



# 08

## SUSTAINABILITY REPORT



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**INSPIRATION**  
DREAMING, PLANNING  
AND MATERIALISING.

**01**

**MESSAGE FROM  
THE CHAIRMAN**



## MESSAGE FROM THE CHAIRMAN



António Mota  
Chairman of the Board of Directors



Jorge Coelho  
Chief Executive Officer

The year under review was unquestionably marked by the serious financial crisis that shook the world, with negative repercussions on most national economies.

The crisis scenario that we witnessed and the appraisal of the causes that lay at its root raise enormous challenges for companies.

Despite the unfavourable surroundings, the Mota-Engil Group was successful in meeting the established goals.

Group turnover grew by 33.3% over 2007 to stand at €1,868 billion.

Net profit attributable to the Group in 2008 amounted to €30.6 million.

The order book stood at a record figure of €2.6 billion.

The business of the Engineering & Construction areas, accounting for about 78.5% of the Group's turnover, grew by 40% to stand at €1,467 billion.

This growth was largely underpinned by the increase of business in the Africa, America and Central Europe markets, where growth was up more than 50% over the previous year.

The Portuguese market, where the Group's position of leadership remains intact, accounted for 49% of the turnover of the Engineering & Construction area, its contribution to the overall turnover of this area decreasing, clearly attesting the strengthening of its international projection within the context of the Group.

In 2008 the Environment & Services area returned excellent operational performance, generating turnover in the sum of €285.8 million, up 15% over 2007.

Besides consolidating its position as the national leader in several segments, 2008 was also marked by the start to the operation in Angola, reflecting the strategy of internationalisation of the Group's business.

The Transport Concessions area returned a growth of turnover of nearly 11%, despite the reduction of traffic on its highways under concession caused by the climate of economic recession seen during the year now ended.

In the organisational and strategic fields 2008 was marked by two important events:

The Group's governance model was altered in May, involving setting up an Executive Committee, which was followed by approval of its "Ambition 2013" strategic development plan.

The strategy that was set out rests on four fundamental axes:

Sustained growth, internationalisation, diversification and strengthening the human capital, representing the four fundamental vectors of the Group's development over the coming four years.

In the operational field and as regards the evolution of the Group's business, several more outstanding events warrant mention:

The incorporation of Ascendi as a new corporate vehicle aggregating the assets under concession in the transport infrastructure sector of the Mota-Engil and Espírito Santo Groups;

The increase of the equityholding in Lusoponte, allowing the Group to become the concessionaire's biggest equityholder;

The success in the Douro Interior call for tenders and the announcement of the award of the Marechal Rondon-Leste concession in the Brazilian state of São Paulo, through Ascendi, which is a member of the winning consortium;

The leadership of the High Speed Railway consortium and membership of the consortium for the construction of the new Lisbon Airport and for the privatisation of ANA – Aeroportos de Portugal, projects considered of the greatest strategic importance for the Group;

The establishment of a partnership between the Environment & Services ARGA and the Banco Privado do Atlântico Group to become involved in the Angolan market in the business segment of this Group sub-holding company;

In the important market of Malawi, the entering into of a memorandum of understanding with the government in respect of the execution of several projects.

Justified emphasis is also warranted in respect of the increase of the Indaqua equity capital, in which the Group has become the majority equityholder; the start of the Takargo operation, the first private-capital company to operate in Portugal in carriage of goods by railway; the participation, in consortium, in the port of La Guaira remodelling project in Venezuela; the pre-qualification for the ports of Ennore (India) and Guaymas (Mexico); and, lastly, early in 2009, the entry into the port of La Paíta concession (Peru).

Matters related with sustainability and social responsibility at the Mota-Engil Group continue to be at the centre of our attention.

In the chapter on human capital enhancement, one of the fundamental strategic axes of “Ambition 2013”, the emphasis is on the creation of the Mota-Engil Active School.

Inspired by the corporate university model, it is designed to develop skills critical to the success both of the business and of its people, providing profound knowledge about the Group, disseminating its culture and values and strengthening management and leadership skills.

Within the scope of its Social Responsibility Programme, which seeks to bring about the Group’s commitment to the principles of ethically, socially and environmentally responsible management, the creation of the “Mota-Engil Solidária” brand marked the start to a new stage of the Group’s involvement in the large area of social solidarity.

Support for the disabled, the outstanding cause of those that presided over the creation of the new brand, played a major part during the year, over and above the huge effort in support of various other causes and projects.

Its eyes on society and its problems, the Mota-Engil Group seeks to exercise active corporate citizenship, involving itself with society and endeavouring to be at the forefront of support to its integrated, sustained development.

For its dimension and diversity the Mota-Engil Group has a large and complex number of relations with many persons and entities, to whom it owes a great deal of its success and are therefore worthy of our appreciation.

Lastly, we would like to express our gratitude to all employees, equityholders, customers, suppliers, financial entities and other partners who, together with us, have helped to build up the Mota-Engil Group over more than six decades.



**António Mota**

Chairman of the Board of Directors



**Jorge Coelho**

Chief Executive Officer









**FUTURE**  
LOOKING TO TOMORROW  
IN THE CERTAINTY  
OF THE PATH TO BE  
FOLLOWED.

# 02

## VISON AND STRATEGY

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## VISION AND STRATEGY

Approval of the “Ambition 2013” plan is a fundamental milestone of the Mota-Engil Group’s strategy for the coming years, based on growth, internationalisation, diversification and enhancement of our human capital.

In the civil construction and public works sector, the Mota-Engil Group has been the leader of the Portuguese market for several years.

Accounting for some 75% of Group turnover, this business area continues to be vital for its development in ways that will, on the one hand, allow consolidation of its leadership of the internal market and, on the other, ensure the progressive increase of the international dimension and exposure of the Engineering & Construction business. This is particularly true in markets having more attractive margins and greater growth potential, opening up the way to the creation of the balance essential to the profitability and sustainability of the growth process.

The sharp increase of turnover in the Africa, America and Central Europe markets provides prospects of a progressive materialisation of this strategic guideline.

In the light of the strategic “Ambition 2013” plan, the growth of the Engineering & Construction business will have to be accompanied by a permanent effort to diversify into other areas.

The Environment & Services area has been taking steps in this direction, increasing its representativeness within the Group.

Leader in Portugal of the privatised solid urban waste management and urban cleaning market, through the SUMA Group, it has strengthened its position in the industrial-waste treatment sector, thus seeking to make its mark as a global operator in this field.

In the water sector the Group has acquired a majority holding in its subsidiary Indaqua, which occupies a prime position in the water supply and sewage concessions market.

In the ports and logistics area the Group continues to be the leader in the Portuguese ports sector while strengthening its role in the logistics value chain with the coming into operation of Takargo, the country’s first private operator in the carriage-of-goods-by-rail segment.

The incorporation of subsidiary Vista Multiserviços, in association with an Angolan partner, marks the move into the market of Angola.

Angola has strong growth prospects in the field of business linked to the environmental area, a fundamental part of the country’s socio-economic development process.

In port business the Environment & Services area has made major inroads into foreign markets, in countries such as India, Mexico and Peru, where modernisation of these infrastructures, essential to their role in international trade, is widely lacking.

In the Transport Concessions area the Group has strengthened its position in Portugal through the new Douro Interior sub-concession, with AENOR retaining its vice-leadership in the field of the country’s highway concessions.

Besides the concession in Mexico, the Group moved into the Brazilian market through a concession secured in the state of São Paulo by Ascendi reflects the efforts directed at the internationalisation of this area by the Group, and it can be expected that the new corporate vehicle will contribute to accelerating its growth at global level.

In this way, starting off from the value chain of the Engineering & Construction business and driving the synergies generated within the group of companies that make it up, Mota-Engil is seeking to make its mark as an international, multi-services group, in line with the established strategic goals.

In the matter of sustainability, the economic and financial crisis seen in 2008 brought about new data, rekindling several problems.

The financial crisis that originated in the USA, with global reflexes, and the failure of the regulatory mechanisms shook citizens' confidence in business and companies, while also contributing to an increase of the feeling of insecurity as to the performance of the economy and as to the deterioration of social problems in many parts of the world.

The national economic recessions also contributed to rekindling concerns as to protectionism, reducing international trade flows and putting a halt to the march of globalisation.

These circumstances made all the more clear the need for greater intervention at regulatory level and for a stronger role by governments in the working of the economies.

Companies, in turn, are confronted with more careful risk management and greater involvement with their stakeholders, which play a vital role in the re-establishment of confidence as the engine of a more favourable business climate.

Management rationale, based on purely financial and econometric criteria is still challenged by the companies' need to remain focused more closely on the emotive and behavioural elements inherent in the human factor and on preservation of their fundamental skills.

Enhancement of human capital, the repository of the essential skills of companies, creation of a climate propitious to collaboration and shared effort, setting free the potential for the creativity and ongoing perfecting of people, strengthening research, development and innovation (RD&I) policies, all constitute a sure pledge to the preservation of these skills and a fundamental pillar of any strategy directed at obtaining sustainable competitive advantage.

Companies are also required to make an additional effort of adaptation, faced as they are with a scenario of permanent uncertainty and constant change.

Movements of capital, of knowledge and of talent, underpinned by modern information and communication technologies, strengthen interconnectivity and interdependence at global scale, and also provide huge stimulus to increasing the productivity of economic agents.

Therefore, productivity is still and always will be a decisive element of company performance and of the economy as a whole, an unquestionable factor of competitiveness in the globalised world.

On the other hand, some lines of the trend that has been seen at general level continue or have even been accentuated.

The global economy has undergone major mutations, rendered even clearer by the recent crisis.

Despite the relative slowdown of their economies, the emerging countries have maintained their growth trend, showing greater resistance to the cycle of recession that affected the developed countries more seriously.

This demonstrates the lesser dependence of their economies compared to the traditional levers of growth (USA, European Union and Japan), to which an ongoing increase of the economic and trade flows between the emerging countries themselves must be added.

Furthermore, the traditional assumptions underlying the competitiveness of the emerging countries, their export vocation strongly based on poor quality and low cost, have altered.

Ongoing productivity gains and a higher position in the value chain allied to a higher rate of domestic saving have allowed the emerging countries to increase their competitiveness and have fostered the accumulation of capital for investment.

Growth has also been driven by the progressive increase of domestic consumption within the

emerging economies, thus increasing their share of global consumption.

The centre of gravity of the global economy is therefore shifting.

The major challenges of sustainability are still on the agenda.

At environmental level, climate change and, in particular, global warming continue to be on the order of the day.

The outlook for a post-Kyoto agreement is surrounded by uncertainty, with a concern that the measures required to seriously confront the climate-change problem will not be adopted with the required profundity.

Sustainable management of water is threatened and cases of water stress in many regions of the world are on the increase.

By 2030 it can be expected that 85% of the world population will be living in places where demand will exceed the supply of the available water resources, clearly showing the gravity of the situation.

Energy production and consumption have been increasing on a continuous basis, contributing to global warming and endangering economic growth owing to the predictable scarcity of its future supply, notwithstanding the investments by the electricity producers in increasing their capacity and in the provision of cleaner energies.

Pressure on raw-material production and consumption continues high, on a par with the deterioration of many ecosystems essential to the preservation of biodiversity and of the fundamental environmental balances.

In the social field, extreme poverty and hunger still affect a significant percentage of the world's population.

There continue to be significant asymmetries in the distribution of income and the population of the developing countries is

faced with enormous difficulties in accessing basic education and primary health care. They have high maternal and infant mortality rates and AIDS, malaria, tuberculosis and other diseases are rampant.

The Millennium Development Goals (MDG) are still far from being met in full.

In view of the challenges of today's world, the role of companies in the matter of sustainability is of the greatest importance, in its threefold economic, social and environmental dimension.

In view of the impacts of its business on the most varied areas, the Mota-Engil Group is fully aware of its responsibilities.

Eco-efficiency in the use of resources and preservation of the environment constitute fundamental axes of the Group's sustainability policy and strategy.

Management of water and energy, and reduction of the use of materials and their reuse and recycling are priority goals.

The adoption of sustainable construction principles, constant innovation efforts in the search for economically and environmentally more efficient solutions, construction and demolition waste management, and the incorporation of reused or recycled materials in the construction of highway infrastructures are all solutions and approaches in which the Group has invested heavily.

In the Environment & Services area the efforts in the field of environmental education and awareness of the population served by SUMA in the waste and urban cleaning sector are particularly noteworthy.

SUMA also lends special attention to the optimisation of energy consumption, modernisation and innovation in the matter of equipment and work processes and to the rational use of water, fundamental to the sustainable management of its operations.



At internal social level the Group has shown particular concern as to the enhancement of its human capital.

Operating in sectors marked by a high degree of precarious work and employee rotation, in which there is a predominance of low vocational qualification, the Group has endeavoured to reverse the situation.

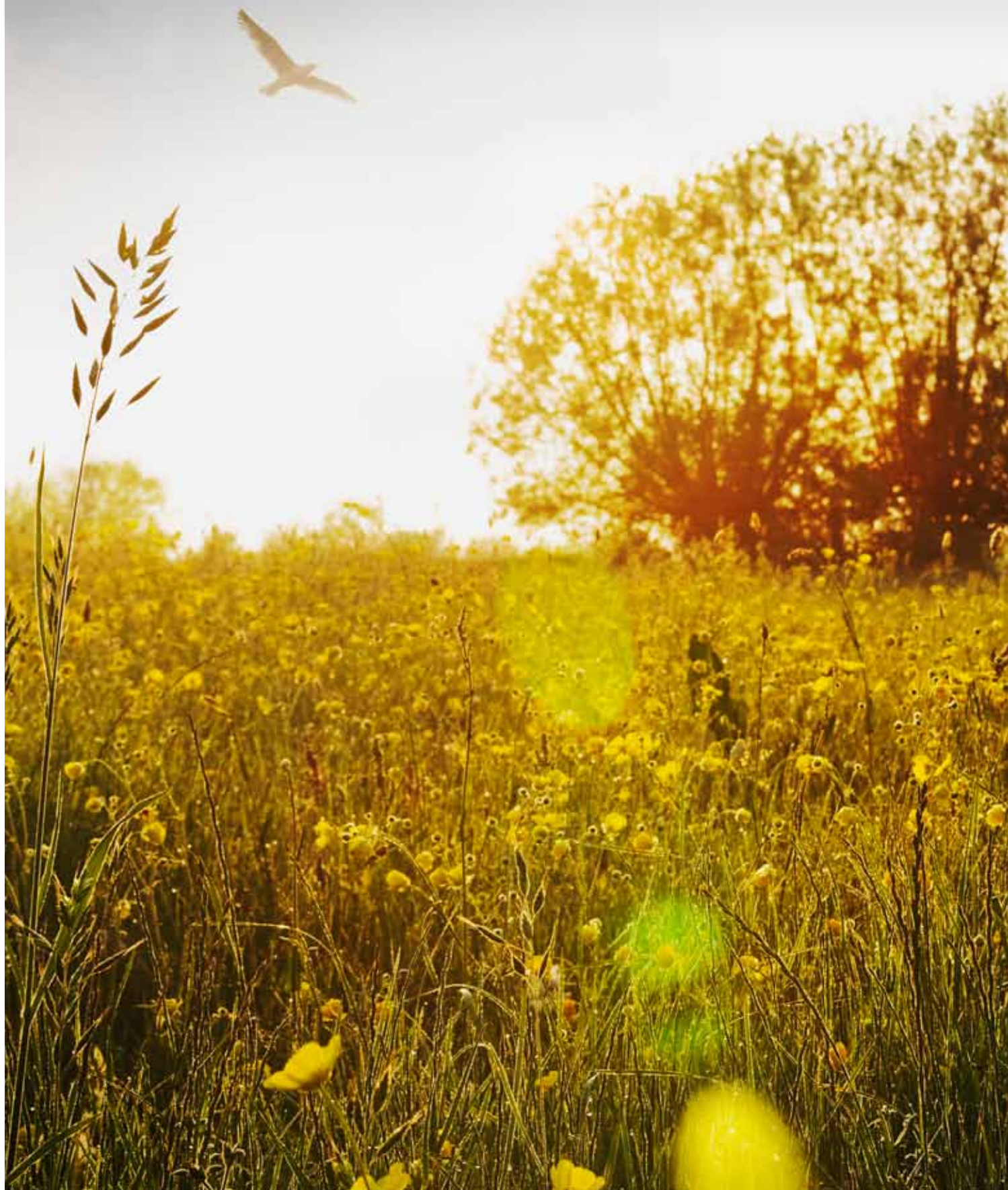
The creation of the Active School and the increase of training courses given constitute examples of the decisive focus on the enhancement of its human resources.

Support to the social, educational, cultural and environmental development of the communities in which it carried on its business constitutes a priority axis of the Group's social responsibility structure.

The year under review will be indelibly marked by the creation of the "Mota-Engil Solidária" brand and by a sharp increase of the projects and initiatives supported by the Group, acting for the benefit of the most diverse causes of relevant social interest.

In a particularly difficult year, Mota-Engil has endeavoured to keep a close watch on the needs of the people, supporting a vaster number of organisations of the tertiary sector for their relevant role in the mitigation of social problems.

The creation of the Manuel António da Mota Foundation, planned for 2009, and the territorial extension of its social responsibility programme to those African countries in which the Group does business will allow the consolidation of this strategic objective in the years to come. Thus honouring the Group's commitment to ethically, socially and environmentally responsible management in the construction of a more sustainable world.







**SUSTAINABILITY**  
GROWING SUSTAINABLY.  
MORE THAN A DREAM,  
A REALITY.

# 03

## SCOPE OF THE REPORT

## 3.1 REPORT PROFILE

The Mota-Engil Group publishes its 2008 Sustainability Report through its holding company, Mota-Engil, SGPS, SA, plc.

In the wake of the commitment entered into in the 2006 Sustainability Report, the Mota-Engil Group now publishes the report on an annual basis, communicating and providing information on its performance in the matter of sustainability to its stakeholders.

Besides its economic dimension, gone into in great depth in the 2008 Annual Report and Accounts, communication of the performance achieved in the social and environmental areas is a fundamental part of the Group's sustainability strategy.

In line with the current practice of many outstanding companies and organisations at national and international level, this Report has been conceived in accordance with the Global Reporting Initiative (GRI, version 3.0) directives on preparation of sustainability reports.

The 2008 Sustainability Report, published in Portuguese and English, is available in digital format and can be consulted at the Mota-Engil Group's Internet site [www.mota-engil.pt](http://www.mota-engil.pt).

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

The dialogue that is established in this way is an instrument fundamental to listening to and taking on board the concerns and proposals of our stakeholders, namely our customers, suppliers, investors, public entities, non-governmental organisations, and others, a group that also includes, very particularly, all the employees of the Mota-Engil Group, in the vaster field of an effective policy of internal communication that is both active and participative.

Matters concerning this Report and sustainability in general may be raised with the Mota-Engil Group's Social

Responsibility, Corporate and Sustainability Division, which can be contacted at:

**MOTA-ENGIL, SGPS, SA, SOCIEDADE ABERTA**  
Social Responsibility, Corporate  
and Sustainability Division

**ADDRESS**  
Rua Rego Lameiro, n.º 38  
4300-454 Porto  
Portugal

**TELEPHONE**  
+351 220 914 454

**ELECTRONIC MAIL**  
[ruip.pedroto@mota-engil.pt](mailto:ruip.pedroto@mota-engil.pt)

**FAX**  
+351 220 914 291

At the end of the Report, as an annex, you will find a form entitled "Stakeholder Feedback", which could be useful in the appraisal of the various aspects of the Report and, from the standpoint of the reporting entity, of great importance to perfecting future editions of the Report.



## 3.2 OBJECTIVES AND BOUNDARIES OF THE REPORT

As a result of its process of strategic development based on growth, internationalisation and diversification, the Mota-Engil Group now involves a very diversified set of businesses, and it is increasingly making its mark as a Portuguese-based corporate group in a multinational context.

The multi-sectoral nature of the business of the Mota-Engil Group, covering the Engineering & Construction, Environment & Services and Transport Concessions areas, and its presence in several geographic regions, with operations in 19 countries on three continents, means that identification of materially relevant aspects of sustainability becomes a highly complex and demanding task.

The Group's sustainability strategy is organically supported by its Social Responsibility, Corporate and Sustainability Division, which reports directly to the Executive Committee of the holding company and to the Sustainability Co-ordination Board (SCB) which comprises members of various functional areas and business units.

This management model is designed to encourage transverse disclosure of the sustainability strategy across the whole of the organisation, making clear the Group's commitment and providing an effective link with the areas and business units responsible, at operational level, for managing the activities and meeting the objectives that stem from the Group's sustainability strategy.

Therefore, the concept of its sustainability strategy, the determination of the priority issues and the identification of the main stakeholders for the purposes of execution of the sustainability policy and for drawing up the Report have been in keeping with a process of internal hearings of the top management of the sub-holding companies and of the Group's business units, with particular emphasis on those addressed in greater detail in this document. This has led to a general consensus and to the provision of multiple contributions essential to the preparation of the Report.

Determination of the materially relevant aspects is a crucial stage in the proper use of the directives employed and an essential requirement of the strategic plan and of the activities depending thereon.

The table of indicators established by the reporting directive adopted must, in turn, both reflect and be the natural corollary of the targets set up and of the plans of action leading to its implementation, on the basis of the priority sustainability topics considered materially relevant.

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

The systems used to collect, process and disseminate the information that support the management and decision-taking model and processes have been particularly developed within the scope of Mota-Engil Engenharia and SUMA, and for this reason, as in previous years, these are the only entities of the Group that provide and divulge indicators in accordance with the standard adopted.

These are, however, the more relevant entities insofar as their size and market roles are concerned, and this means that, despite the said limitations, this Report is very representative of the whole.

There is still the intention that the reporting entity extend the indicator table to the other Group entities and to their operations on the international markets, in stages, thus enlarging the perimeter covered by the Sustainability Report.

In a second stage, the reporting entity also intends to incorporate new indicators into the information systems to reflect more accurately the specifics of each area and

business unit in the light of the sustainability challenges, so as to serve to greater effect the process of ongoing improvement and to make their comparability with our counterpart organisations clearer and more perceptible, in keeping with a sectoral benchmarking reasoning providing obvious benefits in the appraisal of the reporting entity by the stakeholders as a whole.

The information gathering and processing techniques and the methods of calculation relevant to the production and disclosure of the indicators are detailed in the appropriate places and, if applicable, attention is drawn to alterations to declarations made in the previous report and to the grounds therefor, particularly those in respect of any mergers, splits or similar operations.

Taking the foregoing into account and in respect of the disclosure of indicators, the 2008 Sustainability Report covers the following entities:

**BUSINESS AREA** – Engineering  
& Construction  
**BUSINESS UNIT** – Mota-Engil Engenharia  
e Construção, SA  
**GEOGRAPHIC PERIMETER** – Business in  
Portugal

**BUSINESS AREA** – Environment & Services  
**BUSINESS UNIT** – SUMA, Serviços Urbanos  
e Meio Ambiente, SA  
**GEOGRAPHIC PERIMETER**  
Business in Portugal

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

The names Mota-Engil Engenharia and SUMA should therefore be understood as including the businesses and activities dependent on Mota-Engil Engenharia & Construction, SA (the holding company for the Engineering & Construction business area) and SUMA, Serviços Urbanos e Meio

Ambiente, SA (the holding company for the Environment & Services business area involving businesses and activities in the Waste sector).

Taking into account the specific limitations of the available information, in some cases, or their relative size, in the others, the management of the Group's areas and business units that do not provide indicators will be addressed in a more limited manner, directed, in particular, at providing an overview of the Group in its diversity, going into in greater depth, in the light of their geographically and materially dispersed activities, those aspects of greater relevance, in the field of sustainability.

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

### 3.3 GRI INDEX

Chapter 9, under the heading “GRI Index”, contains the table, in order, of the GRI 3.0 indicators, indicating their location in the Report.

### 3.4 SELF- DECLARATION

The Mota-Engil Group self-declares level C of the adoption of the GRI 3.0 Directives be achieved as soon as it is seen to be opportune and the indispensable conditions have been met.

External checking of the Sustainability Report by an independent entity is an objective to



#### REPORT APPLICATION LEVEL C CONTENT OF THE REPORT

G3 Profile	➤ Reply to items: 1.1; 2.1 to 2.10; 3.1 to 3.8; 3.10 to 3.12; 4.1 to 4.4; 4.14 to 4.15
Information on the form of management of the G3	➤ Not required
G3 Performance Indicators & Sectorial Supplement Indicators	➤ Reply to a minimum of 10 Performance Indicators, including at least one from each of the following social, economic, and environment performance areas.







**DIVERSITY**  
CROSSING BORDERS  
AND BARRIERS TO GO  
EVER FURTHER.

# 04

**GROUP  
PRESENTATION  
AND PROFILE**

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## 4.1

# BRIEF HISTORIC SYNOPSIS

Mota & Companhia and Engil were incorporated, respectively in 1946 and 1952.

Over several decades the two companies progressively consolidated their positions in the civil construction and public works market.

In 1975, Mota & Companhia made a start, from Angola, to its internationalisation process and, a year later, it relaunched its business in Portugal.

The contract for the regularisation of the Lower Mondego river awarded at the time was an important landmark in the company's history, symbolising the start to its progressive affirmation as an outstanding company in the field of public works in Portugal.

In 1978, Engil, in turn, made a start to the process of internationalisation of its business.

In 1980, Mota & Companhia, which had been in business in Angola without interruption since its incorporation, set up, in partnership with the Angolan state, a company called Construção de Terraplenagens Paviterra, UEM, expanding in this way its operations in the country.

In 1984, Mota & Companhia built the Albergaria-Viseu section of the IP5 highway, a public works contract that was to be decisive and emblematic for Portugal's highway infrastructure.

The same occurred with Engil when, in 1987, its name became associated with a major public works contract calling for the construction of the Alto Lindoso dam, of huge importance to the modernisation and strengthening of the national electricity generating system.

Also in 1987, Mota & Companhia was transformed into a "sociedade anónima", following which it floated 12% of its equity capital on the stock market and requested admission to listing on the Portuguese Stock Exchange.

That year, the Engil holding company, Engil, SGPS, was incorporated.

In 1990, Mota & Companhia made a start to the diversification of its activities into sectors directly or indirectly related with or complementing construction.

The focus on the transport concessions sector was to lead to an outstanding moment in 1994, involving the creation of Lusoponte, which came to be the concessionaire company of the crossings over the river Tagus, downstream from Vila Franca de Xira, which include the April 25 Bridge and the Vasco da Gama Bridge.

The incorporation by Engil of Serurb in 1992 and by Mota & Companhia of SUMA in 1994 marked the move by both companies into environmental businesses, against a background of progressive diversification that has seen new developments right up to the present.

## 4.2 RECENT HISTORIC LANDMARKS

### **1999/2000 – Foundation of the Mota-Engil Group**

On July 23, 1999, companies belonging to members of the Mota family, holders of the majority of the Mota & Companhia equity capital, launch a take-over bid for the whole of the equity capital of Engil SGPS, which, during 2000, led to the constitution of the Mota-Engil Group.

### **2002/2003 – Restructuring of the Mota-Engil Group**

The merge of Mota & Companhia, SA, with Engil, SA, and Mota-Engil International gives rise to Portugal's biggest company operating in the civil construction and public works sector.

Through the overhaul then undertaken of the Group's diversification strategy, with particular emphasis on the Transport Concessions and the Environment & Services areas, the Mota-Engil Group come to have four distinct business areas.

- Mota-Engil Engineering & Construction
- Mota-Engil Environment & Services
- MEITS – Mota-Engil Real Estate & Tourism
- Mota-Engil Transport Concessions

As the same time, MESP – Mota-Engil Serviços Partilhados Administrativos e de Gestão (Mota-Engil Shared Management Services) is set up with a view to providing transverse support to the Group's business units, providing a set of specialised services (administrative, financial, human resources, among others).

### **2003 – Engineering & Construction**

The Mota-Engil Group acquires CPTP, Companhia Portuguesa de Trabalhos Portuários, expanding and strengthening its presence in the specific area of marine and port works, taking advantage of the company's vast experience in this sector.

### **2003 – Environment & Services**

Following the merge of Serurb into SUMA in 2001, the latter comes to include

companies called STL and Util, extending its geographic field of action and consolidating its leadership in Portugal in the sector of urban cleaning and solid urban waste (SUW) collection.

### **2004 – The Group's international positioning**

With the merger by incorporation of several associate and subsidiary companies held by the Group at the time into Mota-Engil Engineering & Construction, synergies in the construction area in Portugal are further consolidated, while the business and the order book in Eastern Europe are also reinforced, especially in Poland through the merger of two Group associates in the country, which gave rise to the incorporation of Mota-Engil Polska.

### **2005 – Euronext Lisbon – Listing on the PSI 20**

The Mota-Engil Group comes to be included in the PSI 20, the only company in the engineering and construction sector to be quoted on the main index of the Euronext Lisbon equity market.

### **2006 – TERTIR Agreement**

The Mota-Engil Group enters into an agreement for the acquisition of TERTIR, Terminais de Portugal, SA, aiming to increase very significantly its involvement in the port operations sector in the wake of the acquisition in 2005 of holdings in Sadoport and Tersado.

### **2007**

#### **PORT OPERATIONS**

The Mota-Engil Group finalises the acquisition of TERTIR ensuring control over the whole of its equity capital.

Reinforcement of the position in the Lisbon port terminal through the acquisition by the Group of Multiterminal, SA, a company that holds 50% of Sotagus and 31.25% of Liscont.

## TRANSPORT CONCESSIONS

Signature of the concession contract known as “Greater Lisbon” in Portugal and award of a motorway concession contract in Mexico covering its design, construction and maintenance, marking the move into this Central American country via this business area.

Conclusion of a strategic agreement between the Mota-Engil Group and the Banco Espírito Santo Group, through the creation of a special purpose vehicle (Ascendi), the aim being to develop jointly their business in the transport infrastructure concessions area.

## MARTIFER

Public offering of 25% of the shares in the Group’s associate for the industry and energy sector, Martifer SGPS, SA, and subsequent admission to listing on Euronext Lisbon.

In the wake of a take-over bid launched by Martifer and by the Indian company Suzlon they come to control 86.5% of the German company Repower Systems AG.

At the same time the Ventinvest joint venture, in which Martifer has a 33% stake, secures a licence in a call for tenders issued by the Portuguese State to operate wind farms having a production capacity of 400 MW.

## 2008

### ENVIRONMENT & SERVICES

Mota-Engil Environment & Services and the Privado do Atlântico Group establish a partnership for the Angolan market, directed at the business segments of this sub-holding company

The Mota-Engil Group, through Mota-Engil, Environment & Services, SGPS SA, increases its equity holding and now controls Indaqua, with 50.06% of its issued capital

Takargo, a Mota-Engil Group subsidiary, and Comsa Rail Transport establish an

agreement calling for co-operation in the development of railway operations involving goods traffic in the Iberian Peninsula

The Mota-Engil Group announces its participation, in consortium, in the project to remodel the port of La Guaira in Venezuela.

The Mota-Engil Group signs a memorandum of understanding with the government of Malawi involving several projects, with a focus on the rehabilitation of the port of Nsanje and the development of two hydroelectric plants.

## TRANSPORT CONCESSIONS

Mota-Engil announces the formalisation of the partnership with ES Concessões, giving rise to the incorporation of Ascendi.

The assets under the management of the two companies represent over 1,200 km of motorways and expressways under concession, more than 1,100 km of which in operation.

With its 14 concessionaires Ascendi comes to have projects under development in nine countries and sustained activity in three (Portugal, Spain and Mexico), besides an investment plan totalling €500 million.

Mota-Engil acquires 24.19% of Lusoponte, becoming, after the purchase, the biggest equityholder (38.02%) in the company that holds the concession for the two crossings over the Tagus river in Lisbon up to March 2030.

Mota-Engil announces its leadership of the High Speed consortium that will take part in the various calls for tender issued or to be issued by the Portuguese State for the establishment of the public-private partnerships (PPPs) in the area of high-speed railways.



## 4.3 PROFILE OF THE MOTA-ENGIL GROUP

### 4.3.1 REPORTING ORGANISATION

Mota Engil, SGPS, SA, Plc

### 4.3.2 NATURE OF OWNERSHIP AND LEGAL FORM

The Mota-Engil Group is a “sociedade anónima” (public limited company) whose object is the management of equity holdings, in the form of a holding company, and whose corporate name is “Mota-Engil, SGPS, SA, Sociedade Aberta”. The equity capital of Mota-Engil, SGPS, SA, plc, is €204,635,695,

represented by 204,635,695 shares each of a par value of €1.

The holding company has under its control three sub-holding companies involved in the following Business Areas:

#### COMPANY NAME

- Mota-Engil Engenharia e Construção, SA
- Mota-Engil Concessões de Transportes, SA
- Mota-Engil Ambiente e Serviços, SA

#### BUSINESS AREAS

- Engineering & Construction
- Environment & Services
- Transport Concessions

### 4.3.3 LOCATION OF THE REGISTERED OFFICE AND CONTACTS

Mota-Engil SGPS, SA, PLC, has its registered office in Portugal, in the city of Porto.

#### ADDRESS

Rua Rego Lameiro, nº 38  
4300-454 Porto  
Portugal

#### TELEPHONE

+351 225 190 300

#### FAX

+351 225 190 303

#### WEBSITE

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

#### INSTITUTIONAL ELECTRONIC ADDRESSES

Available on the website

## 4.3.4 MAIN BRANDS, PRODUCTS AND SERVICES

### FINANCIAL INDICATORS

GROUP TURNOVER / 2008:  
€ 1.87 BILLION

GROUP NET PROFIT / 2008:  
€ 30.6 MILLION

GROUP TURNOVER / 2008:  
€ 2.6 BILLION

TURNOVER BY GEOGRAPHIC  
SEGMENT / 2008:

IBERIAN PENINSULA 59%  
CENTRAL EUROPE 18%  
AFRICA & AMERICA 23%

The Mota-Engil Group has three major Business Areas:

- **ENGINEERING & CONSTRUCTION**
- **ENVIRONMENT & SERVICES**
- **TRANSPORT CONCESSIONS**

Activities in the Industry & Energy sector are carried on through Martifer SGPS.

#### ENGINEERING & CONSTRUCTION

Engineering & Construction is the Group's biggest Business Area, accounting for some 79% of sales and services rendered.

Throughout its life of more than 60 years, the Group has been responsible for the construction of major works and projects, including bridges and dams, highways and expressways, railways, ports and airports, canals and tunnels, as well as other infrastructures in the areas of the environment, health, commerce and industry.

This Business Area carries on work in every area of specialisation in the field of engineering and construction, taking full advantage of its experience accumulated over the years, of the continued perfecting of its management systems, of a service of excellence based on high productivity standards, ongoing improvement, creativity and knowledge-sharing, and of the excellence of its human capital.

Mota-Engil Engenharia is the market leader in Portugal and it does business in 19 countries in three continents. Its turnover in 2008 returned a 40% growth over the 2007 figure.

#### ENVIRONMENT & SERVICES

Within the framework of its strategic development guidelines focusing on growth, internationalisation and diversification of its activities, the Environment area and the provision of a number of Specialised Services reflect a determined focus on diversification.

In the Environment segment, the Waste and Water areas play an outstanding role, as do

Integrated Logistics and Port Management, besides a Multi-services component, in which emphasis is given to Industrial & Building Maintenance; the design, construction and maintenance of Green Spaces; Direct Marketing; and Electronic Markets operations.

In the Waste segment, SUMA is the leader of the privatised sector in Portugal, with a market share of 54%. It is currently expanding into other markets, the Angolan in particular.

The year under review also marks the incursion by this business area into the carriage of goods by railway through its subsidiary Takargo, the first Portuguese private operator in this segment.

This Business Area accounted for about 15% of the Group's turnover.

#### TRANSPORT CONCESSIONS

The Transport Concessions area is one of vital strategic importance to the Group.

Mota-Engil Transport Concessions, SA, through its subsidiary AENOR – Auto-Estradas do Norte, SA, of which it is the major equityholder, manages a total of more than 1,100 km of motorways and expressways.

This Business Area also includes concessions in the field of railways, bridges and light railways managed by other companies in which it has a stake.

AENOR is Portugal's second biggest motorway concessionaire.

In the wake of the strategic agreement concluded between the Mota-Engil Group and the Banco Espírito Santo Group designed to undertake jointly their activities in the transport infrastructure concessions area, a special purpose vehicle (Ascendi) was set up at the end of 2007, which will bring together all the equityholdings of both groups in transport infrastructure concessionaire companies.

Portugal aside, the new company has concessions in Spain and, more recently, in Brazil.

The transport concessions area accounts for about 6% of Group turnover.

#### **MARTIFER - INDUSTRY & ENERGY**

The Mota-Engil Group does business in this area through its associate Martifer SGPS.

It has a strategic partnership with Martifer, in which it has a 37.5% stake.

In 2007 Martifer SGPS launched a public offering, through an increase of its equity capital, and the shares were later admitted to listing on Euronext Lisbon.

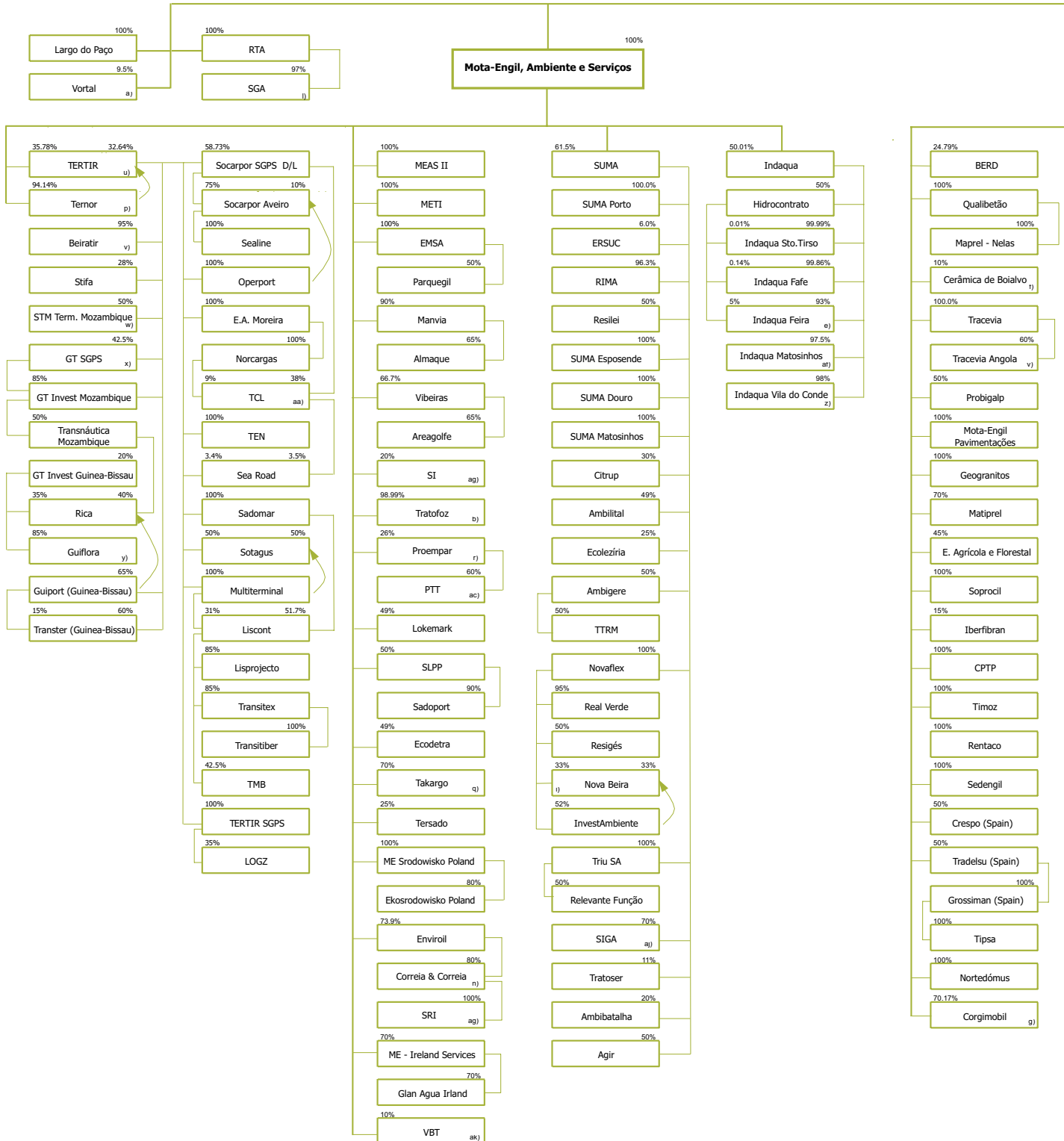
Martifer SGPS carries on its business in the following sectors: steel structure construction (in which it is the Iberian leader and one of Europe's most important companies in this segment) and supply of equipment for energy and electricity generation and agriculture and biofuels.

With its focus on business areas undergoing considerable enlargement, Martifer SGPS has seen very strong growth in recent years, extending its business portfolio to several other countries.



# MOTA-ENGIL GROUP

## COMPANY ORGANISATION CHART - MAIN ENTITIES



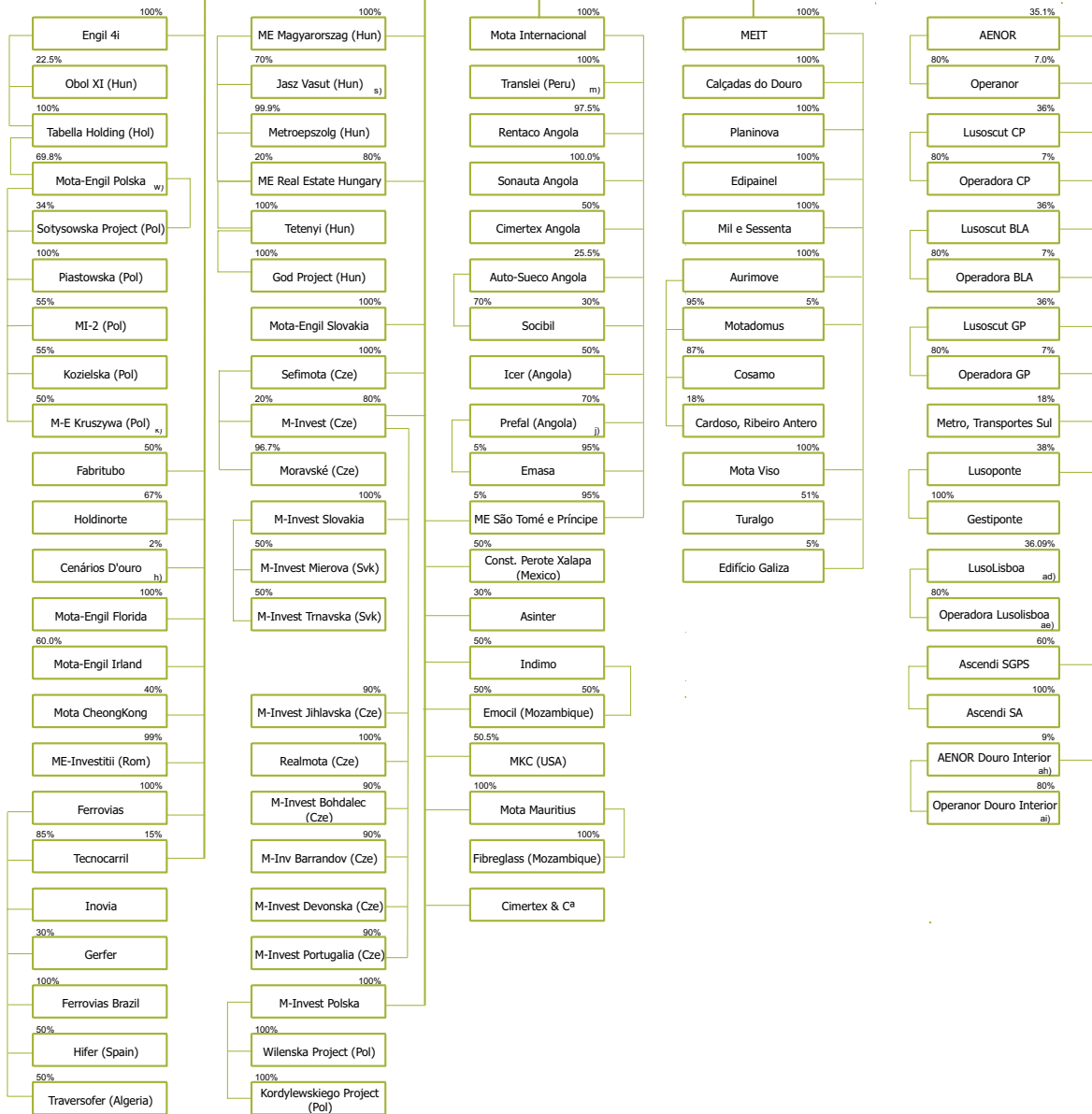
**Mota-Engil, SGPS, SA** <sup>t)</sup>

**Mota-Engil, Serviços Partilhados**

**Mota-Engil, Engenharia e Construção**

**Mota-Engil, Concessões de Transportes**

**Martifer SGPS**



Notes:

- a) MEEC has a 21.88% stake in Vortal, which holds treasury shares totalling 2,53%.
- b) SUMA has a 1% stake in Tratofoz
- c) MEEC has a 1% stake in Indaqua
- d) MGP has an 85.04% stake and Matiprel a 1.5% stake in Cerâmica de Boialvo
- e) MEIT has a 25.395% stake in Corgimobil
- f) RTA has a 1.5% stake and SGA a 1% stake in Cenários do Douro
- g) SUMA has a 1% stake in Novabeira
- h) Qualibetão has a 20% stake in Prefal
- k) MEEC has a 50% stake in ME-Kruszywa
- l) MEEC has a 0.28% stake in SGA
- m) MEEC has a 0.10% stake in Translei
- n) Correia & Correia holds treasury shares totalling 20%

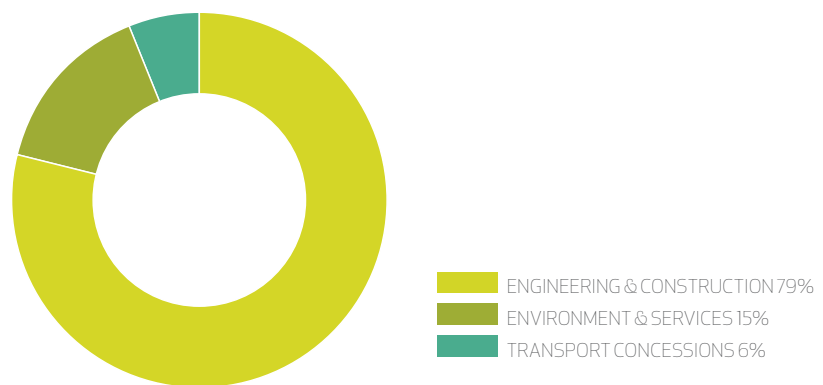
- u) MEAS has a 27.64% stake and Liscont a 2.6% stake in TERTIR
- v) Mota-Internacional has a 20% stake in Tracevia Angola
- w) M-Invest Polska has a 30.23% stake in Mota-Engil Polska
- x) Liscont has a 42.5% stake and RL a 10% stake in GT Inv Int SGPS
- y) Guipport (Guinea Bissau) has a 10% stake in GT Invest Guiné Bissau
- z) MEEC has a 0.8572% stake in Indaqua Vila do Conde
- aa) TEN has a 20.41% stake in TCL
- ab) Agromart Energy has a 1% stake in Eviva Agighiol, Aviva Casimcea and Aviva Nalbant
- ac) Promoquatro, MEAS and MEEC each have a 10% stake in PTT
- ad) MEEC has a 36.09% stake in LusoLisboa
- ae) MEEC has a 7.218% stake in Operadora LusoLisboa
- af) MEEC has a 1% stake in Indaqua Matosinhos

## 4.3.5 PRESENCE IN THE MARKETPLACE

Through its Engineering & Construction Area the Mota-Engil Group carries on business in 19 countries in three continents.

There follows a set of indicators illustrating the Group's involvement in the market.

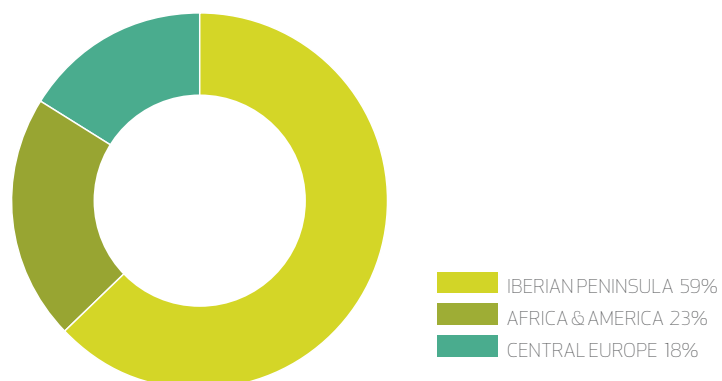
### SALES & SERVICES RENDERED BY BUSINESS AREA (%)



The Engineering & Construction Business Area continues to have very considerable weight, accounting for 79% of the overall

volume of sales and services rendered in 2008 – compared to 75% in 2007.

### SALES & SERVICES RENDERED BY GEOGRAPHIC MARKET (%)

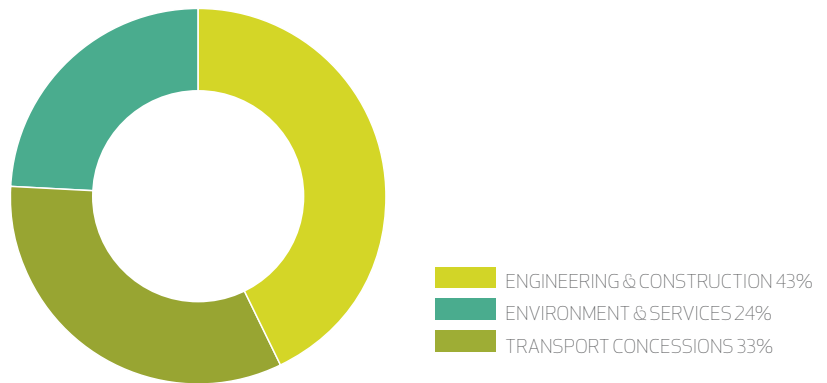




This reflects the greater dispersal of the contribution of each geographic region to sales and services rendered, although the Iberian Peninsula still contributed more than 60% of the year's turnover. Nevertheless, this

growth was far more expressive in the Africa and America market (growth of 77%) and in Central Europe (50%) than in the Iberian Peninsula (25%).

#### INVESTMENT BY BUSINESS AREA (%)



Overall, Mota-Engil increased its net investment by about 36%. This increase was essentially centred on the Transport Concessions (+91%) and on Environment & Services (+58%).

## 4.3.6 SIZE

As far as size is concerned the Mota-Engil Group's indicators in respect of its workers, sales and services rendered, investment, total capitalisation and amount of assets are provided hereunder.

### EMPLOYEES BY NATIONAL COMPANIES, FOREIGN COMPANIES AND BRANCHES (%)



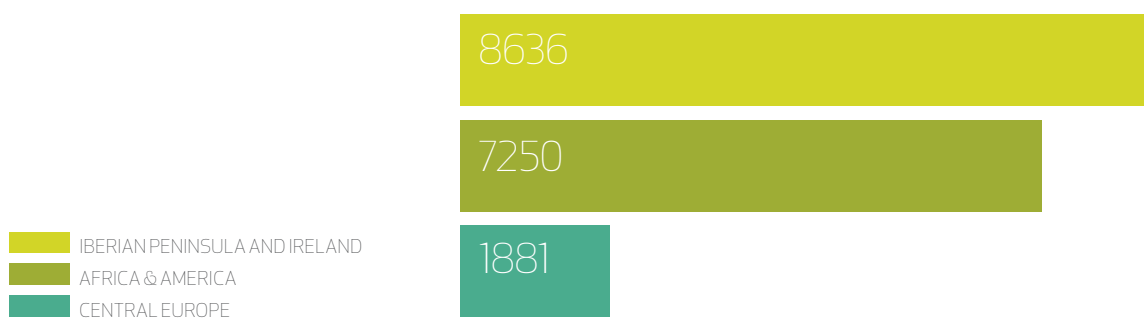
### EMPLOYEES BY GEOGRAPHIC MARKET (%)



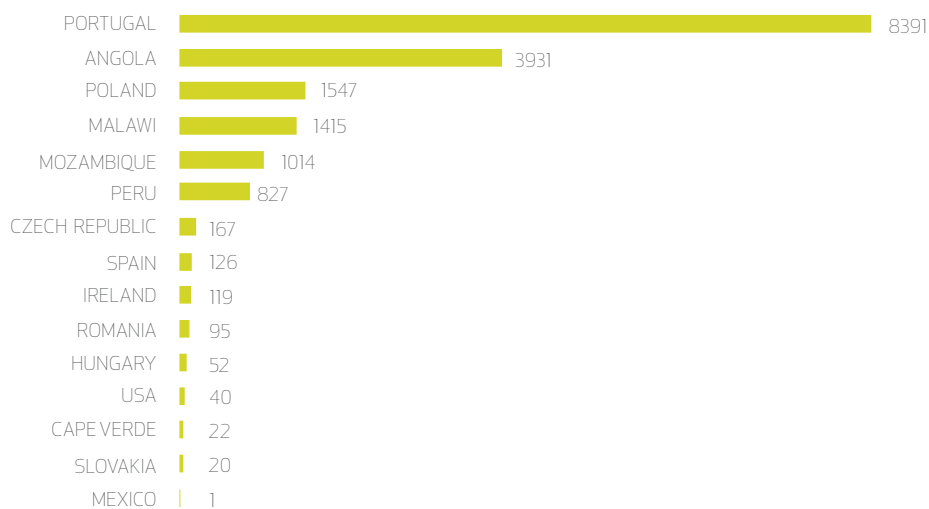
In 2008 the majority of the employees was no longer located in the Iberian Peninsula, reflecting the Group's determination to become an increasingly global business group.

The weight of the number of employees grew in the Africa and America markets, contrary to the Iberian Peninsula and Central Europe markets, where there was a slight decrease compared to 2007.

EMPLOYEES PER GEOGRAPHIC MARKET (NR)



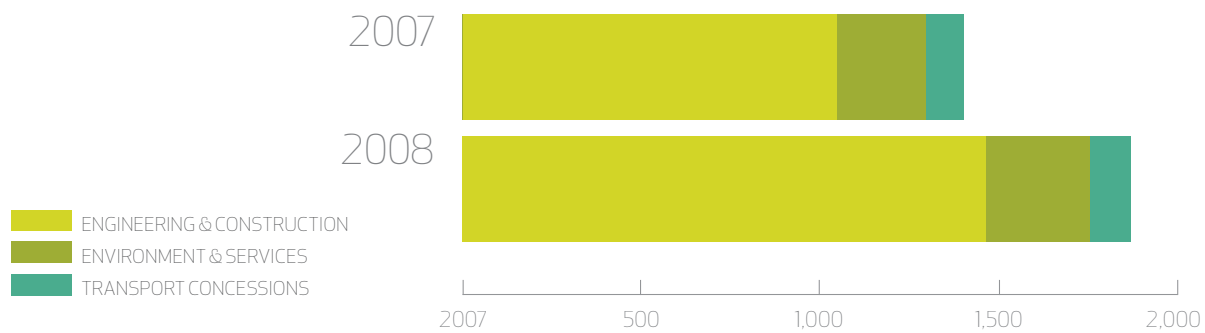
EMPLOYEES PER COUNTRY (NR)



Mota-Engil has 17,767 employees, 47% of whom in Portugal. The four most significant markets account for some 86% of total personnel.

SALES & SERVICES RENDERED BY BUSINESS AREA

(MILLION EUROS)

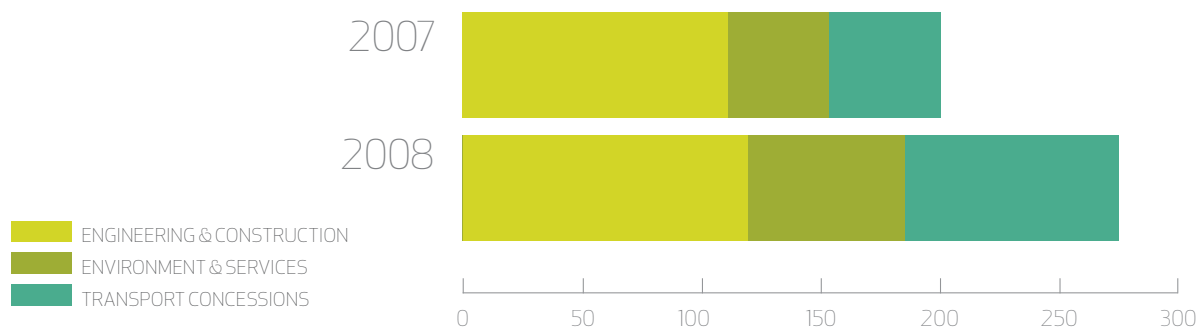


Mota-Engil's turnover increased by about 33% in 2008. This growth was mainly driven by the Engineering & Construction area, which

grew at a rate (40%) far higher than the other business areas (15% and 11% respectively for Environment & Services and Transport Concessions).

INVESTMENT BY BUSINESS AREA

(MILLION EUROS)



The Group's investment efforts has been divided more evenly among the three areas - in 2007 net investment by Engineering & Construction accounted for 55% of total investment, falling to 44% in 2008.

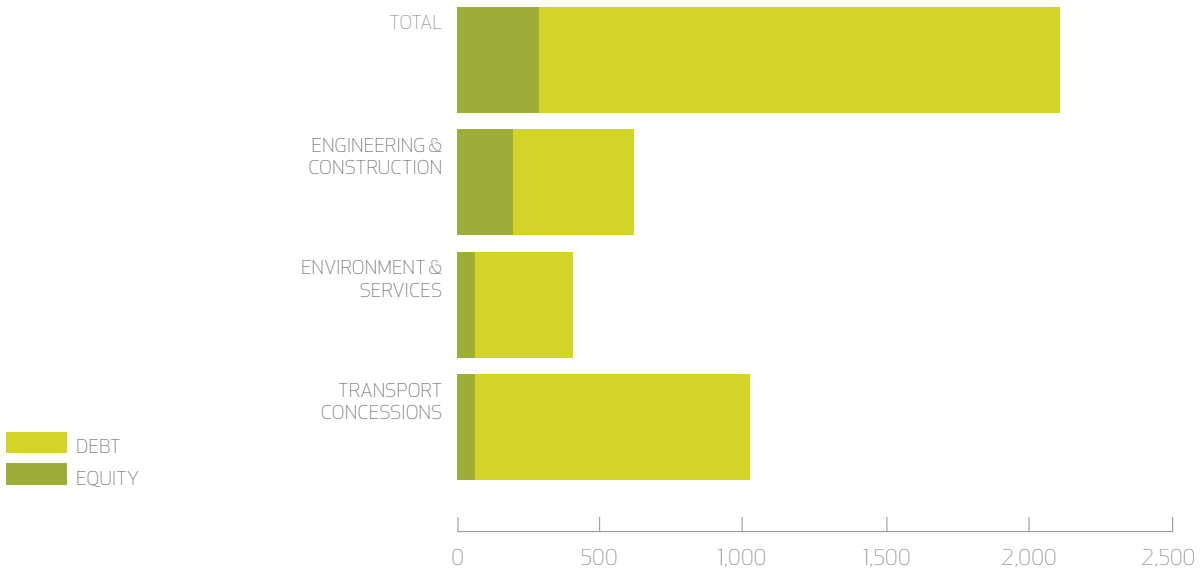
In 2008, the Transport Concessions area already accounted for 33% of investment

and the Environment & Services area for 24%.

This alteration shows the Group's intention to increase its efforts directed at diversification, increasing its investment in business areas other than Engineering & Construction.

CAPITAL EMPLOYED

(MILLION EUROS)



The capital employed by the Group is mostly applied to Transport Concessions (53%), reflecting the investment effort in this area.



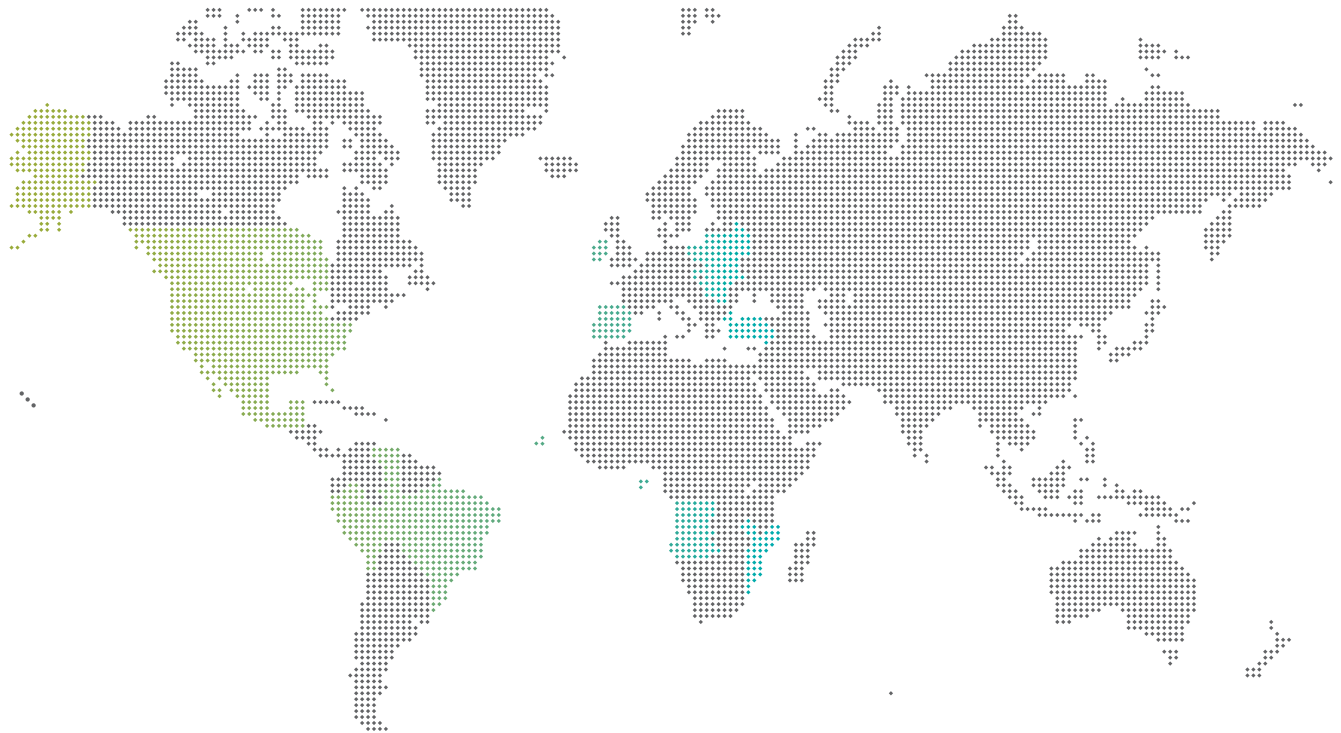
## 4.3.7 EQUITYHOLDER STRUCTURE

The main equityholders, the percentage of equity capital held by them and the alterations of the equity capital structure during 2008 can be seen on pages 145 to 151

of the Mota-Engil SGPS, SA Consolidated Annual Report and Accounts available at the website [www.mota-engil.pt](http://www.mota-engil.pt).

### MOTA-ENGIL IN THE WORLD

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Portugal  
Spain  
Ireland  
Poland  
Czech Republic

Slovakia  
Hungary  
Romania  
Turkey  
Venezuela

Cape Verde  
São Tomé and Príncipe  
Angola  
Malawi  
Mozambique

United States  
Mexico  
Peru  
Brazil

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## 4.4 BUSINESS AREAS

### 4.4.1 ENGINEERING & CONSTRUCTION

#### INTRODUCTION

Through its Engineering & Construction Business Area the Mota-Engil Group is the market leader in Portugal.

In view of its specific weight in the Group's business portfolio, Mota-Engil Engenharia plays an essential role in its corporate development.

Mota-Engil Engenharia is highly specialised in a number of fields in every segment of engineering and construction. The company intends to retain its leadership in Portugal, side-by-side with strengthening its position in international markets, within a framework of internationalisation and expansion that has already led it to do business in 19 countries.

Mota-Engil Engenharia carries on its activities under its main brand, that of Mota-Engil Engineering & Construction, SA,

and those of its subsidiaries and associates in Portugal and abroad.

Mota-Engil Engenharia involves two main segments of activities that constitute the core of the engineering and construction business – construction of infrastructures and construction of buildings – and it acts as the sub-holding company of the Mota-Engil Group for the entire engineering and construction area.

Besides the above, it also deals with the real-estate business and has a number of skills and segments of specialisation that act both as support for the main areas of activity and also as separate businesses in its relations with the market.

Through its subsidiaries and associates the company also operates in other specialised segments or in specific market contexts.

## FINANCIAL INDICATORS

SALES & SERVICES RENDERED:  
€ 1.5 BILLION

ORDER BOOK:  
€ 2.3 BILLION

JOBS IN PROGRESS:  
OVER 300 IN 19 COUNTRIES

## MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO, SA

### 1. VISION, MISSION, VALUES AND STRATEGY

In the wake of the approval of the Group's strategic development plan "Ambition 2013", the strategy of Mota-Engil Engenharia e Construção was revised with a view to the creation of a solid corporate identity, reflected in its Vision, Mission, Values and Strategy.

#### Mission

To Create Value with due regard for the Community and the Future.

#### Vision

To be recognised as a company of Excellence in Engineering and Construction.

#### Values

- Commitment and Responsibility  
Obligation and commitment in meeting its objectives;
- Competence and Rigour  
Knowing exactly how to do every task
- Integrity  
Acting strictly in accordance with the standards and rules of our milieu;
- Sustainability  
Meeting the needs of the present without compromising the future;
- Entrepreneurship  
Search for new opportunities and challenges;
- Solidarity and Cohesion  
Sharing rights and duties, strengthening the team spirit.

#### Strategy

Mota-Engil Engenharia's development guidelines for the coming years involve five strategic axes:

- to increase the Brand's leadership and notoriety in Portugal, setting up ambitious goals for its involvement in the new Lisbon Airport, the High Speed and the Highway Concessions projects;
- to strengthen its leading position in the Angola market, to promote sustained

growth in the Malawi and Mozambique markets, and to seek new opportunities in Africa;

- to consolidate the operation in Central Europe through a focus on sustained growth in keeping with a corporate concept of integrated regional management;
- to promote sustained growth in Peru, to study new opportunities in the Americas, namely Mexico and Brazil, and to research emerging markets, particularly India and the Ukraine;
- to develop new business areas, especially mining, materials production, technological niches, rehabilitation, tunnels, etc.

### 2. MAIN ACTIVITIES

#### Infrastructures

- Highways and Railways
- Bridges and Viaducts
- Ports and Airports
- Dams and Hydraulic Infrastructures
- Silos and Chimneys
- Infrastructure Maintenance
- Mining

#### Buildings

- Shopping Malls and Hotels
- Industrial Construction
- Housing and Offices
- Hospitals
- Schools and Public Buildings
- Rehabilitation of Buildings

#### Real Estate Business

- Housing
- Offices
- Commerce
- Business Centres

### 3. SPECIALISED SEGMENTS

#### · Aggregates/Quarries

Mota-Engil Engenharia & Construção's experience in aggregate production dates back almost 50 years.

The first production centres were generally associated with the construction of a job re-

quarrying aggregates or rock-fill, and they were shut down as soon as the job ended.

As from the early nineties, conditions were extant for quarry activity to continue on a permanent basis. Making use of the existing means, a strategy was developed to provide a flexible, competitive and innovative organisation to accompany the projects in progress and to cover the main aggregate-consuming regions.

There are now 15 production centres in Portugal.

Concerns as to spatial planning, rock quality, ease of access and the regional and local markets were among the criteria that presided over the location of the production centres.

Of these, there are nine that produce aggregates from siliceous rock of magmatic origin (granites, granodiorites and rhyolites), five produce aggregates from rocks of sedimentary origin (sand and limestone) and on produces aggregates from a metamorphic rock (marble).

## PRODUCTS

### Why we use aggregates

Quarrying is, and has been over the centuries, fundamental to the safety of mankind, to the development and continuation of the quality of life based on the construction, improvement and maintenance of a recreated environment.

It has been estimated that in the more-developed countries each citizen consumes a reasonable amount of mineral products, aggregates and cement accounting for about 50% of the total, or an average of about 10 tonnes per person per year. Energy-providing minerals account for another 46%, while the remaining 4% involve metals, clay, salt and phosphates.

Nowadays, we are dependent on aggregates to build, improve and maintain our dwellings, places of work, hospitals, schools, shops, entertainment facilities, sports fa-

cilities, highways, bridges and viaducts, tunnels, railways, airports, marine and river ports, coastal erosion, hydroelectric and water-supply dams, water-supply systems, effluent collection and treatment, sanitary landfills, and sundry natural-gas, electricity and telecommunications networks.

Aggregates are also used in the manufacture of steel, cement, glass, paper and animal feed; in the ceramics, chemical and food industries; in scrubbing the emissions from electricity generating plants and incinerators; in the reduction of soil and water acidity; and in the production of paints, medicines, plastics and cosmetics.

And, while in some activities consumption is small, in others the figures can be significant:

- a house and the infrastructures associated with its construction use about 300 tonnes of aggregates;
- 60 to 80 tonnes of aggregates are needed to build an apartment;
- about 30 tonnes are required for the construction of each metre of motorway, while a high-speed railway uses about 10 tonnes per metre of track.

At the end of the 19<sup>th</sup> century the invention of the train and motor car gave rise to the construction of a network of railways and highways that were very important at the time. Aggregate quarrying was then undertaken near the job site and quarry locations were sought as close as possible to the place of application.

Water supplies to great metropolises and for energy and agricultural purposes led to the construction of storage infrastructures, first using rock-fills, then reinforced concrete. However, the aggregates industry was to be marked definitively by the use of the motor car, by the perfecting of highway construction techniques and by the large-scale use of reinforced concrete in the most varied constructions.

Aggregates account for between 70% and 80% of the volume of the concrete and for about 95% of coated macadam.

Since public works are the major consumers of aggregates, we, as individuals, do not realise how much we need them. Indeed, in recent years, each Portuguese has consumed more than 25 kg of aggregates a day, and while it might be considered that this quantity could decline in the future, the fact is that continuation of today's safety conditions and wellbeing will continue to require large quantities of aggregates every day.

Even so, the extractive industry is considered by many to be the main party responsible for the destruction of the landscape and environment, although, paradoxically, it provides enormous environmental benefits:

- in protection against coastal erosion, and of earth dams and steep slopes;
- in the treatment of potable water and household and industrial effluents;
- in the reduction of CO<sub>2</sub> emissions and neutralisation of the acidity of water and soil;
- in the recuperation of deteriorated areas and in constituting heavy-metal precipitation barriers.

Quarries, when worked under proper control, besides constituting a haven for many species of animals, can create new habitats, allowing the development of species that would not otherwise be possible, creating biotypes for rare species of amphibians, reptiles, insects, birds and plants, becoming areas of great ecological value for or contributing to the wellbeing of the local inhabitants through transformation of the site into a leisure area.

#### **Concrete and Pre-Fabricated Items**

Through its Hydraulic Concrete area, Mota-Engil Engenharia e Construção, SA operates in the production and transport of ready-mix concrete, conceiving and developing new concretes, performing laboratory tests and providing technical consultancy to Mota-Engil Group companies.

In new product Research & Development, studies have continued in respect of new light structural concrete, high-performance concrete, wet-process shotcrete, sustainable concrete, high-performance concrete

with cement and additives having lesser CO<sub>2</sub> emissions, and of the feasibility of reuse of foundry sand and steelworks slag in concrete production.

At the start of 2009 the company secured certification of Control of Concrete Production at its batching plants, in accordance with standard NP EN 206-1:2007, a process that had begun late in 2008.

Besides lending continuity to the projects mentioned above, the ambition of the Hydraulic Concrete area over the coming three years is to perform studies inherent in low-retraction, controlled-retraction and high-durability concrete (including chlorides), concrete incorporating fibres, and concrete with non-traditional materials, while also updating the previous study performed on stabilised mortars.

The commercial development of this business segment, described hereunder in greater detail, is organically supported by the subsidiary Mota-Engil Betão e Pré-Fabricados, the result of the merge of subsidiaries Maprel and Qualibetão.

#### **Special Foundations**

Mota-Engil Engenharia's Special Foundations sector has accumulated experience over more than 20 years, underpinned by teams highly specialised in the areas of foundations and geotechnics.

This sector builds foundations for every type of job, offering technical solutions and equipment to meet the market's most varied needs, such as micro-piles, in situ moulded piles of diameters between 400 mm and 1500 mm, "Berlin" moulded retaining walls, provisional and definitive anchorages, shotcrete, soil-nailing, injections and geotechnical instrumentation.

Throughout these years of playing an active role in the foundations market, it has grown on a sustained basis, investing in equipment and in training its human resources with a view to rationalisation of construction processes and to obtaining a better price/quality ratio. Its goals are to achieve unmatched qual-



ity of the end product by bringing together high standards of productivity, efficiency and safety in order to satisfy customer expectations and to meet the aspirations of professional advancement and acquisition of knowledge of its technical staff and employees. As an operational unit in charge of this business segment it is responsible for more than 800 jobs throughout the country.

#### **Geotechnics**

Mota-Engil Engenharia's Geotechnics area works in the field of geological and geotechnical surveys of rock masses. It provides a vast number of specialised services, notably the execution of mechanical boreholes, geophysical prospecting and in situ tests, monitoring geotechnical works involving setting up instruments and their observation, environmental geotechnics through soil and underground water tests and also hydrological studies and the drilling of water search and abstraction boreholes.

In this area it is provided with the most modern machinery and equipment required to drill mechanical boreholes, putting it among the leading companies best-equipped for rock-mass surveying in Portugal.

It also provides a large range of other consultancy services and technical assistance in planning geological survey campaigns in accordance with the specific requirements of each project.

Additionally, it has been exploring non-destructive methods to characterise rock masses using refraction seismics and the potential of electrical resistivity, while also acting in the identification of cavities and caves in karst rock masses using georadar, to introduce relevant improvements to traditional prospecting methods and to optimise construction solutions.

In addition to its very considerable experience in the execution and interpretation of seismic tests, the area of environmental geotechnics in the assessment and delimiting of possibly contaminated zones has significantly gained ground within the context of its activities and within its horizon of specialisation.

#### **Central Laboratory**

Mota-Engil Engenharia was the pioneer in Portugal in the creation of an innovative system of in-house quality control, involving setting up its own Central Laboratory.

The Central Laboratory commemorates its 20<sup>th</sup> anniversary in 2008. It is responsible for the co-ordination of the site laboratories and of the aggregate production centres, and its support extends to the various branches and jobs abroad, as well as to all the Mota-Engil Engenharia subsidiaries.

Recognised as one of Portugal's reference laboratories, it provides services in the field of geotechnics and of quality control both for works and for building materials, besides its work in the identification of the ground, aggregates, hydraulic and bituminous binders, studies for the preparation of hydraulic and bituminous binders, highway pavement dimensioning studies, inspections of pavements in service and the respective instrumentation, and measurement tests of environmental and place-of-work noise.

The Central Laboratory has also developed a number of new construction and waste-enhancement techniques, taking advantage of its vast experience and know-how in the areas in which it is involved.

#### **Electromechanics**

The mission of the electromechanical sector within the scope of Mota-Engil Engenharia is to carry out work in the fields of executing, remodelling and enlarging medium- and high-tension electrical installations as well as the execution and maintenance of low-tension installations.

It is also engaged in the execution and maintenance of mechanical installations and of technical management and automation systems.

Attesting its renowned technical capabilities, it carries on a major part of its work for customers outside the Mota-Engil Group, performing work within the scope of electricity transport and distribution, low-tension electrical installations in buildings and HVAC projects, with emphasis, also, on electromechanical projects.

#### • Electromechanical Engineering

The Electromechanical sector's mission within the scope of Mota-Engil Engenharia e Construção, SA, involves work in the field of medium-, high- and very-high-voltage electrical installations, including their construction, remodelling and enlargement.

The sector is also involved in the construction and maintenance of mechanical installations, technical management and automation. Attesting its renowned technical capabilities, a major part of its activities involves customers outside the Mota-Engil Group, involving work in electricity distribution and transport, low-voltage electrical installations for buildings and HVAC projects, with emphasis also on the execution of electro-mechanical projects.

The Electromechanical Division contributes to Mota-Engil's environmental preservation strategy, particularly in recycling the waste produced by the business (cables and wires, sundry metals, paper, cardboard and plastic).

#### • Equipment Management

Management of the Mota-Engil Engenharia e Construção, SA, equipment allocated to the company's activity within the Iberian Peninsula involves over 500 items of heavy equipment and about 10,000 items of light equipment.

The Central Yard (at Porto Alto), the base for the equipment management operations, is the biggest and best equipped facility of its kind in Portugal.

The equipment management area provides a wide range of services in the fields of training and managing machine and industrial vehicle operators, while it also centralises all the various sub-specialities in the area of equipment maintenance in the workshops, not forgetting the setting up and dismantling of building sites, the preparation of plans and the licensing of the electrical installations for the building sites, and the managements of the Mota-Engil Engenharia e Construção, SA, fleet of light vehicles and those of a significant part of the subsidiaries.

## 4. MAIN SUBSIDIARY COMPANIES

### IN PORTUGAL

#### CPTP

CPTP has been in the market since 1930 and changed its name to its present one in 1945. The Mota-Engil Group acquired CPTP in 2003. It is a highly specialised company, one that occupies a leading position in the marine works sector in Portugal, demonstrating an unquestionable ability to respond to every type of technological and market challenge in this field of specialisation.

Since the date of its incorporation CPTP has constantly played a role in major port works along the entire coast of mainland Portugal and also in the archipelagoes of the Azores and Madeira. It has carried out work at every Portuguese port, in the most varied fields of specialisation, and CPTP is now recognised as an engineering company having skills in every segment of marine works, with emphasis on marine and river

hydraulics and coastal and riverine protection; construction of maritime and river ports; underwater outfalls; dams; hydraulic and hydroelectric works; establishment and maintenance dredging; smashing and dredging underwater rock; driving steel and other types of piles; and construction of cofferdams.

As a result of the policy of constant innovation in the search for new solutions, based on an enterprising, experienced and highly-skilled human resources structure and on a range of equipment unmatched in Portugal, CPTP has made a decisive contribution to the affirmation of Portuguese ports as drivers of economic activity. During 2005 CPTP obtained certification of its Quality Management System and, in July 2008, certification of its Environmental Management System.





## FERROVIAS

Incorporated in 1988 and a part of the Mota-Engil Group as from 2000, Ferrovias has specialised skills and industrial capabilities in the field of public railway works.

Starting off with major railway line renovation, construction and maintenance works, the company has diversified into other areas over the years and has taken part in almost every major job in Portugal involving railways.

The vast portfolio of services that it provides, concerning the railway segment in general, includes track work, which involves the construction of new lines and complete renovation and maintenance work, including work in the field of high-speed rail.

Its business also includes construction and renovation work involving overhead contact lines, including erection of the catenaries and supports, overhead cables and contact lines, adjustment and hangers.

Civil construction, in the fields of earth-moving and embankment stabilisation, construction of infrastructures associated with railways, rehabilitation of tunnels and construction and rehabilitation of buildings and engineering works, complementing the works described above, allow the company to undertake any railway project by itself.

In the Maintenance area, vital for the future development of the railway business, it provides integrated maintenance services for the track superstructure, catenaries, geotechnics, civil construction and engineering works, ensuring regular monitoring and programmed work for those segments of the national railway network in which it operates.

As a result of a bold policy of innovation and investment, Ferrovias has the market's most advanced technology and equipment, making it the only Portuguese company in this sector able to work using the metric, Iberian and international gauges.

The particular attention given to Quality, the Environment, Hygiene and Safety allowed Ferrovias to obtain, in 2006, triple certification of its integrated Quality Management, Environment and Safety System.

As a result of its diversification and internationalisation strategy in the railway business segment, Ferrovias holds the whole of the equity capital of Tecnocarril, a company specialised in the production, notching and drilling of every type of timber sleeper for railways, in creosote-impregnation of sleepers and other timber items, in the production of bolts, Barberot wedges, telecommunications items and also other timber articles, besides chemical weed-killing of the railway network.

*As a result of the constant focus on quality, certification of processes and techniques and on latest-generation equipment, Ferrovias has recently developed, within the scope of its integrated maintenance business, a system of track videography and monitoring linked with a process of georeferenced navigation.*

*The track and catenary measuring vehicle, entirely conceived by Ferrovias, allows high-resolution filming of the track and its surroundings and of the catenary, simplifying their inspection within the scope of its systematic maintenance and conditioned preventive maintenance.*

*Besides a cadastre of all maintenance carried out on the track on electronic support, and the graphic record of the geometric parameters of the track and its tolerance corridors – alignment, levelling, bending and gauge – and of the catenary (height of the contact wire above the rails and any misalignment), this innovative georeferenced system causes a reduction of employee numbers in the field and higher safety indices.*



### MOTA-ENGIL PAVIMENTAÇÕES

The year under review was marked by the acquisition by the Mota-Engil Group of a further 50% of the equity capital of Probisa, SA, till then held by the Spanish company Probisa, Tecnología e Construcción SA, meaning that the Group now owns the whole of the company.

During 2008, the company's name was changed to Mota-Engil Pavimentações SA.

The main activity of Mota-Engil Pavimentações is the construction, maintenance and rehabilitation of highway pavements.

The purpose of highway pavement maintenance and rehabilitation is to repair structural and functional defects of pavements or to improve their condition to ensure that they are adequate to the intended performance and service requirements.

Mota-Engil Pavimentações operates in the field of cold-rolled asphalt concrete and micro-asphalt and, for the purpose, it has a number of production centres, (fixed and mobile), in addition to equipment to manufacture and apply cold-rolled micro-asphalt. Mota-Engil Pavimentações is the market leader in this segment.

In turn, in 2007, the company began to take over the manufacture and application of hot-rolled coated macadam previously undertaken by Mota-Engil Engenharia.

Beginning in 2002 a start was made to investment in the emerging area of pavement recycling, using special technology and equipment especially designed for the purpose, creating innovative solutions in this area.

In addition to Mota-Engil Pavimentações, Mota-Engil Engenharia also has a stake in Probitalp.

This company is engaged in the production of bituminous binders and of modified bitumen, which are incorporated into the coated macadam applicable in highway pavement construction, maintenance and rehabilitation works.

During 2007, 25% of this company in the possession of Probisa Tecnología y Construcción SA were acquired and 10% of its equity capital were subsequently sold to Galp, which then came to hold 60%, the remaining 40% being owned by Mota-Engil Engineering & Construction, SA.

*Over the years Mota-Engil Pavimentações, SA has fulfilled one of its most important goals – a permanent, sustained search for balance between environmental protection and economic development. From this standpoint and in step with the new and growing demands and challenges within the context of today's world, Mota-Engil Pavimentações has sought to stand at the forefront of innovation as a factor fundamental to sustaining its competitive advantage.*

*Based on accumulated experience and using creativity as a process, the company has focused on the application of new techniques to its core business, the aim being to build, maintain and rehabilitate highway pavements, activities fundamental to the construction and preservation of an asset essential to the overall development of any country. For the company innovation is a fundamental factor that drives its competitiveness, creating equityholder value.*

*The purpose of the conservation and rehabilitation operations is to repair the structural and functional defects of the pavements, or to rehabilitate and improve their condition when the structural and functional conditions are no longer adequate as far as the service level and required performance are concerned, involving intervention of various kinds.*

*Since its incorporation Probisa, now Mota-Engil Pavimentações, has focused on cold-paving technologies, and soon became the market leader in this area. The cold-paving techniques use bituminous emulsions at ambient temperature, which substantially reduces CO<sub>2</sub> emissions into the atmosphere, implying little use of energy.*

*During 2008, Mota-Engil Pavimentações applied approximately 2.4 million square metres of cold-set bituminous micro-agglomerate in the maintenance and/or rehabilitation of pavements of the Portuguese highway network, using four cold coated-macadam batching plants, two of which are fixed and the others highly mobile, in addition to three items of equipment used to make and apply cold-set bituminous micro-agglomerate. The principal goal of this method is the rejuvenation of highway pavement wear layers through their impermeabilisation and general sealing of fissures. It also ensures greater rugosity, and this improves tire-pavement contact, increasing highway safety.*

*This technique essentially applies to highways where there is little traffic. In this connection Mota-Engil Pavimentações has carried out various jobs involving the maintenance of pavements of the national secondary highway network, especially for local authorities and highway divisions, from the north of Portugal to the south.*

*As a company especially engaged in the bituminous pavement area, Mota-Engil Pavimentações's short- to medium-term objective is to be the benchmark company in this field. Keeping a close watch on the evolution of its branch of business, it has an interest in keeping in step with the most recent technological developments so as to contribute to ongoing improvement of highways, offering quality products at the best price and employing the best techniques available in the marketplace, which are able to bring advantage both to the company and to the community.*

*In 2008 the manufacture of hot-set coated macadam totalled about 220,000 tonnes, a considerable landmark considering the short time the company has been engaged in this activity. To minimise production costs and the impacts on the environment caused by this activity, Mota-Engil Pavimentações has adopted a strategy of setting up the coated macadam plants within the areas where the aggregates are produced.*

*The adaptation of the manufacturing plants to allow the reuse of the materials milled from the pavement layers, as well as the grass-roots development of an eco-efficient plant are goals that have already been met, intended to make a difference in hot-set coated macadam manufacture.*

*In 2002 what was then Probisa took a decision to invest in another technology – pavement recycling – and it invested in equipment designed especially for the purpose. It was clear from the outset that the Portuguese market would not absorb all this technology, and this opened the door to the Iberian market, allowing the acquisition of know-how and international experience through contact with the very best of what was being done in this field.*



*In parallel, and with its gaze fixed at all times on innovation, the former Probisa decided to develop its own technology, creating several innovative solutions, especially in recycling with bitumen froth, which allowed a further increase of the company's competitiveness in this area. This was the jumping board that allowed the enlargement of the international horizons. By establishing synergies with another Mota-Engil Group company – Translei – Probisa reached the South American continent to carry out a recycling job involving rehabilitation of 120 km of a highway right in the Andes cordillera, at an altitude of over 4,000 metres, for a Canadian customer based in Peru. This opened the door to something rather uncommon in*

*Portugal in this business line: the export of technology, allowing the future to be viewed with no little ambition.*

*During 2008, Mota-Engil Pavimentações recycled about 1,200,000 m<sup>2</sup>, increasing about tenfold the previous year's quantity, clear proof that the company is at the vanguard and is the benchmark in activity if this kind.*

*Mota-Engil Pavimentações is studying the possibility of being a pioneer in Portugal in a new technique for the recycling of existing pavements, once again providing huge advantages in the preservation of the environment.*



#### RENTACO

Rentaco was incorporated in 1989 to operate in construction equipment rental business, with a special focus on self-propelled cranes.

It currently carries on its business in renting out the following: self-propelled cranes, tower cranes, power tools, asphalt planers, portable cabins, pre-fabs, mini-loading shovels and mini-excavators.

In this field of renting out equipment for the construction industry it has a vast amount of equipment available, including some of the country's most modern self-propelled cranes, besides providing a very wide range of services. It is able to provide at any time modern, safe equipment handled by highly-qualified operators, able to satisfy any type of need in a flexible and economically optimised manner.

In the power tools segment, through a partnership agreement with Hilti Portugal, a manufacturer of worldwide renown, Rentaco provides an immediate delivery

service to job sites under the required conditions, in addition to full technical and logistic assistance.

Rentaco also provides services in the field of carriage of goods by road, with driver, under a rent-a-cargo system, from general goods to major items of equipment, including parking and handling.

We would point out that in 2007 a start was made to Rentaco's internationalisation through the rental of five tower cranes to a consortium in Romania that included Mota-Engil Investiti, and also the technical and logistic support provided to Rentaco Angola – a company set up in that country initially to operate in the transport of asphalt products and in the rental of self-propelled cranes, with plans to expand later into allied businesses.

During 2006 Rentaco renewed the certification of its Quality Management System and extended it to all its areas of activity.



### TRACEVIA

Tracevia came into business in 1980 in the field of road marking, following which it made a move into traffic signs.

It is specialised in road-marking and traffic signs, safety and management and control of highway traffic, and its business is carried on in three main areas of specialisation: road-marking, traffic signs and safety.

In road-marking it is fully equipped to apply products of every possible type.

In traffic signs, Tracevia's area of excellence, its know-how and experience have allowed it to associate its name with a significant part of the marking and sign-posting of the Portuguese highway system.

In the matter of marking and safety, it also operates in the field of erecting steel safety guards along highways, an activity that has been growing in recent years.

Another segment of specialisation consists of erecting acoustic barriers, which are now considered fundamental to the comfort and quality of life of people neighbouring on major highway infrastructures.

Lastly, Telematics and Highway Information Systems constitute the most recent focus of Tracevia's business. These activities bring together its ability to innovate, technical skills and experience in engineering.

Tracevia has specialised skills and the technical ability to source and procure equipment and to install, put into operation

and provide post-commissioning maintenance services for any Highway Telematics system.

Of the projects that it has already undertaken we would mention the virtual toll and telematics systems for four motorway concessions over a length of more than 400 km.

Tracevia is continuing its efforts directed at further development of its Highway Telematics area and, in general, of ITS – Intelligent Transport Systems, investing in the development of software for highway telematics applications.

The software platform that has been developed in the meantime has already been used in the creation of RITA – Road Intelligent Traffic Application.

This centralised management software has already been installed on the Greater Porto virtual-toll concession, controlling and managing all the telematics sub-systems (virtual tolls, video-surveillance, virtual messages, meteorology), as has all the hardware of the control centre itself, allowing remote access by the concessor (Estradas de Portugal) to information of every kind.

Tracevia's Quality Management system has been certified since 2005.



### **BERD**

BERD, a Mota-Engil Group subsidiary, develops and applies state-of-the-art solutions at international level in the field of bridge construction.

BERD was set up in 2006, bringing together the efforts of a professional management team and of the OPS – Organic Prestressing System – project research team.

This research group, set up in 2002, headed by Prof. Pedro Pacheco, has been awarded several national and international prizes including, in 2001, the prestigious FIB (Fédération Internationale du Béton) prize, the FIVE award sponsored by IAPMEI (Small and Medium Industrial Enterprise Support Institute) and by ITP (Tourism Institute of Portugal), and the BES (Banco Espírito Santo) Innovation prize in co-operation with the Ilídio Pinho Foundation and Siemens Portugal.

Following nine years of fundamental and pre-experimental research, the Mota-Engil Group joined the OPS Research Group. The financial and technical co-operation thus established has lent decisive drive to the transformation of fundamental research into effective innovation.

As from 2003 and as a result of several Protocols entered into by FEUP (Engineering Faculty of the University of Porto) and by the Mota-Engil Group, it has proved possible to build a full-scale prototype successfully for the construction of a bridge at Lousada (northern Portugal).

The OPS, internationally patented, is an automatic, adaptive pre-stress system inspired by human muscle, and it can be applied to several types of structure. Its use leads to a reduction of equipment (falsework centring) acquisition costs and of operating costs, and to improved performance in functional terms (reduction of the sagitta or rise) and greater safety.

BERD's business therefore includes the provision of services in bridge engineering and its main activities involve consultancy,

design and research & development, in addition to the sale of construction equipment for very large bridges.

After BERD was incorporated in September 2006, processes have been successively implemented that will allow the company to reach cruising speed, particularly as far as its information management, administrative-financial, production, research and commercial distributions systems are concerned.

For BERD 2007 was a crucial year in that it was the period of implementation of all its processes and of the start-up of all the company's activities.

Over this period commercial activity has been centred on the disclosure and presentation of the company and its products.

BERD's commercial activity is set to focus on the Iberian Peninsula to a greater extent, not only for the predicted increase of public works in the Spanish market but also for the beginning of a cycle of works in Portugal scheduled to start in 2009, particularly the new concessions and the first calls for tender for the High Speed Rail Network.

In parallel, the commercial agreement signed with Doka is set to begin to bear the intended fruits.

### **ABROAD**

#### **EUROPE**

##### **Spain**

Carrying on business in the Foundations segment, Mota-Engil Engenharia operates in our neighbouring country through its subsidiary Grossiman.

It also operates through Cespo, specially in the Galician civil construction and public works market.

##### **Ireland**

The move into this market came about through the signature of the N7 - Nenagh to

Limerick Motorway contract in the sum of €175 million at the end of November 2006.

This market was also positively marked by the award in 2007 of the Terminal 2 job at Dublin airport in the sum of €46 million to a consortium in which Mota-Engil Engenharia has a 30% stake and its associate Martifer 60%.

MEIC – Mota-Engil Ireland Limited was also incorporated during 2007, its equityholders being Mota-Engil Engenharia e Construção, SA (60%) and GKM (40%), a company headquartered in Ireland.

2007 and 2008 were also marked by an increase of commercial activity in Ireland, directed at securing new contracts in the highway field, both in D&B projects and in public-private partnerships.

#### **Poland**

Mota-Engil Engenharia operates in this market, one of its strongest and most consolidated ventures since the start of its internationalisation process in Eastern and Central Europe, through its affiliate in Poland and through Mota-Engil Polska SA.

Besides carrying out works at its own initiative, the Polish affiliate supports Mota-Engil Polska SA in curricular and technical terms.

Mota-Engil Polska is active in the Polish infrastructure market and in the civil construction segment.

The setting up of a single information system platform and a powerful focus on the development of human resources training policies and on recruiting young talent of high potential, through the MEP Academy, scored heavily in the work directed at the consolidation of the Group's presence in the country.

Mota-Engil Engenharia also operates in the Polish real estate market, through a number of corporate vehicles having investments in several regions, Krakow in particular.

#### **Hungary**

Mota-Engil Engenharia operates in Hungary through its subsidiary Mota-Engil Magyarország. Through its subsidiary Metrőépszolg Rt it operates in the civil construction area.

In the railway construction segment, which has a major investment and specialisation component, the Group operates through Jász Vasút, a company in which the Mota-Engil Group has a 70% stake.

In the real estate area, through its subsidiary Mota-Engil Real Estate, it has been involved in property development projects in the Budapest area.

#### **Czech Republic**

The Group is present in the Czech Republic through its subsidiaries Sefimota, MPS, M-Invest sro and M Invest Devonska.

Sefimota operates mainly in the residential civil construction segment.

This company, which is now one of the Top 30 in its sector of activity in the Czech Republic, has pursued a strategy of diversification of its business into the environmental areas, while also increasing its involvement in the construction of means of communication and specialisation in the construction of concrete structures.

In turn, MPS operates in the specialised sector involving the construction of medium- and low-voltage electrical installations. Its strategy involves diversification into the electromechanical area.

M-Invest is the brand for the Prague property market and is renowned for the residential projects that it has undertaken.

Lastly, M Invest Devonska is responsible for the specific development of a specific residential property development in the city of Prague.

**Slovakia**

Mota-Engil Engenharia's business in Slovakia is undertaken both through its branch in this Eastern European country and through Mota-Engil Slovakia, a.s.

This company's operations are split across the whole range of civil construction and public works. Through its subsidiary M-Invest Slovakia Mierova it will also be engaged in property development projects.

**Romania**

Mota-Engil Engenharia has centred its commercial activity on the opportunities provided by the Romanian market, particularly in the buildings segment and in means of communication, seeking to progressively increase its involvement in the public works area.

Turnover in Central Europe amounted to €330 million in 2008, an increase of more than 50% over 2007, when the figure stood at €219 million.

**AFRICA****Angola**

The historic ties linking the Mota-Engil Group with Angola have increasingly allowed a growth of its presence in a country that has seen sharp economic growth in recent years.

Mota-Engil Engenharia carries on its business in Angola both through its branch, which operates in the civil construction and public works sectors, and also through its subsidiaries, which operate in other segments. These include Sonauta, which operates in the shipping field; ICER and Novicer, in the red clay industry; and PREFAL, engaged in the manufacture and marketing of pre-cast concrete materials and structures.

Tracevia and Rentaco also made a start to their business in Angola.

Mota-Engil Engenharia also has holdings in Auto-Sueco Angola and in Cimertex Angola.

**Mozambique**

Mota-Engil Engenharia also carries on business in Mozambique through its branch there, particularly in the public works segment.

In this area, the bridge over the Zambezi river is emblematic. Built by a consortium, this bridge connects northern and southern Mozambique and it is the biggest public works job ever undertaken since the country achieved its independence.

Activities in the field of civil construction in Mozambique are carried on through its subsidiary Emocil.

**São Tomé and Príncipe**

Mota-Engil Engenharia also carries on business in São Tomé and Príncipe through its branch, operating in the public works and civil construction segments.

**Cape Verde**

Operating through its branch, the business is centred on the public works and civil construction sectors.

**Malawi**

The Malawi branch has seen remarkable growth. Here, Mota-Engil Engenharia operates in the highway construction and maintenance segments.

The year under review marks the signature of a memorandum of understanding with the government of Malawi in respect of several projects, with particular emphasis on the rehabilitation of the port of Nsanje and the construction of two hydroelectric plants.



## AMERICA

### USA

Mota-Engil Engenharia's involvement in the USA is undertaken through its subsidiary Mk Contractors, Llc, which operates in the field of civil construction, especially in the residential segment.

### Peru

Translei operates primarily in work providing support to the mining industry in Peru. It has one of the biggest and technologically most advanced fleets of equipment in this Andean country. At this time the company is preparing, with every likelihood of success, to face the new challenges that are appearing in this Latin American country as a result of the expected launch by the Peruvian government of major infrastructure projects.

### Venezuela

As part of a consortium of Portuguese companies Mota-Engil Engenharia secured a contract in 2008 for the remodelling of the port of La Guaira, Venezuela's main port that serves the capital, Caracas.

This job therefore marks the Group's entry into a new Latin American market.

Turnover for Africa and the American continent grew by 55% in 2008, to stand at €430 million, considerably higher than the figure of €278 million for 2007.

## 5. CERTIFICATIONS

Mota-Engil Engenharia has a vast number of certifications that are detailed in the following table.

COMPANY	MANAGEMENT SYSTEM	STANDARD	CERTIFICATION ENTITY	SCOPE	CERTIFICATE GRANTED ON
MOTA-ENGIL ENGENHARIA	Quality Management System	ISO 9001	APCER	Design, development and marketing of real estate assets; Concept and execution of civil construction and public works contracts; Concrete production and supply; Special foundations, containments, injections, instrumentation and geotechnical surveys; Quarrying and aggregates production; Laboratory tests on building materials and formulation studies of coated macadam and hydraulic concrete; Construction and maintenance of electrical and mechanical installations; and Implementation of technical management and automation systems.	June 2004
	Environmental Management System	ISO 14001			May 2005
	Safety Management System	OHSAS 18001			May 2005
	Laboratory Tests	ISO 17025	IPAC	59 tests	February 2003
	EC Marking	Várias NP		15 Industrial centres (Quarries)	May 2004
	Innovation Management System	NP 4457		Research, Development & Innovation in the area of Engineering, Construction and Geotechnics	November 2007
	Controlo de Produção de Betão	NP EN 206-1		2 Concrete	March 2009
FERROVIAS	Quality Management System	ISO 9001	APCER	Activities undertaken in the field of Renovation and Conservation of Fixed Railway Infrastructures (Track, Overhead Cables, Earthmoving and Civil Construction), with the exception of Telecommunications and Electrical Signalling	February 2003
	Environmental Management System	ISO 14001			December 2004
	Safety Management System	OHSAS 18001			June 2006
	Innovation Management System	NP 4457			em curso
MOTA-ENGIL PAVIMENTAÇÕES	Quality Management System	ISO 9001	APCER	Manufacture and Marketing of Coated Macadam; next year will see an extension into Paving	March 2009
	Environmental Management System	ISO 14001		Manufacture and Marketing of Coated Macadam; Paving	em curso
	Safety Management System	OHSAS 18001		em curso	
	EC Marking	Várias NP	All the Coated Macadam Production Centres	December 2008	
TECNOCARRIL	Quality Management System	ISO 9001	APCER	Management of the manufacture of sleepers and other timber items for railways use, timber impregnation (creosote process)	June 2008
CPTP	Quality Management System	ISO 9001	APCER	Marine and river works, dams, hydroelectric plants, foundations, infrastructure networks (basic sanitation), storm-water run-off, fresh water distribution networks and fire-fighting networks, electrical networks) highways and railways, bridges and viaducts, in Portugal	July 2005
	Environmental Management System	ISO 14001			July 2008
TRACEVIA	Quality Management System	ISO 9001	EIC	Production and Erection of Traffic Signs, Highway Marking; Sale and Erection of Acoustic Barriers and Highway Safety Equipment; Design, Marketing, Erection and Maintenance of Highway Telematics Systems; Marketing and Erection of Public Lighting; Design, Marketing and Erection of Traffic Light Equipment	November 2005
RENTACO	Quality Management System	ISO 9001	APCER	Rental of construction equipment, especially self-propelled cranes, modules and electric tools, and carriage of goods by road	February 2009
MOTA-ENGIL BETÃO E PRÉ-FABRICADOS	Quality Management System	ISO 9001	SGS-ICS	Design, Manufacture and Erection of Medium and Heavy Precast Concrete products	November 2007
	Sistema de Gestão Ambiental	ISO 14001		Concept, Manufacture, Supply and Marketing of Ready-Mix Concrete	January 2008
	Sistema de Gestão da Segurança	OHSAS 18001			

## 4.4.2 ENVIRONMENT & SERVICES

### FINANCIAL INDICATORS

SALES & SERVICES RENDERED:  
€ 286 MILLION

URBAN SERVICES:  
2.2 MILLION INHABITANTS  
IN 50 MUNICIPALITIES

LOGISTICS & PORT OPERATIONS:  
NATIONAL LEADER, PRESENT IN EVERY  
PORTUGUESE PORT WITH  
THE EXCEPTION OF SINES

### INTRODUCTION

Mota-Engil Environment & Services is engaged in a diversified and ample range of activities and services.

In the field of the environment it operates in the Waste and Urban Cleaning segments, and it is the leader in Portugal in the privatised solid urban waste management market.

In the Water sector it manages a number of holdings in concessions and public-private partnerships involving water supply and wastewater treatment systems.

The Group's move into the Logistics and Ports sectors has put it into a leading position in the Portuguese port operations market, while the company also provides wide-ranging logistics integration services and is outstanding as the first private Portuguese operator to enter the carriage of goods by railway sector.

Through its Multi-Services component, this area involves a number of businesses in the fields of industrial and buildings maintenance, landscape architecture and green-space and golf-course construction and maintenance, while it also operates through two of its subsidiaries in the electronic and direct marketing markets.

### MAIN ACTIVITIES

#### WASTE

- Solid urban waste management and urban cleaning;
- Industrial waste management;
- Used oils recycling and enhancement.

#### WATER

- Water supply systems management;
- Wastewater management and treatment.

#### PORTS & LOGISTICS

- Operation of marine terminals;
- Operation of road-rail terminals;
- Integrated logistics operations;
- Carriage of goods by rail.

### MULTI-SERVICES

- Industrial and building maintenance;
- Landscape architecture;
- Design, construction and maintenance of green spaces and golf courses;
- Operation of electronic markets (G2B2B);
- Direct mailing;
- Car-park management.

#### 1. WASTE

The solid urban and industrial waste management market is of relevant strategic interest to the Mota-Engil Group and is a part of the core business of its Environment & Services Business Area.

It operates in this segment through a number of subsidiaries with particular emphasis on SUMA, and also including Correia & Correia, Enviroil and Ekosrodowisko (Poland).

#### SUMA

SUMA occupies a unique position in the market dealing with urban environment management, based on its leadership of this sector in Portugal, to which it allies an attitude of permanent proactivity in the search for innovation in each and every operating area.

Serving more than 2 million inhabitants of 50 of the country's municipalities, SUMA's business world involves more than half a score of companies providing complementary services in the field of integrated waste management.

This alignment allows synergies to be generated and sundry skills to be brought together, encouraging logistic management of equipment and other means, while providing remarkable response capacity, solidity, quality and competitiveness to the services that it renders.

These services cover the whole management cycle of solid urban and industrial waste (collection, transport, sorting and treatment) and urban cleaning, in addition to complementary services in the area of laboratory analyses and quality control in

respect of waste and waters and aspects linked with environmental awareness and education, a fundamental part of SUMA's policy towards the community.

In 2008, with the full integration of the Novaflex Group, SUMA increased its national leadership of the privatised solid urban waste management market, with a share of 54%, while enlarging its presence in the market involving the treatment of industrial waste through the acquisition of TRIU.

### VISION, MISSION, VALUES AND STRATEGY

#### Vision

Sustained consolidation of its leadership in Portugal and sustainable growth into international markets.

#### Mission

To manage waste in the construction of a better environment.

#### Values

- Market leadership;
- Customer confidence;
- Sustainable performance;
- Commitment of its people.

On the basis of the Mission, the Values, the Vision and the Ten Principles of the United Nations Global Compact, the SUMA Board has established the management policy, and is committed to managing the organisation from a standpoint of ongoing improvement in keeping with the following commitments:

#### · Compliance Commitment

Compliance with applicable legal, regulatory and contractual requirements and with other requirements subscribed to by the organisation;

#### · Creation of Value Commitment

Creation of value for equityholders, customers, workers, suppliers and other stakeholders;

#### · Leadership Commitment

Consolidation of its leadership of the domestic market, promotion of international expansion of the business and improved perception of the benefit by customers and other stakeholders;

#### · Commitment to the Customer

Diversification and innovation in the business so as to remain at the forefront of innovative, integrated and efficient solutions in waste management that will satisfy the customers;

#### · Commitment to its People and to its Social Surroundings

Professional and personal enhancement of the workers, suiting their skills to the duties they perform, and local support to the workers and their social surroundings.

#### · Commitment to Health and Safety

Prevention of damage to health, control and protection to eliminate or reduce risks to the safety and health of workers and third-parties;

#### · Commitment to the Environment and Climate Change

Prevention and control of pollution and rational/efficient use of energy and water, besides another aspects;

#### · Commitment to Ongoing Improvement

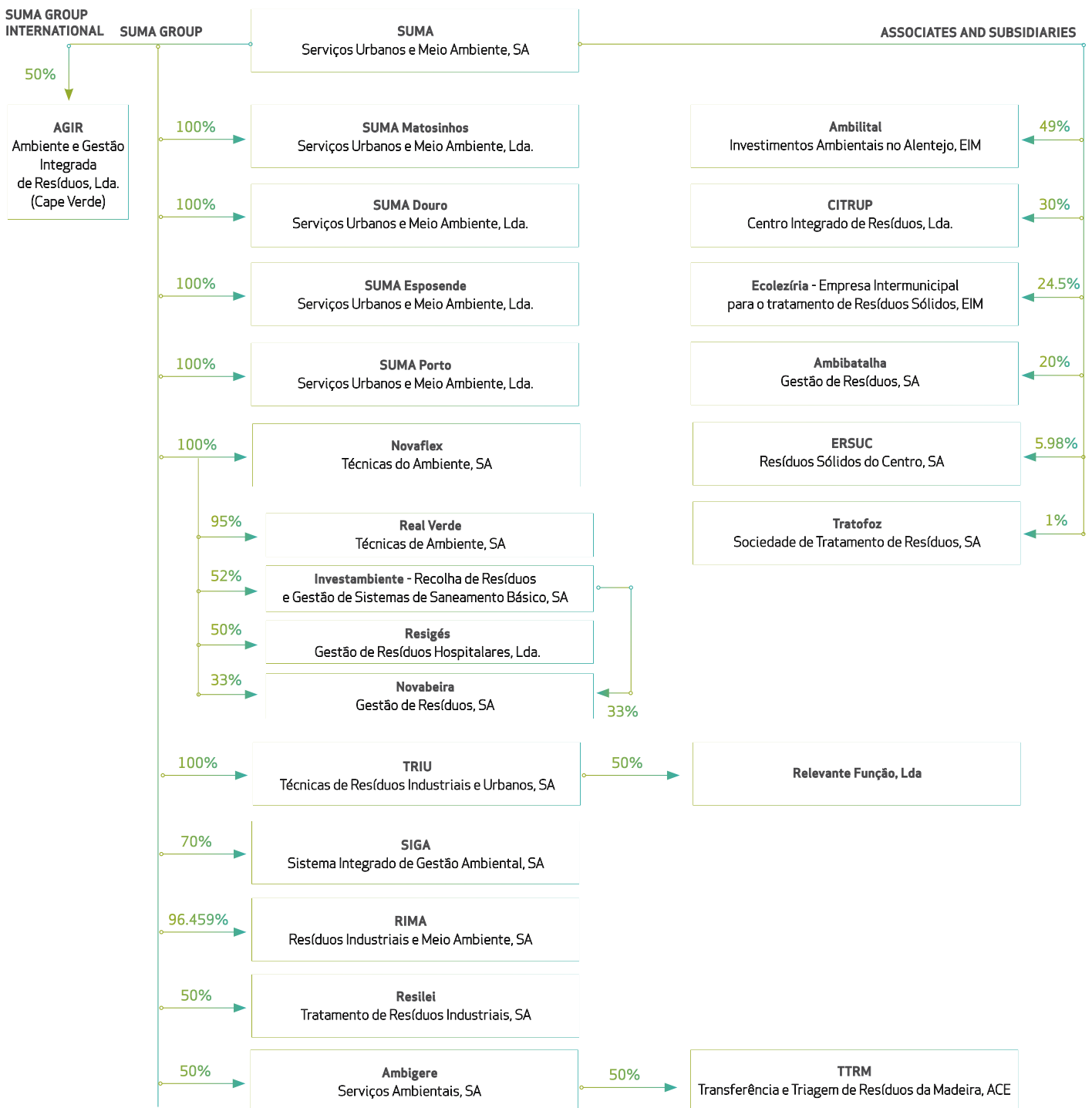
Ongoing improvement through periodic review of objectives, targets and processes, and through permanent monitoring, measuring, analysis and innovation at performance level.

#### · Communication Commitment

Adequate communication with stakeholders, encouraging their involvement in the quality, environment, safety, innovation and social responsibility culture.

**ORGANISATION CHART**

Involved in Waste Management and Public Cleaning, SUMA includes a number of companies that complement each other and allow an alignment and strengthening of skills in the provision of services in the Waste Sector.





**CERTIFICATIONS**

SUMA has a number of certifications that are detailed in the following table.

**SUMA GROUP CERTIFICATIONS**

COMPANY	SCOPE	MANAGEMENT SYSTEM	REFERENCE STANDARD	CERTIFICATION ENTITY	DATE GRANTED
SUMA, SA Aveiro and Oliveira do Bairro Service Centres and Head Office	Urban Cleaning, Collection and Transport of Non-Hazardous Waste, Containerisation Management, and Environmental Awareness and Education	Quality Management System	NP EN ISO 9001:2000	APCER	29-Jun-06
		Environmental Management System	NP EN ISO 14001:2004		28-Aug-08
		Safety and Health at Work Management System	NP 4397:2001 / OHSAS 18001:1999		28-Aug-08
SUMA, SA Riba D'Ave Service Centre	Sorting of Waste selectively collected, Composting of Solid Urban Waste and sales of compost	Quality Management System	NP EN ISO 9001:2000	APCER	29-Dec-05
CITRUP Centro Integrado de Resíduos, Lda	Controlled dumping of solid waste from the Energy and Solid Urban Waste Enhancement Centre at landfills during its stoppages, as well as all operations resulting from these activities	Quality Management System	NP EN ISO 9001:2000	APCER	31-May-05
		Environmental Management System	NP EN ISO 14001:2004		24-May-05
		Safety and Health at Work Management System	NP 4397:2001 / OHSAS 18001:1999		24-May-05
		Social Responsibility Management System	SA 8000:2001		18-Apr-07

**CORREIA & CORREIA**

Correia & Correia is a waste management company that started up in September 1988, dealing in the collection of used oils.

In 2002 it began a process of evolution and diversification, and has become a total industrial waste management company.

A part of the Mota-Engil Group's Environment & Services Business Area, it has its own fleet and the means allowing it to collect waste throughout the whole of Mainland Portugal.

As an active player in the preservation of the environment, it ensures for its customers fulfilment of their legal obligations of an

environmental nature, optimising and rationalising the costs inherent in Industrial Waste Management.

The latter includes sorting and storing hazardous and non-hazardous industrial waste, and storage and treatment of used oils, contaminated water and oily sludge.

Total waste management calls for close partnership with its customers, involving a preliminary characterisation of the company's environmental situation and an inventory of the waste produced from the standpoint of its segregation, containerisation requirements, and loading and unloading conditions, with a view to

implementing the overall waste management system through the provision of its adequate containerisation, collection, transport, treatment or temporary storage, for which operations it has been specially authorised.

Correia & Correia has its own Waste treatment and transfer facilities where it receives and segregates a vast range of waste, which is subsequently processed.

It also works in the area of Industrial Cleaning, acting as the first intervention force in the minimisation of environmental damage in the event of accidental spillage of fuels or chemical products, cleaning, degassing and dismantling reservoirs and tanks, high-pressure water washing and unblocking and cleaning industrial effluent networks. It has the most specialised skills in this field and employs the very highest safety standards.

The company has an Industrial Used-oil Enhancement Unit and temporary storage facilities for industrial waste and its physical and chemical treatment, in addition to a vast number of items of equipment (containers, lorries, platforms and other industrial equipment).

In this connection in particular, attention is drawn to the existence of a pavilion where sludge is stabilised and rendered inert, and, following its dehydration and stabilisation, it is sent for disposal at an authorised landfill.

It also has a properly-equipped laboratory allowing it to control the quality of used oil and wastewater received at the Unit.

Correia & Correia's technical staff includes highly qualified, experienced personnel and it focuses on their permanent enhancement.

On the other hand, the company organises regular environmental awareness and training courses for its customers. Implementation of environmental improvement measures in accordance with the national environmental strategies and policies, applying the best techniques available, especially in the physical and chemical treatment of wastewater, waste preparation, treatment of gas emissions and management of waste produced at industrial facilities, are also a concern and a prime area of the company's policy.



#### **ENVIROIL**

This company was incorporated in 2002, its object being recycling used lubricating oils and their energy enhancement.

The technology employed by Enviroil involves prior elimination of water and solid sediments from the oils, which, after evaporation by heat treatment followed by the condensation to which they are subject,

provides two products that can be used as fuel in diesel engines and in the generation of electricity to be injected into the national grid.

Enviroil has modern industrial facilities comprising a storage yard and a used-oil processing building, as well as an electricity generating building.



#### EKOSRODOWISKO

Ekosrodowisko, headquartered in southern Poland, is the result of the efforts of the Environment & Services Business Unit directed at the internationalisation of its activities in the markets of Central and Eastern Europe.

The company is engaged in the collection of solid urban waste, in clearing snow during

the winter and in green-space maintenance. The study of recyclable materials and the management of waste of this type, involving the creation of a sorting line, are some of the areas on which the company and this business area will focus in the near future.

## 2. WATER

Mota-Engil Environment & Services manages holdings in the concessions market and in public-private partnerships involving water and sanitation through its subsidiary Indaqua, one of the first private sector companies to become engaged in the abstraction, treatment and distribution of water for

public consumption and in collecting, treating and disposing of effluents.

Its subsidiary Hidrocontrato complements this business, dealing with the design, construction, operation and maintenance of engineering undertakings in the hydraulics and basic sanitation areas.



#### INDAQUA

Set up in 1994, Indaqua was one of the first private-sector companies in Portugal to undertake water abstraction, treatment and distribution for public consumption and the collection, treatment and disposal of effluents, managing public water-supply and sewage services concessions.

Operating in the whole of the vast field of provision of services linked to the urban water cycle, Indaqua, through an integrated, flexible management model, holds concessions in five municipalities of mainland Portugal (Fafe, Santo Tirso, Trofa, Santa Maria da Feira and Matosinhos) serving a population of about 550,000.

The concessions led to the creation of autonomous companies, which, in addition to meeting legal requirements, allows a strengthening of the local economies and integrates the service provider into

the community, while holding it directly responsible, and creates proximity decision centres.

During 2006, Indaqua made a start to a project involving the design and implementation of an Integrated Quality, Environment and Hygiene and Safety Management System, having obtained triple certification during 2007.

The systematisation of internal operating procedures and of interaction with the concessionaire companies in which it has holdings was one of the steps in the development of the integrated system, providing high efficiency that is also reflected in the service they provide to their customers.

Aware of its mission to provide public water supply and sewage services and to invest

with a view to meeting the best quality standards established for the sector, Indaqua's vision is to be the leader in the provision of services of this type in Portugal.

This is based on a framework of values that excel for their transparency in the relationship with all stakeholders and on a customer-oriented service.

Indaqua's quality policy is therefore based on ongoing improvement of the service provided, through constant monitoring of the water quality in keeping with a Water Quality Control Programme (WQCP), with particular emphasis on the analysis of its parameters by accredited, independent laboratories that ensure the end-quality of the product.

Indaqua's "Environmental Commitment", as a strategic vector of its environmental management policy, is based on fundamental areas of intervention, with emphasis on activity planning directed at minimising its environmental impacts and at the promotion of environmental awareness, getting the communities involved in the development of solutions for the problems related therewith.

Indaqua has also defined integrated water management as an utmost priority in operating the public water supply systems, from abstraction to distribution to the end customer.

For the purpose it has invested an important part of its resources in the development and implementation of better network-management procedures and practices with the help of the world's most sophisticated technologies, and it is now considered the benchmark for this industry.

This effort has been clear to see especially in the fight against leakages from the water supply systems, where work has been successful in achieving major gains of economic efficiency, besides the resultant enormous environmental benefits. In its efforts to relate with and to undertake hearings of its stakeholders, Indaqua pioneered the introduction, in Portugal, in public water

supply and sewage services concessions, of the concept of "Consumer and Environment Council", with the participation of representatives of the municipalities and parish councils, and of the Ombudsman whose duties are associated with the interests of consumers and with the establishment of a practice of open relationships.

Its involvement with the community also includes a recruiting and supplier-selection policy and an information policy, focusing at all times on the market and on the local agents.

We would also underscore the publication of leaflets devoted to the matter of rational water use, the seminars for schools and parish councils, and the creation of visitors' days at the facilities assigned to operations.

The solution of problems of needy families that use the service has also warranted special attention by Indaqua, particularly through personalised service, appraising and proposing solutions on a case-by-case basis, based on payment in stages or other methods seen to be most appropriate.

This relationship has made a decisive contribution to improving the public's perception of the usefulness and relevance of services of this type, reflecting an attitude of social responsibility towards the community as a fundamental imperative of Indaqua's values and management policy.

In 2008 the Mota-Engil Group increased its holding in Indaqua by 7.2%, becoming its majority equityholder, with 50.06% of the equity capital.

Also in 2008, and as a result of a public call for tenders issued by the São João da Madeira city hall, the Group is to acquire 49% of Águas de São João, EM, SA, in a public-private partnership with the local authority, which will consist of water and sewage management and operation in this municipality, serving a population of 22,000.

### 3. PORTS & LOGISTICS

In performing their role as a sea/land interface ports play an eminently structural part in every sector both of transport and of the national economy.

In response to the growth of trade and to the corresponding increase of global demand for shipping, the Mota-Engil Group finalised the acquisition of TERTIR during 2007.

Management of the port and logistics segment, through its Environment & Services Business Area, also involves holdings in Tersado and Sadoport, as well as in CargoRail/ Takargo which operates in the carriage of goods by railway and therefore aims to contribute to the transformation and integration of the logistics sector and of transport.



#### TERTIR

The Mota-Engil Group made a move into the port operations sector in 2005 through holdings acquired in Tersado and Sadoport.

During 2007 the Group finalised the acquisition of TERTIR, significantly strengthening its involvement in this sector.

TERTIR carries on its business at the ports of Aveiro, Figueira da Foz, Leixões and Lisbon, and it involves companies directly linked to the operation of port terminals and companies that carry out logistics and technological activities applied to the port sector.

At the port of Aveiro Socarpoper operates a multipurpose terminal handling general and bulk cargoes under a concession.

The company has made a start to an ambitious investment programme involving the acquisition of four mobile cranes and the construction of handling equipment and silos to receive and store cereals.

Articulation between the port sector and transport, to which one must add the future incorporation of the national logistics platform at Poceirão, LOGZ, Atlantic Hub – to be undertaken in partnership with other entities within the framework of the Logistic Portugal programme – allow the Mota-Engil Group to offer the market an integrated service, independent of the various other operators.

As examples of the planned integration reasoning we would mention the provision of prime areas for storage of goods; more than 4,500 metres of quays; the proximity to highways and railways; and the availability of terminals having Type A customs status.

This will allow the construction of an alternative to the existing facilities at the ports of Leixões and Lisbon, in addition to the strategic focus on attracting new markets, especially the hinterland comprising the Spanish regions of Castile and Leon.

At the port of Figueira da Foz, through Liscont -Figueira da Foz, the stevedoring operations mainly involve the wood pulp and paper industry and steel-mill products.

Through TCL, Terminal de Contentores de Leixões, SA, it runs the two container terminals at the port under a concession, while also providing container parking services at the terminal and depot services. It also has temporary deposit and export warehouse standing.

TCL made a start to its operating activity in May 2000, when port activity came to be entrusted to the private sector, in the wake of concession proceedings undertaken by the Port of Leixões Authority.

The port of Leixões and its Container Terminal are an integral part of the European ports system, playing an important role on the Atlantic seaboard of the Iberian Peninsula, where it is the most important inter-regional structure, constituting a reference for the logistics chains that operate in this area.

The Container Terminal's vocation for short sea shipping, especially in the feeder component, has allowed sustained growth of TCL, though it has not exhausted its mission of creating attractive conditions both for the deep-sea lines and for added-value operations, both dictated by the new logistics climate born from globalisation.

At the port of Lisbon Liscont and Sotagus run, under concessions, the capital's two main container terminals.

Also underscored is the Liscont holding in MPDC (Port of Maputo Development Company) in Mozambique, which is responsible for the management, under a master concession, of the various terminals of the port of Maputo.

Through Transitex TERTIR is engaged in the logistics area, operating in Portugal and Spain, where it has offices, in addition to

representation in Lithuania, Brazil, the United States and China.

It has been directing its activity at the organisation of logistic flows linking the Iberian Peninsula with distant oceanic destinations, using the Group's port terminals, thus constituting an important aspect of the development of its container terminals.

Through E.A. Moreira it operates as shipping agent for a Madeiran shipping company, while through Lisprojecto TERTIR develops software to support the planning and control of port operations and of the logistics sector, besides supporting Group companies in the acquisition and maintenance of hardware.

The year under review is marked by TERTIR's pre-qualification for the port of Ennore, in India, and by the pre-qualifications for the ports of Guaymas, in Mexico, and La Paíta, in Peru, attesting the efforts directed at penetration at the commercial promotion of the brand abroad.



#### SADOPOINT AND TERSADO

At the port of Setúbal, Tersado and Sadoport operate as concessionaires of the multipurpose terminals, providing cargo

handling services for general break-bulk cargoes, roll-on/roll-off cargoes, dry-bulk cargoes and containerised cargoes.



#### TAKARGO

Takargo is Portugal's first privately-owned company to become engaged on the carriage of goods by railway business, and it also provides integrated multimodal transport solutions.

Takargo has already made a start to operations, and has also signed an agreement with the Spanish company Comsa Rail Transport, calling for the joint development of carriage of goods by rail operations within the Iberian Peninsula.





#### **LOGZ - Atlantic Hub**

A logistics hub of global vocation, forming part of the National Logistics Platforms network, in which the Mota-Engil Group participates, is to be developed at Palmela.

This new facility will be provided with all the services required by companies, people and transport, its purpose being to create and develop value-aggregating logistics solutions within the distribution chain. It will be Europe's westernmost logistics hub and, with its excellent access by road and rail, it will become a prime gateway for merchandise shipped to and from the American and African continents, while creating another alternative within the Iberian Peninsula for European short sea shipping.

The development of the LOGZ – Atlantic Hub will permit the creation of a veritable Logistic City, complete with a multipurpose logistics area (overland distribution centre, goods groupage platforms, and logistics

and manufacturing centres), a logistics and exhibition centre (exhibition area, overland distribution centre, goods groupage centre), an intermodal logistics area (multipurpose areas without buildings, with dedicated railway terminals and an area for large-volume merchandise), an intermodal centre (train consolidation/deconsolidation areas, road/rail and rail/rail intermodality, periodic shuttle to the ports of Lisbon, Setúbal and Sines, regular connections to Spain and the rest of Europe, link-up with the future High Speed Rail Network, co-existence of the Iberian and European track gauges, a container storage and general cargo handling area), an integrated services centre (business centre, ancillary commercial facilities, hotel, kindergarten, leisure park and equipment-rental service), besides a road transport support centre that will have a heavy vehicle parking zone, rest areas and vehicle showrooms and repair workshops.

#### **4. MULTI-SERVICES**

In the vast Services area the Mota-Engil Group has a number of companies providing services in areas in which subcontracting is seen to be a flexible, effective alternative, allowing adequate cost rationalisation, besides taking advantage of a major component of innovation and specialisation very advantageous both to the companies that make up the Mota-Engil Group and also to its external customers.

Of the companies that make up this area, mention is made of the industrial and buildings maintenance area, through subsidiaries Manvia and Almaque; landscape architecture and design, construction and maintenance of green spaces and golf courses, through Vibeiras and Áreagolfe and, more recently, VBT, marking the move into

the Angolan market; operation of electronic markets through its subsidiary Vortal; and services in the most diverse areas of direct marketing, through Lokemark.



#### MANVIA

Manvia started out in 1998. Manvia's business falls within the concept of multi-services, covering a vast field of intervention, from maintenance to management of external contracts, providing its customers with services based on a solid, innovative technical structure that drives the specific skills targeted by the needs of its customers.

In the field of communication routes Manvia has the capability, the equipment and the skilled labour required for the maintenance and for the management of the maintenance of transport infrastructures such as expressways, motorways, railway stations and ports.

In maintenance terms, more than 400 km of motorways and expressways are currently under the direct responsibility of Manvia as far as maintenance of public lighting, electrical installations, toll plazas and pumping stations are concerned.

Fully prepared to respond to growing market requirements in terms of the specific needs of complex buildings, including shopping malls, Manvia has focused a large part of its activity on this area.

The services provided by Manvia in this segment are conceived and undertaken in accordance with the customers' needs, covering the maintenance of electrical installations and equipment, HVAC, waters and drains, and other specialised areas, management of external contracts (security, cleaning, gardening, lifts, special security systems), facilities management, maintenance management, concept and implementation of programmed maintenance plans and environmental management from the customers' standpoint.

The needs for maintenance management, planning and control in the industrial segment, in which the company is also engaged, have led to the definition of a specific position for Manvia in this sector. The services provided by Manvia in this area include maintenance management and

drain cleaning and unblocking, undertaken in partnership with other specialised companies.

The specifics of the maintenance requirements of cement manufacturers led Manvia to acquire a significant holding in Almaque, the Iberian leader in the classification of grinding media and in unblocking engineering for cement works.

At the same time, through its subsidiary Engglobo, it works with concessionaire companies in the port sector, in the field of container loading and unloading equipment maintenance, a field in which it has specialised skills.

The provision of services in the area of the environment has become, on the other hand, one of Manvia's most significant activities, taking into account the sector's growth prospects.

In this area Manvia provides services in the water and wastewater sector, covering the operation and maintenance of water treatment and wastewater treatment plants and pumping stations, video inspection and cleaning of drains and their rehabilitation (without digging trenches).

The need for ongoing improvement in provision-of-services standards in maintenance and maintenance management has also led Manvia to develop and implement a number of technological solutions that complement its normal preventive maintenance and repair activities, particularly in conditioned maintenance (condition analysis – vibrometry and thermography), maintenance audits, creation and implementation of programmed maintenance management, energy management in buildings and overall maintenance management.

Manvia has invested in instruments that allow a reduction of costs and of the negative impact of its business on the environment, such as the investment in a GPS system providing greater control of fleet costs,

through a definition of more appropriate routes and emission control through more responsible use of the means of transport. Manvia also carries out training directed at behavioural alterations in environmental and safety matters.

In carrying on its activities Manvia has major concerns regarding improved efficiency not only in energy terms but also in the reduction of the noxious effects of the equipment on

which it works, encouraging the replacement of less efficient equipment (such as substituting incandescent bulbs with economiser bulbs both in shopping malls and along public thoroughfares) and the implementation of safety systems preventing potential damage to the environment.

Through its specialised work Manvia reduces the energy bill of the cement industry.



#### **VIBEIRAS**

Vibeiras is specialised in the field of landscape architecture, providing services in the design, construction and maintenance of outdoor areas.

In business since 1990 the company has concluded over 700 jobs, while it manages a total of about 400 hectares of green areas under concession.

At design level, the concept of solutions is undertaken by the design office, which has a multidisciplinary team of landscape architects and specialists in various areas of engineering.

The integrated approach to the design and construction of the projects has constituted, for Vibeiras, a means of ensuring the quality of the service provided.

In construction and execution, the considerable degree of specialisation of its teams and its excellent machinery and equipment allow Vibeiras to meet its completion dates and to ensure the high quality of the jobs that are undertaken.

Maintenance services, an operation now undertaken by dozens of specialised teams, involve an area of about 400 hectares, divided into several areas under concession in various parts of the country, under green-space maintenance contracts that constitute

a natural extension of the construction work carried on by the company.

This allows effective rationalisation of costs, besides taking advantage of the considerable degree of innovation and specialisation available, which has proved to be extremely advantageous both to companies of the Mota-Engil Group and to its external customers.

The company has made a start to its internationalisation and has set up a company in Angola, VBT – Arquitectura Paisagista, in conjunction with a local partner, to which an initial number of jobs has been awarded.

Vibeira's Quality Management system has been certified.



### ÁREAGOLFE

This company is the result of a partnership entered into by Vibeiras and a group of renowned specialists in the field of construction, maintenance and management of golf courses, a business to which this company is fully devoted. It is currently involved in several national and international projects.

From the standpoint of integrated golf-course management, Áreagolfe carries on business in the construction and renovation of golf courses (earthmoving, shaping and finalisation works, irrigation and drainage systems, ponds, bunkers, tees, greens, fairways, driving ranges and topography), maintenance (total integrated management and maintenance supervision and management) and provides other specialised maintenance services.

In the field of commercial golf-course management it aims, through its profound knowledge of the business and using adequate management and marketing tools, to make golf an independent business, developing a marketing strategy for the various golf courses where it operates and providing the market with the management means and personnel required to perform any duties on a golf course.

Also emphasised are the services provided in specialised consultancy and audits, management and maintenance evaluation and counselling, agricultural support and laboratory services, irrigation, drainage, environmental impact studies and environmental monitoring and management, in addition to management of fleets and pro-shops, and economic and financial feasibility studies.



### VBT

VBT, a subsidiary in which Vibeiras has a majority stake, was set up to carry on activities in Angola in the gardens, exteriors and sports field areas, and also to market urban and sports equipment.

Through the creation of VBT the Environment & Services area has taken a step forward in fulfilling its internationalisation strategy with the move into the Angola market.



### VORTAL

Vortal, a Mota-Engil Group subsidiary, is a Portuguese information technologies company that is the leader in Internet-based electronic platforms and is outstanding in the Iberian electronic G2B2B (“Government to Business to Business”) market.

Its mission is to integrate, using electronic means, business processes between companies and the State, making transactions faster, simpler, more secure and confidential, offering innovative services that add value to and strengthen the customers’ competitiveness.

The company has more than 90 employees distributed between its Lisbon, Porto and Vigo offices and the Innovation and Development Laboratory of the Universidade Nova de Lisboa Faculty of Science and Technology.

Having created the “econstroii” electronic market in 2001, directed at the construction industry, in which it is the clear leader of the Iberian Peninsula in its segment and a benchmark at international level, Vortal currently operates six electronic markets directed at differing segments of activity: econstroii, vortalGOV,

vortalINDUSTRY, vortalENERGY&UTILITIES, vortalOFFICESUPPLIES and vortalHEALTH.

Against a background of diversification of its activities, it has enlarged its offer to the public sector through the launch of a platform that complements “econstroï”, which has allowed public entities to undertake electronic management of all contracting procedures.

Fully developed in Portugal, this platform is already one of the most relevant at European level in the field of public contracting.

The growth of non-construction business also led to the launch, at the end of 2006, of new electronic markets directed at other sectors of economic activity, especially industry, energy and utilities.

Besides the purchase and sale deals supported electronically, Vortal provides what is truly an integrated offer that allows prospecting, promotion of products and services, negotiation, obtaining management information and disclosure of brands and products.

During 2007 the company was granted certification to ISO standard 27001, the third Portuguese company to obtain this recognition, a veritable international benchmark in the field of security of information.

Over these eight years in business nearly €4 billion have already been traded via Vortal’s contracting platforms by the more than 13,000 accredited companies.



#### LOKEMARK

Lokemark started up in 2003 and came to be part of the Mota-Engil Group in 2007.

Lokemark performs, under outsourcing arrangements, a number of activities in the most diverse areas of Direct Marketing. For the purpose it has a vast and experienced team of specialised professionals, technologically advanced equipment and facilities able to provide total operationality and security.

Its main segments of activity include fulfilment (packing by hand, processing returns and organisation and management of tenders), data-entry (questionnaires, reply-paid correspondence, coupons, order notes), contact centre (call-centre, inbound, outbound and telemarketing), billing (issuing invoices, IT management of collections, bank transfers, COD and postal orders), electronic billing (creating and sending certified electronic invoices, mass mailing, and placement in the archive portal),

personalisation (laser printing, inkjet addressing of documents), plasticising, enveloping, cutting, folding, labelling, gluing and stapling, database processing, storage (reception of materials in an area of over 2,000 m<sup>2</sup> and vertical storage capacity for more than 1,500 euro-pallettes, complete with inventory management and loading and unloading logistics), as well as preparation of mail and direct delivery to the Post Office or other distributors.

With its vast number of direct and indirect customers, marketing operators and advertising agencies and means, Lokemark operates in a demanding and competitive sector of activity that has ample prospects of future growth.

## 4.4.3 TRANSPORT CONCESSIONS

### FINANCIAL INDICATORS

SALES & SERVICES RENDERED:  
€ 117 MILLION

ASSETS UNDER MANAGEMENT:  
€ 3.9 BILLION

HIGHWAY INFRASTRUCTURES  
UNDER CONCESSION:  
OVER 1,500 KM IN 4 COUNTRIES



### INTRODUCTION

Transport Concessions are an area of the greatest import and vital strategic importance for the Mota-Engil Group, a business carried on through its sub-holding company Mota-Engil Concessões de Transportes, SGPS, SA.

As a result of its recognised experience in setting up and developing public-private partnerships, the Mota-Engil Group, in consortium with partners of repute, has growingly asserted itself in a market segment undergoing sharp growth.

Through its subsidiary AENOR, it is the number two highway infrastructure concessionaire in Portugal, while it also plays a major role in other transport infrastructures.

Consolidated growth of this Business Area has allowed it to become involved in four countries and it is presently expanding into new markets and other countries.

### ASCENDI

The Mota-Engil Group holds 60% of Ascendi, the remaining 40% being held by the Banco Espírito Santo Group.

The assets transferred to the new company were those held by Mota-Engil Transport Concessions, SGPS, SA and those of ESConcessões, SGPS, SA.

The concessions held by Ascendi include, in Portugal, those that form part of the domain of AENOR, Auto-Estradas do Norte, SA (North, Greater Porto, Costa de Prata, Beira Litoral and Beira Alta and Greater Lisbon), Scutvias (Beira Interior), ViaLitoral (Madeira) and Lusoponte (April 25 and Vasco da Gama Bridges) in the highways and bridges fields, as well as MTS (the light railway on the South Bank of the Tagus River), in the railway segment.

In Spain the Autopista Madrid-Toledo, Autovia de Los Viñedos, Autovia de Los Lianos and Madrid 407 stand out.

2007 was another milestone of enormous relevance to the Mota-Engil Group's strategic position and to that of its Transport Infrastructure Concessions Area, involving the creation of Ascendi, Transport Concessions, SGPS, SA.

As a result of a partnership with the Banco Espírito Santo Group dating back about a decade in various projects, it was decided that this new corporate vehicle should be created, in which both groups will concentrate their assets in this field.

### MAIN ACTIVITIES

- Motorways
- Expressways
- Bridges
- Underground and Light Railways

In Mexico, the Autopista Perote-Xalapa highway concession.

More recently, Ascendi forms part of the consortium awarded the Marechal Rondon-Leste concession, marking its move into the Brazilian market. This 30-year concession involves a planned length of 410 km, thus increasing to more than 1,500 km the length of highways under concessions held by Ascendi.

During the coming years Ascendi will focus a major part of its efforts and resources on the announced infrastructure concessions programme announced and launched by the Portuguese government in the highway, railway and airport sectors, as well as on the expansion of its business in the international target markets, namely in Central and Eastern Europe and Latin America.





#### AENOR

In the Transport Concessions area AENOR accounts for the biggest share of assets in infrastructures under concessions.

To simplify mobility within Portugal, the government issued an international public call for tenders back in 1997 for the concept, design, financing, construction, maintenance and operation of over 175 km of motorways linking the northern coast to the north interior of the country.

In 1999 the concession was awarded to a consortium of Portuguese companies involved in the construction and financial industries that believed in a project having a future and a positive impact on the country's economic and social development. So, AENOR was born.

In the wake of the PRN 2000 (National Highway Plan) approved by Decree-Law 222/98 of July 17, other calls for tender were issued in which AENOR bid.

In four of these AENOR's bids were considered the best. AENOR was therefore awarded, sequentially, in 2000, 2001 and 2002, three motorway concessions, with a further two being awarded at the start of 2007 and at the end of 2008.

Today, just ten years after the start to the first concession, AENOR continues to grow.

Its great dynamism is driven by a management team whose skills, training and experience have allowed the implementation of the most advanced management techniques and instruments.

AENOR is now recognised as a major Portuguese player in this area, having brought a competitive factor to the national panorama of motorway and other highway infrastructure concessionaires.

AENOR now serves a group of six concessionaires that together are responsible for some 850 km of motorways and other highway infrastructures under concessions granted by the Portuguese State.

With an investment in studies, plans and construction totalling €3.6 billion involving 421 km under the SCUT virtual toll scheme, 200 km under the real toll scheme and 213 km of principal and complementary highways, AENOR is one of the country's biggest investors, directly and indirectly generating more than 9,000 jobs during the more intensive period of construction.

There follow the highlights in respect of each of the six concessions.

### NORTH CONCESSION

Awarded to AENOR – Auto-Estradas do Norte, SA, in 1999, through an international call for tenders, the North Concession is one of the biggest highway projects undertaken in Portugal in recent years.

The contract called for the concept, design, construction and financing of the real-toll motorway, and its operation and maintenance over a period of 30 years. With a total length of 175 km, this concession links up heavily industrialised, densely populated areas such

as Vila do Conde, Braga and Guimarães, with traditional regions having less purchasing power and poor accessibility.

The A7 and A11, the motorways that make up this concession, provide a fast, comfortable link between the northern coast of the country and Vila Pouca de Aguiar, while via the A24 they establish the connection with Vila Real and Spain and, via the A4, they provide access to Amarante, Castelões, Penafiel and Marco de Canaveses.

#### NORTH CONCESSION IN NUMBERS:

TOTAL INVESTMENT:  
€ 1,570 million

LENGTH: 175,1km

SERVICE AREAS: 6

#### MAIN SECTIONS

SECTIONS	MOTORWAY	LENGTH (KM)
A28 – Barcelos	A11	12.6
Barcelos – Braga	A11	14.8
Braga – Guimarães	A11	17.1
Guimarães – A4	A11	26.7
A28 – Famalicão	A7	20.3
Famalicão – Guimarães	A7	22.0
Guimarães – Fafe	A7	14.2
Fafe – Basto	A7	20.0
Basto – Vila Pouca Aguiar (A24)	A7	27.4

### COSTA DE PRATA CONCESSION

Awarded to Lusoscut – Auto-Estradas da Costa de Prata, SA, in May 2000, through an international call for tenders, the Costa de Prata Concession involves 110 km of motorway along the coast, between the North and Centre regions of the country.

The contract called for the concept, design, construction and increase of the number of lanes, and the operation and maintenance,

under a virtual-toll system (at no cost to users) during a period of 30 years.

Ensuring fast, safe driving conditions, this concession is viewed as a complement of other major highways, providing a connection between the main cities along the country's northern coast between Porto and Mira.

#### COSTA DE PRATA CONCESSION IN NUMBERS:

TOTAL INVESTMENT:  
€ 492 million

LENGTH: 110km

SERVICE AREAS:  
5 (of which one was not sub-concessed by the Aenor group)

#### MAIN SECTIONS

SECTIONS	MOTORWAY	LENGTH (KM)
Coimbrões – ER.1-18	A44	3.8
ER.1-18 – IP1 (Miramar)	A29	7.5
Miramar – Maceda	A29	16.2
Maceda – Estarreja	A29	18.4
Estarreja – Angeja	A29	15.8
Barra – Nó com A1	A25	22.8
Aveiro – Mira	A17	25.1

### BEIRA LITORAL AND BEIRA ALTA CONCESSION

The main, basic objective of the Beira Litoral and Beira Alta Concession awarded to Lusoscut – Auto-Estradas das Beiras Litoral e Alta, SA, in 2001, through an international call for tenders, was to improve the traffic and safety conditions of the IP5 highway.

The contract called for the concept, design, construction and increase of the number of lanes, and the operation and maintenance, under a virtual-toll system (at no cost to users) during a period of 30 years.

This concession provides access from the cities of Guarda and Viseu to the coast, and it is the main connection between the central part of the country and Spain and the rest of Europe, crossing the border at Vilar Formoso.

In March 2002, it received the “European Transport Project Finance Deal of the Year” prize awarded by the prestigious “Euromoney” magazine in the transport infrastructure category.

#### BEIRA LITORAL AND BEIRA ALTA CONCESSION IN NUMBERS

TOTAL INVESTMENT:  
€ 1,020 million

LENGTH: 173km

SERVICE AREAS:  
6 (of which three were not sub-concessed by the AENOR group)

#### MAIN SECTIONS

SECTIONS	MOTORWAY	LENGTH (KM)
Albergaria (IP1) – IC2	A25	4,7
IC2 – Viseu	A25	59,3
Viseu – Mangualde	A25	16,9
Mangualde – Guarda	A25	55,8
Guarda – Vilar Formoso	A25	35,8

### GREATER PORTO CONCESSION

Awarded to Lusoscut – Auto-Estradas do Grande Porto, SA, in 2002, through an international call for tenders, the Greater Porto Concession has provided new mobility to one of the major cities of northern Portugal.

The contract called for the concept, design, construction, twofold widening and increase of the number of lanes, and the operation and maintenance, under a virtual-toll system (at no cost to users) during a period of 30 years.

This concession has made an unquestionable contribution to the improvement of the quality of life of those living and/or working in the district of Porto and to the economic and social development of this part of the country.

Indeed, using the 56 km that make up this motorway axis it is possible to:

- access an alternative high-speed network to travel between the Porto metropolitan area and the municipalities that lie to the north (Valongo, Paredes, Penafiel, Paços de Ferreira, Lousada and Felgueiras);
- access the Spanish border using motorways all the time, taking about an hour and a half (using the direct link with Lousada – A11 –, which leads to the A7 and then on to the A24); and
- access directly the Francisco Sá Carneiro Airport and the port of Leixões, via the A4 and the VRI expressway, without having to pass through Porto.

## GREATER PORTO CONCESSION IN NUMBERS:

TOTAL INVESTMENT:  
€763 million

LENGTH: 56km

SERVICE AREAS: 3

## MAIN SECTIONS

SECTIONS	MOTORWAY	LENGTH (KM)
Airport junction / IP4	VRI	2.9
Águas Santas / Sendim (IP4)	A4	9.0
Freixeiro / Alfena	A41	14.6
Alfena / Ermida	A41	8.6
Ermida / Paços de Ferreira	A42	6.5
Paços de Ferreira / Lousada	A42	13.9

## GREATER LISBON CONCESSION

Awarded to Lusolisa – Auto-Estradas da Grande Lisboa, SA, in January 2007, through an international call for tenders, the Greater Lisbon Concession includes a number of highway axes that will contribute not only to improving the quality of life of everyone that works or lives here, but also to the region's economic development.

The contract involves:

- the design, construction, increase of the number of lanes and financing of 25 km of motorway and its real-toll operation and maintenance during a period of 30 years;
- the operation and maintenance of 66 km, mostly already in operation, with no toll charges, during a period of five years.

When finalised, this project, involving a total investment of €256 million, will provide the

Lisbon Metropolitan Area with a series of new highway infrastructures that will have a very positive impact on the lives of more than 2 million people.

The concession calls for the construction of 25 km of new motorway named A16/IC16 and A16/IC30, which, when it comes into service, will create a new outer ring-road in the Lisbon Metropolitan Area, relieving traffic congestion on the overloaded IC19 and A5 highways.

It also calls for the conclusion of the construction of the Lisbon Inner Ring Road, the North-South Axis, the Cacém East Bypass and the complete widening of the IC19 to three lanes in each direction – with the subsequent inclusion of these sections under the Greater Lisbon Concession.

## GREATER LISBON CONCESSION IN NUMBERS:

TOTAL INVESTMENT:  
€256 million

LENGTH: 25km de  
construção e exploração  
+ 66km de exploração  
(durante 5 anos)

SERVICE AREAS: 2

## MAIN SECTIONS

SECTIONS	MOTORWAY	LENGTH (KM)
CREL (IC18) – Lourel (IC30)	IC16	11.1
Ranholas (IC19) – Linhó (EN9)	IC30	4.6
Linhó (EN9) – Alcabideche (IC15)	IC30	3.7
Lourel (IC16) – Ranholas (IC19)	IC30	3.6
Sacavém (IP1) – Santa Iria da Azóia (IP1)	IC2	10.4
Lisboa (IC17) – Nó de Belas (IC18)	IC16	4.2
Algés – Sacavém (IP1)	IC17	23.6
Buraca (IC17) – Ranholas (IC30)	IC19	15.8
Olival de Basto (IC17) – Montemor (IC18)	IC22	3.2
North-South road axis	IP7	10.9

### DOURO INTERIOR CONCESSION

The new Douro Interior concession was awarded to AENOR – Douro Interior, SA, on November 25, 2008, in the wake of the call for tenders that had been issued. It will involve the construction of two long-awaited highways in the Trás-os-Montes region, the IP2 and the IC5.

Located in Northeast Portugal the Douro Interior concession has a total length of 242 km, divided into two major highways, namely:

- the IP2 with a length of 111 km, between Macedo de Cavaleiros and Celorico da Beira, stretching beyond the district of Bragança as far as Guarda; and

- the IC5, 131 km long, which will connect Murça, in the district of Vila Real, and Miranda do Douro in the district of Bragança.

These two highways will bring direct benefits to the municipalities of Alijó, Murça, Mirandela, Macedo de Cavaleiros, Bragança, Miranda do Douro, Mogadouro, Alfândega da Fé, Vila Flor, Carrazeda de Ansiães, Torre de Moncorvo, Vila Nova de Foz Côa, Mêda, Trancoso and Celorico da Beira.

The concession will improve the quality of life of 330,000 people and reduce serious accidents by 71%.

#### DOURO INTERIOR CONCESSION IN NUMBERS

TOTAL INVESTMENT:  
€940 million

LENGTH: 242km

SERVICE AREAS: 3

#### MAIN SECTIONS

SECTIONS	MOTORWAY	LENGTH (KM)
Macedo de Cavaleiros – Vale Benfeito	IP2	10
Vale Benfeito – Junqueira	IP2	29
Pocinho – Longroiva	IP2	20
Longroiva – Trancoso	IP2	23
Trancoso – Celorico da Beira	IP2	29
Murça – Pombal	IC5	23
Pombal – Nozelos	IC5	25
Nozelos – Miranda do Douro	IC5	83

## 4.4.4 MARTIFER INDUSTRY & ENERGY

The Mota-Engil Group has a qualified holding in the Martifer Group amounting to 37.5% of its equity capital, a group with which it has entered into a strategic partnership in the fields of industry and energy.

Martifer SGPS is the parent company of a group of approximately 120 companies – divided into four basic segments of activity: Metal construction; Energy equipment; Electricity generating; and Agriculture and Biofuels.

The ongoing growth seen since the incorporation of Martifer Construções Metalome-

cânicas, SA, in 1990, which, on average, has amounted to some 30% a year, has led to the Group's Iberian leadership of the metal-mechanical constructions segment.

The continuation of the process of internationalisation of its business and the diversification of its activities, essentially in areas linked to the world of energy, both technological and in the production and distribution of energy itself are the new challenges to be faced.

Incorporated in 1990, Martifer started up in the steel structures sector, and in just

six years it became the domestic market leader.

As from 1996 and 1999 respectively stainless-steel and aluminium structures came to play an important role within the company.

The Group complements these activities with a focus on renewable energies, on the development of energy equipment, particularly the production of wind-farm tower components and gearboxes for wind turbines, and setting up turnkey wind farms and solar parks.

Through Martifer Renewables it has developed a number of assets to generate electricity using renewable sources, with a view to becoming a relevant global player in the electricity generating and marketing market.

The group is also engaged in the area of Agriculture and Biofuels.

Its business covers the whole of the value chain involved in the production of biofuel, from the production of oil-seed to distribution of the fuel, including pressing the vegetable oils and producing the biodiesel at its facilities at Aveiro and in Romania.

Innovation is another of the Group's strategic axes. Through its Research and Development (R&D) Nucleus, it develops innovative technology designed to exploit the energy of the waves (Flow project).

To fund its major investment plan covering the various areas, Martifer was floated and admitted to listing on the Portuguese stock market in June 2007, involving an equity capital increase operation.

The internationalisation of the Martifer Group has always been an integral part of the company's strategic concerns. This process began in 1999 with the creation of Martifer Spain.

Today, Martifer does business in more than 15 countries and, in 2008, generated consolidated operating income in the sum of €902 million which, in comparison with the figure of €519 million for 2007, represents a growth of turnover of about 74%. Its main business lines include:

### CONSTRUCTION

Set up in 1990, this is the basis of what the Martifer Group is today, the Iberian leader and one of the ten major European players.

This business line is expanding into Central Europe and Angola.

Martifer's portfolio has grown significantly insofar as major public and private infrastructure construction is concerned.

Martifer Construções provides other solutions in this field – steel structures, aluminium and glass façades, stainless-steel structures and portable cabins – allowing it to provide a complete range of services for those construction jobs in which it is involved.

### ENERGY EQUIPMENT

Martifer has invested in Energy Equipment since 2004.

From development to marketing, not forgetting concept, Martifer Energy Systems makes full use of the Group's experience in the field of steel structures and of the synergies generated by the other business areas.

The Energy Systems strategy involves being one of the major players in the supply of equipment to produce energy from renewable sources and as a provider of turnkey projects.

Besides equipment for wind and solar energy production and for biofuels, Martifer is committed to the creation of a prototype to make use of wave power.



## 4.4.5 TOURISM

### ELECTRICITY GENERATING

Electricity production is developing apace and it has a favourable political, economic and social framework, and for these reasons it is viewed as a very sustainable and profitable business area. Therefore, through Martifer Renewables, Martifer has strengthened its presence in this very promising sector, both in terms of business and in terms of sustainability and social responsibility.

### AGRICULTURE AND BIOFUELS

At a time of ecological concerns, thought must be given to the fuel area, creating sustainable combustion solutions having a lesser environmental impact.

So, through Prio Advanced Fuels, Martifer is investing in the creation of an advanced fuels company, taking yet another step towards the future.

The Mota-Engil Group's Tourism area involves a number of activities in the sports and leisure, and hotels and restaurants areas, which are entrusted to three companies:

- RTA – Rio Tâmega, Turismo e Recreio, SA;
- Largo do Paço – Investimentos Turísticos e Imobiliários, Lda;
- SGA – Sociedade do Golfe de Amarante, SA.

### SPORT & LESISURE

Quinta de Covelas (RTA) – comprises a water park with a capacity for 1,200 people, health centre, wave pool, indoor swimming pool and tennis courts, all provided with parking facilities for 570 vehicles, laid out on a 17-hectare site overlooking the Tâmega river.

Golf Course (SGA) – About ten minutes from the centre of the city of Amarante, the Amarante Golf Course is an 18-hole, 5,060-metre, par 68 course designed by Jorge Santana da Silva, which was inaugurated in 1997.

The facility has a driving range and Club House complete with restaurant and bar.

### HOTELS & RESTAURANTS

Casa da Calçada Inn (Largo do Paço) – Located in the heart of the historic centre of Amarante, Casa da Calçada is a charm hotel that is a member of the Relais & Châteaux chain.

It has 26 rooms, a presidential suite and three executive suites. It also has a bar, the Largo do Paço gourmet restaurant and the Salas do Paço rooms where social and corporate events are organised.

Outdoors, it also has a swimming pool, a bar and an area where events are held, harmoniously integrated into a centuries-old garden.

The Parque das Tílias esplanade rounds off Casa da Calçada.

Navarras Hotel (RTA) – A three-star hotel located in the heart of the city of Amarante, which was fully made over in 2002. The Navarras is a traditional hotel that has 55 rooms and three suites, provided with satellite TV and air-conditioning.

The hotel also provides its guests with the comfort of a large lounge with a supporting bar, a meeting room and a banqueting hall seating up to 120.

Casa do Rio (RTA) – Casa do Rio is a modular facility that forms part of Quinta de Covelas. It has several rooms on three-floors, totalling 2800 m<sup>2</sup>, with fine views over the Tâmega river.

The rooms can be used for meals and banquets and for meetings, and there are kitchen facilities able to prepare 1,000 meals at the same time.

## 4.4.6 MESP SHARED SERVICES



MESP – Mota-Engil, Serviços Partilhados Administrativos e de Gestão, SA, was incorporated in December 2001 with a view to providing a number of services to companies of the Mota-Engil Group in the fields of accounting and submission of accounts, taxation, finances, information systems, human resources and management control.

MESP, Mota-Engil Serviços Partilhados Administrativos e de Gestão, SA aspires to provide and to share with its customers the service of excellence included in its Vision, Mission and value proposal.

Sharing specialised knowledge allows MESP to redesign multiple tasks to make them more integrated and simple to execute, cutting bureaucracy, ensuring effective circulation of information and accelerating decision and approval processes.

MESP deals with this entire process of change, suiting people and skills to the alterations of the internal and external realities of the various companies.

### **Vision**

To be the only support-services provider of the Mota-Engil Group and to obtain market recognition for the excellence of its services.

### **Mission**

To take over the role of strategic partner through the provision of support services.

### **Added Value**

By optimising processes and developing resources, MESP allows advantage to be taken of talent in activities that add value for the businesses and the partners alike.

### **Benefits**

- Access to best practices and to technological platforms at low cost;
- Focus on the core business;
- Human capital development;
- Business processes supported by SAP;
- Strengthening the bargaining position in the interaction with third parties;
- Access to the ongoing investments made by MESP in processes and systems.

### **Quality of service provided – Management System**

The certification of the Management System obtained in 2007 demonstrated MESP's alignment with best practices, in keeping with standard NP EN ISO 9001:2000.

This certification recognises MESP's efforts to ensure the conformity of its services, their ongoing improvement and the satisfaction of its partners, assuring:

- satisfaction of the partners' expectations, consolidating not only their loyalty but also their sustainable development;
- unquestionable access to an adequate Quality Management System that promotes the dynamics of ongoing improvement;
- increased marketplace awareness;
- adoption of the most recent management tools;
- greater confidence of the processes inherent in the concept, planning and provision of the service.





## RIGOUR

THE VISION OF THOSE WHO UPHOLD THE MOST DEMANDING STANDARDS OF CONDUCT.

# 05

GOVERNANCE,  
COMMITMENTS TO  
EXTERNAL INITIATIVES,  
RELATIONS WITH  
STAKEHOLDERS

# 5.1

## CORPORATE GOVERNANCE

### INTRODUCTION

The Mota-Engil Group, today, is one of Portugal's leading private economic groups, operating and developing an integrated portfolio of businesses centred on the construction value chain, its performance in line with best international practices.

Over the past decade the Mota-Engil Group has adopted and implemented a strategy based on strengthening and consolidation, internationalisation and diversification.

Compliance with this strategic plan has led to high growth rates for the Group's business.

Mota-Engil's strategy in the light of the market signals at the beginning of the decade led to diversification of its business portfolio into areas in which margins are significantly higher than those of construction and are not so conditioned by the seasonality of economic and political cycles.

This strategy, integrated with the process of internationalisation of the construction concern, allowed the bases to be created for the growth that the Group is now experiencing.

The move into the markets in which the Group is currently involved was always made through Engineering & Construction (with the exception of Mexico-Concessions area). In many of these markets, conditions have been created for the internationalisation of the other areas of the Mota-Engil Group, while Engineering & Construction has provided, through its presence, critical success factors in overcoming the resistance to foreign firms coming into these markets, as a result of the quality and reliability that have been recognised.

With the approval, early in 2008, of its "Ambition 2013" Strategic Plan, the Mota-Engil Group reiterated its main Strategic Objectives based on four key areas:

#### Sustained Growth

- Promoting full assumption by the Group's management bodies of their duties and responsibilities;
- Strengthening control of the execution of decisions take;
- Increase of the internal communication mechanisms so as to foster employee participation in the Group's objectives;
- Promotion of the national and international image as an instrument to enhance the overall position of the Group;
- Progressive implementation of management procedures and practices transverse to the entire Group;
- Integrated Human Resources policy within a framework of Rigour and Commitment, stimulating excellence and merit, and career advancement, enabling the Group to confront the challenges of the future.

#### Diversification

- Policy of ongoing, sustained growth;
- Diversification of activities whose dynamism will allow high growth rates within a context in which the non-construction areas will increase their contribution to turnover;
- Leading the Group to a scenario of sustainability, within a national and international framework, in which the return is not solely dependent on any particular sector, thus creating immunity against the seasonal effects of economic and political cycles;
- Goal of leadership of the market in every business area in which it is engaged in the domestic market, based also on the constant search for new businesses;
- Taking advantage of external growth potential in businesses of high profitability generating recurrent capital returns;
- Monitoring Research & Development poles to take advantage of merging opportunities;
- Permanent scrutiny of technological innovations of a nature that will modernise those sectors of activity in which the Group is engaged, while adopting the best management practices in existence.

**Internationalisation**

- Objective, thorough analysis of the markets in which the Group does business so as to centre on growing stronger in those markets seen to be more profitable, exploring new markets and business opportunities;
- Global presence in every market in which any business unit is involved, generating intra-Group synergies.

**Human Capital Development**

- Affirmation of Mota-Engil as a multidisciplinary global group;
- Improvement of key skills to support the established goals and ensure they are met;
- Talent spotting and management so as to encourage rigour and to raise performance levels and the Group’s ability to generate leaders for the future;
- Training managers having international capabilities, a transverse vision of the

- Group and willingness to rotate between jobs/markets, strengthening Group culture and knowledge;
- Fostering the recruiting and integration of foreign management staff into the decision structures, properly aligned with the Values and Strategy defined globally, but having the ability, locally, to drive new opportunities;
- Capturing internal skills and partnerships for new business areas to be developed;
- Promotion of performance-evaluation instruments articulated with the strategic planning instruments;
- Fostering remuneration in the light of performance;
- Clear focus on ongoing training and on a rewarding and effective human-resources expatriation policy.

**5.1.1**  
CORPORATE  
GOVERNANCE  
STRUCTURE

As a public limited company, Mota-Engil, SGPS, keeps a careful eye on the recommendations of the CMVM (Securities Market Commission) on governance of listed companies, as provided for in the regulations it issues.

It also seeks to interiorise the reflections and consequent alterations of the applicable regulatory framework, understanding them as a timely, pertinent contribution, observance of which is favourable to all entities involved in corporate activity, thus critically appraising its position in the matter of corporate governance in the light of these recommendations, weighing in particular the real advantages of their full integration in the light of its surroundings.

The responsible monitoring that Mota-Engil has performed in this field leads to the conclusion that a good part of the recommendations issued by the proper authorities in connection with Corporate Governance has been adopted.

Good corporate governance practices are, moreover, understood to be a fundamental support for the Vision and Strategy of the Mota-Engil Group, as explained in the preceding point.

The Mota-Engil Group’s corporate governance structure is as follows:



**BOARD OF DIRECTORS**

- The Mota-Engil, SGPS, Board of Directors comprising 14 members, three of whom are independent, non-executive directors;
- The Board of Directors consists of one chairman, two deputy-chairmen and 11 other directors;
- The chairman of the Board of Directors does not perform executive duties;
- Three of the members of the Board of Directors are the chairmen of the Boards of Directors of the Group's sub-holding companies, Mota-Engil Engineering & Construction, Mota-Engil Environment & Services and Mota-Engil Transport Concessions;
- The Board is essentially centred on the strategic management and overall orientation of the Group's businesses as a whole;
- The Executive Committee set up in the wake of the decisions of the General Meeting held on May 26, 2008 comprises a chairman and six members.

**EXECUTIVE COMMITTEE**

- One of the deputy-chairmen of the Board of Directors chairs the Executive Committee in the capacity of Chief Executive Officer (CEO), while its members also include the other deputy-chairman and five others, three of whom are the chairmen of the Group's sub-holding companies and two are members of the Board of Directors, one of whom performs duties as Chief Financial Officer (CFO);
- The Executive Committee, through the positions assigned to its members, superintends and co-ordinates the following divisions of a corporate nature and areas:
  - Human Resources Corporate Division;
  - Communication and Image Division;
  - International Co-ordination Office;
  - Social Responsibility, Corporate and Sustainability Division;
  - Executive Committee Co-ordination Office;
  - Group Management Control Division;

- Corporate Finances Division;
- Capital Market Relations Division;
- Shared Services;
- High Speed Project;
- New Geographic Markets;
- Real Estate Project development and co-ordination at home and abroad;
- Engineering & Construction Business;
- Environment & Services Business;
- Transport Concessions Business.
- The Executive Committee is the Group's operational decision body, acting in accordance with the overall guidelines of the businesses as established by its Board of Directors.

**SUPERVISORY BODIES**

Supervision of the company is performed by an Audit Committee and by a firm of Official Auditors, performing the duties called for by applicable legislation and by the articles of association.

The Audit Committee comprises four members, one of whom the chairman, two are full members and the fourth an alternate.

**SPECIALISED COMMITTEES**

The governance model of the Mota-Engil Group also involves the following specialised committees:

- The Remuneration Committee whose duties, in accordance with the articles of association, are to define the corporate officers' remuneration policy, fixing the applicable remuneration taking into account the duties performed, their performance and the Company's economic situation.
- The Investment, Audit and Risk Committee comprises three permanent members (one non-executive director who chairs, an independent non-executive director and the CFO), its main duties and responsibilities being to appraise and suggest to the Board of Directors investment and business-risk policies and projects, to examine and issue opinions on investment or divestment plans, to issue opinions

on moves into and out of business areas, and to monitor major financial and corporate transactions.

- The Human Resources Development Committee whose permanent members are one of the Mota-Engil, SGPS, SA directors and the chairmen of the Boards of Directors of the Business Areas. The main duties of this committee are to monitor productivity levels, remuneration and equality of opportunities; to assess programmes to at-

tract and develop valuable staff; to establish the guidelines of the evaluation and incentives systems, career plans, training plan and recruiting and selection plan; to regularly evaluate employee motivation; and to establish the culture and key values, co-ordinating efforts directed at their implementation with the Group.

#### **BUSINESS AREAS**

Each of the Group's business areas is managed by a Board of Directors.

## 5.1.2 ADDITIONAL INFORMATION

In a context of suiting the corporate governance model to the recommendations, rules and practices of corporate governance enshrined both nationally and internationally, the following must be added:

With regard to the remuneration of members of the Boards of Directors, it should be pointed out that a part thereof is directly dependent on the company's profits.

Thus, in 2008, the members of the Mota-Engil SGPS Board of Directors together earned the sum of €700,000, or about 0.8% of the 2007 Net Profit, under the proposal for the appropriation of profits approved by the Annual General Meeting.

It should also be noted, in the matter of dividends, that the Group has adopted a policy of granting a dividend providing, in each fiscal year, a minimum payout ratio of 50% and a maximum of 75%, depending on the evaluation made by the Board of Directors of a number of factors over time, with the prime objective of providing an adequate remuneration of equityholder capital by this means.

It should also be pointed out that no deals or other transactions were undertaken between the Company and the members of the board of directors and of the audit committee, qualified equityholders or companies in a controlling or group relationship, except those deals carried out as a part of the day-to-day business, which were carried out at arm's length.

As far as the exercise of corporate rights is concerned, the fact must be pointed out that there are no limits under the articles of association to the exercise of voting rights, nor does any equityholder or group of equityholders have special rights.

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## 5.2 COMMITMENTS TO EXTERNAL INITIATIVES

### 5.2.1 ANEOP CODE OF CONDUCT

Within the framework of its membership of the National Public Works Contractors Association (ANEOP), of which the Mota-Engil Group, through its Mota-Engil Engenharia Business Area, has always been an important associate, the Code of Conduct of the ANEOP-affiliated companies was approved, taking effect as from 2007.

This voluntary code is applicable throughout the entire country and it sets out a set of principles binding on construction and public works undertakings that are members of the Association, whose membership includes the biggest and most important entities of this sector operating in Portugal.

The ANEOP Code of Conduct includes five major chapters covering ethics and corporate governance; worker health and safety; environmental quality and social responsibility; innovation and technology; and creation of value for equityholders and for society.

With regard to ethics and corporate governance, the focus is on relations with customers, suppliers, equityholders, employees, competitors and society, the common denominator being satisfaction, which must be a requirement of corporate action, conduct with regard for the law and for market criteria, and rejection of practices that could distort the economic process.

As far as worker health and safety are concerned, there is a commitment to the development of wide-spectrum systems covering all production activities and every

employee, providing, at the same time, vocational training so designed as to ensure that risk prevention takes the place of taking stock of the consequences of an accident.

Insofar as quality, the environment and social responsibility are concerned, an attitude is reaffirmed of differentiation through quality, of a commitment to the adoption of solutions and criteria of an environmental nature in production processes and of a conduct towards the environment that will help to lend meaning to the life both of present and in particular of future generations.

In a business that integrates engineering as a prime factor, as in the case of construction, emphasis is given to the need to focus on Research & Development, incorporating technological aspects into business strategies and instilling in them a solid technical structure.

Lastly, and on the assumption that a company is the product of initiative, of an ability to assess and manage risk and to make choices in the allocation of existing resources with a view to optimising profits, this reasoning will go hand-in-hand with the fundamental rights of human beings, thus ensuring the creation of value for society.

## 5.2.2 ASSOCIATED ACTIVITY

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

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

There follows a list of the institutions of which the Mota-Engil Group forms part through its various companies, and emphasis is given to their strategic importance to the Group as factors of co-operation and of close relations with the business community.

### ENGINEERING & CONSTRUCTION

ACHE – Asociación Científico-Técnica del Hormigón Estructural  
 ADFER – Portuguese Association for the Development of Railway Transport  
 AECOPS – Association Construction and Public Works Enterprises of the South  
 AFESP – Portuguese Association of Signalling Manufacturers and Contractors  
 AICCOPN – Association of Construction and Public Works Industrialists of the North  
 AICOPA – Association of Construction and Public Works Industrialists of the Azores  
 AIMAP – Association of Metalurgical, Metal-Mechanical and Similar Industrialists of Portugal  
 AIMMP – National Association of Timber and Furniture Industrialists of Portugal  
 ANAGREI – National Association of Crane and Industrial Equipment Lessors  
 ANEOP – National Association of Public Works Contractors  
 ANEP – National Association of Car Park Contractors  
 ANIET – National Association of the Extractive and Manufacturing Industry  
 ANIPC – National Association of Cement Product Industrialists  
 ANTRAM – National Public Carriage of Goods by Road Association  
 AP3E – Portuguese Association of Explosives Study and Engineering

APCMC – Portuguese Association of Building Materials Traders  
 APEB – Portuguese Association of Ready-Mix Concrete Companies Porto Commercial Association  
 Amarante Commerce and Industry Association  
 Property Developers Association  
 Portuguese Association for Railway Standardisation and Certification  
 OFP – Association for Portuguese Railway Organisation  
 ASSICOM – Construction Industry Association of the Madeira Autonomous Region  
 CMM – Portuguese Metallic and Combined Construction Association  
 CNPCE – Portuguese National Highway Congresses Commission  
 CRP – Portuguese Highway Centre  
 EFFC – European Federation of Foundation Contractors  
 International Society for Soil and Mechanical Engineering  
 RELACRE – Association of Accredited Laboratories in Portugal  
 SPG – Portuguese Geotechnics Society  
 ANET – National Association of Technical Engineers Nacional dos Engenheiros Técnicos

### ENVIRONMENT & SERVICES

AEPSA – Association of Portuguese Companies for the Environment Sector  
 AOP – Maritime and Port Association  
 APAP – Portuguese Landscape Architects Association  
 APEMETA – Portuguese Association of Environmental Technology Companies  
 APESB – Portuguese Association for Basic Sanitation Studies  
 APIRAC – Portuguese Association of Refrigeration and Air-Conditioning Industries  
 APMI – Portuguese Industrial Maintenance Association

### BUSINESS ASSOCIATIONS

AEP – Business Association of Portugal  
 ELO – Portuguese Association for Economic Development and Co-operation

### CHAMBERS OF COMMERCE

Chamber of Commerce & Industry of the Centre

Ponta Delgada Chamber of Commerce & Industry  
 Porto Chamber of Commerce & Industry  
 American Chamber of Commerce in Portugal  
 Arab-Portuguese Chamber of Commerce & Industry  
 Portuguese-Chinese Chamber of Commerce & Industry  
 Portuguese-Hungarian Chamber of Commerce & Industry  
 Portuguese-Spanish Chamber of Commerce & Industry  
 Portuguese-Moroccan Chamber of Commerce & Industry

Portugal-Angola Chamber of Commerce & Industry  
 Portugal-Mozambique Chamber of Commerce & Industry

#### OTHER BODIES

APQ – Portuguese Association for Quality  
 COTEC – Business Association for Innovation  
 FUNDEC – Foundation for Ongoing Training in Civil Engineering  
 INOVA.GAIA – Association for the Vila Nova de Gaia Technological Base Incubation Centre

## 5.3 RELATIONS WITH STAKEHOLDERS

### IDENTIFICATION OF STAKEHOLDERS

The Mota-Engil Group considers that focusing its attention on the many stakeholders with which it is related is essential.

For the dimension and diversified nature of its activities in many parts of the world and for the economic, social and cultural backgrounds, the Mota-Engil Group's relational framework is extending continuously, taking on new outlines on a regular basis.

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

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

In every business area, with special emphasis on those that are gone into in greater detail in this report, stakeholders

have been identified in keeping with a process of internal consultation of the heads of these areas, and, compared with the previous report, this identification has been fine-tuned.

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

Also of prime importance are the Group's equityholders, the investors, the financial entities and the insurance industry, the media, the non-governmental organisations, and also the regulatory entities.

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

In the Engineering & Construction Business Area, the outstanding reference stakeholders are likewise the Group's customers, both

institutional (State and other public entities), for their very significant weight in the main segments of activity of this business area, and also the countless customers of the private sector, taking into account the number of specialised skills that the Group has in the engineering and construction area.

Besides the local communities, for the impact the construction industry has on the social and environmental areas, and also the vast range of suppliers of products and services, the dominant note of this activity is characterised by its extensive demand chain.

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

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

#### **Approach to stakeholders**

One of the prime forms used by the Mota-Engil Group in addressing the stakeholders as a whole consists of the adoption of a number of means of communication, of which its website stands out. It provides a vast amount of information about the Group, as does its periodic house magazine “Sinergia”, which constitutes an ample repository of information on the Group’s activities.

In this connection, mention is made of the newsletters and publications provided by various Group companies.

The contacts provided via the website simplify access to any of the Group’s areas,

allowing a considerable number of interactions with the world outside the Group.

Also underscored are the dynamics of the relations with the media, both general and specialised in the economic and financial areas, attested by the large number of articles on the Group’s activities, businesses and initiatives, and by the regular presence of its representatives in the media.

With regard, in particular, to the approach to the stakeholders in the Engineering & Construction Business Area, emphasis is given to the following aspects:

#### **Employees:**

- Organisation of Staff Meetings and Knowledge-sharing Fora;
- Monthly publication of an in-house newsletter designed to provide Company news to all employees;
- Periodic dissemination of Environmental Awareness Campaigns.

#### **Customers:**

- Sending out of Customer Satisfaction Polls.

#### **Suppliers:**

- Organisation of supplier training courses;
- Organisation of satisfaction polls and development of partnerships.

#### **Universities:**

- Entering into various protocols with Universities;
- Partnerships for the development of specific studies and projects;

#### **Communication:**

- Participation in events, construction fairs and seminars.

#### **Associations:**

- Participation in work groups and other initiatives, especially with ANEOP.

In the Environment & Services Business Area SUMA has identified “Stakeholder Satisfaction” activity in its Monitoring, Measuring and Analysis process. This activity is intended to monitor, measure and analyse

the satisfaction of the Organisation's various stakeholders so as to establish the bases for ongoing improvement.

With regard to Customers, two main aspects are considered:

- management of the Customer Satisfaction Evaluation Poll (ISC);
- management of complaints received by the organisation.

Polls are sent out on an annual basis to customers in every municipality in which SUMA does business. This tool is directed at monitoring, on a measureable basis, information on each customer's perception of the organisation and on their requirements and expected service levels. It involves four evaluation parameters:

- evaluation of services rendered;
- evaluation of the organisation's technical skills and image;
- overall evaluation;
- field to provide comments and suggestions.

Apart from these polls, whenever the Commercial or Production areas, in their regular contacts with the customers, take cognisance of relevant information concerning satisfaction or suggestions for improvement, they document them and ensure their follow-up as appropriate.

Insofar as complaints are concerned, SUMA has defined and documented the way in which it processes them as from the time of their receipt to the reply sent to the complainant, so as to ensure that:

- complaints are duly recorded and analysed, with the involvement of the heads of the respective departments;
- an objective reply is given to the complainant;
- reliable/ pertinent data are obtained so as to improve the Organisation's performance;
- any non-conformities associated with the complaints are detected.

With regard to other stakeholders, SUMA has identified its main stakeholders and

has analysed those matters that could be of greater interest to them in connection with their relations with SUMA, breaking them down into sustainability perspectives.

The evaluation of the satisfaction of all stakeholders is being strengthened through improved use of existing methodologies and tools (e.g., worker satisfaction polls), or through methodologies and tools to be introduced in the coming management programmes, given the advantages that such evaluation brings about for SUMA's sustainable performance.

With regard to the Transport Concessions Business Area and to AENOR in particular as the concessionaire of more than 600 km of motorways in Portugal, attention is drawn to the existence of a Customer Support Line available round the clock and to the existence of a space in its website to make suggestions and lodge complaints, while information is also provided on how to obtain reimbursement of tolls paid by users in respect of motorway sections or sub-sections undergoing works.

There is also a space where doubts can be cleared up and a User Satisfaction Evaluation Questionnaire.

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









**RESPONSIBILITY**  
A MEETING OF WILLS  
THAT IS REVEALED.

# 06

**SOCIAL  
RESPONSIBILITY  
AND HUMAN CAPITAL  
MANAGEMENT**

## 6.1 SOCIAL RESPONSIBILITY

### INTRODUCTION

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

The Mota-Engil Group's sustainability Vision and Strategy, dealt with in its own chapter of this report, is detailed here through

reference to the Group's Social Responsibility Programme, the programme through which it is implemented, as is the form of organisation adopted to meet the strategic targets that have been set up.

### 6.1.1 SOCIAL RESPONSIBILITY PROGRAMME

The Social Responsibility Programme seeks to embody and to give practical response to the Mota-Engil Group's sustainability strategy.

The programme embraces a number of General Objectives and an Organic Structure to support its execution, which, in turn, is divided into executing Activities and/or Projects resulting from in-house initiatives and those supporting initiatives that arise from entities external to the Group.

In parallel and in the field of performance communication in the social and environmental areas, the Social Responsibility Programme also includes regular publication of the Group's Sustainability Report, as well as, also in the field of external communication, updating and publication of the contents inserted on the institutional website under the designation "Sustainable Development".

The Programme covers the following strategic axes and general objectives:

#### 1. CREATION OF VALUE

- Creating value from the standpoint of equityholders and of society in general;
- Preventive, prospective approach to risks stemming from the economic, social and

environmental impacts of the business, incorporating them into the overall management model;

- Culture based on quality, rigour and customer orientation;
- Increased productivity and process efficiency designed to achieve high operational performance levels in keeping with best international and market practices.

#### 2. ECO-EFFICIENCY AND INNOVATION

- Doing more with less, reducing the consumption of resources and increasing efficiency in their use;
- Constant search for improvement at environmental level that will, in parallel, drive economic benefits;
- Powerful incentive to innovation as a factor critical to the increase of competitiveness, stimulating growth, diversification and the creation of new business opportunities.

#### 3. PROTECTION OF THE ENVIRONMENT

- Minimising the environmental impact of the Group's activities, incorporating the environmental perspective into the management processes and systems;

- Promoting and taking part in environmental values awareness and preservation initiatives.

#### 4. CORPORATE ETHICS

- Observance of ethical criteria in promoting the Group's values, culture and management model;
- Regard for people and for their rights.

#### 5. DIALOGUE WITH STAKEHOLDERS

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

#### 6. HUMAN CAPITAL MANAGEMENT

- Reflecting the human dimension and respect for people in the human resources management strategy and policies;
- Enhancing employment and career advancement, encouraging the acquisition of skills through ongoing training and life-long-learning;

- Creating motivating, rewarding working conditions through remuneration and incentives policies that encourage excellence and merit;
- Ensuring the highest standards of health and safety at work;
- Adopting non-discriminatory recruiting and selection practices that promote equal opportunities;
- Active support to the transition from school to active life, promoting vocational training;
- Encouraging active ageing with a view to the generational balance of its human resources within the framework of a responsible, socially sustainable employment policy.

#### 7. SUPPORT FOR SOCIAL DEVELOPMENT

- Supporting initiatives of a social, educational, cultural and environmental nature organised by the Group or in partnership with external entities;
- Contributing through sponsorship to the socio-economic development of those communities within which it carries on its business.

## 6.1.2 ORGANIC STRUCTURE

The Social Responsibility Programme is co-ordinated and carried out at corporate level by the Social Responsibility, Corporate and Sustainability Division (DRSCS).

The Social Responsibility, Corporate and Sustainability Division performs one of the duties of a strategic and corporate nature within the Mota-Engil Group and is a part of the holding company, reporting directly to the Mota-Engil Group CEO.

The Division is therefore charged with planning, co-ordinating and implementing the Mota-Engil Group's Sustainability Policy and Social Responsibility Programme in keeping with the Sustainability Vision and Strategy approved by its corporate officers, acting transversely across all its business areas and units.

The Sustainability Co-ordinator Board (CCS) is a permanent internal body responsible for monitoring the Mota-Engil Group's Sustainability Policy, assisting the Social Responsibility, Corporate and Sustainability Division in the co-ordination and execution of the Social Responsibility Programme. Besides the Social Responsibility, Corporate and Sustainability Manager, who co-ordinates its working, the CCS includes the

senior staff responsible for Management Control, Human Resources Development and Investor Relations and other staff of the business areas and units having operational responsibilities in the fields of Environment, Quality and Health and Safety at Work. The CCS may co-opt members from other operational areas or business units in the light of the special nature of the matters forming part of its sphere of responsibilities.

The CCS is also charged with controlling and assessing the execution of the Social Responsibility Programme, proposing to its management bodies activities in respect of the Programme's objectives, implementing internal and external disclosure, awareness and training measures, and also providing support in the editing and publication of the Group's Sustainability Report.

The CCS is governed by its own Internal Regulations and it meets ordinarily on a monthly basis and extraordinarily as and when warranted.

## 6.1.3 SOCIAL RESPONSIBILITY PROGRAMME ACTIVITIES AND PROJECTS

There follows a brief synopsis of the activities and projects in which the Mota-Engil Group is involved in complying with its Social Responsibility Programme

### 6.1.3.1 MOTA-ENGIL SOLIDÁRIA

The Mota-Engil Solidária brand was created in 2008.

It was especially conceived to lend graphic and imagistic identity to the Group's projects and initiatives in the field of Social Responsibility, particularly in its Social Solidarity area.

It seeks to represent the concepts of welcoming and protection so characteristic of the ideas of social solidarity.

The new brand and the supporting graphic identity are thus directed, in a way intended to be marking and appealing, at symbolising a new stage of the Mota-Engil Social Responsibility policy, in keeping with its best traditions and philanthropic spirit, deeply rooted in the long history of the Group.

Under the new brand a number of initiatives have been developed in support of the most varied causes in the field of

social solidarity, part of which were realised during 2009.

There has also been, on the other hand, a strengthening and consolidation of projects developed earlier on.

### **SUPPORT FOR THE DISABLED**

#### **OEIRAS WITHOUT BARRIERS**

The Oeiras Without Barriers Project is the result of a protocol between Mota-Engil and the Town Council of Oeiras to remove architectural barriers from the dwellings of the needier families of the municipality where disabled or mobility-handicapped people live.

The work is carried out following joint appraisal of the situations that are presented, generally involving rehabilitation works and improvements to the homes so as to improve existing mobility conditions.

The Mota-Engil Group thus seeks to play a role of active, participative citizenship in close co-operation with the local authority, contributing to social inclusion within the municipality, where one of the Group's main offices are located.

During 2008, following an appraisal of the various cases presented, the first job was carried out at the home of an elderly woman suffering locomotor difficulties. This job, co-ordinated by a team from the Mota-Engil Engenharia Warranty Assistance team, consisted of rehabilitation works and improvements to the dwelling so as to improve existing mobility conditions.

#### **LISBON CEREBRAL PALSY ASSOCIATION**

The mission of the Lisbon Cerebral Palsy Association, a private social solidarity institution, is to support and bring tranquillity to people suffering from cerebral palsy and similar neurological disorders, and their families, through the development of their capabilities with a view to implementing their life projects and full exercise of their citizenship.

The Association has a significant number of capabilities and equipment, including the Nuno Belmar da Costa Centre in Oeiras.

This Centre has a Residential Home and an Occupational Activities Centre, besides other activities relevant to the support of the disabled.

In 2008 the Group donated to the institution a vehicle suitably adapted to transport the disabled, which will be of great help in improving the services provided by the Association that has been dedicated with passion and skill to the cause of the disabled during more than 50 years.

#### **ACTIVA BRAILLE**

During 2005 the Impresa Group made a start to the Braille Project with the publication of the "Visão Braille" magazine.

In 2006 a start was made to the publication of "Júnior Braille" and of "Activa Braille".

"Activa Braille" is directed especially at blind women and it is a non-profit publication published bimonthly free of charge.

Invited to sponsor the 2009 edition of the magazine, Mota-Engil teamed up with this project in an endeavour to support the dissemination of information for blind citizens.

#### **SALVADOR ASSOCIATION**

The Salvador Association was born on November 23, 2003 at the initiative of Salvador Mendes de Almeida, the founder of the Association, who was left quadriplegic by a traffic accident.

The mission of the Association is to help in the full social integration of the disabled through calling the attention of society to the cause of accessibility, providing support for those with locomotor disability, fostering research of rehabilitation mechanisms, promoting initiatives and divulging a number of communication supports.



Its main lines of action include the pursuit of its own activities directed at the areas of integration, accessibility and highway safety, international co-operation and research and technology.

The “Accessible Portugal” project is one of the more recent initiatives and its goal, through the [www.portugalaccessivel.com](http://www.portugalaccessivel.com) site, is to simplify the integration into society of people with mobility problems, providing lists of places that are physically prepared to receive them.

The Mota-Engil Group entered into a partnership agreement with the Association with a view to supporting the management of the “Accessible Portugal” project, having become its “Gold Sponsor”.

In this way, the Group endeavours, once more, to stand at the forefront in supporting the cause of the handicapped, who number some 50 million throughout Europe and account for 8% to 10% of the Portuguese population.

#### **CADIn – CHILD DEVELOPMENT SUPPORT CENTRE**

CADIn (Child Development Support Centre), based in the municipality of Cascais, is a private social solidarity institution providing support to handicapped children and youths. CADIn deals with the clinical assistance, rehabilitation, scientific, research social, welfare and cultural areas.

Of its activities, attention is drawn to the promotion of provision of medical and allied care in the fields of development paediatrics, child and adolescent psychiatry and paediatric rehabilitation, as well as the disclosure of knowledge about existing disorders, as well as support for relatives of persons suffering from these disorders.

Through the Social Bursarship programme, the institution provides support to poorer families, ensuring their children access to free treatment.

Since 2005 CADIn has published a calendar of children or youths having development problems, accompanied by a public personality.

In 2009 the Mota-Engil Group sponsored the publication of this calendar, thus becoming associated with this cause.

#### **SUPPORT FOR SPORT**

##### **2<sup>nd</sup> LUSOPHONE GAMES – LISBON 2009**

During 2009 the city of Lisbon and neighbouring municipalities hosted the 2<sup>nd</sup> Lusophone Games.

Under the theme “Union stronger than victory”, the Lusophone games are a meeting place bringing together sportsmen and sportswomen who share the heritage of the Portuguese language.

In a multicultural climate of exchange, the competing countries have the opportunity to discuss, at the highest level, the strategies of access to sport and awareness of sports activities, and the many beneficial impacts of sport on the health, wellbeing and quality of life of the people.

About 1,300 athletes took part in the games, in events that included Athletics, Basketball, Football, Futsal, Judo, Taekwondo, Table Tennis, Volleyball and Beach Volleyball.

Within the framework of one of the most important strategic goals of its social responsibility policy, the Mota-Engil Group sponsored this event, joining up with the organising entity as a “Social partner of the Lusophone Games”.

The support was especially directed at Athletics for the Disabled, on the occasion when sports for the handicapped were included in the programme of the Games for the first time, as a demonstration.

## SUPPORT FOR HOUSING

### FRIENDLY PORTO

Mota-Engil and the Porto Social Foundation, wholly owned by Porto City Hall, entered into a protocol on March 17, 2009, known as “Porto Amigo”.

The aim of the protocol is to establish forms of co-operation between the Group and the Foundation in the field of works involving the adaptation and improvement of the living conditions of poor, dependent senior citizens of Porto living in their own or rented property.

Mota-Engil thus joins up with the Porto City Hall in a combined effort directed at urban social cohesion and at the promotion of worthy housing conditions for the more elderly.

### HABITAT HUMANITARIAN ASSOCIATION

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

It is an NGO, its fundamental principle being to implement measures in the field of social solidarity, bringing together efforts and promoting initiatives in this area, directed particularly at contributing to the elimination of run-down housing and supporting needy families in obtaining adequate homes, through their construction or recuperation.

Through a protocol signed with the institution, the Mota-Engil Group seeks to become associated with its work in order to render feasible this construction or recuperation of homes for needy families, especially in the municipality of Amarante, to which the Group is bound by strong social and institutional ties.

For several reasons this initiative has experienced delays and is expected to come about during 2009.

## SUPPORT FOR CHILDHOOD AND YOUTH

### ABOIM ASCENSÃO REFUGE

The Aboim Ascensão Refuge is a private social solidarity institution that was founded in Faro in 1933 by Manuel Aboim Ascensão de Sande Lemos.

The Infant Emergency Service was set up in 1985 to accommodate children at risk up to the age of 5, within the scope of the measures enacted by law in the matter of protection of children and youths at risk, answering the needs of those children who are in any way deprived from living with their natural family.

Over the years the refuge has come to be renowned for its innovative stand in the protection of children at risk, looking to provide the children that it takes in with full social and affective integration, through an integrating approach at educational, pedagogic and psychosocial levels, based on the ‘right to a lap’ in the absence of the natural family.

To provide the institution with better working conditions, the Mota-Engil Group has made a donation allowing the acquisition of two vehicles that will make a major contribution to the dedicated, effective fulfilment of its mission.

### ACISJF

The Porto Diocesan Board of the Catholic International Association of Youth Service is a Catholic-oriented association whose mission is to take in, orient and promote the integration of young females at social risk or in an especially poor situation, namely single mothers and single-parent families.

This private social solidarity institution, which has been considered of public utility since 1937, has four social facilities in the city of Porto, of which two are homes, one is a social canteen and the fourth is a welcoming service.

In 2009 Mota-Engil donated a vehicle to be used to transport the young people taken

in by the institution, thus improving the services provided by ACISJF, a major help towards fulfilling its mission in the service of young women.

#### **SOS CHILDREN'S VILLAGES**

The SOS Children's Villages began in Austria in 1949, the result of the need to support abandoned orphan children after the Second World War.

The SOS Villages of Portugal Association was set up in 1964, a private social solidarity institution recognised as being of public utility. Its aim is to take in children at risk excluded from their family context, looking to provide them with a family model and a solid education directed at their progressive independence and full integration into society.

Besides the three children's villages, the first of which was founded in 1967, the institution also has a youth residence hall and a social centre.

Mota-Engil made a financial grant to this institution in line with what it has done in the field of support for other similar institutions.

#### **ENTRE-OS-RIOS TRAGEDY RELATIVES' ASSOCIATION (AFVTER)**

The Association of Relatives of the Victims of the Entre-os-Rios Tragedy (AFVTER) has brought to a successful conclusion its first major project with the inauguration of the Temporary Home for Children and Youths at Risk, known as "Growing Up in Colours".

The home, located in the town of Raiva in the municipality of Castelo de Paiva, can accommodate 20 children and youths aged between 10 and 18.

The Mota-Engil Group donated a vehicle which will allow the youths at the home to be transported, improving their mobility and providing a demanding, quality service

#### **GIL FOUNDATION**

The Gil Foundation, its name inspired by the Expo '98 mascot, was set up in 1999 on the basis of a protocol signed by Parque

Expo 98, SA, and the then Labour and Solidarity Ministry – through the Social Development Institute.

The Foundation's main goals are the wellbeing, personal enhancement and full social integration of children and youths, providing support, in particular, to children at risk in the area of resolving cases of children in hospital for long periods for social reasons, ensuring the necessary articulation with other institutions and services operating in this field.

Its more emblematic projects include Casa do Gil (Gil's House), the first temporary home providing intermediate health care, and the Home Help Mobile Unit.

The Mota-Engil Group has acquired the standing of "Patron of the Gil Foundation" through a three year protocol with the Foundation. This will allow support to be provided to the Foundation in an area particularly dear to the Group within the scope of its social responsibility policy.

### **6.1.3.2** INSTITUTIONAL INITIATIVES AND COMMITMENTS

Besides the creation of the Mota-Engil Solidária brand, and in the development of the fundamental strategic goals and axes of its Social Responsibility Programme, the Mota-Engil Group has supported a vast number of projects and initiatives, while also entering into institutional commitments of various kinds.

Support for culture, science and health are among the areas of intervention in which the Group has played a more outstanding role, to which must be added the very particular attention paid to the various aspects of the subject of Sustainability.

The Group is associated in a more stable and lasting manner with leading institutions on the Portugal's stage in all these fields,

while it also supports projects and initiatives organised by civil society considered to be of greater relevance and social interest.

## ENVIRONMENT

### ECO – COMPANIES AGAINST FIRES MOVEMENT

The “ECO Movement – Companies Against Fires” started off as an initiative by a number of businessmen whose aim was to co-ordinate co-operation between the business world and the various bodies under the Agriculture, Rural Development and Fisheries Ministry and of the Internal Affairs Ministry in the fields of forest-fire prevention and combat.

Aware of its commitment as an environmentally and socially responsible entity, the Mota-Engil Group joined the ECO Movement through a co-operation protocol entered into with the National Forest Authority, the National Civil Defence Authority and the National Republican Guard.

Under the terms of the protocol, the Mota-Engil Group offered 102 forest-fire kits used to help the SEPNA (Nature and Environment Protection Service Directorate) personnel of the National Republican Guard in carrying out control, prevention, detection, investigation and validation of burnt areas.

### CASCAISNATURA – OXYGEN PROJECT

Planning the promotion and preservation of nature and of biodiversity within the municipality of Cascais is the main goal of the Oxygen Project, under the responsibility of CascaisNatura (Cascais City Hall Environment Agency).

The Project’s area of intervention embraces a wide arc of territory of some 1,300 hectares within the Sintra-Cascais Nature Park, which stretches from the Atlantic coast to the northwest of Guincho to the neighbourhood of Cascais, including the southern face of the Sintra Hills.

The Oxygen Project is intended to restore, maintain and open to visitors those parcels

of land under its responsibility, involving a number of actions, with emphasis on planting native species of trees and shrubs, supporting the natural regeneration of native species, controlling and eradicating invasive exotic plants, collecting seeds and cuttings for propagation, stabilisation and recuperation of streams and water lines, creation and protection of riverine galleries, erosion-control in areas at risk using natural engineering techniques, implementation of a network of interpretative paths and making and placing nests.

One of the priority aims of this project is the preservation of areas rich in biodiversity under severe threat – “hot spots”.

Focusing on the defence of biodiversity as a major feature at environmental level, the Mota-Engil Group entered into a Protocol of Co-operation with the CascaisNatura Agency, undertaking to provide co-management of a parcel of 1.2 hectares, during a five-year period, located next to the Marmeleiros Stream in the parish of Alcabideche.

### MADEIRA NATURAL PARK

Through a protocol entered into in April 2007 by Mota-Engil Engenharia and by the Madeira Natural Park, the Mota-Engil Group has undertaken to sponsor the Garajau Partial Nature Reserve, the country’s first solely marine national reserve. It is financing the setting up, anchoring and maintenance of three sea marks and of three information panels to identify and mark the boundaries of the Nature Reserve.

In consideration thereof, the Natural Park has undertaken to disclose the Mota-Engil image and brand, associating them with the activities carried on by the Park.

This initiative is a part of the promotion of the environmental values included in the Mota-Engil Group’s sustainability policy, associating it with a natural heritage of unquestionable rarity and beauty.

This multi-year initiative continued in full throughout 2008.

### **ENVIRONMENTAL EDUCATION AND AWARENESS**

Implementing a policy of investment in the civic education of the populations, among the youngest ones, SUMA has an unmatched asset in the Environmental market in the field of Environmental Education. Comprising over four hundred awareness campaigns direct at generating critical consciences that will bring about change and development, the focus on achieving collective civic responsibility of national scope is associated with acquiring and retaining individual and social skills in urbanity and respect of public spaces and equipment, as well as for exhaustible natural resources, through adoption of reduction, reuse and recycling behaviour and routines.

Designed to contribute to raising the levels of participation and co-responsibility of those who produce waste, the initiatives undertaken by SUMA in this field of operations have the collateral aim of increasing the efficacy and efficiency of the production services, especially with regard to Solid Urban Waste Collection and Urban Cleaning. During the period under review, these activities involved 1,279,570 people in 39 awareness campaigns, using pro-active contact methods, broken down into 167 measures that generated conduct converging towards the Civility and Sustainable Growth Standards, besides the investments in Portugal that involved extending the activities of the municipalities that are customers of the companies that have been brought into the SUMA Project.

Complementing the mobilisation strategies based on a direct approach to the targets and on involving people in inter pares hetero-inspection schemes, this work cycle was characterised by growing use of skills certification and recognition – through regulations and direct-observation verification sessions – as a model for the creation of reference frameworks in the behavioural area (exploitation of the concept of belonging and social distinction). Attention is also drawn to the focusing of

awareness on the concepts of prevention, active citizenship and individual advantages for those producing Waste. Diversification of targets and of methods employed was another objective during this period, with measures such as the Cidadómetro® Mobile Awareness Unit to include families and kindergartens along their routes, and the creation of campaigns for age groups that are not usually targeted by the Environmental Education Programmes and require strategic and pedagogic adaptation.

Having become early on one of SUMA's characteristics differentiating it from the competition, Environmental Education and Awareness has gone far beyond the contractual requirements of the municipalities in which the company operates. In the field, the company continues to develop and implement projects of a transverse nature, bringing together issues such as Risk Prevention, Highway Safety and Primary Health, with matters related with waste production, its packaging and despatch to the normal destinations and enhancement facilities.

### **COMMUNICATION**

#### **“THINK SUSTAINABLE, ACT RESPONSIBLE” CAMPAIGN**

Communication is an essential feature of the Mota-Engil Group's sustainability strategy.

Awareness of the main themes of sustainability and of the objectives and goals of the Group's policy in this field is a condition indispensable to their appropriation by employees as the decisive agents of change.

The campaign comprises a set of communication supports, published in every one of the Group's working languages, including publication of digital contents available via the Group's website.

## COMMUNITIES AND CITIZENSHIP

### SOCIAL NETWORK

The Social Network was enacted in 1997 to organise the various forms of mutual help and to articulate the activities of the state, local authorities and private non-profit organisations in eradicating poverty and social exclusion and to promote social development.

The Social Network is a programme applicable throughout Portugal. It has a territorial reasoning of intervention and is therefore organised at municipal level.

The Social Network consists of a forum congregating and articulating efforts. It is based on free, voluntary accession by the state's public administration entities having responsibilities in the areas of social security and social action, education, employment, health and others, and it also involves local authorities and private non-profit organisations.

Decree-Law 115/2006 on June 14 allowed the inclusion of private entities operating for profit to become involved in the municipal Social Networks.

The Mota-Engil Group is a member of the Social Networks of the municipalities of Oeiras and Porto. This provides both an opportunity and an incentive for deeper knowledge of the municipal social diagnoses and of the subsequent social development plans, allowing the Group to contribute its technical know-how, operational structures and financial and logistic resources to the social development of those communities of which it is a part.

### LABOUR MEDIATION SYSTEM

The Labour Mediation System (LMS) is the result of an initiative implemented by the Justice Ministry and of a protocol agreement entered into by the ministry, the CAP, CCP, CIP and CTP employer confederations and the CGTP-IN and UGT union confederations, allowing companies to subscribe voluntarily to this dispute settlement system.

In 2006 the Mota-Engil Group signed up for the LMS with a view to settling labour disputes out of court, using independent mediators.

Mota-Engil was one of the first business groups to adhere to this system, in an endeavour to become associated with the effort to resolve employment disputes without recourse to the courts.

### LISBON CITY HALL

#### - 5 Schools | 5 Designers

Within the scope of the programme to expand and modernise the public pre-school and primary school network of the city of Lisbon, known as "New School", Lisbon City Hall conceived the 5 Schools | 5 Designers project.

Launched in October 2008, the project was concluded during the first quarter of 2009. The project involved five teams of designers and five sponsors and was directed as the make-over of five of the city's schools

The Mota-Engil Group, particularly its Resources Centre, sponsored the work on the Madre de Deus District School, allowing access to and enjoyment of a number of leisure activities by the pupils of this renovated space.

The design was entrusted to Vera Paulino of the Atelier 003 studio.

### LISBON CITY HALL

#### - Residential Dynamics Study

During 2009, Lisbon City Hall is undertaking a study on Residential Dynamics with a view to suiting its housing policy to the needs of those who work and live in the city.

In this way City Hall is endeavouring to ascertain where the citizens who reside in nearby municipalities and travel regularly to Lisbon to work live and what their motivations are in the matter of housing.

Invited to take part in this study, the Mota-Engil Group provided its employees who do not live in Lisbon yet work in the city with

information on this initiative and invited them to complete the online poll provided for the purpose by City Hall.

#### **PRO DIGNITATE FOUNDATION**

Created in 1994, the Pro Dignitate Foundation has humanitarian and social aims and is mainly directed at prevention of violence and at the promotion of human rights through scientific studies, planning, promotion and evaluation of preventive measures and other activities directed at the safeguard of these fundamental rights.

These activities include campaigns, seminars, aid projects, publications and other initiatives designed to promote and defend human rights.

The Pro Dignitate Foundation NGOD (non-governmental organisation for development) also organises solidarity campaigns with the Portuguese-speaking countries.

Seeking to become associated with this foundation of public utility in the pursuit of its activities, the Mota-Engil made a donation allowing the Group to acquire the standing of Foundation Benefactor, to stand side-by-side with those who fight for human rights and for the universality of their promotion.

#### **ANGOLA – VISIT BY POPE BENEDICT XVI**

Within the scope of the visit to Angola by His Holiness Pope Benedict XVI from March 24 to 26, 2009, Mota-Engil, through its Angolan branch, carried out, at its own expense, a number of works in support of the visit.

The works, of a very significant value, consisted of the construction of an emergency heliport and of the supply of portable WCs and other infrastructures required for their use.

In an event of the greatest importance for Angola and its Catholic community, the Group was bound to accept this great appeal and made its contribution, in this way, to the success of the visit and to all those wanting to witness the presence in Angola of the highest representative of the Catholic Church.

Through this initiative, the Group also presented evidence of the extension of its responsibility policy beyond Portugal's borders.

#### **CHRIST-THE-KING SHRINE**

In 1934, when admiring the image of Christ Redeemer on the Corcovado Hill in Rio de Janeiro (Brazil), the then Cardinal Patriarch of Lisbon, Dom Manuel Cerejeira, expressed a desire to build a similar monument opposite Lisbon.

Following the approval of the project by the Portuguese Episcopate, the Portuguese bishops made a vote in 1940, during the Second World War, to put up overlooking Lisbon a monument to the Sacred Heart of Jesus, were Portugal spared the grief of war.

Construction began in 1949 and the monument was inaugurated a decade later, in 1959, in the presence of the most important civil and religious personalities and before a crowd of 300,000.

The commemorative ceremonies of the 50<sup>th</sup> Anniversary of the Shrine took place on May 16 and 17, an event of great religious symbolism and of enormous significance for the entire Christian community in Portugal.

The Mota-Engil Group came to be associated with this ceremony, providing support for this evocative milestone.

## **CULTURE**

#### **SERRALVES FOUNDATION**

The Serralves Foundation is a cultural institution of European scope in the service of the Portuguese. Its mission is to create public awareness of contemporary art and of the environment through the Museum of Contemporary Art as a multidisciplinary centre, through the Park as venue for environmental education and entertainment, and through the Auditorium as a centre for reflection and debate on contemporary society.



Now recognised as one of Portugal's leading cultural institutions and the most important in northern Portugal, the Serralves Foundation has made a great effort to project the art of our times both nationally and internationally and to divulge its notable architecture and landscaping.

Every year, the Foundation organises and presents to the country a diversified programme of initiatives designed to encourage debate and curiosity in respect of art, nature and landscape, and creative education, and to actively encourage reflection on contemporary society.

The Mota-Engil Group is a Founder of this prestigious institution and has been a member of the Board of Founders since 1994.

In 2009, the year that marks the 20<sup>th</sup> anniversary of the Foundation and the 10<sup>th</sup> of the creation of the Museum of Contemporary Art, the institution plans to carry out a number of measures to mark the occasion.

Of these, emphasis is given to the "Jacques-Émile Ruhlmann and the Arts Fraternity" and the "Pedro Barateiro" exhibitions.

The Mota-Engil Group sponsored this initiative, which is also associated with the cycle of debates on "Entrepreneurial Spirit and a Contemporary Vision of the World".

#### **CASA DA MÚSICA**

Casa da Música, in the city of Porto, is a major undertaking at national level and an unquestionable landmark of modern urban architecture. Today, it is an important pole for the dissemination of music and for teaching activities linked to the art of music, involving a high-quality, abundant and diversified programme that seeks to include every musical style and taste.

The Mota-Engil Group is linked as a founder to the Casa da Música Foundation, the entity that manages this cultural facility.

Within the context of its connection with Casa da Música, the Group provides its employees with a range of benefits that

include free access to shows and discounts on tickets, in addition to other services provided by the institution.

By simplifying access to Casa da Música's programme the Group demonstrates its commitment to widespread access to culture, in an endeavour to meet the wishes of those who are already music lovers and to awaken in everyone else an interest in music in its most varied forms and expressions.

#### **BELÉM CULTURAL CENTRE**

The Belém Cultural Centre (CCB) in the city of Lisbon is one of Portugal's most important and prestigious cultural institutions.

In 2008 the Mota-Engil Group entered into a protocol with the Centre whereby it acquired the status of "CCB Gold Friend Company", thus becoming a CCB partner in the fulfilment of its mission and objectives.

The protocol provides a number of benefits for Group employees, including the offer of CCB Friend Cards, CCB car-park cards, besides discounts on the activities organised by the institution.

Through this initiative, the Group aims to encourage widespread access to culture by its employees, in association with a leading insignia on the Portuguese cultural stage.

#### **SOARES DOS REIS NATIONAL MUSEUM**

Within the framework of the evocation of the Bicentenary of the French Invasions (1809-2009), the Porto Metropolitan Area has organised a vast evocative programme through which several partnerships were established with other institutions.

As a partner institution, the Museum, located in the city of Porto, organised an exhibition portraying the Ponte das Barcas tragedy, the name given to one of the city's most marking episodes during the French Invasions.

The exhibition will be complemented by a Guidebook of Porto's Bridges, which extends an invitation to discover their importance

and significance for the citizens of Porto and its metropolitan area.

The Mota-Engil Group provided financial support to this initiative, linking its name with an importance milestone of the history both of the country and of the city of Porto.

#### **NATIONAL CULTURE CENTRE**

Founded in 1945 the National Culture Centre is a Cultural Association intended to be a meeting place and a space for dialogue between the various political and ideological sectors, in the preservation of a free and multidisciplinary culture.

A large part of its activity has been directed at the preservation of Portugal's cultural heritage, at divulging the role played by Portuguese culture in the world and at updating its relations with other cultures.

The European dimension has acquired growing weight within the Centre, undertaking projects in partnership with counterparts of other European countries.

In 2009, the Centre's Porto Nucleus organised for the fourth straight year the Downtown Porto Festival, seeking to enliven the district through a number of cultural events of a multidisciplinary nature.

The Mota-Engil Group sponsored the event, becoming associated with an institution of great prestige in divulging culture in Portugal.

#### **ANGOLA – PAINTING EXHIBITION**

José de Guimarães (pseudonym of José Maria Fernandes Marques in honour of the city of his birth) is one of Portugal's leading contemporary plastic artists. Born in 1939, José de Guimarães has produced notable work in the field of painting, work that has been awarded important honours throughout his career.

In 2009, as part of the Portugal, Camões and Portuguese Communities Day, a show of more than 30 works by José Guimarães, entitled "José Guimarães... 40 Years On",

was on display at the Camões Institute, Portuguese Cultural Centre in Luanda.

The Mota-Engil Group was one of the sponsors of the exhibition, supporting and divulging Portuguese plastic arts beyond our borders.

#### **NOMADLAB PROJECT**

Terratreme is a Portuguese producer in the audiovisuals and cinema area that intends to bring together research, pedagogy and production connected with the cinema, image and sound, from a standpoint of production based on the autonomy and independence of the directors.

Apart of its 2009 plan of activities, NOMADLAB (visual training and experimentation laboratories) is a training and development in the field of cinema and moving pictures that aims to promote visual culture and to provide people from poorer, peripheral social surroundings with reading tools, particularly displaced people or those for whom matters related with mobility and travel are part of their day-to-day lives.

The NOMADLAB Workshops will take place in Maputo (Mozambique) over a period of six months, undertaken in partnership with DOCKANEMA – Documentary Film Festival of Maputo, and with the INOV-ART Programme of the Directorate General of Arts.

The Mota-Engil Group has supported this important initiative of cultural production, seeking to contribute to access to culture by the underprivileged.

### **SUSTAINABLE DEVELOPMENT**

#### **BCSD PORTUGAL**

BCSD Portugal's mission is to divulge the principles of sustainable development, cooperating and articulating its efforts with central and local government and with civil society in the promotion of sustainability, organising training and awareness courses, providing sustainability management tools for

companies, execution of projects and the study of cases illustrating sustainability practices.

BCSD Portugal has over 110 affiliated members, including a large number of Portuguese and multinational benchmark companies.

The Mota-Engil Group is a member of BCSD Portugal and is actively engaged in this body through participation in its various initiatives, of which emphasis is given to the Annual Meeting of Presidents, the Annual Meeting of Delegates and the Annual Conference, besides the work groups, conferences and seminars in which it has taken part.

#### **QUERCUS – ECOHOME III**

The Mota-Engil Group is once again associated with Quercus (National Nature Conservation Association) through a protocol designed to lend continuity to a project that has had two previous editions.

A part of its activities in the field of sustainable development, the subject of energy and in particular those aspects linked to demand management have warranted emphasis by this institution for its interlink with other aspects of sustainability.

In line with the two previous editions, the EcoHome III project aims to create awareness of energy demand-management and efficiency in the home, seeking to minimise energy consumption through concrete solutions designed to save energy and to encourage changes of behaviour.

The project involves the construction of a Virtual Energy Home, the monitoring of the consumption habits of a number of families (EcoFamilies) and the disclosure of a number of communication supports directed at the younger segments of the population.

Through its [www.ecocasa.org](http://www.ecocasa.org) site, Quercus provides full information about the project and a number of functions dealing with the subject of energy in the home.

## **EDUCATION AND SCIENCE**

### **SCHOLARSHIPS**

The Group's Scholarships Programme began in the 2006-07 school year.

The Scholarships Programme is designed to support Group employees in the education of their children, driving a policy of equal opportunities that will contribute to increasing their qualifications and encourage their academic performance.

The scholarships are awarded to higher-education students who are children of Group employees of fewer economic resources and have achieved good academic results.

The Scholarships Programme, which involves the provision of a monthly sum, is now in its fourth edition, having so far supported 16 undergraduates.

### **NEW OPPORTUNITIES**

Within the context of the governmental New Opportunities programme, the Mota-Engil Group has put into motion, in partnership with other entities, a number of activities in this field, the aim being to promote the qualifications of those of its human resources that have less schooling.

The aim of these measures is the recognition, validation and certification of the personal, social and professional skills of those of the Group's workers that do not have adequate academic qualifications, allowing them to obtain 9<sup>th</sup> and 12<sup>th</sup> grade equivalence.

The courses given in this area of education are part of the policy of ongoing qualification of the personnel implemented by the Group, and an integral part of its human capital development and enhancement strategy.

### **EPIS – BUSINESS COMMUNITY FOR SOCIAL INCLUSION**

EPIS (Business Community for Social Inclusion) is a private, non-profit organisation created at the initiative of the president of the Republic.

The aim of the association is to mobilise the business community and to put it in the service of social inclusion and development.

The Association's prime mission is education, especially the combat against lack of academic success and early school-leaving.

Of its major lines of action, emphasis is given to the creation of the "National network of school-success mediators", focusing on 7<sup>th</sup>, 8<sup>th</sup> and 9<sup>th</sup> grade students, based on a methodology designed to signal youths at risk of school failure and to create a portfolio of methods allowing the construction of individual counselling plans for the youths and their families, involving proximity and continuity of monitoring.

A number of student-centred initiatives has also been developed in partnership with COTEC and with Junior Achievement Portugal, involving training courses in entrepreneurship for the pupils of various schools around the country.

A group of volunteers from the Group lent support to this initiative, lecturing a course on entrepreneurship at schools within the Porto metropolitan area.

Still under way, in partnership with international consultants McKinsey & Company, is a project involving Encoding good management practices at schools, involving publication of a Good Practices Manual and the preparation and launch of a management training programme for schools' management teams. The Mota-Engil Group is one of the 95 founders of this association, one of a large number of country's leading companies.

#### **PORTO OF THE FUTURE**

Porto of the Future is a Porto City Hall initiative having a three-year duration. The aim is to combine the common efforts and interests of the educational community and of the business community through the adoption by the schools of the good practices of the business world's management model.

In April 2007, Mota-Engil, in conjunction with other leading companies in the Porto Metropolitan Area, signed a protocol supporting this project, a protocol that was also signed by the Porto City Council, the North Region Education Directorate and the Manoel de Oliveira Vertical Schools Group, which was designated to benefit from the co-operation and support of the Group.

The Group has provided support to a number of initiatives organised by this group of schools, including sponsorship of the prize for the top-performing students, participation in a contest for the construction of solar-powered cars and technical consultancy in the matter of energy efficiency of the School Group's buildings.

#### **CITY OF LISBON FOUNDATION**

The City of Lisbon Foundation is a non-governmental organisation for development (NGOD) founded in 1989.

Its aim is to preserve the cultural, artistic, monumental, touristic, ethnographic, educational and social values of the city of Lisbon.

The Foundation also seeks to encourage the study of the urban reality in general and the development of interchange relations between Lisbon and other national and international cities, namely those where Portuguese is the official language or where there are significant Portuguese communities

The Foundation is also engaged in the educational, training and scientific areas, with particular emphasis on the activities of the Nuno Krus Abecasis University Co-operation College.

The Mota-Engil Group has regularly sponsored several of the College's scholarship students from the Portuguese-speaking countries of Africa, contributing in this way to the development of interchange and co-operation relations among cultures and peoples linked by the Portuguese language.

**TESE – SCHOOL IN MOZAMBIQUE**

TESE – Association for Development through Technology, Engineering and Education is a non-profit association that aims to conceive, promote, execute and support programmes, projects and measures of a social cultural, environmental, civic, educational and economic nature, both in Portugal and especially in developing countries.

Especially directed at the areas of technology, engineering, health and education, it seeks to promote encounters among communities, entities or people in need of humanitarian aid, paying particular attention to the environment and to Human Rights.

It also develops projects in the fields of support and education for development, incubation, innovation and social intervention, research and development, and voluntary work.

Within the scope of university voluntary work and providing support to WAY – We And You Association – TESE is carrying out a number of multidisciplinary development measures in Mozambique, on Mozambique Island in particular, where the emphasis is on the construction and maintenance of a school.

The Mota-Engil Group has supported this project in a fundamental area of help for development and encouragement of voluntary work.

**INSTITUTO SUPERIOR TÉCNICO (IST)**

Mota-Engil and the Instituto Superior Técnico (IST – Higher Technical Institute) signed a protocol in 2008 within the scope of the Master's in Complex Transport Infrastructure Systems organised by the IST within the scope of the MIT-Portugal (Massachusetts Institute of Technology) programme.

The Group will make a financial contribution to support the working of the Master's course.

The sums involved are directed at fully or partially waiving payment of the top-up fees by students enrolled in the course, while

the grant may also be used in exceptional circumstances to cover the board and lodging costs incurred by students of lesser economic resources whose top-up fees have been waived in full

The protocol will also foster co-operation between Mota-Engil and the IST, particularly in recruiting staff and in suiting the Institute's educational programme to the needs of the Group.

**IPATIMUP**

IPATIMUP (University of Porto Pathology and Molecular Immunology Institute), a private, non-profit public utility institution, was created in 1989 under the aegis of the university.

Its associates include the Porto City hall and the North Region Development Co-ordination Commission, besides other leading institutions.

The fundamental vocation of IPATIMUP is translational research and post-graduation in Human Pathology, Oncobiology, Molecular Medicine and Populational Genetics.

During the 20 years of its existence the Institute has progressively consolidated itself as a reference entity at national and international level in its field of research, both for the quality of the work carried out by its team of about 130 and for the large number of scientific articles published in international magazines.

The Mota-Engil Group is one of the restricted nucleus of 15 companies that support the Institute and is one of the Friends of the IPATIMUP, a standing that greatly honours us.

**GABBA – DOCTORATE PROGRAMME**

GABBA (Graduation in the Areas of Basic and Applied Biology) is a University of Porto doctorate programme of international scope and recognition.

Each year, the 12 students selected by the Programme come to be responsible

for the organisation of a symposium with a view to the promotion of scientific and technological innovation in the area of Life Sciences.

The IBMC (Molecular and Cellular Biology Institute) in Porto hosted its annual symposium devoted to the subject of “Environome: sequencing the environment”. This concept, new in the various fields of research, seeks to show the interaction of social, environmental and micro-environmental factors with different genetic factors in order to understand the way in which biological processes, such as human health, are affected.

The Mota-Engil Group sponsored the event. In this way it came to be associated with scientific research efforts in an area undergoing rapid progress of great importance to human life.

## HEALTH

### GLOBAL BUSINESS COALITION (GBC)

The Global Business Coalition (GBC) involves more than 220 major companies from around the world. Its mission is to combat infectious diseases, HIV/AIDS, malaria and tuberculosis in particular.

In carrying on its activities the GBC exchanges the experiences and practices of companies in the fight against these diseases, helps to define and implement policies of prevention and support for the workers of the companies and their families more exposed to these risks, simplifies access by the associate companies to technical help and international funding designed to bring the local communities into the infectious disease awareness, prevention and treatment programmes, and mobilises the business community’s management, communication and creativity skills in the fight against illnesses of this type.

The GBC was selected by the UN as the focal point for the private sector, for the Global Fund to Fight HIV/AIDS, Malaria and Tuberculosis.

The Mota-Engil Group is a member of the GBC and, through its membership, it aims to take advantage of the dimension and recognised experience of this organisation, supporting its initiatives in the fight against these diseases.

### COMPANIES AND HIV/AIDS CODE OF CONDUCT

The relationship between the problem of HIV/AIDS and the world of work led to the constitution, in 2004, of the Labour Platform against AIDS, headed by what is now the National Co-ordination for HIV/AIDS.

The Platform involves employer and union associations, the ACT (Working Conditions Authority), non-governmental organisations operating in this area and the office of the ILO (International Labour Organisation) in Lisbon.

At the initiative of the Labour Platform a project was drawn up to secure the commitment of the companies to the provision of good working conditions for people infected with HIV/AIDS, in the fields of non-discrimination, prevention and access to treatment.

The project consisted of subscription to a Companies and HIV Code of Conduct, subscription to which is voluntary. It is directed especially at Portuguese companies and other companies operating within the domestic market. Particular priority is given to entities that also carry on business in the Community of Portuguese-speaking Countries (CPLP), playing a leading role on the national and international stage that is recognised by the public as a socially responsible attitude and also for the pedagogic dimension and for the dissemination of a solidary corporate attitude.

Having been invited to subscribe to the Code of Conduct, the Mota-Engil Group is one of the 52 founder companies, which include multinationals and major Portuguese companies.

#### **ANGOLA – HEALTH RESEARCH CENTRE (CISA)**

Now under development in the Bengo Province, the CISA (Creation of a Health Research Centre in Angola) project is the result of a partnership between the Angolan Health Ministry, the provincial Government of Bengo, the Portuguese Development Support Institute (IPAD) and the Calouste Gulbenkian Foundation.

Its aim is to improve the health conditions of the local population by strengthening the health services, creating a Research Centre that will contribute to the solution of the region's main health problems and open up the way to joint international participation by Portugal and Angola in the field of research, targeting the main diseases that affect the developing countries.

Invited to become associated with this initiative, Mota-Engil assigned an apartment, at no cost, to the project's research team in the city of Luanda, seeking to signal clearly its commitment to the future of Angola, in an area of fundamental importance to the country's development.

#### **PORTUGUESE VASCULAR-CEREBRAL ACCIDENT SOCIETY (SPAVC)**

The Portuguese Cerebral Vascular Accident Society (SPAVC) is a non-profit organisation aiming to prevent or reduce the mortality, morbidity and disability resulting from strokes, to promote the study, research and education of this illness through the creation of action and support plans, determining the most effective means of intervention and contributing in this way to the improvement of health in Portugal.

It was set up on March 8, 2005, at the initiative of a number of members of the Cerebrovascular Disease Study Group of the Portuguese Neurological Society. This group comprises a number of neurologists and is intended to bring together, within the Society, those people having a special interest in the field of strokes.

The Mota-Engil Group has provided major support to this important institution in the fight against an illness that is listed as one of the main causes of death, in which aspects linked with prevention and with the promotion of healthy life styles are decisive.

#### **ERNESTO ROMA FOUNDATION**

The Ernesto Roma Foundation, an entity set up to support the world's oldest association involved in accompanying people suffering from diabetes – the APDP (Diabetics Protection Association of Portugal) – launched a campaign called “100 Sponsors United by Diabetes”.

The aim of the campaign, directed at organisations and companies, is to create awareness of the problem of diabetes, encouraging them to become patrons of this cause. The specific purpose is to help the APDP in researching the cure of this illness and to ensure the viability of the Ernesto Roma School of Diabetes (which owes its name to the creator of Social Diabetology and founder of the APDP), the aim of which is to train health professionals and to help the sick in dealing with the disease and its forms of treatment.

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

The Mota-Engil Group has acquired standing as one of the sponsors of this cause through its multi-year support.

#### **PORTUGUESE CARDIOLOGY FOUNDATION**

The objectives of the FPC (Portuguese Cardiology Foundation), created on November 7, 1979, at the initiative of the Portuguese Cardiology Foundation, include informing the public about the prevention of cardiovascular diseases, promoting healthy life styles, supporting research and co-operating in the scientific training of health professionals, implementing social support and rehabilitation measures for heart patients,



and co-operating nationally and internationally with its counterparts. The Foundation also carries out a number of activities among the community, including cardiovascular check-ups.

Cardiovascular diseases are among the principal causes of death in the western world, the main risk factors including sedentariness, hypertension, smoking, stress and obesity.

Seeking to contribute actively to the prevention and detection of risk factors among its employees, the Mota-Engil Group, in co-operation with the FPC, carried out in May 2009 – the Heart Month – a number of check-up programmes for its employees.

#### **PORTUGUESE ASSOCIATION AGAINST LEUKAEMIA**

The APCL (Portuguese Association Against Leukaemia) was created in 2002 and, a year later, it was recognised as an institute of public utility.

Its objectives are to contribute to increasing the effectiveness of the treatment of leukaemia and other similar haematological neoplasias; to support patients and their families; and to promote progress of scientific knowledge of the nature, evolution, prevention and treatment of these diseases.

It does so through initiatives that contribute to better health care in this area and provides support to all those who are directly or indirectly affected by these diseases.

Its most remarkable initiatives include help in setting up, in Portugal, in co-operation with the National Centre for Bone-Marrow, Stomach or Umbilical Cord Blood Cell Donors (CEDACE), a National Register of Benevolent Bone-Marrow, essential to the fight against leukaemic diseases.

During 2009 the APCL organised its annual fund-raising concert at Lisbon's Atlantic

Pavilion, in which renowned Portuguese and foreign artists took part.

The Mota-Engil Group sponsored this important initiative, supporting the institution in carrying on its important mission.

#### **PORTUGUESE BLOOD INSTITUTE**

The Portuguese Blood Institute is a public institute whose regular mission is transfusion medicine across the country and the provision of and access to blood and quality blood products that are both safe and effective.

In keeping with its practice in recent years, the Mota-Engil Group supports the IPS in organising blood-donor sessions, inviting its employees to make their donation, especially at its main offices in Porto and Linda-a-Velha.

#### **LEAGUE OF FRIENDS OF THE SANTA CRUZ HOSPITAL**

A part of the Centro Hospitalar de Lisboa Ocidental, EPE, the Santa Cruz Hospital in Carnaxide (Oeiras) is a public health institution specialised in the treatment of patients having serious heart and renal pathologies.

At the initiative of the Hospital's League of Friends, in co-operation with its management, a number of measures have been conceived for the facilities both of the Hospital and of the League to provide patients and their families with greater comfort and wellbeing.

During 2009 the Mota-Engil Group contributed financially to rehabilitation works and to the acquisition of equipment, associating itself in this way with the efforts directed at improving the quality of and humanising the hospital's services.

#### **LEAGUE OF FRIENDS OF THE AMARANTE HOSPITAL**

The League of Friends of the Amarante Hospital, an entity that provides voluntary

service to the hospital, endeavours to provide support to patients on their return home following their discharge and, as a result of temporary disability, need technical help to support mobility.

The Mota-Engil Group sponsored the acquisition of wheel chairs and articulated beds in an endeavour to minimize existing needs.

#### **FRIDÃO PARISH COUNCIL (AMARANTE)**

The parish of Fridão lies some 6 km from the city of Amarante, in the foothills of the Marão Mountains, between the converging waters of the Tâmega and Olo rivers.

The mountains and the Tâmega and Olo rivers have indelibly marked the life of the population of this parish throughout the ages.

Of a predominantly rural nature and with an ageing population, the parish is faced with several needs, including fast access to specialised technical help for the disabled or handicapped, both permanent and temporary.

The Fridão parish council has set up a Technical Help Bank.

Associated with this initiative, the Mota-Engil Group offered the local authority a number of items of equipment (articulated beds, wheelchairs and walkers), which the council will provide to the population of the parish.

In this way the Group seeks to contribute to increasing the territorial cohesion of the country, helping the disabled or the handicapped of the interior to access care essential to the preservation of the quality of life.

## 6.2 HUMAN CAPITAL MANAGEMENT

### INTRODUCTION

Identification of the Development of Human Capital as a strategic axis for the realisation of the “Ambition 2013” plan shows the importance that the Group gives to its People.

In this connection, and fully aligned with the guidelines set up for the business and with the values shared within the Group, a need was seen to review the human resources priorities that had previously been defined.

As a result of this exercise the Group identified seven strategic priorities for the management and enhancement of its Human Capital:

1. To identify and Manage Talent within the Group;
2. To Develop the Profile of Group Manager;

3. To Develop Skills Adding Value to the Business;
4. To promote Staff Mobility and Rotation;
5. To foster the recruiting and development of international staff;
6. To align the remuneration policy with performance management;
7. To Strengthen the Group’s Culture and Knowledge.

In the conviction that implementation of the established priorities is possible only through the development and implementation of made-to-measure projects – as to what it is today and what it wants to be in the future – the Group will continue to launch new projects in the field of management of its people and will ensure ongoing evaluation of the impact of those initiatives already implemented.

### 6.2.1 MAIN INITIATIVES

In 2008 the concept and implementation of the Mota-Engil Active School was particularly outstanding.

The Mota-Engil Active School is a strategic project directed at employee enhancement through the development of skills critical to the success of the business and of our people, while encouraging and stimulating a spirit of life-long learning for people of various generations and from differing countries.

The Mota-Engil Active School working model involves three different schools, each with its own distinct, though complementary challenges.

MOTA-ENGIL >>>  
**ACTIVE SCHOOL**  
Culture and Values

- **Mota-Engil Active School – Culture and Values**, designed to disseminate the Mota-Engil values and culture for the personnel throughout the various business units and markets where the Group does business,

divulging and extending knowledge about the Group’s fields of operation and specialisation.

MOTA-ENGIL >>>  
**ACTIVE SCHOOL**  
Management and Leadership

- **Mota-Engil Active School – Management and Leadership**, providing training programmes and initiatives involving distinct learning solutions, allowing acceleration of the development of the Group’s management and leadership skills.

MOTA-ENGIL >>>  
**ACTIVE SCHOOL**  
Business Areas

- **Mota-Engil Active School – Business Areas**, offering training programmes and initiatives allowing the preservation, strengthening and dissemination of technical skills and knowledge of the business, ensuring their transfer to the younger generations.

Within the scope of Mota-Engil Active School – Culture and Values, one can see the very considerable attendance of the various sessions of the two editions of the “Among Ourselves” Programme.

The main goal of this initiative, which is open to all Group employees, is to contribute to the dissemination and strengthening of the Mota-Engil Values and Culture and, at the same time, to divulge and extend knowledge of the Group’s areas of activity and competences. For its very nature, this programme is always carried out by Group speakers who are able to personify the Mota-Engil Culture and Values and to share existing knowledge and information, bringing together the “will to teach and the will to learn”.

The year under review allowed a strengthening and consolidation of this initiative within the Group, incorporating it into Mota-Engil Active School – Culture and Values

and, consequently, bringing a very diverse range of employees into contact with it.

The cycle of sessions undertaken by António Mota – the chairman of the Group’s Board of Directors – came to an end in 2008 and a start was made to the second edition of the programme. The speaker was now Jorge Coelho, the CEO, who dealt with the subject of “The whole is better than the sum of the parts”.

A total of 764 employees of various generations and from different countries took part in the 15 sessions held in Lisbon, Porto, Angola, Malawi and Poland.

Since these figures are important in dealing with the challenges with which it is faced, Mota-Engil Active School – Culture and Values will continue to develop and implement more and different initiatives in 2009.



sessões de partilha  
de conhecimento  
e de reforço de valores

### QUALITATIVE COMMENTS

*“The ‘Among Ourselves’ Programme is part of a strategy for the enhancement of Human Resources inherent in this great Group: Mota-Engil. In the present and in the future actions of this type are extremely important if we are to feel proud and motivated to achieve the Group’s objectives better and to a greater extent”.*

*“I believe it was an excellent approach to what the Mota-Engil Group represents in the marketplace today. A very clear exposition that has an aspect that I consider to be the great advantage of this presentation: we were really ‘among ourselves’ and the talk was employee to employee and not CEO to the others.”*

Mota-Engil Active School – Management and Leadership, in conjunction with management schools of recognised capability, developed a set of management and leadership skills programmes.

Medium- and long-duration management programmes developed specifically to respond effectively to the Group’s objectives and goals, reconciled with short-duration programmes having a strong acquisition component and training in management and leadership skills critical to the Group are some of the initiatives that Mota-Engil Active School organised in 2008.

These various management and leadership skills development initiatives were set up to respond effectively to the various levels of seniority in management. Participation in these programmes has been defined on the basis of the results of the mapping of the skills strategic to the Group involving a total of 250 management staff.

During this start-up stage Mota-Engil Active School – Management and Leadership ensured the participation of 139 managers from the Group’s three Business Areas: Engineering & Construction, Environment & Services and Transport Concessions. These measures involved diverse initiatives:

- Advanced Management Programme in partnership with EGP-UPBS University of Porto Business School. This long-duration programme is designed to develop and consolidate advanced management skills;
- General Management programme in partnership with Universidade Católica Portuguesa. This long-duration programme aims at encouraging the acquisition of knowledge in the fundamental areas of management, directed mainly at staff who have recently taken on management duties or can be expected to do so.
- Effective Communication Seminars in partnership with Dynargie. Short-duration initiative having a major component of acquisition of and training in the skill in question;
- Executive Seminar “Realising the Strategy”, in partnership with AESE. A short-duration initiative with a view to developing Top Management knowledge and skills, directed at directors or top managers.

Through the development of the Group’s Human Capital Mota-Engil Active School views itself as a tool essential to the sustained creation of value, one that will ensure the competitiveness and solidity of the Mota-Engil Group in the long term.

Having started up during the final four months of 2008, this project attracted a large number of participants to skill-development initiatives. The expectations for 2009 are clearly high, anticipating the extension of these development initiatives to other markets where the Group does business.











**DIFFERENTIATION**  
ONLY BY BEING ONE STEP  
AHEAD CAN YOU GET  
THERE FIRST.

07

RESEARCH,  
DEVELOPMENT  
AND INNOVATION

## 7.1 INTRODUCTION

Research, Development and Innovation (RD&I) play a central part in the strategy of the Mota-Engil Group and are now an unquestionable factor of business differentiation and competitiveness.

A large part of the initiatives in this field is very closely related with sustainability issues, both at economic level – through minimisation of costs, increase of operating efficiency, improvement of management systems and generation of new business

opportunities – and also at environmental level, for their influence on minimisation of the environmental impacts generated by the various business activities and processes.

This effort is especially clear to see in the Engineering&ConstructionandEnvironment & Services areas, with particular emphasis on SUMA's operations in this field.

There follows a description of the major initiatives in this domain.

## 7.2 ENGINEERING & CONSTRUCTION

### 7.2.1 GENERAL COMMENTS

The year was one of consolidation of the Research, Development and Innovation (RD&I) management model.

During a process of internal restructuring a decision was taken to set up a specific department to promote and develop potential for innovation within the organisation. Following internal diagnosis of the model developed in 2007 and a study of the worldwide state of the art of innovation, the conclusion was that there was a need to simplify the model and to base it on collaborative IT tools that would speed up the process, encourage creativity and generate added value.

With due regard for standard NP4457 (RD&I Management System), the best methodology was defined to foster a culture of innovation within the company.

A methodology was defined, of which several relevant points are underscored:

- concept of the flow of information as from interface management up to the innovation project;
- development of a set of IT platforms (4) to support management;
- preparation of an innovation opportunities evaluation matrix allowing the introduction of a certain objectivity into the assessment of the opportunities intended to increase the potential of those innovation projects that come to be developed;
- creation of a committee for innovation having the macro-objective of aligning the RD&I initiatives with the Company's strategic axes.

The RD&I Management System was submitted to an audit by APCER at the end of 2008 and all the alterations implemented in the system were appraised and validated.

Early in 2009 a candidature was prepared for the SIFIDE (R&D Tax Incentives System) in respect of the projects under way in 2008, as described in the following table.

PROJECT	OBJECTIVE
Online Foremen	To "revolutionise" the communication channels between foremen and the Company.
Building Information Model	Promotion of virtual pre-construction and consequent reduction of problems during the construction stage.
VIRMEEC	Creation of specific tools for the planning of the construction, with visualisation in 3 and 4 dimensions, able to provide information to support the job management process.
Link.ME	Aimed at driving management of technical knowledge within the Company.

## 7.2.2 ORGANISATION

RD&I management is entrusted to the Performance, Technology and Innovation Division of Mota-Engil Engenharia.

Innovation, Certification of Innovation and RD&I-SPI Standards.

Implementation of the Corporate Functions and Competences Model, a part of the Competence Mapping Programme (MAP) increased the importance of Innovation among Mota-Engil Engenharia employees, and the development of the "Balance ScoreCard", a part of the Score Project, allowed an increase of the commitment of the various business areas to Innovation.

### COMMUNICATION

In the field of internal communication, events (seminars, workshops) in Knowledge, Technology and Innovation at Mota-Engil Engenharia were organised, with emphasis on the following:

### AUDITS, EVALUATION OF RESULTS AND TRAINING

During 2008 an external entity performed an audit of the RD&I Management System and a start was made to a number of improvements.

- Course in Innovation and Quality given by SPI;
- Training for the Aggregates Business in the new SIGIDI methodology;
- Workshops on RD&I Management at Mota-Engil Engenharia;
- Workshops on Collaborative Management;
- "What Can I Change?" Open Day – for young engineers;
- Presentation of the trainee work of the young engineers.

Within the scope of the INOVAR-ME Project an assessment was performed of the basic skills of the principal employees involved in the processes of innovation and knowledge management, and external training courses were provided in the areas of Advanced

The Innovation Portal was also overhauled so as to make it even more functional and to integrate it with the Company's Corporate Portal.

## 7.2.3 RD&I MANAGEMENT SYSTEM

### RELATIONS WITH EXTERNAL ENTITIES

The relationship and management of interfaces with external entities is of the greatest importance to the RD&I management system.

Customers, suppliers, distributors, partners, competitors, consultants, business associations, knowledge centres and seats of higher education, the state and regulatory entities, as well as the specialised technical press and the market in general, provide an ample range of interfaces with external entities that must be furthered.

In this connection, the protocol with the University of Minho is outstanding, the aim being to establish and develop technical-scientific and innovation co-operation in areas considered to be of mutual interest by Mota-Engil and by the university.

The following initiatives and partnerships should also be pointed out:

Initiatives:

- Inova Gaia – participation in a company incubator;
- PTPC – participation in the Technological Platform for Construction.

Partnerships:

- INFOR – co-operation protocol within the scope of the BIM project;
- Miguel Krippahl – co-operation protocol within the scope of the BIM project;
- FEUP – letter of intentions within the scope of the LAV project.

Lastly, emphasis is given to the award that has been granted in recent years of a prize to reward the best student of the Civil Engineering course at the Faculty of Engineering of the University of Porto (FEUP).

### RD&I PROJECTS

#### Construction and Infrastructures

- Online Foremen – To “revolutionise” the communication channels between foremen and the Company;

- Building Information Model - promotion of virtual pre-construction and consequent reduction of problems during the construction stage;
- VIRMEEC - creation of specific tools for the planning of the construction, with visualisation in 3 and 4 dimensions, able to provide information to support the job management process;
- Link.ME - aimed at driving management of technical knowledge within the Company.

#### Central Laboratory:

- Implementation of the initial tests of a mandatory nature for EC marking of coated macadam;
- Use of portable falling-weight deflectometers to control the execution of landfills;
- Concept of an online platform for the management of on-site laboratories;
- Gamma densitometer with GPS system to determine position, level and geotechnical magnitudes.

#### Geotechnics:

- “Do-it-well Geotechnics” for the reduction of environmental impacts caused by activities carried on within the scope of the Geotechnics business, as well as a number of communication, training and promotion activities involving the Innovation and Sustainable development Strategy.

#### Foundations

- Soil Improvement Project: Treatment of soft soils by alkaline activation

#### Electromechanics

- Remote monitoring of jobs using cameras;
- Implementation of the TEGG Electrical Inspections System.

## 7.3 ENVIRONMENT & SERVICES

SUMA, SERVIÇOS  
URBANOS E MEIO  
AMBIENTE, SA

### GENERAL COMMENTS

During 2008 the Innovation, Development & Enhancement (IDE) Department monitored questions and solutions related with production and equipment, having performed several studies on technical feasibility and related activities.

With regard to provision of services activity, technical arguments were put forward for the inclusion in tenders of innovations proposed by the Company or requested by customers, and improvements were made to production structures and infrastructures to make better use of existing systems or to introduce adaptations to ensure better performance.

As far as equipment is concerned, IDE directed technical safety inspections and drew up improvement and conformity proposals taking applicable legislation into account. Studies were carried out and several adaptations and upgrades were introduced to the SUMA-VLE patented equipment (Recycling Bin Washing Vehicle - the vehicle employed in situ washing of large volume/capacity waste containers) and a study was performed of a solution for the hygienisation of SUMA's vehicle fleet, taking into account the need to reduce water consumption and

contaminants in the effluents. The study is nearing completion of the adaptation of the SUMA-SPIC patent (a container weighing and identification system) for the side-loading waste collection vehicles that are soon to come into operation.

A start was made in 2008 to the implementation of standard NP 4457:2007, with definition of the Research, Development and Innovation Management System Manual and of the RD&I Project Plan in keeping with NP4457:2007 and NP4458:2007.

The management system was also defined in 2008 in respect of training courses in Innovation, set to come into operation in 2009, as well as the priority courses in the light of the Organisation's objectives and targets stemming from the management policy.

The intention in 2009 is to perform various technical studies with the co-operation of trainees selected taking into account their specific capabilities and skills, who will then be included in a group of potential recruits for the SUMA Group and will be monitored by iSUMA.

### 7.3.1 PROJECTS

#### INFORMATION SYSTEMS

In the matter of Information Systems (IS) in 2008, attention is drawn to two projects of extreme importance to the Organisation.

- The adoption of a transverse ERP (Enterprise Resource Planning) in the areas of Procurement, Infrastructure Management, Warehouse and Workshop Management, Human Resources Management, Accounting, Finances and Management Control led to a profound harmonisation of the respective IT processes based on the specifications of the SAP platform. This process took place as from the second quarter of 2008 and it became fully applicable in January 2009;

- The creation of a GIS (Geographic Information System) internally under the Information Systems and Telecommunications Co-ordination will allow profound reorganisation and standardisation of georeferenced information (containerisation/routes), in line with best practices and centralised on an internationally-recognised GIS platform (the ESRI ARCGIS Server).

Within the IS structure a detailed analysis was performed of the Data Centre, determining the needs to ensure improved monitoring of the Company's structural

growth and acting in the more important aspects. During 2008 a new, more powerful UPS was acquired to meet computing needs during at least 30 minutes and a fire-fighting system was installed solely for the server room to ensure the safety of this facility. Both these measures were implemented during 2008 and were finalised and tested in January 2009.

Another project, known as the Green IT initiative, intended to remodel or upgrade the computer systems to more-sustainable ones, is still at the market consultation stage. Five servers are expected to be replaced by three of the Blade format, providing savings in energy-consumption in the order of 25%, to which must be added the reduction of the thermal load, leading to lesser need for refrigeration of the server room.

SUMA is assessing an integrated Routeing and Route Optimisation solution, involving exhaustive tests in GPS aspects, aiding drivers in establishing their routes through the use of the best software available, the “best of breed”, for the waste area, integrated into the MIS (management information system) used by the Organisation. Owing the number of characteristics available, the complexity and the impact in the field, the tests are to continue during the first half of 2009.

The ITTS-MIS (information technology & telecommunications system-management information system) plays a role in the aggregation of all the information dispersed across services centres, introducing harmonisation of the nomenclatures of the routes and services assigned to the production centres. A start was made at almost every service centre to information surveying and updating, involving processing and GIS back-office co-ordination. The GISUMA programme was significantly upgraded and will be undergoing pre-production tests until March 2009.

With the adoption of the SAP system, the Production Database also underwent significant internal restructuring – changes in terms of cost centres, human resources and equipment meant that information has to be rethought and aggregated in a more flexible way. Since the start of 2009 the database has been introduced to the services centres as a whole, allowing consistent obtaining of information and indicators at all of the centres. The information in the new reports will allow the business variables to be identified and refined, leading to the creation of a high-quality Business Intelligence (BI) system for decision-taking purposes.

## 7.3.2 SUMA LABORATORY

Quality process control is determinant to the safeguard of environmental conditions.

The integrated study of environmental parameters in wastewater treatment and control systems is the mission of the SUMA Laboratory, the structure charged with responding to contractual obligations stemming from the management of sanitary landfills and composting centres, as well as responding to requests by external customers.

Through inter-laboratory tests performed in conjunction with the Association of Accredited Laboratories (RELACRE) and with Aquacheck (the international reference body), the laboratory operates in the field

of analyses of Water (characterisation of water supplies and of liquid effluents, collection and transport of samples and appraisal of treatment processes), Waste (characterisation studies, analysis and monitoring of physical and chemical parameters, leaching and percolation tests and chemical analyses of soils, sludge and organic corrections) and Treatment Systems (environmental monitoring of sanitary landfills and characterisation and appraisal of water treatment processes).

The laboratory has been accredited by IPAC since 2004 in accordance with standard NP EN ISO/ IEC 17025.







**AMBITION**  
NUMBERS THAT REFLECT  
THE WILL TO DO  
EVER MORE.

# 08

## PERFORMANCE

# 8.1 ECONOMIC PERFORMANCE

## 8.1.1 ENGINEERING & CONSTRUCTION

MOTA-ENGIL  
ENGENHARIA  
E CONSTRUÇÃO SA

### 1. STRATEGIC AND MARKET FRAMEWORK

#### Iberian Peninsula

As a result of the global financial crisis the construction industry in Portugal and Spain experienced a downturn of production in 2008.

In Portugal, Engineering & Construction activity, in a severe crisis for several years, with weak demand, excessive installed capacity and shrinking margins, was further aggravated during 2008.

The overall production index of the industry in 2008 fell by 1.1%, following the negative variation of 2.2% that had been seen in 2007.

However, this trend could well be reversed in 2009, taking into account the measures announced, some of which have already been implemented, to counteract the effects of the crisis on the national economies, based on the relaunch of construction activity.

The growth seen in the civil engineering and non-residential buildings construction contributed to an attenuation of the effect of the sharp downturn in the residential segment (8.0%) the second worst performance since the crisis began in 2002), to such an extent that the decline of the overall production index for the sector in 2008 was just 1.1%.

In fact, since the area licensed for the construction of residential buildings stood 23% lower at the end of 2008, a sharper downturn of production could have been

expected, and this did not occur thanks to the good performance of the civil engineering and non-residential buildings segments, where production rose in 2008.

Indeed, in recent years, the housing market has deteriorated, partly the result of the extinction of the subsidised-loans scheme in September 2002. From that time on the production of this segment has fallen successively until 2008.

Production of this segment in 2008 is set to have fallen by 9% compared to 2007, a reduction exceeded only in 2003. The outlook for 2009 is not optimistic given the very small numbers of building permits for residential purposes.

Production levels in civil engineering works performed well in 2008, closing the year 2.1% up over 2007, although this variation was also insufficient to provide the sector with the desired rate of activity.

Despite the good rate of issue of public calls for tenders for construction work and the gradual improvement of contracts awarded throughout 2008, the performance of this segment was below the expectations created as a result of the growing intentions to invest in infrastructure.

In fact, the amounts bid in calls for tenders for construction work were 32% higher than in 2007, and, during the middle of the year, they even peaked at over 100%, leading to expectations of a higher rate of adjudications. However, this phenomenon was seen only in the closing months of the



year, for up to the end of August the amounts contracted were less than in 2007.

The Group expects that 2009 will come to be a year of improvement, following this cycle of depression in the construction industry in Portugal. This expectation based on the conviction that the measures recently announced by the European Council and, more specifically, by the Portuguese government, directed at increasing public investment, will contribute to the relaunch of construction activity.

Additionally, the strategic importance of the great projects included in the Priority Infrastructures Investment Plan (PIIP) – announced in earlier years – has been further increased as a result of the crisis.

Therefore, it can be expected that there will be a speedier launch of the major projects not yet implemented, such as the High Speed Railway and the new Lisbon Airport.

From this standpoint, the Mota-Engil Group has been putting itself in a position to play a major role in the execution of these projects, considered to be national goals.

As the nation's leader in the construction segment we have accumulated know-how and experience in major undertakings, be they airports, motorways, bridges or railways.

As was the case in 2007 we continue to adopt every necessary internal organisation measure, and we have invested heavily in production assets, with a view to being at all times at the forefront in future adjudications.

Examples of these initiatives include setting up an entirely national consortium to bid for the new Lisbon International Airport and the investments made by the associates specialised in railway construction works, anticipating the needs that will stem from the issue of the calls for tender for the high-speed railway lines.

The turnover of the business area in Portugal amounted to €700 million.

In turn, and in terms of operating profit, it still proved possible to keep up the good performance, despite the pricing policy adopted by several operators in the industry in the few public calls for tenders issued.

Despite these difficulties, the domestic market continued to account for a relevant part of turnover: in 2008 the Portuguese market accounted for 49% of the Group's construction business, compared to the 2007 figure of 57%.

#### **Central Europe**

The Engineering & Construction area is currently involved in the following countries of Central Europe: Poland, Czech Republic, Slovakia, Hungary and Romania.

During 2008 the effects of the poor global economic situation were felt whether to a lesser extent or later in the countries of Central Europe.

In this way, the construction markets of Central Europe went through another year of growth in 2008, the result of a considerable lack of infrastructure and of the very large inflow of Community funds for its modernisation.

At the year-end, with the appearance of what was a veritable currency crisis in this region, essentially caused by unsustainable current account deficits and by overvalued currencies, the already weakened banking and housing markets of these countries experienced additional problems

Allied to these problems facing the economies, an internal audit by Mota-Engil led to the detection of irregularities in its operation in Hungary in respect of previous years, caused by fraudulent management by the financial head of the operation.

A detailed analysis and the external audit that followed showed a negative impact in the sum of 6,394 million Hungarian forints

(approximately €21 million at the present exchange rate) on the balance sheets of Mota-Engil Magyarország and of the Mota-Engil Engenharia branch in the country, related with the realisable value of assets and with liabilities not recorded in the accounts, in respect of previous years' operations.

This management obviously caused impacts on 2008 and subsequent years, which are being kept to a minimum through reorganisation of the business in this market, leading to a sharp downturn of operations.

Despite the economic crisis, which is expected to continue throughout 2009, and the particular events in Hungary, these markets continue to constitute a major focus for the Group, in that there are prospects there of sharp growth.

Moreover, the Mota-Engil Group has been in business in Central Europe since 1997 and therefore, over more than ten years, it has acquired valuable experience and knowledge of the markets, which, while becoming more and more attractive, are also seen to be demanding and competitive.

In this connection, and in accordance with the difficulties experienced in relations with suppliers, the Group is seeking to incorporate into its works an increasing amount of in-house skills, fostering the vertical integration of the business.

This strategic guideline implies investment in production facilities and, additionally, in the production of the raw materials used in construction. By way of example, mention is made of the acquisition of a Polish aggregates quarrying company that produces an essential raw material required for highway construction and paving.

The Group has always kept an eye open for the new business opportunities that can be exploited in these countries, particularly in that they provide opportunities to generate synergies with traditional construction activity.

To this end, though against the background of crisis, the growth of real estate related business continues to be one of Mota-Engil's objectives.

The list of countries having greater need for homes is headed, without a doubt, by Poland, while it also includes Romania, Hungary, the Czech Republic and Slovakia. The Group is present in all these countries and, in every one, it has interests in real estate projects under way.

It is therefore with optimism, though moderated by the international crisis, that the Group views the activity planned for 2009 in these markets: sharp growth of turnover ensuring at all times a sustained improvement of operating margins.

Turnover achieved in 2008 in Central Europe amounted to €330 million, whereas in 2007 the figure had been €219 million. The contribution made to EBITDA by the business area grew well in 2008: in 2008 there was a positive sum of €4.9 million, whereas in 2007 it had been negative in the sum of €5.3 million.

#### **Africa & America**

The Engineering & Construction area also operates in the following countries: Angola, Mozambique, Malawi, São Tomé and Príncipe, Cape Verde, USA, Mexico, Peru and Venezuela.

In recent years Angola has returned considerable economic growth rates. The year under review was yet another year of confirmation of this good performance, with a predicted GDP growth of 16%, despite a slowdown of economic activity when compared with 2007, when GDP growth stood at 21%. Despite this slowdown, mainly the result of the decline of oil output imposed by the OPEC quota system and by the very sharp drop of oil prices when compared to prices a year ago, it can be seen that the Angolan economy is gaining in maturity and stability, and that there is a consolidation of the non-oil sector, which is increasing its weight.

The Mota-Engil Group has been involved in Angola right from the time the first company was set up and the country is therefore one of its natural markets. While it is true that the country's economic evolution brings with it market alterations and new competitors, the fact is that, taking advantage of its historic role and of its excellent resources, the Group has shown that it is able not only to adapt to this evolution but also to glean advantage therefrom.

The Angolan branch of Mota-Engil Engenharia is therefore provided with modern technical and human resources of recognised competence and sees opportunities in the stability of the public institutions and in the modernisation of the Angolan State apparatus to develop its business in a professional and efficient manner. Emphasis is also given to the good relations that the Group has and promotes with the Angolan public sector both as a contractor and as a partner in local associate companies. The business was excellent in 2008 in Angola, with a growth of 117% over the previous year, generating turnover in the sum of €301 million. In operating profit, too, 2008 was a very good year, with the EBITDA margin standing at 15%.

Despite the global crisis, the start of 2009 in the Angolan market is viewed with some optimism and the expectation of the Group is that it will be able to secure greater growth, underpinned by a robust order book that is being further consolidated. On the other hand, Mota-Engil intends to diversify its business in Angola and, for the purpose, is analysing projects in the energy, environment and logistics areas.

In the other African markets in which the Mota-Engil Group does business, 2008 was also quite good, in Malawi in particular, where the Group has strengthened its presence, especially in the area of highway construction and maintenance, having announced the award of contracts worth more than 100 million. Also in 2008 the Group signed a memorandum of understanding with the government of

Malawi involving several projects, with a focus on the rehabilitation of the port of Nsanje and the development of two hydroelectric plants. This was possible thanks only to the recognised prestige that has been built up by its position in the marketplace, governed by correctness and competence in execution.

In Mozambique the focus continues to be on the construction of the bridge over the Zambezi river, the biggest public works job since the country became independent. The job, awarded in 2006 to a consortium headed by Mota-Engil, was estimated at €80 million and it is scheduled for completion during 2009. Also in Mozambique, Mota-Engil secured the contract for the recuperation of a 50-kilometre section of highway at Massinga, in the south of the country, estimated at €26 million. The company has also been pre-qualified in five calls for tenders for the reconstruction of several infrastructures totalling €280 million.

Mota-Engil has also been pre-qualified in the call for tenders for the design and construction of the bridge between Maputo and Catembe, on the south side of the city, a job estimated at €200 million.

Though limited by the size of the respective markets, business in São Tomé and Príncipe and in Cape Verde demonstrates the Group's ability to take advantage of opportunities that arise in the Portuguese-speaking countries of Africa.

In Peru the Group continues to make its mark, particularly in earthmoving business. The year under review was yet another good year for the business in this country. The stability of the market allowed us to continue to develop the growth strategy and to enhance our local associate. It is to this end that we are continuing to take steps to diversify the business through a move into the property development market.

In the USA, our associate MK Contractors, which is engaged in the construction of residential real estate undertakings, was

inevitably affected by the crisis seen in the North American residential market, as was the case in 2007. The business of this associate was limited to ensuring continuity, at a slower pace, of the projects started in previous years.

The year was also marked by the start to the activity of this business area in Mexico and Venezuela.

In Mexico, a start was made to the construction of the Perote-Banderilla y Libramiento de Xalapa motorway, representing an investment in the construction area of about €179 million.

In Venezuela, we should point out that the Group has a 26% stake in a consortium of Portuguese companies set up to carry out contract work at the port of La Guaira in the country. The stage already contracted in respect of the preparation of the plans is estimated at US\$ 9 million out of a total of US\$ 658 million estimated for the whole of the job (57 months). The remodelling of the port of La Guaira will have a major impact in that it is Venezuela's main port, serving the city of Caracas. The job will bring about the modernisation of the port through the

construction of new berths, sea-protection elements, new cargo and container handling platforms and installation of the respective lifting gear and cargo-handling equipment.

The African and America business segment increased its turnover in 2008 by 55% to €430 million (2007: €278 million). The performance of operating profit was also very good, with EBITDA standing at €61 million, compared to €44 million in 2007.

The following table shows the capital flows between the organisation and its stakeholders.

The Direct Economic Value Generated grew sharply (48%) from 2007 to 2008, allowing a 72% increase of the Accumulated Economic Value in 2008. In practice, Mota-Engil was able to increase its capacity to retain wealth (Accumulated Economic Value) from 4% of the Value Generated in 2007 to 5% in 2008.

There were no financial implications in 2008 nor other risks or opportunities resulting from climate change as far as the business carried on by the organisation is concerned.

## ECONOMIC VALUE GENERATED AND DISTRIBUTED

EUROS

INDICATOR	2008	2007
<b>Direct economic value generated</b>	<b>1,106,867,674</b>	<b>749,150,806</b>
Income	1,106,867,674	749,150,806
<b>Economic value distributed</b>	<b>1,053,089,072</b>	<b>717,799,636</b>
Operating costs	866,430,859	582,289,312
Wages and employee benefits	136,815,992	108,348,421
Payment to capital providers	38,362,317	19,466,908
Payments to the State	11,371,704	7,589,235
Investments in the community	108,200	105,760
<b>Economic value accumulated</b>	<b>53,778,602</b>	<b>31,351,170</b>



## 2. SUBSIDIES EARNED AND PENSION PLANS

Operating subsidies received by Mota-Engil Engenharia from the State or other public entities, both national and foreign, amounted to €404,613.40.

Subsidies were also received from the State in the sum of €44,379.47 in respect of hiring workers looking for their first job.

Other than the mandatory contributions to the general social security scheme, based on the wage bill, Mota-Engil Engenharia has no defined-contribution pension plan.

## 3. PRESENCE IN THE MARKET

With regard to this aspect, which is a matter to be addressed in keeping with the reporting directives adopted (GRI 3.0), we are pleased to set out the Mota-Engil Engenharia policy in respect of the following matters.

### Wage policy

The remuneration standards implemented by Mota-Engil Engenharia are generally in line with the Group's overall policy regarding the matter. They are established taking into account the professional category and an assessment of the duties of its employees, their insertion into the business lines and the respective career plans, and the performance achieved, rewarding merit through an appropriate variable remuneration policy.

In employment matters, Mota-Engil Engenharia is governed by the Civil Construction and Public Works Collective Bargaining Agreement which suppletively governs the company's working conditions over and above the provisions of an imperative nature enacted by the general law.

Insofar as remuneration is concerned and with regard to the fixing of the national minimum wage by law, the sums paid by Mota-Engil Engenharia are higher than those stipulated.

### Local suppliers

The complexity of the projects and works in which Mota-Engil Engenharia is involved does not allow systematic adoption of a policy of selection of suppliers based on their proximity, in a reasoning of favouring local communities.

Nevertheless, despite the fact that no policy has been formalised to give preference to local suppliers, whenever it makes a start to searching the market Mota-Engil Engenharia endeavours to ensure that they are consulted and included in the selection process in keeping with technical and financial criteria defined in advance.

These criteria include variables such as price/quality, completion or delivery dates, and presentation of variations that meet or improve the two preceding requirements.

Under like circumstances the following criteria are used: best price during the call for tenders stage and best in-house evaluation.

Suppliers are subject to a qualification process in which they are appraised on the basis of their standing, their possession of the appropriate permits, their technical and economic and financial capacity, and their quality assurance.

The general supply rules and regulations to be complied with by the Mota-Engil Engenharia suppliers and contractors are duly formalised.

Subcontractors working with Mota-Engil Engenharia are, on the other hand, integrated into the Management System and they are informed in advance of the environmental and safety rules to be complied with in the execution of the contracts.

### Local workers

The specialised nature of a large part of Mota-Engil Engenharia's activities, allied to the constraints proper to the working of the labour market, does not allow systematic recourse to local hiring.

Besides the good social impacts for the local communities that would be provided by such hiring, it would also provide evident gains in the cost of the resources involved.

However, since Mota-Engil Engenharia's business is much dispersed and the jobs and projects in which it is involved are also of a temporary nature, as and where possible it does endeavour to hire local workers, especially in those sectors requiring less specialisation.

#### **Management staff**

There is no local hiring of middle and top management on account of the dispersal and complexity of the company's business. Other criteria are taken into account, such as the qualifications, experience and knowledge of the business of the people to be taken on.

This solution allowed the reuse of 645,000 m<sup>3</sup> of these materials and had an impact on the Town Hall / population in the sum of about €1,780,000.

Of the sundry jobs that were carried out, emphasis is given to the construction of four landfills using a total of 445,000 m<sup>3</sup> of materials left over from the Bypass construction and to the recuperation of an old quarry located at Buraco da Moura using 200,000 m<sup>3</sup> of these materials, allowing the elimination of an environmental risk and providing safety for the neighbouring population.

#### **4. INDIRECT ECONOMIC IMPACTS**

Mota-Engil Engenharia seeks to contribute responsibly to the development of the local communities, especially with regard to infrastructure projects, in the course of its business in many countries and socio-economic surroundings.

An example of this concern was the challenge created by the contract for the EN205 Bypass at Arco de Baúlhe, where there was a need to find an alternative solution for the dumping of 710,000 m<sup>3</sup> of earth that would meet environmental requirements. For the purpose, a project was drawn up in conjunction with the local authority for the construction of various landfills using the earth left over from the job.

## 8.1.2 ENVIRONMENT & SERVICES

SUMA, SERVIÇOS  
URBANOS E MEIO  
AMBIENTE, SA

### 1. FRAMEWORK OF THE WASTE SECTOR

The organisation and setting up of the infrastructures of the sector, seeking its environmental, social and economic sustainability, are essential priorities.

Examples of this include the presentation, in January 2007, of the NSRF (National Strategic Reference Framework), an instrument defining the application in Portugal of the Community economic and social cohesion policy for the 2007-13 period, whose operational programmes involve strategies for the Industry, and the publication in February of the 2007-16 PERSU II (Strategic Solid Urban Waste Programme), which defines the operating axes, the objectives, targets and measures to be implemented and is also intended to revolutionise the panorama of Solid Urban Waste Management in Portugal during the coming years, taking advantage of the Community funds provided under the NSRF.

PERSU II is an essential strategic instrument calling for investments in the order of €1 billion, of which some €650 million are eligible under the NSRF.

One of the major targets of this plan is the utmost enhancement of waste, to the detriment of dumping in landfills. One of its greatest aspirations is to deviate biodegradable urban waste (BUW) from landfills and, instead, to focus heavily on anaerobic digestors, composting, and mechanical and biological treatment, contributing to the minimisation of ground use and reducing greenhouse gas emissions.

The recommended objectives will align with the Community strategies and with the Kyoto Protocol, severing the link between waste production and economic growth, while achieving the imposed goals of recycling, waste enhancement and deviation of BUW from landfills, increasing the useful lives of the latter and helping to meet the goals established for energy production using renewable sources.

This plan sets up major transformations within the Waste Industry, calling for a 10% increase both in organic enhancement of BUW collected selectively and also in multi-material enhancement, with a 20% growth of mechanical and biological treatment and a 40% decrease of landfill dumping.

Adaptation of the SUW Management Systems with a view to implementing the strategy now introduced will require an effort if the goals are to be met, and will bring about greater responsibility for all parties involved to ensure that the waste industry is able to evolve insofar as its organisation, modernisation and sustainability are concerned.

### 2. REVIEW OF THE BUSINESS

The business of the Environment & Services area was excellent in 2008, consolidating its leadership in several segments. Turnover amounted to €285.8 million, compared to €248.9 million in 2007, an increase of 15%. In operating profit, too, this business area performed well. EBITDA amounted to €66.4 million (2007: €58.7 million), providing an EBITDA margin of 23%, slightly lower than in 2007.

The waste business segment includes the companies engaged in the collection and processing of solid urban waste dealt with by SUMA, and used oils. In 2008 the waste business returned a growth of 18%, its turnover growing from €85.8 million in 2007 to €101.4 million.

The inclusion of the Novaflex Group in 2007 allowed the SUMA Group to reinforce its position as the national leader of this segment. On the other hand, after the acquisition of Triu, the Group extended its involvement in the industrial-waste treatment market. SUMA thus leads the market with a 54% share of the privatised market, serving 46 municipalities and a population of more than 2 million. With regard to waste treatment SUMA operates in 28 municipalities, serving a population of 815,000. Given the market share achieved,

we are aware that we shall only be able to continue to grow at this rate if the rate of privatisation of this market, mostly operated by public entities, accelerates.

Therefore, the growth option calls for internationalisation of the business and the Group has defined as its strategic markets Angola and Central Europe, where it operates through its structure involved in the Construction business. It should be mentioned that several contracts have already been awarded in Angola and that the prospects are encouraging. The operation in

Poland is not yet developing as desired, but the Group is still on the lookout for growth opportunities through acquisitions.

Despite the present state of the economy, we are of the conviction that 2009 will allow us to keep up the growth of this segment, though at a lesser rate and with considerable pressure on operating margins.

The following table reflects the flows of capital between the organisation and its stakeholders.

#### ECONOMIC VALUE GENERATED AND DISTRIBUTED

EUROS

INDICATOR	2008	2007
<b>Direct economic value generated</b>	<b>71,821,528</b>	<b>61,276,169</b>
Income	71,821,528	61,276,169
<b>Economic value distributed in</b>	<b>62,028,302</b>	<b>53,929,971</b>
Operating cost	27,584,467	20,942,134
Wages and employee benefits	23,382,465	20,226,996
Payments to capital providers	6,696,077	8,113,474
Payments to the State	4,219,588	4,635,012
Investments in the community	145,704	12,355
<b>Economic value accumulated</b>	<b>9,793,226</b>	<b>7,346,198</b>

Direct Economic Value Generated rose by about 17% in 2008, allowing the Accumulated Economic Value to increase by 33%.

#### SALES & SERVICES RENDERED

INDICATOR	2008	2007
Turnover (€)	83,117,886	57,787,915
Nr. of Installations/Centres	53	52
Nr. of items of Equipment (heavy/light)	804	702
Nr. of Municipalities served (SUW collection and urban cleaning)	46	35
Nr. of Inhabitants served (SUW collection and urban cleaning)	1,981,880	1,808,213
Nr. of Municipalities served (SUW Treatment)	43	6
Nr. of Inhabitants served (SUW Treatment)	1,249,964	472,472
Quantity of Waste – SUW Collection (tonnes)	704,863	573,612
Quantity of Waste – SUW Treatment (tonnes)	554,908	259,116
Quantity of Waste – Industrial (tonnes)	26,451	24,991

### 3. SUBSIDIES EARNED AND PENSION PLANS

During 2008 SUMA did not attract any operating subsidies from the State or other entities. Nevertheless, tax benefits were granted in the sum of €361,380.46 in respect of creation of jobs for youths.

Other than the mandatory contributions to the general social security scheme, calculated on the total wage bill, SUMA has no defined-contribution pension plan.

### 4. PRESENCE IN THE MARKET

#### Wage policy

The remuneration standards implemented by SUMA are generally in line with the Group's overall policy regarding the matter. They are established taking into account the professional category and an assessment of the duties of its employees, their insertion into the business lines and the respective career plans, and the performance achieved, rewarding merit through an appropriate variable remuneration policy.

In view of the absence of any regulatory collective bargaining instrument in respect of SUMA's business activities as a whole, labour relations within the company are governed by general law.

Insofar as remuneration is concerned and with regard to the fixing of the national minimum wage by law, the sums paid by SUMA are higher than those stipulated.

#### Local suppliers

SUMA's suppliers are divided into two major segments – principal and secondary.

Principal suppliers are those whose performance has a direct effect on the services provided by SUMA, especially with regard to the quality of the service and to the environmental and safety conditions under which it is carried out.

Secondary suppliers are those associated with specific acquisitions and supplies in

accordance with the geographic area in which each Service Centre is located and they are normally and preferably local suppliers.

Supplier appraisal and classification is undertaken in accordance with a documented procedure that includes the SUMA management system processes network and is used for all principal suppliers.

The process of purchasing from local suppliers is defined in its procurement Procedure where it is stated that “the requisitioner has the autonomy to make a purchase locally whenever wishing to acquire decentralised material”. The list of centralised and decentralised materials and of their respective suppliers is updated periodically on the basis of the evaluation of approved suppliers and on the approval of new suppliers.

Like centralised purchases, decentralised purchases take into account aspects such as the specifications of the good or service, compatible supply and payment conditions, risk for workers and third parties arising from the use of the good or service, environmental impact of the goods or services to be supplied and appraisal of the history of the supplier in question.

#### Local workers

Where possible, SUMA endeavours to recruit local workers, especially for work requiring a lesser degree of technical specialisation.

As in the case of Mota-Engil Engenharia, the specialised nature of SUMA's business, allied to the constraints proper to the working of the labour market, does not allow systematic recourse to local hiring.

#### Management staff

There is no local hiring of middle and top management, as in the case of Mota-Engil Engenharia. Other criteria are taken into account, such as the qualifications, experience and knowledge of the business of the people to be taken on.

## 5. INDIRECT ECONOMIC IMPACTS

SUMA's business is carried on in many geographic areas and socio-economic contexts, requiring constant learning by the Organisation in its adaptation to these surroundings, in an endeavour to ensure that its impacts are socially positive. Since the majority of the work performed in these surroundings is based on medium-duration contracts there is a certain stability for its operations, allowing consistent relations to be established with the local economic and social networks in which all parties have responsibilities.

In addition to the indirect impacts caused by its business, SUMA also seeks to make a responsible contribution to the development of local communities, through a special effort involving its environmental education and awareness measures.

## 8.2 ENVIRONMENTAL PERFORMANCE

### 8.2.1 ENGINEERING & CONSTRUCTION

#### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

##### 1. ENVIRONMENTAL MANAGEMENT

Regard for the environment is an essential aspect of Mota-Engil Engenharia's vision, strategy and policy. To this end Mota-Engil Engenharia has established as its general Environmental Management principles:

- ensuring compliance with applicable legal and contractual requirements;
- reducing the environmental impacts stemming from the activities of the Business Areas, through implementation of adequate environmental rules and procedures, especially with regard to the management of waste, wastewater and hazardous products; to the control of atmospheric emissions and noise; to the rationalisation of areas to be occupied; and to the consumption of raw materials;
- implementing the Environmental Management System at every Cost Centre and defining a guideline document which, through development of planning, implementation, monitoring and verification methodologies, will comply in full with legal requirements and with standard EN NP 14001, including those rules included in its Environmental Policy;
- ensuring that the fundamental factors of environmental protection and best environmental management practices are considered at every stage of the activities of the business areas;
- creating awareness among company employees and subcontractors of the

responsibility for the preservation of the environment, providing training and education appropriate to each job;

- establishing monitoring and control programmes adequate to verification of fundamental quality parameters, so as to allow ongoing appraisal of the implementation and efficacy of the procedures;
- periodically evaluating the effectiveness of the Environmental Management Plan to correct or improve it with a view to ongoing environmental improvement.

Mota-Engil Engenharia has had an Environmental Management System since May 2005, implemented and certified in accordance with standard NP EN ISO 14001. It is incorporated into its Management by Processes System, allowing the various requirements of this standard to be met in the various processes.

Recognising the dimension and influence of its activity in the matter of the environment, Mota-Engil Engenharia has entered into a commitment to act responsibly in a constant endeavour to minimise the direct and indirect environmental impacts of its business.

This concern has been interiorised and embedded in the Mota-Engil Engenharia management processes through implementation of specific procedures for the various environmental descriptors, compliance with legal requirements, regular appraisal of environmental performance and promotion of environmental values and procedures among its workers and subcontractors.



## 2. ORGANISATION OF THE ENVIRONMENTAL MANAGEMENT SYSTEM

The management system in force at Mota-Engil Engenharia is based on modelling by processes, reflected in a repository of functional and organisational knowledge oriented towards its various businesses.

This allows integrated, systematised approach by management, leading to the establishment of targets and compliance with certification rules, as well as to innovation and improved performance.

For each activity the associated environmental aspects are determined, the identification process following a methodology described in a specific procedure applicable to all activities undertaken by the Organisation.

Environmental aspects considered significant are subsequently incorporated into an Environmental Management Plan allowing them to be controlled through monitoring and measurement programmes, application of operational control procedures, definition of measures to be complied with by subcontractors, establishment of corrective and preventive measures, environmental training and awareness courses for workers and information for the population on the impacts stemming from the work.

Worker training and awareness is a central aspect of the Environmental Management Plan, involving a number of measures to divulge the essential aspects of the Environmental Management System, environmental procedures to be implemented, and information of relevant environmental matters. These measures are extensive to all entities involved and to subcontractors' workers.

In this connection, direct mailing activities are also undertaken, directed at all Mota-Engil Engenharia employees, related with the commemoration of the World Water Day, the World Tree Day, the International Earth Day and other evocative dates.

The levels of responsibility and the definition of the duties and interdependence of all employees involved within the scope of the environmental management system are defined in the modelling of the system. The Mota-Engil Engenharia e Construção director responsible for environmental matters is charged with the utmost responsibility for the environmental policy.

The heads of the areas and Works Divisions are charged with undertaking their activities in conformity with the requirements of the system, and also with updating the system in the light of the practices actually implemented from a standpoint of ongoing improvement.

In the absence or impediment of these senior managers they are substituted on a temporary basis through the explicit appointment of someone who will perform their duties in this field.

With regard to the Construction, Infrastructures and Engineering business, the main segment of activity, some projects are submitted to Environmental Impact Appraisal, while the environmental principles and requirements to be met in each job, as defined by the respective Employer, are also relevant.

In environmental management at building yards there are specific procedures for the management of waste and effluents and for noise control. The building yards and the various job fronts are provided with the materials and means required to respond to any environmental incident or accident, particularly in the event of accidental spillages of pollutant substances. The areas allocated to workshops, machinery parks and storage of chemical products are rendered impermeable and are provided with effective drainage.

In Mota-Engil Engenharia's sector of activity waste management is of particular importance. At all the company's facilities and works Waste Management Plans are

implemented, which establish the guidelines for operations involving selective collection, temporary storage, packing, transport and appropriate final disposal.

The Environmental Management System also includes performing internal audits with a view to assessing conformity with the system. Their planning is performed half-yearly and the audit teams are independent of the areas to be audited, so as to ensure their impartiality and independence.

**3. SYSTEM OF INDICATORS**

The system of indicators adopted within the framework of the Mota-Engil Engenharia environmental management policy is designed to provide the information required within the scope of the GRI 3.0 Reporting Directive. The following tables provide indicators in respect of each environmental descriptor. The following densities and conversion and emission factors have been used:

**• Typical densities:**

- Diesel 890 kg/m<sup>3</sup>

**• Conversion factors:**

- Diesel: 43.31 GJ/tonne - Source: Environment Institute;
- Electricity: 0.0036 GJ/kWh net - Source: EDP.

**• CO<sub>2</sub> Emission Factors:**

- Diesel: 74.1 kg/GJ - Source: Environment Institute;
- Electricity: 445 GJ/kWh net - Source: EDP.

**I. Materials**

In the business carried on by Mota-Engil Engenharia the biggest consumption of materials is linked to the execution of construction contracts and quarrying.

The following table shows the main materials consumed during 2008 and the respective quantities.

MATERIALS CONSUMED

DESIGNATION	UNITS	TOTAL
Accumulators (batteries)	un	235
Steel	tonne	37,192
Adjuvant	tonne	670
Aggregates (sand, gravel, inerts...)	tonne	1,919,314
Tiles	m <sup>2</sup>	16,344
Bentonite	tonne	0,5
Concrete	tonne	1,409,578
Cement	tonne	234,041
Crowns	un	155
Steel	tonne	98
Geotextiles	m <sup>2</sup>	397,652
Fluorescent lamps	un	18,407
Timber	tonne	3,997
Lubricating grease	tonne	1
Oils	tonne	262
Paper	tonne	21
Paint	tonne	4
Ink cartridges	un	3,493
Toners	un	1,078
TPVC pipes	tonne	186

**II. Energy**

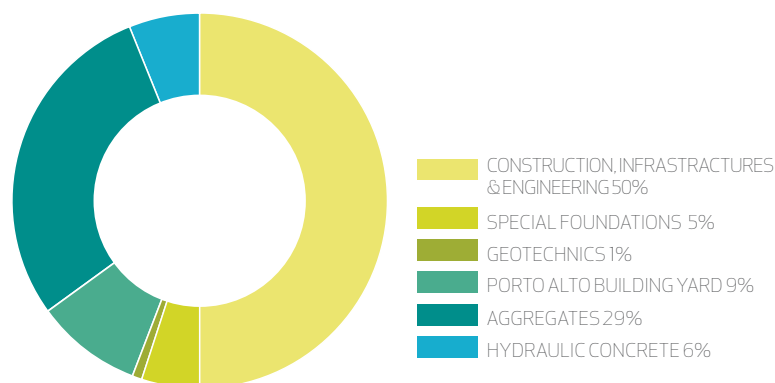
This resource is essential to the business of Mota-Engil Engenharia both in transportation and for the production sector. Diesel is the major form of energy consumed, linked with the working of machinery, equipment and other vehicles.

The following charts provide an overview of energy consumption broken down by primary source.

DIRECT ENERGY CONSUMPTION BY PRIMARY ENERGY SOURCE

BUSINESS AREAS	AGGREGATES	HYDRAULIC CONCRETE	CONSTRUCTION INFRASTRUCTURES & ENGINEERING	SPECIAL FOUNDATIONS	GEOTECHNICS	PORTO ALTO BUILDING YARD	CENTRAL LABORATORY	TOTAL
Diesel consumption (litres)	3,803,424	776,926	6,635,557	711,810	103,926	1,202,292	27,386	13,261,321

DIRECT ENERGY CONSUMPTION BY ACTIVITY



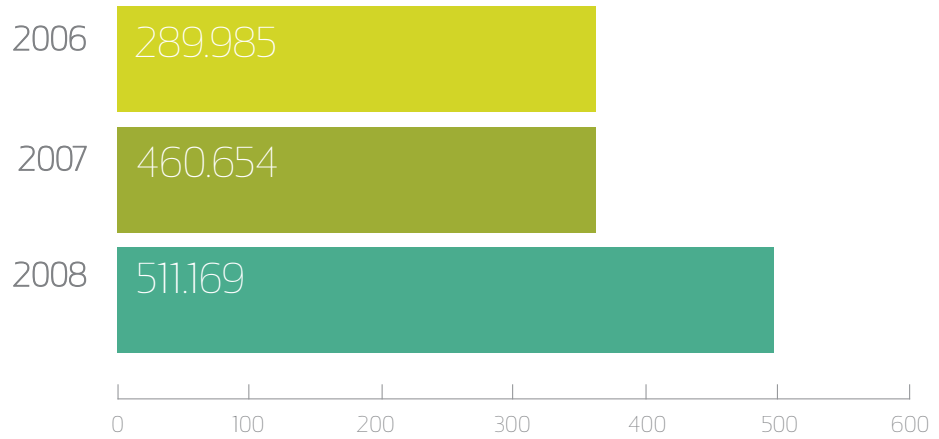
During 2008 the business areas that saw bigger growth of this resource were Construction, Infrastructures and Engineering, and the Aggregates area accounting for

50% and 29% of total consumption respectively. However, it should be pointed out that the Aggregates area reduced its diesel consumption by about 37% compared to 2007.

DIRECT ENERGY CONSUMPTION BY ACTIVITY

EVOLUTION OF THE DIRECT ENERGY CONSUMPTION

(GJ/YEAR)



Analysing Mota-Engil Engenharia's diesel consumption over the past three years it can be seen that, although consumption of this resource rose, the growth rate is diminishing – up 11% in 2008 compared to 59% in 2007.

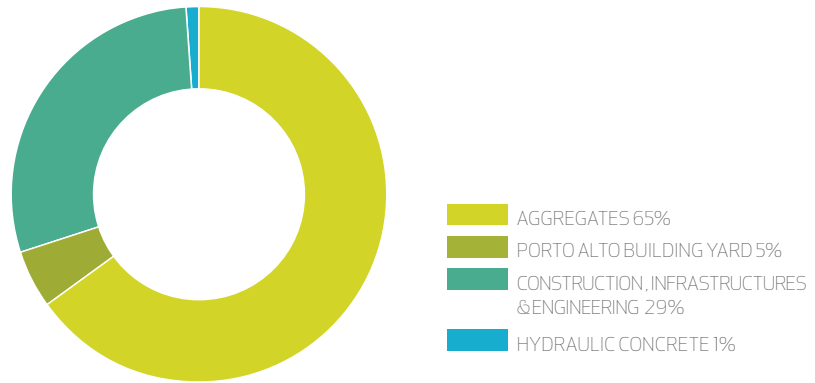
The following charts provided a breakdown of electricity consumption, here considered an indirect component of total energy consumption.

Viewing diesel consumption in the light of the volume of activity it can be seen that diesel consumption in GJ per million euros of sales fell by 20% – down from 439 GJ per million euros sold in 2007 to 348 in 2008.

INDIRECT ENERGY CONSUMPTION BY SEGMENTED BY PRIMARY SOURCE

BUSINESS AREAS	AGGREGATES	HYDRAULIC CONCRETE	CONSTRUCTION INFRASTRUCTURES & ENGINEERING	GEOTECHNICS	PORTO ALTO BUILDING YARD	CENTRAL LABORATORY	TOTAL
Electricity consumption (kWh)	9,666,694	211,046	4,270,848	20,550	756,117	19,706	14,944,961

INDIRECT ENERGY CONSUMPTION BY ACTIVITY

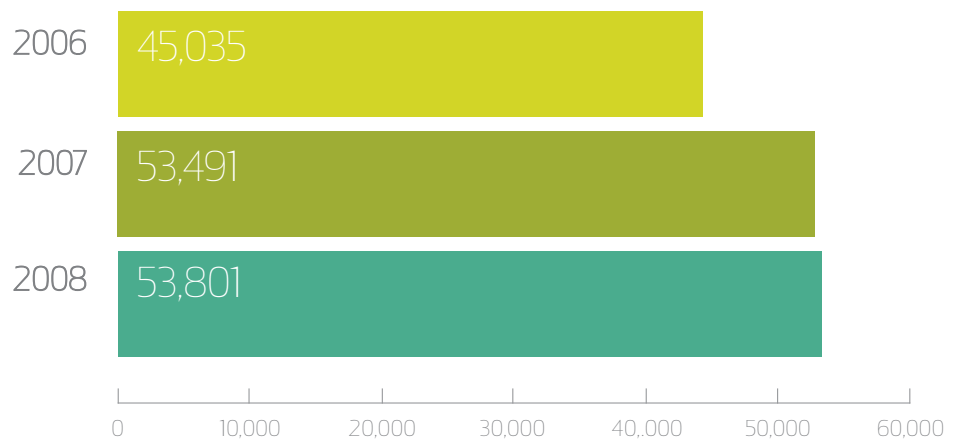


In electricity-consumption terms the Aggregates and the Construction, Infrastructures and Engineering business areas were also those that made the biggest contribution to the consumption of this resource in 2008, accounting for 65% and 29% of total consumption respectively. With the exception of Construction, there was a slight decrease of electricity consumption by every Business Area compared to 2007.

The increase seen in the Construction, Infrastructures and Engineering area is partially the result of the fact that the analysis of electricity consumption at temporary sites is particularly complex, for the figures vary in keeping with the nature of the activities carried on, the type of job, the number of employees assigned and the equipment used.

EVOLUTION OF INDIRECT ENERGY CONSUMPTION

(GJ/YEAR)



It can be seen that, as in diesel consumption, Mota-Engil Engenharia has reduced the rate of growth of electricity consumption since

2006 - in 2008 consumption was practically unchanged compared to 2007.

For a more accurate comparative analysis of these consumptions there was a need to purge from total energy consumption for 2007 the electricity consumed by the buildings since it did not prove possible to obtain accurate information for 2008 in this connection. There was therefore a slight increase of total electricity consumption compared to 2007 (about 0.6%), essentially caused by the Construction, Infrastructures and Engineering area.

Viewing electricity consumption in the light of the volume of activity it can be seen that electricity consumption in GJ per million euros of sales fell by 28% – down from 51 GJ per million euros sold in 2007 to 37 in 2008.

Various Mota-Engil Engenharia business areas focus on implementing measures designed to optimise energy consumption, with a focus on the EPA (Porto Alto Central Building Yard) Sustainability Project which aims to adopt alternative energies at the yard through the installation of solar water heaters and/or photoelectric panels, located on the brick buildings and steel-structured and metal-clad industrial buildings that make up the facility.

Side by side with this project, accessory procedures have been established to rationalise consumption, such as:

- application of thermal film to the glass of the buildings' windows;
- installation of automation to control activation and deactivation of equipment / installations in keeping with the respective working hours;
- replacement of incandescent light bulbs by others having lower consumption and a longer life;
- fine-tuning of the battery of reactive-energy compensation condensers.

These initiatives will also be fundamental to the reduction of greenhouse gas emissions.

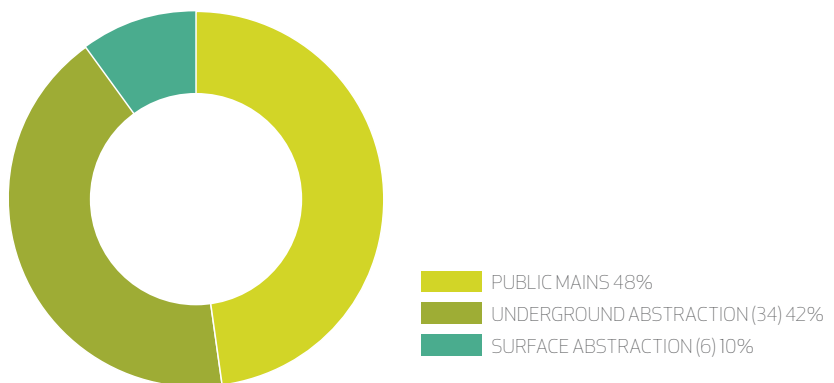
**III. Water**

In 2008 water consumed by Mota-Engil Engenharia amounted to 409,000 m<sup>3</sup>.

Water is used by the various activities for domestic and industrial purposes, and in washing wheels and public thoroughfares and access roads in order to reduce the release of dust into the atmosphere.

About 48% of the water consumed by Mota-Engil Engenharia in carrying on its business is provided by the public mains, while water is also consumed from 34 underground abstractions and six surface abstractions.

WATER CONSUMPTION BY SOURCE AND USE

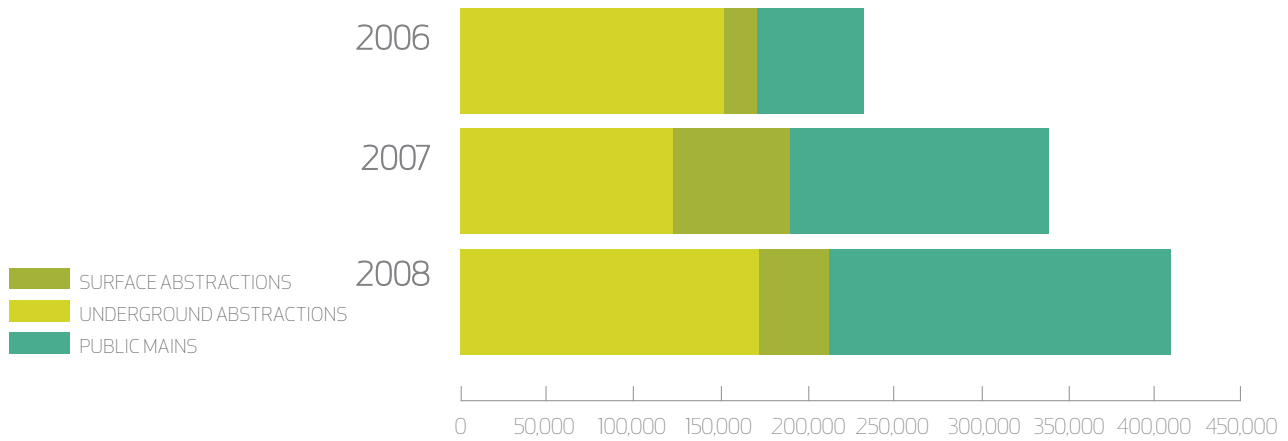


It can be seen that, although water consumed has increased, the growth rate has declined over the years. Compared to 2007

there was a significant reduction (41%) in water consumed from surface abstractions.

EVOLUTION OF WATER CONSUMPTION SEGMENTED BY SOURCE

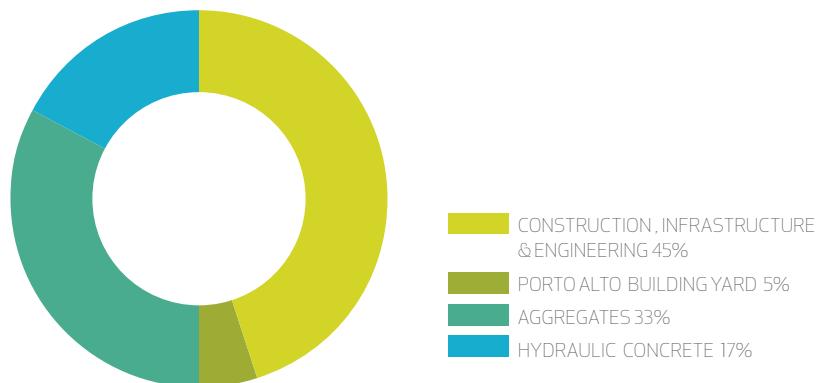
(M<sup>3</sup>)



Viewing water consumption in the light of the volume of activity it can be seen that water consumption in cubic metres per million euros of sales fell by 14% compared to 2007 – down from 323 m<sup>3</sup> per million euros sold in to 279 in 2008.

The following chart illustrates the water consumed by the various activities undertaken by Mota-Engil Engenharia during 2008.

TOTAL WATER CONSUMPTION, BY ACTIVITY





The major consumption involves the Construction, Infrastructures and Engineering business area, and the Aggregates business area, together accounting for 78% of total water consumption. The increase of water consumption is partly the result of improved data collection in 2008 and of the increase of turnover.

It should be pointed out that the Geotechnics business area has reduced its water consumption since 2006 and, from 2007 to 2008, it fell 24%.

It should also be mentioned that the Aggregates and Ready-mix Concrete business areas reused 11,100 m<sup>3</sup> of water in 2008, or 5.4% of their consumption.

**IV. Biodiversity**

Mota-Engil Engenharia has no facilities located in classified areas or protected zones.

Nevertheless, possible environmental impacts, including impacts on biodiversity,

are determined and evaluated for every business area.

Biodiversity is also taken into account in the case of jobs subject to Environmental Impact Studies and to Working Plan Environmental Conformity Reports (RECAPE) and also in preparing Environmental Impact Studies for quarrying operations.

**V. Emissions, Effluents, Waste**

Generally speaking, the civil construction industry's emissions are gaseous emissions caused by transportation and by the use of machinery and vehicles.

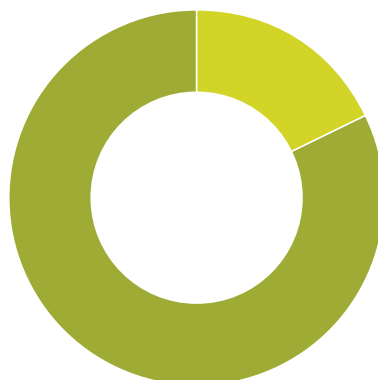
CO<sub>2</sub> is the major gaseous emission produced by Mota-Engil Engenharia, both in terms of quantity and in terms of impact. CO<sub>2</sub> emissions have therefore been calculated in respect of direct energy consumption – production related – and indirect energy consumption – related with the vehicle fleet.

DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS

(TONNES/YEAR)

EMISSIONS CO<sub>2</sub>

Diesel	31,645,7
Electricity	6,800,0
<b>Total</b>	<b>38,445,7</b>



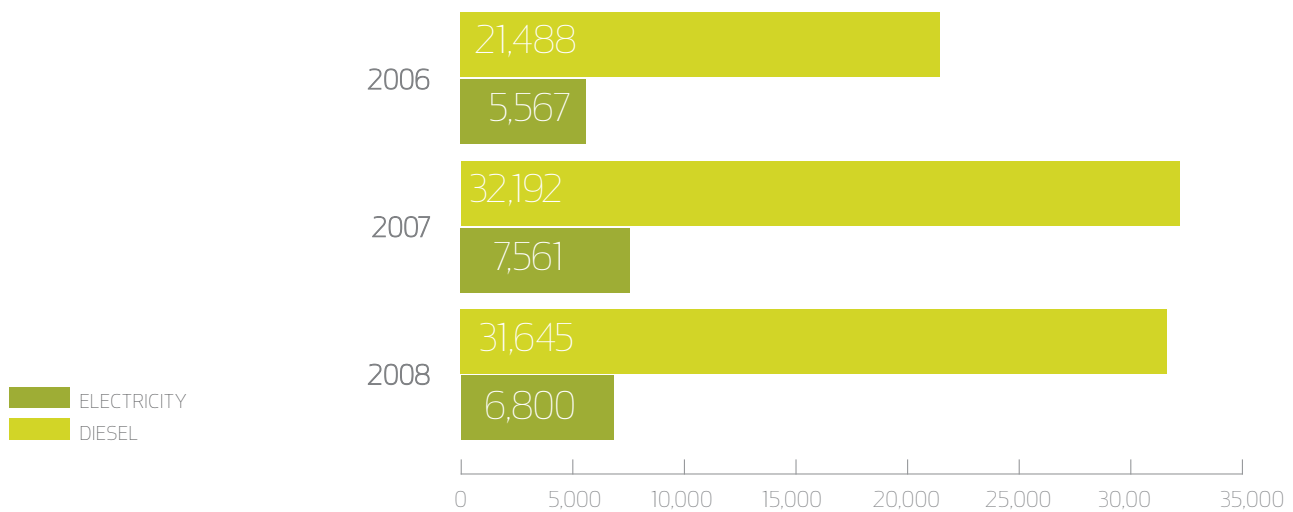
ELECTRICITY 18%  
DIESEL 82%

Diesel is an energy source that accounts for 82% of the Mota-Engil Engineering CO<sub>2</sub> emissions.

In 2008 there was a 3.3% reduction of greenhouse gas emissions, a large part of which in electricity generating (10%).

EVOLUTION OF DIRECT AND INDIRECT GG EMISSIONS

(TONNES/YEAR)



OTHER INDIRECT GREENHOUSE GAS EMISSIONS

(TONNES/YEAR)

2008

Diesel - vehicle fleet	6,232
------------------------	-------

Mota-Engil Engenharia's business does not cause emission of ozone-layer destroying substances.

With regard to the production of dust caused by the movement of machinery and vehicles, the control measures usually imposed include dampening the ground, covering earth during transport, encapsulated silos and use of equipment to remove earth from and to wash the wheels of vehicles.

Mota-Engil Engenharia also regularly monitors gaseous emissions and, where necessary, installs filters to remove particles.

With regard to effluent production, the activities carried on by the Mota-Engil Engenharia business areas produce relatively small quantities and, during 2008, a total of 1,557 m<sup>3</sup> of industrial wastewater was discharged.

The activities that contribute most to this total are sand-washing run-off (the Aggregates business area) and washing and maintenance of equipment and of the fueling stations, and wheel-washing. In these situations, with the exception of sand washing, the effluent passes through a hydrocarbon separator before final disposal.

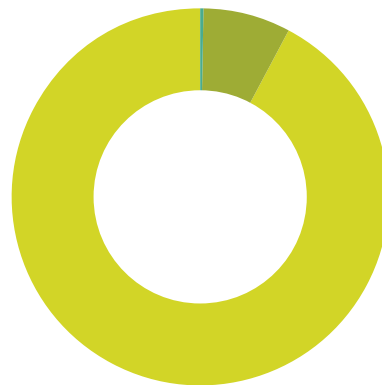
The civil construction sector accounts for a very significant part of the waste generated in Portugal, a situation common to most Member States of the European Union, where it is estimated that annual production of Construction and Demolition Waste (CDW) amounts to 100 million tonnes.

With the coming into force of Decree-Law 46/2008, the waste produced by construction and demolition activities came to be classified as CDW.

The types of waste produced by the activities carried on by Mota-Engil Engenharia are as shown in the following chart:

- Construction and Demolition Waste
- Industrial Waste
- Waste Equivalent to Urban Waste

#### TOTAL QUANTITY OF WASTE BY TYPE



- TOTAL HAZARDOUS CONSTRUCTION & DEMOLITION WASTE 92.2%
- TOTAL INDUSTRIAL WASTE 7.4%
- TOTAL WASTE EQUIVALENT TO URBAN WASTE 0.4%

It should be said that Mota-Engil is involved in several waste-enhancement projects.

- Enhancement of excavation materials – the materials excavated during highway works are traditionally taken to dumps, whereas they can be enhanced through techniques involving treatment of the materials using hydraulic binders (lime and cement). This enhancement allows a reduction of consumption of mineral resources and, at the same time, a reduction of costs and energy consumption.
- Recycling coated macadam from highway paving gives rise to large quantities of materials caused by pavement milling, most of which is taken to dumps. Hot-recycling of coated macadam is intended to ensure a more sustainable management of the consumption of fine materials in highway paving.
- Recycling coated macadam with bitumen rubber – used tires are a highly polluting

form of waste and there are few other alternatives in terms of their enhancement. Mota-Engil has performed studies on the use of disintegrated rubber from used tires used in the manufacture of coated macadam.

- Enhancement of quarry fines – within the scope of a protocol closed by the National Civil Engineering Laboratory and Mota-Engil Engenharia, a research programme is currently under way directed at the enhancement of the fines resulting from washing the aggregates from two production centres, from a standpoint of their application as a construction material in geotechnical works.

The following table details the types of waste produced by Mota-Engil Engenharia during 2008, as well as the methods used to process them.

#### TOTAL WASTE BY TYPE AND DISPOSAL METHOD

(TONNES/YEAR)

##### TYPE OF WASTE

Total Hazardous Industrial Waste	269,7
Enhancement (Code R)	150,2
Elimination (Code D)	119,5
Total Non-Hazardous Industrial Waste	1,419,1
Enhancement (Code R)	1,294,0
Elimination (Code D)	125,1
Total Hazardous Construction & Demolition Waste	1,389,2
Enhancement (Code R)	19,5
Elimination (Code D)	1,369,7
Total Non-Hazardous Construction & Demolition Waste	19,554,8
Enhancement (Code R)	11,664,7
Elimination (Code D)	7,890,1
Waste Equivalent to Urban Waste	79,8
Enhancement (Code R)	24,9
Elimination (Code D)	54,9

The waste generated by Mota-Engil Engenharia's activities is essentially construction and demolition waste (CDW), which accounts for about 92% of waste produced, which totals 22,713 tonnes. Of this CDW, 86% are non-hazardous waste.

include concrete mixtures, tiles, membranes and ceramic materials considered as CDW, concrete and ferrous metals.

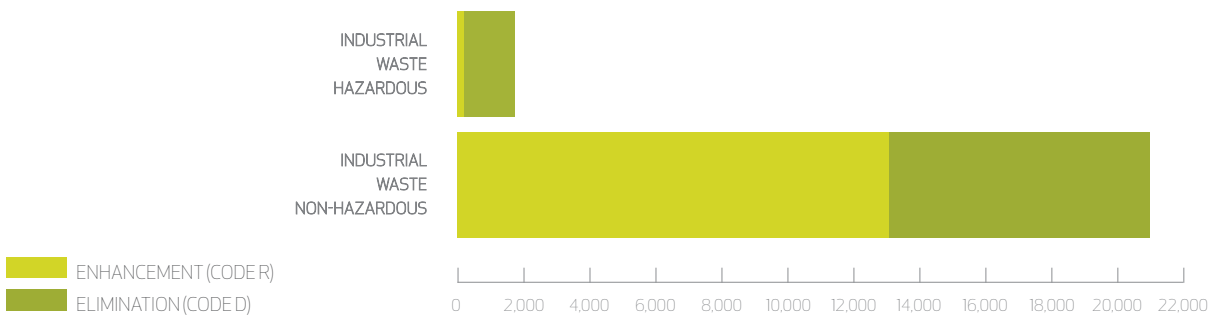
It should also be mentioned that 277 tonnes of soil and rock were reused during 2008.

By way of example the Industrial Waste and the Hazardous CDW most produced by Mota-Engil Engenharia include hydrocarbon-contaminated sludge and coated macadam containing tar. The non-hazardous

The following chart provides a breakdown of the waste-processing method employed by Mota-Engil Engenharia.

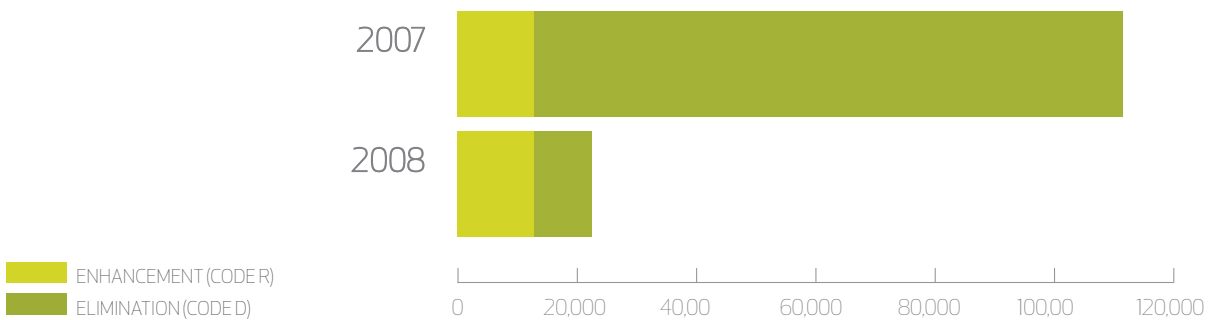
TOTAL WASTE BY TYPE AND DISPOSAL METHOD

(TONNES/YEAR)



EVOLUTION OF WASTE PROCESSING

(ELIMINATION/ENHANCEMENT)



The significant drop seen in waste production led to an increase of the weight of enhancement in 2008, up from 11% to 58%.

Mota-Engil Engenharia recorded no significant spillages during 2008. There was, however, a minor spillage of lubricants which was duly contained.

#### **VI. Products and services**

The Environmental Management Nucleus developed a specific procedure to define a methodology to identify and evaluate the environmental aspects of the activities and/or services provided by Mota-Engil Engenharia.

The methodology established in this procedure consists of determining and assessing the impacts and aspects related with a given activity, product or service, integrating those aspects considered significant into the Management system and ensuring their control.

In this way, an Environmental Management Plan is implemented at Mota-Engil Engenharia's jobs, the aim of which is to ensure compliance with the requirements of the law, the customers and the system, thus contributing to a minimisation of the impacts generated by its business (such as the production of CDW, noise or spillages).

Every one of Mota-Engil Engenharia's areas is responsible for meeting legal and other requirements applicable to it and, for the purpose, there are internal procedures that ensure that they are known and applied.

The Environmental Management Nucleus is responsible for appraising legal and other requirements applicable to the organisation's various areas, for their disclosure and for seeing that they are complied with. Where non-conformities are detected, corrective measures are implemented to resolve the situation and prevent future occurrence.

#### **VII. Conformity**

During 2008 there was an environmental administrative offence, involving a fine of €9,750 for lack of a noise permit at a Mota-Engil Engenharia job.

#### **VIII. Transport**

The Mota-Engil Engenharia fleet, which includes light and heavy vehicles and machines has a low average age of around five years, meaning lower fuel consumption and lower emissions.

## 8.2.2 ENVIRONMENT & SERVICES

SUMA, SERVIÇOS  
URBANOS E MEIO  
AMBIENTE, SA

### 1. ENVIRONMENTAL MANAGEMENT

In the field of environmental management SUMA has defined and documented the following methodologies:

- to comply with legal provisions in the matters of the Environment and Safety and Health at Work, and to plan operations associated with environmental aspects and hazards, and the respective impacts and risks, in a manner consistent with its Management policy and with its objectives and goals, so as to ensure that these operations are carried out under the specified conditions;
- to establish methodologies to control not only cases related with environmental aspects and significant risks, but also those situations where lack of such methodologies could lead to deviations from the Organisation's Policy and from its objectives and goals.

A Monitoring Plan is defined annually to govern the monitoring of the performance of the Organisation in Quality/Conformity, Environmental, and Safety and Health at Work, which includes the following aspects:

- monitoring the extent to which the objectives and goals of SUMA's Management Policy are met;
- to monitor and measure the results of the various process and activities through the indicators defined for each;
- pro-active performance measurement to monitor conformity with SUMA's Management Programme, with operational criteria and with legal and regulatory requirements;
- reactive performance measurements to monitor non-conformities (including near-accidents).

It should be mentioned that methodologies have been defined and documented in respect of:

- preventing alcohol consumption during working hours;
- organisation and implementation of Medicine at Work services with a view to looking after the health of its workers;
- ensuring that potential emergencies within the Organisation are avoided and that if and when they do occur the established operational control measures are implemented to limit the consequences for Man and the Environment.

### 2. INDICATORS SYSTEM

As in the case of the analysis performed in respect of Mota-Engil Engenharia, the system of indicators used within the framework of SUMA's environmental management policy seeks to provide the information required by the GRI 3.0 Reporting Directive.

The following tables present indicators in respect of each environmental descriptor, for which the following densities, conversion factors and emissions have been used:

- **Typical densities:**
  - Diesel 850 kg/m<sup>3</sup> – Source: BP;
  - Petrol 750 kg/m<sup>3</sup> – Source: BP;
- **Conversion factors:**
  - Diesel: 43.31 GJ/tonne - Source: Environment Institute;
  - Petrol: 44.77 GJ/tonne - Source: Environment Institute;
  - Electricity: 0.0036 GJ/kWh - Source: EDP.
- **CO<sub>2</sub> Emission Factors:**
  - Diesel: 74.1 kg/GJ - Source: Environment Institute;
  - Petrol: 69.3 kg/GJ - Source: Environment Institute;
  - Electricity: 445 GJ/kWh net - Source: EDP.



### I. Materials

The main materials consumed by the activities included in SUMA's business are related with dealing with waste, urban cleaning and maintenance of the company's fleet of vehicles and equipment.

The following table details the main materials consumed as a result of SUMA's activity during 2008.

#### MATERIALS CONSUMED

DESIGNATION	UNITS	TOTAL
Batteries	tonne	5
Plastic bags	un	1,568,701
New tires	tonne	94
Retread tires	tonne	114
Lubricants/grease	l	128,207
Diesel	l	5,643,241
Petrol	l	3,275
Total Production Chemicals (herbicides, disinfectants, detergents, bleach)	l	41,812
Paints, varnishes, enamels, thinners	l	3,117
(Other) chemical products for vehicle maintenance	l	33,398
Paper	tonne	8
Ink cartridges (ink-jet)	un	108
Toners (laser)	un	184

Monitoring and optimising raw-material and resource consumption plays a central role in the company's Management Policy, and these activities are targeted by research and development activities.

Where possible, SUMA makes use of re-usable or recycled materials. In the latter case SUMA makes use of retread tires. Of the 3,555 tires consumed in 2008, 1,732, or 49%, were retreads.

Recycled materials are incorporated into the manufacture of the plastic bags used by production to provide the services.

### II. Energy

SUMA's main consumption of energy stems from activities involving its Services Centres, such as waste transport and working of the equipment.

In this review energy consumption is broken down into direct consumption, related with production, and indirect consumption which, besides the indirect activity, includes travel, journeys by workers in service and personnel transport.

The following table shows that energy consumption mainly involves the use of diesel.

DIRECT ENERGY CONSUMPTION SEGMENTED BY PRIMARY SOURCES

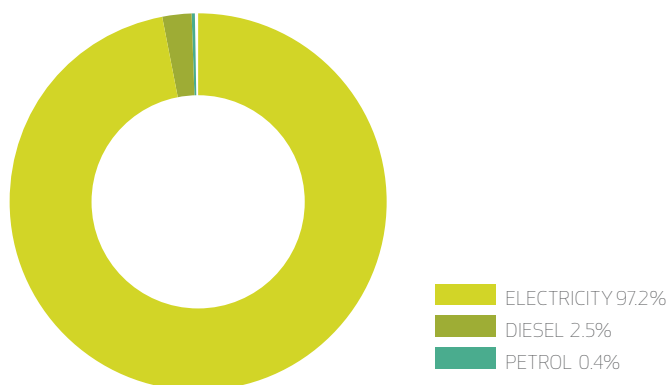
DESIGNATION	CONSUMPTION (LITRES)	CONSUMPTION (GJ)
Diesel	5,662,963	208,473
Petrol	43,439	1,459
Total Consumption	5,706,402	209,932



There was also indirect consumption of petrol (related with travel, employee journeys in service, transport of people) and of electricity, the latter of considerable relative importance when analysing indirect energy consumption.

INDIRECT ENERGY CONSUMPTION SEGMENTED BY PRIMARY SOURCES

DESIGNATION	CONSUMPTION	CONSUMPTION (GJ)
Diesel (litres)	19,722	726
Petrol (litres)	3,275	110
Electricity (kWh)	7,997,200	28,790
Total Consumption	-	29,626



One of the goals set up by SUMA for 2008 was to secure a 2% reduction over the preceding year of the ratio between energy consumption (installations and fleet) and the GVA (gross value added). This goal was surpassed through a reduction of 27.7%.

Water has three major uses – Production, Workshops and Domestic Use – the biggest consumption being seen in production activities and in washing streets, equipment, containers and waste-collection vehicles.

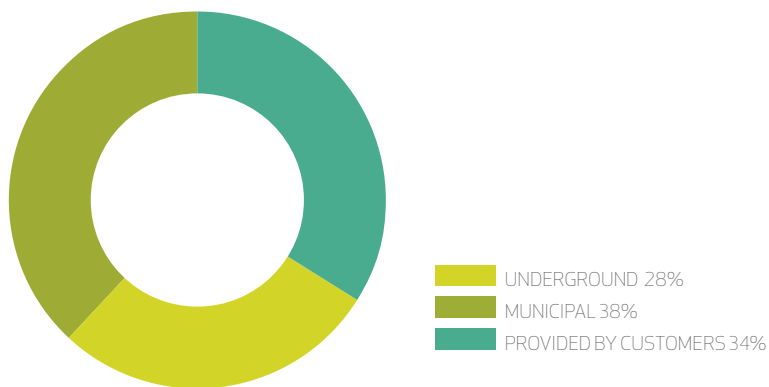
**III. Water**

During 2008 SUMA's water consumption amounted to 102,000 m<sup>3</sup>.

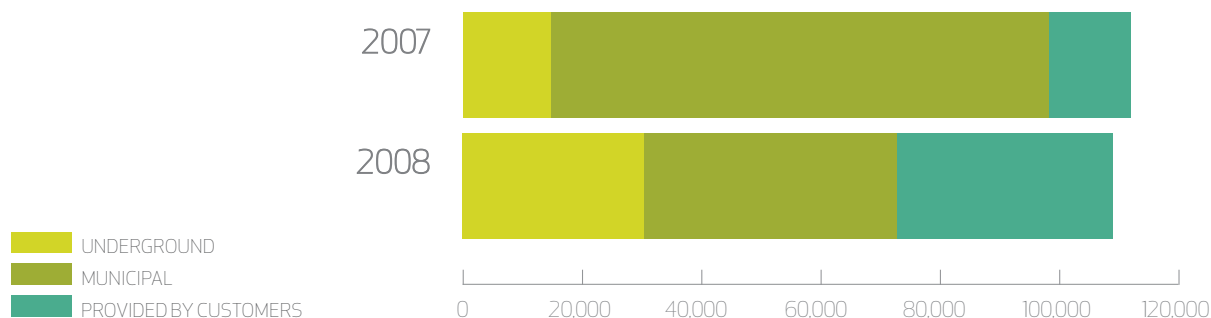
WATER CONSUMPTION, BY SOURCE

(M<sup>3</sup>)

	2007	2008
Underground	14,148	28,865
Municipal	78,150	39,203
Provided by Customers	13,286	34,363
Total	105,584	102,431



EVOLUTION OF WATER CONSUMPTION BY SOURCE

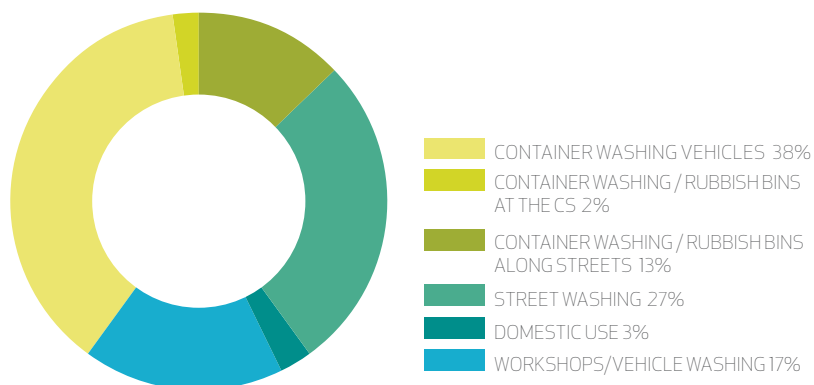


WATER CONSUMPTION SEGMENTED BY USE

(M<sup>3</sup>)

2008

Domestic use	2,438
Workshops/Vehicle washing	14,300
Container washing vehicles	30,894
Container washing / Rubbish bins at the CS	1,315
Container washing / Rubbish bins along streets	10,871
Street washing	22,414
Total	82,232



There was a significant change to the origins of the water consumed by SUMA in 2008, the result of better distribution between the main sources. Compared to 2007, there was a reduction of some 50% of water from the public mains – which accounted for 74% of total consumption in 2007 – and, offsetting this, there was a significant increase of water from underground abstraction and water provided by customers, the latter showing the greatest growth.

Viewing consumption against the GVA the target set up for 2008 to reduce this ratio by 2% compared to 2007 was likewise exceeded – the reduction was 13%.

**IV. Biodiversity**

SUMA has no definitive facilities located in classified areas or protected zones. The only temporary building site, with an approximate area of 2,000 m<sup>2</sup>, set up on an area of the National Agricultural Reserve, is to be dismantled this year following the construction of the new Services Centre at Alcobaca.

No significant impacts in biodiversity caused by the Organisation’s activities were identified.

**V. Emissions, Effluents, Waste**

SUMA's activity that generates the biggest environmental impacts as far as gaseous emissions are concerned – of which CO<sub>2</sub> is the most relevant – is the collection and transport of waste.

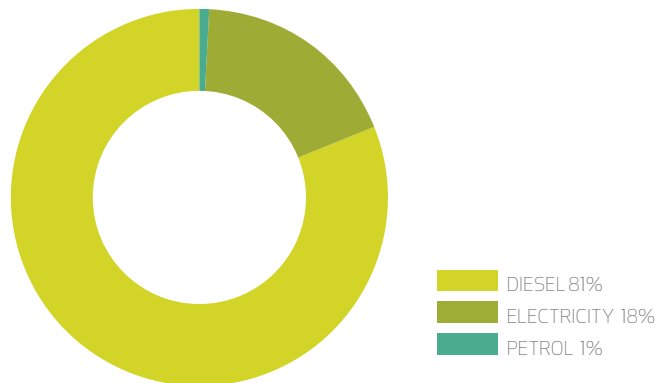
In this connection, CO<sub>2</sub> emissions corresponding to direct (production related) and indirect (travel, journeys by workers in service and personnel transport) consumption of energy have been calculated.

DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS (GG)

(TONNES/YEAR)

EMISSIONS CO<sub>2</sub>

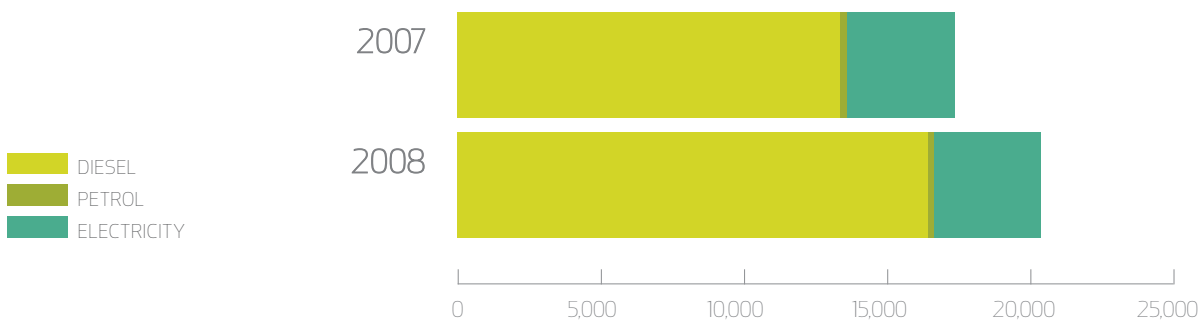
Diesel	15,501,0
Petrol	108,7
Electricity	3,558,7
Total	19,168,4



Diesel is an energy source that accounts for a large part (81%) of SUMA's CO<sub>2</sub> emissions.

EVOLUTION OF DIRECT AND INDIRECT GG EMISSIONS

(TONNES/YEAR)



It should also be noted that the Organisation's business does not cause emission of ozone-layer destroying substances.

Nor does it cause significant emissions, particularly those governed by environmental licences.

The effluents caused by SUMA's activities are, in every case, discharged into municipal sewers, the total volume amounting to 49,000 m<sup>3</sup> in 2008, a reduction compared to the figure of 52,000 m<sup>3</sup> in 2007.

Compared to 2007, SUMA achieved a 13% reduction of the ratio between wastewater production and GVA (gross value added), outperforming the 2% goal set up for 2008.

Management measures for the liquid effluents produced include treatment prior to discharging the wastewater from the vehicle washing and regular monitoring of the installed treatment systems, involving analyses by an accredited laboratory.

In applying herbicides SUMA uses only products approved by the Agriculture Ministry, following the recommended instruc-

tions which, in addition to optimising the quantities employed, minimises the negative impacts stemming from this activity. It should be pointed out that massive use of these products is avoided and, for the purpose, SUMA adopts a preventive attitude, making full use of mechanical cutting and localised application.

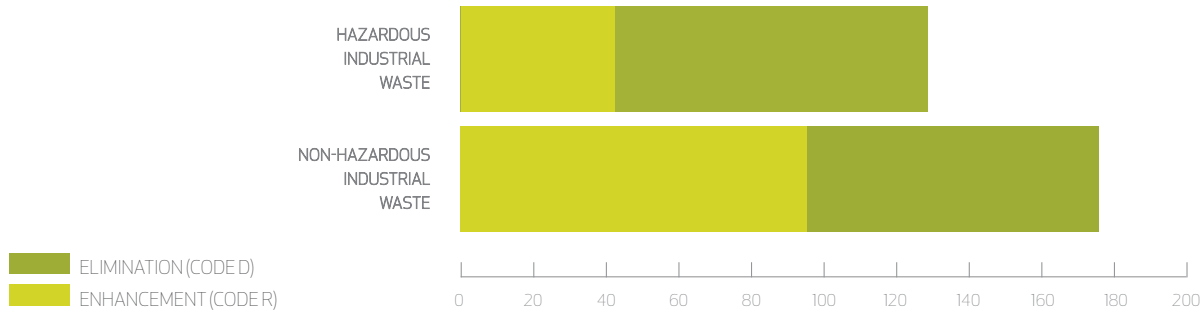
The waste produced during SUMA's activities is mainly non-hazardous industrial waste, such as oils, tires, ferrous metals, and sludge and mixtures of residues generated by sand-removal systems and oil/water separators.

With regard to the end destination of the waste, about 46% are enhanced, and it should be pointed out that almost a third of the latter are hazardous industrial waste.

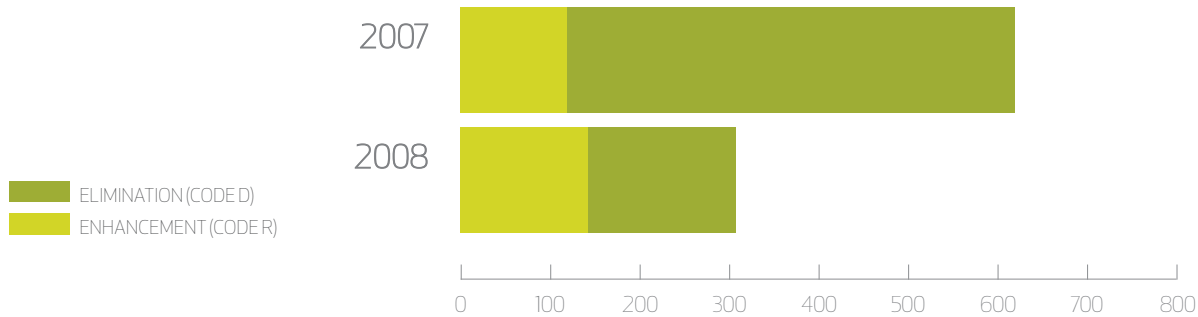
#### TOTAL WEIGHT OF WASTE BY TYPE AND TREATMENT METHOD

WASTE BY TYPE AND TREATMENT METHOD	TON/YEAR	%
Total Hazardous Industrial Waste	129.9	42.2%
Enhancement (Code R)	43.1	
Elimination (Code D)	86.8	
Total Non-Hazardous Industrial Waste	178.2	57.8%
Enhancement (Code R)	97.8	
Elimination (Code D)	80.5	

HAZARDOUS INDUSTRIAL WASTE AND NON-HAZARDOUS INDUSTRIAL WASTE (TON/YEAR)



EVOLUTION OF WASTE PROCESSING (ELIMINATION/ENHANCEMENT)



In 2008, the quantity of waste generated by SUMA's business fell to half when compared with 2007. This allowed a reduction of the weight of elimination from 81% in 2007 to 54% in 2008.

There were no significant spillages within the Organisation during 2008.

**VI. Products and services**

Right from the planning and development stages of its activities SUMA has concerns of an environmental and social nature, as described earlier, directed at minimising the impacts associated with its business.

**VII. Conformity**

There were two fines for failure to meet environmental legal requirements in 2008 (transport of improperly stowed waste and an administrative offence in the field of water) totalling €3,525.

**VIII. Transport**

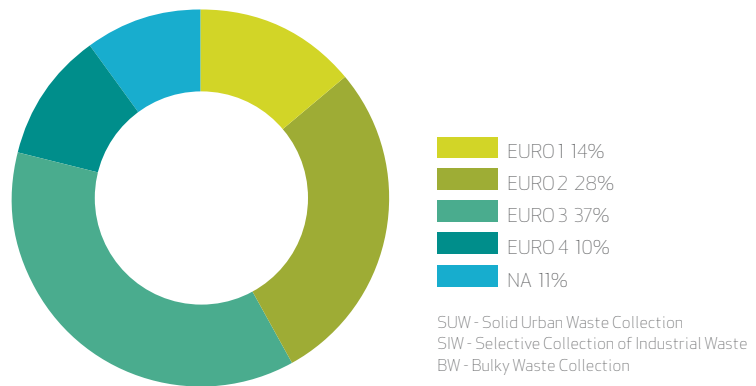
With regard to the transport of goods and products used in SUMA's business the following chart provides a classification of these vehicles in keeping with their emission class in accordance with the European Emissions Standard which disciplines the emissions of vehicles sold within the European Union.



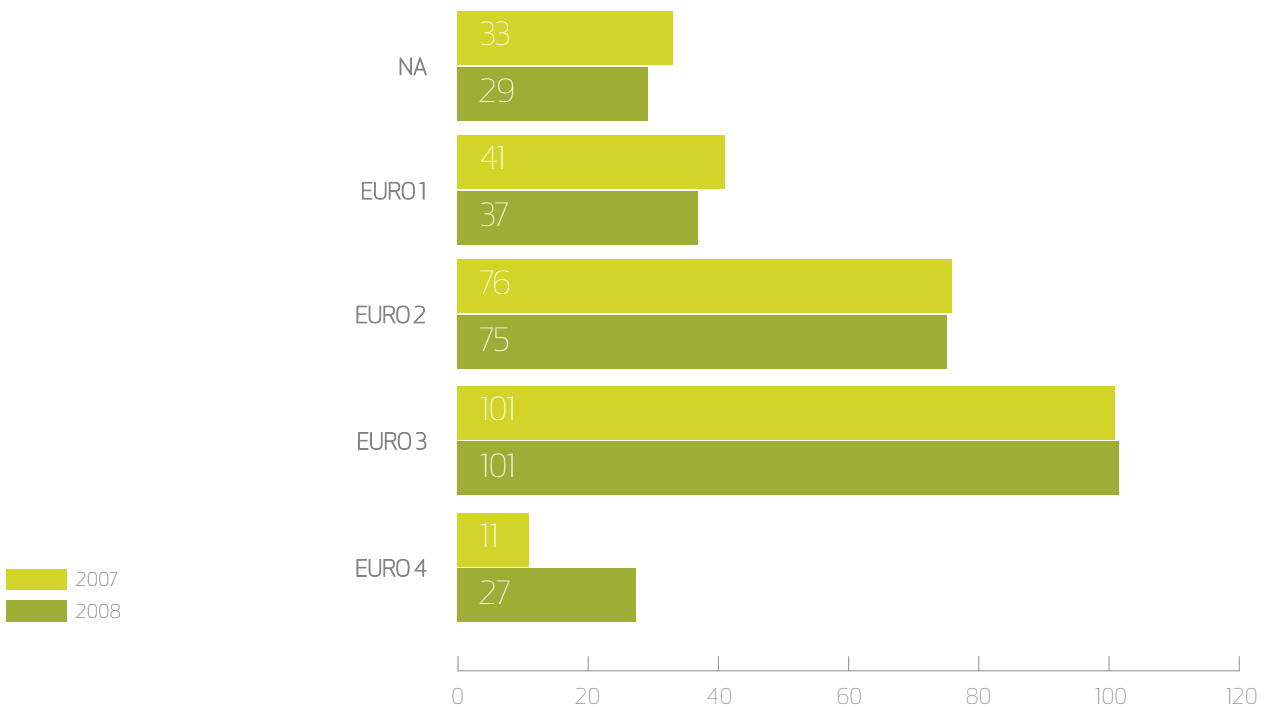
NR. OF ITEMS OF EQUIPMENT USED IN THE SERVICES

EMISSION CLASSES	SUW	SIW	BW	TOTAL
Euro 1	33	3	1	37
Euro 2	66	1	8	75
Euro 3	62	35	4	101
Euro 4	18	7	2	27
NA	8	6	15	29
TOTAL				269

TRANSPORT (SUW, SIW, BW) - CLASSES OF EMISSIONS (2008)



SUMA FLEET 2007-2008



## 8.3 SOCIAL PERFORMANCE

### 8.3.1 ENGINEERING & CONSTRUCTION

#### MOTA-ENGIL ENGENHARIA E CONSTRUÇÃO

#### 1. HUMAN RESOURCES MANAGEMENT

##### INTRODUCTION

Human Resources Management at Mota-Engil Engenharia seeks to reflect the Group's general human resources strategy and policy adopted at corporate level, adapting it to its own characteristics and to those of the industry in which it is engaged, for which it relies on the constant support of the Corporate Human Resources Development Division in dealing with its strategy and principal policies.

Also to be underscored, at organic level, is the support provided by Mota-Engil Shared Services (MESP) to which a number of supporting functions are entrusted in this area, especially in the matter of the administrative management of human resources, recruiting and selection, and vocational training, in which MESP is responsible for the Training Centre.

At strategic level Mota-Engil Engenharia considers its human resources to be a fundamental differentiating element and its most valuable asset in the service of competitiveness and of creation of lasting value.

Scrupulous regard for people is also a benchmark matrix of its strategy, permeating the entire lifecycle of their presence in the Organisation.

The main objectives of Mota-Engil Engenharia's human resources policy are therefore:

##### Recruiting and selection

- To plan and to select the best resources, ensuring their suitability to the needs of the Company and their proper integration into and adaptation to the Organisation's culture and values

##### Job description and evaluation

- To describe and evaluate the jobs so as to obtain a clear benchmark in the fields of responsibility and of adequate inter-functional articulation, while also supporting the establishment of the grounds for its remuneration policy.

##### Remuneration policy

- To ensure an equitable and motivating remuneration policy that takes into account not only the framework of and adjustment to market conditions but also the relative value of each job and its contribution to the company's goals, through an adequate variable-remuneration policy promoting merit and excellence.

##### Performance evaluation

- To apply the performance evaluation policy to all employees, ensuring the uniformity, clarity and equity of the evaluation process.

##### Career management

- To promote a policy that will ensure stratification of the human resources by career lines and levels, encouraging the retention and enhancement of talent, and the development of and advancement in the professional career in accordance with criteria based on the acquisition of skills and experience, and on performance evaluation.

##### Vocational training

- To focus decisively on vocational training and on life-long learning as a form of enhancement of the human capital.

##### Working conditions

- To promote a climate of wellbeing and quality of life, providing the best working conditions in the areas of occupational health and safety, and promoting equal opportunities in every geographic, cultural and socio-economic context in which the company is involved.

The person who oversees Mota-Engil Engenharia's human resources policy is a member of the company's Board of Directors, who is supported, as mentioned, by the Corporate Human Resources Division, by the Mota-Engil SGPS Human Resources Development Committee and by Mota-Engil Serviços Partilhados (MESP), whose duties have already been described.

Issues connected with this area in the matter of employee training and awareness in the field of human resources are dealt with in the initiatives described in another chapter of this Report.

Monitoring, adoption of preventive and corrective measures, audits and verification in the matter of human resources are dealt with, insofar as matters related with hygiene and safety at work are concerned, under the respective management system which is certified in accordance with Standard OHSAS 18001:2007.

#### Social welfare

In the matter of social welfare Mota-Engil Engenharia pays the mandatory contributions to the general welfare scheme amounting, in 2008, to €11,825,602.64.

As mentioned earlier, subsidies were received from the State in respect of hiring workers looking for their first job.

## 1.1 LABOUR PRACTICES AND LABOUR RELATIONS

### Employment

The civil construction and public works industry is of great importance at national level, accounting for nearly 10% of the employment generated by the economy.

Employment generated by Mota-Engil Engenharia increased 5.2% in 2008 over the previous year, despite the recession with which the industry has been faced in recent years.

The number of workers as at December 31, 2008, therefore stood at 3,295, compared to 3,131 on the same date of 2007.

The number of workers by Professional Group, Gender and Age Group is broken down as follows:

### NO OF WORKERS BY PROFESSIONAL GROUP, GENDER AND AGE GROUP

PROFESSIONAL GROUP	<30		30 TO 50		>50		TOTAL	TOTAL	GRAND	GRAND
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL	TOTAL
Managers	0	0	2	0	6	0	8	0	8	11
Trainees/apprentices	50	19	3	2	1	0	54	21	75	51
Highly skilled and skilled workers	194	14	1130	76	443	6	1767	96	1863	1820
Unskilled workers	64	0	126	2	46	1	236	3	239	248
Semi-skilled workers	22	0	24	5	14	6	60	11	71	73
Intermediate managers (incl. foremen and team leaders)	3	0	262	1	141	0	406	1	407	366
Middle management	9	1	99	10	50	1	158	12	170	162
Senior management	91	25	219	70	53	4	363	99	462	400
<b>Total by Gender</b>	<b>433</b>	<b>59</b>	<b>1865</b>	<b>166</b>	<b>754</b>	<b>18</b>	<b>3052</b>	<b>243</b>	<b>3295</b>	<b>3131</b>

The preceding table reflects the predominance of male workers at Mota-Engil Engenharia – about 93% of all personnel – the result of the specific characteristics of the Civil Construction industry.

The professional group that involves the biggest number of workers is the highly-skilled and skilled group, accounting for 57% of all personnel.

With regard to the breakdown in gender terms, it is also in the highly-skilled and skilled group that the biggest percentage of male workers is to be found. As far as female workers are concerned, they are also to be found in bigger numbers in this group and in Senior Management, the sum of these two groups accounting for 80% of all female personnel.

It should also be pointed out that, in 2008, about 62% of the Mota-Engil Engenharia personnel were aged between 30 and 50.

Compared to 2007, the breakdown of personnel by professional group was unchanged, while there was a 47% increase in recruiting Trainees/Apprentices and a 16% increase in Senior Management.

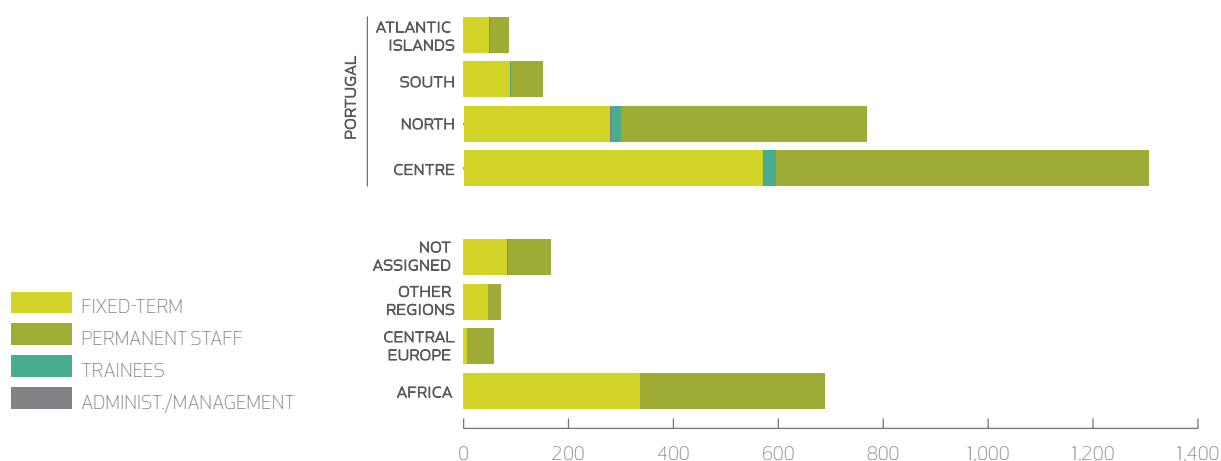
The following table shows the breakdown of personnel by type of contract and region. The heading “Not-assigned” includes workers not specifically assigned to a specific region (either in Portugal or abroad).

In 2008, workers on fixed-term contracts accounted for 44% of all workers, a slight increase over the figure of 42.3% in 2007.

NUMBER OF WORKERS BY TYPE OF CONTRACT AND BY REGION

	PORTUGAL				ABROAD			NOT ASSIGNED	TOTAL
	NORTH	CENTRE	SOUTH	ATLANTIC ISLANDS	AFRICA	CENTRAL EUROPE	OTHER REGIONS		
Fixed-term	278	570	89	49	336	6	46	83	1457
Permanent Staff	468	713	60	36	353	51	25	83	1789
Trainees	19	21	1	1	0	0	0	1	43
Bord of Directors/Management	3	3	0	0	0	0	0	0	6

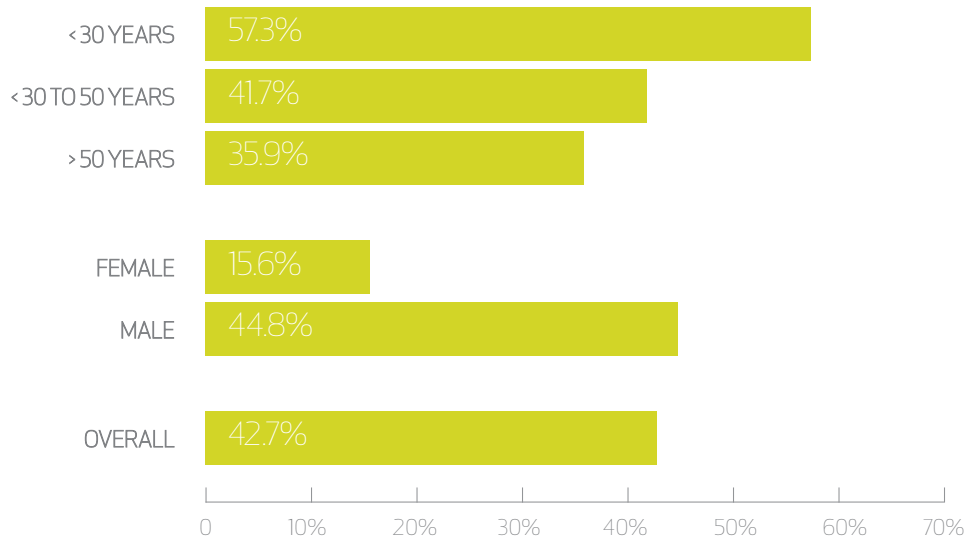
NUMBER OF WORKERS BY TYPE OF CONTRACT AND BY REGION



It can be seen that most of Mota-Engil Engenharia's workers are located in Portugal, particularly in the Centre region, with 40% of the total. Of these, 54.5% are permanent staff. At international level the biggest number of workers is to be found in Africa, owing to the growing weight of these markets.

The following chart reflects the rotation rate of the Mota-Engil Engenharia employees.

ROTATION RATE BY GENDER AND AGE GROUP



The overall rotation rate at Mota-Engil Engenharia was high in 2008 (42.7%), as in the industry as a whole. This is partially the result of the efforts directed at internationalisation undertaken by the Organisation in recent years.

It can be seen that at Mota-Engil, as in the economy in general, the female rate of rotation is lower than the male but it is higher among the younger (under 30).

**Benefits**

Mota-Engil Engenharia provides its workers with a number of benefits, with emphasis on the following:

- Works Accidents Insurance for middle and senior management of the technical/administrative structure and heads of

production, as well as Health Insurance for a more restricted number of workers;

- Sickness and works accidents benefit complements for workers of the Permanent Staff up to 30 days a year, for periods of temporary disability for work greater than 8 days. In exceptional cases of serious illness the period of the benefit has been extended;
- Christmas Party;
- Distribution of Length-of-Service Prizes;
- Award of Safety prizes for those in charge of Works and of the Autonomous Centres (Aggregates/Quarries);

- Provision of heavy passenger vehicles for employee transport;
- Protocol with Banco Espírito Santo allowing Mota-Engil Engenharia employees to enjoy better conditions for mortgage loans;
- Protocol with various gymnasia and spas providing better access for employees, exemption from enrolment fees and use of facilities existing in any part of Portugal
- Special conditions governing the use of the services provided by Casa da Calçada in Amarante.

of its business, in an industry traditionally associated with a high rate of works accidents, despite the significant progress seen in recent years.

The company has implemented a Safety and Health at Work Management System certified in accordance with Standard NP EN 4397 (OHSAS 18001).

Planning safety and medicine and work activities takes into account the particular characteristics of the company's business and is therefore an essential instrument in preventing occupational risks.

## 1.2. LABOUR RELATIONS

Labour relations at Mota-Engil Engenharia are governed by the Collective Bargaining Agreement for the civil construction and public works industry and, suppletively, by general law.

All its workers are covered by this bargaining agreement, while 14.3% of its workers are union members in a sector that traditionally has low union membership.

The Company has no Workers Committee.

The general law and the collective bargaining agreement to which labour relations are subject at Mota-Engil Engenharia determine the notice to be given in the event of any organisational change impacting on labour relations, particularly in the event of alterations to the hours or place of work, closure of premises or other processes leading to any alteration or termination of the employment relationship.

The Occupational Safety policy is designed to ensure permanent knowledge of and compliance with legal and regulatory requirements applicable to the Organisation and its activities, as well as with the Group's internal guidelines. The intention is to foster a culture of behavioural responsibility with regard to safety and health at work and risk prevention in the performance of activities. This policy is based on the definition of methodologies and on drawing up documents and planning instruments establishing the applicable requirements, which are distributed by the Organisation.

Needs are identified and courses are given to develop employee skills through ongoing training programmes and participation of events dealing with these aspects, besides information and awareness sessions.

Another field of action involves safety planning and technical audits, in addition to inspections designed to assess conformity, define corrective measures and identify actions to ensure the ongoing improvement of the safety and health at work management system.

## 1.3. OCCUPATIONAL SAFETY AND MEDICINE AT WORK

### 1.3.1 Occupational Safety

Occupational safety constitutes a priority approach and concern addressed by Mota-Engil Engenharia within the scope

### Organisation model

The occupational safety and medicine at work structure at Mota-Engil Engenharia is based on the following organisation model:

Safety Division – The person in charge, also responsible for the Quality and Environment areas, heads an executive body that

coordinates a group of nearly forty professionally qualified technicians who perform several duties:

- Specialists assigned to the central structure – their main duties are the development of methods and techniques, analysis and preparation of prevention documents and instruments; identification of and support for the implementation and assessment of compliance with requirements; inspection and monitoring visits and technical safety audits; analysis of call-for-tender documents and preparation of elements (in the matter of Safety and Health at work) to be included in bids in response to calls for tender; and ensuring the working of the Safety and Health Management System;
- Specialists assigned to specific projects and works – the main duties are implementation of the system on site, performance of technical safety audits, inspection visits, and preparation of prevention documents and instruments;

The main duties of the Safety Division are centred on detailed analysis of the projects to be carried out, with a view to recommending integrated prevention measures and to introducing into the method of executing the works those measures that will lead to the utmost safety of personnel and equipment, assessing and minimising the risks inherent in the execution of the work.

This division also performs audit, consultancy and training activities, and, for the purpose it has training support appropriate to the courses to be given.

Safety Committees – the safety committees are independent bodies comprising representatives of the various levels of the hierarchy involved in the field of safety and health at work.

The safety committees are classified as follows:

- General Safety Committee – a consultative body reporting to the Board of Directors, a prime forum for reflection and for the

creation of a culture of safety within the company. Fundamentally, this body is charged with promoting, harmonising and fostering activities in the field of prevention of occupational hazards, and also with proposing policies, objectives and guidelines with a view to meeting the goals determined by the Board of Directors;

- Job Safety Committees the field of action of these committees is to implement the company's policy and directives at the respective job sites in keeping with a working methodology established by specific regulations. These committees must not be limited to fulfilling legal requirements and must also be an appropriate forum for the planning of safety at work on site, for checking the suitability of the Safety and Health Plan for that job and for appraising the prevention or protection measures implemented;
- Operating Centre Safety Committees (Quarries) – these committees have the same objectives as the Job Safety Committees, though their field of operation is the operating unit itself.

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

Safety matters are accompanied by a number of actions, with emphasis on the following:

- Intake courses – usually of short duration (about 30 minutes), directed at all workers joining the building site and addressing general safety rules applicable to undertakings in general, as well as rules specific to the site in question;
- Awareness courses – also of short duration, directed at generally calling the attention of the various work groups to the hazards of a new activity (e.g., immediately before beginning excavation work);
- Specific Training courses – of a duration suited to the matter to be addressed, for small groups, dealing with hazardous activities, innovative work processes



or types of work relatively unknown to the personnel involved, new equipment, special conditions at the site in question or its surroundings, and other matters;

- Specialisation Training courses – directed at specific groups, designed to provide training for workers in specific activities (e.g., first-aid courses, crane-driver training, and training of explosive-substance handlers), among other things;
- General training courses – systematic inclusion of a health and safety-at-work module;
- Worker participation in safety committees and in divulging information, including affixing posters, and distributing small brochures and the “Basic Safety and Environment Rules Manual” to all workers.

#### **General law and collective bargaining agreements**

Matters of occupational safety are governed by several items of legislation, especially Decree-Law 441/91 of November 14 and Act 99/2004 of August 27.

In addition to this legislation of a general nature there is also a decree-law specific to the construction industry (273/2003 of October 29) and another for Aggregates Plants and Quarries (324/95 of October 29), besides related regulations.

Insofar as collective bargaining is concerned, the Collective Bargaining Agreement for the Civil Construction and Public Works Industry stands out.

This instrument establishes a number of rules in the matter of organisation of the safety, hygiene and health at work services and the employer’s obligations, the general obligations of the workers, safety and protection measures, worker representation and control of alcoholism.

Mention is also made of the fact that co-operation continues with the Construction, Timber, Marble, Quarry, Ceramics and

Buildings Materials Workers Union of Northern Portugal, an entity that organised training/awareness courses in respect of safety and health at work issues at the more representative of the company’s building sites in Portugal.

#### **Occupational safety indicators**

During 2008, 723 Safety Committee meetings were held at building sites, attended by an average of seven people, undertaken by the various cost centres.

The Aggregates Safety Committee met on five occasions, attended by an average of eight people (to these meetings must be added the 48 periodic safety meetings held at the 15 Aggregates Production Centres, attended by an average of ten). In the Concrete business area three meetings were held with an average of five participants. In the Foundations area eleven meetings were held, with an average of six workers per meeting. In the Equipment and Electromechanical area, four meetings were held by each area, with an average attendance of six.

#### **1.3.2 Medicine at Work**

Within the scope of medicine at work and under the terms of the law all employees are obliged to take occupational health tests, which are divided into admission, periodic and occasional tests.

These tests are designed to check workers’ physical and mental aptitude to perform their jobs, as well as to control their health.

The medicine-at-work services are available at every Mota-Engil Engenharia place of operation.

Complementing this, Mota-Engil Engenharia has a Curative Medicine Service at the Porto and Linda-a-Velha offices, where a physician is in attendance on a weekly basis.

The activity of this physician is part of a protocol entered into with the Porto and Lisbon Regional Health Administrations, allowing the use of the National Health

Service prescriptions and requisitions for ancillary means of diagnosis.

The following activities in this connection should be underscored:

- Performance of preventive diagnoses;
- Flu vaccination;
- Blood donation campaign.

Every half-year, an accredited external entity performs an evaluation of occupational exposure with the areas of the Porto and Linda-a-Velha offices, analysing the following parameters: particles in suspension, carbon dioxide, carbon monoxide, temperature and relative humidity, noise, lighting, electromagnetic fields and micro-organisms in suspension in the air.

To prevent drink-related accidents and/or incidents during working hours Mota-Engil Engenharia has a specific procedure designed to prevent and control drinking. It is applicable to all Mota-Engil Engenharia employees and those of its subcontractors.

The chapter on prevention and response to

emergencies defines the methodologies allowing response to emergencies, involving implementation of emergency plans within the scope of occupational safety and medicine at work. There is also preventive medicine to detect vocational sicknesses, involving periodic visits by physicians to the places of work, for the purpose of surveying risks that could affect worker health and for the subsequent introduction of preventive and/or corrective measures.

As far as occupational diseases are concerned, there are no cases to report, and their prevention forms part of the principles set out above. There were no fatal accidents in 2008 among the Mota-Engil Engenharia workers.

The following table provides the figures for Health and Safety at Work calculated in accordance with the GRI guidelines.

#### WORK-RELATED ACCIDENT, OCCUPATIONAL DISEASE, DAYS LOST, AND ABSENTEEISM RATIOS

	AGGREGATES	HYDRAULIC CONCRETE	ENGINEE- RING INFR. CONST.	ELECTROM.	PORTO ALTO BUILDING YARD	SPECIAL FNDTNS.	GEOTECH.	LAB. CENTRAL	BUILDINGS
Total nr. of workers	194.0	102.0	2,155.0	92.0	176.0	131.0	39.0	18.0	386.0
Injury rate	3.3	6.5	6.7	5.0	11.7	6.0	9.4	0.0	1.7
Rate of days lost	222.6	280.9	110.5	1.3	260.4	83.7	536.4	0.0	45.4
Absenteeism rate	8,965.7	5,405.8	6,820.2	4,185.4	8,389.1	8,649.0	4,405.5	658.5	2,760.3
Frequency index	14.28	28.33	14.24	6.27	23.35	13.29	46.77	0	4.23
Seriousness index	1.11	1.4	1.11	0.01	1.3	0.42	2.68	0	0.23

#### 1.4. TRAINING AND EDUCATION

The training plan for Mota-Engil Engenharia employees is intended to reflect the needs determined for each business area, involving the following guidelines:

##### **Technical Training**

Promotion of specific training to strengthen and enlarge the knowledge base and technical and management skills of all management staff, particularly in respect of those seen to be most critical to the pursuit of the Company's objectives in its various business areas;

##### **Behavioural Training**

Fostering ongoing training in the behavioural area, especially in leadership, change management, team spirit and communication, allowing the various levels of the Organisation to improve their behaviour and attitudes and to enhance their skills in team management and in orienting teams towards results;

##### **Prevention and Safety**

Development of an articulated set of awareness and qualification measures, covering a large number of employees at different levels, to increase and extend their knowledge in this matter, with a view to ensuring permanent compliance with legal requirements and to consolidating the standards of excellence achieved to date;

##### **Information Technology**

Extension and consolidation of the skills of users of the Company's sundry software, particularly SAP in its various fields of application, so as to improve flows and to consolidate management information, and also to optimise the production cycle of such information;

##### **Knowledge and Innovation**

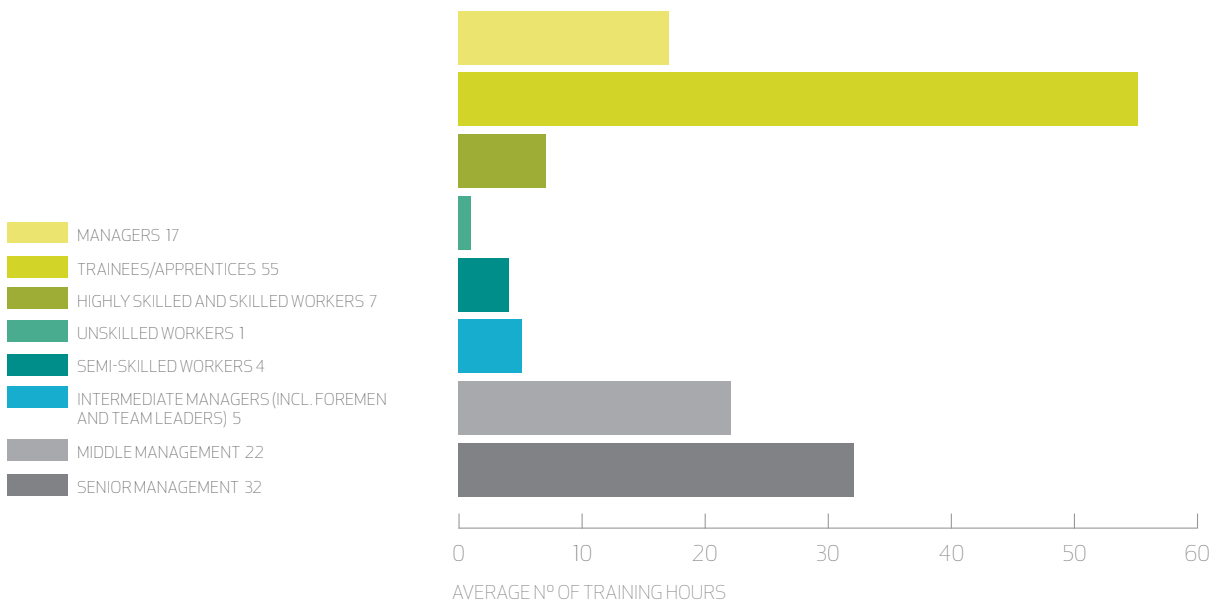
Organisation of training/awareness courses promoting an attitude of vigilance and knowledge management both of the company and external, as well as openness to creativity and change, in order to determine and develop innovative ideas.

In 2008, the total number of training hours given to Mota-Engil Engenharia employees amounted to 39,083, an average of approximately 12 hours training per worker – three hours more than in 2007.

TOTAL NR. OF TRAINING HOURS PER PROFESSIONAL GROUP

PROFESSIONAL GROUP	NR. OF TRAINING HOURS	AVERAGE NR. OF TRAINING HOURS/EMPLOYEE
Managers	138	17
Trainees/apprentices	4,152	55
Highly skilled and skilled workers	13,787	7
Unskilled workers	233	1
Semi-skilled workers	275	4
Intermediate managers (incl. foremen and team leaders)	2,111	5
Middle management	3,770	22
Senior management	14,618	32
<b>Total</b>	<b>39,083</b>	<b>12</b>

AVERAGE NR. OF TRAINING HOURS PER PROFESSIONAL GROUP



As shown by the preceding charts, the Trainees/Apprentices group returned the biggest average number of training hours per employee (55 hours). On the other hand, it was the unskilled workers who were subject to less training hours, with an average of one hour per worker.

**1.5 DIVERSITY AND EQUAL OPPORTUNITIES**

Mota-Engil Engenharia implements a strict policy of equal opportunities and its personnel includes both men and women of various nationalities and ethnic origins.

This policy is extensive to every aspect of work and it involves an attitude of equal treatment and non-discrimination in matters such as recruiting and selection of human resources, career advancement and every other aspect of the employment relationship.

In view of the nature of the work carried on by the company there is, however, a clear

predominance of male workers, with the exception of senior management, where this difference is not as great.

With regard to the remuneration policy and taking into account the few female workers among some professional groups, it can be seen that there are no significant differences between men's and women's wages.

#### PROPORTION OF WAGES BETWEEN WOMEN AND MEN, BY PROFESSIONAL GROUP

PROFESSIONAL GROUP	GENDER	Nº OF EMPLOYEES	WAGE PROPORTION WOMEN/MEN
Managers	Male	8	--
Trainees/apprentices	Female	21	1.15
	Male	54	
Highly skilled and skilled workers	Female	96	1.34
	Male	1.767	
Unskilled workers	Female	3	0.91
	Male	236	
Semi-skilled workers	Female	11	0.96
	Male	60	
Intermediate managers (incl. foremen and team leaders)	Female	1	1.85
	Male	406	
Middle management	Female	12	0.88
	Male	158	
Senior management	Female	99	0.69

## 8.3.2 ENVIRONMENT & SERVICES

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

#### 1. HUMAN RESOURCES MANAGEMENT

##### Introduction

As at Mota-Engil Engenharia, Human Resources Management at SUMA seeks to reflect the Group's human resources strategy and general policy adopted at corporate level, while adapting it to its own characteristics and those of the sector of activity in which it is engaged.

At strategic level SUMA considers its human resources to be a fundamental differentiating element and its most valuable asset in the service of competitiveness and of creation of lasting value.

SUMA has paid special attention to training activity directed at the introduction of significant improvements to the structure that puts the training plan into operation.

The options were aggregated into a project whose aims consist of raising efficiency levels and responding in a more agile manner to the requirements of the Accreditation System benchmark of the Directorate General of Employment and Labour Relations.

Geographic dispersal is a constant challenge for SUMA's Human Resources Department.

To respond to the necessary stabilisation of procedures at all the services, centres a plan of work was developed, the aim of which was to establish internal rules covering the majority of the administrative processes.

The provision of these documents via IntraSUMA (the corporate website) came to simplify the disclosure of the information to everyone having responsibilities in this area.

Despite the contingencies generated by the restructuring process, it proved possible to invest in the training campaigns directed at Performance, Hygiene and Safety at Work, and the Environment, areas fundamental to SUMA's all-time commitment to dignifying and improving the qualifications of the personnel who make up the company, in order to ensure the provision of a service of excellence.

Training activity indicators outperformed the established goals and show a training volume approaching figures consistent with the objectives of the Organisation. The 2,283 attendances and the 712 training courses held provide a sure sign that warrants underscoring in the light of the human and material resources devoted to the management and execution of the SUMA Group's training activities.

The SUMA Experience program was developed in 2008 with a view to increasing identification with the SUMA values, strengthening employee commitment to the Organisation, introducing active policies that add value to the Group's staff and implementing personnel retention policies. Two programmes were therefore drawn up: one to signal birthdays and one to promote the health of all SUMA employees. The health-promotion programme started off as a pilot project, involving nutritional checks, which assessed the nutritional risk (weight, height, fat mass, body mass index and abdominal perimeter) and recommended personalised nutrition.

In October 2008 a start was made to work on implementation of the SAP ERP in the Human Resources Management Area. Implementation of the SAP required additional efforts of the whole team, leading to an implementation time shorter than expected, in which the difficulties were overcome more easily thanks to the commitment of the entire team involved.

The complexity of the migration operations involving all the information from the previous system to the SAP, followed by a stage of validation of all the data of the 2,032 workers (such as remuneration, personal information, bank details, working hours, academic qualifications, unions, court-ordered discounts, income tax, social security, addresses) and, lastly, the time required for the parameterisation of the ERP and the training and help-desk support campaign for the 39 users of the SAP/HR were the key points of this project. The various stages culminated with the first wage processing in January 2009, which was totally successful. These stages of implementation of the system reveal the size of the project and revealed the high reliability standards achieved.

At the head of the SUMA human resources policy is the member of the company's Board of Directors who oversees the area. He is supported by the Human Resources Division, which has responsibilities in the administrative and human resources development areas, as well as by the Mota-Engil SGPS Human Resources Development Committee.

#### **Social welfare**

In the matter of social welfare SUMA pays the mandatory contributions to the general welfare scheme amounting, in 2008, to €3,897,845.85.

As mentioned earlier, subsidies were received from the State in respect of hiring workers looking for their first job.

### 1.1 LABOUR PRACTICES AND LABOUR RELATIONS

#### Employment

For SUMA 2008 was a period of growth of business that led to a 76.3% increase of its workers.

The number of workers as at December 31, 2008, therefore stood at 2,114, compared to 1,199 on the same date of 2007.

#### AVERAGE NUMBER OF TRAINING HOURS BY PROFESSIONAL GROUP

PROFESSIONAL GROUP	<30		30 TO 50		>50		TOTAL	TOTAL	GRAND	GRAND
							MALE	FEMALE	TOTAL	TOTAL
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE			2008	2007
Senior management	0	0	8	21	0	3	8	24	32	21
Middle management	7	10	26	31	0	3	33	44	77	52
Intermediate management	0	2	1	57	1	24	2	83	85	61
Highly skilled and skilled workers	10	50	21	312	4	104	35	466	501	11
Semi-skilled workers	2	5	0	15	0	1	2	21	23	290
Unskilled workers	22	244	122	762	32	214	176	1220	1396	764
<b>Total Geral</b>	<b>41</b>	<b>311</b>	<b>178</b>	<b>1,198</b>	<b>37</b>	<b>349</b>	<b>256</b>	<b>1,858</b>	<b>2,114</b>	<b>1,199</b>

The preceding table reflects the predominance of male workers at SUMA Engenharia – about 88% of all personnel – the result of the specific characteristics of the industry.

Compared to 2007, there was a significant increase of recruitment of unskilled workers (83%) and of highly-skilled and skilled workers (45%).

The professional group that involves the biggest number of workers is the unskilled group, accounting for 66% of all personnel.

The following table shows the breakdown of personnel by type of contract.

With regard to the breakdown in gender terms, it is also in the unskilled group that the biggest percentage of male workers is to be found. As far as female personnel are concerned, this group is also the more numerous, followed by the highly-skilled and skilled group and by the Senior management.

It should also be pointed out that, in 2008, about 65% of the SUMA personnel were aged between 30 and 50.



NUMBER OF WORKERS BY TYPE OF CONTRACT AND BY REGION

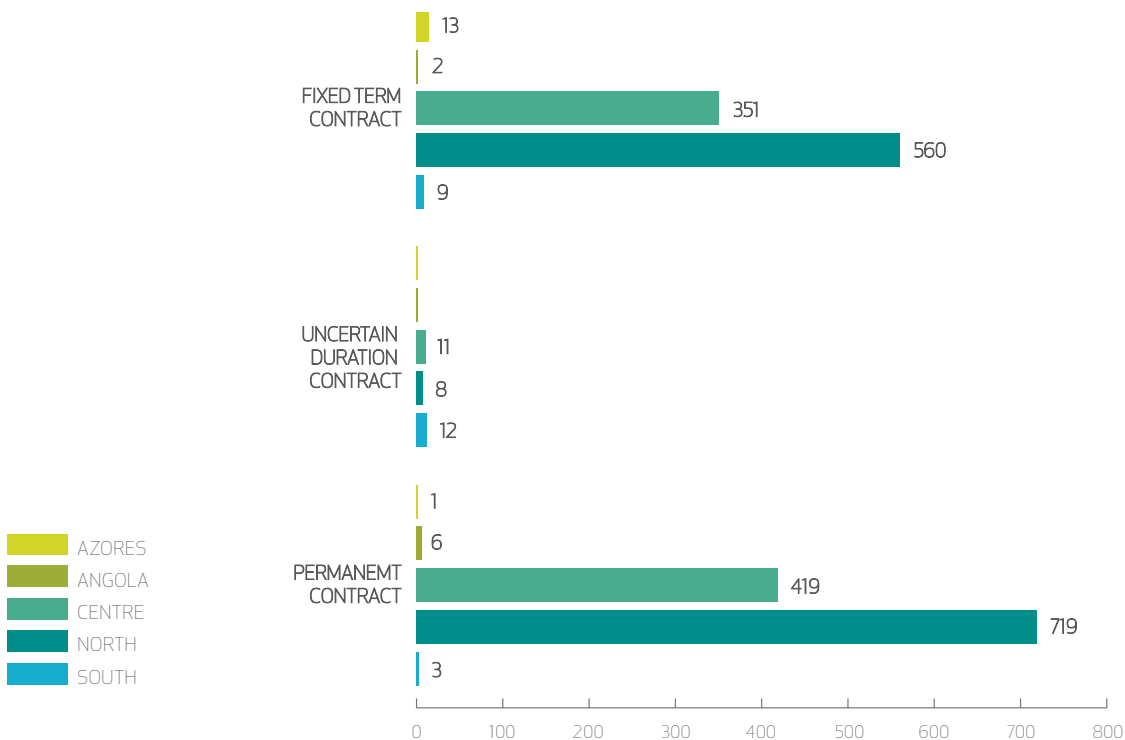
REGION	FIXED TERM CONTRACT	UNCERTAIN-DURATION CONTRACT	PERMANENT CONTRACT	GRAND TOTAL
Azores	13	0	1	14
Angola	2	0	6	8
Centre	351	11	419	781
North	560	8	719	1,287
South	9	12	3	24
<b>Grand Total</b>	<b>935</b>	<b>31</b>	<b>1,148</b>	<b>2,114</b>

In 2008 workers on fixed-term contracts accounted for 44% of the total, roughly the same proportion as in 2007.

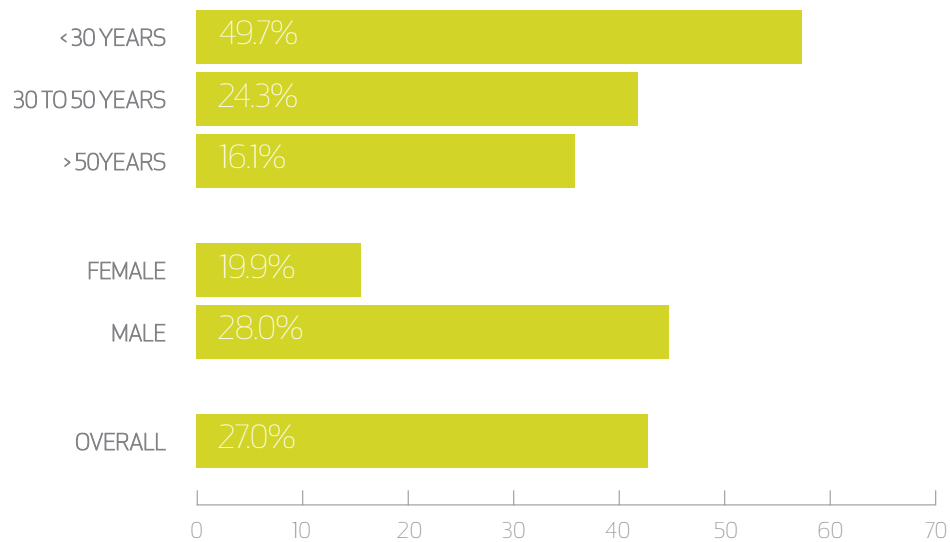
entered into with local authorities and/or associations of municipalities, new workers are taken under fixed-term employment contracts on as a rule.

Owing to the fact that SUMA's business is based on contracts limited in time, generally

NUMBER OF WORKERS BY TYPE OF CONTRACT AND BY REGION



ROTATION RATE BY GENDER AND AGE GROUP



Taking into account the nature of SUMA’s business, it can be seen that rotation is high, principally among workers under the age of 30, the result of the fact that they are more easily able to find jobs in other types of activities. As their age increases rotation falls owing to the fact that these workers are left with fewer options.

It can be seen that male rotation is greater than female, and this is also caused by the fact that men find it easier to change jobs in the labour market.

As far as regions are concerned, there is greater rotation in the South region, partly because of the greater seasonal offer of work, essentially in the restaurant area.

**Benefits**

SUMA provides its workers with a number of benefits, with emphasis on the following:

- Christmas presents for the children of the employees;
- Agreement Protocol with financial entities such as Banco Português de Investimento (BPI) and Millennium BCP, allowing SUMA

workers to enjoy better conditions for mortgage loans;

- Agreement Protocol with gymnasias and spas, particularly with Holmes Place, Clube FIT and SPA GES, providing SUMA workers with better conditions of access, exemption from the enrolment fee, and use of the facilities of the entities in question anywhere in the country;
- Agreement Protocol with travel agencies allowing SUMA workers to purchase journeys and package tours at a discount of up to 5%, with payment conditions identical to those of the Organisation;
- Personal Accident Insurance for all employees as soon as they have been working for seven months, and Health Insurance only for employees who have been with the company for more than 36 months.

**1.2 LABOUR RELATIONS**

Labour relations at SUMA are not governed by any collective bargaining agreement and the general law applies.

The Company has no Workers Committee. The general law determines the notice to be given in the event of any organisational change impacting on labour relations, particularly in the event of alterations to the hours or place of work, closure of premises or other processes leading to any alteration or termination of the employment relationship.

### 1.3 OCCUPATIONAL SAFETY AND MEDICINE AT WORK

#### 1.3.1 Occupational Safety

In keeping with current legislation employers are obliged to organise Safety, Hygiene and Health at Work Services (SHHW) covering everyone working for the Organisation, including, obviously, employers, provided they also carry out activities.

In organising the Safety, Hygiene and Health at Work Services, SUMA took the following path.

The Safety and Hygiene at Work services are internal and are run by SUMA using its own personnel (Senior SHHW Technicians), covering everyone working for the company at the premises where they work. These services, the main aims of which are the prevention and reduction of occupational risks and the promotion of worker Safety, Hygiene and Health, carry out the following activities:

- familiarisation with SHHW legislation and ensuring that the legal requirements applicable to the Organisation are met;
- hazard identification and risk evaluation, and definition of prevention and control measures for the hazards that are determined;
- informing workers and providing training in the matter of the identified hazards and respective prevention and control measures;
- applying and ensuring compliance with the policy, programmes and procedures defined by the Organisation related with Hygiene and Safety;
- promoting, in conjunction with the Organisation's establishments, the preparation of Emergency Plans and their periodic testing and simulation;
- analysis of all incidents and definition of the respective corrective measures;
- collection and organisation of statistical elements in respect of worker safety, to allow conclusions to be drawn, enabling both prevention measures and organisation of studies of potential occupational hazards;
- suspension of any work in the event of imminent risk involving worker integrity or health;
- informing the Board of each and every case putting worker integrity or health at risk;
- complying with the recommendations of the authorities and entities competent in SHHW matters;
- providing the means of collective and personal prevention and protection seen to be mandatory or necessary;
- ensuring that safety and emergency signs and instructions are complied with;
- drawing up the annual report on the activities of each SUMA establishment and sending it to the authorities and entities competent in SHHW matters;
- taking part in the meetings of the Local SHHW Committees.

### 1.3.2 Medicine at Work

Medicine-at-work services at SUMA are external, provided by an SHHW provider company. Health checks, fundamentally directed at the prevention of occupational diseases and of work-related illnesses, should also promote worker wellbeing as a factor of productivity, particularly through:

- getting to know the jobs, establishing for each the risk factors to be taken into account and suiting the medical exams of the workers to the risk factors inherent in their jobs;
- performing medical check-ups on admission and on return to work, besides periodic exams, and analysing the complementary diagnosis exams required to assess the worker's health condition, taking the job into account;
- co-operation in the selection of the personal protection equipment best suited to the worker;
- encouraging workers to adopt good work practices (vaccination, health education, nutrition and rehabilitation).

SUMA promotes health checks with a view to verifying the physical and psychological aptitude of the workers for the performance of their work, and the repercussions of the work and of the conditions under which it is provided on their health.

The SHHW services are managed by SUMA as two co-ordination departments:

- Safety and Health at Work: Quality, Environment and Safety Services, which form part of the Sustainability Co-ordination (which reports to the Board); and
- Medicine at Work: Human Resources Management Co-ordination (which reports to the Board).

Each co-ordination department manages and puts into practice its own area and work team on the basis of objectives and goals, communicating with each other periodically, especially where there is a need to transfer information between both or between the two and the company that provides the medicine at work services, specifically in the following cases:

- SHHW commitment management policy;
- Objectives and goals to be met in SHHW;
- SHHW activities management programme;
- SHHW hazard identification and risk evaluation;
- Specific SHHW evaluations: noise, vibration, biological agents, ergonomics, etc.;
- Performance monitoring and measurement;
- SHHW documentation and records.

#### Organisation model

The occupational safety and medicine-at-work structure at SUMA is based on the following organisation model:

Safety, Hygiene and Health at Work Committee (CGSHST) – the internal body responsible for the co-ordination and implementation of the Safety, Hygiene and Health at Work Management Programme, reporting to SUMA's General Manager and member of its Board of Directors.

The main duties of this committee are centred on the planning, co-ordination and control of the Programme, the concept and management of the Programme's performance indicators information system, proposing activities, putting into motion internal disclosure, awareness and training activities, and drawing up reports on its activities.

This committee meets ordinarily once a month and extraordinarily as and when convened.

Local Safety, Hygiene and Health at Work Committees (CLSHST) – these committees exist at every one of the SUMA service centres and their mission is to implement the programme at local level.

Each of these committees comprises the head of the respective services and a number of workers representing each centre. The committees meet ordinarily once a month and extraordinarily as and when convened.

**Training, awareness and communication**

Within the scope of its general training plan, SUMA organises a number of training courses on Hygiene and Safety at Work for its employees.

**General law and collective bargaining agreements**

Occupational safety matters are governed by several items of legislation, especially Decree-Law 441/91 of November 14 and Act 99/2004 of August 27, as previously mentioned in respect of Mota-Engil Engenharia.

Since there is no collective bargaining agreement covering SUMA’s sector of activity, the company is governed by the general law in this matter.

Within the scope of Safety and Health at Work at SUMA, several indicators in are presented hereunder, calculated in accordance with the GRI guidelines.

WORK-RELATED ACCIDENT, OCCUPATIONAL DISEASE, DAYS LOST, AND ABSENTEEISM RATIOS

NUMBER OF WORKERS	HOURS WORKED	NUMBER OF WORK ACCIDENTS	NUMBER OF DAYS LOST	INJURY RATE	OCCUPATIONAL DISEASE RATE	RATE OF DAYS LOST	FREQUENCY INDEX (FI)	SERIOUSNESS INDEX (SI)
2,114	3,500,963	310	5,666	17.7	17.7	323.7	88.5	1.6

**1.4 TRAINING AND EDUCATION**

Measures fostering the qualifications of the SUMA Group’s human resources are central to the Organisation’s management policy, further strengthened in 2008 by the inclusion of new companies into the group and by the expansion into markets abroad.

On the other hand, the constraints affecting the performance of the economy, both Portuguese and international, conditioned training activity during 2008. This consequently increased the need to align training with the company’s strategy, a central orientation in the definition of occupational training and of all the courses directed at the development of the SUMA Group’s workforce.

With a view to dignifying its workers and the activities that are undertaken related directly with waste management and with cleaning public places, SUMA provides worker training, motivation and active participation in the work routine and in the important acts of the Company, seeking to promote the personal and professional enhancement of its employees within the scope of the Company and of the community.

For the purpose SUMA has a department dedicated to training, accredited by the IQF, the official training entity, the purpose of which is to respond to in-house training needs. The fundamental aim is to develop the technical and personal qualifications

of its workers, in addition to providing specialised external training services as and when so requested and consulted for the purpose.

The department includes a number of technicians and instructors trained in pedagogy and accredited by the Employment and Vocational Training Institute in pedagogy, having specific professional and technical experience in inter-disciplinary and complementary areas.

Although SUMA operates in several parts of the country, geographic dispersal does not constitute a barrier to providing training courses, though it does mean recourse to flexible, imaginative solutions to achieve its goals in this area.

For the purpose SUMA has developed a Mobile Training Unit. It is based on a bus

suitably adapted as a training facility, and it provides an excellent means of reaching out to greater numbers of people and of accommodating workers in comfort and economically.

The transverse, permanent training areas are Communication, Performance, Safety, Hygiene and Health at Work, Environmental Issues, Defensive Driving, Information Technology and Administrative and Human Resources Practices. A significant number of training activities is directed at these areas.

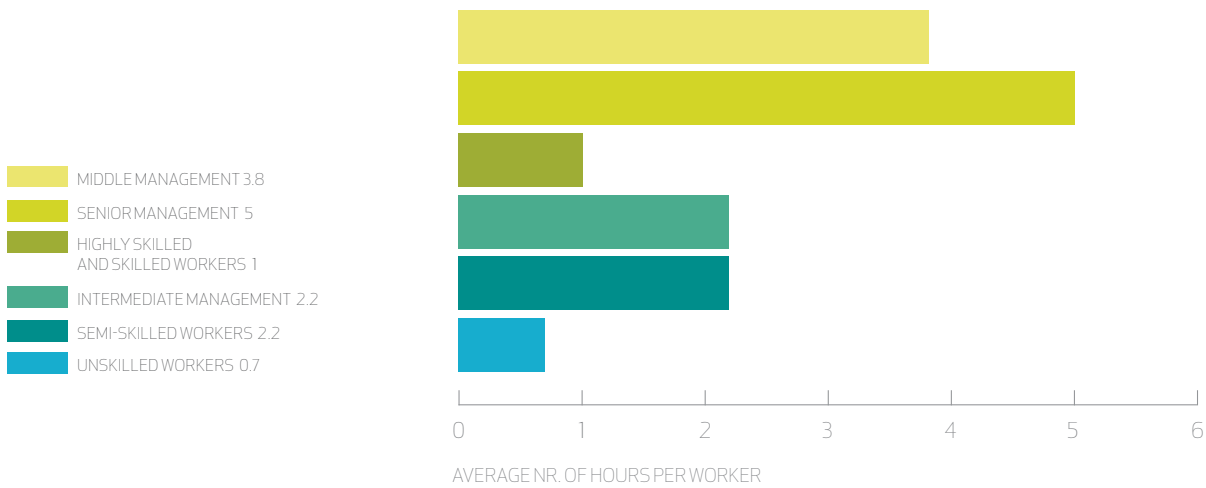
Other training areas involve behavioural, Motivational, Organisational and Leadership Training.

In 2008 training courses were organised involving 2,283 workers and training hours totalled 2,138.

#### TOTAL NR. OF TRAINING HOURS PER PROFESSIONAL GROUP

PROFESSIONAL GROUP	NR. OF TRAINING HOURS	AVERAGE NR. OF TRAINING HOURS/ EMPLOYEE
Middle management	289	3.8
Senior management	159	5.0
Highly skilled and skilled workers	518	1.0
Intermediate management	183	2.2
Semi-skilled workers	51	2.2
Unskilled workers	938	0.7
<b>Total</b>	<b>2,138</b>	<b>1.0</b>

AVERAGE NUMBER OF TRAINING HOURS PER PROFESSIONAL GROUP



As shown by the preceding charts, the Senior Management group returned the biggest average number of training hours per employee (five hours). On the other hand, unskilled workers underwent fewer training hours.

There are, as yet, no programmes under way for the education, training, counselling, prevention and risk-control for employees and their families or members of the community as far as serious illnesses are concerned. However, several training courses were organised during 2008 in the field of Safety, Hygiene and Health at Work that created greater awareness among SUMA employees of specific matters, such as occupational-hazard assessment or the use of personal protection equipment.

Performance evaluation is performed half-yearly by the direct superior of each employee, using an information sheet prepared for the purpose.

**1.5 DIVERSITY AND EQUAL OPPORTUNITIES**

SUMA implements a strict policy of equal opportunity and its personnel includes both men and women of various nationalities and ethnic origins.

This policy is extensive to every aspect of work and it involves an attitude of equal treatment and non-discrimination in matters such as recruiting and selection of human resources, career advancement and every other aspect of the employment relationship.

All employees are free to consult information affixed at their place of work on worker rights and duties in the matter of equality of treatment and non-discrimination, especially Internal Rule on Human Resources – NI\_RH\_021 – Principle of non-discrimination; Articles 22 et seq. of the Labour Code; Articles 33 et seq. of the Labour Code; Articles 66 et seq. of Act 35/2004 of July 29; and Decree-Law 143/99 of April 30.

### 8.3.3 MOTA-ENGIL GROUP

#### 1. HUMAN RIGHTS

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

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

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

There is no child or forced labour within the Group.

Workers or subcontractors involved in matters of security of premises and in the safeguard of property (no Group workers or subcontractors are involved in personal-security missions) have due regard in their personal interactions for the legally-enshrined rights in each country in which they perform their duties.

Lastly, it should be mentioned that the Mota-Engil Group does not, by habit, exercise any activity in any territory where the rights of the population or of native peoples are or could be in question.

#### 2. SOCIETY

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

The Mota-Engil Group has regard for the very highest standards of ethics, especially those relating to the promotion of fair competition, prohibition of bribery, illicit payments and corruption. There are no situations to be reported in this connection,

nor have any penalties or fines been imposed as a result of any illicit conduct in this connection.

In the matter of public policies the Group does not, by habit, assume any direct position nor, on the other hand, does it make any contributions to political organisations.

#### 3. PRODUCT RESPONSIBILITY

Assessment of the impacts on the health and safety of the customers of the Mota-Engil Group is a part of the management systems in force, particularly at Mota-Engil Engenharia and at SUMA, whose performance is detailed in this Report.

Situations requiring product and service labelling are infrequent in view of the nature of the business carried on by the Group, especially by the entities whose performance is reported herein, although all information in the matter of labelling is provided as and where required.

There were no cases of non-conformity in these matters in 2008 nor were any penalties applied, either of a pecuniary or of another nature.

In connection with this matter and with regard to practices related with customer satisfaction, information is provided elsewhere in this Report.

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

Lastly, this is also true of regard for the personality rights of the Mota-Engil Group customers, particularly in the matter of the defence and safeguard of their right to privacy in the management of relations with them. There are no complaints to report in this connection to date.













**RESULTS**  
NUMBERS THAT REFLECT  
THE WILL TO DO  
EVER MORE.

# 09

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## Annex – Feedback from Stakeholders

### Tell us what you think about this Report

Because your opinion is important to us, please fill in the following questionnaire and send it to our Social Responsibility, Corporate and Sustainability Division, using the following e-mail address: [ruipedroto@mota-engil.pt](mailto:ruipedroto@mota-engil.pt).  
The questionnaire can be downloaded at [www.mota-engil.pt](http://www.mota-engil.pt).

### Thanks for your help!

#### 1. Of the Mota-Engil activities included in this Report, which was of greater interest to you?

- Mota-Engil Engenharia  
 SUMA – Serviços Urbanos e Meio Ambiente, SA

#### 2. Besides these activities, what would you like to see included in the next Report?

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#### 3. To which group of stakeholders do you belong?

- Customers  
 Suppliers  
 Official Entities (including Local Government and Parish Councils)  
 Local Community  
 Employees  
 Municipal residents  
 Shareholders/Investors  
 NGOs  
 Media  
 Other: (please specify)

#### 4. What do you think of this Report in general and of each section considered?

	Very Good	Good	Average	Poor
General opinion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision and strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Group presentation and profile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance, Social Responsibility and Human Capital Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management Systems and relations with Stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research & Development and Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**5. Which section of the Report did you find most interesting?**

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**6. Are there any issues you consider important that have not been addressed in the Report?**

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**7. What do you think of the Report in respect of the following aspects?**

	Very Good	Good	Average	Poor
Content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of detail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Graphic presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentation of examples	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. Other comments**

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**Identity (optional):**

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Position: \_\_\_\_\_