



MOTA-ENGIL

SAFETY, HEALTH, ENVIRONMENT AND QUALITY POLICY (SHEQ)

Group Mota-Engil





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GROUP MOTA-ENGIL

Date: 21.11.2023 | Rev 00

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This Policy **aims to promote the integration of Mota-Engil's Management System**, based on the following premises:

- Alignment with Mota-Engil's Strategic Plan;
- Action within the scope of Sustainability;
- Applicable to all business units, markets, companies, projects and contracts;
- Integration of health and safety, environment and quality management systems (SHEQ);
- Efficiency of the organization.

Each of the Safety, Health, Environment and Quality (SHEQ) areas has a dedicated **charter of commitments**, which aims to translate Mota-Engil's strategy into clear guidelines.

Each of the **guidelines should be implemented directly** or, **if they need to be specified, Procedures/Instructions should be developed** for their implementation.

Mechanisms should be created **to link the Variable Remuneration of Management and Employees**, in the event of non-compliance with the provisions of this SHEQ Policy.

The **definitions in this Policy** can be found in the *IT MEans (link)* and are represented in italics.

1. QUALITY COMMITMENT

- a. Ensure **COMMITMENT TO CLIENT SATISFACTION**, based on a good relationship and on **EXCELLENT QUALITY OF PRODUCTS AND SERVICES**;
- b. Ensure that **TOP MANAGEMENT, PROCESS OWNERS AND ALL MANAGEMENT POSITIONS LEAD BY EXAMPLE**, through active participation in the definition and implementation of actions, thus promoting a SHEQ culture based on Good Practices and Continuous Improvement;
- c. **COMMUNICATE THE POLICIES AND OTHER DOCUMENTS CONSIDERED STRATEGIC FOR THE MOTA-ENGIL GROUP**, internally to all employees and externally to the supply chain and other external stakeholders, through efficient means of communication;
- d. Strengthen awareness and implement the "**GOLDEN RULES**", which aim to guarantee the **MINIMUM QUALITY CONDITIONS** for all workers and the supply chain;
- e. **IMPLEMENT SHEQ COMMITTEES AT THE VARIOUS LEVELS OF THE ORGANIZATION**, namely corporate, company/market and project/contract, led by the top management of the respective level and recorded in the minutes, with the aim of 1) increasing the efficiency of the SHEQ Process, 2) ensuring the consultation, participation and involvement of all employees and 3) promoting the improvement of **QUALITY MANAGEMENT**;
- f. **IMPLEMENT AND UNIFY THE INTEGRATED MANAGEMENT SYSTEM**, in all the Group's business units, based on recognized and certifiable international standard requirements, adjusting it to the local context and requirements, namely legal, contractual or regulatory;
- g. Identify, communicate and guarantee **COMPLIANCE WITH ALL STAKEHOLDER REQUIREMENTS** (internal and external), applicable to the operations of the business units and respective companies of the Mota-Engil Group, with a special focus on Legal and Contractual requirements;
- h. **THE MOTA-ENGIL GROUP'S INTEGRATED MANAGEMENT SYSTEM MUST BE STRUCTURED BY SUPPORT AND OPERATIONAL PROCESSES**, with the definition of the respective *PROCESS OWNERS* both at the level of the Mota-Engil Group and at the level of the respective companies;
- i. Defining and communicating **OBJECTIVES, GOALS AND PROACTIVE INDICATORS**, focused on **PRODUCT QUALITY AND THE MANAGEMENT SYSTEM**, aligned with the Group's Strategic Plan and respective priorities, communicating them to employees and the supply chain and **ENSURING THEIR MONITORING AND DISCUSSION** at Management and Operations meetings of the companies/markets, with the promotion of continuous improvement actions;
- j. The **QUALITY AREA (SHEQ) MUST REPORT DIRECTLY TO TOP MANAGEMENT**, at the different levels of the Organization, motivated by the importance of the areas and/or activities it manages and the need for impartiality and independence in reporting;

- k. **PROMOTE IMPROVEMENT OF PROCESSES**, based on reporting, self-assessment, inspections, good practices, benchmarking, innovation and adoption of technology and lessons learned, ensuring that the system is not based solely on Contractual requirements;
- l. **DIFFUSE ORGANIZATIONAL KNOWLEDGE** through digital communication platforms;
- m. Promote the **DIFFUSION OF ORGANIZATIONAL AND TECHNICAL KNOWLEDGE** at all levels of the company, through **ORGANIZED TRAINING PLANNING AND AWARENESS-RAISING CAMPAIGNS IN THE VARIOUS SCOPES OF THE PROCESSES**, in order to guarantee an increase in skills, knowledge and awareness for the correct performance of the functions of the employees of the Mota-Engil Group, its companies and respective supply chain;
- n. Implement the **TOOL BOX TALK, DAILY BEFORE WORK STARTS**, given by the Manager or work front foreman, in all operations, with the aim of highlighting the risks of the day's activities/tasks associated with technical/operational issues and SHEQ concerns;
- o. Ensure that management and operations are based on a **RISK AND OPPORTUNITY EVALUATION** methodology in 1) the Group's strategic processes, 2) all the Group's business units and respective companies and 3) projects/contracts, with the aim of **DEFINING PREVENTION AND MITIGATION ACTIONS, MEASURING THE RESPECTIVE IMPACT** and contributing to continuous improvement;
- p. Clearly defining the **RESPONSIBILITIES AND COMPETENCES OF EACH FUNCTION IN THE RESPECTIVE PROCESSES** through the job description and promoting the respective **RESPONSIBILITY AND VALUE**;
- q. Implement and communicate the **MOTA-ENGIL GROUP QUALITY MANAGEMENT PLAN** duly adjusted to the context of each Business Unit, **IN ALL PROJECTS AND CONTRACTS**;
- r. **PLANNING AND OPTIMIZING RESOURCES** (products, equipment and services) that meet high quality criteria;
- s. Defining **METHODOLOGIES INTEGRATED WITH THE PROCESSES** considered strategic for the Group, by means of **PLANS, OPERATIONAL PROCEDURES, INSTRUCTIONS AND INSPECTION PLANS AND/OR TESTS** adaptable to the specificities of the business units, markets, projects and contracts, which are fundamental to guaranteeing compliance with Mota-Engil's internal and external requirements, as well as optimizing the respective efficiency of the activities and the final quality of the Products/Services. These documents must be **COMMUNICATED TO MOTA-ENGIL EMPLOYEES AND THE SUPPLY CHAIN**;
- t. **SELECT AND EVALUATE SUPPLIERS AND SUBCONTRACTORS**, ensuring that they 1) analyze their risks and opportunities, 2) implement treatment actions (mitigation and prevention) and 3) Promote and implement operation control systems, inspections and compliance assessment;

- u. **CONTROL DESIGN INPUTS AND OUTPUTS**, ensuring 1) assessment of input requirements, 2) control of revisions, 3) approvals and 4) accuracy and adequacy of data and information, 5) verification of design results ensuring compliance with specifications and client expectations and 6) documented information;
- v. Ensure that the results obtained are viable and that the equipment used to obtain them is properly controlled through **MONITORING AND MEASURING PROCEDURES**;
- w. Ensure the **RECORDING AND TREATMENT OF THE CAUSES OF ALL NON-CONFORMITIES, IMPROVEMENT OPPORTUNITIES AND OBSERVATIONS** detected in the various Processes that make up the Management system (internally and externally);
- x. Ensuring **CERTIFICATION OF THE INTEGRATED MANAGEMENT SYSTEM** through validation by an internationally recognized external entity;
- y. Implement an **INTEGRATED INTERNAL AUDIT PROGRAMME** (SHEQ due diligence) at the various levels of the Organization, namely Corporate, Markets/Companies and Projects/Contracts and Supply Chain, also considering mergers and acquisitions, in order to promote verification of the implementation of Policies, Procedures and Instructions and continuous improvement;
- z. Create a **POOL/TEAM OF INTERNAL AUDITORS** representing the various business units and geographies in order to promote the sharing of knowledge between auditors and auditees and increase the efficiency of the Group's integrated system;
- aa. **PLAN THE CHANGE**, assess the respective risks and opportunities, ensure that it is aligned with the Group's strategy and objectives and keep the information documented;
- bb. **PRESERVING, CENTRALIZING AND HIGHERING THE QUALITY OF** documented **INFORMATION** and its reporting in all processes;
- cc. **PROMOTE THE COMPLETE DIGITALIZATION OF PROCESSES** to increase efficiency and agility in management and support decision-making, with special attention to ESG aspects;
- dd. Ensure that the **INFORMATION REPORTING IS RIGOROUS, TRACEABLE AND VALIDATED BY THE MANAGEMENT** of the business units, companies, contracts/projects, internal or external entities and complies with legal, contractual, internal requirements, ESG ratings and other applicable good practices.

2. SAFETY, HEALTH AND WELL-BEING COMMITMENTS

- a. The **MOTA-ENGIL GROUP'S INTEGRATED MANAGEMENT SYSTEM**, in the areas of **SAFETY, HEALTH AND WELL-BEING**, in addition to complying with internationally recognized and certifiable **STANDARD REQUIREMENTS**, voluntary programs and/or collective agreements on OHS (occupational health and safety), it must also include **MOTA-ENGIL'S LEGAL REQUIREMENTS, CONTRACTUAL REQUIREMENTS AND MINIMUM REQUIREMENTS**, with the aim of reducing and preventing occupational illnesses (physical and mental) and promoting the well-being of all workers;
- b. Promote the **INVOLVEMENT OF STAKEHOLDERS IN THE SCOPE OF SAFETY, HEALTH AND WELL-BEING**, in a transparent manner and in line with internationally recognized benchmarks;
- c. Ensuring that **TOP MANAGEMENT, PROCESS OWNERS AND ALL MANAGEMENT POSITIONS LEAD BY EXAMPLE**, thus promoting a **SAFETY CULTURE**;
- d. Raising awareness of the importance of the "**GOLDEN RULES**", which aim to guarantee the **MINIMUM SAFETY, HEALTH AND WELL-BEING CONDITIONS** for all Mota-Engil employees, the supply chain and those under its control;
- e. The area of **SAFETY, HEALTH AND WELL-BEING (SHEQ) MUST REPORT DIRECTLY TO TOP MANAGEMENT**, at the different levels of the Organization, guaranteeing its neutrality and independence motivated by the importance of the areas it manages;
- f. Defining and communicating **OBJECTIVES, GOALS AND PROACTIVE INDICATORS** focused on **SAFETY, HEALTH AND WELL-BEING**, in line with the Group's Strategic Plan and respective priorities, with a special **FOCUS ON ZERO ACCIDENTS AND THE PHYSICAL AND PSYCHOLOGICAL WELL-BEING OF EMPLOYEES**, communicating them to workers and the supply chain and **ENSURING THEIR MONITORING AND DISCUSSION** at Company/Market Management and Operations meetings, with the promotion of continuous improvement actions;
- g. **IMPLEMENT SHEQ COMMITTEES AT THE VARIOUS LEVELS OF THE ORGANIZATION**, namely corporate, company/market and project/contract, led by the top management of the respective level, and recorded in the minutes with the aim of 1) increasing the efficiency of the SHEQ Process, 2) ensuring the consultation, participation and involvement of all workers and 3) promoting the improvement of **SAFETY, HEALTH AND WELL-BEING MANAGEMENT**;
- h. Implement **SAFETY MOMENTS** in all duly recorded meetings (e.g. minutes), namely: 1) Executive Committee of the Holding and Sub-holdings, 3) SHEQ Committees, 4) Management/Market Operations/Project Meetings, 5) Meetings with people from outside the Organization and 6) Daily operation front meetings (Tool Box Meetings).
- i. Define **METHODOLOGIES INTEGRATED WITH THE PROCESSES** considered strategic for the Group, by means of **PLANS, OPERATIONAL PROCEDURES, INSTRUCTIONS, AND INSPECTION PLANS**

adaptable to the specificities of the business units, markets, projects and contracts, which are fundamental to guaranteeing compliance with Mota-Engil's internal and external requirements, as well as optimizing the respective efficiency of the activities and **WORKERS' SAFETY, HEALTH AND WELL-BEING**. These documents must be **COMMUNICATED TO MOTA-ENGIL EMPLOYEES AND THE SUPPLY CHAIN**;

- j. **PROMOTE THE IMPROVEMENT OF THE SAFETY, HEALTH AND WELL-BEING MANAGEMENT SYSTEM** based on reporting, self-assessment, inspections, good practices, benchmarking, innovation and the adoption of technology and lessons learned, ensuring that the system is not based solely on Contractual requirements;
- k. **UNIFY THE BASIC CONCEPTS, TOOLS, GUIDELINES, METHODOLOGIES AND REPORTING ASSOCIATED WITH SAFETY, HEALTH AND WELL-BEING** in all the Group's business units, taking into account the legal, cultural and social specificities of each geography;
- l. Promote the existence of **SOCIAL IMPACT STUDIES** in projects/contracts in order to identify environmental aspects and their respective impacts so as to define mitigation actions;
- m. Standardize **METHODOLOGIES FOR HAZARD EVALUATION AND RISK AND OPPORTUNITY EVALUATION IN THE FIELD OF SAFETY, HEALTH AND WELFARE** in all the Group's business units and their respective companies with the aim of **DEFINING MITIGATION AND PREVENTION ACTIONS** aimed at eliminating hazards and reducing risks and **MEASURING THE RESPECTIVE IMPACT**;
- n. Promote at all levels of the Organization an **ORGANIZED PLANNING OF TRAINING AND AWARENESS CAMPAIGNS IN THE FIELD OF SAFETY, HEALTH AND WELL-BEING**, in order to guarantee an increase in skills, a reduction in incidents, knowledge and awareness for the correct performance of the workers of the Mota-Engil Group, its companies and respective supply chain;
- o. Implement mechanisms to **RECOGNIZE SAFE AND HEALTHY CONDUCT, GOOD PERFORMANCE AND COMMITMENT** to the rules established and to ensure **RESPONSIBILITY IN THE EVENT OF NON-COMPLIANCE** with them;
- p. Implement the **MOTA-ENGIL GROUP SAFETY, HEALTH AND WELL-BEING MANAGEMENT PLAN** duly adjusted to the context of each Business Unit, in **ALL PROJECTS AND CONTRACTS**;
- q. **DEFINE OPERATIONAL CONTROLS FOR SAFETY AND HEALTH**, namely procedures, instructions, plans, inspections and audits, and **ENSURE COMMUNICATION, TRAINING AND AWARENESS FOR ALL EMPLOYEES**, and the supply chain;
- r. Ensure that **ALL EMPLOYEES** (internal and external) are equipped with **INDIVIDUAL AND COLLECTIVE PROTECTION EQUIPMENT** in order to mitigate the respective risks of the activity;
- s. Implementing the **MOTA-ENGIL GROUP'S INCIDENT AND EMERGENCY PROCEDURE**, with regard to support, communication, investigation, analysis, definition of measures and reporting;

- t. For **SERIOUS SAFETY, HEALTH AND WELL-BEING INCIDENTS, PROCEED AN INVESTIGATION BASED ON AN INDEPENDENT MULTIDISCIPLINARY INVESTIGATION TEAM**, with the participation of the relevant processes and the **INVOLVEMENT OF TOP MANAGEMENT**, in order to identify the causes, those responsible and preventive and treatment actions;
- u. Promote the **IDENTIFICATION OF NEAR MISSES AND RESPECTIVE RESEARCH, ANALYSIS AND IDENTIFICATION OF MEASURES**, in the scope of Safety, Health and Well-being, as a proactive prevention tool;
- v. Ensure that the **TOP MANAGEMENT OF THE VARIOUS BUSINESS UNITS AND THEIR COMPANIES REPORT AND ARE RESPONSIBLE FOR INFORMATION RELATING TO SAFETY, HEALTH AND WELL-BEING**, with a special focus on **ACCIDENTS THAT HAVE OCCURRED**, aiming for a uniform, timely, rigorous, transparent and accountable flow of information;
- w. Strengthening **ACTIONS IN THE FIELD OF PHYSICAL, MENTAL AND SOCIAL HEALTH**, with a view to reducing and preventing occupational illnesses (physical and mental) and promoting the well-being of all workers and communities adjacent to the Projects/Contracts;
- x. Ensuring the standardization and implementation of **ADMISSION, PERIODIC, OCCASIONAL AND DISMISSAL MEDICAL EXAMINATIONS** with the aim of guaranteeing that the employee is fit to carry out the activities, based on the respective risks associated with each business area, even if the law does not require it, thus promoting the consequent monitoring of their health (physical and mental);
- y. Promote employee **HEALTH SUPPORT SERVICES** (physical and mental), promoting their well-being;
- z. Ensure that the **SAFETY, HEALTH, AND WELL-BEING INFORMATION REPORT IS ACCURATE, TRACEABLE AND VALIDATED BY THE MANAGEMENT** of the business units, companies, contracts/projects, internal or external entities and complies with legal, contractual, internal requirements, ESG ratings and other applicable good practices.

3. ENVIRONMENTAL COMMITMENTS

- a. The **MOTA-ENGIL GROUP'S INTEGRATED MANAGEMENT SYSTEM**, in terms of the **ENVIRONMENT**, must not only comply with internationally recognized and certifiable **STANDARD REQUIREMENTS**, but must also include **LEGAL, CONTRACTUAL REQUIREMENTS, AND MOTA-ENGIL'S MINIMUM REQUIREMENTS**, with a view to reducing and preventing environmental accidents;
- b. Promote the **INVOLVEMENT OF STAKEHOLDERS** (internal and external) on **ENVIRONMENTAL** issues related to operations, building management, products and services, suppliers, service providers, subcontractors, distribution and logistics, waste management partners, commercial and other relevant parties, in a transparent manner and in line with internationally recognized benchmarks;
- c. Implementing the **"GOLDEN RULES"** across the board, which aim to guarantee minimum **ENVIRONMENTAL** conditions for all workers and the supply chain;
- d. The **ENVIRONMENT AREA (SHEQ) MUST REPORT DIRECTLY TO TOP MANAGEMENT**, at the different levels of the Organization, guaranteeing its neutrality and independence motivated by the importance of the areas it manages;
- e. Defining and communicating **PROACTIVE OBJECTIVES, TARGETS AND INDICATORS**, focused on the **ENVIRONMENT**, aligned with the Group's Strategic Plan and respective priorities with a special **FOCUS ON PROTECTING THE PLANET**, communicating them to employees and the supply chain and **GUARANTEEING THEIR MONITORING AND DISCUSSION**, in Management and Operation meetings of the companies/markets with the promotion of continuous improvement actions;
- f. Promote the existence of **ENVIRONMENTAL IMPACT STUDIES** in projects/contracts in order to identify environmental aspects and their respective impacts so as to define mitigation actions;
- g. Standardize **METHODOLOGIES FOR THE EVALUATION AND MONITORING OF IMPACTS AND EVALUATION OF RISKS AND OPPORTUNITIES IN THE ENVIRONMENTAL SCOPE**, in all the Group's business units and respective companies with the aim of **DEFINING MITIGATION AND PREVENTION ACTIONS, MEASURING THE RESPECTIVE IMPACT** and contributing to continuous improvement;
- h. **IMPLEMENT SHEQ COMMITTEES AT THE VARIOUS LEVELS OF THE ORGANIZATION**, namely corporate, company/market and project/contract, led by the top management of the respective level, and recorded in the minutes with the aim of 1) increasing the efficiency of the SHEQ Process, 2) ensuring the consultation, participation and involvement of all employees and 3) promoting the improvement of **ENVIRONMENT MANAGEMENT**;
- i. **UNIFY THE BASIC CONCEPTS, TOOLS, GUIDELINES, METHODOLOGIES AND REPORTING ASSOCIATED WITH THE ENVIRONMENT** in all the Group's business units, taking into account the legal, cultural and social specificities of each geography;

- j. Promote at all levels of the Organization an **ORGANIZED PLANNING OF TRAINING AND ENVIRONMENTAL AWARENESS CAMPAIGNS**, in order to guarantee an increase in skills, knowledge and awareness for the correct performance of the employees of the Mota-Engil Group, its companies and respective supply chain;
- k. To develop **SKILLS THAT AIM TO REDUCE ENVIRONMENTAL INCIDENTS AND PROMOTE THE PROTECTION OF THE PLANET**;
- l. Implement mechanisms for **RECOGNITION OF ENVIRONMENTALLY SUSTAINABLE CONDUCT, GOOD PERFORMANCE AND COMMITMENT** to the rules laid down and **RESPONSIBILITY IN THE EVENT OF NON-COMPLIANCE**;
- m. Implement the **MOTA-ENGIL GROUP ENVIRONMENT MANAGEMENT PLAN** duly adjusted to the context of each Business Unit, **IN ALL PROJECTS AND CONTRACTS**
- n. **DEFINE AND PLAN RESOURCES**, namely equipment, products and services, taking into account the impacts they cause during their life cycle;
- o. Define **METHODOLOGIES INTEGRATED WITH THE PROCESSES** considered strategic for the Group, by means of **PLANS, OPERATIONAL PROCEDURES, INSTRUCTIONS, AND INSPECTION PLANS**, adaptable to the specificities of the business units, markets, projects and contracts, fundamental to guaranteeing compliance with Mota-Engil's internal and external requirements, as well as optimizing the respective efficiency of the activities and **PROTECTION OF THE PLANET**. These documents must be **COMMUNICATED TO MOTA-ENGIL EMPLOYEES AND THE SUPPLY CHAIN**;
- p. **PROMOTE ENVIRONMENTAL PRACTICES THROUGHOUT THE SUPPLY CHAIN** and ensure that it acts in compliance with internal (Mota-Engil) requirements and all other applicable requirements;
- q. **MINIMIZE WASTE GENERATION AND PROMOTE REUSE PRACTICES** in operations, promoting circularity;
- r. Implement the **MOTA-ENGIL GROUP ENVIRONMENTAL INCIDENTS AND EMERGENCIES** Procedure, with regard to the means of support, communication, investigation, analysis, definition of measures and reporting;
- s. For **SERIOUS ENVIRONMENTAL INCIDENTS, CARRY OUT AN INVESTIGATION BASED ON AN INDEPENDENT MULTIDISCIPLINARY INVESTIGATION TEAM**, with the participation of the processes involved and the **INVOLVEMENT OF TOP MANAGEMENT**, in order to identify the causes, those responsible and the prevention and treatment actions;
- t. Ensure that the **REPORTING OF ENVIRONMENTAL INFORMATION**, with special attention to the reporting of **GREENHOUSE GAS EMISSIONS, IS ACCURATE, TRACEABLE AND VALIDATED BY THE MANAGEMENT** of the business units, companies, contracts/projects, internal or external entities and

are in accordance with applicable legal, contractual, internal requirements, ESG ratings and other good practices;

i. Commitment to climate change

- a. Promote the **INVOLVEMENT OF STAKEHOLDERS IN THE SCOPE OF CLIMATE CHANGE** in a transparent manner and in line with internationally recognized benchmarks;
- b. Assess the **RISKS ASSOCIATED WITH CLIMATE CHANGE** and implement measures to mitigate and adapt to climate change, in line with dedicated benchmarks;
- c. Promote **ENERGY EFFICIENCY AND THE TRANSITION FROM CONSUMPTION OF ENERGY** derived from fossil sources to consumption of energy derived from renewable sources;
- d. Encouraging the reduction of the carbon footprint of operations throughout the value chain by **MITIGATING, COMPENSATING OR EXCLUDING ACTIVITIES AND PROJECTS WITH A HIGHER CARBON INTENSITY OR A HIGHER CLIMATE RISK;**
- e. Promoting the **CONSUMPTION AND/OR ACQUISITION OF MATERIALS WITH LOWER INTENSITY OF GREENHOUSE GAS EMISSIONS;**
- f. Promote **ACTIONS TO REDUCE AND/OR COMPENSATE GREENHOUSE GAS EMISSIONS;**
- g. Improve the Group's processes based on **STRATEGIC OBJECTIVES AIMED AT REDUCING GREENHOUSE GAS EMISSIONS.**

ii. Commitment to Biodiversity

- a. Comply with **NATIONAL AND LOCAL LEGAL REQUIREMENTS** to **PROTECT BIODIVERSITY;**
- b. Promote the **INVOLVEMENT OF STAKEHOLDERS**, within the **BIODIVERSITY SCOPE**, in a transparent manner and in line with internationally recognized benchmarks;
- c. **MAKE ALL EMPLOYEES AWARE OF THE CHALLENGE OF PRESERVING BIODIVERSITY AND ECOSYSTEMS** in all projects/contracts, namely: conservation of endangered species, preservation of natural habitats;
- d. Strengthen initiatives to **PROACTIVELY PRESERVE ECOSYSTEMS AND CONTRIBUTE TO THE PROTECTION OF BIODIVERSITY** in the long term;
- e. **DEVELOP OPERATIONS AND INVOLVE THE RESPECTIVE SUPPLY CHAIN** to promote sustainable forest management and nature conservation;
- f. Strengthen measures to **PREVENT AND MITIGATE IMPACTS ON BIODIVERSITY**, in projects/contracts that impact protected areas or those with a high biodiversity value.