



**SUSTAINABILITY
REPORT**

2020

Extract from the 2020 Management Report
(Chapter on Non-Financial Information)

SUSTAINABILITY REPORT

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(Chapter on Non-Financial Information)

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Identification of the company

Teixeira Duarte, S.A.

Head Office: Lagoas Park, Edifício 2 – 2740-265 Porto Salvo

Share capital: € 210,000,000

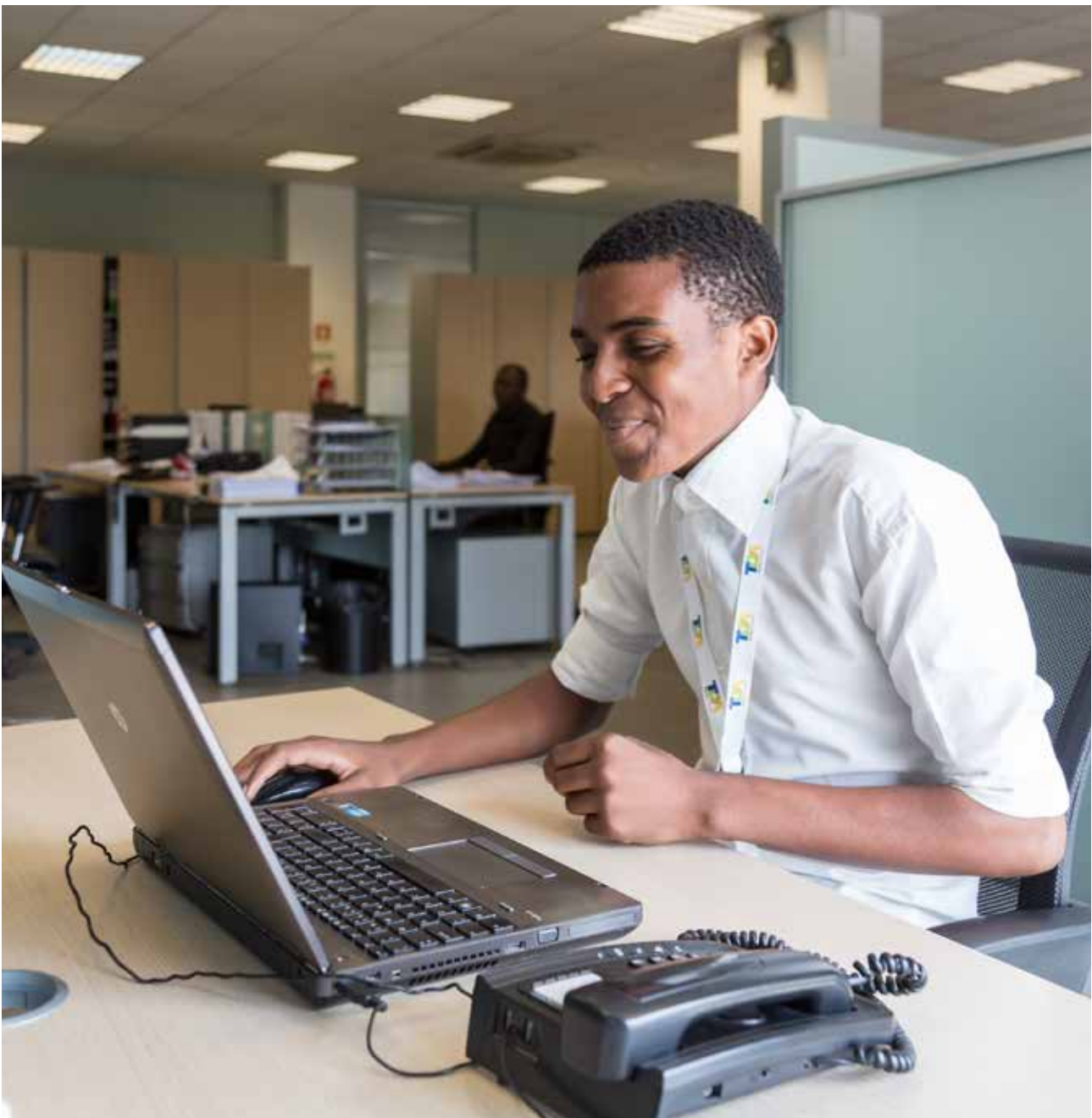
Single Legal Person and Registration number 509 234 526 at
Cascais (Oeiras) Commercial Register 500 234 526

PRESENTATION OF THE SUSTAINABILITY REPORT 2020

In compliance with the regulations applicable, "Teixeira Duarte, S.A." has included a standalone chapter reporting the Non-Financial Information regarding the activity during the 2019 financial year in its 2020 Management Report, which was approved in the Annual General Meeting by the shareholders.

Because it was deemed to be appropriate to disclose this report separately and under the heading "Sustainability Report 2020",

"Teixeira Duarte, S.A." formulated this document that includes the entire extract from the aforementioned chapter of the 2020 Management Report, as well as the chapter "The Teixeira Duarte Group in 2020 - Profile" of the same Management Report, which provides a framework for this autonomous disclosure.



I. THE TEIXEIRA DUARTE GROUP IN 2020

A CENTURY-OLD PORTUGUESE GROUP FOUNDED IN AN ENGINEERING COMPANY

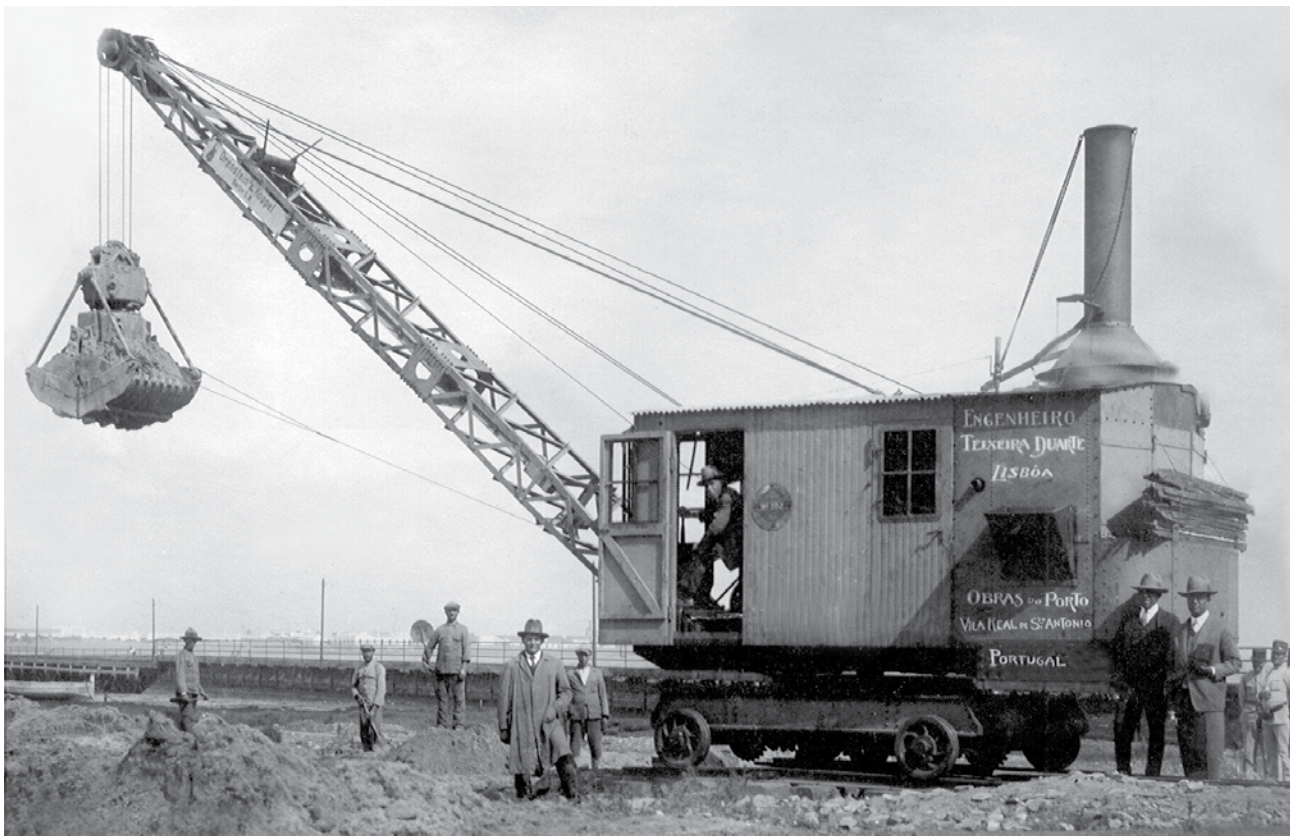
Teixeira Duarte is the identity of a business Group that presents itself through its brand image: a Portuguese Group originally founded as an engineering company. Its engineering roots came from its founder who, with an entrepreneurial spirit and with support from its human resources and technical equipment, several decades ago expanded the company's activities to other sectors and markets, with a marked identity upheld by all involved over one hundred years of business.

Dating back to the start of activities of its founder, Ricardo Esquivel Teixeira Duarte, in 1921, Teixeira Duarte expanded its activity from water collection and artesian well drilling, to Geotechnics, Foundations and Buildings, as well as subsequently

to Infrastructure and all other areas of Construction. A few decades later the group's business included the Concessions and Services, Real Estate, Hotel, Distribution and Automotive sectors.

Today, after 100 years, this Portuguese economic group comprises more than 175 entities operating in 22 countries with the commitment and dedication of 9600 employees.

A track record based on Ingenuity, Truth and Commitment, that fills us with pride, that teaches us and inspires us to continue to "Doing, contributing to the construction of a better world"!



I.1 PROFILE

**9,600
EMPLOYEES**

**OVER
175 ENTITIES**

SECTOR

CONSTRUCTION

SINCE 1921

CONCESSIONS AND SERVICES

SINCE 1984

REAL ESTATE

SINCE 1973

HOSPITALITY

SINCE 1992

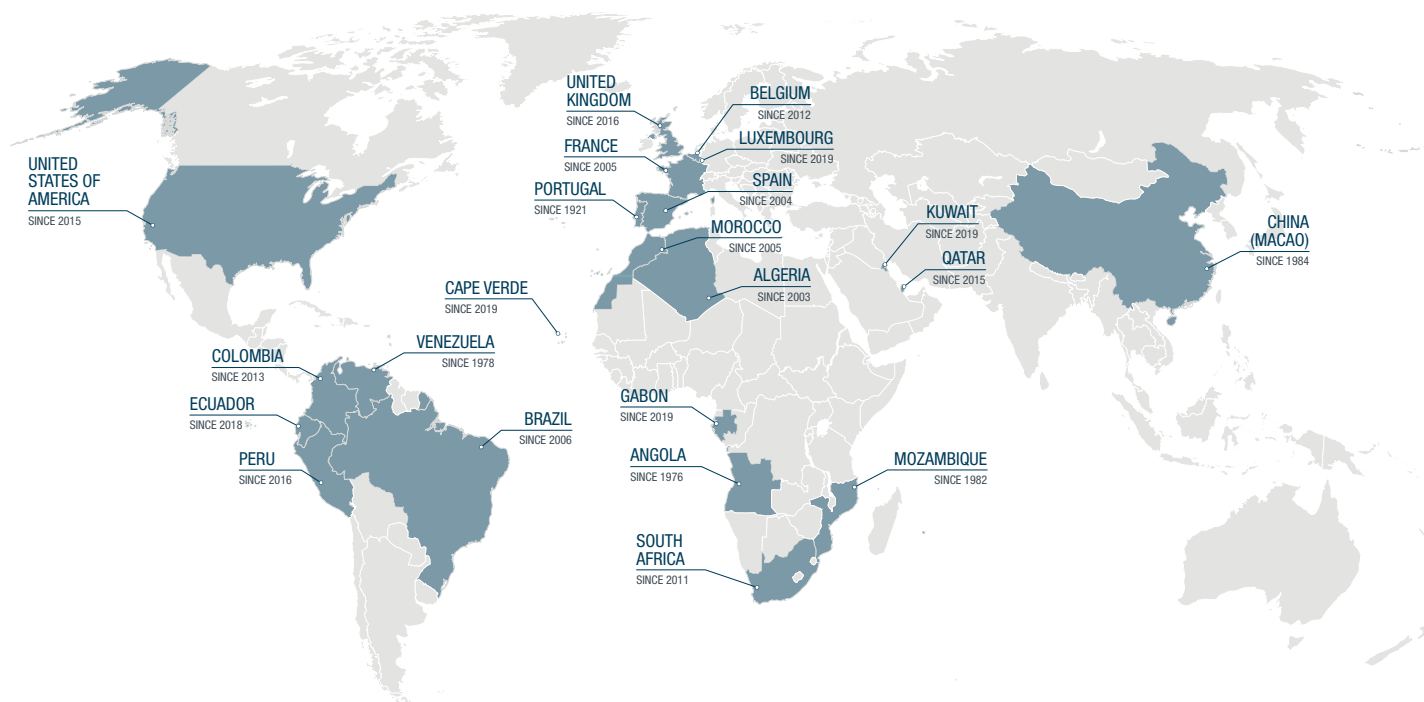
DISTRIBUTION

SINCE 1996

AUTOMOTIVE

SINCE 1991

**22 COUNTRIES
4 CONTINENTS**

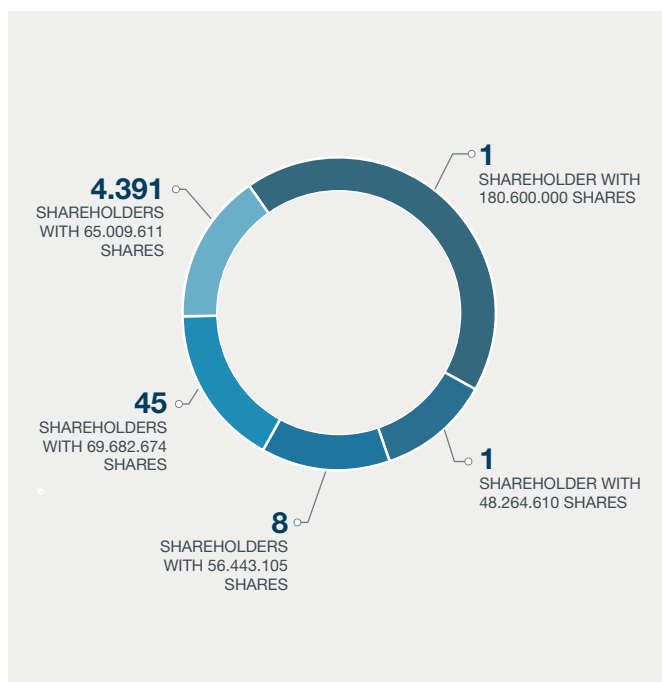




Contract for Reinforced Concrete Structure above Ground Floor, Special Installations, Finishings and Exterior Works of CUF Tejo Hospital Building
LISBON - PORTUGAL

SHAREHOLDERS

Teixeira Duarte is the leading listed company of the Teixeira Duarte Group, in which the majority of the shareholder position is held by the Teixeira Duarte family, directly and through family companies. At 31 December 2020 its share capital was distributed among 4446 shareholders as follows:



Distribution of shares representing the share capital of TD, SA at the end of the 2020 financial year, distributed to a total of 4,446 shareholders.

CORPORATE MODEL

A Teixeira Duarte, S.A. follows the corporate model commonly known as the one-tier model: it has a single management body (the Board of Directors), currently with five members and two supervisory bodies: An Audit Committee (with three members) and an official accounts auditor company.

At its General Meeting and in compliance with the provisions of Article 245-A(1)(r) of the Securities Code, Teixeira Duarte, S.A. approved its "Diversity Policy applied by the company to its management and supervisory bodies".

Within this framework, the corporate bodies of "Teixeira Duarte, S.A." and respective members are as follows:

Presiding Board of the Shareholder's Meeting:

Chairman

José Luciano Vaz Marcos

Vice-Chairman

José Mário Ferreira de Almeida

Secretary

José Pedro Poiars Cobra Ferreira

Board of Directors:

Chairman:

Pedro Maria Calainho Teixeira Duarte

Directors

Manuel Maria Calainho de Azevedo Teixeira Duarte

Carlos Gomes Baptista

Maria da Conceição Maia Teixeira Duarte

Diogo Bebiano Branco de Sá Viana Rebelo

Supervisory Board:

Chairman:

Óscar Manuel Machado de Figueiredo

Member

Ana Cristina Louro Ribeiro Doutor Simões

João Salvador dos Santos Matias

Deputy:

Rui Pedro Ferreira de Almeida

Chartered Accountant:

"Moore Stephens & Associados, SROC S.A."

represented by Dr. António Gonçalves Monteiro

Secretary of the Company:

Permanent

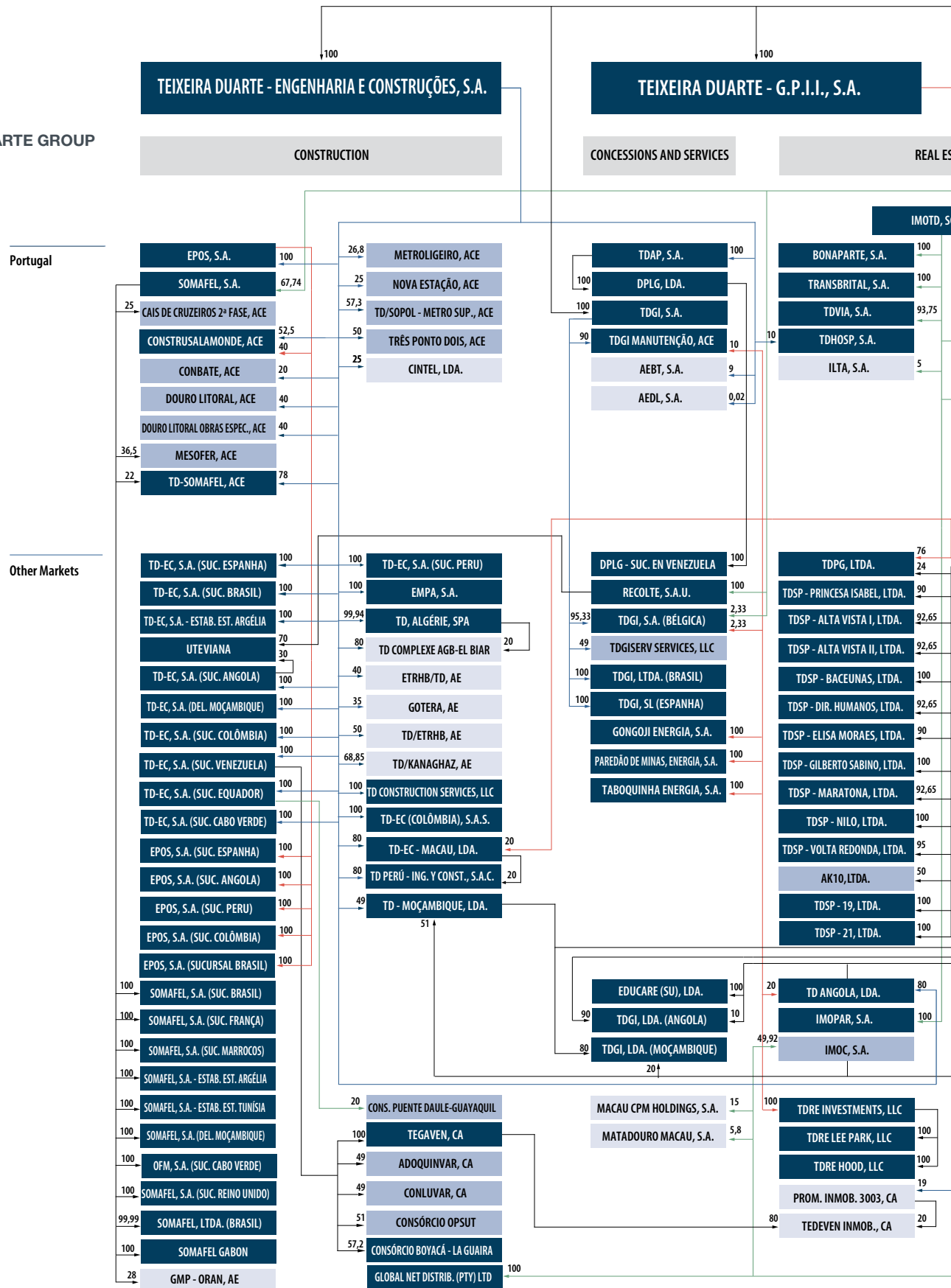
José Pedro Poiars Cobra Ferreira

Alternate

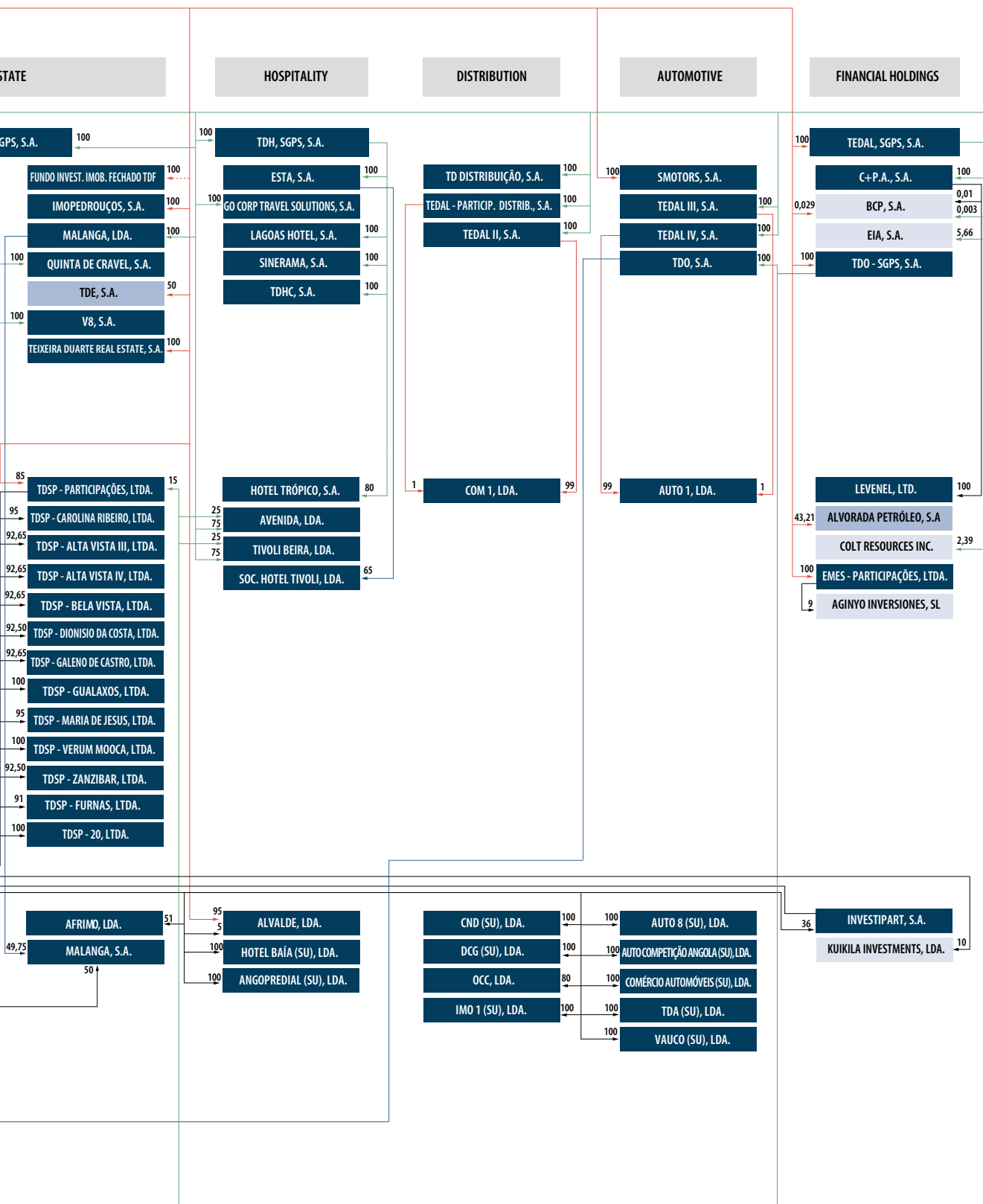
Filipe Manuel Cavaco Bismarck

The Market Relations Representative:

José Pedro Poiars Cobra Ferreira

**TEIXEIRA DUARTE GROUP
2020**


TEIXEIRA DUARTE, S.A.



Caption: COMPANIES INCLUDED IN THE CONSOLIDATION
 COMPANIES INCLUDED IN THE CONSOLIDATION BY THE EQUITY METHOD
 COMPANIES EXCLUDED FROM CONSOLIDATION
 xx → Amounts as % of capital

ORGANIZATIONAL MODEL

In addition to the corporate bodies of "Teixeira Duarte, S.A." emphasis should be placed on the Boards of Directors of "Teixeira Duarte - Engenharia e Construções, S.A." and "Teixeira Duarte – Gestão de Participações e Investimentos Imobiliários, S.A.", the former operating in the construction sector and the latter in the Concessions and Services, Real Estate, Hospitality, Distribution and Automotive sectors.

Following on from these are the management bodies of the other entities that form part of the consolidation perimeter of "Teixeira Duarte, S.A." and the organizational structure of "Teixeira Duarte - Engenharia e Construções, S.A." which, as the company that gave rise to the Group, carries out its activity in different business areas of the construction sector that all share production resources and are essential for management staff training and career monitoring. This subsidiary also has a group of construction sector specific support structures, particularly the areas of Formwork and Pre-Stressing, Equipment Management, Bid Logistics and a Materials Laboratory.

"Teixeira Duarte – Engenharia e Construções, S.A." also includes another two structures that, although more focused on the construction activity, also support other Group sectors in the area of Management and Technology Systems and Supplies.

In addition to all of the structures that are most directly linked to the Group's Sectors of Activity, there is a set of structures with special responsibilities for providing intra-group support for all of the actions that are carried out. These structures are known as the Corporate Area.

Thus, there are several outstanding qualified employees within the different entities that make up the Teixeira Duarte Group, forming part of the Senior Management, who are responsible for different companies, sectors, business area and other organizational structures, identified on the following organizational chart below:

TEIXEIRA DUARTE ORGANISATIONAL CHART

CORPORATE AREA

Internal Audit

Mário Faria

Accounting

Alexandre de Jesus
Sérgio Castro

Finance

Sérgio Pereira

Legal

Maria António Ambrósio

Human Resources

Isabel Amador

Corporate Affairs

José Pedro Cobra Ferreira

Sustainability

Erica Torres Silva

Information Technologies

Rui Pedroso
Rui Miranda

ACTIVITY SECTORS

Construction

Geotechnics and Rehabilitation

Marine Works

Hélder Matos
João Pedro Lopes
António Diniz
Pinto Guedes

Projects

Laura Esteves

Buildings

Carlos Timóteo
Fernando Martins
Luís Mendonça
Luís Santos
Carlos Guedes
Luís Carreira
Pedro Nunes
Pedro Ferreira

Teixeira Duarte - Engenharia e Construções, S.A.

Board of Directors

Manuel Maria Teixeira Duarte
Pedro Costa
Sérgio Pereira
Paulo Serradas

Teixeira Duarte - Gestão de Participações e Investimentos Imobiliários, S.A.

Board of Directors

Manuel Maria Teixeira Duarte
Diogo Rebelo
Luís Vicente
Sérgio Pereira
Rogério Fonseca

Infrastructures
Rosa Saraiva
Gustavo Lebreiro
Amílcar Teresinho

Metalworking
Henrique Nicolau

Underground Works
Dias de Carvalho
Carlos Russo

Railway Works
Rui Costa

Shuttering and Pre-Stressing
Caetano Machado

Supplies
Rosa Almeida

Equipment Management
Rodrigo Ouro

Management Systems
Innovation

Ivo Rosa
Rita Moura

Proposal's Logistics
Mário Baptista

Concessions and Services

Facilities Management
Rodolfo Valentim
Mariana Coimbra

Education
Diogo Rebelo

Real Estate

Alfredo Silva
Guilherme Silva

Hospitality

Luís Vicente
Cláudia Bazílio

Distribution

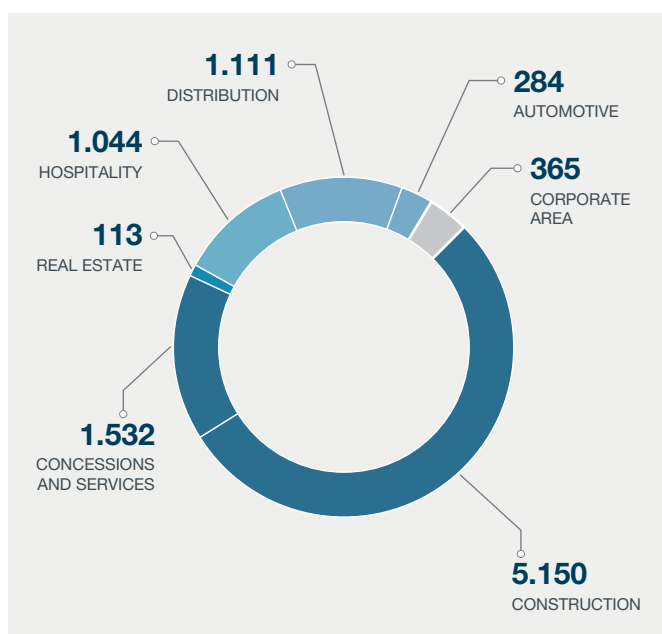
Diogo Rebelo
João Cordeiro

Automotive

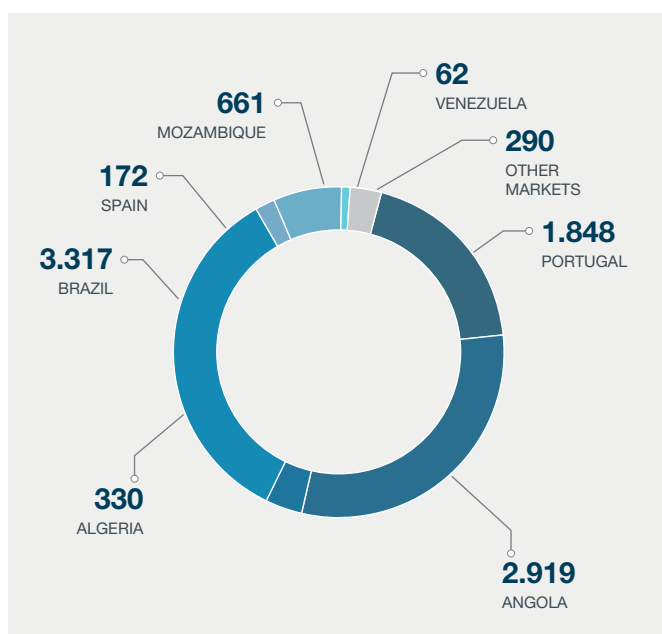
Pedro Medo

EMPLOYEES

Employees embody the Teixeira Duarte Group and are its greatest asset. As of 31 December 2020, the 9,599 employees were distributed across the following sectors and markets:



Distribution of Employees by Sector



Employees distribution by Market

MISSION AND VALUES

Over nearly one hundred years of history, the conduct of employees of Teixeira Duarte Group companies has been guided by ethics that are a source of pride and an incentive for the growth of the company. At the central core of this ethic lie its mission and values, which are set out below:

THE MISSION

EXECUTE, CONTRIBUTING TOWARDS THE CONSTRUCTION OF A BETTER WORLD

Defines what drives its employees day-by-day, and establishes the objective shared by all regardless of their area of operation, geography or work team.

“Execute”, because it is always intended to make it happen.

“Contributing”, because we must understand that no one does anything alone.

For the “Construction”, of which we are part.

Of “a better world”, which is the objective that we all share, within and outside of Teixeira Duarte.

THE VALUES

The Values are the way we must act to reach that objective and characterise the Company’s relationship with all of related parties. They are:

INGENUITY

Value based on the origin and purpose of the Company: “A House of Engineering,” where, from the research and domination of the principles of science, it innovates and develop the knowledge and techniques to apply, with efficiency and the minimum of waste, in the resolution of practical issues, forming, encouraging and relying to the “in-house” people.

TRUTH

It consists in the straight appreciation of the facts, exposing the things as they are, with good faith and with great accuracy, assuming the mistakes and limitations, as well as the successes and capabilities, and always reporting in a transparent and adequate the Company areas of performance and responsibilities.

COMMITMENT

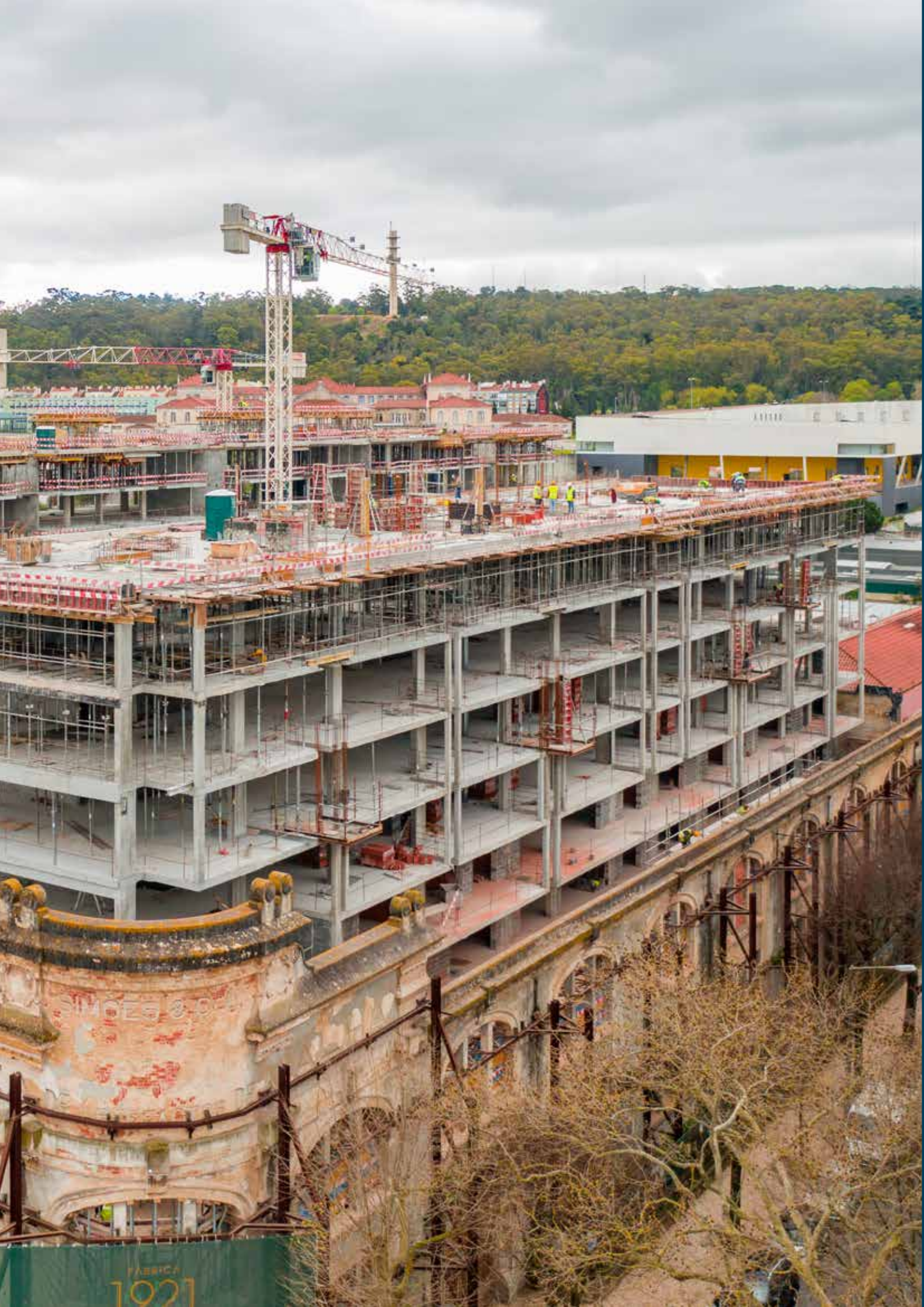
Corresponds to a responsible and committed way of accepting challenges and responsibilities, on the importance of the "given word" and on the fulfilment of all obligations, with others as well as on the loyalty and complicity with their own colleagues and the Company itself, with respect for others, for the dignity of every human person and for the sustainability of the community.

TEIXEIRA DUARTE GROUP CODE OF ETHICS AND CONDUCT

"Teixeira Duarte, S.A." has implemented a "Teixeira Duarte Group Code of Ethics and Conduct", which has been adopted by the entities that form part of the Group and compliance with which is mandatory by all employees.

This document enshrines and sets out Teixeira Duarte's values and mission, defines the group's ethics and conduct, defines its scope of application and sets out the mandatory (I) General Rules of Conduct aimed at legal compliance, respect for fellow human beings and for the community, respect for the environment and compliance with internal standards; (II) rules of conduct that apply to the relationship between employees and the company; and (III) rules of contact between employees and third parties, specifically public authorities, customers and suppliers and the competition. Its final chapter covers subjects such as independence and cooperation with public authorities, and measures to prevent money laundering, terrorist financing, conflicts of interest and corruption.

In addition to the system for monitoring compliance with the aforementioned Code, there is a *compliance* system at the Group level aimed at safeguarding compliance with regulations that apply to the activity of Teixeira Duarte Group companies, including the aforementioned Code of Ethics.



Teixeira Duarte

Extract from the 2020 Management Report
(Chapter on Non-Financial Information)

Sustainability Report 2020



The following text corresponds to the entire extract of the chapter on Non-Financial Information included in the 2020 Management Report that was approved in the Annual General Meeting by the shareholders and that is hereinafter disclosed in this document under the title "Sustainability Report 2020".

III. NON-FINANCIAL INFORMATION

INTRODUCTION

For the fourth year running, Teixeira Duarte is reporting to its *stakeholders* on the consolidated performance of its subsidiary companies, in the non-financial dimension, including human resources management, and the management of socio-economic aspects, including community relations, as well as environmental management.

The information provided here covers the activity of subsidiaries between 1 January and 31 December 2020. Whenever relevant, information about previous years is included, to allow a comparative assessment of performance to be performed. Throughout the report, the contribution of the Group's companies to the Sustainable Development Goals established by the United Nations is highlighted. This global agenda has been adopted by the group in order to guide the performance of its subsidiaries.

In addition to meeting the requirements of the Companies Code and Decree-Law 89/2017, of 28 July, this year the report was also prepared in accordance with the GRI Standards - Essential Option - and it has taken into account the Non-Financial Information Reporting Template issued by the Securities and Exchange Commission. The tables of correspondence with these two references are attached.

SUSTAINABILITY IN THE TEIXEIRA DUARTE GROUP

Sustainability is understood by the Teixeira Duarte Group companies as the result of a way of being and acting with a sense of responsibility. This attitude is reflected in the relationship of its employees with all stakeholders.

In fact, the Group's Mission - "Execute, contributing to the construction of a better world" - and its structuring Values - Ingenuity, Truth and Commitment - reflect a deep-rooted way of acting over several generations, which makes an essential contribution to the effective global sustainability of the subsidiaries of the Teixeira Duarte Group, from economic, social and environmental perspectives.

As there is a wide range of sectors of activity in this universe of Teixeira Duarte Group companies, which operate in several countries, the sustainable development of the businesses is ensured by each area of activity, given their proximity to operations and greater effectiveness of their actions.

Each subsidiary thus responds to the sustainable development challenges of its activities, and is guided by the Group with regard to general objectives and the specific sustainability priorities for each country.

Additionally, the corporate areas of Teixeira Duarte promote the coordination of joint policies among subsidiaries, by identifying practices and synergies that help the different businesses to evolve in a sustainable manner and to innovate within the scope of their activities.

OUR MISSION

**EXECUTE, CONTRIBUTING TOWARDS
THE CONSTRUCTION OF A
BETTER WORLD**

HOW WE DO IT

**WITH INGENUITY, TRUTH AND
COMMITMENT**

TO WHAT WE CONTRIBUTE

**SUSTAINABLE
DEVELOPMENT GOALS**

OUR LOCAL PRIORITIES



The Teixeira Duarte Group's Sustainability Model as of 31 December 2020



Blue November Action by Teixeira Duarte - Engenharia e Construções
BRAZIL

SUSTAINABLE DEVELOPMENT GOALS

In 2018, Teixeira Duarte commenced a process to adopt the United Nations Sustainable Development Goals as a global framework to shape, drive and report the Sustainable Development actions of its subsidiaries, as it identified great affinities between its corporate vision of Sustainability and these Goals.

The 17 Sustainable Development Goals (SDGs) were established at a UN Summit in 2015 and unanimously approved by 193 Member States with the aim of creating an ambitious agenda for poverty eradication and global economic, social and environmental development by 2030. Compliance with this plan, known as the 2030 Agenda for Sustainable Development, involves unprecedented joint efforts on a global scale, by all countries and public and private players.

The Teixeira Duarte Group has been assessing the impacts of the activities carried out by its subsidiaries on the global priorities and aspirations for 2030 defined in the 17 SDGs. The sectors/business areas operating on the markets of Angola, Brazil, Portugal and, in 2020, Mozambique, responsible for 74% of the Group's operating revenue, were surveyed and the risks and positive impacts that each one can have in their respective countries with regard to sustainable development topics proposed in the SDGs were analyzed.

Through this evaluation, the Group identified at a local level a number of SDGs that are most relevant. Thus, despite contributing to all SDGs, Teixeira Duarte took on 5 as priorities: SDG 3, SDG 4, SDG 8, SDG 9 and SDG 12.

Portugal	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Angola	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	8 DECENT WORK AND ECONOMIC GROWTH
Brazil			
Mozambique			

ETHICS AND CONDUCT

Teixeira Duarte, S.A. has a Code of Ethics and Conduct adopted by each of the Group's entities, which enshrines the intra-group principles of action for all employees of Group companies and, therefore the involvement of Teixeira Duarte, S.A. with stakeholders. It serves to reinforce and develop the Group's

mission and values.

This Code is aimed at all Directors, Employees and other company representatives. In addition, it is the responsibilities of all of these employees not only to be aware of the code, memorize it, implement it within the institution and defend it outside the institution, but also to promote the application of the respective rules by third parties during the course of their relationships with all Teixeira Duarte Group entities.

The Code of Ethics and Conduct is mandatory for all employees, and failure to apply it may result in disciplinary procedures and sanctions.

In summary, according to this Code, all group employees are committed to complying with, defending and enforcing (as well as among indirect recipients) the legislation and regulation in force in the geographical areas where the group operates, including any global or sector agreements and ethical rules specific to each professional, as well as any and all contractual commitments taken on by the Group.

Sent to all employees globally, the current Code of Ethics and Conduct is available on the website www.teixeiraduarte.com.

COMPLIANCE WITH INTERNATIONAL AGREEMENTS

The activities of Teixeira Duarte Group companies are based on their Mission and are in line with the UN Human Rights Declarations, the Guiding Principles of the Organization for Economic Cooperation and Development (OECD), the International Labour Organization (ILO), national and international legislation and the 10 Principles of the United Nations Global Compact in the fields of Human Rights, Labour Practices, the Environment and Anti-Corruption.

Teixeira Duarte - Engenharia e Construções, in Portugal, is also voluntarily certified to the International Standard SA 8000, showing the organization's commitment to developing, maintaining and applying responsible practices to issues such as slave and child labor, occupational health and safety, freedom of association and collective bargaining, discrimination, disciplinary practices, working hours, remuneration and management systems.

COMMUNICATION WITH THE STAKEHOLDERS

The Teixeira Duarte Group encourages a regular and systematic dialog with a wide range of stakeholders, including those identified by its subsidiary companies.

In order to better understand the expectations of these different

groups and to communicate more efficiently with them, the subsidiary companies make use of several instruments, with particular emphasis on the following:

Employees

Corporate website, Staff Meetings, *Webinars*, Company Day, Christmas Event, Ethics Channel.

Clients and general public

Websites, *Call Centres*, Social Networks, Suggestion and Complaint Systems, Ethics Channel.

Investors

General Meetings, Financial Reports, Answers to Specific Questionnaires, Announcements.

Suppliers

Visits and Audits, Reciprocal Training, Performance Assessment, Ethics Channel.

Professional Organizations

Participation in several organizations.

Regulatory and Government Bodies

Participation in different sector associations.

Communities

Partnerships with Representative Institutions, Community Support Projects, Ethics Channel.

Educational Institutions and of Scientific and Technological System Bodies

Participation in Academic Events, Conferences, Job Fairs and Partnerships.

Media

Announcements, Answers to specific questions.

NOTE ON THE METHODOLOGY REGARDING COVERAGE OF INDICATORS

The Human Resources, Communities and Environment indicators presented here encompass, whenever possible, 100% of the group of companies included in the consolidation perimeter of the Teixeira Duarte Group.

However, given the diverse range of sectors and the local circumstances of their operating areas, the scope of coverage may vary for some indicators, and this fact is mentioned where applicable in the main body of this chapter.

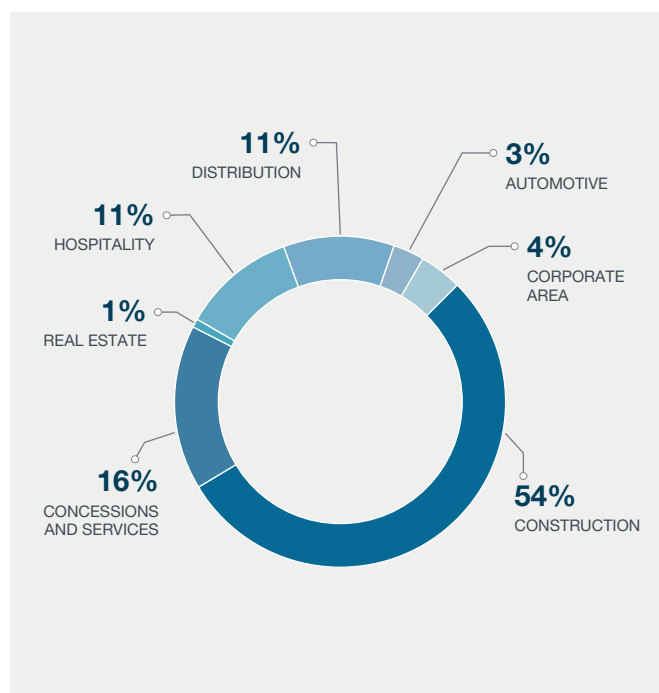
MANAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES

The welfare of employees, including the promotion of good hygiene, health and safety conditions, as well as the development of skills and retention of talent, are extremely important to the management of human resources of Teixeira Duarte Group companies, and are duly rooted in a culture of dignified treatment and respect for human and labor rights.

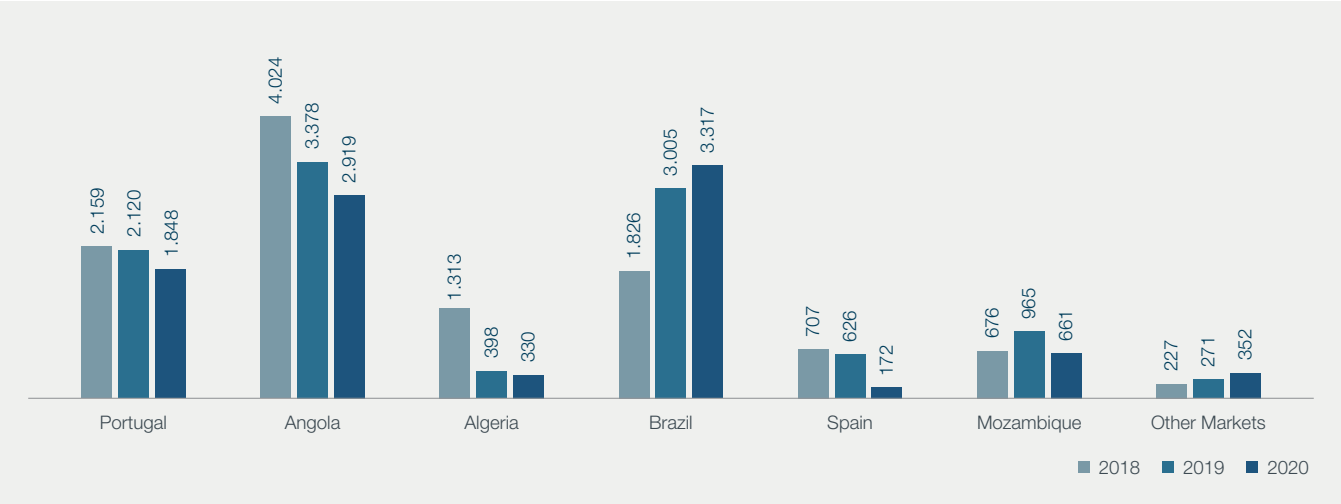
Human Resources in 2020

As of 31 December 2020, the Group had 9,599 employees, representing a decrease of 1,164 employees (-11%) compared to December 31, 2019, largely caused by the reduction in activity in the environment area in Spain, but also by the reduction in activity in Angola and Mozambique, in Distribution and Construction respectively. On the other hand, in Brazil there was an increase of about 300 employees compared to 2019, due to increased activity in Construction.

In 2020, and as in previous years, the employees of subsidiaries operating in the Construction sector account for most of the workforce of the Teixeira Duarte Group, and their importance even increased from 50% to 54% between 2019 and 2020.

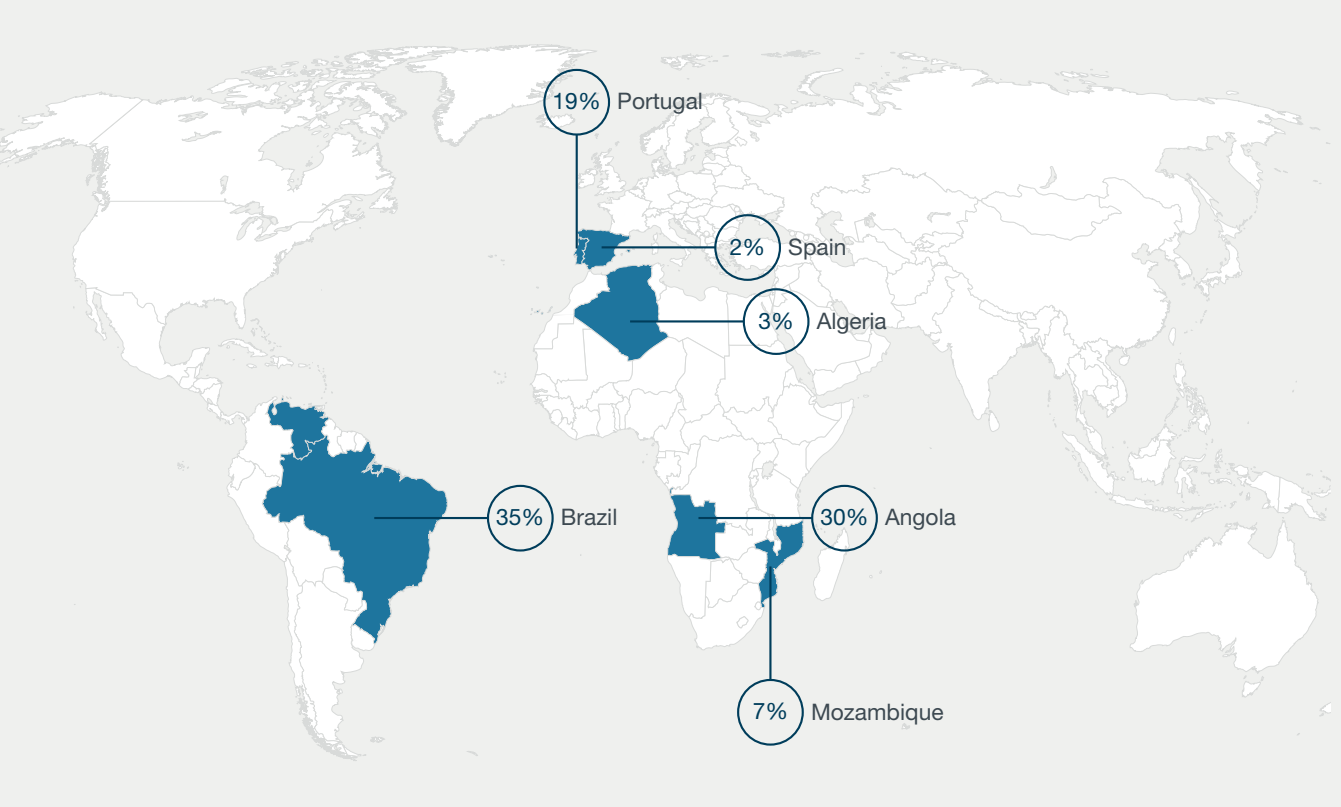


Employees by area of activity at 31 December 2020



Evolution of the number of employees as of 31 December by market

Brazil, Angola, and Portugal were the three markets with the largest number of employees, with 35%, 30%, and 19% respectively, in the group of companies where subsidiary companies were operating on this date.

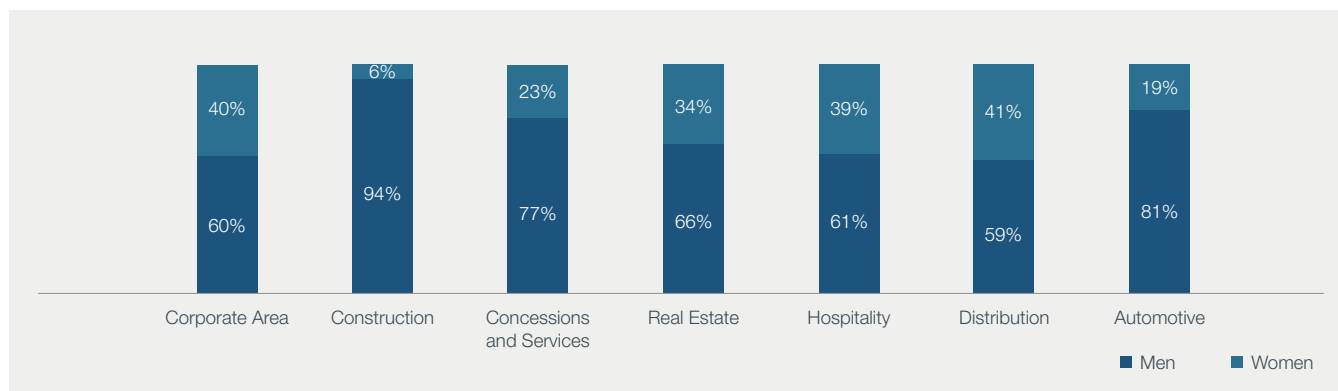


Geographical distribution of employees in the main markets on which the group operates, as of 31 December 2020

In line with previous years, in 2020 the majority of employees were male, a fact not unrelated to the business areas of the Group's subsidiaries, where the construction and Concessions and Services sectors predominate, which together accounted for 70% of the global workforce.

Teixeira Duarte, S.A. has always been concerned about guaranteeing dignified treatment to all male and female employees, with respect for their human and labor rights, including effective equality among all. It adopts good practices

in order to achieve an effective equality of treatment and opportunities between women and men, promotes the elimination of gender-based discrimination and encourages a personal, family and professional life balance. In 2020, the company published a new Equality Plan that presented the set of goals and measures to be developed by its subsidiaries in a manner appropriate to geographical and sector-related aspects of their operating situations, during the 2020 and 2021 period.



Employees by gender, by sector of activity at 31 December 2020

In 2020, as in previous years, the majority of Teixeira Duarte Group employees were in the age group between 30 and 50 years, and the predominance of this group had even increased by 2 p.p. when compared to 2019.

The Teixeira Duarte Group companies therefore consider the needs of the different generations present on their teams, by promoting the integration of new employees and simultaneously ensuring that previous generations pass on their knowledge.

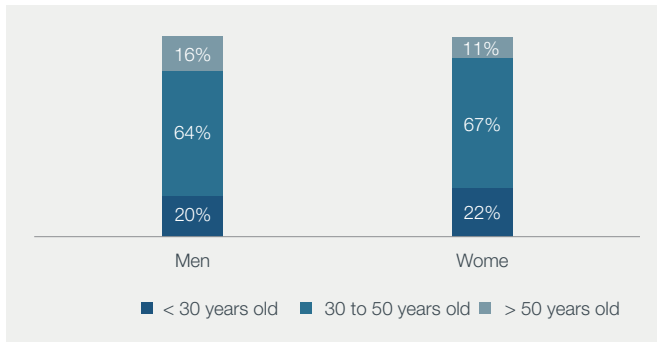
At a Board of Directors meeting on 14 September 2020, Teixeira Duarte, S.A. approved an Equality Plan covering the following areas:

- a) Equal access to employment;
- b) Equal working conditions;
- c) equal pay;
- d) Parenthood protection;
- e) Professional, family and personal life balance.

This Plan can be found at www.teixeiraduarte.com.

	Corporate Area	Construction	Concessions and Services	Estate agent	Hospitality	Distribution	Automotive	Total 2020	Total 2019	Total 2018
<30 years	18%	18%	18%	23%	21%	32%	25%	20%	22%	24%
30 to 50 years	62%	65%	64%	68%	66%	63%	64%	65%	63%	61%
>50 years	20%	17%	18%	9%	13%	5%	11%	15%	15%	15%

Annual evolution of the percentage of employees by Age Group



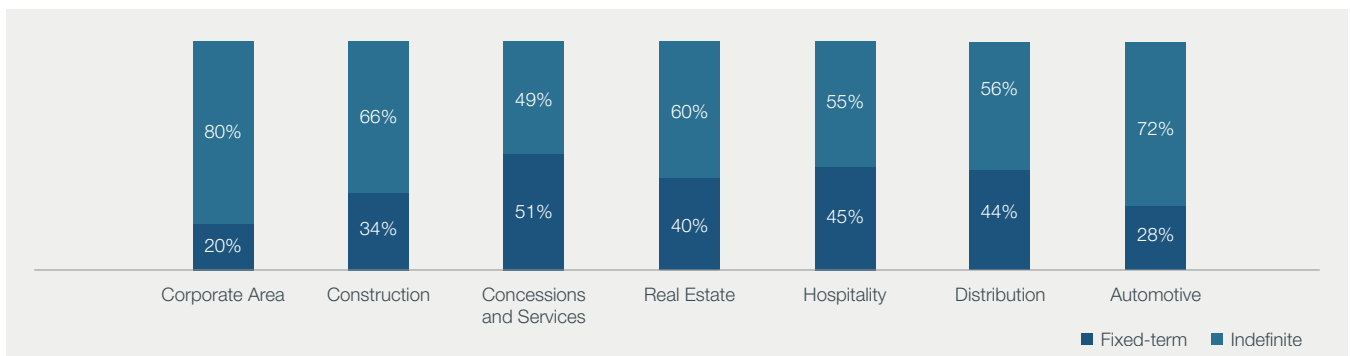
Employees by age group at 31 December 2020

	Total 2020	Total 2019	Total 2018
Permanent	62%	56%	45%
Men	62%	56%	44%
Women	60%	52%	51%
Temporary	38%	44%	55%
Men	38%	44%	56%
Women	40%	48%	49%
Total	9,599	10,763	10,932

Percentage of employees by contract type and gender

As of 31 December 2020, most employees were on permanent contracts.

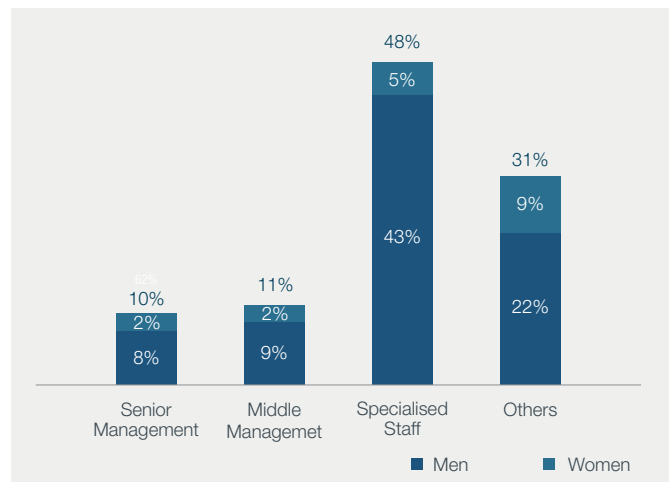
A description by area of activity shows the widespread adoption of the permanent contract model, with the exception of activities carried out in the Concessions and Services area.



Percentage of employees by contractual status and area of activity at 31 December 2020

Due to the wide range of business areas in which Teixeira Duarte Group subsidiaries operate, and in an attempt to characterise the distribution of their staff by professional groups that are as equivalent as possible, the Group classifies its employees into 4 major professional groups. This classification is based on the framework of professions and professional categories set out in the Collective Bargaining Agreement in force in Portugal for the Civil Construction and Public Works sector.

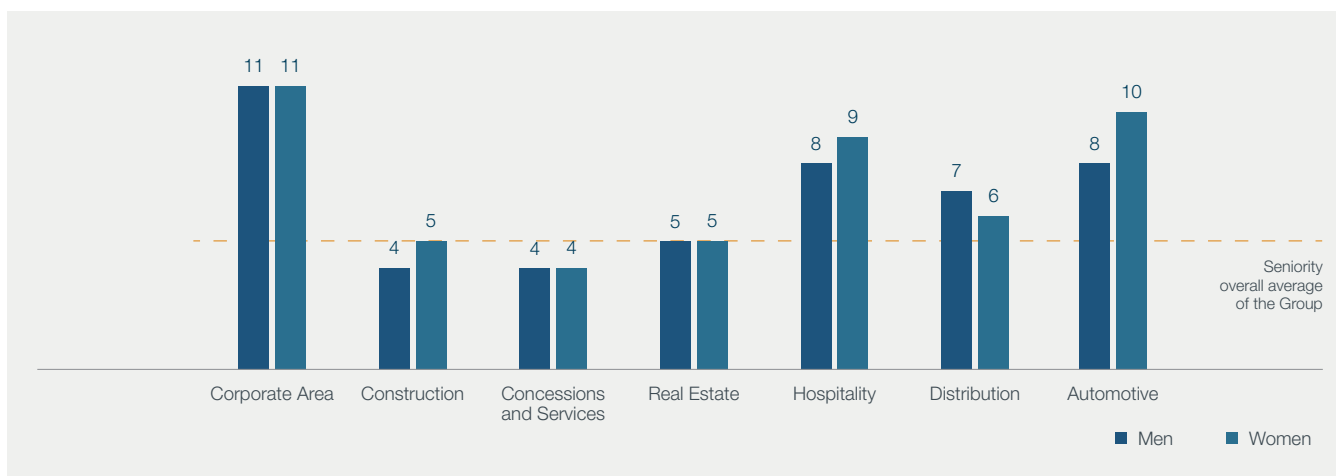
Almost half of employees fall into the group of Specialized Personnel, as it includes most of the specialized roles related to Construction *Facilities Management* and Automotive activities. The “Others” group includes essentially operational roles related to core activities, and is of particular relevance in the areas of Construction, Hospitality and Distribution.



Group employees per professional group in the Group at 31 December 2020

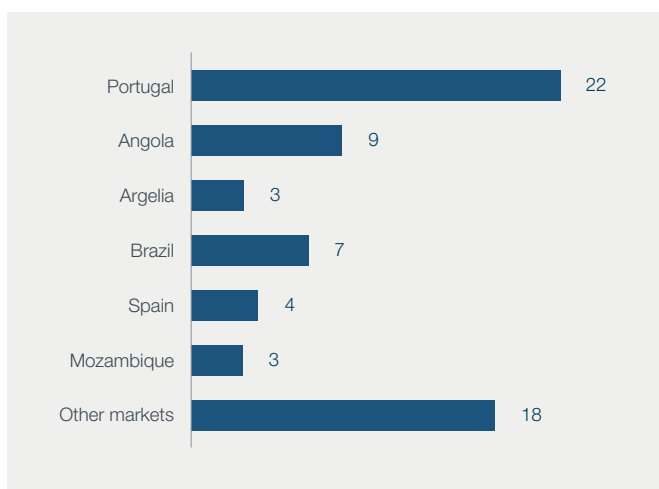
In terms of the average seniority of employees in each area of activity, some heterogeneity within the different Group subsidiaries was seen on 31 December 2020. On the one hand, the Corporate Area had a higher average seniority, but only represented 4% of employees. Construction and the Concessions and Services sector, responsible for 70% of the

Group's workforce, largely contributed to an overall average seniority of 5 years, which is similar to other areas such as Real Estate and Distribution. In 2019, this average seniority was 6 years globally.



Average seniority of employees by area of activity at 31 December 2020

Different cultures, habits and working methods tend to create greater openness and growth for companies seeking to ensure a working environment where mutual respect and equal opportunities prevail. At 31 December 2020, employees of 38 different nationalities worked for the group, with the greatest diversity particularly seen in Portugal.



No. of employee nationalities by market at 31 December 2020

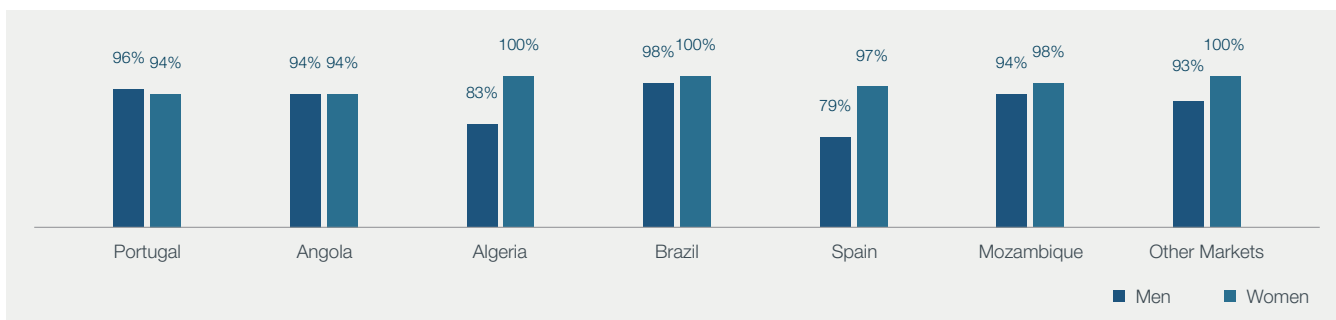
Recruitment, Selection and Retention of People with Potential Talent

Recruitment is a key part of the development of the human capital of an organization that intends to be innovative and dynamic, since it is the starting point of the human resources management value chain.

Many of the Group's subsidiary companies position themselves in their markets as recognized employers, particularly with a view to promoting the employment of youths with potential talent, since it offers this age group conditions and prospects for personal and professional development. They value this, and their contribution has proved to be strategic for the assertion of Group companies.

Continuing this positioning requires notable activity by these organisations in the area of recruitment and selection, including the permanent expansion of reference sources and the strengthening of partnerships.

One of the performance indicators of this policy that is used by many Group companies is the ability to hire and retain national employees in their operations. It should be emphasized that on the vast majority of markets the percentage of national employees is above 90%.



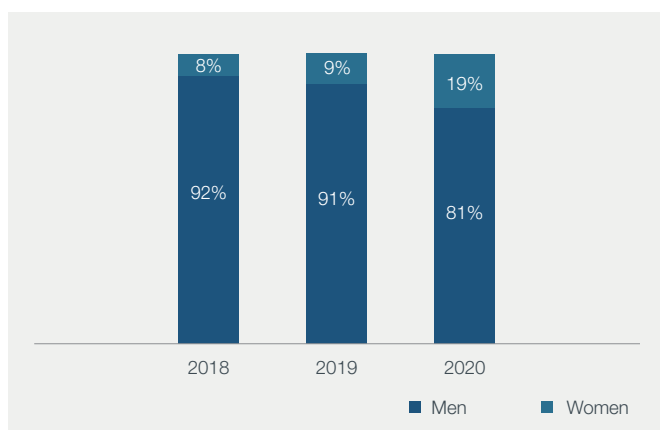
Percentage of national employees by market, at 31 December 2020

In this context, emphasis should be placed on participation in academic events, the signing of protocols and the granting of internships, which encourage applications from trainees, students and professionals who graduate from these national partner institutions.

In 2020, several Teixeira Duarte Group companies continued using the *Applicant Tracking System* implemented in 2018, allowing them to manage job offers and applicants more efficiently, using a wide search network integrated with job seeking websites.

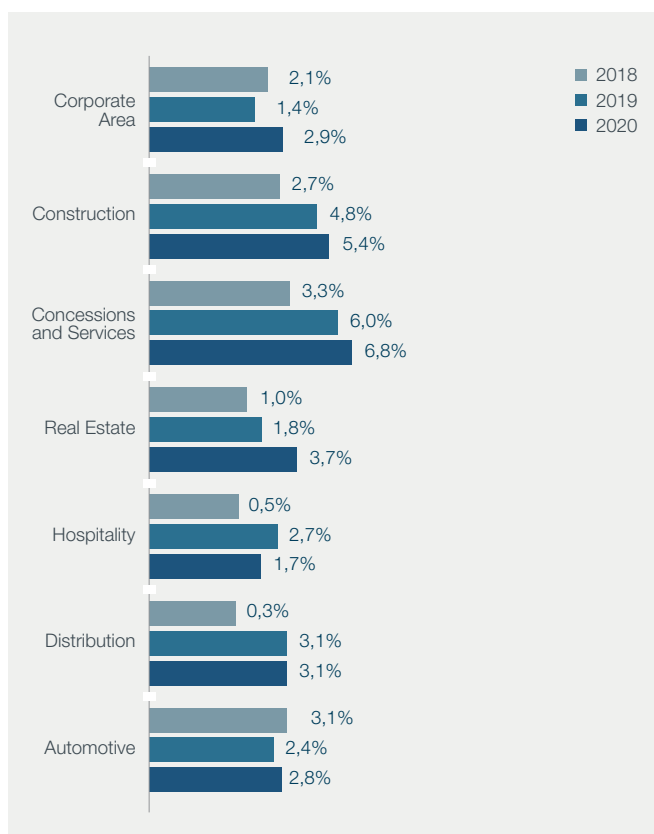
Along these same lines, mention should also be made to the role of internal recruitment which, based on performance with recognised merit, has given several employees opportunities to develop their careers.

The Group has also recorded an evolution in terms of the presence of men and women in management positions, as indicated by the evolution of the percentage of Men and Women belonging to the Group's Senior Management who are responsible for different companies, sectors, business areas, or other organizational structures. These percentages are identified, on 31 December 2020, on the organizational chart presented on page 16 of this report.



Evolution of the percentage of Men and Women in the Senior Management of the Teixeira Duarte Group

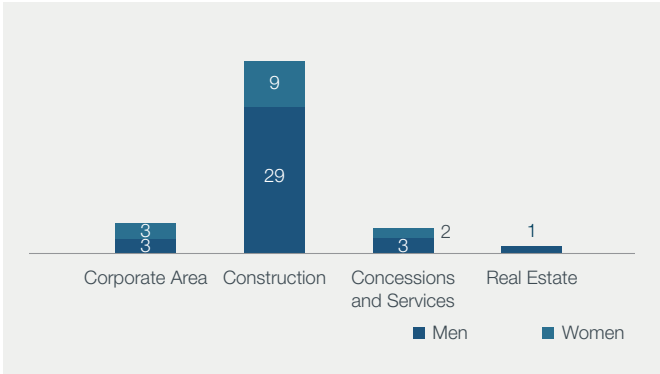
As regards absenteeism, the Group's various subsidiary companies have rates that vary according to the business areas and countries in which they operate, with an increase in the absenteeism rate in almost all cases during 2020, resulting, on the one hand, from the application of, and compliance with the orders of health and governmental authorities as part of the scope of preventing COVID-19 by the reorganization of work and, on the other hand, from absences directly related to illness and compliance with quarantine/precautionary isolation and family assistance.



Evolution of the annual absenteeism rate by area of activity (coverage = 96%)

Overall absenteeism in the Teixeira Duarte Group therefore rose from 4.1% in 2019 to 5.2% in 2020, with a more severe increase on the Angola and Algeria markets.

On 31 December 2020, 50 people with disabilities were part Teixeira Duarte subsidiary companies, 5 more than in 2019. In Portugal and Brazil, these employees represent 1% of the workforce.



No. of employees with disabilities by area of activity at 31 December 2020



New social area in the headquarters of the Teixeira Duarte Group
PORTUGAL

Compliance with International Labour Organization (ILO) Conventions

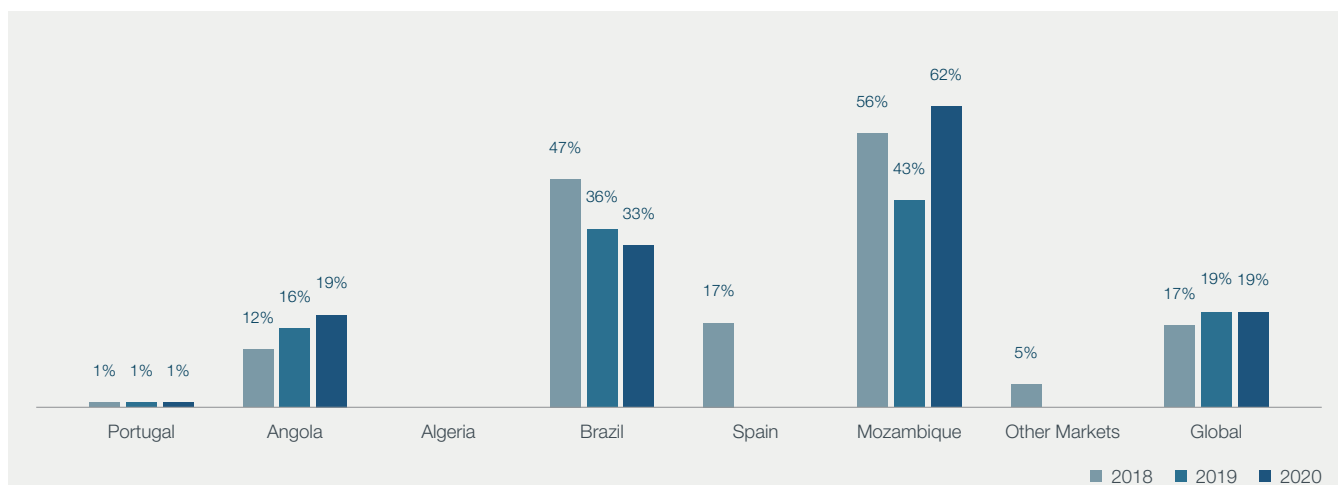
The promotion of the fundamental conventions of the International Labour Organisation (ILO), and of human rights, is enshrined in the Code of Ethics and Conduct of Teixeira Duarte, S.A., which extends to all the entities that form part of its consolidation perimeter.

The Code expresses the commitment of the Group's subsidiaries to recognising the right to association and collective bargaining. Their corporate practices protect labour rights and promote safe and healthy working environments for all workers.

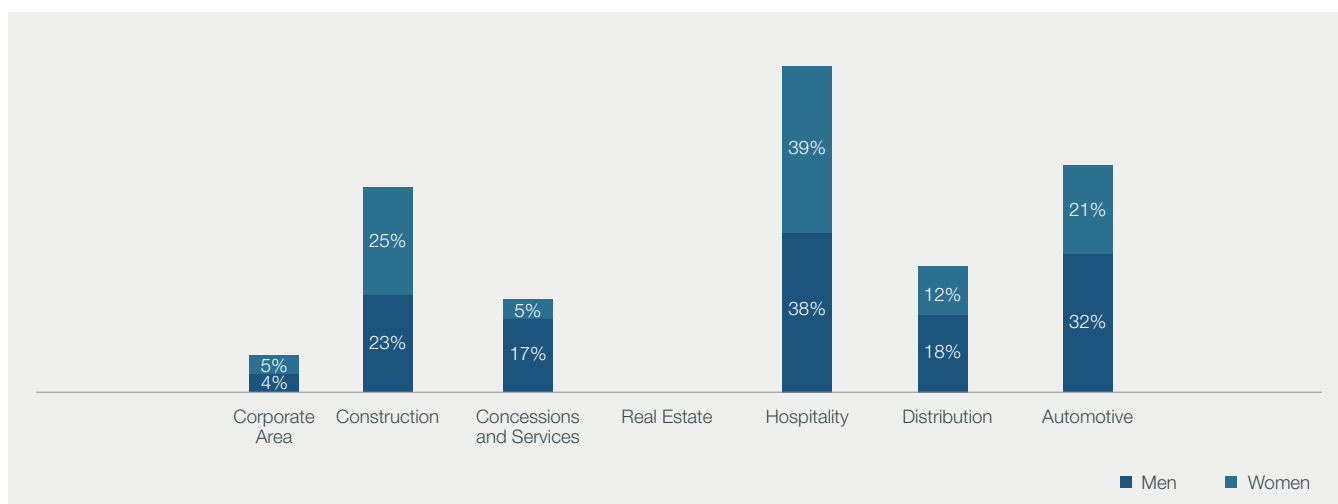
Although in some countries it is not possible to identify all employees who are trade union members, it has been ascertained that the subsidiary companies operating on the Mozambican and Brazilian markets have the highest percentage of employees covered by collective bargaining agreements, considering collective contracts, collective agreements and company agreements. In Brazil, it should be noted that the union contribution was mandatory until 2017 and ceased to be so in 2018.

The activities in which the Group has the largest number of employees covered by these collective bargaining agreements are Construction, Hospitality and Automotive.

The following graphics do not include employees covered by professional associations.



Annual evolution of unionized employees by market (%)



Percentage of unionized employees by area of activity at 31 December 2020



New social area in the headquarters of the Teixeira Duarte Group
PORTUGAL

Health and safety protection and promotion

The corporate vision of the Teixeira Duarte Group has always included a strong human resources management strategy. Its measures aim to improve the quality of life of all those who work for its subsidiaries, in order to optimize the balance between work and personal and family life and promote employee loyalty, regardless of the activity of the companies and the markets in which they operate.

This vision is reflected in the socially responsible attitude of its subsidiary companies with regard to the promotion of health, safety and hygiene at work.

In terms of occupational health, emphasis should be placed on the employee health monitoring policy, which takes the form of general health examinations, visits to work stations and the monitoring of situations of illness. In 2020, when compared to the previous year, the percentage of employees covered by examinations performed in companies decreased overall, as a result of difficulties caused by the COVID-19 pandemic situation which, in many cases, prevented examinations from being performed in person and forced the group's various local Occupational Health and Medicine services to prioritize efforts to prevent the pandemic and respond to its challenges.

	Corporate Area	Construction	Concessions and Services	Estate agent	Hospitality	Distribution	Automotive	Total 2020	Total 2019	Total 2018
Portugal	96%	95%	94%	98%	93%	97%	100%	95%	100%	99%
Angola	94%	79%	93%	89%	87%	93%	84%	90%	96%	85%
Algeria	77%	56%						61%	70%	51%
Brazil	91%	85%	90%	100%				86%	97%	98%
Spain		95%	23%					44%	32%	67%
Mozambique	51%	63%	54%		77%			67%	100%	94%
Other Markets	24%	66%	29%					56%	65%	50%

Coverage rate of medical examinations performed on Group company employees as at 31 December 2020

Even so, the same support mechanisms for curative medicine continued to be assured on the different markets, either directly (internal services) or indirectly (agreements with private clinics and/or health insurance).

The existence of an internal curative medicine service allows problematic health situations to be monitored more effectively and, in parallel, to improve the ability to act in emergency and extremely serious situations, as seen in 2020 during the pandemic crisis.

Employees are offered the chance to access medical services and drugs that, due to the situation in some of the countries where the Group companies operate, are an essential part of clinical monitoring and access to primary health care by employees. In some situations, this access is through private clinics with which partnerships have been set up, seeking to make health care more effective and less expensive.

In the case of Angola and Mozambique, for example, Group companies have defined a medical assistance and medication policy that includes access to medical consultations for all employees and first-degree relatives.

As its *core business* originated in the Construction sector, the Teixeira Duarte Group and its subsidiaries have a deeply rooted corporate culture of constant investment in safety and fighting against risks. This commitment includes strict prevention policies, which aim to ensure that the lives of all employees and service providers at all facilities are safeguarded.

In the cases of Portugal, Brazil, and Mozambique, the good practices of subsidiary companies in the Construction sector, where the risks are higher with regard to the health and safety of employees, are strengthened by an ISO 45001:2018 standard certification in occupational health and safety management systems, providing a more comprehensive and effective management of operational risks and contributing to employee protection and better performance.

Employees covered by occupational health and safety management systems (ISO 45001:2018 standard) at 31 December 2020 represented 52% of the total number of employees of the Group's subsidiaries:

- Portugal: 1,652 employees
- Brazil: 3,017 employees
- Mozambique: 315 employees

27 de julho
**Dia Nacional da Prevenção
de Acidentes do Trabalho**



PEQUENAS MEDIDAS PODEM EVITAR ACIDENTES DE TRABALHO

Disease prevention and health promotion activities in 2020 in companies operating in the areas of Construction and *Facilities Management* in Portugal, Angola, Brazil and Mozambique were also based on risk factors that had been identified, specifically risky behavior, noise in the workplace, working conditions and emergency procedures, among other aspects.

For example, in Brazil, Teixeira Duarte runs an annual campaign to mark the National Occupational Accidents Prevention Day. In 2020, a new wave of actions was carried out to alert employees and subcontractors to the importance of practices that reduce the number of occupational accidents and illnesses, thus promoting a safe environment and healthy practices in all production sectors.

The actions involved employees from the offices and each operational unit operating in the country, and awareness was raised among around 2000 employees.

Within the scope of health promotion, several activities are also promoted in Group companies, such as screening, awareness activities and individual and group health training activities.

Annual flu vaccination campaign

With the arrival of winter in Brazil, the rates of people infected by the flu virus are higher. In 2020, the campaign was run earlier due to the pandemic situation, because the flu vaccine also helps to protect the most vulnerable against respiratory diseases, which can impact the immune system and favor the onset of other infections. The campaign was run at the permanent facilities of Teixeira Duarte – Engenharia e Construções and TDGI in Brazil. A total of 140 employees were vaccinated (+10 than in the 2019 campaign).

Cancer prevention awareness activities

In October and November, when "Pink October" and "Blue November" are celebrated, the Group's subsidiary companies all over the world seek to raise the employees' awareness of the importance of prevention and early diagnosis of different types of cancer.



In 2020, a global *webinar* was held to raise awareness among employees of cancer prevention. It was run in partnership with the Occupational Health and Medicine teams in Portugal and Mozambique.

Prevention of mosquito-borne disease

Prevention awareness becomes highly relevant in countries such as Angola, Brazil, and Mozambique, with a high prevalence of diseases such as Malaria, Dengue Fever, Yellow Fever, and Zika Virus, due to the proliferation of mosquitoes typical of certain times of the year. In Angola, malaria itself is responsible for a significant proportion of deaths from infection.

In 2020, the different companies participating on these markets carried out actions at a wide range of facilities to stress the importance of taking measures to mitigate the spread of these types of insects and to prevent bites.



Diabetes prevention

In November 2020, several Group companies in Portugal, Angola, Brazil and Mozambique also marked World Diabetes Day, as this is a highly prevalent disease in these countries, by sending relevant information to employees and running awareness activities in several fixed and temporary facilities.



Awareness for HIV/AIDS prevention

When operating in Mozambique, one of the 10 countries in the world with the most people infected with HIV, as well as in several other countries where the disease is highly prevalent, it is essential to strengthen the literacy of employees and their families in terms of prevention of the disease, as well as to raise awareness of eliminating stigma and discrimination against people living with HIV.



To this end, several Group companies in Angola, Brazil and Mozambique jointly carried out an awareness campaign to mark World AIDS Day in 2020, involving hundreds of employees.

Throughout 2020, the Group's companies provided its employees with 1,237 curative medicine consultations and 25,496 complementary diagnostic tests:

	Occupational medicine medical consultations	Occupational nursing con- sultations	Curative medicine consultations	Complementary diagnostic tests
Portugal	1,244	1,239	317	5,425
Angola	1,499	1,068	802	256
Algeria	67			
Brazil	3,827			19,744
Spain	113			
Mozambique	227	545	118	34
Other countries	270			37
Total	7,247	2,852	1,237	25,496

Summary of the activity of the various local Occupational Health and Medicine Services

As regards the accident rate in the main markets in which the Teixeira Duarte companies operate, the evolution over the last 3 years in terms of the frequency (no. of accidents in the workplace x 1000000 / no. of hours worked) and severity (no. of days lost x 1000000 / no. of hours worked) of accidents was as shown on the following tables.

PORTUGAL	Nb. of Work accidents	Frequency rate	Severity rate
Corporate Area			
2020	0	0	0
2019	0	0	0
2018	0	0	0
Construction			
2020	47	13	359
2019	49	19	526
2018	58	21	408
Concessions and Services			
2020	23	27	681
2019	33	39	565
2018	38	50	1,033
Estate agent			
2020	0	0	0
2019	0	0	0
2018	1	15	328
Hospitality			
2020	0	0	0
2019	6	27	383
2018	8	37	173
Distribution			
2020	1	19	0
2019	0	0	0
2018	0	0	0
Automotive			
2020	0	0	0
2019	2	32	614
2018	1	17	702

Accident rate in Portugal as of 31 December 2020

ANGOLA	Nb. of Work accidents	Frequency rate	Severity rate
Corporate Area			
2020	2	11	5
2019	1	5	0
2018	1	7	0
Construction			
2020	7	13	207
2019	14	10	68
2018	30	13	76
Concessions and Services			
2020	6	7	12
2019	3	3	0
2018	9	10	3
Estate agent			
2020	4	27	47
2019	2	9	19
2018	2	6	74
Hospitality			
2020	5	3	12
2019	10	6	28
2018	4	3	32
Distribution			
2020	25	9	31
2019	35	12	60
2018	19	6	26
Automotive			
2020	2	4	76
2019	1	1	0
2018	10	12	65

Accident rate in Angola as of 31 December 2020

BRAZIL	Nb. of Work accidents	Frequency rate	Severity rate
Construction			
2020	27	10	65
2019	23	6	245
2018	17	8	242
Concessions and Services			
2020	3	7	85
2019	3	7	180
2018	3	9	9

Accident rate at 31 December 2020 in Brazil (Coverage = 46%)

SPAIN	Nb. of Work accidents	Frequency rate	Severity rate
Concessions and Services			
2020	1	15	74
2019	0	0	0
2018	2	38	0

Accident rate in Spain as of 31 December 2020

MOZAMBIQUE	Nb. of Work accidents	Frequency rate	Severity rate
Construction			
2020	2	11	178
2019	3	5	191
2018	1	2	150
Hospitality			
2020	5	14	165
2019	1	2	4
2018	3	5	24

Accident rate in Mozambique as of 31 December 2020 (Coverage = 79%)

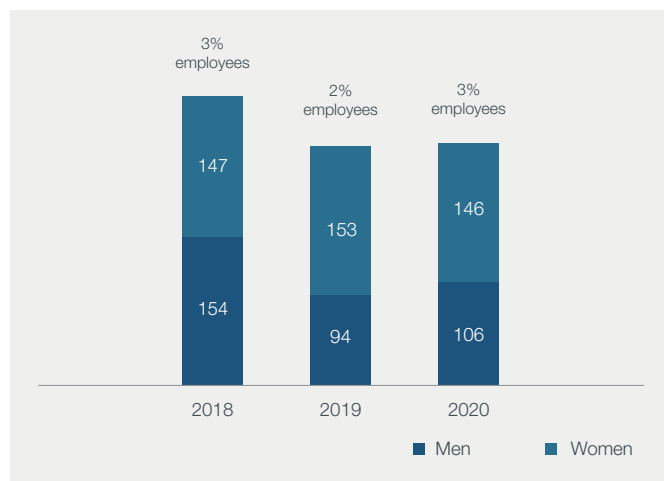
TDA Employee
ANGOLA

During 2020 there were no fatalities in the companies included in the consolidation perimeter of Teixeira Duarte, S.A..

In accordance with the legislative provisions in countries where Group companies operate, all employees have the right to protection during parenthood. In the case of Portugal, there is a range of maternity/paternity leave options available to employees, in accordance with the provisions of the Labour Code.

	Corporate Area	Construction	Concessions and Services	Estate agent	Hospitality	Distribution	Automotive	Total 2020	Total 2019	Total 2018
Portugal	5	43	25	9	5		1	88	57	109
Men	3	42	21	6	3			75	48	88
Women	2	1	4	3	2		1	13	9	21
Angola	4	4	13	1	28	56	3	109	130	104
Men	1	3		1	2	2		9	4	8
Women	3	1	13		26	54	3	100	126	96
Algeria		10						10	28	36
Men								0	26	32
Women		10						10	2	4
Brazil	3	9	2	1				15	11	18
Men	3	4	1					8	4	4
Women		5	1	1				7	7	14
Spain		3	5					8	7	25
Men		2	3					5	7	21
Women		1	2					3		4
Mozambique	2	4		1	3			10	7	8
Men		3						3	1	1
Women	2	1		1	3			7	6	7
Other Markets		10	2					12	7	1
Men		5	1					6	4	
Women		5	1					6	3	1
Total	14	83	47	12	36	56	4	252	247	301
Men	7	59	26	7	5	2		106	94	154
Women	7	24	21	5	31	54	4	146	153	147

No. of employees who took parental leave on 31 December 2020



Evolution of the no. of employees taking parental leave in the Group's companies as a whole

Other employee benefits

Companies forming part of the Teixeira Duarte universe also offer other employee benefits, such as:

a) Health and life insurance

Most Group companies provide health insurance to their employees in accordance with defined criteria, including the possibility of extending insurance to cover their families.

In some subsidiary companies, life insurance is also available in addition to health insurance to ensure protection in situations of personal accidents, death and disability.

This insurance is to supplement the mandatory protections that apply in each country to social security and labor legislation matters.

b) Protocols and Partnerships

A set of protocols and partnerships with external entities is made available to Group company employees, in various areas, such as telecommunications, banking, educational establishments, car dealerships, travel agencies and airlines, allowing employees access to goods and services under more advantageous market conditions.

c) Flexible benefits program

In 2020, the Teixeira Duarte Group maintained its "b.flex" program, created in 2019 and aimed at the permanent staff of its



subsidiaries in Portugal.

Employees voluntarily join "b.flex" for an individual grant, which they can use to gain access to a set of benefits for themselves and their families, according to their preferences.

These benefits include the reimbursement of Health Expenses, Child Allowance, Professional Training, Acquisition of Technology and Vehicle Acquisition.

In January 2021, the Program was reopened with the same set of Group companies in Portugal.

d) Family Monitoring Policy

The Teixeira Duarte Group has a Family Monitoring Policy in place which includes administrative, logistical and financial support with a view to the legalization, travel and accommodation of family members of employees who are subject to certain criteria and are moved outside their country.

Qualification for the expression of talent: development and training

In the universe of Teixeira Duarte Group companies, and over almost one century of history, a strong culture of ethics, work and merit has always been promoted, widely recognized and systematically applied at all levels.

Given the speed of today's transformations and their inherent volatility, uncertainty, complexity, and ambiguity, it is critical that organizations monitor and quickly adapt to both changing contexts and the expectations of internal and external *stakeholders*.

Guided by the values of Ingenuity, Truth and Commitment and the Mission "Execute! Contributing to the construction of a better world", the Group companies are aware of these transformation and of the need to direct people towards new growth models and the acquisition of new skills to allow them to overcome constant challenges.

As a strategy for the sustainability of its business in the face of this new reality, the Group has worked with its subsidiaries to stimulate the following objectives:

- To enhance talent within the organization, attract the most qualified people, develop them and promote their evolution by merit and performance;
- To foster strong leadership by improving the ability to promote People's performance and alignment with the purpose of the company;
- To communicate their organizational identities effectively, creating strong value propositions both internally and externally;
- To build leaning cultures with a strong impact, with growth opportunities for all, separated into different areas of knowledge (technical and non-technical), at different levels (operational, tactical and strategic) and in different learning formats (day-to-day, observing and interacting with others, formal learning through training courses in classrooms and *online* platforms).

The diverse range of activities that currently exists within the Teixeira Duarte Group, and geographical distribution throughout

several countries, have required an increasingly robust model for the effective transmission of values and practices that form part of the Teixeira Duarte Group's corporate vision for all business areas existing inside the group.

In 2020, the Teixeira Duarte Group's Competency Development Policy was continued according to the model defined in 2018, with the necessary adaptations to learning formats resulting from the circumstances caused by the COVID-19 pandemic. This Policy is based on a matrix that includes a common/cross-company component for all business areas and a specific component. It can therefore be adapted to any sector, market and professional category in which the employee is located.

The business areas, in turn, define, implement and assess the Skills Development Plans (SDP) for their employees. These are continuous training programmes that allow each employee to be trained over time, specifically with a view to updating skills and career progression.

In 2020, the Professional Qualification Coordination Committee, created in 2018 to provide extra skill development support for employees of Group companies, continued its work of continuous support to cross-group processes and the promotion of key projects in these areas, including the adoption of a new *e-learning* tool by all the Group's business areas, across all geographical areas. The implementation of this tool has become especially relevant in 2020, as it globalizes personal and professional development, regardless of the physical location of the people and operations.

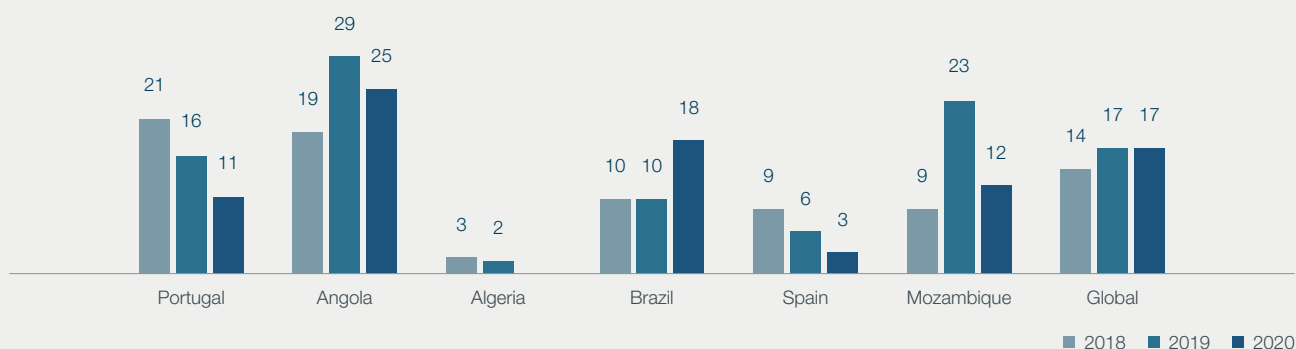
It is possible to access *online* training and information on the "OK - Online Knowledge" platform, on which content developed

externally and internally by each Group company can be accessed. Furthermore, the development of internal technical or general content promotes everybody's commitment to the organization and the people who work in it.



"OK - Online Knowledge" platform

In line with the need for the personal and professional development of employees as a prioritized way of responding to the diverse, demanding and complex challenges they face, in 2020 the companies included in the consolidation perimeter of Teixeira Duarte, S.A. carried out an average of 17 hours of training per employee, as in 2019. Particular positive emphasis should be placed on the performance of activities in Angola and Brazil in particular, despite the many constraints that the COVID-19 pandemic situation placed on more usual professional training formats.



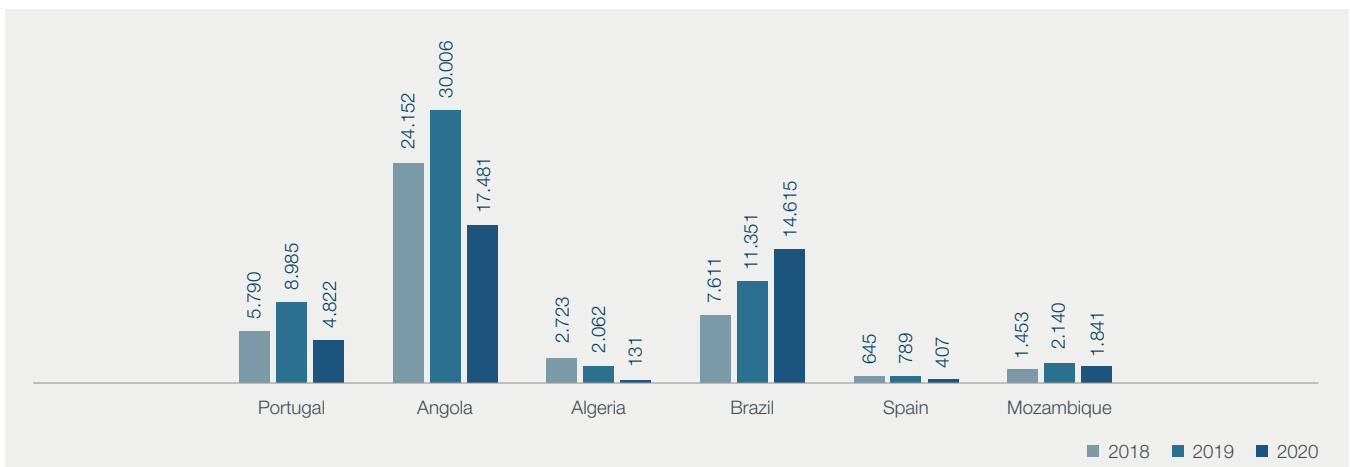
Annual evolution of the average number of training hours per employee per year, by market and in the Group as a whole (Coverage = 96%)

Qualifying activities (hereinafter, activities) covered 39,297 trainees (number of employees who attended an activity) and totaled 150,665 hours of training volume (total training hours attended by all trainees), which, compared to 2019, represent

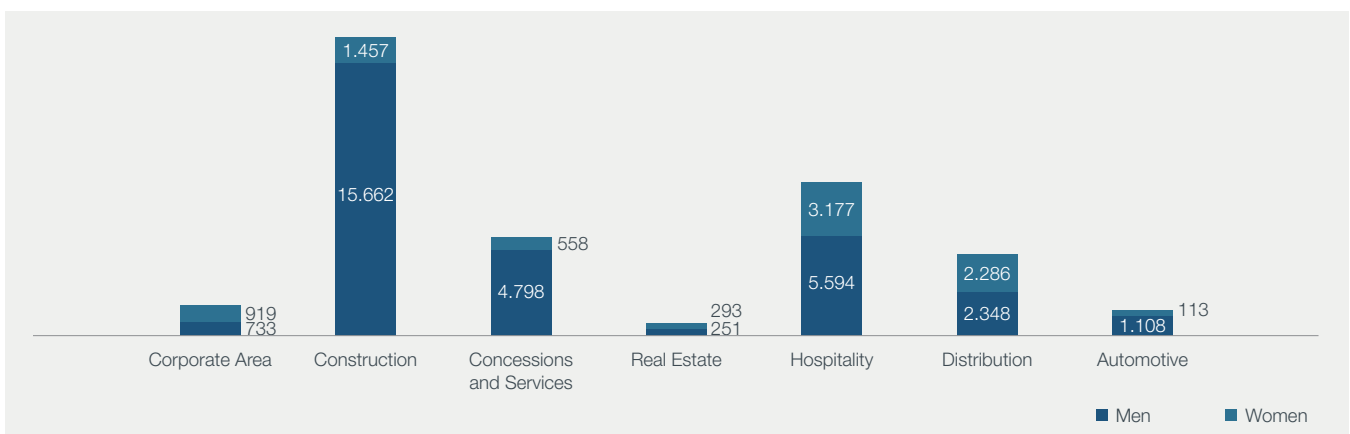
decreases of 29% and 23% respectively. In Brazil, however, there was an increase of about 30% in both indicators.

	Corporate Area	Construction	Concessions and Services	Estate agent	Hospitality	Distribution	Automotive	Total 2020	Total 2019	Total 2018
Portugal	2,805	13,895	3,124	605	411	461	114	21,414	31,853	46,630
Angola	152	1,864	2,432	86	38,203	23,760	6,720	76,398	106,360	74,133
Algeria		113						113	1,887	3,439
Brazil	1,119	38,252	5,320	1,239				45,930	33,786	18,226
Spain		1,055	35					1,090	3,936	6,327
Mozambique	582	2,352	189		5,780			8,903	17,781	6,241
Total	4,657	57,530	11,100	1,930	44,394	24,220	6,835	150,665	195,603	154,996

No. of hours of training volume on 31 December, 2020 (Coverage = 96%)



Annual evolution of the number of trainees covered by qualification activities, by market (Coverage = 96%)



No. of trainees covered by qualification activities, by area of activity at 31 December 2020 (Coverage = 96%)

In order to account for these indicators, in 2020 the Teixeira Duarte Group started to consider the location of the company to which the employee is contractually bound, and not the market where the employee is located at any given time.



World Day of Engineering for Sustainable Development

To mark the World Day of Engineering for Sustainable Development, which is celebrated on March 4, Teixeira Duarte - Engenharia e Construções in Portugal ran a seminar on the theme "Engineering: the key to Sustainable Development" seeking to raise awareness among its employees of the global objectives in the field of Sustainable Development, in which Engineering plays a key role.

The seminar, which was held in person prior to the onset of the COVID-19 pandemic, and was later made available on the "OK" platform, was attended by three guest speakers: Prof. Manuel Pinheiro, holder of a degree and PhD in Environmental Engineering, assigned to the Higher Technical Institute, Prof. Helena Gervásio, Assistant Professor at the Department of Civil Engineering of the University of Coimbra, and Prof. Jorge de Brito, Full Professor at the Department of Civil Engineering, Architecture and Geo-Resources of the Higher Technical Institute.



In 2020, the Teixeira Duarte Group, in partnership with Nova SBE University, continued the Training Program for Executives, which began in 2019 and included about 125 participants, in Portugal and Angola. The objective is to give people with key Group development roles Leadership, Management and Governance skills.



In Portugal, Teixeira Duarte - Engenharia e Construções maintained its training entity certification, granted by DGERT - Directorate General of Employment and Labor Relations, which enables the company to provide certified training in several areas including Health and Safety at Work, Civil Construction and Civil Engineering, Metallurgy and Metalwork, among other areas.



In 2020, Teixeira Duarte - Engenharia e Construções also ran a training course on *Building Information Modeling (BIM)* for its teams in the Buildings area, in partnership with ISCTE. The training, which lasted 55 hours, took place over 2 months and aimed to provide these employees with more details on the use of BIM for project management.



Also with regard to the Portuguese market, emphasis should be placed on the participation of Empresa Portuguesa de Obras Subterrâneas, Lda. (EPOS) in yet another Recognition, Validation and Certification of Competencies (RVCC) initiative run by the Almodôvar Qualifica Center. 19 EPOS employees completed this process and were recognized with 9 and 12 year level qualifications. With the objectives of Professional and School Qualification, Employability and Social Responsibility, this process took place over 2 months, in an intensive regime, with high

commitment and dedication, both from employees and the team of trainers and technicians of the Qualifica Center. This was made more challenging by the constraints related to the pandemic situation, which were overcome with complete success: besides recognizing the workers' current academic skills, it will allow them to embark upon professional certification processes in the near future for some professional profiles, which will represent added value for them and for EPOS.

In the Teixeira Duarte Group, Angola is the market with the highest average number of training hours per year, per employee. 17,481 trainees carried out the qualifying activities during the course of 2020, totaling a training volume of 73,216 recorded hours, representing reductions of 42% and 31% respectively when compared to 2019.

The Teixeira Duarte Professional Development Center (PDC) in Angola continues to serve as a cornerstone in the construction of a lifelong learning ecosystem for employees, and it is where most of the training activities run by the Group's companies on this market can be found. In March 2020, the PDC had to suspend in-person training activities and continued running training in *e-learning* formats.

The "Fazer Pescar" (Go Fishing) project was continued in the Group's areas of employability, professional qualifications and social responsibility in Angola, with 5 editions and 52 participants starting at the beginning of 2020. The projects had to be suspended when Angola entered into a situation of emergency.



Fazer Pescar trainee (Real Estate edition)
ANGOLA

HIGHLIGHTED INITIATIVE

FAZER PESCAR



Main Sustainable Development Goals



Scope

- Employability
- Professional Qualification
- Social Responsibility

Addressees

Young people living in an underprivileged social situation.

Challenge

To take advantage of resources and instruments focused on the training and professional development of employees of different Teixeira Duarte Group subsidiaries, to train the recipients and to give them the opportunity to make a start in the jobs market.

Description

"Teach a man to fish and you'll feed him for the rest of his life", Lao Tzu

"Fazer Pescar (Go Fishing)" is an initiative that aims to create opportunities for young people, training them to autonomously become a fundamental part of the development of the community of which they form a part.

A 3.5-month educational programme that includes the components of social integration, corporate integration and integration into the workplace.

Attendance is free and trainees benefit from daily meals, a daily transport allowance, personal accident insurance, uniforms and clothing for individual use, school supplies and regular medical monitoring.

At the end of the course, trainees with positive assessments join companies Group companies in Angola.

Sectors/Group companies involved

All sectors operating in Angola.

Impact

- 32 editions held between 2013 and 2019; 5 editions started in 2020 but suspended due to the onset of the pandemic;
- 5.500 admission tests performed and 1,500 interviews conducted since 2013;
- 450 young graduates integrated into Group companies between 2013 and 2019;
- Average retention rate: 50%.

TEIXEIRA DUARTE PROFESSIONAL DEVELOPMENT CENTER



Approximately 1,500m² of constructed area.

6 rooms for theoretical training.

1 computer room.

2 laboratories (Electricity and Electronics and Civil Engineering).

2 workshops for practical training in the Automotive and Distribution areas.

1 auditorium and a cafeteria with capacity for over 100 people.

With an emphasis on:

7 businesses with training activities: Construction, Facilities Management, Education, Real Estate, Hospitality, Distribution and Automotive.

33 training courses certified by INEFOP.

1st Renault Certified centre in Sub-Saharan Africa.

In Brazil, activities were carried out that included 14,615 trainees, totaling 45,930 hours of training volume, which represent increases of 29% and 36% respectively when compared to 2019. The average number of training hours increased from 10 to 18 hours per employee.

In Brazil, emphasis should also be placed on two programs in the fields of professional qualification and youth employment. Teixeira Duarte - Engenharia e Construções has for several years been running a training program for newly graduated professionals, with a minimum duration of 12 months. Its objective is to develop young people through "on the job" training to allow them to join the company in the future. In 2020, 19 "trainees" joined the group - the largest number in recent years - with 17 remaining in the company after their trial period. "Young Apprentice" is another important program, aimed at young people in high school. It included 17 young people in 2020, of whom 4 joined the company. This initiative lasts for 16 months and aims to provide young people with experience in working environments.



Fazer Pescar trainee (automotive edition)
ANGOLA

SOCIO-ECONOMIC PERFORMANCE

The activities of Teixeira Duarte Group's subsidiaries, regardless of the sector in which they are active, have an impact on the socio-economic development of the places where they operate.

In order to enhance its positive impacts and, on the other hand, to mitigate the negative ones, the Group promotes a culture of ethics and quality among its subsidiaries, of commitment to local hiring and the development of local subcontractors and suppliers, and of strengthening their technological capabilities and social responsibility, particularly in developing countries, which contributes to the sustainable development of communities.

In Portugal, Teixeira Duarte - Engenharia e Construções is a company certified in social responsibility according to the SA 8000 benchmark.

Combating corruption and bribery, money laundering and terrorism financing

Corruption and bribery are inherent risks of all economic activities. The tool that guides the management of the Group's subsidiaries in this area is a *compliance* program that establishes and implements a set of measures and procedures based on the *CompliancePolicy*, on the Code of Ethics and Conduct and on Teixeira Duarte's Mission and Values. With greater effectiveness and more evidence, its aim is to ensure compliance with the law and internal rules, thereby contributing to an effective climate of integrity and ethical culture during the course the activities of Teixeira Duarte Group companies.

The system also ensures compliance and the assessment of the effectiveness of the Code of Ethics and Conduct, according to which employees must act in order to assess and avoid possible conflict of interest situations, as well as to actively or passively prevent any corrupt behavior, including facilitation payments or gifts, or the creation, maintenance or promise of irregular situations or favors.

They shall be obliged to report any information that constitutes misconduct, including those that constitute possible illegal or illicit practices in financial and accounting matters, fraud, corruption and money laundering, as well as any actions related, directly or indirectly, to terrorist entities or those that may target or support terrorist practices.

They are also responsible for ensuring that indirect recipients of this code also do so.

The Teixeira Duarte Group's *compliance* system, applicable to all subsidiary companies, includes the following mechanisms:

- Financial and non-financial risk assessment processes and internal control procedures, which include due diligence of third parties and senior management, relationships with competitors, confidentiality and conflict of interests, among other aspects;
- Monitoring the performance of this system, such as internal audits, external audits, investigation of complaints and other compliance breaches, and ongoing training;
- An Ethics Channel where all employees and third parties must report any irregularities identified in relation to any external or internal regulations, among other measures. The Teixeira Duarte Ethics Channel can receive complaints through:
 - Correspondence addressed to the company at its respective addresses;
 - E-mail message to the addresscompliance@teixeiraduarte.pt
 - Message sent through the Teixeira Duarte website(www.teixeiraduarte.com);
 - Message sent through the Teixeira Duarte Employee Portal.

9 de DEZEMBRO | 17h

WEBINAR: CONTROLE E COMBATE À CORRUPÇÃO

Mantendo sua tradição no combate à corrupção, a Teixeira Duarte promoverá este webinar para discussão sobre a corrupção no Brasil e no Mundo, e alertar sobre os cuidados e práticas adotadas no contexto corporativo para a prevenção e o combate à corrupção.

O evento ocorrerá via plataforma zoom.
Em breve você receberá o link.

Webinar run by Teixeira Duarte - Engenharia e Construções in Brazil in 2020, aimed at management positions.

Employees must act in a manner that actively combats possible attempts at money laundering, refusing to participate in any act that as such may be considered, under current legal and regulatory standards, as well as in any attempt, complicity, facilitation or advice to carry it out.

They must also take actions to prevent the business of any Teixeira Duarte Group from being able to supply, collect or hold funds or assets in any way that could be used for financing and supporting criminal activities, specifically terrorists.

The practices and procedures for the prevention of money laundering and terrorist financing, established by Teixeira Duarte Group companies on the different markets, have moved hand-in-hand with the respective changes in legislation. In the specific case of real estate activity, this evolution has been reflected in the strengthening of risk assessment and increased pre-contractual diligence.

Relations with people and organizations affected by the activities of Group companies

a) Clients

A focus on quality, on continuously improving overall performance and the intention to meet customer needs and expectations has led Teixeira Duarte Group companies to commit to the implementation and certification of Quality Management Systems according to the ISO 9001 standard, as a business strengthening and sustainability factor. This contributes to economic aspects and in turn provides capabilities and resources for other sustainability initiatives.

Sectors and markets in which Teixeira Duarte Group companies have, on 31 December 2020, implemented Quality Management Systems (ISO 9001): 2015):

- **Construction:** Portugal, Brazil and Mozambique
- **Concessions and services:** Portugal;
- **Real estate:** Portugal and Brazil;
- **Distribution:** Angola

It should be noted that, due to the heterogeneous nature of the businesses that make up the Teixeira Duarte Group, it is up to each area to establish its own mechanisms for listening to customers and for receiving, handling and resolving complaints, and to assess their levels of satisfaction in accordance with their own specific criteria.

b) Partners, suppliers and subcontractors

In awareness of the importance of third parties to the performance of the Teixeira Duarte Group's activities, the underlying principles of its *compliance* policy must always be present in the relationship between Teixeira Duarte Group companies and its business partners, as well as in the relationship and interactions with public agents.

Teixeira Duarte also encourages its business partners to adopt a *compliance* system compatible with their activities, with the objective of promoting and maintaining an ethical business environment.

In Portugal, Teixeira Duarte - Engenharia e Construções, in compliance with the SA 8000 Standard, promotes respect for labor rights and safe and healthy working environments for all workers, and among suppliers and contractors, by demanding compliance with social responsibility requirements, with an emphasis on the following:

- Not using or supporting the use of child labour, or forced or compulsory labour;
- Providing a safe and healthy environment for doing work;
- Not hindering freedom of association and the right to collective bargaining;
- Not engaging in or supporting discriminatory acts in any form;
- Not practising or supporting the harsh or inhuman disciplinary practices;
- Acting in compliance with applicable laws and standards of the respective area of activity, in matters relating to working hours;
- Remuneration considered adequate for the work effectively performed, always with respect for legal stipulations.

Based on the geographical area in which the supplier operates, the type of activity it carries out and the Company's ability to influence it, the potential social risk of suppliers is assessed in relation to the expected risk, and the cases of greatest risk are monitored. In 2020, 12 supplier inspections were carried out in Portugal, within the group of companies with which Teixeira Duarte - Engenharia e Construções maintained supply relationships.

In the particular case of subcontractors, Group companies in the construction business have put specific mandatory contractual provisions in place, in addition to legal provisions, in the areas of

occupational health, safety and hygiene, including occupational accident insurance, personal protective equipment, accident rates, training and information, and the prevention and control of alcoholism, among other areas.

In the Distribution sector in Angola, the subsidiary CND has, since 2012, had a program for supplies, aimed at supporting agricultural and livestock production activities, job creation and entrepreneurship, and encouraging the formalization and growth of micro, small and medium-sized enterprises. Through the "Fazenda Maxi" (Maxi Farm) program, CND establishes partnerships with national producers, supports them and ensures that their production is purchased and distributed, which making safe and high quality produce available to the population in its stores.

In 2020, the "Fazenda Maxi" Program maintained a network of over 30 associate producers in 8 provinces. Originally of an agricultural nature, "Fazenda Maxi" is now a program in the farming sector that brings together a community of experienced and independent farmers, where the automation and mechanization of production processes will be the next step.

Also in terms of support to local suppliers, CND in Angola maintained the "Roots" Program, created in 2018. Through the "Dakaza" retail brand specializing in furniture and decoration, the company established partnerships with Angolan artists and craftsmen and promoted contact between them and individual customers, by exhibiting, promoting and enhancing their articles in the brand's stores and other communication channels. In the third year of the initiative, 20 new exhibitions were held and around 1,000 items were sold.

MAXI FARM

Main Sustainable Development Goals



Scope

- Employability
- Inclusive economy
- Quality and Food Safety
- Professional Qualification
- Responsible practices in the value chain

Addressees

Agricultural producers, with an emphasis on small and medium sized producers.

Consumers in general.

Challenge

Reduce the difficulties in obtaining high quality agricultural produce for CND's food retail business, at prices accessible to all, in a consistent and sustainable manner, taking advantage of its resources and instruments focused on the training and professional development of workers directly and indirectly related to this activity.

Description

Program created in 2012 and promoted by CND through its "Maxi" brand, which establishes partnerships with producers, with the aim of developing national production and making the best national agricultural products accessible to the entire population.

The "Fazenda Maxi" program gives producers the assurance that products are sent to Maxi stores, by collecting them and transporting them. It also provides technical advice throughout

HIGHLIGHTED INITIATIVE



the production process, and specialized training activities with a view to improve the quality and regularity of their production.

The savings obtained by shortening the distribution chain are passed on to the end customer.

Within the scope of this program, CND ensures the technical monitoring of producers, supplies, logistics and quality and food safety of products, by allocating to the program a fleet of refrigerated vehicles with a capacity of 8 tonnes, specially developed transport boxes and the operational support of its central structure, including the company's modern distribution centre located in Morro Bento.

Sectors/Group companies involved

Distribution Sector in Angola.

Impact

- 2,600 tons purchased in 2020;
- In 2020 it represented 66% of the volume of the Fruit & Vegetable category in "Maxi" stores, continuing to contribute to reducing the import rate in the category;
- 4,450 permanent and seasonal jobs on average per year;
- Transfer of knowledge and know-how;
- Strengthening of the technical capacities of producers to make progress towards more sustainable production patterns;
- Professional development of small agricultural entrepreneurs;
- Job creation and consequent promotion of the settlement of people in rural areas;
- More diversified and high quality supply of national products.

HIGHLIGHTED INITIATIVE

RAÍZES



Main Sustainable Development Goals



Scope

- Strengthening national cultural identity
- Entrepreneurship
- Inclusive economy

Addressees

Artists and small and medium-sized national craftspeople.
Consumers in general.

Challenge

To boost the unique factors of CND's specialised retail business by including locally manufactured original articles, integrating national artists and craftspeople into organised retail.

Description

Program created in 2018 and promoted by the CND through its "Dakaza" brand, which establishes partnerships with Angolan artists and craftspeople, with the aim of promoting the creativity, innovation and entrepreneurship of national creators.

The "Roots" Programme makes it possible for Dakaza's customers to purchase national pieces of art and crafts.

Artisans and craftsmen are given spaces in the brand's stores to exhibit articles and run demonstrations, and *workshops* with the participation of customers. "Dakaza" also promotes the reputation of creators in addition to selling their articles.

Sectors/Group companies involved

Distribution Sector in Angola.

Impact:

- 40 artists and/or exhibitions in three years;
- 3,500 items sold in three years;
- 78,000 visitors affected in three years;
- More diverse range of national products.

d) Support for communities

The Group's mission and values, particularly the "Commitment" value, reflect Teixeira Duarte's concern for Social Responsibility. This is also reinforced by the principles and rules laid down in the Code of Ethics and Conduct, which particularly applies to human capital, and by the sustainability vision and model that states the intention of contributing to the development of communities.

Within the scope of support for social projects and social charity organizations, it should be noted that Teixeira Duarte has intended to adopt an institutionalized position through initiatives that are neither exclusive nor centralized in decisions by the Board of Directors, but rather involve all employees in direct actions.

It was with this purpose that, in 2015, the "TODOS DAMOS" (We All Give) Program was run for the first time. This project allows Teixeira Duarte Group companies to increase any donations that their employees wish to make to charity projects and institutions that support people.

The Teixeira Duarte Group sets an annual amount for this purposes, and the employees choose the institutions they want to support. The company donates twice the amount donated by employees, thus tripling the value of the donation received by the institutions.

56 applications were accepted in 2020, involving employees from Portugal, Angola and Brazil.

A total of €77,885.00 was collected from employee donations and donations from Teixeira Duarte Group companies, distributed to 41 institutions.

In Angola, the "MaxiSaúde" Program, launched in 2016 by the company CND, aiming to promote the health of the population through awareness, prevention, screening and treatment actions in the communities surrounding "Maxi" stores, was suspended during the year 2020 due to the pandemic situation.

Even with these constraints, the Teixeira Duarte Group managed to carry out an edition of the "Dar Vida" (Give Life) Program in 2020. Created by the Group's Construction area in Angola in 2019, the Program aims to encourage regular voluntary blood donation by employees, thereby contributing to increase the amount of blood held by partner health institutions. A blood donation activity was carried out in December 2020, with contributions from around 20 employees, this time from various Group sectors of activities. Approximately 9 liters of blood were collected during this activity, based on collecting 450 ml per

donor, representing the possibility of saving the lives of up to 60 people (or helping them to live). It is planned to replicate the Program in Mozambique in 2021.

Annual road accident prevention awareness campaign

TDA, a subsidiary of the Teixeira Duarte Group that operates in the automobile sector in Angola, ran an awareness campaign for the prevention of road accidents. As road accidents are the 2nd largest cause of death in Angola, one of the main parts of TDA's corporate responsibility is road safety. The campaign, which will continue in 2021, includes training and internal and external information, specifically through TDA's social media and the represented brands.



HIGHLIGHTED INITIATIVE

TODOS DAMOS (WE ALL GIVE)



Main Sustainable Development Goals



Scope

- Social Responsibility

Addressees

Social institutions that support people in markets where Teixeira Duarte Group companies operate.

Challenge

Support social charity projects and institutions through initiatives that involve employees in direct action that is neither exclusive nor centralized in a decision by the Board of Directors.

Description

The WE ALL GIVE Program is an annual Social Responsibility program created in 2015 by the Teixeira Duarte Group. The WE ALL GIVE program allows the Group's companies to increase the donations that their employees intend to make to charity projects and institutions that support people.

Teixeira Duarte provides an annual amount for this purpose, and employees choose the institutions they want to support. The company donates twice the amount donated by employees, thus tripling the value of the donation received by the institutions.

Any employee of the Group's companies can apply for the Program, indicating a social institution based in a country where the Group operates to which he or she wishes to contribute or has already contributed with a donation.

The amount that the employee wishes to donate to the institution may be donated directly by them, or the amount can be deducted from their next pay packet.

The WE ALL GIVE Programme for 2020 was run between 1 January and 31 December. The budget for the program in 2020 was a total of €150,000.00, including the maximum donations from employees and companies.

Sectors/Group companies involved

All companies included in the consolidation perimeter of Teixeira Duarte.

Impact

- 56 applications in 2020 (48 in 2019);
- 41 institutions supported in Portugal, Angola, Brazil and Mozambique in 2020 (40 in 2019);
- €77,885.00 were raised in 2020 (€107,415.00 in 2019) from donations by employees and donations by Teixeira Duarte Group companies.

HIGHLIGHTED INITIATIVE

MAXISAÚDE



Main Sustainable Development Goals



Scope

- Public Health
- Information
- Social Responsibility

Addressees

Disadvantaged Angolan communities.

Partners.

Challenge

To create a positive impact in communities by taking advantage of the human and logistical resources of "Maxi" and the technical capacity of the "Farmácia Popular" network of stores, both belonging to the subsidiary CND.

Description

A social responsibility programme created in 2016 and promoted by CND through its "Maxi" and "Farmácia Popular" brands,

which operates in underprivileged communities in the areas of influence of these stores, carrying out preventive actions, counselling, screening and treatment of diseases, in addition to running information and awareness activities on eating habits and hygiene, seeking to contribute to improving the quality of life of the target populations.

The main areas of activity of "MaxiSaúde" are malaria - the largest cause of death in Angola -, diabetes, cardiovascular diseases, oral health and healthy eating.

This program is run with the support of voluntary employees of the CND company, with other entities as partners.

Sectors/Group companies involved

Distribution Sector in Angola.

Impact

- Program suspended in 2020 due to health circumstances;
- 25,000 people involved in more than 60 activities carried out since the beginning of the program;
- Closer relationships with schools, churches and local communities in general;

HIGHLIGHTED INITIATIVE

DAR VIDA (GIVE LIFE)



Main Sustainable Development Goals



Scope

- Public Health
- Information
- Social Responsibility

Addressees

Employees

Challenge

To contribute to the improvement of the voluntary blood donation system in Angola that allows universal access to timely supplies of safe, quality assured blood and blood components. As only 10% of blood donations in Angola are voluntary, many employees either directly or indirectly face this potential blood shortage at some point in their lives.

Description

A social responsibility program created in 2019 and run by Teixeira Duarte - Engenharia e Construções. It aims to encourage employees to donate blood voluntarily on a regular basis to contribute to increasing blood reserves in the health system.

By making its employees aware of the importance of voluntary blood donation and providing conditions for donations to be made, through technical partnerships, the company aims to contribute to reducing the current shortage of blood stocks in health institutions and stimulate a greater sense of solidarity with employees and their personal lives.

This program is run with technical support from the Sagrada Esperança Clinic.

Sectors/Group companies involved

Several sectors of the Group's activity in Angola.

Impact

- 1 collection action held in 2020, attracting around 20 volunteer donors;
- On average, 450ml of blood are collected from each donation, which can help save the lives of up to 3 people;
- Closer relationships with health institutions.

Investigation, Development and Innovation (IDI)

In 2020, the Strategic Innovation Plan for the two-year period 2019-2020 was continued within the Teixeira Duarte Group, involving the Construction, *Facilities Management* and Real Estate areas. The plan identifies speed of construction and modular construction as strategic guidelines.

Within the scope of this plan, several projects were under development this year, of which the following stand out:

Digital Construction Revolution project - REV@CONSTRUCTION

The project has an overall investment of about 8.5 million Euros, with the value corresponding to the Teixeira Duarte Group being about 1.3 million Euros.

It has 24 participants, including companies, academia, and sector associations, and is led by Teixeira Duarte - Engenharia e Construções.

Products, Processes and Services to be developed under this project:

- DIGI4Construction - development of a national digital platform for construction, with the pilot application BIM4Bridges, involving Infraestruturas de Portugal, S.A.;
- Digital Twin for AEC - design/construction data processing, with pilot applications, specifically saving 4.0 (Mota-Engil) and concreting 4.0 (Teixeira Duarte);
- RCM4Assets - Digital Twin for Operation and Maintenance / Asset Management, predictive maintenance (Teixeira Duarte and TDGI Coordination);
- Integration of all solutions with full-scale demonstrator projects ("Living Lab"), including BIM4Bridges using RCM4Assets concepts;
- Project Management and Communication.

The project provides grants for these activities.

"OMICRON" Project

"OMICRON" is a European project funded by Horizon 2020, under the scope of *Mobility for Growth* applications, with a duration of 42 months, in which Teixeira Duarte - Engenharia e Construções participates with another 15 partners from 7 European countries.

This project aims to develop innovative solutions for the maintenance and regeneration of road infrastructure, using more automated and optimized solutions through robotic technologies and smart decision-making support tools.

Teixeira Duarte is responsible for coordinating the main demonstrator of the project that aims to develop modular solutions for constructing overpasses (for highway widening situations, fauna crossings and the replacement of existing ones), in a fast, safe and sustainable way. The company Armando Rito is also involved on the Portuguese team, on the instructions of Teixeira Duarte. Brisa will also participate as a stakeholder, providing access, signage, and safety during the tests to be performed on the demonstrator.

The financing is a 100% grant, with €268,500.00 being awarded to Teixeira Duarte.

SHELTER Project - Structural Hyper-resisting Element for Life Threatening Earthquake Risk

This project began in 2019 and remains ongoing. The aim is to develop an innovative product that is unique in the world and that can be installed in a central location of any apartment and will save the lives of the occupants in the event of a strong earthquake at very low cost.

It is a 1.1 million euro project co-developed by Instituto Superior Técnico (Higher Technical Institute - IST), financed by the Portugal 2020 Program, with a total duration of 3 years. The project involves the metalwork areas in the development of prototypes, and the Building area in the construction of partial models of masonry buildings of Teixeira Duarte - Engenharia e Construções. External participants are the National Civil Engineering Laboratory (LNEC), for seismic table testing, IADE - European University, for the *design* and architectural integration of the shelter, and SPI, for provision of services.

a) Intellectual Property

In order to guarantee the protection of all intellectual property rights generated through Research, Development and Innovation activities, Teixeira Duarte - Engenharia e Construções has been granted several patents in Portugal, with an emphasis on the following pioneering systems and methods:

- An incrementally progressing bridge and/or viaduct deck assembly system, resting on the temporary support beams on the abutment and sliding on plastic material;

- A method for protecting the attachment of rubber gutters to the expansion joints of bridges/viaducts and their assembly;
- Scaffolding suspended by funicular cables of a suspended bridge, fitted with equipment to allow it to move between the brackets on the hanging cables of the aforementioned bridge.

No new invention patents were submitted for registration during the 2020 financial year.

With regard to brands, the Teixeira Duarte Group has a vast number of protected trademarks for exclusive use in several countries. Since 2017, these companies have amassed over 500 trademarks.

b) Contribution to the regulatory activity of the Construction sector

For the companies, contributing to the standardization of sectors of activity constitutes a way of setting them apart from the competition, as it prioritizes the development of activities in accordance with sector rules and with national and international standards.

In this context, it should be highlighted that, in 2020, Teixeira Duarte - Engenharia e Construções continued participating in work groups of the *European Federation of Foundation Contractors (EFFC)* and *CO2 Foundations – Geotechnical Carbon Calculator* aimed at calculating the carbon footprint of geotechnical work, as well as the *Technical Working Group (TWG)*, which is aimed at cooperation and the development of guidelines and standards for the execution of geotechnical works.

Teixeira Duarte - Engenharia e Construções also participates in the standardization activities of the Portuguese Standardization Technical Committee CT156 - Geotechnics in Civil Engineering, chairing the SC10 subcommittee, a technical body that aims to issue opinions on legislation and translate CEN European standards in the field of Testing of Geotechnical Structures and the Execution of Special Geotechnical Works. It also forms part of the WG11 work group of the ISO Technical Committee TC182, responsible for preparing the ISO 22477-2 standard Geotechnical investigation and testing - Testing of geotechnical structures - Part 2: Testing of piles: Static tension load testing.

c) Partnerships with scientific and technological system entities in the Construction sector

In the sector in which it operates, Teixeira Duarte - Engenharia e Construções also promotes technological innovation and de-

velopment by carrying out RDI activities in partnership with institutions from the scientific and technological system and with other similar companies.

Main partnerships in Portugal:



PTPC - Portuguese Technological Platform for Construction

PTPC brings together companies, designers, universities, public entities and other entities of the National Scientific and Technological System (SCTN), with the mission of encouraging reflection on the Construction sector, implementing Research, Development and Innovation initiatives and projects, contributing to boosting their respective competitiveness in the general framework of the economy and promoting cooperation between *stakeholders* in the Construction and Public works sector, and related sectors.

Teixeira Duarte - Engenharia e Construções has held the Chair of PTPC since the date that it was set up (2011).



AEC Cluster - Architecture, Engineering and Construction

Established in 2016, the AEC Cluster is managed by PTPC. Its objectives are to act in the economic sector of Architecture, Engineering and Construction and within its effective ranks or value chain, promoting the achievement of high levels of innovation, technological development and competitive capacity, cooperation and networking, and the promotion of the internationalization of the cluster, specifically through participation in international networks.



Built CoLAB - Collaborative Laboratory for the Built Environment of the Future

In 2020, the PTPC saw its application approved for a Collaborative Laboratory that is intended to provide services, by highly qualified human resources, that promote the development of cooperative or internal business skills. The overall value of the 5-year non-repayable grant is 3.4 million euros.

The following business skills development areas are eligible, under the scope of this Collaborative Laboratory:

- Productivity and Competitiveness;
- Digital Transformation;
- Smart Buildings and Infrastructure;
- Sustainable and Resilient Buildings and Infrastructure.

Teixeira Duarte - Engenharia e Construções holds the Presidency of BUILT CoLAB's Board of Directors.



The Portuguese Structures Engineering Association (PSEA), which is the Portuguese group of the International Association for Bridge & Structural Engineering (IABSE)

Teixeira Duarte - Engenharia e Construções, through PTPC, participates in this association that aims to develop and promote structural engineering at an international level. It is in charge of the organization of major international congresses and conferences.

Teixeira Duarte - Engenharia e Construções has also established protocols with the following entities in the national scientific and technological system: Faculty of Engineering of the University of Porto (FEUP), Higher Technical Institute (IST), the National Civil Engineering Laboratory (LNEC) and Minho University (UM).

Main international partnerships:



ENCORDER - European Network of Construction for Research and Development

Teixeira Duarte - Engenharia e Construções was accepted into ENCORDER in 2014.

ENCORDER is the contact association with the European Commission for innovation in construction, and oversees the activity of the *ECTP - European Construction Technology Platform*. The largest Construction companies in Europe that promote innovation and competitiveness all participate in ENCORDER.

Teixeira Duarte - Engenharia e Construções is a member of the Strategic Council of ENCORDER and participates in the "Foresight" group, among others.



ECTP – European Construction Technology Platform

ECTP is an association similar to PTPC but with more of a European scope. As Chairman of the PTPC, Teixeira Duarte - Engenharia e Construções sits on the *Steering Committee* of the ECTP, in the *Vision Group* and the *Heritage and Regeneration Working Group*.

ENVIRONMENTAL MANAGEMENT

The management of environmental aspects within the Teixeira Duarte Group is directly related to the environmental impacts of the activities of its subsidiaries and to the environmental performance of the buildings and infrastructures they construct and often maintain for their customers, specifically in the Construction sector.

In this context, we highlight the obligation to comply with applicable legal requirements and other requirements associated with the identified environmental aspects, as well as minimising the environmental impacts resulting from their activity in the various business areas, in order to guarantee sustained development of the Company's activities.

Within the scope of the Code of Ethics and Conduct, which extends to all entities within its consolidation perimeter and the scope of management, the Group states environmental preservation and friendliness must be essential principles in the work of employees of subsidiaries. These principles must also be transmitted to the indirect recipients of this instrument.

Regarding the supply chain of goods in the Construction sector, the assessment and monitoring of the performance of manufacturers in the main categories began in 2020, in order to identify relevant indicators that allow environmental sustainability to be assessed. Of particular note is the category of steel rod for the production of reinforced concrete rebars, due to the fact that by the year 2020 more than 80% of the supplies were secured from manufacturers who have implemented an environmental management system.

Given the wide range of activities of these companies, as well as the fact that their best known activity - Construction - is subject to strong fluctuations in the impacts it causes, depending on the works in progress (type, quantity and phase) - which limits the annual comparability of data -, the choice of a panel of indicators and an appropriate reporting approach to reflect the performance of Group's various activities is partially impaired.

Environmental Management Systems

The cross-company principles of environmental actions taken by employees of subsidiary companies, enshrined in the Code of Ethics and Conduct, can be seen in several of these companies, through the adoption of environmental management systems that allow the effective management of environmental risks and contribute to the objectives of the areas of activity.

ISO 14001 is a world benchmark for environmental management systems, and several Teixeira Duarte Group companies use it to support their practices with a view to continuously improving their environmental performance, by incorporating specific processes to identify and manage the main environmental risks.

The main companies in the Construction and *Facilities Management* (Concessions and Services sector) had, in 2020, environmental management systems certified according to the ISO 14001 standard, in Portugal and Brazil.

The situations of all of the other Group companies mean that the standardized and safeguarded environmental risks are essentially those that are indexed to legal aspects. However, in addition to legal compliance risk control management, from the operational efficiency perspective, measures are also implemented and investments are made that are reflected in gains, particularly regarding energy consumption and waste management.

Provisions and financial guarantees for environmental risks

In the normal course of their activities, Group companies operating in the construction sector and in supplementary areas are exposed to environmental risks. In this regard, it should be noted that in order to meet legal obligations in the area of liability for environmental damage, arising from Directive no. 2004/35/

EC, amended by Directive no. 2006/21/EC, the Teixeira Duarte Group companies in Portugal covered by this legislation opted to constitute financial guarantees totaling a value of €98,812.00 at 31 December 2020.

It is therefore considered that the risk of the occurrence of any environmental damage caused by the activities of these companies is duly covered.

Certified production of metal structures

The production of metal structures by Teixeira Duarte - Engenharia e Construções is certified to the EN 1090-1 standard, and the necessary control audits of the process have been maintained during the year under review.

Compliance with this standard thus allows the company to supply structures whose quality is in line with European standards.

Energy

With operational efficiency as a focus, particularly within environmentally certified companies, in which efficiency is added to the continuous quest for improved environmental performance, the Teixeira Duarte Group's subsidiary companies have taken action with a view to minimizing energy consumption and, consequently, the emission of greenhouse gases.

In this sense, energy rationalisation measures have been implemented to reduce the specific consumption per user inside the permanent facilities of the companies, specifically in offices and operational centres, including raising awareness among employees of the regulated use of energy and best practices to take into account.

TDGI promotes energy efficiency with customers

Through its "Analysis and Diagnosis" and "Energy Solutions" areas, TDGI offers its customers services that allow the reduction of energy consumption in their facilities, with the resulting reduction in gas emissions.

In 2020, the measures proposed in the area of "Analysis and Diagnosis" represented a possible energy saving of around 1,250,000 kWh/year, equivalent to a reduction of 555 tonnes CO₂e/year.

EMPA implements a solar photovoltaic plant

EMPA, a Teixeira Duarte Group subsidiary in the Construction sector in Brazil, has implemented a solar photovoltaic power plant for producing electricity, with 96 photovoltaic panels, at its equipment center in Lagoa Santa, Minas Gerais, with the capacity to generate up to 39.36 kWp. The result was a savings of almost 100% of the monthly energy cost spent by the company at this location. The initiative was also promoted to other subsidiaries in that country as an incentive for a possible adoption of this type of solution in other facilities.



Water resources

Under the scope of environmental management systems, several Teixeira Duarte Group companies assess the environmental impacts resulting from the use of water resources, and strive to take actions to reduce consumption and minimize the pollution load discharged into the soil or water.

During the course of construction activities carried out by subsidiary companies, water resources can be consumed from various sources - public supply network, groundwater collection, rain collection, tanks supplied from outside and packaged - and this consumption is subject to significant fluctuations depending on the type, quantity and phase of each project.

In construction activities, it is common practice to reuse water for parallel activities such as irrigation/sprinkling dusty surfaces, washing wheels at the construction site exit, and washing cement mixers, among other uses. This subject is widely pub-

licized during training and awareness activities, with the aim of eliminating waste and maximizing the resources available on site. Even so, the majority of the water consumed comes from the supply network.

Activities that normally take place along water courses are subject to monitoring of surface water resources for the purpose of identifying any quantitative or qualitative change. At the same time, water intakes and discharges into the soil or water are monitored, whenever there is a potential for an environmental impact.

The quest to constantly improve the reduction and reuse of water has led to the implementation of best practices, which include measures for the reuse of water, optimization of consumption times and actions to raise awareness among employees.

Concern for selecting equipment that allows for a reduction in water consumption, and with more efficient consumption throughout its life cycle, is becoming increasingly rooted in projects under development by companies in the Group's real estate sector.

Consumption of Materials

The consumption of materials in the construction sector is also directly related to the quantity, size and type of projects that are carried out.

Concrete, cement and aggregates stand out among the most-used raw materials in this sector.



Concrete and aggregates laboratory in Portugal

Teixeira Duarte - Engenharia e Construções runs a Materials Laboratory in Portugal with the aim of providing support for the manufacturing and control of concrete to be used for its projects. Accredited by IPQ - Portuguese Institute of Quality since 1996, and as one of the first laboratories in the country to obtain this accreditation in the field of concrete and aggregates, in 2020 the Materials Laboratory maintained its accreditation under the NP EN ISO/IEC17025 Standard.

With regard to paper consumption at the various permanent and temporary facilities of the companies, it should be noted that, in 2020, the Group continued with the digital transformation pro-



An example of the measures that are part of this digitalization process was the adoption of a single platform that brings together various integrated collaborative environment solutions for projects, contacts, files, video calls, message exchanges, and much more.

This digital tool is currently being adopted by all of the Group's business areas in a wide range of geographical areas.

cess that began in 2019 and has been enabling the digitalization of numerous processes, among other improvements.

Noise

Noise during construction activity can be an environmental and social risk during some phases and types of work. Therefore, the loudest activities carried out close to sensitive receivers are planned such as to minimize their respective impact - whenever possible, noisy activities are planned to be carried out during daytime periods, and not on Saturdays, Sundays and holidays.

If this is not all possible, a special noise license is requested to carry them out.

Within the scope of real estate activity, there is great concern for noise in projects where there are sources of high noise close by. In these cases, designs are drawn up to ensure that the lowest amount of noise is transmitted to the interior of the buildings.

Emissions

Both at offices and operational facilities, Teixeira Duarte Group companies work to reduce their ecological footprint by reducing CO2 emissions inherent to their activities.

As part of the scope of its environmental management certification, Teixeira Duarte - Engenharia e Construções collects data on CO2e emissions in Portugal, Brazil and Angola. It is possible to extrapolate the results obtained to the rest of its operations. Emissions are calculated based on two major sources: business travel in the Company (plane, train and car) and energy consumption (electricity, gaseous and liquid fuels).

The energy source with the greatest weight in emissions produced by Teixeira Duarte - Engenharia e Construções is liquid fossil fuel, used to carry out the projects.

As regards CO2e emissions from travel related to the operation of real estate developments, the Teixeira Duarte Group companies are committed to innovative mobility solutions, specifically through the use of networks of partners and dialogs with local authorities.

Waste

Waste production is one of the most significant environmental aspects in the Construction sector. The companies of the Teixeira Duarte Group has run awareness and training campaigns in recent years, with the aim of promoting waste segregation and its consequential recovery. These campaigns are not only targeted at the Group's employees, but also at all stakeholders and waste management participants, specifically subcontractors and suppliers.

When it is not possible to guarantee recycling and/or recovery, the waste is sent to duly authorized and licensed sites within the framework of the situation of each geographical area.

Lagoas Park Hotel awarded an Environmental Sustainability seal



In October 2020, Lagoas Park Hotel, a hotel unit belonging to the Teixeira Duarte Group, located in Oeiras, was awarded the "We Care" 2019 seal by the Portuguese Hotel Business Association (AHP), as part of this unit's member of the HOSPES Program. The seal "We Care" awarded to the Lagoas Park Hotel recognizes the implementation of good practices, specifically the collection, treatment and recycling of various types of hotel waste.

The HOSPES Program is a Corporate Social Responsibility and Environmental Sustainability program developed by AHP in conjunction with Portuguese hotels. The cornerstones of this program are social responsibility, environmental sustainability and circular economy.

Besides recognized waste management practices, Lagoas Park has also developed a process to progressively replace halogen bulbs with LED bulbs, leading to a reduction in energy costs of more than 5%. It has also implemented various measures to save the amount of water consumed, from raising awareness among guests of more responsible use of water, to selecting a laundry supplier that ensures water is re-used in the bed linen and towels washing process.

Environmental research partnerships

In 2020, Teixeira Duarte - Engenharia e Construções continued to participate in the working groups of the *European Federation of Foundation Contractors* (EFFC) for the creation of a tool that calculates CO2 emissions from foundation and geotechnical work: the "CO2 Foundations - Geotechnical Carbon Calculator". This is the first standardized tool for calculating CO2 emissions for these types of projects, allowing the comparison of different technical approaches to the same project and their respective CO2 emissions. In addition, it can be used throughout the development of a project to compare actual and planned performance.

Sustainable cities

More than half of the world's population now lives in urban areas, and it is estimated that this will reach two thirds by 2050. It is therefore imperative to find strategies that allow cities, faced with this growth, to ensure the sustainability, safety, and inclusion of their inhabitants.

In awareness of this global challenge, the Teixeira Duarte Group's subsidiaries, particularly companies involved in construction, *Facilities Management* and Real Estate, cooperate with local communities, local authorities and other *stakeholders* to identify and implement ways of managing the social and environmental challenges of cities.



A large-scale project designed to be an innovation and sustainability benchmark.

Located in the municipality of Oeiras, Parque Central aims to regenerate an area of about 42 hectares located south of the A5 highway, transforming it into a new neighborhood and another well-known destination in the municipality.

The project combines offices to the north, housing to the south and various types of *amenities* and infrastructures that will be set in more than 200,000m² of green spaces, which will occupy much of the work area, creating an atmosphere that aims to promote a balance between personal, family, and professional life and to create spaces open to the community that can be lived in 24 hours a day.

In addition to low construction density, the project's urban design met the highest required standards, with a particular emphasis on environmental sustainability and mobility, for which it received an A+ (LeaderA) rating.

Several factors contribute to making this project unique, including:

- Implementation of soft mobility systems integrated with the surroundings, with the central area of the plan being "car-free" to favor walking between areas;
- Integration of bioclimatic principles in the evaluation of urban design, which will contribute to ensuring that the buildings have a high passive performance;
- Introduction of local renewable energy production systems and water management, which will lead to a low ecological footprint;
- Integrated management of the development, supported by environment monitoring and control technology, which will allow the rational use of energy resources and will facilitate the daily life of residents and visitors.



A new neighborhood in Greater Lisbon.

Located in Póvoa de Santa Iria, in the municipality of Vila Franca de Xira, Vila Rio is a project on the banks of the Tagus River, developed by the Teixeira Duarte Group, which will transform 17 hectares of land into a neighborhood in the Greater Lisbon area. Vila Rio provides 49,000m² of green spaces in which are set 100,680m² of housing, 11,000 m² of commerce, and 19,500m² of services.

Very close to the railway station and set among parks and green spaces, Vila Rio is part of the 22 km Tagus riverfront redevelopment project. A project that includes 13 km of trails and bike paths and that has developed new natural and urban parks, winners of international awards.

The Vila Rio *masterplan* prioritizes pedestrian mobility, with pavement surfaces that promote driving at low speed, and with no barriers between pavements and roadways to facilitate the circulation of people with reduced mobility and further increase its pedestrian nature.

The landscaping project was carefully designed to include endemic species, street furniture built with recycled materials and to integrate the surrounding community, regenerating and respecting the local memory.

The diversity of uses of Vila Rio is balanced with several points for interaction and leisure, such as Praça do Sal, a place to enjoy 8,000 m² of shopping, and Passeio das Artes, an area dedicated to art, culture, and the recovery of the neighborhood.

TABLE OF CORRESPONDENCE WITH THE NON-FINANCIAL INFORMATION REPORTING TEMPLATE ISSUED BY THE PORTUGUESE SECURITIES MARKET COMMISSION

Theme	Information to be provided	Response	Location
PART I - INFORMATION ON ADOPTED POLICIES			
A. Introduction	1. Description of the Company's general policy on sustainability issues, indicating any changes to the previously approved policy.	See Management Report of the Board of Directors, Chapter III "Sustainability in the Teixeira Duarte Group".	Pg. 77
	2. Description of the methodology and the reasons for its adoption in the reporting of non-financial information, as well as any changes made in relation to previous years and the reasons for them.	See Management Report of the Board of Directors, Chapter III "Introduction"/"The Sustainable Development Goals".	Pages 77 to 78
B. Business Model	General description of the Company's/Group's business model and form of organization, indicating the main business areas and markets in which it operates (if possible using organizational charts, graphs or functional tables).	See Management Report of the Board of Directors, Chapter I "Profile".	Pages 11 to 19
C. Main Risk Factors	1. Identification of the main risks associated with the topics being reported and arising from the Company's activities, products, services or business relationships, including, where appropriate and whenever possible, the supply and subcontracting chains.	See Corporate Governance Reports Chapter I "Information on Shareholder Structure, Organisation and Corporate Governance" Sub-chapter III. "Internal Control and Risk Management", No. 53 "Identification and description of the main types of risks (economic, financial and legal) to which the company is exposed in the course of its business".	Pg. 161
	2. Indication of how these risks are identified and managed by the Company.	See Corporate Governance Reports Chapter I "Information on Shareholder Structure, Organisation and Corporate Governance" Sub-chapter III. "Internal Control and Risk Management," No. 54 "Description of the process for identifying, assessing, monitoring, controlling, and managing risks."	Pg. 164
	3. Explanation of the internal functional division of competencies, including corporate bodies, commissions, committees or departments responsible for risk identification and management/monitoring.	See Corporate Governance Reports Chapter I "Information on Shareholder Structure, Organisation and Corporate Governance" Sub-chapter III. "Internal Control and Risk Management", No. 51 "Explanation, including the use of an organizational chart, of the hierarchical and/or functional dependency relations with other company bodies or committees."	Pg. 160
	4. Express statement of the new risks identified by the Company in relation to reports from previous years, as well as the risks that are no longer reported.	See Management Report of the Board of Directors, Chapter II "Review of Sectors of Activity".	Pages 38 to 76
	5. Indication and brief description of the main opportunities that are identified by the Company in the context of the topics in the report.	See Management Report of the Board of Directors, Chapter II "Review of Sectors of Activity".	Pages 38 to 76
D. Implemented Policies	Description of the Company's policies: i. environmental, ii. social and fiscal, iii. concerning employees, gender equality and non-discrimination, iv. concerning human rights and v. concerning the fight against corruption and bribery attempts, including <i>due diligence</i> policies, as well as the results of their implementation, including related non-financial key performance indicators, and their comparison with the previous year.		
Environmental Policies	1. Description of the company's strategic objectives and the main actions to be taken to achieve them.	See Management Report of the Board of Directors, Chapter III "Environmental Management".	Pages 111 to 112
	2. Description of the main defined performance indicators.	See Management Report of the Board of Directors, Chapter III "Environmental Management".	Pages 111 to 112

Theme	Information to be provided	Response	Location
	<p>3. Indication, in relation to the previous year, of the extent to which these objectives are achieved, at least by reference to:</p> <p>i. Sustainable use of resources: consumption of water, other raw materials and energy; indication of measures taken to improve the usage efficiency of these resources; indication of the use of measures to promote energy efficiency and the use of renewable energy.</p> <p>ii. Pollution and climate change: indication of greenhouse gas emissions values; indication of emissions of pollutants into nature; indication of penalties incurred and measures to prevent, reduce or remedy the aforementioned emissions.</p> <p>iii. Circular economy and waste management: prevention, recycling and reuse measures and other means of waste recovery and disposal.</p> <p>iv. Protection of biodiversity: impacts caused by activities or operations in protected areas and measures taken to preserve or restore biodiversity.</p>	<p>Partially answered in the Management Report of the Board of Directors, Chapter III "Environmental Management", "Energy"/"Water Resources"/"Materials Consumption".</p> <p>See Management Report of the Board of Directors, Chapter III "Environmental Management", "Emissions".</p> <p>See Management Report of the Board of Directors, Chapter III "Environmental Management", "Waste".</p> <p>See Management Report of the Board of Directors, Chapter III "Environmental Management", "Provisions and financial guarantees on environmental risks".</p>	<p>Pages 112 to 113</p> <p>Pages 114 to 115</p> <p>Pg. 115</p> <p>Pg. 112</p>
Social Policies	1. Description of the company's strategic objectives and the main actions to be taken to achieve them.	See Management Report of the Board of Directors, Chapter III "Socioeconomic Performance".	Pg. 100
	2. Description of the main defined performance indicators.	See Management Report of the Board of Directors, Chapter III "Socioeconomic Performance", "Customers"/"Partners, Suppliers and Subcontractors"/"Community Support".	Pages 101 to 108
	3. Indication, in relation to the previous year, of the extent to which these objectives are achieved, at least by reference to:		
	<p>i. Commitment of the company to the community: the impact of the company's activity on employment and local development; the impact of the company's activity on local populations and the territory; relationships with local community agents and the respective means of dialog; partnership or sponsorship activities.</p> <p>ii. Subcontracting and suppliers: the inclusion of social, gender equality and environmental issues in the procurement policy; consideration of social, environment and governance responsibility in relations with suppliers and subcontractors; control and audit systems and their respective results. Where possible, include a reference to the fact that the Company's suppliers apply policies that are consistent with those established by the Company.</p>	<p>See Management Report of the Board of Directors, Chapter III "Human Resources Management and Development", "Recruitment, Selection and Retention of People with Talent Potential"/"Qualification for the Expression of Talent"/"Socioeconomic Performance", "Partners, Suppliers and Subcontractors"/"Community Support".</p> <p>See Management Report of the Board of Directors, Chapter III "Socio-economic performance", "Partners, suppliers and subcontractors"</p>	<p>Pages 83, 93, 101 to 108</p> <p>Pg. 101</p>

Theme	Information to be provided	Response	Location
	<ul style="list-style-type: none"> iii. Consumers: consumer health and safety measures; systems for receiving, processing and resolving complaints, specifically the number of complaints received and the number of complaints pending, as well as those in which the complainant was found to be right, satisfaction surveys, and indication of the person responsible for complaints. iv. Responsible investment: if applicable, information on the responsible investment the Company has aimed to attract, including the issuance/acquisition of <i>green bonds</i> or <i>SDG-linked bonds</i>. v. <i>Stakeholders</i>: information regarding possible ways of listening to <i>stakeholders</i>. vi. Fiscal information: information on measures or acts with fiscal impact, including any subsidies or any type of grant or monetary advantage granted by the State. 	<p>Partially answered in the Management Report of the Board of Directors, Chapter III "Socioeconomic Performance", "Customers".</p> <p>Not applicable</p> <p>See Management Report of the Board of Directors, Chapter III "Communication with <i>Stakeholders</i>".</p> <p>Under the "We All Give" Program, Teixeira Duarte Group companies provide an annual amount to increase any donations that their employees wish to make to social charity projects. Double the amount donated by employees is donated to the institutions chosen by them. Considering that this is a program based on the spirit of liberality and that there are no pecuniary or commercial counterparts, the donations made under the "We All Give" Program, in Portugal, are covered by the tax regime applicable to patronage.</p>	<p>Pg.10</p> <p>Pg. 78</p> <p>Pg. 106</p>
Workers and Gender Equality and Non-Discrimination	1. Description of the company's strategic objectives and the main actions to be taken to achieve them.	See Management Report of the Board of Directors, Cap. III "Management and Development of Human Resources".	Pages 79 to 99
	2. Description of the main defined performance indicators.	See Management Report of the Board of Directors, Cap. III "Management and Development of Human Resources".	Pages 79 to 99
	3. Indication, in relation to the previous year, of the extent to which these objectives are achieved, at least by reference to: <ul style="list-style-type: none"> i. Employment: total number and distribution of employees by gender, age, country and professional classification, as well as the total number and distribution of types of contractual relationships (e.g. employment contract, service providers, temporary work, etc.) by gender and age, average length of contracts; percentage of the workforce receiving the national minimum wage, regardless of contractual relationship; remuneration for equal or average positions in the company, by gender; average remuneration of directors and managers, including variable remuneration, allowances, severance payments, payment to long-term savings schemes and any other payments broken down by gender; employees with disabilities (including an indication of how the Company is complying, or preparing to comply, with Law No. 4/2019 of January 10, on the system of employment quotas for people with disabilities). 	Partially answered in the Management Report of the Board of Directors, Chapter III "Human Resources Management and Development", "Human Resources in 2020".	Pages 79 to 86

Theme	Information to be provided	Response	Location
	<ul style="list-style-type: none"> ii. Organization of work: organization of working time, including measures to facilitate time off work and family life. iii. Health and safety: workplace health and safety conditions and number of occupational accidents. iv. Social relations: organization of social dialog, including procedures for informing and negotiating with staff, specifically the number of interactions with unions and/or works councils, if any; new agreements concluded or revision of agreements in force; number of court cases and complaints to the Working Conditions Authority; percentage of employees covered by collective bargaining agreements by country; assessment of collective bargaining agreements, particularly in the field of health and safety at work. 	<p>See the 2020/2021 equality plan at www.teixeiraduarte.com</p> <p>See Management Report of the Board of Directors, Chapter III "Human Resources Management and Development", "Human Resources in 2020", "Protection and Promotion of Health and Safety".</p> <p>See Management Report of the Board of Directors, Chapter III "Management and Development of Human Resources", "Human Resources in 2020", "Compliance with International Labor Organization (ILO) Conventions".</p>	<p>Link</p> <p>Pages 87 to 93</p> <p>Pg. 86</p>
Human rights	1. Description of the company's strategic objectives and the main actions to be taken to achieve them.	See Management Report of the Board of Directors, Chapter III "Socioeconomic Performance".	Pages 100 to 101
	2. Description of the main defined performance indicators.	See Management Report of the Board of Directors, Chapter III "Socio-economic performance", "Partners, suppliers and subcontractors".	Pages 101 to 104
	3. Indication, in relation to the previous year, of the extent to which these objectives are achieved, at least by reference to:		
	i. Human rights due diligence procedures applied, particularly with regard to the contracting of suppliers and service providers.	See Management Report of the Board of Directors, Chapter III "Socio-economic performance", "Partners, suppliers and subcontractors".	Pages 101 to 104
	ii. Measures to prevent the risks of human rights violations and, where appropriate, measures to correct possible abuses; elimination of discrimination in employment (where not already mentioned above); elimination of forced or slave labor; effective abolition of child labor.	The Code of Ethics and Conduct is mandatory for all employees, and failure to apply it may result in disciplinary procedures and sanctions.	Link
	iii. Legal proceedings for human rights violations.	There were no situations of this nature.	
Fighting Corruption and Bribery Attempts	1. Corruption prevention: measures and instruments adopted to prevent corruption and bribery; policies implemented to dissuade these practices among employees and suppliers; information on the compliance system indicating the respective functional managers, if any; indication of legal proceedings involving the Company, its directors or employees related to corruption or bribery; measures adopted in relation to public procurement, if relevant.	See Management Report of the Board of Directors, Chapter III "Socioeconomic Performance", "Fighting Corruption and Bribery, Money Laundering and Terrorist Financing".	Pages 100 to 101
	2. Prevention of money laundering (for issuing companies subject to this regime): information on measures to prevent and combat money laundering.	See Management Report of the Board of Directors, Chapter III "Socioeconomic Performance", "Fighting Corruption and Bribery, Money Laundering and Terrorist Financing".	Pages 100 to 101

Theme	Information to be provided	Response	Location
	3. Codes of ethics: indication of any code of ethics that the company has signed up to or implemented; indication of the respective implementation mechanisms and monitoring of its compliance, if applicable.	See Code of Ethics and Conduct at www.teixeiraduarte.com	Link
	4. Management of conflicts of interest: measures to manage and monitor conflicts of interest, specifically requiring managers and employees to sign declarations of interests, incompatibilities and impediments.	See Management Report of the Board of Directors, Chapter III "Socioeconomic Performance", "Fighting Corruption and Bribery, Money Laundering and Terrorist Financing".	Pages 100 to 101
PART II - INFORMATION ABOUT THE STANDARDS / GUIDELINES THAT ARE FOLLOWED			
1. Identification of Standards / Guidelines followed in the Reporting of Non-Financial Information	Identification of the standards / guidelines followed for the preparation of non-financial information, including the respective options, as well as other principles considered in the Company's actions, if applicable. If the Company refers to the United Nations Agenda 2030 Sustainable Development Goals (SDG), include the identification of any goals to which the Company is committed to contribute, indicating the measures taken each year towards achieving the goals set for each of these SDGs. In other words, identify specific actions, projects or investments aimed at meeting these SDGs.	See Management Report of the Board of Directors, Chapter III "Introduction"/"The Sustainable Development Goals".	Pages 77 to 78
2. Identification of the Scope and Methodology for Calculating Indicators	Description of the scope and calculation methodology (including the calculation formula) of the presented indicators, as well as the limitations of this reporting. Whenever possible, presentation of a table of correspondence between the presented indicators and the principles and objectives that are considered, indicating the location where the information will be detailed (e.g., the page of the stand-alone report for reporting non-financial information, the annual report, another document or the company's website).	See Management Report of the Board of Directors, Chapter III "Introduction"/"Note on Indicator Coverage Methodology".	Pg. 77/79
3. Explanation if the policies do not apply	If the Company does not apply policies to one or more issues, the non-financial information report should explain this fact.	The Company applies policies regarding all issues.	
4. Other Information	Additional elements or information that are not included in the previous points and are relevant for the understanding, context and justification of the relevance of the disclosed non-financial information, particularly with regard to networks/consortia of entities related to issues of sustainability and responsibility of the organizations that it is part of/belongs to, at both a national and international level, and local or global sustainability commitments voluntarily assumed by the Company.	See Management Report of the Board of Directors, Chapter III "Research, Development and Innovation (RDI)", "Partnerships with Scientific and Technological System Entities in the Construction Sector"/"Environmental Management", "Environmental Research Partnerships".	Pg. 110/117

TABLE OF CORRESPONDENCES WITH GRI STANDARDS: ESSENTIAL OPTION

Standard	Indicator	Response	Location	Sustainable Development Goals	
GRI 102 - GENERAL DISCLOSURES: 2016					
ORGANIZATIONAL PROFILE					
	102-1 Name of the organization.	Teixeira Duarte, S.A.			
	102-2 Main activities, brands, products and services.	See Management Report of the Board of Directors. Chapter I. "Profile"	Pages 11 to 19		
	102-3 Location of the organization's head-quarters.	Lagoas Park, Edifício 2, 2740-265 Porto Salvo. Portugal			
	102-4 Location of operations.	See Management Report of the Board of Directors. Chapter I. "Profile"	Pages 11 to 19		
	102-5 Ownership and legal form.	Teixeira Duarte, S.A. is a public company, with head office at Lagoas Park, Building 2, 2740-265 Porto Salvo, registered at the Commercial Register Office of Cascais (Oeiras). Teixeira Duarte, S.A. is listed on the Lisbon Stock Exchange (Euronext Lisbon)			
	102-6 Markets served.	See Management Report of the Board of Directors. Chapter I. "Profile"	Pages 11 to 19		
	102-7 Scale of the organization.	See Management Report of the Board of Directors. Chapter I. "Profile"	Pages 11 to 19	8	
	102-8 Information on employees and other workers.	See Management Report of the Board of Directors. Cap. III. "Human Resources in 2020"	Pages 79 to 86	8	10
	102-9 Supply chain.	Teixeira Duarte, S.A.'s perimeter includes companies operating in 6 sectors of activity with supply chains that differ significantly			
	102-10 Significant changes to the organization and its supply chain.	See Corporate Governance Reports Chapter I "Information on Shareholder Structure, Organisation and Corporate Governance" Sub-chapter III. "Internal Control and Risk Management", No. 53 "Identification and description of the main types of risks (economic, financial and legal) to which the company is exposed in the course of its business"	Pg. 161		
	102-11 Precautionary Principle or approach.	See Corporate Governance Reports Chapter I "Information on Shareholder Structure, Organisation and Corporate Governance" Sub-chapter III. "Internal Control and Risk Management"	Pg. 160		
	102-12 External initiatives.	See Management Report of the Board of Directors. Chapter III. "Research, Development and Innovation (RDI)"	Pages 109 to 111		
	102-13 Membership of associations.	See Management Report of the Board of Directors. Chapter III. "Research, Development and Innovation (RDI)"	Pages 109 to 111		
STRATEGY AND ANALYSIS					
	102-14 Statement from senior decision-maker.	See Management Report of the Board of Directors. Chapter I. "The Teixeira Duarte Group in 2020"	Pg.10		
	102-15 Key impacts, risks, and opportunities.	See Corporate Governance Reports Chapter I "Information on Shareholder Structure, Organisation and Corporate Governance" Sub-chapter III. "Internal Control and Risk Management"	Pg. 160		
ETHICS AND INTEGRITY					
	102-16 Values, principles, standards, and norms of behavior.	See Management Report of the Board of Directors. Chapter I. "Profile", "Mission and Values"/"Code of Ethics and Conduct". Chapter III "Ethics and Conduct"/"Fighting Corruption and Bribery, Money Laundering and Terrorist Financing"	Pages 18/19. Pages 78/100	16	

Standard	Indicator	Response	Location	Sustainable Development Goals	
	102-17 Mechanisms for advice and concerns about ethics.	See Management Report of the Board of Directors. Cap. III "Fighting Corruption and Bribery, Money Laundering and Terrorist Financing"	Pg. 100		16
GOVERNANCE					
	102-18 Governance structure.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "C. Internal Organization"	Pg. 159		
	102-19 Delegating authority.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "A. Shareholder Structure"/B. Corporate Bodies and Committees"/C. Internal Organization"	Pages 140/142/159		
	102-20 Executive-level responsibility for economic, environmental, and social topics	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "B. Corporate Bodies and Committees"	Pg. 142		
	102-21 Consulting stakeholders on economic, environmental, and social topics.	See Management Report of the Board of Directors, Chapter III "The Sustainable Development Goals"	Pg. 78		16
	102-22 Composition of the highest governance body and its committees	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "A. Shareholder Structure"/B. Corporate Bodies and Committees"	Pages 140/142	5	16
	102-23 Chair of the highest governance body.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "A. Shareholder Structure"/B. Corporate Bodies and Committees"	Pages 140/142		16
	102-24 Nominating and selecting the highest governance body.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "A. Shareholder Structure"/B. Corporate Bodies and Committees"	Pages 140/142	5	16
	102-25 Conflicts of interest.	See Code of Ethics and Conduct at www.teixeiraduarte.com . See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "E. Transactions with Related Parties"	Pg. 174		16
	102-26 Role of highest governance body in setting purpose, values, and strategy.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "A. Shareholder Structure"/B. Corporate Bodies and Committees"/C. Internal Organization"	Pages 140/142/159		
	102-27 Sustainability knowledge of highest governance body.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "B. Corporate Bodies and Committees"	Pg. 142		
	102-28 Evaluating the highest governance body's performance	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "D. Remunerations"	Pg. 166		
	102-29 Identifying and managing economic, environmental, and social impacts.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "C. Internal Organization"	Pg. 159		16
	102-30 Effectiveness of risk management processes.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "C. Internal Organization"	Pág.159		
	102-31 Review of economic, environmental and social topics.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "C. Internal Organization", II. Communication	Pg. 159		
	102-32 Highest governance body's role in sustainability reporting.	Responsibility for approving the Non-Financial Information Report, included in the Annual Report and Accounts, lies with the General Meeting of Shareholders.			

Standard	Indicator	Response	Location	Sustainable Development Goals
	102-33 Communicating critical concerns.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "C. Internal Organization"	Pg. 159	
	102-34 Nature and total number of critical concerns.	Nothing to mention		
	102-35 Remuneration policies.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "D. Remunerations"	Pg. 166	
	102-36 Processes for determining remuneration.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "D. Remunerations"	Pg. 166	
	102-37 Stakeholders' involvement in remuneration.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "D. Remunerations"	Pg. 166	16
	102-38 Annual total compensation ratio.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "D. Remunerations"	Pg. 166	
	102-39 Percentage increase in annual total compensation ratio.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "D. Remunerations"	Pg. 166	
STAKEHOLDERS ENGAGEMENT				
	102-40 List of stakeholder groups.	See Management Report of the Board of Directors, Chapter III "Communication with Stakeholders"	Pg. 78	
	102-41 Collective bargaining agreements.	See Management Report of the Board of Directors, Chapter III "Management and Development of Human Resources", "Human Resources in 2020", "Compliance with International Labor Organization (ILO) Conventions"	Pg. 86	8 10
	102-42 Identifying and selecting stakeholders.	See Management Report of the Board of Directors, Chapter III "Communication with Stakeholders"	Pg. 78	
	102-43 Approach to stakeholder engagement.	See Management Report of the Board of Directors, Chapter III "Communication with Stakeholders"	Pg. 78	
	102-44 Key topics and concerns raised.	Due to the diversity of stakeholders within the various sectors of activity, the respective stakeholder topics and concerns and addressed in the Review of Activity Sectors	Pages 38 to 76	
REPORTING PRACTICE				
	102-45 Entities included in the consolidated financial statements.	See Management Report of the Board of Directors. Chapter I. "Profile"	Pages 11 to 19	
	102-46 Defining report content and topic boundaries.	See Introduction/Management Report of the Board of Directors. Chapter I. "Profile"/Consolidated Financial Statements	Pages 7/11 to 19/213 to 283	
	102-47 List of material topics.	See Management Report of the Board of Directors, Chapter III "The Sustainable Development Goals"	Pg. 78	
	102-48 Restatements of information.	See "Introduction"	Pg. 7	
	102-49 Changes in reporting.	See "Introduction"	Pg. 7	
	102-50 Reporting period.	From 1 January 2020 to 31 December 2020		
	102-51 Date of most recent report.	May 2020		
	102-52 Reporting cycle.	Annual		
	102-53 Contact point for questions regarding the report.	representantemercado@teixeiraduarte.com		

Standard	Indicator	Response	Location	Sustainable Development Goals
	102-54 Claims of reporting in accordance with the GRI Standards.	See Introduction	Pg. 7	
	102-55 GRI content index.	This table		
	102-56 External assurance.	See Introduction/Reports, Opinions and Certifications of the Supervisory Bodies 2020	Pages 7/285	
GRI 200 - ECONOMIC DISCLOSURES				
SOCIO-ECONOMIC PERFORMANCE				
	103-1 Explanation of the material topic and its boundary.	Since this is not a material topic, the Teixeira Duarte Group regularly monitors and assesses part of the indicators associated with this topic		
	201-3 Defined benefit plan obligations and other retirement plans.	See Corporate Governance Report, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", "D. Remunerations"	Pg. 166	
INDIRECT ECONOMIC IMPACTS				
	103-1 Explanation of the material topic and its boundary.	The Teixeira Duarte Group considers investment in communities as a material topic, specifically through the creation of local jobs, promotion of entrepreneurship, education and health, monitoring indicators associated with the impact of initiatives and projects developed in this area		
	203-2 Significant indirect economic impacts.	See Management Report of the Board of Directors, Chapter III "Qualification for the Expression of Talent: Development and Training"/Socio-economic Performance", "Relations with People and Organizations Impacted by the Group's Activities"	Pages 93/101	<div>1</div> <div>3</div> <div>4</div> <div>8</div> <div>10</div>
ANTI-CORRUPTION				
	103-1 Explanation of the material topic and its boundary.	The Teixeira Duarte Group considers the prevention and fight against corruption as a material topic, and has control mechanisms and procedures that arise from its Code of Ethics and Conduct, the application of which is mandatory for all directors, employees and other representatives		
	205-2 Communication and training about anti-corruption policies and procedures.	See Management Report of the Board of Directors. Chapter I. "Profile", "Mission and Values"/"Code of Ethics and Conduct". Chapter III "Ethics and Conduct"/"Fighting Corruption and Bribery, Money Laundering and Terrorist Financing"	Pages 18/19 Pgs. 78/100	16
GRI 300 - ENVIRONMENTAL DISCLOSURES				
MATERIALS				
	103-1 Explanation of the material topic and its boundary.	Given the wide range of activities of the subsidiary companies, as well as the fact that their best known activity - construction - is subject to strong fluctuations in the impacts it causes, depending on the works in progress (type, quantity and phase) - which limits the annual comparability of data -, the choice of a panel of indicators and an appropriate reporting approach to reflect the performance of Group's various activities is partially impaired	Pages 111 to 112	

Standard	Indicator	Response	Location	Sustainable Development Goals
	103-2 The management approach and its components.	Emphasis should be placed on compliance with all applicable legal requirements and other requirements associated with identified environmental aspects, as well as on the obligation to minimize the environmental impacts resulting from the activities of the different business areas, to ensure that the Company's activities can be developed in a sustainable manner. The main companies in the Construction and <i>Facilities Management</i> (Concessions and Services sector) had, in 2020, environmental management systems certified according to the ISO 14001 standard, in Portugal and Brazil	Pg. 112	
	301-1 Materials used by weight or volume.	See Management Report of the Board of Directors. Chapter III. "Environmental Management", "Materials Consumption"	Pg. 113	12
ENERGY				
	103-1 Explanation of the material topic and its boundary.	Given the wide range of activities of the subsidiary companies, as well as the fact that their best known activity - construction - is subject to strong fluctuations in the impacts it causes, depending on the works in progress (type, quantity and phase) - which limits the annual comparability of data -, the choice of a panel of indicators and an appropriate reporting approach to reflect the performance of Group's various activities is partially impaired	Pages 111 to 112	
	103-2 The management approach and its components.	Emphasis should be placed on compliance with all applicable legal requirements and other requirements associated with identified environmental aspects, as well as on the obligation to minimize the environmental impacts resulting from the activities of the different business areas, to ensure that the Company's activities can be developed in a sustainable manner. The main companies in the Construction and <i>Facilities Management</i> (Concessions and Services sector) had, in 2020, environmental management systems certified according to the ISO 14001 standard, in Portugal and Brazil	Pg. 112	
	302-4 Reduction of energy consumption.	See Management Report of the Board of Directors. Chapter III. "Environmental Management", "Energy"	Pg. 112	7 8 12 13
BIODIVERSITY				
	103-1 Explanation of the material topic and its boundary.	Given the wide range of activities of the subsidiary companies, as well as the fact that their best known activity - construction - is subject to strong fluctuations in the impacts it causes, depending on the works in progress (type, quantity and phase) - which limits the annual comparability of data -, the choice of a panel of indicators and an appropriate reporting approach to reflect the performance of Group's various activities is partially impaired	Pages 111 to 112	
	103-2 The management approach and its components.	Emphasis should be placed on compliance with all applicable legal requirements and other requirements associated with identified environmental aspects, as well as on the obligation to minimize the environmental impacts resulting from the activities of the different business areas, to ensure that the Company's activities can be developed in a sustainable manner. The main companies in the Construction and <i>Facilities Management</i> (Concessions and Services sector) had, in 2020, environmental management systems certified according to the ISO 14001 standard, in Portugal and Brazil	Pg. 112	

Standard	Indicator	Response	Location	Sustainable Development Goals	
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	The Teixeira Duarte Group's infrastructure meet all environmental legal requirements, and its vast majority is located in urban settings		6	14
				15	
EMISSIONS					
	103-1 Explanation of the material topic and its boundary.	Given the wide range of activities of these companies, as well as the fact that their best known activity - construction - is subject to strong fluctuations in the impacts it causes, depending on the works in progress (type, quantity and phase) - which limits the annual comparability of data -, the choice of a panel of indicators and an appropriate reporting approach to reflect the performance of Group's various activities is partially impaired	Pages 111 to 112		
	103-2 The management approach and its components.	Emphasis should be placed on compliance with all applicable legal requirements and other requirements associated with identified environmental aspects, as well as on the obligation to minimize the environmental impacts resulting from the activities of the different business areas, to ensure that the Company's activities can be developed in a sustainable manner. The main companies in the Construction and <i>Facilities Management</i> (Concessions and Services sector) had, in 2020, environmental management systems certified according to the ISO 14001 standard, in Portugal and Brazil	Pg. 112		
	305-3 Other indirect (Scope 3) GHG emissions.	See Management Report of the Board of Directors. Chapter III. "Environmental Management", "Emissions"	Pg. 114	3	12
				13	
WASTE AND EFFLUENTS					
	103-1 Explanation of the material topic and its boundary.	Given the wide range of activities of the subsidiary companies, as well as the fact that their best known activity - construction - is subject to strong fluctuations in the impacts it causes, depending on the works in progress (type, quantity and phase) - which limits the annual comparability of data -, the choice of a panel of indicators and an appropriate reporting approach to reflect the performance of Group's various activities is partially impaired	Pages 111 to 112		
	103-2 The management approach and its components.	Emphasis should be placed on compliance with all applicable legal requirements and other requirements associated with identified environmental aspects, as well as on the obligation to minimize the environmental impacts resulting from the activities of the different business areas, to ensure that the Company's activities can be developed in a sustainable manner. The main companies in the Construction and <i>Facilities Management</i> (Concessions and Services sector) had, in 2020, environmental management systems certified according to the ISO 14001 standard, in Portugal and Brazil	Pg. 112		
	306-3 Significant spills.	In 2020, there were no records of spills with significant environmental impacts		3	6
				12	14
				15	

Standard	Indicator	Response	Location	Sustainable Development Goals
ENVIRONMENTAL COMPLIANCE				
103-1	Explanation of the material topic and its boundary.	Given the wide range of activities of the subsidiary companies, as well as the fact that their best known activity - construction - is subject to strong fluctuations in the impacts it causes, depending on the works in progress (type, quantity and phase) - which limits the annual comparability of data -, the choice of a panel of indicators and an appropriate reporting approach to reflect the performance of Group's various activities is partially impaired	Pages 111 to 112	
103-2	The management approach and its components.	In order to meet legal obligations in the area of liability for environmental damage, arising from Directive no. 2004/35/EC, amended by Directive no. 2006/21/EC, the Teixeira Duarte Group companies in Portugal covered by this legislation opted to constitute financial guarantees totaling a value of €96,812.00 at 31 December 2020.	Pg. 112	
307-1	Non-compliance with environmental laws and regulations.	No non-compliances were recorded		16
GRI 308 - SUPPLIER ENVIRONMENTAL ASSESSMENT				
SUPPLIER ENVIRONMENTAL ASSESSMENT				
103-1	Explanation of the material topic and its boundary.	Given the wide range of activities of the subsidiary companies, as well as the fact that their best known activity - construction - is subject to strong fluctuations in the impacts it causes, depending on the works in progress (type, quantity and phase) - which limits the annual comparability of data -, the choice of a panel of indicators and an appropriate reporting approach to reflect the performance of Group's various activities is partially impaired	Pages 111 to 112	
103-2	The management approach and its components.	In the Construction sector, the assessment and monitoring of the performance of manufacturers in the main categories began in 2020, in order to identify relevant indicators that allow an assessment of environmental sustainability.	Pg. 112	
308-1	New suppliers that were screened using environmental criteria.	In 2020, no suppliers were screened using environmental criteria		
GRI 400 - SOCIAL DISCLOSURES				
EMPLOYMENT				
103-1	Explanation of the material topic and its boundary.	The welfare of employees, including the promotion of good hygiene, health and safety conditions, as well as the development of skills and retention of talent, are extremely important to the management of human resources of Teixeira Duarte Group companies, and are duly rooted in a culture of dignified treatment and respect for human and labor rights		
401-3	Parental Leave.	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020"	Pg.92	5 8
OCCUPATIONAL HEALTH AND SAFETY				
103-1	Explanation of the material topic and its boundary.	The welfare of employees, including the promotion of good hygiene, health and safety conditions, as well as the development of skills and retention of talent, are extremely important to the management of human resources of Teixeira Duarte Group companies, and are duly rooted in a culture of dignified treatment and respect for human and labor rights		

Standard	Indicator	Response	Location	Sustainable Development Goals	
	403-1 Occupational health and safety management system	The main subsidiary companies, particularly those operating in the areas of Construction and <i>Facilities Management</i> have occupational health and safety management systems in place under the ISO 45001:2018 standard		8	
	403-3 Occupational health services	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020", "Protecting and Promoting health and safety"	Pg. 87	3	8
	403-4 Worker participation, consultation, and communication on occupational health and safety	Under the ISO 800 standard, Teixeira Duarte - Engenharia e Construções has a committee of workers' representatives that ensures worker consultation and communication on social performance matters. In 2018 a study on Psychosocial risks was conducted among employees of the Group's subsidiaries in Portugal, which made it possible to diagnose the aforementioned risks, company by company, and to outline specific intervention plans that are being implemented according to the situation of each company		3	8 16
	403-5 Worker training on occupational health and safety	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020", "Protecting and Promoting health and safety"	Pg. 87	3	8
	403-6 Worker training on occupational health and safety	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020", "Protecting and Promoting health and safety"	Pg. 87	3	8
	403-8 Workers covered by an occupational health and safety management system	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020", "Protecting and Promoting health and safety"	Pg. 88	3	8
	403-9 Work-related injuries	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020", "Protecting and Promoting health and safety"	Pg. 90	3	8 16
TRAINING AND EDUCATION					
	103-1 Explanation of the material topic and its boundary.	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020", "Qualification for Talent Expression: Development and Training"	Pg. 90		
	404-1 Average hours of training per year per employee.	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020", "Qualification for Talent Expression: Development and Training"	Pg.94	4 8	5 10
	404-2 Programs for upgrading employee skills and transition assistance programs.	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020", "Qualification for Talent Expression: Development and Training"	Pg.93	4 8	5 10
DIVERSITY AND EQUAL OPPORTUNITIES					
	103-1 Explanation of the material topic and its boundary.	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020"	Pg. 79		
	405-1 Diversity of governance bodies and employees.	See Management Report of the Board of Directors. Chapter III. "Human Resources in 2020"/Report on Corporate Governance, Chapter I "Information on Shareholder Structure, Organization and Corporate Governance", B. Corporate Bodies and Committees"	Pages 79/142	5	8
NON-DISCRIMINATION					
	103-1 Explanation of the material topic and its boundary.	See Code of Ethics and Conduct at www.teixeiraduarte.com . See the 2020- 2021 equality plan at www.teixeiraduarte.com			

Standard	Indicator	Response	Location	Sustainable Development Goals	
	406-1 Incidents of discrimination and corrective actions taken.	There were no cases of discrimination to report		5	8
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING					
	103-1 Explanation of the material topic and its boundary.	The promotion of the fundamental conventions of the International Labor Organization (ILO), and of human rights, is enshrined in the Code of Ethics and Conduct of Teixeira Duarte, S.A., which extends to all the entities that form part of its consolidation perimeter.			
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.	No operations and suppliers were identified in this situation		8	16
CHILD LABOR					
	103-1 Explanation of the material topic and its boundary.	See Code of Ethics and Conduct at www.teixeiraduarte.com			
	408-1 Operations and suppliers at significant risk for incidents of child labor.	No operations and suppliers were identified in this situation		8	16
FORCED OR SLAVE-LIKE LABOR					
	103-1 Explanation of the material topic and its boundary.	See Code of Ethics and Conduct at www.teixeiraduarte.com			
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor.	No operations and suppliers were identified in this situation		8	16
SECURITY PRACTICES					
	103-1 Explanation of the material topic and its boundary.	See Code of Ethics and Conduct at www.teixeiraduarte.com			
	410-1 Security personnel trained in human rights policies or procedures that are relevant to operations.	Subsidiary companies carry out training activities on this topic under the scope of the Code of Ethics and Conduct and the applicable labor legislation			16
RIGHTS OF INDIGENOUS PEOPLE					
	103-1 Explanation of the material topic and its boundary.	See Code of Ethics and Conduct at www.teixeiraduarte.com			
	411-1 Incidents of violations involving rights of indigenous and traditional people and measures taken in this regard.	No cases were identified			
ASSESSMENT OF HUMAN RIGHTS					
	103-1 Explanation of the material topic and its boundary.	See Code of Ethics and Conduct at www.teixeiraduarte.com			
	412-2 Training in human rights procedures or policies.	Subsidiary companies carry out training activities on this topic under the scope of the Code of Ethics and Conduct and the applicable labor legislation		10	16

Standard	Indicator	Response	Location	Sustainable Development Goals
LOCAL COMMUNITIES				
	103-1 Explanation of the material topic and its boundary.	The activities of the Teixeira Duarte Group's subsidiaries, regardless of the sector in which they are active, have an impact on the socio-economic development of the places where they operate. In order to enhance its positive impacts and, on the other hand, to mitigate the negative ones, the Group promotes a culture of ethics and quality among its subsidiaries, of commitment to local hiring and the development of local subcontractors and suppliers, and of strengthening their technological capabilities and social responsibility, particularly in developing countries, which contributes to the sustainable development of communities		
	413-1 Operations with local community engagement, impact assessments, and development programs.	All operations have implemented and maintain one or more local community engagement programs. Impacts described in the presentation of each program. See Management Report of the Board of Directors. Chapter III.: "Todos Damos" Program, "Fazer Pescar" Program, "Fazenda Maxi" Program, "MaxiSaúde" Program, "Raízes" Program, "Dar Vida" Program	Pages 98 to 108	<div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>8</div> <div>10</div>
SOCIAL ASSESSMENT OF SUPPLIERS				
	103-1 Explanation of the material topic and its boundary.	Teixeira Duarte encourages its business partners to adopt a <i>compliance</i> system compatible with their activities, with the objective of promoting and maintaining an ethical business environment. In Portugal, Teixeira Duarte - Engenharia e Construções, in compliance with the SA 8000 Standard, promotes respect for labor rights and safe and healthy working environments for all workers, and among suppliers and contractors, by demanding compliance with social responsibility requirements		
	414-2 Actual and potential significant negative social impacts on labor practices in the supply chain and measures taken.	Based on the geographical area in which the supplier operates, the type of activity it carries out and the Company's ability to influence it, the potential social risk of suppliers is assessed in relation to the expected risk, and the cases of greatest risk are monitored. In 2020, Teixeira Duarte - Engenharia e Construções carried out 12 supplier monitoring actions in Portugal		<div>5</div> <div>8</div> <div>16</div>
CUSTOMER PRIVACY				
	103-1 Explanation of the material topic and its boundary.	The Teixeira Duarte Group's subsidiary companies implemented Data Protection Management Systems in 2018 with a view to compliance with the provisions of the General Data Protection Regulation (GDPR). These systems are periodically audited		
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data.	No complaints were registered		16
SOCIOECONOMIC COMPLIANCE				
	103-1 Explanation of the material topic and its boundary.	The activities of Teixeira Duarte Group companies are based on their Mission and are in line with the UN Human Rights Declarations, the Guiding Principles of the Organization for Economic Cooperation and Development (OECD), the International Labor Organization (ILO), national and international legislation and the 10 Principles of the United Nations Global Compact in the fields of Human Rights, Labor Practices, the Environment and Anti-Corruption		
	419-1 Non-compliance with laws and regulations in the social and economic area.	No non-compliances were recorded		16

