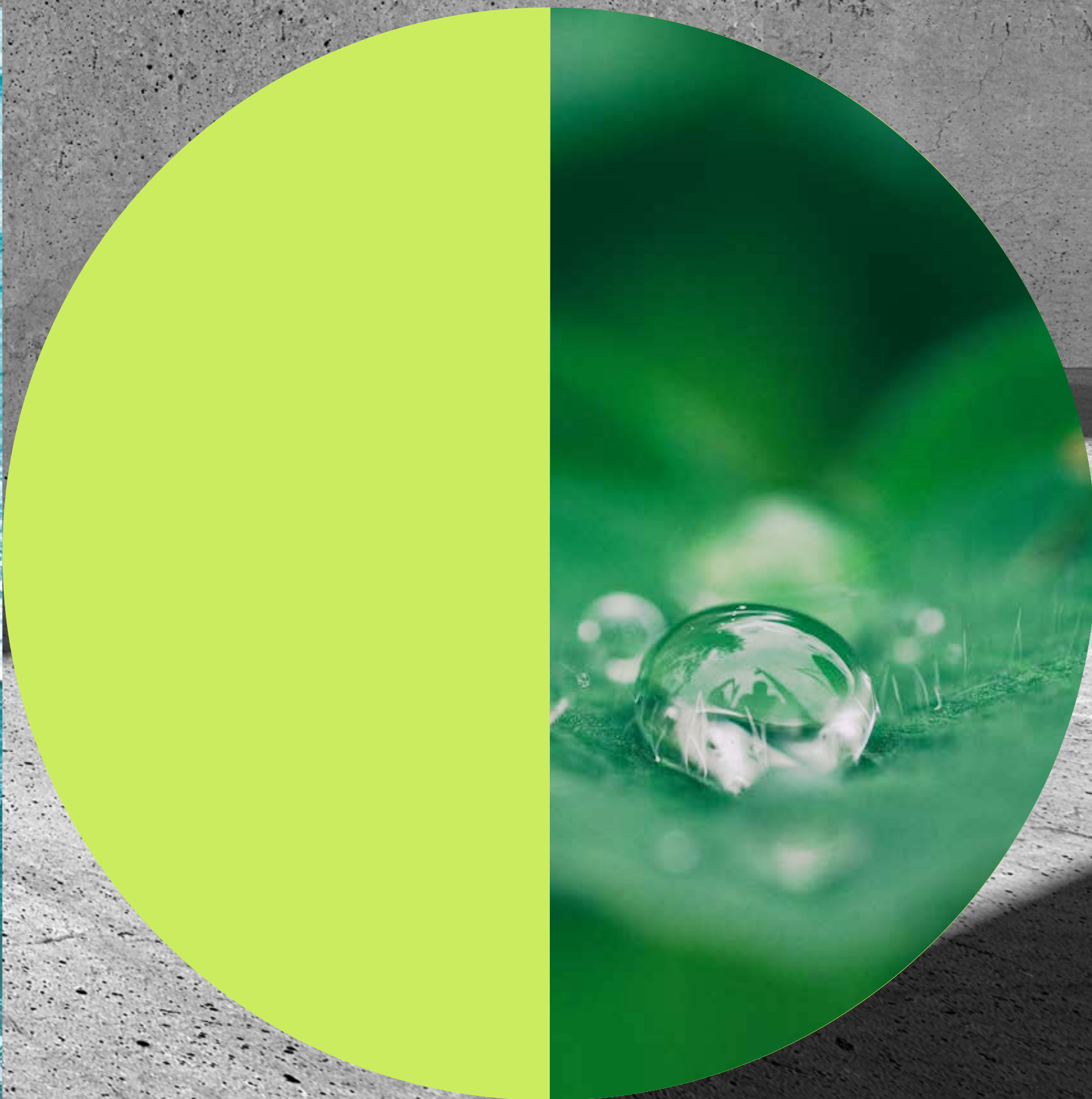
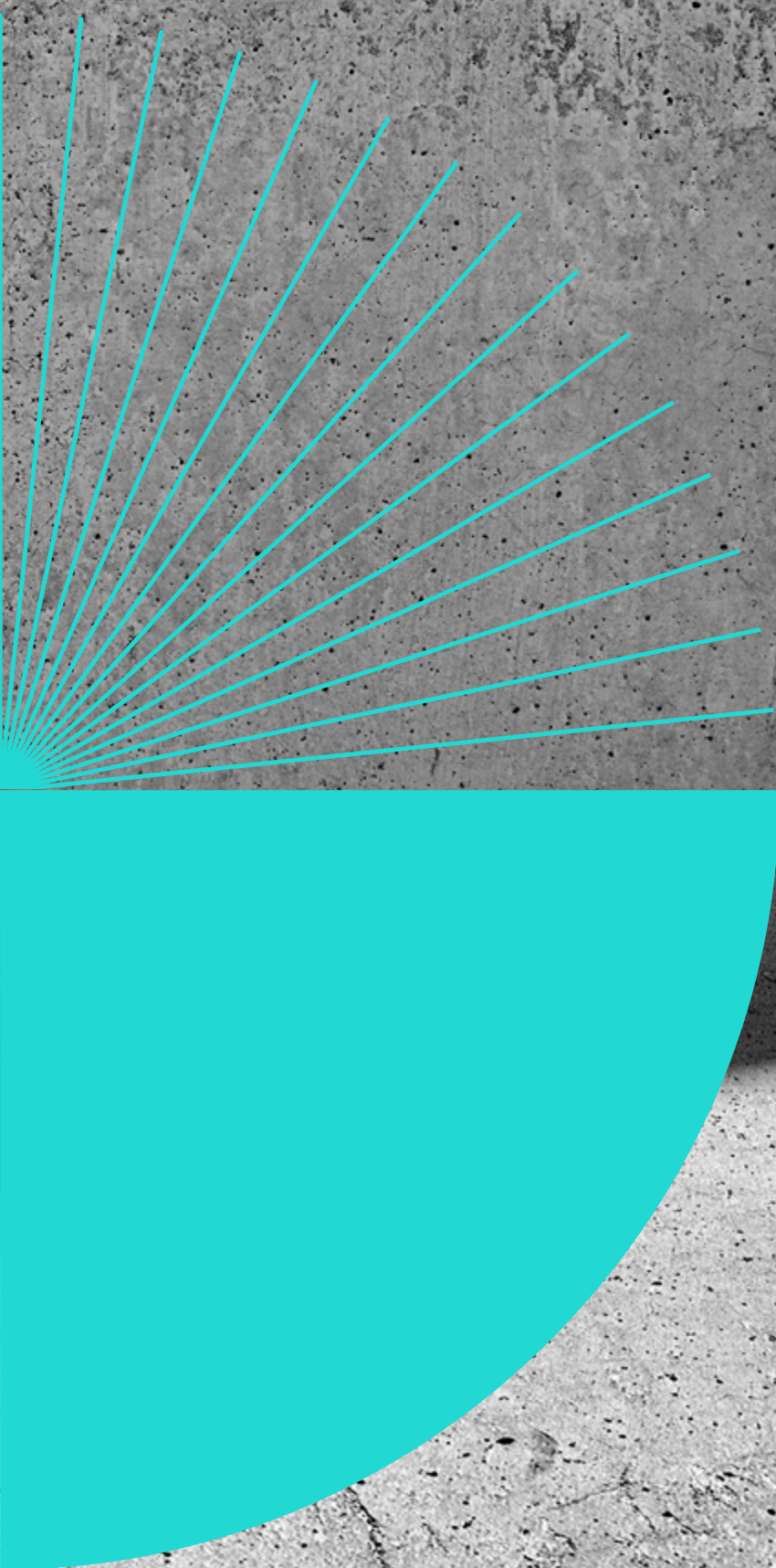




SOLID IN TRANSFORMATION

SUSTAINABILITY REPORT CONTENTS 2021





**Solidity is the raw material of stability,
of steadfast construction,
of progress that will not falter.**

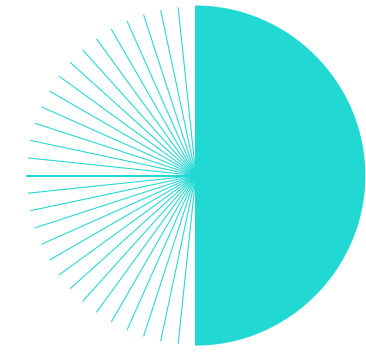
**Solidity is structure, integrity, firmness.
It is the base that sustains the future.
It is the here and now.**

**We are solid in our purpose,
solid in the values we defend,
solid in the quality of our products.**

SOLIDITY IN TRANSFORMATION



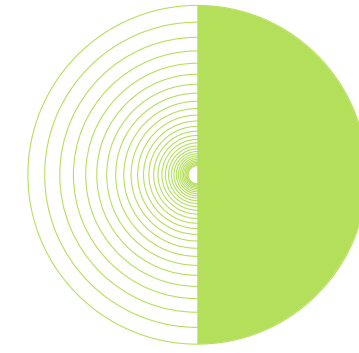
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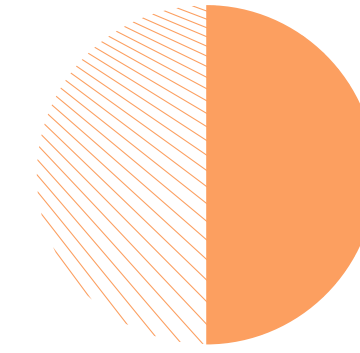
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Creating Sustainable Value

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Cementing The Future

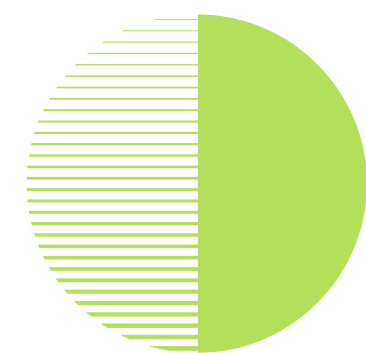
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Delivering The Best Products

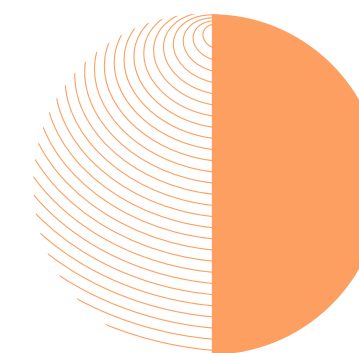
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Protecting The Environment

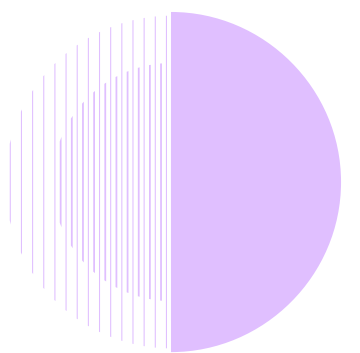
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Valuing The Team

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Positive Community Impact

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SUSTAINABILITY
REPORT 2021

**SOLIDITY IN
TRANSFORMATION**



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OVERVIEW

01 — OVERVIEW

SOLID IN LEADERSHIP

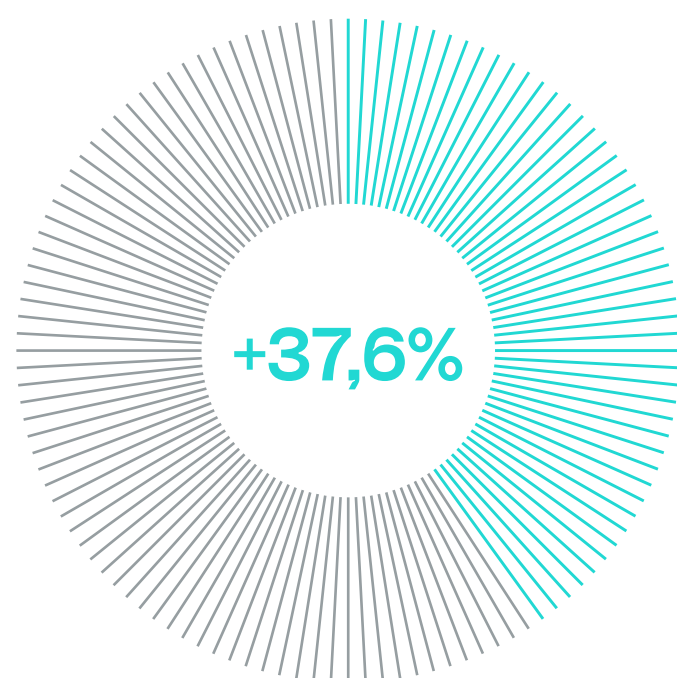
And in the implementation of our vision for sustainability and quality, present in all Secil solutions.



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OVERVIEW

01 Overview



The goal is to achieve, sustainably, an EBITDA of more than 200 M€ in 2025.

1.1 About this report

Secil publishes its third Sustainability Report, relating to the calendar years 2020 and 2021. This was prepared in accordance with the Global Reporting Standards Initiative (GRI), published in October 2021, in order to be in line with international best practice. In addition to the GRI, Sec addresses one of the sector's standards, namely that of the Global Cement and Concrete Association (GCCA), demonstrating its willingness to share, voluntarily, the organisation's performance and the evolution of its environmental, social and economic approaches. Monitoring this information allows for analysis of organisational strategy and the stakeholders.

Throughout this report, we express our commitment to the objectives of the United Nations Agenda 2030 - the Sustainable Development Goals of Climate Change, Biodiversity and Local Economy - and our determination to fulfil the internal objectives outlined in the new business strategy, "Ambition 2025 for Sustainable Growth", whose goal is to achieve, sustainably, an EBITDA of more than 200 M € in 2025.

Methodological Notes

All changes and adjustments are shown in the GRI index, in each of the indicators, whenever justifiable. Appendices have been included to complement the Report and increase the company's transparency in several different areas, namely, the Taxonomy Eligibility Report and the GCCA Response Table.

Information Review

The information contained in this report has been verified by KPMG, who have produced an independent limited assurance report, which can be found in the Annex.





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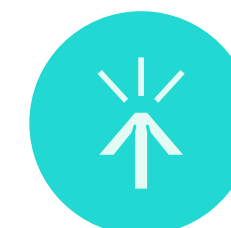
1.2 ____

In Conversation with Otmar Hübscher

Meaningful transformation, moving towards sustainable growth

Secil's Chief Executive Officer, Otmar Hübscher shares his perspective on the main aspects of the Company's sustainability performance in 2020 and 2021

OTMAR HÜBSCHER ____ Secil's Chief Executive Officer



SEE THE SUSTAINABILITY INTERVIEW ON THE
"CONVERSATIONS WITH THE CEO" PODCAST.



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OVERVIEW



Otmar Hübscher

The last two years have been quite disruptive. How would we characterise Secil's resilience to the impacts of the COVID-19 pandemic?

The abrupt way in which the COVID19 pandemic impacted our lives led us immediately to elect the protection of our people as a top priority. Without them our business cannot thrive.

We adapted quickly, with extensive collaboration from all departments. We created a crisis office and started to work from home whenever possible, with significant support from our IT department, safeguarding the best possible conditions for all those who had to remain on the operational frontline. With everyone's commitment, we ended up with limited impact from the pandemic on our population and were able to continue working to ensure our commitments to our customers. In one country, Tunisia, manufacturing activity was suspended by Covid19, but in the others, such as Portugal, plants were in permanent operation to feed the construction industry, which also never closed down, and in the case of Portugal and Brazil, demand even grew. It was a challenge we overcame together, with enormous resilience and adaptability, which provided us lessons for the future.

What is the role of Ambition 2025 in the creation of sustainable value?

After successfully completing the Return strategic cycle, which has brought us back to profitability, with increased management skills based on people and safety, and with reduced debt, it is important to define the near future clearly, so that we are aligned and focused on meeting the objectives that will allow Secil to continue to grow, strengthen and fulfil its Mission, Vision and Values.

We are therefore in a process of meaningful transformation to have robust sustainable growth by 2025. In recent years, Sustainability has acquired a powerful presence and it is on this theme that Secil will anchor its growth. We have a clear strategy based on seven pillars of action that will delineate our path of sustainable growth in the short and medium term, aligned with the major strategic goal of decarbonising the cement and concrete value chain by 2050, with important intermediate goals already put in place for 2030.

Secil is undergoing a process of meaningful transformation,

determined by the successful conclusion of the Return Programme, which brought the company back to good levels of profitability, and by the formulation of a new strategic cycle of Ambition for 2025, which defines as its goal: grow sustainably to an EBITDA of over 200 M€ in 2025, locally offering our customers the best value propositions, through cement, aggregate and other complementary businesses, ensuring a balance between mature and emerging markets and combining Secil's talent and best practices with a culture of safety, responsibility and autonomy of our people.



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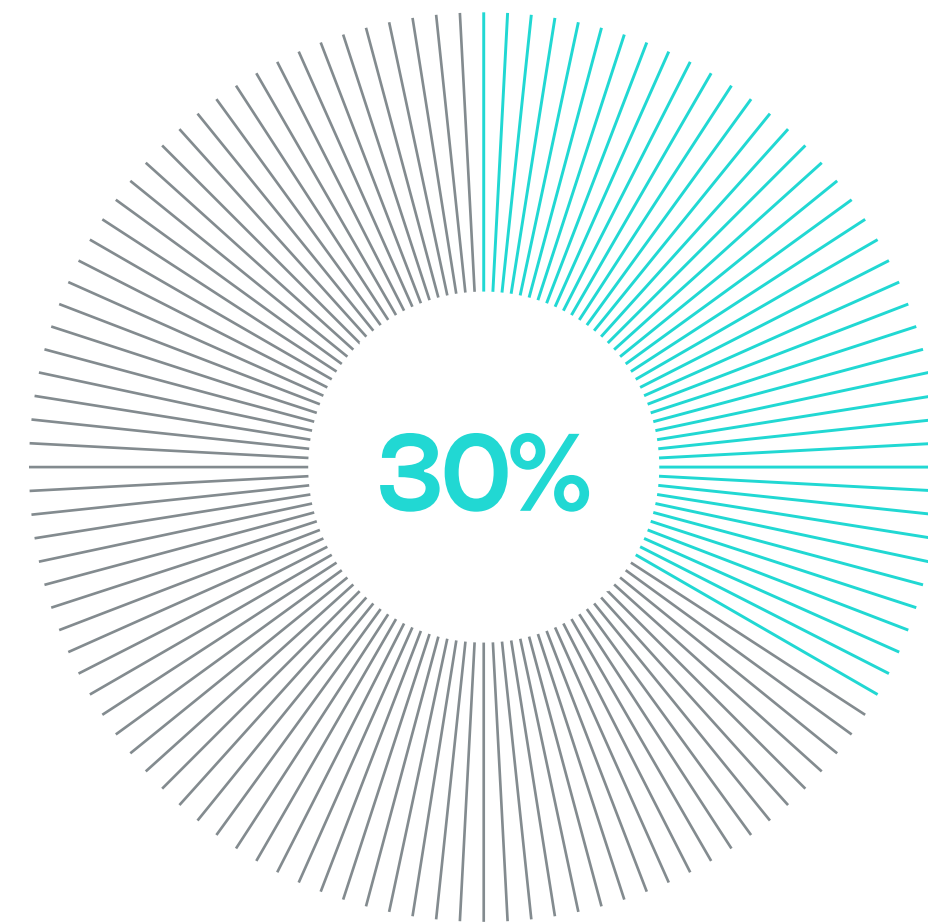
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OVERVIEW



Will allow for a 20% reduction in CO₂ emissions,

a 20% increase in energy efficiency and the production of energy to meet 30% of our in-house needs.

Through a project called CCL- Clean Cement Line, which we have been working on since 2020 and which will start operations in 2022. The plant will be an international benchmark, one of the most advanced not just in Europe but also the world.

How is Secil positioning itself in the future of sustainable construction? How are our new products responding to this challenge?

Over the next few decades, much more construction of buildings and infrastructure will be carried out than in the previous half century as a result of the inexorable urbanisation of the world's population and the development of vast regions of the globe, enabling people to lead safer, more comfortable, more prosperous and above all, more dignified lives.

Concrete is the most widely-used manufactured material in the world and, due to its pre-eminence, has no alternative in terms of availability, cost and environmental footprint. The entire cement sector is strongly committed to achieving carbon neutrality by 2050 by decarbonising manufacturing processes through the use of alternative fuels, increasing energy efficiency, and with promising, new carbon-capture and re-use technologies and greater resource circularity. We will have clinker with lower carbon intensity, cements with lower clinker content and concretes with lower cement content. With this approach, concrete will become the benchmark product for sustainable construction.

The decarbonisation roadmaps are defined by the World, European and National cement industry, and Secil is actively playing its part in this ambitious journey towards Sustainability.

We cannot do it alone, and we are aligned with stakeholders in a highly dynamic process, but to increase Sustainability in Construction, it is not enough to decarbonise the cement manufacturing process, it is necessary to increase the circularity of the materials used throughout its life cycle, including recycling 100% of the concrete.

At Secil, we already have solutions on the market, such as the award-winning concrete with cork and insulation mortars with cork; we have achieved high rates of substitution of fossil fuels with alternative fuels, especially in Portugal; and we have long-term investments in prospect aimed at the use of hydrogen and capture of CO₂.

Environmental protection is an abiding priority for the Group. Are there any milestones to highlight in the last two years?

Since the end of the last century Secil has followed the environmental concerns of the cement industry with interest and has an excellent record of gathering technical and scientific knowledge as a result of our many partnerships with universities and research centres.

For this reason, we have accumulated the know-how to make a major investment in the radical modernisation of our Secil-Outão plant in Portugal, through a project called CCL- Clean Cement Line, which we have been working on since 2020 and which will start operations in 2022. The plant will be an international benchmark, one of the most advanced not just in Europe but also the world, which will allow for a 20% reduction in CO₂ emissions, a 20% increase in energy efficiency and the production of energy to meet 30% of our in-house needs. In addition to this investment in manufacturing, we are active in product innovation and finding new environmental solutions in terms of resource circularity and the protection of Biodiversity in our quarries, for example.

The pandemic has highlighted the importance of people. How has Secil been investing in its people?



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In a pandemic or not, people are the central axis that makes the Company run, they are what adds value and differentiates us. We have been adopting a people-first management approach that enables us to attract, retain and value the talent required for the great technological, market and management transformations we are witnessing. We need the kind of people who can face up to and lead the great challenges of decarbonisation and the industry’s current digitalisation phase, as well as the renewal of our management approaches and ensuring that Secil employees not only achieve, but also increase, their potential while working with us.

There is one crucial aspect that we need to highlight, which is our commitment to creating a strong Safety at Work Culture that will bring genuine, lasting results. It is a long-term, complex, multi-faceted task that we have been undertaking over the past few years and which has yielded results, albeit at a slower pace than we expected. This mission depends on all of us, but together we will achieve the goal of zero harm to our employees and the communities where we operate.

We are also very committed and motivated to make progress in the field of Diversity, Equality and Inclusion, creating a comfortable environment in the Secil Group for the expression and inclusion of all views and feelings. We have made remarkable progress in terms of rejuvenating the Company and reducing incidents of discrimination, and we are committed to strengthening these good practices in the coming years.

How has our relationship with the community been strengthened?

Our Mission Statement lays out our commitment to providing corporate social responsibility in the communities where we operate, and we take this commitment very seriously through a robust practice

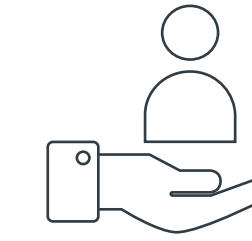
of community engagement by our Environmental Monitoring Committees with local authorities, with local associations of the most varied natures, with the academic community and with numerous public authorities. We strive to support community initiatives at a local level, and technical and scientific initiatives in the areas of Engineering and Architecture at a global level, as well as actively participating in multiple business associations in our sectors. Secil is a company that is active in the community, with a strong sense of responsibility.

What progress has been made with regard to corporate Governance?

Secil is aligned with governance best practice regarding its structure, maintaining a Board of Directors to whom the Executive Committee reports, where our business and sector risk exposure analysis takes place.

Following the drawing up of our Mission, Vision and Values in 2019, we published our Code of Conduct in 2020, which covers all relevant issues generically in terms of business ethics and compliance. We comply with the main best governance practices and align ourselves with the best standards in our sector, the regulation of which is evolving very rapidly.

In addition, we report our performance to the relevant Authorities with transparency and regularly publish our Annual Reports and Sustainability Reports.



We are also very committed and motivated to make progress in the field of Diversity, Equality and Inclusion,

creating a comfortable environment in the Secil Group for the expression and inclusion of all views and feelings.

We have made remarkable progress in terms of rejuvenating the Company and reducing incidents of discrimination, and we are committed to strengthening these good practices in the coming years.



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We are a major operator in the national and European cement industry,

with a corporate culture that sets us apart.



WATCH OUR COMPANY VIDEO

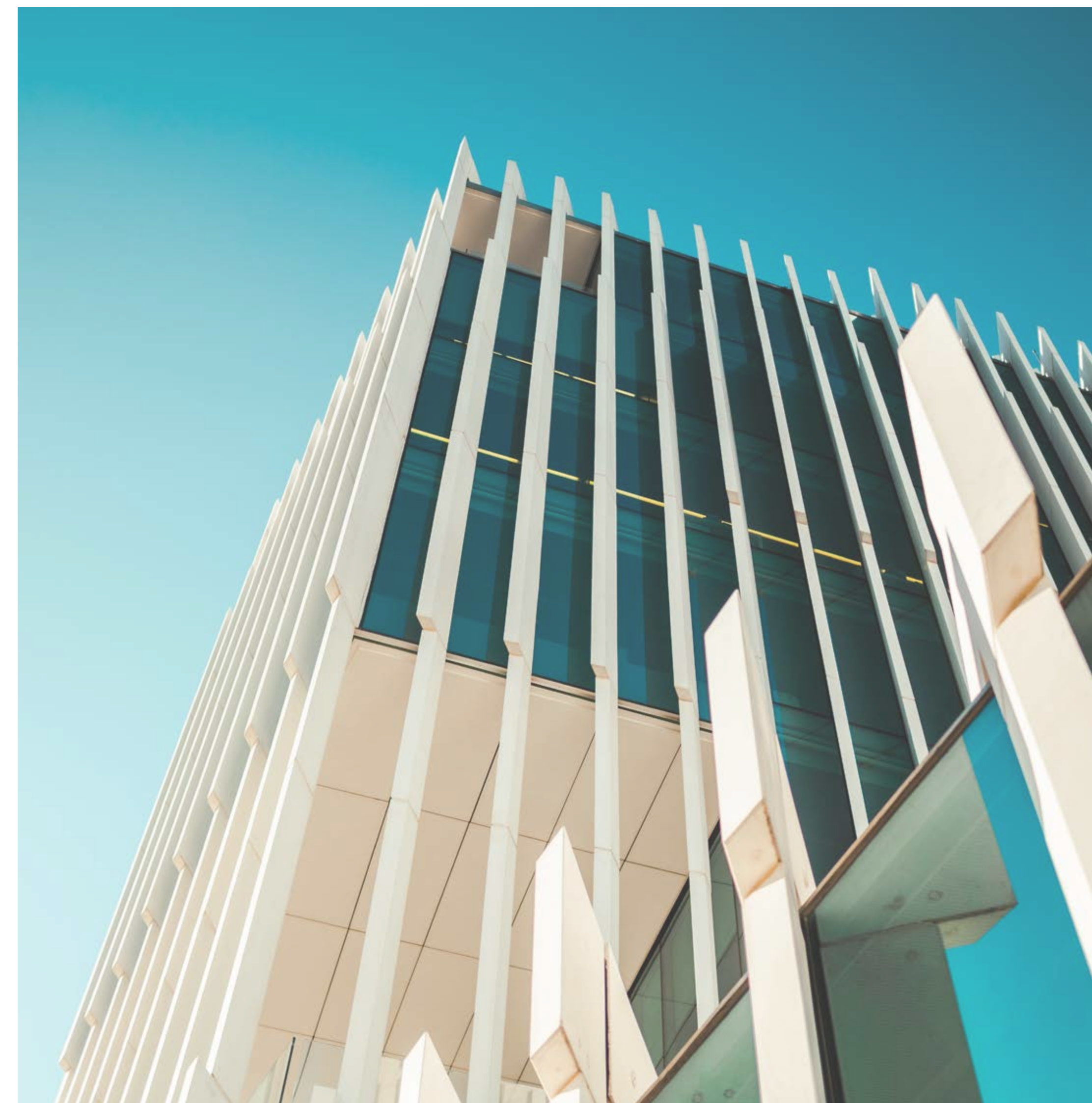
1.3 ____ Secil Identity

The cement industry has a marked financial impact in European, national and regional economies, in the construction supply chain and in employment.

As the Secil Group, we continue to invest in the expansion and consolidation of our operations. Our Businesses are focused on economic performance and the environmental and social impact in the production and use of our products, which are highly relevant to customer satisfaction.

We have redefined our company culture by rewriting our mission, vision and values, and have disseminated them throughout the Group, and we have implemented a strategic programme to recover profitability, reduce debt and change the management model, structured around two fundamental principles: the development of leadership skills and the creation of a solid safety culture, crosscutting all the Company's operations.

Secil has a significant presence in the cement industrial sector, and is a group enterprise with various operations in Portugal and several countries around the world. Although the main core of its activities is cement, expansion to other businesses and the integration of various companies with complementary services means that, today, the Secil Group has a solid position both in domestic and external markets.



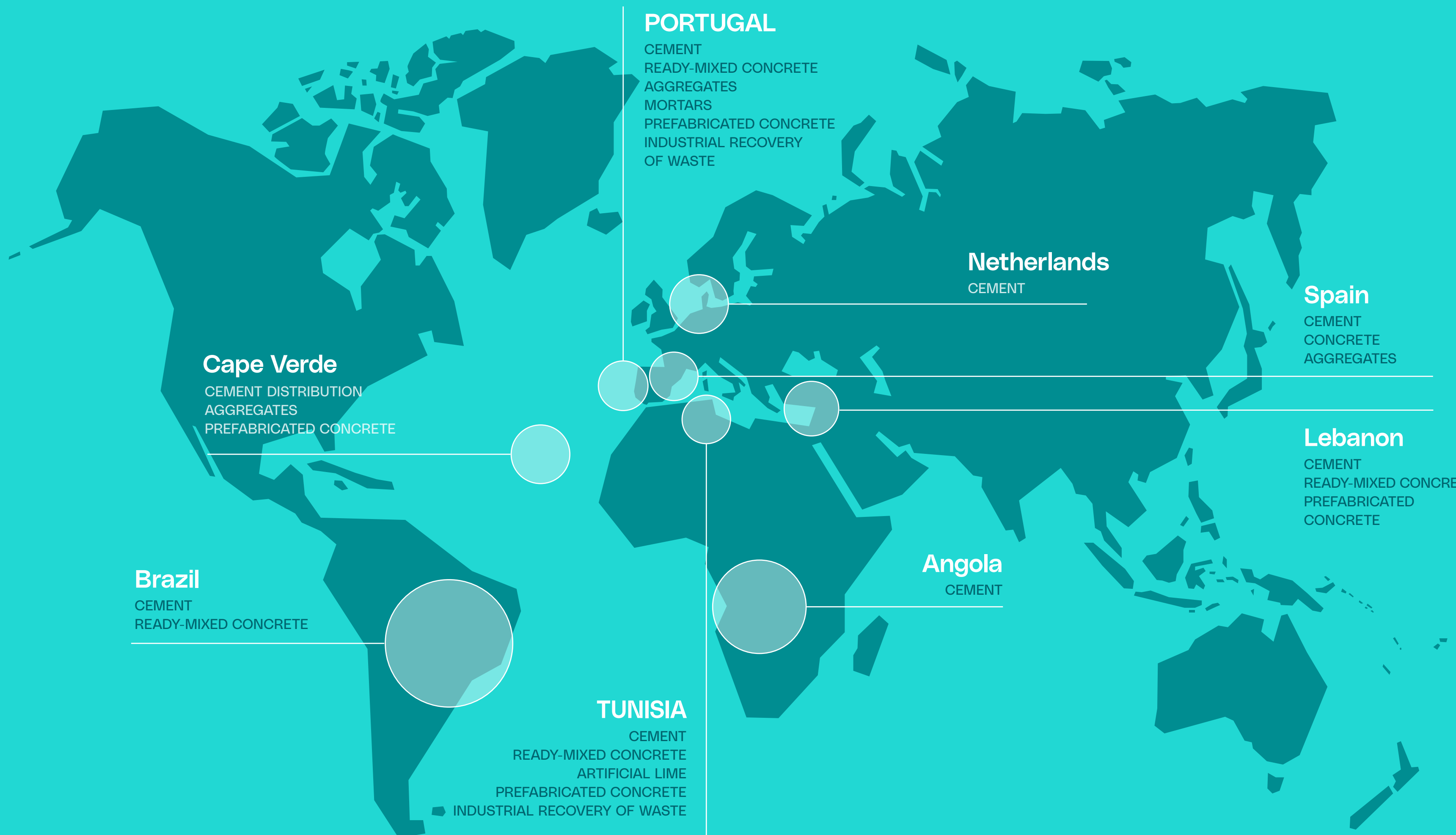


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OVERVIEW

Where We Are



4 Continents

8 Countries

8 Plants

+20 Countries
 Exports from Setúbal, Portugal

Business areas
 Cement and Construction Materials

Main products
 Cement, ready-mixed concrete, aggregates, mortars, prefabricated concrete and hydraulic lime.



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“This is us” Culture

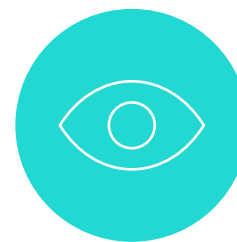
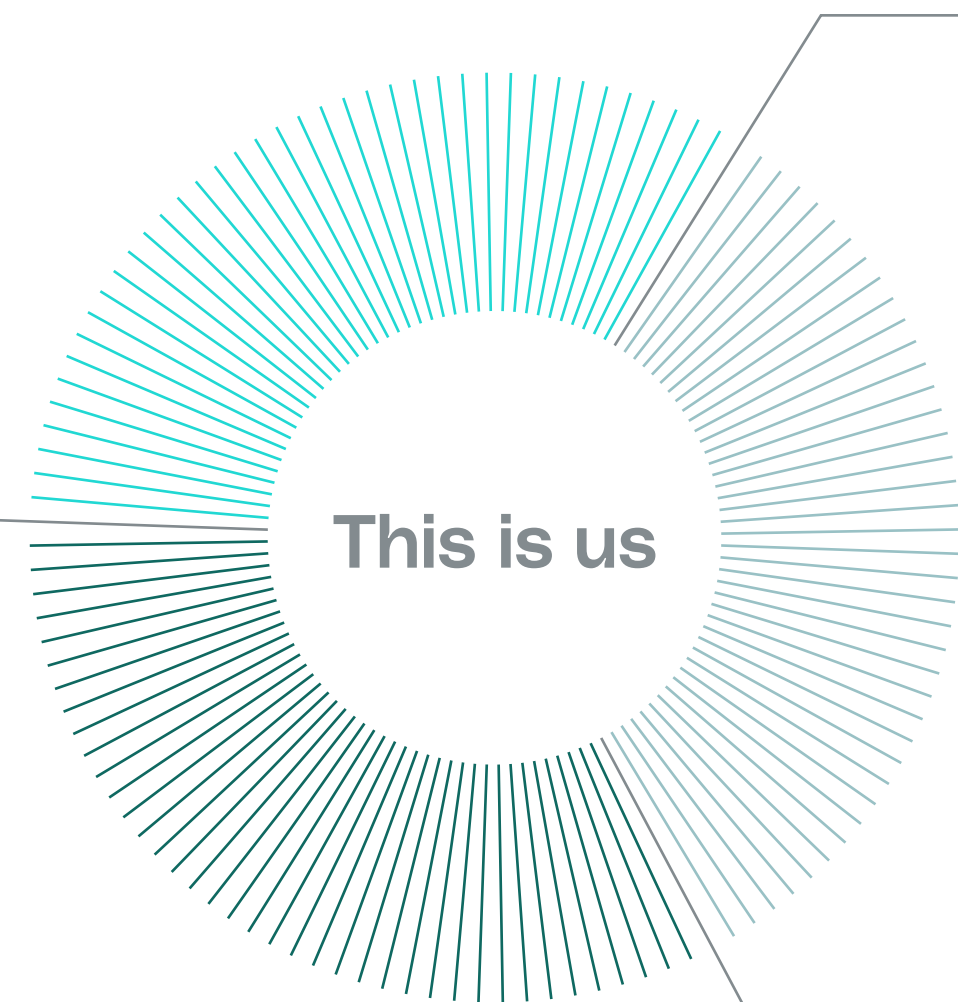
Based on this culture, the Secil Group has revised its strategic cycle

to adapt to new macroeconomic contexts and global challenges. Thus Ambition 2025 was born, Secil's strategy for sustainable growth.



Mission

To give shape to ideas, by providing our customers with cement-based solutions, our people with careers worth having, our communities with responsible citizenship and our shareholders with value.



Vision

We strive to be the preferred cement-based solutions provider for our customers in the communities we serve.



Values

- People
- Integrity
- Responsibility
- Performance
- Collaboration



The strategy- Ambition 2025

For the first time in the Group's history, the formulation of a new strategic cycle was carried out in a collaborative process involving several employees in all the regions Secil operates in.

This process began in November 2020 and ended in September 2021, with the publication of the strategy throughout the entire Group. One of the most significant stages in the process involved more than 50 employees, representing not only all levels of the Group but also all regions, strengthening the collaboration and resulting in a strategy built by everyone.

This exercise led to the identification of seven strategic elements, which bring together the fundamental elements needed to meet the main objective: to grow, in a sustainable way, to an EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) of more than 200 million euros in 2025.



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OVERVIEW

Sustainable Growth 2025

What

Is our strategy

Grow sustainably to an EBITDA above 200 M€ in 2025.

Delivering leading local market propositions to our customers in attractive cement, aggregates, and complementary downstream businesses across a balanced portfolio of mature and emerging markets.

Combining the best talent with distinctive Secil Group practices, ownership and safety culture that empowers our people.

How

We do business

Our Ambition Goals



Customer

Preferred cement-based solutions provider in the markets where we operate by 2025.



Innovation

>10 M€ in EBITDA coming from innovation projects launched in the 2021 - 2025 period.



Financial

Increase EBITDA and Shareholder Value Creation until 2025.



Sustainability / ESG+E

To be recognised as a sustainable and responsible company until 2025, committed to achieve carbon neutrality by 2025.



Operational Performance

We strive to be the best in operational performance (cost/efficiency) in our industry by benchmarking against others and improving year by year.



People

Preferred employer for the people we need to attract, develop and retain, to operate and grow with excellence.



Scale / Diversification

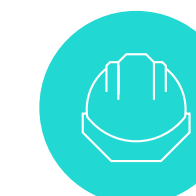
<50% of Cash Flow exposure to Portugal by 2025, reducing relative exposure to countries with high political/currency risks.

Who

We share value with



Customers



Employees



Communities



Shareholders



Suppliers



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1.4 — Global context

Societal and economic advancement, together with the need to preserve the planet and its resources, present a huge challenge for citizens and institutions. The climate crisis is the biggest obstacle facing the world, as stated in the World Economic Forum's latest Global Risk Report, January 2022. Additionally, there are other major challenges that directly affect the activity of the industry, such as the scarcity of resources and digitalisation, that have an effect on the future of work - issues that Secil has been monitoring and to which it has always sought to respond.

The climate crisis is the biggest obstacle facing the world.

Resource scarcity

Consumers are becoming increasingly aware of the environmental performance of the products they buy, and there is a need to address the problem of resource scarcity, about which consumers and businesses are becoming more concerned. In response, the European Commission has published the Roadmap to a Resource Efficient Europe, which outlines how we can transform the European economy into a sustainable economy by 2050, proposing ways to increase resource productivity and decouple economic growth from resource use and their environmental impact. The aim is to encourage the consumption of sustainable products by improving products and consumption patterns and applying efficient production methods. In addition, the roadmap refers to measures such as turning waste into resources, supporting research and innovation and making the most of natural capital.

→ Secil in Action

The European Union recognises that the cement sector is an indispensable part of the European economy, as a supplier to several key value chains. Construction materials are essential in building equipment for renewable energy production, sustainable buildings and transporting people and goods, so cement and concrete offer the opportunity to accelerate the creation of a carbon-neutral Europe.

During 2021, Secil was involved in a pilot project concerning a circularity indicator analysis tool, organised by BCSD (Business Council for Sustainable Development) Portugal, in partnership with the WBCSD (World Business Council for Sustainable Development). Secil will continue to invest in improving the circularity of its processes, based on the reuse and recycling of



materials and on cross-sector synergies, with additional benefits in energy and economic terms.

Climate change

In response to the challenges created by climate change, and with the aim of promoting the sustainable development of nations, the European Union published the European Ecological Pact at the end of 2019. This document creates a blueprint for a climate neutral, innovative, future-focused, fair and circular European society. This legislation describes a European Union where citizens, industry and biodiversity can thrive, identifying climate change as one of the greatest

challenges of our time, for which all these elements will need to be part of the solution.

→ Secil in Action

In response to the challenges of today's world, Secil has launched projects which aim to reduce its environmental impact and promote the sustainability of its activities. The CCL +(Clean Cement Line) initiative, located at the Outão plant (Setúbal, Portugal), comprises a series of projects that will significantly reduce carbon emissions at that unit, and will be implemented by August 2023. Secil has adhered to the roadmap to achieve carbon neutrality by 2050, developed for the worldwide cement sector by the



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Global Cement and Concrete Association (GCCA) and, in Europe, by Cembureau, and has actively participated in the preparation of a corresponding roadmap for the national sector, publicly presented by ATIC to the national authorities in March 2021, committing to the targets for 2030 and 2050.

Labour market

In an ever-changing world, the labour market needs to adapt to ongoing social and economic change. The transformation expected, in decarbonisation and digitalisation of the economy, will have an effect on the roles available in the market, and the profiles needed to fill these roles. It is therefore essential to train people to adapt to the new demands of the market, but also to improve productivity in current roles, using new tools.

→ Secil in Action

In response to the growing challenges of the labour market, Secil has continued to use 360 Feedback. This methodology fosters deeper employee self-understanding through input from the colleagues with whom they relate within the scope of their functions. This is not an exercise for evaluation but rather for self-reflection, improvement and commitment.

The COVID-19 pandemic

In 2020, the pandemic caused by the SARS-CoV-2 virus led to a public health emergency, triggering a general downturn in economic activity and having unprecedented impacts and severe consequences on a global scale, on both the economy and society. In response to the serious impacts of the pandemic, a strategic EU instrument was created, mitigating the economic and social impact of the crisis, in line with the Sustainable Development Goals and digitalisation. In this context, the European Council created Next Generation EU, a temporary recovery instrument, from which the

Recovery and Resilience Mechanism was developed, and this Recovery and Resilience Plan (RRP) is part of that. The RRP is a programme applicable in national territory with an execution period lasting until 2026, which will lead to the implementation of reforms and investments for sustained economic growth, and which will influence the development of the industry in the coming years.

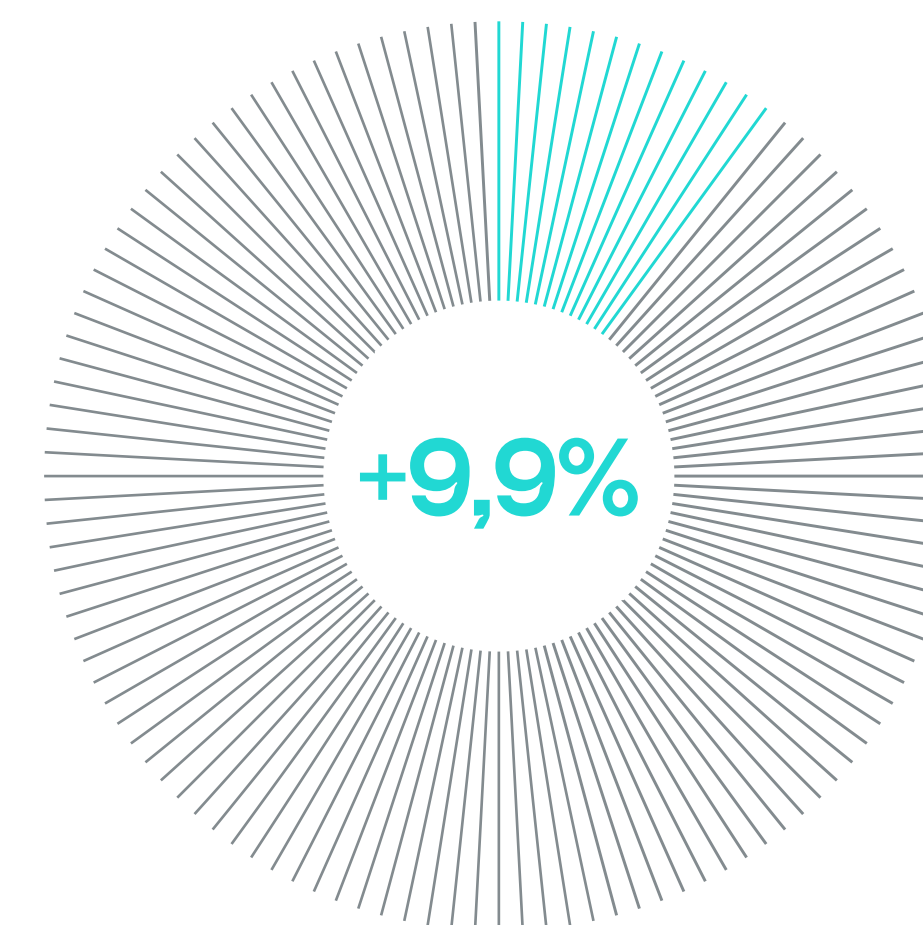
→ Secil Solution

The pandemic situation caused by the novel coronavirus had a powerful impact on Secil. Since March 2020, the Company has implemented a Contingency Plan and set up a crisis management model in order to contain the impact of the pandemic on its operations. The process of reflection and formulation of the group's next strategic cycle, developed as a response to the new macroeconomic context, also began in 2020.

The effects of the pandemic led to the Return cycle being extended until 2021, the aim of which was to increase Secil's profitability by developing its human capital. During this cycle, the Company returned to good levels of profitability and debt was reduced to adequate levels. Despite the persistence of the COVID-19 pandemic, and negative currency effects in several of its markets in 2021, it was possible to increase consolidated turnover by around 10% to 496 M€, to achieve an EBITDA of 145 M€ - 17% higher than in 2020 - and to publish a net profit that exceeded 66 M€ - 16% higher than the previous year. In addition to this robust financial performance, we can guarantee that Secil is fully equipped to embark on a new cycle of growth, facing the main challenges of sustainability, decarbonisation and digitalisation that all economic activity in general and, in particular, industrial activity, are facing.

Secil's resilience

The last two years have been a testament to Secil's resilience as a Group, with the quick and effective

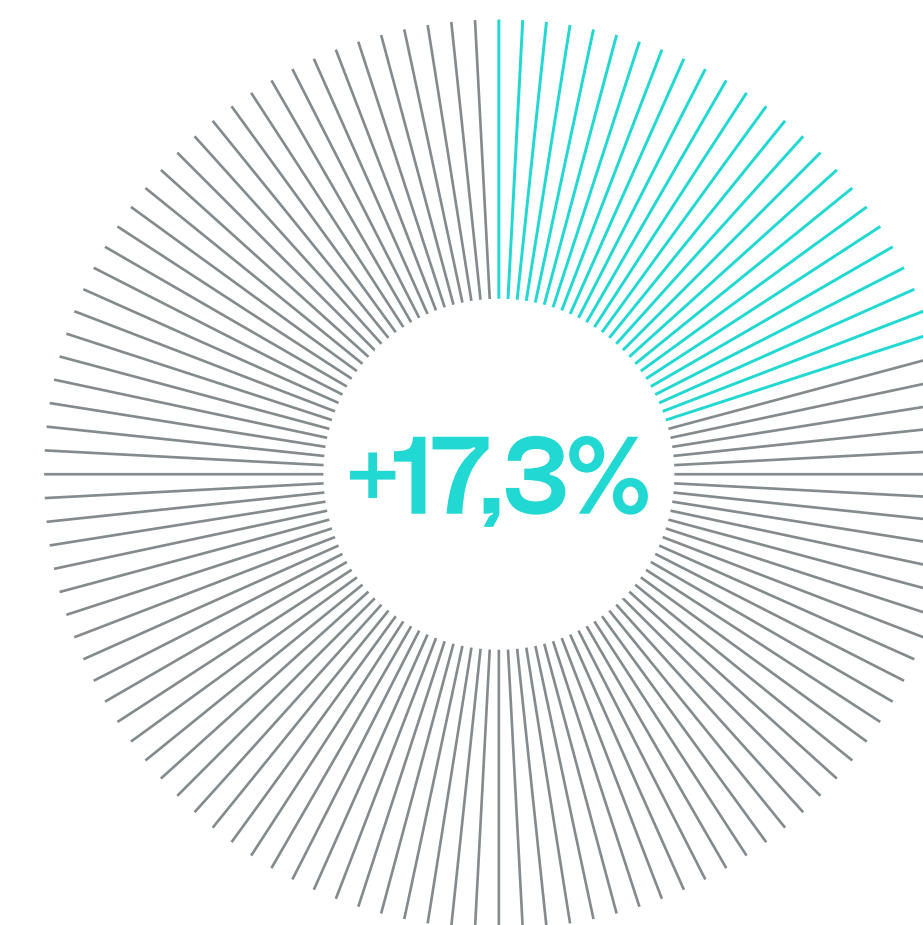


495,9M€

Turnover

2020: 451,0M€

It was possible to increase the turnover in 10%



145,4M€

EBITDA

2020: 124,0M€

An EBITDA 17% higher than 2020 was achieved



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Secil, which successfully overcame the crisis at the beginning of the decade and was resilient during the pandemic,

has a clear Ambition for 2025:
Growing Sustainably!

response that has ensured the continuity of its activities. The priority was first to put all measures necessary in place to protect employees, based on the creation of a Contingency Plan. An initiative was launched to consolidate remote working practices among all employees for whom this option was feasible, and an internal communication plan was also created that included - apart from the formal disclosure of measures adopted, and the number of positive cases - uplifting and entertaining moments, in order to foster well-being, via the A Positive Note, Lunch Break and Life Goes On sections. Messages were regularly shared from various leaders, addressed to the Secil community.

Also worth noting, in the context of communication, are two events that enabled the Secil Team to be brought closer together, even while at a distance: the 2nd edition of Secil Digital Day - Towards 2021, attended by 300 employees, won the Portuguese Association of Corporate Communication (APCE)

Grand Prize 2020, in the category of "Internal Digital Event". The second event took the form of a meeting in Virbela, where Corporate Centre employees assembled as avatars in the metaverse in order to share the previous year's results and the goals for the year to come, to hear how the teams would contribute to achieving results in 2021, and to recognise 2020's outstanding.





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CREATING SUSTAINABLE VALUE

02 — CREATING SUSTAINABLE VALUE

SOLID IN CONSERVATION

Ecosystems, environmental awareness
and offering solutions to improve the impact
of industry on Climate Change.





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CREATING SUSTAINABLE VALUE

02 Creating Sustainable Value



Value generation has to be approached in a fair and balanced manner, with a focus on the long term, ensuring equality and equity..

Our strategy is clear, to create a model for sustained growth, which reiterates our commitment to the balance between our way of acting and economic, social and environmental components.

As a responsible company, we want to work with sustainable practices, committing ourselves to the highest standards of sustainability and corporate social responsibility. Conscious that our growth is directly related to the sustainability of our actions, we have made significant investments in the innovation of products and production processes, in the training of our human resources and in our connection to surrounding communities.

Secil aligned itself with the sector, signing various commitments, of which the following stand out:

↑ Global Cement and Concrete Association (GCCA)

↑ Letter of Commitment BCSD

→ Commitments 2020-2030

PILLAR HEALTH AND SAFETY Our People



1. Apply the GCCA guidelines for best practices in Safety



2. Encourage the continued sharing of best practice in Health and Well-being



PILLAR CLIMATE CHANGE AND ENERGY Protection of the Planet

3. Delineate a strategy to mitigate climate change, with publication of concrete targets and their progress



continues →



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CREATING SUSTAINABLE VALUE

____ PILLAR

THE ENVIRONMENT AND NATURE

Protection of the Planet

4. Implement the Environment and Nature Guidelines



5. Set emission reduction targets and publish their progress



____ PILLAR

CIRCULAR ECONOMY

Protection of the Planet

6. Foster circular economy principles in the value chain



7. Implement guidelines for the use of fuels and raw materials in cement production

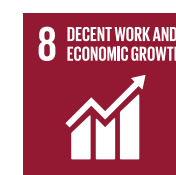


____ PILLAR

SOCIAL RESPONSIBILITY

Community Involvement

8. Publish a Code of Conduct that integrates the international principles of human rights



9. Apply social impact assessment guidelines



10. Establish a systematic dialogue process with stakeholders



2.1 Sustainability management model

Secil is committed to Sustainability, seeking to reconcile its economic performance with environmental respect and responsible citizenship. The response to global climate change is to reduce the carbon intensity of production through the circular economy and promotion of biodiversity, challenges that we accept and will overcome, with continued creation of economic value in the context of globalisation. To achieve this goal, we rely on an empowered and autonomous team, and the Company's main focus is on employee development and accreditation.

In the communities where we operate, we aim to go beyond our stakeholders' expectations. Secil is part of international institutions and partnerships that have also taken on this same commitment, which can be achieved through the objectives of Sustainable Development. We want to have a clear, transparent governance model that allows us to anticipate risks and opportunities, based on ethics and integrity. Our Sustainability Policy defines our goals and prioritises our actions to contribute to a better life on this planet for all humanity.



SEE OUR SUSTAINABILITY POLICY



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CREATING SUSTAINABLE VALUE

Qualifications

of the members of the Executive Committee



The organisational structure of the Secil Group consists of a Board of Directors and an Executive Committee, whose members contribute to Secil with their knowledge and commitment every day. Learn about its structure here.



OTMAR HÜBSCHER

Deputy Chairman of the Board of Directors and Chief Executive Officer

Swiss national

Degree in Business Administration from the University of Saint Gallen HSG, Switzerland, complemented by further executive training.

He joined the Holcim Group in 1991, having held numerous positions from 1998 onwards in various Latin American countries, namely CFO in Ecuador, Chile and Argentina and CEO in Argentina and Brazil, being responsible for the integration of Holcim and Lafarge in Latin America in 2015-2016.

Since 2017 he has been CEO of Secil and a member of the Board of Directors of Supremo Cimentos in Brazil, Ciments de Sibline in Lebanon and SCG in Tunisia.

At Secil, he holds the position of Executive Chairperson and is responsible for Auditing and Internal Control, Legal, Sustainability, Business Strategy Development, Corporate Communication and Human Resources.



CARLOS MEDEIROS ABREU

Member of the Board of Directors and Member of the Executive Committee

Portuguese national

Degree in Electrotechnical Engineering from the University of Lisbon Higher Technical Institute, complemented with Executive Education from the Portuguese Catholic University, Kellogg University, and technical education

He joined Secil in 1981 and took office as a member of the Executive Committee in 2003.

He has been a member of the Board of Directors of SCG in Tunisia since 2000, Ciments de Sibline in Lebanon since 2012 and Supremo Cimentos in Brazil since 2013.

He represents Secil in Professional and Business Associations such as APIGCEE, ATIC and AASET.

At Secil, he leads the Group's Operational Performance, being responsible for the technical areas of Innovation, Product Development, Health & Safety, Procurement and Special Projects, namely the decarbonisation of cement.



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CREATING SUSTAINABLE VALUE

Qualifications

of the members of the Executive Committee

(Continuation)



MANUEL DE SOUSA MARTINS

Member of the Board of Directors and Member of the Executive Committee

Portuguese national

He graduated in Business Management from the Portuguese Catholic University, where he also obtained an MBA, complemented by Executive Education at INSEAD and London Business School.

He was Managing Director of IMG Energias and co-founder of Infitenergy.

Between 2011 and 2016 he was CEO of ETSA, a Semapa Group company.

Since 2016 he has been a member of Secil's Executive Committee and Board of Directors, having served as CEO in Brazil in 2016 and 2017.

Since 2017 he has been CEO of the Portugal Business Unit, which also encompasses the Terminal operations in the Netherlands, Cape Verde and Spain. It also includes leadership of the Commercial Excellence area at Group level.



CARLOS CORREIA DE BARROS

Member of the Board of Directors and Member of the Executive Committee

Portuguese national

Degree in Mechanical Engineering from the University of Porto Faculty of Engineering, complemented by an MBA from INSEAD and further Executive Education at Wharton and MIT.

He worked at the Kaizen Institute between 2004 and 2007 and at Mckinsey & Company between 2008 and 2014.

He joined Secil in 2014 as Director of Strategy and Development.

Since 2020 he has been a member of the Board of Directors and a member of the Executive Committee of Secil, and is a member of the Board of Directors of Supremo Cimentos in Brazil, and of SCG in Tunisia.

Since 2021 he has been Financial Director with responsibility for the areas of Group Finance, Management Planning and Control, Accounting and Taxation and Information Systems.



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CREATING SUSTAINABLE VALUE

The Secil Group has always demonstrated a sense of responsibility regarding the impact of its operations.

Sustainability management at the corporate level

In 2016 Secil set up a Sustainability Committee, composed of representatives from several of the Group companies. The aim of this body is to identify the main themes for the national and international sustainability agenda which may represent risks and opportunities for the company, as well as create internal programmes and objectives related to this theme.

In 2021, when articulating the strategic plan that gave rise to Ambition 2025, one of the seven elements identified was the ESG. The ESG + E (Environmental, Social, Governance and Economic) project was born, which will coordinate the entire area of sustainability up until 2025, in order to consolidate its management and enable it to respond to all current ESG demands. Among the priority tasks of this project is the definition of sustainability targets for 2030, which are expected to be reached by 2022.

Commitment to sustainability

The Secil Group has always demonstrated a sense of responsibility regarding the impact of its operations, not only on the environment and neighbourhoods, but also, and mainly, on people. Companies are becoming

increasingly committed, individually or at sector level, and Secil is part of this movement. In this regard, the Group aligned itself to the sector and started an internal process in order to establish specific objectives with associated targets in order to reduce or offset the impact of its operations. Currently, Secil is working to define the Group's targets, based on commitments in the different regions. With the targets set and Secil's commitment to meeting them, the results will be presented in the next sustainability reporting cycle. At the same time Secil is committed, together with a group of Portuguese companies, to promoting a more sustainable development model, having signed the Manifesto published by BCSD Portugal.



READ THE MANIFESTO





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CREATING SUSTAINABLE VALUE

2.2 ___ Responsible business behaviour

The Group's culture is based on values such as integrity and responsibility, which are reflected in the way in which Secil operates on a daily basis. The principles of ethics, compliance and respect for human rights are integrated into the governance model, extending to all the countries where it operates.

In this context, Secil's Code of Conduct was developed as a constituent part of the construction of the *This Is Us* identity and reflects the principles on which the Group's responsible conduct is based.

Commitments 2020-2030

Publish a Code of Conduct that integrates the international principles of human rights.

Code of Conduct

Secil's **Code of Conduct** is a fundamental pillar of the Group and its strategy. The document establishes a set of principles and rules applicable to all employees, ensuring compliance with high standards of business ethics and personal integrity by all the people who make up the Company, and the Group itself, in the performance of its activities.

The operating principles include issues such as diligence, loyalty and collaboration, conflict of interest, gifts, civility and integrity, harassment, non-discrimination, confidentiality and legality. The document also includes the Secil Group's commitments to its stakeholders, and addresses

the issues of sustainability, labour rights and equality, health, safety and the environment.

Human Rights

Although the set of fundamental human rights does not change, society and the context itself, putting respect for them at the centre of attention. At Secil, because we operate in several countries, we are aware of these issues, which are vital to ensure compliance with the universal principles established by the United Nations in the area of human rights. Because we understand the importance of this benchmark, it is applied in all our operations and no infringement is tolerated.

It was with this assurance that, in 2019, Otmar Hübscher, as CEO of Secil, signed the Portuguese version of the **CEO Guide** on human rights, launched by BCSD Portugal.

This document is the Portuguese version of the CEO Guide for Human Rights of the World Business Council for Sustainable Development (WBCSD). In collaboration, 30 business leaders committed to championing Human Rights issues in their Organisations and in their value chains, going beyond risk management and compliance with legislative and regulatory frameworks, in the quest for positive transformation in people's lives.



“Respect for Human Rights is a foundation of our commitment to PEOPLE and should guide all human interactions at Secil”

OTMAR HÜBSCHER ____ CEO of Secil



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CREATING SUSTAINABLE VALUE

2.3 ____ Materiality

Aware that the global context and trends are constantly changing, influenced by disruptive events such as the COVID-19 pandemic, Secil intends to carry out a new materiality review in 2022, and will reflect this in the next sustainability report. A materiality analysis is currently in force in the Company, based on 14 material topics, which continue to be areas of enormous relevance for the Group.

→ List of material topics

E

- 1 GHG emissions
- 2 Energy
- 3 Biodiversity and ecosystems management
- 4 Waste management and circular economy
- 5 Other emissions
- 6 Water use and management

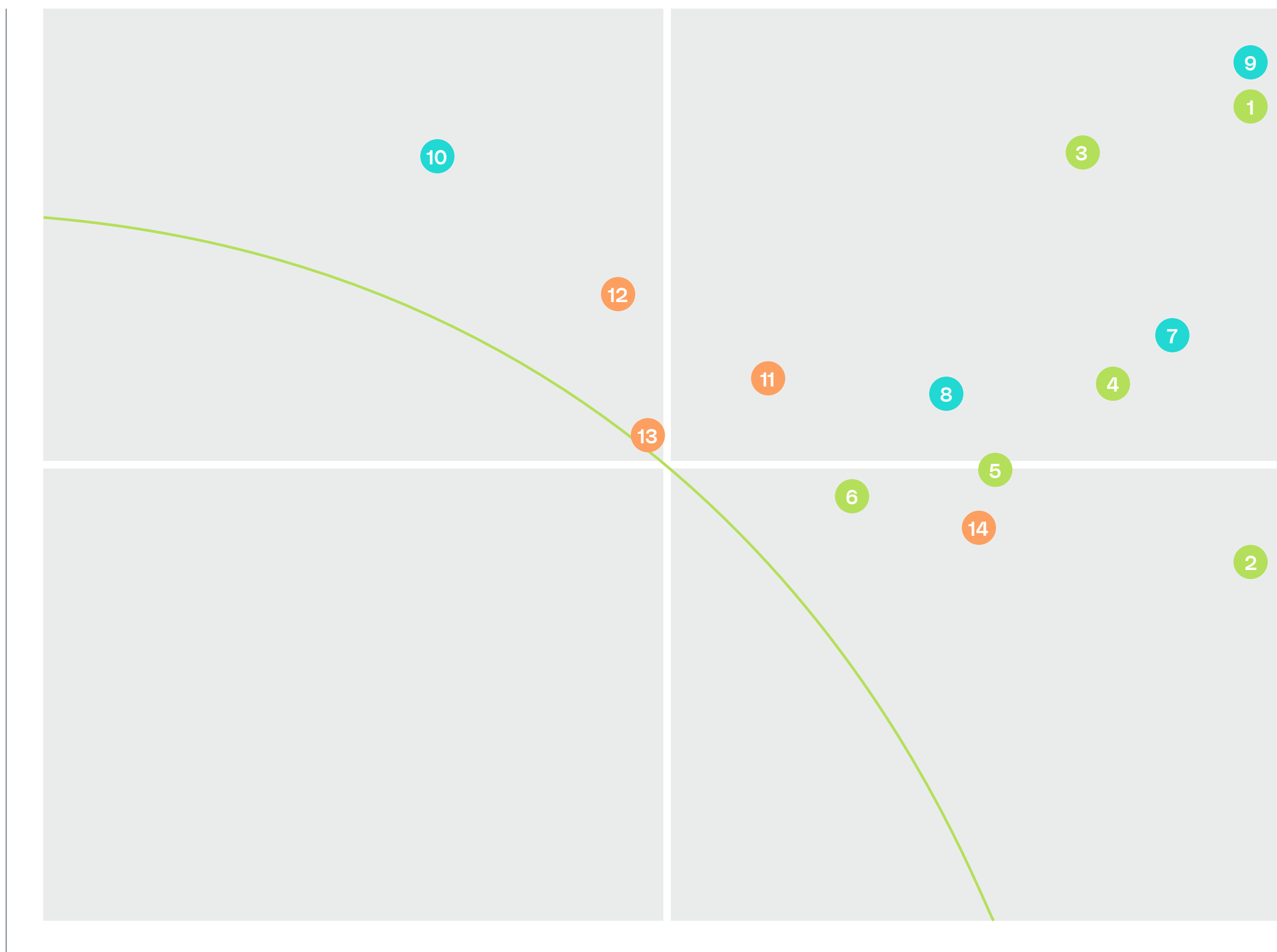
S

- 7 Community development and local impact management
- 8 Talent, diversity and inclusion management
- 9 Health and Safety
- 10 Product safety and quality

G

- 11 Stakeholder engagement
- 12 Innovation
- 13 Customer satisfaction and relationship
- 14 Product responsibility and sustainable construction

IMPORTANCE FOR STAKEHOLDERS



IMPORTANCE OF IMPACT



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CREATING SUSTAINABLE VALUE

2.4 Engaging with stakeholders

Why is this relationship a priority?

Our stakeholders are a key element in the way we manage the Group's business. Secil has been opening channels which allow the growing involvement of the various players impacted by its operations, who should be listened to and take part in the Company's decision-making process. The stakeholder groups, identified below, were also consulted in establishing the material topics.

Our stakeholders are a key element in the way we manage the Group's business.

→ Stakeholder's Grup



* Environmental Monitoring Committees (Portugal, Tunisia and Brazil)



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CREATING SUSTAINABLE VALUE

2.5 Solutions for SDG

Secil closely monitors the challenges of sustainable development. The United Nations' SDGs are therefore included in its agenda. In this regard, three priority SDGs were identified - 9, 12 and 13 - and five second-level or important SDGs - 4, 7, 8, 11 and 17.

There are a total of eight SDGs which are in line with GCCA and the other companies in the Semapa Group, in which Secil is included. These SDGs are identified below and illustrated with the main initiatives that have contributed over the past two years to meet each of them.



three priority SDGs were identified
 - 9, 12 and 13
 - and five second-level or important SDGs
 - 4, 7, 8, 11 and 17.



Framework

Secil's companies operate in value chains with a clear local economic impact and in areas which are vital to society. They offer resilient solutions and products, and are committed to R&D, seeking to meet future challenges.

Secil's Solution

Offering resilient construction solutions and a sustainable life-cycle; technical development areas, focused on process and product innovation; support for the development of infrastructures in developing countries (Tunisia, Angola); donation of computers and other technologies to social projects; Secil Innovation Prize, aimed at promoting regional innovation.

The CCL project, which is being implemented by Secil, is highly innovative and involves several university researchers. This project will eventually lead to 12 new patents being filed.



Framework

Secil has environmental impacts in its production processes, which are mitigated and managed with its environmental management policies and systems. The Company is focused on resource efficiency and the promotion of a circular economy.

Secil's Solution

Efficiency in the use of resources - water, energy and raw materials; reduction, control and measurement of particle emissions; reuse of materials, recycling and reduction of consumption; development and expansion of the use of alternative, non-fossil fuels; concretes with less cement and more secondary raw materials, such as cork; development and production of thermal insulation, contributing to more efficient energy consumption in buildings.

Secil follows trends on the international agenda to measure circularity. Thus, during 2021, Secil followed the development of version 2.0 of the Circular Transition Indicators (CTI tool), developed by the WBCSD with the support of Circular IQ.



Framework

Secil is aware of its impact on CO₂ emissions, and is committed to contributing to the minimisation of climate change.

Secil's Solution

Strategy and actions to reduce the carbon footprint and decrease CO₂ emissions; reduction of admixtures: cement with less clinker (Low Carbon Clinker) and concretes with less cement; provision of a single product - cement - for society's infrastructures and its adaptation to climate change (with special focus on fire resistance) and to phenomena such as floods or storms; preference in the use of maritime and rail transport, in the movement of goods and fuels; increase in the energy efficiency of equipment and facilities.



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CREATING SUSTAINABLE VALUE



Framework

Secil assumes the responsibility of encouraging the personal and professional development of its employees. Attracting and retaining talent is a constant concern, given the high number of employees.

Secil's Solution

Support for the development of education campaigns in developing countries such as Lebanon, Tunisia and Angola. Participation in School Councils in educational establishments in Portugal and various initiatives with universities, to encourage research or integration into working life, such as the Secil Universities Award. Educational field trips to plants, namely factories and the Cement Museum of the Maceira-Liz factory. Inauguration, in 2020, of the Casa da Cultura Pedro Queiroz Pereira (cultural centre), aimed at promoting activities in the Adrianópolis (Brazil) community, free of charge and for all ages, focusing on areas such as education, culture, sports and leisure. This cultural centre had increased its activity by the end of 2021

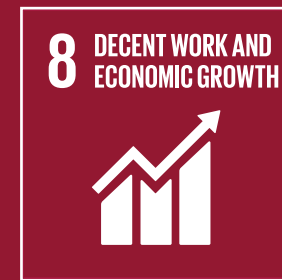


Framework

Secil accepts that one of the objectives is the conversion of the company's energy matrix, as can be seen in its decarbonisation roadmap.

Secil's Solution

Development of its carbon neutrality roadmap in order to meet the challenges that climate change presents to society. Investment in improved combustion processes with hydrogen.



Framework

Secil is a benchmark employer at a national and international level, and is focused on generating value, providing decent employment, favouring safety, training and respect for equality.

Secil's Solution

Programmes in Leadership and Coaching in Safety Behaviour. TME Programme (including safety roadmaps for all regions) of training and capacity building of human capital extended to a larger number of employees. Implementation of a new positive reassurance programme, as we believe that positive feedback influences not only employee well-being, but also communication, trust and teamwork.



Framework

Secil, through the cement industry, contributes to the development of more sustainable cities. And by having more sustainable manufacturing standards, it will be an integral part of fairer and less environmentally damaging communities.

Secil's Solution

By creating more sustainable product lines, with low environmental impact, Secil is contributing directly to this goal.



Framework

Secil interacts with very diverse groups in civil society, both nationally and internationally. Multiple partnerships have been established that have promoted the improvement of their performance.

Secil's Solution

Environmental Monitoring Committees; Secil Awards; partnerships with the Architects' and Engineers' Associations; partnerships with universities; support for NGO and IPSS (social welfare) initiatives in the communities surrounding the plants; close institutional links with local authorities in the areas where the plants are located, with financial and logistical support for various initiatives; participation in numerous business associations. Support for the publication of technical works or works of community interest; participation in Associations or Platforms for Business and Institutional Cooperation. Inauguration, in 2020, of the Casa da Cultura Pedro Queiroz Pereira (cultural centre), aimed at promoting activities in the Adrianópolis (Brazil) community, free of charge and for all ages, focusing on areas such as education, culture, sports and leisure. This cultural centre had increased its activity by the end of 2021



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CREATING SUSTAINABLE VALUE

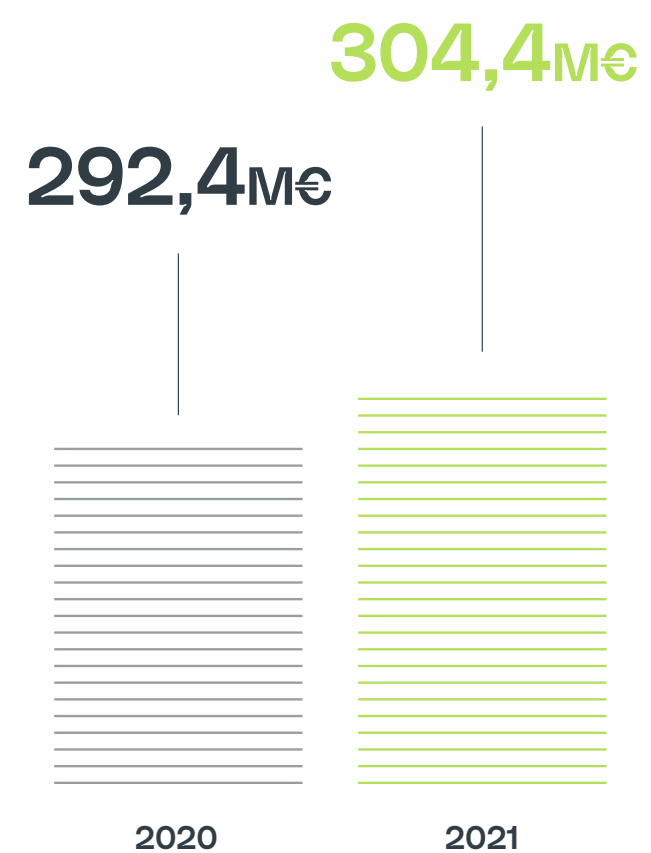
2.6 ____ Value Generation

Secil is focused on the creation of value through positive economic performance, taking into consideration its direct and indirect impacts on society. In line with the other subsidiaries of the Semapa Group, Secil follows the principle of generating shared value with the various stakeholders, having distributed 292 M€ in 2020 and 304 M€ in 2021. Also worthy of note is Secil's impact on the generation of socio-economic value, employing more than 2300 employees (2021), equivalent to more than 77 M€ in salaries and benefits. Besides generating direct employment, Secil has 7759 suppliers, 92% of which are local, corresponding to 78% of the Company's purchasing volume, thus contributing to local economies and employment.

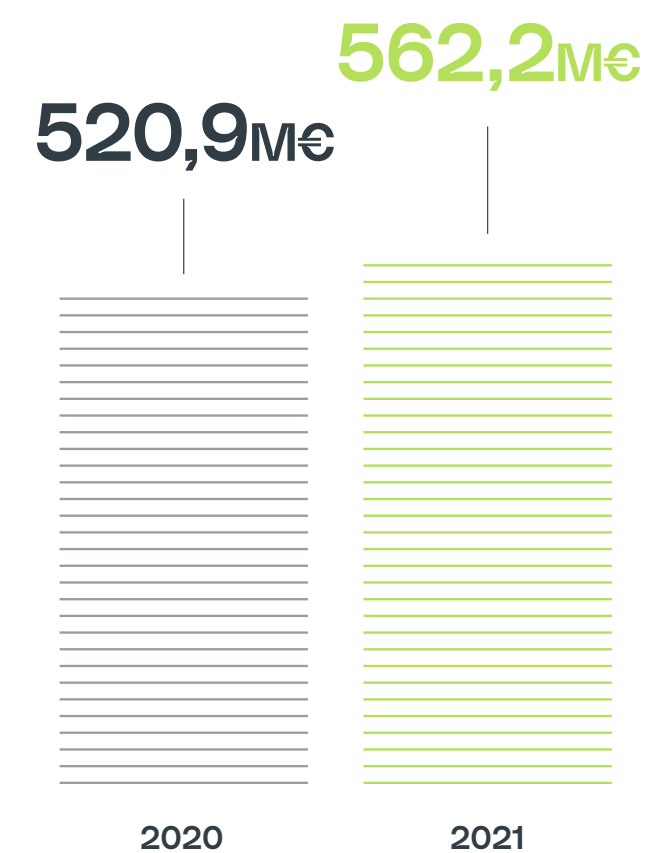


Direct economic value generated and distributed (millions of euros)

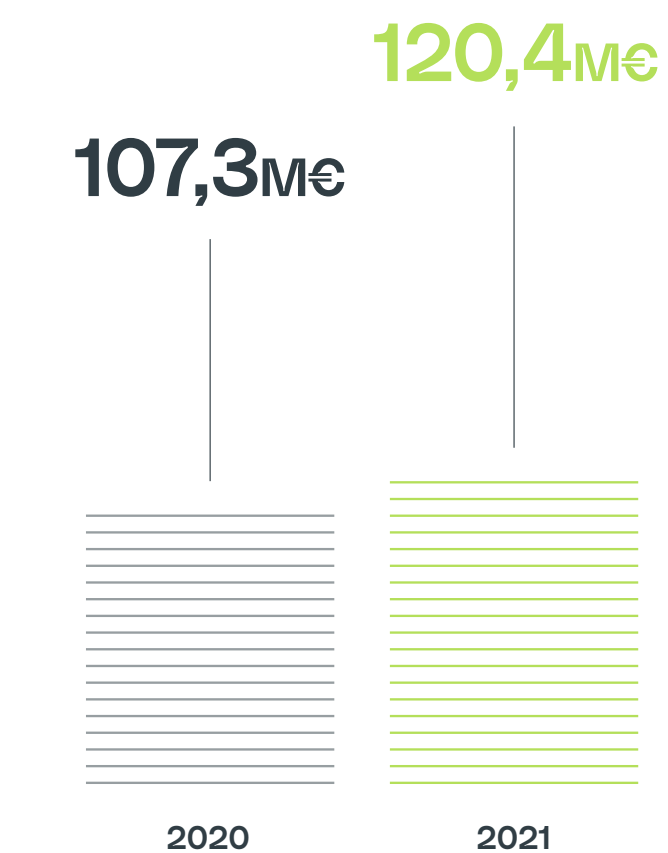
Operating costs (Distributed amount)



Revenues (amount generated)



Accumulated Value



71,5M€

Employee salaries and benefits

2020: 70,1M€



58,3M€

Payments to capital providers

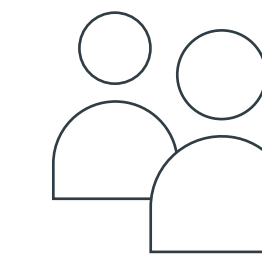
2020: 39,8M€



1,6M€

Taxes

2020: 10,8M€



0,5M€

Investment in the community

2020: 0,5M€



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CREATING SUSTAINABLE VALUE

Secil is fully committed to the goal of decarbonising the cement and concrete sector by 2050,

in accordance with the decarbonisation roadmaps of the global, European and Portuguese industry sectors. We have determined priority SDGs, which are integrated into the delineation of our policies and objectives.

Eligibility in European taxonomy

The European Commission published the European Green Pact, a new growth strategy, in 2019 with the aim of reducing greenhouse gas (GHG) emissions to zero by 2050, to support economic growth through more efficient means and the sustainable use of natural resources. Also on this subject came Regulation (EU) 2020/852 of the European Parliament and Council, 18 June 2020, on Taxonomy, which provided a framework for the concept of sustainable investment. This concept is embodied in a standardised classification system, which makes it possible to determine which economic activities are

considered "environmentally sustainable" in the European Union.

In this context, and based on the activities considered eligible under this system for the "mitigation of climate change" and "adaptation to climate change" environmental objectives, Secil has conducted an analysis of its activities, within the scope of eligibility, as described in Annexes I and II of Delegated Regulation (EU) 2021/2139 of the European Commission. According to the analysis carried out, the activity "Cement Production" falls within the scope of the aforementioned annexes, more specifically the production of grey cement,



which corresponds to 60% of Secil's turnover. These activities are also equivalent to 72.9% of the Company's CAPEX and 65.1% of OPEX (data for 2021).

For more information, see the attached report on European Taxonomy (page 78).

Risk management

The company undertakes an analysis of its risks based on financial and operational risk factors. Financial risk management is carried out by the Group's Office of Financial Management based on policies approved by the Management. The Group's Office of Financial

Management identifies, assesses and carries out operations with a view to minimising financial risks in strict cooperation with the Company's operational units. Management establishes the principles for risk management as a whole and policies covering specific areas such as exchange rate risk, interest rate risk, credit risk, the use of derivatives and other non-derivative financial instruments, as well as the investment of excess liquidity. The operational risk factors considered include several strands, with particular emphasis on the construction sector, demand for Secil products, environmental legislation and energy costs.



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CEMENTING THE FUTURE

03 — CEMENTING THE FUTURE

SOLID IN INNOVATION

And constantly searching
for the best solutions for our customers.



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CEMENTING THE FUTURE

03 _____ Cementing The Future



Secil is committed to innovation, contributing to the sustainability of the construction sector **with new products which are less carbon-based, more circular and more digital**

The sector has a key role to play in the European Ecological Pact, and is strongly committed to contributing to the achievement of these goals, namely in terms of the objectives of the construction, energy and transport sectors, through the application of its innovative, sustainable and progressively decarbonised products and solutions, focusing also on the circularity of the economy - to which it has been contributing in a consolidated manner - and carbon neutrality by 2050.

The future of construction is closely interlinked with its decarbonisation and in the last two years the cement industry has been identifying steps for this process, from the eco-friendly design of construction to the use of more efficient systems, namely in the digitalisation of logistics and offsite prefabrication.

3.1 ____ Decarbonising the sector

In 2021, all the legislation of the EU Emissions Trading System (EU ETS) relating to the 4th phase was published, covering the sub-period 2021-2025, and its revision was immediately initiated, following the European Ecological Pact (EU Green Deal), with the consequent change of EU objectives for the reduction of emissions by 2030 and 2050, which became 55% and 100% carbon neutral respectively.

At the same time, and to address the necessary balance between domestic, EU and external producers





(importers) in relation to carbon costs, new legislation called the Carbon Border Adjustment Mechanism (CBAM) is being developed for the cement sector.

One of the first concerted decisions from the sector was the launch of Cembureau's Roadmap to Carbon Neutrality in 2050, in response to the challenging targets associated with the European Green Pact. Secil has followed this route and subsequently participated in the preparation of the roadmap for the national sector, which was publicly presented to the national authorities in March 2021, in a commitment to the objectives for 2030 and 2050, promoted by the Technical Association of the Cement Industry (ATIC).

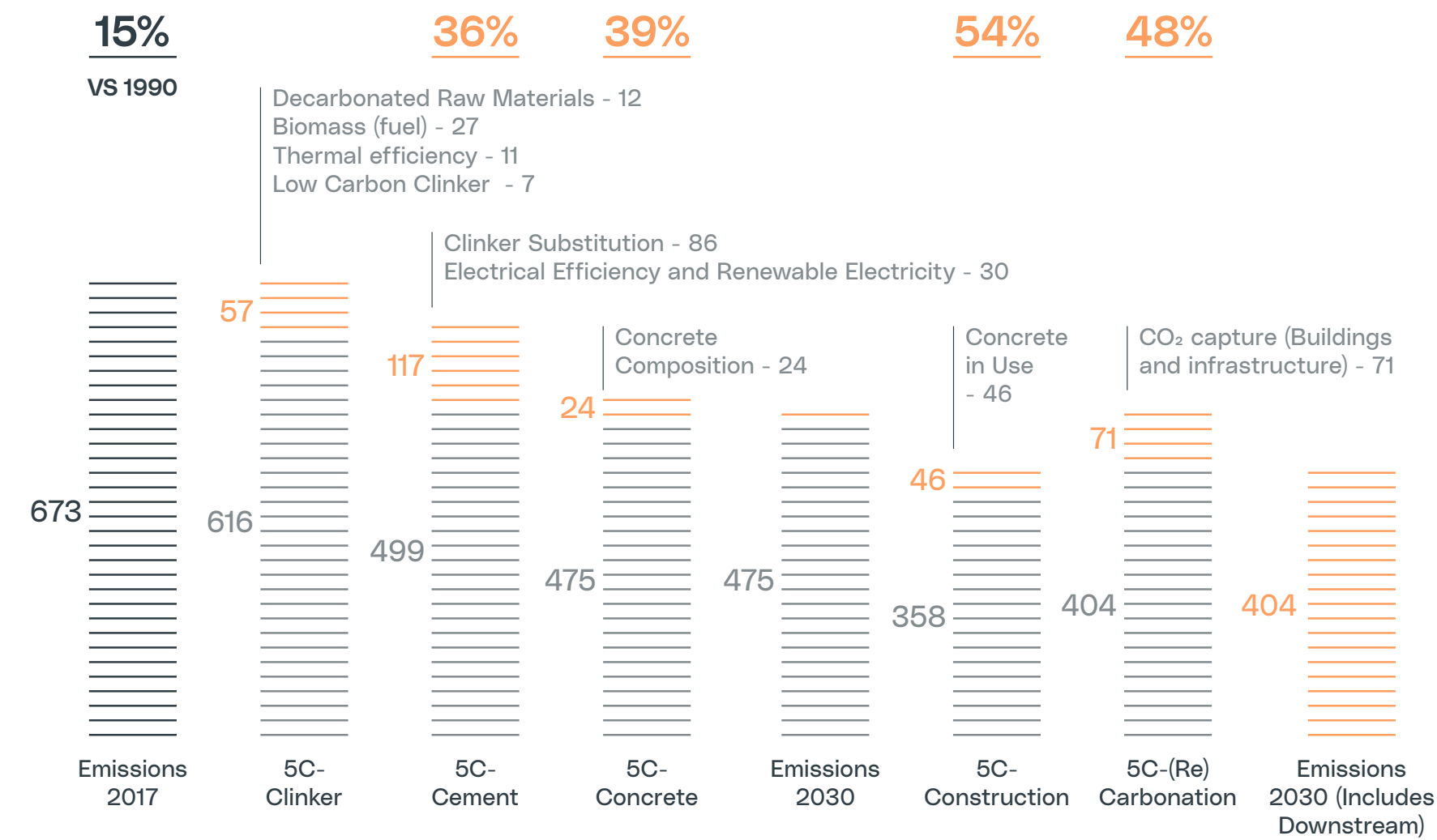
Secil has also been a member of the GCCA since its inception, having signed the pledge that includes the Climate Change and Energy commitment.

In October 2021, the GCCA presented its Roadmap to Carbon Neutrality by 2050, in which leading cement and concrete producers from around the world (representing 80% of total production outside China) jointly committed to carbon neutrality of concrete by 2050, along with an interim target to avoid five billion tonnes of CO₂ emissions by 2030.

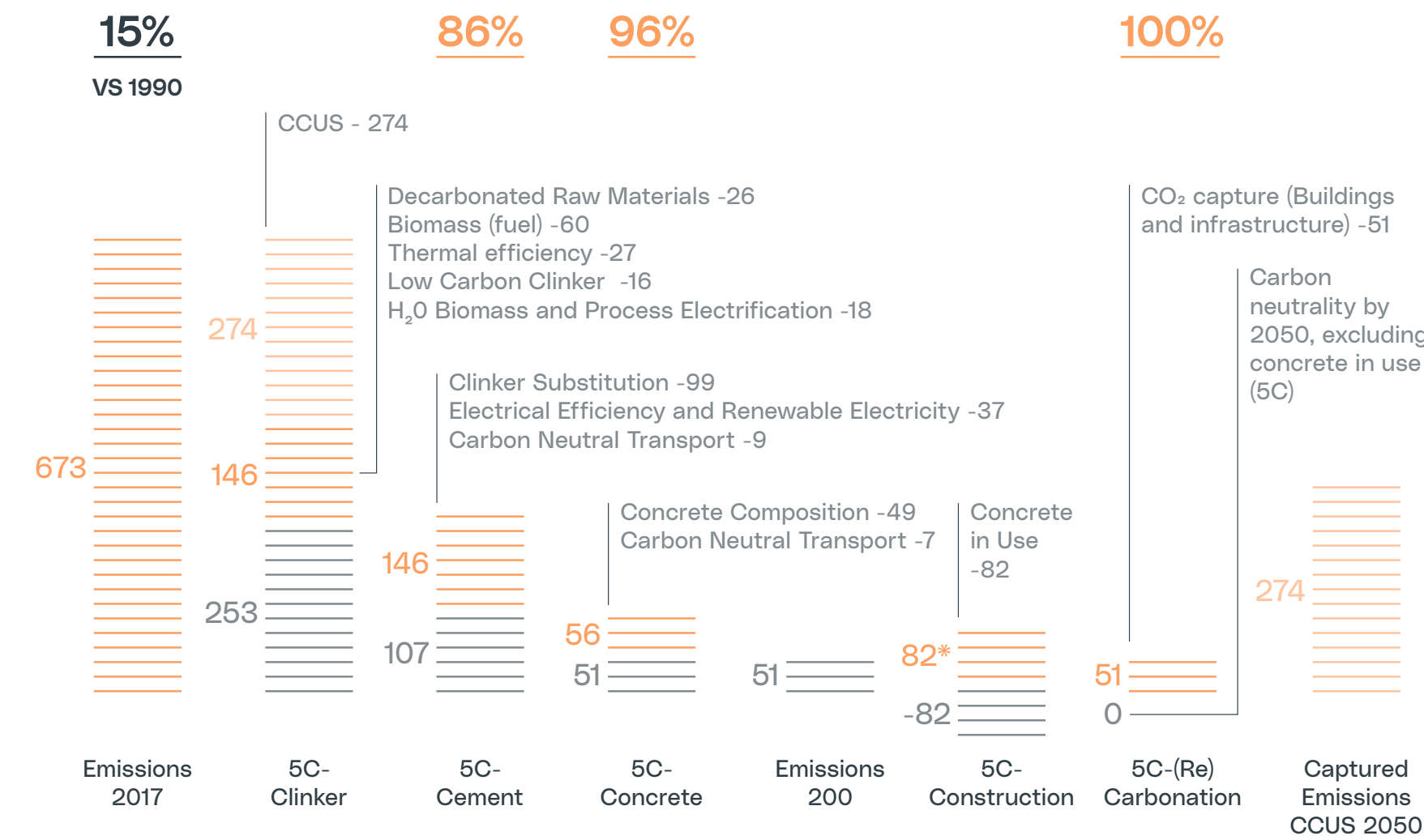
the GCCA presented its Roadmap to Carbon Neutrality by 2050, in which leading cement and concrete producers from around the world jointly committed to carbon neutrality of concrete by 2050, along with an interim target to avoid five billion tonnes of CO₂ emissions by 2030.



Potential Reduction by 2030 (Portugal)



Potential Reduction by 2050 (Portugal)



Source: ATIC - Associação Técnica da Indústria de Cimento (Technical Association for the Cement Industry).

Reduction potential per element of the 5C chain.

* The emission reduction potential of concrete used (construction) mentioned here is not included in the calculations regarding the potential reduction by 2050. Only the reduction of CO₂ emissions made in our sector were considered for the purposes of achieving Carbon Neutrality by 2050. Nonetheless, it is important to underline that concrete, as a building material, provides additional CO₂ reduction due to some of its properties, such as thermal inertia, which improves the energy efficiency of buildings. It also contributes to indirect CO₂ reductions through its use in dams, wind turbine foundations and shafts, and other similar applications. For example, concrete is the ideal material for renewable energy equipment or transport infrastructure. In addition, we considered that these savings could be somewhat offset by the needs of climate change adaptation, in which our materials could play a key role.

CEMENTING THE FUTURE



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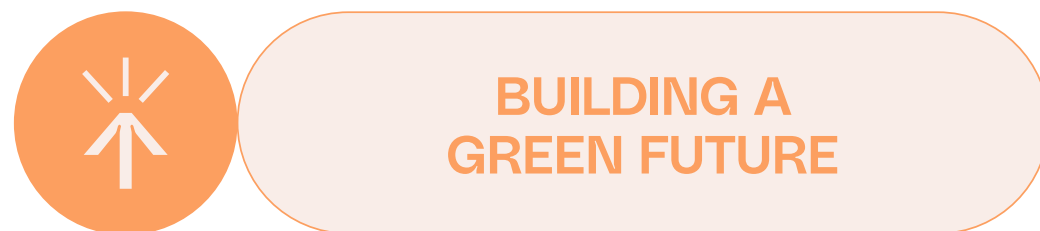
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CEMENTING THE FUTURE

3.2 ____ Secil's contribution

Secil envisions a future of construction based on two key components, the first being the decarbonisation of the value chain, and the second being the circularity of concrete. For the former, 60 million euros has already been invested in CAPEX, including energy efficiency, use of alternative fuels and secondary raw materials.



Internally, and in line with the sector, the Company is developing its own roadmap with the entire Group's goals for 2030 and 2050, aware of the diversity and extra difficulties existing outside the EU, given the unevenness of commitment in the different regions in terms of decarbonisation and, consequently, the lack of implementation of policies and support measures essential to enable and drive the necessary investments to be made in the production units for an effective reduction of their carbon footprint.

Secil subscribes to the European and Global Industry Declarations of Climate Ambition, which aim to achieve carbon neutrality in the concrete value chain by 2050. Progress has been made in this direction and CO₂ emissions have been reduced by around 5% in recent years.

Our ambitions must go further, with the adoption of the global commitment to decarbonise human activity provided for at COP21, and to this end Secil plans to make a major industrial investment in Setúbal, worth

around 70 million euros, thus reducing the use of fossil fuels to zero, improving energy efficiency and reducing the CO₂ emissions implicit in the production of cement from limestone.

In parallel, Secil has been investing in product innovation such as the Low Carbon Clinker (LCC), which enables savings of around 10% in emissions and in the use of raw materials - the Clean Cement Line (CCL) project and CLEAN4G. The focus on product innovation is representative of the Company's decarbonisation strategy, which essentially involves concentrating on the products in question (clinker and cement).

Calculation of the carbon footprint

As a first step, Secil, within the ambit of calculating the Semapa Group's carbon footprint, carried out its Scope 1 and 2 assessments, which was carried out in three phases, with the support and coordination of a specialist company:

1. The first phase consisted of collecting and analysing information on CO₂ and other GHG emissions.
2. In the second phase, the carbon footprint of the three companies was analysed for scopes 1 and 2 emissions (direct and indirect) in 2020, which will serve as the reference year.
3. A synthesis report was created during this phase, including the complete GHG inventory of the Semapa Group, of which Secil is part.



Commitments 2020-2030

Set emission reduction targets and publish their progress.

Implement guidelines for the use of fuels and raw materials in cement production.

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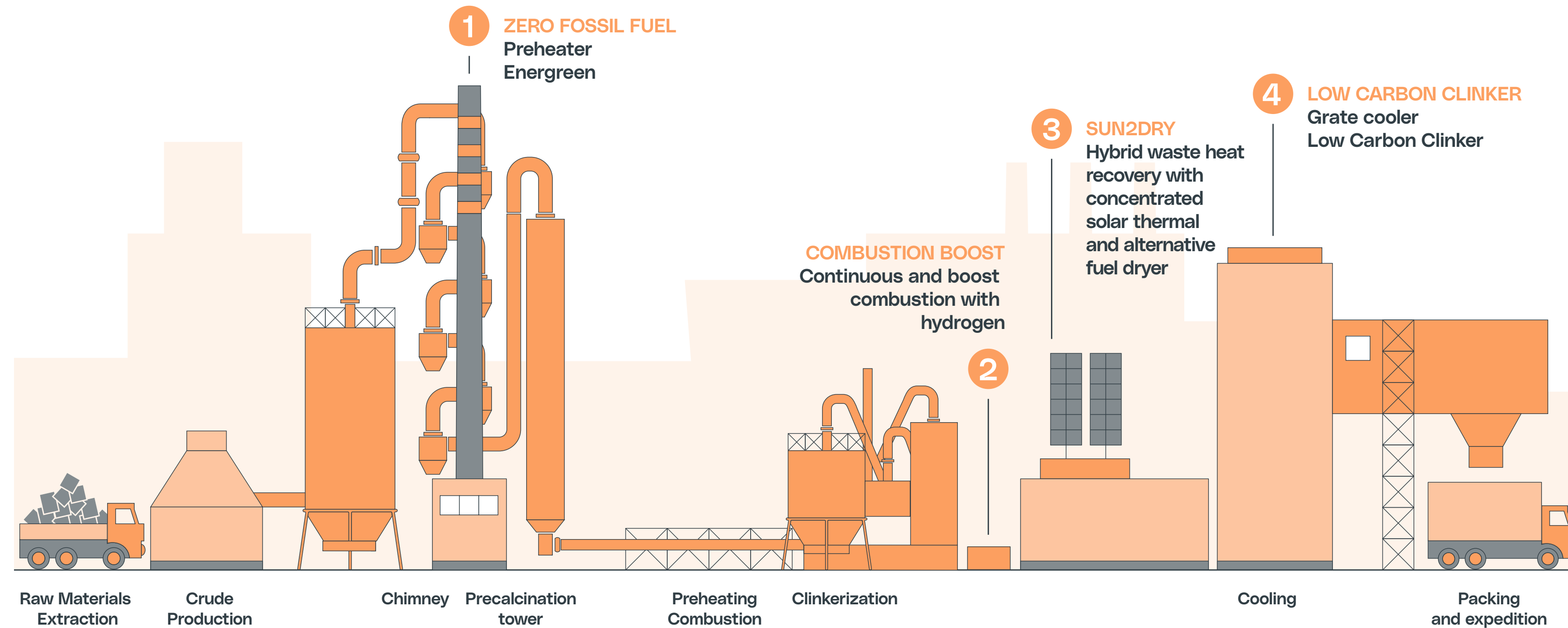
Clean Cement Line (CCL)

CCL is Secil's flagship project in the process of decarbonisation, and is the result of an 86 million euros investment by the Company in its plant in Outão, Setúbal. With this project, Secil intends to position itself as the main supplier of low carbon cement for the public works and civil construction cycle, which is announced with the Recovery and Resilience Plan and PT2030, whose green procurement criteria and objective are to eliminate the use of primary fossil fuels and thus achieve a

20% reduction in CO₂ emissions, increasing energy efficiency by 20%, and generating 30% of electricity through heat recovery.

2021 will see the implementation of this project, which includes four research and development sub-projects to help achieve the set goal. With this new line, Secil will be able to produce low carbon clinker and, consequently, create a range of cements with a low ecological footprint.

It should also be noted that this project also has a strong, local socio-economic impact, albeit temporary, in terms of job creation during the construction and assembly of equipment, where a peak of over 500 workers is expected. Already in the operational phase, there should be an increase of more than 250 workers compared to the present number, and seven new specialised jobs, linked to research and development in Secil's technical centre. **CCL.**



Clean Cement Line - Concept
 Inclusion of several projects related to energy efficiency and CO₂ emission reduction (combustion and production)

Global Improvements

20%
Energy Efficiency
 20% energy use reduction

20%
CO₂ Emission reduction₂
 20% reduction

30%
Electric Energy
 by Solar Thermal and production heat recovery amounting to 30% of the energy needs



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DELIVERING THE BEST PRODUCTS

04 — DELIVERING
THE BEST PRODUCTS

SOLID IN GROWTH

We will continue to ensure positive financial results, supported by our sustainable management model and continual value creation.





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DELIVERING THE BEST PRODUCTS

04 Delivering The Best Products



Secil gives form to the ideas of its customers, employees and the community, decisively contributing to a better, increasingly innovative and sustainable world.

The markets in which we operate are increasingly complex, with distinct economic frameworks and high levels of competitiveness; thus, it is becoming more and more challenging to create competitive advantage that satisfies the increasingly demanding needs of our customers. So, as a Group, we are committed to improving innovatively our operational and commercial culture, not only to strengthen the relationship with our customers, but also to improve the product we deliver.

4.1 Innovative solutions



Secil works to create innovative solutions and develop products for the future of sustainable construction.

How relevant is this issue?

The cement industry has an essential role in the future of construction. Working throughout the life cycle of the products so that they have the least impact possible is this industry and Secil's goal. The Company has an ambitious approach to innovation and is working on a series of significant product developments with a focus on sustainable construction, which include commitment to the circular economy and solutions that promote more efficient and sustainable construction.



Impacts associated with the material topic

Consumption patterns are changing, becoming more and more demanding in terms of impact on the environment and society. Products such as cement, and other materials from the industry, are no exception, adding further to the progress being made in terms of ecological transition. It is therefore essential to seek to develop and improve the products associated with the construction industry; to make them more sustainable and competitive, both in terms of product and production. This is the only way to meet the objectives set at the level of the sector itself, with regard to decarbonisation.



Ambition 2025 INNOVATION Element

+10M€

(EBITDA over) from Innovation projects, between 2021



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DELIVERING THE BEST PRODUCTS

Two year review

The development of research and innovation projects aims to push the Company's performance, promoting progress on issues such as environmental and economic performance. Between 2020 and 2021, Secil participated in the development of research and innovation projects with partner organisations, not only in the improvement of the product and operations, but also in the management of environmental impact.

Research networks

To this extent, Secil is a member of the **Innovandi Consortium**, the GCCA Research network, which brings together numerous scientific institutions,

cement and concrete producing companies and technology and equipment suppliers in order to accelerate innovative measures and applied research in concrete production, in the context of decarbonisation and climate change. In Portugal, Secil is part of the Collaborative Laboratory **C5Lab**, also comprising ATIC, Cimpor, IST and LNEC, with the aim of carrying out research and development activities in the context of the decarbonisation of the cement industry. To this end, it has as its main objective the development of innovative technologies in the sustainable production of cement, mortars and concrete with a reduced CO₂ footprint, and encourages research into new raw materials, alternative fuels, other types of cement, etc.



R&D at the heart of the strategy

The CCL project, which is being implemented by Secil, features significant change and involves several university researchers, whose activity has already led to 12 new patents. Some of the sub-projects regarding alternative fuels, hydrogen and Low Carbon Clinker that make up the CCL are the result of research, innovation and development produced internally by Secil and its partners. Moreover, the Company develops several other research projects, such as Beinahand, Becharged, Baterias 2030, Clean4G or onthermalHP, which are funded by PT2020. Other innovative projects in the area of hydrogen and synthetic fuels are also on the horizon.

Cork as an ally in sustainable construction

The focus on product innovation has been evident, not only in the use of more sustainable materials, but also in improved performance, contribution of these products in different applications. Within a circular economy framework, Secil also uses by-products from other industries, such as cork, to manufacture mortars and lightweight concrete with cork, for example. It also develops a number of other coating and thermal insulation products which improve the energy efficiency of buildings. Examples are ECOCORK and BETÃO UNILEVE® CORTIÇA BRANCA. In 2021, Secil was distinguished with an Honourable Mention for **Business Sustainability** in the Decarbonisation category for using innovative concrete with cork in the construction work on Lisbon Cruise Terminal, a project that was developed in partnership with the architect and designer, João Luís Carrilho da Graça, Amorim Revestimentos and ITECONS.



→ Case study

Technology at the service of the restoration process

The Secil-Outão area, which has been subjected to a 40-year restoration process, gives us a timeline which produces excellent conditions for the development of restoration models and succession processes. In this way, it is possible to forecast, in space and time, the evolution of succession and restoration processes, thus contributing to restoration ecology becoming a predictive science.

One of the steps involved conducting a LiDAR (Light Detection And Ranging) flight over the part of Secil's land that was subject to ecological restoration, a remote mapping technology that measures the properties of reflected light, allowing the extrapolation of 3D information from the vegetation to characterise its structure (e.g. number of trees and average height of trees and shrubs), calculate vegetation metrics (e.g. vertical/coverage diversity indices) and validate/compare it with vegetation measurements made by classical methods.

The LiDAR flight was performed in partnership with Albatroz Engenharia S.A., within the project "Secil - Adaptive management of ecosystems based on the evaluation of the resilience of more than 30 years of Ecological Restoration in Secil-Outão", coordinated by FCUL's Centre for Ecology, Evolution and Environmental Change (cE3c).



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DELIVERING THE BEST PRODUCTS

→ Highlight

New SECIL Bags 0% Plastic

Over the last two years Secil has paid special attention to the sustainability of its packaging as a way of minimising the upstream and downstream impacts of its operations. Which led to the launch of a project to create a new range of cement bags, without plastic inside, which allows for the removal of about 96 thousand kilos of plastic from the environment per year. Thanks to continuous investment in technological development, Secil has been using stronger and more resistant paper, securing the same level of cement protection, in order to assure its customers' confidence in this 100% Portuguese product.

This new range has been available since the beginning of 2022.



NEW SECIL BAGS 0% PLASTIC

A more sustainable packaging, your usual cement.

4.2 ___ Safety and quality



Monitoring and managing the quality and safety of products throughout their life cycle is one of Secil's main concerns.

How relevant is this issue?

Focus on the safety and quality of its product is one of Secil's top priorities. This applies to the entire range produced by the Group. Quality is built from the beginning of the product's life cycle, taking into consideration the demands of customers, and compliance with all regulations and requirements pertaining to the sector. Secil is internally and externally recognised by accredited laboratories for its good professional practices and the quality of its tests and services provided.

Impacts associated with the material topic

The products marketed by Secil are highly relevant to national and international built heritage. For this reason, safety and quality are a priority, which are regulated through a set of rules and regulations that must be strictly complied with. All necessary tests are therefore carried out in order to guarantee, not only the safety, but also the durability of the products distributed to the market, avoiding any associated incidents.

Two year review

This is an area in which Secil works continuously to ensure that all requirements are being met, with



no single project to highlight. Secil keeps all this information public on its website, which guarantees the quality and safety of its products.

Product transparency

Secil provides complete information about its products and guarantees a systematically reliable level of quality in them and the services expected by its customers and other stakeholders, based on the organisation of the processes and the technical skills of its employees. In order to assure confidence in its products, the Company provides its customers and

the general public with information on performance and safety data.

It is important to equip users of the Company's products with the advice necessary to ensure quality and safety in their use.

Information available at:



[SECIL-GROUP.COM](https://www.secil-group.com)



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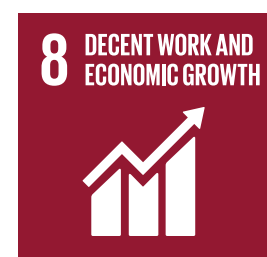
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DELIVERING THE BEST PRODUCTS

4.3 ___ Customer satisfaction and relationship



Secil works to foster good relationships with its customers, seeking to meet their needs.

How relevant is this issue?

The customer is a priority for Secil, focusing on the closeness of our relationship with customers and their satisfaction with the products and services that the Company provides. The Group has been promoting a culture centred on the customer, adjusting product offer and services to meet customer need and lead to the maximisation of long-term results. Internally, it has put in place a culture of excellence to disseminate and guarantee the sharing of best practice and systematically evaluate the commercial management performance of each business unit.

Impacts associated with the material topic

Customer proximity and relations are essential to the business, so maximising satisfaction levels is a priority. More than simply ensuring product quality, there is a need to strengthen and facilitate communication with customers, in order to simplify commercial relations. This relationship has an impact, in the sense that it allows the increase of the customer base and retention of existing ones.

Customer satisfaction and good relations with the customer are fundamental to the success of Secil's products, and of the Company itself. The degree of

consumer satisfaction is directly linked to the features of the product and the information provided about it, therefore, the focus on providing detailed information on the characteristics of the product is an important tool for promoting customer satisfaction.

Two year review

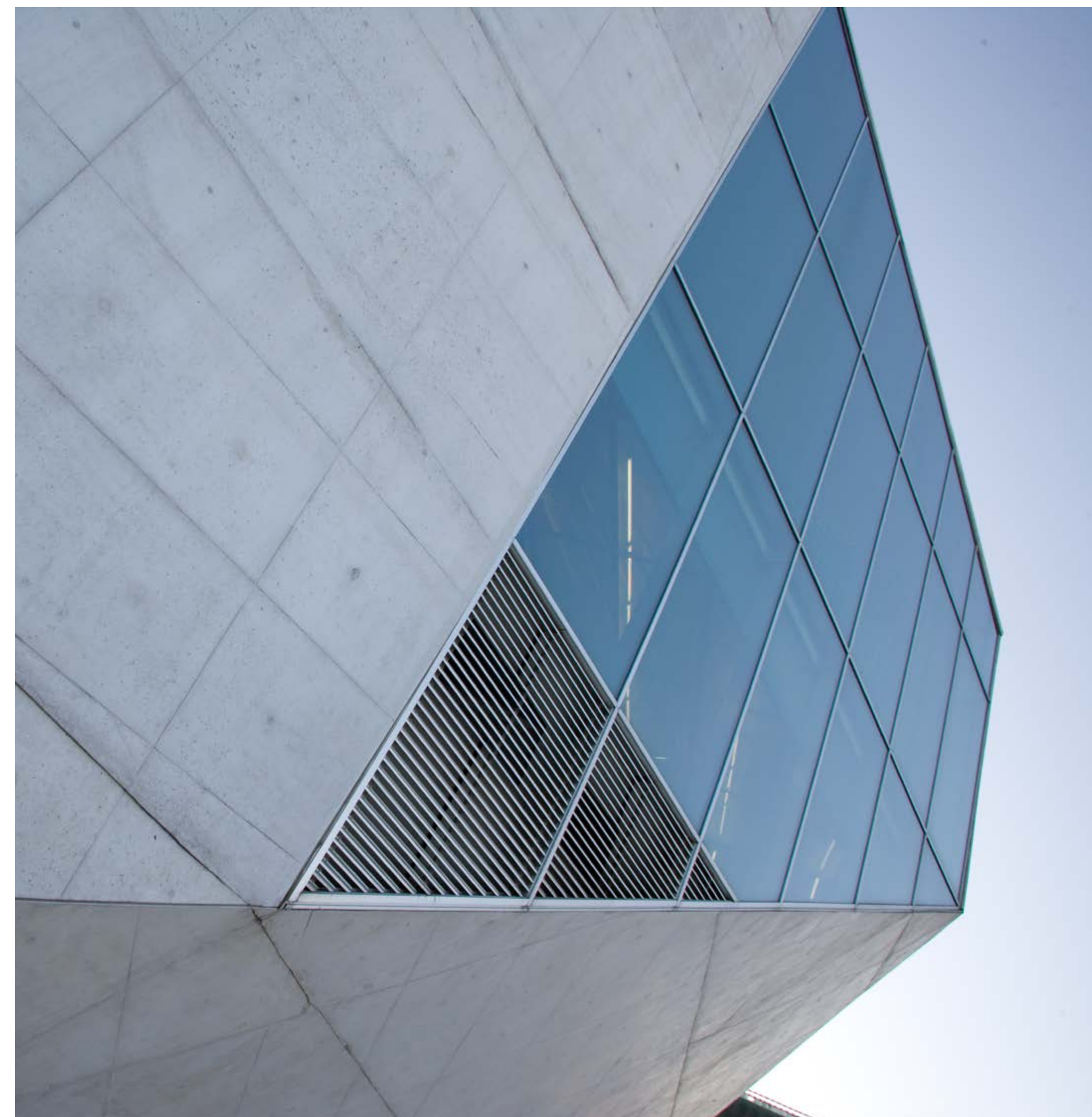
The Secil Group wants the best for its customers, and therefore, since 2017 it has been developing its commercial excellence, whose main objective is to design and apply the best practices to improve commercial efficiency, maximising results and continually meeting customer needs. In this way, it is possible to ensure conformity with current trends and identify future trends in each market of operation, anticipating the possibility of developing competitive advantages and creating value proposals that are recognised by their customers.

Best practices may include programmes to consistently adjust pricing, sales force effectiveness, product mix, customer lifetime value, customer experience and distribution management.



Ambition 2025
CLIENT Element

To be the preferred supplier of cement solutions to customers in the markets in which we operate until 2025.





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DELIVERING THE BEST PRODUCTS



Secil has created an integrated project to transform commercial practices by improving marketing strategy and the skills of our commercial teams.

Commercial excellence project

To improve its strategy, Secil has created an integrated project to transform commercial practices by improving marketing strategy and the skills of its commercial teams, which ensure a commercial organisation of excellence.

In order to promote and ensure the sharing of best practice and to systematically evaluate the performance of the commercial management

of each business unit in each region, an evaluation model based on five pillars was created:

1. Sales Activities
2. Market Management
3. Performance
4. Team Management
5. Customer Centricity

In order to allow uniformity of performance regarding the commercial management of the Secil Group, standard minimum levels have been defined for each activity.

Whenever there are deviations between standards and the results of assessments, corrective actions will be planned to guarantee the defined minimum performance. This ensures a standard level of performance across the entire Secil Group's commercial activity.

Integrated into the activities of the Commercial Excellence project, Secil developed a project titled "Customer Understanding", the main objective of which is to improve knowledge of customers and the cement market.

In this sense, and in keeping with the quality perception survey carried out in 2015, a new market study was prepared which aimed not only to assess the perception of quality among Secil customers, but also to analyse the main purchasing factors and compare them with the competition.

The 2020 results show a clear improvement in customer satisfaction with regard to product quality and overall relationship/complaint handling when compared with the 2015 results.



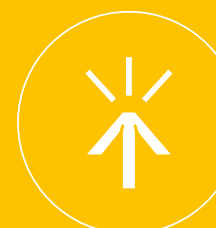
→ Highlight

Secil launches a new customer portal

Over the last two years, the Company has been preparing the new Secil customer portal as a result of the Group's digital transformation strategy. This platform will facilitate the daily management of customers, allowing personalised and quick access: just a click away on any device, this portal makes it possible for the customer from any of the four Secil business areas to place orders, programme delivery dates and, later, monitor the supply status of material, ensuring that the order is available on time. This tool has been available since the beginning of 2022.

This is a fundamental tool to improve competitiveness, process efficiency and information analysis, transforming the way we relate to our customers.

The Secil Unibetão Portal, which optimises concrete orders, was launched in 2021.



SEE THE VIDEO



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PROTECTING THE ENVIRONMENT

05 — PROTECTING THE ENVIRONMENT

SOLID IN DECARBONISATION

And in Secil's strategic contribution to the sustainable future of construction.



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ENVIRONMENTAL PROTECTION

05 Environmental Protection



Secil has been taking significant steps towards carbon neutrality, with important investments in the manufacturing process, increasing the circularity of the resources used in its operations and promoting biodiversity



BIODIVERSITY AT ARRÁBIDA

We want to guarantee a responsible standard of operation that makes the extraction of natural resources compatible with the management and protection of the environment. We remain focused on mitigating the impacts of our operations, adopting the best available technologies and practices, and providing appropriate training to our employees. We continue to work to reduce and mitigate the effects of climate change through projects that aim to reduce not only our carbon footprint, but also our other emissions.

We are aware of the need to reduce the consumption of natural resources by increasing our energy efficiency and by taking greater responsibility in the use and management of water. Reducing the use of mineral raw materials and production of waste is also in our plan, with the integration of the circular economy in our value chain. The ecological restoration of quarries and the protection of biodiversity are also areas we are focusing on in order to reduce the impact of quarrying. As we are a responsible company and value transparency, we regularly provide the public with data on our environmental performance.





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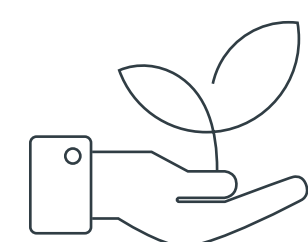
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ENVIRONMENTAL PROTECTION

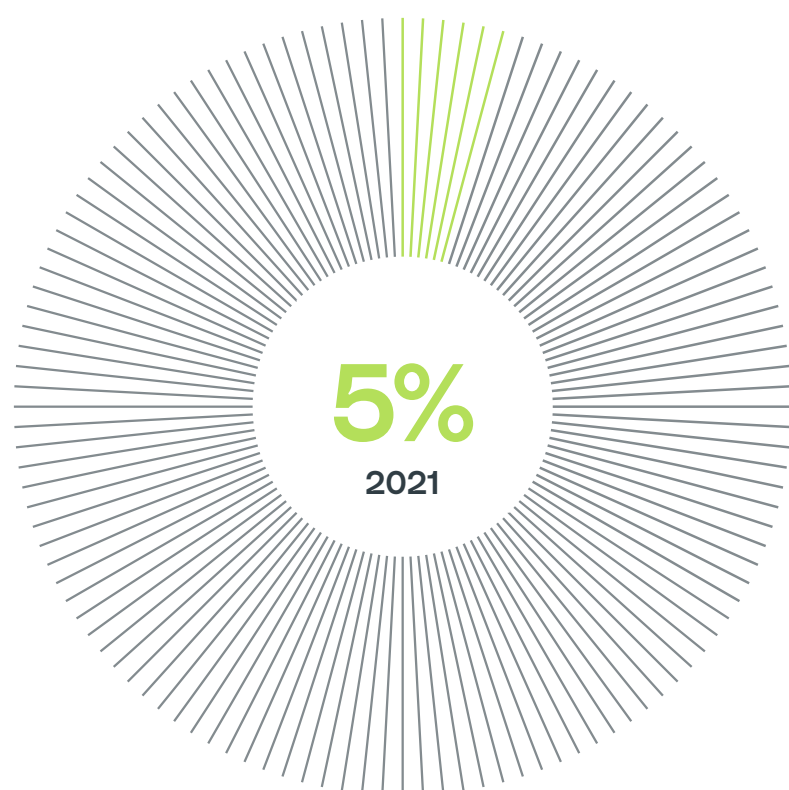
Environmental Performance

As we are a responsible company and value transparency, we regularly provide the public with data on our environmental performance.

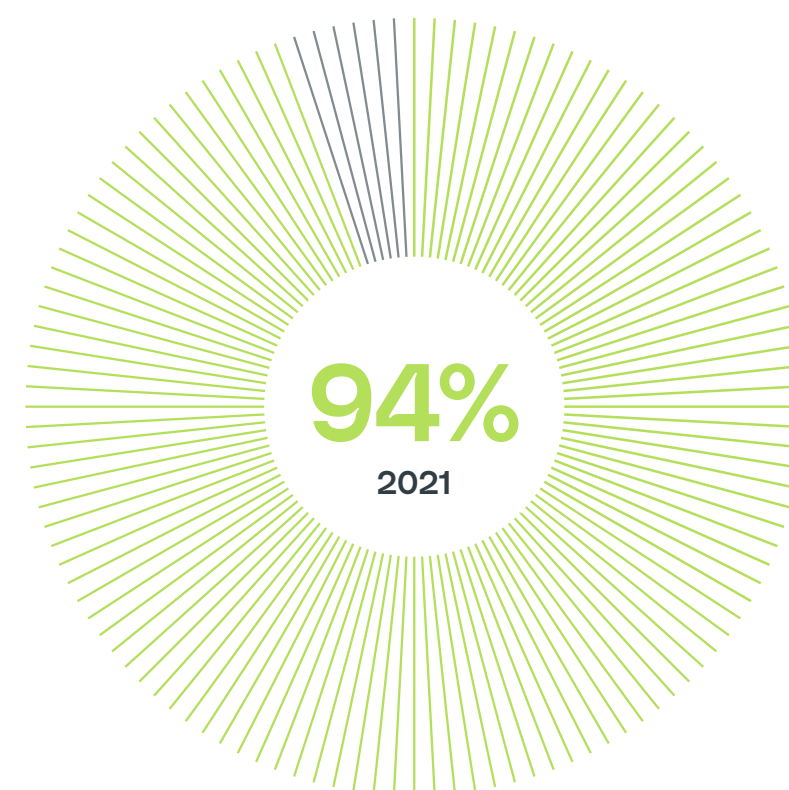


491 ha

Facilities near protected areas, or in areas of high biodiversity value



% of alternative raw materials

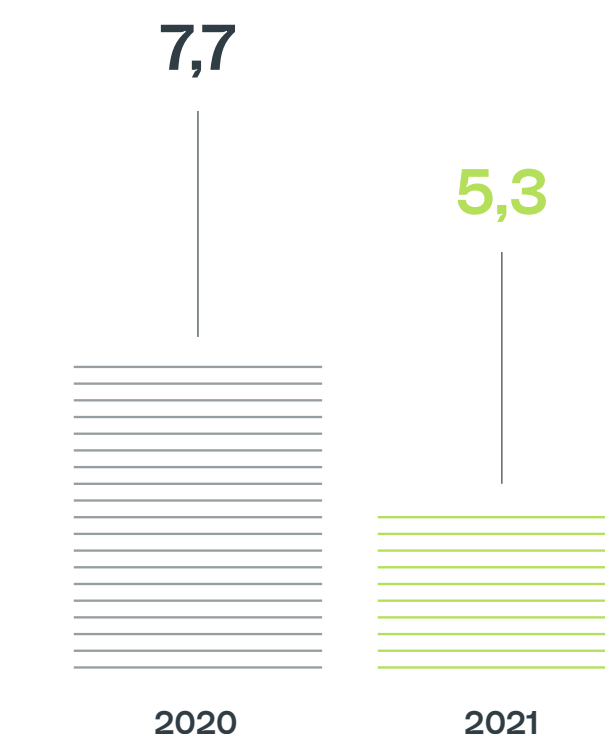


% of waste recovered

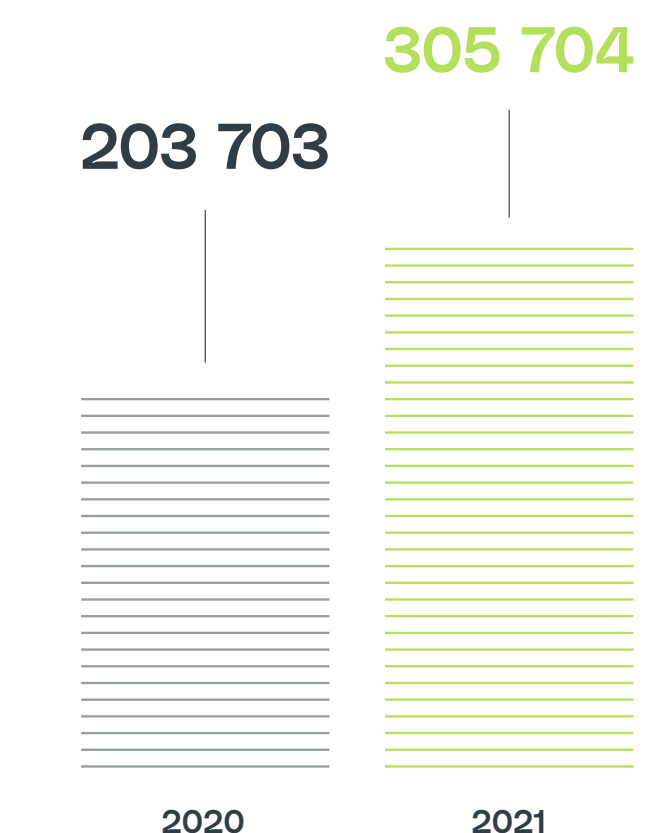
Consumption of raw materials (t)



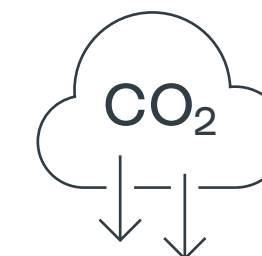
% of consumption of alternative raw materials (t)



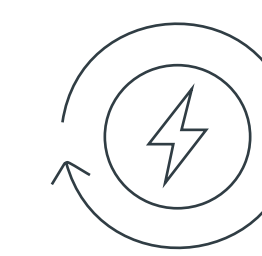
Energy from renewable sources (GJ)



1 324 892 m³
Total water consumption (m³)
2020: 1 309 122 m³



3 772 060 tCO₂
Emissions (scope 1+2) tCO₂
2020: 3 817 108 tCO₂



18 944 949 GJ
Energy consumption (GJ)
2020: 17 873 567 GJ



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ENVIRONMENTAL PROTECTION

5.1 ___ Climate change and energy



We are committed to taking action to combat climate change and its impacts

How relevant is this issue?

As a result of the joint effort that the cement sector is making, Secil has been investing in reducing its balance of CO₂ emissions through gains in thermal and electrical efficiency, the use of alternative fuels and the development of innovative carbon capture technologies. Several initiatives have been implemented, aimed at reducing the carbon footprint in its value chain, such as the production of cement with less clinker (Low Carbon Clinker) and concrete with less cement.

Impacts associated with the material topic

Secil is aware that its production processes have an associated carbon footprint, and that the sector in which it operates is responsible for 5 to 8% of the world's CO₂ emissions, according to the Global Cement and Concrete Association (GCCA). At the same time, it recognises that its products are essential to construction, playing a fundamental role in the development and growth of society. In view of this, the Group knows that it has a to make a contribution to mitigating climate change by reducing its emissions, both in the production process and in the life cycle of its products.

Two year review

The last two years were marked by the start of the Clean Cement Line (CCL) project at the Secil-Outão plant, covering a series of projects that will significantly reduce carbon emissions at this unit, and which will be finished by August 2023, as presented in Chapter 3.2. SECIL'S CONTRIBUTION.

This project is one of the elements of the decarbonisation strategy which has been adopted by Secil as a way of complying with the sector's decarbonisation roadmaps. Alongside the CCL, the Group has implemented other projects aimed at reducing the carbon emissions associated with its activities, such as the Low Carbon Clinker.



Commitments 2020-2030

Delineate a strategy to mitigate climate change, with publication of concrete targets and their progress.

Foster circular economy principles in the value chain.

Implement the guidelines for the use of alternative fuels and secondary raw materials in cement production.

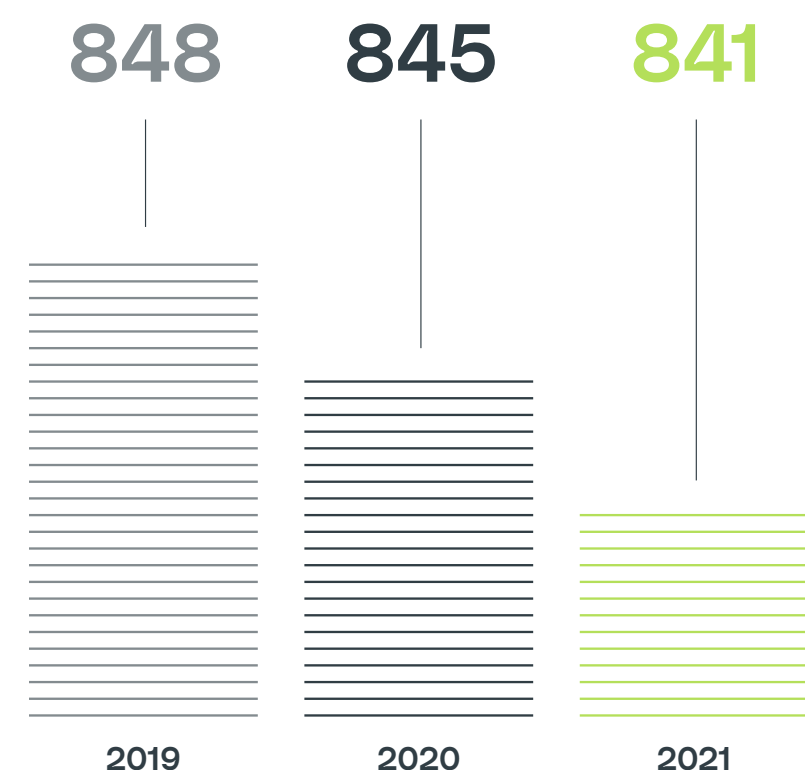




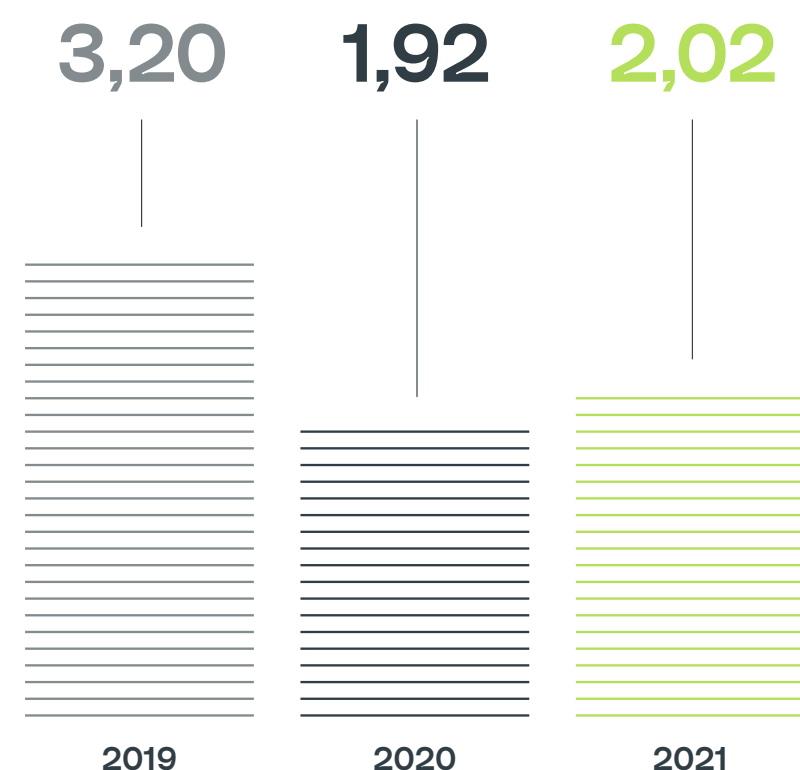
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Main indicators

Gross GHG emissions intensity (kg CO₂/t clk)



Energy intensity (GJ/t)



Low Carbon Clinker (LCC)

In 2021, Secil also continued the study and implementation of Low Carbon Clinker, a new product, which consists of adding clays to clinker in the cooling phase. Since it is fired by adding clay to the clinker at high temperature, without the need to add other fuels, the process allows for an increase in the quantities of material produced, which reduces the energy intensity used. This low carbon clinker maintains all the physical and chemical properties of conventional clinker with a significant reduction of energy in the process and therefore carbon emissions. This indirect effect, in terms of contributing to the fight against climate change, was the theme presented by Secil in the "Decarbonising the Economy" panel, at BCSD Portugal's Annual Conference.

The LCC is an example of how Secil focuses on decarbonisation by minimising the impact of the product.

→ Highlight

Newsol

NEWSOL aims to implement a new thermal energy storage system for concentrated solar power (CSP) power plants. The project is based on innovative concrete formulas that will be used in the construction of two systems whose architecture is equally innovative.

– Concrete tank for storing molten salts, which allow greater thermal energy accumulation;

– Concrete heat/energy storing module, to be used when the operational availability of the plant needs to be maintained (e.g. night periods).

A pilot installation is currently being built at the University of Évora's Solar Field. Secil / CDAC plays a fundamental role in the project, taking on the laboratory development of the module and tank, optimisation of the cements and composition of the concrete. Highlights include lightweight concrete with high thermal performance and CAC concrete using aluminous cement.

Under NEWSOL, Secil was the first Portuguese industrial company to be put on the **European Commission's** innovation radar."



LEARN MORE ABOUT THE NEWSOL PROJECT





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ENVIRONMENTAL PROTECTION

5.2 ___ Atmospheric emissions



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.



Take urgent action to combat climate change and its impact.

of manufacturing units, has made all the necessary investments to ensure, on its part, the minimisation of these impacts.

Two year review

Ensure that all procedures for mitigation and control of the gases resulting from these activities are followed in order to ensure compliance with all regulations in this area, which is a very considerable task. Although there is no particular initiative to highlight, it should be noted that all necessary mechanisms were maintained and updated.



How relevant is this issue?

The cement manufacturing process has impacts on air quality through the emission of atmospheric pollutants, such as Carbon Dioxide (CO₂), Nitrogen Oxides (NO_x), Sulphur Dioxide (SO₂) and particles.

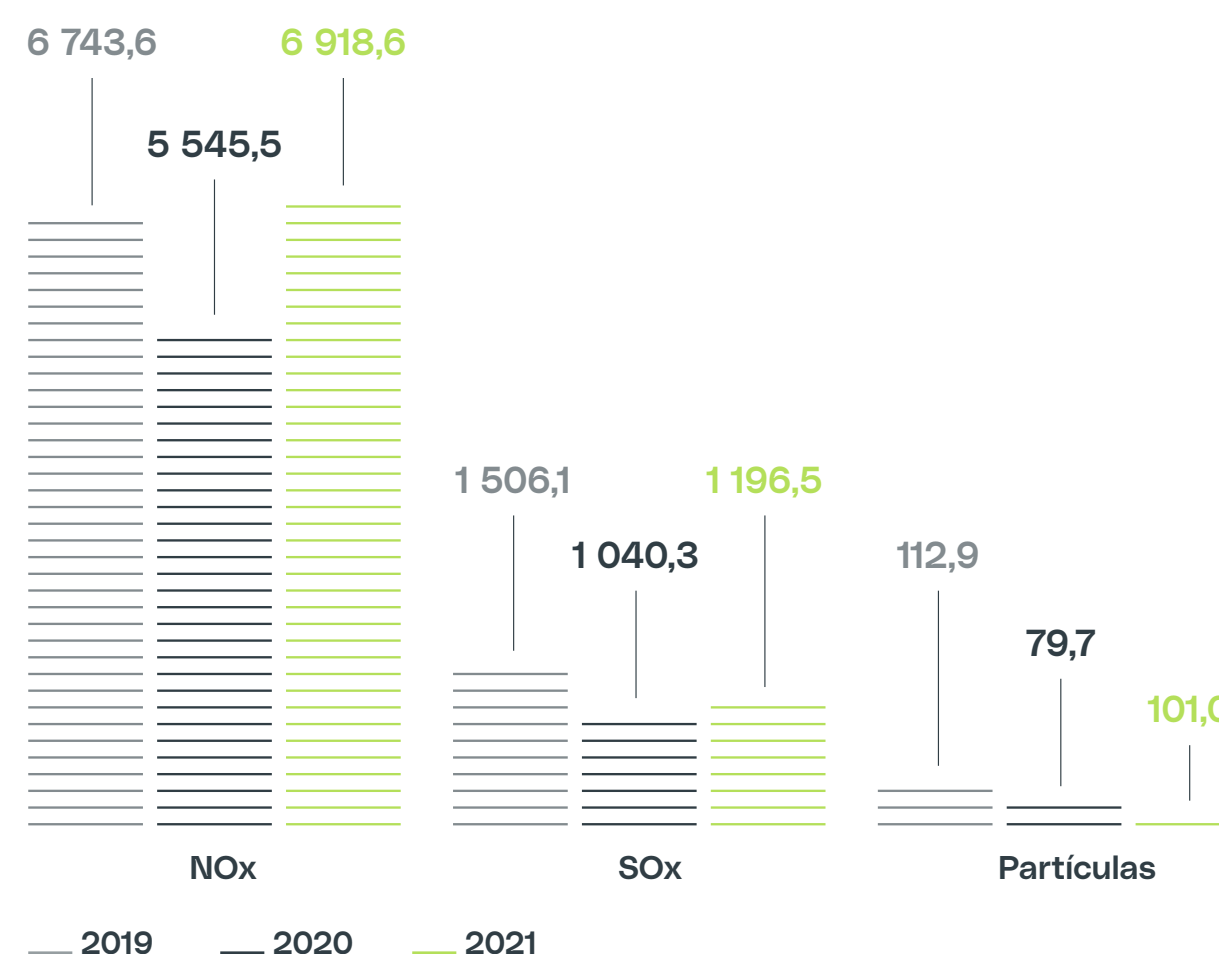
Over the past few decades Secil has been committed to minimising these impacts by making various investments in order to control and reduce emission of these pollutants.

Impacts associated with the material topic

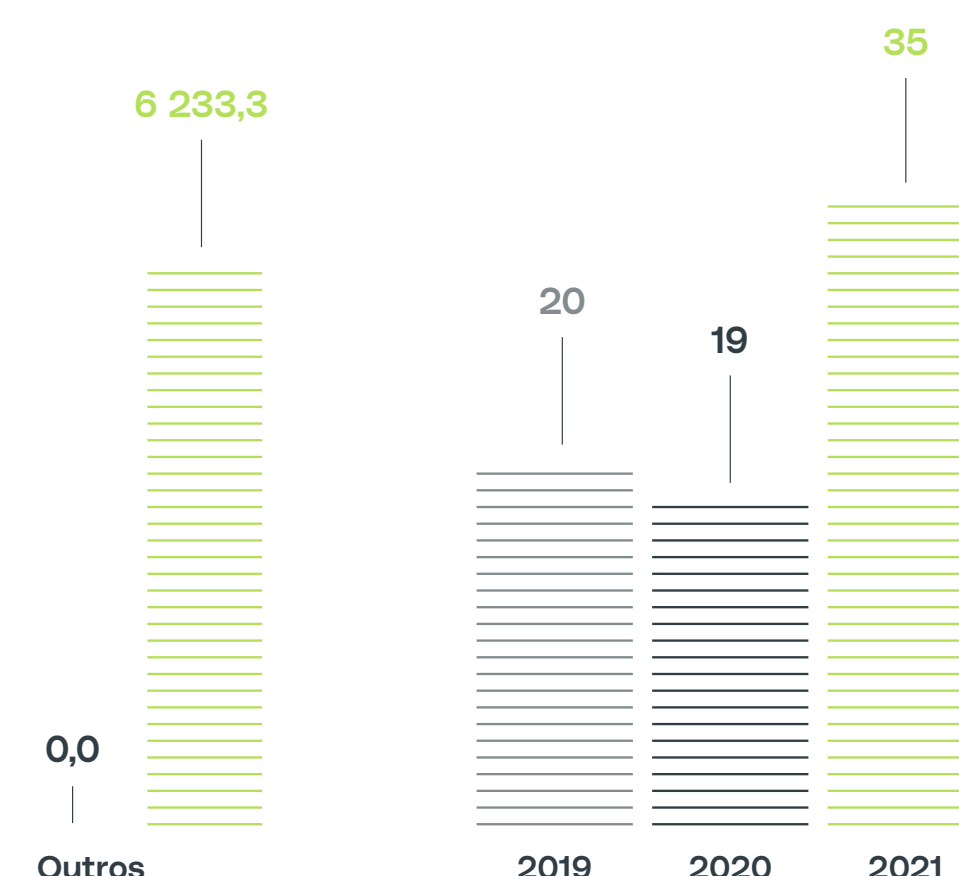
The impacts of the lack of oversight with regard to atmospheric emissions, especially of Greenhouse Gases (GHG), are well known, and in an industry such as the cement industry their management and significant reduction are even more urgent. It is known that these pollutant gases can cause damage to the health of the population, so Secil, as the owner

Main indicators

Atmospheric Emissions (t)



Mercury Emissions (kg)



Commitments 2020-2030

Set emission reduction targets and publish their progress.



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ENVIRONMENTAL PROTECTION

5.3 ___ Water use and management



Water is an essential and scarce resource, so ensuring the best management of this resource is a priority.

How relevant is this issue?

Water distinguishes our planet from all the others we know. While the overall supply of available water is more than adequate to meet current future needs, its distribution is not. There are many regions where the availability of this resource is inadequate for domestic, environmental and economic development needs.

Considering that water is a shared resource for all, we are all involved in finding ways to end these constraints. We face multiple challenges in this field, especially considering an uncertain and changing climate future, and accelerated population growth, which has given rise to social and economic development, globalisation and urbanisation. It is estimated that by 2030, water consumption will represent 40% of the Earth's available water.

The cement industry, albeit not a significant sector in terms of water consumption, represents about 2% of world consumption. The water used in the manufacturing process (for cooling equipment) is in a closed loop (recycling/re-use) and part of this is lost by evaporation. The availability of this resource is vital for the future of operations, and for the sustainability

of the Company's business, and Secil's responsible use of it is equally important.

To face this challenge, it is necessary to implement a water resources management strategy, including monitoring and defining measures to reduce and reuse this natural resource, and thus minimise the impact of its activities.

Impacts associated with the material topic

Given that cement production and associated activities depend on water, the management of this resource is absolutely crucial. By recognising its importance - both for Secil and for everyone - we are careful with its use, and have developed measures to reduce specific water consumption.

When we use water in Secil's industrial activities, there is always a risk associated with the increasing scarcity of the resource, and disproportionate use could worsen an already complicated situation and put businesses, ecosystems and communities at risk.

Furthermore, the environmental impact resulting from poor management can lead to serious environmental, economic and social losses for Secil and its stakeholders.

Two year review

The construction materials sector requires water for the production of cement, aggregates and concrete mixes, washing gravel and sands, making sludge, conditioning kiln gases, cleaning vehicles, cooling machinery and equipment, etc. As the cooling systems of machinery and equipment work in a closed circuit, industrial

water can be reused, significantly reducing the water consumption process and minimising the production of liquid effluents. Water is also used for washing and wetting roads, for reducing diffuse particulate emissions, irrigating green areas and landscaping quarries. Additionally, water is the primary component of cement, representing about 25% of the mixture. Therefore, cement companies need to implement water management strategies, and the vast majority of these are setting targets for 2030.

In 2021, the installation of smart meters for monitoring water consumption was completed at the Gabès plant in Tunisia.

In order to manage water consumption more efficiently, internal guidelines were developed at corporate level for cement plants, specifying the requirements for monitoring and measuring water consumption, as well as the most relevant performance indicators for the business.

The concern with better management of this resource also extends to how the water is returned to the environment, minimising the impacts of industrial activities on water quality. All Secil Group companies ensure the appropriate treatment of their effluents, complying with all the requirements for discharge of the treated effluent into the receiving body of water.

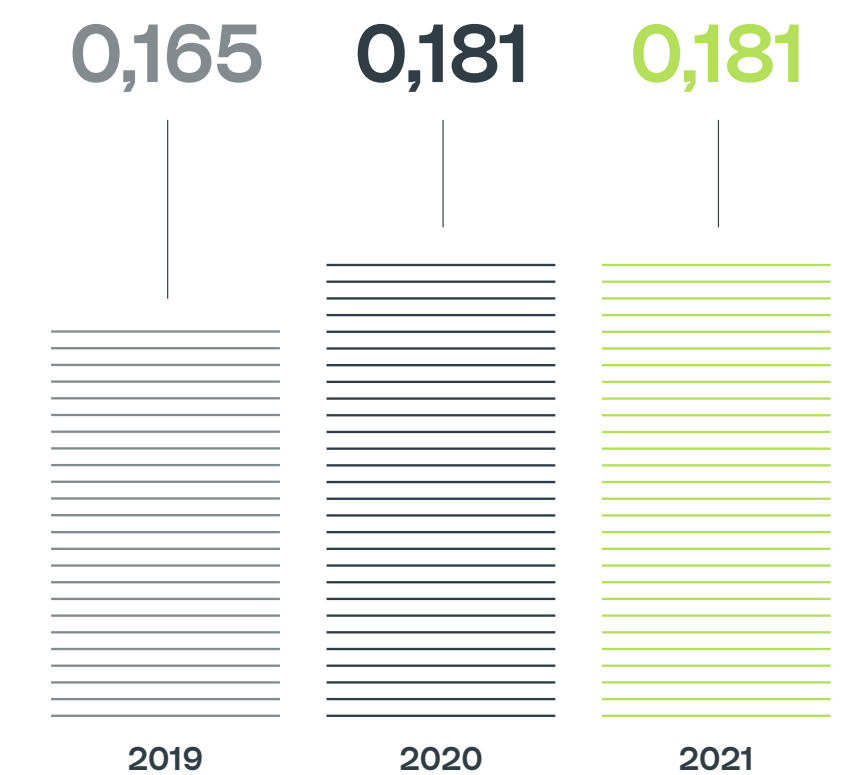


Commitments 2020-2030

Implement the Environment and Nature Guidelines.

Main indicators

Specific water intake (M3/t cement by-products)



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5.4 Biodiversity



Aware of the impact of its activities, Secil's agenda includes the protection, restoration and sustainable use of the land, as priorities to combat desertification and halt or reverse soil degradation, as well as the loss of biodiversity.

How relevant is this issue?

Protecting biodiversity and safeguarding natural capital are issues that are currently at the top of international agendas. There are indications that biodiversity

is falling with alarming rapidity, creating an awareness that commitment from governments and businesses is needed in order to reverse this trend, towards recovery.

For Secil, which recognises the importance of biodiversity, this has been a concern in recent decades due to the nature of its activities. To this end, the Company has made efforts to minimise its impacts, and has created strategies, namely through the implementation of Landscape Recovery Plans for Quarries and Action Plans for the Promotion of Biodiversity. These plans are based on the assumption that a fully rehabilitated system encompasses not only the composition and structure of plant and animal communities, but also the recovery of the functions and natural processes of the ecosystem.

At Secil, the issue of Biodiversity is part of the Environmental Pillar in the five pillars of the

Sustainability Policy: "We promote the vitality and balance of the ecosystems we are part of and landscape recovery which protects biodiversity".

Impacts associated with the material topic

Secil's business is intrinsically dependent on the extraction of natural raw materials, and its impact on the areas where these activities take place is inevitable. However, the Company has been working for around 30 years to minimise this impact, namely in the ecological recovery of its areas, and the property in Outão, Setúbal, is an example of this work.

Thus, it is clear to Secil which are the negative impacts of its activity on biodiversity, which include the visual and ecological impact, degradation of ecosystems, habitat fragmentation, removal of soil and vegetation, decrease in the availability of resources for fauna, changes in the terrain and hydrology, and pollution (dust). However, the Secil Group's awareness of these impacts, and the knowledge that has been generated by the Company and its research partners, allows it to invest and apply best practice in the recovery and management of the areas in which we operate, to promote biodiversity and the establishment of important species, from the point of view of conservation.



Commitments 2020-2030

Implement the Environment and Nature Guidelines.

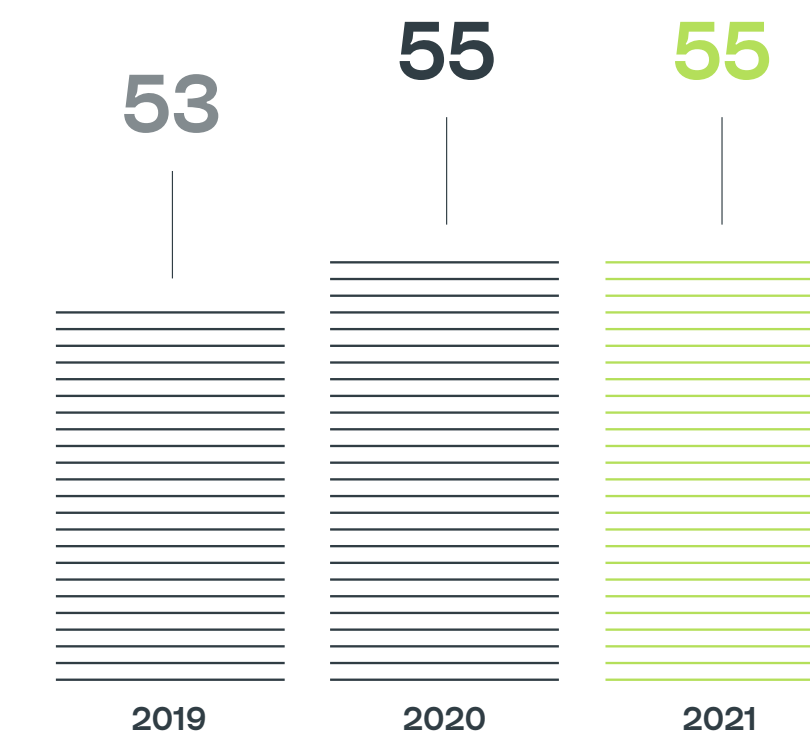
Two year review

Fully aware of the pressures that its activities can have on the normal functioning of ecosystems, Secil has developed various strategies to minimise them. The Company has thus developed various strategies, especially through the implementation of Quarry Recovery Plans and Action Plans for the Promotion of Biodiversity, as mentioned.

In 2021, Secil continued its activity under these Plans, especially in areas of high conservation and landscape recovery value - not only for aesthetic reasons, but also for important conservation purposes, achieved through programmes aimed at recovering the structure and functioning of plant and animal communities, as well as the original ecosystems.

Main indicators

Area of recovered habitat (ha)



Nota: The cumulative area since the beginning of operations refers to the cement quarries in Portugal.



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ENVIRONMENTAL PROTECTION

→ Highlight

Creation of RPPN *Fazenda Ilha* in Brazil

In 2021, Supremo Secil Cimentos took a very important step towards the preservation of local biodiversity, with the process of creating its first environmental conservation unit, in an area of 112.27 hectares, integrated into the Adrianópolis Limestone Mining property. The Private Natural Heritage Reserve, named RPPN Fazenda Ilha, will perpetuate the preservation of a large forest fragment of the Atlantic Forest biome, and of a number of natural cavities in the region, acting in the role of maintaining native species of fauna and flora, as well as the ecological processes sustained by them.



The importance of scientific knowledge in the process of quarry restoration

The restoration work at the Outão quarries involves the creation of a plant nursery, with the propagation both in the open air and in greenhouses of 17 Mediterranean plant species, which will subsequently be planted in the areas to be restored. On the other hand, the slopes are re-vegetated using the hydro-sowing technique, the aim of which is to root the plants in place by spraying a mixture of seeds and additives.

Although these procedures have, on the face of it, been the same for the last decades, many procedures have, in fact, been optimised based on the work done by partner universities. Of these partnerships, we highlight the University of Lisbon Faculty of Science (FCUL), a more than 30-year relationship, through which the dissemination of scientific knowledge and applied research have become important cornerstones in the recovery of Secil's quarries. The development of scientific studies and multidisciplinary teams are fundamental to identify innovative solutions and develop new techniques.

From Secil's point of view, the partnerships established with universities are indispensable in the application of scientific knowledge and research used in the recovery process of Secil's quarries. One example is the partnership mentioned above, in which a large team of researchers has been carrying out scientific monitoring of the recovered areas in the Outão quarries, as part of several projects. In this partnership for ecological restoration in Secil-Outão, the teams have faced several challenges, namely:

- Soil quality.
- Plants that are used in "re-vegetation" (suitable species, origin, production, survival, their functional role, established interactions, among others).



- Community of plants resistant to disturbance.
- Comparison with the reference ecosystem, in terms of biodiversity.
- Restoration of the structure and proper functioning of the ecosystem.
- Provision of ecosystem services.

Communication and dissemination of the Secil-Biodiversity project

Secil believes that all the knowledge generated within the context of its operations is an asset for society. With the aim of promoting the Secil-Biodiversity project and contributing to the scientific community, several information, training and scientific dissemination initiatives were carried out within the scope of projects with universities. They are as follows:

- Extension & Internationalisation (publication of a book, networking with international teams and Organisation of International Conference).

- Academic training (training, Masters and Doctoral theses, classes and field trips).
- Research (articles published in scientific journals, a special section in Restoration Ecology and papers at international and national conferences).

Among the most important goals achieved within the framework of scientific communication and dissemination we highlight the publication of special sections in the scientific journal Restoration Ecology, elaborated with the full involvement of the university teams, imbued with enormous dedication and proactivity, following the International Conference "Quarries Alive 2018", and the joint publication of the book "Quarry Recovery and Biodiversity - Secil-Outão in the Arrábida Natural Park".

Secil's participation in 2021 in the "We Value Nature 10-Day Business Challenge Event" is also worth



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noting, with a presentation on the topic “Integrating biodiversity value in quarry restoration **Linking business and applied science**”.

In the area of community awareness-raising, of particular note is the provision of technical support to institutions and schools, as well as the availability of field trips, both to the nurseries and the quarries.

Holistic perspective on flora recovery

A few decades ago, the main objective of quarry restoration was chiefly the landscape alone. The preferred ecosystem service was tied to this cultural aspect. Thus, for some time, fast-growing non-native species were planted, namely Aleppo Pine, which effectively mitigated the impact on the landscape. However, an integrated analyses allows us to conclude that the species used impacted not only the development of the undergrowth, but also the animal communities; the result being the gradual removal of this species in favour of native species. This conclusion was reached through studies carried out in partnership with the FCUL, in which systematic comparison has been

made over the years of all the recovered landscapes with the ecosystems existing in the natural surroundings.

The 400 hectares of property at Outão are currently a living laboratory for the recovery of quarries, which assesses the floral and structural diversity of the vegetation, including areas with different recovery ages and natural vegetation (reference ecosystem).

Importance of fauna in the restoration process

Fauna plays an important role in the restoration of the quarries, acting, among other things, as seed dispersers, or assisting in the pollination process of various plant species, which promotes the regeneration and spontaneous proliferation of vegetation.

It would not be possible to achieve systemic improvement without careful analysis and fulfilment of the Recovery Plan, which has been entrusted to a team from the University of Évora since 2007. Its function ranges from assessing the development of fauna communities in recovered and natural areas



Main Conclusions



- **200 identified species (representing 14% of the flora of the Arrábida Natural Park).**

- **Presence of important species for conservation on previously re-vegetated sites.**

- **Native species used in revegetation accelerate natural colonisation.**

- **The presence of Aleppo pine and the low density of Kermes oak are responsible for the main differences between the natural and the revegetated areas on the limestone plateaus.**

- **The marl quarry shows greatest recovery success, with the divergence from the natural vegetation being due to the hydroseeding of herbaceous plants on the embankments.**



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Fauna plays an important role in the restoration of the quarries, which promotes the regeneration and spontaneous proliferation of vegetation.

to monitoring the Action Plan for fauna, whose aim is to create conditions, in the medium and long term, to promote the process of natural (re)colonisation of fauna, and to investigate, in appropriate case studies, how the restoration process influences animal communities, as well as the ecological processes of which they are part.

In addition to the planting of vegetation, clear objectives have been integrated into the plan, such as creating habitats with value for biodiversity, providing attractive conditions for the colonisation of fauna in the recovered areas (through the management of vegetation, water availability and shelters for fauna), and creating conditions for fauna to have access to the rehabilitated areas - connectivity.

Monitoring the fauna at Secil Outão

Secil carries out monitoring of the fauna on a three-yearly basis. Such action makes it possible to follow trends in population evolution and to evaluate the success of implemented actions, thus correcting or implementing new ones. The regular monitoring

of fauna has made it possible to record a total of 215 species, the presence of which has been confirmed on the Outão property, concluding that they numbers have suffered only slight variations in number. The results also show that the similarity between the recovered areas and the natural areas presents median values, around 50%. This difference is mainly due to the existence of different fauna communities, mediated by the structure of the vegetation and the niches they provide.

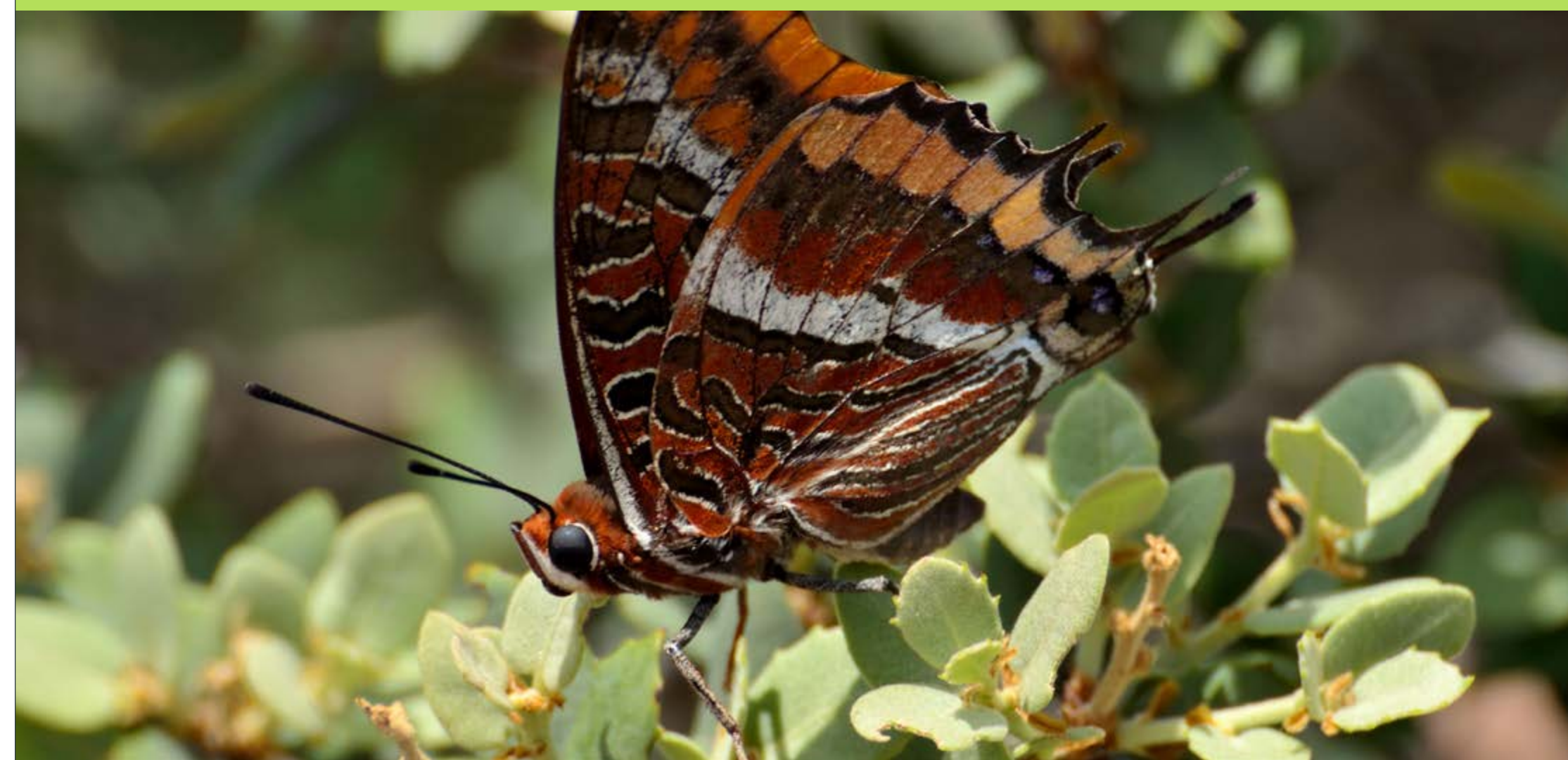
→ Case Study

The contribution of fauna to pollination

The success of an area's recovery is also measured through the establishment of ecological processes that guarantee the autonomy of regeneration, as well as the development of habitats. Pollination is one of these processes, promoted, in most cases, by insects that increase the quality of fruit production and the capacity for seed germination, contributing to spontaneous restoration.

This case study aimed to compare the composition and function performed by the pollinating insect community between quarries subjected to active (Secil) and passive (abandoned quarries in the Serra de São Luís) recovery, in order to determine which of the strategies contributes to better convergence with the reference (natural) site.

The results show that pollination in the different areas is mainly provided by the European honeybee, bumblebees and solitary wild bee species, all of which are responsible for carrying 86% of the pollen. Regarding the sampled areas, although they presented different communities of pollinators, they maintained a functional pollination activity, with occasional differences in the intensity of interaction between some species. It was also found that the recovered areas follow the same patterns as the natural areas, which suggests that the restoration of pollinators in the recovered areas of the quarry is effective. However, in the quarry subjected to active reclamation there was a greater role for wild solitary bees, which contributes to a greater diversity of pollinators.



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→ Case Study

Seed dispersal

Seed dispersal is another recurring process, dependent on agents external to the plants, which guarantees the colonisation and expansion of floral species in the context of ecological restoration. Among these ecologically-significant agents are birds, which, by feeding on fruit, expel intact seeds whose germination benefits spontaneous restoration processes.

The aim of this study was to determine the role of birds as seed dispersers, identifying both the bird species that best achieve their dispersal, and which plant species are most favoured by this ecological service.

Species such as warblers (*Sylvia atricapilla* and *S. melanocephala*), robins (*Erithacus rubecula*) and thrushes (*Turdus merula* and *T. philomelos*) are among the most important birds for this process. However, it was found that the abundance of these species in the recovered areas is below the levels found in neighbouring natural and semi-natural habitats, probably because the vegetation structure in these areas does not offer adequate conditions for their needs. For this reason, the provision of this service is impoverished in the recovered areas, with the need to employ measures that promote the settlement of these species, such as densification of the shrub cover.



Number of Species in Outão's property



215
Species identified in Outão's property.

- 39 Butterflies
- 58 Ground beetles
- 5 Amphibians
- 10 Reptiles
- 79 Birds
- 7 Birds of prey
- 3 Nocturnal birds
- 69 Passeriformes
- 24 Mammals
- 8(14) Bats
- 6 Micromammals
- 1 Lagomorphs
- 1 Artiodactyl
- 9 Carnivores



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5.5 ___ Waste management and circular economy



As Secil is an industrial group, the circularity, reuse and recycling of materials has enabled high gains in terms of efficiency in the consumption of resources and, consequently, economic gains. We are focused on exploring the opportunities that this economic model can bring to our value chain.

and transport of waste to landfill; on the other hand, the use of alternative fuels to replace fossil fuels.

The Company also develops a number of coating and thermal insulation products which improve the energy efficiency of buildings. Adopting the principles of the circular economy, Secil also uses by-products from other industries as fuel or raw material; as an illustration, for example, in the cork industry, whose by-products are used to manufacture mortars and lightweight concrete with cork.

Impacts associated with the material topic

Secil's potential negative impacts are those associated with the cement industry - on the one hand, due to the consumption of raw materials (limestone and marl), which are not renewable resources; on the other hand, due to the energy intensity of the processes, with a high consumption of fossil fuel.

In relation to raw materials, Secil is taking measures to incorporate, whenever possible, waste or by-products from other industries into its manufacturing process in the crushing, baking or cement grinding phase, promoting the substitution of natural raw materials by secondary raw materials rich in the oxides required for production. With regard to fossil fuels, the Secil Group

has a replacement rate of fossil fuels with alternatives, such as tyres and Refuse-Derived Fuels (RDF).

On the other hand, the cement industry is a positive example of circular economy, considering that the main cement manufacturing process does not produce liquid or solid waste, and that all material inputs are integrated into the clinker molecular structure during the baking phase, thus avoiding the formation of waste or ash. The small volume of waste generated is collected and reintegrated. Cement, for example, is mainly applied in concrete, which has a long life cycle and can be fully reused through waste processing and construction and reintroduced into the manufacturing

How relevant is this issue?

Lately, circular economy has been on the agenda as a topic, being frequently discussed among the Group companies, as a way to allow the sharing of best practice among companies. As the Company's main activity is industrial, the circularity, reuse and recycling of materials have enabled it to obtain high gains in terms of efficiency in resource consumption and, consequently, economic gains.

Secil, which, as part of the cement industry, is responsible for most of the Group's consumption of raw materials, has a value chain that presents various opportunities with regard to circularity with the incorporation of recycled raw materials, namely the use of demolition waste from buildings and infrastructures, reducing the use of virgin materials and the environmental costs arising from the extraction



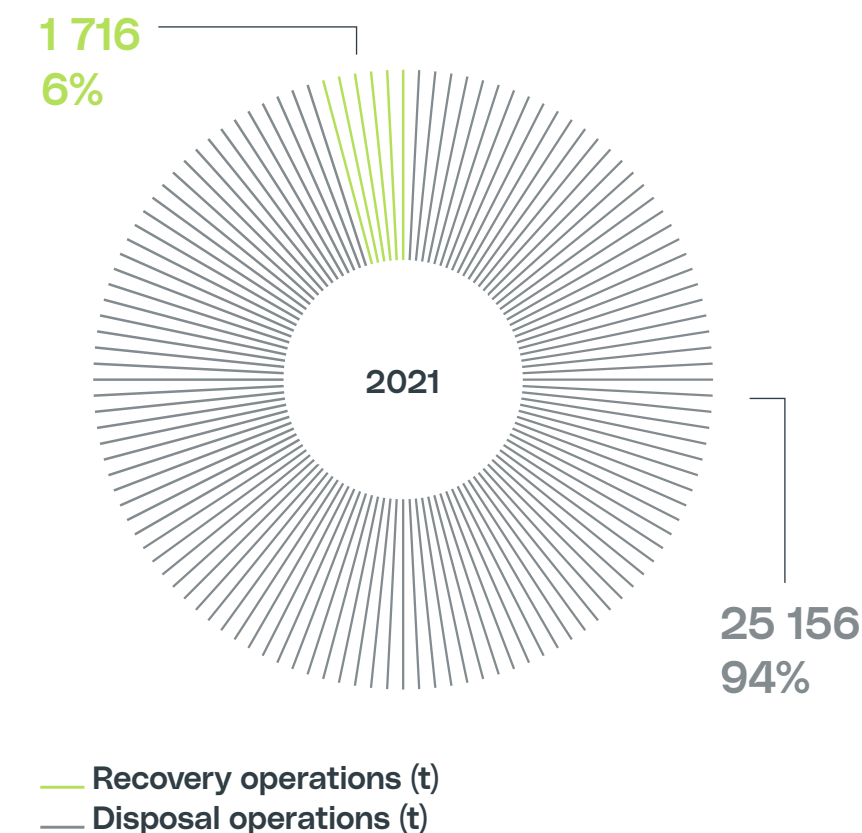
Commitments for 2020-2030

Foster circular economy principles in the value chain.

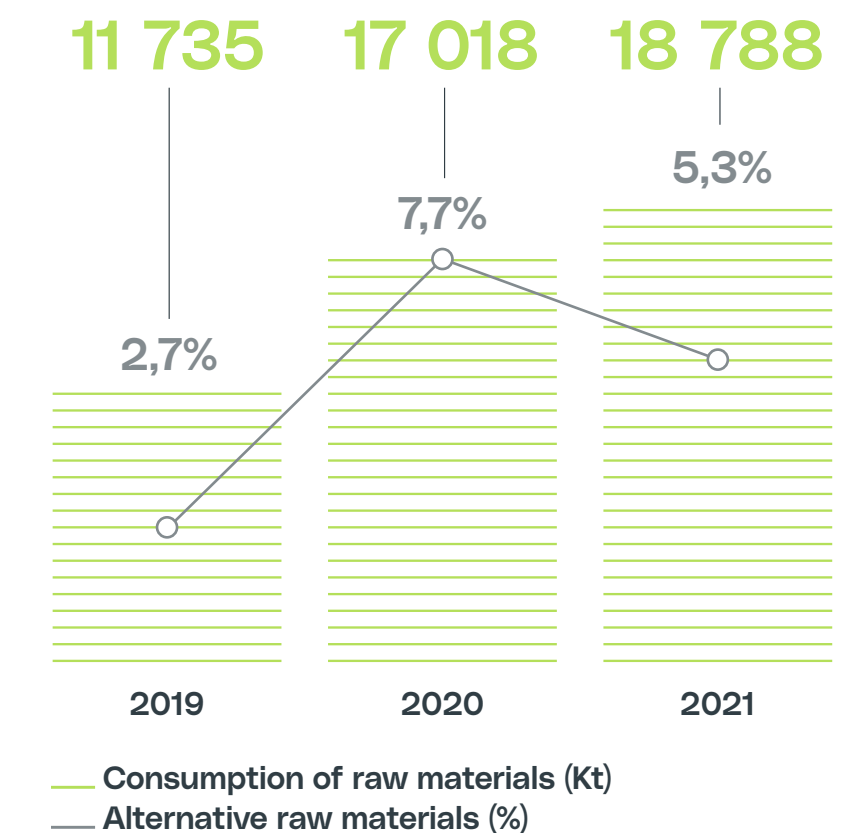
Implement guidelines for the use of fuels and raw materials in cement production.

Main indicators

Waste generated in (t)



Consumption of raw materials (Kt)





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process as cement, secondary raw material or concrete, in place of virgin aggregates, without additional heat consumption.

The use of water in the process is essentially applied to the cooling of the system, operating in a closed circuit, with losses caused only by evaporation. It is a dry system, with low water consumption per tonne of material produced. Its circularity of materials leads to long-term environmental benefits by avoiding the extraction of primary natural resources and additional energy expenditure.

Two year review

Cement production contributes to climate change, the use of natural raw materials and waste generation, making it imperative to change the way it is carried out, rethinking the production process, and thus investing in the development of new cements with less environmental impact. There are several examples already mentioned in this report, which reflect commitment to the circular economy model, such as Low Carbon Clinker (LCC) and the use of alternative raw materials and fuels.

Use of secondary raw materials

The use of by-products from other processes in the clinker, cement and concrete production system as secondary raw materials has a strong positive impact on the cement industry. We regularly use by-products from other industries in the manufacture of clinker, either as forms of gypsum or blasting grit from the shipping industry to replace iron oxide and the use of fluidised bed sands from, for example, The Navigator Company, as a secondary raw material in the production of concrete and some light industrial mortars, and also soil and earth from excavations for building foundations.

The use of CDW (Construction and Demolition Waste, such as crushed concrete) has high potential, due to its great positive impact; but the legal framework in place is not yet sufficient to avoid its current disposal in landfill, in contradiction with the principles of the circular economy. Thus its current incorporation in the cement-concrete value chain is practically nil.

Cement and concrete represent two products which, at the end of their life cycle, are fully recyclable. After a separation and crushing treatment, they can re-enter the cement and concrete production chain, making a strong impact on the reduction of virgin raw materials.

The rate of incorporation of alternative raw materials was 8% in 2020 and 5% in 2021

Circularity in the value chain

Use of secondary raw materials

By-products from other industries are used as raw materials in our production cycles



Highly recyclable products

Some of our products are recyclable at the end of their life cycle

Use of alternative fuels

We produce energy using alternatives to fossil fuels, including renewable sources such as biomass or through waste recovery (Waste Derived Fuels)



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ENVIRONMENTAL PROTECTION

→ Highlight

CLEAN4G, converting CO₂ emissions into clean fuel

The CLEAN4G project was created with the aim of rethinking the cement production process, with research into reducing the balance of CO₂ emissions by re-using it, with the aid of hydrogen, in the production of methane, which can then be reintroduced as fuel into the cement production cycle.

Secil (a partner in the project), as a cement production unit, is a CO₂ emitter, so the implementation of this type of unit for converting CO₂ into methane speeds up the use of this fuel in the process. Methane can be produced at the unit, contributing not only to an overall reduction in emissions, but also to a reduction in energy costs, promoting circularity of the CO₂ emitted.

CLEAN4G introduces two new CO₂ conversion processes from the cement industry: methanisation, and electro-oxidation of bio-oil from biomass liquefaction. Both will produce methane and/or methanol that will be injected into cement kilns, leading to an overall decrease in emissions.

This equipment and these processes will facilitate the production of energy from a biomass source (bio-oil from the liquefaction of forest biomass) and the reuse of captured carbon, with Secil planning to patent the technology.

Incorporation of alternative fuels

Focus on the use of alternative fuels in place of traditional fuels that are used as a source of thermal energy for heating the clinker kiln. Reuse of heat and, at the same time, mineral fragments, replacing virgin raw materials without producing waste.

Alternative fuels such as RDF (Refuse-derived Fuel), tyres or vegetable biomass (such as olive bagasse, used in Tunisia) have increasingly been used in Secil's cement plants, totalling around 192,000 tonnes of energy produced from these fuels in 2020, and 214,000 tonnes in 2021.

In Portugal, within the scope of the CCL-Clean Cement Line Project, the use of zero primary fossil fuels is planned, and the use of a new alternative fuel, Energreen (Chapter 4.1. Innovative solutions), which results from biorefining biomass to optimise its use in cement kilns. Secil has another research project under way, which aims to convert CO₂ from the cement production process into a clean gaseous fuel to be used in the same process - CLEAN4G.

Retrofeed project - Smart retrofitting in process industry

The main goal of this project is to use raw materials and fuels of biological origin in industrial processes, using the circular economy method, through the modernisation of key equipment, the implementation of an advanced monitoring and control system, and also through a Decision Support System (DSS) covering the whole production chain. This approach will be implemented and demonstrated in industrial facilities representing five resource and energy intensive sectors: cement, steel, aluminium, ceramics and agrochemicals.

Secil is the sole representative of the cement sector and its objectives are the increase of energy efficiency, a higher rate of use of alternative fuels and



the reduction of CO₂ emissions. The project will be developed at the Maceira plant and encompasses the following:

- Development of a digital model of the clinker kiln.
- New main burner design.
- Integration of new sensors allowing greater control of production process inputs and outputs (control of flame, fuels, combustion gases, clinker).
- Greater control and efficiency of the combustion process.
- Implementation of a Decision Support System (DSS).

This project is the result of a consortium with 18 partners from ten different countries under the framework of H2020, which started in 2019 and is expected to end in 2023.



LEARN MORE ABOUT THIS PROJECT



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VALUING THE TEAM

06 — VALUING THE TEAM

SOLID IN INCLUSION

In the diversity and safety
of all our employees.





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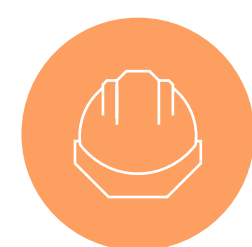
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COMMITMENT TO THE TEAM

06 Valuing The Team



Our first priority is to cause zero harm to our employees by instituting a strong Safety Culture.

In its Mission, Vision and Values, Secil makes its people its core differentiating feature.

We promote diversity, equity and inclusion in our teams

Secil is the People who, every day, contribute to the Company's operations, and who make it possible to place products successfully in the market. As a company of People, we are determined to make our human capital one of our priorities, committed to ensuring not only the Health and Safety of all employees, but also Talent Management, investing in personnel development. Our presence in various regions, in very different communities, means that we value intrinsic diversity by nature, which promotes the need to include everyone.





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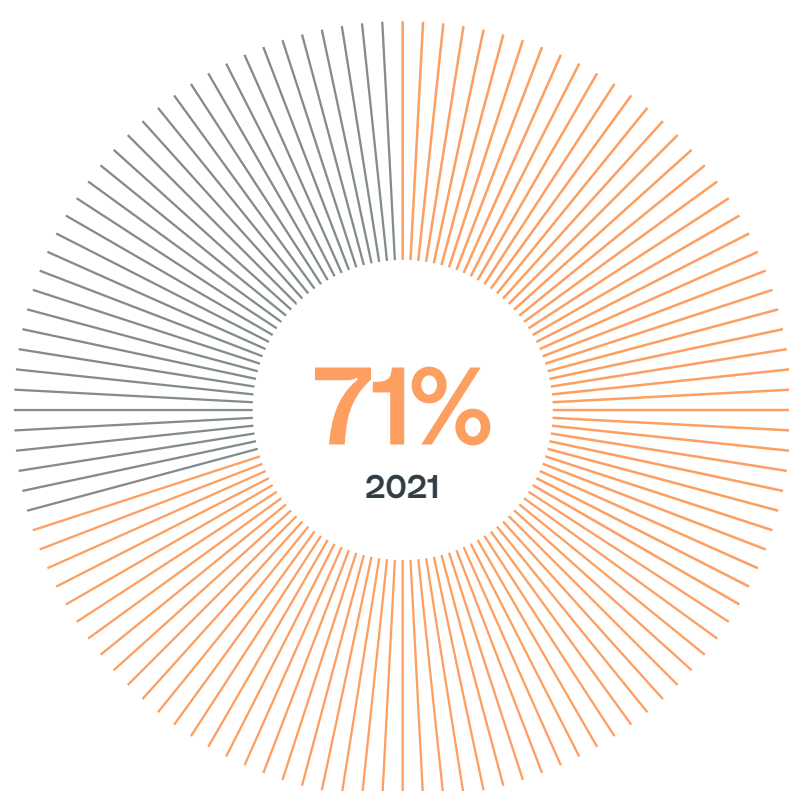
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COMMITMENT TO THE TEAM

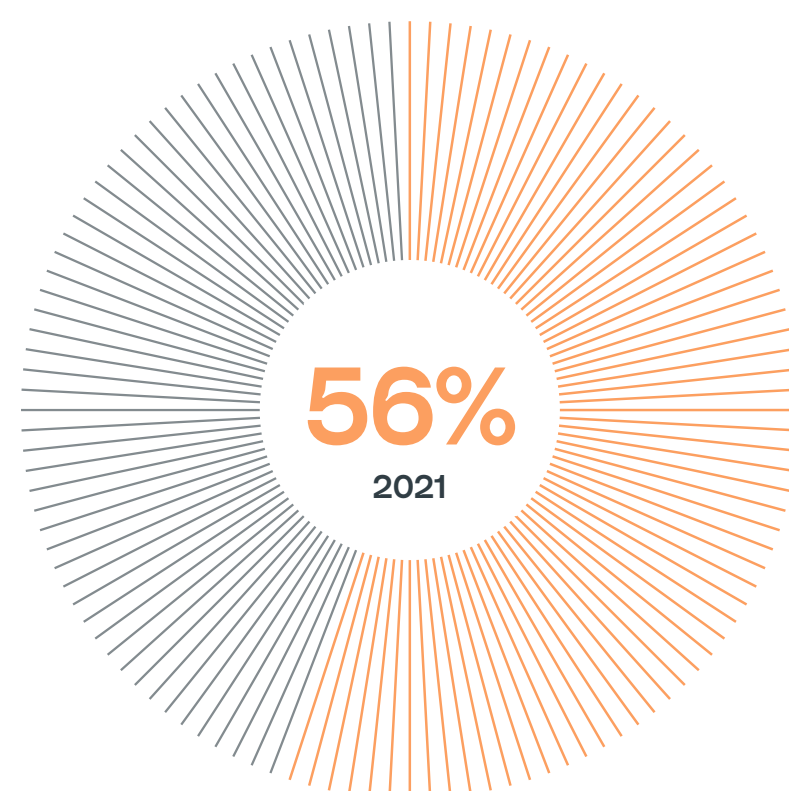
Human Capital

We are determined to make our human capital one of our priorities, committed to ensuring not only the Health and Safety of all employees, but also Talent Management, investing in its development.



Performance Assessment

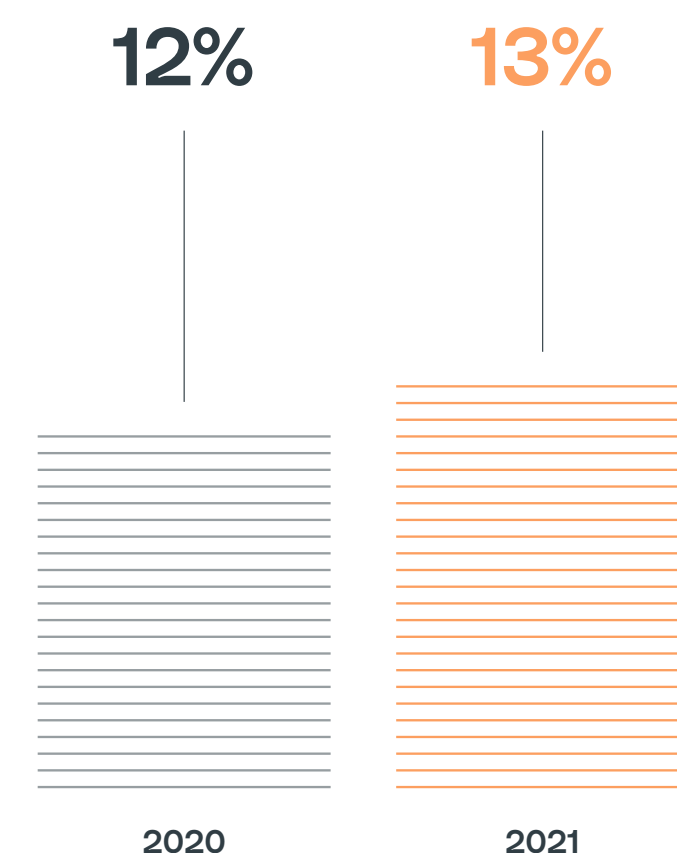
2020: 68%



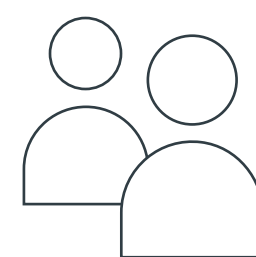
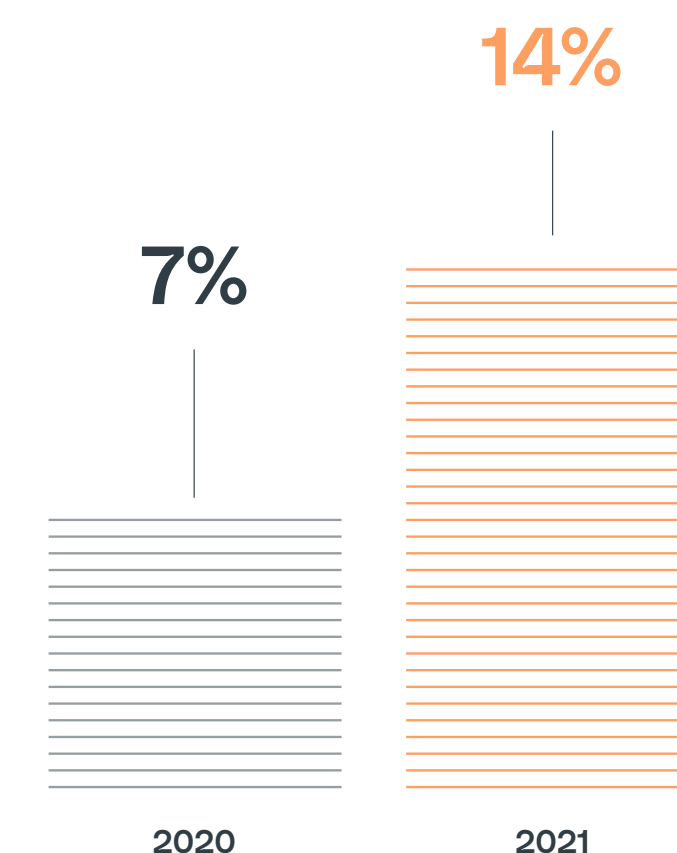
Employees aged between 30-50 years

2020: 58%

% of women



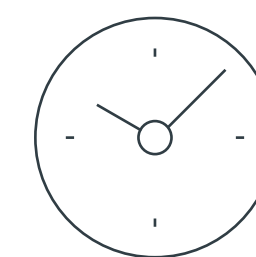
% of women in management positions



2 362

Number of employees

2020: 2 437



44 173

Hours of training

2020: 23 772



-12% Incidence Rate

Improvement in safety performance compared to 2019

2020: -11%



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COMMITMENT TO THE TEAM

6.1 ___ Health and Safety



Guaranteeing the health and safety of all those who work under Secil is imperative to the way we conduct our activities.

How relevant is this issue?

Secil considers the twin values of health and safety to be fundamental and they must be safeguarded in all its activities. The work we do aims to achieve zero harm with our employees, contractors and communities. All employees receive regular training in order to carry out their work as safely as possible. Each individual is responsible for adopting safe practices and applying them to all activities, so that safety is a way of life.

Impacts associated with the material topic

A health and safety culture, integrated into Secil's culture, means that the whole business is conducted responsibly, motivating employees, and improving their performance and health, while reducing costs throughout the Group, thus ensuring a positive impact on the business.

Industrial activity may be associated with short and long-term negative social impacts due to the possible occurrence of work accidents and occupational diseases. These negative impacts justify the existence of the entire health and safety structure put in place, which results in the various initiatives described later in this report. It is already possible to state that the

measures already adopted focus on reducing these two main negative impacts.

All components associated with wellbeing management can have positive or negative impacts, as the topic is central to employees. The lack of balance between personal and professional life is a major cause of tension and psychological illness, which is one of the greatest risks, especially after the pandemic, and leads to undetermined sick leave, with a negative impact for the employee and the Company.

None of the measures developed, either at corporate or regional level, are seen as a cost; rather, they are seen as an investment in people, leading to positive impacts throughout the value chain.



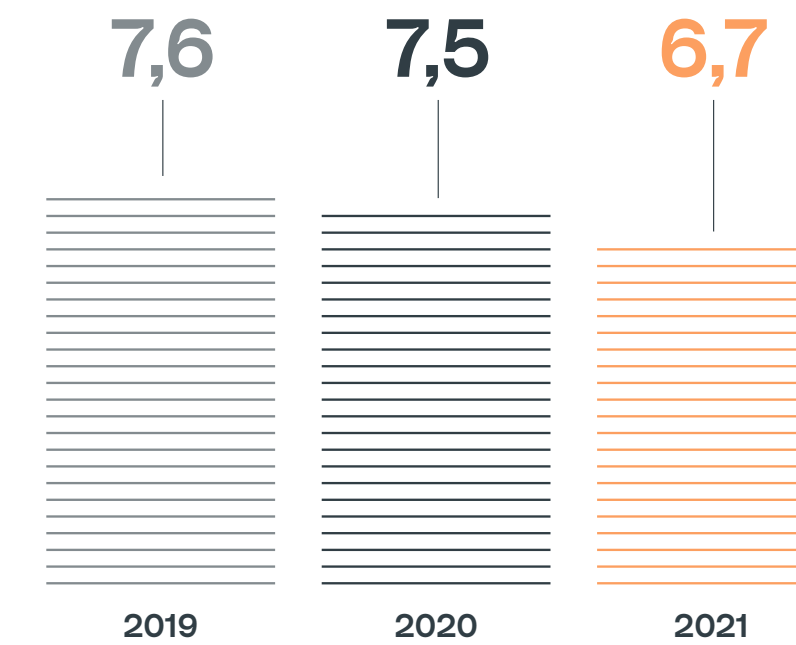
Commitments 2020-2030

Apply the GCCA guidelines for best practice in Safety

Encourage the sharing of best practices in Health and Wellness.

Main indicators

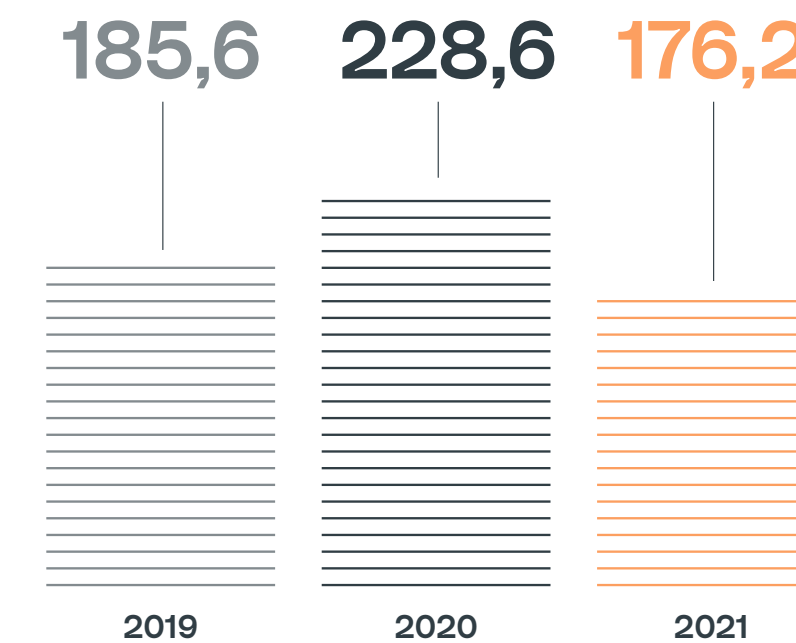
Frequency rates



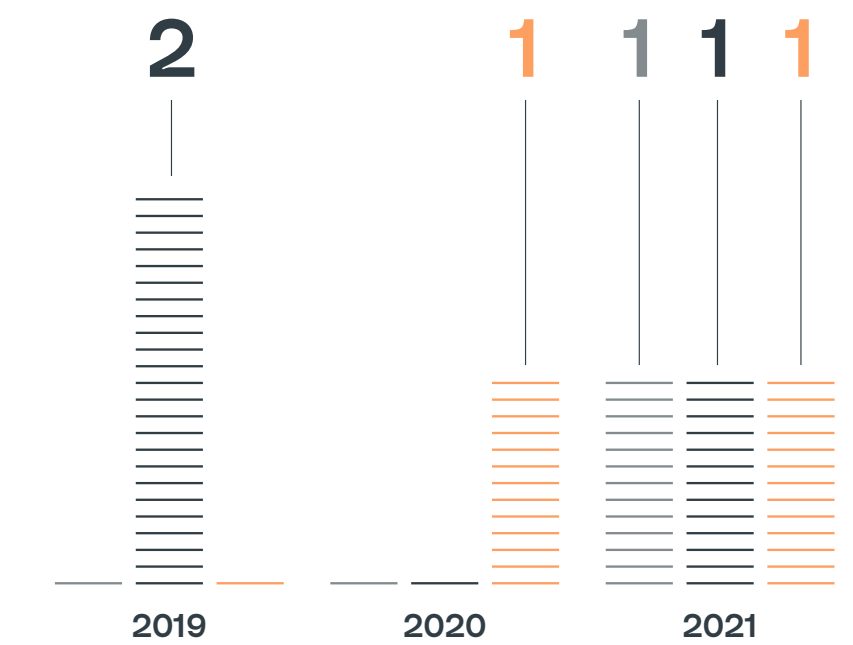
Note: In 2021 the method of calculating accident rates was changed, in accordance with GCCA guidelines. The figures for 2019 and 2020 have been updated based on the new method.

The change in the approach relates to the exclusion of accidents designated as off-site accidents, where there is no direct input by Secil, that is, accidents that occur outside our premises during transport activities. Although these accidents continue to be recorded, they do not impact the frequency index, nor the severity index.

Severity



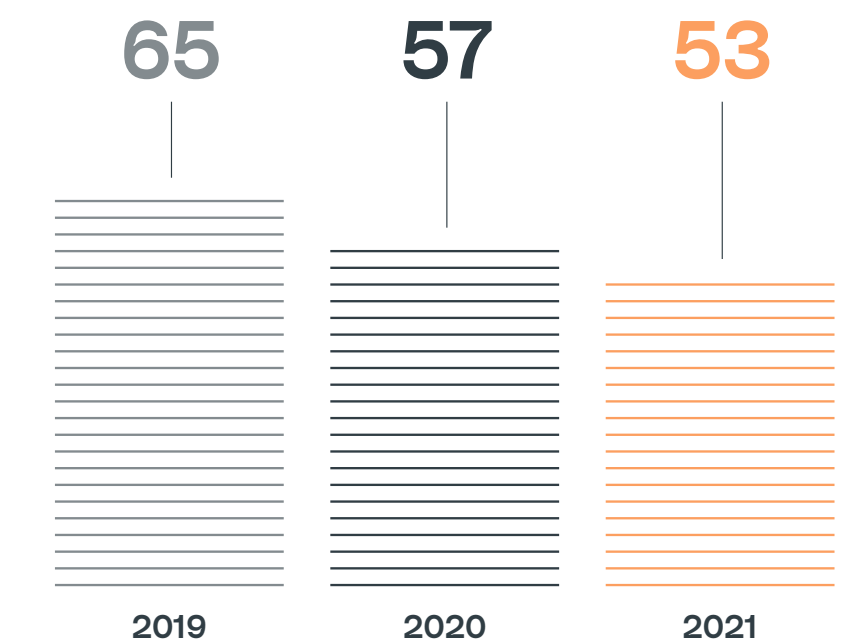
Fatalities



Note: Fatalities include direct workers, indirect workers, on and off-site workers, as well as third parties.

— Direct
— Indirect
— Offsite

Number of accidents





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COMMITMENT TO THE TEAM

Two year review

For Secil, the safety and well-being of our employees is a priority, and 2020 has highlighted the importance of this issue, due to the pandemic. That same year saw the end of the first Safety Roadmap phase, so we began the second roadmap, associated with a set of nine initiatives, covering the period from 2021 to 2025.

2020 and 2021 focused on consolidating initiatives such as the Daily Safety Dialogues, the Safety Walks, ELOS and the STOP/GO card. We started Conversation Circles and the use of a pack of cards with relevant questions for safety purposes. Training employees in risk perception was also a joint effort in all regions.

Also noteworthy is the work done in terms of incentive management, with regard to employee behaviour, through recognition and reward systems for good

behaviour and conduct. The Group's efforts in terms of safety are reflected in the performance indicators, which attest to the progress achieved.

Improving safety culture

One of Secil's strategies to integrate a culture of safety is planning, in the form of a Safety Roadmap, a global tool developed in 2017 with the aim of defining a common strategy for the Secil Company with regard to health and safety at work and involving all regions. This dynamic instrument has made it possible to define a common and generalised language within Secil. Among the new projects in the plan for the period 2021-2025 are several initiatives, in particular Boots on Ground, a project to strengthen visible leadership, and a focus on improving the risk perception of all employees in operations.

A consequence management system

Since 2020, Secil has had a consequence management system. This policy aims to define general criteria for recognition or penalisation in case of the occurrence of incidents - accidents, near misses or other situations. An occupational accident evaluation committee has been set up in each region to determine whether, considering their conduct, employees involved in the incidents under discussion should be penalised or recognised, including the respective leaders at whatever levels. In 2021, Secil intended to reinforce recognition rather than penalty in its consequence management and thus strengthen the positive safety programme, and there were many examples of recognition throughout the year, in all regions. The reporting of near misses, now perceived by all as "gifts", was also recognised and encouraged throughout the Group.

Addressing accidents at work

In April 2020, after noting that the number of serious accidents was increasing, we decided to improve the monitoring, participation and reporting of actions arising from this type of accident, extending not only to the place of occurrence, but to all possible places with risk of accidents. In this context, a platform was created to monitor the status of the actions to be implemented in all countries on a monthly basis, in order to be able to analyse the various actions; this platform is monitored through a KPI that includes the leading indicators. As this is an issue of great relevance to Secil, the project is monitored on a monthly basis by the Executive Committee and the various regional CEOs, who are then informed of the situation. These activities improve the process and produce useful information for decision-making, but they do not in isolation resolve the occurrence of accidents, which is why Secil is committed



→ Highlight

Measuring safety performance

The safety of all is an integral part of the Group's culture, to which all employees are encouraged to contribute. With the objective of improving the available information and safety performance in the Company, a new tool, "Safe Dashboard", was created between 2020 and 2021, which integrates the lagging indicators (reactive indicators) and leading indicators (proactive indicators). The former are characterised by frequency and severity indices, and the latter include safety talks, safety walks, near misses, training, roadmap and severe accidents. Annual objectives are set for both indicators.

This new dashboard makes it possible to view safety data in its various dimensions in real time, as well as the relationships between them. It is a user-friendly tool, which allows it to be used by any employee in the Company.



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COMMITMENT TO THE TEAM

→ Highlight

Employee health as a priority

Sibline, a Secil company in Lebanon, has a sense of social responsibility centred on its employees, and one of its action axes is to guarantee them quality of health. Raising awareness and prevention is top priority in this initiative, with a focus on diabetes and breast cancer. In this context, a "Healthy Diabetes Day" was held in partnership with the MUMC - Diabetes Centre, which included a series of training sessions on risks, prevention and treatment, aimed at employees with, or at risk of having, this disease. This partnership with MUMC also allows the performance of tests and analyses that help to detect the disease and/or monitor employees, and includes the offer of a card that makes it easier for diabetics to use the Centre's services. As for breast cancer, the Company is focused on prevention, having established a partnership with the Sibline Government Hospital and the Ain Wzein Medical Village, in order to offer special prices for the Company's female employees.



to improving the effectiveness of the actions and promoting everyone's involvement. In this sense, the consequences policy arises, which will only relate to incidents that occur due to non-compliance with the established safety procedures: "And here we all have a role, which can start by each of us using our STOP CARD more, whenever we observe unsafe behaviour by a colleague."

Positive safety programme

Safety was for a long time associated only with negative events - work accidents, fatalities, failures, mistakes, violations, non-compliance, inattention, distraction, among others. For that reason, in 2021 we intend to reinforce positive safety. We know that, to build the desired path in safety culture, one of the main tools is positive affirmation, that is, we need to become increasingly able to identify what is right and acknowledge it. In fact, we do many more things well than badly; however, we tend to reinforce and focus on what is done badly. The GO CARD is our positive safety tool to counteract this principle. Praising is 20 times more effective than criticising. Positive feedback makes the processes of changing habits and consolidating good practices much more intense and gratifying, not only for those who are recognised but also for those who recognise them. Communication, trust and teamwork end up being positively influenced. It is the harmony between identifying and correcting problems, with the act of praise and recognition, that makes it possible to identify and preserve a strong safety culture, with a focus on care.



in 2021 we intend to reinforce positive safety. The GO CARD is our positive safety tool to counteract this principle. Praising is 20 times more effective than criticising.

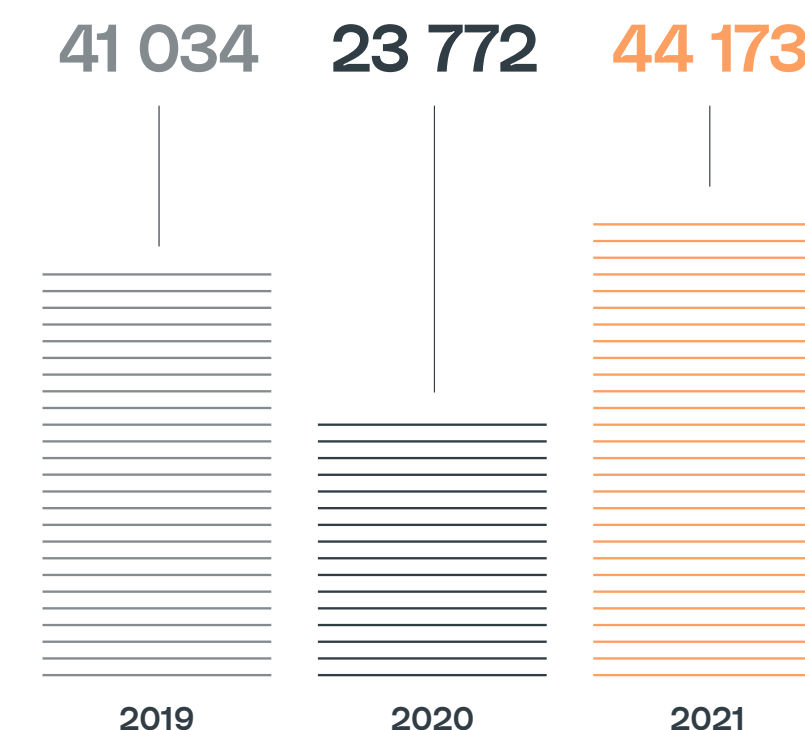
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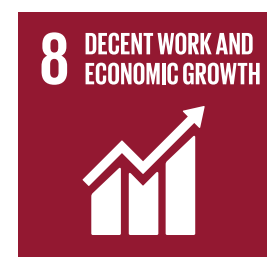
Main indicators

Hours of training (h)



In 2021, there was an 11% increase in training hours per employee compared to 2019

6.2 ____ Talent management



People are our main asset. It is therefore fundamental to invest in the development and motivation of our human capital, ensuring the success of our activities.

How relevant is this issue?

People are Secil's most valuable asset, and its focus is on developing the skills of its employees. This is a strategic investment aimed at raising its performance

levels and thus generating value. As this is an essential contribution towards the sustainable development of the Company, Secil has Training Centres installed in its cement plants located in Portugal.

Impacts associated with the material topic

People are a company's most important asset when it comes to achieving a set of goals. Secil intends to invest heavily in its human resources, implementing initiatives which contribute towards development and recognition. Training and capacity-building programmes are very efficient means of managing and retaining talent within the company, but also of attracting new employees.

By not investing in people and methods to increase their skills, cross-cutting or specific, their motivation is not stimulated, and neither is their capacity to learn and progress, which could lead to shorter periods of employee retention and loss of knowledge, which, if it is harnessed and stimulated, would help the Company to achieve its objectives.

Two year review

People, who represent one of Secil Group's most valuable resources, played a special role in 2020, taking centre stage in the Company's most relevant decisions, given the pandemic, by which we were deeply affected. From March 2020, Secil's priority number 1 was the protection of its employees, and priority number 2



Ambition 2025
PEOPLE Element

To be the preferred company for the people we want to attract, develop and retain in order to operate and thrive.



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COMMITMENT TO THE TEAM

was the protection of the business, which is also, as a consequence, the protection of those people themselves. In this regard, three initiatives are worth highlighting:

Crisis Committee: set up on 11 March, the Crisis Committee (formed by Human Resources (HR), Health and Safety and Internal Communication) managed several multidisciplinary teams and, in particular, a group of six colleagues from different areas of the Company, mandated to build the return plan following the first state of emergency. Overall, these teams had the following objectives: to build, evaluate and permanently implement the Secil Contingency Plan, and the Return Plan, and to guarantee the continuity of the business. It also fell to the Crisis Committee, together with the IT team, to organise and support the remote working system for all functions that could be carried out from home. Even though 80% of Secil's workforce had always been present at the premises, remote working continued in the Secil Group in 2020 and 2021.

Covid Line and Mission + Perto: a team with colleagues from the business, led by HR, in strict coordination with Occupational Medicine, systematised and ensured the process of attendance, screening and follow-up of suspected cases. Another team of employees, from several areas of the business, was formed to make telephone calls to colleagues in operations and working remotely, in order to provide support and back-up during the crisis situation. The support provided ranged from the resolution of practical issues (support to streamline work materials or additional disinfection of common spaces) to issues related to well-being in times of crisis (namely mental health).

Communication: having transparency and inclusion as its mottoes, the Secil Group has increased considerably the number of communications directed at employees. As of March, communications became daily. The Executive Committee of the Secil Group participated actively in this initiative, with regular video

messages, recorded by each director, reinforcing the measures of the Contingency Plan. The Town Halls are now broadcast live to the entire Company, in all the regions Secil operates in. In 2020, all positive cases identified in the Group were reported, as well as the respective follow-up plans for close contacts.

People days

People Days are part of the annual performance cycle, and fuel discussion around organisational and individual development opportunities. The People Days took place for the first time in 2020. The 2020 sessions had a great impact on the Secil Group, as the leaders invested quality time to talk about each team member and listen to their peers' perceptions of them, thus contributing to improvements in the desired performance standards. The People Days sessions are attended by all team leaders, and the achievement of objectives identified at the beginning of the previous year are discussed, as well as the performance of each employee. The Group addresses four key factors - thinking business, achieving results, leading people and personal leadership - and 15 competencies (Competency Wheel). Seven of these are considered fundamental to achieving the Group's current strategic cycle results and, for this reason, are the subject under discussion at the People Days.

360° Feedback

One of the most powerful "tools" for individual improvement in the Secil Group - Build Up - is the leadership development programme that, in 2020, introduced a new feature: 360° Feedback. This methodology fosters deeper self-understanding through input from the colleagues with whom they relate within the scope of our functions. This is not an exercise for evaluation but rather for self-reflection, improvement and commitment. It is one of the most powerful "tools" for individual improvement, because it gives an insight into "blind spots" that can only be seen from another perspective. In our daily lives,

Skills Wheel

Thinking business

- Strategic vision
- Analysis and Resolution of Problems
- Financial Acumen
- Promoting change

Achieving Results

- Executive Management
- Focus on the Customer
- Leading Performance
- Fostering teamwork



Leading People

- Communication
- Ability to Influence Others
- Personal Development
- Interpersonal Relationships

Individual leadership

- Adaptability
- Establishing trust
- Conflict Management



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we do not always have the opportunity to collect this precious input. In November, the first level of leadership from all countries where Secil operates participated in 360° Feedback, and received feedback from all team members, peers and the immediate leadership, through a simple and effective online tool. In this way, leaders were able to understand the impact of their behaviour on others. The seven key competencies, defined for the Group's current strategic cycle, were under analysis. At the end of the process, each participant received a final report, with all inputs, and was given an individual session with an expert, to analyse the document whose identified opportunities for improvement will be incorporated into the Individual Development Plan, which all Build Up participants develop annually.

In 2021, the Human Resources team put forward four projects which aim to ensure that the principles, policies and processes of people management at Secil can:

- Optimise the execution of the business strategy through people performance.
- Align individual objectives with strategic and business objectives.
- Having the right people in the right job.
- Attract, motivate, retain and develop talent.
- Recognise and reward performance in a competitive and equitable manner.

Talent management

The objective of talent management is to develop a policy and management process that ensure the attraction, development and retention of the talent required for strategy and the business. In 2021, the focus was on the succession plan for the main executive positions, and on determining the formal talent management cycle and internal mobility policy.

In 2021, Secil took important steps to further internal mobility in the Secil Group. The basis of this activity is firstly to help all employees to identify their strengths, and provide training and development in areas for improvement, so that they can achieve higher levels of performance and thus take on new responsibilities and challenges. Secondly, create a leadership environment that promotes safe and regular feedback, and discussion of personal expectations. Thirdly, to combine the needs of the Group with the needs and wishes of the employees, openly and regularly. In this sense, the Human Resources Department promotes conversations with department leaders in order to strengthen the search for internal talent to fill vacancies available in the Company. In 2021 alone there were more than 25 promotions, within and between Group countries, at all levels, including the Executive Board.

Onboarding

The first stage in an employee's life cycle in the Secil Group is onboarding - welcoming a new colleague - which is being worked on by the talent management project. The onboarding of a new employee is a key moment for the start of the relationship between the Company and the employee and one which aims to establish the foundations of mutual trust, openness, commitment, understanding and support.

In 2021, Corporate Onboarding began, a pilot initiative carried out in Portugal, and still being fine-tuned, to be implemented in all regions in the new strategic cycle. In the first year three editions were held, bringing together around 60 new colleagues.

Performance management

Performance management ensures alignment between individual, business and strategic objectives, as well as continuous follow up, feedback and recognition of individual contributions. In 2021, the main deliverables





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were: the definition of a global safety objective additional to EBITDA, which proves the importance of safety to the Group's performance; the implementation of the Mid-Year Review, which consists of a mid-year review of objectives with formal feedback, and the Year-End Training, which involves training for assessors, with the introduction of an annual formal dialogue, on professional expectations and availability for national and international mobility.

Reward management

Compensation management establishes the guidelines for the compensation and benefits policy in order to guarantee the level of external competitiveness and internal equity that enables us to attract, motivate and retain the necessary talent in all markets. In 2021, this project's main achievement was the completion of Job Grading for the first lines of leadership.

Culture & Climate Project

Three years after building the Mission, Vision and Values (MVV) for the entire Group, Secil launched the Culture & Climate project in February 2021, in the five regions where it operates - Portugal (which consolidates operations in Cape Verde, Spain and the Netherlands), Tunisia, Angola, Lebanon and Brazil.

The diagnosis, internally called "Let's Talk", was attended by 84% of the employees and reinforced that MVV is already perceived as the culture of the Group. The Company also began to measure the employee satisfaction index - eNPS - Employee Net Promoter Score, in which it achieved an overall result of 35, considered by the benchmark as very good.

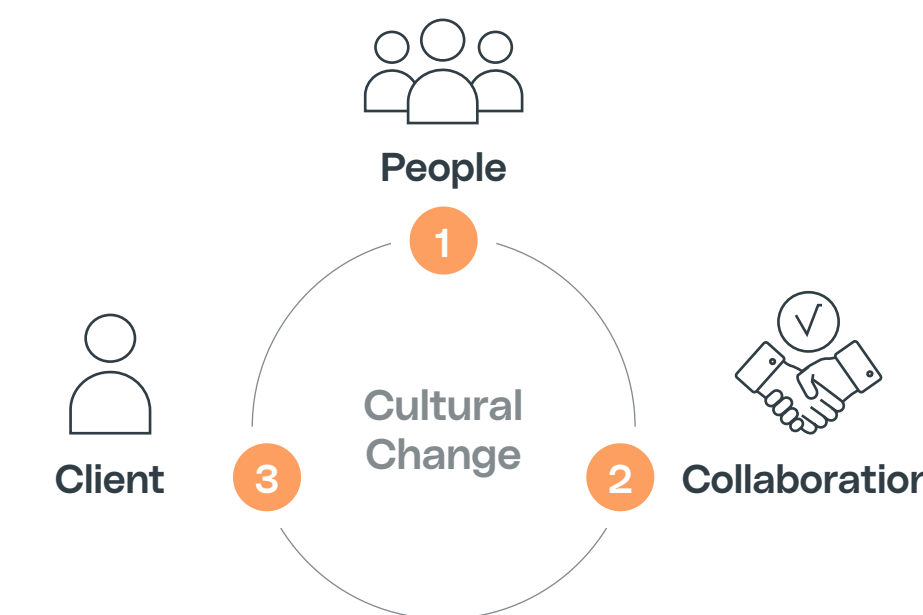
Given that culture is considered the personality of the Company, and with strong impact on the execution of strategy and the results achieved, this diagnosis was carried out with the purpose of contributing to the identification of practices that would need to be

reinforced, within MVV, for the success of the new strategic cycle starting in 2022.

Thus, we have identified three pillars to focus cultural change in the coming years:

1. **People** – Developing, empowering and rewarding our employees.
2. **Collaboration** – Fostering collaboration to leverage synergies and agility.
3. **Customer focus** – Driving change with a focus on Customers.

Regarding the organisational climate, the action plans to be implemented in 2022 were determined locally by each region.





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COMMITMENT TO THE TEAM

6.3 — Diversity and inclusion



We are focused on building a more inclusive and diverse workspace, aware of the added value it can bring to team performance.

How relevant is this issue?

With over two thousand employees spread across eight regions, on four different continents, diversity and inclusion are a daily part of Secil's operations, and contribute to the success of the Group's business. They are intrinsic principles such as ethnicity, race, religion, nationality, gender, among others. In this dimension, Secil works to value all its employees taking into account their differences and similarities for the benefit of Secil. As a socially responsible, industrial-based company, it is essential to maintain a culture of inclusion, respect and well-being among all.

Impacts associated with the material topic

The promotion of an inclusive and diverse work environment, welcoming diversity and the richness that goes with it, contributes to a good organisational climate and to the development of our Company.

Valuing difference and inclusion promotes an environment of creativity and productivity, contributing to Secil's positive performance and the retention of talent. Not implementing these policies may have consequences in terms of taking advantage of the differentiated potential of employees, which will jeopardise the Company's development.

Fair employers outperform their competitors by respecting the unique needs, perspectives and potential of all their team members. As a result, diverse and inclusive workplaces gain deeper trust and greater commitment from their employees.

Two year review

In 2021, the DEI (Diversity, Equity and Inclusion) Days were held, which consisted of three webinars, held in two languages, Portuguese and English, to which all Secil employees were invited. The intention of the initiative was to create awareness of the complexity and importance of the emerging issue among the Group's employees.

The webinars were hosted by an external consultant, an expert in the subject, and the topics covered were as follows:

- “Definitions and indicators of the importance of diversity, equity and inclusion (DEI) for good business performance; Understanding the Dimensions of Diversity”.
- “The roots of anti-DEI behaviours, unconscious biases and stereotypes”.
- “Definition and importance of Psychological Safety for pro-DEI environments - Micro verbal, written and gestural communication”.





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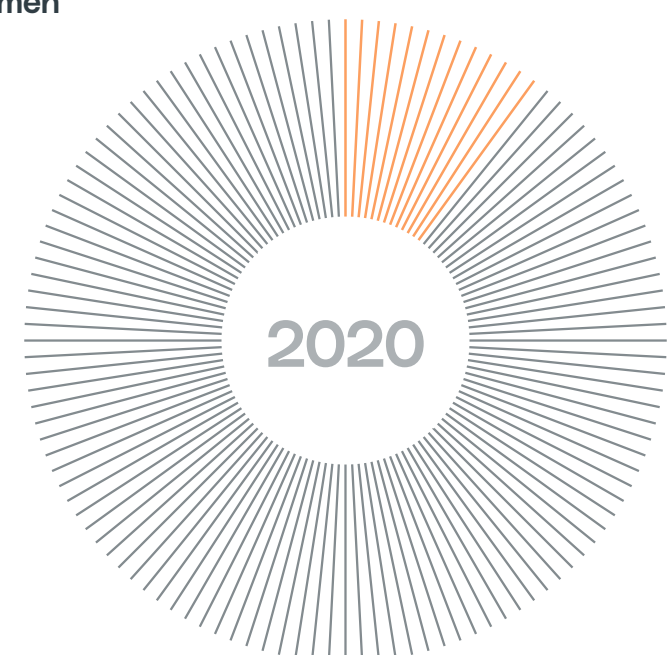


COMMITMENT TO THE TEAM

Main indicators

Distribution of employees by gender

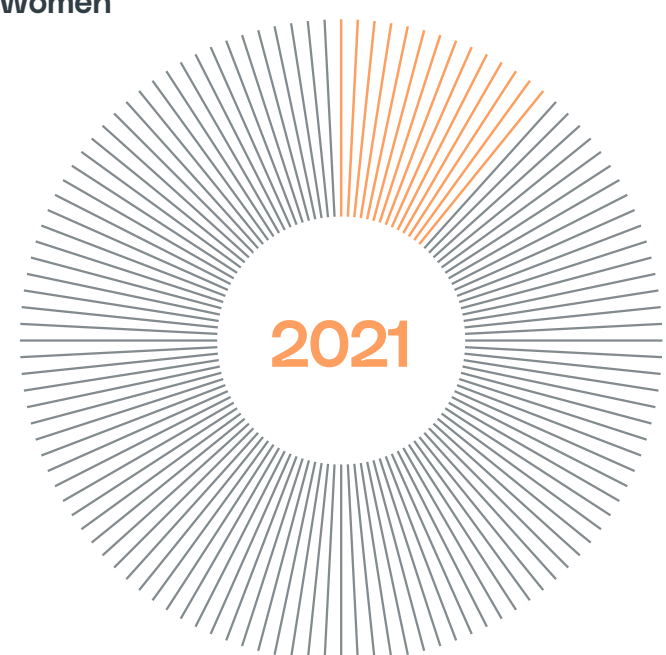
12% (286)
Women



2020

88% (2 151)
Men

13% (285)
Women

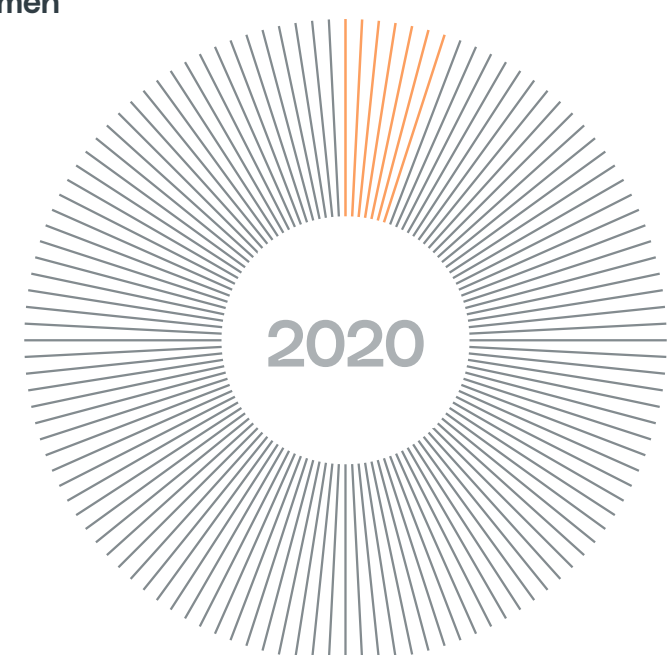


2021

87% (2 077)
Men

Distribution of employees in management positions by gender

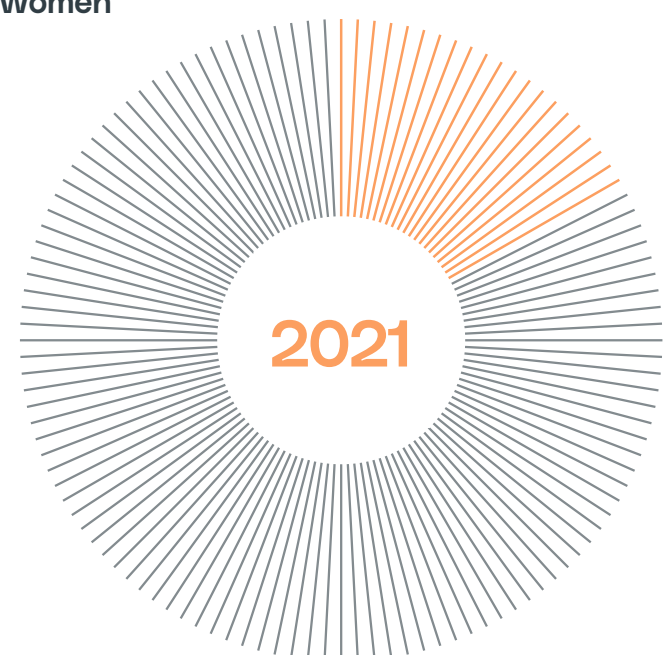
7%
Women



2020

93%
Men

19%
Women



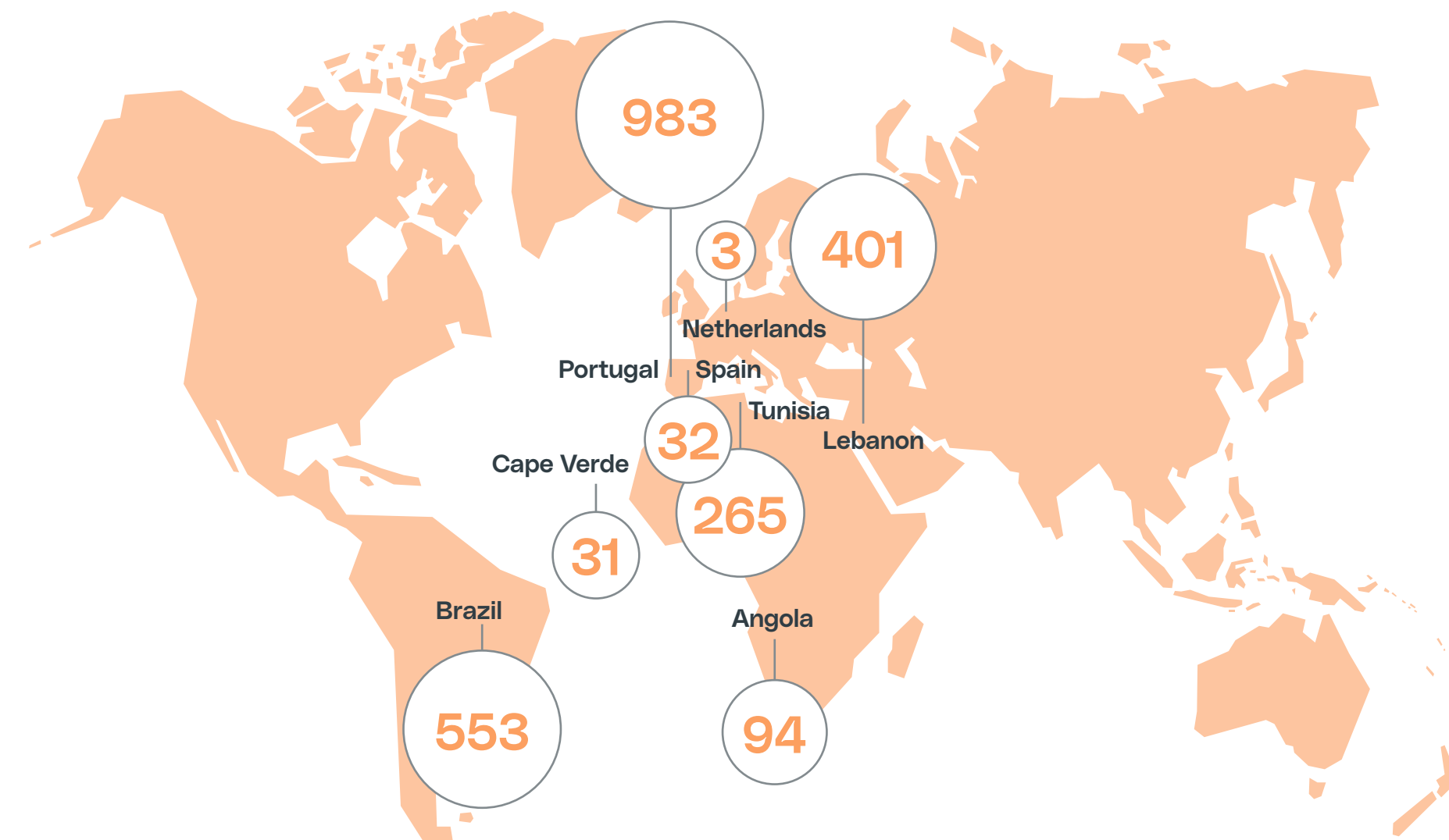
2021

81%
Men

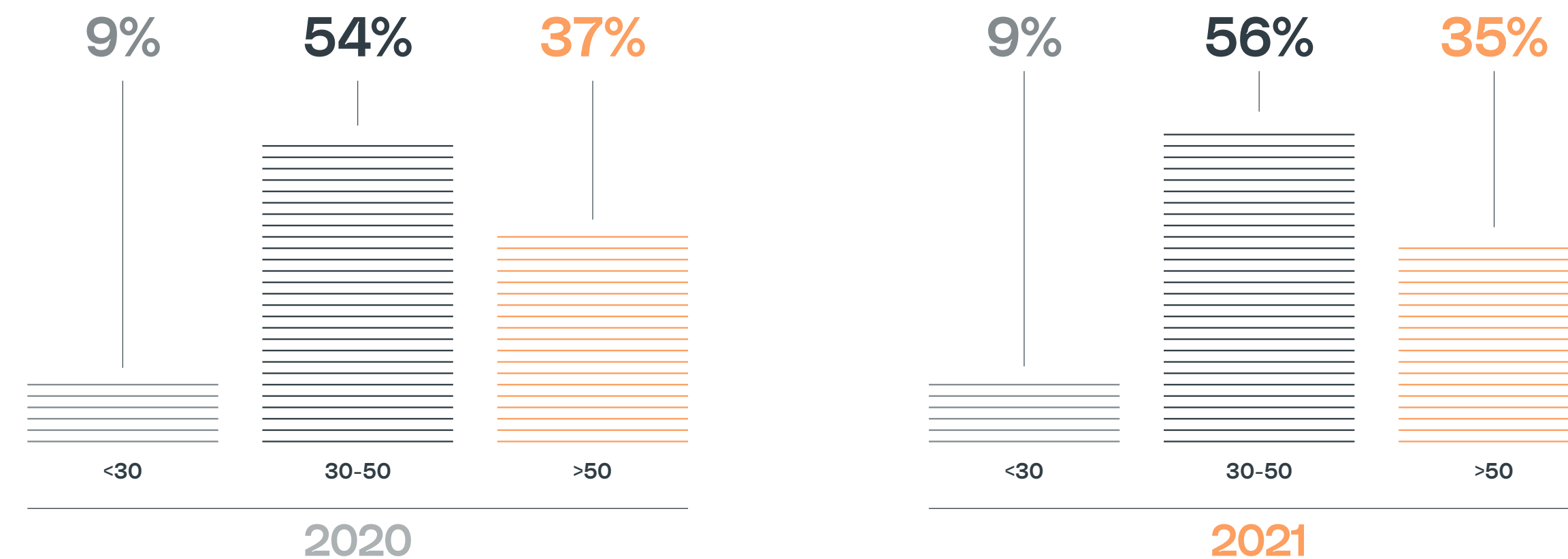
Distribuição dos colaboradores por geografia 2021

Em 2020:

Angola	108
Brazil	518
Cape Verde	31
Lebanon	451
Portugal	1 033
Spain	30
Tunisia	262
Netherlands	4



Distribution of employees by age group





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POSITIVE COMMUNITY IMPACT

07 — POSITIVE COMMUNITY IMPACT

SOLID IN THE COMMUNITY

And the positive impact that Secil has in improving the quality of life of the people with whom it establishes contact.





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COMMUNITY IMPACT

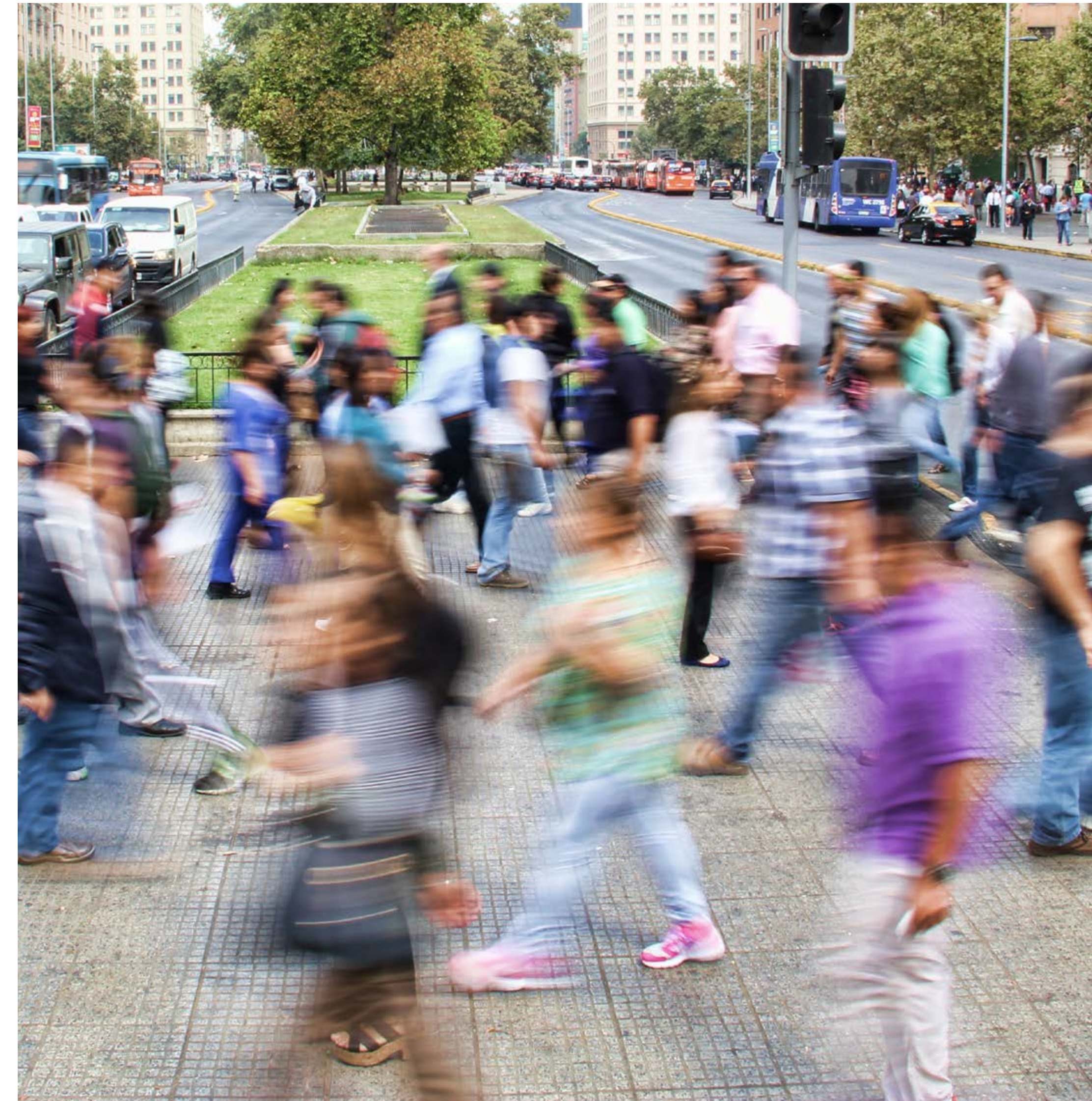
07 Community Impact



Secil has a long tradition of responsible action in the communities where it operates, being a trusted corporate partner.

One of the Group's values is responsibility for our impact and for our neighbouring communities.

The well-being of the communities surrounding our facilities is a long-standing concern of Secil. One of the Group's values is responsibility for our impact and for our neighbouring communities. Over time, we have built a close relationship with the community and invested in the development of numerous initiatives to strengthen this relationship in areas as diverse as social solidarity, education, science and technology, culture and sport. It is essential for us not only to promote community development, but also to best manage local impacts.





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COMMUNITY IMPACT

7.1 ___ Community development and local impact management



Secil has always had a sense of responsibility towards the communities in which it operates, with the objective of promoting socio-economic development and the generation of shared value.

How relevant is this issue?

Any economic activity can have an influence on the community in which it takes place, and Secil is no exception. It is therefore increasingly important to encourage the communities surrounding the business to engage with sustainable development, and to consider this as one of the fundamental principles.

The Group, through its influence in the areas where it operates, strives for active participation in the community. In addition to the economic impact in terms of job creation, Secil makes a significant contribution to improving the population's well-being. In addition, it carries out various initiatives aimed at supporting the development of the communities and places in which it operates.

Impacts associated with the material topic

Many of the most relevant stakeholders are part of local communities, from employees to associations and local government, among others. Companies like Secil, which have a strong socio-economic impact on the cities in which they operate, are also part of that community. That is why it is so important to act in a socially responsible manner, and to contribute to the common good of society.

Being present and contributing to the development of the community allows lasting relationships to be created, building a responsible corporate image, and is also more attractive to shareholders and consumers. The absence of a close relationship can have negative effects on the company's reputation and image, as well as on the necessary interactions with the community.

For that reason, Secil promotes, in all its regions, this close relationship with the community, through various initiatives, whereby the associated impacts are fundamentally positive.

Two year review

Secil has a history of social responsibility within the communities where it operates, due to the fact that, over the years, it has had various types of factories. Over the last 30 years the Company has shown special interest and dedication in supporting the technical and scientific dissemination of knowledge in the field of Civil Engineering and Architecture, through sponsorship and support given to seminars, conferences and technical meetings, and also within the scope of the publication of scientific works in these fields.

The Company has developed a set of social responsibility initiatives of a professional, cultural, sports and social inclusion nature, in countries where it operates, either with national, regional or local public administration agents, or with private entities, such as professional associations, non-profit associations or environmental NGOs.

In 2020 Secil maintained its Collaboration and Financing Protocols with Maceira Parish Council (Leiria) and with around 80 associations in Setúbal; established a partnership with the Refood Movement to celebrate its 90th anniversary; continued its support for the Car Free Arrábida initiative in Setúbal (Portugal) and made a cement donation to Lebanon for national reconstruction following the explosion in the port of Beirut in August 2020. It also maintains its support for the Make-A-Wish foundation, through a media campaign, which it carries out with customers and other stakeholders during Christmas celebrations, in order to help the foundation in its purpose of improving the quality of life of children with serious illnesses by making wishes come true. During the pandemic, Secil supported the immediate needs of Setúbal Hospital Centre by donating personal protective equipment. 2021 was marked by initiatives such as the 12th Secil Architecture Award, the opening of the Pedro Queiroz Pereira Cultural Centre in Brazil, the Biomares Protocol with the Institute for Nature Conservation and Forests (ICNF), and a number of local actions, such as donations and volunteering.

Investing in culture and heritage

The Group has always had a strong connection to architectural, cultural and arts heritage. In this context, the Company holds the annual Secil Awards, an initiative which celebrated its 30th anniversary in 2022. These awards were created with the main objective of encouraging and promoting public recognition of the quality of work in Portugal, using the material that is at the heart of our activity -



Commitments 2020-2030

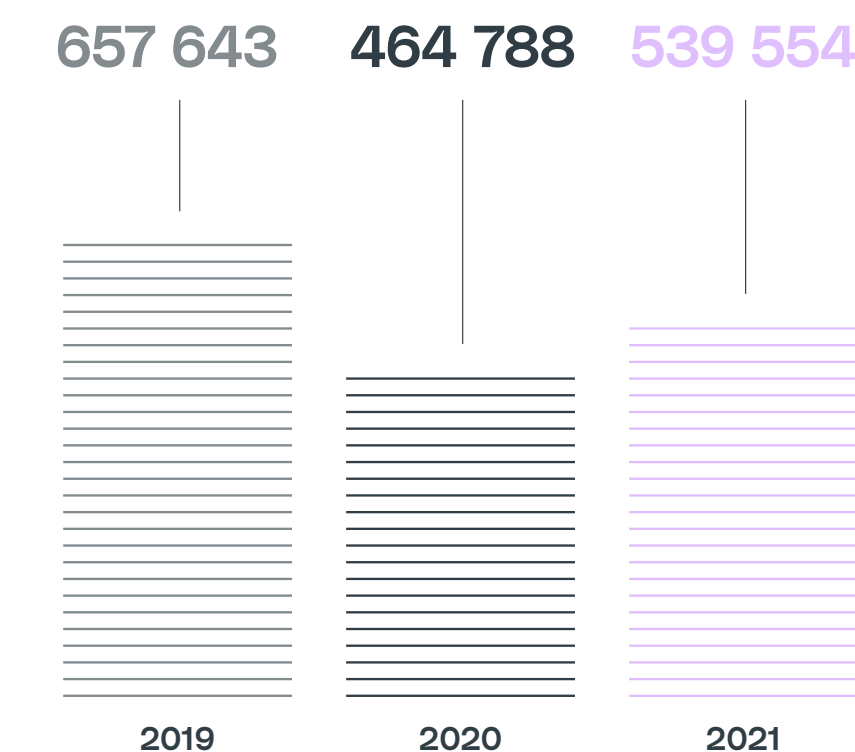
Publish a Code of Conduct that embraces the international principles of human rights.

Apply social impact assessment and guidelines.

Establish a systematic dialogue process with stakeholders.

Main indicators

Investment in the community (€)





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cement. Integrated into its social responsibility policy, the awards aim to acknowledge the best in Architecture and Civil Engineering, and are organised in collaboration with the national representative bodies of the professions involved: the Architects' and Engineers' Associations (Ordem dos Arquitectos e a Ordem dos Engenheiros). In 2021, the 12th Secil Architecture Prize was awarded to:

- Arquipélago - Contemporary Art Centre, in Ribeira Grande (Azores), by João Mendes Ribeiro, Francisco Vieira de Campos and Cristina Guedes.
- EDP Corporate Headquarters in Lisbon, designed by Francisco Aires Mateus and Manuel Aires Mateus.

In addition to the prizes it awards, Secil seeks to support culture in the communities where

it operates. The offer of seats for the Bocage Auditorium, a S. Sebastião Parish Council and Setúbal City Hall project, is an example of this support. The purpose of this project is to overcome the lack of this type of equipment available to the local community, and it will serve to host activities provided by local artists as well as initiatives from the school community, associations and grassroots organisations.

In the same vein, the Casa da Cultura Pedro Queiroz Pereira Culture House, inaugurated in 2020 by Supremo Secil Cimentos, aims to promote complimentary activities in the Adrianópolis (Brazil) community, aimed at all ages, focusing on areas such as education, sport and culture. With the lifting of restrictions regarding social interaction at the end of 2021, in- person activities were resumed.

The centre offered nine different types of classes such as yoga, crochet, muay tai, aerobox, paper craft, dance, singing, resilience group and crafts. The cultural centre also organised two other activities to celebrate Children's Day and Christmas. A total of 3759 participants attended the classes and social activities.

In another aspect, it is important to highlight Secil's sponsorship of the Múltiplo Leminski exhibition, held at the Casa da América Latina, in Lisbon, between September and November 2021. Paulo Leminski was a multi-talented Brazilian artist (an important poet, but also composer, journalist, publicist, biographer, literary critic, teacher and translator) who was born in the state of Paraná and developed his career there, precisely where Secil has its Supremo-Adrianópolis plants, which justified the cultural patronage of this initiative.

Secil's volunteering policy

Secil celebrated its 90th anniversary, and this is a particularly special date for all the people who are part of the Group's operations and business.

Given the importance of this event, the Company decided to celebrate in a unique way, interacting with the community by organising a support and volunteering initiative with the ReFood Portugal Association. The commemoration was extended and involved various initiatives, including an appeal to employees for the creation of the Secil Volunteering Policy. The creation of this policy was based on the formation of a Volunteer Group, with the mission of using its own experiences in order to construct and propose a document, with guidelines for corporate volunteering at Secil. In 2021, following this initiative, some activities have already been carried out with ReFood.

In this context, it is worth mentioning the internal initiative in which around 200 employees from the Secil-Outão factory got together in an unprecedented mission to carry out small repairs, painting and cleaning jobs, with the aim of preserving the plant's heritage.

This policy gives employees the opportunity to devote up to two hours a week to pre-establish volunteer initiatives and includes travel insurance, food 32and identification kits.

Donations policy

Secil also has a policy of donating to specific projects, such as Santiago de Outão Hospital, Quercus or the League of Friends of Setúbal and Azeitão environmental education initiatives, and also occasionally donates cement or concrete to associations, and donates computers it no longer needs to community centres, associations or schools.

Another complementary line of action is the sponsorship of technical and scientific conferences, such as the Structural Concrete Meetings and its Young Experts Competition.

Partnerships for biodiversity - Biomares

Since 2007 Secil has continued the protocols of almost uninterrupted collaboration and financial support with ICNF in order to study and restore the seagrass beds of Luiz Saldanha Marine Park, adjacent to Arrábida Natural Park.

These seagrass beds play a critical role in promoting marine biodiversity by providing a refuge for species and their reproduction, while also acting as an important carbon sink.



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Secil's long-term support for this project has enabled ongoing research by the Centre for Marine Sciences (CCMAR) of the University of the Algarve and ISPA on seagrass beds, speeding up the acquisition of essential scientific data to define measures to safeguard and promote this important ecosystem.

Social programmes in Angola, Tunisia and Lebanon

Angola

The Company was socially active, supporting and participating in various activities, such as recovery and construction programmes for various schools, support for Lobito Municipal Administration and Communal Administrations in their community initiatives.

Three projects stand out:

1. Cement in support of Catumbela Municipal Administration in the improvement works of the National Police Hospital, for adaptation as a COVID-19 patient reception centre in Benguela province.
2. Sponsorship of the 6th Edition of the Luanda/Benguela International Theatre Circuit, which took place in August 2021.
3. Sponsorship of the first social responsibility project, implemented by the Cuerama Foundation, dedicated to sustainability in the rural environment, in Cuerama Village, 356 km southeast of Luanda. After the Angolan Civil War, an Angolan family identified shortcomings in Cuerama Village, such as lack of access to basic education, hygiene care, general health care and sanitation. In order to create the network of collaboration necessary for the implementation of its objectives, a partnership was established between Angola and Portugal.

Brazil

In Brazil, the last two years have been marked by the inauguration of the Pedro Queiroz Pereira House of Culture, mentioned above, and also by the creation of two new structures for interaction with the community, particularly the Environmental Monitoring Commission (EMC) and the Social Committee.

The EMC is made up of civil society, local government and Secil employees, and arose as a way of bringing the Company and the community closer together, thus creating a channel for communication and sharing information. Through these meetings, the Company shares its performance and ongoing projects, and makes room to listen to the community, promoting a climate of transparency. The second structure, the Social Committee, is a strategic internal body, created with the objective of monitoring the Company's social projects, whether they are initiatives, partnerships or donations, ensuring conformity with internal policies and the Company's mission, vision and values. Several areas of the Company are represented on this committee, from Marketing to Human Resources and the heads of the various factories.

In this region, the Environmental Education Programme should also be highlighted, namely the ECOAR project, which encompasses a set of educational activities on the appreciation of the environment and local heritage. Under the aegis of the programme, training was held for project ambassadors with the participation of 48 teachers from the public education system in addition to members of the municipal education, environment and tourism departments that are supporting the programme.

Tunisia

In Tunisia, the focus was on children and their education, support for families in need during Ramadan, and initiatives to fight the COVID-19 pandemic. Of note:



→ Superation Group

- Financing the construction of a playground at Enfance et Espoir, an association that takes in orphaned children, as well as financial support to improve the environment in which these children live and their quality of life.
- Financing of a wall at Al Khawarizmi M'Saken school and also the supply of computer equipment to improve school conditions for disadvantaged children in the region.
- Distribution of 100 gift hampers during the month of Ramadan to needy families in the town of Gabès.

Secil created new structures for interacting with the community in Brazil.



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During the pandemic, Secil developed several support initiatives, namely through the donation of material and equipment to the Gabès Regional Hospital; it also disinfected several public facilities in the region, such as schools and other local administration buildings, and also donated cement for the construction of an emergency unit in the Gabès Military Hospital. Regarding its employees, in addition to all the initiatives implemented in order to protect them and raise their awareness, Secil promoted a vaccination campaign in its plants.

Lebanon

Sibline, a Secil company in Lebanon, is focused on promoting employee involvement in the local community and Nature. Some of the initiatives included a walk to the Shouf Biosphere Reserve in 2021, and apple picking, as a way of celebrating Lebanese National Apple Day. In the same vein, we highlight the participation of employees, in December 2021, to rehabilitate the quarry by planting over a thousand trees. It should be noted that in addition to the protection of Nature, Sibline has other areas of intervention, such as health, specifically raising awareness and disease prevention, especially diabetes and breast cancer.

In terms of social support, the company contributes to social and urban development through donations to hospitals, clinics, the Red Cross, local municipalities, sports clubs, social organisations and schools.

As for more direct involvement with the community, we highlight the factory visits, as well as some local and national schools and universities where the process is presented, in addition to environmental awareness initiatives, culminating with the planting of a tree in Sibline's garden.

Secil Academy

The Secil Academy arose from the need to share our expertise with the market. This new virtual space, with webinars on varied subjects in the world of construction, is aimed at all stakeholders, whether they be builders, retailers, applicators, architects, designers, students or the general public.

Anyone searching for current events in the construction sector and wants to find out more about the products, solutions and tools that Secil offers in its various business areas (cement, ready-mix concrete, aggregates, mortars, precast concrete and hydraulic lime) now has a convenient place to find everything they need. This platform is a useful tool and an opportunity for the technical and professional development of everyone involved.

With expert speakers offering vast experience in the market, the Secil Academy webinars will explore innovations in the construction world, transmitting trends, sharing knowledge and suggesting the best solutions and support tools for future professional challenges.



→ Beach cleaning activity, promoted in partnership with the local community of Gabés, Tunisia.





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ANNEX



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- Annex I Performance Indicators
- Annex II GCCA Indicators
- Annex III European Taxonomy Annex
- Annex IV Reporting Practices

Annex I

Performance Indicators

Economic Indicators	'19	'20	'21	GRI
Direct Economic Value Generated - Revenues (I) (thousand €)	572 462 022	520 860 333	562 220 962	201-1
Direct Economic Value Distributed (II) (thousand €) (1)	454 778 446	413 514 107	441 810 768	
Operating costs (thousand €)	343 354 932	292 372 166	304 365 973	
Employee salaries and benefits (thousand €)	79 708 600	70 139 665	76 976 385	
Payments to capital providers (thousand €)	25 033 858	39 774 776	58 309 231	
Taxes (thousand €)	6 023 413	10 762 712	1 619 625	
Investment in the community (thousands €)	657 643	464 788	539 554	
Cumulative Economic Value (I-II) (thousand €)	117 683 576	107 346 226	120 410 193	
Financial implications of climate change				201-2
Number of Carbon Trading Allowances (units)	-	-	-	
Market value (thousand €)	-	-	-	
Total number of suppliers (n°)	8 071	7 576	7 759	204-1
Percentage of local suppliers (%)	91,6%	92,4%	92,2%	
Total expenditure with suppliers (thousand €)	496 426	476 527	553 397	
% of spending with local suppliers	76,4%	79,1%	78,4%	

Environmental Indicators	'19	'20	'21	GRI
Materials				
Raw materials (tonnes)	11 735 127	17 017 543	18 788 142	
Renewable	-	14 169	18 241	301-1
Non renewable	11 735 127	17 003 374	18 769 901	
% of renewable raw materials	0,00%	0,08%	0,10%	
% of recycled materials used	2,72%	7,70%	5,31%	301-2
Energy				
Energy consumption within the Organization (GJ)				
Consumption of energy from non-renewable sources	12 901 195	15 582 007	16 519 257	
Consumption of energy from renewable sources	3 983 906	203 703	305 704	302-1
Energy purchased for consumption	2 194 273	2 087 856	2 119 988	
Energy sold				
% of renewable energy consumed	20,9%	1,1%	1,6%	
Energy consumption within the Organisation (GJ)				302-2

Environmental Indicators	'19	'20	'21	GRI
Energy intensity (GJ/t produced)	3,2	1,9	2,0	302-3
Reduction in energy consumption (GJ)				
Water				
Volume of water collected (thousands of m³)	1 629 976	1 681 404	1 700 604	303-3
Volume of water discharged - effluent (thousand m³)	360 094	372 282	375 712,83	303-4
Volume of water used (thousands of m³)	1 269 882	1 309 122	1 324 892*	303-5
% of water returned to the environment	22,1%	22,1%	22,1%	
Biodiversity				
Facilities in or near protected areas or areas of high biodiversity value (m²)	491	491	491	304-1
Protected or restored habitats (cumulative area in ha)	53	55	55	304-3
Emissions				
Scope 1 (tCO ₂ e)	3 816 659	3 632 933	3 610 579	305-1
Scope 2 (tCO ₂ e)	262 120	184 175	161 481	305-2
GHG emissions intensity (tCO ₂ e/t produced)	848	845	841	305-4
Reduction of GHG emissions associated with sales (tCO ₂ e)				305-5
Mercury Emissions (kg)	20	19	35	
Atmospheric emissions (t)				
NOx	6 743,60	5 545,54	6 918,59	305-7
SOx	1 506,09	1 040,34	1 196,54	
Particles	112,90	79,69	100,95	
Others	-	0,0	6 233,3	
Waste¹				
Total waste generated (t)	-	-	26 872	
Reused	-	-	25 156	
Eliminated	-	-	1 716	
Non-hazardous waste (t)	-	-	26 126	
Reused	-	-	24 560	306-3
Eliminated	-	-	1 566	
Hazardous waste (t)	-	-	746	
Reused	-	-	596	
Eliminated	-	-	150	
Reuse rate (%)	-	-	93,6%	

¹ It was only possible to evaluate this indicator in Portugal since this is the first year Secil is reporting it.





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Social Indicators	'19	'20	'21	GRI
Human Resources				
Number of employees (n°)	2 417	2 437	2 362	401-1
Fixed and open-ended contracts	2 361	2 275	2 355	
Men	2 069	2 103	2073	
Women	292	285	282	
Temporary staff	56	162	7	
Men			4	
Women			3	
Full-time	2 412	2 397	2 342	
Part-time	5	40	20	
Hiring rate (%)	10,4%	7,9%	11,2%	
Men	211	165	225	401-1
Women	41	28	39	
<30 years	94	49	78	
30-50 years	135	110	170	
>50 years	23	34	16	
Employee turnover rate (%)	14,1%	12,8%	9,3%	
Men	290	234	182	
Women	50	77	38	
<30 years	46	39	29	
30-50 years	162	132	113	
>50 years	132	140	78	
Health and Safety				
Total number of work accidents (n°) (direct + indirect)	65	57	53	
Frequency rates (direct + indirect)	7,6	7,5	6,7	
Severity (direct + indirect)	185,6	228,6	176,2	
Deaths resulting from accidents at work (direct)	0,0	0,0	0,2	403-9
Serious occupational accidents (excluding fatalities) (direct)	0,0	0,9	0,8	
Index of occupational accidents with mandatory reporting (direct)	6,8	6,4	7,0	
Deaths resulting from accidents at work (indirect)	0,6	0,0	0,3	
Serious occupational accidents (excluding fatalities) (indirect)	0,0	0,7	0,0	
Index of occupational accidents with mandatory reporting (indirect)	0,0	9,2	6,3	
Training and development				
Hours of training per Employee (h/employee)				404-1
By gender				
Men	16,4	8,9	19,0	
Women	20,6	16,5	16,6	
By professional category				
Board of Directors	2,2	0,7	3,2	
Managers	27,4	7,8	15,8	
Senior Management	16,8	20,5	46,2	
Middle Management	33,7	19,0	22,6	
Administrative	-	7,5	15,8	
Executives	13,5	7,5	17,2	

Social Indicators	'19	'20	'21	GRI
Performance assessment (%)				404-3
By gender	59%	68%	71%	
Men	57%	37%	70%	
Women	73%	36%	79%	
By professional category	59%	68%	71%	
Board of Directors	6%	4%	24%	
Managers	80%	19%	85%	
Senior Management	146%	14%	82%	
Middle Management	52%	25%	86%	
Administrative	-	70%	87%	
Executives	55%	34%	63%	
Diversity				
Employees by professional category and gender (%)				405-1
Governing Bodies				
Men	93%	93%	100%	
Women	7%	7%	0%	
Managers				
Men	85%	87%	83%	
Women	15%	13%	17%	
Senior Management				
Men	74%	81%	82%	
Women	26%	19%	18%	
Middle Management				
Men	84%	74%	72%	
Women	16%	26%	28%	
Administrative				
Men	78%	69%	63%	
Women	22%	31%	37%	
Executives				
Men	95%	97%	97%	
Women	5%	3%	3%	
% of women in the organisation	12%	12%	13%	
Employees by age (%)				405-1
<30 years	292	232	212	
30-50 years	1 279	1 308	1 330	
>50 years	857	897	820	
Wage Share Ratio between Men and Women ²				405-2
Managers	-	-	0,91	
Senior Management	-	-	0,97	
Middle Management	-	-	0,93	
Administrative	-	-	1,06	
Executives	-	-	0,98	

Note: The data for 2019 and 2020 were verified by an external body.

² It was only possible to evaluate this indicator in Portugal since this is the first year Secil is reporting it.

Annex II

GCCA Indicators

KPI	Uni	'19	'20	'21
Pillar - H&S				
No. of fatal employee accidents	No	0	0	1
No. of fatal accidents for third party employees (contractors and subcontractors)	No	2	0	1
No. of fatal off-site accidents	No	0	1	1
No. of accidents with lost working days	No	33	30	33
Lost-time accident frequency rate, per 1,000,000 hours worked, for employees	-	6,8	6,4	7,0
No. of accidents with lost working days for third party employees (contractors and subcontractors)	No	32	27	20
Lost-time accident frequency rate, per 1,000,000 hours worked, for third party employees (contracts and sub-contracts)	-	8,8	9,2	6,3
Total number of accidents (employees, contractors and subcontractors)	No	65	57	53
Number of lost working days for employees	No	757	1 087	1 028
Severity rate for employees, per 1,000,000 hours worked - per days worked	-	65	229	176
Pillar - CO₂				
Global absolute (gross) emissions of CO ₂ (million tonnes of CO ₂)	Mt CO ₂	3,82	3,63	3,61
Global absolute (net) emissions of CO ₂ (million tonnes of CO ₂)	Mt CO ₂	3,62	3,39	3,35
Global (gross) specific emissions of CO ₂ (kg CO ₂ / tonne of cement product)	kg CO ₂ / t	690	680	673
Global specific (net) emissions of CO ₂ (kg CO ₂ / tonne of cement product)	kg CO ₂ / t	654	634	626
Pillar - Co-processing				
Alternative fuels use rate (%) - alternative fossil fuels and biomass	%	23,6	26,6	28,5
Rate of biomass use (%)	%	10,2	8,7	7,5
Kiln energy efficiency (MJ / ton of clinker)	MJ/t Clk	3 726	3 735	3 729
Alternative raw materials (clinker and cement) (%)	%	3,7	11,3	9,3
Clinker amount in cement (%)	MJ/t Clk	79,7	79,1	78,8
Pillar - Other emissions				
Coverage rate - general (%)	%	64	87	67
Coverage rate - continuous measurement (%)	%	100	100	100
PM - Total emissions (t/year)	t/ano	88	66	82
PM - Specific emissions (g/t clinker)	g/t clínquer	20	16	11
PM - Coverage rate (%)	%	100	100	100
NOx - Total emissions (t/year)	t/ano	6 131	6 185	6 917

KPI	Uni	'19	'20	'21
NOx - Specific emissions (g/t clinker)	g/t clínquer	1 363	1 497	969
NOx - Coverage rate (%)	%	100	100	100
SO ₂ - Total emissions (t/year)	t/ano	1 226	1 030	1 197
SO ₂ - Specific emissions (g/t clinker)	g/t clínquer	272	249	199
SO ₂ - Coverage rate (%)	%	100	100	100
VOC/THC - Total emissions (t/year)	t/ano	126	244	207
VOC/THC - Specific emissions (g/t clinker)	g/t clínquer	28	59	32
VOC/THC - coverage rate (%)	%	64	87	81
Hg - Total emissions (kg/year)	kg/ano	20	19	35
Hg - Specific emissions (mg/t clinker)	mg/t clínquer	4	4	11
Hg - Coverage rate (%)	%	86	87	67
HM1* - Total emissions (kg/year)	kg/ano	33	150	44
HM1* - Specific emissions (mg/t clinker)	mg/t clínquer	7	36	15
HM1* - Coverage rate (%)	%	61	87	81
HM2** - Total emissions (kg/year)	kg/ano	526	571	434
HM2** - Specific emissions (mg/t clinker)	mg/t clínquer	117	138	144
HM2** - Coverage rate (%)	%	61	87	81
PCDD/F - Total emissions (mg/year)	mg/ano	61	31	25
PCDD/F - Specific emissions (mg/t clinker)	ng/t clínquer	13	8	6
PCDD/F - Coverage rate (%)	%	86	87	81
Pillar - Biodiversity				
% of quarries with high ecological value with biodiversity management plans	%	40	40	40
% of quarries with implemented rehabilitation plans	%	77	77	77
Pillar - Water				
Water consumption = Water abstraction - total water launched in the receiving medium (m ³ /year)	m ³ /ano	1 626 357	1 454 615	1 041 776
Amount of water consumption per product unit (l/ t cement product)	l/t produto	294,1	272,1	194,9

*HM1 (Includes Cd, Tl)

**HM2 (Includes Sb, As, Pb, Cr, Co, Cu, Mn, Ni and V)





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Annex III _____ European Taxonomy

Regulation (EU) 2020/852 of the European Parliament and Council, 18 June 2020, introduced a new concept of Taxonomy, which provides a framework for sustainable investment.

The taxonomy acts as a standardised and compulsory classification system to determine which economic activities are considered environmentally sustainable in the European Union.

The taxonomy is based on a classification system of economic activities, using the Statistical Classification of Economic Activities in the European Community (NACE) supplemented by the creation of new categories when this is not sufficiently precise.

In 2021 the EU published a catalogue of activities considered eligible for two environmental objectives:

- climate change mitigation; and
- adaptation to climate change.

In 2022, using data corresponding to the 2021 financial year, the EU has granted a reduced disclosure obligation whereby only taxonomy-eligible and non-taxonomy-eligible economic activities in terms of turnover (TURNOVER), capital expenditure (CAPEX) and operating expenditure (OPEX) must be disclosed. The assessment and disclosure of whether eligible activities are classified as taxonomy-aligned economic activities, i.e. whether they meet the criteria to be considered environmentally sustainable economic activities,

will only be mandatory in 2023, based on data from the 2022 financial year.

To assess whether an activity is eligible it is necessary to check whether or not the activity is described in Annexes I and II of the Commission Delegated Regulation (EU) 2021/2139, as only those activities can be eligible for Taxonomy. This list of activities is not definitive and it is expected that it will be updated by the EU, progressively integrating other activities that were not considered in the initial listing.

Activities eligible for taxonomy can be further broken down according to the main objective they seek to achieve:

- Substantial contribution to climate change mitigation (Annex I to Commission Delegated Regulation (EU) 2021/2139; Article 10 of Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020);
- Substantial contribution to adaptation to climate change (Annex II to Commission Delegated Regulation (EU) 2021/2139; Article 11 of Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020).

It is sufficient for an activity to fall into one of these categories for it to be considered eligible, although it may also comply with both.

Eligible activities

According to the analysis carried out on the Secil Group's activities, one was identified as falling within the scope of the activities set out in Annexes I and II of Commission Delegated Regulation (EU) 2021/2139:

Activity	Segment	NACE Codes
3.7 – Cement production	Cement	C.23.51

Thus, the framing activity considered eligible concerns Secil's grey cement production activities.

The emphasis of the taxonomy at this stage is on the most carbon-intensive industries and green energy, for which reason a relevant part of the Group's activities, namely the production and sale of white cement, ready-mixed concrete, aggregates, mortars, precast concrete and hydraulic lime are not yet provided for in Annexes I and II of the Delegated Regulation and therefore cannot be included in the eligible activities.

Proportion of eligible activities

As defined by the taxonomy, the sums reported were calculated in accordance with the Consolidated Financial Statements for the year ended 31 December 2021 within the scope of the Semapa Holding Report (Business Group, of which Secil belongs), which were prepared in accordance with International Financial Reporting Standards (IFRS), as adopted by the

European Union. As this is the first year of application of the taxonomy, comparative figures are not available.

The European Taxonomy requires companies to disclose how they have avoided duplication in the consideration of eligible economic activities, i.e. in determining turnover, capital expenditure and operating expenses. The Semapa Group determined eligible expenses on the basis of its financial and analytical accounting, and ensured that cost elements were only used once when calculating the indicators.

Turnover (unaudited figures) Millions of euros	
Total Turnover	495,7
Turnover of Eligible Activities	297,5
% Of Eligible activities	60,0%

The figures shown in the first line of the previous table (calculation of the ratio of eligible activities) correspond to the consolidated amount of services rendered, sales and other operating income, determined on the basis of the consolidated financial statements of 31 December 2021.

The turnover of the eligible activities, as mentioned above, corresponds only to those activities of the Group that were foreseen in Annexes I and II of the Regulation.



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CAPEX (unaudited figures) Millions of euros	
CAPEX	69,2
CAPEX of Eligible Activities	50,4
% Of Eligible activities	72,9%

The figures shown in the first line of the previous table (calculation of the ratio of eligible activities) correspond to the sum of acquisitions of tangible assets, intangible assets and investment properties made in 2021, disclosed in notes 3.2, 3.3 and 3.5 of the consolidated financial statements of Semapa Holding. For the purposes of calculating this ratio, additions of intangible assets related to the acquisition of CO₂ licenses were excluded, since they are not actually an acquisition of licenses, but licenses attributed to the Group, and their classification as intangible assets results only from the accounting policy adopted by the Group in the absence of a specific accounting standard for the treatment of CO₂ licenses. It should also be noted that Secil's ratio is negatively influenced by the fact that in the period new usage rights associated with long-term port concession contracts were recognised, amounting to around 8 million euros.

The CAPEX figures presented in the second row of the previous table (calculation of the ratio of eligible activities) correspond to the investments allocated to the activities classified as eligible. These figures include investments such as:

- The Clean Cement Line Project, which aims to develop and demonstrate new cement production technology at the Outão Plant in Portugal. This project includes four R&D sub-projects aimed at eliminating dependence on fossil fuels, increasing energy efficiency, internal production of electricity,

integration into the digitalisation process and reduction of CO₂ emissions. These innovations will promote the development of the production of a low carbon clinker and consequently the creation of a range of cements with a low ecological footprint; and

- Replacement of gas pipelines, coke dispensers and gas analysers.

OPEX (unaudited figures) Millions of euros		Cimento
OPEX		34,5
OPEX of Eligible Activities		22,5
% Of Eligible activities		65,1%

The figures shown in the first line of the previous table (calculation of the ratio of eligible activities) correspond to the following expenses, determined on the basis of the consolidated financial statements as at 31 December 2021:

- Non capitalised Research and Development expenditure;
- Expenditure on renovation/maintenance of buildings and other facilities;
- Maintenance and repair costs;
- Short term lease expenses and other non capitalised lease expenses; and

As part of the Group's strategy, efforts are being made actively to follow the principles associated with the other pillars of the Taxonomy

namely transition to the circular economy, the protection of ecosystems and biodiversity, the prevention and control of pollution and the long-term use and protection of water and marine resources.

- Other expenditure directly related to the maintenance of tangible assets or investment property.

The OPEX figures classified as eligible essentially correspond to:

- Costs of the Cement Application Development Centre (CDAC), in which research and development activities are carried out into new cement products and applications and innovative industrial processes for their production, with a view to the Group developing and adopting new technologies

in the field of sustainable production processes and products, and reducing the carbon content of Secil Group's solutions.

As part of the Group's strategy and its sustainability objectives, parallel efforts are actively being made to follow the principles associated with the other pillars of the Taxonomy, applicable from the next financial year, namely, transition to a circular economy, protection of ecosystems and biodiversity, prevention and management of pollution and the sustainable use and protection of water and marine resources.



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Annex IV _____ Reporting Practices

Materiality Reporting Practices and & GRI-specific standards

Evolution of Materiality - GRI 3-1	3-3 Our Material topics - GRI 3-3		Specific standards
Material topics - GRI 3-2	Identification of impacts (Associated impacts section)	Impact management (Featured initiatives section)	
Health and Safety	06. Valuing the team	6.1 Health and Safety	403
GHG emissions	05. Protecting the environment	5.1 Climate change and energy	305
Biodiversity and ecosystem management	05. Protecting the environment	5.4 Biodiversity and ecosystems	304
Community development and management of local impact	07. Positive community impact	7.1 Community development and management of local impact	413
Waste Management and Circular Economy	05. Protecting the environment	5.5 Waste Management	306
Energy	05. Protecting the environment	5.1 Climate change and energy	302
Talent management, diversity and inclusion	06. Valuing the team	6.2 Talent management 6.3 Diversity and inclusion	401; 404; 405
Other emissions	05. Protecting the environment	5.2 Atmospheric emissions	305
Product responsibility and sustainable construction	03. Cementing the future	3.1 Decarbonising the sector	
Stakeholder engagement	02. Creating sustainable value	2.4 Engaging with stakeholders	
Water use and management	05. Protecting the environment	5.3 Water use and management	303
Innovation	04. Delivering the best products	4.1 Innovative solutions	
Product safety and quality	04. Delivering the best products	4.2 Safety and quality	
Customer satisfaction and relationship	04. Delivering the best products	4.3 Customer satisfaction and relationship	



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Index GRI 2021

Declaration of use	The Secil Group reported in accordance with the GRI Standards for the period from 01 January 2020 to 31 December 2021.
GRI 1 used	GRI 1: Foundation 2021
App. GRI Sector Standard(s)	N.A.

General Content

GRI 2: INTRODUCTION	Location
Referring to the standard published in 2021	
The organisation and its reporting practices	
2-1 Organisational profile	
Legal name of the organisation: Secil – Companhia Geral de Cal e Cimento, S.A.	
Head Office - Av. Eng.º Duarte Pacheco, 19 7º 1070-100 Lisbon	Pages. 10-11
Head Office, Outão, Apartado 71, 2901-864 Setúbal	
Countries where it operates: 01. Overview Secil Identity	
2-2 Entities included in the organization's sustainability report	
This Report includes the activities of Secil - Companhia Geral de Cal e Cimento, S.A.	
2-3 Reporting period, frequency and contacts	
This report covers the results corresponding to the period from 1 January 2020 to 31 December 2021, and Secil publishes its Sustainability Report biannually. It should be noted that the period covered by the Group's financial report is the same as that of the sustainability report.	
Any questions about the sustainability report should be directed to: comunicacao@secil.pt	
2-4 Variation of information	
The data reported by Secil in this Report may differ from that presented by Semapa, the holding company in which Secil's information is consolidated. The changes are due to rounding, methodological or calculation adjustments. None of the changes made are materially relevant nor have a significant impact on the analysis that stakeholders may make of the reported data.	

2-5 External verification

10. Independent Limited Liability Assurance Report	XX
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ACTIVITIES AND EMPLOYEES

2-6 Activities, value chains and other business relationships

Secil is focused on the creation of value through positive economic performance, taking into consideration its direct and indirect impacts on society. In line with the other subsidiaries of the Semapa Group, Secil follows the principle of generating shared value with the various stakeholders.

This issue is material to Secil, as it is a topic considered material to its stakeholders. Secil aligned itself to the sector and started an internal process in order to establish specific objectives with associated targets in order to reduce or offset the impact of its operations. The commitments established by Secil in order to respond to trends can be consulted in chapter **02. Creating Sustainable Value**.

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2-7 Employees

	'19	'20	'21
Contract without and with a fixed term	2 361	2 275	2 355
Temporary staff	56	162	7
Total	2 417	2 437	2 362
Full-time	2 412	2 397	2 342
Part-time	5	40	20
Total	2 417	2 437	2 362

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2-8 Workers who are not employees

	'19	'20	'21
Total	2 794	2 535	1 875

These include workers who came into the plants as temporary workers and service providers, whose functions include cleaning, maintenance and work associated with the annual shutdown and operation.

GOVERNANCE

2-9 Governance and management structure

The governance structure of the Secil Group comprises the Board of Directors, which has delegated the day-to-day management of the Company to an Executive Committee. However there are no other committees or commissions within the governance bodies. It is also determined that the CEO is responsible for making decisions and overseeing the management of the organisation's impacts on the economy, the environment and people.

As of 31 December 2021, the Board of Directors was composed of 9 members, 4 of which form the Executive Committee and 5 have non-executive functions.

The detailed governance structure can be found at:
<https://www.secil-group.com/pt/a-secil/quem-somos/orgaos-sociais>



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2-10 Appointment and selection of the highest governance body

The highest governance body is appointed for 4-year terms and is designated by the Secil Group's sole shareholder, the Semapa Group.

With regard to the appointments, Semapa does not have defined qualification criteria, but rather a definition of the profile and core competencies of the members selected. When necessary, Semapa's Talent Committee intervenes in the process, defining profiles or assessing candidates.

2-11 Chair of the highest governance body

The chair of the highest governance body is not a member of the organisation.

2-12 Role of the highest governance body in overseeing impact management

With regard to the development, approval and updating of the Secil Group's purpose, values or mission statement, strategies, policies and targets regarding sustainable development, the highest governance body participates in all their conceptual definition and final approval.

2-13 Attribution of responsibility for impact management

The highest, most senior hierarchical governance body, the Board of Directors, delegated responsibility for managing the organisation's impacts on the economy, environment and people to Secil Group's Executive Committee.

2-14 Role of the highest governance body in sustainability reporting

It is the responsibility of Secil Group's CEO to review and approve the sustainability report, as well as to approve the delineation of its material topics. After defining the materiality for the reporting period, the sustainability report is developed by the various departments responsible for it, which finally submit the document for approval by the CEO, who analyses, comments on and approves it before its publication.

2-15 Conflicts of interest

The Secil Group has two mechanisms that seek to ensure that conflicts of interest are prevented and mitigated, such as: Code of conduct and routine internal audit exercises.

Secil Group's code of conduct is available at <https://www.secil-group.com/pt/a-secil/quem-somos/a-cultura>, and reference to conflicts of interest can be found on page 3.

2-16 Communication of critical concerns

All critical concerns should be communicated to the Executive Committee by direct report, by the department responsible for the occurrence.

2-17 Expertise of the highest governance body

The promotion of the highest governance body's knowledge on issues related to sustainable development is leveraged by the participation of this body in institutional events with various Group Stakeholders such as the Technical Association of the Cement Industry, the Business Council for Sustainable Development, Global Cement and Concrete Association and Cembureau.

2-18 Performance evaluation of the highest governance body

The performance evaluation process for the highest governance body is defined by the shareholder, the Semapa Group, with the intervention of the Remuneration Committee.

2-19 Remuneration policies

The remuneration policies for senior executives and members of the highest governance bodies is defined by the remuneration committee.

2-20 Processes that determine remuneration

The Secil Group does not publicly disclose its remuneration determination process.

2-21 Annual compensation ratio

The ratio in Portugal in 2021 was 19.7.

STRATEGIES, POLICIES AND PRACTICES

2-22 Declaration on sustainable development strategy

01. Overview | 1.2 n Conversation with Otmar HÜbscher Pages. 6-9

2-23 Policy-related commitments

02. Creating Sustainable Value | 2.1 Sustainability management model Pages. 19-22

2-24 Commitments

02. Creating Sustainable Value Pages. 17-29

2-25 Processes to remedy negative impacts

A large part of the work carried out by the Secil Group within the scope of the remediation of negative impacts resulting from its activity is centred on plans for quarries. These Plans detail the methodology to be adopted for mining and the respective environmental and landscape recovery strategy, so that the mineral mass can be used in a sustainable way, always taking into account its economic viability, the principle of the best available techniques, and the minimisation of environmental impact on the surroundings.

In Portugal, the Plans for Quarries consist of a Mining Plan, approved by the Directorate-General for Energy and Geology, and an Environmental and Landscape Recovery Plan, approved by the Coordination and Regional Development Commission or by the Institute for Nature Conservation and Forests.

So that all types of potential negative impact can be communicated to the Secil Group, the company provides specific e-mail addresses for this purpose in all regions, as well as telephone lines and other communication channels, depending on the region in question, to record information from the company's various stakeholder groups.

Secil also has Environmental Monitoring Committees (EMC), an important cooperation mechanism for the identification, prevention or remediation of negative impacts arising from its operations. The purpose of these committees is to make society aware of what the company does, how it does it and the care it takes in carrying out its activity, allowing suggestions to be received on the environmental impacts of its operations, in a climate of total transparency.



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Each EMC is made up of representatives from various stakeholder groups, who, through the meetings of this committee, handle a large part of the environmental complaints received by the company. Secil does not yet evaluate the effectiveness of its complaint mechanisms and the feedback/evaluation received from its stakeholders, but is researching the best way to carry out this evaluation in the near future.

2-26 Mechanisms for seeking advice and raising issues

During the reporting period the Secil Group had no mechanism for advice and questions, a channel that has already been created in the year of publication of this report and is called the Integrity Channel. This new communication channel will be addressed in the next sustainability report, referring to the year 2022.

2-27 Compliance with laws and regulations

There were no significant occurrences nor fines paid resulting from non-compliance with laws and/or regulations.

2-28 Participation in associations

The Secil Group has a stake in the various associations mentioned below:

- Associação técnica da Indústria de Cimento (ATIC)
- Associação Brasileira Cimento Portland (ABCP)
- Global Cement and Concrete Association
- C5LAB - Sustainable Construction Materials Association
- European Cement Research Academy (ECRA)
- Sindicato Nacional da Indústria do Cimento (SNIC)
- Associação Built COLAB
- Associação Portuguesa dos Industriais Grandes Consumidores de Energia Elétrica (APIGCEE)
- COTEC Portugal
- BE-CERT

STAKEHOLDER ENGAGEMENT

2-29 Approach to stakeholder engagement

02. Creating Sustainable Value | 2.4 Involvement with Stakeholders Page. 25

2-30 Collective bargaining agreements

	'21
Number of employees	2 362
Number of employees with collective bargaining agreements	2 231
Percentage of employees with a collective bargaining agreement	94,45%

Material Topics

GRI 3: MATERIAL TOPICS

Location

Referring to the standard published in 2021

3-1 Materiality definition process

Annex | Annex IV | Materiality & specific GRI standards Page. 80

3-2 List of material items

Annex | Annex IV | Materiality & specific GRI standards Page. 80

3-3 Managing material topics

Annex | Annex IV | Materiality & specific GRI standards Page. 80

SPECIFIC CONTENT

ECONOMIC PERFORMANCE

GRI 201: ECONOMIC PERFORMANCE

Location

Referring to the standard published in 2016

201-1 Direct economic value generated and distributed

02. Creating sustainable value | 2.6 Value Creation

201-2 Financial implications, risks and opportunities due to climate change

Secil is committed to the decarbonisation of its operations. The possible increase in the cost of energy acquisition (fuel or electricity), associated with decarbonisation of the economy is one of the financial ramifications that the Group may face in the coming years.

Another financial implication that the Group must take into account is costs incurred through the EU ETS market, namely with CO₂ licences. Secil currently participates in the EU ETS, paying for CO₂ emissions.

	'19	'20	'21	
Number of CO ₂ allowances	2 515 733	2 423 234	2 349 520	Pages. 33-34
Market value (m€)	61 686	79 288	189 489	

All investments associated with decarbonisation plans are explained throughout chapter 03. Cementing The Future. | 3.2 Secil's contribution

201-3 Obligations regarding defined benefit plans and other retirement plans

Annual Report 2021 | 7. Personnel | 7.2 Employee Benefits. Pages. 108-114



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201-4 Financial support received from the government

	'21
Tax Incentives / Credits	-
Subsidies	401 464
Support for research, development and investment	-
Total	401 464

GRI 202: MARKET PRESENCE

Location

Referring to the standard published in 2016

202-1 Ratio comparing the lowest wage by gender with local minimum wage

Salary Ratio	Gender	'21
	Men	100%
	Women	100%

Note: It should be noted that, in the case of Secil, this ratio is only calculated for Portugal.

GRI 203: INDIRECT ECONOMIC IMPACTS

Location

Referring to the standard published in 2016

203-1 Infrastructure investments and services provided

Indirect economic impacts resulting from investments in infrastructure and services have not been systematically assessed. The corresponding figures for investment in the community are presented in indicator 201-1.

GRI 204: PURCHASING/SUPPLY PRACTICES

Location

Referring to the standard published in 2016

204-1 Proportion of expenses with local suppliers

	'19	'20	'21
Total number of suppliers (%)	8 071	7 576	7 759
Local suppliers (%)	91,6%	92,4%	92,2%
Foreign suppliers (%)	8,4%	7,6%	7,8%
Total costs with suppliers (thousand €)	496 426	476 527	553 397
Purchases made from local suppliers (%)	76,4%	79,1%	78,4%
Purchases made from foreign suppliers (%)	23,6%	20,9%	21,6%

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GRI 205: ANTI-CORRUPTION

Location

Referring to the standard published in 2016

205-3 Confirmed cases of corruption and measures taken

In 2021 there was no record of any case of corruption.

GRI 207: TAXATION

Location

Referring to the standard published in 2019

207-1 Fiscal Approach

The Secil Group has a tax strategy although this is not in the public domain. The bodies that analyse and approve the Secil Group's tax strategy on an annual basis are the Executive Committee and the Board of Directors.

In order to ensure the regulatory compliance of its tax strategy, regular meetings are held with the CFO for review and implementation of the tax policy. This same policy is aligned with the Group's corporate development strategy so that this policy is defined according to the economic substance of its activity. This is why tax processing of the Group's transactions is carried out in response to its economic activity, and the tax implications of these transactions are only one of the multiple economic reasons to be considered in the Secil Group's management decisions.

207-2 Tax governance, control and risk management

In the Secil Group, the CFO is the executive level position responsible for compliance with the tax strategy. The Group's fiscal policy is aligned with its corporate development strategy so that this policy is defined according to the economic substance of its activity.

The Secil Group also develops an organised approach to its tax risks, namely with regard to their identification, management and monitoring, interconnected with the department responsible for identifying the company's general risks and their regular monitoring with the tax department.

The Group also assesses tax compliance with the governance structure and tax control on a regular basis with the CFO, and on an annual basis at Board level.

With regard to the mechanisms for reporting concerns about unethical or illegal behaviour and the integrity of the organisation with regard to taxes, the Group has the practice of reporting directly to the CFO and the person responsible for the internal auditing of the company.

Finally, the Group also carries out the preparation of memoranda to analyse transactions with materiality, as well as the internal review of regular declarations of income to verify compliance with the company's tax policy.

207-3 Stakeholder engagement and management of tax related issues

With regard to taxation issues, more specifically in the approach followed by Secil in the dialogue with the tax authorities for the management of issues of this type, Secil maintains a proactive approach of dialogue with the Tax Authorities, in particular with teams from the Large Contributors Unit (both at the inspection and tax justice level) and through the submission of Binding Information Requests on matters where there are doubts about the application of tax legislation.



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With regard to the approach followed by Secil in advocacy actions concerning public taxation policies, Secil is actively involved, through its employees, in organisations such as the Forum of Large Taxpayers under the aegis of the Tax Authorities and participation in various associations and the respective tax sections (such as the Business Roundtable Portugal, the Issuers Association (AEM) or the Portuguese Tax Association), as well as active participation in academic initiatives by employees either as speakers or participants (such as IDEFF of the Lisbon Law School, Católica Tax of the Portuguese Catholic University at a national level and WU Wien at an international level).

Secil also has the active participation of associations and academic institutions which allows close contact with internal and external stakeholders, in which the company's opinion and tax strategy is confronted, discussed and developed in discussion with these stakeholders.

207-4 Reports by Region

Secil has operations in Portugal, Spain, the Netherlands, Cape Verde, France, Tunisia, Angola, Brazil and Lebanon, and its primary activities are the production and sale of cement, ready-mix concrete, aggregates, mortar, concrete pre-fabricates and hydraulic lime. The names of the entities residing in the locations described here are: PT: Secil - Companhia Geral de Cal e Cimento, S.A., Betotrans II - Unipessoal, Lda., Florimar- Gestão e Participações, S.G.P.S., Lda., Serife - Sociedade de Estudos e Realizações Industriais e de Fornecimento de Equipamento, Lda., Unibetão - Indústrias de Betão Preparado, S.A., Secil Britas, S.A., Secil Martingança - Aglomerantes e Novos Materiais para a Construção, S.A., IRP - Industria de Rebocos de Portugal, S.A., Ciminpart - Investimentos e Participações, S.G.P.S., S.A., ALLMA - Microalgas, Lda., Argibetão - Sociedade de Novos Produtos de Argila e Betão, S.A., Allmicroalgae - Natural products, S.A., Secil Brands, Lda., Cimentos Madeira, Lda., Beto Madeira - Betões e Britas da Madeira, S.A., Brimade - Sociedade de Britas da Madeira, S.A., Madebritas - Sociedade de Britas da Madeira, Lda., SPB, SGPS, Lda., Secil Prébetão, S.A.; ES: Cimentos Secil, SL; NL: Secil Cement, B.V. (ex Seciment Investments, BV); CV: Secil Cabo Verde Comércio e Serviços, Lda., ICV - Inertes de Cabo Verde, Lda.; FR: Silonor, S.A.; TN: Société des Ciments de Gabés, Sud-Béton- Société de Fabrication de Béton du Sud, Zarzis Béton; AO: Secil Angola, SARL, Secil - Companhia de Cimento do Lobito, S.A.; BR: Secil Brasil Participações S/A, Supremo Cimentos, S.A., Margem Companhia de Mineração; LB: Ciments de Sibline, S.A.L., Soime, S.A.L..

Also set out below is a summary table of some of the Group's finances in its various tax jurisdictions for the year 2020:

Tax jurisdiction	Income		Profit / Loss Before Tax	Income tax paid (on a cash basis)	Estimated tax for the period	Number of employees	Tangible assets other than cash or cash equivalents
	From operations with independent entities	From operations with related entities					
Spain	10 759 551	25 375	703 038	0	0	30	4 651 493
Netherlands	14 229 733	0	1 231 235	0	0	3	2 322 029
Portugal	378 461 994	86 413 383	52 939 186	979 187	3 491 014	1 046	186 908 240
Cape Verde	7 174 701	65 584	1 621 494	166 997	362 747	32	1 231 905
France	290 909	0	-385 339	0	0	0	3 158 861
Tunisia	45 563 233	4 438 156	5 801 263	1 893 686	1 422 436	267	35 641 053
Angola	4 063 343	1 158 232	-5 839 750	380 665	0	108	3 266 949
Brazil	99 887 617	3 813 926	-1 233 534	6 809 545	56 136	513	182 470 989
Lebanon	14 322 588	222 609	403 962	0	230 996	415	12 812 206
Total	574 753 669	96 137 265	55 241 555	10 230 080	5 563 329	2 414	432 463 725

ENVIRONMENTAL PERFORMANCE

GRI 301: MATERIALS

Location

Referring to the standard published in 2016

301-1 Total consumption of materials used by weight or volume

Annex | Annex I | Environmental Indicators. Materials

Page. 75

301-2 Use of recycled materials

Annex | Annex I | Environmental Indicators. Materials

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GRI 302: ENERGY

Location

Referring to the standard published in 2016

302-1 Energy consumption within the organization

Annex | Annex I | Environmental Indicators. Energy

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302-3 Energy intensity

Annex | Annex I | Environmental Indicators. Energy

Page. 75

302-4 Reduction of energy consumption

In chapter 05. Protecting The Environment | 5.1 Climate Change and Energy some of the projects which aimed to reduce the energy consumption of the products produced in the Secil Group are presented.

Pages. 44 - 45

GRI 303: WATER AND EFFLUENTS

Location

Referring to the standard published in 2018

303-1 Interactions with water as a shared resource

05. Protecting The Environment | 5.3 Water Use and Management

Page. 47

303-2 Managing impacts related to water discharge

The Secil Group plants comply with all legislation in force that regulates this matter and all effluents are subject to primary and/or secondary treatment before being sent to the receiving environment.

303-3 Water Intake

	'19	'20	'21
Superficial (1 000 m³)	161 733	205 422	196 853
Underground (1 000 m³)	1 394 971	1 390 009	1 331 554
Acquired from third parties (1 000 m³)	73 272	85 973	172 197
Total water collected (1 000 m³)	1 629 976	1 681 404	1 700 604



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303-4 Effluents	
Annex Annex I Environmental Indicators. Water	Page. 75
303-5 Water Consumption	
Annex Annex I Environmental Indicators. Water	Page. 75
GRI 304: BIODIVERSITY	Location
Referring to the standard published in 2016	
304-1 Operational facilities owned, leased, managed, or in close proximity to protected areas, or in areas with considerable biodiversity value outside protected areas.	
Annex Annex I Environmental Indicators. Biodiversity	Page. 75
304-2 Significant impacts of activities, products and services on biodiversity	
05. Protecting The Environment 5.4 Biodiversity and ecosystems	Pages. 48-52
304-3 Habitats protected or recovered	
Secil Portugal in 2021 is responsible for the recovery of 55 hectares of habitat in Portugal with the support of universities and using various ecological restoration methodologies.	
Some of the initiatives carried out in this context are described in chapter 05. Protecting The Environment 5.4 Biodiversity and ecosystems	
	Pages. 48-52
GRI 305: EMISSIONS	Location
Referring to the standard published in 2016	
305-1 Direct emissions of GHGs (Scope 1)	
Annex Annex I Environmental Indicators. Emissions	Page. 75
Note: The data for Secil's three years has already undergone the European Emissions Trading Scheme verification.	
305-2 Indirect emissions of GHGs (Scope 2)	
Annex Annex I Environmental Indicators. Emissions	Page. 75
Note: It should be noted that the methodology used for this calculation at Secil is location based.	
305-4 Intensity of GHG emissions	
Annex Annex I Environmental Indicators. Emissions	Page. 75
Note: 2021 emissions data only consider cement (exclude Building Materials emissions from Portugal)	

305-7 Emissions of nitrogen oxides (NOx), sulphur oxides (SOx) and other significant atmospheric emissions	
Annex Annex I Environmental Indicators. Emissions	Page. 75
GRI 306: WASTE	Location
Referring to the standard published in 2020	
306-1 Waste generation and related impacts	
05. Protecting The Environment 5.5 Waste Management	Pages. 53-55
306-2 Impact management	
05. Protecting The Environment 5.5 Waste Management	Pages. 53-55
306-3 Waste Generated	
Anexos Anexo I Environmental Indicators. Waste	Page. 75
Note: Only the year 2021 is reported, since this value was not reported until 2020.	
306-4 Waste not destined for final disposal	
	'21
Waste not destined for final disposal (t)	
Hazardous	597
Non-hazardous	24 560
Note: Only the year 2021 is reported, since this value was not reported until 2020.	
306-5 Waste destined for final disposal	
	'21
Waste destined for final disposal (t)	
Hazardous	150
Non-hazardous	1 566
Nota: Only the year 2021 is reported, since this value was not reported until 2020.	
GRI 308: SOCIAL EVALUATION OF SUPPLIERS	Location
Referring to the standard published in 2016	
308-1 New suppliers selected based on environmental criteria	
Secil has been developing efforts towards an increasingly sustainable supply chain, and through this, more socially responsible. In fact, it is currently developing a code of conduct for suppliers and expects it to be completed by 2022.	



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SOCIAL PERFORMANCE

GRI 401: EMPLOYMENT Location

Referring to the standard published in 2016

401-1 Hiring of new employees and employee turnover

		'19		'20		'21	
		Incoming	Outgoing	Incoming	Outgoing	Incoming	Outgoing
Incoming and outgoing rates, by age group	<30	37,0%	13,5%	25,4%	12,5%	29,5%	13,2%
	30-50	53,6%	47,6%	57%	42,4%	64,4%	51,4%
	>50	9,1%	38,8%	17,6%	45,0%	6,0%	35,5%
Incoming and outgoing rates, by gender	Men	83,7%	85,3%	85,5%	75,2%	85,2%	82,7%
	Women	16,3%	14,7%	14,5%	24,8%	14,8%	17,3%
Total incoming and outgoing rates		10,4%	14,1%	7,9%	12,8%	11,1%	9,3%

401-2 Benefits for full-time employees that are not provided to temporary or part-time employees

At a national level, the Secil Group offers its employees an annual health plan, variable bonuses for the achievement of objectives and a pension fund. In addition, the Secil Group has various benefits which it grants to its employees depending on the region in which they are located.

401-3 Family leave

		'21
No. of employees who started family leave in the reporting period	Men	32
	Women	12
	Sub-total	44
No. of employees who returned to work after family leave	Men	30
	Women	13
	Sub-total	43
No. of employees who returned to work and remain in the company after 12 months	Men	29
	Women	10
	Sub-total	39
Return to work rate	Men	93,8%
	Women	108,3%
	Sub-total	97,7%
Retention rate (12 months)	Men	N.D.
	Women	N.D.
	Sub-total	N.D.

GRI 403: HEALTH AND SAFETY AT WORK Location

Referring to the standard published in 2018

403-1 Occupational Health and Safety Management System

Secil has a Health and Safety at Work Management System. Currently, Secil has completed the process of transition to ISO 45001. It should be noted that Secil has already made this same transition not only in Portugal, but also in Lebanon, with the remaining locations, except Brazil, maintaining OSHAS 18000 certification.

403-2 Hazard identification, risk assessment and incident investigation

Identification of risk	Through the hazard and risk assessment implemented at each site.
Quality of the process	Qualified training for OSH technicians and OSH training for workers.
Integration of process results in the improvement of the OSHMS	Internal and external audits are carried out within the scope of the Management Systems. Occupational accident situations are also evaluated to review the risk assessment. New projects and improvements are also inputs for hazard and risk assessment. The risk assessment is regularly reviewed and continuously improved on.
Hazard reporting processes available to employees	Through safety procedures which are encouraged and recognised, namely the reporting of incidents or near misses. There is, in the various countries, a select committee with a specific composition, which assesses work accident situations and ensures decision-making in consequence management.
Processes that allow employees to protect themselves from situations that they believe may cause injury or illness	There is a STOP and GO card Policy which aims to give authority to all workers to identify what should not be done and what is correctly done. The right of refusal is integrated in the concept of the STOP/GO card.
How employees are protected against reprisals in the face of complaints from the previous two points	Through safety procedures which are encouraged and recognised, namely the reporting of incidents or near misses. There is, in the various countries, a select committee with a specific composition, which assesses work accident situations and ensures decision-making in consequence management.
Incident investigation procedure	For each accident there is an accident investigation report, which sets out the mandatory requirements and rules to be followed for the reporting, classification and investigation of events. Recommendations and lessons learned are drawn up and disseminated through alerts to the entire Group. There are regular Health and Safety meetings at various levels of the company where this information is presented and discussed.



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403-3 Health Services

Health services Health services are largely provided by occupational medicine. The safety services ensure the monitoring of health-related risks, such as: (a) total dust, breathable and silica; (b) noise, (c) vibrations, and the maintenance of an action plan in order to eliminate or reduce the risks.

Quality assurance The quality of this service is ensured through external and internal audits, communication to the workers of dangers, risks and professional illnesses, regular meetings with the workers and monitoring of the action plans defined.

403-4 Participation, Consultation and Communication with Employees on Health and Safety at Work

At Secil there are various forms of communication with employees, in particular the regular surveys of workers, meetings of the workers' commission or with workers' representatives on OHS issues and also the existence of safety bulletins with relevant information posted in the units.

There are joint management-worker committees in the various countries, according to locally-defined timings. In general they have the responsibility to assess all issues regarding OSH. Some examples: To recommend penalty/recognition actions arising from work accidents or other situations observed; To suggest corrective and preventive actions to reduce risks, work accidents and improve employees' health; To suggest or give advice on prevention programmes and monitoring of Safety and Health at Work; To promote and suggest Health and Safety training; To discuss the quality and comfort of Personal Protective Equipment (PPE).

403-5 Training of Employees in occupational health and safety

There are several training sessions held regarding OSH. There is compulsory training due to legal requirements and other voluntary training, namely in the area of safe conduct and leadership. There is induction training in OSH for new internal and external staff. The results of the risk assessment are communicated. In 2021, specific training took place on risk perception as part of the group's safety objectives, involving all regions and around 2,553 employees.

403-6 Promotion of Employee Health

There are occupational medicine services for all workers. There are medical posts in the factories. In some cases there is also curative care in addition to occupational medicine. There is health insurance in general.

There is also a plan for occasional consultations and examinations. This plan is monitored and measures are taken regarding deviations from the plan in order to ensure full compliance.

403-7 Prevention and mitigation of occupational health and safety impacts directly related to commercial relations

Secil has a zero harm policy for its Employees, contractors and the community in which it operates. The identification of dangers and evaluation of risks arising from its activities is the cornerstone for the prevention and mitigation of negative impacts on all employees. Its review and updating is relevant and it is through the implementation of the measures deemed necessary in the action plan that the reduction of negative impacts is guaranteed.

403-8 Workers covered by an occupational health and safety management system

The management system is formally certified in the cement business, however the system is applied to all employees regardless of the business.

403-9 Accidents at work

Annex | Annex I | Social Indicators. Health and Safety

Note: In 2021, Secil made a change in methodology, aligning its safety reporting to the guidelines of the GCCA (Association of the sector), no longer recording off-site accidents. Thus, the 2019 and 2020 data have been updated according to this new methodology.

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403-10 Occupational diseases

	'19	'20	'21
Number of deaths resulting from occupational diseases	0	0	0
Number of cases of occupational diseases reported	2	0	8
Number of cases of occupational diseases confirmed	0	0	1

GRI 404: EDUCATION AND TRAINING

Location

Referring to the standard published in 2016

404-1 Average annual training hours per employee

Annex | Annex I | Social Indicators. Training and development

404-3 Percentage of employees who regularly receive performance and career development reviews

	'19	'20	'21
Employees receiving performance reviews and career development	59%	68%	71%

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For more detailed information, see:

Annex | Annex I | Social Indicators. Training and development



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GRI 405: DIVERSITY AND EQUAL OPPORTUNITIES	Location
Referring to the standard published in 2016	
405-1 Diversity in governance bodies and Employees	
Annex Annex I Social Indicators. Diversity	
405-2 Wage and Remuneration Ratio between Men and Women	
Annex Annex I Social Indicators. Diversity	
Note: The figures in the table consider only the average salary, by gender, in Portugal. It should also be noted that the data relating to the Board of Directors is not available.	
GRI 406: DISCRIMINATION	Location
Referring to the standard published in 2016	
406-1 Discriminatory incidents and corrective measures taken	
No incidents of discrimination were recorded.	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING	Location
Referring to the standard published in 2016	
407-1 Operations and suppliers where freedom of association and collective bargaining may be at risk	
The risk in question has not been identified in any operation or supplier.	
GRI 408: CHILD LABOUR	Location
Referring to the standard published in 2016	
408-1 Operations and suppliers with significant risk of incidents of child labour	
The risk in question has not been identified in any operation or supplier.	
GRI 409: FORCED OR SLAVE LABOUR	Location
Referring to the standard published in 2016	
409-1 Operations and suppliers with significant risk of incidents of forced or compulsory labour	
The risk in question has not been identified in any operation or supplier.	
GRI 410: SAFETY PRACTICES	Location
Referring to the standard published in 2016	

410-1 Safety personnel with training in human rights policies and procedures	
Respect for human rights is intrinsic to the Secil Group's activities, being extended to service providers and suppliers, mirrored in guiding documents such as the codes of conduct.	
GRI 413: LOCAL COMMUNITIES	Location
Referring to the standard published in 2016	
413-1 Operations engaging the local community, impact assessments, and development programmes	
In chapter 07. Positively Impacting The Community some of the initiatives undertaken by Secil are highlighted.	Pages. 68-73
GRI 414: SOCIAL EVALUATION OF SUPPLIERS	Location
Referring to the standard published in 2016	
414-1 New suppliers selected based on social criteria	
Secil has been developing efforts towards an increasingly sustainable supply chain, and through this, more socially responsible. In fact, it is currently developing a code of conduct for suppliers and expects it to be completed by 2022.	
414-2 Negative social impacts in the supply chain and actions taken	
Secil has been developing efforts towards an increasingly sustainable supply chain, and through this, more socially responsible. In fact, it is currently developing a code of conduct for suppliers and expects it to be completed by 2022.	
GRI 415: PUBLIC POLICIES	Location
Referring to the standard published in 2016	
415-1 Political contributions	
Secil does not make contributions to political parties.	
GRI 417: MARKETING AND LABELLING	Location
Referring to the standard published in 2016	
417-1 Requirements on product and service information and labelling	
At Secil, all packaged products are required to be labelled, as product labelling and information is an important factor due to the nature of the products.	
417-2 Incidents of non-compliance relating to the labelling of products and services	
Secil has not identified any cases of non-compliance relating to the labelling of products and services.	
417-3 Incidents of non-compliance related to marketing communications	
Secil has not identified any cases of non-compliance related to marketing communications.	



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Summary table of "core" metrics from the *World Economic Forum's Stakeholder Capitalism (WEF Framework)*

The table below shows the Secil Group's response to the WEF framework (core metrics), through alignment between the metrics established by the WEF and the GRI metrics (which are at the genesis of the new framework).

Some of these metrics do not correspond to the GRI, however Secil responds indirectly through the contents related to the themes in question presented throughout the Sustainability Report 2020- 2021.

It should also be noted that the WEF framework mentioned above was developed in accordance with GRI 102: General Contents (2016). Since the Secil Group, in this report of 2020-2021, reports information

according to GRI 2: General Contents (2021), a correlation of the indicators of Standard GRI 102 (2016) was carried out with the indicators of Standard GRI 2 (2021), to respond to this framework.

Pillar	Theme	Metrics	GRI	Page
Governance	Governance purpose	Purpose set	GRI 2-12	Page. 82
	Quality of Governance Body	Composition of the Governance Body	GRI 2-9	Page. 81
			GRI 405-1	Page. 89
	Stakeholder engagement	Material topics with an impact on stakeholders	GRI 2-12	Page. 82
			GRI 2-29	Page. 83
			GRI 3-2	Page. 83
			GRI 205-2 (Sem resposta)	Page. 84
	Ethical behaviour	Anti-corruption	GRI 205-3	Page. 84
Ethical behaviour	Counselling mechanisms	GRI 2-26	Page. 83	
Risks and Opportunities	Integration of risks and opportunities	Sem GRI associada		
Planet	Climate Change	Greenhouse Gas (GHG) Emissions	GRI 305-1, 2 e 3	Page. 86
		Implementation of the TCFD recommendations	Sem GRI associada	
	Loss of biodiversity	Land use and ecological protection focused on protected areas or areas of high biodiversity value	GRI 304-1	Page. 86
	Availability of drinking water	Water abstraction and consumption in water stress areas	GRI 303-3 e 4	Pages. 83-84



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Pillar	Theme	Metrics	GRI	Page	
People	Dignity and fairness	Diversity and inclusion: % of employees by employee category, gender, age group and other diversity categories	GRI 405-1 e 405-2	Page. 86	
		Salary ratios between men and women, minorities and ethnic majorities, among others			
		Wage variation (%) between entry level wage and national minimum wage, by gender	GRI 202-1	Page. 84	
		Variation in salary (%) between the annual total compensation of the CEO and the median total compensation of all other employees, except the CEO	GRI 2-21	Page. 82	
	Health and well-being	Risk of incidents of child, forced or bonded labour		GRI 408-1 e 409-1	Page. 89
			Health and Safety: Number and ratio of accidents at work, serious accidents and deaths	GRI: 403-9	Page. 88
		An explanation of how the organisation facilitates workers' access to non-work-related medical and health services, and the scope of access provided.	GRI 403-6	Page. 88	
		Training (n°) hours of training per employee	GRI 404-1	Page. 88	
		Training (€) investment in training per employee	No associated GRI		
		Prosperity	Employment and wealth creation	Turnover rate (%) between incoming and outgoing employees by age and gender or other diversity indicators	GRI 401-1
Economic contribution: Direct economic value generated and distributed (EVG&D) by revenues; operating costs, employee salaries and benefits, payments to capital providers, payments to government (by country) and community investments.	GRI 201-1			Page. 83	
Financial support received from the government: Tax benefits and credits; subsidies; grants for investment, research and development and other relevant types of concessions, among others.	GRI 201-4			Page. 84	
Financial investment contribution:					
Innovation for better products and services	Total capital expenditure or investment in capital assets (CapEx) without amortisation, supported by the narrative described by the organisation's investment strategy		No associated GRI		
	Share buybacks and dividend payments, supported by narrative to explain the company's strategy for returning capital to shareholders.		No associated GRI		
	Expenditure on (R&D)		No associated GRI		
	Total development costs		No associated GRI		
Community and social vitality	Taxes: The total overall global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, payroll taxes paid by the employer and other taxes that constitute costs to the company, by tax category.	GRI 201-1 e 207-4	Page. 83 e 85		



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