

Sustainability Report

09







# INDEX

01.	<b>PRESENTATION</b>	
	Brisa in 2009	06
	Key Indicators	08
	Chairman's Statement	10
	Vision and Strategy	12
	Dialogue with stakeholders	13
	Brisa Group	19
	Corporate Governance	22
02.	<b>AREAS OF SUSTAINABILITY</b>	
	Road Safety	28
	Environment	33
	Human Resources	41
	Social Development	44
	Innovation and Quality	47
03.	<b>GRI INDICATORS</b>	
	GRI Table	51
04.	<b>VALIDATION</b>	
	Assurance Report	80

## I REPORT PROFILE I

**THE DRAWING UP OF BRISA'S SUSTAINABILITY REPORT AIMS AT PROVIDING INFORMATION TO SHAREHOLDERS AND CUSTOMERS AND DEMONSTRATING TO DIFFERENT STAKEHOLDERS BRISA'S COMMITMENT TO SUSTAINABLE DEVELOPMENT.**

This is Brisa – Auto-estradas de Portugal, SA seventh Sustainability Report, which describes the main activities and relevant data, as well as main indicators of Group Brisa for the period ranging from 1 January to 31 December 2009, including whenever applicable, references to actions under way or programmed for 2010.

The Sustainability Report completes the set of reports published by Brisa relating to 2009, including the Annual Report and Accounts and the Corporate Governance Report. They are all available on the websites [www.brisa.pt](http://www.brisa.pt) and [www.cmvm.pt](http://www.cmvm.pt).

This annual report describes the activities and the performance of Brisa – Auto-estradas de Portugal (referred to hereinbelow as Group Brisa or merely Brisa) under the view point of sustainable development, and corresponds to the situation described in page 17 of the same report.

The scope of indicators referred to in this report correspond, in general to Group Brisa, consisting of the companies whose management it controls, i.e. in which it holds over 50% of the share capital.

In 2009 the controlled companies are: Brisa – Auto-estradas; Brisal – Auto-estradas do Litoral Centro; Auto-estradas do Atlântico (AEA); Northwest Parkway (NWPY); Brisa Engenharia e Gestão (BEG); Via Verde Portugal (Via Verde); Brisa Assistência Rodoviária (BAR); Mcall; Brisa Access Electrónica Rodoviária (BAER); Brisa Internacional (BIN); and Controlauto. Social Indicators integrate Brisa Inovação (Brisa Innovation) and Brisa Operação & Manutenção (Brisa Operation & Maintenance), both companies created in December in 2009.

When the scope of an indicator is different from that described above, it is explicitly pointed out in the respective note on the GRI Table.

Contents were based on available information, namely that which collected for Brisa's 2009 Financial Statement, documents specifically drafted by different departments for the Sustainability Report, as well as information used by Brisa to answer inquiries by third parties and the information regarding the relations of the company with other stakeholders. The CEO's message is the same one published in the Financial Statement.

Brisa adopted a new methodology to collect and process the information published in this Report, based on the internal standard ISO03/09, approved on September 7, 2009, which establishes reporting as a current process at Group level and sets forth the management information system specifically developed for sustainable development, complementary to the management information system which prepares the financial information for reports and accounts.

Instruments used to this end are tools of this Report, contributing to the consistency and accuracy of its contents. Relevant data not available through these sources were determined based on information provided by the business areas and units and the information specifically gathered to comply with the reporting principles established by the third edition of Global Reporting Initiative Guidelines.

The information used – as a result of measurements, calculations or estimates - was checked by an external entity, in accordance with the assurance report found at the end of this document.



The Sustainability and Environment Report was drafted by the Investors, Communication and Sustainability Department, with the support of functional and operational departments of Brisa – Auto-estradas de Portugal, as well as inputs by its affiliates.

Complementary information, additional clarifications or suggestions about this report may be obtained from:

Luís d'Eça Pinheiro ([lepinheiro@brisa.pt](mailto:lepinheiro@brisa.pt))  
Director of Investor Relations, Communication and Sustainability

Franco Caruso ([franco.caruso@brisa.pt](mailto:franco.caruso@brisa.pt))  
Department of Communication and Sustainability

Headquarters  
Quinta da Torre da Aguilha, Edifício Brisa  
2785 – 599 São Domingos de Rana, Portugal  
Tel.: +351 214 448 500

The policies, procedures, criteria, internal guidelines or any other initiatives described in this report cannot be considered obligations of the company and per se, are not a basis for claims for rights by third parties. Brisa may, within its legal and legitimate rights, modify, revise or even repeal strategies, procedures, criteria and internal guidelines, when and under the terms it considers appropriate and timely.

Brisa's Sustainability Report was prepared in accordance with the third generation of guidelines for sustainability reports, G3 Global Reporting Initiative, and obtained a GRI A + validation level, assured by KPMG Advisory.



Download available in [www.brisa.pt](http://www.brisa.pt)

# 01. PRESENTATION



## I Brisa in 2009 I



- Extends the period of Concession until December 31, 2035
- Launches the new image and new features on the site Brisa.pt, which increases the number of visitors
- Launches Via Verde at McDonald's and provides more than 2000 transactions in the first month of use



- Develops a solar project at the NWPY Concession with the intent of using solar energy as the main source of energy for operating
- Continues the educational programme Safety First for another year, contributing to road safety education for the drivers of tomorrow



- Promotes social inclusion practices and energy efficiency improvements, following the relocation of Mcall
- Renews its presence in the FTSE4Good Index



- Launches Brisa Natural Engineering Prize and Scholarship, in collaboration with APENA
- Successfully tests, in Portugal and the United States, the new system for communication between vehicles and between vehicles and motorways: the VII - Vehicle Infrastructure Integration



- Receives the Excellence Award in Sustainable Development 2009
- Promotes Workshop on Natural Engineering, in collaboration with APENA



- Starts the training sessions for Project Colombo - Better Environment, dedicated to sustainability and addressed to all employees of the Group
- Launches new Road Safety advertising campaign, where the protagonists are the company's employees and their family members

- Participates in the project of sustainable mobility in the Netherlands and the consortium wins tender for pilot testing in the management of urban traffic
- Presents the VII - Vehicle Infrastructure Integration system at the international conference of IBTTA, demonstrating the advances that have been made in communication between vehicles, and between vehicles and infrastructure



- Promotes another visit to the Operational Coordination Center for the Living Science Project 2009
- Gathers, in one volume, all the work conducted and published under the Innovation and Technology scope: Open Roads to Innovation



- Sponsors the Sailing Unlimited meeting, which is free and open to all persons with disabilities
- Promotes debate on sustainable mobility and climate change in the second edition of the Green Festival



- Starts the Masters on Climate Change, in collaboration with the IST - Instituto Superior Técnico
- Receives honorable mention "I am Green", for the distinctive way in which it participated in the Green Festival



- Performs training sessions for all employees of the Group, with the aim of introducing the new Code of Ethics
- Operational Centers are equipped with a sub-fleet of more ecological friendly cars



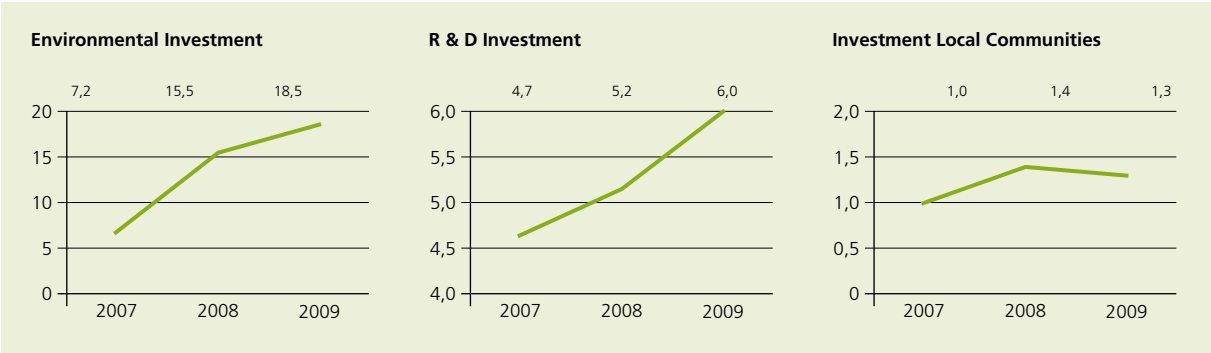
- Creates the new firms Brisa Operation and Maintenance and Brisa Innovation and Technology
- Assigns 40 thousand euros to two charities, of which about 12 thousand euros were donated by 646 employees, in the scope of the project Show Solidarity



# I Key Indicators I

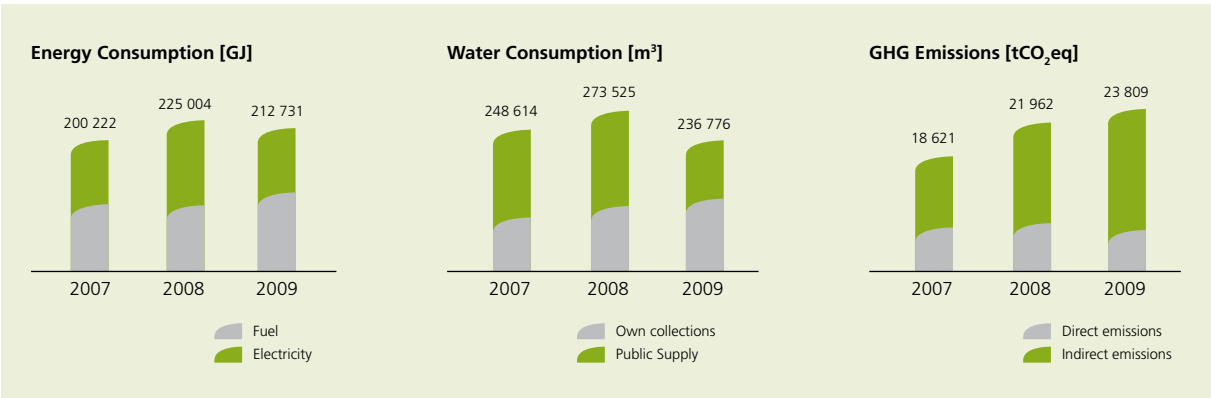
ECONOMIC INDICATORS (Million Euros)			
	2009	2008	2007
<b>Enviromental Investment</b>	<b>18.5</b>	<b>15.5</b>	<b>7.2</b>
Prevention and environmental management costs	5.6	2.3	ND*
Waste disposal, emissions treatment, and remediation costs	12.9	13.2	ND*
<b>R &amp; D Investment</b>	<b>6.0</b>	<b>5.2</b>	<b>4.7</b>
Research	0.46	ND*	ND*
Development	5.53	ND*	ND*
<b>Investment Local Communities</b>	<b>1.3</b>	<b>1.4</b>	<b>1.0</b>
Donations	0.21	0.15	0.13
Public Service	1.05	1.28	0.85

\* Data not available due to changes in the indicator.



ENVIRONMENTAL INDICATORS			
	2009	2008	2007
<b>Energy Consumption [GJ]</b>	<b>212 731</b>	<b>225 004</b>	<b>200 222</b>
Electricity consumption [GJ]	113 840*	119 360	98 662
Fuel consumption [GJ]	98 891	105 644	101 560**
<b>Water Consumption [m³]</b>	<b>236 776</b>	<b>273 525</b>	<b>248 614</b>
Public Supply [m³]	117 485	152 153	151 902
Own collections [m³]	119 291	121 372	96 712
<b>GHG Emissions [tCO<sub>2</sub>eq]</b>	<b>23 809</b>	<b>21 962</b>	<b>18 621</b>
Direct emissions [tCO <sub>2</sub> eq]	7 449	7 955	7 642
Indirect emissions [tCO <sub>2</sub> eq]	16 360	14 007	10 979

\* This value does not set the base for the electricity target 2010-2012. Please refer to the GRI EN4 Indicator (p.55) for further information.  
 \*\* The scope defined in 2007 differs from 2008 and 2009, which include AEA and NWPY Concessions.



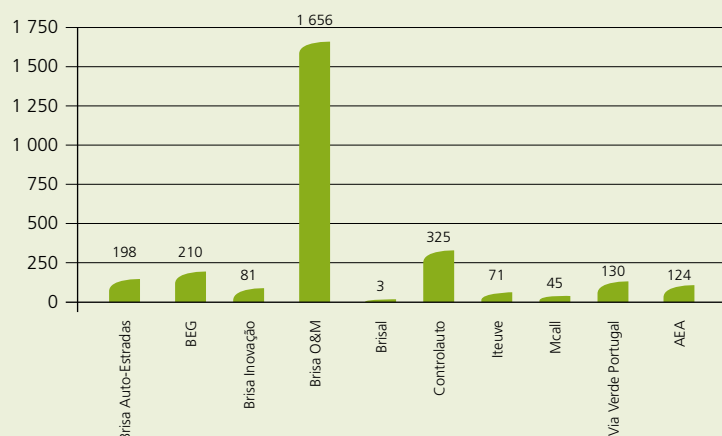


## SOCIAL INDICATORS

**Total Workforce**

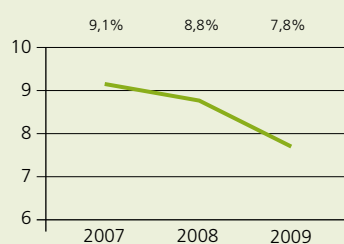


**Total Workforce per Company**

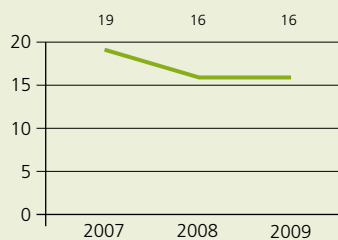


	2009	2008	2007
Turnover rate	7,8%	8,8%	9,1%
Average hours of training per employee	16	16	19

**Turnover Rate**



**Average Hours of Training per Employee**



	2009	2008	2007
Rate of Absenteeism	3,5%	4,2%	4,1%
Days lost	11 805	2 572	4 319
Frequency rate	17,00	13,86	23,09
Gravity rate	1 920,00	548,51	958,96
Incidence rate	0,040	0,020	0,024
Duration rate	112,00	40,00	41,53



## I Chairman's Statement I

The global economic and financial crisis severely impacted the real economy. The majority of world economies suffered an unprecedented downturn and Portugal was no exception. An extremely difficult macroeconomic environment led to the worst recession of the past two decades, with a negative GDP growth of 2.7%.

In such a difficult situation, Brisa sought to take advantage of every challenge and opportunity it could seize and managed to achieve the financial and operating goals it had set forth in the beginning of 2009 - which had been considered over optimistic by most financial market agents.

### Financial goals were met

Notwithstanding the difficult and uncertain environment, Brisa took on and achieved ambitious financial objectives, notably the preservation of cash flow.

Despite the drop in traffic in Brisa's concession network by approximately 2% - lower than initially forecasted and below Portuguese GDP's downturn, the company kept EBITDA at the same level of the previous year. This was possible thanks to a tight control of operating expenses, which were cut by 4.3% in 2009. In like-for-like terms, without considering the impact from the change in Douro Litoral concession's consolidation method, the real fall in operating costs was even higher, hovering around 7%.

Net income grew by 6.5%, which is on par with the EBITDA levels referred to above, which will enable a dividend per share of 31 cents to be distributed, equivalent to that of the previous year.

Cutback efforts were also extended to investment, which totalled 115 million euros in 2009, quite below initial estimates and 2008's figures. These efforts helped contain debt and provided for a consistent generation of free cash flow.

### Stock exchange valuation and stronger sustainability

On the capital markets, Brisa stock recovered against the sharp losses experienced by markets in 2008. Brisa share price climbed by 34.2%, corresponding to a value per share of E 7.18 on 31 December 2010, slightly outperforming the Portuguese PSI20 index.

The company's achievements were not limited to the work developed at economic and financial levels, but also included a broader vision of sustainable growth. Brisa made significant progress in this field, particularly at environmental and social levels, underpinned by its commitment to the five quantitative environmental goals which make up Brisa's eco efficiency indicator. On the social front, the company put a "Code of Ethics" into practice, created an irregularities disclosure system and appointed its first Ombudsman.

### Assets portfolio expansion

While working to obtain efficiency gains at an operational level and to optimize investment, Brisa added three new assets to its portfolio.

In the road sector, in consortium with other companies, Brisa participated in five tenders launched by the Portuguese Government and was awarded (pending official approval as of yet) two new road concessions – Baixo Tejo and Litoral Oeste – for a 30 year period and with a total length of respectively 68 km and 112 km.

In the railway infrastructures sector, the Elos consortium co-led by Brisa won the construction and management of the high speed train railway section between Poceirão and Caia, with a total length of 165 km. This achievement marks a very important step for Brisa in a sector with close links to road concessions.

In terms of business portfolio management, the agreement to reduce Brisa's stake from 55% to 45%



in the Douro Litoral concession should be noted. This change stems from the company's policy to hold minority stakes in projects still under the construction phase.

### **Corporate Reorganization**

Brisa concluded the renegotiation of its concession contract in December 2008, which allowed it to start the reorganization of its corporate structure in 2009. The purpose of this reorganization is to enhance the creation of value by means of an improved financial structure and greater operational efficiency.

Brisa's corporate reorganization involves modifying the existing listed company into a business holding, transferring Brisa concession, including respective

assets and liabilities, onto a specific vehicle, in line with the present structure of remaining concessions. Within the scope of this reorganization, all maintenance and operation activities will be transferred to a new company called Brisa Operação & Manutenção.

### **Confidence in the future**

In this uncertain economic environment, Brisa will stay on course, maintaining focus on cost control, investment management and cash flow preservation. At the same time, the new corporate structure will provide greater financial flexibility and a more solid credit standing, which, combined with an active management of the business portfolio, will sustain business growth and permit to maintain our dividend policy.

# I Vision and Strategy I

IN THE FIRST DECADE OF THIS CENTURY, BRISA ACCEPTED THE CHALLENGE OF SUSTAINABILITY, INTEGRATING THE SOCIAL AND ENVIRONMENTAL DIMENSIONS IN ITS STRATEGY, IN ADDITION TO THE ECONOMIC DIMENSION OF BUSINESS. THE COMPANY HAS SINCE THEN DEFINED, FOR ITS BUSINESS, SUSTAINABILITY AS THE SEARCH FOR SIMULTANEOUS GROWTH WITH PROFIT, SOCIAL PROGRESS AND ENVIRONMENTAL QUALITY, SUPPORTED IN THE CONTINUOUS IMPROVEMENT OF PROCEDURES IN THE MANAGEMENT OF RISKS AND INNOVATION, WITH THE OBJECTIVE OF CREATING VALUE FOR ALL STAKEHOLDERS.

Brisa is positioned as a leader in the transport infrastructure sector, with a special focus on toll roads, both domestically and internationally, and on railway infrastructure and airports, specifically in the domestic market.

In almost 40 years of activity, the company played a decisive role in the financing, design, construction and operation of a motorway network, which is the backbone of the Portuguese road system. This experience helped create a corporate culture based on the values of Ethics, Innovation and Excellence and strongly devoted to the promotion of mobility and accessibility at an inter-urban, inter-regional and international level, with important economic and social benefits to communities and the activities it serves.

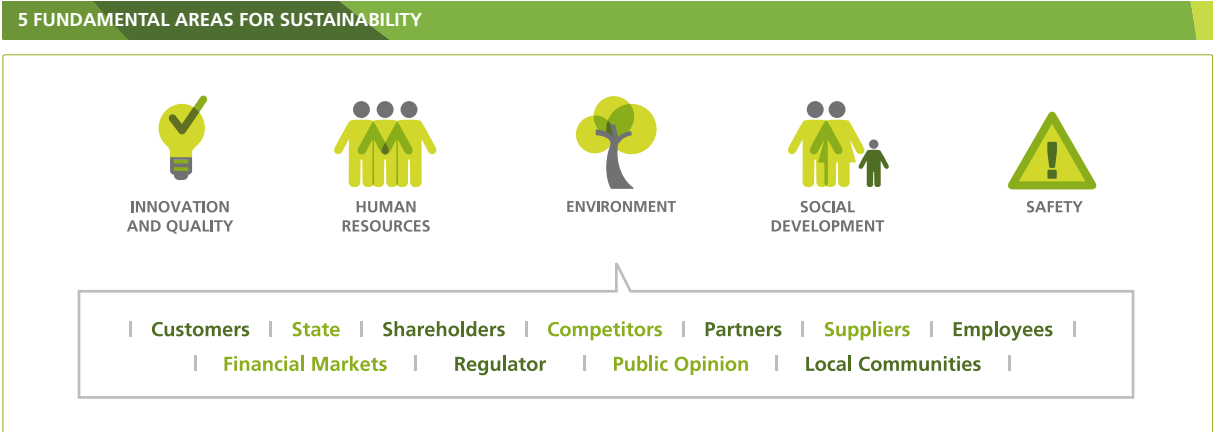
That is why the company uses, as its corporate motto, the condition of “Partner for Development of Portugal”, which extends to all markets where it is established and active, either as an infrastructure concessionaire or as a provider of mobility services.

Since 2002, Brisa has been recognized by third parties as a reference in the field of sustainability,

either through the integration in ethical indexes such as FTSE4Good, the performance in rankings, such as the assignment of the Award of Excellence for Sustainable Development, awarded by Heidrick & Struggles and the Diário Económico, and via other benchmarks (SAM, Triodos, Vigeo, Carbon Disclosure Project, amongst others) or by the numerous instances of stakeholdersdialogue.

At the same time, Brisa worked to incorporate the theme of sustainability into their mission and values, particularly by identifying five fundamental areas - Road Safety, Environment, Social Development, Human Resources and Innovation and Quality - and the key stakeholders.

As demonstrated in this report, besides this positioning exercise, the company has been developing policies, tools and processes required to translate these values into concrete actions that are part of current activities of business, and which are incorporated into the company culture and individual objectives of the employees.



# I Dialogue with stakeholders I

IN 2009, BRISA CONTINUED THE WORK STARTED IN 2007 WITH THE MAPPING OF STAKEHOLDERS AND PREPARED THE IMPLEMENTATION OF THE AA1000 STANDARD, IN ORDER TO FOLLOW UP ON THE GROUP'S FEEDBACK CAPACITY LEVEL TO STAKEHOLDERS EXPECTATIONS.

The dialogue with interest groups is a crucial point in Brisa's sustainability strategy. So as to identify critical issues and build a positive relationship with its stakeholders, Brisa requires increasingly sophisticated scrutiny mechanisms.

## Materiality Analysis

Initiated in 2007, this project has essentially covered an identification process of the main stakeholders and the identity traits of the company, so as to define its mission, vision and values and define the main guidelines in this matter.

Two main activities were developed under this project:

1. Brisa's materiality study, based on a benchmark analysis, two in-house focus groups, 19 in-house interviews and 26 external interviews, one on-line questionnaire for company staff, analysis of Brisa's main strategic goals and the analysis, by the Executive Board of the most important themes for business development and the company strategy
2. Identification and mapping of the most relevant Brisa stakeholders.

The material topics correspond to issues to be decided when designing the sustainability strategy of the company.

## Brisa Material Themes

The identification of material themes for Brisa enabled the definition of main guidelines, with objectives phased out over several years.

The Brisa Service Chart was identified as an important contribution to meet stakeholders' expectations. The first version of this Chart was drawn up and will be launched in 2010. At an internal level, the New Code of Ethics is still being implemented, including a training session for all company employees, the implementation of an irregularities disclosure system and the appointment of the Ombudsman.

At an environmental level, the Brisa Programme for Biodiversity includes several voluntary initiatives complementary to measures which integrate the company's activity at an operational level, namely the mitigation of noise level. The comprehensive environmental diagnosis of Brisa's activity carried out in 2008 was continued in 2009, having given rise to specific measures currently under deployment.

The programmes dedicated to the social area that started in 2008 were continued in the year under review, specifically training sessions in sustainability with the Colombo Project – Better Environment.














BRISA MATERIAL THEMES			
MATERIAL TOPICS		COURSES OF ACTION	
	<b>ECONOMIC DIMENSION</b>	<b>2009</b>	<b>2010</b>
	Corporate Governance Ethics and transparency  Pricing of services provided Range of services provided Product and service innovation	Sustainability Indexes: FTSE4Good, DJSI, H&S, CDP Code of Ethics implementation Irregularities Communication Channel Ethical Ombudsman Service Chart Service Chart Via mais Verde / ALPR / VII	
	<b>ENVIRONMENTAL DIMENSION</b>	<b>2009</b>	<b>2010</b>
	Environmental policy Environmental training and awareness  Biodiversity  Climate Change  Environmental costs	Environmental Policy Declaration Colombo Project Ecological Footprint Campaign Environmental Campaigns BCSD Portugal Publications Biodiversity Policy Declaration Brisa Programme for Biodiversity M4D Project, Eco-driving Portugal Masters and other studies Corrective measures	
	<b>SOCIAL DIMENSION</b>	<b>2009</b>	<b>2010</b>
	Training and development Best practice promotion regarding road safety Stakeholders dialogue mechanisms Community support	Code of Ethics training, Colombo Project Safety First Programme AA 1000 Diagnosis Show Solidarity, Aprender a Empreender	Eco-driving training Action Plan

## Stakeholders – Challenges and Actions

The main stakeholders were identified in 2007 by the Social Responsibility Working Group, which was based on two criteria: the impact of the stakeholder on Brisa and the impact of Brisa on the stakeholder. In 2009, Brisa began preparing for the implementation

of AA1000, through a diagnosis of adherence to the principles of this reference.

This analysis, involving different areas of the Corporate Center, the Concessions, and the different Business Units, aimed to identify how they are involved with the different groups of stakeholders, to identify their

STAKEHOLDER	WHY?	KEY FACTORS
 <b>SHAREHOLDERS</b>	They own the company and are essential to the strategy definition, both through decision making and management support	<ul style="list-style-type: none"> <li>Investor Relations Department</li> <li>Annual studies of the sector</li> <li>Roadshows / Feedback reports</li> </ul>
 <b>EMPLOYEES</b>	They are an essential part of the organization	<ul style="list-style-type: none"> <li>Employee website and Quality website</li> <li>Irregularities Disclosure Channel and Ethical Ombudsman</li> <li>Periodical meetings with the Labour Commission</li> <li>Regular meetings with Quality and Sustainability Managers</li> <li>Follow up of management systems</li> <li>Training evaluation questionnaire</li> <li>Internal Quality Auditing Satisfaction Questionnaire</li> <li>Active Improvement Opportunities System</li> </ul>
 <b>CUSTOMERS</b>	Income origin for the service provided	<ul style="list-style-type: none"> <li>Customer satisfaction studies - MI CARE</li> <li>Customer satisfaction evaluation follow-up regarding Road Assistance, Blue Number and Stores</li> <li>Mystery Client present at widening works and in Service Areas</li> <li>Food Quality and Hygiene Evaluation at the Service Areas</li> <li>Client questionnaires</li> <li>Available communication channels: websites, blue number and stores</li> <li>Complaints Management System</li> </ul>
 <b>REGULATOR</b>	<ul style="list-style-type: none"> <li>Represents the Grantor</li> <li>Allocates authorizations and approvals related to concession projects and works</li> <li>Establishes the framework conditions</li> </ul>	<ul style="list-style-type: none"> <li>Active management of the Concession Agreement</li> <li>Formal and informal meetings</li> </ul>
 <b>PUBLIC ADMINISTRATION</b>	<ul style="list-style-type: none"> <li>Represents the Grantor</li> <li>Creator and/or receptor of strategic concession issues</li> <li>Controls the Working Condition Standards</li> </ul>	<ul style="list-style-type: none"> <li>Agreement requisites follow-up</li> <li>Maintain constant contact</li> </ul>
 <b>PARTNERS</b>	<ul style="list-style-type: none"> <li>Contribute to the compliance of the mission with economical efficiency</li> <li>They represent a large part of the employees</li> <li>They contribute to the competitive success of the Group</li> <li>Collaborate in a value creation management</li> </ul>	<ul style="list-style-type: none"> <li>Union proposals and negotiation processes</li> <li>Periodical meetings (monthly or quarterly)</li> <li>Commissions (when necessary)</li> <li>Construction/work Contract Management</li> </ul>
 <b>FINANCIAL MARKETS</b>	Provide financing for investments	<ul style="list-style-type: none"> <li>Consult financial entities</li> <li>Negotiate processes</li> <li>Daily follow-up through meetings</li> <li>Research reports analysis</li> </ul>
 <b>SUPPLIERS</b>	They contribute to the quality of the service provided by Brisa	<ul style="list-style-type: none"> <li>Contract negotiation process and meetings</li> <li>Follow-up meetings</li> </ul>
 <b>COMPETITORS</b>	They condition Brisa's position in the market	<ul style="list-style-type: none"> <li>Detailed analysis of Brisa's competition</li> <li>Benchmark study of economic-financial performance</li> </ul>
 <b>LOCAL COMMUNITIES</b>	<ul style="list-style-type: none"> <li>Active representatives of various interests and influential opinion makers</li> <li>Contribute towards a cooperative relationship and a deeper knowledge of the communities</li> <li>They are affected by the infrastructures</li> <li>They impact the company's reputation</li> </ul>	<ul style="list-style-type: none"> <li>Public consultation process, at an environmental impact study level</li> </ul>
 <b>PUBLIC OPINION</b>	Contribute to the creation of a positive, solid, coherent and reliable image of the company	<ul style="list-style-type: none"> <li>Perform annual questionnaires</li> <li>Perform perception studies on the journalists</li> <li>News monitorization and quarterly evaluations</li> </ul>

expectations, concerns and needs, and to demonstrate how they are answered by Brisa.

This process will continue in 2010, to define an action plan based on the results of this diagnosis.

EXPECTATIONS	RESPONSE
<ul style="list-style-type: none"> <li>Value creation</li> <li>Transparent and rigorous information</li> </ul>	<ul style="list-style-type: none"> <li>Strategies to increase share value</li> <li>Regular information through available channels: <ul style="list-style-type: none"> <li>AR and SR</li> <li>Brisa website, e-mail and telephone</li> <li>Specific meetings and events, such as Investors' Day and General Assembly</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Employment stability</li> <li>Professional progression perspectives</li> </ul>	<ul style="list-style-type: none"> <li>People management processes, such as: <ul style="list-style-type: none"> <li>Performance Management</li> <li>Career management</li> <li>Compensations</li> <li>Training</li> </ul> </li> <li>Communication channels</li> </ul> <p>*see channels referred in "Key Factors"</p>
<ul style="list-style-type: none"> <li>Safety, comfort and traffic fluidity</li> <li>Quality of the infrastructure and service provided, necessity of perceived value</li> <li>Accessible and transparent contact</li> </ul>	<ul style="list-style-type: none"> <li>At operational level: <ul style="list-style-type: none"> <li>New equipment, systems and road safety procedures</li> <li>Management of pavements and engineering works</li> <li>Patrol and assistance service</li> <li>Working Group for Widening Works, Working Group for Crises Management and Communication</li> </ul> </li> <li>Information available: <ul style="list-style-type: none"> <li>Complaints Management System</li> <li>Multichannel information on motorway circulation (Brisa information channels, Brisa Reporter, Radios, Press Releases, brochures, amongst others)</li> <li>Information Stands, Stores and Service Stations</li> <li>Blue Line - Assistance and Information</li> <li>Assistance and Communication for the Deaf Community via sms</li> <li>Websites</li> </ul> </li> </ul>
Compliance Concession Agreement	<ul style="list-style-type: none"> <li>Creation of events/activities/queries</li> <li>Strict compliance with concession agreement</li> <li>Criteria definition for improved service measures</li> <li>Optimization of technical solutions</li> <li>Elaboration and execution of specific studies</li> </ul>
Compliance Concession Agreement	<ul style="list-style-type: none"> <li>Negotiation process, with impact on Concession Agreement</li> <li>Contract/agreement management</li> <li>Creation of events/activities/queries</li> <li>Elaboration of reports</li> </ul>
<ul style="list-style-type: none"> <li>Compliance with agreements and protocols</li> <li>Opportunity creation and active collaboration on initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of proposals, suggestions and complaints</li> <li>ACT negotiation</li> <li>Innovation model</li> <li>Development of long term joint projects</li> <li>Protocols with universities and research institutions</li> <li>Supports the production of scientific literature</li> </ul>
<ul style="list-style-type: none"> <li>Value creation</li> <li>Transparent and rigorous information</li> </ul>	<ul style="list-style-type: none"> <li>Integration of expectations during the negotiation process</li> <li>Elaboration on sectorial studies and meeting reports</li> </ul>
Transparencey and rigour	<ul style="list-style-type: none"> <li>Compliance with contract conditions</li> <li>Dedicated channel to contract management</li> <li>Stable and long term relationship</li> <li>Contract management system and technical support</li> </ul>
	<ul style="list-style-type: none"> <li>Integration of benchmark conclusions in the decision making process</li> </ul>
<ul style="list-style-type: none"> <li>Contribute to local development</li> <li>Mobility and accesibility solutions</li> </ul>	<ul style="list-style-type: none"> <li>Problem solving related to the presence of the infrastructure</li> <li>Collaboration in finding a solution for the accessibility of motorways</li> <li>Defining Action Plans considering stakeholders expectations</li> <li>Integration of key factors in the management of different business units</li> <li>Mitigation and/or preparation of a and strategy to eliminate negative impacts</li> </ul>
Transparent and rigorous information	Dedicated Channel for media Meetings, press releases, support and background information



Referenced Organizations

Brisa has an active role in a number of organizations, including trade associations and reference entities related to sustainable development.

With exception of the United Nations Global Compact, Brisa is represented on the board of each of the following, and occupies the Presidency of BCSD Portugal:

APCAP  
Association of Portuguese Concession Companies of Toll Motorways or Bridges

ASECAP  
European Association with tolled motorways, bridges and tunnels

IBTTA  
International Bridge, Tunnel and Turnpike Association

CRP  
Centro Rodoviário Português (Portuguese Road Association)

WBCSD  
World Business Council for Sustainable Development  
Brisa is a member of the WBCSD, an international organization that brings together over 200 companies worldwide that are engaged in the promotion of sustainable development.

Consistent with the work done by the company in this area and with the aim of contributing to the dissemination of best practices applicable to their sector Brisa has, since its accession in May 2007, been an active member, whether in concrete projects in the field of mobility, or through the participation of its chairman, Vasco de Mello, in the Focus Area Core Team of the Development Area.

BCSD PORTUGAL  
The Brisa CEO, Vasco de Mello, is the chairman of the largest national business organization dedicated to sustainability: BCSD Portugal - Business Council for Sustainable Development.

The organization includes more than 100 members, whose businesses promote business leadership as a means of change regarding the road to sustainability, with a focus on innovation, eco-efficiency and social responsibility.

Brisa reinforces its contribution to the sustainable development agenda, by ensuring its national presence as a member of BCSD Portugal.





## UNITED NATIONS GLOBAL COMPACT

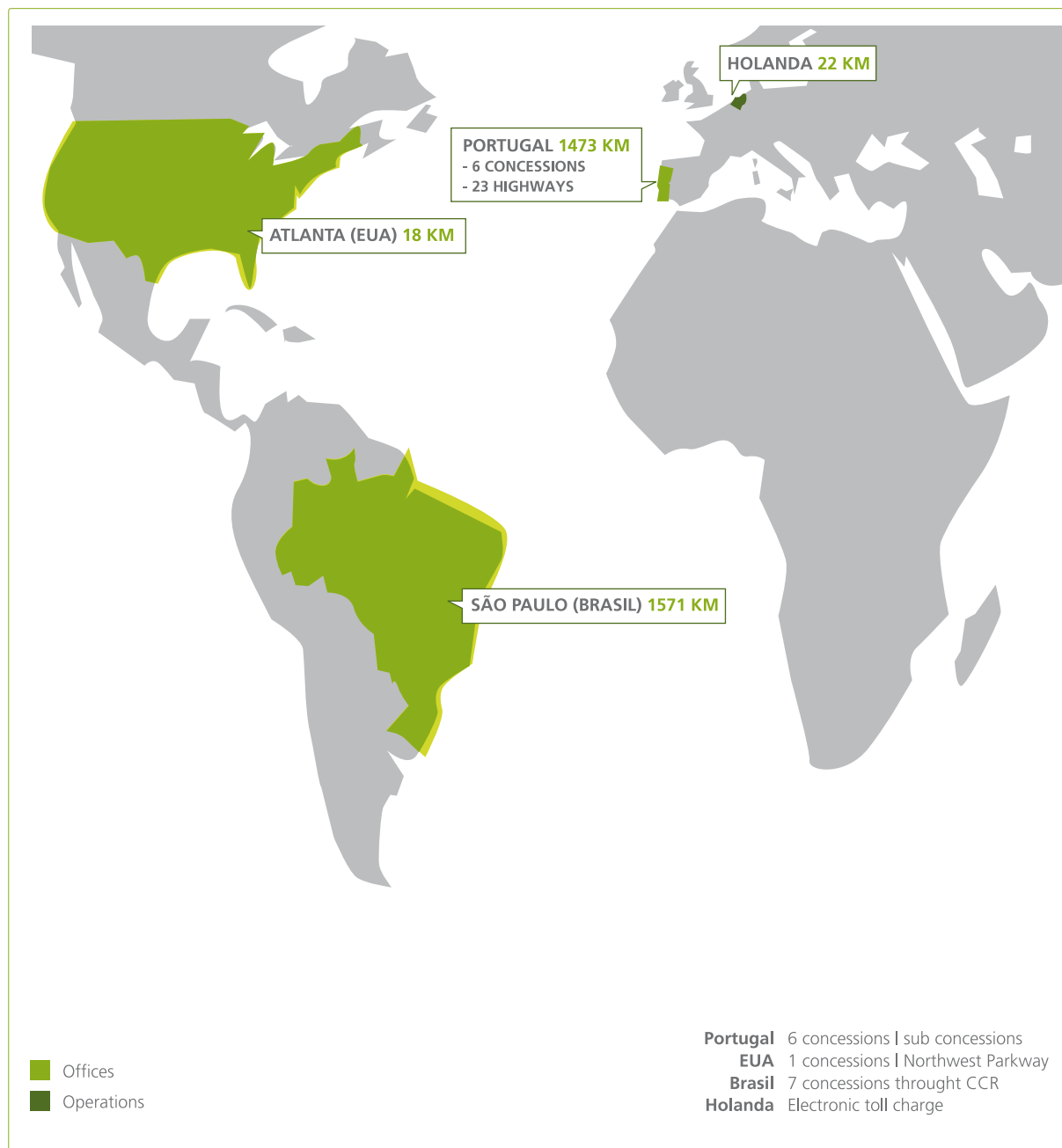
The United Nations Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

Since 8 October 2007 Brisa is a signatory of the United Nations Global Compact, reinforcing its public commitment to sustainable development.

This strategic policy establishes the frame for the fundamental guiding principles which Brisa, in its internationalization process, will integrate, and use to form a global coherent framework. This membership also contributes to the incorporation of sustainable development values in Brisa's value chain.

UN GLOBAL COMPACT PRINCIPLES		
PRINCIPLE		PAGE
<b>Human Rights</b>		
1	Support and respect the protection of human rights	72-73
2	Prevent human rights abuses	72-73
<b>Labour</b>		
3	Uphold the freedom of association and collective bargaining	73
4	Eliminate all forms of forced and compulsory labour	74
5	Abolish child labour	74
<b>Environment</b>		
6	Eliminate discrimination in respect of employment and occupation	73
7	Support a precautionary approach to environmental challenges	33-40; 56-65; 54
8	Promote greater environmental responsibility	33-40; 56-65; 54
9	Encourage development of environmentally friendly technologies	33-40; 56-65
<b>Anti-corruption</b>		
10	Work against corruption in all its forms	42; 75-76





## I Brisa Group I

CREATED IN 1972, BRISA HOLDS SIX ROAD CONCESSIONS IN PORTUGAL, NAMELY BRISA, ATLÂNTICO, BRISAL, DOURO LITORAL, BAIXO TEJO AND LITORAL OESTE, COMPRISING A TOTAL OF 23 MOTORWAYS AND COVERING 1687 KM. THE BRISA CONCESSION STANDS OUT AMONGST ITS PEERS AS IT STRETCHES THROUGHOUT 1106 KM, SPREAD OUT ALONG 11 MOTORWAYS THAT COVER THE COUNTRY FROM NORTH TO SOUTH AND EAST TO WEST.

### Brisa Profile

After 38 yrs of business, Brisa Auto-estradas is one of the largest motorway operators in the world and the biggest transport infrastructures company in Portugal today.

Abroad, Brisa is present in the United States, controlling the Northwest Parkway concession; it operates in Brazil through CCR that holds seven road concessions and Line 4 of the São Paulo Underground; it also operates in the Netherlands, where it is active in electronic toll systems.

In support of its operations, Brisa holds a number of road service companies, including Brisa Operação e Manutenção, which provides assistance to all domestic concessionaires. Via Verde is one of Brisa's most prominent service – an electronic payment system which debits the corresponding toll, to the distance travelled, directly to the road user's bank account. This innovating automatic payment service has contributed to more comfortable, easier and safer road mobility.

Present in the capital market for over a decade, Brisa is listed on Euronext Lisbon and part of its main index, the PSI 20. Its market capitalization at the end of 2009 reached 4 200 million euros.

Brisa is also part of Euronext 100 – an index made up of the largest companies in France, Holland, Belgium and Portugal, the Bloomberg European 500 - an index including the 500 European companies with largest market capitalization; and the FTSE4 Good, the European reference index for social responsibility.

### Corporate reorganization

Brisa is undergoing a corporate re-organization with the aim of changing the Group into a holding. This operation will start by moving the Brisa concession to a different company, since it is still included in the parent company. Corporate debt will then be transferred to this new company, allowing a better distribution of assets and liabilities.

Likewise, all operation and maintenance activities were transferred to one company - Brisa Operação e Manutenção. This company with a 40-year know-how in motorway maintenance and management, will provide maintenance and operation services to all road concessions of the Group. The goal is to improve efficiency and rationalize means while ensuring the high quality of business that characterizes the Brisa Group as a reference in the management of motorways.

In operational terms, this reorganization will result in a greater asset visibility, which in turn will bring greater efficiency to the different business units. From the financial point of view, the ring fencing of the Brisa concession will imply greater financial flexibility and a more solid credit standing, as a result of the separation of assets and liabilities.

As of the date of this report, Brisa Operação e Manutenção was already established and the transfer of the Brisa concession into a specific company is now under way, as well as the separation of assets and liabilities.



BUSINESS AREAS

#### MOTORWAY CONCESSIONS

| BRISA | AEA | BRISAL | AEDL | BAIXO TEJO |

#### ROAD SERVICES

| BOM | BIT | VVP | MCALL | CONTROLAUTO |

#### INFRASTRUCTURES

| BEG | ELOS | ASTERION | TIIC |

#### INTERNATIONAL

| CCR | NWP | MOVINIENICE |

## COMPANIES

### Brisa Concession

- 11 Motorways
- Length: approximately 1100 km
- Concession period: until 2035
- Main national road network extends from North to South and East to West
- The construction of the access to the New Lisbon Airport will conclude the total network
- In 2010, the construction of accesses to logistic platforms of North Lisbon, in Castanheira do Ribatejo (A1) and Poceirão (A12), as well as the new Soure Junction (A1) and the connection to Alto da Guerra (A12) will begin

### Brisal Concession

- 1 Motorway: A17 – Litoral Centro
- Investment of Euro 575 million
- Length: 92.7 km
- Concession period: 22 to 30 years
- The concession links the A8, A17 and A29, making up the second North-South corridor connecting Lisbon and Oporto, via the West region
- Fully automated, with Via Manual and Via Mais Verde systems

### Atlântico Concession

- 2 Motorways: A8 (Lisboa – Leiria) and A15 (Caldas da Rainha – Santarém)
- Length: 170 km
- Strong urban nature, serving the northern region of Lisbon metropolitan area.
- The installation of automatic payment machines – via manual in the concession was started in 2009.

### Litoral Oeste Concession

- Contract awarded in February 2009
- Concession period: 30 years
- Total investment; 622 million euros
- Total length of 111.6 km, of which 81.7 km is for construction and operation, 26.8 km is for operation only and 3.1 km concerns widening works
- Located in central region of the country, it connects the A1, A8 and the A17

### Baixo Tejo Concession

- Contract awarded in January 2009
- Concession period: 30 years
- Estimated investment of 289 million euros
- Design, planning, construction, lane widening works, financing, operation and maintenance of motorway stretches, regional and other roads in the district of Setúbal.
- Strong synergies with the Brisa network, since the concession will link the A2 to the A12
- Total length of 68 km, 17 km of which are tolled. The existing network totalling 34 km comprises the IC32, IC3, IC20 and IC21. The 34 km network still to be built includes the IC32, Connections to Trafaria and Funchalinho and the ER 377-2. In addition, Avenida do Mar with 5 km in length will be modernized and subsequently transferred to the Concession Grantor.



### Douro Litoral Concession

- 3 motorways with real tolls: A32, A41 and A43
- Contract awarded in December 2007
- Concession period: 27 years
- Length: 76 km
- Investment: approx. One billion euros
- Operation and maintenance for a period of 5 years (up to March 2013) of the main road axes around the Oporto metropolitan area, this second network totalling approximately 53 kilometres
- Network playing a crucial role in economic development, linking and complementing existing motorways, including the A1, A3 and A4.

## COMPANIES

### Brisa Operation and Maintenance

- Established in December 2009;
- Gathers all operating and maintenance services;
- Provides reference services, namely active traffic management, customer information and satisfaction, road assistance and management of the service areas network.



### Via Verde

- Via Verde Portugal is held by Brisa in 75% and by SIBS - Sociedade Interbancária de Serviços, a Portuguese company which centralises interbank settlement and manages the Multibanco (ATM) network, in 25%;
- Provides non-stop electronic toll payment ;
- The system is currently available in other motorway concessionaires in Portugal (Auto-estradas do Atlântico, Ascendi, Mafratlântico, Brisal e Lusoponte), providing interoperability among different networks;
- With this innovating system installed nation-wide, Portugal became the first country in the world to have a non-stop electronic toll network;
- The Via Verde system is also available in car parks belonging to different operators, in Galp fuel stations and is currently being tested in three McDonald's McDrive restaurants;
- Accounts for nearly 62% of toll transactions in Portugal;
- Used in over 1 400 kilometres of motorways and bridges, over 80 car parks and 97 fuel stations;
- Over 2.3 million users.



### Mcall

- Specialised in call services;
- Responsible for handling Via Verde's customer support line, Brisa's Blue Number and Controlauto line;
- Manages requests for assistance from hearing disabled people (via SMS) in motorways.



### Brisa Innovation

- Established in December 2009;
- Results from the merger of BAER – Brisa Access Electrónica Rodoviária and DIT – Direcção de Inovação e Tecnologia;
- Active in research, design, development, production, installation, support and maintenance of the equipment, system and intelligent services required for the operation of the Group's motorways;
- Follows up and provides support to the technological needs of Brisa in other fields and geographic areas.

### Controlauto

- Operates in the car inspection sector, with a network of 46 inspection centres;
- Implemented a new information system to improve productivity, increase safety in inspection control and improve customer service, by reducing wait time;
- Increased available capacity for inspection scheduling and extended opening hours of inspection centres.



## Brisa Engenharia e Gestão

- Active in the management and coordination of studies and projects, expropriations and works supervision and management of engineering structures and pavements;
- Collaborates in the international public tender for the Poceirão/Caia High Speed Train concession, which will be part of the high speed railway connection between Lisbon and Madrid, and in the preparation of the bid for the future tender for the new Lisbon Airport;
- Provides management and coordination of projects, expropriations and works supervision for the Douro Litoral, Baixo Tejo and Litoral Oeste concessions and the contracts for the improvement and widening works of Brisa networks;
- In the international market, provides technical and organizational support to AGA (Algérienne de Gestion des Autoroutes).

## INTERNATIONAL SUBSIDIARIES

### Brazil: CCR – Companhia de Concessões Rodoviárias

- Largest private group operating in the road infrastructures sector in Brazil;
- Operates 1571 km;
- Manages NovaDutra, AutoBan, ViaOeste, RodoAnel, Ponte, ViaLagos and RodoNorte concessions. CCR holds a 40% stake in the share capital of concessionaire Renovias since 2008, managing a total of 345.6 km;
- Viewing business diversification, CCR will operate and maintain Line 4 of the São Paulo Underground, which will be inaugurated in the first half of 2010. It also acquired a 45% stake in the share capital of Controlar, a car inspection company.

### United States of America: Northwest Parkway

- Concession representing an important step in the Group's internationalization process and a test to its capacity to add value in this market;
- In 2009 it launched many innovating projects viewing to optimize its operational efficiency, namely the replacement of the old toll collection system with an electronic tolling system. Based on the automatic recognition of licence plates, Northwest Parkway became one of the pioneers in licence plate tolling.

### Holland: Movenience

- Electronic toll collection in the Westerschelde Tunnel;
- Movenience is strategically positioned to act as partner of the Dutch Government in the implementation of the national road pricing programme, the car tax reform designed to charge taxes according to the number of km travelled, emission levels produced and areas and periods of day travels;
- Movenience competed for and won the Spitsmeijden (avoid rush hour) pilot project;
- Privileged partner for the development of business opportunities in the Benelux region.

## I Corporate Governance I

A GOOD CORPORATE GOVERNANCE CONSTITUTES A MOTIVATING FACTOR FOR EFFICIENT MANAGEMENT THAT BENEFITS ALL STAKEHOLDERS, ENSURING THE INTEGRATION BETWEEN ECONOMIC, SOCIAL, PERSONAL AND PUBLIC INTERESTS.

Through the CMVM Regulation No. 1 / 2007, CMVM establishes a set of recommendations, three of which are not applicable to Brisa, and two of which are not accomplished.

Thus, Brisa declares that under this regulation, the degree of compliance with the recommendations contained in the Code of Corporate Governance CMVM is as follows:

CORPORATE GOVERNANCE	
CMVM RECOMMENDATIONS	Compliance
<b>I. General Shareholders Meeting</b>	
I.1.1 The chairman of the board of the general meeting of shareholders shall have human and logistic support resources as appropriate for his needs, taking into account the company's economic position.	Yes
I.1.2 The remuneration of the chairman of the board of the general meeting of shareholders shall be disclosed in the corporate governance annual report.	Yes
I.2.1 Any imposition of a prior deposit or share blocking period for participation in the general shareholders meeting shall not exceed 5 business days.	Yes
I.2.2 In the event of adjournment of the general meeting of shareholders, the company shall not impose such blocking for the whole period until the session is resumed; the usual advance required for the first session shall be sufficient.	Yes
I.3.1 Companies shall not provide for any statutory restriction on voting by correspondence.	Yes
I.3.2 The statutory advance period for the receipt of voting declarations issued by correspondence shall not exceed 3 business days.	Yes
I.3.3 Companies' bylaws shall provide that one vote shall correspond to each share.	Yes
I.4.1. Companies shall not establish a constitutive or deliberative quorum in excess of the provisions of the law.	Yes
I.5.1 The minutes of general shareholder meetings shall be made available to shareholders on the company's website within 5 days, even though not constituting inside information under the law; also, a historical background of attendance lists, agendas and resolutions at general meetings held for, at least, the three previous years should be kept on this website.	Yes, Minutes are available at <a href="http://www.brisa.pt">www.brisa.pt</a> .
I.6.1 Measures adopted to prevent the success of takeover bids shall respect the interests of the company and of its shareholders.	Yes
I.6.2 Corporate bylaws that provide, in observance of the above principle, for a limitation to the number of votes that may be held or exercised by a single shareholder, individually or in agreement with other shareholders, shall also establish that, at least every five years, the maintenance of such bylaw provision shall be subject to a resolution at the General Shareholder Meeting – with no requirements for an aggravated quorum as compared to the legal one – and that upon such resolution all votes cast shall be counted without the operation of such limitation.	Not applicable
I.6.3 Defensive measures the effect of which is to automatically cause a serious erosion in the company's assets in the case of change of control or of change in the composition of the management body, thus hindering the shares' free transferability and shareholders' free evaluation of the performance of members of the management body, shall not be adopted.	Yes

**II.1.1. Structure and Duties**

II.1.1.1 The management body shall assess on its corporate governance report the adopted model, by identifying any constraints on its operation and proposing action measures as are, in its opinion, creditworthy to overcome such constraints.	Yes
II.1.1.2 Companies shall create internal control systems for an efficient tracking down of risks related to the corporate business, to safeguard their assets, and to the benefit of transparency in their corporate governance.	Yes
II.1.1.3 Management and supervisory bodies shall be provided with internal regulations and shall have them disclosed on the company's website.	Yes. Management and supervisory bodies' internal regulations are available at <a href="http://www.brisa.pt">www.brisa.pt</a>

**II.1.2 Incompatibilities and Independence**

II.1.2.1 The board of directors shall include a sufficient number of non-executive directors whose role is to ensure an actual ability to audit, supervise and assess the activity of its executive members.	Yes
II.1.2.2 The non-executive members of the management body shall include a number of independent members as appropriate, taking into account the size of the company and its shareholder structure, which shall in no case be less than a quarter of the total number of directors.	Yes

**II.1.3 Eligibility and Appointment**

II.1.3.1 According to applicable model. The chairman of the Supervisory Board, the Audit Committee or the Financial Matters Committee shall be independent, and be qualified as appropriate for his duties.	Yes
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**II.1.4 Policy on the report of irregularities**

II.1.4.1 The company shall adopt a policy on the report of irregularities allegedly occurred within it, with the following data: (i) indication of the means that can be used for internal reporting of irregular practices, including the persons with legitimacy to receive such communications; (ii) indication of the treatment to be given to any such communications, including confidential treatment where the communicator so wishes.	Yes. Brisa implemented a system to report irregularities, subject to the rules available at <a href="http://www.brisa.pt">www.brisa.pt</a> .
II.1.4.2 Such policy's general guidelines shall be disclosed in the company's corporate governance report.	Yes

**II.1.5 Remuneration**

II.1.5.1 The remuneration of the members of the management body shall be structured in such a way as to allow the alignment of their interests with the company's interests. Within this framework: (i) the remuneration of directors exercising executive duties shall incorporate a performance-based component, and for such reason it shall take into consideration a performance evaluation carried out, on a regular basis, by the competent body or committee; (ii) the variable component shall be consistent with the maximization of the long-term performance of the company, and dependent on the sustainability of the adopted performance variables; (iii) unless the law so directly imposes, the remuneration of non-executive members of the management body shall be exclusively composed of a fixed sum.	Yes
II.1.5.2 The compensation committee and the management body shall submit to appraisal by the annual general shareholder meeting a statement on the remuneration policy for the management and supervisory bodies and for all other managers (in the meaning of article 248B-3 of the Securities Code), respectively. Within this framework, shareholders shall be informed, inter alia, of the criteria and main parameters proposed for the performance evaluation in order to determine the variable component, whether such component consists of share prizes or share call options or annual bonuses or otherwise.	Yes. Since this is the first year in which this recommendation applies, the remuneration committee will submit to the Annual Shareholders' Meeting a statement on the criteria for determining the remuneration of the management and supervisory bodies. In what concerns the determination of the remuneration of the managing staff in the meaning of article 248B-3 of the Securities Code, the board of directors will equally submit before the General Meeting a statement on the determination of the latter's remuneration.



II.1.5.3 At least one representative of the compensation committee shall be present at the annual general shareholder meetings.	Yes
II.1.5.4 A proposal shall be submitted at the General Meeting on the approval of plans for the allotment of shares and/or options for share purchase or further yet on the variations in share prices, to members of the Management and Supervisory Boards and other Directors within the context of Article 248/3/B of the Securities Code. The proposal shall mention all the necessary information for its correct assessment. The proposal shall contain the regulation plan or in its absence, the plan's general conditions. The main characteristics of the retirement benefit plans for members of the Management and Supervisory Boards and other Directors within the context of Article 248/3/B of the Securities Code, shall also be approved at the General Meeting.	Yes
II.1.5.5 The remuneration of the members of the Management and Supervisory Boards shall be individually and annually disclosed and, information on fixed and variable remuneration must be discriminated as well as any other remuneration received from other companies within the group of companies or companies controlled by shareholders of qualifying holdings.	Yes
<b>II.2 Board of Directors</b>	
II.2.1 Within the limits established by Law for each Management and Supervisory structure, and unless the company is of a reduced size, the Board of Directors shall delegate the day-to-day running and the delegated duties should be identified in the Annual Report on Corporate Governance.	Yes
II.2.2 The Board of Directors shall ensure that the company acts in accordance with its goals, and should not delegate its duties, namely in what concerns: i) definition of the company's strategy and general policies; ii) definition of the corporate structure of the group; iii) decisions taken that are considered to be strategic due to the amounts, risk and particular characteristics involved.	Yes
II.2.3 Should the Chair of the Board of Directors carry out executive duties, the Board of Directors shall set up efficient mechanisms for coordinating non-executive members that can ensure that these may decide upon, in an independent and informed manner, and furthermore shall explain these mechanisms to the shareholders in the corporate governance report.	Yes
II.2.4 The annual management report shall include a description of the activity carried out by the non-executive Board Members and shall mention any restraints encountered.	Yes
II.2.5 The management body should promote member replacement for financial matters at least after a 2 year mandate.	Not applicable
<b>II.3 Chief Executive Officer (CEO), Executive Committee and Executive Board of Directors</b>	
II.3.1 When Directors that carry out executive duties are requested by other Board Members to supply information, the former shall do so in a timely manner and the information supplied must adequately suffice the request made.	Yes
II.3.2 The Chair of the Executive Committee shall send the convening notices and minutes of the meetings to the Chair of the Board of the Directors and, when applicable, to the Chair of the Supervisory Board or the Auditing Committee.	Yes
II.3.3 The Chair of the Executive Board of Directors shall send the convening notices and minutes of the meetings to the Chair of the General and Supervisory Board and to the Chair of the Financial Matters Committee.	Not applicable
<b>II.4 General and Supervisory Board, Financial Matters Committee, Audit Committee and Audit Board</b>	
II.4.1 Besides fulfilling its supervisory duties, the General and Supervisory Board shall advise, follow-up and carry out on an on-going basis, the assessment on the management of the company by the Executive Board of Directors. Besides other subject matters, the General and Supervisory Board shall decide on: i) definition of the strategy and general policies of the company; ii) the corporate structure of the group; and iii) decisions taken that are considered to be strategic due to the amounts, risk and particular characteristics involved.	Not applicable
II.4.2 The annual reports and financial information on the activity carried out by the General and Supervisory Committee, the Financial Matters Committee, the Audit Committee and the Audit Board shall be disclosed on the company's website together with the financial statements.	Yes



II.4.3 The annual reports on the activity carried out by the General and Supervisory Board, the Financial Matters Committee, the Audit Committee and the Audit Board shall include a description on the supervisory activity and shall mention any restraints that they may have come up against. Yes

II.4.4 The Financial Matters Committee, the Audit Committee and the Audit Board (depending on the applicable model) shall represent the company for all purposes at the external auditor, and shall propose the services supplier, the respective remuneration, ensure that adequate conditions for the supply of these services are in place within the company, as well as being the liaison officer between the company and the first recipient of the reports. Yes

II.4.5 According to the applicable model, the Committees for Financial Matters, Audit Committee and the Audit Board, shall assess the external auditor on an annual basis and advise the General Meeting that he/she be discharged whenever justifiable grounds are present. Yes

### II.5 Special Committees

II.5.1 Unless the company is of a reduced size and depending on the adopted model, the Board of Directors and the General and Supervisory Committees, shall set up the necessary Committees in order to: i) ensure that a competent and independent assessment of the Executive Directors' performance is carried out, as well as its own overall performance and further yet, the performance of all existing Committees; ii) study the adopted governance system and verify its efficiency and propose to the competent bodies, measures to be carried out with a view to its improvement. Yes

II.5.2 Members of the Remuneration Committee or alike, shall be independent from the Members of the Board of Directors. Yes

II.5.3 All the Committees shall draw up minutes of the meetings held. Yes

### III.1 General Disclosure Duties

III.1.2 Companies shall maintain permanent contact with the market thus upholding the principle of equality for shareholders and ensure that investors are able to access information in a uniform fashion. To this end, the company shall create an Investor Assistance Unit. Yes

III.1.3 The following information that is made available on the company's Internet website, shall be disclosed in the English language: Yes

- a) The company, public company status, headquarters and remaining data provided for in Article 171 of the Commercial Companies Code;
- b) Articles of Association;
- c) Credentials of the members of the Board of Directors and the Market Liaison Officer;
- d) Investor Assistance Unit - its functions and access tools;
- e) Accounts Reporting documents;
- f) Half-Yearly Calendar on Company Events;
- g) Proposals sent through for discussion and voting during the General Meeting;
- h) Notices convening meetings.



Further information is provided in the 2009 Annual Report, in the "Corporate Governance Report" chapter.

### Governing Bodies

According to a resolution by its shareholders, Brisa adopted a Board of Directors and a Supervisory Board as a governance model.

Thus, the executive and supervisory functions are clearly distinct and therefore attributed to different bodies.

Within this framework, the board of directors abides by a rule of solidarity and mutual responsibility between all members.

Besides the Executive Committee, two other committees were established within the scope of the Board of Directors that only include non executive directors, one

of which has the follow-up and supervision of matters relating to corporate governance and sustainability as main tasks and the other the follow-up of internal auditing and risk management issues.

It should be noted that of the 13 members of the Board of Directors 8 are non-executive members, and 6 are independent, meaning that they are not associated to any specific interest group cohabiting within the company.

Under statutory terms, the Board of Directors meets at least once each quarter and the executive management of the company is of the responsibility of the Executive Committee.

In accordance with the governance model adopted at BRISA, the Chairman of the Board of Directors is also the Chairman of the Executive Committee.

## GOVERNING BODIES

### GENERAL ASSEMBLY

António Vitorino - Chairman  
Francisco de Sousa Câmara - Vice-Chairman  
Tiago Melo - Secretary

### AUDIT BOARD

Francisco Xavier Alves - Chairman  
Tirso Olázabal Caverio - Member  
Joaquim Patrício da Silva - Member  
Alves da Cunha,  
A. Dias & Associados - Official Auditors

### BOARD OF DIRECTORS/ EXECUTIVE COMMITTEE

Vasco de Mello - Chairman (\*)  
Pedro Rocha e Melo - Vice-Chairman (\*)  
João Azevedo Coutinho - Member (\*)  
João Bento - Member (\*)  
António Nunes de Sousa - Member (\*)  
António Fernandes de Sousa - Member  
António Nogueira Leite - Member  
Salvador Alemany Más - Member  
Luís Telles de Abreu - Member  
António Lamas - Member  
João Vieira de Almeida - Member  
Martin Rey - Member  
Pedro Bordalo da Silva - Member

(\*) - Executive Committee

### COMPANY SECRETARY

Tiago Melo

### INTERNAL COMMITTEES

#### ELECTED BY GENERAL ASSEMBLY:

##### Remuneration Committee

Jorge Jardim Gonçalves - Chairman  
Luís Cortes Martins - Member  
Rui Roque de Pinho - Member

#### DESIGNATED BY THE BOARD

##### Corporate Governance and Sustainability Committee

João Vieira de Almeida - Chairman  
Luís Telles de Abreu - Member  
António Nogueira Leite - Member

##### Audit and Risk Management Committee

António de Sousa - Chairman  
Luís Telles de Abreu - Member  
António Nogueira Leite - Member

### Executive Members



Vasco de Mello

Pedro Rocha e Melo

João Azevedo Coutinho

João Bento

António Nunes de Sousa

## EXECUTIVE COMMITTEE UNITS

### Vasco de Mello

#### General Coordination

**CORPORATE CENTRE AND  
SUPPORT SERVICES**  
Investors, Communication  
And Sustainability

### Pedro Rocha e Melo

#### CORPORATE CENTRE AND SUPPORT SERVICES

Strategic Planning  
Legal  
Human Resources

**MOTORWAY  
CONCESSIONS**  
Brisa Concession

### João Azevedo Coutinho

#### CORPORATE CENTRE AND SUPPORT SERVICES

Administrative  
Audit, Organisation  
And Quality  
Finance and Control

**OTHER  
INFRASTRUCTURES**  
Controlauto - Controlo Técnico  
Automóvel  
Transport Infrastructure  
Investment  
Company

### João Bento

#### CORPORATE CENTRE AND SUPPORT SERVICES

IT

**BUSINESS  
DEVELOPMENT**  
Business Development  
Brisa North America  
Brisa Participações e  
Empreendimentos

**CONCESSÕES  
RODOVIÁRIAS**  
Concessão Litoral Centro  
Auto-estradas do Atlântico  
Concessão Baixo Tejo  
Concessão Litoral Oeste  
Companhia das Concessões  
Rodoviárias  
Northwest Parkway

**OTHER  
INFRASTRUCTURES/  
/BUSINESS**  
Asterion ACE  
Elos - Ligações de Alta  
Velocidade  
Movenience

### António Nunes de Sousa

#### OPERATIONAL AREAS

Brisa O&M  
Brisa Inovação e Tecnologia  
Mcall - Serviços de Telecomunicações  
Via Verde Portugal

**MOTORWAY  
CONCESSIONS**  
Litoral Douro Concession

**OTHER  
INFRASTRUCTURES/  
/BUSINESS**  
Brisa Engenharia e Gestão

### Non Executive Members



António  
de Sousa

António Nogueira  
Leite

Salvador Alemany  
Más

Luís Telles de Abreu

João Vieira de  
Almeida

Martin Rey

Pedro Bordalo  
da Silva

## Remuneration of the Board of Directors

The figures below correspond to the total remuneration costs including, therefore, gross remuneration and social expenses legally borne by the company.

Further information is provided in the 2009 Annual Report, in the "Corporate Governance Report" chapter.



## NON EXECUTIVE MEMBERS

Name	Fixed Remuneration
António José Fernandes de Sousa	87 912.21
António Nogueira Leite	92 701.00
Salvador Alemany Más	71 308.41
Martin Wolfgang Johannes Rey	71 308.41
Luís Manuel de Carvalho Telles de Abreu	92 701.00
João Vieira de Almeida	85 569.36
Pedro Jorge Bordalo Silva	71 308.41
<b>TOTAL</b>	<b>572 808.80</b>

## CORPORATE ACTIVITIES

CORPORATE CENTER AND SUPPORT SERVICES	BUSINESS DEVELOPMENT	MOTORWAY CONCESSIONS	MOTORWAY OPERATIONS	OTHER INFRASTRUCTURES
<b>Administrative</b> Carlos Salazar de Sousa  <b>Audit, Organisation And Sustainability</b> Ana Cláudia Gomes  <b>Finance and Control</b> João Pereira Vasconcelos  <b>Investors, Communication and Sustainability</b> Luís D'Eça Pinheiro  <b>Legal</b> Luís Geraldes  <b>Strategic Planning</b> Manuel Melo Ramos  <b>Human Resources</b> Henrique Pulido  <b>IT</b> Rui Gil	<b>Business Development</b> Guilherme Magalhães  <b>Brisa North America</b> Victor Saltão  <b>Brisa Participações e Empreendimentos</b> Valdemar Mendes	<b>NATIONAL CONCESSIONS</b>  <b>Brisa Concession</b> Manuel Lamego Amadeu Rolim Victor Santiago  <b>Litoral Centro Concession</b> José Braga  <b>Douro Litoral Concession</b> João Portela  <b>Auto-Estradas do Atlântico Concession</b> José Braga  <b>Baixo Tejo Concession</b> João Portela  <b>Litoral Oeste Concession</b> José Braga  <b>INTERNATIONAL CONCESSIONS</b>  <b>Companhia Concessões Rodoviárias</b> João Bento Valdemar Mendes  <b>Northwest Parkway</b> Pedro Costa	<b>Brisa O&amp;M</b> João Pecegueiro Francisco Montanha Rebelo Luís Roda  <b>Inovation and Technology</b> Jorge Sales Gomes Rui Roque  <b>Via Verde Portugal</b> Luís Vasconcelos Pinheiro  <b>MCall - Serviços de Telecomunicações</b> João Pecegueiro Luís Vasconcelos Pinheiro	<b>Brisa Engenharia e Gestão</b> Pedro Carvalho  <b>Controauto - Controlo Técnico Automóvel</b> Giuseppe Nigra Carlos Salazar de Sousa Luís Nery  <b>Transport Infrastructure Investment Company</b> Manuel Cary Francisco Rocio Mendes  <b>Asterion ACE</b> Joaquim Evaristo da Silva  <b>Elos - Ligações de Alta Velocidade</b> João Bento João Amaral  <b>Movenience</b> Guilherme Magalhães

## INDIVIDUAL REMUNERATION EXECUTIVE MEMBERS

Name	Fixed Rem	Variable Rem	Benefit Plan	Total
Vasco Maria Guimarães José de Mello	432 740.99	*	59 850.00	492 590.99
João Pedro Stilwell Rocha e Melo	394 423.99	255 000.00	57 750.00	707 173.99
João Pedro Ribeiro de Azevedo Coutinho	366 513.66	256 000.00	51 450.02	673 963.68
João Afonso Ramalho Sopas Pereira Bento	388 033.61	265 000.00	51 450.02	704 483.63
António José Lopes Nunes de Sousa	361 741.21	150 000.00	51 450.02	563 191.23
<b>TOTAL</b>	<b>1 943 453.46</b>	<b>926 000.00</b>	<b>271 950.06</b>	<b>3 141 403.52</b>

\* No variable remuneration has been attributed to the Chairman of the Board of Directors, at his own request, as presented to the Remuneration Committee

## Investor relations activity

Brisa's relation with its shareholders and investors is based on transparency and an active communication using the multiple channels created for this purpose.

Main markets visited:  
UK, France, Holland, US, Canada, Dubai, Australia, Denmark, Germany, Spain and Sweden. More countries were visited in 2009 in comparison to the previous year.

Market contraction, caused by the financial and economic crisis, led to a decrease in the number of contacts.

	2009	2008
Investors visited	231	240
One-on-one meetings	107	190
Group meetings	11	15
Conference calls	36	45
Releases	45	56

## 02. AREAS OF SUSTAINABILITY

### | ROAD SERVICE |

SAFETY IS A CORE ATTRIBUTE THAT DISTINGUISHES MOTORWAYS FROM OTHER ROAD INFRASTRUCTURES CATEGORIES.

IN ORDER TO INCREASE THE LEVELS OF SECURITY FOR THOSE WHO CIRCULATE, ROAD OPERATORS ACTIONS GO FROM ACTIVE TRAFFIC MANAGEMENT TO INFORMATION AND AWARENESS CAMPAIGNS.

Policy	Key Themes	Best practices 2009
Promote a safe mobility	Training and Advocacy	Safety First Programme
	Active Traffic Management	Operational Coordination Center
		VII - Vehicle Infrastructure Integration



Brisa systematically supports prevention campaigns and improves the safety conditions of its network.

Improvement and reinforcement works are amongst the many actions carried out during the year. These investments include improvement of traffic conditions, lane widening works and new and better signalling equipment.

The Safety First Programme, in practice since 2005 should also be pointed out. This programme is divided into two fronts: one directed at drivers, through awareness-raising campaigns, the other aimed at students of the 1st Cycle of Basic Education, through educational programmes.

#### ACCIDENT OCCURRENCE RATE

Road safety indicators confirm that despite the fall in traffic in the network under concession (-1.3%), prevention measures implemented over the last few years combined with increased road quality have brought the road accident death rate down.

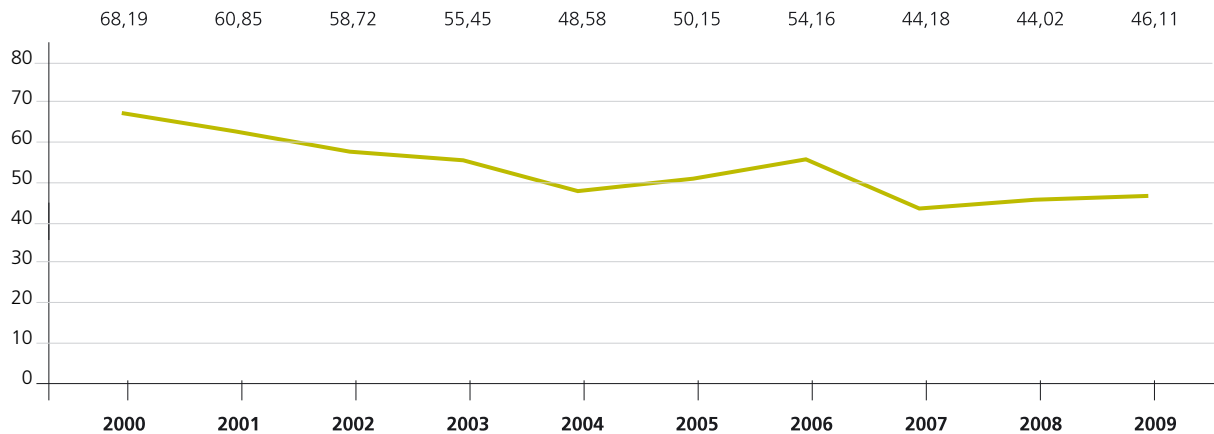
As compared to the previous year, the number of accidents resulting in death fell by 7.3% whilst the accident rate with severe injury worsened 18.8%. The death toll declined by 8.5%. Analysis of the indicators further reveals that in spite of the efforts developed in 2009 to prevent road accidents, the overall network recorded a 3.4% increase in the number of accidents and a 4.8% rise in the accident rate.

Indicators:

- Road accident rate = +4.8%
- Road accident death rate = -6.1%
- Severe injury accident rate = -17.7%
- Light injury accident rate = +2.1%
- Road accident index = +0.6%
- Death rate = -7.3%
- Severe injury rate = -1.4%
- Light injury rate = +12.4%



## EVOLUTION OF THE ACCIDENT RATE



## ROAD OPERATION

With the aim of increasing its efficiency, Brisa decided to create a new company responsible for all its operation and maintenance services: Brisa Operação e Manutenção.

Excellence in the service provided to road users is one of Brisa's most important values. Active traffic management, customer information and satisfaction, road assistance and a network of service areas are some of its reference services.

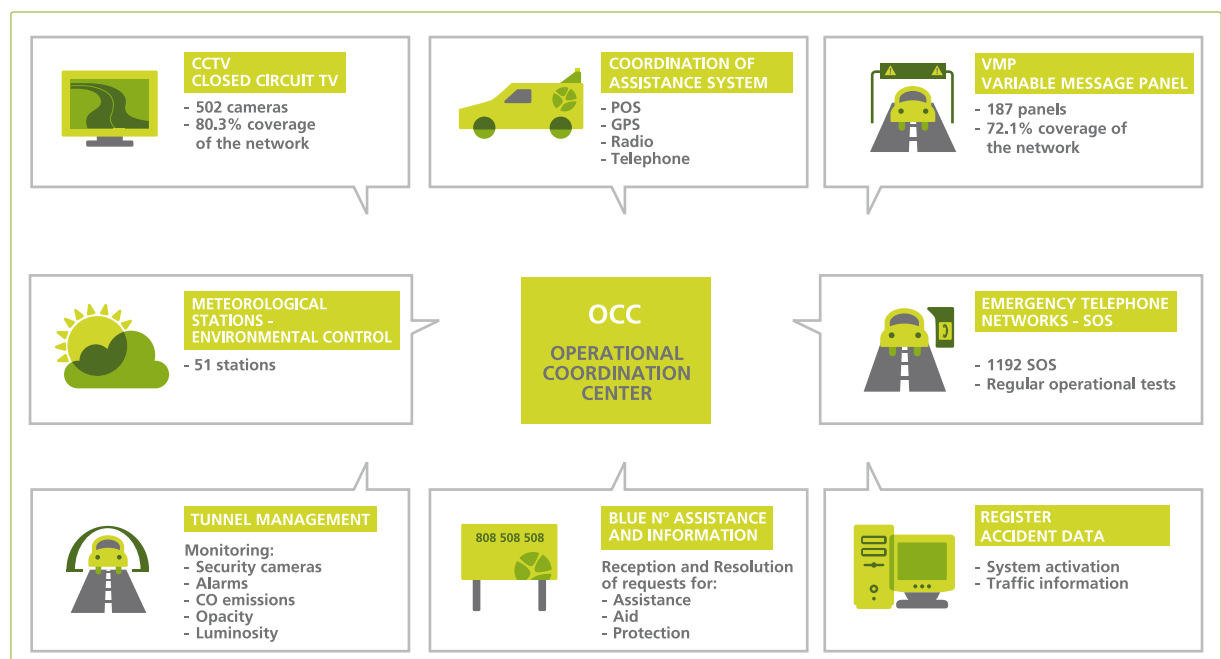
The Operational Coordination Centre (OCC) handles emergency operations and provides patrolling, protection and information to road users. Working in close collaboration with thirteen operational centres spread throughout the country and the motorway

networks of Brisa, Brisal, Douro Litoral concessions and Baixo Tejo and Litoral Oeste sub-concessions. The OCC coordinates the necessary resources for an active traffic management, assistance to road users and surveillance of traffic conditions and safety. The centre is prepared to include future networks.

The OCC's activity is backed by road telematic equipment deployed throughout the network, consisting of a total of 200 variable message panels (VMPs), providing real time information to road users, and approximately 550 cameras that cover nearly 80% of the Brisa network.

The Centre has access to a database of all occurrences, which allows the statistical processing and analysis of relevant operational data. On the other hand, it also provides the base for building management indicators, enabling continual improvement of the system.

## OPERATIONAL COORDINATION CENTRE



## Active Traffic Management Vehicle-Infrastructure integration

Brisa successfully tested a new vehicle-to-vehicle and vehicle-motorway communication system in Portugal and the United States. Known as VII – Vehicle Infrastructure Integration, this system will make it possible to warn drivers of potential dangers, such as accidents, sudden braking, approaching of sharp bends, etc.

This new system will be an important addition to the measures already developed, as it will work on accident prevention level, providing better occurrence response levels and combining better operational efficiency with greater user safety.

## CUSTOMER SERVICE COMMUNICATION

The Brisa Group values communication with its clients. To this end, the Brisa Group offers a range of means of contact to bring the company and customers closer.

### Blue Number - 808 508 508

The Blue Number is a privileged channel in the communication between drivers and Brisa. Besides providing information about circulation on the motorways, this line can also be used for information requests or assistance to customers 24/7 365 days a year. This contact line with the customer answered 156 493 calls in 2009.

### Via Verde Customer Help Line - 707 500 900

The Via Verde customer help line is a privileged channel in the communication with all clients and potential clients. It operates on business days from 8:30 a.m. to 8:30 p.m. to clarify doubts and solve questions related to Via Verde. In 2009 this help line answered 481 001 calls.

## Assistance and Information to the Deaf Community

Brisa's protocol with the Portuguese Federation of Deaf Associations (FPAS) began in 2006 and led to the creation of a special information and assistance service for deaf drivers. By sending a telephone message (SMS) to a telephone number, available 24/7 365 days a year, deaf drivers can request assistance or obtain the information they need about the Brisa motorway network.

### www.brisa.pt website

Brisa's website displays information on the company and its motorway network, including real time traffic information, description of the network and respective toll rates and services available throughout the network. The site recorded 391 800 visits and 653 477 entries in 2009.

### www.viaverde.pt website

The Via Verde website provides information on the Via Verde attendance posts and the available services; in their

restricted area, clients have access to data relating to their personal Via Verde identifier and they can manage their Via Verde contract (Via Verde Online). This restricted area of the site recorded 246 070 logins in 2009.

The website had 905 235 visitors from February to December 2009.

## Radio

- Brisa Reporter – A partnership with the leading radio station in urban traffic, consisting of information sent directly from Brisa's Operational Coordination Centre, twice a day at 7h50 am and 6h30 pm.
- Brisa fm – Traffic information provided to main radio stations at national and local level by means of a specific software developed by Brisa.

## TV

Brisa provides real time traffic images to main national TV stations through Brisa's own camera circuits.

## Shops

Brisa has 11 shops located in major urban centres. The shops provide full service coverage to Brisa and Via Verde clients, based on the one-stop-shop concept, allowing clients to solve any issue in one go. During 2009, these shops attended 435 992 clients.

Brisa values its clients' opinion and welcomes any contribution likely to improve traffic safety, comfort and conditions on its motorways. To this end, clients have an array of communication means available, including shops, website, email, letter and fax. During 2009, the Client Service Division handled 25 thousand claims.

In order to meet its commitment to customer service, each claim deserves separate attention. A solution is found for each case and the client is notified on the development until the situation is solved.

## SERVICE AREAS

There are 25 Service Areas scattered throughout the concessioned motorway networks, located at an average distance of 40 km from each other.

The location of the service areas is decided during the motorway's project phase, taking into account legal, environmental and strategic aspects and the (non-binding) opinion of local municipal councils.

Management and maintenance of the service areas are provided by a sub-contractor under the terms of a sub-concession contract – namely gas stations, the compliance with which is closely followed by Brisa. Sub-contractors may in their turn sub-contract other companies for a specific service, subject to Brisa's approval and control.

According to respective contracts for construction, equipment and operation of service areas, companies are required to maintain the facilities, including buildings, pavements, equipments, furniture, utensils, decoration and landscape as well as the infrastructures.





# SAFETY FIRST PROGRAMME

## The passengers of today, the drivers of tomorrow

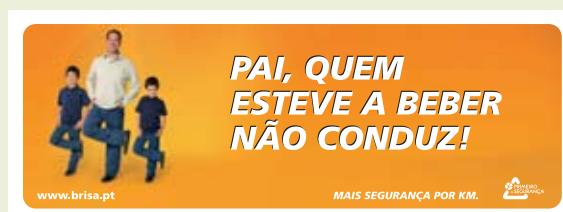
Within the scope of its activity, it is Brisa's prime obligation to prevent road accidents and thus contribute to reduce respective consequences. In this light, under the theme "Safety First", in 2009 Brisa continued the educational programme designed for primary school children, in which the child audience played a central role.

The Safety First educational programme was started in 2005, specifically conceived for 1st level students - children between the ages of 6 - 10 years. Brisa's purpose is to contribute to the training and education of this sometimes forgotten public towards responsible individual attitudes and citizenship.

It is very important for children to be aware of the dangers around them and the care that should be taken, know the meaning of signs and traffic rules and develop responsible behaviours. Therefore, we consider that the abstract dimension of the programmes on road safety in Basic Education can be enriched with a visit to one of Brisa's 14 Operational Centres distributed from North to South of the country. The visit explores the material dimension of the road structure showing that the concessionaire's work is not completed upon the construction of the motorway. To ensure road safety, people continue to work on them and devices and systems continue to operate.

In the four years since the programme started, 543 visits were made to Brisa's operational centres, involving 64 thousand children and 35 thousand teachers.

	2006	2007	2008	2009	Total
Visits	111	143	201	88	543
Children	10 119	19 662	21 050	16 807	63 838
Educators	7 312	4 492	17 884	10 696	34 684



This programme is supported by the launch of the website [www.primeiro-a-seguranca.com](http://www.primeiro-a-seguranca.com), where students, teachers, and legal guardians can consult information regarding the importance of road safety and a vast array of pedagogical material.

Furthermore, Brisa systematically supports prevention campaigns and improves the safety conditions of its network. Amongst the many actions carried out, the improvement and reinforcement works are most noted. These investments include improvement of traffic conditions, lane widening works and new and more efficient signalling equipment.

Visit to Carcavelos Operational Center, Safety First Programme



Quality of the service provided and customer satisfaction are a priority in managing service areas. In order to ensure that they are met, service areas are subject to safety and health audits carried out by an external company, and to periodical client-mystery actions. During 2009 Service Areas met on average 78% of the criteria under assessment. On par with these service quality evaluations, internal inspections are performed to ensure the quality of the infrastructures and the service provided.

## CLIENT SATISFACTION

Brisa carries out client satisfaction surveys on a monthly basis, based on which it will implement the necessary improvement and correcting measures. In 2009 the global level of client satisfaction (on a scale of 1 to 4) for each audited service was again clearly positive:

- Blue number: 3.29
- VV telephone service: 3.23
- Shops: 3.20
- Road assistance: 3.60
- Via Verde service: 3.12

Besides the monthly surveys, an annual client satisfaction survey concerning all services and segments is carried out with the support of Mercuri Internacional. The global

client satisfaction index obtained in the 2009 survey (on a scale of 0 to 7) was 4.6. The indicators showing the highest level of satisfaction were the quality of the information provided in motorways, travel swiftness and user comfort. Results are analysed and will give rise to management measures aiming to improve client satisfaction. By means of example, we point out the "Assessment of Quality Levels in Operational Centres" project, which according to the survey, is one of the areas most valued by clients, namely with regard to safety, comfort and traffic speed in motorways.

## PAYMENT SYSTEMS

Payment systems are a strategic area of service efficiency and quality.

Besides Via Verde, which secured 60% of the total transactions registered in 2009, the new system Via Manual is now installed in the whole Brisal Concession.

The success of this automatic payment equipment, which operates 24 hours a day without the need for local intervention, reinforces innovation as a key factor. This puts Brisa at the technological forefront of toll payment collection.





# I Environment I

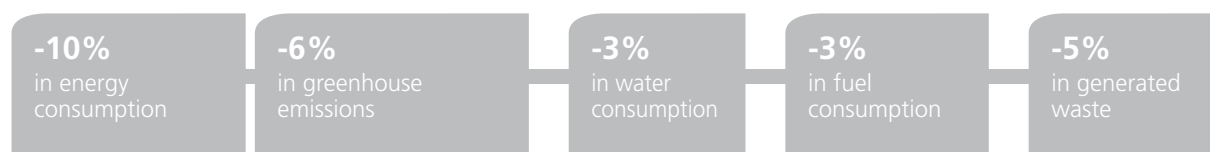


PRINCIPLE 7  
PRINCIPLE 8  
PRINCIPLE 9

MANAGING THE DIRECT IMPACTS OF THE ENVIRONMENT IS ALREADY A COMMON PRACTICE IN MANY COMPANIES, REGARDLESS OF THEIR SIZE. TODAY, THE DIFFERENCE IN THE PROMOTION OF ENVIRONMENTAL QUALITY DEPENDS ON THE MANAGEMENT SYSTEM APPROVED TO THAT MEANS, ON THE ABILITY TO IDENTIFY NEW AREAS OF INTERVENTION, ON THE ROLE OF ENVIRONMENTAL ISSUES IN THE MANAGEMENT PLANS AND THE IMPORTANCE IT HAS IN THE STRATEGY OF THE ORGANIZATION.

Policy	Key Themes	Best Practices 2009
Environmental Policy Declaration Biodiversity Policy Declaration	Environmental Management	Environmental Targets 2010-2012 Environmental Management System
	Biodiversidade	Brisa Programme for Biodiversity M4D Project
	Climate Change	Eco-driving Project Portugal NWPY Solar Project Sustainable Mobility in Holland Master and other studies
		Eco-efficiency Training "Mais Ambiente por km" Campaign
	Training and Awareness	

## Environmental goals for 2010-2012



In over two decades of existence, Brisa gathered a record of strong environmental concern. The growing importance of the environmental subject was followed by good practices in its various areas of activity: project phase, construction and operation.

In 2003 the Group drew up its Declaration on Environmental Policy, which lays down Brisa's public commitment in environmental terms and clear guidelines to be followed in this field.

Biodiversity and Climate Changes have taken a central place in both the world and Brisa's environmental agendas over the past few years.

In 2007 the company assumed a further commitment with the publication of its Biodiversity Policy, which sets forth the company's major goals in this field viewing to improve the company's performance and offset the impacts of its activity.

In 2009, besides the Environmental Management System, the company developed specific projects

focusing on the most critical areas. This was supported by awareness and training actions, which are crucial for the creation of an eco-efficiency culture both within the company and at community level.

## Environmental Management System

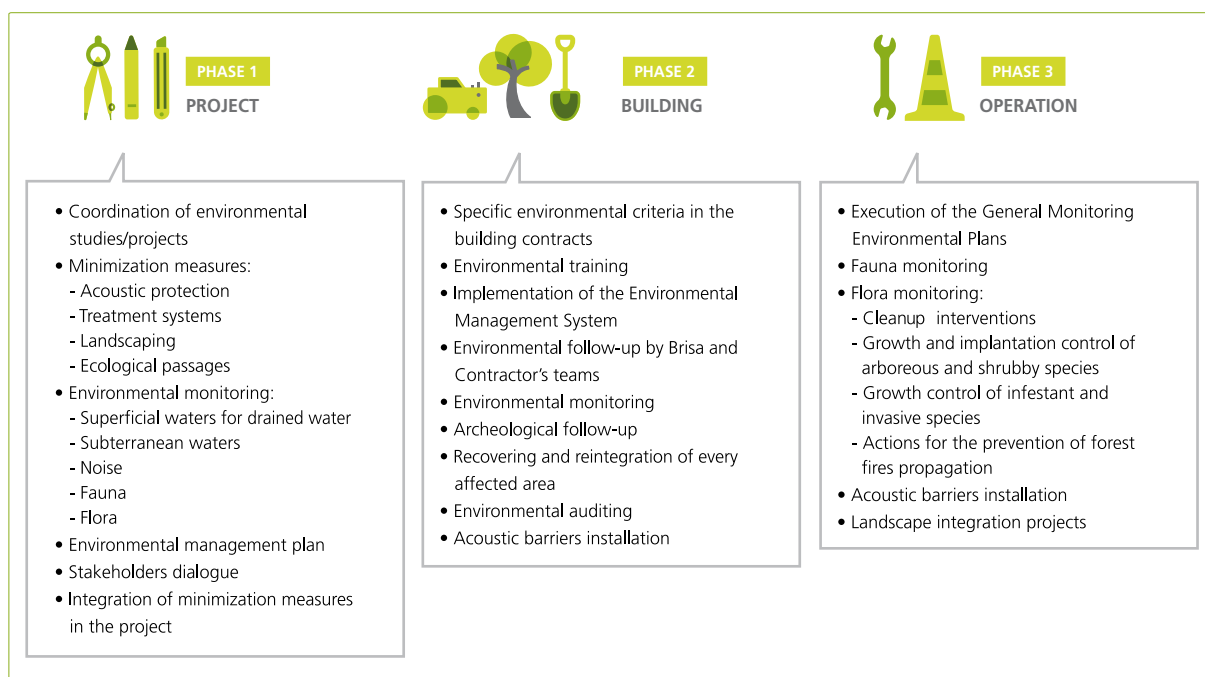
Integrated in the company's sustainability policy, the environmental component is expressed and formalized in its Environmental Policy Declaration and monitored through an Environmental Management System.

The Brisa Environmental System is the result of more than 30 years of experience and knowledge of the impacts of the company's activity on the environment and the development of solutions in order to prevent, minimize and compensate the costs of its activity.

The best practices applied to each phase are identified in the diagram of the Brisa Environmental Management System.

WWW  
DECLARATION ON  
ENVIRONMENTAL  
POLICY  
DECLARATION ON  
BIODIVERSITY  
POLICY  
ENVIRONMENTAL  
MANAGEMENT  
SYSTEM

## ENVIRONMENTAL MANAGEMENT SYSTEM



### Environmental goals for 2010-2012

In 2009 Brisa's Executive Committee established five important quantitative environmental goals for the 2010-2012 period with the Group's effective improvement, in eco-efficiency terms, in mind.

These indicators make up Brisa's eco-efficiency index, using 2009 as the base year, and the goals are part of the Company's action plans and their achievement is relevant for the performance assessment of a considerable number of managing and senior staff.

### Fuel consumption

The 39% and 6% decrease in, gasoline and gas oil consumption respectively, confirms the downward trend of the past few years. This performance resulted from the acquisition of more efficient vehicles that consume less fuel, namely the cars of the Traffic Brigade and general services, and were not influenced by any change in Brisa's car fleet, which remained unchanged in 2009.

The replacement of the gasoline cars allocated to the general services caused a drop of 64% in gas consumption, as this fleet accounted for nearly 70% of the total gasoline car fleet.

The company is envisaging new initiatives at the fleet management level for 2010, namely in what concerns the implementation/purchase of 100% electric cars and the launching of eco-driving courses.

### Electricity consumption

The value obtained for the electricity consumption in 2009 is 142 340.46 GJ.

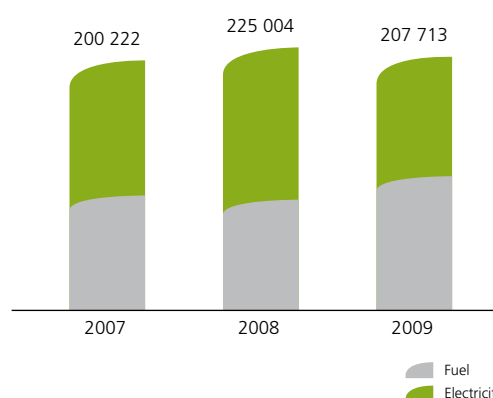
The amount of energy consumption used for comparison with previous years was subject to some changes, in order to ensure the same scope.

This trend was only contradicted by Mcall and Controlauto, but that is due to operational reasons.

Mcall moved premises. The new facilities require higher electricity consumption as they are larger, with more spot lights, workplaces and active supporting equipment and air conditioned.

At Controlauto, lighting was improved in 2008 and 2009 in many facilities which resulted in a consequent power increase. The outdoor lighting, including advertising signs, totems, etc. of many shops were also improved. The company installed air conditioned equipment in the car inspection centres of Prior Velho, Viseu and Castelo Branco. The new centre in Prior Velho, which opened in July, has 5 lines and a much higher lighting level that the centre it replaced (Airport). Finally, in the second half of the year, the TCIM system was installed in 15 centres, largely increasing the number of PCs in operation (impact from this will be even greater in 2010).

### ENERGY CONSUMPTION (GJ)



GRI INDEX  
PAGE 57

GRI INDEX  
PAGE 55



For the first time we report the amount of energy saved as result of the use of renewable energies in telematic equipment, which is approximatey around 100,000 KWh, is reported.

This project consists of the installation of solar energy panels as the energy source for telematic equipment throughout the network, particularly in places where access to the public energy network is not possible.



GRI INDEX  
PAGE 59

### Water consumption

The installation of water meters in the entire network, except for Auto-estradas do Atlântico and Controlauto, was completed in 2009.

The introduction of more meters improved monitoring. Nonetheless, we achieved a 23% reduction in public supply and a 1% decrease in own supply.



GRI INDEX  
PAGE 62

### Greenhouse Gas Emissions (GHG)

As far as Brisa's operation is concerned, direct emissions are generated from burning fuel of the vehicles that belong to the groups' fleet and indirect emissions are caused by electrical power consumption.

The total greenhouse gas emissions in the year 2009 was 23 809 tones equivalent to CO<sub>2</sub>. This value represents an increase of 8.41% relative to the values reported in 2008, considering that part of this increase results from an increase of approximately 9% in emissions from the national electricity generation system.

However, if we consider the scope in which the indicator is used in previous years, there is a decrease of 9.12% compared to 2008.

Regarding indirect emissions generated through electricity consumption, the average factor for greenhouse gas emissions in 2009 is applied, according to the CEEETA-ECO, in work developed for the Direcção Geral de Energia e Geologia (General Department of Energy and Geology).

The conversion of greenhouse gas emissions into CO<sub>2</sub> is calculated according to GRI indicators using the Global Warming Potential for 100 years included in the 2007 IPCC Fourth Assessment Report (AR4) by Working Group 1.

Emissions generated by fuel consumption are calculated by taking into account emission factors provided in the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

### Carbon Storage

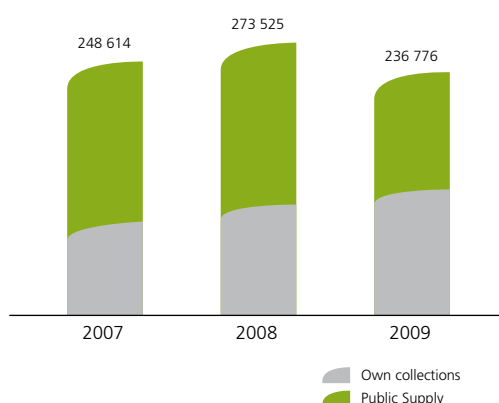
Brisa develops projects that involve positive impacts related to carbon sequestration, namely projects in partnership with Companhia das Lezírias and Quercus, which are developed under the programme Brisa for Biodiversity.

The project Biodiversidade no Montado included the installation of approximately 300 hectares of pasture in the Autumn 2008. The installation of improved pasture, with a variety of species and that is particularly rich in vegetables, mainly aims at improving the quantity and quality of food available for cattle.

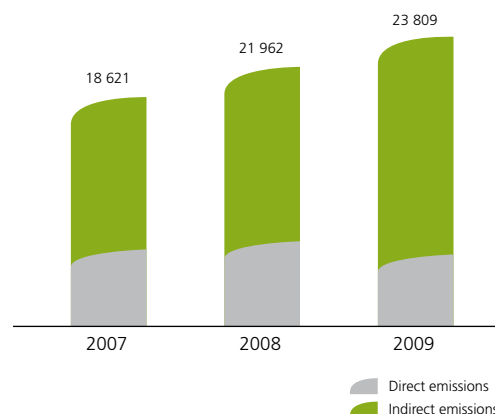
www

BRISA  
PROGRAMME  
FOR BIODIVERSITY

#### WATER CONSUMPTION (m<sup>3</sup>)



#### GREENHOUSE GAS EMISSIONS (tCO<sub>2</sub>EQ)



Sequestration of atmospheric carbon in soil pastures was recognized by the Kyoto Protocol (KP) for the United Nations Framework Convention for Climate Change as a mitigation measure that is used in national measurement in complying with commitments undertaken by countries with reduction obligations, commonly identified as part of Annex B to the Protocol. This objective is described in Article 3. of paragraph 4 of the KQ and was adopted by Portugal in the National Climate Change Policies (PNAC) revised in 2006. As such, and according to the estimate given in the report of this protocol for 2009, the gains of the project in comparison to natural pasture, represent an increased storage of 1 070 to 1 588 tones of CO<sub>2</sub> year.

With regard to carbon sequestration from the implementation of the Biodiversity Project for Tejo Internacional, it is expected that, for a 50 year scenario, a sink effect of about 93 720 tones of CO<sub>2</sub>, due to the forestation of about 426 ha with cork, oak and some ash, should occur. In the first years of the project implementation, the storage of CO<sub>2</sub> is not significant, so an annual quantitative value is not yet estimated.

### EVOA Project Bird Watching

The EVOA Project's activity in 2009 developed around the Interpretation Centre, the first physical intervention phase – lagoon shaping – and communication.

The Interpretation Centre will receive visitors – students, bird watchers, eco tourists and other and it will provide:

- Visitors reception and information;
- Interactive exhibition and temporary exhibitions with an area for bird watching;
- Display videos and slides;
- watching of the main bird concentration places through TV monitors connected to outdoor video surveillance cameras;
- Administrative and lab support.

Where possible, the building will use renewable energies and bio climate architecture techniques will be used in construction, including effluent treatment and solid waste collection in the new and existing buildings. It will be a simple structure with the least visual impact possible.

Licence issues were taken care of in 2009, and 2010 will see the development of all areas of the execution project, in order to launch the construction tender.

The first phase of land intervention consists in the shaping of the lagoons, which will be the base area for the development of habitats. The area that will be shaped covers approximately 80 ha. This phase should be completed in March 2010.

In this project of national and international interest directed to such a vast audience, communication will be crucial to attract visitors from every field of science as well as the general public.

With this in mind, the design of the EVOA project image was deemed crucial. The design process took place during the second half of 2009, including the definition and consolidation of the respective logo and stationery. The logo chosen combines the main elements of the project: birds - namely geese, emblematic species in the area; water; and wetland vegetation, represented by reeds.

Explanation of the project and its evolution step by step until its' launch, will be available on a dedicated site, which will be available as from 2010, in Portuguese and English.

In 2010, in addition to the activities referred to above, other actions will be developed, namely the shaping of habitats, construction of watching spots, planting, and development of educational material. The area should be inaugurated in 2011 and the project should be fully operational from 2012 onwards.



Interpretation Centre of EVOA Project (mock up)



## Protected or recovered habitats



In this area, relevant projects for the eco indicator referred to above are the "Biodiversity in Cork Oak Tree" Project, developed pursuant to a protocol entered with Companhia das Lezírias, and the "Biodiversity of the International Tagus 2008-2012", in partnership with Quercus.



The "Biodiversity in Cork Oak Tree" Project covers an area of approximately 800 ha, located between Poceirão do Cunha and Malhada Alta, and includes physical interventions translated into the following operations:

- Shape pruning of the natural regeneration of oak trees and every tree with virgin cork that may require it;
- Removal of stone and maritime pines competing in space with oak trees;
- Pruning of young stone pines;
- Mark oak trees to be protected and surrounding fencing;
- Installation of individual protectors in cork trees and fences;

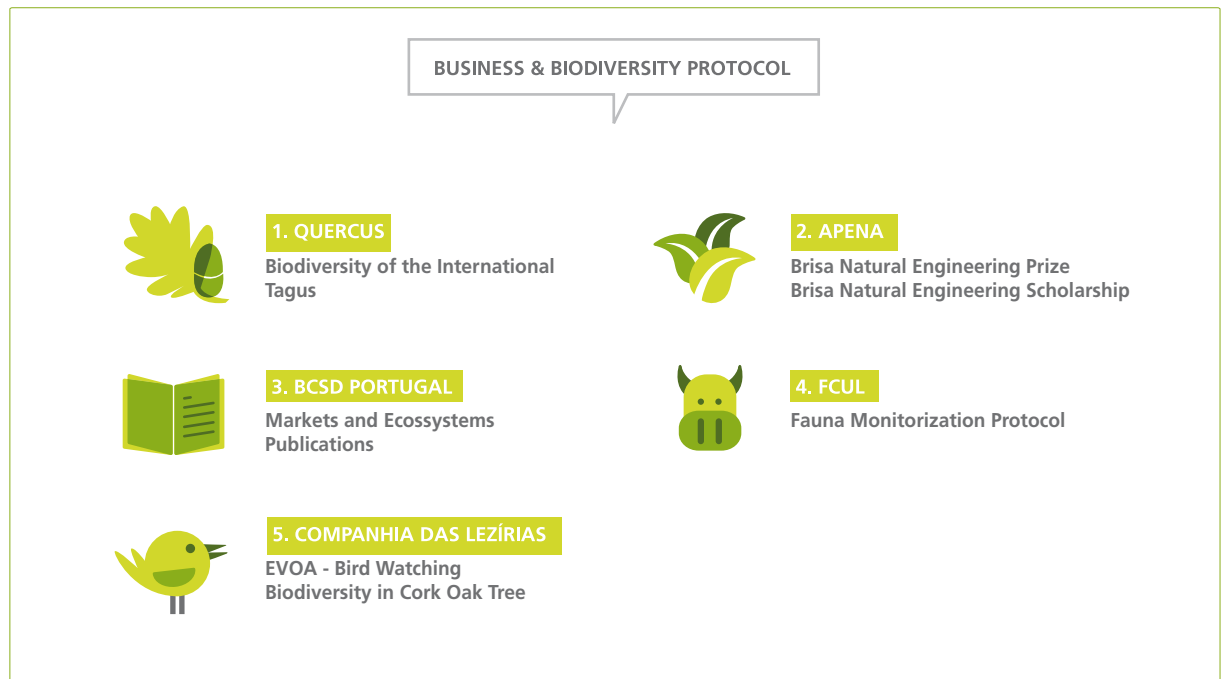
- Planting of 400 ha of bio diverse grassland in 2008 and 2009.

The "Biodiversity of the International Tagus 2008-2012" project is developed on a land belonging to Quercus-ANCN located in the International Tagus Natural Park and in Special Protection Zone for Birds in the International Tagus, Erges River and Ponsul. The project covered two fronts.

The first front corresponds to an area of approximately 410 ha of the Monte Barata estate located in the parishes of Malpica do Tejo and Monforte da Beira, in the council of Castelo Branco. The second front corresponds to nearly 200 ha spread throughout different locations in the parish of Rosmaninhal, council of Idanha-a-Nova, between the estuary of Fonte Santa river on the east and the estuary of Aravil river to the west.

As result of the above, the area of protected and recovered habitats in 2009 totalled 2 109.17 ha.

## BRISA PROGRAMME FOR BIODIVERSITY







## CLIMATE CHANGE PROJECTS

### M4D Project

This project is an initiative of the World Business Council for Sustainable Development on the area of Sustainable Mobility, which approaches the emissions issue from the view point of Brisa's operation, i.e. mobility.

The M4D Project involves 10 multinational companies in the car, energy and road sectors that share the common interest of developing solutions directed towards sustainable mobility in developing countries, namely in large emerging cities. The challenges of climatic changes and the implication which sustainable mobility can have in reducing greenhouse gas emissions are amongst the most relevant issues approached by this project. The M4D project focused 4 case-studies of large cities - Dar es Salam, Shanghai, Bangalore and São Paulo – and the specific challenges faced by each of them in dealing with mobility issues.

Brisa participated actively in the São Paulo case-study, contributing with the experience of its associate company CCR. The case-study was based on comprehensive and encompassing research on mobility in the metropolitan area of São Paulo, developed in collaboration with local specialists. Subsequently, in May 2008, in partnership with WBCSD and CEBDS - Conselho Empresarial Brasileiro para o Desenvolvimento Sustentável, promoted a Dialogue of Stakeholders in São Paulo. This event gathered Government members, NGOs, corporations, the academic world and others, to discuss Sustainable Mobility issues.

During 2008, the M4D work group issued a publication presenting the Project's main results, including specific recommendations for different stakeholders.

This work was published in 2009 by WBCSD jointly with companies participating in the project, including Brisa. In Portugal, the publication was translated into Portuguese by Brisa and launched during the Sustainable Mobility Seminar held by Brisa on September 18, 2009, with the participation of WBCSD and six other companies operating in the mobility area.

### Portugal Eco-driving Project

The purpose of this project is to encourage safer and more efficient driving habits, aiming to reduce fuel

consumption and greenhouse gas and other emissions and increase road safety.

For more information please see Projecto Eco-condução Portugal.

### Northwest Parkway on the way to self-sufficiency

Northwest Parkway (NWP) – Brisa's concession in Colorado, USA – will be the first to use solar energy as the main energy source in its operation.

The purpose is to deploy approximately 30 solar energy stations along the 18 km of the concession, so that within four years it may become self-sufficient in energy terms.

The system – involving an investment of nearly US\$ 10 million will enable the generation of enough energy to illuminate the entire length of the motorway, the operation of toll collection machines and the lighting of the toll plaza itself.

In 2008, Northwest Parkway signed a partnership agreement with Tech-Western Inc. (TWI) for the installation of over a period of five years, of 26 solar energy stations (operating via photovoltaic panels) along the motorway.

TWI sought potential investors for the implementation of the system, aiming to secure the construction costs of the photovoltaic stations. According to US law, 30% of the investment is tax deductible.

When implemented, the project will provide for an increase in operating efficiency, corresponding to an annual return of US\$ 122 thousand, which is the energy invoice currently paid by Northwest Parkway. NWP's total average energy consumption per year is approximately 1,186,000 kilowatts/hour (the equivalent to the energy consumed by over 180 homes).

By reducing energy dependence, limiting risks and minimizing or eliminating costs, Brisa is creating a sustainable and environmentally friendly business, with an innovating approach that will allow for control of emissions and the reduction of the Carbon Footprint.

Brisa is following up the development of this project in the United States, in order to assess the opportunity and interest in developing the same concept in Portugal.



GRI INDEX  
PAGE 54



SOLAR NWPY  
PROJECT



MOBILIDADE PARA O  
DESENVOLVIMENTO

MOBILIDADE PARA O  
DESENVOLVIMENTO  
SUMÁRIO EXECUTIVO

# APENA PROTOCOL

## Portuguese Association for Natural Engineering

Brisa sees natural engineering as a prime area of knowledge and best practices to be developed, and followed, in order to minimize environmental impacts from the human activity and biodiversity maintenance to maintain biodiversity.

For this reason, Brisa entered a Protocol with APENA in 2008 whereby it undertook the development of specific actions, in terms of its operation, disclosure of information and promotion of knowledge at scientific, academic and general public levels.

Following the drawing up of regulations and conditions applicable to the initiatives to be developed, programmed activities started to be implemented in 2009:

On June 3, Brisa launched the Brisa Natural Engineering Prize. This award is addressed to anyone, individual or company, interested in presenting projects in the fields of design, construction, monitoring or recovery of natural engineering works.

Applications received will be assessed by a Jury; and the prize shall be awarded on the 5th of June 2010.

In the second half of the year, the company also launched Brisa's Natural Engineering Scholarship, to award scholarships for research and technological development projects in the natural engineering field. Applications are open until March 31, 2010.

Within the scope of the Protocol with APENA, 2 further training actions were carried out, directed at Natural Engineering professionals, specifically:

- Stabilization of slopes using natural engineering, on



- June 3, at the Holiday Inn, in Lisbon;
- Rain water recovery, on December 11, at the Instituto Superior Técnico, in Lisboa;

The purpose of these courses was to present innovating solutions based on Natural Engineering, while providing viable alternatives and integrating good practices.

Natural Engineering Workshop, June 3, Lisbon



Meanwhile, on account of the current economic situation, the contract's execution date was postponed for 10 months.

### Sustainable Mobility in Holland

To make a consciously planned trip choice and informing the concessionaire by smart phone, or deciding not to use the car during rush hour and being rewarded for it, is already possible in the Metropolitan Area of Rotterdam.

This describes, in a few words, the SpitsScoren system, an urban traffic management pilot test in which Brisa's subsidiary Movenience is involved.

The second largest city in Holland will welcome this project during three years, monitoring and also removing 5% of the traffic that presently jams the A15 motorway, linking Rotterdam to the largest port terminal in Holland and one of the largest in Europe.

In a first phase, Movenience will select two to three thousand drivers to take part in this trial, to whom it will attribute smartphones. Drivers will be able to check in real time, using the smartphones or the internet, traffic in the city, suggestions or alternative roads. A15 road users will also have at their disposal the possibility of car-pooling to and from work, available through network contacts.

With a budget of 90 million euros, this pilot-project further foresees the creation of a point attribution system, providing financial incentives to drivers who do not use the motorway during rush hour.

This project emerged following the approval in 2006 of the Dutch government tax reform, which should be completed until 2012. In general terms, tax on motor vehicles and transporting and municipal tax will be replaced by a single tax determined based on the vehicle class and respective emission levels.

### Study on climate change

In 2009, Brisa, in collaboration with Instituto Superior Técnico (major Portuguese engineering university), started a project to develop a master thesis on the implications of climate change as far as Brisa is concerned.

The work is presently under development and has Brisa's involvement and support in the areas related to the subject. The work should be finished in September 2010.

### Eco-efficiency training

In a year in which Brisa publicly assumed quantitative environmental goals for the 2010-2012 period, it is primarily important to reinforce an eco-efficiency culture, counting with each and every employee to reduce consumptions, waste and emissions.

In this background, within the scope of the Colombo Project, Brisa developed a training action on eco-efficiency, adjusted to its corporate reality and that of its employees. The decision to resort to in-house instructors viewed a closer approach to the subject and every day uses.

The wide coverage of this action, addressed to all 2 034 employees, in a total of 246 sessions throughout the country translated in a significant sharing of experiences, promotion of new values and awareness raising to the importance of eco-efficiency.

The focus on this theme, namely the efficient management of natural resources and minimization of generated waste and emissions aimed at creating a culture based on respect for the environment, combined with increased advantages for the company.

### "Mais Ambiente por Km" Campaign

The environment was a crucial theme of Brisa's 2009 institutional campaign, in terms of communication and awareness raising. It included outdoors, advertising on toll booths, radio spots and flyers distributed from toll booths and in Brisa and Via Verde shops.

Key messages viewed to raise client awareness towards slower speed as a way to reduce CO2 emissions, protect the environment and prevent the deposit of waste on roads.

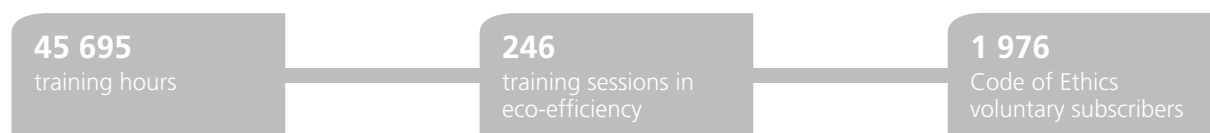




## I Human Resources I

IN 2009, BRISA CARRIED OUT AN IMPORTANT REORGANIZATION AS RESULT OF CHANGES IN BRISA CONCESSION CONTRACT. THIS REORGANIZATION INVOLVED THE TRANSFER OF SOME ACTIVITIES DEVELOPED BY BRISA AUTO-ESTRADAS TO TWO GROUP COMPANIES - BRISA ASSISTÊNCIA RODoviÁRIA AND BRISA ACCESS ELECTRÓNICA RODoviÁRIA, WHOSE NAMES CHANGED TO BRISA OPERAÇÃO E MANUTENÇÃO AND BRISA INOVAÇÃO E TECNOLOGIA, RESPECTIVELY.

Policy	Key Themes	Best Practices 2009
Ensure employee motivation and align productivity with company performance	Code of Ethics	Ethics Training Irregularities Communication Channel
	Talent Management	Performance Management System
	Company Culture	Employee Integration Programme Colombo Project "CCO sobre Rodas" Project
		Leadership Development Programme
		Psychological Support to Family Members
	Health and Safety	



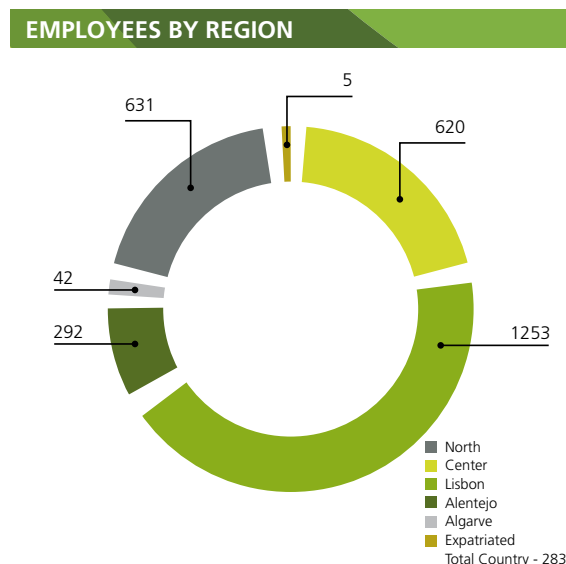
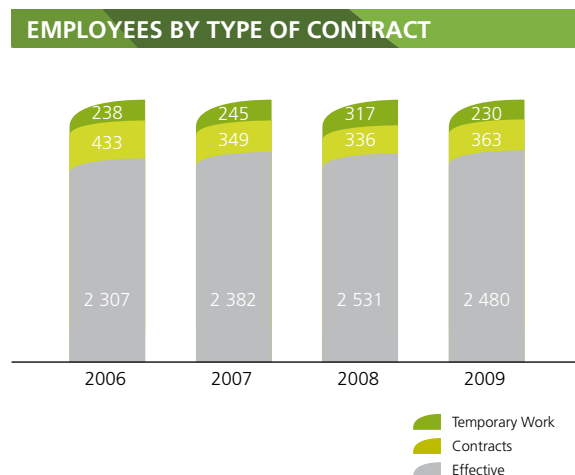
In both cases, the personnel transferred kept the rights and obligations provided in their initial working contracts.

Despite these changes, Brisa Collective Wage Agreement (ACT) involves the same companies and the same employees.

At the end of 2009, 87% of the Group's employees hold undetermined duration contracts and the percentage of fixed contracts lowered from 16% to 13% over the last three years.

Given its "on the road" operating characteristics, Brisa O&M is the group company where the need to resort to temporary work is higher. In 2009 Brisa Group's average number of temporary workers, including the 50% of Auto-estradas do Atlântico, was 230.

At the end of the year, the group's workforce included permanent staff (80%), term contract employees (11.8%) and temporary workers (7.5%).





New Code of Ethics book



Table game used in the new Code of Ethics training

Brisa has 30 disabled employees, corresponding to 1% of the total workforce.

In 2009, 44% of the Group's employees work in the Lisbon region, 22% of employees work in the North region and 22% work in the Centre region. Brisa also has employees working in the Alentejo and the Algarve regions as well as in the rest of the world, although in much fewer number.

### Code of Ethics

Throughout nearly four decades of existence, Brisa always sought to develop its business based on the highest standards of integrity in the work place, ethics in business and strict compliance with relevant law and regulations, creating value to all stakeholders.

The Deontological Code adopted in 2002 was an integral part of the company's evolution, growth and consolidation. It was based on this document that Brisa defined the ethical dimension which should be subscribed by all employees, thus contributing to the company's sustainable growth.

Aiming to reassert Brisa's and its employees' engagement to these fundamental values, a new Code of Ethics was set forth, which replaces the former Deontological Code.

In the words of Vasco de Mello, the new Code "will provide the tools to face the challenges of an increasingly demanding community and a more complex and competitive economic, social and environmental background, based on transparency, strictness and honesty".

With the purpose of clarifying, following up and providing support to the enforcement of the new Code of Ethics, all Group employees were invited to take part in a training session on this subject, during which practical issues related to the organization were discussed.

This training session involved the creation of a game adapted to the various business areas of the Group – Ethicopoly, in which players were confronted with ethical dilemmas within the scope of their duties. The purpose of this initiative was to clarify, in an entertaining way, the main guidelines of the Code of Ethics applied to the company's daily reality.

The new code of Ethics was voluntarily subscribed by over 90% of all employees, which shows a strong identification of personnel with the values defined in the Code and confirms the Group's long standing ethical culture.



PRINCIPLE 10

#### Training sessions:

% employees summoned	86,6%
Employees involved	2 352
Voluntary subscription rate	185

The employees conduct is of the utmost importance; to ensure this, any new personnel joining the company is required to subscribe the Code.

With the formalization of the Code of Ethics, Brisa appointed its Ombudsman for ethics, the former Executive Director Daniel Amaral. Impartial but at the same time holding a deep knowledge of the organization, he will be critical to ensure the application of the Code. Additionally, an irregularities disclosure channel will be available and accessible to all, ensuring the confidential processing of any claim.

# COLOMBO 09 PROJECT

## Better Environment

Excellent results require excellent professionals. Excellent professionals are aligned with the company's strategic goals, they understand its business and goals, they are proactive in the search for solutions and they focus on continuous improvement. The Colombo Project was born based on this premise – a continuous improvement system, encouraging everyone's participation, without exception.

The Colombo Project – already on its 3rd edition, was transversal to all companies of the Group, encouraging brainstorming and the emergence of innovating ideas to improve operational efficiency and customer satisfaction.

Innovation capacity is increasingly needed for company development and growth. Brisa is an example amongst companies that grew and developed in a competitive environment, based on an effort towards continuous innovation.

The launch of the Colombo Project aimed to instill innovation as a Group skill, and thus create a culture of innovation, accessible to all and with everyone's participation. Innovation is already one of the Group's values.

The pilot edition of the Colombo project in 2007 resulted in the generation of over 1200 ideas, given by 450 employees, turning the initiative into a success. In 2008 the project's theme was efficiency, and all employees were invited to contribute with ideas on the subject of efficiency.

The management of ideas is conducted by using a computer platform developed to this end, where all employees can submit their ideas. These were then sorted and directed to the respective departments.

Following the success obtained in the first editions, a third edition was launched, the subject being "Better



Environment" and with the aim of finding solutions to improve the company's operating eco-efficiency, in order to do better with lesser costs.

Brisa's commitment to strengthen its eco-efficiency culture translated into a training session addressed to all Group collaborators, approaching practical cases applicable to the company's activity.

	Colombo 09	Colombo 08	Colombo 07
Duration	4.5 M	5 M	7 M
Nº of received ideas	436	340	1 231
% accepted ideas	43%	76%	75%
Approved ideas	10	17	31
Participation rate	8%	6.1%	10%

Colombo Project awards delivery



# I Social Development I

THE ECONOMIC AND SOCIAL DEVELOPMENT OF THE COUNTRY IS CLOSELY LINKED TO THE EXISTENCE OF TRANSPORT INFRASTRUCTURES. INVESTING IN TRANSPORT INFRASTRUCTURES PROVIDES ADVANTAGES FOR BOTH PEOPLE AND COMPANIES.

BEYOND THE POSITIVE IMPACT OF THE COMPANYS' ACTIVITY, THE ACTION BRISA TAKES AS A CORPORATE CITIZEN HAS EVOLVED SIGNIFICANTLY, FOCUSING PARTICULARLY ON THE IMPLEMENTATION OF INVESTMENT PROJECTS IN LOCAL COMMUNITIES.

Policy	Key themes	Best practices 2009
Value creation for society through stakeholders engagement, positive externalities and voluntary contributions from both the employees and the company	Stakeholders engagement	A4 Project Mcall: a social case study
	Positive Externalities	Study "O impacto económico e orçamental em auto-estradas efectuados pela Brisa" Traffic study
	Employee participation	Show Solidarity Aprender a Empreender



## Economic value generated and distributed

In 2009 investment and expenditure in environmental protection rose by 19% in comparison to the previous year, totalling € 18 497 434.09. This performance results from the volume of ongoing works, which varies every year. This increase translates a higher investment in impact mitigation measures, namely noise barriers and rubber modified bituminous concrete pavement, which is more expensive but has the advantage of significantly reducing noise levels.

The amount spent in Innovation (research + development) increased by 15%. As research expenditure was not accounted for in 2008, comparison must be done with the amount spent in development only, which increased by 6%. This performance confirms the growing trend of investment in R&D.

Investment specifically directed to local communities dropped by 7%, however a detailed analysis reveals a surge by over 40% in donations and a decrease by 15% in public service amounts. This last item (public service) relates to the accounting of the company's financial investment in projects developed for public benefit, in which Brisa includes its Business & Biodiversity projects, "Safety First" and event sponsorship related to the promotion and disclosure of know-how within the company's business field, namely economic sectors and transport infrastructures.

## Widening of the A4 motorway creates innovating project

Preliminary studies related to the widening and improvement of the Águas Santas/Ermesinde sub-stretch on the A4 – Porto/Amarante motorway required surveys, which have been carried out since the beginning of 2007, on the various conditioning factors associated to it. The survey brought to light three situations in the Granja area: The vicinity of a school to the A4 would imply increased closeness of the school building and the disappearance of the school's playground. On the other hand, the road network, which is run by the municipal council of Maia, was incomplete, with a viaduct built by Brisa lacking the respective junctions.

In view of this situation, various working meetings were held with municipal council officers, which resulted in a protocol representing an innovating approach to the management of this type of projects.

It was thus decided to relocate the school moving it to new facilities in a school area nearby. The building of the relocated school will be transformed into a social community centre. The Municipal Council of Maia will be in charge of the project, including land acquisition and construction, whereas Brisa will bear the costs associated to the construction of the new infrastructure.





Within the scope of the same project, the road and pedestrian networks of surrounding areas will be completed and executed. Brisa will be in charge of building the new accesses to the existing viaduct and respective links to the road network.

The entire project foresees the re-use and adequate management of construction waste from demolitions and deactivation of existing buildings.

The implemented solution is considered as countervailing and favourable in comparison to traditional interventions. These innovating solutions are justified by the implementation - within fixed deadlines and budgets, of a highly complex project, with an efficient minimization of environmental impacts, answering complex environmental and social issues, and contributing to the sustainable management of existing buildings.

The involvement of all stakeholders in the search for adequate and sustainable solutions – quite different from those usually used in public works – is particularly worth mentioning. It proves that the necessary involvement of all stakeholders in the implementation of apparently complex solutions will result in clear advantages for all.

#### **Mcall: example of social inclusion**

Since 2007, Mcall – the group's call and contact centre services provider has given special emphasis to the social area as a differentiating factor. This policy contributes to a sound operation, creating value with stakeholders, and also seeks the optimization of results.

In a society where not everyone has the same employment opportunities, Mcall introduced measures to favour hiring specific social groups.

Long term unemployed people over 40 are some of the social groups covered by this policy. To this end, the company gave guidelines to recruitment companies and

established contacts with Sénior.org – an association promoting senior employment – with the intent of hiring of people included in this group.

At the end of 2009, 11 % of Mcall employees were long term unemployed, three of whom were disabled, and 20% of the staff was between 40 and 60 years old. This policy has provided positive results, namely in terms of assiduity, responsibility and stress tolerance. On the other hand, it encourages increased loyalty to the working contract, offsetting the high employee turnover rate usually seen in contact centre activities. The absenteeism rate plunged from 13% in 2007 to 3% in 2009.

The company also encouraged the professional rehabilitation of disabled people. In 2009 the company's staff included 3 disabled employees, and it is considering hiring more people in this situation.

These employees are an example of professionalism, playing a motivating role in relation to colleagues, with a significant impact on productivity and efficiency.



# SHOW SOLIDARITY

## Mission: contribute!

For the second year in a row, the Brisa Group embraced a solidarity initiative. In spite of the general crisis, Brisa employees have joined together to help two social solidarity institutions, in line with what happened in 2008.

647 employees joined the initiative, donating a total of € 11 thousand. The company tripled the amount, ultimately reaching € 40 thousand euros.

The purpose of the project is to create a social solidarity fund which reverts, at the end of the year, in favour of two institutions – one from the North and the other from the South of Portugal – selected by the Operational Centres and employees. It was started in 2008, in all of the José Mello companies and turned out to be a huge

This year, the fund recipients chosen were:

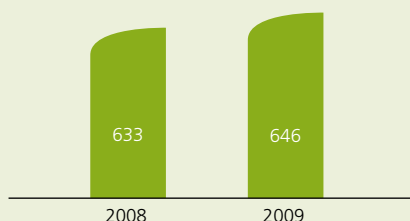
- The Portuguese Association of Multiple Sclerosis (Faro delegation), which will use the donation to create a home help service, providing meals to home patients
- Quimbres Social and Recreational Centre, which will use the donation to purchase a bus for transporting the children.

Its objectives are the promotion of social solidarity, including the development of protection measures for Children, Youth, Family, Community, Active Population, Elderly and Disabled.

To this end, it provides as principal activities the Home Support Service, a Day Care Center, a Nursery and a Garden-care, as principal activities.

With the support of the Municipal Councils and the Parish Councils, it develops training curriculum enrichment for adults as well as encourages medical support to all members within the institution.

N° of donators



success and an example of our involvement capacity. To participate, employees are invited to donate at least €1 of their monthly salary.

Children of Centro Social Cultural e Recreativo de Quimbres, Brisa Christmas Party 2009



# Innovation and Quality I

CHANGE IS A PERMANENT CHALLENGE IN THE LIFE OF COMPANIES. TO MANAGE IT AND TURN IT INTO A BUSINESS OPPORTUNITY REQUIRES A BUSINESS CULTURE WHERE INNOVATION IS CONSTANT.

Policy	Key themes	Best practices 2009
Value creation promotion through the Innovation Network, based on collaboration with partners	Partners engagement in the Technological Cluster	Value chain efficiency
	Brisa Innovation creation	Synergies identification in the Group
	New projects development	Development and test of VII Project
		Scientific articles elaboration



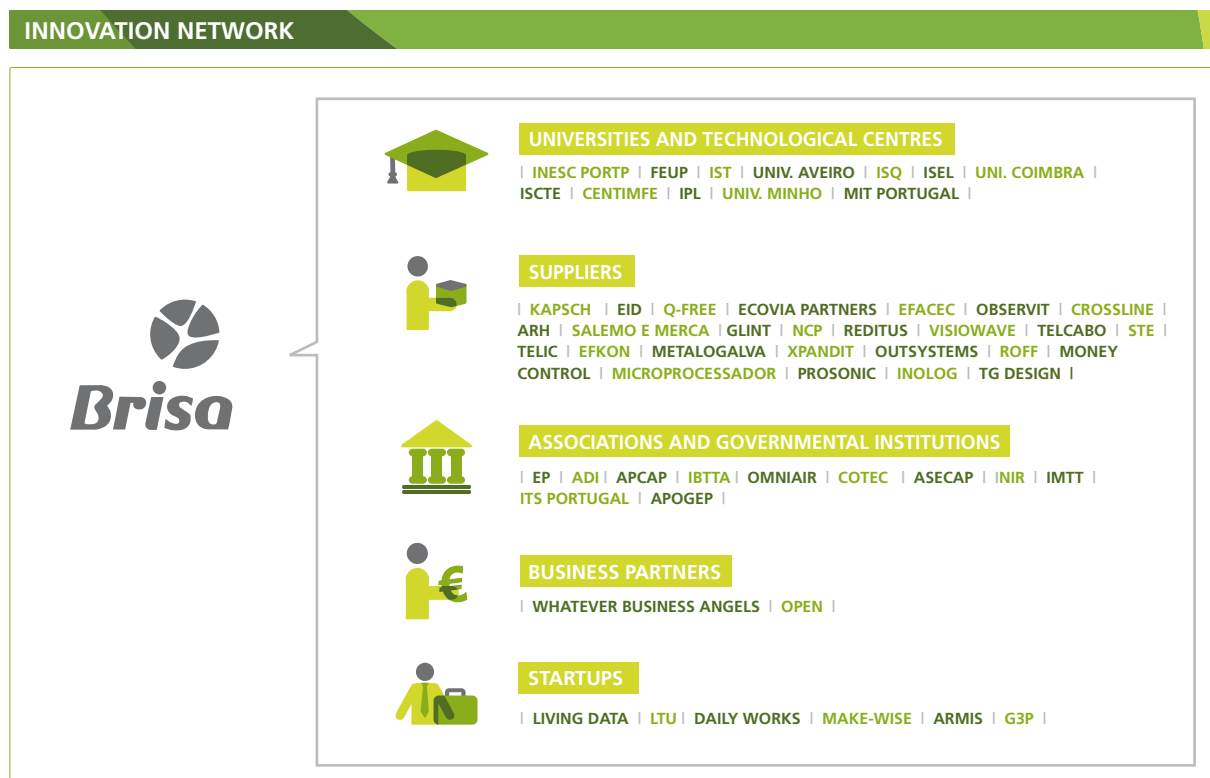
Brisa Inovação e Tecnologia, resulting from the merger between the Direcção de Inovação e Tecnologia (DIT) and Brisa Access Electrónica Rodoviária (BAER) constitutes a leading technological competence centre in the field of transport infrastructures. The company will be responsible for the activities of research, design, production, installation and maintenance of all intelligent transport systems (ITS).

## Value Chain

Besides taking advantage of the existing synergies between the two units, the creation of Brisa Inovação

e Tecnologia ensures a strategic vision and increased efficiency of the value chain as a whole, making the most of Brisa's technological and innovation know-how.

In a sequential analysis, research focuses on the development and management of scientific and technological projects aligned with different business areas and existing or to be developed skills. Besides the new ideas, concepts and prototypes deriving from these projects, the area is in charge of managing and transferring the know-how between the project team – made up mainly of scientific and technological entities – and the internal units.





ITS Competence Centre

The ITS Competence Centre, which manages the research area, is responsible for fostering the network of partners for research, development and production of ITS solutions and systems, involving resources from the entire organization. It is also in charge of transferring the know-how and experience obtained within the network by organizing internal events and encouraging the joint participation in national and international events.

The centre further ensures the spreading and promotion of the scientific and technological skills of Brisa Inovação, by publishing scientific and technical papers in newspapers, magazines and conferences.

Brisa Innovation Markets

Brisa Inovação’s activity is primarily focused on supporting the operation of Group Brisa’s motorway network, by researching and developing technological solutions; drawing up and executing engineering projects and projects for manufacturing and installing equipment and systems; and monitoring, maintaining and supporting installed equipment and systems.

On par with its own businesses, Brisa Inovação follows up and provides support to the technological needs of Brisa in other fields and geographic areas. An example is the supply, installation and support of the payment collection, processing and management platform of the Northwest Parkway concession, in Denver, USA. Another example is the entrance in the ELOS consortium (led by Brisa) for the supply and deployment of infrastructures for the Poceirão-Caia High Speed Train railway section.

The company wants to expand its activities beyond Brisa’s scope, supplying advanced operating solutions

for road infrastructures in Portugal, access control and electronic collection in the transport sector.

Where innovation creates value

Innovation has given rise to the creation of value for Brisa, estimated at € 186 million between 2003 and 2009. According to the “Business Innovation Survey Report 2009” on Portugal, developed by Strategos in collaboration with COTEC, Brisa is the second most innovating Portuguese company.

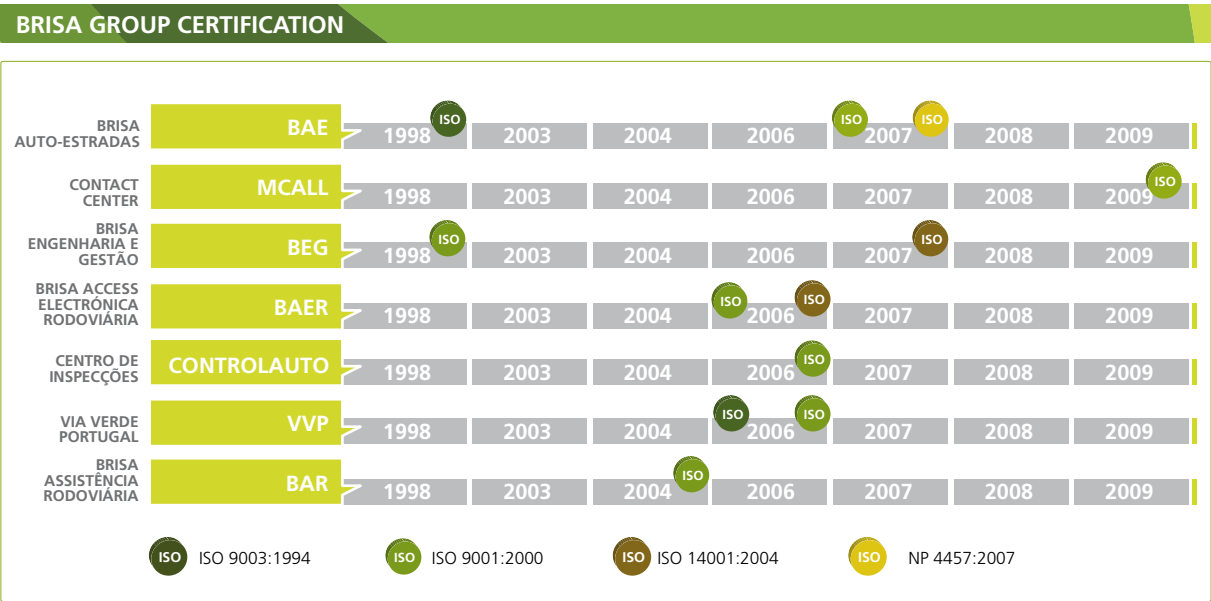
This is the result of eight years of project integration, the success rate of which justified the setting up of a separate company exclusively devoted to this object.

While developing its activity both at home and abroad, Brisa jointly with its partners, worked as a lever for innovation,. The company has thus contributed to the country’s wealth, replacing imports, encouraging knowledge, stimulating the domestic industry, helping exports and contributing to the country’s social and economic development.

Quality

Regarding Quality, Environment and Innovation, Brisa ensured a follow-up and transition of the certifications of all the Group’s companies, through an annual plan, according to the references of ISO 9001:2008, ISO 14001:2004 and NP 4457.

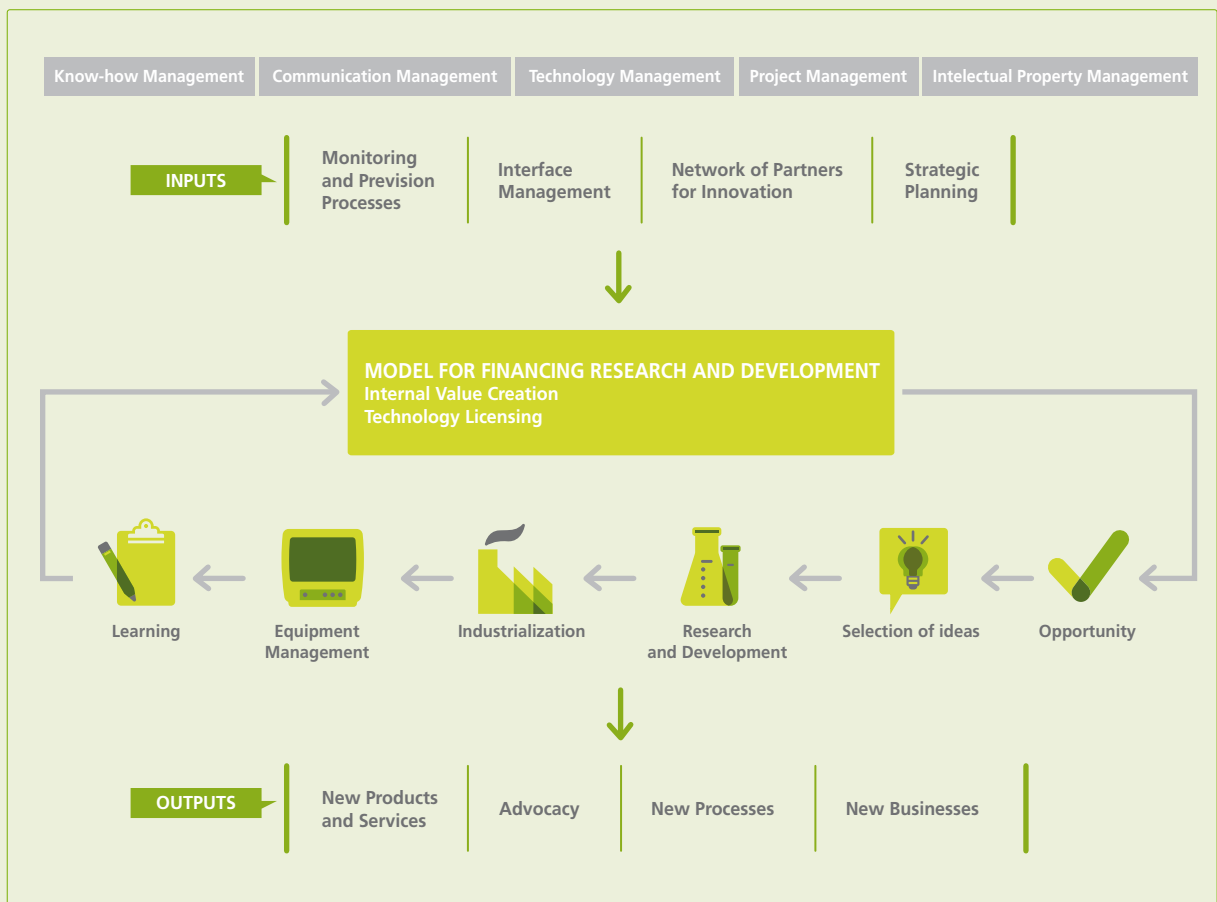
An ambitious plan for the reorganization of the Quality, Environment and Innovation management systems, in line with the new structures created, has been developed in order to adapt the certifications to the new reality of Brisa. The completion of this process is expected for the 1st half of 2010.



# BRISA INNOVATION

## Technological Center

### R&D MODEL



The end of 2009 saw the beginning of a new stage in Brisa's evolution towards technological excellence, with the creation of Brisa Inovação.

Brisa Inovação e Tecnologia, the company resulting from the merger between Direcção de Inovação e Tecnologia (DIT) and Brisa Access Electrónica Rodoviária (BAER), constitutes a leading technological competence centre in the field of transport infrastructures. The company will be responsible for the activities of research, design, production, installation and maintenance of all intelligent transport systems (ITS).

Up until now, BAER was active in the supply, installation and maintenance of electronic and telematic systems in transport infrastructures. DIT, on the other hand, ensured the continuous implementation of Brisa's innovation process. This department was responsible for promoting innovation and the technological development of supporting equipment and systems to the operation of the motorways run by the Brisa Group.

Brisa Innovation employees



FINAL NOTE

After the evaluation by the Committee for the follow up of Corporate Governance and Sustainability, the Board of Directors hereby submits to shareholders its Sustainability Report for 2009, in the firm belief that, to the best of their knowledge, all information contained therein fully conforms to the applicable accounting standards, namely the Global Reporting Initiative, and that it presents a true and fair view of the economic, social and environmental performance of the Company, and of the companies included in the consolidation, while faithfully describing the evolution of the business, in the perspective of sustainability, including the systems and projects, objectives, risks and opportunities.

São Domingos de Rana, 24 February 2010.

BOARD OF DIRECTORS

- Vasco de Mello
- Pedro Rocha e Melo
- João Azevedo Coutinho
- João Bento
- António Nunes de Sousa
- António de Sousa
- António Nogueira Leite
- Salvador Alemany Más
- Luís Manuel de Carvalho Telles de Abreu
- António Ressano Garcia Lamas
- João Vieira de Almeida
- Martin Rey
- Pedro Bordalo Silva

## 03. GRI INDICATORS



GRI INDEX*		ANSWER	PAG.
<b>1</b>	<b>Strategy and Analysis</b>		
1.1	Chairman , CEO or Director-General statement on the relevance of sustainability for the organisation and strategy	Chairman's Statement	10-11
1.2	Key impacts, risks and opportunities	Vison and Strategy	12-15
<b>2</b>	<b>Organisational Profile</b>		
2.1	Name of the organisation	Chapter 1. Presentation	4
2.2	Main brands, products and/or services	Chapter 1. Presentation	4,19
2.3	Operational structure of the organisation, including main divisions, countries where it operates, subsidiaries and joint-ventures	Chapter 1. Presentation	19-21
2.4	Location of the organisation's headquarters	Chapter 1. Presentation	4
2.5	Number of countries where the organisation operates and names of countries where the main operations are developed or which are specifically relevant for sustainability issues presented in this report.	Chapter 1. Presentation	19-21
2.6	Nature of ownership and legal status	Chapter 1. Presentation	4
2.7	Markets covered (including geographical discrimination, sectors considered and types of customers/beneficiaries)	Chapter 1. Presentation	19-21
2.8	Size of the organisation, including: - Number of workers; - Net sales (for private sector organisations) or net revenue (for public sector organisations); - Total capitalisation, described in terms of debt and equity; - quantity of products supplied or services provided	Chapter 2. Areas of Sustainability	41,54
2.9	Significant changes during the period covered by the report in terms of size, structure or ownership including: - Location or change in operations, including opening, closure and extension of operational units; and - Changes in the structure of social capital and other changes in share capital and other operations in formation, conservation and change of capital.	Chapter 1. Presentation	19-49
2.10	Awards received during the period covered in the report		
<b>3</b>	<b>Report parameters</b>	Report Profile	4
3.1	Reporting period	Report Profile	4
3.2	Date of most recent previous report	Report Profile	4
3.3	Reporting cycle	Report Profile	4
3.4	Contact point for issues regarding the report or its contents	Report Profile	4
3.5	Process for defining the report contents, including: -Process to determine materiality; - Definition of priorities in relation to the issues in the report and - Identification of potential stakeholders using this report	Chapter 1. Presentation	13-15
3.6	Boundary of the report (ex., countries, divisions, subsidiaries, rented facilities, joint ventures, suppliers).	Report Profile	4
3.7	Specific limitations on the scope the report.	Report Profile	4
3.8	Basis for reporting on joint-ventures, subsidiaries, leased facilities, outsourced operations and other situations which may significantly affect the comparability between periods and/ or reporting organisations	Report Profile	4
3.9	Data measurement techniques, including assumptions and techniques underlying the estimates, applied to the collection of indicators and other information in the report	Report Profile	4 52-79
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/ periods, nature of business, measurement methods).	Report Profile	4
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Report Profile	4
3.12	Table identifying the location of Standard Disclosures in the report.	Chapter 3. GRI Indicators	52
3.13	Policy and current practice with regard to seeking external assurance.	Report Profile	4

GRI INDEX*		ANSWER	PAG.
<b>4</b>	<b>Governance, Commitments and Engagement</b>		
4.1	Governance structure, including specific committees at the highest governance level, such as the definition of strategy or supervision.	Chapter 1. Presentation	25
4.2	Chair of the highest governance structure	Chapter 1. Presentation	26
4.3	For organisations with a sole administrative structure, number of independent Members of the Board and/or non executive members	Chapter 1. Presentation	26
4.4	Mechanism which allows shareholders and employees to suggest recommendations or guidelines to the Board of Directors	Chapter 1. Presentation	14,15 22-27
4.5	Connection between remuneration of the Members of the Board, senior staff and performance	Chapter 1. Presentation	23
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Chapter 1. Presentation	22-27
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Chapter 1. Presentation	22-27
4.8	Internally developed statements of mission or values, codes of conduct and principles, considered relevant for economic, environmental and social performance, as well as its implementation stage	Chapter 1. Presentation Chapter 2. Areas of Sustainability	12,16 33,42
4.9	Procedures of the Board to follow up and manage environmental, social and economic performance, including the most relevant risks and opportunities, as well as the compliance of rules, codes and principles	Chapter 1. Presentation	22-27
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	Chapter 1. Presentation	22-27
4.11	The precautionary approach or principle	Chapter 1. Presentation	12-16
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Chapter 1. Presentation Chapter 2. Areas of Sustainability	17,33, 42
4.13	Memberships in associations and sectoral organisations	Chapter 1. Presentation	16
4.14	Identification of stakeholders	Chapter 1. Presentation	14,15
4.15	Basis for the identification and selection of stakeholders to be involved	Chapter 1. Presentation	13-15
4.16	Type of approach to involve stakeholders, including frequency of involvement per type and group of stakeholders	Chapter 1. Presentation	14,15
4.17	Key topics identified in consultation to stakeholders and responses by the organisation, including at the level of reporting	Chapter 1. Presentation	13-15



## Economic Performance Indicators

## Economic Performance

## EC1 Direct economic value generated and distributed

123 ✓

PRINCIPLE 7  
PRINCIPLE 8

Description:

	2009	2008
<b>Revenues*</b>		
Operating Income*	676.89	685.8
Income from financial investments*	106.952	83.9
Sale of assets*	0.218	0.9
<b>Operating costs*</b>	<b>454.124</b>	<b>409.5</b>
<b>Staff costs*</b>	<b>95.128</b>	<b>93.3</b>
<b>Net income*</b>	<b>161.021</b>	<b>151.8</b>
Dividends paid*	178.699	181.8
Interest*	141.73	173.1
<b>Payments to the State</b>		
Corporate Income and Municipal Tax*	42.6	44.9
Property Tax (IMI)*	0.07	0.1
VAT*	111.4	109.8
Stamp Duty*	0.5	0.5
Other*	3.7	1.8
<b>Net assets*</b>	<b>5 277</b>	<b>5 594</b>
<b>Investment in Motorways*</b>	<b>110</b>	<b>207</b>
<b>Investment in the Environment</b>	<b>18.5</b>	<b>15.5</b>
<b>Investment in Innovation</b>	<b>6.0</b>	<b>5.2</b>
Research	0.46	ND
Development	5.53	ND
<b>Investment in Local Communities</b>	<b>1.3</b>	<b>1.4</b>
Donations	0.21	0.15
Public Service	1.05	1.28

Note: Figures in euro thousand

\* Amount covered in the financial audit

The amount invested in the environment climbed by 19%, resulting from the volume of ongoing works, which are different every year. This variation does not reflect any change in the environmental management policy. For further information, see EN 30.

Investment in Innovation (Research+Development) rose by 15%. However, as Research costs were not accounted for in the previous year, comparison should be with the amount spent in Development only, translating a 6% increase, which is considered not significant.

Investment in local communities fell by 9%, which does not represent a significant change. However, detailed amounts reveal an increase by over 43% in donations and a drop by 17% in Public Service.

## EC2 Financial implications and other risks and opportunities related to climate change

abc ✓

PRINCIPLE 7  
PRINCIPLE 8

Description:

Brisa is aware that the global issue of climate change indirectly affects the activities of the company, with a trend towards a growing impact in the medium/long term.

The company has participated in projects/studies on the subject of climate change with a view to deepen its knowledge on risks and opportunities for the organisation.

The following should be noted:

## Mobility for Development (M4D) Project

This project is an initiative of the World Business Council for Sustainable Development on the area of Sustainable Mobility, which approaches the emissions issue from the view point of Brisa's operation, i.e. mobility.

The M4D Project involves 10 multinational companies in the car, energy and road sectors that share the common interest of developing solutions directed to sustainable mobility in developing countries, namely in large emerging cities. The challenges of climatic changes and the implication which sustainable mobility can have in reducing greenhouse emissions are amongst the most relevant issues approached by this project. The M4D project focused 4 case studies of mega cities - Dar es Salam, Shanghai, Bangalore and São Paulo - and the specific challenges faced by each of them in dealing with mobility issues.

Brisa participated actively in São Paulo case study, contributing with the experience of its associate company CCR. The case-study was based on a comprehensive and encompassing research on mobility in the metropolitan area of São Paulo, developed in collaboration with local specialists. Subsequently, in May 2008 Brisa in partnership with WBCSD and CEBDS - Conselho Empresarial Brasileiro para o Desenvolvimento Sustentável, promoted a Dialogue of Stakeholders in São Paulo. This event gathered Government members, people from NGOs, corporations, the academic world, and others, to discuss Sustainable Mobility issues.

During 2008, the M4D work group issued a publication presenting the Project's main results, including specific recommendations for different stakeholders.

This work was published in 2009 by WBCSD jointly with companies participating in the project, including Brisa. In Portugal, the publication was translated into Portuguese by Brisa and launched during the Sustainable Mobility Seminar held by Brisa on September 18, 2009, with the participation of WBCSD and six other companies operating in the mobility area.

## Declaration on Climate Change for the G8 Forum

This Declaration gathered more than 100 CEOs from all regions of the world and all sectors of activity, representing a number of organisations covering more than 10% of listed companies in the worldwide market. This Declaration presents to the G8 Leaders the most complete and detailed set of recommendations from companies in relation to post-Kyoto public policies.

For more information about this Declaration, see: [www.brisa.pt](http://www.brisa.pt) (page on Social Responsibility)

## Financial implications of the fleet management

The widening of the knowledge base on the monitoring of data on fuel consumption (see EN3) and respective emissions over the last years view to determine the financial implications of subject for the organization.

## Partnership with Instituto Superior Técnico (Engineering Faculty)

In 2009 Brisa, in collaboration with Instituto Superior Técnico (major Portuguese engineering university), started a project to develop a master thesis on the implications of climate changes in the organization.

The work is presently under development and has Brisa's involvement and support in the areas related to the subject. The work should be finished in September 2010.

**EC3 Coverage of pension plan**

● 123 ✓

## Description:

According to the estimate updated for 31st December 2009, the value of the Pension Fund and its respective liabilities, according to the Benefits Plan currently in force and established in the Constitutive Agreement of the Brisa Pension Fund, there is a surplus fund in 2009 to the amount of 3 366 thousand euros, regarding the liabilities of the same fund.

The current value of the projected liabilities shall be 13 535 thousand euros.

A breakdown by company of the rate of coverage of the employees adhering to the Pension Fund is included in the following table:

	BAER	BAR	BAE	BEG	BIN	BAL	VVP	Total
Nº of covered employees	49	272	1 499	114	0	1	116	2 051
Total Nº of employees	52	305	1 603	213	1	1	127	2 302
% of employees covered by the Pension Plan	94%	89%	94%	54%	0%	100%	91%	89%

It should be noted that this indicator does not include Controlauto and MCall.

**EC4 Relevant financial benefits granted by the Government**

● 123 ✓

## Description:

	Valor (euros)
<b>R&amp;D Projects</b>	
Migrar Galp	
Wimax ISEL	187 566
Avisar (Univ. De Coimbra)	
Eurotolling 21 Project	20 917
SBRI Project	18 000
<b>Total</b>	<b>226 483</b>

Figures received by international and national governmental entities within the scope of contractual engagements.

Information includes specific subsidies for technological innovation projects, as for instance, the Eurotolling 21 Project and SBRI.

**Market Presence****EC5 Ratio of initial base salary to minimum salary locally permitted\*\*\*, in the most significant areas of operation**

● 123 ✓

	2009	2008	2007
Ratio	1,07	1,08	1,12

	2009	2008	2007
Tolls sector population	44%	44%	43%
Lowest salary within the organization	642	629	613
National minimum wage	450	426	403
Ratio	1,43	1,48	1,52

There are no employees paid below minimum wage. At the end of 2009, the lowest wage paid at the Organization was Euro 483. This remuneration is established for 0.5% of the population.

Taking the most representative operational group into consideration, which includes the functions of toll booth operator and main toll booth operator, the ratio rises to 1.43 in 2009.

**Notes:** Calculation = Lowest salary ÷ national minimum wage 483/450

**EC6 Policy, practices and proportion of expenses with local suppliers \*\*\*, when applicable**

● 123 ✓

## Description:

Brisa does not practice any kind of discrimination in its selection of its suppliers. It consults the market through its local and international suppliers. Brisa operates under the regime of public procurement and is therefore obliged to launch tenders in accordance with the Law.

In 2009 the percentage of local suppliers was 97.8%.

**EC7 Procedures for local procurement \*\*\* and proportion of senior managers hired from within the local community in areas of significant activity**

● abc ✓

## Description:

Brisa does not practice any kind of discrimination in the selection of its workers, being prohibited by law from exercising any kind of discrimination in the recruitment of new employees in Portugal.

## Indirect Economic Impacts

### EC8 Development and impact of investments in infrastructures and services supplied essentially for the public good

● abc ✓

#### Description:

In what concerns Public Service, Brisa considers all activities essentially developed for the public good towards which it participates as an active element in the organisation. In 2009 Brisa invested a total amount of 1 052 653 euros in this area.

In this area, the most relevant projects developed are road safety projects, namely the Programme Safety First, which includes the Educational

Programme and the Communication Programme for Drivers.

In the environmental sector, a special focus is given to the Programme Brisa for Biodiversity.

### EC9 Description and understanding of significant indirect economic impacts, including their size

● abc ✓

#### Description:

In 2007, Brisa commissioned from a university researcher a scientific analysis of the social and economic impacts regarding the implementation of its motorway network. This independent study, carried out by Professor Alfredo Marvão Pereira, is called "The economic and budgetary impact of investments in motorways built by Brisa".

In this study, it is possible to conclude that investments made by Brisa generate significant gains for the Portuguese economy, both in job creation as in private and product investment, thus representing an important source of long term development.

For more information on this study, please see [www.brisa.pt](http://www.brisa.pt) (page on Social Responsibility).

Given the macro-economic and long term nature of the conclusions of this study, it is still considered as a valid reference in 2009.

However, Brisa kept on developing its understanding of the indirect economic impacts of its activity, specifically in terms of traffic and respective implications for the social and economic development of the country. This description is now available in the 2008 Sustainability Report - see chapter "Development- Traffic".

Brisa expects to develop additional studies on the understanding of indirect economic impacts during 2010.

## Environmental Performance Indicators

### Materials

#### EN1 Materials used per weight and volume

● 123 ✓

#### Description:

Material	Steel/Aluminium (kg)	Soils (m³)	Wood (kg)	Betumen (kg)
Quantities	11 562 778	500 603	103 204	14 761 407

This indicator reflects the consumption of raw materials in the construction works of CBR and AEA supervised by BEG.

It is currently not possible to make comparisons with previous years' figures, as results do not have a direct correlation with the number of works in the period under review or any other relevant direct correlation. Most works concerned have execution periods of over one semester or even 1 year, and the works developed in the different phases are also different. These two factors have prevented a valid and objective analysis on the fluctuations occurred.

Figures presented are specific for each project, depending on numerous variables, namely length, number of engineering structures, pavement, topography, etc. Therefore, the monitoring of the evolution of recorded quantities over time will prevent from drawing any conclusions regarding the larger or lesser application of sustainable methodologies by Brisa.

#### EN2 Percentage of materials used which are recycled

● 123 ✓

#### Description:

This indicator corresponds to the use of used materials from construction works of CBR and AEA supervised by BEG.

year's report for the reasons pointed out above. A significant increase is expected for 2010.

It is currently not possible to make comparisons with previous years' figures, as results do not have a direct correlation with the number of works in the period under review or any other relevant direct co-relation.

It should be noted that:

1) All re-used materials derive from material produced in the construction works, and they are subsequently re-used in other works (soils) or the works from which they result (crushed material and concrete). Brisa's effort to re-use a considerable amount of the materials it produces is clear.

2) In relation to the re-used materials reported in 2008, concrete was added, resulting directly from Brisa's policy to require the re-use of the concrete from every demolished engineering structure, as mandatory. This is clearly a significant improvement, though still unnoticeable in this

Soils (m³)	Machined material (m³)	Concrete (m³)	Other materials (m³)
887 512	163 732	2 471	19 603



PRINCIPLE 7  
PRINCIPLE 8  
PRINCIPLE 9

## Energy

### EN3 Direct consumption of energy by primary source

123 ✓

Description:

Year	2009	2008	Var %
Diesel (GJ)	97 683	103 668	-5,8
Gas (GJ)	1 208	1 975	-38,8
<b>Total</b>	<b>98 891</b>	<b>105 643</b>	<b>-6,4</b>

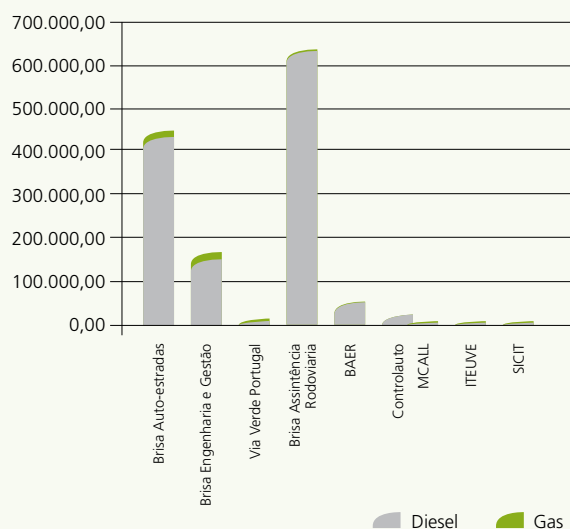
As shown in table above, in 2009 fuel consumption fell in relation to the previous year, namely by 39% in gasoline and 6% in gasoil.

- This performance resulted from the acquisition of more efficient vehicles that consume less fuel, namely the cars of the Traffic Brigade and general services;
- The replacement of the gasoline cars allocated to the general services caused a drop by 64% in gas consumption as this fleet accounted for nearly 70% of the total gasoline car fleet;
- New initiatives are being envisaged for 2010 in terms of fleet management, namely in what concerns the implementation/ purchase of 100% electric cars and the launching of eco-driving training courses.

Notes:

In cases where data is provided as cost (euros), it is necessary to convert into fuel volume (litres). In 2009 the average value used to obtain fuel consumption in litres was 1.10 €/l.

The conversion factors used were densities  $0.7475 \times 10^{-3}$  ton/l and  $0.837 \times 10^{-3}$  ton/l, respectively for gasoline and diesel, based on technical files for gasoline (gasoline density) and the table supplied by the Instituto do Ambiente (diesel density) and the mass conversion factors for GJ of primary sources supplied by GRI.



In the determination of NWPY consumption, the conversion factor used was 1 Gallon = 3.758 litres.

Please refer to Key Indicator Section (p. 8).

### EN4 Indirect consumption of energy by primary source

123 ✓

	2009	2008	2009 (comparable)
Electricity Consumption (GJ)	142 340,47	132 863	113 840,41
Renewable Energies (GJ)	346	NA	-

The value obtained for the consumption of electricity in 2009 is 142 340 GJ.

The figures for this indicator do not match the evolution presented in the Key Indicators section (p. 8 and 9), as the scopes considered are different. The scope of this indicator includes the AEA and NWPY concessions, and sets the basis of comparison for future years, particularly for the monitoring of environmental targets in the three years 2010-2012. The value for comparison to prior periods is 113.840 GJ.

- Some of the equipment installed in Brisa motorway network consume solar/eolic energy. Consumption of this energy source was not included in total consumption figures.
- These indicators include the consumption by equipment supplied by EDP pursuant to fixed fee contracts. In these cases, as there are no meters, estimated consumption was based on average amounts of 99KW/h or 197KW/h per equipment and for 30 days periods, where applicable.
- The kWh/GJ conversion factor used was 0.0036.
- There are some differences in consumption from 2008 to 2009:
  - MCall moved premises. The new facilities require higher electricity consumption as they are larger, with more spot lights, workplaces and active supporting equipment and air conditioned.

- At Controlauto, lighting was improved in 2008 and 2009 in many facilities with consequent power increase. The outdoor lighting, including advertising signs, totems, etc. The company installed air conditioned equipment in the car inspection centres of Prior Velho, Viseu and Castelo Branco. The new centre of Prior Velho, which opened in July, has 5 lines and a much higher lighting level than the one it replaced (Airport). Finally, in the second half of the year, the TCIM system was installed in 15 centres, largely increasing the number of PCs in operation (impact from this will be even higher in 2010).
- AEA – The 2008 figure was provided by the concessionaire. In relation to this figure, consumption levels recorded in 2009 dropped by 17%.
- BEG\_FA17 – This construction yard was dismantled during 2009 and ceased to exist in July 2009.
- BEG – Consumption levels fell by 10% as result of a set of specific measures implemented with this aim (employees were instructed to turn off WC lights, computers, copy machines).

Please refer to Key Indicator Section (p. 8).

<p><b>EN5</b></p>	<p><b>Energy saved due to improvements in efficiency and conservation</b></p>	<p>NA</p>
<p>Description:</p>	<p>In 2009 the Brisa Group set forth as goals for the 2010-2012 period to reduce direct energy consumption by 3% and indirect energy consumption by 10%. These goals are an integral part of a strategy towards a greater energy efficiency as approved at the organization's highest management level.</p> <p>In previous years, this indicator only reported qualitative information. In the 2008 Sustainability Report, we assumed the engagement to quantify the gains obtained in 2009.</p> <p>The following projects were identified:</p> <p><b>Network lighting efficiency study</b> This project was subject to pilot test phase in 2009. Specific measures will be implemented in the next phase. Savings obtained with these measures will be measured out in 2010.</p>	<p><b>Fleet management efficiency study</b> The new vehicles acquired in 2009 are being monitored with the purpose of quantifying the savings obtained and develop a case study to release results obtained during 2010.</p> <p><b>Telematics Project</b> This project consists in the installation of solar energy panels to be used as energy source for the telematic equipment throughout the network, particularly in places where access to the public electricity network is not possible.</p> <p>Energy saved in 2009: 346.11 GJ (see EN 4 indicator)</p> <p><b>NWPY Project</b> Please refer to Chapter 2. Environment</p>
<p><b>EN6</b></p>	<p><b>Initiatives for the promotion of energy efficient products and services based in renewable energies, as well as registered reductions</b></p>	<p>abc ✓</p>
<p>Description:</p>	<p>Initiatives referred to in EN5 promote a more efficient service, in energy terms:</p> <p><b>Network lighting efficiency study</b> This project underwent pilot test phase in 2009. Specific measures will be implemented in the next phase.</p> <p><b>Fleet management efficiency study</b> The new vehicles acquired in 2009 are being monitored with the purpose of quantifying the savings obtained and develop a case study to release results obtained during 2010.</p> <p><b>Telematics Project</b> This project consists in the installation of solar energy panels to be used as energy source for the telematic equipment throughout the network, particularly in places where access to the public electricity network is not possible.</p> <p><b>NWPY Project</b> Please refer to Chapter 2. Environment</p> <p>Besides initiatives above, the Via Verde and Via Mais Verde services should be pointed out as they improve the network's energy efficiency, at user level.</p> <p><b>Via Verde</b> Via Verde consists of an electronic payment system which debits the corresponding toll to the distance travelled directly to the road user's bank account.</p> <p>Having developed and applied this product for over 15 years, Brisa has proven the worth of this technology and has contributed to increased environmentally friendly and energy efficient mobility.</p>	<p>By avoiding the slowing down and speeding up of vehicles at the toll barriers, Via Verde contributes to fewer emissions and at the same time to a greater energy efficiency, thanks to a better use of fuel.</p> <p><b>Reduction in energy consumptions</b> According to the independent study Measuring and Modelling Emission Effects for Toll Facilities, the use of Via Verde significantly reduces greenhouse gas emissions, namely CO and CO<sub>2</sub> emissions, by 60% and 40%.</p> <p>This reduction is a direct consequence of lower fuel consumption by vehicles.</p> <p><b>Via Mais Verde</b> In 2008, Via Verde developed into an even more advanced solution: Via Mais Verde. This solution incorporates a sensor system, based on 3 portal frames over the highway, which read the identifier, detect and classify the vehicle, eliminating the need of a physical toll barrier. Via Mais Verde provides unparalleled comfort to Via Verde users, because it no longer requires lowering of speed when passing by.</p> <p>Main advantages of Via Mais Verde:</p> <ul style="list-style-type: none"> <li>• Greater comfort;</li> <li>• Constant speed;</li> <li>• Greater road safety;</li> <li>• Reduction of CO<sub>2</sub> emissions (by preventing vehicles from stopping and then speeding, there is a 41.8% reduction in CO<sub>2</sub> emissions).</li> </ul> <p>This system is installed in two places on the A17 and A10 motorways.</p>
<p><b>EN7</b></p>	<p><b>Initiatives to reduce indirect energy consumption and reductions registered</b></p>	<p>abc ✓</p>
<p>Description:</p>	<p>Brisa's initiatives at energy efficiency level went beyond the scope of its direct activity and stretched throughout the value chain. The following projects focus the reduction of indirect energy consumption by motorway users and employees during their air travels:</p> <p><b>Portugal Eco-driving Project</b> Following a study carried out by Prof. Margarida Coelho on the impact of electronic toll collection in greenhouse gas emissions (Measuring and Modelling Emission Effects for Toll Facilities), Brisa developed contacts with specialists in the area of sustainable mobility and decided to become a founding partner of Portugal Eco-driving Project.</p> <p>The purpose of this project is to encourage safer and more efficient driving habits, viewing to reduce fuel consumption and greenhouse gas and other emissions and increase road safety.</p>	<p><b>CO<sub>2</sub> reduction campaigns</b> Brisa carries out awareness campaigns on a regular basis to raise drivers awareness to the need of reducing speed to decrease greenhouse gas emissions; these campaigns include outdoors, flyers, radio spots and internet banners.</p> <p><b>Air travels</b> Brisa is collecting information on air travels made at Group level, with the purpose of monitoring the real impact of the organization's activity and identify opportunities to improve current policies.</p>

## Water

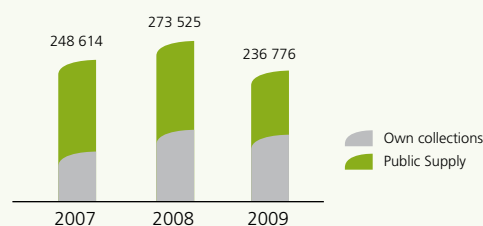
### EN8 Total water collected segmented by source

● 123 ✓

#### Description:

This indicator includes water from the only two supply sources available to the organization: public supply and underground water (own supply).

	2009	2008	2007
<b>Water Consumption [m³]</b>	<b>236 776</b>	<b>273 525</b>	<b>248 614</b>
Public Supply [m³]	117 485	152 153	151 902
Own collections [m³]	119 291	121 372	96 712



Water consumption, by source:

#### Public Supply

% change: -13,4 % (2008-2009)

#### Consumption of underground water

% change: - 0,7 % (there are figures recorded in 2009 which were not recorded in 2008 due to the non existence of meters and/or data)

AEA and Controlauto have their own supply sources but do not have meters.

as 50% is the stake Brisa holds in this company.

In March 2009, MCALL moved premises to another client facilities. Although the people working in these premises are not all from MCALL, water consumption derive from this company's activity and therefore, they were 100% considered.

As to consumption by Brisa's subsidiaries and departments at Edifício Suécia, in Carnaxide, it is not possible to determine as the building has no specific meter to record the water consumed by these services.

BEG yard facilities for the construction of the AEDL only started operating in February 2009, therefore consumption only started to be measured as from that date.

In relation to the AEA, we only considered 50% of total water consumption

## Biodiversity

### EN11 Land in protected areas

● 123 ✓

#### Description:

In 2009 managed area included in Rede Natura 2000 totalled 3 591 221 m².

In addition to the area above, but accounted for separately as it concerns an area subject to compensation measures which does not generate negative impacts, there is a leased area within the scope of a Brisa Protocol with ICN, covering 10 000 m² in the Zona de Protecção Especial de Castro Verde (Special Protection Zone of Castro Verde), which aims at preserving the habitat of the Francelho-das-torres bird colony.

### EN12 Significant impacts on Biodiversity in protected areas with a high biodiversity value

● abc ✓

#### Description:

This indicator reports impacts on biodiversity in protected areas, identified as areas of the Natura Network 2000.

#### Project and Construction Phases

The impacts on biodiversity for the construction and operation of motorways are firstly evaluated in the study and implementation project phases, during the environmental impact assessment. In these phases, the analysis of different paths are carried out, along with projects and minimization or compensation measures.

Later, the environmental monitoring is carried out and the Environmental Management Plan and monitoring programs are implemented, in order to ensure the collection of information for evaluating the main environmental impacts effectively caused during the construction stage, and ensure proper implementation of an environmental project. The aim is also meant to identify possible scenarios that could lead to the need for additional measures to minimize / offset environmental impacts.

In 2009, there were no interventions in areas that were included in the Natura 2000, so there is no impact to report.

#### Exploration Phase

With regard to the operational phase, the whole network of motorways concessioned to Brisa and Brisa is covered by a system of monitoring of wildlife, as well as motorways constructed or undergoing expansion works of the entry into force of Decree-Law No. 69/2000 of 3 May, are covered by General Plans for Monitoring the Environment with the basic objective to carry out the post-impact assessment.

Generally, the level of biodiversity, the main environmental impacts caused by the motorways are, in general, the fragmentation and alteration of habitats, the trampling of flora and increasing human pressure.

The monitoring of running over of fauna is carried out in all subsections of Brisa's motorway concession. Concerning the subsections which cross areas included in Rede Natura 2000, we detected no running over of endangered species, according to the Red Book on Vertebrates in Portugal, 2005.

In the subsections of Almodôvar/S. Bartolomeu of Messines and S. Bartolomeu de Messines/V.L.A. on the A2 motorway, crossing over the Sites of Caldeirão and Barrocal, impacts on biodiversity were assessed by monitoring campaigns covering the quality of ecosystems, hydraulic passages (PHs) and viaducts, namely those referred to as sites of recovery and maintenance of the features as ecological corridor; monitoring of the efficacy of PHs as passages for fauna and use by fauna groups as refuge; monitoring of the evolution of the fitocenosis in the shores of the water lines crossed by the motorway; monitoring of running water ecosystems and possible impacts on the fish species so as to estimate the level of mortality of the different vertebrate groups in order to assess the real impact of roads on the fauna in surrounding areas.

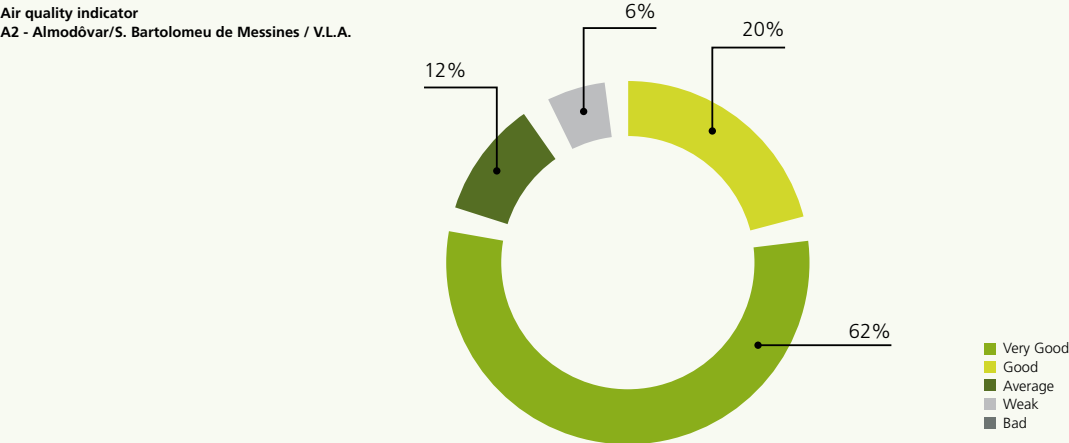


As to the monitoring of the quality of the ecosystems, which involves the monitoring of air quality, underground and surface water, there are no significant impacts attributed to the motorway.

In relation to the quality of surface water in 2009, no significant impacts stemming from the A2 were recorded. In fact, the pollutants analysed, which may be generated by car traffic on the A2 - Copper, Cadmium, Zinc, Chromium and Hydrocarbon – always show reduced concentrations, below legal ceilings. In one case or other, samples collected from trickling water have recorded high levels of Total Suspended Solids.

In what concerns the quality of underground water, specifically pollutants caused by car traffic on the A2, concentration levels were within the limits provided by law. Notwithstanding, it should be pointed out that the current law does not provide maximum levels for hydrocarbon concentrations and these are extremely high. However, their origin cannot be directly attributed to the A2 because of various facts contradicting this assumption, namely the existence of high levels of hydrocarbon upstream and downstream the A2, namely in the subsections of S. Bartolomeu of Messines/V.L.A where there are Water Treatment Stations whose final effluents have low zinc and hydrocarbon concentrations.

Figure 1 illustrates the air quality in the subsections mentioned above monitored during approximately 2 weeks, in Summer and Fall periods, which established a good and very good air quality index, which is acceptable. The levels of pollutants whose concentration are mostly associated to automobile emissions (NO2 and NOx) are always below those required by law.



**Figure 1. Air quality index in the Almodôvar / S. Bartolomeu de Messines / V.L.A. sub-sections monitored over 7 weeks**

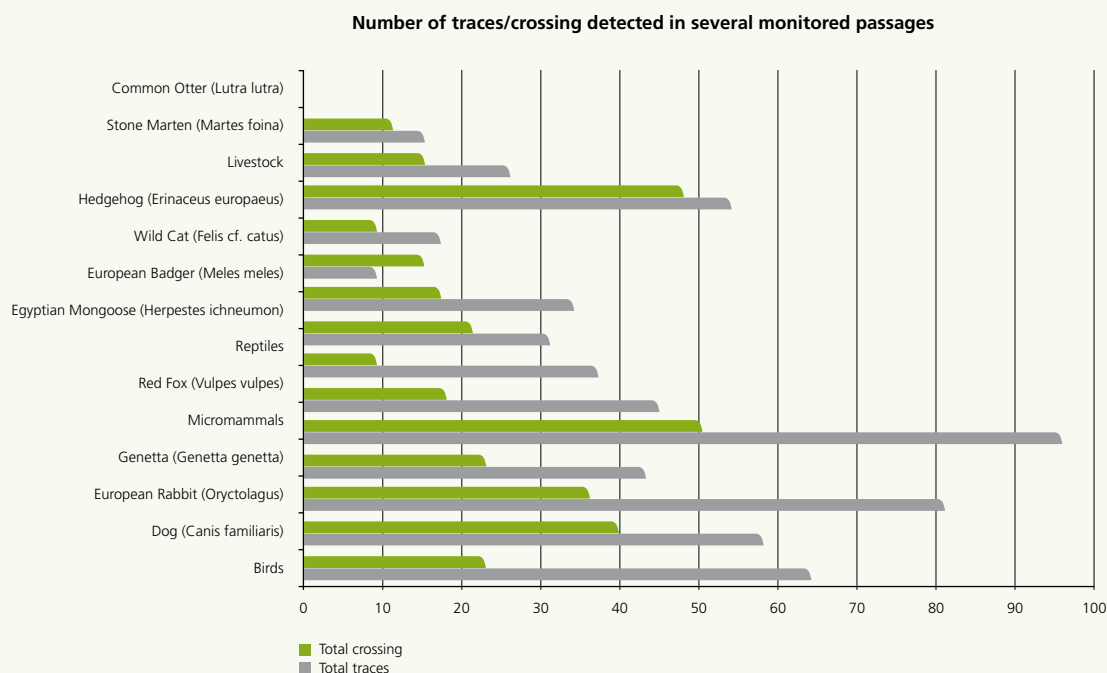
Regarding the crossing of fauna in the PHs, several different types of structures are monitored, of different size with a length of x width of 4x4, 3x3, 4x3, 2x2, 3x3, 1,80x1,80, 2,50x2,50 and 2,20x2,20, or diameter of 1,20, 1,50 and 1 – and of various shapes (rectangular open, circular closed, circular open, rectangular open with unevenness inside), in order to include the variability of these structures in the results. The method used to establish the species that crossed the PHs is detecting footprints by placing rock powder all over the width of the structures and later identify the footprints on the powder.

Campaigns carried out in 2009, one each season, have detected indirect traces (footprints and excrements) and crossing of fauna species or groups in the various HP, fauna passages, agriculture passages, under-crossings and viaducts, which are listed in Table 1.

**Table 1. Species crossing the Hydraulic Passages monitored on the A2 in 2009**

		Common name	Scientific name
Domesticated Animals	Mammals	Livestock	-
		Dog	Canis familiaris
		Wild Cat	Felis cf. catus
Wild Animals	Mammals	Hedgehog	Erinaceus europaeus
		Egyptian Mongoose	Herpestes ichneumon
		Genetta	Genetta genetta
		Common Otter	Lutra lutra
		Stone Marten	Martes foina
		European Badger	Meles meles
		Red Fox	Vulpes vulpes
		European Rabbit	Oryctolagus
		Micromammals	-
	Birds	-	-
	Reptiles	-	-

Records of indirect traces (footprints and excrements) and crossing of fauna species or groups in the various HP, fauna passages, agriculture passages, under-crossings and viaducts are accounted for in Figure 2. As to crossings of hydraulic and fauna passages, they were accounted for based on the presence of footprints belonging to the same species (it being assumed that they belong to the same animal) in both entrances. In what concerns agriculture passages, under-crossings and viaducts, any trace (footprint or excrement) found on the said places is considered to mean that the identified animals have crossed them. The accounting for of crossings is shown in Figure 2.



**Figure 2. Crossing monitored in Hydraulic Passages during campaigns carried out one in each season of the year**

The results of monitored crossings of fauna on PHs suggest that these structures contribute to decrease the effect of habitat fragmentation caused by the A2.

#### EN13 Protected and recovered habitats

123 ✓

##### Description:

The recovery and protection of certain habitats is one of the strategies included in Brisa's biodiversity policy aimed at preventing or repairing the negative impacts from Brisa's activity. The habitats areas protected or recovered may result from:

- The implementation of landscape integration and recovery, at the end of construction works;
- The implementation of recovery or protection measures of habitats during motorway operation phase;
- Habitat recovery and protection projects, developed in partnership, concerning different habitat areas from those referred to above.

In what concerns landscape integration and recovery implemented during works phase, no interventions were made in new areas in 2009.

As to recovery and protection during operation phase, specifically in relation to the compensation measures taken in the Aljustrel / Castro Verde sub-stretch on the A2, in 2009 the company developed various actions on a land leased to the Special Protection Zone of Castro Verde with approx. 10 000 m2 with the purpose of preserving the habitat of "Francelho-das-torres" (small falcons), namely by prohibiting access to the ruins where these birds nest, with fencing and the deepening and increase in the number of nidification cavities existing in these ruins. Additionally, contracts were entered with a number of land owners in the area viewing to ensure the implementation of management measures for the Francelho-das-torres colony, namely concerning agriculture, forest and cattle breeding. The area covered by this land totalled 6 981.659 m2 in 2009.

In terms of habitat protection and recovery projects developed in partnership, Brisa - aware of the impacts of its activity on biodiversity - promotes voluntary actions within a point of view of environmental responsibility. These actions concern projects included in the Programme Brisa for Biodiversity.

In this area, relevant projects for this indicator are the "Biodiversity in Cork Oak Tree" Project developed pursuant to a protocol entered with Companhia das Lezírias and the "Biodiversity of the International Tagus 2008-2012" in partnership with Quercus.

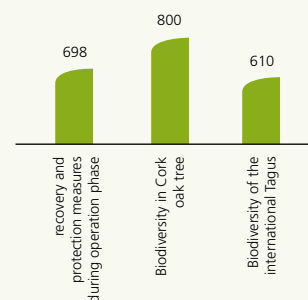
The "Biodiversity in Cork Oak Tree" Project covers an area of approximately 800 ha, located between Poceirão do Cunha and Malhada Alta, and includes physical interventions translated in the following operations:

- Shape pruning of the natural regeneration of cork trees and every tree with virgin cork that may require it;
- Removal of stone and maritime pines competing with cork trees in terms of space;
- Pruning of young stone pines;
- Marking of cork trees to be protected and surrounding fencing;
- Installation of individual protectors in cork trees and fences;
- Planting of 400 ha of biodiverse grassland in 2008 and 2009.

The "Biodiversity of the International Tagus 2008-2012" project is developed on a land belonging to Quercus-ANCN located in the International Tagus Natural Park and in Special Protection Zone for Birds in the International Tagus, Erges River and Ponsul. The project covered two fronts. The first front corresponds to an area of approximately 410 ha of Monte Barata estate located in the parishes of Malpica do Tejo and Monforte da Beira in the council of Castelo Branco. The second front corresponds to nearly 200 ha spread throughout different locations in the parish of Rosmaninhal, council of Idanha-a-Nova between the estuary of Fonte Santa river on the east and the estuary of Aravil river to the west.

As result of the above, the area of protected and recovered habitats in 2009 totalled 2 109.17 ha.

##### Protected and recovered habitats (ha)



**Description:**

Managing biodiversity impacts is a strategic priority for Brisa, substantiated in the Declaration on Biodiversity Policy.

A detailed description of the various measures making up Brisa's environmental management system during design, construction and operation phases can be found in the answer to this indicator available at [www.brisa.pt](http://www.brisa.pt)

During 2009 the following motorways were subject to monitoring campaigns, during design and construction phases:

- A1 – Condeixa / Coimbra Sul sub-stretch
- A1 – Estarreja / Feira sub-stretch
- A2 – Coima / Palmela / Setúbal stretches (A2/A12 Junction)
- A32 – Oliveira de Azeméis / IP1 (S. Lourenço)
- A33 – Road accesses to the New Lisbon Airport
- A41 – Picoto (IC2) / Ermida Junction (IC25)
- A43 – Gondomar / Aguiar de Sousa stretch (IC24)

Managing biodiversity impacts in motorways during operation phase is developed according to four strategies.

The first strategy derives from Decree-law 69/2000 of 3 May and Government Order 330/2001 of 2 April, providing the General Plans for Environmental Monitoring focused on the health, well-being and quality of eco systems, whereby biodiversity related issues are approached from an integrated view point, which includes the monitoring of flora and fauna as well as the monitoring of environmental parameters to support the different communities.

During 2009, General Plans for Environmental Monitoring (GPEN) during motorway operation phase were carried out on the following locations:

- A1 - Feira / Junction with IC24 / Carvalhos Junction, Condeixa / Coimbra Sul / Coimbra Norte e Aveiras de Cima / Santarém / Torres Novas sub-stretches, over respectively 17.1 km, 8.78 km and 47.5 km;
- A10 - Bucelas/Carregado motorway, Bucelas / Arruda dos Vinhos / Carregado / Benavente / Nô A10/A13 sub-stretches, over 39.8 km;
- A5 - Costa do Estoril motorway, Carcavelos / Estoril / Alcabideche sub-stretches, over 7.7 km;
- A13 - Almeirim/Marateca motorway, Almeirim / Salvaterra de Magos / Nô A10/A13 / Sto. Estêvão / Pegões / Marateca sub-stretches, over 78.7 km;
- A2 - Sul motorway, Fogueiteiro / Coima e Castro Verde/Almodôvar/S. Bartolomeu de Messines/V.L.A sub-stretches, over 8.9 km and 62.1 km;
- A17 - Marinha Grande / Mira motorway, over 92 km.

The second strategy consists in monitoring running over of wild fauna throughout the entire Brisa network.

The third strategy is associated to protocols established with schools and universities, research and state institutions viewing to analyse and research direct impacts on species existing in motorways and measures to mitigate these impacts.

The fourth strategy consists of a set of actions focused on flora.

Besides the design, construction and operation phases measures referred to above, Brisa's Biodiversity Programme includes 5 partnerships with relevant Portuguese entities to develop research and teaching projects.

Further information of Brisa's Biodiversity Programme is available at [www.brisa.pt](http://www.brisa.pt)

**D. Environmental -Emissions, Effluents and Waste**

**Description:**

**Direct and Indirect GHG Emissions**

As far as Brisa's operation is concerned, direct emissions are generated from burning fuel of vehicles from the Groups' fleet and indirect emissions caused by electrical power consumption.

The total emissions of greenhouse gases in the year 2009 was 23 809 tones equivalent to CO<sub>2</sub>. This value represents an increase of 8.41% relative to the values reported in 2008, considering that part of this increase results from an increase of approximately 9% in emissions from the national electricity generation system.

However, if we consider the scope in which the indicator is used in previous years, there is a decrease of 9.12% compared to 2008.

Emissions generated by fuel consumption are calculated taking into account emission factors provided in the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

Regarding indirect emissions generated through electricity consumption, the average factor for greenhouse gas emissions in 2009 is applied, according to the CEEETA-ECO, in work developed for the Direcção Geral de Energia e Geologia (General Department of Energy and Geology).

The conversion of greenhouse gas emissions into CO<sub>2</sub> is calculated according to GRI indicators using the Global Warming Potential for 100 years included in the 2007 IPCC Fourth Assessment Report (AR4) by Working Group 1.

Emissions from equipment leaks containing coolants are not considered relevant and therefore will not be included in this report, since according to a survey of the equipment containing coolants carried out according to the EN19 indicator, the equipment existing in the head-office and in coordination centres do not use HFC's. There are such equipment at BEG, which reported respective data. Nevertheless, HFC's leaks, if any, are irrelevant.

**Carbon sequestration**

Brisa develops projects that involve positive impacts related to carbon sequestration, namely projects in partnership with Companhia das Lezírias and Quercus, which are developed under the Programme Brisa for Biodiversity.

The Project Biodiversity in Cork Oak Tree included the installation of approximately 300 hectares of pasture in Autumn 2008. The installation of improved pasture, with a variety of species and that is particularly rich in vegetables, mainly aims at improving the quantity and quality of food available for cattle.

Sequestration of atmospheric carbon in soil pastures was recognized by the Kyoto Protocol (KP) for the United Nations Framework Convention for Climate Change as a mitigation measure that is used in national measurement in complying with commitments undertaken by countries with reduction obligations, commonly identified as part of Annex B to the Protocol.

This objective is described in Article 3. of paragraph 4 of the KQ and was adopted by Portugal in the National Climate Change Policies (PNAC) revised in 2006. As such, and according to the estimate given in the report of this protocol for 2009, the gains of the project in comparison to natural pasture, represent an increased storage from 1 070 to 1 588 tones of CO<sub>2</sub> year.

With regard to carbon sequestration from the implementation of the Biodiversity Project for Tejo Internacional, it is expected that, for a 50 year scenario, a sink effect of about 93 720 tones of CO<sub>2</sub> due to the forestation of about 426 ha with cork, oak and some ash. In the first years of the project implementation, the storage of CO<sub>2</sub> is not significant, so an annual quantitative value is not yet estimated.

Please refer to Key Indicators section (p.8 and 9).

<b>EN17</b>	<b>Other indirect greenhouse gases emissions</b>	NA
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Description:

Business trips are mostly undertaken in vehicles belonging to the Brisa Group fleet, being accounted for as direct emissions. As the company does not provide transport for its employees by car, remaining trips made, namely by plane, are marginal and therefore irrelevant for the purposes of this report.

<b>EN18</b>	<b>Initiatives viewing reducing greenhouse gas emissions and recorded reductions</b>	● abc ✓
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Description:

Brisa is aware that the global issue of climate changes indirectly affects the company's business, with respective impacts tending to grow in the medium/long run.

The organization has developed a number of actions viewing to reduce greenhouse gas emissions, based on an energy efficiency policy and other additional measures, which exceed the scope of the emissions deriving directly from the company's activity.

Initiatives to reduce direct emissions (corresponding to the consumption reported in EN3);

- Fleet management efficiency (see EN5);

Initiatives to reduce indirect emissions (corresponding to the consumption reported in EN4);

- Efficiency analysis of the network's lighting (see EN5);

- Telematics Project (see EN5);

- NWPY Project (see EN5);

Initiatives to reduce emissions not controlled by the organization;

- See EN6 and EN7

Once the ongoing work to assess, monitor and quantify the measures referred to above is completed, we will be able to determine respective cutbacks in greenhouse gas emissions.

<b>EN19</b>	<b>Emissions of substances destroying the ozone layer</b>	NA
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Description:

Brisa possesses no processes, products or services which use substances that destroy the ozone layer so this indicator is not applicable. Rare cases were found, which are already contemplated in the equipment replacement plan.

In 2009, a survey of equipment using R-22 (HCFC-22) or similar fluids was made viewing to ensure that by 1 January 2015 (date in which Regulation EC 1005/2009 prohibiting these fluids enters into force) there are no equipment using HCFCs.

<b>EN20</b>	<b>NOx, SOx and other relevant emissions by type and weight</b>	● abc ✓
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Description:

Brisa carries out no activity likely to produce significant atmospheric emissions given that no Brisa activity can be included in the manufacturing industry category. Atmospheric emissions from the Brisa Group are generated only by the circulation of vehicles belonging to the Brisa Group fleet.

Emissions from the fleet's vehicles are irrelevant as they are diffuse type emissions and result from only 594 vehicles. This statement is based on the fact that as far as SOx is concerned the emissions of this pollutant from the burning of fuel resulting from the circulation of vehicles are insignificant,

given the implementation of significant reductions in sulphur content in fuels. As far as the remaining atmospheric emissions are concerned, the data from the air quality monitoring carried out within the scope of the General Environmental Monitoring Plans in motorways with average daily traffic much higher than the number of vehicles belonging to the Brisa Group fleet, point to low concentrations of atmospheric pollutants and therefore the close to 600 vehicles which circulate on national territory are insignificant and are considered negligible for the purposes of this report.

<b>EN21</b>	<b>Water discharges by quality and destination</b>	● 123 ✓
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Description:

There was a discharge of approximately 367.2 m3 of waste waters on the soil, mostly domestic waste water, but including also insignificant amounts of waste water from Maia laboratory.

Legal compliance were checked on the analysis report of the discharge.

The discharge volume is determined based on water consumption figures obtained according to the EN8 indicator, for BEG yard in Maia. The volume of domestic waste water produced was considered to account for 80% of water consumption.

<b>EN22</b>	<b>Total waste by type and destination</b>	● 123 ✓
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Description:

Data determined for the year 2009:

	Weight (t)	Volume (m³)
<b>1. Per type</b>		
1.1 Hazardous	21	0
1.2 Non hazardous	945	42
<b>2. Per destination</b>		
2.1 Disposal	107	42
2.2 Recovery	866	0

<b>EN23</b>	<b>Total number and volume of significant leaks</b>	● 123 ✓
Description:		
<p>During 2009, Brisa concession recorded 478 leaking occurrences (+1.3% over 2008), which were duly analyzed. This analysis established that none of these occurrences met the criteria to be considered a significant leak.</p> <p>No leaks of hazardous materials or other serious leaks occurred in AEA in 2009.</p> <p>The AEA will record all leaks occurring on its network 2010 onwards.</p> <p>Notes:</p> <p>Pursuant to DL170A/2007 of 4 May, concessionaires/sub-concessionaires cannot be held liable for products spilled on their roads. Transporters and owners of the products must have emergency plans to be implemented in case of leaks. These entities in close cooperation with ANPC should carry out tests and ascertain the impacts caused by the leaks in the contract area and surrounding environment. Concessionaires/sub-concessionaires are not legally required to carry out any kind of tests or analyse the impacts of the leaks.</p> <p>Nevertheless, leaks occurring on the road platform of the contract area are subject to a number of procedures described in the corresponding Operation and Maintenance Manual attached hereto, specifically the registration and accounting for in iBrisa software (in Brisa concession's case), being permanently and in real time available and accessible to users holding access rights.</p> <p>The criteria determining "significant leak" are as follows:</p> <ul style="list-style-type: none"> <li>• Leaks caused by heavy vehicles - leaks caused by light vehicles were not considered in the analysis of the severity;</li> <li>• Involvement of the National Civil Protection Authority (ANPC);</li> <li>• Leaks contained and solved exclusively by BAR and BCI were not considered;</li> <li>• The extension affected was not considered but the impact that the leak caused on the safety and circulation of the highway was.</li> </ul>		
<b>Products and Services</b>		
<b>EN26</b>	<b>Initiatives to mitigate environmental impacts of products and services</b>	● 123 ✓
Description:		
<p>Among the mitigation measures adopted during motorway construction and execution phases, the main ones to be highlighted are the installation of sound barriers to minimise the disturbance caused by the noise resulting from the traffic circulation on the highways, given that this is the most significant impact of this type of activity. In 2009 these measures included the deployment of noise barriers and the use of pavements capable of absorbing noise.</p> <p>The barriers are programmed for the sites where there is non compliance with the noise levels established by law and are projected with the purpose of reducing noise levels to legally established noise levels. In 2009, noise barriers were installed over 12,804 ml, corresponding to an area of 50,928 m2.</p> <p>In what concerns pavement, drainage pavement was adopted on the Condeixa / Coimbra Sul (A1) and Águas Santas / Maia (A3) sub-stretches</p> <p>and in the Trancão viaduct and rubber modified bituminous concrete mix was used on the A9 - km 8+130 and km 17+560 and on the A5, in a section from km 0+000 and km 2+770, from Viaduto Duarte Pacheco junction to the Monsanto junction, and on the Loures / Malveira sub-stretch on the A8. The quantities and amounts involved are registered in file "EN26 pavimentos-2009.xls".</p> <p>In terms of measures to minimize impacts on water resources, we point out the operation activities of the 6 rainwater treatment stations on the S. Bartolomeu de Messines/V.L.A sub-stretch on the A2, the purpose of which is to protect the Querença-Silves aquifer - which is used to supply the Algarve region - from contamination of pollutants accumulated on the platform and carried by rainfall. Pollutant concentrations in the treated effluent are quite reduced, standing below quantification levels. Within this scope we point out the operation and maintenance of the rainwater treatment stations on the Tagus South Viaduct on the A10 and on the A17.</p>		
<b>EN27</b>	<b>Percentage of products and respective packages which are used at end of the life cycle</b>	NA
Description:		
<p>The nature of Brisa's activity consists in the construction and management of infrastructures and there is therefore no conventional production nor does the subject of packaging materials come up. This indicator is therefore not relevant for the organisation.</p> <p>The only product which may be considered under the scope of this indicator is the Via Verde identifier. The management of the identifiers is exclusively in the hands of Via Verde, covering maintenance, repairs or end-of-life disposal, all managed by the company. There are basically three scenarios:</p> <p><b>1° - Replacement of identifier battery</b> – the battery is collected by Via Verde and delivered to a specialised recycling company.</p> <p><b>2° - Identifier damage</b> – The identifier is collected by Via Verde and directed to a specific company specialized in material classification and recovery, when technically possible.</p> <p><b>3° - End of contract</b> – The identifier is analysed and its destination may be the one described in the previous paragraph, in case it is damaged; or it can be re-utilised, if it is in good operating conditions.</p>		
<b>Compliance</b>		
<b>EN28</b>	<b>Monetary value of relevant environmental fines</b>	● 123 ✓
Description:		
In 2009 The Brisa Group was not sued for non compliance with laws or regulations fitting within this indicator.		

## General

### EN30 Total environmental expenses and investments by type

● 123 ✓

#### Description:

The total amount of investment and expenditure in environmental protection in 2009 was 18 497 434€.

(Thousand Euros)	2009	2008	Var
Waste disposal, emissions treatment, and remediation costs	12 884	13 204	-2%
Prevention and environmental management costs	5 614	2 279	146%
<b>Total environmental investment</b>	<b>18 497</b>	<b>15 483</b>	<b>19%</b>

## Social Performance Indicators

### Working conditions- Employment

### LA1 Total work force by type of job, type of contract and region

● 123 ✓

#### Description:

In 2009 Brisa carried out an important reorganization as result of changes in Brisa's Concession Contract. This reorganization involved the transfer of some activities developed by Brisa Auto-estradas to two group companies - Brisa Assistência Rodoviária and Brisa Access Electrónica Rodoviária, which changed their names to Brisa Operação e Manutenção and Brisa Inovação e Tecnologia, respectively.

In both cases, the personnel transferred kept the rights and obligations provided in their initial working contracts.

Despite these changes, Brisa Collective Labour Agreement (ACT) involves the same companies and the same employees.

At the end of 2009, 87% of the Group's employees have undetermined duration contracts and the percentage of fixed contracts lowered from 16% to 13% in the last three years.

Due to the characteristics of operational activities in operating the concession, Brisa O & M is the company where the need to use temporary employment is more pronounced. In 2009, the average number of FTE's temporary Brisa, already incorporating the 50% of AEA, was 230 employees.

Company	Termless Contracts	Term Contracts	Uncertain Term Contracts	Total	FTE's	% Term Contracts	% Termless Contracts
Brisa Auto-estradas	196	2	-	198	198	1%	99%
Brisa Engenharia e Gestão, S.A	110	3	97	210	210	48%	52%
Brisa Inovação e Tecnologia	78	3	-	81	81	4%	96%
Brisa O&M	1526	120	10	1656	1544	8%	92%
Brisal	3	-	-	3	3	0%	100%
Controlauto	239	77	9	325	325	26%	74%
ITEUVE	54	17	-	71	71	24%	76%
MCALL	30	15	-	45	45	33%	67%
Via Verde Portugal	121	9	-	130	130	7%	93%
AEA (50%)	123	1	-	124	124	1%	99%
Total in Portugal	2480	247	116	2843	2731	13%	87%

By year end, the group's workforce included permanent staff (80%), term contract employees (11.8%) and temporary workers (7.5%).

Brisa has 30 disabled employees, corresponding to 1% of the total workforce.

44% of the Group's employees work in the Lisbon Region, 22% of employees work in the North Region and 22% work in the Centre region. Brisa has

Year	Effective	Contracts	Total collaborators
2009	2 480	363	2 843
2008	2 531	336	2 867
2007	2 382	349	2 731
2006	2 307	433	2 740

also employees working in the Alentejo and the Algarve regions and in the rest of the world, though in a much fewer number.

Employees by Region	n°	%
Center	620	21.8%
Lisbon	1 253	44.1%
Alentejo	292	10.3%
Algarve	42	1.5%
North	631	22.2%
Total	2 838	99.8%
Employees in mission abroad	5	0.2%
	2 843	
Employees Abroad	n°	%
Brazil	6	40.0%
USA	9	60.0%
	15	



Description:

Average number of workers – simple average.

Staff turnover – number of exits + number of admissions / average staff number.

Exit rate – number of exits x 100 to be divided by average staff numbers.

Re-sizing Rate – ((Average staff in n - average staff in n-1)/Staff in n-1)x100,  
n = period at stake e n-1= previous year to n.

Annual rate staff turnover (voluntary exits) % - number of voluntary exits to be divided by the total number during the period at stake.

#### Other mobility indicators:

	2009	2008	2007
Admissions	106	114	119
Leaves	129	140	128
Employees at the end of the period	2 843	2 866	2 731
Average N° of employees	2 841	2 880	2 724
Resizing rate %	-1.4	5.8	-2.6
Annual rate staff turnover (voluntary leaves) %	16.3	35	30
Rate of leaves %	4.5	5	5
<b>Turnover rate</b>	<b>8.3%</b>	<b>8.8%</b>	<b>9.1%</b>

The turnover rate of employees at the end of 2009 was 8.3%, resulting from the summing up of 106 admissions and 129 exits.

#### Year 2009 - average number of employees

COMPANY	Average n°
Brisa O&M	412
Brisa Auto-estradas	1 462
Brisa Engenharia e Gestão	208
Brisal	3
Via Verde Portugal	129
MCALL	47
Controlauto	323
Iteuve	69
BIT	53
AEA	136
<b>Consolidated Group</b>	<b>2 841</b>
CCR	2
BPE	4
Northwest Parkway	7
Brisa North America	2
Employees abroad	15
<b>Brisa Group</b>	<b>2 856</b>

#### % leaves by genre and age group:

% leaves by genre	feminine	masculine	Total
Brisa Auto-estradas	0.4%	0.2%	0.6%
Brisa Engenharia e Gestão	0.1%	0.4%	0.6%
Controlauto	0.0%	0.2%	0.3%
Iteuve Portugal, Lda.	0.1%	0.0%	0.1%
MCALL	0.1%	0.1%	0.1%
Via Verde Portugal	0.1%	0.1%	0.1%
Brisa O&M	0.5%	1.8%	2.2%
Brisa Internacional, S.A.	0.0%	0.0%	0.0%
Brisal	0.0%	0.0%	0.0%
AEA	0.1%	0.3%	0.4%
	<b>1.4%</b>	<b>3.2%</b>	<b>4.5%</b>

% leaves by age group	<30	30-50	>50	Total
Brisa Auto-estradas	0.1%	0.4%	0.1%	0.6%
Brisa Engenharia e Gestão	0.0%	0.2%	0.4%	0.6%
Controlauto	0.0%	0.2%	0.0%	0.3%
Iteuve Portugal, Lda.	0.0%	0.1%	0.0%	0.1%
MCALL	0.0%	0.1%	0.0%	0.1%
Via Verde Portugal	0.0%	0.1%	0.0%	0.1%
Brisa O&M	0.2%	1.4%	0.6%	2.2%
Brisa Internacional, S.A.	0.0%	0.0%	0.0%	0.0%
Brisal	0.0%	0.0%	0.0%	0.0%
AEA	0.1%	0.3%	0.0%	0.4%
	<b>0.5%</b>	<b>2.9%</b>	<b>1.2%</b>	<b>4.5%</b>

#### Leave Rate by principal motives:

Reason of the measure	Total	%
Termination of employment (fixed term contract)	10	0.4%
Termination of employment (temporary contract)	10	0.4%
Redundancy	5	0.2%
Death	5	0.2%
Employee's initiative	21	0.7%
Mutual agreement	67	1.8%
Invalidity retirement	2	0.1%
Old-age retirement	3	0.1%
Internal Transference	6	0.2%
<b>Total</b>	<b>129</b>	<b>4.5%</b>

#### Notes

Average number of workers – number of employees at the end of each month divided by 12 (simple average).

Staff turnover – number of exits + number of admissions / average staff number.

Exit rate – number of exits x 100 to be divided by average staff numbers.

## Working Conditions -Management / Workforce relations

### LA4 Percentage of employees covered by the Collective Labour Agreement

● 123 ✓

#### Description:

Brisa Group's personnel strategy is consistent and complies with national and international legislation, strictly abiding by national labour laws, which incorporate the principles of Community Directives, the Universal Declaration of Human Rights and the Portuguese Constitution. Notwithstanding, in some aspects, pursuant to its Labour Agreement, it provides even more favourable conditions than what is required by law.

Brisa promotes a close collaboration with Workers Organisations sharing with them the strategic options of the Company, so as to ensure the maintenance of social peace, by means of an honest climate and serious and constructive dialogue.

In the CLA, several commitments are upheld: non discrimination, respect for working hours, non existence of forced labour or child labour, protection of maternity, amongst others.

85% of the total number of workers are covered by the CLA.

	2009	2008	2007	2006
Population on December 31	2 843	2 866	2 731	2 740
Nº of employees covered by collective labour agreements	2 407	2 436	2 315	2 334
Percentage of employees covered by collective labour agreements	85%	85%	85%	85%

Within the scope of the Collective Labour Agreement (CLA) there is an annual negotiation for salaries update, always in view of guaranteeing the purchasing power of the workers. It should be stressed that besides other benefits and salaries defined in the Collective Labour Agreement, the lowest salary is 7 % above the national minimum wage.

Union membership rate is 39.4%.

Companies which subscribed the Collective Regulation in 2009 were: Brisa Auto-estradas, Brisa Engenharia e Gestão, Brisa Assistência Rodoviária (changed name to Brisa Operação e Manutenção at the end of 2009), Brisa Access Electrónica (changed name to Brisa Inovação e Tecnologia in November 2009), Via verde Portugal and Auto Estradas do Atlântico.

ACT 2009 – CAPÍTULO I, Cláusula 1ª, números 2, 3 e 4.

ACT 2008 – CAPÍTULO I, Cláusula 1ª, números 2, 3 e 4.

ACT 2007 – CAPÍTULO I, Cláusula 1ª, números 2, 3 e 4.

#### Notes:

Calculation formula: (number of workers covered by CLA / total workers in the Brisa Group at the end of the period at stake) \*100.

### LA5 Minimum period of advance notice in the event of operational changes

● abc ✓

#### Description:

During innovation and restructuring processes, which imply operational changes, the involvement of the workers' representative structures is considered in order to ensure the appropriate monitoring of these situations and the required social peace.

It has been Brisa's practice to formally agree on the changes of working location and hours with the employee, as established in the Collective Labour Agreement, in the text of n. 1 and 2 of Article 34 of CHAPTER VI and of n. 8 of Article 21 of CHAPTER V. In the case of non individual alterations of the working hours, the representative structures of the workers shall be heard first. Ref: n. 3 of Article 21, CHAPTER V of ACT 2007. The procedure involved in the alteration of the working hours is set forth in the provisions of n. 2 art. 173 of the Labour Code.

In 2009 with the reorganization of the Group and the transfer of activities from Brisa Auto-estradas to BOM, in what concerns operation and maintenance services, and to BIT, in what concerns innovation and technology, this subject assumed particular importance. Workers associations were duly informed and meetings were held to provide information and answer any question or claim.

Even though the CLA has not been signed by all the companies in the Brisa Group, the minimum deadlines in terms of advance notice are established by law and are complied with by all the companies in the Brisa Group.

## Working conditions - Health and Safety

### LA6 Percentage of total workforce represented in formal committees on health and safety

● abc ✓

#### Description:

The Collective Labour Agreement established the terms of the official set up a Health and Safety at the Workplace Committee in 2006. This parity committee, which includes workers' representatives, appointed as agreed with trade unions, is made up of six members, three workers' representatives and three company representatives.

In 2007, the representatives of Brisa, members of the Health and Safety at the Workplace Committee were appointed with the purpose of advising the company on its systems and occupational health and safety processes.

The appointment of the workers' representatives, which falls exclusively to the trade union representatives is still to be undertaken.

Description:

**Hours of Absence**

Main Motives	2009	2008	2007
Occupational accident	17 383	21 043	27 787
Family leave	6 146	7 563	6 867
Illness	100 744	118 754	121 313
Unjustified absence from work	1 096	1 001	1 494
Strike	202	40	523
Other causes	29 685	31 371	17 876
Subtotal	155 256	179 772	175 859
Maternity / Paternity	38 192	52 301	38 551
Student-employee	3 132	4 115	3 753
<b>Total</b>	<b>196 580</b>	<b>236 189</b>	<b>218 163</b>

**Rate of Absenteeism**

Main Motives	2009	2008	2007
Occupational accident	0,3%	0,4%	0,5%
Family leave	0,1%	0,1%	0,1%
Illness	1,8%	2,1%	2,3%
Unjustified absence from work	0,0%	0,0%	0,0%
Strike	0,0%	0,0%	0,0%
Other causes	0,5%	0,6%	0,3%
Subtotal	2,8%	3,2%	3,3%
Maternity / Paternity	0,7%	0,9%	0,7%
Student-employee	0,1%	0,1%	0,1%
<b>Total</b>	<b>3,5%</b>	<b>4,2%</b>	<b>4,1%</b>

According to the new law on Health and Safety at the Workplace (SHST), approved in 2009, the intra-group SHST service of the Brisa Group became Internal Service of Safety and Health at the Workplace (S.I.S.H.S.T.).

In 2009 the S.I.S.H.S.T. developed the following main activities:

- Definition and availability of technical information, during design and execution phases, on preventive measures relating to facilities, sites, equipment and work processes at Toll Barriers under project (new and renovated) and at BAER and the Head-office premises;
- Re-evaluation of risks in toll barriers and co-operation in risk control measures;
- Organization of collective and personal preventive means;
- Workers information and training on safety and health risks and safety measures: Employer's Representatives Course for the SHT, initial training on SHST for toll operators of the new motorways, training for electronic and mechanics technicians;
- Evaluation of the risks associated to Brisa Auto-Estrada premises, taking into account the specific locations of contracted companies' activities, in compliance with the Labour Code, and definition of respective safety measures and training programmes contents;
- Collection and organization of statistics relating to safety and health for each Brisa Group company;
- Drawing up of the Annual Reports of the Brisa Group companies;
- Occupational accidents analysis.

Year 2009	n° of accidents	Days Lost	Hours of work	Frequency index	Seriousness index	Incidence index	Duration index
Brisa Group	105	11 805	6 147 488	17	1 920	0,04	11

**N° of deads from work accidents**

2009	2008	2007	2006	2005
1	0	0	0	0

For a detailed analysis of the last 3 years, please see page 9.

Notes:

Absenteeism = hours of absence / maximum work potential  
Note: excluding absences for studying/exams and maternity or paternity leaves.

Occupational Accident Indexes:

- Incidence index - (n° of occupational accidents / average staff)
- Frequency index - (n° of occupational accidents x 10<sup>6</sup> / number of hours of work)
- Seriousness index - (n° of lost days x 10<sup>6</sup> / number of hours of work)

- Duration index - (n° of lost days / number of accidents)

The number of lost days is the number of working days lost and the calculation starts the immediately following day to the accident.

The formulas used for this calculation are the same for 2007, 2008 and 2009, were as defined in Administrative Rule n. 1184/2002, 29 August – which approves the Annual Model of SHST Service Activities). The other indexes (Incidence and duration) are not compulsory by law, but are commonly used in Safety and Health matters.

Description:

Brisa outsources health services in the area of Occupational Medicine and Curative Medicine. This service, which covers all workers, operates in the areas of prevention, education and risk control of diseases considered serious by the National Health Service.

Occupational Medicine has regular appointments and auxiliary diagnosis exams, the purpose of which is to screen for serious diseases, regardless of where these are related or not to working conditions or the professional activity.

Employees perform medical exams every two years, followed by medical consultation. In the year in between, they are also seen by the doctor once. Workers whose age or functions carry higher health risks perform exams and are seen every year - this group includes employees under 18 and above 60 years old, and employees working in shifts.

Curative Medicine operates in the areas of counselling on and treatment of pathologies of any worker seeking out this service.

The exam protocol reflects the concern for the early diagnosis of cardiovascular and hepatic illnesses, namely electrocardiograms and diagnosis of cholesterol and triglyceride levels. For Diabetes glycaemia levels are controlled and for Liver diseases Gamma GT analysis is performed.

A vaccination campaign against influenza is carried out every year.

Brisa also works in the area of Alcohol Consumption Prevention and Control. The purpose of this programme is to prevent work-related accidents and to detect situations of addiction, which are oriented towards an intervention programme, thus promoting the protection of workers' health.

In this area programmes aimed at local communities are covered by the National Health Service. For this specific population, Brisa concentrates its efforts by making available all means and resources necessary to raise awareness and carry out training in road safety, given the nature of its activity.

Following the recommendations of the National Health Service (DGS), the Brisa Group established an intervention plan to face the Influenza A pandemics scenario. The plan foresees the adoption of general preventive measures defined by the DGS, the drawing up of specific procedures for collection activities, customer assistance and operational coordination and contingency plans so that the provision of these services is ensured in case of a high number of simultaneous absences.

As far as the preventive plan is concerned, information sessions were carried out in the different work places on the measures to adopt and the appropriate use of antiseptic products.

The information plan on Influenza A included a specific page on the subject available on the intranet.

**LA9 Health and Safety topics covered by formal agreements with trade unions**

NA

Description:

Health and safety issues covered by agreements with trade unions provide the following:

- 1. Clause 10, Paragraph 4** - any individual admitted to the staff will be subject to a prior medical exam, at the expense of the employer;
- 2. Clause 17, Paragraph 1-g)** - health and safety measures required by the relevant law must be adopted;
- 3. Clause 17, Paragraph 1-h)** - appropriate information and training to prevent accidents and illnesses must be provided to employees;
- 4. Clause 18, Paragraph 1-i)** - there should be cooperation, within the company, to improve occupational safety and health, namely through the employees' representatives appointed to this end;
- 5. Clause 18, Paragraph 1-j)** - relevant legal or conventional occupational safety and health rules, and the orders issued by the employer must be complied with;
- 6. Clause 21, Paragraph 11** - Employees working uninterruptedly with screen must make 10 minute breaks every 2 hours, which will be considered as effective working time;

**7. Clause 76, Paragraph 1** - Employers must comply with the legislation on SHST, and adapt it with the collaboration of workers representative bodies, to the specific characteristics of their work, by means of internal rules and later transposition onto A.C.T.;

**8. Clause 76, Paragraph 2** - For occupational safety and health purposes, all group companies subscribing the A.C.T. will be considered as only one, particularly in what concerns the workers' representatives;

**9. Clause 76, Paragraph 3** - Given the different geographic locations of the companies' working places, the election of the workers' employees will be performed by correspondence, under the terms of the law;

**10. Clause 76, Paragraph 4** - Following the election of the workers' representatives, a common joint Occupational Safety and Health Committee (C.S.H.S.) will be set up, to act as advisory body;

Notes:

This indicator is only applicable to the following business units: BOM; Via Verde; BIT and BEG.

## Working Conditions - Training and Education

### LA10 Average number of hours of training by year, by employee and by category

● 123 ✓

Description:

#### Distribution per company

Company	Headcount	Participations	Participants	Training (Hrs.)	Hours/ Employee
Brisa Auto-estradas	198	934	203	8 093.38	40.88
Brisa Engenharia e Gestão, S.A.	210	785	213	3 716.59	17.70
Brisa Inovação e Tecnologia, S.A.	81	315	80	2 353.17	29.05
Brisa O&M	1 656	3 712	1 593	16 571.68	10.01
Brisal	3	9	3	49.50	16.50
Controlauto	325	1 233	327	7 750.50	23.85
ITEUVE	71	221	72	1 566.00	22.06
MCALL	45	291	47	1 618.17	35.96
VIA VERDE PORTUGAL	130	463	129	3 460.28	26.62
AEA (50%)	124	43	59	515.25	4.16
<b>Total 2009</b>	<b>2 843</b>	<b>8 007</b>	<b>2 726</b>	<b>45 695</b>	<b>16.07</b>

Note: In some companies, number of participants is higher than the number of total employees at 31 December, since leaves ocured in those companies.

One of the priorities of 2009 was to ensure the alignment of Group Brisa employees with the Group's values – integrity, ethics and high professional conduct. To this end, the Company developed a training action on the new Code of Ethics, which involved the entire structure. This project was directed to all employees, regardless of their respective realities. Training opening sessions were also attended by members of the Executive Committee, Managing Staff and Directors.

A game named Ethicopoly was the methodology used to encourage knowledge, understanding and the application of ethical principles on current activities.

The number of participants reached 2 356 employees, distributed by 185 training actions. At the end, the Code was subscribed by 1 976 employees.

#### Distribution per area of training \*

Area of training	Training (Hrs.)	Participations
Behavioural	9 159	2 660
Economy-Finances	1 624	107
Management	5 625	362
Leadership and Management	3 142	143
Languages	401	25
Quality and Environment	5 194	2 220
Safety	3 350	335
Technical	16 294	2 095
ICTs	907	60
<b>Total</b>	<b>45 695</b>	<b>8 007</b>

The OCC On Wheels Project started in 2008 with AEDL and Brisal editions, continued in 2009 with the A2 and AELO editions, the latter two involving 68 employees.

In their visits to the Group's concessions and sub-concessions, OCC professionals had the opportunity to take notice of the critical points of the network they operate, share experiences with local players and align goals.

Travels to these visits used a bus displaying the project's brand and equipped with necessary means to deal with and develop the critical aspects detected, in order to reach excellent operational levels: team spirit, excellence, innovation, ethics and trust.

Additionally, and also with the purpose of strengthening the Group's culture and sharing with employees the results of 2008's activity and prospects for 2009, the Brisa Forum was held, attended by 305 senior staff and direct managers of operational areas.

Within the scope of the Colombo Project 09, devoted to the subject of Environmental Sustainability, the company developed a communication

strategy viewing to raise employees' awareness to the concept and importance of eco-efficiency. The project involved and mobilized a multi disciplinary team that provided 246 training actions and which resulted in an important inflow of ideas. The number of participants in this training programme totalled 2 034 employees.

The alignment of the managing staff and their teams with changing backgrounds and strategic goals is crucial to ensure their accomplishment. In this light, leadership training is a relevant tool to help managers to build a common and shared vision and involve teams in the deployment of a strategy.

To this end, the Leadership Development Programme was continued, involving the managing staff. The Programme is structured according to levels, in order to meet the specific needs in leadership terms, with a certification provided at each stage level. The programme involved 80 employees and group and personal coaching.

Still within the scope of manager training, the ongoing Advanced Management Programme for Executives and other specific post-graduations involved 26 employees, in a total of 10 courses and 2456 hours of training.

In the Occupational Safety and Health area, 3211 training actions were carried out.

Amongst these we point out the skill development programme for the "Employer's Representative" function (35 training hours), with the purpose of providing the 37 participants with the necessary skills to evaluate and prevent professional risks and apply measures to avoid or mitigate risks.

With the purpose of developing skills to prevent risks in the electronics area, training was provided to 40 professionals.

Employee subgroup	n° of Staff	Training (Hrs.)	Hours/Employee
Administrative	379	8 028	21
Customer Assistance	327	3 594	11
Head of Department	37	2 341	63
Designer/Topographer	17	74	4
Abroad	5	43	9
Director	77	3 441	45
Electrician/Electronic	51	684	13
Supervisor	76	2 938	39
Inspector	318	7 779	24
Mcall Operator	33	777	24
Toll Worker	1 287	6 670	5
Civil Const. Prof.	42	197	5
Technician	194	9 130	47
<b>Total</b>	<b>2 843</b>	<b>45 695</b>	<b>16</b>

## Description:

The Performance Management system is one of the most important tools to support the establishment of specific goals and the definition of lines of action to be followed by employees and their hierarchy. The system is based on a spiral logic and on the annual definition of the specific objectives to be achieved by the company, where each employee recognises the importance of the individual input towards the results of the whole team, the input of the team into its respective area and the latter into the global outcome.

It is also considered as a dynamic system where continuous improvements are being introduced, resulting from analysis incorporating elements from several companies, and also taking into account the inputs of employees and their respective hierarchies.

The Performance Management process involves all workers. In 2009, 2583 employees were assessed, of which 327 were promoted in view of the results. These results report to the performance during 2008.

## LA12 - % of employees which received performance analyses

	2006	2007	2008
Nº of employees evaluated	2 250	2 570	2 576
Nº of employees	2 740	2 731	2 730
%	82	94	94

## Other considerations:

- In the Performance Management System of Senior Staff and Leaders all employees incorporated in their respective functional groups are evaluated, if admitted after the 30 June of the year being evaluated.
- In the Performance Management System of Non Senior Staff all employees are evaluated in their respective roles, except for:
  1. Worker admitted after 01 April of the year of evaluation;
  2. Workers with absenteeism higher than 6 months (absenteeism from January to December of the year in evaluation);
  3. Professionals who have changed duties, with change of salary after 01 July of the year in evaluation.

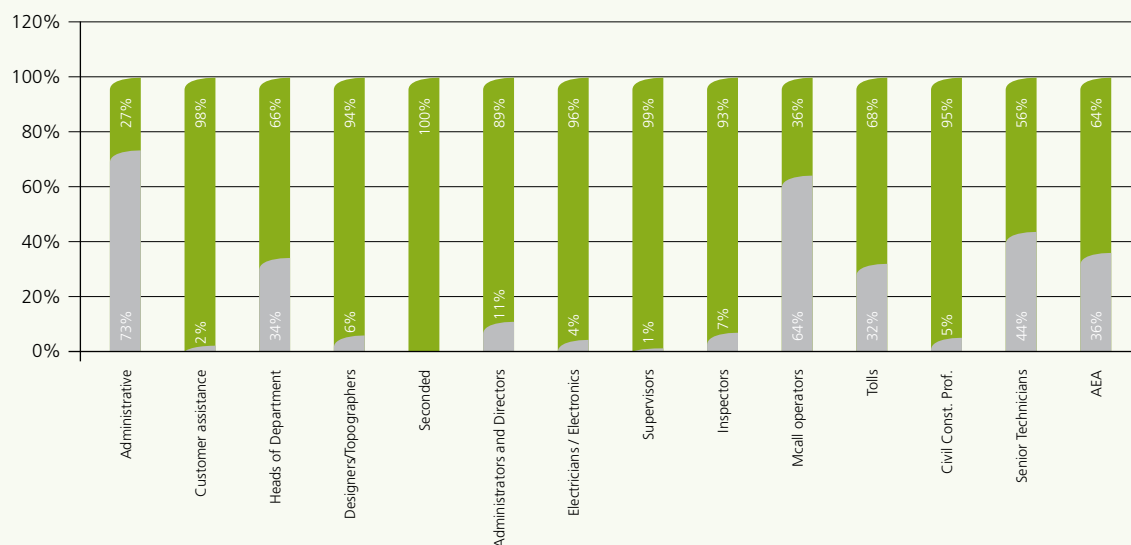
## Working Conditions - Diversity and equal opportunities

## LA13 Composition of groups responsible for corporate governance and discrimination of workers by category, according to gender, age group, minorities and other indicators of diversity

## Description:

The most represented functional group works in the toll sector, accounting for 42% of total workers. Administrative functions, Customer service and vehicle inspection are the second most represented areas.

Functional subgroups	Women	Men	Total
Administrative	74%	26%	13%
Customer assistance	2%	98%	12%
Heads of Department	32%	68%	1%
Designers/Topographers	6%	94%	1%
Seconded	0%	100%	0%
Administrators and Directors	10%	90%	3%
Electricians / Electronics	4%	96%	2%
Supervisors	1%	99%	3%
Inspectors	7%	93%	11%
Mcall operators	64%	36%	1%
Tolls	33%	67%	42%
Civil Const. Prof.	4%	96%	1%
Senior Technicians	43%	57%	7%
<b>Total</b>	<b>30%</b>	<b>70%</b>	<b>100%</b>



Functional subgroups	Mulheres	Homens	Total Geral
Administrative	277	99	376
Customer assistance	7	325	332
Heads of Department	12	25	37
Designers/Topographers	1	16	17
Seconded	0	5	5
Administrators and Directors	8	69	77
Electricians / Electronics	2	49	51
Supervisors	1	75	76
Inspectors	21	297	318
Mcall operators	21	12	33
Tolls	420	862	1 282
Civil Const. Prof.	2	43	45
Senior Technicians	84	110	194
<b>Total</b>	<b>856</b>	<b>1 987</b>	<b>2 843</b>

Governance bodies: Curricular information available at [www.brisa.pt](http://www.brisa.pt)

#### LA14 Ratio of basic salary of men in comparison with that of women by professional category

123 ✓

Description:

- The Group does not restrict women access to any job or category and the remuneration they receive is not different than that of men;
- The wage table agreed pursuant to the Collective Labour Agreement (ACT) applies equally to the base salary of men and women covered by the ACT;
- The same principle applies to Mcall, Controlauto and remaining group companies in the car inspection business, even though they are not covered by Brisa's Collective Labour Agreement;

Remuneration and recruitment policies followed by the organisation 30 years ago were quite different from those of today. Only in recent years do we find women performing functions traditionally reserved to men. On the other hand, employees who have worked the longest at the company may have had more progression opportunities. Taking these factors into consideration, the Company determined the men and women base salary ratio differently, having in the first case considered only a sample of total workforce and in the second case determined the ratio for the overall workforce.

Assumptions for the first 3 tables:

- Employees of the Companies who subscribed the ACT in 2009;
- Only employees working full time are considered;
- The average wage per category was used to calculate the ratio;
- Employees admitted during the last 10 years;
- Functional groups where there are no women were excluded.

ADMINISTRATIVE			
Job	Women	Men	Ratio M/W
Office clerk	837	860	1,03
Technical administrative	1 372	1 266	0,92
Specialised administrative	1 682	1 664	0,99
<b>Overall</b>	<b>985</b>	<b>1 005</b>	<b>1,02</b>

TOLL OPERATOR			
Job	Women	Men	Ratio M/W
Toll operator	737	736	1

COMMUNICATION CENTER OPERATOR			
Job	Women	Men	Ratio M/W
Toll operator	992	988	1

TOP MANAGERS			
Job	Women	Men	Ratio M/W
Top managers in general	2 124	2 531	1,19
Heads of department	2 520	2 520	1

	Women	Men	Ratio M/W
Total Employees (FTE) excluding Governing Bodies, Board Members And Directors	1 080	1 144	1,06

### Human Rights - Investment and selection practices

#### HR1 Percentage and total number of significant investment contracts which include clauses concerning human rights or which have been submitted to an analysis on human rights

abc ✓

Description:

Brisa considers that the markets in which it has made significant investments in 2009 safeguard human rights. In the event of penetration into risk markets, such as Asian, African or other markets, the company considers it necessary to ponder on the inclusion of the above mentioned clauses or specific criteria to guarantee the protection of human rights.



PRINCIPLE 1  
PRINCIPLE 2





PRINCIPLE 1  
PRINCIPLE 2

## HR2 Percentage of suppliers and contractors who have been subject to actions ascertaining their position on human rights

abc ✓

### Description:

In contracts entered by Brisa with service providers and/or suppliers, human rights are safeguarded under the law.

These issues are controlled and recorded on specific files which make up the DEPSS.

Therefore, there is no evaluation applied to outsourced companies and suppliers within the scope of human rights.

This control is performed by Brisa's safety department, which performs audits and discusses with the workers' representative (previously appointed) training, safety and working condition issues.

Within the scope of the Occupational Safety and Health Management Programme, Brisa controls and requires training, safety and specific conditions for workers of construction works.

## Human Rights - Non discrimination



PRINCIPLE 6

## HR4 Total number of incidents of discrimination and actions taken

123 ✓

### Description:

The Brisa Group was not sued for non compliance with law or regulations in this field in the last semester.



PRINCIPLE 3

## HR5 Operations which jeopardise freedom of association and collective bargaining and measures taken to support the risk against this

abc ✓

### Description:

There have been no known cases in which there has been a significant risk of preventing the free exercise of freedom of association and entering into collective bargaining agreements.

#### Union activities in the companies

1 - Workers and unions are entitled under the law, to develop union activities within the Companies, namely through union representatives, Union Committees and Interunion Committee.

2 - Workers who are members of the Board or equivalent body of a union have a monthly credit of four days to perform their duties.

3 - Union representatives have a monthly credit of five hours, to perform their duties, or eight hours in case they are members of the Inter union Committee of union representatives in Companies.

#### Meetings

1 - Workers are entitled to meet during the normal working hours until the maximum fifteen hours per year, which will be considered for all purposes, as actual working hours, without prejudice to the normal labour duties in case of shift work, supplementary work and assistance to users, and given that, in the remaining cases, they ensure urgent and essential services.

2 - Meetings referred to in the previous item can only be summoned by the Inter union Committee of union representatives in companies, or in case it has not been created, the respective union representatives Committee; in this case, the limit of fifteen hours per year will report to each worker individually considered.

3 - Entities promoting these meetings, under the previous terms, are required to inform the employer or its representative and interested workers, with a minimum prior notice of one day, the date and hour of the meetings and respective notices should be posted on a specific location.

4 - The members of the managing bodies of the union associations, if duly accredited by the respective union, can participate in the meetings, subject to informing the employer thereon with a minimum prior notice of six hours.

#### Powers of union representatives

Union representatives have competence and powers to perform all duties entrusted upon them in this agreement and by law, in compliance to the rules established therein.

#### Rights and guarantees of union representatives

1 - Union representatives have the right to post inside the company texts, notices communications and information regarding union activities and the social and professional interests of workers, as well as distribute them, without prejudice, in any case, to the normal work of the unit, facility or service concerned.

2 - Places to post information are reserved by the employer or its representative, after hearing the union representatives of the respective establishment.

3 - Union representatives have a right to perform, within the scope of their duties, union activities inside the Company, without prejudice to the service and rules defined in the Safety regulation.

#### Committee Facilities

The employer has the obligation to make available to union representatives, if they so desire, a site inside or close to the establishment, which is appropriate to the performance of their duties, as defined by law.

#### Rights and guarantees of union leaders

1 - The union board shall communicate, with a minimum prior day notice, the dates and number of days needed by respective members to perform their duties or, if not possible, the two working days right immediately following the first day of absence. .

Contributions to the unions are deducted directly to the workers' salary as follows:

Union	Employees
SETACCOP	543
SETAA	1
SITESE	11
CESP	503
S. Quadros Técn. de Desenho	8
CESNORTE	3
<b>Total</b>	<b>1 069</b>

<b>HR6</b>	<b>Operations identified as running a significant risk of using child labour and measures taken to contribute to the elimination of child labour</b>	● abc ✓
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PRINCIPLE 5

Description:

Although it is an indirect activity, the operations where there is a risk of child labour are construction works in motorways carried out by sub-contractors. No cases were detected based on the control mechanisms in force:

- Entry sheets for workers on site, under the responsibility of contractors;
- Documented inspections in relation to Control of Workers carried out by Brisa - BEG.

Documented inspections are carried out at the beginning of the works (to be ensured by the Supervision authority) and in between the two audits performed, covering as much as possible the construction yard.

Although it was not possible to control Workers Entrance at every yard of every works under way and records of Documented Inspections are only on paper, there are internal mechanisms in place to prevent child labour.

## Human rights - Forced labour

<b>HR7</b>	<b>Operations identified as running the risk of using forced and compulsory labour and measures taken to contribute to the elimination of forced and compulsory labour</b>	● abc ✓
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PRINCIPLE 4

Description:

See answer to HR 6.

## Society - Community

<b>SO1</b>	<b>Nature, scope and efficiency of programmes and practices which evaluate and manage the impacts of the operations on the communities which include the onset, operation and end of activity</b>	● abc ✓
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Description:

Brisa's activity is widely spread and has a strong impact on local communities. Aware of this fact, Brisa holds various mechanisms, at different levels, aimed at measuring and managing the impacts on the communities where it operates.

### Public consultations carried out within the scope of the Environmental Impact Assessments

The development of studies and projects underline a strong concern in obtaining technical, environmental sustainable solutions. In fact, with a view to increase the quality and effectiveness of undertakings - from Preliminary Studies to Execution Projects - measures are taken to ensure a high quality standard in engineering project, namely by implementing an effective process to coordinate environmental studies so as to incorporate in the global project, measures to prevent and reduce impacts.

During Environmental Impact Assessment phase, meetings with the authorities involved in the project are held as well as other authorities (in agreement with the Portuguese Environment Agency), where projects are presented and questions raised by different stakeholders and clarified by Brisa as developer.

Adopting a proactive stance, Brisa consults entities interested in the project, namely, municipal councils, Institute for Nature Conservation and Biodiversity (ICNB), Water Institute (INAG), Institute for Managing the Architectural and Archaeological Heritage (IGESPAR), and others. This consultation of entities with a long experience in the area where the undertaking will be built, enables to timely incorporate the different concerns in the projects, and thus prevent them from emerging at a later phase. This methodology contributes, therefore, to a quicker project approval by the relevant authorities and to the beginning of the land expropriation proceedings and construction.

Within the scope of project coordination for the Environmental Impact Assessment phases (design and construction phases), during 2009 approximately 70 working meetings were held with relevant stakeholders, relating to the following works:

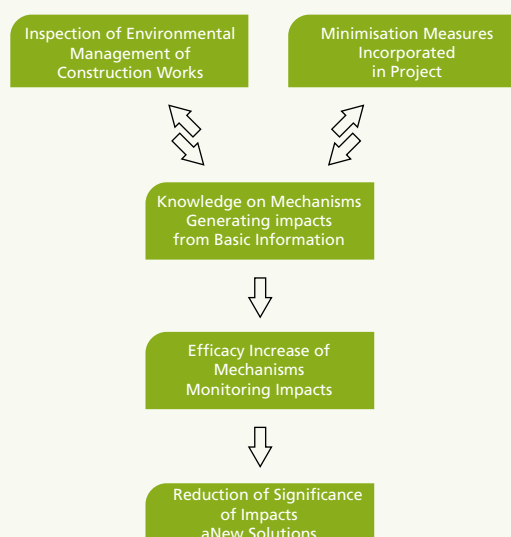
- A1 - Road Access to Carregado Junction – Lisboa Norte Logistics Platform
- A1 - Widening and Improvement works of the Coimbra Sul / Coimbra Norte sub-stretch
- A1 - Widening and Improvement works of the Carvalhos / Santo Ovídio sub-stretch
- A3 - Widening and Improvement works of the Maia / Santo Tirso sub-stretch
- A4 - Widening and Improvement works of the Águas Santas / Ermesinde sub-stretch
- A5 - Widening and Improvement works of the Estádio Nacional / Oeiras sub-stretch

- A5 - Widening and Improvement works of the Oeiras / Carcavelos sub-stretch
- A12 - Montijo /A2 Junction/A12 sub-stretch – Poceirão Logistics Platform
- A12 - A2 - A12/Setúbal (EN10) sub-stretch. Alto da Guerra Connection
- A43/IC29 - Gondomar / A41 Junction/A43
- A33 - Road accesses to the new Lisbon Airport

The experience gathered in over 1 000 km of motorways enabled to compile a vast array of basic information and knowledge on impact generating mechanisms. It is therefore possible to consider during the project phase, the relevant environmental constraints and then introduce mitigation measures to reduce the significance of these impacts.

Environmental Inspection of contract works is very important since construction activities can provoke significant impacts on the environment. Their control is thus imperative to minimize negative impacts. This is monitored / controlled by Brisa supervision department.

In this light and in line with good environmental practices, it is crucial to implement increasingly efficient methods to control project and construction activities.



## Customer Service

Brisa clients can contact the concessionaire by letter, fax, e-mail, forms and claims book.

Forms are available at any toll barrier. Claims books are also available at any toll barrier, Operational Centre or Brisa/Via Verde shop.

Forms are also available online at [www.brisa.pt](http://www.brisa.pt) or may be required by mail to [servico.cliente@brisa.pt](mailto:servico.cliente@brisa.pt).

Claims management is carried out by the Client Service Department which, if required, will request the opinion of the Operational Centre or the respective area responsible for the subject of the claim.

The 808.508.508 blue line available 24/7 365 days a year and shops will answer any question placed by clients. Clients have access to the claims processing platform, through which they can contact the Client Service Department, which acknowledges the claim/question.

Client contribution provided through these channels is valid and relevant. In some cases, the information collected will enable to take specific improvement measures at operational and management levels.

Example 1:

In 2009, a client communicated the existence of a systematic traffic jam at a specific toll barrier, on a certain week day at a certain time. This information was communicated to the respective toll department that decided to open an additional toll booth and thus solved the situation.

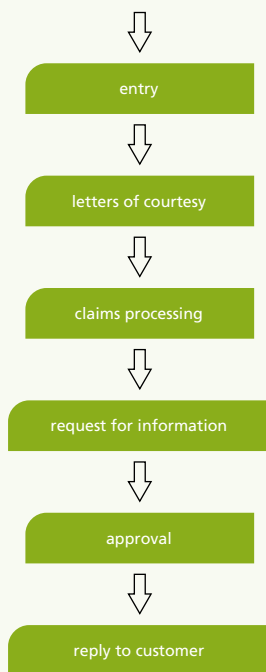
Example 2:

A Client wrote referring an opportunity to improve lighting management on the Mato Forte Tunnel (A10). The respective department was informed and acted accordingly, benefiting both clients and the organization.

## Institutional Communication

The Press Service provides information to local communities, by means of communication channels available to any media. Information concerning works having a prolonged duration or a significant impact on local communities is provided on a regular basis, online and via press releases.

### INTERNAL CIRCUIT OF A COMPLAINT



## Society - Corruption

### SO2 Total number and percentage of areas of the company analysed for risk of corruption

● abc ✓

Description:

As far as the risk area is concerned, in 2009 risk assumptions of the corporate centre departments were reassessed.

In 2009, it was concluded the selection/purchase of an application tool to support the risk management process, which will start being implemented in 2010.

The purpose of this project views mainly to:

- Include the strategy in the definition of risk tolerance limits;
- Document the risks, controls and main interconnections;
- Assess the risk in a dynamic/proactive way.

Although there is no systematized quantification of risk assessment, internal audits assess the underlying risks to the activities of each audited area, by hearing the stakeholders (self assessment). Additionally, it verifies and tests the existing internal control mechanisms, as well as the level of implementation of recommendations made after the work is carried out.

### SO3 Percentage of employees covered by training anti-corruption policies and procedures

● abc ✓

Description:

Given the specific nature of this training, it was considered the percentage of the staff trained in this subject versus the total number of existing staff in departments more closely linked to this activity – Audit and Quality Department and Financial Department.

The coverage rate is 31% and 22%, respectively.

Company	Participants	Staff in department	%
DAQ-Dir. Auditoria, Organizacional e Qualidade	4	13	31
DFC Direcção Financeira	5	23	22

Additionally, information sessions were held on the Code of Ethics. In these actions, participants played Ethicopoly (Ethic rules in Monopoly format).

Joining rate stood at 87%, as shown in attached table:

Company	Employees	Subscribers	%
Brisa AUTO-ESTRADAS	198	161	81
Brisa ENGENHARIA E GESTÃO, S.A.	210	197	94
Brisa INOVAÇÃO E TECNOLOGIA, S.A.	81	67	83
Brisa O&M	1 656	1 435	87
Brisal	3	3	100
CONTROLAUTO	325	268	82
ITEUVE	71	53	75
MCALL	45	45	100
VIA VERDE PORTUGAL	130	123	95
<b>Total</b>	<b>2 719</b>	<b>2 352</b>	<b>87</b>

Please note that these sessions do not include international activities nor AEA.



PRINCIPLE 10

#### SO4 Actions developed as a response to cases of corruption detected

● abc ✓

##### Description:

In 2007, the Deontological Code was revised and boards of directors and managing staff signed in July the New Code of Ethics, which was extended to remaining employees at the end of 2009, following specific training.

This Code aims at disclosing and stimulating the adoption of the principles set forth therein.

In the meantime, on 24 June 2009, Brisa invited a former director to the office of Ombudsman, having given him the necessary means and channels to perform this function in an efficient, free and independent way.

In October 2009, the Brisa Group conceived an Irregularities Disclosure System, approved by the Executive Committee, that will enable employees to communicate, freely and conscientiously, any situation likely to re-

present any legal or ethical infringement occurring within the company, thus allowing the early detection of any irregularity.

Adding to the above, we point out the existence within the Group - at NorthWestParkway - of an employee's manual, providing behavioural guidelines. No signs of corruption were detected.

Finally, the situation in 2009 was as follows:

- Total number of cases of employees dismissed or punished for corruption in 2009: There is no knowledge of any situations of this kind having taken place in 2009;
- Total number of cases in which contracts with partners or businesses were not renewed due to violations related to corruption in 2009: 0;
- Legal suits regarding cases of corruption brought against the organisation or its employees in 2009: 0

#### Company - Corruption

#### SO5 Positions and participation in the development of public policies

● abc ✓

##### Description:

Brisa expresses its position in the area of public policies intervening in events in its sector of operation and providing information through the mass media.

Brisa participates and influences the development of public policies as a member of organisations and associations:

- APCAP – Associação Portuguesa das Sociedades Concessionárias de Auto-Estradas ou Pontes com Portagens;
- ASECAP – Association of the European Talled Motorways;
- IBTTA – International Bridge, tunnel and Turnpike Association;
- BCSD Portugal – Conselho Empresarial para o Desenvolvimento Sustentável;
- WBCSD – World Business Council for Sustainable Development
- CRP – Centro Rodoviário Português

#### SO8 Monetary value of significant fines or non-monetary sanctions for non compliance with laws and regulations

● 123 ✓

##### Description:

No significant fines were recorded in 2009.

A significant fine is that which exceeds the amount of 5 000€(five thousand euros).

#### Product Responsibility - Customer Health and Safety

#### PR1 Life cycle phases in which impacts on health and safety are measured

● abc ✓

##### Description:

At road maintenance level, elements most relevant and with greatest impact on health and safety are the following:

- Vertical signposting;
- Horizontal signposting (road markings);
- Engineering structures;
- Pavements.

##### Vertical Signposting

Retro reflection levels required for “new” vertical signs in Brisa's specifications are those set forth in retroreflective sheetings' specifications - Level 2 – “H.I”.

There are no indicators established for the minimum quality of vertical signs besides those provided in current standards.

The quality guarantee of retroreflective sheetings normally used is 7 years for the EG sheeting and 10 years for the HI sheeting. At the end of this period, the minimum level guaranteed by the retroreflector supplier is of at least 50% of the initial level.

Included in its maintenance policy regarding vertical signs, Brisa is replacing them taking into account their useful life period and quality. As from 2005 it started to introduce vertical signing with Level 3 "DG" retroreflective sheeting, in order to increase the quality of retroreflection and the replacement period, which ranges from 12 to 15 years.

#### Horizontal signposting (road markings)

The material used in horizontal signposting is thermo plastic material (spray) and simultaneous projection of glass spheres.

Operational performance measurements are carried out, namely "RL" retroreflection, luminance coefficient under "Qd" diffused lighting, "SRT" skidding resistance and thickness.

The useful period of Horizontal Signs paint depends on respective wear and tear. Repainting occurs when retroreflection reaches 100 mcd.lx-1m-2 levels.

#### Engineering structures

Check-up Tests:

1. Inspection – Periodicity:  
3 years - current engineering structures (PS, PI, PA and PH).  
The first inspection is carried out by BEG. Following inspections are carried out by BCI teams.  
6 years - Special engineering structures (Viaducts, bridges and tunnels)  
All inspections are carried out by BEG.

2. Identification of the quality indicator required:

Global Maintenance Status (SIG indicator) based on :

Engineering Structures Quality Index (IQ oa ) ranges from 0=very good to 5= bad; Brisa target = < 1

In 2009 the Engineering Structures Quality Index in Brisa Concession was :

• IQoa 2009 = 0,906

#### Pavements

1. Pavement auscultation/inspection periodicity:

Auscultations/inspections are carried out every 4 years in what concerns functional parameters (grip and longitudinal evenness) and every 8 years as refers to structural parameters (deflection).

2. Identification of the quality indicator required:

Pavements global condition is provided by the "IPAV FUNCIONAL" performance indicator (SIG). This indicator results from the weighing of a number of simple performance indicators (ICAT: grip, IREG: evenness, ICE: useful life) based on technical parameters measured by special equipment, performed during Pavement Auscultation.

IPAV FUNCIONAL = 40\*ICAT + 40\*IREG + 20\*ICE

IPAV value range: 0 to 100%

IPAV quality levels:

80 ≤ IPAV ≤ 100 : Excellent

60 ≤ IPAV < 80 : Good

40 ≤ IPAV < 60 : Sufficient

20 ≤ IPAV < 40 : Mediocre

0 ≤ IPAV < 20 : Bad

Target: IPAV≥60

The description and determination of different indicators may be found in the Annual Assessment Report on Pavement Maintenance Situation.

In 2009 Functional IPAV stood at 77%

Disposal, re-use or recycling:

Data collected concerning collection and recycling of products were considered within the scope of environmental indicators.

### Product Responsibility - Product and Service Labelling

PR3	Type of information on products and services required by labelling procedures and the percentage of products and services subject to such requirements.	● abc ✓
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Description:

The "labelling" of products and services does not directly apply to Brisa's activity. However, Brisa provides information to its clients on the service provided. This includes, for instance, communication campaigns carried out aimed at adequately informing clients on products/services, in this way allowing them to make an informed use of the motorway and make options based on facts.

Besides the communication campaigns aimed at informing clients on services provided by the company we would also like to point out the following available information/disclosure:

- Brisa, VVP, Controlauto, BAER, Brisal, EcoVia Sites
- Repórter Brisa – 2 daily broadcasts on TSF radio station to inform on traffic conditions;
- Release of information on traffic conditions on motorways for all the press whenever deemed necessary;
- Blue number – Brisa Information and Assistance number, providing all types of information on matters, such as: traffic conditions on motorways, location and services of shops and service areas, procedures,...
- VSP – Variable Sign Panels distributed along the motorways allow the company to place different information depending on what is the most important thing to be transmitted to clients at any given time; examples: traffic conditions, information on accidents; warning messages, Christmas campaign messages;...

- Close to 70 communication panels with the Brisa Blue Number
- Distribution of cards and stickers indicating the Brisa Blue Number
- Distribution of numerous information leaflets indicating the services provided and rules covering the use of such services, e.g.: Works on the A5;
- Via Verde Clients Support Line
- Service stores available along the network
- VVP – information available when acquiring a WP identifier and throughout the duration of the contract (contract, campaign documentation - should the identifier be acquired within the scope of an advertising campaign, statements sent to the client...)
- Controlauto – information made available on the site and in inspection centres (e.g.: opening hours, no. for bookings, price list...)
- BAR – Price list and conditions made available on the site, on the blue number whenever requested and by the mechanics before starting the service.

**Description:**

Within the Group, only Brisa Auto-estradas and Via Verde listen and measure their customers satisfaction:

- Satisfaction surveys by Outbound (MI CARE) telephone, on an annual basis, and
- Follow up (road assistance, blue number; Via Verde services satisfaction) on a monthly basis

In relation to the previous year, the most significant changes were the following: - the blue number service covers remaining Brisa concessionaires/subconcessionaires; Via Verde inquires clients on various indicators, to assess the Via Verde service in general terms

**Registered indexes:**

- Mi-Care global satisfaction index - 4.6
- Monthly monitoring indexes:
  - Blue number - Global satisfaction average: 3.29; cordiality: 3.37; efficiency: 3.22
  - VV customer help line - Global: 3.23
  - Shops - Global satisfaction average: 3.20; Cordiality: 3.25; Efficiency: 3.22; Infrastructures: 3.13
  - Via Verde service - 3.12
  - Road assistance - Global satisfaction average: 3.60

**Customer satisfaction**

Brisa continues to pay considerable importance to customer satisfaction levels, in relation to the quality of service provided. This is reflected in the service levels required to Brisa O&M.

Satisfaction indicators adopted by Brisa to evaluate the quality of the service provided - now via Brisa O&M - is incorporated in SIG (Management Information System), designed and implemented with the support of a consulting firm (Deloitte) from the beginning of 2007.

SIG imposes values- objectives (in one year) and values- target (in 3 years) to be attained by these indicators.

Its ultimate goal is to attain excellence in services provided. These figures sum up the results of the annual study of Customer Satisfaction Indexes (MI CARE) and the results obtained via monthly internal monitoring of services provided, in customer service.

**MI CARE**

Brisa supported by Mercuri International, developed since 2004 an annual customer satisfaction monitoring programme, based on enquiries, taking place in all services and/or specific segments provided by the company. Although there are other surveys to measure customer satisfaction, Mercuri's was identified as being the most wide-ranging. The total response rate was 9,000, which allows to guarantee representative and valid results, so that decisions can be made accordingly.

Results obtained via this study are duly analysed and incorporated in product and service management for customers.

The questionnaire was designed to be made via Brisa's Call Center, and was divided in nine parts: sample characterisation; travelling speed; comfort, safety, service quality; quality of services available on the motorway; quality of available information, utilisation cost and Brisa's stance.

A relevant change was introduced in the sample this year: only Via Verde clients were inquired. As most of them are frequent users, it was considered that they are more aware of the services Brisa provides and therefore are better equipped to assess respective levels.

This study showed that the Customer Satisfaction Index, on a 0 to 7 score, rose to 4.6 (+ 0.12 than 2007 and + 0.24 than 2008), rising only 0.06 when weighed by the relative importance of key areas evaluated, which may be deemed random.

The quality of information provided on motorways, travelling speed and comfort in utilisation are the indicators where customer satisfaction is higher.

**Sample characterisation:**

Frequency of use:

- 34.7% of respondents use motorways more than three times per week;
- 22.1% once a week;
- Motorways with higher utilisation index are: A1 - Auto-estrada do Norte, A2- Auto-Estrada do Sul e A5 - Auto-Estrada da Costa do Estoril.

Reasons for use:

- 50% of trips in highways are for leisure or in holidays;
- 48% for work related reasons, i. e commuting to the workplace and back home;
- For Via Verde users, the frequency of use is still the main reason for joining Via Verde.

**Social demographical characterisation of the sample:**

- 76.1% of respondents are of the male sex;
- 67.3% are between 30 and 49 years old;
- 73% have two or more vehicles per household;
- 89% Sare dependent workers or self-employed.

As to the management measures resulting from the MI CARE analysis, we point out the implementation of the "Assessment of Operational Centres Service Levels" project, as these units action enable almost immediate responses in areas most valued by customers, according to the study, namely safety, comfort and travelling speed on motorways.

The project referred to above started in mid 2008 and was reinforced in 2009. Its ultimate purpose is to increase customer satisfaction. Aspects assessed and the weighing used reflect the key areas and the relative importance to customers of each one of them, according to the MI CARE study.

"Speed", "Safety" and "Comfort" levels improved in 2009, recording the best figures since the study started in 2004.

**MONTHLY MONITORING OF CUSTOMER SATISFACTION**

Brisa listens to its customers on a monthly basis, so as to react more promptly to the level of service provided, namely:

- Via the Road Assistance Service;
- Via telephone lines: Blue Number (assistance and information) and Via Verde Help Line
- Via personal attendance in shops
- Service as whole (Via Verde)

The methodology used is monthly satisfaction inquiries to over 250 users of the Blue Number, approximately 200 users of the Via Verde Help Line, over 100 customers assisted by Brisa Road Assistance, and over 400 Via Verde clients.

The answers are inputs for the predefined Brisa and Via Verde indicators.

Results are monthly compiled in a classified internal document and placed in SIG on a quarterly basis.

2009 results (on a scale of 1 to 4):

- Blue number – global satisfaction average: 3.29
- Cordiality: 3.37
- Efficiency: 3.22
- VV Help Line – global satisfaction average: 3.23
- Via Verde Service – 3.12
- Shops – global satisfaction average: 3.20
- Cordiality: 3.25
- Efficiency: 3.22
- Infrastructures: 3.13
- Road Assistance: global satisfaction average: 3.60

## Product Responsibility - Marketing Communications

<b>PR6</b>	<b>Programmes to comply with the laws, standards and voluntary codes related to marketing communication messages, including advertising, promotion and sponsoring</b>	● abc ✓
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### Description:

Brisa marketing actions, including advertising, promotion and sponsoring are subject to the new Code of Ethics, art.4:

In all communication, advertising or marketing actions, employees must strictly comply with the principles of veracity, objectivity and clarity.

### Relationship with the public and media organisations.

Communication with the media is an important part of the Brisa communication programme. As Brisa is a listed company, it has legal and regulatory obligations to disclose relevant events to stakeholders and the public in general.

This self-regulatory code is subject to disciplinary action, pursuant to its article 18.

## Product Responsibility - Compliance

<b>PR9</b>	<b>Monetary value of significant fines for non compliance with laws and regulations related to the supply of products and services</b>	● 123 ✓
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### Description:

No significant fine was registered for this indicator in 2009, being deemed significant fines those above 5 000€.

\* For a complete definition of indicators presented, please see GRI - Global Reporting Initiative ([www.globalreporting.org](http://www.globalreporting.org))

\*\* Indicator not included in external audit

\*\*\* "local" as a concept and as defined in this report corresponds to the national level, according to the scope defined in the "Report Profile"

### Legend:

● Total · ● Partial · abc - Qualitative · 123 - Quantitative · NA - Not applicable



## 04. VALIDATION





KPMG & Associados - Sociedade de Revisores  
Oficiais de Contas, S.A.  
Edifício Monumental  
Av. Praia da Vitória, 71 - A, 11º  
1069-006 Lisboa  
Portugal

Telephone: +351 210 110 000  
Fax: +351 210 110 121  
Internet: www.kpmg.pt

## Independent Limited Assurance Report

(This Report is a free translation to English from the Portuguese version.  
In case of doubt or misinterpretation the Portuguese version will prevail)

### To the Board of Directors

Brisa – Autoestradas de Portugal, S.A.

### Introduction

1. We were engaged by the Board of Directors of Brisa - Auto Estradas de Portugal, S.A. ("Brisa") to provide limited assurance on the Sustainability Report ("the Report") for the year ended Dec 31, 2009.

### Responsibilities

2. The Board of Directors is responsible for:
  - The preparation and presentation of the Report in accordance with the Sustainability Reporting Guidelines (G3) of the Global Reporting Initiative as described in the chapter "Report Profile" of the Report, and the information and assertions contained within it;
  - For determining the Brisa's objectives in respect of sustainable development performance and reporting, including the identification of stakeholders and material issues, in accordance with the principles of inclusiveness, materiality and response of AA1000 APS (2008); and,
  - For establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.
3. Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. That Standard requires that we comply with applicable ethical requirements, including independence requirements, and that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement.

### Scope

4. A limited assurance engagement on a sustainability report consists of making inquiries, primarily of persons responsible for the preparation of information presented in the sustainability report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:
  - Inquiries of management to gain an understanding of Brisa's processes for determining the material issues for Brisa's key stakeholder groups.

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PT 502 161 078 - Inscrição na C.R.O.C. N.º 189 -  
Inscrição na C.M.V.M. N.º 9099

Matriculada na Conservatória do Registo Comercial de Lisboa sob o N.º PT 502 161 078



- Interviews with senior management and relevant staff at group level and selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business.
  - Interviews with relevant staff at corporate and business unit level responsible for providing the information in the Report.
  - Visits to sites operating in Carregado, Vendas Novas and Marinha das Ondas, selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria.
  - Comparing the information presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been included in the Report.
  - Reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of Brisa.
5. The extent of evidence gathering procedures performed in a limited assurance engagement is less than that for a reasonable assurance engagement, and therefore a lower level of assurance is provided.

#### Conclusion

6. Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Sustainability Report of Brisa for the year ended December 31, 2009 is not presented fairly, in all material respects, in accordance with:
- The principles of inclusiveness, materiality and response of AA1000 APS (2008); and,
  - The Sustainability Reporting Guidelines (G3) of the Global Reporting Initiative as described in chapter "Report Profile" of the Report.
7. Our assurance report is made solely to Brisa in accordance with the terms of our engagement. Our work has been undertaken so that we might state to Brisa those matters we have been engaged to state in this assurance report and for no other purpose. We do not accept or assume responsibility to anyone other than Brisa for our work, for this assurance report, or for the conclusions we have reached.

Lisbon, 2nd March 2010

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KPMG & Associados  
Sociedade de Revisores Oficiais de Contas, S.A. (n.º 189)  
represented by  
João Albino Cordeiro Augusto (ROC n.º 632)





BRISA Auto Estradas de Portugal, S.A.  
Quinta da Torre da Aguilha | Edifício Brisa  
2785-599 Domingos de Rana | PORTUGAL  
Tel: +351 21 444 85 00 | E-mail: [contacto@brisa.pt](mailto:contacto@brisa.pt)

**[www.brisa.pt](http://www.brisa.pt)**

