

An aerial photograph of a wide river flowing through a lush green forest. A concrete bridge spans the river, and a group of people is standing on it, their shadows cast long on the surface. The text 'SUSTAINABILITY REPORT 2021' is overlaid in white, sans-serif font in the upper half of the image.

# SUSTAINABILITY REPORT 2021



**TEIXEIRA DUARTE**



**Cover photo**



INITIATIVE OF A GROUP OF EMPLOYEES TO COME TOGETHER TO SYMBOLISE IN “HUMAN DRAWING” THE CELEBRATION OF THE HUNDRED YEARS OF TEIXEIRA DUARTE, ON THE BRIDGE OVER THE ALMADA RIVER, ILHÉUS - BRAZIL

# SUSTAINABILITY REPORT 2021

Extract from the Management Report 2021  
(Non-financial Information Chapter)

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## COMPANY IDENTIFICATION

### **Teixeira Duarte, S.A.**

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

Share Capital: € 210,000,000

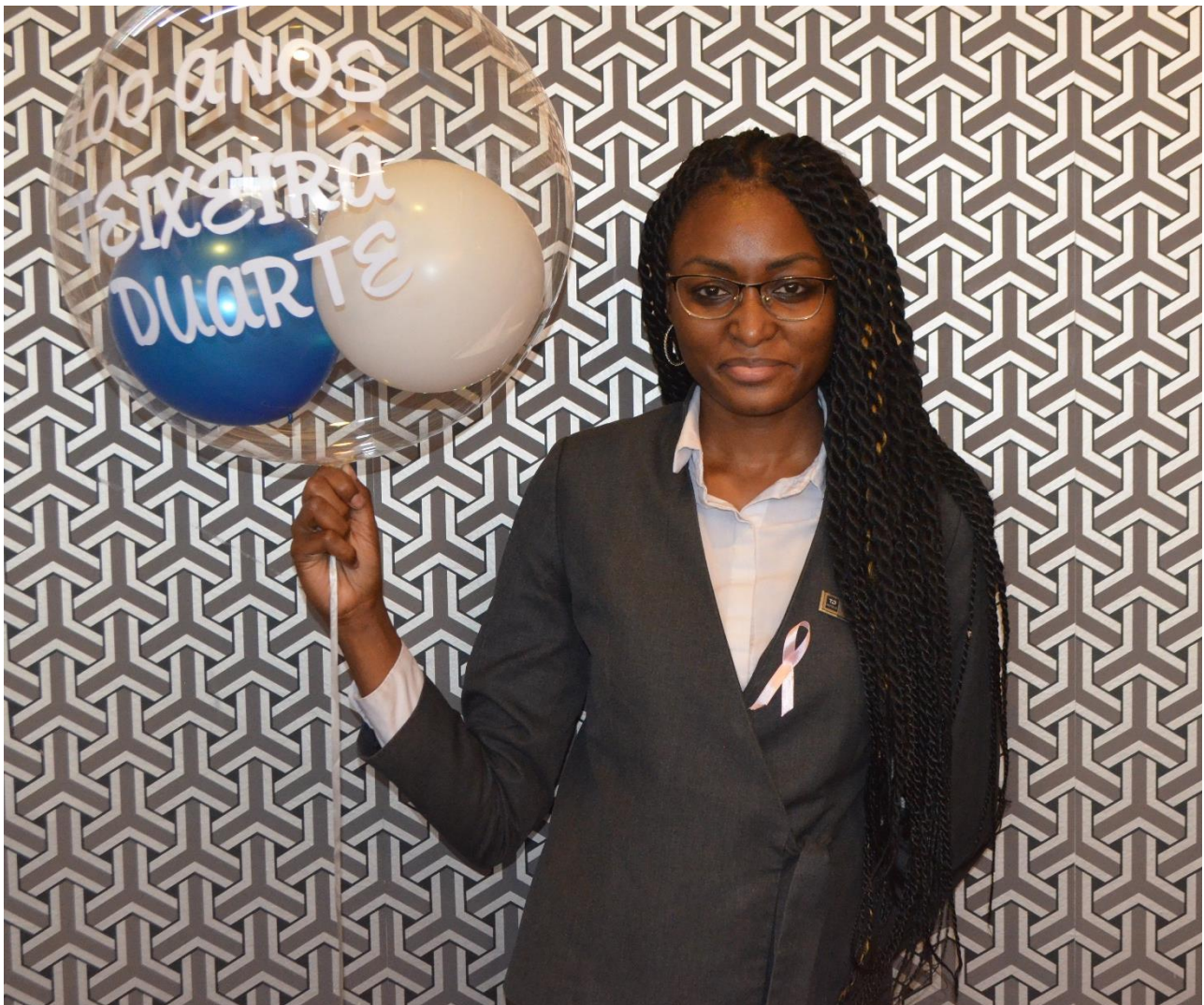
Single Legal Person Number: 509 234 526

## PRESENTATION OF THE SUSTAINABILITY REPORT 2021

In compliance with applicable regulations, "Teixeira Duarte, S.A." included in its Management Report for the period 2021 - approved in the Annual General Meeting by the shareholders - a separate chapter for reporting Non-Financial Information regarding the activity developed in that year.

As it is considered appropriate to disclose this report in an autonomous manner under the title "Sustainability Report

2021", "Teixeira Duarte, S.A." prepared this document which includes the full extract of the mentioned chapter of the 2021 Management Report, as well as sub-chapters "I.1 Profile" and "I.2 Message from the Chairman of the Board of Directors" of the same Management Report, which provide the framework for this autonomous disclosure.





## THE TEIXEIRA DUARTE GROUP

# 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 Esquível 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, Hospitality, Distribution and Automotive sectors.

Today, after 100 years, this Portuguese economic group comprises more than 176 entities operating in 22 countries with the commitment and dedication of 9,100 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"!





## 1 Profile

**9,100**  
**EMPLOYEES**

**176**  
**ENTITIES**

### SECTOR

#### CONSTRUCTION

SINCE 1921

#### CONCESSIONS AND SERVICES

SINCE 1984

#### REAL ESTATE

SINCE 1973

#### HOSPITALITY

SINCE 1992

#### DISTRIBUTION

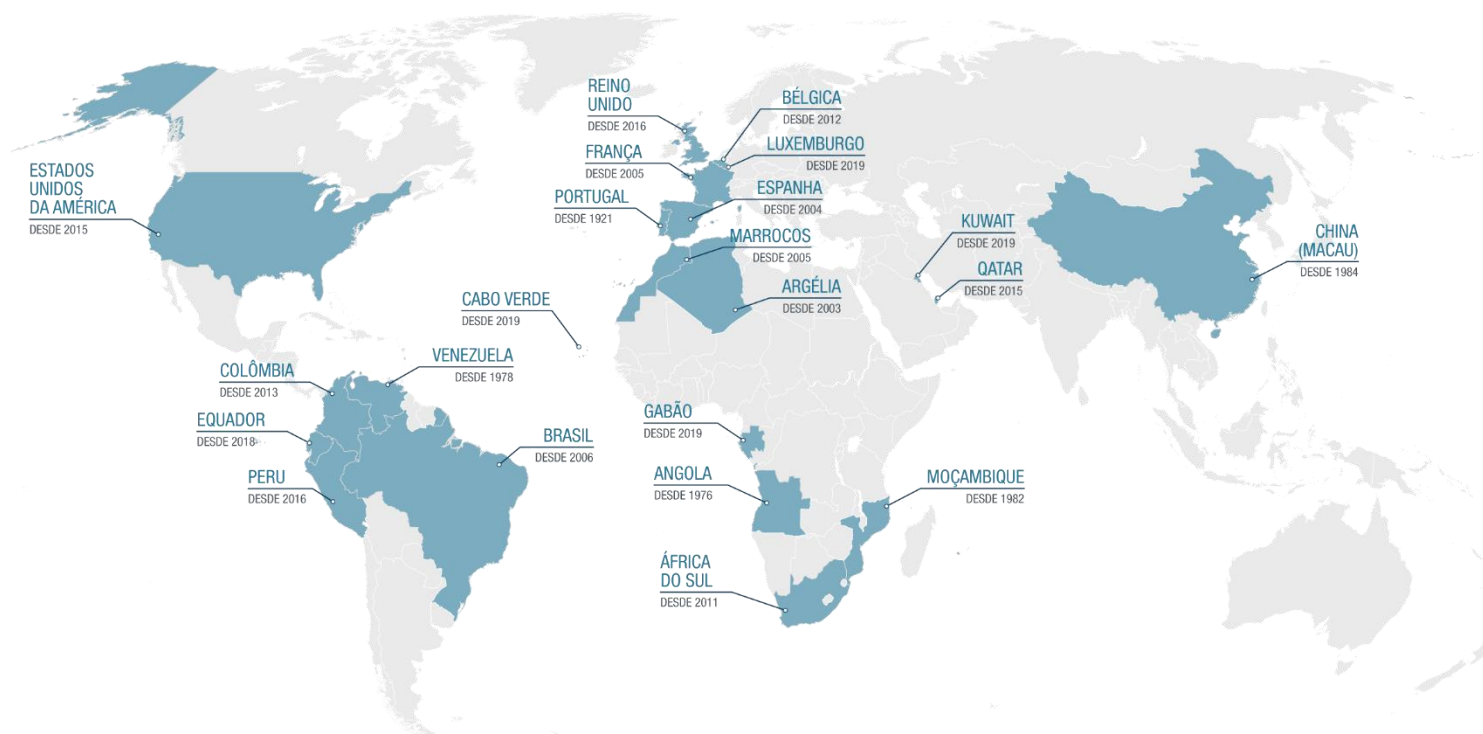
SINCE 1996

#### AUTOMOTIVE

SINCE 1991

**22**  
**COUNTRIES**

**4**  
**CONTINENTS**

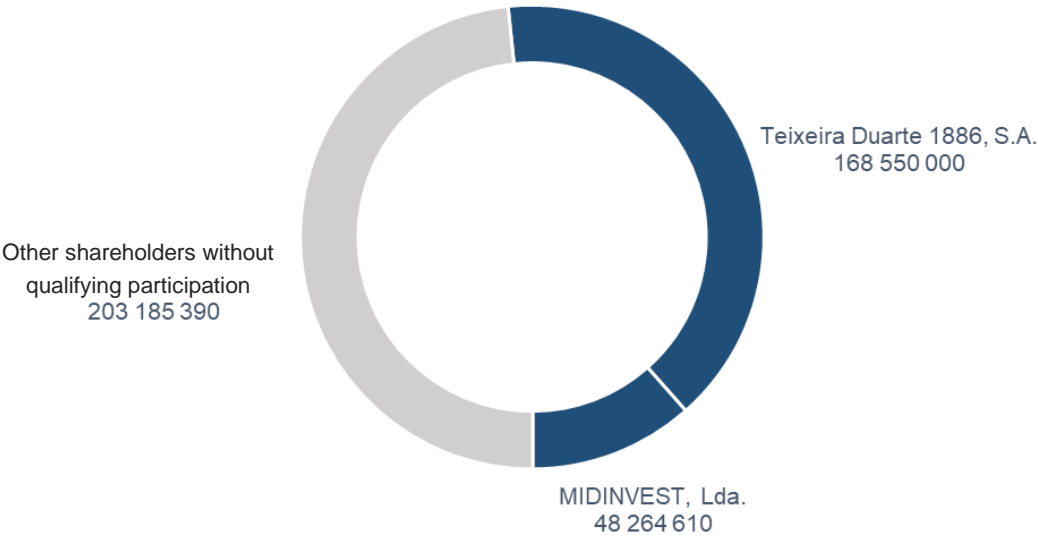




Contract for the Complete Requalification of the MUDE Building - Design and Fashion Museum, Lisbon - Portugal

SHAREHOLDERS

“Teixeira Duarte, S.A.” is the top listed company of the Teixeira Duarte Group, whose share capital as at 31 December 2021 was distributed among 4,166 shareholders as follows:



Distribution of shares representing Teixeira Duarte, S.A. share capital among shareholders at the end of the 2021 period

## 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 six members and two supervisory bodies: A Supervisory Board (with three members) and an Audit Firm.

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

### Board of the General Meeting:

Chairman

José Luciano Vaz Marcos

Deputy Chairman

José Mário Ferreira de Almeida

Secretary

José Pedro Poiares Cobra Ferreira

### Board of Directors:

Chairman

Manuel Maria Calainho de Azevedo Teixeira Duarte

Directors

Carlos Gomes Baptista

Maria da Conceição Maia Teixeira Duarte

Diogo Bebiano Branco de Sá Viana Rebelo

Isabel Maria Nunes Correia Teixeira Duarte

Miguel Calainho de Azevedo Teixeira Duarte

### Supervisory Board:

Chairman

Óscar Manuel Machado de Figueiredo

Members

Ana Cristina Louro Ribeiro Doutor Simões

João Salvador dos Santos Matias

Alternate

Rui Pedro Ferreira de Almeida

### Statutory Auditor:

"Moore Stephens & Associados, SROC S.A." represented by  
António Gonçalves Monteiro

### Chief Compliance Officer

Carlos Ferraz

### Company Secretary

Permanent

José Pedro Poiares Cobra Ferreira

Alternate

Filipe Manuel Cavaco Bismarck

### Representative for Market Relations

José Pedro Poiares Cobra Ferreira

## ORGANISATIONAL MODEL

In addition to the governing 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 Teixeira Duarte Group and the organisational 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: Geotechnics and Foundations; Buildings (including a Concrete Production Centre); Infrastructure (including Maritime Works); Metalworking; Underground Works; and Railway Works.

All of these operational areas divide production and commercial skills into structures that are essential in the training of management staff and in the monitoring of their career in the Operation Centres and Departments. These operational areas also have a set of specific Support Structures for this Construction sector, in particular in the areas of Formwork and Prestressing (including a Reinforcement Production Centre), Projects, Equipment Management and Logistics of Proposals, and a Materials Laboratory.

In this Sector, the Group also has an important Project Department, through which Engineering Studies and Technical Projects are developed and executed, for the entire Teixeira Duarte Group, which have proved to be of great importance in the technically based presentation of proposals and projects. This Department is also responsible for coordinating and implementing BIM (Building Information Modelling) throughout the entire Teixeira Duarte Group, by consolidating internal and external training, developing projects with this methodology and creation of internal procedures.

Equally integrated into the Construction structures, there are other Structures that, although more focused on this activity, also support other sectors of the Group in terms of Management and Procurement Systems.

In addition to all those structures more directly linked to the Company's operational area, there is a set of Central Structures and Services with special transversal support responsibilities, which constitute the so-called 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 organisational structures, identified on the following organisational chart below:



## TEIXEIRA DUARTE ORGANISATIONAL CHART

### Teixeira Duarte, S.A.

#### Board of Directors

Manuel Maria Teixeira Duarte  
Carlos Gomes Baptista  
Maria da Conceição Teixeira Duarte  
Diogo Rebelo  
Isabel Teixeira Duarte  
Miguel Teixeira Duarte

### 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

#### CORPORATE AREA

Internal Audit  
Mário Faria

Accounting  
Alexandre de Jesus  
Sérgio Castro

Finance  
Sérgio Pereira  
Pedro Cruz

Innovation  
Rita Moura

Legal  
Maria António Ambrósio

Shared Processes  
André Henriques

Human Resources  
Rogério Fonseca

Corporate Affairs  
José Pedro Cobra Ferreira

Sustainability  
Erica Torres Silva

Information Technologies  
Rui Pedroso  
Rui Miranda

#### ACTIVITY SECTORS

##### Construction

Geotechnics and Foundations  
Miguel Rocha

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

Infrastructures  
Rosa Saraiva  
Hélder Matos  
Gustavo Lebreiro  
João Pedro Lopes  
António Diniz  
Jorge Barata  
Pinto Guedes

Metalworking  
Henrique Nicolau

Underground Works  
Dias de Carvalho  
Carlos Russo

Railway Works  
Rui Costa

Shuttering and Pre-Stressing  
Caetano Machado

Project Design  
Laura Esteves

Supplies  
Rosa Almeida

Equipment Management  
Rodrigo Ouro

Management Systems  
Ivo Rosa

Proposal's Logistics  
Mário Baptista

Materials Laboratory  
Ivo Rosa

##### 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

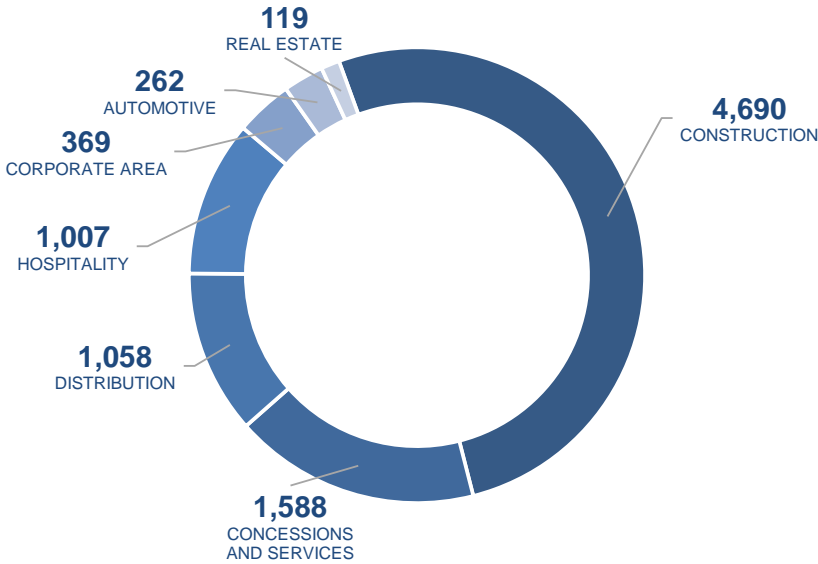
##### Automotive

Pedro Medo

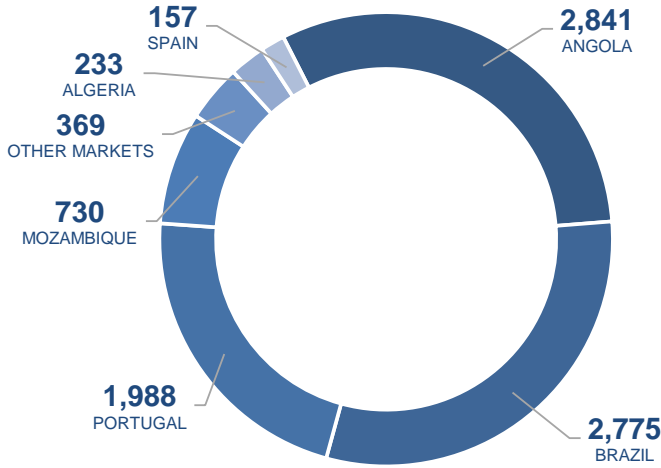


**EMPLOYEES**

Employees are the core of the activity of all Teixeira Duarte Group companies and their greatest resource. As at 31 December 2021, the 9,093 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. The central core of these ethics is grounded in 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.

### VALUES

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

## INGENUITY

Value based on the origin and purpose of the Company: “An Engineering Establishment” that, based on research and a thorough grasp of the principles of science, innovates and develops knowledge and techniques to apply, with efficiency and the minimum of waste, in the resolution of practical issues, in training, encouraging and trusting “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 Group 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,

clients 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, which involves the following corporate control areas that give support to the company:

- The Internal Audit Department, whose main functions are the evaluation and improvement of the effectiveness of risk management processes and internal control systems, as well as the conduct of an examination of the activities carried out by the Group;
- The Chief Compliance Officer, tasked with developing the Compliance Programme in order to promote, within the Teixeira Duarte Group (i) compliance with legal, regulatory and internal regulations, (ii) the correct identification and assessment of the respective risks inherent to activities developed by the Group companies and (iii) the development of efficient measures to comply with the aforementioned regulations and to mitigate the respective risks, establishing guidelines for the analysis of reality, treatment and reporting of information, defining areas of action and respective means and subsequent monitoring of the results and promoting the necessary reviews of such measures; and
- The Management Systems Department, which includes in its functions to ensure that the Group Policies are complied with, also implementing supervisory criteria, carrying out the corresponding training, respective internal audit and presenting proposals for improvement.



## I.2 Message from the Chairman of the Board of Directors



Manuel Maria Calainho  
Teixeira Duarte

**Chairman of the Board of  
Directors**

Dear Shareholders and Stakeholders,

The year of 2021 was difficult for many and especially for Teixeira Duarte.

In a period when the trend was to protect ourselves from the dangers to which the pandemic exposed us all, many of Teixeira Duarte's employees wanted to be present on the various fronts, particularly in the geographies where access to health care is more limited, responding with an unusual spirit of mission so that, in such adverse circumstances and in sometimes fearful and hesitant environments, Teixeira Duarte was determined to make its Mission concrete on its daily journey: "Execute, Contributing Towards the Construction of a Better World".

Everyone, as a community that we are, must be grateful for that commitment, courage, and inherent sacrifice.

It turns out that the figures of the exercise do not do justice to this attitude and way of being, nor to the success that, overcoming the challenges we had, we managed to achieve in different areas.

In fact, when we registered a reduction in Sales and Services Rendered of 69,130 thousand euros, it seems that there was less "Doing", in the same way that, when we find negative Net Income Attributable to Shareholders for the expressive value of 119,140 thousand euros, it seems that this "Doing" was not well done.

The truth is that the financial statements of 2021 were marked by two non-recurring events and, one of them, following the end of the period.

A surprising and abusive occupation of the facilities of the Port of La Guaira, on 15 October 2021, ended with the concession that we had been developing there.

A court judgement of last resort handed down on 17 February 2022 by an Algerian court in the context of proceedings concerning a partner of Teixeira Duarte - Engenharia e Construções, S.A. called into question the operational and financial conditions that made it possible to ensure the normal execution of six public contracts contracted in Algeria.

In order to understand the impact of these two events on these indicators - in terms that are best developed later in the text of this Report and Accounts - they led to a decrease in Sales and Services Rendered of 73,123 thousand euros and the impact on Net Income Attributable to Shareholders of 88,039 thousand euros.

Without the aforementioned Algerian and Venezuelan markets, we would have achieved 11.3% growth in Sales and Services Rendered.

I would also point out that the quality of our balance sheet contributed to the fact that, despite the negative impact resulting from the above facts, equity had reduced by only 49,060 thousand euros to 189,205 thousand euros.

But in addition to these financial indicators, 2021 was also an important year for other reasons that I want to mention.

This was the year in which we celebrated 100 years, a story of which we are proud, of evolution, overcoming, also with many difficulties and less easy and challenging moments, such as the one we are now going through, which allows us to be here today and with the capacity and willingness to adapt.

The year of 2021 was one of committed reorganisation of resources. Today we have more digitised processes, senior management closer to operations and, not least, operations more focused on our strategic markets: Portugal, Angola, Brazil and Mozambique

Alongside this, and in a transversal way, we remain dedicated to contributing to the United Nations Sustainable Development Goals, an agenda for sustainable development to which we cooperate in terms of relations with people, communities and organisations that we impact. This year we maintained our contributions in various areas of this agenda, with emphasis on health, education and vocational training, employment and economic growth, innovation, production and responsible consumption. We are committed to continuing to contribute to the construction of a better, more sustainable economic world, socially and environmentally, also through this sharing of efforts on a global scale.

Thus, we are better prepared for the future and grateful to the many who work at this establishment with Ingenuity, Truth and Commitment, as well as the trust of Clients, Suppliers, Subcontractors, Financiers and Shareholders, without whom it would not have been possible to "do" these 100 Years of History.



One Living, Cascais - Portugal

# Sustainability Report

## 2021

# SUSTAINABILITY REPORT

## INTRODUCTION

Teixeira Duarte discloses to its stakeholders, for the fifth consecutive year, the consolidated non-financial performance of its subsidiaries, namely concerning human resources, socioeconomic aspects, including its relationship with communities, and environmental management.

The information provided here covers the activity of the subsidiaries between 1 January and 31 December 2021. Whenever relevant, information about previous years is included, to allow a comparative assessment of performance.

In addition to complying with the requirements of the Commercial Companies Code and Decree-Law 89/2017 of July 28, the report follows other voluntary reporting frameworks: it has been prepared in accordance with the [GRI Standards](#) - Core option -, and the [Non-Financial Information Report Model issued by the Securities Market Commission](#), with the correspondence tables with these two references being attached herewith.

### Note on the methodology regarding coverage of indicators

The indicators presented here regarding Human Resources, Communities and the Environment cover, whenever possible, 100% of the companies included in the consolidation perimeter of Teixeira Duarte, S.A.

However, given the diversity of sectors and the local circumstances of the Group's areas of activity, the scope of coverage may vary in some indicators. This fact is mentioned, when applicable, in the development of this chapter, using the number of employees as coverage index.

## 1. 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 overall sustainability of its subsidiaries, 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 sustainability challenges of its activities, with guidance from the Group regarding cross-cutting guidelines and local objectives for each country.



In order to manage Sustainability in an organised and cohesive manner, ensuring that its subsidiaries are aligned in compliance with the cross-cutting principles defined by the Group, a Sustainable Development Commission was created in 2019.

With sustainability management functions from a strategic point of view at the Teixeira Duarte Group level, the Sustainable Development Committee depends, in functional terms, on the Board of Directors, and operationally consists of representatives of all businesses from the most representative markets of the Group, under general coordination of the Corporate Sustainability Area. In 2019, representatives from Portugal, Angola and Brazil were integrated into this Commission and, in 2020, representatives of the Mozambican market were integrated.

The Commission shall develop joint guidelines for the areas that the Group has defined as priorities, in order to establish its position in relation to them, ensure the articulation of information, good practices and enhance synergies between companies through collaboration on cross-cutting projects and in specific initiatives. The Commission meets on a monthly basis and there are also extraordinary meetings whenever appropriate.



## 2. COMMUNICATION WITH STAKEHOLDERS

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

In order to better understand the expectations of these different groups and communicate more efficiently with them, the subsidiaries use various instruments, particularly the following:



## 3. ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS

In 2018, Teixeira Duarte adopted the United Nations Sustainable Development Goals as an overall framework to guide the performance of its subsidiaries in the field of Sustainable Development and among their stakeholders, as it identified significant affinities between these Goals and its mission, values and corporate vision on Sustainability.

### 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 Framework as at 31 December 2021

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 identified and carries out an ongoing assessment of the impacts of the activities carried out by its subsidiaries on the global priorities and aspirations for 2030 defined in the 17 SDGs. To prioritise the most significant impacts exerted by these activities on the topics of sustainable development proposed in the SDGs, the sectors/business areas operating in the markets of Angola, Brazil, Portugal and Mozambique were consulted, currently responsible for 94% of the operating income of Group, and determined the material SDGs in each of these countries.

Thus, despite contributing to several other SDGs, Teixeira Duarte has taken as priorities, at a local level, 5 SDGs to which it believes it can contribute actively and more effectively.



Priority SDG for the Teixeira Duarte Group in the main markets of action as at 31 December 2021

## SUMMARY OF THE CONTRIBUTIONS OF THE TEIXEIRA DUARTE GROUP TO THE PRIORITY SDG



- Health, safety and hygiene promotion policies at work of the subsidiaries;
- Implementation of occupational health and safety management systems in various subsidiaries;
- Employee health monitoring policies, including medical and medication assistance in several subsidiaries;
- Access to health insurance, protocols and partnerships in the field of health in several subsidiaries;
- Disease prevention initiatives, provision of screenings and health training among employees and communities;
- Support for social institutions that support people in the health field;

### EXAMPLES

- “Give Life” Programme in Angola and Mozambique;
- “MaxiHealth” programme in Angola;
- Annual flu vaccination campaign in Brazil;
- “Be Well” Programme in Brazil;
- “We All Give” Programme in Portugal, Angola, Algeria, Brazil, Spain and Mozambique.

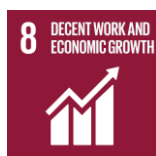


- Group Policy for the Development of Skills of employees of the subsidiaries;
- Continuous training programmes aimed at updating skills and advancing the career of employees of the subsidiaries;
- Programmes for attraction and development of young talent of the subsidiaries;
- Training actions for the personal development of employees and for raising awareness in the field of sustainability;
- Initiatives with communities and support for social institutions that support people in the field of education.

### EXAMPLES

- “Teixeira Duarte Academy” programme in Portugal and Angola;

- Teixeira Duarte Professional Development Centre in Angola;
- “Go Fishing” programme in Angola;
- School Site Projects in Brazil;
- “We All Give” Programme in Portugal, Angola, Algeria, Brazil, Spain and Mozambique.



- Creation of jobs and generation of economic wealth in the markets where the subsidiaries operate;
- Specific youth employment promotion programmes in various subsidiaries;
- Widespread adoption of responsible practices on issues such as labour rights, occupational health and safety, freedom of association and collective bargaining, working hours, remuneration;
- Generalised promotion of diversity, gender equality and the reconciliation of employees' professional, personal and family lives;
- Programmes to support the development of local producers from various subsidiaries mainly in developing countries;

#### EXAMPLES

- “Teixeira Duarte Academy” programme in Portugal and Angola;
- “Fishing” programme in Angola;
- “Fazenda Maxi” programme in Angola;
- Adoption of a Group Plan for Equality;
- “Roots” programme in Angola.



- Participation in national and international projects related to Innovation;
- Establishment of a Group Innovation Committee;
- Contribution to the regulatory action of the activity sectors;
- Partnerships between the subsidiaries and Educational Institutions and Entities of the Scientific and Technological Systems;
- Programmes to support the development of local producers from various subsidiaries mainly in developing countries.

#### EXAMPLES

- Digital Construction Revolution Project - REV@CONSTRUCTION;
- “OMICRON” Project;
- “Fazenda Maxi” programme in Angola.



- Implementation of environmental management systems in various subsidiaries;
- Provision of specialised energy efficiency services by some subsidiaries;
- Implementation of energy rationalisation measures at company facilities;
- Programmes to encourage sustainable consumption with the employees of the subsidiaries;
- Digitalisation/dematerialisation of processes;
- Generalised assessment of suppliers based on social and environmental sustainability criteria.

#### EXAMPLES

- “Analysis and Diagnosis and Energy Solutions” services provided to the market by TDGI;
- Responsible procurement policy of Teixeira Duarte – Engenharia e Construções, S.A.;
- Various initiatives to raise awareness among employees.

## 4. 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 Organisation for Economic Cooperation and Development (OECD), the International Labour Organisation (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, S.A., in Portugal, is also voluntarily certified to the International Standard SA 8000, showing the organisation's commitment to developing, maintaining and applying responsible practices to issues such as slave and child labour, occupational health and safety, freedom of association and collective bargaining, discrimination, disciplinary practices, working hours, remuneration and management systems.

## 5. 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, memorise 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 geographic 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 transversally, the current Code of Ethics and Conduct is available on the website [www.teixeiraduarte.com](http://www.teixeiraduarte.com).

## 6. MANAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES

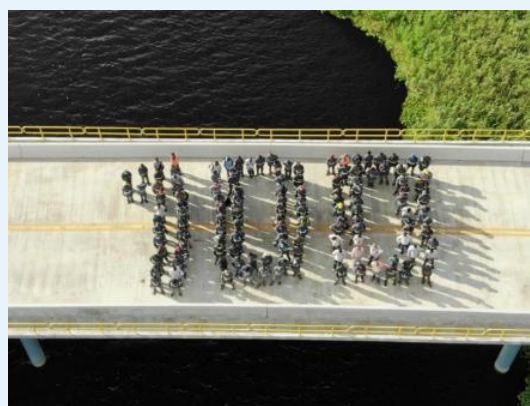
Referring its beginning to the performance of its founder, Engineer Ricardo Esquível Teixeira Duarte, Teixeira Duarte marked 100 years of activity in 2021. This milestone was achieved thanks to the commitment and dedication of thousands of men and women who, throughout this period, accompanied and contributed to the sustained growth of the Group. The centenary celebration thus sought to focus on the recognition of all the people who were part of the Teixeira Duarte Group and of those who are now part of it and who share the honour and responsibility of starting its second century of activity.

### COMMEMORATION OF THE CENTENNIAL OF THE TEIXEIRA DUARTE GROUP

On the occasion of Company Day 2021, employees of Teixeira Duarte Group companies in the most diverse markets also marked their centenary through various commemorative initiatives, including videos produced by employees themselves and internal events.



Teixeira Duarte – Engenharia e Construções, Brazil



EMPA, Brazil





Teixeira Duarte – Engenharia e Construções, Mozambique



TD Hotels, Mozambique

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

#### 6.1. Human Resources in 2021

As at 31 December 2021, the Group had 9,093 employees, registering a decrease of approximately 500 employees (6% less) compared to 31 December 2020, to which the number of employees in the Construction sector in Brazil contributed mainly at that time, taking into account the number and type of ongoing projects.

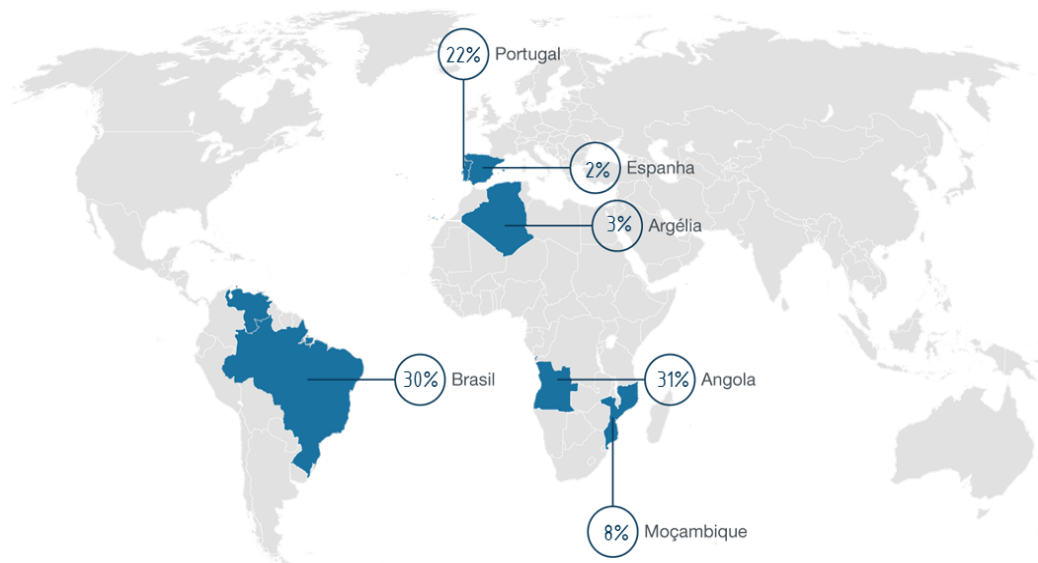


As in previous years, the performance of the subsidiaries operating in the Construction sector of the Teixeira Duarte Group strongly influenced its total number of employees. In 2021, this sector of activity accounted for 52% of the total workforce, but it decreased by 2 p.p. from its weight in 2020.



Distribution of the employees by activity areas as at 31 December 2021

As at 31 December 2021, Angola, Brazil and Portugal represented 83% of the total number of employees of the Teixeira Duarte Group, with 31%, 30% and 22% respectively. In 2020, on the same date, Angola represented 30%, Brazil registered 35% and Portugal 19%.



Geographic distribution of employees in the main markets in which the Group operates, as at 31 December 2021

In line with previous years, the majority of employees were male in 2021, which is not unrelated to the business areas of the Group's subsidiaries, particularly Construction and Facilities Management – which together accounted for 69% of the total workforce – where the vast majority of candidates are male.

Teixeira Duarte, S.A. has always been concerned about guaranteeing dignified treatment to all male and female employees, with respect for their human and labour rights, including effective equality among all. It adopts good practices in order to achieve an effective equality of treatment and opportunities between men and women, promotes the elimination of gender-based discrimination and encourages a personal, family and professional life balance. In 2021, the company published a new Equality Plan that presented the set of goals and measures to be developed by its subsidiaries in 2022 «in a manner appropriate to geographic and sector-related aspects of their operating situations.

## PLAN FOR EQUALITY

At a Board of Directors meeting held on 13 September 2021, Teixeira Duarte, S.A. approved a new 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](http://www.teixeiraduarte.com).

The average age of employees of Teixeira Duarte Group companies was 39 years in 2021.

Although the vast majority of its employees are in the age cohort between 30 and 50 years old, the companies of the Teixeira Duarte Group consider the needs of the different generations present in their teams, promoting the integration of new employees and simultaneously the passage of knowledge through more experienced generations.

As at 31 December 2021, the majority of the employees of the Group companies were in an open-ended contractual situation, indicating a growing trend in this regard in recent years.

From a viewpoint by Areas of Action, there was a predominance of the open-ended contract model, being less expressive in Distribution and Concessions and Services activities.

As an employer, Teixeira Duarte is recognised in the markets in which it operates for focusing on its “in-house” people, who are given autonomy, and the corresponding responsibility, to develop their careers within the Group.

Also as a result of this attitude, several areas of activity of the Group stand out for being able to retain employees for several years and present high medium antiques. Overall, the Group has an average seniority of 6 years.

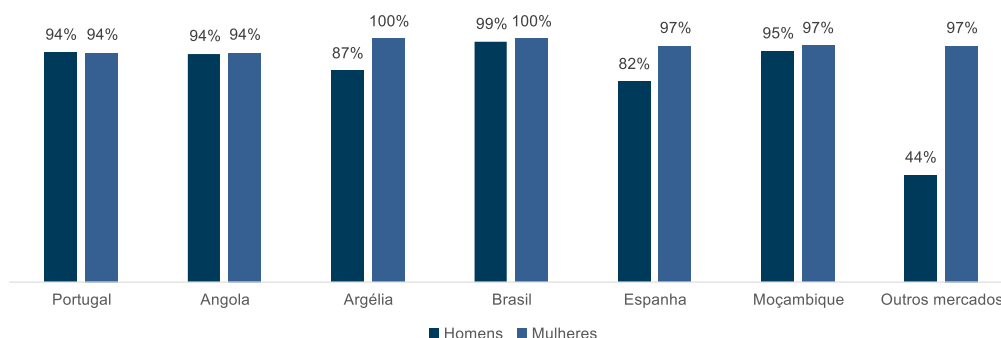
Different cultures, habits and working methods tend to create greater openness and growth for companies seeking to ensure a working environment where mutual respect and equal opportunities prevail. As at 31 December 2021, employees from 40 different nationalities worked in the Group, highlighting the degree of diversity in Portugal.

**6**  
AVERAGE  
SENIORITY

**68%**  
OPEN-ENDED  
CONTRACT

## 6.2. Recruitment, Selection and Retention of People with Potential Talent

Many of the Group's subsidiaries position themselves in their markets as employers that offer personal and professional development perspectives to their employees, regardless of their level of experience. The promotion of young employment, with potential talent, and strong professional qualification policies have been particularly important for the Group's expansion into various markets, in which its subsidiaries consistently demonstrate a great capacity to retain national employees in their operations.



Percentage of national employees by market, as at 31 December 2021

In 2021, 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 within the Teixeira Duarte Group.



### “BE WELL” PROGRAMME

In 2021, the Teixeira Duarte Group launched an internal programme aimed at encouraging its subsidiaries in Brazil to autonomously develop actions that contribute to the improvement of the organisational climate and increase the well-being of its employees, named “Be Well”. By seeking to work on the aspects of health, environment, communities, nutrition, sports and leisure, this programme assists Group companies in the development of actions that are relevant to the quality of life of employees, in any of their fixed and temporary units, in an aligned and more coordinated manner.

The Group monitors 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 organisational structures. In 2021, this structure underwent several changes in terms of its constitution. The respective organisational chart as at 31 December 2021 can be found in this report's "Profile" subchapter.

With regard to absenteeism, the different companies in the Group have rates that vary according to the business areas and the countries in which they operate. It is recalled that, in 2020, the vast majority of companies registered an increase in the rate of absenteeism due, on the one hand, to the compliance and application of the determinations of the health and government authorities regarding the prevention of Covid-19 in terms of work reorganisation and, on the other hand, from absences directly related to the disease and compliance with quarantine/prophylactic isolation and assistance to the family. However, in 2021, absenteeism generally declined again due to the easing of Covid-19 restrictions. Overall, in the Group's companies, absenteeism was 2.8% in the last financial year.

As at 31 December 2021, 41 people with disabilities or incapacities were included in the companies owned by Teixeira Duarte. In Portugal and Brazil, these employees represent 1% of the workforce.

### 6.3. Compliance with International Labour Organisation (ILO) Conventions

The promotion of the fundamental conventions of the International Labour Organisation (ILO) and 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.

The activities of the Construction, Hospitality, Distribution and Automotive sectors are the Group's most prominent activities in terms of collective labour regulation instruments, considering collective agreements, collective agreements and company agreements.

This scope is reflected in the number of unionised employees in the markets where these sectors operate. Although it is not possible for the subsidiaries to identify the totality of unionised employees, companies operating in the Brazilian and Mozambican markets in particular have found a higher percentage of unionised employees. In Brazil, it should be noted that the union contribution was mandatory until 2017.

### 6.4. Health and safety protection and promotion



Covid-19 disinfection tunnel at Teixeira Duarte – Engineering and Construction site, in Portugal

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 optimise 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.

Although the same support mechanisms in the field of curative medicine continue to be ensured in the various markets, directly (internal services) and/or indirectly (protocols with private clinics and/or health insurance), since 2020, as the impacts of the Covid-19 pandemic have been reflected in the rate of employee coverage with examinations carried out at Group companies, either due to limitations in conducting face-to-face exams or due to the efforts channelled to prevent and respond to the risks of the pandemic.



Even so, in emergency situations of high severity, such as those experienced in 2020 and 2021 with the pandemic crisis, the existence of internal curative medicine services allowed an effective monitoring of problematic situations in health matters and, in parallel, improved the response capacity of companies.

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.

#### MALARIA PREVENTION



Awareness action on World Mosquito Day, at the TDA Centre, in Angola

As Malaria is the leading cause of death in Angola, Teixeira Duarte Group companies regularly reinforce information and training among their employees with a view to contributing to a lower incidence of this disease. In August 2021, on the occasion of World Mosquito Day, various subsidiaries of the Teixeira Duarte Group in this country acted, once again and in different ways, to raise the awareness of their employees on the importance of preventing daily situations that favour the proliferation of mosquitoes, reinforcing the care to be taken for the prevention and treatment of the disease.

Throughout 2021, the Group companies provided their employees with 1,391 curative medicine consultations and 31,832 complementary diagnostic tests, which represented, compared to 2020, an increase of 12% and 25% respectively.

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.

#### WORLD DAY FOR SAFETY AND HEALTH AT WORK

Every year, several Teixeira Duarte Group companies are mobilising to mark the 28th of April, World Occupational Safety and Health Day, with a view to strengthening the awareness of employees and the resilience of their operations in the face of their professional risks. In accordance with the theme “Anticipate, prepare and respond to crises - Investing now in resilient occupational health and safety systems”, in 2021, actions were carried out with work teams from the most diverse sectors of activities and markets.





Teixeira Duarte – Engenharia e Construções, Portugal



Teixeira Duarte – Engenharia e Construções, Brazil



Teixeira Duarte – Engenharia e Construções, Mozambique



Somafel, Portugal



EPOS, Portugal



EMPA, Brazil

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 the ISO 45001 and OHSAS 18001 standards 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.

In 2021, Teixeira Duarte Group companies in the Construction sector recorded fewer work-related injuries with medical discharge than in recent years, reducing their frequency rate by half. However, in 2021, the Group regrets the occurrence of one fatal accident that took the life of an employee of one of the subsidiaries in this sector in Brazil.

Regarding the severity (number of days lost due to the occurrence of occupational accidents per one million man-hours worked), and although Construction and Real Estate performance worsened in 2021, the levels of all sectors were in the parameters of “Good” and “Very Good”, according to the World Health Organisation reference values.

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.

## PREVENTION OF CARDIOVASCULAR DISEASE

During the months of August and September 2021, the Teixeira Duarte Group held several screening sessions aimed at identifying cardiovascular disease risks for employees in all its sectors of activity in Angola. With the technical support of the Angolan Society of Cardiovascular Diseases, aspects such as weight, blood pressure and waist circumference were controlled, and recommendations on health and nutrition were provided. More than 550 employees participated, with an identified incidence of arterial hypertension of around 35%.



Screening at Teixeira Duarte Group facilities in Morro Bento, Angola

## YELLOW SEPTEMBER

Several Teixeira Duarte Group companies, namely in Portugal and Brazil, marked Mental Health month in September 2021.

Awareness-raising actions were developed in the companies' fixed and temporary premises, interviews were given to specialists with online broadcasting, among other initiatives.



Awareness action at EMPA construction site in Brazil



Lactation space made available to nursing employees at the Teixeira Duarte Group headquarters in Portugal

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.

### 6.5. 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 labour 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, insurance companies, educational establishments, car dealerships, travel agencies and airlines, allowing employees access to goods and services under more advantageous market conditions.

## ACCESS TO INSURANCE WITH SUBSIDISED PRICES IN ANGOLA

In 2021, the Group's automotive companies in Angola established a protocol with a view to making available to their employees an integrated insurance plan with subsidised prices that are not accessible to the general public, including 50% of the auto insurance bonus and 30% of the bonus in health insurance, funeral, personal accidents, housing, among others.



In 2021, the Group promoted, with its companies in Portugal, the adoption of a complementary solution within the scope of partnerships to expand the network of discounts accessible to employees and their families - the "Compras.TD" Portal.

#### c) Flexible benefits programme

In January 2021, the Teixeira Duarte Group launched a new edition of the programme created in 2019 that offers employees the possibility of accessing a set of benefits for themselves and their families according to their preferences.

Addressed to all employees of the permanent staff of the subsidiaries in Portugal, membership of the programme is voluntary and allows access to advantages, such as reimbursement of health expenses, child vouchers, professional training, acquisition of technology and acquisition of vehicles.

#### 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 legalisation, travel and accommodation of family members of employees who are subject to certain criteria and are displaced outside their country.

### 6.6. Qualification for the expression of talent: development and training

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

Given the speed of transformations that characterise today's world, which has been strongly accelerated by the Covid-19 pandemic, along with the volatility, complexity and ambiguity of the contexts in which we live, it is critical that organisations adapt quickly to changes in their environment and stakeholder expectations.

Always guided by the Values of Ingenuity, Truth and Commitment and by the Mission "To Do, contributing to the construction of a better world", the Group's companies are aware of the role of their People in their capacity for adaptation and resilience in this increasingly non-linear world. The development and qualification of employees are therefore essential to direct companies to new growth models and to overcome constant challenges.

Despite the diversity of activities that exist today within the Teixeira Duarte Group and the geographic dispersion across several countries, the Group has developed, and has been evolving, a robust model for the effective transmission of values and practices that constitute its corporate vision with regard to employee development and training. The Group encourages its subsidiaries to pursue the following objectives:

- To enhance talent within the organisation, 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 strategy of the company;
- To communicate their organisational 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 (in daily work, observing and interacting with others, formal learning through courses in classrooms and online platforms).



## SKILLS DEVELOPMENT POLICY

In 2021, the Teixeira Duarte Group's Skills Development Policy was continued according to the model defined in 2018 and duly adapted, since 2020, to other 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 2021, the Professional Qualification Coordination Committee continued with the continuous support work for transversal processes and with the promotion of key projects in these areas. One of the especially relevant projects was the adoption of a common e-learning platform that aggregated personal and professional development regardless of the physical location of people and operations. It is possible to access online training and information on the "OK – Online Knowledge | Powered by Grupo Teixeira Duarte" platform, on which content developed externally and internally by each Group company can be accessed.

In line with the need for personal and professional development of employees as a privileged way of responding to current and future challenges, the companies included in the consolidation perimeter of Teixeira Duarte, S.A. conducted, in 2021, an overall average of 24 hours of training per employee (+30% than in 2020), with positive emphasis on the performance of activities in Angola and Brazil in particular, despite the constraints that the Covid-19 pandemic situation imposed on professional training formats.



Employees in practical training at "Maxi" stores in Angola

Qualifying activities, in 2021, covered 58,991 trainees (number of employees who attended an activity) and amounted to 222,205 hours of training volume (total training hours attended by all trainees), which, compared to 2020, represent decreases of 67% and 68% respectively. The growth of these indicators was transversal to the Group's companies in the different markets and reveals their ability to overcome the adaptation needs - in methodologies and formats - imposed by the Covid-19 pandemic. To account for these indicators from a geographic point of view, the Teixeira Duarte Group considers the market of the company to which the employee is assigned, and in specific situations, that the employee may be displaced from it.

**58.991**  
TRAINEES (+67%)

**222.205**  
HOURS OF TRAINING VOLUME (+68%)

## WORLD DAY OF ENGINEERING FOR SUSTAINABLE DEVELOPMENT

### PODCASTS

# OPORTUNIDADES E DESAFIOS DE UMA INDÚSTRIA MAIS SUSTENTÁVEL

SÉRIE DE 4 ENTREVISTAS  
A ESPECIALISTAS CONVIDADOS



MARÇO 2021  
NOVO PODCAST ÀS QUINTAS-FEIRAS

**TEIXEIRA DUARTE**  
ENGENHARIA E CONSTRUÇÕES, S.A.

04  
MARÇO



On the occasion of World Engineering Day for Sustainable Development, which is celebrated annually on March 4, Teixeira Duarte – Engenharia e Construções, S.A. promoted a series of podcasts on the “Opportunities and challenges of a more sustainable industry”, released during said month on its internal communication channels, in all markets. With the participation of invited experts, the objective of the initiative was to raise the awareness of the employees on the growth strategies based on new policies and legislation with a view to profoundly transforming the economy and society and putting them on a more sustainable path.

In Portugal, Teixeira Duarte - Engenharia e Construções, S.A. maintained its training entity certification, granted by DGERT - Directorate General of Employment and Labour 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.

### SPECIALISED TRAINING IN BIM

With the “Building Information Modelling” (BIM) methodology as a pillar to leverage the digital transformation of its sector, Teixeira Duarte - Engenharia e Construções consistently promotes the qualification of employees in BIM, including Civil Engineers, Architects, Designers and Preparers. In 2021, more than 60 hours of training were given in this matter by external entities, and the training was adjusted to real cases of the Company in order to prepare trainees for their day-to-day needs.

In October 2021, the Teixeira Duarte Group started a new edition of the Teixeira Duarte Academy Trainee Programme in Portugal. As part of Teixeira Duarte – Engenharia e Construções, S.A. and SOMAFEL – Engenharia e Obras Ferroviárias, S.A., eight young graduates from various areas of Engineering were selected to join this 9-month programme, with a view to contacting each of the areas of the Companies and learning methodologies of work, with the possibility of receiving mentoring and coaching from key people in the organisation.





Welcome session for the trainees of the Teixeira Duarte Academy, held on 11 October at the headquarters of the Teixeira Duarte Group, with the presence of the Chairman of the Board of Directors, Dr. Manuel Maria Teixeira Duarte

Angola is one of the markets that stands out in terms of the average number of training hours per year per employee. Qualifying activities carried out throughout 2021 covered 21,292 trainees and amounted to a training volume of 76,376 hours, which represented an increase of 22% and 4% respectively compared to 2020.

The Teixeira Duarte Professional Development Centre (CDP) in Angola continues to be a structural pillar for the Teixeira Duarte Group companies in the construction of an ecosystem of lifelong learning of employees, as it concentrates a large part of the qualifying activities developed in this market. In 2021, the CDP resumed face-to-face training activities after they were suspended in March 2020 due to the Covid-19 pandemic.

#### TEIXEIRA DUARTE PROFESSIONAL DEVELOPMENT CENTRE

- Approximately 1,500m<sup>2</sup> 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.

#### Highlights:

- 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 the scope of employability, professional qualification and social responsibility of the Group in Angola, the “Fazer Pescar” Project was resumed in 2021, suspended in 2020 due to the emergency situation resulting from the pandemic, and the training of 3 classes was completed.

## “FAZER PESCAR”

### Main Sustainable Development Goals



### Scope

- Employability
- Professional Qualification
- Social Responsibility

### Target Group

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 job market.

### Description

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

"Fazer Pescar" (Teaching to Fish) is an initiative aimed at creating opportunities for young people, training them to autonomously become a fundamental part of the development of the community of which they form a part. It is an educational programme created in 2013 by the Teixeira Duarte Group in Angola, currently lasting 3 months, which includes a component of social integration, integration into the company and integration at work. 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.



### Sectors/Group companies involved

All sectors operating in Angola.

### Impact

- 38 classes graduated in 15 editions held since 2013 (3 classes in 2021);
- 485 young people graduated since 2013, with 450 young people being integrated into the Group's companies;
- As at 31 December 2021, around 160 young people integrated through this programme were working at the Group.

In Brazil, the improvement of procedures and access to training by employees resulting from the adaptations triggered by the Covid-19 pandemic had a very positive influence on the training capacity of the Group's companies. In 2021, activities were carried out that included 22,893 trainees, amounting to a training volume of 90,367 hours, which represent increases of 57% and 97% respectively when compared to 2020. The average number of training hours increased from 18 to 29 hours.

In Brazil, reference is made to two programmes in the fields of professional qualification and youth employment. Teixeira Duarte - Engenharia e Construções has for several years been running a training programme for newly graduated professionals, with a minimum duration of 12 months, aimed at developing young people through on-the-job training to enable them to join the company in the future. In 2021, 24 trainees were integrated – the largest number in recent years – with 6 young people being promoted in the company after the internship period and 18 integrated in a follow-up phase between 1 and 2 years. "Young Apprentice" is another important programme, aimed at young people in high school, that included 42 young people in 2021, of whom 3 joined the company. This initiative lasts for 16 months and aims to provide young people with experience in working environments.



Trainees of the “Fazer Pescar” Programme giving a presentation in the closing session of a course in Angola

#### EMPA SUPPORTS “CANTEIRO ESCOLA” PROJECT TO TRAIN AND EMPLOY RESIDENTS OF ILHÉUS, BRAZIL



Within the scope of the Porto Sul works, in which EMPA, a Teixeira Duarte Group company, participates, the “School Site” Project was created in 2021. The initiative is from BAMIN, the owner of the company, and aims to provide theoretical and practical professional training to the residents of Ilhéus with a view to their training and employability in the area of civil construction.

By the end of the year, 200 new professionals were trained to be absorbed, not only by EMPA, but also by other construction companies in the region.

The classes were provided by SENAI teachers, and EMPA was responsible for the logistics for the operation of the courses (electricity, air conditioning, internet, toilets) and equipment for practical classes.

In addition to the professional qualification component, the “School Site” Project is distinguished as a good practice to promote job creation and address the shortage of local specialised labour.



## 7. SOCIO-ECONOMIC PERFORMANCE

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.

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

### 7.1. 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 programme that establishes and implements a set of measures and procedures based on the Compliance Policy, 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 compliance 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 behaviour, including facilitation payments or gifts, or the creation, maintenance or promise of irregular situations or favours.

Employees 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.

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 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 address [compliance@teixeiraduarte.com](mailto:compliance@teixeiraduarte.com);
  - Message sent through the Teixeira Duarte website ([www.teixeiraduarte.com](http://www.teixeiraduarte.com));
  - Message sent through the Teixeira Duarte Employee Portal.

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.

Under the Teixeira Duarte Group's compliance system, the appointment of a Chief Compliance Officer stands out in 2021.

## 7.2. Relations with people and organisations affected by the activities of Group companies

### a) Clients

A focus on quality, on continuously improving overall performance and the intention to meet client 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.

Sectors and markets in which Teixeira Duarte Group companies had implemented Quality Management Systems (ISO 9001), as at 31 December 2021:

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

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 clients and for receiving, handling and resolving complaints, and to assess their levels of satisfaction in accordance with the most appropriate 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 compliance systems compatible with their activities, with the objective of promoting and maintaining an ethical business environment.

In Portugal, Teixeira Duarte - Engenharia e Construções, S.A. underpinned by the SA 8000 Standard that it implemented in Portugal, promotes respect for labour rights and safe and healthy working environments for all workers, and among suppliers and contractors, by demanding compliance with social responsibility requirements, in particular:

- 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.

In 2021, 100% of the contracts established by Teixeira Duarte — Engenharia e Construções, S.A. with its suppliers included specific clauses on the requirements to be ensured with regard to social responsibility, ethics, integrity and transparency, in line with the Code of Ethics and Conduct of Teixeira Duarte, thus ensuring that the principles referred to therein are disseminated throughout the supply chain.

In the particular case of subcontractors, Group companies which operate in Construction 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.

## RESPONSIBLE SHOPPING

Teixeira Duarte — Engenharia e Construções, S.A. restructured the supplier qualification and risk assessment process in order to reinforce sustainability criteria, namely in the field of the environment, social responsibility, health and safety at work and compliance management and, in this way, privilege the hiring of suppliers that apply the best sustainability practices.



Based on the geographic area in which the supplier operates, the type of activity it carries out and the Company's ability to influence it, Teixeira Duarte – Engenharia e Construções, S.A. assesses the potential social risk of suppliers in relation to the expected risk, with highest risk cases being subsequently selected for monitoring. In 2021, 10 supplier inspections were carried out in Portugal, within the group of companies with which Teixeira Duarte - Engenharia e Construções, S.A. maintained supply relationships.

In the Distribution sector in Angola, the subsidiary CND has, since 2012, had a programme for suppliers, aimed at supporting agricultural and livestock production activities, job creation and entrepreneurship, and encouraging the formalisation and growth of micro, small and medium-sized enterprises. Through the "Fazenda Maxi" programme, 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.

Originally of an agricultural nature, "Fazenda Maxi" is now a programme in the farming sector that brings together a community of experienced and independent farmers, where the automation and mechanisation of production processes will be the next step.

In 2021, the number of members of the "Fazenda Maxi" Programme rose to 40 producers, expanding the programme's coverage to 11 provinces in Angola. The number of products purchased by CND from this network has been increasing consistently in recent years, having grown 27% from 2020 to 2021.



Presentation and promotion of products originating from the members of the "Fazenda Maxi" programme in a "Maxi" store in Angola

## FAZENDA MAXI

### Main Sustainable Development Goals



### Scope

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

### Target Group

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

A programme 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" (Maxi Farm) programme gives producers the assurance that products are sent to Maxi stores, by collecting them and transporting them. It also provides technical advice throughout the production process, and specialised training 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 client.



Under this programme, CND ensures the technical monitoring of producers, supplies, logistics and quality and food safety of products, by assigning the programme 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

- 3,600 tons purchased in 2021 (+ 1,000 tons than 2020);
- In 2021 it represented 67% of the volume of the Fruit & Vegetable category in "Maxi" stores, continuing to contribute to reducing the import rate in the category;
- 4,500 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.

Also in terms of support to local suppliers, CND in Angola, in 2021, maintained the "Raízes" Programme. Through the "Dakaza" retail brand specialising in furniture and decoration, the company established partnerships with Angolan artists and craftsmen and promoted contact between them and individual clients, by exhibiting, promoting and enhancing their articles in the brand's stores and other communication channels. In the fourth year of the initiative, 15 new exhibitions were held and around 5,000 items were sold.

## RAÍZES

### Main Sustainable Development Goals



#### Scope

- Entrepreneurship
- Inclusive economy
- Strengthening national cultural identity

#### Target Group

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

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

The "Raízes" (Roots) Programme makes it possible for Dakaza's clients to purchase national artwork 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 clients. "Dakaza" also promotes the reputation of creators in addition to selling their articles.

#### Sectors/Group companies involved

Distribution Sector in Angola.

#### Impact

- 55 artists and/or exhibitions promoted since 2018 (15 held in 2021);
- 8,580 items sold since 2018 (5,080 sold in 2021);
- 28,000 visitors impacted, on average, per year;
- More diverse range of national products.

### c) 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.

Under its support for social projects and social solidarity organisations, it should be noted that Teixeira Duarte has decided to adopt an institutionalised position through initiatives that are neither exclusive nor centralised in decisions by the Board of Directors, but rather involve all the employees in direct actions.

It was for this purpose that the "Todos Damos" Programme was promoted for the first time in 2015, a people-oriented project that allows companies in this Group to reinforce the donations that their employees intend to make to projects and institutions of social solidarity that support people.

Teixeira Duarte provides an annual amount for this purpose, and employees choose the institutions they want to support and, as a result, the Group companies donate twice the amount donated by them, thus tripling the amount of the donation delivered to the institutions.

In 2021, 64 applications were granted, involving employees from 15 companies of the Group in Portugal, Angola and Brazil.

A total of €59,103.00 was collected from employee donations and donations from Teixeira Duarte Group companies, distributed to 40 institutions.

## TODOS DAMOS

### Main Sustainable Development Goals



### Scope

- Social Responsibility

### Target Group

Employees

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

### Challenge

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

### Description

The “Todos Damos” (We All Give) Programme is an annual Social Responsibility programme created in 2015 by the Teixeira Duarte Group, which allows Group companies to reinforce the donations that their employees intend to make to projects and social solidarity 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 Programme, 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 “Todos Damos” Programme for 2021 was run between 1 January and 31 December 2021. The total budget for the programme amounted to €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 can join the Programme.

### Impact

- 64 applications in 2021 (+ 8 than in 2020);
- 40 institutions supported in Portugal, Angola, Brazil and Mozambique in 2021 (- 1 than in 2020);
- €59,103.00 were raised in 2021 (- €18,782.00 than in 2020) from donations by employees and donations by Teixeira Duarte Group companies.

Institutions supported financially through employee applications under the “Todos Damos” Programme are sometimes identified for other types of support by the subsidiaries, namely as beneficiaries of product raising actions from their employees, including food, clothing, books, toys, among others.



### ACOSIDA ASSOCIATION (MOZAMBIQUE)

In 2021, the AIDS Orphan Children Support Association, in Mozambique, was supported by offering goods by employees of the Group's companies in this country, after being identified, in 2020, through the "We All Give" Programme. During the year, there were campaigns to collect goods on the occasion of International Children's Day (toys and clothing), International Literacy Day (books) and Christmas (food).



In Angola, the "MaxiSaúde" (Maxi Health) Programme, launched in 2016 by the company CND, which aims to promote the health of the population through awareness, prevention, screening and treatment actions in the communities surrounding the "Maxi" stores, has been suspended since 2020 due to the pandemic situation that has started.

### ROAD ACCIDENT PREVENTION ANNUAL AWARENESS CAMPAIGN

In 2021, TDA, a subsidiary of the Teixeira Duarte Group that operates in the automotive sector in Angola, continued its awareness programme for the prevention of road accidents. As road accidents are the second 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 2022, includes training for employees and internal and external information, namely through the social media of TDA and the brands it represents.



Despite the constraints imposed by health regulations to combat the Covid-19 pandemic, various companies kept the "Dar Vida" Programme in operation in 2021. Created by the Group's Construction sector in Angola in 2019, the Programme aims to encourage regular voluntary blood donation by employees, thereby contributing to increase the amount of blood held by partner health institutions.

In 2021, in partnership with the National Blood Institute and the "Sagrada Esperança" Clinic, 12 blood collection actions were carried out within the Group companies in Angola, which brought together 175 volunteer employees.

Also this year, and according to the objective of the Teixeira Duarte Group, the "Dar Vida" Programme was extended to Mozambique, where various subsidiaries were able to implement blood collection actions that mobilised 88 volunteer employees.

Thus, in 2021, employees from these countries made 260 blood donations, which, considering that each donation can help save up to 3 lives, made it possible to help save the lives of nearly 800 people.



## DAR VIDA

### Main Sustainable Development Goals



#### Scope

- Public Health
- Information
- Social Responsibility

#### Target Group

Employees

Health institutions

#### Challenge

To contribute to the improvement of the voluntary blood donation system that allows universal access to timely supplies of safe, quality assured blood and blood components. In countries where the Group operates, such as Angola and Mozambique, the percentage of voluntary blood donations is quite low, so many employees are directly or indirectly faced with this potential unavailability of blood at some point in their lives.

#### Description

Social responsibility programme created in 2019 in Angola by the Group's Construction sector and currently promoted by several subsidiaries in Angola and Mozambique. It aims to encourage the regular voluntary blood donation of employees, contributing to the increase of the blood reserve in the health system. 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 Group 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.



#### Sectors/Group companies involved

Various sectors in Angola and Mozambique.

#### Impact

- 15 collection actions carried out in Angola since 2019 (12 in 2021) totalling 227 blood donations from employees;
- 2 collection actions carried out in Mozambique in 2021 that totalled 88 blood donations from employees;
- On average, 450ml of blood are collected from each donation, which can help save the lives of up to 3 people;
- Since the beginning of the Programme, blood samples have been collected in these two countries, that made it possible to help save the lives of about 1,000 people;
- Closer relationships with health institutions.

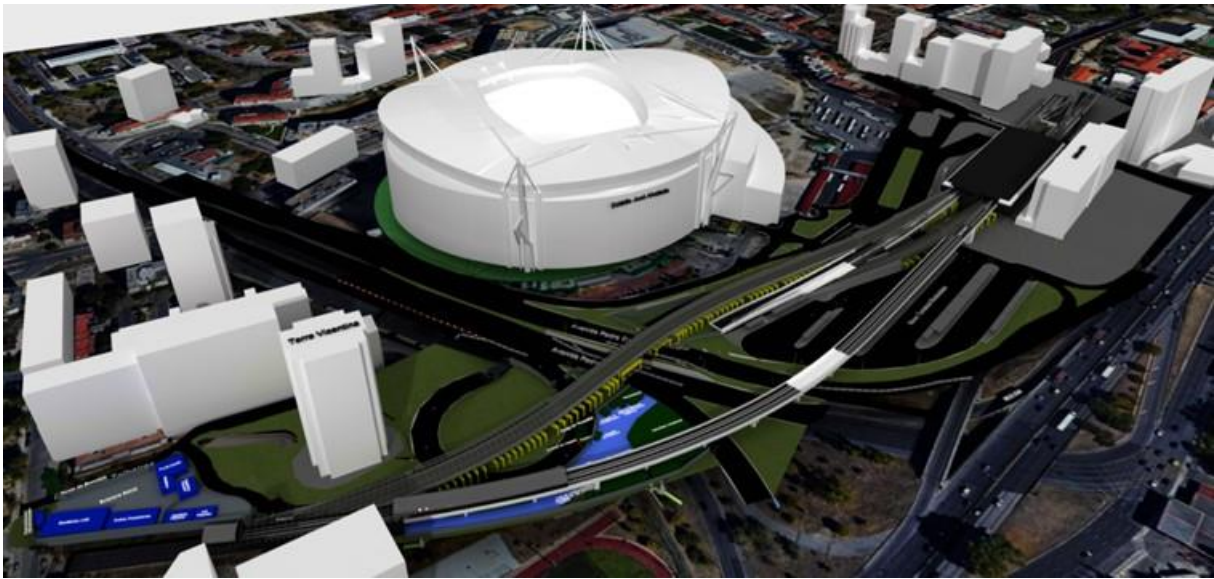
### 7.3. Investigation, Development and Innovation (IDI)

With the aim of promoting innovative solutions, fostering synergies and stimulating employees as innovation agents, the Teixeira Duarte Group established, in 2021, an Innovation Committee involving Management and representatives of its business areas and corporate areas. This team works to:

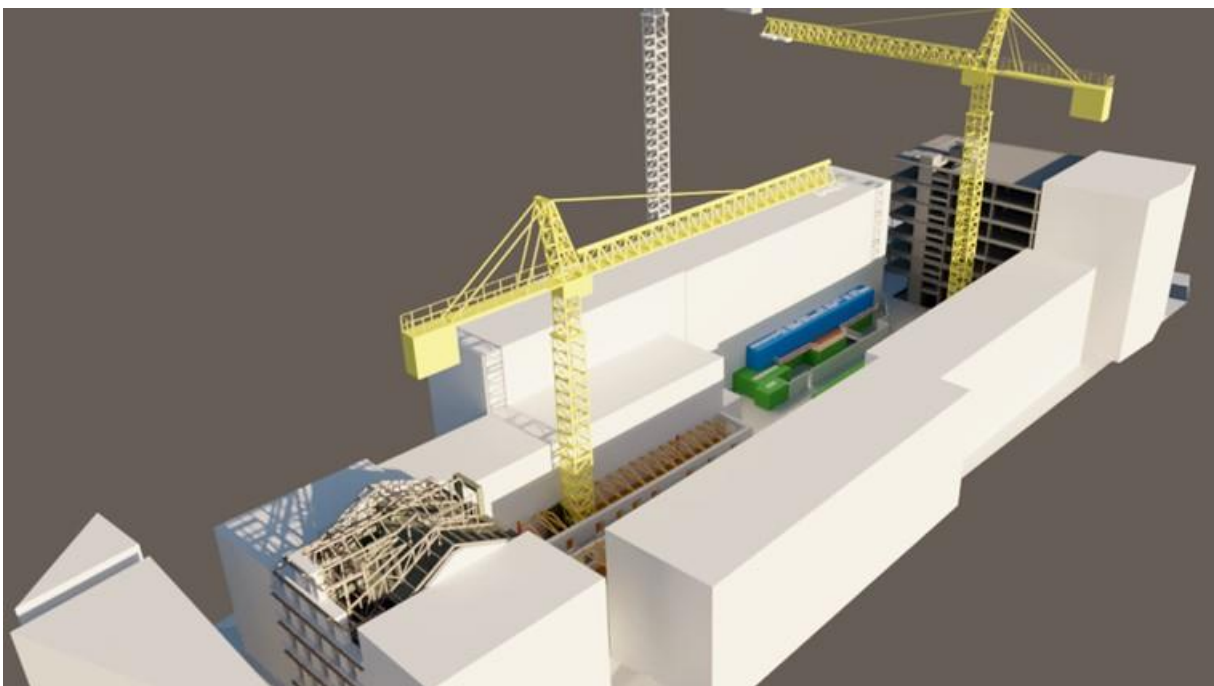
- Promote innovation within the Teixeira Duarte Group;
- Motivate business and develop a culture of innovation;
- Introduce methodologies, management tools and best practices between business and the market;
- Measure, analyse and disseminate the innovation activity within the Teixeira Duarte Group;

- Help transform ideas into real results with practical application;
- Improve processes, management and organisation, innovate in products and services;
- Increase business competitiveness in the market.

Aware of the importance of digital transformation for the Construction sector as a key to making it more competitive and sustainable, Teixeira Duarte - Engenharia e Construções, S.A. defined, in 2021, a new plan for the internal development of the “Building Information Modelling” (BIM) methodology. With experience in BIM in several previous projects, this new strategy aims to position the Company on a new level of competences in all dimensions of BIM and make it a reference in the market in this matter. In 2021, significant progress was made in training employees, in the production of BIM standards and templates adjusted to reality Teixeira Duarte, and in the development of plug-ins for project and construction teams, in addition to having been two pilot projects were initiated under this new approach of the Company.



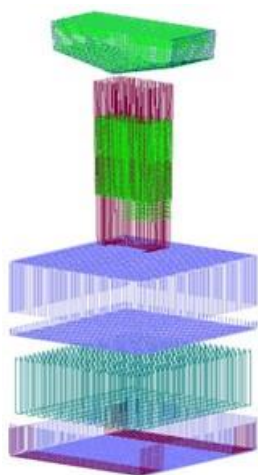
Pilot project: Campo Grande Viaducts in Lisbon



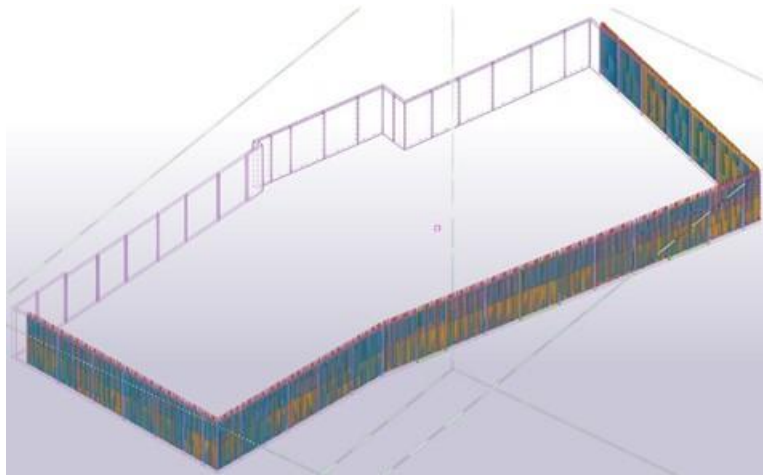
Pilot project: D. Luís Building in Lisbon

In June 2021, Teixeira Duarte — Engenharia e Construções, S.A. launched a new production support area aimed at industrialising steel preparation, cutting and moulding activities for the assembly of reinforcement, freeing much of the manual labour associated with these activities and contributing to increased efficiency and productivity, especially in the construction context.

Located at the Teixeira Duarte Operational Centre in Montijo, Portugal, the Armour Production Centre (APC) has different equipment and technological solutions that automate the various construction processes. The APC also enables the Company to carry out digital manufacturing processes of various components for the projects, by connecting its BIM models to the production machines.



Pillar assembly scheme in the Campo Grande Viaducts project, in Lisbon



3D modelling of moulded walls of the "Fábrica 1921" project (lot 33), in Lisbon

#### TDGI CREATES TECHNICAL CENTRE TO SUPPORT FIELD TEAMS USING AUGMENTED REALITY

In order to better respond to contexts of high expansion of teams and to make the integration of new employees more efficient in its activities, TDGI, whose performance is characterised by the need for technically very specialised human resources, created, in 2021, a technical centre of support for field teams based on a digital tool with collaborative Augmented Reality features. In this way, TDGI is able to ensure its technical expertise anywhere in the world remotely and regardless of travel to the clients' physical premises.

Also within the scope of Innovation, namely with the objectives of increasing the speed of construction and modular construction, the areas of Construction, Facilities Management and Real Estate have developed and/or participated in several projects, among 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 20 participants, including companies, academia, and sector associations, and is led by Teixeira Duarte - Engenharia e Construções, S.A. 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, S.A. 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 optimised 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 in the Portuguese team, by indication 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 €268,500.00 is a 100% grant, with being awarded to Teixeira Duarte.

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

This project began in 2019 and remains ongoing 2021. 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, at very low cost, and will save the lives of the occupants in the event of a strong earthquake.

It is a 1.1 million euro project co-developed by “Instituto Superior Técnico” (Higher Technical Institute - IST), financed by the Portugal 2020 Programme, with a total duration of 3 years. The project involves, on the part of Teixeira Duarte - Engenharia e Construções, S.A., the Metalworking areas, in the development of prototypes, and of Buildings, in the construction of partial models of masonry buildings. 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.

### UV-C RADIATION DISINFECTION SOLUTIONS

Given the needs of clients, especially in the hospital area, and which, due to the Covid-19 pandemic, have become widespread in other sectors of activity, TDGI has been developing different disinfection/sterilisation solutions based on ultraviolet light. UV-C radiation is a well-known surface and environment disinfectant, which eliminates 99.9% of viruses, bacteria and other microorganisms, including viruses of the Coronavirus family, automatically, safely and effectively, leaving spaces sterilised and disinfected. TDGI offers engineering services for the installation of fixed disinfection solutions and, more recently, its own mobile solutions, whose European certification was obtained in 2021.



UV-C radiation disinfection robot



### 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, S.A. 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 2021 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 standardisation of sectors of activity constitutes a way of setting them apart from the competition, as it prioritises the development of activities in accordance with sector rules and with national and international standards.

In this context, it should be highlighted that, in 2021, 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, S.A. also participates in the standardisation activities of the Portuguese Technical Commission for Standardisation CT156 - Geotechnics in Civil Engineering, chairing the SC10 subcommittee, the technical body responsible for issuing normative opinions and translating European standards from CEN and ISO in the field of Geotechnical Structures Testing and Execution of Special Geotechnical Works, also integrating the WG11 working group of the ISO Technical Committee TC182, responsible for the preparation of ISO 22477-2 *Geotechnical investigation and testing - Testing of geotechnical structures - Part 2: Testing of piles: Static tension load testing* and ISO 22477-6 *Geotechnical investigation and testing - Testing of geotechnical structures - Part 6: Testing of soil nails and rock bolts*.

### 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 development by carrying out Research, Development and Innovation 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, S.A. has held the Chair of PTPC since the date that it was set up in 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 internationalisation 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.

In 2021, Built CoLab had in its portfolio several projects relevant from the point of view of the sustainability of the sector, such as the “PaqGreen” project, “Towards Green Construction Facility”, “Circular Buildings”, “Built 4 People”, “Future of Construction”, among others.

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

Teixeira Duarte - Engenharia e Construções, S.A. 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:

#### ENCORD - European Network of Construction for Research and Development



Teixeira Duarte - Engenharia e Construções, S.A. was accepted into ENCORD in 2014. ENCORD 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 ENCORD.

Teixeira Duarte - Engenharia e Construções, S.A. is a member of the Strategic Council of ENCORD 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, S.A. sits on the Steering Committee of the ECTP, in the Vision Group and the Heritage and Regeneration Working Group.

## 8. 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 clients, specifically in the Construction and Real estate 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.

### WORLD ENVIRONMENT DAY

Every year, Teixeira Duarte Group companies promote multiple initiatives aimed at strengthening the awareness of employees about the role of each one in action on the environment. June 5, World Environment Day, is a milestone that companies seek to mark within the scope of this objective. In 2021, various activities were carried out in various markets seeking, once again, to increase employees' awareness of the importance of preserving natural resources and encouraging them to concentrate efforts around pressing environmental issues.



Teixeira Duarte – Engenharia e Construções, Brazil



EPOS, Portugal



EMPA, Brazil



TD Hotels, Angola

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.

### 8.1. 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.

Several companies in the Construction and Facilities Management sector had, in 2021, environmental management systems certified according to the ISO 14001 standard, in different countries:

- **Construction:** Portugal (Teixeira Duarte – Engenharia e Construções, S.A., EPOS, Somafel) and Brazil (Teixeira Duarte – Engenharia e Construções, S.A., EMPA);
- **Concessions and Services:** Portugal (TDGI) and Angola (TDGI).

#### ENVIRONMENTAL RESPONSIBILITY IN THE WORKS FOR ACCESS TO THE SOUTH PORT IN BRAZIL



The contracts developed by EMPA, in Brazil, for the implementation of the Porto Sul Project, located on the north coast of Ilhéus - Bahia, constituted, in 2021, an important case study in the field of environmental responsibility in the Construction sector. EMPA's activities included the implementation of various programmes aimed, among others, at controlling erosion and silting and environmental suppression, with a view to preserving the ecosystems of the areas where the structures are installed.

These environmental programmes determined technical procedures based on the qualitative and quantitative characterisation of the areas, seeking to ensure, for example, the economic use of commercially valuable firewood and wood contained in plant biomass and the targeting of the migration of terrestrial fauna to the remaining forest areas before the implementation of the project, thus reducing the mortality and stress caused by the handling of animals during rescue.

In the remaining realities of the Group companies, the parameterised and safeguarded environmental risks are indexed to the legal aspects and, where applicable, to contractual requirements. From the point of view of operational efficiency, measures and investments are also implemented that are reflected in gains, namely with regard to energy consumption, material consumption, waste management, among others.

As an example, and with regard to the analysis of the environmental sustainability of the goods supply chain in the Construction sector, in 2021, the identification of relevant indicators applicable to suppliers of the main categories of materials continued. Of particular note is the steel bar category for the production of reinforced concrete reinforcement, due to the fact that it has more than 80% of the supplies provided by manufacturers that have implemented an environmental management system.

#### CERTIFIED PRODUCTION OF METAL STRUCTURES

In 2021, Teixeira Duarte — Engenharia e Construções, S.A. maintained its certification in the scope of the production of metal structures according to the EN 1090-1 standard. This standard contains the technical requirements for the execution of structures and forms the basis for the CE marking. It should be noted that, in this exercise, the Company achieved Execution Class EXC4, which constitutes the highest level of Factory Production Control Certification under this standard.



## 8.2. 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 comply with legal obligations within the scope of liability for environmental damage, resulting from Decree-Law 147/2008 and subsequent amendments, the Teixeira Duarte Group companies covered by this legislation chose, in Portugal, to constitute guarantees amounting to €96,812.00 as at 31 December 2021, an amount that remained unchanged from the previous year.

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

## 8.3. 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 minimising energy consumption and, consequently, greenhouse gas emissions.

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.

Likewise, increasingly efficient energy solutions are chosen in the projects under development under the real estate activity of the Group companies, aimed at optimising consumption during the project operation phases.

### TDGI PROMOTES ENERGY EFFICIENCY AMONG CLIENTS

Through its area of "Analysis and Diagnosis and Energy Solutions", TDGI offers its clients services that allow the reduction of energy consumption in their facilities, with the consequent reduction of greenhouse gas emissions.

In 2021, the measures proposed to TDGI clients in this area represented a potential energy savings of around 3,000,000 kWh/year, equivalent to a reduction of almost 1,000 tons CO<sub>2</sub>e/year, values that have become increasingly significant along with the evolution of technologies of audit and of energy efficiency solutions available on the market.

## 8.4. 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 minimise 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 theme is widely disseminated in training and awareness-raising actions among work teams, with the aim of eliminating waste and maximising the resources available onsite. 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.

In the development of projects of the Group's real estate companies, the concern is increasingly rooted in the choice of equipment that allows the reduction of water consumption and that provides more efficient consumption throughout their life cycle.



Awareness action on the preservation of water resources carried out within the framework of World Water Day, in 2021, by Teixeira Duarte - Engineering and Construction in Mozambique

### 8.5. 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, S.A. 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 the Portuguese Quality Institute (IPQ) since 1996, and as one of the first laboratories in the country to obtain this accreditation in the field of concrete and aggregates, in 2021 the Materials Laboratory maintained its accreditation under the NP EN ISO/IEC17025 Standard.

In 2021, the Teixeira Duarte Group continued its digital process transformation strategy, consolidating several projects it has implemented in the last two years, and developing new instruments aimed at dematerialising processes and, consequently, reducing the consumption of role in the various fixed and temporary installations of their companies.

### 8.6. 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 minimise 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.

Concern about noise in projects with close sources of high noise is evident in the scope of the real estate activity. In these cases, designs are drawn up to ensure that the lowest amount of noise is transmitted to the interior of the buildings.

### 8.7. Emissions

Whether in offices, operating facilities or in the supply chain, Teixeira Duarte Group companies work to reduce their ecological footprint by reducing CO<sub>2</sub>e emissions and inherent to their activities.

In 2021, in Portugal, 95% of the purchases of Teixeira Duarte - Engenharia e Construções, S.A. were made from suppliers in Portugal, reducing their environmental impacts, resulting from shorter distances covered in transport and consequently lower CO<sub>2</sub>e emissions.

As part of the scope of its environmental management certification, Teixeira Duarte - Engenharia e Construções, S.A. collects data on CO<sub>2</sub>e emissions in Portugal, Brazil and Angola, where 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, S.A. is liquid fossil fuel, used to carry out the projects.

As regards CO<sub>2</sub>e 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 dialogue with local authorities.

#### 8.8. Waste



Action carried out by volunteer employees of Teixeira Duarte – Engineering and Construction for beach cleaning in Luanda, Angola

Waste production is one of the most significant environmental aspects in the Construction sector. The Teixeira Duarte Group companies have 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 authorised and licensed sites within the framework of the situation of each geographic area.

#### LAGOAS PARK HOTEL RECOGNISED WITH ENVIRONMENTAL SUSTAINABILITY SEAL FOR THE 2ND CONSECUTIVE YEAR

In 2021, Lagoas Park Hotel, a hotel belonging to the Teixeira Duarte Group, located in Oeiras, was once again recognised by the Portuguese Hospitality Association (AHP) with the "We Care" seal, under this unit's adherence to the HOSPES Programme.

The seal "We Care" recognises the implementation of good practices, specifically the collection, treatment and recycling of various types of hotel waste.



### 8.9. Environmental research partnerships

In 2021, Teixeira Duarte - Engenharia e Construções continued to participate in the working groups of the European Federation of Foundation Contractors (EFFC) for providing a tool that calculates CO<sub>2</sub> emissions from foundation and geotechnical work: the "CO<sub>2</sub> Foundations – Geotechnical Carbon Calculator". This is the first standardised tool for calculating CO<sub>2</sub> emissions for these types of projects, allowing the comparison of different technical approaches to the same project and their respective CO<sub>2</sub> emissions. In addition, it can be used throughout the development of a project to compare actual and planned performance.

### 8.10. European Taxonomy

With the approval of Regulation (EU) 2020/852 on 22 June 2020 - Taxonomy Regulation - companies subject to the obligation to publish a consolidated non-financial statement pursuant to Decree-Law 89/2017 of 28 July, now have to disclose the proportion of turnover, capital expenditures (CapEx) and operational expenditures (OpEx) that derive from environmentally sustainable economic activities. This Regulation seeks to direct investments towards sustainable projects and activities, contributing to the materialisation of the European Green Deal as part of the EU's response to climate and environmental challenges.

For each economic activity considered within the scope of the Taxonomy, the technical assessment criteria specify the environmental performance requirements that ensure that the activity contributes substantially to the environmental objective in question and that, at the same time, it does not significantly harm any of the remaining environmental objectives. The technical assessment criteria for two of the six environmental objectives - climate change mitigation and adaptation to climate change - were published in December 2021, in Annexes I and II of Delegated Regulation (EU) 2021/2139, and are applicable from January 2022. The publication of the technical criteria relating to the other environmental objectives is scheduled for 2022.

The requirement for organisations to disclose the Taxonomy is gradual. During the year of 2022, organisations must first disclose, for the financial year of 2021, the eligibility of their activities in relation to the two climate goals. An activity is considered eligible when it is included in the activities listed in the Taxonomy, regardless of its alignment with the technical evaluation criteria. In 2023, in addition to eligibility, the disclosure of this alignment of activities with Taxonomy is required.

In this context, Teixeira Duarte publishes its first exercise within the scope of the European Taxonomy, taking into account the reporting requirements defined in Article 8 of the Taxonomy Regulation.

#### 8.10.1. Eligibility

For the eligibility analysis of the activities of the Group companies, Teixeira Duarte relied on the Taxonomy Regulation, in particular, on Annexes I and II of Delegated Regulation (EU) 2021/2139. In this context, it is important to note that, due to the dynamic characteristics of the European Taxonomy, the assessment carried out by Teixeira Duarte in future years may be subject to variations, in accordance with the guidelines of the Regulation.

In methodological terms, Teixeira Duarte began the exercise of implementing the Taxonomy with the mapping of the eligible and ineligible economic activities of the companies included in its consolidation perimeter. From this mapping, the following eligible activities in the Construction, Concessions and Services and Real Estate sectors were identified:



Eligible Activities		Objectives	
		Climate Change Mitigation	Climate Change Adaptation
5.2	Renewal of water collection, treatment and supply systems	✓	✓
5.3	Construction, extension and operation of waste water collection and treatment	✓	✓
6.14	Infrastructure for rail transport	✓	✓
6.15	Infrastructure enabling road transport and public transport		✓
7.1	Construction of new buildings	✓	✓
7.2	Renovation of existing buildings	✓	✓
7.3	Installation, maintenance and repair of energy efficiency equipment	✓	✓
7.4	Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	✓	✓
7.5	Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	✓	✓
7.6	Installation, maintenance and repair of renewable energy technologies	✓	✓
9.3	Professional services related to energy performance of buildings	✓	
11	Education		✓

#### 8.10.2. Key Performance Indicators (KPI)

For 2021, the proportion of the Group's eligible and non-eligible economic activities for the Taxonomy, based on the consolidated total of its turnover, capital expenditures and operational expenditures, is as follows:

KPI	Total (Thousand euros)	Taxonomy eligible activities (Thousand euros)	Taxonomy eligible activities (%)	Taxonomy non- eligible activities (%)
Turnover	539 236	305 757	57%	43%
Capital Expenditures (CapEx)	65 092	48 545	75%	25%
Operational Expenditures (OpEx)	30 714	9 776	32%	68%

#### KPI Turnover

For the calculation of the proportion of eligible turnover, Teixeira Duarte considered the consolidated revenues related to the eligible activities (numerator). Regarding the denominator of the KPI turnover, the consolidated turnover was considered, presented in more detail in Note 8 of the Financial Statements.

#### KPI CapEx

The CapEx KPI (capital expenditures) is defined as the percentage of the total CapEx of the Teixeira Duarte Group companies, in reference to the eligible taxonomic activities. It is important to note that the CapEx eligible for Taxonomy consists mainly of investments related to the acquisition and ownership of buildings. The denominator includes additions to tangible, intangible and investment property during the fiscal year of 2021, before depreciation, amortisation and possible new valuations, including those resulting from revaluations and impairments, corresponding to the year in question, excluding changes in fair value. Additions to tangible, intangible assets, and investment property resulting from business combinations are also included.

#### KPI OpEx

The OpEx KPI (operational expenditures) is defined as the total OpEx of the Teixeira Duarte Group companies, according to the definition mentioned in the Taxonomy, in reference to the eligible taxonomic activities. Of the total operational costs for 2021 (395.1 million euros), the OpEx denominator, as specified in the Regulation, represents 7.8% (30.7 million euros). For the calculation of the OpEx denominator, all direct costs of the Group related to maintenance and repair and short-term *leasing* costs were considered, whose accounting accounts at the consolidated level are aligned with the definition of OpEx in the Taxonomy. For the calculation of the numerator, all denominator costs related to the eligible activities were considered.

## TABLE OF CORRESPONDENCES WITH GRI STANDARDS: CORE OPTION

Standard	Indicator	Response	Location	SDGs
<b>GRI 102 - GENERAL DISCLOSURES: 2016</b>				
<b>ORGANISATIONAL PROFILE</b>				
	102-1 Name of the organisation.	Teixeira Duarte, S.A.		
	102-2 Main activities, brands, products and services.	See Management Report of the Board of Directors. Chapter I.1 "Profile"	Page 12	
	102-3 Location of the organisation's headquarters.	Lagoas Park, Edifício 2, 2740-265 Porto Salvo. Portugal		
	102-4 Location of operations.	See Management Report of the Board of Directors. Chapter I.1 "Profile"	Page 12	
	102-5 Ownership and legal form.	Teixeira Duarte, S.A. is a public company, with head office at Lagoas Park, Edifício 2, 2740-265 Porto Salvo, registered at the Commercial Registry 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.1 "Profile"	Page 12	
	102-7 Scale of the organisation.	See Management Report of the Board of Directors. Chapter I.1 "Profile"	Page 12	8
	102-8 Information on employees and other workers.	See Management Report of the Board of Directors. Chapter III. "6.1. Human Resources in 2021"	Page 37	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 organisation and its supply chain.	See Corporate Governance Report, C. "Internal Organisation", III. 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"	Page 164	
	102-11 Precautionary Principle or approach.	See Corporate Governance Report, C. "Internal Organisation", III. "Internal Control and Risk Management"	Page 162	
	102-12 External initiatives.	See Management Report of the Board of Directors. Chapter III. "7.3. Investigation, Development and Innovation (IDI)"	Page 57	
	102-13 Membership of associations.	See Management Report of the Board of Directors. Chapter III. "7.3. Investigation, Development and Innovation (IDI)"	Page 57	
<b>STRATEGY AND ANALYSIS</b>				
	102-14 Statement from senior decision-maker.	See Management Report of the Board of Directors. Chapter I.2. Message of the Chairman of the Board of Directors	Page 20	
	102-15 Key impacts, risks, and opportunities.	See Management Report of the Board of Directors. Chapter I.4 Risk Management	Page 22	
<b>ETHICS AND INTEGRITY</b>				
	102-16 Values, principles, standards, and norms of behaviour.	See Management Report of the Board of Directors. Chapter I. "Profile Chapter I.1 "Mission and Values" and "Code of Ethics and Conduct". Chapter III. "5. Ethics and Conduct" and "7.1. Fighting Corruption and Bribery, Money Laundering and Terrorist Financing"	Page 18 Pages 36 and 50	16
	102-17 Mechanisms for advice and concerns about ethics.	See Management Report of the Board of Directors. Chapter III "7.1. Fighting Corruption and Bribery, Money Laundering and Terrorist Financing"	Page 50	16

## Sustainability Report 2021

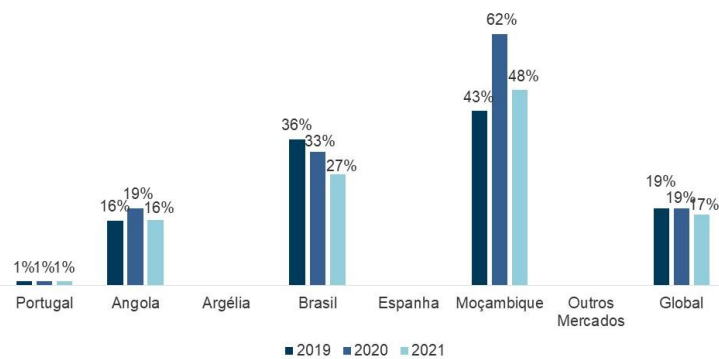
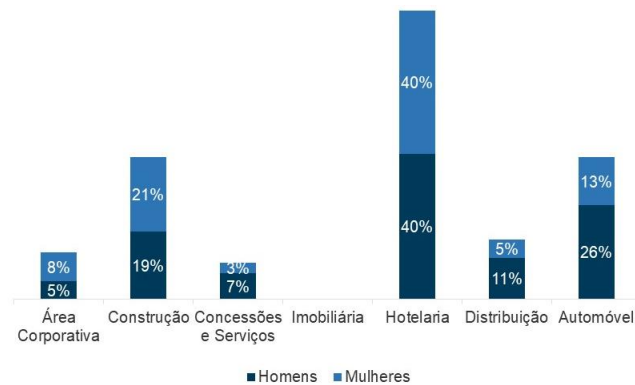
Standard	Indicator	Response	Location	SDGs
<b>GOVERNANCE</b>				
	102-18 Governance structure.	See Corporate Governance Report, B. "Governing Bodies and Commissions"	Page 143	
	102-19 Delegating authority.	See Corporate Governance Report, B. "Governing Bodies and Commissions"	Page 143	
	102-20 Executive-level responsibility for economic, environmental, and social topics	See Corporate Governance Report, B. "Governing Bodies and Commissions"	Page 143	
	102-21 Consulting stakeholders on economic, environmental, and social topics.	See Management Report of the Board of Directors, Chapter III "3. Alignment with Sustainable Development Goals"	Page 33	16
	102-22 Composition of the highest governance body and its committees	See Corporate Governance Report, B. "Governing Bodies and Commissions"	Page 143	5 16
	102-24 Nominating and selecting the highest governance body.	See Corporate Governance Report, B. "Governing Bodies and Commissions"	Page 143	16
	102-24 Nomination and selection of the highest governance body.	See Corporate Governance Report, B. "Governing Bodies and Commissions"	Page 143	5 16
	102-25 Conflicts of interest.	See Corporate Governance Report, E. "Transactions with Related Parties"	Page 180	16
	102-26 Role of highest governance body in setting purpose, values, and strategy.	See Corporate Governance Report, B. "Governing Bodies and Commissions"	Page 143	
	102-27 Sustainability knowledge of highest governance body.	See Corporate Governance Report, B. "Governing Bodies and Commissions"	Page 143	
	102-28 Evaluating the highest governance body's performance	See Corporate governance report, D. "Remunerations"	Page 170	
	102-29 Identifying and managing economic, environmental, and social impacts.	See Corporate Governance Report, C. "Internal Organisation", III. "Internal Control and Risk Management"	Page 162	16
	102-30 Effectiveness of risk management processes.	See Corporate Governance Report, C. "Internal Organisation", III. "Internal Control and Risk Management"	Page 162	
	102-31 Review of economic, environmental and social topics.	See Corporate Governance Report, C. "Internal Organisation", III. "Internal Control and Risk Management"	Page 162	
	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.		
	102-33 Communicating critical concerns.	See Corporate Governance Report, C. "Internal Organisation", III. "Internal Control and Risk Management"	Page 162	
	102-34 Nature and communication of critical concerns.	See Corporate Governance Report, C. "Internal Organisation", III. "Internal Control and Risk Management"	Page 162	

Standard	Indicator	Response	Location	SDGs
	102-35 Remuneration policies.	See Corporate governance report, D. "Remunerations"	Page 170	
	102-36 Processes for determining remuneration.	See Corporate governance report, D. "Remunerations"	Page 170	
	102-37 Stakeholders' involvement in remuneration.	See Corporate governance report, D. "Remunerations"	Page 170	16
	102-38 Annual total compensation ratio.	See Corporate governance report, D. "Remunerations"	Page 170	
	102-39 Percentage increase in annual total compensation ratio.	See Corporate governance report, D. "Remunerations"	Page 170	

## STAKEHOLDER ENGAGEMENT

102-40 List of stakeholder groups.	See Management Report of the Board of Directors, Chapter III "2. Communication with the Stakeholders"	Page 33	
102-41 Collective bargaining agreements.	See Management Report of the Board of Directors, Chapter III "6.1. Human Resources in 2021", "Compliance with International Labour Organisation (ILO) Conventions"	Page 40	8 10

Percentage of unionised employees by activity sector, as at 31 December 2021



102-42 Identifying and selecting stakeholders.	See Management Report of the Board of Directors, Chapter III "2. Communication with the Stakeholders"	Page 2
102-43 Approach to stakeholder engagement.	See Management Report of the Board of Directors, Chapter III "2. Communication with the Stakeholders"	Page 2



Standard	Indicator	Response	Location	SDGs
	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 are addressed in the Management Report of the Board of Directors. Chapter IV. "Activity by Sectors in 2021"	Page 92	
<b>REPORTING PRACTICE</b>				
	102-45 Entities included in the consolidated financial statements.	See Notes Attached to the Consolidated Financial Statements as at 31 December 2021, 4 – "Companies Included in the Consolidation Perimeter"	Page 247	
	102-46 Defining report content and topic boundaries.	See "Introduction", Management Report of the Board of Directors. Chapter I.1 "Profile" and Chapter III "3. Alignment with Sustainable Development Goals"	Pages 12 and 33	
	102-47 List of material topics.	See Management Report of the Board of Directors, Chapter III "3. Alignment with Sustainable Development Goals"	Page 33	
	102-48 Restatements of information.	See "Introduction"	Page 9	
	102-49 Changes in reporting.	See "Introduction"	Page 9	
	102-50 Reporting period.	From 1 January 2021 to 31 December 2021		
	102-51 Date of most recent report.	April 2021		
	102-52 Reporting cycle.	Annual		
	102-53 Contact point for questions regarding the report.	representantemercado@teixeiraduarte.com		
	102-54 Claims of reporting in accordance with the GRI Standards.	See Management Report of the Board of Directors, Chapter III "Introduction"	Page 32	
	102-55 GRI content index.	This table		
	102-56 External assurance.	"See Introduction" and Reports, Opinions and Certifications of the Supervisory Bodies 2021	Pages 9 and 296	

**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, D. "Remunerations"	Page 170	

## 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
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203-2 Significant indirect economic impacts.	See Management Report of the Board of Directors, Chapter III "6.4. Qualification for the Expression of Talent: Development and Training" and "7.2. Relations with people and organisations affected by the activities of Group companies"
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and 39

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## ANTI-CORRUPTION

103-1 Explanation of the material topic and its boundary.	The Teixeira Duarte Group considers the prevention and fight against corruption to be a material topic, having control mechanisms and procedures that emanate from its Code of Ethics and Conduct, the application of which is mandatory for all administrators, workers and other representatives
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205-2 Communication and training about anti-corruption policies and procedures.	See Management Report of the Board of Directors. Chapter I. "Profile Chapter I.1 "Mission and Values" and "Code of Ethics and Conduct". Chapter III. "5. Ethics and Conduct" and "7.1. Fighting Corruption and Bribery, Money Laundering and Terrorist Financing"
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Pages 24  
and 38

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## 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
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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 minimise 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 Facilities Management (Concessions and Services sector) had, in 2021, environmental management systems certified according to the ISO 14001 standard, in Portugal, Angola and Brazil
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301-1 Materials used by weight or volume.	See Management Report of the Board of Directors. Chapter III. "8.5. Consumption of Materials"
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8	12
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## 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
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Page 51

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 minimise 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 Facilities Management (Concessions and Services sector) had, in 2021, environmental management systems certified according to the ISO 14001 standard, in Portugal, Angola and Brazil
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302-4 Reduction of energy consumption.

See Management Report of the Board of Directors. Chapter III. "8.3. Energy"

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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

Page 51

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 minimise 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 Facilities Management (Concessions and Services sector) had, in 2021, environmental management systems certified according to the ISO 14001 standard, in Portugal, Angola and Brazil

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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 infrastructures meet all environmental legal requirements, and its vast majority its located in urban settings

6	14
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## 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

Page 51

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 minimise 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 Facilities Management (Concessions and Services sector) had, in 2021, environmental management systems certified according to the ISO 14001 standard, in Portugal, Angola and Brazil

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305-3 Other indirect (Scope 3) GHG emissions.

See Management Report of the Board of Directors. Chapter III. "8.7. Emissions"

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## 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

Page 51

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 minimise the

Page 52

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 Facilities Management (Concessions and Services sector) had, in 2021, environmental management systems certified according to the ISO 14001 standard, in Portugal, Angola and Brazil

306-3 Significant spills.

In 2021, there were no records of spills with significant environmental impacts

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#### 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

Page 51

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 2004/35/EC, amended by Directive 2006/21/EC, the Teixeira Duarte Group companies in Portugal covered by this legislation opted to constitute financial guarantees amounting to the total value of 98,812.00 euros as at 31 December 2021

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307-1 Non-compliance with environmental laws and regulations.

According to the information available as at 31 December 2021, an environmental fine was registered.

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#### GRI 308 - SUPPLIER ENVIRONMENTAL ASSESSMENT

##### SUPPLIER ENVIRONMENTAL ASSESSMENT

103-1 Explanation of the material topic and its boundary.

See Management Report of the Board of Directors. Chapter III. "7.2. Relations with people and organisations affected by the activities of Group companies", b) Partners, suppliers and subcontractors" and "8.1 Environmental Management Systems"

Pages 39 and 52

103-2 The management approach and its components.

See Management Report of the Board of Directors. Chapter III. "7.2. Relations with people and organisations affected by the activities of Group companies", b) Partners, suppliers and subcontractors" and "8.1 Environmental Management Systems"

Pages 39 and 52

308-1 New suppliers that were screened using environmental criteria.

See Management Report of the Board of Directors. Chapter III. "7.2. Relations with people and organisations affected by the activities of Group companies", b) Partners, suppliers and subcontractors" and "8.1 Environmental Management Systems"

Pages 39 and 52

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#### GRI 400 - SOCIAL DISCLOSURES

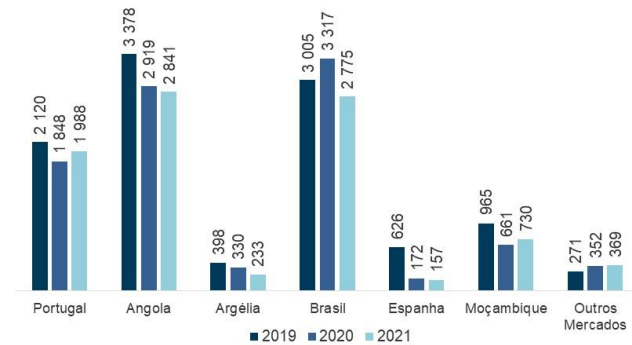
##### EMPLOYMENT

103-1 Explanation of the material topic and its boundary.

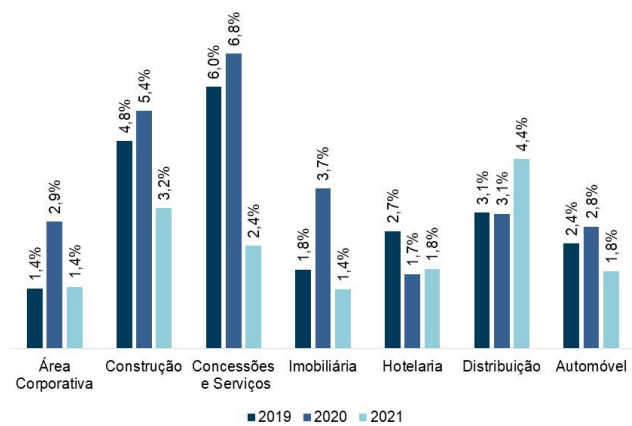
The welfare of employees, including the promotion of good hygiene, health and safety conditions, as well as the development of skills and retention of talent, are extremely important to the management of human resources of Teixeira Duarte Group companies, and are duly rooted in a culture of dignified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



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



Annual evolution of the absenteeism rate as at 31 December by area of activity:



103-2 The management approach and its components.

See Management Report of the Board of Directors. Chapter III. "6.1. Human Resources in 2021"

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401-3 Parental Leave.

See Management Report of the Board of Directors. Chapter III. "6.1. Human Resources in 2021"

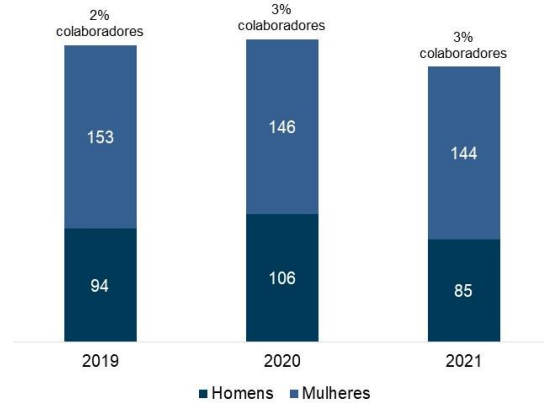
Page 25

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Number of employees who took parental leave (2021 coverage = 96%)

	Área Corporativa	Construção	Concessões e Serviços	Imobiliária	Hotelaria	Distribuição	Automóvel	Total 2021	Total 2020	Total 2019
<b>Portugal</b>	7	30	25	6	5	2		75	88	57
Homens	5	29	21	4	3	1		63	75	48
Mulheres	2	1	4	2	2	1		12	13	9
<b>Angola</b>	5	2	10	1	23	54	5	100	109	130
Homens	1	1						2	9	4
Mulheres	4	1	10	1	23	54	5	98	100	126
<b>Argélia</b>	5	9						14	10	28
Homens	2							2	0	26
Mulheres	3	9						12	10	2
<b>Brasil</b>	1	18	2	2				23	15	11
Homens		6		1				7	8	4
Mulheres	1	12	2	1				16	7	7
<b>Espanha</b>	7	4						11	8	7
Homens	6	3						9	5	7
Mulheres	1	1						2	3	
<b>Moçambique</b>	3	1			2			6	10	7
Homens	2							2	3	1
Mulheres	1	1			2			4	7	6
<b>Outros Mercados</b>	0	0	0	0	0	0	0	n/d	12	7
Homens								n/d	6	4
Mulheres								n/d	6	3
<b>Total</b>	18	69	42	9	30	56	5	229	252	247
Homens	8	44	24	5	3	1	0	85	106	94
Mulheres	10	25	18	4	27	55	5	144	146	153

Evolution of the number of employees taking parental leave in the Group's companies as a whole:



## 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 labour rights

403-1 Occupational health and safety management system

The main subsidiary companies, particularly those operating in the areas of Construction and Facilities Management, have occupational health and safety management systems in place under the ISO 45001 and OHSAS 18001 standards

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403-3 Occupational health services

See Management Report of the Board of Directors. Chapter III. "6.3. Health and safety protection and promotion"

Page 28

3 8

Main activities of the Occupational Health Services of the Group companies as at 31 December 2021 (Coverage = 96%):

	Consultas médicas Medicina do Trabalho	Consultas Enfermagem do Trabalho	Consultas Medicina Curativa	Exames com- plementares de diagnóstico
Portugal	1 310	1 774	277	7 495
Angola	1 626	1 424	904	1 626
Argélia	101	0	0	0
Brasil	5 106			20 500
Espanha	87			
Moçambique	633	423	210	2 211
<b>Total 2021</b>	<b>8 863</b>	<b>3 621</b>	<b>1 391</b>	<b>31 832</b>
Total 2020	7 247	2 852	1 237	25 496

Coverage rate of medical examinations performed on Group company employees (Coverage= 96%)

	Área Corporativa	Construção	Concessões e Serviços	Imobiliária	Hotelaria	Distribuição	Automóvel	Total 2021	Total 2020	Total 2019
Portugal	90%	94%	91%	90%	97%	93%	63%	93%	95%	100%
Angola	88%	79%	74%	75%	88%	79%	91%	82%	90%	96%
Argélia	59%	46%						57%	61%	70%
Brasil	100%	98%	87%	100%				97%	86%	97%
Espanha		96%	24%					57%	44%	32%
Moçambique	81%	65%	34%	0%	100%			67%	67%	100%

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

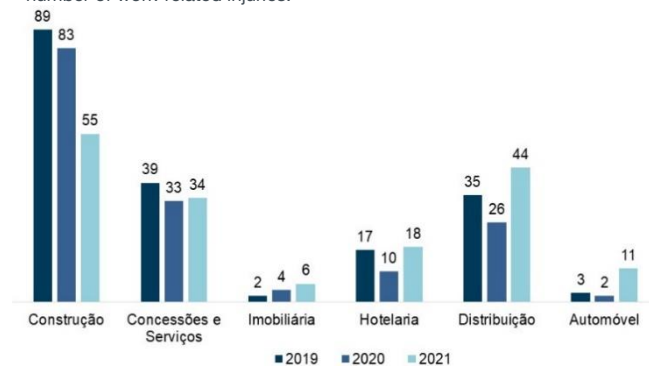
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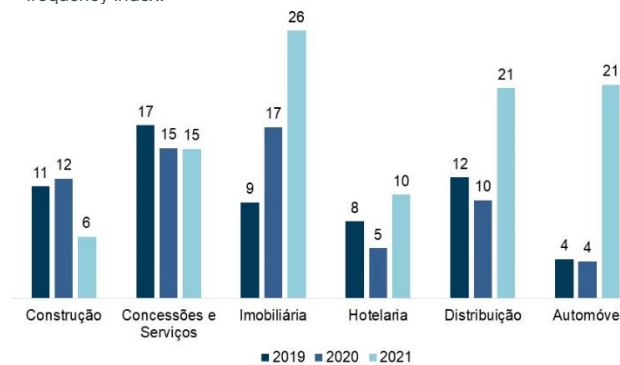
403-5 Worker training on occupational health and safety	See Management Report of the Board of Directors. Chapter III. "6.3. Health and safety protection and promotion"	Page 28	3	8
403-6 Employee health promotion	See Management Report of the Board of Directors. Chapter III. "6.3. Health and safety protection and promotion"	Page 28	3	8
403-8 Workers covered by an occupational health and safety management system	<p>Employees covered by occupational health and safety management systems (ISO 45001 and OHSAS 18001 standards) at 31 December 2021 represented 38% of the total number of employees of the Group's subsidiaries:</p> <ul style="list-style-type: none"> <li>Portugal: 1,895 employees</li> <li>Brazil: 1,248 employees</li> <li>Mozambique: 319 employees</li> </ul>		3	8

403-9 Work-related injuries	See Management Report of the Board of Directors, Chapter III "6.3. Health and Safety Protection and Promotion"	Page 28	3	8
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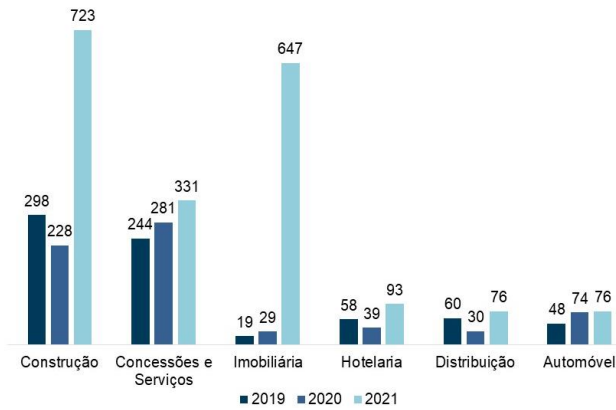
Evolution of Work-related injuries as at 31 December by activity sector – number of work-related injuries:



Evolution of Work-related injuries as at 31 December by activity sector – frequency index:



Evolution of Work-related injuries at 31 December by activity sector – severity index:



Classification of Work-related injuries indexes according to the World Health Organisation:

Classificação	Índice de Frequência	Índice de Frequência
Muito bom	<20	<500
Bom	20 a 40	500 a 1 000
Médio	40 a 60	1 000 a 2 000
Mau	60 a 100	>2 000

Fonte: OMS, referido em DSHS 2012

#### TRAINING AND EDUCATION

103-1 Explanation of the material topic and its boundary.

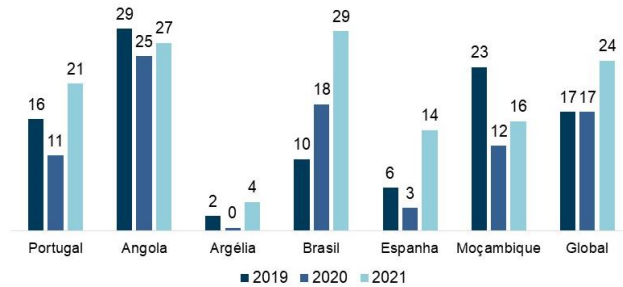
See Management Report of the Board of Directors. Chapter III. "6.4. Qualification for the Expression of Talent: Development and Training"

Page 32



404-1 Average hours of training per employee per year, by market and in the Group as a whole (Coverage = 96%):

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



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Number of trainees covered by qualification activities by market and by area of expertise (Coverage = 96%):

Mercados	Área Corporativa	Construção	Concessões e Serviços	Imobiliária	Hoteleira	Distribuição	Automóvel	Total 2021	Total 2020	Total 2019
<b>Portugal</b>	<b>799</b>	<b>8198</b>	<b>731</b>	<b>28</b>	<b>200</b>	<b>36</b>	<b>6</b>	<b>9 997</b>	<b>4 822</b>	<b>8 985</b>
Homens	397	7 883	549	23	55	22	6	8 935	4 132	8 146
Mulheres	402	315	182	5	145	13		1 062	690	839
<b>Angola</b>	<b>592</b>	<b>3697</b>	<b>3215</b>	<b>76</b>	<b>6667</b>	<b>6293</b>	<b>853</b>	<b>21 292</b>	<b>17 481</b>	<b>30 006</b>
Homens	440	3 404	2 820	35	4 409	3 745	671	15 524	12 142	21 721
Mulheres	152	193	395	40	2 258	2 548	182	5 768	5 339	8 285
<b>Argélia</b>	<b>822</b>	<b>822</b>						<b>822</b>	<b>131</b>	<b>2 062</b>
Homens		822						822	128	2 020
Mulheres								0	3	42
<b>Brasil</b>	<b>680</b>	<b>19740</b>	<b>1971</b>	<b>502</b>				<b>22 893</b>	<b>14 615</b>	<b>11 351</b>
Homens	237	17 836	1 550	248				19 871	12 363	9 804
Mulheres	443	1 904	421	254				3 022	2 252	1 547
<b>Espanha</b>	<b>1228</b>	<b>1228</b>						<b>1 228</b>	<b>407</b>	<b>789</b>
Homens		1 222						1 222	407	669
Mulheres		6						6	0	120
<b>Moçambique</b>	<b>24</b>	<b>225</b>			<b>2510</b>			<b>2 759</b>	<b>1 841</b>	<b>2 140</b>
Homens	8	165			1 548			1 721	1 322	1 581
Mulheres	16	60			962			1 038	519	559
<b>Total</b>	<b>2 095</b>	<b>33 810</b>	<b>5 917</b>	<b>605</b>	<b>9 377</b>	<b>6 328</b>	<b>859</b>	<b>58 991</b>	<b>39 297</b>	<b>55 333</b>
Homens	1 082	31 332	4 919	306	6 012	3 767	677	48 095	30 494	43 941
Mulheres	1 013	2 478	998	299	3 365	2 561	182	10 896	8 803	11 392

Number of hours of training volume by market and by area of activity (Coverage = 96%):

Mercados	Área Corporativa	Construção	Concessões e Serviços	Imobiliária	Hoteleira	Distribuição	Automóvel	Total 2021	Total 2020	Total 2019
<b>Portugal</b>								<b>40 572</b>	<b>21 414</b>	<b>31 853</b>
Homens	1 073	32 695	1 629	277	121	88	13	35 896	18 898	27 672
Mulheres	1 232	1 726	392	34	1 003	269		4 676	2 516	4 181
<b>Angola</b>								<b>76 376</b>	<b>73 216</b>	<b>106 360</b>
Homens	1 037	4 992	2 632	65	9 710	27 366	6 693	52 495	47 230	70 342
Mulheres	170	334	861	81	4 890	15 203	2 336	23 881	25 986	36 018
<b>Argélia</b>								<b>1 300</b>	<b>113</b>	<b>1 887</b>
Homens		1 300						1 300	110	1 815
Mulheres								0	3	72
<b>Brasil</b>								<b>90 367</b>	<b>45 930</b>	<b>33 786</b>
Homens	683	77 515	5 734	315				84 247	41 512	31 054
Mulheres	1 859	2 837	1 109	315				6 120	4 418	2 732
<b>Espanha</b>								<b>2 387</b>	<b>1 090</b>	<b>3 936</b>
Homens		2 360						2 360	1 090	2 962
Mulheres		27						27	0	974
<b>Moçambique</b>								<b>11 204</b>	<b>8 903</b>	<b>17 781</b>
Homens	75	943			6 149			7 167	6 629	13 448
Mulheres	51	515			3 471			4 037	2 274	4 333
<b>Total</b>	<b>6 185</b>	<b>125 244</b>	<b>12 357</b>	<b>1 087</b>	<b>25 344</b>	<b>42 946</b>	<b>9 042</b>	<b>222 205</b>	<b>150 665</b>	<b>195 603</b>
Homens	2 868	119 805	9 995	657	15 980	27 454	6 706	183 464	115 469	147 293
Mulheres	3 318	5 439	2 362	430	9 364	15 492	2 336	38 741	35 196	48 310

404-2 Programmes for upgrading employee skills and transition assistance programmes.

See Management Report of the Board of Directors. Chapter III. "6.4. Qualification for the Expression of Talent: Development and Training"

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8 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. "6.1. Human Resources in 2021"

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405-1 Diversity of governance bodies and employees.

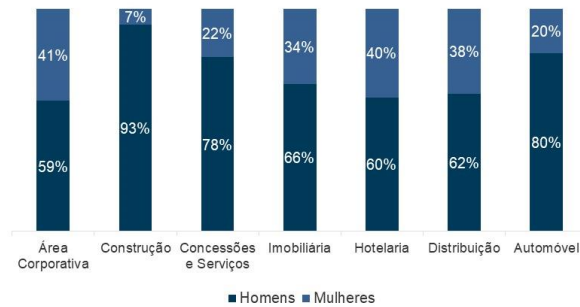
See Management Report of the Board of Directors. Chapter III. "6.1. Human Resources in 2021" and Corporate Governance Report, B. Governing Bodies and Commissions"

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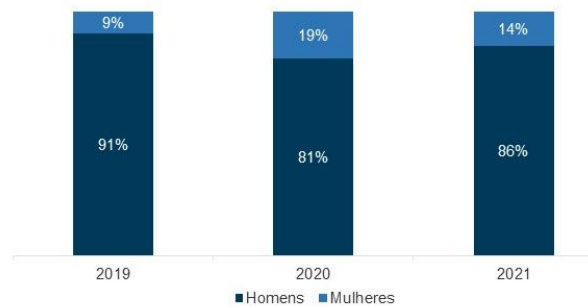
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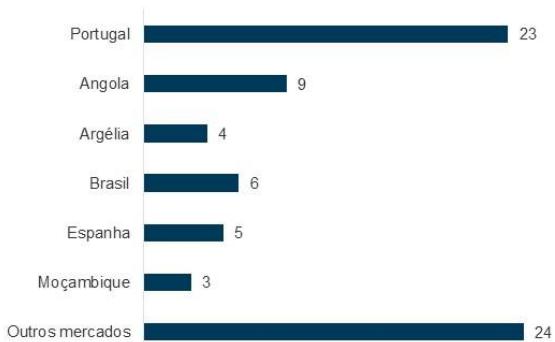
Employees by gender, by area of activity at 31 December 2021:



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



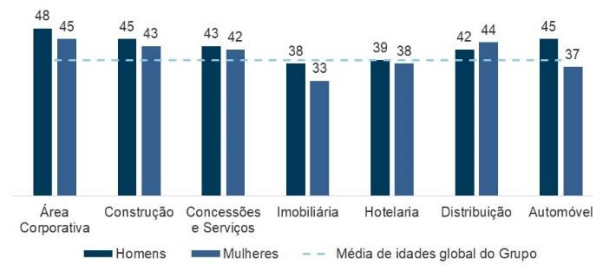
Number of nationalities of the employees by market as at 31 December 2021:



Annual evolution of the percentage of employees by age group by area of activity:

	Área Corporativa	Construção	Concessões e Serviços	Imobiliária	Hotelaria	Distribuição	Automóvel	Total 2021	Total 2020	Total 2019
Até 30 anos	15%	17%	18%	25%	18%	35%	22%	20%	20%	22%
30 a 50 anos	64%	63%	65%	65%	69%	60%	68%	64%	65%	63%
Mais de 50 Anos	21%	20%	17%	10%	13%	5%	10%	16%	15%	15%

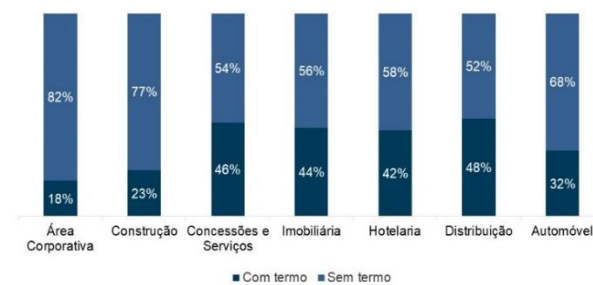
Average age of employees by area of activity as at 31 December 2021:



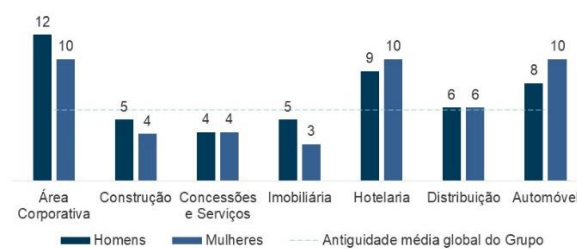
Percentage of employees by contract type and gender:

	Total 2021	Total 2020	Total 2019
<b>Sem termo</b>	<b>68%</b>	<b>62%</b>	<b>56%</b>
Homens	69%	62%	56%
Mulheres	62%	60%	52%
<b>Com termo</b>	<b>32%</b>	<b>38%</b>	<b>44%</b>
Homens	31%	38%	44%
Mulheres	38%	40%	48%
<b>Total</b>	<b>9 093</b>	<b>9 599</b>	<b>10 763</b>

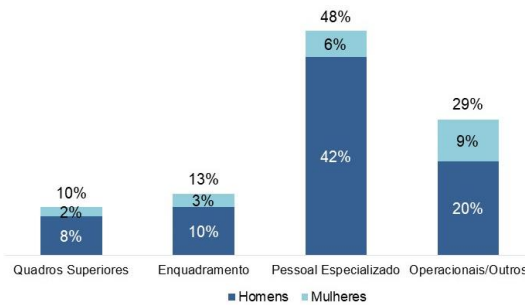
Percentage of employees by contractual status and area of activity as at 31 December 2021:



Average seniority of employees by area of activity as at 31 December 2021:



Employees per professional group in the Group as at 31 December 2021:



Number of disabled employees by area of activity as at 31 December 2021:



## NON-DISCRIMINATION

103-1 Explanation of the material topic and its boundary.

See Code of Ethics and Conduct at [www.teixeiraduarte.com](http://www.teixeiraduarte.com).

406-1 Incidents of discrimination and corrective actions taken.

See the Equality Plan at [www.teixeiraduarte.com](http://www.teixeiraduarte.com)

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 Labour Organisation (ILO) and 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 LABOUR

103-1 Explanation of the material topic and its boundary.

See Code of Ethics and Conduct at [www.teixeiraduarte.com](http://www.teixeiraduarte.com)

408-1 Operations and suppliers at significant risk for incidents of child labour.

No operations and suppliers were identified in this situation

8 16



## FORCED OR SLAVE-LIKE LABOUR

103-1 Explanation of the material topic and its boundary. See Code of Ethics and Conduct at [www.teixeiraduarte.com](http://www.teixeiraduarte.com)

409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour. 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](http://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 labour 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](http://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

2

## ASSESSMENT OF HUMAN RIGHTS

103-1 Explanation of the material topic and its boundary. See Code of Ethics and Conduct at [www.teixeiraduarte.com](http://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 labour legislation

10 16

## 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 programmes. All operations have implemented and maintain one or more local community engagement programmes. Impacts described in the presentation of each programme. See Management Report of the Board of Directors, Chapter III.: "Todos Damos" Programme, "Fazer Pescar" Programme, "Fazenda Maxi" Programme, "MaxiSaúde" Programme, "Raízes" Programme, "Dar Vida" Programme and at [www.teixeiraduarte.com](http://www.teixeiraduarte.com)

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## SOCIAL ASSESSMENT OF SUPPLIERS

103-1 Explanation of the material topic and its boundary.

Teixeira Duarte 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 Standard SA 8000, promotes respect for labour 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 labour practices in the supply chain and measures taken.

Based on the geographic 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 2021, Teixeira Duarte - Engenharia e Construções carried out 10 supplier monitoring actions in Portugal

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## 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

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## 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 Organisation for Economic Cooperation and Development (OECD), the International Labour Organisation (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

419-1 Non-compliance with laws and regulations in the social and economic area.

No non-compliances were recorded

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

Theme	Information to be provided	Response	Location
<b>PART I - INFORMATION ON ADOPTED POLICIES</b>			
<b>A. Introduction</b>	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 II "1. Sustainability in the Teixeira Duarte Group"	Page 32
	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" and "3. Alignment with Sustainable Development Goals"	Page 32
<b>B. Business Model</b>	General description of the Company's/Group's business model and form of organisation, indicating the main business areas and markets in which it operates (if possible using organisational charts, graphs or functional tables).	See Management Report of the Board of Directors, Chapter I.1 "Profile"	33
<b>C. Main Risk Factors</b>	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 Management Report of the Board of Directors. Chapter I.4 "Risk Management".	Page 12
	2. Indication of how these risks are identified and managed by the Company.	See Corporate Governance Report, C. "Internal Organisation", III. "Internal Control and Risk Management", No. 54 "Description of the process for identifying, assessing, monitoring, controlling, and managing risks."	Page 22
	3. Explanation of the internal functional division of competencies, including governing bodies, commissions, committees or departments responsible for risk identification and management/monitoring.	See Corporate Governance Report, C. "Internal Organisation", III. "Internal Control and Risk Management", No. 51 "Explanation, including the use of an organisational chart, of the hierarchical and/or functional dependency relations with other company bodies or committees."	Page 167
	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 I.4 "Risk Management".	Page 163
	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 IV. "Activity by Sectors in 2021".	Page 22
<b>D. Implemented Policies</b>	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 attempted bribery, including due diligence policies, as well as the results of their implementation, including related non-financial key performance indicators, and their comparison with the previous year.		Page 92
<b>Environmental Policies</b>	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 "8. Environmental Management"	

Theme	Information to be provided	Response	Location
	2. Description of the main defined performance indicators.	See Management Report of the Board of Directors, Chapter III "8. Environmental Management"	Page 63
	3. Indication, in relation to the previous year, of the extent to which these objectives are achieved, at least by reference to:		Page 63
	i. Sustainable use of resources: consumption of water, other raw materials and energy; indication of measures taken to improve the efficiency of the use of these resources; indication of measures taken to promote energy efficiency and the use of renewable energy.	Partially answered in the Management Report of the Board of Directors, Chapter III "8. Environmental Management", "8.3. Energy"/"8.4. Water Resources" /"8.5. Consumption of Materials".	
	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.	See Management Report of the Board of Directors, Chapter III "8.7. Emissions".	Page 63
	iii. Circular economy and waste management: prevention, recycling and reuse measures and other means of waste recovery and disposal.	See Management Report of the Board of Directors, Chapter III "8.8. Waste".	Page 63
	iv. Protection of biodiversity: impacts caused by activities or operations in protected areas and measures taken to preserve or restore biodiversity.	See Management Report of the Board of Directors, Chapter III "8.2. Provisions and financial guarantees for environmental risks".	
<b>Social Policies</b>	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 "7. Socio-Economic Performance"	Page 67
	2. Description of the main defined performance indicators.	See Management Report of the Board of Directors, Chapter III "7.2. Relations with people and organisations affected by the activities of Group companies", "a) Clients, "b) Partners, suppliers and c) Community Support".	
	3. Indication, in relation to the previous year, of the extent to which these objectives are achieved, at least by reference to:		Page 65
	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 dialogue; partnership or sponsorship activities.	See Management Report of the Board of Directors, Chapter III "6.2. Recruitment, Selection and Retention of People with Potential Talent", "6.4. Qualification for the Expression of Talent", "7.2. Relations with people and organisations affected by the activities of Group companies", b) Partners, suppliers and c) Community Support"	Page 50
	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.	See Management Report of the Board of Directors, Chapter III "7.2. Relations with people and organisations affected by the activities of Group companies", b) Partners, suppliers"	Page 51
	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.	Partially answered in the Management Report of the Board of Directors, Chapter III "7.2. Relations with people and organisations affected by the activities of Group companies", "a) Clients"	Page 51

Theme	Information to be provided		Response	Location
	iv.	Responsible investment: if applicable, information on the responsible investment the Company has aimed to attract, including the issuance/acquisition of green bonds or SDG-linked bonds.	Not applicable	
	v.	Stakeholders: information regarding possible ways of listening to stakeholders.	See Management Report of the Board of Directors, Chapter III "2. Communication with the Stakeholders"	
	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.	Under the "We All Give" Programme, Teixeira Duarte Group companies provide an annual amount to increase any donations that their employees wish to make to social solidarity projects. Double the amount donated by employees is donated to the institutions chosen by them. Considering that this is a programme based on the spirit of liberality and that there are no pecuniary or commercial counterparts, the donations made under the "We All Give" Programme, in Portugal, are covered by the tax regime applicable to patronage.	Page 43
<b>Workers and Gender Equality and Non-Discrimination</b>	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 "6. Management and Development of Human Resources"	Page 51
	2.	Description of the main defined performance indicators.	See Management Report of the Board of Directors, Chapter III "6. Management and Development of Human Resources"	Page 51
	3.	Indication, in relation to the previous year, of the extent to which these objectives are achieved, at least by reference to:		
	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 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 "6.1. Human Resources in 2021", Report of the Government of the Society, "D. Remuneration" and Correspondence Table with GRI Standards.	
	ii.	Organisation of work: organisation of working time, including measures to facilitate time off work and family life.	See the Equality Plan at <a href="http://www.teixeiraduarte.com">www.teixeiraduarte.com</a> .	Page 33
	iii.	Health and safety: workplace health and safety conditions and number of occupational accidents.	See Management Report of the Board of Directors, Chapter III "6.3. Protection and Promotion of Health and Safety" and Correspondence Table with GRI Standards.	



Theme	Information to be provided	Response	Location
	iv. Social relations: organisation of social dialogue, 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.	See Management Report of the Board of Directors, Chapter III "6.1. Human Resources in 2021", "Compliance with International Labour Organisation (ILO) Conventions" and Table of Correspondences with GRI Standards.	Page 55
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 "7. Socio-Economic Performance"	
	2. Description of the main defined performance indicators.	See Management Report of the Board of Directors, Chapter III "7.2. Relations with people and organisations affected by the activities of Group companies", b) Partners, suppliers"	Page 36
	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 "7.2. Relations with people and organisations affected by the activities of Group companies", b) Partners, suppliers"	Page 36
	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 labour; effective abolition of child labour.	The Code of Ethics and Conduct is mandatory for all employees, and failure to apply it may result in disciplinary procedures and sanctions.	
	iii. Legal proceedings for human rights violations.	There were no records of 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 "7.1. Fighting Corruption and Bribery, Money Laundering and Terrorist Financing".	Page 37 and 170
	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 "7.1. Fighting Corruption and Bribery, Money Laundering and Terrorist Financing".	
	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 Management Report of the Board of Directors, Chapter III "5. Ethics and Conduct" and "7.1. Fighting Corruption and Bribery, Money Laundering and Terrorist Financing".	
	4. Management of conflicts of interest: measures to manage and monitor conflicts of interest, specifically	See Management Report of the Board of Directors, Chapter III "5. Ethics and Conduct"	GRI Table 400

Theme	Information to be provided	Response	Location
	requiring managers and employees to sign declarations of interests, incompatibilities and impediments.	and "7.1. Combating Corruption and Bribery, Money Laundering and Terrorist Financing" and Report on Corporate Governance, E. "Related Party Transactions".	
<b>PART II - INFORMATION ABOUT THE STANDARDS / GUIDELINES THAT ARE FOLLOWED</b>			
<b>1. Identification of Standards / Guidelines followed in the Reporting of Non-Financial Information</b>	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" and "Alignment with Sustainable Development Goals".	GRI Table 405-1
<b>2. Identification of the Scope and Methodology for Calculating Indicators</b>	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".	
<b>3. Explanation if the policies do not apply</b>	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.	
<b>4. Other Information</b>	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 organisations 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 "7.3. Research, Development and Innovation (IDI)", "c) Partnerships with Entities of the Scientific and Technological System of the Construction Sector" and "8. Environmental Management", "8.9. Environmental research partnerships".	Page 40

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