



# **SUSTAINABILITY REPORT 2021**







# ABOUT THIS REPORT

**This document is the first Sustainability Report of the Casais Group, following on from the Sustainability Manifesto and Building a better tomorrow, published by the Casais Group in 2020.**

This document tells our story of creating value for our Stakeholders and how we took on board ESG (Environmental, Social

and Governance) issues in the business, in order to ensure the Group's sustainability from a long-term perspective.

Throughout this report we highlight our approach and commitment to the sustainability issues that are most important to Casais and its stakeholders. The identification of material issues and the definition of the ESG Integration Strategy in the business signal a transformation stage in the Casais Group's business strategy, driven by the organization's ambition to assert itself as an active participant in the promotion of transparency and best practices in terms of the internalization of sustainability issues in the business and the respective disclosure to its Stakeholders.

Despite the fact that the scope of the material themes and Strategy is Casais Group as a whole, due to the inherent limitations of the implementation of ESG information collection and processing systems at a Group level, we chose to consider the activity of Casais Engenharia e Construção - Portugal ("Casais EC") and Casais Angola ("Casais AO") when assessing the performance of each of the Strategy's ESG themes for the year ending 31 December 2021. These entities represent about 66% of turnover and employ 41% of the employees.

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards, for the "in accordance – Core" option, and has not undergone an independent review by an external entity. This document is available at <https://casais.pt/sustentabilidade/>, and the Casais Group may be requested to provide any clarifications at [esg@casais.pt](mailto:esg@casais.pt).



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**01**

# **MESSAGE FROM THE CEO**







# SUSTAINABILITY

## IN BUILDING A BETTER TOMORROW!

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António Carlos Rodrigues  
CEO Casais Group

### Dear Customer, Partner and Employee,

It is with great pleasure that we present the first Sustainability Report of the Casais Group, an exercise that takes into account the importance of ESG issues in the development of the Construction Sector.

We accept responsibility for operating at the interface between society and constructions, and between buildings and the environment. The urgency of bringing to the forefront the impact stems from the recognition of the conflict between decisions at a human scale (short-term) and their respective impact (long-term).

This breaks the analogy with natural selection, which over the millennia got rid of species whose short-term options did not turn out to be compatible with the long term. These natural timeframes do not occur with constructions and human beings, which have only existed very recently in relative terms. As a result of exponential evolution of technology and society, we are currently at a crossroads and our choices in the immediate future will prove decisive to our survival and prosperity. Organizations play a major role within the scope of these options.

In contrast to human beings, who have an ephemeral existence, an organization is not a perishable being and can be something larger, better, and more permanent than ourselves. It transcends the short term, using its processes and procedures as an aid to record the result of

**“As a result of the exponential evolution of technology and society, we are currently at a crossroads and our choices in the immediate future will prove decisive to our survival and prosperity.”**

its evolution and learning. It is a legacy that results from human contribution in a selection system that we call “continuous improvement”, with the ultimate aim of responding to society, without which the organization ceases to exist.

The evolution of society and organizations was made possible by the construction of a global economic system that allowed the maximization of scale, efficiencies and growth. The different stages of economic and social development, coupled with globalization and accelerating technology, have exacerbated economic and social inequality that now threatens the very noble goal that gave rise to the creation of this global economic system.

Stakeholder capitalism is a natural response to this imbalance. It is not a social or ideological agenda. It is the recognition of the dual materiality of organizations, complementing economic value with the value of sustainability, underpinned by mutually beneficial relationships with employees, customers, suppliers and communities, on whom the organization and society rely to continue to prosper.

Construction exists to serve the needs of civilization and society. It is a society that has grown and prospered through the development of our cities and infrastructure. By 2100 the population will reach 10 billion people, and almost one third of the current seven billion live far below the threshold of acceptable standards.





# 01 MESSAGE FROM THE CEO

## SUSTAINABILITY IN BUILDING A BETTER TOMORROW!

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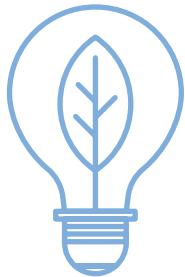
Therefore, construction plays a fundamental role in this interface between the Planet (habitat), People (society) and Productivity (economy), and it has extra responsibility for meeting the challenges of the next 50 years. The industry needs to evolve to guarantee housing, water, power, and connectivity to those who don't have them. Continuing with current practices and technologies would lead to the extinction of any hope of building a sustainable future for us all. Our sector is in third place when it comes to responsibility for greenhouse gas emissions, and major trends suggest that it is likely to overtake Energy and Transport due to renewable energy and the "green" electrification of vehicle fleets. To this are added low levels of productivity, the lack of product circularity and the inability to maintain the flexibility and adaptability of built spaces.

In this challenge, it is imperative that a Design for Change mentality be incorporated into the next generation of buildings, by acknowledging that building components are capital that does not depreciate in value as long as they can be dismantled and reused, ultimately avoiding the need to extract more resources in the coming centuries. This is construction based on the application of the principles of the circular economy, efficiency and enhancement of human and material resources, from a perspective of sustainability for the maintenance of tangible and intangible assets (resources, people, knowledge, processes and organization) of companies.

At the Casais Group we believe that we play a vital role in the construction of societies and in the future of communities. Therefore, we have been strengthening our commitment to the sustainability of our customers, employees and other communities to contribute to the pillars of a balanced society aligned with the Sustainable Development Goals (SDGs).

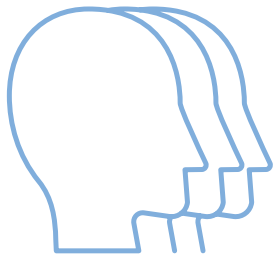
In this sense, our strategy has been created in such a way as to include not only environmental sustainability, but also social sustainability and, as a consequence, economic sustainability, underpinned by the sort of management practices, principles and values that define the Casais community. Making cities and communities inclusive, safe, resilient and sustainable, while taking urgent action to combat climate change and its impacts, is one of the core objectives of our commitment.

**We are driven by investments and initiatives that promote and strengthen sustainability in the areas of Environmental, Social and Governance (ESG), specifically:**



### ENVIRONMENTAL DIMENSION

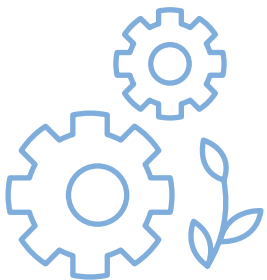
Adherence to the general principles of the Circular Economy Principles for Buildings Design document issued by the European Union (EU), specifically on issues such as durability, adaptability and waste reduction and management, and to the Sustainable Development Goals set by the United Nations (UN) General Assembly.



### SOCIAL DIMENSION

In view of constant changes, agility becomes an asset, but before it can be an asset it must first become a culture. We are therefore implementing new tools, such as the Casais Academy, to ensure the adaptation of roles with a view to ensuring that people continue on a path within our organization. In parallel, as the entity that instituted the Mestre

Casais Foundation, the Casais Group gave this foundation an unequivocal remit: to study, promote, debate and convey the most difficult of humanity's challenges: how to make the aspirations and needs of individuals and society compatible with the limitations of the planet's resources and natural processes. We also believe that it is essential to invest in and encourage the inclusion of locally produced products and services. Our regional investment produces wealth, which is distributed to the local community in the form of income (wages) and knowledge (skills), which provide access to housing, drinking water, power, connectivity, education and health.



### GOVERNANCE DIMENSION

We operate in diverse markets and cultures, and our ability to adapt is crucial. Different risks and conditions require a culture of strong principles and capable analysis, along with the implementation of best construction and management practices. The dimensions of ethics and responsibility, transparency, and respect for customers and employees are central to the sustainability model that we value, the most recent manifestation of which is this sustainability report.





At the Casais Group we believe  
that we play a vital role in the  
construction of societies and the  
future of communities.



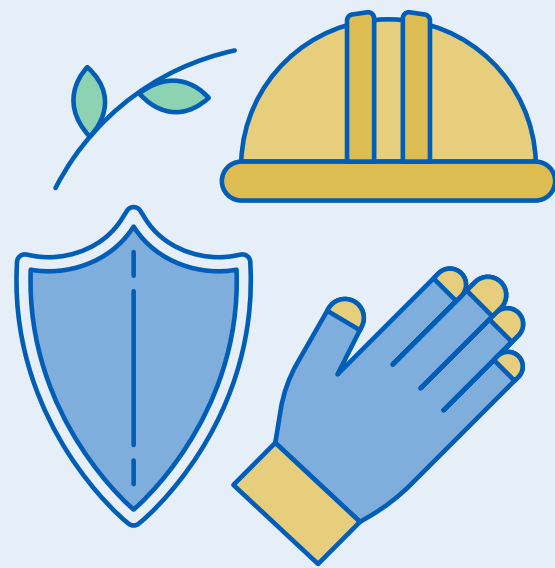


# 01 MESSAGE FROM THE CEO

## SUSTAINABILITY IN BUILDING A BETTER TOMORROW!

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As a result of this vision, we believe that we have been able to achieve this aim by committing to the following strategic priorities:



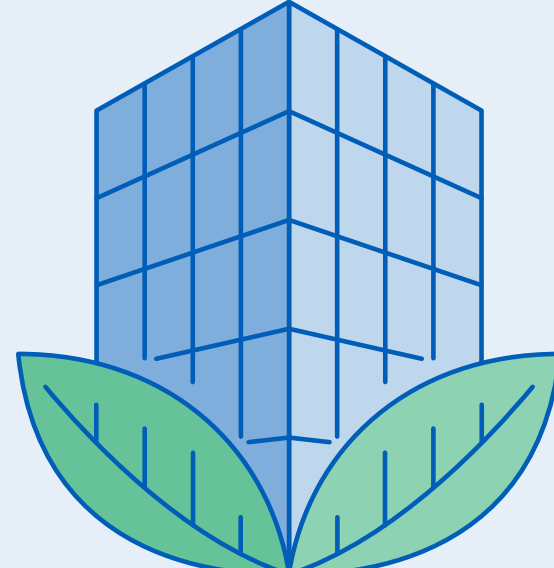
**Competent and reliable people** for their enhancement and protection, by promoting a solid and lasting business.

- Employee management and development
- Health and Safety
- Inclusion and diversity



**Ethical and collaborative business** conducting business ethically with our partners for a fairer society.

- Ethics, compliance and governance
- Human rights
- Value chain management
- Risk management
- Engagement with customers and Stakeholders



**Conscientious and innovative solutions** making us a benchmark in the democratization of solutions that meet today's environmental, social and climate challenges.

- Green buildings and technologies
- Resource conservation and efficiency
- Adaptation and resilience
- Innovation, design and safety of products and infrastructure



**Shared and valued territory** transforming territory with awareness of the long-term impacts on heritage, communities, and ecosystems.

- Community relations
- Climate change mitigation
- Waste, water and effluent management
- Biodiversity and land use





## 01 MESSAGE FROM THE CEO

### SUSTAINABILITY IN BUILDING A BETTER TOMORROW!

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**The history of the Casais Group is a history of resilience. As a group we have existed for over 60 years, and over two decades we have risen from 35th position in the national ranking of engineering and construction companies, to the national top 3.**

Our mission is just beginning. We are developing stronger people and communities. We mobilize people who are capable of empowering and being empowered. We transfer products and services, creating wealth and added value. We are creating a network of knowledge that circulates free of confinements and boundaries. Our buildings, the visible face of our actions and decisions, will mirror the change in our behaviors.

With a transition from the second to the third generation in the Group's management, and with consolidated management bodies and processes, we are looking to the future with a vision of continuing to be a benchmark of solidity and knowledge. This long-term vision makes sure that we are clearly aligned with the objectives of joint prosperity with society. Therefore, at Casais, we redefine the concept of value to encompass economic, human and environmental value. This is how we will express our legacy, safe in the knowledge that it will lead to the sort of world we want to leave to our descendants.





# 02 THE CASAIS GROUP

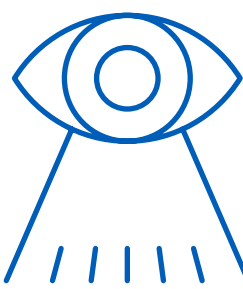






# 2.1 PROFILE OF THE ORGANIZATION

## 2.1.1 VISION, MISSION AND VALUES



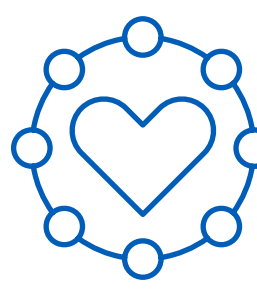
### VISION

To be a benchmark for knowledge and solidity in the Engineering and Construction area.



### MISSION

To manage with expertise and innovation, prioritizing strategic partnerships and new markets based on a culture of excellence and sustainability.



### VALUES

#### Humanism

We develop effective relationships through mutual respect, solidarity, and friendship among employees and with business partners and communities.

#### Dedication

We encourage commitment and effort to achieve goals.

#### Integrity

We conduct ourselves seriously, impartially and loyally when running our business to ensure relationships of trust, placing the good of “everyone” over that of the individual.

#### Determination

We encourage proactiveness and objectives- and results-oriented leadership to strengthen sustained decision-making.

#### Cooperation

We contribute to an environment of collaboration and teamwork by creating synergies to achieve global objectives.

#### Flexibility

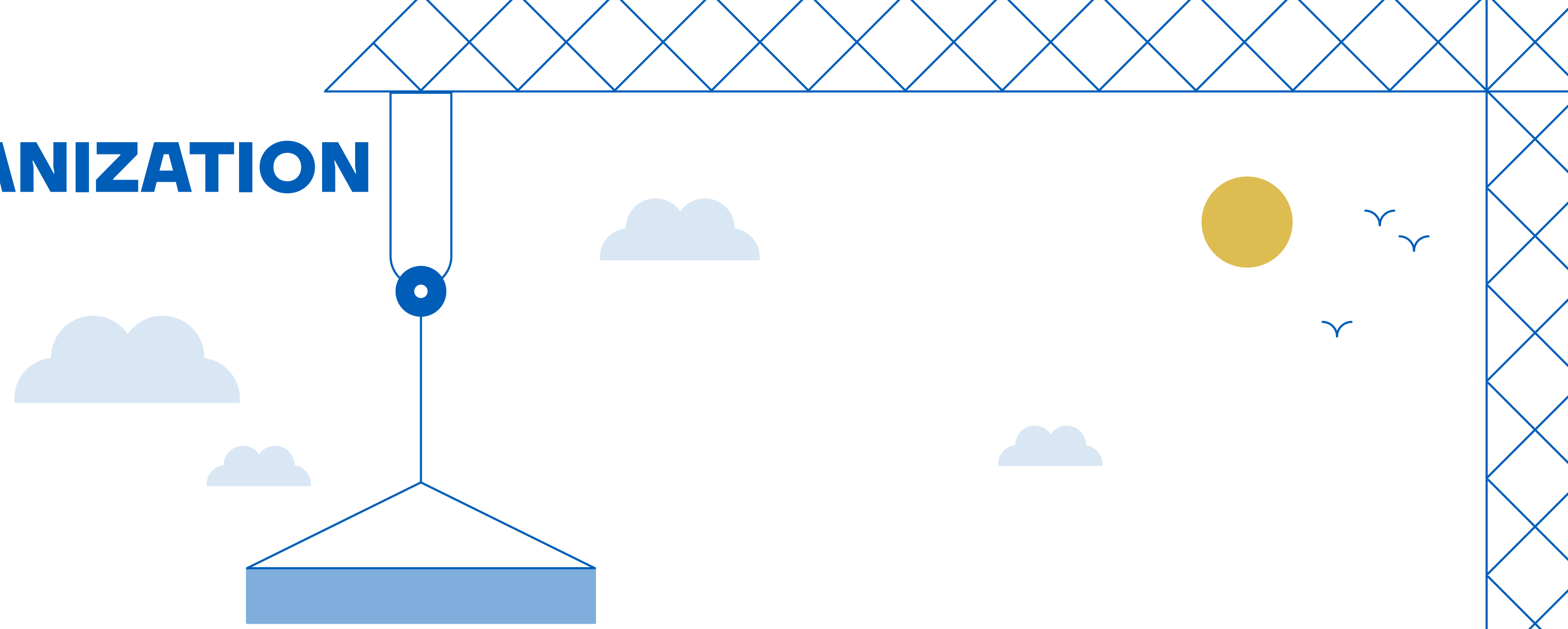
We support mobility and availability by creating conditions for adaptation when faced with change and challenges.

#### Knowledge

We foster the sharing of knowledge and good practices and promote training, innovation and business diversity.

#### Rigor

We encourage discipline and responsibility while carrying out our tasks, to ensure that we meet our commitments.







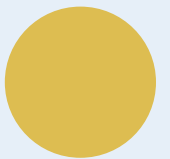
# 02 THE CASAIS GROUP

## 2.1 PROFILE OF THE ORGANIZATION

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Casais DNA values.  
We use these values to define the basis of our culture, and they are visible in the attitudes and behaviors of our people and our partners with whom we choose to do business. These objectives still serve as a guide for our modus operandi, through principles, systems, and processes.

**Vision** is the future that we aspire to. Although generic, it guides and gives us a direction.



**PURPOSE**

**Sustainability in Building a better tomorrow**



**RESULTS**



**PEOPLE**



**INNOVATION**



**SUSTAINABILITY**

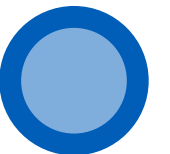


**CUSTOMERS**

Strategic Objectives

**Mission** our expedition and defines how we achieve our objectives.

**COMMAND AND GUIDANCE SYSTEM**



**VALUES**

**SYSTEMS AND PROCESSES**

**LEADERSHIP PRINCIPLES**

**Structure**

**RECOGNITION AND REWARD**

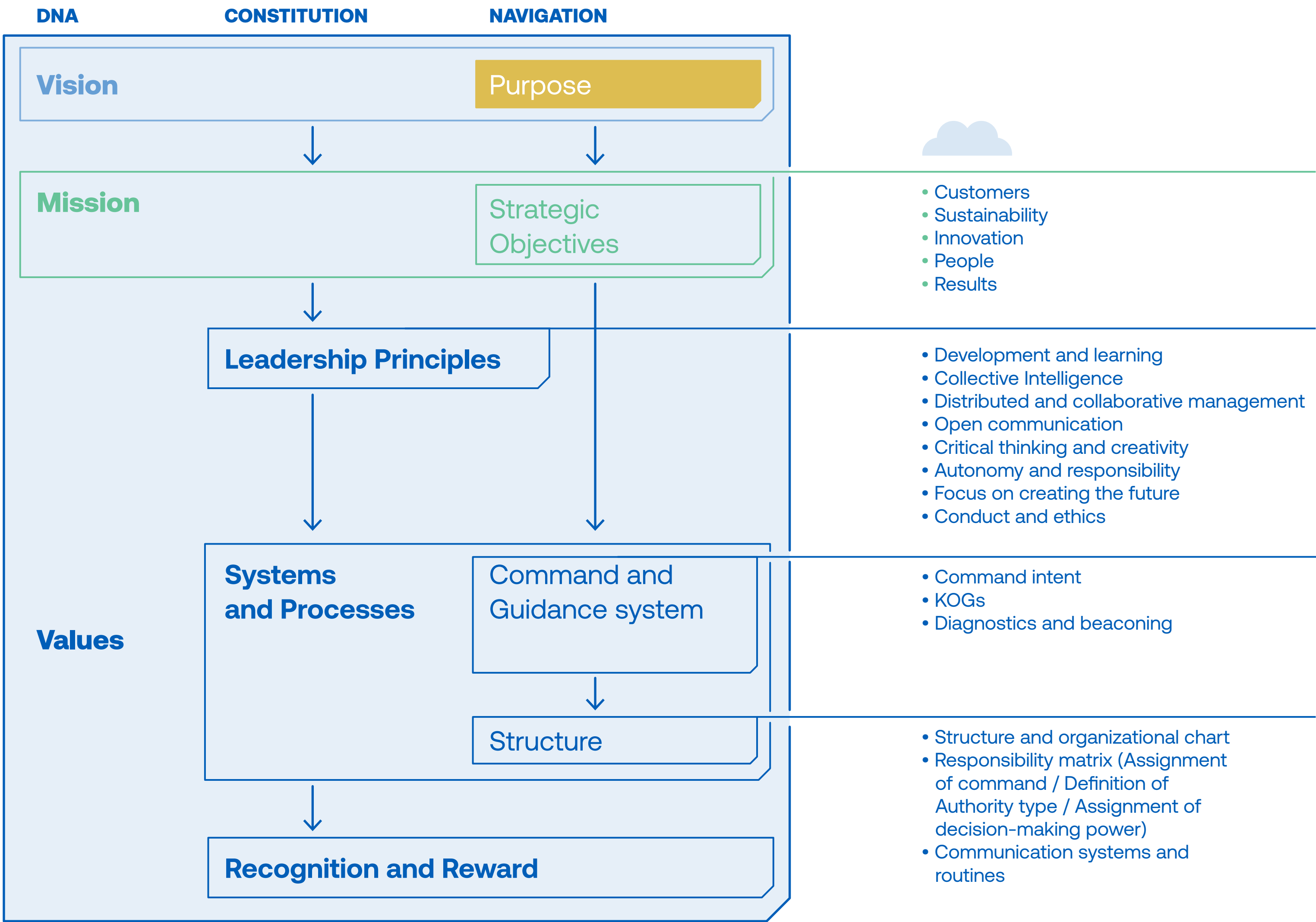




# 02 THE CASAIS GROUP

## 2.1 PROFILE OF THE ORGANIZATION

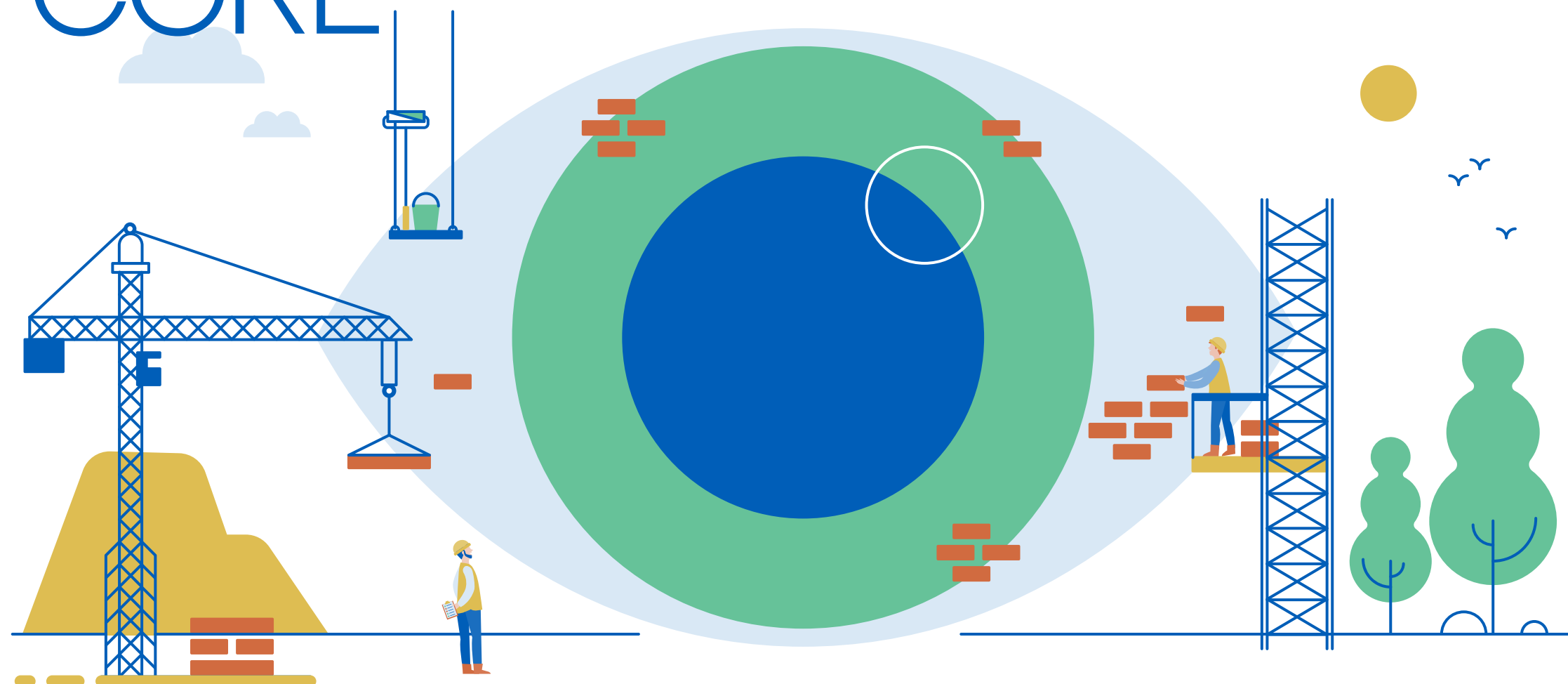
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# WE BUILD YOUR VISION BECAUSE OUR CUSTOMERS LIE AT OUR CORE



## 2.1.2. ORGANIZATIONAL CULTURE

At Casais Group we maintain a close relationship with our customers, starting during the commercial phase and running all the way through to the construction and maintenance phases, with the aim of living up to their highest expectations.

The construction industry is subject to many upstream and downstream variables, hindering the coordination of a linear and efficient production flow. We believe, therefore, that starting by building collaborative relationships with customers allows us to lay the foundations for designing a more fluid and efficient production process.

We operate with an intra-group Operating System - a basis we call Principles - and we are able to accelerate and execute effectively by leveraging all of the experience and knowledge put into a set of systems and processes, mitigating risk with boundary systems and adjustment and correction mechanisms.

In the Casais Group, both internal and external collaborative work is actively encouraged, leading to the promotion of a group spirit across the organization. Our collaborative approach extends to our customers

- We support them from the very first moment, by actively participating in coordination with other key entities to seek out and develop the highest value solutions. Additionally, we also seek and foster partnerships that can add value to these solutions.

**Knowledge sharing** is, in fact, one of the principles by which we govern ourselves.

The progress of our companies depends on them constantly updating their know-how, so **critical thinking** is also one of our fundamental principles, as it is an essential part of challenging the status quo. Creativity and disruptive vision are part of this evolution process, which aims to enrich our human capital and promote successive update cycles.

In turn, the integration of **innovation** is also a fundamental principle at Casais which plays an essential role in the adoption of tasks and equipment that facilitate increased productivity. In addition to this increase in productivity, there is an improvement in employee safety conditions and the appreciation of their profession





## 02 THE CASAIS GROUP

### 2.1 PROFILE OF THE ORGANIZATION



**We are governed by these principles, which are applied throughout the group and to all operations, regardless of their scale.**

**Their purpose is to guide all employees during the course of their activities, at all times**

In harmony with the principles mentioned above, we carry out our activities based on ethical principles, laid down in the **Code of Business Ethics and Conduct**, which sets out the guidelines for business ethics and governance and extends to all our employees.

Our Systems and Processes are the tools, habits, and routines built into our annual cycles that allow repetition at scale, giving us the ability to execute quickly and effectively.

Recognition and Reward is what allows us to align efforts and priorities, signaling that we are on the path to success.

Alongside the principles that govern the organization's conduct, we also make a range of commitments to our Stakeholders.



In the Casais Group, both internal and external collaborative work is actively encouraged, leading to the promotion of a group spirit across the organization.





# 02 THE CASAIS GROUP

## 2.1 PROFILE OF THE ORGANIZATION



### SHAREHOLDERS

Ensure the profitability of the business through the sustainable development of the organization and transparency of the accounts and business.

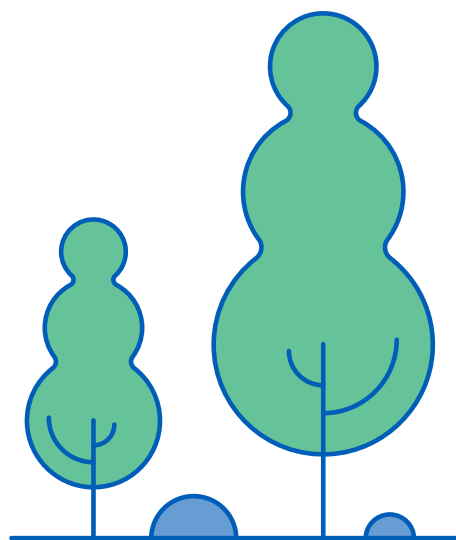


### COMMITMENTS TO STAKEHOLDERS



### CUSTOMERS

Win and keep customers by providing them with projects, products and services that add value in terms of price, quality, safety and environmental impact, contributing all innovation technology, environmental, and commercial skills that may be necessary.



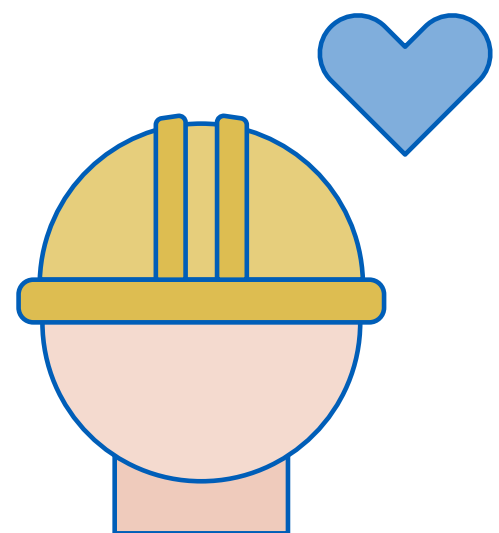
### SOCIETY AND THE ENVIRONMENT

Conduct business as responsible corporate parts of society, comply with applicable laws and regulations, support fundamental human rights in line with the legitimate conduct of business, and pay proper attention to health, safety and the environment.



### SUPPLIERS AND PARTNERS

Seek mutually beneficial relationships with subcontractors, suppliers and service providers and, in doing so, promote the application of these rules of conduct and equivalent business principles in these relationships.



### EMPLOYEES

Respect the human rights of our employees and provide them with dignified and safe working conditions. Create an inclusive working environment by providing access to talent and career development opportunities.



### 2.1.3 THE NAVIGATION SYSTEM

Our **Navigation System** allows us to orient our priorities and to align and redouble our efforts towards our purpose.

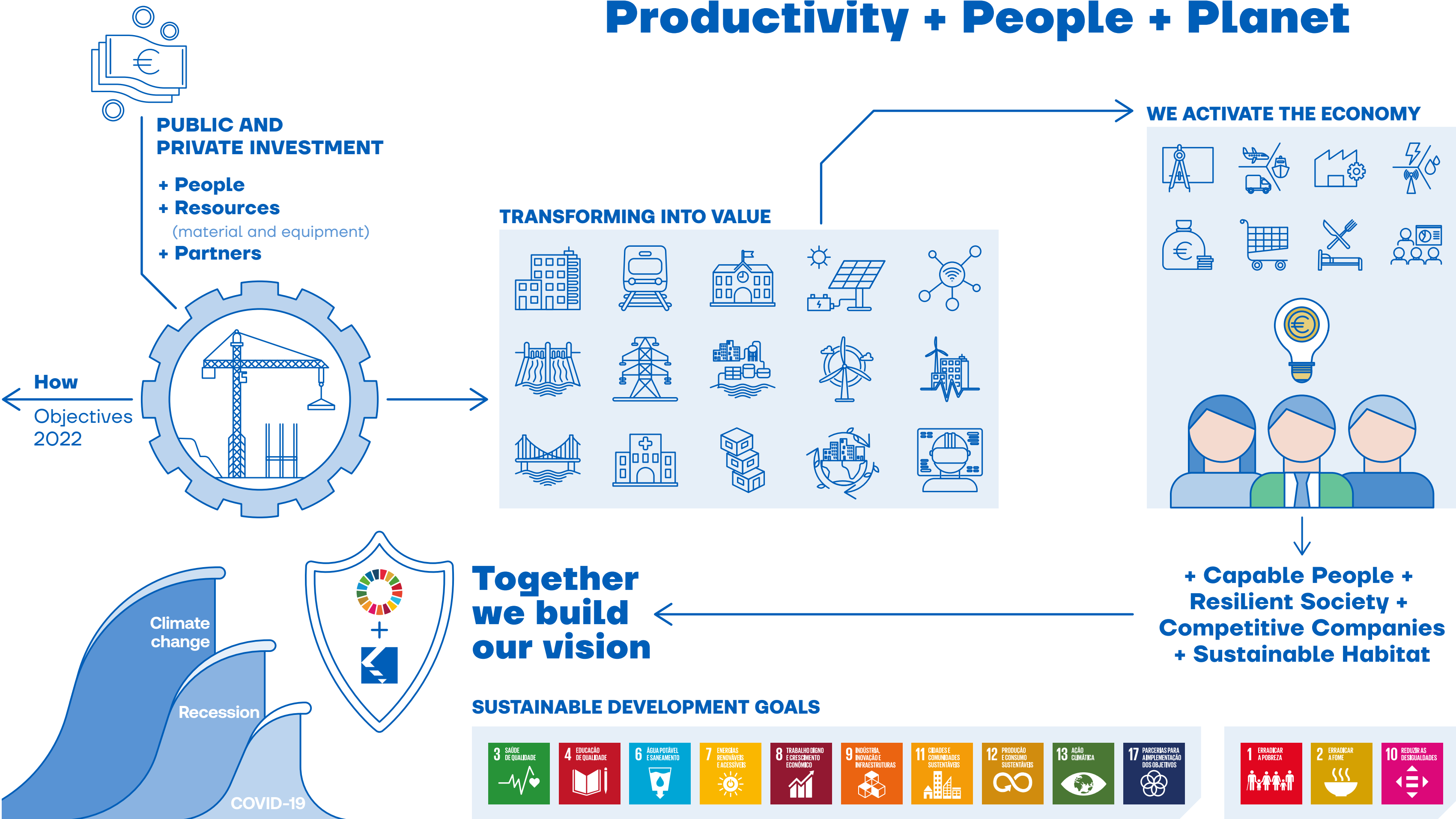
Our **Purpose** is to serve society (People), while respecting the natural habitat (Planet) and growing to create economic wealth (Productivity).

We build what society needs to become more resilient and capable by strengthening the competitiveness of companies while keeping the natural habitat sustainable.

We transfer knowledge and put it to work to produce more value, thereby distributing wealth - both monetary and in the form of skills.

As part of our navigation system, we have defined **strategic objectives**, which are steps towards achieving our purpose.

The objectives are grouped into five strategic priorities of our activities: Customers, Sustainability, Innovation, People, and Results. We use the acronym **CASAISPRO** for these priorities. These priorities allow us to set an objective of professionalizing the industry to build a better future, as an element that binds us together.







## 02 THE CASAIS GROUP

### 2.1 PROFILE OF THE ORGANIZATION

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#### STRATEGIC OBJECTIVES

CASAIS PRO

##### Customers

Boost the customer-centric culture

##### Sustainability

Promote sustainability in business processes, products and services, creating more shared value in the environmental, social and governance dimensions

##### Innovation

Driving innovation with a disruptive vision and new business models

##### Results

Increase financial strength and availability by managing risk in order to make strategic investments

##### People

Develop wisdom in people by creating, attracting, retaining and sharing knowledge



## 2.1 PROFILE OF THE ORGANIZATION

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Our systems and processes **include Guidance and command instruments** and the **Structure**.

Data and evidence collection systems form part of our **Guidance and command instruments**, in which, after adding the identification of the target problems, we are able to combine enough information to determine the solutions. We use **Command Intent** as a key instrument in the process to achieve the objectives. It describes the mission and makes it clear who will perform it and where, why and how.

This instrument is particularly important to our management because all plans require adjustments, but as each one has to be adapted, everybody does it for themselves, without requiring additional guidance on what to do.

In addition to this, is the Key Objectives and Goals (**KOGs**) instrument, which allows us to establish routes by identifying intermediate goals. It is a tool that allows you to insert major variables and discuss solutions early on, thereby achieving greater foresight while making the discussion more inclusive and comprehensive by bringing an assumptions- and solutions-based debate into the dialog (“What would have to happen for the objective to be achieved”). It is a dynamic instrument that works in a similar way to a GPS, with adjustment and reorientation mechanisms, but always focused on achieving the planned future.

The **Diagnostics and beaconing** systems allow the introduction of periodic verification mechanisms, thus avoiding potential risks of cumulative occasional degradation, which would otherwise only be visible when its cumulative effect becomes too large. This is also the mechanism that allows adjustments previously considered in the studied scenarios to be triggered.

Finally, the **Structure** is the hardware infrastructure, and our procedures and communication flows. The Structure consists of an Organizational Chart that reflects how we organize ourselves to respond to Issues in each of the Spaces where we operate. It also consists of a **Responsibility Matrix**, which shows the Command Assignment (in each Spare for each Issue), clarifies the Authority (Hierarchical and Functional) and assigns the decision-making role.

Finally, we define the communication systems and routines (which meetings, how often, schedules and purpose).







## 02 THE CASAIS GROUP

### 2.1 PROFILE OF THE ORGANIZATION

#### 2.1.4 BUSINESS

The Casais Group, created in 1958, still maintains its family nature. Our know-how has been in operation for over 60 years, based on strategic, ethical and professional principles that have dictated the organization's success over time, and that reflect a history of resilience.

As a benchmark in the construction and public works sector in Portugal we frequently receive recognitions and awards for our quality and professionalism.

**The Casais Group as an organization has been noted and recognized, both within Portugal and internationally, for its mission and the work it does in different countries where it has operations.**



#### 2021

Internal Communication Observatory (ICO) Awards  
**Inspirational Leader** — António Carlos Rodrigues,  
Casais Group CEO

Excellence Index 2020 **6th place in the Large Company category** — Casais Group

#### 2020

Heritage Awards 2020  
**Grand Central House Prize** — Casais Gibraltar

Construir 2020 awards  
**Best National Construction Company** — Casais Engenharia e Construção

Construir 2020 awards  
**Sustainability Award (Lisbon Green Valley)** -  
Casais Engenharia e Construção

Municipal Medals of Merit from the Braga Local Government: **Gold Medal**  
— Casais Engenharia e Construção

Expresso/SIC Notícias Real Estate Awards 2020  
**Bairro Alto Hotel Refurbishment Award**  
— Casais Engenharia e Construção

Expresso/SIC Notícias Real Estate Awards 2020  
**Bairro Alto Hotel Prestige Award**  
— Casais Engenharia e Construção

Portugal 2020 Real Estate Show  
**Bairro Alto Hotel Urban Refurbishment Award**  
— Casais Engenharia e Construção

#### 2019

Excellence Index 2019  
**Winner of the Construction, Infrastructure, Transport and Logistics Sector** — Casais Group

Excellence Index 2019  
**9th place in the Large Company category**  
— Casais Group

Construir 2019 awards  
**Best National Construction Company**  
— Casais Engenharia e Construção

Construir 2019 awards  
**Sustainability Award (Villa Nature)**  
— Casais Engenharia e Construção

Millenium Horizontes Awards  
**Internationalization Award**  
— CasailInvest SGPS, SA





## 02 THE CASAIS GROUP

### 2.1 PROFILE OF THE ORGANIZATION

#### 2018

Construir 2018 awards  
**Best National Construction Company**  
— Casais Engenharia e Construção

Construir 2018 awards  
**Construction Company Internationalization Award**  
— Casais Engenharia e Construção

**Torre de Belém Award**  
Portuguese Belgium Luxembourg Chamber of Commerce  
— Carpin.BE

**DIT Awards — International Expansion**  
Casais Engenharia e Construção

#### 2017

Construir 2017 awards  
**Best National Construction Company**  
— Casais Engenharia e Construção

**2017 Construction Innovation Awards — Building Systems**, Calçada da Estrela 24 project: Use of a Supported Crane — Casais;

**Construction Innovation Awards 2017 — IT Technologies and Systems**, Eurotowers West One project: Stability Design Optimization BIM Pilot Project — Casais

**Construction Innovation Awards 2017 — Renewable Energies**, by Energy Storage Systems - Ampere Energy

Portuguese Companies Internationalization Ranking (RIEP), of INDEG-ISCTE  
**1st place in companies with turnover up to 300 million euros and 3rd place in the Portuguese Companies Internationalization Ranking 2017**  
— Casais

#### 2016

**Interbuild Safety Award**  
Havenhuis Project, Antwerp — CNT Belgium

Export & Internationalization Awards 2016 **Winner** in the **Large Company Internationalization** Category  
— Casais Group

Construir 2016 Construction Refurbishment Awards  
**1st Prize in the “Construction Company” Category**

Construction Innovation Awards  
**Company of the Year Merit Award** — Opertec

Portugal Digital Awards  
**Best Return on Digital Investment Award**  
— Casais Engenharia e Construção

INDEG-ISCTE Ranking of Portuguese companies with international strategies  
**3rd place** — Casais Engenharia e Construção

#### 2015

Construir 2015 Construction Refurbishment Awards  
**1st Prize in the “Construction Company” Category**

Masters of Human Capital 4th Edition (IFE -International Faculty for Executives)  
**Best Recruitment and Talent Retention Policy** category — Casais Group

#### 2014

Construir Journal Awards  
**Construction Company Internationalization Award**  
— Casais Engenharia e Construção

INDEG-IUL Ranking of Portuguese companies with international strategies  
**6th place** - Casais Engenharia e Construção

#### 2013

**Recognition by the Governor of Gibraltar for work done** — Casais Gibraltar

**Heritage Award** for participating in, and sponsoring the restoration and relocation of an old cannon located in the well-known “Harding’s Battery” Fort  
— Casais Gibraltar

#### 2012

**Entrepreneur Award – Management**  
— Carpincasais  
**Entrepreneur Award – Products/Services**  
— Undel

National Urban Refurbishment Award  
**Best Intervention with a Social Impact**  
— Platform for Arts and Creativity (Guimarães)  
— Casais Engenharia e Construção

Internal Communication and Corporate Identity Observatory: **Change Management**  
— Casais Engenharia e Construção

Media and Advertising Awards  
**Internal Communication/Intranet Mention of Honor**  
— Casaisnet — Casais Engenharia e Construção

#### 2011

**Galp and Fluor E&C Recognition** for 45,940 hours without work-related accidents on site — Galp Matosinhos Refinery (Porto)  
— Casais Engenharia e Construção 2010

**Secil Architecture Award – Contractor**  
Paula Rego House of History and Memories (Cascais)  
— Casais Engenharia e Construção

**Recognition from BP and Cordeel BV** for 50,610 hours without work-related accidents on site  
— BP Headquarters Rotterdam (The Netherlands)  
— CNT Netherlands

#### 2004

**National Housing Institute (INH) Award**  
30 Homes in Vale Domingos (Águeda)  
— Casais Engenharia e Construção

#### 2002

**National Housing Institute (INH) Award 1st Prize Private Controlled Costs Housing Development** — 72 homes in Creixomil (Guimarães)  
— Casais Engenharia e Construção and Construcasais

#### 2000

**SME Construction Excellence**

#### 1999

**SME Construction Excellence**

#### 1998

**National Housing Institute (INH) Award Mention of Honor** — 25 Homes in Azurém (Guimarães)  
— Casais Engenharia e Construção



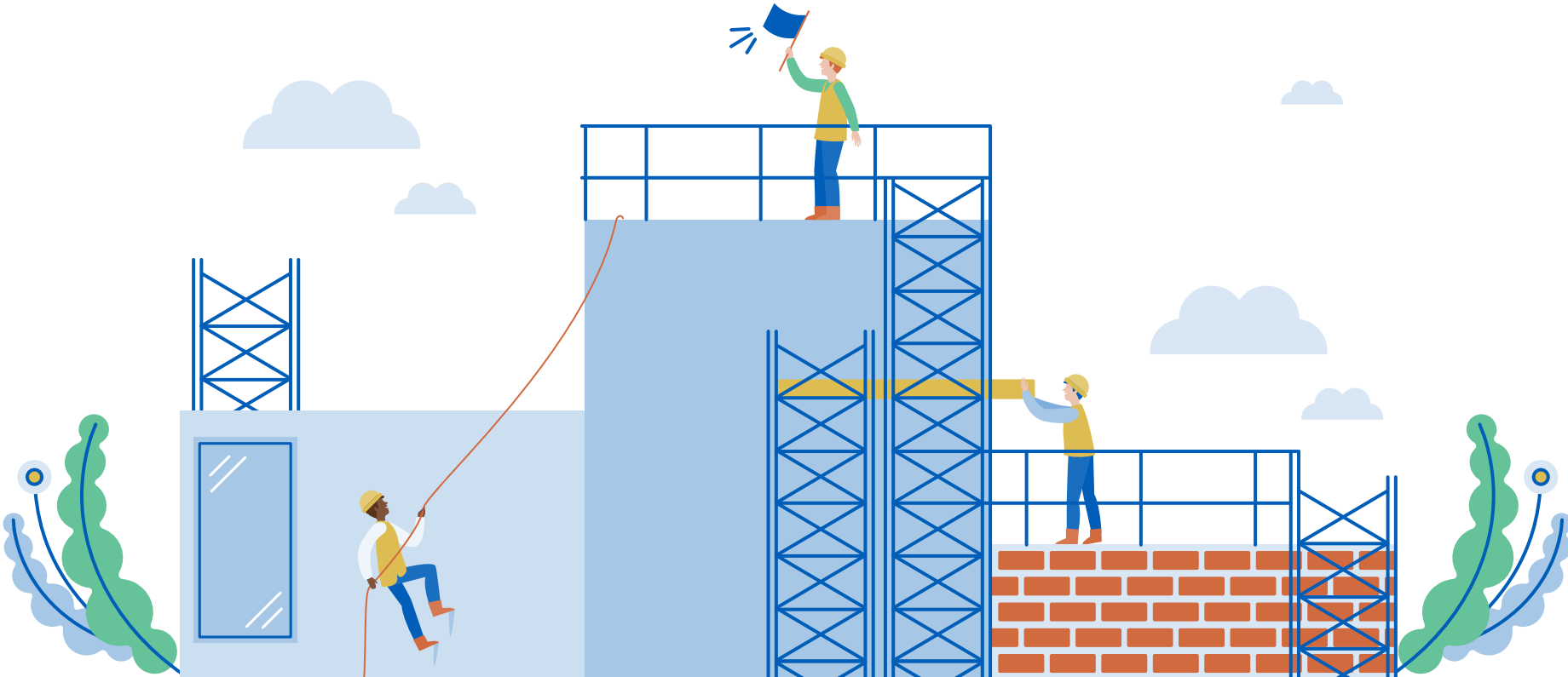


IN TWO DECADES, WE  
HAVE GONE FROM  
35TH POSITION IN THE  
NATIONAL RANKING OF  
ENGINEERING  
AND CONSTRUCTION  
COMPANIES TO THE  
**NATIONAL TOP 3**

Our diversification strategy made a decisive contribution to this path, as **Engineering and Construction** was joined by the **Specialties and Industry sector** and **Asset Development and Management**.

The Specialties and Industry area was strategically designed with the aim of vertically integrating the business. In effect, global project coordination, through expertise in all areas, is one of the factors that sets us apart from our peers. This specialization consists of: formwork and construction, carpentry, metalwork and structural metals, design and Building Information Modeling (BIM), Heating, Ventilation and Air Conditioning (HVAC), electrical installations, energy efficiency and maintenance. Expertise in the process in its entirety guarantees greater responsibility and higher quality delivered to the customer.

In the **Asset Development and Management Area** our strategy involves the qualification of assets by integrating high performance building processes, as well as by incorporating energy efficiency solutions developed by Casais itself. This business area was conceived with the aim of contributing greater value to our solutions, from the perspective of their use. In fact, it is at the Asset Development and Management level that new solutions developed by our specialist companies are tested and adapted, from a perspective of continuous improvement. The principle of working in partnership stands out in the real estate promotion and development segment. All the projects in which the Group invests are in some way the result of a partnership with the asset's owner or developer.







## 02 THE CASAIS GROUP

### 2.1 PROFILE OF THE ORGANIZATION

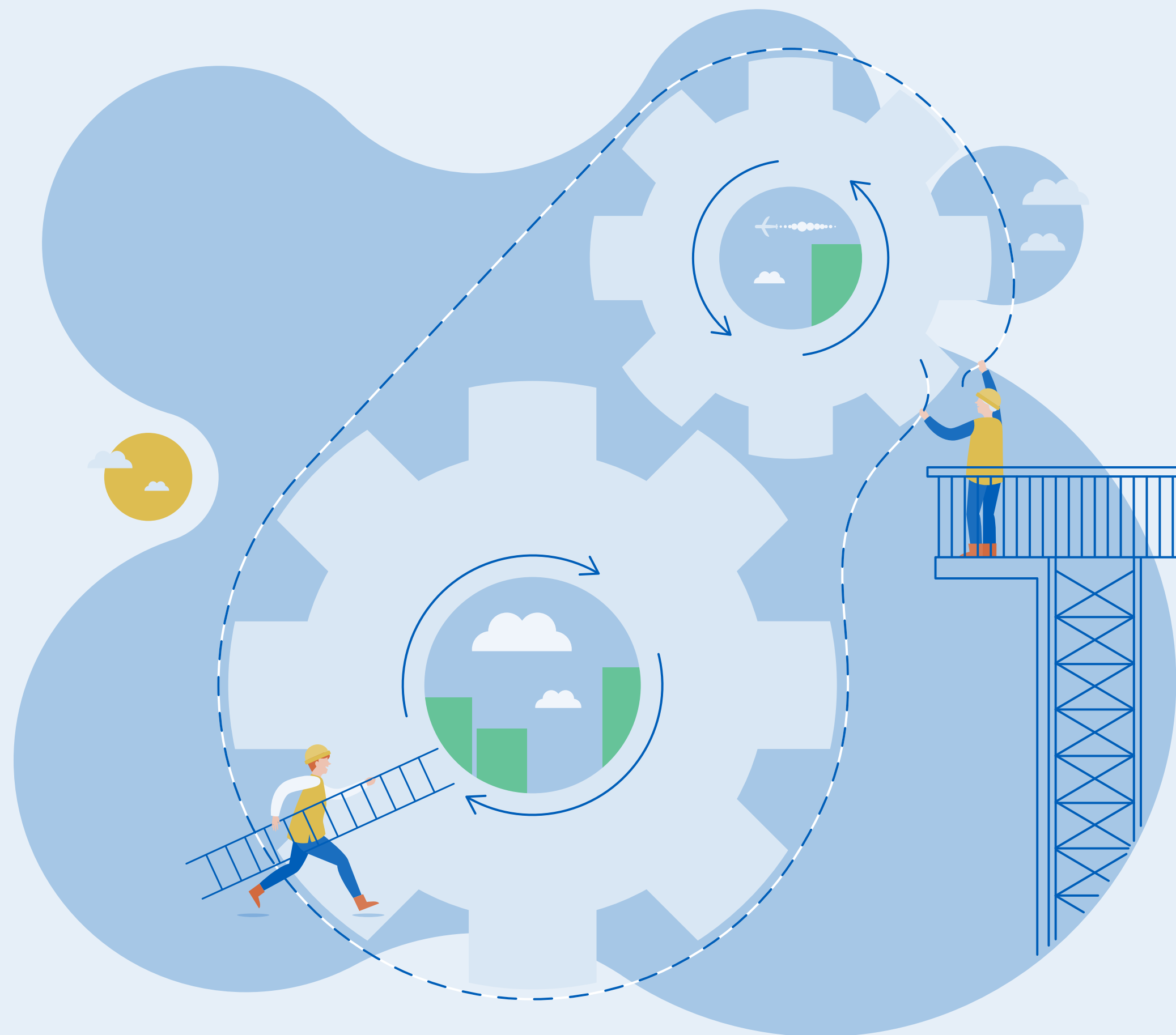
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Engineering and construction is our core business.

We embarked on the challenge of international expansion in 1994 and our global activity in this business area now extends to 16 active markets. Our current objective is to maintain and increase our activity on these markets.

Building is a segment in which we excel due to our high levels of technical specialization and our integrated response capacity. This allows us to take on special projects for public and industrial buildings, sporting facilities, hotels, and buildings intended for residential, institutional, services, social and health purposes. In addition, in the refurbishment sector, where it is essential to apply practical engineering and acquired knowledge, we have the knowledge and the tools to deliver the customer's vision.

The constant updating and improvement of the technical engineering area is the result of the integration of innovation as a fundamental principle that we follow and incorporate into our procedures. In this sense, the digitalization of construction has become one of the priorities of Casais - Engenharia e Construção.

The use of new technologies allows for improvements in performance and the management chain through technical gains and more productive systems, making it possible to improve the solution we offer.

At Casais we are able to anticipate problems involving the design, phasing and the procurement of materials, among other problems, guaranteeing a coordinated and timely response that allows us to achieve shorter lead times and increased profitability, key aspects for customers who place their trust in us as partners.

Creating value by designing built assets that integrate efficient industrial processes is indeed one of the main drivers of our business. We conduct our activity such as to develop and preserve a community that keeps pace with the business, and committing to strategic partnerships is part of this.





## 02 THE CASAIS GROUP

### 2.1 PROFILE OF THE ORGANIZATION

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We expanded the business into the Specialties and Industry are for the purpose of finding solutions to productivity and supply sustainability challenges, while controlling quality and guaranteeing that we live up to the customer's vision.

We have developed our own production units for manufacturing construction specialties, including carpentry solutions, laminated timber and prefabricated concrete structures, among many others. In parallel, we also distribute, commercialize, and install construction and decoration materials.

In addition to its expansion into new markets, the vertical structuring strategy has allowed Casais to produce more locally, and to build closer relationships with customers and the surrounding community.

Our business model was designed to enhance collaboration with customers, from the product conception and design phase, all the way through to its construction, facilitating a more fluid and efficient production process. We maintain a close relationship with customers from the beginning of the commercial phase to the end of the maintenance phase, which of course includes the works, with the aim of meeting the customer's expectations. Our commitment in this sense creates an integrated and well-structured offer through our proprietary solutions, developed by the Group's different specialty and industry companies. This is the path we have taken and continue to travel along, to make sure that we continuously deliver the best added value solutions to our customers.

Furthermore, the construction solutions that we develop, on the one hand, and the usage experience built up by our maintenance services, on the other, also contribute to the added value of our projects. In the facilities management area, examples of projects are the certification of thermal behavior, indoor air quality and the reduction of building energy bills.

Industrialization is one of the tools that we use to boost efficiency and we believe that this, along with digitalization, will be vital for the transition of the construction sector. In this context, the trend will be to increase the number of products and systems designed and produced in an integrated manner, allowing the transformation of construction into a process of assembling components that can be configured in different ways to achieve the contracted result. Alongside industrialization, BIM, integrated planning and people management also play a key role in increasing efficiency.





## 02 THE CASAIS GROUP

### 2.1 PROFILE OF THE ORGANIZATION

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PROMOÇÃO E  
GESTÃO DE ATIVOS

Asset Development and Management coordinates with the Specialties and Industry area to ensure that novel solutions developed by our specialty and industry companies are tested and adapted at the Asset Development and Management level. Building qualification is one of Casais' commitments, involving the inclusion of products and systems that provide added value to both buildings and customers.

Building management and development are part of our day-to-day activities. Asset management allows us to create economic value and financial sustainability due to the regular nature of the associated revenues. In terms of real estate development, worthy of note is our extensive experience in Angola and Portugal in the residential, industrial, commercial, hotel and service sectors. In addition, the assets enhance cooperation relationships with our customers and partners, through strategic partnerships that are set up.



### COMPANIES IN THE BUSINESS AREAS



PT | Casaisinvest, SGPS, SA

#### Construction

- Ancorpor, Lda
- Ancorpor, SA
- Ancortex, Inc
- Assoc, ACE
- Assoc/ Soares da Costa, ACE
- Casais Angola, EC, SA
- CasaisAsch, ACE
- Casais Brasil, Ltda
- Casais Contracting, LLC
- Casais Ghana, Ltd
- Casais Gibraltar, Ltd
- Casais EC, SA
- Casais España, SL
- Casais Maghreb, SA
- Casais Moçambique, Lda
- Casais (SL), Ltd
- CEGA, ACE
- CMGE, ACE
- CNT Bau, GmbH
- CNT Build, Ltd

- CNTBuild, SRL
- CNT Europe, SA
- CNTEurope Sucursal Holanda
- ConstryByGrupoCasais, Lda
- Construcasais, SA
- CPVC, ACE
- Estádio do Braga - Acabamentos e Instalações, ACE
- Imokop, Lda
- MAECAS, ACE
- MMCSI, GIE
- Sucursal Alemanha
- Sucursal Angola
- Sucursal Argélia
- Sucursal Bélgica
- Sucursal Cabo Verde
- Sucursal Marrocos
- Sucursal Portugal
- Scut Açores, ACE
- Vetabase Algérie, SARL
- Vialnorte, ACE
- Vialscut, ACE

#### Real Estate

- Activegest, Lda
- Aliança Global, SIICE, SA
- Best-Place, Lda
- Casais Imobiliária, SA
- Gesimo, SA
- Gestadaufe, Lda
- Gestilouro, SA
- Imocasais Angola, Lda
- Imoretail, Lda
- Imovetabase, Lda

- IPL, Lda
- Lunacede, Lda
- Lunacede 2, SA
- Margem Volátil, Lda
- Numervértice, Lda
- Operfracção, SA
- Parati Quality, Ltda
- Referência Mourisca, Lda
- Socimorcasal, SA
- Torres Ambiciosas, Lda
- Trivialdevotion, Lda
- Trivial e Determinante, Lda
- Trivialparallel, Lda
- Wcimo, Lda

#### Agriculture

- Byagro, Lda

#### Carpentry

- Carpinangola, Lda
- Carpincasais, SA
- RMCasais, Lda
- Sucursal Bélgica

#### Commerce

- Ampere P Energy, SL
- Ampere Power E P, Lda
- Bluway HK, Ltd
- Bluway Trading DWC-LLC
- Meridian, Lda
- Socimorcasal Angola, Lda

#### Concessions

- Enstatiop, SA
- Euroscut Açores, SA

#### Holding

- Casais PI, SGPS, SA
- Casais Dutch Holding, BV

#### Hospitality

- AGHP – Hotelaria, Lda
- Hotti Águeda Hoteis, SA
- Sink th Ship, Lda
- Turicasais, SA

#### Industry

- Blufab, Lda
- Probetão, SA

#### Electrical facilities

- Electro Ideal Angola, Lda

#### Hydraulic facilities

- AgriHidroangola, Lda

#### Metalwork

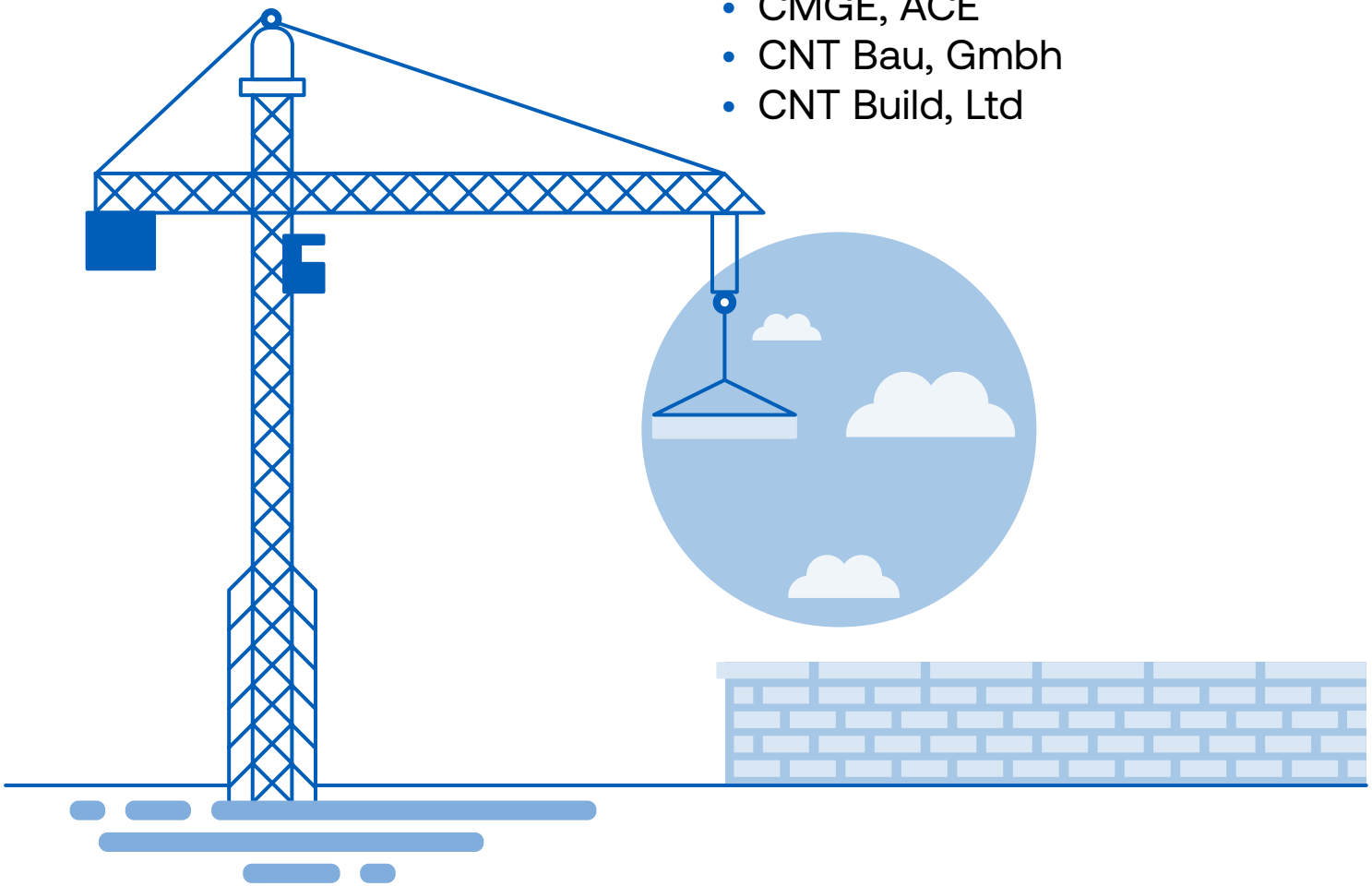
- Metalse, Lda

#### Services

- ALX, Lda
- Casais SP, Lda
- Collison, Lda
- Hidrocnt, Lda
- Homing Homes, Lda
- Operangola, SA
- Opermat, SA
- Operplano, Ltda
- Opertec, Lda
- Opertec, Lda Angola
- PPGest, Lda
- Quadrina, Lda
- Saioz Frio, Lda
- TopBim, Lda
- Undel, Lda
- Via Libre, SA

#### Temporary work

- VHPH, SA





## 02 THE CASAIS GROUP

### 2.1 PROFILE OF THE ORGANIZATION

#### 2.1.5 THE CASAIS GROUP AROUND THE WORLD

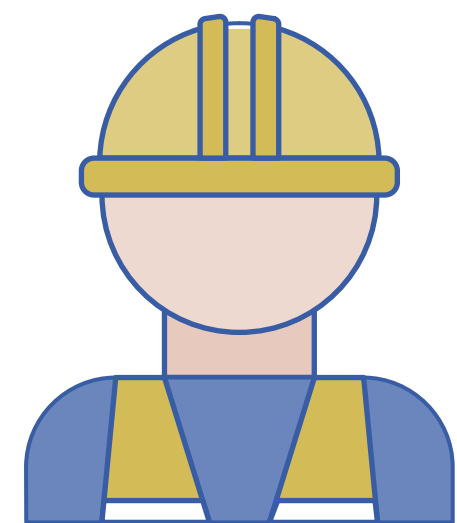
SERVIMOS A SOCIEDADE  
E A SUA EVOLUÇÃO,  
PARA **CRIAR UM  
MUNDO MELHOR.**

# WE BUILD YOUR VISION



## 17 MARKETS

- |                           |                  |
|---------------------------|------------------|
| ● Germany                 | ● France         |
| ● Angola                  | ● Ghana          |
| ● Algeria                 | ● Gibraltar      |
| ● Belgium                 | ● Netherlands    |
| ● Brazil                  | ● Morocco        |
| ● Spain                   | ● Mozambique     |
| ● UAE (Abu Dhabi e Dubai) | ● Portugal       |
| ● USA                     | ● Qatar          |
|                           | ● United Kingdom |



**4.847**  
EMPLOYEES

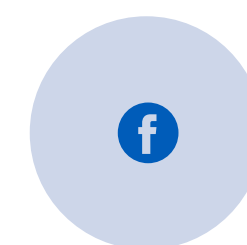
**1.653** Portugal  
**3.194** International  
**2.340** Locals  
**854** Expatriates



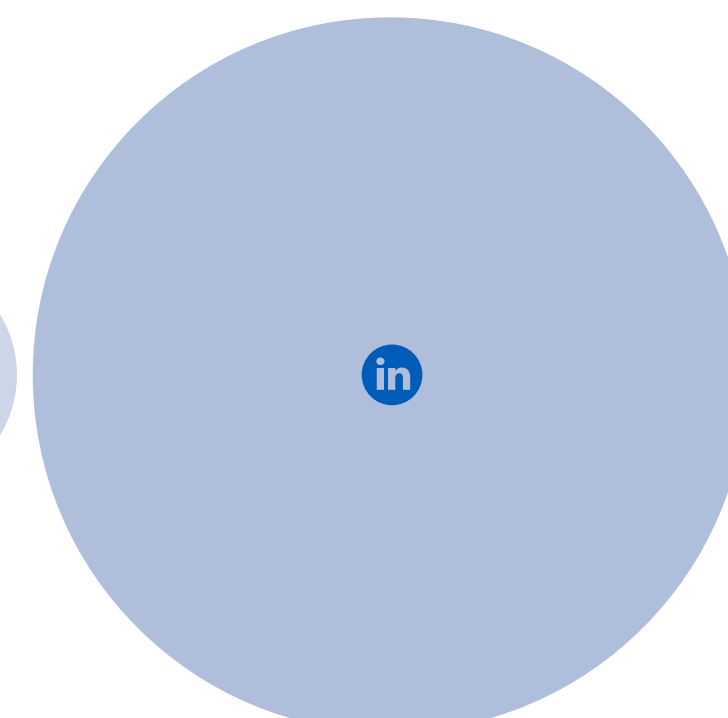
### TURNOVER

**234** M€ National  
**293** M€ International

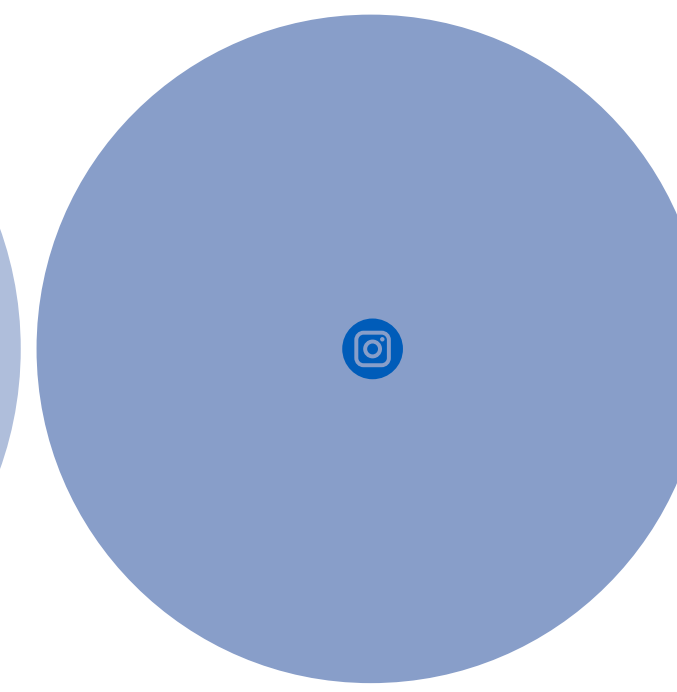
**527** M€  
Aggregate 2021 (Millions €)



**16.589**  
likes



**62.121**  
followers



**59.190**  
interaction



**24.313**  
views 2021

● Engineering and  
Construction  
● Specialties

● Real Estate  
● Support



## 2.2 BUSINESS MODEL

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Our track record is one of resilience. As a group we have been in existence for over 60 years, and we're looking to the future with the vision of continuing to be a benchmark of solidity and knowledge, with expert and innovative management, prioritizing strategic partnerships and new markets based on a culture of excellence and sustainability.

As a construction company we can act as organizers and contractors. We are capable of assembling, disassembling, and adapting. Our company is the culmination of our know-how and vision, combined with partnership with our customers.

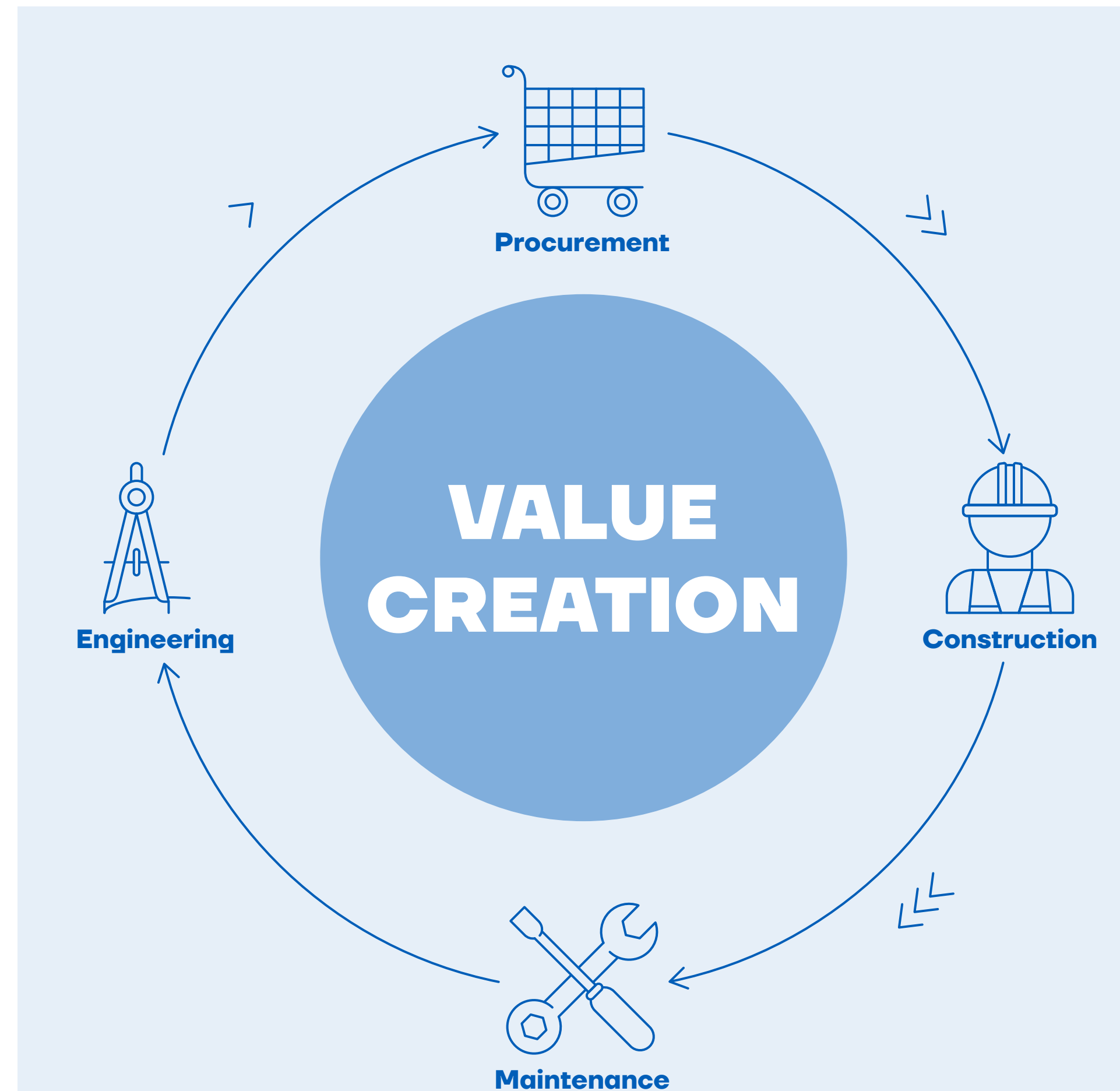
The Casais business cycle is a full service and we specialize in the global coordination of projects with expertise and specialized know-how in all areas of relevance to building construction and maintenance.

Our competence that allows us to master the process is perceived by customers as a guarantee of greater responsibility on the part of the contractor.

The construction solutions that we have developed, on the one hand, and the usage experience built up by our maintenance services, on the other, are seen as added value in the different projects that we execute.

Today, the Casais brand is a benchmark in the engineering and construction sector in Portugal and overseas, with proven experience in Real Estate.

Currently with over 4500 employees, we have found that the geographical mobilization of our teams and the development of leaders are key aspects of human resource management that prove to be crucial in overcoming economic crises.



### “The Casais business cycle is a full service.”

International activity and people management are therefore two distinctive aspects of the resilience of our business model.

We embarked on our internationalization process in 1994 and today it is still an opportunity to share our accumulated know-how with other markets. Our expansion into Europe has contributed significantly to the recognition of our operating capacity and competitiveness, in locations historically renowned for their high level of productivity. In 1999, we began to explore new horizons in Africa, mostly in Portuguese-speaking countries, with a view to complementary diversification and the opportunity to be part of the development of other communities.

In addition, our integrated activities along the value chain represent gains in efficiency and the delivery of value-added solutions.

In effect, the business model showcases the synergies and know-how that have been built up by the different Group companies, which allow us to realize our purpose: create more value for the customer. At Casais, we work towards a long life cycle for our solutions and we learn from their evolution. In fact it is this learning process that allows us to improve our constructive processes.

The Group also ensures the continued use of its Integrated Management System (ISO 9001, ISO 45001, ISO 14001) as a vehicle for continuous improvement.





# 2.3 RISK MANAGEMENT

In an ever-changing world and industry, it is practically impossible to control all variables. Risk recognition and management are fundamental in this scenario and form an integral part of our internal control system.

Risk management consists of developing policies and procedures aimed at ensuring value is created for the company while preserving the safeguarding of assets, compliance with laws and regulations, ethical values, and the reliability of the reported information. It is based on a comprehensive, integrated and multidisciplinary process, which is intended to proactively and continuously identify technical-strategic, business, operational and economic-financial risks intrinsic to the activity.

In this way, we take greater control over exposure to the different types of identified risks, considering the diverse nature of the regions where we operate, by developing and implementing appropriate mitigation strategies.

Global risk management in our Group is the responsibility of the Executive Committee and the Management and Supervisory Bodies. At the Executive Committee level, the Corporate Risk Function area of responsibility is assigned to an Executive Director. However, in projects with a significant impact on the performance of Casais, the monitoring process is shared between the corporate functions of Technical Engineering, Economic and Financial Control and Corporate Risk in order to allow much closer and more regular monitoring.

**The possibility of a 360° view shared by several corporate functions is one of the key aspects of the process, which enables different types of monitoring:**

**TECHNICAL**  
Frequent analysis of technical and operational risks

**ECONOMIC-FINANCIAL**  
Frequent analysis of project performance compared to the plans

**OTHER RISKS**  
Identification and monitoring of risks related to the external context of the activity

The different areas involved in this process work as a multidisciplinary team, allowing rigorous and independent monitoring and assessments to be performed for each area of the main risks and opportunities inherent to projects, as well as an outlook on future risks to be obtained.

As regards the geographical distribution of the Group's operations, the sector in which it performs its activities and the global panorama, we would like to highlight some of the main risks to which we are exposed:

RISK	RISK DEVELOPMENT
<b>Risks Governance</b>	<ul style="list-style-type: none"><li>• Cross-group</li><li>• Circumstantial - specific changes or disturbances of a political, economic or financial nature that may prevent the Group from fulfilling its strategic objectives</li><li>• Legal Risks</li><li>• Regulatory Risks</li></ul>
<b>Financial and Management Risk</b>	<ul style="list-style-type: none"><li>• Interest Rate Fluctuations</li><li>• Exchange Rate Changes</li><li>• Inflation Risk</li><li>• Lack of Liquidity</li><li>• Credit</li></ul>
<b>Physical Asset Risks</b>	<ul style="list-style-type: none"><li>• Damage to physical assets by external or internal causes</li><li>• Technical malfunctions</li></ul>
<b>IT Systems Risk</b>	<ul style="list-style-type: none"><li>• Company development and protection</li><li>• Unavailability of IT and communication systems</li><li>• Reliability in control, reporting and information security processes</li></ul>
<b>Environmental Risk</b>	<ul style="list-style-type: none"><li>• Impacts and disturbances that may be caused to the environment and surrounding population by the Group's activities</li><li>• Disruption of biodiversity</li><li>• Threats to the preservation of resources</li><li>• Water and soil contamination</li><li>• Emission of atmospheric pollutants, noise and vibrations</li></ul>
<b>Health Risk and Occupational Safety and Labor Risk</b>	<ul style="list-style-type: none"><li>• Accidents in the workplace<ul style="list-style-type: none"><li>- Risks associated with employee occupational health</li><li>- High turnover of workers in the country and unskilled labor</li></ul></li></ul>
<b>Corruption Risk</b>	<ul style="list-style-type: none"><li>• Corruption in the sector</li><li>• Corrupt management in the geographical regions where Casais operate</li></ul>

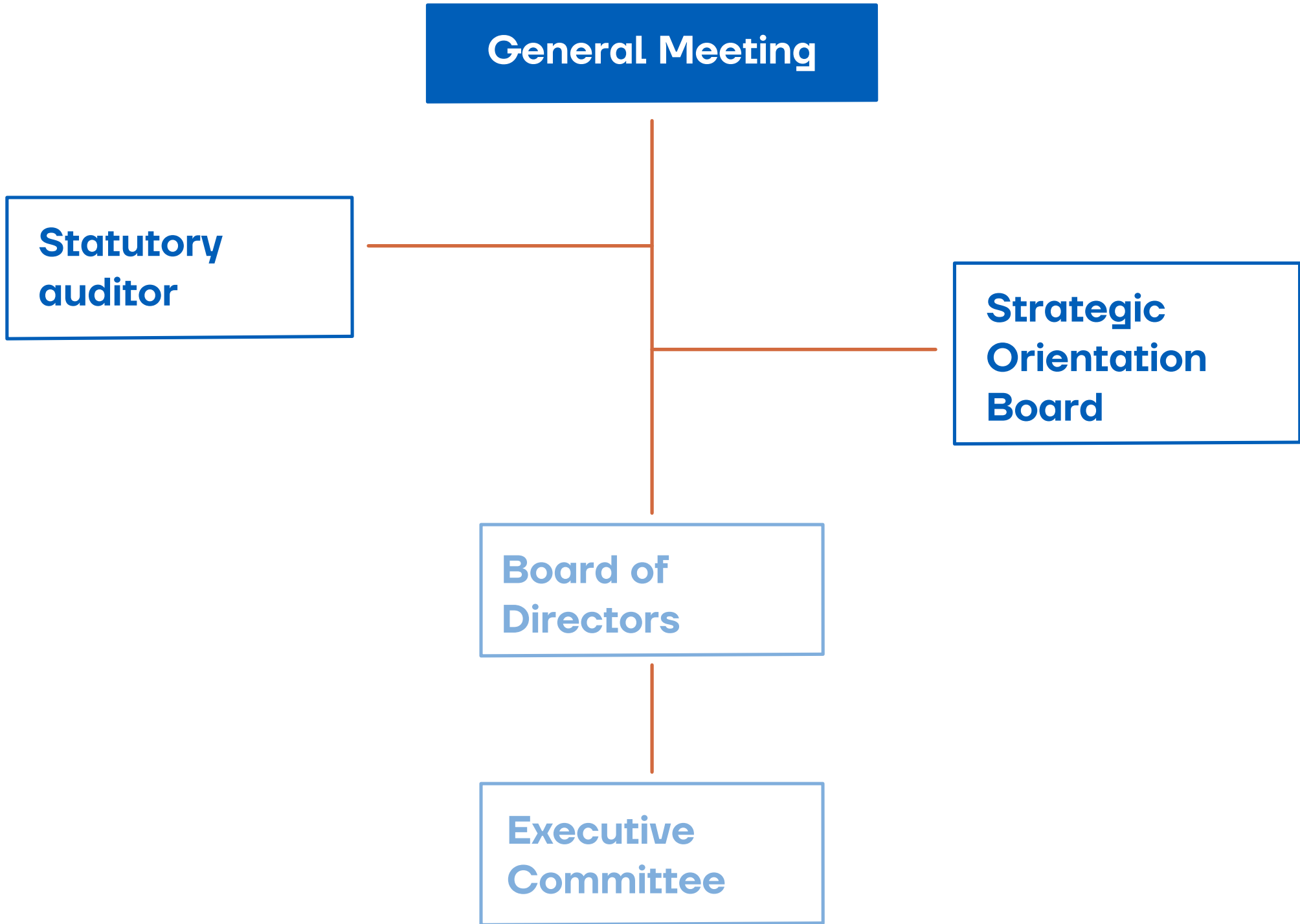


# 2.4 GOVERNANCE STRUCTURE

The Casais Group follows the one-tier corporate model, consisting of a Board of Directors and Statutory Auditor. The administration of the Group is entrusted to its own Board of Directors, which has an Executive Committee (ExCom), responsible for the day-to-day management of the organization. The Board of Directors is the highest-level decision-making body, with the exception of matters that are the competence of the General Meeting. The Board of Directors is elected at the General Meeting, in

accordance with the provisions of the Company's Articles of Association, the Shareholders' Agreement and the Commercial Companies Code.

It is the role of the Board of the Directors to act to ensure Casais' viability in the long term and to maximize its value, by weighing up the different legitimate interests that converge during the course of all business activities.



## Board of Directors



**Chair**  
José da Silva Fernandes



**Vice-Chair**  
Deolinda da Silva Fernandes Rodrigues



**Director**  
António da Silva Fernandes



**Director**  
Manuel da Silva Fernandes



**Director**  
Teresa da Silva Fernandes Peixoto



**Director**  
António Carlos Fernandes Rodrigues



**Director**  
Paulo César Monteiro Carapuça



**Director**  
José Carlos da Rocha Fernandes



**Director**  
José Mário da Cunha Fernandes



**Director**  
Helder Bruno Simões de Araújo

## General Meeting

**Chair**  
Manuel Luís Gonçalves

**1st Secretary**  
Alexandra Fernandes

## Statutory Auditor

**Amadeu Magalhães, Santos e Associado, SROC, Lda.**  
OROC registration no. 317 | CMVM registration no. 2017002

Represented by Amadeu José M. M. Magalhães, OROC registration no. 1069 |



The main processes for which the Corporate Bodies are responsible are grouped into three major categories, specifically: Strategy, Business and Investment Performance Management and Financing.

Responsibility for the strategy category is shared by the Board of Directors and the Executive Committee. The Board of Directors approves the Group's overall strategy and the Executive Committee defines and approves the strategy and objectives at the level of each organizational/business unit.

As regards business performance management, the Executive Committee is responsible for defining, approving and ratifying business plans, budgets and investment plans, as well as for ratifying, controlling and approving the scope of the objectives. The Board of Directors ratifies the audit performed in this area.

Finally, with regards to the investment and financing category, the Board of Directors is responsible for approving the Group's risk management policy and debt level. The financial and fiscal policy guidelines for each organizational/business unit are prepared and approved by the Executive Committee, which also approves the existing business investment plan. The Group's global investment plan, exceptional investments and the selection of external financing sources are approved by the Board of Directors.

### 1. Strategy

#### Defining the global strategy of Casais and its subsidiaries

- Global Strategy
- Entry into new businesses
- Business divestment
- Mergers, acquisitions and alliances

#### Defining the company's strategy and objectives

- Strategy for each organizational unit/business
- Take part in the definition of the Organizational Structure
- Allocation of financial resources
- Setting of objectives

### 2. Business Performance Management

#### Preparing activity plans, budgets and investment plans

- Guidelines for the activity plans, budget and investment plan
- Detail of the activity plans, budgets and investment plan
- Contingency plan (part of the Activity Plan)

#### Controlling the scope of objectives

- Detail the operational KPIs of the business
- Company performance and objectives
- Corrective measures for the main deviations

#### Auditing

- Identification of best practices and identification of tax and financial contingencies

### 3. Investment and Financing

#### Defining the financial policy

- Risk management policy
- Debt level
- Dividend policy
- Financial and fiscal policy guidelines

#### Identifying and planning financial needs

- Existing business investment plan (Operational Investment)
- Investment Plan
- Exceptional/unforeseen investments
- Select external financing sources





## 02 THE CASAIS GROUP

### 2.4 GOVERNANCE STRUCTURE

#### RESPONSIBILITIES SPLIT

01

02

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		Approval
1. Strategy	Defining the global strategy for the Group	Global Strategy CA
		Entry into new businesses CA
		Business divestment CA
		Mergers, acquisitions and alliances CA
	Defining the strategy and business unit	Strategy for each organizational unit/business ComEx
		Take part in the definition of the Organizational Structure ComEx
		Allocation of financial resources ComEx
		Setting of objectives ComEx

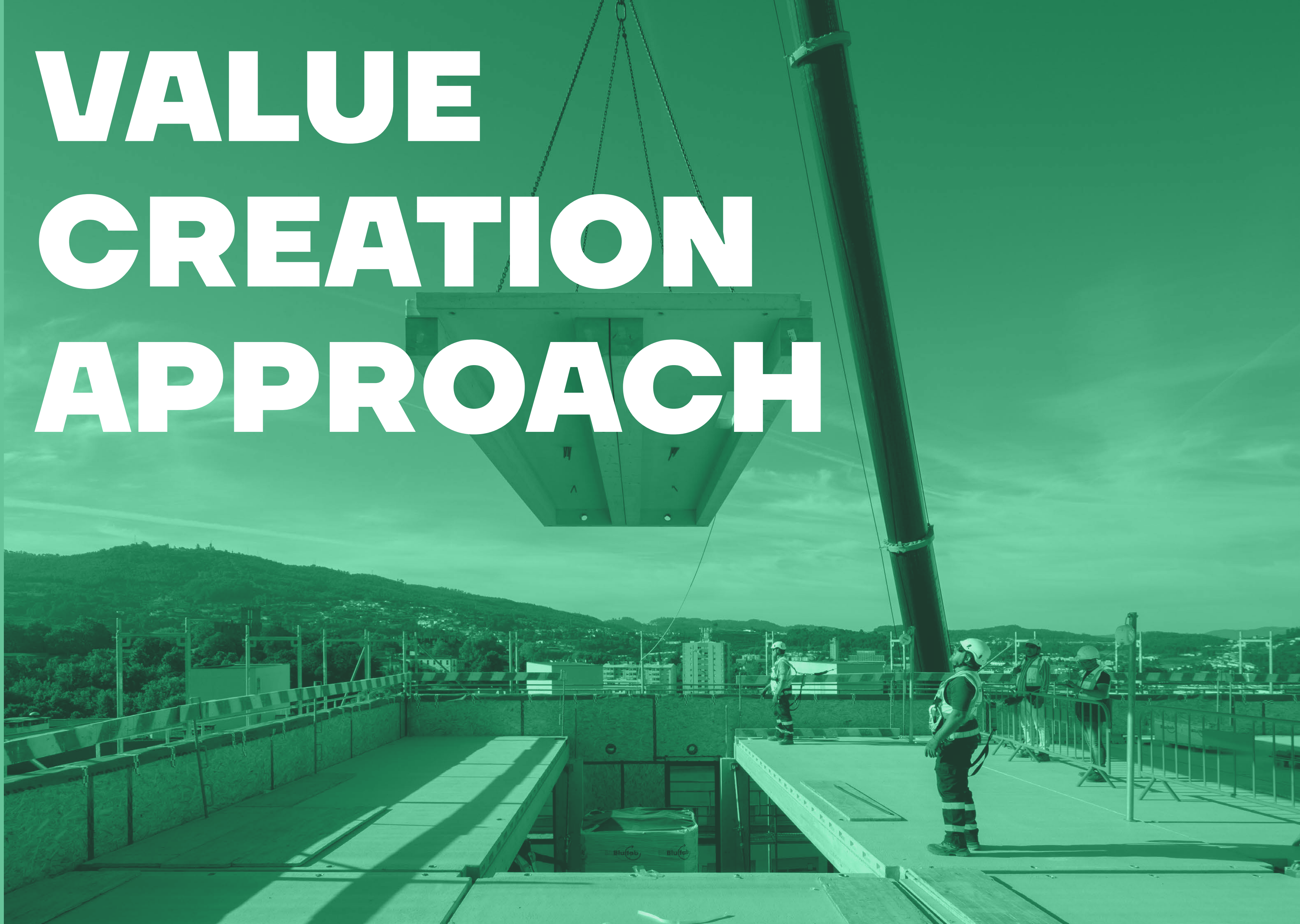
		Approval
2. Business performance management	Preparing activity plans, budgets and investment plans	Guidelines for the activity plans, budget and investment plan ComEx
		Detail of the activity plans, budgets and investment plan ComEx
		Contingency plan (part of the activities plan) ComEx
	Controlling the scope of objectives	Detail the operational KPIs of the business ComEx
		Company Performance and Objectives ComEx
		Corrective measures for the main deviations ComEx
	Auditing	Identification of Good Practices and identification of fiscal and financial contingencies CA

		Approval
3. Investment and Financing	Defining the financial and fiscal policy	Risk Management Policy CA
		Debt Level CA
		Financial and fiscal policy guidelines for each organizational unit / business ComEx
	Identifying and planning the	Existing business investment plan (Operational Investment) ComEx
		The Group's global investment plan CA
		Exceptional / unforeseen investments CA
		Select external financing sources CA



**03**

# **VALUE CREATION APPROACH**





## 3.1 TRENDS IN THE SECTOR

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In view of the challenges and trends of the construction and real estate sector, Casais has taken a proactive stance in promoting innovation across the entire business.

According to the Construction Global Market Report 2022, the global construction sector has seen a major action in the Asia-Pacific and North American markets, with **significant increases in activity** in countries such as China, Brazil, India, Saudi Arabia and Indonesia.

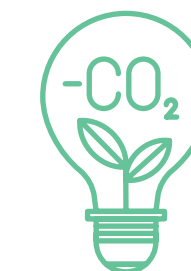
Relevant factors for market growth include (i) low interest rates in most developed economies, which have led to increased demand in both the residential and non-residential segments; (ii) aging populations and the consequent higher demand for infrastructure accessibility; and (iii) technological development.

At the same time, there has been a **steady increase in construction costs** due to the rising costs of raw materials and construction materials. Oil, as a key component of asphalt, as well as timber and structural steel have seen high prices and have suffered the effects of supply chain disruption, negatively affecting the construction market in 2021. However, the pace of growth in the sector is expected to accelerate until 2025 due to the expected dynamism in emerging markets and urban development, as well as the planned renewal of buildings in Europe, under the scope of the *Renovation Wave*.

In the sector, the issue of pricing pressure has often been identified as one of the main challenges, along with difficulties with attracting and retaining talent, the digital transformation and the integration of sustainability.

According to the 2021 World Green Building Trends report, about 60% of the world's construction companies are already using more sustainable building techniques and processes, underpinned by an alliance with new management and information analysis technologies, allowing them to move towards business models with less environmental impact. A comprehensive survey conducted as part of this report pointed to the design and construction approaches that are most relevant to promoting improvements to building sustainability performance over the next five years.

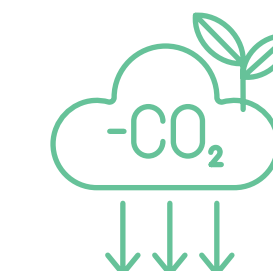
The highlights in sustainable building trends are:



- Strategies to reduce energy use
- and the building's carbon footprint at the life cycle level (net-zero/net-positive buildings).



- New construction approaches, such as modular construction and projects designed for the application of disassembly and material recovery techniques.



- Approaches to managing embodied carbon in building materials, which focus on estimating and trying to reduce
- greenhouse gas emissions associated with the production, transportation, installation, maintenance, and end-of-life of these materials.





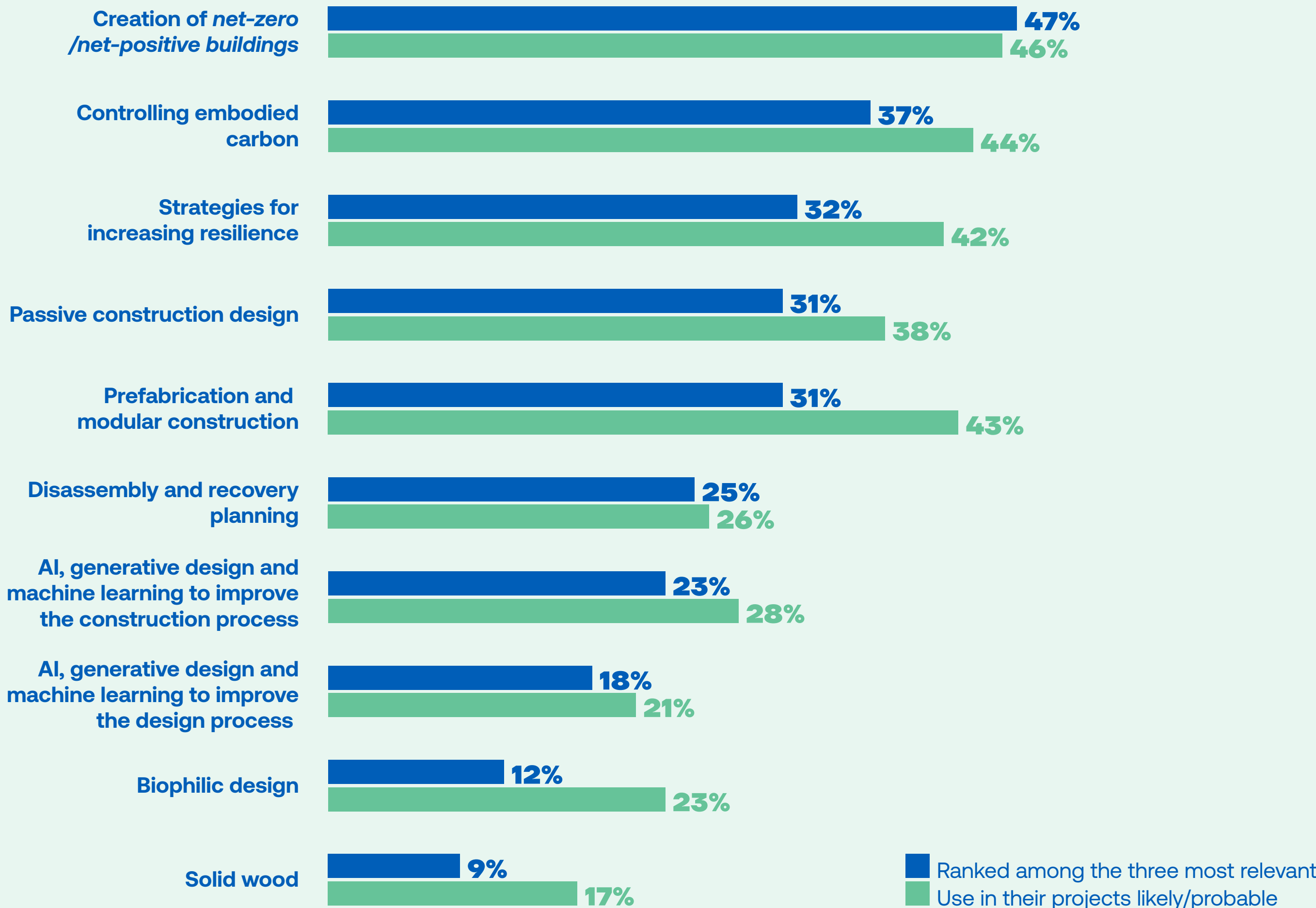


# 03 VALUE CREATION APPROACH

## 3.1 TRENDS IN THE SECTOR

### MOST RELEVANT APPROACHES FOR IMPROVING SUSTAINABILITY IN THE DESIGN AND CONSTRUCTION INDUSTRY IN THE NEXT FIVE YEARS

Dodge & Analytics, 2021



The same survey points to the business benefits most frequently mentioned by respondents from the sector, with emphasis on reduced operating costs, increased well-being of building users, increased resilience of assets and awareness of sustainability.

The construction sector in Portugal currently provides around 350 thousand jobs, export volumes of 4.5 billion euros, and an accumulated turnover of 19.9 billion euros.

According to industry associations such as the Civil Construction and Public Works Industrialists Association (AICCOPN) and the Association of Construction, Public Works and Services Companies (AECOPS), Banco de Portugal (BdP) forecasts point to an estimated growth in production of 4.3% in 2021 and a ramp-up of activity in 2022. Even so, data from the National Institute of Statistics (INE) suggest that the sector will follow a path very much in sync with the evolution of national GDP.

In residential building construction, sector associations expect a favorable environment to continue, with conditions for granting housing credit remaining the same and relief from the constraints caused by the pandemic.

In this sector the INE recently revealed that the cost of new housing construction increased 8.5% in November compared to the same month in 2020, posting the highest value seen in 13 years.

The forecasts for the year 2022 and beyond point to a growth based on the building category, due to the consolidated competitiveness of the residential, logistics and office sectors on an international scale, as well as on infrastructure projects induced by the Recovery and Resilience Plan (RRP) and the National Investment Plan (NIP).





## 03 VALUE CREATION APPROACH

### 3.1 TRENDS IN THE SECTOR

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In the real estate sector, the market grew again in terms of transactions, overcoming the drop it experienced in 2020, and overall maintained its upward trend. In this way, the market will close with a number of transactions of around 204 thousand, with an overall value of close to 33 billion euros.

Several changes and trends were identified in the real estate sector throughout 2021 that will endure into 2022. Investors, particularly international ones, will continue to focus on sectors where there is a lack of supply in Portugal. These include the logistics sector and the Private Rented Sector. The businesses of urban development/refurbishment and forward purchase should also play an important role in stimulating the national real estate market.

Closely related to trends in both the construction and real estate sectors, reducing the environmental footprint has become a central issue and an increasingly decisive factor for companies.

ESG criteria have become increasingly more important throughout the real estate cycle: from construction to occupation and investment. With the emergence of sustainability-related issues, it is also believed that the appreciation potential underlying the environmental certification of buildings brings opportunities to reposition assets among investors with a higher value-added profile.

Offices are also seeing adaptations to new needs of companies and the workers themselves. There is now a greater focus on social, leisure and collaborative areas, aimed at transforming the workspace into a more desirable place than the comfort of the *home office*. The office sector is expected to regain momentum in 2022, particularly with growing demand from technology companies and multinationals wanting to enter the domestic market.

The year 2022 brings other challenges such as high housing price levels, particularly in the main urban centers like Lisbon and Porto, and the group will have to respond to these challenges. In terms of evolution, last year the average change in the housing price index was around 9%, in line with the average over the last five years, which in 2021 corresponded to an average housing price of around 161 thousand euros.







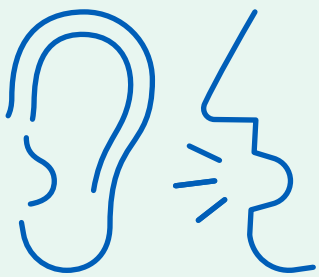
# 3.2 ENGAGEMENT WITH STAKEHOLDERS

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We are a Stakeholders-driven organization that prioritizes strategic partnerships based on a culture of excellence and sustainability.

In awareness of the essential role that the sector plays in the economy, we are constantly analyzing potential evolution scenarios and we seek to maintain active communication with all employees, customers, suppliers, partners, and other Stakeholders in order to ensure a permanent flow of information appropriate to the challenges that arise at any given time.

The quality of the relationship is essential to allowing us to incorporate Stakeholder expectations and concerns into our way of being, so that we can use innovative solutions to alleviate their concerns and surpass the highest of their expectations.



## STAKEHOLDERS CONSULTATION

In 2021, the Casais Group carried out a comprehensive consultation process of both external and internal Stakeholders, allowing the Group to obtain a deeper understanding of the needs and expectations of its stakeholders. Their contributions were subsequently included in the materiality process.

The entities and individuals to be consulted, within each Stakeholder type, were selected according to their influence and relevance to our business. Additionally, potentially relevant themes were identified using a benchmarking exercise and an analysis of the industry and ESG trends in the sector.

The consultation process was carried out by sending questionnaires to the main groups of relevant Stakeholders, with the objective of finding out the importance that they place on various potentially relevant themes and to assess the performance of Casais in these areas.

## QUESTIONNAIRE

**66**  
External stakeholders

**41**  
Internal stakeholders





# 03 VALUE CREATION APPROACH

## 3.2 ENGAGEMENT WITH STAKEHOLDERS

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In addition to the consultation, during the stakeholder engagement process we regularly activate channels of communication with the main groups of Stakeholders: customers, employees, suppliers and partners, shareholders, the community, and educational institutions.

STAKEHOLDERS	COMMUNICATION	MAIN CONCERNS AND TOPICS RAISED
Customers	<p>The Casais Group maintains a regular routine of communication with its customers, and contacts its customers involved in current processes on a weekly basis. Besides these, Casais has other communication and consultation channel:</p> <ul style="list-style-type: none"><li>• “Casaisnews” newsletter (quarterly)</li><li>• Sending of e-mails with information and news from Casais (monthly)</li><li>• Compliance reporting channel (+ ALERTA app or by e-mail <a href="mailto:etica@casais.pt">etica@casais.pt</a>)</li><li>• Channel for reporting health and safety risks and incidents (+ ALERT app)</li><li>• Customer Care customer support service</li><li>• Satisfaction surveys are also given to our customers twice during projects that are jointly developed</li></ul>	<ul style="list-style-type: none"><li>• Ethics and compliance</li><li>• Health and Safety</li><li>• Employee management and development</li><li>• New projects and products</li><li>• ESG and sustainability certifications</li><li>• Value chain management</li></ul>
Employees	<p>The Casais Group maintains a regular internal communication route through:</p> <ul style="list-style-type: none"><li>• Yammer (daily)</li><li>• Live weekly</li><li>• Internal “Segue-me” newsletter (fortnightly)</li><li>• “Engenho” internal technical Newsletter (monthly)</li><li>• Sharepoint/Intranet</li><li>• Channel for reporting health and safety risks and incidents (+ ALERT app)</li><li>• Compliance reporting channel (+ ALERTA app or by e-mail <a href="mailto:etica@casais.pt">etica@casais.pt</a>)</li><li>• COVID Channel</li></ul> <p>In addition, we conduct regular satisfaction surveys on various topics:</p> <ul style="list-style-type: none"><li>• Organizational climate study (annual)</li><li>• Employee satisfaction surveys and consultations (annual)</li><li>• Employee health and safety surveys and consultations (annual)</li><li>• Follow-up and exit interviews with employees</li><li>• Staff meetings and knowledge-sharing forums</li><li>• Team building and other events</li></ul>	<ul style="list-style-type: none"><li>• Casais ethics and values</li><li>• Employee safety, health and well-being</li><li>• Compensation and recognition policies</li><li>• Career management, flexibility and mobility</li><li>• Employee training and development</li><li>• Social responsibility practices</li><li>• Financial sustainability of the group</li><li>• Data protection</li></ul>





# 03 VALUE CREATION APPROACH

## 3.2 ENGAGEMENT WITH STAKEHOLDERS

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STAKEHOLDERS	COMMUNICATION	MAIN CONCERNS AND TOPICS RAISED
Suppliers and partners	<ul style="list-style-type: none"><li>• Corporate Website with contact form</li><li>• Compliance reporting channel (+ ALERTA app or by e-mail etica@casais.pt)</li><li>• Training activities</li><li>• Satisfaction surveys</li><li>• Supplier qualification mechanisms and prerequisites</li><li>• Subcontractor partnership model</li><li>• Collaborative digital interaction platforms</li><li>• Informative webinars for Subcontractors, Suppliers and Third Parties</li><li>• Signing of the code of conduct for Casais suppliers</li><li>• “Casaisnews” newsletter (quarterly)</li><li>• Channel for reporting health and safety risks and incidents (+ ALERT app)</li></ul>	<ul style="list-style-type: none"><li>• Health and Safety</li><li>• Human Rights</li><li>• New projects and products</li><li>• ESG and sustainability certifications</li><li>• New procedures and good practices</li><li>• Knowledge sharing</li><li>• Inclusion and diversity</li><li>• Community relations and social responsibility practices</li><li>• Talent attraction and retention as a response to the RRP</li><li>• In the case of subcontracted partners, collaboration by Casais in the administrative process to legalize its local foreign employees</li></ul>
Shareholders	<ul style="list-style-type: none"><li>• Reports and accounts (annual)</li><li>• Corporate Website</li><li>• Compliance reporting channel (+ ALERTA app or by e-mail etica@casais.pt)</li><li>• Channel for reporting health and safety risks and incidents (+ ALERT app)</li></ul>	<ul style="list-style-type: none"><li>• Financial sustainability</li><li>• Awards and distinctions</li><li>• Environmental impacts and reporting</li></ul>
Community	<ul style="list-style-type: none"><li>• Corporate Website with contact form</li><li>• Social networks (daily)</li><li>• “Casaisnews” newsletter (quarterly)</li><li>• Compliance reporting channel</li><li>• Channel for reporting health and safety risks and incidents (+ ALERT app)</li><li>• Careers site</li><li>• Social responsibility initiatives</li><li>• Seminars and workshops</li><li>• Communications of mandatory statutory environmental requirements</li></ul>	<ul style="list-style-type: none"><li>• Ethics and compliance</li><li>• Health and Safety</li><li>• Training and development</li><li>• Customer engagement and satisfaction</li><li>• Social responsibility practices</li><li>• Compliance and environmental, prevention and safety, and social reporting</li><li>• Recruitment</li></ul>
Education institutions	<ul style="list-style-type: none"><li>• Corporate Website with contact form</li><li>• Channel for reporting health and safety risks and incidents (+ ALERT app)</li><li>• Careers site</li><li>• Job fairs and university fairs</li><li>• Partnerships with local universities, specifically as part of the internship program</li></ul>	<ul style="list-style-type: none"><li>• Recruitment and integration of students into the labor market</li><li>• Inclusion and diversity</li><li>• Collaboration with research, studies and theses</li><li>• Training and knowledge sharing</li><li>• Merit awards and scholarships</li></ul>



In close relationship with trends in both the construction sector and real estate, reducing the environmental footprint has become a central issue and an increasingly decisive factor for companies.

Duo Building, Telheiras, Lisboa – Portugal





## 03 VALUE CREATION APPROACH

### 3.2 ENGAGEMENT WITH STAKEHOLDERS

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As active agents in disclosing information and knowledge, we prioritize strategic partnerships with organizations that are aligned with the values of excellence, transparency, quality and sustainability. Out of all of our partnerships, we would like to highlight our interaction with the following associations, with which we also jointly organize and invite to participate in our events and initiatives:



At the start of the year, we joined the **Business Council for Sustainable Development (BCSD)**, an association representing over 100 Portuguese companies actively committed to the transition to sustainability. As part of the BCSD, we signed the “Manifesto Towards COP26” and subscribed to Act4nature.



We are members of **BuiltColab**, which promotes the reinvention of talent management in the Architecture, Engineering and Construction sector through the digital transition and knowledge sharing. We form part of the Digital Construction Revolution that promotes systems to incentivize Technological Research and Development, and of the development of the MODULAB program, for the modularization of non-modular solutions. We also took part in the second episode of the TechOnBuilt podcast.



We are members of the **Sustainable Construction Platform Association** and actively participate with contents for the monthly newsletter promoted by it.



We actively participate in **CVR - Center for the Reuse of Waste**, as a member of the corporate bodies and the associated company.





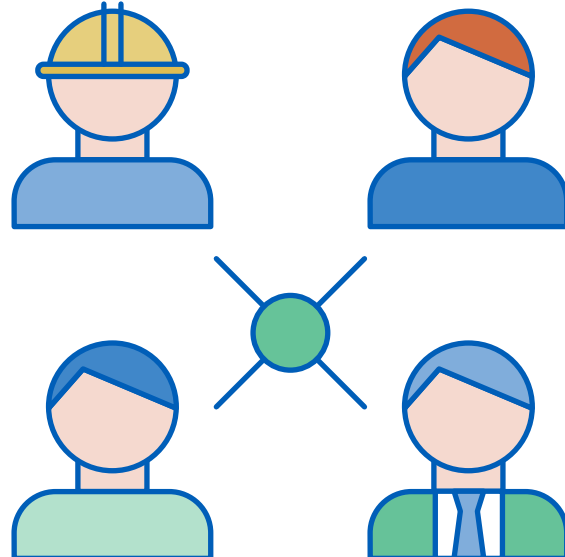
# 3.3 MATERIALITY

At the end of 2021, with the aim of identifying the Casais Group’s material themes, we carried out the first materiality analysis process, as part of the framework of the Stakeholder consultation process. **The materiality analysis was conducted across the entire Group, with the following process:**



## 1. Definition of all relevant topics

An initial list of potentially relevant issues was identified by conducting a benchmarking exercise and an analysis of the industry and ESG trends in the sector, based on ESG analysis indices and frameworks.



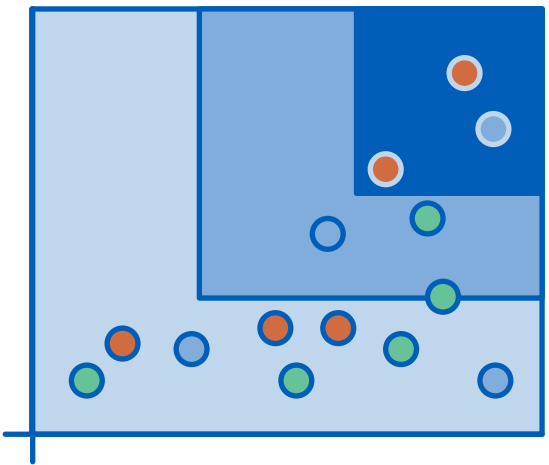
## 2. Stakeholder mapping

Next, a mapping exercise of the Group’s stakeholders was carried out, allowing the relative position of each Stakeholder to be determined according to its influence in the business of Casais and impact on its activities.



## 3. Integration of themes by their relevance to Stakeholders and impact on the business

The results of our Stakeholder consultation were included in the areas of relevance to Stakeholders. The Executive Committee and Directors were interviewed in order to assess how potentially relevant topics impact the business and to find out their perceptions regarding a range of potentially material themes.



## 4. Construction and analysis of the materiality matrix

The materiality matrix was created by cross-referencing how Stakeholders and Casais assess different topics. In addition, the materiality matrix was analyzed to identify the material topics and other relevant topics, which served as a basis for the discussion about the strategy for integrating ESG into Casais’ business.





# 03 VALUE CREATION APPROACH

## 3.2 MATERIALITY

The materiality matrix allowed the identification of **20 environmental**, social and governance topics of relevance to the Casais Group, distributed according to their relevance to Stakeholders and potential impact on the business.

### ENVIRONMENTAL

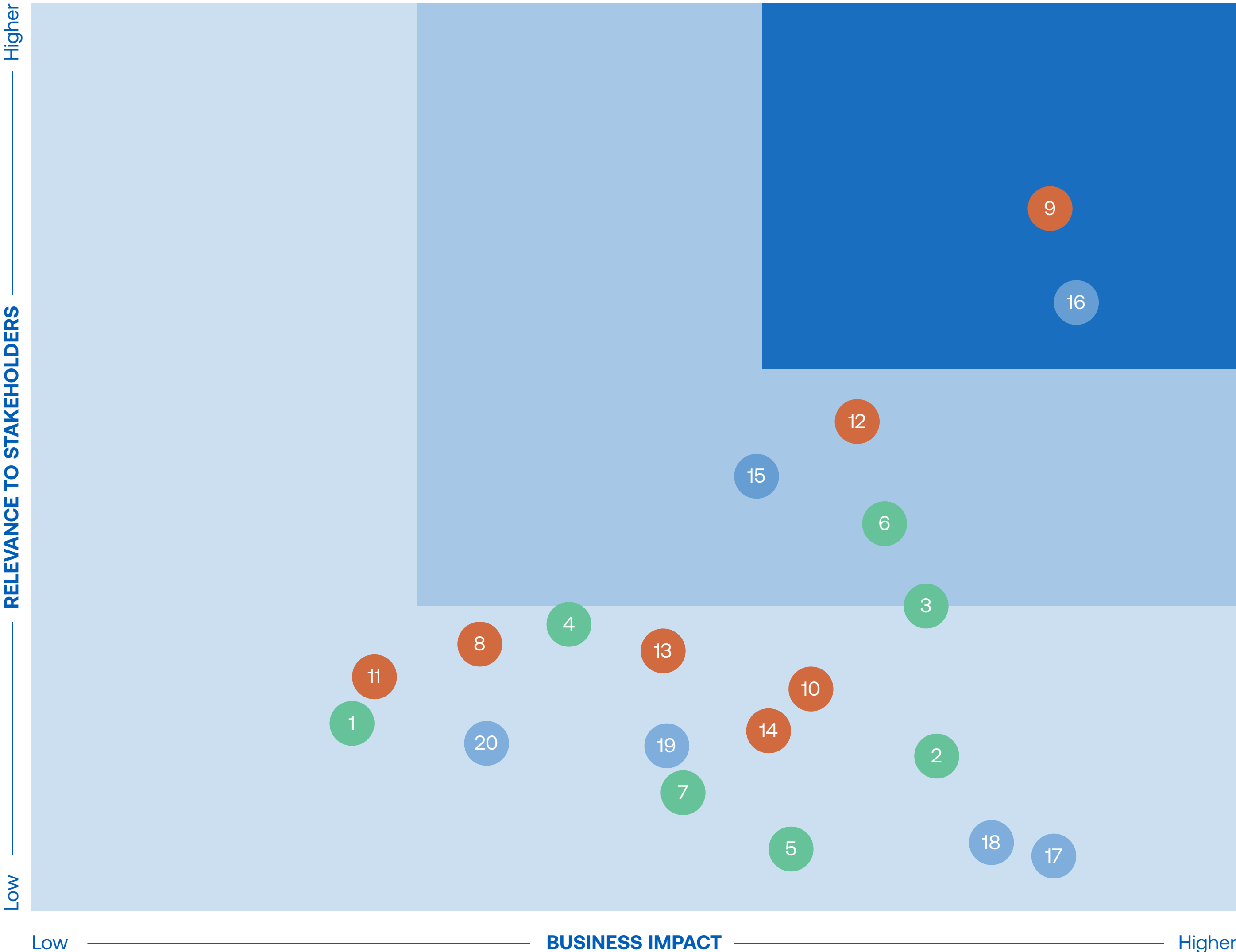
- 1. Biodiversity and land use
- 2. Waste management
- 3. Adaptation and resilience
- 4. Climate change mitigation
- 5. Green buildings and technology
- 6. Resource conservation and efficiency
- 7. Water and effluent management

### SOCIALS

- 8. Community relations
- 9. Health and Safety
- 10. Human rights
- 11. Inclusion and diversity
- 12. Employee management and development
- 13. Product and infrastructure design and safety
- 14. Engagement with customers and Stakeholders

### GOVERNANCE

- 15. Governance
- 16. Ethics
- 17. Compliance
- 18. Innovation
- 19. Risk management
- 20. Value chain management







## 03 VALUE CREATION APPROACH

# 3.3 STRATEGY TO INTEGRATE ESG INTO THE BUSINESS

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The business plan embodies our vision — Focus on Solidity and Competence — and our mission — Manage with expertise and innovation, prioritizing strategic partnerships based on a culture of excellence.

**As mentioned in chapter 2.1.3, the five strategic objectives of the Casais Group for the next three years consist of:**

1. Driving innovation with a disruptive vision and new business models.
2. Boosting the customer-centric culture.
3. Increasing financial solidity and availability by managing risk, for use in strategic investments.
4. Promoting sustainability in business processes, products and services, by creating more shared value in the environmental, social and governance dimensions.
5. Developing wisdom in people through knowledge creation, attraction, retention, and sharing.

In order to achieve the fourth strategic objective of the Business Plan, in 2021 we formalized our strategy to integrate sustainability into the business, with a view to clarifying the value creation approach by identifying the areas with the greatest potential to generate long-term value for both the business and all Stakeholders.

This process was supported by the conclusions of the materiality analysis, supplemented by internal reflection on the value creation drivers associated with the different identified ESG aspects.

The result of this internal reflection gave rise to a set of strategic priorities that shape the vision of integrating sustainability into our business.

# BE A BENCHMARK CONSTRUCTION THAT IS SUSTAINABLE, INNOVATIVE, ETHICAL AND ACCESSIBLE TO ALL



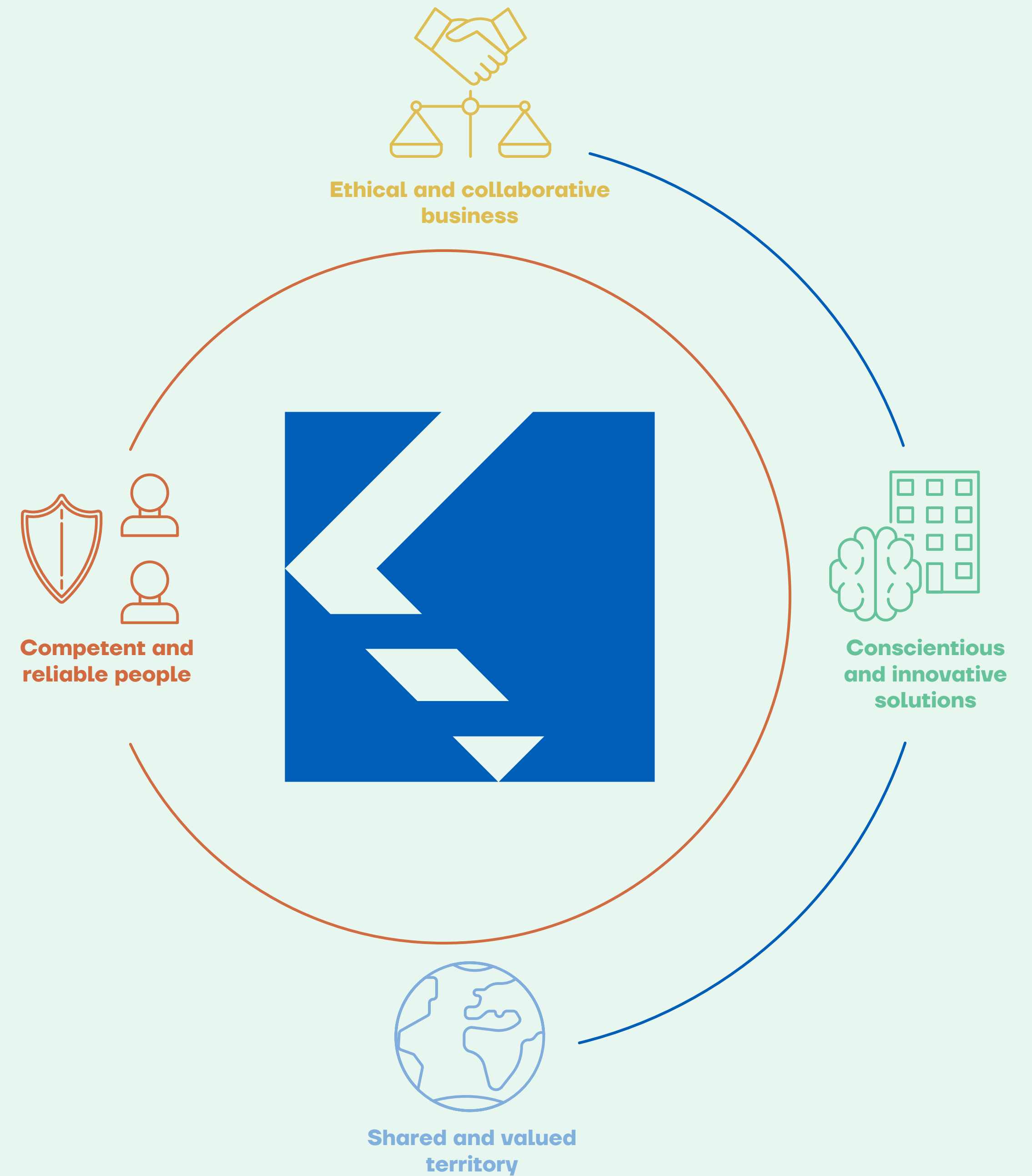




## 03 VALUE CREATION APPROACH

### 3.2 STRATEGY TO INTEGRATE ESG INTO THE BUSINESS

The United Nations' definition of sustainability, as stated in the Brundtland Commission (1987), is “the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs”, forms part of the way we take on board safeguarding the legacy we intend to leave to the next generation, as a third generation company with deep family roots.





## 03 VALUE CREATION APPROACH

### 3.2 STRATEGY TO INTEGRATE ESG INTO THE BUSINESS

#### Competent and reliable people



**Valuing and protecting people to promote a solid and long-lasting business.**

**Material topics:**

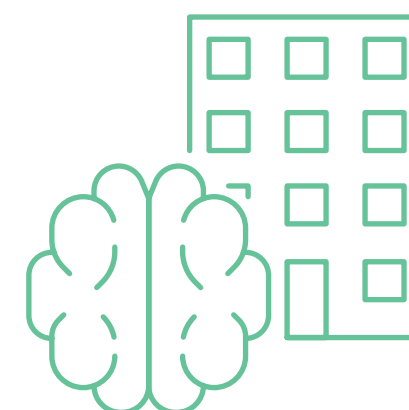
- Employee management and development
- Health and Safety

**Relevant issues:**

- Inclusion and diversity



#### Conscientious and innovative solutions



**To be a benchmark in the democratization of innovative solutions that meet environmental, social and climate challenges.**

**Material topics:**

- Green buildings and technology
- Resource conservation and efficiency
- Adaptation and resilience

**Relevant issues:**

- Innovation, design and safety of products and infrastructure



#### Ethical and collaborative business



**To conduct business ethically with our partners for a fairer society.**

**Material topics:**

- Ethics, compliance and governance
- Human rights
- Value chain management

**Relevant issues:**

- Risk management
- Engagement with customers and Stakeholders



#### Shared and valued territory



**To transform the territory with awareness of the long-term impacts on heritage, communities, and ecosystems.**

**Material topics:**

- Community relations
- Climate change mitigation
- Waste, water and effluent management

**Relevant issues:**

- Biodiversity and land use







## 03 VALUE CREATION APPROACH

### 3.2 STRATEGY TO INTEGRATE ESG INTO THE BUSINESS

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Each of the identified areas has a narrative that clarifies its scope, associated with value creation drivers. These drivers are, in turn, closely coordinated with a set of material and complementary topics, which are monitored and disclosed to Stakeholders and help to structure this report. For each area, we have mapped out the Sustainable Development Goals (SDGs) that we have identified as having the greatest potential to be contributed to by our activities.

For each of the strategic areas, we have defined a set of ambitions and commitments to be executed, with the aim of accelerating the value creation process. The commitments are described in the following sections.



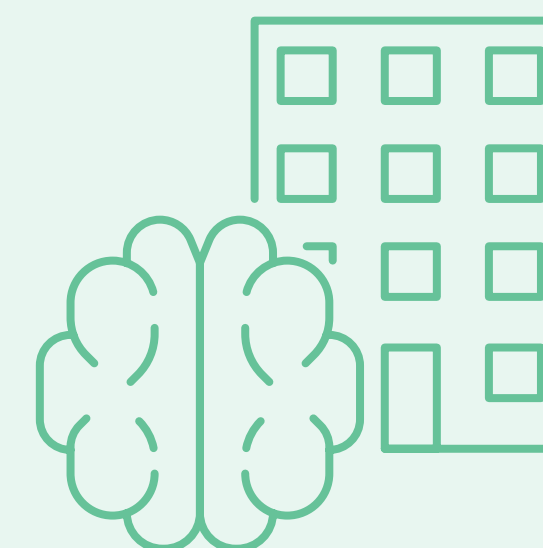
#### Competent and reliable people

- Work with employees to enhance the social role played by Casais
- Increase the attraction and retention of talent
- Zero accidents



#### Ethical and collaborative business

- All supplier aligned and involved with Casais' ESG ambition
- Incorporate ESG criteria in all significant investments
- Zero tolerance for corruption in all geographical regions



#### Conscientious and innovative solutions

- Significantly increase the integration of sustainable building processes into new projects
- Target innovation resources toward low-carbon/sustainable solutions
- Enhance the offer of sustainable and accessible solutions



#### Shared and valued territory

- Increase the number of people impacted by social action projects
- Net zero by 2045
- Reduce waste and enhance its reuse



**04**

# **STRATEGIC PRIORITIES**

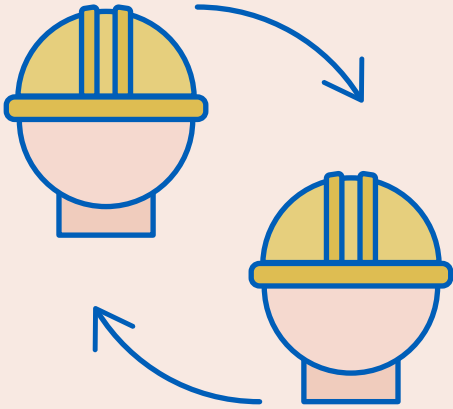




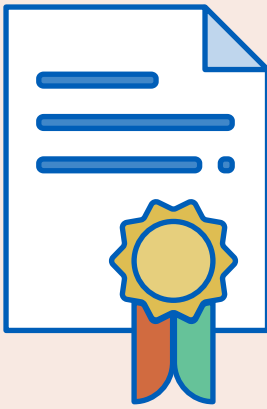


# 04 STRATEGIC PRIORITIES

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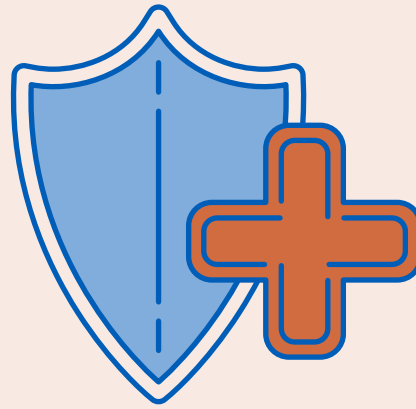
**10%**  
Turnover Rate



**>29.000h**  
Total hours of training per year



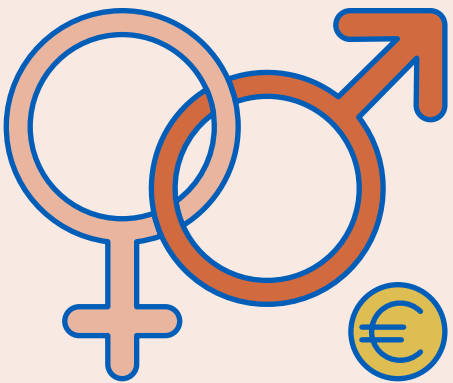
**>97%**  
of eligible employees receive regular performance and career development reviews



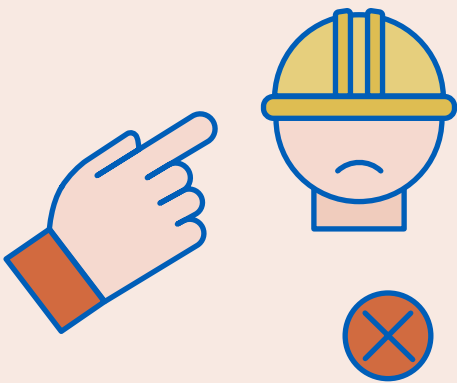
**100%**  
of Employees; of Casais EC are covered by an occupational management and safety system



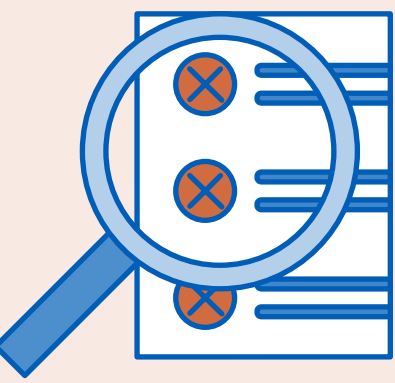
**0**  
Fatal accidents in 2021



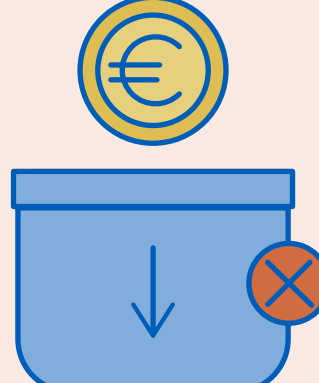
**0,95** Casais EC  
**1,02** Casais AO  
Gender pay gap



**0**  
Cases of discrimination reported in 2021



**224**  
employees received anti-corruption training



**0**  
Cases of corruption identified in 2021



**0 Ocorrências**  
· Child labor  
· Forced labor  
· Slave labor





04 STRATEGIC PRIORITIES

4.1 COMPETENT AND RELIABLE PEOPLE

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The Casais Group was singled out by Great Places to Work as one of the best companies to work for in Portugal, with over 1000 employees.



Competent and reliable people

Our organization has a very unique identity and the way people position themselves on the market and in the professional environment is related to who they are and what they want to be on the planet. For Casais, each employee has his/her own value and unique potential.

Our organization is people-based.

Valuing and protecting people to promote a solid and long-lasting business is the focus of the “Competent and Reliable People” part of our strategy.

The accelerated transformation of the way we work in the construction industry is the focus of all the Group’s attention and strategic concerns. We are currently adapting our employees’ knowledge and skills by managing and developing them with the aim of ensuring that the teams are prepared for the changes expected in the sector. This effort emphasizes the need to consistently seek to maximize the attraction and retention of talent, by giving a boost to aspects such as well-being and health and safety in all activities, and promoting a healthy atmosphere through inclusion and diversity.

In this context, we have defined **three ambitions** to guide our actions, expressed as **six commitments** detailed in the following sub-chapters.

AMBICION	COMMITMENT	SITUATION IN 2021
Work with employees to enhance the social role played by Casais	Ensure that the lowest remuneration within the organization is 10% more than the minimum wage in each geographical area, by 2027 (applicable to full time employees, in the construction sector)	3%
	Guarantee that a minimum of 60% of employees have access to training activities each year, by 2025	32%
Increase the attraction and retention of talent	Maintain a turnover of 10% or less	10%
	Achieve a proposal acceptance rate of 80% by 2025	Start of the commitment
	Ensure a value of more than 80% in the “Overall Satisfaction Assessment” indicator of the organizational climate survey, as of 2025	78%*  * Overall Satisfaction Assessment only in Portugal
Zero accidents	Maintain levels of the Occupational Accident Rate Index within the excellence parameters set by International Labor Organization	Frequency rate = 16 <20 – ILO Very Good Level  Severity Rate = 116 <500 – ILO Very Good Level



## 04 STRATEGIC PRIORITIES

### 4.1 COMPETENT AND RELIABLE PEOPLE

#### 4.1.1 WORKER MANAGEMENT AND DEVELOPMENT

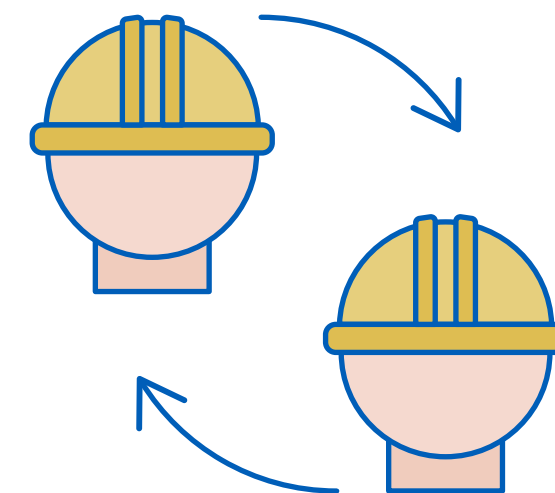
The history of Casais has been written by many different hands, but with a single voice. It is a history based on values, teachings and examples, culminating in a unique legacy and culture: the Casais Culture. Thus, in awareness of the importance of maintaining this culture, we believe that recruitment, retention, internal growth and valuing our people are fundamental aspects.

The consolidation of the Casais culture allows us to ensure that the specialization of our employees increases along with our competitiveness as a Group, leading to the continuous solid growth of our business.

The evolution of each employee's career is a very important process for the Casais Group, as it allows us to assist with the growth of people who, in turn, help us to make projects grow. This is how we aspire to achieve our purpose of building stronger communities and a better world.

Training and the adaptation of our people's skills must respond to current market trends, specifically in terms of **process digitalization, new work methods, digital disruption and technology applied to the construction sector**, as well as the commitment to **pre-fabrication and modularization**.

# “WE BUILD GREAT LEADERS AND THEY BUILD OUR CUSTOMERS’ VISION”



**10%**  
Turnover Rate



**>29.000h**  
Total hours of  
training per year



**>97%**  
of eligible employees  
receive regular performance  
and career development  
assessments



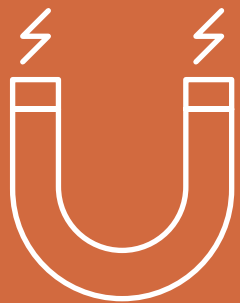


# 04 STRATEGIC PRIORITIES

## 4.1 COMPETENT AND RELIABLE PEOPLE

At Casais, employee management and development is the responsibility of the Human Resources Department, whose management policy is based on five strategic priorities:

1



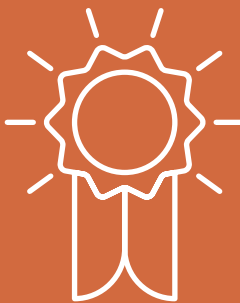
Attract the best, through a recruitment strategy integrated with the Group's

2



Systematically develop human capital through a strategy of performance management and continuous training

3



Recognize and reward expected behavior and performance through an equitable pay and benefits policy

4



Retaining the best, through an appropriate talent management strategy and encouraging internal and external mobility

5



Promote the Casais culture with the active participation of employees in the life of the company, teamwork



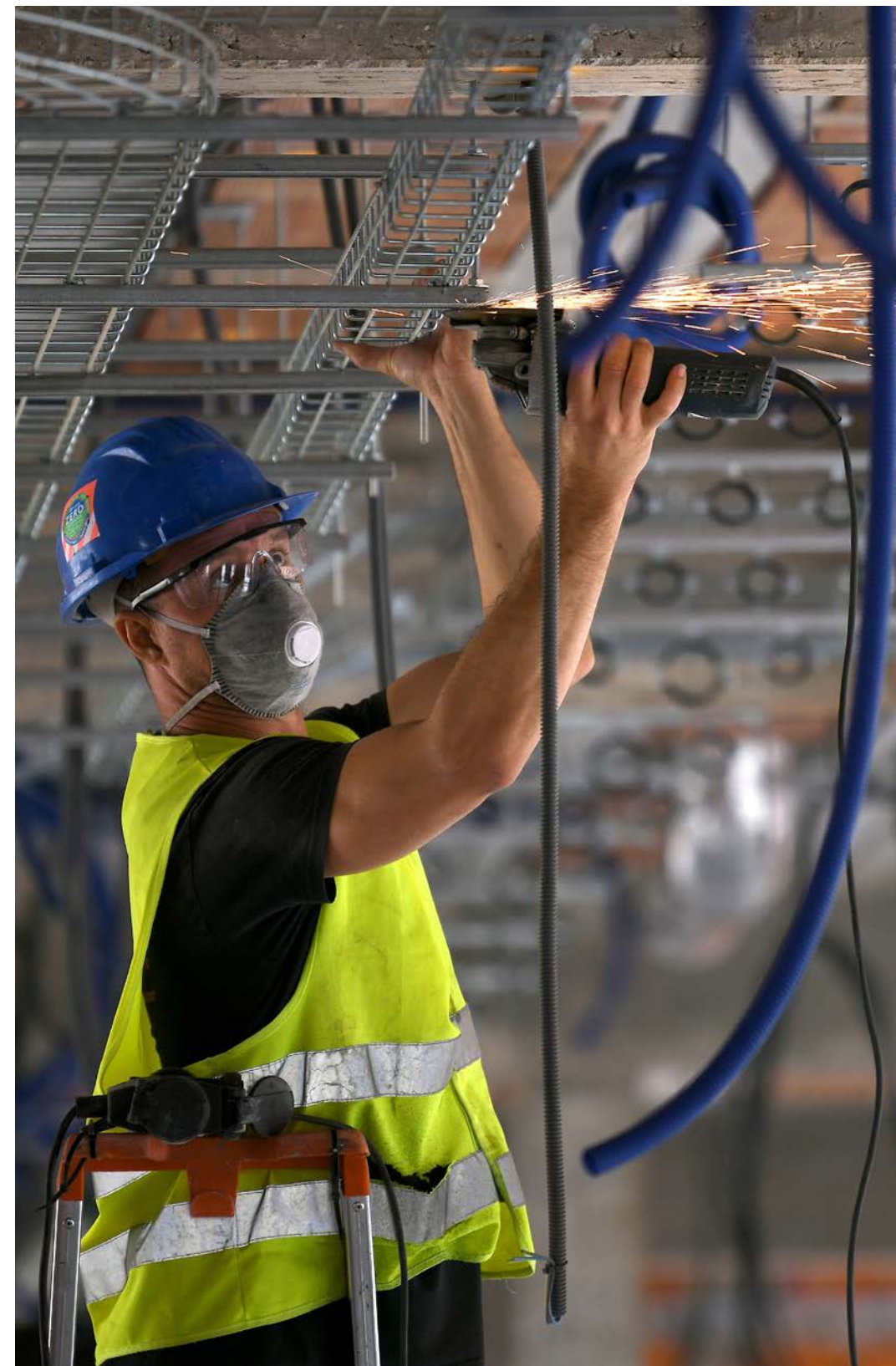


## 04 STRATEGIC PRIORITIES

### 4.1 COMPETENT AND RELIABLE PEOPLE

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As a result of these policies, our ambition is that training also leads to recognition in the form of fair wages. This ambition is conveyed by our commitment to guarantee an annual minimum wage, within the Group, that is 10% higher than the legal minimum wage.



#### Talent attraction and retention

The recruitment process that we promote aims to detect talent based on the specific skills of the candidates, including an induction training phase in the different areas of the business. A formal procedure is also defined for integrating employees through references.

In 2021, 442 new employees were hired and 194 people left the Group. In Portugal, arrivals and departures mainly corresponded to more technical profiles, unlike Angola, where they corresponded to operational and administrative profiles.

A turnover rate of 10% was calculated by considering the number of people leaving and the total number of employees in 2021.

As regards the types of employment contracts, out of 11975 employees, 1164 are permanent and 811 are on fixed-term contracts. Note that all employees with fixed-term contracts are from Angola, as according to the legislation in force (law no. 7/15, of 15 June), fixed-term type contracts have a maximum duration of 10 years.

In pursuit of young talent, we have given an impetus to internship programs and partnerships with educational institutions, such as the **“Expertise & Innovation” program** and the **“Art and Ingenuity” Trainees Program**.

#### **“Expertise & Innovation” Program**

Under agreements put in place with several local universities, Casais Angola developed a professional traineeship program aimed at final year students and/or recent graduates of the Civil Engineering course, with a one year duration.

In 2021, three students from the Methodist University were selected and started their internship in late October.

The program aims to create an opportunity for professional growth for interns, by enhancing their individual skills in order to prepare them for the daily challenges of an occupational setting.

During the internship, those selected got the chance to experience different departments of the company, and the final nine months were dedicated to the construction site setting. The intention is for the interns to carry out activities as part of the company’s normal operations, in a setting that would be similar to their professional life. Thus, it is possible to guarantee the consolidation of the acquired training and the acquisition of professional experience while also making a contribution to performing the activity of Casais.

With this program, Casais aims to meet the needs of attracting and retaining qualified labor, by identifying talents that can be effective through the selection and training of young graduates, in a professional internship setting, in line with the group’s principles.

#### **“Art & Ingenuity” Program**

The Art and Ingenuity program aims to challenge and attract young talents, motivate them to face the challenges of a dynamic market and, above all, prepare them for a successful professional life. Therefore, at the beginning of the program each trainee is assigned a tutor, who provides support and facilitates his/her integration into the team. The tutor is responsible for providing guidance on the tasks and expected results of the work plans and assessing the trainee upon completion of each area.

All activities are designed to reinforce the culture and values, and alignment with the company’s strategy and objectives. Continuous feedback is a key premise of the program. In this way, it is possible to transparently manage the expectations of the young people about how they will fit into the Group in the future.

For nine months, the Casais Group trainee program contributed to ensuring that young people with high potential will be able to fit into the Casais culture, while building a team with sustained and lasting bonds.

The program is held once a year, in Portugal, and is currently in its 13th edition. Throughout the editions, 95% of trainees continued at Casais, with 60 participants so far.



The history of Casais has been written by many different hands, but with a single voice. It is a story based on values, teachings and examples, culminating in a unique legacy and culture: the Casais culture.







# 04 STRATEGIC PRIORITIES

## 4.1 COMPETENT AND RELIABLE PEOPLE

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### ART Project

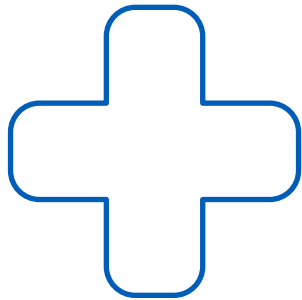
**ART, the Attracting and Retaining Talent Project is an integral part of our response to the transformation of the sector.** ART is part of the Recruitment and Career Development sub-project that focuses on career development and the creation of more attractive jobs. This sub-project was developed to integrate more inclusive, motivating and secure jobs that confer greater autonomy and expertise. The result of this sub-project leads to higher qualifications, better wages, more satisfied workers and higher value companies and people.

Another ART subproject is International Recruitment and Installed Capacity Management, which aims at international recruitment and national and international mobilization, in career integration and development processes, including stay management and internal mobility.

### Casais + flex

**A Casais + flex is a flexible benefits platform that offers alternatives to the use of the annual bonus (variable remuneration) earned by employees.** The aim is to provide alternatives that allow products or services to be acquired, with possible bulk purchase or tax advantages. Membership of pension funds and health insurance are examples of the benefits that employees can choose.

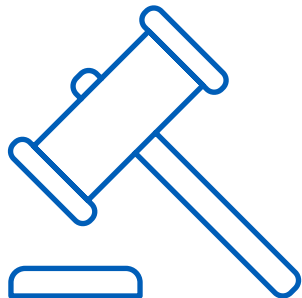
**As a factor for attracting and retaining people, we offer our permanent employees a competitive benefits package.**



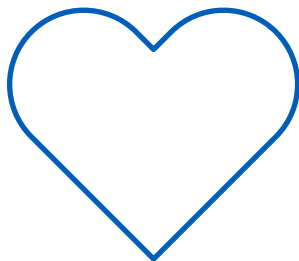
**HEALTH**



**FINANCIAL PLANS**



**LEGAL PLANS**



**PERSONAL AND PROFESSIONAL DIMENSION**

This package consists of a wide range of health benefits, financial plans, legal plans and other services designed to improve the quality of the professional and personal lives of employees.

With the aim of forming closer links with the Academic Community, we created Blumind, a new human resources area aimed at attracting new talent by running summer, curricular and professional internships, participating in job fairs and awarding scholarships for educational merit.

In fulfillment of our role of transforming the construction sector in society, we have created labor reconversion programs in which unemployed people can receive training subsidized by Casais, in a factory setting, with a view towards their subsequent integration into the company.

### Development and training

In order to promote internal development and build a community sustained by values and principles, enabling people to meet the challenges of professional life, through the sharing and development of knowledge and skills, the Casais Academy focuses on designing training courses and creating content that is adapted to suit the identified needs. For this purpose, we put annual training plans in place, considering the specific requirements of each market.

### Training Program “Developing Together, Training for the Future!”

In its strategy, Casais Angola foresaw the need to properly structure internal training activities in the different themed areas of interest to the different operational sectors.

In this sense, it developed a training program named “Developing Together, Training for the Future”, with the aim of improving the technical and personal skills of the professional staff.

The program is run every year following a survey of training needs, which is run as part of the performance assessment process.

With this program, we intend to improve the technical, personal, and behavioral skills of employees, to strive for good performance.





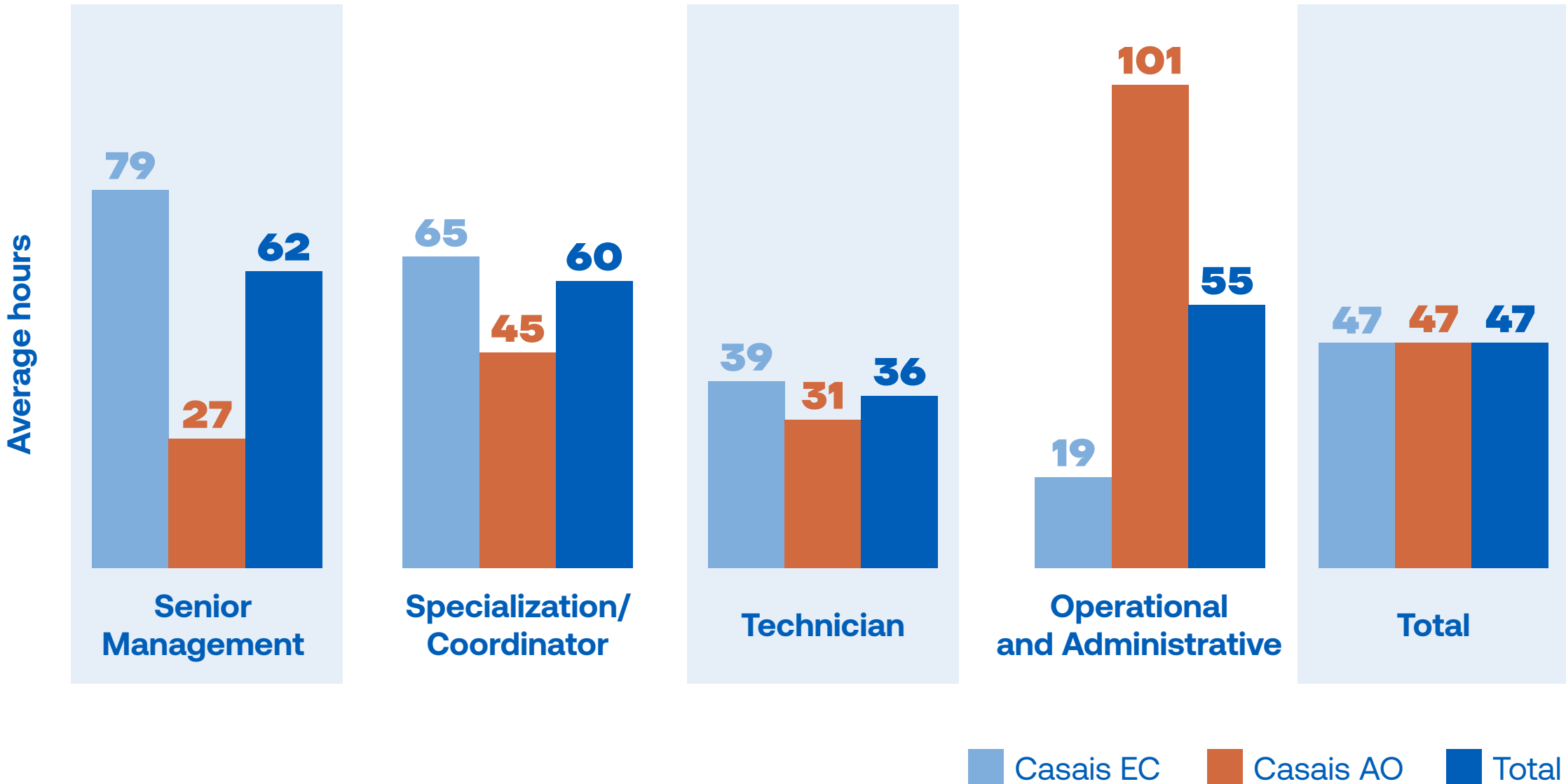
## 04 STRATEGIC PRIORITIES

### 4.1 COMPETENT AND RELIABLE PEOPLE

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In 2021, we ran 29,853 hours of training in which 634 employees participated. At Casais EC, most of the training hours were taken by people with technical profiles, whereas at Casais AO they were taken by people with operational and administrative profiles. In terms of the average number of hours of training, at Casais EC employees in the management and senior management categories were given the most hours of training on average, while at Casais AO it was administrative and operational staff who took the most hours of training.

#### AVERAGE HOURS OF TRAINING PER EMPLOYEE



**In terms of career management, the development of our Career Management Manual, with functions mapped out by levels of seniority, allows:**

- greater alignment of skills with roles;
- improved monitoring of employee career development;
- training plans to be put in place that better suit the needs.

Considering the specific nature of the construction sector on the Portuguese market, it should be emphasized that in most cases a collective bargaining agreement (negotiated with the sector associations and unions) is in force, defining professional categories and careers.

As part of the Career Management program, our employees undergo a range of different assessments according to their professional categories. These assessments consist of both a top-down approach and a self-assessment component.

Performance assessments were performed on 100% and 99% of employees in Angola and Portugal, respectively, who meet the defined requirements: all employees who have been with the company for at least 6 months.





## 04 STRATEGIC PRIORITIES

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#### 4.1.2 HEALTH AND SAFETY

In Casais culture, **Health and Safety** are a priority to ensure the safeguarding of one of our main assets: People.

In the business sector in which we operate, employees are traditionally exposed to significant occupational risks, which can result in a deterioration of workplace accident rates.

The Group's materiality exercise showed how important Health and Safety is to everybody, right from the start. As a result, one of the objectives to which we have committed is the promotion of a Safety Culture that is recognized by the markets and that leads to a reduction in associated occupational risks, as well as safety and healthy workplaces.

**For this reason we have put in place a group of guiding principles for our Group Safety Culture:**



**100%**  
of Casais EC employees  
are covered by an occupational management  
and safety system

**1.**

Plan and carry out all work such as to provide all site employees with proper Health and Safety conditions.

**2.**

Provide safe and healthy working conditions to prevent injuries and health conditions.

**3.**

Put in place a commitment to ensure employee consultation and participation.

**4.**

Plan activities coherently to ensure the intrinsic safety of operations and that they are performed simultaneously in time and space.

**5.**

Minimize Workplace Accident Rates and the social and economic costs that result from accidents in the workplace and occupational diseases, always with the goal of "ZERO ACCIDENTS".

**6.**

Carry out all work to the specified quality, in a properly organized and environmentally friendly space.

Although each professional is intrinsically responsible for safety in their respective roles, Health and Safety planning for the Casais Group's projects is under the supervision of the Prevention and Safety Department (PSD). This corporate department is autonomous and functions as an advisory body in all business areas. At the same time, the markets have their own structures to replicate the good practices that are developed..

We have implemented an Occupational Health and Safety Management System (OHSMS) in Portugal and Angola. In Portugal, the OHSMS is certified to OHSAS 18001 (since 2007) and to ISO 45001 (since 2020). In the case of Angola, the OHSAS, although not certified by an external entity, was developed based on the OSHAS 18001 reference and is currently being updated to the concepts and premises of the ISO 45001 standard. This will ensure that all employees are covered by the ISO 45001 certification.

The Management System contains a set of processes, considering the mechanisms described in the legislation of each market, aimed at integrating all legal and regulatory requirements into the organization and good working practices.



**0**

**Fatal accidents  
in 2021**

**In order to promote continuous improvement, the Safety Management System is implemented:**



#### 1. Definition of the strategy

- Safety set out in a Policy



#### 2. Definition of planning activities

- Identification of hazards, risk assessment and control and the identification of applicable legislation, as well as the setting of health and safety objectives



## 04 STRATEGIC PRIORITIES

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#### Safety in the Workplace

Casais meets all legal, regulatory and technical requirements, according to the legal framework of each market, and to this end guarantees adequate OHS planning of operational and productive activities, usually summarized in the so called Project Health and Safety Plan or in documents with a similar scope.

Health and Safety Plans for the purpose of defining planning of operational and productive activities use tools for identifying hazards, assessing risks and defining controls. This is done through a preliminary risk analysis along with a risk assessment with its own methodology both when starting the works and during their execution. The preliminary risk assessment (hazard level calculation) takes into account the severity of the potential accident, exposure to the risk and its likelihood of occurrence.

The Prevention and Safety Department monitors activities and conducts technical inspections of works and audits, during which it supervises and monitors health and safety conditions to identify possible opportunities for improvement. As part of this framework, a risk assessment method that determines the hazard level may be used in order to better evaluate the cost/benefit of a certain potential preventive measure, and the considered measures are justified

- William T. Fine (WTF) method.

In the event of an accident, the analysis is performed based on the accident investigation procedure, which defines the responsibilities and actions that must be taken after the occurrence of an occupational incident. This is applied to:

- all routine and sporadic activities,
- activities of all people who have access to Casais' facilities and projects, including subcontractors and suppliers, as well as to site facilities including those provided by the organization or third parties

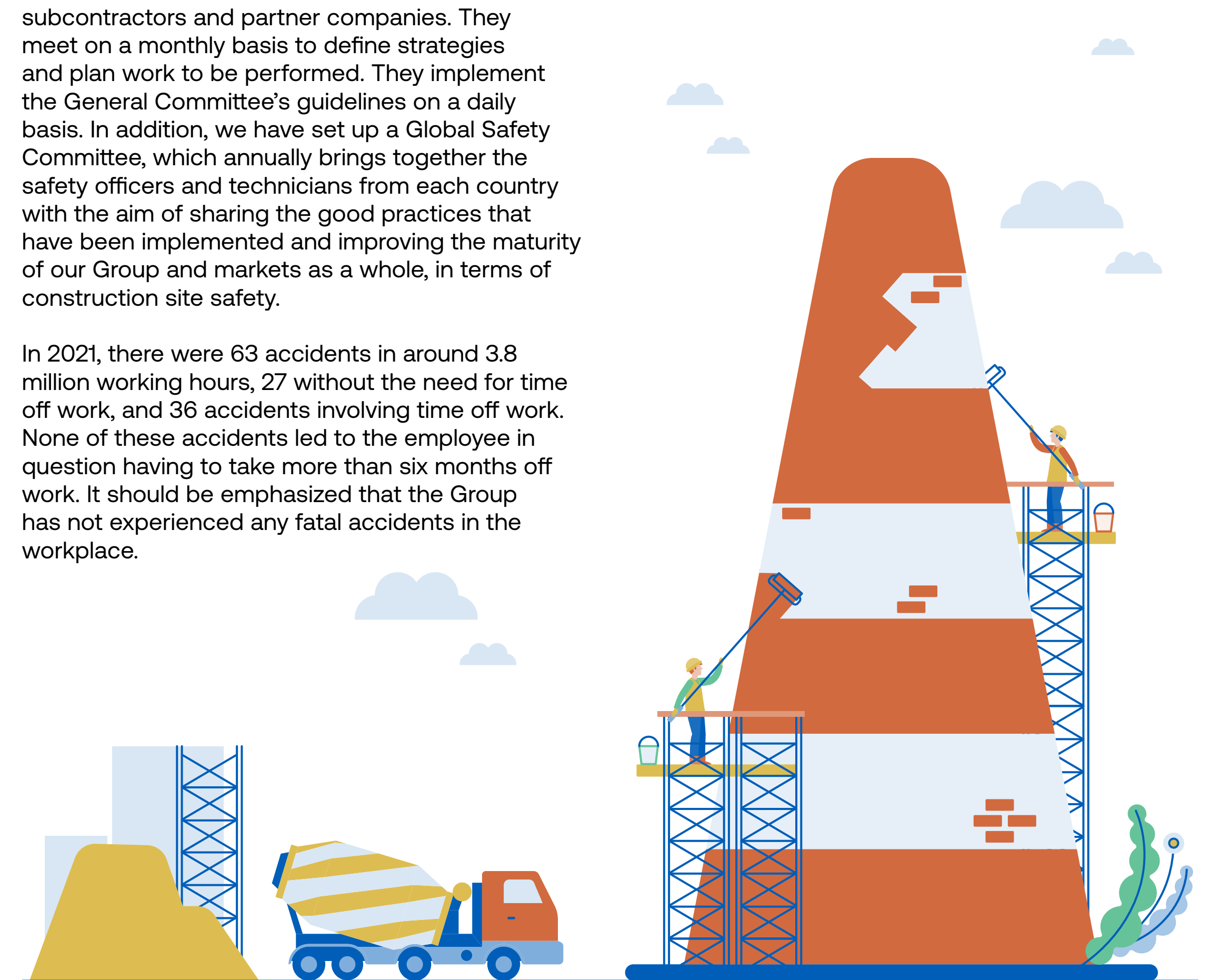
As regards incident reporting, we use Incident Reports that characterize the incidents and the circumstances of their occurrence, including a description of all the means and resources involved in the case. The conclusion should always identify the primary and/or secondary causes, if any, as well as solutions to ensure that the occurrence is eliminated or mitigated at source. We assess the case from the standpoint of the magnitude of risk to the organization, and verify whether there is a systematic risk.

The General Safety Committee has been in operation since 2018. It is a strategic body directly linked to the Administration that meets every three months to set out all the Health and Safety strategies and guidelines. The Safety Committees for each project are directly linked to the

General Safety Committee and are made up of the Project Manager, the Prevention and Safety Department, and representatives of workers,

subcontractors and partner companies. They meet on a monthly basis to define strategies and plan work to be performed. They implement the General Committee's guidelines on a daily basis. In addition, we have set up a Global Safety Committee, which annually brings together the safety officers and technicians from each country with the aim of sharing the good practices that have been implemented and improving the maturity of our Group and markets as a whole, in terms of construction site safety.

In 2021, there were 63 accidents in around 3.8 million working hours, 27 without the need for time off work, and 36 accidents involving time off work. None of these accidents led to the employee in question having to take more than six months off work. It should be emphasized that the Group has not experienced any fatal accidents in the workplace.







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	Nº	FREQUENCY RATE <sup>(1)</sup>
<b>Casais EC</b>		
Deaths resulting from accidents in the workplace	0	0
Serious accidents in the workplace	0	0
Accidents in the workplace	19	24
Hours Worked	785 821	
<b>Casais AO</b>		
Deaths resulting from accidents in the workplace	0	0
Serious accidents in the workplace	0	0
Accidents in the workplace	44	14
Hours Worked	3 069 706	
<b>Total</b>		
Deaths resulting from accidents in the workplace	0	0
Serious accidents in the workplace	0	0
Accidents in the workplace	63	16
Hours Worked	3 855 527	

(1) Per 1,000,000 hours worked

### Improvement of physical conditions of workplaces

As part of the strategic plan of Casais Angola and with the aim of promoting better backoffice working conditions and boosting productivity, we have built new industrial premises to provide better working conditions for our employees at our local headquarters. The construction was completed in late 2020 and our employees have been enjoying the new facilities since 2021.

In Portugal, with the aim of improving conditions in the workplace and in view of the needs of the current pandemic situation, we have made changes to the ventilation system, installed CO2 meters in all spaces and installed touch-free taps. We have also marked out routes for moving around the premises, we take temperature measurements and ensure that staff members wear masks.







# 04 STRATEGIC PRIORITIES

## 4.1 COMPETENT AND RELIABLE PEOPLE

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### Occupational Health

**When it comes to occupational risk prevention and protecting and promoting the health of our employees, occupational health plays a fundamental role in:**

- Monitoring, protecting and promoting health and prevent disease;
- Preventing and controlling occupational risks and diseases and accidents in the workplace;
- Improving work and safety conditions in order to create a healthy and safe working environment;
- Developing a culture of Prevention and Health Promotion in the Organization.

The occupational medicine services are provided by an external entity duly accredited by official entities. The geographical dispersion of Casais and the number of employees were taken into account when organizing these services.

Information about all services and initiatives can be found on SharePoint and they are promoted by internal communication campaigns (by email and Yammer channels). Depending on the market, consultations and curative medicine may be accessible to partners and permanent service providers at workplaces.

At our Braga facilities, we provide a company health center, which provides nursing, general medicine and occupational medicine services to employees, both in person and by video call.

These services are provided to employees in a decentralized manner through our Occupational Health and Medicine partner, allowing everybody to enjoy health plans at a more affordable price

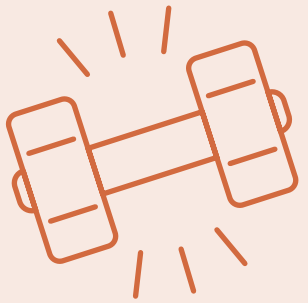
Due to the specific characteristics and needs of the geographical areas where we operate, in Angola Casais provide a Health Protection Plan that covers Tropical Diseases. In addition to the services mentioned above, we also run communication and awareness activities about public health programs to prevent diseases such as HIV, tropical diseases (e.g. malaria) as well as about exposure to risk agents related to local biodiversity (e.g. snakes, spiders) that are widely publicized on our safety information noticeboards.

**During 2021 there were no registered cases of occupational diseases or deaths resulting from them.**

### Life Plan

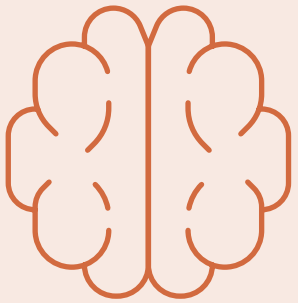
The Casais Group's Life Plan was put in place with the aim of encouraging a personal and professional life balance, by promoting a set of actions aimed at getting employees to adopt healthy behaviors and lifestyles, both inside and outside the workplace.

**The Life Plan is organized into four areas:**



#### Physical Health

Physical activities in online format, such as pilates, yoga, stretching, functional training and hiit



#### Mental Health

All employees are provided with a Psychological Support Hotline, with the possibility of video calls with a psychologist\*



#### Nutrition and healthy eating

Awareness through webinars, workshops, showcooking and events with themed activities on the subject



#### Family

Encouragement of a Work-Family life balance

**In 2021, through the Life Plan, 304 physical activity classes were held, along with 175 psychological support consultations, three workshops and three webinars for families and one showcooking event for parents and children.**

\* It should be noted that the aforementioned support is completely free and confidential and is available to all employees and their direct relatives (spouses, children, parents and siblings), on all markets.





## 04 STRATEGIC PRIORITIES

### 4.1 COMPETENT AND RELIABLE PEOPLE

#### Training

We believe that training employees on health and safety matters, and raising awareness of them, are just as important as promoting better physical conditions in the facilities, and health services provided to employees.

In this sense, our worker Training and Information Policy is intended to ensure that training and information needs are met, always taking into account the roles that they perform and the positions they hold.

Therefore, we provide the following main types of training:



- General induction training for new employees in the different functional areas, including prevention and safety;
- Specific construction site training, according to the employee's position and role, during which the hazards and associated risks are shared;
- Specific accreditation training in certain areas related to the operational safety of the role.

Within the scope of team training on Occupational Health and Safety, 3590 hours of training were run in 2021 in Angola, and 3104 in Portugal, of which 1184 hours of training were given to Casais employees and the remaining 1921 hours were allocated to the employees of partners.

**6.694**  
HOURS  
OF TRAINING

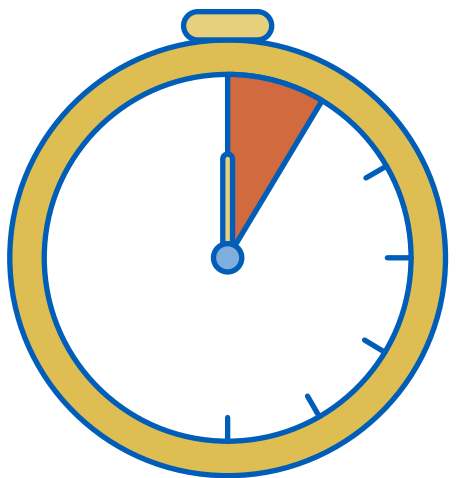
**4.773**  
HOURS WITH  
CASAIS  
EMPLOYEES

**1.921**  
HOURS WITH  
EMPLOYEES OF  
CASAIS  
PARTNERS

**OCCUPATIONAL  
HEALTH AND  
SAFETY**

Along with training, and as a way to guarantee the complete safety and well-being of our employees, we ensure that occupational health and safety technicians are present on all of our sites.

Furthermore, through our “5 minutes a day” initiative we allow all our internal and external employees:



- To share and express their concerns related to Health and Safety;
- To spread good practices to be adopted and improvements to be implemented;
- To ensure that the work teams carry out certain preventive actions related to operational activities planned for the day.



## 04 STRATEGIC PRIORITIES

### 4.1 COMPETENT AND RELIABLE PEOPLE

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#### Covid Committee and On-site Contingency Plan

At Casais we are aware of the challenge that the pandemic posed to all of us and our respective families. In order to reduce the risk of infection in our Community, we have set up a Committee consisting of the Group's Executive Committee, Coordinating Directors, and a support team, made up of members of the Human Resources Department, the Prevention and Safety Department, and the Communication and Marketing Department.

**The Committee is intended to:**

- Create a single point of contact and decision-making related to COVID-19;
- Maximize the safety and well-being of teams;
- Minimize negative impacts on the businesses;
- Seek and provide timely, relevant, and clear information;
- Maintain operations within the current framework of normality and seek a recovery to levels of 100% normality as quickly as possible.

Constantly updated and based on related directives issued by competent entities,

in all geographical regions and markets where we operate, we have implemented a set of measures that are broadly publicized in our offices and work sites. We have also put in place facility and work site Contingency Plans, with a team of safety technicians dedicated to Covid-19 coordinating on a daily basis with all teams on the ground on site, ready to act in risky situations by guaranteeing the traceability of types of infections and adopting not only reactive measures, but also prophylactic and preventive ones.

As an example, in Portugal we have put in place a system to test four or more sites per week (around 250 to 300 tests per week) with swab antigen tests (performed through an agreement with qualified partners).

In addition, every Thursday, about 150 tests were performed in Lisbon and in the Algarve on employees who were to travel home on the following weekend.

#### Casais Safety Ambassadors

As part of the Prevention and Safety Department, the Safety Ambassadors project consists of an internal initiative, developed by Casais employees, the main purpose of which is to propagate a culture of safety throughout the organization, regardless of geographical region, by intervening whenever necessary to minimize and eliminate risks and potential accidents.



## EMBAIXADORES DE SEGURANÇA

**The mission of the Safety Ambassador mainly consists of:**

- Publicizing and promoting the Safety and Values policy of the Casais organization;
- Promote safety conditions in his/her area of intervention;
- Collaborate with risk identification and the implementation of preventive measures;
- Encourage new employees and partners to comply with prevention and safety regulations;
- Have knowledge of safety regulations for their activity and area of intervention;
- Report risky situations.



## 04 STRATEGIC PRIORITIES

### 4.1 COMPETENT AND RELIABLE PEOPLE

#### 4.1.3 INCLUSION AND DIVERSITY

Promoting a workplace that is suitable and comfortable for all employees is key to creating organizational value. This allows everyone to achieve their potential and feel valued, by breaking down interpersonal barriers and promoting improved interactions between employees, customers and the community itself.

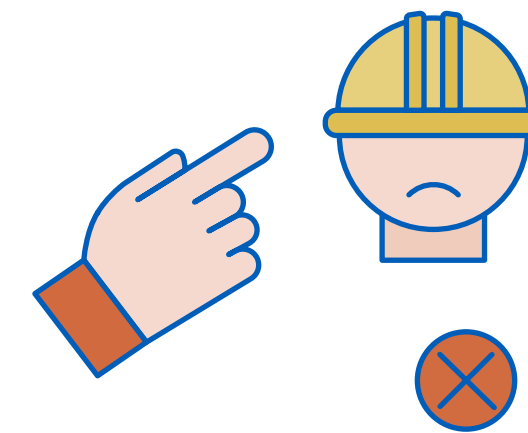
In this context, and in accordance with our ethical principles, which apply to the entire organization, we do not tolerate any type of harassment, discrimination bullying, defamation, occupational violence, or victimization on the basis of ethnicity, gender, age, religion or family status, among other types of harassment.

Inclusion and diversity, despite being themes that are managed independently and specifically, are managed by the Human Resources Department that provides support to the markets where Casais is present.



**0,95** Casais EC  
**1,02** Casais AO

*Gender pay gap*



**0**  
Cases of discrimination  
report in 2021

**The respectful relationship that we have with our employees boosts their motivation, satisfaction and feeling of belonging to the Casais Group. An example is the Pegões (REN) site: we respected the prayer times of Muslim employees, to make sure that they didn't have to give up their habits or feel uncomfortable in their workplace.**







## 04 STRATEGIC PRIORITIES

### 4.1 COMPETENT AND RELIABLE PEOPLE

Our Code of Business Ethics and Conduct addresses issues related to non-discrimination, which are established and formalized at Group level, in all business areas, markets and activities. In 2021 no incidents or cases of discrimination were identified in the geographical regions where Casais EC and Casais Angola operate.

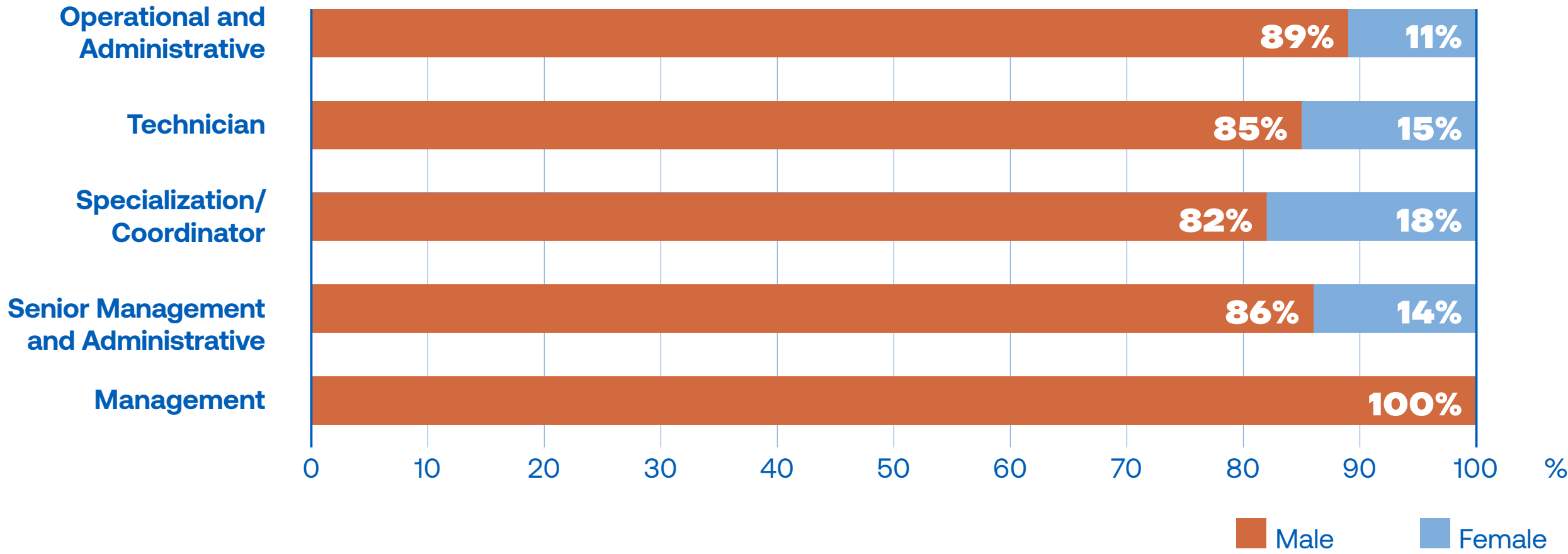
Because we believe that employee inclusion and diversity is a topic that needs close monitoring, every year we conduct an analysis of employee gender and nationality equality.

Representation of the female gender in the construction sector has evolved positively in recent years, especially in Portugal, despite the recognized historical difficulty in achieving a balance. We believe that this is a trend that will continue as construction processes become increasingly industrialized, minimizing long amounts of time spent away from areas of residence. We remain focused on guaranteeing the evolution towards greater equality.

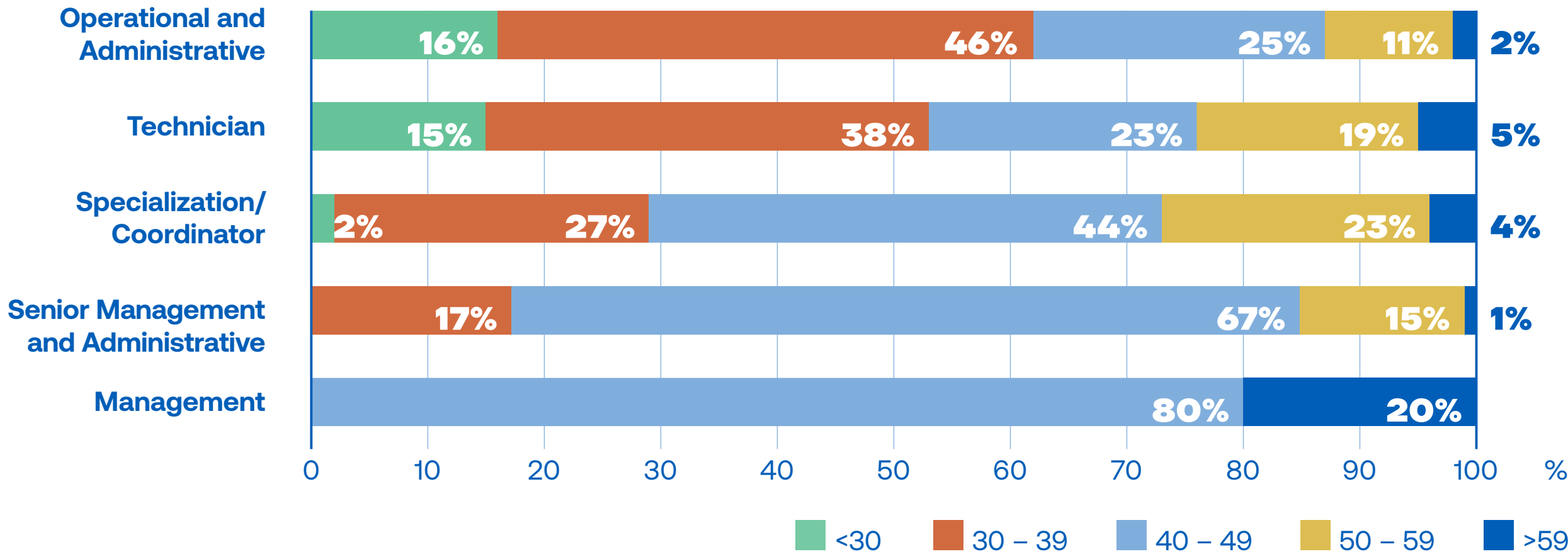
In 2021, the female gender accounted for 13% of employees across the Group; in Casais EC this value was 20%, and 10% in Casais Angola.

In terms of age, the Group has been seeking renewal, and the aforementioned talent attraction and retention programs have contributed to this objective. Globally, it can be seen that all categories have a very significant proportion of employees under 50 years of age (83 to 87% of employees in the role).

#### DISTRIBUTION OF EMPLOYEES BY FUNCTIONAL CATEGORY AND AGE RANGE



#### DISTRIBUTION OF EMPLOYEES BY FUNCTIONAL CATEGORY AND AGE RANGE





Because we believe that employee inclusion and diversity is a topic that needs close monitoring, every year we conduct an analysis of employee gender and nationality equality.



Nova Ala Pediátrica Hospital S. João, Porto – Portugal





04 STRATEGIC PRIORITIES

4.2 ETHICAL AND COLLABORATIVE BUSINESS

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The organization’s identity is created by employees who synchronize their efforts and align them with efforts of other organizations and institutions, with the objective of answering to their directors, who answer to the shareholders, who in turn answer to society. This is why we understand that our ultimate purpose is to Society, without which we would cease to exist.

Thus, conducting business ethically with our partners for a fairer society is the commitment we have outlined for the “Ethical and Collaborative Business” axis of our strategy.

We base our relationships with our Stakeholders on principles of ethics, compliance and governance that are well established, transparent and that contribute to greater confidence in people, companies involved in the construction sector and Society in general.

In all geographical regions, our activity is guided by safeguarding and promoting inalienable respect for human rights, which are the cornerstone of the fairer society we seek. We are aware that these principles and values are the basis of our actions, and we want to replicate them in all the relationships we establish, by managing the value chain at the level of our suppliers, customers, partners and other Stakeholders, contributing to better risk management and sharing the creation of value.

For this purpose, we have defined **three ambitions** as a guide for our actions, expressed as **eight commitments**.



Ethical and collaborative business

AMBITION	COMMITMENT	SITUATION IN 2021
All suppliers aligned and involved with the ESG ambition of Casais	Achieve assessments of 100% of critical suppliers on the basis of environmental and/or social criteria, every year, by 2025	Start of the commitment
	Raise awareness among all suppliers of ESG topics, at least annually, from 2023 onwards	Start of the commitment
	Recommend improvement measures for at least 10 suppliers for whom improvement potential has been identified, from 2025 onwards	Start of the commitment
Incorporate ESG criteria in all significant investments	Incorporate ESG criteria in all significant own investments (of more than €5M), starting in 2024	Start of the commitment
	Incorporate ESG criteria in assessments for the acceptance of major projects (worth more than €15M), from 2025 onwards	Start of the commitment
	Ensure positive discrimination of suppliers and service providers based on their proximity to the construction site, from 2024 onwards	Start of the commitment
Zero tolerance for corruption in all geographical regions	Implement periodic corruption risk assessments under the terms approved in the scope of the certification process, according to the ISO 37001 standard	Start of the commitment
	Implement and maintain an anonymous reporting system for suspicions of corruption, available to all available to all employees from 2022 onwards	+Alert APP



## 04 STRATEGIC PRIORITIES

### 4.2 ETHICAL AND COLLABORATIVE BUSINESS

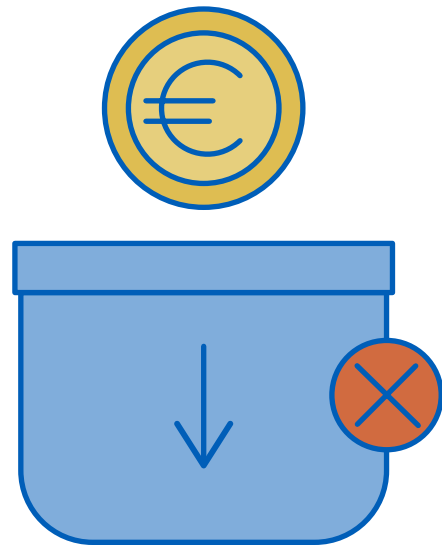
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#### 4.2.1 ETHICS, COMPLIANCE AND GOVERNANCE



**224**

**Employees underwent anti-corruption training**



**0**

**Cases of corruption identified in 2021**

#### Ethics

The business and corporate activities of the Casais Group are conducted within a framework of transparency, professionalism and rigor, with full respect for competition rules, for the legal practices put in place by public and private entities with which we have relationships or to which we are under the obligation to render accounts, and for any other responsibilities that arise from the activity that we carry out.

**Ethics and integrity are cross-group principles that we integrate into all of our businesses and corporate activities.**

Extensive and complex supply chains, global operations and the diverse nature of on-site agents are some of the aspects inherent to the construction sector that have led to growing requirements and concerns regarding business transparency and ethics and integrity procedures in the sector.

The Legal Department is responsible for the business ethics of Casais, although this responsibility is distributed among all of the Group's departments and business areas, which are governed by the **Code of Business Ethics and Conduct**. This code, originally developed in 2016 and updated in 2020, applies across the organization and is continuously publicized among direct and indirect employees, suppliers and business partners. Indeed, the conduct of the entities and the recipients of the Code is fundamental to how we run the business. We therefore commit to ensuring that the principles adopted in the Code are communicated to and respected by all those who work directly and indirectly with us.

In addition, we have developed specific mandatory training for all employees for the purpose of training and engaging employees in the process of updating the Code of Business Ethics and Conduct. For

Casais, it is of utmost importance that all employees successfully complete the "Code of Business Ethics and Conduct" course. This training provides all the information about our organization's values, mission and "ethical awareness", establishes and encourages the ethical conduct and behaviors expected from employees as members of the Group when interacting with their peers, customers, suppliers and

any third parties that are a direct or indirect part of our activity.

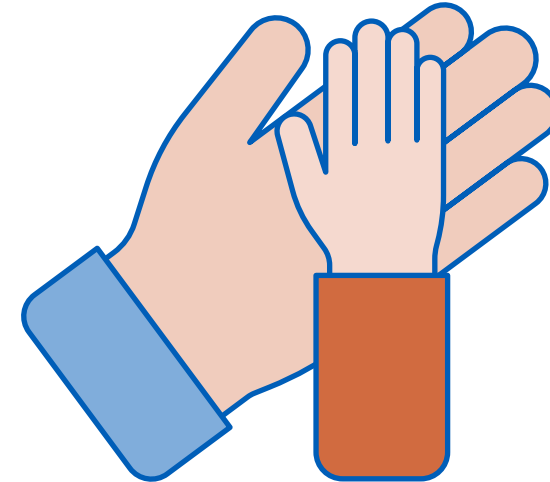
We have also set up a whistleblowing channel through which our employees and business partners must report ethical and non-compliance incidents and concerns. In 2021, five events were handled by the Ethics Committee, concerning situations of theft, violent behavior and conflicts of interest, which have already been resolved. An alert about working conditions was also given through the +Alerta app.

The Code of Business Ethics and Conduct extends to all employees of the organization, whose corporate and professional behavior must be in accordance with the basic principles.

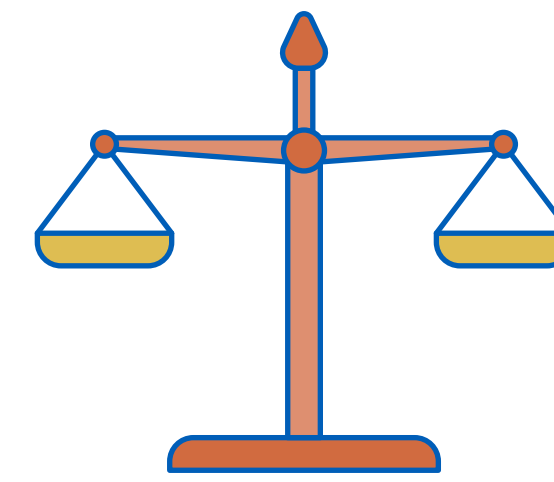




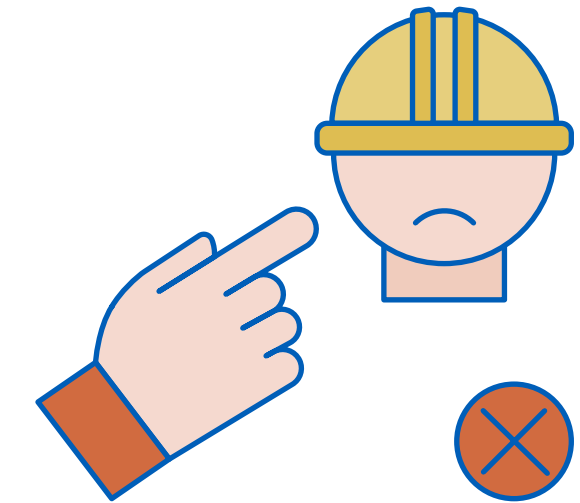
**Respect and protect the human rights** recognized in the Universal Declaration of Human Rights and the main international agreements in this regard, as well as additional local rules that strengthen these principles.



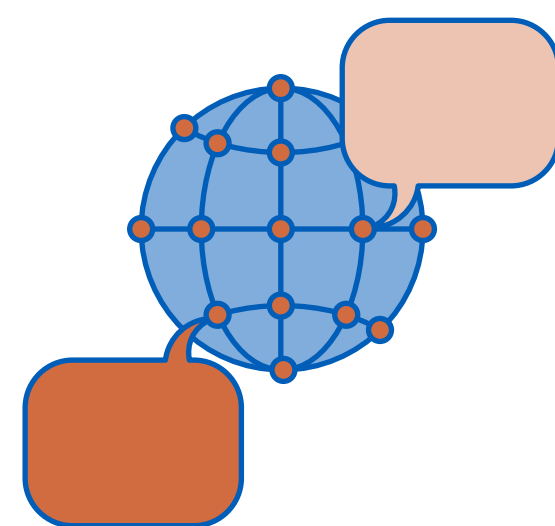
**Do not permit or support the use of child labor** and defend all guidelines given by the International Labor Organization concerning work by minors.



**Provide equal opportunities** based on professional merit and respect differences in ethnicity, social class, nationality, religion, disability, gender, sexual orientation, age, and union membership or political affiliation.



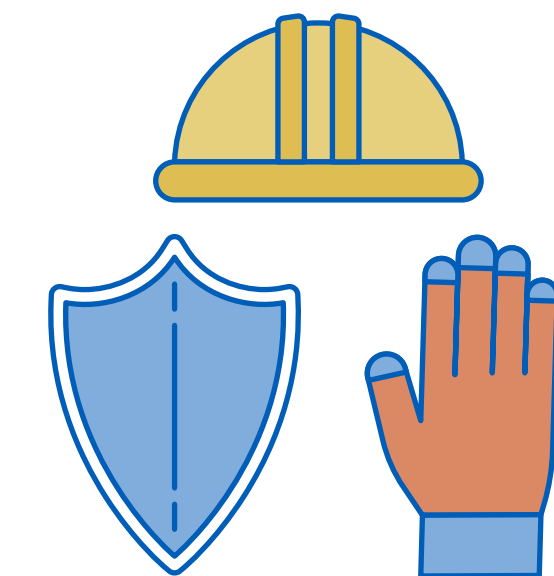
**Do not engage in discriminatory practices,** respect and comply with legislation in countries where the Group operates and uphold respect for cultural diversity and local habits and customs among all.



**Develop and diversify the processes and means of internal and external communication,** seeking to ensure access to information and the involvement of all employees and other stakeholders, such as customers, service providers, suppliers and other external partners.



**Ensure confidentiality and data privacy with third parties and competitors;** do not allow this information to be used improperly; preserve the Group's industrial and intellectual property by maintaining the archive in the context of internal and secure databases.



**Guarantee and apply Occupational Health and Safety standards** in accordance with current legislation, with the sector's best practices and the internal rules defined by the Management System, even if the countries where Casais operates have no regulations for this purpose.



**Ensure compliance with safety standards and rules as an obligation for everyone,** by assuming responsibility for reporting to the responsible services any irregular situation that may compromise the safety of the company's people, facilities or equipment.





# 04 STRATEGIC PRIORITIES

## 4.2 ETHICAL AND COLLABORATIVE BUSINESS

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### Constitution of the Ethics Committee

Following the approval of the Code of Business Ethics and Conduct, Casais set up its Ethics Committee, an independent body made up of at least three members, the majority of whom must be independent, appointed by the Board of Directors for periods corresponding to the terms of the directors.

In order to ensure that there is alignment between decision making, our principles and values and other applicable standards of a legal or any other nature, the Committee intends to guide the personal and professional behavior of everyone in the Group, as well as relationships with other entities and partners with whom the organization interacts. At the procedural level, in the event of disciplinary proceedings, complaints and other similar situations, an independent opinion is sought from the Ethics Committee.

### Compliance

The significant amount of legislation and safety regulations specific to the construction industry make compliance a burdensome challenge for companies in the industry. Furthermore, the internationalization of the business, without disregarding its evident benefits, entails an increased risk of non-compliance, due to particular aspects in geographical regions that need to be addressed.

In Casais, compliance is managed by the Legal Department, which ensures the integration of all the environmental, social and economical compliance procedures in an integrated manner, with efficient mechanisms and control for the management and/or mitigation of the risks associated with the sector.



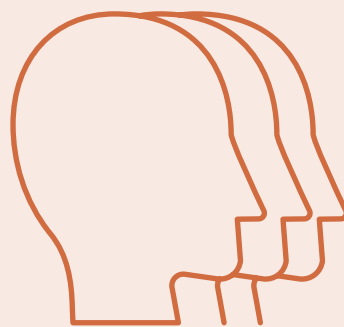
### Economic compliance



**The main risk identified in the construction sector is corruption, given turnover, invoicing and the number of associated transactions.**

In this sense, we have an ongoing strategic project that aims to implement an anti-corruption and compliance system for the Group, including gap analysis and the definition of an action plan, through the ISO 37001 standard. In the future, we also intend to implement the ISO 19600 standard.

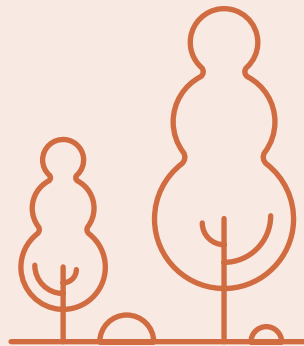
### Social compliance



**The main risk identified in the construction sector is child labor or slavery, given the geographical areas in which our Group operates.**

Casais does not allow the practice of child labor or slavery. We have implemented several control mechanisms in order to guarantee the fulfillment of Human Rights.

### Environmental



**In terms of compliance regarding environmental regulations and authorizations, the greatest risk is legal permits and/or authorizations required for carrying out construction activity not being issued in a timely manner.**

We have developed a formal environmental risk matrix showing the actions that need to be implemented. In addition, Casais EC ensures the maintenance of an environmental management system (ISO 14001 standard).





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In the year 2021 we did not detect any confirmed cases of corruption. Also this year, we communicated our anti-corruption policies to 657 of our employees. In Casais EC, this translated into the communication of the policies to 100% of employees. In addition, 224 employees took the “Code of Business Ethics and Conduct Course”.

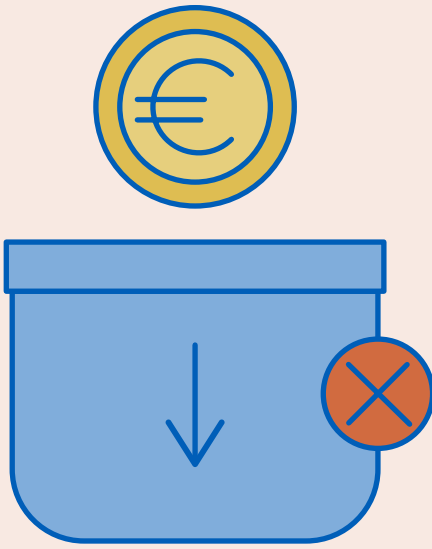
Any breach of the Code of Ethics may constitute an infraction and may even be subject to judicial proceedings. If the breach is committed by one of our employees, it may also constitute a labor breach and be subject to disciplinary sanctions, regardless of other responsibilities assigned to the employee. Whenever necessary, the Ethics Committee meets to resolve incidents or doubts related to the interpretation of the Code or to propose improvement measures.

### Governance

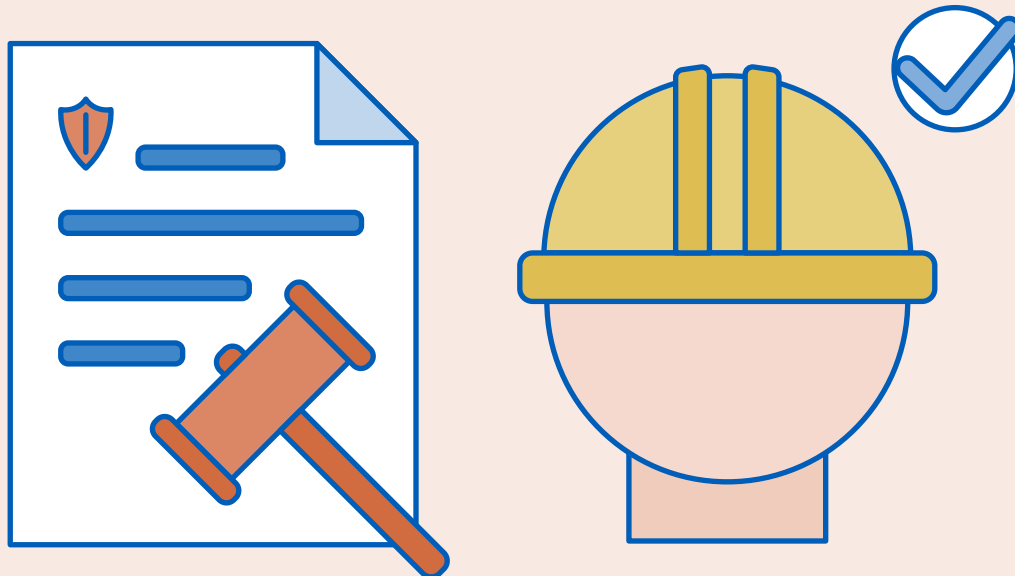
The way in which companies make use of policies and control measures to inform their business decisions and to comply with the law and obligations towards their stakeholders is a challenging exercise for organizations in general, and one that extends to the construction sector. Particularly due to the scale of turnover, invoicing and the number of transactions, failures at the Corporate Governance level can lead to very significant damage to the reputation and loss of confidence in an organization.

Similarly, the development of value creation strategies to align performance in terms of goals and objectives with the governance structure itself, addresses the need to ensure the quality and comparability of ESG information reported according to established standards.

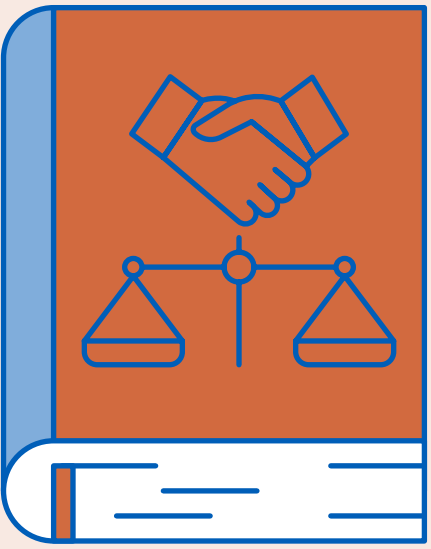
In Casais, the management of Corporate Governance is shared by the Legal Department and the Casais Office Corporate Engineering department (COCE), both of which are responsible for guaranteeing that the business is aligned with the Group’s legal standards and principles. In this context, we are currently developing a model for Governance and ESG matters.



**0**  
Cases of corruption identified in 2021



**100%**  
of Casais EC employees  
Informed about anti-corruption policies



**224 Employees**  
Took the “Code of Business Ethics and Conduct” course





## 04 STRATEGIC PRIORITIES

### 4.2 ETHICAL AND COLLABORATIVE BUSINESS

#### 4.2.2 HUMAN RIGHTS



Respect for human rights is an ethical imperative for any company, so we ensure that all employees, regardless of the circumstances, comply with the rights included in the UN Universal Declaration of Human Rights during the course of our activity.

In the Casais Group, human rights management is ensured by the Human Resources Department, throughout all of the geographical regions where we operate. The size of our organization means that we are naturally exposed to the risks of occurrence of child labor, and of illegal or precarious situations.

It is our common practice to adopt and implement control mechanisms to make sure that there are no occurrences of this nature in Casais, and that there will not be any in the future. All the employees of Casais EC and Casais Angola, including subcontractors, must register internally with the legally required public entities - the Tax Office, Social Security and the National Institute of Social Security (INSS), which only allows those over 18 years of age to register.

Casais verifies all documentation as a mandatory phase with strict criteria before new external and internal personnel are allowed to enter the site, and at the time of entry of new subcontractors.

In addition to addressing human rights in our Code of Business Ethics and Conduct, we have also implemented a supplier code of conduct. This document requires our suppliers to comply with our organization's ethics policy, with emphasis on the importance of respecting and ensuring respect for human rights.

In addition, the Group's policies require that suppliers formally accept the Ethics, Integrity, Anti-corruption and Anti-Money Laundering policies in subcontracts.

The draft employment contracts provided to new workers mention the concern for worker rights and the obligation to comply with the labor law in its entirety. In addition to these practices, when onboarding foreign employees we make sure that their intake process is in person, and we provide the employment contract in versions in Portuguese and in the worker's language.

We also intend, in the near future, to formalize a targeted policy, involving the management and implementation of mechanisms to promote and respect human rights.

Under the scope of housing as a basic human right, we support the A house for the homeless initiative run by the Portuguese Red Cross, Braga branch. On the one hand, this initiative aimed to raise the community's awareness of the situation of the homeless and, on the other, to raise funds to support them. In this sense, the Carpin – Casais Wood & Metal industrial unit manufactured 15,000 miniature wooden houses, which were subsequently sold for a symbolic amount, raising 15,000 euros. This amount made it possible to look after 172 people and provide over 4800 meals.

No. of beneficiaries:	
Temporary Accommodation Center	47 people
Social Canteen	60 people
Shared Apartments / Housing First	20 people
Street Team Care	
Afternoon Shift	25 people
Night Shift	20 people
TOTAL	172 cared for
No. of meals per month:	
Temporary Accommodation Center	1 410 lunches and 1 710 dinners
Social Canteen	1 680 meals
Afternoon Shift	440 snacks
Night Shift	40 dinners
TOTAL	4 800 meals, 440 snacks and 40 dinners





## 04 STRATEGIC PRIORITIES

### 4.2 ETHICAL AND COLLABORATIVE BUSINESS

#### 4.2.3 VALUE CHAIN MANAGEMENT

Throughout our existence, we have transferred wealth and built social, technological, and know-how bridges between developed and developing countries, through which we have promoted the development of more self-sustainable communities. It is through this very mechanism that we can continue our mission.

**The Group has prioritized the hiring of local suppliers** to make it possible to boost the economy of surrounding communities while simultaneously minimizing operational risk by reducing lead times and service deadlines, all of which has a positive impact on business, society and the environment.

It is in this sense that we aim to implement an internal positive discrimination system for suppliers and service providers, based on proximity to the construction site.

We recognize that our proximity to our suppliers and the levels of subcontracting inherent to the business are fundamental aspects when it comes to guaranteeing **transparent management throughout our supply chain**. This management includes compliance with different requirements in force in the geographical regions of origin of our suppliers, alignment with the company's values and collaboration with the suppliers themselves to guarantee the quality of the contracted product or service..

# WE DEFINED A NEW STRUCTURE OF CRITERIA FOR ASSESSING SUPPLIERS, IN ALIGNMENT WITH THE **SUSTAINABILITY AND ESG CRITERIA**

As demonstration of the fact that we prioritize contracting local suppliers, we would like to point out that around **95%** of Tier 1 purchases by Casais EC in Portugal were made from local suppliers.. In the case of Casais Angola, about **62%** of purchases are from suppliers based in the Angolan market, thus helping to promote the development of local economies.







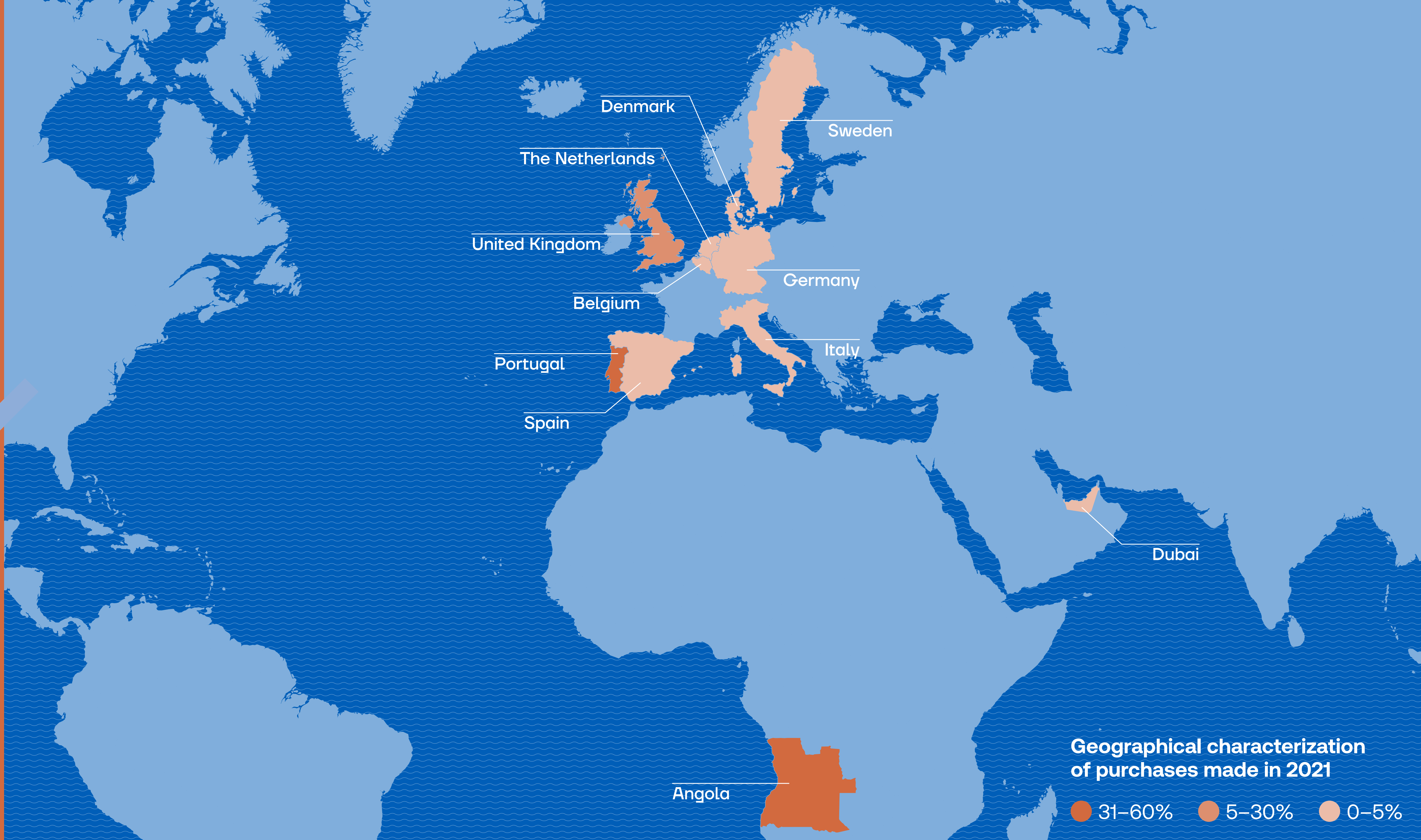
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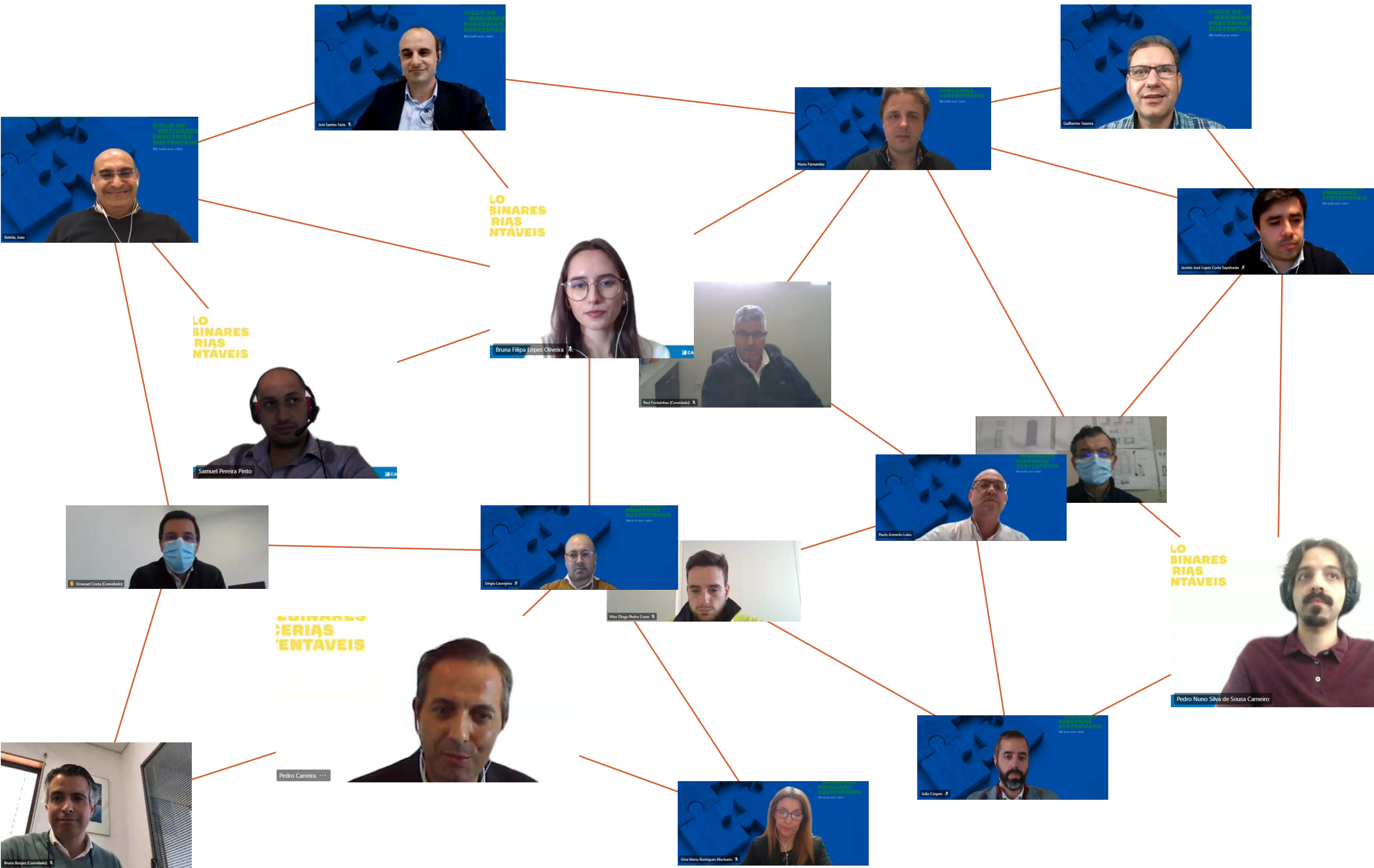
## 4.2 ETHICAL AND COLLABORATIVE BUSINESS

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At Casais, we promote proximity with our partners through the use of collaborative digital platforms for interacting with them. Digital transformation is a key leverage factor for adding value to purchasing methods. In this sense, we developed catalog purchasing, digital marketplaces, process automation and electronic invoicing, among other new features.

In addition, we have invested in maintaining a fluid dialog with suppliers, keeping information up to date, in terms of actions, values and objectives, and fostering proximity to suppliers and subcontractors, particularly through webinars and sending out our Newsletter.

We recognize the importance of collaborating to collectively raise awareness of ESG topics, and by leveraging digital media we can guarantee that awareness activities are performed on these topics by making them available to all suppliers and service providers.







# 04 STRATEGIC PRIORITIES

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### Risk assessment

One of the key cornerstones of the procurement process is the continuous optimization of the value chain. In this context, identifying potential risks in our supply chain is a process that is essential to our business.

Considering the Kraljic matrix in the supply chain risk analysis, in 2021 we found that 38% of our acquisitions were made under medium/high risk conditions. We have prepared risk mitigation plans for these acquisitions in accordance with the respective classification.



PORTFOLIO TYPE (KRALJIC)	CHARACTERISTICS	PARTNERSHIP TYPE (TCT)
<b>Strategic</b> (High Risk / Major impact on margin)	<ul style="list-style-type: none"><li>• Products essential to projects</li><li>• High dependence on suppliers</li><li>• Low negotiating power</li></ul>	<ul style="list-style-type: none"><li>• <i>Strategic alliances/ Joint Ventures</i></li></ul>
<b>Operational bottleneck</b> (High Risk / Low impact on margin)	<ul style="list-style-type: none"><li>• Specific products</li><li>• There are few suppliers for these products on the market</li><li>• There is a major supply risk with great impacts on production</li></ul>	<ul style="list-style-type: none"><li>• Supplier network</li></ul>
<b>Routine Purchases</b> (Low Risk / Low impact on margin)	<ul style="list-style-type: none"><li>• Many alternative suppliers</li><li>• Wide variety of products</li><li>• Standard products</li></ul>	
<b>Scale</b> (Low Risk / Major impact on margin)	<ul style="list-style-type: none"><li>• Market with many suppliers offering similar products</li><li>• Major gains for buying in bulk</li><li>• Aggressive negotiation leads to effective gains from a cost point of view</li></ul>	<ul style="list-style-type: none"><li>• Preferred or convenience vendors</li></ul>

Within the scope of potential changes that may arise in our chain of suppliers, in particular in Casais EC, it should be highlighted that a sustainable global sourcing is being developed by the Integral Procurement and Subcontracting Department (IPSD) and the COCE, in order to identify and select suppliers that meet sustainability and ESG criteria. These criteria are adjusted to the size and significance of each type of supplier, in order to adapt the ESG integration approach to suit suppliers with different response capabilities.

Additionally, we are implementing a new platform (SAP Ariba) that incorporates new procedures and the supplier code of conduct, aligned with ESG dimensions. The suppliers' code of conduct will be integrated into the platform and they will have to subscribe to the commitments set out in the document.

The platform will allow the centralization of the entire procurement process, as well as monitoring supplier compliance and progress.





## 04 STRATEGIC PRIORITIES

### 4.2 ETHICAL AND COLLABORATIVE BUSINESS

#### Supplier Code of Conduct

We are committed to conveying and publicizing our commitment to the principles of sustainability throughout our value chain. In this sense, we encourage the signing of the Supplier Code of Conduct, which sets out rules of action that go beyond the specific contractual obligations, to ensure that our subcontracted suppliers and their representatives adopt principles of sustainability when interacting with their surroundings.

The Code of Conduct requires suppliers to commit to a more sustainable procurement process based on three key cornerstones: Environmental Commitment, Social Awareness, and Economic Responsibility.

#### Environmental Commitment

- Active management to promote biodiversity under the ISO 37 001 and 19 600 standards
- Commitments in place to reduce polluting emissions
- Commitments in place for waste reduction

#### Social Awareness

- Non-discrimination
- No use of child labor
- No use of forced or involuntary labor and human trafficking
- Compliance with immigration laws and proper documentation
- Legal compliance with wages and benefits
- Compliance with the working day
- Guarantee freedom of association
- Promote a good working environment
- Ensure the safety of the facilities

#### Economic Responsibility

- Practice fair competition
- Establish a fair treatment policy
- Refrain from making improper payments
- Establish a policy for gifts and invitations
- Report and mediate conflicts of interest
- Rigor and clarity in marketing and sales
- Compliance with legislation



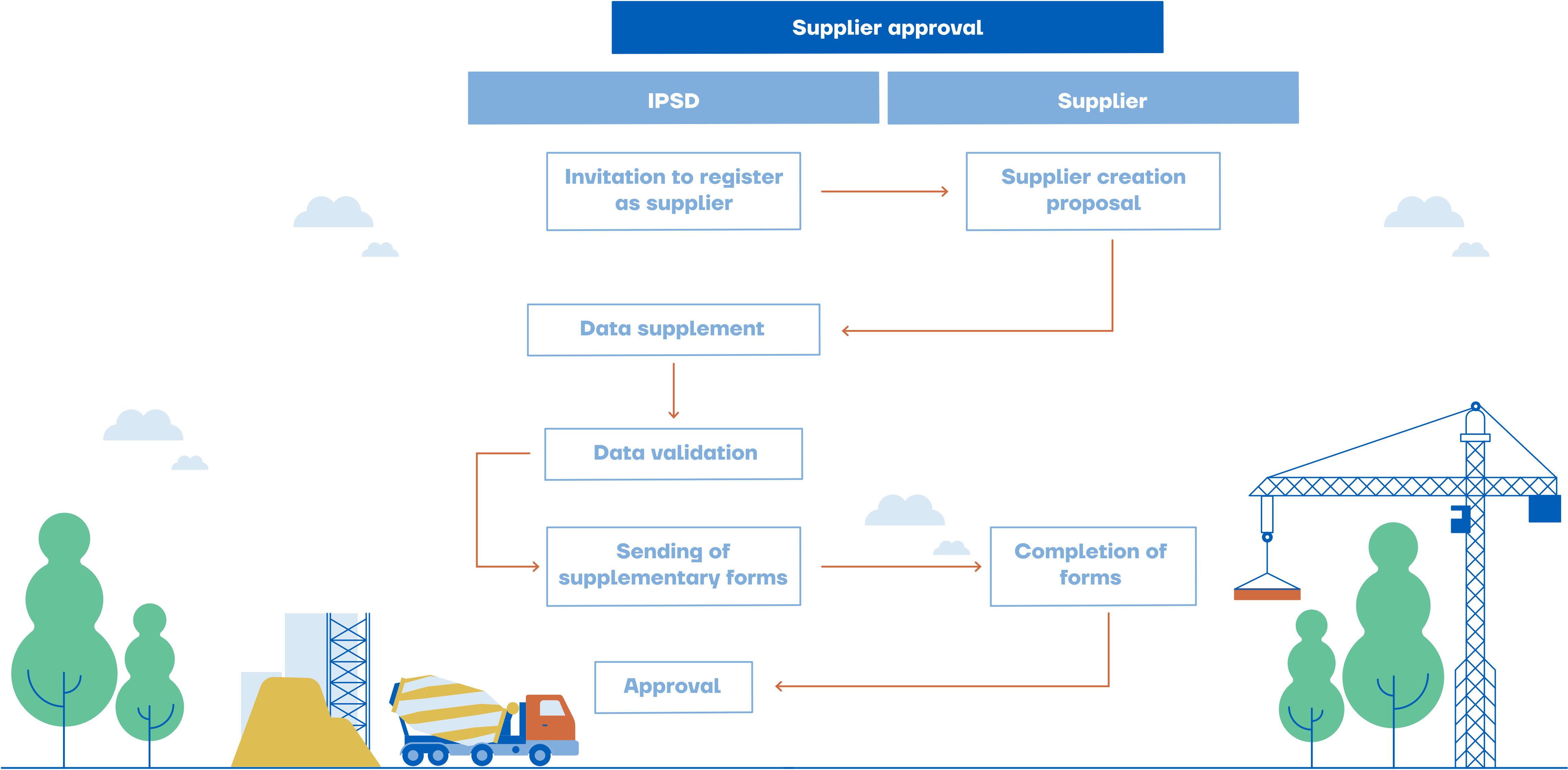




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# 04 STRATEGIC PRIORITIES

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The process to identify and pre-qualify suppliers and subcontractors is carried out in coordination with IPSD and with the Group's other technical, operational and financial areas. For the pre-qualification process it is necessary to complete a list of 33 data items, consisting of general information about the company and environmental and social certifications.

Subsequently, we perform a supplier risk and criticality analysis, based on economic factors, and we consider as critical any supplier with a commercial relationship worth more than 250,000 euros. In the case of Casais EC, during the course of the year 2021, 5.2% of our base chain was considered critical, representing about 59% of purchases.

The controls that are performed on the chain of suppliers are defined based on levels of criticality, which implies that the higher the level of recognized risk, the more demanding the controls will be.

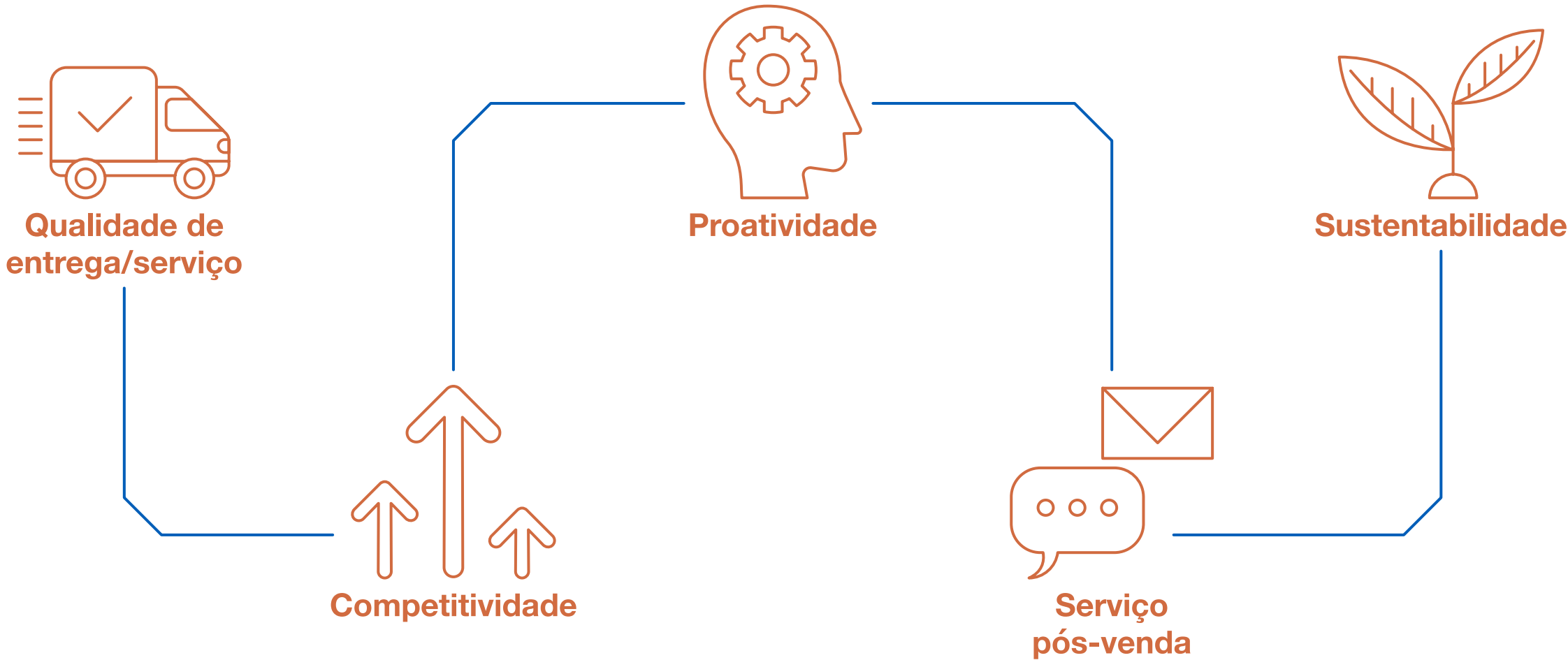
**We use the following mechanisms to monitor suppliers for their inherent level of risk:**

Failure to meet the minimum established requirements implies that the supplier in question is assessed by the Executive Committee, which decides on whether or not to continue with the relationship of providing services to the Group. Excluded suppliers cannot be contracted until the reasons for this status have been resolved, until which they will remain on the List of Non-Approved Suppliers.

Since its implementation, the supplier assessment process has identified 36 suppliers as "non-approved", four of which were identified in 2021.

In order to better monitor the performance of our suppliers, we hold regular meetings with them. In 2021, in Casais EC, the Suppliers Manager held 64 meetings with partners, of which 22 corresponded to visits to their facilities, 20 at the Casais headquarters and the remaining 22 online.

**As regards the supplier certification and assessment procedure, we are implementing a new computerized supplier assessment and qualification system. Although the assessment process is currently being changed, suppliers are currently assessed in five major groups:**



**1.** Suppliers must accept the Group's code of conduct which contains Ethical Principles and basic Integrity, Environmental and Quality objectives. This is an indispensable prerequisite for accessing the SAP Ariba platform.

**2.** To be eligible to bid, companies must fill out the questionnaire in Ariba each year so that the company's Risk Map can be calculated and monitored.

**3.** The supplier's assessment rating must be higher than C.

The sustainability performance assessment is performed annually, during which the supplier is asked to update its sustainable performance data. The suppliers will subsequently be given a rating from A to D.



Ethics and integrity are cross-group principles that we integrate into all our business and corporate activities.

Belas Clube de Campo, Moradias, Sintra – Portugal





# 4.3 CONSCIENTIOUS AND INNOVATIVE SOLUTIONS

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The sector is undergoing a significant structural paradigm shift. Innovation and technology are starting to gain ground and the development and application of new solutions, both during the construction process and throughout the life cycle of buildings, have become more common over the last decade. The construction industry of the future is certainly more sophisticated, complex and demanding, but it is also more motivating and rewarding because it is possible to do more and better while consuming fewer natural resources and using more renewable sources, to construct buildings that are more flexible and adapted to suit our needs, using construction techniques that provide greater added value.

Industrialization and digitalization are our tools to increase efficiency, and we believe they will be essential for the transition of construction, where we will increasingly see products and systems designed and produced in an integrated and innovative way, thus allowing the transformation of construction into a process of assembling components that can be configured in different ways to achieve the final contracted result.

At Casais, the transformation of the sector is seen as an opportunity to make cities and communities inclusive, safe, resilient, and sustainable. We therefore aim to increase inclusive and sustainable urban development and participatory, integrated and sustainable planning and management of human settlements in all of the countries where we operate. We have also been redoubling our efforts to protect and safeguard the world's cultural and

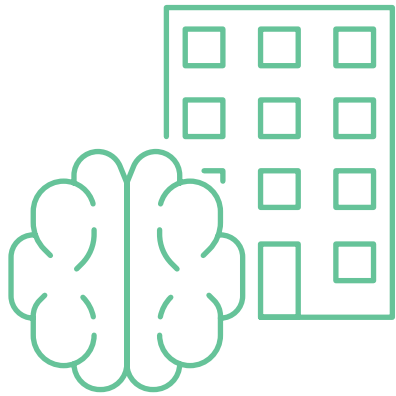
natural heritage, while attempting to reduce the negative impact of our activity in all of the countries where we run our business.

Our solutions focus on the development of green buildings and technologies, with a lower environmental impact and carbon intensity, which contribute to improving the quality of life of humanity and the interests of society. This entire development process is leveraged through a strong commitment to Innovation, design and product safety, with an influence over all of our Group's business areas. In effect, the vertical structuring of the business through the development of the industry and specialties sector, engineering, construction and real estate, opens up great opportunities in terms of conservation and efficiency of resources. This approach to integrating sustainability and innovation will provide greater adaptation and resilience to both the physical and transitional risks associated with climate change, contributing to the long-term vision present in our governance decisions.

For this purpose, **three ambitions** have been defined to guide the actions, expressed **as four commitments**.

<sup>2</sup> Sustainable construction processes or products are defined as processes or products, even if partial, that ensure a reduction of the carbon footprint, that reduce the specific consumption of non-renewable critical resources or that increase circularity through the reuse of materials

<sup>3</sup> These solutions may take the form of new products (physical, such as industrialized walls or sensors) or construction or organizational processes, such as applications



Conscientious and innovative solutions

AMBITION	COMMITMENT	SITUATION IN 2021
Significantly increase the integration of sustainable construction processes in new projects	Implement processes or products for sustainable construction <sup>2</sup> in at least 70% of new projects by 2030	35%
	Increase the incorporation of timber, as a compromise material, for a minimum of 30% of projects from 2030 onwards	Start building
Target innovation resources toward low-carbon/ sustainable solutions	Ensure that 90% of investment and innovation resources are allocated to research or development of new green and clean solutions, from 2024 onwards	Start of the commitment
Enhance the offer of sustainable and accessible solutions	Achieving a minimum of 15 solutions <sup>3</sup> per year within the scope of sustainable construction from 2023 onwards	11 solutions





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# 04 STRATEGIC PRIORITIES

## 4.3 CONSCIENTIOUS AND INNOVATIVE SOLUTIONS

### 4.3.1 GREEN BUILDINGS AND TECHNOLOGIES

Recent studies<sup>4</sup> show that using sustainably sourced timber building materials can reduce greenhouse gases. We therefore believe that our company has an obligation to prevent, reduce and repair environmental damage resulting from performing our activity. In this context, modular construction based on timber and hybrid concrete and timber has become a fundamental part of Casais' strategy, particularly focused on the transition to **offsite construction**.

The offsite construction approach involves the production of components in the factory, with assembly being carried out later *in situ*.

In general, the advantages include greater control over resources and materials, less waste, quicker production and less mobilization of resources. The following table details the advantages of this type of construction.

<sup>4</sup> As an example, a comparative study of construction solutions conducted by INEGI in 2021 shows that the introduction of timber as part of the CREE solution leads to a 59% drop in greenhouse gas emissions during the building's life cycle.

OVATIVE SOLUTIONS	<div></div> <div><b>BENEFITS</b> OFFSITE CONSTRUCTION</div>	<div></div> <div><b>Use of circular economy principles</b> Increased circularity of materials - typically 20 to 30% of products can be reused at the end of their life cycle. Extension of the material's life cycle.</div>	<div></div> <div><b>70% reduction in waste production</b> Production in a factory environment allows for greater use of waste.</div>
<div></div> <div><b>Reduction of on-site noise pollution by more than 50%</b> The reduction in the amount of work on site means fewer machines working, and less ceramic cutting and profiling.</div>	<div></div> <div><b>Mitigation of the risk of missing deadlines</b> Reduction of the lead times of the most complex tasks, allowing the risk of project delays caused by labor shortages or the breakdown of the supply logistics chain to be mitigated. If there are no delays due to external factors (such as logistics), the deadlines can be shortened by 10 to 15%.</div>	<div></div> <div><b>Increase in productivity by more than 50%</b> Compared to traditional construction, construction using industrialized solutions is more productive as tasks are performed in an industrial environment and supported by more productive equipment, allowing the use of higher qualified labor.</div>	<div></div> <div><b>Traceability</b> As the materials and construction systems are developed using a digital model, everything that is incorporated corresponds to the designs, allowing for easier disassembly, repair and reuse in the future.</div>
<div></div> <div><b>Standardization</b> The principle of industrialization is standardization, so the materials and systems that are incorporated are more standard than they have been traditionally, allowing for easier access to replacement parts at a lower cost.</div>	<div></div> <div><b>Greater gender and age inclusion</b> In a factory setting, the physical limitations of employees, generally associated with gender or age groups, are minimized.</div>	<div></div> <div><b>Increased professional qualification</b> Increase capacity for training at the factory and for re-skilling workers from other sectors.</div>	<div></div> <div><b>Mitigation of the likelihood of inherent occupational risks</b> Less frequent exposure to risks in a work site environment.</div>



## 04 STRATEGIC PRIORITIES

### 4.3 CONSCIENTIOUS AND INNOVATIVE SOLUTIONS

Offsite also addresses the need to plan for the adaptability of buildings, from a “design for change” perspective. The flexibility of buildings, to the extent that they should be planned such as to allow for future modifications, is imperative to Casais.

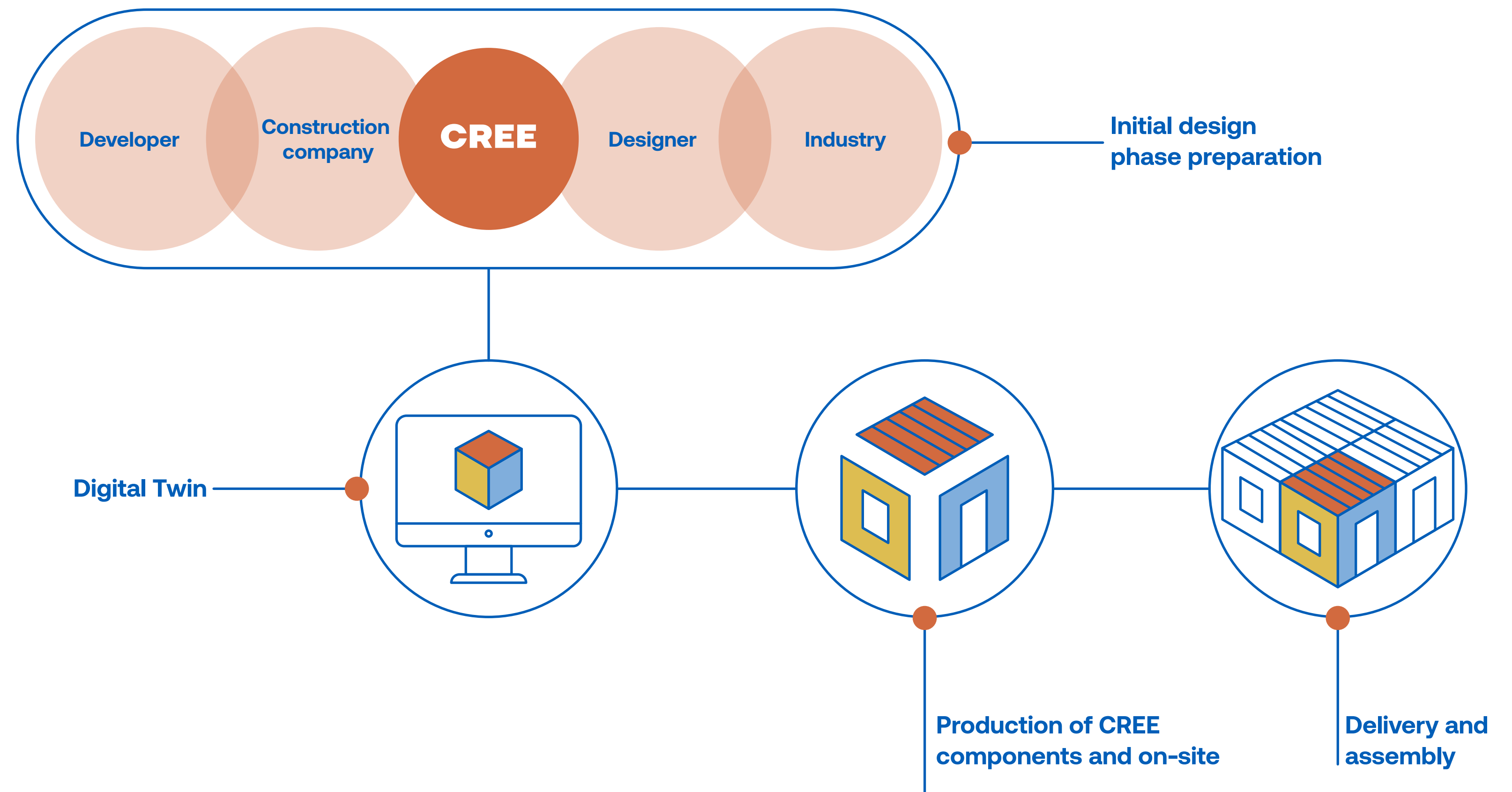
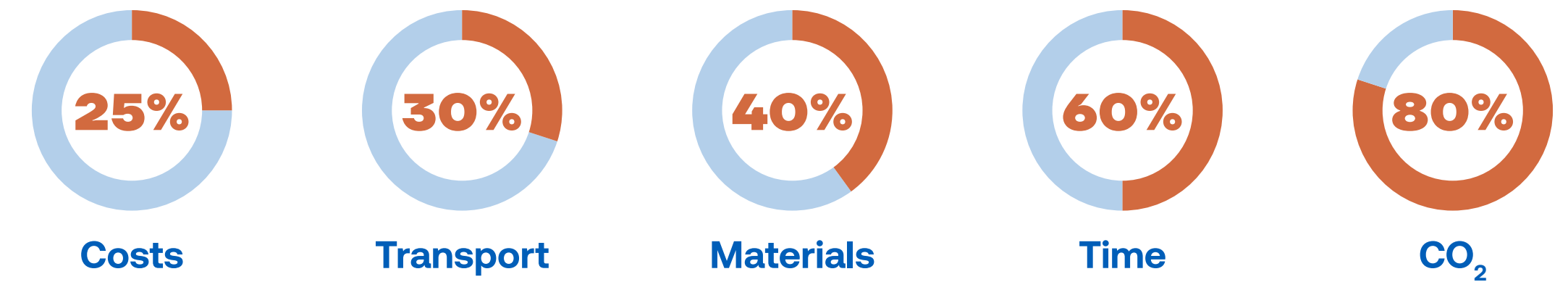
In particular, the partnership established with CREE positions the group as an authorized partner in Portugal and a pioneer in the sector’s paradigm shift. The technology developed by this brand brings us a modular construction system that consists of hybrid concrete and timber solutions, prefabricated to form individual components such as roof panels, façades, pillars and structures.

Hybrid components are highly resistant to fire and are approximately 30% lighter than reinforced concrete.

The modular capability of these buildings allows for a flexible design, typically consisting of façade panels, glued laminated timber columns, and hybrid timber and concrete slab panels that make up the base of each floor. The CREE building system allows the construction of buildings up to 100 meters high — about 30 storeys.

On the one hand, the use of timber provides great flexibility, and has the advantage of acting as a carbon sink, allowing the use of concrete to be reduced by 40%. On the other hand, the industrialization of manufacturing provides gains in efficiency and limits waste to a minimum. It is a more environmentally and economically sustainable solution, with a systematized pre-fabrication approach that increases productivity using minimal resources, while minimizing carbon emissions.

#### Potential savings







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Despite the advantages of the system, the use of timber requires proper management. Besides guaranteeing that best forestry exploitation sustainability practices are followed, at Casais we plan for the need for local timber engineering partners downstream of the forestry production chain, in order to limit transportation needs.

The CREE platform is a collaborative work tool that relies on contributions from its global partners to share knowledge in an easy and agile way. It is, in essence, an ecosystem that allows us to find solutions to the specifications of a given project in which it is feasible to implement the CREE solution.

The year 2021 saw the demonstration of the efficiency of the CREE construction process with a full scale pilot — a project whereby Casais replicated a hotel room and a T2 apartment. Also during this year, the Group laid the first stone of the Hotel B&B Guimarães, a hotel unit built using the CREE system, to be completed in 2022.

This type of solution also allows for an increase in the financial valuation of the assets since it guarantees alignment with European taxonomy principles. CREE is part of Casais' evolution and way of thinking about construction. By 2030, we intend that 30% of construction will take place offsite. In terms of strategy, we are clearly shifting to an offsite construction model and defining sustainability as a priority strategy for our activities.

The transition to industrialized construction is not limited to the CREE system. As part of the Resilience

and Recovery Plan (RRP), in 2021 we developed the CIS4Future Innovation Pact. As part of this Agenda for Sustainable Industrial Construction, we intend to develop projects under the scope of the transition to offsite pre-fabricated construction, in order to reduce the environmental impact compared to conventional construction. Emphasis should also be placed on the Joint Venture with Secil, which will develop, produce and market a complete construction system, based on modular pre-fabricated concrete components, mainly produced offsite.



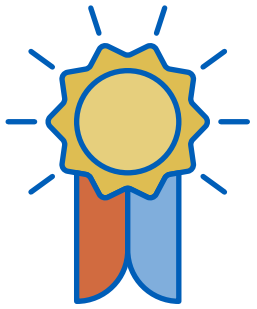
#### 4.3.2 INNOVATION, DESIGN AND SAFETY OF PRODUCTS AND INFRASTRUCTURES

Building resilience and durability largely depend on the performance of construction products. In this context, the vertical structuring of our business, through the development of our own production units for the manufacturing of construction specialties, gives us an integrated supply and response capacity.

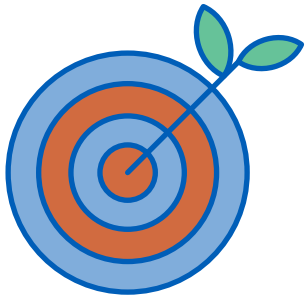
This continues to play a key role in the Group's transition to industrialized construction. In this area, one of the most visible aspects of the Group's industrialization process is BluFab, the offsite construction unit that supplies construction sites with components manufactured and assembled in the factory.

In terms of infrastructure design, emphasis should be placed on the adoption of sustainable and resilient practices that are incorporated through products, construction materials and the construction process itself. By means of example, we would like to highlight indoor air quality, for which Bluway has developed a sensor that can be integrated with central building management systems to control ventilation and air renewal. This contributes to healthier spaces and more effective, data-driven energy management.

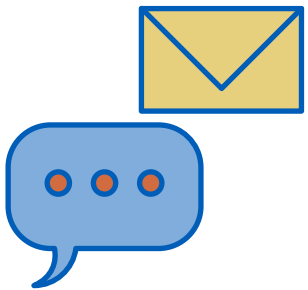
**We also offer our customers the best experience when purchasing, using, maintaining and conserving the building, through an exclusive and well-structured support service based on three cornerstones:**



- Quality assurance



- Sustainable knowledge, maintenance and enjoyment, with a commitment to the environment of the purchased solution



- The existence of an active customer support channel





## 04 STRATEGIC PRIORITIES

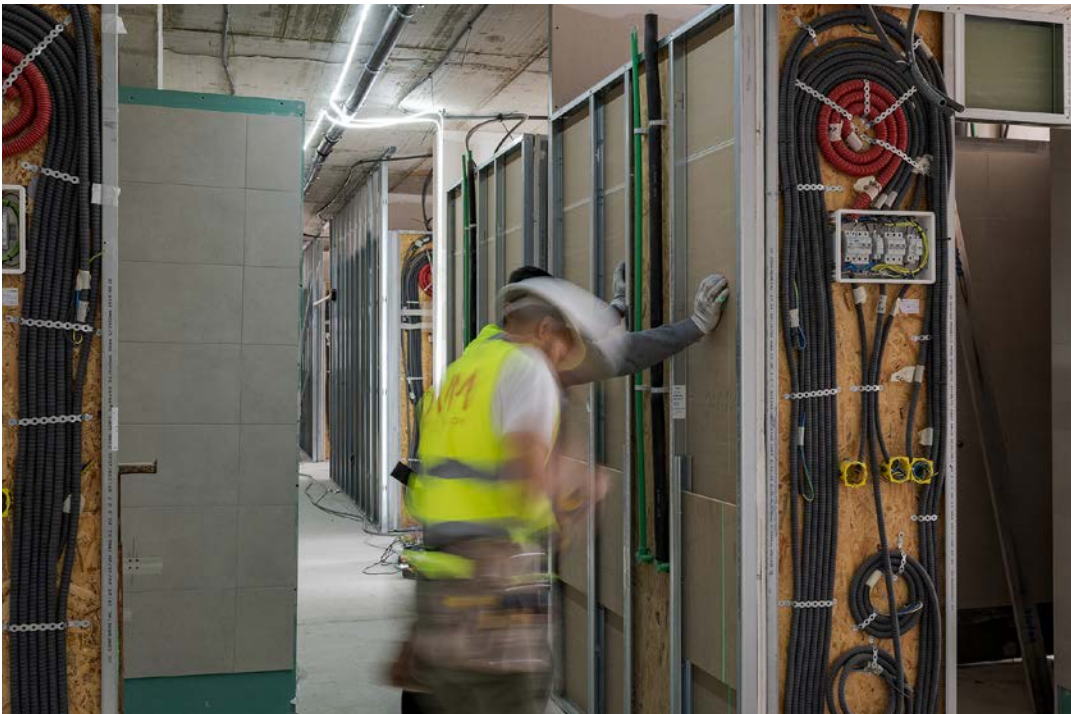
### 4.3 CONSCIENTIOUS AND INNOVATIVE SOLUTIONS

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**At Casais we understand that the act of handing over a project is much more than a transfer from the builder to the owner.**

The Group is concerned with extending the life cycle of its assets. It is for this purpose that the respective maintenance manual is handed over upon delivery of the building. This manual describes preventive maintenance planning and needs. Although it is not yet common practice in Portugal, it is our ambition to contribute to maintaining the asset value of the investment made by the customer, and to the validity of the contractual warranty. The manual delivery includes a logbook of maintenance operations, the completion of, and strict compliance with which is decisive for the effectiveness and validity of the warranty for the contracted equipment and works. Similarly, monitoring the evolution of the building's life cycle is fundamental in the context of continuous improvement of the construction process.

# Industrialization in 13 projects



**5269**  
**Infrastructure walls**



**3994**  
**Industrialized walls**



**659**  
**Bathrooms with infrastructure panels**



**300**  
**Bed headboards with electrical wiring**



**31**  
**Sliding shower doors**



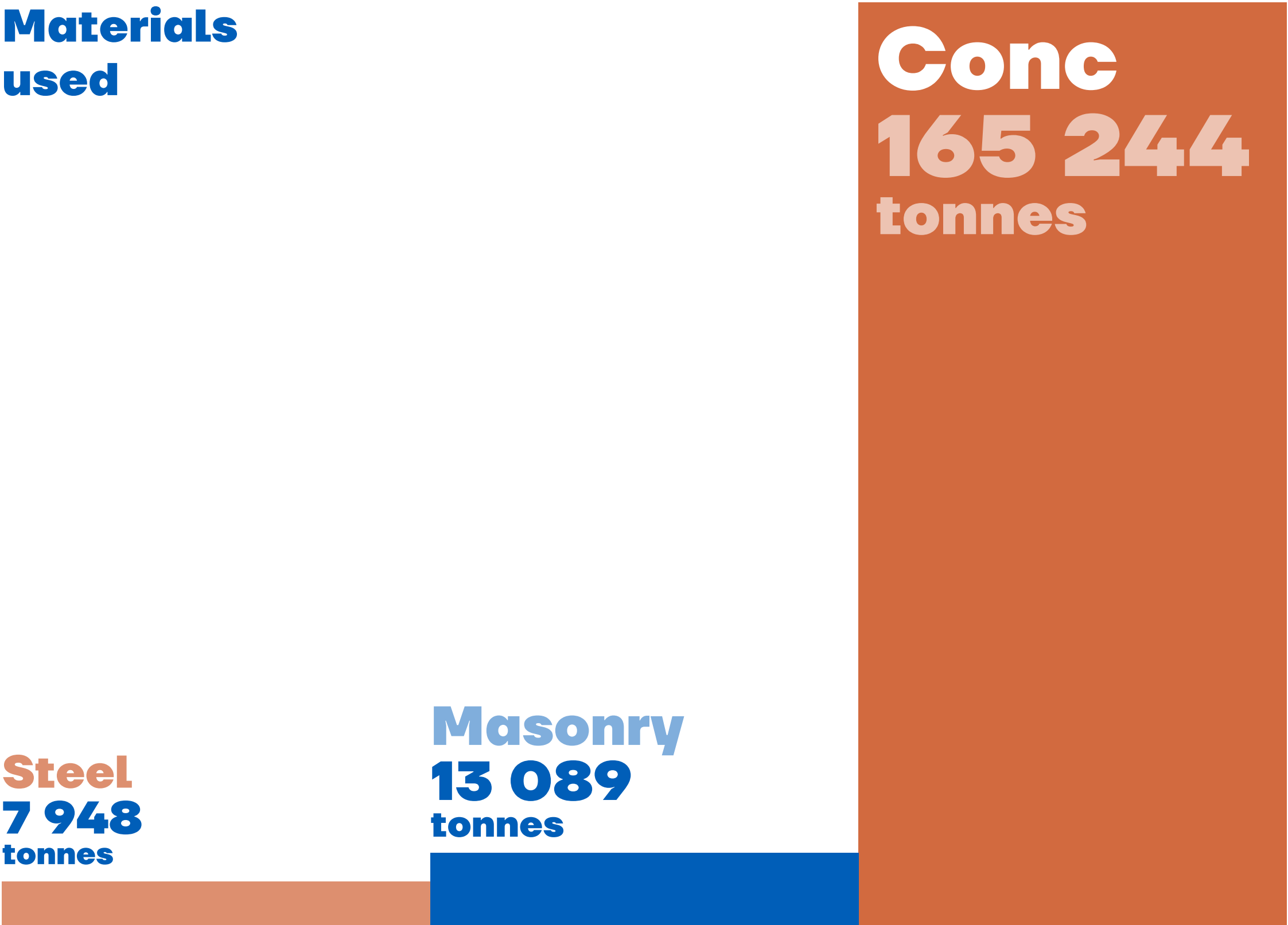


04 STRATEGIC PRIORITIES

4.3 CONSCIENTIOUS AND INNOVATIVE SOLUTIONS

4.3.3 RESOURCE CONSERVATION AND EFFICIENCY

Materials used



The conservation and increased efficiency of resources during the construction process are visible advantages of solutions built using the offsite approach, as opposed to the traditional one. The development of the CIS4Future Innovation Agreement, the Agenda for Sustainable Industrial Construction, shows the path.

One of the key points of CIS4Future is the promotion of more efficient construction, with the lowest possible associated carbon footprint. This efficiency involves a focus on the circularity of products and materials used, waste reduction, the selection of more durable materials, the digitalization of processes and new design and construction methods using modular solutions. In Casais we understand that a paradigm shift of this nature is not done alone, and that the end purpose of mobilizing agendas should not be to develop an economic group, but rather partnerships that have a broad impact on the sector's activity.

One of the key points of CIS4Future is the promotion of more efficient construction, with the lowest possible associated carbon footprint.

The efficiency associated with the CIS4Future Agreement envisages the following gains:

30% a 40%  
Energy consumption

30%  
Transportation of materials

30%  
CO<sub>2</sub> emissions at the materials level

50%  
CO<sub>2</sub> emissions in the construction phase



## 04 STRATEGIC PRIORITIES

### 4.3 CONSCIENTIOUS AND INNOVATIVE SOLUTIONS

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#### Sustainable container

Temporary work site facilities provide essential support to most *in situ* construction activities: they guarantee appropriate working conditions and they stimulate team productivity in a major way.

In awareness of the growing importance of environmental and economic sustainability, the electrical installations section of the general work site in Portugal designed a reusable temporary work site installation.

Built based on a 20" (6.00m x 2.40) shipping container, the temporary installation intended for manufacturing rebar on work sites is quick to assemble at the start of the project, easy to reposition during the course of the work and can be removed and reused in its entirety at the end of each project.

These are fundamental aspects associated with most of the installations that Casais uses for its projects on a daily basis.

#### 4.3.4 ADAPTATION AND RESILIENCE

The outcome of the integration of construction methods and solutions based on sustainability will be adaptation and resilience, at the level of both physical and transitional risks associated with climate change. In this sense, in the solutions that we deliver we have considered efficiency measures that give characteristics of resilience to buildings, making them less resource-consuming and inherently more efficient.

In order to contribute to sustainable development, with awareness of meeting the needs of the present without compromising the ability to meet the needs of the future, through the Casais Academy we promote a Cycle of Webinars on the subject of sustainability solutions, featuring different speakers on a range of different subjects..

#### Sustainable Partnerships and Sustainability Solutions Webinar Cycle

The aim of promoting and organizing free webinars, made available in themed cycles, each lasting four months, during 2021, was to share business opportunities, difficulties and opportunities, and good practices. This initiative was aimed at suppliers, subcontractors, designers, professionals, architects and customers.

Knowledge sharing and ongoing cooperation with partners is intrinsically aligned with Casais' values.







04 STRATEGIC PRIORITIES

4.4 SHARED AND VALUED TERRITORY

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Transforming the territory with awareness of long-term impacts on heritage, communities, and ecosystems is the scope of the “Shared and Valued Territory” part of our strategy.

At the Casais Group we believe we have a major role to play in building societies and in the future of the communities, so we have been bolstering our commitment to the sustainability of our customers, employees and other communities, thereby contributing to the foundations of a balanced society.

We understand that building is also about changing the way people and ecosystems interact: it is about changing value creation at the level of natural, human, social, intellectual, cultural and heritage capital through the transformation of the territory.

We want to continue transforming and enhancing the value of the territory, in full awareness of our role in the urgent task of mitigating climate change, considering the entire value chain of Casais’ business. We will mainly make our efforts in the places where we develop infrastructure and interact with communities. However, because our actions have a global effect, we intend to act consistently in assessing and preventing risks associated with biodiversity and land use management.

Part of our response focuses on developing the business within our boundaries and based on the implementation of circular economy concepts, reinforced by multidisciplinary waste, water and effluent management practices. As our buildings take shape, the impact of our activity also materializes in society, and community relations are essential to ensuring the sustainability of this social-ecological system in which we operate.

For this purpose, **three ambitions** have been defined to guide the actions, expressed as **five commitments**.



Shared and valued territory

AMBITION	COMMITMENT	SITUATION IN 2021
Increase the number of people affected by social action projects	Assess the real impact on local communities in 100% of new social action projects, from 2024 onwards (number of people affected: e.g., number of jobs created, improvements to mobility services, number of services created)	33%
	Net zero by 2045	Ensure a response to TCFD (Task Force on Climate-Related Financial Disclosures), by 2025
	Reduce scope 1 and 2 emissions by builtm², by 2030	Start of the commitment
Reduce waste and enhance its reuse	Develop the corporate emissions inventory, including relevant scope 3 emissions, by 2030	Start of the commitment*
	Reduce waste by 30% perm² built, by 2030	Start of the commitment*
		*the base year is 2021





## 04 STRATEGIC PRIORITIES

### 4.4 SHARED AND VALUED TERRITORY

#### 4.4.1 CLIMATE CHANGE MITIGATION

We are committed to quantifying and monitoring the organization's total direct and indirect greenhouse gas (GHG) emissions. This exercise will allow us to assess our carbon footprint and contribute as a mobilizing agent in the sector to the decarbonization agenda.

In this context, we have collected data on the energy consumption of our activity in Portugal and Angola, for Casais EC and Casais Angola, to quantify scope 1 GHG emissions (direct emissions) and scope 2 emissions (indirect emissions associated with electricity consumption), thereby launching the emissions inventory process, in accordance with the *GHG Protocol Corporate Accounting and Reporting Standard*.

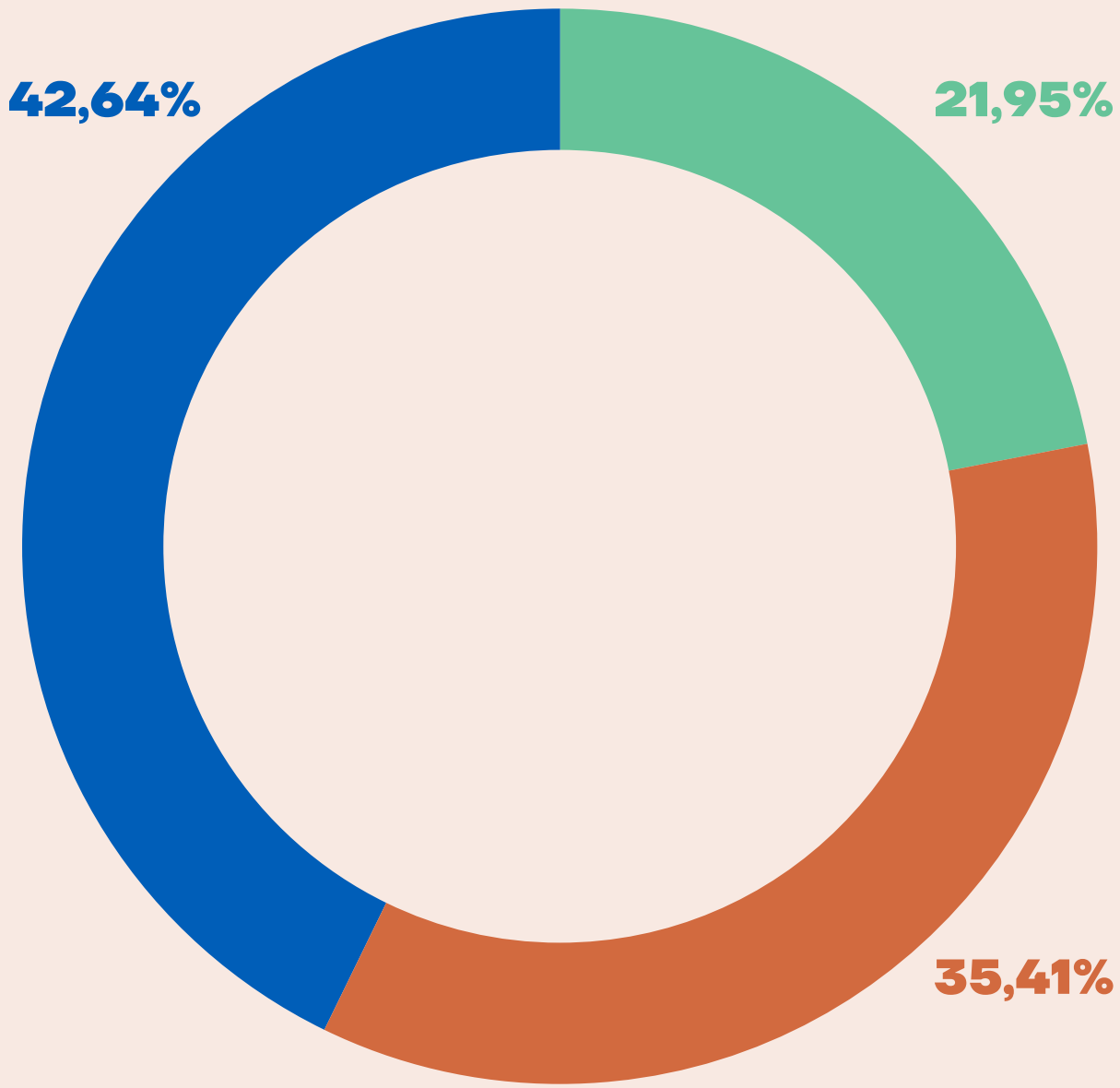
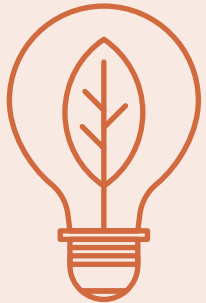
ENERGY CONSUMPTION (GJ)	UNIT	CASAIS EC	CASAIS AO	TOTAL
Diesel	GJ	17 706	70 045	87 751
Petrol - fleet	GJ	-	2 486	2 486
Natural gas	GJ	-	-	-
Electricity	GJ	5 197	8 971	14 168
Propane gas	GJ	-	366	366
<b>Total</b>	<b>GJ</b>	<b>22 903</b>	<b>81 868</b>	<b>104 771</b>

### Energy consumption

#### Energy consumption origin

**86% Fossil fuels**  
**19% Casais EC**  
**81% Casais AO**

**14% Electricity**  
**37% Casais EC**  
**63% Casais AO**



● Buildings ● Projects ● Fleet





## 04 STRATEGIC PRIORITIES

### 4.4 SHARED AND VALUED TERRITORY

Regarding energy consumption, 86% originated from fossil fuels and 14% of the energy was obtained through electricity, of both renewable and non-renewable origin (depending on the energy mix).

	CASAIS EC	CASAIS AO	TOTAL
<b>Direct GHG emissions (tCO<sub>2</sub>eq) - Scope 1</b>	<b>1 299</b>	<b>5 421</b>	<b>6 720</b>
<b>Stationary combustion</b>	<b>671</b>	<b>2 937</b>	<b>3 607</b>
Diesel	671	2 913	3 584
Propane gas	-	23	23
<b>Mobile combustion - fleet</b>	<b>615</b>	<b>2 480</b>	<b>3 095</b>
Diesel	615	2 307	2 922
Engine	-	173	173
<b>F-gases</b>	<b>13</b>	<b>5</b>	<b>18</b>
<b>Indirect GHG emissions (tCO<sub>2</sub>eq) - Scope 2*</b>	<b>193</b>	<b>431</b>	<b>624</b>
Electricity - market based	362	-	362
Electricity - location based	193	431	624
<b>Total Scope 1 + 2</b>	<b>1 492</b>	<b>5 852</b>	<b>7 344</b>

\* Market multiplier factors, or location-based factors may be used when calculating indirect emissions. Given the lack of information on market factors in Angola, we opted for accounting based on location factors.

**By 2030, we intend to take our commitment further and include scope 3 emissions in the inventory (indirect emissions associated with the value chain) as set out in the GHG Protocol Corporate Value Chain Accounting and Reporting Standard.**

In order to raise awareness in the organization, we promoted the Casais Green Walks initiative, which ran from 22 September to 24 October 2021. Through a competition between several departments of our Group, Casais employees were challenged to swap their car journeys for outdoor activities and trips (on foot or by bicycle). The total number of kilometers traveled on foot and/or by bicycle was determined in order to calculate the GHG emissions avoided by the different departments.

In this challenge, Casais mobilized a total of 66 participants split up into 8 teams distributed throughout the markets of Angola, Belgium, Gibraltar and Portugal. 15,682 km were traveled sustainably. On average, 0.169 kg of CO<sub>2</sub>eq are emitted per kilometer traveled, so during this activity we can say that the Group avoided emissions of approximately 2.65 tonnes of COO<sub>2</sub>eq.







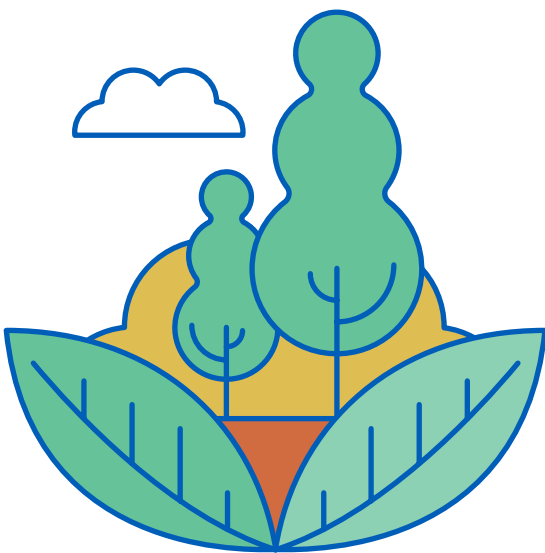
## 04 STRATEGIC PRIORITIES

### 4.4 SHARED AND VALUED TERRITORY

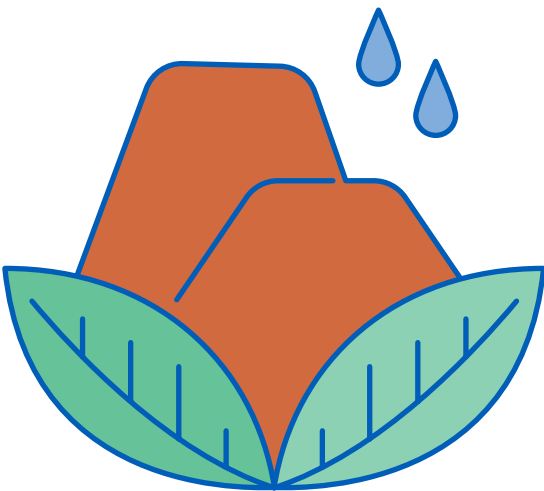
#### 4.4.2 BIODIVERSITY AND LAND USE

When identifying locations for our Group's facilities, we always seek to ensure that they are in accordance with the territory's land use planning instruments, with the aim of safeguarding protected areas or areas with high biodiversity value.

When constructing its projects, Casais ensures that measures are applied to mitigate and minimize any impacts that may be caused. Some of our project impact minimization practices include:



**Preservation of zones where sensitive species of fauna and flora are present**



**Minimization of earth movements and soil exposure during periods of higher rainfall**



**Guarantee the natural water courses without interfering in the flow**



In 2021 a contract was executed in a sensitive area and of greater environmental sensitivity, in a terrestrial fresh water ecosystem located in Montijo, Setubal - Portugal, with a total area of approximately 9 hectares.

On a monthly basis, Casais proceeded to follow up and record all of the measures required by the Environmental Impact Statement (EIS), including the location of each work site and the respective applicable sub-activity.

**Priority aspects in this contract were archaeological monitoring, the preservation of sensitive areas of fauna on site and raising awareness among employees of the measures to be taken on site during their daily activities.**





# 04 STRATEGIC PRIORITIES

## 4.4 SHARED AND VALUED TERRITORY

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### 4.4.3 WASTE, WATER AND SEWAGE MANAGEMENT

At Casais, waste management is approached individually for each project.

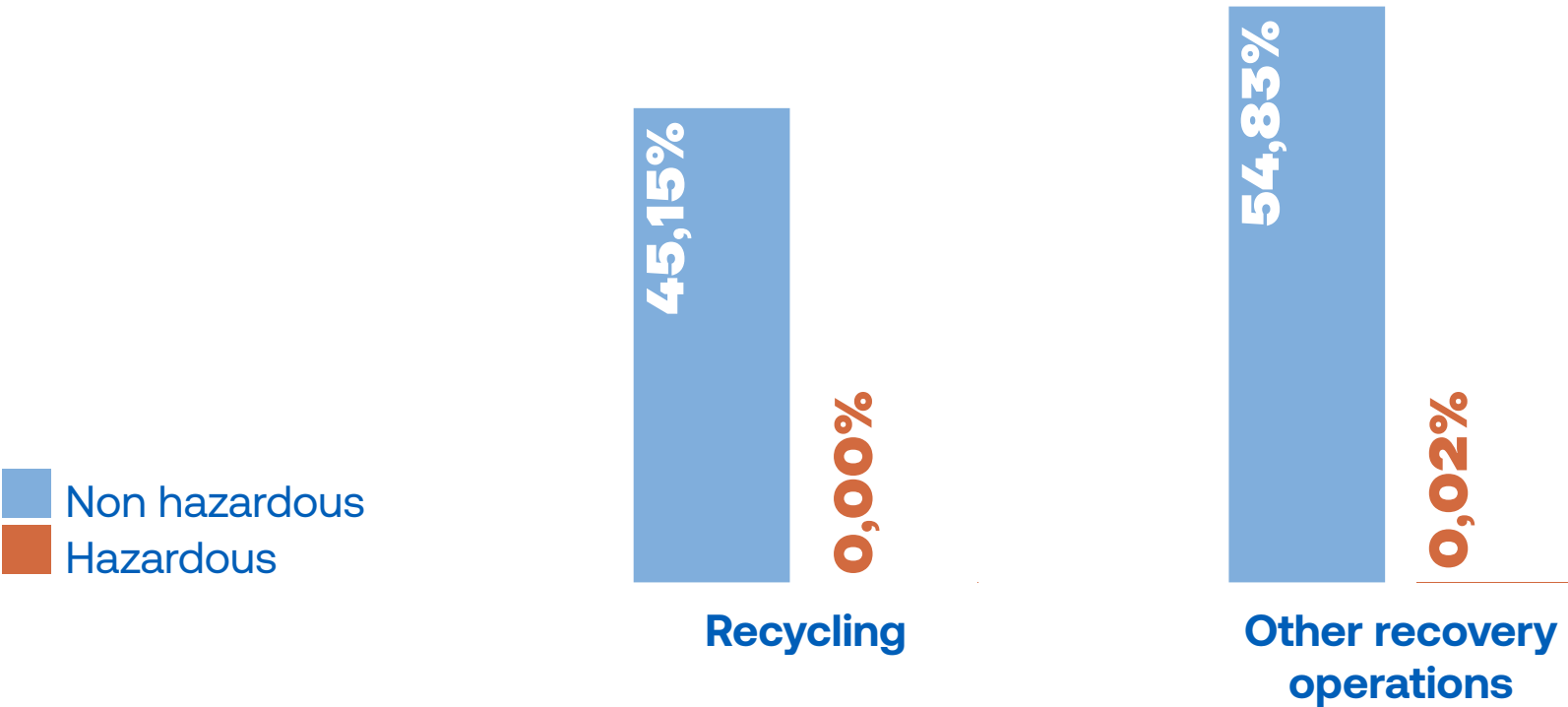
As an active global company, Casais operates in different geographical regions and has several partner operators, which are selected based on their capabilities and characteristics.

This allows Casais to ensure that any waste generated during the different projects is sent to an appropriate final destination, with proper judgment and a high quality service, in coordination with its partners.

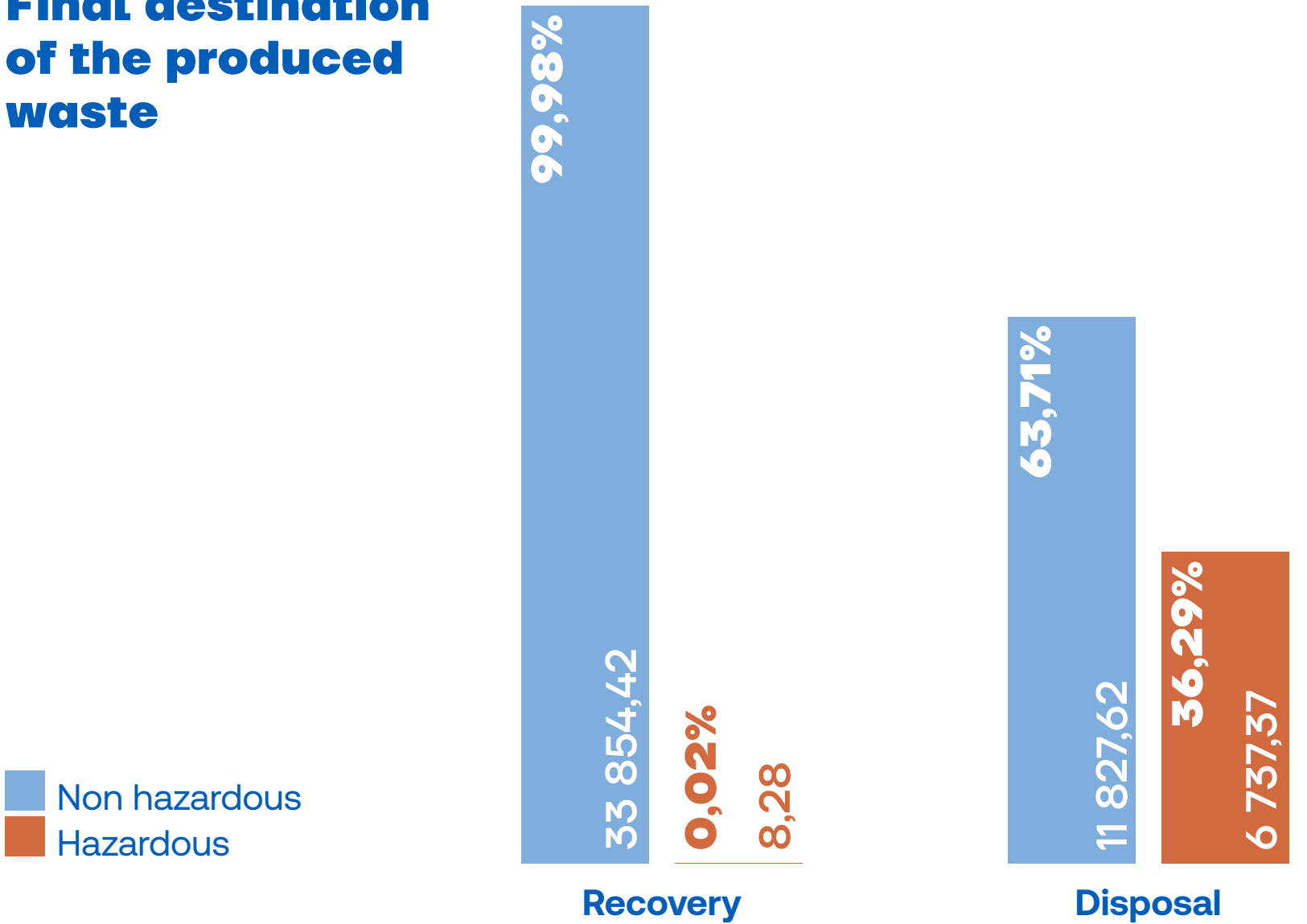
**One of our best practices is the monthly compilation of a map of the waste produced by each project, which we monitor in two ways:**

1.  
Monthly analytical balance, detailed for each site, showing the environmental objectives and monthly evolution of the waste
2.  
A quarterly summary of Casais Engenharia e Construção indicators, for all projects

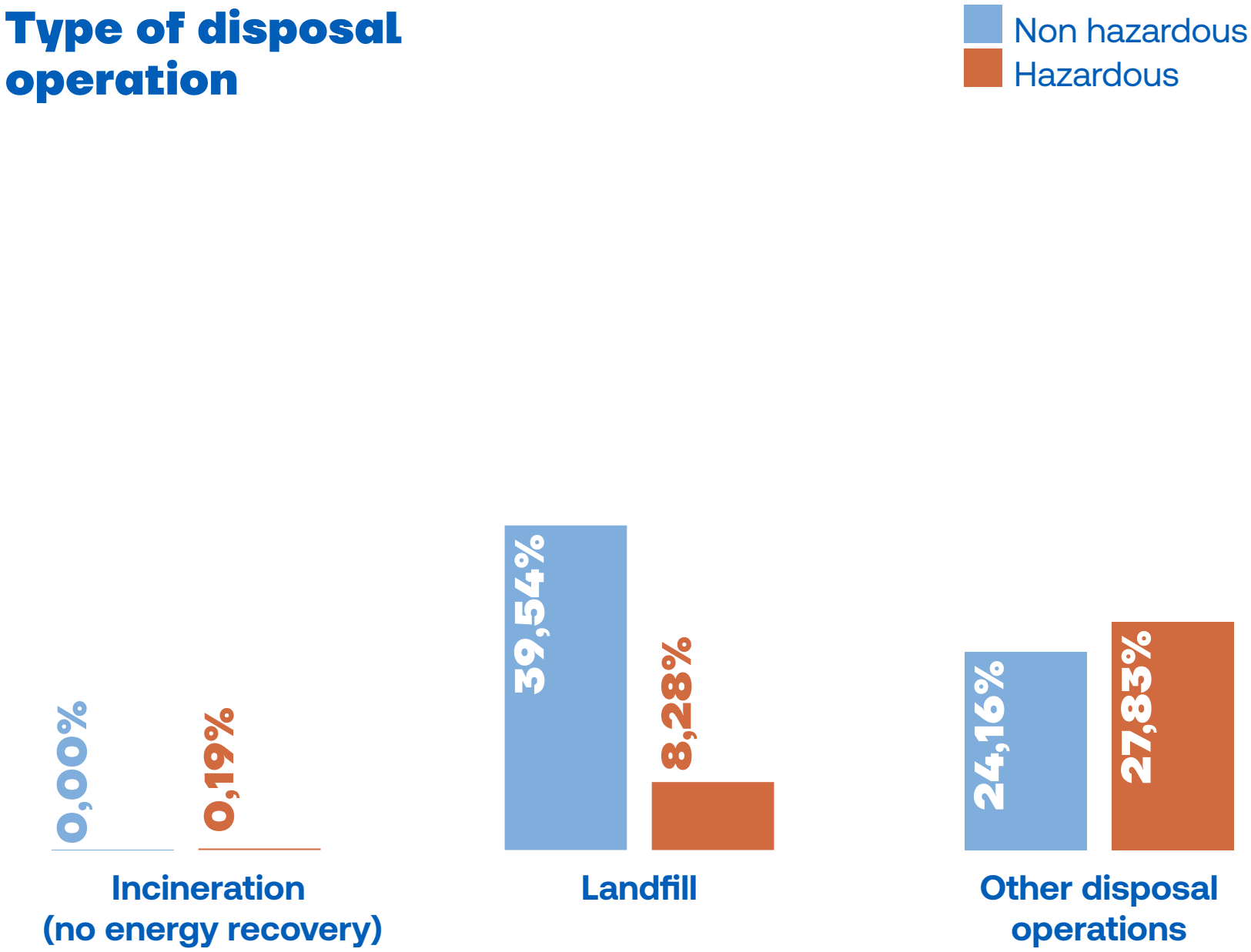
#### Type of recovery operation



#### Final destination of the produced waste



#### Type of disposal operation







## 04 STRATEGIC PRIORITIES

### 4.4 SHARED AND VALUED TERRITORY

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The Casais Group subscribes to the principle that waste reduction must prioritize options such as prevention, preparation for reuse, recycling, and finally other recovery, instead of other disposal methods that could have a greater environmental impact. Our Group joined Smart Waste Portugal (ASWP) with the aim of improving its knowledge and participation in the discussion on how to improve its waste performance.

In order to increase the recovery rate, we have established a set of waste management goals that we are committed to in Portugal. It is our intention to produce only 5% of mixed CDW waste and to achieve 98% of waste sent for recovery. In this context, we follow the best practices of the Waste Management Plan throughout Portugal and in a significant proportion of projects in Angola

#### Waste Management Plan – Portugal

Our focus is on preventing the production of construction and demolition waste (CDW) by adopting good on-site environmental management practices that promote a reduction in waste production, with a particular focus on project preparation by ensuring the compatibility of architectural and work planning specialties.

##### The following are also good prevention practices during the execution of the project:

- Correct packaging of materials on site as a way to ensure their quality and avoid their degradation and the resulting production of CDW;
- Reuse of materials whenever possible;
- Correct sorting of the different materials generated on site, for subsequent reuse or recovery by other entities, instead of its disposal;
- Selective sorting and packaging of waste;
- Separation of waste by its hazard level, as a way of avoiding unnecessary production of hazardous waste;
- Raising awareness among employees on-site.



In awareness of the transition to a circular economy that guarantees a high level of resource use efficiency, the following order of priorities is applied when it comes to waste prevention and management options:

#### 1. Prevention

#### 2. Preparation for reuse

#### 3. Recycling

#### 4. Other types of recovery (classification as by-product of uncontaminated soil and rock from construction sites)

#### 5. Disposal

**We have implemented a set of measures aimed at increasing the reuse of materials on site, thereby decreasing the quantity of single-use items. Some of these measures include:**

- the replacement of wooden ladders, which are built and destroyed on each work site without any reuse of the wood, with removable aluminum ladders that can be transported and used on different sites;
- the use of reusable LED strips for site lighting, instead of fluorescent tubes that broke easily and whose cables were single use;
- reuse of a shipping container and its transformation into temporary work site facilities, as an area for manufacturing rebar and housing electrical cabinets. These facilities which used to be built from wood or block walls that were not subsequently used, can now be transported and used on countless construction sites without producing any more waste.





# 04 STRATEGIC PRIORITIES

## 4.4 SHARED AND VALUED TERRITORY

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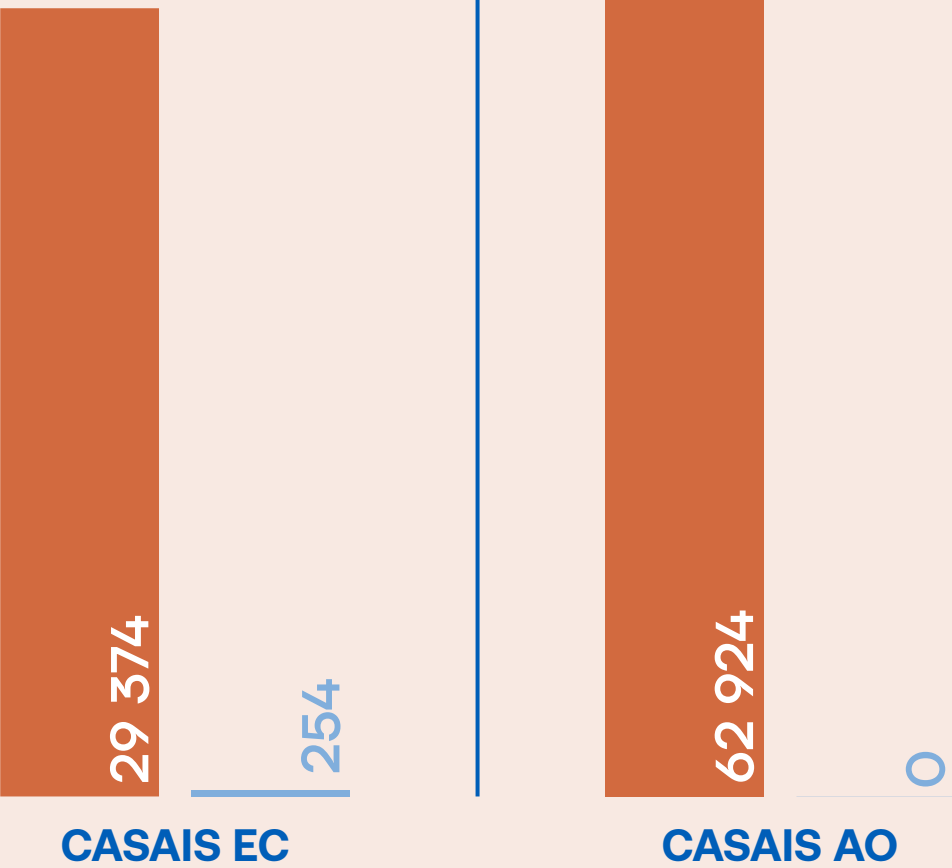
In addition, we launched an internal awareness campaign, as part of the European Week for Waste Reduction, where each employee was invited to replace their disposable mugs.

As well as waste, at Cascais we monitor the water consumption of each project by logging consumption according to its origin (water from an intake or the supply network).

In 2021 and in the work site context, effluent produced by our activities mainly consisted of domestic waste water, as hazardous industrial effluents are not produced, meaning that its management poses no complexities.

**Total volume of water intake per type of source (m³)**

■ Total volume of third-party water  
■ Total volume of groundwater



**Casais is currently developing a WTP (Water Treatment Plant) container.**

**This container will be self-sufficient from an energy point of view, using solar and wind energy, so that it can be easily implemented at destinations where we operate and where potable water is scarce. The implementation of this system will ensure water treatment in remote zones, in a compact and self-sufficient way.**





**At the Casais Group we believe that we play an important role in building societies and the future of communities, which is why we have been strengthening our commitment to the sustainability of our customers, employees and other communities, thereby contributing to the foundations of a balanced society.**



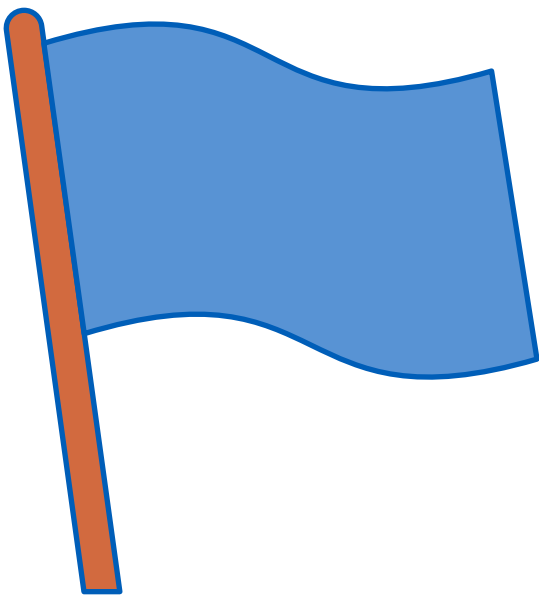


04 STRATEGIC PRIORITIES

4.4 SHARED AND VALUED TERRITORY

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4.4.4 COMMUNITY RELATIONS



**100%**  
**of operations of Casais EC have undertaken**

- **Environmental assessments<sup>5</sup>**
- **Work councils**
- **Occupational health and safety committees**

At the Casais Group we ensure occupational health and safety conditions at 100% of our construction sites. All of Casais EC projects performed environmental assessments in 2021, set up work councils, project safety committees and other employee representative entities to discuss impacts and assess formal complaints proceedings filed by local communities.

We are aware of the current needs of local communities and contribute to meeting them through various programs and initiatives, in the form of both training and social initiatives. In order to establish better community relations, Casais seeks to hire employees from local communities where it is building.

Our initiatives and supports are managed by the Social Responsibility Committee, the Marketing Image and Communication Department (MIC) and the Human Resources Department (HRD), with the following target groups:

- Disadvantaged children;
- Families with social needs;
- Projects with financial needs.

We also run initiatives with educational institutions in coordination with the Group’s HRD, thereby enhancing the education and knowledge of the participants.

Every year we receive several support and sponsorship requests. In order to make a contribution and have a positive impact on the community of which we form a part, our Social Responsibility Committee manages requests for social support and allocation of funds

<sup>5</sup> Assessments of environmental aspects and respective on-site minimization measures, as part of the Environmental Management System.

ASSOCIATION NAME
ABRIGO PARA A VIDA ASSOCIATION
SALVADOR ASSOCIATION
ACREDITAR
PORTUGUESE RED CROSS - BRAGA BRANCH
PORTUGUESE RED CROSS - NATIONAL
BRAGA CERCI
PORTUGUESE LEAGUE AGAINST CANCER - BRAGA
VOLUNTARY FIREFIGHTERS OF BRAGA
BRAGA CARITAS
RARÍSSIMAS
OPERATION RED NOSE
UNICEF
AMI
PORTUGUESE CARDIOLOGY FOUNDATION
GAMT- GROUP OF FRIENDS OF THE TIBÃES MONASTERY
PORTUGUESE ASSOCIATION FOR SUPPORTING WOMEN WITH BREAST CANCER
RUILHE SOCIAL CENTER
NOVAIS AND SOUSA CENTER
APCB- BRAGA CEREBRAL PALSY ASSOCIATION
REFOOD BRAGA
REORGANIZA
PARISH OF MIRE DE TIBÃES
CHARITY SUPPORT FOR GROUP EMPLOYEES



## 04 STRATEGIC PRIORITIES

### 4.4 SHARED AND VALUED TERRITORY

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In 2021 we also organized Charity Christmas 2021. We allocated an overall value of 10 thousand euros to this event, in the form of monetary and/or material support for social and welfare projects identified by the company. Also during this year, 80 charity meals were donated to ReFood, and Covid-19 protection consumables such as disposable masks and alcohol gel were donated to mitigate needs arising from the pandemic in Angola.

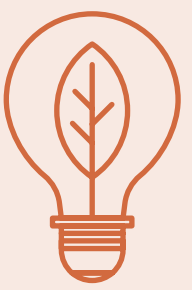
Furthermore, the Mestre Casais Foundation set up by Casaisinvest contributed to the promotion of social and environmental sustainability, through the development and sharing of knowledge in an uninterrupted process of elevating human wisdom, giving society the tools it needs to face future challenges with the purpose of preserving the harmony and balance between society, the environment and economic development.

**Activities are developed around these priority areas and can take the form of:**

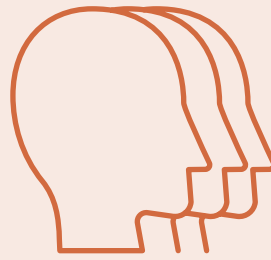
- Studies, which generate new knowledge;
- Awards, to be given by the Mestre Casais Foundation;
- Scholarships, which support students in higher education;
- Other support of a philanthropic nature, analyzed on a case-by-case basis;
- Conferences and seminars;
- Debates;
- Production and publication of content.



**The Mestre Casais Foundation's actions focus on the following areas of priority:**



**ENVIRONMENTAL AND CLIMATE**



**SOCIAL AND HUMAN SUSTAINABILITY**



**FINANCIAL AND GOVERNANCE STABILITY**

**The Mestre Casais Foundation is a fundamental instrument to achieve our purpose. The force required to achieve the desired significant impact requires an alignment of efforts that exceeds the capacity of our organization. We believe that we can use this Foundation to mobilize society and create a movement aligned with our higher purpose.**



05

# ANNEXES







# 5.1 GRI CONTENT SUMMARY

GRI STANDARD	CONTENT	LOCATION/OMISSION
GRI 101: 2016 Fundamentals		
GENERAL CONTENTS		
GRI 102: General Contents	102-1 Name of the organization	Casais Invest S.G.P.S., S.A.
	102-2 Activities, brands, products and services	The Casais Group; Profile of the organization <ul style="list-style-type: none"><li>2.1.4 Business</li></ul>
	102-3 Location of headquarters	Rua do Anjo, 27 - Mire de Tibães, Apartado 2702, 4700-565 Braga, Portugal
	102-4 Location of operations	The Casais Group; Profile of the organization <ul style="list-style-type: none"><li>2.1.5 The Casais Group around the World</li></ul>
	102-5 Ownership and legal form	Public Limited Company
	102-6 Markets served	The Casais Group; Profile of the organization <ul style="list-style-type: none"><li>2.1.5 The Casais Group around the World</li></ul>
	102-7 Scale of the organization	The Casais Group; Profile of the organization <ul style="list-style-type: none"><li>2.1.5 The Casais Group around the World</li></ul>
	102-8 Information on employees and other workers	4. 4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and Reliable People</li><li>4.1.1 Employee management and development</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
	102-9 Supply chain	Strategic priorities - Ethical and collaborative business: <ul style="list-style-type: none"><li>4.2.3 Value chain management</li></ul>
	102-10 Significant changes to the organization and its supply chain	Strategic priorities - Ethical and collaborative business: <ul style="list-style-type: none"><li>4.2.3 Value chain management</li></ul>





05 ANNEXES

5.1 GRI CONTENT SUMMARY

GRI STANDARD	CONTENT	LOCATION/OMISSION
CONTEÚDOS GERAIS		
GRI 102: General Contents	102-11 Precautionary principle or approach	<p>The integrated management system of Casais Engenharia S.A. (PT) includes a quality, environment, safety, and social responsibility management policy that is based on the precautionary principle. As part of this scope, Casais identifies and assesses the environmental risks and opportunities associated with its activities and related to the following main environmental vectors:</p> <ul style="list-style-type: none"><li>• Consumption of resources such as water, energy, and other resources;</li><li>• Solid and/or liquid waste;</li><li>• Waste water;</li><li>• Atmospheric emissions;</li><li>• Ambient noise;</li><li>• Stored chemicals.</li></ul> <p>The survey of environmental aspects allows us to identify which environmental impacts are associated with each of the activities to be developed.</p> <p>Through this survey it is possible to determine which environmental aspects can be controlled and which can only be influenced.</p> <p>Environmental aspects are identified, based on available information on the work to be done on site and on the fixed installations, as well as by taking into consideration the data accumulated by the company as a result of its experience with the activity or environmental monitoring that has been conducted.</p> <p>Once environmental aspects have been identified, they are classified as Significant or Non-Significant Environmental Aspects, according to established assessment criteria and the methodology recommended internally.</p> <p>Planning of environmentally significant changes must include a preliminary assessment of the associated environmental aspects.</p> <p>If environmental aspects are significant, they are:</p> <ul style="list-style-type: none"><li>• Considered in the definition of environmental objectives and targets;</li><li>• Identified and controlled as part of the scope of the Operational Control documents of the EMS.</li></ul> <p>In cases of non-significant environmental aspects, an assessment is performed of whether or not it is necessary to define monitoring and/or operational control measures to prevent the environmental aspect from becoming significant.</p>
	102-12 External initiatives	<p><b>Value creation approach</b></p> <ul style="list-style-type: none"><li>• 3.2 Engagement with Stakeholders;</li></ul> <p><b>Strategic priorities - Shared and valued territory:</b></p> <ul style="list-style-type: none"><li>• 4.4.4 Community relations</li></ul>
	102-13 Membership of associations	<p><b>Value creation approach</b></p> <ul style="list-style-type: none"><li>• 3.2 Engagement with Stakeholders;</li></ul>





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5.1 GRI CONTENT SUMMARY

GRI STANDARD		CONTENT	LOCATION/OMISSION
STRATEGY			
GRI 102: General Contents	102-14	Statement from senior decision-maker	Statement from the Administration
	102-15	Key impacts, risks, and opportunities	The Casais Group; Risk Management
ETHICS AND INTEGRITY			
GRI 102: General Contents	102-16	Values, principles, standards and norms of behavior	The Casais Group; Profile of the Organization <ul style="list-style-type: none"><li>2.1.1 Vision, Mission and Values</li><li>2.1.2 Organizational Culture</li></ul>
GOVERNANCE			
GRI 102: General Contents	102-18	Governance Structure	The Casais Group; Profile of the Organization <ul style="list-style-type: none"><li>2.3 Governance Structure</li><li>4. Strategic priorities</li><li>4.2 Ethical and collaborative business</li><li>4.2.1 Ethics, Compliance and Governance</li></ul>
	102-22	Composition of the highest Governance body and its committees	The Casais Group; Profile of the Organization <ul style="list-style-type: none"><li>2.3 Governance Structure</li></ul>
	102-23	Chair of the highest governance body	The Casais Group; Profile of the Organization <ul style="list-style-type: none"><li>2.3 Governance Structure</li></ul>
ENGAGEMENT WITH STAKEHOLDERS			
GRI 102: General Contents	102-40	List of Stakeholder groups	Value creation approach <ul style="list-style-type: none"><li>3.2 Engagement with Stakeholders</li></ul>
	102-41	Collective bargaining agreements	In Portugal, 100% of employees are covered by collective bargaining agreements. In Angola, there are no collective bargaining agreements in place, however 43 employees are union members.
	102-42	Identifying and selecting Stakeholders	Value creation approach3.2 Engagement with Stakeholders
	102-43	Approach to Stakeholder engagement	Value creation approach <ul style="list-style-type: none"><li>3.2 Engagement with Stakeholders</li></ul>
	102-44	Key topics and concerns raised	Value creation approach <ul style="list-style-type: none"><li>3.2 Engagement with Stakeholders</li></ul>





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5.1 GRI CONTENT SUMMARY

GRI STANDARD	CONTENT	LOCATION/OMISSION
PRÁTICAS DE REPORTE		
GRI 102: General Contents	102-45 Entities included in the consolidated financial statements	The Casais Group; Profile of the organization 2.1.4 Business
	102-46 Defining report content and topic boundaries	About the Report; Value creation approach <ul style="list-style-type: none"><li>3.3 Materiality;</li><li>3.4 Strategy to integrate ESG into the business</li></ul>
	102-47 List of material topics	Value creation approach <ul style="list-style-type: none"><li>3.3 Materiality;</li><li>3.4 Strategy to integrate ESG into the business</li></ul>
	102-48 Restatements of information	This is the first Sustainability Report according to the GRI Standards
	102-49 Changes in reporting	This is the first Sustainability Report according to the GRI Standards
	102-50 Reporting period	The sustainability report is for the year 2021
	102-51 Date of most recent report	This is the first Sustainability Report according to the GRI Standards
	102-52 Reporting cycle	Yearly
	102-53 Contact point for questions regarding the report	About the Report
	102-54 Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards, with the “in accordance – Core” option
	102-55 GRI content index	This table
	102-56 External assurance	This Sustainability Report has not been verified by an external and independent entity





# 05 ANNEXES

## 5.1 GRI CONTENT SUMMARY

GRI STANDARD		CONTENT	LOCATION/OMISSION
SPECIFIC STANDARD CONTENTS			
ECONOMIC PERFORMANCE - Material topic: Adaptation and resilience			
GRI 103: Management approach	103-1	Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.3 Conscientious and innovative solutions</li><li>4.3.4 Adaptation and resilience</li></ul>
	103-2	The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.3 Conscientious and innovative solutions</li><li>4.3.4 Adaptation and resilience</li></ul>
	103-3	Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.3 Conscientious and innovative solutions</li><li>4.3.4 Adaptation and resilience</li></ul>
GRI 201: Economic performance	201-1	Direct economic value generated and distributed	5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
	201-2	Financial implications and other risks and opportunities due to climate change	The Casais Group is committed to responding to the recommendations of the Task Force on Climate Related Disclosures and integrating the results of these assessments in the risk management model by 2025.
PROCUREMENT PRACTICES - Material topic: Value chain management			
GRI 103: Management approach	103-1	Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.3 Value chain management</li></ul>
	103-2	The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.3 Value chain management</li></ul>
	103-3	Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.3 Value chain management</li></ul>
GRI 204: Procurement practices	204-1	Proportion of spending on local suppliers	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.3 Value chain management</li></ul>





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## 5.1 GRI CONTENT SUMMARY

GRI STANDARD	CONTENT	LOCATION/OMISSION
SPECIFIC STANDARD CONTENTS		
ANTI-CORRUPTION - Material topic: Ethics, compliance and Governance		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.1 Ethics, Compliance and Governance</li></ul>
	103-2 The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.1 Ethics, Compliance and Governance</li></ul>
	103-3 Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.1 Ethics, Compliance and Governance</li></ul>
GRI 205: Anti-corruption	205-2 Communication and training about anti-corruption policies and procedures	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.1 Ethics, Compliance and Governance</li></ul>
	205-3 Confirmed incidents of corruption and actions taken	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.1 Ethics, Compliance and Governance</li></ul>
MATERIALS - Material topic: Resource conservation and efficiency		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.3 Conscientious and innovative solutions</li><li>4.3.3 Resource conservation and efficiency</li></ul>
	103-2 The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.3 Conscientious and innovative solutions</li><li>4.3.3 Resource conservation and efficiency</li></ul>
	103-3 Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.3 Conscientious and innovative solutions</li><li>4.3.3 Resource conservation and efficiency</li></ul>
GRI 204: Procurement practices	301-1 Total weight or volume of materials used to produce and package the organization's main products and services during the reporting period	4. Strategic priorities <ul style="list-style-type: none"><li>4.3 Conscientious and innovative solutions</li><li>4.3.3 Resource conservation and efficiency</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>





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5.1 GRI CONTENT SUMMARY

GRI STANDARD	CONTENT	LOCATION/OMISSION
SPECIFIC STANDARD CONTENTS		
ENERGY AND EMISSIONS - Material topic: Climate change mitigation		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.1 Climate change mitigation</li></ul>
	103-2 The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.1 Climate change mitigation</li></ul>
	103-3 Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.1 Climate change mitigation</li></ul>
GRI 302: Power	302-1 Energy consumption within the organization	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.1 Climate change mitigation</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
GRI 305: Emissions	305-1 Direct greenhouse gas (GHG) emissions - Scope 1	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.1 Climate change mitigation</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
	305-2 Indirect greenhouse gas (GHG) emissions - Scope 2	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.1 Climate change mitigation</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
	305-4 Carbon intensity	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.1 Climate change mitigation</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>





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5.1 GRI CONTENT SUMMARY

GRI STANDARD	CONTENT	LOCATION/OMISSION
SPECIFIC STANDARD CONTENTS		
WATER AND EFFLUENTS - Material topic: Waste, water and effluent management		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.3 Waste, water and effluent management</li></ul>
	103-2 The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.3 Waste, water and effluent management</li></ul>
	103-3 Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.3 Waste, water and effluent management</li></ul>
GRI 303: Water	303-3 Total water withdrawal	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.3 Waste, water and effluent management</li></ul>
GRI 306: Waste	306-2 Management of significant waste-related impacts	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.3 Waste, water and effluent management</li></ul>
	306-3 Waste generated	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.3 Waste, water and effluent management</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
	306-4 Waste diverted from disposal	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.3 Waste, water and effluent management</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
	306-5 Waste directed to disposal	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.3 Waste, water and effluent management</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>





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### 5.1 GRI CONTENT SUMMARY

GRI STANDARD		CONTENT	LOCATION/OMISSION
SPECIFIC STANDARD CONTENTS			
ENVIRONMENTAL COMPLIANCE - Material topic: Ethics, compliance and Governance			
GRI 103: Management approach	103-1	Explanation of the material topic and its boundary	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.2 Ethical and collaborative business</li><li>• 4.2.1 Ethics, Compliance and Governance</li></ul>
	103-2	The management approach and its components	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.2 Ethical and collaborative business</li><li>• 4.2.1 Ethics, Compliance and Governance</li></ul>
	103-3	Evaluation of the management approach	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.2 Ethical and collaborative business</li><li>• 4.2.1 Ethics, Compliance and Governance</li></ul>
GRI 307: Environmental compliance	307-1	Non-compliance with environmental laws and regulations	No fines of a significant amount were imposed during 2021.*
EMPLOYMENT - Material topic: Employee Management and Development			
GRI 103: Management approach	103-1	Explanation of the material topic and its boundary	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.1 Competent and reliable people</li><li>• 4.1.1 Employee management and development</li></ul>
	103-2	The management approach and its components	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.1 Competent and reliable people</li><li>• 4.1.1 Employee management and development</li></ul>
	103-3	Evaluation of the management approach	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.1 Competent and reliable people</li><li>• 4.1.1 Employee management and development</li></ul>
GRI 401: Employment	401-1	New employee hires and employee turnover	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.1 Competent and reliable people</li><li>• 4.1.1 Employee management and development</li></ul> <b>5. Annexes</b> <ul style="list-style-type: none"><li>• 5.2. GRI Indicators and methodological notes</li></ul>
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.1 Competent and reliable people</li><li>• 4.1.1 Employee management and development</li></ul>
	401-3	Parental leave	<b>5. Annexes</b> <ul style="list-style-type: none"><li>• 5.2. GRI Indicators and methodological notes</li></ul>





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5.1 GRI CONTENT SUMMARY

GRI STANDARD	CONTENT	LOCATION/OMISSION
SPECIFIC STANDARD CONTENTS		
OCCUPATIONAL HEALTH AND SAFETY - Material Topic: Health and Safety		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
	103-2 The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
	103-3 Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
GRI 403: Occupational health and safety	403-1 Occupational health and safety management system	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
	403-2 Hazard identification, risk assessment, and incident investigation	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
	403-3 Occupational health services	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
	403-5 Worker training on occupational health and safety	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
	403-6 Promotion of worker health	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
	403-8 Workers covered by an occupational health and safety management system	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
	403-9 Accidents in the workplace	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul>
	403-10 Work-related ill health	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.2 Health and Safety</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>





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## 5.1 GRI CONTENT SUMMARY

GRI STANDARD	CONTENT	LOCATION/OMISSION
SPECIFIC STANDARD CONTENTS		
TRAINING - Material topic: Employee management and development		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.1 Employee management and development</li></ul>
	103-2 The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.1 Employee management and development</li></ul>
	103-3 Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.1 Employee management and development</li></ul>
GRI 404: Training and Education	404-1 Average hours of training per year per employee	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.1 Employee management and development</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
	404-3 Percentage of employees receiving regular performance and career development reviews	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.1 Employee management and development</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
DIVERSITY AND EQUAL OPPORTUNITY		
GRI 405: Diversity and equal opportunity	405-1 Diversity of Governance bodies and employees	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.3 Inclusion and diversity</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
	405-2 Ratio of basic salary and remuneration of women to men	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.3 Inclusion and diversity</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>
NON-DISCRIMINATION		
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	4. Strategic priorities <ul style="list-style-type: none"><li>4.1 Competent and reliable people</li><li>4.1.3 Inclusion and diversity</li></ul> 5. Annexes <ul style="list-style-type: none"><li>5.2. GRI Indicators and methodological notes</li></ul>





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## 5.1 GRI CONTENT SUMMARY

GRI STANDARD	CONTENT	LOCATION/OMISSION
SPECIFIC STANDARD CONTENTS		
CHILD LABOR - Material topic: Human rights		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.2 Human rights</li></ul>
	103-2 The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.2 Human rights</li></ul>
	103-3 Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.2 Human rights</li></ul>
GRI 408: Child labor	408-1 Operations and suppliers at significant risk for incidents of child labor	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.2 Human rights</li></ul>
FORCED OR COMPULSORY LABOR - Material topic: Human Rights		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.2 Human rights</li></ul>
	103-2 The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.2 Human rights</li></ul>
	103-3 Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.2 Human rights</li></ul>
GRI 409: Forced or compulsory labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	4. Strategic priorities <ul style="list-style-type: none"><li>4.2 Ethical and collaborative business</li><li>4.2.2 Human rights</li></ul>
LOCAL COMMUNITIES - Material topic: Community relations		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.4 Community relations</li></ul>
	103-2 The management approach and its components	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.4 Community relations</li></ul>
	103-3 Evaluation of the management approach	4. Strategic priorities <ul style="list-style-type: none"><li>4.4 Shared and valued territory</li><li>4.4.4 Community relations</li></ul>





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### 5.1 GRI CONTENT SUMMARY

GRI STANDARD		CONTENT	LOCATION/OMISSION
SPECIFIC STANDARD CONTENTS			
LOCAL COMMUNITIES - Material topic: Community relations			
GRI 413: Local communities	413-1	Operations with local community engagement, impact assessments, and development programs	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.4 Shared and valued territory</li><li>• 4.4.4 4 Community relations</li></ul>
MARKETING AND LABELING			
GRI 417: Marketing and labeling	417-1	Requirements for product and service information and labeling	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.3 Conscientious and innovative solutions</li><li>• 4.3.2 Innovation, design and safety of products and infrastructure</li></ul>
SOCIOECONOMIC COMPLIANCE - Material topic: Ethics, compliance and Governance			
GRI 103: Management approach	103-1	Explanation of the material topic and its boundary	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.2 Ethical and collaborative business</li><li>• 4.2.1 Ethics, Compliance and Governance</li></ul>
	103-2	The management approach and its components	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.2 Ethical and collaborative business</li><li>• 4.2.1 Ethics, Compliance and Governance</li></ul>
	103-3	Evaluation of the management approach	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.2 Ethical and collaborative business</li><li>• 4.2.1 Ethics, Compliance and Governance</li></ul>
GRI 419: Socioeconomic compliance	419-1	Non-compliance with laws and regulations in the social and economic area	During 2021, there was no non-compliance with regulations in the socioeconomic area. *
Material topic: Green buildings and technology			
GRI 103: Management approach	103-1	Explanation of the material topic and its boundary	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.3 Conscientious and innovative solutions</li><li>• 4.3.1 Green buildings and technology</li></ul>
	103-2	The management approach and its components	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.3 Conscientious and innovative solutions</li><li>• 4.3.1 Green buildings and technology</li></ul>
	103-3	Evaluation of the management approach	<b>4. Strategic priorities</b> <ul style="list-style-type: none"><li>• 4.3 Conscientious and innovative solutions</li><li>• 4.3.1 Green buildings and technology</li></ul>

\* The scope of this report considers “significant fines” as fines for a breach of legal and regulatory provisions relating to the environment and the social-economic area, identified as serious administrative offenses.





# 5.1 5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

## GRI 200 ECONOMIC INDICATORS

### GRI 201-1 Direct economic value generated and distributed

	CASAIS EC	CASAIS AO	TOTAL
<b>Economic Value Created</b>	<b>185 741 659 €</b>	<b>160 755 354 €</b>	<b>346 497 013 €</b>
Turnover	176 009 991 €	160 007 222 €	336 017 213 €
Other income	9 731 668 €	748 132 €	10 479 800 €
<b>Economic Value Distributed</b>	<b>177 176 564 €</b>	<b>152 501 392 €</b>	<b>329 677 956 €</b>
Operational Costs (without employee salaries and benefits)	156 906 915 €	134 388 507 €	291 295 422 €
Employee salaries and benefits	14 581 200 €	13 293 503 €	27 874 703 €
Dividend distribution	5 000 000 €	– €	5 000 000 €
Payments to the State	562 254 €	4 819 382 €	5 381 636 €
Donations and other community investments	126 195 €	– €	126 195 €
<b>Cumulative economic value</b>	<b>8 565 095 €</b>	<b>8 253 962 €</b>	<b>16 819 057 €</b>





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5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

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GRI 300  
ENVIRONMENTAL INDICATORS

GRI 301-1  
Materials used by weight or volume

MATERIALS USED BY TYPE AND ORIGIN	UNITS	CASAIS EC	CASAIS AO	TOTAL
Steel	t	3 808	4 140	7 948
Concrete*	t	87 738	77 506	165 244
Masonry (ceramic brick + masonry blocks)	t	8 035	5 054	13 089
Total Consumed	t	99 582	86 700	186 281
Total not from recycling	t	99 582	86 700	186 281
Total from recycling	t	–	–	–
% from recycling	t	0%	0%	0%

\*Concrete conversion factor: 1m³ = 2400 kg (Source: Building Club; <https://buildingclub.info/calculator/concrete-from-m3-to-kg-and-tons/>)





5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

GRI 302-1  
Energy consumption within the organization

ENERGY CONSUMPTION (GJ)	UNIT	CASAIS EC	CASAIS AO	TOTAL
Diesel	GJ	17 706	70 045	87 751
Diesel - fleet	GJ	–	2 486	2 486
Natural gas	GJ	–	–	–
Electricity	GJ	5 197	8 971	14 168
Propane gas	GJ	–	366	366
Total	GJ	22 903	81 868	104 771

The following conversion factors were used to convert energy consumption into GJ:

ENERGY CONVERSION	FACTOR	UNIT	VALUE	FONTE
Diesel	PCI	GJ/t	42,6	DGEG, 2018 Energy Conversions: <a href="https://www.dgeg.gov.pt/pt/estatistica/energia/balancos-energeticos/balancos-energeticos-nacionais/">https:// www.dgeg.gov.pt/pt/estatistica/energia/ balancos-energeticos/balancos-energeticos- nacionais/</a>
Diesel	Density	kg/l	0,84	DGEG, 2018 Energy Conversions: <a href="https://www.dgeg.gov.pt/pt/estatistica/energia/balancos-energeticos/balancos-energeticos-nacionais/">https:// www.dgeg.gov.pt/pt/estatistica/energia/ balancos-energeticos/balancos-energeticos- nacionais/</a>
Engine	PCI	GJ/t	44	DGEG, 2018 Energy Conversions: <a href="https://www.dgeg.gov.pt/pt/estatistica/energia/balancos-energeticos/balancos-energeticos-nacionais/">https:// www.dgeg.gov.pt/pt/estatistica/energia/ balancos-energeticos/balancos-energeticos- nacionais/</a>
Engine	Density	kg/l	0,75	DGEG, 2018 Energy Conversions: <a href="https://www.dgeg.gov.pt/pt/estatistica/energia/balancos-energeticos/balancos-energeticos-nacionais/">https:// www.dgeg.gov.pt/pt/estatistica/energia/ balancos-energeticos/balancos-energeticos- nacionais/</a>
Natural gas	PCI	GJ/Nm3 x 103	38,54	DGEG, 2018 Energy Conversions: <a href="https://www.dgeg.gov.pt/pt/estatistica/energia/balancos-energeticos/balancos-energeticos-nacionais/">https:// www.dgeg.gov.pt/pt/estatistica/energia/ balancos-energeticos/balancos-energeticos- nacionais/</a>
Natural gas	kwh	GJ/kWh	0,0036	DGEG, 2018 Energy Conversions: <a href="https://www.dgeg.gov.pt/pt/estatistica/energia/balancos-energeticos/balancos-energeticos-nacionais/">https:// www.dgeg.gov.pt/pt/estatistica/energia/ balancos-energeticos/balancos-energeticos- nacionais/</a>
Propane Gas	PCI	GJ/t	46	DGEG, 2018 Energy Conversions: <a href="https://www.dgeg.gov.pt/pt/estatistica/energia/balancos-energeticos/balancos-energeticos-nacionais/">https:// www.dgeg.gov.pt/pt/estatistica/energia/ balancos-energeticos/balancos-energeticos- nacionais/</a>
Electricity	kWh	GJ/kWh	0,0036	DGEG, 2018 Energy Conversions: <a href="https://www.dgeg.gov.pt/pt/estatistica/energia/balancos-energeticos/balancos-energeticos-nacionais/">https:// www.dgeg.gov.pt/pt/estatistica/energia/ balancos-energeticos/balancos-energeticos- nacionais/</a>





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### 5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

#### GRI 305-1 and GRI 305-2 Direct and indirect greenhouse gas – GHG emissions Scope 1 and 2

	Casais EC	Casais AO	Total
<b>Direct GHG emissions (tCO<sub>2</sub>eq)</b> – Scope 1	<b>1 299</b>	<b>5 421</b>	<b>6 720</b>
<b>Stationary combustion</b>	<b>671</b>	<b>2 936</b>	<b>3 607</b>
Diesel	671	2 913	3 584
Propane gas	–	23	23
<b>Mobile combustion - fleet</b>	<b>615</b>	<b>2 480</b>	<b>3 095</b>
Diesel	615	2 307	2 922
Engine	–	173	173
<b>F-gases</b>	<b>13</b>	<b>5</b>	<b>18</b>
<b>Indirect GHG emissions (tCO<sub>2</sub>eq)</b> – Scope 2	<b>193</b>	<b>431</b>	<b>624</b>
Electricity - market based	362	–	362
Electricity - location based	193	431	624
<b>Total Scope 1 + 2</b>	<b>1 492</b>	<b>5 852</b>	<b>7 344</b>

\* Assuming 1% fluorinated gas leakage during the year

The emissions inventory was based on the energy consumption disclosed in indicator 302-1 and on refills of fluorinated gases, which were converted into emissions considering the emission factors shown below:

CONVERSION INTO EMISSIONS	FATCOR	UNITS	VALUE	SOURCE
<b>CO<sub>2</sub></b>	GWP - AR4	kg CO <sub>2</sub> eq/kg CO <sub>2</sub>	1,000	APA 2021, National Inventory Report
<b>CH<sub>4</sub></b>	GWP - AR4	kg CO <sub>2</sub> eq/kg CH <sub>4</sub>	25,000	APA 2021, National Inventory Report
<b>N<sub>2</sub>O</b>	GWP - AR4	kg CO <sub>2</sub> eq/kg N <sub>2</sub> O	298,000	APA 2021, National Inventory Report
<b>Portugal</b>				
<b>Diesel</b> – stationary	FE CO <sub>2</sub>	kg CO <sub>2</sub> /GJ	74,100	APA 2021, National Inventory Report
<b>Diesel</b> – stationary	FE CH <sub>4</sub>	kg CH <sub>4</sub> /GJ	0,001	APA 2021, National Inventory Report
<b>Diesel</b> – stationary	FE N <sub>2</sub> O	kg N <sub>2</sub> O/GJ	0,000	APA 2021, National Inventory Report
<b>Propane gas</b>	FE CO <sub>2</sub>	kg CO <sub>2</sub> /GJ	63,100	APA 2021, National Inventory Report
<b>Propane gas</b>	FE CH <sub>4</sub>	kg CH <sub>4</sub> /GJ	0,001	APA 2021, National Inventory Report
<b>Propane gas</b>	FE N <sub>2</sub> O	kg N <sub>2</sub> O/GJ	0,004	APA 2021, National Inventory Report
<b>Diesel</b> – mobile combustion	FE CO <sub>2</sub>	kg CO <sub>2</sub> /GJ	70,200	APA 2021, National Inventory Report
<b>Diesel</b> – mobile combustion	FE CH <sub>4</sub>	kg CH <sub>4</sub> /GJ	0,000	APA 2021, National Inventory Report
<b>Diesel</b> – mobile combustion	FE N <sub>2</sub> O	kg N <sub>2</sub> O/GJ	0,003	APA 2021, National Inventory Report
<b>Engine</b> – mobile combustion	FE CO <sub>2</sub>	kg CO <sub>2</sub> /GJ	71,900	APA 2021, National Inventory Report
<b>Engine</b> – mobile combustion	FE CH <sub>4</sub>	kg CH <sub>4</sub> /GJ	0,006	APA 2021, National Inventory Report





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<b>Engine</b> - mobile combustion	FE N2O	kg N2O/GJ	0,000	APA 2021, National Inventory Report
<b>Electricity</b> - market based	FE CO2	kg CO2/kwh	0,251	<a href="https://www.edp.pt/origem-energia/">https://www.edp.pt/origem-energia/</a>
<b>Electricity</b> - location based	FE CO2	kg CO2/kwh	0,134	APREN: <a href="https://www.apren.pt/pt/energias-renovaveis/outros">https://www.apren.pt/pt/energias-renovaveis/outros</a>
<b>Angola</b>				
<b>Diesel</b> - stationary	FE CO2	kg CO2/GJ	74,100	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Diesel</b> - stationary	FE CH4	kg CH4/GJ	0,010	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Diesel</b> - stationary	FE N2O	kg N2O/GJ	0,001	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Propane gas</b>	FE CO2	kg CO2/GJ	63,100	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Propane gas</b>	FE CH4	kg CH4/GJ	0,005	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Propane gas</b>	FE N2O	kg N2O/GJ	0,000	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Diesel</b> - mobile combustion	FE CO2	kg CO2/GJ	74,100	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Diesel</b> - mobile combustion	FE CH4	kg CH4/GJ	0,010	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Diesel</b> - mobile combustion	FE N2O	kg N2O/GJ	0,001	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Engine</b> - mobile combustion	FE CO2	kg CO2/GJ	69,300	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Engine</b> - mobile combustion	FE CH4	kg CH4/GJ	0,010	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Engine</b> - mobile combustion	FE N2O	kg N2O/GJ	0,001	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
<b>Electricity</b> - location based	FE CO2	kg CO2/kwh	0,173	BP Statistical Review of World Energy & Ember
<b>F-gases</b>				
<b>R410A</b>	FE CO2		2,090	<a href="https://formularios.apambiente.pt/conversor/">https://formularios.apambiente.pt/conversor/</a>
<b>R32</b>	FE CO2		0,680	<a href="https://formularios.apambiente.pt/conversor/">https://formularios.apambiente.pt/conversor/</a>
<b>R22</b>	FE CO2		1,810	GHG Protocol Potential GWP values





## 05 ANNEXES

### 5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

GRI 306-3, GRI 306-4 e GRI 306-4

#### Waste generated, Waste diverted from disposal and Waste directed to disposal

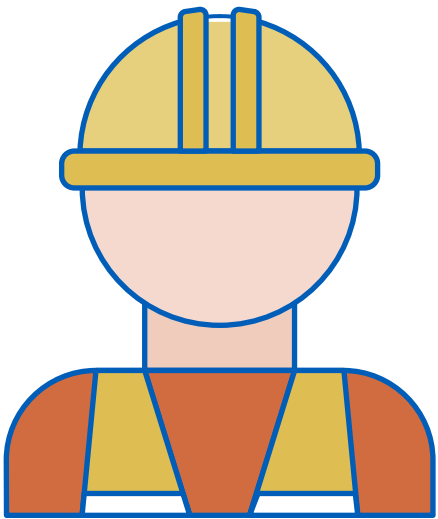
TYPE OF WASTE	FINAL	TYPE OF OPERATION	CASAIS EC	CASAIS AO	OTHERS AO FACILITIES	OTHERS PT FACILITIES	TOTAL	UNIT
Non-hazardous	Recovery	Preparation for reuse	–	–	–	–	–	t
		Recycling	40	117	1 646	13 485	15 288	t
		Other reuse operations	146	–	–	18 420	18 566	t
		Waste avoided	–	–	–	–	–	t
	Disposal	Incineration (with energy recovery)	–	–	–	–	–	t
		Incineration (without energy recovery)	–	–	–	–	–	t
		Landfill	96	108	1 884	5 253	7 341	t
		Other disposal operations	3	3 480	730	273	4 486	t
	Hazardous	Preparation for reuse	–	–	–	–	–	t
		Recycling	–	–	–	–	–	t
		Other reuse operations	3	–	–	6	9	t
		Waste avoided	–	–	–	–	–	t
		Incineration (with energy recovery)	–	–	–	–	–	t
		Incineration (with energy recovery)	–	35	–	–	35	t
		Landfill	–	–	–	1 537	1 537	t
		Other disposal operations	4	–	–	5 163	5 167	t





5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

GRI 400 INDICATORS  
SOCIAL



1975  
Total  
employees

GRI 102-8  
Information on employees and other  
workers

	MEN	WOMEN	TOTAL	
Contract type	Casais EC			
	Permanent	425	105	530
	Temporary	–	–	–
	Casais AO			
	Permanent	561	73	634
	Temporary	739	72	811
	Total			
	Permanente	986	178	1 164
	Temporary	739	72	811
Job Type	Casais EC			
	Full time	425	104	529
	Part time	–	1	1
	Casais AO			
	Full time	1 300	145	1 445
	Part time	–	–	–
	Total			
	Full time	1 725	249	1 974
	Part time	–	1	1





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### 5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

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Entries (Nº)	AGE GROUPS					GENDER		TOTAL
	< 30	30 a 39	40 a 49	50 a 59	>59	MASC.	FEM.	
Casais EC								
Administration	–	–	–	–	–	–	–	–
Senior Man. and Management	–	–	3	–	–	3	–	3
Specialization/ Coordinator	–	4	9	–	–	11	2	13
Technician	24	11	7	8	1	35	16	51
Operational and Administrative	4	4	1	6	1	14	2	16
Total	28	19	20	14	2	63	20	83
Casais AO								
Administration	–	–	–	–	–	–	–	–
Senior Man. and Management	–	1	1	1	–	3	–	3
Specialization/ Coordinator	–	–	7	1	1	9	–	9
Technician	9	19	7	7	–	38	4	42
Operational and Administrative	110	132	49	13	1	294	11	305
Total	119	152	64	22	2	344	15	359
Total								
Administration	–	–	–	–	–	–	–	–
Senior Man. Management	–	1	4	1	–	6	–	6
Specialization/ Coordinator	–	4	16	1	1	20	2	22
Technician	33	30	14	15	1	73	20	93
Operational and Administrative	114	136	50	19	2	308	13	321
Total	147	171	84	36	4	407	35	442

### GRI 401-1 New hires and employee turnover

Exits (Nº)	AGE GROUPS					GENDER		TOTAL
	< 30	30 a 39	40 a 49	50 a 59	>59	MASC.	FEM.	
Casais EC								
Administration	–	–	–	–	–	–	–	–
Senior Man. and Management	–	2	2	–	1	5	–	5
Specialization/ Coordinator	–	1	3	4	1	9	–	9
Technician	12	12	8	2	–	29	5	34
Operational and Administrative	2	7	5	6	2	20	2	22
Total	14	22	18	12	4	63	7	70
Casais AO								
Administration	–	–	–	–	–	–	–	–
Senior Man. and Management	–	–	2	1	1	4	–	4
Specialization/ Coordinator	–	–	–	–	–	–	–	–
Technician	2	5	3	1	–	11	–	11
Operational and Administrative	20	43	29	16	1	97	12	109
Total	22	48	34	18	2	112	12	124
Total								
Administration	–	–	–	–	–	–	–	–
Senior Man. and Management	–	2	4	1	2	9	–	9
Specialization/ Coordinator	–	1	3	4	1	9	–	9
Technician	14	17	11	3	–	40	5	45
Operational and Administrative	22	50	34	22	3	117	14	131
Total	36	70	52	30	6	175	19	194





# 05 ANNEXES

## 5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

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Entries (%)	AGE GROUPS					GENDER		TOTAL
	< 30	30 a 39	40 a 49	50 a 59	>59	MASC.	FEM.	
Casais EC								
Administration	0%	0%	0%	0%	0%	0%	0%	0%
Senior Man. and Management	0%	0%	9%	0%	0%	7%	0%	6%
Specialization/ Coordinator	0%	12%	18%	0%	0%	12%	9%	11%
Technician	44%	18%	11%	11%	7%	18%	25%	19%
Operational and Administrative	40%	21%	6%	15%	10%	16%	22%	17%
Total	42%	16%	12%	10%	7%	15%	19%	16%
Casais AO								
Administration	0%	0%	0%	0%	0%	0%	0%	0%
Senior Man. and Management	0%	25%	6%	25%	0%	14%	0%	13%
Specialization/ Coordinator	0%	0%	33%	10%	33%	23%	0%	20%
Technician	39%	15%	14%	25%	0%	17%	29%	17%
Operational and Administrative	58%	24%	17%	13%	11%	29%	9%	27%
Total	56%	22%	17%	15%	10%	26%	10%	25%
Total								
Administration	0%	0%	0%	0%	0%	0%	0%	0%
Senior Man. and Management	0%	8%	8%	9%	0%	9%	0%	8%
Specialization/ Coordinator	0%	9%	22%	3%	17%	15%	7%	14%
Technician	43%	16%	12%	15%	4%	17%	26%	18%
Operational and Administrative	57%	24%	16%	13%	11%	28%	10%	26%
Total	53%	21%	15%	13%	8%	24%	14%	22%

Exits (%)	AGE GROUPS					GENDER		TOTAL
	< 30	30 a 39	40 a 49	50 a 59	>59	MASC.	FEM.	
Casais EC								
Administration	0%	0%	0%	0%	0%	0%	0%	0%
Senior Man. and Management	0%	22%	6%	0%	100%	12%	0%	10%
Specialization/ Coordinator	0%	3%	6%	15%	33%	10%	0%	8%
Technician	22%	20%	12%	3%	0%	15%	8%	13%
Operational and Administrative	20%	37%	31%	15%	20%	24%	22%	23%
Total	21%	18%	11%	8%	14%	15%	7%	13%
Casais AO								
Administration	0%	0%	0%	0%	0%	0%	0%	0%
Senior Man. and Management	0%	0%	13%	25%	0%	18%	0%	17%
Specialization/ Coordinator	0%	0%	0%	0%	0%	0%	0%	0%
Technician	9%	4%	6%	4%	0%	5%	0%	5%
Operational and Administrative	11%	8%	10%	16%	11%	10%	10%	10%
Total	10%	7%	9%	13%	10%	9%	8%	9%
Total								
Administration	0%	0%	0%	0%	0%	0%	0%	0%
Senior Man. and Management	0%	15%	8%	9%	200%	14%	0%	12%
Specialization/ Coordinator	0%	2%	4%	11%	17%	7%	0%	6%
Technician	18%	9%	9%	3%	0%	9%	6%	9%
Operational and Administrative	11%	9%	11%	16%	16%	11%	11%	11%
Total	13%	9%	10%	10%	12%	10%	8%	10%





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5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

GRI 401-1  
New hires  
and employee turnover

ENTRIES	CASAIS EC	CASAIS AO	TOTAL
Nº	83	359	442
%	16%	25%	22%

DEPARTURES	CASAIS EC	CASAIS AO	TOTAL
Nº	70	124	194
%	13%	9%	10%

The following formulas were considered:

RATE  
ENTRIES

=

Number of entries

Total number of employees

RATE  
EXITS

=

Number of exits

Total number of employees





## 05 ANNEXES

### 5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

#### GRI 401-3 Parental leave

	Casais EC			Casais AO			Casais EC		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Total number entitled to paternity/maternity leave	13	5	18	–	25	25	13	30	43
Total number who benefited from paternity/maternity leave	13	5	18	–	25	25	13	30	43
Total number that returned to work after paternity / maternity leave	13	5	18	–	25	25	13	30	43
Total number who returned to work after paternity / maternity leave and were still employed after 12 months of work	13	5	18	–	25	25	13	30	43
Total number who returned to work after paternity / maternity leave in the previous year (2020)	23	5	28	–	25	25	23	30	53
Return Rate (%)	100%	100%	100%	–	100%	100%	100%	100%	100%
Retention Rate (%)	57%	100%	64%	–	100%	100%	57%	100%	81%

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## 05 ANNEXES

### 5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

#### GRI 403-9 Accidents in the workplace

	Nº	FREQUENCY RATE
<b>Casais EC</b>		
Deaths resulting from accidents in the workplace	–	–
Major accidents in the workplace	–	–
Accidents in the workplace	19	24
Hours worked	785 821	
<b>Casais AO</b>		
Deaths resulting from accidents in the workplace	–	–
Serious accidents in the workplace	–	–
Accidents in the workplace	44	14
Hours Worked	3 069 706	
<b>Total</b>		
Deaths resulting from accidents in the workplace	–	–
Serious accidents in the workplace	–	–
Accidents in the workplace	63	16
Hours Worked	3 855 527	

Serious accidents in the workplace were considered to be all accidents that resulted in sick leave in excess of an average of 6 months. In addition, 1,000,000 hours were considered for the frequency rate calculation.

#### GRI 403-10 Work-related ill health

	Nº	FREQUENCY RATE
<b>Casais EC</b>		
Deaths resulting from occupational diseases	–	–
Work-related ill health	–	–
<b>Casais AO</b>		
Deaths resulting from occupational diseases	–	–
Work-related ill health	–	–
<b>Total</b>		
Deaths resulting from occupational diseases	–	–
Work-related ill health	–	–





## 05 ANNEXES

### 5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

#### GRI 404-1

#### Average hours of training per employee

	CASAIS EC		CASAIS AO		TOTAL	
	AVERAGE HOURS OF TRAINING BY FUNCTIONAL CATEGORY <sup>1</sup>	AVERAGE HOURS OF TRAINING BY FUNCTIONAL CATEGORY FOR EMPLOYEES INCLUDED IN THE TRAINING PLAN <sup>2</sup>	AVERAGE HOURS OF TRAINING BY FUNCTIONAL CATEGORY <sup>1</sup>	AVERAGE HOURS OF TRAINING BY FUNCTIONAL CATEGORY FOR EMPLOYEES INCLUDED IN THE TRAINING PLAN <sup>2</sup>	AVERAGE HOURS OF TRAINING BY FUNCTIONAL CATEGORY <sup>1</sup>	AVERAGE HOURS OF TRAINING BY FUNCTIONAL CATEGORY FOR EMPLOYEES INCLUDED IN THE TRAINING PLAN <sup>2</sup>
Senior Management and Management	75,5	78,5	25,6	26,7	59,7	62,2
Specialization/ Coordinator	57,8	65,0	34,2	45,3	51,3	60,2
Technician	30,0	38,5	15,1	30,5	22,9	35,6
Operational and Administrative	11,0	18,9	3,9	100,9	4,5	55,3
<b>TOTAL</b>	<b>37,0</b>	<b>47,4</b>	<b>7,1</b>	<b>46,5</b>	<b>15,1</b>	<b>47,1</b>

	CASAIS EC		CASAIS AO		TOTAL	
	AVERAGE HOURS OF TRAINING BY GENDER <sup>1</sup>	AVERAGE HOURS OF TRAINING BY GENDER FOR EMPLOYEES INCLUDED IN THE TRAINING PLAN <sup>2</sup>	AVERAGE HOURS OF TRAINING BY GENDER <sup>1</sup>	AVERAGE HOURS OF TRAINING BY GENDER FOR EMPLOYEES INCLUDED IN THE TRAINING PLAN <sup>2</sup>	AVERAGE HOURS OF TRAINING BY GENDER <sup>1</sup>	AVERAGE HOURS OF TRAINING BY GENDER FOR EMPLOYEES INCLUDED IN THE TRAINING PLAN <sup>2</sup>
Male	33,3	44,0	7,3	48,1	13,7	45,5
Female	52,1	59,4	5,2	32,7	24,9	54,1
<b>TOTAL</b>	<b>37,0</b>	<b>47,4</b>	<b>7,1</b>	<b>46,5</b>	<b>15,1</b>	<b>47,1</b>

<sup>1</sup> Average hours taking into account all employees.

<sup>2</sup> Average hours, taking into account employees included in the training plan.





## 05 ANNEXES

### 5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

#### GRI 404-3

#### Percentage of employees receiving regular performance and career development reviews

	MEN <sup>1</sup>	WOMEN <sup>1</sup>	TOTAL EMPLOYEES <sup>1</sup>	TOTAL ELIGIBLE EMPLOYEES <sup>2</sup>
<b>Casais EC</b>				
Senior Management and Management	81%	100%	85%	<b>98%</b>
Specialization/ Coordinator	83%	87%	84%	<b>100%</b>
Technician	86%	80%	84%	<b>100%</b>
Operational and Administrative	93%	89%	93%	<b>96%</b>
<b>TOTAL</b>	<b>85%</b>	<b>84%</b>	<b>85%</b>	<b>99%</b>
<b>Casais AO</b>				
Senior Management and Management	100%	50%	96%	<b>100%</b>
Specialization/ Coordinator	54%	50%	53%	<b>100%</b>
Technician	53%	100%	56%	<b>100%</b>
Operational and Administrative	5%	1%	5%	<b>100%</b>
<b>TOTAL</b>	<b>17%</b>	<b>14%</b>	<b>16%</b>	<b>100%</b>
<b>Total</b>				
Senior Management and Management	88%	91%	88%	<b>99%</b>
Specialization/ Coordinator	74%	79%	75%	<b>100%</b>
Technician	68%	84%	71%	<b>100%</b>
Operational and Administrative	12%	7%	12%	<b>97%</b>
<b>TOTAL</b>	<b>34%</b>	<b>43%</b>	<b>35%</b>	<b>99%</b>

<sup>1</sup> Considers all Casais EC and Casais Angola employees.

<sup>2</sup> Only considers employees eligible for receiving regular development assessments. To be eligible, the employee must meet all of the following requirements: all employees with at least 6 months with the company.





5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

GRI 405-1  
Diversity in corporate bodies  
of Governance and employees

The categories used correspond to the breakdown levels that are used internally.

EMPLOYEES BY CATEGORY, AGE GROUPS E GÉNERO	AGE RANGE					GENDER		TOTAL
	< 30	30 a 39	40 a 49	50 a 59	>59	MASC.	FEM.	
Casais EC								
Administration	0%	0%	75%	0%	25%	100%	0%	1%
Senior Management and Management	0%	17%	67%	14%	2%	83%	17%	10%
Specialization/ Coordinator	2%	29%	44%	23%	3%	80%	20%	22%
Technician	21%	23%	25%	27%	5%	76%	24%	50%
Operational and Administrative	11%	20%	17%	41%	11%	90%	10%	18%
Total Number	66	122	170	143	29	425	105	530
Casais AO								
Administration	0%	0%	100%	0%	0%	100%	0%	0%
Senior Management and Management	0%	17%	66%	17%	0%	92%	8%	2%
Specialization/ Coordinator	2%	22%	47%	22%	7%	87%	13%	3%
Technician	9%	54%	21%	12%	4%	94%	6%	17%
Operational and Administrative	17%	48%	25%	9%	1%	89%	11%	78%
Total Number	214	689	377	144	21	1300	145	1445
Total								
Administration	0%	0%	80%	0%	20%	100%	0%	0%
Senior Management and Management	0%	17%	67%	14%	1%	86%	14%	4%
Specialization/ Coordinator	2%	27%	44%	23%	4%	82%	18%	8%
Technician	15%	38%	23%	19%	5%	85%	15%	26%
Operational and Administrative	16%	46%	25%	11%	2%	89%	11%	62%
Total Number	280	811	547	287	50	1725	250	1975





05 ANNEXES

5.2 GRI INDICATORS AND METHODOLOGICAL NOTES

GRI 405-2  
Ratio of basic salary and remuneration  
of women to men

	BASE SALARY	TOTAL REMUNERATION
Casais EC		
Administration	-	-
Senior Management and Management	83%	71%
Specialization/ Coordinator	103%	101%
Technician	92%	87%
Operational and Administrative	100%	93%
TOTAL	95%	88%
Casais AO		
Administration	-	-
Senior Management and Management	98%	53%
Specialization/ Coordinator	97%	75%
Technician	247%	197%
Operational and Administrative	64%	56%
TOTAL	102%	80%
Total		
Administration	-	-
Senior Management and Management	92%	84%
Specialization/ Coordinator	106%	110%
Technician	141%	148%
Operational and Administrative	75%	77%
TOTAL	136%	144%





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