ZAGOPE

Building with commitment.

Our journey towards Sustainability.

October 2025



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ZAGOPE
Sustainability Booklet



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Cover image: **Solar Park PV Douro, Tarouca, Portugal**

1 A Message from Leadership



Lisbon Metro, Lot 4, Portugal

A Message from Leadership



Visão 360º event

At ZAGOPE, sustainability is not just a commitment, it's the way we build the future. Our actions are based on balancing the **environmental**, **social** and **governance** dimensions, integrating innovation, responsibility and ethics into every decision.

Our strategic positioning in ESG focuses on attracting, developing and retaining high-performance teams, underpinned by best practices in governance, social responsibility, environmental management, compliance and safety.

We are committed to **minimizing the impact of our operations**, promoting efficiency in the use of resources, reducing emissions and incorporating innovative solutions that protect the environment and ensure the resilience of the infrastructures we build.

In the **social** sphere, we prioritize the safety, well-being and growth of our employees, creating fair working conditions, opportunities for continuous development and policies that value diversity and inclusion. At the same time, we cultivate a close and constructive dialog with the communities where we operate, contributing to their economic and social progress and leaving a positive legacy that goes beyond the project works.

In **governance**, we are guided by ethics, integrity and transparency. We implement robust risk management mechanisms and ensure clear and responsible communication, reinforcing trust with employees, clients, partners, suppliers, financial entities, insurers, communities and shareholders.

With solid leadership and a long-term vision, we reaffirm our purpose of **building the foundations of a more ethical, inclusive and sustainable future every day**, transforming challenges into opportunities and generating shared value for all stakeholders.

The leadership team

CEO – **Ricardo Sá** | Finance – **André Giudice** | Africa Markets – **Fabiano Brandão** | Europe Markets – **Jorge Basto** | Energy & Renewables – **Tiago Leal** | Legal & Compliance – **Margarida Damião** | HR, QHSE & Sustainability – **Márcia Silva** | Engineering – **Emerson Emery** | Procurement, Equipment & Operational Excellence – **José Teles** | New Business – **Eduardo Struve.**

2 Highlights



Solar Park PV Douro, Tarouca, Portugal

Highlights

991 tCO_2e
Corporate Carbon Footprint*

18 384 tCO_2e
Project Carbon Footprint
Solar Park PV Douro*

Total waste from infrastructure projects:
1 805t
non-hazardous waste*

2,5t
dangerous waste*

1 000m^3
Water consumption in projects*

102 812L
Fuel consumption in projects*

>5 000
Trabalhadores

73% men
27% women

>38
Nationalities

Participation in Safety Prizes 2024
Security Maganize*

Minor injuries of **short duration**
LTIR=2.17
Lost Time Incident Rate*

0 (zero)
Zero Incidents with lost time
Somincor tailings dam construction project

Sustainability Working Group
GTS
*

Membership of the
BCSD Portugal
**

Participation in the
'C2Ø Roadmap – Construction to Zero'
(decarbonization roadmap)**

Approval of the
Sustainability Strategy
**

Approval of the Suppliers Policy*

100%
workers covered by certified management systems
ISO 9001, ISO 14001, ISO 45001, ISO 37001

* 2024 data
** 2025 data

Highlights



Sheila Chiboteca

Administrative and Financial Manager

Mozambique

"Being part of ZAGOPE has been a life-changing experience. The company values talent, invests in development and paves the way for each collaborator to achieve their potential. I'm proud to be part of projects that don't just build infrastructure, but generate progress, hope and transformation in communities."

Sheila Gobeia Chiboleca, a Mozambican with a degree in Business Management and a post-graduate degree in Corporate Finance, started at ZAGOPE as treasurer and, along the way, took on positions of increasing responsibility until currently heading Administration and Finance in Mozambique. For her, each project represents a connection between people, the strengthening of economies and the creation of dignity - a legacy that spans generations.



Road EN 380, Mocimboa of Praia-Palma, Cabo Delgado, Mozambique

3 About us

Major milestones
Mission and Vision
Governance Model
What we do

Lisbon Metro, Estrela Station - Circular Line, Portugal

About us

Since it was founded in 1967, ZAGOPE - Construções e Engenharia, S.A. has been on a path of constant evolution. Over the years, we have established ourselves as a benchmark company in the execution of large-scale projects in the energy, infrastructure and industry sectors.

With multidisciplinary teams and an integrated model that covers all phases - from study and design to construction and maintenance - we work for public and private clients, always with a commitment to delivering quality, safety and sustainability.

We have consolidated our presence in Portugal and expanded into the international scene, developing engineering and construction projects in various countries.

More than erecting buildings, we contribute to the development of strategic projects that drive economic, social and environmental growth in the markets where we operate. Our work has a direct impact on the lives of millions of people, improving their access to essential infrastructure and promoting sustainable progress.



1. Odivelas Dam, Portugal
2. Lisbon Metro, Olaias station, Lisbon, Portugal
3. Lezirias Tunnel, Carregado, Portugal
4. Penalva Tunnel, Barreiro, Portugal
5. Madeira Island International Airport, Portugal
6. Solar Park PV Douro, Tarouca, Portugal
7. Cabo Delgado Road, Moçambique
8. WWTP Setúbal, Portugal
9. Funchal Freeway, Madeira Island, Portugal

Major milestones

For more than five decades, we have evolved alongside leading partners in the energy, infrastructure and industrial sectors.
In 2017, we strengthened our position through a renewed governance model that is more aligned with global challenges.

We currently have a consolidated presence in Europe and Africa, where our portfolio includes strategic projects for sustainable economic development. Each project reflects our commitment to creating shared value and improving the quality of life in the communities where we operate.

1967
Founded as "General Land and Maritime Public Works Company – Zagope S.A.R.L."

1969
We won our first project: the Odivelas Dam

1990s
Expansion in the Portuguese market through major infrastructure projects

2000
Growth in the road concessions sector

2002
Internationalisation becomes a priority for ZAGOPE

2005
Entrance in the African and Asian markets

2017
Strategic repositioning of the company

2019
Development of new markets in Africa

2020
Participation on new projects in Africa

2021
Resumption of major infrastructure projects in Portugal

2022
Entry into the mining segment

2023
Beginning of operations in renewables

2025
Growth in the railway segment in Portugal

Mission and Vision

Mission

Developing engineering projects and carrying out construction, assembly and installation services with excellence, acting with ethics, integrity and transparency and contributing to the sustainable progress of the communities where we operate.

Vision

Consolidating ZAGOPE as a leader and benchmark company in its segment, with a commitment to developing innovative and sustainable solutions with quality and safety.





Manuela Correia

Engineering Coordinator

Portugal

Zagope was the solid base where I grew up, learned, faced challenges and built a path that shaped not only my career, but also the person i am today."

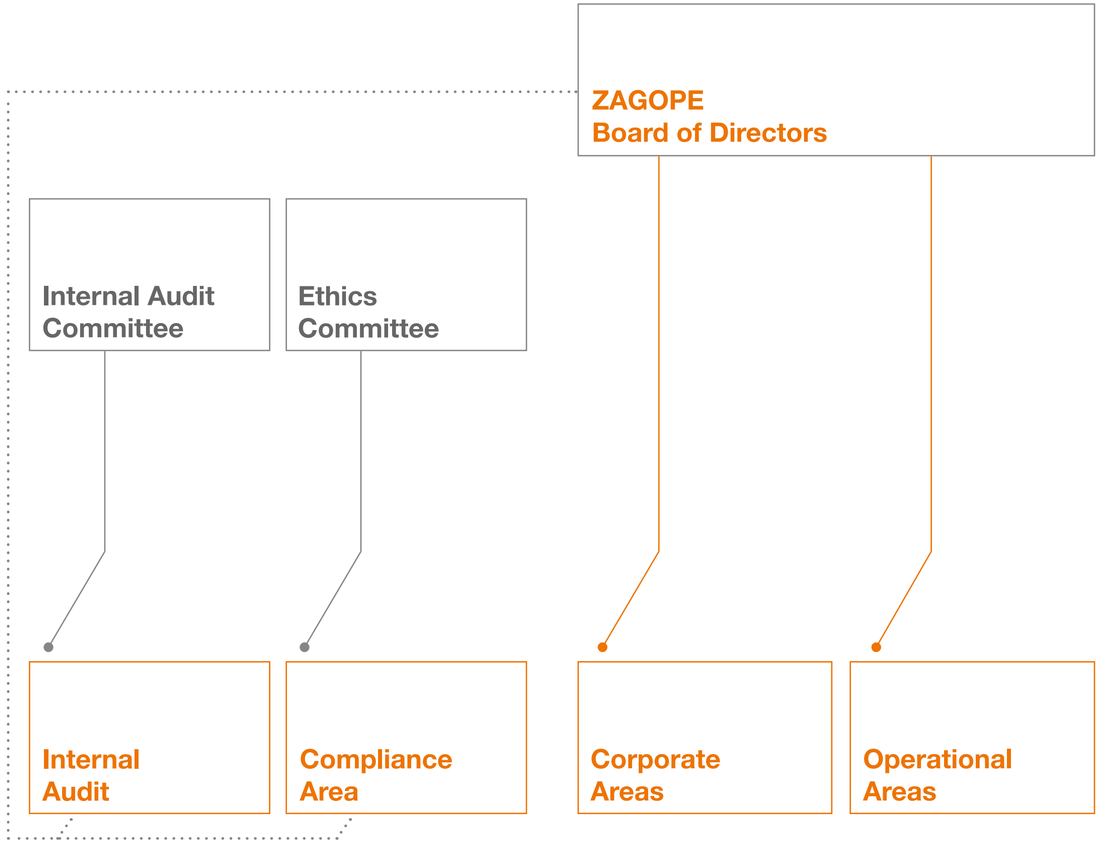
With almost 30 years of experience in the company, she started in 1996 as head of studies and proposals. Throughout her career, she has taken on challenges in Portugal and Angola, including international tenders and directing and coordinating the Lisbon Metro project works. She highlights the continuous learning, the contact with multidisciplinary teams and the atmosphere of respect, collaboration and knowledge sharing.
She also emphasizes the strong sense of belonging and the human relationships built at Zagope, which describes as a pillar of her professional and personal life.

Governance Model

Maintaining robust corporate governance is essential to our long-term sustainability, as it promotes transparency and ensures effective risk management.

Corporate Governance

Corporate Structure	Board of Directors, with sole responsibility for strategic decisions
	Independent Support Committees and composed of specialists to assist the Board in its decisions
	Commercial separation into Business Units with clearly defined objectives
Transparency	*Quarterly presentation of financial statements and backlog*
	Annual report on all business areas
Integrity	Structured and independent Compliance team reporting directly to the Ethics Committee
	ISO 37001 certification



What we do

Over the course of our 58-year history, we have completed more than 270 projects that have consolidated our presence in the domestic and international markets.

Our work focuses on design and construction projects, where the experience and high qualifications of our teams are decisive factors in ensuring excellence in every delivery.

We highlight high-impact initiatives that promote economic and social development, enhance mobility and boost renewable energy production, projects that together reflect our commitment to innovation and to creating solutions that contribute to a more sustainable future.

Airports

Lubango International Airport
Angola



Water and Waste

Planalto Beirão Landfill
Tondela Portugal



Dams

Álamos Dam
Évora Portugal



Buildings

Lisbon International Fair Pavillion
Portugal



Renewable Energy

Solar Park PV Acail
Ovar Portugal



Roads/ Tunnels

Oeste Freeway
Leiria Portugal



Industry

Thermoelectric plants
Angola



Metro

Lisbon Metro Ameixoeira Station
Portugal



Bridges/ Flyovers

Constantine Viaduct
Algeria



Ports

Luanda Container Terminal
Angola



4 Our commitment with Sustainability

Involve and co-build

Acting on what is material

Setting priorities

Transparent Reporting

Sustainable Development Goals

Our Path



Solar Park PV Douro, Tarouca, Portugal

4. Our commitment with Sustainability

In line with our mission and vision, we have defined a **strategy** focused on our current operating markets (Portugal and Mozambique), which integrate responsible practices, promotes sustainable growth, drives positive impact on society, and protects the environment, in line with our values and long-term goals.

Involve and co-build

To ensure the relevance and effectiveness of our strategy, we have integrated sustainability as a cross-cutting pillar in all areas and adopted a collaborative approach, actively involving ZAGOPE's different departments, represented in the **Sustainability Working Group (GTS)**.

Starting in 2024, the **GTS** brings together representatives from all areas of ZAGOPE who, over the last year, have participated in various training sessions and workshops.

Working collaboratively, we gathered key insights to understand the ESG impacts, risks, and opportunities associated with ZAGOPE and, from there, identified material topics and defined a sustainability management strategy.

This participatory process, in which the GTS was consulted to validate the results obtained at each stage, ensures the consistency of the choices made and reinforces our team's sense of ownership of the strategy.





Acting on what is material

To identify the most relevant material topics for ZAGOPE, we followed a four-stage process:

- We conducted a **benchmark analysis** of the construction sector to identify a list of topics with potential relevance for ZAGOPE
- We consulted our **internal stakeholders** to identify impacts, risks, and opportunities (IRO) for each potentially material topic
- We identified **material topics** based on the results obtained in workshops
- We consulted **external stakeholders** (business partners, suppliers, customers, banks, community), validating the identified IRO

1. Potentially Material Topics

Based on the assessment of internal information, national regulation and international benchmark.

2. Identify and Assess IROs

Engage internal stakeholders and specialists to identify and assess the IRO's related to each material topic.

3. Selecting material Topics

Evaluate the obtained results and validate the material topics with the governance structure to draft ZAGOPE's materiality matrix.

4. Stakeholder Engagement

Identify and engage the company's main stakeholders over the impacts, risks and opportunities (IRO) considered to be material.

Methodology used to identify ZAGOPE's material topics following the guidelines published by EFRAG (European Financial Reporting Advisory Group), under the Corporate Sustainability Reporting Directive (CSRD)



Quintanilha Bridge, Bragança, Portugal

Acting on what is material

This is a fundamental step to understand the main ESG topics that affect our company and upon which our operations and our value chain affect society and the environment.

The analysis performed resulted in the following **Double Materiality Matrix:**

Financial Materiality

- Climate Risk

Double Materiality

- Climate Change Mitigation
- Energy Transition
- Working Conditions – own workforce
- Operational workforce | Subcontracted
- Company Culture
- Stakeholder Engagement
- Energy Transition
- Compliance and Anticorruption

Non Material

- Local Biodiversity
- Air Polution

Impact Materiality

- Resource Consumption
- Waste
- Working Conditions – subcontracted workforce
- Local development

Material Topics	Impact, Risks, Oportunities (IRO)
Climate Risk	Opportunity
Climate Change Mitigation	Negative Impact, Opportunity
Energy Transition	Opportunity
Water Consumption	Negative Impact
Resource Consumption	Negative Impact
Waste	Negative Impact
Working Conditions – own workforce	Positive Impact, Negative Impact, Risk, Opportunity
Operational workforce	Risk
Working Conditions – Subcontracted	Positive Impact, Negative Impact, Risk, Opportunity
Subcontracted	Positive Impact, Risk
Local development	Positive Impact
Company Culture	Opportunity
Stakeholder Engagement	Opportunity, Positive Impact

Opportunity · Positive Impact · Negative Impact · Risk

Setting priorities

The involvement of senior leadership throughout the process was essential to broaden consultation across different markets and ensure that the topics reflect our long-term strategic vision.

Thus, the **commitments, goals, and actions** defined for each of the ESG (environmental, social, and governance) pillars reflect the complexity of our operations, integrating different perspectives and experiences.

The strategy, **approved in August 2025**, organizes our priorities into **three areas of action:**

We remain steadfast in our purpose: to transform engineering and construction challenges into quality assets that drive a more sustainable future.

Environment

- **Climate**
- **Energy Transition**
- **Resource Consumption**
- **Waste**



Social

- **Job Creation**
- **Training and Development**
- **Local Development**



Governance

- **Company Culture**
- **Compliance and Anticorruption**
- **Stakeholder Engagement**



Setting priorities

We have made clear commitments to each of the material topics identified in the double materiality analysis.

This ESG project provided an opportunity for positive discussion about the company's structure and values, a very important discussion that should be revisited over time as the company evolves, along with the projects and markets it is involved in.

Eixo	Tema material	Compromisso
Environment	Climate Change Mitigation	Reduce the carbon footprint (i) of the company and (ii) of projects
	Energy Transition	Increase equipment efficiency and reduce dependence on fossil fuels
	Climate Risk	Integrate climate risk into management
	Water Consumption	Increase efficiency in the use of water resources
	Resource Consumption	Incorporate sustainability into materials management
	Waste	Reduce waste production
Social	Working Conditions - Own Workforce	Ensure a safe and healthy work environment
	Operational Workforce	Promote training and talent retention
	Working Conditions – Subcontracted	Expand ethical principles in accordance with the Code of Ethics and Conduct
	Subcontracted Workforce	Promote training and safety for operational workers
	Local Development	Hire business partners who comply with the company's best practices and values
Governance	Compliance e AntiCorrupção	Positively influence business partners
	Company Culture	Ensure best management practices (ESG)
	Stakeholder Engagement	Promote stakeholder trust and admiration

Transparent Reporting

We have begun aligning ourselves with the **Corporate Sustainability Reporting Directive (CSRD)** so that we can report our sustainability performance annually in accordance with the **European Sustainability Reporting Standards (ESRS)**.

Although the Directive is not yet applicable to us, we have decided to move forward voluntarily because we believe that **sustainability should be a strategic commitment and not just a regulatory requirement**.

This step reflects our determination to ensure transparency and promote a culture of sustainability in all aspects of the company.

Sustainable Development Goals

Our sustainability strategy is aligned with the UN's 2030 Agenda, contributing positively and significantly to the achievement of the targets set out in the Sustainable Development Goals (SDGs).

With the implementation of the current strategy, we believe that our contribution is particularly relevant towards five priority SDGs: **7 – Affordable and clean energy, 8 – Decent work and economic growth, 10 – Reduced inequalities, 12 – Responsible consumption and production, and 13 – Climate action**.



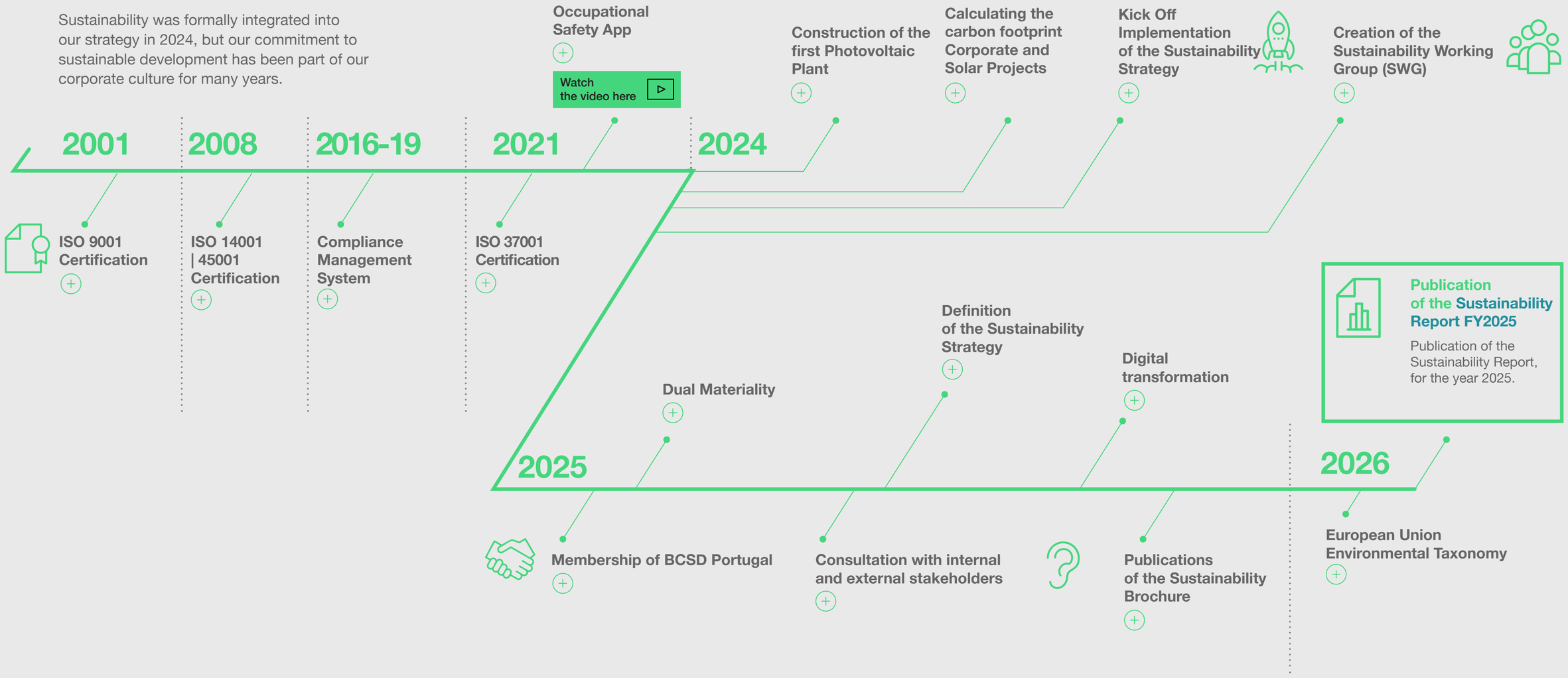
Álamos dam, Évora, Portugal

At ZAGOPE, we do more than build; we create synergy, trust, and collaboration.



Our Path

Sustainability was formally integrated into our strategy in 2024, but our commitment to sustainable development has been part of our corporate culture for many years.



Our Path

We invest **in the health and well-being of our employees**, promoting actions that encourage balance and quality of life.

In recent years, we have held several workshops with the Portuguese League Against Cancer, contributing to raising awareness and providing information to everyone.

In partnership with specialists, we promote workshops on fundamental health topics, such as malaria and the impact of climate change on vector-borne diseases (with the Institute of Hygiene and Tropical Medicine), cardiovascular health, mental health, stress, and burnout syndrome (with a psychology specialist).

At ZAGOPE, **safety is more than an obligation, it is a daily commitment**. Every month, we run campaigns dedicated to Occupational Safety and Health (OSH) at our construction sites, accompanied by infographics, specific training, and opportunities for debate.

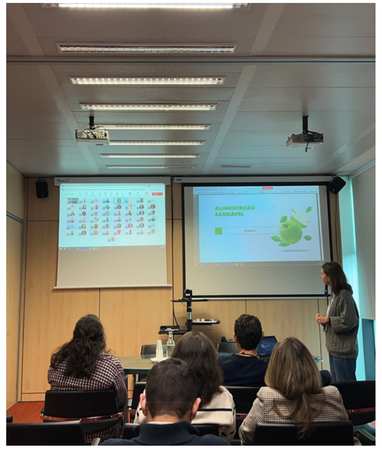
We also celebrate important dates, namely, in the last two years, we have celebrated World Day for Safety and Health at Work in partnership with the International Labour Organization (OIT).

Acknowledging the environmental impact of the construction sector, in addition to the measures implemented to address these impacts at our construction sites, we work to inspire our employees **to adopt sustainable practices** in their daily lives.

Principles of healthy eating and its importance in disease prevention
Human papillomavirus
Skin cancer
Lung cancer
Risks associated with smoking
Breast cancer
Prostate cancer

Our campaigns cover topics such as recycling, ESG and sustainable practices, carbon and water footprints, water efficiency and conservation, combating plastic pollution, efficient use of resources, and waste management.

Healthy Eating Principles



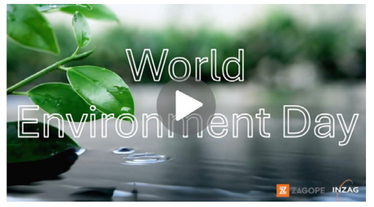
Breast Cancer



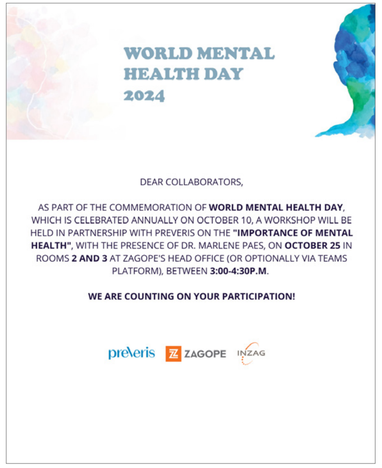
World Day for Safety and Health at Work



World Environment Day



World Mental Health Day



Portuguese National Sustainability Day



5 Our priorities

Environment

Social

Governance



Lezíria bridge, Carregado-Benavente, Portugal

Environment

At ZAGOPE, sustainability is a daily commitment. We place key **material topics** at the heart of our strategy.

- **Climate Change Mitigation and Energy Transition** - we focus our strategies on developing cleaner and more efficient solutions, moving towards a low-carbon economy.
- **Climate Risk Management** - we work to ensure resilience and adaptation in the face of present and future challenges.
- **Responsible Management of Natural Resources** - we promote the efficient use of water and implement practices that minimize waste production.

These material topics are fundamental pillars of our contribution to sustainable development and reflect ZAGOPE's commitment to environmental preservation and creating value for society.

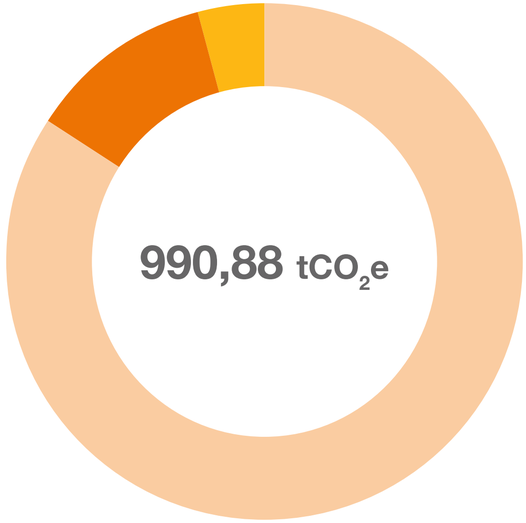
Carbon Footprint

We recognize climate change mitigation as one of the greatest challenges faced by the construction sector. Reducing our greenhouse gas (GHG) emissions is therefore a priority for us, our customers, and our partners.

We have been measuring our corporate carbon footprint since 2023 according to the GHG Protocol methodology. In addition to direct emissions (scope 1) and indirect emissions associated with purchased energy (scope 2), we also considered indirect emissions from the value chain (scope 3) in five categories: products and services, capital goods, other energy sources, business travel and employee travel.

Measuring is the first step on the road to transformation. We have thus embarked on a more informed journey, which we will continue with the annual measurement of our emissions, towards decarbonization.

In 2024, GHG emissions associated with our corporate carbon footprint totaled 991 tCO_2e.



Scope 3	84,2%	834,19 tCO_2e
Scope 1	11,8,2%	117,04 tCO_2e
Scope 2	4%	39,55 tCO_2e

With this initiative, we are reinforcing sustainability as a strategic pillar of growth and taking a proactive stance on energy transition, aware of the challenges facing the sector and the impact of our choices.

Project PV DOURO

The PV Douro project, covering an area of **148 ha** and with an installed capacity of **149 MWp**, located in the municipalities of Tarouca and Armamar, was the **pilot project selected to begin assessing the carbon footprint of our projects**.

Using the **PAS2080:2023** methodology, it was possible to quantify the project's emissions during the construction phase, which totaled 18,384 tCO2e. Product GHG emissions (A1-3) account for 80% of the total, followed by construction and installation emissions (A5), with 19%, and material transport (A5), accounting for 1%.

With this pilot, we identified the main GHG emission hotspots during the construction of renewable energy projects, as well as opportunities for improvement to be implemented in future projects.

Our goal is to extend GHG emissions accounting to future projects and, whenever possible, to present improvement proposals to customers, maintaining the quality of execution and minimizing the carbon footprint of projects.





Dockyards with self-generated electricity

At ZAGOPE, we want to respond to the climate challenges facing the construction sector. That is why we have developed a pilot project with the ambition of ensuring that our construction sites are powered 100% by renewable energy.

The first example of this commitment is being implemented in Portugal, at PV Cibele, through the installation of solar panels on container modules, connection to batteries to ensure energy during the night, and the creation of charging points for the electric and hybrid fleet.



Climate Risk

Climate change poses financial risks to our business and to the communities where we operate.

The increasing frequency of extreme weather events reinforces the urgency of integrating climate risk into the management of our business.

We are striving to integrate climate risk into our governance, strategic planning, and risk management. To this end, we are revisiting internal processes, strengthening our teams' skills, and developing action plans to address physical and transition risks.

Water Consumption

Water is an increasingly scarce and valuable resource. Due to high water consumption in some typologies of projects and its scarcity in contexts such as **Portugal and Mozambique**, monitoring consumption is essential to promote more efficient use.

By closely monitoring our consumption, we can prevent waste, implement good practices, and continuously improve.

By doing so, we reduce the environmental impact of our operations, optimize costs, and reinforce ZAGOPE's commitment to sustainability and responsible water resource management.

Circular Economy

Conscious that the construction sector consumes large amounts of natural resources and produces large quantities of waste, **since 2008, we have maintained our environmental management system certified by ISO 14001**.

Based on this standard, we act responsibly, identifying, assessing, and managing the environmental impacts of our activity, focusing on the efficient use of resources and waste reduction. Efficient use of resources and the transition to a circular economy are priorities for ZAGOPE.

In this regard, we have defined commitments and actions to:

- **Incorporate sustainability into materials management**, integrating environmental criteria into purchasing processes, namely through the creation of a Sustainable Procurement Policy.
- **Value and reduce the amount of waste generated** both at the corporate level and in projects, promoting the progressive reduction of the use of disposable materials (including single-use plastics) and improving the monitoring of construction and demolition waste (CDW) management on construction sites, with a view to increasing its recovery.



Power upgrade, Alqueva Dam, Portugal

Social

At ZAGOPE, we believe that decent work is the foundation of sustainability. We value the **working conditions** of our employees and subcontractors, ensuring safe, decent, and fair environments for everyone, regardless of their employment status.

Training and retaining talent are also central commitments for us. That is why we promote continuous training, respect for human rights, and equal opportunities.

Aware of the impact we hold on the communities where we operate, we are committed to **local development**, creating jobs, investing in social initiatives, and strengthening relationships with local partners, thereby boosting economic and social activity.

We recognize the construction sector as being characterized by a diverse workforce, where the mix of cultures and nationalities represents a unique opportunity for collective learning and growth.

To leverage this diversity to the fullest, we create conditions for each employee to develop their potential, from recruitment to the onboarding process on site.

At ZAGOPE, **we believe that valued people build a sustainable future**. That is why we support each employee in the **international mobility** process—from legalization and documentation to ensuring decent housing conditions, cultural adaptation, and family reunification, when necessary.

More than just relocation, we want each transition to be experienced with dignity, safety, and well-being, strengthening an **inclusive, diverse, and welcoming** environment where everyone feels integrated.

Circular Line Lisbon Metro

Lot 1

2 008

employees

38 nationalities

17 languages

Solar Parks

488

employees

56 expats

6 nationalities

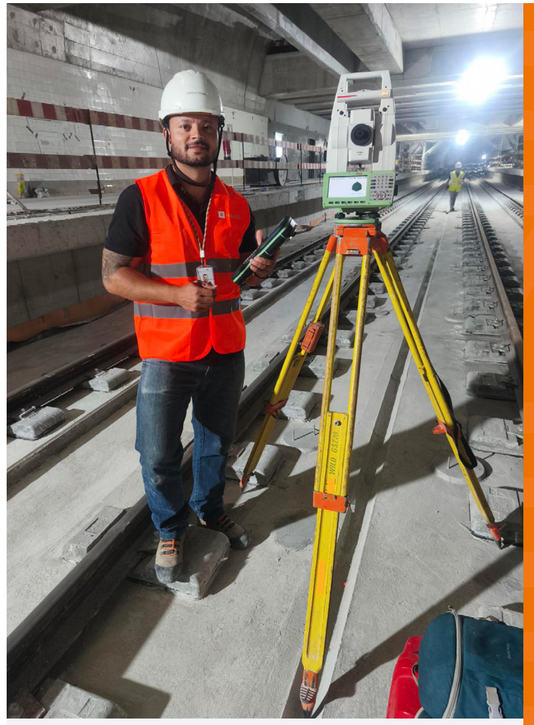
3 languages

Headquarters

8 nationalities

3 languages

Our employees are the main driver of our success. That is why we invest in career advancement opportunities and in promoting a culture of mutual support, where individual development goes hand in hand with collective growth.



Vandré Brasil

Surveyor

Project: Lisbon Metro Lot 4

Portugal

"Coming to Portugal through ZAGOPE was a challenging and enriching experience. In addition to the opportunity to get to know new cultures, I have worked with highly-skilled professionals, which has contributed to my personal and professional growth."

A Brazilian national with a degree in Civil Engineering, he began his career in Brazil in 2004 as a topographer at major metro projects. In 2022, he joined the works to extend the Lisbon Metro. He highlights ZAGOPE's support in his adjustment to Portugal, essential for his personal and professional growth.

Occupational Health and Safety

At ZAGOPE, **safety and health are non-negotiable** and our top priority. We protect all workers — both our own and subcontractors — through a solid culture focused on prevention and continuous improvement.

How we operate:
Structured programmes such as DDS (Daily Safety Dialogues), Safety Rounds, Gemba Walk and the Safety Star Motivational Programme strengthen our collective commitment to protecting everyone.

Digital transformation:
Safety App pto identify risks in real time and streamline inspections, enabling their mitigation through the definition of preventive actions and more effective team building;

Digital DDS to plan and record actions quickly and effectively;

Modern and targeted training through videos tailored to each project and activity.

The impact:
By combining a culture of prevention and digital innovation, **we increase agility, reduce accidents and reinforce the culture of safety in our operations**.



Lisbon Metro, Lot 4, Portugal

Local Development

We want to create positive changes in the communities where we operate. We are developing a structured approach to community action, based on a Social Responsibility Policy that defines priorities, goals, and indicators to ensure relevant, measurable projects that are aligned with local needs.

Moçambique Red Cross (CVM)

ZAGOPE joined forces with CMV in a humanitarian aid campaign for communities affected by flooding in the community of Boane, **delivering 12 000 liters of water.**



We have once again joined forces with CVM to support families in extreme social need, ensuring a more dignified Christmas by **delivering food and clothing.**



Project Alice

We participated in a charity afternoon at Lar do Zimpeto, in Maputo. In response to the priority needs identified by the institution, **we contributed with hygiene kits and mats for rest and thermal insulation**, providing greater comfort and well--being to the residents.





Christmas Angels

Since 2021, we have participated in the Salvation Army's Solidarity Campaign, contributing to the **distribution of clothing and toys** to children up to 13 years of age.





Governance

Our governance is based on integrity, transparency, and accountability. We apply **compliance and anti-corruption** practices that ensure ethical conduct and compliance with applicable rules and regulations. At the same time, we seek to positively influence our business partners by promoting relationships based on solid values and responsible practices.

We are committed to a solid **corporate culture**, combined with a commitment to integrating best ESG practices across all departments, reinforcing long-term value creation.

Finally, we value the **engagement of our stakeholders** as essential to promoting trust and admiration, consolidating our reputation as an ethical, transparent, and sustainable development-oriented company.

Governance for Sustainability

Our governance model is crucial for integrating environmental, social, and economic principles into our strategic decisions.

ZAGOPE's governance model for sustainability is based on three main functions **Supervision**, **Execution**, and **Monitoring**, and aims to create a participatory culture that cuts across the entire organization.

To make this vision a reality, we will train **Sustainability Agents**, representatives from each department or unit, who will foster dialogue and translate the strategy into concrete actions daily.

The Sustainability Working Group (GTS) is responsible for monitoring the results achieved and identifying new opportunities for action.

Our senior leadership endorses GTS's initiatives, ensuring transparent, collaborative governance, aligned with our values.

On site Consultation

In 2025, during the consultation process to identify material topics and build our sustainability strategy, we listened to employees on site as internal stakeholders. This initiative was implemented in the projects and markets where we operate, ensuring that the strategic vision incorporates the experience of those who live the reality of the construction site daily.

This process allowed us to directly consult our employees about their needs, expectations, and suggestions for improvement, with the aim of integrating these contributions into our sustainability strategy

A strong organization is built on dialogue and actively valuing people, a vision that cuts across all our operations.

Lisbon Metro. Lot 4, Portugal



Governance



Alexandre Cá

Foreman

Project: Solar Parks - OASIS

Portugal

"ZAGOPE has had a huge impact on my life and that of my family. It enabled me to fulfill my responsibilities with dignity, and I owe everything I have achieved in Portugal to this company. The work environment is fantastic and always cheerful."

He joined ZAGOPE in 2002 as a team leader in the Lisbon Metro; in 2004 he became a 2nd category foreman in earthworks (Eixo Norte-Sul). Since then, he has worked in underground project works, metro tunnels, dams and civil construction; he is currently working on solar parks

Certifications

Certification according to international reference standards represents added value and a clear competitive advantage for us. In such a demanding sector as construction, trust, quality, and compliance are crucial, and certifications reinforce our commitment and credibility with customers, partners, and regulatory bodies.

Certifications also provide an essential tool for continuous improvement, enabling us to ensure high levels of performance, minimize risks, and respond effectively to the challenges of the different markets in which we operate.

We currently hold four ISO certifications covering all our markets. These certifications guarantee consistent performance in line with the highest international standards of quality, safety, sustainability, and ethics. With this approach, we reinforce our commitment to operational excellence and the creation of sustainable value, wherever we operate.

ISO 9001 ISO 14001 ISO 45001 ISO 37001

6 Looking ahead to 2026



Lubango Road, Angola

Looking ahead to 2026

At ZAGOPE, we see sustainability as a key part of our business strategy. That's why we're committed to annual reporting on sustainability and ESG matters. In 2025, we adopted our 2030 Sustainability Strategy, which sets out specific priorities and goals for managing our environmental and social impacts.

In 2026, we will publish our **Integrated Report,** bringing together financial and sustainability information, presenting indicators that highlight positive and negative impacts, risks, and opportunities associated with ESG topics, as well as how we manage them.

This process will enable us to provide clear and comparable data to investors, customers, business partners, and other stakeholders, documenting our performance and enhancing transparency in the management of risks and opportunities.



Quintanilha Bridge, Bragança, Portugal

Building with commitment.

Our journey towards Sustainability.

ZAGOPE

Coordination and Development
Quality, Safety, Environment and Sustainability Coordination

Consultancy
Systemicsphere, Lda

Graphic Design
Flúor Studio Design Advisors

Pictures
ZAGOPE - Construções e Engenharia, SA