



---

2023

# SUSTAINABILITY REPORT

---

Sustainability in Building  
a Better Tomorrow!

---







## ABOUT THIS REPORT

This document, the Casais Group's 2023 Sustainability Report, is aligned with our [Manifesto for Sustainability and Building a Better Tomorrow](#) and reports on our performance relating to material ESG (Environmental, Social and Governance) issues for the period 1 January to 31 December 2023, in line with the period covered by our Annual Financial Statements for the same year.

This report provides an overview of the work being done by the Group to incorporate ESG practices into the business and create value for its stakeholders, with the aim of guaranteeing our long-term sustainability, reflecting our commitment to being an active agent for change, fostering transparency and excellence in sustainability practices, identifying material topics and consolidating strategies. The company also undertakes to keep its stakeholders informed of its progress in terms of these commitments.

The report has been prepared in accordance with the Global Reporting Initiative Standards (GRI Standards 2021), reviewed and approved by the Group's Board of Directors) and has not been submitted for independent review to any external body.

The material topics and sustainability strategy underpin the values of the Casais Group. We want to maintain our position at the forefront of the sustainability movement, to show where we are and where we are going, which is why, based on the principles of transparency and in preparation for the Corporate Sustainability Reporting Directive (CSRD), we have been broadening the scope of our Sustainability Report which, as a diversified group with multiple companies, is both a journey and a challenge. In general, however, the qualitative information presented in this document is based on the practices of the Group as a whole. This document brings together information from 51 companies that account for approximately 95% of the Group's turnover and employ 86% of its people. The practices presented are indicative of the direction in which we are heading and want to head as a Group, and the data is presented in aggregate or separately by country.







The Group's 51 companies operate in 11 different markets:

**Holding Company**

Casaisinvest, S.G.P.S., S.A.

**Portugal**

- Casais SP, Lda
- Casais EC, SA
- Ancorpor, Lda
- CNTEurope, SA
- Carpincasais, SA
- VHPH, SA
- Blufab, Lda
- Blumep, Lda
- HidroCNT, Lda
- Undel, Lda
- Opertec, Lda
- Academia Casais, Lda
- Socimorcasal, SA
- Casais Angola - EC, SA - Portugal Branch
- Collinson, Lda
- Meridian Method, Lda
- ConstruByGrupoCasais, Lda
- Casais Imobiliária, SA
- Fábula Inadiável, Lda
- Casais PI, SGPS, SA
- Trivial Alfabeto, Lda
- Numérvetice, Lda
- Gestilouro, SA
- Lunacede, Lda
- Construcasais, SA

**Spain**

- Casais España, SL

**France**

- RM Casais, Lda

**Belgium**

- CNTEurope, SA - Belgium Branch
- Carpincasais, SA - Belgium Branch
- CNTBuild, SRL

**Germany**

- CNTEurope, SA - Germany Branch
- CNT Bau, GmbH
- Casais Dutch Holding, BV
- Euracco, BV

**Gibraltar**

- Casais Gibraltar, Ltd

**Ghana**

- Casais Ghana, Ltd

**Mozambique**

- Casais Moçambique, Lda

**Angola**

- Casais Angola - EC, SA
- Carpinangola, Lda
- Saioz Frio, Lda
- Opertec Angola, Lda
- Electro Ideal de Angola, Lda
- Socimorcasal Angola, Lda
- Hidroangola, Lda
- Imocasais Angola, Lda
- Metalser, Lda

**United Arab Emirates**

- Casais Contracting, LLC
- Bluway Trading DWC, LLC

**Hong Kong**

- Bluway HK, Ltd\*

**Brazil**

- Casais Brasil - EC, Ltda

\*Trading company

The document can be accessed online at <https://casais.pt/en/sustainability/> and any further information can be requested from the Casais Group by contacting [esg@casais.pt](mailto:esg@casais.pt).

23 July 2024

**Casaisinvest S.G.P.S., S.A.**, is a **limited liability company** with registered offices at **Rua do Anjo, 27 - Mire de Tibães, Apartado 2702, 4700-565 Braga, Portugal.**





# 01

## MESSAGE FROM THE BOARD OF DIRECTORS 5

# 02

## THE CASAIS GROUP 9

<b>2.1. Organisational Profile</b>	<b>10</b>
2.1.1. Vision, Mission and Values	11
2.1.2. Organisational Culture	12
2.1.3. The Navigation System	16
2.1.4. Business	20
2.1.5. The Casais Group around the World	29
<b>2.2. Risk Management</b>	<b>30</b>
<b>2.3. Governance Structure</b>	<b>32</b>

# 03

## VALUE CREATION APPROACH 37

<b>3.1. Sectoral Trends</b>	<b>38</b>
<b>3.2. Engagement with Stakeholders</b>	<b>40</b>
<b>3.3. Materiality</b>	<b>45</b>
<b>3.4. Strategy to Integrate ESG into Business</b>	<b>49</b>

# 04

## STRATEGIC PRIORITIES 53

<b>4.1. Competent and Safe People</b>	<b>55</b>
4.1.1. Employee Management and Development	57
4.1.2. Health and Safety	77
4.1.3. Inclusion and Diversity	93
<b>4.2. Ethical and Collaborative Business</b>	<b>97</b>
4.2.1. Ethics, Compliance and Governance	99
4.2.2. Human Rights	106
4.2.3. Value Chain Management	107
<b>4.3. Conscious and Innovative Solutions</b>	<b>112</b>
4.3.1. Green Buildings and Technology	114
4.3.2. Innovation, Design and Safety of Products and Infrastructures	119
4.3.3. Resource Conservation and Efficiency	124
4.3.4. Adaptation and Resilience	128
<b>4.4. Shared and Valued Territory</b>	<b>131</b>
4.4.1. Climate Change Mitigation	133
4.4.2. Biodiversity and Land Use	138
4.4.3. Waste, Water and Effluent Management	141
4.4.4. Community Relations	150

# 05

## ANNEXES 155

<b>5.1. GRI Content Index</b>	<b>156</b>
<b>5.2. GRI Indicators and Methodological Notes</b>	<b>165</b>
<b>5.3. Act4Nature Commitments</b>	<b>196</b>
<b>5.4. PMEB Commitments</b>	<b>197</b>



---

1|2|3|4|5

# MESSAGE FROM THE BOARD OF DIRECTORS

01

---







Dear Clients, Partners and Employees,

We find ourselves in a time of great challenges. Climate change, social injustice and economic instability are all weighty issues that demand our attention. Dealing with them requires coordinated effort, and in this context organisations play a critical role. At Casais Group, we know that our decisions today impact our survival and prosperity tomorrow. We are not merely focusing on achieving a goal, but on building an exemplary organisation, because we believe that the challenges will continue to multiply, and the world needs organisations like ours to unite individual efforts and join them together in a collective force to confront these threats to our humanity.

Following Aristotle's view of matter and form, we at Casais Group, along with our partners, act in some ways as sculptors and architects of the biosphere, transforming potential into tangible and practical reality. We are more than builders: we are facilitators of a sustainable future in terms of productivity, people and the planet. We are a movement, a collective force that moulds the future in the present.

Excellence, innovation and sustainability are the pillars that define us, but they are also the tools with which we pave the way for a more resilient and prosperous tomorrow.

Every step we take together, every structure we erect and every life we touch reaffirms our commitment not just to constructing spaces, but to creating lasting value for generations to come. Our dedication is visible in the lives of every person who has been touched by what we do, because it shows our commitment to building communities, to strengthening bonds to ensure that the Casais example and legacy endures in the cities we help build and grow.

Our journey, guided by our four strategic priorities, has been one of growth, challenges and continuous innovation.





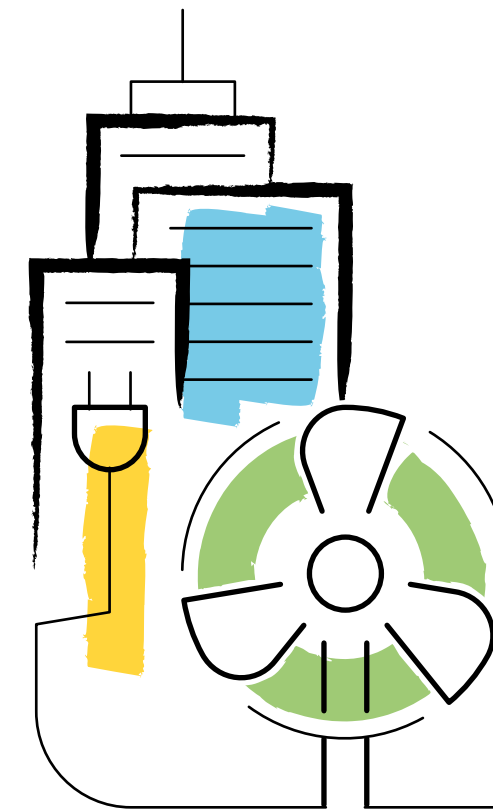
## Competent and Safe People

Our belief in the capacity and **potential of our people** is the foundation of our business. In a sector whose processes and technologies are changing, we pride ourselves on the adaptability and collective capacity we develop every day. We understand that training, safety, and well-being are interconnected and reiterate our commitment to our employees throughout the organisation. Motivated by team spirit and shared passion, **we continue to promote a safe, stimulating and enriching workplace.** It is the competence and care of each individual that enables us to overcome challenges while remaining true to our values and our mission.



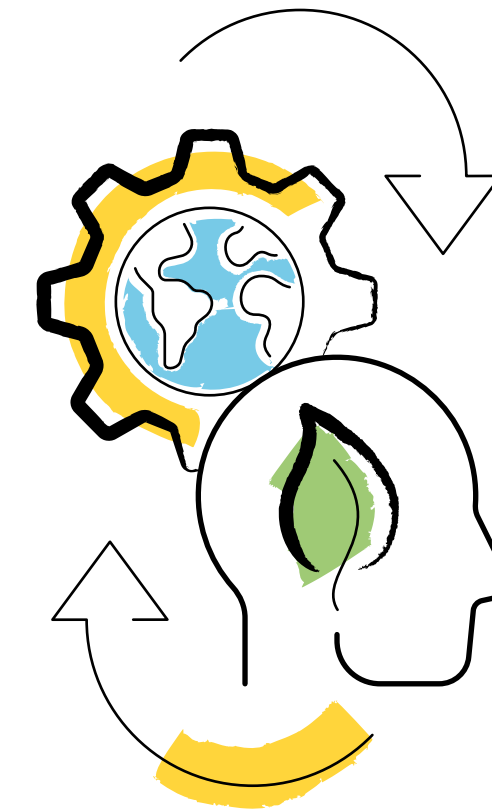
## Ethical and Collaborative Business

In line with our track record of integrity and transparency, we have worked to deepen our ethical and collaborative business practices. Every partnership and project is testimony to our commitment to operating with **dignity, honesty and mutual respect** and, through effective and ethical collaboration, we strengthen not only our value chain but also the trust our customers and partners place in us.



## Conscious and Innovative Solutions

As irrigation canals are built long before the first harvests, so, too, the commitment to innovation precedes the results of an innovative and resilient company. **Innovation has been the driving force behind our adaptation and growth,** through the development and implementation of solutions that not only respond to current needs but also anticipate future challenges. Our approach to conscious and innovative solutions is reflected in every project, where **sustainability and efficiency go hand in hand with creativity and cutting-edge technology.**



## Shared and Valued Territory

**The construction of buildings has a lasting effect in time and on society.** We know first hand the impact of decommissioning and demolition. We believe in reducing that impact by planning for the resilience and future usefulness of what we build. We are thinking long-term. From this vision, our commitment to shared and valued territory was born. We complement this with local initiatives, where we contribute to **the valorisation of cultural, social and environmental heritage.** These actions reaffirm our desire not only to build infrastructure but also to promote the sustainable development of communities.





This year, more than ever, we have felt the strength of our unity and our purpose. When the path we know doesn't reach the destination we need as a society, we have to strike a new path. We know that the demands of treading that new path imply uncertainty and sometimes resistance, so we are deeply grateful to everyone who walks with us on this journey, because together we are making it happen and creating a legacy of resilience, innovation and sustainability that extends far beyond our projects. History is made up of the progress made by the brave who dare to join forces to achieve a purpose. We know that only in this way can we move from our optimism, evident in our willingness to look at opportunities, to the hope and expectation of playing an active role, recognising that it is our commitment and joint work that will make the difference in achieving success.

It is with the dynamics of questioning, acting and evolving that we are building our 2050 vision: to respond to the needs of the growing global population—a total projected by the UN\* of 9.7 billion people in 2050—and to do so efficiently and sustainably. We pay attention to efficiency when reducing waste and using biomaterials, and because we are mindful of the impact of climate change, we design

and build with a focus on the sustainability and resilience of the build structure at the interface with its environment. We integrate technologies for more effective and sustainable management of resources while incorporating solutions that provide for the well-being of people at the interface with the built environment. Housing is a fundamental right and is also the foundation of other rights such as health, education, water and sanitation. In this sector, whose products last more than a generation, it is particularly important to maintain a long-term vision, in contrast to the short-term focus that prevails in today's increasingly connected and impatient society.

With the changes and challenges on the horizon firmly in our sights, we continue to move forward with determination and hope, ready to face the future, aware that the principles of sustainability and adaptability that have guided us for 65 years are a key part of creating our legacy for the generations that follow.

\* United Nations Department of Economic and Social Affairs, Population Division (2022). World Population Prospects 2022: Summary of Results. UN DESA/POP/2022/TR/NO. 3.





---

1|2|3|4|5



# THE CASAIS GROUP

02

---

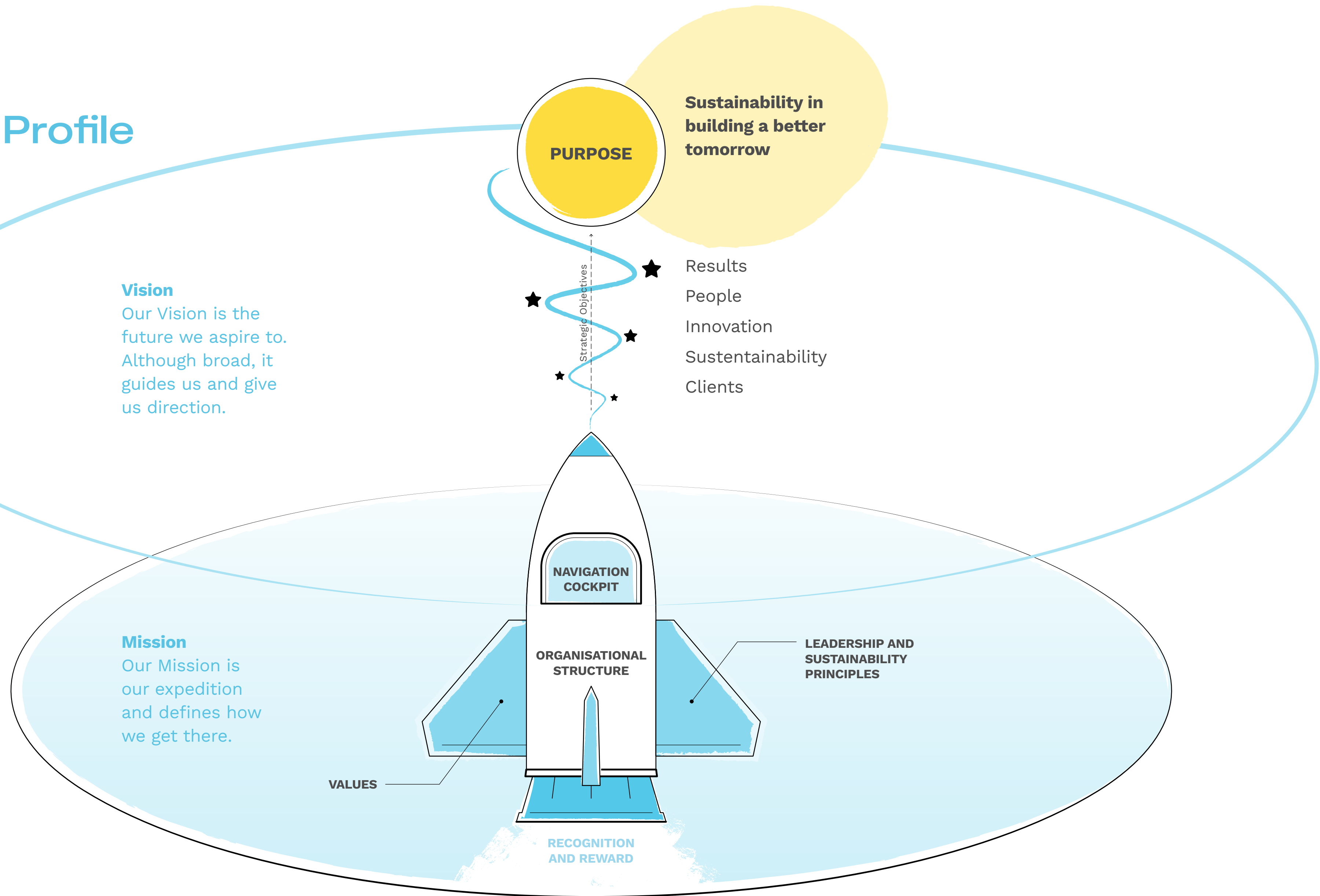






# 2.1. Organisational Profile

We can liken our organisation to a **rocket**. Based on our **values** and **leadership principles**, which underpin and form part of our culture, we want to go further and impact society, through our **mission**, and **vision** and by moving towards the purpose of "**Sustainability in the construction of a better tomorrow!**".

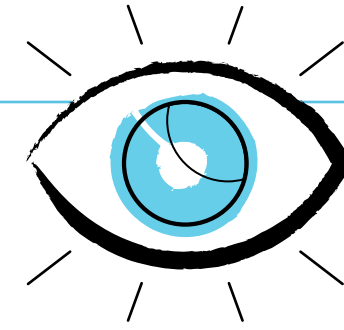




# 2.1.1. Vision, Mission and Values

**The Vision, Mission and Values, established in 2008, were born out of Heritage and Tradition, built by the proficient teachings of the past, and refined by disciplined daily practice.**

The foundations of our culture are our eight values, which are instilled in our employees and which we share with the partners with whom we interact. These values guide the way we navigate and conduct ourselves: they represent a set of behaviours that not only define our sense of belonging within the Group, but also reflect what we consider important and stand for as people and professionals, following established principles, systems and processes.

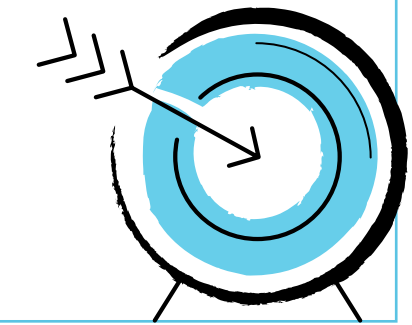


## VISION

To be a benchmark for expertise and strength in Engineering and Construction.

## MISSION

Manage with expertise and innovation, favouring strategic partnerships and new markets, grounded in a culture of excellence and sustainability.



## VALUES

### HUMANISM

Develop effective interpersonal relationships built on mutual respect, solidarity and friendship among employees and with business partners and communities.

### RIGOUR

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

### 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.

### DEDICATION

We encourage commitment and effort to achieve goals.

### COOPERATION

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

### DETERMINATION

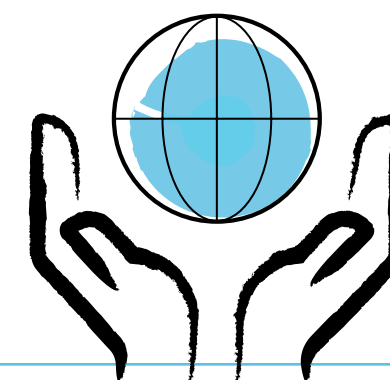
We encourage proactivity and objectives-and results-orientated leadership to strengthen sustained decision-making.

### KNOWLEDGE

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

### FLEXIBILITY

We support mobility and availability by creating conditions that foster adaptability in the face of change and challenges.





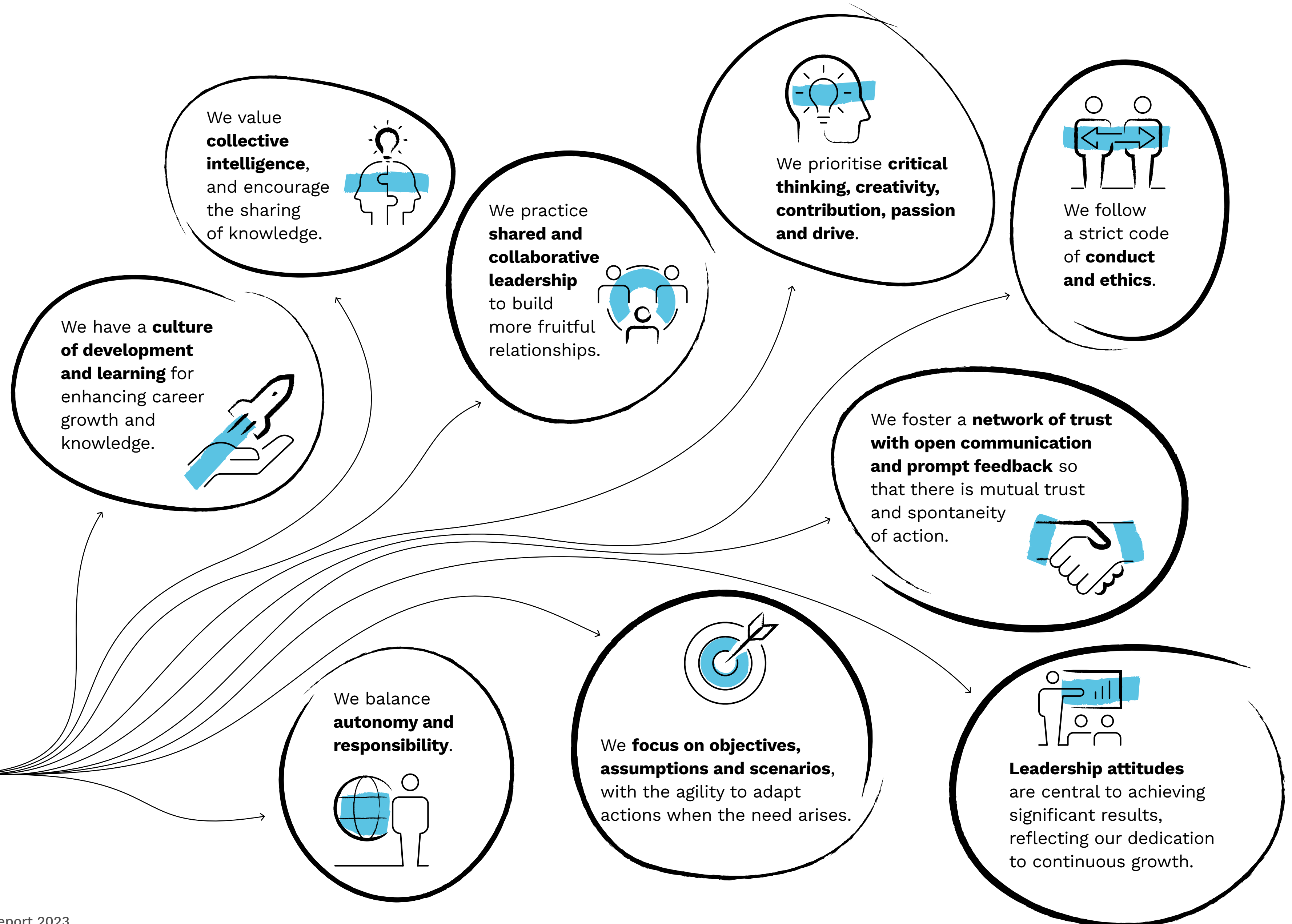


# 2.1.2. Organisational Culture

The way we are organised, distributed in autonomous units/companies covering various areas of expertise (mostly related to construction), has allowed us to empower our people with knowledge and know-how throughout the construction sector and to create synergies with the best partners.

Our Casais culture is made up of our **values** and our **leadership principles**, both of which are reflected in the behaviours of our teams. These principles apply to everyone in all Group operations, regardless of an employee's position or job.

## Leadership Principles

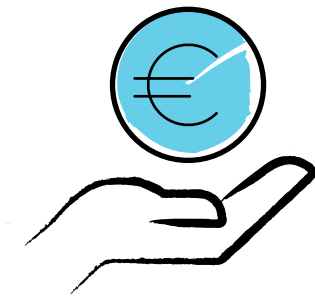






We are a collective force shaping the future in the present. The pillars of excellence, innovation and sustainability not only define us, they are also the tools with which we pave the way towards a more resilient and prosperous tomorrow.

Our principles are complemented by the clear commitments we make to our stakeholders and society at large.



**SHAREHOLDERS**

We ensure the profitability of the business through the sustainable development of the organisation and accounting and business transparency.



**COMMITMENTS to Stakeholders**



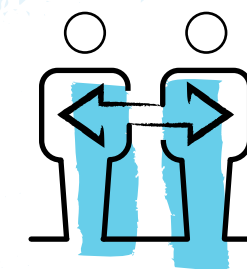
**CLIENTS**

We win over and retain clients by providing them with works, products and services that add value in terms of price, quality, safety and environmental impact by providing them with all the innovation, technology, environmental and commercial skills required.



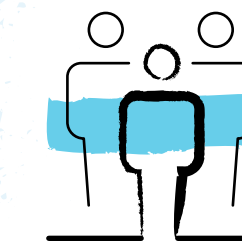
**SOCIETY AND THE ENVIRONMENT**

We conduct business as responsible stakeholders in society, complying with applicable laws and regulations, supporting fundamental human rights in line with the legitimate exercise of business and paying proper attention to safety, health, and the environment.



**SUPPLIERS AND PARTNERS**

We seek mutually beneficial relationships with subcontractors, suppliers and service providers thereby promoting the application of these rules of conduct and equivalent business principles in such relationships.



**EMPLOYEES**

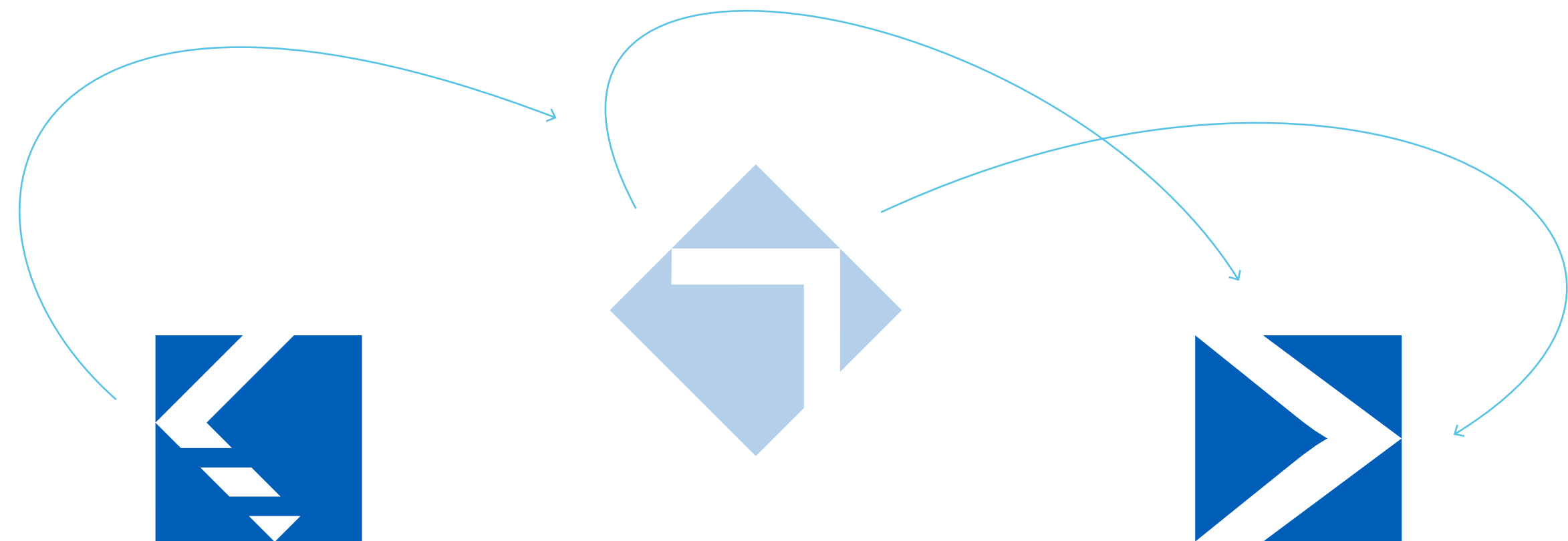
We respect the human rights of our employees and provide them with decent and safe working conditions. We create an inclusive working environment and provide access to opportunities for the development of talent and careers.





Casais is a cohesive ecosystem and positions itself as a game changer, not just in construction, but in the way we perceive and live in our environment.

During 2023 we prepared the transition of our Brand.







WE  
BUILD  
YOUR  
VISION

WELL  
BUILT  
FOR  
WELL  
LIVING

**BUSINESS CENTERED**

- On Performance
- On Innovation
- On Sustainability

**SOCIAL CENTERED**

- On Human
- On Commitment
- On a Future Mindset

2008

2024

In transitioning from *we build your vision* to **well built for well living**, we sought to emphasise the importance of society and sustainability in our business model. As agents of change, **WELL BUILT** reflects our performance, commitment to innovation and dedication to resilience, quality, efficiency and sustainability, recognising the importance of structures that stand the test of time and withstand adversity. The words for **WELL LIVING** encapsulate our commitment to human well-being, comfort and the happiness that should emanate from the spaces we create, from the intimacy of a home to the expansiveness of a city. As the Danish Architect Jen Gehl said, "First Life, then spaces, then buildings".

This is our path to 2050:  
a future built on design,  
resilience, sustainability  
and innovation.



## 2.1.3. The Navigation System

To achieve our defined **Purpose** of "sustainability in building a better tomorrow" and our **Strategic Objectives**, we rely on the Principles of Leadership, Systems and Processes and Recognition and Reward.

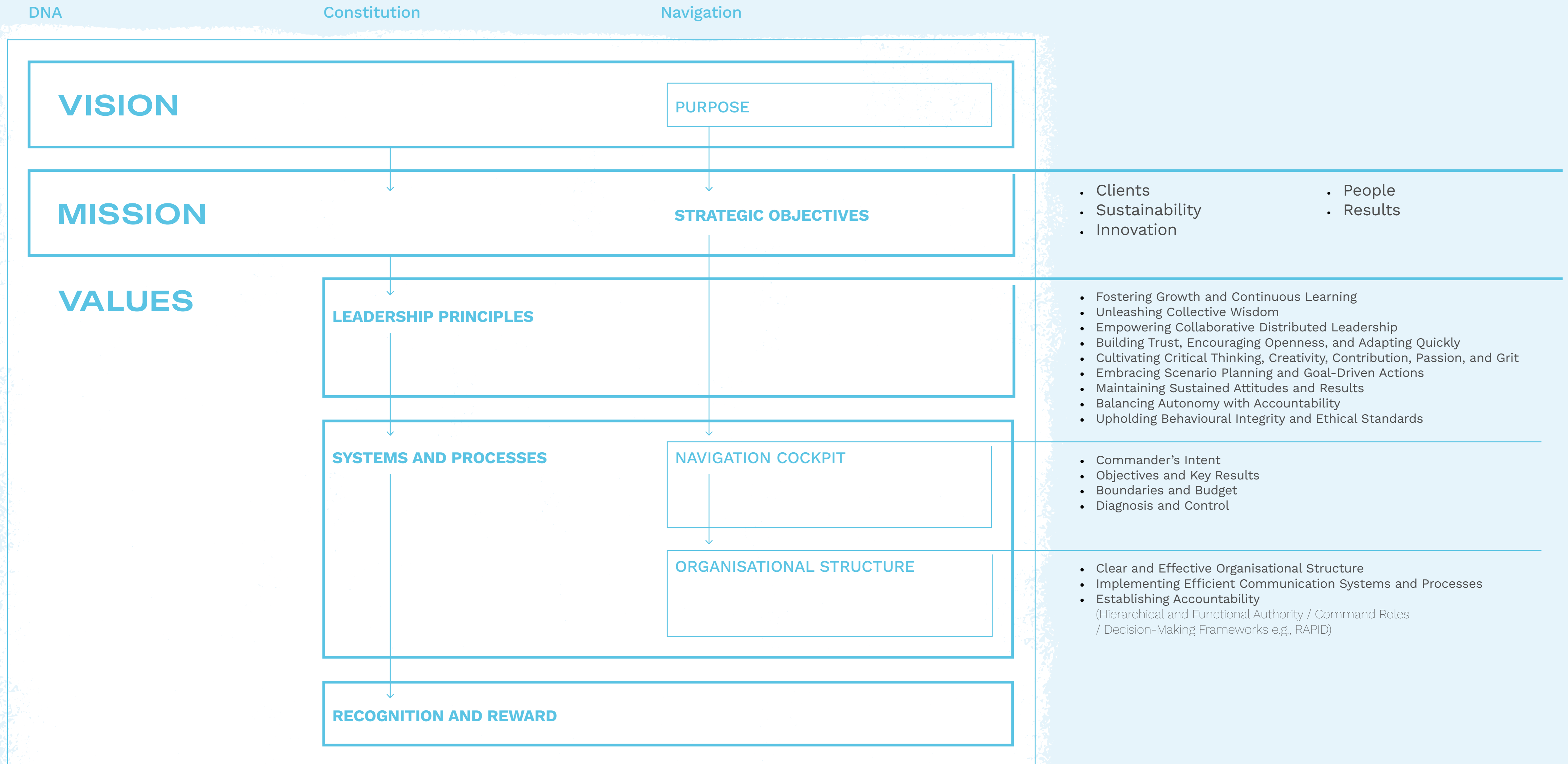
For our **Systems and Processes**, we have our Navigation Cockpit and an Organisational Structure adapted to our business needs. The **Navigation Cockpit** dictates the strategic intent and where we want to go, establishes the KOGs (Key Objectives and Goals) that define our path through specific goals to reach the objective, and includes the budget for implementing the strategy. This budget is defined through benchmarks that represent the range of possibilities and is monitored

through dashboards that show where we are. The **Organisational Structure** allows us to align people so that they know how to implement and respond to needs, which is why part of the system of command is based on having a **structure and organisational chart**, a **responsibility matrix** and **communication systems and routines**. Our **Systems and Processes** are the tools built into our annual cycles that are essential for repetition at scale, giving us the ability to execute quickly and effectively.

For their part, **Recognition and Reward** are fundamental to aligning efforts and priorities, signalling that we are on the path to success.







1

2

The Casais Group

3

4

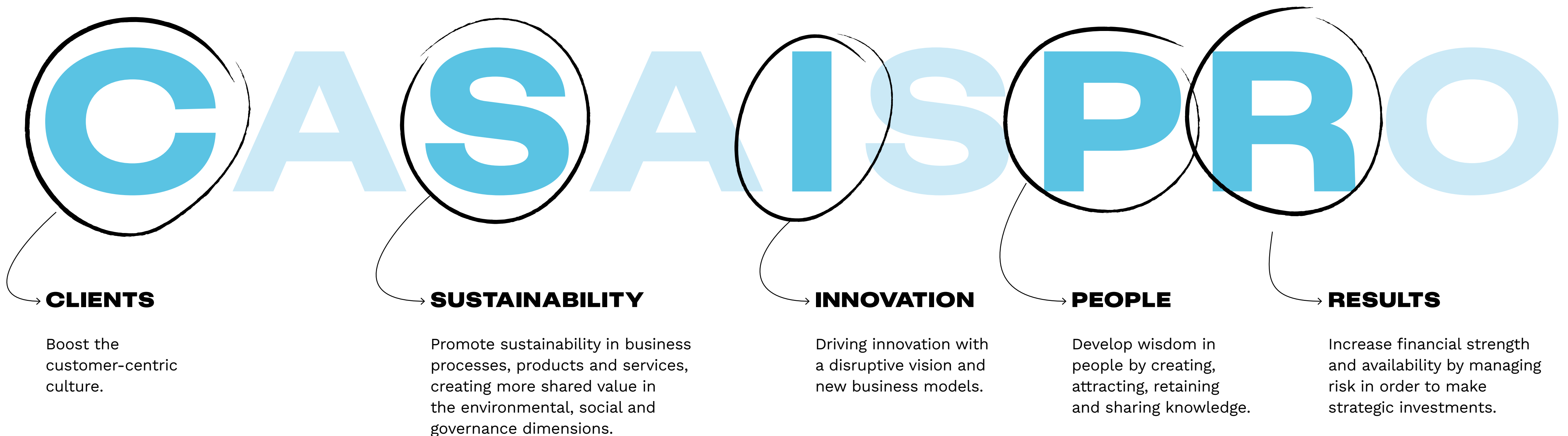
5





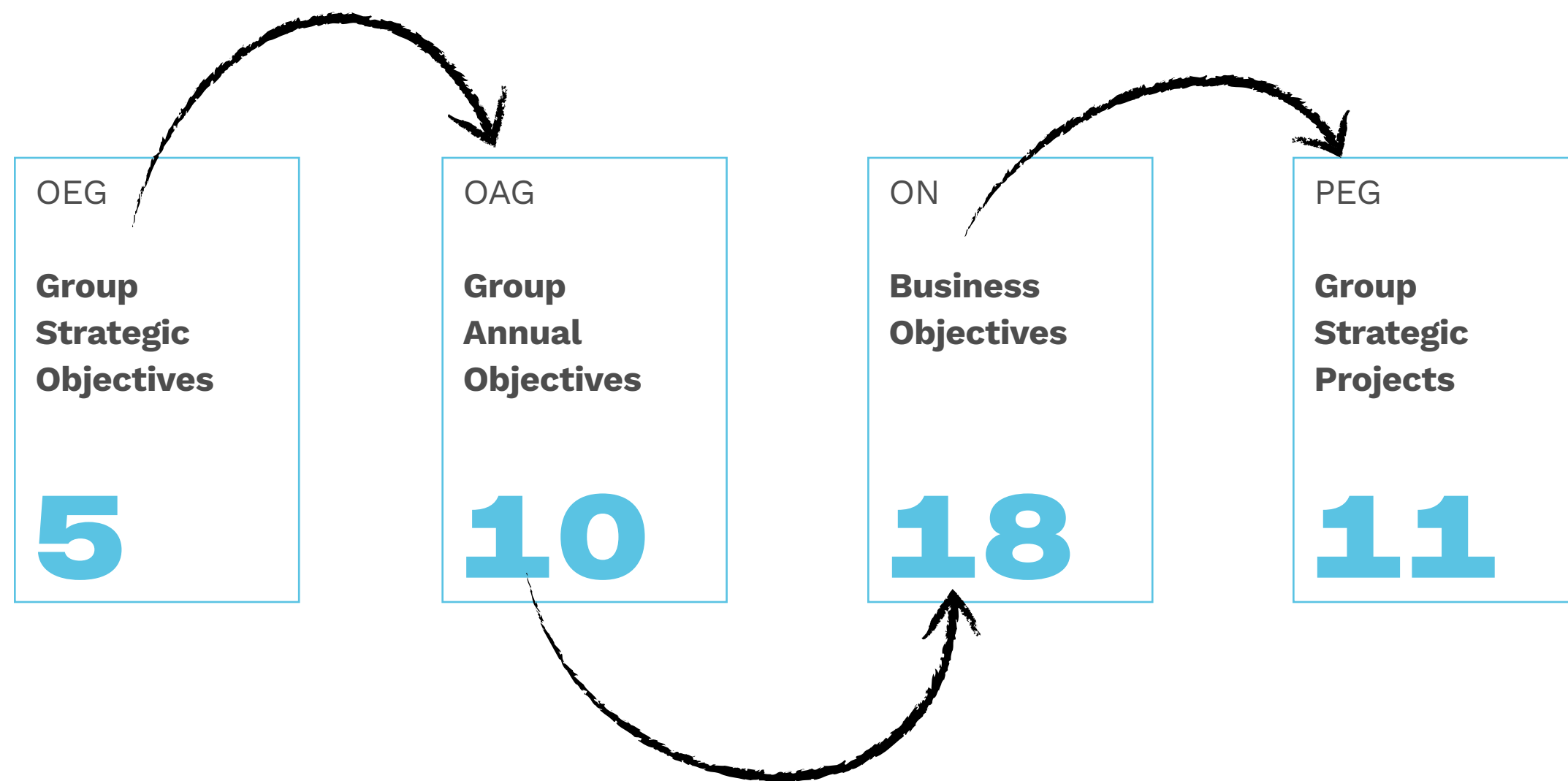
Our navigation system guides us, gives us a guideline that allows us to align our efforts to achieve our purpose. We have defined five strategic objectives. These objectives are the result of a culture centred on **Clients**, with a focus on the development of our **People**,

both personally and professionally. In addition, investment and the adoption of **Sustainability** and **Innovation** practices allows us to achieve better **Results**, contributing to our financial solidity, represented graphically as follows:





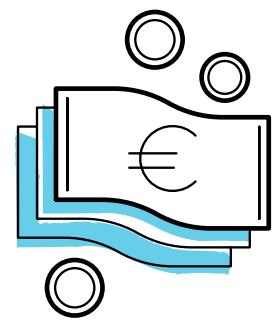
With our Navigation System, we have our strategy mapped out and we know where we want to go. Group Strategic Objectives (OEG) underpin the Group Annual Objectives (OAG) which are then transformed into Business Objectives (ON) that are grouped into five distinct areas and leveraged through Group Strategic Projects (PEG).







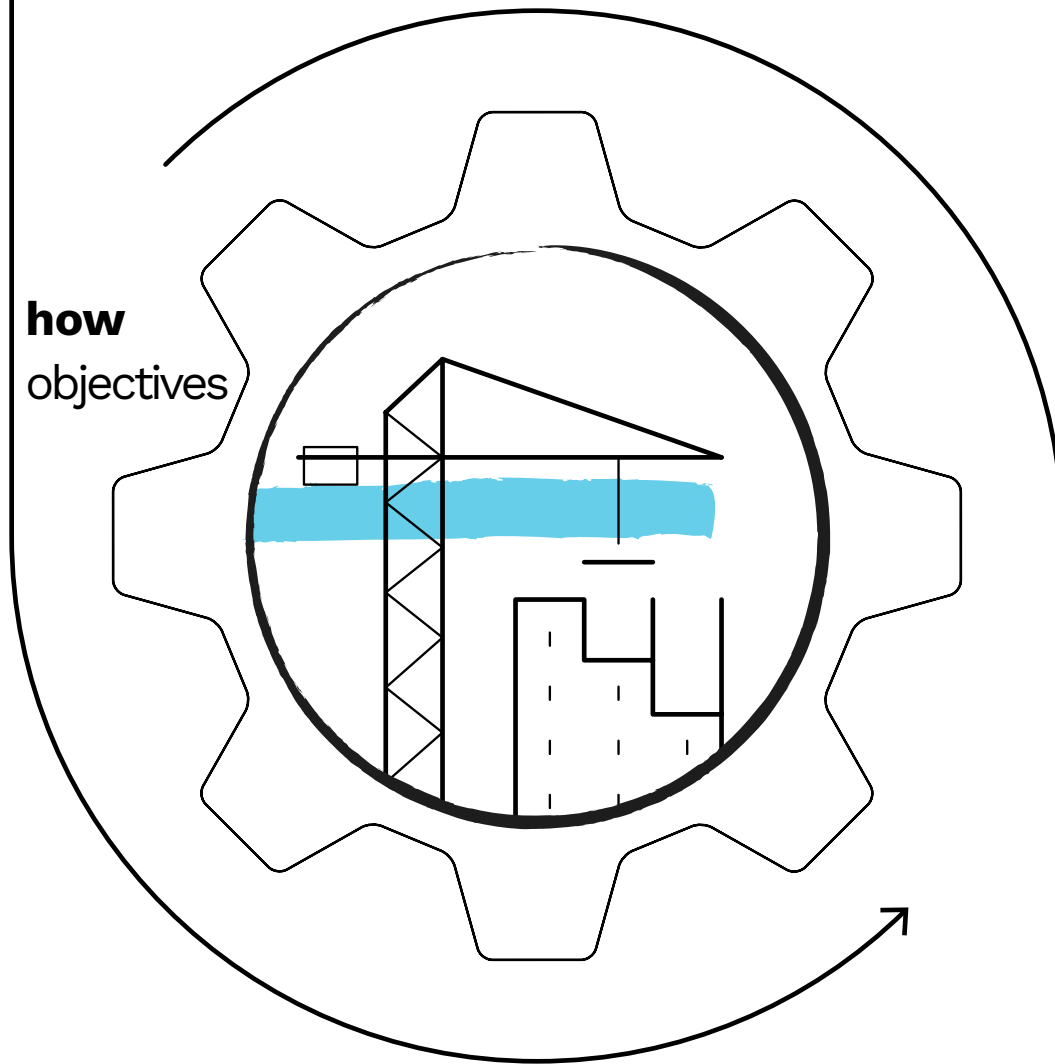
# 2.1.4. Business



### Public and Private Investment

- + People
- + Resources (material and equipments)
- + Partners

how objectives

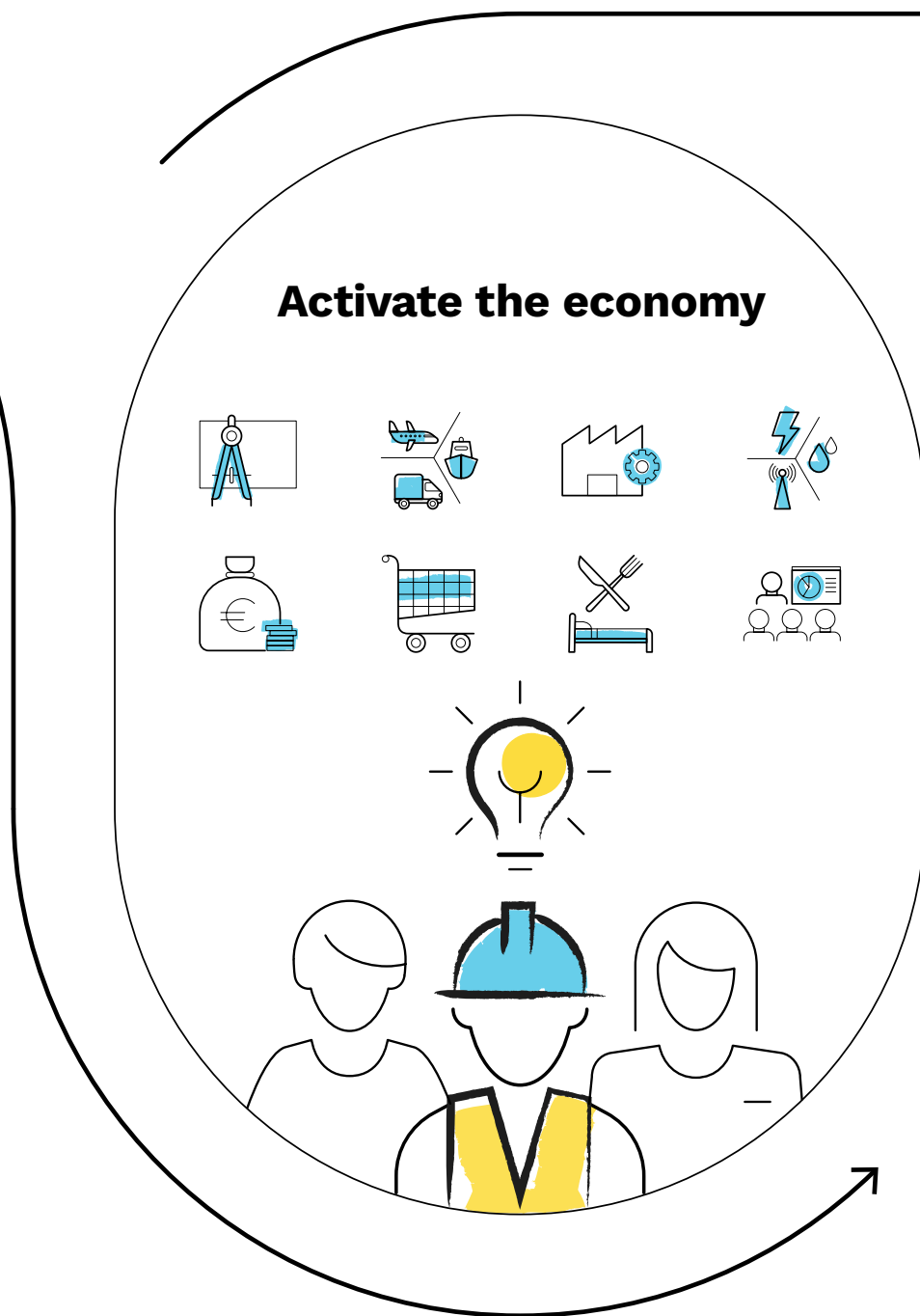
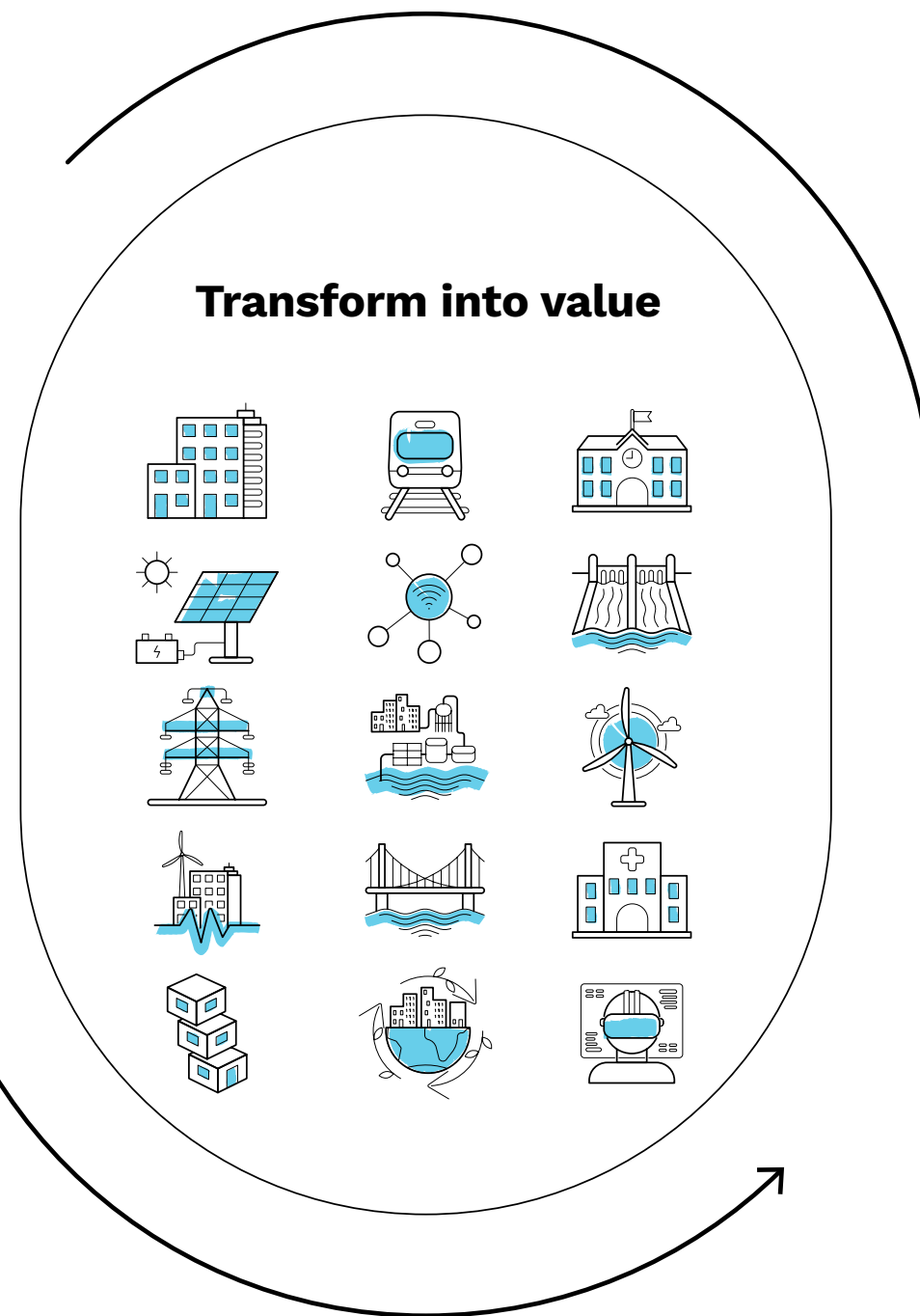


Construction plays a fundamental role in linking Productivity (the economy), People (society) and the Planet (the habitat), and carries the added responsibility of meeting the challenges of an ever-evolving world. We do what society needs to become more resilient, more equitable and more capable, strengthening the competitiveness of our companies while keeping the natural habitat sustainable.

By working in partnerships, ensuring collaboration, cooperation and creativity, and by dedicating ourselves to respecting and having a positive impact on the surrounding community and our employees, we are fostering human and environmental well-being and sustainability.

It is our mission to develop stronger people and ensure more robust communities. Every day, we mobilise competent people who are capable of empowering others and being empowered themselves. We create wealth and added value by transferring products and services from one region or country to another all the time. These are aspects that have been crucial in overcoming economic crises and have bolstered our resilience in diverse markets.

We serve society and its development to create a better world.



- Capable + People
- Resilient + Society
- Competitive + Companies
- Sustainable + Habitat

### PRODUCTIVITY

Economy → Add value

### PEOPLE

Society → Create more jobs

### PLANET

Environment → Build a better world





The Casais Group is managed and administered by members of the 2<sup>nd</sup> and 3<sup>rd</sup> generations of the family, and so still retains its family ethos. With more than 65 years' experience in Engineering and Construction, it has a legacy and a reputation for construction with mastery and discipline in the diverse markets in which it operates. It has built a path of success over the years, reflecting a history of resilience, and is considered a benchmark of knowledge and solidity in the sector, both nationally and internationally. As a reflection of this recognition, it has been awarded prizes for its quality and professionalism, including the following in 2023:

## AWARDS AND DISTINCTIONS IN 2023



**Certification Seal**  
Corporate Health and Well-being



**Randstad Employer Brand Research 2023**  
Award for being in the Top 3 of the most attractive companies to work for in Construction and Infrastructure



**Personality of the Year**  
CEO António Carlos Rodrigues



**First prize for Circularity in the Built Environment,**  
Sustainability Category, at the BUILT CoLAB awards — Casais Engenharia e Construção

**Best Private Project**  
B&B Hotel Guimarães

**Best Public Project**  
Rehabilitation of the lower deck of the Luiz I Bridge



**Infraspeak Awards**  
Infraspeak Network Pioneer — Opertec  
Most Efficient Operations — Casais Engenharia e Construção, S.A.



**2023 Mobis XIV Award**  
Productive Innovation — Casais Group



**Excellence Prize**  
CREE Buildings



**COTEC 2023 Innovator Status award**  
Casais Engenharia e Construção



**Recognition of Excellence Award**  
Government of Gibraltar — Casais Gibraltar



**Angolan Superbrand**  
Casais Angola – Engenharia e Construção S.A.

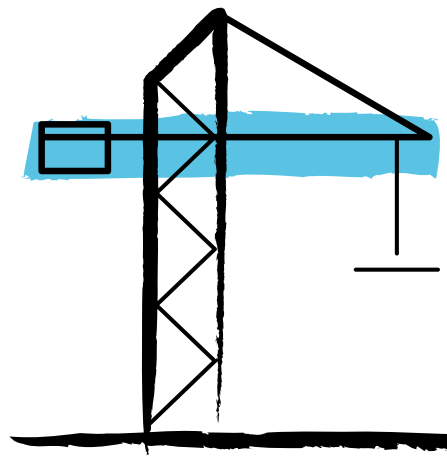


Casais was founded in the **Engineering and Construction** sector, but has been expanding its area of operation and now enjoys a presence in the **Trades and Industries** as well as **Real Estate Development and Asset and Management** sectors.

A photograph of a modern building with a rust-colored facade. The word "CASAIS" is mounted on the wall in large, blue, 3D block letters. To the right of the building, there are several tall, slender, green cypress trees. The sky is overcast and grey.

**CASAIS**





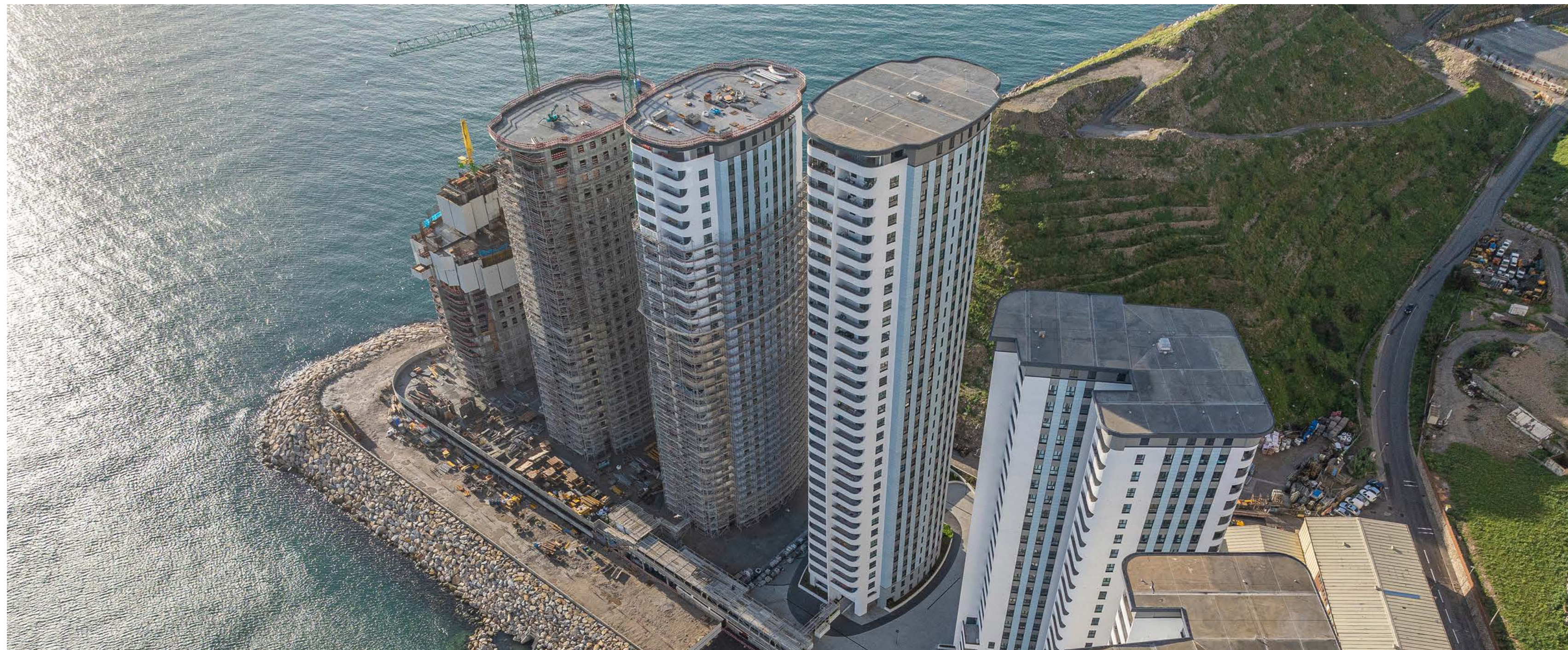
## ENGINEERING AND CONSTRUCTION

Engineering and Construction is the sector where we began our journey in 1958 in Portugal. It was also where we began our international expansion in 1994. By adapting to the local culture and favouring strategic partnerships to establish a solid presence, our operations have extended to four continents, where we intend to strengthen our business.

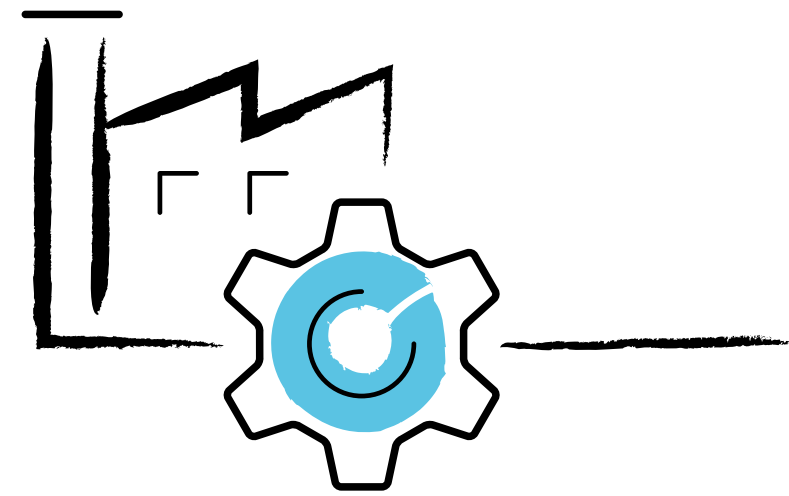
In this area, we are dedicated to the engineering and construction, as well as the rehabilitation and demolition of buildings, bridges, tunnels, hydraulic works, and many other types of structures. We look for projects where we can make a difference and where our impact on society can be maximised. Examples include infrastructural and water and sanitation works in health and housing projects.

The constant updating and improvement in the area of technical engineering is the result of the integration of innovation, a fundamental principle that we adhere to and embed in our procedures. We intend to continue carrying out traditional construction work, incorporating more and more technology and innovation to simplify execution, and at the same time we are investing more and more in industrialised construction work, making a gradual transition to this more efficient and sustainable methodology. In short, our objective is to implement a change in construction by integrating efficient, modular industrial processes that are easy to adapt to different needs, translating them into the long-term well-being of the inhabitants.

Buildings are our core and they need the interaction and coexistence of sustainable cities and infrastructures. We are strengthening our presence in these spheres. We are committed to building communities, strengthening ties and ensuring that the Casais legacy lives on in the cities we help build.







## TRADES AND INDUSTRIES

We are spread across several stand-alone companies that cover various trades and develop and present their own specific solutions. We have an integrated, well-structured range of products and services that enables us to keep pace with market trends, create synergies with top-tier partners, and establish closer ties with our clients and local communities.

Our business model has been designed to foster collaboration with clients, from the product design and conception phase right through to construction, enabling a more fluid and efficient production process.

We have developed our own production units for the manufacture of construction specialities, including carpentry solutions, laminated wood structures, prefabricated concrete, and mechanical and electrical installations. At the same time, we also distribute, supply and install construction and decorative materials.

In addition, the solutions we develop, such as industrialisation, digitalisation and maintenance services, result in greater asset longevity and efficiency, as well as the comfort and adaptability of the spaces we create, reinforcing our commitment to human well-being.



1

2

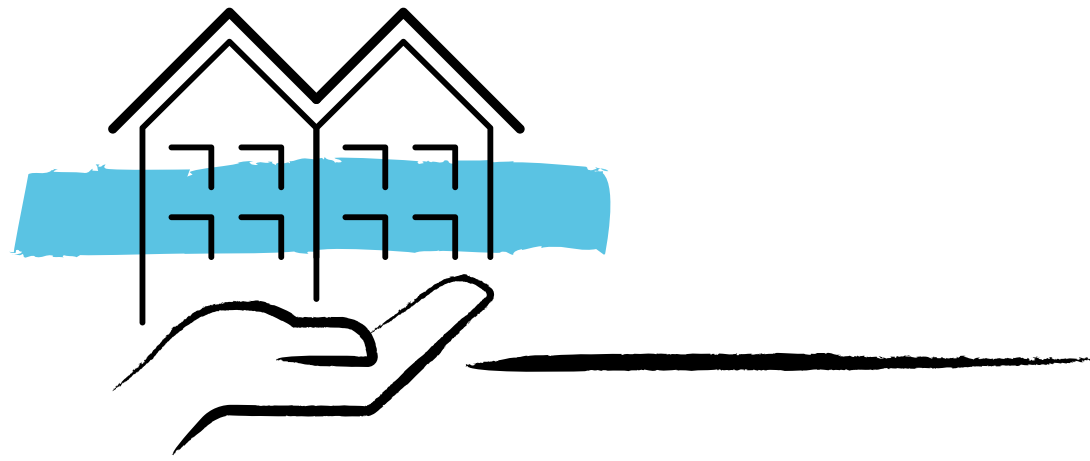
The Casais Group

3

4

5



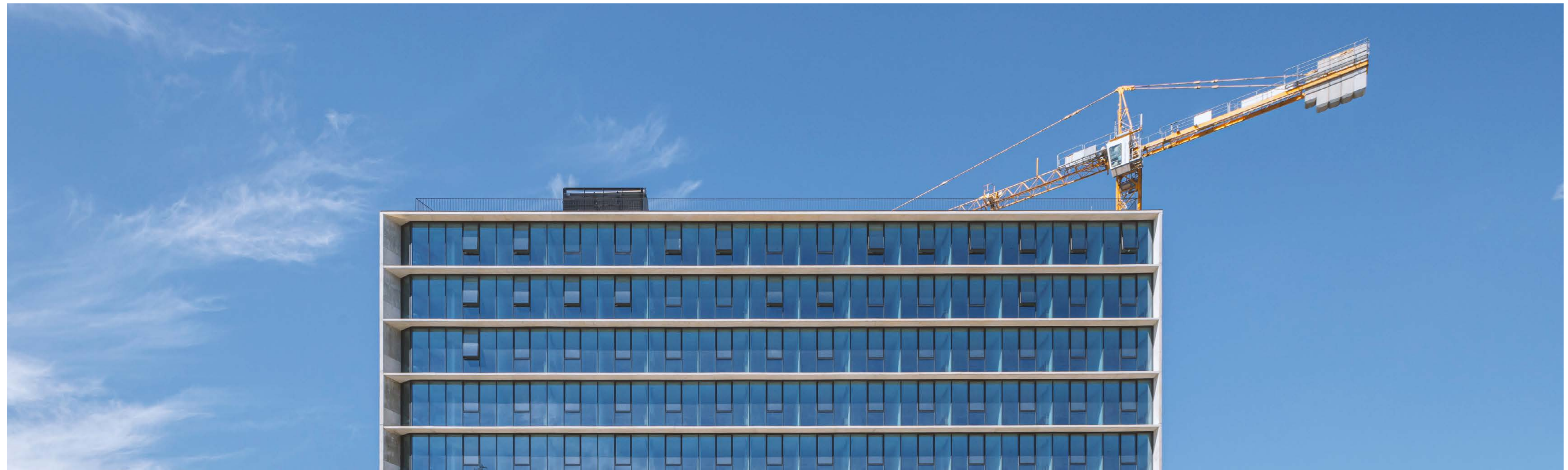


# REAL ESTATE AND ASSET MANAGEMENT

Because we are attuned to the challenges and trends in the construction and real estate sector, we have taken a proactive stance in promoting innovation throughout the business.

Through this business area, we boost innovation within the Group by working on the duly tested and adapted solutions that our trades companies develop and then launching them on the market.

In addition to the profitability of the integrated business and its inherent financial sustainability, the assets also favour the collaborative relationship with our clients and partners, through the strategic partnerships we have established. It is an increasingly complex market that requires us to keep abreast of trends and the latest regulations and to maintain an in-depth knowledge as specialist developers.







# Casaisinvest, SGPS, SA

Holding Company

## Companies by activity

### Construction

**Ancorpor, Lda**

**Ancorpor, SA**

**Ancortex, Inc**

Assoc, ACE

Assoc/ Soares da Costa, ACE

**Casais Angola, EC, SA**

**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**

**CNT Build, SRL**

**CNT Europe, SA**

**ConstruByGrupoCasais, Lda**

**Construcasais, SA**

CPVC, ACE

Estádio de Braga, Acabamentos e Instalações, ACE

**Euracco, BV**

**Imokop, Lda**

MAECAS, ACE

MCSI, GIE

**CNT Europe - Sucursal Alemanha**

**Casais EC - Sucursal Angola**

**Casais EC - Sucursal Argélia**

**CNT Europe - Sucursal Bélgica**

Sucursal Cabo Verde

Casais Angola - Sucursal Portugal

**Casais EC - Sucursal Marrocos**

### Real Estate

Activegest, Lda

Aliança Global, SIICF, SA

Best-Place, Lda

Bolonia, SL

**Casais Imobiliária, SA**

Congutil, Lda

Critériocircular, Lda

DCImo, Lda

**Gesimo, SA**

**Gestilouro, SA**

**Imocasais Angola, Lda**

Imoretail, Lda

Imovetabase, Lda

IPL, Lda

**Lunacede, Lda**

**Lunacede 2, SA**

Margem Volátil, Lda

**Numérvertice, Lda**

Operfracção, SA

Parati Quality, Ltda

**Referência Mourisca, Lda**

**Trivial Alfabeto, Lda**

Trivial e Determinante, Lda

Trivialdevotion, Lda

Trivialparallel, Lda

Wcimo, Lda

### Agriculture

Byagro, Lda

### Carpentry

**Carpinangola, Lda**

**Carpincasais, SA**

**RMCasais, Lda**

**Carpincasais Sucursal Bélgica**

### Commerce

Ampere P Energy, SL

Ampere Power E P, Lda

**Bluway HK, Ltd**

**Bluway Trading DWC-LLC**

**Meridian Method, Lda**

**Socimorcasal, SA**

**Socimorcasal Angola, Lda**

## Fully consolidated companies

## Group companies covered by this report

### Concessions

**Enstatiop, SA**

### Industry

**Blufab, Lda**

**Bluint, Lda**

**Blumep, Lda**

Probetão, AS

Quadrina, Lda

### Electrical Facilities

**Electro Ideal Angola, Lda**

### Hydraulic Facilities

**Hidroangola, Lda**

### Holding

SC Line Portugal, Lda

**Casais Dutch Holding, BV**

**Casais PI, SGPS, SA**

**Fábula Inadiável, Lda**

### Metalwork

**Metalser, Lda**

### Hospitality

AGHP-Hotelaria, Lda

Hotti Águeda Hoteis, SA

Sink the Ship, Lda

**Turicasais, SA**

### Services

**Academia Casais, Lda**

**ALX, Lda**

**Casais SP, Lda**

**HidroCNT, Lda**

Homing Homes, Lda

**Collinson, Lda**

Operangola, SA

Opermat, SA

**Operplano, Ltda**

**Opertec, Lda**

**Opertec Angola, Lda**

PPPGest, Lda

**Saioz Frio, Lda**

SC Line Development, SL

TopBIM, Lda

**Undel, Lda**

**Undel-Opertec-HidroCNT, ACE**

### Temporary Work

**VHPH, SA**

1

2

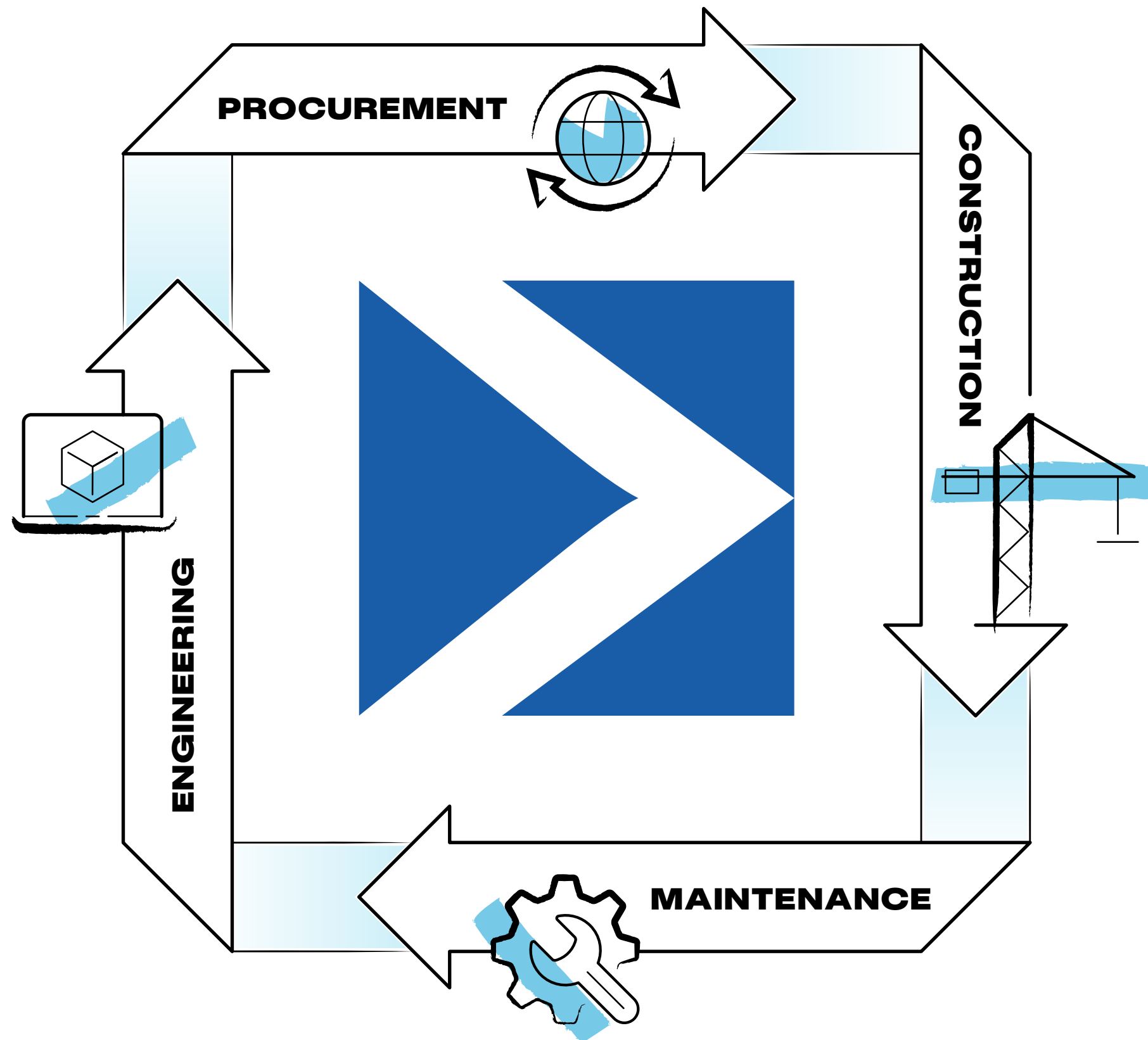
The Casais Group

3

4

5





The Casais business cycle is a complete service in which all areas are interconnected. We coordinate projects globally with consummate expertise and specialist knowledge of all major aspects of construction and maintenance.

We are present throughout the value chain, working in constant synchronisation with the goal of creating **more value** for the client, building on their vision, and building a better tomorrow. We deliver the works as a whole, but we also execute all the parts.

**Engineering** requires constant updating and improvement in the technical sphere, which is why we invest in the professional qualifications of our people. Yet the strategy of vertically integrating trades allows us to gain in-depth knowledge and specific techniques in each area, and fosters closer relationships with the client and the surrounding community.

The trend will increasingly be based on products and systems designed and produced in an integrated way, thus making it possible to transform **construction** into a process of assembling components that can be configured in different ways, giving rise to more creative and sustainable solutions.

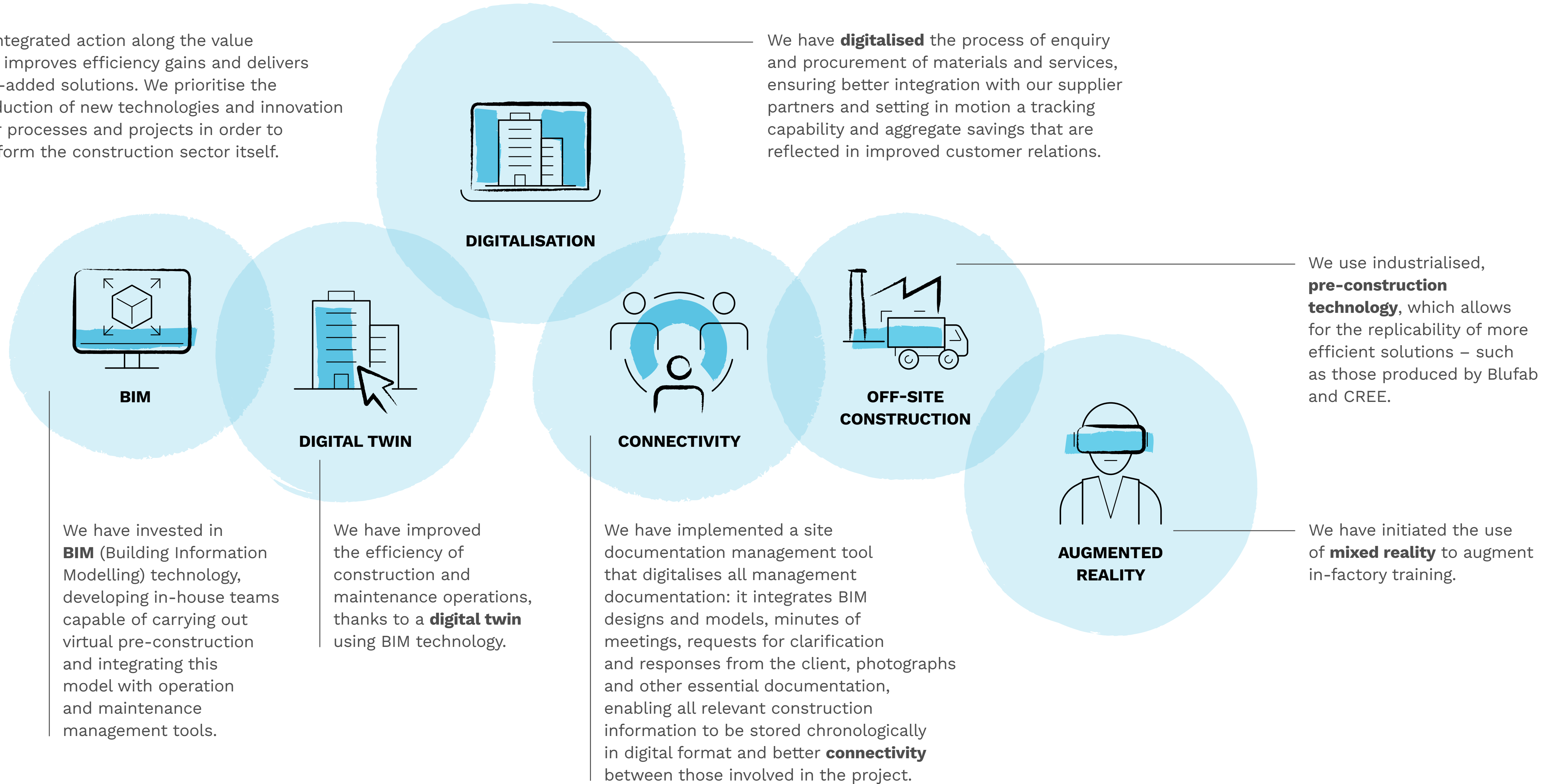
In the field of **procurement**, our national and international presence allows us to create strategic partnerships in different countries, open up supply channels and alternative and innovative solutions, bringing efficiency to the whole of the company's purchasing management and boosting our projects.

At Casais, we work to ensure that the life cycle of our solutions is long and we learn from their evolution. Completing our partnership within the scope of the asset life cycle, we manage the **maintenance** of facilities, buildings and their surroundings, and so gain experience that we integrate into other projects that we undertake.





Our integrated action along the value chain improves efficiency gains and delivers value-added solutions. We prioritise the introduction of new technologies and innovation in our processes and projects in order to transform the construction sector itself.





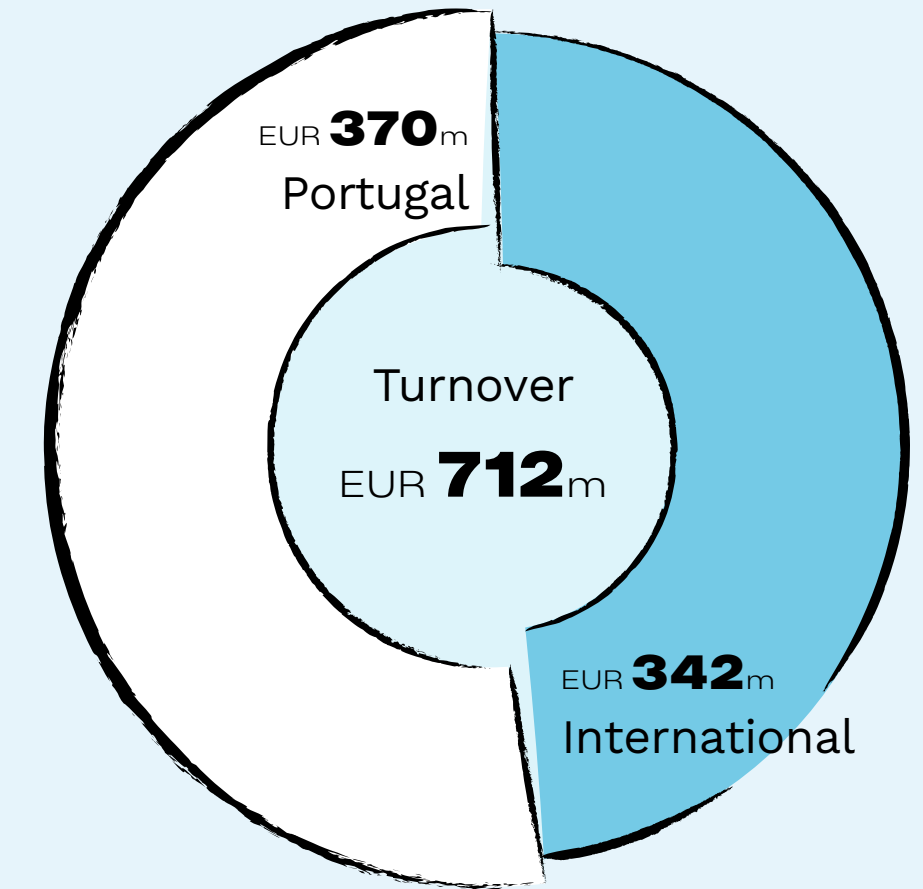
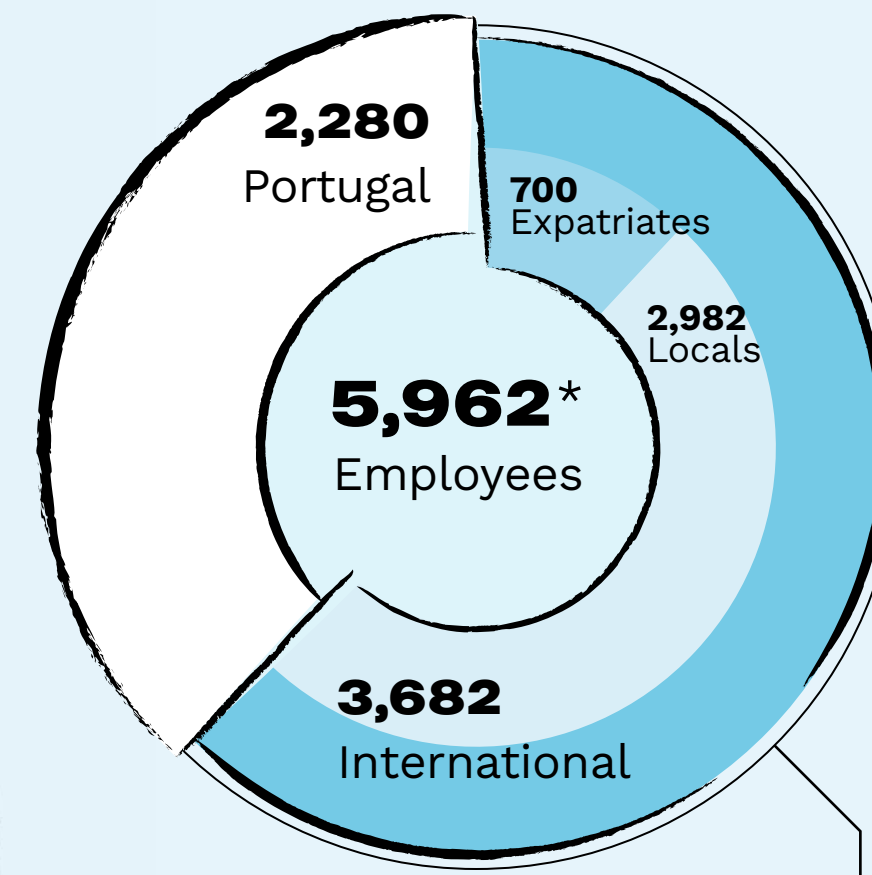


# 2.1.5. The Casais Group around the World



## 17 COUNTRIES

- Portugal
- Angola
- Belgium
- Brazil
- France
- Germany
- Ghana
- Gibraltar
- Morocco
- Mozambique
- Netherlands
- Saudi Arabia
- Spain
- UAE (Dubai and Abu Dhabi)
- United Kingdom
- USA (Texas)
- Qatar



**98,208** Training Hours

\*This Report includes data in respect of 5,136 employees from all 51 companies in the Group.



## 2.2. Risk Management

Risk management is crucial, especially in a sector that is changing, complex and involves many different stakeholders.

**At the Casais Group risk management is one component of the internal control system and entails the development of management policies and procedures designed to ensure that we create value, preserve assets and ethical standards, comply with laws and regulations and vouch for the reliability of the information we provide.**

(3-3)

Overall risk management is the responsibility of the Executive Committee and the Management and Supervisory Bodies, while at Executive Board level, the Corporate Risk Function is assigned to an Executive Director.

In large-scale projects that have a greater impact on the Group's performance, responsibility for the regular monitoring and follow-up process is shared between the Technical Engineering, Economic and Financial Control and Corporate Risk areas, ensuring a comprehensive 360° view of the project, thus increasing visibility and control over potential risks and priority areas. This vision includes: technical monitoring, with frequent analyses of technical and operational risks; economic and financial monitoring that regularly assesses project performance, and risk identification and the monitoring of risks associated with the external context of the business.

The various areas involved in this process form a multidisciplinary team, which allows for a detailed and careful analysis of the main risks and opportunities inherent in the projects, and provides a perspective on possible future risks. The purpose of these monitoring and evaluation exercises is to help identify potential risks, as well as to support decision-making that mitigates risks and, ideally, improves the profitability of the project itself.



1

2

The Casais Group

3

4

5





In the sector in which the Group operates, there are various risks to consider, including those of occupational safety and equipment failure, as well as external factors such as climate change, regulatory changes, fluctuations in the price of materials, and interest rates changes. Risks of different kinds can occur at various stages of projects and in different regions. Our aim is to proactively identify risks in a comprehensive, integrated and cross-cutting way, from various perspectives, enabling better control of risk exposure and the definition of strategies to minimise or mitigate it. The main risks to which we are exposed are:

Risk	Risk Type
<b>Governance Risks</b>	<ul style="list-style-type: none"> <li>• Groupwide</li> <li>• Circumstantial – changes or specific disruptions to the political, economic or financial landscape that prevent the Group from achieving its strategic objectives</li> <li>• Legal risks</li> <li>• Regulatory risks</li> </ul>
<b>Financial and Management Risks</b>	<ul style="list-style-type: none"> <li>• Interest rate fluctuations</li> <li>• Exchange rate instability</li> <li>• Inflation</li> <li>• Lack of liquidity</li> <li>• Loans</li> </ul>
<b>Risks to Tangible Assets</b>	<ul style="list-style-type: none"> <li>• Internal or external damage to physical buildings</li> <li>• Technical breakdowns</li> </ul>
<b>Risks to Information Systems</b>	<ul style="list-style-type: none"> <li>• Development and protection of the company</li> <li>• Information and communication system unavailable</li> <li>• Reliability of our control, reporting and information security systems.</li> </ul>
<b>Environmental Risks</b>	<ul style="list-style-type: none"> <li>• Impacts and disruptions that might be caused to the environment and populations in the vicinity of Group project works</li> <li>• Disruptions to biodiversity</li> <li>• Threats to the conservation of resources</li> <li>• Soil and water contamination</li> <li>• Emission of air and noise pollution, and vibrations</li> </ul>
<b>Occupational Health &amp; Safety and Labour Risks</b>	<ul style="list-style-type: none"> <li>• Workplace accidents</li> <li>• Risks association with employees' occupational health</li> <li>• High employee turnover in the country and unqualified labour</li> </ul>
<b>Risk of Corruption</b>	<ul style="list-style-type: none"> <li>• Corruption in the sector</li> <li>• Corrupt management practices in the locations where Casais operates</li> </ul>



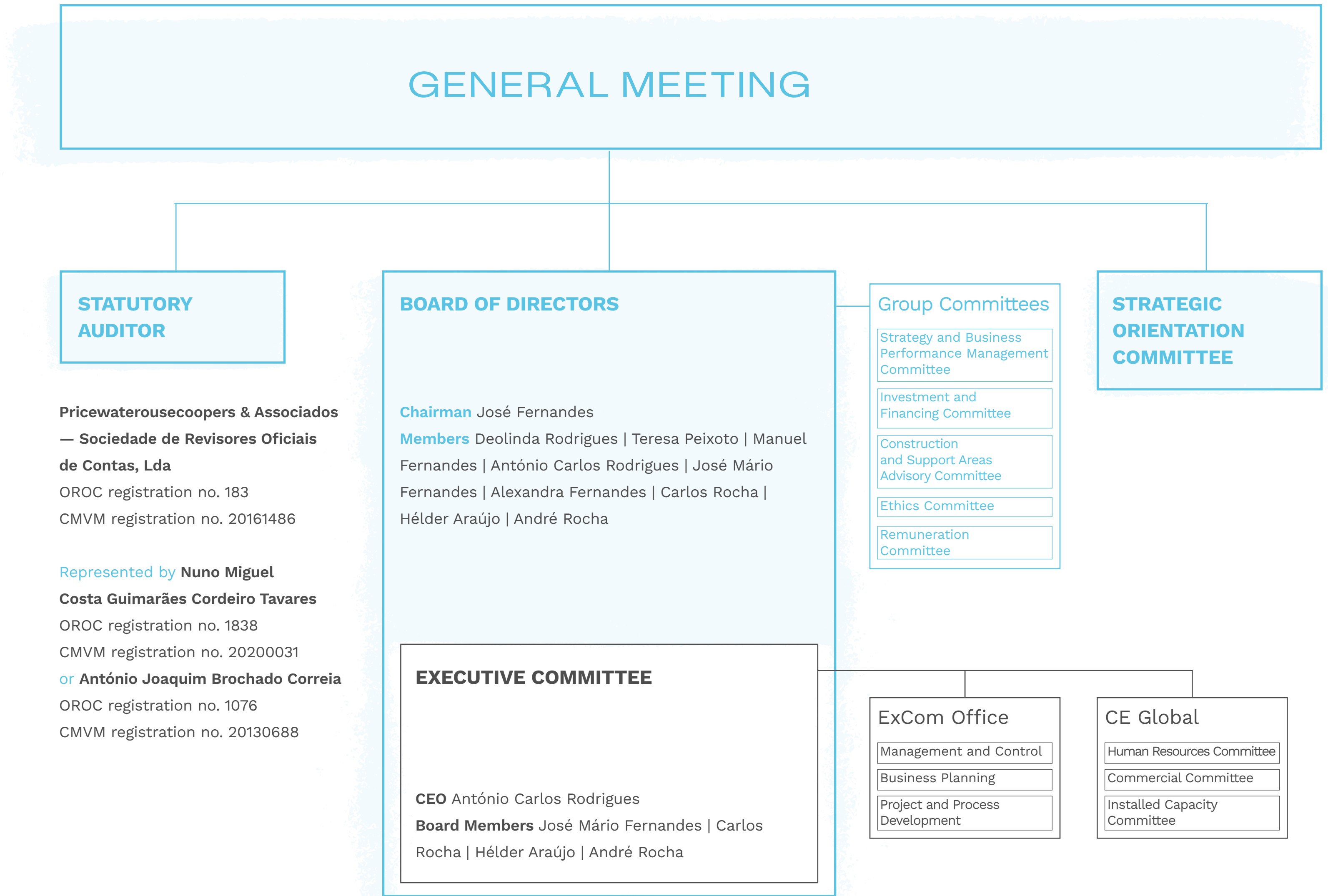


## 2.3. Governance Structure

Casais was founded on 23 May 1958 under the name "António Fernandes da Silva & Irmãos, Lda". Later, in 1991, it adopted, as a brand, the family nickname of Mestre António Casais, becoming "Empreiteiros Casais de António Fernandes da Silva S.A". Now known as the Casais Group, the organisation is managed by the 2<sup>nd</sup> and 3<sup>rd</sup> generations of the Casais family.

The organisation has a **one-tier corporate structure**: it has a General Meeting, which is made up of the shareholders, and which **elects, in compliance with the company's Articles of Association, the Shareholders' Agreement and the Companies Code, the ten members of the Board of Directors (BD)**, which includes the Executive Committee (ExCom), made up of five members. Except in matters that are the responsibility of the General Meeting, the Board of Directors is the highest decision-making body, while Executive Committee is responsible for the overall day-to-day management of the Group.

The Strategic Orientation Committee (COE) is a statutory supervisory body composed of 6 members (5 non-executive members of the BD and one external independent member). This Committee is responsible for monitoring and overseeing the actions of the Board of Directors and issues related to corporate governance, sustainability, ethics and conduct and resolution of conflicts of interests.







# Board of Directors



**Chair of the Board of Directors**  
José da Silva Fernandes  
7<sup>th</sup> term of office



**Chief Executive Officer**  
António Carlos Fernandes Rodrigues  
2<sup>nd</sup> term of office



**Vice-Chair**  
Deolinda da Silva Fernandes Rodrigues  
7<sup>th</sup> term of office



**Board Member ExCom**  
José Mário da Cunha Fernandes  
2<sup>nd</sup> term of office



**Board Member**  
Teresa da Silva Fernandes Peixoto  
7<sup>th</sup> term of office



**Board Member ExCom**  
José Carlos da Rocha Fernandes  
2<sup>nd</sup> term of office



**Board Member**  
Manuel da Silva Fernandes  
6<sup>th</sup> term of office



**Board Member ExCom**  
Hélder Bruno Simões de Araújo  
2<sup>nd</sup> term of office



**Board Member**  
Alexandra Manuela Fernandes  
1<sup>st</sup> term of office



**Board Member ExCom**  
André Miguel Cachada Pinto da Rocha  
1<sup>st</sup> term of office



In 2023, no performance appraisal of the highest governance body was conducted. However, the COE also monitors and advises Board of Directors on strategy and objectives, assessing the execution of business plans. The Committee is responsible for defining the criteria and competences needed in the organisational structure, suggests improvements to increase efficiency and aligns the company's actions with its strategic guidelines.

Given the size of the Group, there is a non-statutory body, the Group Executive Board (CEG), which **meets monthly** and includes representatives from all Group companies to make decisions at a strategic level. The Global Executive Board (CE Global) is another body, made up of directors from various companies who have been **delegated to manage impacts and operate at a tactical level, implementing what is defined at a strategic level**. CE Global includes all ExCom members and covers all companies, with a special focus on operating companies. The companies are grouped by region or business, and the coordinators are being recognised as Directors for various areas or markets, in a process that is ongoing and affects the operation of the companies themselves. These directors, aligned with the Group's mission, values and objectives, report results to the Board of Directors, which evaluates and adjusts strategies to better manage economic, environmental and social impacts.

1

2

The Casais Group

3

4

5

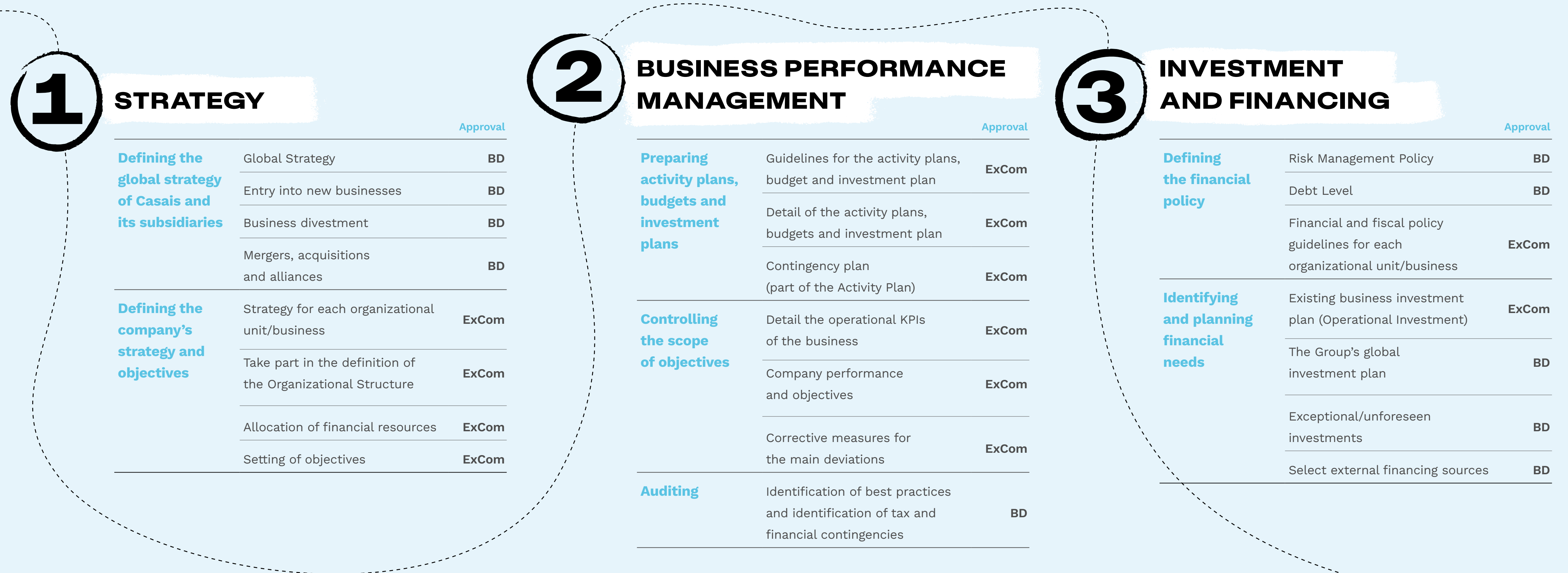




The Group's Board of Directors, following an annual agenda, meets to establish guidelines and policies in line with transparency, fairness and corporate responsibility. It endeavours to ensure the Group's long-term viability and maximise its value, while also weighing the legitimate plural interests related to the development of any business activity.

The Board of Directors the Ethics Committee as well as other specialised internal committees such as the Strategy and Business Performance Management Committee, the Investment and Financing Committee and the Works and Support Areas Advisory Committee.

The responsibilities of the Board of Directors and of the Executive Committee are divided into different areas, whose competences are detailed in the following diagram:



1

2

The Casais Group

3

4

5





The Ethics Committee, made up of one internal and two external, independent members guarantees integrity and ethical quality in the Group's activities and in the conduct of its employees. This committee, created after the approval of the Code of Ethics and Business Conduct, guides decision-making in line with the Group's principles, values and standards, both within the organisation and in interactions with external organisations and partners.

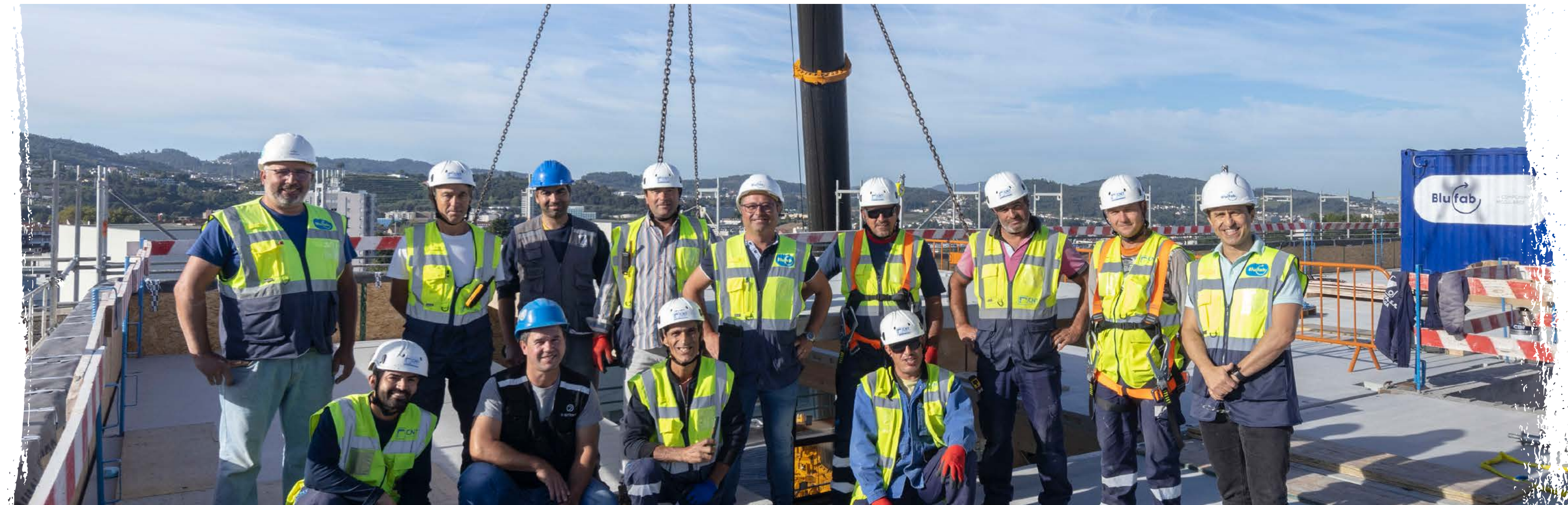
The Code of Ethics and Business Conduct which has already been implemented, advises Group employees to avoid situations that could cause conflict between their personal interests and those of the company.

In the event of a conflict of interest, the employees concerned must inform the Chairman of the Ethics Committee. Members of the Board of Directors also have to report any potential conflict between their interests and those of the company. In cases where making any one decision result in a Director facing a conflict of interest, the member in question will not take part in the decision at hand. The Chairman and the members who are free of any conflict of interest in that instance will assess the situation and propose a course of action. All 10 members of the Group's Board of Directors are aware of and have signed the Code of Ethics and Business Conduct.

The Remuneration Committee, made up of Human Resources management and members of the Board of Directors, continues to work with an external partner to establish a remuneration model and a period for salary adjustments within the Group. The purpose of this model is to guarantee equal pay internally, using a set baseline matrix to guide departments and HR teams in categorising jobs and establishing salaries based on a merit reward policy. In addition, the Group has a variable remuneration model, based on specific criteria for awarding bonuses, such as the result of performance appraisals and meeting objectives, with the intention of aligning employees' objectives with those of the organisation.

At the same time, a long-term incentive model is in place and the Group is extending these initiatives with additional recognition and reward programmes, such as the Organisational Recognition and Merit Programme (PRMO), a reward programme linked to the Referral Programme and a reward programme for internal recruiters.

In the event of contract terminations, payments are made in accordance with the applicable law and labour rights in the market. There are no policies on bonus rebates or retirement benefits.



1

2

The Casais Group

3

4

5



In terms of remuneration, the highest paid individual has an annual remuneration 14.24 times higher than the median annual remuneration of employees (excluding the highest paid), which, although a reduction on the previous year's 19.65 for the same companies, is due to the asymmetries between markets. Angola represents 47% of the labour force being considered and is the market with the greatest asymmetry due to the comparison between employees who are expatriates and locally contracted personnel whose salaries are set locally. With regard to salary increases, it can be seen that there was a significantly greater percentage increase in the median value compared to the salary of the highest paid individuals.

With regard to the development of knowledge and experience on sustainable development, the Board attended 21 national and international events and delegated someone to represent them in 6 others. These events included round tables, seminars, talks, forums and webinars. The knowledge acquired was shared at Board meetings and with members outside the Board. There was also a workshop given by GRACE – Empresas Responsáveis for members of the Board of Directors, which addressed ESG and reporting issues and their importance to companies.

### WORKSHOP ON THE ESG FRAMEWORK AND ITS IMPORTANCE IN THE BUSINESS ECOSYSTEM

A workshop was held focusing on the ESG Framework and its importance in the business ecosystem, with the main aim of providing the members of the Board of Directors with the necessary knowledge on these issues. The format chosen was a half-day in-person event held by GRACE – Empresas Responsáveis, a corporate responsibility association, which was attended by nine directors of the Group and Casais EC.

The workshop addressed the impact and importance of meeting sustainability objectives and ESG compliance in all aspects of the company, emphasizing the crucial role of the structures and strategies defined by the Board of Directors. Both external and internal expectations were explored in order to align the roles and leadership of the Board of Directors in ESG compliance, reporting and its importance for companies.





---

1|2|3|4|5

# VALUE CREATION APPROACH

# OSB

---





# 3.1. Sectoral Trends

According to the Construction Global Market Report 2023, the sector's trend is one of growth, driven especially by emerging markets such as Brazil, India, Saudi Arabia, China and Indonesia. The global construction market grew from USD 14,503.87 billion in 2022 to \$15,461.84 billion in 2023, with expectations that it will reach \$19,519.26 billion by 2027.

At the same time, challenges such as rising construction costs, due to the increase in raw material prices and a shortage of skilled labour, continue to impact the sector.

In this context, construction remains a dynamic sector that demonstrates resilience and adaptation, balancing these challenges with innovation and greater operational efficiency. It faces economic and geopolitical challenges while moving towards more sustainable and efficient practices. Sustainable construction is gaining ground as a strategic approach.

According to the European Commission, "Buildings are responsible for around 40%

of EU energy consumption, more than half of EU gas consumption (mainly owing to use for heating, cooling and domestic hot water) and 36% of energy-related greenhouse gas emissions. Currently, around 35% of buildings in the European Union are over 50 years old and almost 75% of the building stock is energy inefficient. At the same time, the average annual energy renewal rate, also known as the energy renovation rate, is only around 1%."

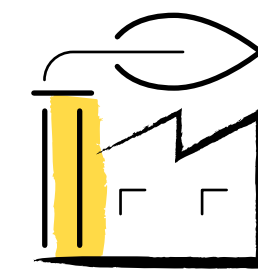
To combat the low energy renewal rates and encourage their growth, in 2020 the Renovation wave strategy was presented, in which the European Commission aimed to at least double renovation rates in the following ten years and ensure that renovations lead to greater efficiency in the use of energy and resources.

In line with Europe's commitment to carbon neutrality by 2050, with the intermediate objective of reducing emissions by at least 55% by 2030, with the measures proposed in the European Green Deal which aim to improve people's quality of life in their homes and workplaces, with the objectives of the

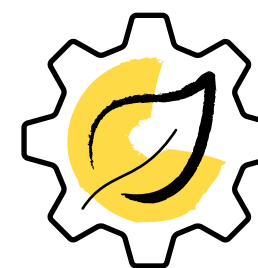
REPowerEU Plan<sup>1</sup> to make Europe energy independent and accelerate deployment of renewable energies to replace fossil fuels in homes, industry and in the production of energy to combat rising raw material prices and the sector's high extraction of raw materials and waste, the following sustainable construction trends stand out:



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



**New construction approaches**, such as modular construction and projects designed to apply disassembly and material recovery techniques.



**Embedded carbon management approaches** for building materials, which focus on estimating and attempting to reduce greenhouse gas emissions associated with the production, transport, installation, maintenance and end-of-life of these materials.

<sup>1</sup> Press Release, 7 December 2023 "Commission welcomes political agreement on new rules to boost energy performance of buildings across the EU"





The suitability of properties in terms of ESG (Environmental, Social and Governance) and EU taxonomy now has a significant bearing on assessing the feasibility of an investment. As a result, we can expect to see a greater demand for Conscious and Innovative solutions that satisfy and keep pace with consumer demands and needs.

The COVID pandemic brought about a change in working models – from working in the physical workspace to remote or hybrid work. In the post-pandemic phase, there has been a greater focus on social leisure areas and collaborative spaces in an effort to transform the workspace and offices into more desirable places where employees feel the same comfort as they do when working remotely.

Consumers are now looking for more practical, multifunctional, yet comfortable and leisure-orientated spaces, increasingly focused on (physical, mental or social) well-being. At the same time, housing prices in markets such as Portugal continue to rise due to the imbalance between supply and demand. In this context, spaces will tend to shrink in size, benefiting from optimisation and multifunctionality in order to control costs.

There is greater awareness of sustainability issues, so consumers are becoming more demanding with regard to materials, the energy efficiency/consumption of their homes, and their health, wanting a greener, quieter environment that promotes safety.

1

2

3

Value Creation Approach

4

5

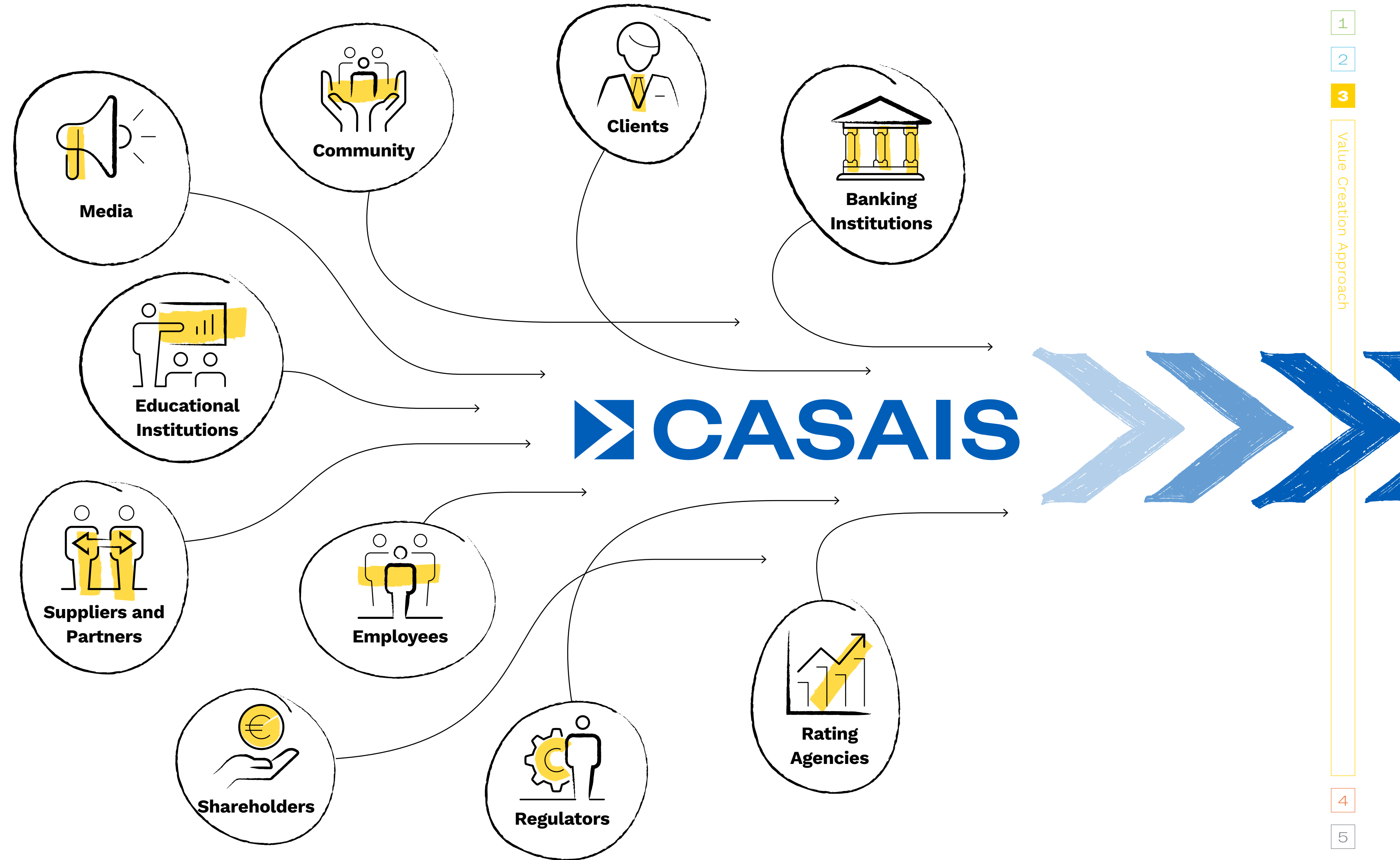




### 3.2. Engagement with Stakeholders

Recognising the sector's vital role in the economy and in society, we constantly analyse market development scenarios and sustainability trends.

This state of preparedness allows us to respond to emerging challenges and ensure that the expectations and concerns of our stakeholders remain central to the way we operate.







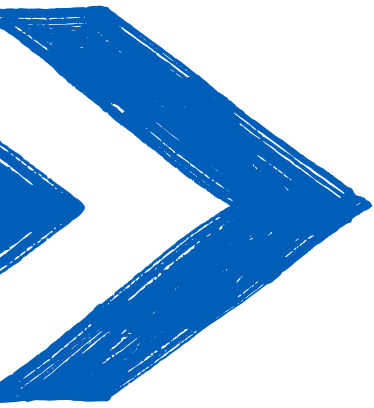
We incorporate the needs of our stakeholders into our strategic decisions because we believe that only by taking them into account can we be more resilient, adaptable and sustainable in the long term and thus achieve a balance between Productivity (economic development) People (society), the Planet (environment).

Our focus remains on being an organisation that is responsive to immediate needs and anticipates and shapes the future in a responsible and innovative way.

As a construction company, we serve societies and constantly invest in the markets where we operate. The works we undertake and our factories are a collaborative networking platform that bridges the gap between suppliers, partners, employees and society. Through this platform, we are creating a process of wealth and skills transfer. Examples of our responsiveness are found in the sharing of knowledge and promotion of collaboration between different stakeholders, including educational institutions and other companies, the

participation in or promotion of events, such as the Mestre Casais Foundation conference on “Technology Transfer for Construction Companies” (during the 6th edition of Braga Economy Week), or the Conference on Housing and Sustainability (promoted by the Casais Group and the economics newspaper, Jornal Eco).

We regularly activate communication channels with the main stakeholder groups. This continuous involvement reinforces the quality of our relationships and promotes a culture of innovation and shared knowledge.





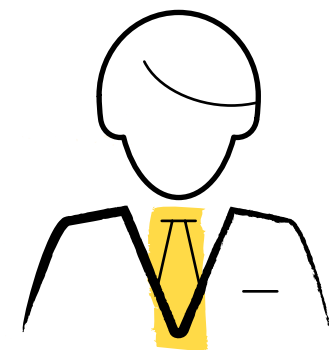


Stakeholders

Communication channels

Key Concerns and Topics Raised

**CLIENTS**



The Casais Group maintains a regular routine of communication with its clients, having weekly contacts with clients who have works in progress. Besides these, Casais has other communication and consultation channels:

- The quarterly CasaisNews newsletter
- E-mails with information and news from Casais (monthly)
- Non-compliance reporting channel
- Reporting channel for health and safety risks and incidents
- Customer service

Satisfaction surveys are also carried out with Casais clients, at two points during the works developed together.

- Ethics and compliance
- Health and Safety
- Employee management and development
- New projects and products
- ESG sustainability certifications
- Value chain management

**EMPLOYEES**



The Casais Group maintains a regular routine of internal communication through:

- Communities on Viva engage (daily)
- Live semanal (a weekly in-person meeting)
- The fortnightly Segue-me internal newsletter
- The monthly Engenho, an internal technical newsletter
- Intranet (Sharepoint)
- Reporting channel for health and safety risks and incidents
- Non-compliance reporting channel

In addition, it regularly conducts satisfaction surveys on various topics:

- Organisational climate survey (annual)
- Employee satisfaction surveys and consultations (annual)
- Employee health and safety surveys and consultations (annual)
- Follow-up and exit interviews with employees
- Staff meetings and knowledge-sharing forums
- Team events and other gatherings

- Ethics and Casais values
- Employee health, safety, and welfare
- Remuneration and reward policies
- Career management, flexibility and mobility
- Employee training and development
- Social responsibility practices
- Financial sustainability of the Group
- Data protection

**SHAREHOLDERS**



- Annual Financial Statements & Management Report
- Corporate website
- Non-compliance reporting channel
- Reporting channel for health and safety risks and incidents

- Financial sustainability
- Prizes and distinctions
- Environmental impacts and reporting

1

2

3

Value Creation Approach

4

5



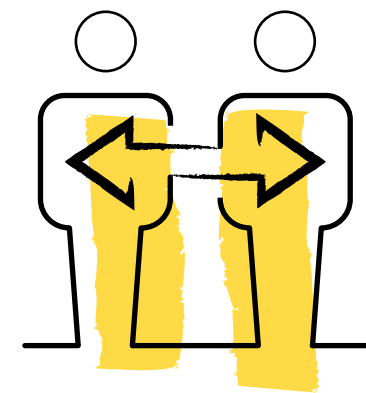


Stakeholders

Communication channels

Key Concerns and Topics Raised

**SUPPLIERS AND PARTNERS**



- Corporate website with Contact form
- Non-compliance reporting channel
- Training modules
- Satisfaction surveys
- Supplier qualification mechanisms and prerequisites
- Partnership with Subcontractors contract template
- Collaborative digital interaction platforms
- Informative webinars for Subcontractors, Suppliers and Third Parties
- Subscription to the code of conduct by Casais suppliers
- The quarterly CasaisNews newsletter
- Reporting channel for health and safety risks and incidents

- Health and Safety
- Human Resources
- New projects and products
- ESG sustainability certifications
- New procedures and good practices
- Knowledge sharing
- Inclusion and diversity
- Community relations and social responsibility practices
- Recruitment and retention of talent in response to PRR, the Portuguese government’s Recovery and Resilience Plan.
- In the event of subcontracted partners, collaboration of Casais in the administrative process of legalising foreign employees locally.

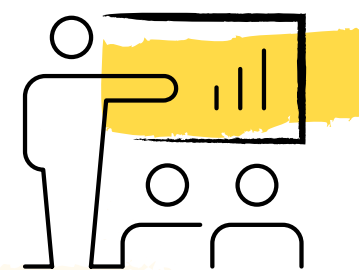
**COMMUNITY**



- Corporate website with Contact form
- Social media (daily)
- The quarterly CasaisNews newsletter
- Non-compliance reporting channel
- Reporting channel for health and safety risks and incidents
- Careers site
- Social responsibility initiatives
- Seminars and workshops
- Communications of mandatory environmental legal requirements

- Ethics and compliance
- Health and Safety
- Training and development
- Customer engagement and satisfaction
- Social responsibility practices
- Compliance and environmental, social, and health and safety reporting
- Recruitment

**EDUCATIONAL INSTITUTIONS**



- Corporate website with Contact form
- Reporting channel for health and safety risks and incidents
- Non-compliance reporting channel
- Careers site
- Career Fairs and University Career Days
- Partnerships with local universities, mainly within the scope of the internship programme

- Recruitment and integration of students into the labour market
- Inclusion and diversity
- Collaboration in research, studies and theses
- Training and knowledge sharing
- Merit awards and scholarships

1

2

3

Value Creation Approach

4

5



We recognise that we cannot make this journey alone. We favour strategic partnerships with organisations that are aligned with the values of excellence, transparency, quality and sustainability.



The **Business Council for Sustainable Development Portugal (BCSD Portugal)** is a not-for-profit organisation that brings together and represents more than 180 leading companies in Portugal that are actively committed to the transition to sustainability.

As part of the BCSD, we signed its "Towards an agreement for nature at COP15" and "Towards COP27" manifestos. We are also part of the "act4nature" initiative. (Progress on commitments available in the [annexes](#)).

We have signed the Pacto de Mobilidade Empresarial de Braga —the Braga Business Mobility Pact—(PMEB), and so have committed to include thirteen initiatives in our business mobility plan, whose status update can be consulted in the annexes. We also took part in two taskforces (TF): i) TF Climate Risks, with the aim of creating a Business Guide to Climate Risks and Opportunities (published in February 2024), and ii) TF Value Chain and Circular Economy, focused on sharing and promoting sustainable procurement practices and circularity in the value chain and business model.



**BUILT CoLAB** - We have a partnership with BUILT CoLAB — the Collaborative Laboratory for the Built Environment of the Future — which is engaged in research, innovation and knowledge dissemination activities in the AEC (Architecture, Engineering and Construction) sector.



**GRACE - Empresas Sustentáveis** – We are members of this association whose is to collaborate with organisations that are committed to sustainable development and to incorporating, innovating and inspiring social responsibility practices. We seek to share knowledge and have taken part in various webinars and training courses on the themes of Sustainable Development and ESG and in an SDG 13 Climate Action Cluster, which aims to provide knowledge on the concept, causes and effects of climate change, publicise good practices and define companies' commitments.



**CVR** - We sit on the Board of Directors of CVR – Centro Valorização de Resíduos, a waste recovery centre, whose mission is: "To support industry and municipalities in devising innovative waste management options, respecting the stages of the process in a cost-effective and environmentally correct manner appropriate to each particular situation."



ORDEM DOS ENGENHEIROS REGIÃO NORTE

**Order of Engineers - Northern Region (OERN)** – We are members of the Assembly of Representatives of the Ordem dos Engenheiros, which represents Bachelor and Master degree engineering graduates, ensures access to and exercise of the profession, promotes ethics and the development of engineering in Portugal.



**Smart Waste Portugal** - We are members of Smart Waste Portugal, where we actively participate in debates and share knowledge, ensuring that our practices are aligned.



**AICCOPN** – We are members of the Board of Directors of the Portuguese Association of Civil Construction and Public Works Industries. (AICCOPN), an association that gives voice to the concerns and interests of businesspeople in the sector.



**Pacto Climático de Guimarães** – We are signatories to the Guimarães Climate Pact, an initiative of the Municipality of Guimarães that aims to unite citizens, companies, institutions and the municipality in joint efforts to decarbonise and achieve climate neutrality by 2030.

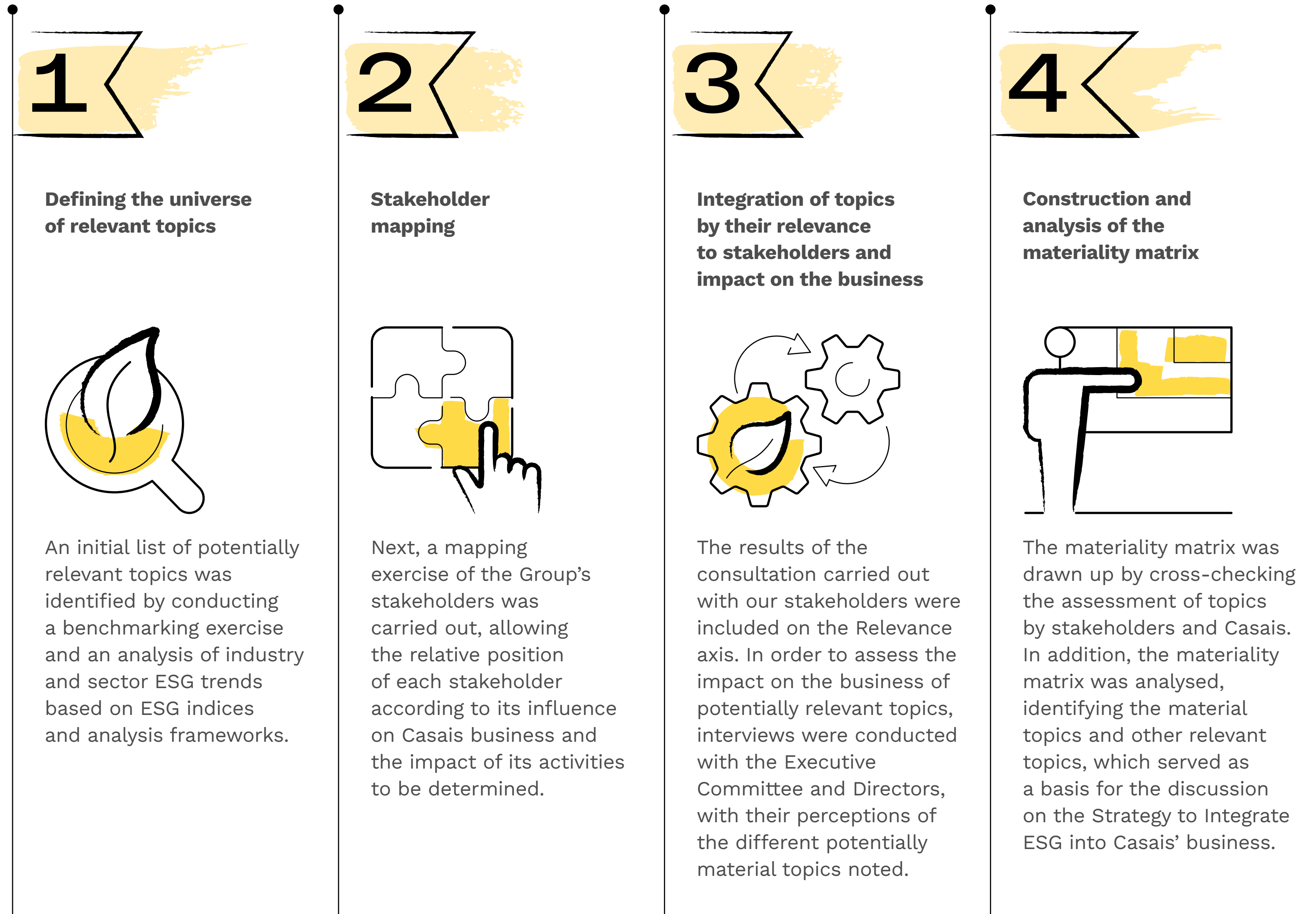




### 3.3. Materiality

Starting in 2021 and ending in 2022, the materiality analysis was carried out in accordance with GRI standards. Together with the Group’s Executive Committee and other stakeholders, this enabled 20 material topics relevant across the Group and divided among the three ESG pillars, according to their relevance to Stakeholders and the potential impact on the business.

The Group's materiality analysis process comprised the following four stages:





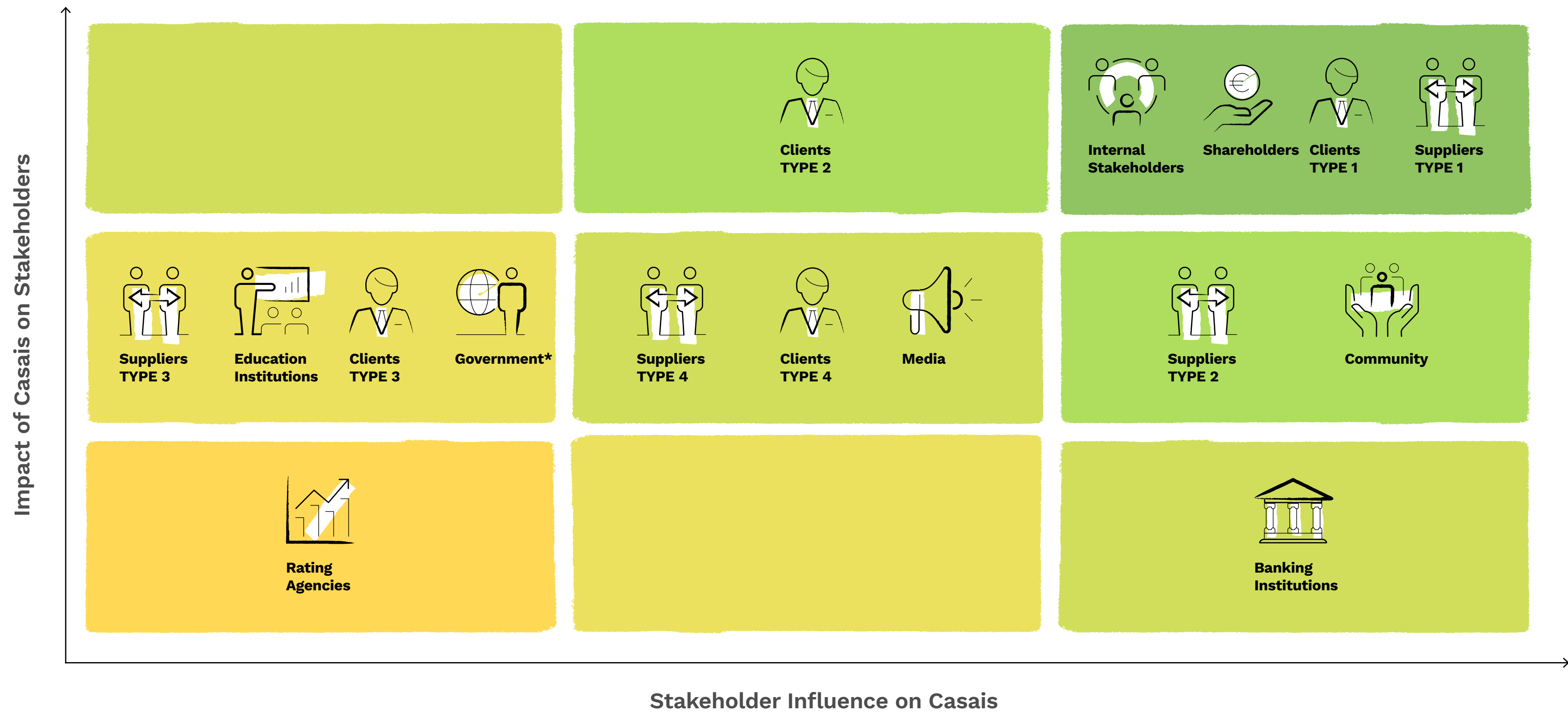


In the Stakeholder Mapping phase (phase 2), each stakeholder was positioned in terms of its “influence on the business” and “impact of its activities”. This positioning was based on criteria such as sales volume and the nature of the relationship with the Group, which were rated from one to five. This exercise resulted in the following mapping:

The result of this analysis was used to define the materiality matrix, reflected in the weight assigned to the “Relevance to Stakeholders” axis. Specifically, the perspective of a stakeholder who is positioned in the upper right quadrant will have more impact on outcomes than one in the bottom left quadrant.

\* Weighting takes representativeness of those contacted into account.

- High
- Medium High
- Medium
- Medium Low
- Low







The highest governance body was involved in the next two phases of determining relevant issues from the point of view of the 2<sup>nd</sup> axis (Business Impact) and constructing the final materiality matrix.

The current materiality matrix is as follows:



**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

**Social**

- 8 Community relations
- 9 Health and Safety
- 10 Human Rights
- 11 Inclusion and Diversity
- 12 Employee management and development
- 13 Design and safety of products and infrastructures
- 14 Stakeholder Engagement

**Governance**

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





As has been Casais' practice, with a view to transparency and continuous improvement, we want to anticipate mandatory reporting in accordance with the Corporate Sustainability Reporting Directive (CSRD), based on European Sustainability Reporting Standards (ESRS) by 2025. Such a development will entail a new, dual materiality analysis, complementing the Impact Materiality dimension (inside-out perspective) with a Financial Materiality dimension (outside-in perspective).





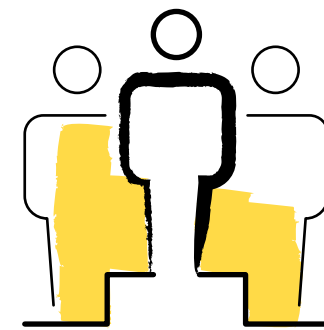
### 3.4. Strategy to Integrate ESG into Business

We are continually improving our ESG approach. We recognise that true sustainability manifests itself through concrete actions on behalf of the environment, society and governance. We believe that excellence in sustainability is not a destination, but a journey. We ensure that not only do we respond to current needs, but we also ensure a sustainable future for generations to come.

**Through incremental and disruptive innovation, customer focus, financial strength, sustainability and knowledge development, we have managed to create a positive impact in the world.** Bearing in mind our mission—to “Manage with expertise and innovation, favouring strategic partnerships and new markets based on a culture of excellence and sustainability”—and what our consultation with stakeholders identified (detailed in section 2.1.3), the five strategic objectives were defined where ESG issues have been incorporated into the business, to ensure the Group’s sustainability in the long term.



ENVIRONMENTAL ENVIRONMENT

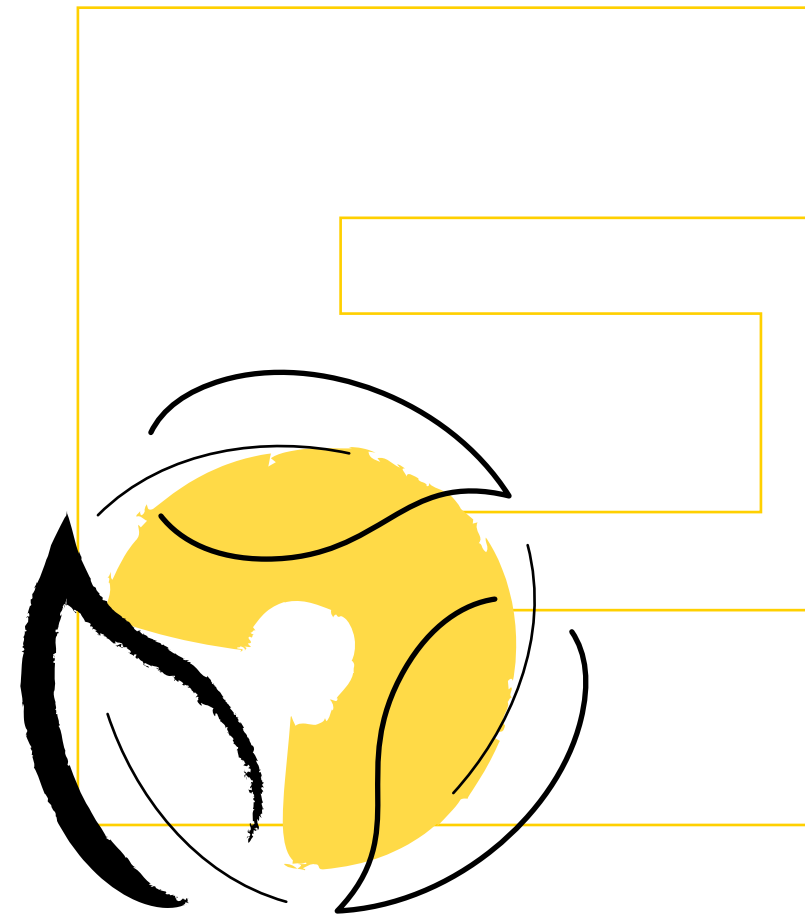


SOCIAL SOCIAL

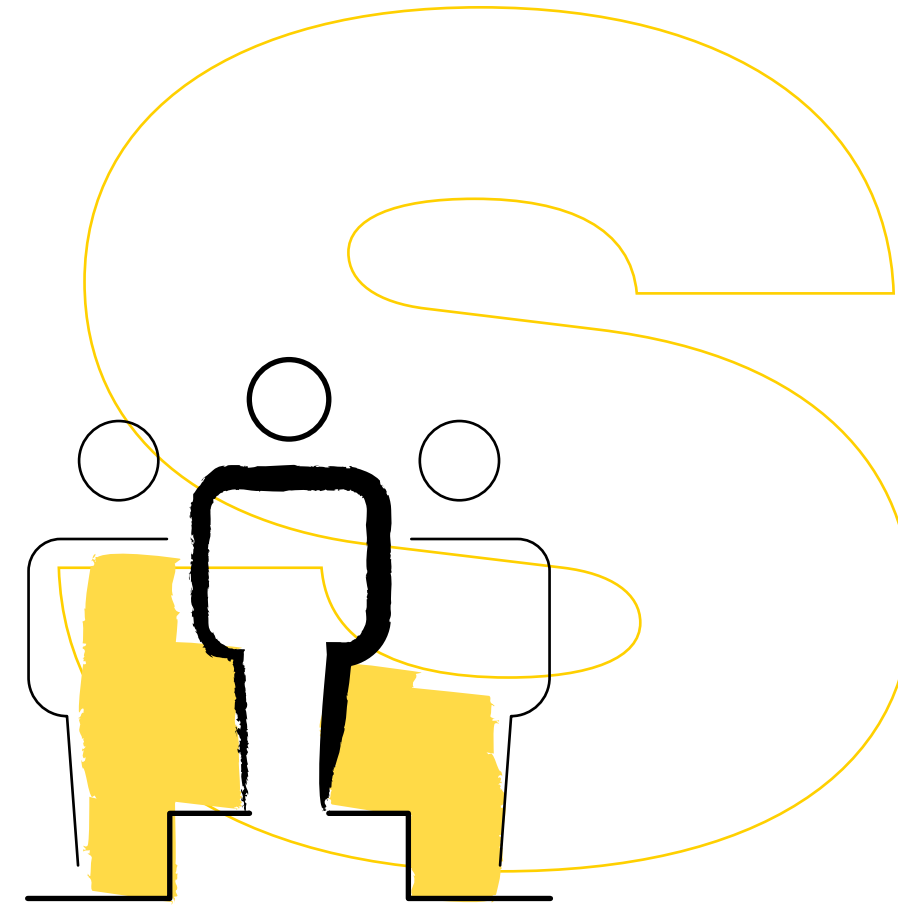


GOVERNANCE GOVERNANCE





In terms of **Environmental** issues, we are committed to building a sustainable future. We know the importance of innovation and respect for the planet, and we strive to incorporate conscious and innovative solutions into our projects, focusing on the development of green buildings and technologies and construction practices that minimise environmental impact. Industrialisation and digitalisation are the main tools we are using to increase efficiency, improve waste management and reduction, and promote the adaptability and durability of buildings, which we consider essential for the transition of the construction sector.



In terms of the **Social** dimension, our commitment to human development is unwavering. We look for projects that have a positive impact on society. We invest in the training and growth of our employees, recognising that human capital is our most valuable asset. Through a safe, inclusive and diverse working environment, we reinforce our role in society as agents of positive change.



As regards **Governance**, we maintain a standard of ethics, integrity and resilience in our operations, ensuring that the trust placed in us by our stakeholders is maintained and valued. We are present in diverse markets and cultures, so we challenge and face the difficulties in the sector with our ability to adapt, with a strong, principled culture that leads us to adopt the best, innovative practices not only in construction but also in management, thereby maintaining the robust sustainability of our business model in the long term.



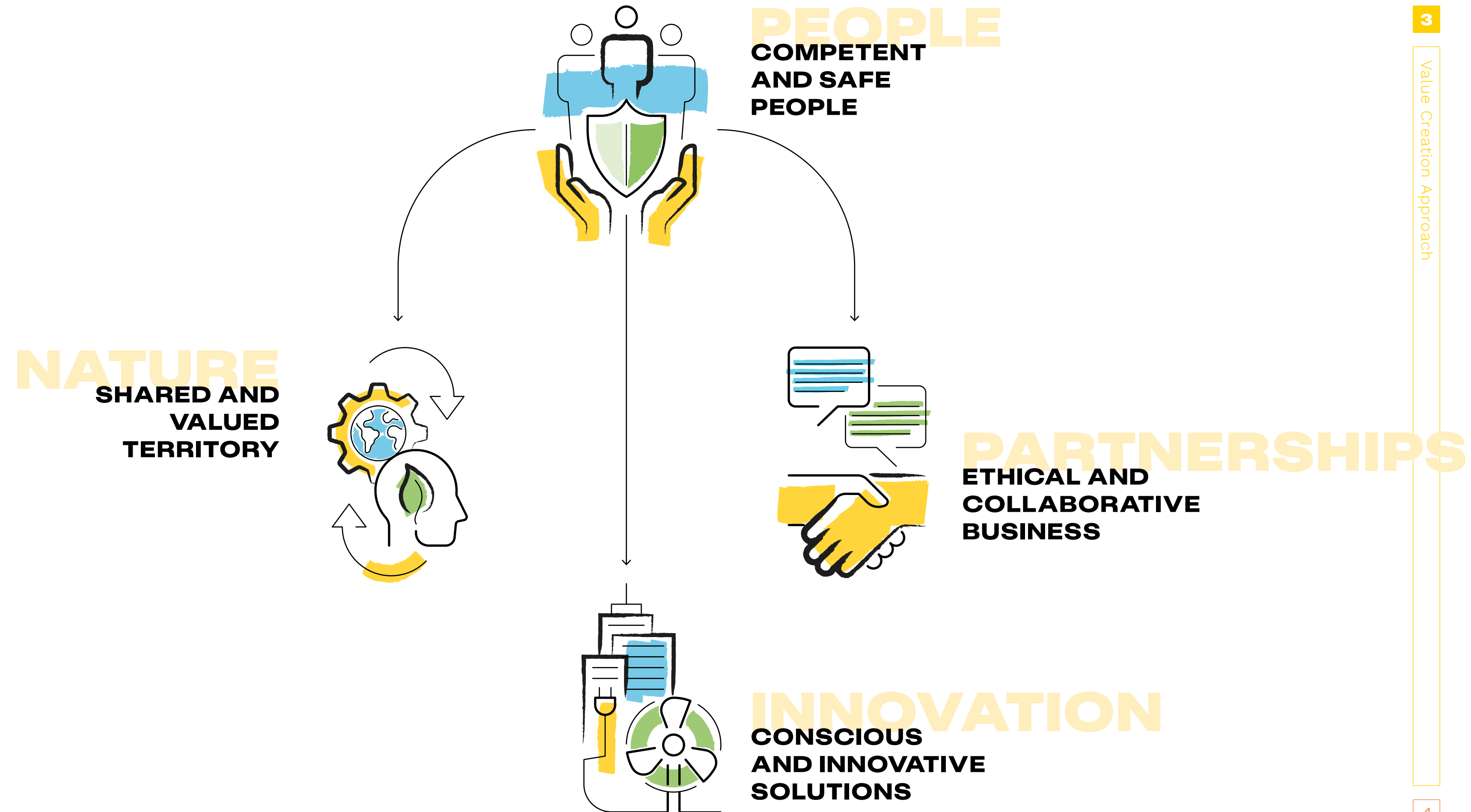


We see each new project as an opportunity to reaffirm our commitment to a more sustainable world. We are aware of the vital role we play in society, continually striving to improve as a company and creating conditions for a fairer society.

### Casais takes responsibility for seeking out and encouraging projects where the three facets of sustainability are evident.

We prioritise health and well-being, creating urban spaces and habitats that promote sustainable communities and collective well-being.

Our strategic points of focus, resulting from the analysis of material topics and value-creation drivers associated with the different aspects of ESG that shape the vision of integrating sustainability into our business, have given rise to four strategic priorities to act upon.







Each of the strategic priorities is clarified in terms of its scope and value creation, as well as being aligned with the Sustainable Development Goals (SDGs). In order to ensure alignment, the ambitions and respective commitments in the three facets of ESG were also defined.



### COMPETENT AND SAFE PEOPLE

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



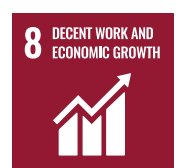
Material topics

- Employee management and development
- Health and Safety



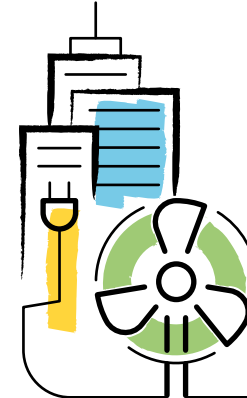
Relevant issues

- Inclusion and diversity



Ambitions

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



### CONSCIOUS 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



Ambitions

- 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



### 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



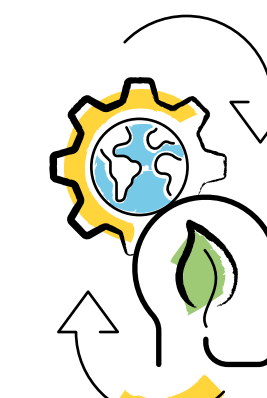
Relevant issues

- Risk management
- Engagement with customers and Stakeholders



Ambitions

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



### 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



Ambitions

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





1|2|3|4|5

# STRATEGIC PRIORITIES

4





1

2

3

4

Strategic Priorities

5



# ZERO

**ZERO** FATAL ACCIDENTS OCCURRED IN 2023

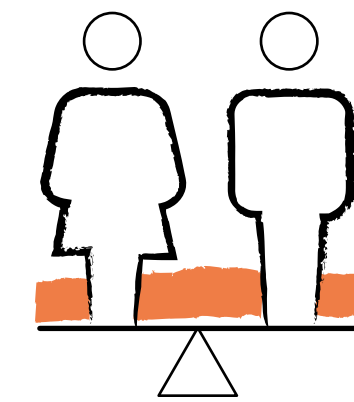
**ZERO** CASES OF DISCRIMINATION WERE REPORTED IN 2023

**ZERO** CASES OF CORRUPTION WERE IDENTIFIED IN 2023

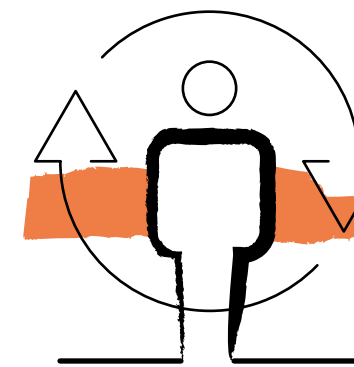
**ZERO** CASES OF CHILD LABOUR, OR FORCED OR COMPULSORY LABOUR IN 2023



**> 90,000**  
TRAINING HOURS



**1.22**  
GENDER PAY GAP



**227**  
EMPLOYEES TOOK ETHICS AND ANTI-CORRUPTION TRAINING COURSES

**33%** Hiring Rate

**32%** Turnover Rate

**99%** Eligible employees received performance appraisals





# 4.1. Competent and Safe People

Our journey is like a construction – a building that is a constantly evolving work-in-progress. Each year, we add a new floor to the structure, and each new floor supports the next one.

We are aware of our interdependence: the resources we need come from the community (in the form of equipment, people and knowledge), yet the benefits of our work flow back to it. In society we grow and prosper. Each employee is a vital part of this process of continuous development. Each contribution adds strength and competence to the whole.



The basis of the **Competent and Safe People** priority recognises that it is only through the development of our employees that we can achieve sustainable growth.





Therefore, in this priority, we have committed to 6 goals:

Ambition	Commitment	Metric	Commitment Progress	Target
<b>Enhance the social role of Casais among employees</b>	Ensure that the lowest paid within the organisation is paid at a level at least 10% above the minimum wage of the country concerned by 2027 (applicable to full-time employees, for the construction sector).	Ratio of lowest pay to minimum wage for each location (analysed by company and location and minimum value shown)		2024 - 2027: 10% (Permanent)
	Ensure access to training for a minimum of 60% of employees annually by 2025.	No. of employees with access to training modules / No. total active employees (as at 31 December + exits)		2024 - 2027: 60%
<b>Increase recruitment and retention of talent</b>	Maintain an employee turnover of 10% or below	No. of exits / No. total active employees (as at 31 December + exits)		≤10%
	Achieve a tender acceptance rate of 80% by 2025	No. of final proposals accepted / No. of final proposals proposed		80%
	To ensure a general satisfaction rating greater than 80% for the organisational climate survey indicator from 2025 onwards.	Results of the organisational climate survey conducted every two years		80% from 2025
<b>Zero accidents</b>	Maintain Labour Accident Rate levels within the parameters of excellence as defined by the International Labour Organization.	Frequency index = (No. Accidents x 1,000,000) / Total No. Hours Worked Target: < 20 - ILO** level: Very Good (consolidated by weighted average number of hours worked)		≤20
		Gravity rate = (No. Days lost x 1,000,000) / Total No. Hours Worked Target: < 500 - ILO level: Very Good (consolidated by weighted average number of hours worked)		≤500

\*Only Casais Angola, Casais Gibraltar, CarpinAngola and VPH are accounted for.  
 \*\*International Labour Organization  
 Note: The report has grown in scope each year: it covered 2 companies in 2021, 17 in 2022 and 51 in 2023.

1

2

3

4

Strategic Priorities

5





## 4.1.1. Employee Management and Development



We recognise the value of every employee. Our story is written by many hands, but with one voice. We have a narrative rooted in values, which culminates in a legacy and a unique culture: the Casais Culture. We recognise the importance of preserving this culture. We ensure that our employees' skills are honed and that our competitiveness as a Group is strengthened, guaranteeing the sustainable growth of our business.

Our investment in innovation, digitalisation, prefabrication and modularisation boosts the attractiveness of our business, allows us to recruit diverse talent, promotes the inclusion of different age groups and improves gender equity. We consider it crucial to select employees judiciously, ensuring that we share the same values and that their attitudes are aligned with our corporate culture.

**We consider aspects such as recruitment, talent retention, internal growth and valuing our employees to be fundamental.**

We also want our employees to feel integrated and that sharing transcends the transactional work relationship. To this end, we organise many group activities.

1

2

3

4

Strategic Priorities

5





### THE GROUP CULTURAL AND RECREATIONAL ACTIVITIES PROGRAMME

Throughout the Group, activities are organised to provide a good professional and social environment among the teams, aiming at better knowledge, integration and involvement of the employees in the company spirit.

The following activities took place in 2023:

**Padel, volleyball and football tournaments** – sports activities for employees, with the aim of promoting socialising, relaxation and the practice of healthy habits.



**Women's Day** – an activity aimed at Casais employees in Angola that took place on 6 and 7 March to celebrate International Women's Day. Female employees took part in a choreography performed in various workplaces and organised in partnership with an external entity. At the end of this activity, each of the 270 female employees who took part received a gift, as a token of our recognition and appreciation of the role they each play in our organisation.



**Celebration of the Group's anniversaries** – activities for all employees. These dates are observed with small get-togethers at the different workplaces.



1

2

3

4

Strategic Priorities

5





**Family Day** – for employees' families, giving them a chance to get to know their workplaces and colleagues. Activities were organised in three locations (Braga, Lisbon and Porto) and 330 people took part.



**Get-Together Lunches** – for employees, the idea being to break with routine, enjoy natural surroundings and give them a chance to relax and socialise.



**International Breast Cancer Day - Mammogram tests** – an activity for Casais employees in Angola, with the aim of raising awareness about the importance of prevention and early detection of breast cancer. This campaign was carried out in collaboration with the local health insurance company, in three sessions, of three and a half hours each, at the Casais Group's premises, to clarify information, and offer the opportunity for female employees over the age of 40 (in line with the recommendations for preventing this type of cancer) to have a simple screening test. 80 Employees participated.



**Celebratory get-togethers** – feasts of Popular Saints, Christmas and New Year parties – open to all employees.



**Children's Christmas Party** – The Group's children and their families were invited to two shows, one in Lisbon and the other in Porto. 450 People attended these performances.



1

2

3

4

Strategic Priorities

5

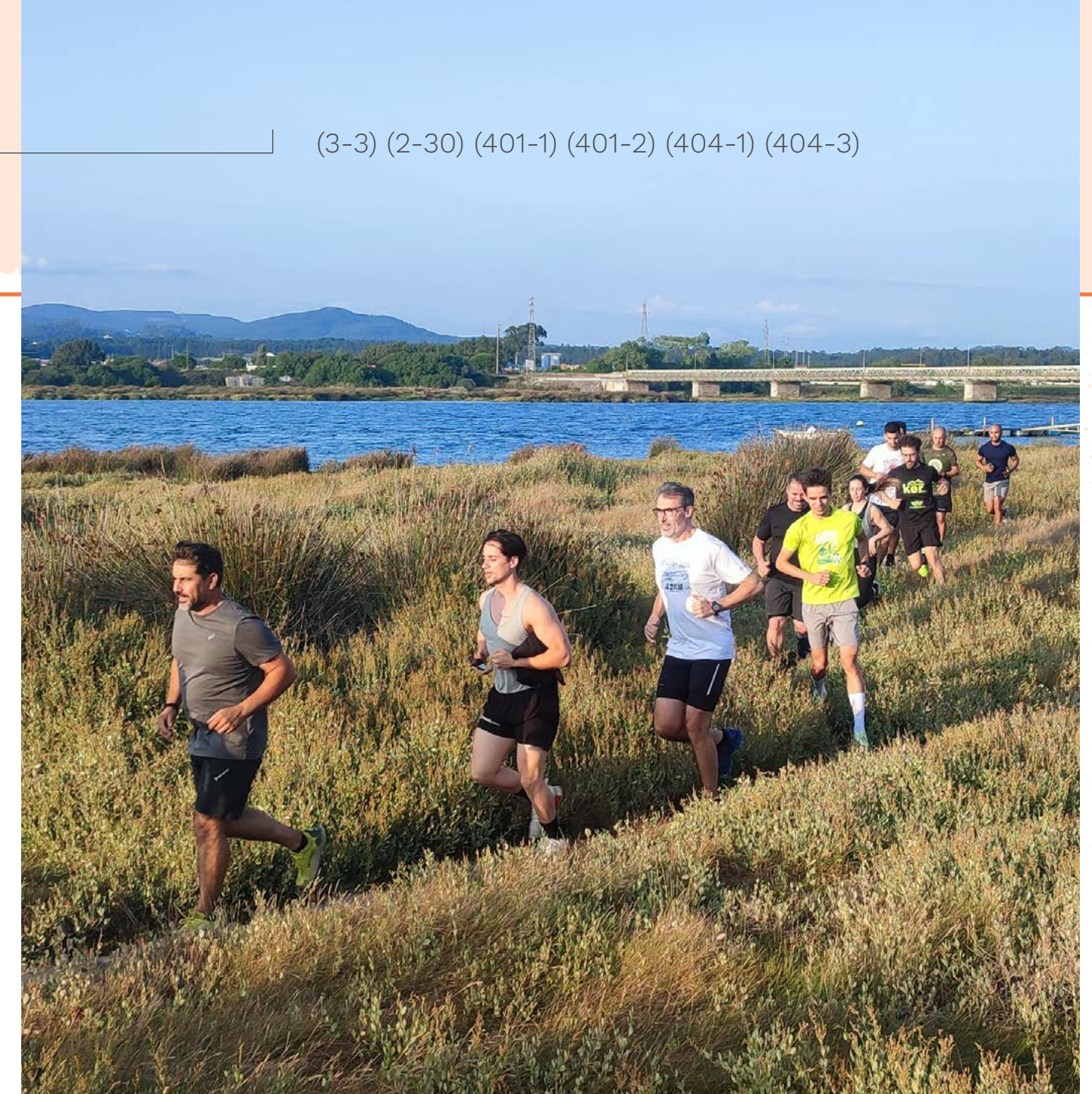




### CASAIS GROUP EMPLOYEES ASSOCIATION

The **Association of the Employees of the Casais Group** (ACGC) is a not-for-profit organisation that aims to promote humanism, cohesion and knowledge among the employees. After a hiatus during the pandemic, activities began again in 2022, and continue to be promoted with the aim of encouraging sports, socialising and contact with nature.

In July 2023, the 8th edition of Sunset in Esposende brought together 58 participants. In September we organised the 8th Annual Walk to São Bentinho (Gerês) – a night walk, with 18 participants. We took part in 10 races throughout the year as part of the “Casais Running” project, each with around 50 participants. We also celebrated St Martin's Day, with several employees gathering at the headquarters to celebrate this date with a Magusto, a traditional festival featuring new wine and roasted chestnuts.



1

2

3

4

Strategic Priorities

5





Employee management and development is headed by the Human Resources department whose challenges are to recruit, develop and retain the best employees, with its policy outlined in five strategic priorities:

1 Attract the best people through a recruitment strategy integrated with the Group's Values;

2 Develop human capital systematically through a performance management and continuous training strategy;

3 Recognise and reward expected behaviour and performance through an equitable pay and benefits policy;

4 Retain the best through an appropriate talent management strategy and encourage internal and external mobility;

5 Promote the Casais culture with the active participation of employees in the life of the company, in teamwork, with rigour and creativity.

1

2

3

4

Strategic Priorities

5







# Recruitment and retention of talent

The recruitment process we promote is designed to identify talent based on the specific competences and skills of the candidates, taking into account the Group's needs and the evolution and improvement of our construction processes. The process includes a phase of onboarding training in each of the different business areas.

We promote internship programmes in collaboration with educational institutions. Examples include the Mestria & Inovação programme, focusing on mastery and innovation, and the Arte & Engenho (art and ingenuity) trainee programme, aimed at attracting young talent and incorporating them into our companies.

## MESTRIA & INOVAÇÃO PROGRAMME

The **Mestria & Inovação** Programme is our professional internship programme in Angola focused on Civil Engineering. For a period of 10 months, we provide trainees (5<sup>th</sup> year Civil Engineering students) with an opportunity to immerse themselves in a corporate environment. This programme is designed so that participants can consolidate the knowledge acquired during their academic training, and gain valuable professional experience. In addition, the programme aims to instil the Casais culture, promoting values such as teamwork, excellence and innovation. These internships are a bridge

to the participants' personal and professional development, encouraging entrepreneurship, proactivity and preparing them to successfully overcome future challenges. In the most recent edition of this programme, we had five interns take part, who, after completing their internship, were invited to stay on and join the Casais team on a permanent basis. This initiative not only reinforces our commitment to developing new talent in the field of Civil Engineering but also underlines the success of the Mestria & Inovação programme as a catalyst for professional growth and innovation within the sector.



1

2

3

4

Strategic Priorities

5





**PROGRAMA  
ARTE + ENGENHO**

The **Arte & Engenho** trainee programme in Portugal aims to attract, challenge and retain young talent by integrating trainees into the Casais culture, reinforcing values, strategic alignment and involvement in the Group, promoting teamwork, rigour, innovation and a spirit of excellence.

Each trainee is accompanied by a mentor, who offers guidance and support throughout the programme and is responsible for providing guidance on work plans and expected results, as well as ensuring the effective integration of trainees into their respective teams.



In its 14<sup>th</sup> edition, the programme introduced some new features, including the integration of trainees in support areas (Marketing and Communication, Human Resources and Legal) and exclusive paths in Production, in the role of Site Assistant.

The programme lasts nine months, with three months spent in another market to get to know different realities and other ways of working. In the 2023 edition, the countries selected were Angola, Belgium, Gibraltar and Spain.

In total, 14 new trainees joined the programme, distributed between the technical areas of Engineering and Architecture (six trainees), business support areas (three trainees), and Production (five trainees). Of these, six joined the company at the end of the programme in the roles of Site Assistant, Pre-Construction Technician, Communications Technician and Legal Advisor.

**BLUMIND — INTERNSHIPS**

**Blumind** is an initiative by the Human Resources department that promotes summer, curricular and professional internships. It is also responsible for awarding school merit scholarships, assuming a commitment to social responsibility with the student community. Its purpose is to encourage and carry out initiatives that provide students with different opportunities to develop a complementary and parallel path to their academic education, where they can acquire knowledge in a real and practical context. With the aim of attracting talent to our organisation:

— We had 41 curricular internships, 30 PEJENE internships (promoted by the Youth Foundation, for young people attending higher education in all academic areas) and six Introduction to Professional Practice programmes.

— We organised eight technical visits to different Casais EC, Ancorpor and Constru construction sites in Lisbon and Porto.

— We held two workshops with eight in-house speakers – on Offsite Construction, to introduce companies, and an “EnCarreira-te” workshop on job applications and vacancies.

— We participated in 15 Career Days.

1

2

3

4

Strategic Priorities

5





### OPENWEEK CASAIS

The 7<sup>th</sup> edition of Casais **OpenWeek** took place from 16 to 21 October. At this annual event, the Casais Group opened its doors to the student community, allowing them to explore our facilities and projects and to meet and make contact with various professionals from the construction sector, both in the office and on site.

With this event we show the Casais culture, our dedication to quality, customer satisfaction, safety and the well-being of our teams and that the construction sector, with its commitment to innovation and sustainability, is not only a dynamic and constantly evolving sector, but also has different opportunities in various areas.

Over the course of five days, we received visitors at our headquarters in Braga, two construction sites in Porto, two in Lisbon and one in Faro. We also held the Housing and Sustainability Conference at the Electricity Museum in Lisbon, attended by more than 300 people.

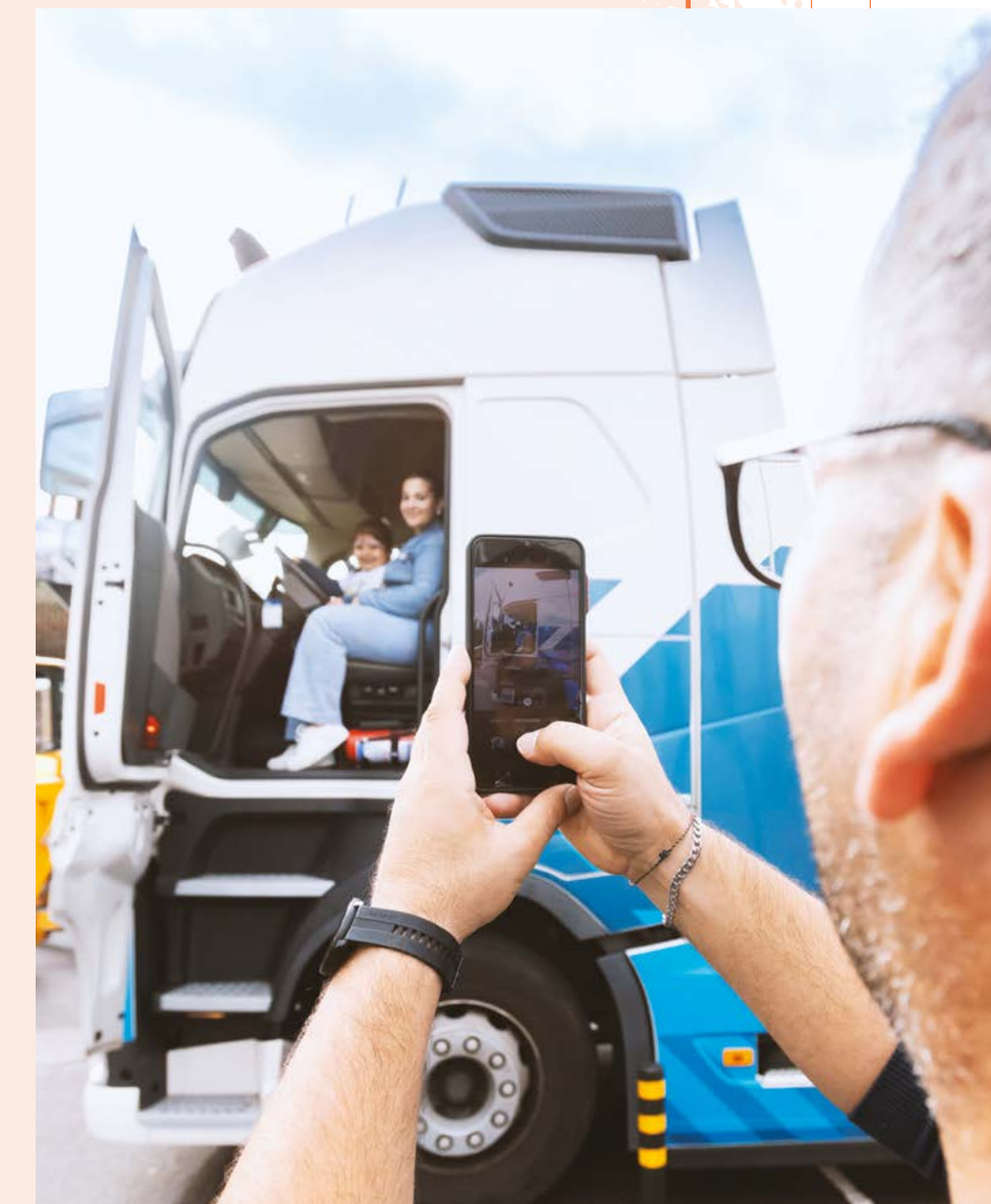
1

2

3

4

Strategic Priorities



5





### COURSE ON ADVANCED CONSTRUCTION TECHNOLOGIES

The Casais Group, in collaboration with the Polytechnic Institute of Cávado and Ave (IPCA), located in Barcelos, has established a two-year course called **Advanced Construction Technologies**. The course prepares technicians for various roles in construction, such as construction management, project analysis, collaboration in various technical procedures, BIM modelling and construction monitoring.

This course is taught by IPCA professors and Casais Group employees, with an emphasis on BIM modelling. This technique is the basis of digital transformation in the architecture, engineering and construction sector as it allows not only 3D visualisation but also effective information management throughout the life cycle of a construction project.

Students have their first year's tuition fees covered by the Casais Group and, if they successfully complete the first-year curricular units, their second year's tuition is covered too. After completing the course, the Casais Group will offer these students work contracts for a period of at least two years, during which they will work on innovative projects that focus on sustainable solutions, with the support of mentors from the Group.

The first intake for this course is made up of 13 students who will finish their two-year course in 2024, after a curricular internship. This course will continue with a new intake opening in September, depending on enrolments.



1

2

3

4

Strategic Priorities

5





## INTERNATIONAL RECRUITMENT — VHPH



Faced with an increase in the volume of work and both the scarcity and cost of local labour, the group adapted and implemented a system for recruiting and integrating international labour through VHPH.

Once the needs have been identified, the teams in the various countries where we have a presence identify suitable employees. If they don't find the necessary profiles, the search is extended to markets where Casais is not present.

All bureaucratic processing (visas, Social Security registration, etc.) is supported by the local Human Resources teams or through partnerships established for this purpose.

When they arrive in Portugal, employees are received and welcomed at the modular Base da Vida accommodation units, where they complete the legalisation processes, and once everything is in order, they are assigned to their respective projects. The Group carries out regular appraisals to monitor the employees' career progression.

Around 180 employees from seven different countries have been integrated into eight group companies in Portugal, with only 10 dismissals or resignations so far. There have been 35 career progressions and identified potential for progression, with seven employees undergoing practical technical training. The requirements for the recruitment process are updated quarterly and the duration of the process varies depending on the country.

1

2

3

4

Strategic Priorities

5





1

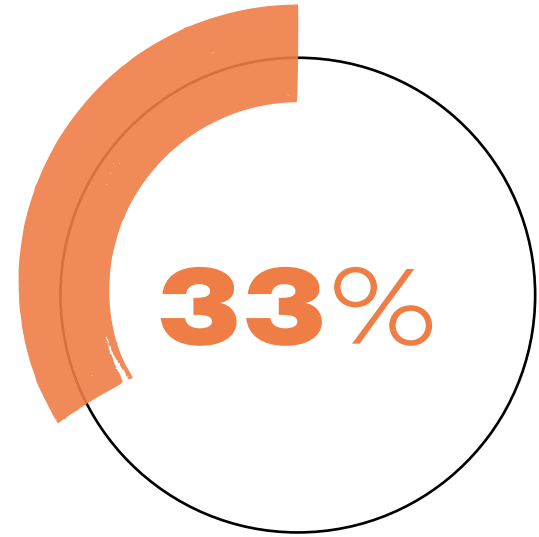
2

3

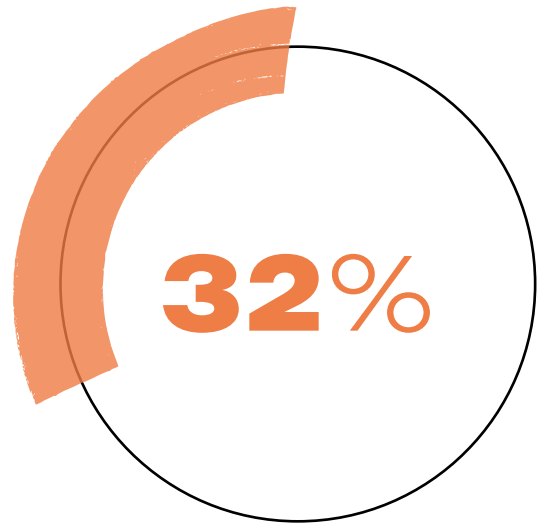
4

Strategic Priorities

5



**HIRING RATE**



**TURNOVER RATE**

In 2023, some 1,695 people were hired and 1,623 left. These staff movements affected operational and administrative roles primarily.

Regarding retention, we believe that employee satisfaction, motivation and recognition are key to our success.





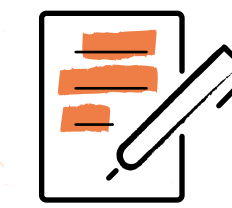


## ORGANISATIONAL CLIMATE STUDY — GREAT PLACE TO WORK

**Great Place to Work** (GPTW) follows a globally recognised methodology used by large organisations and aims to assess employees' perceptions of the organisations where they work, emphasising the importance of feeling valued, engaged and productive. This analysis is carried out by means of an organisational climate survey, segmenting the variables of the work environment into five broad areas (Credibility, Respect, Impartiality, Pride and Camaraderie), followed by an audit of the company's People Management Practices, with the aim of validating the quality of the policies and practices when comparing them with the anonymous answers obtained in the survey questionnaire.

We consider it essential to measure the organisational environment and to check that people management practices are aligned with the needs and expectations of our employees. We therefore took part in 2021 and did so again in 2023. We opted to do the survey every two years, since the size of our Group, the diversity of markets, the variety of jobs, companies and businesses, means that we need enough time between surveys to analyse the results and implement action plans that respond to the needs and expectations of employees.

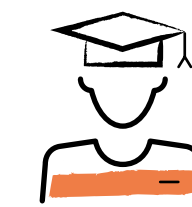
Based on the results of the Organisational Climate survey and the People Management Practices Audit, organisations can be certified as a Great Place to Work and be recognised with the Best Workplace award. In 2023, we continued to be a Great Place to Work, an appellation that is valid for 2024, having achieved 76% in the General Satisfaction Assessment indicator. We received 1,294 responses, a 65% increase on the number of responses received in 2021. This figure is considered representative, given that not all of the Group's employees are eligible to take part in the survey, as they need to have been employed for at least six months to do so. Participation and the results therefore reflect a significant percentage of the total number of eligible employees.



**1,294 responses**  
(65% more than 2021)



**70.64%** of responses from employees with **less than 5 years' service**



**38.46%** of responses from employees with **secondary school education**



**78.85%** of employees are of the **male** gender



**43.18%** of employees are in the **Technical** job category



**38.96%** of employees are in the **35–44 year age** bracket





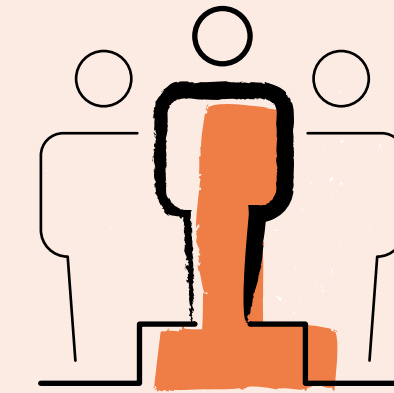
Our ambition is that training should also be rewarded with fair salaries. This ambition is reflected, for example, in our commitment to ensure a minimum annual remuneration within the Group that is 10% higher than the legal minimum wage in each of the locations in which we operate. In addition, we offer an employee support service available with regard to **Human Resources, Financial** and **Legal** matters, and other services designed to improve employees' quality of life, both professionally and personally. In Portugal, we also have a Casais+Flex platform that offers alternatives to the use of the annual bonus (variable remuneration) to which the employee is entitled. Membership of pension funds and health insurance cover are some examples of the benefits that employees can choose from.

### EMPLOYEE SUPPORT SERVICE

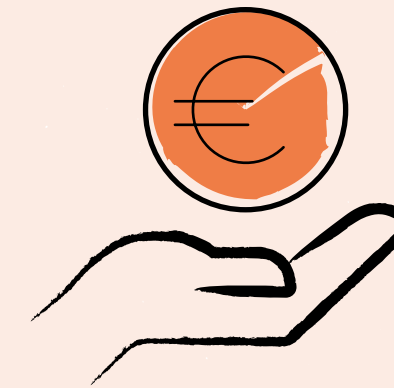
Promoting employee wellbeing and improving the work-life balance are themes that have been progressively incorporated into the Casais Group, taking responsibility for guaranteeing the necessary tools for quality of life at work and beyond. To this end, we have set up a support service for all employees, which gives them access to a technical team to monitor and resolve personnel, financial and legal problems.

These services are free of charge and totally confidential, ensuring the privacy of employees.

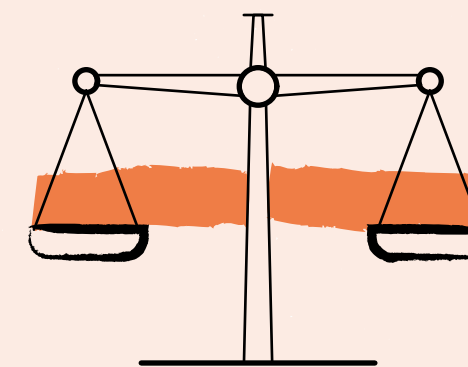
The Employee Support Service is available in the following three areas.



**Human Resources**, where it aims to provide help with personal matters, guaranteeing suitable support for employees' individual needs. HR matters are getting more and more help from the Plano Vida (Life Plan) programme, which provides support for physical, mental and family health.



**Financial**, offering assistance to our employees in areas such as filing in their income tax return, insurance and banking, with the aim of facilitating and clarifying any questions they may have.



**Legal**, covering a wide range of legal issues, ensuring that employees receive expert advice on, for example, leases for accommodation, promissory purchase and sale agreements, clarification on inheritance issues, authorisations for minors to leave Portugal, or any other type of legal advice they may need.





## LET'S TEAM UP — TEAMBUILDING EVENTS

Let's Team Up is one of the Group's in-house initiatives. It aims to encourage the organisation of social events, activities or other informal gatherings with the aim of strengthening team spirit, unity and enthusiasm among employees, offering times to relax and socialise while at the same time spreading the mission, values and culture of the Casais Group. Basically, Let's Team Up is an invitation to foster closeness, co-operation and flexibility between team members, encouraging a more integrated and harmonious working environment. Some examples of these activities

included playing an "Escape Room" game, teams cooking a dinner with the help of a chef, followed by dining on what they had cooked, a Help Desk team visiting a construction site, spending a day of fun activities at the Diver Lanhoso Adventure Park; a day of various outdoor activities for 80 participants in Palmela, and visiting a Children's Home in Luanda, where 50 school kits and snacks were given to the children.







## ORGANISATIONAL RECOGNITION AND MERIT PROGRAMME

Under the motto "Doing is important and so is Recognition!" we have our PRMO (**Organisational Recognition and Merit Programme**) which, through the three initiatives, ElogiArte, +Valor and Mestre Casais, allows us to recognise and reward employees who stand out in the Group because of their performance, behaviour and contribution.



### ElogiArte

ElogiArte allows all Casais Group employees to praise or compliment their colleagues within the organisation, without any hierarchical restrictions. The number of compliments is unlimited and they can be given at any time during the year, as long as there are concrete facts to back up the compliment or praise given and they refer to one of the 16 categories available. At the end of the commendation period, prizes are awarded to the employees who have received the most commendations. For the 2022/2023 cycle, 2,701 compliments were given to our employees and 109 prizes were distributed.



### +Valor

The +Valor initiative rewards value creation in the Casais Group. It is a form of recognition that managers who want to reward and highlight the excellence of employees in their hierarchical structure can give. This recognition must be categorised according to the Casais Values. Nominations are assessed a Technical Committee and verified by the Board of Directors. Each year, prizes are awarded to the three winning employees at the discretion of the Board of Directors, based on an assessment of their impact on the organisation. This year, 10 nominations were submitted and the jury was made up of Casais Group Board Members.



### Mestre Casais

The Mestre Casais Award is a form of recognition that is based on the assessment of the Board of Directors of specific work and projects developed within the organisation, which falls into one of three categories: Engineering (Construction Processes), Management Processes, and Innovation, Research and Development. Any team in the Group can apply for this award, simply by filling in a form describing the work or project.

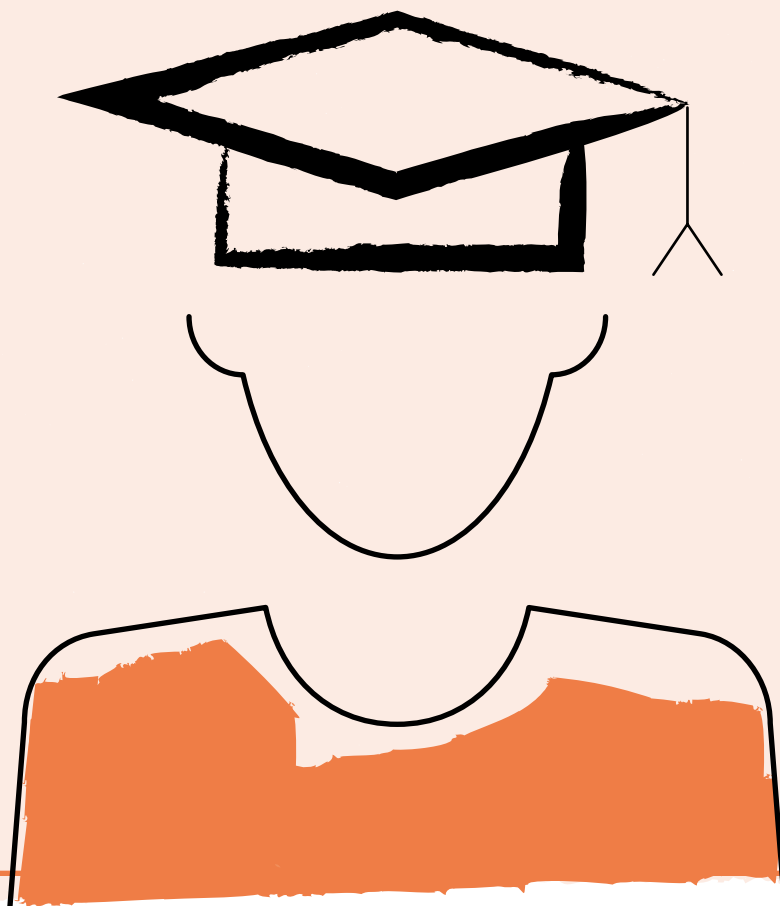
In 2023, 15 applications were submitted and the jury was made up of the Board of Directors of the Casais Group and two external members, Prof. José Mendes, of the Mestre Casais Foundation and Eng. José Rui Felizardo of CeiiA.





### THE +MÉRITO PROGRAMME

The +Mérito initiative, which falls under the “Family” section of the Plano Vida, aims to recognise and distinguish the children of Casais Group employees in Portugal who demonstrated exceptional academic performance during the 2022/2023 school year. The prizes were awarded to the students with the best school average in each cycle of studies (1<sup>st</sup> Cycle, 2<sup>nd</sup> Cycle, 3<sup>rd</sup> Cycle, Secondary Education and Higher Education). Applications from 69 students were received, corresponding to the children of 59 employees. Five prizes were awarded, one for each cycle.



Although ours is an extremely volatile and dynamic sector which depends on market conditions and other external variables, we are committed to our people because we believe they are our most important asset.

This is why, in most cases in the Group, the collective labour agreement (negotiated with the sector's associations and unions) is in force, because it defines professional categories and careers.

In Europe, 100% of employees are covered by the construction sector's collective labour agreement in force in the country where they work, with the exception of VPH, whose employees are covered by general labour laws. In Brazil, employees are also covered by general labour laws. In the other markets, there are no collective bargaining agreements in force, but compliance with existing local labour laws and regulations is ensured.







# Training and Development

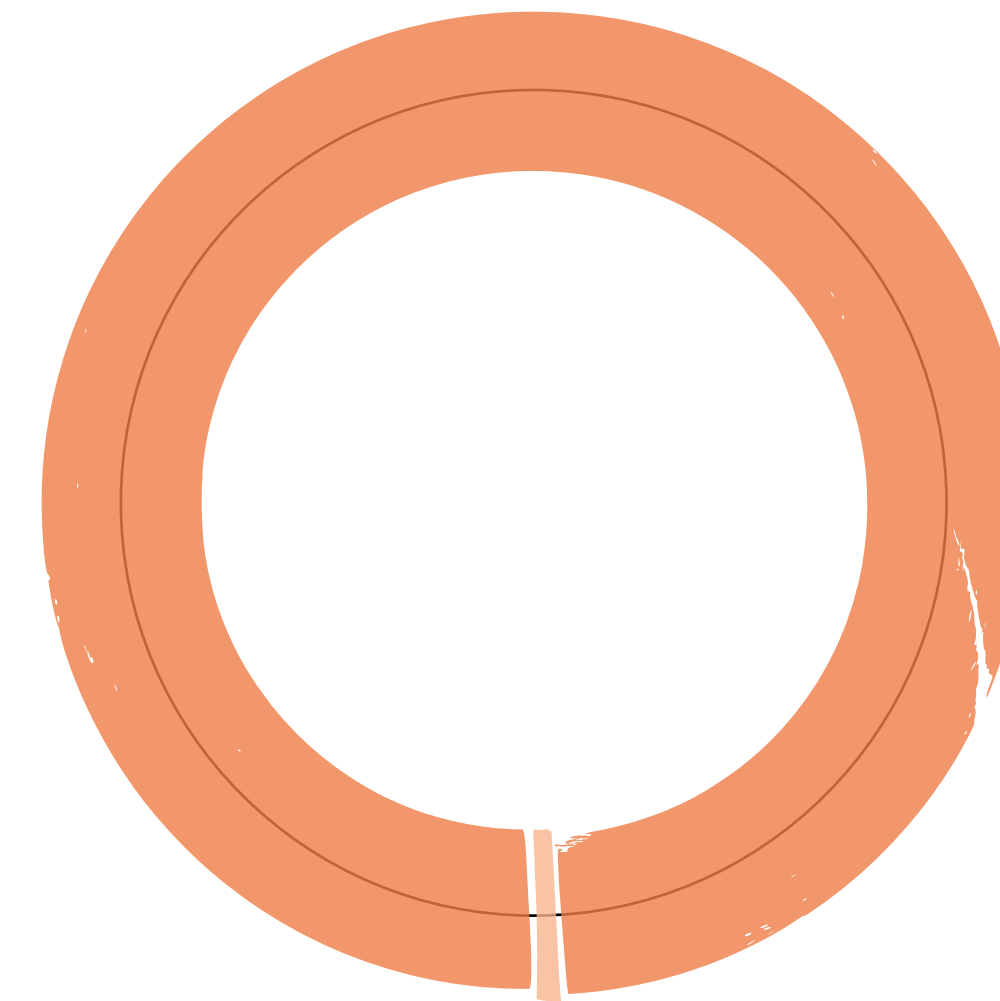
As part of the Career Management programme, performance appraisals tailored to their professional category are conducted for all eligible staff, i.e., those in at least a technical or management and operational position, with a minimum of six months in the position. These multi-part assessments comprise a top-down approach, a self-assessment section, and a 360° assessment portion in which the appraisee can identify contributors to give feedback on their performance.

Performance appraisals are carried out annually in all Group companies and have the following objectives:

-  Promote a process of constructive feedback, the “feedback conversation”
-  Knowing the level of competence and performance of employees
-  Identify and improve employees’ (technical and human) potential, and improve organisational outcomes as a result
-  Identify training needs
-  Set objectives for the coming year and encourage/support their achievement
-  Assist in career development processes and career paths.

Performance appraisals for 99% of eligible employees were carried out.

## % OF EMPLOYEES ELIGIBLE FOR PERFORMANCE APPRAISAL



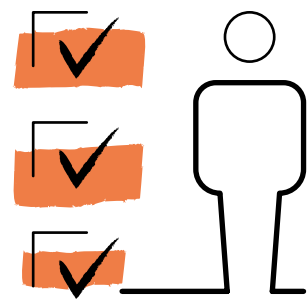
**99%**  
Assessed

**1%**  
Not Assessed

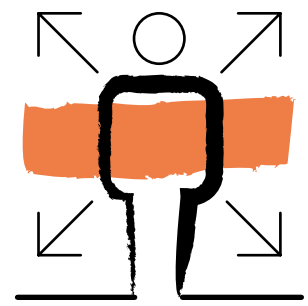




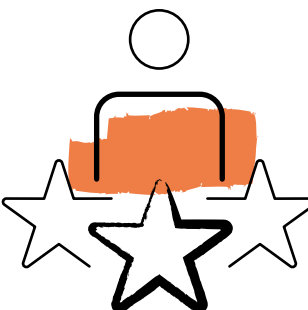
To assist with career management, Our Career Management Manual was developed, with roles mapped by level of seniority, thereby enabling:



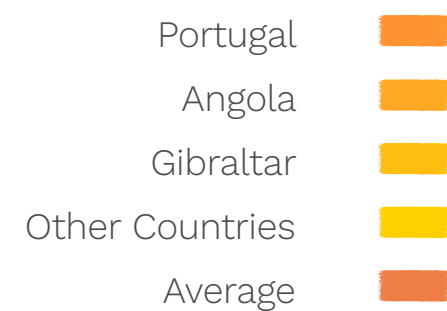
Better alignment of competences with roles



Improve the monitoring of employee career development



Outline training plans that are better adapted to needs.



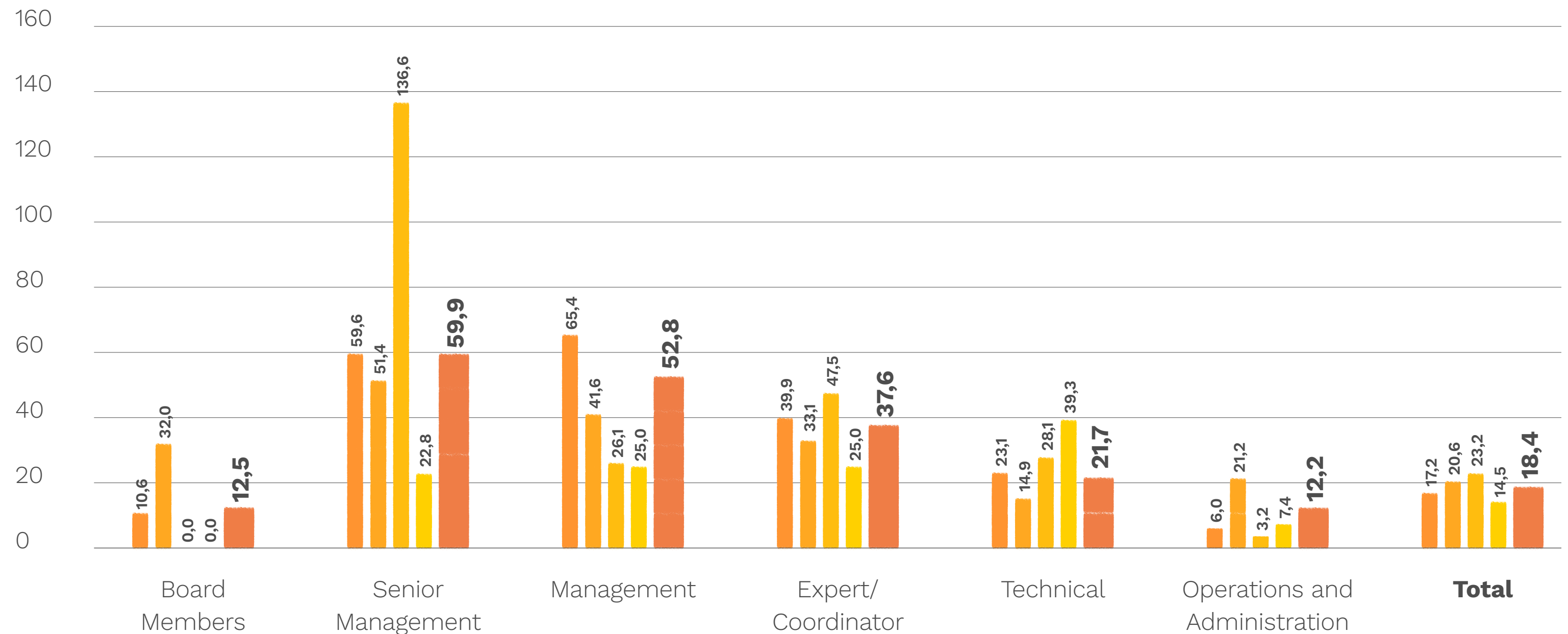
## We promote a culture of feedback and supervision, with a view to growth, improvement and continuous support and invest in the training of our employees.

We believe that by enabling people to meet the challenges of professional life by sharing and developing knowledge and skills, we are contributing to a sustained, empowered and motivated community.

That is why the **Casais Academy**, a corporate training project with the purpose of strengthening the development of our employees, was established.

In 2023, we organised 90,843 hours of training attended by 5,490 FTE (Full Time Employees). In broad terms, the highest average number of training hours was by employees with Senior Management or Management profiles.

### AVERAGE HOURS OF TRAINING PER EMPLOYEE



1

2

3

4

Strategic Priorities

5





### BLUBOX



The Casais Academy offers a variety of spaces dedicated to training, both in a classroom environment and in practical on-the-job contexts. All the meeting rooms in the various buildings can be used for training and the Casais Academy provides Bluboxes to bring the training closer to the operational sites.

The **Blubox** is a mobile unit designed to facilitate access to training for employees on site, thus promoting the development of their skills. It serves as a workshop environment that provides initial contact with the practical component of the operational functions concerned, preparing trainees to apply the practical skills acquired later in the workplace. This unit is versatile and can be adapted to different training programmes and meet the training needs of a variety of operational jobs.

The Casais Group also provides a series of programmes aimed at helping employees grow and develop with the Company.

### PROGRAMA CRIAR +

The **Criar+** Programme aims to develop technical skills in professionals in diverse operational areas, in order to support the growth and capacity building of our employees. Through training and on-the-job training, we promote the dissemination and sharing of knowledge, contributing to the natural and guided development of our employees' career paths.

Training programmes were carried out, featuring four modules, a total of 16 trainees and 839.5 hours of training. Three of the trainees have already completed their training and mentorships.



1

2

3

4

Strategic Priorities

5





The **+Líder** Programme is aimed at the continuous development and training of employees, accompanying them from and a line manager position to potentially a general management position. It is a key element in the advancement of employees' careers and the dissemination of internal knowledge. The focus of the programme is to promote professional growth within the organisation and train professionals to contribute to the development of their teams.

In 2023, eight new editions of the Team Leader programme began, which are designed for line managers with Team Leader potential and newly appointed Team Leaders, with a total of 59 participants and 1,151 training hours. All the trainees continued the training process and will be part of the mentoring process in 2024. In 2023, eight trainers participated in this programme, of which seven of which were internal to the Group and one external.



The **Qualifica** Programme aims at recognising, verifying and certifying school and professional skills acquired throughout life, in different contexts. It allows adults to identify the learning achieved based on their personal and professional experience and on the training modules they have attended. This programme, managed and accompanied by Qualifica Centres, allows employees to increase their level of (school) education, obtain professional certification or both.

We had a process to start under the Qualifica Programme in 2023, which is scheduled to end in September 2024.



The **Level UP** Programme aims to boost the development of human capital and talent retention through a strategy focused on skills development. Participation in this programme consists of enrolling for and participating in executive training courses (offered by business schools, universities, certifications or other specialist training courses), the cost of which is shared between the company and the employee and with a commitment from the employee (by means of a retention agreement or declaration of commitment). Designed to enable, facilitate and encourage employee participation in these courses, the programme helps our employees' personal and professional development. In 2023, 40 applications were approved for courses in various areas, such as Management, Leadership, Digital Transformation, Innovation, Strategy, Public Procurement, Industrial Management, Project Management, Analytics, Lean, Finance for Non-Financials, Communication and Sustainability.

1

2

3

4

Strategic Priorities

5



## 4.1.2. Health and Safety

Occupational safety and health is considered by Casais to be a non-negotiable and extremely impactful prerequisite.

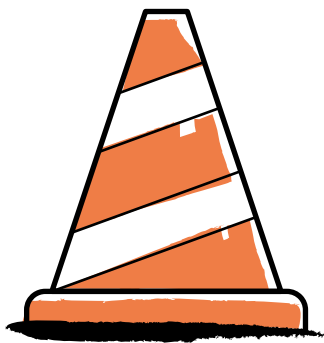
In this dynamic and challenging sector, we recognise and foster a robust culture of prevention and safety, with the aim of not only meeting, but exceeding expectations in terms of safe and healthy working environments.

We believe that safety is an ever-present state of awareness, the depth of which—since it is relative and intrinsic to each worker—begins with each one of us and we can only achieve a state that is comprehensive and deep enough to guarantee everyone's safety by working as a team and combining effort, knowledge, planning and preparation



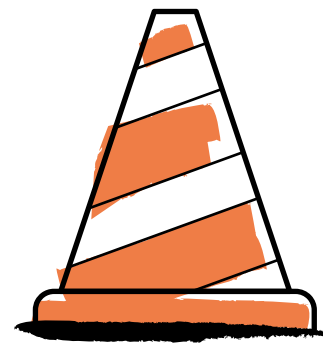


By acting together, we are able to identify, anticipate and mitigate risks more effectively, and maximise process efficiency. We have established guiding principles for this culture of prevention and safety, which we disseminate and which are the benchmark standard throughout the Group:



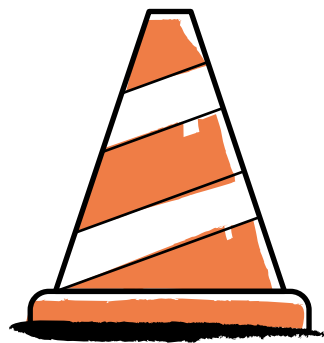
01

Plan and carry out all works in such a way as to provide all site employees with adequate Health and Safety conditions.



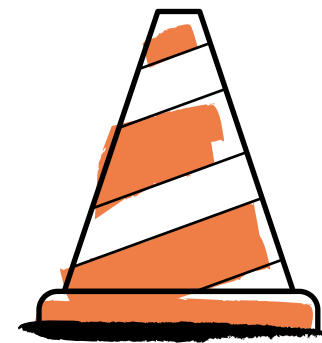
02

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



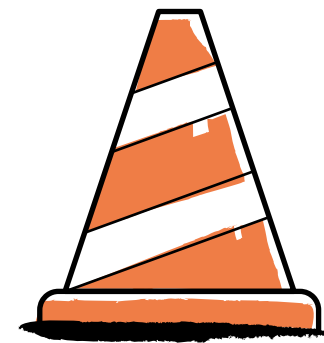
03

Establish a commitment to consultation and participation of employees.



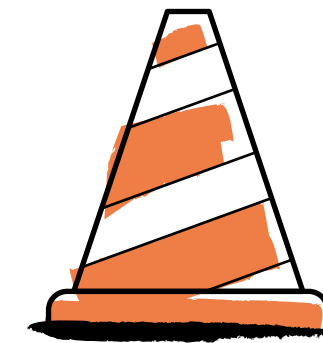
04

Consistently plan activities, ensuring the intrinsic safety of operations and their simultaneity in time and space.



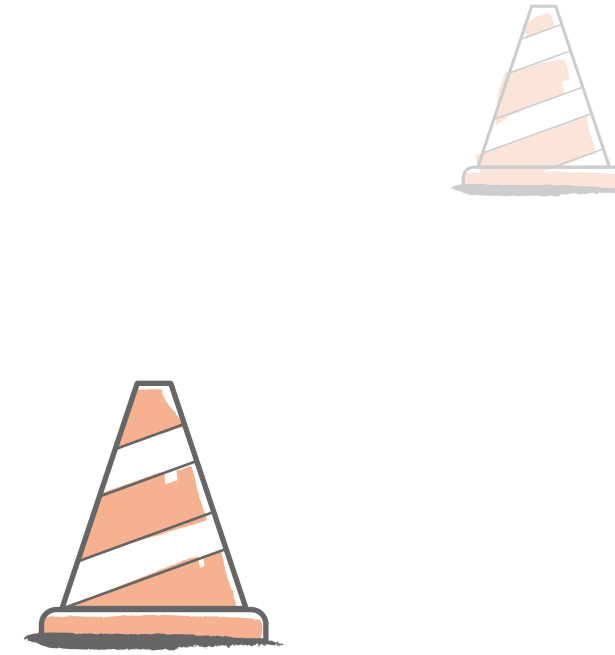
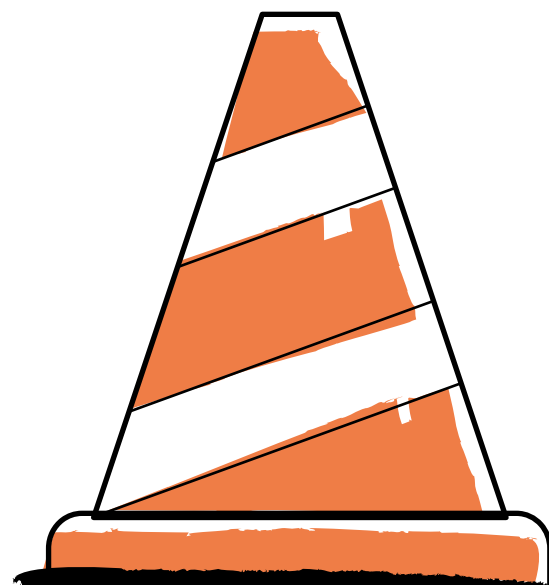
05

Minimise occupational accident rates and the social and economic costs resulting from accidents at work or occupational diseases, always aiming for “ZERO ACCIDENTS”.



06

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



1

2

3

4

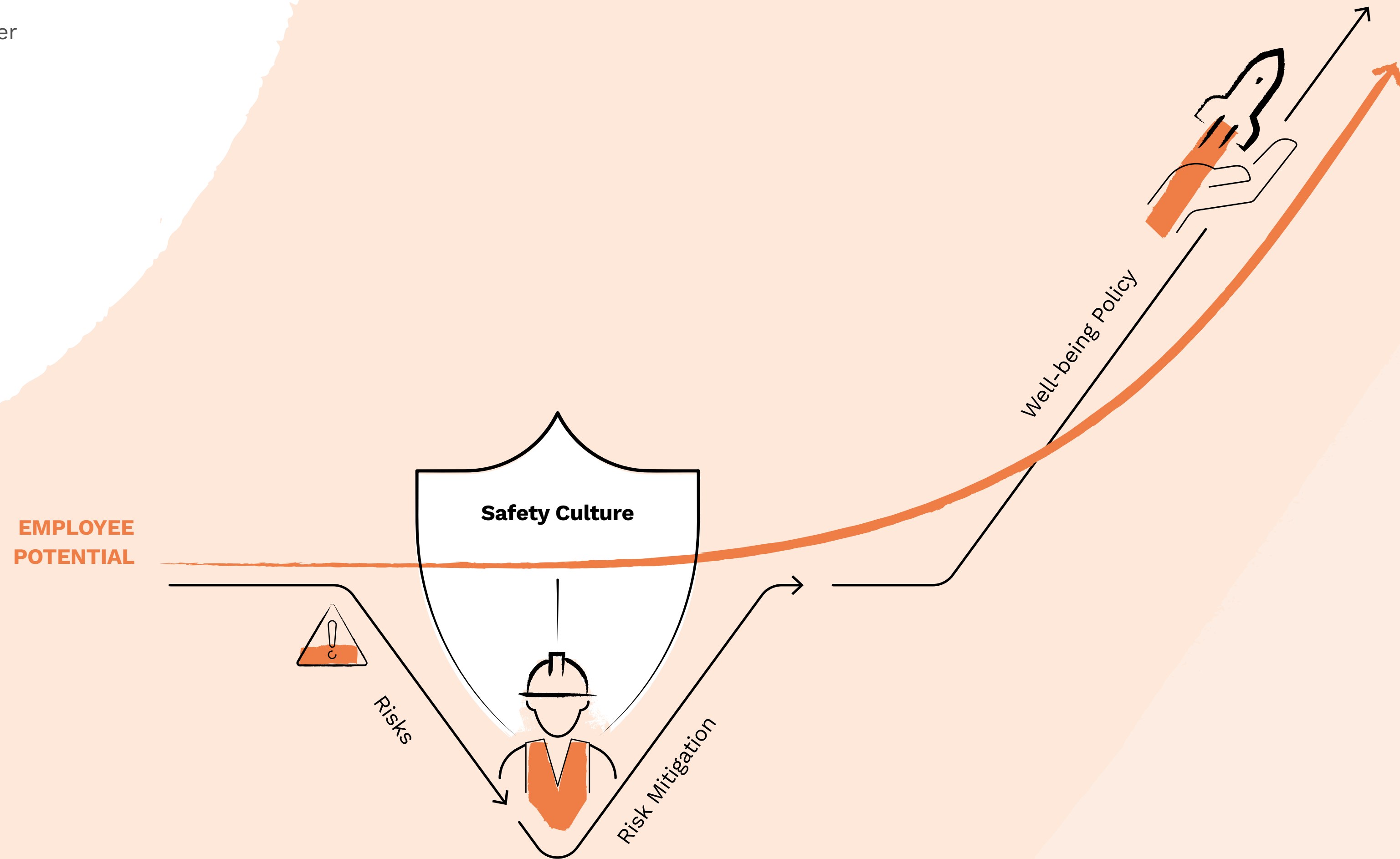
Strategic Priorities

5





On a scale of well-being, safety culture brings us to a neutral point. Once the risks have been mitigated, we are in a position to carry out our work. At Casais, however, we aim to exceed this threshold through policies aimed at higher levels of well-being for our employees. We are actively dedicated to creating a working environment that supports not only physical integrity, but also mental and emotional balance, ensuring that each member of Casais feels valued, supported, an integral part of a collective that values well-being in all its aspects and empowered to reach their full potential.







# Occupational Safety and Health

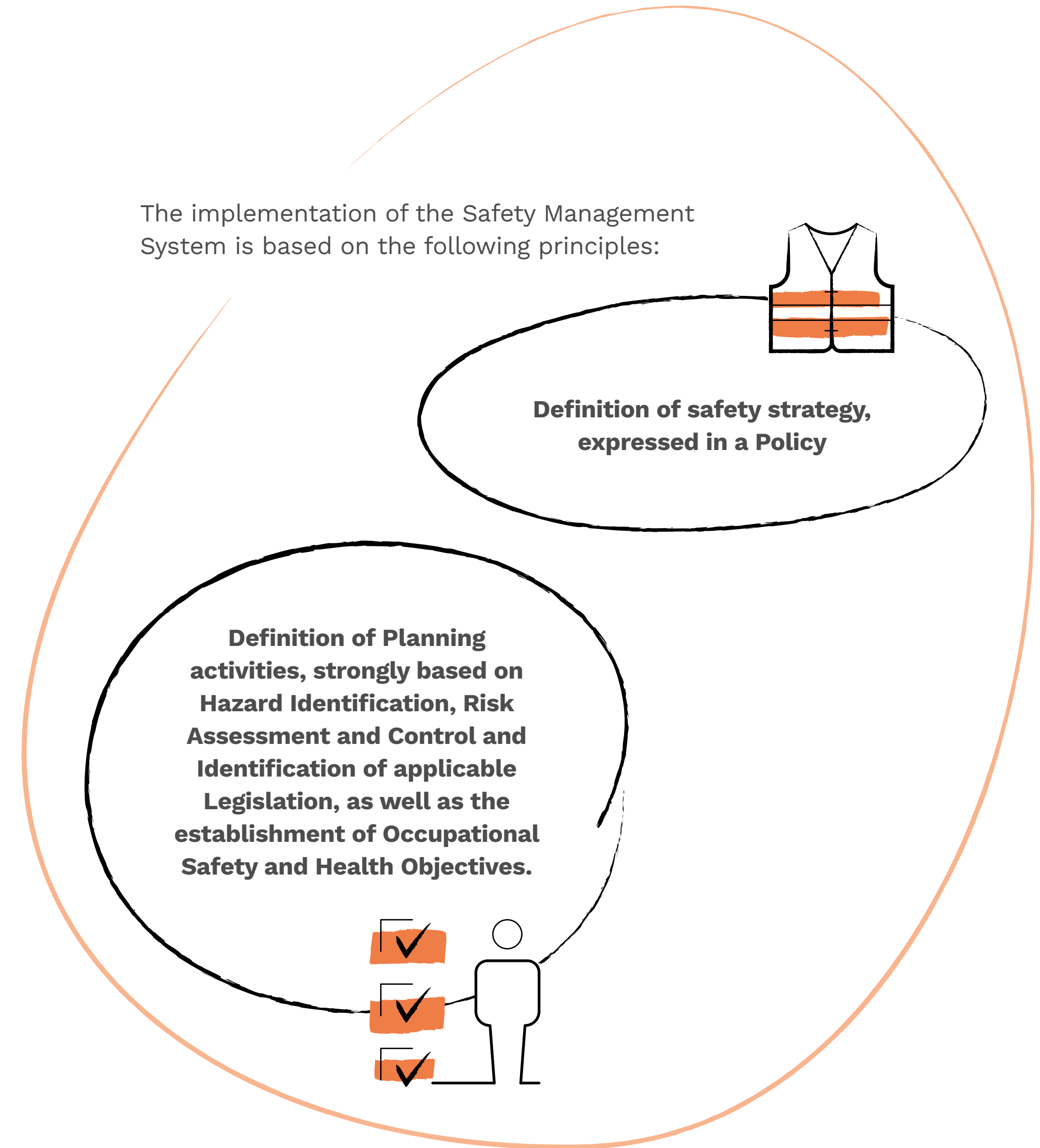
Safety and Health planning is under the supervision of the Prevention and Safety Committee (DPS). This corporate Committee, with direct links to top management, is autonomous and acts as an advisory body in all areas of the business and in all group companies. The Committee collaborates with countries and companies that have a Prevention Safety structure and, in markets or business contexts, where the structure is non-existent, the it provides technical assistance as required by the client or market.

An Occupational Safety and Health Management System (OSHMS) has been implemented in Portugal, Angola and Gibraltar. In Portugal, the OSHMS has been certified to OHSAS 18001 since 2007 and to ISO 45001 since 2020 at Casais EC and Opertec. In the case of Angola and Gibraltar, the OSHMS was developed based on the OSHAS 18001 standard, but without certification. Their Occupational

Safety and Health Management Systems have, however, been updated on the concepts and normative assumptions of ISO 45001 and other locally applicable standards. In this way, all employees in these markets are covered by an OSHMS based on ISO 45001. In Mozambique, too, we have implemented Safety and Health Plans on all construction sites, that have been drawn up in accordance with international standards, namely ISO 45001, with slight adaptations to the local reality with regard to Monitoring/Prevention Records, as there is a low level of labour literacy.

The OSHMS endeavours to incorporate good working practices and all legal and regulatory requirements into its set of processes, taking into account the mechanisms described in the legislation for each market. Besides guaranteeing compliance, this system is geared towards continuous improvement and the involvement of everyone.

The implementation of the Safety Management System is based on the following principles:





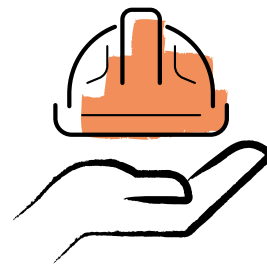


Occupational health is also fundamental in helping to maintain employees' well-being. Occupational Health aims to prevent occupational risks and to protect and promote the health of employees.

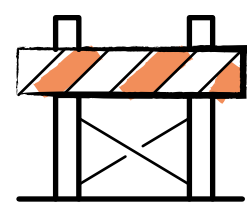
Its pillars are based on the following principles:



Promoting health protection and disease prevention among workers.



Preventing and controlling occupational risks, occupational illnesses and work-related injuries.



Ensuring a healthy and safe working environment in terms of OSH in workplaces and work processes.



Developing a circular culture of Accident Prevention and Health Promotion in the organisation.

All employees are covered by personal accident insurance.

In terms of employee health monitoring, the Casais Group provides organisational solutions in the various markets, either in-house or externally depending on the circumstances, to ensure that employees' health is monitored, thereby preventing the development of potential occupational illnesses.

Given that we operate in several different countries, the health plan has to be adapted to the circumstances of each market. In Angola, for example, we also have a Health Protection Plan against tropical diseases and we carry out communication and awareness-raising actions through preventive programmes on public health (e.g., HIV), tropical diseases (e.g., malaria) or exposure to risk agents related to local biodiversity (e.g., snakes, spiders), which are widely publicised on the safety information boards.

These types of occupational health services can be either in-house or external, as long as they are accredited by official bodies. They carry out occupational medical fitness tests in accordance with the laws of each market: admission tests, periodic and ad hoc check-ups and, in some cases, medical tests upon employee dismissal.

Casais Group facilities in Portugal have a clinic which provides nursing, general medicine and work-related healthcare services to its employees, either in person or by video consultation. In Brazil, there is an agreement with a clinic where employees have free access to consultations and medical tests. In Gibraltar we have an agreement for the provision of external occupational medical services, extended to the universe of workers in this market, although there are no regulations regarding the monitoring and guaranteeing of the health of workers. Mozambique, where no regulations in this area exist either, is in the process of establishing a healthcare contract with an external company.

1

2

3

4

Strategic Priorities

5





### INTERNATIONAL OCCUPATIONAL SAFETY AND HEALTH (OSH) TECHNICAL SESSIONS

Every year, **technical sessions** are held with the aim of informing and raising awareness on different topics related to health and safety at work. These sessions follow a hybrid (in-person and online) format with the Group's various markets.

In 2023, Portugal held an in-person/online Technical Session in which employees from the Group's operations in Portugal, Gibraltar, Angola and Mozambique took part. The theme, covering "Risk Behaviours and Commitment to Safety", centred discussion on topics such as the description of accidents, risk behaviours, commitment to safety and good practices.



### INTERNATIONAL SAFETY MEETINGS

**Safety Meetings** were held in the markets of Belgium, under the main theme "Case Study Sky Tower II, Oostende", and Germany, under the main theme "Culture of Prevention and Safety". Both events featured presentations and discussions of the previous year's accident analysis, preventive measures to minimise accidents in the workplace, a small workshop to identify hazards and risks and the launch of the book "Culture of Prevention and Safety", prepared by the team from the Group's Prevention and Safety Department. In addition, Belgium's Sky Tower II building in Ostend, a zero-accident project, was selected and used as a case study on good practice. And in Germany, through some practical and interactive exercises with the participants, risk situations were analysed and safety solutions identified to test the knowledge acquired.



1

2

3

4

Strategic Priorities

5





## 1<sup>ST</sup> GLOBAL LABOUR CONSULTATION

In July 2023, for the first time, the **Global Consultation with Employees** was carried out simultaneously in all the markets where we operate, allowing the company to understand the employees' perception of the occupational risks to which they are subjected, as well as to obtain effective mitigation solutions. This consultation is enshrined in Occupational Safety and Health (OSH) legislation and ISO 45001 standard requirements.

This initiative will now be held annually, while the other usual legal consultations will continue.





The General Safety Committee (CGS), created in 2018, is a strategic body directly linked to the Board of Directors, which defines all strategies and guidelines in the field of Safety and Health. It meets at least once every three months.

Directly linked to the General Safety Committee are the Safety Committees for each Project, made up of the Project Leader, the Prevention and Safety Department, and representatives of the workers, subcontractors and partner companies, who meet monthly to define strategies and work planning, to ensure consistent implementation of the General Committee's guidelines.

In addition, we have established a Global Safety Committee, which annually brings together the safety managers and technicians of each country, with the aim of sharing good practices implemented, and improving the maturity of our Group and the markets as a whole, in terms of safety on construction sites.

In Gibraltar, the Casais Gibraltar General Safety Committee is composed of the Market, Production, Prevention and Safety, Logistics, Commercial, and Human Resources managers and the General Manager. This committee analyses the OSH level implemented and the way forward.

The Prevention and Safety departments in the various markets monitor activities, carry out technical visits to construction sites and conduct audits where they supervise and monitor health and safety conditions, and identify potential opportunities for improvement. It also guarantees the presence of OSH technicians on all our construction sites as a way of ensuring the safety and well-being of our employees.

Casais Group companies comply with legal, regulatory and technical requirements and in accordance with the legal framework of each market, namely with the preparation of the Safety and Health Plan (PSS) for each project or other documents of similar scope. These documents contain a description of the activity, identification and risk assessment and provide a benchmark for the planning and management of occupational safety and health. Their purpose is to identify any potential hazards on site, assess the risks associated with these hazards and define the actions to be taken in case of emergencies. They allow the planning and synthesising of all operational and production activities in accordance with OSH matters, and that preventive measures are taken to minimise the risks identified. The documents are drawn up in collaboration with technicians from the Production Department and the Prevention and Safety Department, with







the exception of activities of subcontractors with their own specialities, where the documents are not drawn up but approved by the DPS.

As an example, in Spain the implementation of the PSS is carried out by an external entity, and in Brazil, before each construction project, an external Safety and Health company qualified and approved by the TRT-RJ (Regional Labour Court) is asked to draw up various plans: (Risk Management Programme –PGR), Occupational Health Medical Control Programme (PCMSO), Occupational Risk Management (GRO), and a Technical Report on Environmental Working Conditions (LTCAT). In Germany there is an external organisation that provides safety support, which draws up the Safety Plan, the Special Risks Work Plan, and risk assessments and accompanies the work on site when requested.

Work-related injuries, when they occur, are analysed according to an analysis and investigation procedure which identifies the responsibilities and measures that should follow the occurrence of the incident. This procedure is applied to any type of activity, whether routine or one-off, on our own or on third-party premises, in any project including subcontractors and with any type of internal or external people intervening in the project.

For incident reporting purposes, it is necessary to characterise it, i.e., describe the circumstances of the occurrence, identify the probable causes (primary or secondary, if any), describe the consequences, identify solutions that promote the elimination and mitigation of the original occurrence, assess the incident from the point of view of the extent of the risk to the company and find out whether there is systemic risk.

Zero fatal accidents occurred in 2023

In Ghana, a weekly report is drawn up and safety meetings, called "tool-boxes", are held for workers and subcontractors, where they are reminded of safety-related issues such as accident and injury prevention, safe handling of equipment and are also alerted to the particular risks of the project.

1

2

3

4

Strategic Priorities

5





## RECOGNITION OF OUTSTANDING SAFETY PERFORMANCE



In recognition of our performance in terms of safety, in Gibraltar in 2023 we were formally honoured by the local authorities that oversee and inspect the safety conditions of projects in that market. A letter was issued by the public department of safety and health inspectors in which, among various recognitions, it was noted that the Company has an exceptional performance in terms of safety in all workplaces, with a high-level culture of prevention and practices that distinguish it in the market.

## CASAIS SAFETY AMBASSADORS

To be a **Safety Ambassador** is to spread a culture of safety throughout the Group, inspiring others by example.

The Safety Ambassadors project is an in-house initiative developed by Casais employees. Its main goal is to spread safety throughout the Group and intervene whenever necessary in order to minimize and eliminate risks and potential accidents.

The mission of the Safety Ambassador is to:

- Disseminate and promote the QASS (Quality, Health, Safety and Environment) policy of the Casais Group
- Promote safety conditions in their area of intervention
- Collaborate in the identification of risks and implementation of preventive measures;
- Encourage new employees and partners to comply with prevention and safety standards;
- Know the safety regulations of their activity and area of intervention;
- Report unsafe situations.







### SAFETY BEST PRACTICE

In Gibraltar, 16 workers were honoured under the "Safety Best Practice" programme. This programme aims to recognise and reward every quarter employees from its head office and each ongoing project who have carried out the best Prevention and Safety practice or behaviour.

Each prizewinner was given a voucher for their personal use and is entitled to a personalised polo shirt.



### SAFETY CROSS



The "Safety Cross" was implemented in Gibraltar as a way of sharing information related to accident indicators. This practice consists in marking off days on the calendar with Zero incidents, Near misses, Incidents, Good practices and the number of consecutive days with Zero incidents.

### WORLD DAY FOR SAFETY AND HEALTH AT WORK

During the week commemorating World Day for Prevention and Safety at Work, various activities were organised as part of a campaign on the subject of "Prevention and Eye Hygiene", run by safety supervisors and aimed at employees working on construction sites and in factories. Three posters with relevant information and safety tips on protecting one's eyesight were produced to support the initiatives.



1

2

3

4

Strategic Priorities

5





# Well-being in the workplace

According to the World Health Organisation (WHO), health could be defined as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity".

While we believe that physical safety is an important aspect of health, Casais goes above and beyond to promote psychological, emotional, and social well-being.



1

2

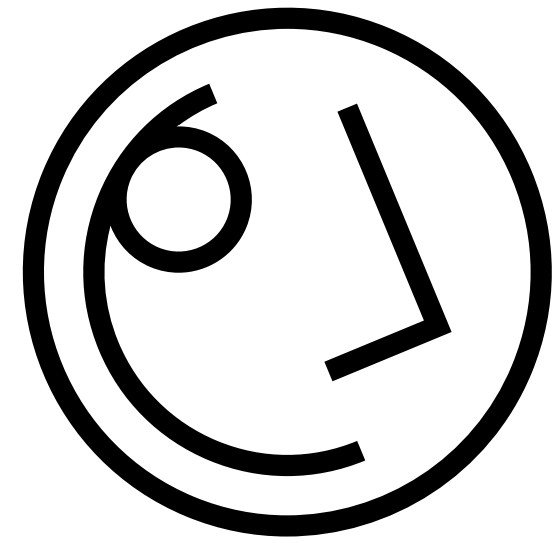
3

4

Strategic Priorities

5





# PLANO VIDA

Plano Vida (Life Plan) is the programme we established to encourage the maintenance of a work-life balance. It develops a set of actions focused on the health, well-being, happiness and quality of life of our employees. It also offers employees a diverse range of benefits and protocols with various entities from different sectors to ensure more favourable conditions, aimed at improving their professional, personal and family lives. This plan is what ensures and responds to the Employee Support Service, in the Human Resources area.

Plano Vida covers four different priorities and encourages the following activities:

## MENTAL HEALTH

- Recording of five Mindfulness sessions made available
- 3 “A chat session with...”
- Psychological support from Team 24



## NUTRITION

- A workshop on food waste with Live Cooking
- 11 monthly Nutrition Tips
- 200 Nutrition consultations



## FAMILY

- A workshop on Personal Finance
- A workshop on Positive Parenting
- Promotion of the + Merit Programme
- 1 “A chat session with...”



## PHYSICAL HEALTH

- 11 Office Massage sessions
- A total of 52 physical activity recordings made available (Pilates, Hiit, Stretching and Functional Training)
- Weekly space and Futsal training sessions in three locations (Braga, Lisbon and the Algarve) made available



1

2

3

4

Strategic Priorities

5





### FINANCIAL SELF-CARE WORKSHOP

A workshop on personal finance, "**Financial Self-Care**", was organised in collaboration with an external local entity specialising in finance and working with local companies. The main aim of this initiative was to sensitise employees to the importance of effective personal budget management, with a view to improving their quality of life. 81 employees took part in a two-hour session via Microsoft Teams.



1

2

3

4

Strategic Priorities

5





# Empowerment

Recognising that awareness and knowledge are fundamental to promoting safety and health in the workplace, we make a significant investment in training our employees.

Raising awareness and empowering employees on safety and health issues is as important as promoting better physical conditions in the facilities and health services made available to employees.

Our Employee Training and Information Policy aims to cover the needs of all the functions and activities they perform and the jobs they hold.

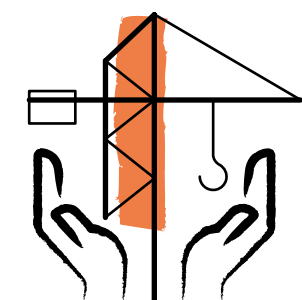
The main types of training we offer are as follows:



General onboarding training, including prevention and safety training, for new employees in the various job categories.



Site-specific training according to the employee's position and function, in which the associated hazards and risks are explained.



Specific accreditation training in certain areas related to the operational safety of the job and workplace risks: ATEX, confined spaces, and work at height, among others.

Through initiatives such as “5 minutes a day”, carried out locally, we encourage open dialogue and the participation of all internal and external employees so that:

- **To share and voice their concerns related to Health and Safety;**
- **To disseminate good practices to adopt and improvements to implement;**
- **To influence the work teams to take certain preventive actions related to the operational activity planned for the day.**







This constant and constructive dialogue between all levels of the organisation promotes a safer working environment, and also reinforces a sense of belonging and collective responsibility for safety and well-being.

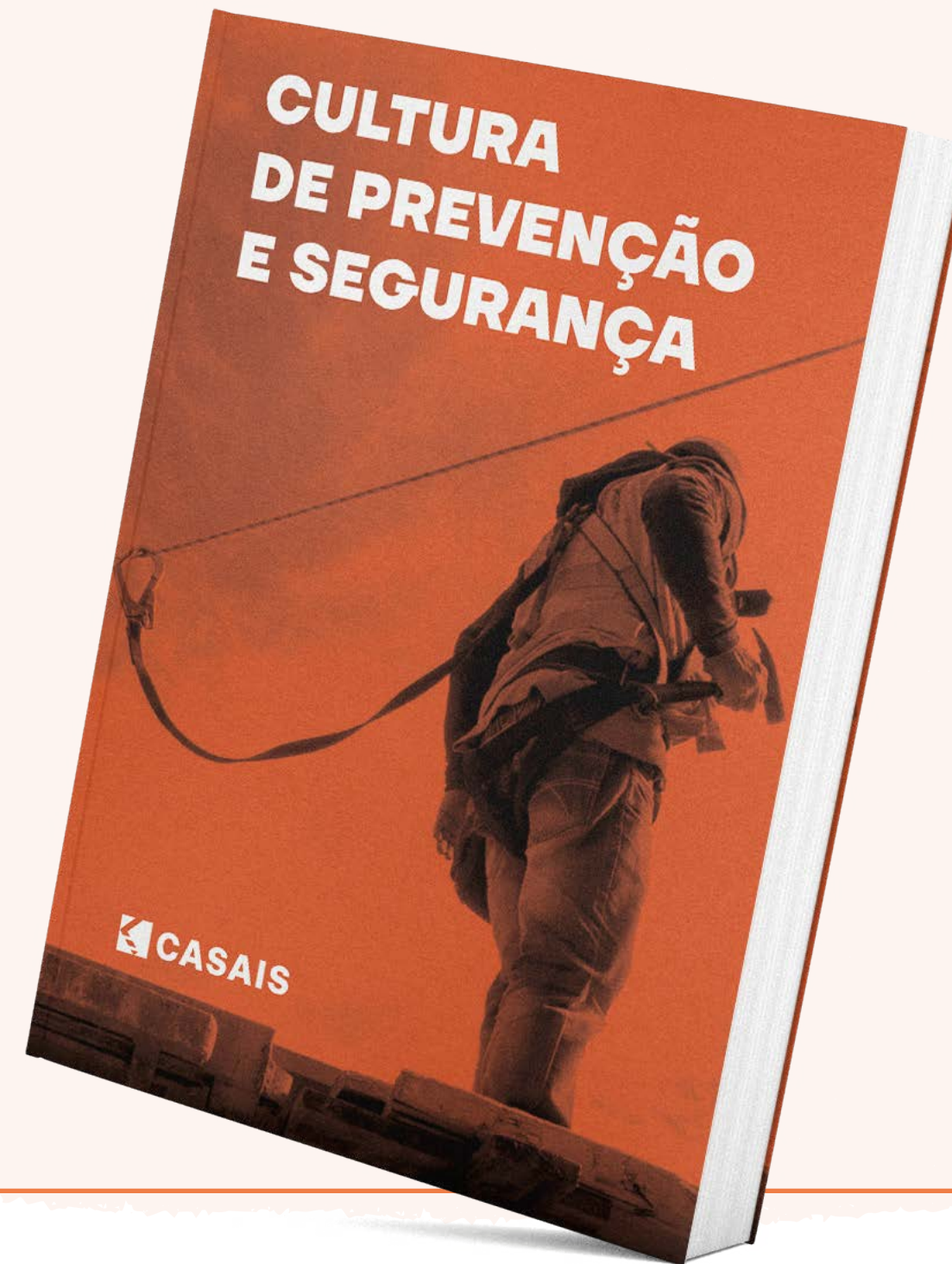
Within the scope of Occupational Safety and Health Training, 16,819 hours of general training were given to employees across the entire Casais Group in 2023:

Safety and health training is generally provided in-house, but in Spain, for example, it is provided by an external organisation that gives training in occupational risk prevention to new employees when they join the company, and also produces training courses for Casais employees on the Occupational Risk Prevention Plan tailored to their workplace.

### A CULTURE OF PREVENTION AND SAFETY

In 2023, we published the book, **“A Culture of Prevention and Safety”**, which was launched on 28 April, the World Day for Safety and Health at Work.

The aim of this innovative and distinctive initiative in the construction sector was to add value and knowledge, guaranteeing accessibility to the guidance required when implementing a Culture of Prevention and Safety in the Casais Group for all the employees, subsidiaries, partners, subcontractors and service contractors who work with us. This book was the result of collaborative work involving the entire hierarchy of the organisation, guaranteeing aggregation and representation of all those involved.



1

2

3

4

Strategic Priorities

5





## 4.1.3. Inclusion and Diversity

In our journey through different markets and countries, we have come into contact with and learnt from a variety of cultures. At the same time, we are witnessing societies in constant transformation, increasingly multi-ethnic, multi-cultural and multi-religious. In response to this reality, we foster inclusive working environments where every individual feels welcomed, respected and valued. We believe that when an employee feels genuinely valued, their behaviour reflects that feeling, both in their interactions with colleagues as well as customers and the rest of the community.

Our ethical principles are transversal and communicated throughout the organisation.

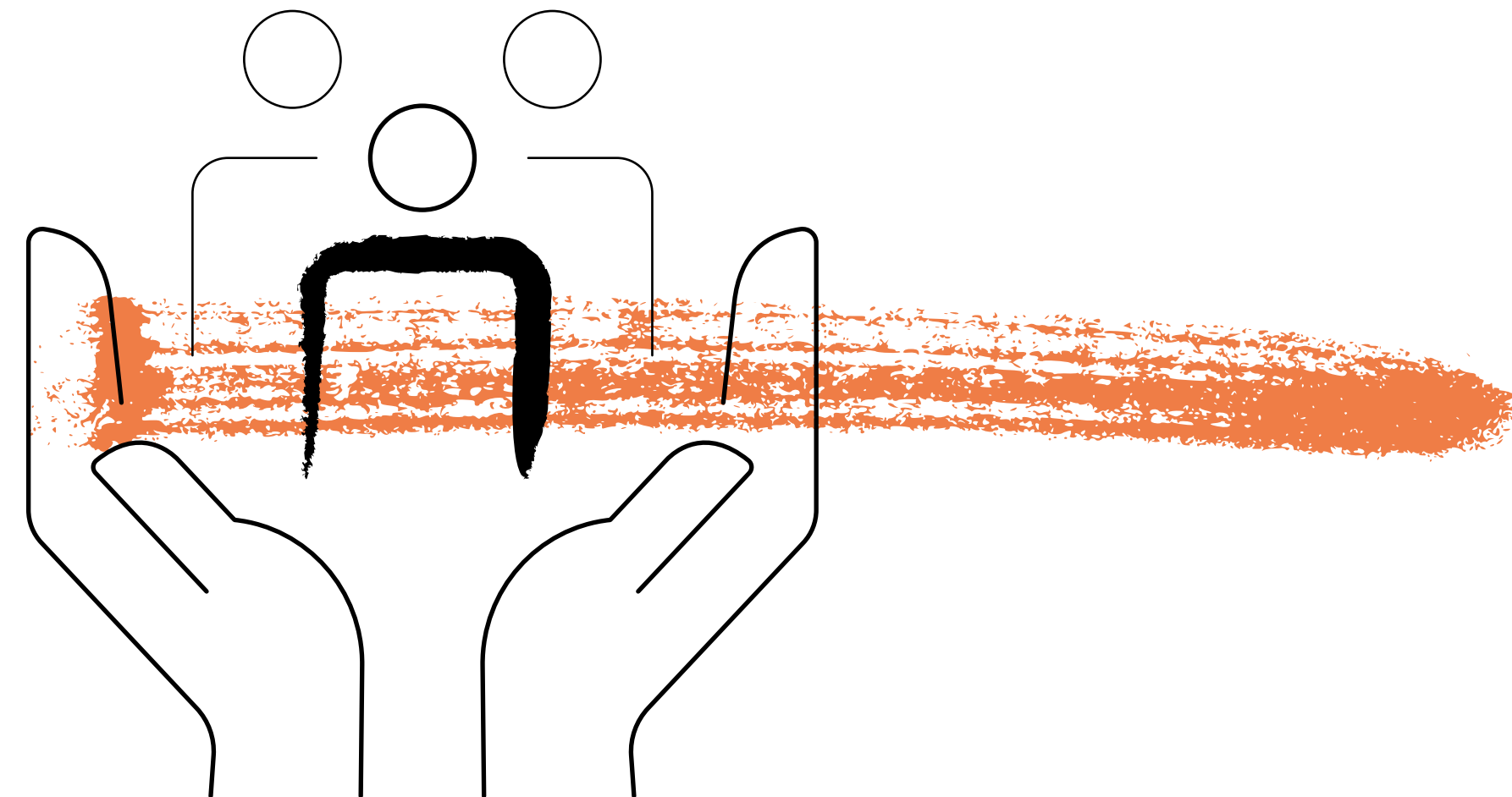
**We do not tolerate any kind of harassment, discrimination, bullying, defamation, violence or victimisation on the grounds of ethnicity, gender, age, religion, family status, or any other factor.**

Both our [Policy on Human and Labour Rights](#) and our [Code of Business Ethics and Conduct](#) document these concerns.

**No incidents or cases of discrimination were identified in 2023.**

Because of the labour turnover that exists in our sector, and because it is a material issue, we monitor gender equity, age distribution by functional category and other variables relating to employee characterisation.

We are investing in industrialisation and innovation to improve our attractiveness as an employee and reach across age groups and genders. One indication of the improvement in attractiveness is that at our industrialisation unit, Blufab, has 17% of employees are female compared to 10% for the rest of the Group's companies (excluding Blufab).



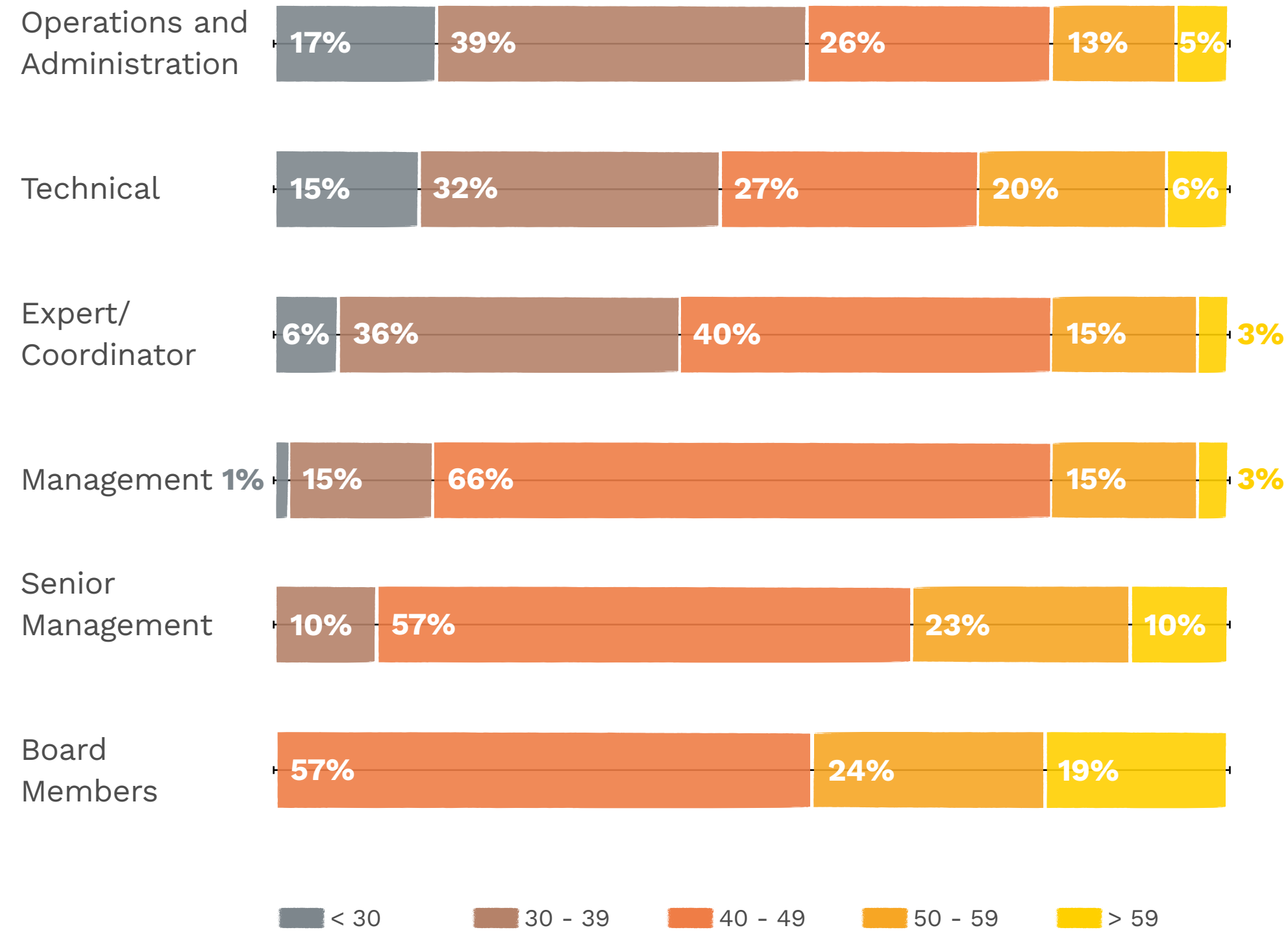




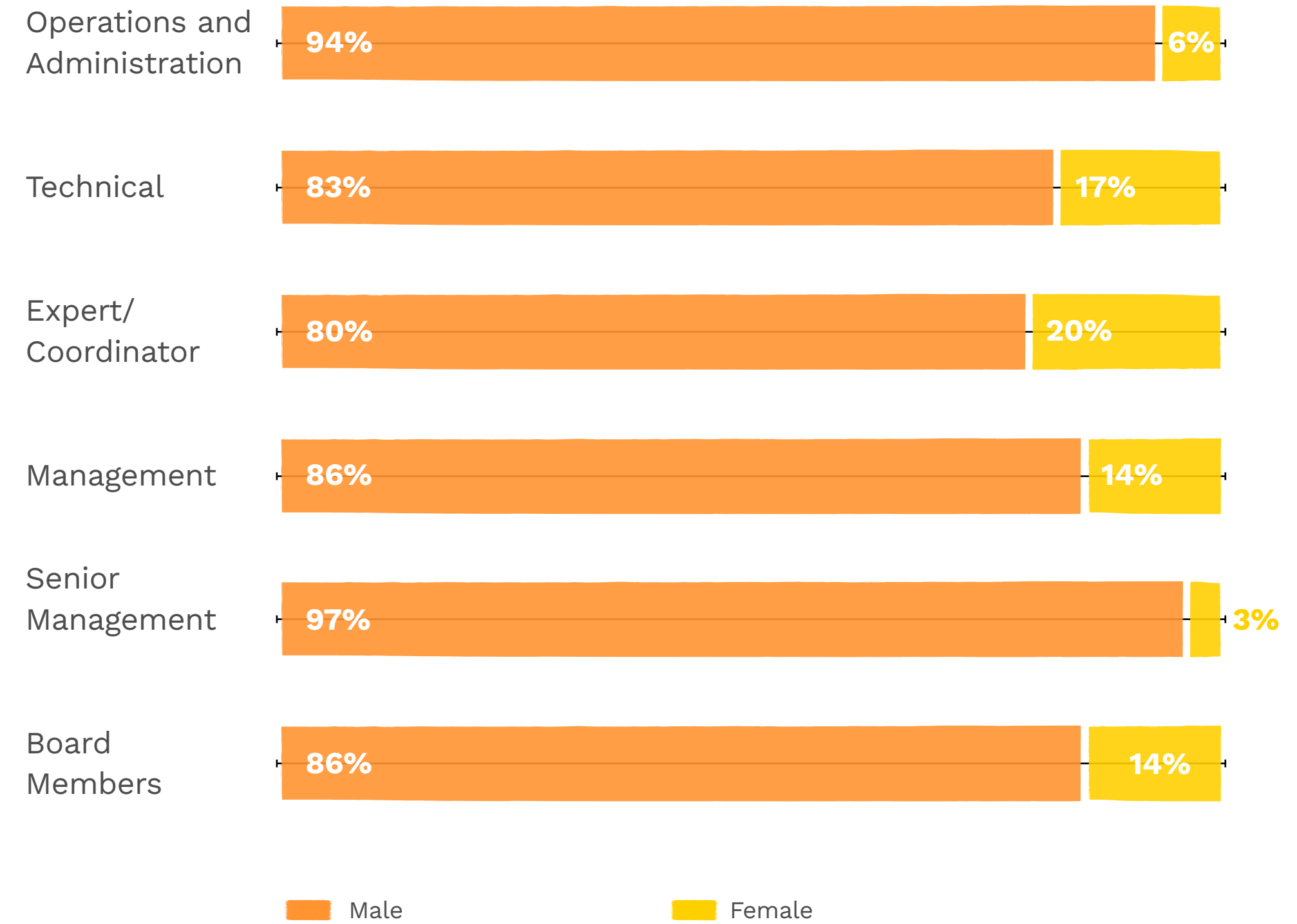
In 2023, the Group's female gender representation was roughly 10 per cent and, overall, with regard to the distribution of employees by age group, there was a prevalence of employees under the age of 50, regardless of job category.

In terms of the gender pay gap, the average female salary is 22 percentage points higher than the average male salary.

**EMPLOYEES PER CATEGORY AND AGE GROUP (%)**



**EMPLOYEES PER CATEGORY AND GENDER (%)**



1

2

3

4

Strategic Priorities

5





### CELEBRATION OF INTERNATIONAL ALBINISM AWARENESS DAY

International Albinism Awareness Day, celebrated on 13 June, was marked in 2023 by providing scaffolding to create a mural in downtown Maputo. This initiative was part of an awareness-raising campaign promoted by Kanimambo – Associação de Apoio ao Albinismo (NGDO) to, through dissemination, education and fundraising, support the full integration of people with albinism in Portuguese-speaking countries (especially Mozambique), fostering quality of life and social inclusion.



### MEN'S NEW CLOTHING DONATIONS

Casais Group started a campaign to collect men's winter clothing for migrant employees from various countries. The collections took place between January and October and the clothes collected were given to 88 employees.



1

2

3

4

Strategic Priorities

5





### CORPORATE SOCIAL RESPONSIBILITY (CSR) AND LABOUR EQUALITY

We took part in a debate and presentation of case studies on **Corporate Social Responsibility and Labour Equality**. The event took place at the Altice Forum in Braga on 22 June and at the Museo del Mar de Galicia in Vigo on 14 June. The objectives of the cross-border forum were to identify, and exchange ideas and raise awareness about, the practices of regional businesses that support the creation of high-quality jobs. Among the subjects addressed by Casais

were professional retraining and the Blufab project, which aims to increase the number of employees in safer factory environments, facilitating the adaptation and retraining of industrial jobs, as well as attract female talent to the sector. Support for migrant employees was also emphasised, helping them integrate and providing social and fiscal support, namely through assistance with filling in tax returns, healthcare and food. The importance of creating a safer working environment was also emphasised, with fixed working hours

and hybrid working models where possible. Also mentioned in the well-being category was the Life Plan, which reinforces the company's commitment to the well-being of its teams since it includes access to psychological support for all employees who express an interest in it, regardless of whether they work on construction sites or in administrative offices.



1

2

3

4

Strategic Priorities

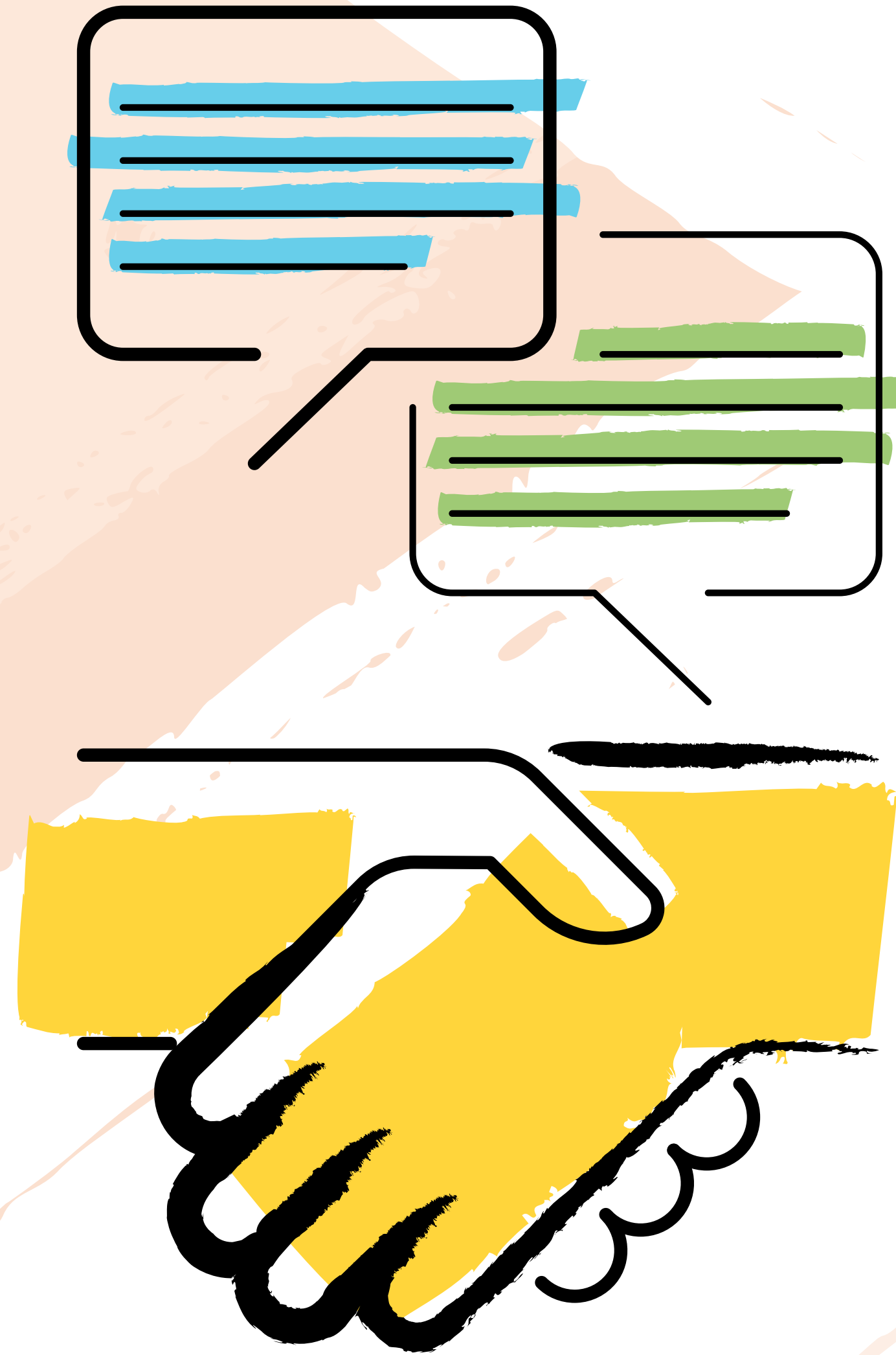
5





## 4.2. Ethical and Collaborative Business

At Casais, we believe that the essence of our organisation lies in the collaboration and synchronisation of efforts between our employees and partners, with the aim of meeting the expectations of our stakeholders and society in general. We recognise that our ultimate purpose is to contribute to society, without which we would have no reason to exist.



Conducting business ethically and collaboratively with our partners for a fairer society is the commitment we have outlined for the **Ethical and Collaborative Business** strategic priority.





Para tal, definimos três ambições para guiar as nossas ações, concretizadas em oito compromissos.

Ambition	Commitment	Metric	Commitment Progress			Target		
			2021	2022	2023	2024	2025	Permanent
<b>All suppliers aligned and engaged the ESG ambition of the Casais Group.</b>	Achieve 100% of critical suppliers assessed against environmental and/or social criteria annually by 2025.	No. of critical suppliers screened using environmental and/or social criteria / Total No of critical suppliers	100 % 80 % 60 % 40 % 20 % 0 %	Start of the commitment	0%	0%	100%	Permanent
	Raise awareness of ESG topics with all suppliers at least annually from 2023 onwards.	No. of ESG-aware suppliers / Total number of suppliers	100 % 80 % 60 % 40 % 20 % 0 %	Start of the commitment	Sustainable Procurement Plan was shared informally	100% from 2023 E-mail sent to 4,682 suppliers at the beginning of 2024		
	Recommend improvement measures for a minimum of 10 suppliers for which improvement potentials were identified, starting in 2025.	No. of suppliers to whom improvement measures have been recommended	10 8 6 4 2 0	Start of the commitment	Not started	Not started	10 from 2025	
<b>Incorporate ESG criteria into all significant investments</b>	Incorporate ESG criteria in all significant own investments (above EUR 5 million), starting in 2024	No. of significant own investments (above EUR 5 m) meeting ESG criteria ESG / Total No. of significant own investments (above EUR 5 m)	100 % 80 % 60 % 40 % 20 % 0 %	Start of the commitment	83%	100%	100% from 2024	
	Incorporate ESG criteria in the evaluation for acceptance of large projects (above EUR 15 million), starting in 2025	No. large projects (above EUR 15 million) incorporating ESG criteria / Total No. large projects (above EUR 15 million)	100 % 80 % 60 % 40 % 20 % 0 %	Start of the commitment	There were no projects above EUR 15 million.	39%	100% from 2025	
	Ensure positive discrimination of suppliers and service providers based on proximity to the construction site from 2024 onwards.	Volume of purchases from local suppliers (in the same market as the Group company / Total volume of purchases)	100 % 80 % 60 % 40 % 20 % 0 %	Start of the commitment	83%	85%		
<b>Zero tolerance for corruption in all Group locations</b>	Implement periodic corruption risk assessments as approved under the ISO 37001 certification process.	Under review	100 % 80 % 60 % 40 % 20 % 0 %	Start of the commitment	In the process of implementing the standard for 2023 and consequently assessing the commitment	ISO37001 implementation process at an advanced pre-certification stage		
	Implement and maintain an anonymous reporting system for suspected corruption that is accessible to all employees, starting in 2022.	Implementation of the anonymous reporting system		App +Alerta	Complaint Channel	Commitment fulfilled		

Note: The report has grown in scope each year: it covered 2 companies in 2021, 17 in 2022 and 51 in 2023.





# 4.2.1. Ethics, Compliance and Governance



We want to contribute to a sustainable and equitable future for all.

To achieve this, we base our relations with our stakeholders on solid principles of ethics, compliance and governance. We are aware that our actions are guided by these basic ethical values and principles. We endeavour to replicate them in all our relationships, from value chain management to our suppliers, customers, partners and other stakeholders. In this way, we contribute not only to better risk management, but also to the creation of shared value, in which everyone involved can prosper sustainably.

1

2

3

4

Strategic Priorities

5





# Ethics

As a Group we seek to recognise and consistently practice ethical values, which are fundamental to building fair relationships, based on trust and mutual respect, and to business sustainability.

This is a sector facing many challenges. The different locations in which it operates, the extensive and complex supply chains and operations with a wide variety of agents, all intensify the need for management focused on ethics and business integrity. We therefore carry out our jobs with a view to ensuring the integrity of the company, with professionalism and precision, in order to guarantee the absence of illegal or unethical practices and transparency in all our activities.

The [Code of Business Ethics and Conduct](#) was developed in 2016 and updated in 2020 to ensure correctness, transparency in operations and the alignment of everyone towards exemplary behaviour. This document is a key part of our organisational culture, reflecting our essence and guiding the actions of each person within the Group, regardless of their position, workplace or role, and in external interaction with customers, suppliers and other partners, in accordance with the laws and basic ethical principles.



1

2

3

4

Strategic Priorities

5





Business Principles



**RESPECT AND PROTECT** the human rights recognised 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.



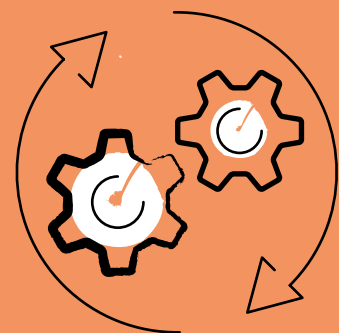
**DO NOT CONDONE OR SUPPORT THE USE OF CHILD LABOUR** and uphold all International Labour Organization guidelines regarding the work of minors.



**PROVIDE EQUAL OPPORTUNITIES** based on professional merit and respect differences in ethnicity, social class, nationality, religion, disability, gender, sexual orientation, age, and trade union or political affiliation.



**DO NOT USE DISCRIMINATORY PRACTICES**, to respect and comply with the legislation of the countries in which the Group operates and to uphold respect for cultural diversity, and the local habits and customs of everybody.



**DEVELOP AND DIVERSIFY INTERNAL AND EXTERNAL COMMUNICATION PROCESSES** and means, seeking to ensure access to information and involvement of all employees and other stakeholders, such as customers, service providers, suppliers and other external partners.



**ENSURE CONFIDENTIALITY AND PRIVACY** of data with third parties and competitors; do not allow misuse of such information; preserve the Group's industrial and intellectual property by maintaining it in internal and secure databases.



**ENSURE AND APPLY OCCUPATIONAL HEALTH AND SAFETY STANDARDS** in accordance with current legislation, best practices in the sector and internal rules defined within the Management System, even when the countries where Casais operates do not have regulations for this purpose.



**ENSURE COMPLIANCE WITH SAFETY STANDARDS AND RULES** as an obligation of all, assuming the duty to inform the responsible services of the occurrence of any irregular situation that may jeopardise the safety of people, facilities or equipment of our company.

1

2

3

4

Strategic Priorities

5





Specific training has been developed to ensure that the principles adopted in the code of conduct are communicated, understood and respected by all employees. In 2023, 227 employees completed the training and 1,048 signed the Code of Business Ethics and Conduct.

There are two channels for reporting concerns and seeking advice. Employees can make requests for clarification or report irregularities via e-mail to [etica@casais.pt](mailto:etica@casais.pt). If they wish to make a complaint anonymously and confidentially, employees can use the Complaint Channel, which was put into operation at the end of 2022. In 2023 there was an initiative entitled “Compliance and the general regime for the prevention of corruption”, which also announced the existence of this channel.

Incidents, requests for clarification or reports of irregularities communicated via the ethics e-mail are dealt with by the Ethics Committee. This Committee makes a preliminary assessment of the complaint. Depending on the nature of the case, an investigation file may be opened and an investigator is appointed to gather evidence and investigate the case. Once the investigation phase has been completed, the Ethics Committee issues its opinion and communicates the content of its opinion to the complainants or, where applicable, to the management body for final review and decision.

1

2

3

4

Strategic Priorities



5





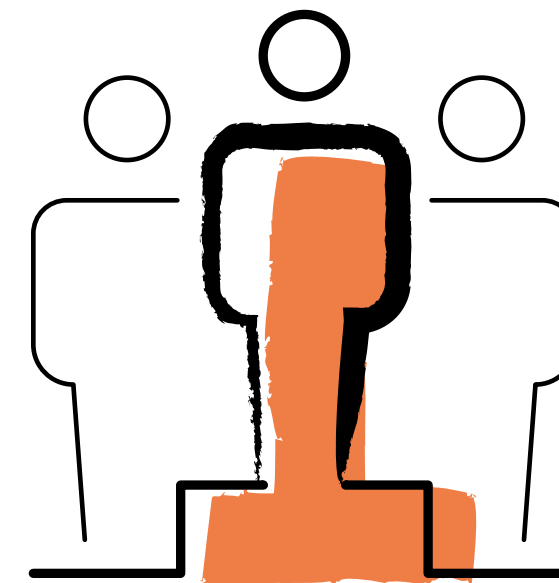
## Compliance

Compliance issues are managed by the Legal Department, which guarantees the integration within the Group of all environmental, social and economic compliance procedures, with efficient mechanisms to manage and/or mitigate the risks associated with the sector.



### ECONOMIC

The main risk identified in the construction sector is corruption, given its turnover, invoicing volume and number of associated transactions. In this sense, we have an ongoing strategic project aimed at implementing an anti-corruption and compliance system for the Group, which includes gap analysis and the definition of an action plan in line with ISO 37001. In future, we also intend to implement ISO 19600.



### SOCIAL

The main risk identified in the construction sector is child labour or compulsory labour, since the Group operates in many different locations around the world. Casais does not permit the practice of child labour or compulsory labour. We have implemented several control mechanisms to ensure compliance with Human Rights.



### ENVIRONMENTAL

In terms of compliance with environmental regulations and authorisations, the greatest risk is the lack of timely issuance of licences and/or legal authorisations required for the development of the construction activity. We have developed a formal environmental risk matrix, with the appropriate actions to be implemented. In addition, Casais EC ensures the maintenance of an environmental management system (ISO 14001).





In line with the good management practices of the ISO 19600 – Compliance Management Systems and ISO 37001 – Anti-Bribery Management Systems standards, as well as to ensure compliance with Executive Act 109-E/2021 of 9 December (General Regime for the Prevention of Corruption), a set of documents was developed, which includes: The Manual of Procedures for Conducting Investigations; the Communication Action Plan; the Training Plan on Anti-Bribery Management Systems (ABMS), the Anti-Corruption and Anti-Bribery Policy; the Policy of Reporting Irregularities, and the Corruption and Related Offences Risk Prevention Plan (PPR). ISO 37001 implementation process at an advanced pre-certification stage, and, as a Group, we would like all Group companies to be aligned with these practices.

An assessment of corruption risks is planned for the phase immediately prior to certification.

There are two incident-reporting channels within the Group: the Complaint Channel which is both anonymous and confidential, and a dedicated e-mail: [etica@casais.pt](mailto:etica@casais.pt). In 2023, three cases were received for analysis. The three incidents were related to injury, damages and lack of proper conditions of safety, which were analysed and dealt with by the Ethics Committee.



1

2

3

4

Strategic Priorities

5





## Governance

Robust corporate governance, with clearly defined and assigned responsibilities and duties, and the adoption of control and risk management procedures, is essential to fulfil all the company's objectives and commitments and satisfy the interests of all stakeholders. Any failure at corporate governance level can have significant reputational consequences and lead to a loss of trust in an organisation.

The Legal Department and the Casais Corporate Engineering Office (ECEO) are responsible for ensuring that the business is aligned with the Group's legal requirements and principles. In 2022, a specific team was created to raise awareness about, discuss and incorporate ESG issues into the Group, and it remained in place in 2023.



1

2

3

4

Strategic Priorities

5



## 4.2.2. Human Rights

Respect for human rights underpins the foundations of our organisation.



1

2

3

4

Strategic Priorities

5

We recognise that respect for human rights is an appeal to the universal values we share that transcend borders, cultures and ideologies. As such, we have made an ethical commitment to guarantee the fulfilment of the rights set out in the UN Universal Declaration of Human Rights in all our operations, regardless of the circumstances.

Given the diverse and global nature of our activities in the construction sector, as well as our presence in different countries and cultures, we are aware of the risks associated with the occurrence of practices such as child labour, and illegal or precarious situations. As a preventive measure, we have adopted a transversal and unified approach, implementing control mechanisms to ensure that situations of this nature do not occur and will not take place at Casais. All employees from the countries represented in this year's report, including subcontractors, must register with the entities and institutions as required by law, and be over the minimum age. We have implemented the obligation to control and verify all documentation before new personnel, whether our own employees or third-party personnel, enter the works sites, and at the time when a new subcontractor is engaged.

With regard to new employees, the employment contract mentions the concern for human rights and the obligation to comply with labour laws in their entirety. If the employees are foreigners, we guarantee that their onboarding and integration process will be in person and we will provide their contract in Portuguese and in their own language.

The [Policy on Human and Labour Rights](#) for the Group was formalised in 2023, and reflects our undertaking to support, respect and protect human and labour rights and to make sure that it is not complicit with any form of abuse or violation of these rights with regard to its employees, suppliers, partners, customers and other stakeholders in any of its activities, or business areas or markets where it operates.

Our commitment to human rights is not limited to Casais in-house. We do not tolerate any practice against human rights in our operations or in any of our partners' operations. To this end, as well as incorporating principles of respect for human rights into our Code of Ethics and Conduct, we have created the Supplier Code of Conduct to ensure that our business partners comply with our ethical policies.





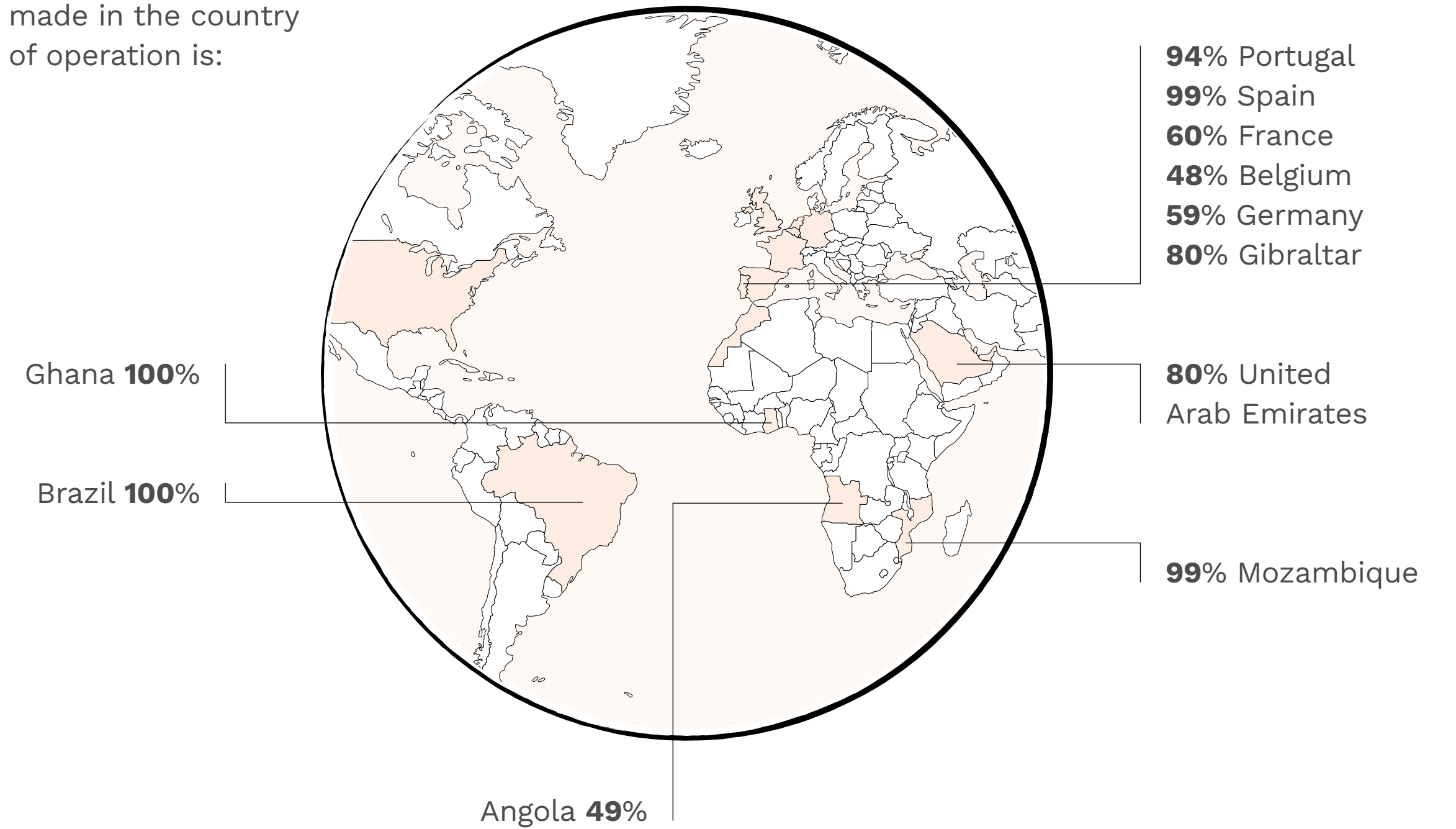
## 4.2.3. Value Chain Management

Forging a path towards a more sustainable world needs strong partners. This idea prompted us to invite our partners to align their goals with our ESG principles and objectives.

We have operations in several different countries in three major business areas spanning a diverse group of companies, so our value chain is both complex and extensive. Upstream, we have suppliers of construction materials and equipment, prefabricated buildings, equipment rental, skilled labour, logistics and transport services. Supplies are generally contracted for each project as part of longer-term business relationships. Downstream and depending on the business area, clients include public entities (mainly for the construction and maintenance of public infrastructures) and private clients (mostly in the areas of construction and the trades).

As far as value chain management is concerned, we favour local suppliers as a means of reducing the risk of not meeting deadlines, contributing to local development, and reducing the impact on the environment and business efficiency.

Based on proximity, the percentage, per country, of (Tier 1) purchases made in the country of operation is:



Overall, 68% of purchases were made in Portugal, between 5% and 35% in Angola and Gibraltar and up to 5% in the rest of the Group's locations and in Austria, China, Ireland, Italy, Qatar, Switzerland and the United Kingdom.

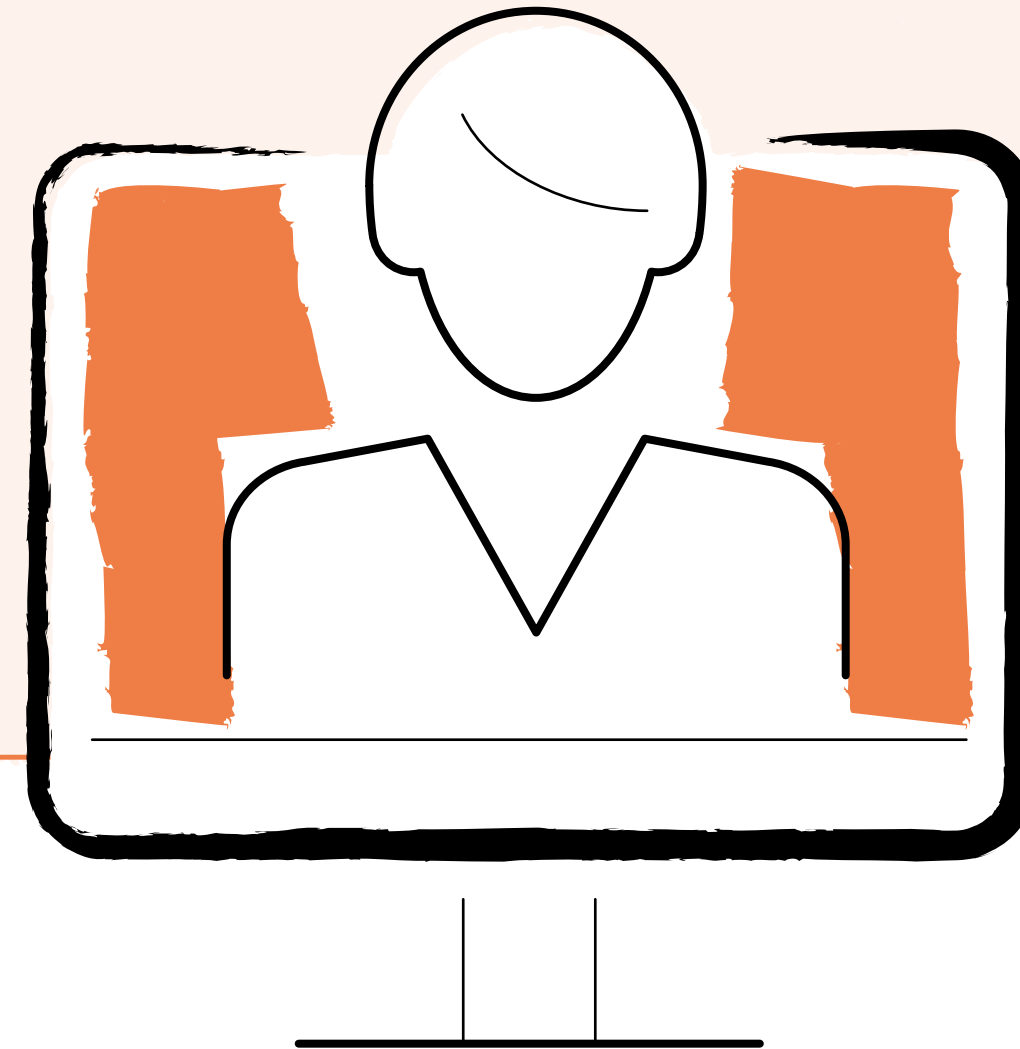




As mentioned in section 3.2., Involvement with Stakeholders, we believe that we can achieve long-term value only by ensuring that the needs, concerns and expectations of stakeholders are considered and taken into account. Since suppliers, service providers and subcontractors are an important part of this process, and because we want to build and maintain robust and close relationships through various communication channels, we carry out awareness-raising activities, provide [Casais News newsletters](#), webinars and satisfaction surveys, create partnership models with subcontractors and use collaborative and interactive digital platforms. Digital transformation is a key leveraging factor when adding value to purchasing methods. To this end, we have been investing in the development of catalogue purchases, digital marketplaces, process automation and electronic invoicing.

## WEBINARS WITH PARTNERS

During 2023 we completed various modules with partners, in which a total of 1,366 people participated. We hosted several webinar cycles:



**A series of webinars for Technical Construction Workers** with partner SIKA, comprising six sessions and 279 hours of training.

**The ZWCAD webinar series**, which totalled 72 hours of training.

**An eight-session Asidek Tips & Tricks webinar** totalling 125 hours of training.

**A series of webinars with Microsoft** consisting of 10 webinars, representing 209 training hours.

1

2

3

4

Strategic Priorities

5





# Supplier Code of Conduct

We strive to select suppliers and subcontractors who share our principles of integrity, humanism, rigour, cooperation, honesty, transparency and environmental and social responsibility.

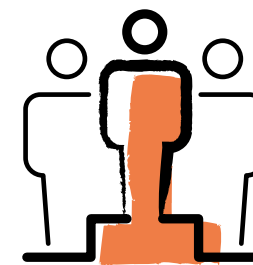
Following best practice, the Supplier Code of Conduct was established to guarantee commitment to a more sustainable procurement process based on three fundamental pillars: Environmental Commitment, Social Awareness, and Economic Responsibility.

We have a specific page on our website for suppliers where the Supplier Code of Conduct is available in Portuguese, English, Spanish and French.



## ENVIRONMENTAL COMMITMENT

- An active management in the promotion of biodiversity by ISO14001 Standard
- Commitments established for the reduction of polluting emissions
- Commitments established for the reduction of waste



## SOCIAL AWARENESS

- Non Discrimination
- No use of child labour
- No use of forced or compulsory labour, or human trafficking
- Compliance with immigration laws and proper documentation
- Legal compliance with wages and benefits
- Compliance with working hours
- Ensuring freedom of association
- Promoting a good working environment
- Ensuring the safety of facilities



## ECONOMIC RESPONSIBILITY

- Practising fair competition
- Establishing a fair treatment policy
- Refraining from making improper payments
- Establishing a policy for gifts and invitations
- Reporting and mediating conflicts of interest
- Rigour and clarity in marketing and selling
- Compliance with the law

As previously announced, in 2022 we began the process of implementing a supplier management tool. During the development of requirements, the incompatibility of the system with the processes set up internally was identified, resulting in the discontinuation of this implementation. As this is a strategically important issue, the business area responsible is currently engaged in finding on a viable alternative.





# Supplier Approval and Risk Assessment

The supplier evaluation process has several phases and levels. First, there is the **supplier identification and pre-approval** process – which at Casais EC is carried out in coordination with the DCSI (Department of Purchases and Integral Subcontracts) and with the technical, operational and financial departments within the Group, as appropriate. This is followed by **verification**, when the DCSI assesses the information gathered in the previous phase. After that, **categorisation** occurs, using the Kraljic two-by-two matrix in which suppliers are plotted against the axes of Profit Impact and Supply Risk. Lastly, an assessment of various aspects is carried out after each project, or overall on an annual basis. The **assessment** is based on data such as on-time delivery, quality and technical capacity, price and financial capacity, relationship management and commitment, and safety and the environment. This information is collated and suggestions for improvement are made. At the beginning of 2024 we will gather the results of the post-works evaluations carried out during 2023 and, if necessary, recommend improvements.

1

2

3

4

Strategic Priorities

5





**PURCHASING SUBCATEGORIES (KRALJIC)**

**STRATEGIC**

**Characteristics**

- Products essential to projects
- High dependence on suppliers
- Low negotiating power

**Partnership Type (TCT)**

Strategic alliances/  
Joint Ventures



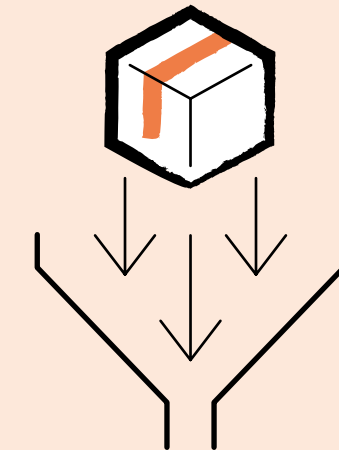
**OPERATIONAL BOTTLENECK**

**Characteristics**

- Specific products
- There are few suppliers for these products on the market
- There is a major supply risk with great impacts on production

**Partnership Type (TCT)**

Supplier network



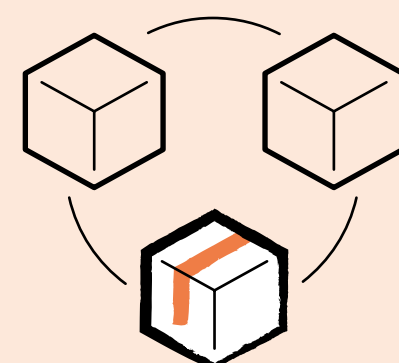
**ROUTINE PURCHASES**

**Characteristics**

- Many alternative suppliers
- Wide variety of products
- Standard products

**Partnership Type (TCT)**

Supplier network



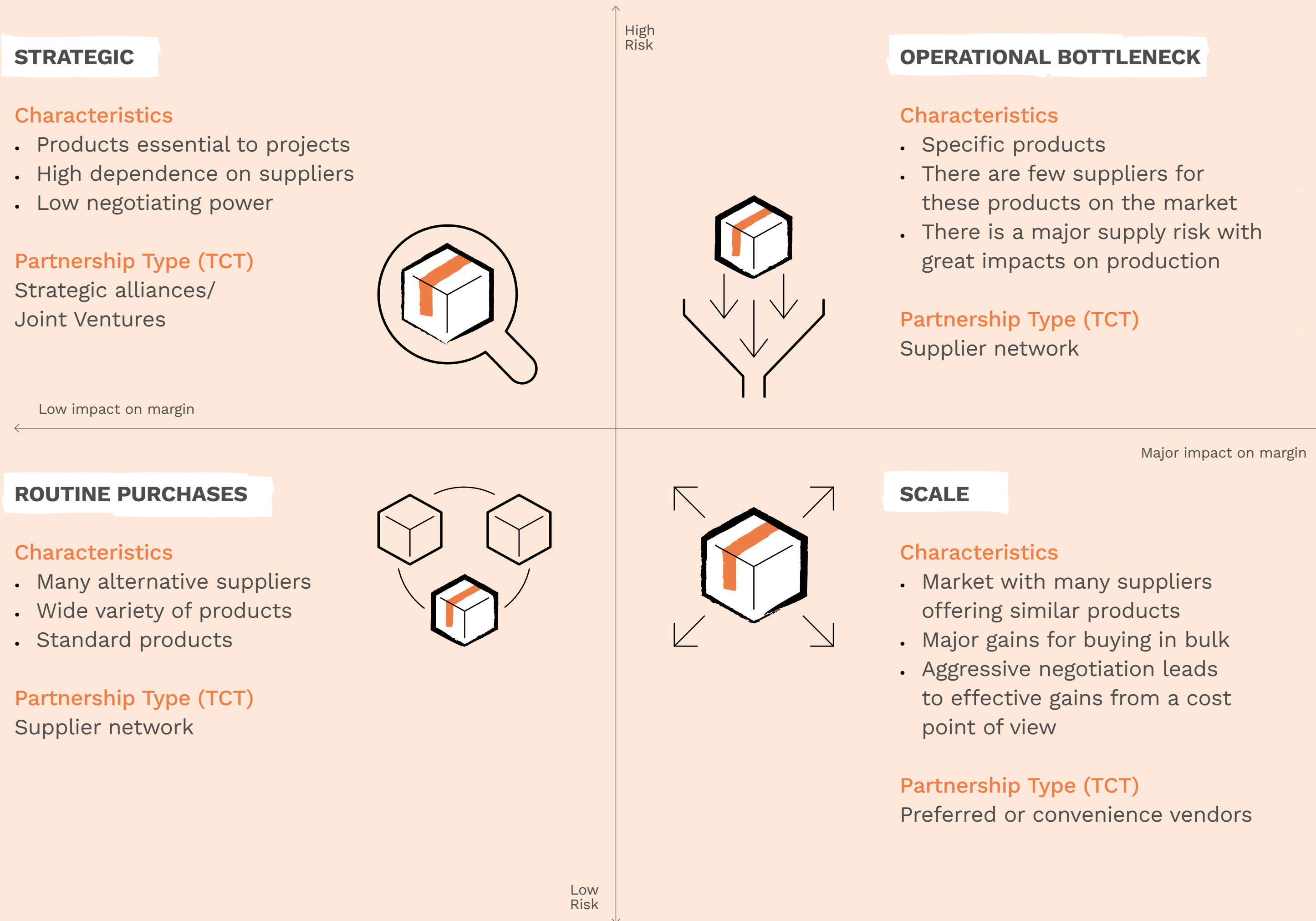
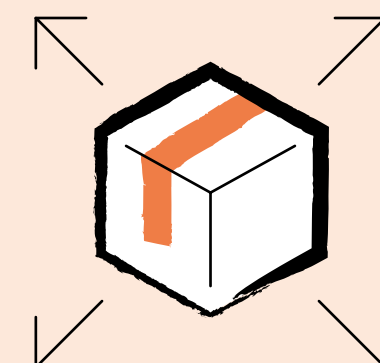
**SCALE**

**Characteristics**

- Market with many suppliers offering similar products
- Major gains for buying in bulk
- Aggressive negotiation leads to effective gains from a cost point of view

**Partnership Type (TCT)**

Preferred or convenience vendors



For Casais EC suppliers, a risk assessment is also carried out based on economic factors. A supplier is considered critical if their business relationship with the Group exceeds EUR 250,000. Some 6.3% of suppliers were considered critical in 2023.

The higher the level of risk, the more demanding the controls carried out. Non-compliance with the established minimum requirements implies that the supplier needs to be re-evaluated. In such a case, re-evaluation takes place at the level of the Executive Committee, which decides on whether the supplier can continue to provide services to the Group. If suppliers are excluded, they are put on a list of Non-Approved Suppliers and they cannot be consulted or contracted. The decision will only be reversed if the supplier resolves the issues that were non-compliant. In 2023, a new supplier was identified

as Non-Approved, and at the end of 2023, suppliers on this list numbered 37.

We are working towards a corporate approach to the Global Sourcing process in 2024, to ensure that practices are aligned across all Group companies. To ensure a greater degree of impartiality, we intend to outsource the supplier risk assessment process to trade platforms/ data providers in the future.

In addition to supplier risk assessment, close monitoring of suppliers occurs out throughout the year to clarify any issues and also to maintain a relationship of proximity and trust. In 2023, 61 meetings were held with subcontractors and 25 with suppliers. These meetings took place in various ways, with 23 being held at the partners' premises, 41 at Casais head office and 22 via Microsoft Teams. There were also 9 visits to construction sites.

1

2

3

4

Strategic Priorities

5

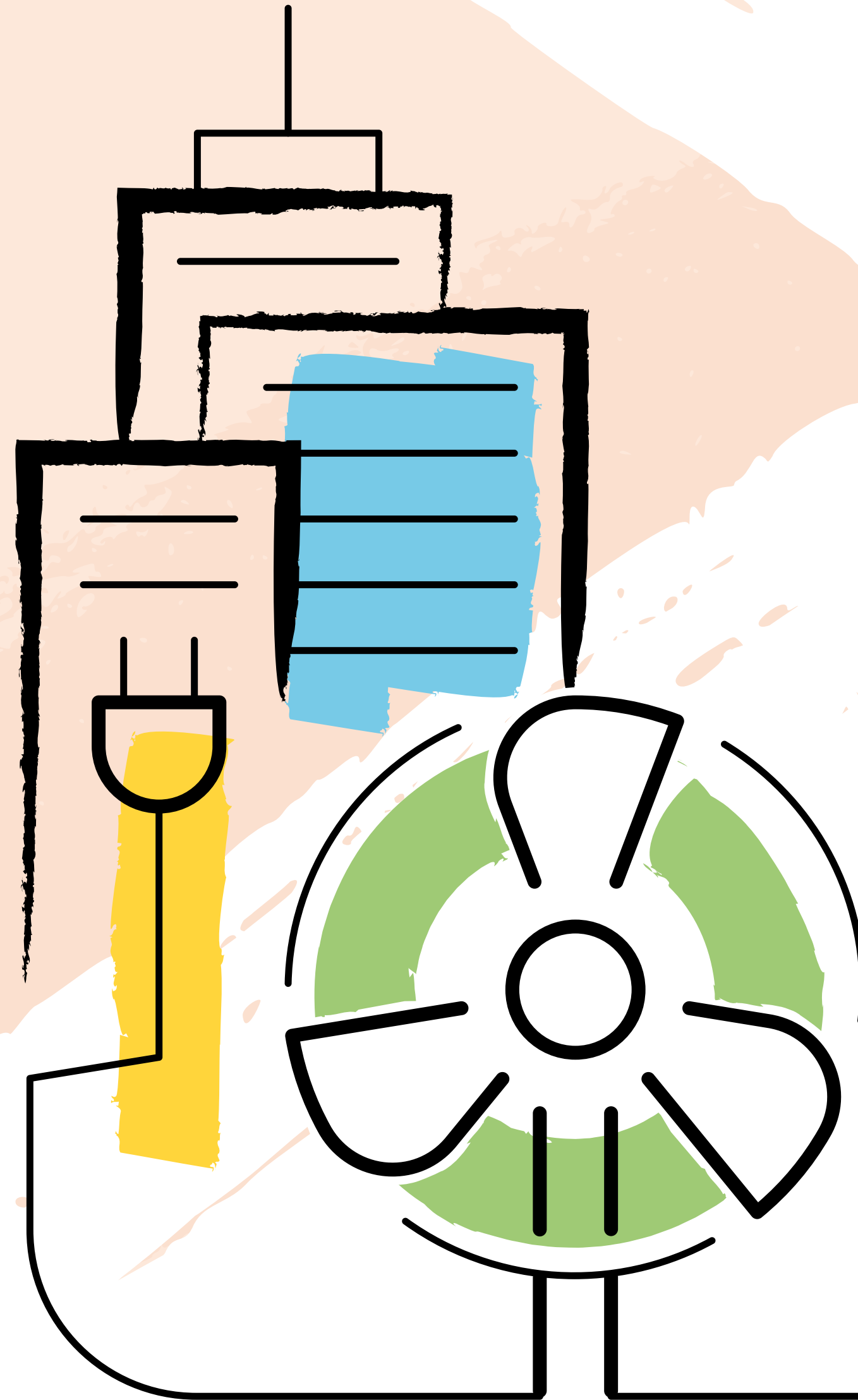




### 4.3. Conscious and Innovative Solutions

The construction sector is a major consumer of natural resources and is responsible for around 40% of carbon emissions. Given its importance, the sector's performance plays a major role in building societies, the future of communities and the planet. That's why we continue to strengthen our efforts to protect and safeguard the world's cultural and natural heritage, while trying to reduce the negative environmental impact of our activities in all our operations.

We consider industrialisation and digitalisation to be key tools for increasing efficiency in the sector. We are committed to developing design products that offer value and timelessness. We are no longer merely doing a job. We are integrators of a community focused on implementing solutions with more design, more efficiency and more sustainability, in a clear evolution in this area of construction and real estate.



We are focused on developing **Conscious and Innovative Solutions**. We have a responsibility to innovate and develop solutions for the market, popularising access to green buildings and technologies designed to support human well-being and economic development.





To this end, we have defined three ambitions, embodied in the following commitments:

Ambition	Commitment	Metric	Commitment Progress	Target										
<b>Significantly increase the integration of sustainable construction processes in new projects</b>	Implement sustainable construction processes or products* in at least 70 per cent of new projects by 2030.	No. of projects finalised that implemented sustainable construction processes or products / Total N° of projects finalised in the year.	<table border="1"> <tr><th>Year</th><td>2021</td><td>2022</td><td>2023</td><td>2030</td></tr> <tr><th>Progress</th><td>35%</td><td>68%</td><td>78%</td><td>70%</td></tr> </table>	Year	2021	2022	2023	2030	Progress	35%	68%	78%	70%	2024 2025 2026 2027 2028 2029 2030
	Year	2021	2022	2023	2030									
Progress	35%	68%	78%	70%										
Increase the incorporation in construction of wood as a structural material, ensuring its incorporation in a minimum of 30% of projects started from 2030.	No. of projects finalised incorporating wood as a building material / Total N° of projects finalised in the year.	<table border="1"> <tr><th>Year</th><td>2021</td><td>2022</td><td>2023</td><td>2030</td></tr> <tr><th>Progress</th><td>0%</td><td>0%</td><td>6%</td><td>30%</td></tr> </table>	Year	2021	2022	2023	2030	Progress	0%	0%	6%	30%	Start of the commitment	
Year	2021	2022	2023	2030										
Progress	0%	0%	6%	30%										
<b>Focusing innovation resources on low carbon /sustainable solutions</b>	Ensure that at least 90% of investment and innovation resources are allocated to research or development of new, green and clean solutions from 2024.	Total investment in development of green and clean solutions / Total investment and resources in product innovation.	<table border="1"> <tr><th>Year</th><td>2021</td><td>2022</td><td>2023</td><td>2024</td></tr> <tr><th>Progress</th><td>0%</td><td>73%</td><td>100%</td><td>90%</td></tr> </table>	Year	2021	2022	2023	2024	Progress	0%	73%	100%	90%	Start of the commitment
Year	2021	2022	2023	2024										
Progress	0%	73%	100%	90%										
<b>Boosting the supply of sustainable and affordable solutions</b>	Deliver a minimum of 15 solutions** per year for sustainable construction from 2023 onwards.	No. of solutions we developed and/or made available or started using in the reporting period.	<table border="1"> <tr><th>Year</th><td>2021</td><td>2022</td><td>2023</td><td>2023 (Target)</td></tr> <tr><th>Solutions</th><td>11</td><td>9</td><td>5</td><td>15</td></tr> </table>	Year	2021	2022	2023	2023 (Target)	Solutions	11	9	5	15	15 Solutions from 2023
Year	2021	2022	2023	2023 (Target)										
Solutions	11	9	5	15										

\*Processes or products for sustainable construction are understood as processes or products, even if partial, that ensure the reduction of the carbon footprint, that reduce the specific consumption of critical non-renewable resources or that increase circularity through the reuse of materials.

\*\*These solutions could take the form of new physical products (such as industrialised walls or sensors) or constructive or organisational processes (such as apps).

Note: The report has grown in scope each year: it covered 2 companies in 2021, 17 in 2022 and 51 in 2023.

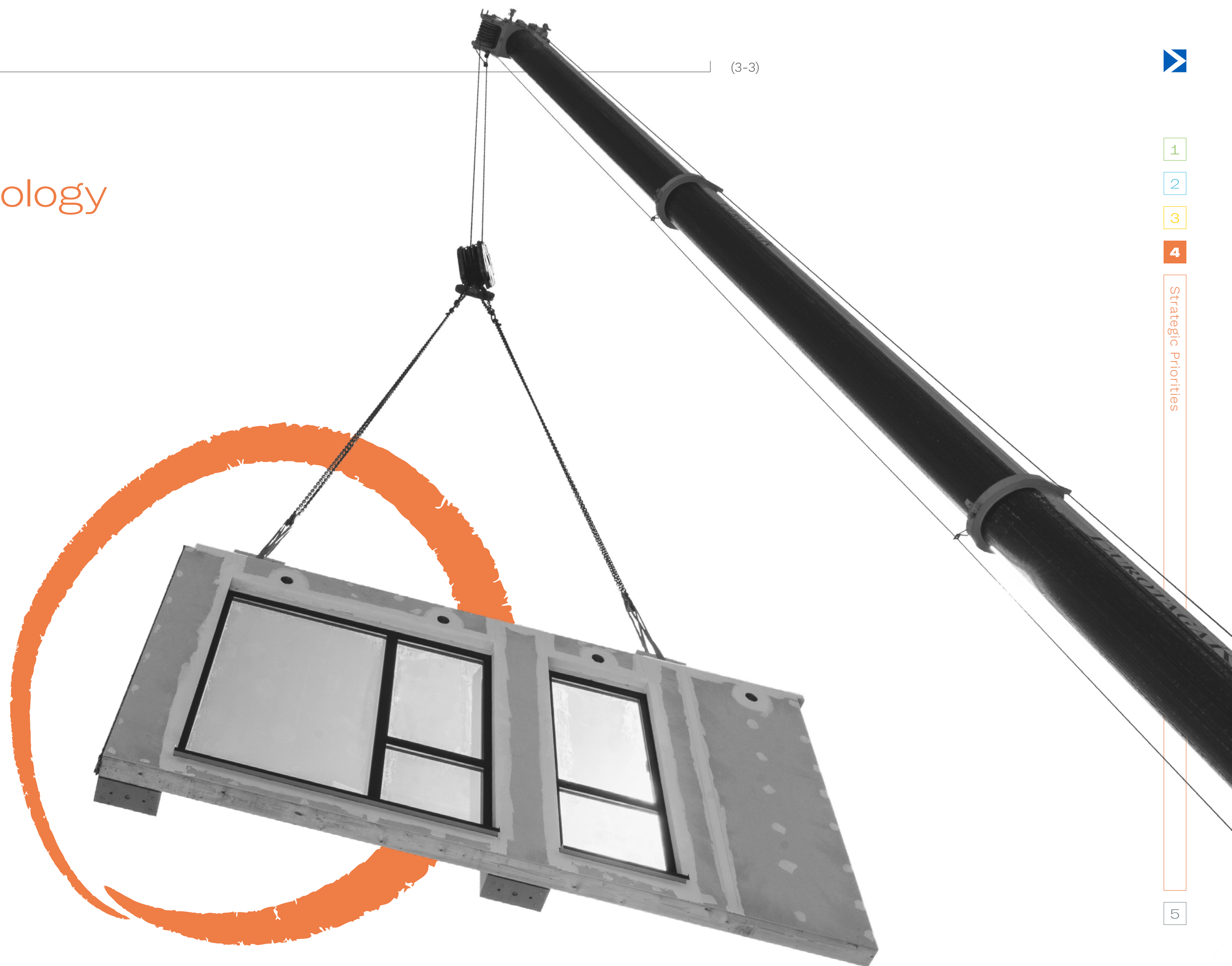




### 4.3.1. Green Buildings and Technology

We aim to build responsibly by incorporating sustainable practices, establishing strategic partnerships and striving to create long-term value for our clients and for society and the planet.

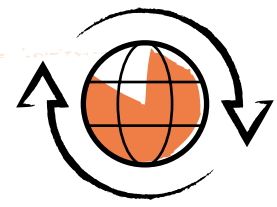
We believe that industrialisation and in-factory construction will be essential for the construction sector's transition towards sustainability. The in-factory construction approach involves the production of components away from the construction site and in a more controlled environment (the factory), with assembly taking place later on site. This type of construction has many advantages.





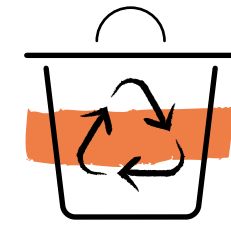


**Benefits Off-site Construction**



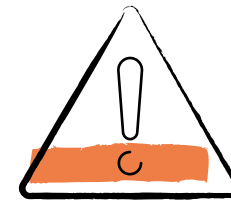
**USE OF CIRCULAR ECONOMY PRINCIPLES**

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.



**70% REDUCTION IN WASTE PRODUCTION**

Production in a factory environment allows for greater use of waste.



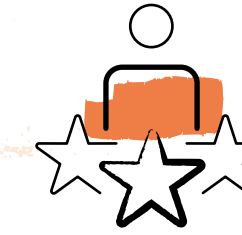
**MITIGATION OF THE LIKELIHOOD OF INHERENT OCCUPATIONAL RISKS**

Less frequent exposure to risks in a work site environment.



**REDUCTION OF ON-SITE NOISE POLLUTION BY MORE THAN 50%**

Reduction in the amount of work on site with great noise impact, such as ceramic cutting and profiling.



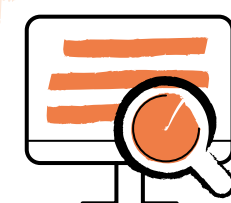
**INCREASED PROFESSIONAL QUALIFICATION**

Increase capacity for training at the factory and for re-skilling workers from other sectors.



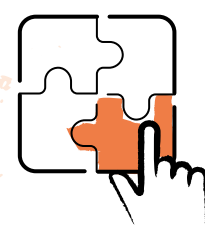
**PRODUCTIVITY INCREASED BY MORE THAN 50%**

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 labour.



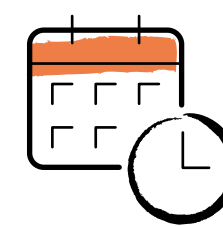
**TRACEABILITY**

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.



**STANDARDIZATION**

The principle of industrialization is standardization, so the materials and systems that are incorporated are more standardized than they have been in the past, allowing for easier access to replacement parts at a lower cost.



**MITIGATION OF THE RISK OF MISSING DEADLINES**

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 50%.



**GREATER GENDER AND AGE INCLUSION**

Reduction of barriers identified on site for greater integration of employees.

1

2

3

4

Strategic Priorities

5





In addition to industrialisation, which will make it possible to transform construction into a process of assembling components off-site that can be configured in different ways to achieve the desired end result, and which allow for flexibility and adaptability, we also invested in our choice of a timber-hybrid (wood and concrete) structure.

CREE's mindset and timber-hybrid construction solutions are in line with our present and future positioning in the construction industry. We became shareholders in CREE Buildings—which developed the CREE system—an international construction collective focused on more sustainable building solutions. This decision is the result of a three-year partnership between the companies, and recognises the potential for growth together with CREE.

### CREE PARTNER DAYS '23

The Casais Group was joint organiser at **CREE Partner Days '23**, a networking event under the banner of "Building Partnerships", hosted in Portugal for the first time. It brought together those interested in sharing ideas, experiences, knowledge and good practices about this timber-hybrid construction system.

More than 100 participants from 16 countries, including Portugal, were in attendance, and Casais was honoured with the Excellence Award.



1

2

3

4

Strategic Priorities

5





As a result of this partnership and commitment to this form of construction, the [first hybrid building on the Iberian Peninsula](#) – the **B&B Hotel Guimarães**, – was completed in 2023, followed by the first hybrid B&B Hotel in Spain, the **B&B Hotel Madrid Tres Cantos**, which began construction in 2023.

The B&B Hotel Madrid Tres Cantos project is located in Tres Cantos, Spain, and will have 120 rooms spread over five floors, and ground-floor parking. This project is based on an industrialised timber-hybrid (wood and concrete) solution, developed by CREE Buildings, with prefabricated structure and facades. This five-storey building will also have prefabricated bathrooms, while some of the trades work and installations are also prefabricated.







## EVENTS ABOUT SUSTAINABLE BUILDINGS

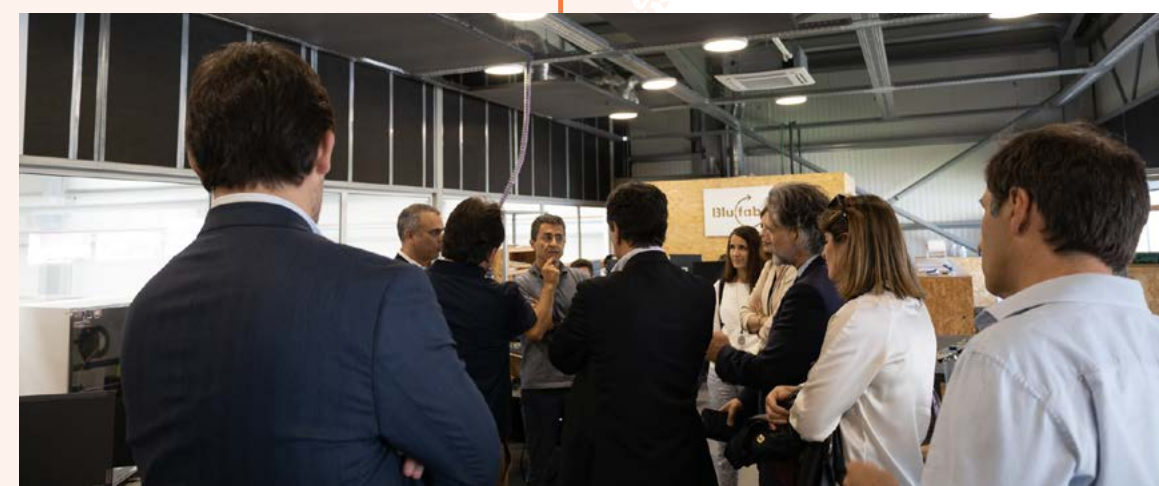
With the aim of driving the transition of the construction sector towards sustainability, we are part of groups and have taken part in conferences on the development of sustainable buildings/construction. Examples of this include participation in the Gibraltar Sustainable Buildings Group (GSBG), which aims to promote collaboration between individuals and organisations in the sector and promote sustainability and energy efficiency in construction, organise networking events, raise awareness and promote local sustainability, provide information and resources to the community and represent the industry in the search for transformational change; participation in a technical session on “Building Solutions for Sustainable Architecture” with the theme “Blufab: modular solutions for buildings”, organised by Espaço e Arquitetura, and participation in some conferences such as:

—  
**“Conference on Housing and Sustainability”** held as part of Open Week 2023

—  
**“The Challenges of Construction 4.0: from Decarbonisation to the Digital Transition”** promoted by AICCOPN (Association of Civil Construction and Public Works Industries)

—  
**“Aspire Sustainable Built Environment”** organised by the Department of the Environment, Sustainability, Climate Change and Heritage of Gibraltar, in which we were a Gold Sponsor and also actively participated, with the highlight being the presentation on “Off-site and hybrid system construction – the road to more sustainable and efficient buildings”

—  
**“New Housing Challenges”**, which was part of the “Engineering Roadshow” by the Order of Engineers - Northern Region (OERN).



Our intention is that 30% of construction will be industrialised by 2030. In terms of strategy, we are clearly moving towards an industrialisation model and defining sustainability as a priority for our activities.

1

2

3

4

Strategic Priorities

5





## 4.3.2. Innovation, Design and Safety of Products and Infrastructures

One of our strategic objectives is to boost innovation with a disruptive vision and new business models.

### MITH – MINHO INNOVATION & TECHNOLOGY HUB

On 25 October, the first phase of the **MITH – Minho Innovation & Technology Hub** was inaugurated in Guimarães. MITH is an innovation hub that combines advanced technology, sustainable innovation and quality of life". It aims to promote collaboration and partnerships for the germination of new ideas and supports companies and start-ups in the development of new services, solutions and technologies.

This multifunctional real estate project includes offices, business space, housing and a hotel, planned to be developed over the next few years. The ceremony featured a talk on emerging technologies and future trends, and a cooperation protocol was signed between At the end of the event, a cooperation protocol was signed between Guimarães City Council, the University of Minho, TecMinho, Sitio, Sunny Casais and Casais Group.



1

2

3

4

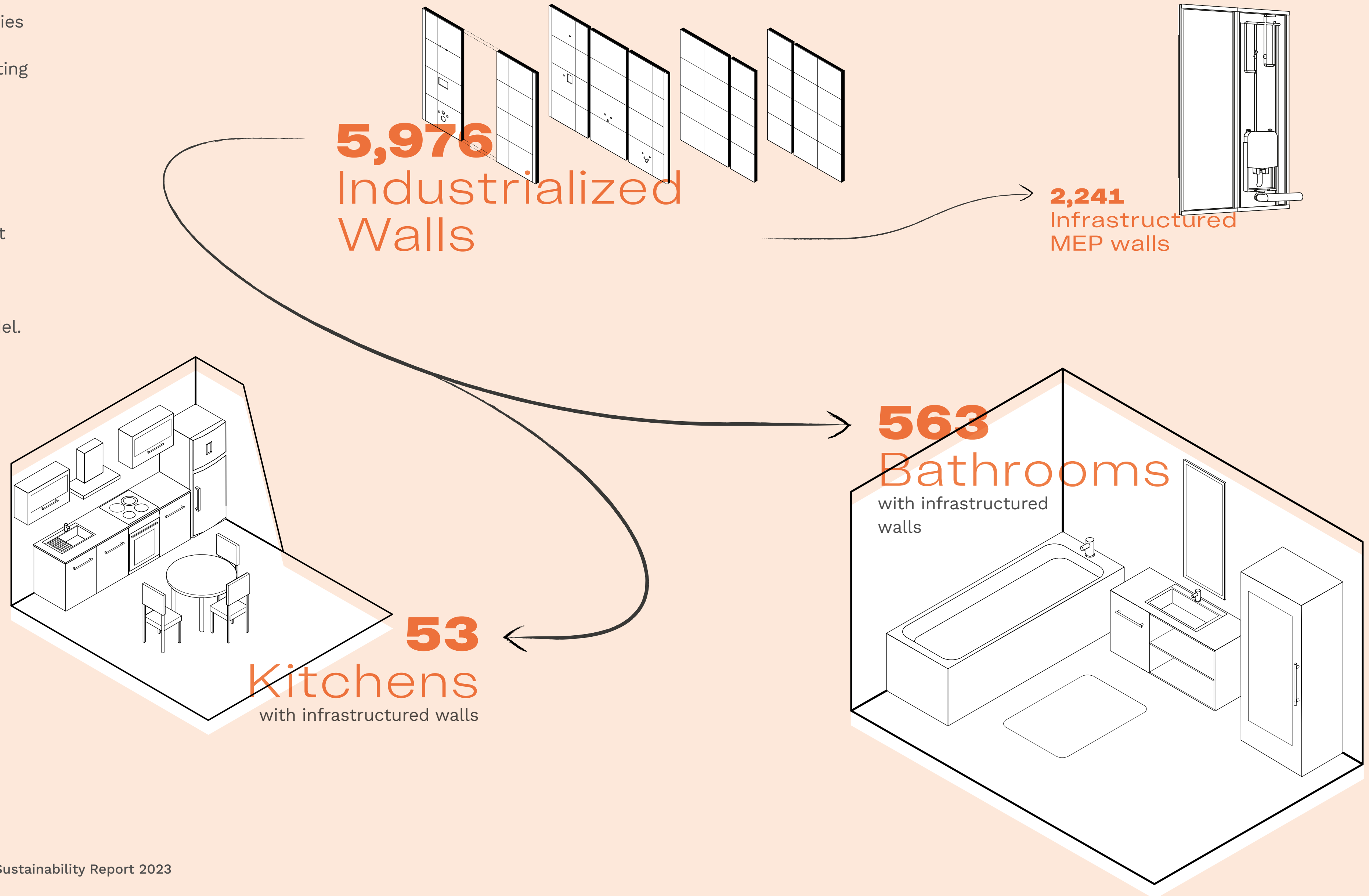
Strategic Priorities

5





The introduction of new technologies is one of our priorities because, combined with the constant updating of knowledge, it provides the improvement of mechanisms and systems of action, helps to make processes more economical and sustainable, making it possible to improve the solution we offer. One example of such improvement lies in the investment made in industrialisation, in-factory construction, and the technology required for this construction model.



1

2

3

4

Strategic Priorities

5

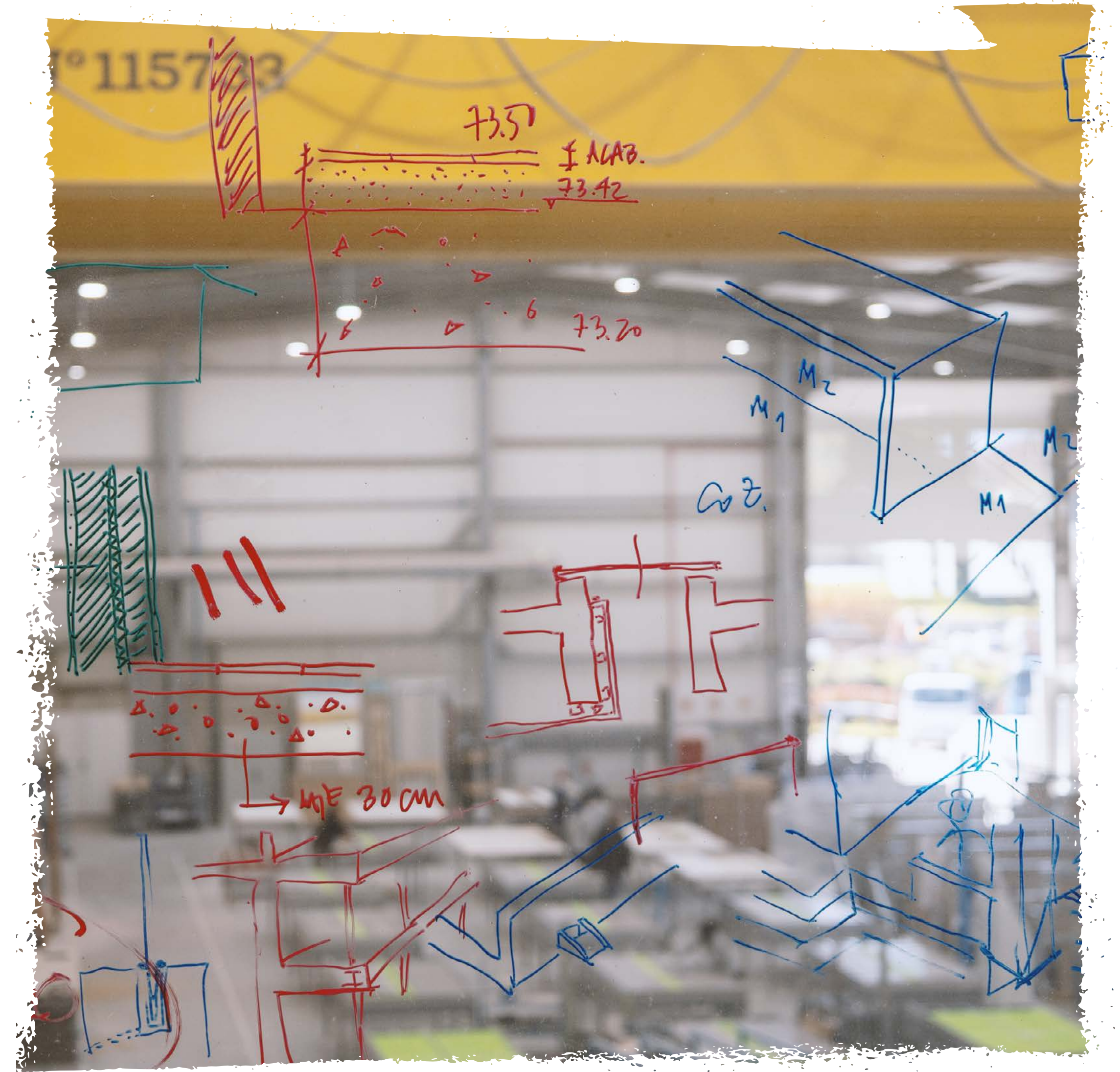




In addition to the advantages already mentioned in the previous section (4.3.1. Green Buildings and Technology), we promote the use of technology in the production system where it makes a difference – for example, we have introduced mixed reality headsets in training and when attracting new talent, which, in turn, makes the construction sector itself more attractive.

Yet innovation does not only occur in the construction process, but also in the adoption of sustainable practices that are incorporated when manufacturing construction products and materials. A few examples of these are: air quality monitoring systems such as **Atmocube**, created by Casais and Atmo® technology; solar panels and smart batteries such as the **Ampere Energy kits** (an all-in-one system), and the **portable electrical control panel**.

We understand that design is a source of value and durability. We combine functionality with circular economy, resilience and long-lasting aesthetics. Product design can mean, for example, creating modular systems that allow users to add or remove components, or designing products with replaceable parts to reduce waste and extend their lifespan. These and other solutions are available on our [Fio-Blu](#) platform, which promotes customisable, innovative and sustainable construction, energy and design solutions not only to large operators but to a wide range of actors in the market, including professionals such as architects, interior designers, and even private individual customers.



1

2

3

4

Strategic Priorities

5





## MIXED REALITY

Mixed Reality was introduced in 2022 to support the production, training and education of new employees. With this technology, employees receive instructions and visual guidance integrated directly into their field of vision, while interacting with their real working environment. This training allows employees to consult the various modules on their own and at a pace that suits them best. It also makes it possible for the trainee to contact the trainer at any time and interact online, allowing the trainer to see through the employee's mixed reality headset view, making it easier for the trainer to understanding and to give clarification, as appropriate, to the employee. Another advantage of this type of training is that because it is online, it can be done anywhere in the world, allowing it to be expanded to all markets where we use industrialisation as a construction process.

As a support for production, it has been used whenever it has proven to be the best way to reduce preparation times for a new job.



1

2

3

4

Strategic Priorities

5



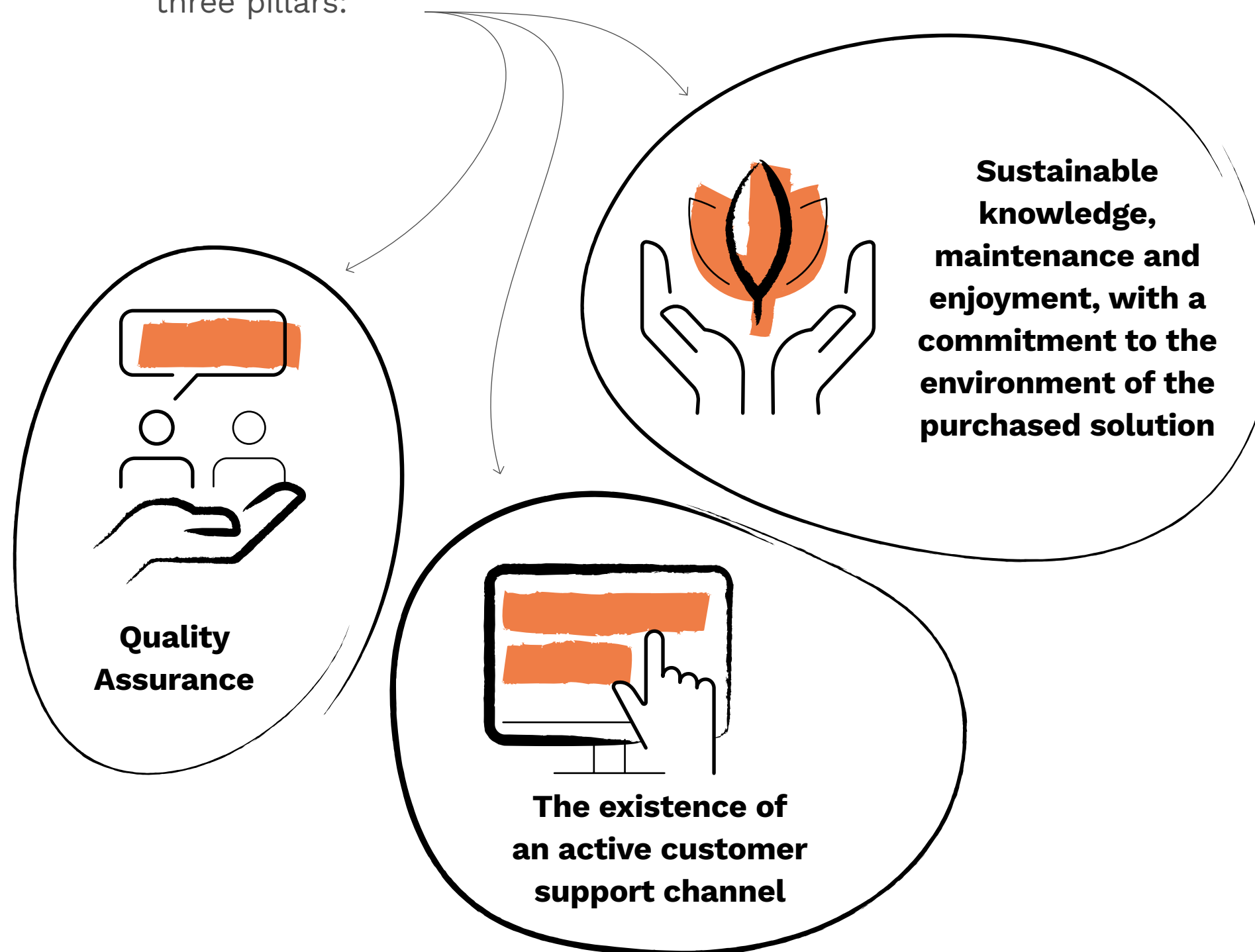


### SMART WALL HEATING

In 2023, in partnership with Surforma and The Warming Surfaces of Finland, a smart warming wall was developed that has an integrated, low-energy heating system, incorporates 95% fewer materials than traditional heating solutions, is 100% recyclable and uses no plastics. As an innovative idea in development, this solution was given an award at Interzum 2023.



Focusing on our clients and with the aim of accompanying them and their vision in the life cycle of their buildings, we offer the best experience in the acquisition, use, maintenance and preservation of the building, through an exclusive and properly structured **support service** based on three pillars:



In this way, with the aim of accompanying and helping in the maintenance and preservation of the building, and because we are concerned with extending the life cycle of assets when delivering a building or services, we present a maintenance manual that documents the planning and preventive maintenance requirements. The manual contains recommendations for responsible use and ensures the relevant information to guarantee the proper maintenance of the installation in compliance with the rules and conditions of validity of the guarantee of the finished product.

All the Group's construction companies guarantee the delivery of the Maintenance Manual. For products and services, we provide the commercial information and instructions/usage information regarding materials and specificities of special handling and storage, if applicable.

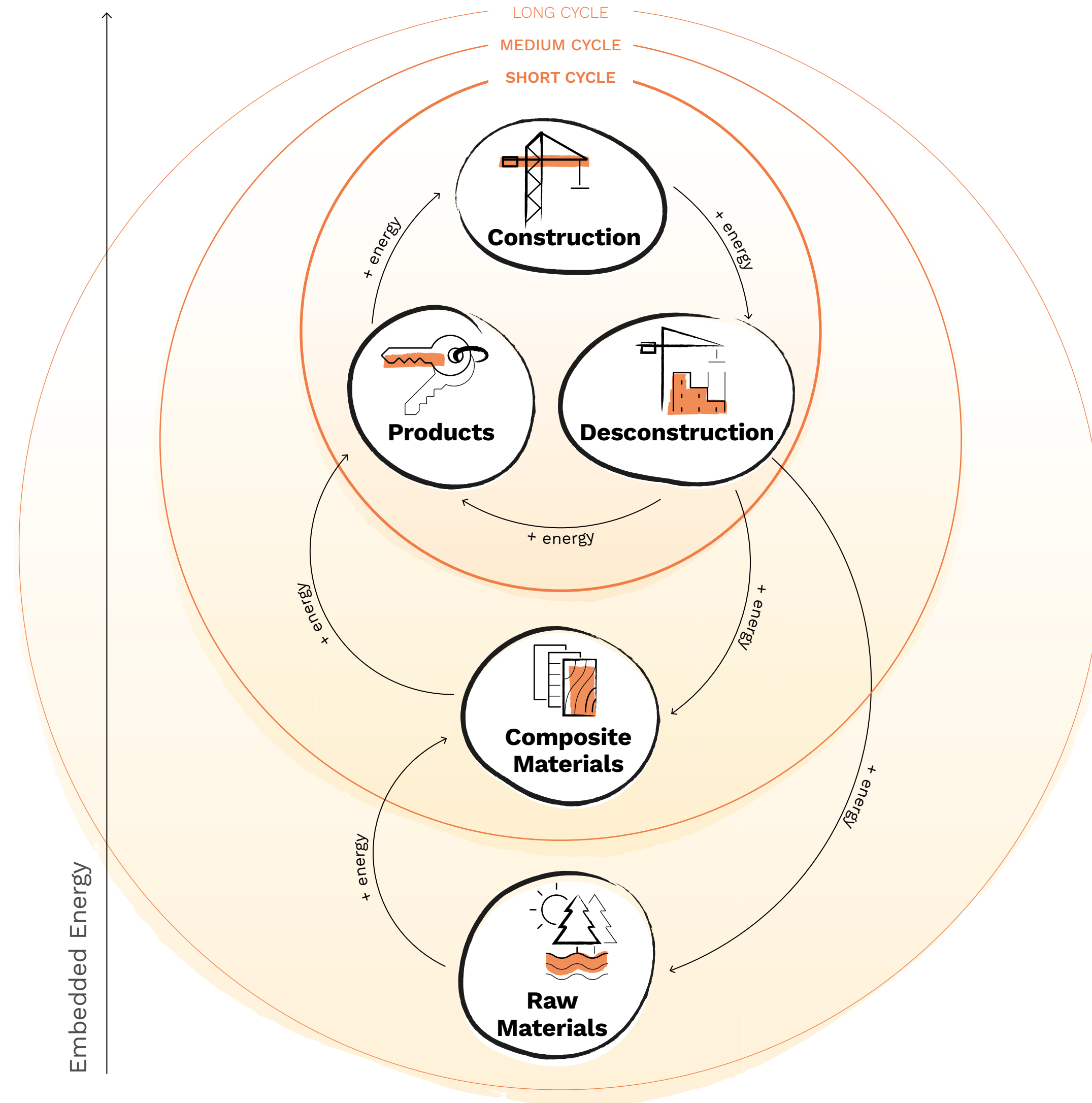




### 4.3.3. Resource Conservation and Efficiency

It is our view that the next generation of buildings must result from the assembly of a set of components that can be disassembled and reused when the building no longer fulfils its purpose.

In the Life Cycle of a Sustainable Building, we try to reduce its environmental impact and embedded energy, from the choice of materials and construction techniques to their reuse and subsequent end-of-life recycling. From an energy point of view, we try to minimise the need for supplementary energy at the end of the cycle, as this is the only way to achieve the goal of maintaining circularity within the short cycle



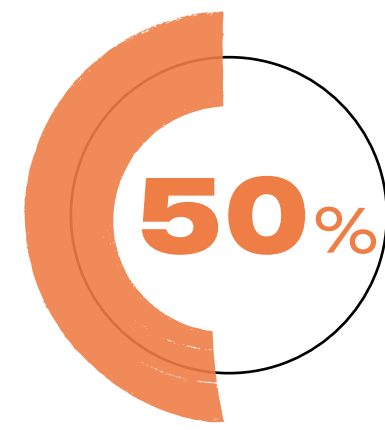




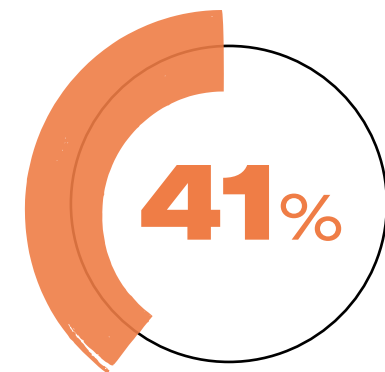
Blufab is a Casais Group industrialisation (in-factory construction, or off-site construction) unit. It provides more efficient solutions yet consumes fewer resources, in a measure to combat the scarcity of raw materials and labour in the sector. It also allows for the reuse of resources between projects as they are assembled in the same physical space.



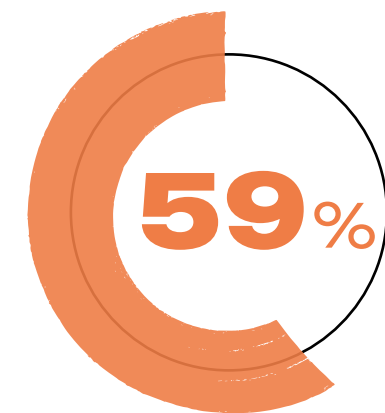
Compared to conventional construction methods, according to a study carried out by INEGI, the use of CREE's prefabricated hybrid timber solution makes it possible:



Reduction in the quantity of concrete



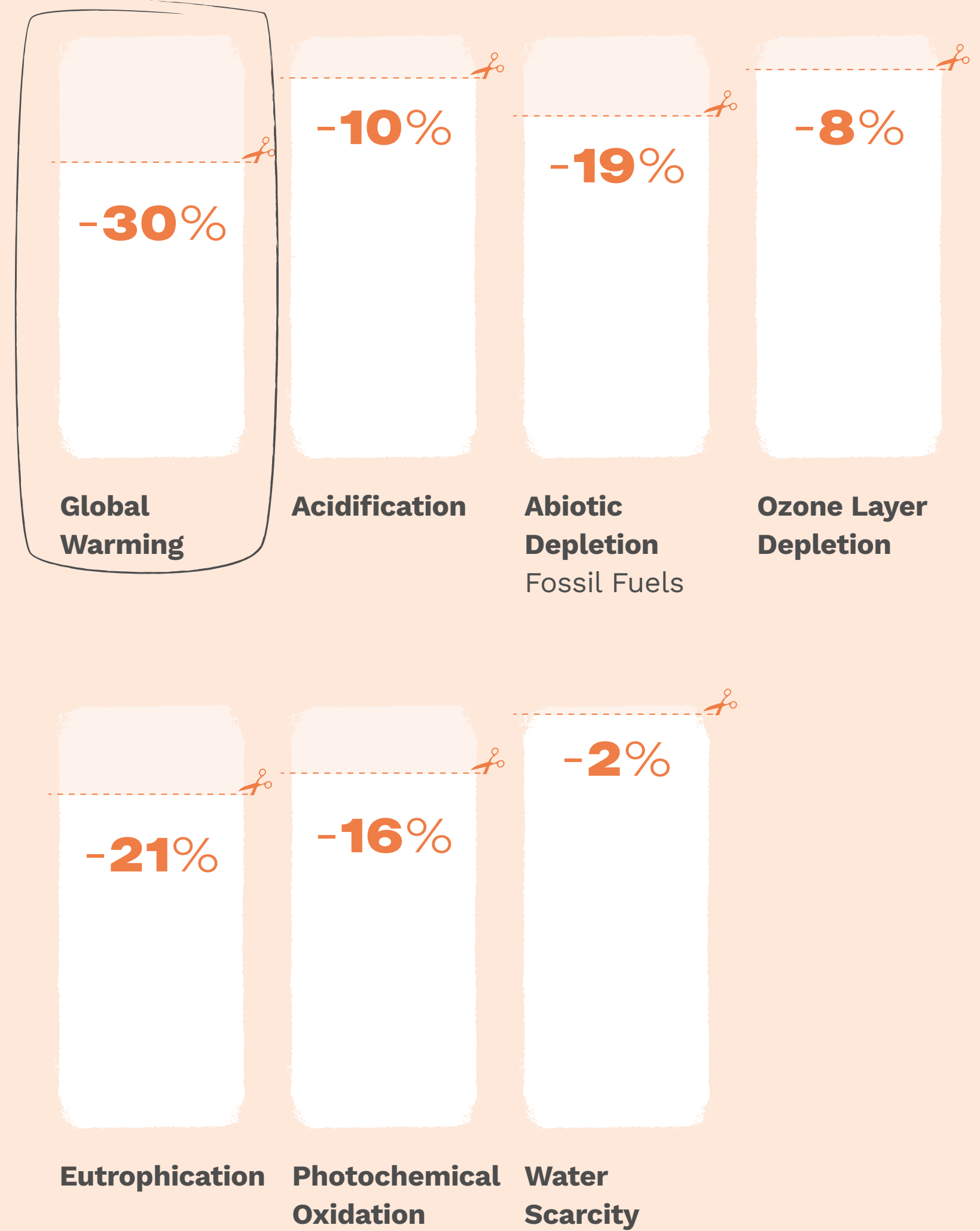
Reduction in the quantity of steel



Reduction in the global warming emissions, including biogenic carbon dioxide

At the end of the building's life, the CREE solution makes it possible to recover the modules of its structure so that they can be integrated into other buildings. If only a single reuse is contemplated, the reduction potentials in each of the categories analysed are shown in the following graph.

CREE SOLUTION (%)



1

2

3

4

Strategic Priorities

5



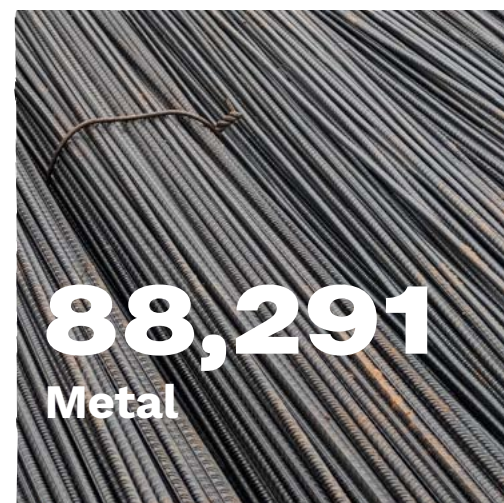


USED MATERIALS (tonnes)



**24,860**  
Masonry

**15,580**  
Timber and Wood  
Derivatives

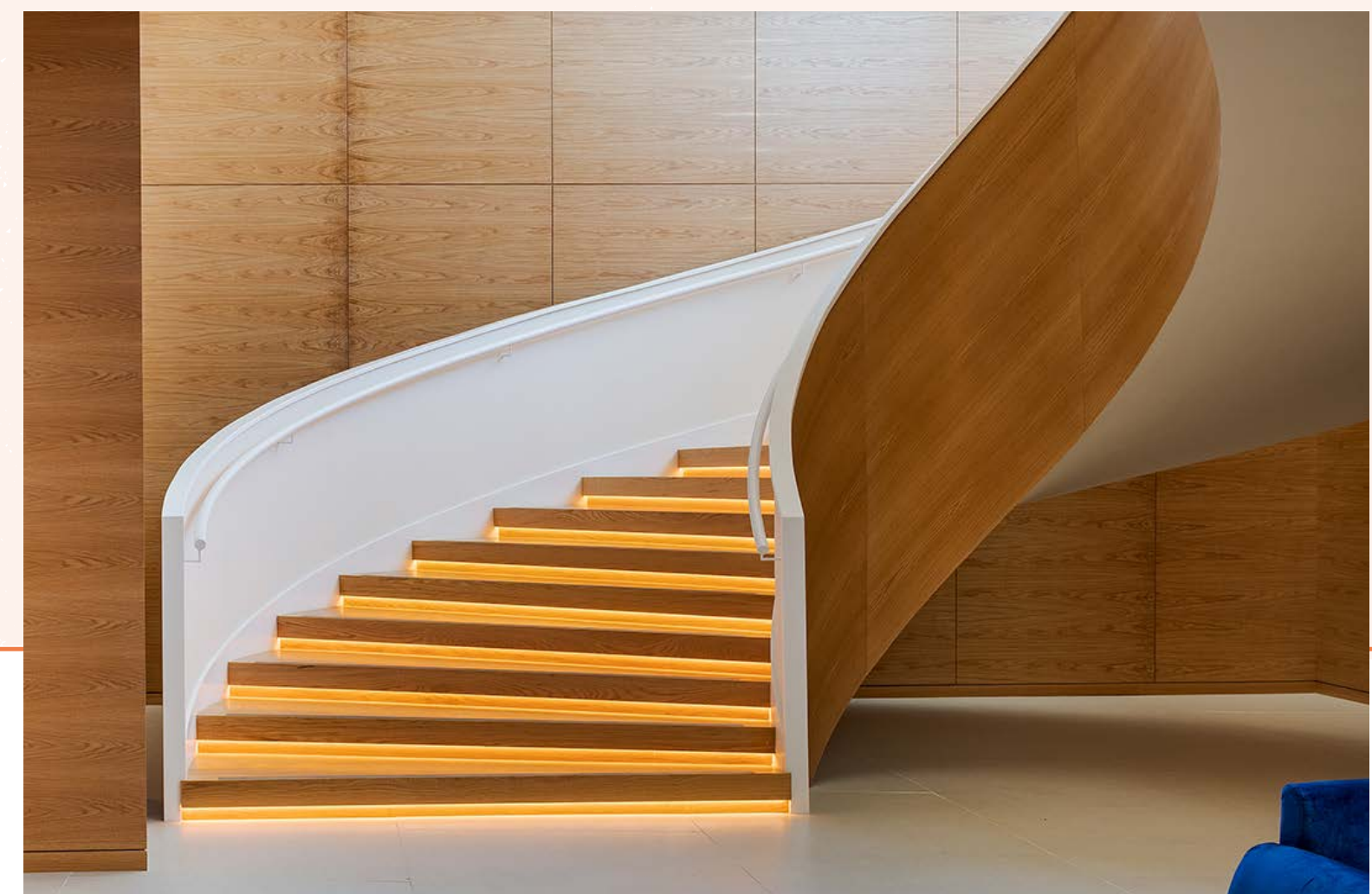


**FSC AND PEFC CERTIFICATION AND AWARDS AT THE 3<sup>RD</sup> PEFC PORTUGAL FORUM**

In 2023 we were certified by the Forest Stewardship Council (FSC) during FSC Forest Week, and we also received certification from the Programme for the Endorsement of Forest Certification (PEFC) at the 3<sup>rd</sup> PEFC Portugal 2023 Forum in December.

These certificates ensure that materials and products come from forests that are managed in an environmentally, socially and economically responsible way. Both refer to the production of interior and exterior carpentry elements and furniture, in terms of cutting, machining, finishing and assembly by our own companies and by subcontractors.

This recognition is not just a seal of quality, but a testament to our ongoing efforts towards a more sustainable future.







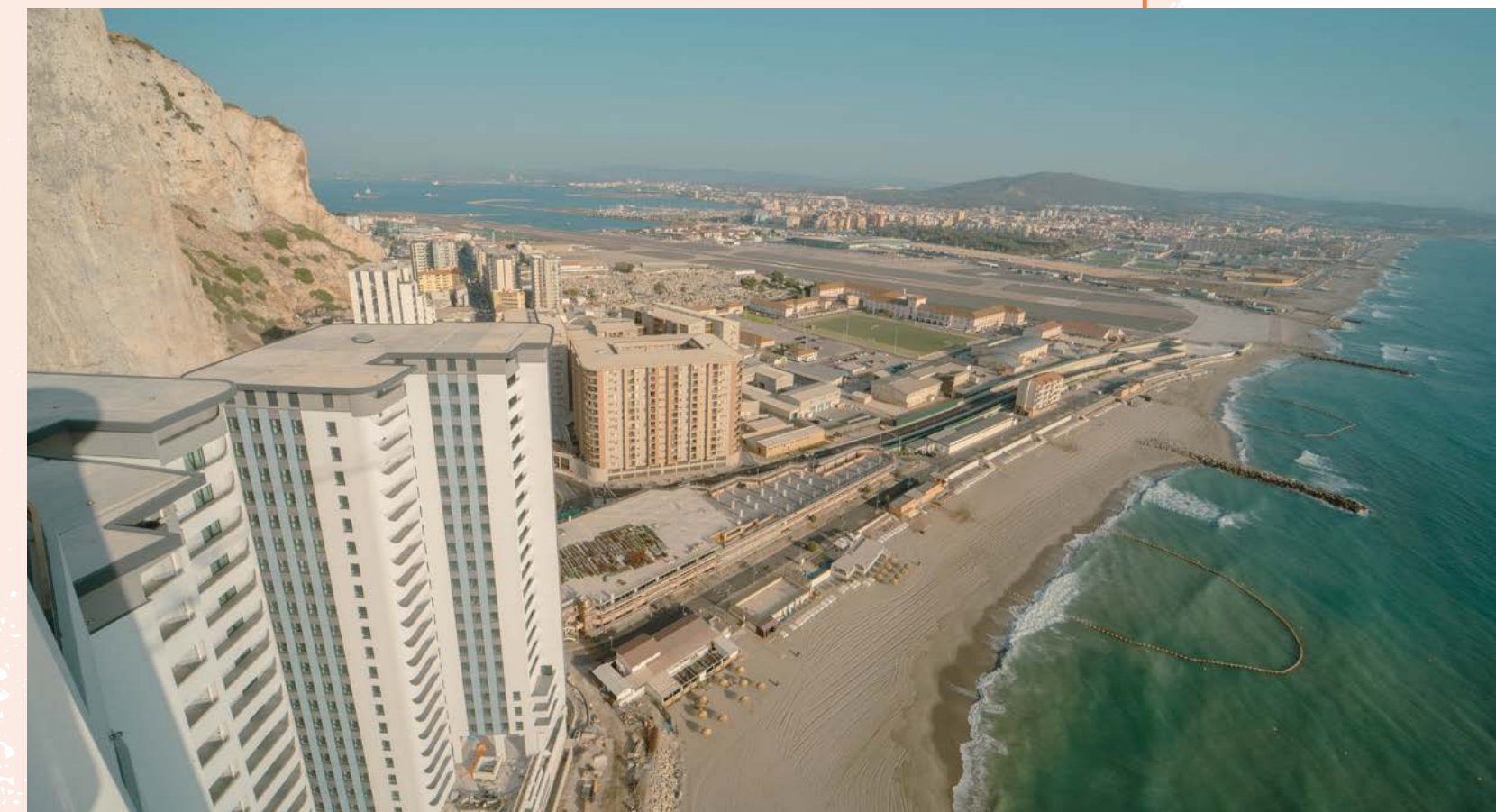
We provide services and energy efficiency solutions. Highlights include:

- **BEMS** (Building and Energy Management System) which monitors, controls and optimises a wide range of building systems, from lighting and air conditioning to security and energy consumption.
- Climate Control Systems (**HVAC**) - which adapt to the specific needs of the building and smart systems that automatically adjust temperature, ventilation and air quality to ensure a healthy and comfortable indoor environment.
- Centralised Technical Management (**CTM**) systems - simplify operation and maintenance, guaranteeing an effective response to emergency situations and optimising overall performance.
- Innovative energy solutions tailored to each home, including **energy certification, energy audits** and Energy Consumption Rationalisation Plans (**PREn**).
- **Photovoltaic** solutions for homes, companies and developers.
- We design, implement, operate and manage Renewable Energy Communities (**RECs**) that allow us to transform not only the way energy is produced, but also the way we interact socially and environmentally. Solutions with **electric energy storage batteries**.
- **Electric mobility** solutions for companies and the **installation of electric vehicle chargers** for homes.

These solutions can be supplied by Bluint or Undel in Portugal, and Hidroangola or Electro Ideal Angola in Angola. We influence choices of products and materials that we place in buildings, and the type of consumption and emissions caused in the day-to-day use by end consumers in buildings.

## EFFICIENCY MEASURES

In order to make the assessment of energy and fuel efficiency (of the construction sites and the fleet) more impartial, and to guarantee an assessment of our water efficiency, we have established a partnership with a local entity in Gibraltar with experience in construction and specialised in sustainable solutions. In 2023 we collected the information needed for the energy and water consumption assessment. By 2024, we hope to have an assessment of the sources and causes of the greatest energy and water consumption, as well as suggestions for improvement.







## 4.3.4. Adaptation and Resilience

Climate change is an undeniable reality. We are facing changes and extreme events that will also have social and economic impacts. We are therefore developing actions and measures to help slow down, adapt to or mitigate these impacts.

The impacts can be felt during construction works and can have repercussions on the safety of our employees, the equipment they operate or the asset itself that is being built. They can also influence architectural or engineering solutions to combat these changes in the long term, i.e., during the asset's useful life. One example of our concern and the relevance of this issue today was our participation in the construction of a Business Guide to Climate Risks and Opportunities to support companies, created in conjunction with the BCSD and companies from various sectors.

### CLIMATE CHANGE ADAPTATION MEASURES

We are witnessing the consequences of climate change on a daily basis, with extreme weather events appearing more and more frequently.

The Group is present in several markets, increasing the disparity of measures, as we adapt to and combat these events on site, i.e., during construction.

Every year the members of the Global Safety Committee share best practices for mitigation and adaptation in the construction site environment, presenting measures and best practices to be applied in the different markets, depending on the type of event.

Examples of some of the measures implemented are:



Wristbands for measuring body temperature.



Crane mooring.



Dispenser with sunscreen.





## ADAPTATION MEASURES AT THE HASSAN CENTENARY TERRACES GIBRALTAR SITE

As a result of climate change and its location, Gibraltar is exposed to extreme weather events. In addition to the measures adopted on site to safeguard the safety of employees, adaptation measures were also sought in terms of architectural and engineering solutions.

One of the measures adopted on the Hassan Centenary Terraces (HCT) project, right from the design stage, was the incorporation of technology to mitigate the foreseeable oscillation that local winds would produce, aggravated by the proximity of other towers and the rock. A TSD (Tuned Sloshing Damper) solution with a high damping capacity was implemented, which not only improved occupant comfort and the stability of the structure, but also increased the useful life of the structure by minimising fatigue and wear caused by vibrations.



We believe that resilience and sustainability go beyond climatic factors and also encompass “resistance” to changing fashions and trends. That's why we are committed to developing products with a design that provides value and timelessness, and in favour of a modular construction process that makes it easy to adapt spaces to clients' needs.

**Designing for change helps to reduce waste and contribute to a more sustainable planet, ensuring that products and buildings remain relevant and useful in the long term.**

1

2

3

4

Strategic Priorities

5





### TINY HOUSE

In collaboration with IKEA, we created a **Tiny House**. Conceived as a single apartment in a building made up of several of these spaces, it gives tangibility to the concept of First Evolutionary Buildings professional residences, with sustainable, healthy, comfortable, inspiring building and housing solutions at controlled prices.

The industrialised pre-built solutions used in the Tiny House are an example of the adaptability and resilience that typify Casais solutions, as they can be reused, are easy to remove or add to, thereby saving time and money in terms of construction when there is a need to adapt to new customer needs. These spaces also allow for compartmentalisation into individual studios and shared service areas, enabling co-working and co-living and, being industrialised, at more easily controlled costs and able to respond to the new challenges and trends in the sector.



### 6<sup>TH</sup> ECONOMY WEEK – “TECHNOLOGICAL TRANSFORMATION FOR CONSTRUCTION COMPANIES” CONFERENCE

On 24 May, the Casais Group and the Mestre Casais Foundation promoted the “**Technological Transfer for Construction Companies**” conference during the 6th edition of the Economy Week in Braga. This initiative was moderated by José Gomes Mendes, Executive Chairman of the Mestre Casais Foundation, and included speakers António Carlos Rodrigues, CEO of the Group, and other guests from different sectors and industries.

Change, adaptation to new needs and the sector's resilience foresee a shift in the need for all actors in the market to work together, a future in which industrialisation will be one of the responses to the challenges facing the sector.

In a convivial atmosphere of sharing, the need to improve the productivity and attractiveness of the construction sector was debated, based on technology and innovation. We heard about the challenges and technological transformations in other sectors and the need to follow the same path in the construction sector.



1

2

3

4

Strategic Priorities

5

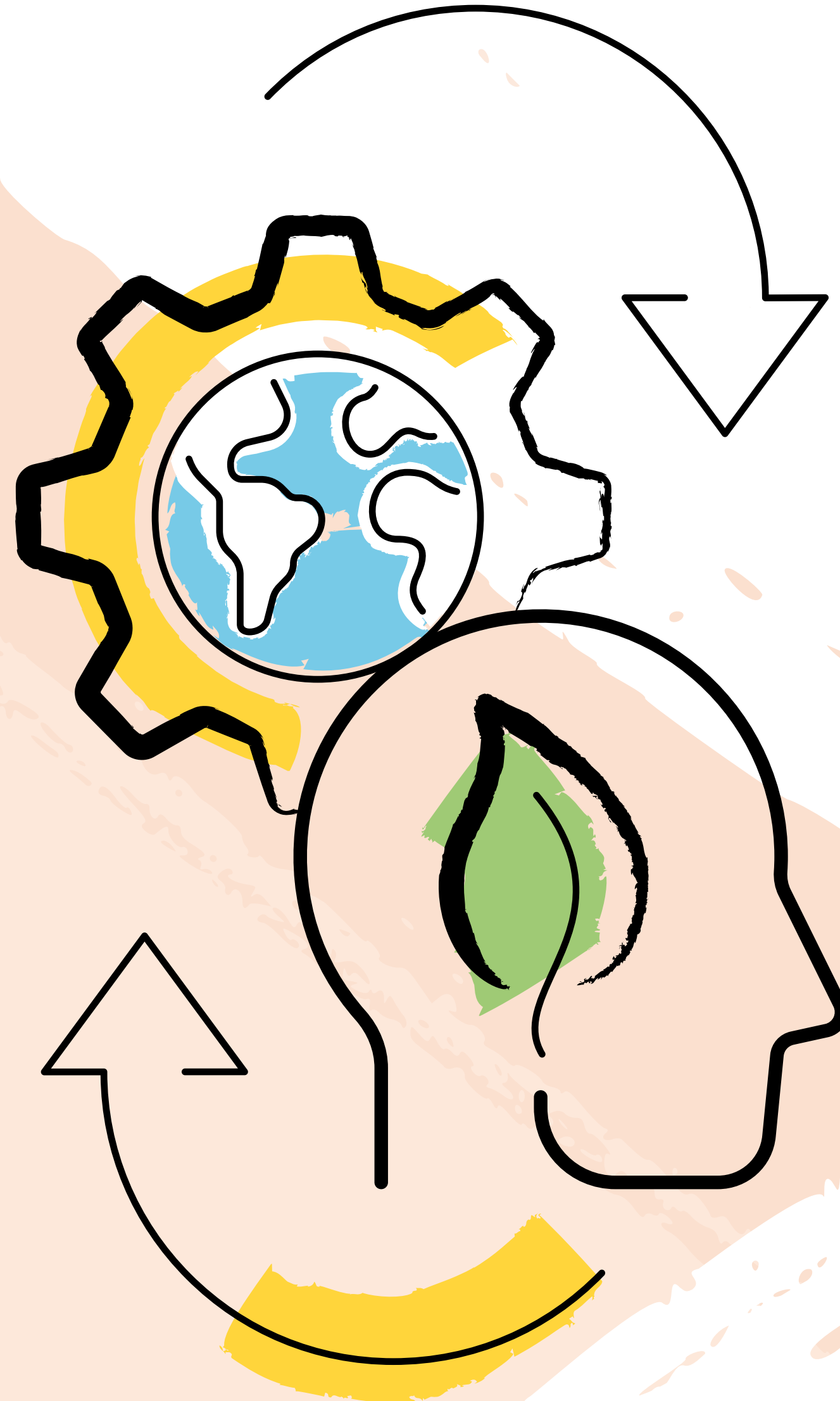




## 4.4. Shared and Valued Territory

Our legacy is based on values and principles that lead us to align efforts to value the territory and adapt our activity, with a view to the world we will leave to future generations. This vision is reflected in our relationship with the communities and territories where we are present.

Building is also about changing the way people and ecosystems interact: it is about changing the creation of value in terms of natural, human, social, intellectual, cultural and heritage capital. At Casais, we see the transformation of the sector as an opportunity to make cities and communities more inclusive, safe, resilient, and generally respectful of social, economic and sustainable values. Involving the community in this sharing of knowledge is essential, motivating reflection and the development of critical thinking.



**Shared and Valued Territory**, because we are responsible for changing and transforming the territory and aware of the long-term impact on communities, heritage and ecosystems.

We are investing in concepts such as the circular economy, durability, adaptability, and the reduction and management of waste, water and effluents. We act to create resilience, to prevent risks and adapt to risks related to biodiversity and land use, climate and the probability of natural disasters in each of the locations where we work. We are committed to creating value for society and leaving a positive imprint on communities and their well-being.

1

2

3

4

Strategic Priorities

5





We have therefore defined three ambitions, embodied in four commitments.

Ambition	Commitment	Metric	Commitment Progress	Target										
<b>Increase the number of people impacted by social action projects</b>	Assess the real impact on local communities in 100% of new social action projects from 2024 onwards (number of people impacted: e.g., number of jobs created, improved mobility services, number of services created).	Projects with assessed impact / Total social action projects	<table border="1"> <tr><th>Year</th><th>2021</th><th>2022</th><th>2023</th><th>Target</th></tr> <tr><th>Progress</th><td>33%</td><td>50%</td><td>30%</td><td>100% from 2024</td></tr> </table>	Year	2021	2022	2023	Target	Progress	33%	50%	30%	100% from 2024	2024 2025 2026 2027 2028 2029 2030
	Year	2021	2022	2023	Target									
Progress	33%	50%	30%	100% from 2024										
<b>Net Zero by 2045</b>	Reduce by 80% Scope 1 and 2 emissions per m <sup>2</sup> built by 2030.*	Total Scope 1 and 2 emissions / Total built area of projects completed in the reporting year*.	<table border="1"> <tr><th>Year</th><th>2021</th><th>2022</th><th>2023</th><th>Target</th></tr> <tr><th>Progress</th><td>Start of the commitment</td><td>3%</td><td>-18%</td><td>80%</td></tr> </table>	Year	2021	2022	2023	Target	Progress	Start of the commitment	3%	-18%	80%	
	Year	2021	2022	2023	Target									
Progress	Start of the commitment	3%	-18%	80%										
	Develop the corporate emissions inventory, including relevant Scope 3 categories, by 2030.	Under review	<table border="1"> <tr><th>Year</th><th>2021</th><th>2022</th><th>2023</th></tr> <tr><th>Status</th><td>Start of the commitment</td><td>In progress</td><td>In progress</td></tr> </table>	Year	2021	2022	2023	Status	Start of the commitment	In progress	In progress			
Year	2021	2022	2023											
Status	Start of the commitment	In progress	In progress											
<b>Reduce waste and maximise waste reuse</b>	Reduce by 30% waste per m <sup>2</sup> built by 2030.	Total waste from completed construction sites / Total built area of projects completed in the reporting year*	<table border="1"> <tr><th>Year</th><th>2021</th><th>2022</th><th>2023</th><th>Target</th></tr> <tr><th>Progress</th><td>Start of the commitment</td><td>16%</td><td>21%</td><td>30%</td></tr> </table>	Year	2021	2022	2023	Target	Progress	Start of the commitment	16%	21%	30%	
	Year	2021	2022	2023	Target									
Progress	Start of the commitment	16%	21%	30%										

Note: The report has grown in scope each year: it covered 2 companies in 2021, 17 in 2022 and 51 in 2023.

\*In 2023, emissions from apartments and modular accommodation units in Portugal were also included, and in Angola the figure reflects the consumption and purchase of machinery, vehicles and equipment needed for business operations.

1

2

3

4

Strategic Priorities

5





## 4.4.1. Climate Change Mitigation

Belonging to a sector with great responsibility for global CO<sub>2</sub> emissions, we are working to reduce our footprint. We have made a commitment to quantify and monitor the organisation's total direct and indirect greenhouse gas (GHG) emissions. We started by accounting for direct (Scope 1) and indirect GHG emissions associated with electricity consumption (Scope 2), according to the GHG Protocol Corporate Accounting and Reporting Standard.

The calculation has included more Group companies, in keeping with the greater scope of this Report. The complexity of calculating Scope 3 emissions warrants caution. As this is a very fragmented sector, and taking the example of Portugal where more than 99 per cent of companies are SMEs, the challenge of collecting actionable information is clear. By raising awareness among partners, such as those mentioned above, we hope to be able to calculate this in the coming years.

We quantify and monitor our own consumption. In 2023, some 91% of energy consumption came from fossil fuels and 9% from electricity, which may or may not come from renewable sources (depending on the energy mix).

Energy Consumption (GJ)	Unit	Total 2023	Total 2022*
Diesel	GJ	196,237	145,130
Petrol - Fleet	GJ	18,093	6,238
Natural Gas	GJ	6,923	95
Electricity	GJ	19,720	13,388
Propane Gas	GJ	121	366
<b>Total</b>	GJ	<b>241,093</b>	<b>165,218</b>

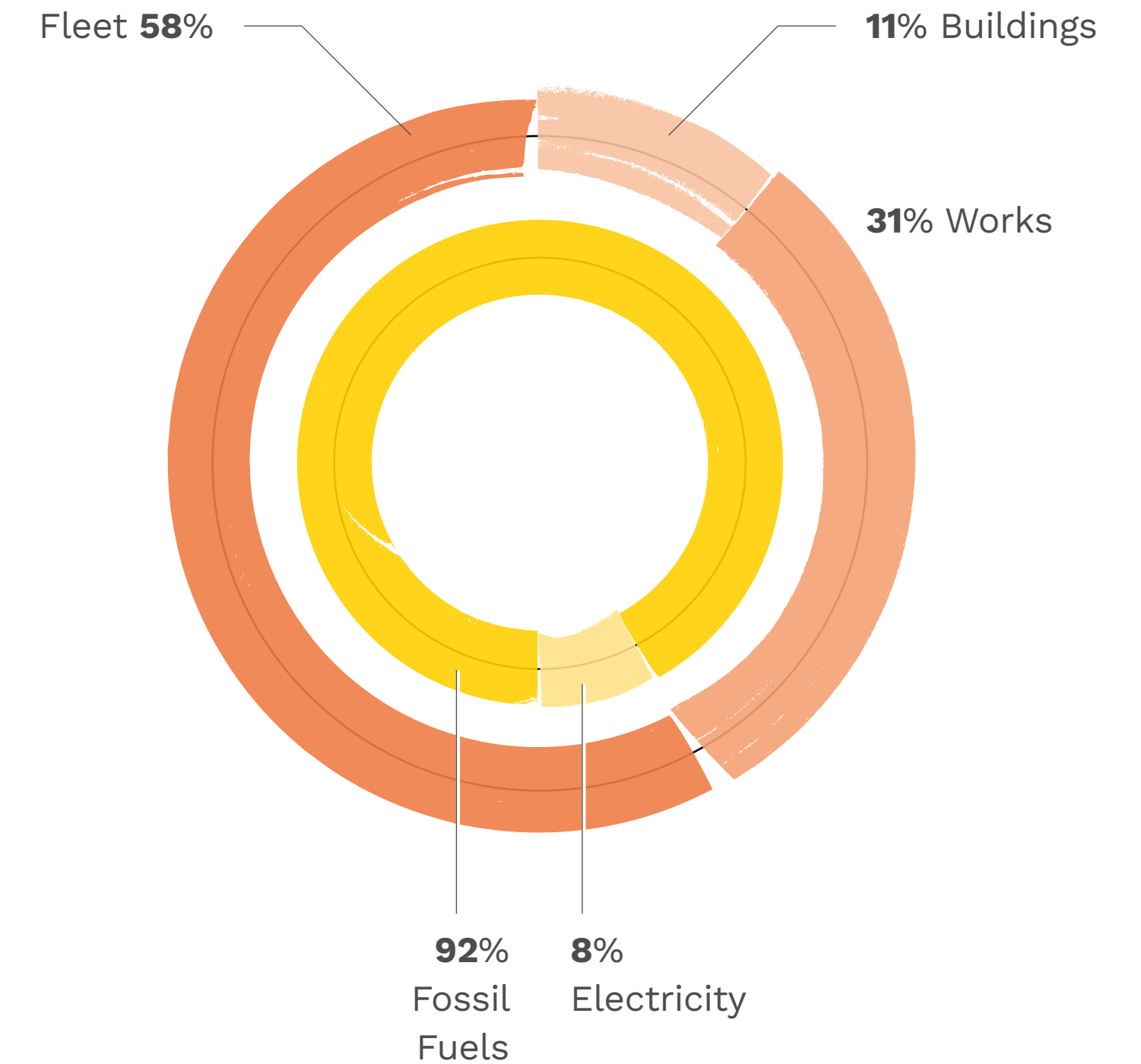
\*An adjustment was made to 2022 figures to reflect the exchange of emission factors between countries.

Covers 51 companies

Covers 17 companies

## Energy Consumption

Our Fleet consumes the most energy (58% of total consumption), followed by Works (31%) and Buildings (11%).



\*Fonte: [www.pordata.pt](http://www.pordata.pt)





The Fleet includes owned, rented and leased vehicles, most of which run on diesel and whose fuel consumption is reported in the table. In light vehicles, we are progressively moving towards electric or hybrid vehicles. As far as the other vehicle categories are concerned, this will be a phased process, starting when efficient alternatives become available on the market.

The data referring to works considers only the consumption of our Engineering and Construction companies, since it is only in these companies that we have control over consumption. This data concerns large and small machines, generators and equipment and machinery present on construction sites, as well as the consumption of vehicles associated with the work.

The works of trades companies are typically subcontracted, so they are not taken into account for the purposes of accounting for Scope 1 emissions. The consumption of works internal to the Group in which they participate is already reflected in the data presented.

Consumption by buildings refers to fixed installations in Portugal, Angola and Gibraltar (including headquarters and yards), including apartments and modular accommodation units. This excludes the consumption of facilities for which we have no information because they are included in the lease. We also have photovoltaic panels installed at our headquarters in Braga which produce 517 kWh/year

	Unit	Total 2023	Total 2022*
<b>Direct GHG Emissions - Scope 1</b>		<b>16,533</b>	<b>11,689</b>
Stationary combustion	tCO <sub>2eq</sub>	5,619	5,522
Diesel	tCO <sub>2eq</sub>	5,612	5,499
Propane Gas	tCO <sub>2eq</sub>	7	23
Mobile combustion – fleet	tCO <sub>2eq</sub>	10,776	6,096
Diesel	tCO <sub>2eq</sub>	9,578	5,680
Gasoline	tCO <sub>2eq</sub>	1,198	416
F-gases**	tCO <sub>2eq</sub>	138	71
<b>Indirect GHG Emissions - Scope 2</b>		<b>647</b>	<b>453</b>
Electricity – market based	tCO <sub>2eq</sub>	-	-
Electricity – location based	tCO <sub>2eq</sub>	647	453
<b>Total Scope 1 + 2</b>	tCO <sub>2eq</sub>	<b>17,180</b>	<b>12,142</b>
<b>Carbon intensity</b> (GHG emissions per Turnover)	tCO <sub>2eq</sub> /M€	<b>31</b>	<b>29</b>
<b>Turnover</b>	M€	<b>547</b>	<b>426</b>
		<b>Covers 51 companies</b>	<b>Covers 17 companies</b>

\*In respect of companies included in the 2022 Sustainability Report.

\*\* Assuming 1% fluorinated gas leakage during the year

Note: An adjustment was made to 2022 figures to reflect the exchange of emission factors between countries.

1

2

3

4

Strategic Priorities

5

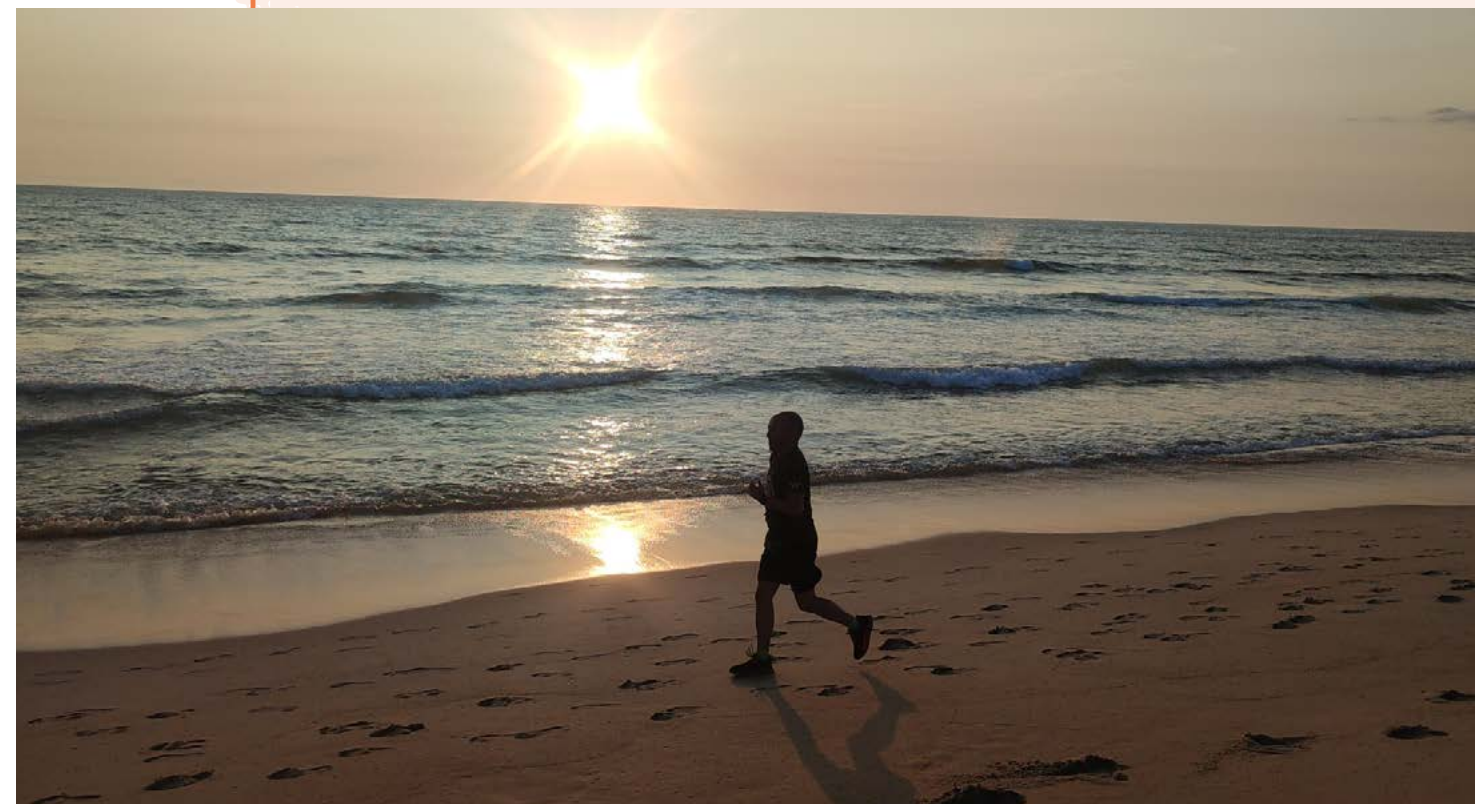




We promote the use of public transport or forms of soft mobility, raise awareness and publicise new mobility trends internally and externally, and offset part of our IT activities.

### EUROPEAN MOBILITY WEEK – “CASAIS GREEN WALKS”

In September, during European Mobility Week, we launched a challenge - **Casais Green Walks** - a friendly competition between departments with the motto “Save Energy – Move Sustainably”, which consisted of recording all the kilometres walked, run and cycled between 18 September and 2 October. The three teams with the most kilometres recorded won prizes. Seven teams signed up for this challenge, totalling 33 participants who travelled roughly 5,484 km in a sustainable way.



### PARTNERSHIP WITH TRANSPORTES URBANOS DE BRAGA (TUB) PROVIDES A NEW ROUTE WITH A STOP AT THE ENTRANCE TO CASAIS

As part of the **Pacto de Mobilidade Empresarial de Braga** —the Braga Business Mobility Pact—(PMEB), a partnership was created between TUB (Transportes Urbanos de Braga) and Casais so that Braga employees could travel to work by public transport. An existing route was adapted to include a stop at the Casais headquarters. An increase in scheduled trips early in the morning and at the end of the day was also negotiated, bringing it

more into line with working hours. Casais also started to cover the cost of topping up monthly passes or bus ticket packages for employees who now use this service.

From the start of the partnership until the end of the year, 72 employees had a monthly pass (50 for regular use and 22 for casual use) and 23 pre-purchased ticket packages were used, each allowing up to six uses each.



1

2

3

4

Strategic Priorities

5





## PARTNERSHIP WITH THE MESTRE CASAIS FOUNDATION FOR THE EXECUTIVE PROGRAMME "CHANGING URBAN MOBILITY: TRENDS AND OPPORTUNITIES IN A DECARBONISATION CONTEXT"



In 2023 we started an Executive Programme in association with CEiiA – “**Changing Urban Mobility: Trends and Opportunities in the Context of Decarbonisation**”, which lasted 12 hours over three days and had 51 participants in the three editions – in Matosinhos in September, Cascais in October and Faro in November. The target audience was municipal, governmental and business leaders, policy makers, managers, operators and other professionals working in the urban mobility sector, and aimed to provide trainees with:

- A structured understanding of the key challenges and technical/conceptual solutions that the public and private sectors need to address in order to successfully decarbonise mobility and transport.
- Selected insights into emerging trends and opportunities, enabling trainees to rethink their professional (and personal) transport-related activities and engage in the profound transformation of urban mobility.



1

2

3

4

Strategic Priorities

5





### CO<sub>2</sub> OFFSETTING FOR IT EQUIPMENT PURCHASED

Our contribution to reducing our carbon footprint is also made by our corporate areas. We realise the importance of partners in this journey. We favour strategic partnerships that help us achieve our goals. A supplier was selected that provides a CO<sub>2</sub> Offset program, enabling the IT department to contribute to meeting sustainability objectives.

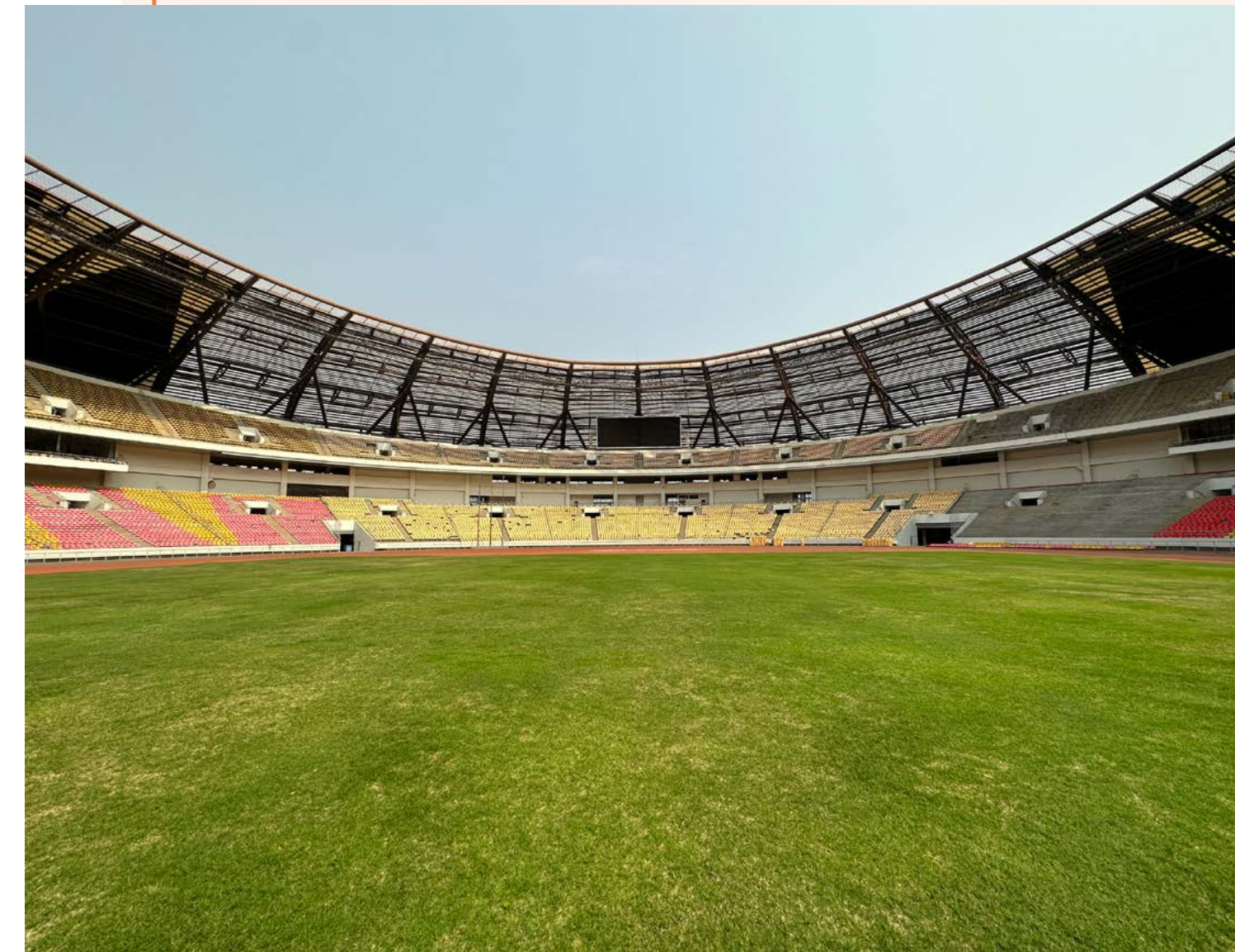
This supplier has been tracking CO<sub>2</sub> emissions from the manufacture of its equipment, which enables the Casais Group to simply offset these emissions by investing in projects with a positive environmental impact, through a variety of initiatives approved by the United Nations. This CO<sub>2</sub> offsetting initiative has been certified by a body that carries out sustainability audits.

In 2023, 206 pieces of equipment were purchased and 203.5 tCO<sub>2</sub> of carbon emissions were offset by supporting eight projects:

- Jilin Changling Biomass Utilization Project: 2.43 %
- Darajat Unit III Geothermal Project: 34.95 %
- Piedra Larga Wind Farm Phase I: 13.59 %
- Piedra Larga Wind Farm Phase II: 8.74 %
- Monte Redondo Wind Farm Project: 0.49%
- Granja Tres Arroyos Methane Avoidance in Slaughterhouse Effluents Project: 9.22 %
- Combined Cycle at Loma de la Tata: 24.27 %
- Yongren Ganbala Grid-connected Photovoltaic Power Project: 6.31%

### NEW LED LIGHTS IN STADIUM

In the replacement and repair of part of the electrical installation at the Luanda stadium, we proposed a floodlighting solution based on LED technology, replacing the 456 metal halide lamps that were included in the client's initial request. The solution proposed and accepted reduced the number of lights required to 120 and will enable energy savings of 80 per cent, thereby reducing the carbon footprint.



1

2

3

4

Strategic Priorities

5





## 4.4.2. Biodiversity and Land Use

Alongside global warming, the preservation of biodiversity and ecosystems is one of the biggest and most important challenges we face.

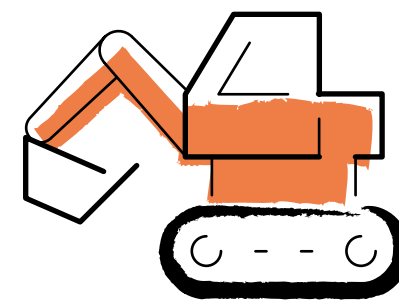
Besides our insistence on identifying locations that are in line with land-use planning instruments in the territories where we operate, we strive to respect existing ecosystems, minimising the use of natural resources and reducing the impacts that may arise from our projects.

These are therefore concerns and priorities in the Group's construction projects.

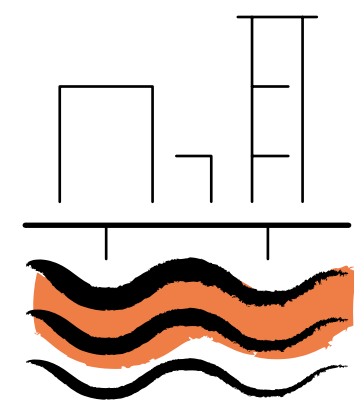
Practices for minimising impacts:



**Preservation of areas where sensitive fauna and flora species occur** – important to ensure the survival of these species and the maintenance of local biodiversity. Destruction of natural habitats can lead to species extinction, which can negatively impact the food chain and ecosystems.



**Minimising earth movements and soil exposure during periods of higher rainfall** – important to avoid soil erosion and degradation of soil and water quality. Soil is a limited resource and essential for maintaining biodiversity, so it is important to work to protect and conserve it.



**Ensuring the natural course of watercourses without interference from activities** – important for maintaining the ecological balance of aquatic ecosystems. Watercourses are natural habitats for diverse aquatic and terrestrial species, and their degradation can have negative impacts on local biodiversity. In addition, watercourses play an important role in regulating the climate and maintaining the water cycle.

1

2

3

4

Strategic Priorities

5





In 2023, only Casais EC, Casais Gibraltar and Ancorpor had operational units in or adjacent to environmentally protected areas:

Casais EC has started two projects in REN (National Ecological Reserve) and RAN (National Agricultural Reserve) zones. One on the Douro line (Caíde and Marco de Canaveses) in an area of around 23,000 m<sup>2</sup> and the other in Alfovelos, an area of approximately 38,000 m<sup>2</sup>. In both cases, the specific mitigating measures for each project indicated in the respective authorisations and opinions solicited from the competent authorities were and are being implemented on site, covering water resources, noise, vibrations and waste, among other things.

Ancorpor worked on two projects in the REN (National Ecological Reserve) zone, one in Almada to stabilise a slope and the other in Praia da Nazaré to build a protection solution at the base of the cliff, creating a dune to defend against falling blocks. The appropriate authorisations have been received and the mitigating measures indicated in the respective authorisations and opinions solicited from the competent authorities have been implemented on site.

In Gibraltar, within the Nature Reserve, we carried out construction work on the St Marys Schools, covering an area of 5,244 m<sup>2</sup>. Several meetings took place with the public entity responsible for the management of the nature reserve — the Department of the Environment, Sustainability, Climate Change and Heritage — in order to implement this challenging project without disturbing the life cycles related to the flora and fauna of this site. Some fauna and flora protection measures in the Gibraltar Reserve include: the replacement of six swallow and bat nests; the removal of plants from the site by taking them to a safe location during construction work to then re-integrate them into the new project.



1

2

3

4

Strategic Priorities

5





### SPONSORS OF CAMPAIGN AGAINST WET WIPES IN TOILETS



With a view to promoting a cleaner, greener Gibraltar and combating the negligent disposal of household products, we were sponsors of the campaign against flushing wet wipes down the toilet. We contributed by supplying giveaways (recycled paper pencils and recycled plastic pens) and by sharing and communicating about the initiative.

### “CITY AND BIODIVERSITY” TRIALOGUE

One of the dialogues organised by the Mestre Casais Foundation was dedicated to the theme **"City and Biodiversity"**, as part of the commitments of the BCSD act4nature pact.

This dialogue brought a vision orientated towards municipal policies with regard to urban sustainability, where the specific challenges faced in promoting biodiversity were discussed, combining the theme economic growth and development.

Local initiatives in Vila Real were highlighted, emphasising the importance of sustainable urban practices, which not only contribute to the quality of life of residents, but also encourage the preservation of biodiversity in urban settings. Emphasis was placed on the fundamental role of green spaces and ecological corridors in cities, given their significant role in promoting biodiversity, mitigating the impacts of climate change and preserving natural ecosystems.



1

2

3

4

Strategic Priorities

5





## 4.4.3. Waste, Water and Effluent Management

As an active company operating in different countries, we have several partner operators in waste, water and effluent management, who have been selected according to their capabilities and characteristics.

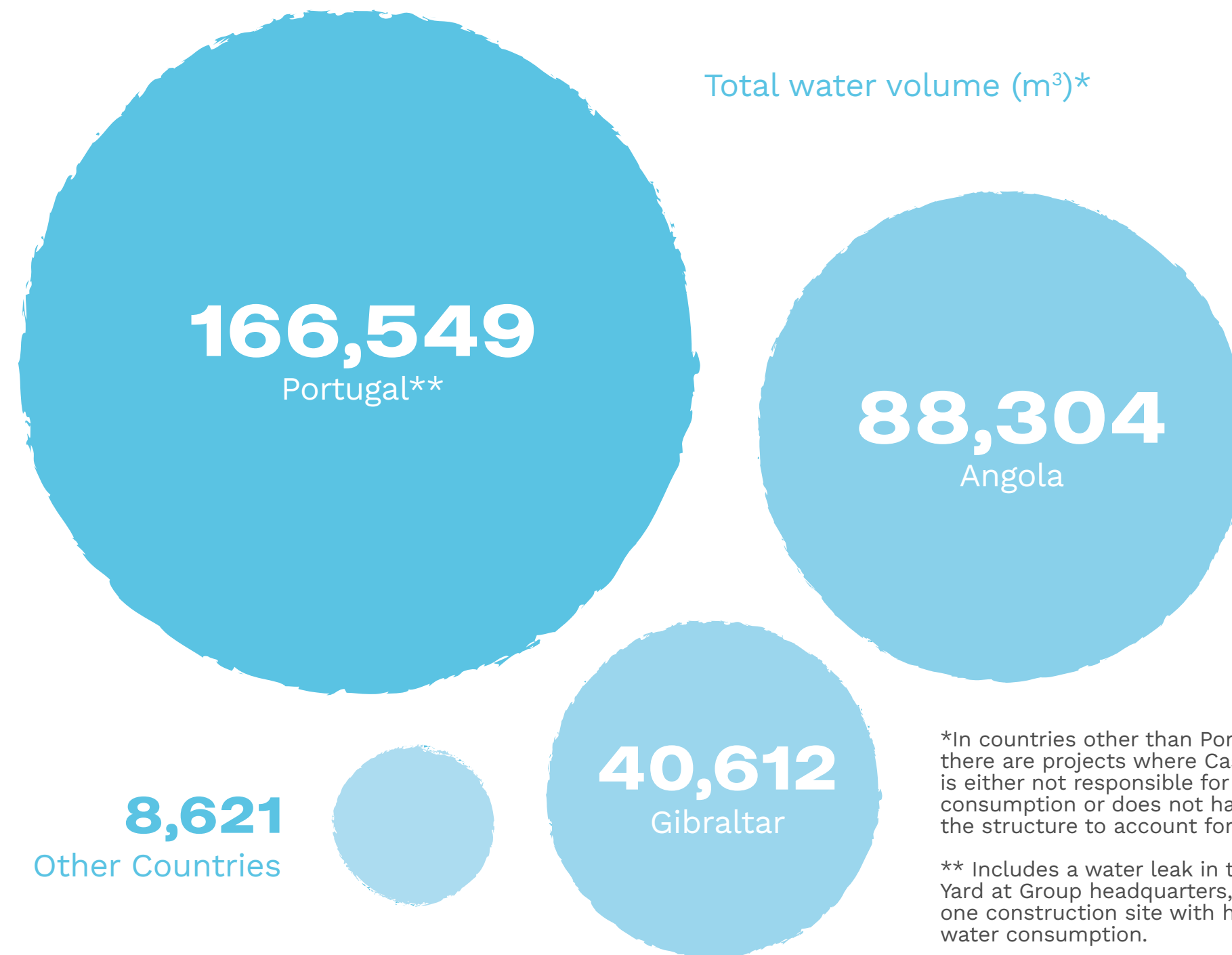
Group companies covered by the Integrated Management System (IMS), and in compliance with the precautionary principle, identify and assess the environmental risks and opportunities associated with their activities. They also assess environmental aspects/vectors, in respect of total water consumption, production of wastewater and effluents, and waste management. The assessment identifies which aspects we can control and/or only influence and whether they are “significant” or “non-significant”. Those that are considered "significant" are tracked within the IMS Operational Control documents. “Non-significant” aspects are monitored to prevent them from becoming significant.

### Water and Effluent

The water supplied to the Group is primarily provided by third parties, such as the public water supply authorities, who capture and treat it beforehand.

In cases where the distribution of non-potable water is distributed:

- when the process involves desalination of seawater by the reverse osmosis process, bottled water is used for the purpose of human consumption.
- When drinking water distribution to the population is not universally and consistently available, recourse to cisterns is made, with the water being treated through a WTP and then distributed to the facilities. When a WTP is not available, we purchase water from third parties, so that the site has water. For hydration purposes in such cases, drinking vessels treated with activated carbon and granular filters are used, as is bottled water. We guarantee that we do not cause water shortages in communities or deprive vegetation in the area surrounding the catchment area from water, and that we comply with the applicable regulations.



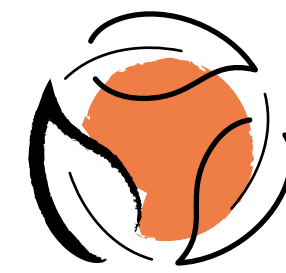




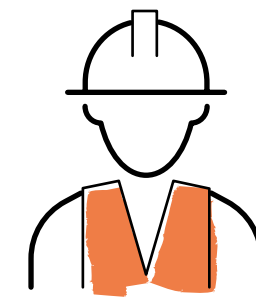
For the purpose of monitoring water and effluent management, when we do not have a WTP, a specialised environmental engineering company is subcontracted, and whenever a non-compliant situation arises, it is reported and analysed and, where necessary, the process is improved for analysis and improvement of the process, if necessary.

At Casais Engineering and Construction, the main source of water consumption is on construction sites, with the rest being consumed at our own premises. In the Trades and Industries sphere, water use is mainly for human consumption, and water used on construction sites is the responsibility of the general contractor or client.

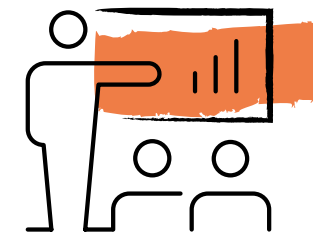
In order to raise greater awareness about water consumption in the Group, measures have been implemented and actions have been carried out, such as:



Strengthening engagement with site management and assessing environmental impacts of site consumption.



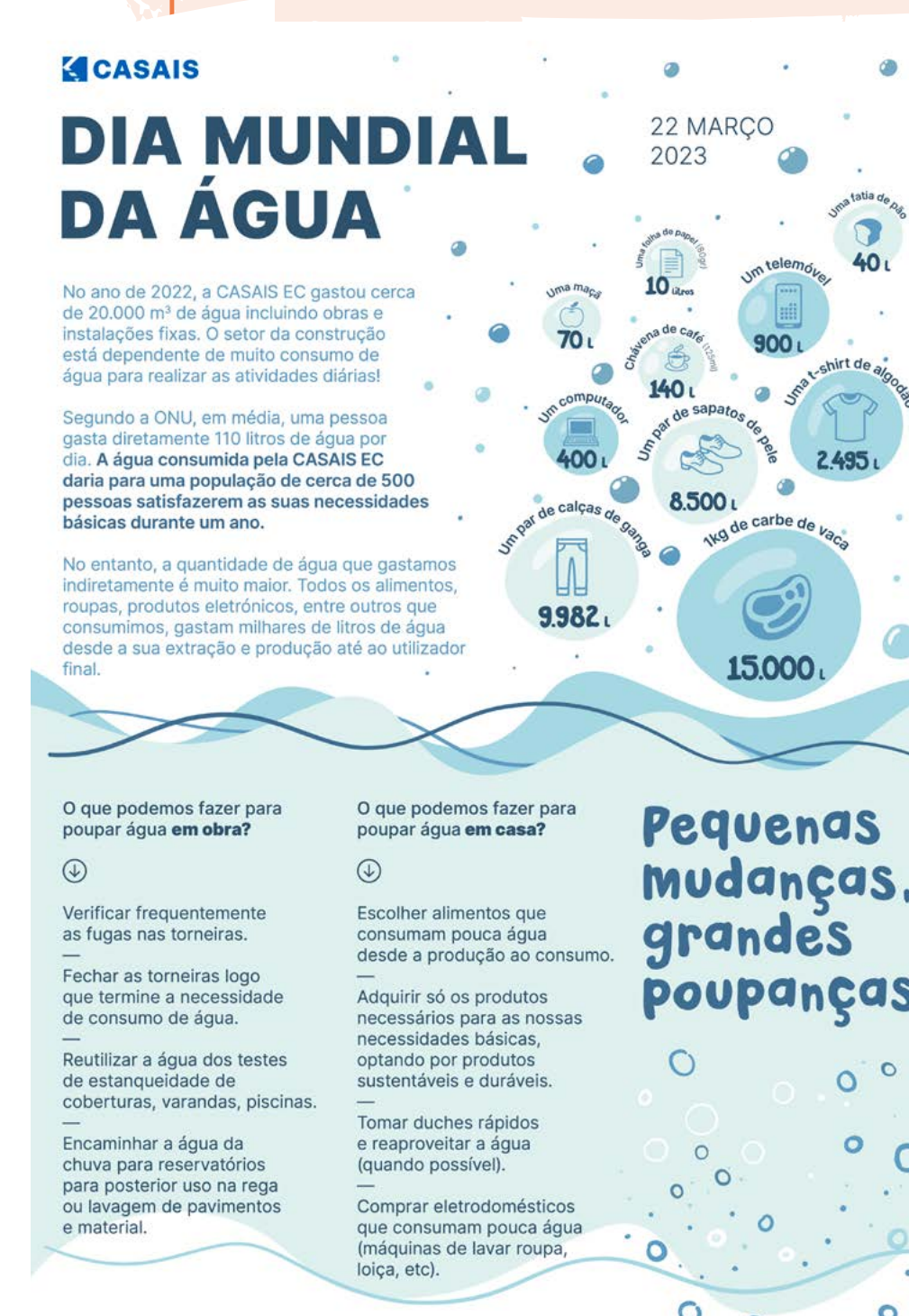
Inspection visits to the construction sites by the Quality and Environment technician.



Carrying out actions related to raising awareness about water consumption.

## WORLD WATER DAY

On **World Water Day**, a poster was created in three languages (Portuguese, English and French) raise awareness among employees of the importance of water, with information on the Group's consumption and tips for using it as efficiently as possible.







With continuous improvement in mind, Casais EC adopted a water consumption goal that was more challenging than in previous years. With the exception of one works within the Casais EC system, the target of 115 m<sup>3</sup>/EUR m is considered to have been achieved. We communicate to the relevant service providers and monitor actual water consumption through meters and invoices on a monthly basis.

At the Casais Group, the management of effluents is carried out according to the applicable legal requirements, primarily as regards monitoring and ensuring the quality of the water discharged. In Portugal, given that effluent management is a topic outside the scope of the General Waste Regime regulations, there are no exact records of quantities disposed of. Effluent values would be determined by consumption rate, but for want of comparison with other companies/entities, and because much of the water consumed is introduced as raw material in built construction, we have not calculated or estimated what these quantities are.

With regard to the production of effluent resulting from our activities on site, this consisted mainly of domestic wastewater, with no hazardous industrial effluents being produced, and posing no complexities to their management.

In cases where there are no infrastructures in place, we resort to the treatment of effluents through a WWTP, which is drained without jeopardising the wellbeing of human life and the environment. In Mozambique and Ghana, effluent is disposed of in pits (septic tanks) and collected by specialised trucks.

In the case of industrial facilities in Braga, and given the nature of the activities that take place there, wastewater is pre-treated prior to connection to the public mains, and discharge values are monitored every six months and the results are reported to the management entity.

### THE 5 GOLDEN RULES OF ENVIRONMENTAL MANAGEMENT

To motivate employees to develop the discipline of responsible water consumption and/or use, a project was developed for them to learn the **5 golden rules**:

- 1 Minimise the use of running water in daily activities.
- 2 Turn off the tap while brushing your teeth or soaping your hands, and ensure it is not dripping before you leave the washroom.
- 3 Monitor water consumption, detecting any leaks or anomalies and reporting them.
- 4 Use leftover water in cups or bottles to water plants.
- 5 Choose recycled paper, and recycle waste paper.

1

2

3

4

Strategic Priorities

5





# Waste

We operate in different markets, which correspond to different realities in terms of waste management practices and support systems. We therefore adopt a project-level approach as regards waste management.

## CASAIS GROUP SUPPORTS THE SIXTH EDITION OF THE WASTES CONFERENCE

Casais Group supported the sixth edition of the “**International WASTES: Solutions, Treatments and Opportunities**” conference at the University of Minho, where ideas centred on the sustainable waste management sector were debated. “Incorporating Waste into Paving”, “From Waste to Innovative Products”, “Digitalisation in Waste Management”, “Waste as a Resource” and “Waste-to-energy technologies” were some of the topics debated at this conference, which took place between 6 and 8 September.



## 10<sup>TH</sup> LISBON URBAN REHABILITATION WEEK

We were invited to and had the pleasure of taking part in the **10<sup>th</sup> Lisbon Urban Rehabilitation Week** (SRU Lisboa), also making our presence felt in this entrepreneurial space. On 29 March, we took part as speakers on the panel to debate on the “Circular Economy & Costs - the Future of Construction”, where we brought a perspective of better integration of short-cycle practices of circularity, as well as the opportunities available with industrialisation and the use of biomaterials in construction.



1

2

3

4

Strategic Priorities

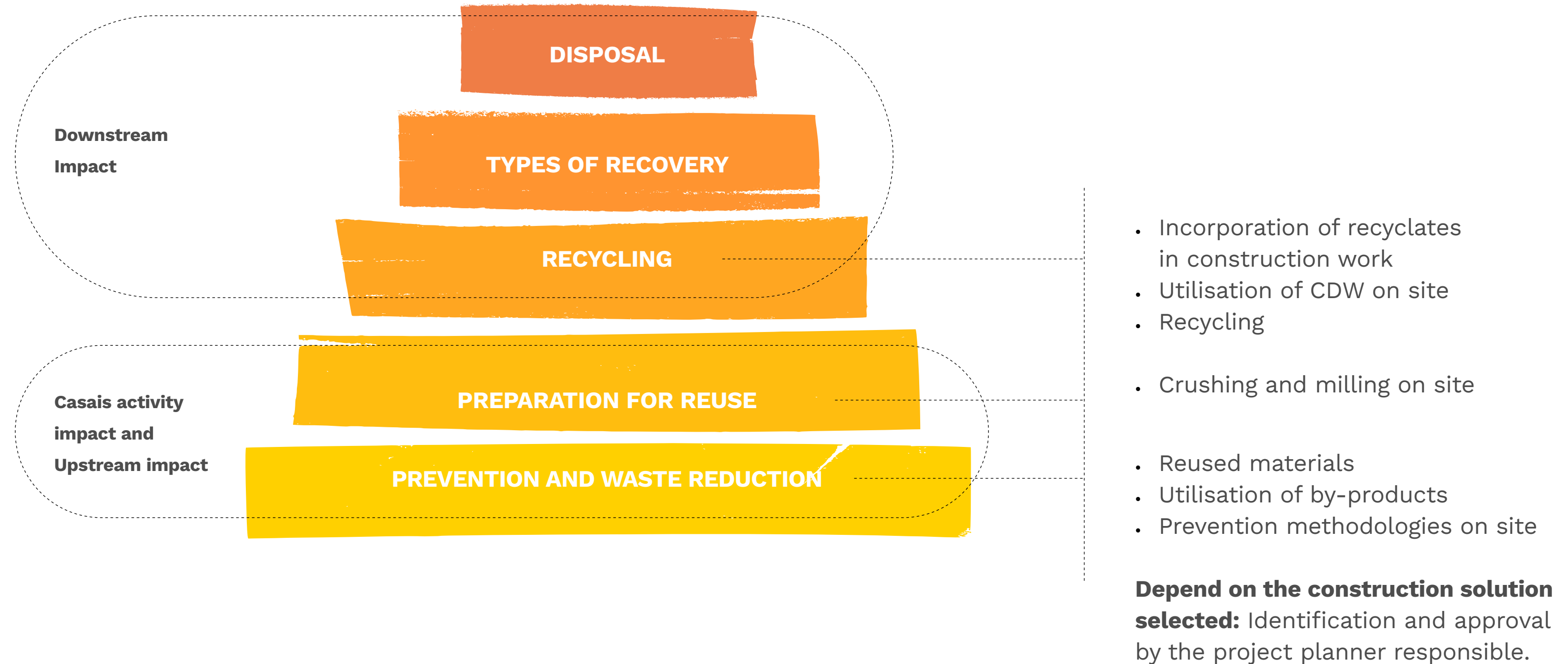
5





At the Casais Group we subscribe first and foremost to the principle of waste prevention and reduction.

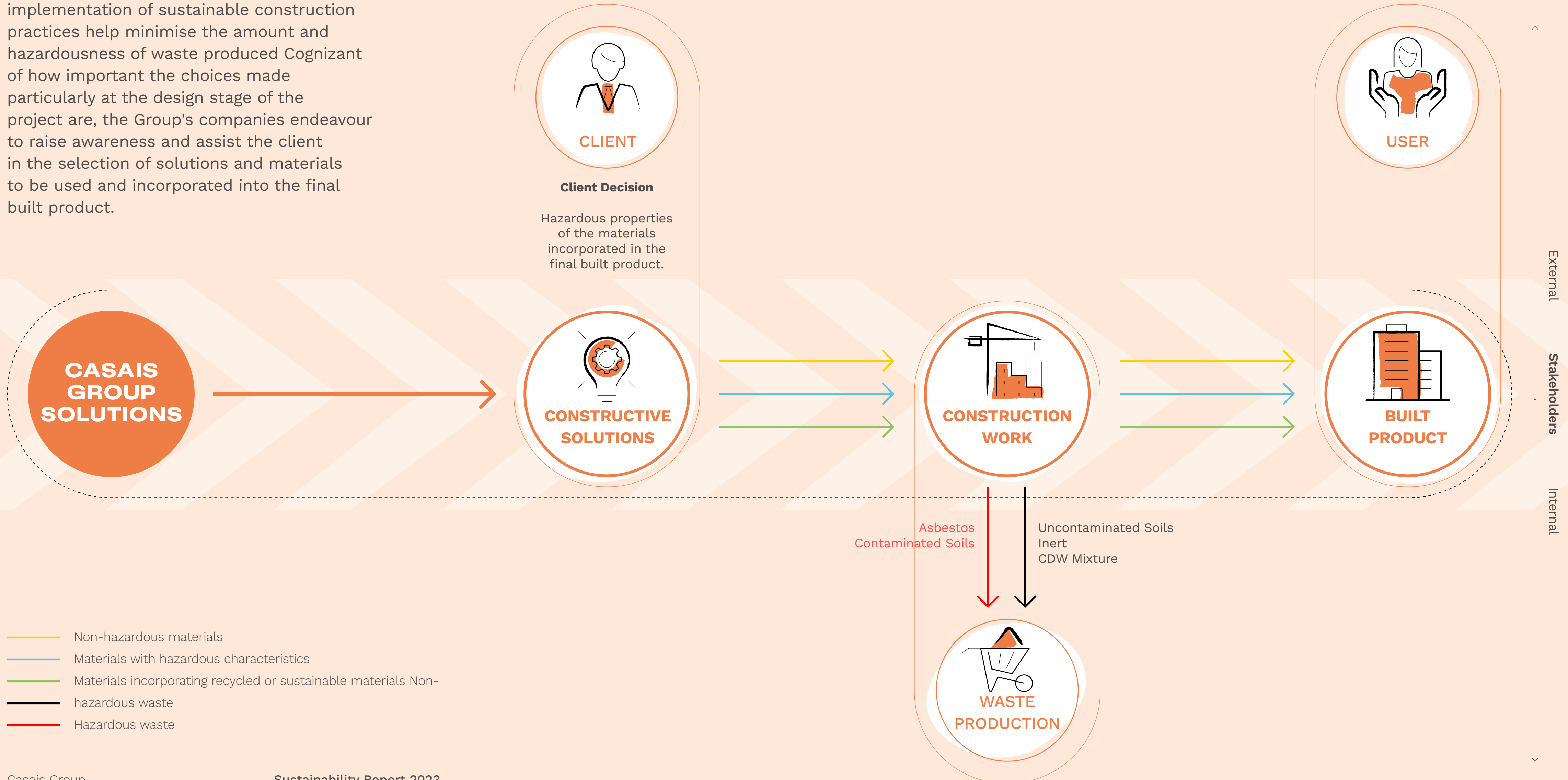
In cases where it is not possible to reduce waste, whenever possible we separate it so that we can reuse, recycle or carry out other types of recovery, leaving its disposal, the method with the greatest environmental impact, until last.







Criteria-based selection of materials and implementation of sustainable construction practices help minimise the amount and hazardousness of waste produced. Cognizant of how important the choices made particularly at the design stage of the project are, the Group's companies endeavour to raise awareness and assist the client in the selection of solutions and materials to be used and incorporated into the final built product.



1

2

3

4

Strategic Priorities

5





In Portugal, specific practices have arisen in order to comply with local regulations. By way of optimisation, a group of companies in the Portuguese market uses the digital platform known as e-GARs to record its waste consignment notes, which enables them to declare information regarding waste on their annual MIRR (integrated waste registration report) return. Other companies in Portugal use the SILiAmb platform of the Portuguese Environment Agency, APA, to consult and verify e-GARs.

In companies where waste management is carried out by third parties, the separation is done by Casais and the collection and treatment is carried out by these entities (licensed operators), who send us the information, which is subsequently filed.

At Casais EC construction sites, a target of a maximum of 5% was set for the production of mixed Construction and Demolition Waste (CDW), with the aim of improving the quality of waste sent for recycling, as well as to reduce costs associated with waste management.

Most of the waste generated was disposed of in recovery operations (corresponding to 79.85%), mostly for types of recovery other than recycling or preparation for reuse, with 78.05% being non-hazardous waste. As regards disposal, most waste (67.87%) goes to landfill.

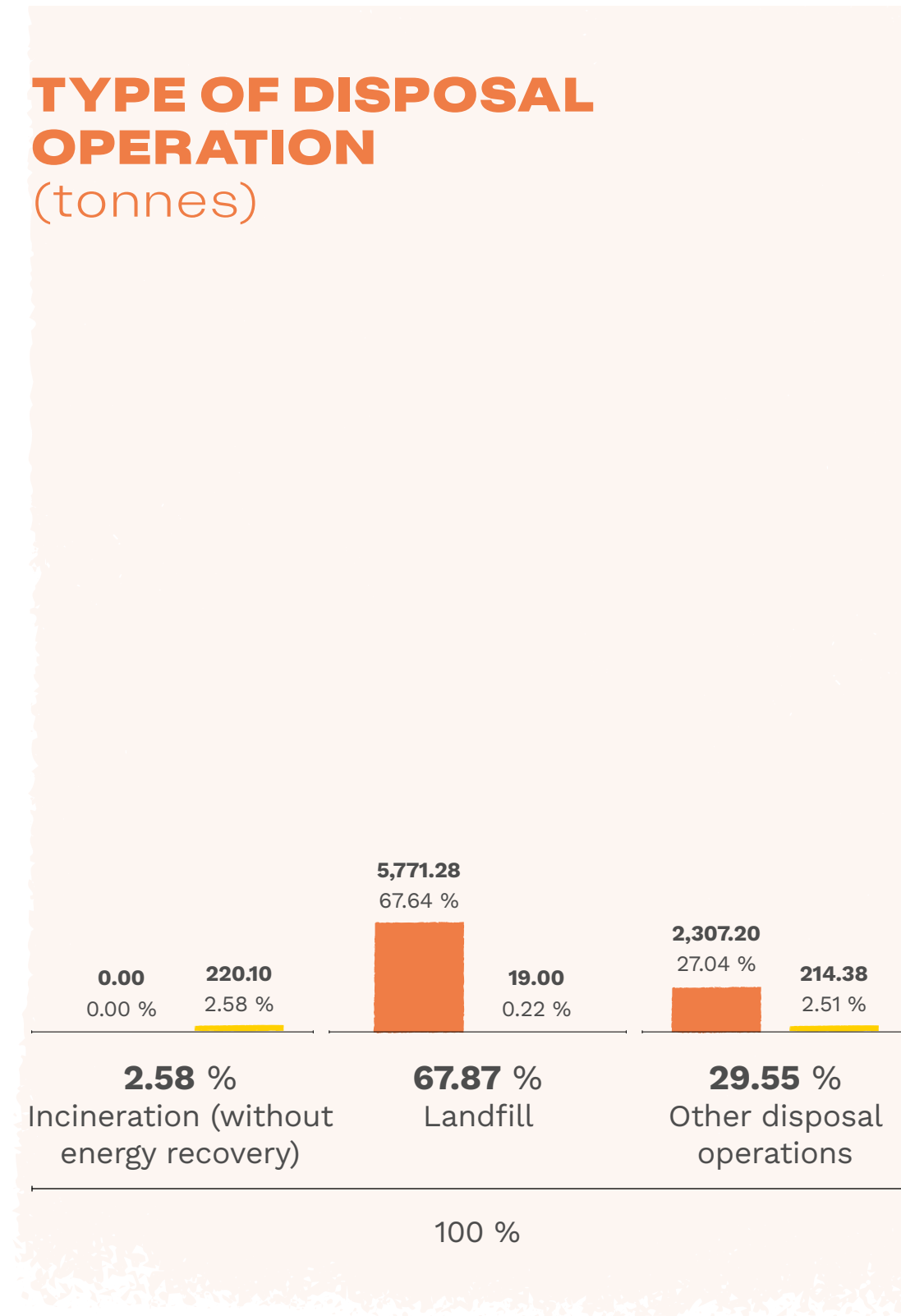
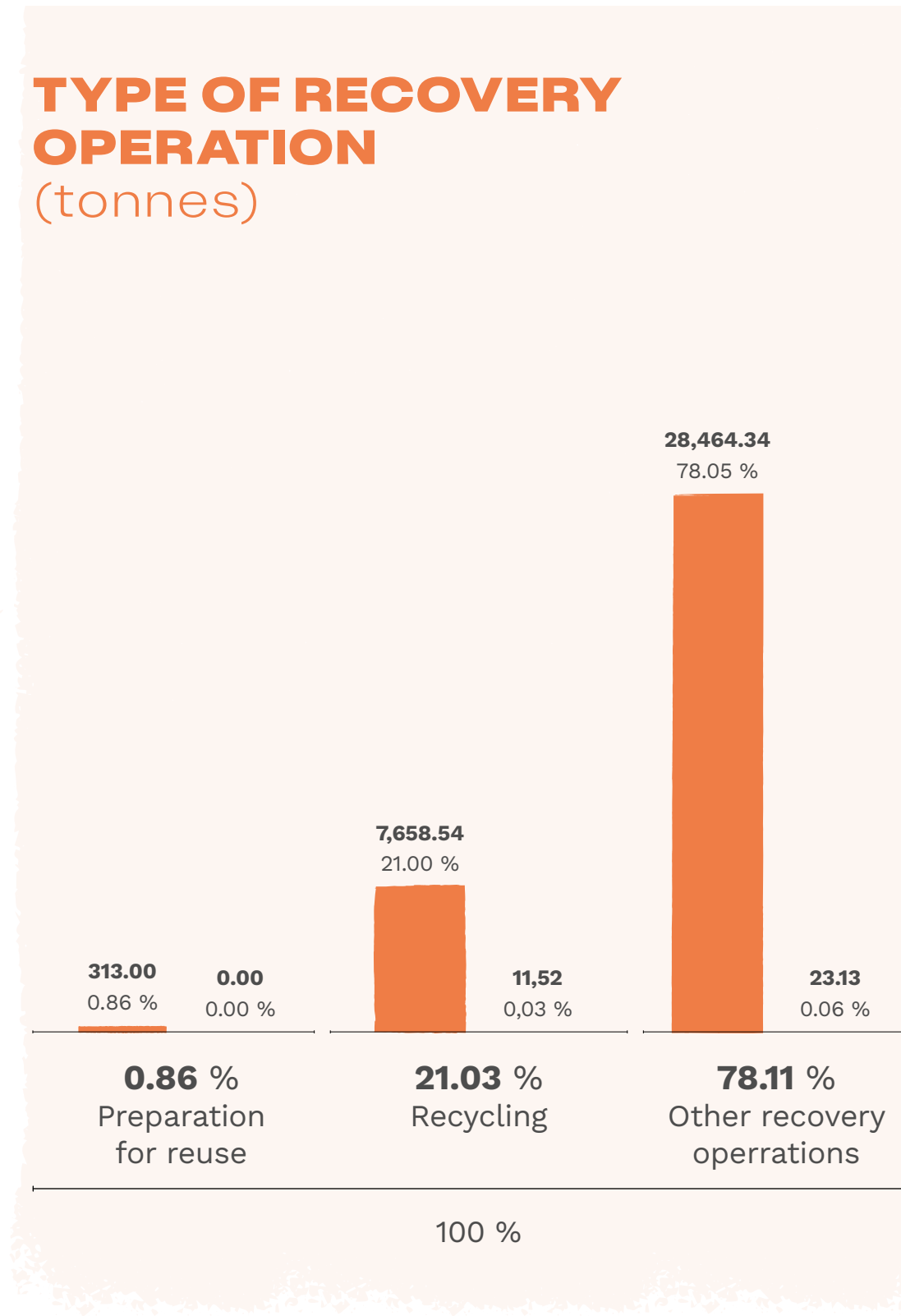
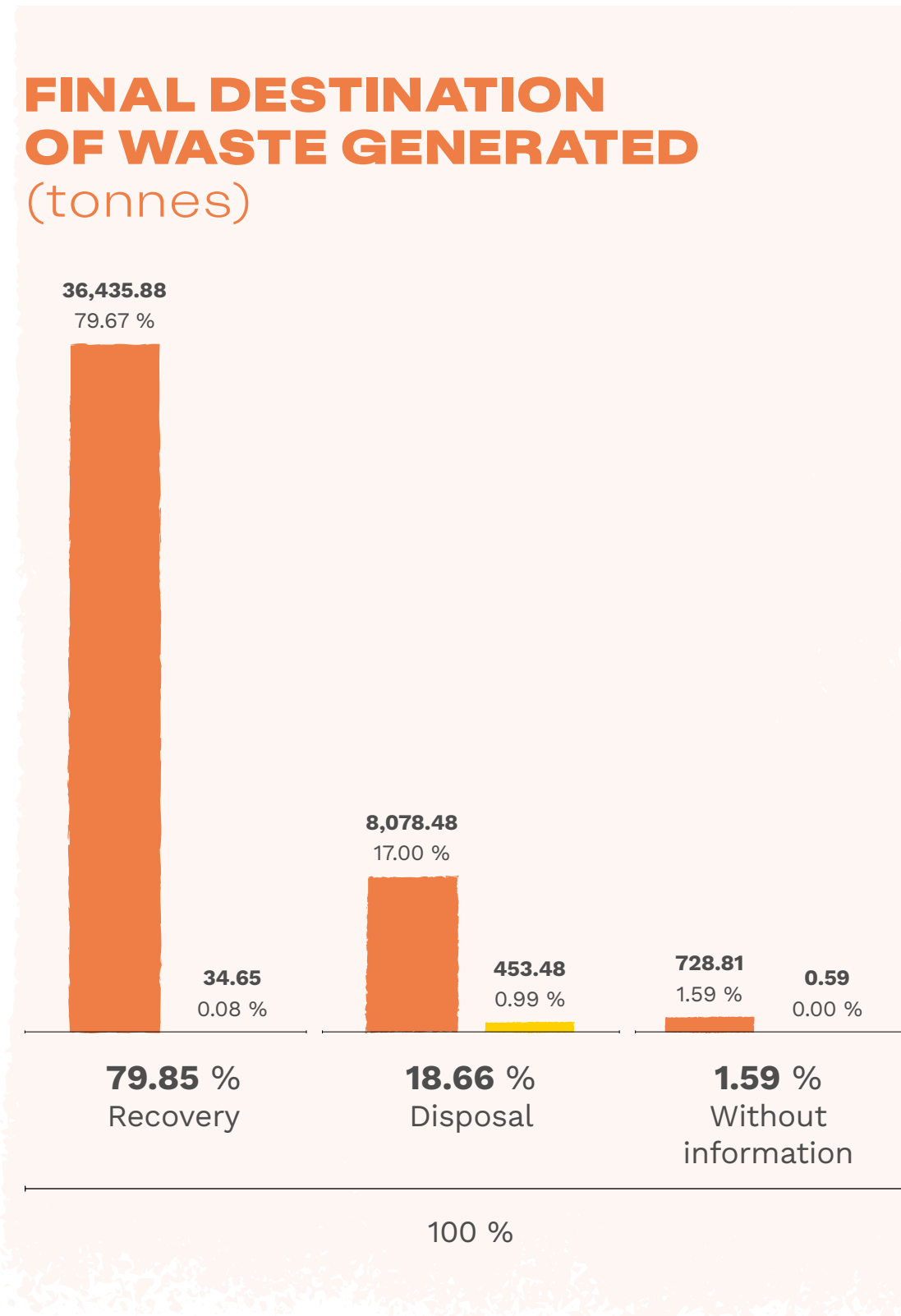
1

2

3

4

Strategic Priorities



5





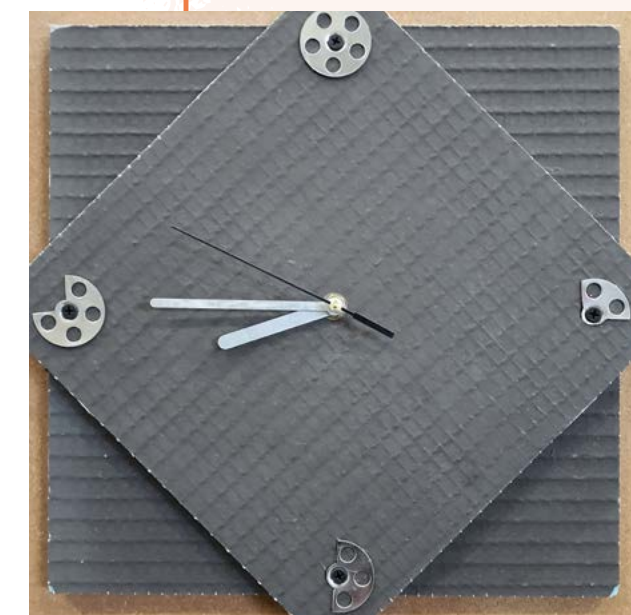
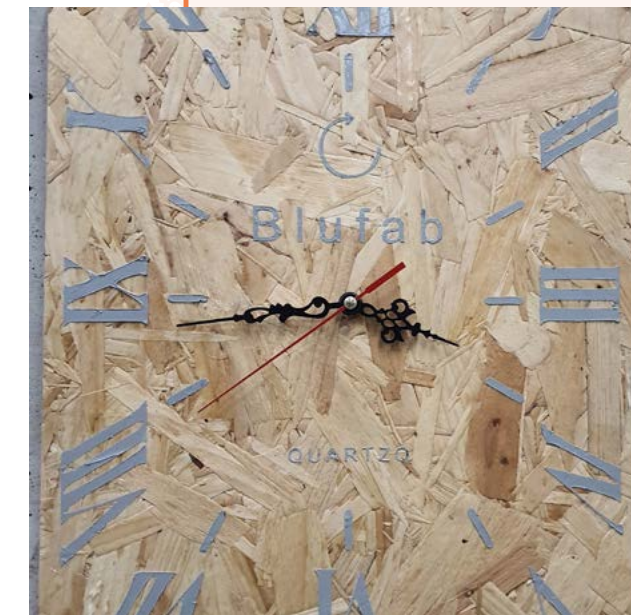
## REDUCTION OF WASTE OR REUSE OF MATERIALS

Recognising the need to create strategies to mitigate the disposal of waste and the added value it can have if reintroduced into the production cycle, we have created the following procedures:

- Whenever possible, we incorporate soil and rock excavated during the construction work, for example by improving site roads and paths.
- Utilisation of leftover boards to manufacture boxes for shipping material.
- Utilisation of leftover enamel paint for undercoat.
- Pallet collection and re-use.
- Burning sawdust in a biomass boiler to heat the premises.
- Reusing waste materials that are extracted from cutting wood or metal profiles to produce new items. Solid wood waste is sold for use for other purposes, such as slat production, roof truss assembly, and firewood and charcoal production.

## EUROPEAN WEEK FOR WASTE REDUCTION 2023

As part of the **European Week for Waste Reduction**, a competition was organised with the motto "Give your waste new life by turning it into works of art!" with the aim of raising awareness of the issue of waste prevention and the importance of reuse. Projects submitted by participants could only contain waste from their work, and nothing else.



1

2

3

4

Strategic Priorities

5





S-OBRAS



Fio-Blu is a platform that promotes efficient and sustainable construction by providing solutions that enable the next generation of buildings to be more sustainable, healthier and better prepared for the future. Adopting the motto "It's in seizing the opportunity that the advantage lies", the **S-Obras** project created in 2023 is where you can find leftover products from the Casais Group's building projects. These can be used in other refurbishment projects, thereby promoting product circularity. The digital platform seeks to respond to the challenges of climate change in the construction sector by using materials that have already been produced, and so contribute to decarbonisation and the circular economy.

TEXTILE REUSE PROCEDURE — CASAIS GROUP COMPANIES

In order to **reuse textiles and fabric**, old work uniforms, reflective waistcoats and used advertising tarpaulins were collected to create new products. The aim is to produce bags, purses, vases and other types of products, increasing the life cycle of these old textiles and contributing to circularity. Of the textiles collected in 2023, 33 kg of uniforms were accounted for, producing pot plant containers (available at [Fio-blu](#)) and totes, which were distributed as giveaways at an internal event.



PARTICIPATION IN THE 9<sup>TH</sup> CIRCO HUB PORTUGAL TRAINING TRACK

The main objective of the **CIRCO** programme is to encourage the circular economy through design. Companies and designers work together to develop products, services and business models with circularity in mind, following a training methodology developed in the Netherlands. Casais took part in training for the CIRCO Hub Portugal project, where it applied the CIRCO method for designing circular business models to the Modular Structural Walls product.



1

2

3

4

Strategic Priorities

5



## 4.4.4. Community Relations

At Casais Group we ensure occupational safety and health at 100% of our construction sites. Environmental assessments were carried out on all Casais EC projects — involving assessments of environmental aspects and on-site mitigation measures — as well as on works councils, safety committees and other employee representative bodies.

**Our mission is clear and defined by our passion for building not only structures, but also relationships, opportunities and communities.**

This mission is grounded in everyday interactions and in the genuine will to do good without having to wait for a project or licence to act. This simplicity of action is what strengthens our team spirit and solidifies our contribution to a better world.

Because we operate in different geographical locations and encounter different types of needs, we seek to contribute to improving or even remediating those needs. We endeavour to employ local staff, we look for projects that foster community

development, as in the case of the sanitation and drainage works in Luanda, or the construction of 1,400 homes for the Muxima community in Angola.

As far as social support and solidarity initiatives are concerned, we supported 33 institutions or projects and sponsored five teams or events, while volunteering activities included blood donation drives, collecting men's clothing for company employees and delivering women's and children's clothing to an institution.

Our initiatives and support are managed by the Social Responsibility Committee, the Marketing, Image and Communication Department (MIC) and the Human Resources Department (DRH), which manage the requests for support and allocation of funds, targeting the following groups:

- Disadvantaged children
- Households with social needs
- Financial assistance projects



(2-25) (3-3) (413-1)



1

2

3

4

Strategic Priorities

5





## CHRISTMAS CHARITY 2023 AND OTHER CHARITY EVENTS

Monetary, material and sponsorship support was given to various previously identified social projects and IPSS organisations.

We supported the following organisations in the **Christmas Charity 2023** event:

- APPACDM de Braga
- Santo António Social Centre
- SEMEAR Project
- Lar Conde de Agrolongo
- Casa Saúde Bom Jesus
- Tibães Social Centre
- APD – Associação Portuguesa de Deficientes
- CERCI Braga
- Braga Delegation of the Portuguese League Against Cancer – Northern Regional Centre
- Associação Abrigo para a Vida
- AMI Foundation
- Associação Salvador
- Aldeia de Crianças SOS
- Associação Remar Portuguesa
- MINEA – Angolan Ministry of Energy and Water

Throughout the year we also supported the following organisations and projects:

- Centro Novais e Sousa
- Projeto Virar a Página
- Bombeiros Voluntários de Braga
- Grupo Folclórico S. Martinho Tibães
- Centro de Solidariedade da Sagrada Família
- Cruz Vermelha (Red Cross)
- Fundação do Gil
- Cabido da Sé da Braga
- Gasporto (NGDO in Mozambique) – Programa Pfuka U Famba
- Associação de Apoio ao Albinismo (a Mozambican NGDO NGDO )
- St Mary's School in Gibraltar
- Caring for Gibraltar
- Meningitis Research Foundation
- Stepan
- Justgiving Cancer Research
- Centro de Acolhimento - Lar da Nazaré
- Associação Amor Gera Amor

In addition to the initiatives that take place throughout the year, our ongoing priority is to minimise the negative impact on the communities surrounding the projects we are involved in as much as possible and to ensure that these communities have access to better living conditions. We wanted to create something that would have a positive, more permanent impact. This led to Casaisinvest establishing the Mestre Casais Foundation, which contributes to the promotion of human sustainability and environmental sustainability, generates and shares new knowledge, so that society is empowered to face future challenges — important factors from the ESG perspective — by preserving harmony and balance between human beings (society), the planet (environment) and economic development.

1

2

3

4

Strategic Priorities

5





## FUNDAÇÃO MESTRE CASAIS



Fundação  
Mestre  
Casais

2023 was very fruitful and diverse in terms of the topics debated, as well as initiatives and studies that centred on sustainability and ESG:

The Mestre Casais Foundation has partnerships with:



— Four **dialogues** took place in various Portuguese cities, in their signature dinner-debate or cocktail party format, all focusing on sustainability yet each with their own theme: in March, "**Industrial Innovation**" in Vila Nova de Famalicão; in April, "**The Future of the Interior**" in Bragança; in September "**Sustainable Tourism**" in Braga, and in October, "**City and Biodiversity**" in Vila Real. Participants numbered 48, 50, 48 and 25 respectively.

— Joint organisation of two **conferences**: the first took place in May as part of the 6<sup>th</sup> Economy Week in Braga, where the need to improve company productivity, based on technology and innovation was debated under the theme of "**Technology Transfer for Construction Companies**", and was attended by around 110 participants; the second, "**2050 - Is it still possible to Decarbonise Urban Transport?**" took place in October at the Portugal Smart Cities Summit, at the "AIP Foundation" auditorium in Lisbon, where a vision was given of the challenges and how decarbonisation of urban transport can be achieved.

— Launch of two **essays** on Sustainability: in January, "**Renewable Energy Communities**", which seeks to show the potential of energy communities, with the testimony of ten guests who enlighten us on the advantages and limitations of this reality in its application in Portugal; and in September, "**Regionalisation and Decentralisation in Portugal**", which promotes reflection on the opportunities and foundations for moving forward with the process of regionalisation in Portugal and on what may be at stake when initiatives to decentralise power, supported solely by local bodies, are launched. There is also a third essay that has been finalised but will not be published until 2024.

— Award of a **bursary** to a civil engineering student from UMinho, in partnership with the University of Minho, corresponding to the value of her tuition fees.

— Launch of the **executive programme** in association with CEiia – "**Changing Urban Mobility: Trends and Opportunities in the Context of Decarbonisation**", with three editions, one in Matosinhos in September, one in Cascais in October, and another in Faro in November. Its aim is to identify the challenges and emerging solutions for decarbonising mobility based on international trends and from the perspective of opportunities for changes that cities need. There were 51 participants in this programme.

— Promotion of the second edition of the Fundação Mestre Casais/CEiia Journalism for Sustainability **Awards**, recognising, through the award of EUR 24,000 in prizes, work that has raised sustainability issues on different communication platforms, such as the press, television, radio and digital media. The prizegiving ceremony occurred in July.

1

2

3

4

Strategic Priorities

5





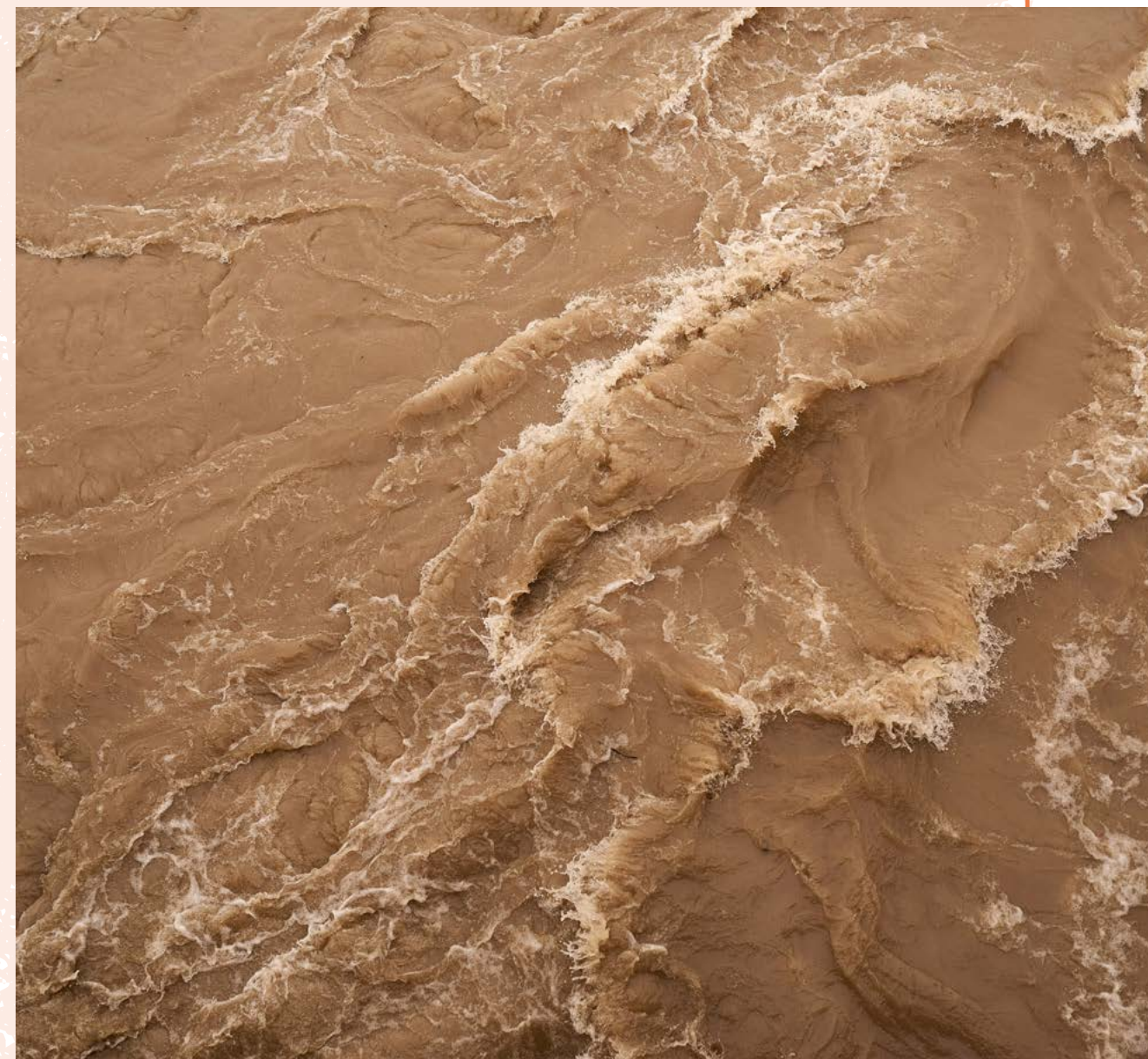
### BLOOD DONATION DRIVE

Under the motto “Giving blood is sharing life!” we took part in **blood donation** campaigns, two at our headquarters in Braga, in partnership with the IPS, and another campaign in partnership with the Spanish Red Cross that took place in Tres Cantos, Madrid, where the Casais Spanish office is located. There were 80 donors altogether.



### FLOOD SUPPORT IN MAPUTO PROVINCE

In February 2023, Mozambique was hit by devastating floods, particularly in Maputo province, in the Boane region. In view of the damage caused by this climatic event, we wanted to support the population by making a donation to buy mattresses so that the victims who were left homeless could rest in safe areas.



### PARTICIPATION IN THE “RETOPICHON” RUN

On 16 November we took part in a race, at the invitation of a partner, to raise awareness and funds for the Fundación de Medicamentos Huérfanos y Enfermedades Raras, specifically to support Sofia's recovery. The 3-kilometre race took place on top of the Oxexo Building of the Gmp Foundation in Madrid.



1

2

3

4

Strategic Priorities

5





### ONE POSTCARD, ONE MEAL

"One Postcard, One Meal" is an initiative that supports the Pfuka U Famba programme (which means "get up and walk" in Changana), run by GASPORTO – Non-Governmental Organisation for Development, with the aim of combating malnutrition in children up to the age of three in the village of Macia in Mozambique. We contribute to this initiative by buying postcards, the proceeds of which go to the programme that operates in a Nutritional Rehabilitation Centre, offering adequate food such as powdered milk, nutritionally enriched porridge and soups on a daily basis until the babies' nutritional status stabilises. As well as addressing immediate nutritional needs, it also focuses on training and empowering carers, highlighting the importance of education for sustainable change. In 2023, this initiative managed to provide food for 78 babies and their carers in Vila Macia in Gaza province, Mozambique.

### BUILDING SMILES TOGETHER IN DEVELOPMENT



#### Rehabilitation at Associação Amor Gera Amor

The **Amor Gera Amor Association** is a charity organisation that provides support to relatives of children diagnosed with cancer who are hospitalised. These families usually live outside Luanda, so they take advantage of staying at the Association's facilities while their relatives are being treated.

Casais Group took part in an activity to improve the association's facilities, which involved painting, repairing floors, changing sanitary ware and changing the lighting in the communal areas.

#### Donation of land for the preservation of a natural space at Miradouro da Lua

The consecutive days of heavy rain that the city of Luanda has recently experienced have caused several landslides at the Miradouro da Lua. In order to preserve the future of this natural space and keep it safe, we mobilised around 11 truckloads of earth which were used to replace the earth that had been displaced by the rains and to help fix the ground.



1

2

3

4

Strategic Priorities

5



---

1|2|3|4|5

# ANNEXES

05

---







# 5.1. GRI Content Index

Statement of use	The Casais Group has reported the information cited in this GRI disclosures summary for the period 1 January to 31 December 2023 in compliance with GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standards	—

1

2

3

4

5

Annexes

GRI Standard	Disclosure	Location/Omission	
<b>General Disclosures</b>			
<b>The organisation and its reporting practices</b>			
GRI 2: General Disclosures 2021	2-1	Organisational Details	About this Report 2. The Casais Group - 2.1 Organisational Profile - 2.1.5. The Casais Group around the World
	2-2	Entities included in the organisation’s sustainability reporting	About this Report
	2-3	Reporting period, frequency and contact point	About this Report
	2-4	Restatements of information	About this Report
	2-5	External assurance	About this Report
<b>Activities and workers</b>			
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	2. The Casais Group - 2.1 Organisational Profile - 2.1.4 Business 2. The Casais Group - 2.1 Organisational Profile - 2.1.5. The Casais Group around the World 4. Strategic Priorities - 4.2 Ethical and Collaborative Business - 4.2.3 Value Chain Management
	2-7	Employees	2. The Casais Group - 2.1 Organisational Profile - 2.1.5. The Casais Group around the World 5. Annexes - 5.2. GRI Indicators and Methodological Notes
	2-8	Workers who are not employees	5. Annexes - 5.2. GRI Indicators and Methodological Notes





GRI Standard	Disclosure	Location/Omission	
<b>Governance</b>			
GRI 2: General Disclosures 2021	2-9	Structure and composition of the highest governance body	2. The Casais Group - 2.3 Governance Structure
	2-10	Appointment and selection of the highest governance body	2. The Casais Group - 2.3 Governance Structure
	2-11	Chairperson of the highest governance body	2. The Casais Group - 2.3 Governance Structure
	2-12	Role of the highest governance body in overseeing the management	2. The Casais Group - 2.3 Governance Structure
	2-13	Delegation of responsibility for managing impacts	2. The Casais Group - 2.3 Governance Structure
	2-14	Role of the highest governance body in sustainability reporting	About this Report 3. Value Creation Approach - 3.3 Materiality
	2-15	Conflicts of Interest	2. The Casais Group - 2.3 Governance Structure
	2-16	Communication of Critical Concerns	2. The Casais Group - 2.3 Governance Structure
	2-17	Collective knowledge of the highest governance body	2. The Casais Group - 2.3 Governance Structure
	2-18	Evaluation of the performance of the highest governance body	2. The Casais Group - 2.3 Governance Structure
	2-19	Remuneration policies	2. The Casais Group - 2.3 Governance Structure
	2-20	Process to determine remuneration	2. The Casais Group - 2.3 Governance Structure
	2-21	Percentage of total annual remuneration	2. The Casais Group - 2.3 Governance Structure
<b>Strategy, policies and practices</b>			
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	1. Message from the Board of Directors
	2-23	Commitments	3. Value Creation Approach - 3.4 Strategy to Integrate ESG into Business
			4. Strategic Priorities - 4.1 Competent and Safe People
			4. Strategic Priorities - 4.2 Ethical and Collaborative Business
			4. Strategic Priorities - 4.3 Conscious and Innovative Solutions
		4. Strategic Priorities - 4.4 Shared and Valued Territory	

1

2

3

4

5

Annexes





GRI Standard	Disclosure	Location/Omission	
GRI 2: General Disclosures 2021	2-24	Embedding commitments	3. Value Creation Approach - 3.4 Strategy to Integrate ESG into Business 4. Strategic Priorities - 4.1 Competent and Safe People 4. Strategic Priorities - 4.2 Ethical and Collaborative Business 4. Strategic Priorities - 4.3 Conscious and Innovative Solutions 4. Strategic Priorities - 4.4 Shared and Valued Territory
	2-25	Processes to remediate negative impacts	3. Value Creation Approach - 3.2 Stakeholder Engagement 4. Strategic Priorities - 4.4 Shared and Valued Territory - 4.4.4 Community Relations
	2-26	Mechanisms for seeking advice or raising concerns	3. Value Creation Approach - 3.2 Stakeholder Engagement
	2-27	Compliance with laws and regulations	During 2023, no non-compliance with regulations occurred*.
	2-28	Membership of associations	3. Value Creation Approach - 3.2 Stakeholder Engagement
	<b>Stakeholder Engagement</b>		
GRI 2: General Disclosures 2021	2-29	Approach to Stakeholder Engagement	3. Value Creation Approach - 3.2 Stakeholder Engagement
	2-30	Collective bargaining agreements	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.1. Employee management and development
<b>Material topics</b>			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	3. Value Creation Approach - 3.3 Materiality 3. Value Creation Approach - 3.4 Strategy to Integrate ESG into Business
	3-2	Material Topics	3. Value Creation Approach - 3.3 Materiality 3.4 Strategy to Integrate ESG into Business

\*Considera-se no âmbito deste relatório que, para "multas significativas", contribuem multas por violação de disposições legais e regulamentares relativas ao ambiente e à área socioeconómica identificadas como contraordenações graves.



GRI Standard	Disclosure	Location/Omission
GRI 3: Material Topics 2021	3-3 Management of material topics	2. The Casais Group - 2.2 Risk Management 4. Strategic Priorities - 4.1 Competent and Safe People 4. Strategic Priorities - 4.2 Ethical and Collaborative Business 4. Strategic Priorities - 4.3 Conscious and Innovative Solutions 4. Strategic Priorities - 4.4 Shared and Valued Territory
<b>Economic performance - Material topic: Adaptation and resilience</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic Priorities - 4.3 Conscious and Innovative Solutions - 4.3.4 Adaptation and Resilience
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	5. Annexes - 5.2. GRI Indicators and Methodological Notes
<b>Procurement practices - Material topic: Value chain management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic Priorities - 4.2 Ethical and Collaborative Business - 4.2.3 Value Chain Management
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	4. Strategic Priorities - 4.2 Ethical and Collaborative Business - 4.2.3 Value Chain Management
GRI 205: Combating corruption	205-2 Communication and training on anti-corruption policies and procedures	4. Strategic Priorities - 4.2 Ethical and Collaborative Business - 4.2.3 Value Chain Management
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	4. Strategic Priorities - 4.2 Ethical and Collaborative Business - 4.2.3 Value Chain Management
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using environmental criteria	4. Strategic Priorities - 4.2 Ethical and Collaborative Business - 4.2.3 Value Chain Management
<b>Anti-corruption - Material topic: Ethics, Compliance and Governance</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic Priorities - 4.2 Ethical and Collaborative Business- 4.2.1 Ethics, Compliance and Governance
GRI 205: Combating corruption	205-1 Operations assessed for corruption-related risks	4. Strategic Priorities - 4.2 Ethical and Collaborative Business- 4.2.1 Ethics, Compliance and Governance
	205-2 Communication and training on anti-corruption policies and procedures	4. Strategic Priorities - 4.2 Ethical and Collaborative Business- 4.2.1 Ethics, Compliance and Governance
	205-3 Confirmed incidents of corruption and actions taken	4. Strategic Priorities - 4.2 Ethical and Collaborative Business- 4.2.1 Ethics, Compliance and Governance





GRI Standard	Disclosure	Location/Omission
<b>Materials - Material topic: Resource conservation and efficiency</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic Priorities - 4.3 Conscious and Innovative Solutions - 4.3.3 Resource Conservation and Efficiency
GRI 301: Materials	301-1 Materials used by weight or volume to produce and package the organisation's main products and services during the reporting period	4. Strategic priorities - 4.3 Conscious and Innovative Solutions - 4.3.3 Resource Conservation and Efficiency 5. Annexes - 5.2. GRI Indicators and Methodological Notes
	301-2 Recycled input materials used	4. Strategic priorities - 4.3 Conscious and Innovative Solutions - 4.3.3 Resource Conservation and Efficiency 5. Annexes - 5.2. GRI Indicators and Methodological Notes
<b>Energy and Emissions - Material topic: Climate change mitigation</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.1 Climate change mitigation
GRI 302: Energy	302-1 Energy consumption within the organization	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.1 Climate change mitigation
		5. Annexes - 5.2. GRI Indicators and Methodological Notes
GRI 305: Emissions	305-1 Direct greenhouse gas (GHG) emissions - Scope 1	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.1 Climate change mitigation 5. Annexes - 5.2. GRI Indicators and Methodological Notes
	305-2 Indirect greenhouse gas (GHG) emissions - Scope 2	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.1 Climate change mitigation 5. Annexes - 5.2. GRI Indicators and Methodological Notes
	305-4 Carbon intensity	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.1 Climate change mitigation 5. Annexes - 5.2. GRI Indicators and Methodological Notes

- 1
- 2
- 3
- 4
- 5





GRI Standard	Disclosure	Location/Omission
<b>Biodiversity and land use - Material topic</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4.4 Shared and Valued Territory: - 4.4.2 Biodiversity and Land Use
GRI 304: Biodiversity	304-1 Own, leased or managed operational sites within or adjacent to protected areas and areas of high biodiversity value outside protected areas	4.4 Shared and Valued Territory: - 4.4.2 Biodiversity and Land Use
<b>Water and Effluents - Material topic: Waste, Water and Effluent Management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.3 – Waste, water and effluent management
GRI 303: Water	303-1 Interactions with water as a shared resource	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.3 – Waste, water and effluent management
	303-2 Management of impacts related to water discharge	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.3 – Waste, water and effluent management
	303-3 Total water withdrawal	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.3 – Waste, water and effluent management
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.3 – Waste, water and effluent management
	306-2 Management of significant waste-related impacts	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.3 – Waste, water and effluent management
	306-3 Waste generated	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.3 – Waste, water and effluent management 5. Annexes - 5.2. GRI Indicators and Methodological Notes
	306-4 Waste diverted from disposal	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.3 – Waste, water and effluent management 5. Annexes - 5.2. GRI Indicators and Methodological Notes
	306-5 Waste directed to disposal	4. Strategic priorities - 4.4 Shared and Valued Territory - 4.4.3 – Waste, water and effluent management 5. Annexes - 5.2. GRI Indicators and Methodological Notes
<b>Employment - Material topic: Employee Management and Development</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.1 Employee Management and Development

1

2

3

4

5

Annexes





GRI Standard	Disclosure	Location/Omission
GRI 401: Employment	401-1 New hires and employee turnover	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.1 Employee Management and Development 5. Annexes - 5.2. GRI Indicators and Methodological Notes
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.1 Employee Management and Development
	401-3 Parental Leave	5. Annexes - 5.2. GRI Indicators and Methodological Notes
<b>Occupational Health and Safety - Material Topic: Health and Safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety
	403-2 Hazard identification, risk assessment and incident investigation	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety
	403-3 Occupational health services	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety
	403-5 Worker training on occupational health and safety	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety
	403-6 Promotion of worker health	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety
	403-8 Workers covered by an occupational health and safety management system	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety
	403-9 Workplace accidents	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety
	403-10 Work-related ill health	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.2 Health and Safety 5. Annexes - 5.2. GRI Indicators and Methodological Notes

1

2

3

4

5

Annexes





GRI Standard	Disclosure	Location/Omission
<b>Employment - Material topic: Employee Management and Development</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.1 Employee Management and Development
GRI 404: Training	404-1 Average hours of training per year per employee	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.1 Employee Management and Development 5. Annexes - 5.2. GRI Indicators and Methodological Notes
	404-3 Percentage of employees who received regular performance appraisals and career developments reviews	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.1 Employee Management and Development 5. Annexes - 5.2. GRI Indicators and Methodological Notes
<b>Diversity and Equal Opportunity</b>		
GRI 405: Diversity and equal opportunity	405-1 Diversity of governance bodies and employees	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.3 Inclusion and Diversity 5. Annexes - 5.2. GRI Indicators and Methodological Notes
	405-2 Ratio of basic salary and remuneration of women to men	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.3 Inclusion and Diversity 5. Annexes - 5.2. GRI Indicators and Methodological Notes
<b>Non-Discrimination</b>		
GRI 406: Non-Discrimination	406-1 Incidents of discrimination and corrective actions taken	4. Strategic Priorities - 4.1 Competent and Safe People - 4.1.3 Inclusion and Diversity
<b>Child Labor - Material topic: Human Rights</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic Priorities - 4.2 Ethical and Collaborative Business - 4.2.2 Human Rights
GRI 408: Child labour	408-1 Operations and suppliers at significant risk for incidents of child labour	4. Strategic Priorities - 4.2 Ethical and Collaborative Business - 4.2.2 Human Rights

1

2

3

4

5

Annexes





GRI Standard	Disclosure	Location/Omission
<b>Forced or compulsory labour - Material topic: Human Rights</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic Priorities - 4.2 Ethical and Collaborative Business - 4.2.2 Human Rights
GRI 409: Forced or compulsory labour	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	4. Strategic Priorities - 4.2 Ethical and Collaborative Business - 4.2.2 Human Rights
<b>Local communities - Material topic: Community relations</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic priorities - 4.4 Shared and Valued Territory: 4.4.4 Community relations
GRI 413: Local communities	413-1 Operations with local community engagement, impact assessments,	4. Strategic priorities - 4.4 Shared and Valued Territory: 4.4.4 Community relations
<b>Marketing and labelling</b>		
GRI 417: Marketing and labelling	417-1 Requirements for product and service information and labelling	4. Strategic Priorities - 4.3 Conscious and Innovative Solutions - 4.3.2 Innovation, Design and Safety of Products and Infrastructures
<b>Material topic: Green buildings and technology</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	4. Strategic Priorities - 4.3 Conscious and Innovative Solutions . 4.3.1 Green Buildings and Technology

1

2

3

4

5

Annexes



## 5.2. GRI Indicators and Methodological Notes

GRI 200  
Economic  
Indicators

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

	Total	Portugal	Spain	France	Belgium	Germany	Netherlands	Gibraltar	Angola	Ghana	Mozambique	United Arab Emirates	Brazil
<b>Economic Value Generated</b>	<b>594,171,877.75 €</b>	336,524,970.09 €	1,633,925.64 €	2,219,896.06 €	11,823,433.33 €	5,046,288.26 €	59,987.01 €	83,035,515.56 €	140,833,849.89 €	2,383,013.58 €	1,778,818.54 €	4,755,789.95 €	4,076,389.84 €
Turnover	547,444,131.74 €	310,089,360.90 €	275,190.86 €	2,169,757.55 €	7,848,849.49 €	4,479,335.58 €	0.00 €	83,035,515.56 €	126,991,570.59 €	2,097,886.69 €	1,708,515.25 €	4,705,651.44 €	4,042,497.83 €
Other income	46,727,746.01 €	26,435,609.19 €	1,358,734.78 €	50,138.51 €	3,974,583.84 €	566,952.68 €	59,987.01 €	0.00 €	13,842,279.30 €	285,126.89 €	70,303.29 €	50,138.51 €	33,892.01 €
<b>Economic Value Generated</b>	<b>579,534,287.10 €</b>	314,351,124.10 €	3,143,169.08 €	2,072,459.45 €	11,594,789.76 €	4,944,190.50 €	228,267.70 €	83,663,276.55 €	145,103,351.99 €	3,064,618.54 €	2,456,322.57 €	4,617,397.02 €	4,295,319.87 €
Operational expenses (without employee salaries and benefits)	457,849,121.82 €	250,824,146.75 €	1,573,355.74 €	1,330,655.61 €	6,820,328.15 €	1,942,508.73 €	195,053.70 €	68,678,33.36 €	115,310,750.87 €	2,746,298.05 €	2,047,891.42 €	4,585,295.23 €	1,794,504.21 €
Employee salaries and benefits	108,012,317.82 €	57,564,155.91 €	1,569,813.34 €	704,656.84 €	4,653,444.76 €	2,976,514.07 €	33,214.00 €	11,094,239.19 €	26,253,602.43 €	303,416.80 €	404,846.51 €	32,101.79 €	2,422,312.18 €
Dividend Distribution	4,266,000.00 €	766,000.00 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	3,500,000.00 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €
Statutory Payments	9,087,232.80 €	4,880,791.39 €	0.00 €	37,147.00 €	121,016.85 €	25,167.70 €	0.00 €	390,704.00 €	3,538,998.69 €	14,903.69 €	0.00 €	0.00 €	78,503.48 €
Donations and other investments in the community	319,614.69 €	316,030.05 €	0.00€	0.00€	0.00€	0.00€	0.00€	0.00€	0.00€	0.00€	3,584.64 €	0.00€	0.00€
<b>Net Economic Value</b>	<b>14,637,590.62 €</b>	22,173,845.99 €	-1,509,243.45 €	147,436.61 €	228,643.57 €	102,097.76 €	-168,280.69 €	-627,760.99 €	-4,269,502.11 €	-681,604.96 €	-677,504.03 €	138,392.93 €	-218,930.03 €





## GRI 300 Environmental Indicators

### **GRI 301-1 Materials used by weight or volume to produce and package the organisation's main products and services\*\***

Materials used by type	Units	Total 2023	Total 2022*
Concrete, mortars and aggregates	t	452,609	329,049
Metals	t	88,291	16,967
Masonry	t	24,860	24,927
Wood products and derivatives	t	15,580	3,787
<b>Total Consumed</b>	<b>t</b>	<b>581,340</b>	<b>374,730</b>
Total not from recycling	t	579,831	354,297
Total from recycling	t	1,509	20,432
% from recycling	%	0%	5%
Total non-renewable	t	15,403	3,441
Total renewable	t	565,937	371,288
% from renewable sources	%	3%	1%

Materials from ConstruByGrupoCasais, materials not converted to volume from CNTEurope - Portugal and works where full subcontracts are contracted were not taken into account.

\*Values for companies included in the 2022 Sustainability Report

\*\*Conversion factor:

**Concrete:** 1m<sup>3</sup> = 2,400 kg (Source: <https://buildingclub.info/calculator/concrete-from-m3-to-kg-and-tons/>)

**Timber:** 1m<sup>3</sup> =565 kg (Source: [https://jb.utad.pt/especie/Pinus\\_pinaster](https://jb.utad.pt/especie/Pinus_pinaster))

1

2

3

4

5

Annexes





## GRI 300 Environmental Indicators

### GRI 302-1 Energy consumption within the organization

Energy consumption (GJ)	Units	Total 2023	Total 2022*
Diesel	GJ	196,237	145,130
Petrol – fleet	GJ	18,093	6,238
Natural gas	GJ	6,923	95
Electricity	GJ	19,720	13,388
Propane gas	GJ	121	366
<b>Total</b>	<b>GJ</b>	<b>241,093</b>	<b>165,218</b>

\*Adjusted values for companies included in the 2022 Sustainability Report

Note: Correction was made for the year 2022 due to exchange of emission factors between countries.

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

Energy Conversion	Factor	Unit	Amount	Source
Diesel	PCI	GJ/t	43	DGEG, 2022 Conversões Energéticas: <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	Densidade	kg/l	0.84	DGEG, 2021 Conversões Energéticas: <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>
Gasoline	PCI	GJ/t	44	DGEG, 2022 Conversões Energéticas: <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>
Gasoline	Densidade	kg/l	0.746	DGEG, 2021 Conversões Energéticas: <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/Nm <sup>3</sup> x 10 <sup>3</sup>	38.133	DGEG, 2022 Conversões Energéticas: <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, 2022 Conversões Energéticas: <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, 2022 Conversões Energéticas: <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>

1

2

3

4

5

Annexes





## GRI 300 Environmental Indicators

### **GRI 305-1** **Direct** (Scope 1) **GHG emissions**

### **GRI 305-2** **Energy indirect** (Scope 2) **GHG** **emissions**

### **GRI 305-4** **Greenhouse gas** **emission intensity** **- GHG**

	Units	Total 2023	Total 2022*
<b>Direct GHG emissions — Scope 1</b>			
<b>Stationary combustion</b>			
	tCO <sub>2eq</sub>	5,619	5,522
Diesel	tCO <sub>2eq</sub>	5,612	5,499
Propane gas	tCO <sub>2eq</sub>	7	23
<b>Mobile combustion – fleet</b>			
	tCO <sub>2eq</sub>	10,776	6,095
Diesel	tCO <sub>2eq</sub>	9,578	5,680
Gasoline	tCO <sub>2eq</sub>	1,198	416
<b>F-gases**</b>	tCO <sub>2eq</sub>	138	71
<b>Indirect GHG emissions — Scope 2</b>			
Electricity – market based	tCO <sub>2eq</sub>	-	-
Electricity – location based	tCO <sub>2eq</sub>	647	453
<b>Total Scope 1 + 2</b>	<b>tCO<sub>2eq</sub></b>	<b>17,180</b>	<b>12,142</b>
<b>Carbon intensity (GHG emissions per Turnover)</b>	<b>tCO<sub>2eq</sub>/M€</b>	<b>31</b>	<b>29</b>
<b>Turnover</b>	<b>M€</b>	<b>547</b>	<b>426</b>

\*Values for companies included in the 2022 Sustainability Report

\*\*Considering 1% leakage of purchased fluorinated gases throughout the year

The emissions inventory was based on the energy consumption disclosed in indicator 302-1 and the fluorinated gas refills, which were converted into emissions considering the emission factors presented below: An adjustment was made to 2022 figures to reflect the exchange of emission factors between countries.

1

2

3

4

5

Annexes





GRI 300  
Environmental  
Indicators

**GRI 305-1**  
**Direct** (Scope 1)  
**GHG emissions**

**GRI 305-2**  
**Energy indirect**  
(Scope 2) **GHG**  
**emissions**

**GRI 305-4**  
**Greenhouse gas**  
**emission intensity**  
**- GHG**

	Conversion to emissions	Factor	Units	Amount	Source
	CO <sub>2</sub>	GWP - AR5	kgCO <sub>2eq</sub> /kgCO <sub>2</sub>	1	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
	CH <sub>4</sub>	GWP - AR5	kgCO <sub>2eq</sub> /kgCH <sub>4</sub>	28	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
	N <sub>2</sub> O	GWP - AR5	kgCO <sub>2eq</sub> /kg N <sub>2</sub> O	265	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>Portugal</b>	Diesel – stationary combustion	FE CO <sub>2</sub>	kgCO <sub>2</sub> /GJ	74.100	APA 2023, <i>National Inventory Report</i>
	Diesel – stationary combustion	FE CH <sub>4</sub>	kgCH <sub>4</sub> /GJ	0.001	APA 2023, <i>National Inventory Report</i>
	Diesel – stationary combustion	FE N <sub>2</sub> O	kg N <sub>2</sub> O/GJ	0.000	APA 2023, <i>National Inventory Report</i>
	Propane gas	FE CO <sub>2</sub>	kgCO <sub>2</sub> /GJ	63.100	APA 2023, <i>National Inventory Report</i>
	Propane gas	FE CH <sub>4</sub>	kgCH <sub>4</sub> /GJ	0.001	APA 2023, <i>National Inventory Report</i>
	Propane gas	FE N <sub>2</sub> O	kg N <sub>2</sub> O/GJ	0.004	APA 2023, <i>National Inventory Report</i>
	Diesel – mobile combustion	FE CO <sub>2</sub>	kgCO <sub>2</sub> /GJ	74.100	APA 2023, <i>National Inventory Report</i>
	Diesel – mobile combustion	FE CH <sub>4</sub>	kgCH <sub>4</sub> /GJ	0.004	APA 2023, <i>National Inventory Report</i>
	Diesel – mobile combustion	FE N <sub>2</sub> O	kg N <sub>2</sub> O/GJ	0.029	APA 2023, <i>National Inventory Report</i>
	Gasoline – mobile combustion	FE CO <sub>2</sub>	kgCO <sub>2</sub> /GJ	69.300	APA 2023, <i>National Inventory Report</i>
	Gasoline – mobile combustion	FE CH <sub>4</sub>	kgCH <sub>4</sub> /GJ	0.050	APA 2023, <i>National Inventory Report</i>
	Gasoline – mobile combustion	FE N <sub>2</sub> O	kg N <sub>2</sub> O/GJ	0.002	APA 2023, <i>National Inventory Report</i>

1

2

3

4

5

Annexes





GRI 300  
Environmental  
Indicators

**GRI 305-1**  
**Direct** (Scope 1)  
**GHG emissions**

**GRI 305-2**  
**Energy indirect**  
(Scope 2) **GHG**  
**emissions**

**GRI 305-4**  
**Greenhouse gas**  
**emission intensity**  
**- GHG**

	Conversion to emissions	Factor	Units	Amount	Source
Other Geographies	Diesel – stationary combustion	FE CO <sub>2</sub>	kgCO <sub>2</sub> /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>
	Diesel – stationary combustion	FE CH <sub>4</sub>	kgCH <sub>4</sub> /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>
	Diesel – stationary combustion	FE N <sub>2</sub> O	kg N <sub>2</sub> O/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>
	Propane gas	FE CO <sub>2</sub>	kgCO <sub>2</sub> /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>
	Propane gas	FE CH <sub>4</sub>	kgCH <sub>4</sub> /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>
	Propane gas	FE N <sub>2</sub> O	kg N <sub>2</sub> O/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>
	Diesel – mobile combustion	FE CO <sub>2</sub>	kgCO <sub>2</sub> /GJ	76.890	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
	Diesel – mobile combustion	FE CH <sub>4</sub>	kgCH <sub>4</sub> /GJ	0.004	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
	Diesel – mobile combustion	FE N <sub>2</sub> O	kg N <sub>2</sub> O/GJ	0.004	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
	Gasoline – mobile combustion	FE CO <sub>2</sub>	kgCO <sub>2</sub> /GJ	65.261	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
	Gasoline – mobile combustion	FE CH <sub>4</sub>	kgCH <sub>4</sub> /GJ	0.002	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>
	Gasoline – mobile combustion	FE N <sub>2</sub> O	kg N <sub>2</sub> O/GJ	0.002	GHG Protocol 2017: <a href="https://ghgprotocol.org/calculation-tools#cross_sector_tools_id">https://ghgprotocol.org/calculation-tools#cross_sector_tools_id</a>

1

2

3

4

5

Annexes







## GRI 300 Environmental Indicators

### GRI 305-1 Direct (Scope 1) GHG emissions

### GRI 305-2 Energy indirect (Scope 2) GHG emissions

### GRI 305-4 Greenhouse gas emission intensity - GHG

	Conversion to emissions	Factor	Units	Amount	Source
Portugal	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.188	edp 2023, <a href="https://www.edp.pt/origem-energia/">https://www.edp.pt/origem-energia/</a>
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.086	APREN 2023, <a href="https://www.apren.pt/pt/energias-renovaveis/outros">https://www.apren.pt/pt/energias-renovaveis/outros</a>
Angola	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	-	0
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.166	Low Carbon Power, 2021: <a href="https://lowcarbonpower.org/region/Angola">https://lowcarbonpower.org/region/Angola</a>
Spain	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	-	0
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.137	Low Carbon Power 2023, <a href="https://lowcarbonpower.org/region/Spain">https://lowcarbonpower.org/region/Spain</a>
France	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	-	0
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.048	Low Carbon Power 2023, <a href="https://lowcarbonpower.org/region/France">https://lowcarbonpower.org/region/France</a>
Belgium	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	-	0
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.154	Low Carbon Power 2023, <a href="https://lowcarbonpower.org/region/Belgium">https://lowcarbonpower.org/region/Belgium</a>
Germany	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	-	0
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.304	Low Carbon Power 2023, <a href="https://lowcarbonpower.org/region/Germany">https://lowcarbonpower.org/region/Germany</a>
Ghana	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	-	0
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.356	Low Carbon Power 2021, <a href="https://lowcarbonpower.org/region/Ghana">https://lowcarbonpower.org/region/Ghana</a>
Mozambique	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	-	0
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.122	Low Carbon Power 2021, <a href="https://lowcarbonpower.org/region/Mozambique">https://lowcarbonpower.org/region/Mozambique</a>
Gibraltar	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	-	0
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.655	Low Carbon Power 2023, <a href="https://lowcarbonpower.org/region/Gibraltar">https://lowcarbonpower.org/region/Gibraltar</a>
United Arab Emirates	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	-	0
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.437	Low Carbon Power 2021, <a href="https://lowcarbonpower.org/region/United_Arab_Emirates">https://lowcarbonpower.org/region/United_Arab_Emirates</a>
Brazil	Electricity – market based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	-	0
	Electricity – location based	FE CO <sub>2</sub>	kgCO <sub>2</sub> /kwh	0.068	Low Carbon Power 2023, <a href="https://lowcarbonpower.org/region/Brazil">https://lowcarbonpower.org/region/Brazil</a>

1

2

3

4

5

Annexes





GRI 300  
Environmental  
Indicators

**GRI 305-1**  
**Direct** (Scope 1)  
**GHG emissions**

**GRI 305-2**  
**Energy indirect**  
(Scope 2) **GHG**  
**emissions**

**GRI 305-4**  
**Greenhouse gas**  
**emission intensity**  
**- GHG**

	Conversion to emissions	Factor	Amount	Source
F-gases	R134A	FE CO <sub>2</sub>	1,430	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R32	FE CO <sub>2</sub>	0,680	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R22	FE CO <sub>2</sub>	1,760	GHG Protocol Potential GWP values
	R402A	FE CO <sub>2</sub>	2,100	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R404A	FE CO <sub>2</sub>	3,920	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R407C	FE CO <sub>2</sub>	1,770	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R410A	FE CO <sub>2</sub>	2,088	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R417A	FE CO <sub>2</sub>	2,346	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R422A	FE CO <sub>2</sub>	3,143	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R422D	FE CO <sub>2</sub>	2,729	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	SF6	FE CO <sub>2</sub>	22,800	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R424A	FE CO <sub>2</sub>	2,440	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R427A	FE CO <sub>2</sub>	2,138	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	R453A	FE CO <sub>2</sub>	1,765	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>
	HFC-227ea (FM-200)	FE CO <sub>2</sub>	3,220	<a href="https://gfconversor.apambiente.pt/">https://gfconversor.apambiente.pt/</a>

1

2

3

4

5

Annexes





GRI 300  
Environmental  
Indicators

**GRI 306-3  
Waste generated**

**GRI 306-4  
Waste diverted  
from disposal**

**GRI 306-5  
Waste directed  
to disposal**

Waste Type	Final Destination	Type of Operation	Unit	Total 2023	Total 2022*	
Non Hazardous	Recovery	Preparation for reuse	t	313	0	
		Recycling	t	7,659	38,133	
		Other recovery operations	t	28,464	8,717	
		Waste avoided	t	0	62	
	Disposal	Incineration (with energy recovery)	t	0	0	
		Burning (without energy recovery)	t	0	0	
		Landfill	t	5,771	2,022	
		Other disposal operations	t	2,307	2,735	
	Hazardous	Recovery	Preparation for reuse	t	0	0
			Recycling	t	12	8
Other recovery operations			t	23	12	
Waste avoided			t	0	0	
Disposal		Incineration (with energy recovery)	t	0	38	
		Burning (without energy recovery)	t	220	44	
		Landfill	t	19	3,987	
		Other disposal operations	t	214	12	
Non Hazardous		Without Information	t	729	-	
Hazardous		Without Information	t	1	-	

\*Values for companies included in the 2022 Sustainability Report

1

2

3

4

5

Annexes



GRI 400  
Social\*  
Indicators**GRI 2-7  
Employees**

	Contract type	Men	Women	Total
Portugal	Permanent	703	139	842
	Temporary	1,122	122	1,244
Spain	Permanent	8	4	12
	Temporary	-	-	-
France	Permanent	15	1	16
	Temporary	-	-	-
Belgium	Permanent	60	1	61
	Temporary	96	3	99
Germany	Permanent	31	-	31
	Temporary	40	-	40
Gibraltar	Permanent	162	22	184
	Temporary	-	-	-
Angola	Permanent	889	98	987
	Temporary	1,355	108	1,463
Ghana	Permanent	11	3	14
	Temporary	-	-	-
Mozambique	Permanent	35	11	46
	Temporary	53	1	54
United Arab Emirates	Permanent	-	-	-
	Temporary	8	2	10
Brazil	Permanent	27	7	34
	Temporary	-	-	-

	Contract type	Men	Women	Total
<b>Total 2023</b>	<b>Permanent</b>	<b>1,941</b>	<b>286</b>	<b>2,227</b>
	<b>Temporary</b>	<b>2,674</b>	<b>236</b>	<b>2,910</b>
total 2022	Permanent	1,349	207	1,556
	Temporary	2,063	181	2,244

\*The categories used correspond to the reporting categories used internally.

1

2

3

4

5

Annexes





GRI 400  
Social  
Indicators

**GRI 2-7  
Employees**

	Type of employment	Men	Women	Total
Portugal	Full time	1,823	259	2,082
	Part time	2	2	4
Spain	Full time	8	3	11
	Part time	-	1	1
France	Full time	15	1	16
	Part time	-	-	-
Belgium	Full time	156	4	160
	Part time	-	-	-
Germany	Full time	71	-	71
	Part time	-	-	-
Gibraltar	Full time	162	20	182
	Part time	-	2	2
Angola	Full time	2,244	206	2,450
	Part time	-	-	-
Ghana	Full time	11	3	14
	Part time	-	-	-
Mozambique	Full time	88	12	100
	Part time	-	-	-
United Arab Emirates	Full time	8	2	10
	Part time	-	-	-
Brazil	Full time	27	7	34
	Part time	-	-	-

	Type of employment	Men	Women	Total
<b>Total 2023</b>	<b>Full time</b>	<b>4,613</b>	<b>517</b>	<b>5,130</b>
	<b>Part time</b>	<b>2</b>	<b>5</b>	<b>7</b>
total 2022	Full time	3,412	385	3,797
	Part time	-	3	3

1

2

3

4

5

Annexes





GRI 400  
Social  
Indicators

**GRI 2-8  
Workers who are  
not employees**

Workers who are not employees	Men	Women	Total
Portugal	3	4	7
Spain	50	1	51
France	-	-	-
Belgium	-	-	-
Germany	-	-	-
Gibraltar	386	-	386
Angola	30	-	30
Ghana	6	-	6
Mozambique	-	-	-
United Arab Emirates	95	-	95
Brazil	-	-	-
<b>Total 2023</b>	<b>570</b>	<b>5</b>	<b>575</b>
Total 2022	419	-	419

Mainly operational civil construction workers of service contractors and service providers. Only in Gibraltar and the United Arab Emirates were operational workers hired by subcontractors counted.

1

2

3

4

5

Annexes





GRI 400  
Social  
Indicators

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

New Hires (No.)

	Portugal								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	1	-	-	1	-	<b>1</b>	
Senior Management	-	-	-	-	-	-	-	-	
Management	1	2	8	2	-	11	2	<b>13</b>	
Expert / Coordinator	4	18	14	-	-	30	6	<b>36</b>	
Technical	64	41	55	32	10	149	53	<b>202</b>	
Operations and Administration	209	310	188	72	17	768	28	<b>796</b>	
<b>Total</b>	<b>278</b>	<b>371</b>	<b>266</b>	<b>106</b>	<b>27</b>	<b>959</b>	<b>89</b>	<b>1,048</b>	

	Belgium								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	-	-	-	-	-	-	
Technical	-	-	-	-	-	-	-	-	
Operations and Administration	4	6	7	7	-	24	-	<b>24</b>	
<b>Total</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>-</b>	<b>24</b>	<b>-</b>	<b>24</b>	

	Spain								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	1	1	-	2	-	<b>2</b>	
Expert / Coordinator	-	-	1	3	-	3	1	<b>4</b>	
Technical	-	-	2	3	-	3	2	<b>5</b>	
Operations and Administration	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>7</b>	<b>-</b>	<b>8</b>	<b>3</b>	<b>11</b>	

	Germany								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	1	-	-	-	1	-	<b>1</b>	
Technical	-	-	-	-	-	-	-	-	
Operations and Administration	-	4	4	2	-	10	-	<b>10</b>	
<b>Total</b>	<b>-</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>11</b>	

	France								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	-	-	-	-	-	-	
Technical	-	-	-	-	-	-	-	-	
Operations and Administration	-	2	1	2	3	8	-	<b>8</b>	
<b>Total</b>	<b>-</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>8</b>	<b>-</b>	<b>8</b>	

	Gibraltar								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	1	-	-	1	-	<b>1</b>	
Expert / Coordinator	-	1	-	-	-	1	-	<b>1</b>	
Technical	3	-	-	1	-	2	2	<b>4</b>	
Operations and Administration	3	-	-	-	-	3	-	<b>3</b>	
<b>Total</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>7</b>	<b>2</b>	<b>9</b>	





GRI 400  
Social  
Indicators

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

New Hires (No.)

	Angola							
	Age Group					Gender		
	< 30	30-39	40-49	50-59	>59	Male	Fem.	Total
Board Member	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-
Management	-	1	2	-	-	3	-	3
Expert / Coordinator	1	7	5	1	-	12	2	14
Technical	8	33	17	10	3	59	12	71
Operations and Administration	98	195	110	12	1	387	29	416
<b>Total</b>	107	236	134	23	4	461	43	504

	United Arab Emirates							
	Age Group					Gender		
	< 30	30-39	40-49	50-59	>59	Male	Fem.	Total
Board Member	-	-	-	-	-	-	-	-
Senior Management	-	-	1	-	-	1	-	1
Management	-	-	-	-	-	-	-	-
Expert / Coordinator	-	-	-	-	-	-	-	-
Technical	-	3	1	-	-	4	-	4
Operations and Administration	-	1	-	1	-	1	1	2
<b>Total</b>	-	4	2	1	-	6	1	7

	Ghana							
	Age Group					Gender		
	< 30	30-39	40-49	50-59	>59	Male	Fem.	Total
Board Member	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-
Management	-	-	-	-	-	-	-	-
Expert / Coordinator	-	2	1	-	1	3	1	4
Technical	-	3	3	-	2	7	1	8
Operations and Administration	-	2	-	-	-	1	1	2
<b>Total</b>	-	7	4	-	3	11	3	14

	Brazil							
	Age Group					Gender		
	< 30	30-39	40-49	50-59	>59	Male	Fem.	Total
Board Member	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-
Management	-	-	-	-	-	-	-	-
Expert / Coordinator	-	-	-	-	-	-	-	-
Technical	2	2	2	-	-	4	2	6
Operations and Administration	-	-	-	-	-	-	-	-
<b>Total</b>	2	2	2	-	-	4	2	6

	Mozambique							
	Age Group					Gender		
	< 30	30-39	40-49	50-59	>59	Male	Fem.	Total
Board Member	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-
Management	-	-	-	-	-	-	-	-
Expert / Coordinator	-	-	-	-	-	-	-	-
Technical	-	-	-	-	-	-	-	-
Operations and Administration	26	14	7	6	-	52	1	53
<b>Total</b>	26	14	7	6	-	52	1	53

1

2

3

4

5

Annexes





GRI 400  
Social  
Indicators

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

New Hires (No.)

	Total 2023							
	Age Group					Gender		Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.	
Board Member	-	-	1	-	-	1	-	1
Senior Management	-	-	1	-	-	1	-	1
Management	1	3	12	3	-	17	2	19
Expert / Coordinator	5	29	21	4	1	50	10	60
Technical	77	82	80	46	15	228	72	300
Operations and Administration	340	534	317	102	21	1,254	60	1,314
<b>Total</b>	423	648	432	155	37	1,551	144	1,695

Total 2022\*

	Age Group					Gender		Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.	
	Board Member	-	-	1	-	-	1	-
Senior Management	3	4	6	4	-	16	3	19
Management	2	8	9	4	-	20	4	24
Expert / Coordinator	62	44	31	33	1	141	35	176
Technical	453	591	370	137	-	1,488	101	1,589
Operations and Administration	520	647	417	178	47	1,666	143	1,809

\*Values for companies included in the 2022 Sustainability Report

- 1
- 2
- 3
- 4
- 5**



GRI 400  
Social  
Indicators**GRI 401-1**  
**New employee hires**  
**and employee turnover**

## Exits (Nº)

	Portugal								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-	-
Management	-	-	1	-	-	1	-	1	
Expert / Coordinator	8	10	13	10	2	34	9	43	
Technical	19	36	35	20	5	101	14	115	
Operations and Administration	156	168	153	75	25	546	31	577	
<b>Total</b>	<b>183</b>	<b>214</b>	<b>202</b>	<b>105</b>	<b>32</b>	<b>682</b>	<b>54</b>	<b>736</b>	

	Belgium								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	-	-	-	-	-	-	
Technical	-	-	-	-	-	-	-	-	
Operations and Administration	6	22	10	9	2	49	-	49	
<b>Total</b>	<b>6</b>	<b>22</b>	<b>10</b>	<b>9</b>	<b>2</b>	<b>49</b>	<b>-</b>	<b>49</b>	

	Spain								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	-	-	-	-	-	-	
Technical	-	-	-	-	-	-	-	-	
Operations and Administration	-	-	-	2	-	-	2	2	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	

	Germany								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	1	-	-	1	-	1	
Technical	-	-	-	-	-	-	-	-	
Operations and Administration	7	3	5	10	6	31	-	31	
<b>Total</b>	<b>7</b>	<b>3</b>	<b>6</b>	<b>10</b>	<b>6</b>	<b>32</b>	<b>-</b>	<b>32</b>	

	France								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	-	-	-	-	-	-	
Technical	-	-	-	-	-	-	-	-	
Operations and Administration	1	3	2	4	1	11	-	11	
<b>Total</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>11</b>	<b>-</b>	<b>11</b>	

	Gibraltar								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	-	-	-	-	-	-	
Technical	5	1	5	5	-	13	3	16	
Operations and Administration	2	6	1	2	2	11	2	13	
<b>Total</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>2</b>	<b>24</b>	<b>5</b>	<b>29</b>	

1

2

3

4

5

Annexes





GRI 400  
Social  
Indicators

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

Exits (Nº)

	Angola								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-	-
Management	-	1	3	1	1	6	-	6	
Expert / Coordinator	2	14	5	1	-	21	1	22	
Technical	16	60	35	9	5	119	6	125	
Operations and Administration	105	256	118	25	3	481	26	507	
<b>Total</b>	123	331	161	36	9	627	33	660	

	United Arab Emirates								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	-	-	-	-	-	-	
Technical	-	2	-	-	-	2	-	2	
Operations and Administration	-	-	-	-	-	-	-	-	
<b>Total</b>	-	2	-	-	-	2	-	2	

	Ghana								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	1	-	-	1	-	1	
Technical	-	-	-	-	-	-	-	-	
Operations and Administration	-	-	-	-	-	-	-	-	
<b>Total</b>	-	-	1	-	-	1	-	1	

	Brazil								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	1	-	-	1	-	1	
Technical	-	-	-	-	-	-	-	-	
Operations and Administration	13	21	14	14	1	62	1	63	
<b>Total</b>	13	21	15	14	1	63	1	64	

	Mozambique								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	-	1	-	1	-	1	
Technical	-	-	-	-	-	-	-	-	
Operations and Administration	32	4	-	-	-	32	4	36	
<b>Total</b>	32	4	-	1	-	33	4	37	

1

2

3

4

5

Annexes





GRI 400  
Social  
Indicators

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

Exits (Nº)

	Total 2023								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-	-
Management	-	1	4	1	1	7	-	7	
Expert / Coordinator	10	24	21	12	2	59	10	69	
Technical	40	99	75	34	10	235	23	258	
Operations and Administration	322	483	303	141	40	1,223	66	1,289	
<b>Total</b>	372	607	403	188	53	1,524	99	1,623	

	Total 2022*								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
	-	-	-	1	-	1	-	1	
	-	4	6	2	-	12	-	12	
	2	8	13	6	2	28	3	31	
	27	43	25	20	10	99	26	125	
	242	300	211	143	48	892	52	944	
	271	355	255	172	60	1,032	81	1,113	

\*Values for companies included in the 2022 Sustainability Report

- 1
- 2
- 3
- 4
- 5**





GRI 400  
Social  
Indicators

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

New Hires (%)

	Portugal								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	33%	0%	0%	14%	0%	<b>11%</b>	
Senior Management	-	0%	0%	0%	0%	0%	0%	<b>0%</b>	
Management	100%	13%	14%	18%	0%	16%	11%	<b>15%</b>	
Expert / Coordinator	33%	26%	17%	0%	0%	19%	15%	<b>18%</b>	
Technical	46%	26%	30%	21%	28%	29%	32%	<b>30%</b>	
Operations and Administration	96%	84%	75%	39%	21%	72%	80%	<b>72%</b>	
<b>Total</b>	<b>75%</b>	<b>60%</b>	<b>45%</b>	<b>28%</b>	<b>21%</b>	<b>53%</b>	<b>34%</b>	<b>50%</b>	

	Belgium								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	0%	-	-	-	0%	-	<b>0%</b>	
Expert / Coordinator	0%	0%	-	0%	-	0%	0%	<b>0%</b>	
Technical	-	0%	0%	0%	-	0%	-	<b>0%</b>	
Operations and Administration	40%	25%	16%	13%	0%	17%	0%	<b>17%</b>	
<b>Total</b>	<b>36%</b>	<b>18%</b>	<b>15%</b>	<b>13%</b>	<b>0%</b>	<b>15%</b>	<b>0%</b>	<b>15%</b>	

	Spain								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	100%	100%	-	100%	-	<b>100%</b>	
Expert / Coordinator	-	-	50%	150%	-	100%	100%	<b>100%</b>	
Technical	-	-	200%	75%	-	100%	100%	<b>100%</b>	
Operations and Administration	-	-	-	0%	-	-	0%	<b>0%</b>	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>100%</b>	<b>88%</b>	<b>-</b>	<b>100%</b>	<b>75%</b>	<b>92%</b>	

	Germany								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	0%	-	-	0%	-	<b>0%</b>	
Expert / Coordinator	-	100%	0%	-	-	50%	-	<b>50%</b>	
Technical	-	-	0%	-	-	0%	-	<b>0%</b>	
Operations and Administration	-	50%	25%	7%	0%	15%	-	<b>15%</b>	
<b>Total</b>	<b>-</b>	<b>56%</b>	<b>20%</b>	<b>7%</b>	<b>0%</b>	<b>15%</b>	<b>-</b>	<b>15%</b>	

	France								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	0%	-	-	-	0%	<b>0%</b>	
Expert / Coordinator	-	-	-	-	-	-	-	-	
Technical	-	0%	-	-	0%	0%	-	<b>0%</b>	
Operations and Administration	-	67%	50%	33%	300%	67%	-	<b>67%</b>	
<b>Total</b>	<b>-</b>	<b>50%</b>	<b>25%</b>	<b>33%</b>	<b>150%</b>	<b>53%</b>	<b>0%</b>	<b>50%</b>	

	Gibraltar								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	0%	0%	-	0%	-	<b>0%</b>	
Management	-	-	13%	0%	-	8%	-	<b>8%</b>	
Expert / Coordinator	0%	10%	0%	0%	-	4%	0%	<b>3%</b>	
Technical	75%	0%	0%	6%	0%	3%	13%	<b>5%</b>	
Operations and Administration	100%	0%	0%	0%	0%	5%	-	<b>5%</b>	
<b>Total</b>	<b>75%</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>0%</b>	<b>4%</b>	<b>9%</b>	<b>5%</b>	

- 
- 
- 
- 
-





GRI 400  
Social  
Indicators

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

New Hires (%)

	Angola								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	0%	-	-	0%	-	<b>0%</b>	
Senior Management	-	-	0%	-	0%	0%	-	<b>0%</b>	
Management	-	50%	8%	0%	0%	9%	0%	<b>9%</b>	
Expert / Coordinator	17%	27%	16%	8%	0%	18%	18%	<b>18%</b>	
Technical	20%	15%	13%	13%	10%	13%	34%	<b>14%</b>	
Operations and Administration	33%	23%	21%	10%	3%	23%	18%	<b>23%</b>	
<b>Total</b>	<b>31%</b>	<b>22%</b>	<b>18%</b>	<b>10%</b>	<b>6%</b>	<b>21%</b>	<b>21%</b>	<b>21%</b>	

	United Arab Emirates								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	0%	50%	-	-	33%	-	<b>33%</b>	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	-	-	-	-	-	-	
Technical	-	75%	100%	-	-	100%	0%	<b>80%</b>	
Operations and Administration	-	100%	-	100%	-	100%	100%	<b>100%</b>	
<b>Total</b>	<b>-</b>	<b>67%</b>	<b>67%</b>	<b>100%</b>	<b>-</b>	<b>75%</b>	<b>50%</b>	<b>70%</b>	

	Ghana								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	100%	100%	-	100%	100%	100%	<b>100%</b>	
Technical	-	100%	100%	-	100%	100%	100%	<b>100%</b>	
Operations and Administration	-	100%	-	-	-	100%	100%	<b>100%</b>	
<b>Total</b>	<b>-</b>	<b>100%</b>	<b>100%</b>	<b>-</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

	Brazil								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	0%	-	0%	-	<b>0%</b>	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	0%	0%	-	-	0%	0%	<b>0%</b>	
Technical	67%	40%	67%	0%	0%	33%	67%	<b>40%</b>	
Operations and Administration	-	0%	0%	0%	-	0%	0%	<b>0%</b>	
<b>Total</b>	<b>67%</b>	<b>17%</b>	<b>20%</b>	<b>0%</b>	<b>0%</b>	<b>15%</b>	<b>33%</b>	<b>18%</b>	

	Mozambique								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	0%	-	-	0%	-	<b>0%</b>	
Management	-	0%	-	-	-	0%	-	<b>0%</b>	
Expert / Coordinator	-	0%	-	0%	-	0%	0%	<b>0%</b>	
Technical	0%	0%	0%	-	-	0%	0%	<b>0%</b>	
Operations and Administration	87%	37%	88%	60%	-	67%	13%	<b>62%</b>	
<b>Total</b>	<b>84%</b>	<b>30%</b>	<b>70%</b>	<b>50%</b>	<b>-</b>	<b>59%</b>	<b>8%</b>	<b>53%</b>	

- 1
- 2
- 3
- 4
- 5





GRI 400  
Social  
Indicators

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

New Hires (%)

	Total 2023							
	Age Group					Gender		Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.	
Board Member	-	-	25%	0%	0%	13%	0%	<b>10%</b>
Senior Management	-	0%	6%	0%	0%	4%	0%	<b>3%</b>
Management	100%	14%	13%	14%	0%	14%	10%	<b>14%</b>
Expert / Coordinator	25%	24%	16%	8%	11%	19%	15%	<b>18%</b>
Technical	41%	19%	22%	18%	19%	21%	32%	<b>23%</b>
Operations and Administration	61%	41%	37%	23%	13%	40%	29%	<b>40%</b>
<b>Total</b>	<b>55%</b>	<b>35%</b>	<b>29%</b>	<b>20%</b>	<b>14%</b>	<b>34%</b>	<b>28%</b>	<b>33%</b>

Total 2022\*

	Total 2022*							
	Age Group					Gender		Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.	
Board Member	-	-	10%	0%	0%	7%	0%	<b>6%</b>
Senior Management	150%	29%	8%	20%	40%	15%	21%	<b>16%</b>
Management	20%	11%	8%	6%	10%	9%	9%	<b>9%</b>
Expert / Coordinator	44%	21%	19%	24%	17%	26%	24%	<b>26%</b>
Technical	88%	55%	58%	40%	30%	59%	57%	<b>59%</b>
<b>Total</b>	<b>78%</b>	<b>47%</b>	<b>41%</b>	<b>31%</b>	<b>26%</b>	<b>49%</b>	<b>37%</b>	<b>48%</b>

\*Values for companies included in the 2022 Sustainability Report





GRI 400  
Social  
Indicators

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

Exits (%)

	Portugal								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	0%	0%	0%	0%	0%	0%	0%
Senior Management	-	0%	0%	0%	0%	0%	0%	0%	0%
Management	0%	0%	2%	0%	0%	1%	0%	1%	1%
Expert / Coordinator	67%	14%	15%	36%	33%	22%	22%	22%	22%
Technical	14%	23%	19%	13%	14%	20%	9%	17%	17%
Operations and Administration	72%	46%	61%	41%	31%	51%	89%	52%	52%
<b>Total</b>	49%	35%	34%	27%	25%	37%	21%	35%	35%

	Belgium								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-	-
Management	-	0%	-	-	-	0%	-	0%	0%
Expert / Coordinator	0%	0%	-	0%	-	0%	0%	0%	0%
Technical	-	0%	0%	0%	-	0%	-	0%	0%
Operations and Administration	60%	92%	23%	17%	13%	34%	0%	34%	34%
<b>Total</b>	55%	67%	21%	17%	13%	31%	0%	31%	31%

	Spain								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-	-
Management	-	-	0%	0%	-	0%	-	0%	0%
Expert / Coordinator	-	-	0%	0%	-	0%	0%	0%	0%
Technical	-	-	0%	0%	-	0%	0%	0%	0%
Operations and Administration	-	-	-	200%	-	-	200%	200%	200%
<b>Total</b>	-	-	0%	25%	-	0%	50%	17%	17%

	Germany								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-	-
Management	-	-	0%	-	-	0%	-	0%	0%
Expert / Coordinator	-	0%	100%	-	-	50%	-	50%	50%
Technical	-	-	0%	-	-	0%	-	0%	0%
Operations and Administration	-	38%	31%	34%	46%	47%	-	47%	47%
<b>Total</b>	-	33%	30%	34%	46%	45%	-	45%	45%

	France								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-	-
Management	-	-	0%	-	-	-	0%	0%	0%
Expert / Coordinator	-	-	-	-	-	-	-	-	-
Technical	-	0%	-	-	0%	0%	-	0%	0%
Operations and Administration	-	100%	100%	67%	100%	92%	-	92%	92%
<b>Total</b>	-	75%	50%	67%	50%	73%	0%	69%	69%

	Gibraltar								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	-
Senior Management	-	-	0%	0%	-	0%	-	0%	0%
Management	-	-	0%	0%	-	0%	-	0%	0%
Expert / Coordinator	0%	0%	0%	0%	-	0%	0%	0%	0%
Technical	125%	5%	19%	29%	0%	22%	20%	21%	21%
Operations and Administration	67%	86%	9%	8%	10%	17%	-	20%	20%
<b>Total</b>	88%	18%	10%	13%	8%	15%	23%	16%	16%

- 
- 
- 
- 
-





GRI 400  
Social  
Indicators

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

Exits (%)

	Angola								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	0%	-	-	0%	-	<b>0%</b>	
Senior Management	-	-	0%	-	0%	0%	-	<b>0%</b>	
Management	-	50%	13%	20%	50%	19%	0%	<b>18%</b>	
Expert / Coordinator	33%	54%	16%	8%	0%	32%	9%	<b>29%</b>	
Technical	39%	27%	26%	12%	16%	25%	17%	<b>25%</b>	
Operations and Administration	35%	31%	22%	20%	9%	29%	16%	<b>28%</b>	
<b>Total</b>	<b>36%</b>	<b>30%</b>	<b>22%</b>	<b>16%</b>	<b>13%</b>	<b>28%</b>	<b>16%</b>	<b>27%</b>	

	United Arab Emirates								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	0%	0%	-	-	0%	-	<b>0%</b>	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	-	-	-	-	-	-	-	
Technical	-	50%	0%	-	-	50%	0%	<b>40%</b>	
Operations and Administration	-	0%	-	0%	-	0%	0%	<b>0%</b>	
<b>Total</b>	<b>-</b>	<b>33%</b>	<b>0%</b>	<b>0%</b>	<b>-</b>	<b>25%</b>	<b>0%</b>	<b>20%</b>	

	Ghana								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	-	-	-	-	-	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	0%	100%	-	0%	33%	0%	<b>25%</b>	
Technical	-	0%	0%	-	0%	0%	0%	<b>0%</b>	
Operations and Administration	-	0%	-	-	-	0%	0%	<b>0%</b>	
<b>Total</b>	<b>-</b>	<b>0%</b>	<b>25%</b>	<b>-</b>	<b>0%</b>	<b>9%</b>	<b>0%</b>	<b>7%</b>	

	Brazil								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	-	0%	-	0%	-	<b>0%</b>	
Management	-	-	-	-	-	-	-	-	
Expert / Coordinator	-	0%	25%	-	-	14%	0%	<b>11%</b>	
Technical	0%	0%	0%	0%	0%	0%	0%	<b>0%</b>	
Operations and Administration	-	1050%	467%	467%	-	886%	100%	<b>788%</b>	
<b>Total</b>	<b>433%</b>	<b>175%</b>	<b>150%</b>	<b>200%</b>	<b>100%</b>	<b>233%</b>	<b>17%</b>	<b>194%</b>	

	Mozambique								
	Age Group					Gender			Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.		
Board Member	-	-	-	-	-	-	-	-	
Senior Management	-	-	0%	-	-	0%	-	<b>0%</b>	
Management	-	0%	-	-	-	0%	-	<b>0%</b>	
Expert / Coordinator	-	0%	-	50%	-	50%	0%	<b>25%</b>	
Technical	0%	0%	0%	-	-	0%	0%	<b>0%</b>	
Operations and Administration	107%	11%	0%	0%	-	41%	50%	<b>42%</b>	
<b>Total</b>	<b>103%</b>	<b>9%</b>	<b>0%</b>	<b>8%</b>	<b>-</b>	<b>38%</b>	<b>33%</b>	<b>37%</b>	

1

2

3

4

5

Annexes





GRI 400  
Social  
Indicators

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

Exits (%)

	Total 2023							
	Age Group					Gender		Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.	
Board Member	-	-	0%	0%	0%	0%	0%	<b>0%</b>
Senior Management	-	0%	0%	0%	0%	0%	0%	<b>0%</b>
Management	0%	5%	4%	5%	25%	6%	0%	<b>5%</b>
Expert / Coordinator	50%	20%	16%	23%	22%	22%	15%	<b>20%</b>
Technical	21%	23%	21%	13%	13%	22%	10%	<b>20%</b>
Operations and Administration	58%	37%	35%	32%	24%	39%	32%	<b>39%</b>
<b>Total</b>	<b>49%</b>	<b>33%</b>	<b>27%</b>	<b>24%</b>	<b>20%</b>	<b>33%</b>	<b>19%</b>	<b>32%</b>

Total 2022\*

	Age Group					Gender		Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.	
		-	-	0%	25%	0%	7%	0%
	0%	29%	8%	10%	0%	11%	0%	<b>10%</b>
	20%	11%	12%	10%	20%	13%	6%	<b>12%</b>
	19%	21%	15%	14%	29%	18%	18%	<b>18%</b>
	47%	28%	33%	41%	38%	35%	30%	<b>35%</b>
	41%	26%	25%	30%	33%	30%	21%	<b>29%</b>

\*Values for companies included in the 2022 Sustainability Report





GRI 400  
Social  
Indicators

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

<b>New Hires</b>	Portugal	Spain	France	Belgium	Alemanha	Gibraltar	Angola	Ghana	Mozambique	United Arab Emirates	Brazil	<b>Total 2023</b>	Total 2022*
No.	1,048	11	8	24	11	9	504	14	53	7	6	<b>1,695</b>	1,809
%	50%	92%	50%	15%	15%	5%	21%	100%	53%	70%	18%	<b>33%</b>	48%
<b>Saídas</b>													
No.	736	2	11	49	32	29	660	1	37	2	64	<b>1,623</b>	1,113
%	35%	17%	69%	31%	45%	16%	27%	7%	37%	20%	194%	<b>32%</b>	29%

\*Values for companies included in the 2022 Sustainability Report

The following formulae were used:

New hire rate = Number of new hires / Total number of employees as at 31 December 2023

Exit rate = Number of exits / Total number of employees as at 31 December 2023

1

2

3

4

5

Annexes





GRI 400  
Social  
Indicators

**GRI 401-3  
Parental leave**

	Portugal			Angola			Gibraltar			Other Geographies			Total 2023			Total 2022*		
	Male	Fem.	Total	Male	Fem.	Total	Male	Fem.	Total	Male	Fem.	Total	Male	Fem.	Total	Male	Fem.	Total
Total No. with the right to maternity/paternity leave	75	26	101	23	13	36	2	5	7	5	-	5	105	44	149	29	23	98
Total No. who benefited from maternity/paternity leave	75	26	101	23	13	36	2	5	7	5	-	5	105	44	149	29	23	98
Total No. who returned to work after maternity/paternity leave	75	26	101	23	13	36	2	5	7	4	-	4	104	44	148	29	23	98
Total No. who returned to work after maternity/paternity leave and continued in our employ for more than 12 months	70	24	94	20	13	33	1	4	5	4	-	4	95	41	136	22	24	68
Total No who returned to work after maternity/paternity leave in the prior year (2022)	70	25	95	20	25	45	5	4	9	4	-	4	99	54	153	22	28	88
Return Rate (%)	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	-	80%	99%	100%	99%	100%	100%	100%
Retention Rate (%)	100%	96%	99%	100%	52%	73%	20%	100%	56%	100%	-	100%	96%	76%	89%	100%	86%	77%

\*Values for companies included in the 2022 Sustainability Report







GRI 400  
Social  
Indicators

**GRI 403-9  
Work-related  
injuries**

	2023		2022*	
	No.	Frequency index	No.	Frequency index
Fatalities resulting from workplace accidents	-	-	-	-
Serious work-related injuries	4	0	-	-
Workplace accidents	272	25	183	26
Hours worked	11,045,599	-	6,955,593	-

\*Values for companies included in the 2022 Sustainability Report

Serious work-related injuries were considered to be all injuries that resulted in an average sick leave of more than 6 months.

For the calculation of the frequency index, we used a conversion factor of 1 000 000 hours.

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

	2023		2022	
	No.	Frequency index	No.	Frequency index
Fatalities resulting from work-related illnesses	-	-	-	-
Work-related ill health	-	-	-	-

1

2

3

4

5

Annexes



GRI 400  
Social  
Indicators**GRI 404-1**  
**Average hours**  
**of training**  
**per employee**

Average hours of training per job function category	Portugal	Angola	Gibraltar	Other Geographies	Total 2023	Total 2022*
Board Member	10.6	32.0	0.0	0.0	12.5	39.4
Senior Management	59.6	51.4	136.6	22.8	59.9	50.0
Management	65.4	41.6	26.1	25.0	52.8	–**
Expert / Coordinator	39.9	33.1	47.5	25.0	37.6	42.1
Technical	23.1	14.9	28.1	39.3	21.7	27.4
Operations and Administration	6.0	21.2	3.2	7.4	12.2	17.8
<b>Total</b>	<b>17.2</b>	<b>20.6</b>	<b>23.2</b>	<b>14.5</b>	<b>18.4</b>	<b>22.4</b>

Average hours of training by gender for employees included in the Training Plan	Portugal	Angola	Gibraltar	Other Geographies	Total 2023	Total 2022*
Male	14.7	20.7	19.4	14.6	17.1	25.7
Female	37.5	18.9	48.6	0.2	32.1	27.5
<b>Total</b>	<b>17.2</b>	<b>20.6</b>	<b>23.2</b>	<b>14.5</b>	<b>18.4</b>	<b>25.9</b>

\*Values for companies included in the 2022 Sustainability Report

\*\*In 2022, the categories of Senior Management and Management were calculated together.

The calculation method was changed to ensure that all training hours were accounted for, including the hours of employees who had left the Group. In 2023, the FTE method was used.

1

2

3

4

5

Annexes



GRI 400  
Social  
Indicators**404-3**  
**Percentage of employees who received**  
**regular performance appraisals and career**  
**developments reviews**

	Portugal			Angola			Gibraltar			Other Geographies			Total 2023			Total 2022*		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Board Member	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100%	100%	100%
Senior Management	100%	100%	100%	100%	-	100%	100%	-	100%	100%	-	100%	100%	100%	100%	95%	100%	96%
Management	99%	100%	99%	100%	100%	100%	92%	-	92%	100%	100%	100%	98%	100%	99%	98%	98%	98%
Expert / Coordinator	99%	100%	99%	100%	100%	100%	100%	100%	100%	100%	100%	93%	100%	97%	99%	98%	98%	98%
Technical	98%	99%	98%	100%	100%	100%	100%	100%	100%	100%	100%	97%	100%	99%	99%	98%	99%	98%
Operations and Administration	98%	100%	98%	100%	100%	100%	100%	-	100%	100%	100%	99%	100%	98%	98%	96%	97%	96%
<b>Total (%)</b>	98%	100%	98%	100%	100%	100%	99%	100%	99%	100%	100%	98%	99%	99%	99%	96%	99%	97%
<b>Total Eligible Employees (no.)</b>	1,469	226	1,695	386	54	440	151	22	173	264	22	286	2,270	324	2,594	1,485	208	1,693

\*Values for companies included in the 2022 Sustainability Report

Includes only employees eligible to receive regular performance appraisals and career development reviews. To be eligible, employees must have been with the Casais Group for at least six months.

1

2

3

4

5

Annexes





GRI 400  
Social  
Indicators

**GRI 405-1**  
**Diversity of governance  
bodies and employees**

	Total 2023							
	Age Group					Gender		Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.	
Board Member	0%	0%	57%	24%	19%	86%	14%	<b>1%</b>
Senior Management	0%	10%	57%	23%	10%	97%	3%	<b>1%</b>
Management	1%	15%	66%	15%	3%	86%	14%	<b>3%</b>
Expert / Coordinator	6%	36%	40%	15%	3%	80%	20%	<b>7%</b>
Technical	15%	32%	27%	20%	6%	83%	17%	<b>25%</b>
Operations and Administration	17%	39%	26%	13%	5%	94%	6%	<b>64%</b>
<b>Total</b>	767	1,860	1,491	781	264	4,639	524	<b>5,163</b>

	Total 2022*							
	Age Group					Gender		Total
	< 30	30-39	40-49	50-59	>59	Male	Fem.	
	-	-	56%	22%	22%	78%	22%	<b>0%</b>
	2%	12%	66%	16%	4%	88%	12%	<b>2%</b>
	4%	28%	41%	23%	4%	82%	18%	<b>2%</b>
	21%	30%	24%	20%	5%	79%	21%	<b>6%</b>
	19%	40%	24%	13%	4%	94%	6%	<b>90%</b>
	664	1,378	1,008	570	180	3,412	388	<b>3,800</b>

\*Values for companies included in the 2022 Sustainability Report  
The categories used correspond to the reporting categories used internally and the total number of employees is the number as at 31 December 2023.



GRI 400  
Social  
Indicators**GRI 405-2**  
**Ratio of basic salary**  
**and remuneration**  
**of women to men**

	Portugal		Angola		Gibraltar		Other Geographies		Total 2023		Total 2022*	
	Basic Salary	Total Remuneration	Basic Salary	Total Remuneration	Basic Salary	Total Remuneration	Basic Salary	Total Remuneration	Basic salary	Total Remuneration	Basic Salary	Total Remuneration
Board Member	-	-	-	-	-	-	-	-	-	-	29%	40%
Senior Management	52%	52%	-	-	-	-	-	-	36%	38%	87%	71%
Management	92%	79%	114%	66%	-	-	77%	69%	83%	58%		
Expert / Coordinator	88%	87%	97%	80%	90%	90%	79%	79%	95%	80%	83%	80%
Technical	102%	74%	176%	110%	99%	99%	90%	107%	128%	85%	105%	103%
Operations and Administration	92%	84%	75%	58%	-	-	86%	80%	52%	50%	61%	61%
<b>Total</b>	<b>108%</b>	<b>92%</b>	<b>111%</b>	<b>78%</b>	<b>103%</b>	<b>103%</b>	<b>126%</b>	<b>135%</b>	<b>122%</b>	<b>98%</b>	<b>117%</b>	<b>109%</b>

\*Values for companies included in the 2022 Sustainability Report

1

2

3

4

5

Annexes





## 5.3. Act4Nature Commitments

Individual SMART* Commitments	Indicator / Corresponding Goal	Target date or implementation period	State of Progress
1 Publication of a Sustainability Report which includes the indicators below for monitoring the act4nature Portugal commitment.	This Sustainability Report follows the GRI standards and is available annually on the Grupo Casais website.	From 2022	<b>This Report</b>
2 Using sustainability criteria, such as value invested in R&D in relation to sustainability improvement processes (including biodiversity), use of renewable materials of certified origin and mitigation of impacts in extraction, etc. when assessing 100% of our critical suppliers.	% of critical suppliers assessed against sustainability criteria	From 2025	<b>0</b>
3 Incorporation of ESG criteria, such as the introduction of biomaterials and the minimization of impacts on biodiversity, in the appraisal of significant own investments (above EUR 5 million)	% of significant own investments assessed against ESG criteria	From 2024	<b>100%</b>
4 Incorporation of wood as a building material in 30% of all new projects, promoting nature-based solutions, and monitored annually from 2023.	% of new projects incorporating wood as a building material	From 2030	<b>6%</b>
5 Ensure that at least 75% of investment and innovation resources are allocated to research or development of new solutions with less impact, namely through reducing the use of non-renewable materials and enhancing circularity, thus reducing the extraction of new raw materials.	Specific Indicators in the Sustainability Report	From 2024	<b>100%</b>
6 Publishing, through the Mestre Casais Foundation, within the scope of its “Essay Collection for Sustainability” and in a joint effort with the University of Minho, an essay specifically oriented towards biodiversity (something that had not been planned), which will be made available to the company and to which society will have open access, thus increasing in-house and public awareness of the topic.	Biodiversity-orientated essays published	2023	<b>Planned for 2024, being formulated.</b>
7 Establish a partnership with the Mestre Casais Foundation to create a section for debates on biodiversity, to be included in the Foundation’s “Dialogues for Sustainability” initiative, thus increasing internal and external awareness of the issue.	Number of biodiversity-orientated dialogues	Annually from 2023	<b>“City and Biodiversity” Dialogue took place on 21.10.2023, in Vila Real, Portugal</b>

\*Specific | Measurable | Additional | Realistic | Time-bound (with a defined deadline)





## 5.4. PMEB Commitments

Commitments	Thematic	Detailed Description	Status
<b>A1</b>	Electric Vehicles	Increase the promotion of electric vehicles in fleets of vehicles for private use and in operational fleets. We define electric vehicles here as 100% electric vehicles and plug-in hybrid vehicles. Non-plug-in hybrid vehicles are not counted.	<b>Concluded</b>
<b>A2</b>	Chargers	Increase the number of chargers in car parks.	<b>Concluded</b>
<b>A12</b>	Bicycle Pool	Provide employees with a pool of bicycles that can be reserved and used as needed for commuting.	In progress
<b>A13</b>	Partnerships with public transport operators	Partner with local public transport operators to ensure that employees can travel to work by public transport.	<b>Concluded</b>
<b>A14</b>	Easy access to mobility solutions	Promote mobility solutions and infrastructure that facilitate access and improve the experience of employees who choose sustainable means of transport (e.g., shelters at bus stops; electric chargers for bicycles)	<b>Concluded</b>
<b>A15</b>	Shower	Provide personal care facilities (e.g., showers) for those using micro mobility solutions (e.g. bicycles) for commuting to and from work.	<b>Concluded</b>
<b>A16</b>	Rideshare Platform	Provide an internal platform to facilitate carpooling.	In progress
<b>A17</b>	Parking for bicycles and scooters	Establish bicycle and scooter parking facilities near the entrance to the building.	In progress
<b>A18</b>	Free monthly passes	Provide employees with a free monthly public transport pass.	<b>Concluded</b>
<b>A19</b>	Access to public transport information in real time	Provide information inside the building about the scheduled/actual timetable of public transport (e.g., the next bus or train)	<b>Concluded</b>
<b>A20</b>	Teleworking / Hybrid regime	Adopt teleworking or more flexible working arrangements that allow employees to work from home on certain days of the working week.	<b>Concluded</b>
<b>A22</b>	Include information on the website about the different ways of travelling to the company	Include information on multimodal transport and soft mobility (e.g., usage and parking) in communications with clients and visitors (e.g., on the website, in emails) and give it greater visual prominence than information on parking.	<b>Concluded</b>
<b>A23</b>	Meeting room	Ensure available space and encourage remote meetings.	<b>Concluded</b>

1

2

3

4

5

Annexes



Casaisinvest SGPS, S.A.

---

Headquarters  
Rua do Anjo, nº 27,  
Mire de Tibães, Apartado 2702  
4700-565 Braga  
Portugal

+351 253 305 400

Lisbon Office  
Rua do Pólo Norte, nº 14,  
Escritório 3.2, Piso 3  
1900-266 Lisboa  
Portugal

+351 218 959 014/5

[casais.pt](http://casais.pt)  
[casais@casais.pt](mailto:casais@casais.pt)

 **CAS AIS**

---