

SUSTAINABILITY REPORT *2015*



Brisa



Index

01

PRESENTATION

5

6	Report Profile	16	Materiality
8	Brisa in 2015	18	Disclosure of Management Approach
10	Summary of the Indicators	20	5 Vectors of Sustainability
12	Chairman's Statement	22	Dialogue with the Stakeholders
14	Vision and Strategy	28	The Brisa Group
16	Value Chain	36	Corporate Governance

02

VECTORS OF SUSTAINABILITY

45

46	Economic Performance	84	Human Resources
	Return to Investment grade		Case Studys
50	Sustainable Mobility	90	Our Social Responsibility Vision
	Offer 2.0		Commit & Engage
	Efficient Operation and Client Centric		Act & Connect
	Mobility 2.0		Pay & Forget
70	Environment		
	Eco-efficiency Indicator		
	Energy Efficiency		
	Projects		
	EVOA Project		

03

GRI INDICATORS

95

96	GRI Index
104	Indicators GRI

04

ASSURANCE

143





Briso

01

PRESENTATION

SUSTAINABILITY REPORT 2016



REPORT PROFILE

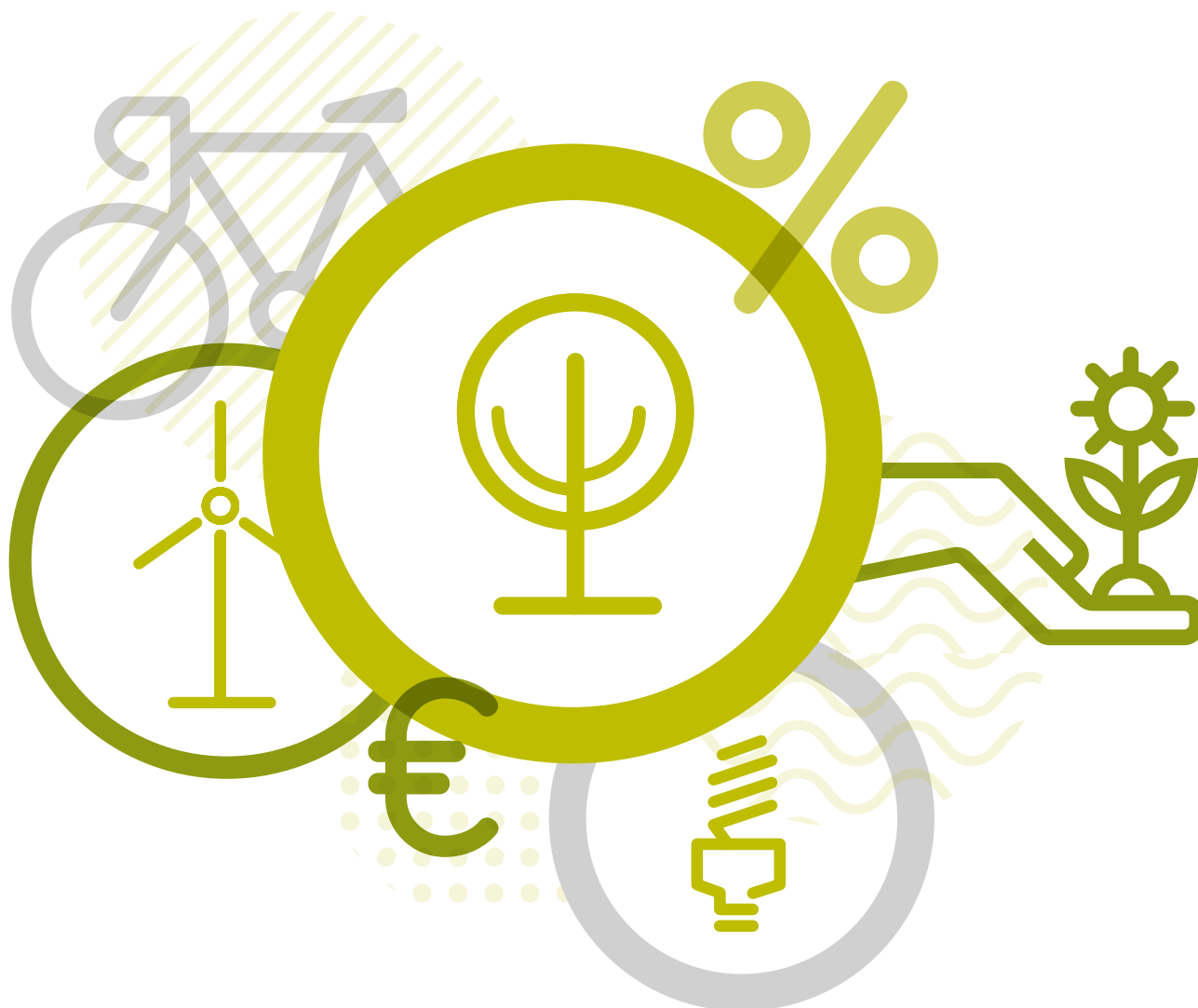
The aim of publishing Brisa's sustainability report is to provide its shareholders, analysts and customers with information on the company's performance from the perspective of sustainable development.

This is Brisa - Auto-estradas de Portugal, S.A.'s eleventh Sustainability Report. The Sustainability Report completes the set of **reports published by Brisa** relating to 2015, including the Annual Report and Accounts.

These are all available on the websites **Brisa.pt**.

[REPORTS AND PRESENTATIONS](#)

[WWW](#)



Scope

The Sustainability Report describes the main activities and relevant data on the performance of Brisa – Auto-estradas de Portugal, S.A., referred to hereinafter as Brisa or Brisa Group, in the period between 1 January and 31 December de 2015, without prejudice to any references to actions under way or planned for 2016.

Brisa's corporate universe is explained further below, in the subchapter Brisa Group.

The scope of the indicators referred to in this Report corresponds to the Brisa Group: Brisa Autoestradas, Brisa Concessão Rodoviária (BCR), NWPY-Northwest Parkway (EUA), Brisa Operação e Manutenção (BO&M), Brisa Conservação de Infraestruturas (BCI), Brisa Engenharia e Gestão (BEG), Via Verde Portugal (VVP), Via Verde Contact (VVC), Brisa Inovação e Tecnologia (BIT), Mcall e Controlauto (CTA).

Support of the Sustainability Report

Brisa's reporting on sustainability has undergone a process of ongoing improvement in terms of the respective content, processes and operational application. Ensuring that the data reported is reliable, comprehensive and material has been a constant priority for Brisa, aimed at building a Management Information System on Sustainability, capable of providing effective support to management, in its operational and strategic plans.

This information system is based on a computer system which is especially dedicated to management information on sustainability. The information is gathered by the

whole organization, in line with a predefined calendar, on a quarterly, half-yearly or annual basis. The validation process ensures the quality of the monitoring and the treatment of the information is facilitated by made-to-measure solutions.

In the preparation of this Report information taken from answers to surveys of third parties was also used and from the company's relationship with other stakeholders. The Chairman's Statement is the same as that published in the Report and Accounts.

External Verification

The information reported – whether resulting from measurements, calculations or estimates – was checked by an external entity, in accordance with the checking report found at the end of this document.

Brisa's Sustainability Report was prepared in accordance with the fourth generation of directives for sustainability reports –

the G4, of the Global Reporting Initiative and was rated CORE by the checking agency KPMG & Associates, S.R.O.C., S.A..

The dialogue with stakeholders, discussed in the Introduction, from page 14 to 19, followed the principles described in Standard AA 1000 APS (2008).

Doubts and clarifications

The Sustainability Report was prepared by the Department for Investors, Communication and Sustainability with the support of Brisa's functional and operational departments, together with input from its affiliates.

Requests for complementary information, additional clarifications or suggestions about this report may be sent to:

Luís d'Eça Pinheiro

Director of Marketing and Institutional Relations

[SEND EMAIL](#)

Franco Caruso

Communication and Sustainability Department

[SEND EMAIL](#)

1. This Sustainability Report reflects the most relevant activities and data on the performance of Brisa Auto-Estradas de Portugal, SA, hereinafter referred to only as Brisa or Brisa Group, in the period between January 1st and December 31nd, 2015, without prejudice to any references to actions under way or planned for 2016.

Brisa in 2015

January

- OCC Celebrates 10 years

February

- Via Verde at Justice Campus
- BCR Traffic grows 4,5% in 2014

March

- Brisa Student Drive Camp at Aveiro
- Brisa Invests 7,9 Million euros at Nó A2/A6/A13/ /Alcácer do Sal
- Brisa success case study at new Mercator
- Brisa Innovation marks its presence at Green Business Week
- Call to action Seminar
- Group Brisa new Intranet Released
- Cities Summit – WBCSD

April

- Via Verde introduces digital signature
- “Novo Futuuro” Solidarity Concert
- GNR Visits OCC
- Brisa Intern Fórum
- BCR Bond Issue

May

- Brisa signs partnership with ReFood Project
- Via Verde reaches 115 Parking lots
- Brisa Attributes Quality Awards to Service Areas
- Brisa creates Mobility Award – Acredita Portugal
- Road Safety European Week
- EB1 Mário Cunha Brito School Visit OCC
- PEM/PAM Strategic Marketing Program Terminates
- Forum for Competitiveness
- MBA Texas Students Visit OCC
- ASECAP Days 2015
- Brisa World Children's Day – Mascot Parade
- BCR Traffic grows 7,5% on the 1º Quarter 2015

June

- Brisa sells 30% of BCR
- 2,2M invested in A5
- 9th Meeting Transports Magazine
- Volunteer Day

July

- Road Safety Campaign – Drive on your right
- Via Verde reaches 116 Parking lots
- Summer Lounge at A2
- Summer Campaign Launch
- OCC Visit – Ciência Viva Project
- BCR Traffic grows 7,0% on the 1º Semester 2015

August

- OCC Visit – Ciência Viva Project

September

- Replacement of expansion joints on Sado River Bridge
- CONPAT 2015 Congress
- Opening of ReFood Installations at Brisa Campus
- European Mobility Week at Lisbon

October

- Via Verde Anda Consigo Campaign
- Brisa Innovation signs a contract with Southern Connector (USA)
- Launch of 2.0 Offer Campaign
- New Via Verde Brand Presentation Event
- Trophy Project Sailing without Limits
- Rip Curl Pro Portugal

November

- Via Verde Program Travel and Advantages
- Via Verde operates in Spain
- BCR Traffic grows 7,2% on the 3º Quarter in 2015
- Via Verde Mobility Partner at Red Chargers
- Via Verde Wi-Fi at Service Areas
- Controlauto Wins Customer Choice Award
- AHP and Via Verde Launch Program to Dinamize Tourism

December

- Via Verde joins Waze Program Connected Citizens
- Via Verde Christmas Campaign

9th Meeting **Transports Magazine**Road Safety Campaign **Drive on your right**

European
Mobility Week
at Lisbon

Via Verde
Progam Travel and AdvantagesVia Verde **Wi-Fi** at Service AreasControlauto **Wins Customer Choice Award**

Via Verde
Christmas Campaign



Summary of the Indicators

Economic Indicators (M€)	2013	2014	2015
Investment in Motorways BCR	28.9	26.9	45.1
Operating Costs*	74.8*	73.8*	72.5*
Staff Costs	83	82.6	83
Income	568	576	615
Net Income	54	55.7	-2.1
Environmental Income (1+2)	9.3	11.08	7.92
Prevention and Environm. Manag. Costs (1)	1.1	1.1	1.3
Waste Disposal, Emissions Treatment, and Remediation Costs (2)	8.24	9.98	6.56
R&D Investment (3+4)	4.46	4.55	4.49
Research (3)	0.14	0.19	0.14
Development (4)	4.32	4.36	4.35
Investment in Local Communities (5+6)	0.40	0.58	0.63
Donations (5)	0.37	0.47	0.48
Public Service (6)	0.03	0.11	0.15

* In 2014 the definition adopted for Operational Costs does not include Amortizations, Provisions, Remunerations, Donations nor Public Services.

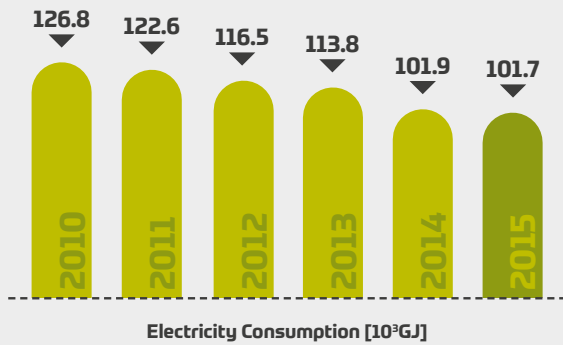
Environmental Indicators	2013	2014	2015
Electricity Consumption (GJ)	113,8	101,9	101,7
Fuel Consumption (GJ)	97,8	95,0	90,2
Water Consumption (m³)	124,0	92,9	92,8
GHG Emissions (tCO2eq)	18,4	14,8	14,5
Waste (t)	826	862	743

Social Indicators	2013	2014	2015
Road Accidents Index*	39.51	41.13	32.11
Employees at the end of the period	2 480	2 387	2 343
Admissions	264	75	61
Departures	111	75	105
Absenteeism Rate (%)	2.9	3.8	3.9
Hours of training	45 146	38 563	42 216

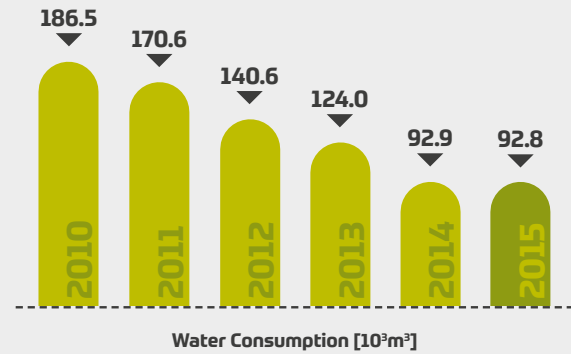
* This indicator is not a GRI Indicator.

Environmental Indicators

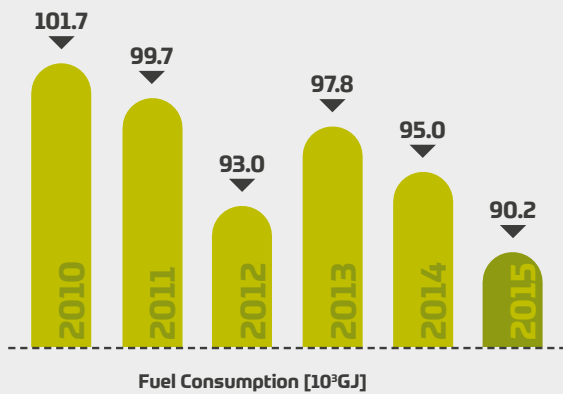
ELECTRICITY



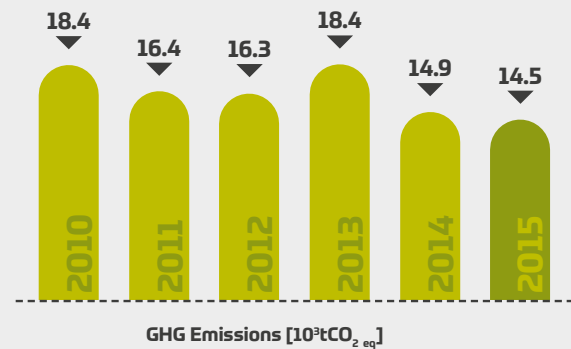
WATER



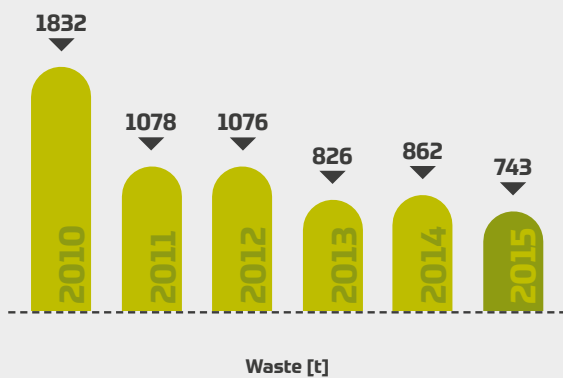
FUEL



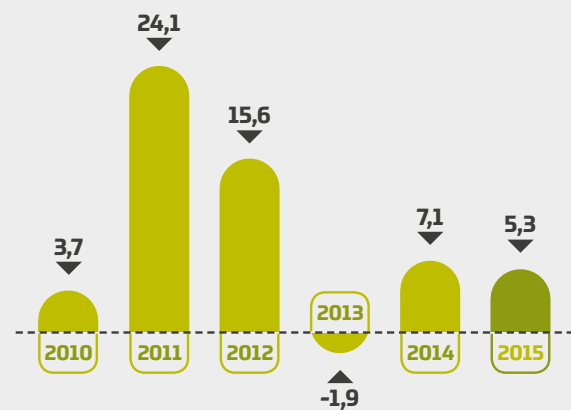
GHG EMISSIONS



WASTE



ECO-EFFICIENCY INDICATOR



Chairman's Statement

2015 was a good year for Brisa. We were able to achieve considerable improvements at different and relevant levels: we increased our financial strength and stability, renewed our business model, improved operating efficiency and cash-flow generation and addressed environmental and social impacts efficiently.



Vasco de Mello

Important developments occurred at two crucial levels: the economy and strategic positioning. Despite the uncertainties of some relevant macro-economic variables, traffic (a key factor of Brisa's business), grew at a sustained pace in the various concessions. Additionally, the Group started the first phase of a new offer of services and products conceived under Offer 2.0 project and the Via Verde umbrella.

Traffic and revenues increased

Traffic maintained the positive trend started in 2014 against a background of economic recovery, pushing economic and financial performance indicators upwards. Annual Average Daily Traffic (AADT) recorded a significant rise compared to 2014, driven by the performance in Brisa Concession (+7.0%

over 2014) and NWP (+12.4% over 2014). This performance had a positive impact on consolidated operating revenues, which grew by 6.8% from EUR 575.7 million in 2014 to EUR 614.8 million in 2015.

Firmness in operational efficiency

Despite the significant rise in activity and revenues, consolidated operating expenses, excluding amortisation and provisions, increased by merely 1.0% to EUR 164 million, and this was mainly due to one-off costs.

Operating results (EBITDA) totalled EUR 450.8 million, with EBITDA margin reaching 73.3%. The sharp rise in toll revenues, combined with a stabilisation in costs led to an in-

crease in EBITDA margin by 1.5p.p. In spite of considerable capital expenditure, particularly focused on improving the road network, cash generation (measured by EBITDA-CAPEX) rose to EUR 401.7 million, as against EUR 377.2 million in 2014.

Recognition and financing capacity

The Group's financial soundness was recognised in 2015 by both rating agencies and its refinancing capacity.

Brisa Concessão Rodoviária (BCR) obtained ratings of BBB and Baa3, given, respectively, by Fitch Ratings and Moody's. BCR's ratings are higher than that of the Portuguese Republic.

In 2015 the company implemented a refinancing plan, translated into a set of operations which allowed BCR to increase its debt maturity, decrease its average cost and ensure greater financial flexibility. At the end of the year BCR's cash position was of EUR 228 million, which combined with committed credit lines of EUR 375 million, results in a very strong liquidity position.

Better performance in non-financial terms

In 2015 Brisa's environmental performance was in line with that recorded during the 2010-2015 period, as the trend posted by the five key environmental indicators included in Brisa's eco-efficiency index continued to improve. In relation to 2014, water, power and fuel consumption and the generation of waste and greenhouse gas emissions evolved positively. For the eighth year in a row the company posted positive results in the management of its environmental impacts.

At social level, the company's performance at safety level is worth noting. Road safety improved sharply as the accident rate fell by 22%. Internally, the safety of our employees has also improved considerably.

The company's performance during the year under review is consistent with its commitment to sustainable development and the 10 principles of UN Global Compact which Brisa follows since 2007.

Efficiency and Customer Focus

From the point of view of Brisa's customer, 2015 was also a good year. The company sought a closer link with its customers based on four key vectors: increased simplicity in relationship, greater interaction, added relevance and advantages.

In order to simplify the relationship with our customers, we created a new service platform under the same brand - Via Verde - a single point of contact, a single organisation, all available services. To this end, we added increased openness and interaction capacity, through new channels and initiatives, based on a new more flexible and user-friendly digital system. Consistently with our aim of narrowing proximity, we invested in an innovating offer in our sector and created a loyalty programme, consisting of client advantages and discounts. To this end, we built a network of partnerships in the tourism sector, capable of generating positive economic impact.

Finally, viewing to align services with mobility trends, we developed new services and functionalities intended to meet the needs and expectations of users. Currently, our customers have access to Via Verde online tools (developed in partnership with Google/Waze), which give them increased choice and decision-making capacity concerning their travels. We are working towards a new generation of services areas, the first of which will be ready in 2016.

New shareholders in BCR

The acquisition by a group of Portuguese-Brazilian investors of 30% of the share capital of Brisa Concessão Rodoviária, SGPS, S.A. in June 2015 clearly attests for the confidence in our business, its strength and vision. Following this operation, Brisa Autoestradas de Portugal, S.A. will continue to control Brisa Concessão Rodoviária, SGPS, S.A. holding 70% of the company's share capital and voting rights.

2015 was therefore a year of progress at the various levels of Brisa's business, in line with its values of Ethics, Innovation, Excellence and Focus on People. The staunchness of our goals and actions is what drives and impels us to build the future.

Vision and Strategy

The strategy of sustainability is intrinsic to Brisa's corporate strategy, which associates the economic side of the business with the social and environmental aspects, focussed on growth with profit, on social progress and the quality of the environment, based on innovation of the business model, on the ongoing improvement of processes and on risk management, with the aim of creating value for all stakeholders.

Throughout its 40 years in business, the Group has played a decisive role in the financing, planning, construction and operation of the network of motorways, which forms the backbone of the Portuguese road system. This experience has helped to create a Group culture based on the values of Ethics, Innovation and Excellence, focus on People and heavily geared towards promoting mobility and accessibility, with

major economic and social benefits for the activities and the communities that it serves. This is why the company presents itself as a "Partner for the Development of Portugal", which it extends to all the countries where it is established and operates in, whether as a concessionaire of infrastructures or as the supplier of advanced road services.

New vision: from the era of infrastructures to the era of mobility

For 40 years Brisa has led the market and has established a structured and internationally recognised operational model for road infrastructures. The appearance of new trends, technological developments and changes in behavioural patterns have dictated the dawn of a new era, where the concept of Mobility takes on a broader significance and brings new challenges with it.

In this context, Brisa has redesigned its strategy and defined a new vision, where Mobility is central and a necessary condition for growth with development.

Brisa's new vision addresses this change:

- **From the era of infrastructures to the era of mobility**
- **From a supplier of infrastructures to a supplier of mobility**

The new vision implied a redefinition of Brisa's values and positioning.

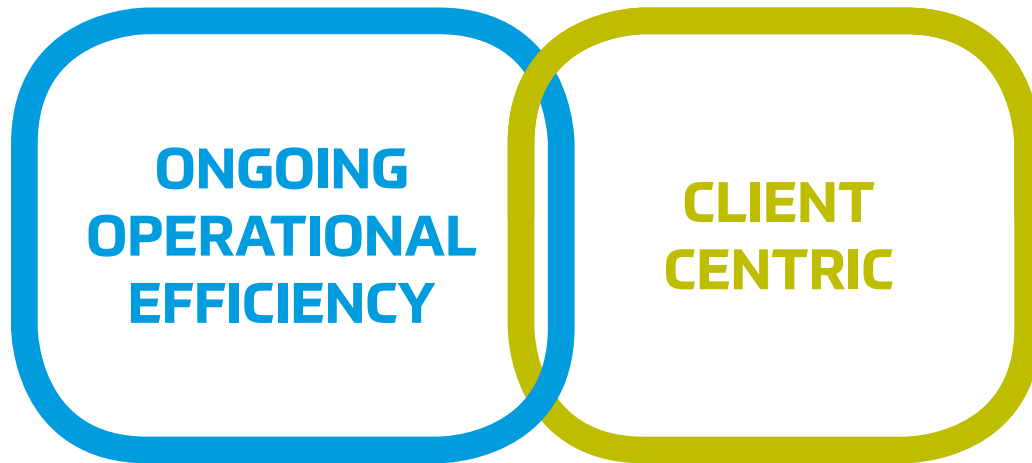
The combination of Investment – Induction of Demand, purely from the infrastructure management point of view, gave rise to a new scenario with multiple variables – economic, political, demographic, technological and behavioural – that

directly condition the business model and create structural ruptures:

- Alteration of the pattern of urban mobility, new models and options of integrated transports;
- People who are more rational in their choices regarding travel and means of transport, more demanding and better informed thanks to technological developments and easy access to them;
- Social and environmental awareness, greater attention being paid on topics like sustainability, renewable energies and the rational use of resources, namely infrastructures;
- Financially accessible sustainable mobility solutions.

In order to provide efficient mobility to its clients and financially viable conditions for the company, Brisa decided to go beyond infrastructures. Rethinked strategies, managed uncertainty, assess threats and opportunities and anticipated changes. Above all, it must adapt in order to respond with efficient solutions that meet the new needs.

BRISA POSITION



VISION

- › From the era of infrastructures to the era of mobility;
- › From a supplier of infrastructures to a supplier of mobility.

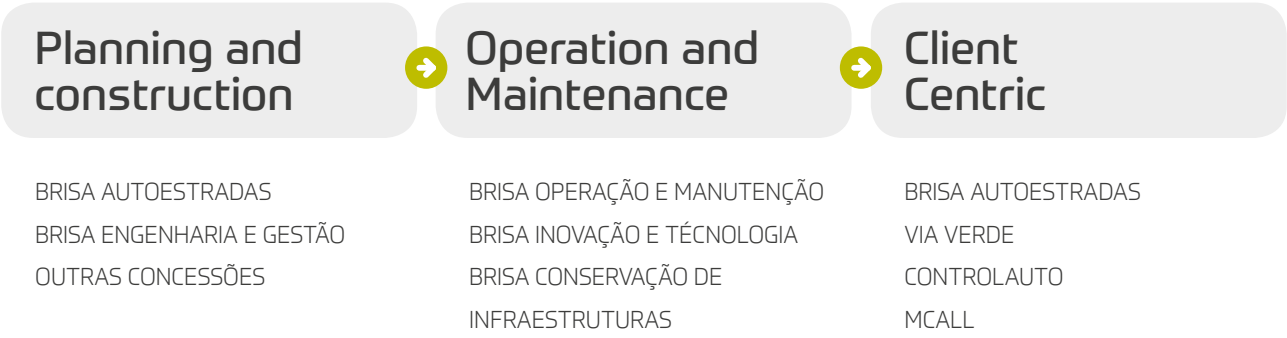
MISSION

- › To provide efficient mobility for people;
- › Focussed on efficiency.

POSITIONING

- › Careful and highly efficient management of road infrastructures;
- › Increase in productivity by optimising existing resources and a commitment to new technologies;
- › Client-centric;
- › Innovative, efficient and client-centric mobility and accessibility solutions;
- › Response to better informed clients, who are more demanding and aware of their choices.

Value Chain



Materiality

In 2014, Brisa undertook an independent review of the main topics of sustainability from the perspective of the business and its sustainability strategy. To do so we developed an holistic approach that embraces a vision of our main stakeholders and peer companies, as well as the main

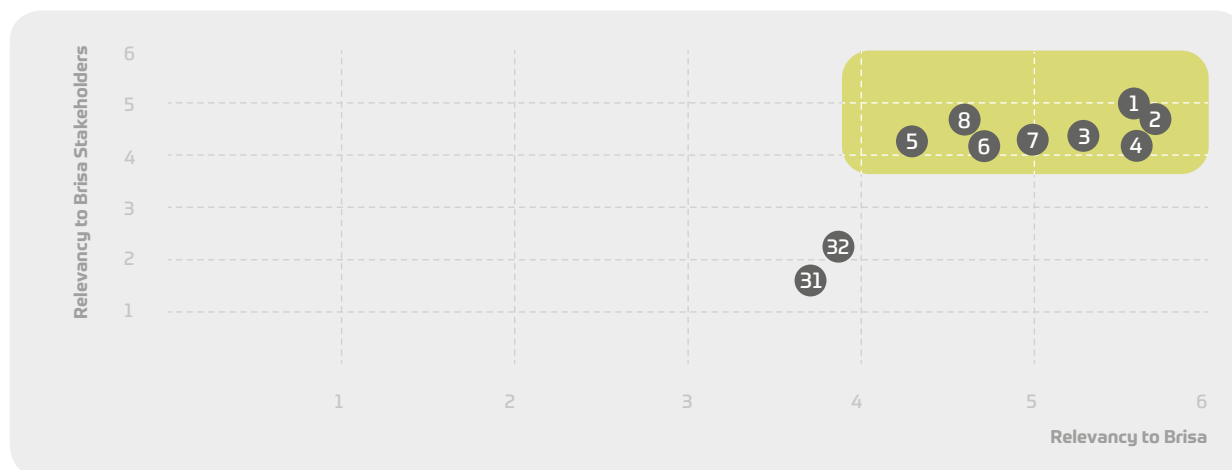
trends in sustainability management and topics that affect the reputational risk.

In this way we systematised the approach followed in order to determine Brisa's main material topics:


Consultation of Stakeholders	<p>Questionnaires were given to internal stakeholders to find out the employees' main expectations.</p> <p>A materiality review exercise was developed from the perspective of the different external stakeholders, with the objective of assessing the relevance that the topics have in two aspects: for Brisa's business and for the stakeholders.</p>
Benchmark Analysis	<p>Brisa developed a Benchmark Analysis on the sustainability strategy of 7 peer companies in the transport infrastructure sector – both nationally and internationally – considered to be benchmarks in the management of sustainability.</p>
Trend analysis of the sector	<p>An analysis was made of the main trends, impacts and risks that should be addressed by Brisa in the sustainability and business strategy.</p>
Analysis of the reputational risk	<p>Analysis of the topics and respective favourable or unfavourable impacts that directly affect the reputation of the Brisa brand.</p>



Based on the methodology presented, 8 topics considered as being material for Brisa's business and simultaneously for the main stakeholders were identified, represented in the following table:




1  **Economic Performance**
Operational efficiency

2  **Customer Satisfaction**
Impact of traffic jams
Maintenance / Improvement of infrastructures

3  **Operative Efficiency**
Sustainable Mobility
Active traffic management
Road Safety
Quality of services provided

4  **Transparency of management practices**
Anti-corruption practices
Anti-competitive behaviour

5  **Innovation in products and services**

6  **Environmental action and awareness**
Energy Emissions
Water Waste
Biodiversity

7  **Relationship with and impact on local communities**
Contracting of local suppliers
Contracting of local resources
Impact of the activity on local communities

8  **Professional development and labour practices**
Training Employability
Health and Safety
Diverse and equal opportunities

Note: As an example, privatization programs and promotion of international investment represented in the material matrix with number 31a and 32 are examples of topics considered not material in the current context of Brisa activity.

The eight topics considered to be material served as a basis for the structuring of the Sustainability Report, for the definition of strategic areas of action regarding sustainability and for the prioritization of projects, initiatives and actions to be developed during 2015.

After identification of the material topics, Brisa identified the respective GRI version G4 indicators, through which Brisa monitors and reports its performance to the stakeholders. For more details please consult the GRI table attached to this report.

Disclosure of Management Approach

Material Topics

Disclosure of Management Approach (DMAs)

Economic Performance

Brisa considers operational efficiency and economic performance to be one of the cornerstones of its management. It promotes good management practices, both in the financial field and in the environmental aspect of optimising resources. Brisa will always seek the continuous improvement of its efficiency.

Customer satisfaction

Brisa assumes that management and customer satisfaction are a focus of its strategy in line with the current business model. It is in this sense that we intend to monitor the satisfaction of our clients and continually improve our services, through the maintenance and/or improvement of our infrastructures.

Efficiency of Service

Brisa intends to continually improve the efficiency of the service through investment in the quality of the services provided, in road safety and in Active Traffic Management.

Transparency of management practices

Brisa promotes transparent management practices aligned with the organization's values, standards and principles of ethics.

Innovation in products and services

Brisa promotes the development of its business in accordance with the most demanding standards in terms of technology and innovation, as a critical factor of success and differentiating factor of its business compared with its competitors.

Environmental action and awareness

The minimization of environment impacts and the management of environmental aspects throughout the life cycle of the motorways is one of the Brisa's priorities, through the adoption of the best environmental performance practices and the continuous reduction of environmental risks.

Relationship with and impact on the local communities

Brisa values its relationship with the local communities in all the stages of its activity and enhances the positive impacts on society, through investment in the recruitment and hiring of local suppliers.

Professional development and labour practices

Brisa values its human capital through training and career development programs, integration programs, promoting a balance between one's personal and professional life, health and safety at work, based on a corporate culture of excellence.



The 5 fundamental Vectors and Material Topics

The five fundamental vectors, considered as strategic in Brisa's activity, cover the critical topics that reflect the organization's performance on an economic, environmental and social level and which, at the same time, are more relevant for its stakeholders.

The response to each um of these material topics is provided in a set of courses of action. The actions developed in 2014 will be presented throughout the next chapter.

Vetor	Material Topic	Courses of Action
<div>ECONOMIC PERFORMANCE</div> 	Traffic and Toll Revenue	Operational Efficiency
	Cash-Flow	
	Risk Management	Integrated Risk Management System
	Corporate Governance	(See Corporate Governance)
<div>SUSTAINABLE MOBILITY</div> 	Active Traffic Management	Intelligent Mobility Management
	Innovation (Technology, New Services, Solutions of Mobility)	
	Customer service	Customer Care
		Development of new solutions
	Road safety	Monitoring of traffic accidents
		Investment in infrastructure
	Educational Program "Brisa in School"	



Vetor

Material Topic

Courses of Action

THE ENVIRONMENT



Eco-efficiency and Environmental Management

System of Environmental Management

Indicator of eco-efficiency

Environmental objectives

Biodiversity

Energy efficiency projects

Brisa's Biodiversity Program

Climate Change

System of indicators for sustainable mobility

EVOA Project

Masters and other studies

HUMAN RESOURCES



Ethics and Transparency

Channel for the communication of irregularities (see p. 32)

Corporate culture

Development of Competences

Action Social

Health and Safety

Safety and Health in the work

Talent Management

Performance management system

Balance one's personal-professional life

Reconciliation between one's professional and family life

SOCIAL DEVELOPMENT



Involvement of the Stakeholders and Positive External Factors

- > Donation
- > Internal fundraising
- > Internal involvement

Citizenship and Solidarity (Solidarity and Voluntary Service Projects)

Voluntary Service Program

Dialogue with the Stakeholders

Stakeholders have legitimate expectations that define the material issues for Brisa. Identifying the critical topics and building a positive relationship with all stakeholders requires increasingly sensitive scrutiny mechanisms.

Benchmark Organizations

The most important stakeholders were identified based on two criteria: the stakeholder’s impact on Brisa and Brisa’s impact on the stakeholder.

The exhaustive identification of the expectations of each stakeholder and the respective response are articulated with the analysis of materiality referred to in the previous subchapter and is systematised through Standard AA1000 APS.

Brisa actively participates in a number of organizations, including sectorial associations and entities of reference related to sustainable development.

With the exception of the United Nations Global Compact, Brisa is present in the management boards of all of them.

APCAP Association of Portuguese Concession Companies of Toll Motorways or Bridges	WEBSITE
ASECAP European Association of Toll Motorways Operators	WEBSITE
CRP Portuguese Road Centre	WEBSITE
IBTTA International Bridge, Tunnel and Turnpike Association	WEBSITE
WBCSD World Business Council for Sustainable Development	WEBSITE
BCSD PORTUGAL Business Council for Sustainable Development	WEBSITE



United Nations Global Compact

This is a corporate citizenship initiative launched by the United Nations in 2000 that involves stakeholders based on universally accepted principles: the Universal Declaration of Human Rights, Declaration of the International Labour Organization on the Fundamental Principles and Rights at Work, the Rio Declaration on the Environment and Development.

Brisa signed the United Nations Global Compact on 8 October 2007, reinforcing its public commitment to sustainable development. The pact establishes the framework for the topic and the fundamental guiding principles that Brisa will include in its process of internationalization, granting it a coherent global framework. Membership also helps to incorporate values of sustainable development in Brisa's value chain.

Principles of the United Nations Global Compact

Page

1	Support and Respect the protection of Human rights	117-129
2	Prevent human right Abuses	117-129
3	Uphold the freedom of association and collective bargaining	119
4	Eliminate all forms of forced and compulsory labour	129
5	Abolish child Labour	129
6	Eliminate discrimination in respect of employment and occupation	40 e 126
7	Support a precautionary approach to environmental friendly technologies	70-82 e 105-116
8	Promote greater environmental friendly technologies	70-82 e 105-116
9	Encourage development of environmentally friendly technologies	70-82 e 105-116
10	Work Against corruption in all forms	40, 133 e 134

STAKEHOLDERS

FORMS OF SCRUTINY (STAGE 1)

EXPECTATION (STAGE 2)

RESPONSE (STAGE 3)

MATERIAL TOPICS



- › Active management of the Concession Contract
- › Prior meetings, formal and informal

- › Fulfilment of the Concession Contract

- › Creation of events / activities / queries
- › Strict fulfilment of the Concession Contract
- › Definition of criteria of improvement of the service provision
- › Optimization of technical solutions
- › Elaboration and realisation of specific studies

- › Fulfilment of the Concession Contract

STAKEHOLDERS	FORMS OF SCRUTINY (STAGE 1)	EXPECTATION (STAGE 2)	RESPONSE (STAGE 3)	MATERIAL TOPICS
 EMPLOYEES	<ul style="list-style-type: none"> › Employee Website and Quality Website › Irregularities Disclosure Channel and Ethical Ombudsman › Periodic meetings of the Workers' Commission › Meeting of the Quality and Sustainability Managers › Follow-up of management systems › Training Assessment Questionnaire › Internal Quality Auditing Satisfaction Questionnaires › Active Improvement Opportunities System 	<ul style="list-style-type: none"> › Employment Stability › Prospects of professional progress › Working conditions 	<ul style="list-style-type: none"> › People management processes of the company, example: › Performance management › Careers › Compensation › Training › Channels of communication › (see the channels mentioned in the column "Forms of Scrutiny") 	<ul style="list-style-type: none"> › Talent Management › Health and Safety › Corporate culture
 GOVERNMENT	<ul style="list-style-type: none"> › Active management of the follow-up of the contractual obligations › Permanent contact 	<ul style="list-style-type: none"> › Fulfilment of the Concession Contract 	<ul style="list-style-type: none"> › Negotiation process, with impact on the Concession Contract › Contract management › Creation of events / activities/queries › Elaboration of Reports 	<ul style="list-style-type: none"> › Fulfilment of the Concession Contract › Ethics and Transparency
 PARTNERS	<ul style="list-style-type: none"> › Proposals of the trade unions and negotiating process › Periodic meetings (monthly or quarterly) › Parity commissions (when necessary) › Management of Contract Works Contracts 	<ul style="list-style-type: none"> › Fulfilment of the contracts and protocols in force › Creation of opportunities and active collaboration in the initiative developed 	<ul style="list-style-type: none"> › Analysis of the proposals, suggestions and complaints › Negotiation of the Collective Bargaining Agreement › Model of network innovation › Development of long term joint projects › Partnership Protocols with universities and research institutions › Support for the production of scientific literature 	<ul style="list-style-type: none"> › Eco-system of Innovation › Certification › Ethics and Transparency

STAKEHOLDERS	FORMS OF SCRUTINY (STAGE 1)	EXPECTATION (STAGE 2)	RESPONSE (STAGE 3)	MATERIAL TOPICS
 SHAREHOLDERS	<ul style="list-style-type: none"> › Brisa's website, e-mail, telephone 	<ul style="list-style-type: none"> › Transparent and accurate information 	<ul style="list-style-type: none"> › Regular information through channels available: › Report and Accounts and Sustainability Report › Brisa's website, e-mail, telephone › Specific meetings and events, like the General Meeting 	<ul style="list-style-type: none"> › Ethics and Transparency › Eco-efficiency and Operational Management
 CLIENTES	<ul style="list-style-type: none"> › Customer Satisfaction studies › Follow-up of the assessment of customer satisfaction with the service provided by the Roadside Assistance, Local Rate Help Line, and service in the Stores › Mystery Customer in the road widening works and service areas › Assessment of the Food Quality and Hygiene of the service areas › Customer surveys › Available Communication channels: websites, Local Rate Help Line, stores › Complaint Management System 	<ul style="list-style-type: none"> › Safety, comfort and fluidity of traffic › Quality of the infrastructure and of the service provided, need to perceive the value received › Accessible and transparent contact 	<p>On an operational level:</p> <ul style="list-style-type: none"> › New equipment, systems and procedures of road safety › Management of road surfaces and Engineering structures › Service of patrolling and of assistance › In terms of the information provided: › Complaint Management System › Multi-channel information of conditions of circulation on the motorways (Brisa information channels, Brisa Reporter, Radio stations, Press releases, leaflets distributed,...) › Network of Stores, Service areas and Information kiosks › Local Rate Help Line-Assistance and Information and Via Verde Customer Help Line › Assistance and Information to the Hard-of-Hearing Community via sms › Internet websites 	<ul style="list-style-type: none"> › Road safety › Active Traffic Management › Customer service

STAKEHOLDERS	FORMS OF SCRUTINY (STAGE 1)	EXPECTATION (STAGE 2)	RESPONSE (STAGE 3)	MATERIAL TOPICS
 MARKETS FINANCIAL	<ul style="list-style-type: none"> > Consultation of financial entities > Negotiating process > Daily accompaniment, through meetings 	<ul style="list-style-type: none"> > Creation of value > Transparent and accurate Information 	<ul style="list-style-type: none"> > Consideration of the results of the benchmark study in Brisa's decision-making process 	<ul style="list-style-type: none"> > Ethics and Transparency > Eco-efficiency and Operational Management
 SUPPLIERS	<ul style="list-style-type: none"> > Contract negotiation process and meetings > Follow-up meetings 	<ul style="list-style-type: none"> > Transparency and rigor 	<ul style="list-style-type: none"> > Fulfilment of the contract conditions > Dedicated channel for contract management > Stable and long term relationship > Contract management system and technical support 	<ul style="list-style-type: none"> > Ethics and Transparency
 COMPETITORS	<ul style="list-style-type: none"> > In-depth analysis of competitors in terms of the strategic planning process > Benchmarking study of economic performance 	<ul style="list-style-type: none"> > Transparency and accuracy 	<ul style="list-style-type: none"> > Dedicated channel for relations with the Media > Meetings, press conferences, support for press reports, provision of background information 	<ul style="list-style-type: none"> > Ethics and Transparency
 LOCAL COMMUNITIES	<ul style="list-style-type: none"> > Public consultation process, in terms of environmental impact studies > Dedicated channel for relations with the Media 	<ul style="list-style-type: none"> > Contribution towards local development > Mobility and accessibility solutions 	<ul style="list-style-type: none"> > Contribution towards local development > Mobility and accessibility solutions 	<ul style="list-style-type: none"> > Involvement of the Stakeholders > Positive External Factors > Contribution of the Employees
 PUBLIC OPINION	<ul style="list-style-type: none"> > Holding of annual surveys > Perform perception studies on journalists > Quarterly monitoring and assessment of news 	<ul style="list-style-type: none"> > Transparency and quality information 	<ul style="list-style-type: none"> > Transparency and quality information 	<ul style="list-style-type: none"> > Ethics and Transparency > Eco-efficiency and Operational Management



The Brisa Group

In business for 40 years, Brisa Auto-Estradas is one of the largest motorway operators in the world and the biggest transport infrastructures company in Portugal.

The parent company (Brisa Auto-Estradas de Portugal) has a number of assets in its portfolio divided into five business areas: the Brisa and Atlântico concessions, mobility services, automobile inspections and international business.

The year 2015 represented a notable milestone in the new strategic positioning of Brisa and respective value chain with a focus on the client. It is a natural evolution of the business model in line with industry trends, directed to customer expectations. Thus, in the last quarter of the year, Brisa renewed the Via Verde brand making it a unique trademark, closer to the people and adapted to the new era of mobility. Via Verde is the Brisa brand for all aspects of its activity related to the service it provides to its customers. With this new position, Brisa also reinforces its role as a corporate brand of the Group.

In Portugal, Brisa Auto-Estradas has six highway concessions – the Brisa Concession (BCR), Atlântico, Brisa, Douro Litoral, Baixo Tejo and Litoral Oeste –, which include 17 motorways running for a total of 1 678 km. The Brisa Concession stands out for covering a total of 1 124 km over 12 motorways which cover the country from North to South and from East to West.

Internationally, Brisa has developed its competences in the areas of operation and maintenance, and is present with local partners in the Indian and Dutch / North of Europe markets, for operation and maintenance projects on highway concessions and consultancy projects in the area of mobility. Brisa also controls the Northwest Parkway road concession in Denver in the State of Colorado, in the USA.

Last year was a very positive year for Brisa, standing out as the main facts, the sustained growth in traffic, improve of operational efficiency, the consolidation of the investment grade rating level and the definition of the new strategic positioning of the company focused on people and mobility, with the renewal of Via Verde brand.

Road Concessions

BCR | AEA | BRISAL | AEDL | AEBT | AELO

Mobility Services

BO&M | BCI | BIT | VVP | MCALL | CONTROLAUTO

International

NWPY | FBH | BNV | MOVENIENCE

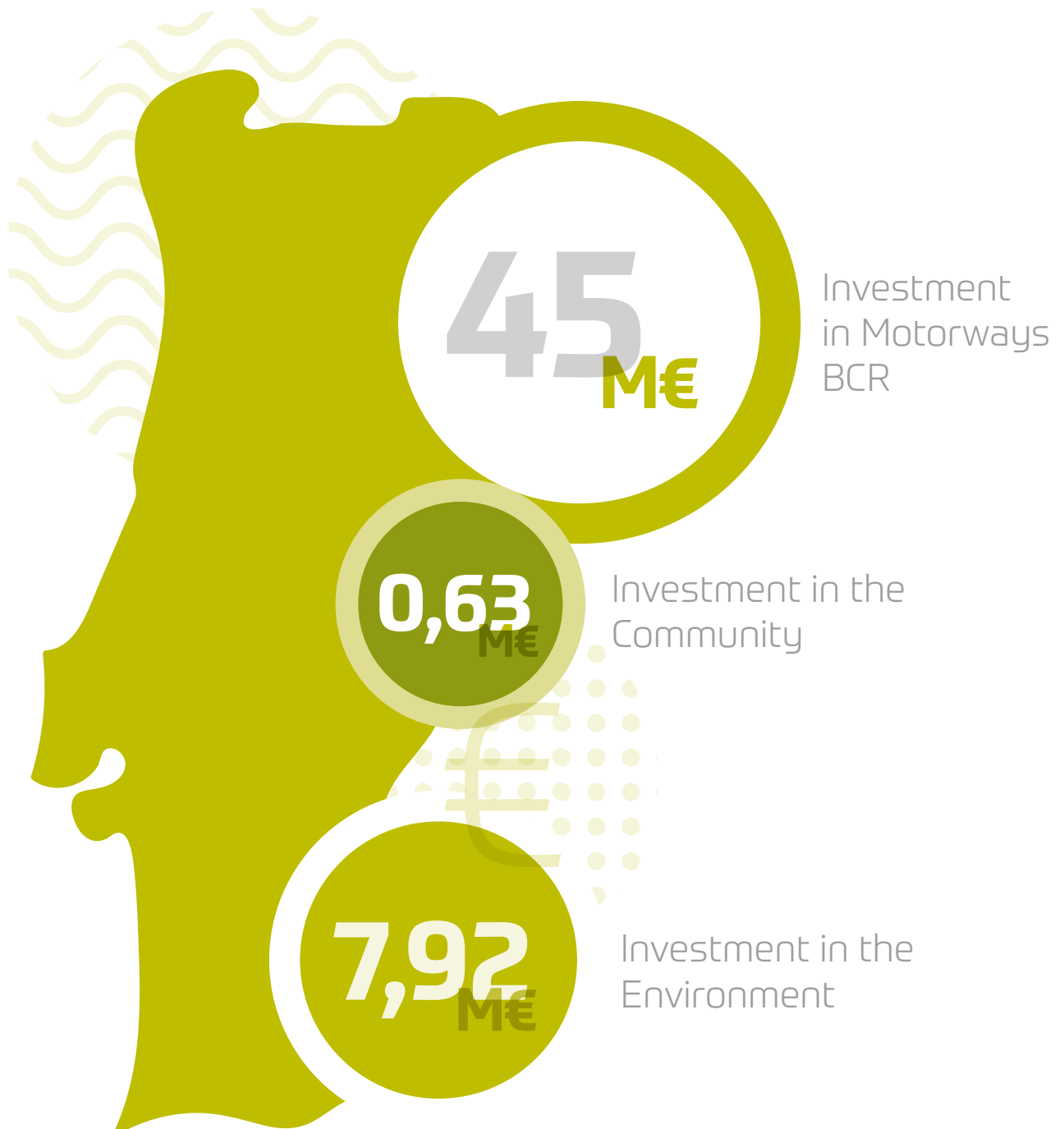
Infrastructures

BEG | TIIC



THE CONCESSIONS

Economic Indicators



Brisa Concessão Rodoviária (BCR)

Brisa Concessão Rodoviária (BCR / Brisa Highway Concession) is the Brisa Group's main concession and includes the "backbone" of Portugal's road axis with a total of 12 highways, 11 of them in operation.

MORE INFORMATION



Brisal – Concessão Litoral Centro

Brisal - Auto-estradas do Litoral (Coastline Highways) operates the A17, an important complementary axis to A1 for journeys from the North to the West.

MORE INFORMATION



Autoestradas do Atlântico

Auto-Estradas do Atlântico (Atlântico Highways) operates a road infrastructure with a strong urban component, serving the northern part of the Lisbon Metropolitan Region through highways A8 and A15.

MORE INFORMATION



Autoestradas do Douro Litoral

Auto-Estradas do Douro Litoral (Douro Coastline Concession) operates a road infrastructure that serves the Porto metropolitan area and plays a fundamental role in the region's mobility through 3 highway concessions.

MORE INFORMATION



Concessão Baixo Tejo

The Baixo Tejo (Lower Tagus) Concession includes 4 highways and a total 38 kilometres. Construction of new sections is already planned in order to strengthen its positive impact on residents of the Setúbal district.

MORE INFORMATION





Concessão Litoral Oeste

The Litoral Oeste (West Coastline) Concession includes 109 kilometres of infrastructures and is also an important connection highways A1, A17 and A8.

MORE INFORMATION



THE ROAD SERVICES

Brisa Operação e Manutenção

Brisa O&M (Operation and Maintenance) provides monitoring, operation and maintenance services as well as indispensable support to highway concession holders and their customers.

MORE INFORMATION



Via Verde Portugal

Via Verde is an automatic toll payment system. It can be found in highways, parking lots, restaurants, fuel stations and other services.

MORE INFORMATION



Mcall

Mcall provides dynamic multichannel Contact Centre services, offering its customers an increasingly wider and dynamic set of services.

MORE INFORMATION



Brisa Inovação e Tecnologia

Brisa Inovação e Tecnologia (Innovation and Technology) is dedicated to research activities and production of equipments, systems and intelligent services for transportation that support the Group's operation.

MORE INFORMATION



Controlauto

Controlauto has 46 inspection centres in several locations from the North to the South of the country and is dedicated to the study, management and operation of automobile technical control.

MORE INFORMATION



Brisa Engenharia e Gestão

Brisa Engenharia e Gestão (Engineering and Management) is mainly focused on management of studies and projects, expropriations and construction works supervision.

MORE INFORMATION



Brisa Conservação de Infraestruturas

A Brisa Group company dedicated to providing specialised services in infrastructures conservation.

MORE INFORMATION



INTERNATIONAL

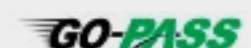
Northwest Parkway

Northwest Parkway (NWP) is a highway that is fully integrated in the Denver, Colorado (USA) ring road and whose 99 year concession is fully owned by Brisa.

Go-Pass Mobility Services

Payment management is performed by Go Pass Mobility Services, who is also responsible for operation and repair services.

MORE INFORMATION



Feedback Brisa Highways

Feedback Brisa Highways (FBH) operates in the Indian market through the Ezeeway brand, providing Operation and Maintenance (O&M) services for several highway concession holders.



MORE INFORMATION

New Mobility Ventures

New Mobility Ventures (NMV), based on Breda, Holland, is focused on innovative and sustainable mobility services and solutions.



MORE INFORMATION

Movenience

Movenience, based in Holland, is responsible for the operation of electronic payments at the Westerschelde Tunnel (WST), as well as parking lots and electrical vehicle charging stations.



MORE INFORMATION

OTHER PROJECTS

Transport Investment Infrastructure Company (TIIC)

TIIC (Transport Infrastructure Investment Company (SCA) Sicar) is an investment fund that is characterised by its value creation for its partners, both in the financial and operational areas.



MORE INFORMATION



Corporate Governance

Description of Brisa's corporate model as per GRI G4* directives

In Brisa, sustainability is managed as part of the business, and is reflected both in the current model of governance in a joint vision of management, and through the minimization of environmental, social and economic risks and impacts and the control of non-financial indicators, aimed at making the business increasingly efficient and responsible.

IDENTIFICATION AND COMPOSITION OF THE CORPORATE OFFICES

The mandate of all the corporate offices currently in hand is for the period 2014-2016, and comprises:

Corporate offices

General Meeting (GM)	Audit Board(AB)	Board of Directors/ Executive Committee(BD/EC)	Company Secretary
António Vitorino Chairman Francisco de Sousa da Câmara Vice Chairman Tiago Melo Secretary	Francisco Xavier Alves Chairman Tirso Olázabal Caverio Member Joaquim Patrício da Silva Member Alves da Cunha, Assunção Dias & Associados Statutory Auditor	EXECUTIVE COMMITTEE Vasco de Mello Chairman Pedro Rocha e Melo Vice Chairman João Azevedo Coutinho Member António Nunes de Sousa Member Daniel Amaral Member	Tiago Melo COMMITTEES REMUNERATION COMMITTEE Elected by the GM Luis Cortes Martins Chairman Pedro Norton de Matos Member Jaime Anahory Member
		NON-EXECUTIVE COMMITTEE Rui Diniz Member Luis Brito de Goes Member Michael Allen Member Graham Marr Member Stuart Gray Member	

Areas of Responsibility of the Executive Committee



**VASCO
DE MELLO**

**PEDRO ROCHA
E MELO**

**JOÃO AZEVEDO
COUTINHO**

**ANTÓNIO NUNES
DE SOUSA**

**DANIEL
AMARAL**

GENERAL COORDINATION

CORPORATE CENTRE

Marketing and
Institutional Relations

Sustainability

CORPORATE CENTRE

Legal

Planning and
Strategy

Human Resources

CORPORATE CENTRE

Administrative

Financial

Networks and Systems

ROAD CONCESSIONS

Litoral
Oeste Concession

CORPORATE CENTRE

Business
Development

Audit, Organization
and Quality

OPERATION & MAINTENANCE

Via Verde Serviços

ROAD CONCESSIONS

Brisa Concessão
Rodoviária

OPERATION & MAINTENANCE

M Call

Via Verde Contact

OPERATION & MAINTENANCE

Brisa O&M

Via Verde Portugal

Brisa Engenharia e
Gestão

Brisa Conservação de
Infraestruturas

ROAD CONCESSIONS

Subconcessão
Litoral Centro

Autoestradas do Atlântico

Subconcessão Baixo Tejo

Concessão Douro Litoral

INFRASTRUCTURES

Controlauto – Controlo
Técnico Automóvel

Transport Infrastructure
Investment Company

OPERATION & MAINTENANCE

Brisa Inovação e
Tecnologia

INTERNACIONAL

Northwest Parkway

Movenience

BNV Mobility

Feedback Highways OMT

1.1 At the level of the Management Board of Brisa, the competence on sustainability topics is of its President.

1.2 The Marketing and Institutional Relations department was given responsibility to propose policies, strategy and lines of action on sustainability issues and ensure their implementation, after its approval.

1.3 Dialogue with stakeholders - page 22.

1.4 See the organization chart of Corporate Governance - page 36.

1.5 Under the existing legislation, in companies with a governing structure such as Brisa (board of directors and fiscal council) the board is a collective body whose members exercise their personal capacity, regardless of whom appointed or proposed. The Board of Directors is composed of ten members, five of which form the Executive Committee, to which is assigned the executive management of the Company. Under statutory terms, the meetings of the Board of Directors have a minimum monthly basis. According to the governance model adopted at Brisa, the Chairman of the Board of Directors is the Chief Executive Officer.

1.6 Under the current legal regime, the corporate model adopted at Brisa, the election of directors is an exclusive competence of the General Meeting, upon proposal of the shareholders.

1.7 Topics related with conflicts of interest are notified to stakeholders through appropriate channels within the terms of the law and the in-house rules of operation of the company. Among which:

- Internal channel for the communication of irregularities.
- Code of Ethics
- Dialogue with stakeholders

1.8 See the organization chart of corporate governance, the Chairman's message and vision and strategy.

1.9 Executive Committee have weekly meetings and the non-executive directors accompany the company's activity through monthly meetings of the Board of Directors, besides occasional meetings held with executive directors and management staff on specific matters.

1.10 At the General Meeting held on May 19, 2014, approved the following statement of the Remuneration Committee on the remuneration policy of the management body:

- The members of the board of directors shall perform their functions diligently and carefully, in the company's interest, taking the interests of its shareholders, employees and other stakeholders into account.
- It is in the interest of the company and its shareholders to create the conditions and appropriate incentives that are conducive to the good performance of functions by the Board of Directors, in accordance with the criteria mentioned above.
- In this regard, remuneration is an essential instrument of management for the framework and motivation of the performance of the managers in their companies.
- The definition and application of the criteria underlying the setting of the Directors' remuneration, assigned to the Remuneration Committee, should therefore be coherent and standardised, on the one hand taking into account the level of remuneration currently practised in similar European companies, and on the other, the degree of fulfilment of the strategic objectives defined for the company, the creation of value for the shareholders and the economic background.
- In this regard, remuneration should contemplate a fixed component which aims, within the framework of the respective competences and responsibilities, to adequately remunerate the effort and work put in throughout each year of the respective mandate, applicable to the executive and non-executive members of the Board of Directors, and a variable component to be attributed to the executive members with the objective of rewarding them for the Company's performance, recognising, among other aspects, the increase in efficiency and productivity and the creation of value in the long term for the Company and its shareholders and, at the same time, align their interests with the interests of the company's sustainability in longer term cycles. This alignment will be achieved, namely, through the repercussion on the calculation of the variable remuneration of the company's operational and financial performance in each year, the intrinsic quality of the results (recurring and extraordinary) presented, taking into consideration Brisa's positioning in the markets in which it operates, expectations concerning the evolution of the business in the medium and long term, the indices alluded to in article 2 no. 3 lines a) and e) of Law 28/2009.
- The attribution of the variable component, besides that already mentioned, also depends on the evaluation of the fulfilment of performance objectives defined each year, taking the following indicators into account: EBITDA, EBIT, net profits, ROE and ROA, not only from

the perspective of evolution compared with the company's past results but also taking in consideration the level of remuneration of the main companies in the national market, and also those of the same sector internationally.

- Exceptional factors that value or devalue the performance of the Executive Committee or of any of its members may also be taken into account.
- Part of the variable remuneration is paid after the close of each year and as soon as the respective results are calculated, with another significant part being deferred for a period of three years, the payment of which depends on the continuation of Brisa's positive performance over this period, in order to help to maximise the performance in the long term and the pursuance of the company's strategic and structural objectives and to dissuade the excessive assumption of risk.

1.11 The aim of Risk Management is to guarantee the sustained growth of the businesses and to safeguard the value of the Brisa group, through the adoption of the best practices, allowing in-house knowledge to be capitalised on in the effective management of the risks to which the group is exposed, namely, in the environmental, regulatory, financial and operational fields.

An essential cornerstone of the Company's policy of Governance, Risk Management is present in Brisa's culture and in its management processes, with its employees being responsible for mitigating risk factors, minimizing their impact and identifying, whenever possible, opportunities for improvement and/or return.

In this context, the Brisa group's risk management system is based on an integrated, structured, systematised and transversal model, supported by an internationally recognised methodology – COSO (Committee of Sponsorship Organizations of the Treadway Commission) with the purpose of ensuring the best corporate governance practices in the following aspects:

- Setting of strategic objectives regarding the assumption of risk;
- Alignment of the risks effectively incurred with the group's strategic option;
- Identification of the main risks inherent to the group's activities and their respective causes;
- Analysis and measurement of the impact and of the probability of occurrence of each of the potential risks;
- Definition of control mechanisms for the execution of the risk management measures adopted and monitoring of their efficacy;
- Adoption of internal information and communication mechanisms on the diverse components of the system, as well as risk alerts;
- Periodic assessment of the system implemented and adoption of the modifications that are deemed necessary.

For this purpose a tool was implemented for the integrated management of the risk management system, in accordance with the aspects mentioned above, so as to support the process of convergence of risk management with strategic planning.

This integrated risk management system enables the identification and assessment of the main risks of the Brisa group's portfolio of businesses to be updated each year, and to determine the respective control and/or mitigation measures which, in the current context of major economic-financial instability, are particularly important, in supporting the management from the strategic perspective of the sustained development of the whole of the Brisa group.

OPERATIONAL RISKS

In positioning itself as a benchmark company in the transport infrastructures sector, Grupo Brisa looks on risk management as an omnipresent activity for the sustainable development of its business.

The continued investment in the excellence and innovation of the different operations where it operates, with a special focus on the expectations of its customers, namely, in terms of safety, comfort and fluidity of traffic, quality of the infrastructures and service provided, demonstrates the commitment of the Group and of BCR in particular, in the quest for continuous improvement and constitutes a positive differentiating factor in relation to its peers.

In this regard, the continued organization of and support for road safety campaigns and the reinforcement of the safety features of its network, namely in performing road improvement and widening works on motorways, respecting the high standards of the group and in conformity with current legislation, aim to create the necessary conditions for better traffic circulation. The existence of a crisis management and communication model to address emergency situations and the definition of specific contingency plans for the diverse areas, demonstrates the group's concern and discipline in the management of its operations.

In terms of Occupational Health and Safety, the Brisa Group has a specialised structure, which supervises and ensures the central and local coordination of the health and safety plans associated to risk activities.

The Operational Coordination Centre, backed by telematics and road safety structure, ensures the recording, processing and availability of updated and timely information to clients and complementary services.

The Brisa group's culture of innovation, demonstrated by the fact that it has a subsidiary company fully devoted to it, enables Brisa to fulfil its commitment in this critical area, remaining at the forefront of technological evolution and modernisation of its infrastructures and operations, based on a commendable and innovating partnership policy with various companies and leading universities.

Its systematic concern for developing efforts to identify operating risks and defining management measures to mitigate them is part of the Group's strategy to face a continuously changing and increasingly demanding and globalised world, where safety is crucial. These activities not only help to establish mitigating measures in line with current business needs but also to act ahead and prevent potential risk situations.

REGULATION & COMPLIANCE RISKS

The operation of infrastructure concessions is subject to specific and comprehensive regulations. Hence, the risk stemming from regulatory changes is particularly relevant.

The Legal Department follows the regulatory evolution of Grupo Brisa's activities closely, and suggests legal steps and solutions deemed suited to the normal development of the company's operations, in accordance with the legal framework in force at any time.

We would point out the in-depth work developed over the last few years aimed at converging procedures and practices to new road safety requirements and proof of the fulfilment of the safety standards applicable to the operation of the motorways under concession.

ENVIRONMENTAL RISKS

Environmental management throughout the design, construction and operation stages is one of the main priorities of Brisa's risk management system. In this regard, measures to identify environmental risk situations have long been carried out to allow taking preventive actions and mitigate impacts, in conformity with the Environmental Policy established in the Grupo Brisa. As a member

company of the Brisa group it adopted a new aspect in the management of environmental risks in its business processes, related with eco-efficiency, which is an advanced response to the problem of integrating environmental risk management throughout the value chain, not only in terms of the management of the impacts on the environment, but also of the management of the related costs and benefits.

The existence of environmentally certified companies according to ISO 14001 standards, which are internationally recognized as guidelines for corporate environmental management, and the adoption by the Group of its own specific guidelines (Environmental Policy Statement), eco-efficiency criteria, quantitative goals for environmentally critical indicators, plus a Sustainability Management Information System, all strengthen the Group's strict standards as it continuously seeks improvement and a sustainable business performance.

INFORMATION SYSTEMS RISK

The Information Systems area is a crucial instrument for the sustained growth of the Grupo Brisa, whether from the continuous innovation this has brought to the business in the areas of information and communication technologies, or from the contribution towards the increased efficacy and efficiency of the processes that support it.

The definition of a medium and long term risk management strategy for its information systems leading to the implementation of a Disaster Recovery solution, which by definition, is closely related to business processes, enables the organization to significantly reduce the risk of operating losses in those circumstances, while at the same time guaranteeing the efficacy of the investments made and enabling a swift reaction in the event of sudden changes in the business environment.

The systematic and parallel development of activities in multiple areas, including areas relating to safety of information and resilience to failures in infrastructures, has also provided greater efficiency in handling this type of risk.

As far as internal controls and information supporting processes are concerned, the organisation is reinforcing its structure, through the consistent and continuous reassessment, based on the best practices in this area, namely the ITIL framework, for its management.

Among the steps taken in 2014 to mitigate these risks and to improve the existing corporate policy in this area, following a critical assessment of the systems and appli-

cations which support the Group's business processes - known as Business Impact Analysis (BIA), tests were carried out on the implementation of the Disaster Recovery Solution, thus ensuring that in the event of Disaster, the Group will have all the information systems required to continue operating.

FINANCIAL RISKS

Like most corporate groups, the Brisa Group is exposed to a number of financial risks stemming from its business activity. These involve, in particular, liquidity and interest rate risks stemming from financial liabilities, exchange rate risks resulting from investment in Northwest Parkway in the United States, and the counterparty risk to which the company is exposed when contracting risk hedging operations and financial applications.

Financial risk management policies are approved by the executive committee and put into practice by the Financial Division (DFI) of Brisa Auto-Estradas. The DFI is in charge of identifying and quantifying the financial risks to which the Group is exposed, and to propose and implement measures to manage/mitigate them. The management of financial risks centralised in the DFI covers foreign exchange transactions, financing operations, treasury surplus applications, contracting of hedging instruments and the management of the counterpart risk. All financial risk operations involving the use of derivative instruments must be approved by the Financial Director or the Executive Committee.

Participation in tenders for new concession contracts is also subject to the risk management / mitigation policy. Project finance is the financing structure used in this type of projects, which ensures the operational, financial and legal separation of each project. The creation of companies with their own financing structures with no recourse to Brisa Auto-Estradas cash flows or assets (besides capital commitments the amount of which is known from the start), enables the risk taken by Brisa when investing in new concessions to be limited and quantified.

Furthermore, following completion of its corporate reorganization and the separation and ring-fencing of Brisa Concession into a newly formed company (Brisa Concessão Rodoviária, S.A.,- BCR), the financial risks to which BCR is subject were considerably mitigated through the implementation of an innovative financial structure. It should be noted that Grupo Brisa's financial structure incorporates the establishment of a risk hedging policy with its own risk management rules and guidelines, including, for instance, a minimum ratio of fixed rate debt, the lack of significant non-hedged foreign exchange exposures, as well as a minimum financial solidity level (according to

rating) required from counterparties to perform financial operations.

1.12 The sustainability report, such as the Annual Report, is approved by the Board of Directors who then submits it for approval by the General Meeting.

1.13 On 3 February 2009, the Executive Committee of Brisa approved the constitution of a system for the internal notification of irregularities upon the proposal of the Corporate Governance and Sustainability Steering Committee.

This decision was intended to create a system under the supervision of the Corporate Governance and Sustainability Steering Committee that would make it possible for all employees to freely and conscientiously expose any violation of an ethical and legal nature occurring within the scope of the activity of the companies of the Brisa group, in the areas of accounting, internal accounting controls, audit, the fight against corruption and money laundering, possible violations of an ethical or legal nature which happen in the company, thereby applying Brisa's firm commitment to conduct its business in compliance with the law and the principles laid down in its Code of Ethics, contributing moreover to the early detection of any irregular situation.

Under the terms of the approved regulations (available at www.Brisa.pt) a list of dedicated addresses was created on the intranet and on the company's site, allowing the disclosure of any irregularity, via e-mail, fax or mail, with absolute confidentiality.

The processing of this information and conducting of the respective proceedings is the responsibility of an Ethics Ombudsman, presently Mr. Daniel Pacheco Amaral, who has been provided with all necessary resources to fulfil his duties in an effective and independent manner. The Ethics Ombudsman can consult all documentation and request all the services and information s/he considers pertinent.

No employee may be persecuted, intimidated nor discriminated against or prejudiced in any way in his/her rights, for communicating any irregularity, with the exception of cases in which there is a lack of grounds, equating to wrongdoing in the communication by its author.

Without prejudice to any situation s/he may deem serious or urgent, the Ombudsman will provide a report on his/ her activity to the Sustainability and Corporate Governance Committee on a quarterly basis, including recommendations suggested for each case completed during that quarter.

Processes and recommendations referring to situations that the Ombudsman considers to be serious or urgent should be immediately notified to the Board of Directors.

The Board of Directors, according to its assessment of the result of the checks made within the scope of each process, and to the recommendations presented by the Ombudsman, will decide to change the methods or procedures that it considers most convenient, whether to notify the competent authorities or any other measures that it may consider most appropriate in each case.

Following the appointment of the Ethics Ombudsman, Brisa carried out a broad-based training program, covering 2 387 employees of Brisa and of its sub-companies, in order to explain and clarify any doubts concerning the Code of Ethics and its application and the operation of the irregularities notification system.

The irregularities disclosure regulations were submitted in 2010 to the National Data Protection Commission for approval, and which was approved by order on 30 October 2012.

1.14 One of the principles established in the Portuguese law for quite some time is that the remuneration of the management body falls exclusively to the General Meeting that may delegate this duty to a Remuneration Committee.

The annual General Meeting of 2014 appointed a Remuneration Committee for the period 2014-2016, and appreciated a statement of this Committee on the criteria for determining the remuneration of the management body.

Another long-held principle in Portuguese Law is the Annual General Meeting's duty to appraise the performance of the management and audit bodies.

Under the terms of the law in force, performance appraisal of managers not belonging to the corporate bodies elected by the General Shareholders' Meeting falls exclusively to the Board of Directors.

However, the Board of Directors submitted the following declaration for the appreciation of the Annual General Meeting of 2014:

"Managing Staff are one of Brisa's key assets and drivers for achieving the company's goals. Standing in hierarchic terms immediately below the board of directors, their task is to put into practice the company's main action plans, decentralizing, following up, motivating, and ultimately ensuring that the goals are met in the exact terms laid down.

In this light, the Managing Staff should perform their duties diligently and conservatively, in the company's interest. Likewise, it is in the company's interest that the Managing Staff may benefit from incentives to encourage respective performances.

Given their relevant role in the development of the company's global business, the Managing Staff are submitted to a complex and continuous assessment process, involving three phases: fixing of goals, follow-up of respective execution and final assessment.

Assessment is made at two levels: skills shown and goals met. In 2010 a benchmark of skills carried out by external consultants was established, covering all managing staff. Goals were also reviewed, comprising corporate goals, a number of common economic and financial metrics and individual goals. These figures are associated to performance indexes, resulting in a matrix holding the performance of corporate goals on one axis and individual performance on the other. To each combination of corporate and individual performance will correspond a specific amount of variable remuneration."

* A Declaração de cumprimento consta na íntegra no Relatório e Contas da Brisa 2015, disponível no site Brisa.pt



Direct Economic Value **Generated**

Revenues **614**



Direct Economic Value **Distributed**

Remunerations **83**

Payments to the State **76.5**

Investment in Local Communities **0.63**

Donations **0.48** Public Service **0.15**

Operacional Cost **72.5**



Direct Economic Value **Retained**

Generated – Distributed **382.4**

* Inclui Imposto sobre o rendimento, pagamentos a autarquias e outros impostos.





02

VECTORS SUSTAINABILITY

SUSTAINABILITY REPORT 2016



Economic performance

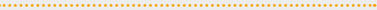


Material Topic

Courses of Action

Traffic and Toll Revenue

Operational Efficiency



Cash-Flow

Risk Management

Integrated Risk Management System

Corporate Governance

(See Corporate Governance)

Brisa's economic performance was positive in 2015, in-line with the progress witnessed in the two previous years (2013 and 2014) and focused on three key areas, namely: traffic solidity (cost management and cash flow generation); financial solidity (rating and refinancing); and the entry of shareholding partners into BCR – Brisa Concessão Rodoviária, SA.

Traffic behaviour, a fundamental variable of the Group's core business, accentuated the positive tendency already witnessed in 2014, in a macroeconomic recovery context,

and was reflected on the various economic and financial performance indicators. Annual Average Daily Traffic (AADT) recorded a growth over 2014, supported by the growth at Brisa Concessão Rodoviária (+7.0% vs. 2014) and at NWP (+12.4% vs. 2014).

In the particular case of Brisa Concessão Rodoviária, Annual Average Daily Traffic (AADT), in 2015, was of 17,368 vehicles, which corresponds to a growth of 7% over 2014. This very positive traffic performance, the result of Portugal's favourable macroeconomic environment, reveals that BCR's





FINANCIAL INFORMATION

WWW

road network, as well as the remainder national motorway network, is still experiencing a sustained recovery process of its demand levels. Circulation (kilometres travelled within the network) also increased by the same percentages, as there were no changes made to the operating network during the year.

The significant traffic growth impacted the consolidated operating turnover, which grew by 6.8%, from the 575.7 million EURO recorded in 2014 to the 614.8 million EURO registered in 2015.

One should also mention the growth in toll revenue, a reflex of a positive evolution in traffic figures within a recovery macroeconomic context that further accentuated the positive tendency witnessed in 2014. Particularly noteworthy, in the total of consolidated operating returns, is the performance of toll revenue, which amounted to 498.5 million EURO, an increase of 35.2 million EURO year-on-year (+7.6%).

All other consolidated operating revenue is a result, primarily, of the associated road services, namely the selling and installation of toll equipment and the rents charged to the service areas. In 2015, this revenue amounted to 116.3 million EURO, which represents an increase of 3.4% vs. 2014 and a slight decrease of its import on the total operating revenue (from 20% to 19%).

The significant traffic growth impacted the consolidated operating turnover, which grew by 6.8%, from the 575.7 million EURO recorded in 2014 to the 614.8 million EURO registered in 2015.

Brisa kept its focus on optimising and rationalising the cost base by means of several initiatives to increase productivity and efficiency. Despite the significant increase in activity and revenue, the consolidated operating costs, excluding amortisations and accruals, only increased by 1.0% to 164 million EURO, an increase that is primarily due to non-recurring costs.

Brisa's operating result (EBITDA) was of 450.8 million EURO, and the EBITDA margin was 73.3%. The strong growth recorded for toll revenue, together with the stabilisation of the operating costs, accounts for significant EBITDA and BITDA margin increases vs. 2014 (+9.1% or 37.5 million EURO and +1.5 p.p., respectively). The group has managed, therefore, to sustain a strong cash flow generation (EBITDA-CAPEX) that reached 401.7 million EURO in 2015 vs. 377.2 million EURO in 2014.

Financial solidity

The Group's financial solidity was recognised, in a reinforced manner, in 2015, be it by the ratings assigned in that year, be it by the Group's ability to refinance itself throughout the year.

The ratings assigned to Brisa Concessão Rodoviária (BCR) were "BBB" (Stable Outlook) by Fitch Ratings and "Baa3" (Stable Outlook) by Moody's. In January 2016, Fitch restated its "BBB" and "Stable Outlook" ratings to BCR. By the end of 2015, the ratings assigned to BCR by both agencies were above the ones assigned by them to the Portuguese Republic: one level higher, for Moody's, and two levels higher, for Fitch. This fact constitutes an acknowledgement of the company's financial solidity and of the protection granted to its creditors by BCR's financial and contractual structures.

As far as refinancing goes, in April 2015 BCR issued bonds totalling 300 M€ and mature in 2025, and a coupon of 1.875% (the lowest coupon ever for a Portuguese company). On the same date, BCR bought and then cancelled 192.7 M€ of the shareholding loan maturing in December 2016 (with a total amount of 600 M€). These operations allowed BCR to increase the maturity of its debt, lower its average cost and ensure greater financial flexibility.

Additionally, BCR renegotiated the terms of its two existing credit lines (extending their maturity, improving the financial terms and increasing the amount on one of those

loans) and requesting a new credit line with a three years' maturity. These operations allowed BCR to end the year with 375 M€ in credit lines with an underwriting guarantee (all of them with top financial institutions), of which 300M€ are unapplied.

BCR ended the year with a cash position of 228 M€ which, together with the available credit lines, allows the company to enjoy a very strong liquidity position, with all of its mid and long-term repayment of debt totally accounted for until 2017.

ENTRY OF SHAREHOLDING PARTNERS INTO BCR

In July 2015, Brisa Concessão Rodoviária, S.A. (BCR) informed the market about the alienation, in favour of several Brazilian-Portuguese investors, of four blocks of shares representing, in their entirety, 30% of the capital stock and voting shares pertaining to Brisa Concessão Rodoviária, SGPS, S.A., its only shareholder that holds, directly and as sole shareholder, the totality of the BCR's capital stock.

This alienation had no impact on BCR's operational, strategic and financial management, and affected in no manner whatsoever the ring-fencing structure created for the protection of investors.

As a result of this operation, Brisa Auto-estradas de Portugal, S.A. will continue to have control of Brisa Concessão Rodoviária, SGPS, S.A. and remains the holder of 70% of its capital stock and voting shares.

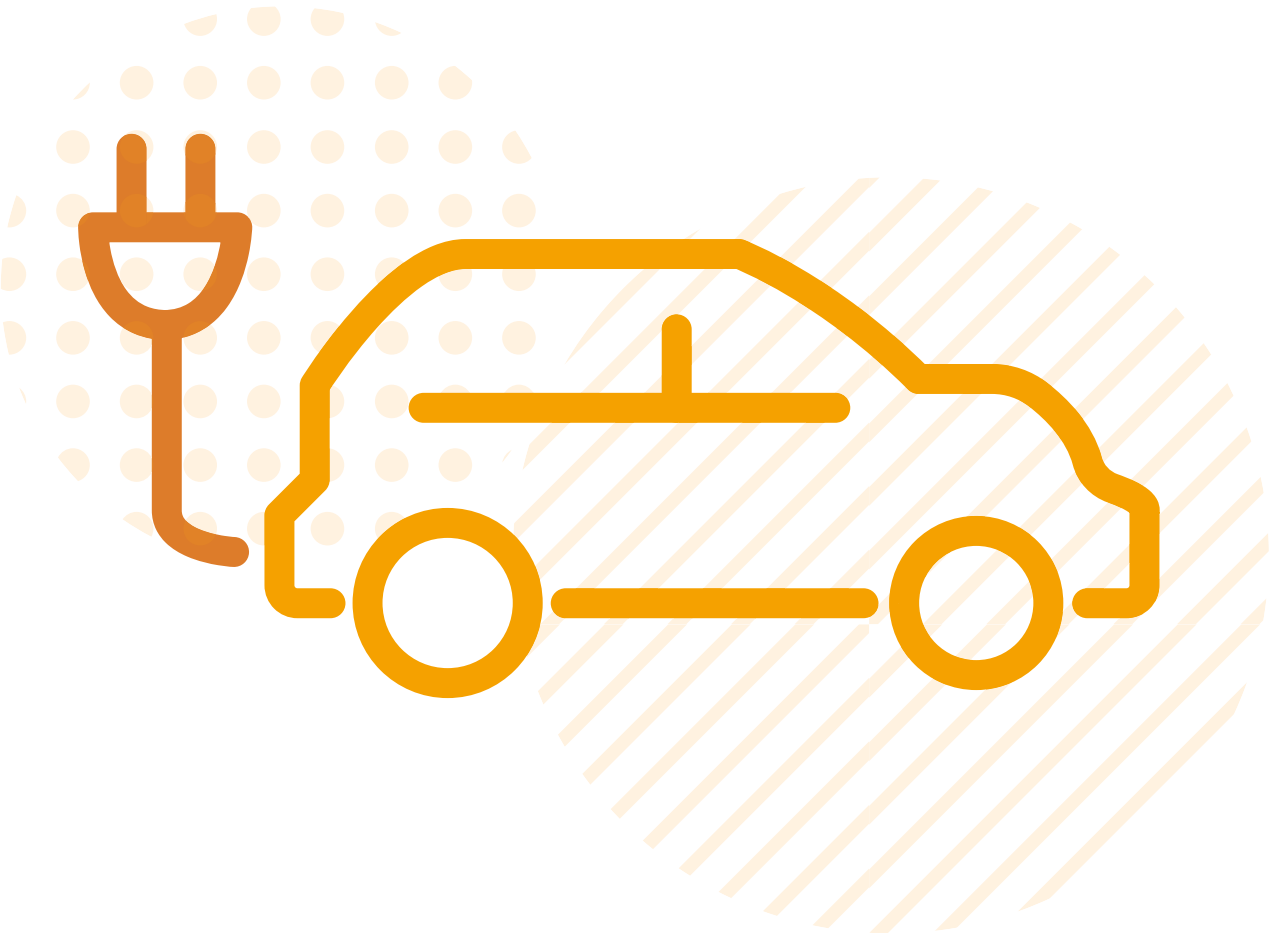
Rating of the BCR

Agencies	Rating	Outlook
Moody's	Baa3	(Stable Outlook)
Fitch Ratings	BBB	(Stable Outlook)

BCR ended the year with a cash position of 228 M€ which, together with the available credit lines, allows the company to enjoy a very strong liquidity position, with all of its mid and long-term repayment of debt totally accounted for until 2017.



Sustainable mobility



Material Topic

Courses of Action

Active Traffic Management

Innovation (Technology, New Services, Solutions of Mobility)

Intelligent management of Mobility

Customer service

Customer Care

Development of new solutions

Road safety

Monitoring of traffic accidents

Investment in infrastructure

Educational Program “Brisa in School”



Sustainable mobility is a critical factor for cities' management in a world where growing urbanization and the search for balanced development are fundamental. Mobility is increasingly becoming an essential requirement for both the improvement of peoples' living hoods and overall economic growth.

Sustainable mobility is a critical factor for cities' management in a world where growing urbanization and the search for balanced development are fundamental. Mobility is increasingly becoming an essential requirement for both the improvement of peoples' living hoods and overall economic growth.

Greenhouse gas emissions control, operative efficiency, resources management, behavioral change as well as a new regulatory framework are some of the factors that push forward towards a new approach to transportation and every mobility related services.

In this context, as a key player in the sustainable mobility sector, Brisa has changed its positioning from an infrastructure operator to a mobility solutions provider. This change at Brisa Group has been supported by its developments in fields such as active traffic management solutions, technology innovation and new mobility solutions, that have been tried and implemented, in the company's domestic market and abroad.

Operational Coordination Centre

Located in Carcavelos, at Brisa Group's head-office campus, the Operational Coordination Centre (OCC) centralizes emergency and patrolling operations, providing protection, road assistance and information to road users. This support is operated in strict collaboration with operational centers, all equipped with adequate means to take hold of local operations, as needed.

The OCC coordinates the resources required for an active traffic management, including assistance to road users and surveillance of traffic conditions. The OCC is also prepared to extend the provision of these services to future motorway networks. The OCC's activity is backed by road telematics equipment deployed throughout the network.


[MORE INFORMATION](#)
[WWW](#)

C
C
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CCTV - Closed circuit TV

735 Cameras

80% Coverage of network



Coordination of assistance system

POS

Radio

GPS

Telephone



VMP

207 Panel

72% Coverage of the Network



Nº of Assistance & Information

Reception and Return:

- Assistance | Rescue | Protection



Meteorological stations Environmental Control

35 Stations



Register Accident Data

System Activation

Traffic Information



Emergency Telephone SOS

1455 Reception and Return

Regular Operational Tests



Tunnels Monitoring

System Activation

Traffic Information

Today, there is a total of 207 variable message panels (VMPs), that provide real-time information to drivers, and 735 video cameras, of which 537 belong to the Brisa concession, which grants it coverage of around 80% of the total network. 1 455 SOS booths are deployed throughout this network to enable road users to request assistance when needed. The company has 35 meteorological stations to assess climate conditions throughout the network. This infrastructure allows Brisa Operação e Manutenção to gather all the necessary information to road operation, and in 2015 this was achieved with a 93% rate of independence from external means.

The OCC has access to a data base of all occurrences in the network, which enables its statistical treatment and analysis and thus contributes to the system's continuous improvement.

In 2015, road patrol covered 12 233 706 km, equivalent to an average daily coverage of 33 517 km, which included 115 719 interventions.

Via Verde

Via Verde is a toll payment system allowing non-stop electronic toll payment by means of radio communication between an on-board unit (OBU) and the roadside equipment (RSE). Via Verde Portugal operates and develops this Electronic Toll Collection system (ETC), with its primary focus on the national market.

The Via Verde system is presently used in over 3,000 kms of motorways and bridges, more than 119 car parks and 109 petrol stations are fitted with the system, which handles approximately 72,5% of toll transactions in Portugal.



Via Verde has currently over 3 million users, and it has covered more than 320 million toll transactions in road networks in 2015, with an 8% year to year growth.

With the additional car parks that use the Via Verde system, the number of electronic transactions in 2015 was over 13 million electronic which represents a 10% year to year growth.

In 2015, the Via Verde system became fully interoperable with Spain, and it is foreseeable in the near future to achieve interoperability in all toll motorways in Spain and France.

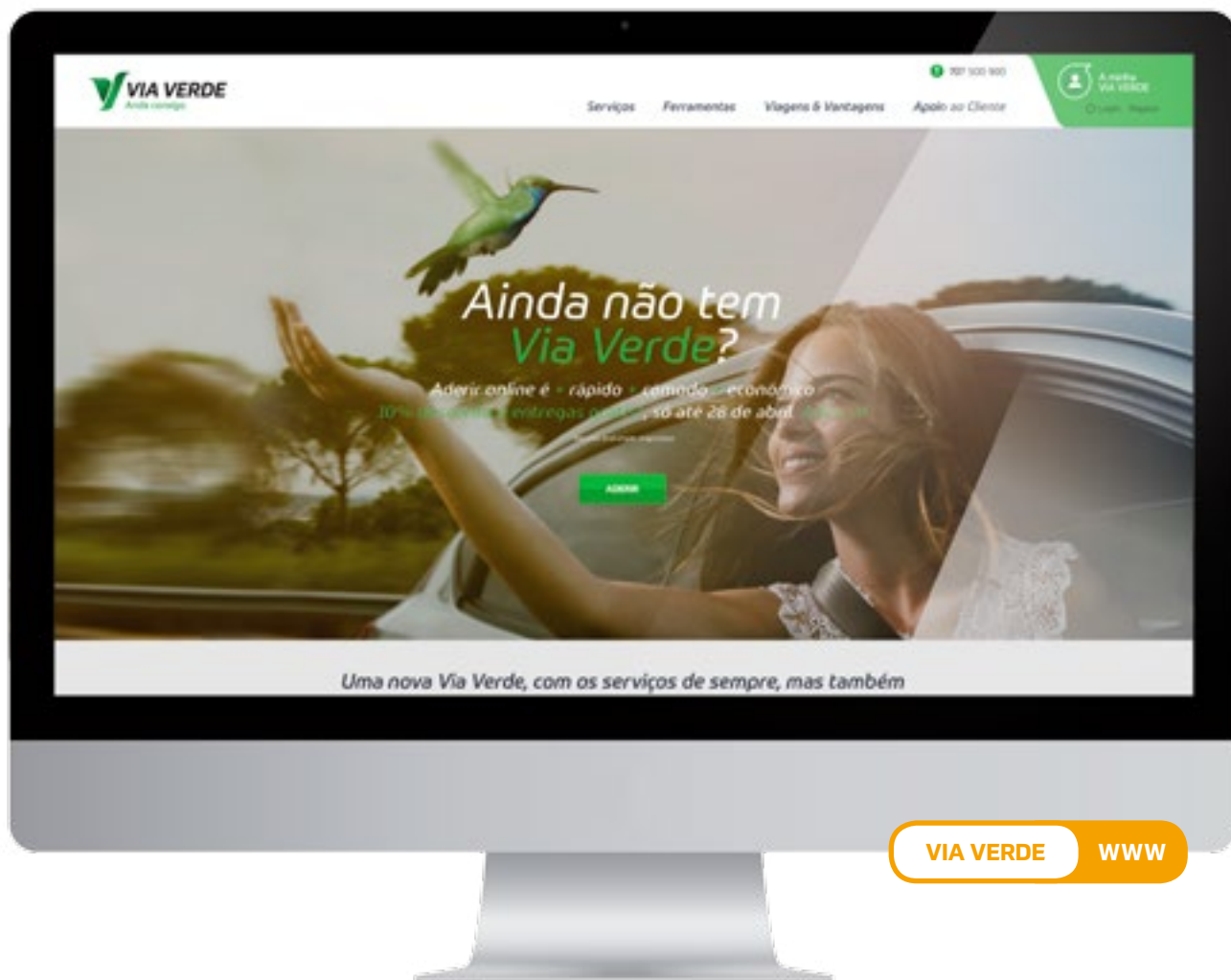
2015 was a year of evolution of its current business model, towards a more encompassing strategy based on the mobility concept, with a focus on the Via Verde brand repositioning. The brand has now a new image, a new logo, new services and a new digital ecosystem. A loyalty program for the Brisa Group, called Viagens & Vantagens, was another launch with the purpose of promoting the use of the full range of Via Verde's services.

PRODUCTS AND SERVICES

Currently there are about 995.000 customers registered at the Customers Portal "My Via Verde".

By the end of 2014, a multidisciplinary working group was created, with the name Oferta 2.0, with the objectives of bringing customer service to a higher level, creating a loyalty program aiming at improving demand and preparing a pack of new services focused on people's mobility needs.

A year later, in 2015, the project's first phase was completed with the creation of a new company, Via Verde Contact (VVC), with the mission to manage in an integrated manner the customer contact areas (including Mcall), and with the creation of Verde Serviços, a new company designed to manage Brisa's loyalty programme dedicated to Via Verde customers.



Via Verde services include the processing of Via Verde transactions, the maintenance of Via Verde's data base, contracts management, the sale of products and services, technical assistance to customers, attendance management, and the control and recovery of revenues.

With the creation of the new digital ecosystem (web and social media channels), Via Verde customer has now a new mobility related experience and a set of new functionalities integrated in a new dedicated area called "My Via Verde". It is worth mentioning the simplification of the online registration, which allows the customer to do simple tasks online such as buying a tag, have access to an online account report, or ordering an urgent delivery of a tag in 48 hours.

In 2015, Via Verde has started to develop the VVM Project (VVM standing for Via Verde Mobility). This project's scope is about transforming Via Verde from an electronic fee collection system into a new mobility service, able to pay all mobility modes, from transit transportation to taxis. In addition, VVM Project also plans to address the integration of street parking in the mobility system, responding by this to customers' expectations.

CUSTOMER INFORMATION

Aware of the fact that traffic information has a fundamental role in drivers' daily life, a Brisa has upgraded its communications channels in order to provide easy, reliable and relevant access to all available information.

Brisa provides free of charge to all drivers a set of tools and digital solutions which contribute to enhance service and road safety levels. This is possible due to the active traffic management infrastructure implemented by Brisa and managed at its OCC.

In November 2015, according to Brisa's new strategic positioning, Via Verde has become the group's commercial brand, and a set of new corporate structures has been set. Via Verde Contact has been created to centralize customer attendance and information, in a successful and seamless transition from the previous model.

Brisa has upgraded its communications channels in order to provide easy, reliable and relevant access to all available information.

TRAFFIC ALERTS

Since last November, an alerts service has been made available at www.viaverde.pt to Brisa's motorway network customers. This new service allows drivers to subscribe free of charge traffic alerts for their daily routes. These alerts can be segmented by motorway, substretch, direction, and also by time, enabling an enhanced time management.

Up to this time, these functionalities were available at Brisa.pt.

A Via Verde dá-lhe toda a informação útil

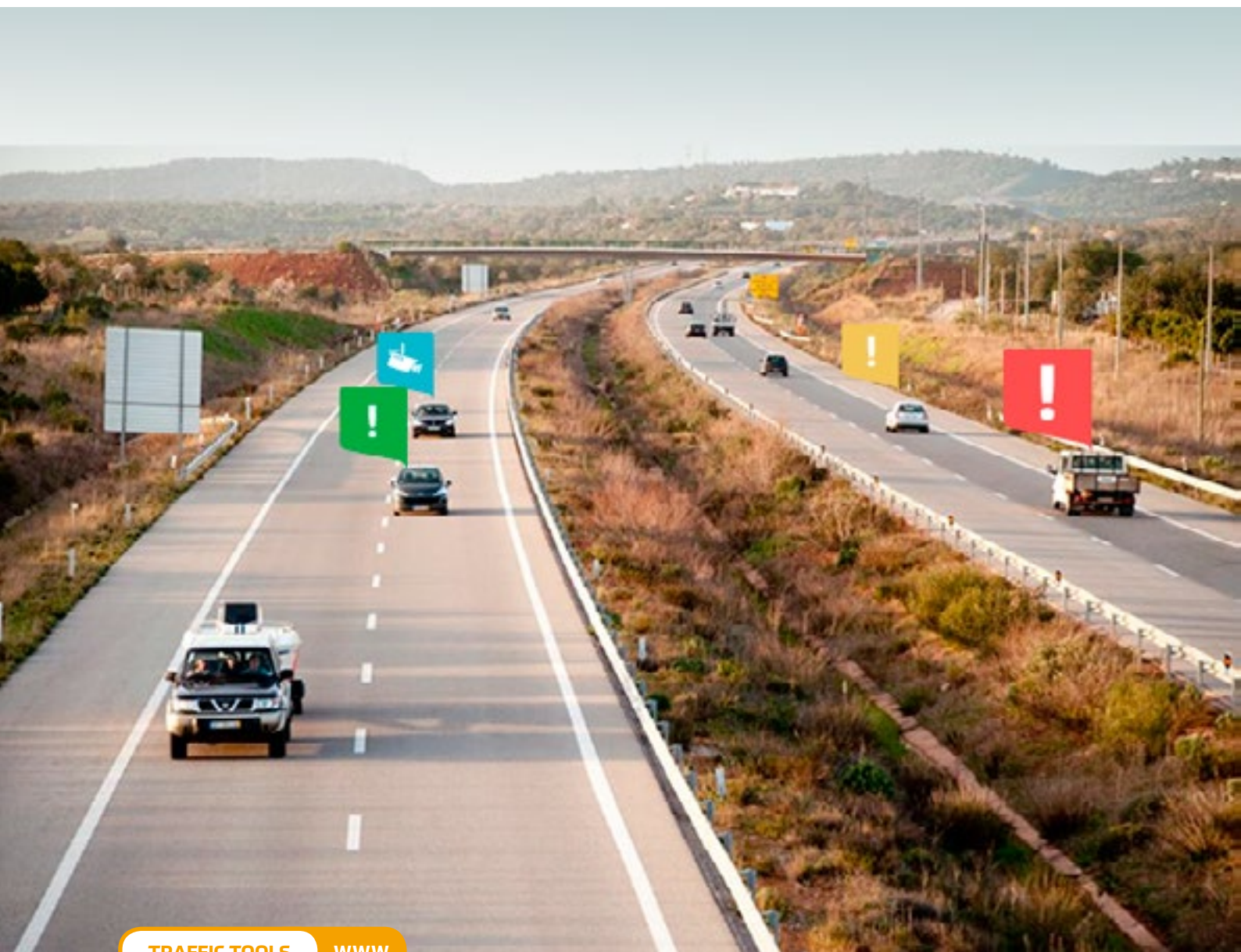
Agora tem todas as ferramentas que interessam, num único sítio.

Calculador de percursos
Defina as distâncias e descubra o valor das portagens.

Mapa de autoestradas
Consulte no mapa todas as autoestradas Brisa.

Informação de trânsito
Veja o trânsito em tempo real e configure alertas para os seus percursos habituais.

Mapa de serviços
Encontre a Via Verde: lojas, postos Galp, estacionamento e muito mais.



TRAFFIC TOOLS

WWW

WEBSITE [WWW.VIAVERDE.PT](http://www.viaverde.pt)

All information about the motorways network operated by Brisa O&M is available, since November, for PC, tablet and mobile phones. This data was previously available at Brisa's website (www.Brisa.pt).

Via Verde website and its mobile version have received a total of 854.000 pageviews, equivalente to 2340 daily pageviews. The website is a customer dedicated platform with nearly one million customers are registered.

VIA VERDE APP

In 2015, Via Verde launched a new mobile app that provides its users with a set of functionalities essential to manage their relationship with the company, such as vehicle license plate changes, change of address or transactions control. This app has already reached 130.000 and it is available for iOS and Android platforms.

On PC, tablet or mobile phone, Via Verde provides traffic information, with real time streaming, real time information service about traffic conditions, works, weather conditions, hazards or any other constraints to traffic, network information and a listing of services available to the road user. Combined, the Via Verde website and the Via Verde app had 5 million visitors in 2015.



AVAILABLE TO DOWNLOAD



Together, Via Verde website and Via Verde App, registered 5 milion visits in 2015.

VIA VERDE CUSTOMER SUPPORT – 707 500 900

Since November 2015m the two linhas de atendimento (Via Verde and Brisa) were merged into a single one, with the purpose of simplifying access to customer service.

The single number for assistance and information is a preferred tool to communicate with customers. It concentrates all the available information about the motorway network and it is available 24 hours a day, 365 days a year. Besides being a direct information channel for the customer about traffic conditions, it can also be used to ask for road assistance, to provide customer support to Via Verde customers as well as to respond to any questions or claims related to the Via Verde service. 124.409 calls were received in 2015.

TELEVISION

Brisa's circuit of cameras provides information in real time to Correio da Manhã TV.

VIA VERDE OUTLETS

In 2015, face-to-face customer service was available in VVP's outlets located throughout the country. These out-

lets provide a complete service for all matters related with the Via Verde service, easily and quickly. During 2015, these stores attended 711.691 persons.

Besides the Via Verde service, the outlets located within the Brisa concession also serve Brisa O&M and the clients of 4 concessionaires operated by Brisa O&M – Brisa, Douro Litoral and Brisal and the Litoral Oeste subconcession.

WRITTEN COMMUNICATION

The customer's opinion is fundamental for the Brisa Group and we therefore value all contributions that can improve the conditions of safety, circulation and comfort on our motorways.

In this regard, the customer has a wide range of means of contact available, ranging from the shops, the website, e-mail, letter, fax and the RSF forms available in the toll gates.

In 2015, around 30.098 communications were processed by the Operational Management Service in Brisa O&M Customers Department.

As a consequence of what has been already mentioned, all customer service provided from November onwards has been subcontracted to the new dedicated company, Via Verde Contact.

Mcall

Mcall is a Brisa Group company that provides dynamic Contact Centre services, with a remote multi-channel attendance, via telephone, electronic mail, SMS, Fax and the Internet.

The range of services delivered by the company has been developed in order to keep pace with both people's changes in behavior and the technological evolution in the sector, in order to provide its clients an updated and upgraded pack of services.

In 2015, a new Customer Attendance Platform was implemented through the aggregation of all the above mentioned services. Mcall has kept a stern focus on the excellence of attendance standards, the creation of new services and on the continuous improvement of first contact resolution, in order to deliver a complete and efficient service.

The total number of interactions of the contact centre in 2015 was 5.016. 934, with a growth of 5% over 2014.





In 2015, a new Customer Attendance Platform was implemented through the aggregation of all the above mentioned services

Service areas

Throughout the networks operated by Brisa O&M, there are 27 Service areas, located at an average distance of about 40 km apart. The management and maintenance of these units are the responsibility of the oil companies contracted as sub-concessionaires, and who in turn may subcontract other partners for the direct and specific management of some of the services, always with the supervision and approval of the concessionaire.

Although the operation of service areas is the direct responsibility of oil companies, Brisa pays close attention to ensure that this obligation is met, periodically and consistently reviewing the running conditions of infrastructures and service levels. In this regard an external company is

hired to carry out Food Quality and Hygiene audits and Mystery Customer visits in the service areas in the network operated by Brisa.

The management of the Service Areas pays an increasingly sharper focus on the quality of the service provided and on customer satisfaction. For this reason, as from 2010 Brisa decided to award a Service Quality Prize, which rewards the performance and customer service quality provided by each Service Area in the Brisa network and encouraging their continuous improvement. The prizes awarded in a year are based on the performance of the Service Area in the previous year with regard to Food Quality and Hygiene, Mystery Customer, Complaints received and infrastructures.

In 2015, prizes were awarded to 6 service areas.

Customer satisfaction

Monthly customer surveys are conducted in order to implement specific measures to improve service levels in contact channels. In 2015, the average global level of customer satisfaction in each of the services analysed (on a scale from 1 to 4) was positive:

- **Call Line for Assistance and Information: 3.3**
- **Roadside assistance: 3.71**

45 million euros invested in infrastructure development

Sustainable development presupposes the existence of quality infrastructures which, in Brisa's case, act as catalysts for regional mobility, through the promotion of accessibility with high levels of safety and comfort.

Although operating in an adverse macroeconomic context, Brisa invested in its main concession, helping to create evident improvements in customer service, and helping to improve productivity and competitiveness in the regions where it operates.

The direct investment in the network under concession totalled 45.1 M€, mostly allocated to road improvement and road surface reinforcement works. Considered here as an investment, the value of major repairs is considered in the accounts as an operating cost.

Lane widening works in various sub-stretches went ahead as planned, as established in the concession contract.

The contract for the widening and improvement works to 2x3 lanes of the Carvalhos / Santo Ovídeo sub-stretch on the A1, started in the 3rd quarter of 2014, continued under way during 2015.

The contract for the design/construction of the New North Tunnel of Águas Santas, included in the widening works

of the Águas Santas / Ermesinde sub-stretch on the A4 – Porto / Amarante motorway also awarded in 2014, started in the 3rd quarter of 2015.

Conservation of the network

At road maintenance level, in addition to various specific interventions made, the following improvement and pavement works were completed, totalling 57km in length:

- sub-stretch Espinho / Carvalhos, on the A1;
- toll plaza of the Coima Junction and A6 Junction / Alcácer do Sal sub-stretch, on the A2;
- Santo Tirso / Famalicão (S/N) and EN201 / Ponte de Lima Norte sub-stretches, on the A3;
- Oeiras / Carcavelos sub-stretch, on the A5;
- Ançã / Zombaria sub-stretch, on the A14.

Four viaducts – Arapouco, Albergaria and Burgão, on the A2, and Zável on the A6 – and various hydraulic crossings on the A3 and A14 underwent repair and structural reinforcement works.

On the Leiria Junction and A9, works concerned the maintenance of slopes. As of 31 December 2015 various pavement improvement works (Ermesinde Junction and EN335 / Ançã sub-stretch), as well as slopes and engineering works were under way on the A1, A2 and A9.

Tenders are under way for pavement improvement and reinforcement works on the A2 and A6, covering approximately 38 km in length.

In 2015 BCR inspected its road infrastructure on a regular basis, monitoring pavements, slopes and containment structures and other works. The resulting information will be used in improvement, reinforcement and stabilisation projects.

During the 2nd half of the year acoustic barriers were installed on the Carregado / Aveiras de Cima sub-stretch (A1) and Baltar / Guilhufe sub-stretches (A4).





Road safety in 2015

At Brisa, the safety of its motorway network is a priority materialized through rigorous policies in fields such as active traffic management, maintenance and operation of the network and information and communication campaigns. Among the actions that are undertaken it is worth to highlight the motorways' improvement and widenings works. These investments aim to improve driving conditions, increase the number of lanes on stretches subject to road widening works as well as the retrofitting of road signals and road equipments.

2015 road safety performance at Brisa Concessão Rodoviária was overall positive, with a significant decrease in core indicators such as the rate of traffic accidents (-22%), the traffic accidents index (-13%), in a year of strong traffic growth (+7%).

All the indicators were calculated in accordance with the Glossary of APCAP's Road Safety Statistical Directory.

Rate of Traffic accidents = Total no. of Accidents / Km travelled (108 Vehicle * km)

Rate of Accidents involving victims (Traffic Accidents Index) = Accidents involving victims / Km travelled (108 Vehicle * km)

- Rate of traffic accidents = - 21,92%
- Rate of accidents involving death = +15,38%
- Rate of accidents involving serious injury = +22,21%
- Rate of accidents involving minor injury = - 16,46%
- Index of traffic accidents = - 13,41%
- Mortality rate = +9,05%
- Rate of serious injury = +32,95%
- Rate of minor injury = - 10,69%

Nonetheless, this positive trend on road safety, which is an outcome of a continuous investment in solutions and systems, is counterbalanced by the negative trend of road accidents seriousness, which is expressed by an increase in the number of fatalities and serious injuries. Human behavior seems to be the factor to be addressed to respond to this later challenge.

This is why Brisa will keep its commitment to road safety and increase its endeavor to promote a road safety culture that helps to save lives.

EVOLUTION OF THE RATE OF TRAFFIC ACCIDENTS

2015
32,11

2014
41,13

2013
39,51



Rate of Traffic accidents = Total no. of Accidents / Km travelled (108 Vehicle * km)



BRISA AT THE SCHOOL PROJECT 10TH ANNIVERSARY

BRISA NAS ESCOLAS

WWW

Brisa has a long track record as a key private player in road safety in Portugal, with a strong focus on the creation of a road safety culture in the country and on the younger groups of the population. To the general public, Brisa invests in mass media road safety campaigns. To the younger generations, Brisa has a specific programme directed to children in primary school, launched for the first time, in 2005, and targeting children from 6 to 10 years old.

The purpose of this project is to respond to the road safety education needs of younger generations, through actions that bring children in contact with key notions about their own road safety. In 2013, the programme was updated with new contents, new materials, and the opening of the programme to environmental themes.

In the school year of 2014/2015, the programme engaged with 293 schools, 20.360 students and 1.132 teachers, ensuring the continuity of Brisa's commitment to road safety education.

2014/2015	Primeira a Segurança	Primeira o Ambiente
Nº of Visitors	245	48
Nº of Students	18 560	1800
Nº of Teachers	970	162



ROAD SAFETY FIRST

In its 10th year, the Road Safety First programme is an experience based either on visits to one of the Group's Operative Centers, or on the Programme's visit to a school or set of schools. Both options are a circuit through different basic notions, from an explanation and experimentation of children's retainment systems, to the contact of road signs and to the direct contact with the road assistance's vehicles and crew. The purpose of this programme is to stimulate the children's interest and commitment to road safety best practices, in a playful and educational experience.

ENVIRONMENT FIRST

Besides Road Safety, Environment and Biodiversity are strategic activity areas for Brisa. The company strives to achieve a positive global balance for its impact on biodiversity. The Environment First is a project belonging to the Brisa Educational Program and aims to promote these issues. One of the project's initiatives is the organisation of school visits to the EVOA – Bird Observation and Visitation Space, at the Lezíria of Vila Franca de Xira, 35 km away from Lisbon. These visits promote awareness of biodiversity issues and the importance of natural habitats through the observation (both real and virtual) of birds right in the middle of the Natural Reserve of the Tagus Estuary. The project is aimed at all primary education schools, as well as the student's families and the teachers' community.



EVOA

WWW

BRISA STUDENT DRIVE CAMP

Brisa Student Drive Camp is a new initiative directed to a different audience, integrated in a national project that elects a city each and every year as Roa Safety Capital for the Young.

The programme includes different activities that aim to give secondary school students a special contact with driving and cars, and raising their awareness about road safety best practices and behavior. The programme is a result of a partnership between Brisa and Forum Estudante, and it ultimately aims at developing a network of road safety ambassadors all over the country.

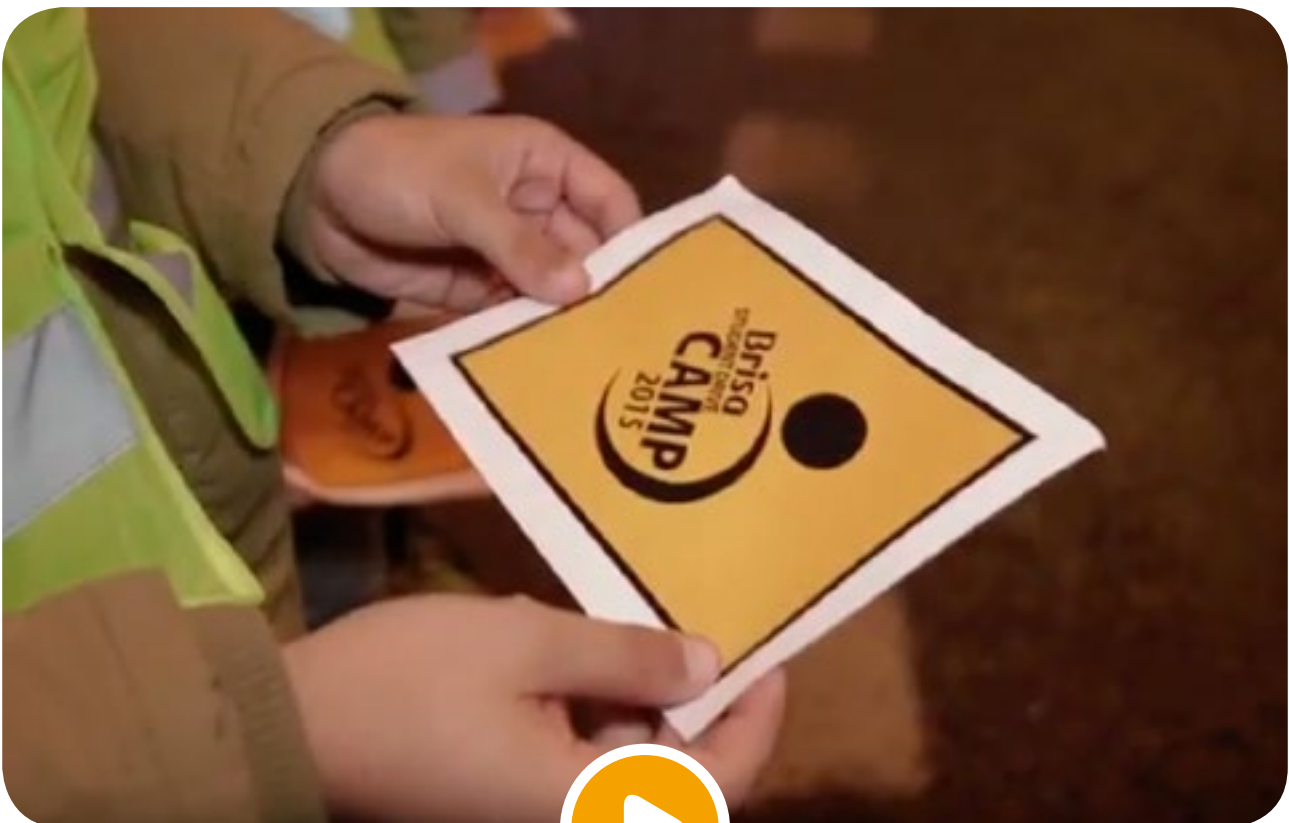
National road safety statistics support the relevance of this subject among younger people. It is a fact that road accidents with young people have been decreasing, but 3 out of 10 accidents kills or injures people less than 25 years old.

Accidents in weekends are responsible for 40% of fatalities and serious injuries in drivers between 18 and 24 years old. And half of the total number of killed or injured people at this age are victims of off the road accidents.

BRISA STUDENT DRIVE CAMP

[WWW](#)

After its presence in Aveiro, in 2015, Brisa Student Drive Camp 2016 will be a key event of Leiria Capital Jovem da Segurança Rodoviária, a partnership of Brisa, Leiria City Council, Fórum Estudante and Leiria's Polytechnical Institute.



Brisa Student Drive Camp - Aveiro 2015

DON'T USE YOUR MOBILE WHEN YOU DRIVE

In the summer of 2015, Brisa launched a campaign to prevent one of the most recent causes of road accidents: the use of mobile phones when driving.

The campaign had the endorsement of ANSR (Autoridade Nacional de Segurança Rodoviária, the national road safety agency), and support from mobile phone operators MEO, NOS and Vodafone, with the theme: “Não use o telemóvel enquanto conduz” (Don't use your mobile when you drive).

The campaign used images from logos of some of the most used mobile apps, destroyed in off the road accidents and collisions in a motorway scenery. The message was split in three themes - SMS, e-mail and mobile phone calls – and supported by statistics. The steering wheel icon over the mobile phone was used as prohibition symbol, and it will be used in some of the group's road signs.

Today we know that using your mobile phone while driving multiplies the chance of accidents occurring by a factor of 23. Portugal has one of the world's highest figures regarding the use of mobile phones while driving:

- 31% of Portuguese people admit to sending and reading SMS messages while driving;
- 59% of the Portuguese admit to talking on the phone while driving, which makes Portugal one of the worst examples when it comes to use of phones while driving. As an example, the percentage in the United Kingdom 20%.

Therefore, the Safe Summer Campaign aimed to raising awareness among Portuguese families of the real risk of using mobile phones while driving.

IMPACT LESSON CAMPAIGN

Road accidents are the leading cause of death and serious injuries to young people up to 24 years. An unavoidable and alarming fact that is urgent to reach the awareness of drivers and candidates for drivers in this age group.

For this reason, Brisa decided to launch a new communication campaign and sensitization addressed to young drivers in order to increase their awareness for safe driving. The campaign is called Impact Lesson and is the product of a partnership with Leo Burnett, the Salvador Association, the Infante Driving School Restelo and Tita Driving School.

The campaign premiered on March 2016, on social networks and other digital media, in addition to Brisa website, and has 5 online videos documenting the first practical lesson of young people who are taking the driving license. But more than driving class, these young people are surprised with a life lesson.

It is at this context that the Impact Lesson, a project that meets the future drivers - even before they are drivers.

The students had their first driving lesson in which they were faced with real situations with serious and striking consequences. This lesson had the support of Sarah, of Peter, of John and Bruno, serious accident survivors who described to students the real effects, often fatal and often avoidable, from dangerous driving.

The Impact Lesson is increasing the action of Brisa for the promotion of road safety, namely the creation of a road safety culture.



IMPACT LESSON

WWW

Road Safety Campaign
Impact Lesson



31% DOS PORTUGUESES TROCAM MENSAGENS ENQUANTO CONDUZEM.

CONCENTRE-SE NA CONDUÇÃO E NÃO USE O TELEMÓVEL.
BOAS FÉRIAS EM SEGURANÇA.

Frente - Centers for Disease Control and Prevention



COM O APOIO

MEO

NOS



ANSR
SISTEMAS AUTOMÁTICOS DE
VIGILÂNCIA INTEGRADA



WBCSD

Sustainable Mobility Project 2

Sustainable Mobility Project 2 (SMP2) is an initiative of the World Business Council for Sustainable Development, with the commitment of 15 of its member companies, led Brisa, Ford and Toyota, which aims at responding to the sustainable urban mobility challenges cities and metropolitan areas have to face.

The project had a duration of three years (2013-2015) and its main focus was to develop a methodology to support design, development and implementation of urban mobility plans, with positive impacts in four fundamental dimensions – environment, economics, social and mobility system performance.

The methodology combines the following components:

- The diagnostics are based on 19 indicators, which cover topics as “Global Environment”, “Economic Success”, “Quality of Life” and “Performance of the Mobility System”. The result of the application of these indicators to a city, or metropolitan area, helps to define objectives, of progress and of improvement, and to objectively and quantitatively substantiate the respective priorities;

- To support the decision-making process that follows concerning the best solutions to adopt, there is a toolbox that identifies, describes and organizes the technological and other types of solutions that are already available on the market for application, among 300 solutions, and dynamically classifies them according to the priorities which a given city proposes to address. In this way, cities gain a robust process that will help them to draw up a roadmap or strategic mobility plans;

- A “catalog” of funding options, which works in the same environment as the solution finder.

The project tested this methodology in collaboration with 6 cities - Lisbon, Hamburg, Campinas, Chengdu, Indore, Bangkok -, which agreed to get involved in the project, in order to calibrate the respective components, and to have a tool that can be replicated in other cities, in other countries.

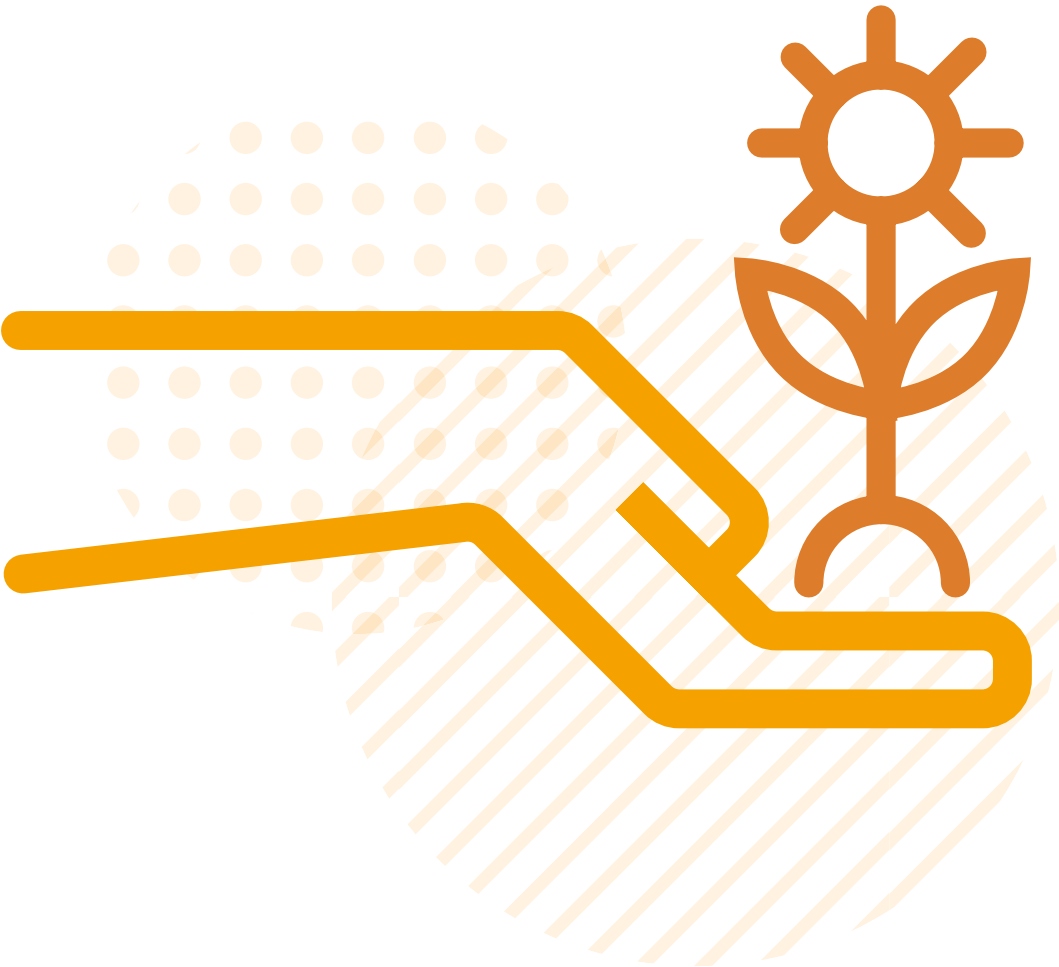
The project's partners are: BMW, Bridgestone, BP, Brisa, Daimler, Deutsche Bahn, Fujitsu, Ford, Honda, Michelin, Nissan, Pirelli, Toyota, Volkswagen.

“Mobility that contributes towards sustainable development through the improvement of the circulation of people and goods, without sacrifice from future generations (minimization of traffic accidents, reduction of the environment impacts and of the use of natural resources), with differentiated options that best address mobility requirements (safe, reliable, comfortable, fast, viable, etc.) and allow their free choice by users based on adequate information”.



CITY
DEPARTMENTS

The Environment



Material Topic

Courses of Action

Eco-efficiency and Environmental Management

- System of Environmental Management
- Indicator of eco-efficiency
- Environmental objectives
- Energy efficiency projects

Biodiversity

Brisa's Biodiversity Program

Climate Change

- System of indicators for sustainable mobility
- EVOA Project
- Masters and other studies



Environmental Policy of Brisa Group

The Environmental Policy of Brisa Group aims, essentially, at raising the awareness and commitment of all the collaborators of its organs/companies to the adoption of environmental management best practices, and to promote their adherence to goal-oriented environmental management.

The promotion of environmental quality – in the development of its business and operations in the internal and external markets – is a primary goal for the Grupo Brisa, together with profit growth and social betterment, by way of a continuous improvement in processes and an integrated management of risks and innovation, with the purpose of creating value for all stakeholders.

To achieve that, and by deploying the current Environmental Policy, the Grupo Brisa is committed to incorporate in its operational targets, in its projects and actions, as well as in its procedures and techniques, the following principles and guidelines:

To promote the group's values for environmental matters, leading all collaborators to comply with the values and principles consigned in the Code of Ethics, the applicable legislation and all relevant regulations and, moreover, of the environmental, quality and innovation procedures that the group has adopted;

To invest in the development and continuous improvement of the group's ability to apply environmental management to the operation and maintenance of motorways, as well as in the incorporation of environmental management in any future evolution of the business model and of the group's activity, thereby contributing to an environmentally-focused planning and management of the territory.

To adopt eco-efficient techniques and management models that foster the optimisation of the usage of natural resources, and the lowering and prevention of the environmental impact inherent to group's activity, and that contribute to increase environmental performance and pollution prevention;

To integrate the opportunities and risks associated with the environmental dimension of the business in the group's risk management policies;

To optimise the management of waste produced the group's activity, namely via a continuous development of a policy focused on reducing, reusing and recycling of said waste;

To integrate the protection of ecosystems and biodiversity in the group's everyday's processes, as well as to promote the increase in value of the services to the ecosystems, by way of partnerships that promote and manage the natural heritage;

To develop business solutions that address the challenges and opportunities in climate change, namely by developing techniques, services and systems that promote sustainable mobility and, complementarily, by supporting scientific research and actions that raise public awareness;

To promote the adoption by the group's vendors, namely on a contractual level, of the best practices in environmental management;

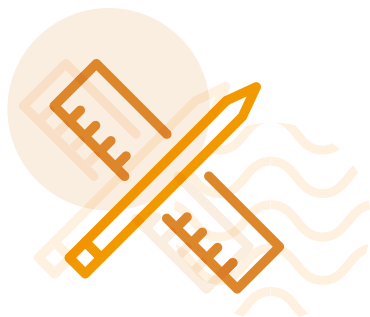
To guarantee the external disclosure, by way of a duly audited report, of the evolution of environmental performance of the business, in a three-way perspective of openness, transparency and accountability before all stakeholders.

Environmental Management System

The prevention and lowering of environmental impact and risks are a well-established practice at Brisa, particularly in the founding aspects of its activity: projecting and building motorways and their respective operation and maintenance.

In time, and seconding the evolution of scientific knowledge about these subjects, Brisa's environmental management system has been addressing new themes and matching new criteria, aiming at operational eco-efficiency, as well as that of support activities. A strategic leverage for the evolution of this system was the development of metrics and the systematisation and centralisation of the fundamental information about the Group's environmental management, defined and implemented in 2009. The Eco-Efficiency Index and the Sustainability Management Information System that supports it is the result of this action.

The work carried out by Brisa within the scope of the Sustainable Mobility Project 2.0, by WBCSD, is the precursor of a broader action and vision, by the company, of all aspects of Mobility environmental management.



PHASE 1 Project

1. Coordination of environmental studies / projects
2. Minimization measures:
 - > noise reduction
 - > water runoff treatment systems
 - > landscaping
 - > wildlife crossings
3. Environmental monitoring:
 - > surface water
 - > noise
 - > fauna
 - > flora
4. Draw up a Procedure Manual
5. Stakeholder involvement in the project
6. Incorporation of minimization measures in the project



PHASE 2 Building

- > Specification of environmental criteria
- > Ongoing environmental training
- > Implementation of an environmental management system
- > Environmental monitoring of contract works by teams of Brisa and of the contractor
- > Environmental monitoring
- > Archaeological monitoring
- > Integration and recovery of the landscape of all the areas affected
- > Environmental audits
- > Installation of acoustic barriers



PHASE 3 Operation

- > Execution of general environmental monitoring plans
- > Monitoring of wildlife
- > Monitoring of flora
- > Cleaning campaigns
- > Control of the growth and planting of tree and bush species
- > Control of infesting and invasive species
- > Preventive action against the propagation of forest fires
- > Installation of acoustic barriers
- > Landscape integration projects

Eco-efficiency Indicator

CHALLENGES TO ENVIRONMENTAL PERFORMANCE

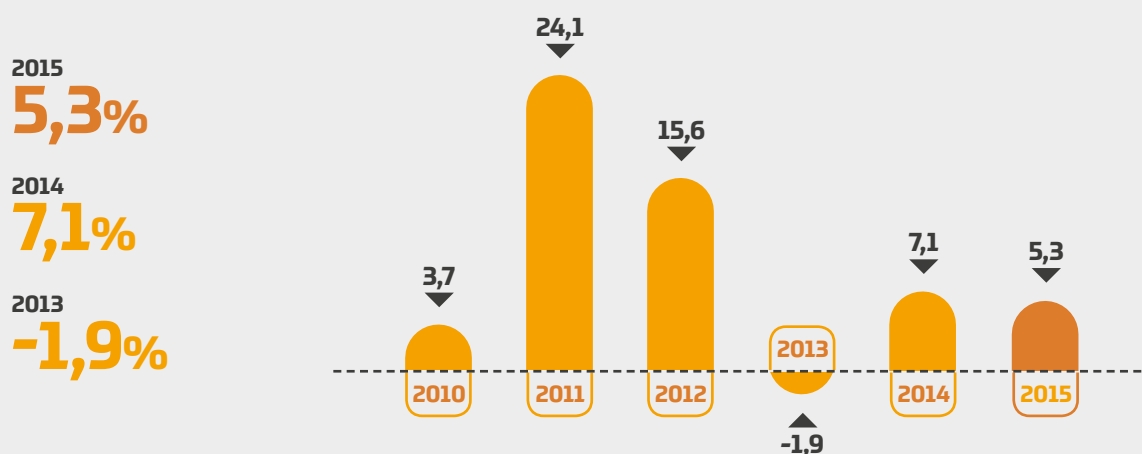
Brisa maintained its effort and ongoing improvement work related with its respective environmental performance that it started in 2009, when it set objectives for five critical areas: electricity consumption, fuel consumption, water consumption, waste production and greenhouse gas emissions.

In the last five years, Brisa has managed to achieve the global objective of implementing more efficient systems and procedures to manage the main consumptions and impacts of its activity.

After the major impact felt in 2013 by the inclusion of the BCI (Brisa Conservação de Infraestruturas – Brisa Infrastructure Conservation), one sees that in 2015 Brisa's environmental performance is positive, as it was in 2014, with energy efficiency and environmental gains.

This improvement in the overall performance, reflected in the Eco-efficiency indicator, should be interpreted as a sign that the work undertaken so far needs to be continued and that variations should be interpreted and looked at as a management tool.

ECO-EFFICIENCY INDICATOR



The environmental indicators presented are the basis for the calculation of the organization's eco-efficiency indicator. This indicator measures the creation of value by the organization, measured by its activity – number of km operated – against the environmental impacts arising from it – in this case accounted by the consumption of water, electricity, the generation of waste and GHG emissions.

$$\text{Eco-efficiency} = \frac{\text{Value of the product or service}}{\text{Environmental impact} = \text{no. kms operated} + (\text{electricity consumption} + \text{water consumption} + \text{generation of waste} + \text{GHG emissions})}$$

In 2015, the eco-efficiency indicator recorded a positive performance of 5,3%, after five consecutive years with gains in eco-efficiency, followed by a negative indicator in 2013 due to the inclusion of the BCI in the Brisa Group's consolidated information.

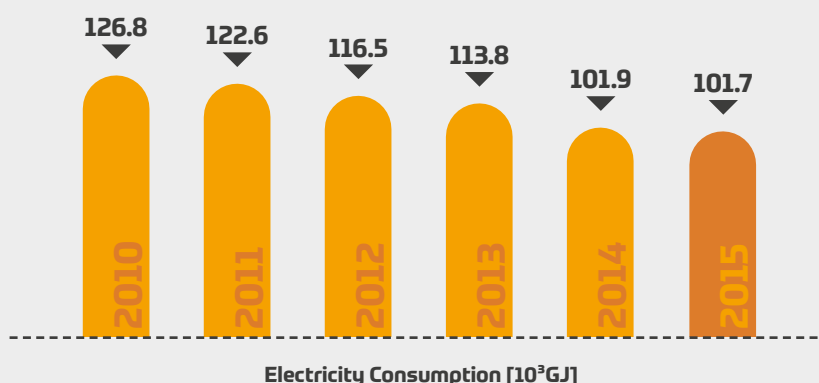
In 2015, the positive trend verified in the five previous years was maintained, with consistent progress in terms of eco-efficiency, reinforcing the organization's and its employees' increasing alignment with the values of efficiency. This positive indicator, simultaneously economic and ecological, is a good reason to believe that Brisa will continue with the same level of commitment in the following years.

ELECTRICITY

2015
101.7

2014
101.9

2013
113.8



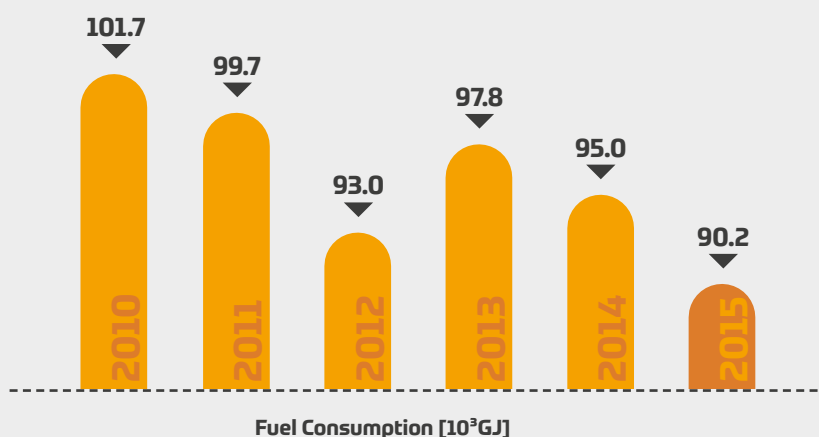
Between 2010 and 2015, electricity consumption by the Brisa group recorded a 20% reduction, thereby justifying the decision taken, since 2009, to monitor and centralise all environmental information, reinforcing the group's excellence in energy efficiency initiatives.

FUEL

2015
90.2

2014
95.0

2013
97.8



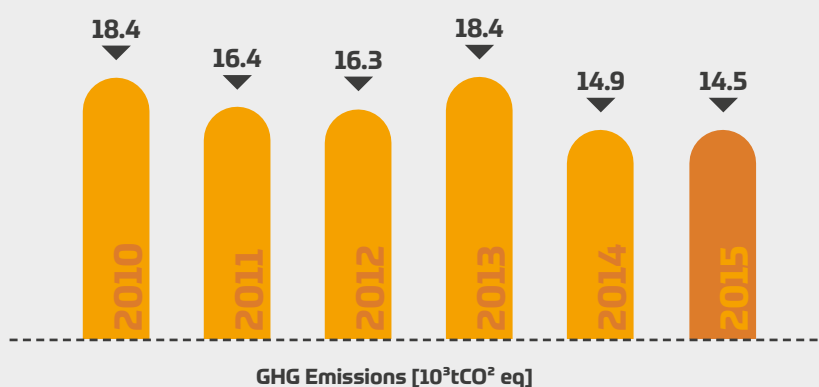
Fuel consumption recorded a decrease of 11% over the last five years, despite the 2013 increase caused by the integration of BCI's automobile fleet. It was therefore possible, by increased operational efficiency and the positive impact of the fleet management measures taken by Group, to return to the savings' cycle, noticeable since 2010.

GHG EMISSIONS

2015
14.5

2014
14.9

2013
18.4



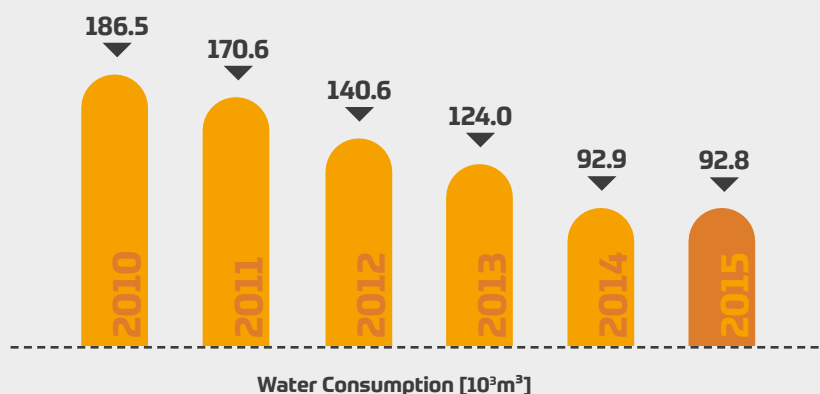
In Brisa's case, greenhouse gas emissions result from the company's consumption of electricity and from the fuel consumption of its automobile fleet. From 2010 till 2015 a 20% decrease in emissions was recorded, due to an increase in electricity and fuel consumption efficiency.

WATER

2015
92.8

2014
92.9

2013
124.0



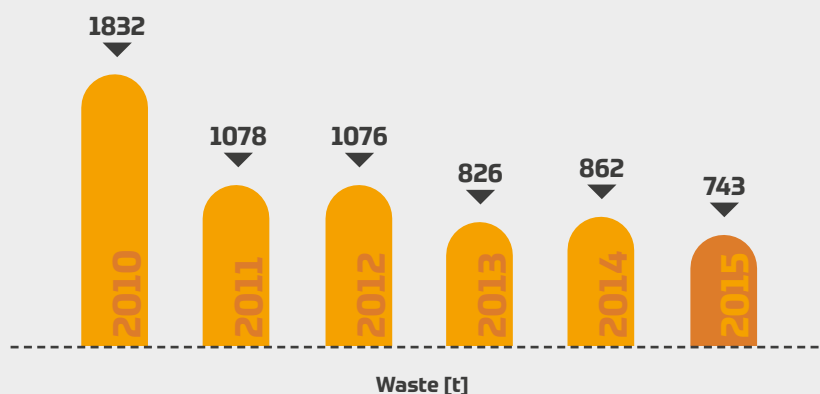
Water consumption due to the group's activity decreased by 50% between 2010 and 2015. This is the result of a transversal policy of adopting new technologies, changing behaviours related to the usage of water by the company and to the last several years' favourable weather conditions.

WASTE

2015
743

2014
862

2013
826



Over the last three years, the production of waste has stabilised and started to display the results expected by the group as a result of its increasingly efficient waste management. Waste from the operation and maintenance of the motorway network is gathered and stored in the Operational Centres all over the Country. Its disposal by entities qualified for that purpose is requested only when justified by its accumulation. This procedure means that there may be years without waste production being recorded, just because no waste had to be removed. On the other hand, in other years very high values may be recorded, which does not mean that more waste has been produced, but rather that it was disposed of in that same year.

To invest in the development and continuous improvement of the group's ability to apply environmental management to the operation and maintenance of motorways, as well as in the incorporation of environmental management in any future evolution of the business model and of the group's activity, thereby contributing to an environmentally-focused planning and management of the territory.

Projetos de eficiência energética

CLIMATE CHANGE

Brisa is aware that the global issue of climate change indirectly affects the company's business, and that it will have an increasing impact in the medium and long terms.

Brisa's response has been focused on making a detailed and comprehensive inventory of its greenhouse gas (GHG) emissions, both direct and indirect, and on establishing long term quantitative targets in order to limit these emissions. In order to improve its knowledge of the risks and opportunities for the organization, the Group has participated in projects and studies on the topic of climate change.



MOTORWAYS' LIGHTING EFFICIENCY STUDY

With the intended goal of increasing the efficiency of its resource management, Brisa deployed an energy efficiency system in parts of its motorway lighting grid, thereby contributing to significantly reduce the related power costs and environmental responsibility.

This project required an investment of 1 million EURO and is based on changing the exterior lighting fixtures and thereby allowing an annual saving of around 275 M€ on electricity consumption alone. With an estimated duration of eight years, from 2013 till 2020, 19,000 lighting points are expected to be changed across the whole motorway network.

In 2015, BCR followed through with its electronic ballasts' project and installed around 2300 units, having already placed electronic ballasts in around 59% of the existing lighting fixtures. This project also includes the placement of new bulbs to achieve maximum energy efficiency by way of the luminous flux variations allowed by these ballasts.

In 2015, the pace of the electronic ballasts' replacement was kept, thereby ensuring the continuity of energy efficiency increases; however, there was no lowering of consumption due to the increase in recovered lighting fixtures.

TELEMATICS PROJECT

This project consists of the installation of solar energy panels as a power source for the telematics equipment available throughout the network and focuses particularly those places where access to the power grid is not possible. In 2015 there were no new installations, and the existing deployed equipment, powered by alternative energy sources, namely solar, was kept.

This project ensures energy efficiency via alternative power sources usage, without the need to resort to electrical power obtained from the grid.

NWPY SOLAR PROJECT

The Solar Project of the NWPY concession is based on a power purchase agreement (a.k.a. PPA) with Solture Energy Capital. This agreement has been established for a period of twenty years and covers the installation, operation and maintenance of solar panels, on seven sites, with a total installed capacity of 62 kW.

The system has been 100% operational since June of 2011. In 2015, 94,406 Kwh of energy were generated, that is: 340 GJ.

“...from 2013 till 2020, 19,000 lighting points are expected to be changed across the whole motorway network.”

BRISA DRIVING ACADEMY (BDA)

Brisa's BDA driving project started in 2011 with training tasks aimed at improving the attitude and behaviour of the company's drivers by providing them with theoretical and practical tools that enabled them to drive more safely and ethically, as well as being ecologically and savings oriented, and thereby create a driving culture across all aspects of their personal and professional lives in agreement with the new paradigms for road mobility.



Academia Brisa
de Condução
Mobilidade sustentável

In 2015, no energy savings related to this project were calculated, but the group is quite certain that the savings in fuel consumption were boosted by this project and by other specific initiatives deployed at the level of Brisa's automobile fleet.

MEASURES APPLIED BY FLEET MANAGEMENT

Brisa's Fleet Management has undertaken several measures and programmes that take place simultaneously and across several subject matters.

In 2015 we continued to optimise the management of the number of vehicles in the fleet, their age-tiering profile, engine downsizing and power source distribution (fossil fuel engines vs. electric vehicles), training provided by BDA targeted to safety awareness and behavioural changes, participation in the deployment of the power consumption rationalisation plan, all were assuredly contributors to make Brisa more environmentally sustainable.

At BO&M, one of the largest fleet users (around 36% of all vehicles), the management measures were:

IMPLEMENTATION OF MEASURE M1

Description

Implementation of a process that allows, in good time, the collection and validation of consumption and mileage figures per vehicle (in litres and kilometres).

Specific listings for the calculation of the fleet's mileage were devised, the completion of which is forecasted for the first quarter of 2016. With these tools, one expects a friendlier monitoring of fuel consumption.

IMPLEMENTATION OF MEASURE M2

Description

Training tasks in Eco-driving.

In the case of BO&M, more than 37 collaborators were trained (29% of the total of trainees) in Eco-driving (Academy Level I).

Since the beginning of the programme (September 2011), the BO&M (Brisa Operação e Manutenção – Operation & Maintenance) has got 436 collaborators trained in economy, safety, social & environmental sustainability.

IMPLEMENTATION OF MEASURE M3

Description

Downsizing of engines from 1.5, 1.6 and 1.7 litres to 1.4 litres – Motoring harmonisation.

Actions proceeded according to plan, and vehicles assigned to AR Senior Staff were affected and are all on their way of reassignment to 1.4 motoring.

IMPLEMENTATION OF MEASURE M4

Description

Studying of alternatives (brand/model/motoring) and assorted technical and technological improvements.

- Kick-starting of the purchasing process (due in February of 2016) of eight additional units, all 100% electric (VW eup.) Said vehicles are to be assigned to groups in P. Lima + Maia + Coima + Almodôvar + Carcavelos + Loures. A small network of freighters was also kick-started at the farthest ends of this network,

all with HC 22 KVA and 7.4 KVA. Each freighter has got a power meter and RFID beds.

A consumption registration process for these vehicles is currently being implemented.

- 28 new AR van units (6 Ford and 22 VW) are already prepared for lower CO₂ emissions; in 2016 13 new VW units have already been purchased.
- Aerodynamics study for the Variable Messages' Panel for the new AR Van models; to be tested.

In the case of BCI (totalling 5.5% of the fleet's vehicles), the below measures were presented:

IMPLEMENTAÇÃO DA MEDIDA M1

Description

Training tasks in Eco-driving.

- In the case of BCI more collaborators were trained in Eco-driving (Academy Level I). Since the beginning of the programme, the BCI has got 179 collaborators trained in economy, safety, social & environmental sustainability.

IMPLEMENTATION OF MEASURE M2

Description

Renovation of the breakdown lorry fleet.

- In 2015, a heavy vehicle replacement plan was also devised; it is to be fully implemented by 2018 and the replacement pace is two units per year. Older vehicles are prioritised.

THE MOST RECENT ENERGY EFFICIENCY PROJECTS ARE:

LED Lighting

In 2016, Brisa will start deploying LEDs for public lighting on an experimental basis, at a CREL Node/Toll, to evaluate the energy efficiency that one hopes translates into the following advantages:

- Environmental improvements, the LED light does not emit infrared or ultraviolet rays;
- Environmental improvements, the LEDs are recyclable;
- Environmental improvements; lower CO₂ emissions, avoids the emission of ~33 tons/year;



- › Robustness, LEDs are built with semiconductors and are therefore shock-resistant;
- › Luminous flux, hardly any changes in luminance from continuous usage;
- › Cost reduction, very low power requirements;
- › Cost reduction, very low maintenance;
- › Cost reduction, allows the reduction in the subscribed power demand with the power providing company.

Energy Measurement and Management System

In 2015, Brisa implemented at the Brisa CAMPUS a system comprised of equipment (modules and sensors) and software that allow the monitoring of energy feeding and consumption, with the following advantages:

- › Managing and optimising of the power grid by identifying the most demanding charges and detecting unexpected electrical values;
- › More efficient maintenance, which translates into a better and bigger energy efficiency by means of verifying the quality of the energy provided and, thereby, foresee more easily and in advance, any possible power cuts;
- › The possibility of monitoring several circuits from a single workstation;
- › The possibility of real time measurement and history logging of tension values, current, potency factor e harmonic distortion rates (HDT);

This system, known as DIRIS DIGIWARE, the precision of which is in compliance with the IEC 61557-12 and ISO 14025 standards and regulations, allows accurate energy management decision making due to its monitoring and analysis features:

- › Measurements' and consumptions' history;
- › Alarms for surcharges, events and changes in the grid;
- › Distribution of consumptions by area, usage, service and period;
- › Identification of opportunities for power savings;
- › Identification of savings and losses in comparison with consumption history in any given period;
- › Comparison of consumptions across different sites and periods;

- › Calculation and presentation of energy costs.

Besides these initiatives, two services worth mentioning that improve energy efficiency from the use of the infrastructures by clients are Via Verde and Via Mais Verde:

Via Verde

Via Verde is an electronic payment system which automatically debits the user's bank account with the toll amount corresponding to the distance travelled.

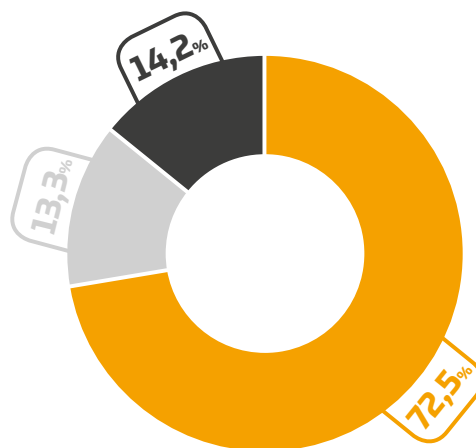
Having developed and applied this product for over 24 years, Brisa has proven its technological capabilities and has contributed to increased environmentally-friendly and energy efficient mobility.

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 greater energy efficiency, thanks to a better use of fuel.

Reduction in energy consumption

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 CO₂ emissions, by 60% and 40%, respectively. This reduction is a direct consequence of lower fuel consumption by vehicles.

Throughout 2015, 195,507,886 transactions were recorded in Brisa's motorway network, which represents a growth of 6% vs. the figure recorded in the previous year, thereby contributing to a decrease in greenhouse gas emissions. The distribution across the three types of tracks was as follows:



Via Verde | Via Manual Semi-automatic | Via Manual with Toll Collector



FREE FLOW SYSTEM (Via Mais Verde)

In 2008, Via Verde developed into an even more advanced solution: Free Flow System. This solution incorporates a sensor system, based on 3 portal frames over the motorway which read the identifier, detect and classify the vehicle, thereby eliminating the need for a physical toll barrier. Free Flow System provides unparalleled comfort to Via Verde users, because it no longer requires lowering one's speed when driving through the toll.

The main advantages of the Free Flow System are:

- Greater comfort;
- There is no need for speed reductions;
- Improved road safety;
- Reduction of CO₂ emissions (by preventing vehicles from stopping and then speeding, there is a 41.8% reduction in CO₂ emissions).

BIODIVERSITY

Biodiversity is identified in Brisa's Declaration on Environmental Policy as a strategic area of its activity in terms of environmental management. Brisa has set the goal of having an overall positive balance in its impact on biodiversity. To do so, it has committed itself to:

- To further develop biodiversity management capacity in the design, construction and operation stages of motorways, and to include the assessment of its impact on biodiversity, aimed at minimising the negative impact arising from its activity, enhancing the positive impact and compensating the inevitable one;
- To foment knowledge about biodiversity and to strengthen the collaboration between the academic-scientific sector and the corporate world, by carrying out studies and initiatives that can be applied to the company's activity;
- To implement regular and transparent reporting of the Group's performance in terms of biodiversity, verified by independent entities, as well as developing internal and external communication channels that reflect the real activity of the company in this matter, in order to make stakeholders aware and involve them in the adoption of the best environmental management practices.

EVOA PROJECT

Bird Watching and Interpretation Centre

EVOA – Bird Watching and Interpretation Centre – started with a protocol in 2007 between Companhia das Lezírias and Brisa – Auto-Estradas de Portugal under Brisa's Biodiversity Programme.

After seven years of intense work between both parties and an investment by Brisa totalling 1,293,000 EURO, the project culminated in the inauguration of the centre on the 1st of December of 2012, in the presence of the Minister of Agriculture, the Sea, the Environment and Territorial Planning, Assunção Cristas.

Today, in the Lezíria Grande (Greater Marshlands) of Vila Franca de Xira, people can visit and enjoy a unique natural landscape, comprised of three fresh water zones – covering a total of 80 hectares – which is a refuge and nesting place for 120 thousand birds.

EVOA also includes observatories in the three main lagoons, various camouflaged viewing points and an Interpretation Centre. The latter, besides being the main visitor reception centre, also houses the permanent exhibition "EVOA, where the world meets the Tagus" and invites one to take part in a variety of activities complementary to bird watching.

The EVOA Project is therefore a fundamental component of Brisa's Biodiversity Programme, through which the company aims to help promote knowledge and the development of collective awareness, as well as to ensure the rallying and engagement of all in the challenges of biodiversity.



espaço de visitação
e observação de aves

EVOA

WWW



Human Resources



Material Topic

Courses of Action

Ethics and Transparency	Channel for the communication of irregularities
Corporate culture	Development of Competences Action Social
Health and Safety	Safety and Health in the work
Talent Management	Performance management system
Balance one's personal-professional life	Reconciliation between one's professional and family life



Development of Competences

The Brisa Group believes that knowledge is at the foundation of organisational development. By focusing on the knowledge held by its collaborators, the Group sustains its own growth and ensures that its work-force is increasingly efficient and capable of, in each single moment, handling the strategic goals of every company.

The investment made by the Grupo Brisa in its training area is based on the premise of aligning goals and intended strategic directives and, to that effect, there is a commitment shared by direct management (or functional co-ordinator), the collaborator and the HR Manager.

The continuous participation of our collaborators in training sessions or programmes is meant to guarantee the company's ability to provide an adequate answer to new organisational demands by developing the necessary competences and motivations and simultaneously boosting a healthy and fulfilling working environment.

Continuous development of all Brisa Group's collaborators

The development of competences in a structured and guided manner has allowed the adjustment of our human capital to new challenges and contexts, and is the sustaining foundation of all evolutions, changes and consolidations in different areas/companies of the Group in 2015.

Projects and initiatives at the level of personal development



Company	Staff	Participations	Participants	Hours (hrs)	Hours (Employees)
Brisa Autoestradas	192	471	154	4 192,47	21,84
Brisa Concessão Rodoviária	11	50	11	787,75	71,61
Brisa Conservação Infra-Estrut	182	387	164	3 483,08	19,14
Brisa Engenharia e Gestão S.A.	87	344	78	2 076,50	23,87
Brisa Inovação e Tecnologia, S.A.	47	176	44	692,14	14,73
Brisa O&M	1147	2414	936	17 461,45	15,22
Controlauto	371	693	313	5 791,75	15,61
ITEUVE	85	158	75	898,03	10,57
M.CALL,S.A.	69	619	74	2 592,20	37,57
Via Verde Contact	20	101	20	606,50	30,33
Via Verde Portugal	132	574	127	3 634,50	27,53
Total	2 343	5 987	1 996	42 216	18,02

Subgroup of Employees	No. of Employees	Training (Hrs.)	Hours (Employee)
Administrative	384	7,103,38	18,50
Customer Assistance	268	4,986,00	18,60
Service Heads	58	2,694,49	46,46
Designers / Topographers	7	17,00	2,43
Managers and Directors	65	1,734,08	26,68
Electricians / Electronic	75	718,65	9,58
Foremen / Supervisors	51	1,897,00	37,20
Vehicle Inspectors	343	5,397,28	15,74
Mcall Operators	58	1,973,70	34,03
Tolls	722	5,880,62	8,14
Civil construction workers	148	2,218,50	14,99
Senior Technicians	164	7,595,67	46,32
Total	2.343	42.216	18,02

Highlighted Projects

PROJECT: TRAINING – OFFER 2.0

The Brisa Group has decided to rethink the strategic model of all services' offers and customer relations. In 2015, the common emphasis on "moving from the infrastructures' era to the age of mobility" represented a change of paradigm and required considerable effort for the creation of new concepts and adaptation to new realities and technologies.

This new concept of what a customer is has allowed the Group to reposition itself as a reference brand in sustainable mobility. The development of close relationship strategies with simpler and more agile processes had the intention of furthering the brand by developing a new strategy of integrated information and guidance towards the satisfaction of personal needs.

Training was the catalyst for this paradigm shift. The training process was designed to ensure the involvement of all collaborators, starting with those responsible for project Offer 2.0 who then, in cascade, would hand over concepts and knowledge to new groups that again had the task of disseminating knowledge in a structured manner.

All training actions were focused in supporting the change management process and thereby ensure that new con-

cepts were understood and assimilated, and only then moving to the realm of new applications, namely to platforms and technologies related to social media and to new programmes and services (Loyalty, site and apps).

The formal process of training required the preparation of 45 internal trainers who ensured 968 enrolments and a total of 3,593 hours of training provided to the collaborators of several companies within the Group, namely VVP, VVC, Mcall, BO&M and BAE.

TRAINING PROJECT – "CCO LEADERSHIP PROGRAMME"



2015 was also the year of following through with the empowering process of CCO Shift Overseers, the purpose of which was to create leadership habits in all CCO Shift Overseers (identifying and standardising best practices), in line with the CCO strategic positioning and aimed at sustaining excellence in the performance of all teams.

The CCO operates under uninterrupted labouring cycles and each shift has its own hierarchical lead person. From that follows the existence of five direct managers for a group of about fifty people. This reality, unique within the Group, has made it clear that there is a need to develop specific principles for the commanding unit, because the latter is shared by all five elements.

As part of this process, all overseers had the task of fostering a culture of constant monitoring and improvement of Customer Services and of developing specific communication and mobilisation competences for all Shift Overseers.

TRAINING PROJECT – “THE TEAM IS US”

The team building exercise prepared for the Mcall collaborators had the following goals: to intervene in the team, realigning all collaborators towards excellence, strengthening the leadership and cohesion in the team; to reinforce interpersonal relations, mutual assistance and self-esteem; to increase the level of initiative and continuous improvement of the team.

This programme allowed all Mcall collaborators to experience:

- › Ways of motivation that impact performance;

- › Opportunities to deepen mutual knowledge amongst peers and specific leadership situations;
- › Moments to instil the mission spirit, involving every team in answering new challenges and exploring the fullness of the collaborators’ capabilities;
- › Opportunities to take all participants to assimilate leadership principles, perfecting team-work techniques and boosting motivation, performance and creativity.

This Project was executed with a high level of commitment and was well accepted by everyone with a lot of enthusiasm, with a clearly visible level of satisfaction displayed at the ending by all collaborators.

Continuous Improvement Projects

TRAINING ON SAFETY SUBJECTS

Training on subjects pertaining to Labour Safety and Health was, in 2015, still a primary focus of the Brisa group, which was translated into an increase of the collaborators’ awareness of all measures that must be adopted to ensure daily adherence to the best labour safety regulations and practices.



To strengthen the existing culture of Safety, several projects and initiatives were deployed, representing an investment of 9,218 training hours and totalling 1,740 participants.

The Safety training provided to the collaborators of the several Grupo Brisa companies is grounded on the procedures defined for the several companies/activities and workstation typologies. The safety procedures are a compilation of the safety measures issued by the Internal Service for Labour Health and Safety (ISLHS), validated and made known by the Group to its collaborators with the intention of defining all safety measures and, by their implementation, control all risks to which they are exposed.

Several competences' development projects were executed, aimed at the company's technicians – Brisa Operação e Manutenção (Operation and Maintenance, for Toll Station Operators and Toll Station Chief Operators), Brisa Conservação e Infraestruturas (Conservation and Infrastructures, for Civil Works Officers and Assistants) and Brisa Engenharia e Gestão (Engineering and Management, for Laboratory Technicians – with the intention of raising awareness of the Safety Procedures' forms where all risks and preventive measures pertaining to the execution of civil works are listed, as well as divulging the emergency plan that allows a prompt and adequate reaction in case of an emergency.

Within the scope of the Development of Safety and Health Plans defined for the execution of several works, we now highlight the "On Job" actions aimed at the collaborators of Brisa Engenharia (Brisa Engineering) that were involved in

said works, aimed at divulging the most significant aspects of the Safety and Health Plans, given that their content pertains to several safety aspects (e.g. risk assessment and recommended preventive measures, identification of conditionalities, organisational measures, activities' planning, etc.). The SHP (Safety and Health Plan) is a document of vital importance to the definition of all safety rules and requirements.

The current practices in use for Temporary Signage for All Mechanics Officers and Patrolling Operators was also part of the projects executed in the safety issues subject area, thereby allowing the study and improvement of the procedures defined for all Signage activities.

The Academia Brisa Condução (Brisa Driving Academy) was also involved in the projects developed for the Safety subject area, to ensure that all those driving company vehicles for professional usage are capable of adopting a new Driving Culture, acquiring habits of Eco-efficiency, Safety on the Road and Environmental Sustainability. This training proved beneficial on a professional and personal level.

TRAINING AT THE OPERATIONAL LEVEL

At the operational level, continued efforts were made towards the technical development of the different professional profiles in the company, comprised of a strong investment in continuous improvement processes; collaborators had also the chance of participating in awareness-raising events (congresses, colloquia, seminars, workshops) to be made aware of existing best practices applicable by and helpful for the



company and encompassing a plethora of subject matters.

QUALIFYING TRAINING

As usual, the company senior management participated on several occasions in qualifying training programmes, thereby increasing their competences even more. We single out the participation in the Programa Avançado de Gestão para Executivos (PAGE – Executive Management Advanced Programme), as well in the Programa de Performance e Controlo de Gestão (Management Performance and Control Programme), both owned by the Catholic University. Ph. D's and MBA's were also part of the actions taken by the company, thereby allowing the acquisition of competences crucial to the company and to the collaborators that took part in them.

Furthering the work already done in the previous year, the company started the 2nd edition of the BEM – PAM Programme (Brisa Excellence Marketing – Programa Avançado de Marketing (Marketing Advanced Programme)), developed jointly with the ISCTE, and for which several case studies were created, based on the different realities existing in some of the Group's companies, and aimed at developing Marketing competences; this programme was extended to the middle and senior management population, thereby allowing them to acquire subject matter base concepts, work on specific aspects of the Brisa Group and promote the interaction among different areas and companies, creating new synergies.

TRAINING IN LEADERSHIP AND TEAM MANAGEMENT

Leadership, team management, the competences required to manage schedules and meetings, as well presentation techniques, are all aspects that the company values greatly, namely in a context of extraordinary demands and on the need to achieve good results.

It is therefore of paramount importance for the company to provide training in the development areas related to personal efficiency, as that will allow senior and middle management to deploy the defined strategy appropriately, involving their teams in said deployment. To ensure the above mentioned development of its management teams, the company has therefore conducted several training projects in the said subject matters, which translates into an investment of 1,690 training hours.

Performance management system

The Brisa Group has a performance management system that applies to most of its staff. While this system allows for

different methodologies for Directors, Managers and other professionals, the common basis for all of these groups is the assessment of the competences inherent to the job and of the individual contributions towards the results achieved by the companies. There is a top-down definition of objectives starting with a cascading definition of team and individual objectives.

Performance management is achieved by a systematic analysis of individual contributions towards the defined results and is implemented through a systematic methodology of aligning competences to ensure that all employees actively participate in the creation of value as members of a team.

The assessment process is annual and its results can lead to promotions. In recent years, due to the results achieved by the companies, has been possible to award extraordinary bonuses.

Reconciling one's professional and family life

The Brisa Group applies practices that try to help people to better reconcile their professional life with their family life and that advocate equal opportunities between men and women.

The diversity of solutions in terms of the organization of work time helps employees to take better care of the needs of their personal life without prejudicing their respective professional career.

Among current practices one of the main ones is flexible working hours, which allows employees to adjust their personal needs, within certain limits, the time they start and finish work, and meal breaks which can be extended up to two and a half hours.

In continuous operations employees can exchange shifts. In some types of working hours there are variable days off, booked whenever possible according to the employee's interests. Employees who work in the toll booths can also work on a part-time basis.

The Collective Labour Agreement allows for the annual payment for up to 15 days of absence for family leave in situations that are not covered by the Social Security.

Social Development



Material Topic

Courses of Action

Involvement of Stakeholders and Positive External Factors

- Donations
- Internal fundraising
- Internal involvement

Citizenship and Solidarity (Solidarity and Voluntary Service Projects)

Voluntary Service Program

Brisa has followed a policy of reactive social development and has focussed on making donations towards a model of greater involvement with the communities and with management that is more geared towards concrete objectives that are verifiable in time. This understanding of social responsibility tendentially oriented towards results is the expression of the company's shareholders' desire to produce

positive impacts in the communities with their benevolent efforts. It is not the expression of a desire to interfere or dominate the management of social solidarity institutions or of Non-Governmental Development Organizations with which the company is involved. There are projects the results of which are intangible and harder to verify.



In this context, in its actions of social responsibility Brisa follows one of the following three philosophies of support:

- 1. Commit & Engage** – to assume a medium/long term partnership relationship, through structured and ongoing support, providing material and human resources of the company, and constructing the company's involvement with the institutions and community involved (e.g. the José de Mello Group's Voluntary Service Program);
- 2. Act & Connect** – making action or a project viable with donations in cash or in kind, based on which a relationship and collaboration with the institution and community involved is developed, through the provision of volunteers, management support or fresh donations (e.g. Call to Action or Ser Solidário);
- 3. Pay & Forget** – making of a donation in cash or in kind, in a one-off act, without other involvement with the institution or with the community involved (e.g. sporadic donations).

Based on this conceptual framework, Brisa continues to develop intense activity in the social area through simple financial support to institutions, especially through projects of intervention, in the area of education in topics that are central to its business and in terms of voluntary service, providing field support for social solidarity institutions, as part of the José de Mello Group's Voluntary Service Program.

In 2015, Brisa made donations totaling 475,000 euros, benefiting 85 institutions throughout the country, as varied as Johnson Academy Association, New Future Association, CERCICA, Limitless Sailing (year celebration - 10 years), Youth Centre Father Amadeu Pinto, among others.

Brisa Volunteer Program

During 2015, 103 volunteers from Brisa actively contributed towards the growth of the José de Mello Group's Voluntary Service Program in which the company participates. This Voluntary Service Program stands out for having a model in which the volunteers contribute towards the institutions and projects not only with their time, but also with their know-how, breathing life into functional areas for which they have specific competences and with which they add significant social value.

The Volunteer Program supports the Private charitable institutions, Solidarity Association Coração Amarelo (Yellow Heart), the delegations of Lisbon and Porto, ATL Galicia, Community Center of Carcavelos Parish, Obra do Frei Gil in Oporto, Defense Movement of Life, and Junior Achievement Portugal.

In these institutions, Brisa volunteers dedicate their time to perform various post profiles as school support, home care for the elderly, legal support, computer training to unemployed people and the elderly, administrative support, assistance in social shops, psychological support the intervention teams and support in the management of social and cultural events and activities.

103 volunteers from Brisa actively contributed to consolidate the volunteer Program

VOLUNTEER DAY 2015 JOINT OVER 100 EMPLOYEES

CERCICA facilities (Cooperative for Education and Rehabilitation of Misfits Citizens of Cascais), in Estoril, welcomed, on the 26th of June, another Volunteer Day.

For the fourth consecutive year, more than 100 employees of various companies of the José de Mello Group, volunteers in the five partner institutions of the Volunteer Program, gathered to spend a different day, in a joint action with trainers and CERCICA users for various works in plant production area and improvement of the institution green spaces.



Volunteer Day 2015 - CERCICA

Refood Project

In 2015 Brisa signed a partnership with Refood.

This partnership aimed to launch a new operation center, which benefits needy families of the parishes of Carcavelos, Parede and São Domingos de Rana.

The REFOOD operation takes place in the facilities provided by Brisa, located at the company's headquarters in São Domingos de Rana, being the basis for the collection, repackaging and distribution of meals to local families covered by the project.

In addition to the facilities, Brisa employees also have joined this initiative through volunteer work.

The involvement of Brisa in REFOOD project meets the work of the company as part of its social responsibility policy, favoring social projects directed to the needs of local communities.

The REFOOD is an independent community movement, 100% voluntary, driven by citizens and integrated into IPSS whose purpose is to food recovery in good condition to feed people in need.



REFOOD Operation Center open at Campus Brisa





03

GRI INDICATORS

SUSTAINABILITY REPORT 2016



GRI Index

GENERAL CONTENTS

PAGE RS

OMISSIONS / ADDITIONAL INFORMATION

EXTERNAL ASSURANCE

STRATEGY AND ANALYSIS

G4 1	Statement from the most senior decision maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	10	Limited
G4 2	Description of key impacts, risks, and opportunities.	10	Limited

ORGANIZATIONAL PROFILE

G4 3	Name of the organization.	6	Limited
G4 4	Primary brands, products, and services.	26	Limited
G4 5	Location of organization's headquarters.	Back cover	Limited
G4 6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	28	Limited
G4 7	Nature of ownership and legal form.	7	Limited
G4 8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	28	Limited
G4 9	Scale of the organization, including: Total number of employees Total number of operations Net sales (for private sector organizations) or net revenues (for public sector organizations) Total capitalization broken down in terms of debt and equity (for private sector organizations) Quantity of products or services provided	10	Limited
G4 10	Total number of employees by employment contact and gender. Total number of permanent employees by employment type and gender. Total workforce by employees and supervised workers and by gender Total workforce by region and gender Whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. Any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries)	117 LA 1	Reasonable
G4 11	Percentage of total employees covered by collective bargaining agreements.	119	Reasonable
G4 12	Organization's supply chain	16	Limited
G4 13	Any significant changes during the reporting period regarding the organization's size structure, ownership, or its supply chain, including; Changes in the location of, or changes in, operations, including facility openings, closings, and expansions Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	13; 48	Limited
G4 14	Whether and how the precautionary approach or principle is addressed by the organization.	39-42	Limited
G4 15	List externally developed economic, environmental and social charters, principles, or other initiatives of which the organization subscribes or which it endorses	22-23	Limited
G4 16	List membership of associations	22-23	Limited

GENERAL CONTENTS		PAGE RS	OMISSIONS / ADDITIONAL INFORMATION	EXTERNAL ASSURANCE
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES				
G4 17	List all entities included in the organization's consolidated financial statements or equivalent documents Whether any entity included in the organization's consolidated financial statements or equivalent documents is no covered by the report	28		Limited
G4 18	Process for defining the report content and the Aspects Boundaries. How the organization has implemented the Reporting Principles for Defining Report Content.	16-18		Reasonable
G4 19	List all the material Aspects identified in the process for defining report content	16		Reasonable
G4 20	For each material Aspect, report the Aspect Boundary within the organizations	18		Limited
G4 21	For each material Aspect, report the Aspect Boundary outside the organization	18		Limited
G4 22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements.	6		Limited
G4 23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	6		Limited
STAKEHOLDER ENGAGEMENT				
G4 24	Basis for identification and selection of stakeholders with whom to engage.	22-26		Limited
G4 25	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	22-26		Limited
G4 26	Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder groups, and an indication of whether any of the engagements was undertaken specifically as part of the report preparation process	22-26		Limited
G4 27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns	20-21		Limited
REPORT PROFILE				
G4 28	Reporting period (such as fiscal or calendar year) for information provided.	6		Limited
G4 29	Date of most recent previous report	6		Limited
G4 30	Reporting cycle	6		Limited
G4 31	Contact point for questions regarding the report or its contents	6		Limited
G4 32	In accordance' option the organization has chosen GRI Content Index for the chosen option Reference to the External Assurance Report, if the report has been externally assured.	96-103		Limited
G4 33	Organization's policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Relation ship between the organization and the assurance provides Whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	7		Limited
GOVERNANCE				
G4 34	Governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	36-37		Limited
G4 35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	36-37		Limited
G4 36	Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	36-37		Limited

GENERAL CONTENTS		PAGE RS	OMISSIONS / ADDITIONAL INFORMATION	EXTERNAL ASSURANCE
G4 37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	36-42		Limited
G4 38	Composition of the highest governance body and its committees	36-42		Limited
G4 39	Whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	36-42		Limited
G4 40	Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	36-42		Limited
G4 41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders	36-42		Limited
G4 42	The highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value of mission statements, strategies, policies, and goals related to economic, environmental and social impacts	36-42		Limited
G4 43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	36-42		Limited
G4 44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Whether such evaluation is independent or not, and its frequency. Whether such evaluation is a self-assessment. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice	36-42		Limited
G4 45	The highest governance body's role in the identification and management of economic, environmental and social impacts, risk, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	36-42		Limited
G4 46	The highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	36-42		Limited
G4 47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	36-42		Limited
G4 48	The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	36-42		Limited
G4 49	Process for communicating critical concerns to the highest governance body.	36-42		Limited
G4 50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	36-42		Limited
G4 51	Remuneration policies for the highest governance body and senior executive-How performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	36-42		Limited
G4 52	Process for determining remuneration. Whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Any other relationships which the remuneration consultants have with the organization.	36-42		Limited
G4 53	How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	36-42		Limited
G4 54	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	36-42		Limited
G4 55	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country	36-42		Limited

GENERAL CONTENTS

PAGE
RSOMISSIONS / ADDITIONAL
INFORMATIONEXTERNAL
ASSURANCE

ETHICS AND INTEGRITY

G4 56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	14-15; 36-42	Limited
G4 57	Internal and External mechanisms for seeking advice on ethical and lawful behavior, and matters related to oraganizational integrity, such as helplines or advice lines.	36-42	Limited
G4 58	Internal and external mechanisms for reporting concerns aboutt unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	36-42	Limited

ECONOMIC

ECONOMIC PERFORMANCE

G4 DMA		18	
G4 EC1	Direct Economic Value Generated and Distributed	104	Reasonable
G4 EC2	Financial Implications and other Risks and Opportunities Related with Climate Change	104	Limited
G4 EC3	Coverage of the Pension Plan	104	Limited
G4 EC4	Significant Financial Benefits Given by the Government	104	Limited

MARKET PRESENE

G4 DMA		18	
G4 EC5	Ratio of Entry Level Wage Compared to the Minium Wage	105	Reasonable
G4 EC6	Percentage of top management in operational units who were recruited in the local community.	105	Limited

PROCUREMENT PRACTICES

G4 DMA		18	Limited
G4 EC9	Percentage of costs with local suppliers in significant operational units.	105	Reasonable

AENVIRONMENT

ENERGY

G4 DMA		18	
G4 EN3	Direct consumption of Energy by Primary Source	105	Reasonable
G4 EN4	Indirect consumption of Energy Outside of the Organization	106	Reasonable
G4 EN5	Energy intensity	106	Reasonable
G4 EN6	Reduction in the consumption of Electricity	106	Reasonable
G4 EN7	Reduction in the energy requirement of products and services	106	Reasonable

WATER

G4 DMA		18	
G4 EN8	Total Withdrawal of Water segmented by Source	106	Reasonable
G4 EN10	Total Volume and Percentage of Water recycled and reused	107	Limited

GENERAL CONTENTS

PAGE
RSOMISSIONS / ADDITIONAL
INFORMATIONEXTERNAL
ASSURANCE

BIODIVERSITY

G4 DMA		18	
G4 EN11	Areas of land in protected areas - operational areas owned, rented or administered, inside or adjacent to protected areas and in areas with a high index of biodiversity outside protected areas	108	Reasonable
G4 EN12	Significant impacts on Biodiversity in protected areas or in areas of high value for Biodiversity	108	Reasonable
G4 EN13	Protected and Restored Habitats	111	Reasonable
G4 EN14	Total number of species on the IUCN Red List and the national conservation list with habitats in areas affected by the operations, broken down by level of risk and extinction	112	Reasonable

EMISSIONS

G4 DMA		18	
G4 EN15	Direct greenhouse gas emissions (Scope 1)	113	Reasonable
G4 EN16	Emissions indirect of greenhouse gases (Scope 2)	113	Reasonable
G4 EN17	Other relevant indirect emissions of GHG (Scope 3)	114	Limited
G4 EN18	Intensity of GHG emissions	114	Reasonable
G4 EN19	Reduction of GHG emissions	114	Limited
G4 EN20	Emission of ozone-depleting substances (ODS)	115	Limited
G4 EN21	NOX, SOX and other significant atmospheric emissions	115	Limited

EFFLUENTS AND WASTE

G4 DMA		18	
G4 EN22	Water discharged by quantity and destination	116	Limited
G4 EN23	Total waste by type and method of disposal	116	Reasonable

SUPPLIER ENVIRONMENTAL ASSESSMENT

G4 DMA		18	
G4 EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	116	Reasonable
G4 EN32	Percentage of new suppliers who were tested in accordance with environmental criteria	116	Limited
G4 EN33	Current and potential significant environmental impacts in the value chain and action taken	116	Limited

LABOR PRACTICES

EMPLOYMENT

G4 DMA		18	
G4 LA1	Total workforce and the new employment rates and rotation of employees by age group, gender and region.	117	Reasonable
G4 LA2	Benefits offered to full-time employees that are not offered to temporary or to part-time employees, by significant operational units	118	Limited
G4 LA3	Rate of retention and return after paternity leave by gender	118	Limited

GENERAL CONTENTS	PAGE RS	OMISSIONS / ADDITIONAL INFORMATION	EXTERNAL ASSURANCE
OCCUPATIONAL HEALTH AND SAFETY			
G4 DMA	18		
G4 LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	119	Limited
G4 LA6	Type of injury and the rates of injuries, occupational illnesses, days lost, absenteeism and total number of deaths related with the work, by region and by gender	120	Reasonable
G4 LA7	Workers with high incidence or high risk of illness related with their occupation	123	Limited
G4 LA8	Health and Safety topics covered by formal agreements with trade unions	123	Limited
TRAINING AND EDUCATION			
G4 DMA	18		
G4 LA9	Average number of hours of training by year, by employee and by category	124	Reasonable
G4 LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in their career management	124	Limited
G4 LA11	Percentage of employees who regularly receive performance and career development analyses, by gender and category	125	Reasonable
DIVERSITY AND EQUAL OPPORTUNITY			
G4 DMA	18		
G4 LA12	Composition of groups responsible for corporate governance and discrimination of workers by category, according to gender, age group, minorities and other indicators of diversity	126	Reasonable
EQUAL REMUNERATION FOR WOMEN AND MEN			
G4 DMA	18		
G4 LA13	Ratio of basic salary of men in comparison with that of women by professional category and significant operating units	127	Reasonable
SUPPLIER ASSESSMENT FOR LABOR PRACTICES			
G4 DMA	18		
G4 LA14	Percentage of new suppliers who were selected using the criterion of labour practices	128	Limited
G4 LA15	Main real and potential impacts of labour practices on the supply chain and actions taken	129	Limited
SUPPLIER HUMAN RIGHTS ASSESSMENT			
G4 DMA	18		
G4 HR10	Percentage and suppliers and contractors who were subject to verification of Human Rights	129	Limited
G4 HR11	Actual and Potential Significant Negative Impacts of Human rights on the supply chain and actions taken	129	Limited

GENERAL CONTENTS

PAGE
RSOMISSIONS / ADDITIONAL
INFORMATIONEXTERNAL
ASSURANCE

SOCIETY

LOCAL COMMUNITIES

G4 DMA		18	
G4 S01	Percentage of operations involved with the local community, impact assessments and development programs	130	Limited
G4 S02	Business activities with significant potential or actually negative impact on local communities	131	Limited

ANTI-CORRUPTION

G4 DMA		18	
G4 S03	Percentage and total number of business units analyzed for risks related to corruption	133	Limited
G4 S04	Communication and training in counter-corruption policies and procedures	133	Reasonable
G4 S05	Steps taken in response to the occurrence of situations of corruption	134	Limited

ANTI-COMPETITIVE BEHAVIOR

G4 DMA		18	
G4 S07	Total number of legal proceedings regarding unfair competition, anti-trust, and monopolistic practices	134	Reasonable

SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY

G4 DMA		18	
G4 S09	Percentage of new suppliers that were screened using criteria for impacts on society	134	Limited
G4 S010	Significant actual and potential negative impacts on society in the supply chain and actions taken	135	Limited

GENERAL CONTENTS	PAGE RS	OMISSIONS / ADDITIONAL INFORMATION	EXTERNAL ASSURANCE
PRODUCT REPONSABILITY			
CUSTOMER HEALTH AND SAFETY			
G4 DMA	18		
G4 PR1	Percentage of categories of significant products and services for which the health and safety impacts are assessed and improved	137	Limited
G4 PR2	Total number of incidents of non-fulfilment of the regulations and code in relation to the health and safety impacts of products and services during their life cycle, detailed by type of result	140	Limited
PRODUCT AND SERVICE LABELING			
G4 DMA	18		
G4 PR5	Results of Surveys to measure customer satisfaction	140	Limited
PRIVACIDADE DO CLIENTE			
G4 DMA	18		Limited
G4 PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	141	Limited

I Fully reported

½ Partially reported

⌵ Not Available

GRI Indicators

EC1 Direct Economic Value Generated and Distributed 123

Please refer to page 43.

CONSULT

EC1

EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change 123

Please refer to page 68 and 69.

CONSULT

EC2

EC3 Coverage of the organization's defined benefit plan obligations 123

In accordance with a estimate updated for 31 December 2015, of the value of the Pension Fund and of the respective liabilities, according to the Benefit Plan currently in force in the company and allowed for in the Constitutive Contract of Brisa's Pension Fund, there is a superavit of the fund in 2015 amounting to 3 313 000 Euros over its liabilities. The current value of the projected liabilities is 14 473 000 Euros.

	BAE	VVP	BO&M	BIT	BEG	BCI	Total
No. employees covered	196	125	1146	44	52	177	1740
Total no. of employees	203	152	1147	47	87	182	1818
% of employees covered by the Pension Fund	97%	82%	100%	94%	60%	97%	96%

EC4 Financial support was received from the Government 123

In 2015 no financial support was received from the Government.

EC5**Ratios of the lowest wage of the organization and minimum wage allowed at local level, in most significant operational units**

© 123

There are no paid employees based on the national minimum wage. At the end of 2015, the lowest wage paid in the Organization was 514 euros. This remuneration is set to 1.62% of the population.

	2015
Lowest wage in the organization	514
National minimum wage	505
Ratio of the lowest wage of the organization to the national minimum wage	1,02
Salário mais baixo do grupo mais representativo da organização	754
Rácio do Salário mais baixo do grupo mais representativo da organização	1,49

If the most representative operational group is considered, which includes the toll booth operator and the main toll booth operator, the ratio changes to: 1.49%.

EC6**Percentage of top management in operational units who were recruited in the local community.**

© 123

Brisa does not practice any form of discrimination in the selection of its workers, actually being prevented at law from exercising any type of discrimination in the recruitment of new employees within the national territory. Internationally, there were no recruitments.

EC9**Percentage of costs with local suppliers in significant operational units.**

© 123

Brisa does not practise any form of discrimination in the selection of its suppliers, making market consultations of both local and international suppliers. Brisa comes under the regime of public procurement under which it is obliged to hold tenders pursuant to the law.

In 2014, the percentage of costs with local suppliers was 91%.

EN3**Direct consumption of Energy by Primary Source**

© 123

Please refer to page 74.

CONSULT

EN3

EN4

Indirect consumption of Energy Outside of the Organization

123

Under this indicator, Brisa only considers itself responsible for the indirect consumption of energy inside the organization and not outside of it.

EN5

Energy intensity

123

Under this indicator, the Brisa Group's consumption of fuel and electricity, and the Kilometres of the network consolidated for this report were used for the calculation of energy intensity. Given these facts, Brisa's energy intensity is 168 Gj per Kilometre.

EN6

Reduction in the consumption of Electricity

123

Please refer to page 74.

CONSULT

EN6

EN7

Reduction in the energy requirement of products and services

123

Please refer to page 76.

CONSULT

EN7

EN8

Total Withdrawal of Water segmented by Source

123

Source	Quantity
Own withdrawal (m³)	38 533
Public Supply (m³)	53 774
Total (m³)	92 307



EN10 Water sources significantly affected by the Consumption of Water



Under their contract work inspection activities, BEG performs laboratory tests, to control compliance of materials and construction elements. In this sense, it maintains two laboratories in operation, associated with the sites of Maia and Loures.

The tests performed by BEG aim to control compliance of materials and construction elements of the jobs which it oversees. These tests focus on materials such as soil, aggregates, concrete and bituminous materials, for determining the characteristics of samples collected on the job.

The determination of the vast majority of physical characteristics in question does not involve water. Indeed, the lab wastewater originates from the washing of aggregates and in the washing of equipment and material used in the tests.

From among the equipment used in the labs, they were identified as consumers of a large volume of water due to the operation of the cooling system, the solvent recovery equipment, water distillers and the rotary evaporator. In this sense, it was decided to develop a recirculation system of this water, resorting to its storage and subsequent pumping, making this process a closed cycle and water consumption reduced to zero.

The test conducted using the rotary evaporator is the recovery of bitumen from bituminous mixtures. Each test involves the operation of the rotary evaporator for 2 hours. Taking as an estimate that the flow rate is about 3 l/min, there is a verified reduction in water consumption of about 360 l for each test performed. Since from the analysis of lab records it follows that, in 2015, 22 tests were performed (Record in internal lab document), we are able to conclude that the use of recirculation of water used in cooling the rotary evaporator led to an annual saving of about 7.92 m³.

For Maia, solvent recovery equipment works (when there are samples of extraction of bitumen) of 4 in 4 samples, 2h each time, with an estimated flow rate of 3 l/min. Since from the analysis of lab records it follows that, in 2015, 754 tests were performed of bitumen extraction and taking into account that the water used comes from the reuse system, we can deduce a saving in water consumption of about 6786 m³ / year.

For Loures, solvent recovery equipment works (when there samples of extraction of bitumen) of 4 in 4 samples, 2h each time with an estimated flow rate of 3 l/min. . Since from the analysis of lab records it follows that, in 2015, 61 tests were performed of bitumen and taking into account that the water used comes from the reuse system, we can deduce a saving in water consumption of about 5.59 m³/year.

The existing water distiller in the lab of Maia ran about once a week during the year. The estimated flow rate is 4 l/min, running 8h/day. Given that the reused water comes from the reuse system we can deduce a saving in water consumption of about 99.84 m³ per year.

It can be concluded that the recirculation of water used in the recovery solvent, and water distiller and rotary evaporator, in 2015, lead to a saving in water consumption of about 181.11 m³ in the year 2015.

EN11 **Areas of land in protected areas - operational areas owned, rented or administered, inside or adjacent to protected areas and in areas with a high index of biodiversity outside protected areas**

 123

In relation to 2015, the area administrated included in the Natura 2000 Network totalled 3 591 221 m², which corresponds to 359.12 hectares.

The area is identical to the areas reported on in previous years (2009-2014), because in 2015 there was no construction of new infrastructures and the road widening carried out on the Carvalhos-Santo Ovídio sub-stretch of the A1 did not intersect any areas of the Natura 2000 Network.

In relation to this Indicator we should also point out the existence of a rented area for the implementation of measures to compensate impacts, under Brisa's Protocol with the ICNB (Nature and Biodiversity Conservation Institute) relating to the Herdade do Pardieiro. The area involved covers 10,000 m² in the Castro Verde Special Protection Area with the objective of preserving the habitat of the Lesser Kestrel.

EN12 **Significant impacts on Biodiversity in protected areas or in areas of high value for Biodiversity**

 123

The EN12 indicator reports on the occurrence of significant impact on biodiversity in protected areas or areas of high biodiversity, which are considered to be the areas identified in Rede Natura 2000 (Nature Network 2000). This analysis was divided into the Design and Works Stage and an Operating Stage to facilitate the explanation of procedures and the reasoning behind it.

Procedures - Design and Job Stages

The impact on biodiversity related to the construction and operation of motorways is evaluated previously during the process of Environmental Impact Assessment, in the study stage and implementation of the project, with the analysis of different layouts and designs being carried out. Based on this analysis measures are outlined to minimize or offset the impact expected on biodiversity.

During the construction stage, environmental monitoring, implementation of the Environmental Management Plan and programmes of monitoring are carried out whose main purpose is to ensure the proper collection of information for assessing the main environmental impact of the construction stage, as well how to ensure good environmental project execution. Such practices also allow timely identification of possible situations that may lead to the need to adopt additional measures to minimize or compensate impacts.

Rationale - Project and Job Stage

For the year 2015, there were no interventions in areas inside the Rede Natura 2000 (Nature Network 2000), and therefore there are no environmental impacts to report.

Procedures - Operating Stage

With regard to the Operating Stage of the motorway itself, the whole motorway network under concession to Brisa is covered by an animal-vehicle collision monitoring system and all motorways built or subject to undergoing extension work after entry into force of Decree-Law No. 69/2000 dated May 3 (currently repealed by Decree-Law No. 151-B / 2013 dated 31 October), are covered by General Environmental Monitoring Plans (GEMP) in order to proceed to post-impact assessment.

In the context of biodiversity, the main environmental impacts caused by the operation of motorways are fragmentation and changing habitats, fauna roadkill and increasing human pressure.

Rationale - Operating Stage

Monitoring wildlife roadkill carried out throughout the entire network for which Brisa is the concession holder, has shown that in the sub-stretches that cross areas included in the Rede Natura 2000 (the Natura 2000 Network), there were no roadkills detected of species with an endangered status according to the book Red Book of Vertebrates of Portugal “Livro Vermelho dos Vertebrados de Portugal” (2005)

In the sub-stretches Almodovar / S. Bartolomeu de Messines and S. Bartolomeu de Messines / V.L.A., of the A2 southern motorway, which cross Sítios do Caldeirão and Barrocal, the impact on biodiversity are also evaluated through monitoring campaigns. These campaigns involve monitoring: the quality of ecosystems, recovery projects of water crossings (PHs) and culverts and viaducts (including those regarded as recovery sites and possible ecological corridors), the effectiveness of the PHs or culverts as wildlife crossings and their use by wildlife groups as a refuge habitat, and the evolution of plant communities on the banks of water lines crossed by the infrastructure.

For monitoring the quality of ecosystems, monitoring the quality of surfaces and underground waters has been taken into consideration. The monitoring carried out on the A2 has shown that there were no significant impacts consistently attributable to the motorway in question.

Regarding the quality of surface water in 2015, there were no significant impacts originating from the A2. The pollutants whose origin could be directly related to automobile traffic movement on the A2 - Copper, Cadmium, Zinc and Hydrocarbons – all showed low concentrations and always well below the legal limits. The only amounts above the Maximum Recommended Amount refer to the parameter Total Suspended Solids, occurring exactly on a water line and not directly related to the operation of the A2.

By monitoring the quality of groundwater in 2014, there were no significant impacts arising from the operation of the A2. Only some amounts above the Maximum Recommended Amount were found relative to the Chloride parameter (3 inspections). However there is no direct relationship between this pollutant and operation of the motorway, in that this pollutant is most commonly associated with sewage and industrial effluents.

As regards animal use of the PHS or culverts in crossing, structures are being monitored of various types with different dimensions - length x width of 4x4, 3x3, 4x3, 2x2, 3x3, 1,80x1,80, 2,50x2,50 and 2,20x2,20 or with a diameter of 1,20, 1,50 and 1,00 - and various shapes (open rectangular, closed circular, open circular, open rectangular with unevenness on the inside) so as to include the variability of these structures in the results. The method used for determination of species that cross the PHS is the detection by foot or pawprints which involves placing powder from crushed stone, a stone dust, across the width of the structures and subsequent identification of the tracks which are recorded in the powder.

The campaigns in 2015 carried out in the various Culverts, Animal Crossways, Agricultural Corridors and Underpasses and Viaducts have identified indirect traces (footprints and animal waste) of the species or groups presented below.

CROSSINGS OF THE CULVERTS AND ANIMAL WILDLIFE CORRIDORS

GROUPS OF FAUNA / SPECIES	SPRING 2015	SUMMER 2015	Autumn 2015	TOTAL
Birds	40	40	38	118
Dog (Canis domesticus)	12	11	17	40
Rabbit (Oryctolagus cuniculus)	16	24	18	58
Genet (Genetta genetta)	0	1	0	1
Micro-mammals	9	5	3	17
Fox (Vulpes vulpes)	25	26	2	53
Reptiles and Amphibians	6	13	7	26
Egyptian Mongoose (Herpestes ichneumon)	15	1	2	18
Badger (Meles meles)	2	1	1	4
Wild Boar (Sus scrofa)	3	2	0	5
Cat (Felis sylvestris catus)	0	2	0	2
Hedgehog (Erinaceus europaeus)	19	24	11	54
Beech Marten (Martes foina)	4	5	1	10
Common Eurasian Otter (Lutra lutra)	42	47	35	124
Weasal (Mustela nivalis)	4	5	1	10
Cows / Goats	20	14	13	47
TOTAL	217	221	149	587

During the campaigns held in 2015, the crossings of the culverts and animal wildlife corridors were counted by the presence of footprints belonging to the same species (assuming that they belong to the same individual animals) at both entries.

In the case of agricultural corridors, underpasses and viaducts (overpasses), it was considered that the presence of any trace (footprints or animal waste) along the sections means it was crossed by the identified animals.

Using this methodology, the crossings listed on the next table were recorded.

CROSSINGS OF AGRICULTURAL CORRIDORS, UNDERPASSES AND VIADUCTS (OVERPASSES)

GROUPS OF FAUNA / SPECIES	SPRING 2015	SUMMER 2015	Autumn 2015	TOTAL
Birds	17	21	16	54
Dog (<i>Canis domesticus</i>)	8	9	12	29
Rabbit (<i>Oryctolagus cuniculus</i>)	4	13	7	24
Genet (<i>Genetta genetta</i>)	4	1	2	7
Micro-mammals	11	7	0	18
Fox (<i>Vulpes vulpes</i>)	4	10	5	19
Reptiles and Amphibians	9	1	0	10
Egyptian Mongoose (<i>Herpestes ichneumon</i>)	1	1	0	2
Wild Boar (<i>Sus scrofa</i>)	2	0	0	2
Cat (<i>Felis sylvestris catus</i>)	6	8	4	18
Hedgehog (<i>Erinaceus europaeus</i>)	2	2	1	5
Beech Marten (<i>Martes foina</i>)	21	40	29	90
Common Eurasian Otter (<i>Lutra lutra</i>)	1	2	1	4
Cattle	16	12	12	40
TOTAL	106	127	89	322

EN13 Protected and Restored Habitats



The restoration and protection of certain habitats is one of the strategies, integrated in the biodiversity policy to prevent or repair negative impacts associated with the activities of Brisa. The areas of protected or restored habitats may result from the following:

- Implementation, at the end of the jobs, of landscape integration and restoration projects;
- Implementation of active restoration or protection measures of habitats during the Operation stage of road infrastructures;
- Protection projects and restoration of habitats resulting from partnerships with other organizations aimed at areas of habitats different to those referred to above.

In relation to the implementation of landscape integration and recovery projects during the construction stage, did not exist during the year 2015 activities report.

Regarding the active restoration and protection measures in the operating stage and in connection with the implementation of compensation measures associated with the Aljustrel / Castro Verde A2 sub-stretch, a protocol was signed with the ICNF (the Nature and Forestry Conservation Institute, which when the protocol was signed, was called the Nature and Biodiversity Conservation Institute - ICNB) in order to ensure the implementation of management measures of the Lesser Kestrel colony (*Falco naumanni*) that ended in 2013. Under this protocol a lease agreement was signed with the owners of Monte do Pardieiro (nesting ground of the Lesser Kestrel) for an area of 10,000 m² inside the Castro Verde Special Protection Area, whose contract was renewed in 2007 and its term extended until the end of 2032.

In addition, vegetation burned by fires was cut and removed in order to facilitate the rapid installation of native vegetation, thus contributing to habitat recovery. This measure resulted in an intervention area of about 21.250 m² (2,125 hectares) during the year 2015.

Aware of the impacts of their activities on biodiversity, Brisa promotes voluntary actions in a perspective of environmental responsibility with regard to habitat restoration and protection projects resulting from third-party partnerships. These actions lead to projects which are part of the Business & Biodiversity Protocol.

Within the context of projects integrated into the Business & Biodiversity Protocol described in previous years, the project "Biodiversity of the International Tagus" continues to be active until the end of the year 2017. As from 2013, Brisa assumed an active role in promoting and visiting protected areas. It launched a programme aimed at promoting visits to these areas, by the general public, on a larger scale. This initiative was included in Brisa's educational programme and is called Environment First, and involves an area of about 800 ha, between Poceirão do Cunha and Malhada Alta.

For this project, the major interventions in reception facilities and visitor infrastructure have been completed.

Taking into account the data provided above, in 2015 the area of protected or restored habitats totalled **803,13 hectares**.

EN14 **Total number of species on the IUCN Red List and the national conservation list with habitats in areas affected by the operations, broken down by level of risk and extinction** © 123

During the year 2015, on the IUCN Red List and species from the national conservation list with habitats in areas affected by operations, by level of risk of extinction, there were two species of avifauna (birds).

MW	EXTENSION	SUB STRETCH	AVIFAUNA		STATUS
			SPECIES	COMMON NAME	
A1	5	Carvalhos / Santo Ovídio	<i>Anthus Trivialis</i>	Tree pipit	R
A4	3	Novo Túnel de Águas Santas	<i>Caprimulgus europaeus</i>	Grey Nightthawk	VU

No. of species: 3 VU - Vulnerable R - Rare

EN15 Direct greenhouse gas emissions (Scope 1)

 123

The Indicator reports the gross direct greenhouse gas emissions (Scope 1) originating from the Brisa Group's activities during 2015.

The gross direct greenhouse gas emissions (GHG) reported in this indicator are the emissions generated by the burning of fuel (gasoline and diesel) resulting from the circulation of the group's fleet vehicles. In this calculation no negotiations of GHG are considered, such as purchases, sales or transfers of compensations or of subsidies.

The calculation of the emissions generated by fuel consumption take into account the emission factors presented in 2006 by the IPCC Guidelines for National Greenhouse Gas Inventories. Based on these factors it is possible to calculate the emissions relating to the gases carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

Conversion of the direct emissions (Scope 1) in ton CO₂ equivalent

	2013	2014	2015
Direct emissions - Resulting from fuel consumption (t CO ₂ eq)	7.294,30	7.160,24	6.686,45

Direct emissions of pollutants (Scope 2) in tonnes - Year 2015

Resulting from fuel consumption (t CO₂eq)

CO ₂ (t)	6.686,45
CH ₄ (t)	0,36
N ₂ O (t)	0,35

EN16 Emissions indirect of greenhouse gases (Scope 2)

 123

The gross indirect greenhouse gas emissions (GHG) reported in this indicator are the emissions generated through the consumption of electricity supplied by EDP.

Conversão das emissões indirectas (Âmbito 1) em ton CO₂ equivalente

	2013	2014	2015
Emissões directas resultantes do consumo de combustíveis (t CO ₂ eq)	11.141,37	7.728,04	7.719,25

Indirect emissions of pollutants (Scope 2) in tonnes - Year 2014

Resulting from electricity consumption (t)

CO ₂ (t)	7.719,25
CH ₄ (t)	0,00
N ₂ O (t)	0,00

EN17

Other relevant indirect emissions of GHG (Scope 3)

123

The Indicator EN17 is not included as travelling in service is mostly carried out in the Brisa Group's fleet vehicles. The emissions generated during these journeys are therefore counted as direct emissions.

Taking into account that the company does not transport its staff, the other journeys made, namely by air carriers, are very marginal and not very significant, and are not shown in this report.

EN18

Intensity of GHG emissions

123

Under this indicator, the Brisa Group's emissions, and the length of the network in Kilometres consolidated for this report were used to calculate the intensity of emissions. Given the data, Brisa's intensity of emissions is 13 tCO₂eq per Kilometre.

EN19

Reduction of GHG emissions

123

Please refer to page 74.

CONSULT

EN19



EN20 Emission of ozone-depleting substances (ODS)



This indicator is considered not to apply to the Brisa Group given that the processes, products and services of the organization do not use substances that deplete the ozone layer. Besides this, ozone-depleting substances contained or emitted by products during their use or deposit should not be counted, this being the case of substances contained in air conditioning equipment.

In view of the above and although it does not seem that the scope of this indicator is applicable to the organization, it is important to draw up and report the inventory of existing equipment and the type of refrigerant used in order to monitor the degree of compliance with the legislation that establishes that as from 1 January, 2015 there should be no equipment that uses hydrochlorofluorocarbons and show/ demonstrate the degree of effort made by the Group in these global matters.

For this purpose, Brisa keeps its inventory up-to-date through of the control sheets on the replacement of refrigerant gas in air conditioning equipment.

EN21 NOX, SOX and other significant atmospheric emissions



The Brisa Group performs no activity that produces significant atmospheric emissions given that none of Brisa's activity can be included in the category of the manufacturing industry.

The Brisa Group's atmospheric emissions are generated only by the circulation of its fleet vehicles. These emissions are of the diffuse type and only come from 633 vehicles (including BCI).

With regard to other atmospheric emissions, the data from the monitoring of the quality of the air, under the General Environmental Monitoring Plans, on motorways with average daily traffic much higher than the number of vehicles in the Brisa Group's fleet (A2 and A5, for example) generally indicate low concentrations of atmospheric pollutants, and so the 645 vehicles that circulate throughout the country are not significant and are negligible under this indicator EN20 and this report.

EN22 Water discharged by quantity and destination



The calculation of the amount of water discharged is based on the water consumption values obtained through indicator EN8 for BEG's work yard in Maia, considering that the domestic discharge volume produced corresponds to 80% of water consumption.

The laboratory in Maia is estimated to discharge around 114 m³ and the laboratory in Loures around 61 m³, in accordance with information obtained through the indicator EN8, relating to water consumption, making a total of 175m³.

The analysis sheets prove that the quality of this discharge complies with legal requirements.

EN23 **Total waste by type and method of disposal**

 123

DESTINATION DEPOSIT RECYCLING TOTAL

DESTINATION	DEPOSIT	RECYCLING	TOTAL
Quantidade (t)	156,79	586,26	743

TYPE HAZARDOUS NON-HAZARDOUS TOTAL

TYPE	HAZARDOUS	NON-HAZARDOUS	TOTAL
Quantidade (t)	28,94	714,06	743

EN29 **Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations**

 123

In 2015 there were no proceedings to report in this indicator.

EN32 **Percentage of new suppliers that were tested according to environmental criteria**

 123

The selection of suppliers of the company within the Brisa Group, considered strategic and whose activity can somehow impact the environment theme, as the production of waste, consider in their criteria the existence of environmental practices or presentation of environmental management systems. Nevertheless, in 2015, new suppliers were not selected whose activity is framed within this indicator.

EN33 **Current and potential significant environmental impacts in the value chain and action taken**

 123

As in 2014, in 2015 no negative impact was identified by supplier situations. However, suppliers who, by virtue of the activity, use or supply products that present a potential risk, were controlled.

This control was carried out at the level of documentation, and training on handling, as well as certification of companies and the respective technicians. No negative environmental impact situations were identified in 2015 in the supply chain. As such, there was no room for complaints on this matter.

LA1

Total workforce and the new employment rates and rotation of employees by age group, gender and region

© 123

	2013	2014	2015
Admissions	264	75	61
Departures	111	75	105
Employees at the end of the period	2 480	2 387	2343
Average nº of employees	2 492	2 393	2357
Turnover rate %	15%	6,27%	7,05%

New Admissions Distributed by Regions

DISTRIBUTION BY REGIONS	Nº
Centre	14
Lisbon Region	33
Alentejo	1
Algarve	4
North	9
Total Employees	61

New Admissions Distributed by Gender

Gender	Nº
Female	19
Male	42
Total	61

New Admissions by Age

	Nº			Total	%		
	<30	30-50	>50		<30	30-50	>50
Total	26	34	1	61	43	56	1

Turnover Rate by Gender

REGIONS OF THE COUNTRY	FEMALE	MALE	TURNOVER RATE %
Centre	0,34	1,53	1,87
Lisbon Region	1,02	2,33	3,35
Alentejo	0,04	0,21	0,25
Algarve	0,13	0,08	0,21
North	0,34	1,02	1,36
Total Employees	1,87	5,18	7,05

Turnover Rate by Age

	<30	30-50	>50	Total
Total	1,4	3,61	2,04	7,05

LA2 Benefits offered to full-time employees that are not offered to temporary or to part-time employees, by significant operational units

© 123

The advantages attributed to part-time employees are the same as those attributed to full-time employees, respecting the proportion in relation to the number of working hours worked.

LA3 Rate of retention and return after paternity leave by gender

© 123

The advantages attributed to part-time employees are identical to those assigned to full-time employees, complying with the ratio in relation to the schedule executed.

	2013	2014	2015
Employees who took parental leave	66	87	32
No. of employees who returned after taking parental leave	66	87	32
Employees who continue in the company 12 months after taking parental leave*	66	86	28

* This amount is calculated regarding 2014.

LA5

Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs



The Collective Bargaining Agreement has set out the terms of the formal constitution of a Health, Hygiene and Safety at Work Committee since 2006. This joint committee, which allows for the election of the workers' representatives, the existence of which by way of election is formally agreed with the trade union organizations, is made up of a total of seven members, three the workers' representatives and three representatives of the company.

In 2007, Brisa's representatives, members of the Health, Hygiene and Safety at Work Committee, were appointed with the objective of advising the company on its occupational health and safety systems and processes.

	2013	2014	2015
Population on 31 December	2480	2387	2343
No. of employees covered by collective bargaining agreements	2430	2308	2274
Percentage of employees covered by collective bargaining agreements	97,98%	96,69%	97,06%

Notes:

Of the total no. of workers of the group, 97% are covered by the Collective Bargaining Agreement (CBA).

Calculation formula: (no. of workers covered by the CBA / total of workers of the Brisa Group at the end of the period under review) *100

LA6 Type of injury and the rates of injuries, occupational illnesses, days lost, absenteeism and total number of deaths related with the work, by region and by gender

 123

In 2015, the Internal Health and Safety at Work Service (IHSWS) undertook the routine activities determined by the legal framework of the Health and Safety at Work and by the Brisa Group's Policy.

- Development of Safety Procedures for the CTA and ITV Vehicle Inspectors.
- Preparation of Programme Risks and Content Identification specific to delivering to each of the service companies contracted by the companies of the Brisa Group.
- Assessment of the Health and Safety conditions of MCALL facilities.
- Monitoring of the BCI and BIT ventures: Development of documents encompassed by Decree 273/2003, including Safety Procedure files; Control of SST documentation for each venture; observation and analysis, at the job site, of some activity(ies) carried out.
- Delivery, discussion and monitoring results of the Occupational health and Safety Conditions Reports on all BO&M Operational Centres.
- Annual Health and Safety at Work Report (Single Report, MSST model) of each one of the Brisa Group companies - BO&M, BIT, BEG, BCI, CTA, VVP and MCALL.
- Annual Report on the traffic accidents of 2014 of each company within the Brisa Group.
- Monitoring and support in selecting the PPE (Individual Protection Equipment) appropriate to the individual characteristics of some employees.
- Work Accident Reports with absence due to incapacity to work or which were revealed as particularly serious from the security perspective.

In the year 2015 special emphasis was given to training in OSH, namely:

BO&M

- Training courses for new Mechans Officials and Patrol Operators of BO&M / Roadside Assistance on Safety Procedures.
- Training courses for the Main Operators of Toll Booths and Toll Booth Operators of all Operational Cbetweens on Safety Procedures.

BIT

- Training courses, in the specific context of each job, on the safety procedures file required by Decree Law No. 273/2003, for all teams involved in the jobs. Training courses for the new Civil Works Foremen.
- Training courses, within the specific context of each job, on the Safety Procedures file required by the Decree Law No. 273/2003, for all the Civil Works teams involved;
- Training courses on the main activities of the Civil Works Officials and Civil Works Assistants.

BEG

- Training courses for the Lab Technicians.

CTA e ITV

- Training courses, for new employees and for those who missed the campaign in 2014, on safety measures for all the Centre Managers, Vehicle Inspectors and Receptionists.

Campus Brisa

- Revalidation of the training course for the evacuation teams of the companies at the Brisa Campus.

The objectives proposed by the IHSWS for 2015 were generally achieved.

As regards the evolution of the accidents of the companies that are part of the Brisa group, the following most important aspects can be highlighted:

Overall, the number of accidents in absolute numbers and associated days lost, stabilized or decreased in almost every company within the Brisa group.

The accidents stabilization was not yet achieved at BCI, integrated at the Brisa Group in 2013. This company contributed to the overall results, with about 36% of accidents in absolute terms and 24% of days lost, though it only represents about 7.5% of the actual total workforce. This differentiation of results and performance is directly related to the scope of BCI`s specific company activities and incorporates a substantially more severe risk level than the other companies in the Brisa group. It is also important to note that they did not exist during the year 2015 and with the exception of an accident by being run over, purely road characteristics, fatal or serious accidents.

It is also noted, that did not exist during the 2015 year any fatal accident, there was only a serious accident by trampling. At company level there has been a significant decrease in accidents with a fall in the number in the following companies: BO&M, BIT, Mcall and Controlauto.

There is only a significant increase in BCI as mentioned above.

	2013	2014	2015
No. of accidents	96	100	93
Days lost	3 491	4 013	4064
Men x hours worked	4 272 499	4 631 774	4564259
Frequency rate	22,47	21,59	20,38
Rate of serious injury	817,09	866,41	890,40
Incidence rate	38,52	41,89	39,22
Duration rate	36,36	40,13	43,70
No. of deaths resulting from accidents at work	0	0	0

Number of Hours of Absenteeism

Main reasons	2013	2014	2015
Accident at work	23 093	24 088	28185
Trade union activity	6 707	9 305	9084
Urgent assistance	3 681	8 081	8040
Illness	74 401	115 260	122141
Unjustified absence	99	758	1093
Strike	43	18	8
Other causes	7 925	11 371	9651
General Total	115 949	170 894	178202

Rate of Absenteeism

Main reasons	2013	2014	2015
Accident at work	0,46%	0,50%	0,62%
Trade union activity	0,13%	0,19%	0,20%
Urgent assistance	0,07%	0,17%	0,18%
Illness	1,48%	2,39%	2,68%
Unjustified absence	0,00%	0,02%	0,02%
Strike	0,00%	0,00%	0%
Other causes	0,16%	0,24%	0,21%
General Total	2,30%	3,55%	3,91%

Absenteeism = hours of absence / potential maximum at work

Note: excluding absences due to study/exams and for maternity or paternity leave.

Rate of Traffic Accidents at Work:

Incidence rate - (no. accidents work / average staff numbers)x103

Frequency rate - (no. accidents work x 106/no. hours worked)

Rate of serious injury - (no. days lost x 106 / no. hours worked)

Duration rate - (no. days lost / no. of accidents)

Days lost are considered to be working days, and they are counted from the day immediately following the day of the accident.

The formulas used for the calculation of this indicator are the same for the years 2012, 2013 and 2014, using the basis of calculation agreed in Ministerial Order no. 1184/2002, of 29 of August – which approved the Annual Model of Activities of the HHSW Services. The other indicators are not legally mandatory, but are frequently used in Health and Safety at Work studies.

LA7

Workers with high incidence or high risk of illness related with their occupation



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 professional activity.

Employees perform medical exams every two years, followed by medical consultation. In the year when they do not have medical exams, consultations are still held. Workers whose age or functions carry higher health risk/probability perform exams and are seen every year - this group includes employees under 18 and above 50 years old, and employees working in shifts.

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

For Cardiovascular illnesses specific tests such as diagnosis of cholesterol and triglyceride levels are carried out. For Diabetes glycaemia levels are controlled and for Liver diseases Gamma GT analysis is performed.

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

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

LA8

Health and Safety topics covered by formal agreements with trade unions



Health and safety issues covered by formal agreements with trade unions are described below.

Cláusula 10, Ponto 4 - any individual admitted to the staff will be subject to a prior appropriate medical exam, at the expense of the employer;

Cláusula 17, Ponto 1, Alínea g) - With regard to hygiene, health and safety at work, the measures that arise for a company, establishment or activity from the application of the legal provisions and agreements in force will be adopted;

Cláusula 17, Ponto 1, Alínea h) - appropriate information and training to prevent accidents and illnesses must be provided to employees;

Cláusula 18, Ponto 1, alínea i) - there should be cooperation, within the company, to improve occupational health and safety, namely through the employees' representatives appointed for this purpose;

Cláusula 18, Ponto 1, alínea j) - The rules concerning Health, Hygiene and Safety at Work established in the applicable legal provisions and agreements, as well as orders given by the employer must be complied with;

Cláusula 21, Ponto 11 - Workers who work uninterruptedly in equipment using a visor must make 10 minute breaks every 2 hours, which, for all due purposes, will be considered as effective working time;

Cláusula 76, Ponto 1 - Employers must comply with the legislation on Health, Hygiene and Safety at Work 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 to this C.B.A.;

Cláusula 76, Ponto 2 - As there are corporate relations between all the companies adhering to this CLA, and as regards the main activities undertaken in the premises and for the provision of services related with Health, Hygiene and Safety at Work, these will be considered as only one, particularly with regard to the workers' representatives;

Cláusula 76, Ponto 3 - Given the different geographic locations of the companies' working places, the election of the workers' representatives will be performed by correspondence, under the terms of the law;

Cláusula 76, Ponto 4 - Following the election of the workers' representatives, a common joint Health, Hygiene and Safety at Work Committee (H.H.S.W.), will be set up, to act as an advisory body, comprising an equal number of members from both parties;

Cláusula 76, Ponto 4.1 - The H.H.S.W. will comprise three of the seven elected members, within the terms of the previous paragraph, as representatives of the workers and three members appointed by the employer;

This indicator is only applicable to the following business units: BO&M, Via Verde, BIT, BEG, BCI, BAE.

LA9 Average number of hours of training by year, by employee and by category

© 123

Please refer to pages 85 and 86.

CONSULT

LA9

LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in their career management

© 123

Please refer to pages 86 to 89.

CONSULT

LA10

LA11

Percentage of employees who regularly receive performance and career development analyses, by gender and category

© 123

The Performance Management System is one of the most important tools to support the establishment of specific objectives to be achieved and in the requirement of the definition of lines of action to be taken by employees and their respective hierarchical levels, to achieve them. The system, established on a spiral logic is based on the annual setting of concrete objectives to be achieved by the company, where each employee recognizes the importance of individual contribution to the team's results, and thus to the overall results.

It is also characterized as a dynamic system in which continuous improvements are introduced resulting from analysis of processes that integrate elements of several companies, also taking into account the contributions of employees and respective managers.

The Performance Management process involves all employees.

Other Considerations:

- In the Management System of Senior Staff Performance and Senior Managers all employees are evaluated, classified in the respective functional groups, provided they have been accepted by 30 June of the year in which the assessment takes place.
- In the system of Non Senior Staff Performance Management all workers are evaluated in the respective function with the exception of:
- Workers hired after April 1st of the year of assessment reports;
- Workers with absenteeism greater than 6 months (absenteeism from January to December of the year to which the assessment reports);
- Professionals who have changed duties, with changes due from July 1st of the year that reports the assessment.

	2013	2014	2015
No. of Employees assessed	2 347	2 287	1 967
No. of employees eligible for assessment in 2014	2 522	2 387	2 343
Total percentage	93%	96%	84%

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

 123

LA12

The most represented functional group works in the toll sector, accounting for 31% of the total number of employees, followed by administrative functions, customer assistance and motor vehicle inspection as the second most represented areas.

Functional Subgroups	No. Employees	%
Administr./Warehouse	361	15%
Customer assistance	270	12%
Clerks	7	0%
C.A.- Executives	4	0%
Service heads	58	2%
Designers/Topographers	7	0%
Directors	56	2%
Managers	5	0%
Electricians	19	1%
Electronic technicians	56	2%
Foremen / Supervisors	51	2%
Inspectors	343	15%
Mcall Operators	58	2%
Toll operators	465	20%
Main	255	11%
Civil construct. workers	148	6%
Secretaries	16	1%
Senior technicians	164	7%
Total	2343	100%

Functional subgroups	Female	Male
Administr./Warehouse	76%	24%
Customer assistance	2%	98%
Clerks	14%	86%
C.A.- Executives	0%	100%
Service heads	29%	71%
Designers/Topographers	14%	86%
Directors	18%	82%
Managers	0%	100%
Electricians	0%	100%
Electronic technicians	5%	95%
Foremen / Supervisors	4%	96%
Inspectors	8%	92%
Mcall Operators	74%	26%
Toll operators	37%	63%
Main	3%	97%
Civil construct. workers	1%	99%
Secretaries	100%	0%
Senior technicians	45%	55%
Total	28%	72%

Functional subgroups	<30	30-50	>50
Administr./Warehouse	4%	81%	15%
Customer assistance	1%	73%	26%
Clerks	0%	29%	71%
C.A.- Executives	0%	25%	75%
Service heads	0%	79%	21%
Designers/Topographers	0%	71%	29%
Directors	0%	46%	54%
Managers	0%	20%	80%
Electricians	0%	26%	74%
Electronic technicians	0%	68%	23%
Foremen /Supervisors	0%	65%	35%
Inspectors	1%	83%	7%
Mcall Operators	0%	76%	14%
Toll operators	0%	75%	25%
Main	0%	69%	31%
Civil construct. workers	0%	64%	36%
Secretaries	0%	69%	31%
Senior technicians	0%	80%	13%
Total	3%	74%	23%

LA13 **Ratio of basic salary of men in comparison with that of women by professional category and significant operating units**



The Group does not restrict access by women to any job or category and the remuneration they receive is not different to that of men.

The wage table agreed pursuant to the CLA applies equally to the base salary of men and women covered by the CLA.

The same principle applies to Mcall, Controlauto and other group companies in the car inspection business, even though they are not covered by Brisa's Collective Bargaining 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 that were traditionally reserved for 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 base salary ratio differently for men and for women, having in the first case considered only a sample of the total workforce and in the second case determined the ratio for the overall workforce of the Group.

Ratio of Basic Salary by Gender

FUNCTIONAL SUBGROUPS	FEMALE	MALE	RATIO M/W
ADMINISTRATIVE			
Office clerk	818,87	837	1,02
Administrative technician	1211	1529	1,26
OPERACIONAIS DE COMUNICAÇÕES			
Operador central de comunicações	1174,33	1164	0,99
TOLL OPERATOR			
Toll Booth Operator	801	851	1,06
MANAGEMENT STAFF			
Technician	2212,5	2506	1,13
Assistant Technician	2132	1837	0,86
Senior Technician	3256	2624	0,81

Ratio of Basic Salary by Operational Units

COMPANY	FEMALE	MALE	RATIO M/W
Brisa Autoestradas	1942	2349	1,21
Brisa Engenharia e Gestão S.A.	2435	1858	0,76
Brisa O&M	1106	1055	0,95
Via Verde Portugal	828	837	1,01

ASSUMPTIONS:

Employees of the Companies who subscribed the CBA in 2014;

Only employees working full time are considered;

The average wage per category was used to calculate the ratio;

Employees admitted in the last 10 years; Functional groups where there are no women were excluded.

LA14 **Percentage of new suppliers who were selected using the criterion of labour practices** **123**

In 2015, the percentage of suppliers already certified in OHSAS 18001 is very small, so the selection criteria based on this typology, although introduced (already in previous years) ends up not being effective or expressive. In 2015, new strategic suppliers were not selected that provided evidence of these practices. However, the Brisa Group continues to work on raising the awareness of its suppliers to the importance of these practices.

LA15 **The main real and potential impacts of labour practices on the supply chain and actions taken** **123**

In 2015, there were no suppliers identified that provided evidence of actual negative or potential impacts inherent to a non-adherence to work practices. In 2015, the percentage of suppliers already certified in OHSAS 18001 is very small. However the Brisa Group continues to work on raising awareness of its suppliers to the importance of these practices, including through specific points in its meetings of the situation, as well as the inclusion of specific criteria in business processes, even if currently they are not considered as a factor for elimination. From these actions we know of at least two new entities already in the process of certification.

HR10 **Percentage and suppliers and contractors who were subject to verification of Human Rights** **123**

All new suppliers are selected considering the compliance with labor law, so it is considered 100%. Still, the level of contractors and sub-contractors, are monitored with regard to its employees, in particular in relation to illegal labor and child labor.

Additionally Brisa is committed to review its policy of selection of suppliers by including specific criteria and contractual articulated, related to the impact on society and human rights.

HR11 **Actual and Potential Significant Negative Impacts of Human rights on the supply chain and actions taken** **123**

All new suppliers are selected considering the compliance with labor legislation, currently we have more than 2,200 suppliers. We have not identified suppliers with significant human rights impacts, actual or potential.

Percentage of operations involved with the local community, impact assessments and development programs

SO1

123

Aspect	Description	% of operations
Social impact assessment	<p>At the construction stage, Brisa monitors the local entities through the Concessionaire responsible, and holds public consultations with regard to Processes of Environmental Impact Assessment, performed by BEG (see Indicator SO10);</p> <p>At the operation and maintenance stage, Brisa identifies, through its analysis of materiality, the topic of Road Safety as having the most relevant impact on the local communities on a social level; the Safety First Programme is a national initiative that aims to address this need;</p>	100%
Environmental impact assessment and ongoing monitoring	<p>Environmental monitoring is described in Indicator EN12.</p> <p>In 2015, at the Operating Stage, the Brisa Group's motorway network was monitored in environmental terms along a length of 296.13 km.</p> <p>The AEDL, Brisal, AELO and AEBT concessions are not considered because they are excluded from the scope of this report.</p> <p>AEA is excluded from this number as we still do not have environmental monitoring data for this concession;</p>	27%
Public disclosure of results of assessments	<p>Environmental information is public.</p> <p>On a social level, the percentage is considered to be not applicable.</p>	100% / NA
Development Programs of the local communities based on their needs	<p>Based on the needs identified, solutions are found on a case-by-case basis.</p> <p>E.g. Protocol developed for the A4 - Maia</p>	100%
Stakeholder engagement plans based on stakeholder mapping	<p>Activity in the construction stage is very low due to the maturity of the network under concession, and therefore the risk associated to the local communities in this stage is not considered relevant and neither justifying a permanent mechanism for the mapping and involvement of stakeholders.</p> <p>At the operation and maintenance stage, stakeholders are involved through the channels described in the response to standard AA1000, and there is no permanent mechanism for the mapping and involvement of stakeholders.</p>	100%
Consultation of the local communities	<p>The involvement and consultation of the local community is critical in the project development stage of new road works and road widening works. Brisa consults local entities, described in Indicator SO10, at local authority level along with relevant public institutes, in order to gauge the expectations of the local communities and if it is possible to include them right from the design stage.</p> <p>The involvement of the local communities is also ensured through the Concessionaire responsible.</p>	100%
Workers' Committee, occupational health and safety committees	<p>The Workers Committee of the Brisa Group is active;</p> <p>In relation to the Formal Health and Safety Committees, the election of the workers' representatives, which is the exclusive responsibility of the trade union representatives, is awaited.</p> <p>See Indicator LA6.</p>	100%
Formal local community grievance processes	<p>The customer support service provides a channel for the reception of grievances, which includes the local communities.</p> <p>In the case of grievances presented by non-customers, these are channelled to the respective concessionaire.</p> <p>See Indicator PR5.</p>	100%

SO2

Business activities with significant potential or actually negative impact on local communities



CONSTRUCTION STAGE

The main impact on local communities in this stage has to do mainly with territorial planning and with other specific concerns as a consequence of the occupation of the land.

List of works in progress in 2015:

Road Widening:

A1 – Sub-stretch Carvalhos / Sto. Ovídio – Road Widening and Improvement to 2x3 Lanes

A4 – Sub-stretch Águas Santas / Ermesinde – Road Widening to 2x4 lanes – New North Tunnel of Águas Santas

Improvement of road surfaces:

A1 – Sub-stretch Vila Franca de Xira II/ Junction A1/A10/Carregado. Localized improvements of the road surface between km 29+000 and 25+000 of the right lane (direction N/S)

A2 – Sub-stretch Fogueteiro/Coima. Improvement/reinforcement of the road surface of the toll booths at the Junction of Coima

A2 – Sub-stretch Junction A2/A6/A13/Alcácer do Sal. Improvement/reinforcement of the road surface

A2 – Sub-stretches Alcácer do Sal/Grândola Norte. Improvement of the road surface of the right lane of the viaduct of Albergaria (direction N/S)

A3 – Sub-stretch Santo Tirso/Famalicão. Improvement/Reinforcement of the road surface

A3 – Sub-stretch EN201/Ponte de Lima South/Ponte de Lima North. Improvement/Reinforcement of the road surface

A4 – Sub-stretch Águas Santas/Ermesinde. Improvement/Reinforcement of the road surface at the Junction of Ermesinde

A4 – Sub-stretch Valongo/Campo. Improvement/Reinforcement of the road surface

A5 – Sub-stretch Oeiras/Carcavelos. Improvement/Reinforcement of the road surface

A6 – Sub-stretch Évora Poente/Évora Nascente. Improvement/Reinforcement of the road surface

A14 – Sub-stretch EN335/Ançã. Improvement/Reinforcement of the road surface

A14 – Sub-stretches Ançã/Coimbra North (A1/A14) /Zombaria. Improvement of the road surface

Rehabilitation and structural reinforcement:

A1, A2, A4, A5 e A12 – Conservation work on Viaducts of the Brisa network

A1 – Sub-stretch Coimbra South/Coimbra North. Rehabilitation and reinforcement of Viaduct B over the Baixa of the Mondego River.

A1 – Sub-stretch Coimbra South/Coimbra North. Repair of the slabs on Viaduct E over the Baixa of the Mondego River

A2 – Sub-stretch Alcácer do Sal/Grândola South. Replacement of the expansion joints of the Sado Bridge (direction South/ North)

A2 – Sub-stretch Alcácer do Sal/Grândola North. Rehabilitation and reinforcement of the viaducts of Arapouco, Albergaria e Burgão

- A2 – Sub-stretch Almodôvar/S. Bartolomeu de Messines. Rehabilitation and reinforcement of Culverts (Lot 1)
- A3 e A5 – Rehabilitation and structural reinforcement of the Culverts PH46 and PH 48 on the A5 and PH 26 and PH 37.1 on the A3
- A3 – Sub-stretch Águas Santas/Maia. Construction of drainage downstream of the PHs 9.1, 9.2 and 9.3 and Connection to Ribeira do Leandro
- A3 – Sub-stretch Maia/Santo Tirso. Extension of the Protection Guard of the Catenary, on the Viaduct of Covelas
- A3 – Sub-stretch Ponte de Lima North/EN303. Rehabilitation and reinforcement of the roadway across the bridge of the Viaduct over the Ribeira da Portela
- A5 – Sub-stretch Linda-a-Velha/Estádio Nacional. Rehabilitation of the Underpass 15.1
- A10 – Sub-stretch Arruda dos Vinhos/Carregado. Construction of the Drainage system of the Viaduct of Santana da Carnota
- A13 – Sub-stretch Pegões/Marateca. Repair of corroded support devices at the viaducts V1 and V2
- A14 – Sub-stretch Vila Verde/Santa Eulália. Rehabilitation of Culverts of the current cross drainage system (PHs km 5+980, 8+580, 9+260, 12+300)

Stabilization of Embankments:

- A1 – Sub-stretch Alverca/Vila Franca de Xira. Stabilization of the excavation embankment at km 19+700 (direction N/S)
- A1 – Sub-stretch Fátima/Leiria. Stabilization of the excavation embankment of Branch B of the Junction of Leiria
- A1 – Sub-stretch Torres Novas/Fátima. Stabilization of the excavation embankment (km 96+400)
- A1 – Sub-stretch Condeixa/Coimbra Sul. Repair of the unstable embankment at km 182+130, aterro (direction S/N), km 182+400, escavação (direction N/S) e km 184+000, Muro M1 (direction A/N)
- A2 – Sub-stretch Almodôvar/S. Bartolomeu de Messines. Stabilization of the excavation embankment at km 211+100 / direction N/S)
- A9 – Sub-stretch Radial da Pontinha/Radial de Odivelas. Stabilization of excavation embankments between km 12+500 and 13+000
- A9 – Sub-stretch Radial da Pontinha/Radial de Odivelas. Stabilization of the excavation embankment of the Portal South of the Tunnel of Montemor at km 15+690
- A14 – Sub-stretch Santa Eulália/Montemor-o-Velho. Stabilization of the earth embankments of Branch B of the Junction of Santa Eulália

Construction of Noise Barriers:

- A1 – Sub-stretch Carregado/Aveiras de Cima. Conceção/Construction of Noise Barriers
- A3 – Sub-stretch Porto (VCI) /EN12/Águas Santas. Conceção/Construction of Noise Barriers
- A4 – Sub-stretch Penafiel/IP9/Amarante. Conceção/Construction of Noise Barriers
- A4 – Sub-stretch Baltar/Paredes/Guilhufe. Conceção/Construction of Noise Barriers

OPERATION AND MAINTENANCE STAGE

In this stage, the main impacts identified on a local community have to do with noise, traffic-related accidents and biodiversity.

S03

Percentage and total number of business units analyzed for risks related to corruption

© 123

Compliance with the audit directives/standards divulged plays a fundamental role in the internal audit work carried out by the Audit, Organization and Quality Department of the Brisa Group.

The works undertaken in 2014 took the following aspects into consideration:

1. Assessment of the risks inherent to the activities of the areas audited;
2. Testing of the existing internal control mechanisms;
3. Verification of the degree of implementation of the recommendations made following previous audits.

As corruption is a quite sensitive topic but which is important in view of the current economic context, it implies serious consequences for organizations, with substantial on-costs.

In this regard, the organization has taken the trouble to develop controls that allow the introduction of ongoing improvements in the processes, so as to make them more robust and to mitigate the risks associated to the activities performed.

After the risks and controls were identified and measured by the areas/companies of the Brisa Group, during 2013, we continued to configure the risk management applicational platform, with the objective of systematising the information gathered.

Lastly, there is still no systematised quantification of the risk of corruption in the organization.

S04

Communication and training in counter-corruption policies and procedures

© 123

Given the specific nature of this type of training, we calculated the percentage of Staff who received training in these matters compared with the total number of employees in the departments most directly connected to this activity – Audit Board, Organization and Quality Department (DAQ), Financial Board (DFI) and Legal Board (DJR).

In 2015, there was no training of this type due to the non-integration of new employees in the departments mentioned above. It is expected to return to these trainings in 2016.

S05 Steps taken in response to the occurrence of situations of corruption

© 123

The Brisa Group is governed by a series of standards and best practices that in their adoption / execution allow for a number of mechanisms aimed at improving internal control. In terms of mechanisms / measures already adopted by the Brisa Group, in previous years, to address the issue of corruption, we highlight:

1. The existence of a Code of Ethics and an Ethics Ombudsman;
2. The channel for communicating non-conformities (irregularities);
3. Publication of specific rules on the treatment of personal data and information protection;
4. The existence of policies applicable to the whole Brisa Group, namely:
 - Risk;
 - Procurement;
 - Information systems;
 - Receipts and payments.

Regarding the balance of 2015, we would mention the following:

1. Total number of cases of employees dismissed or punished for corruption: We have no knowledge or records of situations of this nature;
2. Total number of cases in which contracts with partners and businesses were not renewed due to violations related with corruption: 0;
3. Legal proceedings referring to practices of corruption filed against the reporting organization or its employees: 0

S07 Total number of legal proceedings regarding unfair competition, anti-trust, and monopolistic practices

© 123

In 2015 there were no proceedings to report in this indicator.

S09 Percentage of new suppliers that were screened using criteria for impacts on society

© 123

There were not selected new suppliers based on society impacts. However Brisa is committed to review its policy of selection of suppliers by including specific criteria and contractual, related to the impact on society and human rights.

SO10

Significant actual and potential negative impacts on society in the supply chain and actions taken

© 123

Brisa's activity is characterized by a high geographical dispersion and strong impact on local communities. Being aware of this fact, Brisa has several mechanisms at different levels, to prevent and mitigate the impacts on the communities in which it operates, or to ensure compliance of the law, or in some cases, to ensure a level of performance for beyond the minimum legal requirements.

MEASURES TO ENSURE COMPLIANCE WITH THE LAW

- Measures resulting from the accompaniment of local entities, performed directly by the Concessionaire responsible
- Measures resulting from public consultations made under the Processes of Environmental Impact Assessment, performed by BEG - Brisa Engenharia e Gestão
- Press Service: press conferences, communiqués and other relevant actions, performed in the DIS - Investors, Communication and Sustainability Department
- Customer Support Service
- Installation of acoustic barriers
- Environmental monitoring

MEASURES TO ENSURE A DEGREE OF PERFORMANCE BEYOND THAT REQUIRED UNDER LAW

All of the above on a case-by-case basis, as necessary.

In 2015, the works listed in the Indicator SO2 were in progress. A close relationship of collaboration is maintained with the Town Halls, with the GNR (National Republican Guard) and with Civil Government. Specific work groups are set, as is the case of the Road Safety Work Group, promoted by the Civil Government, which involves other entities such as the PSP (Public Security Police) and INEM (Emergency Medical Services).

We should also mention the process of public consultation held under the Processes of Environmental Impact Assessment.

Underlying the development of studies and projects is a major concern to find environmentally sustainable technical solutions. In fact, with the objective of improving the quality and efficacy of the undertakings managed by Brisa, measures are implemented, right from the preliminary stages to the final stages of the studies and projects, to guarantee the quality of the engineering project, namely through the execution of an efficient process of coordination of environmental studies, which leads to the incorporation, in the overall project, of measures to avoid or reduce the impacts.

Inherent to the Environmental Impact Assessment Process, meetings are held with the local authorities involved in the project, together with other entities (in accordance with the Portuguese Environment Agency), where the plans are presented and all the questions raised by the interested parties are clarified by Brisa as the developer. Adopting a pro-active posture, during this stage Brisa also ensures that entities interested in the project are consulted, namely Town Halls, Services Affected, amongst others. This consultation of entities with a long experience in the area where the undertaking will be built, helps to incorporate the different concerns in the projects in good time, and thus prevent them from emerging at a later stage. This methodology therefore helps to get the project approved more quickly by the relevant authorities and to begin land expropriation proceedings and construction of the infrastructures.

In respect of project coordination for the design and construction stages, and during 2015, around 5 dozen work meetings were held with the stakeholders, corresponding to the following projects:

- A1 – Motorway of the North
- A2 – Motorway of the South
- A3 – Motorway Porto/Valença
- A4 – Motorway Porto/Amarante
- A5 – Motorway of the Costa do Estoril
- A9 – Exterior Regional of Lisbon (CREL)
- A10 – Motorway Bucelas/Carregado/IC3
- A12 – Motorway Setúbal/Montijo
- A14 – Motorway Figueira da Foz/Coimbra Norte

Environmental Inspection of contract works is a very important and pertinent aspect as construction activities can provoke significant impacts on the environment and their control is thus imperative to minimize negative impacts. This situation is monitored / controlled by Brisa's supervision department.

Local communities are also accompanied by the Communication Department, namely by the Press Service, which conveys information to the local communities, providing communication channels to any part of the media that wants clarifications. Information concerning long-term works or those with a significant impact on local communities is provided on the website, through press conferences and of regular press releases.

In 2015 there were 111 press releases.

4 Press Conferences / Encounters with journalists were also held:

23/24th March – Visit of journalists to the Student Drive Camp (Aveiro)

18th June – Press Conference on widening Carvalhos-Santo Ovídeo with the Town Hall of Gaia

21st October – Launch of the new brand Via Verde

27th October – Press Conference, work on the Tunnel at Águas Santas

The Customer Support Service (BO&M) provides customers of the concessions operated by Brisa O&M, S.A. various forms of communicating with the company, namely by letter, fax, e-mail, RSVP envelopes, forms in the shops and on the website or the complaints book.

RSVP envelopes can be obtained at any toll barrier or electronically on the websites of the concessions and sub-concessions operated or through e-mails sent there.

The management of complaints is centralised in Brisa O&M, S.A.'s Customers' Department which, if so required, sends a request for an opinion from the area responsible for the matter mentioned by the customer.

The sending of responses is also centralised.

At any time the Website of Via Verde, the Helpline and Information number 707 500 900, are available 24 hours a day, 365 days a year for assistance and information, and the shops are geared to respond all questions raised by customers. They have access to the complaints handling platform and, through this platform, they come into contact with the Customers Department which is always informed of the contact from the customer.

In specific cases telephone calls may be made to the customer.

Customers' contributions provided through these channels are very relevant and, in some cases, the information collected will help us to make specific improvement measures at operational and management levels.

PR1 **Percentage of categories of significant products and services for which the health and safety impacts are assessed and improved** 123

In this indicator the impacts are identified on health and safety throughout the three stages of organizational activity: Design, Construction and Operation.

DESIGN STAGE

The main objective of the Project Safety Coordination (PSC) is to ensure that General Prevention Principles are included in the elaboration of the project in order to reduce the risks in the construction and use/maintenance stages after the conclusion of the works.

As it is statistically proven that more than 50% of the causes of accidents in the construction and public works industry can be attributed to the design stage, it is BEG's responsibility to act at this point so as to facilitate the construction process and the management of the construction in terms of Safety at Work.

Making use of BEG's vast experience in accompanying construction works, the PSC can prepare or control the preparation of the Building Specifications Contracts, Health and Safety Plans (HSP) and Technical Compilations in a more effective manner.

It is therefore essential for BEG's technicians to be in mutual contact to ensure that all of its responsibilities as Safety Coordinator in the design stage are met (Decree Law 273/2003).

CONSTRUCTION STAGE

The main objective of the Works Safety Coordination (WSC) is to ensure the continuous improvement of the working conditions in the construction yards under BEG's management and responsibility, in order to effectively reduce the rate of road accidents in relation to the sector of activity in question.

WSC will be tightly exercised by BEG, in strict fulfilment of applicable legislation and of the documents issued at the design stage, especially the HSP (Health and Safety Plan).

GUARANTEE PERIOD

A Provisional Reception Survey is carried out on the Works at the end of construction.

In the guarantee period the works are monitored by the Operations Centre which reports any anomalies to BAE which subsequently notifies BEG to intercede with the Contractors in order to repair these anomalies.

At the end of the guarantee period a Definitive Reception Survey is carried out on the Works. After this Statement is issued if everything is in order, the bank guarantee is returned to the Contractor responsible for the execution of this work.

OPERATING STAGE

The most relevant aspects with the greatest impact on Health and Safety with regard to the ongoing conservation of the road infrastructure network were identified as being:

- Vertical signposting
- Horizontal Signposting (road markings)
- Viaducts (structural elements)
- Road surfaces

TECHNICAL DESCRIPTION

Vertical Signposting

Retro-reflection levels required for all the "new" vertical road signs in Brisa specifications are those defined by the specification of retro-reflector screens with Level 2 - "H.I";

There are no indicators established for the minimum quality of vertical road signs applied in addition to those defined in the regulations in force.

Quality assurance of the reflective screens normally used is 7 years for the EG screen and 10 years for the HI screen. At the end of this period the minimum guaranteed by the supplier for retro-reflection is at least 50% of the initial value.

Brisa on its vertical road signs conservation process have made their replacement, considering the lifetime of these materials and their quality. From 2005 it started the application of vertical reflecting screen signal with level 3 "DG" in order to increase the quality of the retro-reflection and the replacement period is 12 to 15 years.

Horizontal Signposting (road marking)

Thermoplastic material (spray) or water-based acrylic paint and projection of glass beads is used in the Horizontal Signposting.

Functional performance measurements are carried out, as retro-reflection "RL", luminance coefficient in diffuse lighting "Qd" skid resistance "SRT".

The Horizontal Signalling painting life time is a function of its wear and tear with repainting occurring when the retro-reflection reaches values of 150 mcd.lx-1m-2.

Structural Works

Verification Tests:

1. Inspections of structural works – Frequency:

OAC (current structural works - PS, PI, PA, PP, PE and PH)

- 4 Years - current structural works of the BCR network;
- 3-5 years - current structural works from other networks.

The first inspection when still under guarantee, is performed by the team of BEG/dep/oa. The following inspections are carried out by teams from Brisa Conservação de Infraestruturas (Brisa Infrastructure Conservation), which are given specific training for OAC inspection.

OAE (special structural works - viaducts, bridges and tunnels)

- 6 Years - special structural works from all networks; All inspections are carried out by the team from BEG 2. Identification of required indicators:
- Special Structural Works Conservation Status Indicator (IM);
- Special Structural Works Annual Conservation Indicator (GI). Objectives of the Brisa Group for indicators:
- Special Structural Works Conservation Status Indicator IM \leq 2 Good
- Special Structural Works Annual Conservation Indicator..... IG \geq 80% - Sufficient for the year 2015, and for the Brisa Group, the values calculated for indicators are:
- Special Structural Works State of Conservation. IM = 1.12
- It is estimated that the Annual Conservation of Special Structural Works ... GI = 80%

With the approval of the indicators mentioned by the regulatory authority, it is intended that these guarantee the global conservation status of networks and also the annual conservation status.

Road Surfaces

1. Frequency of acoustic investigation / inspections to be carried out on the road surfaces:

The acoustic investigation / inspections are carried out at intervals of 4 years for the functional parameters (grip and longitudinal regularity) and variable for the structural parameter (deflection).

2. Identification of the quality indicator required:

The overall condition of road surfaces is characterized by the performance indicator IPAV FUNCTIONAL (SIG indicator). This results from the weighting of a set of simple performance indicators (ICAT: adherence or grip, IREG: regularity, ICE: life cycle) that are based on technical parameters measured by specific equipment, whose activity falls within the domain of the acoustic investigation of road surfaces.

IPAV FUNCIONAL (2015) – 73

- ICAT (2015) – 63
- IREG (2015) – 71
- ICE (2015) – 100

The parameters 2015 can only be delivered by March 15, because only now have we had access to data from the acoustic investigation of the works carried out during 2015.

PR2 **Total number of incidents of non-fulfilment of the regulations and code in relation to the health and safety impacts of products and services during their life cycle, detailed by type of result**

 123

In 2015 there were no incidents under this indicator.

PR5 **Results of Surveys to measure customer satisfaction**

 123

Brisa Concessão Rodoviária or “Brisa”, continues to attribute decisive importance to the satisfaction of its customers with the quality of the service provided. This is reflected in the level of service required from Brisa O&M.

The satisfaction indicators adopted by Brisa for assessing the quality of the service provided, now through a service provision contract with Brisa O&M, continue to be included under SIG (Management Information System), designed and implemented with the support of a consultancy company from the beginning of 2007.

SIG imposes target values (to one year) and target values (to three years) to achieve these indicators.

The source of these amounts uses the results arrived at from the internal monitoring of the service provided, as well as other relevant business indicators.

MONTHLY MONITORING OF CUSTOMER SATISFACTION

Every month, Brisa O&M and Via Verde sound out its customers so as to react more immediately at the level of customer service provided, namely:

In the Road Assistance Service;

In telephone answering service through the number of information and assistance;

In the service provided by Via Verde shops.

Customer satisfaction surveys are carried out monthly, with a view to implementing measures to improve the service in customer service channels. In 2015, the overall average customer satisfaction of each one of the services analysed:

Results 2015 (on a scale from 1 to 4):

Information and assistance number - Annual average level of satisfaction: 3.32

Roadside Assistance: Annual average level of satisfaction: 3.77

PR8

Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data

123

This indicator is not considered to be relevant in terms of Brisa's business.





04

ASSURANCE

SUSTAINABILITY REPORT 2016





**KPMG & Associados - Sociedade de Revisores
Oficiais de Contas, S.A.**
Edifício Monumental
Av. Praia da Vitória, 71 - A, 11.^o
1069-006 Lisboa
Portugal

Telephone: +351 210 110 000
Fax: +351 210 110 121
Internet: www.kpmg.pt

INDEPENDENT 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 of
Brisa Auto-Estradas de Portugal, S.A.

Introduction

1. We have been engaged by the Board of Directors of Brisa Auto-Estradas de Portugal, S.A. ("Brisa") to provide reasonable assurance in respect of the indicators identified in paragraph 4 of the scope paragraph, and limited assurance in respect of the Sustainability Report of Brisa taken as whole ("the Report") as of and for the year ended 31 December 2015.

Responsibilities

2. The Board of Directors of Brisa is responsible for:
 - The preparation and presentation of the sustainability information included in the Report in accordance with the Sustainability Reporting Guidelines (G4), of the Global Reporting Initiative (GRI), for the level Core as described in the chapter "Report Profile" of the Report, and the information and assertions contained within it;
 - Determining 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 AA1000APS (2008); and,
 - Establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.
3. Our responsibility is to express, based on the work performed, a:
 - A reasonable assurance conclusion on whether GRI Indicators: Organization (G4-10 e G4-11), Identification of material aspects and report boundaries (G4-18 e G4-19), Economic Performance (G4-EC1), Market presence (G4-EC5), Procurement Practices (G4-EC9), Energy (G4-EN3; G4-EN4; G4-EN5; G4-EN6 e G4-EN7), Water (G4-EN8), Biodiversity (G4-EN11; G4-EN12; G4-EN13 e G4-EN14), Emissions (G4-EN15; G4-EN16 e G4-EN18), Effluents and Waste (G4-EN23), Fines (G4-EN29), employment (G4-LA1), Health and safety at work (G4-LA6), Training and development (G4-LA9 e G4-LA11), Diversity and Equal Opportunities (G4-LA12), Gender equal payment (G4-LA13), Fighting Corruption (G4-SO4) e unfair competition (G4-SO7), are free from material misstatement; and,



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- A limited assurance conclusion on whether the information on the Sustainability Information included in the Report, as a whole, as of and for the year ended 31 December 2015 is not free from material misstatement.

We conducted our assurance engagement in accordance with the 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 of the International Federation of Accountants and in accordance with AA1000APS (2008).

The Firm applies the International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Scope

4. The scope of our work was as follows:

- Reasonable assurance

A reasonable assurance engagement with respect to the indicators : Organization (G4-10 e G4-11), Identification of material aspects and report boundaries (G4-18 e G4-19), Economic Performance (G4-EC1), Market presence (G4-EC5), Procurement Practices (G4-EC9), Energy (G4-EN3; G4-EN4; G4-EN5; G4-EN6 e G4-EN7), Water (G4-EN8), Biodiversity (G4-EN11; G4-EN12; G4-EN13 e G4-EN14), Emissions (G4-EN15; G4-EN16 e G4-EN18), Effluents and Waste (G4-EN23), Fines (G4-EN29), employment (G4-LA1), Health and safety at work (G4-LA6), Training and development (G4-LA9 e G4-LA11), Diversity and Equal Opportunities (G4-LA12), Gender equal payment (G4-LA13), Fighting Corruption (G4-SO4) e unfair competition (G4-SO7) involves performing procedures to obtain sufficient evidence to give reasonable assurance that the indicators disclosed are free from material misstatement whether caused by fraud or error.

The procedures performed depend on professional judgment, including the assessment of the risk of material misstatement in the indicators mentioned above, whether due to fraud or error. In making those risk assessments, we considered internal control relevant to Brisa in the preparation and presentation of the referred indicators in order to design assurance procedures that are appropriate in the circumstances.

Our engagement also included assessing the suitability of the criteria used by the Board of Directors of Brisa in the preparation of the indicators, as explained in the chapter "Report Profile" of the Report, in the evaluation of the appropriateness of the quantification methods in the reporting of policies used and the reasonableness of the estimates made by Brisa.



• Limited assurance

Our limited assurance engagement on the Sustainability Information consisted in inquiries, primarily of persons responsible for the management, monitoring and preparation of the Sustainability Information, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- Interviews with the responsible persons to understand the processes implemented in Brisa to identify material issues for the relevant stakeholders of Brisa;
- Interviews with responsible persons and relevant staff at operating and corporate level concerning sustainability strategy and policies for material issues, and the implementation of these policies across the business areas;
- Interviews with relevant staff at operating and corporate level responsible for the preparation of the sustainability information to be included in the Report;
- 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; and
- 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.

The extent of evidence gathering procedures performed in a limited assurance engagement is substantially less in scope than a reasonable assurance engagement or an audit conducted in accordance with International Standards on Auditing and Assurance Engagements, and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit or a reasonable assurance engagement. Accordingly, we do not express an audit opinion and do not express a reasonable assurance conclusion on the Report.

Our conclusions

5. Our conclusion has been formed on the basis of, as is subject to, the matters outlined in this report.:
- 5.1 We conclude that the indicators: Organization (G4-10 e G4-11), Identification of material aspects and report boundaries (G4-18 e G4-19), Economic Performance (G4-EC1), Market presence (G4-EC5), Procurement Practices (G4-EC9), Energy (G4-EN3; G4-EN4; G4-EN5; G4-EN6 e G4-EN7), Water (G4-EN8), Biodiversity (G4-EN11; G4-EN12; G4-EN13 e G4-EN14), Emissions (G4-EN15; G4-EN16 e G4-EN18), Effluents and Waste (G4-EN23), Fines (G4-EN29), employment (G4-LA1), Health and safety at work (G4-LA6), Training and development (G4-LA9 e G4-LA11), Diversity and Equal Opportunities (G4-LA12), Gender equal payment (G4-LA13), Fighting Corruption (G4-SO4) e unfair competition (G4-SO7) are presented in all material respects, in accordance with the Sustainability Reporting Guidelines (G4), of the Global Reporting Initiative (GRI) as described in the chapter "Report Profile" of the Report.
- 5.2 Based on the limited assurance procedures performed and the evidence obtained, as described above, nothing has come to our attention that causes us to believe that the sustainability information included in the Sustainability Report of Brisa, as of and for the year ended 31 December 2015, is not presented fairly, in all material respects, in accordance with the Sustainability Reporting Guidelines (G4), of the Global Reporting Initiative (GRI) as described in the chapter "Report Profile" of the Report and in alignment with the principles of inclusivity, materiality and responsiveness as included in the AA1000 APS 2008.

**Purpose of our report**

6. In accordance with the terms of our engagement, this assurance report has been prepared for Brisa Auto-Estradas de Portugal, S.A. for the purpose of assisting the Board of Directors in determining whether Brisa's Reasonable and Limited Assurance Sustainability indicators are prepared and presented in accordance with "Sustainability Reporting Guidelines (G4)" of the "Global Reporting Initiative (GRI)" and for no other purpose or in any other context.

Restriction of use of our 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 any third party other than Brisa for our work, for this assurance report or for our conclusions.

Lisbon, 18 April 2016

KPMG & Associados -
Sociedade de Revisores Oficiais de Contas, S.A. (nr 189)
represented by
Paulo Alexandre Martins Quintas Paixão (ROC nr 1427)

Brisa Autoestradas de Portugal, S.A.
Quinta da Torre da Aguilha | Edifício Brisa
2785-599 São Domingos de Rana | Portugal

T. +351 214 448 500

www.brisa.pt

