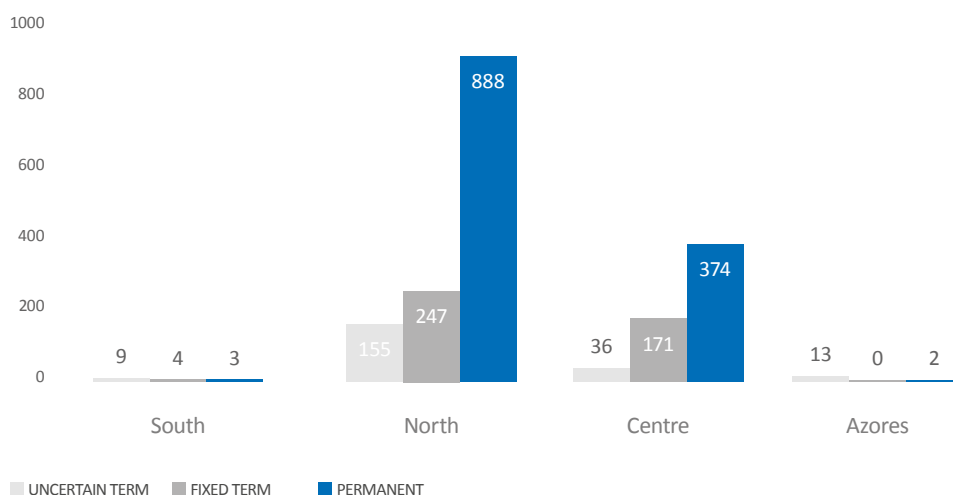
In 2015, SUMA counted on an average of 1,902 employees, to which are added 12 workers assigned by municipalities. There was an adaptation of the number of employees to the evolution of the Company's business, which resulted in an increase of 17 workers over the previous year.

The table below shows the structure of resources by type of labour contract and region:

No. of workers by region and type of employment contract

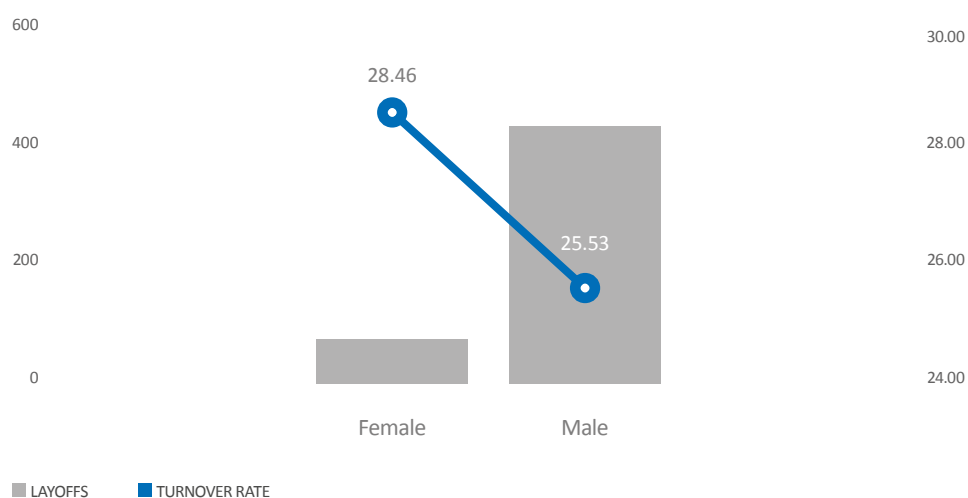
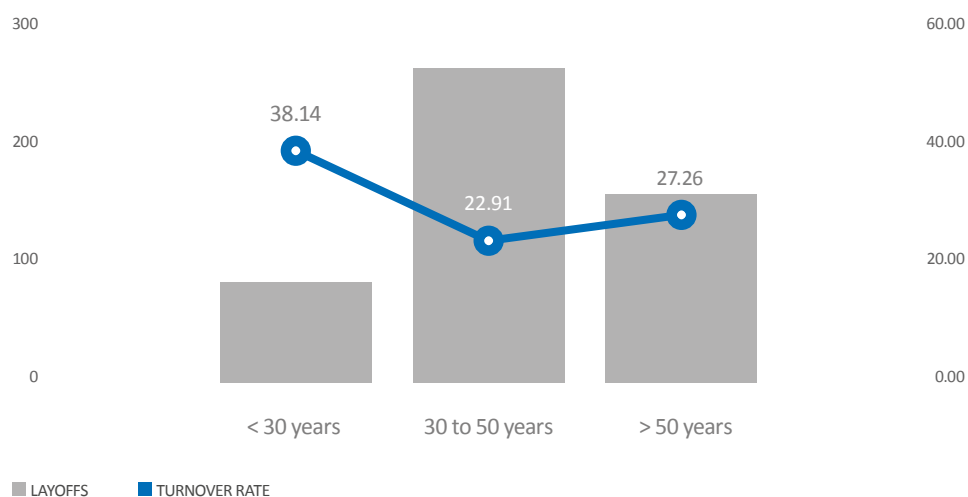
Region	Permanent	Fixed Term	Uncertain Term	Total
Azores	2	0	13	15
Centre	374	171	36	581
North	888	247	155	1,290
South	3	4	9	16
GRAND TOTAL	1,267	422	213	1,902

NO. OF WORKERS BY REGION AND TYPE OF EMPLOYMENT CONTRACT



As shown by the previous chart, the North is where SUMA has the largest number of workers (about 68%), followed far behind by the Centre region (31%).

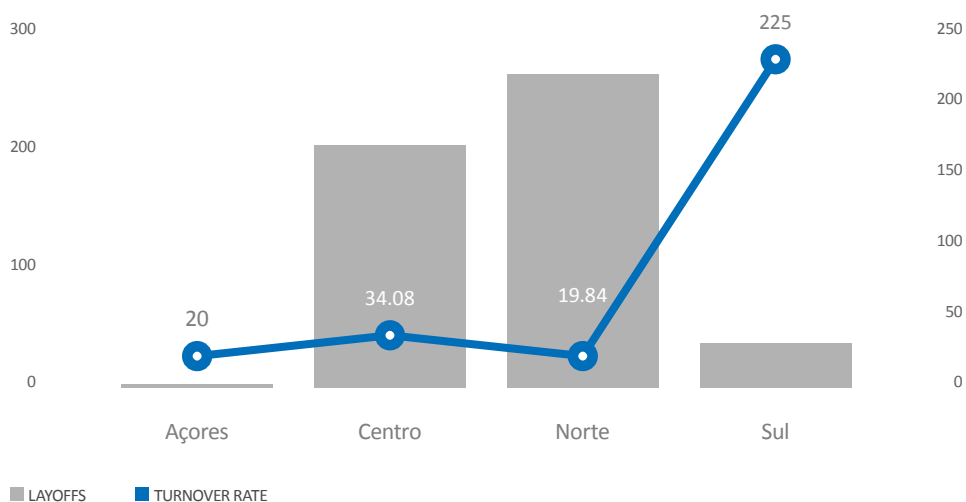
Because of the fact of SUMA's activity being based on contracts with a limited duration, usually with Municipalities and/or Associations of Municipalities, the hiring of new workers is usually under fixed-term contracts.

Turnover rate by gender and age group (LA2)**TOTAL EXITS AND RATE TURNOVER BY GENDER****TOTAL EXITS AND RATE TURNOVER BY AGE GROUP**

Given the nature of activities undertaken by SUMA, turnover is especially high among workers aged over 50 years, and greater among women.

Turnover Rate by Region

TOTAL EXITS AND RATE TURNOVER BY REGION



In terms of regions, the turnover rate is still higher in the South, which behaviour is partly explained by the fact that the Algarve Centres are subject to high seasonal variability in the number of workers, because of those dedicated to cleaning the beaches during the summer time.

1.2 LABOUR RELATIONS

Labour relations at SUMA are not regulated by any collective labour agreement; they are rather regulated by whichever is the General Labour Law Code. The company has no established workers committee.

The general law sets the notice periods to be observed in case of any organizational change with an impact on labour relations, especially in case of changes on the time or place of work, closure of facilities or other processes leading to changes or termination of work relations.

1.3 OCCUPATIONAL SAFETY AND MEDICINE AT WORK

1.3.1 Occupational Safety

According to existing regulations, employers are required to organize Occupational Health, Hygiene, and Safety Services (OHHS), to cover all workers performing functions in the Organization, including, of course, the employer himself, when also engaged in performing any activities.

The Health and Safety at work services are internal and managed by SUMA with own resources (Higher Technical Staff specialized on OHHS), covering all those working for SUMA, and that are at its facilities. These services, whose main goals are the prevention and reduction of occupational risks, and the promotion of Safety, Hygiene and Health of workers, develop the following activities:

- Know the OHHS rules, and ensure compliance with the legal requirements applicable to the Organization;
- Identify hazards, assess risks, and define actions to prevent and control identified risks;
- Inform and train workers on the identified risks, and corresponding prevention and control measures;
- Implement and enforce the Policy, Programs and Procedures set by the Organization, related to Health and Safety;
- Promote, together with the various sites of the Organization, the preparation of Emergency Plans, and the respective periodic emergency drills;
- Carry out the analysis of all incidents, and define their respective corrective actions;
- Collect and organize statistical information related to workers safety, in order to come to conclusions that allow the respective prevention and organization, with the purpose to carry out a study of potential occupational hazards;
- Suspend the execution of any work, in case of imminent risk to the integrity and health of workers;
- Inform the Management Board of any and all situations that may endanger the integrity or health of employees;
- Comply with the recommendations from competent authorities/entities under the OHHS;
- Provide the means of prevention and collective and individual protection, set as mandatory or necessary;
- Enforce safety and emergency signage and instructions;
- Annually prepare and submit the activities report on each site to the competent authorities/entities under the OHHS;
- Attend the meetings of the various Local OHHS Committees.

1.3.2 Medicine at Work

Health monitoring, which is the responsibility of Occupational Health (OH), has the main goals of preventing occupational diseases and work related diseases, and should also promote the welfare of employees as a productivity factor. Monitoring of exams is made through the system, and cross checked with the lists sent by the OM service provider. In addition, there is an extranet, belonging to the OM service provider, where one can see all workers subject to OM exams. This information is also cross checked with the previous ones, allowing for attendance control, and monitoring the performance of OM examinations to workers.

An internal valuation model is used, which is completed by the worker, in order to assess the examination, which he has been subject to, providing indicators to HRM on the services provided and ensuring information that can be used to improve such indicators.

Organizational Model

Process/Activity Managers propose their respective action plans conducive to the achievement of defined goals and targets, which are then reviewed and approved by the other members of the SIG-QAS Committee. These actions are included in the “Management Program” document.

Integrated in this Activity is the definition of other action plans, whose responsibility belongs to the Process/Activity Managers, namely: actions required to meet the customer’s legal, regulatory requirements, and others that the Organization may subscribe; actions arising from Risk Management; actions arising from Management Review; actions detected within Audits; actions arising from Evaluations to Workers and Suppliers; actions arising from Assessing Stakeholder Satisfaction; other actions deemed as required so that the SIG-QAS goes on, permanently updated, adequate to the reality of the Organization, and operating in an efficient and effective manner, according to a continuous improvement perspective.

For all defined actions, the respective responsible person and implementation deadlines, the necessary resources, as well as the methods used to assess the effectiveness of the action after its completion, are also defined and recorded in the Planning Database (BDPA).

General law and collective labour regulation instruments

Occupational safety matters are governed by various legal instruments, namely by Decree-Law No. 441/91, 14 of November, and by Law No. 99/2004, 27 of August, as previously mentioned in connection to Mota-Engil Engineering.

In the absence of collective labour regulation instruments with implications on SUMA’s business sector, the company is governed by general law.

Under the scope of Occupational Health and Safety at SUMA, below are some indicators calculated in accordance with the GRI guidelines:

Ratios of work-related accidents, occupational diseases, lost work days

Number of employees	Worked hours	Number of work accidents	Number of days lost	Frequency Index (FI)	Severity Index (SI)	Incidence Index (II)
1,902	2,903,989	157	3,179	42.7	1094.7	93.6

From the observation and treatment of the claims and the respective evolution, it appears that the vast majority of accidents are due to worker's behaviour. Thus, the annual training plan was put in place in order to combat accidents and, at the same time, provide employees with behavioural tools and techniques that may enable them to do their job more effectively, efficiently, and safely.

The results achieved allow us to state, with enough confidence, that its design and implementation has proved effective in decreasing accidents, through the implementation of very targeted training initiatives aimed at know-how, and with a practical and technical nature, geared to workers' learning. However, and given the characteristics of the service to be provided by SUMA, additional measures of behavioural change have been addressed. Despite the permanent need to strengthen the annual training plan with targeted themes aimed at "Safety" and "Equipment Operation", changing behavioural habits requires other complementary, repeated, short, and very simple methodologies.

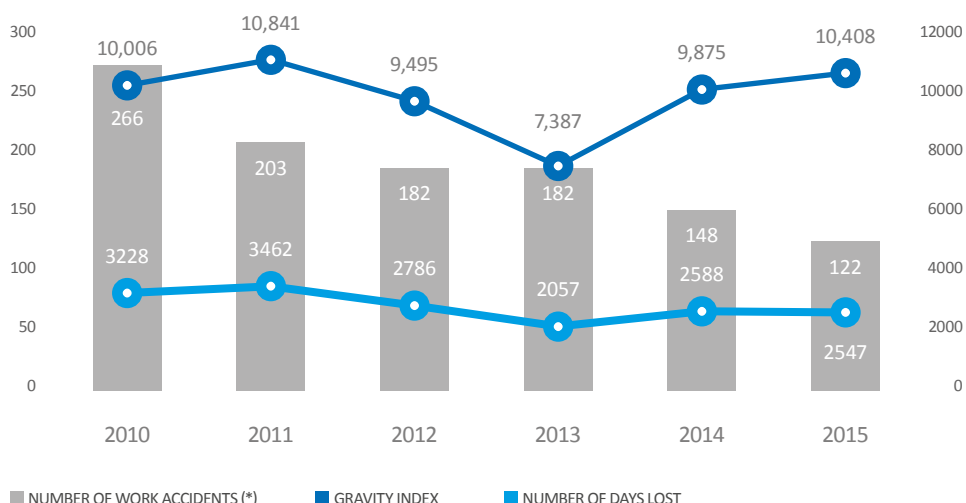
It is in this context that the project "10 Safety Minutes" appeared. Its aim is to "train" the behavioural change of employees, through the implementation of daily debriefings, imparted by leadership, before beginning their service, using a sentence containing appropriate safety information for the service to be performed. Before starting the service, all employees assigned are brought together by leadership, which, according to various hazards identified will impart an information session for about 10 minutes. Every day, leadership must repeat this debriefing, using a new topic. The topics must be very objective, direct and simple, for their disclosure to be quick, and easy to assimilate and understand, while ensuring that safer behaviour starts to get rooted, with the resulting decrease in claims, for the responsibilities taken up by the workers.

During the analysis performed to labour Claims data collected by the QAS, and crossing this information with the Training Plan and with the evaluation of its implementation, we can draw some observations that will define the way Training will act in 2016.

Thus, some Claims variables were analysed to see where could/should Training intervene, and/or allocate its resources and efforts with greater priority, directed according to other information gathered from the Mentors' work.

The analysis performed follows from the sum of data obtained from 2010 until the end of 2015, regarding the performance of the entire Organization.

EVOLUTION OF ACCIDENTS



After a cross-sectional analysis to the results of Mentors' observations, by treating the observation grids and evaluating the claims from 2010 to end of 2015, some indications stand out that, as a whole, point the way forward regarding the direction for the training efforts and for the Training Plans, either Internal or of Mentors, for the next year:

- We have fewer accidents, but they are more serious;
- The older workers, aged above 40, are more prone to accidents;
- Wednesdays are the days that tend to be more prone to accidents, although Mondays and Fridays also suggest relevant attention;
- Despite more accidents during the day, those that happen at night are more serious;
- Between 08am and 12am there are more accidents, but between 00h and 04am they are more serious;
- Jobs involving climbing and descending, handling loads, mobile objects and pieces of equipment, spray and dust particles, originate more accidents.

SUMA's workers continue to be viewed as a differentiating factor in the progression and development of the Company, providing quality services and showing strong skills in all areas, being framed within a talent retention strategy in the organization. This professional development is achieved with the promotion of professional skills, raising their commitment and promoting the adaptation to change, leading to personal success, and to the success of the organization

1.4 TRAINING AND EDUCATION

With regard to training, the plan for 2015 focused the training activities in the areas with a more behavioural scope. For this decision contributed the fact that there are some projects in progress designed for training in Health and Safety at Work, such as the Project “10 Safety Minutes” and “Mentors”, thus creating some space for the department to engage in other training areas.

Regarding the Project “10 Safety Minutes”, by the end of April it was already implemented in all service centres, enabling awareness-raising and supporting employees on the daily issues of the activities they perform, and the difficulties, risks, and dangers derived therefrom. The project implementation was carried out by production supervisors, in some centres using the support of the training department, and in others on their own initiative. The implementation of this project at all service centres, essentially helped to work the topics of safety in an objective, direct and simple way with employees, seeking the assimilation of safer behaviours and the consequent reduction of accidents, caused by the workers themselves. Along with the desired behavioural changes, this project ended helping to strengthen the plan developed for each worker, in terms of training hours.

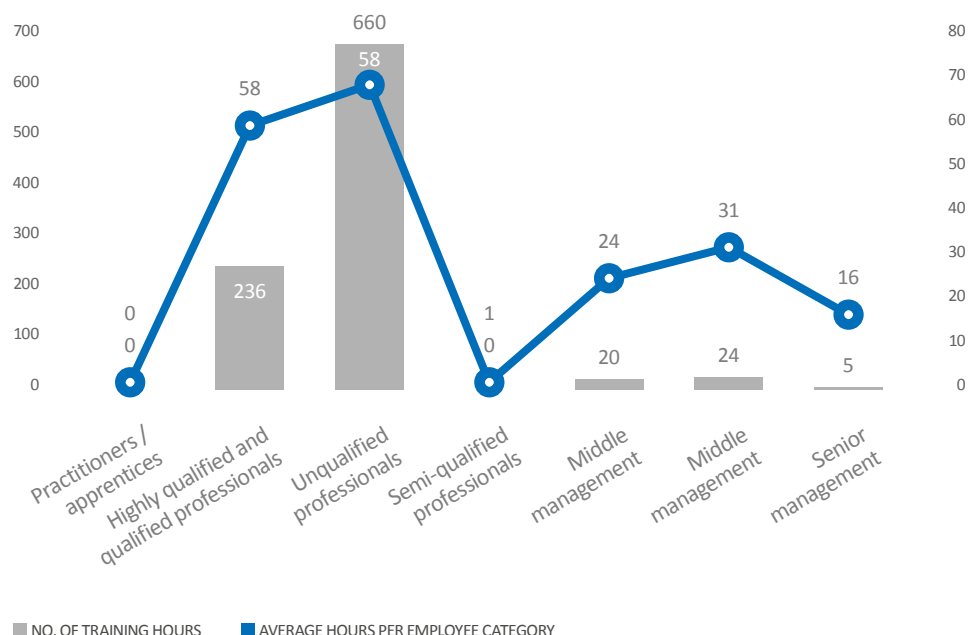
Regarding the training plan to be developed by Mentors, as in previous years, the goals to be worked by each of the service centres were set in the beginning of the year. However, unlike what is usual, the goals have not been set in a standardized way for all centres. Based on the analysis of the results achieved in 2014, the courses each centre would need the most in terms of training performed by mentors have been identified, leaving the decision of the training initiatives that each worker should do up to the centres.

Additionally, a training project for intermediate managers, foremen and production team leaders has been initiated, aiming to provide these Company heads with technical, behavioural, and management tools to improve their performance. The project began in the 2nd half of 2015, and it is expected that it will last for two years, with the integration of about 70 workers, distributed into 6 training groups.

Total number of training hours by professional group (LA10)

Categories	No. of Training Hours	Average hours per employee and employee category
Practitioners / apprentices	0	0
Highly qualified and qualified professionals	23,584	58
Unqualified professionals	66,010	67
Semi-qualified professionals	23	1
Middle management (inc. counter-masters and team leaders)	2,050	24
Middle management	2,353	31
Senior management	475	16
GRAND TOTAL	94,495	59

HOURS OF TRAINING IN 2015



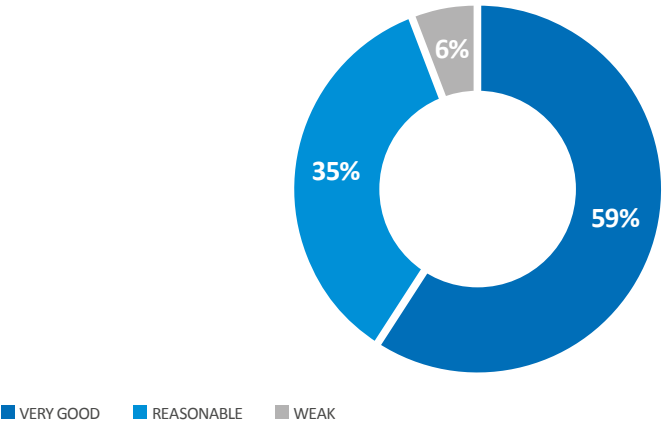
In 2015 the Mentors performed 3,023 training sessions in Safety and Equipment Operation, exceeding by 150% the proposed goal. As in previous years, this project had two training stages, the 1st one between March and May, and the 2nd one from July to September. As mentioned above, the performance of the training department in 2015 focused its training initiatives on behavioural aspects, and planned campaigns (Communication, Teamwork, Corporate Image, and Customer Relations) directed to production, essentially to roadman and driver positions.

The training initiatives shown in the following Table were also developed by the Training Department:

Courses	No. of Actions Planned	No. of Actions Held	Planned Trainees	Trainees Integrated
Introduction to the Use of Computer Tools	3	3	24	24
Manual Handling of Loads	32	3	396	29
Grass Cutting Operations	2	2	19	19
Planning and Control	0	1	0	13
Accounting Process of SAP Treasuries	4	4	35	35
Human Resources Internal Standards and Processes	0	3	0	34
Waste and Environmental Best Practises	2	2	14	14
Safety in Manual Sweeping Operations	1	1	9	9
SUMA Group Institutional Framework, Strategy, and Internationalization	1	4	12	60
HST - Landfills	0	1	0	13
Corporate Image and Communication	0	3	0	38
TOTAL	45	27	509	288

Based on data collected for the evaluation of training initiatives attended by managers, it was confirmed that the training activities under analysis had an impact on the professional performance of workers who took part in them. As can be seen from the chart, 59% of managers assessed the impact of training activities as very good, and 35% said that the training initiatives had a reasonable impact. These results highlight the usefulness of the training performed, and its positive impact on the job performance of participants.

IMPACT EVALUATION



1.5 DIVERSITY AND EQUAL OPPORTUNITIES

The SUMA Group takes up its role as regards the principles of equality and non-discrimination, as well as towards information of all workers in this area. This policy is extended to all aspects of working life, and involves an attitude of equal treatment and non-discrimination in areas such as recruitment and selection of human resources, wage policies, career development, and all other aspects related to employment relations.

All employees have at their disposal for consultation, posted in their workplaces, information relating to worker’s rights and duties in relation to equality and non-discrimination, including the Internal HR Standard - NI_RH_021 - Non-discrimination Principle; Article 22 and following of the Labour Code; Article 33 and following of the Labour Code; Article 66 and following of Law No. 35/2004 of July 29, and Decree Law No. 143/99 of April 30.

As far as wages, there are no differences regarding gender or workers age.

5.3 MOTA-ENGIL GROUP

1. HUMAN RIGHTS

The Mota-Engil Group respects and promotes human rights in all cultural, social, economic, and geographic areas where it operates.

Such behaviour is naturally extended to the Group's practices, both in terms of investment policy and in supply chain management, seeking to extend to the latter, the principles that it abides activities directly carried out by the Group, particularly as regards health and safety at work.

Within any of the Group companies, there have been no situations of discrimination, while on the other hand, the practice of association rights under labour law is fully safeguarded, especially the freedom of association and collective bargaining, which corresponds, moreover, to an imperative of constitutional and legal nature.

In the Group there are no situations of child or forced labour.

Workers or subcontractors involved in facilities security issues and in preservation of their assets (in the Group there are no workers or subcontractors involved in personal security missions) respect, in their personal interactions, the rights legally recognized in each geographic space where they perform their duties.

Lastly, it should be noted that the Mota-Engil Group does not usually work in any territory where there are or may be concerns with rights of local populations or indigenous people.

2. SOCIETY

The Mota-Engil Group favours, in a very special way, its relationship with local communities, regularly assessing the environmental and social impacts of its activities.

The Mota-Engil Group observes the highest ethical standards, particularly those relating to the promotion of fair competition, prohibition of bribery, illicit payments and corruption, and there are no matters to be reported at this level nor any penalties or fines arising from any unlawful conduct in this area.

In matters of public policy the Group does not usually take, not even directly, any positions, nor, on the other hand, makes any contributions to political organizations.

3. PRODUCT RESPONSIBILITY

The analysis of impacts on the health and safety of the customers of the Mota-Engil Group is incorporated in the management systems in place, particularly in Mota-Engil Engineering, whose performance is described in this Report.

In matters of labelling of products and services, are infrequent the cases where it is deemed necessary, given the nature of the activity developed by the Group, and in particular by the entities object of report of their performance, yet all information on labelling is fully provided when required.

In 2015 there were no cases of non-compliance in these matters or any associated penalties, whether pecuniary or of any other nature.

This topic and practices related to customer satisfaction are highlighted in another chapter of this Report.

In its marketing communication policy, the Mota-Engil Group fully complies with the legal requirements in force and there are no non-compliance situations or sanctions to report.

Lastly, the same is true with regard to respect for personal rights of customers of the Mota-Engil Group, particularly in the area of protection and safeguarding of their right to privacy in managing the relationships with the former, and there is to date no complaints to be recorded under this title.



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