



# SUSTAINABILITY AT CASAIS GROUP

2024

# WELL BUILT FOR WELL LIVING



## ABOUT THE DOCUMENT

In 2024, we initiated an early alignment with the Corporate Sustainability Reporting Directive (CSRD). This is the first year the Group presents an integrated report, incorporating information on our sustainability practices, in accordance with the European Sustainability Reporting Standards (ESRS).

In preparation for this report, we conducted a double materiality assessment, engaging with our stakeholders and consolidating our list of impacts, risks and opportunities (IROs). Based on the evaluation of the IROs, compiled into sustainability topics, the material topics were determined, both from the perspective of the impact activities have on people and the planet, and from the perspective of financial impacts on the Group, caused by sustainability related matters. The report and information included in the integrated report are based on the material topics identified.

The current document does not replace the technical and standard report - as it is a parallel, more visual and narrative record that brings to life the commitments we have made and the paths we are pursuing to achieve them. This document presents information included in the integrated report, expanding upon the information regarding the initiatives and activities implemented in 2024, and refers to 70 companies that represent approximately 99.8% of the Group's turnover.





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01

# MESSAGE FROM THE BOARD OF DIRECTORS



# 1.

## MESSAGE FROM THE BOARD OF DIRECTORS



**António Carlos  
Fernandes Rodrigues**

CEO Casais Group

Dear Client, Partner and Employee,

It is with great pride and joy that the Casais Group presents its new format for sustainability communication. In anticipation of alignment with the new Sustainability Reporting Directive (CSRD), we recently published our Integrated Report. The structure imposed by the new standards is extremely useful for comparability between companies. As a supplement, we believe that organising information around our strategic sustainability pillars offers a clearer understanding of our strategy. This is the purpose of the current document.

At Casais Group, we are fully aware that every decision made today shapes our shared tomorrow. Our work in buildings and infrastructure spans over decades, amplifying its impact. That is why we guide our actions by strong values, responsible ethics and a commitment to communities. In an increasingly volatile world, we believe that companies like ours should be agents of change, turning collective effort into positive and lasting impact.

Over our 66-year history, we have built a global ecosystem present in 18 markets and interacting with many more, supported by a team of over six-thousand professionals who share the same ambition: to build a better tomorrow.

Internalisation remains a key element in Casais Group's strategy for sustainable growth and long-term stability. We are strengthening our global presence with a structured strategy that combines consistency with the flexibility required to adapt our operations to the specific cultural, economic, and social context of each country where we operate.

Excellence, innovation and sustainability are the pillars that define us, but they are also the tools with which we pave the way toward a more resilient and prosperous tomorrow. Every project, every structure we build, every life we touch, reaffirms our commitment to creating value, not just economic value, but human, social and environmental.

We are living in a time defined by major challenges that transcend the domain of responses that were useful in the past. Climate change, social inequality, economic and technological instability: complex and interconnected phenomena that require coordinated, conscious and sustainable responses. We believe that companies have an added responsibility, not only within their sphere of activity, but in their broader role as agents of change. **Casais is ready to lead this journey, turning opportunities into reality, contributing to a lasting and positive legacy for future generations.** Beyond our work as a company, we take part in multiple national and international associations, collaborating with organisations and individuals who share our values and optimism about the society we can build.



## Four strategic priorities for sustainable impact

Our actions are grounded in four strategic priorities that guide our decisions and reflect our ambition:

### Competent and Safe People

We believe that the true value of an organisation lies in its people. We continually invest in their training, well-being and safety, promoting a safe, healthy, inclusive and adaptable working environment geared towards individual and collective development.

### Ethical and Collaborative Business

Trust is built on integrity. We have strengthened our commitment to ethics, transparency and human rights, fostering partnerships based on respect and effective collaboration that generates value throughout the value chain. We are committed to partnerships, shared value creation and joint growth.

### Conscious and Innovative Solutions

To innovate is to anticipate the future. We invest in industrialisation and digitalisation as drivers of sector transformation, developing more technological and sustainable solutions that address today's challenges of the present and prepare communities for tomorrow. Aware of our impact, we focus on the resilience of our buildings, their long-term adaptability, the efficiency of our solutions, as well as the salvage and circularity of the resources used.

## Shared and Valued Territory

We know that construction transforms realities. We act responsibly in the territories where we operate, promoting the creation of local jobs, supporting local businesses and valuing the natural, social and cultural heritage in each region. We contribute to local development by building essential infrastructure such as schools, hospitals and potable water systems. Through industrialisation we also promote social inclusion, creating affordable housing solutions for families and young people, thereby strengthening community cohesion.

Our purpose of “Sustainability in Building a Better Tomorrow” guides us in developing resilient, long-lasting structures aligned with the principles of a circular economy. Sustainability translates into productivity, social well-being and absolute respect for the environment. We design consciously, build with purpose, and think in the long term, in an age that so often only values the immediate. **Our mission is global: we inspire change through experience; we make the extraordinary accessible and we promote lasting impact.**

Our path is clear: a journey of growth with a sense of awareness, where innovation, ethics and environmental commitment come together in the mission of serving communities. With this determination and hope we continue to build - not just buildings, but legacies.

Together, we can make a better tomorrow possible. We count on every client, partner and employee on this journey.





02

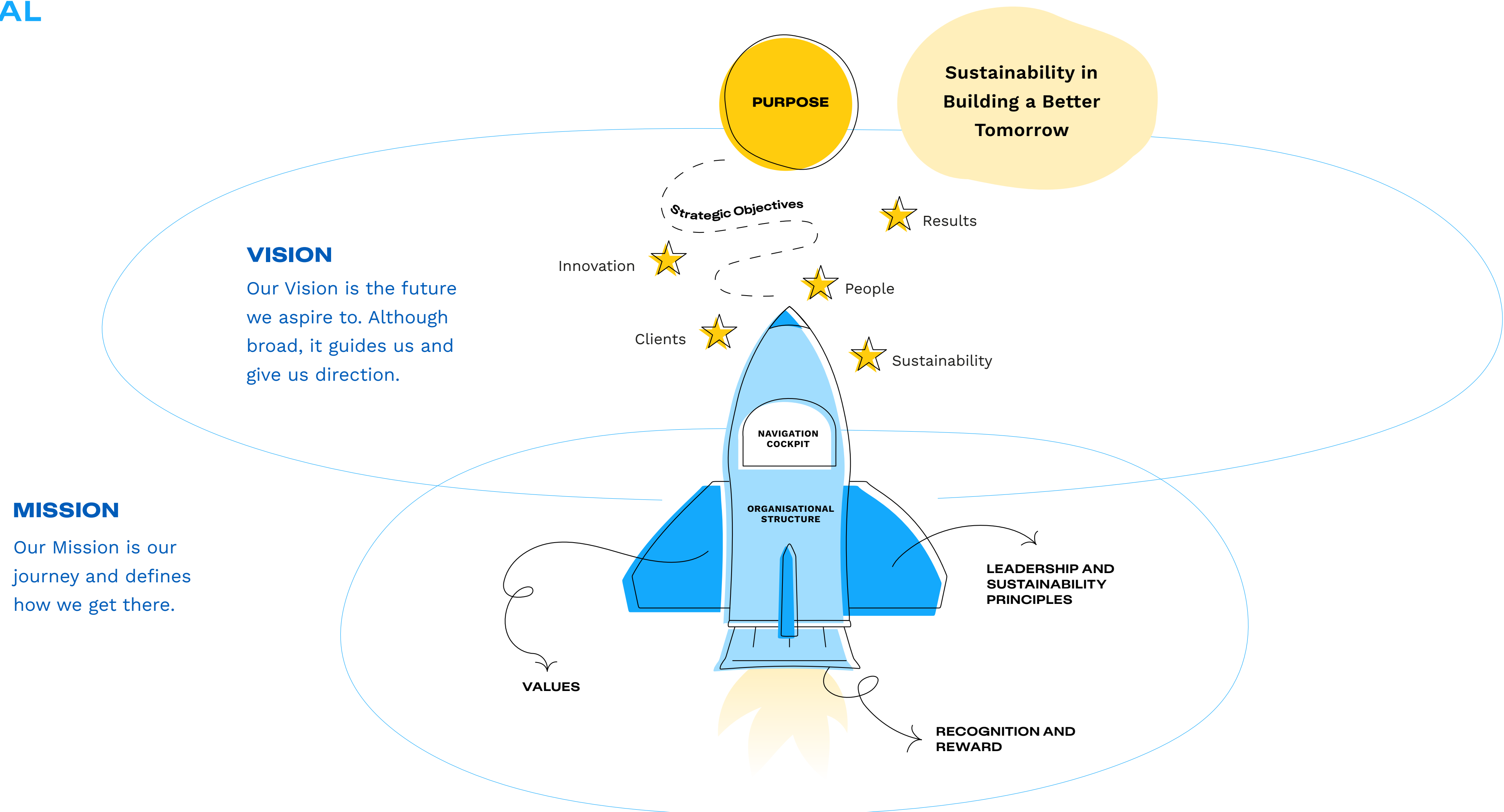
**CASAIS GROUP**



## 2.1

ORGANISATIONAL  
PROFILE

We are an organisation built on values and leadership principles that impact on society. We do so guided by our mission and vision, driven by our purpose of **“Sustainability in building a better tomorrow!”**.



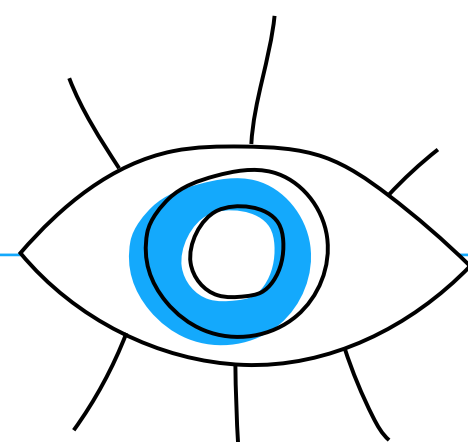


## 2.1.1. Vision, Mission and Values

Our Vision, Mission and Values, defined in 2008, are rooted in the Group's heritage and tradition. These ideals are the result of experience and knowledge accumulated over time and are continually being refined through day-to-day practices.

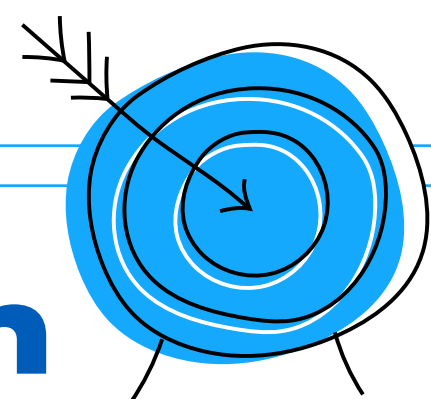
Our organisational culture is based on eight fundamental values that are deeply entrenched in our employees and shared with our business partners.

### 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.

#### 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.

#### Cooperation

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

#### Knowledge

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

#### Rigour

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

#### Dedication

We encourage commitment and effort to achieve goals.

#### Determination

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

#### Flexibility

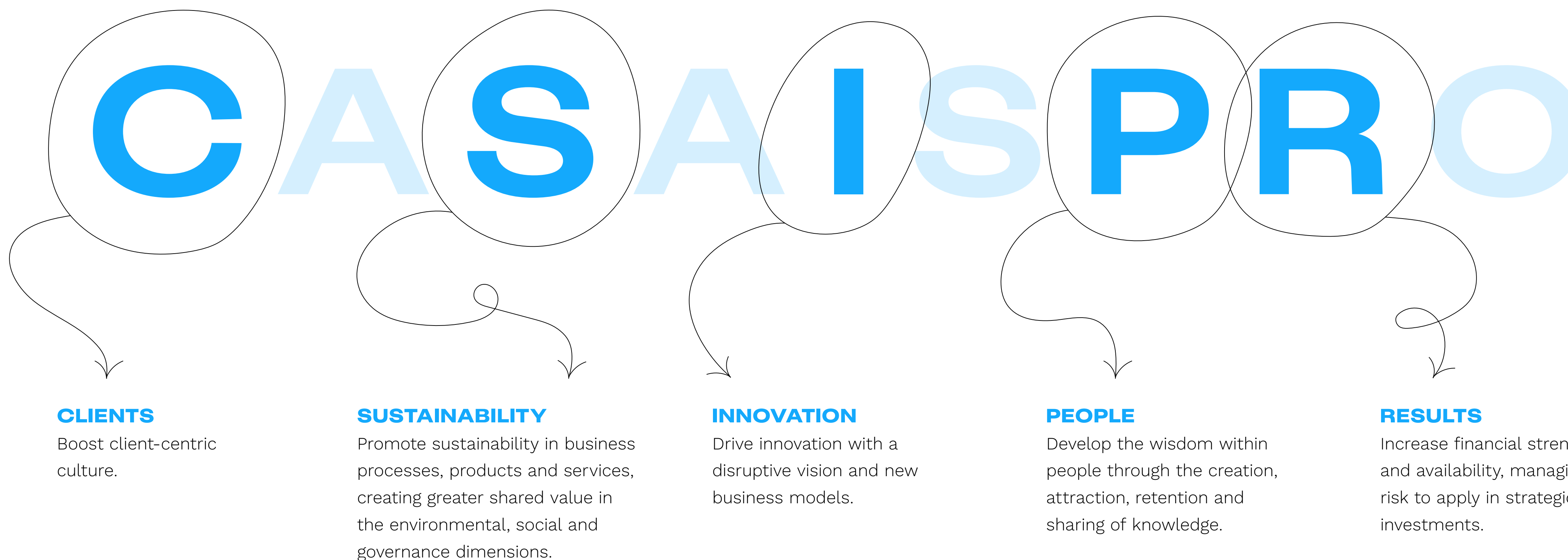
We support mobility and availability by creating conditions that foster adaptability in the face of change and challenges.



### 2.1.2. The Navigation System

The process that guides us is what we call the navigation system, establishing a clear direction that allows us to align our efforts towards our purpose.

We have defined five strategic objectives, which reflect a culture focused on the **Client** and on the growth of our **People**, both personally and professionally. At the same time, our commitment to **Sustainability** and our investments in **Innovation** drive us to achieve better **Results**, which ultimately reinforces our financial strength. We have systematised this idea with the following acronym:





In order to achieve our purpose - “Sustainability in Building a Better Tomorrow” - and realise our strategic objectives, we rely on three fundamental pillars: Leadership Principles, Systems and Processes, and Recognition and Reward mechanisms.

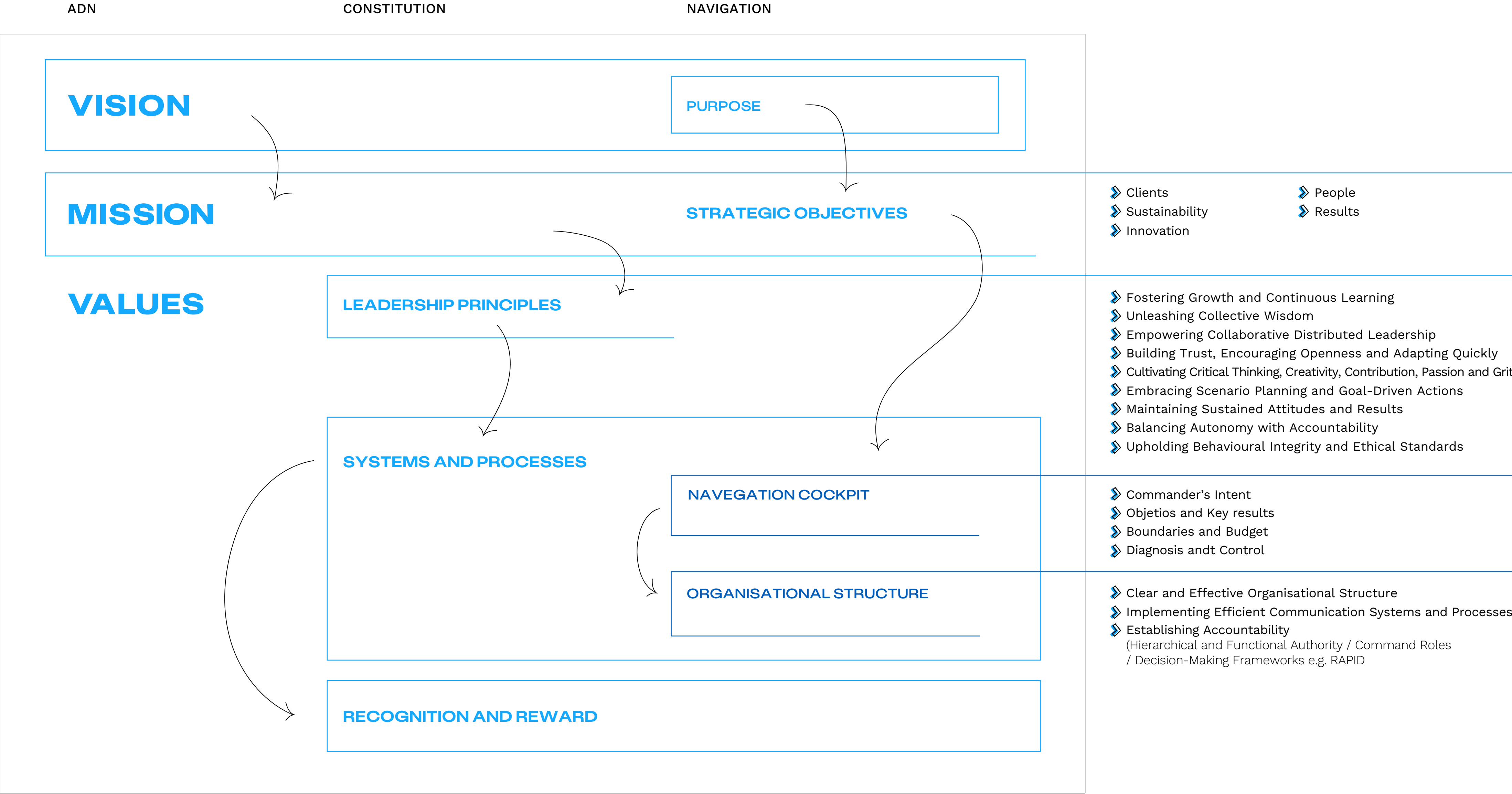
The **Leadership Principles** are reflected in the behaviour of our teams. These principles apply to everyone, regardless of company, hierarchy or function.

Within the scope of **Systems** and **Processes**, we highlight our Navigation Cockpit and Organisational Structure adjusted to the demands of our business. The **Navigation Cockpit** defines our strategic intent and the destination we want to reach. The **Organisational Structure** allows us to align teams and skills, ensuring that everyone understands how to act in order to respond effectively to needs.

**Recognition** and **Reward** are key elements to ensure that efforts and priorities are aligned, reinforcing the fact that we are on the right path to success.









The command and organisation process has a strategic intent, through Objectives and Key Results (OKRs) that define the final destination and outline the intermediate milestones.

The budget is the economic expression of the OKRs, defined by guidelines that establish limits and provide autonomy with accountability. Diagnosis and control are carried out through mechanisms that track performance, identify risks and potential deviations, allowing for alternative plans to be anticipated and adopted.

The monitoring and diagnosis of OKRs are conducted under defined periodic routines, some that are monthly and others every four months, as is the case with the benchmarks that take place twice a year at company level with the Board of Directors.

With this system and strategy, we have defined the OKRs and we know where we want to go. Then we have the Group's Strategic Objectives (GSOs), **which are aligned with our Mission and are the basis for aligning our efforts**. From these, we define the Group's Annual Objectives (GAOs), the Business Objectives (BOs) and the Group's Strategic Projects. Strategic Projects are the vehicles that provide greater traction towards the achievement of objectives.



2.1.3 The Casais Group around the World



18 COUNTRIES

- Portugal

Angola

Germany

Saudi Arabia

Austria

Belgium

Brazil

EAU (Dubai and Abu Dhabi)

Spain
- USA (Texas)

France

Ghana

Gibraltar

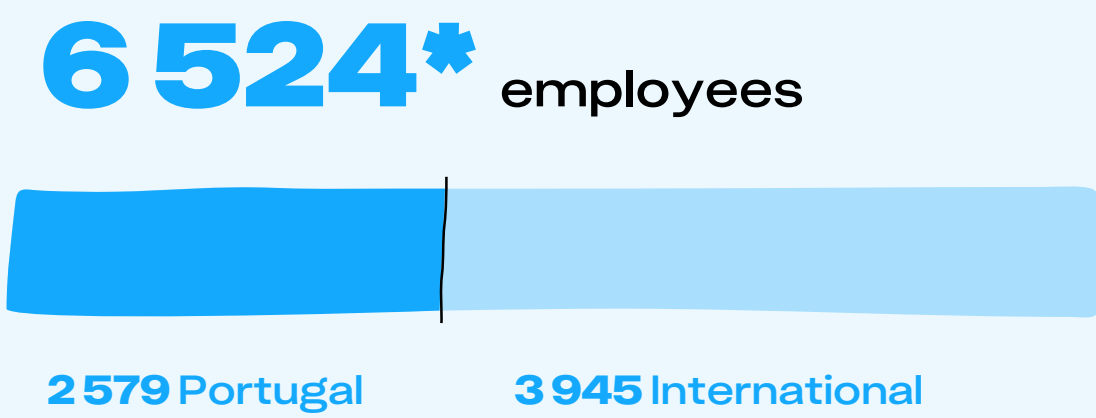
Morroco

Mozambique

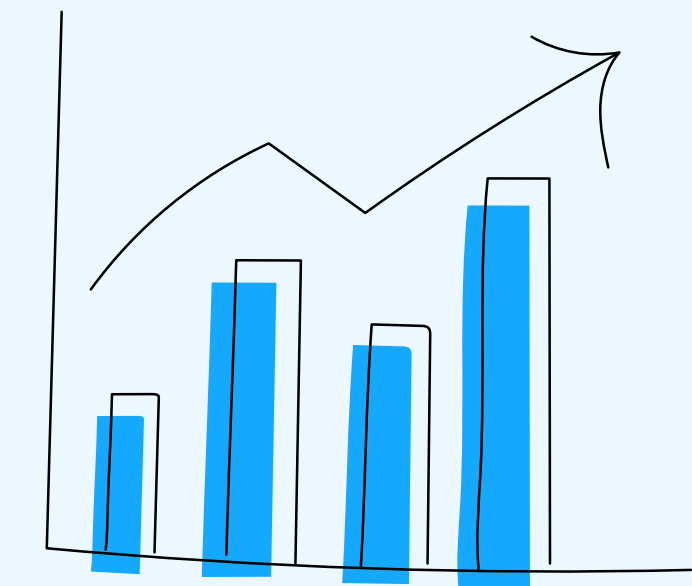
Netherlands

Qatar

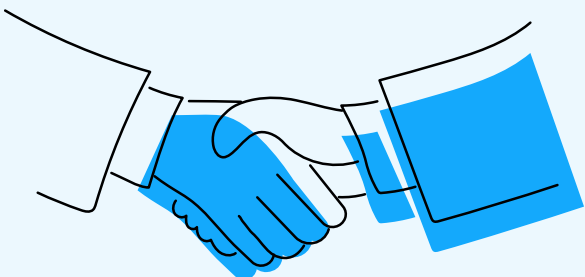
United Kingdom



\* This report presents data on 6 199 employees from 70 companies.



Turnover  
836 M€



1 302 Business Partners

1 671 Subcontracting Works  
5 952 Acquired Materials



# 2.2

## GOVERNANCE STRUCTURE

1958

Casais was founded with the designation **António Fernandes da Silva & Irmãos, Lda**

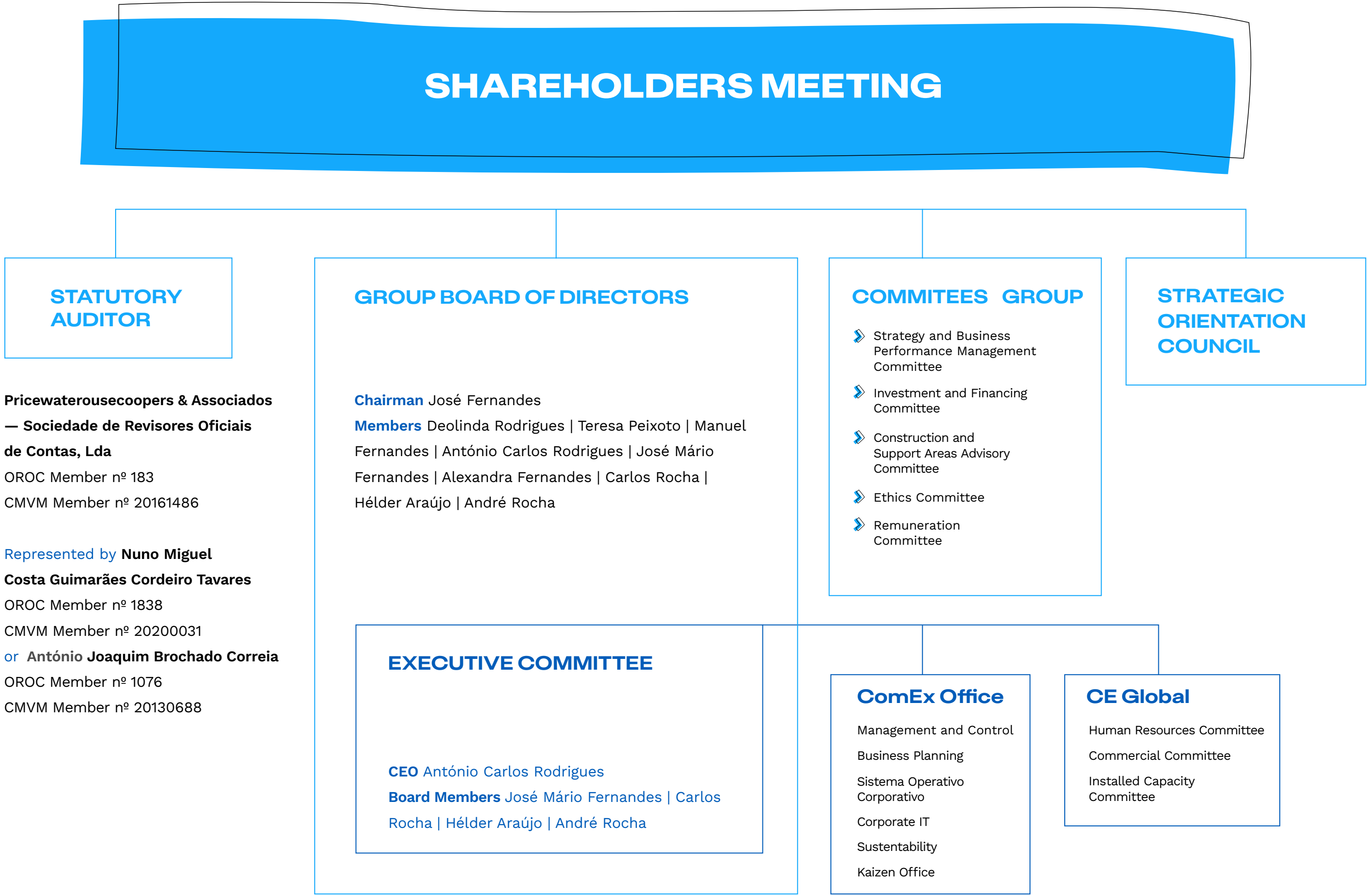
1991

It became **Empreiteiros Casais de António Fernandes da Silva SA**

2008

The company was renamed **Casais Engenharia e Construção SA**

Currently, Casais Engenharia e Construção S.A. and 118 companies are part of the Casais Group (Casaisinvest, SGPS, SA, founded in 2001), which is managed by the 2nd and 3rd generations of the Casais family. The Administrative body is the Board of Directors (BD). The management body is the Executive Committee (ExCom). The supervisory body is the Strategic Orientation Council (SOC).



Board of Directors

Corporate Management is entrusted to a Board of Directors, which has an Executive Committee, responsible for the day-to-day management of the Company. The Board of Directors may create any other commissions or committees, such as the Ethics Committee.

The Strategic Orientation Council is a statutory supervisory and oversight body, with the task of monitoring and overseeing the actions implemented by the Board of Directors and to monitor issues related to corporate governance, sustainability, ethics and conduct as well as resolve any conflicts of interest.



**Chair of the Board of Directors**  
José da Silva Fernandes  
**7<sup>th</sup> TERM OF OFFICE**



**Vice-chair**  
Deolinda da Silva Fernandes  
**7<sup>th</sup> TERM OF OFFICE**



**Board Member**  
Teresa da Silva Fernandes Peixoto  
**7<sup>th</sup> TERM OF OFFICE**



**Board Member**  
Manuel da Silva Fernandes  
**6<sup>th</sup> TERM OF OFFICE**



**Board Member**  
Alexandra Manuela Fernandes  
**1<sup>st</sup> TERM OF OFFICE**



**Chief Executive Officer**  
António Carlos Fernandes Rodrigues  
**2<sup>nd</sup> TERM OF OFFICE**



**Board Member ExCom**  
José Carlos da Rocha Fernandes  
**2<sup>nd</sup> TERM OF OFFICE**



**Board Member ExCom**  
André Miguel Cachada Pinto da Rocha  
**1<sup>st</sup> TERM OF OFFICE**



**Board Member ExCom**  
José Mário da Cunha Fernandes  
**2<sup>nd</sup> TERM OF OFFICE**



**Board Member ExCom**  
Helder Bruno Simões de Araújo  
**2<sup>nd</sup> TERM OF OFFICE**





The Group’s Board of Directors holds regular meetings to align guidelines and policies that promote transparency, fairness and corporate responsibility. It is committed to ensuring long-term sustainability and strengthen the Group’s value, always taking into account the various stakeholders’ legitimate interests while it conducts its business activities.

The responsibilities inherent to the Board of Directors and the Executive Committee are divided into different areas, with their jurisdictional domains specified below:

1

STRATEGY

Aprovall

Defining the global strategy of Casais and its subsidiaries	Global Strategy	BD
	Entry into new businesses	BD
	Business divestment	BD
	Mergers, acquisitions and alliances	BD
Defining the company’s strategy and objectives	Strategy for each organizational unit/business	ExCom
	Take part in the definition of the Organizational Structure	ExCom
	Allocation of financial resources	ExCom
	Setting of objectives	ExCom

2

BUSINESS PERFORMANCE MANAGEMENT

Aprovall

Preparing activity plans, budgets and investment plans	Guidelines for the activity plans, buget and investment plan	ExCom
	Detail of the activity plans, budgets and investment plans	ExCom
	Contingent plan (part of the Activity Plan)	ExCom
	Controlling the scope of objectives	Detail the operational KPIs of the business
Company performance and objectives		ExCom
Corrective measures for the main deviations		ExCom
Auditing	Identification of best practices and identification of tax and financial contingencies	BD

3

INVESTMENT AND FINANCING

Aprovall

Defining the financial policy	Risk Managment policy	BD
	Debt Level	BD
	Financial and fiscal policy guidelines for each organizational unit/business	ExCom
Identifying and planning financial needs	Existing business investment plan (Operational investment)	ExCom
	The Group’s global investment plan	BD
	Exceptional/unforeseen investments	BD
	Select external financing sources	BD





03

# VALUE CREATION APPROACH



# 3.1

## THE BUSINESS

Casais was established in the Engineering and Construction sector and has been expanding its area of operation. The business model was designed to emphasize collaboration with clients, from the product design and conception phase to its construction, enabling a more fluid, efficient production process and maximising our capacity for innovation and global impact.

We are present throughout the value chain, working in constant coordination, with the goal of creating more value for the client, building their vision, providing for their well-being and a better tomorrow. We deliver the work as a whole, but we also implement all the parts. We are currently structured around three business platforms: Construction, Industries and Real Estate.

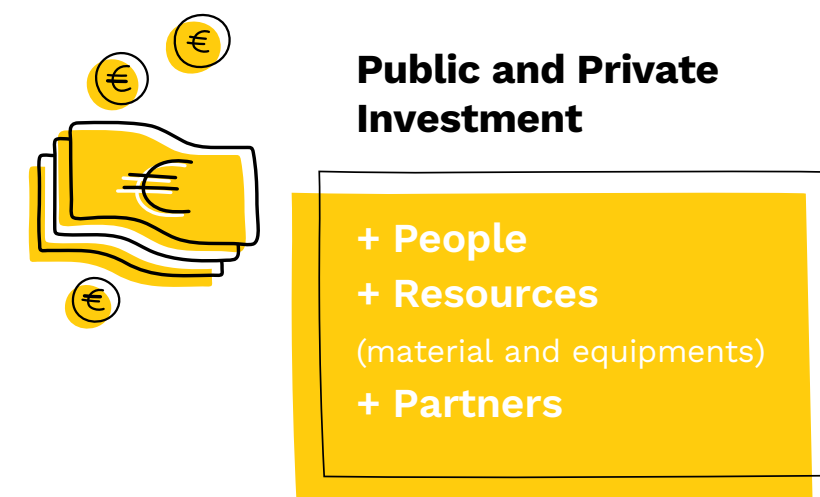
### Skill Plataforms

These are more than operational divisions; they are incubators for innovation and talent development.

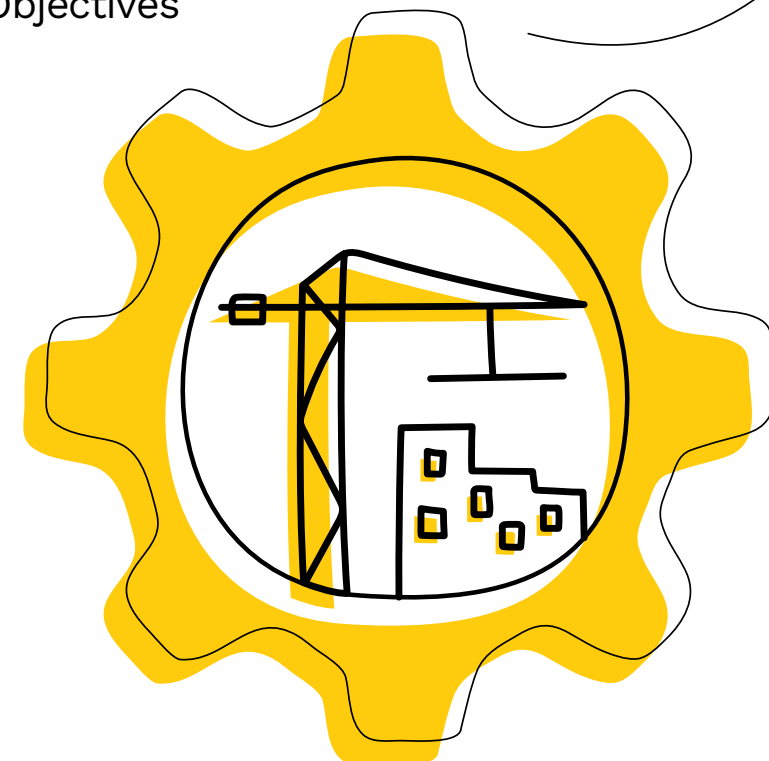


We are present in 18 markets. We play a fundamental role in creating links between the Planet (habitat), People (society) and Productivity (economy), with increased responsibility for meeting the challenges of a world in adaptation. Our mission is also to develop and respect people, which thereby ensures stronger communities. We transfer products and services between

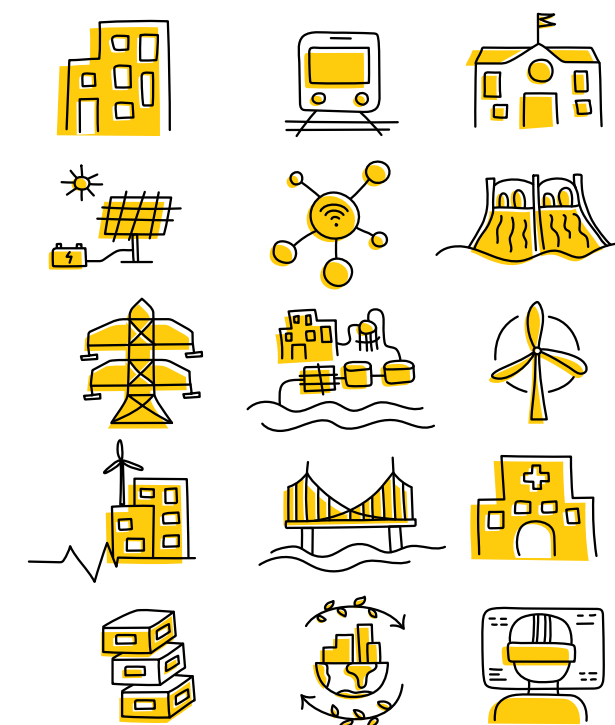
regions and countries, creating wealth, developing partnerships, ensuring collaboration and cooperation, sharing skills, boosting transformation and contributing to socio-economic development. These are aspects that have been key in overcoming economic crises and our resilience in various markets.



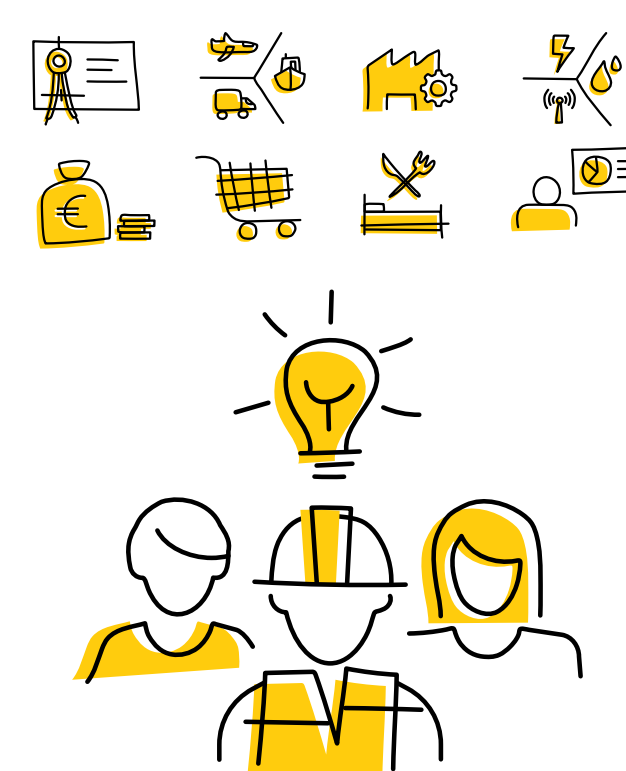
**How**  
Objectives



#### Transform into value



#### Activate the economy



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

People + Capable  
Society + Resiliente  
Companies + Competitive  
Habitat + Sustainable

#### PRODUCTIVITY

Economy → Add value

#### PEOPLE

Society → Create more jobs

#### PLANET

Environment → Build a better world



### **BUSINESS CENTERED**

On Performance  
On Innovation  
On Sustainability

**WELL  
BUILT  
FOR  
WELL  
LIVING**

As agents of change, we incorporate this commitment into our actions through two guiding principles: WELL BUILT and FOR WELL LIVING.

WELL BUILT reflects our performance, our commitment to innovation and our dedication to resilience, quality, efficiency and sustainability - placing value in structures designed to withstand time and adversity.

FOR WELL LIVING represents our commitment to the well-being of people, to their comfort and quality of life provided by the spaces we create - from the intimacy of a home to the complexity of a city.

### **SOCIAL CENTERED**

On Human  
On Commitment  
On a Future Mindset

We will continue building, incorporating more and more technology, artificial intelligence and innovation to make implementation simpler and more efficient. At the same time, we are investing in industrialisation, making a gradual transition to this more efficient and sustainable methodology. Moreover, the solutions that we develop inside industries, digitalisation and maintenance services, translate into greater longevity and efficiency of assets, as well as in the comfort and adaptability of the spaces that we create, which reinforces our commitment to human well-being and sustainability.

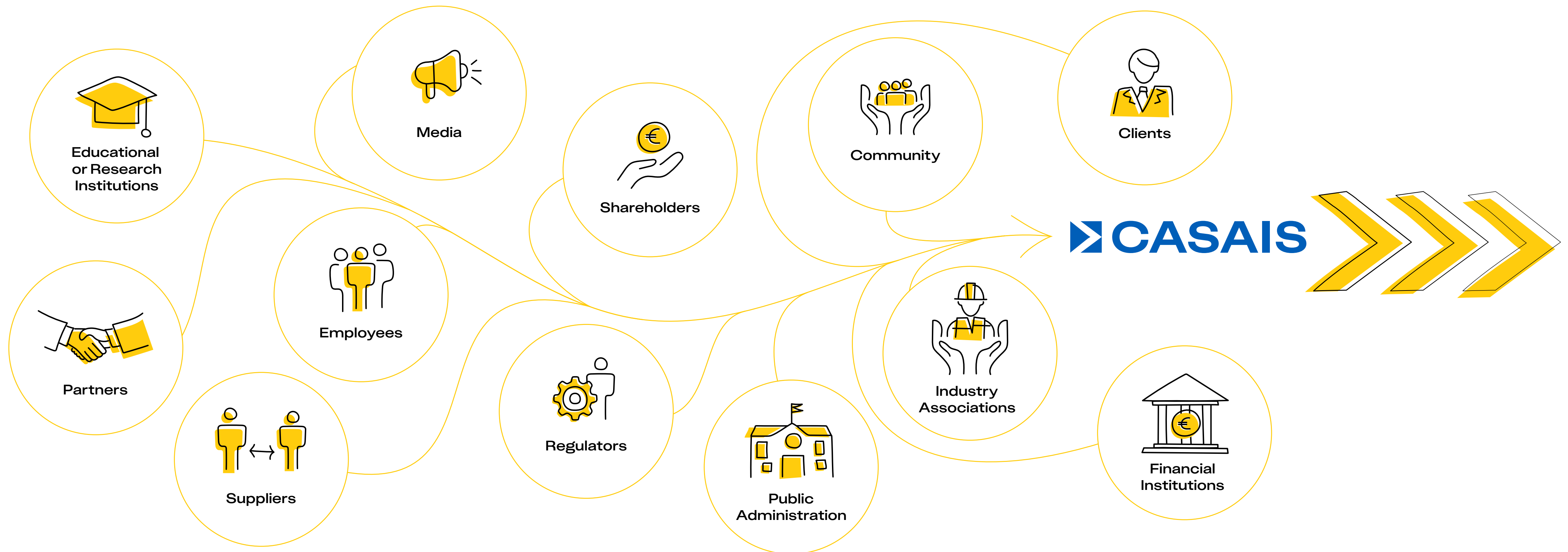
Over more than six decades of activity, the Casais Group has established itself as an example of competence and excellence in the Engineering and Construction sector. With family management that now includes members of the 2<sup>nd</sup> and 3<sup>rd</sup> generations, we have kept alive the legacy of mastery, rigour, and commitment to quality in all the markets where we operate. This path of resilience and professionalism has been widely recognised. In 2024, this recognition was reflected in the awarding of various prizes, including the following:

#### **Awards and recognition in 2024**

**AWARDS AVAILABLE HERE**

## 3.2 ENGAGEMENT WITH STAKEHOLDERS

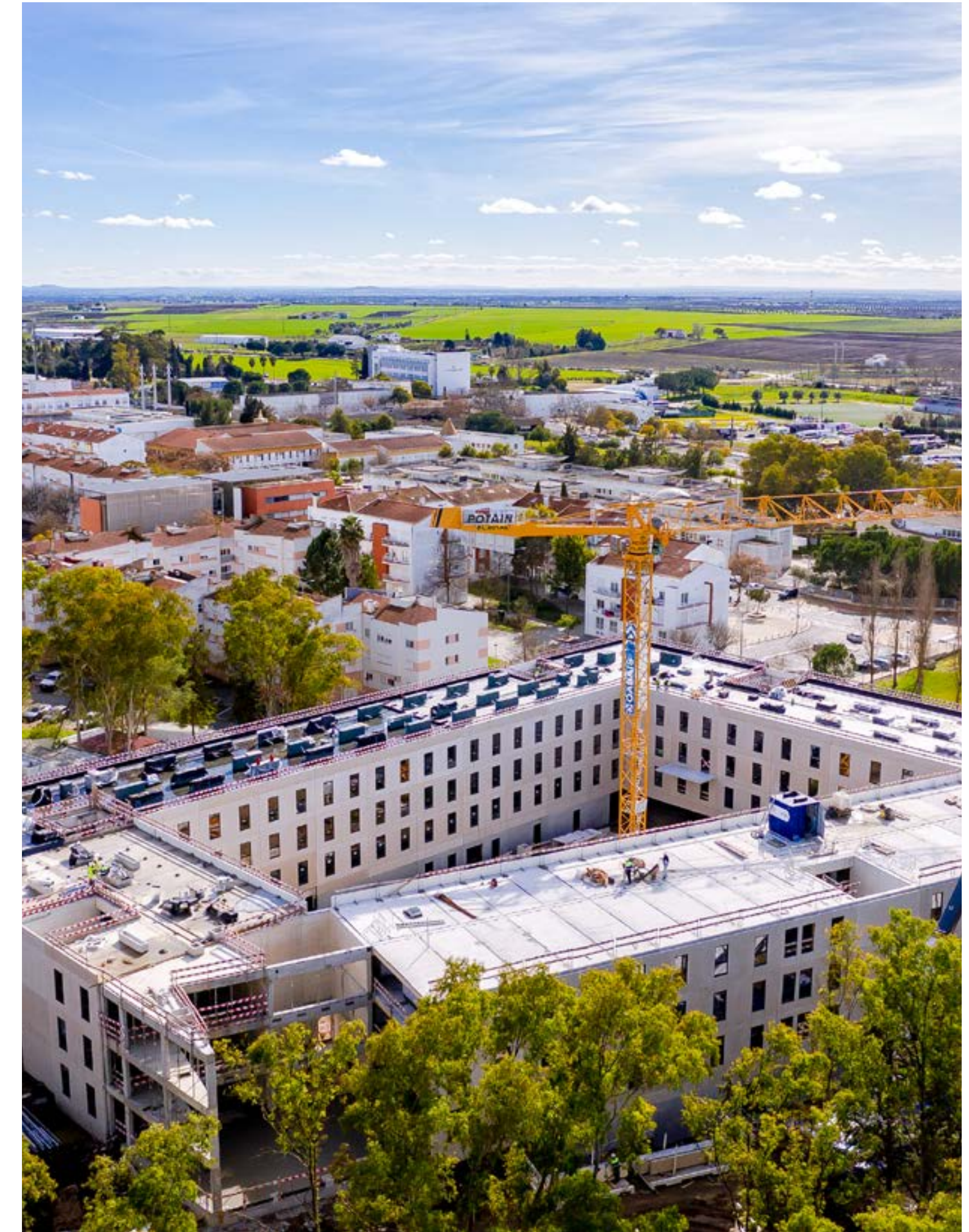
Recognising the vital role of the construction sector in the economy and in society, we constantly analyse market evolution scenarios and sustainability trends. **This readiness allows us to respond to emerging challenges, ensuring that the expectations and concerns of our stakeholders remain central to the way we operate.**




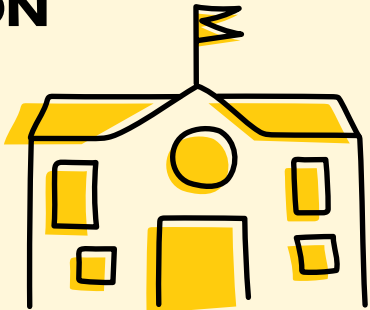



As a construction company, we are in the service of companies and constantly invest in the markets where we operate. The projects we implement and our factories are a platform for collaborative networking and a bridge between suppliers, partners, employees and the company. Using these platforms, we create processes for transferring wealth and skills by sharing knowledge and promoting collaboration between different stakeholders, such as educational institutions and other companies, or by participating in or promoting events, such as those that are organised by the Mestre Casais Foundation.

As part of the double materiality assessment, an internal stakeholder mapping workshop was held. Our employees participated in this workshop, with an overview of the activities at different companies, the main business areas and geographic regions. In addition, online and face-to-face stakeholder questionnaires were provided, as well as interviews with internal and external strategic experts that have a deep and specialised level of knowledge in the area of sustainability and/or the sector. In these interviews, we obtained employee information and the respective viewpoints on matters where the Group has the greatest impact, the Group's trajectory and vision for the future in terms of sustainability and potential areas for improving Group performance. In addition to these one-off interactions, 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' Group	How we engage/Communication channels	Main concerns/objectives and how we create value
<div>STAKEHOLDERS</div> <div></div>	<div><div>› Integrated Report (annual)</div><div>› Corporate website</div><div>› Reporting channel for health and safety risks and incidents</div><div>› General Shareholders' Meeting</div></div>	<div><div>› Financial sustainability</div><div>› Awards and distinctions</div><div>› Environmental impacts and reporting</div></div>
<div>PUBLIC ADMINISTRATION</div> <div></div>	<div><div>› Corporate website</div><div>› Public surveys</div><div>› Meetings and visits</div></div>	<div><div>› Ethics and compliance, i.e., Anti-corruption and bribery policies, codes of conduct and conflicts of interest</div><div>› Environmental impacts and reporting</div><div>› Innovation and Sustainable Design</div><div>› New construction processes</div><div>› Financial sustainability of communities</div><div>› Collaboration to implement public policies</div></div>
<div>INDUSTRY ASSOCIATIONS</div> <div></div>	<div><div>› Corporate website</div><div>› Events/conferences</div><div>› Joint initiatives/construction clusters</div></div>	<div><div>› Ethics and compliance, more specifically, industry standards/directives</div><div>› Innovation and Sustainable Design</div><div>› Industry trends</div><div>› Sharing knowledge and experiences</div></div>

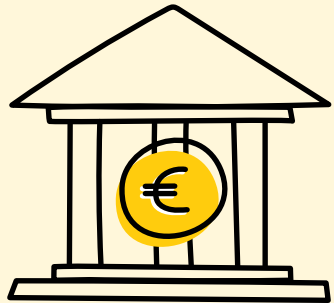





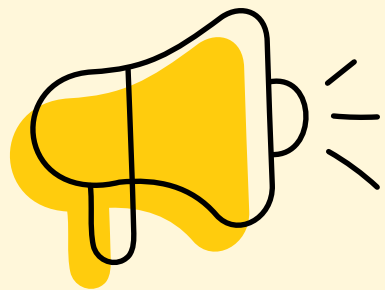





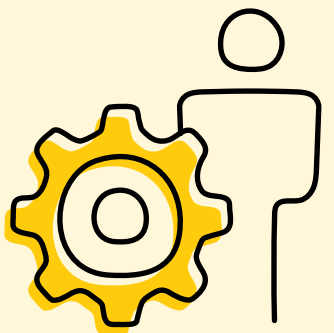






Stakeholders' Group	How we engage/Communication channels	Main concerns/objectives and how we create value
<div><b>CLIENTS</b></div> <div></div>	<p>The Casais Group maintains a regular communication routine with its clients, making weekly contact with clients who have projects in progress. In addition to these routines, Casais has other communication and consultation channels:</p> <ul style="list-style-type: none"><li>➤ The “Casaisnews” newsletter (quarterly)</li><li>➤ E-mails with information and news from the group (monthly)</li><li>➤ Whistleblowing channel</li><li>➤ Reporting channel for health and safety risks and incidents</li><li>➤ Customer help desk</li></ul> <p>Satisfaction surveys are also provided to Casais clients, at two points while the project is in development</p>	<ul style="list-style-type: none"><li>➤ Ethics and compliance, i.e., Anti-corruption and bribery policies, codes of conduct and conflicts of interest</li><li>➤ Health and safety</li><li>➤ Employee management and development</li><li>➤ New projects and products</li><li>➤ ESG and sustainability certifications</li><li>➤ Value chain management</li><li>➤ Client/market trends</li></ul>
<div><b>COMMUNITY</b></div> <div></div>	<ul style="list-style-type: none"><li>➤ Corporate website with contact form</li><li>➤ Social media (daily)</li><li>➤ The “Casaisnews” newsletter (quarterly)</li><li>➤ Whistleblowing channel</li><li>➤ Reporting channel for health and safety risks and incidents</li><li>➤ Career website</li><li>➤ Social responsibility initiatives</li><li>➤ Seminars and workshops</li><li>➤ Communication of legal environmental requirements</li></ul>	<ul style="list-style-type: none"><li>➤ Ethics and compliance, more specifically, with local regulations</li><li>➤ Human Rights</li><li>➤ Health and safety</li><li>➤ Training</li><li>➤ Client engagement and satisfaction</li><li>➤ Social responsibility initiatives</li><li>➤ Environmental, prevention, safety and social compliance and reporting</li><li>➤ Local recruitment/employability</li><li>➤ Community well-being</li></ul>

Stakeholders' Group	How we engage/Communication channels	Main concerns/objectives and how we create value
<div><b>EMPLOYEES</b></div> <div></div>	<p>The Casais Group maintains a regular routine of internal communication through:</p> <ul style="list-style-type: none"><li>➤ Communities on Viva Engage (daily)</li><li>➤ Weekly Live (weekly)</li><li>➤ Internal “Segue-me” newsletter (every two weeks)</li><li>➤ Internal technical newsletter, “Engenho” (monthly)</li><li>➤ Intranet (Sharepoint)</li><li>➤ Reporting channel for health and safety risks and incidents</li><li>➤ Whistleblowing channel</li></ul> <p>Additionally, receive feedback from regular satisfaction surveys on various topics:</p> <ul style="list-style-type: none"><li>➤ Organisational climate study (annual)</li><li>➤ Employee satisfaction surveys and consultations (annual)</li><li>➤ Employee health and safety surveys and consultations (annual)</li><li>➤ Employee follow-up and exit interviews</li><li>➤ Team and other events</li><li>➤ Management meetings and knowledge</li></ul>	<ul style="list-style-type: none"><li>➤ Casais ethics and values</li><li>➤ Human Rights</li><li>➤ Anti-Corruption and bribery practices, conflicts of interest</li><li>➤ Safety, health and well-being</li><li>➤ Remuneration and recognition policies</li><li>➤ Free support service for employees (Human Resources/life plan; financial; legal)</li><li>➤ Career management, flexibility and mobility</li><li>➤ Employee training and development</li><li>➤ Social responsibility initiatives</li><li>➤ Group financial sustainability</li><li>➤ Data protection</li></ul>



Stakeholders' Group	How we engage/Communication channels	Main concerns/objectives and how we create value
<div><b>SUPPLIERS</b></div> <div></div>	<ul style="list-style-type: none"><li>Corporate website with contact form</li><li>Whistleblowing channel</li><li>Training sessions</li><li>Satisfaction surveys</li><li>Supplier qualification mechanisms and prerequisites</li><li>Partnership model with subcontractors</li><li>Collaborative digital interaction platforms</li><li>Information webinars for subcontractors, suppliers and third parties</li><li>Subscription to the Casais supplier code of conduct</li><li>The “Casaisnews” newsletter (quarterly)</li><li>Reporting channel for health and safety risks and incidents</li><li>Casais Partners’ Meeting</li><li>Meetings and visits to facilities and construction sites</li></ul>	<ul style="list-style-type: none"><li>Ethics and compliance, i.e., Anti-corruption and bribery policies, codes of conduct and conflicts of interest</li><li>Health and safety</li><li>Human Rights</li><li>New projects and products</li><li>ESG Certifications</li><li>New procedures and best practices</li><li>Knowledge sharing</li><li>Inclusion and Diversity</li><li>Affected communities and social responsibility practices</li><li>Attracting and retaining talent</li><li>In the case of subcontracted suppliers, collaboration from Casais in the administrative process to legalise its foreign employees</li><li>In the case of partners, collaboration on progressively more sustainable projects</li></ul>
<div><b>PARTNERS</b></div> <div></div>		
<div><b>EDUCATIONAL OR RESEARCH INSTITUTIONS</b></div> <div></div>	<ul style="list-style-type: none"><li>Corporate website with contact form</li><li>Reporting channel for health and safety risks and incidents</li><li>Whistleblowing channel</li><li>Career website</li><li>Job fairs and university fairs</li><li>Partnerships with local universities, particularly as part of the internship programme</li></ul>	<ul style="list-style-type: none"><li>Recruitment and integration of students into the job market</li><li>Inclusion and Diversity</li><li>Collaboration on research, studies and theses</li><li>Knowledge and experience sharing</li><li>Merit awards and scholarships</li><li>Promotion of Innovation and Sustainable Design</li></ul>

Stakeholders' Group	How we engage/Communication channels	Main concerns/objectives and how we create value
<div><b>FINANCIAL INSTITUTIONS</b></div> <div></div>	<div> Corporate website</div> <div> Financial and sustainability reporting</div>	<div> Ethics and compliance, namely, corruption and bribery policies</div> <div> Sustainable investments</div> <div> ESG Certifications and reporting</div>
<div><b>MEDIA</b></div> <div></div>	<div> Corporate website</div> <div> Advertising agency</div>	<div> Awards and distinctions</div> <div> Knowledge sharing/Innovation</div> <div> Affected communities and social responsibility practices</div>
<div><b>REGULATORS</b></div> <div></div>	<div> Corporate website</div> <div> Responses/involvement with public consultations on proposals for new or amended standards</div>	<div> Ethics and compliance, in particular, industry and local rules/standards</div> <div> Fair competition</div>



**We recognise that we can't do it alone. We favour strategic partnerships with organisations that are aligned with values of excellence, transparency, quality and sustainability.**



1

2

3

Value Creation Approach

4





### BCSD Portugal

As part of the BCSD (Business Council for Sustainable Development Portugal), which is a non-profit association that brings together leading companies in Portugal that are actively committed to the transition toward sustainability, we have signed the manifestos “On an agreement for nature at COP15” and “Towards COP27”, while also being part of the “act4nature” initiative.

We also signed the Braga Business Mobility Pact (BBMP), in which we are committed to include thirteen initiatives in our corporate mobility plan. We were also engaged with two taskforces (TFs): i) the Climate Risks TF, which aims to create a Business Guide to Climate Risks and Opportunities (published in February 2024), and ii) the Value Chain and Circular Economy TF, focused on sharing and promoting sustainable procurement practices and circularity in the value chain and business model.



### BUILTCoLAB

We sit on the board of directors at BUILT CoLab, the Collaborative Laboratory for the Built Environment of the Future, which conducts research activities and disseminates innovation and knowledge in the AEC sector - Architecture, Engineering and Construction. In 2024 we were nominated to preside over the board.



### GRACE - Sustainable Companies

In the pursuit of collaboration with entities committed to sustainable development and to incorporate, innovate and inspire socially responsible practices, we are members of GRACE and also part of the Board of Directors. We strive toward the idea of knowledge sharing and we have taken part in various webinars and training courses on topics such as Sustainable Development and ESG and in the Climate Action Cluster - SDG 13, which aims to provide knowledge on the concept, causes and effects of climate change and to disseminate best practices and define commitments from companies.





### Smart Waste Portugal

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



### AICCOPN

We are Board members of the Association of Civil Construction and Public Works Industrialists (AICCOPN), an organisation that represents and defends the interests and concerns of our sector.



### Engineers Guild - Northern Region

We have a presence in the Assembly of Representatives within the Engineers' Guild, which represents engineers who possess an undergraduate and/or master's degree, thereby ensuring access to and practice in the profession, promoting ethics and the development of engineering in Portugal.



### CVR

We are on the board of directors at CVR - Centro Valorização de Resíduos [Waste Assessment Centre], whose mission is: "To support industry and municipalities in developing innovative waste management options, respecting the stages of the process in an economically and environmentally correct manner and appropriate to each particular situation".



### Pacto Climático de Guimarães

We are signatories to the Guimarães Climate Pact, an initiative from 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.



LNEC

We have signed a collaboration protocol with the National Civil Engineering Laboratory (LNEC under its Portuguese acronym), reinforcing our commitment in the development of technical knowledge, scientific sharing and innovation applied to construction. This partnership will allow us to enhance joint projects with a strong research and technological development component.



Funda  o da Constru  o

We are co-founders of the Construction Foundation with 13 other leading companies in the construction and design industry in Portugal, in addition to the Engineers' Architects and Economists' Guild, respectively. The purpose of this foundation is to contribute a better understanding of real domestic needs in terms of infrastructure and building, and to define a strategy for the sector.

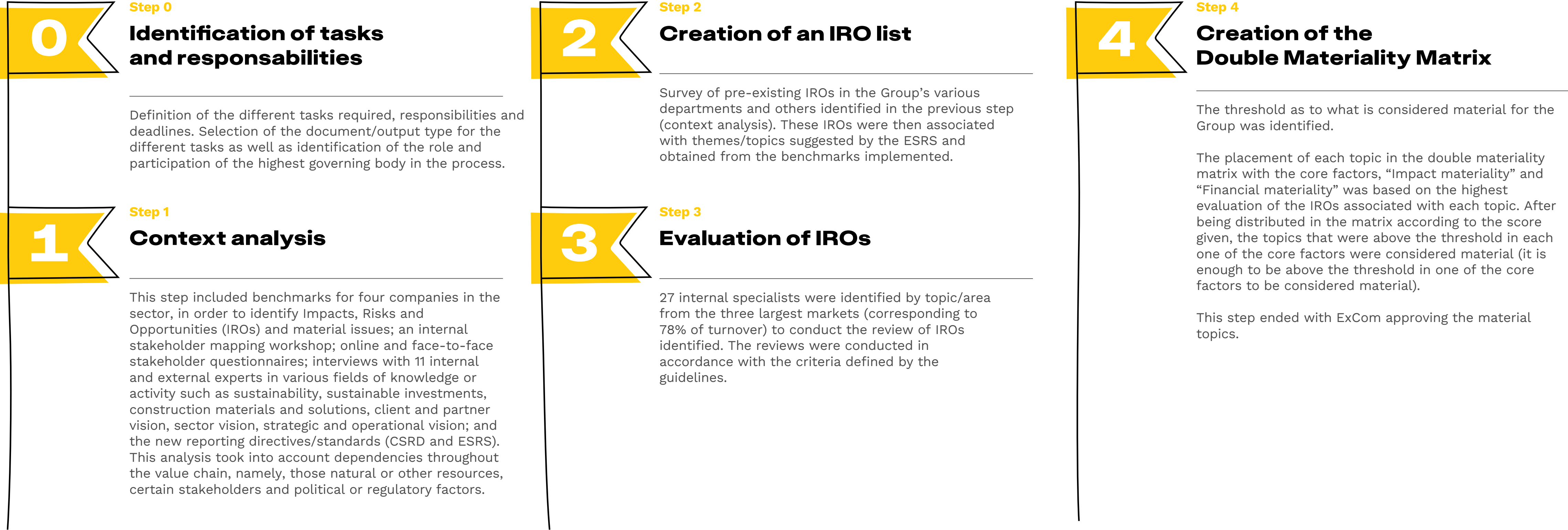




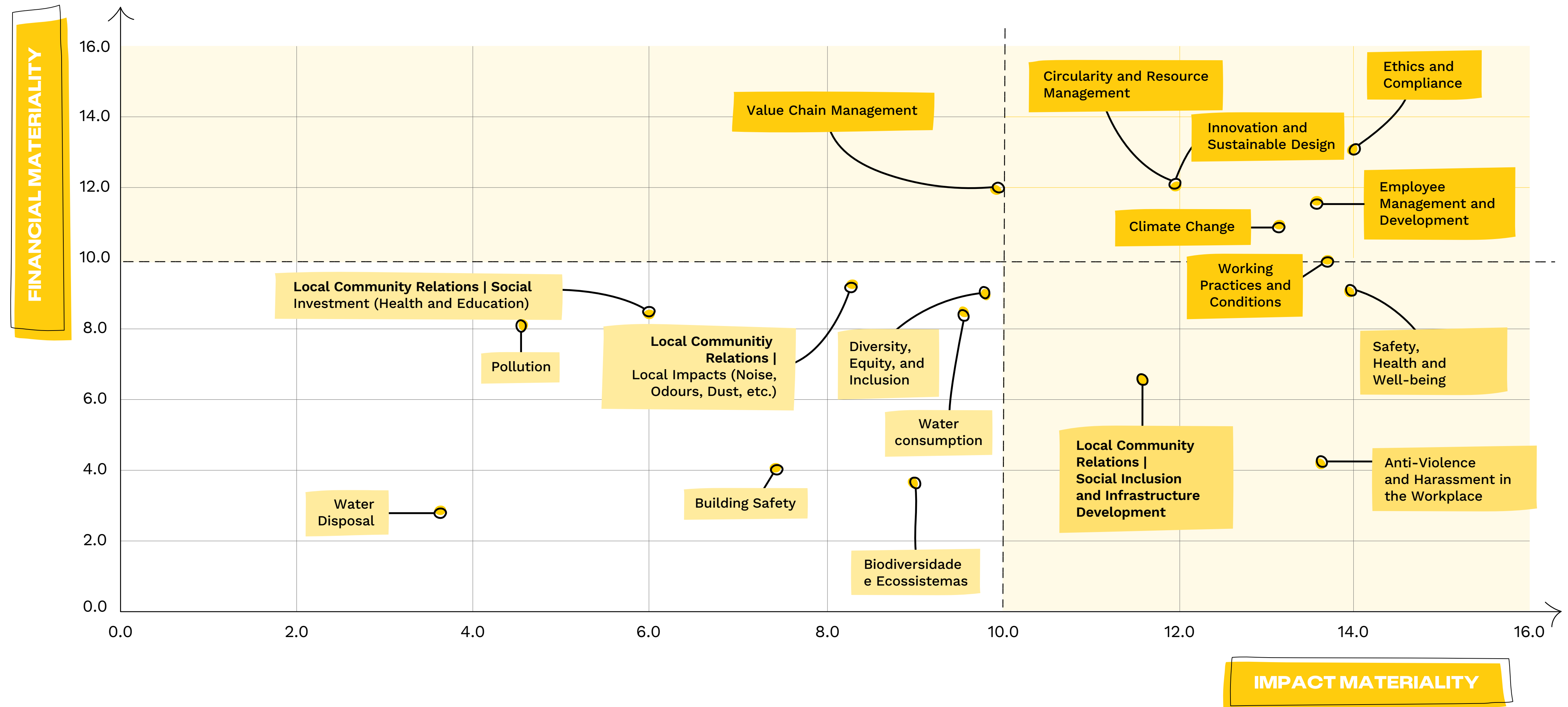
3.3  
DOUBLE  
MATERIALITY

As previously mentioned, we are early adopters of mandatory reporting in accordance with the Corporate Sustainability Reporting Directive (CSRD) and, consequently, using the European Sustainability Reporting Standards (ESRS). The European Sustainability Reporting Standards structure the disclosure of information on risks and opportunities arising from social and environmental matters at companies (outside-in) and the impact of company activities on people and the environment (inside-out) - Double Materiality.

We have therefore reviewed our 2021 materiality (in accordance with the GRI - Global Reporting Initiative). This review was conducted according to the procedure used within the new standards (ESRS). This double materiality assessment will be revisited every three years (according to strategic cycles), and it may be revisited earlier if there are any changes or updates to the Group’s activities that justify its reassessment.



This process resulted in the following double materiality matrix:





**We see each new project as an opportunity to reaffirm our commitment to a more sustainable world, therefore, we assume the responsibility of seeking out and encouraging projects where the nature of sustainability is present in its three dimensions.**



## 3.4

### STRATEGY TO INTEGRATE ESG INTO BUSINESS

Our ESG approach is constantly evolving. We take responsibility for responding to today's needs, as well as ensuring a resilient future for generations to come. We aim to create a positive impact in the world.

We are focused on implementing innovative practices that increase the resilience of our infrastructure, ensuring its longevity and long-term performance.

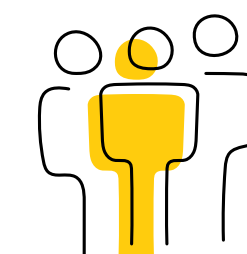
In the **Environmental dimension**, we are committed to building a more sustainable future. We recognise the importance of innovation and respect for the planet, and we seek to incorporate conscious and innovative solutions into our projects, focusing on the development of buildings and infrastructure, with construction practices that minimise environmental impact. Industrialisation and digitalisation are key levers for increasing efficiency, improving management and reducing waste, promoting more durable and adaptable buildings, which we consider to be key elements in the transition of the construction sector.

In the **Social dimension**, our commitment to human development is unwavering. 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 as agents of positive change in society. We invest in projects that anticipate and are prepared for flexibility of use and well-being, responding to the demands of diverse, conscious and ever-changing lifestyles. We look for projects that connect territories, link communities and provide basic conditions where they do not yet exist or are precarious. In short, we look for projects that have a positive impact on society.

In the **Governance dimension**, we maintain a standard of ethics, transparency, integrity and resilience in our operations, ensuring that the trust placed in us by our stakeholders is maintained and valued. As we are present in different markets and cultures, it is essential that we adapt and always follow these principles, maintain a strong and principled culture that leads us to the best and most innovative construction and management practices, therefore, we maintain the solidity, stability and sustainability of our business model in the long term.



## ENVIRONMENT



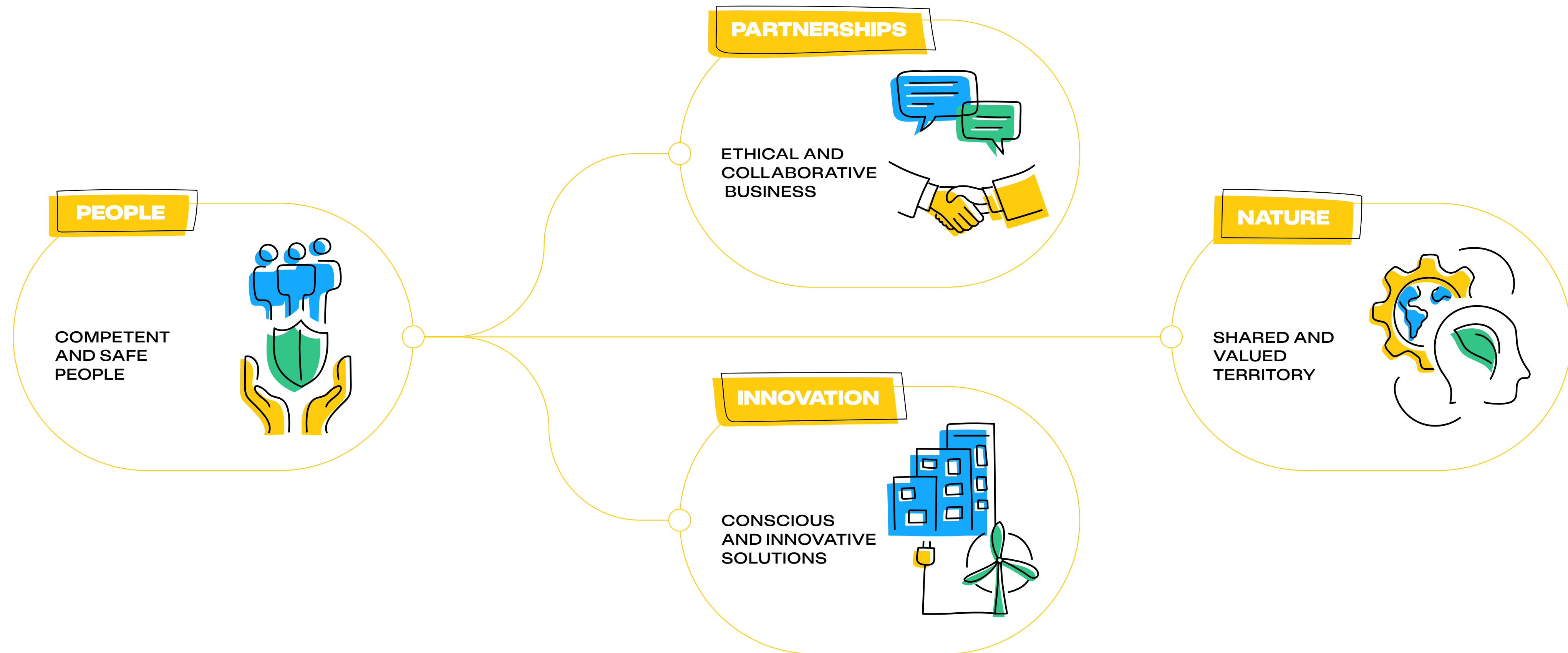
## SOCIAL



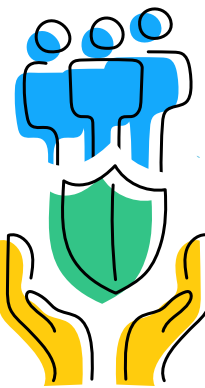
## GOVERNANCE



Our strategic priorities, resulting from the analysis of material issues and the main value-creation factors associated with different ESG aspects, shape the vision of integrating sustainability into our business, which are translated into four strategic core factors of action:



Each one the strategic core factors is clarified in terms of its scope and value creation, as well as its alignment with sustainable development goals (SDGs). For each one, the ambitions and respective commitments in the three ESG verticals have also been defined.



**COMPETENT AND SAFE PEOPLE**

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



Material topics

- Employee Management and Development
- Safety, Health and Weel-being



Additional topics

- Inclusion and Diversity



Ambitions

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



**ETHICAL AND COLLABORATIVE BUSINESS**

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



Material topics

- Ethics and Compliance
- Anti-Violence and Harassment
- Value Chain Management



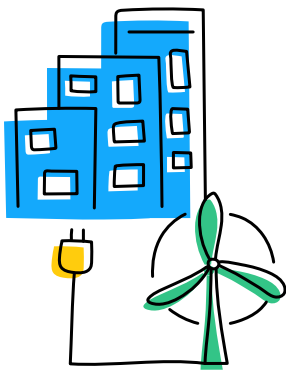
Additional topics

- Human Rights



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



**CONSCIOUS AND INNOVATIVE SOLUTIONS**

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



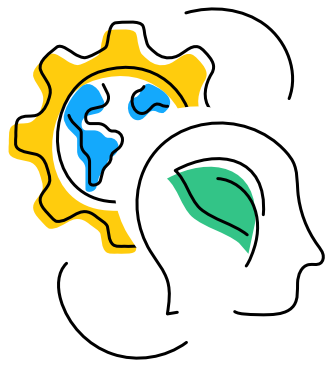
Material topics

- Innovation and Sustainable Design
- Circularity and Resource Management



Ambitions

- Significantly increase the integration of sustainable building processes into new projects
- Target innovation resources toward low-carbon/sustainable solutions
- Reduce waste and enhance its reuse



**SHARED AND VALUED TERRITORY**

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



Material topics

- Climate Change
- Community Relations



Ambitions

- Increase the number of people impacted by social action projects
- Net zero by 2045







04

# STRATEGIC PRIORITIES

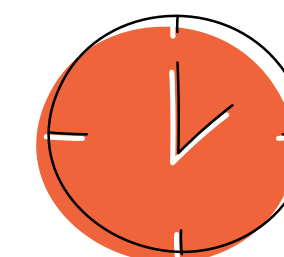
# ZERO

**ZERO** FATAL ACCIDENTS  
OCCURRED IN 2024

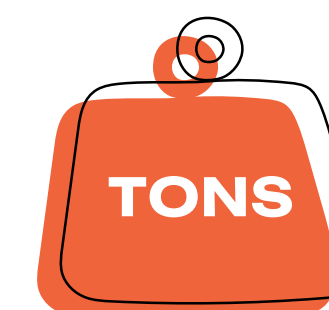
**ZERO** CASES OF DISCRIMINATION  
WERE REPORTED IN 2024

**ZERO** CASES OF CORRUPTION  
WERE IDENTIFIED IN 2024

**ZERO** CASES OF CHILD  
LABOUR, FORCED OR  
COMPULSORY  
LABOUR IN 2024



More than 138 000  
hours of training



71 891 tonnes of  
waste produced,  
99% of which is  
non-hazardous waste

Production of around 17 000 tCO<sub>2eq</sub>  
from scope 1 emissions and  
1 600 tCO<sub>2eq</sub> from scope 2 emissions\*

\*Location Base



## 4.1 COMPETENT AND SAFE PEOPLE

At Casais, we recognise that the development of people is fundamental to our success. We are committed to the continuous and sustained growth of human talent.

We value people and promote knowledge and wisdom sharing through structured training and professional development programmes, creating solid foundations for individual and collective growth. We know that by strengthening each person we are also strengthening the group and preparing the organisation for the daily challenges in a constantly changing sector.

The core factor, “**Competent and Safe People**” aims to ensure that, regardless of his or her role, each person is and feels safe and has the room to grow and maximise their potential. Each person should be prepared for the changes expected in the sector and work in a healthy, respectful and fair environment. We are developing stronger people and communities.





In this core factor, we are committed to six commitments:

Ambition	Commitment	Metric	Commitment Progress				Target				
Enhance the social role of Casais among employees	Ensure that the lowest remuneration within the organisation is 10% above the minimum wage, by geography, by 2027 (applicable to full-time employees in the construction sector).	Ratio between the lowest remuneration and the minimum wage in each geographic region (Analysed by company and geographic region as well as the minimum value presented)	10 % 8 % 6 % 4 % 2 % 0 %	2021 3%	2022 3%	2023 0%	2024 0%	2025	2026	2027 10%	Permanent
	Ensure a minimum of 60% where employees have access to training sessions every year by 2025.	Employees with access to training sessions/Total active employees (as of 31 December + departures)	100 % 80 % 60 % 40 % 20 % 0 %	32%	67%	70%	66%	60%			
Increase talent a raction and retention	Maintain a turnover of less than or equal to 10%.	(Hires + resignations/2)/total headcount x 100	50 % 40 % 30 % 20 % 10 % 0 %	10%	23%	26%	25%	≤10%			
	Achieve a proposal acceptance rate of 80% by 2025.	Final proposals accepted/final proposals	100 % 80 % 60 % 40 % 20 % 0 %	Start of commitment	73%*	65 %	67% IN PT	80%			
	Ensure a value of over 80% in the General Satisfaction Review indicator for the organisational climate study, starting in 2025.	Result from the survey conducted every two years based on the organisational climate study	100 % 80 % 60 % 40 % 20 % 0 %	78%	76%		80% from 2025				
Zero accidents	Maintain Labour Accident Rate levels within the parameters of excellence as defined by the International Labour Organization.	Frequency Rate = (Accidents x 1 000 000)/Total Hours Worked	50 40 30 20 10 0	16	26	23	23	≤20			
		Severity Index = (Days Lost x 1 000 000)/Total Hours Worked	500 400 300 200 100 0	116	295	319	297	≤500			
		Target: <20 -ILO Very Good Level (consolidated by weighted average number of hours worked)									

\* Only Casais Angola, Casais Gibraltar, CarpinAngola and VPH are accounted for.  
Note: The report has grown in scope each year: it covered 2 companies in 2021, 17 in 2022, 51 in 2023 and 70 in 2024.

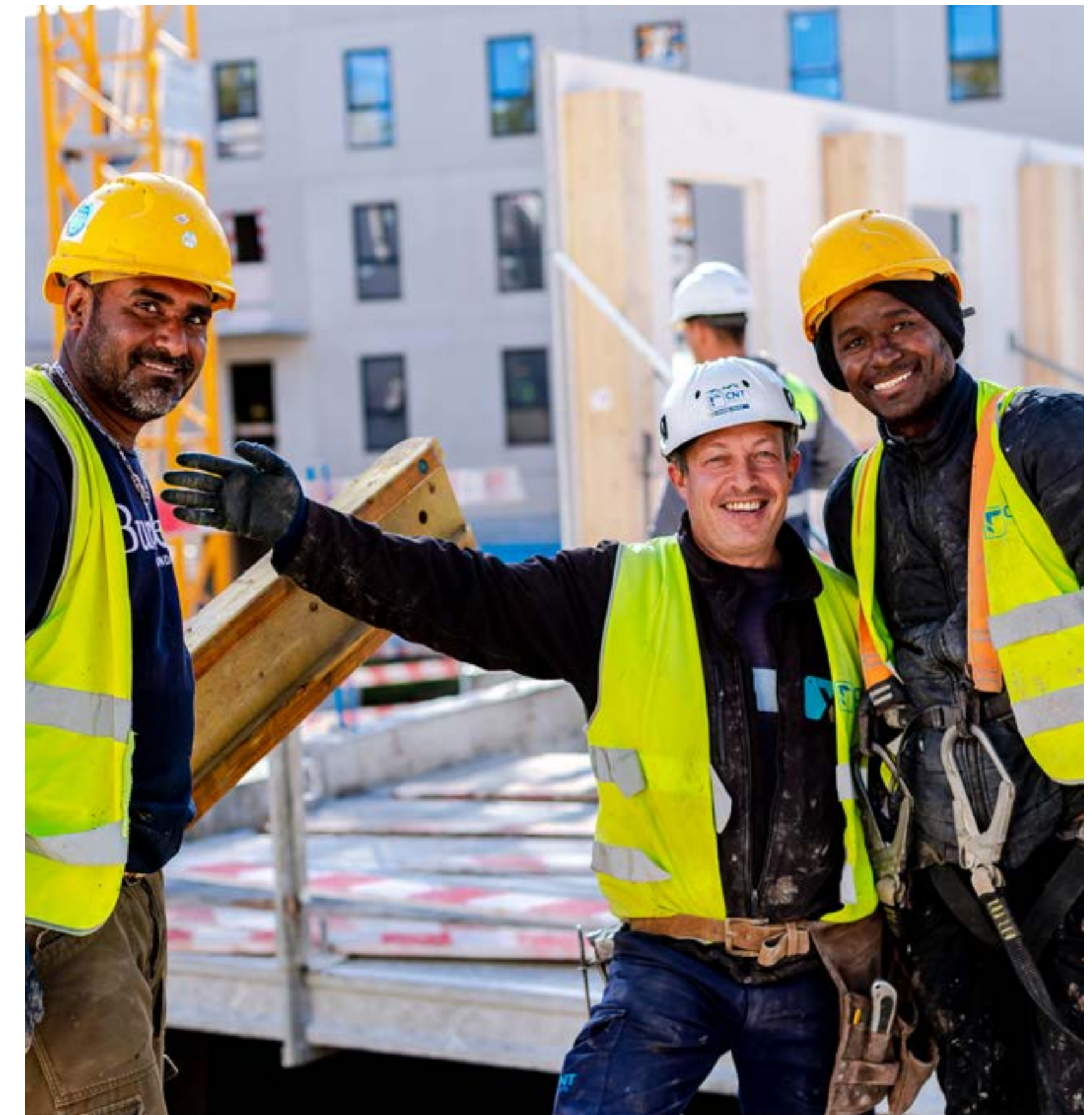


#### 4.1.1. Employee Management and Development

**We believe that providing growth opportunities to our employees is a core value.** We invest in the continuous and sustained development of our talent, attracting, retaining and creating value for our people. We promote training activities that foster continuous learning through the Casais Academy. We value the balance between our employees' professional lives and family responsibilities. We are committed to accelerating the development of our personnel and promoting career mobility. We want to do more by doing good, building not only infrastructures, but also a solid foundation to train leaders capable of taking the organisation further.

As a mechanism for monitoring employees throughout their life cycle in the Group, and in order to boost their growth, the **Integrated Human Resources Management System** (IHRMS) was implemented in 2020. This system is made up of four dimensions: A Framework that accompanies business growth, a Career Management Model, Remuneration and Benefits Policy and Mobility Policy. The IHRMS is based on the Job Family Model, a methodology that allows activities or functions to be grouped into families, thereby making it possible to differentiate by level of complexity, in line with the Group's needs and market trends. Through a clear and objective structuring of different functions/families, this makes it possible to recognise levels of seniority within different jobs, creating levels of professional development, which promotes fairness, transparency and greater efficiency in the process of developing our employees.

On Career Management, we operate in five areas: Internship and trainee programmes, career and development path monitoring, performance management system, organisational recognition and merit programme, and organisational climate and employee satisfaction.





HR programmes  
for interns and  
trainees

Our recruitment process focuses on identifying talent based on candidate skills and potential, considering the Group’s needs and the continuous improvement of our processes. It includes an integration phase with training

on the different business departments and is reinforced by collaboration with institutions and internship programmes that promote links to the academic environment.



Blumind

Blumind is a department within Human Resources that promotes summer, curricular and professional internships. Its purpose is to promote and carry out actions that provide students with different opportunities, which allow them to develop a complementary and parallel path to their academic training and where they can acquire knowledge in a real and practical context. With the aim of attracting talent to our organisation:



Internships	We received 25 students for summer internships, 57 for curricular internships, 17 PEJENE internships and 5 international internships (4 in France and 1 in the USA).
Technical Visits	We organised 9 Technical Visits where we welcomed the following institutions to our facilities/projects: University of Coimbra, University of Minho, Porto Higher Institute of Engineering, Faculty of Engineering at the University of Porto, Lusíada University and Brazil’s CESUPA.
Job Fairs	We participated in 27 job fairs.
Casais Open Week	At the 8th edition of Casais Open Week, we presented the Group’s career paths to 300 participants and created an online session in English, for greater interaction with international students.
+Futuro	We selected 18 trainees for the 2nd edition of the +Futuro programme. Each of these students was accompanied by a tutor throughout the 9 months and by a person responsible to guide them in the development of their internship work thesis. 11 of these trainees have remained with the Group to develop their careers after the programme.



### “Mestria & Inovação” Programme

The **Mestria & Inovação** Programme is our 10-month professional internship programme in Angola, aimed at the Civil Engineering sector. This programme is designed so that participants (5th year Civil Engineering students) consolidate the knowledge acquired during their academic training, and develop practical training and skills essential for their career. The programme also seeks to transmit the Casais culture, promoting values such as teamwork, excellence and innovation.

In this year’s edition, 11 trainees took part in the programme, seven of whom joined the Casais Group on a permanent basis after completing their internship. This initiative reinforces our commitment to developing new talent in the field of Civil Engineering, and underlines the success of the Programme as a catalyst for professional growth and innovation within the sector.





### CRIAR Programme

The **CRIAR** programme is an internship programme for recent graduates, technicians, and the recently unemployed in Angola. Its aim is to prepare trainees for current market demands, boosting training, professional experience and employability. We are partners in this programme, financing and providing on-the-job training. In 2024, seven interns were welcomed for six months, and six of them joined the company at Casais upon completion.



### “Arte & Engenho” Internship Programme

The **Arte & Engenho** programme, a trainee programme in Portugal, aims to attract, challenge and retain young talent by integrating them 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 guiding work plans and anticipated results, as well as ensuring the effective integration of trainees onto their teams. In 2024 we started two editions, the 15th and 16th, where we included some new features, such as the integration of trainees through international recruitment.

The programme lasts nine months, with three months spent in one of the Groups’ international markets, in order to learn about different realities and other ways of working. In the 2024 editions, the countries selected were Angola, the UK, Spain, Gibraltar, the UAE and Belgium.

In total, in the two 2024 editions, 12 new trainees joined the programme, distributed between the technical fields of Engineering and Architecture (11 trainees) and business support (1 trainee). Of the 5 trainees who have since finished the programme, all have since been integrated into the Group.



### Geração C Programme

The **Geração C** programme aims to attract and develop young people with up to three years' professional experience and training in Civil Engineering, Architecture, Construction Management, Construction, Measurement and Budgeting or Construction Design (levels IV, V and VI from the National Qualifications Framework), with the goal of training future Construction Managers. The nine-month programme offers practical training with personalised support. Each trainee is assigned a mentor and a tutor who will accompany them directly in the field, offering support in daily tasks and helping develop essential technical and behavioural skills.

There were two editions in 2024: in the 1st edition in March, 8 trainees were recruited in Portugal. In the 2nd edition, in September, 6 trainees were recruited in Portugal. For international recruitment, we recruited 3 trainees from Brazil and 7 from Colombia. Among the trainees who participated in the 1st edition, 5 have been integrated into the Group.

### 2<sup>nd</sup> Edition | CTeSP Advanced Construction Technologies (IPCA)

The Casais Group, in collaboration with the Polytechnic Institute of Cávado and Ave (IPCA), located in Barcelos, has established a two-year course in **Advanced Construction Technologies**. The course is taught by IPCA lecturers and Group employees.

The course prepares technicians for various roles in construction, such as construction management, project analysis, collaboration in various technical procedures, BIM modelling and construction supervision. Students have their first year's tuition fees covered by the Casais Group and, if they successfully complete the year's curricular units, the second year will also be covered. After completing the course, the Casais Group offers a work contract for 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 edition took place during the 2022-2024 academic years, with 15 students taking part, 11 of whom finished. The career path for these students was defined with a mutual commitment of a 2-year contract, at a minimum. The second edition will be held during the 2024-2026 academic years and it has started with 18 students attending.



Casais Open Week

The 8<sup>th</sup> edition of **Casais Open Week** took place between 14 and 19 October. Over the course of a week, we opened our doors to around 300 secondary school and university students as well as the families of our employees, in order to showcase our facilities, works, projects and, above all, inspire the younger generations.

Visits were made to our headquarters in Braga, to Blufab, to **Carpincasais** and to various construction sites in Vila do Conde, Porto, Lisbon and Faro. We also held a conference entitled, “Accelerating Housing Construction” in Lisbon and an online session entitled, “From Trainee to Expert: Innovation and International Career Growth at the Casais Group”. The last day, “**Family Day**”, was dedicated to our employees’ families, where we brought them together in Braga, Lisbon and Faro.





Career  
development  
support  
programmes

The **Casais Academy** was created as a company dedicated to training opportunities, with the main goal of personnel development and sharing knowledge among employees. It responds to the need of qualifying and training employees in line with the Group’s strategy.

The Casais Group also offers a range of programmes with the goal to help its employees grow and develop inside the company:

Criar+ Programme

The **Criar+** Programme aims to develop technical training and skills in professionals from various operational departments, in order to support the growth and training of our employees. Through a commitment to education and on-the-job training, we encourage the sharing and dissemination of knowledge, which contributes to a natural and collaborative evolution in the career paths of our employees.

Training courses were created that included 5 sessions, for a total of 52 trainees and 2 028 hours of training.



### +Lider Programme

The **+Lider** Programme is aimed at the development and continuous training of employees, accompanying them from the role of Associate to potentially reaching the position of General Manager. It is a key element in the advancement of employee careers and the dissemination of internal knowledge. The focus of the programme is to promote professional growth within the organisation and to enable professionals to aid in the development of their teams.

In 2024, 10 new editions were launched, 2 for Team Leaders and 8 for Directors, with a total of 123 participants and 4 069 hours of training sessions. The programme had the collaboration of 56 in-house trainers.



### Level Up

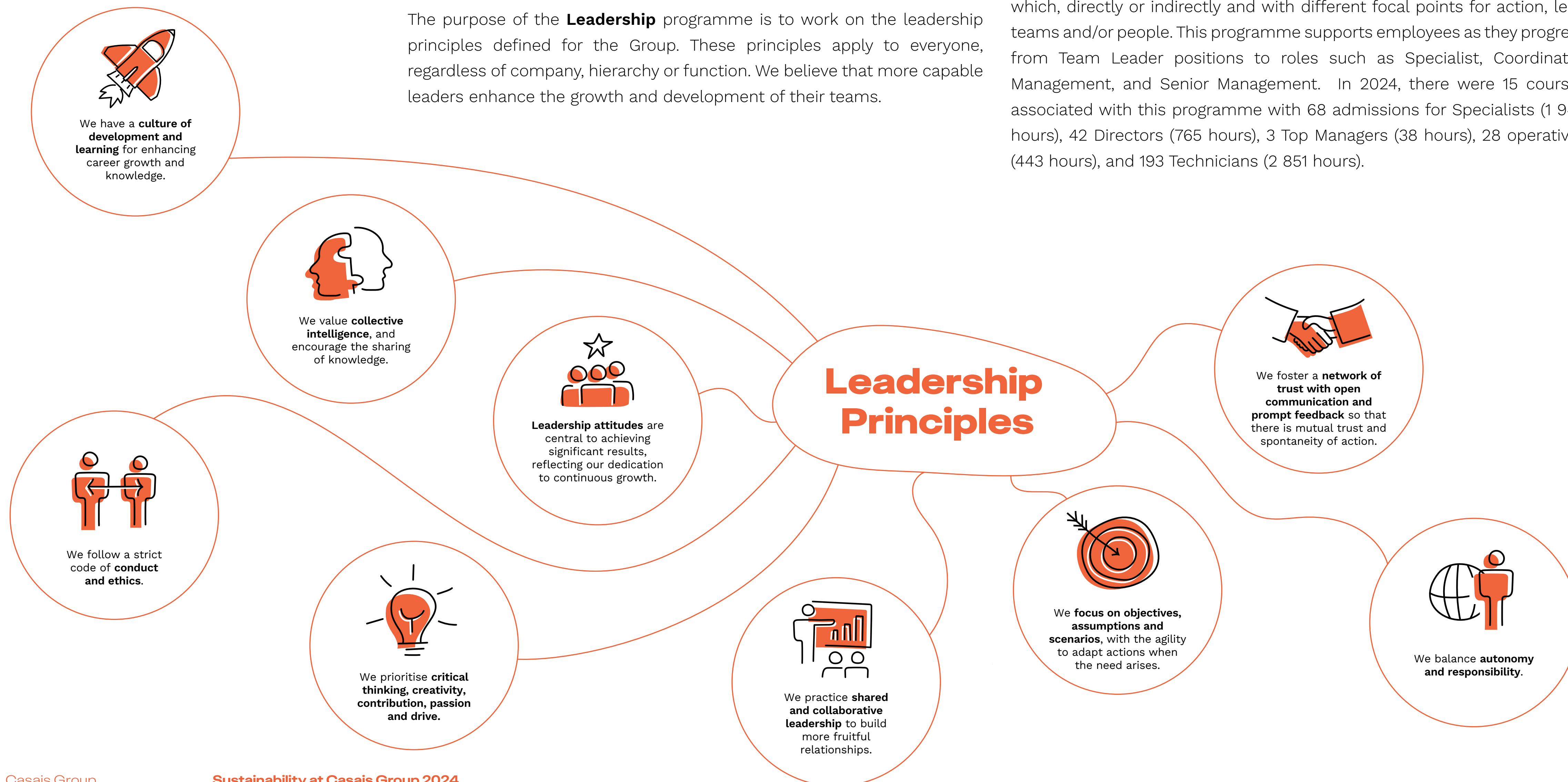
The **Level Up** Programme aims to boost our people's development and talent retention through a strategy focused on skill development. This programme consists of enrolling and participating in executive training courses offered by business schools, universities, certification programmes, or other specialised training. The cost is shared between the company and the employee, with a commitment from the employee via a permanence agreement or a declaration of commitment. Designed to enable and encourage employee participation in these courses, the programme focuses on the personal and professional development of employees. In 2024, 48 applications were approved for courses in various fields, such as Management, Leadership, People Management, Digital Transformation, Innovation, Strategy, Industrial Management, Law, Project Management, Operations Management, Finance for Non-Financial Employees, Communication, Sustainability and Industrialised Construction.



## Leadership Programme

The purpose of the **Leadership** programme is to work on the leadership principles defined for the Group. These principles apply to everyone, regardless of company, hierarchy or function. We believe that more capable leaders enhance the growth and development of their teams.

The Programme has been structured into five levels to cover all functions which, directly or indirectly and with different focal points for action, lead teams and/or people. This programme supports employees as they progress from Team Leader positions to roles such as Specialist, Coordinator, Management, and Senior Management. In 2024, there were 15 courses associated with this programme with 68 admissions for Specialists (1 940 hours), 42 Directors (765 hours), 3 Top Managers (38 hours), 28 operatives (443 hours), and 193 Technicians (2 851 hours).



Language Programme

The purpose of the **Language** Programme is to contribute to the development of linguistic skills for Group employees. There are currently training options in English and Portuguese. The existing offers are provided by external entities, in various arrangements: online, face-to-face, or mixed. The company pays all or part of the costs, depending on criteria and results from the performance review. In 2024, there were 14 registrations, 8 of whom completed their training totalling of 888 hours.

Blubox

The Academy also provided a **Blubox** for classroom training, located at the Lisbon Base. This training centre is fit for 10 to 12 trainees. There were 40 training sessions in this room, for 441 trainees, corresponding to 1 481 hours of training



We believe that employee satisfaction, motivation and recognition are fundamental to our success.

**This year we provided 138 203 hours of training sessions, attended by 5 888 FTEs (Full Time Equivalents).**

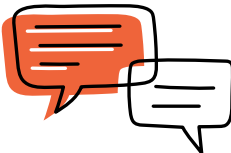
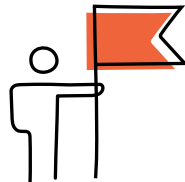


Performance management

4.1.1. Employee Management and Development

As part of the Career Management programme, our employees in a technical or management and operational career, and who have a minimum of six months’ seniority, are evaluated according to professional categories. These evaluations include a top-down approach, a self-review component and a 360° component, in which the employee can identify contributors to provide feedback on their performance.

The performance appraisal is performed annually at all Group companies, with the following objectives:

	Promote a process of constructive feedback. the “feedback conversation”
	Knowing the level of competence and performance of employees
	Identify and improve employess’ (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

We promote a culture of feedback and follow-up, with a view towards growth, improvement and continuous support, in addition to the investment we make in training our employees. We believe that by enabling people to face the challenges of professional life, through the sharing and development of knowledge and skills, we can contribute to a sustained, capable and motivated community.



## Organisational Recognition and Merit Programme

Performance is important and so is Recognition!

The **Organisational Recognition and Merit Programme** makes it possible to recognise and reward employees who stand out in the Group for their performance, behaviour and contributions.

There are three types of initiative in this programme: ElogiArte, + Valor, and Mestre Casais.

**ElogiArte** allows all Casais Group employees to recognise/praise their colleagues within the Organisation, without any hierarchical relationship restrictions. The number of praises is unlimited and they can be awarded throughout the year, when there are concrete facts for their award as they refer to one of the 16 categories available. At the end of the ElogiArte period, prizes are awarded to the employees who have received the most commendations. In the 2023/2024 cycle, 3 701 praises were awarded to our employees (an increase of 37% over the previous cycle) and 119 prizes were distributed.

The **+ Valor** initiative aims to reward value creation in the Casais Group. It allows managers to reward and highlight the excellence of employees in their hierarchical structure or elsewhere within the Group, taking into account Casais' Values. Applications are analysed by the corporate Human Resources department and submitted for validation 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 a review of their impact on the organisation. This year, 11 applications were submitted.

The **Mestre Casais** Award is an initiative that rewards work and projects in the categories of Engineering (Construction Processes), Management Processes, Innovation, Research and Development, which have been developed within the Organisation. Any team in the Group can apply for this award, which will be assessed by the board of directors and a select external jury.

In 2024, nine applications were submitted, and the jury was composed of the Board of Directors at the Casais Group and two external members, Mr. José Mendes (Mestre Casais Foundation) and Mr. Eduardo Netto Almeida (Lantia).





**Organisational Climate Study  
– Great Place to Work**

We consider it essential to measure the organisational environment and verify whether people management practices are aligned with the needs and expectations of our employees. This analysis is conducted through an anonymous survey on the organisational climate, segmenting work environment variables into five major areas (Credibility, Respect, Impartiality, Pride and Camaraderie), followed by an audit from People Management Practices, with the goal to assess the quality of policies and practices, comparing them with the answers obtained in the survey. This study is applied every two years in order to prepare an action plan in time for a new review cycle. This plan is implemented impartially, using a neutral external entity and global review standards, and is applied to all geographic regions and positions, from the operational role to the administrative one. We participated in 2021 and did so again in 2023. In 2023, we were awarded the title of “**Great Place to Work**”, valid for 2024, and we achieved 76% in the General Satisfaction Review indicator, with a total of 1 294 responses. This number is considered representative given that the criterion for being able to respond is having worked for the company for at least six months. The involvement and the results therefore reflect a significant percentage of the eligible employee universe. The next study will take place in September 2025.





We believe that valuing people involves empowerment and recognition through a fair remuneration policy. This ambition is reflected in our commitment to guarantee a minimum annual remuneration within the Group that is 10% higher than the national minimum wage in each of the countries where we operate.

We have a Remuneration Committee composed of the Human Resources Department and two members from the Board of Directors. We are developing, with an external partner, a remuneration policy with respective salary bands and a geographical mobility policy within the Group. The purpose of this model is to guarantee pay equity, using a formalised reference matrix to guide departments and Human Resource (HR) teams in the classification of positions and definition of wages as a merit recognition policy, taking market practices into account. The Group also has a variable remuneration model, based on specific criteria for awarding bonuses, such as the result of evaluations and meeting objectives, with the aim of aligning the objectives and results from employees with those in the Organisation.

Furthermore, we have other working practices and conditions aimed at employee satisfaction and motivation.

We have a Remote Working Policy, which establishes the hybrid model for companies in Portugal.

With the goal to define parameters for any travel or accommodation in service of the Group, the Travel and Accommodation Policy was defined.

In 2024, a mobility reward model was implemented for core work functions in order to recognise the effort and flexibility required to work away from home.

Recognising the importance of the time available to study, travel or even rest beyond holiday periods, the possibility of taking paid sabbatical leave was implemented as a benefit, subject to established criteria. This promotes a better balance between professional and private life, aware of the importance of providing options so that everyone can maximise their well-being.





### Employee Support Service

Promoting employee well-being and improving work-life balance are ideals that have been progressively incorporated into the Casais Group, taking on the responsibility of guaranteeing the necessary tools for quality of life at work and beyond. We established a support service for all employees that gives them access to an in-house technical team in order to monitor and resolve personal, financial and legal matters.

The employee Support Service is available in three main departments:



- > **Human Resources**, where the aim is to provide assistance in personal matters, guaranteeing adequate support for employees' individual needs. This is being progressively assured by the Life Plan programme, which provides support for physical, mental and family health.
- > **Financial**, offering assistance to our employees in areas such as filing of IRS, insurance and banking forms, with the purpose to facilitate and clarify any doubts that may arise.
- > **Legal**, covering a wide range of legal matters, ensuring that employees receive expert advice on, for example, lease agreements, promissory purchase and sale agreements, clarification on inheritance matters, authorisations for minors to travel, or any other type of advice they may need in these types of matters.

These services are free of charge and conducted under total confidentiality, ensuring the privacy of employees.

**Monthly Pass and Pre-purchased ticket for commuting to work**

In addition to the policies developed to create attractive conditions that motivate employees to stay with the company (described above), as part of the Braga Business Mobility Pact (BBMP), a partnership was created between TUB (Braga Urban Transport) and Casais, so that Braga employees can travel to work by means of public transport. An existing route was adapted to include a stop at Casais headquarters. An increase in the availability of buses in the early morning and at the end of the day was also negotiated, allowing it to be more in line with working hours.

Casais now covers the cost of recharging monthly passes or pre-purchased tickets for employees who want to use this service.





We also want our employees to feel integrated and that sharing transcends the transactional work relationship. As such, we have organised multiple group activities.

### The group cultural and recreational activities programme

Activities are organised throughout the Group to promote a good professional and social environment for employees, so that they feel motivated, integrated into the Group and share the same company spirit. In 2024, the following actions were implemented:

- > Futsal, football, golf and table tennis tournaments and other physical activities - Gymnastics, Runs and Walks;
- > Celebrating the Anniversaries for Group companies;
- > Gatherings for festive dates - Arraial 2024, Children's Christmas party, Christmas and end-of-year parties;
- > Celebration of special days: Family Day, Father's Day, Labour Day, Independence Day, Women's Day, Children's Day, World Health Day, World Food Day, World Hello Day, World Fight Against Obesity Day, Thanksgiving Day and July 4 (Independence Day in the USA);
- > Meetings outside of working hours: After work 2024 - We work together, we toast together! This was the motto for After Work, which took place in Braga, Porto, Lisbon and the Algarve and was attended by more than 500 employees. Get together lunches on the beach were also provided for operational employees in Angola.







Association of Casais Group Employees

The **Association of Casais Group Employees** (ACGE) is a non-profit association whose aim is to promote humanism, cohesion, an incentive to play sports and keep in touch with nature.

Multiple events were held in 2024: In April, a four-day expedition to the Peaks of Europe; in June, participation in the Black Pig Race (8th Casais a Correr obstacle race) in Braga; in July at the 9<sup>th</sup> edition of Sunset in Ofir and the “Decelerate and Recharge” challenge was added in which employees collected around a thousand items of rubbish along the 10 km route; a 45 km mountain bike ride between the Tibães Monastery and São Bento da Porta Aberta (Gerês); in September, the 9th edition of the São Bentinho Walk in Gerês: a night walk along rural and mountain trails for 31 km; and in November the celebration of St. Martin’s Day at the headquarters in Braga.





Let's Team Up

**Let's Team Up** is an initiative for employees across the Group, which aims to encourage team gatherings/activities to strengthen team spirit, cohesion and employee motivation, offer moments of relaxation as well as propagate the mission, values, and culture at the Casais Group.

The initiative is annual and the company offers a fixed amount per person, to carry out the activities selected by the teams. Some examples of the activities selected by the teams this year were: group dynamics in various adventure parks, climbing, paintball, jumping on trampolines, foosball, hiking, escape rooms, buggy rides, visiting an orphanage and planting trees.





### 4.1.2 Safety, Health and Well-being

**At Casais, we believe that safety is more than a practice - it's a principle rooted in each person's conscience.** Although it starts with each one of us, only through collaboration, knowledge, rigorous planning and constant preparation can we create a truly safe working environment.

Occupational Health and Safety (OHS) planning is supervised by the Prevention and Safety Department (PSD). This corporate department is independent and acts as an advisory body in all business departments and inside all Group companies. It collaborates with the countries and companies that have a Prevention and Safety structure and, in markets or business contexts where no such structure exists, it provides technical assistance according to the requirements of the Client/Market.

The Occupational Health and Safety Management System (OHSMS) has been implemented in Portugal, Angola and Gibraltar. The OHSMS has been certified to OHSAS 18001 (since 2007) and ISO 45001 (since 2020) at Casais EC and Opertec. The Integrated Management System has been certified under ISO 45001, 14001 and 9001 for Carpinangola and Metalser since 2024. For the rest of Angola and other markets, practices from the various certified systems are adopted, updated in line with the concepts and standard premises from ISO 45001 and other locally applicable norms.

The implementation of the OHSMS is based on these principles:





Occupational Health and Safety

In a demanding and constantly changing sector, we promote a solid culture of prevention and safety, with a commitment to fulfil and exceed expectations in the creation of safe and healthy work environments.

In 2018, the General Safety Committee (GSC) was created, a strategic body directly linked to the Board of Directors, which defines all strategies and guidelines in the area of Safety and Health, and which meets at least quarterly.



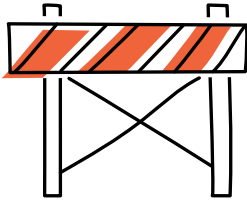

Directly linked to the General Safety Committee are the Safety Committees for each project, comprised of the Project Manager, the Prevention and Safety Department, worker representatives, subcontractors and partner companies. These committees meet monthly to define strategies and work planning, implementing the General Committee’s guidelines on a daily basis.

In addition, we have set up a Global Safety Committee, which brings together safety managers and technicians from each country on an annual basis, with the aim of sharing best practices implemented in each market and aligning the maturity of our Group as a whole in terms of safety on construction sites.

The Prevention and Safety Departments in the various markets monitor activities, conduct technical visits to construction sites and audits, where they supervise and monitor health and safety conditions, identifying any opportunities for improvement. Whenever necessary, we ensure the presence of internal or external OSH technicians on all our construction sites, as a way of guaranteeing the safety and well-being of our employees.

All companies in the Casais Group comply with legal, regulatory and technical requirements and in accordance with the legal framework of each market, namely through the preparation of a Health and Safety Plan (HSP) for each project, or other documents of a similar scope. These plans are prepared and implemented internally or contracted out to external entities, depending on the market, and aim to identify any potential hazards on site, assess the risks associated with these hazards and define the actions to be taken in the event of emergencies.

Occupational Health is 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.

### Zero fatal accidents in 2024

All employees are covered by personal accident insurance.

In terms of employee health surveillance, the Casais Group offers solutions in various markets, internal and/or external, provided they are accredited by official authorities, to ensure that employee health is monitored and, in this way, prevent the development of possible occupational illnesses.

Given that we operate in different geographic regions, the health plan must be adapted to the circumstances in each market. In Angola, for example, we also have a Health Protection Plan for tropical diseases, and we hold communication and awareness-raising sessions, through preventive public health programmes (e.g. HIV), tropical diseases (e.g. malaria) or exposure to risk agents in relation to local biodiversity (e.g. snakes, spiders), which are widely publicised in safety information displays.

The occupational health service performs health examinations in accordance with the laws in each market: by appointment, periodically, occasionally and, in some cases, upon dismissals.

### Recognising that awareness and knowledge are fundamental for promoting safety and health at work, we invest significantly in training our employees.

Ongoing training in health and safety is vital to strengthening our culture of prevention, and it is also important to promote better physical conditions in the facilities and health services available to employees.

The area of OSH training is integrated into two distinct elements: the first, in the Corporate Training Plan, provides a framework for the career development of OSH professionals, especially in regard to the need for technical specialisation. The second element concerns the need to ensure compliance with the regulatory and technical safety requirements in construction, integrated into the Health and Safety Plans developed for each project. The fundamental aim of this aspect is to guarantee the necessary training and information, so that employees know the established work procedures and are aware of the prevention measures needed to mitigate any occupational risks to which they may be exposed.

Our Training and Information Policy for employees on site aims to cover the needs for all duties and activities they perform as well as the positions they hold.



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Strategic Priorities



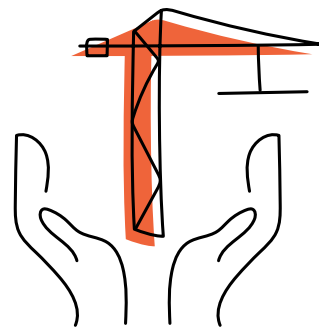
We offer the following main types of training:



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.

We promote activities related to Worker Health and Safety that range from training sessions to practices that promote accident prevention and mitigation. Here are some examples:

Safety Best Practice

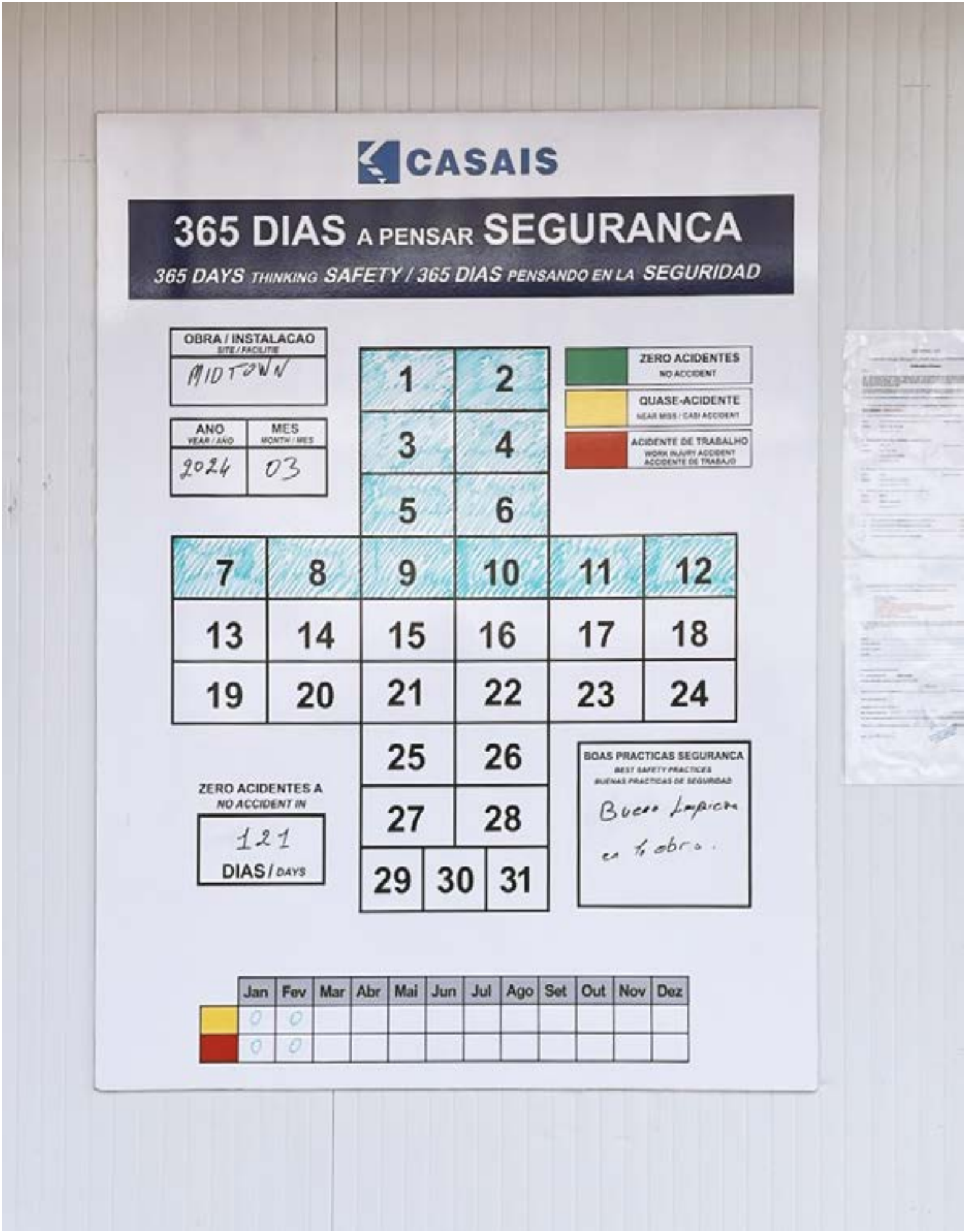
The “Safety Best Practice” programme in Gibraltar aims to periodically recognise and determine the employees who have implemented best practices or the best preventive behaviours by project over the course of the year. The aim is to promote the dissemination of practices that amplify our Culture of Prevention and Safety. In this year’s edition (6<sup>th</sup>), ten employees were honoured.





Safety Cross

As a way of sharing information related to accident metrics, the “**Safety Cross**” has been implemented in Gibraltar. This practice consists of identifying days with zero incidents, near misses, best practices and the number of consecutive days with zero incidents on the calendar in the shape of a cross and in different colours. The aim of this information is to promote and make employees aware of our zero-accident ambition.





### Technical Sessions on Safety and Health at Work

The **Technical Sessions on Occupational Health and Safety** are online and face-to-face, and their main objective is to reinforce the Culture of Safety and make employees aware of occupational risk prevention, promoting zero accidents and healthy workplaces.

There were two sessions in Lisbon and one in Braga:

- > In January, in Sacavém, on the topic, “Risk Behaviour and Commitment to Safety”;
- > In April, in Braga, on the topic, “Leadership in Safety vs. Risk Behaviour”;
- > In December, in Encarnação, on the topic, “New Challenges, the same Commitment, Zero Accidents”.

### Safety Ambassadors

**"Safety Ambassadors"** is an internal project created by 39 employees at the Casais Group, with the aim of spreading safety throughout the organisation, intervening whenever necessary in order to minimise and eliminate risks and potential accidents.

The mission of the Safety Ambassador consists of:

- > Disseminating and promoting the group's QESS policy;
- > Promoting safety conditions in their area of intervention;
- > Collaborating in the identification of risks and implementing preventive measures;
- > Encouraging new employees and partners to comply with prevention and safety standards;
- > Knowing the safety regulations of their activity and area of intervention;
- > Reporting unsafe situations.



### 5 minutes of Safety

The “**5 minutes of Safety**” initiative (responsibility of the Prevention and Safety Department), is performed daily and on location at each site. The initiative encourages open dialogue and participation from all internal and external employees in order to:

- > Share and raise their concerns in relation to Health and Safety;
- > Disseminate best practices to be adopted and improvements to implement;
- > Induce work teams to take certain preventive related to the operational activity planned for the day.

In addition to the main objective of promoting safety, the initiative also reinforces a sense of belonging and collective responsibility for safety and well-being, accompanied by open and transparent communication.



### Global Employee Survey

This survey, conducted annually, which is enshrined under legislation on Occupational Health and Safety (OSH) and in the ISO 45001 standard requirements, is aimed at consulting with all employees in the Casais Group, and is fundamental to understanding occupational risks and finding effective OSH solutions. It is also open to employee partners, subcontractors and other employees.

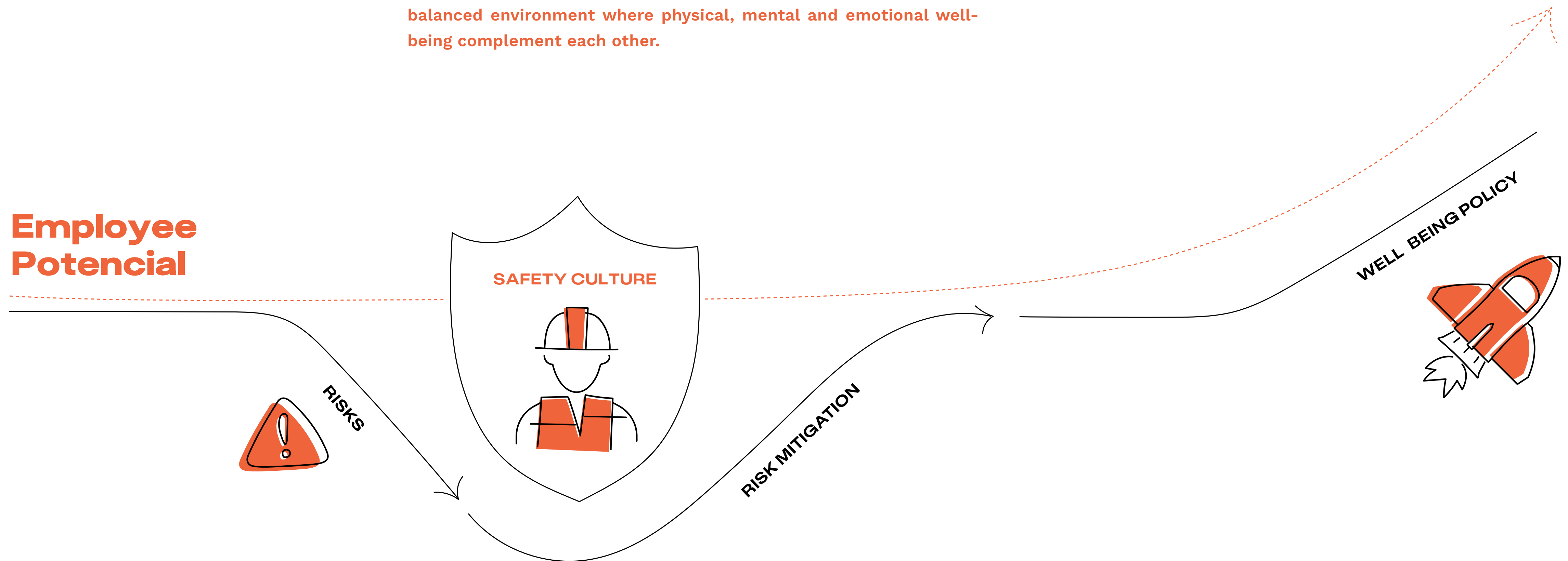




## Well-being at work

According to the World Health Organisation (WHO), “health” can be defined as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”. At Casais, a culture of safety is the foundation that guarantees each employee has the conditions to perform their work with confidence and stability. **But our commitment goes further. We want to provide a harmonious and balanced environment where physical, mental and emotional well-being complement each other.**

A place where each person feels valued, supported and motivated to do their best.



## Plano Vida

**Plano Vida** [Life Plan] is the programme dedicated to promoting a balance between an employee's professional and personal life, organising various initiatives focused on the health, well-being, happiness and quality of life for all employees.

The programme also offers a wide range of benefits and protocols with entities from different sectors, which guarantee more advantageous conditions, with the aim of improving their professional, personal and family lives. Plano Vida is also responsible for guaranteeing and providing a response for the Employee Support Service (see "Employee Management and Development"), within the scope of Human Resources.



The programme is structured along four core factors. Throughout 2024, the following activities were organised for each core factor:

- > **Mental health** – psychological support was made available to all employees and their immediate families (parents, children, siblings or spouses); "A conversation with..." sessions; workshops on stress management; publication of articles on the "Segue-me" internal communication channel;
- > **Nutrition** – free nutrition advice was made available to all employees; "A conversation with..." sessions; workshops on healthy eating; workshops on label reading; publication of articles on the "Segue-me" internal communication channel;
- > **Family** – "A conversation with..." sessions; + Mérito Programme, which rewards the children of employees who have the best school success; workshops on Personal Finances;
- > **Physical Health** – weekly yoga classes at the head office; weekly futsal training sessions in three locations (Braga, Lisbon and the Algarve); futsal and table tennis tournaments; office massage service; weekly live sessions on "Being Physically Healthy" and simultaneous occupational gymnastics sessions on work sites and at the head office, according to a script created for this purpose, and publication of articles on the "Segue-me" internal communication channel.



**Building psychological safety nets for employees**

On the 29<sup>th</sup> of November, the second day of the 11th edition of the Porto RH Meeting, we participated on the panel, “Building psychological safety nets for employees”. We shared a practical approach on how to reduce anxiety in the workplace, the impact of leadership on professional stress and the importance of creating psychological support networks within organisations. This is a fundamental topic for promoting healthier and more productive work environment.





### 4.1.3 Inclusion and Diversity

Cultural, religious and ethnic diversity is an unavoidable reality in a world that is increasingly interconnected and constantly changing. At Casais Group, this diversity is an integral part of our daily lives, reflected in the regions where we operate and the teams we build. **We believe that the coexistence of different cultures, beliefs and experiences enriches our organisation and expands our ability to understand and serve the communities where we operate.**

#### Zero cases of discrimination reported by 2024

We foster inclusive work environments, promoting an organisational culture that rejects any form of discrimination, bullying, defamation, harassment, violence or victimisation, whether based on gender, ethnicity, age, religion, sexual orientation, family status or any other factor. These principles are universal and communicated throughout the organisation and value chain. They are formalised in our Code of Business Ethics and Conduct, as well as in our Human and Labour Rights Policy.

We want everyone to feel welcomed, respected and valued. We know that when employees feel recognised and integrated, this feeling is positively reflected in their performance and in the relationships they establish with colleagues, clients, partners and communities.

Throughout 2024, four complaints were filed through channels that allow employees to raise their concerns (the Whistleblowing Channel), regarding incidents of discrimination. The complaints resulted in internal inquiries, and the cases were closed due to a lack of evidence for the alleged facts.

Labour turnover in the construction sector and its historical lack of attractiveness are well-known challenges. The response we have been building is based on the commitment to industrialisation, digitalisation and innovation, which open new doors for gender equity and the integration of different age groups. At the same time, we have been investing in retraining professionals, welcoming migrants and promoting the transition of employees from other sectors into construction. This approach contributes to the diversity of profiles and experiences and raises the perception of value in the role, transforming it into a more stable, qualified and socially-recognised career.

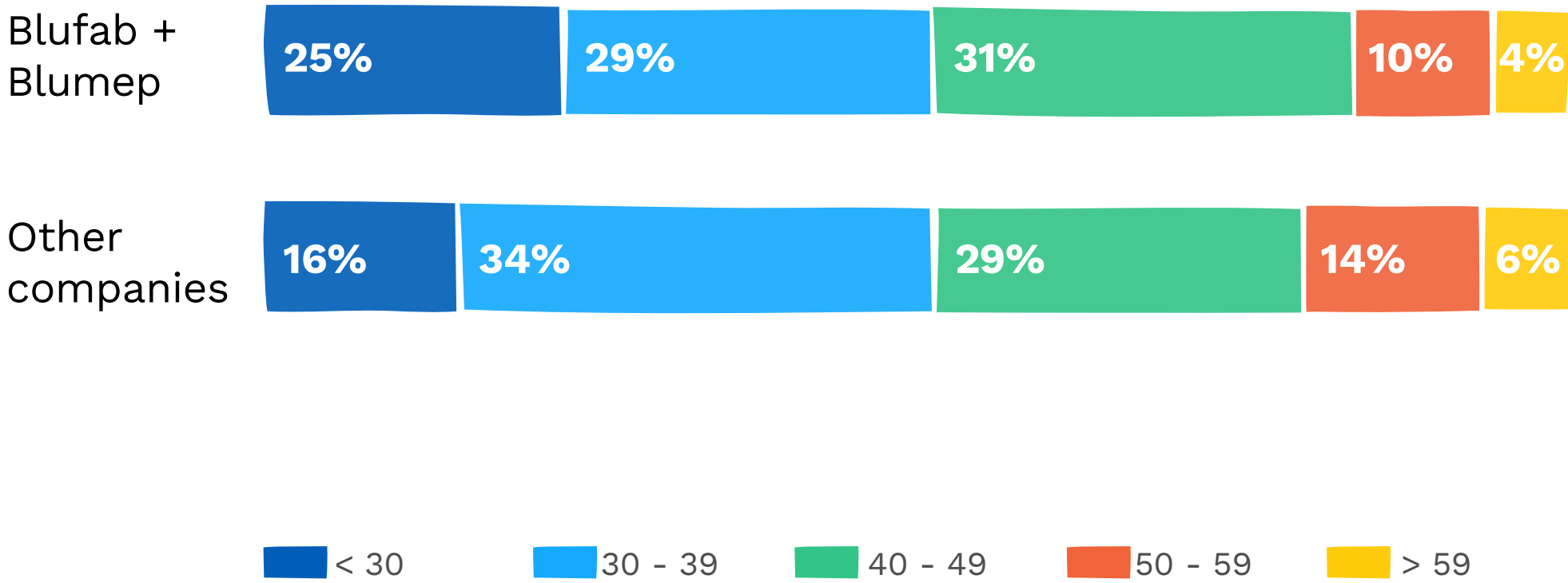




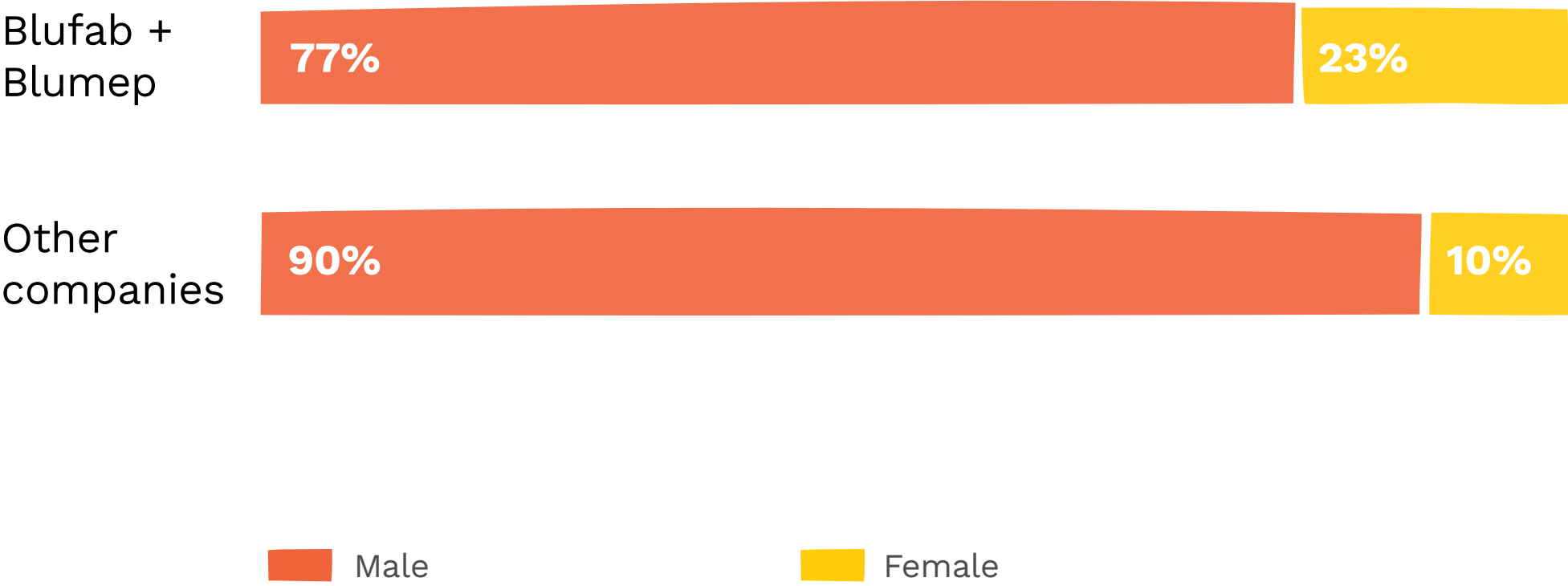


For example, our factory units, Blufab and Blumep, have a higher female representation than the Group average (23% compared to 10%). In terms of age, they also have a higher percentage of employees under the age of 30 (25% compared to 16%). These metrics show the inclusive potential of more controlled and technologically advanced working environments.

EMPLOYEES BY AGE GROUP (%)



EMPLOYEES BY GENDER (%)





Celebration of Women’s Day

The Angolan market celebrated a Women’s Day with various activities in three different locations: the head office, the Viana and the Benfica outposts.

Several sessions took place as well as a round-table discussion on equality in the corporate environment and the importance of the female workforce at the Casais Group in Angola, where experiences were shared, as it reflected on the progress made and the challenges still faced by women.

As a physical reminder of the day, a special mug was distributed to all the women on the team.





### International Recruitment

Faced with an increase in the volume of work and a shortage 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 identify suitable employees in the various countries where we operate. 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 local Human Resource teams or through partnerships established for this purpose.

When arriving in Portugal, employees are received and welcomed at their home base to complete the legalisation procedures, and once everything is in order, they are assigned to their respective projects. The Group conducts periodic reviews to track career progression of employees.

Around 97 employees from 8 different countries have been integrated into 5 group companies in Portugal. The requirements for the recruitment process are updated quarterly and the duration of the process varies depending on the country.





## 4.2

### ETHICAL AND COLLABORATIVE BUSINESS



At Casais, we believe that the impact of our work is strengthened by the joint efforts and shared commitment of everyone in our value chain. The convergence between employees, partners and communities allows us to respond to the expectations of our stakeholders and actively contribute to a fairer and more balanced society.

The “**Ethical and Collaborative Business**” strategic axis reflects our commitment to conducting business with integrity, responsibility and respect for human rights.

We also seek to make a positive contribution to the communities in which we operate, focusing on local recruitment and the sustainable use of natural resources. We establish partnerships with associations, universities and other entities to strengthen our role as an active agent in promoting collective well-being.

At Casais, we conduct our business ethically, in collaboration with our partners, because we believe that this is the only way we can generate sustainable and lasting value for everyone.



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Strategic Priorities





To this end, we have defined three ambitions, which are embodied in eight commitments:

Ambition	Commitment	Metric	Commitment Progress				Target			
			2021	2022	2023	2024	2025	2026	2027	Permanent
All suppliers aligned and engaged with the Casais ESG ambition	Achieve 100% of critical suppliers assessed on the basis of environmental and/or social criteria, annually, by 2025.	Critical suppliers assessed on the basis of environmental and/or social criteria /Total number of critical suppliers	<div><div></div></div> 100 % 80 % 60 % 40 % 20 % 0 %	Start of commitment	0%	0%	Review dependent on the implementation of the platform planned for 2025, including 250 suppliers considered critical	100%		
	Make all suppliers aware of ESG topics at least annually, starting in 2023.	Number of suppliers made aware/Total suppliers	<div><div></div></div> 100 % 80 % 60 % 40 % 20 % 0 %	Start of commitment	Sustainable Procurement Strategy was shared in an unstructured manner	100% e-mail sent to 4682 suppliers in early 2024	1st edition of the Casais Partner Meeting and Sharing the Procurement Plan and Supplier Code of Conduct documents by e-mail to all registered suppliers			
	Recommend improvement measures for a minimum of 10 suppliers to whom the potential for improvement has been identified, starting in 2025.	Number of suppliers to who improvement measures have been recommended	<div><div></div></div> 10 8 6 4 2 0	Start of commitment	Not started	Not yet started	Improvement action plan for 1 supplier to whom opportunities for improvement have been identified	10		
Incorporate ESG criteria into all own significant investments	Incorporate ESG criteria into all own significant investments (from €5M), starting in 2024.	Own significant investments (from €5M) that incorporate ESG criteria/Total number of own significant investments (from 5M€)	<div><div></div></div> 100 % 80 % 60 % 40 % 20 % 0 %	Start of commitment	83%	100%	100% 0% Only own significant investment			
	Incorporate ESG criteria into the review for the acceptance of large projects (from €15M), starting in 2025.	Large projects (from €15M) that have incorporated ESG criteria/Total number of large projects (from €15M)	<div><div></div></div> 100 % 80 % 60 % 40 % 20 % 0 %	Start of commitment	we have not had projects over €15M	39%	87%	100%		
	Ensure positive prioritisation for suppliers and service providers based on proximity to the construction site from 2024 onwards.	Volume of purchases from local suppliers (from the same market as the Group company)/Total volume of purchases	<div><div></div></div> 100 % 80 % 60 % 40 % 20 % 0 %	Start of commitment	83%	85%	100% 89%*			
Zero tolerance of corruption in all geographic regions	Implement periodic corruption risk reviews under the terms approved as part of the ISO 37001 certification process.	Under analysis	<div><div></div></div> 50 40 30 20 10 0	Start of commitment	During the process of implementing the standard for 2023 and subsequent evaluation of the commitment	Process intended to implement the ISO 37001 standard at an advanced stage for pre-certification	ISO 37001 standard in the pre-certification stage. Plan for the Prevention of Corruption Risks and Related Offences implemented with six-monthly evaluation reports			
	Implement and maintain an anonymous reporting system for suspected corruption available to all employees, starting in 2022.	Implementation of the anonymous reporting system		App +Alert	Whistle-blowing	Commitment accomplished	Commitment accomplished			

\*Excludes the Spanish market and Operplano  
Note: The report has grown in scope each year: it covered 2 companies in 2021, 17 in 2022, 51 in 2023 and 70 in 2024.

### 4.2.1 Ethics and Compliance

**Ethics and integrity are fundamental pillars in the Casais Group culture, reflecting our commitment to conduct business and build relationships based on trust and mutual respect.**

In a sector full of challenges, where we are present in different geographical regions and interact with a complex network of suppliers and partners, it is essential to adopt practices that guarantee transparency and compliance in all operations. We believe that trust is built through coherence between our values and our actions, by promoting an upstanding working environment and exemplary business conduct. Compliance matters are managed by the Ethics Committee and the Compliance Department, which ensure that all environmental, social and economic compliance procedures are integrated into the Group, with mechanisms and controls for managing and/or mitigating the risks associated with the sector.

The Ethics Committee, established by the board of directors is composed of three members - one internal and two external and independent - thereby ensuring integrity and ethical conduct with company activities and in the behaviour of its employees. Created on approval from the first Code of Ethics and Business Conduct by the Board of Directors, this committee guides decision-making in accordance with company principles, values and standards, both internally and in relations with external entities and partners. In the event of conflicts of interest, the members from the Board of Directors are required to inform the Chairperson of the Ethics Committee who, together with the other members not involved, analyse the situation and propose an appropriate solution.

As mentioned above, to ensure uprightness, transparency in operations, and the alignment of everyone towards exemplary behaviour, a first version of the Code of Business Ethics and Conduct was developed in 2016, with a review in 2020 and again at the end of 2024. This document is applicable to all employees, regardless of their function or location in the Group, including members of the Board of Directors. This Code of Business Principles and Standards identifies values, the mission, and defines the “ethical conscience”, which in its wake establishes and encourages ethical conduct and behaviour within the organisation and in its relationship with other employees as well as external relations with clients, suppliers and all third parties that are directly or indirectly part of its activity. **We believe that acting with integrity is not just a legal obligation, but an essential factor for the long-term sustainability and credibility of our Group.**

There are four channels for reporting concerns and seeking advice. If employees need clarification or need to report any irregularities, they may use the e-mail [etica@casais.pt](mailto:etica@casais.pt), send mail by post or direct contact. If employees wish to file a complaint anonymously and confidentially, which guarantees protection for the whistleblower, employees can use the Whistleblowing Channel.



In September, implementation of the General Corruption Prevention Regime (GCPR) had begun at all Group companies and markets, reinforcing our commitment to compliance and integrity. Employee notification included an internal memo on the compliance programme implemented, namely the inclusion of a **Plan for the Prevention of Risks of Corruption and Related Offences** (PPR), updating the Code of Conduct, the Training Programme to start in 2025, the Whistleblowing Channel and the Officer Responsible for standard compliance .

At the same time, the **Integrity Guide** was partially revised as well, including a specific document for Business and Financial Directors, as these are positions that are more susceptible/exposed to the risk of corruption. These documents, as well as the **Code of Business Ethics and Conduct** are available on the intranet and on our website in three languages (Portuguese, English and French).

The combination of all these instruments and the appointment of the officer responsible for compliance are fundamental steps in the implementation of ISO 37001. For Casais EC, this process is at an advanced stage for pre-certification and, as a Group, we want the rest of our companies to be aligned with the same practices. By implementing ISO 37001, an international standard that establishes best practices related to the anti-corruption management system, Casais intends to demonstrate to its employees, the market in which it operates and the general public its commitment to preventing and combating the scourge of corruption. **Fighting and preventing corruption depends on each and every one of us! Together, we make a difference!**

Specific online training has been developed to ensure that the principles adopted in the code of conduct are communicated, understood and respected by all employees. In 2024, 378 employees received this training and those who joined the Group signed the code of business ethics and conduct. On the new Code version, training will take place in 2025, which will be available to all employees. The training programme on “Corruption and other related infractions”, which aims to provide knowledge on the policies and procedures for preventing corruption and other violations implemented in the organisation, will begin in 2025.

#### Zero cases of corruption identified by 2024





Creation of the Compliance Department

In September, the Compliance Department was created at the Casais Group, an initiative that reflects our ongoing commitment to the highest standards of ethics, integrity and corporate responsibility. This department is responsible for implementing, monitoring and ensuring compliance with internal policies, applicable legislation and international standards for best practices, as well as promoting an organisational culture based on ethics and transparency and providing support to all Group departments, guiding them in identifying and mitigating legal and regulatory risks.

This department was communicated to employees via an internal memo and through the Group’s internal communication channel - the “Segue-me” newsletter.





### **Disclosure of information and raising employee awareness about ethics, compliance, corruption and bribery matters**

Articles on ethics, compliance, corruption and bribery were written through internal communication channels.

In June, an article entitled, “The link between compliance and corruption” was published in the technical knowledge bulletin, O Engenho. The aim of this publication was to introduce employees to the concept of compliance, the link between compliance and corruption, and the importance of implementing anti-corruption systems in companies.

Another communication channel, the “Segue-me” newsletter, published five articles on topics regarding compliance, corruption and bribery: In September, an article that conveyed the existence of the whistleblowing channel and explaining that reporting is anonymous and confidential; in October two articles were published: an article recalling the prohibition of any bribery or provision of undue advantage, with an explanation of

where and how to report it, and the second article on the concept of “Conflict of Interest”, explaining what it is, presenting some example situations and what to do if you find yourself with a conflict of interest; in December, on International Anti-Corruption Day, an article explaining what corruption is, its effects on society and companies, the Casais commitment and the role of employees in line with this commitment, in the fight against corruption and how to report it if there are suspicions. Also in December, another article entitled, “Respectful work environment: Preventing, combating and eliminating discrimination at work”. This publication aims to explain what discrimination is, with examples of discriminatory behaviour and how to report it. It also emphasises the zero tolerance policy towards discrimination.



**Raising employee awareness on the issue of Anti-Violence and Harassment**

In November, an article entitled “Eliminating violence against women: what law?” was published in the technical knowledge bulletin, O Engenho. The aim of this publication was to raise employee awareness on the issue of anti-violence and harassment in the workplace, as well as to raise awareness of victims’ rights and protection under Portuguese law.

On another of the Group’s internal communication channels, the “Segue-me” newsletter, two articles on harassment were published. One was entitled, “Disrespectful work environment. Preventing, combating and eliminating bullying in the workplace”, and the other, “Say No to Sexual Harassment in the Workplace”. Both explain what harassment is (moral or sexual), how to recognise attitudes that entail moral or sexual harassment and how to report it.



### 4.2.2 Human Rights

**Human rights are the foundation of our Organisation, representing a non-negotiable commitment to values that transcend borders, cultures and ideologies. They are core principles that are protected and respected under all circumstances.**

Human rights management is implemented by the Human Resources Department, across all the countries in which we operate.

In 2023, we formalised the **Group's Human and Labour Rights Policy**, approved by the Global EC, reinforcing our commitment to promoting, respecting and protecting human rights and ensuring that we are not complicit in any violation of them. This commitment extends to employees, suppliers, partners and clients, in all our activities and markets, and is available in Portuguese and English, both on the company website and on the intranet.

This policy is based on internationally recognised principles and standards, namely: The International Bill of Human Rights, which includes the Universal Declaration of Human Rights from the United Nations (1948), the International Covenant on Civil and Political Rights (1966) and the International Covenant on Economic, Social and Cultural Rights (1966); Conventions from the International Labour Organisation (ILO) on the fundamental principles and rights at work; the United Nations Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

The principles adhered to by the Group, and which are reflected in the policy, are:

- > Elimination of all forms of forced or compulsory labour, including human trafficking;
- > Effective abolition of child labour;
- > Elimination of discrimination in employment and occupation;
- > Freedom of association and recognition of the right to collective bargaining;
- > Protection of health and safety at work;
- > Inclusion and Non-discrimination<sup>1</sup>.

Operating in a global and diverse sector such as construction, we are aware of the risks associated with practices such as child labour, informality and job insecurity. To avoid these situations, we have adopted a rigorous approach, implementing control mechanisms that ensure these practices do not and will not take place at Casais, mitigating the risk of incidents of forced or compulsory labour and the significant risk of using child labour.

<sup>1</sup>Do not tolerate any form of harassment, discrimination, bullying, defamation, violence or victimization on the basis of race, ethnicity, color, nationality, social origin, gender, gender identity, age, religion, disability, family status, sexual orientation, political beliefs, hierarchical power or any other grounds..

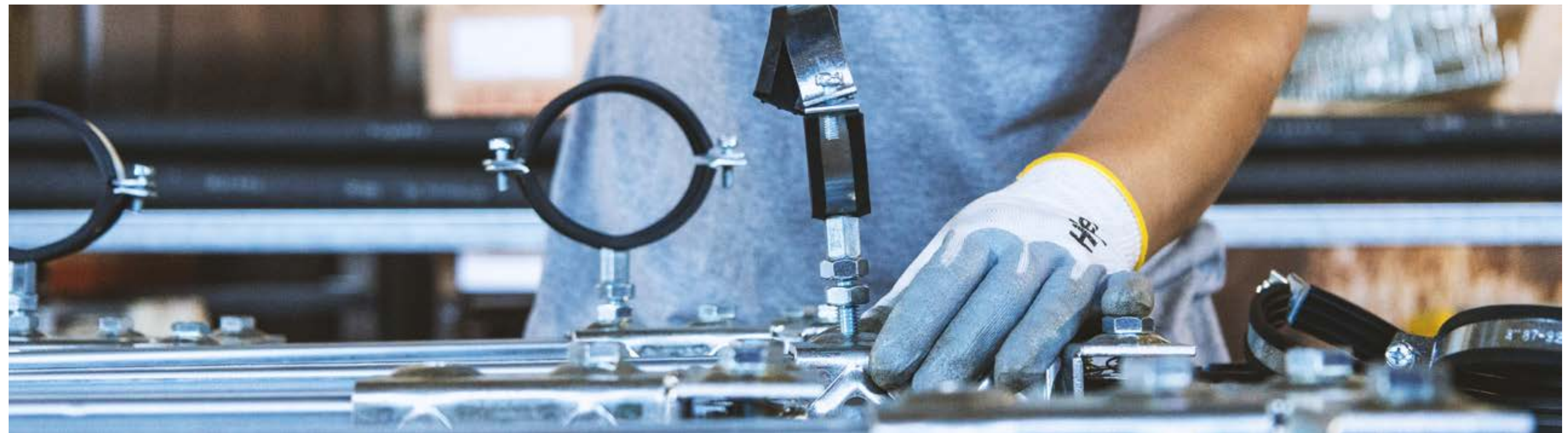
**Zero incidents of child labour, forced labour or slave labour in 2024**

All employees in the countries covered by the report, including subcontractors, must register with the legally required institutions and entities and be over the minimum age. We implemented an obligation to monitor and verify all documentation from new employees before entering the site, whether external or internal. The same happens when a new subcontractor joins.

All new employment contracts mention the concern for human rights and the obligation to fully comply with labour law. The onboarding process and the written contract are in the language of the country where the work is performed. We also provide translation into another language if the employee is a foreigner.

In addition to our internal commitment to respecting human rights, we demand the same from our partners in our operations. We have therefore integrated the principles of respect for human rights into our Code of Ethics and Conduct and created the Supplier Code of Conduct (see chapter “Value Chain Management”), ensuring that all our partners comply with our ethical and labour policies.

As a way of ensuring that our employees and other stakeholders can freely report any practice of harassment, discrimination or violation of human rights, including discrimination due to gender, gender identity or expression, marital status, race, ethnicity or nationality, disability, religion, sexual orientation, age or social status, a specific and confidential channel has been set up for this purpose - **the Whistleblowing Channel** (see the chapter on “Ethics and Compliance”).





### 4.2.3 Value Chain Management

Our value chain is extensive and complex. Upstream, we rely on suppliers of materials and equipment for construction, prefabricated buildings, machinery rental, specialised labour, logistics and transport. Supply contracts are generally established for each project, as part of longer-term commercial relationships. Downstream, depending on the area in which we operate, our clients may be public entities - especially for infrastructure construction and maintenance - or private clients, mainly in the construction and specialty project sector. As far as value chain management is concerned, we prioritise our local suppliers whenever possible. In the three largest markets, which account for 78% of turnover, we have the following figures as a percentage of local purchases: Portugal - 95%; Angola 85%; Gibraltar - 74%. This option is taken with the aim of mitigating the risk of non-compliance with deadlines, contributing to the development of the local economy, minimising environmental impacts and optimising business efficiency.

Supplier and sourcing management is implemented by the Global Sourcing Department, but purchasing policies, processes and procedures are carried out locally, following the Supplier Code of Conduct and the Sustainable Procurement Policy. These documents can be found on the Group's website, where we have a specific page for suppliers with the Supplier Code of Conduct in Portuguese, English, Spanish and French and the Sustainable Procurement Policy in Portuguese and English. Every year, an e-mail with these documents is sent to all suppliers in the SAP database.



**Sustainability is built together, with partners committed to a common purpose. That's why we invite everyone to join us in aligning their goals with our ESG principles.**

Supplier  
Code of  
Conduct

The Casais Group Supplier Code of Conduct sets out guidelines for suppliers, subcontractors and their representatives, based on ethical, legal and sustainability requirements. The main aim of this code is to select suppliers and subcontractors who share fundamental principles such as integrity, humanism, rigour, cooperation, honesty, transparency as well as environmental and social responsibility.

This code has an impact on all our operations, companies and markets, since we expect our suppliers, subcontractors and the companies with which we partner to show the highest respect for ethical rules, with the highest internationally accepted standards of ethical behaviour, demonstrating our commitment to conducting business in an ethical and legal manner.

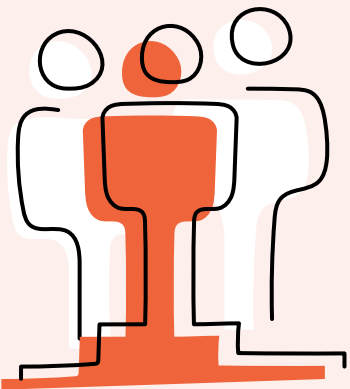
With this document we aim to build partnership relationships with suppliers and subcontractors who share our vision of the three fundamental pillars for more sustainable procurement:

ENVIRONMENTAL COMMITMENT



- » Carry out an active management in promoting biodiversity
- » Commitments in place to reduce pollutante missions
- » Commitments in place to reduce waste

SOCIAL AWARENESS



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

ECONOMIC RESPONSIBILITY



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





Our suppliers, subcontractors, and their representatives must act with respect for the environment and conduct their activities in such a way that they have the least impact on it. Where the impact on the environment is unavoidable, this impact should trigger concrete and compensatory measures. Our suppliers, subcontractors, and their representatives must respect human rights and equal opportunities in the workplace and offer equal opportunities without discrimination of any kind. They should also make efforts to ensure that minorities are representative in all roles within their organisation in an equal opportunity system. Suppliers and subcontractors are also required to comply with the requirements of any applicable non-discrimination legislation.

The stakeholders concerned must be committed to comply fully with this code of conduct and demonstrate compliance whenever requested. Upon subscription, the Casais Group can monitor and audit suppliers to ensure that the established principles are implemented. Our suppliers and subcontractors are responsible for ensuring that their representatives, suppliers and subcontractors understand and comply with this code and it is our expectation that they monitor the compliance.

Sustainable Procurement Strategy

The Casais Group’s Sustainable Procurement Strategy establishes guidelines to ensure that procurement practices are ethical, legal and environmentally responsible, in line with the company’s values and mission. This document emphasizes the importance of conducting business with transparency, professionalism, and respect for current laws and regulations. The aim is to ensure that suppliers and subcontractors share these principles, guaranteeing business practices that do not compromise the Group’s reputation. Both the plan and the supplier code of conduct highlight matters such as social responsibility, health and safety, environmentally responsible operations, partnership relations, industrialisation and digitalisation.

This plan reflects the Casais Group’s commitment to promote purchasing practices that contribute to a more sustainable and balanced future that respects the environment and society.







The evaluation phase is performed after the service and on various aspects, where information is gathered on on-time delivery, quality and technical capacity, price and financial capacity, relationships and commitment, plus safety and the environment. The results of this review categorise the suppliers into four groups and then actions are taken depending on the group, such as excluding the supplier (Unqualified Supplier) or creating an action plan with suggestions for improvement.

All of the Group's ISO 9001 certified companies have supplier review in place. For suppliers in the Casais Group, a risk review is also prepared, based on economic factors.

In addition to the review of suppliers, close monitoring is performed throughout the year to clarify any issues and also to maintain a relationship of proximity and trust. We recognise that suppliers, service providers and

subcontractors are key players in our business ecosystem, which is why we invest in strengthening and bringing these relationships closer together through multiple communication channels. We implement employee-awareness sessions, make the Casais News newsletter available, promote webinars and develop collaborative partnerships with subcontractors. On the supplier's page of the Group website we have included a Suggestions, Questions and Complaints Form, available to all partners and stakeholders who wish to share situations, questions or difficulties relative to their interactions with companies in the Casais Group.

Digitalisation is a core strategic element for optimising purchasing processes. We have therefore invested in implementing solutions such as catalogue purchasing, digital marketplaces, process automation and electronic invoicing, among other initiatives.





### 1<sup>st</sup> edition of the Casais Partners' Meeting

On June 6<sup>th</sup>, the **1<sup>st</sup> edition of the Casais Partners' Meeting** took place in Braga. The aim of this event was to bring together our suppliers, clients and employees in Portugal to discuss the challenges and opportunities facing the sector.

The topics covered at the event were: identifying changes in the sector; modular construction and CREE Buildings systems; showing the importance of collaboration between partners and their role in strengthening the Casais Ecosystem; presenting the Group's purchasing process; the IPD (Integrated Project Delivery) concept; the Group's sustainability and ESG practices; and the implications of the CSDDD (Corporate Sustainability Due Diligence Directive). There were also question-and-answer periods and, to finish, a networking lunch.

This event also had sustainability concerns/measures in its presentation, from the choice of a central location with a good access network, provision of programmes and online check-in, reuse of credential ribbons, selection of inclusive catering, with vegan options proportional to the number of participants, abolition of disposable bottles and plastics in addition to the donation of surplus food to ReFood [Food Bank].





### Stakeholder interviews

In the double materiality context under analysis, interviews were conducted with eight external strategic experts that have a profound and specialised level of knowledge in the field of sustainability and/or the sector. The interviews made it possible to understand interviewee perceptions on the Casais Group and the latter's vision of sustainability. The participants were also asked to choose five topics that had the greatest impact on the Group, explaining the rationale for their choices and making considerations about each sustainability topic and, if possible, identify the Group's impacts on the planet and on people.

### Meetings with suppliers and subcontractors

With the aim of clarifying doubts and maintaining a close and trusting relationship with our suppliers and subcontractors, meetings are organised throughout the year. In 2024 in Portugal, 27 visits were made to partners' premises, 88 meetings were held at the head office and 7 meetings were held via Teams. In addition to these meetings, 7 visits were made to construction sites.

### Webinars with partners

**ZWCAD Webinar Cycle** - five events for 114 participants, representing a training volume of 150 hours.

**Webinar Cycle with Arkance Tips & Tricks** - five sessions resulting in 96 hours of training for 86 participants.

**Other face-to-face sessions promoted in partnership** - 23 sessions for 339 trainees, corresponding to 988 hours.





### Participation in events

For the purpose of sharing knowledge with our stakeholders, we participated in meetings, forums and conferences. Here are some examples:

**Innovation** - 8<sup>th</sup> edition of “PRINSE’24” in Finland; at the “Green Real Estate & Construction Shapers 2024” Conference, on the Green Construction Outlook panel in Lisbon; we organised an event in Brussels entitled, “Innovative Technical Solutions”; “Exploring the full potential of teams through data management” conference at BIM World Paris; we promoted the first edition of the “Forum for Technological and Human Innovation (FITH 2024)” in Guimarães; SAPHIRE 2024, in Barcelona; at “SAP Select 2024” in Berlin; at Concreta 2024 in Porto, on the panel “Paths to Digitalisation in Construction”;

**Industrialisation** - at the “1st Industrialisation Congress” in Madrid on the panel “Mixed models in industrialised construction: another successful model”; at the “1st edition of Lisbon Urban Rehabilitation Week”; at the “13th National Congress of Seismology and Seismic Engineering” at the University of Minho; at the “Civil Engineering Congress” held at the University of Trás-os-Montes and Alto Douro; at the Public Knowledge Sharing session of the 24<sup>th</sup> Edition of the BIM Course in Lisbon; at the “5th Luso-Brazilian Congress of Sustainable Construction Materials” in Lisbon; at the “12<sup>th</sup> Porto Urban Rehabilitation Week”; at the “Fourth Meeting of the Committee of Experts” held in Madrid;

**Safety, Health, and Well-being** - at the “XXII Seminar on Business Sciences” in Porto; at the “Careers Fair Gibraltar 2024” in Gibraltar; at the “HR Meeting 2024” in Porto; at the Casais Group, on the panel “Building psychological safety nets for employees”; at the Seminar on the European Campaign for the Prevention of Work-Related Accidents, held in Penafiel;

**ESG** - Conference “Generating with Purpose: ESG for SMEs” in Braga; the Casais Group was presented as a case study at AESE Business School, focusing on the internationalisation process, the succession process in a family business, training and attracting talent and the ESG strategy; at the first “TECH 4 Sustainability” conference, held in Porto on the topic, “Building a Circular Future”; invited to speak about the journey to sustainability at the “From Export to Global Integration” course; at the round table “The changing world, public policies and the role of companies” at the 7<sup>th</sup> edition of the Sustainability Executive Programme: A Corporate Journey.





Cycle of conferences



The Casais Group partnered to organise a cycle of conferences in 2024. This cycle consisted of three conferences on the topics of “Digital Transformation in the Construction Sector” on the 9<sup>th</sup> of October in Guimarães, “Accelerating Housing Construction” on the 15<sup>th</sup> of October in Lisbon and “Functional Design: the challenger of change” on the 15<sup>th</sup> of November in Barcelos. In addition to the participation of the Group’s CEO, these conferences were attended by other members of the Group and external guests who are experts and leaders in the sector. The aim of this cycle was to explore and debate the topics concerning the digital transition in the construction sector, industrialisation, career retraining, productivity, innovative and sustainable solutions to transform the future of housing construction and the link between industry and academia as an essential tool to meet the growing challenges in the construction sector.





### Casais España is a member of the Clúster de la Edificación

Since June we have been members of the Clúster de la Edificación, a non-profit association made up of companies, universities, and research centres. This cluster has several lines of action: Training and employment, rehabilitation works, digital transformation, lean construction, industrialisation and environmental sustainability, with the aim of innovating in the construction of existing buildings or new structures and creating better urban environments.

### Partnership in a project with BUILT CoLAB

In May, a project was set up in collaboration with BUILT CoLAB to develop BIM support software designed to increase efficiency and accuracy in all phases of modular construction projects. This joint project aims to promote innovation and digitalisation, with a focus on optimising processes through advanced digital tools.

### Casais Group and Secil launch KREAR joint venture

In May, Casais Group and Secil joined forces to launch KREAR, a joint venture whose ambition is to take a significant step towards transforming the construction sector. With an innovative production unit in Estarreja, this new company aims to drive a more sustainable future by offering innovative industrialised construction solutions. The aim is to develop more efficient, safer and healthier buildings, guaranteeing high quality standards and greater flexibility in both design and use.

KREAR develops commercial projects - both private and public - in the building segment with a focus on housing. The Portuguese market is currently the main destination for these solutions. However, the company is developing its global integration strategy, looking at markets such as Spain and France.





### The Casais Group and the National Laboratory of Civil Engineering sign Collaboration Protocol

In July, a collaboration protocol was signed with the National Civil Engineering Laboratory (LNCE), the aim of which is to develop joint studies and research projects.

This protocol strengthens research and development, in line with efforts to modernise the AECO - Architecture, Engineering, Construction and Operation - sector, making it more competitive and sustainable.





### Foundation in the Construction Sector

In July, the Public Presentation and Inauguration Ceremony for the new Construction Foundation took place, of which the Casais Group is a founding member.

The **Construction Foundation**'s mission is to promote excellence and innovation in the sector, providing a space for debate and collaboration between the various players involved. This initiative brings together the Engineers', Architects' and Economists' Guilds and 14 leading companies in the sector.

Its main objectives include the creation of a Construction Observatory, which will make it possible to track trends in the sector, and the implementation of studies that can support political decision-making in strategic matters, such as the National Railway and Water Plans, the National Irrigation Plan and the development of airport solutions. The Foundation also aims to encourage a more active involvement of civil society in defining strategies for the sector, as well as strengthening regulation and professional qualifications.

The Construction Foundation positions itself as an aggregating agent, promoting territorial cohesion, economic development and modernisation in the sector, with a constant focus on innovation and sustainability.





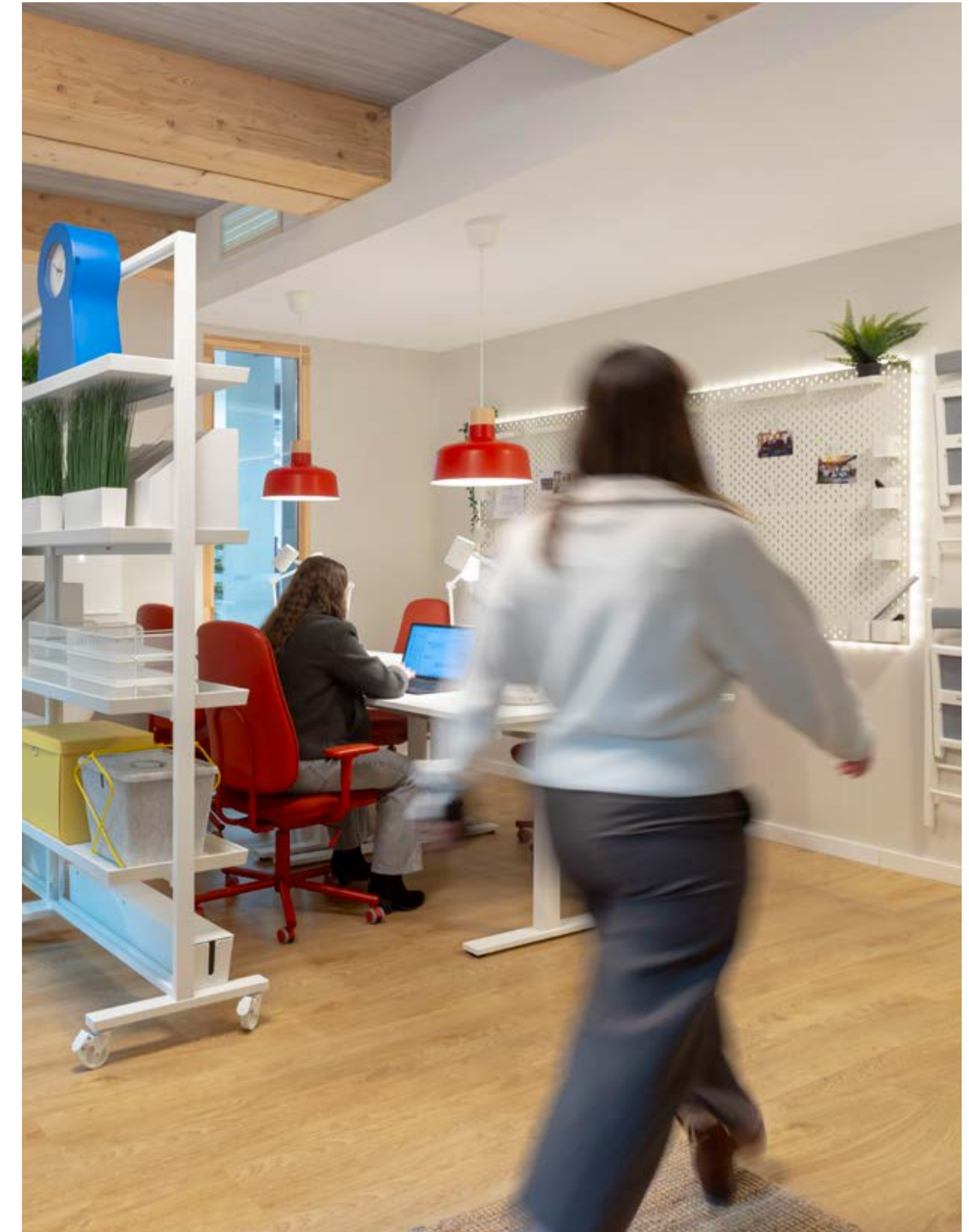
## 4.3

### CONSCIOUS AND INNOVATIVE SOLUTIONS

At Casais, we believe that innovation with purpose is essential to confront the global challenges in the construction sector, which is responsible for a significant proportion of carbon emissions and the intensive consumption of natural resources. We believe that our role goes far beyond implementation. We are the protagonists of a profound transformation in the sector, centred on sustainability, efficiency and the creation of lasting value.

We are committed to industrialisation, digitalisation and the integration of emerging technologies as key tools to increase productivity, reduce environmental impact and increase performance in our projects. With more sustainable and technologically advanced building solutions, we advocate for a new approach that provides more design, more efficiency and more sustainability.

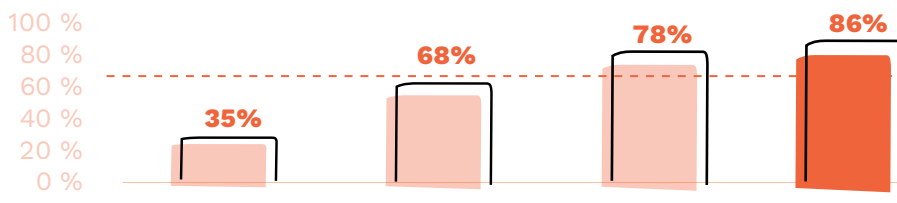
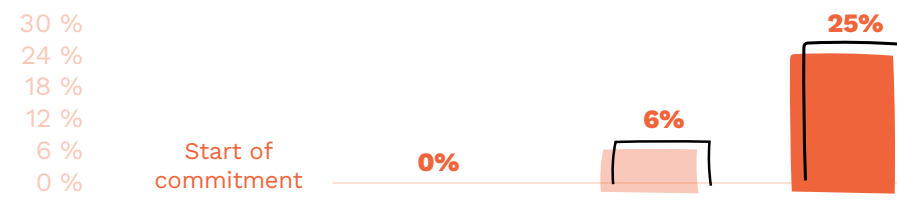
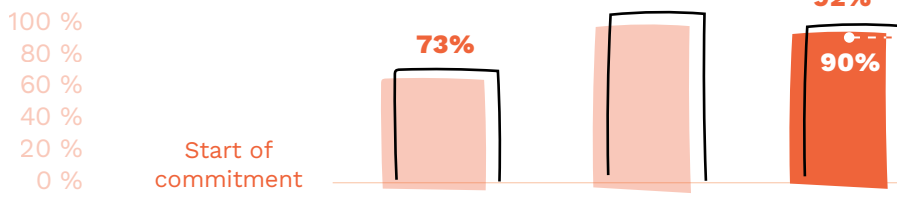
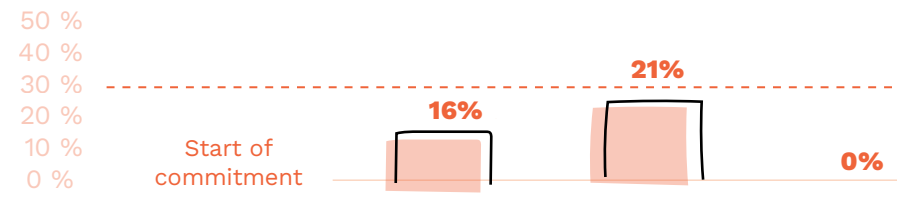
We are committed to developing **Conscious and Innovative Solutions** designed to improve human well-being, support economic development and make communities more resilient with longer-lasting infrastructure. There are solutions capable of responding effectively to global challenges such as population growth, climate change and resource scarcity.







To this end, three ambitious targets have been defined, embodied within the following commitments:

Ambition	Commitment	Metric	Commitment Progress				Target						
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Significantly increase the integration of sustainable construction processes in new projects	Implement sustainable construction processes or products* in at least 70% of new projects by 2030	Completed projects that have implemented processes or products for sustainable construction /Projects completed in the year		68%	78%	86%						70%	
	Increase the use of wood as a structural material in construction, ensuring that it is used in at least 30% of projects started from 2030 onwards	Projects completed using wood as a building material/Total number of projects completed in the year		0%	6%	25%						30% from 2030	
Target innovation resources toward low-carbon/sustainable solutions	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 developing green, clean solutions/Total investment and resources for product innovation		73%	100%	92%							
Reduce and promote the reuse of waste	Reduce waste by 30% per m² built by 2030	Total waste from completed projects /Total constructed project area completed in the reporting year		16%	21%	0%						30%	

\*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.

Note: The report has grown in scope each year: it covered 2 companies in 2022, 51 in 2023 and 70 in 2024.

#### 4.3.1. Innovation and Sustainable Design

**One of the Group's strategic objectives is to drive innovation, with a disruptive vision and new business models.** There is an incentive for innovation throughout the Group, where each employee, team and company is encouraged to propose ideas. These ideas can be turned into projects, evaluated and then the resulting products or services launched. Innovation is everyone's business.

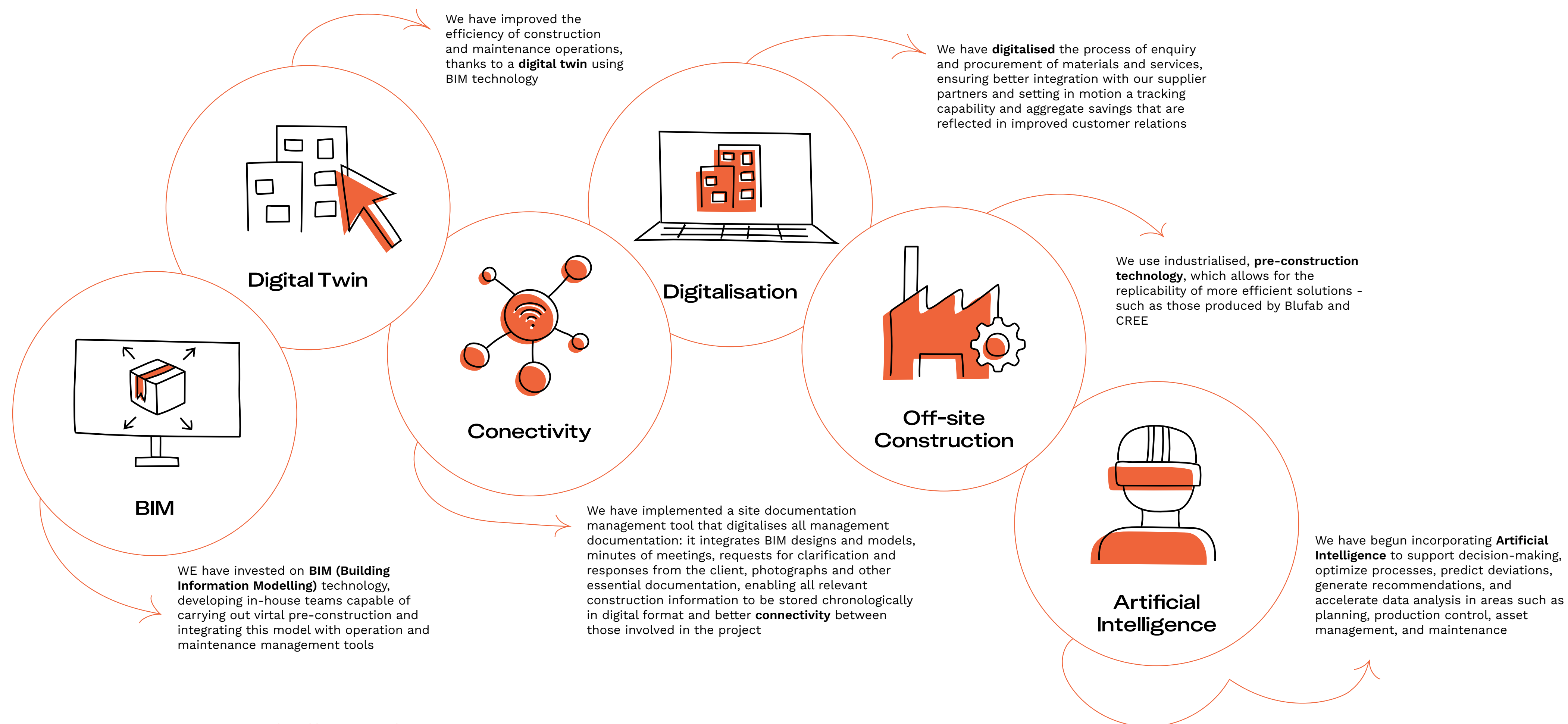
This encouragement to launch ideas and innovation comes from various initiatives, which include brainstorming sessions, design-thinking sessions on topics adjusted to annual key objectives and targets, events such as Get Together, innovation bootcamps, and participation in events to foster synergies and partnerships.

The innovation coordination department, composed of a multi-disciplinary team with a broad Group vision, assesses the ideas presented on the basis of criteria alignment with the Group strategy, innovation potential and differentiation in the market, technical and commercial viability, estimated impact on the Group's own business, market potential and competitive impact as well as the degree of innovation and technological applicability, contribution to sustainability and social responsibility. This team then collaborates with ExCom to assess viability. The executive council (EC) also holds meetings to present progress on projects, namely the timetable, the report on challenges as well as achievements and lessons learned.





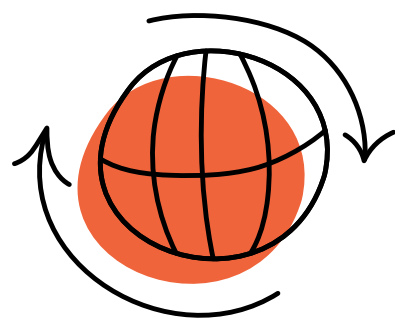
The introduction of new technologies is one of our priorities because, in addition to the constant updating of knowledge, it allows us to improve our operating mechanisms and systems. It allows us to improve the economic and sustainability of our processes, which ultimately improves the solution we offer:





We invest in factory construction, industrialisation and the technology inherent in this construction model. We believe that these investments are essential for the transition and transformation of construction.

The factory construction approach involves the production of components outside the construction site and in a more controlled environment (factory), with assembly taking place later on site. This type of construction has many advantages:



**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.



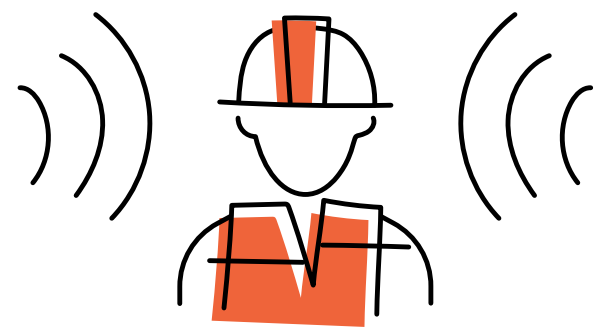
**70% REDUCTION IN WASTE PRODUCTION**

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



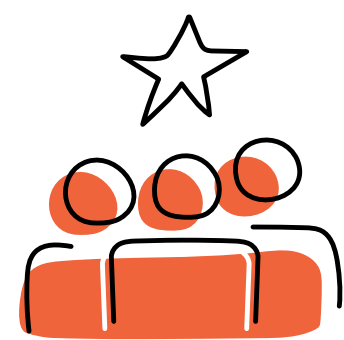
**MITIGATION OF THE LIKELIHOOD OF INHERENT OCCUPATIONAL RISKS**

Less frequent exposure to risks in a work site environment.



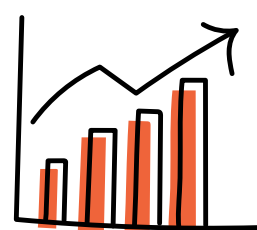
**REDUCTION OF ON SITE NOISE POLLUTION BY MORE THAN 50%**

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



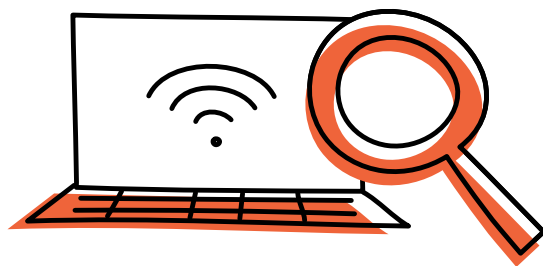
**INCREASED PROFESSIONAL QUALIFICATION**

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



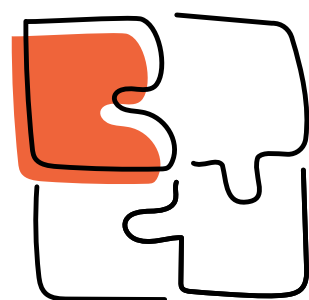
**PRODUCTIVITY INCREASED BY MORE THAN 50%**

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.



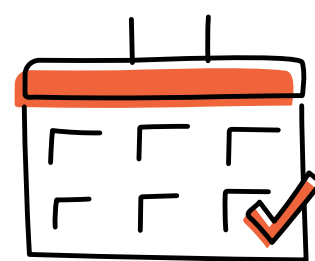
**TRACEABILITY**

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%.



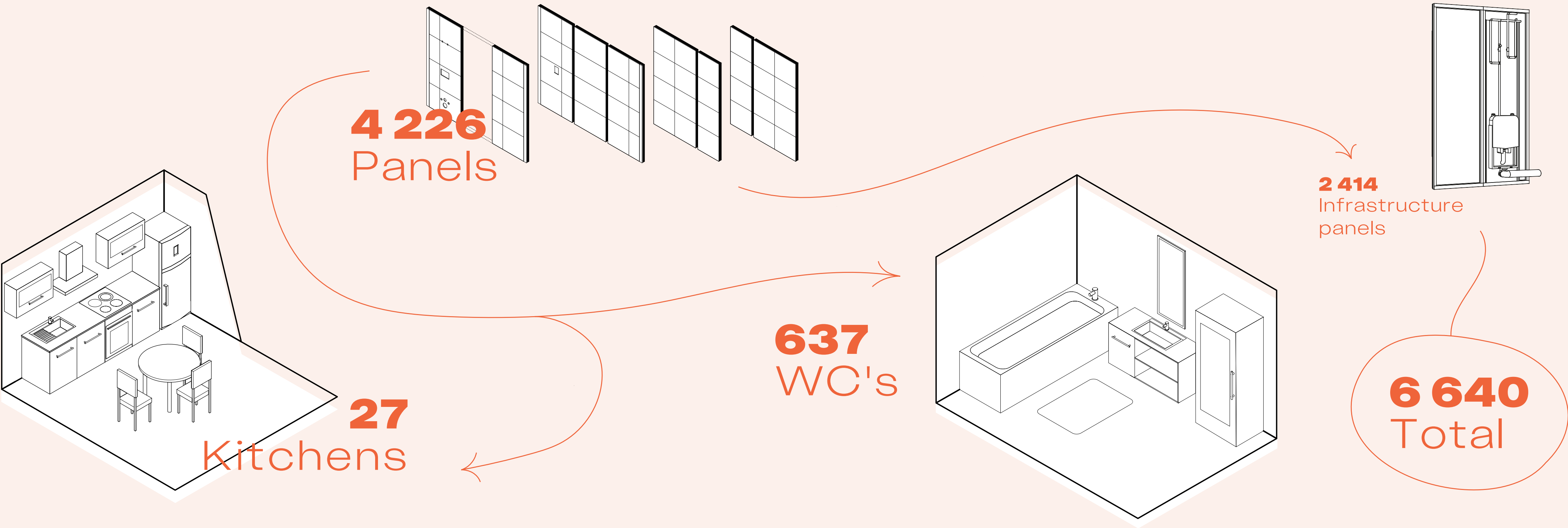
**GREATER GENDER AND AGE INCLUSION**

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



As an example of this type 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, and the **B&B Hotel Madrid**

**Tres Cantos**, which was completed in 2024. The first public building with this system was the **Valença Student Residence**, followed by the **Beja University Residence**.



Seeking to improve process efficiency, reduce waste and increase productivity, the Group is implementing the Kaizen philosophy, in partnership with the Kaizen Institute.

### Kaizen initiatives

Within the scope of **Casais Construction**, the project focused on a construction site. In 2024, 11 improvements were begun:

- > Internal Resources Recruitment Process;
- > Recruitment Process and Supervisor Management;
- > Subcontractor Recruitment Process;
- > On-site Materials Process;
- > Claims Management Process;
- > Equipment Logistics Process;
- > Logistics Process;
- > Efficiency and Sequencing of Site Meetings;
- > Project Management Routines;
- > Organisation of Site Teams;
- > Simplification of Administrative Tasks on Site.

Overall, at the end of the project, the intention is to implement these improvements to achieve an estimated 10% reduction in labour costs and a 20% reduction in worksite costs, due to improved productivity, and a 33% reduction in rework costs, due to improved quality processes.

At **Carpincasais**, continuous improvement sessions were had in order to: redefine teams and their organisation, improve the organisation of

factory spaces and adjust the layout, adjust the factory's overall planning processes and improve work preparation and the management process. The main gains achieved at the end of 2024 with these initiatives were a 5% reduction in material consumption, a 35% reduction in planned manpower and a 3% reduction in non-conformities.

At **Blufab**, in the last four months of 2024, continuous improvement actions were initiated, with the following highlights:

- > Resource Management and Performance KPIs along with the introduction of Daily Kaizen meetings, which allow daily review of the work plan and team management, tracking of daily productivity and constant visibility of the objectives to be met;
- > Mapping of industrialisation processes from the client's budget request and the creation of an action plan for the opportunities identified as needing improvement;
- > Improving the factory flow through the layout design with the aim of increasing productivity and orientation towards the new plant. Training sessions were held and the application of 5S principles (workstation organisation, creation of internal logistics routes, identification of transport trolleys, etc.) were also implemented.



### Participation in events and signing of protocols

To share information and increase knowledge in innovation and industrialisation, we participated in various events and signed collaboration protocols (see actions in the chapter on, “Value Chain Management”).

### Creation of Robotic Process Automation (RPA)

In 2024, five RPAs were developed and implemented internally with the aim of integrating automation into routine activities in the business support departments:

- > Creating VHPH employees in SAP Concur, validating the information, updating data or adding employees if they are not already created;
- > Improving the efficiency of importing and validating subcontractor reports in SAP, for companies in Portugal and Angola;
- > Improved management of client records;
- > Management of communication supplier invoices;
- > Management of renting supplier invoices.

### Joint creation of innovative applications

In October, at Sítio in Guimarães, during Techstars Startup Weekforma, two apps (GOTwin and GoAR) were launched. These apps improve the way we manage and interact with buildings. GOTwin is a platform that represents a system or physical building in real time, while offering intelligent and efficient resource management. GoAR provides an innovative and detailed view of buildings under construction using augmented reality (AR) technology.



#### 4.3.2. Circularity and Resource Management

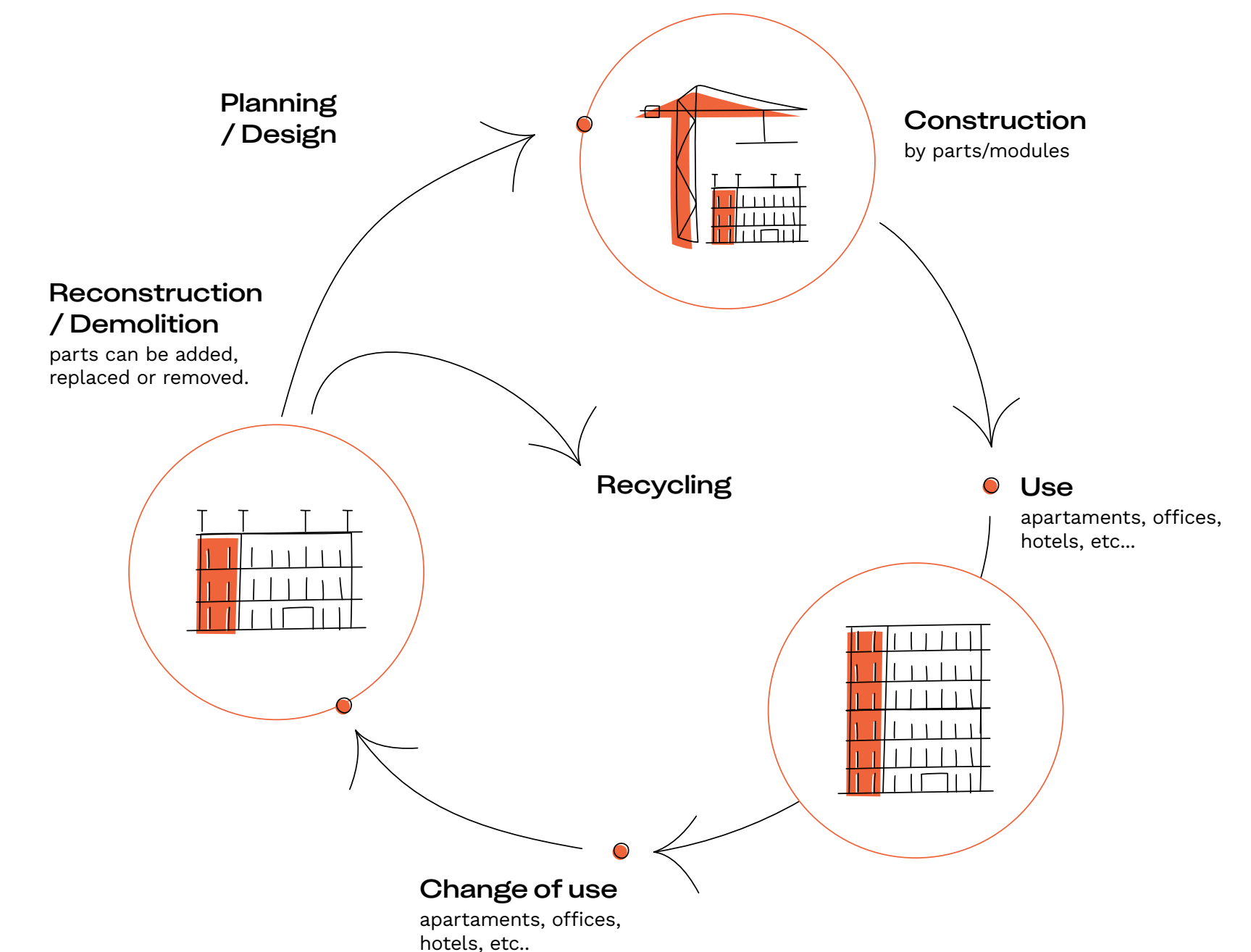
The Group's Quality, Environmental, Safety and Sustainability Policy (QESS) emphasizes commitment to the "Rational use of natural resources and pollution prevention", the "Commitment to reducing waste and polluting emissions", and "Participation in activities that contribute to socio-economic and cultural development as well as preservation of the environment", including topics on the use of resources and circular economy.

With our **Sustainable Procurement Plan** we highlight to suppliers the importance of conserving natural resources, avoiding the use of hazardous materials when possible, and encouraging reuse and recycling.

**Casais has been developing construction opportunities with the CREE system, which is based on an innovative approach to building construction using a hybrid system of wood and concrete, which contributes to a more rational use of new resources and the ability to reuse them.**

Integrated project development with the CREE system requires the involvement of all stakeholders from the outset (developer, designer, general contractor, component manufacturers). With the assistance of the digital twin simulator, there is greater optimisation of materials, workflows and reduced waste of resources in the manufacture of components for delivery and assembly.

The CREE system was designed in accordance with circular economy principles, namely durability, reusability, repairability, disassembly, remanufacturing, recycling and optimising product use.





The principles of the CREE system are:

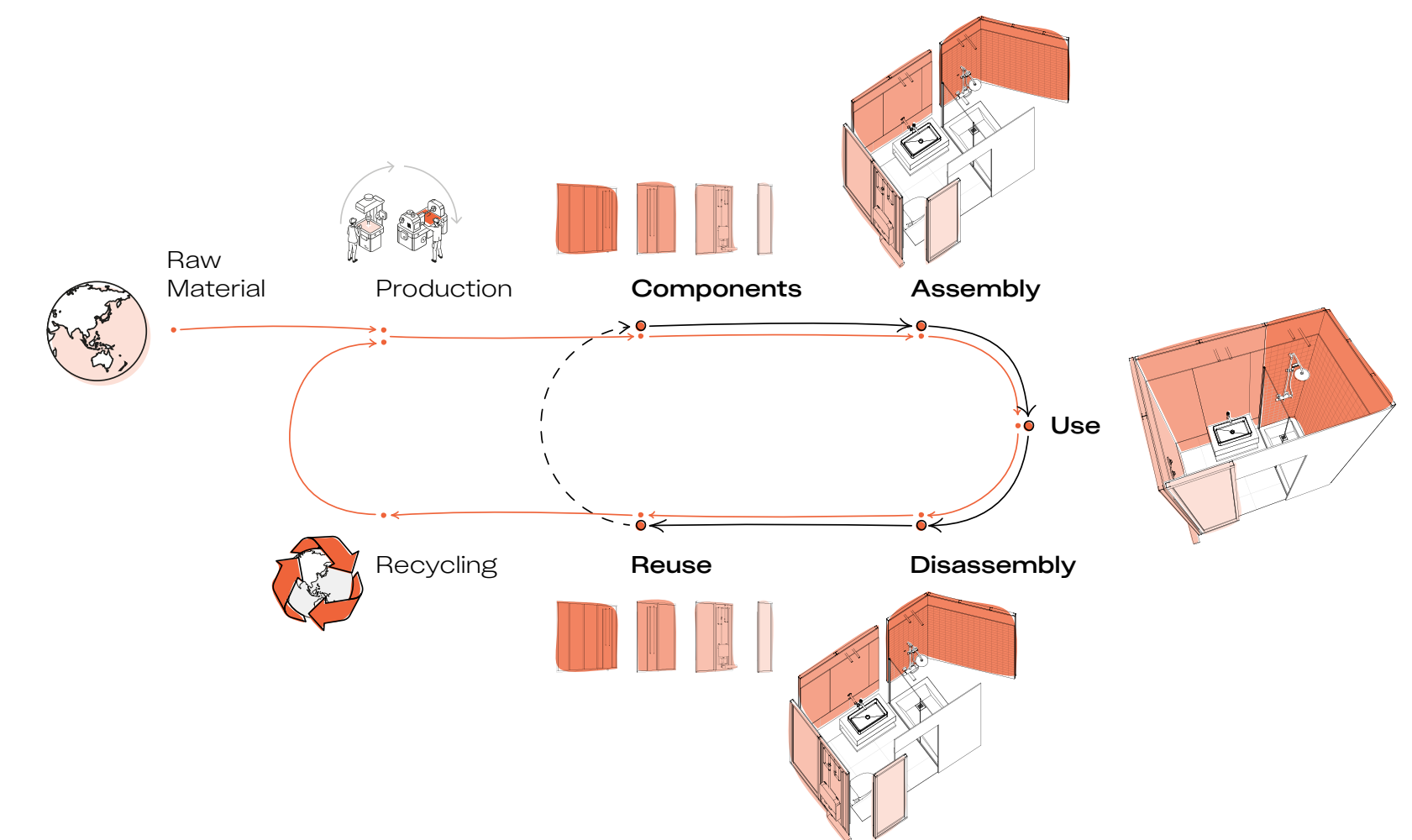
- > Prefabrication in the factory (off-site);
- > Structural timber exposed from the inside of the building;
- > Rapid assembly;
- > Less material, better performance;
- > Sustainable and prepared for the future;
- > Systematic, modular, reproducible.

This type of factory construction promotes more sustainable construction (see chapter on “Innovation and Sustainable Design”). By using the hybrid wood and concrete system, when compared to traditional construction, according to a study conducted by INEGI (Institute of Science and Innovation in Mechanical and Industrial Engineering), it allows:

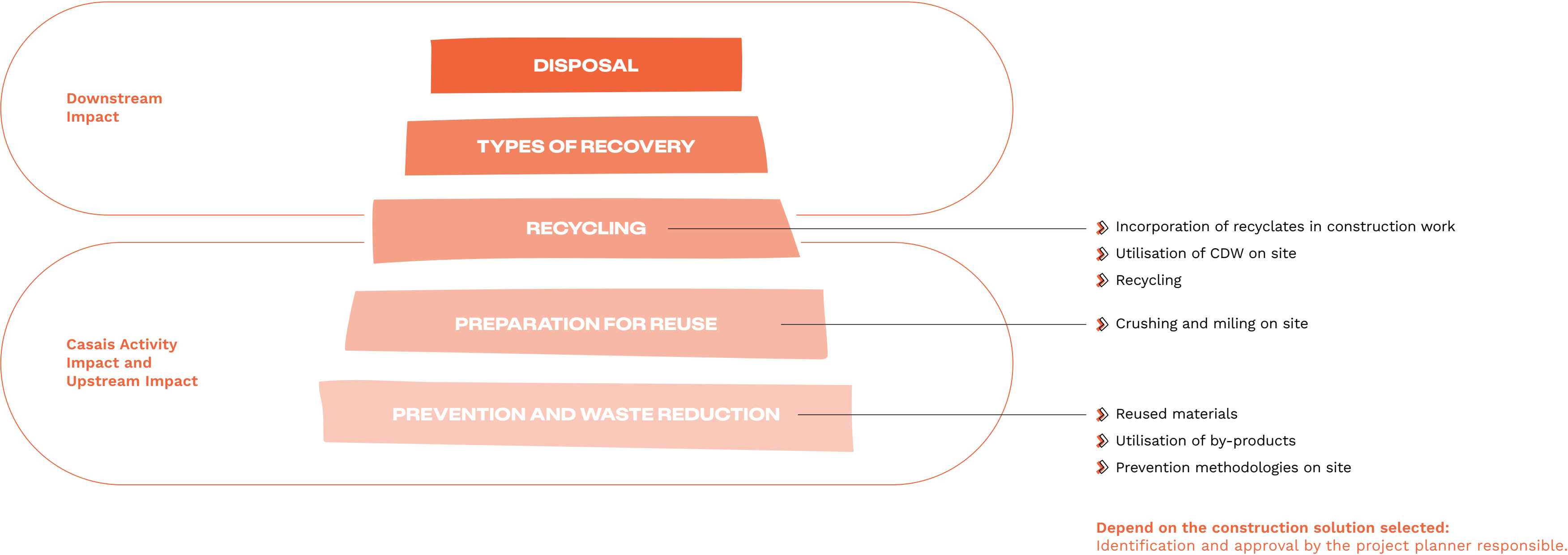
- > a reduction in the use of concrete of up to 33%, up to 41% of steel, the incorporation of approximately 20% (by mass) of recycled materials and less material waterproofing in the foundations;
- > a 60% reduction in on-site construction related waste;
- > reuse of modules. At the end of the building’s life, the CREE solution allows around 70% of the modules in its structure to be recovered for integration into other buildings. The impacts generated by these modules, per building constructed, will decrease with each reuse;

- > adapting to changes in clients’ needs over time (changes in the number of rooms or activity), as it is a modular construction that allows for spaces to be easily adapted.

The same principles of circularity also apply to the interior components of buildings, such as Blufab’s industrialised bathrooms.



At the Casais Group, we follow the principle of waste prevention and reduction. However, when it is not possible to avoid producing it, we separate it properly so that it can be reused, recycled or recovered by other means. We only resort to disposal as a last resort, respecting the waste management hierarchy. As we operate in different markets, which correspond to different realities in terms of waste management practices and support systems, waste management is approached at project level.





Building Information Modelling (BIM) is used as it allows for more detailed and realistic visualisation, reduces errors and consequently, preventing the waste of resources. This system is also very useful in building or infrastructure management, maintenance and repair: the information it retains helps plan interventions as well as identifying and locating the materials used, simplifying work and improving its efficiency.

The main materials used in our operations are steel, concrete, wood and masonry. However, some of our companies also use other materials and products in their operations (albeit in much smaller quantities), such as cladding materials, cables, pipes, batteries and solar panels, among others.

Main materials used in 2024 (in tonnes)\*:



**12 477.36**  
Masonry



**2 121.48**  
Wood and  
derivatives

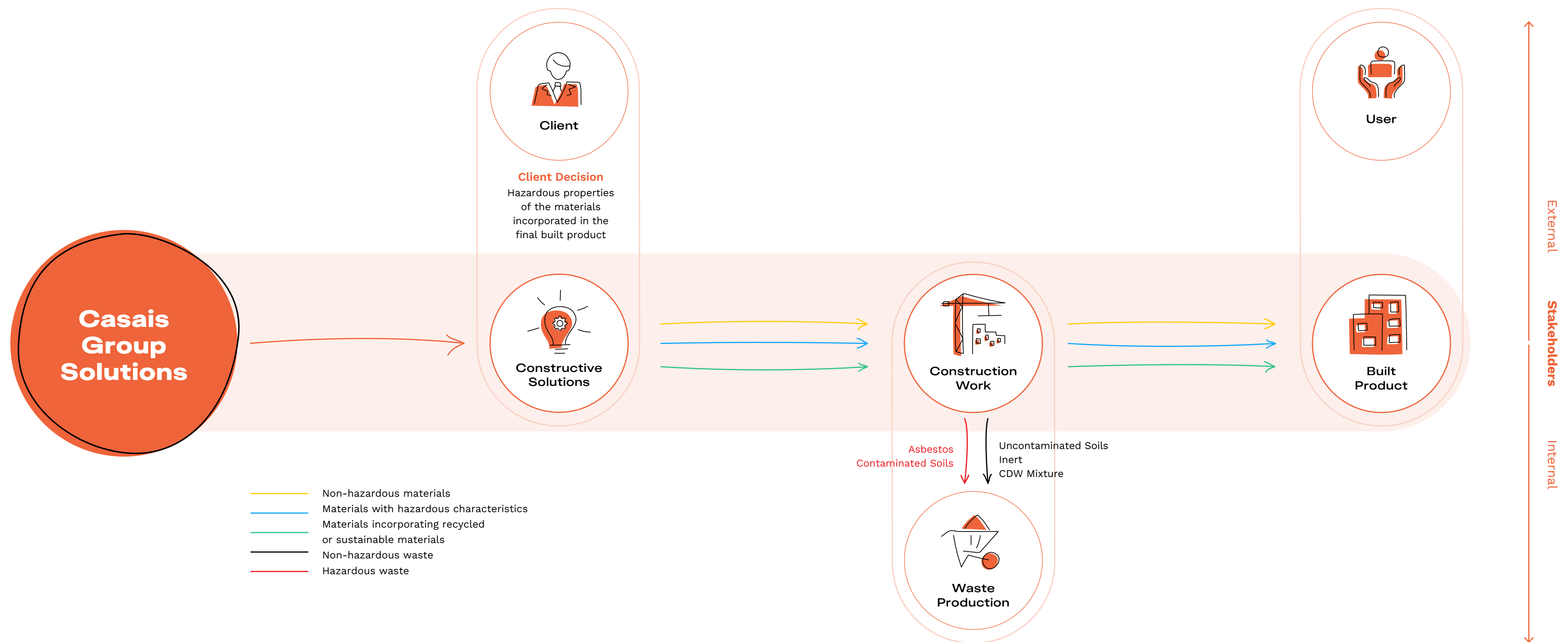


\*Excludes Carpincasais - Belgium Branch and Carpinangola.

The careful choice of materials and the adoption of sustainable construction practices help reduce the amount of waste produced and the hazards associated with it. Acknowledging that the decisions made, especially during the project design phase, can have a major influence on environmental impact, the Group's companies are committed to raising employee awareness and supporting clients in their choice of solutions and materials to be integrated

into the product built.

In companies where waste management is performed by external entities, separation is done in advance by Casais before this waste is collected and processed by duly licensed operators. These then provide the necessary information, which is then filed internally.







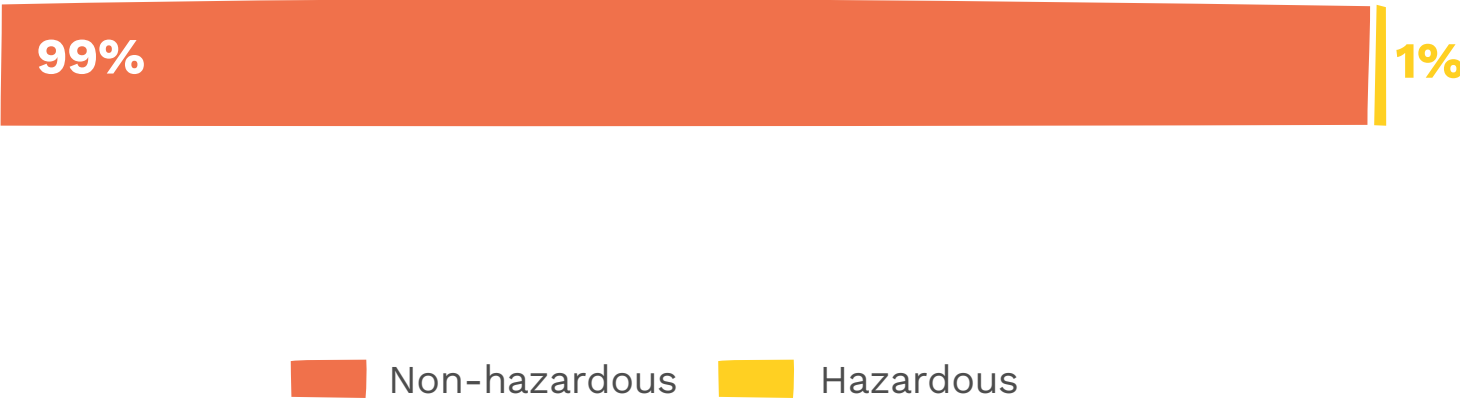
The waste produced on construction sites is mainly waste arising from traditional construction. The main materials in our waste stream are construction and demolition waste (CDW), such as concrete mixtures, bricks, tiles, wood, plasterboard, metal waste, paper/cardboard, plastic/PET and contaminated waste (PPE, Cloth).

There is also a small amount of urban and similar waste produced from meals on site. Non of the Group’s companies produced radioactive waste. The quantities of waste produced are listed below:

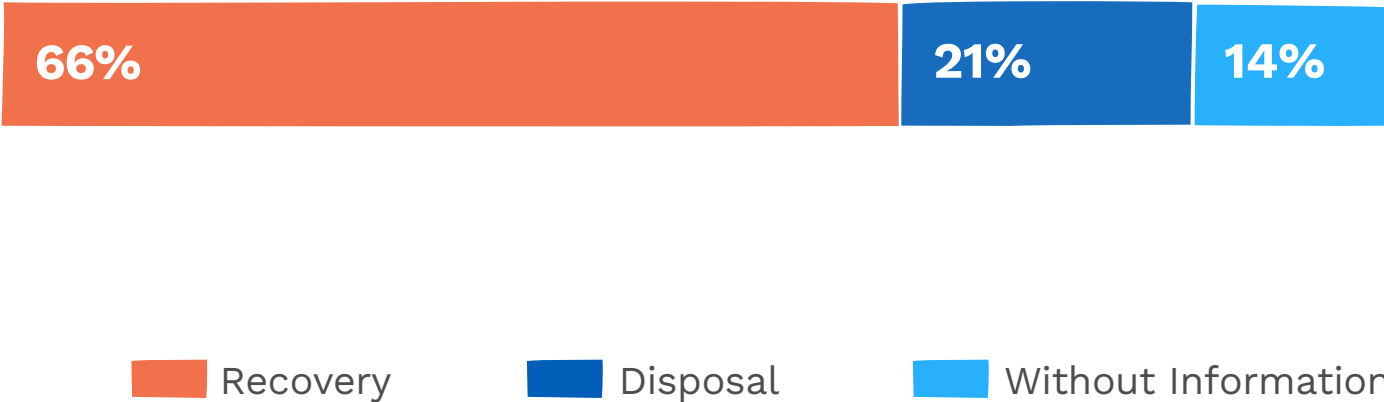
WASTE GENERATED IN 2024 (TONNES)



TYPE OF WASTE GENERATED



FINAL DESTINATION OF WASTE GENERATED

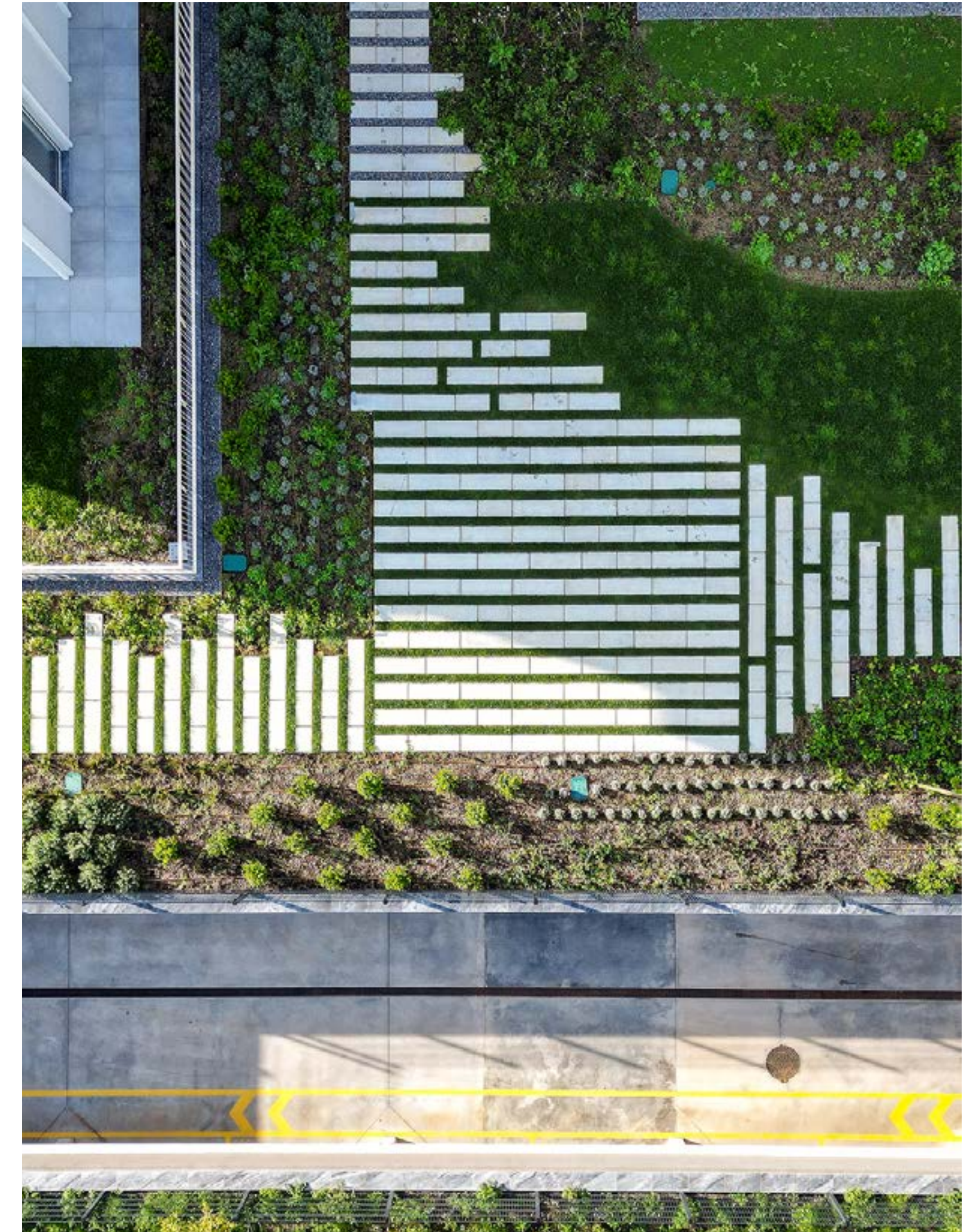




### Commitment Policy to Chain of Custody Values at Carpincasais

To reinforce its commitment to the use of resources, **Carpincasais** has a “Commitment to Chain of Custody Values” policy. This is a policy from sourcing, endorsed by the company's highest management level, through which it is committed not to participate in and to implement efforts to avoid trading and supplying illegally harvested wood or wood fibre. Such practices occur in violation of traditional and civil rights, and exploit forests in which high conservation values are threatened, either by management activities, by a process of conversion to plantations or to non-forest land usage, or forests in which genetically modified trees have been planted, and any Violation of ILO Core Conventions, as defined in the ILO Declaration of Fundamental Principles and Rights at Work, 1998.

This policy is directly related to the FSC and PEFC certifications and is monitored through annual audits. The wood used in the production of FSC/PEFC products is controlled both by our operations, before production begins, and upstream, since only wood from certified forests may be used, purchased or exploited. This policy is available on the Carpincasais website, covers all of the company’s activities and shows our commitment to the FSC-STD-40-004 V3-1 Chain of Custody and PEFC ST 2002. FSC-certified forests are audited according to national standards, considering the local socio-economic and ecological context, but guaranteeing all the requirements for Responsible Forest Management.



1

2

3

4

Strategic Priorities



We advocate for activity aimed at promoting practices that optimise the use of resources and the circular economy. Here are some examples:

CREE Buildings shareholder

CREE’s mindset and development of hybrid construction solutions converge with our present and future positioning in the construction industry. We are shareholders in CREE Buildings, an international construction collective, which developed the CREE system, focused on more sustainable building solutions.

This decision is the result of a three-year partnership between companies, in recognition of CREE’s potential for joint growth. It also demonstrates our commitment to use and improve construction solutions that optimise the resources used and promote a circular economy. For more information, see advantages at the beginning of this chapter and in the chapter on “Innovation and Sustainable Design”.



TECH 4 Sustainability Conference

On the 19<sup>th</sup> of July, the Casais Group attended the first TECH 4 Sustainability conference, held in Porto. The Sustainability Coordinator participated in a talk on “Building a Circular Future”. This event, organised by the Faculty of Engineering at the University of Porto in partnership with the Municipality of Porto, aimed to produce intelligible and appealing content on the circular economy.





### Article “Packaging - Survey of best practices”

In December, an article entitled “Packaging - A survey of best practices” was published in the technical knowledge bulletin, O Engenho. The aim of this publication was to remind employees of the Group’s commitment to waste reduction and the 3Rs principle (Reduce, Reuse and Recycle). This was intended to share best practices for the implementation of packaging materials used and some materials to avoid, as well as to identify measures already implemented by some of the Group’s companies.



### Environmental awareness events

With the aim of raising employee awareness about environmental matters and implementing mitigation measures, Ancorpor has adopted environmental awareness methods in relation to optimising waste management in accordance with the waste hierarchy.

At Ancorpor’s sites, environmental awareness posters are displayed on the topics of separation, urban waste management and energy saving.

On construction sites where Ancorpor is the developer, environmental awareness methods are implemented that address the sorting of Construction and Demolition Waste (CDW) and the implementation of mitigation measures provided in the Environmental Management Plans (EMP) and environmental licenses. Awareness-raising sessions are held at the beginning of and during construction work, ending only when the project is finished.

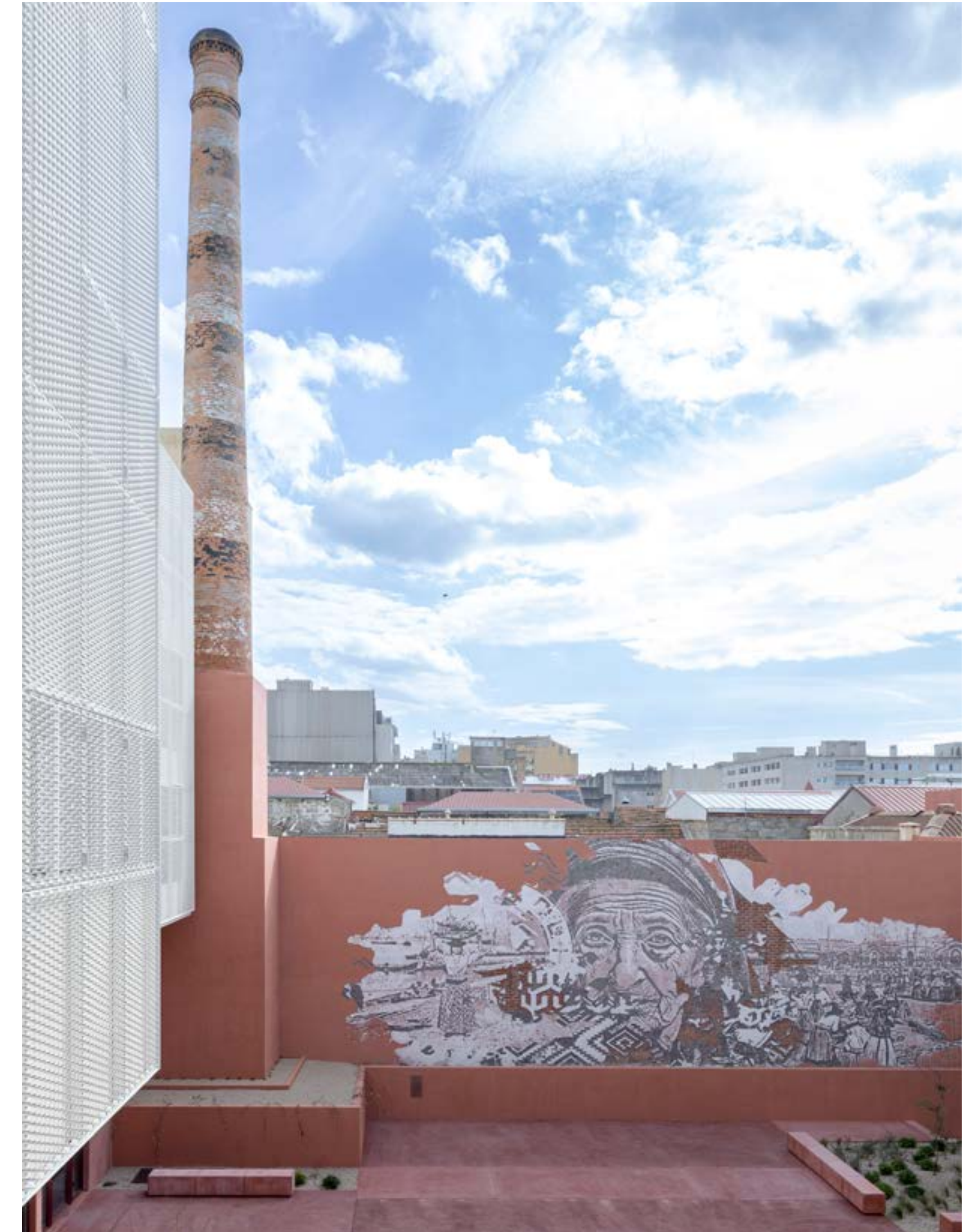


## 4.4 SHARED AND VALUED TERRITORY

At Casais, we recognise that to build is also to transform — transforming landscapes, human relationships, and ways of life. This transformation carries with it a great responsibility: to enhance the territory in which we operate, protecting its natural, cultural and social heritage and ensure its future for generations to come.

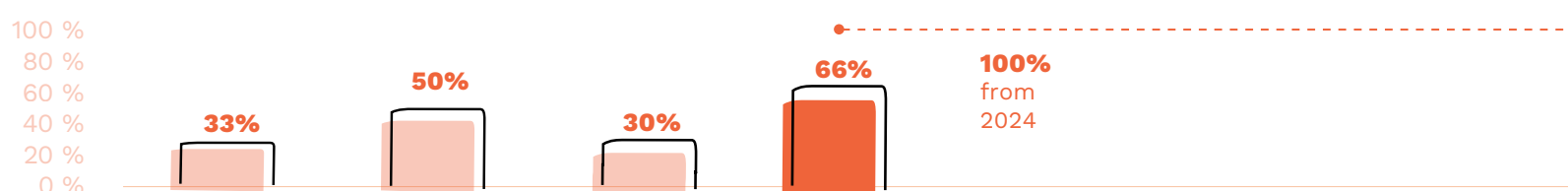

**Shared and Valued Territory** because we know that construction changes the way people interact with space and with each other, which is why we seek to generate value in terms of natural, human, social, intellectual and cultural capital, in an integrated and conscious approach. We boost local economies in the countries and regions where we operate. We promote the recruitment of local labour and job creation in construction activity and at the infrastructures built. We involve local communities in transformational processes, encouraging knowledge sharing, critical thinking and collaborative construction of solutions.

We want to continue creating value from the ground up, aware that each project represents an opportunity to regenerate, protect and improve the environment we inhabit. Our ambition is clear: to contribute to more sustainable cities and safer, more inclusive communities, that are prepared for the challenges of the future.





Two ambitious targets have been defined, materialised in two commitments:

Ambition	Commitment	Metric	Commitment Progress				Target						
Increase the number of people impacted by social action projects	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					2025	2026	2027	2028	2029	2030	
			33%	50%	30%	66%	100% from 2024						
Net zero by 2045*	Develop the corporate emissions inventory, including the relevant scope 3 categories, by 2030.	Under review											
			Start of commitment	In development	In development	First inventory draft for the most relevant categories to be developed.							


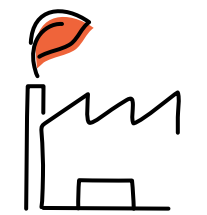
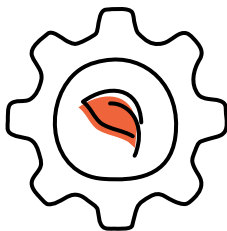
\*We are in the process of reviewing our emission reduction commitment to ensure alignment with the Transition Plan to be developed.  
Note: The report has grown in scope each year: it covered 2 companies in 2021, 17 in 2022, 51 in 2023 and 70 in 2024.



4.4.1 Climate Change

We are aware of the carbon footprint generated by our sector and the impact on the consumption of natural resources. We are committed to the adoption of measures to combat climate change, promoting the optimisation and careful selection of the resources we use. We reinforce our commitment to sustainability for everyone and with everyone.

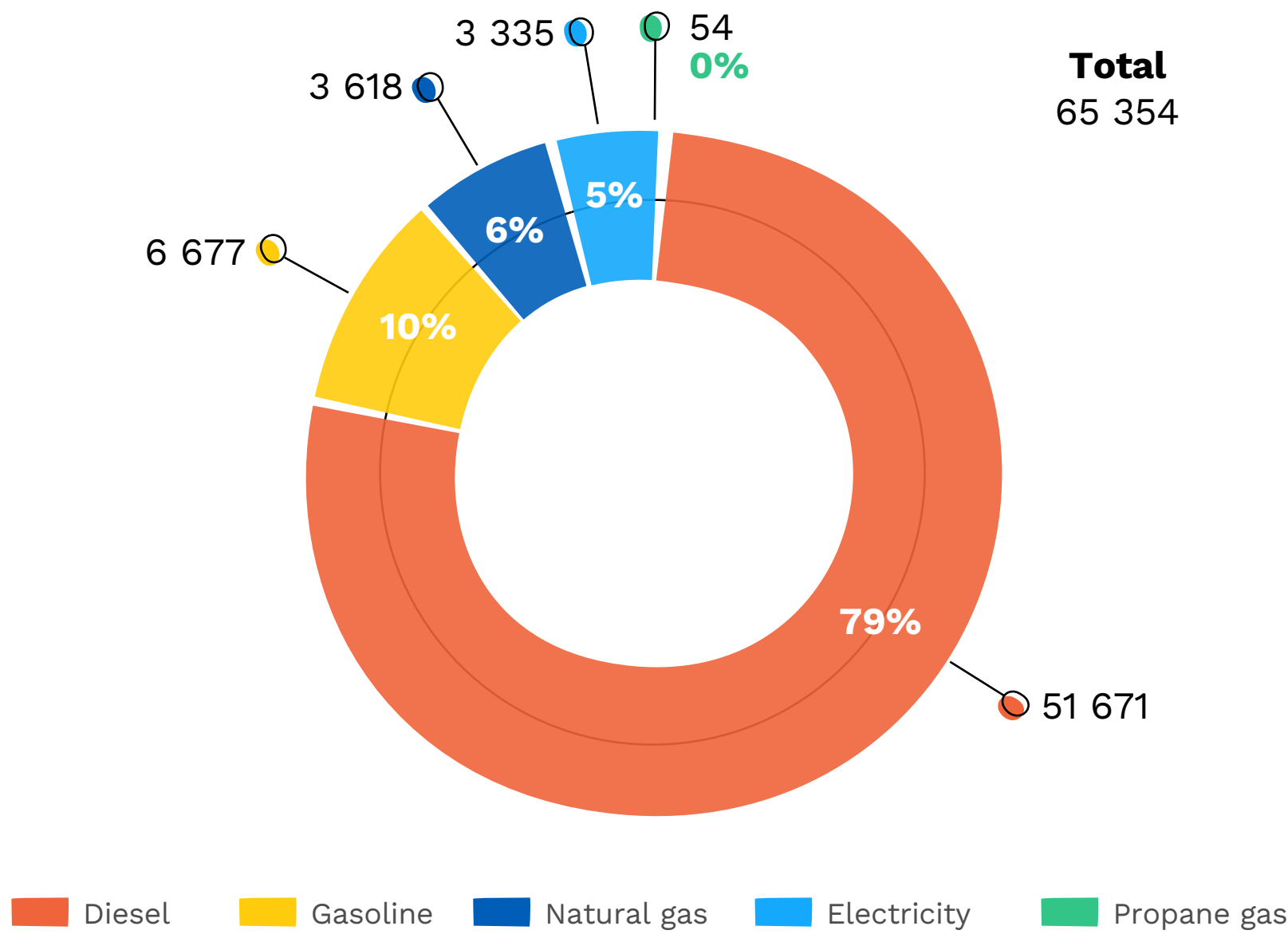
Our path is aligned with sustainable construction trends, seeking to evolve towards a business model with less environmental impact and, at the same time, respond to the new needs and expectations of our clients. The more sustainable construction trends are as follows:

	<b>Strategies to reduce the energy use and carbon footprint</b> of the building at the life cycle level (net-zero/net-positive buildings).
	<b>New construction approaches</b> , such as modular construction and projects designed to apply disassembly and material recover techniques.
	<b>Embedded carbon management approaches</b> 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.



As a Group, we have the ambition to be Net Zero by 2045. With this ambition, we are committed to reducing scope 1 and 2 emissions per m² built by 2030 and developing the corporate emissions inventory, including the relevant scope 3 categories, by 2030. Moreover, we have commitments reflected in our QESS (Quality, Environment, Safety and Sustainability) policy, including the: “Commitment to reducing waste and polluting emissions”, the “Participation in actions that contribute to socio-economic and cultural development and preservation of the environment” and “Seeking opportunities with an impact on improving basic conditions and accessibility to communities as an agent of change for sustainable development”.

ENERGY CONSUMPTION (MWh)



Direct GHG emissions* - Scope 1 (tCO <sub>2eq</sub> )	17 492
Diesel	15 018
Gasoline	1 722
Natural gas	740
Propane gas	12
Indirect GHG emissions* - Scope 2 (tCO <sub>2eq</sub> )	
Electricity – market based	1 671
Electricity – location based	1 628

\* Greenhouse gases (GHG)

Guided by these commitments, we are developing skills in the domains of water and energy, with the aim to respond with robust and adaptable solutions for the future, focusing on more resilient networks, distributed models and technological integration geared towards sustainability and operational safety. We have companies focused on energy and energy efficiency, construction directed towards renewable energies, promoting self-consumption, energy storage, electric mobility, HVAC installations, automation systems, and climate control.

Our companies Casais EC, Opertec, Blufab, Metalser and Carpinangola are certified in quality by ISO 9001 and ISO 14001, Carpincasais in ISO 9001, and all have Quality, Environment, and Safety policies that follow the principles in the Group’s policy.



In addition to the already mentioned advantages of factory construction (see chapters on “Resource Use and Circular Economy” and “Innovation and Sustainable Design”), there is also greater control over the production process. We enable the traceability of materials and have optimised and continue to optimise operations. Reusing materials between sites, which used to require transportation (and consequent emissions), is now as simple as moving from one assembly line to another. We understand the importance of good work preparation and have leveraged digitalisation to minimise errors that could lead to efficiency losses.

With this new way of working, we can get further with fewer resources moved around. We have reduced the kilometres travelled by our teams (and consequently the emissions involved) by reducing the size of the workforce needed for on-site assembly. In addition, projects using the hybrid wood and concrete system require the use of wood. This biomaterial is certified and has the advantage of acting as a carbon sequester. Its use also makes it possible to replace some of the concrete and steel typically required.

### Casais Green Campus

A plan to expand the Casais campus is currently in the licensing phase, an expansion that focuses on the capacity for sustainability, technological innovation, increased production, logistics, and research and development (R&D) – the **Casais Green Campus**. It's a project that includes companies such as TopBIM, Blufab, our logistics services, and Carpincasais with the modular section of metalwork. It will integrate green façades and roofs, the use of renewable energy sources (solar and wind), a sustainable drainage system and reinforcement of the existing water line, creation of a bike path to promote active mobility on the campus, in addition to landscape integration and respect for the natural features of the land.





### Collaboration protocol between CEiiA (Centre for Engineering and Development) and Casais Group

We have signed a collaboration protocol with CEiiA, focusing on sustainable shared mobility to reduce carbon emissions in the context of urban development. This project is part of our mutual commitment to promote sustainable practices, in line with the values of technological innovation and environmental responsibility, and it includes: the study and implementation of sustainable mobility, with an emphasis on electric and shared mobility; the monitoring of carbon emissions, through metrics; integration with the MITH (Minho Innovation & Technology Hub) project, with a focus on energy efficiency and sustainable housing models; and joint innovation and dissemination.



### Sustainable Mobility Campaign

During European Mobility Week held from the 16<sup>th</sup> to 22<sup>nd</sup> of September, Casais launched a challenge to employees working in Braga: trade their trips in combustion vehicles with the use of bicycles, electric bicycles, or public transport, with the intention to contribute towards reduction in the carbon footprint. This initiative ran until the end of the year and 116 trips were registered, corresponding to 536 km travelled by bicycle and electric bicycle. It is estimated that this campaign reduced fuel consumption by 2.6 tCO<sub>2eq</sub>.





Social Inclusion  
and Infrastructure  
Development

4.4.2 Community Relations

Our strategy includes investments in the training of companies for infrastructure projects in countries where the greatest potential for growth exists. An example of this strategy is the Quilonga Grande project in Angola.

We recruit local labour and support local businesses to boost the economy in the regions where we operate.

With the Group’s commitment to construction industrialisation, we are contributing to social inclusion by meeting the needs of families and young people through social, affordable or controlled-cost housing developments, thereby promoting access to adequate housing for all.

In addition to student housing, which allows young people to live near the location where they study (see chapter on “Innovation and Sustainable Design”), we promote social inclusion at events, look for projects that respond to infrastructure needs, and develop initiatives in the communities surrounding our projects. Examples of these initiatives include the following:

Casais Group participates in the debate, “Housing with Controlled Costs: Challenges and Solutions for a More Equitable and Sustainable Society”

In October, we participated in a breakfast debate entitled, “Cost-Controlled Housing: Challenges and Solutions for a More Equitable and Sustainable Society” in Lisbon. This initiative presented the governmental perspectives for the future of affordable housing in Portugal and a general approach to the housing situation in Portugal. During our presentation, we highlighted the importance of off-site construction as a response to the labour shortage, allowing for shorter deadlines, reduced costs and a lower environmental impact. We demonstrated how we are applying our know-how to affordable housing and student housing. On the other hand, the advantage of scale for industrialised construction was mentioned.



### “Quilonga Grande” project and participation in the 13<sup>th</sup> consultative council on energy and water

The Quilonga Grande project aims to increase the installed capacity to supply drinking water to the Greater Luanda area, for a substantial improvement in the population’s quality of life, recognising water as an essential factor for the country’s economic and social development.

As leader of the construction consortium, Casais is taking part in construction of the pipeline that will transport treated water between the Quilonga Water Treatment Plant and the nine distribution centres that make up System V - Quilonga Grande. This project also includes the construction of two drinking water distribution stations, serving around 880 000 inhabitants. Overall, it is estimated that, in the first phase, the system will serve around three million inhabitants. Over the course of the project, **the system will serve five million inhabitants**, mostly in the Luanda Province, as a result of the seven other distribution centres that will receive water from the pipeline.

To implement the project, it is projected that at least 90% of those recruited will come from the provinces where the project is deployed, thereby creating local employment in the provinces of Luanda and Icolo-Bengo. In addition to the number of jobs that will be created by these three contracts, a comprehensive training plan is already underway (engineers, surveyors, administrators, technicians, drivers and team leaders).

**These projects will play an important role in preparing national technical and administrative personnel**, enabling the ability to meet the demands of the following contracts (the distribution works), by using fewer expatriate personnel.

Regarding stakeholder management, there have been numerous contacts with local administrations and management organisations for the services affected (New International Airport, Special Economic Zone, National Road Institute, National Rail Network, National Electricity Networks - ENDE and PRODEL, among others), with a view toward collaborative planning on where the pipeline will be installed. These contacts were also aimed at minimising the impacts on inhabitants and services during project implementation.

Action plans have been prepared to minimise the impacts associated with implementation of this project, working with the seven municipalities that oversee the areas where it will be developed. Among other planned measures is the reuse of around 75% of the materials excavated in the pipe protection embankments. Of the 25% surplus, it has been stipulated that at least 80% of the soil will be used as structuring material for agricultural use, and that 100% of the wood from imported pallets will be reused for school furniture.



Social Responsibility  
and Sharing Value  
with the Community

4.4.2. Community Relations

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

Using these platforms, we create processes for transferring wealth and skills by sharing knowledge and promoting collaboration between different stakeholders, such as educational institutions and other companies, or by participating in or promoting events, such as those organised by the Mestre Casais Foundation.

We want to create positive impact on a permanent basis. Therefore, the Mestre Casais Foundation was established by Casaisinvest to contribute to the promotion of human and environmental sustainability. It seeks to generate and share knowledge, debate openly, recognise good examples and contribute to greater empowerment of society to better face environmental, climate, social, human and economic challenges.







Fundação  
**Mestre  
Casais**

In 2024 the Foundation promoted:

- > Five **FMC Talks** in a lunch-debate format with different guests and topics: “Sustainability and governance”, with guest commentator, solicitor and State Councillor Luís Marques Mendes; “The new international geopolitics”, with the Professor at the Catholic University and former Minister of National Defence José Azeredo Lopes; “The economic future of the Northern region”, with the President of the Northern Regional Coordination and Development Commission, António Cunha; “The Path to Sustainability in the Real Estate Sector”, with guest speaker António Ramalho, former Chairman of the Board of Directors at Novo Banco and former Chairman of the Board of Directors at Infraestruturas de Portugal; “The challenges and opportunities of sustainability in the construction and infrastructure sector”, with the presence of Carlos Mota Santos, CEO of Mota-Engil.



- > Two **conferences**: “The future of professions”, organised in partnership with the Porto Trade Association, which featured a panel of four members from the Economists’ Engineers’ and Psychologists’ Guilds, respectively; “Cities in Change”, part of the PLURIS International Conference, with the participation of six guest speakers.



- > Launch of an **essay** in partnership with UMinho Editora. This essay is the fifth in the collection of essays, in this case on biodiversity. Da porta-da-loja ao Mosteiro de Tibães [From the storefront to the Tibães Monastery], a work that places a focus on the symbiosis between this specific type of apples and its origin attributed to the Tibães monastery, in the parish of Mire de Tibães.





- > Two **studies** that ended in 2024: “Who pays for Raspadinha?” with the aim of assessing the extent to which the consumption of a particular game, Raspadinha, is done responsibly in Portugal, taking into account two main aspects: economic and public health. This project was born from the initiative of the Economic and Social Council; the “Historical study of the storefront apples and its relationship with the Tibães Monastery”, which resulted in the aforementioned essay.
- > Promoting the third edition of the “Journalism for Sustainability” **award**, where 27 journalists were honoured in four categories: Press, Television, Radio and Digital Media. This award is designed to highlight original pieces of journalism which, due to their exceptional quality, contribute to knowledge, information and debate on environmental and/or climate and/or social and/or human sustainability matters, written by Portuguese or foreign journalists, including trainees, employees or freelancers, whose first publication had taken place through a Portuguese media outlet.



- > Two editions of the **Executive Programme**, “Urban Mobility in Change 2024”, which aims to identify the challenges and emerging solutions for decarbonising mobility, based on international trends and from the perspective of opportunities for change that is imposed upon cities.



Partnerships of the Mestre Casais Foundation:





Our social solidarity initiatives and support are managed by the Social Responsibility Committee, whose target groups are organisations that support:

- > Disadvantaged children;
- > Families with social needs;
- > Projects that support people with special needs.



Regarding social support and solidarity initiatives, monetary, material and sponsorship support was provided for various projects:

- > SOS Children's Villages
- > Portuguese Rowing Association
- > AMI
- > Associação Salvador
- > Associação Abrigo para a Vida
- > Belas Volunteer Fire brigade
- > Vieira do Minho Volunteer Fire Brigade
- > Portuguese League Against Cancer Braga
- > Red Cross, Braga delegation
- > Archdiocesan Caritas of Braga
- > Lent and the Solemnity of Holy Week in Braga
- > D. João Novais e Sousa Centre
- > Valoriza
- > BragaHabit
- > CERCI Braga
- > Refood
- > Virar a Página
- > São Martinho de Tibães Folkloric Group
- > REMAR
- > MINEA - Ministry of Energy and Water
- > UNIRAID
- > Round Table Gibraltar
- > Gibraltar Broadcasting Corporation
- > Atheltic Association Gibraltar



## Social Group Solidarity and that of its employees

### Food donations

- > We distributed food in the province of Kwanza Norte, in the municipalities of Cambambe, Dondo Commune and the village of Calengue. The main aim of the initiative was to help the elderly and children in the local community.
- > On the importance of World Food Day, we organised a food drive for the most disadvantaged families in Tres Cantos and Colmenar Viejo in Madrid.
- > We participated in the Ministry of Energy and Water's Solidarity Christmas, where we offered products such as pasta, rice, cookies, fuba, powdered milk, beans and other foodstuffs to include in basic food baskets to be distributed to needy families in reception centres in the province of Kwanza Norte.

### Christmas Activities

- > We launched the "On the Search for Father and Mother Christmas" initiative, the result of a collaboration with AMI (International Medical Assistance) and the Braga branch of the Red Cross. It was possible to give gifts to 81 children from Madeira and the Azores who were supported by the Porta Amiga Centre and 71 children from the Braga Red Cross.
- > At the Christmas solidarity lunch organised by the Municipality of Muxima, we sponsored gifts for 600 children.
- > At the Christmas lunch in Braga, we collected food and essential goods for the Virar a Página association.





### Water transportation

To help the Viana Reception Centre, we transported a tank of water every week, serving 500 people.

### Let's do It Angola/World Clean Up Day

Participation in the Let's do It Angola/World Clean Up Day activity, where we removed 37 tonnes of rubbish from the railway line.



### Blood Donation

Under the motto, "Giving blood is sharing life!", we organised two blood donation campaigns at our headquarters in Braga. In total, we had the contributions from 76 employees.

### Red Nose

For World Children's Day, the Casais Group made a donation to Operation Red Nose in the name of Portuguese children between the ages of 0 and 12. As a thank you, around 400 children of Casais employees were given a red nose.





# WELL BUILT FOR WELL LIVING

CASAIINVEST SGPS, S. A.



[casais@casais.pt](mailto:casais@casais.pt)  
**casais.pt**

## HEADQUARTERS

Rua do Anjo, 27. Mire de Tibães Apartado 2702  
4700-565 Braga — Portugal

**+351** 253 305 400

## LISBON OFFICES

Rua do Pólo Norte, 14 Escritório 1.1  
1990-266 Lisboa — Portugal

**+351** 218 959 014/5