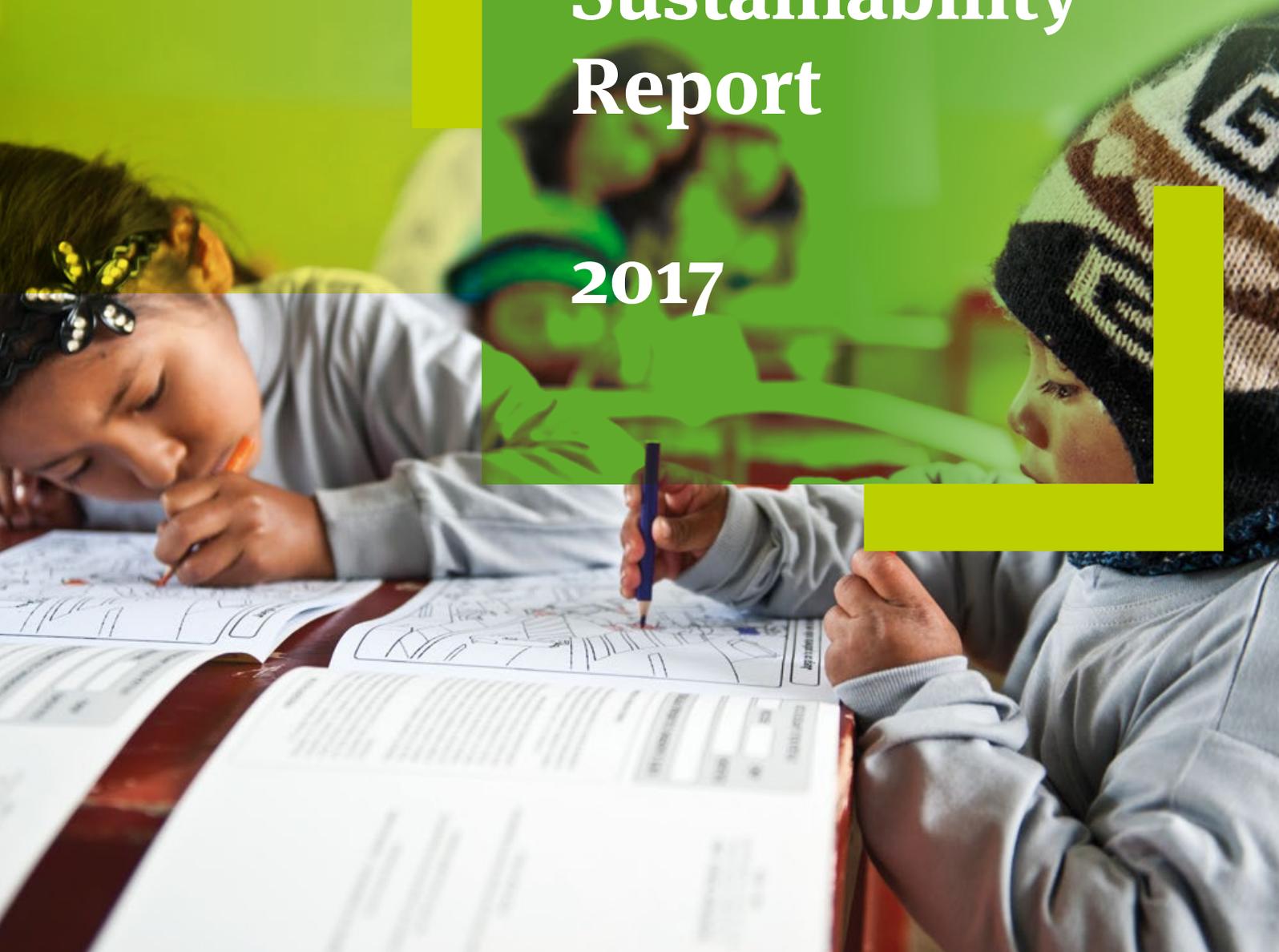


MOTAENGIL

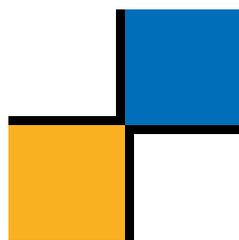
THE FUTURE TODAY

# Sustainability Report

2017







MOTA-ENGIL

**Commercial designation:**

Mota-Engil, SGPS, S.A.  
Public Limited Company

Porto Offices

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

Phone: +351 225 190 300

Fax: +351 225 191 261  
[www.mota-engil.com](http://www.mota-engil.com)

Share Capital: 237,505,141 euros

Registered at the Porto registry of companies under n.º 502 399 694  
VAT: 502 399 694



# *Message from the Chairman of the Board of Directors*

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Sustainability is an essential pillar in the strategy and path of the Mota-Engil Group, over its more than 70 years of history.

The vision we have defined and that we continue to follow has allowed us to be a world reference Group, which is acknowledged in the various markets and businesses where we operate.

Our people are the clearest and noblest expression of what we do best at Mota-Engil and this edition of the Sustainability Report is another living example of the engagement, of the commitment and of the devotion of our employees in initiatives that enhance the communities where we are, the customers and partners with whom we work and all those that are an integral part of our Group.

It is with this commitment that we renew our engagement to follow a strategy of sustainability, which guarantees our consolidation as a distinctive player in the industries where we operate and as a socially responsible company, contributing in a unique way to the improvement and development of the communities and of the people that we serve, every day, through our global presence.

For a present and a future increasingly sustainable.

António Mota  
Chairman of the Board of Directors



# *Message from the Chief Executive Officer*

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We are increasingly facing multiple challenges that are testing the capacity of the Organisations of the modern world to adapt and reinvent themselves.

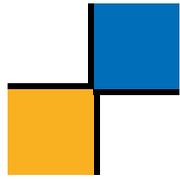
The commitment to Sustainability emerges from this context of great turbulence and adversity, not only as a trend, but as a requirement aiming at ensuring that we follow our long-term vision, that we stand firm in our conduct of ethics and rigour and that we value and ensure that our Organisation creates value for all its stakeholders.

It is with this sense of mission and of purpose that the Mota-Engil Group has tried to make a difference in the international scenario, by using solutions of engineering and infrastructure management of undeniable quality, and always maintaining a solid commitment to the support, integration and development of the communities that necessarily involves the multiple projects and initiatives that it covers in its action.

The publication of this Report personifies and gives a voice to the myriad of initiatives carried out by our people all over the world and that demonstrate the commitment of all of us to a sustainable present and future of our Group.

Mota-Engil. A sustainable world.

Gonçalo Moura Martins  
Chief Executive Officer



MOTA-ENGIL

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# 01

# Scope of the Report

## 1.1 Report Profile

Mota-Engil Group, through the holding company Mota-Engil SGPS, S.A., Sociedade Aberta, S.A., publishes its Sustainability Report for 2017.

The communication of the performance in the social and environmental area, besides its economic dimension, which is thoroughly developed in the 2017 Annual Report and Accounts, is an essential part of the Group's strategy of sustainability.

In the context of a permanent and systematic openness and dialogue with the stakeholders, Mota-Engil Group welcomes the requests for information, comments or suggestions that may be addressed to it.

The dialogue thus established is a fundamental tool for listening and integrating the concerns and proposals of the stakeholders, in particular, customers, suppliers, investors, public entities and non-governmental organisations, among other, including, in a privileged way, the universe of the employees of Mota-Engil Group, in a wider plan of an efficient, active and participatory policy of internal communication.

The 2017 Sustainability Report, published in Portuguese, English and Spanish, is available in digital format, and can be consulted at Mota-Engil Group website, at [www.mota-engil.pt](http://www.mota-engil.pt).

The matters related with the area of the Sustainability, in general, can be addressed to the Corporate Centre of Human Resources and Sustainability Strategy of Mota-Engil Group using the following contacts:

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

*The communication of the performance in the social and environmental area, is an essential part of the Group's strategy of sustainability.*



## Mota-Engil Africa Cabinda

*Building the future  
is a task of the present.*

## 1.2 Objectives and Limits of the Report

### Framework

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

The multisectoral nature of the activities of Mota-Engil Group, concerning the areas of Engineering and Construction, Environment and Services and Concessions of Transports, and its presence in various geographical contexts, makes the identification of the aspects of sustainability materially relevant in a highly complex and demanding task.

The Group's strategy of sustainability is organically supported by its Corporate Centre of Human Resources and Sustainability Strategy, directly dependent on the Group's Executive Committee, which is responsible for the definition and approach of the Organisation to the area of Sustainability, for its promotion and for the dynamization of initiatives in liaison with Manuel António da Mota Foundation in the social sector, and in the remaining sectors with the areas of business in the various locations where the Group is present.

This management model is aimed at promoting the transversal dissemination of the strategy of sustainability to the whole Organisation, at making the commitment of the Group clear and at allowing an efficient connection with the areas and units of business responsible in the operational plan for the carrying out of the activities and execution of the purposes arising from the strategy of sustainability of the Group.

## Strategy and Priorities

The design of the strategy of sustainability, the determination of the priority questions, as well as the identification of the main stakeholders for purposes of the execution of the sustainability policy, followed a process of internal listening, promoted with those that are mainly responsible for the units of business and regions where the Group operates, resulting in contributions that are indispensable to draw up this report.

The determination of materially relevant aspects is an unavoidable stage for the correct use of the adopted guidelines and has as a fundamental principle the compliance with the strategic plan and activities that depend on it.

## Indicators

The table of indicators established by the guidelines of reporting adopted should, on its turn, reflect and be the natural result of the purposes set and of the action plans leading to their accomplishment, based on priority topics of sustainability which are considered materially relevant.

The response to the indicators must be seen as an integral part of the architecture of management of the Group and of its model of management of sustainability, the role of the systems of information being particularly important.

## Scope

As regards to the disclosure of indicators of performance, the Sustainability Report will cover the entire Mota-Engil Group, except for the indicators of environmental performance, for which we will disclose information concerning the following entities (by alphabetic order):

Designation	Abbreviation
Carlos Augusto Pinto dos Santos & Filhos Lda.	<b>CAPSFIL</b>
EGF – Empresa Geral do Fomento, S.A.	<b>EGF</b>
Empresa Construtora Brasil, S.A.	<b>Brazil</b>
Gestion e Innovacion en Servicios Ambientales S.A. de C.V.	<b>GISA</b>
Glan Agua Limited e Mota-Engil Ireland Construction Limited	<b>Ireland</b>
Manvia – Manutenção e Exploração de Instalações e Construção, S.A. e Manvia II Condutas, Lda.	<b>Manvia</b>
Mota-Engil, Moçambique, Limitada	<b>Mozambique</b>
Mota-Engil Angola, S.A.	<b>Angola</b>
Mota-Engil Central Europe S.A.	<b>Poland</b>
Mota-Engil Colombia S.A.S.	<b>Colombia</b>
Mota-Engil Construction South Africa (Pty) Ltd.	<b>South Africa</b>
Mota-Engil Dominicana, S.A.S.	<b>Dominican Republic</b>
Mota-Engil Engenharia e Construção, S.A.	<b>Mota-Engil Engenharia e Construção</b>
Mota-Engil Engenharia – Cape Verde Branch	<b>Cape Verde</b>
Mota-Engil Engenharia e Construção Africa, S.A. – Rwanda Branch	<b>Rwanda</b>
Mota-Engil Engenharia e Construção Africa, S.A. – Uganda Branch	<b>Uganda</b>
Mota-Engil Engenharia e Construção Africa, S.A. – Zambia Branch	<b>Zambia</b>
Mota-Engil Paraguay Sociedad Anónima	<b>Paraguay</b>
Mota-Engil (Malawi) Limited	<b>Malawi</b>
Mota-Engil Mexico, SAPI de CV	<b>Mexico</b>
Mota-Engil Peru, S.A.	<b>Peru</b>
SUMA – Serviços Urbanos e Meio Ambiente, S.A.	<b>SUMA</b>
Takargo – Transporte de Mercadorias, S.A.	<b>Takargo</b>
Vibeiras – Sociedade Comercial de Plantas, S.A.	<b>Vibeiras</b>

It is with great satisfaction that Mota-Engil presents the environmental performance (in accordance with the international directives of the Global Reporting Initiative 4) of these units of business, thus extending significantly its scope of reporting and disclosure. This being a recognised progress to the level of disclosure of environmental indicators, it is our purpose to reach the reporting of the totality of Mota-Engil companies and businesses.

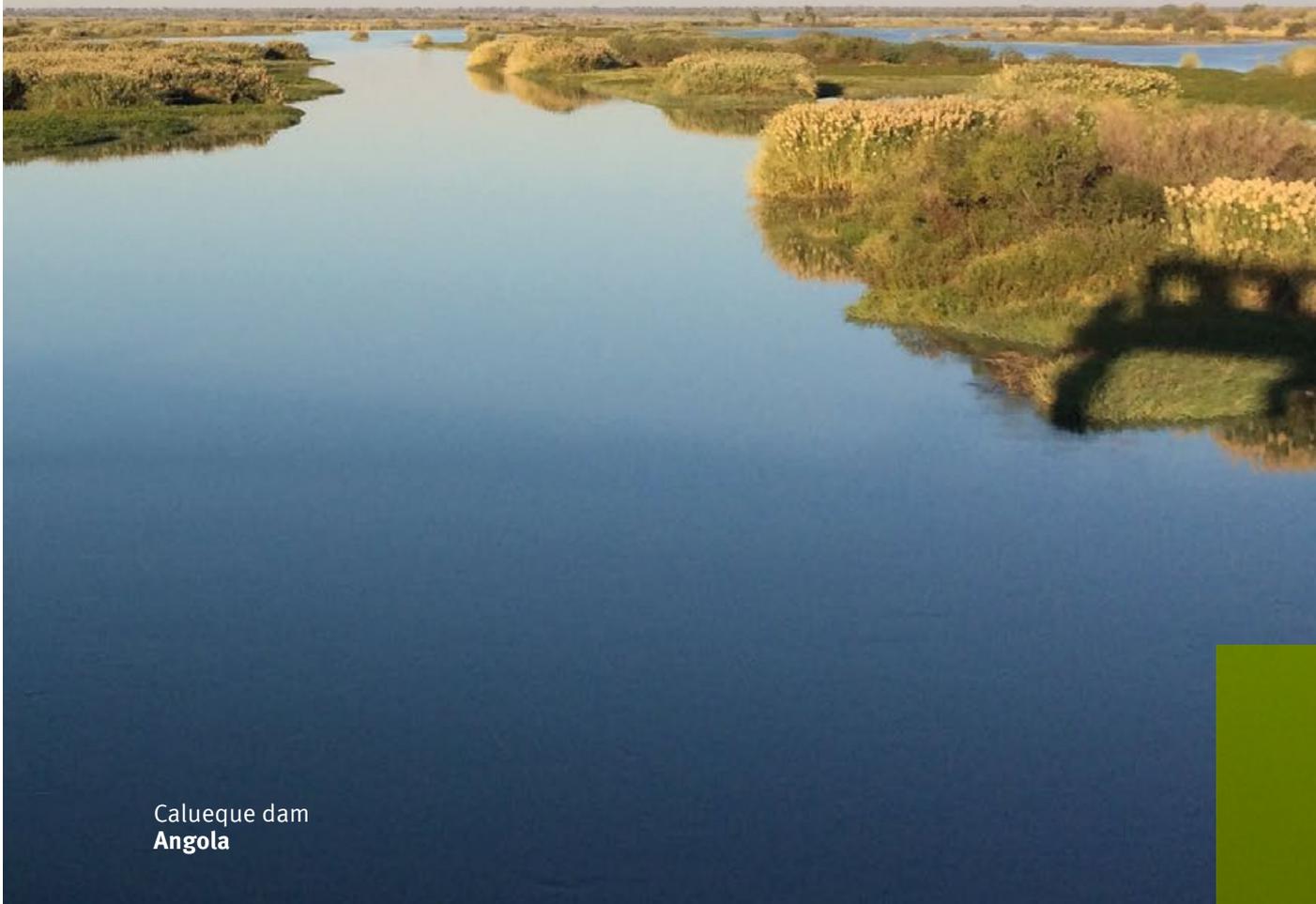
As regards the presence in joint arrangements or activities on an outsourcing basis, they will not be subject to reporting.



Calueque Dam  
**Angola**

*With over 70 years of history, Mota-Engil  
has taken a corporate path of excellence.*

# \_02



# *Commitments with external initiatives and relations with stakeholders*

---

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

## **2.1 Commitment with External Initiatives**

### *Activities Related with Associations*

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

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

*Mota-Engil Group is a part, through its various companies, of sectoral associations, corporate associations, Chambers of Commerce and other bodies.*

## 2.2 Relations with Stakeholders

### Identification of the Stakeholders

Mota-Engil Group considers that it is essential to focus its attention in the multiple stakeholders with which it relates. Due to the dimension and diversified nature of its activities in multiple locations and reference economic, social and cultural contexts, the framework of relationships of Mota-Engil Group is significantly extended, and it regularly assumes new outlines.

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

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

### Approach to the Stakeholders

The approach to the stakeholders by Mota-Engil Group, as a whole, consists of the adoption of a number of means of communication, in particular its website and the regular publication of the magazine *Sinergia*, that provide a wide range of information on the activities of the Group.

We also point out *Mota-Engil TV*, a project that is intended to take to all employees the images and news on the activities developed by the Group in each country and area of business, as well as the implementation of the internal Portal ON.ME.

Through contacts made available via website, the communication with any of the areas of the Group is facilitated, thus enabling a considerable number of interactions outside the Group.

The dynamics of relationship with the media, both general and specialised, in the economic and financial fields must also be emphasised, and it is confirmed by the extensive number of references to the activities, businesses and initiatives of the Group and by the regular presence of its representatives in the media.

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



#### **Employees:**

- Staging of meetings of the managers and forums for the sharing of knowledge.
- Periodic awareness campaigns.
- Carrying out of various training actions to develop competences.
- Sharing of business information and talent management through the system *Success Factors*.
- Corporate portal ON.ME.



#### **Customers:**

- Sending of satisfaction surveys to the customers.



#### **Suppliers:**

- Promotion of training actions for suppliers.
- Conduction of satisfaction surveys and development of partnerships.



#### **Investors:**

- Dissemination of relevant facts concerning the Group.
- Daily interaction with the purpose of informing on the strategy and general vision of the business.



#### **Public Entities:**

- Dissemination of the Annual Report and Accounts.
- Conduction of satisfaction surveys and conclusion of protocols.



#### **Universities:**

- Conclusion of various protocols with universities.
- Partnerships for development of specific studies and projects.



#### **Media:**

- Participation in events, construction fairs, seminars.
- Drawing up of articles and news for magazines and newspapers.



#### **Associations:**

- Participation in groups of work and other initiatives.



#### **Community:**

- Support to organisations of the civil society and public entities, as well as to the populations that are in area of the businesses of Mota-Engil.

GRUPO MOTAENGL

GRUPO MOTAENGL

03

# *The Mota-Engil World*

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The Mota-Engil Group has a business path marked by a culture of entrepreneurship and of innovation in the permanent search for new horizons.

## *An international and diversified vision for the future*

Founded in 1946, the Mota-Engil Group is today a multinational company with its activity focused on the construction and management of infrastructures, which is divided into the areas of Engineering and Construction, Waste Management, Energy, Multi-services, Concessions of Infrastructures of Transports, Mining and Logistics.

Leader in Portugal and with a consolidated position in the ranking of the 30 largest European construction groups, Mota-Engil is present in three continents and 28 countries, divided into three geographical areas – Europe, Africa and Latin America – each market maintaining the same requirements of rigour, quality and capacity of execution that allowed Mota-Engil to be internationally acknowledged.

With stakes in approximately 280 companies, Mota-Engil acts in accordance with the best practices and with a business conduct based on ethical principles, supported by a single and integrated strategic vision for the Mota-Engil of the future: a more international, innovative and competitive Group worldwide.



**Leader in  
Portugal**



**European  
Top 30**

# Corporate Bodies

## 2017

### Board of Directors

#### Chairman

António Manuel Queirós Vasconcelos da Mota

#### Deputy Chairmen

Gonçalo Nuno Gomes de Andrade Moura Martins

Arnaldo José Nunes da Costa Figueiredo

#### Members

Maria Manuela Queirós Vasconcelos Mota dos Santos

Maria Teresa Queirós Vasconcelos Mota Neves da Costa

Maria Paula Queirós Vasconcelos Mota de Meireles

Carlos António Vasconcelos Mota dos Santos

Ismael Antunes Hernandez Gaspar

José Pedro Matos Marques Sampaio de Freitas

António Martinho Ferreira Oliveira

Manuel António Fonseca Vasconcelos Mota

João Pedro dos Santos Dinis Parreira

Eduardo João Frade Sobral Pimentel

Luís Filipe Cardoso da Silva

Luís Francisco Valente de Oliveira

António Bernardo Aranha da Gama Lobo Xavier

António Manuel da Silva Vila Cova

### Executive Committee

#### Chairman

Gonçalo Nuno Gomes de Andrade Moura Martins

#### Members

Carlos António Vasconcelos Mota dos Santos

Ismael Antunes Hernandez Gaspar

José Pedro Matos Marques Sampaio de Freitas

António Martinho Ferreira Oliveira

Manuel António Fonseca Vasconcelos Mota

João Pedro dos Santos Dinis Parreira

Eduardo João Frade Sobral Pimentel



Warsaw new public library  
Poland



# Business Areas

*We are what we do*

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



## Engineering and Construction



INFRASTRUCTURES



CONSTRUCTION



REAL ESTATE



OTHER SPECIALITIES

Leader in Portugal and with a prominent position in various markets of Europe, Africa and Latin America, the Group has developed construction projects in more than 40 countries, showing technical competence in each project and building a reputation of excellence in the technical areas of construction and public works, standing out in the construction of various infrastructures, such as roads, motorways, airports, ports, dams, buildings, railways, electromechanics, foundations and geotechnics, among other specialities.



## Waste Management



### COLLECTION

With a majority of the share capital of SUMA, company set up in 1995 for the management and urban collection of waste in Portugal, Mota-Engil achieves the ambition of leading this sector, operating increasingly in Angola, Mozambique, Cape Verde, Mexico, Brazil, Oman and Ivory Coast.



### TREATMENT



### RECOVERY

The Mota-Engil Group operates, through EGF, in the treatment and recovery of waste, ensuring the capacity to perform the whole value chain in waste management, and possesses advanced technology for the treatment and organic recovery of waste, as well as for the production of energy through the collection of biogas in the landfill and of the plant of energy recovery.



### WASTE-TO-ENERGY



## Energy



### PRODUCTION

The Mota-Engil Group is the first private operator in the sector of the production of energy in Mexico, and has a number of assets under exploration by the Generadora Fénix with a production capacity of 288 MW and that can be extended to 2,000 MW.



### MANAGEMENT



## Multi-services



### MAINTENANCE

In order to complement the activity of construction and management of infrastructures, Mota-Engil carries out an activity in the area of the maintenance through Manvia, a reference company in Portugal and operating in Africa and in the North of Europe. In the area of landscape architecture, the Group operates through Vibeiras, leader in Portugal in this segment and with relevant works in Africa.



### LANDSCAPE ARCHITECTURE



## Concessions of Infrastructures of Transports



MOTORWAYS



HIGHWAYS



BRIDGES



RAILWAYS



SUBWAY

Transport concessions are a strategic business area for the Group, which has been operating in this sector for over 20 years. Through Lineas, Mota-Engil holds assets in several countries, such as Lusoponte in Portugal, or other concessions in Spain, Mexico, Colombia, Brazil and Mozambique, counting on in-depth technical know-how and experience in project assembly and implementation. As a result of its renowned experience in designing, building and managing transport infrastructures, the Mota-Engil Group has become a relevant and acknowledged know-how player in this sector in several countries.



## Mining



PROSPECTION



EXTRACTION



EXPLORATION

Mota-Engil Mining is executing works in Africa, benefiting from the long experience obtained in the execution of works of construction and earthmoving that it carries out for some of the largest world mining companies, with a special emphasis to the operations in Peru, Malawi, Mozambique, Zimbabwe and Guinea Conakry.



## Logistics



RAIL FREIGHT TRANSPORT

Takargo was the first private operator, in Portugal, in the rail freight transport, investing in the beneficial and in the quality of service to offer integrated and competitive logistics solutions in the Iberian market.

# Code of Ethics and Company Conduct

The good name and reputation of the Mota-Engil Group are the result of everyone's devotion and work. This is a purpose that does not only consist of the compliance with the laws, rules and regulations that apply to the activity; we also work to meet high standards of corporate conduct.

## Culture by example

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

## Corporate governance

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

## Know Your Customer Know Your Supplier

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

and mechanisms of analysis of all the counterparties with which it relates.

## Tolerance and respect for the other

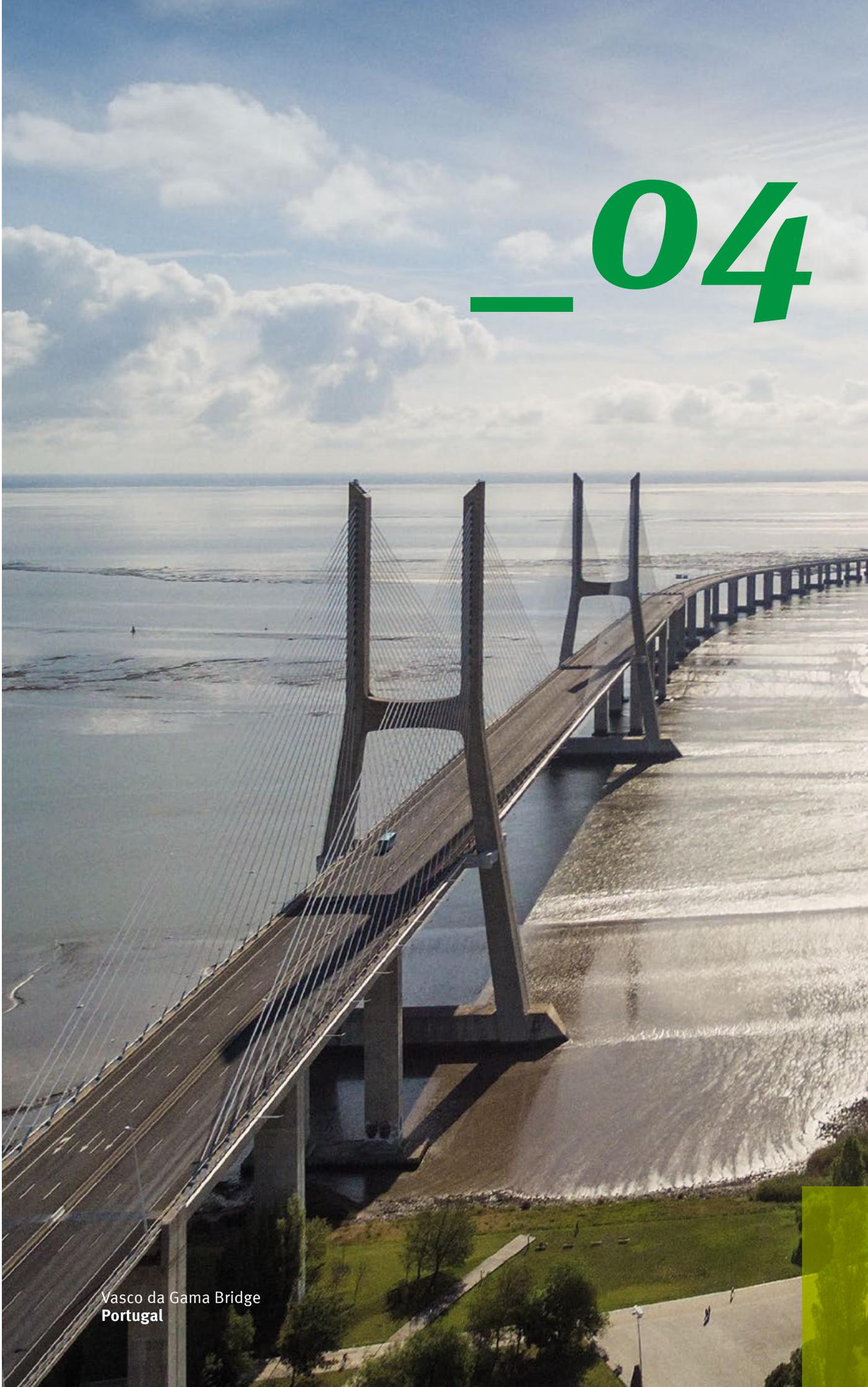
The Mota-Engil Group respects the human rights in all the cultural, socio-economic and geographical contexts where it operates, recognising the relevant traditions and cultures and promoting the support to the local communities in accordance with the specificities of each region.

## Channel for the communication of irregularities

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



# \_04



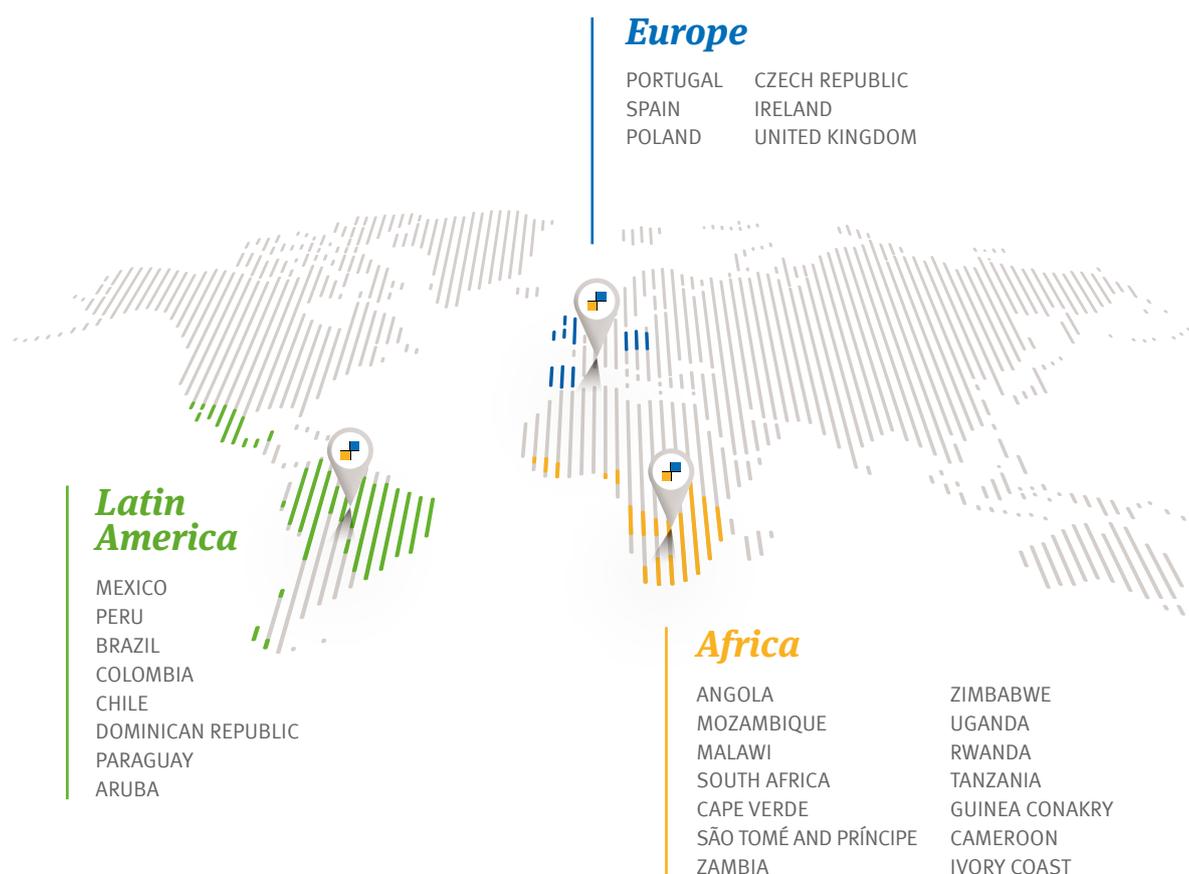
Vasco da Gama Bridge  
Portugal

# A Vision of International Future

## 4.1 International Presence

With over 70 years of history, Mota-Engil has taken a corporate path of excellence, driven by a global and diversified strategy of success.

The Group is increasingly acknowledged at the international level, with such competence and innovation that made it a leader in Portugal and a European reference.



3 continents  
28 countries  
285 companies

## Europe

---



**€1,068 M**

ORDER BOOK  
2017



**€828 M**

TURNOVER  
2017



**€142 M**

EBITDA  
2017



**TOP 30**

EUROPEAN

### *Projects that drive the future*

Mota-Engil is a construction leader in Portugal, emerging as a trusted partner for the development of demanding infrastructure projects. In the environmental sector, the Group operates in waste management through EGF and SUMA, also investing in waste processing and recovery with cutting-edge technology. Through Manvia, the Group operates in industrial maintenance and buildings.

Besides being a market leader in Portugal, Mota-Engil is among the top 30 European groups in construction. In Poland, where Mota-Engil has been operating for over 20 years, the Group is among the top 10 construction companies. Mota-Engil also operates in the United Kingdom, as a market leader in construction, and water and wastewater treatment plants in Ireland, through Mota-Engil Ireland Construction (MEIC) and Glan Agua, and with a growing presence in public works.

## Africa

---



**€2,604 M**

ORDER BOOK  
2017



**€860 M**

TURNOVER  
2017



**€162 M**

EBITDA  
2017

### *The African Solution for Africa's Challenges*

Africa is a natural market for the Mota-Engil Group, with a long-standing and acknowledged experience which started in Angola in 1946. With permanently renewed investment and growing expansion into new markets, Mota-Engil has a long-term strategic perspective and a broad operating horizon, and endeavours to deepen partnerships for the execution of infrastructure projects in areas as varied as transport & logistics, energy, oil & gas, mining and environment. With high technical and financial capabilities, Mota-Engil develops each project with a view to realising the African continent's full potential.

## Latin America

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**€1,465 M**

ORDER BOOK  
2017



**€960 M**

TURNOVER  
2017



**€109 M**

EBITDA  
2017

### *A growing New World*

Mota-Engil entered the Latin America through Peru, in 1998, where, besides operating in infrastructures and civil construction, it holds a prominent position in Mining, working with the largest mining companies in the world. In Mexico, Mota-Engil has conducted some of the most relevant works, and also operates in the environmental sector, through GISA, and in the energy sector, through Generadora Fénix. In Brazil, through Empresa Construtora Brasil (ECB), the Group operates in road and rail infrastructures, as well as in the environmental sector, through Consita.

Mota-Engil is currently developing an important school expansion and refurbishment project in Colombia, and it recently expanded its activity to markets such as Chile, Dominican Republic, Paraguay and Aruba.

## 4.2 Internationalisation Awards

### Mota-Engil was distinguished among world-renowned multinational companies “International Award Corporation of The Year”

Mota-Engil was distinguished at Africa CEO Forum Awards with the prize “International Corporation of the Year”, ex-aequo with Allianz, in a ceremony that took place in Geneva and where Manuel Mota, Chief Executive Officer (CEO) of Mota-Engil Africa was present, in representation of the Group.

This award is extremely important to Mota-Engil, which is again formally acknowledged for the business the Group is developing in Africa.

For Manuel Mota, “this prize is an exceptional acknowledgement for Mota-Engil, and place it at the level of the main companies operating in Africa. It is also internally the acknowledgement of the work that has been done and that will allow already this year to resume growth of the operation in Africa”.



*“This prize is an exceptional acknowledgement for Mota-Engil, and place it at the level of the main companies operating in Africa”.*

Manuel Mota  
Chief Executive Officer of Mota-Engil Africa,  
received the prize on behalf of Mota-Engil



Pedro Arrais, Director of Institutional Relations and Communication, received the “2017 Internationalisation Award”, on behalf of Mota-Engil

### Mota-Engil wins the 2017 Internationalisation Award

Mota-Engil was distinguished at “Prémios Construir 2017”, an initiative of Jornal Construir, with the 2017 Internationalisation Award.

The Group received the “Internationalisation Award”, at a time when more than 80% of its order portfolio concerns the international market.

For Mota-Engil, this prize is the acknowledgement of the collective work of more than 25,000 colleagues present in 28 countries, and it highlights the importance of the internationalisation for the development of the Portuguese engineering and to ensure career opportunities in a company that is considered the greatest employer of Portuguese people abroad.

### Glan Agua was distinguished by the British Government – DIT Business Awards

Glan Agua, Mota-Engil Company that operates in the markets of the United Kingdom and Ireland, was distinguished by the



Luís Moreira da Silva, responsible for Ireland and United Kingdom markets, receiving the “DIT Business Awards”

British Government with the Department for International Trade (DIT) Business Awards.

Glan Agua started its activity in January 2008 and currently provides solutions of projects for the industry of water and sanitation at the level of design, construction, concession, operation and maintenance.

In 2017, the “DIT Business Awards” had their 9<sup>th</sup> edition, and it is a distinction awarded by the DIT in various countries of its international network.

### Mota-Engil with distinction in the *eBusinessWorld2017 – Best Construction Company in Portugal and Best Corporate Company in Latin America*

Mota-Engil was distinguished with two awards at the *eBusinessWorld2017*, an initiative promoted by Vortal, in Madrid. In this event, Mota-Engil won the award *Best Construction Company in Portugal*, and Mota-Engil Mexico received the distinction *Best Corporate Company in Latin America*.

The conference *eBusiness World 2017 – Vortal’s Users and Partners* took place in the University Complutense of Madrid, and focused on the challenges and projects in the area of the Procurement, and in parallel took also place the “II Congreso Nacional de Contratación Pública Electrónica de Espanha- CNCE”.



ECB work of pavement rehabilitation

### Empresa Construtora Brasil classified as the 15<sup>th</sup> biggest construction firm in the country

Empresa Construtora Brasil (ECB), located in Belo Horizonte, state of Minas Gerais, and known in the market as “Brazil”, is a company which was founded 72 years ago, and which, since 2012, has as reference shareholders the family that has founded Mota-Engil Group.

Based on the growth registered in recent years, ECB moved over to the 15<sup>th</sup> place (at national level) in the ranking of the Brazilian construction companies, published in 2017. This was a remarkable growth in a market of continental dimension, and it is the 4<sup>th</sup> biggest construction company in the state of Minas Gerais, although it is the 2<sup>nd</sup> biggest construction company of the state in Heavyweight Construction, this being the area of business with the greatest representativeness in a company that operates, mostly, in the area of road and rail construction and other projects of infrastructures of great dimension and technical complexity.

# 05



EDP new headquarters  
Portugal

# *The Capital Market and Shareholders*

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## **Mota-Engil SGPS**

### Mota-Engil on the Stock Market

Mota-Engil SGPS is a company listed on the Euronext Lisbon, being part of the main index of the Portuguese stock exchange (PSI 20) with a share capital of €237,505,141.

With a long tradition of presence in the capital markets, Mota-Engil has its own history of constitution associated with operations on the securities exchange that resulted in a merger between Mota & Companhia and Engil, from which came Mota-Engil, leader of the sector in Portugal.

Mota-Engil was recognized by the magazine “Institutional Investor” within the scope of the survey “All-Europe Executive Team 2018”, in the category of “Best Investor Relations Professional”, ranking third position among the European companies in the sector for the third year in a row.

*Mota-Engil Group is a part, through its various companies, of sectoral associations, corporate associations, Chambers of Commerce and other bodies.*

## Shareholders

The major part of the shareholders structure of the Mota-Engil Group is made up of the Mota Family through FM- Sociedade de Controlo with a 65% stake, holding a benchmark position ever since the Group's creation in 1946.

### % OF CAPITAL ATTRIBUTABLE



\* Of which: Mutima – Capital 2.92%, Norges Bank 2.002%, Invesco 1.99%, Assicurazioni Generali 1.79%, Amber Capital Uk 1.72%, Dimensional Fund Advisors 1.28%, Ibercaja Gestion 1.13%.

Source: Bloomberg, CMVM and Mota-Engil SGPS

## 5.1 Celebration of 30 years of presence in the Portuguese Capital Market

### Euronext Lisbon honours the 30 years of Mota-Engil on the Stock Exchange, one of the most emblematic moments of the history of Mota-Engil Group.

Mota-Engil celebrated, in 2017, 30 years of presence in the Portuguese capital market, in a ceremony that took place at the headquarters of Euronext Lisbon, with the presence of various members of the Board of Directors.

In the début of Mota & Companhia at the stock exchange, in 1987, the market capitalisation of the company was 156 million euros, a value that is very different from the current 831 million euros.

Thirty years later, Mota-Engil is one of the historic companies in the national market that rose the most in 2017, valuing more than 114% that year.

For the president of the Euronext Lisbon, Paulo Rodrigues Silva, Mota-Engil “is an example of the importance of the capital market in the funding of the real economy”.

The Chairman of the Board of Directors, António Mota, defended that this was “an important date and that a part of the company’s knowledge is also due to the capacity of finding the capital need for its development”, and he also recalled that the presence in the Stock Exchange “led a more professionalised management and a greater transparency”.



Paula Mota, Antonio Mota,  
Manuela Mota and Teresa Mota  
in the traditional ring of the bell at Euronext

## 5.2 Mota-Engil integrates new Euronext index: *Euronext® Family Business*

Mota-Engil integrated the new index of Euronext, composed only by family companies. Euronext, that manages the stock exchanges of Paris, Amsterdam, Brussels and Lisbon, gathers in this index 90 family companies listed on the Stock Exchange, selected according to criteria which are pre-determined by Euronext in the four countries where the relevant Stock Exchanges are under the management of this group.

To enter *Euronext® Family Business*, the companies need to meet various criteria, and none of them concerns the dimension or the sector of activity. However, the person who created the company or bought it, or any of his close relatives, needs to have a significant influence in the management of the company, and at least one of those persons must be present in the governing bodies of the listed company.

After these eligibility criteria having been met, Euronext selects the 30 listed companies of each compartment (A, B and C) that present the highest levels of liquidity and market capitalisation. The reviews to the index portfolio are made quarterly, and there is also an annual review.

# 06

Mota-Engil in Calueque  
Angola





# Human Rights

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Mota-Engil Group respects and promotes the human rights in all the cultural, socio-economic and geographical contexts where it operates.

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

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

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

The workers, or the subcontractors, involved in questions of safety of installations and safeguards of their assets (there are not in the Group workers or subcontractors involved in missions of personal safety) respect, in their personal interactions, the legally established rights in each geographical space where they carry out their functions.

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

*The workers respect, in their personal interactions, the legally established rights in each geographical space where they carry out their functions.*



07

# Mota-Engil Employees

“

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

*But they are also the greatest competitive edge, the only truly sustainable one and which has enabled us, since the beginning until now, to make a positive difference, in a deeply competitive and demanding world.*

*Managing this essential asset is, therefore, one of the most critical challenges for the Group, and it requires the increasing ability to attract better people, promote growth opportunities, and value their contributions which, although sometimes intangible, have a dramatic impact on overall success.*

*Furthermore, we live in an age of great uncertainty, which challenges us as an organisation and as people to pursue solutions, business approaches and a mindset based on collaboration, swiftness, agility, diversity, simplicity, transparency, and mobility.*

*All of these elements are transformation drivers which we have tried to pursue in our human capital development strategy, with a view to continuously strengthen our ability to provide an attractive and stimulating working environment, where people feel they work towards improving the lives of the communities we serve.*

*We are doing this by providing a wide range of opportunities to younger generations in search of their first professional challenge, offering specialised academies and opportunities to develop critical business skills, promoting a performance and >*

*“We are what we do” – Mota-Engil believes that the main distinctive factor lies in the people.*

*feedback culture, providing mobility and advancement opportunities, and by being at the front line of digital evolution, while taking advantage of robotics, collaboration and connectivity tools to break barriers, boost productivity and engage people.*

*This purpose is undertaken by all with great sense of mission and dedication, so that together we can continue to build the Mota-Engil Group as an internationally sound and trustworthy brand for our customers, communities, people and all remaining stakeholders.*



Luís Monteiro  
Corporate Director for Human Resources and Sustainability

## 7.1 Human Resources Policy

The Human Resources Policy is an essential pillar in the support to the international development, diversification and expansion of the Mota-Engil Group. In line with the strategic plan *StepUp 2020*, the Human Resources Policy is structured around four main objectives:

### Culture of merit

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

### Reinforcement of culture and organisational model

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

### Development and mainstreaming of competences

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

### Global mobility of Personnel

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

This is the strength of Mota-Engil: it is for the people and with the people that the Group will continue assuming its position in the world.

## 7.2 Principles of equality and non-discrimination

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

This policy extends to all the aspects of the working life and involves an attitude of equality of treatment and of non-discrimination on matters such as recruitment and selection of human resources, wage policy, career development and all the other aspects concerning the employment relationship.

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

## 7.3 Characterisation of Mota-Engil Employees

### I) DISTRIBUTION OF THE EMPLOYEES BY REGION



### II) DISTRIBUTION OF THE EMPLOYEES BY REGION AND GENDER

	Women		Men	
	Nº	%	Nº	%
Holding	174	51%	166	49%
Europe	1,271	14%	7,569	86%
Latin America	1,117	9%	10,771	91%
Africa	821	9%	7,971	91%
<b>TOTAL</b>	<b>3,383</b>	<b>11%</b>	<b>26,477</b>	<b>89%</b>

### III) DISTRIBUTION OF THE EMPLOYEES BY REGION AND AGE GROUP

	18 to 29 years	30 to 39 years	40 to 49 years	≥ 50 years
Holding	13%	32%	26%	29%
Europe	10%	25%	31%	34%
Africa	26%	39%	22%	13%
Latin America	26%	36%	24%	14%
<b>TOTAL</b>	<b>21%</b>	<b>34%</b>	<b>25%</b>	<b>20%</b>

### IV) DISTRIBUTION OF THE EMPLOYEES BY REGION AND SENIORITY

	< 3 years	3 to 10 years	10 to 20 years	≥ 20 years
Holding	25%	25%	26%	24%
Europe	35%	24%	31%	10%
Africa	74%	15%	8%	4%
Latin America	90%	8%	1%	1%
<b>TOTAL</b>	<b>67%</b>	<b>16%</b>	<b>13%</b>	<b>5%</b>

### V) DISTRIBUTION OF THE EMPLOYEES BY REGION AND LEVEL OF QUALIFICATIONS

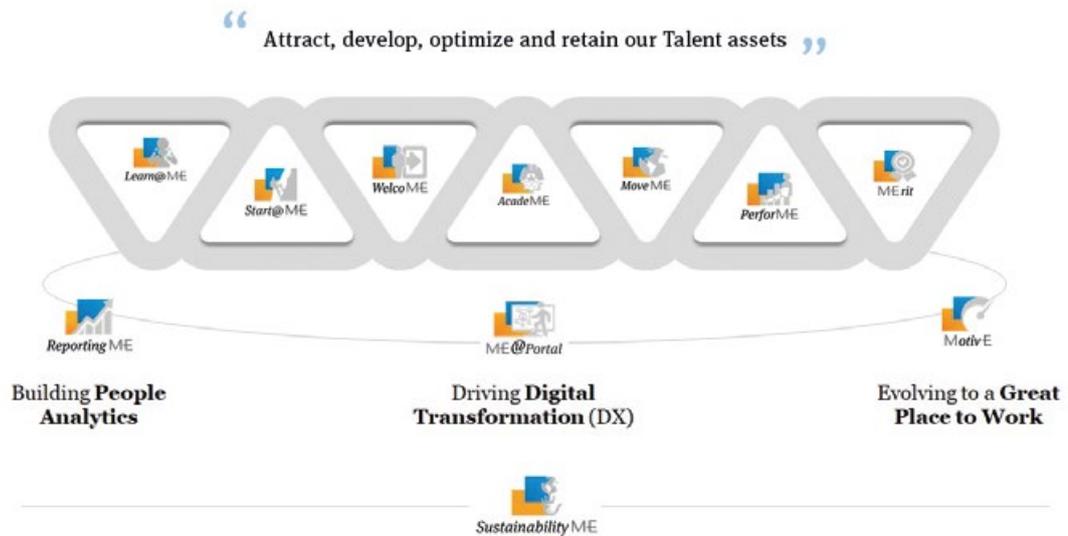
	Basic	Secondary	Higher Education
Holding	19%	27%	53%
Europe	58%	22%	20%
Africa	66%	27%	7%
Latin America	44%	39%	17%
<b>TOTAL</b>	<b>56%</b>	<b>29%</b>	<b>15%</b>

### VI) DISTRIBUTION OF THE EMPLOYEES ON INTERNATIONAL MOBILITY BY REGION

	No	%
Europe	105	8%
Africa	912	73%
Latin America	230	18%
<b>TOTAL</b>	<b>1,247</b>	<b>100%</b>

## 7.4 Human Resources Corporate Roadmap

Investing in a talent management capable of covering the life cycle of the employee, the Human Resources (HR) Corporate Roadmap assumes a critical position in the management and development of the human capital of the Organisation, ensuring the continuous development of the company and of its people.



### Learn@ME

In the context of attraction and recruitment of young talent, the investment made in 2017 should be emphasised, as it was aimed at reinforcing the corporate programme Learn@ME, through the partnership concluded between Mota-Engil and the University of Princeton.



Learn@ME 2017 Programme

This initiative aims not only to attract students interested in making a Summer academic internship at one of the companies of the Group, actively contributing to the projects and challenges proposed, but also to host groups of students willing to know Mota-Engil, thus providing them an opportunity of contact and approach to the labour market.

Through this new partnership, Mota-Engil assumes a clear commitment in the attraction of future professionals with high potential for its markets, also reinforcing its employer brand with a wide network of highly renowned universities worldwide.

“

*It is with great pride that the International Internship Program from the University of Princeton started the cooperation with the Mota-Engil Group.*

*The extraordinary results of the joint work performed in 2017 led us to the expansion to other parts of the world, and not only Portugal. On their turn, in 2018, three Princeton students will have the pleasure of entering in the professional market in England, in Ireland and in Poland, thanks to Learn@Me of Mota-Engil.*

*Having established a recent partnership with organisation Ashinaga, Mota-Engil has been receiving students from the Sub-Saharan Africa, presenting a unique opportunity of networking and of professional experience. These experiences will change the life of these students, developing their capacity of leadership and contributing to the development of their own countries.*

”

Luísa Duarte-Silva

**Director of International Internship Program at Princeton University & Board Member of Ashinaga USA**



## Start@ME

In 2017 a special emphasis is placed on the programme Start@ME, that is aimed at attracting and integrating young talents at the beginning of their professional career, promoting their alignment with the culture and values of the Group and their integration into the various markets and different units of business, presenting them therefore the opportunity for them to embrace new and decisive challenges for the future.

In this 6<sup>th</sup> edition, which took place in 2017, Mota-Engil received more than 2,000 applications to the programme, and conducted the selection and integration of more than 130 young Millennials (with a representativeness of 32% of the female gender), from different institutions and areas of study, in the various businesses and markets of the Group.



Trainees integration week, programme Start@ME



**+2,000**

APPLICATIONS RECEIVED



**+1,000**

EVALUATED CANDIDATES



**+500**

TESTS & ASSESSMENTS



**+130**

TRAINEES



Chairman of the Board of Directors of Mota-Engil, SGPS, António Mota

One of the purposes for the programme is clearly to promote individual development and to offer a wide range of experiences and learning processes (through the contact with the different businesses), the knowledge of innovative methodologies and solutions, a broad networking system, as well as the development of critical competences in the international context, essential for their process of personal and professional growth. For that purpose, the Group invested in an intensive phase of hosting and integration, in a total of three weeks, inviting the interns to attend lectures, participate in training actions, visit works, as well as to overcome the various challenges proposed, in a total of more than 11,500 hours of training.



Trainees integration week, programme Start@ME



Trainees integration week, programme Start@ME



### Trainees Around the World

#### EUROPE

Ireland  
Portugal

#### AFRICA

Angola  
Malawi  
Mozambique  
Uganda  
Rwanda  
Zambia

#### LATIN AMERICA

Colombia  
Brazil  
Mexico  
Paraguay



### Trainees Global Start Profile



**53%**  
CIVIL ENGINEERING



**34%**  
OTHER ENGINEERING



**13%**  
ECONOMY/MANAGEMENT

With a global satisfaction index of 86%, combined with a retention rate of 96%, this edition has proven to be an enormous success, with a strong commitment and involvement of the various stakeholders, contributing, on the one hand, to the sustainable growth of the Group and, on the other hand, to the holistic development of these young talents.

“

*Nowadays, to invest in more than 100 young people to enter the market and to internalise this Team spirit that Mota-Engil has, is really remarkable and must be emphasised.*

”

Carlos Mineiro Aires  
President of the Engineers Association



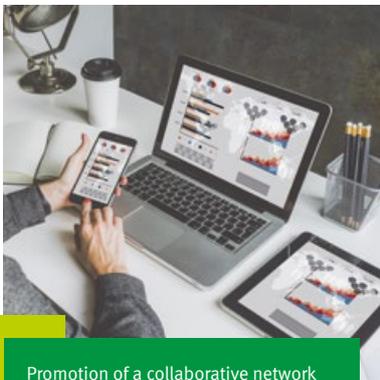


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## PerforME

The Programme of Corporate Performance has as mission to support the management and development of its employees, ensuring the alignment of the strategic priorities of the business with the policies and practices of Management of Human Resources.

Assuming the active role of the employee in his/her own professional development, this approach aims at a close interaction between the employee and the management, with a view to guarantee the accomplishment of the established purposes, as well as the follow-up and optimisation of the performance of the employee along the year.



With a view to a management of talent that is decentralised, transparent and based on the merit, Mota-Engil Group expands its process of Management and Assessment of Performance to the various businesses and geographies where it is present through the platform *Success Factors*.

This tool, based on the segment *Driving Digital Transformation* of the corporate roadmap, is an integrative solution and market leader as regards the processes of talent management and development, covering the various stages of the employee's life cycle, from his/her attraction and recruitment, to the career management and internal acknowledgement.

Being a cloud solution, it allows the access via smartphone, tablet or laptop to the employees integrated into it, anywhere in the world, inside or outside the Group.

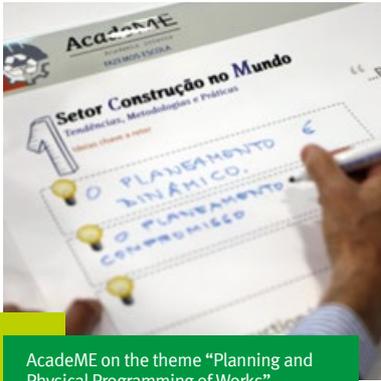
With this platform, Mota-Engil also intends to promote a collaborative network between the different companies/markets, developing the spirit of Group, maximising the synergies and the exchange between the employees of the various companies of the Group.



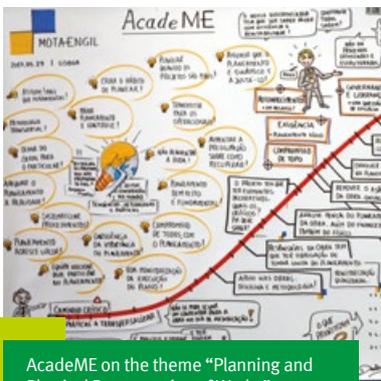
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## AcadeME

As it is convinced that the creation of value is accomplished, to a great extent, through the recovery of its human capital, Mota-Engil continues to favour the diversity of the profiles and the exchange of experiences and knowledge within the Group and, in this regard, it promotes the preparation, empowerment and personal and professional development of its employees, with a mainstreaming action in terms of know-how and internal competences likely to add value to the business.



AcadeME on the theme “Planning and Physical Programming of Works”



AcadeME on the theme “Planning and Physical Programming of Works”

Therefore, and focused on the needs of the Group, AcadeME was created, being an initiative with a clear strategic positioning – in the value added to the business, as well as in the close involvement and in the empowerment of the various teams covered –, ensuring this way the sustainable growth of the Organisation. As this is an internal academy, AcadeME intends to disseminate the knowledge existing in the Group, reinforcing certain areas and themes that are critical for the business, with the purpose of developing core competences in the future managers of the Group. In this context, the sessions carried out have as purpose a critical reflection on the best practices and solutions of the market, the sharing of experiences and knowledge, as well as the acquisition and development of know-how and of competences considered to be critical for the Group’s activity. In order to guarantee the transversal application of the programme, this initiative was structured covering the various businesses and markets of the Group, reinforcing, this way, the competitive advantage of Mota-Engil in the various fields of action.

Besides the development of technical competences, Mota-Engil also promotes a number of training actions in connection with the soft skills, transversal competences which are essential for the relationship of the employee with all those surrounding them.

In this way, the investment in training made by the Group, in 2017, accomplishes the double objective of enhancing and encouraging the development of its employees and, therefore, of contributing to the sustainable growth of the Organisation, reinforcing its leading position in the various sectors where it operates.

“

*Transforming organisations has always been a passion of mine! That’s why when we embarked on a Transformational Journey with Mota-Engil to change the “Way of Planning”, I was not only very excited but also looking forward to being part of the journey.*

*It was great to see the level of commitment and excitement from all participants in the sessions. People not only understand the importance of planning but also the need to change current project management practices to improve cost and schedule. Today we still have three more countries (Ireland, Mexico and Peru) to go and we are getting ready to kick off two pilot projects in two different countries where we will create success cases and train change agents to support the global roll out of the “New Way of Planning”. But again, this is just the beginning...*

”

Roberto Charron  
**McKinsey Practice Expert – Capital Project and Infrastructure**

McKinsey&Company



## Women at Mota-Engil

### 7.5 Women at Mota-Engil



Manuela Mota, Board Member of Mota-Engil SGPS and Chairman of the Committee for Equality between Women and Men

“

*The worldwide presence of Mota-Engil gave us a great capacity to adapt to the various cultures and communities, redoubling our attention to the constant socio-cultural evolution.*

*Present in three continents, embedded in a variety of cultures, we have always remained faithful to the identity left by our founder, my father, by respecting and guaranteeing respect for the difference.*

*I grew up at Mota-Engil, in a significantly male sector of activity.*

*But times have changed and today we are proud of having a different reality: at Mota-Engil we have women occupying high hierarchic functions within the Organisation, whose work is recognised and appreciated by their merit and by the difference that the condition of being a woman brings in the contribution to the decision-making process, in the devotion to work, in the social intelligence and in the balance of the positions assumed.*

*In fact, we still have an important path to follow on this matter, but we are committed to make Mota-Engil an Organisation that is more attractive to women and, this way, to contribute to a management that is socially more responsible and based on equality.*

”

Manuela Mota  
Board Member of Mota-Engil SGPS and  
Chairman of the Committee for Equality between Women and Men

Consolidating a business culture guided by the values of equality, Mota-Engil is now structuring the creation of a Committee for the Equality Between Women and Men, which will plan and start a number of procedures and measures, aimed at contributing to a socially responsible management.

In this regard, Mota-Engil will raise the awareness of all the workers for the implementation of the company's strategy for the equality between men and women and will integrate, in the regular training practices, contents on equality, in particular: stereotypes of gender; inclusive language and relation between the professional, familiar and personal life. With the purpose of promoting an organisational environment based on respect for integrity and dignity of the people, information concerning the relevant rights and duties related to equality and non-discrimination according the gender, will also be disseminated, at an appropriate place, and the sharing of good practices with other companies will also be encouraged, with a view to the improvement of the organisational environment and the increment of the motivation and satisfaction of the employees.

Similarly, and in line with this purpose, Mota-Engil will now guarantee that the relevant information, in all its means of communication, in particular, in the diagnosis and reports, is disaggregated by gender.



## Women in Leadership

*Undertaking the leadership of EGF in the first years after the privatisation is, undoubtedly, a demanding and complex mission, which is materialised in multiple challenges:*

### **The Governance challenge**

*We were the only Portuguese company to, in recent years, win a privatisation, after a process strongly challenged by the majority of the 174 municipalities shareholders of EGF.*

*Given the inescapable role of municipalities in EGF companies – in their double capacity as shareholders and customers – it was crucial, but extremely difficult, to swiftly overcome the natural resistance and suspicion towards a private shareholder.*

*Clearly separating political issues, which only concern municipalities and the State, from good corporate management; demonstrating, through professionalism and competence, that it is certainly possible and in everyone's best interest to join forces in the pursuit of common goals, namely public service quality and company sustainability; fully respecting the rights of shareholder municipalities – as we do worldwide with our partners. This was the recipe – which now seems obvious and simple, but until quite recently was far from it for everyone – at the heart of the excellent and consolidated relationship that now exists between shareholders, with obvious and positive corporate results.*

### **The Management challenge**

*Besides the tremendous challenge of transitioning from the public to the private sector, it was clearly necessary to transform the mere addition of 11 companies,*



Gabriela Ventura, Chairwoman  
of the Board of Directors of EGF

*while respecting their respective identities, into a group and, at the same time, to integrate said group into Mota-Engil.*

*Building corporate areas and defining cross-cutting procedures; harmonising processes and exploring all possible synergies in human resources, communication, procurement, and IT; defining and implementing infrastructure, equipment and logistics sharing solutions, as well as sharing investment projects and management teams were all novelties introduced in the EGF universe, and which are now bearing the first fruits in terms of efficiency and efficacy in Group management and logic.*

### **The Technological challenge**

*EGF operates in an ever-changing sector, as a result of: the community framework, which imposes extremely demanding targets; the profound changes expected after 2020; the short and demanding investment cycles and the consequent need for constant technological adjustment; the operation's growing dependence on people's behaviour, which requires a constant innovative effort to engage people and promote the adjustment of said behaviour.*

*By 2021, EGF will set in motion a 350-million-euro investment plan to compensate for almost 10 years of no investment, before the privatisation, and, at the same time, achieve current community targets. But we want to go farther: we are the first to develop pilot-projects, in all EGF companies, with a view to empower them to meet the new demands of the post-2020 period.*

*We are also investing in new technologies to engage people in a more appealing way adjusted to their habits. Recently, we received an award for our App Recycle BinGo, which turns recycling into a game; and we are launching, in partnership with the Jerónimo Martins Group, a project which associates recycling to consumption habits.*

*Our objective is to prepare and boost companies to consolidate EGF's strategic position as market leader in Portugal.*

### **The magic wand to conquer all challenges: people**

*Leading is, first and foremost, about leading people. Assuming that everyone can provide a valid contribution; identifying the right role for each person; defining objectives and guidelines and then creating the conditions for their achievement; ensuring accountability; using every opportunity to reflect on what went wrong, but also on what went right. Motivating everyone, without exception, without prejudice, and with proximity.*

*The integration of EGF into Mota-Engil understandably and inevitably generated mutual fear and suspicion, which emerge whenever there is change in organisations. The main task of leadership is to convey the perception that change is an opportunity.*

*In recent months, EGF conducted profound restructuring in all its companies, promoting staff turnover within each company, between the several companies, between the companies and the Holding, and between EGF and Mota-Engil, calling upon people to undertake new responsibilities and challenges.*

*Without fear, bearing in mind that a less than ideal decision is always better than no decision. And that winners are not necessarily the fittest, but rather the most adaptable.*

”

Gabriela Ventura  
Chairwoman of the Board of Directors of EGF



Sylvia Olivia Dube, fork-lift and dump truck operator

## Zimbabwe, a woman in mining: breaking the barriers

Born in the mining city of Hwange, Sylvia Olivia Dube is a good example of the feminine presence in a sector marked by the domain of male labour. As a child, the mines were her great passion. However, after completing school, she became a teacher, a profession considered to be safe and more feminine. Notwithstanding the path that was defined, the dream of working in the mining never faded.

Thus, and after a training process in the South Africa, Sylvia Olivia Dube obtained her licence and came back to her hometown, Hwange, being the first woman to join Mota-Engil Zimbabwe. Very confident about her work, she was integrated naturally and conquered the admiration of many for joining a sector absolutely dominated by men.

The determination, passion and strengthen can lead to the success of any childhood dream.

Mota-Engil is proud of having in Sylvia an example of integration and wishes that, in the future, more women can break the “barriers” and carry out functions in areas historically carried out by men.

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Mota-Engil wishes that, in the future, more women can break the “barriers” and carry out functions in areas historically carried out by men.

## 7.6 External/Internal Acknowledgements



Luís Monteiro and Pedro Vieira Neves, in the award ceremony where Manvia was distinguished

### Manvia acknowledged as a company of excellence in the human resources management

Within the scope of external prizes and acknowledgements, Manvia was acknowledged once again, in 2017, as a company of excellence in Human Resources Management, having reached the 3<sup>rd</sup> place in the ranking of the Great Companies, in an initiative promoted by Human Resources Portugal, Executive Digest and the INDEG-ISCTE, partners of Neves de Almeida | HR Consulting.

After the 5<sup>th</sup> and 4<sup>th</sup> places in the editions of 2015 and 2016, respectively, this award represents for Manvia and for the Mota-Engil Group an important acknowledgement that consolidates and gives credit to the model of talent management in force, based on the recovery of human capital.

This award is an acknowledgement of great importance, and reinforces the quality of the work performed by everyone in the position assumed by Manvia as a player of excellence in the global scenario.



Carlos Martins, CEO of Mota-Engil Mexico

### Mota-Engil Mexico was recognised as a company committed to the education of its workers

In a partnership with National Institute for the Education of Adults and Department of Public Education, Mota-Engil drew up the programme “Building my Future”, focused on the promotion and professional development of the workers.

Through the sponsorship of private lessons, provision of school material and flexibility of hours of work and of education, the employees of the central offices that showed interest

participated in study circles – with tutors and specialised training – to present their exams of primary education.

The offices of Mota-Engil Mexico were distinguished by INEA and by SEP

Thanks to the support given to its employees in the successful conclusion of their studies, the offices of Mota-Engil Mexico were distinguished by INEA and by SEP with the recognition of a Company Committed with the Education of its Workers and certified as a Company Free of Educational Backwardness.

Mota-Engil Peru renews its accreditation of the Association of Good Employers

Mota-Engil Peru has obtained the renewal of the certification of the Association of Good Employers (ABE), which acknowledges the good practices of labour and of human resources management. This was reached due to the policy of merit implemented, to the fulfilment of its legal obligations and to the carrying out of permanent performance assessments. Additionally, the company was also acknowledged for promoting plans of training and career that contribute directly for the welfare of its employees.



Association of Good Employers, Peru



# Social Responsibility

“

*A social responsibility that, like the work of construction, has an impact that endures in time for the generations to come.*

*Today, sustainability must increasingly be an important focus in Companies. The concept of sustainability itself, in its broadest sense, is a guarantee for the future – there is no future without sustainability.*

*Social responsibility is an important part of sustainability, as the whole concept of sustainability is based on the future, on the welfare of the general community and on its survival. A sustainable company is a responsible company that fulfils its duty during all its economic and production cycle and with the community to which it belongs.*

*It is with great pride that this year I see that the commitment of Mota-Engil to the community continues. The fact is that social responsibility is at the heart of this Group, with the example of Manuel António da Mota.*

*Today, honouring his name, Manuel António da Mota Foundation, being a vehicle of the social responsibility of the Mota-Engil Group, is already also present in Mexico. The Foundation is increasingly close to the populations, to the works and to the employees of the Group, with actions whose impact lasts in time, just as the infrastructure of construction of our founders, for generations and generations.*

”

Inês Mota

**Board Member of Manuel Antonio da Mota Foundation**

*In each attitude,  
a shared future!*

We believe in the benefits of a model of an ethically, socially and environmentally responsible management.

Therefore, we share a responsible attitude of sustainable growth, respecting the welfare of the future generation, implementing standards of eco-efficiency and contributing to the development of the community that surrounds us.

### **This is our strength.**

The sustainability in Mota-Engil Group materializes through the accomplishment of a set of strategic objectives, trying to define and to meet in practice the relevant strategy of sustainability. At the same time, and in the field of the communication of the performance in the social and environmental area, the strategy of sustainability also includes the regular publication of the Sustainability Report of the Group.

## Strategic Objectives

### 1. Creation of Value

- To create value from the perspective of the stakeholders.
- To develop a preventive and prospective approach of the risks arising from the business economic, social and environmental impacts, integrating them into the global management model.
- To promote a culture based on quality, on rigour and on the customer orientation.
- To increment productivity and process efficiency, with a view to reach high levels of operational performance, in accordance with the international and market best practices.

### 2. Eco-Efficiency and Innovation

- To do more with less, reducing the consumption of resources and incrementing the efficiency in their use.
- To continuously search for improvements in the environmental plan that, at the same time, promotes economic benefits.
- To encourage innovation as a critical factor of increase of competitiveness, stimulating growth, diversification and the creation of new business opportunities.

### 3. Environment Protection

- To minimise the environmental impact of the activities of the Group, integrating the environmental perspective into the management processes and systems.

- To promote and participate in initiatives of awareness and preservation of the environmental values.

#### 4. BUSINESS ETHICS

- To meet the ethical criteria in the promotion of the values, culture and management model of the Group.
- To respect the people and their rights.

#### 5. DIALOGUE WITH THE STAKEHOLDERS

- To promote transparency and openness in the relationship with the stakeholders.
- To communicate in a regular and systematised manner with the stakeholders, in order to listen to their concerns and to integrate them.
- To present an objective and credible report of the economic, social and environmental performance.

#### 6. HUMAN CAPITAL MANAGEMENT

- To reflect the human dimension and the respect for the people in the strategy and in the policies of human resources management.
- To promote employment and career development encouraging the acquisition of competences through continuous training and lifelong learning.
- To create motivating and rewarding working conditions, through remuneration and incentive policies that favour excellence and the merit.
- To guarantee the highest standards of health and safety at work.
- To adopt non-discriminatory practices of recruitment and selection that promotes the equality of opportunities.
- To actively support the transition from school to active life, promoting the qualifying training.
- To stimulate active ageing, with a view to promoting the balance between generations of the human resources within the framework of a responsible and socially sustainable labour policy.

#### 7. SUPPORT TO SOCIAL DEVELOPEMENT

- To support initiatives of a social, educational, cultural and environmental nature promoted by the Group or in partnership with external entities.
- To contribute, through patronage, to the socio-economic development of the communities where it carries out its activity.

## 8.1 Manuel António da Mota Foundation



*Since 2010, the Foundation has spared no effort to fulfil its mission of serving the community, in permanent dialogue and cooperation with the active forces of society.*

*By identifying their problems and concerns, listening to their aspirations and requirements and trying to find efficient, long-lasting solutions, focused on the results and capable of producing social impacts that have the effect of transforming the reality of the institutions and of the people, which are the true and ultimate beneficiaries of its action.*

*Focusing its attention on the great questions and challenges of the contemporary society, the strategic social investment in the community gives priority to the action in favour of the vulnerable and more deprived social groups and a particular sensitivity to emerging situations, trying through its solidarity effort to fight against poverty and exclusion and to promote a social insertion and full citizenship.*



Rui Pedroto

**Board Member of Manuel António da Mota Foundation**



FUNDAÇÃO MANUEL  
ANTÓNIO DA MOTA

### General Framework

Manuel António da Mota Foundation (FMAM) (Fundação Manuel António da Mota) is the contemporary and natural result of the philanthropic origin and tradition of Mota-Engil Group, following the legacy of its founder, Manuel António da Mota, being an important instrument of the social responsibility policy of the Group, as an organised and systematised expression of an ethically and socially committed management, in the name of an active and participative citizenship.

Instituted by the Mota-Engil Group and by the family Mota, its reference shareholder, the FMAM tries to follow a strategic vision that generates long-term value, based on the broadest principles of sustainable development, implemented through a coherent and structured social responsibility policy whose privileged vehicle is the Foundation.

Based in the city of Porto, FMAM aims to promote, develop and support initiatives of a social nature in the fields of beneficence and social solidarity, and of a cultural nature in the fields of education, health, environment, organisation and support to the artistic activity, exercising its action across national territory and in the countries where Mota-Engil Group is present. It also organises every year the “Manuel António da Mota Award”.

The Foundation has the adequate material and financing resources to ensure its full future sustainability in the compliance with its statutory purposes, being managed by a Board of Directors and by an Executive Committee, and its statutory bodies include also the Council of Curators, the Audit Committee and 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 carries out its activity, in Portugal and abroad, in particular in the social, cultural, education, training and environmental areas.

### **Vision**

The Manuel António da Mota Foundation wishes to become a reference entity among similar national and international associations, honouring the inspiring memory of Manuel António da Mota, the spirit of its founders, legal persons of the business universe Mota-Engil and of Family Mota, and contributing decisively to the reinforcement and consolidation of the strategy of social responsibility of the Mota-Engil Group.

### **Values**

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

#### **Legality**

Strict compliance with the principle of legality in all the decisions and acts of management and respect for the rights and guarantees of the natural and legal persons it relates with.

#### **Impartiality**

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

#### **Transparency**

Respect for the ethical principles in all the practices and management systems and transparency within the scope of the procedures that are likely to affect third parties' rights or interests.

#### **Commitment and responsibility**

Adoption of a culture of commitment and accountability in the fulfilment of the statutory objectives, in pursuing the purposes assumed and other aspects related with its activities.

#### **Rigour and Efficiency**

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

#### **Creativity and Innovation**

To create an environment favourable to creativity and innovation in the conception and execution of internal initiatives and in the support to external initiatives.

**Sustainability**

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

**Participation**

Appraisal of the needs, expectations and aspirations of the recipients of its intervention, ensuring the dialogue and its regular and permanent participation in the definition of its strategic objectives, projects and activities.

**Strategic Objectives**

To fulfil its statutory objectives, the Foundation has elected a set of strategic objectives to which its fields of action are subject and that constitute together the broad guidelines of its activity.

**1. Social development**

To contribute to the social development of the national and international communities where it exercises its activity.

- Social solidarity
- Social and familiar support to the employees of the Mota-Engil Group
- Volunteering
- International projects

**2. Manuel António da Mota Award**

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

**3. Education and Training**

To support education, training and qualification of young people and adults, in particular with the most deprived public, enhancing human potential, promoting social and professional insertion and stimulating educational merit and success.

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

**4. Culture**

To promote culture and the enhancement of and access to the fruition of the cultural goods, in the areas of the visual arts, performing arts, music, humanities, science and technology.

- Cultural programme
- Support to cultural agents

**Activities carried out by the Foundation in 2017**

The main activities and projects developed by the Foundation, in 2017, are described in accordance with its Strategic Objectives.

## 1. Social Development

### 1.1 Social Solidarity

Within the scope of social solidarity, and in order to contribute to the social development of the communities where Mota-Engil exercises its activity, the Foundation has granted financial supports to several institutions that carry out their activities in various areas, such as a disability, health, elderly people, children and young people, housing, sport, community and international solidarity (*more detailed information on these supports in the Annual Report and Accounts 2017*).

The global amount of the supports granted in this area was approximately €97,000, reflecting a support to various institutions, such as: Acreditar – Association of Parents and Friends of Children with Cancer (Acreditar – Associação de Pais e Amigos de Crianças com Cancro), Group of Schools of Amarante, Ajudaris, Amarante Football Club (Amarante Futebol Clube), Association of People with Trisomy 21 of Algarve (Associação de Portadores de Trissomia 21 do Algarve), Academic Association of Accordion Orchestra of Cartaxo (Associação Académica Orquestra de Acordeões do Cartaxo), Portuguese Association of Parents and Friends of the Mentally Disabled Citizens of Porto (Associação Portuguesa de Pais e Amigos do Cidadão Deficiente Mental, APPACDM, do Porto), Association of Deaf People of Porto (Associação de Surdos do Porto), Clube Kairós, Skating Club of Beja (Clube de Patinagem de Beja), Cooperative of Social Solidarity and Special Education (Cooperativa de Solidariedade Social e Ensino Especial), School of Movement Youth Association (Escola do Movimento Associação Juvenil), Portuguese Institute of Oncology of Porto (Instituto Português de Oncologia do Porto), Home of Santa Cruz, Mundo a Sorrir, Pulmonale, Raríssimas, project ReKlusa, Residence of Old People of the Sisters of the Poor (Residência de Velhinhos das Irmãs das Pobres), Vida Norte – Association of Promotion and Defence of Life and Family (Vida Norte – Associação de Promoção e Defesa da Vida e da Família), Association of the Works of S. Vicente de Paulo (Associação das Obras de S. Vicente de Paulo), Factory of the Parish Church of Cepelos (Fábrica da Igreja Paroquial de Cepelos), Missão País, Union of Parishes of Algés/Linda-a-Velha/Dafundo, among others.

Besides the grant of these donations, the Foundation has developed new projects and continued other projects that had been promoted, both individually and in partnership with other public and private entities, as described below.



“One work, one project”

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**Field of action: Community**

### Programme “One work, one project”

In 2017 the programme “One work, one project” was created with the purpose of carrying out a set of initiatives of a social nature in great undertakings in which the Mota-Engil Group is involved, taking into consideration their economic, social and environmental impact.

A special remark, in this respect, for the start of the works of rehabilitation of houses in the municipality of Vila Pouca de Aguiar in favour of deprived families and the carrying out of prevention

campaign against skin cancer that took place at the work “Tunnel of Gouvães – Dam of Alto Tâmega”, Mota-Engil being a part of the building consortium.



Prevention campaign against skin cancer

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**Field of action: Disability**

## Programme Integrated Mobility

Within the scope of the protocol of cooperation between the Foundation, Montepio Foundation and company Mobilidade Positiva, which specialises in the conception and study of solutions for disabled and with reduced mobility people, various situations of disabled citizens or citizens affected by temporary incapacity and in situation of economic need were identified and supported.

Through this protocol the participating entities intend to meet requests for support that they regularly receive from citizens in those conditions, helping to partially or fully finance the acquisition of technical aids/support products, including the action in the housing conditions of the beneficiaries in order to ensure indispensable mobility conditions. In 2017, the Foundation spent, in this programme, approximately €22,000.

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**Field of action: Employment**

## Support to Unemployed People

The GMAJS (Groups of Mutual Assistance in Job Seeking) are informal groups of unemployed people (eight to twelve people) that meet regularly and whose purpose is to actively seek a job, and where all the members of the group cooperate and assist each other, being supported by animators.

Unemployment, in spite of its reduction in the last years, is no doubt one of the main social problems in Portugal, with serious economic, social and psychological

consequences for the people affected by this phenomenon. To find innovative solutions and to strengthen the social networks of support to unemployed people are the main reasons for this project that has been developed for some years by IPAV (Instituto Padre António Vieira). There are dozens of GEPE all over the country that support hundreds of unemployed people.

Manuel António da Mota Foundation, paying attention to the most important social issues that the contemporary society is facing, also expresses its concern about this serious social problem, and tries to contribute to its resolution.

Thus, and through a protocol concluded with IPAV, the Foundation becomes host institution of two GEPE that meet every week at the headquarters of FMAM and at the Vocational Training Centre Manuel António da Mota.



FMAM assumes commitment with the project "Habitat for Humanity International"

Field of action: Housing

## Project Habitat for Humanity International

The Humanitarian Association Habitat for Humanity Portugal, founded in May 1996 and subsidiary of the Habitat for Humanity International based in the USA, is a non-governmental organisation (NGO) that has as main principle to unite efforts and promote initiatives in connection with social solidarity, contributing to minimise housing degradation and to support deprived families in obtaining adequate and decent houses, through their construction or rehabilitation.



Group of volunteers Mota-Engil in the construction or rehabilitation of houses in Amarante

The Foundation, through a protocol concluded with this institution, seeks to associate itself with its work, aiming at enabling the construction or rehabilitation of houses for deprived families, especially in the municipality of Amarante, territory to which Mota-Engil is connected by strong symbolic and institutional ties.

The commitment of the Foundation to this protocol takes mainly the form of an annual subsidy that is aimed at supporting the structural costs of the institution in the municipality of Amarante, also financing, in some cases, the costs of reconstruction of the houses. In 2017, the contribution of the Foundation exceeded the amount of €30,000.

The mobilisation of volunteers of the Mota-Engil Group to participate in the works of reconstruction and the offer of construction materials, are also included in the support mechanisms.

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**Field of action: Housing****“Porto Amigo”**

With a view to urban social cohesion and the promotion of decent housing conditions in favour of the elderly, FMAM and Foundation Porto Social, of the City Council Porto, concluded in 2011 a protocol called “Porto Amigo” (Porto Friend), that establishes ways of collaboration in the execution of works of adaptation and improvement of the conditions of habitability of the senior dependent population of the city of Porto, in situation of poverty and living in privately owned or rented housing.

In 2012, with the inclusion of the Social Action Group of Porto (G.A.S. Porto) in this partnership, the area of action of the project was extended. G.A.S. Porto, through actions of volunteering, has assumed a continued follow-up of the beneficiaries of the project, providing them support in the psychosocial area as a complement to the intervention in the housing field.

In 2017, the protocol concluded in 2011 was reformulated in order to promote the inclusion of another partner – the Association *Just a Change* – that is dedicated to the rehabilitation of houses of people with housing needs, using university volunteers.

The incorporation of this new partner resulted from an application, meanwhile approved, for the funding line “Partnerships for the Impact” of the mission structure “Portugal Social Innovation”, through which the Foundation assumes itself as social investor in this project, enabling the support to the operational structure of the association “*Just a Change*” in the city of Porto. The Foundation spent approximately €20,000 in this project, in 2017.

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**Field of action: Health****Protocol Manuel António da Mota Foundation/Northern Regional Unit of the Portuguese League against Cancer/Portuguese Oncology Institute of Porto**

Within the scope of the protocol concluded in 2011 between FMAM, the Portuguese Oncology Institute of Porto and the Northern Regional Unit of the Portuguese League Against Cancer, a service of social support was created for cancer patients hospitalised in its unit of palliative care and their families, the Foundation contributes with an annual support of €15,000.

Remaining effective in 2017, this protocol enables the service of palliative care of the IPO of Porto, that assists more than one thousand patients per year, to continue receiving a financial subsidy from the Foundation, providing support through various mechanisms to the patients and families that are in a serious situation of economic and financial and/or psychosocial need, which is likely to affect their welfare and quality of life, to put in danger the efficiency of the clinic follow-up provided or to directly or indirectly contribute to their isolation or social exclusion.

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**Field of action: Health**

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

Contributing with an annual support of €15,000, FMAM signed, in October 2015, a protocol with the Portuguese Oncology Institute of Coimbra Francisco Gentil, the Regional Centre of Portuguese League Against Cancer and University and Hospital Centre of Coimbra.

Remaining effective in 2017, this protocol was intended to create social support lines to patients with cancer, in particular in case of socio-economic and psychosocial need which are likely to worsen their wellness and quality of life, put the efficiency of the clinical follow-up in danger or contribute to isolation or social exclusion.

The support to the patients, determined by the protocol, has been made in cooperation with IPO of Coimbra and CHUC, responsible for the identification and highlighting of patients in situation of socio-economic need.

### 1.2 Social and Familiar Support to the Employees of the Mota-Engil Group

Following one of the main concerns of its founder, in 2017, the Foundation developed new programmes aimed at the social support to the employees of the Mota-Engil Group, leaving in force the programmes developed in previous years. For this purpose, FMAM spent approximately €127,000 of its budget.



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### "Financial Consultancy"

The programme "Financial Consultancy" is a service made available by the FMAM to the employees of the Mota-Engil Group, jointly with a company that specialises in matters of personal and familiar indebtedness.

This programme has as purpose to provide support to people in situation of over-indebtedness or in risk of financial unbalance, through a financial diagnosis or support in the financial recovery.

The service provided includes the modalities of financial diagnosis, with analysis of the familiar budget, assessment of the financial profile and establishment of a plan of recovery



Poster "Programme of Scholarships"

of the monthly charges and expenses and financial and social recovery, that includes financial re-education with a view to a responsible use of credit, the preparation of a plan of payments and of renegotiation with the creditors, including the state, and the balanced management of the familiar budget.

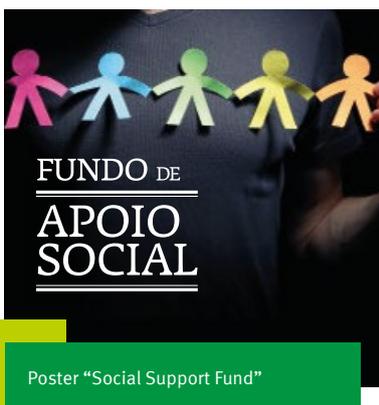
This service made available by the Foundation is totally free for the employees in both the modalities mentioned, irrespective of its level of complexity and duration, but it does not include, however, legal representation.

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## "Programme of Scholarships"

The "Programme of Scholarships" was established for the first time in the 2006/2007 academic year, within the scope of Mota-Engil, having its management been transferred to the Foundation in 2011.

The scholarships, in the amount of €3,000 per year and per beneficiary, are granted to the students of higher education, children of employees of the Group with less economic resources and who have obtained good results at school. This programme is aimed at favouring a policy of equality of opportunities, that contributes to raise the standards of qualification of the young people and that may be an incentive for their academic performance.



Poster "Social Support Fund"

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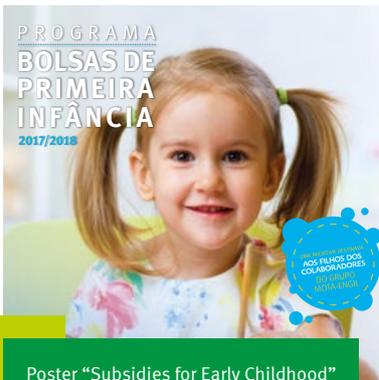
## "Social Support Fund"

FMAM has established a "Social Support Fund" that is aimed at being a permanent instrument of economic support to the employees of the Mota-Engil Group and members of its household. The Fund is especially aimed at responding to situations occurred in the personal and familiar life of the employees that can result in an unexpected deprivation of income or increase in expenses that are likely to put in danger the economic security and stability of the employee or his/her family.

The events subject to support are accidents or diseases resulting in total or partial incapacity for work temporarily or permanently, the death of the employee, illness of the spouse, disability of any member of the household, among other situations that can be covered by the purpose of the Fund.

The financial support granted through the Fund can be sporadic or continuous, depending on the characteristics of the circumstances that originate the application, which is reserved for the employees of the Mota-Engil Group with more than five years of seniority.

The Fund management follows a specific regulation, and is based on a budgetary allocation that is established every year.



Poster "Subsidies for Early Childhood"

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## Programme "Early Childhood"

The Foundation implemented in 2017 a new programme called "Early Childhood" which consists of the adoption of two measures of support to the employees:

A measure of support for the payment of nurseries that is directed to the employees of the Mota-Engil Group, with less economic resources and with children aged between 4 months and 3 years old, with a view to facilitate the attendance of nurseries, through subsidies of €500 per year per employee, to support to the monthly payments, as established in the regulation approved for this purpose.

A second measure is the offer of a "baby kit", composed of a set of goods that are essential for the first care in childhood and the offer of a "voucher-pharmacy", to the employees of Mota-Engil Engenharia e Construção that become a father or a mother, irrespective of their economic condition.

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## Infant Swimming Resource

Infant Swimming Resource is a foundation created in 1966 in the United States of America that uses techniques developed by its founder, Dr. Harvey Barnett, with the purpose of teaching children to survive in case of accidental fall in aquatic environments.

Directed to children between six months and six years old, who are taught in accordance with the rhythm of each of them, these courses with a duration of ten minutes per day, five days a week, in individual lessons, can vary between four and six weeks for babies from six to twelve months, and of six to eight weeks for children between one and six years. FMAM, joining the programme of Porto, offered courses to the children of the employees of Mota-Engil.

### 1.3 International Projects

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#### Mozambique – Health4MOZ – Health for Mozambican Children and Families

Health4MOZ is a non-profit association governed by private law, created by a group of professionals, particularly physicians and teachers of medicine, responding to an appeal of social and civic responsibility and of solidarity towards the others. It has as privileged partners the Faculty of Medicine of the University of Porto and the University of Lúrio (UNILÚRIO) in Nampula – Mozambique.

The motto of Health4MOZ is to teach and educate in medicine and in all the paramedical areas, in order to provide knowledge in a consistent manner, showing the long-lasting improvement of provision of healthcare of excellence and therefore the cross-generation improvement of the populations' health.

Its fields of action consist in cooperating in the undergraduate teaching of medicine, nutrition and nursing with UNILÚRIO; to conduct post-graduate education in the areas of the medicine, nutrition and nursing in cooperation with UNILÚRIO, with *Centro de Saúde 25 de Setembro* and the Central Hospital of Nampula; to promote scientific exchange through short-term internships, both of Portuguese professionals in Mozambique and Mozambican professionals in Portugal; to conduct, together with local members, a general health survey of the paediatric population (0-18 years) of the district of Nampula, with a view to the early detection and intervention that allows for the improvement of quality and life expectancy of the future generations; and to act socially in the promotion of health through partnerships with schools and direct intervention in the community.

In 2017 it extended its remit to other medical specialities, establishing also relations of cooperation with other Mozambican entities connected with health and the teaching of medicine. It has for this purpose physicians specialised in different areas and nurses, who in a totally voluntary manner, perform their work in Mozambique.

The Foundation, aware of the importance of the mission of the institution and in the context of the progressive broadening of its intervention in Mozambique and in other countries where Mota-Engil has a significant presence, has been supporting Health4MOZ in the accomplishment of its missions, having granted a support of €3,000 in 2017.

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#### Mexico – Fundación Manuel António da Mota

In the end of 2015 Fundación Manuel António da Mota was created, being an entity governed by the Mexican law, whose founders/associates are Mota-Engil Mexico and Mota-Engil Latin America, and having started its activity in 2016.

In 2017, the Foundation integrated its set of founders/associates and the relevant governing bodies.



Foundation Manuel António da Mota Award, in Peru

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## Peru – *Foundation Manuel António da Mota Award*

The *Foundation Manuel António da Mota Award*, in Peru, intends to acknowledge creativity, innovation and good practices at schools, and had its 2<sup>nd</sup> edition in 2017.

This 2<sup>nd</sup> edition, had as territorial scope the Peruvian region of Apurimac, and resulted from a partnership between the Foundation, Mota-Engil Peru and the Regional Directorate of Education of Apurimac.

The Award, whose regulation covers the categories “School” and “Teacher”, had a strong involvement of the eight units of local educational management, and there were 59 applications in the category “School” and 18 applications in the category “Teacher”.

The award ceremony that recognised the winners took place in July, in the city of Abancay, region of Apurimac, with the presence of the organisers, the Regional Governor and the Regional Director of Education, among dozens of other guests.

In the category “School” the winners were, ex aequo, the schools José Carlos Mariátegui of Chincheros, with a project in the area of the promotion of the healthy lifestyles in the education community, and José Carlos Mariátegui of Abancay, in the field of the approaches of the learning based on projects.

In category “Teacher”, Carmen Julia Medina Gutiérrez was distinguished for her activity in favour of a healthy school, making it more friendly for the whole educational community.

The two schools received each a prize of USD 12,500 for the implementation of the projects in competition, and the teacher was awarded a specialised action in education.

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The two schools received each a prize of USD 12,500 for the implementation of the projects in competition.

## 2. *Manuel António da Mota Award*

The annual establishment of the *Manuel António da Mota Award* constitutes a statutory requirement of the Foundation. The award aims to honour and pay tribute to the memory of the founder of Mota-Engil, and distinguishes every year organisations that stand out in the various fields of activity of the Foundation.

In its 8<sup>th</sup> edition, in 2017, FMAM came back to the issue of the fight against poverty and against social exclusion, with special emphasis on child, youth and family

poverty, embracing also the questions of education and employment with which the theme of the poverty is absolutely correlated, distinguishing institutions that stand out for projects in these fields.

180 projects in the above-mentioned fields, and coming from non-profit institutions, in particular private institutions of social solidarity, foundations, associations and non-governmental organisations, entered the competition.

The list of the ten finalist applications was composed by the following institutions: AE20 – Association for a Second Chance Education, Association of the Youth Symphonic Orchestras Sistema Portugal, Association for the Family Planning, Association Recovery IPSS, Social and Cultural Centre of S. Pedro de Bairro, *Crianças da Vila* – Association of Protection of Minors and of the Family, *Fundação do Gil*, G.A.TO – Group of Help to Drug Addicts, Holy House of Mercy of Marco de Canaveses and Holy House of Mercy of Peso da Régua.

The selection process followed a set of social, technical, institutional and economic criteria provided for in the regulation of the Award and applicable to the analysis of the application form, and then the members of the Jury visited the various finalist institutions, which allowed them to observe in loco activities developed and to determine the winning application.

The jury was composed of members of the Board of Directors of the Foundation and of personalities of recognised merit:

- Maria Joaquina Madeira – National Coordinator of the European Year of Active Ageing and Solidarity between Generations (2012)
- Padre Lino Maia – President of the National Confederation of the Solidarity Institutions (Confederação Nacional das Instituições de Solidariedade, CNIS)
- Manuela Ramalho Eanes – Chairman of the Council of Curators of FMAM
- Maria Manuela Mota – Member of the Board of Directors of Mota-Engil SGPS and Chairwoman of the Board of Directors of FMAM
- Inês Mota – Member of the Board of Directors of FMAM



Performance of the Youth Orchestra of Bonjóia, in the Ceremony closing session



Ceremony of award  
of the *Manuel António Mota Award*,  
**Palácio da Bolsa, Porto**

In a communication partnership, concluded by FMAM with TSF – Rádio News for the 8<sup>th</sup> consecutive year, the feature “Portugal Futuro” put on the air histories of institutions that work every day in the community in the name of the construction of a fairer, more cohesive and more supportive country, and also a number of reports with each of the finalist institutions.

The 3<sup>rd</sup> of December was marked by the staging of the Conference “Portugal Futuro” and by the announcement of the winning bid of Manuel António da Mota Award, whose award was delivered by the Prime Minister, António Costa.

The winner of the Award was AE20 – Association for a Second Chance Education. AE20, based in Matosinhos, is a non-profit institution, funded in 2005, with the statutory objective of promoting second chance education, working especially with young people early leaving education and training, with low school and professional qualifications and in risk of social exclusion. In 2008 it founded the “The Second Chance School of Matosinhos”, in connection with the European network of “2<sup>nd</sup> Chance Schools”, and celebrated ten years of continuous activity in 2018. The School receives, every year, approximately 70 young people between the age of 15 and 25 years old, residing in Matosinhos and in other municipalities of the Greater Porto, who left school with low qualifications, who are unemployed or in precarious employment and in risk of social exclusion, identified by the Commissions of Child and Youth Protection (Comissões de Proteção de Crianças e Jovens, CPCJ), the Multidisciplinary Teams of Guidance to Courts (Equipas Multidisciplinares de Assessoria ao Tribunal, EMAT) and other entities with competences on the matters of childhood and youth. Pioneer project in Portugal, with strong potential of replication and aspiring to become a reference in the response to

the segment of the youth population that does not work or study and is not following any training programme, the School promotes the acquisition of social and professional competences, with a view to the full social integration and participation of young people in the labour market.

Besides AE20, the Award winner (prize of €50,000), nine national institutions were also awarded prizes, and the 2<sup>nd</sup> and 3<sup>rd</sup> places were awarded, respectively, to the Association Recovery IPSS and to the Group of Help to Drug Addicted (respectively with a prize of €25,000 and €10,000), and seven special mentions to the remaining institutions (in the amount of €5,000/each).

The Foundation thus has once again all the reasons to be pleased for the prestige and public notoriety that the Manuel António da Mota Award has managed to achieve after its eight editions.

### 3. Education and Training

The Foundation has supported education, training and qualification of young people and adults, in particular with the most deprived public, enhancing human potential, promoting social and professional insertion and stimulating education merit and the success, both through the Vocational Training Centre Manuel António da Mota and through protocols and partnerships for education.

Within the scope of this purpose, a Foundation has granted supports that exceeded €69,000 to various institutions: University of Évora, Share, Project Arco Maior of Santa Casa da Misericórdia do Porto, Association of Nutricionistas, Cultural Centre of Amarante, Business Association of Amarante-project Young Entrepreneurs, Association for a Second Chance Education of Matosinhos, Faculty of Social and Human Sciences of

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Universidade Nova de Lisboa, Santilhana-project Education for Health, among others.

#### Vocational Training Centre Manuel António da Mota

In 2017 the training activity of the Training Centre was developed according to the areas of qualification that are inserted in the certification obtained from the Directorate General of the Employment and Labour Relations (Direção Geral do Emprego e Relações de Trabalho, DGERT), as well as in the protocol signed with the Institute of Employment and Vocational Training (Instituto do Emprego e Formação Profissional, IEFP), in particular: construction and civil engineering, electricity and energy, secretarial and administrative work and fit into the Organisation. The courses implemented are included in the modality of dual apprenticeship that is aimed at a qualification initial of young people.

The training programme was carried out with funding granted through IEFP. This training modality is directed to young people below the age of 25 and that have completed the 3<sup>rd</sup> cycle of basic education, enabling the double academic and professional



Vocational Training Centre Manuel António da Mota

certification, and favouring at the same time the insertion into the labour market and the continuation of the studies. In this training modality, the theoretical preparation involving the socio-cultural, scientific and technological components, is complemented by a training practice in a real labour environment, the relevant training contexts being alternated.

In a scenario of diversification of its training offer, the Training Centre, in permanent contact with the schools, public entities and economic agents, pays special attention to the need of providing vocational guidance to young people according to the dynamics of the labour market, trying to favour courses of high employability.

As a complementary measure, with a view to obtaining a greater education success, Manuel António da Mota Foundation continued developing a set of measures of social support to young people, including the supply free of charge of breakfast to all the trainees of the Vocational Training Centre, social and economic support to various trainees and their families through the Fund of Support to Trainees and medical assistance, both in the fields of family medicine and in the field of dental medicine through the offer to the trainees of free oral health appointments, under a protocol concluded with the institution Mundo a Sorrir – Association of Portuguese of Solidary Dentists (Mundo a Sorrir – Associação de Médicos Dentistas Solidários Portugueses).

In 2017, the Training Centre celebrated 20 years of activity, a fact that made us very proud, bearing in mind all the work, at the level of the training and professional integration of young people, developed since 1997, still under the umbrella of Mota & Companhia.

In 2017, the Training Centre had four training courses in the areas of Technician of Electrical Installations (two courses) and Technician of Refrigeration and Air-Conditioning (two courses), in a total of 51,225 hours of training, covering 78 trainees, which shows a significant reduction compared with 2016, both in number of hours of training and in number of trainees covered.

This entity started in 2017 the planning of other training activities, directed to employed people, thus seeking to diversify its offer. The dim employment prospects offered

by the classical secondary education, together with the guidelines on the matter of education policy that include the increment of the vocational education, make this modality of education more attractive for young people, besides, in the specific case of the Training Centre, the prestige and experience accumulated during 20 years of regular operation, based on the quality of the trainers, of the material and pedagogic resources made available to the trainees and of the social support to the students in a situation of greater economic and familiar fragility, in order to prevent them from leaving school and to promote school success.



1<sup>st</sup> International Biennale of Solidarity Illustration

## 1<sup>st</sup> International Biennale of Solidarity Illustration (Bienal Internacional de Ilustração Solidária, BIISA)

Sponsored by FMAM, and also with the cooperation of the City Council of Amarante, the Private Institution of Social Solidarity (Instituição Particular de Solidariedade Social, IPSS) Ajudaris organised the 1<sup>st</sup> International Biennale of Solidarity Illustration. This 1<sup>st</sup> Biennale intended to highlight the best that is done in Portugal and abroad in the field of illustration. The event also had a solidarity aspect, and the sales proceeds of the illustrations that entered the competition were delivered to the organising entity.

The idea had its origin in the publication of the books “Histórias da Ajudaris” (Stories of Ajudaris), a collective work that along its successive editions tells stories created by children from dozens of education establishments of public and private solidarity networks, coloured by a large number of renowned illustrators.

The competing works were exhibited in the Municipal Museum Amadeo of Souza-Cardoso in Amarante as from 4 September, together with an award ceremony of the best illustrations, through the award of the *Grand Prize Manuel António da Mota Foundation* and of a 2<sup>nd</sup> and 3<sup>rd</sup> prize to the winners of the competition directed to the competing illustrators, and a solidarity auction of the works exhibited also took place. The event was addressed to professional and non-professional illustrators of all the nationalities, as well as to the whole community that was invited to participate.

Besides the “Grand Prize” and among the activities organised in connection with this 1<sup>st</sup> Biennale, there was the staging of a competition of “Youth Illustration”, illustration workshops at schools and workshops directed to the community.

The first edition also had the participation of 257 participants of 32 countries, 471 illustrations, 21 guests and 216 participants in workshops.

The first edition also had the participation of 257 participants of 32 countries, 471 illustrations, 21 guests and 216 participants in workshops. The 30 best works concerning the *Grand Prize Manuel António da Mota Foundation* and the 12 illustrations concerning the *Young Illustrator Award City Council of Amarante*

were exhibited at the Amadeo de Souza-Cardoso Municipal Museum until 8 October 2017, travelling afterwards to other cities in the country.

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## “Arco Maior”

The children and the young people in situation of absenteeism or leaving school constitute one of the main concerns of the entities that deal with this phenomenon. In the particular case of the city of Porto, the situation of students leaving school is a cause for great concern. The fact that these children and young people do not find an adequate education response requires the emergence of a solution. The problems of absenteeism and of young people leaving school are not strictly school-related issues, instead they constitute more complex social realities that require also more elaborated social responses.

In this context the project “Arco Maior” appeared, which is aimed at integrating young people who are effectively in the process of leaving school and which consists of the education promotion, of the certification and school and social integration of young people that did not find an answer in the existing education and training offer.

“Arco Maior”, promoted by Universidade Católica do Porto and by the Holy House of Mercy of Porto (Santa Casa da Misericórdia do Porto, SCMP), and involving also in partnership the Ministry of the Education, the Institute of Employment and Professional Training (Instituto de Emprego e Formação Profissional, IEFP) and various other entities, intends to be a social and education dynamic of transition between the risk of the exclusion and of marginalisation, and citizenship and social inclusion.

FMAM, aware of the social and educational relevance of this project, and in line with its concerns in this field, joined it from the start in the 2013/2014 school year and has renewed its support of €5,000 to support its activities that are developed in three units in the city of Porto, in facilities provided by the Holy House of Mercy of Porto (Santa Casa da Misericórdia do Porto, SCMP), and in a unit in the city of Vila Nova de Gaia, in facilities provided by the local Santa Casa da Misericórdia.

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## AE20 – Association for a Second Chance Education

AE20 – Association for a Second Chance Education is a non-profit association, located in the municipality of Matosinhos, whose main purpose is to promote the second chance education, working especially with deprived young people with low school and professional qualifications and in risk of social exclusion.

This school, the pioneer in Portugal, is the only Portuguese entity that integrates the European network of Second Chance Education. The Escola de Segunda Oportunidade

of Matosinhos (Second Chance School of Matosinhos) is a socio-educational response addressed to the young people that leave school without having obtained the minimum qualifications which are adequate for the access to an employment or to new training programmes, and most of the times, without having basic social competences allowing them an adequate social and occupational integration.

Acknowledging the social importance and the pioneering spirit of this project, FMAM renewed in 2017 the regular support, of €10,000, that has been giving to the activities of the institution.

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### Scholarships – Protocol FMAM/Faculty of Social and Human Sciences of Universidade Nova de Lisboa

Within the scope of the protocol concluded, in 2015, with the Faculty of Social and Human Sciences of Universidade Nova de Lisboa, the Foundation granted an amount equivalent to 10 scholarships for undergraduate students who, due to duly certified lack of financial capacity, cannot continue their studies.

The 10 scholarships, whose value exceeded €10,000, were used to finance the payment of tuition fees concerning the 2016/2017 academic year.

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### Scholarships – University of Évora (Fund of Social Support to Students)

After the University of Coimbra, the University of Évora was the second to be created in Portugal and currently has a broaden training offer in the fields of Arts, Social Sciences and Technology, receiving thousands of students from the whole country and from other countries.

In 2012, the Fund of Social Support for the Students of the University of Évora (Fundo de Apoio Social aos Estudantes da Universidade de Évora, FASE-UE), with a view to supporting the students with proven economic difficulty, which limits their capacity to pay the expenses related with the studies (tuitions, nourishment and lodging), in order to prevent them from leaving school.

Aware of this problem that affects a growing number of students attending university education, putting at risk their aspirations to a higher-level qualification, the Foundation supported the award of two scholarship in the 2016/2017 academic year.



“Cantinho do Estudo”

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## “Cantinho do Estudo”

“Cantinho do Estudo” (Place of Study), a project resulting from a protocol concluded, in October of 2014, between the Foundation, the City Council of Vila Nova de Gaia, Gaiurb, Urbanismo e Habitação, EM, the Parish of Canidelo and the Group of Schools D. Pedro I, aims to promote social equity, education success, prevention of drop-out from school and creation of conditions for the implementation of a policy of equality of opportunities for everyone.

“Cantinho do Estudo”, with an initial duration of four years and an annual funding of €30,000 shared in equal parts by the Foundation, municipality of Vila Nova de Gaia and Parish of Canidelo, has as purpose the execution of works necessary for the creation or improvement of the conditions of study of the children and student of families with lower socio-economic resources who attend pre-school, basic education and secondary education establishments, intervening in the housing conditions of the children and families benefiting from the programme.

In 2017, besides the completion of another set of interventions in connection with the protocol concluded in 2014, thus improving the learning and study conditions at the home of families with children at school age, identified by the Group of Schools D. Pedro I in partnership with the Parish of Canidelo, the protocol was extended to the Parish of Avintes and to the Group of Schools Gaia Nascente, that thus join the execution of “Cantinho do Estudo”.

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## Chair UNESCO in “Geoparks, Sustainable Regional Development and Healthy Lifestyles”

Based in the University of Trás-os-Montes and Alto Douro (Universidade de Trás-os-Montes e Alto Douro, UTAD), the Chair UNESCO in “Geoparks, Sustainable Regional Development and Healthy Lifestyles” works in cooperation with the University Agostinho Neto (Angola), National University of Tucumán (Argentina), Regional University of Cariri (Brasil), Federal University of Pernambuco (Brazil), University of Atacama (Chile), University Complutense of Madrid (Spain), University of San Luís de Potosi (Mexico) and University Eduardo Mondlane (Mozambique).

This inter-university platform is aimed at providing skills and advanced training, particularly at the level of masters and of doctorates, to researchers and territory managers who apply to UNESCO world geoparks, at creating and implementing structuring projects for the development of those regions. It also includes partnerships with the offices of the UNESCO of Nairobi (Kenya) and Montevideo (Uruguay) and with a National Commission of UNESCO.

FMAM maintained, in 2017 its connection with this important project that consisted in the offer of a doctorate scholarship to a Mexican student, with a view to helping the promotion and cooperation for the development of new projects of geoparks in this continental area.

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## Dance/Integration – Centro Cultural de Amarante

The Cultural Centre of Amarante – Maria Amélia Laranjeira (Centro Cultural de Amarante – Maria Amélia Laranjeira) is an association of cultural and recreational nature founded in 1981 and declared legal person with public utility status. It carries out its action mainly in the fields of music and dance, being also a reference teaching space for specialised artistic education. Through its project “Dance/Integration” it intends, through the teaching of dance, favouring the inclusion of children and young people in risk of exclusion and with high indexes of drop-outs from school and school failure, promoting the adoption of values as discipline, punctuality, persistence and group work.

For the importance that the Foundation recognises to this project in social and education field and as privileged vehicle of social inclusion, it has supported it since the beginning and is its main sponsor.



5<sup>th</sup> edition of the initiative “Young Entrepreneurs – Building the Future”

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## “Young Entrepreneurs – Building the Future”

In 2017, the 5<sup>th</sup> edition of the initiative “Young Entrepreneurs – Building the Future”, promoted by the Business Association of Amarante (Associação Empresarial de Amarante, AEA) and directed to the school community of the municipality of Amarante, took place.

This project is aimed at fomenting in the students, teachers and general community of the municipality of Amarante, the entrepreneurial potential, leading to the change in attitude, to the direct contact with entrepreneurship concepts and to the development of new social and personal competences.

This project is intended to disseminate entrepreneurship and good practices with the young school public attending the 10<sup>th</sup> to the 12<sup>th</sup> grade in the participating schools.

Besides the Companies Association of Amarante (Associação Empresarial de Amarante, AEA), as promoter, and FMAM, that renewed in this 5<sup>th</sup> edition its status as main supporter, the project also has the supports of other entities, covering also all the schools of secondary education of the municipality of Amarante, namely Secondary School of Amarante (Escola Secundária de Amarante), College of São Gonçalo (Colégio de São Gonçalo), Vocational School António of the Lago Cerqueira (Escola

Professional António do Lago Cerqueira) and Day School of Vila Meã (Externato de Vila Meã,) as well as the Vocational Training Centre of the Metal and Machinery Industry (Centro de Formação Profissional da Indústria Metalúrgica e Metalomecânica, CENFIM), through its unit of Amarante.

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## “More Health, Better Future”

“More Health, Better Future”, this is the name of the project resulting from the protocol concluded in 2016 between FMAM and the Grupo Editorial Santillana, which specialises in the edition of school books and is a market leader in the Spanish-speaking countries, and is aimed at promoting literacy on health, promoting attitudes and values that support healthy behaviours, with a special focus on prevention, contributing to the inclusion of children and young people with health special needs, creating dynamics with favour the prevention of health at schools, fighting disinformation on this theme through various means and contributing to a safer and healthier school environment.

With the focus on the prevention and on social inclusion as vehicles of the project, the socio-economic implications of the education for health stand out, and FMAM and Santillana also cooperate in the development and in the implementation of the initiatives of the Ministries of Health and of Education, called Programme of Support to the Promotion and Education for Health (Programa de Apoio à Promoção e Educação para a Saúde, PAPES), National Programme for the Promotion of Healthy Eating (Programa Nacional para a Promoção da Alimentação Saudável, PNPAS) and National Programme for Health at School (Programa Nacional de Saúde Escolar).

The project consists of the design and execution of travelling exhibitions, didactic material and pedagogical itineraries for teachers, support documents for guardians, multimedia game for students, posters, training for teachers and guardians, promotional box and disclosing material and actions, being presented in the Portuguese schools during the 2016/2017 school year and being extended in the following years.

Manuel António da Mota Foundation, that has in its list of activities a wide range of projects in the area of education, through the supports and partnerships for education that it has developed, makes this new investment together with an editorial group of recognised competence, experience and prestige in its field of action, in line with the success already reached with the project “Heritage: to give a future to the past”, resulting from a protocol with the same entity.

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## “Heritage: To give a future to the past”

“Heritage: to give a future to the past” is the name of the cultural and pedagogical project that results from the protocol concluded in 2015 between Manuel António da Mota Foundation and Santillana, that carries out its activity in the Portuguese market for more

than 25 years in the areas of the edition of school books, as well as other didactic and pedagogical resources.

FMAM and Santillana, in connection with its commitment of investing in the training of young people, also assume their responsibility in education for an informed and aware citizenship. For this purpose, they have united efforts in the development of a project that promotes heritage education, to guarantee the preservation of an asset that is recognised as being essential for the company – its heritage – and to convey a modern, dynamical and entrepreneurial vision of it as factor of economic and social enrichment.

This project is aimed at promoting education, disclosure and recovery of the Portuguese cultural heritage with school communities, being directed to students, teachers and guardians. The project to be presented at the schools of the entire country include a travelling exhibition composed of a number of panels that present in a graphic and appealing way the various types of the heritage, a pedagogical operation guide for teachers composed of suggestions of operation, proposals for activities and study visits, so that the teachers can develop and work on the theme of the heritage with their students.

The project also includes pedagogical itineraries, covering proposals of visits to institutions or places which are representative of the various types of heritage and didactic units that include digital material with proposals of pedagogical exploration of various heritage-related themes.



Mota-Engil Volunteering in the “Junior Achievement”

## Porto for the Future

Mota-Engil signed in 2007, together with other reference companies of the metropolitan area of Porto, a protocol that serves as support to this project and which were also subscribed by the City Council of Porto, a Regional Directorate of Education of the North and the Vertical Group of Schools Manoel de Oliveira, an institution that is a partner of Mota-Engil. The partnership aimed the combination of common efforts and interests of the education system and of the business community through the adoption, by the schools, of good practices of the management model of the business environment.

In 2013, and due to the extinction of the Regional Directorate of Education, the protocol was reformulated in order to include the Directorate General of School Establishments in representation of the Ministry of the Education, and the other subscribing entities at the City Council of Porto, the Foundation and the vertical Group of Schools Manoel de Oliveira. Within the scope of this project, in 2017 the following activities developed with the Vertical Group of Schools Manoel de Oliveira in the Porto:

- **Programme of “Aprender a Empreender – Junior Achievement Portugal” (Learning to be an Entrepreneur)**

“Aprender a Empreender – Junior Achievement Portugal” is an Organisation in the area of the education for the entrepreneurship whose mission is inspiring and preparing young people, between 6 and 25 years old, to be successful in the world of the global economy.

The programmes of “Aprender a Empreender” are implemented in the schools, during the school year, by volunteers of the companies with the support of the teachers. The volunteers pass on to the students the experience of their professional and personal life using a specific method. The purpose is to raise the awareness of young people for the importance of “Learning to be an Entrepreneur”, an enriching attitude to be permanently pursued throughout life approaching dimensions/areas such as citizenship, active conscience, ethics, financial literacy and development of the professional life.

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From the outset of the partnership that prizes have been awarded to the best students of the Group of Schools that are included in its Honour and Excellence Board.

As in previous years, in 2017 FMAM has the participation of volunteers of the Mota-Engil Group in the implementation of this programme.

- **School Merit Prizes**

From the outset of the partnership that prizes have been awarded to the best students of the Group of Schools that are included in its Honour and Excellence Board.

Thus, in 2017 the prizes were delivered in the Christmas Party of the Group of Schools, awarding each of the students with a voucher for their school performance in the previous school year.

#### 4. Culture

Besides the donations granted, of approximately €32,000, to various institutions that carry out their activity in the area of culture – Academy of Cultural Producer (Academia de Produtores Culturais), Musical Association of Várzea (Associação Musical da Várzea), Nascente-Cooperative Organisation of Cultural Action (Nascente-Cooperativa de Ação Cultural), Course of Music Silva Monteiro (Curso de Música Silva Monteiro, City Council do Porto), City Council of Porto) – , the Foundation also promoted initiatives within this scope.

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### International Competition of Santa Cecília – 19<sup>th</sup> Edition

Curso de Música Silva Monteiro, a prestigious education institution that has trained musicians for more than eight decades in the city of Porto, organises every year the

International Competition of Santa Cecília, that has as purposes to give the competing young people, aged between 6 and 30 years old, an opportunity to publicly show their work, the exchange of experiences and the social and cultural interaction, stimulating the applicants to artistically evolve and to make new interpreters known to the public.

In July 2017, the 19<sup>th</sup> edition of the International Competition of Santa Cecília took place, being this year dedicated to the piano and having the presence of dozens of competitors from more than twenty countries. The performances of the competition for the youngest and the concerto of the winners, took place in the auditorium of the Foundation that hosted this way again the performances, and was also the stage for the concert of the winners. The closing ceremony of the Competition took place at Suggia Room of Casa da Música with a concert performed by the awarded competitors of the oldest age category, accompanied by Orquestra Filarmonia das Beiras.

FMAM renewed its sponsorship to this initiative of highly prestigious in the musical environment of Porto and of the country, through the award of the prize “Manuel António da Mota Foundation” to the winners of the youngest categories.

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## City Council of Porto – “Culture in Expansion”

The City Council of Porto created, in 2014, the programme “Culture in Expansion”, with the purpose of presenting artistic projects in places of the city where the access to culture is more limited, in particular in the social housing districts.

This action, designed by the municipality as a strategic goal in the cultural sphere, includes interdisciplinary and participative projects that combine cinema, theatre, music, visual art and thought.

The idea underlying this initiative is to train a new public, raising their awareness for the appreciation and comprehension of the artistic phenomenon, to take the public of culture to new territories of the city, to allow the access of socially weakened populations to high-quality culture initiatives, to create new geographies for artistic creation and to generate conditions for the development of community cultural projects in various artistic fields stimulating artistic creation and interdisciplinary dialogues.

In 2017, the project had its 4<sup>th</sup> edition with new participants, actions and places. The Foundation was again one of the main sponsors of this project of great importance for the city of Porto in the broadening of its cultural offer to people less familiarised with culture.

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## Senior Choir Manuel António da Mota Foundation

The creation of the Senior Choir, in 2012 has as purpose to follow the spirit of the European Year of Active Ageing and Solidarity between Generations. This project has preserved its continuity as an activity carried out and supported by the Foundation. Music, in its universality, has had an enormous success in the integration of the individual in the community due to the importance that the practice of art has in the discovery of new languages, allowing for opportunities of communication between the members of different communities.

Besides its entertaining aspect, it constitutes a powerful sensory and cognitive stimulation, helping people of all generations remaining active and participative, which is particularly important for the oldest generations. With rather peculiar characteristics since their formation, the Senior Choir started with twelve members. In particular, as from 2015, a process of rejuvenation and extension took place in the Choir, new members having entered, and it is today composed of 44 people. The director of the Choir is Jorge Queijo, musician, composer and teacher with a wide experience in special musical contexts, assisted by Tiago Oliveira, a musician with a wide experience in the leadership of choirs.

The Choir rehearses in the spaces of FMAM, and makes various public shows along the year, invited by a lot of different cultural agents. In 2017 it acted in the following stages: Concert in Casa da Música (Porto), Concert in Orfeão da Madalena (Vila Nova de Gaia), Concert in Quinta da Bonjória (Porto), Concert in Mexe Festival – IV International Meeting of Art and Community (Festival Mexe – IV Encontro Internacional de Arte e Comunidade) – Subway Station of the Trindade (Porto), Concert in Closing Session of the International of Seminar of the Doctorate Programme in Sciences of Education in the Auditorium of the Faculty of Psychology and Sciences of the Education of the University of Porto, Concert in Salão Ecuménico da Legião da Boa Vontade (Porto), Concert in Salão da Confeitaria do Bolhão (Porto) and Concert in Hospital of Santo António (Porto).



Senior Choir Manuel António da Mota Foundation

## 5. A Foundation Open to the Community

FMAM has its headquarters at Praça do Bom Sucesso, nº 74-90, inside the renewed Market of Bom Sucesso (Mercado do Bom Sucesso) in the city of Porto, near the roundabout of Boavista, place where it settled in June 2013. The spaces of the Foundation are directed to multiplicity of uses, and can host all types of expressions in the field of visual and performing arts and cultural manifestations, such as the staging of conferences, seminars, debates and other events.

FMAM follows a policy of use of its spaces characterised by the spirit of service and openness to the community. Besides the activity that it carries out in compliance with its strategic goals, it considers that there are other ways of serving the community. Thus, the Foundation regularly hosts in its facilities the organisations of the civil society and of the third sector that, due to insufficient material or financial resources, wish to hold its meetings, working sessions, training actions or other activities there, and they can do it freely, with full privacy and comfort and free of charge.



## 8.2 Communities and Local Development



### *Mota-Engil: A Group that is always present in the good and in the bad moments*

*With an international path of 72 years and with Work done in approximately 50 countries, Mota-Engil has a culture of proximity with the populations in which it is inserted, combining its effort, devotion and technical competence to accomplish the projects it plans to undertake, with the return to the communities where it is integrated in an effective sustainability practice.*

*It is with this corporate culture that has been inculcated in us for generations that Mota-Engil assumes a long-term positioning where it decides to invest, being with the communities at the good and the bad moments, growing in the most favourable economic cycles, but also contributing in more unfavourable contexts, not ceasing to invest, to bet on people, in their training and in the creation of career opportunities.*

*The solidarity component being a pillar of the practice of the Group within the communities, I cannot fail to highlight, in 2017, among dozens of initiatives promoted in the 28 countries where we were present, the support granted in Portugal and in Mexico in a tragic moment related with the occurrence of natural disasters where Mota-Engil was one of the first companies to be present on the field and to support the populations.*

*The tragedy of fires in Portugal, where a very significant part of the national forest was devastated, and where lives were lost and houses and companies were devastated in the Country's interior, Mota-Engil was the first company to promote, with its own resources, the reconstruction of houses to support the families that have suffered such lost in the municipality of Pedrógão Grande.*

*In Mexico, after the earthquake in the region of Chiapas, approximately 400 employees were involved in the collection of goods necessary to the population, in a moment of union of the company and its people that at those moments gave a little of themselves in favour of other, which individually creates a personal feeling of inexplicable satisfaction and that ennobles us as the collective of a company to which we are proud to belong.*

*It is at these moments of greater need, that men and women, as well as companies, distinguish themselves in the sense of belonging to the community and when they need it the most.*

*Mota-Engil: A World of Inspiration.*



Pedro Arrais  
Director of Institutional Relations and Communications

Mota-Engil Group privileges particularly its relationship with local communities, assessing periodically the environmental and social impact of its activities.

Mota-Engil complies with the highest ethical standards, particularly those pertaining to the promotion of fair competition, prohibition of bribery, illicit payments and corruption, without any situations worthy of report on this level or any penalties or fines due to the execution of any illegal conduct within this scope.

As regards public policies, the Group does not usually take a stand and does not give any contributions to political organisations.

### The communities integrate our main project!

Aware of the importance of local development of communities, the Mota-Engil Group carried out, in 2017, a multiplicity of initiatives in the varied markets where it operates.

Developing initiatives within the scope of the fight against hunger, promoting support to the elderly and to disadvantaged children, focusing on raising community awareness on the environment, investing in the quality of life of populations, and contributing to research development, Mota-Engil fulfils its commitment to the surrounding communities.



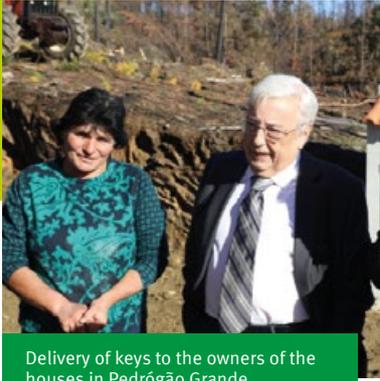
### Mota-Engil Mexico was distinguished as a socially responsible company

A Mota-Engil Mexico was distinguished as a *Socially Responsible Company* 2017 by the Centro Mexicano para la Filantropía (Cemefi) and Alianza por la Responsabilidad Social Empresarial (AliaRSE).

These entities award the prize to the leading companies in the sector in which they operate and that maintain a strong commitment to the social, environmental and corporate issues.

This being the greatest distinction at the level of Social Responsibility in Mexico, for Mota-Engil it is of utmost importance, as it shows the acknowledgement for the commitment that the company assumes by adopting a solid and transversal sustainable strategy.

“It is a true honour to be distinguished as a *Socially Responsible Company* in the year in that the Mota-Engil Group celebrates 70 years. This recognition stimulates us to take a step forward, because we are convinced that through the development of sustainability, and improving year after year our projects of social responsibility, we create more positive impact in the communities where we are present”. – Carlos Martins, CEO of Mota-Engil Mexico.



Delivery of keys to the owners of the houses in Pedrógão Grande



Solidarity in Pedrógão Grande

## Mota-Engil makes a difference after the fire in Pedrógão Grande

After the disaster of the fires in Pedrogão Grande, destructing more than half a thousand houses, in seven municipalities of the country, and that took the life of more than 60 people, an unprecedented solidarity wave was generated in Portugal, to which Mota-Engil was not indifferent.

Reinforcing its social responsibility policy, the Group demonstrated to be available to help, from the first moment, having sponsored the reconstruction and the recovery of houses in an amount higher than €250,000.

For the Chairman of the Board of Directors of the Mota-Engil Group, “the companies that have capacity to support those that suffer disasters as it happened here must help, and that is what we have done. Today I see the happiness of these families and that is very good! It is a mission achieved; we have done all that we should have done”.



## Europe



Participation of Glan Agua and of MEIC in the initiative Charity Cycle

### IRELAND

## Glan Agua and MEIC join the cause of the Irish Motor Neurone Disease Association

Glan Agua and MEIC, investing every year in various social causes, organised once again the initiative Charity Cycle, whose mission is to raise funds for an institution that is emotionally close to the employees. In 2017, it was selected the Irish Motor Neurone Disease Association (IMNDA) – the sole institution in Ireland that provides care and support to people with diseases of the motor neuron, to their families, friends and carers.

This charitable bike ride, that gathered employees, suppliers, families and friends, had a duration of 13 hours, with a route



that started in the recently opened offices in City West, Dublin, with Galway as destination, in a total of 210 km.

With this cause, Glan Agua and MEIC are pleased for having raised €13,473 for institution IMNDA. Manuel António da Mota Foundation has also joined this effort by granting a financial support of €3,000, helping IMNDA in the accomplishment of its important mission.

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#### POLAND

### Mota-Engil Central Europe implements, in Poland, The Programme “We Support Locally”

Mota-Engil Central Europe has implemented, in Poland, the programme “We support locally”, in connection with its policy of Social Responsibility, given that in each region where it is present with projects of construction Mota-Engil pays attention to the most deprived local communities, being available to provide support. Therefore, in this programme various social projects, adapted to the local community and to its real needs, are implemented.

Thus, the company has promoted, through crowdfunding, the initiative “Workcamp Łódź 2016”, that had the involvement of students of construction and young people from the Polish Association of Construction Engineers and Technicians, having as purpose the rehabilitation of the orphanage in Łódź. Following this initiative, started in 2016, Mota-Engil decided to help once again this social project, by supporting, this time, the refurbishment of the bedrooms and living room.

After the completion of the project, the 12 young people that live in the orphanage benefited, not only from the building recently refurbished and decorated, but also from new and complete equipment. Once the work of rehabilitation of the orphanage was completed, the volunteers that participated in the project, together with the political representatives and sponsors, had the opportunity to know the residents of the house.

The initiative “We support locally”, that has more than 20 volunteers, was again supported by Mota-Engil Central Europe, that currently has two housing projects, under execution in the city of Łódź.



Manvia sponsors Instituto dos Ferroviários, in Barreiro

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**PORTUGAL**

## Manvia supports deprived children with the initiative “Super Heróis Manvia”

Following the initiative “Super Heróis Manvia”, that had as purpose to help deprived children of the institution of social solidarity Instituto dos Ferroviários in Barreiro, Manvia has followed up the needs of this institution and has cooperated with different initiatives every year, always with the mission to contribute to the comfort, quality of life and welfare of these children and young people.

Last year, Manvia and its employees, carried out various actions of support to the institution, contributing with donations at the level of school equipment, goods and material.

In 2017, Manvia promoted interventions of improvement at the level of the infrastructures, in particular in connection with the equipment of heating, ventilating and air conditioning (HVAC).



Poster of the campaign “Paper for Food”

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**PORTUGAL**

## Mota-Engil renews its participation in the campaign “Paper for Food”

Mota-Engil participates again in the campaign “Paper for Food”, of an environmental and solidarity nature, in which all the paper collected is converted in food to be distributed to the most deprived people.

Within the scope of this initiative, promoted by the Portuguese Federation of Food Banks, for each ton of paper collected the equivalent to €70 in basic food products is delivered to the Portuguese Federation of Food Banks, by certified companies of waste collection and treatment.

In the edition of 2017 of this campaign, and thanks to the engagement and involvement of the employees of Mota-Engil, it was possible to collect approximately 13,000 kg of used paper that will now be transformed into food.

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**PORTUGAL**

## Vibeiras sponsors Social Solidarity Institutions

Within the scope of its social responsibility policy, Vibeiras supports various projects of a solidarity nature, providing a multidisciplinary



Initiative of environmental education, in the International Day of Forests and Trees

support to the communities in which it is present. Thus, during 2017, Vibeiras made donations to various non-profit institutions, in particular:

- a) Attribution of monthly donations to the institutions Doctors of the World and to the UNICEF – United Nations International Children’s Emergency Fund, in a total of €2,400/year;
- b) Punctual contributions to institutions such as Humanitarian Association Ações Unidas, Association Unidos da Ajuda, Centre of Rehabilitation and Integration of Torres Novas, National Meeting of Studies of Landscape Architecture and National League Against Hunger, in a total of €400/year, in the support to situations of social emergency.

At the same time, Vibeiras continues to invest in the development of the cultural activity of the community, through the renewal of the protocol of support to the Municipal Theatre of Torres Novas, as well as of the financial support to the Symphonic Choir Group of Portugal.

Finally, in connection with the initiatives of an environmental nature, Vibeiras joined the event of environmental education on the International Day of Forests and Trees, in Setúbal, organised by the City Council of Setúbal, and that involved the participation of more than one hundred children from two primary education public schools. In this initiative, 250 trees were planted in the Green Park of Belavista, having had the support of the teams of volunteering of Vibeiras, that during this day explained how to make the plantation, distributed leaflets and identifying plates of the species planted.



## Africa

### SOUTH AFRICA

## Mota-Engil South Africa establishes a partnership with Meals On Wheels, providing support to deprived people

Mota-Engil joined, in South Africa, the Meals on Wheels – non-profit organisation that supports deprived people, through daily meals –, with a financial donation of R70,000 ZAR (equivalent to €4,650, approximately), contributing to an increasingly significant support with increasing impact on the market.

With the purpose of promoting the growth of the companies and of the employment in the region, Mota-Engil supports the local companies, mainly the small and medium-sized enterprises, through annual funding, reinforcing and promoting the economic development of the region.

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## ANGOLA

### Mota-Engil Angola cooperates in the monitoring of water quality

The area of chemistry of the Central Lab of the Mota-Engil Angola started a campaign for the monitoring of water quality in the municipality of Icolo and Bengo, commune of Bom Jesus, in the province of Bengo. This initiative occurred during the presentation of the project “Improvement of the Services of Sanitation and Drinking Water”, having as purpose the access to drinking water to the communities located in the commune of Bom Jesus.

For the carrying out of this project a set of public fountains that already were at the service of the population were identified. The Central Lab of the Mota-Engil Angola, impressed with the theme, offered to cooperate in the Monitoring of the Water Quality of the public fountains, in connection with the Social Responsibility of the Mota-Engil Angola.

Following this initiative, a control plan was drawn up, with a six-month sampling frequency, always having as an assumption the compliance with the legislation in force and the protection of the health of end-consumers.

In this context, Mota-Engil Angola assumes the lead in the support to local populations, working together with state and private entities in order to guarantee an efficient control and to build the trust of end-consumers.



Training action for the community of Praia Baixo (MORABI)

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## CAPE VERDE

### Mota-Engil Cape Verde contributes to the improvement of the life of the communities

Within the scope of the project of installation of conducts, that has as purpose the distribution of water in places and populations without domestic access to the water of the network, Mota-Engil worked in partnership with MORABI (non-profit non-governmental organisation from Cape Verde), in order to contribute to an improvement of the quality of life of the populations of the districts benefiting from the project.

In this context, and trying to work in the communities, through the local leaderships, MORABI conducted socio-economic researches and awareness actions directed to the surrounding communities, highlighting the importance of responsible and rational water consumption. As this is a non-governmental organisation constituted by national people and due to the fact that they speak the local dialect, MORABI has a greater power of penetration in the communities, building trust and obtaining a better response and participation from them.



Free distribution of soup, in Maputo



Cooperation Mota-Engil with initiative "Solidarity Soup", in Maputo



Mota-Engil intervenes with the local communities, in Uganda

#### MOZAMBIQUE

### Mota-Engil Mozambique cooperates in the initiative "Solidarity Soup", promoted by platform Makobo

In 2017, Mota-Engil Mozambique associated with initiative "Solidary Soup", promoted by Makobo platform, with the purpose of promoting the social insertion of individuals in situation of exclusion.

Within the scope of its activity of social responsibility, this project promotes every day the free distribution of soup in the streets and schools of Maputo to hundreds of children, teenagers, disabled people and elderly people.

For this purpose, the employees of Mota-Engil Mozambique joined the platform Makobo on the 1<sup>st</sup> of March, where they supported the preparation of approximately 600 litres of soup and distributed it in the Maputo streets, thus ensuring a balanced and complete meal in nutritional terms to those who need it the most.

#### UGANDA

### Mota-Engil Uganda intervenes in the minimisation of situations of greater vulnerability in the community

With the purpose of leveraging the development of the community surrounding the quarry of Gayaza, Mota-Engil Uganda assumes its social responsibility and contributes with the delivery of construction material and the distribution, door-to-door, of food products, in order to help people that are in a situation of greater vulnerability.

Additionally, and this being also a very typical problem, Mota-Engil carried out an awareness action on road signs near the schools (and other organisations) located along the area of the project of the Kampala Northern Bypass and in the quarry in Gayaza.



Rural Community of Chachachunda,  
Mota-Engil Zimbabwe

#### ZIMBABWE

### Mota-Engil Zimbabwe supports the community providing drinking water

Mota-Engil Zimbabwe, in line with the solidarity culture of the Mota-Engil Group, has promoted a social responsibility policy with the communities where it operates.

Thus, and willing to help the rural community of Chachachunda, near the city of Hwange, in a generally dry area that does not have drinking water, the company supported the project for the execution of a water hole, an important process for the quality of life of the population and a noble cause for the community in which Mota-Engil works and from where some employees come.

Besides this support, Mota-Engil participated in the annual event that evokes the mining accident occurred in 1972, in Kamandama, being a moment of support to the local community, as well as an opportunity to highlight the imperative need of implementation of good practices of safety in the companies.



## Latin America



New “House of the Flour” delivered  
by the ECB employees of the  
work 222 – Santa Inês (Maranhão)

#### BRAZIL

### Empresa Construtora Brasil projects a new “House of the Flour”, as a community place

In Brazil, the house of the flour is the community place where manioc is transformed into flour, which is a very important ingredient as it is used in the production of various food products.

In this regard, and aware of the importance of the flour to the community of Bacuri (which had a “House of the Flour” with very precarious conditions), ECB decided to conduct the project “House of the Flour”, providing a greater comfort and investing in the improvement of the sanitary conditions related with the relevant production process.

With a total investment of about R\$ 30,000 (the equivalent to €6,600, approximately), the project had the cooperation of employees of ECB – Work 222 Santa Inês (Maranhão), thus leaving a prestigious legacy of the company and of the Mota-Engil Group in this region so lacking in support.



Contribution of Mota-Engil Colombia in the second day of donation of toys

## COLOMBIA

### Mota-Engil Colombia reinforces the support to social causes

Reinforcing the social responses, Mota-Engil Colombia has been cooperating with local institutions, in a spirit of cooperation and solidarity, minimising the impacts of a social nature.

The *Foundation Sanar Niños con Cáncer* is one of the entities to which Mota-Engil Colombia provides support, having developed a programme of recycling of waste and whose action will benefit the institution.

In parallel, Mota-Engil also actively participated in the collection of toys which, in 2017, took place in the college República Bolivariana de Venezuela sede B – Barrio Samper Mendoza (Zona de Tolerancia), a pioneer entity in the inclusion of children with mental disorders, such as Down syndrome, autism and cognitive deficit, benefiting 50 children of different places in Bogotá.

## MEXICO

### GISA promotes the quality of life of its employees and of the surrounding community

In 2017, GISA is once again recognised by the Centro Mexicano para la Filantropía (Cemefi) and by the Alianza por la Responsabilidad Social Empresarial (AliaRSE) as a Socially Responsible Company, reflecting the commitment of the company with the activities of social responsibility in the country.

As a socially responsible company, GISA worries about the health, development and welfare of its employees and of the people that integrate the communities where it operates, reason why it implemented various programmes, with a view to providing a better quality of life to its employees and remaining population:

- GISA School, that welcomes the employees that wish to learn how to read and write or to complete the primary or secondary education;
- Fair of Health, that enables the conduction of various medical exams, benefiting 183 employees;
- Support to the families of the employees in order to cover the totality of the costs in case of funeral;
- Workshop on Employment and Entrepreneurship through the training of employability competences, being directed to the spouses of its employees;

- Programme “Monthly Expenses”, that supports the employees with lower income through the monthly delivery of food products. In 2017, more than 1,300 food products were delivered;
- Programme “Mejores Rutas del Mês”, in which the company awards prizes to the employees with best professional performance;
- Programme “GISA niños” to promote the development of the children of the employees through playful activities on the cares to be taken with the environment;
- Volunteering initiatives to rehabilitate the school of special education Luois Braille and to buy a bus for the transport of the children;
- Partnership with the Youth Integration Centre for the programme of advice and treatment against drugs.



Programme “Monthly Expenses” of GISA



Contributions Mota-Engil Mexico, “Una Sola Fuerza”

#### MEXICO

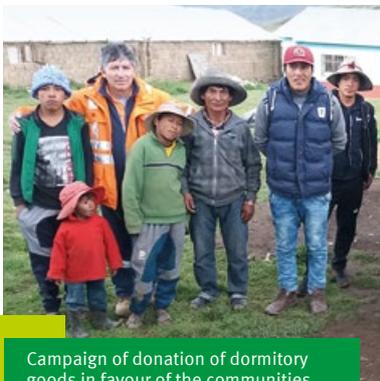
### Mota-Engil Mexico promotes a campaign for the support to the victims of natural disasters

Following the devastating earthquake of Chiapas that occurred in Mexico, in 2017, more than 400 employees of the offices and of various works of the Mota-Engil Mexico joined the campaign “#SomosUnaSolaFuerza”, in order to raise donations, in cash and in kind, to support the victims of this natural disaster. With a great response of solidarity, more than 1,678 products were collected and delivered through entities of humanitarian help and rescue, as well as the national network of the Mexican Red Cross.

Mota-Engil Mexico articulated efforts with the governmental and municipal authorities to provide all its experience and available resources to rapidly perform the work necessary for the reconstruction of the country.

In parallel, Mota-Engil Mexico articulated efforts with the governmental and municipal authorities to provide all its experience and available resources to rapidly perform the work necessary for the reconstruction of the country. Thus, from the actions conducted, emphasis is placed on the contribution of various types of heavy machinery to support the works of rescue, removal and transport of debris, as well as the assessment of the buildings in risk of collapse, demolition being conducted if necessary.

Similarly, this volunteering programme also included the preparation of the landfill Bordo Poniente IV – which has a capacity of 450,000 m<sup>3</sup> – to receive and accommodate the tons of debris resulting from the earthquakes. As regards the safety of the employees, immediate assistance was provided through the creation of a direct line for multidisciplinary support, available 24 hours, with the team (specialised in structures) having assessed the houses of all the colleagues and their families, in order to establish recommendations and parameters of safety. These actions do not only reflect strong commitment of Mota-Engil Mexico to the company, but they also show, that “together we are one single strength”.



Campaign of donation of dormitory goods in favour of the communities of Patabamba, Caycopampa and Llamahuire

#### PERU

### Mota-Engil Peru carries out volunteering actions in education, public health and social support

As a socially responsible company, Mota-Engil Peru, during 2017, promoted a set of activities, events and opportunities of improvement directed to the communities where it operates.

The group of volunteering of the work of the Hospital of Macusani, that implemented various actions in areas such as education, community training, public health and social support is an example of this:

- Programmes of road safety and of environmental preservation and conservation, directed to the students of Colegio Julio Gabancho Enríque;
- Construction of kitchen gardens (Phyto-awnings), using recycled materials, for the families of the employees, with the support of the area of biodiversity of the municipality of Carabaya;

- Programme of public health with workshops of awareness for healthy eating habits, as well as for sexual and reproductive health, directed to the population of the district Macusani;
- Programme “¡Dona un libro!”, with the donation of school books for the students of primary and secondary schools of the institutions of Macusani;
- Donation of sports equipment for the team of child athletics of Macusani, in the National Sports Games;
- Promotion of employment for woman and men victims of domestic violence.



Volunteering of Mota-Engil Peru in “El Miradores de los Humadales”, of Ventanilla



Volunteering of the work of the Hospital of Macusani, in Peru



Efforts made by Mota-Engil Peru, after the fall of Bridge Virú, La Libertad – “UnaSolaFuerza – un solo equipo”

## PERU

## Mota-Engil Peru establishes a partnership to support the communities affected by natural disasters

Facing the climatic phenomenon known as “El Niño Costero”, that occurred in Peru, making more than 50,000 homeless people, Mota-Engil carried out a set of volunteering initiatives to support the people affected by the damages of the severe weather.

In an initial phase, Mota-Engil Peru mobilised dozens of employees and specialised teams, performing an important work with the Ministry of Transports and Communications and with Compañía Minera Antamina to restore the access roads that had been destroyed by the severe weather.

At the same time, in the headquarters of the company, the employees conducted the campaign “One single Strength, one single Team” to collect goods of basic necessities and to deliver them to the collection centres.

In a subsequent phase, the volunteers of Mota-Engil Peru, together with NGO Techo Peru, cleaned and rehabilitated approximately 40 houses in AAHH Nuevo Pedregal in Catacaos, Piura, in the North of Peru.

Thanks to the support of Mota-Engil Peru, in cooperation with Manuel António da Mota Foundation, it was possible to conduct the first intervention of the Techo Peru in this city which has been one of the most affected by natural disasters.

The work of the volunteers consisted in the rehabilitation of the affected zones, cleaning the rubble and removing great quantities of contaminated sludges that affected the houses of hundreds of people.



Volunteering in Peru, in the zones most affected by the natural disasters

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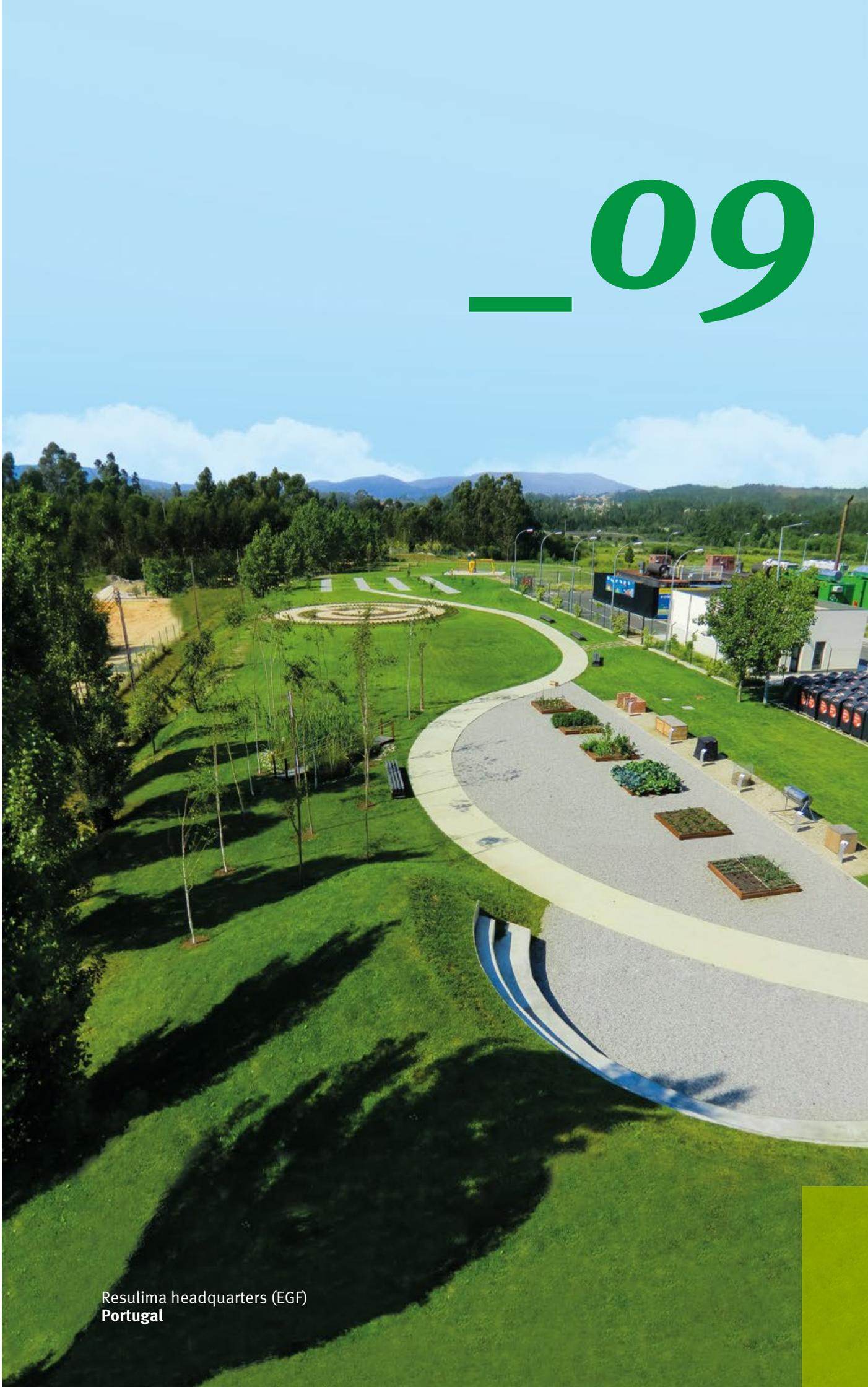
**DOMINICAN REPUBLIC**

## **Dominican Mota-Engil contributes to the development of the public health of the community**

Within the scope of the actions of social responsibility, the Mota-Engil Dominicana made an important donation of vaccines to the Commission of Social Assistance of the Social Office of the Presidency of the Republic, in the amount of 100,000 DOP (the equivalent to €1,700, approximately), a relevant support to the development of public health of the surrounding community.

Similarly, following the hurricane Irma in the Dominican Republic, the employees of Mota-Engil gathered together for another action of volunteering, where it was possible to make the donation of essential goods for the victims of this natural disaster.

# \_09



# Environment

“

*Mota-Engil has a 25-year-old history of success and efficiency in the environmental sector, namely in providing waste collection, processing and recovery services.*

*The quality of said services is the first picture of a city, it is proportional to the demands of its citizens, and the reflection of modern and evolved societies. Mota-Engil, through its subsidiaries SUMA and EGF, knows how to meet those demands.*

*As service providers, our mission is to be flawless in terms of quality, “invisible” in operations and, yet, always available and accessible to citizens and customers. Just as energy, water, sanitation and communications, we see waste collection and recovery as a utility for citizens.*

*We are motivated and driven by ensuring more sustainable cleaner cities worldwide, while reinventing, on a daily basis, the processes that make it happen.*

”

Eduardo Pimentel  
Board Member of Mota-Engil SGPS

*Protecting nature is more than a responsibility;  
it is a commitment we take on!*

## 9.1 Management Systems Certification: Quality and Environment

Mota-Engil Companies with certification of its Management Systems, in connection with the Quality and Environment (as designated in abbreviation on page 12 of this report):

### Quality

#### ISO 9001:2008

CAPFIL, EGF (concessionaires: Valnor, Suldouro, Ersuc, Resulima, Valorminho and Valorsul), SUMA, Takargo, Vibeiras, Mozambique, Brazil, GISA and Peru

#### ISO 9001:2015

CAPFIL, EGF (concessionaires: Resiestrela, Algar, Amarsul, Valorlis), Manvia, Mota-Engil Engenharia e Construção, Ireland, Poland, South Africa, Mexico and Paraguay

### Environment

#### ISO 14001:2004

Brazil and GISA

#### ISO 14001:2012

EGF (concessionaires: Valnor, Suldouro, Ersuc, Resulima, Valorminho and Valorsul), Mota-Engil Engenharia e Construção, SUMA, Takargo, Vibeiras and Peru.

#### ISO 14001:2015

EGF (concessionaires: Resiestrela, Algar, Amarsul, Valorlis), Manvia, Ireland, Poland, South Africa, Mexico and Paraguay.

## 9.2 We preserve Nature, we preserve Life!

Aware of the importance of taking care of where we live, the Mota-Engil Group develops in all parts of the world a set of initiatives of awareness raising for the environment and starts a broad range of activities and investments within the scope of environmental management and protection, promoting the natural balance with the surroundings and sharing eco-friendly values of which we are extremely proud. Protecting nature is more than a responsibility; it is a commitment we take on!



Manuel Costa, Administrator of SUMA

## Suma elected 2017 Trust Brand

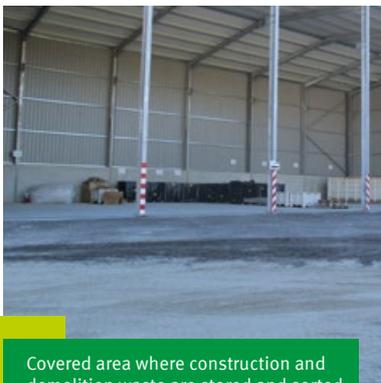
SUMA assumed the 1<sup>st</sup> place in the ranking “Waste treatment companies” as the 2017 trust brand.

Promoted by Reader’s Digest since 2001, the process “Trust Brands” assesses the degree of trust that consumers place in brands from 40 business areas, using a questionnaire based on a qualitative methodology composed of open-ended questions, submitted to a significant sample of the Portuguese population.

The questionnaire was extended to the environment area in 2009, which currently includes ten categories. The voting of 2017 in the category “Waste treatment companies” positioned SUMA in the 1<sup>st</sup> place, with 24% of the votes, showing the acknowledgement of the commitment and of the role assumed by SUMA in the maintenance of quality of life of the populations, in the context of waste.



## Europe



Covered area where construction and demolition waste are stored and sorted

### PORTUGAL

## CAPSFIL starts the construction and demolition waste management

Aware of its environmental responsibility, CAPSFIL has started, in 2017, an activity of management of waste of construction and demolition of public works, of construction and of other inert waste.

The processing of the waste of construction and demolition takes place in the quarry of the company, using the existing installation of crushing, consisting in the operations of sorting, primary reduction, crushing and classification.

CAPSFIL has a covered area (of approximately 1000 m<sup>2</sup>) where the waste of construction and demolition is stored and sorted. It is a sealed area with drainage network of its own, directing all the runoff waters for the separator of hydrocarbons. The inert material to be recycled, after sorting and separation (in these facilities or at the work site), are stored near the prime coat in order to, afterwards, produce recycled aggregate.



Campaign of collection of packaging waste with solidarity purposes, "Tons of Hope", promoted by the Suldouro

PORTUGAL

## EGF assumes the commitment to social responsibility and to environmental protection

More than recovering waste, EGF enhances the quality of life of the people, ensuring that the waste produced is used as resources or directed to a more adequate destination. Given the commitment shown in the area of sustainability, EGF and its concessionaires assume the responsibility of protecting the environment to guarantee the best economic performance and to ensure the social defence of the employees and of the community.

In 2017, there were various initiatives to promote, with the employees and the surrounding community, a mission of social responsibility and protection of the environment, such as activities of education and environmental awareness.



Study visit to the facilities of ERSUC



Award of the prize to the school winner of the 3<sup>rd</sup> edition of the "Amarsul Eco Sound"



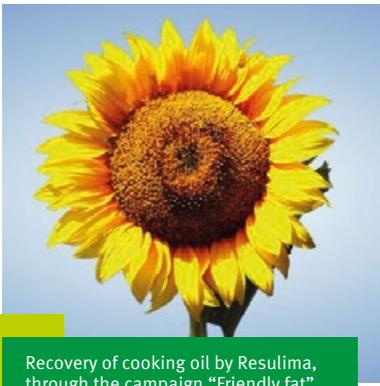
Partnership of the Resiestrela with the project "Refood" (Covilhã and Guarda)



Campaign of selective collection "To give life to glass", promoted by Valorminho in coffee shops and restaurants of its area of intervention



Valorsul, as regional organiser of the initiative "Let's Clean Europe!" – cleaning of beaches, woods, forests and other places



Recovery of cooking oil by Resulima, through the campaign "Friendly fat"



The Minister of the Sea, Ana Paula Vitorino, was present in the ceremony

Assuming its role of socially and environmentally responsible entity, EGF receives, along the year, multiple visits to the facilities of its concessionaires. Promoting a sustainable development, these actions have as purpose to call for the adequate use of recycling bins, to motivate to the separation of waste for subsequent recovery, as well as to draw the attention of visitors to the concept of sustainability, excessive consumption and to a more conscious use of the natural resources. Still in the area of environmental awareness, the companies promoted, in 2017, different types of information campaigns and environmental awareness, from clarification actions, lectures, workshops and competitions, covering a diversified target public, such as the education and labour community, consumers and local population, among other institutions of public interest.

In a global manner, and this being the result of the work performed in 2017 in the universe of EGF:

- 624 visits were made to the facilities of the concessionaires, involving approximately 18,373 participants;
- 1,960 actions/campaigns of awareness were promoted;
- More than 2 million of participants were involved in the various actions/campaigns of awareness promoted;
- 2,604 tons of recyclable wastes directly associated to the conducted campaigns were recovered.

#### PORTUGAL

### EGF – Algar establishes a partnership with Docapesca, in the context of the preservation of the resources and sea ecosystems

Algar associated to Docapesca Portos e Lotas, S.A. in the project "Fishing for a sea without waste", whose purpose is to fight one of the main threats to the preservation of sea resources and ecosystems: marine litter.

This project unites the fishermen and the ports for the improvement of the environmental conditions of the coastal zone of Algarve. In the region of the Algarve, Algar is a partner of the initiative, by making available 120-litre containers to the Fishing Centre of the island of Culatra, for the deposition of the recyclable waste collected in the sea or produced in the boats by the fishermen,



Mascot "ResiSeguro", in connection with the competition "Be Intelligent, Work Without Accidents"

then being taken to the facilities of Algar where they receive the adequate treatment.

The initiative is integrated into one of the volunteering commitments of Portugal, assumed by the Ministry of the Sea, in connection with sustainable development 14 - Oceans, that has as purpose to improve the management and collection of the waste on board of fishing vessels, raise the awareness and to support the fishermen in the adoption of environmental good practices, as well as to preserve the sea ecosystems.

Besides Docapesca, Algar and Fagar, the remaining participants in this process are the City Council of Faro, the Association of Residents of Culatra, the Portuguese Association of Marine Litter and Fagar.

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#### PORTUGAL

### EGF – Resinorte promotes the competition "Be Intelligent, Work Without Accidents"

Promoting a healthy competition between the employees of the various production units, Resinorte organised the competition "Be Intelligent, Work Without Accidents".

With the purpose of contribute to an improvement of the conditions of safety in the workstations and for the adoption of safe behaviours by the employees, Resinorte recognised the production unit that stood out for the lower number of days of sick leaves, in 2017, caused by the occurrence of accidents of work (with lower severity rate).

With this type of initiatives, Resinorte believes that it will be possible to reinforce an organisational culture based on the safety and in the prevention of the accident rate towards excellence and to "zero accidents".

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#### PORTUGAL

### EGF – Valnor invests in the promotion of environmental awareness actions for commercial establishments

Valnor and the municipalities of Campo Maior and Castelo Branco are carrying out actions of door-to-door waste collection for

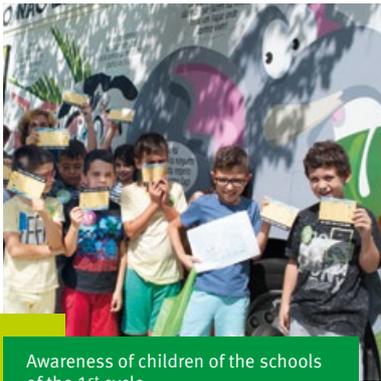


“To Separate is to Take Care of the Environment”, Campo Maior

commercial establishments – “+Recycling +Environment” and “To separate it to Take Care of the Environment”, respectively – with the purpose of increasing the levels of selective collection, taking into consideration the new goals established by the Strategic Plan of Urban Solid Waste 2020.

This initiative is intended to increase the number of the participating establishments and to the types of waste collected, increasing the collection of recyclable materials received by Valnor free of charge, in order to reduce the costs of the municipalities.

More than 142 shopping centres are involved in these awareness actions, and they are spread around the municipalities of Campo Maior and Castelo Branco, helping the citizens to actively contribute for the correct waste separation, packing and deposition.



Awareness of children of the schools of the 1<sup>st</sup> cycle

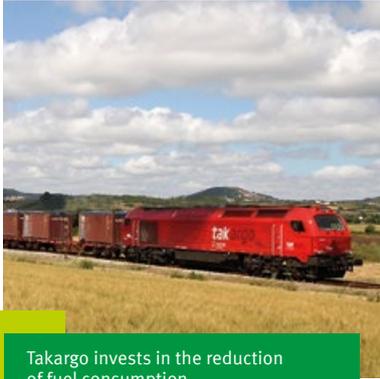
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**PORTUGAL**

### SUMA and FMAM develop the initiative “Heróis do Ambiente”

In a joint initiative, SUMA and Manuel António da Mota Foundation promoted a contest that awarded the knowledge on the environmental values and the creativity of the children of the employees of Mota-Engil. The initiative, called “Heróis do Ambiente” (Heroes of the Environment), had as starting point the resources of environmental awareness that SUMA discloses online, and the quality and creativity of the answers received led to the creation of an ex-aequo third position, shared by two participants, and to the conviction of its promoters that the contest was a pretext to create fun moments of learning in family.

To the four winning “Heroes of the Environment”, functional kits of materials “Animals of the City” were awarded, and the first-placed participant has also won one day of intervention of the mobile unit of awareness ZOOOURBANIDADE® for his school.



Takargo invests in the reduction of fuel consumption

#### PORTUGAL

### Takargo invests in the reduction of the fuel consumption of its locomotives

With the purpose of reducing the fuel consumption of the railway fleet, Takargo installed new guide bases in wagons allocated to the transport of wood, with the purpose of significantly reducing the resistance to the air. In a trip, this measure represents a fuel saving of approximately 14%, comparing with the use of wagons with old guide bases (360 litres of diesel, per trip).

Additionally, and in order to reduce the times of loading and unloading of the train, Takargo changed the pallets of transport of wood and installed wadding in the wagons, preventing that pieces of wood are stuck in its structure, contributing, therefore, to a greater safety and efficiency in the transport.



## Africa

#### CAPE VERDE

### Mota-Engil Cape Verde invested in the reuse of products

With a view to the maximum reuse of products, Mota-Engil, in Cape Verde, instead of using sand for the laying of the conducts (in the ditches), sifted the earth removed and, after being sifted, used it to lay the conducts.

The earth coming from the excavation was also used for the backfilling of the ditch, minimising, this way, the environmental impact.

#### RWANDA

### Mota-Engil Rwanda carries out actions of environmental awareness, with the involvement of the local authorities

Convinced of the importance of the intervention of the companies in the protection and awareness for the environment, Mota-Engil has established contact with local authorities, in Rwanda, with the purpose of promoting campaigns of awareness directed to the surrounding communities.

Focused on environmental issues and on the sustainability of the resources, these actions were developed by the department of Health, Safety and Environment, with the cooperation of the local authorities.

Drawing the attention to the current challenges that the environment faces, these sessions have contributed for a more informed and attentive community, raising the awareness of each person present for individual responsibility.



## Latin America



Awareness workshops directed to education institutions

### MEXICO

## GISA promotes initiatives of environmental protection

After the participation in the awards “Reconocimiento Municipal al Mérito Ecológico 2016” with the environmental campaign “Tierra Arcoíris”, in which GISA obtained the second place with a special mention, the company continued this winning project in 2017.

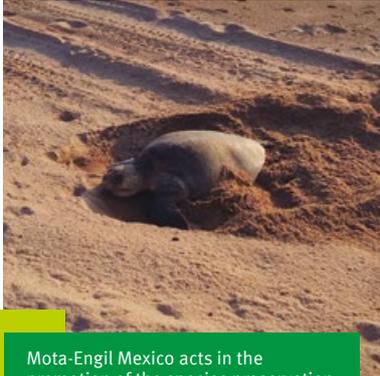
This programme, directed to rural schools located in the northern zone of León, Guanajuato, has as main purpose to raise awareness on the relation with the society and its multiple interactions with the environment.

During ten sessions, GISA focused on creating a friendly culture with the environment, in order to highlight the most important aspects in taking care of water, soil, air, flora and fauna, as well as the importance of recycling, also inspiring a naturalist intelligence. Each workshop was conducted by people of the department of Environmental Education which, from Monday to Friday, taught more than 700 children, covering a total of eleven schools, using Waldorf pedagogy, about the transcendence of taking care and protecting the environment.

Still in this area, and being aware that environmental education is an important part of the development of the new generations, the initiative “Imagina” was born, and has as main purpose the implementation of the technique of worm composting – a process for the fast and natural transformation of organic waste into high-quality compound, using worms – in the schools that joined the project.

During this initiative workshops were promoted to the preschool teachers, that combined a theoretically and practical methodology, in order to prepare them to use this methodology and to transmit this knowledge, afterwards, to the remaining school community. As a result of the implementation of this

During ten sessions, GISA focused on creating a friendly culture with the environment, in order to highlight the most important aspects in taking care of water, soil, air, flora and fauna.



Mota-Engil Mexico acts in the promotion of the species preservation, in particular, sea turtles

project, the school obtained great benefits, mainly in the process of waste management, with a special emphasis to the reduction to 50% of waste thrown out every day, as well as an improvement in the conditions of the soil, making it more fertile and healthy, contributing on the whole to a positive impact on the environment.

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#### MEXICO

### Mota-Engil Mexico acts in the protection of sea turtles

With the purpose of promoting species preservation, especially of the sea turtles, Mota-Engil Mexico joined Grupo Ecologista de Nayarit A.C for the project “El Nanrajo”. This initiative is aimed at protecting the sea turtles of the beach of Naranjo, located in the zone of tourism construction work of Mota-Engil in partnership with the Fondo Nacional de Fomento al Turismo (FONATUR).

During this initiative, constant surveillance patrols were guaranteed, especially in the nesting period, in order to protect the nests that were exposed. Besides the maintenance of this zone of spawn, various awareness and training actions on the protection of the wild life were also promoted with various participants, such as schools, tour operators and customers.

Still in connection with this project, the 5<sup>th</sup> edition of the design competition “Save the Sea Turtle” was promoted and involved all the children of the primary schools of the region, in order to raise awareness for the sea fauna, developing artistic and social values in the new generations.

Thanks to this initiative more than 22,000 turtles were released into the sea, and approximately 300 nests were recovered during the second semester of 2017.

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#### PARAGUAY

### Mota-Engil Paraguay implements actions in loco for the preservation and conservation of natural resources

During the project *Metrobús*, Mota-Engil Paraguay has organised days of promotion for citizenship with the local communities, in order to involve and raise the awareness of the people for the importance of the environment, encouraging responsible

attitudes by those involved. The municipality Fernando de la Mora was the stage of the training actions conducted, with a special emphasis to the following theme: urban afforestation, pruning and landscaping, gardening and acclimation of the plants.

Besides these actions, various actions were implemented in loco to reach a significantly positive impact on the environment, in particular:

- Protection of the water resources: implementation of a management strategy, protection and control of superficial waters, channels, courses and water springs located in the area of the work. As a protection measure in the context of the work, Mota-Engil Paraguay acted at the water sources, through the modelling of the green areas and of the channelling from the source to the nearest brook.
- Protection of the biodiversity: implementation of strategies of protection of the natural resources that were in the areas of influence of the works. In this context, Mota-Engil implemented a campaign of reforestation in the various municipalities where it is present. In the municipality of San Lorenzo, Mota-Engil Paraguay reforested more than 1,200 natural species, while in the municipality Fernando de la Mora it reforested more than 250 species of trees.
- Recycling of solid materials: in the context of the work, the company implemented the recycling of solid materials coming from the processes of construction, such as concrete, waste of concrete, asphalt, basaltic stone, among others. Among the benefits of recycling, the reduction of the volume of the solid waste stands out, as does energy saving and the reduction of emissions of greenhouse gases. Such benefits contribute to the protection and improvement of the climatic changes and for an efficient use of the natural resources.

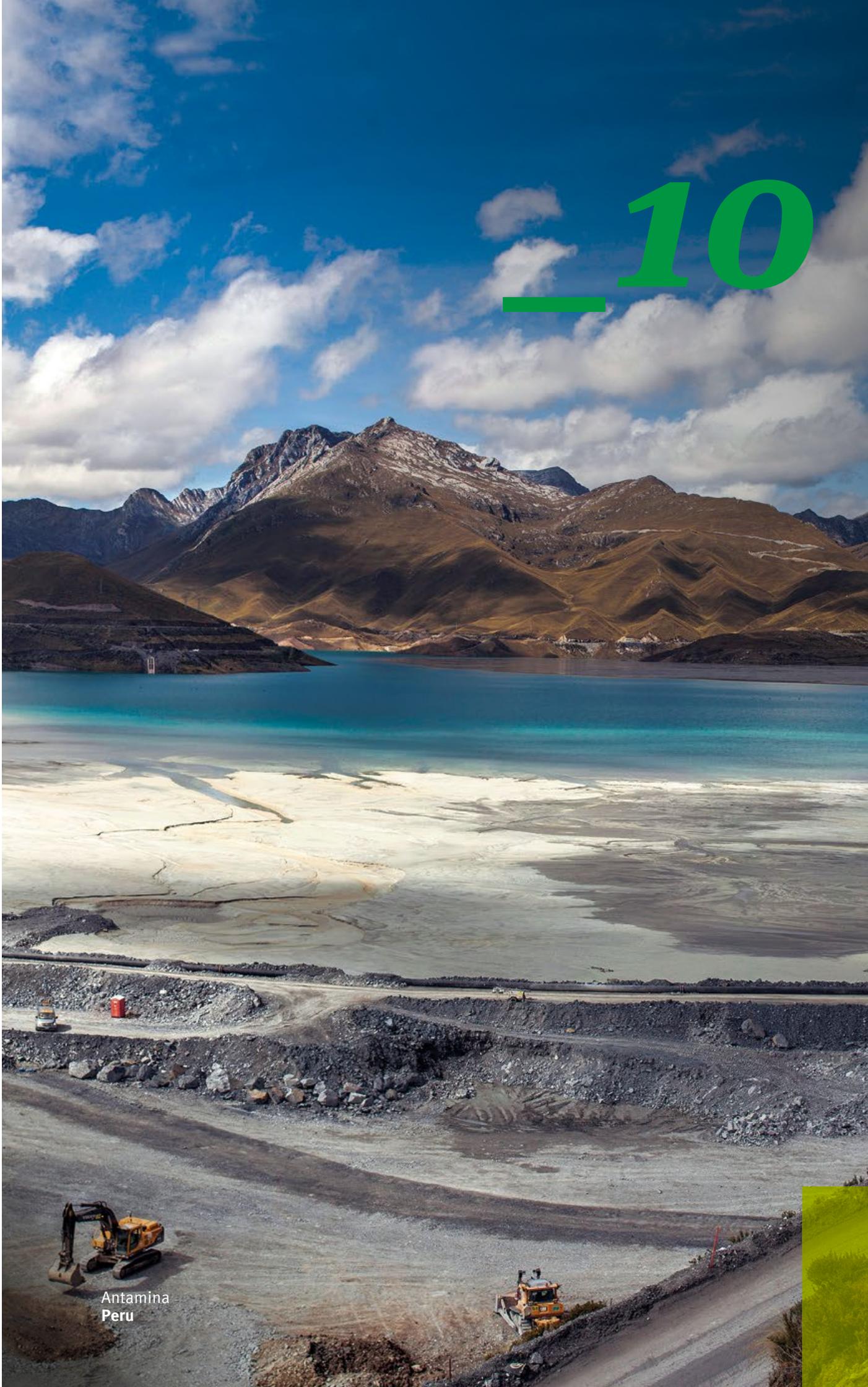
### **9.3 Environmental Performance – GRI4 Indicators**

The Environmental Performance is an extremely important factor of sustainability for Mota-Engil.

The Group acknowledges the importance of protecting the environment and ensuring sustainable development of its business. Therefore, all its activities across the board are aimed at minimising and offsetting the impact on the environment by means of ongoing monitoring and management. The impact of the activity is assessed and managed in order to implement measures to ensure maximum protection of the environment.

See indicators of environmental performance (GRI4) on page 146 of this report.

10



Antamina  
Peru

# Health and Safety at Work

“

*The investment in the training of the people and in the culture of the health and safety at work must be a priority!*

*Another year when the actions to improve the conditions of health and safety were reinforced in our construction sites, and various events were organised to raise the awareness of the employees for the risks associated with the activity of construction and the investment in individual and collective equipment that may definitely contribute for eliminate the occurrence of accidents was continued.*

*The fall from a height is one of the main causes of fatal accidents in the construction, reason why in Poland the priority of the training actions and of the investments were focused on the prevention of this type of accidents.*

*Fortunately, 2017 was a year when there were no records of fatal accidents in Mota-Engil Central Europe, neither among our employees, nor among all the subcontractors that work with us.*

*However, the rates of accidents and fatal accidents in the sector of construction are still high, reason why the actions of identification of dangers and of assessment of risks in the workplaces, as well as actions in the field of accident prevention, have multiplied.*

*A special emphasis also on the prizes awarded to three of the road works built by Mota-Engil Central Europe, in 2017, in connection with the “Build Safely”, competition organised by the Work National Inspection in Poland, that distinguishes the works and the building companies that have implemented good practices in the prevention of accidents and that have contributed to the improvement of the safety conditions at their works. >*

**Investment in Training,  
within the scope of Safety  
and Health at Work**



**103,555**  
NUMBER OF HOURS  
OF TRAINING



**32,880**  
NUMBER OF  
PARTICIPANTS

*People are the greatest asset of the companies! Therefore, the Group continues to be committed to the promotion of a culture of safety and health at work, as decisive values for the improvement of productivity, of efficiency in the environment of work and of quality of life of the employees.*



Pedro Januário  
**Board Member of Mota-Engil Central Europe**

### To invest in safety, to invest in the life of our employees!

The continuous improvement of the performance of Mota-Engil in the field of safety and health at work is reached through the involvement of the management teams of the Group and through the support and contribution of all the employees, service providers and stakeholders.

Through many different actions, Mota-Engil complies and guarantees the compliance with all the legal provisions, providing access, to all the employees, to highest standards of safety and health at work. During 2017, Mota-Engil reinforced its culture on this matter, investing in the carrying out of training and awareness actions and adopting the best techniques, combined with the monitoring and update of the working procedures, in order to eliminate or minimise the labour risks.

On its turn, the Equipment of Collective and Individual Protection are used to neutralise the action of the environmental agents and to guarantee that the employees will not be exposed to occupational diseases that can compromise their capacity of work and of life, this way protecting their physical integrity and incrementing their occupational health.



*A small risk today can become  
a big risk tomorrow!*

## 10.1 Management Systems Certification: Health and Safety at Work

Mota-Engil companies with certification of their Management Systems, within the scope of the Health and Safety at Work (as designated in abbreviation on page 12 of this report):

### Health and Safety at Work

#### **OHSAS 18001:2007**

EGF (concessionaires: Valnor, Resiestrela, Suldouro, Algar, Amarsul, Ersuc, Resulima, Valorminho, Valorlis and Valorsul), Manvia, Mota-Engil Engenharia e Construção, SUMA, Takargo, Vibeiras, Ireland, Poland, South Africa, Brazil, GISA, Mexico, Paraguay, Peru and Dominican Republic.

## 10.2 Risk of Health and Safety at Work

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

- Initial training on safety at work, carried out in the phase of hosting and integration of new employees;
- Information to the employees on the risks existing at the workstations and on the preventive conduct to be adopted to prevent accidents at work;
- Training on standards of management of the safety of the teams;
- Implementation of measures of self-protection;
- Maintenance of insurance policies against accidents at work;
- Carrying out of verification audits on the standards of health and safety;
- Risks assessments;
- Investigation and analysis of accidents at work;
- Conduction of health exams.

## 10.3 Promotion of the Health and Safety at Work

### Mota-Engil Central Europe acknowledged as a safe company

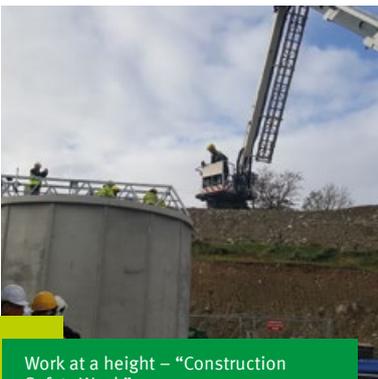
Within the scope of competition “Build Safely”, organised by the National Labour Inspection, in Poland, Mota-Engil Central Europe (MECE) was distinguished with the second place for the construction of the bypass Ostrow Wielkopolski, in Motorway S11.

In a ceremony that took place in Poznan, this award acknowledges the work performed by the company in connection with the good practices in favour of the prevention of the accidents, as well as its investment in the training to guarantee the correct conditions of work and of safety.



Rafal Luczak, responsible for the department of Environment and Safety at work of S11, is awarded the distinction of Mota-Engil Central Europe for the construction of the bypass Ostrow Wielkopolski, in motorway S11

### Europe



Work at a height – “Construction Safety Week”

#### IRELAND

### Glan Agua and Meic actively participate in the “Construction Safety Week”

In Ireland, the “Construction Safety Week” took place in October 2017, and was an important initiative for the industry of construction.

Focused on the reduction of accidents, the “Construction Safety Week” had as purpose to raise the awareness of the



Perspective of the events of the “Construction Safety Week”, carried out by Glan Agua and MEIC

workers and to promote a culture of safety at the workplaces (in particular, in the works where danger is an especially relevant issue).

Involving its employees and carrying out every day a wide range of actions in favour of the awareness of the teams, Glan Agua and MEIC had an intense week dedicated to health and safety and at work.

#### POLAND

### Mota-Engil Central Europe participates in the “Safety Week 2017”

The 4<sup>th</sup> edition of the safety week took place in May 2017, presenting the slogan “Bezpieczeństwo – Podaj dalej!” (“Safety – Advance”). In this context, Mota-Engil Central Europe has organised 44 events, in 16 places, carrying out first-aid training actions, works at a height, importance of the use of the equipment of individual protection, meetings with students and lectures by labour inspectors and specialists of various companies. Approximately 650 employees of MECE and approximately 430 employees of subcontracted companies were involved in these events.



Labour Gymnastic in Valnor

#### PORTUGAL

### EGF – Valnor implements a programme of labour gymnastics

In 2017, Valnor started the implementation of a programme of labour gymnastics, using the support of a specialised instructor that goes every week to the installations of the concessionaire of EGF.

Having as purpose the practice of relaxation exercises, group dynamics and specific exercises adapted to the functions performed in Valnor, this programme acts as a mean of prevention of the work-related musculoskeletal diseases.



Poster Manvia "I stay safe in my daily life"

#### PORTUGAL

### Manvia promotes the campaign "I stay safe in my daily life"

With the purpose of reinforcing behavioural aspects and safety attitudes of the daily life of the individual responsibility of all employees, the Division of Quality, Environment and Safety of Manvia promoted the campaign "I stay safe in my daily life".

Led by "employee Manel Via", the campaign put the emphasis on the good practices of safety as a fundamental factor to prevent accidents and "quasi accidents" of work, and aimed at creating a positive image of the implementation of processes of safety and at enhancing the capacity that each individual has to influence, both his/her own safety and the safety of third parties, in particular, colleagues, customers or population in general.



Manvia participates in sessions of training and awareness on accidents

#### PORTUGAL

### Manvia establishes a partnership aimed at promoting sessions on accidents

In partnership with the Authority for the Conditions at Work (ACT), Manvia promoted two sessions on accidents, in 2017, with the purpose of raising awareness and promoting a culture of safety that strongly invests in the prevention of the accidents at work.

The involvement of the ACT reflects the openness and the engagement in the approach to the companies, in order to recognise the need of a culture of safety that allows, in the medium and long-term, both the reduction of accidents rate in Portugal, and the decrease of the rate of notification of occupational diseases, creating more healthy and balanced workplaces.

The connection between the two organisations – Manvia and ACT – appears both within the scope of Iberian Campaign of Prevention of Accidents at Work and within the scope of the internal campaign of Manvia "I stay safe in my daily life", that intends to increase the individual capacity of each employee in the prevention of accidents or occupational diseases, adopting safe and efficient measures.



Poster of awareness in connection with the skin cancer

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Mota-Engil thus becomes the first Company in the industry of construction in Portugal to act in the fight against skin cancer.

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#### PORTUGAL

### Mota-Engil Engenharia carries out a campaign of prevention of skin cancer at the work site, together with FMAM

The campaign “I add + Protection to my Safety”, carried out by the Manuel António da Mota Foundation and by the Mota-Engil Engenharia e Construção, in partnership with the Portuguese Association of Skin Cancer (Associação Portuguesa de Cancro Cutâneo, APCC), was presented in the construction site of the work of the Dam of Alto Tâmega and had as purpose to warn the employees to the risks of the ultraviolet radiation, both in labour and familiar context, presenting the adequate behaviours of prevention.

Inês Mota, of FMAM, presented the first measures implemented with a view to the prevention of the harmful effects of sun exposure at the work site, followed by an awareness action of the APCC on the risk factors and preventive behaviours.

This was the first step of a campaign that will be extended to other works of the Mota-Engil Engenharia in Portugal where there is higher incidence of ultraviolet rays and where the risk is higher, therefore sun protection stations are being installed permanently in the work sites, and sunscreen is provided to the employees.

Mota-Engil thus becomes the first Company in the industry of construction in Portugal to act in the fight against skin cancer and the plans to take this initiative to other markets where the Group is present are already in preparation.

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#### PORTUGAL

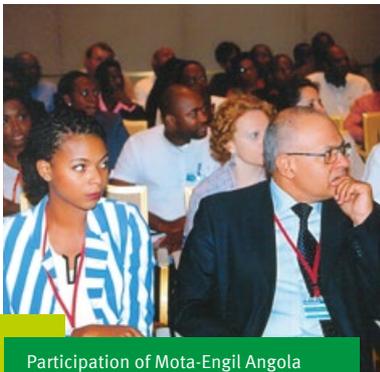
### Reinforces the project “10 Minutes of Safety”

During the year of 2017, SUMA maintained the project of the campaigns of awareness for the themes of Environment and the Safety, Hygiene and Health at Work. Operating in an independent manner from the actions included in the annual plan of training, this project already had various stages of internal campaigns of awareness, supported by posters, leaflets and electronic messages that alerted and systematised the rules of professional good conduct as regards safety and hygiene and of resources saving in the business context.

It is in this connection that the project “10 Minutes of Safety” appears. Its purpose is to “train” the behavioural change of the workers, through the implementation of daily information sessions. The management provides, before the start of the service, the contents of adequate safety to the service that it will provided, taking into consideration the dangers identified for such service.



## Africa



Participation of Mota-Engil Angola in the International Forum

### ANGOLA

## Mota-Engil Angola – a campaign carried out in the work in the streets of Luanda was considered an example to be followed

In March 2017, the International Forum with the theme “Paradigm of the Safety, Hygiene and Security at Work” took place in Luanda. This forum, promoted by the Centre of Health and Safety at Work, had as purpose to raise the awareness of the organisations devoted to the activity of the Safety, Hygiene and Health at Work, through the sharing of experiences, of concepts and instruments of work between the national and foreign participants, for the activities of the professionals who operate in this area, and that result from the competences acquired through specific training techniques, thus ensuring the reduction of the records of accidents at work.

Mota-Engil Angola participated as speaker in the panel called “Good practices and quality of life at work”, under the theme “Good practices in health and safety at work in urban works”, having presented the project of the Streets of Luanda – a special emphasis to the indicators of safety of the project, as well as in the communication plan, which had the purpose of informing and minimising the disturbance caused to the residents, to bystanders and to the traffic.

### MALAWI

## Mota-Engil Malawi acts for the reduction of tuberculosis cases

In Malawi, the infrastructures for dealing with tuberculosis are rare and insufficient. Making efforts for somehow contribute to the purpose of the World Health

Organisation – reducing the tuberculosis cases all over the world in 80%, until 2020 – Mota-Engil carried out a screening at the clinic of the construction site of Zalewa (which supports more than 500 employees from various departments), in order to identify signs and symptoms of tuberculosis.

This action was organised by the Department of Health and Safety, together with D.A.P.P. (Development Aid from People to People), a local NGO whose purpose is to promote the social and economic development in Malawi.



Mota-Engil obtains distinction from customer in Zambia

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#### ZAMBIA

### Mota-Engil Zambia obtains a distinction from a customer for the excellent performance in the safety and health of the project

Mota-Engil Africa received a certificate of excellence awarded by Millenium Challenge Account Zambia, in a ceremony that took place in Lusaka.

The Team of Mota-Engil Zambia, that worked in the project “Upgrade and Extension of Kaunda Square Sewerage”, received this distinction from the customer, concerning the performance of Safety and Health of the Project, in particular for the 350,000 hours of work without accidents and for having reached 90% of conformity in the Technical Audits of Safety and Health, for the second time.



Employees of Zambia received bonus for safe behaviours

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#### ZAMBIA

### Mota-Engil Zambia distributes prizes to workers for the safety attitudes and behaviours

With the purpose of stimulating the focus of the teams on the safety at work, Mota-Engil has awarded prizes, in Zambia, to the employees that stood out for their good attitude and behaviour towards safety. The prize consists of a food basket, contributing to raise the team spirit and to encouraging the compliance with the rules of safety and professionalism.



Campaign "Zero Accidents"

**BRAZIL**

## Empresa Construtora Brasil implements programme "Zero Accidents"

"Zero Accidents" was the programme implemented by Empresa Construtora Brasil, with a view to motivate the employees of ECB, to perform, daily, a safe and conscious work.

In this context, and in order to raise awareness and stimulate the prevention of accidents at work, the campaign involves the award of a prize for each week without accidents.

**MEXICO**

## Mota-Engil Mexico extends the campaign "Observa, Toca y Explora"

In a continuous effort to fight against breast cancer, Mota-Engil Mexico extends the campaign "Observe, Touch and Explore" to invite all the employees of the offices and of works of Cardel, Tuxpan, Grande Canal, PREMEPSA and central offices to participate in this cause.

Committed with health, in 2017 Mota-Engil Mexico provided, free of charge, a breast ultrasonography to 383 employees (men and women), fomenting a culture of prevention. In parallel, some doctors were invited to make a lecture on the importance of self-exploration, this being one of the most efficient ways in the opportune and timely detection of breast cancer.



Campaign connected with breast cancer "Observe, touch and explore"

**PARAGUAY**

## Mota-Engil Paraguay makes efforts in the field of prevention of risk and accidents at work – "No te Confíes"

Maintaining a strong commitment to health and safety at work, Mota-Engil Paraguay made all the efforts to reach the level of "ZERO injuries". Focused on what is

essential, the company is totally committed to carrying out its activities in a safe and efficient manner, permanently concerned with the welfare of its employees, subcontractors and other people with whom it can interact in connection with its activities.

In order to implement this commitment, Mota-Engil Paraguay included a specific component on awareness and dissemination in the Plan of Prevention of Occupational Risks, in order to establish a set of measures that will allow that such culture will reach all the employees of the Organisation.

The campaign was created with the slogan “No te Confíes”, directed both to the employees and the subcontractors, conveying the priority that must be given to prevention in all types of activities.



More than three million hours without accidents, in the project “Presa de Relaves”

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#### PERU

### Mota-Engil Peru reaches more than three million hours without accidents

The Mota-Engil Peru Team stood out in the project “Presa de Relaves Etapa 2” (customer Las Bambas) that, in January 2017, exceeded one million of hours of work without accidents at work with loss of time.

This conquest, together with the 1<sup>st</sup> stage of the project, represents three millions hours without accidents, reflecting the commitment assumed by the company with safety and the welfare of all its employees.



Acknowledgement addressed to all the employees of the project “Muro of Sostenimiento”

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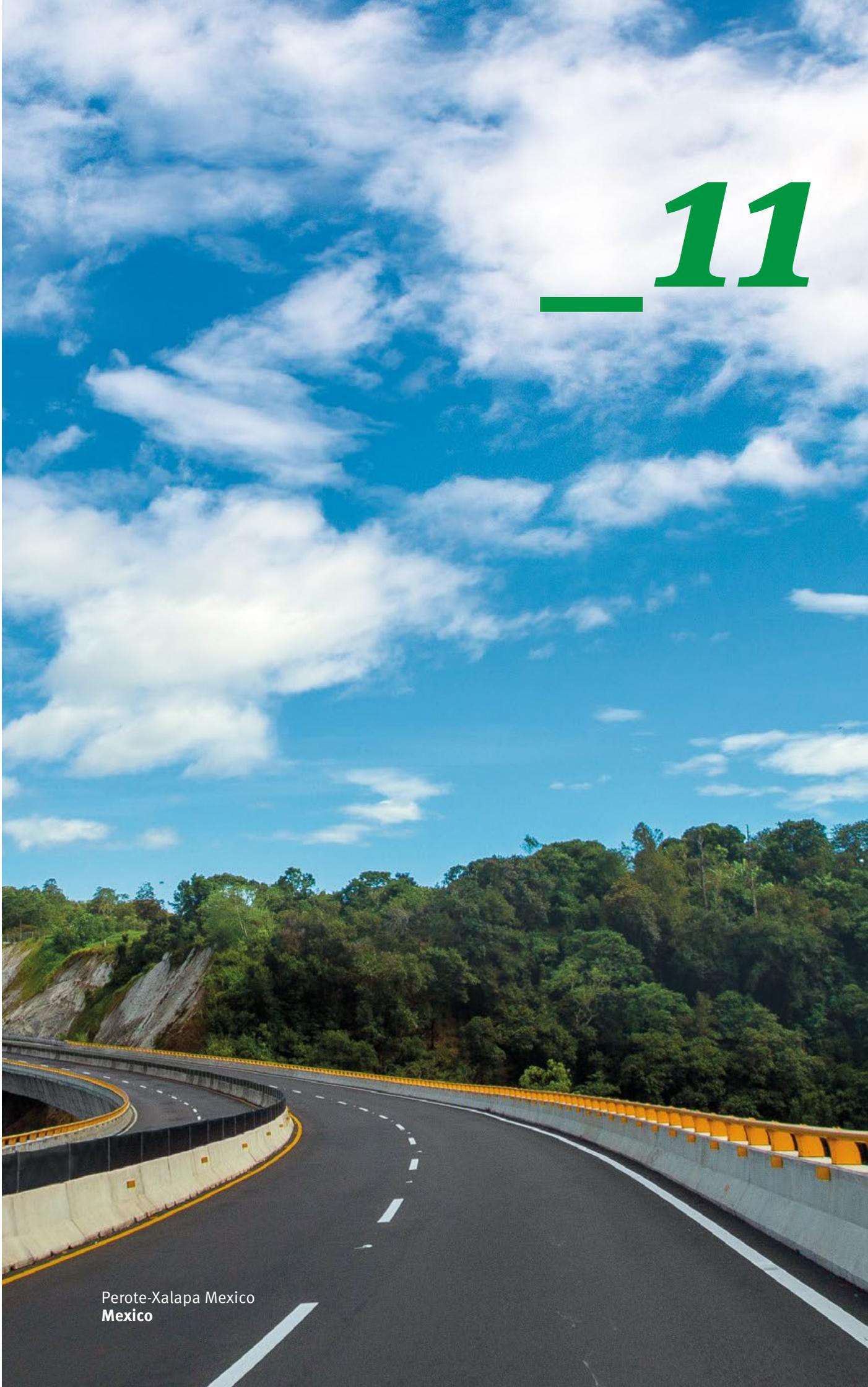
#### PERU

### Mota-Engil Peru distinguished for its performance in safety, health and environment

In June 2017 Mota-Engil received the green flag, in Peru, symbol of subcontracted company with the best performance in safety, health and environment, having reached the first position in April and the second position in May.

This acknowledgement is addressed to all the employees that were and are part of the project “Muro de Sostenimiento”, motivating them to continue working with high health and safety standards and taking care of the environment.

# 11



# Research, Development and Innovation

“

*In 2017, some themes classified as “Scientific Fiction” turned into reality. Among them, I underline the impulse of research, development and innovation (RDI) in the area of mobility.*

*The growing integration of transport modal system and the traffic management and information system was notorious. We will soon have increments in the technical and functional requirements of the roads and railways, with increased standards of intelligence and security in order to meet the requests of electric and electromagnetic mobility. In the area of electromagnetic mobility, 600 km/h were reached in the speed tests, and the commercial exploration was announced for the next five years. As regards autonomous driving, we have witnessed successful tests.*

*The way how we collect, process and share information and knowledge, has definitively changed. Besides, we continue to fully and permanently develop the digital technologies. We can no longer live without them. To publicise, buy or sell products or services is only one click away with the mobile phone on the palm of our hand.*

*These are examples, among many others, of the context and of the fast path of change that the “Fourth Industrial Revolution” imposes on us and in which we have to be players. It will be a good strategy to take advantage from and to adequate our activity a great part of technology that is already available. Operations limited in space with high amount of repetition, can today be executed in an autonomous manner, without the intervention of the operator, supported by sensor and referral systems. It is the case of load lifting, stacking, transport and deposition. To apply processes of modularisation and of robotics to the prefabrication and in the manufacture of moulds of special >*

*Mota-Engil regards innovation as an enabler of development and commitment to create corporate value*

*geometrics will transform, into a new dimension, our off-site production. The use of drones in the acquisition of data for digital cartography, in the management of traffic, and monitoring of structures and of the buildings, will become general practice.*

*Another field is 3D printing, with which we are delighted, and that allows for the fast production of complex pieces, the right solution if, with skill and art, we adequate the materials and the process of its deposition to the mechanical, structural and durability requirements of the E&C product. In the building processes of engineering, the digital representation using BIM (Building Information Modelling) technology, that we know well, associated with virtual reality (VR) and augmented realities (AR), will lead to significant cost and execution period reductions, and to the elimination of errors in the phases of project and construction. All the projects that cover the improvement of energetic efficiency and that have a more sustainable nature will have an increased probability of success. Not all the ideas will lead to innovation projects.*

*The Mota-Engil Group is rich for its knowledge. If we catalyse that wealth with an increase of cooperation, we will transform knowledge into useful applications, in favour of usability, into true innovation, that will make the difference in relation with the other competitors.*



Fernando Roseira  
Corporate Director of the Engineering Unit

## 11.1 We invest today, we collect tomorrow

Innovation has become an essential requirement for competitiveness and sustainable growth of Organisations. Aware of its importance, Mota-Engil regards innovation as an enabler of development and commitment to create corporate value.

### **Mota-Engil Mexico invests in innovative techniques to improve the quality of bridges and roads**

Mota-Engil Mexico is investing in a new technique that allows providing bridges and roads with a structural continuity, in order to prevent the “jump” of the cars in the joints of the track. Previously, the construction technique for bridges and viaducts that was used the most (and is still used today) consisted in the execution by modules.

The structural continuity that Mota-Engil is now using is an evolution of the system, possible thanks to a greater control in the design of the bridge, combined with more

efficiency of the available materials and with a broader experience and knowledge on the various solutions that optimise the construction and the maintenance of works. The new software calculation programs must consider the different types of concrete, the change of its properties over time and the non-linear behaviour of the materials and connections.

Another important factor for the success of this innovation is the close cooperation with the lab team, in order to guarantee the desired quality and durability. It should be reminded that, in Peru, Mota-Engil has the largest lab of materials and, in Mexico, the second largest one.

It is true that these solutions are more difficult to project and that there are more detailed construction plans, as well as more qualified labour and a more complex methodology, however, the advantages of this innovation are very important:

- Elimination of expansion joints and devices of support;
- More reduced costs of maintenance;
- Reduction of the cost of construction, especially in foundations;
- Less voltage variations produced by the loading of the vehicles;
- Better behaviour in case of earthquake;
- Reduction of the number of beams for the same level of effort;
- Greater comfort in circulation due to the elimination of intermediate joints.



Bridge with structural continuity  
in the motorway Perote-Xalapa,  
built by Mota-Engil Mexico  
**Mexico**



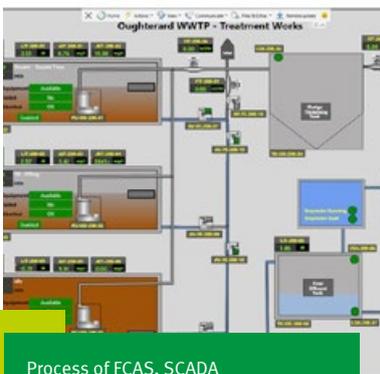
Glan Agua carries out technological tests

IRELAND

### Glan Agua starts tests in technology *Soliquator*®

In 2017, Glan Agua carried out a campaign of technological tests, in order to research and to determine the adequacy of a residual waters treatment technology, as an alternative to the process for the treatment of raw water for consumption, for future applications of the Irish market of drinking water. The technology tested was a pressure clarifier called *Soliquator*, traditionally used for the treatment of residual municipal and industrial water. *Soliquator* was tested specifically to determine its potential contribution for the removal of suspended solids and organic materials in fountains of natural water. The purpose of the tests was to assess the potential for the reduction of the organic materials. *Soliquator* can, therefore, be used as a modularised solution for the reduction of organic load in drinking-water treatment plants, effectively reducing the potential for the creation of trihalomethanes (THMs), which are potentially carcinogenic. THMs are created in the presence of organic compounds and chlorine, which is necessary for disinfection of the water.

*Soliquator* demonstrated to be very efficient removing organic materials, with considerable clarification rates. The introduction of *Soliquator* meant an increase of ultraviolet transmittance between 10% and 80%, and this is a significant improvement. Given the positive result of this campaign of tests, the *Soliquator* was validated by the Irish Water as a possible process of treatment and Glan Agua was charged with suggesting places of test at the industrial level.



Process of FCAS, SCADA

IRELAND

### Glan Agua uses technology of *Sequencing Batch Reactor*

The full cycle activated sludge (FCAS) of Glan Agua is a process for the treatment of residual water based on the technology of *Sequencing Batch Reactors* (SBR), which was carefully developed to guarantee high standards of efficiency of treatment even under conditions of peak load and flow rates.

The full cycle activated sludge (FCAS) of Glan Agua is a process for the treatment of residual water developed to guarantee high standards of efficiency of treatment.

Unlike the conventional technology SBR, FCAS does not need an equalisation tank downstream to SBR. The name “full cycle activated sludge” has its origin in this change, given that all the cycles occur in a single chamber, including the equalisation of loads and flow rates. With this alteration it is possible to reduce the capital expenditure (CAPEX) wherever the FCAS process is used, instead of the traditional technology SBR. As is not necessary to build the homogenisation tank, there are less areas of intervention and therefore the FCAS process is less costly, compared with the alternative SBR.

This technology was already used in the contract of design, construction and operation of the WWTP of Oughterard, in Galway, and will be used for the WWTP of Killala and the WWTP of Charlestown, in Mayo, for Irish Water.

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#### PORTUGAL

### EGF – Valorlis invests in the innovation of the system

The organic material that is not separated at home and arrives at the plants of Mechanical and Biological Treatment (MBT) of the concessionaires of EGF is transformed in a mud and, through a biological process (called anaerobic digestion) produces biogas (in tanks called digesters) that is then used to produce electrical energy. The plant of MBT of Valorlis has recently suffered some constraints that harmed the production. João Rita, the person in charge of the MBT, explains that “each digester only had one inlet and one outlet, they were rather limited, which led to various dead zones inside the tanks and, therefore, to the accumulation of waste. This accumulation reduced the storage volume of each tank and, over time, the capacity of treatment of waste and of production of biogas was lost”. During the works for the return to normal functioning of the digesters, the team technique faced an unexpected situation when they opened a tank and noticed the existence of a quantity of styrofoam of between “six to eight metres (equivalent to approximately



1,000 m<sup>3</sup>), that were removed through a door with 80 cm of diameter, with vacuum trucks, with all the costs inherent to the rental of the equipment and to the stoppage of the production”, as describes Sérgio Pires, the Maintenance Director.

In the quest for the improvement of the productive process, Valorlis established a partnership with Instituto Superior Técnico, whose result was a numeric modulation of agitation process inside the tanks. The conclusions of this study allowed to considerably improve the agitation inside the tanks (reducing the dead zones), and helped to position a new door of overflow to allow the exit of styrofoam by the top, preventing its accumulation and increasing the storage volume for the production of biogas and, therefore, of revenue with the production of electrical energy. A “machine port” was also added to each tank for reduce the intervention timer the next actions of maintenance. TMB of Valorlis was the first in the country to implement the treatment of organic waste from mixed waste collection and is also the first to be subject to this type of intervention.



SWAS, Steam and Water Analysis Systems

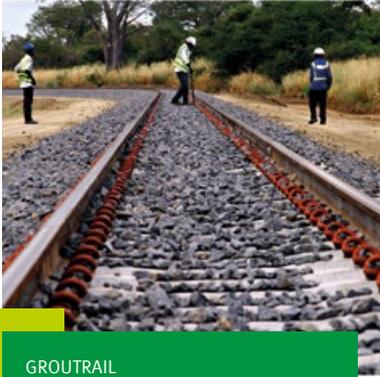
#### SPAIN

### Manvia Espanha develops and trades innovative product

Manvia has developed, in its Engineering department, a product of analysers in the area of the Steam and Water Analysis Systems (SWAS), and is the only integrator worldwide that has products of its own. This equipment includes a turnkey solution that Manvia provides to its end-customers.

The first consultation, converted into adjudication, came from France, more specifically from customer Actemium, for a project in Malaysia. The international distribution channel for trade is growing, and there are, at the moment, agreements and pre-agreements in 17 countries. It is also important to underline the competition of the American manufacturer that dominates the market of this equipment, and the victory of Manvia in the competition of the French customer is the best demonstration of the strength of the product.

Henceforth, Manvia assumes a prominent position, based on the difference of the design, production and trade, and is ready to face a market in expansion, thanks to products with some characteristics that make them better than the existing ones in this industry.



GROUTRAIL



COURSE



P4SERT – Power for a safe and efficient rail transport

## PORTUGAL

### Mota-Engil Engenharia e Construção faces the change with optimism

The culture of innovation covers all the areas of business of the Group, being considered a tool to develop new products and services that can resolve problems or help customers in finding different solutions for their operations.

In this regard, Mota-Engil Engenharia e Construção has currently three on-going projects of Research, Development and Innovation financed by the Programme Portugal 2020:

- **GROUTRAIL** – development of a method for the rehabilitation of the platform (top of the foundation) of the railway, through soil treatment. This development will be based on systems to be designed to inject and mix binders with soils, through the perforation of the ballast layer, installed in rails and without the need to remove the superstructure of the track, reducing the costs and minimising the disturbance of the perturbations in the rail operation.
- **COURSE** – development of an integrated prototype system, loaded onto a self-propelled vehicle used for the inspection of the existing railway tracks that allows for the evaluation of the vertical stiffness of the railway tracks in all its extension, detection of disturbances in the interface of dynamic contact between the axles and the rails and the data post-processing in order to allow to provide relevant information on malfunctions of the system track-vehicle that affect their performance.
- **P4SERT – Power For a Safe and Efficient Rail Transport** – demonstration, certification and homologation of a set of autonomous solutions that promote the increase of the safety of operation in non-electrified rail infrastructures, in particular the level crossings signs, the signs of the track-change devices, monitoring through information for Operation Command Centres and monitoring through load-cells.

Additionally, another two projects of Research and Technological Development are being evaluated by the competent body:

- **INBRAIL – Innovative Noise Barriers for Railways** – development of a solution of a ready-made concrete acoustical barrier that allows to minimise the effects of the noise caused by the railway traffic (duration of 36 months, co-promotion of the Universities of Porto and Coimbra).

- **IPBRAIL, Innovative Precast Bridges for Railways** – development of new ready-made concrete productions, for railway bridges/viaducts, taking advantage of the potentialities offered by the new materials of type High Performance Fiber Reinforced Concrete and Ultra High Performance Fiber Reinforced Concrete (duration of 36 months, co-promotion of the University of Porto).

The support to the management of these projects is centralised in the area of Technology and Innovation, however, the activities of research and operational development are carried out by technical and business areas.

Mota-Engil Engenharia e Construção maintains, since 2007, the certification of its Research, Development and Innovation Management System according to NP 4457:2007, with the current scope “Research, Development and Innovation in the area of the construction, in Portugal”.

Mota-Engil Engenharia e Construção submits every year its application to the System of Tax Incentives to the Activities of Research and Business Development, with the active participation of all the areas of the company.

During the year of 2017, the library of digital knowledge KNOW.ME was made available in all the markets where the Mota-Engil Group is present. This library is structured in such a way to maintain the knowledge organised and for it to be available for all the employees, allowing a collaborative interaction between the users of the 28 countries in that the Group is present.

The relation of proximity that it keeps with the main national Centres of Knowledge, in particular, the Schools of Engineering (with which it shares common interests), as well as the identification and development of projects in partnership, admission of students for internships, the staging of talking shops and meetings for the sharing of knowledge, should also be mentioned.

In a more national context, Mota-Engil Engenharia e Construção is represented in two associations – the Portuguese Technological Platform of Construction (Plataforma Tecnológica Portuguesa da Construção, PTPC) and the Portuguese Railway Platform (Plataforma Ferroviária Portuguesa, PFP) – that have as purpose to gather the main stakeholders of the industry of general construction railway, respectively, in order to create new opportunities of cooperation between companies, entities of the National Scientific and Technological System (Sistema Científico e Tecnológico Nacional, SCTN), associations, federations, confederations and public or private entities.

As an example of the strong cooperation existing with the Universities, we also emphasise the prize awarded, every year, by Mota-Engil Engenharia e Construção, to the graduate who completed the Integrated Master in Civil Engineering of the Faculty of Engineering of the University of Porto, with the highest classification.



Thermal mulching

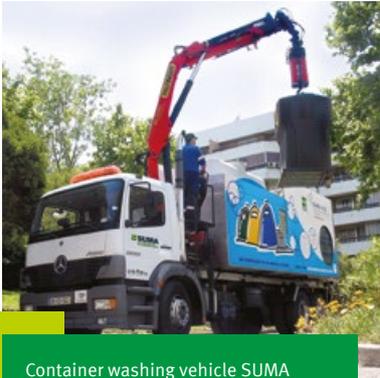
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**PORTUGAL**

## SUMA replaces chemical mulching by a more ecological solution

The current system of weed control on the public road, in Vila Nova de Gaia, recently received an investment from SUMA, through its replacement by a more ecological solution: two electrical vehicles, equipped with a thermal boiler that replaced the chemical mulching with application of glyphosate in the municipality. This innovative system only uses superheated high-pressure steam for the removal of weeds.

This was the alternative found for the use of herbicides in the cleaning of weeds on the public road – a concern demonstrated by the municipality – reflex of the commitment of SUMA to effectively meet the needs specificities of its customers that, in 2014, had already been put into practice with the renewal of the fleet.



Container washing vehicle SUMA

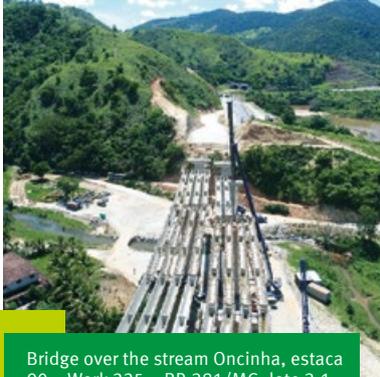
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**PORTUGAL**

## SUMA uses container washing vehicle again

SUMA-VLE activity was resumed, and this is an innovative vehicle to wash containers, designed by SUMA, that holds as intellectual property a national patent and a European patent. This machine was distinguished with a 1<sup>st</sup> National Prize of Innovation, Industry and Environment. It consists of inside and outside cleaning system of all containers (surface container and underground containers) with manipulation through lifting by crane and unload of waste through the bottom.

This equipment allows filling a gap that to a certain extent still exists in the market of waste, that is the operation of recycling container cleaning in their place of implementation, and is made in a fast and automatic manner, reducing water consumption and not leaving waste at the place.



Bridge over the stream Oncinha, estaca 90 – Work 225 – BR-381/MG, lote 3.1.

**BRAZIL**

### Empresa Construtora Brasil implements monitoring of the evolution of works with drone

In Brazil, Mota-Engil implementer at work 225 – BR 381 LOTE 3.1, in Antônio Dias, Minas Gerais, the monitoring of the evolution of the work by drone. A photographic and topographic survey is carried out every week this way, in order to enable the employees to follow up the evolution of the works and to monitor the chronological progress of all the service fronts.

With the monitoring it is possible to validate the service inspection sheets that are completed, as well as to verify if the dates of the sheets are in accordance with the execution.

All the aerial images are geo-referenced and, for that to be possible, some points of control on the ground are defined, along the area, with coordinates determined with GPS (Global Positioning System) RTK (Real Time Kinematic). Once the points of control are defined, the aerial images of the places are captured.



Start of the binary new track, estaca 780  
Work 225 – BR-381/MG, lote 3.1.  
**Brazil**

An image processing software is used, and the images are tiled and ortho-rectified, using the information, collected on the field with the support of GPS RTK.

- Obtaining of Digital Model of the Land: The survey by the drone also results in a cloud of three-dimensional points, which is used to create a digital model of the land and, therefore, extract contour lines.

With a result that is very similar to the topography traditional method, including as to the requirements of the standard of cartographic accuracy, the planialtimetric survey obtained has also the advantage of allowing for a ortho-image of the whole area.



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#### PARAGUAY

### Mota-Engil Paraguay makes urban renovation and constructs Metrobús system using innovative techniques

To remain in the lead and to face the relevant historical developments in infrastructures that are taking place in the country, Mota-Engil Paraguay has designed models for the layout of the Metrobús that meet the corresponding technical specifications to be used.

Ditches are commonly used in the implementation of networks of infrastructures whose purpose is to conduct processes of urban regeneration or to execute new public works. Its design is fit into the networks of infrastructures of the city to improve their performance and use, taking into consideration that the ditches tend to follow the standards of reorganisation, urban register, sustainability and safety.

Besides, one of the remarkable advantages offered by the use of this type of technology is to prevent the individualised construction of infrastructures for telephone networks, cable TV and electrical energy. Instead, the energy lines are reconfigured for that all the networks that converge in the corridor of Asunción Metrobús to be grouped into a single ditch. The solution does not only allow for the optimisation of spaces, but also facilitates the execution of the project at the technical and construction level.

Besides, Mota-Engil has introduced, in Paraguay, its trademark, corresponding to pavers of three vibratory rollers, model Allen 255CD, to place a rigid pavement that supports the weight of

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Mota-Engil has introduced, in Paraguay, its trademark, corresponding to pavers of three vibratory rollers, model Allen 255CD

the Bus Rapid Transit (BRT). Similarly, as an example of the professionalism of the company, concrete mixers, of concrete Allen were used, and their specific function is to pave large areas in a fast, precise and efficient manner. The interruptions in the process of paving with pre-mixed concrete were also minimised, in order to prevent any fault and/or deformation on the support surface.



Paving of large areas

#### PERU

### Mota-Engil Peru invests in stabilisation of bases with foam asphalt

Foam asphalt is used to stabilise the materials for incorporation in road surfaces. For that purpose, firstly the process is defined (quantity of water and asphalt) for the production of foam of asphalt and then the project of stabilisation is defined. This project will define the materials and quantities that will be included in the mixture (foam of filler, existing aggregates or pavements, additives such as lime and/or cement, particle size correctors, among others) and will establish parameters of quality control.

Based on the results obtained in the quality control of the works of stabilisation with foam of filler in which Mota-Engil Peru and the Lab Mota-Engil Peru participate, it was possible to demonstrate the potential of the technique of foam of filler as a stabilisation of materials in bases of pavement.

The stabilisation of materials to be used in structures of pavement benefits in general a remarkable road project, allowing for a substantial reduction of costs and less environmental impact. The results obtained by Mota-Engil Peru validate the foam of asphalt as a technique of stabilisation and improvement of the materials for the base or sub-base of pavements.

#### **Technical Sub-Committee of Anchored Systems**

In 2017, Mota-Engil Peru joined the Technical Sub-Committee of Anchored Systems, composed of the Ministry of Housing, Construction and Sanitation, among other companies of the sector and manufacturers, with the purpose of developing the Peruvian rules of anchors and anchoring system.

#### **Lab Mota-Engil Peru (LABMEP)**

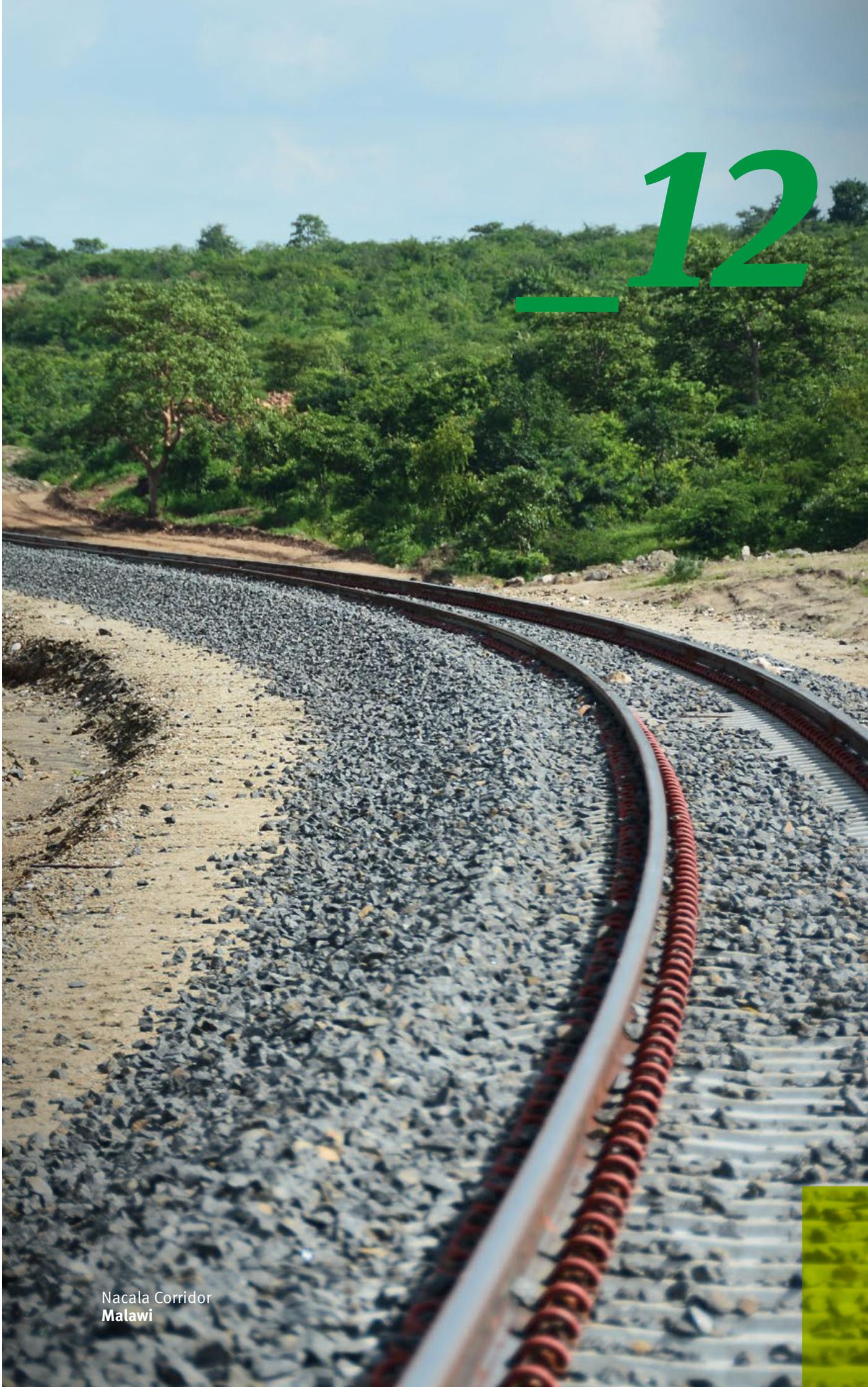
The investigation, development and innovation in the LABMEP stood out for the conduction of different projects of stabilisation with foam of asphalt for the works of the Road Consortia of Santa Rosa and Vizcachane. The studies developed allowed us to make a comparison between the results of resistance to the straight traction and conserved resistance, as well as to analyse the conditioning factors for the increase of the performance of the mixture. The information obtained in these performed works allowed the area of Engineering to demonstrate the results obtained by Mota-Engil Peru in the application of this technique.

In 2017, LABMEP also implemented five new chemical tests in the soil and in the lab:

- Content of Carbon and Lignite – MTC E 215
- Light particles MTC 211/ASTM C123
- Impurities MTC E 213/ASTM C40
- Content of sulphate ASTM D516/AASHTO T-290
- Content of chloride ASTM D512/AASHTO T-291

The implementation of these new tests allowed, not only to increase the number of services that Mota-Engil offers to its customers, but also to optimise the profitability and the delivery deadlines of this type of requests, given that the company had to subcontract services of external labs.

# 12





# Customers

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The customer of Mota-Engil integrates the Organisation since the first moment, and is an asset of excellence in the decision-making process.

Focused on the customer, Mota-Engil turns its attention to the satisfaction of their needs and expectations. The demand of one customer is a commitment to Mota-Engil.

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

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

In 2017 there were no cases of non-conformity on these matters or any penalties related thereto, whether of monetary nature or other type.

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

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

*Important for one customer,  
essential for Mota-Engil!*

## 12.1 Works recognised in 2017

### Oceanário de Lisboa (Portugal) considered the best oceanarium in the world by the users of Tripadvisor

The Oceanarium was considered the best in the world by the users of TripAdvisor. In the second place was Ripley's Aquarium of Canada, followed by Georgia Aquarium (United States of America) and Oceanografic València (Spain).

With more than 8,000 organisms of 500 species, both of plants and animals, Oceanário de Lisboa is a Mota-Engil work, executed for the International Exhibition, in Lisbon, in 1998 (Expo'98).

From over 28,000 evaluations made by visitors and users of TripAdvisor, approximately 18,000 rated it as "Excellent". The Oceanarium is the Portuguese place that receives more votes from visitors of 180 nationalities, being the first of the 429 experiences to live in Portugal.



Oceanário de Lisboa considered the best oceanarium in the world by the users of TripAdvisor

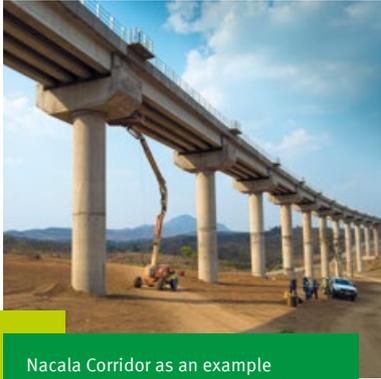


António Mota, winner of H.J. Sabbagh Award for Engineering Construction Excellence

### Nacala Corridor (Malawi) António Mota wins World Engineering Award

Following an application submitted by the Association of Engineers of Portugal, António Mota was the winner of the *H. J. Sabbagh Award for Engineering Construction Excellence*, awarded by WFEO, the largest of associations of engineers in the world.

Founded in 1968, under the umbrella of the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in Paris, WFEO gathers national engineering organisations from over



Nacala Corridor as an example of the sense of commitment and of involvement with a community.

90 countries and represents approximately 20 million engineers. This important biennial award has as main purpose to highlight the importance of the role of the engineering in the sustainable development.

In this edition, *WFEO Awards Committee* has distinguished the Chairman of the Board of Directors of the Mota-Engil, António Mota, for the accomplishment of remarkable infrastructure projects in Africa, the project of the Nacala Corridor having been highlighted. For António Mota, “this award is, first of all, an acknowledgement of the high quality of the Portuguese engineering, and was also an acknowledgement of the 71 years of presence of the Mota-Engil in Africa and of the commitment with the accomplishment of the purposes of our customers”, mentioning the Nacala Corridor as an example of such commitment and involvement with the community.

The Nacala Corridor was the greatest project of the history of Mota-Engil. Located in Malawi, the largest and most complex railway section of the Nacala Corridor represents the greatest railway work in the African continent in the last 50 years and the greatest work ever of Mota-Engil in nearly 70 years of history. Besides the dimension, Nacala was an unprecedented challenge in terms of its high complexity in the mobilisation of resources, preparing from scratch the basic structures, from the creation of its own accommodation areas to the production structures where factories were built.



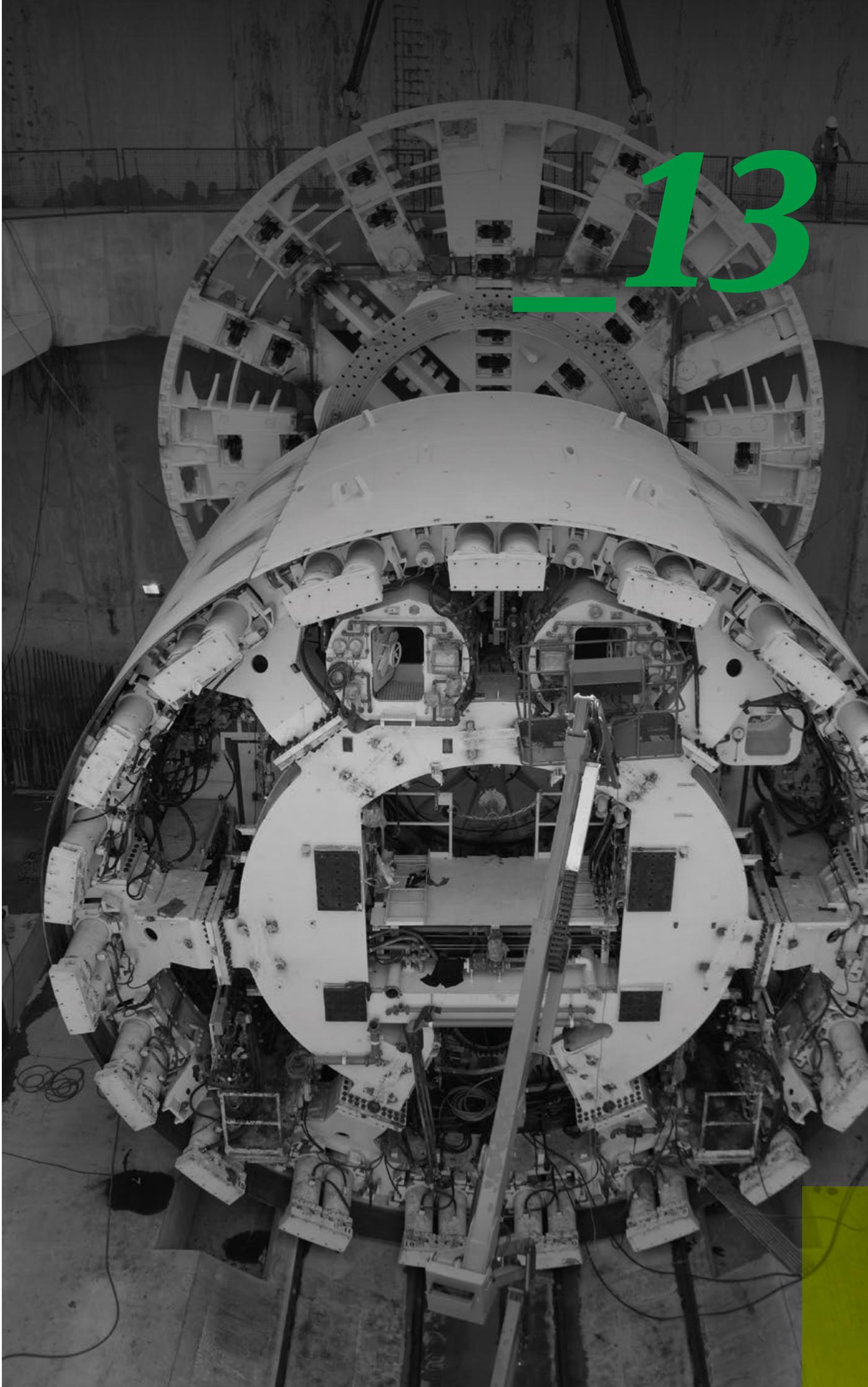
Tektónica Award, Mozambique, Expoconstrução, 2017

## Platinum Building (Mozambique) 2017 Tektónica Award

Tektónica Mozambique is an Organisation of the Foundation Portuguese Industrial Association (AIP), with the institutional support from Agency for the Investment and Foreign Trade of Portugal (AICEP) and of the programme Portugal 2020.

This event, that takes place every year, has a great importance in the economic development of Mozambique, at a moment where it intends to gather competences and responses for the implementation of the quality of infrastructures, sustainable and competitive energetic solutions and efficient commercial relationships that may promote the growth of a market with strong potentialities.

Mota-Engil Africa - Branch Mozambique won the prize Tektónica in the Construction and Infrastructures Industry, a distinction received by the President of the company, Aníbal Leite, that was based on the recognition for the quality of construction of the Platinum Building, one of the most important buildings in the main avenue of Maputo.



# Economic Performance

Detailed information on the Economic Performance of the Mota-Engil Group is presented in the 2017 Report and Consolidated Accounts of Mota-Engil, available for consultation at the institutional site [www.mota-engil.pt](http://www.mota-engil.pt).



*In 2017, the Mota-Engil Group achieved a significant growth in turnover.*

## 13.1 Main Economic and Financial Indicators

- Turnover up 18% YoY to 2.6 billion euros, supported by all regions on a comparable basis;
- EBITDA up 20% YoY to 405 million euros;
- Strong and diversified backlog that reached 5.1 billion euros, of which 79% outside Europe;
- Net debt down 24% YoY to 877 million euros;
- Working capital down 190 million euros to 177 million euros;
- Growth to continue in 2018 supported by backlog and interesting commercial prospects.

### Turnover

Group  
(million euros)



\* Includes others, eliminations and intra-group

### EBITDA

Group  
(million euros)



\* Includes others, eliminations and intra-group

thousand euros

	12M17	% T	Δ	12M16	% VPS	2H17 Non audited	% VPS	Δ	2H16 Non audited	%T
<b>Turnover</b>	<b>2,597,294</b>			<b>2,210,081</b>		<b>1,401,648</b>			<b>1,174,440</b>	
<b>EBITDA(*)</b>	<b>404,738</b>	<b>15.6%</b>	<b>19.8%</b>	<b>337,946</b>	<b>15.3%</b>	<b>218,376</b>	<b>15.6%</b>	<b>15.5%</b>	<b>189,088</b>	<b>16.1%</b>
Amortisations, provisions and impairment losses	-218,607	(8.4%)	15.0%	-257,083	(11.6%)	-129,688	(9.3%)	14.3%	-151,415	(12.9%)
<b>EBIT(**)</b>	<b>186,131</b>	<b>7.2%</b>	<b>130.2%</b>	<b>80,863</b>	<b>3.7%</b>	<b>88,687</b>	<b>6.3%</b>	<b>135.4%</b>	<b>37,673</b>	<b>3.2%</b>
Net financial results	-99,206	(3.8%)	3.3%	-102,617	(4.6%)	-52,055	(3.7%)	28.4%	-72,715	(6.2%)
Net income/ losses from equity method	2,808	0.1%	-	-2,130	(0.1%)	1,768	0.1%	-	-3,464	(0.3%)
Gains/(losses) in the disposal of subsidiaries and associated companies	-3,058	(0.1%)	-	100,771	4.6%	-3,058	(0.2%)	-	24,129	2.1%
Net monetary position	3,149	0.1%	-	-	-	3,149	0.2%	-	-	-
Income before taxes	89,824	3.5%	16.8%	76,886	3.5%	38,492	2.7%	-	-14,376	(1.2%)
<b>Net income</b>	<b>61,441</b>	<b>2.4%</b>	<b>(9.0%)</b>	<b>67,507</b>	<b>3.1%</b>	<b>21,921</b>	<b>1.6%</b>	<b>-</b>	<b>-11,468</b>	<b>(1.0%)</b>
Attributable to:										
Non-controlling interests	59,853	2.3%	245.0%	17,350	0.8%	24,947	1.8%	128.1%	10,935	0.9%
<b>Group</b>	<b>1,588</b>	<b>0.1%</b>	<b>(96.8%)</b>	<b>50,157</b>	<b>2.3%</b>	<b>-3,026</b>	<b>(0.2%)</b>	<b>86.5%</b>	<b>-22,402</b>	<b>(1.9%)</b>

(\*) EBITDA corresponds to the algebraic sum of the following headings of the consolidated income statement: "Sales and services rendered"; "Cost of goods sold, materials consumed, change in production and subcontractors"; "Third party supplies and services"; "Wages and salaries"; "Other operating income/(expenses)".

(\*\*) The EBIT corresponds to the EBITDA minus the following headings of consolidated income statement: "Amortizations" and "Provisions and impairment losses".



Mota-Engil in Calueque  
Angola

# Attach

## Indicators of Environmental Performance (GRI4)

### EN1 – Materials – Materials used, broken down by weight or volume



#### Europe

#### CAPSFIL

Materials	2017
Steel	4 t
Concrete	1,646 m <sup>3</sup>
Aggregate	23,843 t
Bitumen and Emulsion	19 t
Cement	251 t

#### EGF

Materials	2017
Accumulators	8 t
Plastic bags	14 t
New tyres (heavy and light)	148 t
Retread tyres (heavy and light)	106 t
Lubricants/paste	201,107 L
Chemical products (herbicides, disinfectants, detergents, bleach)	81,866 L
Paints/varnish/glaze/solvents	1,986 L
Other chemical products for vehicle maintenance	33,120 L
Paper	15 t
Ink cartridges (ink jet)	44 un
Toners (laser)	439 un

*Maintaining the values of ambition and boldness associated to know-how and accumulated experience, the Mota-Engil Group has developed remarkable projects in over 40 countries in the course of its history.*

## MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Materials	2017
Steel	11,539 t
Concrete	45,397 m <sup>3</sup>
Aggregate	1,469,238 t
Bitumen and Emulsion	20,860 t
Cement	48,856 t
Paints/varnish/glaze/solvents	50,000 L

## SUMA

Materials	2017
Accumulators	6 t
Plastic bags	122 t
New tyres (heavy and light)	76 t
Retread tyres (heavy and light)	86 t
Lubricants/paste	173,354 L
Chemical products (herbicides, disinfectants, detergents, bleach)	29,184 L
Paints/varnish/glaze/solvents	4,169 L
Other chemical products for vehicle maintenance	3,174 L
Paper	10 t
Ink cartridges (ink jet)	297 un
Toners (laser)	171 un

## TAKARGO

Materials	2017
Railway sand	60 t
Synthetic blocks – composite materials	7 t

## VIBEIRAS

Materials	2017
Steel	44 t
Concrete	2,370 m <sup>3</sup>
Aggregate	35,354 t
Bitumen and Emulsion	8 t
Cement	672 t
Paints/varnish/glaze/solvents	3,380 L



## IRELAND MARKET

Materials	2017
Steel	750 t
Concrete	26,500 m <sup>3</sup>
Bitumen and Emulsion	630 t



## POLAND MARKET

Materials	2017
Steel	11,715 t
Concrete	103,000 m <sup>3</sup>
Bitumen and Emulsion	39,867 t
Cement	24,241 t
Paints/varnish/glaze/solvents	8,666 L



## Africa



## SOUTH AFRICA MARKET

Materials	2017
Concrete	127,000 m <sup>3</sup>
Cement	7,780 t
Paints/varnish/glaze/solvents	107,000 L



## ANGOLA MARKET

Materials	2017
Steel	7,500 t
Concrete	85,235 m <sup>3</sup>
Aggregate	1,503,690 t
Bitumen and Emulsion	20,900 t
Cement	35,000 t
Paints/varnish/glaze/solvents	210,000 L



## CAPE VERDE MARKET

Materials	2017
Steel	106 t
Concrete	6,000 m <sup>3</sup>
Aggregate	58,000 t
Cement	13,600 t



## MALAWI MARKET

Materials	2017
Steel	970 t
Concrete	19,537 m <sup>3</sup>
Aggregate	120 t
Bitumen and Emulsion	200 t
Cement	3,800 t
Paints/varnish/glaze/solvents	600 L



## MOZAMBIQUE MARKET

Materials	2017
Steel	250 t
Concrete	2,410 m <sup>3</sup>
Bitumen and Emulsion	4,500 t
Paints/varnish/glaze/solvents	15,000 L



## RWANDA MARKET

Materials	2017
Steel	266 t



## UGANDA MARKET

Materials	2017
Steel	1,010 t
Concrete	13,908 m <sup>3</sup>
Aggregate	383,127 t
Bitumen and Emulsion	3,600 t
Cement	4,284 t
Paints/varnish/glaze/solvents	250 L



## ZAMBIA MARKET

Materials	2017
Steel	206 t
Concrete	2,117 m <sup>3</sup>
Aggregate	24,132 t
Bitumen and Emulsion	160 t
Cement	1,244 t



### BRAZIL MARKET

Materials	2017
Steel	4,879 t
Concrete	103,720 m <sup>3</sup>
Aggregate	623,032 t
Bitumen and Emulsion	7,248 t
Cement	32,951 t
Paints/varnish/glaze/solvents	44,700 L



### MEXICO MARKET

Mota-Engil Mexico

Materials	2017
Steel	39,639 t
Concrete	348,054 m <sup>3</sup>
Aggregate	257,600 t
Bitumen and Emulsion	223,867 t
Cement	1,213 t
Paints/varnish/glaze/solvents	294 L



### PARAGUAY MARKET

Mota-Engil Paraguay

Materials	2017
Steel	574 t
Concrete	18,284 m <sup>3</sup>
Aggregate	47,272 t
Cement	133 t



### DOMINICAN REPUBLIC MARKET

Materials	2017
Steel	120 t
Concrete	5,249 m <sup>3</sup>
Aggregate	703 t
Cement	75 t

## EN2 – Materials – Percentage of materials used derived from recycling

### Europe

#### CAPSFIL

Materials	2017
Retread tyres	42%

#### EGF

Materials	2017
Retread tyres	50%
Paper recycled	56%
PE recycling industry used in the maintenance of the bed as replacement for shale (Amarsul)	70%
Toners	83%

#### SUMA

Materials	2017
Retread tyres	47%

### Africa

#### UGANDA MARKET



Materials	2017
Tires used in retaining walls	20%

## EN3 – Energy – Energy consumption within the organisation

### Europe

#### CAPSFIL

Energy	2017
Diesel	10,907 GJ/year

## EGF

Energy	2017
Diesel	362,290 GJ/year
Petrol	156 GJ/year
Natural Gas	99,064 GJ/year
LPG	7 GJ/year
Propane	276 GJ/year

## MANVIA

Energy	2017
Diesel	20,378 GJ/year
Petrol	222 GJ/year

## MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Energy	2017
Diesel	275,644 GJ/year
Petrol	342 GJ/year
Propane	331 GJ/year
Fuel Oil	78,569 GJ/year
Natural Gas	5 GJ/year

## SUMA

Energy	2017
Diesel	173,677 GJ/year

## TAKARGO

Energy	2017
Diesel Fleet	291,721 GJ/year

## VIBEIRAS

Energy	2017
Diesel	13,573 GJ/year
Petrol	2,355 GJ/year



## IRELAND MARKET

Energy	2017
Diesel	13,977 GJ/year



## POLAND MARKET

Energy	2017
Coal	88 GJ/year
Natural Gas	22,757 GJ/year
Petrol	3,288 GJ/year
Diesel	181,000 GJ/year
Oil	13,750 GJ/year



## Africa



## MALAWI MARKET

Energy	2017
Coal	183 GJ/year
Diesel	108,000 GJ/year
Petrol	914 GJ/year
Butane	686 GJ/year



## MOZAMBIQUE MARKET

Energy	2017
Diesel	181,255 GJ/year



## RWANDA MARKET

Energy	2017
Diesel	151,395 GJ/year



## UGANDA MARKET

Energy	2017
Diesel	82,800 GJ/year
Petrol	242 GJ/year
Butane	144 GJ/year
Propane	44 GJ/year

## ZAMBIA MARKET



Energy	2017
Diesel	71,043 GJ/year



## Latin America

## BRAZIL MARKET



Energy	2017
Low Pour Fuel Oil	12,045 GJ/year
Diesel	492,511 GJ/year
Petrol	4,993 GJ/year

## PARAGUAY MARKET



Energy	2017
Diesel	8,917 GJ/year
Petrol	492 GJ/year

## DOMINICAN REPUBLIC MARKET



Energy	2017
Diesel	277 GJ/year

## EN4 – Energy – Energy consumption outside of the organisation



## Europe

### CAPSFIL

Energy	2017
Electricity	1,267 GJ/year

### EGF

Energy*	2017
Electricity	186,066 GJ/year
Heating and Cooling	36,888 GJ/year
Solar	603 GJ/year

\* Note: Electrical energy internally generated and sold afterwards – 1,963,797 GJ/year

## MANVIA

<b>Energy*</b>	<b>2017</b>
Electricity	229 GJ/year

\* Note: Without information from Spain

## MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

<b>Energy</b>	<b>2017</b>
Electricity	36,884 GJ/year

## SUMA

<b>Energy</b>	<b>2017</b>
Electricity	3,913 GJ/year

## VIBEIRAS

<b>Energy</b>	<b>2017</b>
Electricity	219 GJ/year

## IRELAND MARKET



<b>Energy</b>	<b>2017</b>
Electricity	32,206 GJ/year

## POLAND MARKET



<b>Energy</b>	<b>2017</b>
Electricity	33,894 GJ/year
Heating and Cooling	



**Africa**

## SOUTH AFRICA MARKET



<b>Energy</b>	<b>2017</b>
Electricity	2,676 GJ/year

## MALAWI MARKET



<b>Energy</b>	<b>2017</b>
Electricity	2,200 GJ/year



## MOZAMBIQUE MARKET

<b>Energy</b>	<b>2017</b>
Electricity	2,955 GJ/year



## RWANDA MARKET

<b>Energy</b>	<b>2017</b>
Electricity	93 GJ/year



## UGANDA MARKET

<b>Energy</b>	<b>2017</b>
Electricity	2,293 GJ/year



## ZAMBIA MARKET

<b>Energy</b>	<b>2017</b>
Electricity	5,123 GJ/year



## *Latin America*



## BRAZIL MARKET

<b>Energy</b>	<b>2017</b>
Electricity	2,496 GJ/year



## MEXICO MARKET

GISA

<b>Energy</b>	<b>2017</b>
Electricity	1 GJ/year



## MEXICO MARKET

Mota-Engil Mexico

<b>Energy</b>	<b>2017</b>
Electricity	1,424 GJ/year



## DOMINICAN REPUBLIC MARKET

<b>Energy</b>	<b>2017</b>
Electricity	11 GJ/year

## EN8 – Water – Total water withdrawal by source



Europe

### CAPSFIL

Water	2017
Surface water capture	6,000 m <sup>3</sup> /year
Capture of municipal water supply or from other suppliers of water	3,600 m <sup>3</sup> /year

### EGF

Water	2017
Underground water capture	304,450 m <sup>3</sup> /year
Capture of rainwater directly collected and stored by the organisation	2,057 m <sup>3</sup> /year
Capture of municipal water supply or from other suppliers of water	210,952 m <sup>3</sup> /year
Reuse of treated effluent	23,151 m <sup>3</sup> /year

### MANVIA

Water*	2017
Capture of municipal water supply or from other suppliers of water	1,201 m <sup>3</sup> /year

\* Note: With information from Spain

### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Water	2017
Surface water capture	37,546 m <sup>3</sup> /year
Underground water capture	88,918 m <sup>3</sup> /year
Capture of municipal water supply or from other suppliers of water	31,323 m <sup>3</sup> /year

### SUMA

Water	2017
Underground water capture	39,502 m <sup>3</sup> /year
Capture of municipal water supply or from other suppliers of water	13,167 m <sup>3</sup> /year



## Africa



### SOUTH AFRICA MARKET

Water	2017
Capture of municipal water supply or from other suppliers of water	15,321 m <sup>3</sup> /year



### CAPE VERDE MARKET

Water	2017
Underground water capture	7,750 m <sup>3</sup> /year



### MALAWI MARKET

Water	2017
Surface water capture	250,000 m <sup>3</sup> /year
Underground water capture	114,685 m <sup>3</sup> /year
Capture of municipal water supply or from other suppliers of water	23,079 m <sup>3</sup> /year



### MOZAMBIQUE MARKET

Water	2017
Surface water capture	6,900,000 m <sup>3</sup> /year
Capture of municipal water supply or from other suppliers of water	16,573 m <sup>3</sup> /year



### RWANDA MARKET

Water	2017
Capture of municipal water supply or from other suppliers of water	18,974 m <sup>3</sup> /year
Surface water capture	28,554 m <sup>3</sup> /year



### UGANDA MARKET

Water	2017
Surface water capture	845,000 m <sup>3</sup> /year
Underground water capture	12,000 m <sup>3</sup> /year

ZAMBIA MARKET



Water	2017
Underground water capture	42,800 m <sup>3</sup> /year

 **Latin America**

BRAZIL MARKET



Water	2017
Surface water capture	179,844 m <sup>3</sup> /year
Underground water capture	13,429 m <sup>3</sup> /year
Capture of municipal water supply or from other suppliers of water	73,409 m <sup>3</sup> /year

MEXICO MARKET

GISA



Water	2017
Capture of municipal water supply or from other suppliers of water	340 m <sup>3</sup> /year

MEXICO MARKET

Mota-Engil Mexico



Water	2017
Capture of municipal water supply or from other suppliers of water	383,863 m <sup>3</sup> /year

DOMINICAN REPUBLIC MARKET



Water	2017
Underground water capture	560 m <sup>3</sup> /year

## EN11 – Biodiversity – Operational units part of the group, hired or administered within or adjacent to the protected areas or areas with a high degree of biodiversity located outside of the protected areas

1. The **EGF** has permanent facilities in classified/protected areas. Present at the Serra da Estrela Natural Park (0.0036 km<sup>2</sup> of affected dimension), in the Agricultural Reserve of the Tagus Estuary (0.04 km<sup>2</sup> of affected dimension), in the partial area of the Barlavento landfill and, finally, in the partial area of the Sotavento landfill (0.132 km<sup>2</sup> of affected dimension), totaling 0.1756 km<sup>2</sup> of affected dimension.
2. **Ireland** has permanent facilities in classified/protected areas. Present in the area Oughterard Wastewater Treatment Plant (0.00607 km<sup>2</sup> of affected dimension) and Ballinakill GWS (0.00202 km<sup>2</sup> of affected dimension), totaling 0.00809 km<sup>2</sup> of affected dimension.
3. **Uganda** has permanent facilities in classified/protected areas. Present in the Queen Elizabeth National Park, accounting 11 km of affected area.
4. **Mexico** has permanent facilities in classified/protected areas. Present in the Chontalpa Ecological Park, Tabasco, accounting 0.02 km<sup>2</sup> of affected area.

## EN12 – Biodiversity – Description of the significant impact of activities, products and services on the biodiversity in protected areas and areas with a high level of biodiversity located outside of protected areas



### UGANDA MARKET

Biodiversity		2017
Which are the species affected?	Flora and fauna	
What is the extent of the areas undergoing the impact?	17 km	
What is the duration of the impact?	3.5 years	
To what degree is the impact reversible?	Self regeneration of the species	



## Latin America



### PARAGUAY MARKET

#### Biodiversity

2017

Which are the species affected?

Tree species: Delonix regia, Handroanthus impetiginosus, Jacaranda mimosifolia, Cordia americana, Peltophorum dubium, Ficus benjamina, Myracrodruon urundeuva, Pterogyne nitens, Cedrus, Cedrela fissilis, Handroanthus impetiginosus, Pinus elliottii, Livistona chinensis, Citrus paradisi, Ocotea puberula, Roystonea regia

What is the extent of the areas undergoing the impact?

12 km

What is the duration of the impact?

Permanent impact

To what degree is the impact reversible?

Irreversible. Reforestation actions were initiated in other areas

## EN15 – Emissions – Direct Emissions of Greenhouse Gases (GEE)



## Europe

### EGF

#### Emissions\*

2017

Total 2017

1,041,882 t CO<sub>2</sub>/year

\* Note: Through waste burning, electrical energy was produced and sold afterwards – 1,963,797 GJ/year

### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

#### Emissions

2017

Total 2017

26,467 t CO<sub>2</sub>/year

### SUMA

#### Emissions

2017

Total 2017

12,853 t CO<sub>2</sub>/year

### TAKARGO

#### Emissions

2017

Total 2017

21,813 t CO<sub>2</sub>/year



### POLAND MARKET

Emissions	2017
Total 2017	17,555 t CO <sub>2</sub> /year



*Africa*



### UGANDA MARKET

Emissions	2017
Total 2017	32,000 t CO <sub>2</sub> /year



*Latin America*



### BRAZIL MARKET

Emissions	2017
Total 2017	34,782 t CO <sub>2</sub> /year



### MEXICO MARKET

GISA

Emissions	2017
Total 2017	1,779 t CO <sub>2</sub> /year

## EN16 – Emissions – Indirect Emissions of Greenhouse Gases (GEE) deriving from the acquisition of energy



*Europe*

EGF

Emissions	2017
Total 2017	22,880 t CO <sub>2</sub> /year

## MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

Emissions		2017
Total 2017		4,815 t CO <sub>2</sub> /year

## POLAND MARKET



Emissions		2017
Total 2017		13,708 t CO <sub>2</sub> /year



## Latin America

## BRAZIL MARKET



Emissions		2017
Total 2017		57 t CO <sub>2</sub> /year

## EN17 – Emissions – Other indirect Emissions of Greenhouse Gases (GEE)



## Europe

## EGF

Emissions		2017
Total 2017		654 t CO <sub>2</sub> /year



## Latin America

## BRAZIL MARKET



Emissions		2017
Total 2017		123 t CO <sub>2</sub> /year

## EN20 – Emissões – Emission of Ozone-Depleting Substances (ODS)



### POLAND MARKET

Emissions	2017
Total 2017	3 t CFC-11

## EN21 – Emissões – Emissions of NO<sub>x</sub>, SO<sub>x</sub> and other significant emissions



### EGF

Emissions	2017
NO <sub>x</sub>	861,781 kg
SO <sub>x</sub>	42,864 kg
Volatile Organic Compoundss – COV's	44,976 kg
Particulate Material – PM	7,622 kg
Inorganic fluoride compounds expressed in F-	682 kg
H <sub>2</sub> S	1,248 kg
HCl	4,362 kg
NMOC	110,458 kg
CO	381,160 kg



### POLAND MARKET

Emissions	2017
NO <sub>x</sub>	34,831 kg
SO <sub>x</sub>	59,474 kg
Persistent organic pollutants (POP)	226 kg
Hazardous air pollutants (HAP)	54 g
Particulate Material (PM)	13,412 kg
CO	106,420 kg
Total Dust	17,882 kg

## EN22 – Effluents and Residues – Total discharge of water, broken down by quality and final destination



### Europe

#### EGF

Effluents and Residues	2017
quality: Biochemical absence of oxygen (CBO)	192,415 kg/year
quality: Chemical absence of oxygen (CQO)	1,522,713 kg/year
quality: Total solid suspensions (SST)	196,303 kg/year
final destination: discharge collector	558,599 m <sup>3</sup> /year
quality: Biochemical absence of oxygen (CBO)	475 kg/year
quality: Chemical absence of oxygen (CQO)	244 kg/year
quality: Total solid suspensions (SST)	25 kg/year
final destination: water line	12,591 m <sup>3</sup> /year
quality: Biochemical absence of oxygen (CBO)	59 kg/year
quality: Chemical absence of oxygen (CQO)	306 kg/year
quality: Total solid suspensions (SST)	38 kg/year
final destination: reuse	15,290 m <sup>3</sup> /year
quality: Biochemical absence of oxygen (CBO)	13,503 kg/year
quality: Chemical absence of oxygen (CQO)	146,455 kg/year
quality: Total solid suspensions (SST)	8,237 kg/year
final destination: Industrial plant WWTP	26,701 m <sup>3</sup> /year

#### VIBEIRAS

Effluents and Residues	2017
quality: Biochemical absence of oxygen (CBO)	14 m <sup>3</sup> /year
quality: Chemical absence of oxygen (CQO)	45 m <sup>3</sup> /year
quality: Total solid suspensions (SST)	8 m <sup>3</sup> /year
quality: Total Heavy metals	<0.4 m <sup>3</sup> /year

#### POLAND MARKET



Effluents and Residues	2017
quality: Total solid suspensions (SST)	5,776 m <sup>3</sup> /year



## Africa

### MOZAMBIQUE MARKET



#### Effluents and Residues

2017

quality: Biochemical absence of oxygen (CBO)

363,000 m<sup>3</sup>/year



## Latin America

### BRAZIL MARKET



#### Effluents and Residues

2017

quality: Biochemical absence of oxygen (CBO)

1,087 m<sup>3</sup>/year

quality: Chemical absence of oxygen (CQO)

2,135 m<sup>3</sup>/year

quality: Total solid suspensions (SST)

3,883 m<sup>3</sup>/year

## EN23 – Effluents and Residues – Total weight of waste, broken down into type and method of disposal



## Europe

### CAPSFIL

#### Effluents and Residues

2017

Hazardous waste

2 t

Non-hazardous waste

11 t

Waste sent for recycling

12 t

Waste sent for disposal

1 t

### EGF

#### Effluents and Residues

2017

Hazardous waste

320 t

Non-hazardous waste

8,626 t

Waste sent for recycling

557 t

Waste sent for disposal

8,389 t

## MANVIA

<b>Effluents and Residues*</b>	<b>2017</b>
Hazardous waste	23 t
Non-hazardous waste	390 t
Waste sent for recycling	154 t
Waste sent for disposal	259 t

\* Note: Information about Manvia, S.A., Spain Branch, Manvia Conduatas and CH&P Anadia & Coja

## MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

<b>Effluents and Residues</b>	<b>2017</b>
Hazardous waste	237 t
Non-hazardous waste	13,942 t
Waste sent for recycling	13,696 t
Waste sent for disposal	483 t

## VIBEIRAS

<b>Effluents and Residues</b>	<b>2017</b>
Hazardous waste	27 t
Non-hazardous waste	18,192 t
Waste sent for recycling	18,183 t
Waste sent for disposal	36 t

## POLAND MARKET



<b>Effluents and Residues</b>	<b>2017</b>
Hazardous waste	12 t
Non-hazardous waste	153,217 t



**Africa**

## CAPE VERDE MARKET



<b>Effluents and Residues</b>	<b>2017</b>
Hazardous waste	22 t
Non-hazardous waste	175 t
Waste sent for disposal	6 t



## MALAWI MARKET

<b>Effluents and Residues</b>	<b>2017</b>
Hazardous waste	284 t
Non-hazardous waste	322 t



## UGANDA MARKET

<b>Effluents and Residues</b>	<b>2017</b>
Hazardous waste	6 t
Non-hazardous waste	84 t
Waste sent for recycling	32 t
Waste sent for disposal	13 t



## ZAMBIA MARKET

<b>Effluents and Residues</b>	<b>2017</b>
Hazardous waste	2 t
Non-hazardous waste	1 t
Waste sent for recycling	6 t
Waste sent for disposal	10 t



## *Latin America*



## BRAZIL MARKET

<b>Effluents and Residues</b>	<b>2017</b>
Hazardous waste	43 t
Non-hazardous waste	5,388 t
Waste sent for recycling	384 t
Waste sent for disposal	5,408 t



## MEXICO MARKET

GISA

<b>Effluents and Residues</b>	<b>2017</b>
Hazardous waste	23 t
Non-hazardous waste	6 t
Waste sent for recycling	5 t
Waste sent for disposal	10,340 t



## MEXICO MARKET

Mota-Engil Mexico

Effluents and Residues		2017
Hazardous waste		21 t
Non-hazardous waste		4,110 t
Waste sent for recycling		2,985 t
Waste sent for disposal		4,109 t



## PERU MARKET

Effluents and Residues		2017
Hazardous waste		117 t
Non-hazardous waste		25,298 t
Waste sent for recycling		659 t
Waste sent for disposal		6,423 t

## EN24 – Effluents and Residues – Total number and volume of significant spills



### Europe

#### EGF

Effluents and Residues		2017
How many spills took place?		4
What was the location of the spill?	Valnor: Aterro Sanitário de Castelo Branco Algar: 2 spills on the premises and 1 on the public road	
What was the volume of the spill?	Valnor: 1 m <sup>3</sup> on the premises Algar: 5 L of hydraulic oil e 2 m <sup>3</sup> of mud (organic material) inside the premises and 35L of hydraulic oil on the public road	
What was the material spilled? oil, fuel, waste, chemical substances, others	Valnor: Leachates Algar: Hydraulic oil and mud (organic material)	
What was the impact?	Valnor: Non-existent as a result of the speedy application of the emergency response with the application of corrective measures, including the removal of the entire spill and the soil affected, ensuring the re-establishment of the original conditions at the site Algar: Non-existent due to the actions developed. Concerning hydraulic oil: spillage containment with absorbing materials, in order to avoid its spreading, followed by cleaning of the location; In relation to mud: cleaning of the location (near storage tanks) and removal of the surface of the affected soil, sending it afterwards to landfill	



### BRAZIL MARKET

Effluents and Residues		2017
How many spills took place?	2	
What was the location of the spill?	Railway infrastructure area in the municipality of Marabá	
What was the volume of the spill?	6 m <sup>3</sup>	
What was the material spilled? oil, fuel, waste, chemical substances, others	Diesel Oil and Lubricating Oil	
What was the impact?	Contamination of the soil	



### MEXICO MARKET

Mota-Engil Mexico

Effluents and Residues		2017
How many spills took place?	12	
What was the location of the spill?	Cardel-Poza Rica, Tuxpan-Tampico, Gran Canal e Las Varas	
What was the volume of the spill?	3 m <sup>3</sup>	
What was the material spilled? oil, fuel, waste, chemical substances, others	Oil, diesel and petrol	
What was the impact?	The spilled materials have been collected and disposed as hazardous waste in companies duly authorized, according with the response plan to environmental emergencies and Control Procedure of Spillage and Hazardous substances	



### PERU MARKET

Effluents and Residues		2017
How many spills took place?	10	
What was the location of the spill?	Las Bambas – Apurímac, Chinalco – Junín, Antamina Toga Cruz – Huaraz e Consorcio Vizcachane – Arequipa	
What was the volume of the spill?	4.8 m <sup>3</sup>	
What was the material spilled? oil, fuel, waste, chemical substances, others	Fuel, Hydraulic Oil and Asphalt Cement	
What was the impact?	Soil contamination, with activation of the Environmental Emergency Plan	

## EN27 – Products and Services – Extent of the mitigation of the environmental impact of products and services



Europe

EGF

### General initiatives to save resources:

1) Mitigation of energy consumption, associated to the fleet and remaining infrastructure and fixed and mobile equipment, with implementation of the following measures:

- Training in eco-driving;
- Replacement of heavy vehicles;
- Implementation and/or improvement of monitoring, analysis and management systems of collection data;
- Installation of reduced consumption light bulbs;
- Among other measures foreseen in Energy Rationalisation Plan (PREN).

2) Mitigation of odor release from facilities, with implementation of the following measures: closure of open façades, landfill cover, etc.

3) Mitigation of pollutant load in leachates, improving the treatment system.

4) Mitigation of potential environmental accidents/damages, by training employees and executing drills.

5) Promote the recycling of products or materials and the use of these recycled materials.

6) Mitigation of environmental impacts associated to the use of soil improvers and aggregate (AEIRU), by disclosing to clients the guidelines on its correct use.

Concerning the aforementioned initiatives, it is not yet possible to verify the effectiveness of all actions in terms of impact mitigation, because they are still underway or because there is no track record that enables its evaluation.

The inexistence of environmental damages related to most of EGF companies is an evidence of the environmental impacts mitigation.

## MANVIA

Which?	Associated with the management of the vehicle fleet
Up to what point was the impact mitigated?	Average consumption per vehicle (L/100 km) – Reduction of 3.2% (compared with 2016)

## TAKARGO

Which?	Energy Rationalisation Plan (PREN) - Fleet
Up to what point was the impact mitigated?	Monitoring and targets set in the PREN: In 2017 there was an improvement in the performance of the fuel consumption of the locomotives, with a reduction of 3.5% in transportation

## VIBEIRAS

Which?	Driving Standards/ GPS and restructuring of teams
Up to what point was the impact mitigated?	Reduction of fuel consumption



## Africa



## CAPE VERDE MARKET

Which?	Environmental recovery of Quarry
Up to what point was the impact mitigated?	100%.



## RWANDA MARKET

Which?	Implementation of waste management plan, in order to treat used oil
Up to what point was the impact mitigated?	All used oils have been sent to proper treatment



## Latin America



## BRAZIL MARKET

Which?	Optimization of the areas' inspection methods, in order to anticipate the occurrence of impacts; development of in-house water reuse projects
Up to what point was the impact mitigated?	Decrease of non-compliances and deviations pointed by the client and/or audits related to failure of operative controls; decrease of water consumption in units



## MEXICO MARKET

### GISA

Which?	<p>Individual training in good compacting practices: use of anti-spillage kit;</p> <p>Awareness program for the use of water and resources rationalization;</p> <p>Awareness program for the use of energy and resources rationalization;</p> <p>Maintenance programs;</p> <p>Final delivery of ink cartridges and batteries</p>
Up to what point was the impact mitigated?	50%



## MEXICO MARKET

### Mota-Engil Mexico

Which?	<p>Execution and further implementation of the following procedures:</p> <p>Life cycle; identification of environmental aspects and evaluation of its impacts; control and management of hazardous substances spillage; rescue of animal and plant species; execution and development of environmental campaigns; maintenance or nurseries; reforestation activities; environmental awareness and training; placement of information and restrictive signaling; environmental supervision; execution of compliance reporting; acquisition of insurances and environmental guarantees and management of environmental authorizations</p>
Up to what point was the impact mitigated?	28 reforested areas; 48,971 plants in forest nurseries; 38,044 rescued wild species; 4,131 tons of managed wastes



## PERU MARKET

Which?	Awareness – raising and training actions in management, control and handling of materials and products and in prevention of environmental accidents
Up to what point was the impact mitigated?	-

## EN28 – Products and Services – Percentage of products and their packaging recovered in relation to the total products sold and broken down by category of product



**Europe**

EGF

	2017
Products and their packaging recovered (ton) – Selective collection of glass	103,536 t
Products and their packaging recovered (ton) – Selective collection of paper and card	93,990 t
Products and their packaging recovered (ton) – Selective collection of mixed packaging	57,221 t
Products and their packaging recovered (ton) – Wood	7,825 t
Products and their packaging recovered (ton) REEE + OAU + batteries...	6,562 t
<b>TOTAL – PRODUCTS AND THEIR PACKAGING RECOVERED (TON)</b>	<b>269,132 t</b>
Products sold glass packaging (ton)	102,948 t
Products sold paper and card (ton)	90,617 t
Products sold plastics and compound packaging (ton)	43,844 t
Products sold metals (ton)	7,370 t
Products sold wooden packaging (ton)	6,668 t
Total – Products sold (ton) REEE + OAU + batteries...	7,627 t
<b>TOTAL OF PRODUCTS SOLD (TON)</b>	<b>259,073 t</b>
	<b>104%</b>

## EN29 – Compliance – Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations

No business and/or market of the Group has declared noncompliance with laws and environmental regulations in 2017.

