

Seth

Sustainability Report

2024





The year 2024 was marked by a change of shareholding which restored stability and confidence to SETH and a return to positive results after several difficult years. For the coming years, the plan outlined by SETH's Board of Directors and corroborated by the majority shareholder reflects an ambitious growth strategy and clear definition of the business areas in each geographic market. We maintain the five strategic areas - Sustainability, Innovation, Processes, Collaboration and Employees - defined to ensure SETH's sustainability, convinced that continuous investment and work in each one will bring greater consolidation to the success we advocate for the company and all parties involved.

Compliance with the principle of Sustainability is a priority for Management and is part of the strategy defined for the present and future of SETH.

The Management

FIVE STRATEGIC PILLARS FOR SUSTAINABLE DEVELOPMENT



Sustainability



Innovation



Processes



Collaboration



Employees



Sustainability

Albeit common to the remaining strategic pillars, sustainability has been set apart, owing to its relevance, and divided into two categories:

- ⇒ **Social Sustainability:** we seek to foster [Local and Social Responsibility](#) and ensure the adequate [Training and Safety](#) of all employees and subcontractors.
- ⇒ **Environmental Sustainability:** we seek to reduce the impact of the company's activity on the [Environment](#), focusing particularly on reducing the carbon footprint and promoting a [Circular Economy](#).





Social sustainability

Local and social responsibility

Policies and goals

- Supporting the communities where SETH is present, in order to foster their development and welfare;
- Ensuring strict compliance with SETH's code of conduct, which establishes the principles of respect for social and economic players and the commitment to non-discrimination, whether based on gender, religion or race;
- Ensuring personal data protection within the scope of all of SETH's activities.

Initiatives

- Protocol with “Um Pequeno Gesto uma Grande Ajuda” (UPG) (“A Small Gesture, a Big Help”), a Development NGO dedicated to the co-financing of the School Meals Programme at the Santa Luísa de Marillac (SLM) School, in Manjangué, Chokwé, Mozambique. This organisation provides nutritious, hot meals to the entire school community, at no cost, thus helping to mitigate the effects of poverty and foster the academic performance of youngsters;
- Reuse of part of the wood waste generated at construction sites in Mozambique, which was delivered to local populations for personal use;
- Donation of 30 footballs to Favela United, a community organization dedicated to empowering young people, using the transformative power of football to promote social impact in marginalized communities in Mozambique.





Social sustainability

Local and social responsibility

Monitoring – Indicators and results

All SLM School Meals programme indicators, as listed below, remained unchanged or improved:

- ⇒ Financial support provided by SETH;
- ⇒ Number of beneficiaries;
- ⇒ School attendance;
- ⇒ School attendance of female children and adolescents. As girls traditionally stay at home to prepare meals and carry out other domestic chores, we seek to ensure high school attendance by this group, such as to foster gender equality .



Resultados

- In 2024, a total of 754 children and adolescents aged 7-12, including 359 female pupils (1st to 6th grade), attended the Santa Luisa de Marrilac School, in Manjangué, Mozambique, on a daily basis, having benefitted from the School Meals Programme which includes 4 daily meals a week, for many the only hot meal in a day;
- A total of 3,770 people, which include the children's family members, benefitted indirectly from the School Meals Programme;
- Donation of €15,000 given by SETH to the School Meals Programme in 2024 corresponded to 28% of the annual budget;
- Donation of 30 footballs to Favela United, a community organization dedicated to empowering young people, using the transformative power of football to promote social impact in marginalized communities in Mozambique. The project supports children in vulnerable situations, offering football as a tool to drive social change and addressing topics such as youth leadership, gender equality, employability and violence prevention.



Social sustainability

Training and Safety

Policies and goals

- Increased training in Occupational Safety;
- Ability to retain talent through continuous employee qualification, training and professional development, such as to meet the needs and ensure the welfare of employees.



Initiatives

- Organisation of safety awareness sessions for SETH employees and subcontractor managers and workers;
- Ensuring the purchase and use of adequate machinery, tools, prevention means and personal and collective protective equipment, based on the type of works involved and the respective location;
- Training of workers in the assembly of lifelines;
- Organisation of professional training sessions;
- Installation of a Training Centre at Vilanculos in order to provide practical training in electrical installations and worksite safety;
- Sharing of information and knowledge:
 - ⇒ Let's talk about: online sessions available to all employees. Each week, a selected employee delivers a 15-minute presentation on a topic related to the company's activity;
 - ⇒ Viva Engage: the preferred service for internal communications concerning the works in course and SETH's activity in general.
 - ⇒ Toolbox Talk, also known as "safety talks": an essential training tool used to ensure the continuous development and improvement of safety behaviours.



Social sustainability

Training and Safety

Monitoring – Indicators and results

- Accident Frequency Index: Good (qualitative class);
- Professional and safety training indicators;
- Annual investment in personal protective equipment;
- Investment in equipment that reduces the risks associated with identified operations;
- Number of trainees and training hours at the Vilanculos Training Centre;
- Number of “Let’s talk about” sessions organised every year;
- Total training hours in Toolbox Talk.



Specific training for a group of 34 workers, from foremen, team leaders and electricians to security personnel.



Social sustainability

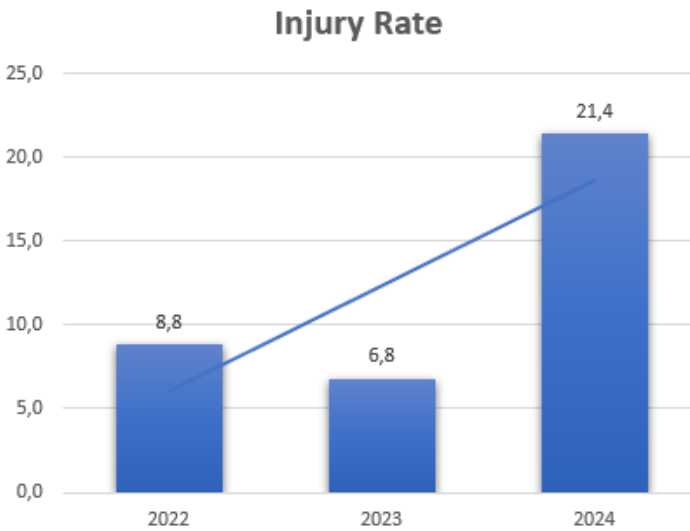
Training and Safety

Results

Training:

Indicators	2022	2023	2024
Training hours/working hours	0.47%	0,57%	1,70%
Training hours/employee	9.40	11,52	33,34
Employees receiving training	98.82%	76,29%	78%
Employees	339	297	310

Accident Frequency and Severity Indexes:





Social sustainability

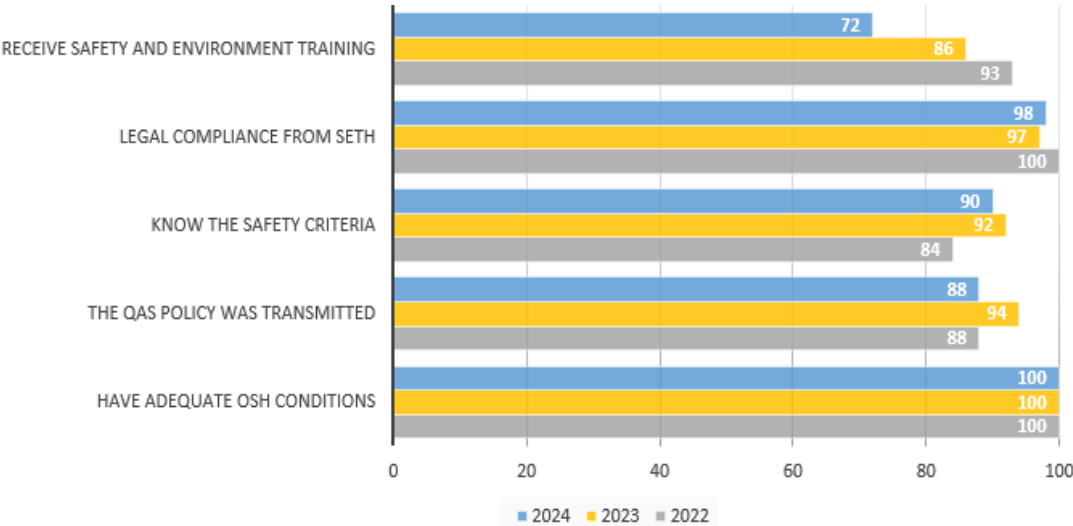
Training and Safety

Results

Degree of satisfaction of employees of subcontractors and external providers with regard to the company’s safety conditions:

In 2024:

- 60% of the total training hours correspond to Safety and Environment;
- 87.6 hours worked for every hour in safety training;
- Each worker received, on average, 22.4 hours of Safety training per year; an increase of 8.7 hours compared to 2023;
- 227.5 hours spent on Toolbox Talks;
- 74% of internal training actions for Seth workers are specific to safety.





Environmental sustainability

Policies and goals

Monitoring of continuous technological development in the environmental sector and application to SETH's activity, as best as possible, including the following goals:

- Reducing CO2 emissions (tonnes), through the use of more efficient, less polluting equipment;
- Reducing fossil fuel, electricity and water consumption;
- Reducing materials consumption, through the use of modular, prefabricated solutions proposed to clients;
- Mitigating the direct impact of SETH's activity on the environment.

Initiatives

- Replacement of diesel vehicles with electric or hybrid (gas and petrol) vehicles;
- Replacement of conventional lights with LED lights;
- Installation of solar panels on the roof of the Central Yard, for electricity generation;
- Participation in "SOS Cagarro" ("SOS Cory's shearwater"), a campaign organised as part of an Environmental Education and Nature and Biodiversity Conservation Programme developed by the Regional Government of the Azores;
- Replacement of spraying with trunk injection (endotherapy) in the preventive treatment of pine trees at the Central Yard;
- Acquisition of 400 L waste containers made with recycled material and classified with environmental impact index A.

Monitoring – Indicators and results

- Annual water consumption and variation over the last three years;
- Annual CO2 emissions (tonnes) and variation in emissions associated with fuel consumption over the last three years;
- Variation in CO2 emissions (tonnes) associated with electricity consumption following the installation of solar panels;
- Number of Cory's shearwaters rescued, as recorded by the Regional Government of the Azores and published on the official page of the "SOS Cagarro" campaign;
- Number of pine trees treated at the Central Yard;
- Measure of energy and environmental resource savings obtained with the use of equipment with an Environmental Impact Index A.

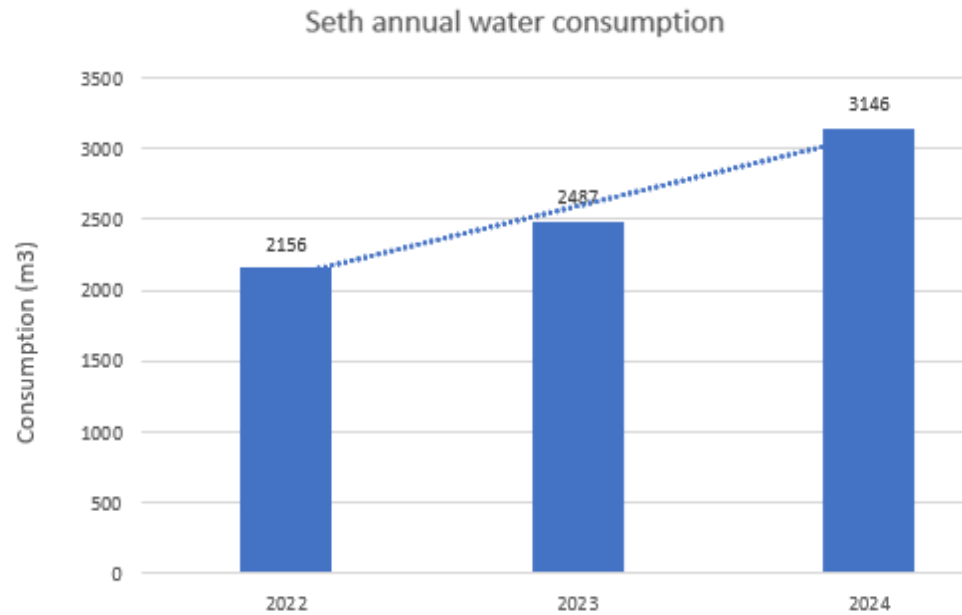


Environmental sustainability

Environment

Results

- Water consumption at the Central Yard and Head Office:



Annual water consumption per worker (m3)			Variation (3 years)
2022	2023	2024	
31,25	35,03	45,59	⬆46%



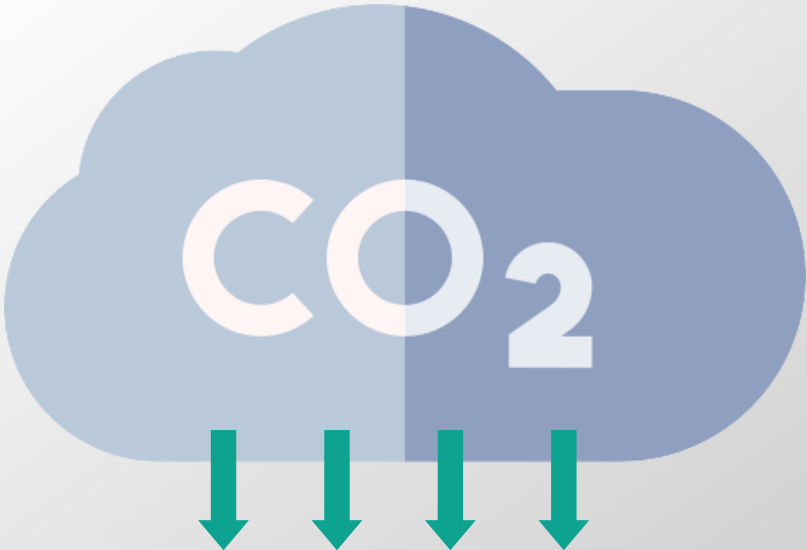
Environmental sustainability

Environment

Results

- Reduction in the emission of tons of CO2 due to the 21% increase in SETH (VN) activity in Portugal;
- In the last three years, this year has produced the least CO2 emissions.

	2022	2023	2024
Fuel Consumption	104 855	119 657	112 813
CO2 Emission (Ton)	269	304	227





Environmental sustainability

Environment

Results

- Electricity consumption

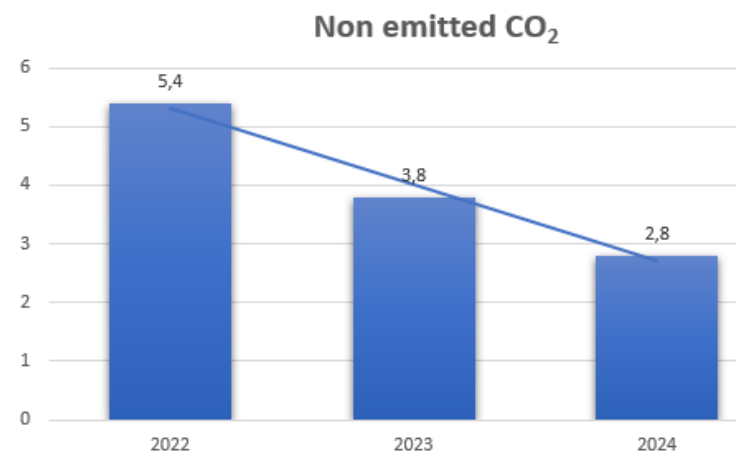
Annual Electricity Consumption HQ+Main Yard (kWh)			Variation (3 years)
2022	2023	2024	
176540	185789	176186	▼ - 0,2%

Annual CO2 Emissions HQ+Main Yard			Variation (3 years)
2022	2023	2024	
42585	48931	35590	▼ - 16,2%

Annual Electricity Consumption per Worker			Variation (3 years)
2022	2023	2024	
2559	2617	2553	▼ - 0,2%

SOLAR PANELS AT THE CENTRAL YARD

- Autonomy from the electricity network: 23%;
- Self-consumption rate (power consumed/power sold to the electricity network): 70%;
- CO2 emissions decreased by a total of 14,2 tonnes since the Installation of the Solar Panels, in May 2021.





Environmental sustainability

Environment

Results

- Other initiatives undertaken in 2024:
 - ⇒ One Cory's shearwaters, a protected species that nests in the Azores found at the SETH construction sites was rescued and registered in the Secretaria Regional do Ambiente e Alterações Climáticas platform;
 - ⇒ Preventive treatment against the processionary was applied to 37 pine trees at the Central Yard .



Cory's shearwaters found at SETH construction sites, Lajes Field



Environmental sustainability

Circular Economy

Policies and goals

- Increase in waste collection and reuse, favouring its use in construction works.

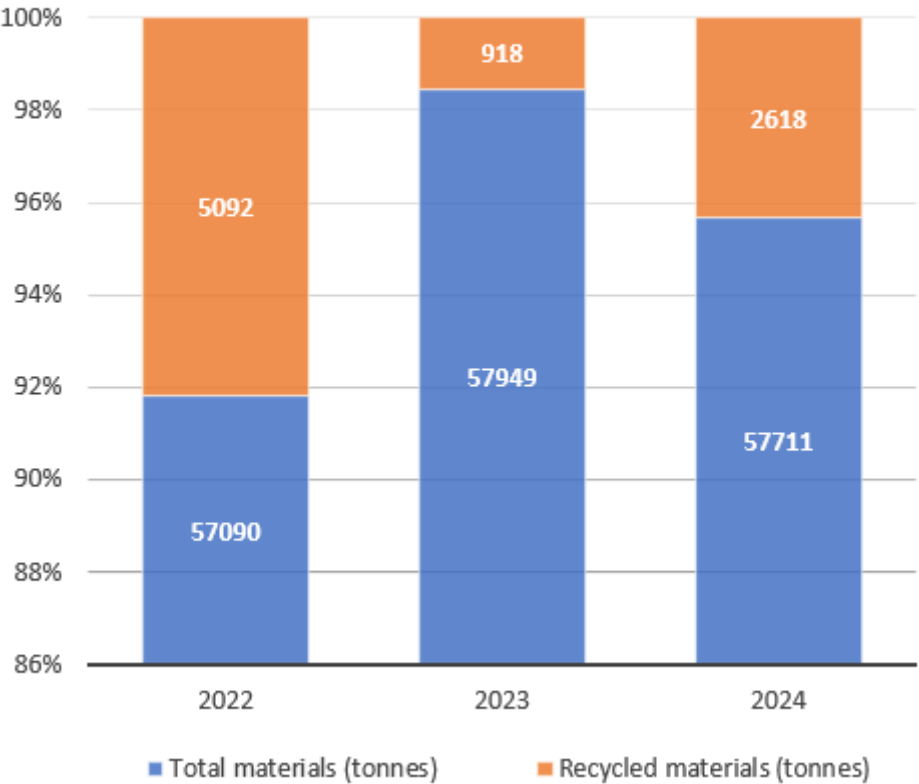
Initiatives

- Reducing materials consumption, through the use of modular, prefabricated solutions;
- Use of existing soils and rocks as raw materials in construction works.

Monitoring – Indicators and results

- % decrease in concrete and steel waste;
- Quantity (tonnes) of waste used in construction works;
- % waste collected for reuse
- Use of existing, non-contaminated soils and rocks in construction works.

Materials used vs Recycled





Environmental sustainability

Circular Economy

Results

- Reuse of waste on site and non generated waste through prefabricated solutions:

Site	% of mitigated concrete and steel waste
Transtejo	Not generated waste: Steel 1.03 tonnes and Concrete: 4.44 tonnes
	0% waste when compared with 5% concrete waste and 7% steel waste produced in the usual solution
Reconversão Cais 4 TMS	Not generated waste: Steel 2.17 tonnes and Concrete: 9.31 tonnes
	0% waste when compared with 5% concrete waste and 7% steel waste produced in the usual solution
Melides	Not generated waste: Steel 0.61 tonnes and Concrete: 2.63 tonnes
	0% waste when compared with 5% concrete waste and 7% steel waste produced in the usual solution

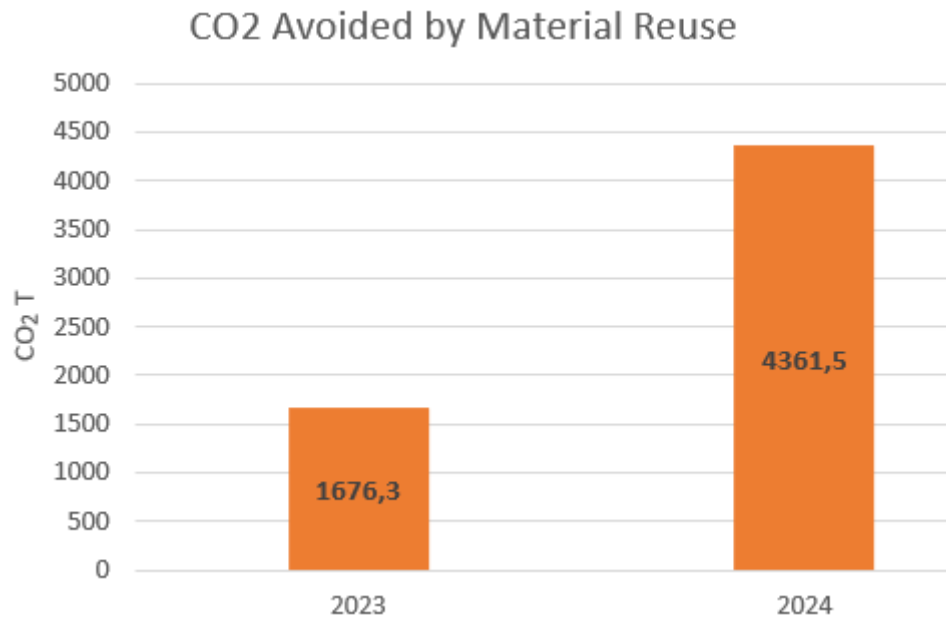


Environmental sustainability

Circular Economy

Results

- Reuse of stone materials and rockfill, removed from existing material and replaced on site;
- On site: The rockfill used in the accesses for the construction of the protection structure was reused to reinforce the protection structure, instead of being transported to a licensed site. This change saved 4,361.5 Kg/Co2.





Innovation

Policies and goals

- Identification, monitoring and/or purchase of innovative technologies available on the market, as deemed adequate to the size and activity of SETH;
- Continuous updating of technical and scientific knowledge;
- Application of technical solutions, namely offsite construction processes, and adoption of **circular economy principles**.

Monitoring – Indicators and results

- Participation in technical events;
- Number of presentations in technical congresses;
- Number of technical articles concerning innovative processes in the technical and production areas.

Initiatives

- Member of the Portuguese Construction Technology Platform (PTPC), which promotes research, development and innovation initiatives and projects in the engineering and construction sector;
- Member of the Association for Training and Development in Civil Engineering and Architecture (FUNDEC), which fosters partnerships between universities and companies, for the purpose of enhancing SETH's R&D capabilities.



Processes

Policies and goals

- Identification and implementation of new processes, or replacement of old processes, across the value chain, in order to increase efficiency and added value;
- Digital transformation – new corporate culture allied to the new digital technologies;
- Continuous access and sharing of information, without compromising the information Security System, such as to anticipate activity disruption risks.

Initiatives

- Development of a digital employee clocking-in system and simplification of the management approval process;
- Teamwork facilitation by using Cloud-based tools;
- Implementation of a new equipment control software;
- Use of artificial intelligence tools to facilitate tasks;
- Investment in made-to-measure software, in order to ensure the integration of the invoice approval service and the ERP used by SETH.

Monitoring – Indicators and results

- Smaller number of hours required to process digital employee clocking-in data;
- Equipment management: KPIs for equipment use and provision of downtime due to inactivity, breakdown or maintenance;
- Elimination of tasks across the company;
- Investment in digital technologies and IA.

Results

- Implementation of the new digital clocking-in data record that allows greater integration of data into the ERP and more information processing and greater agility in processes;
- Implementation of a single record of Training by the Human Resources and Quality, Environment and Safety Departments;
- Equipment control in terms of its status and location and service alerts for active management;
- Faster delivery of production equipment information.



Collaboration

Policies and goals

- Identification of the best solutions for clients, whether expressly requested by the latter or at the initiative of SETH, in order to increase customer loyalty and win new contracts. Building confidence with clients leads to new opportunities;
- Potential decrease in contractual disputes and reduction/elimination of unplanned works, by building and maintaining lasting, loyalty-based relationships with key business partners, suppliers and subcontractors, such as to ensure the adequate operation of the value chain in SETH's core business areas.

Initiatives

- Collaborative contracting through the identification of the best solutions, in collaboration with clients, and establishment of contractual relationships based on open-book solutions and risk and profit sharing;
- Establishment of long-term partnerships with companies that complement or fill existing skills gaps in non-core business areas;
- Availability to seek national and international financial partners, such as to offer financial solutions to clients and facilitate project feasibility.



Monitoring – Indicators and results

- Number of projects or studies developed in collaboration with potential clients;
- Number of contracts awarded through collaboration;
- Contacts with credit agencies at the request of a potential client.

Results

- Contracts on the Costa Terra Project in Melides were previously developed in collaboration with the client.



Employees

Policies and goals

- Ensuring employee satisfaction, a key success factor for any business;
- Ensuring adequate working conditions, namely regarding remuneration, commuting, safety and training, focusing on integration and mobility;
- Promoting professional recognition and development;
- Encouraging employee engagement and strengthening SETH's identity, such as to enhance the personal and professional well-being of all team members (Enjoying being a part of SETH).



Initiatives

- Implementation of the performance assessment system;
- In Mozambique, implementation of an Occupational Medicine service and awareness actions in the field of public health;
- Continuous investment in uniforms and personal equipment; Training courses for professional development;
- Internal discussion and interaction events (sharing of knowledge between employees);
- Sharing of information and knowledge:
 - ⇒ **Let's talk about:** online sessions available to all employees. Each week, a selected employee delivers a 15-minute presentation on a topic related to the company's activity;
 - ⇒ **Viva Engage:** the preferred service for internal communications concerning the works in course and SETH's activity in general;
 - ⇒ **Toolbox Talk**, also known as "safety talks": an essential training tool used to ensure the continuous development and improvement of safety behaviours.



Employees

Monitoring – Indicators and results

- Performance Assessment System – assessment by supervisors and colleagues, as well as self-assessment;
- Number of employees in Mozambique benefitting from the Occupational Medicine service (not legally required in Mozambique);
- Indicators of attendance and participation in social events, forums and other activities organised by the company.

Results

- All employees in Mozambique benefit from the Occupational Medicine Programme;
- Awareness raising actions dedicated to HIV and sexually transmitted diseases were organised for the company's employees in Mozambique which 67 workers participated;
- In 2024, there were 4 Let's Talk about sessions;
- Provision of a gym on the headquarters premises for workers.



With the transition period of the carbon border adjustment mechanism (CBAM) currently underway through 2025, we are still waiting for its full implementation and the consequences that it will have for the construction sector, in particular, and the European economy, in general.

In the world we live in, which is constantly and rapidly changing, flexibility in an organisation's actions can guarantee its immediate success, but its sustainable future lies in the implementation and consolidation of the policies of the strategic areas defined herein.

This is our commitment.

