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ACTIVITY REPORT

2018



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People are essential
to Conduril.



CONDURIL ACADEMY ACTIVITY REPORT

INTRODUCTION

Conduril Group is deeply concerned with the products and services it provides in the different markets where it operates. This concern is expressed in the quality and tangible attributes of what is done (and well done). However, it is also concerned with people, the fundamental, lively and dynamic element that unites and connects the Group. Therefore Conduril Group activity is based on excellence and it is an example in business management quality. It is within this genuine and special care for employees that, in 2009 in Angola and in 2016 in Mozambique, Conduril Academy is born.

Conduril Academy is a Vocational Training Centre for the construction industry duly accredited by the governing bodies in the countries where it operates. Its activity is entirely funded by Conduril Engenharia S.A. and despite not receiving any government subsidy, for its own sake, Conduril Academy works in close collaboration with the Ministries of Education of Angola and Mozambique acting as a facilitator in providing literacy skills training and schooling acceleration programmes to its employees. Conduril Academy will exist as long as the activity of the Conduril Engenharia, S.A. can support it and it has persisted through collaborative and interdependent work between and across all departments that make up the Group.

For achieving its goals, Conduril Academy is increasingly and deeply committed to provide basic education, cultural and artistic practices and job-oriented training which not only strengthen personal and collective identities and values, while safeguarding and promoting the welfare and quality of life of Conduril's workforce, but also contribute to the promotion of task-oriented skills and knowledge, improving performances and boosting careers.

The success of the Conduril Group is closely connected to valuing its human capital and in specific contexts like Angola and Mozambique, with high rates of illiteracy, Conduril Academy works to promote free access to an internal system of education and training opportunities which enhance and develop human potential.

Conduril Academy plays a key role in Conduril's corporate social responsibility policy and in its dedication to making a positive contribution to societies where it operates. In this sense, Conduril Academy has sought to extend its intervention through a program of Scholarships for Higher Education for children of economically disadvantaged employees. It is known that education and training are fundamental elements of social and economic development of any society, in which people are inevitably involved. People who make things happen, people who know how to be, people who support the growth and development of the country. It is exactly them, the people, we always want to reach. And to stay.

This document analyses major projects and programmes of Conduril Academy concerning educational and vocational qualifications and regarding human, social and cultural development. It also presents results over time, from 2009 to 2018, allowing an outlook on the factors which ensure success to this Vocational Training Centre within a context of sustainable development of Conduril Engenharia S.A..

Values

Cohesion
Consistency
Meritocracy
Loyalty
Rigour
Ethics
Culture



ABOUT US

Vision

Conduril Academy is a centre for the promotion of specialized knowledge, officially recognized, and it is particularly intended for employees of Conduril Group in Angola and Mozambique. It prepares them not only in technical and professional fields but also regarding literacy skills. Whenever possible instruction is delivered in the workplace. Conduril Academy is funded entirely by Conduril - Engenharia S.A. and will continue to be focused on people, addressing local and global needs, in a scenario we believe to be both stable and cyclical due to the company's itinerant activity.

Mission

Conduril Academy's mission is to provide vocational training to all employees of the Conduril Group in Angola and Mozambique while simultaneously collaborating in the promotion of literacy, thereby improving the quality of life at local and national levels.

Conduril Academy has a wide experience in solving highly complex challenges and in developing key competences for the success of the company and for enhancing workforce performance.

Our theoretical and practical training, which reflect our deep understanding of the complexity and dynamics of a building site, are focused on daily tasks and duties workers have on site - it is, therefore, an effective, objective and direct intervention.

We are becoming more and more committed and aware of our role in society and we have been expressing our concern about Corporate Social Responsibility promoting fresh initiatives which contribute to the potential development and growth of the country and its people.

At Conduril Academy we strive for excellence and perfection. Below, we set forth our permanent goals, integrated in the strategic plan of Conduril, which reflect an objective, ethical and rigorous approach to our work..

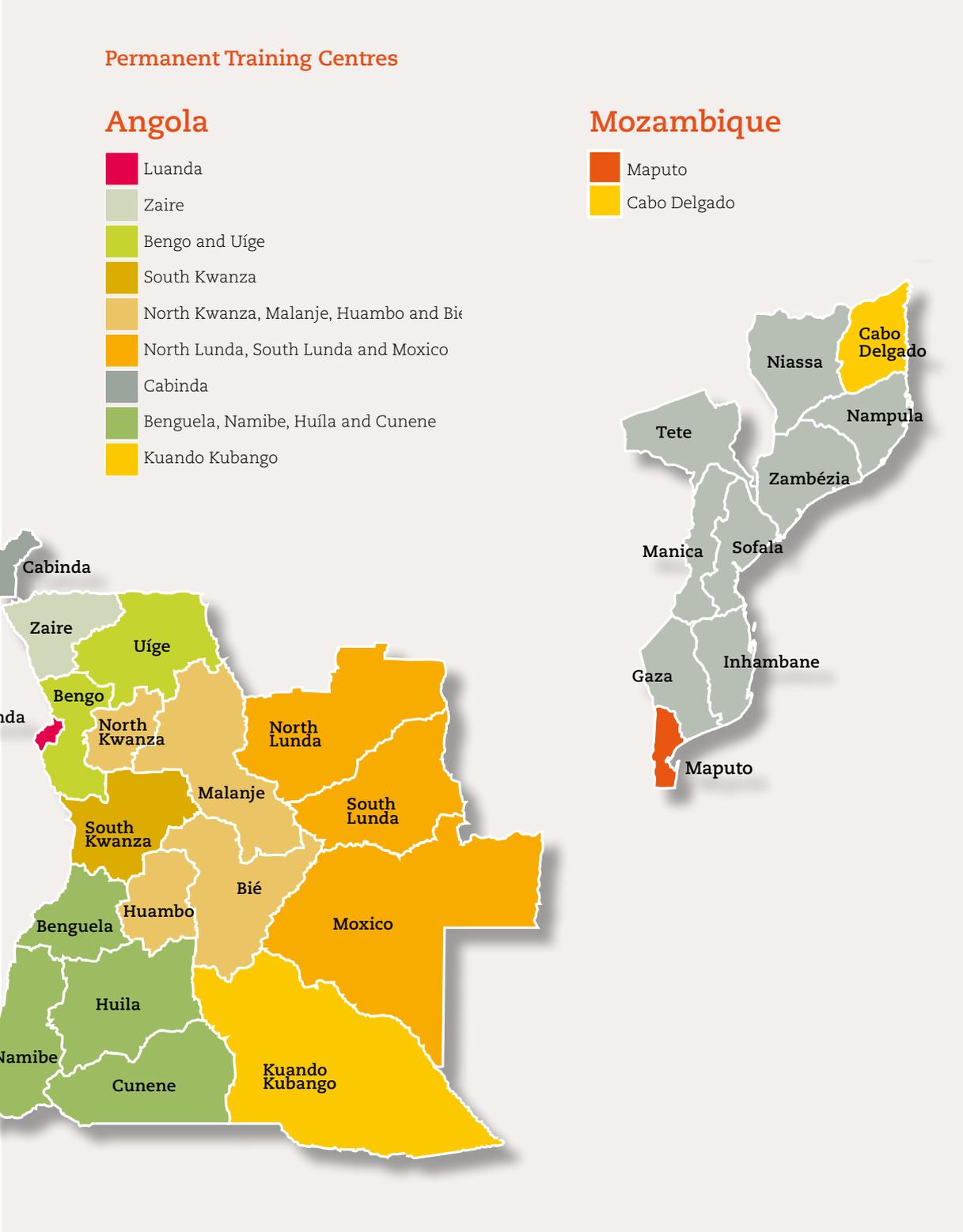
Goals

Conduril Strategic Plan

- To broaden, improve and validate technical skills and professional knowledge in order to promote the ability to participate in teams with responsibility, representativeness and credibility, thus achieving results and increasing our competitiveness;
- To pay particular attention to employees who will replace those who are retired;
- To eliminate illiteracy and reduce functional illiteracy rates among our employees;
- To disseminate the principles and values of Conduril, as well as the fundamentals of our global strategy;
- To strive for excellence in the workplace;
- To increase self-confidence, ability to solve problems, satisfaction and stability;
- To contribute to educational, social, economic and community growth of Angola and Mozambique.

Headquarters and Training Centres

Conduril Academy provides training throughout the entire territory of Angola and Mozambique in the various geographical areas where Conduril operates. The headquarters of Conduril Academy in Angola are located in the town of Benguela and in Mozambique are located in the town of Matola.



Conduril Academy work philosophy is based on itinerant training courses. Through them, Conduril Academy provides training and education, assessment and validation of skills in real work environment so as to guarantee the sustainability of these programmes without questioning job performance and without the need of leaving the workplace thus increasing worker's engagement and motivation and stimulating their learning process. Conduril Academy is undoubtedly the department where dreams are cherished, with no physical limitations, and is fuelled by the social responsibility of the Group. It has developed across all departments through collaborative work and networking, converging interests, opportunities and values that foster the use of the social capital in favour of the human capital.

Team

Conduril Academy Team is made up of a group of certified trainers in diverse training programmes and curricula including social, psychological, and pedagogical areas and human resources management. We also have specialized technical trainers with proven experience who greatly contribute to provide high-quality training and to enhance our employees' skills and capabilities.



Quality Policy

Conduril Academy adopts the Quality Management System and the Management System for Occupational Health and Safety of Conduril Engenharia, S.A., duly certified.



Conduril Academy is fully committed to continuously improving the quality of services provided, considering our target audience, its singularities and working contexts, so as to meet the needs and expectations of those involved. We always strive, in the short and long term, to ensure the vocational training policy is appropriate, efficient and effective.

Respecting cultures.
Developing skills.
Spreading knowledge.
Honouring COMMITMENTS.
Thrilling PEOPLE!



PIECES OF OUR HISTORY WITHIN OUR GLOBAL STRATEGY

Past

Since its creation in 2009, Conduril Academy has been marked by a succession of new beginnings, rebuilding paths, time and stories which are reflected in our employees, in real people.

Upgrading skills and technical and technological expertise of our workforce was crucial and would, as we believe, strengthen Conduril in the long term. Therefore, Conduril Administration intention was clear:

To provide flexible learning paths and recognize, validate and certify skills and competences of formal and informal learning for Conduril employees.

The dream of an accredited Vocational Training Centre in Angola came true.

Conduril Academy training activity began in April 2010 and was based on the process of recognition, validation and certification of professional competences of 88 drivers. Approximately 300 employees of various arts and crafts have seen their professional skills being validated and certified in this area ever since.

At the end of 2010, after a few training courses throughout the provinces of Angola we realized the situation regarding schooling and literacy skills was serious. The country's reality was reflected in Conduril and there was an illiteracy rate of 24 % in 2011, that is to say around 300 employees were illiterate or uneducated. Inevitably, the board's intention had to be adjusted to the needs and particularities of the target public and a new and permanent goal emerged:

To eradicate illiteracy among Conduril Group employees.

Conduril Academy training programmes were then redefined and literacy has become one of our major priorities enabling workers to participate in their learning process both inside and outside Conduril Academy

Our prime purpose remained but other aspirations, such as a technical school or a driving school, were not fulfilled due to others priorities regarding employees' needs. In fact, we were also driven by being aware of the socio-educational reality in which Fighting Illiteracy has become a priority for the Angolan Government since the 2002 Peace Deal and a "National Imperative" for the social and economic development of the country. There is thus a harmony with national and international issues and milestones: from the National Strategic Plan for Revitalization of Literacy (PEPRA, 2012) to Education for All and the National Development Plan (PND, in Portuguese) for 2013-2017 (and presently 2018-2022) we have been collaborating with Angola on the understanding that sustainable development focuses on stability and growth and on valuing mankind. As well as the global movement on Education for All (EFA), launched in Jomtien in 1990, and reiterated in Dakar in 2000; The 2030 Agenda for Sustainable Development adopted by the world leaders at a United Nations Summit on 25 September 2015 which resulted in the new Sustainable Development Goals (SDGs) built on the eight Millennium Development Goals (MDGs). All this has taught and guided us firmly and reflects the culture and conduct of Conduril combining technical skills and operational flexibility to respond effectively to local and global educational demands

Present

Nowadays there has been a growing recognition that enabling individuals to go beyond basic literacy skills as well as mastering higher literacy skills are determining factors in building knowledge societies. Therefore Conduril has been investing in basic education and this has improved employee performance and subjective well-being which has triggered positive effects on work motivation, besides raising individual productivity and consequently profitability. Moreover Conduril progressively acquires more skilled and specialised workers.



In addition, the current emphasis laid on specialized technical training, on quality and safety, within lifelong learning reveals the permanent, promising and more challenging goal of providing training programmes which consider the specific characteristics of adulthood and guide employees to the real needs of work in order to achieve real and objective gains in terms of professional skills.

To promote, maintain and renew the skills and knowledge required to the professional practice.

All over the years, Conduril Academy Conduril Academy has consolidated its contribution to local, national and international communities through several projects aimed at people, communities and at strategic social partners in several provinces where it is located. We are repeatedly asked to share our know-how, tools and pedagogical techniques and to serve as an example, a model for other companies and for local social partners.

To contribute to educational, social, economic and community growth of Angola and Mozambique.

Considering the engagement, trajectory and constant reflection upon what we did and do and always focusing on the needs of education, training and certification of the Conduril Group in Africa, the Conduril Board has understood the investment and strategic position of Conduril Academy in Mozambique was crucial. The experience of Conduril Academy Angola has thus been used in Conduril Academy Mozambique and since August 2016 and it has assumed itself in the country as a role model and fundamental department having taken considerable steps in adult education and training.

In addition to making a positive contribution to workers' lives, we have also left some footprints along the way, on communities, families and in society in general. Nowadays, in Angola and Mozambique, we can count 260 literate people and 3216 graduates who will certainly add local knowledge and multiply national development. Notwithstanding the numbers shown, the gratitude that binds us is priceless.



Future

Following Conduril internationalization strategy, Conduril Academy avoids “one-size-fits-all” approaches at all costs designing curricula and programmes, learning goals and materials to meet a wide diversity of learners regarding skills, age, prior experiences, geographical location, gender, life circumstances, interests and expectations. It is in this intensely unstable and competitive scenario that workers' professional and life trajectories are built and it is responsibility of Conduril Academy to make them employable and competitive for the labour market. For this reason, Conduril Academy is prepared to follow the growth and expansion of Conduril to other African markets.

It is not easy to talk about the future, because the present is our past's future or because today will be tomorrow's yesterday. This will be eventually the most risky moment to address future steps at Conduril Academy. However, from a speculative perspective and prospective we know that even unskilled jobs, which traditionally require low level of qualifications or no qualifications at all, should nonetheless require increasingly complex tasks. In this case, rather than the level of qualifications it will be necessary to take into account the evolution of complexity of routines. Taking this into account, Conduril Academy is more and more prepared to adapt training programmes to work contexts, to the reality of the country and especially to people, for when skills and knowledge are applied and developed they trigger real and tangible learning skills both at work (know-how) and at a personal level contributing to better human relations and to attitudes of self-development at work (know how to be).

To disseminate the principles and values of Conduril as well as the fundamentals of our global strategy. To increase self-confidence, ability to solve problems, satisfaction and stability

These steps taken in Education and Vocational Training are based on a perspective which contemplates lifelong and lifewide learning. Learning is imminently an individual process that takes place in a given context with social, economic, political and cultural specificities. We reiterate that Conduril defines itself as a qualifying organization deeply concerned with the consolidation of external relations and with public and/or private entities. These premises guide Conduril's engagement and accountability towards education and vocational training in Angola and Mozambique. Believing that this is the safest way to go (at least for now), we will not say "so be it"; we will say we have been doing and will continue to do what we can to do so. Be it so, what depends on us!

Higher Education Scholarship Programme

Bearing in mind the permanent goal of contributing to the educational development of the country where it operates, Conduril has been creating and renewing projects and programmes and has led its course so as to bring real social benefits for its workforce. Therefore, in 2018 we have launched a programme to encourage our employees' children to continue their studies to higher education so as to guarantee access to education and to support children from less advantaged backgrounds. In 2019 different companies of the Conduril Group are going to award 10 scholarships at national level. We believe these opportunities to access to higher education are a privilege. They are a reflection of a daily struggle to reach the other side, that side that opens up horizons, offers safety and helps to fulfil aspirations common to all candidates and shared by us, Conduril. We hope that in 5 years time we have made a dream come true and together we can contemplate the achievements of the first graduates and their considerable impact in the various contexts and in new connections and relations they will create along with their contribution to the growth and development of their own community and country.

A road simply connects two points. The way is a tribute to space. Each stretch of road is meaningful. In every way we find and meet people. Our people. All these steps have made the history of Conduril Academy and have consolidated its position in the Group.



CONDURIL ACADEMY CHRONOLOGY OF KEY EVENTS

2009	2010	2011	2012	2013
<p>Conduril Academy was created</p>	<p>Beginning of the academic activity of Conduril Academy in Angola, with the beginning of Recognition Validation, Certification of Professional Competences (RVCCP)</p>	<p>Signature of the partnership protocol with the Angolan Ministry for Education for the implementation of the Literacy and Schooling Acceleration Programme (PAAE) in Angola</p>	<p>Quality Management System and Occupational Health and Safety Management System of Conduril S.A.</p>	<p>3rd Place in the National Literacy Prize promoted by the Ministry for Education in Angola/ FESA</p> <p>Conduril Academy PAAE was chosen by the Angolan Ministry for Education to represent Angola at UNESCO – International Literacy Prizes 2013</p>
	<p>88 Vocational Training Certificates</p> <p>2,639 Training Hours</p>	<p>198 Vocational Training Certificates</p> <p>6,627 Training Hours</p>	<p>214 Vocational Training Certificates</p> <p>30,722 Training Hours</p> <p>34 Literacy Programme Certificates</p>	<p>227 Vocational Training Certificates</p> <p>29,942 Training Hours</p> <p>89 Literacy Programme Certificates</p>

2014	2015	2016	2017	2018
<p>Group of Arts and Skills of Conduril' employees was created</p> <p>Reading Incentive Programme began in Angola</p>	<p>Honourable mention awarded by UNESCO in recognition of our work regarding Education</p>	<p>Conduril Academy vocational training started in Mozambique</p> <p>Signature of the Memorandum of understanding with the Ministry for Education and Human Development in Mozambique</p>	<p>Real Dreams, Shared Dreams Project began evidencing the impact literacy programme has on individuals/ students</p>	<p>Development of the Educational Incentive Programme - Scholarships for Higher Education</p>
<p>471 Vocational Training Certificates</p>	<p>222 Vocational Training Certificates</p>	<p>Literacy and Schooling Acceleration Programme began in Mozambique</p>	<p>447 Vocational Training Certificates</p>	<p>316 Vocational Training Certificates</p>
<p>19,238 Training Hours</p>	<p>10,527 Training Hours</p>	<p>202 Vocational Training Certificates</p>	<p>14,106 Training Hours</p>	<p>17,518 Training Hours</p>
<p>7 Literacy Programme Certificates</p>	<p>28 Literacy Programme Certificates</p>	<p>4,629 Training Hours</p>	<p>31 Literacy Programme Certificates</p>	<p>36 Literacy Programme Certificates</p>
		<p>19 Literacy Programme Certificates</p>		

We build knowledge.
We are firm, strict, united.
We have perfected people.
We guarantee technical
knowledge.
We contribute to individual and
collective enhancement.



WHAT WE DO

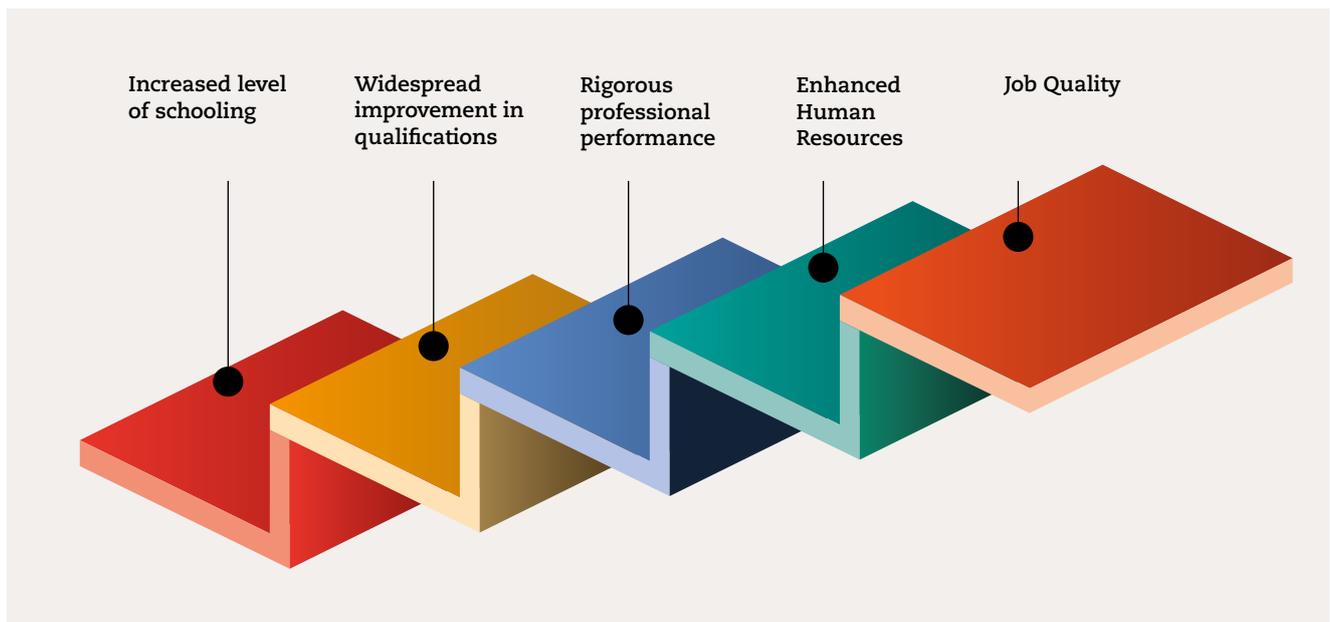
- Literacy and Schooling Acceleration Programmes
- Recognition, Validation and Certification of Professional Competences
- Technical Training
- Quality and Safety Training
- Human and Cultural Development
- On-the-job Training
- Community Programmes: Reading Incentive Programme;
School Incentive Programme: Conduril Scholarships for Higher Education
- Safety/Quality Campaigns
- Social partnerships, both public and private, as local partners
- R&D (publications; internal projects; new courses)

We provide bespoke programmes to meet individual and organizational needs and we are capable of running projects from inception to completion.

For 9 years our work has been involving:

People	We provide educational and vocational pathways focused on Human Capital thus enriching people's lives and the organization.
Experience	We deliver programmes based on multidisciplinary work-related skills and competences.
Quality	Improving quality is much more than a commitment. It is a way of life which allows us to constantly meet the needs and expectations of employees.
Model	We like to be a role model and we guide our actions in accordance with the principles of Conduril Group which has already been distinguished with certifications of internationally recognized value and awards by different entities.
Culture	Being part of specific and multicultural contexts from Angola to Mozambique, Conduril Academy respects the individuality, specificity and essence of different working contexts.
Change	We are capable of adapting to all realities and we work efficiently, even outside our comfort zone. Managing change and continuously improving our services is part of our corporate culture.

Conduril Academy Intervention



Literacy and Schooling Acceleration Programme Programa de Alfabetização e Aceleração Escolar (PAAE)

From Year 1 to 6 - Primary School

Conduril Academy is responsible for creating and providing the necessary opportunities for the qualification of all employees of the Conduril Group in Angola and Mozambique.

Adult education, reflected upon literacy and schooling acceleration programmes, has been a priority. But more than that, it has been the path which contributes to offer multiple benefits to employees, **not only regarding the completion of compulsory schooling but also the possibility to carry on schooling.** Although PAAE is closely related to the rights and dignity of workers as Men and Citizens it is also connected to an effective inclusion of employees in the workplace and in the productive activity of Conduril Group.

Conduril considers, therefore, that providing literacy skills training is an institutional responsibility and is part of its corporate responsibility. We deliver workplace learning at the jobsite in order to facilitating access to schooling and education.

Conduril Academy seeks to provide workers with a holistic literacy programme reflected in social, cultural, scientific, technological and professional dimensions. **Professionally**, we aim at an **outstanding training** focused on technical and practical knowledge that lead to **excellence in the workplace.** The work carried out by Conduril Academy has a recognized and positive social impact in local communities and plays a vital role in personal and professional development. These people always end up transferring knowledge from work to home, to their community, to their relationships, significantly increasing results, gains and local impact. we believe that valuing our people's self-esteem has a social impact on communities and families that makes a difference in building a knowledge society.



“When I learned to read and write, I felt I came out of the darkness.”

Paulina Gueve
cleaning woman
Module I student,
Province of Luanda, 2017

School stages at Conduril Academy:

- Year 1 and 2 of Primary School (Module I)
- Year 3 and 4 of Primary School (Module II)
- Year 5 and 6 of Primary School (Module III)

PAAE Integrated Programmes

- Post-Literacy Refresher Course (Module I)
- Teachers' Kit (pedagogic resources)
- Celebration of important dates
- Real Dreams, Shared Dreams (audiovisual records on the impact of the programme)
- Photonovels
- Conduril Alphabet
- Conduril Library
- Literacy Anthems both in national languages and in the Portuguese language

The key aim of Conduril's Board is to eradicate illiteracy among its employees. At the same time, investing in teaching reading and writing within the working context allows workers to become literate, leaving behind the unknown, immersing in the colourful world of life, with sounds and tones, with meanings which will in many ways definitely define him as a person and will enhance him as a worker.

To ensure the sustainability of the literacy programme, Conduril assumes all costs related to the process - such as logistics, teaching-learning materials, literacy teachers as well as pens and paper always with shared (but different) responsibilities with the Ministry for Education.



Our commitment engages people, staff, families, communities and the country. We have created a web of relationships and impact that goes far beyond learning letters and numbers.



Vocational Training

Vocational Training is regarded as an important tool for added value both for employees and for the employer. The investment in specialized technical vocational training far exceeds the legislative compliance with the Labour Code and this approach certainly becomes one of the most important assets of Conduril.

In fact, our training paradigm is changing and training is no longer seen as a waste of time or a simple obligation to keep departments certified. Actually, during the last nine years of training activity we have seen that trainees' participation has increased productivity and profitability, guaranteeing the acquisition and validation of knowledge (in terms of renewal of certifications with legal obligation), stimulating, updating or broadening knowledge and self-esteem, self-confidence and individual motivation of employees.

Conduril Academy aims to promote, improve and update all professional skills and knowledge for the construction industry.

Much of the professional training conducted by Conduril Academy involves practical training in the workplace, a privileged learning environment, or specifically on-the-job training. Thus we benefit from the relevant technical know-how of the professionals in the field and help transfer knowledge faster and more successfully.

Conduril Academy also promotes Quality and Safety training in order to comply with the regulations and mandatory certifications included in the quality and safety policy in force at Conduril. In addition, Conduril Academy, together with other departments, helps launching awareness raising campaigns that end up being used as teaching materials to support training sessions. In fact, these campaigns are as well a means to recall and activate learning acquired and to arouse interest and attention of those who did not take part in courses, embedding a **culture of quality and safety throughout Conduril**.

It is noteworthy that throughout its existence and with clear goals set by the Board of Conduril Group, we have insisted and persisted in the dissemination of the Mission and Values of Conduril. Therefore, we have been able to provide training on adapting behaviour and attitudes to the values of the organization, improving problem solving skills, managing emotions, improving leadership and communication skills. Here, we train and care for the vital structure of Conduril: people.

Education and Training:

- Mission and Values Conduril Group
- Personal and Organisational Development
- Professional Effectiveness
- Human Resources
- Quality and Safety
- Procurement and Logistics
- Driving, handling and operating heavy equipment
- Handling and operating drilling equipment
- Road safety / Defensive driving
- Managing equipment with safety
- Secretariat - business administration
- Leadership and Performance
- Management and Construction Planning
- Communication
- Quality Internal Audit
- Information and Communication Technology
- Literacy and Schooling Acceleration
- Human/Cultural Development
- Environmental Good Practices

Human and Cultural Development

Conduril Academy is the department that assumes Conduril corporate social responsibility. It seeks to carry out activities in an ethical way taking into account cultural, human, social, educational and environmental factors. It can be said that Conduril carries out actions that result in the co-construction of a better society considering the community where it operates.

Our intervention in this area reinforces the premise that cultural diversity and the right to education are of utmost importance. That is why we have designed projects and established guidelines for preserving cultural identity and for promoting diversity based on values of tolerance, gender equality, coexistence and a culture of peace.

Conduril Academy is focused on the quality of teaching and learning process paying special attention to engage trainees in activities, dynamics and projects which show them they are capable of learning therefore building self-esteem.

One of our most ambitious projects is the Group of Arts and Skills of Conduril's Workers (hereinafter referred to as CSATC - *Colectivo de Saberes e Artes dos Trabalhadores da Conduril*) which is associated to training /schooling activities. This programme allows the trainee to deal with feelings of insecurity and shyness. Thus facilitators/trainers become more reflexive and employ more reflexive methods for enhancing their pedagogical practice.

The project "*Candengues da Segurança da Conduril*" (Safety for youngsters), part of Road Safety Campaign of Conduril, has also shown us that through education and cultural and human development projects (plays, music workshops, art workshops, among others) we promote awareness and foster a culture of Prevention and Safety at Work.



CSATC was created with cultural and artistic purposes. It a breeding ground for learning, a place for exchanges, for developing skills made up of different experiences and practices. More than essential characteristics of a society, culture and human development are key elements in an organization.

Reading Incentive Programme

Books donation

In 2014 Conduril Academy launched the Reading Incentive Programme aiming at providing access to knowledge, through the donation of books to our public and private social partners, as well as a way to strengthen relationships within local communities. **22,136 Books were given away until the end of 2018.**



School Incentive Programme

Conduril Scholarships for Higher Education

Thinking about Conduril means thinking deeply and carefully about our values. These values help guide us towards our goals and making the best decisions. Values shape us and shape our actions and attitudes. In this sense we improve ourselves and make a difference. And we are very proud to be able to offer a Scholarship Programme for Higher Education, with the award of 10 Scholarships, to our workers' sons and daughters. .

Scholarships work as an internal system of rewarding and professional recognition (meritocracy) and as an internal way of promoting equal opportunities to education for the children of our economically disadvantaged Angolan employees.



Scholarships include full tuition fees for a university degree (licenciatura) and also a privileged and close follow-up from an education tutor, from Conduril, chosen by the student to help and guide him through the entire application process and during the course.

During 2018 the programme was announced with group and individual information sessions. The first selection of eligible applicants was made according to internal procedures. 30 Applicants were chosen for selection interviews and then we reached 15 finalists. Aligned with the school calendar we will award the first 10 scholarships in March 2019.

“With this scholarship I want to help my family and aid the development of my country. If I’m a graduate I can make more difference than I do now.”

Candidate for Conduril Scholarship, 23 years old, November 2018

Bearing in mind the permanent goal of contributing to the educational development of the country where for the promotion of endogenous solutions and consequently for the development of the social/human cluster, Conduril has been concerned with creating and renewing and programs and in this sense has led the way and demarcated its image effective social and educational merit for its employees. This is undoubtedly our purpose in Conduril. It is one that is based on people, respects and believes in values organizations, thus contributing to the maintenance of their credibility (and to their increment) and now to fulfill its role in the social sphere.

Scholarships are one of the instruments of corporate social responsibility of Conduril in Angola.

We are all in the same line, intending to do the best, extolling the true sense of collectivity and never losing track of Ariadne's wire (and board), so that regardless of the paths (which may sometimes seem like labyrinthine roads), let us walk, let us never lose sight of our true values and our overall strategy..



Recognition, Validation and Certification of Professional Competences

(Reconhecimento, Validação e Certificação de Competências Profissionais - RVCCP)

We believe that quality education and lifelong learning contribute to increasing Conduril's productivity and profitability due to having a better trained and skilled workforce.

Conduril Academy considers that RVCCP is a tool which promotes the development of skills and the flexibility of careers facilitating internal progression and requalification of Conduril's employees.

RVCCP is a training system in which professional skills and competences which have been gained through practical experience, for instance outside of the formal education system, are recognized, validated and certified.

Recognising the importance of professional experience and of informal learning is no longer questioned nowadays. Therefore one of the most relevant results of the certification process is the promotion of a decent life with rights *“as an individual, member of a family and of a community, citizen, and producer, inventor of techniques and creative dreamer.”*



Productive outcomes are not just products or services, but they also include personal development.

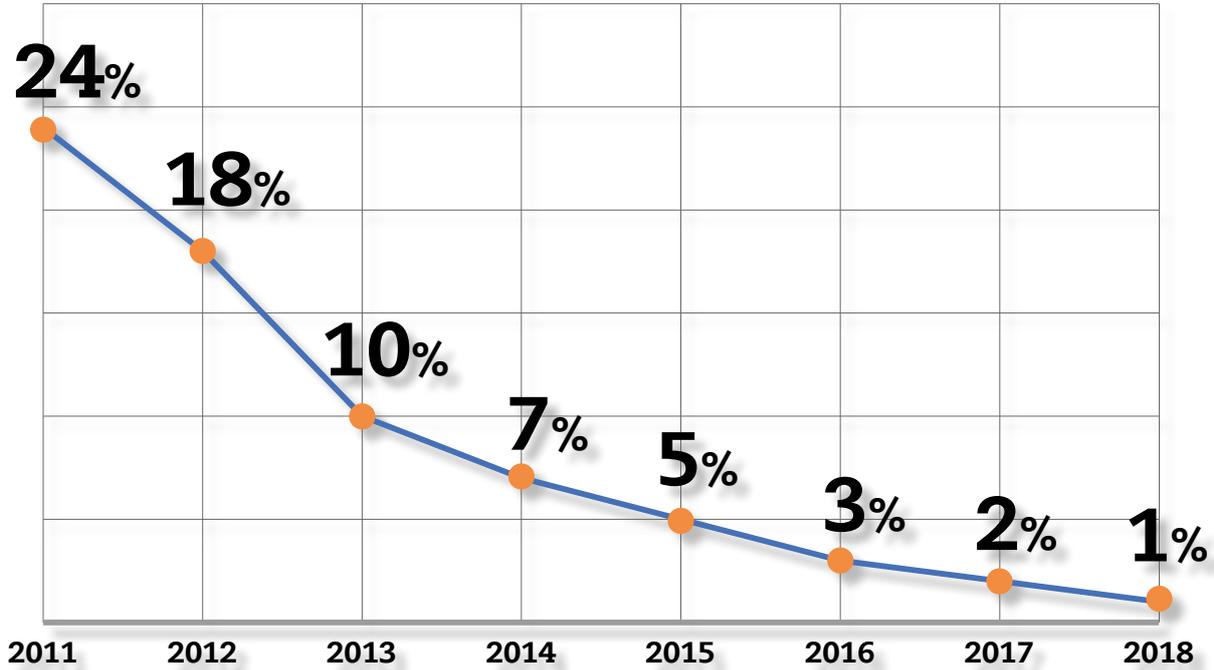
CONDURIL ACADEMY RESULTS ANGOLA 2010-2018

2,813 Workers enrolled	2,385 Certificates issued and recognized by INEFOP*	135,948 Total number of training hours	293 RVCCP Certificates	1,848 Continuing Vocational Training	244 Literacy and Schooling Acceleration
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*INEFOP: Instituto Nacional de Emprego e Formação Profissional de Angola (National Institute for Employment and Vocational Training of Angola)

Illiteracy rate at Conduril in Angola since 2011

There has been a constant rise of the literacy rate among our Angolan employees since 2011. Illiteracy rate has fallen from 24% in 2011 to 1% in 2018.



Illiteracy rate has fallen 23 percentage points in 8 years at Conduril Angola.

Currently, the illiteracy rate is estimated at 1%, representing 7 people. Back in 2011, this indicator had been 24% corresponding to 314 illiterate people at the Conduril Group in Angola.

Certificates issued at Conduril Academy Angola

	Certificates issued									
	2018	2017	2016	2015	2014	2013	2012	2011	2010	Total
RVCCP	0	0	0	27	32	0	12	134	88	293
Continuing Vocational Training	280	416	183	167	432	138	168	64	0	1848
Literacy and Schooling Acceleration Programme	36	31	19	28	7	89	34	0	0	244
Total	316	447	202	222	471	227	214	198	88	2385

Note: RVCCP – Reconhecimento, Validação e Certificação de Competências Profissionais. (Recognition, Validation and Certification of Professional Competences)

Training hours at Conduril Academy Angola

	Total of training hours									
	2018	2017	2016	2015	2014	2013	2012	2011	2010	Total
RVCCP	0	0	0	968	1 789	0	422	3 355	2 639	9173
Continuing Vocational Training	1737	9532	1 652	1 567	8 949	3 192	5 300	3 272	0	35201
Literacy and Schooling Acceleration Programme	15781	4574	2 977	7 992	8 500	26 750	25 000	0	0	91574
Total	17518	14 106	4 629	10 527	19 238	29 942	30 722	6 627	2 639	135948

Note: RVCCP – Reconhecimento, Validação e Certificação de Competências Profissionais. (Recognition, Validation and Certification of Professional Competences)

Conduril Academy has already awarded 2,385 professional certificates recognized by INEFOP. Many of them are due to the specific circumstances within the building industry with special emphasis to permanent mobility. Not only we improve Conduril workers' skills, but we also contribute, through different partnerships and dissemination of technical knowledge and know-how, to the development and quality of professional training in the building industry.

Module I Years 1 and 2 178	Module II Years 3 and 4 46	Module III Years 5 and 6 20
-------------------------------------------------------	-------------------------------------------------------	--------------------------------------------------------

244 Employees have already completed the PAAE and have received their certificates, recognized by the Angolan Adults Education Subsystem, which are equivalent from year 2 to year 6 of primary school.

Awards

- 3rd place of the National Prize for Literacy 2013, awarded by the Ministry for Education/Eduardo dos Santos Foundation and the National Commission for UNESCO
- Ministry for Education selected Conduril Academy Literacy Programme to represent Angola at UNESCO – International Literacy Prizes in 2013 and in 2015
- Honourable mention in recognition of the work carried out by Conduril Academy by UNESCO Education Sector regarding the application to the International Literacy Prize 2015.

CONDURIL ACADEMY RESULTS MOZAMBIQUE 2016-2018

847 Workers enrolled	831 Certificates issued and recognized by pelo INEFP*	11,909 Total number of training hours	19 RVCCP Certificates	796 Vocational Training Certificates	16 Literacy and Schooling Acceleration
--------------------------------	-----------------------------------------------------------------	-------------------------------------------------	---------------------------------	------------------------------------------------	--------------------------------------------------

*INEFP: Instituto Nacional de Emprego e Formação Profissional de Moçambique. (National Institute for Employment and Vocational Training of Mozambique)

Certificates issued at Conduril Academy Mozambique

	Certificates issued			
	2018	2017	2016	Total
RVCCP Process	12	7	0	19
Continuing Vocational Training	359	333	104	796
Literacy and Schooling Acceleration Programme	7	9	0	16
Total	378	349	104	831

Note: RVCCP – Reconhecimento, Validação e Certificação de Competências Profissionais. (Recognition, Validation and Certification of Professional Competences)

Training hours at Conduril Academy Mozambique

	Total of training hours			
	2018	2017	2016	Total
RVCCP Process	594	324	0	918
Continuing Vocational Training	2161	1886	990	5037
Literacy and Schooling Acceleration Programme	3754	2200	0	5954
Total	6509	4410	990	11909

Nota: RVCCP – Reconhecimento, Validação e Certificação de Competências Profissionais. (Recognition, Validation and Certification of Professional Competences)

We should also highlight that Conduril Academy in Mozambique has been growing steadily and always in close relation with the needs identified by those responsible and the characteristics and specificity of the construction works.

It is noteworthy the good technical, creative and entrepreneurial skills of the work team that has been offering new training courses annually, such as:

- Food Safety and Hygiene;
- First-Aid Course;
- Work at Height Training;
- Scaffolding Assembly / Dismantling Training course.

We cannot predict the future;
we prepare to face it.

For each breath of life, for the wisdom and long experience, for what we are, underpinned to our principles we will always find the best way.

We will walk focused on our extraordinary purpose.

To be the owners of our thoughts, creators of our character, to be the authors of the best conditions, work environment and destiny for our PEOPLE!



Cohesive groups grow up around common understandings – shared reality and truth.

This is a never-ending process requiring human mediation and which fosters development, promotes empowerment and brings enormous social benefits as well as obvious economic gains.



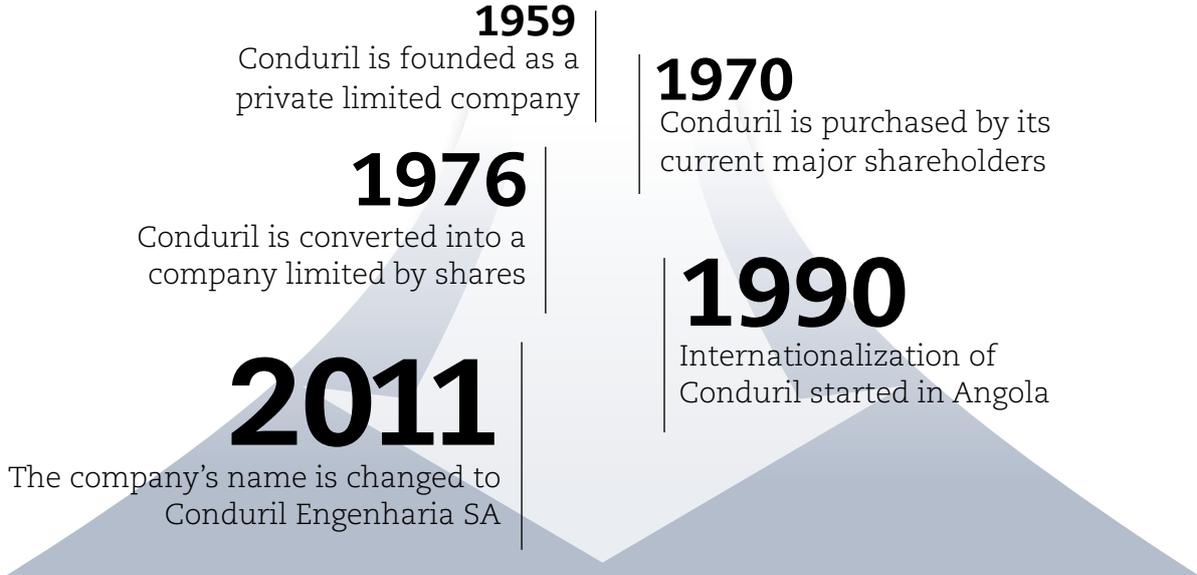
CONDURIL ENGENHARIA, S.A. AT A GLANCE

CONDURIL ENGENHARIA, S.A. AT A GLANCE

Conduril - Engenharia, S. A. (hereinafter Conduril), established in 1959 as a limited company, was purchased in 1970 by the current main shareholders and then transformed into a company limited by shares in 1976. It is a publicly traded company, with share capital of 10 million Euros, represented by shares, incorporated in the central securities depository and listed on the second-tier market of Euronext (Portugal).

The Board of Directors has a Chairman and seven other members, who have built their careers in the company, and are part of the Executive Committee. Conduril has its registered office in Ermesinde - Portugal and is now in Angola, Mozambique, Morocco, Botswana, Cape Verde, Spain, Malawi, Senegal, Zambia and Gabon, having each country's executive seat in the Board of Directors.

Landmark dates



Vision

Conduril provides Civil Engineering solutions and our goal, in both technical and economic terms, is to become one of the best Portuguese engineering companies (and to be recognised by the market as such), and, at the same time, to have the following characteristics:

- To be a great company at a national scale, both in technical and economic terms, capable of delivering civil engineering solutions both in the domestic market and abroad.
- To be in terms of workforce a medium-sized company, flexible, able to meet the wide-ranging needs of the market relying on highly skilled people who are a solid grounding for our business overseas.

Mission

Our mission is to create lasting wealth for our shareholders and the sustainability of the best working conditions for our employees, as well as their satisfaction, as the key aspect of our social responsibility.

Values

We believe we can only create value and wealth with sincerity, trust and accountability based on a culture of Integrity, meaning: Honesty, Transparency, Justice and a strict adherence to rules and regulations. These are our values.

Driving force

Civil Engineering.

Business strategy

Our business strategy is to marketing, selling and executing and /or building Civil Engineering Works, with or without project design, complying with the standards and specifications laid down in the contract specification, delivering satisfaction to our customers, building and fostering customer loyalty. We focus on market segments where we can establish a leadership position using companies we control and enhancing their capabilities. We will operate in all geographical markets.

Quality, Safety and Environment

Conduril has Quality and Safety Policy leading to practical outcomes. Its conduct has resulted in several Certifications with worldwide recognized value which helped to win prizes and receive awards from several entities. Conduril's commitment to doing things well, to ensure the best conditions for all involved in its production process and to preserve the environment are part of its corporate culture and have once again been duly recognized by independent external entities, namely:

- in the revalidation of the certifications of the quality management system in Portugal, in the Mozambique branch and in ENOP, having had a successful transition to standard NP EN ISO 9001:2015, by APCER (Portuguese Association of Certification);
- in the revalidation of the certifications of the quality management system in the Angola branch , Métis and Urano according to standard NP EN ISO 9001:2008 by APCER;
- in the revalidation of the certifications of the occupational health and safety management system in Portugal, in the Angola branch, Métis and in Urano, according to standards OHSAS 18001:2007 and NP 4397:2008, by APCER;
- in the revalidation of the environmental management system in Portugal, according to standard NP EN ISO 14001:2012 by APCER;
- in the renewal of the accreditation, by IPAC (Portuguese Institute for Accreditation), of the Portuguese Central Lab Portugal, according to standard NP EN ISO/IEC 17025:2005; and
- in the follow-up and maintenance of the certification obtained in the scope of the EC Marking for the metal structures produced in our Portuguese industrial facilities, according to standard EN1090+1:2009+A1:2011;
- and, in our clients' satisfaction survey about work we have carry out we were given, in the last 90 works, an average rate of 17 out of 20.

Economic indicators 2014 to 2018

Unit: k€

INDICATORS	2014	2015	2016	2017	2018
Net asset (k€)	480.793	498.308	461.090	456.017	370.596
Liabilities (k€)	268.297	285.793	247.810	238.188	158.165
Equity (k€)	212.496	212.516	213.280	217.828	212.432
Net debt (k€)	13.499	27.814	-34.945	-32.045	-19.125
Investment in assets (k€)	24.590	38.118	12.828	9.723	5.580
Turnover (k€)	199.837	173.689	132.124	140.460	119.700
Internal market	7%	20%	17%	17%	23%
External market	93%	80%	83%	83%	77%
EBITDA (k€)	65.602	29.429	28.645	33.358	25.186
Net income for the period (k€)	29.509	6.172	4.237	7.006	3.045
Financial autonomy (%)	44%	43%	46%	48%	57%
General liquidity (%)	169%	192%	205%	170%	199%
Solvency ratio (%)	79%	74%	86%	91%	134%
Debt ratio (%)	126%	134%	116%	109%	74%
Return on sales (%)	15%	4%	3%	5%	3%
EBITDA/Turnover (%)	33%	17%	22%	24%	21%

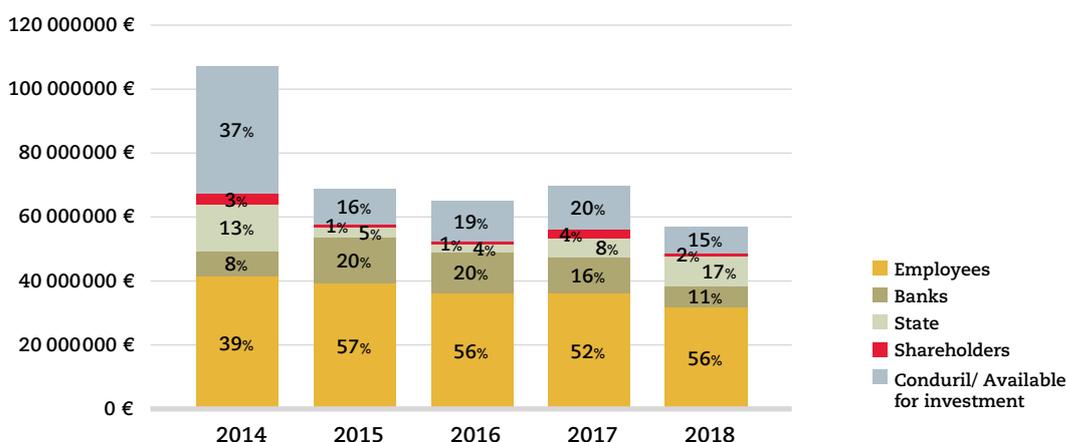
amounts obtained from Annual Report and Consolidated Accounts

Gross Value Added (GVA) Conduril 2014 to 2018

Unit: €

PRODUCTION		2014	2015	2016	2017	2018
+	Sales and services	199 836 765	173 689 057	132 124 399	140 460 967	119 700 251
+	Other income	56 100 284	55 826 667	52 873 569	40 760 936	24 954 768
-	Purchases	50 344 676	47 797 694	38 503 795	30 594 851	25 889 647
-	External charges for services	81 306 035	84 682 129	70 740 223	65 481 109	49 603 854
-	Other expenses	17 252 726	28 231 047	10 822 603	15 516 954	12 049 394
=	GVA	107 033 612	68 804 854	64 931 347	69 628 989	57 112 124

Distribution of wealth generated by GVA (%)



RATIOS	2014	2015	2016	2017	2018
GVA/ Sales and services (%)	54%	40%	49%	50%	48%
GVA per employee (€)	50 944	32 047	27 903	33 800	31 192

Awards

Year	Award / Distinction Identification	Ranking	Awarded by
2017	Honourable Mention (Accésit)	Category of Bridges - Almonte Viaduct	ACHE - Asociación Científico-Técnica del Hormigón Estructural
2017	Gustav Lidenthal Medal	International Bridge Conference	Engineer's Society of Western Pennsylvania
2016	500 Largest & Best Companies	4th Place Construction Sector	Revista Exame
2015	500 Largest & Best Companies	1st Place Construction Sector	Revista Exame
2015	Happiest Company	2nd Place	Happiness Works + Horton Int.
2014	1000 Largest Companies	7th Place Construction Sector	Expresso
2014	Top Exporters	5th Place Construction Sector and 27th Place National Exporters	Diário Económico
2014	500 Largest & Best Companies	1st Place Construction Sector	Revista Exame
2014	Best Company to Work For	One of The Best	Revista Exame
2013	500 Largest & Best Companies	3rd Place Construction Sector	Revista Exame
2013	Excellence at Work	6th Place Large Companies	Diário Económico
2013	Best Company to Work For	One of The Best	Revista Exame
2013	Export Award 2013	1st Place Large Companies in the Services Sector	BES + Jornal Negócios
2012	Management Merit Award for Safety in VHV Substation Construction Works	Honourable Mention	REN
2011	Management Merit Award for Safety in VHV Substation Construction Works	Honourable Mention	REN
2011	Best Company to Work For	30th Place	Revista Exame
2011	Excellence at Work	8th Place Large Companies	Diário Económico
2011	500 Largest & Best Companies	2nd Place Construction Sector	Revista Exame
2010	500 Largest & Best Companies	1st Place Construction Sector	Revista Exame
2010	Best Company to Work For	4th Place Large Companies + 1st Place Construction Sector	Revista Exame
2009	500 Largest & Best Companies	Best Company of the Year + 1st Place Construction Sector	Revista Exame
2008	500 Largest & Best Companies	1st Place Construction Sector	Revista Exame
1996	20 Best Companies of Public Works	2nd Place	Revista Exame
1995	20 Best Companies of Public Works	2nd place	Revista Exame
1993	Trophy for Best Company	9th place	Diário de Notícias

Overall average customer satisfaction: 17/20



GUSTAV LINDENTHAL MEDAL

Presented to

CONDURIL ENGENHARIA S.A.

For the outstanding engineering and construction work
that encompassed both aesthetically pleasing and
environmentally sound practice on the

Viaduct over the Almonte River

Presented by the

ENGINEER'S SOCIETY OF WESTERN PENNSYLVANIA®

Sponsored by

BAYER CORPORATION

INTERNATIONAL BRIDGE CONFERENCE®

2017

CONDURIL IN ANGOLA

Operating continuously in Angola since 1990, Conduril Group owns:

- a) Three companies:
 - Conduril Engenharia S.A. – Angola Branch
 - Métis Engenharia, Lda.
 - Urano Metalomecânica, Lda.



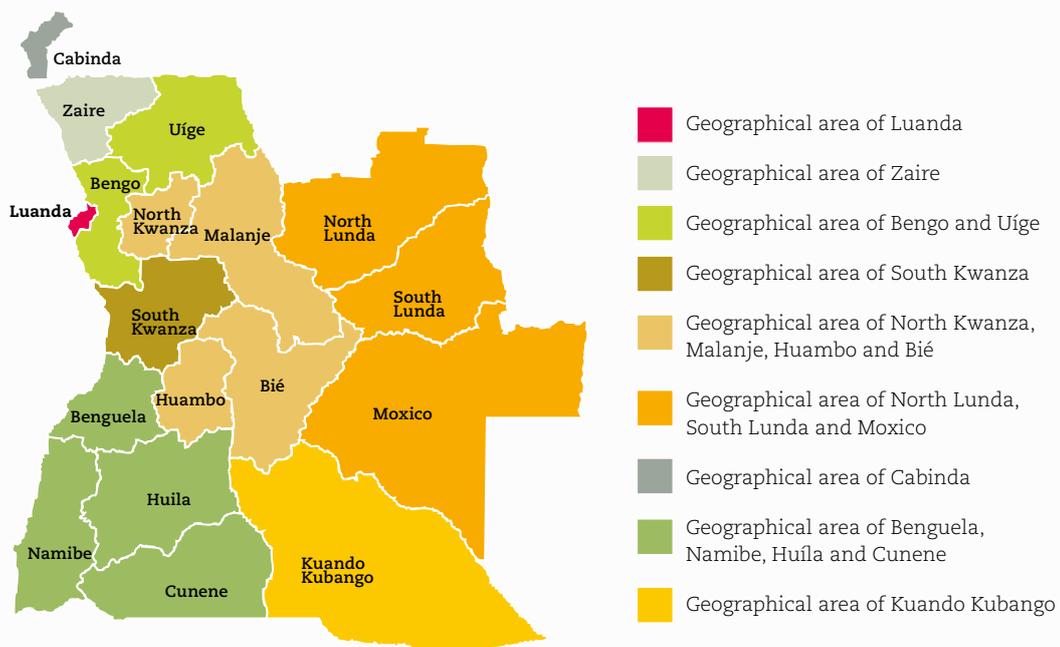
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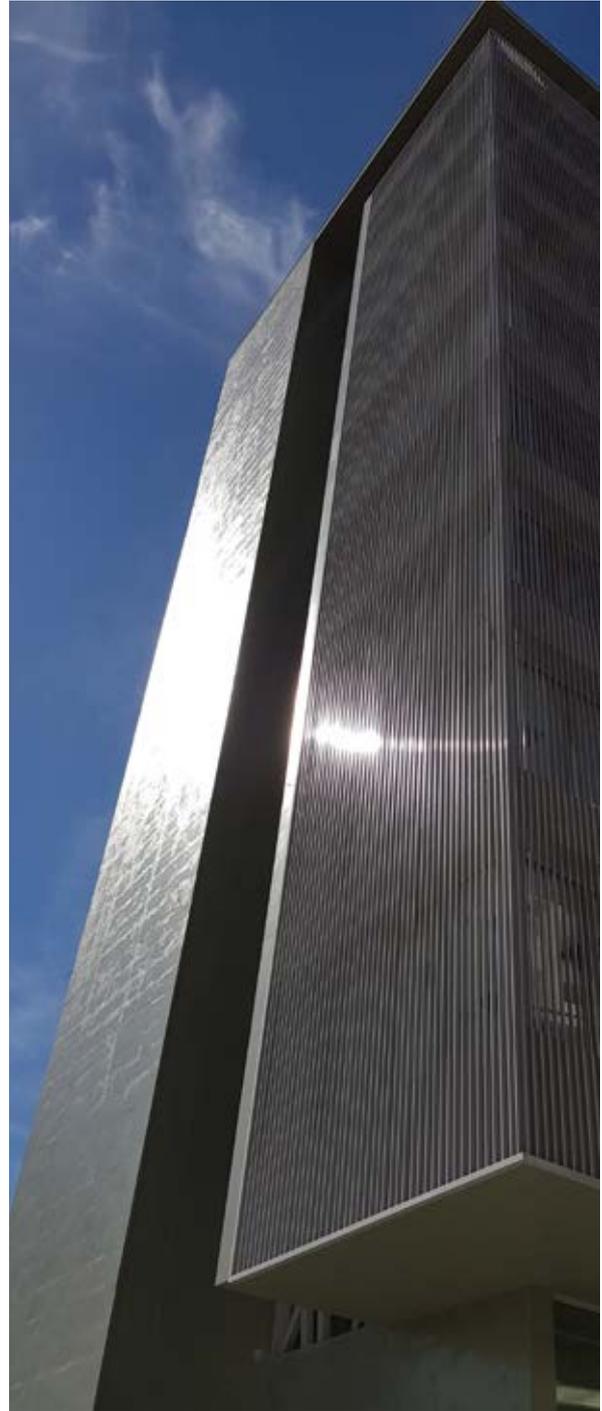
- b) More than 750 employees, being 90% are Angolan;
- c) A fleet of heavy equipment, labs and skilled engineers able to meet the challenges of our clients;
- d) A Vocational Training Centre - CONDURIL ACADEMY - duly accredited and fully funded by Conduril - Engenharia S.A

The operations of the Group's companies in Angola are extended to provinces with delegations with autonomy and technical and technological expertise and responsiveness.

Conduril Group in Angola

Autonomous provincial delegations with technical and technological expertise





Headquarters of Conduril in Angola

Quality and Safety

We have implemented and certificated the most modern and advanced Quality, Laboratory Control, Occupational Safety and Health policies (NP EN ISO 9001; NP 4397:2008 / OHSAS 18001:2007; ISO 17025.) Technical expertise and impartiality of the tests in Conduril's Central Lab is guaranteed by the Quality Management System according to standard NP EN ISO / IEC 17025:2005.

CONDURIL IN MOZAMBIQUE

Working in Mozambique since 1997, Conduril Group owns:

- a) Two companies:
 - Conduril Engenharia S.A. – Delegation of Mozambique
 - ENOP – Engenharia e Obras Públicas Lda.



With:

- b) More than 500 employees, being 92% Mozambican;
- c) A fleet of heavy equipment, labs and skilled engineers able to meet the challenges of our clients;
- d) A Vocational Training Centre – CONDURIL ACADEMY – duly accredited and fully funded by Conduril - Engenharia S.A.

CONDURIL Engenharia S.A., Mozambique branch was certified by APGER in 2014 regarding our Quality Management System according to standards NP EN ISO 9001.



Conduril Headquarters in Mozambique



Conduril Group operates in all provinces.



CONDURIL ENGENHARIA, S.A.
FEATURED
PROJECTS

Angola . Mozambique . Zambia . Gabon .
Botswana . Malawi . Cape Verde . Senegal .
Morocco . Spain . Portugal

CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

ANGOLA



1. Monument to the founder of the nation, Dr. Agostinho Neto, in Luanda
2. Bridge over the river M'Bridge no N'Zeto
3. Restoration of the bridge of the river Kwanza, in Cangandala, Malanje





- 4. New bridge over the river Cavaco, in Benguela
- 5. Ganda – Catengue Road rehabilitation
- 6. E.N. 100 Road Barra do Dande/Libongos



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

ANGOLA



1. Cabinda Base
Client: Schlumberger Technical Service Inc.
2. Detailed design and construction of jetty and spoolbase, Dande
3. Detailed design and construction of jetty and spoolbase, Dande

4. Malongo Dock
Client: Cabinda Gulf Oil Company Ltd.
5. Bridge over river Zambeze in Cazombo
6. Shipyard of Porto Amboim, in Kwanza Sul
7. Bridge over river Dande at Barra do Dande



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

ANGOLA

URANO METALMECÂNICA





1. URANO METALOMECÂNICA Headquarters and industrial facilities
2. URANO METALOMECÂNICA Headquarters and industrial facilities
3. Construction and steelwork erection of a 12 storey building in Luanda. Future headquarters of Conduril in Angola
4. Industrial building, Benguela
5. Construction and steelwork erection of IURD's new church, in Talatona
6. Footbridge Amílcar Cabral



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

MOZAMBIQUE



1. The project for construction of 8 bridges on the road between Ile and Cuamba.
2. N308 Road rehabilitation between Macomia and Oasse in the province of Cabo Delgado
3. Sanitation System, Beira
4. Mercado do Peixe de Maputo

5. Maputo Health Science Institute
6. Maputo Health Science Institute
7. Maputo Health Science Institute
8. Limpopo Railway Station
9. Lucite Bridge



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

ZAMBIA

1. Smart safe water scheme 22km in Jack Compound, Lusaka district
2. Land preparation and levelling at 11 irrigation schemes in Serenje, Rufunsa, Gwembe and Sinazongwe districts
3. Great East Road – from Nyimba to Sinda



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

GABON

Amenagement du Bassin Versant De N Zeng-Ayong, Libreville



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

BOTSWANA

Highway
Gaborone/Tlokweng



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

MALAWI

Upgrade Kamuzu Dam



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

CAPE VERDE



- 1. Dam (Boavista Island)
- 2. Figueira Gorda dam (Santiago Island)



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

SENEGAL



Rehabilitation and construction works in Alto Delta adductors – Phases 1 and 2



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

MOROCCO



1. Railway Taurirt/Beni Anzar – Phase 3
(in consortium)
2. Nador Tunnel– Phase 2
(in consortium)



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

SPAIN

TGV ALCÁNTARA-GARROVILLAS
(in consortium)



CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

PORTUGAL

1. A10 – Phase D
Carregado Interchange
(in consortium)
2. Torrão dam (in
consortium)
3. Bridge over river Arade
4. Cávado WWTP
5. Maternal and Child
Hospital
6. North Radar Tower
7. Salgueiro Maia bridge
(in consortium)





1



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CONDURIL ENGENHARIA, S.A.
FEATURED PROJECTS

PORTUGAL



1. Rehabilitation of the Guadiana International Bridge
2. Alto Ceira Dam
3. Viaduct of Baixo Alentejo
4. East Jetty of the Port of Sines
5. Rehabilitation of the Chamusca Bridge
6. Porto Alto Substation
7. Amarante Hospital





ESTABLISHED IN OCTOBER 2009

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