



## Sustainability Report 2007



Metropolitano de Lisboa

Metropolitano de Lisboa  
Group



FERCONSULT



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# 1. Chairman's message

Metropolitano de Lisboa is celebrating its 60th anniversary as a company in 2008, and in 2009 will commemorate the 50th anniversary of start of operations of the Metro network.

For many decades the company has provided an invaluable service to the local community– in the Lisbon Metropolitan Area.

From the outset, through signature of the concession contract in 1948, up until the present day, the search for a standard of sustainability has been a regular part of our everyday management activities. First and foremost, economic sustainability of the operation itself, including financing, and also the search to strike a balance between delivering the advantages of mobility to the community and the disturbances caused by construction works of the first tunnels.

Over the last 20 years, Metropolitano de Lisboa has pioneered an ambitious project involving fourfold extension of the network, as compared to the initial network. This extension, anchored on various studies, in particular evolution of likely potential demand, seeks above all to increase the quality of stations and galleries through the introduction of mechanical supporting mechanisms, easier movement of passengers, and divulgation of Portuguese artistic heritage.

An attempt has been made to place Metropolitano de Lisboa and the means of transport it provides to passengers, within the context of achieving greater social cohesion, offering a stronger link to the community and progressively guaranteeing a more environmentally sustainable alternative to individual transport.

We can now confirm that this commitment has proven to be an unqualified success. The service is recognized by customers as the best public transport service in the Lisbon Metropolitan Area, celebrated internationally as having one of the best practices in terms of cultural divulgation, functionality and quality of installations, with a firm commitment to supporting social, cultural and sporting initiatives in the local community, within the limits of obvious and recognized financial restrictions.

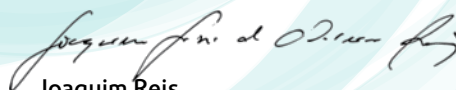
Above all it has been in public passenger transport companies that the greatest efforts have been made in order to guarantee technical, cultural and economic promotion of workers and employees, guaranteeing best practices in terms of compatibility between work and family life and promotion of scholastic advancement of both workers and their children.

On the other hand, we have also attempted to guarantee, within the rigid limits of the company's financial structure, to increase economic performance, by increasing the number of passengers transported, with more rigorous control of costs, refocusing the company on its "core business": transporting passengers in a fast and secure manner while minimising environmental pollution, in a working environment that is customer-orientated and guarantees higher quality.

Principles of transparency and good governance that have been upheld in such an exemplary fashion by the Metropolitano over recent years demonstrates the commitment of its employees to the idea of promoting public transport as an economically sustained service, aimed at ensuring greater social and environmental sustainability to the local community.

This is an ongoing process, and I'm convinced that we will remain steadfast in our determination to improve these indices.

The city and our customers deserve this effort.



Joaquim Reis  
Chairman and CEO

## 2. Our Report

The key objective of our Sustainability report is to communicate, to all stakeholders, the evolution in Metropolitano de Lisboa Group (GML)'s activities in 2007, from an economic, environmental and social perspective, in relation to commitments assumed within the framework of sustainability for 2007 and future years.

This effort and commitment has been recognized at the international level, in particular through signature, as a full member, of UITP's Charter on Sustainable Development in May 2007.

The present Report includes economic, environmental and social indicators that will enable Metropolitano de Lisboa Group's stakeholders to become aware of its Sustainability-related performance and, in particular, its good practices and development commitments. The main emphasis is placed upon strategy, services offered to clients, environmental impact, partnership with universities, support from the local Community, dedication to maximizing employees' well-being and initiatives pursued with strategic Partners.

Metropolitano de Lisboa, E.P. (ML)'s first Sustainability report was produced in 2005. It addressed the performance achieved in 2004. ML has produced a sustainability report every year since then, analyzing its global performance in key areas of intervention, and communicating results to all interested parties, in particular Stakeholders.

This Report makes it possible to evaluate and disclosed GML's policies and activities, in particular in terms of the main impact of functioning of the organisations, programmes and initiatives developed in order to improve the Group's efficiency and performance in terms of the environmental, economic and social dimensions of pursuit of its business.

For the second consecutive year, we profile an essential component within our Sustainability Strategy– the involvement of our Stakeholders and analysis of their expectations. We therefore aim to guarantee sharing of information based on transparency and inclusion of the main concerns detected, in order to improve our performance every year.

This Report was drawn up on the basis of the 2006 Guidelines identified in the Portuguese language version of the Global Reporting Initiative (GRI). An attempt has been made, – whenever possible and appropriate, – to follow their principles, criteria and recommendations therein. In addition, GRI's Transport and Logistics Sectorial Supplement (published in November 2002) has also been analysed although it was not possible to establish a comparative analysis with the activity of the GML's Organisations reported within this report.

So, the specific guidelines of GRI's Transport and Logistics Sectorial Supplement have not been taken into consideration.

In addition to these guidelines the fundamental principles of the AA1000 Assurance Standards were also applied in drawing up the Sustainability Reports, as follows:

### – Materiality (P.1)

The **Materiality** principle of the AA1000 set of standards was taken into consideration. This requires the reporting Organisation to include all information on Sustainability Performance requested, and necessary, to Stakeholders, within its Report, in order to enable them to make well-founded judgements, decisions, and initiatives.

If the Material information is omitted or incorrect, the Report may influence the decisions and initiatives taken by Stakeholders.

### – Completeness (P.2)

The **Completeness** principle of the AA1000 set of standards was also considered. This requires the reporting Organisation to identify and understand the material aspects of its Sustainability Performance.

We identify and understand our Sustainability Performance associated to our activities, products and services, locations and subsidiaries which we have influence on legal responsibilities and management activities.

### - Responsiveness (P.3)

The **Responsiveness** principle of the AA1000 set of standards was taken into consideration. This requires the reporting Organisation to respond to the relevant concerns, policies and standards for Stakeholders, and suitably communicate its responses in the Report.

In order to systematise the indicators used in accordance with the aforementioned Guidelines, we present a summary table in the annex, with their respective correspondence.

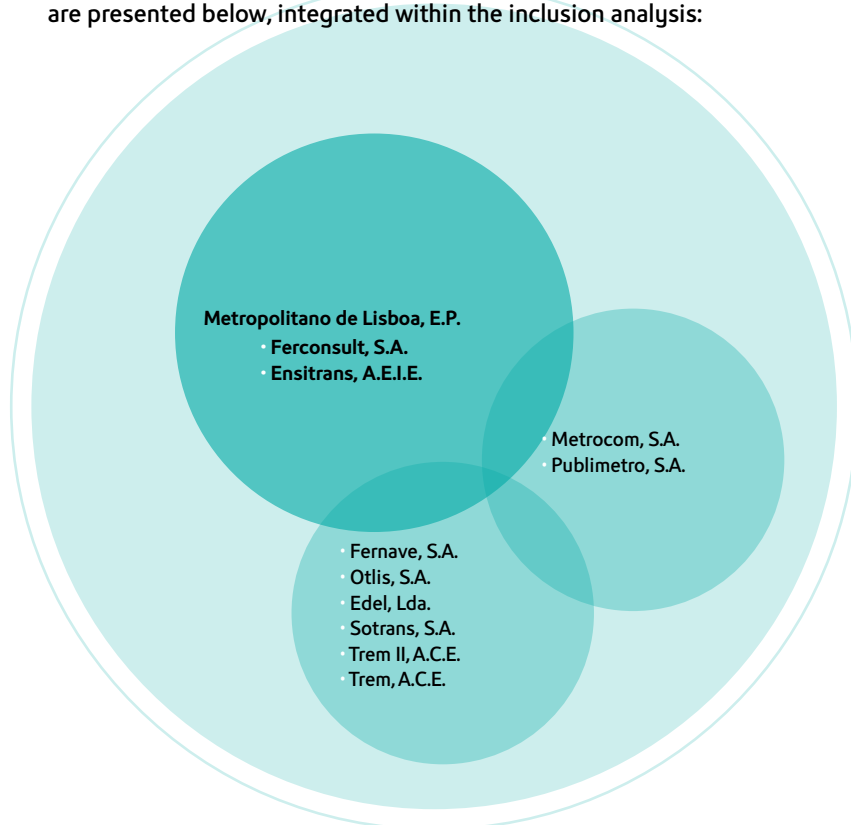
Our internal procedures, in accordance with the Company's Policies, makes it possible to guarantee the exactitude, integrity and reliability of the contents of the present Sustainability report.

**The Metropolitano de Lisboa Group will continue to publish its Sustainability report on a periodic basis in order progressively to expand the boundaries of the report, from the perspective of greater involvement of all its stakeholders.**

### Limits

In accordance with the GRI Limits Protocol the information limits were defined in relation to the Organisation, in this case the Metropolitano de Lisboa Group, to be included within the present Sustainability report.

The Entities were defined in relation to which GML exercises control, significant influence or at least has a significant impact. Several of the Entities included within the GML in 2007 are presented below, integrated within the inclusion analysis:



We chose to restrict our report to the level of Metropolitano de Lisboa, E.P., Ferconsult, S.A. and Ensitrans, A.E.I.E. essentially due to cross-comparing their importance at the level of exercise of management activities and shareholder's participation together with the representativity of their impacts (at the economic, environmental and/or social level) within the GML itself.

In the future we will attempt to enlarge these limits, ultimately integrating other Entities which are influenced by the GML (such as Metrocom, S.A. or Publímetro, S.A.) and even Entities in relation to which the GML has certain impacts, such as Fernave, S.A..

### Scope and profile

This is the first Sustainability report of the Metropolitano de Lisboa Group and the fourth Sustainability report of Metropolitano de Lisboa, E.P.

This report has a broader scope than the previous ones, because in addition to Metropolitano de Lisboa, E.P., it also includes reporting on two other Entities of the Group: Ferconsult, S.A. and Ensitrans, A.E.I.E.

We assume the same scope of reporting both for Metropolitano de Lisboa, E.P. and Ferconsult, S.A. analyzing the Protocol of Economic Performance Indicators and Environmental, Human Rights, Labour Practices and Labour Conditions, and Liability for the Product and Society.

In relation to Ensitrans we have restricted the reporting scope to analysis of the Protocol of Economic Performance Indicators due to the characteristics of the company's activity and the respective associated impacts, as explained in further detail below.

While this Report has been drawn up for the 2007 calendar year, we also include, as in previous Reports, data on the main indicators for the last three year period (2005, 2006 and 2007), or for a longer period when this enables us to undertake a more rigorous analysis of certain trends – in order to obtain an inter-annual perspective, comparability between data and forecasting of future trends.

### External verification

"Assurance is a desired outcome, not a standard, method or activity. Organisations seek to "assure" key stakeholders that what they consider material is being effectively taken into account (...). Assuring stakeholders is about providing credible information that informs stakeholder decisions and behavior, which ultimately impacts on the Organisation." (Simon Zadek – CEO/AccountAbility, KPMG Study on the Publication of Sustainability Reports in Portugal – Results of the Survey of Portugal's Biggest Companies 2006 – KPMG).

For the first time, the Metropolitano de Lisboa Group has carried out external verification of its Report in all areas included within its scope and established limits. This process was implemented by an external independent body (that has no preferential relationship or tie to ML) – in this case the firm, PricewaterhouseCoopers, who acts as a service provider to GML.


This was undoubtedly the start of a long journey that we will pursue on an annual basis, carrying out external verification of our Sustainability Reports in order to:

- Increase our reputation/credibility;
- Identify opportunities for improvement; and
- Minimize the risk of publication of incorrect information.



The recommendations issued in terms of Verification, aim to make a statement in relation to the quality of recorded information, in particular in terms of the totality and exactitude and taking into account other reports published within the same sector and international references, such as the AA1000 Assurance Standards. The set of norms, International Standard Assurance Engagements other than Audits or Reviews of Historical Financial Information 3000 (ISAE 3000), was also taken into consideration. The latter serves as a key reference for work associated to obtaining and examining evidence of non-financial information.

In this manner, GML's sustainability report has been produced and checked by an external body, in accordance with G3 Guidelines, including information on Strategy and Analysis, Organisational Profile, Governance and Analysis of Performance in terms of G3's six indicator protocols – economic, environment, human rights, labour, product responsibility, and society.

Level of application	C	C+	B	B+	A	A+
Self declaration		✓				
Checked by an external body						
Checked by GRI						



### 3. About us

#### Metropolitano de Lisboa, E.P.

Our Company's main objective is regular functioning of the Public Collective Passenger Transport Service founded on use of the underground portion of the city of Lisbon and neighbouring zones, guaranteeing maintenance of the infrastructure and development of the network.

Metropolitano de Lisboa, E.P. resulted from the nationalization of de Sociedade Metropolitano de Lisboa, S.A.R.L in 1975, via Decree-Law no. 280-A/75, of June 5. It was conferred its current company name and attributed its current status as a Public Company, by Decree-Law no. 439/78, of December 30.

Profile 2007		
Main service provided by urban passenger transport in a metropolitan mode		
In-house revenues	€	62,477,540
Compensatory indemnity payments	€	24,305,289
Total number of passengers transported (10 <sup>3</sup> )		179,687
Average trip per passenger		4.65 km
Passenger kilometers transported (10 <sup>3</sup> )		835,545
Number of stations		50
Extension of Lisbon Metro network		37.7 km
Number of lines of Lisbon Metro network		4
Number of employees on December 31		1,648

#### Our mission

Provide a Public Collective Passenger Transport Service, in a metro system, according to financial-economic rationality and social and environmental efficiency.

#### Our vision

- To provide an excellent means of transport within the Lisbon Metropolitan Area, that is considered by the population of the Greater Lisbon Area to be the preferential means of urban transport.
- To set an example in terms of economic, environmental and social equity, demonstrating high standards of social responsibility with Clients and the surrounding Community.
- To be an excellent customer-orientated Company, founded on its core values.

#### Our values



## Our principles

<b>Development and innovation</b> <ul style="list-style-type: none"> <li>• An open attitude to change and innovation</li> <li>• Commitment to supporting research and development</li> </ul>	<b>Rigour and Quality</b> <ul style="list-style-type: none"> <li>• Perform the tasks entrusted to us with rigour, efficiency and effectively using available resources</li> <li>• Improve quality of service, thereby satisfying customer expectations</li> </ul>	<b>Competency and Safety</b> <ul style="list-style-type: none"> <li>• Maintain and strengthen the company's image and credibility as a factor of external and internal affirmation</li> <li>• Guarantee the integrated safety of persons and property</li> </ul>	<b>Social and Environmental Responsibility</b> <ul style="list-style-type: none"> <li>• Production of social useful services and acceptable</li> <li>• Management of activities in accordance with principles of sustainable development in the economic, social and environmental aspects</li> <li>• Commitment to training, ethics and development of the potential of human resources in function of the ML project</li> </ul>
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## Our strategy for attaining sustainability

Promptly anticipate and respond to market needs and customer expectations, improve the capacity, quality and reliability of the service offered and implement, and develop, the Network on schedule and in accordance the principal of economic and financial rationality.

Guarantee the service offered, ensuring social, economic-financial and environmental sustainability, through rationalization of operating costs, improvement of energy efficiency and environmental sustainability and implementation of a management system that is customer-orientated and fosters mobility.

Contribute towards sustaining development of the transport system in the Lisbon Metropolitan Area, fostering solutions for effective management of the transport system, contributing towards suitable articulation with other modes of collective transport, aimed at achieving better operational planning, better articulation of tariffs and definition of policies to maximize articulated management of resources and means and joint promotion of Collective Transport.

## Management structure

GML's government structure is not unitary – however that there are certain common members between the Board of Directors of the Group's different bodies.

ML's current Management Board was nominated for a three-year mandate by the Resolution of the Council of Ministers (RCM no. 101/2006, of November 2) and entered into service on November 3, 2006. All members of the Management Board, including the Chairman of the Management Board, exercise executive duties.

## Competencies of the members of the Management Board of Metropolitano de Lisboa, E.P.

### Joaquim Reis

Chairman and CEO

- Institutional representation of ML
- Safety Executive
- General Administration and Communication
- Economic Finance
- Studies, Planning, Budget and Management Control (on the budget and management control areas)
- Information Systems and Technology
- Audit
- Subsidiaries: Chairman of the Board of Directors of Ferconsult, S.A.; Chairman of the Board of Directors of Metrocom, S.A.; Chairman of the General Meeting's Board of Ensitrans, A.E.I.E.; Member of the Board of Trem, A.C.E. and Member of the Board of Trem II, A.C.E.

### Morais Correia

Executive Director

- Infrastructure Management
- Project Management, Network Expansion and Modernization Work
- Studies, Planning, Budget and Management Control (on the work project and management side)
- Subsidiaries: Member of the Board of Ferconsult, S.A.; Member of the Board of Ensitrans, A.E.I.E.; Member of the Board of SOTRANS, S.A.

### Jorge Jacob

Executive Director

- Commercial Operation
- Industrial Operation
- Studies, Planning, Budgeting and Management Control (Commercial and Expansion Aspects)
- Development of the Operational and Strategic Marketing Function Artistic and Historical Heritage, together with the CG/Mr. Pedro Bogas (Dr.)
- Subsidiaries: Member of the Board of Publimetro, S.A. and Chairman of the General Meeting's Board of Metrocom, S.A.

### Pedro Bogas

Executive Director

- Human Resources
- Legal and Litigation
- Artistic and Historical Heritage, together with the CG/Mr. Jorge Jacob (Eng.)
- Subsidiaries: Director of Publimetro, S.A.; Chairman of the General Meeting's Board of Ferconsult, S.A. and Chairman of the General Meeting's Board of SOTRANS, S.A.

### Miguel Roquette

Executive Director

- Ombudsman
- Relations with Lisbon Council, monitoring the institutional aspects overseen by the Chairman of the Management Board..
- Subsidiaries: Chairman of the General Meeting's Board of Publimetro, S.A. and Chairman of the General Meeting's Board of Gil, S.A.

	Joaquim Reis Chairman and CEO	Morais Correia Executive Director	Jorge Jacob Executive Director	Pedro Bogas Executive Director	Miguel Roquette Executive Director
<b>1. Remuneration</b>					
Basic salary	57,030.60	50,450.16	50,450.16	50,450.16	50,450.16
Business expenses <sup>1</sup>	19,960.68	15,135.00	15,135.00	15,135.00	15,135.00
Additional remuneration <sup>2</sup>	10,123.80	10,123.80	10,123.80	10,123.80	10,123.80
Holiday/Christmas subsidy	5,596.20	5,047.83	5,047.83	5,047.83	5,047.83
<b>2. Other fringe benefits</b>					
Maximum plafond for mobile phone use	€135/month	€135/month	€135/month	€135/month	€135/month
Average amount of mobile phone use	€0.05/month	€70/month	€62/month	€36/month	€81/month
Renting – Company vehicle <sup>3</sup>	12,098.40	9,534.29	6,531.02	7,571.75	--
Acquisition of Company vehicle <sup>4</sup>	--	--	--	--	40,323.00
Travel allowance	2,616.42	1,561.20	3,675.48	1,198.08	1,628.59
Meals allowance subsidy	--	--	--	--	--
	n.a.	n.a.	n.a.	n.a.	n.a.
<b>3. Charges with social benefits</b>					
Social Security – compulsive	16,649.68	15,017.26	--	15,017.26	15,017.26
Retirement complementary plans	No	No	No	No	No
Life assurance	No	No	No	No	No
Health insurance <sup>5</sup>	ML	ML	ML	ML	ML
<b>Additional information</b>					
Option for source salary	No	No	No	No	No
Social security regime	Social Sec.	Social Sec.	CGA	Social Sec.	Social Sec.
Compliance with no. 7 of the RCM 155/2005	n.a.	n.a.	n.a.	n.a.	n.a.
Option for Company vehicle acquisition	No	No	No	No	No
Beneficial right to official house	No	No	No	No	No

The current Inspection Committee was nominated by a joint Order issued by the Secretary of State of the Treasury and Finances and Secretary of State for Transport, on October 26, 1998 for a three-year period, renewable, constituted by the Chairman, Mr. Renato Campos, by the Member, Mr. Luís Caiano Pereira who by an Order issued by his Excellency, the Secretary of State of the Treasury and Finances no. 192/08-SETF of February 28, represents the firm, Caiano Pereira, António and José Reimão, SROC and by the Member, Mr. Evaristo Branquinho.

## Organisational structure

In terms of organisational management we are governed by the following principles:

- The Company's organisational structure guarantees a short chain of command, with a maximum of three levels, that is flexible and decentralized;
- The Company's units responsible for providing a strategic framework, monitoring and support for the management board and the operational bodies, whenever possible, take the form of individual Departments, with a strong technical and technological component and light and flexible operating structures based on the concept of team working for exercise of differentiated activities;
- The Bodies that Report Directly to the Management Board (ODDCG's) are named a Coordination unit, Department or Office, in accordance with their purposes and positioning within the Company's overall structure;
- The economic-financial and human resources function is positioned in order to guarantee clear horizontalisation, interpenetration and sharing of these functions with the operational bodies;
- The Company's operational activity is pursued, in light of the objectives entrusted to it, on the basis of the following three activity areas: Commercial Operation, Management of Infrastructures and Industrial Operation, constituted as profit centres;
- The complementary activities to the Company's objectives have a specific Organisation, with project based or business structure.

<sup>1</sup> The representation expenses allowance, set by ministerial order, corresponds to € 1,663.39 and € 1,261.25 per month, respectively for the Chairman and Directors of the management board.

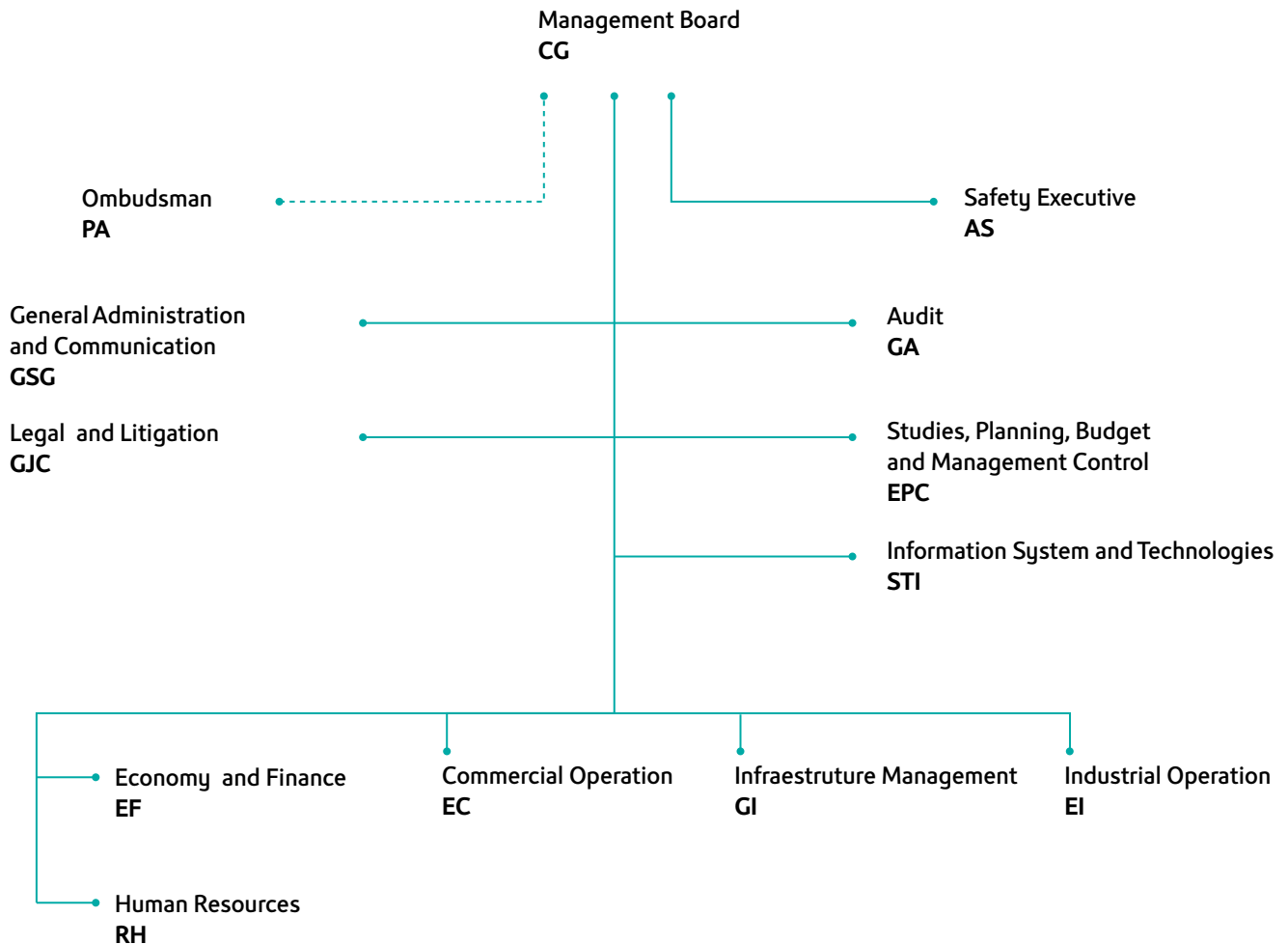
<sup>2</sup> 30% of the standard amount specified in the Ministerial Order no. 8035/2002 of March 26 (currently set at € 2,812.16), which since this date, results in the amount of € 843.65 per month, arising from the fact that they also exercise management duties in the companies or Entities where ML has shareholdings.

<sup>3</sup> The amount of renting includes the rent (+VAT at the rate of 21%) and annual insurance.

<sup>4</sup> Vehicle acquired in 2000. The value of acquisition of the vehicle includes VAT at 17%.

<sup>5</sup> General insurance policy of the Company – if they so desire, each member of the CG, may assume, at their own expense, the monthly cost of extending the insurance to a family member (€ 46.60 for the spouse, € 28.00 for each child while still a minor, and € 46.10 for each child of majority age), as can all Company employees.

The Company's flowchart remained unchanged in 2007, in structural terms. Nonetheless, new Directors were nominated for the areas of Management of Infrastructures and the Safety Authority, in June and September respectively.



Safety Executive  
Commercial Operation  
Infrastructure Management  
Industrial Operation  
Economy and Finance  
Human Resources  
General Administration and Communication  
Legal and Litigation  
Studies, Planning, Budget and Management Control  
Audit  
Information System and Technologies  
Ombudsman<sup>6</sup>

Silva Neves  
Pedro Vazão de Almeida  
João Monteiro Correia  
José Osvaldo Bagarrão  
José Melo  
Paula Martins  
António Mendes Mourão  
Nuno Soares  
Luís Almeida  
José Sequeira  
Carlos Rocha  
Guilherme da Palma Carlos

<sup>6</sup> Autonomous body with its own statute.

The number of active employees on December 31, 2007 was 1,648. The vast majority of employees are highly qualified professionals and qualified professionals or senior, middle and intermediate management employees, distributed across a structure constituted by three fundamental services:

- Commercial Operations (abbreviated as EC), that employs around 56% of employees, dedicated to management of the regular public passenger transport service;
- Infrastructure Management (abbreviated as GI), that employs around 19% of employees, which is responsible for planning and guaranteeing maintenance of fixed infrastructures;
- Industrial Operation (abbreviated as EI), responsible for the maintenance of the circulating material, that employs around 12% of employees;
- The Other Bodies that Report Directly to Management Board (ODDCG's) employ around 13% of employees.

The position of Arbitration Purveyor is an autonomous body, that, while integrated within the Company, has a separate statute, which guarantees it full independence, in particular in relation to the members of the respective Management Board.

The Arbitration Purveyor is essentially responsible for fostering recovery of patrimonial damages (material or moral losses), recommending just and/or equitable solutions in all cases involving divergence or pre-litigation, wherein, whenever possible, a spirit of conciliation or composition of the interests at stake should always prevail.

The ML does not have a General Meeting. All orientations provided by its shareholder/member of the government are transmitted via legal diplomas issued by the Government of the Portuguese Republic. In parallel, the Inspectorate General of Finances and the Tribunal de Contas (Court of Auditors), within the framework of their activities, of inspection and fiscalization, also provide several recommendations in relation to ML.

All employees have access to communication channels to the Management Board of Metropolitano de Lisboa, E.P. through which they may express their concerns and recommendations. Specific forums exist in order to foster dialogue, in particular, periodic meetings are held between the Management Board and representatives of the Workers Committee and representatives of all Trade Unions active in the Company. In addition to these mechanisms, all employees may contact the Management Board through in-house communication channels (email, documentation management amongst others) or via the Workers Committee.

### Principle of precaution

The Principle of Precaution, is incorporated within the business dynamics through the control of the environmental, operational and financial risks.

### Operational risks

The risks associated to the construction stage have a variety of different origins and their control includes compliance with norms within the framework of Occupational Safety and Hygiene. At the level of Safety of premises, the in-house Occupational Safety and Hygiene plans are complied with, together with monitoring of the compliance and effectiveness of these plans through periodic analysis of social indicators. Whenever deemed necessary, or when a complaint is filed, we measure various parameters in order to control internal air quality, noise levels, electromagnetism levels, amongst others.

### Environmental risks

In the context of construction works, initial control is carried out of environmental risks, integrated within the Evaluation of the Environmental Impact of the construction jobs. During the construction job itself, Environmental Monitoring and Backup is based on planning and implementation of initiatives aimed at attenuating any existing negative environmental impacts, in particular noise emissions, air and water contamination, amongst others.

In the final stage, i.e. in operating and maintenance activities, risks continue to be evaluated, in particular in terms of noise levels and vibrations, improvement of air quality and pursue of the Integrated Residues Management Plan.

### Financial risks

There is an in-house Audit Department that periodically carries out analysis of the risk of corruption or illicit practices, together with the effectiveness of, and compliance with, in-house financial procedures.

### Ethics code

On July 1, 2006 the first “Code of Ethics and Conduct of the Metropolitano de Lisboa, E.P.” entered into force, which systematizes the ethical and deontological rules to be observed in day-to-day activities, thereby constituting the structuring principles of our behaviour.

A pioneering initiative in this sector, this Code makes it possible to assume a transparent attitude in relation to our values, skills, and responsibilities and simultaneously project an image of responsibility and modernity.

The Code of Ethics is available for external consultation in the Company’s site and for internal consultation in the Portal. Before entering into force, the Code was distributed to all employees in a paper format and internally disclosed via Metropolitano de Lisboa’s Portal.



## Where we're located...

Location	Designation	Type Of Service
Avenida Barbosa du Bocage, no. 5 1049 - 039 Lisboa	Executive Head Office	CG – Management Board GSG – General Administration and Communication GJC – Legal and Litigation GA – Audit STI – Information Systems and Technologies EPC – Studies, Planning, Budget and Management Control ECI – Commercial Operations – Communication and Image EF – Economy and Finance RH – Human Resources CDI – Information and Documentation Centre
Avenida Fontes Pereira de Melo, no. 28 1069 - 095 Lisboa	Registered Office	GSG – General Administration and Communication Public Relations ECCC – Customers ECCC – In-house Support Centre PA – Ombudsman
Avenida Sidónio Pais, no.1 1050-212 Lisboa	Safety Authority (AS)  Commercial Operation (EC)	ASE – Operating Safety ASP – Safety of Persons and Property  ECH – Human Resources ECQ – Quality and Auditing ECP – Resources Planning ECC – Management of Customers, Sales and Stations ECCR – Management of Revenues and Inspection ECO – Management of Operations ECOP – Central Command Station
Estação Marquês de Pombal Praça Marquês de Pombal 1250-161 Lisboa	Commercial Operation (EC)	ECOA – Blue and Yellow Lines Operations ECCaz – Management of Blue Line Stations ECCam – Management of Yellow Line Stations EC – Customer Support Office ECCF – Inspection Unit
Estação Alameda Alameda D. Afonso Henriques 1000-124 Lisboa	Commercial Operation (EC)	ECOV – Red and Green Lines Operations ECCVd – Management of Green line Stations ECCVm – Management of Red line Stations ECCC – Customer Support Office ECCF – Inspection Unit
Sete Rios	Materials and Workshop Park I (PMO I)	Currently being deactivated/reconverted
Calvanas	Materials and Workshop Park II (PMO II)	EI –Industrial Operation GI – Infrastructure Management
Pontinha	Materials and Workshop Park III (PMO III)	EI –Industrial Operation GI – Infrastructure Management
Estação Alto dos Moinhos Rua João de Freitas Branco 1500 Lisboa	Auditorium of ML	Holding meetings, conferences and/or congresses.

### Events of 2007...

- Closure of the Metro network, from February 16 onwards, with the exception of the stations, Jardim Zoológico, Entre Campos and Restauradores, whose channels remained open in order to permit free travel by passengers holding valid CP tickets, normal users of the Rossio rail tunnel;
- The launch in November of the new “Zapping” multimodal ticket that can be topped up in the 7 Colinas and Viva Viagem cards. This ticket may be used in its initial stage in the Metro or Carris indistinctively, and will subsequently extend to other operators;
- The formal denunciation of two of the Company’s agreements, submitting the respective bargaining proposal to the Trade Union associations in September, given that it had not been possible to resolve a the diferendum that had arisen in 2006 in relation to the validity date of these agreements;
- A significant reduction in the available employees (- 9.7%), as a result of 86 persons leaving the company, 60 of which due to early retirement, as against 29 new entrants;
- Attainment of the lowest level of overtime work (+ 1.92%) recorded in the last decade. Signature, on February 2, of the contract, “Execution of Rough Works between Oriente station and Aeroporto station, of the Red line”;
- Opening and operation of the Alvalade station in October;
- Approval in November, by his Excellency, the Secretary of State for Transport, of the extension of the Metro’s Blue line to the Sintra Line of CP (Reboleira) and preparation of the consequent launch, in January 2008, of the international public tender for award – Construction of the Contract Job of Rough Works;
- Opening of operation on December 19 of the extension to the Blue line – Baixa-Chiado to Santa Apolónia.
- Attainment of a negative net result for the financial year, of € 144,222 thousands, around 1.9% lower than that recorded in 2006, essentially explained by the 5.4% improvement in operating results and 4.2% improvement in extraordinary results.
- The 25.4% increased in standardised EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) passed from € - 39,277 thousands in 2006 to € - 29,310 thousands in 2007, after restructuring begun in 2007 (and extended to 2008) reduction in the number of active employees and deduction of other restructuring costs;
- Significant reduction in Shareholders Funds, falling to the amount of € - 56,678 thousands.

### Our Expansion Plan

Implementation of the Network Expansion Plan (PER) currently in progress, will make it possible to extend the Metro network up until 2012, by 7.2 km, incorporating 7 new stations.

Fundamentally developed along the Red line, the plan will make it possible to significantly reinforce interconnectivity between lines. In parallel, new key Intermodal interfaces are being built in order to achieve better articulation of the Lisbon Metropolitan Area's transport service, in Cais do Sodré, Terreiro do Paço and Reboleira.

#### Blue line – Baixa Chiado/Santa Apolónia

Inaugurated on December 19, 2007, extension of the Blue line to Santa Apolónia, made it possible to provide two new stations – Terreiro do Paço and Santa Apolónia, which are fundamental for improvement of the public transport service.

Although this extension is already in operation, complementary works still in progress will be concluded in 2008:

- Restitution of the “Cais das Colunas”;
- Execution of the exterior landscaping in the zone of the Terreiro do Paço station, that is expected to be concluded by the end of 2008, in order to make it viable to conclude the works in 2009.

#### Blue line – Amadora Este/Reboleira

Extension of the Metro's Blue line to the Sintra railway line, achieved through the Reboleira Intermodal station. This aims to foster integration of suburban railway infrastructures and respective use of the collective transport systems, in order to impede growing use of cars and foster access to urban centres.

Authorized by an Order issued by the Secretary of State for Transport on November 20, 2007, this extension, will contemplate the execution of 580 m of galleries, a new interface in Reboleira, where the metro station will be located, together with a terminus for inversion of the train compositions.

In 2008, following the respective public tender, the design and construction of this extension will be awarded. Also in 2008, work will begin on the Report on Environmental Conformity with the Implementation Project (RECAPE) as foreseen in the Environmental Impact Statement (DIA) issued in July, 2007. Conclusion of this extension and its entry into operation is scheduled for 2011.

#### Red line – Alameda II/S. Sebastião II

Considered to be the main priority amongst the current extensions in progress, in terms of network operability, extension of the Red line, from Alameda to S. Sebastião (authorized by an Order issued by the Ministry of Planning and Territorial Administration 20 308/99, of September 22), aims to increase the interconnectivity between lines and consequent management of the network in a more effective and balanced manner.

With an extension to be built of 1.8 km, this extension will be developed from the Alameda II station in direction towards Campolide, establishing connections, with the Yellow line in Saldanha and with the Blue line in S. Sebastião.

Its execution also contemplates the construction of a service branch network in S. Sebastião, between the Red line and the Blue line, in order to enable direct access of Rolling Stock to the Materials and Workshop Park in Pontinha (PMO III).

The construction job for the Rough Works in the Saldanha and S. Sebastião stations and the mining tunnel connecting to the terminus in Alameda is currently in progress.

In order to enable opening of this extension in August 2009, (including the service branch network and remodelling and refurbishment of the Saldanha station, in the Yellow line, and the S. Sebastião station, in the Blue line, the construction jobs for the finishings in the stations and installation of rail infrastructures and equipment will begin in the near future.

This extension, has been financed via the Cohesion Fund (up until the maximum amount of € 98 millions), from the State Budget via the Programme of Investments and Development Expenses of the Central Administration (PIDDAC) and through debt financing.

### **Red line – Oriente/Aeroporto**

Extension of the Red line from the Oriente station in direction towards the Airport, is of great strategic importance in articulation between terminals of the national and international passenger transport networks with the Lisbon Metropolitan Area's transport system.

Authorized by an Order issued by the Ministry of Public Works, Transport and Housing (MOPHT) 969/2004 of January 15, studies associated to its implementation were initiated in 2004, planning an additional 3.3 km of new network and 3 stations: Moscavide, Encarnação and Aeroporto.

As a result of the writ of injunction filed by one of the bidders during the tender stage, which led to postponement of the award, construction of this extension only began in 2007. In 2008 and 2009 the Metropolitan will attempt to recover the delay resulting from the late award.

This expansion is financed by the Cohesion Fund (up to a maximum amount of € 149 millions), the State Budget – PIDDAC and the financial market.

### **Expansion and remodelling of the Green line stations**

Due to questions predominantly associated to symmetry of the network's operations, standardization of the offer and accessibility for citizens of reduced mobility, this project, aims to endow all Green line stations, with 105m platforms, i.e. with the capacity of offering trains with six carriages.

In 2007 the expansion works of the Roma and Alvalade stations were concluded. In 2008 reinstallation works of the respective lifts will be concluded, together with the restitution of the landscaping at the surface of the Alvalade station.

In line with the improvements made in the Alvalade and Roma stations, the platforms in the Arroios and Areeiro stations will also be enlarged. The Anjos and Intendente stations will simply be subject to refurbishment works since they can already handle trains with six carriages.

In 2008 a public tender will be launched for expansion and remodelling of the Areeiro station and projects for interventions in the Intendente, Anjos and Arroios will continue to be developed.

### **Cais do Sodré and Terreiro do Paço Interfaces**

The Lisbon metro is also responsible for building two important Intermodal structures: the Cais do Sodré Interface and the Terreiro do Paço Interface.

Implementation of these infrastructures is essential in order to reinforce the inter-modality other transport system – achieving a significant impact on the quality of service provided to customers of the different modes of transport that congregate in these two locations (metro, railway, river transport and road transport).

### Cais do Sodré Interface

The interventions in progress, contemplate the remodelling of the Cais do Sodré railway station, together with construction of a River Terminal constituted by a building and 4 mooring pontoons (one of which to be used for “ferries”).

In light of the advance status of implementation of this construction job, it will include enlargement of the “ferries” building and execution of exterior landscaping and streets around the Interface, together with the conclusion or the contract job for the finishings, low voltage power supply and Heating, Ventilation and Air Conditioning (AVAC) of the building of Portuguese Railways (Comboios de Portugal – CP) and the National Railway Network (Rede Ferroviária Nacional – REFER).

It will still be necessary to carry out the exterior landscaping in the zone of the Praça do Cais do Sodré, which is dependent upon Lisbon Municipal Council’s plan for this zone. As in other interventions, ML has incurred a significant set of expenses in this interface, on account of third parties in particular Transtejo, that have still not yet been regularised.

### Terreiro do Paço Interface

Using a similar concept to the Cais do Sodré Interface, the project for this Interface, with financing from the European Commission – Cohesion Fund, contemplates the execution of River terminal constituted by five mooring pontoons, together with a building with staggered construction.

This Interface should enter into operation in December, 2010. The following stages will be implemented in 2008:

- Execution and conclusion of the maritime works initiated in October 2007 (installation of pontoons and execution of the wave absorption system);
- Start of the first stage of the construction job of the Rough Works of the River Terminal building – reinforcement and establishment of new foundations for the Continelli Telmo building, transferring the construction of two new blocks to a second stage.

### Our commercial plan

In light of the important role played by the Company in implementation of the strategic guidelines set for the Transport sector in the Grand Options of the Plan 2005–2009, in particular in relation to promotion of the Lisbon Metropolitan Area’s Transport System and development of the contactless ticketing system, the activity developed in this area is orientated by reinforcement of intermodality in the various aspects, together with improvement of the quality of service provided, without overlooking the necessary economic rationale, which is fundamental for sustained development of the Company.

The following events are scheduled for the 2008–2010 period:

- Reopening of Refer’s Rossio tunnel;
- Implementation of Rock in Rio;
- Extension of the Red line to São Sebastião.

On the basis of these expectations, the Forecast Demand Plan for 2008–2010 was drawn up together with the respective Supply Plan, contemplating the following rationalization measures of operations:

- Reduction in 2008 in the Yellow line of the number of carriages in each train composition (from 6 to 3) in the night-time period and on Sundays and public holidays as has been the case in the Blue line since the fourth quarter of 2007;
- Increase in the levels of supply in the Red line as a result of the introduction of train compositions with six carriages on working days.

Alongside these initiatives, aimed at improving the supply, quality of service and in view of the necessary rationalization of operating costs, the Company has analysed the viability of implementing driverless automated operation. This measure will make it possible, in addition to the above-mentioned advantages, to increase the frequency of circulation up to 90 seconds.

Nonetheless, in a logic of maintaining the current driving system, in light of forecast demand and supply plans, there is likely to be a slight increase in the occupation rate of rolling stock up until 2010.

In terms of revenues, in light of forecast demand, together with the expected repercussions as a result of the recent alteration of the tariff system (as a result of introduction of the “Zapping”<sup>7</sup> single multimodal ticket and elimination of magnetic tickets) a demand forecast has been made, assuming implementation of the following initiatives in the next three-year period:

- Consolidation of the – “Zapping” single multimodal ticket;
- Development of the totally contactless ticketing system, in the 7 Colinas or Viva Viagens<sup>8</sup> and Lisboa Viva format, thereby completely substituting magnetic tickets;
- Development of the possibility of topping up tickets, in particular the “Zapping” ticket, in the Lisboa Viva card;
- Widespread application to all Operators working within the Lisbon Metropolitan Area, of dematerialisation of season tickets, with implications in terms of reduction of fraud;
- Implementation, in articulation with Otlis, of benefit solutions for users of the Lisboa Viva card, in partnership with other bodies (as already occurred in 2007 with Lusomundo and Lisbon Zoo);
- Launch of Marketing campaigns, in articulation with the other Operators, in particular with Carris, in order to build customer loyalty for new public transport customers, in particular for users of the Metro.

## Our economic plan

### Operating income

In pursuit of the cost contention policy implemented over recent years, the budgetary exercise for the 2008-2010 period is orientated by rigorous control of growth of production costs, aimed at improving operating results.

In terms of staff costs, we aim to maintain a constant level of employees over the 2008-2010 three-year period, integrating the dynamics of the Company’s two agreements, together with the provisional costs related to retired and pre-retired employees, the absenteeism rate and overtime. Although the reduction in the number of employees enabled a reduction of

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<sup>7</sup> Created in November 2007, this ticket makes it possible to make trips, indifferently between the adhering operators (at present, in this first stage, in the Carris or Metro), by topping up money in a contactless card, with optimised tariffs for joint itineraries.

<sup>8</sup> Same product with a new denomination.

### Our environmental plan

Metropolitano de Lisboa, as a Public Transport Operator and the Company responsible for the construction, maintenance and operation of a vast set of infrastructures, will provide continuity, over the next three-year period, of implementation and improvement of the environmental procedures adopted within the Company.

In relation to air quality, the Company will monitor the study, “Evaluation of the Evolution of Air Quality and Atmospheric Issues associated to Expansion of the ML” (Campo Grande/Odivelas and Alameda/ S. Sebastião section), aimed at evaluating whether or not these forms of mobility induce alterations in the level of air quality in the Lisbon area.

In terms of operations of the service, the Company plans to begin the process of implementation of an Environmental Management System (SGA) on the basis of the NP EN ISO 14001:2004 standards in order to achieve Environmental Certification of the Company.

This project aims to achieve continuous improvements in environmental performance, involving updating of environmental legislation and improvement of the Integrated Residues Management Plan, and implementation of various studies related to the following variables: noise, vibrations, water, air, residues, amongst others.

The SGA will also constitute an essential tool for increasing the Company’s energy efficiency, including creation of indicators that will make it possible to achieve evaluation, correction and continuous improvement of energy performance.

### Our in-house social plan

After recording a significant reduction in the Company’s employees in 2007, as a result of the introduction of exceptional management measures relating to early retirement, the 2008–2010 period will be characterized by consolidation and relative stabilization of employees, together with a reduction in the rate of rotation of employees, in comparison with 2007.

The country’s socioeconomic outlook implies continuation of restrictive and rational cost management, notwithstanding the increased inherent difficulties in terms of management of the social climate and collective bargaining.

Given that increased productivity is one of the greatest challenges faced by human resources management, as the driving force of the Company’s sustained development, a series of measures and initiatives will be implemented over the next three-year period, aimed at improving productivity. New forms of Organisation of the workforce will also be adopted that make it possible to optimize the effective utility of workers during the working period and their respective employability.

Given that the Company has a constant commitment to professional training as an instrument of development of the skills and potential of its employees, with a significant impact on productivity levels, there are plans to increase behavioural and technical-professional training, through inherent contractual training and continued acquisition of new, modern equipment and technologies, together with English-language training for employees in direct contact with the public or involved in technical functions where mastery of English is essential.

Alongside these initiatives, as in previous years, ML’s representatives and technical experts will continue to take part in the main informational and training organisations organized by international institutions, to which ML is strategically associated, in particular the International Association of Public Transport (UITP) and the Latin American Association of Underground Networks & Subways (ALAMYS).



## Ferconsult, S.A.

Profile 2007	
Main products and services	
Co-ordination and inspection of works studies and projects	
Safety and the environment instrumentation, topography and geology	
Geographic location	
Head office – Lisbon	
Several employees distributed across locations where projects are being implemented	
Net sales	€ 21,815,027.27
Total capitalization	€ 894,014.67
Number of employees on December 31	227

Ferconsult – Consultoria, Estudos e Projectos de Engenharia was founded in 1991, at the initiative of Metropolitano de Lisboa, (Memorandum and Articles of Association of Ferconsult, published in the Diário da República, III Series, no.161, July 15, 1992), as a public limited company (sociedade anónima), 100% owned by Metropolitano de Lisboa, E.P. Constituted as an instrumental company of ML, Ferconsult inherited first class human capital and know how for “studies and projects and provision of consultancy services in the fields of engineering and transport, organisation and coordination of public tenders for the award of contract jobs and supplies, budgeting and inspection of works”.

### Our mission

To provide multidisciplinary added-value services to customers in the area of engineering, contributing towards sustainable development of Portugal, personal and professional fulfilment of its employees and remuneration to its shareholder.

### Our vision

To be a national provider of transport engineering services that promote sustainability, a market leader in Portugal with a growing portfolio in the international field, representing 10% of its total turnover in 2010.

### Our values

- Professionalism;
- Integrity;
- Ethics;
- Solidarity with the Client.

### Our strategy

- To lead the land transport market – the Metropolitan, Rail; Road and Interfaces market.
- Sustain business with ML’s clients via:
  - Development of new business opportunities: environment, safety, instrumentation, geology, inspection of infrastructures, advanced management of contract jobs, inspection of operation and maintenance.
  - Development of new more sustainable business opportunities;
  - Reduction in traditional inspection and project drafting activities.
- Conquer new clients through innovation, specialised know-how and differentiation, for traditional activities (project drafting, coordination and inspection, launch of public tenders), together with new business areas.
- A firm commitment to an expansion plan in international markets:
  - In familiar markets or nearby markets: Algeria, Libya, Morocco;
  - In Eastern Europe.
- Develop partnerships
  - Principally in the external market, or in the domestic market in complementary markets to Metropolitan transport.

With a 17-year track record, it has marked a presence in all national Metro contract jobs, providing a wide array of services that cover the entire life cycle of the project, from the design stage until entry into operation of the contract jobs.

1990	• <b>September</b> – approval of ML's Network Expansion Plan (PER)
1991	• <b>October</b> – transformation of GNE into Ferconsult • <b>November</b> – constitution of ENSITRANS – Engenharia e Sistemas de Transportes, by Ferconsult and SENER, in pursuit of the Network Extension Plan and collaboration on other projects with interests in Portugal, Spain, the South American market and North Africa; • Creation of the new Contract Jobs Office (GNE) dedicated to the expansion of ML's network. • Head office of Ferconsult installed in a building in Alameda das Linhas de Torres. • Management Board of ML is appointed. Mr. Carlos Augusto Xavier de Quadros (Eng.) is resident director.
1992	• The first Board of Directors is constituted, chaired by Xavier de Quadros, with members Luís Gama Prazeres and Vitor Espírito Santo. • Beginning of contacts with institutions in the area of Oporto and other neighbouring municipalities for implementation of preparatory studies for a network that will serve the region. • <b>October 6</b> – adjudication contracts signed for remodeling the Lisbon Metropolitan transport system.
1995	• Study of transport systems and feasibility of common transport services in Macao, China.
1997	• The project manager, Metro Ligeiro do Mondego S.A., commissions the consortium formed by Ferconsult and Febritas to analyse and develop an implementation proposal. The plan is to remodel the Lousa branch network, which serves Mondego, Coimbra and Miranda do Corvo.
1998	• Expansion of the metro to the Expo'98 zone
1999	• Conclusion of the Study of the Urban Impact of the Metrofor – Brazil project
2004	• An Iberian partnership is constituted between Ferconsult, Metropolitano de Lisboa, Barcelona Metro and Sener Ingenierie y Sistemas aimed at operating in the international transport market. • Statutory alterations, reorganisation and alterations in the company's strategy/revision of the strategy.
2005	• <b>December 7</b> – extinction of the human resources area, attributions integrated within the Finance and Administration area. • 1st Plan of activities and budget drawn up
2006	• <b>May</b> – coordination, drafting and inspection of the Oran tramway in Algeria
2007	• <b>January</b> – Organisational restructuring of the company.

Ferconsult's registered office is located in Rua Xavier Araújo, Lisbon, in the building above the Laranjeiras Metro station.

Ferconsult, as a consulting company, intervenes in various business areas, in particular:

- Inspection and coordination of works;
- Studies and projects;
- Safety and the environment;
- Instrumentation, Topography and Geology.

In Portugal, Ferconsult is present in all national contract jobs associated to underground and surface Metropolitan services, in particular:

- Metropolitano de Lisboa (ML);
- Metro do Porto (MP);
- Metro Ligeiro do Sul do Tejo (MST);
- Metro Ligeiro de Superfície de Lisboa;
- Metro Ligeiro do Mondego (MLM);

At the international level, Ferconsult has also been present in various continents:

- Metro de Fortaleza (Brazil);
- Metro de Macau (China);
- Rede Ferroviária de Alta Velocidade (Portugal/Spain);
- Metro de Argel (Algeria);
- Metro de Oran (Algeria);
- Metro de Dublin (Ireland);

## Our strategy towards Sustainability

A series of guidelines and strategic objectives were established in 2007 that framed the activity pursued during the financial year. Due to their importance and the time required for their implementation, several of these guidelines and objectives were extended beyond 2007, into 2008.

Macro Objectives	Objectives		Our foundations of Sustainability		
	2007	2008	Value Creation	Management of Human Capital	Customer Satisfaction
Improvement of in-house production Repositioning of the company in the engineering consultancy market	Creation of structured and measurable objectives		●		
	Creation of structured and measurable objectives		●	●	
	Involvement of employees in the definition of targets and the company's strategy		●	●	
	Elevation of production areas in to Departments		●		
	Attribution of the commercial function to production		●		
	Development of a cost control philosophy/operational management control		●		
	Concession, implementation and certification of the Quality Management System (ISO 9001:2000)		●		●

At a time in which the Portuguese economy has suffered constraints in terms of economic growth, Ferconsult has inverted this tendency. These achievements and consequent results derive from a sustainable management model that is now establishing its first steps, achieved through the following:

### Implementation of a management system and control of objectives, based on a quality and sustainability policy...

...the Quality Management System was designed to establish this system as a central element in the company's operation. For the Quality Management System, a process-based approach was adopted, with establishment of objectives based on the dynamics of continuous improvement. This system aims to respond to business success, creating value for the shareholder and satisfaction for our Clients.

### Commitments to the company's premises and corporate image ...

...a series of refurbishment works have been carried out in the head office building, in order to enhance a corporate image more suitable to a modern and functional engineering consultancy firm.

### Implementation of internal management policies guided by enhancement of human capital ...

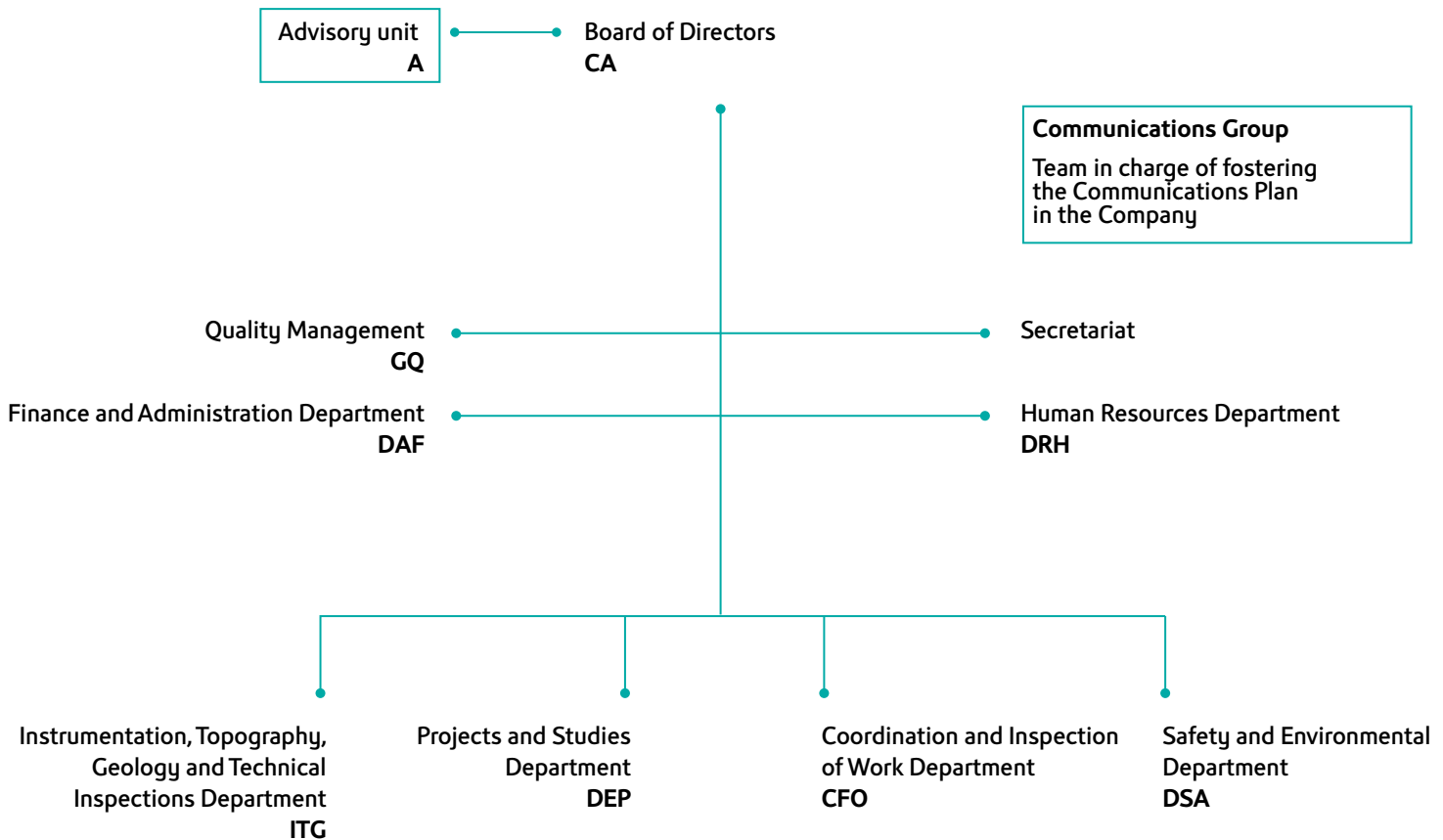
... through involvement of employees in the definition of targets and the company's strategy and a strong commitment to employee training.

### Implementation of strategic partnerships, that will contribute towards our national and international expansion.

### Our Corporate Governance structure

The company's current structure is based on autonomous business units, supported by advisory and support units and a quality management unit.

The Board of Directors is advised in its functions by a set of Advisers and a Quality Manager.



The current Board of Directors (CA), appointed in an Extraordinary General Meeting of Ferconsult – Consultoria, Estudos e Projectos de Engenharia de Transportes, S.A. held on November 14, 2006, is constituted by three members, one of which is designated as the Chairman and has the mission of providing strategic guidance to the Company.

Various mechanisms enable ML to ensure that the guidelines they issue to Ferconsult are observed. First and foremost because ML holds 100% of Ferconsult's share capital and two of the members of Ferconsult's Board of Directors are also members of ML's Management Board, including the Chairman. The mechanisms whereby ML can make recommendations to Ferconsult's Board of Directors include Service Orders issued by ML and Orders and Deliberations issued by ML's Management Board. All members of the Board of Directors, including the Chairman, exercise executive functions.

## Competencies of the members of the Management Board of Ferconsult, S.A.

Joaquim Reis Chairman	<ul style="list-style-type: none"> <li>• Institutional Representation of Ferconsult</li> <li>• Finance and Administration Department</li> </ul>
Morais Correia Executive Director	<ul style="list-style-type: none"> <li>• International Projects</li> </ul>
Amílcar Monteiro Executive Director	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Budgeting and Management Control</li> <li>• Production areas: Studies and Projects, Inspection of Works, Safety and the Environment, Instrumentation, Topography and Geology</li> <li>• Human Resources.</li> </ul>

The company has six departments, four of which constitute business areas (Production Departments) denominated Job Inspection and Coordination Department (CFO), Studies and Projects Department (DEP), Instrumentation, Topography, Geology and Technical Inspections (ITG) and the Safety and Environment Department (DSA). There are also two support departments, entitled the Finance and Administration Department (DAF) and the Human Resources Department (DRH).

In order to support the Organisation in implementation of the communications plan, a dynamising group has been established – the Communications group.

### Principle of precaution

The principle of precaution is incorporated within Ferconsult through the guidelines established in the Code of Business Conduct, published on February 14, 2005, which establishes the guidelines and principles for procedures to be adopted by all of the company's employees either in interpersonal relations or in relations to be established with other bodies.

### Operating risks

The risks associated to Ferconsult's activity, either in terms of inspection and monitoring of the various contract jobs or in drawing up studies of projects, have various origins and their control includes compliance within occupational safety and hygiene norms. In terms of the safety of premises, internal occupational hygiene and safety procedures are complied with, together with monitoring of compliance with the effectiveness of these norms, through periodic analysis of social indicators. In 2007, an internal emergency plan and procedures for controlling alcoholism were developed.

At the internal level, we intend to initiate implementation of an internal Occupational Health and Safety management system in 2008, in accordance with the NP 4397:2001 norm.

### Environmental risks

In the context of our environmental management activities of contract jobs and real estate ventures, initial control is made of the environmental risks integrated within the Evaluation of the Environmental Impacts of these projects.

Ferconsult's activity does not generate any major environmental impacts, however, at the internal level we intend to begin implementation in 2008 of an in-house Environmental Management System in accordance with the ISO 14001:2004 norm.

### Financial risks

Ferconsult has implemented a suitable internal control system and aims to guarantee compliance with established procedures and effective control of the transactions and operations arising from the services provided and internal activities. In this manner it is possible to guarantee suitable accounting control that makes it possible to analyse the company's evolution either for management purposes or for inspection and auditing purposes.

### Code of ethics

In the Code of Business Conduct, each employee's obligations are defined in order to avoid conflicts of interest.

The company assumes that all persons exercising functions constitute the key for sustained and long-lasting success, as a result of which it encourages individual responsibility, loyalty and dedication, guaranteeing employees respect for their good name and dignity, justice and equal treatment, suitable compensation for the work carried out, and the possibility of enhancement from the perspective of personal freedom and solidarity.

### Our development plan

In 2007 we began restructuring our Organisation, aimed at achieving global improvements in our business performance. The key objectives defined at the time were as follows:

- Improvements of internal productivity;
- Repositioning of the company in the engineering consultancy market.

#### Oran Tramway – 1st light metro line in Oran, Algeria

"This project includes development of design and engineering aimed at implementation of Oran light metro.

The future Oran Light Metro line has an extension of 17.7 km, with 31 surface stations in two directions that converge in the centre of Willaya d'Oran and a viaduct measuring 230 m.

The intersection zones with road and passenger transport and parking for private vehicles, will be implemented in the extremities of the network in several intermediate points.

Provision of services by Ferconsult and by Metropolitano de Lisboa – Topography; affected Services; Geology and Geotechnics; draft projects for draining the railroad, and structures – includes definition of all aspects within the rail system, together with definition of the territorial reorganisation works of infrastructures and public spaces affected by installation of the light metro system, by the intersection zones and car parks, and also in terms of the design, launch of public tenders and monitoring of works, manufacturing and installation of systems and equipment.

The objectives of the provision of services consist in defining implementation of the Oran Light Metro, specify the equipment necessary for operation, provide assistance to the job owner (EMA) at the time of all public tenders for the building works and supply of material and equipment and also inspect / control the implementation of works, manufacturing and assembly until the placement into service of the system and monitoring of the feasibility objectives and application of warranty requirements during the first year of operation.

This contract foresees a duration of 39 months for implementation of all the proposed works and a further 12 months of technical assistance, scheduled to be concluded in July, 2010."

*In JML – Rui Peças*

A series of profound alterations in the company's internal operation were therefore concluded in 2007. The management commitment was primarily targeted towards the interior structure of the Organisation, in an attempt to ensure the suitability of the organisational structure and procedures to the company's real needs, fostering the involvement of all employees in order to attain objectives. The key objective set for 2008 is the commercial commitment to attracting new business.

#### Ferconsult in Dublin

Providing continuity to the policy to conquer new markets, Ferconsult, as Neopoul's subcontracted party, is included within the Draughtsmen's Consortium led by ARUP, that recently guaranteed award of a contract for Design and Construction of the Green line, B1, Dublin Metro Network, Sandyford/Cherrywood extension.

This project, related to the Dublin Light Metro System – LUAS 2 – has an extension of 7.5 km, 12 stops and 4 viaducts, covering a total distance of 1.3 km.

The services to be provided by a team of technical experts from Ferconsult and Metropolitano de Lisboa are as follows:

- Project for implementation of the layout and implementation of the railroad.
- Material and workshops Park and corridor.
- Study of flow diagrams for the B1 extension.

#### LUAS 2 Line B1

Andyford – Cherywood

- 7.5 km extension
- 12 stops
- 4 total viaducts = 1315 m
- (490+500+20+305)
- Citadis 401 train (40 m)
- Width 2.4 m
- Speed 70 km/h (LRT)
- Maximum speed 90 km/h Metro Vehicle

In 2008, continuation will be given to the work initiated in the area of human resources in its various aspects (qualification, selective recruitment and training) and management control. On the other hand, several of the Production Departments will be subject to internal adjustments in their organisational structures, in order to optimise the value chain of the business procedures. The Production Departments will have their competencies reinforced, in line with existing capacity and demonstrated performance, foreseeing that in 2008 it will be possible to advance towards progressively endowing them with administrative and financial Competencies.

In 2008 a management by objectives system will be started in the company, aimed at guaranteeing alignment of all employees with the company's strategic guidelines.

In the context of the aforementioned initiatives and in order to ensure compliance with the defined targets, in 2008 Ferconsult will concentrate its activities on attracting new business, in order to fill the portfolio of orders in new markets (internal and external) and with new clients. In relation to external clients, while maintaining the global objective of broadening the scope of activities within the transport sector, consideration will be made of the hypothesis in specific cases of intervening in areas such as architecture, the environment, instrumentation and safety. In external markets the company will continue to make a firm commitment to the North of Africa, Algeria, Morocco and Libya.

As a client of ML, the company aims to introduce new business proposals, above all in the area of the environment, but also in terms of development of market studies and possibilities of extending the network.



## Objectives for 2008

## Human Resources Department

- Administrative management of human resources
- Development of the welcome programme in the company
- Management of development of human resources
- Implementation of the performance management system (SGD) by objectives;
- Implementation of the salary policy;
- Implementation of the career policy;
- Occupational hygiene, health and safety
- Implementation of the internal emergency plan (PEI)
- Promotion of training in first aid care;
- Communication in the company
- Promote the development of institutional communication;
- Coordination between the company's internal and external communication (company site, external events);
- Renovation of the company's corporate image/renovation of the corporate stationery.

## Finance and Administration department

- Finance and management area
- Consolidation of cost accounting;
- Verification of results on a quarterly basis, establishing a reporting system with management indicators;
- Computing Department
- Development of various databases in order to support the business;
- Implementation of management control (third stage);
- Conception of a new "external" site aimed at improving the company's image.

## Coordination and Inspection of Works department

- Implementation of the Quality Management System in inspections/projects and monitoring of the system in order to improve it;
- Implementation of an information management system that responds to the coordination and inspection needs of works;
- Continuation of the commitment to training, fostering the personal development of employees in the area of project management and computing tools;
- Focus on national and international sectors and areas with sustainable growth and potential, in particular in terms of rail infrastructures, light metro and underground metro.

## Studies and Projects department

- Development of commercial activity targeted towards attracting projects in the areas of transport and urban and territorial re-planning.
- Conclusion of project still under way for the Red line: Alameda, Campolide and Oriente – Aeroporto, and remodeling of stations in the Green line.
- Proposal for the implementation of new projects for the Lisbon Metro, in particular the extensions Rato – Estrela and Oriente – Campo Grande.
- Conclusion of the projects for the Algerian Metro and provision of consultancy services to EMA.
- Planning of the new Bir-el-Djir line, for the EMA-Tramway of Oran.
- LUAS Project – Line B1 for Dublin Metro

## Safety and Environment Department

- Preparation of safety projects (ML and other clients);
- Attracting new clients, for project safety management and job safety management;
- Preparation of new projects (energy audits, a consultancy for implementation of a solar energy system, noise maps) for ML.
- Attracting new clients, diversifying working partnerships;
- Implementation of an environmental management system in the company.

## Instrumentation, Topography and Geology department

- Expansion and improvement of the rate of return from services provided, aimed at guaranteeing the future sustainability of the department's activities
- Continuation of the expansion of activities in the framework of the department's core business, through analysis of business opportunities in the market beyond the client ML, with competitive prices in these markets.

## Ensitrans, A.E.I.E.

Profile 2007		
Main products and services Transport Systems Engineering Consultation, project, management and inspection of developments Technical support for planning, conception, project and running of metro railways and other transport systems.		
Geographic location No own facilities		
	Net Sales	€ 4,794,136.94
	Total Capitalisation	€ - 924,554.30
Number of employees as of 31 December		0

Set up in 1992, Ensitrans brought together the prestige, know-how and experience of four companies acquired in over 50 years – Metropolitano de Lisboa, Ferconsult, Sener and Transportes Metropolità de Barcelona – leaders in the Iberian rail transport market. Ensitrans is a European economic interest grouping whose objective is the provision of services in the area of transport systems engineering. The multidisciplinary nature of the more than 10,000 company employees who make up the grouping, allied to organisational flexibility and the proven experience of all of the companies makes Ensitrans the biggest transport systems grouping in the Iberian Peninsula and one of the most important in Europe.

Through Ensitrans we provide a wide variety of services, including consultation, project, management and inspection of developments and technical assistance for planning, conception, project and running of metro railways and other transport systems.

In operation for 17 years, Ensitrans has made its presence felt in the main Iberian rail developments:

- Metropolitano de Lisboa
- Metropolitano de Bilbao
- Metropolitano de Valência
- Metropolità de Barcelona
- Metro Sul do Tejo
- Metro do Porto
- Rede Ferroviária de Alta Velocidade

Of its wide experience outside of the Iberian market, of note is the participation of Ensitrans in developments such as:

- Metro de Fortaleza (Brazil)
- Metro de São Paulo (Brazil)
- Metro de Medellín (Colombia)
- Metro de Buenos Aires (Argentina)
- Metro de Santiago (Chile)
- Metro do Cairo (Egypt)
- Metro de Argel (Algeria)

Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E, a European economic interest grouping, is made up of the following companies:

Metropolitano de Lisboa, E.P.	5%
Transportes de Barcelona, S.A. e Ferrocarril Metropolità de Barcelona, S.A.	20%
Sener, Ingeniería y Sistemas, S.A.	30%
Ferconsult – Consultadoria, Estudos e Projectos de Engenharia, S.A.	45%

## 4. Our position towards sustainability

GML operates mainly in the transport and services sector and, as such, follows the strategic guidelines defined by the Ministry for Public Works, Transport and Communications:

- Improving the efficiency of the transport system;
- Contributing to economic development and to territorial social cohesion, at the national and European level;
- Increasing the sustainability of the transport system.

One of the concerns of the European Union transmitted in the Commission Communication of 15 May 2001 – Sustainable development in Europe for a better world: European Union Strategy in favour of sustainable development states that “Traffic congestion has been increasing rapidly and is reaching a situation of paralysis. This phenomenon essentially affects urban areas which are also facing other problems such as, for example, city centre degradation, expansion of suburban areas and concentration of serious poverty and social exclusion”.

GML, aware of these concerns, incorporates these directives into its activity, constantly reinforcing its sustainability strategy, aiming its vision coherently and with a long-term view of promoting public transport and attracting new customers in the pursuit of an increase in sustainability in the sector.

The Stockholm European Council, in March 2001, determined that the Lisbon Strategy should be completed with the inclusion of an environmental dimension, thus bringing together the three dimensions of sustainable development – economic development, social cohesion and environmental protection. This policy guideline was put into practice by the Gothenburg European Council in June 2001, with the adoption of the European Union sustainable development strategy, which recognised the need for urgent action to be taken in four priority intervention areas: climate change, sustainable transport, public health risks and natural resources.

Article 6 of the European Union Treaty states that “environmental protection requirements should be integrated into the definition and application of EU policies”. Thus the EU strategy for sustainable development, approved by the Gothenburg European Council in 2001, underlines the political imperative that all policies have sustainable development as their main objective.

The National Strategy for Sustainable Development (ENDS 2015), published in August 2007, and the National Land Ordinance Policy Programme (PNPOT), approved in September 2007, in association with other strategic instruments, namely the National Strategic Reference Framework (QREN) for the period between 2007 and 2013, form the national sustainability policy.

Of the basic environmental policy instruments that will mark the development of the country in coming years, the most important are the National Climate Change Programme (2006 PNAC), the National Emission Ceilings Programme (PTEN), the Waste Management Framework Law, the Strategic Plan for Solid Urban Waste (PERSU II) and the Strategic Plan for Water Supply and Waste Water Management (PEAASAR II).

With regard to national legislation, Order no. 26 811/2004 (2nd series), of 6 December 2004, issued by His Excellency the Secretary of State for Transport and Communications, determines that “Operating reports and annual accounts from transport sector companies shall now include information relative to the social and environmental aspects of their activities, commencing with the documents relative to 2005”.

Within the context of national companies, a 2007 study by Heidrick&Struggles showed that the performance of the State Business Sector (in this specific case represented by various public transport operators including Metropolitano de Lisboa, E.P.) is very close to the overall average of the study, presenting a value of 62% against the overall average of 65%, relative to the comparison with Best Practices and with Sustainability Reference Practices in multinationals and in national companies. With regard to the values for 2006, the indicators that public companies need to improve and/or report (whose value is below the overall average of 65%), and which represent the main challenges of this sector, are the following:

- Code of Conduct, Corruption and Bribery;
- Government Model;
- Environmental Performance (Eco-efficiency);
- Environmental Policy and Management;
- Social Responsibility; and
- Indicators of labour practices.

In terms of Environmental Dimension, public companies are standing out positively in the criterion of Environmental Reporting. In the Management Dimension, public companies are standing out positively in Customer Relations Management (with a score of 85%) and in Risk and Crisis Management (with an index of 76%, but even so, still below multinationals). Finally in the Social Dimension, public companies are standing out positively in the criterion of Social Reporting (with an index of 78%, but even so, still below multinationals).

According to the Sustainability Reference (national and multinational) Practices, the focus areas for the future (where the gap is higher than 20%) are the following:

- Management of Relations with investors or shareholders
- Risk and Crisis Management for the Company Business;
- Government Model;
- Environmental Performance (Eco-efficiency);
- Environmental Policy and Management;
- Environmental Reporting; and
- Indicators of labour practices.

## Risks

An increase in internal wealth of a country leads, in a first phase, to an increase in car ownership, given that cars are associated with a certain social status. However, it can be seen that in countries with a higher Gross Domestic Product (GDP) people are more environmentally aware, opting in much larger percentages for the use of public transport. In Portugal, there has been a reduction in the annual rate of increase in wealth production since 2000; this, however, has not been accompanied by a corresponding reduction in the consumption of primary energy and in greenhouse gas emissions (Environmental Status Report, 2006).

Thus, we can conclude that despite the decrease in Portuguese purchasing power, people are still using individual transport in detriment to public transport. This fact leads us to wonder about the motives behind this inversion and how we can combat this risk and this tendency.

In 2006, only 49.6% of young people (20–24) in Portugal had completed the highest level of secondary education (Year 12), well below the EU-25 average (77.7%). Portugal had the second highest school drop-out rate in the EU-25 in 2006 – Environmental Status Report, 2006.

Environmental awareness is very often accompanied by a higher level of educational qualifications or greater school aptitude. People who are more aware of environmental matters and the pressing nature of sustainability at global level are generally those who are more willing to change their habits, to change their attitudes in order to achieve what is ethically correct and which therefore has a normative value with enormous opportunity costs.

## Opportunities

The sixth Community Environment Action Programme and the Renewed European Sustainable Development Strategy (2006), in conjunction with the re-launched Lisbon Strategy (2005), present as the overall goal of the EU the attainment of sustainable production and consumption standards. Bearing in mind quality of life, intra- and inter-generational equity and policy integration, it is intended to make a distinction in the habitual relationship between the increase in economic growth in each one of the sectors of activity and the negative environmental impacts resulting from the utilisation of natural resources. The National Climate Change Programme (2006 PNAC) and the National Strategy for Sustainable Development (ENDS 2015), published, respectively, in August 2006 and August 2007, as well as the new goals for combating climate change announced by the government in January 2007, also recommend these objectives (Environmental Status Report, 2006).

## Trends

In recent years, the energy and transport sectors – those which produce the highest greenhouse gas emissions – have shown a tendency towards dissociation between energy consumption – which has continued to increase – and the corresponding emissions of acidifying substances and ozone precursors – which have been decreasing.

In 2005, of the more than 86,000 kt of greenhouse gases emitted nationally, it is estimated that approximately 23% was produced by national transport. Despite the constant increase in the number of vehicles on the roads, the emissions of some pollutants associated with the transport sector have remained the same or even decreased – nitrogen oxides (NO<sub>x</sub>), carbon monoxide (CO), non-methane volatile organic compounds (NMVOC) – a reflection of efforts made and the introduction of new technology. Transport was the sector of economic activity which, in 2005, consumed the most final energy in Portugal (35.4%), in proportion to the increase in the number of vehicles on the roads, which has increased by almost 90% since 1990 (Environmental Status Report, 2006).

Currently, approximately 55 national organisations already report their performance in their Sustainability Report. ML started making these reports as early as 2005 and Ferconsult began in 2007, reporting its performance in this report.

In 2006, 109 Environmental Management Systems were ISO 14001 certified in Portugal, bringing the number up to 554 organisations certified by this standard. At world level, this standard is applied to over 110,000 organisations, in 138 countries. In 2006, 54 organisations were registered according to Eco-Management and Audit Scheme (EMAS) Regulations and Portugal was in 8th place in Europe with regard to the EMAS.

At the end of 2006, at national level, there were six companies which had had the Community Ecological Label attributed to one (or more) of their products and/or services. In terms of trends and better international practices, we are aware that we still have a long road to travel but we are heading in the right direction.

### Sustainable mobility for against climate change

Global indicators are pointing to the reality that the planet Earth is becoming warmer at a very rapid pace and that one of the main causes of this is humankind. There are also various natural causes for these changes – such as the intensity of solar radiation and volcanic eruptions – a conclusion reached in the fourth report from the IPCC (Intergovernmental Panel for Climate Change) published at the beginning of 2007, bringing together the opinion of over 2,500 scientists worldwide. At the end of 2006, another report dealing with the economic aspects of climate change – commissioned by the British government from the economist Nicholas Stern, and thus known as the Stern Report – indicated the high costs of inaction, not only economically but also socially and environmentally, associated with situations such as the scarcity of freshwater, the increase in sea levels, the reduction in food production, which have been attributed to global climate changes; one of the main conclusions reached in the report is that an investment of merely 1% of the world GDP could avoid a loss of 20% of the same GDP within 50 years. Also at the end of 2006, a highly publicised documentary was produced – “An Inconvenient Truth” – giving even more visibility to this theme (Environmental Status Report, 2006).

The latest data inventoried for Portugal relative to the main greenhouse gases (GEE) produced by man, measured in CO<sub>2</sub> equivalent, show that during the period 1990–2005 the emission of these gases grew at an average rate of 3% per year, placing it in 2005 at approximately 45% above the 1990 value and approximately 18% away from the target established for 2008–2012, under the scope of an EU shared responsibility agreement (27% higher than the amounts emitted in 1990). Analysing per sector, during the period in question, transport increased approximately 100% and energy approximately 60%, being responsible, in 2005, for over half of national greenhouse gas emissions (23% and 28% respectively) – Environmental Status Report, 2006.

The problem of climate change is one of the clearest examples of the need to integrate environmental questions into other community policies. The reduction of CO<sub>2</sub> emissions in fact presumes the adoption of certain measures in the areas of energy, transport, agriculture, industry, etc.

The European Commission assesses the increase in CO<sub>2</sub> emissions in the transport sector at 22% in relation to 1990 levels and at 39% by 2010. In the energy sector, emissions are expected to stabilise. With regard to emissions from domestic and tertiary sectors, levels are expected to increase 4% in the next few years. On the other hand, CO<sub>2</sub> emissions from the industrial sector are expected to fall 15% between 1990 and 2010.

The European Commission has already presented a series of initiatives to be pursued:

- In the energy sector: promotion of the utilisation of renewable energies and of a more rational use of energy;
- Transport: actions on emissions from private vehicles, improvement in fixing of tariffs, extension of the internal rail transport market and development of integrated modal transport;
- In the agricultural sector: intensification of research under the scope of the fifth framework programme, adequate forestation measures, promotion of crops for the production of renewable energy under the scope of voluntary set-aside land, improvement in the dietary regime of animals, reduction in the use of fertilisers;
- In the industrial sector: promotion of adequate technological innovations.

A study carried out by INFRAS and IWW (Maibach, M. et al., 2000) on Total External Costs (climate change; air quality, noise; accidents; impact on the landscape and nature; costs of construction and maintenance of infrastructure and of rolling stock; and “urban effects”, such as the opportunity cost of the time of pedestrians and cyclists) associated with transport in 17 European countries (EU15, Norway and Switzerland) allowed estimation that these costs will reach 530 thousand million euros, at 1995 prices, representing 7.8% of the Gross Domestic Product (GDP) of the group of countries considered. Climate change and air quality represent 48% of total external costs with accidents being the most relevant component (29% of total costs).

Approximately 92% of external costs are generated by road traffic and individual transport represents the largest share of the problem: 57% of total costs. Apart from these overall values, the study presents the marginal and average external costs associated with the different means of transport (road, rail, sea, air) and traffic characteristics (with/without congestion). For example, for individual transport, average external costs are € 87/1000 pkm (without congestion), while for public passenger rail and road transport these costs are relatively lower, at around € 38/1000 pkm and € 20/1000 pkm, respectively.

An increase in demand for road transport leads to an increase in time costs and also to an important adjustment to these costs. A quite substantial fraction of the marginal costs of congestion are related with the fact of having to travel at less desirable times as a consequence of the congestion itself. (The marginal external congestion costs – De Borger (UFSIA)).



## Metropolitano de Lisboa, E.P.

### Watching our impacts

Expansion of the network and construction/renovation of stations, among others, are linked with the environmental impacts typical to any development, in particular the production of waste and noise, energy consumption, consumption and contamination of water and the depletion of material resources. However, through a programme of measures, which are verified through environmental supervision and monitoring, there is a compromise on the part of ML to prevent or minimise these.

The service provided by Metropolitano de Lisboa, is associated with very significant positive environmental and social impacts, in particular the creation of alternatives to individual transport and increased mobility in Lisbon. The most significant negative environmental aspects in the running phase are related with the occupation of the metro area and the respective alteration of its utilisation, and consumption of water and energy.

The transport sector is the main culprit for emissions with repercussions on climate change. Various international studies on this theme have actually managed to establish a value which translates the contribution of each means of transport to climate change at global level, in particular, cars, motorbikes, buses, trains and aeroplanes<sup>10</sup>.

By attracting passengers who currently use individual transport or collective road transport, Metropolitano de Lisboa is removing vehicles from circulation and thus contributing to reducing the contribution of the transport sector to climate change. In fact, Metro de Lisboa can contribute to the overall national balance of greenhouse gas emissions as a “suppressor” of these.

Based on estimated values for transfer from individual transport and collective road transport (in this case measured in passengers x km), we can calculate the benefits associated with the new transport choice (Metro) through the difference between the external costs of the new transport option and the external costs of previous transport options.

### Benefits arising from lower costs associated to road transport – passengers captured from individual and collective road transport

The costs associated with road transport include the cost of construction and maintenance of roads as well as the cost of associated services, such as: traffic studies, policing, emergency structures or signposting. Some international studies have dealt precisely with the estimation of the division of the costs associated with road transport per different types of vehicle, which constitute the basis for calculation of this benefit.

According to the bibliography consulted<sup>11</sup>, the benefits arising from the transfer of passengers from Individual Road Transport (IT) and Collective Road Transport (CT) to Metro de Lisboa (lower costs associated with roads) are, on average, between 3 and 5 Canadian cents per vehicle per kilometre. In addition, this value is normally higher in urban areas.

### Benefits arising from lower costs associated with individual transport – passengers captured from individual transport

This parcel includes the costs associated with the use and possession of individual transport. The former, apart from fuel, oil and tyres, also takes into account that the more the vehicle is used, the more maintenance is required; the useful life of the vehicle is reduced and the lower its resale value and the greater the probability of having an accident and getting fines for road and parking offences. In this framework, lesser utilisation of the vehicle (associated with the transfer to Metropolitano de Lisboa) translates into significant savings.

<sup>10</sup> “External Costs of Transport”, INFRAS/WW, March 2000

<sup>11</sup> Light Economic Opportunity Study, Todd Litman, Victoria Transport Policy Institute, December 2003 in TIS – Demand study, including social and environmental benefits – Amadora Este – Reboleira extension of Metropolitano de Lisboa, E.P.

According to the same bibliography, the benefits arising from the transfer of passengers from IT to Metropolitano de Lisboa, associated with lower IT costs, are on average, between 20 and 25 Canadian cents per vehiclekm.

## Other benefits arising from less vehicles on the roads

### Improvements in health

Recent years have been marked by an increasingly greater emphasis on questions associated with health, especially on the part of the scientific Community. Lack of physical activity is recognised as one of the factors most contributing to cardiovascular diseases, diabetes, hypertension, osteoporosis and some types of cancer, which, altogether, are responsible for a high death rate. In this scenario, any increase in physical activity can generate significant health benefits – many specialists admit that walking is one of the best ways of improving your health.

### Time gained

Apart from the benefits pointed out above, we can also consider the time gained by IT commuters who do not transfer to ML, but who still benefit from the more fluid traffic conditions. However, although it may be natural that at the beginning, some slight difference may be seen in traffic fluidity, this improvement will tend to decrease until it once again reaches a balance point. Thus, it is prudent not to quantify this benefit for the ML project, maintaining the perspective of a conservative estimate of its overall benefits.

### Higher real estate prices near new stations

Higher real estate prices near new stations were not considered as these represent a transfer between private property owners, there being no specific taxation applied on such transfers that would revert to the cover construction costs of the new infrastructure.

### Increase in accessibility for local trade and urban equipment

If we add to these social and environmental benefits some of the benefits felt directly by third parties (for example, trade and equipment whose accessibility to collective transport improves considerably), then, the benefit reference grows even higher.

### Improvements to the environment

The environmental benefits associated with the utilisation of Metro by CT passengers is essentially made up of two aspects:

- Decrease in emissions and energy consumption due to the reduction in circulation of Collective Road Transport; and
- Increase in emissions and energy consumption on the ML network to ensure services for these passengers.

For passengers captured from IT (i.e. those who now use their own vehicle and who make the change, totally or partially, to CT in general, including ML), the benefits are as follows:

- Time gained;
- Less atmospheric pollution and less energy consumption;
- Less noise pollution;
- Decrease in accidents due to the lower number of vehicles on the roads;
- Less contribution to climate change;
- Less costs associated with roads;
- Less costs associated with individual transport;
- Fewer vehicles on the roads – Improvement in health conditions.

### Watching risks, opportunities and trends

For the activity of Metropolitano de Lisboa, E.P. the following strengths and weaknesses stand out, as well as the trends in association with the strategic guidelines for the sector, as defined by the MOPTC (Ministry for Public Works, Transport and Communications).

Strengths (S)	Weaknesses (W)
<ul style="list-style-type: none"> <li>• Large capacity passenger transport</li> <li>• Transport with high level of safety and reliability</li> <li>• Competitive travelling time</li> <li>• Irrelevant accident index</li> <li>• Highly energy efficient and environmentally sustainable transport</li> <li>• Transport associated with high levels of regularity and comfort</li> <li>• Modern network, serving areas of higher density (residential, work, travel generating areas, etc)</li> <li>• Good connectivity with other means of public transport</li> </ul>	<ul style="list-style-type: none"> <li>• High running deficit</li> <li>• Deficient inter-mobility and difficulties in promotion</li> <li>• Insufficient parking for IT</li> <li>• High rotation of top-level management</li> <li>• Poor coordination between urban operators (ML and Carris)</li> <li>• Trains on every line conditioned by demand on the busiest stretch</li> <li>• High geographic, topographic and heritage conditioning of network expansion</li> </ul>
Opportunities (O)	Threats (T)
<ul style="list-style-type: none"> <li>• European transport policies</li> <li>• Creation of the Lisbon Metropolitan Transport Authority (AMTL)</li> <li>• Implementation of network expansion</li> <li>• Restrictions of IT in higher density urban areas</li> <li>• Need for compliance with the goals of PNAC/Kyoto</li> <li>• European tendency towards the internationalisation of external costs and the elimination of distortions in transport competition</li> <li>• Commercial exploitation of stations with services providing added value to passengers</li> <li>• Increase in fuel prices</li> </ul>	<ul style="list-style-type: none"> <li>• High costs and implementation times for investments in rail infrastructures</li> <li>• Value to be paid for utilisation of the infrastructure as a distortion of competition</li> <li>• Means of financing not defined</li> <li>• Land ordinance models tending towards urban dispersion and the creation of very low density areas</li> <li>• High and growing rate of car ownership</li> <li>• Maintenance of policies aimed at improving the road network</li> <li>• Continual reduction in demand for public transport</li> </ul>

Based on this scenario, Metropolitano de Lisboa governs its activity by valorising its strengths, looking on its weaknesses as opportunities to improve the organisation, seeking to grasp every opportunity and assimilating threats as a risk to be mitigated.

### Our commitment to combating climate change

As a response to the European Climate Change Programme, the 2004 PNAC (Resolution of Ministers no. 119/2004, of 15 June) was drawn up, presenting a series of measures to be adopted in the transport sector. Apart from the PNAC, the need for intervention in the transport sector is also represented in the sixth Community Programme for environmental matters, officialised by Decision no. 1600/2002/EC of the European Parliament and of the Council of 22 July.

The Measures presented for the transport sector under the scope of the National Climate Change Programmes for European countries (EU15) have shown themselves, in the majority of cases, to be cost effective<sup>11</sup>, both from the point of view of the final user and of the national economy. This is reinforced wherever the scope of the analysis is not limited to the (financial) costs associated with strategies for the mitigation of climate change, while other induced social and environmental effects, such as the improvement in the quality of air and the reduction of noise, of accidents and of congestion are internalised (source: *National Climate Change Programme – Additional Transport Measures – December 2003*).

The measures in progress or planned for the transport sector in Portugal, with repercussions on greenhouse gas emissions by 2008–2012, were analysed in order to calculate the potential for reduction of such emissions.

<sup>11</sup> Taking as a reference the cost of €20/tCO<sub>2</sub>eq, as suggested under the scope of the European Climate Change Programme (EC, 2000) <http://europa.eu.int/comm/environment/climat/eccp.htm>

### Measures included in the PNAC reference scenario:

- **MRT1 – Voluntary agreement with automobile manufacturer associations (ACEA, JAMA, KAMA)** – This programme aims to reduce the consumption of automobiles, since 1995;
- **MRT2 – Extension of Metropolitano de Lisboa (ML)** – This measure aims at the extension of three ML network lines. It presents benefits to current Metro passengers but is also a fundamental step towards the greater quality and attractiveness of Collective Transport (CT) in Lisbon, with indirect effects on traffic in the Lisbon Metropolitan Area (AML). More efficiency in the CT network, in the centre of Lisbon, is a disincentive to the utilisation of IT on journeys beginning on the periphery of the AML. This measure is expected to attract traffic both from individual and collective road transport;
- **MRT3 – Construction of the South Tagus Metro (MST)** – The objective of this programme is the implementation of an metro railway network on the south bank of the River Tagus (under development). This means of transport will play a dual role in linking the different urban areas and ensuring an effective reduction in the heavy transport linking the south bank to Lisbon;
- **MRT4 – Construction of the Oporto Metro (MP)** – The objective of this project is to contribute to the alteration of the mobility pattern in the Oporto Metropolitan Area, making CT more attractive and thus increasing its share of transport distribution. It is hoped that this measure will capture traffic both from individual and collective road transport, making it a more efficient system of urban transport from the perspective of energy and greenhouse gas emissions;
- **MRT5 – Construction of Mondego Light Metro (MLM)** – This project anticipates that mobility in the Coimbra region will be altered if the following aspects are adopted:
  - Creation of a collective transport network in the region, connecting with the other operators, permitting greater adequacy to demand;
  - Promotion of a ticket and tariff system integrated with that of the other operators;
  - Promotion of a passenger information system integrated with that of the other operators;
  - Development of “park & ride” solutions;
  - Requalification of urban spaces;
- **MRT6 – Alteration of CP offer and reduction in travel times;**
- **MRT7 – Enlargement of the fleet of Natural Gas Vehicles (GNC) in Carris and Sociedade de Transportes Colectivos do Porto (STCP);**
- **MRT8 – Incentive Programme for disposing of old vehicles.** This measure provides for the creation of a fiscal incentive towards the destruction of old passenger vehicles, with a view to improving road safety and environmental quality;
- **MRT9 – Reduction in speed on interurban motorways.** In March 2003, the National Road Safety Plan was approved. It introduces measures aimed at reducing accidents through the reduction of the average speed of cars on Portuguese roads. The reduction of speed means (when this is within a determined optimal velocity interval) a reduction in fuel consumption and consequently a reduction in greenhouse gas emissions;
- **MRT10 – Introduction of bio fuel.** The potential for reduction of emissions arising from the substitution of fossil fuels for bio fuels varies between 1500 ktonCO<sub>2</sub>eq. and 1300 ktonCO<sub>2</sub>eq.

The methodology used for the assessment of the impact of these measures on the Reference Scenario is described in the 2006 PNAC technical report on transport.

### Projections in the reference scenario in relation to the 2004 PNAC

Monitoring of each one of the measures in the 2004 PNAC Reference Scenario is based on the goals for 2010 established in the 2004 PNAC and in the PNAC Monitoring and Assessment Programme (RCM 59/2005, of 8 March) (source: 2006 PNAC – Assessment of status of compliance with the Kyoto Protocol, Technical Annex TRANSPORT).

These are the measures considered for the Reference Scenario with updating of the respective environmental efficiency in 2010 (note that the year 2010 is considered because it is the halfway point in the target deadline of the Kyoto Protocol (KP), 2008–2012, having assumed that emissions in that year will also correspond to the average annual value for the period 2008 to 2012):

MR integrated into the 2006 PNAC Reference Scenario	Goal	Distance to 2004 target (measured in 2006)	Estimate of Environmental Efficiency in 2010
<b>MRT2</b>	<b>Transference to ML: 2010: 94,538,447 pkm</b>	-63%	
Extension of Metropolitano de Lisboa (ML) Blue Line (Pontinha-Falagueira)		The extension opened on 2004/05/15 and it is estimated that it has transported 5,212,623 passengers. Thus, the goal established for 2004 is only reached in 2005. It is estimated that the previously established goal will be reached in 2010.	0% – No deviation
<b>MRT2</b>	<b>Transference to ML: 2010: 181,032,000 pkm</b>	-40%	
Extension of Metropolitano de Lisboa (ML) Yellow Line		The extension opened on 2004/03/27 and it is estimated that 18,049,541 passengers have been transported. Thus, the goal established for 2002 was only reached in 2005. It is estimated that the previously established goal will be reached in 2010.	0% – No deviation
<b>MRT2</b>	<b>Transference to ML: 2010: 122,458,000 pkm</b>	-100%	
Extension of Metropolitano de Lisboa (ML) Red Line (Alameda – Campolide – Campo de Ourique)		The extension will open in 2008, 2009 being the 1st full year of operation. Thus, the goal established for 2003 will only be reached in 2009. In the same way, the goal established for 2006 will only be reached in 2011.	-5.5% + 307 t CO <sub>2</sub> e/year

### Analysis of current status

During the period between 1990 and 2005, the transport sector was characterised by an increase in energy consumption of approximately 102%, corresponding to an annual growth rate of 4.8%.

The main reason for this increase was road transport, which showed an increase in energy consumption of 107% (5.0%/year), in the 1990–2005 period, corresponding to additional quantitative energy of 3.33 Ggoe. For this means of transport, of note are journeys made using individual transport, which have grown more than 111%, at an average rhythm of 5.1%/year. Relative to 2005, it was estimated that individual transport circulation would be responsible for over half of transport sector energy consumption and greenhouse gas emissions. Over 60% of these values referred to urban and suburban commuting.

In fact, it should be noted that in 1990 the car ownership rate in Portugal was around 215 passenger vehicles per 1000 inhabitants, this rate having reached approximately 475 vehicles per 1000 inhabitants in 2005.

It is estimated that this rate may reach 520 passenger vehicles per 1000 inhabitants in 2010, and over 565 passenger vehicles per 1000 inhabitants in 2020.

In this context, the projections made in the Reference Scenario allow for estimating an increase in energy consumption in the transport sector of approximately 120% (4.0%/year) by 2010, relative to 1990. Fuel consumption associated exclusively with road transport may increase approximately 125% (4.1%/year), during the same period. These forecasts show an increase of 132% (4.3%/year) in individual transport consumption.

Also according to the projections of the Reference Scenario, an increase of 110% (3.8%/year) in greenhouse gas emissions is anticipated between 1990 and 2010. During the entire period analysed, road transport is the area which contributes most to the total of transport sector emissions. Approximately 94% in 1990, with an expected aggravation of this relative contribution to over 96% in 2010.

Finally, it is important to highlight that the downward revision of transport sector emissions for 2010, relative to the 2004 PNAC, are due to the lack of growth in the most recent years of the 1990–2005 period, as well as the forecasts assumed for the 2006–2010 period.

### Additional policies and measures provided for in the 2006 PNAC

Given the environmental efficiency estimate for reference scenario measures, it became necessary to define Additional Measures to guarantee compliance with the goals defined. The identification of these measures was up to the PNAC Work Group (GTPNAC) and the Ministry for Public Works, Transport and Communications. The Additional Policies and Measures are those whose implementation decision date is after January 2005.

The development strategy of the Metropolitano de Lisboa network, outlined according to the concept of Sustainable Mobility, defined in the Major Plan Options 2005 – 2009 for the Transport and Communications sector, aims at optimised expansion of the network as well as the reinforcement of links with the other public transport operators in the Lisbon Metropolitan Area.

Its fulfilment, as a guarantee of sustainable mobility, is based on the following principles:

- Reinforcing links with other public transport operators and developing options for transversal travel, aiming at shorter travelling time for passengers, more security and more reliability and comfort, contributing to an improvement in the quality of life;
- Improving coverage of areas of the city which are, or will be, important travel generators, contributing to a correct integration of policies in the city and the metropolitan area and less circulation of individual transport, with less environmental costs and more discipline and better utilisation of public areas, re-qualifying urban mobility;
- Promoting respect for the environment as well as the utilisation of less aggressive technology, providing an important contribution to compliance with the goals of Kyoto;
- Encouraging the reinforcement of links and rational utilisation of means of transport and more efficient connections, ML recognising its natural vocation and mission to be carried out in the midst of the AML transport system;
- Efficiently integrating the ML network with the national and trans-European transport networks, providing it with coherency and inter-operational conditions.

“Metro de Lisboa begins a programme of sustainable development”

In *Diário Económico*,  
13 September 2007

"Metro de Lisboa in the forefront of sustainable development"

*In Meia Hora,  
17 September 2007.*

"The Charter on Sustainable Development is an initiative developed by the International Association of Public Transport (UITP), of which Metro de Lisboa is an associate member. The signatory entities must adopt the social, economic and environmental principles of sustainable development as a strategic organisational objective, measurable by means of periodic internal and/or external evaluation"

*In Água & Ambiente,  
November 2007*

### The position of Metropolitano de Lisboa, E.P.

For many years ML has been showing increasing concern for sustainability and its performance as well as the publicising of same. The efforts of ML have been seen in various forms, from internal concerns with Social Responsibility towards its employees (promoting social support programmes, cultural recreation, continuous training, promotion and incentives towards the perfecting of professional capacities) to the implementation of actions of greater visibility to the exterior, for example, the application of preventive measures for negative environmental impacts arising from extension works or the actual running of the service.

In addition, ML has been stating annually and publicly its policy of sustainability as well as the goals it proposes to reach and its respective economic, environmental and social performance in previous sustainability reports.

Undoubtedly, it is the objective of ML to guarantee the satisfaction of all of its stakeholders (interested parties), listening carefully to their expectations (as was done in 2006 to find out their expectations through satisfaction surveys relative to its performance during 2005) and promoting actions and goals allowing it to achieve, or even surpass, these expectations. These stakeholders, or interested parties, are many and varied, from company employees (from all sectors, positions and hierarchies), to shareholders, also including its passengers, suppliers and competitors as well as the Community, Associations, Non-Government Organisations (NGO) and Environmental Non-Government Organisations (ENGO), public and private institutions, the banking sector, unions, the press and the academic/scientific community.

In this context, it is undoubtedly important and to the interest of ML to continue publicising its performance from the point of view of sustainability. It is also in the interest of ML to continue listening to its stakeholders, incorporating their needs and improving means of communication with all of them from a perspective of continuous improvement.

These steps, among others, will permit the reports necessary to prove that the commitment undertaken on signing of the Charter of the International Association of Public Transport (UITP) for sustainable development is being taken seriously.

Also at the level of commitments undertaken in previous Sustainability Reports from ML, this report is vital in that it continues the work relative to 2004 at the time of the preparation of the first Sustainability Report from ML, recognised as one of the main means of communication with all interested parties to the organisation. The company reports annually, in its Sustainability Report, the goals which have been reached, the analysis of its performance in the three aspects of sustainable development and the programmes it will be defining over the years.

This effort and commitment to continuous improvement has been recognised at international level, most clearly in the signing, as a full member, of the UITP Charter on Sustainable Development in May 2007, thus becoming the first Portuguese public transport operator to be on the list of full signatories of this charter.

This is an initiative developed by UITP, currently involving 120 participants from all over the world, where the signatories undertake to adopt the social, economic and environmental principles of sustainable development, as a measurable organisational strategic objective.

The ML representative at the Transport and Urban Life Commission, Luís Almeida, was appointed by the UITP as an observer near the Sustainable Development Commission, linking these two important commissions.

Apart from this voluntary initiative, ML is also a member of the Business Council for Sustainable Development, Portugal working closely in the promotion of events and in the sponsorship of activities as well as participating in the Young Managers Team and in the publicising of its annual Sustainability Report.

Within the context of the pursuit of sustainable development, the company will begin implementation of an Environmental Management System (SGA), based on standards NP EN ISO 14001:2004, with the objective of continuously and gradually managing environmental aspects, with a view to the Environmental Certification of the entire company, including running services and new extensions. In 2007, the elimination of magnetic tickets was an important step towards putting into effect the policy of the three Rs – Reduce, Reuse and Recycle.



## Ferconsult, S.A.

### Watching our impacts

One of the main concerns of Ferconsult is the promotion of sustainable projects through the search for solutions permitting minimisation of the economic, social and environmental impacts of its activities.

Concerns relating to the quality of the Environment and Health, Safety and Hygiene in the Workplace are a constant in the services and projects developed by Ferconsult. There is a strong focus on pluri-disciplinary teams, integrating Environmental and Safety Principles into their training, in particular in the Coordination and Inspection of projects. Thus, there is a guarantee of minimisation of possible impacts associated with projects and developments, such as noise, waste production and energy consumption, among others.

For example, in architectural studies and projects, the concern with energy efficiency is the result of the keen awareness of our staff of the possible impacts of our activities.

The social impacts of Ferconsult's activities are, as for any service provider, very diverse depending on the projects in progress. However, the valorisation of training and skills are fundamental elements for good performance.

Negative impacts arising from Ferconsult's activity essentially include those related with employee travel, fuel and material consumption.

### Watching risks, opportunities and trends

The development strategy, Major Plan Options 2005–2009, for the Transport and Communications sectors has placed new challenges before the rail transport sector.

This plan defines the guidelines which should frame the operational objectives and measures to be developed during this period, under the scope of a sustainable policy ensuring quality of life, increased mobility in urban areas and respect for the environment. In this context and under the scope of rail transport policy, the following points are of note:

- development of measures and actions relative to high speed network projects, defining, in particular, the outline of physical characteristics and the network management model;
- promotion of links with Iberian rail networks;
- improvement in suburban lines.

The framework presented points to the most relevant development trends that have been seen and which are opportunities or threats to the fulfilment of the objectives defined for the company.

#### Strengths – (S)

- Quality of technical staff
- Motivation for new challenges
- Availability of know-how
- Competitiveness on the national market
- Integral part of the ML Group
- Capacity of adaptation to other markets and cultures
- Distinctive competences in some specific areas

#### Weaknesses – (W)

- Centralised bureaucratic procedures
- Production means not adjusted to new trends
- Public-private links
- Competitiveness on internal market

#### Opportunities (O)

- Company development
- Widening of international market
- Increase in volume of business
- Political framework for innovation setting up of public-public and public-private partnerships

#### Threats – (T)

- Excessive dependency on ML passengers
- Absence of subscription to company strategy
- Risk of growing disinterest of shareholders due to continued falls in performance
- Decrease in volume of sales to ML passengers (estimated to represent approximately 65% in 2008)
- Need to find new customers and new business
- Reduction in investments in large infrastructure projects
- Progressive reduction in community funds

The analysis presented for Ferconsult and the directives of the 2005–2009 Plan for the Transport and Communications sector include the design of strategic solutions conceived and developed by the company.

## Ensitrans, A.E.I.E.

Given that Ensitrans is a European economic interest grouping, made up of various companies, the impacts associated with it are quite distinct depending on the type of projects developed. Its activities may include, for example, accompaniment, coordination, inspection and administrative management of projects.

Thus, it looks for strategies which optimise environmental, social and economic performance of the different activities, promoting the integration of sustainability concepts into each of its projects.

## 5.

# Those around us

We have identified our Stakeholders (i.e. interest groups), using the criteria set up by AA1000SES, as follows:

- Responsiveness
- Influence
- Proximity
- Dependence
- Representation
- Politics and strategic intent

In 2008 we consulted with our Stakeholders again in order to evaluate how their expectations progressed from 2005 to 2007.

So, we prepared an exhaustive study<sup>13</sup> that allowed ML's Stakeholders to compare their expectations and level of satisfaction according with the AA1000AS set of standards and, more specifically, according with AA1000SES.

We govern our activity and report in accordance with the principles of the AA 1000AS set of standards.

### **Transparency**

We render accounts to our Stakeholders attempting to involve them whenever possible.

### **Responsiveness**

We care about our Stakeholders' needs, attempting to respond to all their needs.

### **Conformity**

We comply and honour all the legal requirements, rules, codes, policies and volunteer commitments we engage with.

### **Inclusively**

We listen to our Stakeholders, acknowledging the obligation of involving them and being transparent with them.

### **Materialism**

We are aware of our material concerns and those of our Stakeholders.

### **Universality**

We understand our Stakeholders' concerns, meaning, points of view, needs, expectations and perception related to our performance, associated with their material affairs.

<sup>13</sup> Study undertaken by an external independent – AC Nielsen – between May and July 2008.

## Metropolitano de Lisboa, E.P.

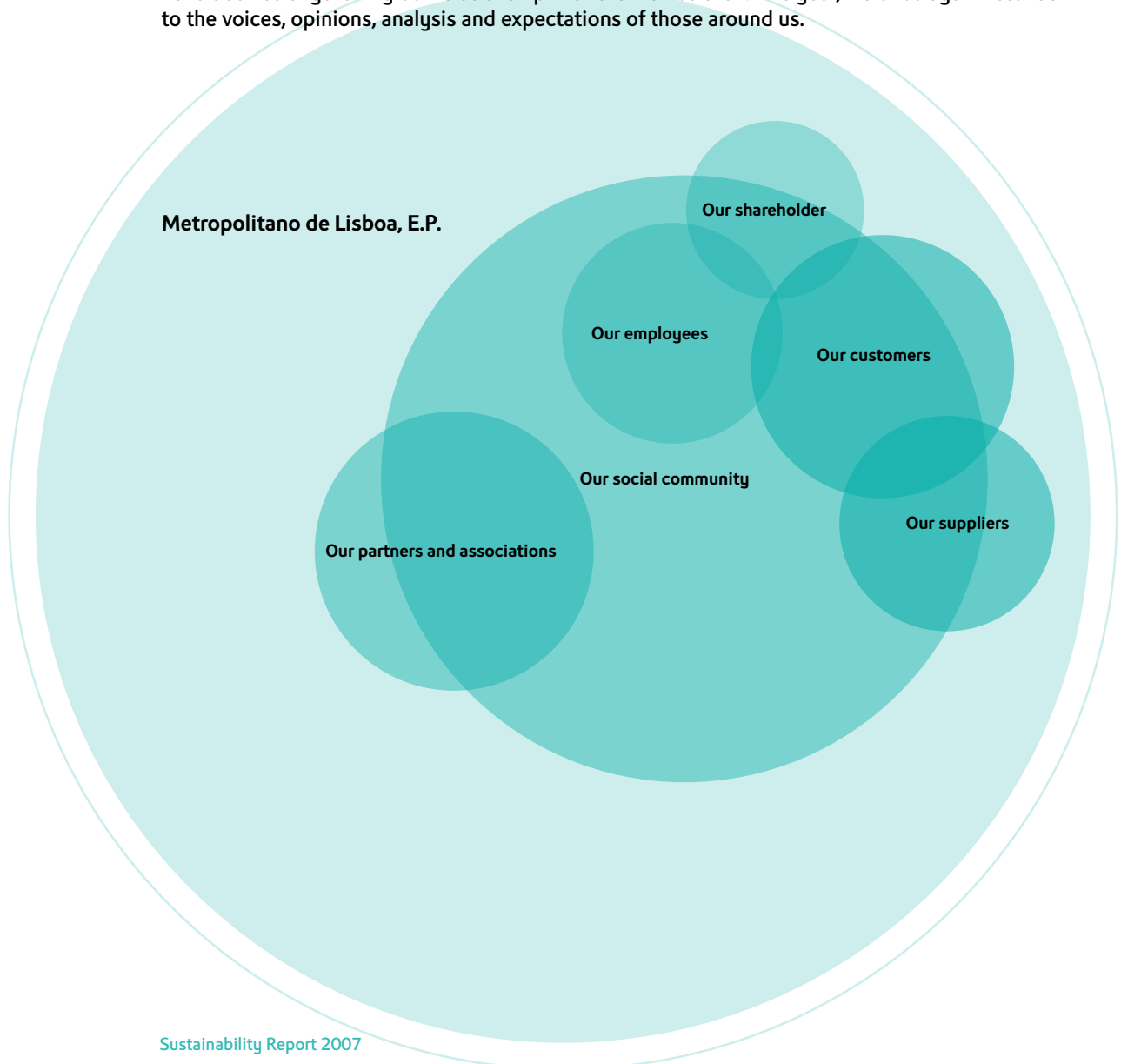
The promotion of a good relationship between each of the interested parties and the Metropolitano de Lisboa, E.P., is a valuable mechanism for internal improvement at an organisational level.

The main principles we set for the Metropolitano de Lisboa in terms of our relationship with our Stakeholders, are to surpass expectations and increase transparency and understanding. These principles help us meet our core objectives:

- To align our activity with the social needs where our activity is developed, and,
- Build value in the community where we operate.

ML identifies its Stakeholders as being all groups with which it maintain contractual or constitutional relationships, groups whose quality of life may be affected by its activity, both at present and in the future, and groups which – through their social role – may influence the Company's value and reputation.

Metropolitano de Lisboa, E.P. initiated inclusion of evaluation of Stakeholders' expectations in its 2005 Sustainability Report. At that time, ML's key stakeholders were identified and we have been strengthening our relationship with them since then. This year, we once again listened to the voices, opinions, analysis and expectations of those around us.



Clients congratulate ML for being able to browse the Internet throughout the Metro network!

## Involvement with our Stakeholders

Our willingness to involve all our Stakeholders in our activity has added a new concern in our performance report and the desire to satisfy their needs.

The relationship with our Stakeholders involves different levels of depth, according to the group in question. We have been attempting to strengthen our communication ties and commitment with certain groups, and aim to continue in that direction in order to involve them as much as possible.

## Our Customers...

We are well aware that the involvement of our customers is a must and an opportunity that will deliver reciprocal benefits.

Our 2007 study showed us that our most regular type of Customer is a woman, aged under 35, with net monthly income under €1100, at least 9 years of schooling and residing in the municipality of Lisbon.

Our Communication with customers has existed for a long time, from direct contact with employees in our stations, where we make an effort to present credible and effective information, always maintaining professionalism and a friendly outlook. Our Employees undergo continuous training in the field of Customer communication. We have in-house Auditing and Inspection mechanisms that allow us to identify failures and improvement opportunities, so we can benefit our Customers. Besides, we offer pamphlets, brochures, as well as message boards to share information with all our Customers and interested parties.

More women (54%) use the Metro than men (43%).

Since 2006 – when we conducted our first survey of Customers' expectations in terms of ML's Sustainability – we have been strengthening our relationship with Customers. We conduct questionnaires, service quality appraisals and invite our customers to communicate with us via our Customers Support Office, web site and Public Relations Office ([relacoes.publicas@metrolisboa.pt](mailto:relacoes.publicas@metrolisboa.pt)).

Younger (54%) and older (52%) customers are those that use the Metro as their preferential means of transport.

With this study, we aimed to ascertain the habits of the Metro's Customers as well as their concerns and level of satisfaction in relation to our performance. We strive to draw as close as possible to those we serve and continue with our vision of becoming the preferential means of urban transport in the Lisbon Metropolitan area.

With this study, we found out that 70% of our Customers use the metro primarily for the commute between home – work – home. Younger Customers, aged up to 24 years old, use the metro more often to commute between home – school/university – home. Older Customers use the metro primarily for leisure. At ML we are aware that each of these Customers groups has very different characteristics and needs. Consequently, we want to contribute towards the supply of an integrated mobility solution, accessible and attractive for all of them.

We found out that  $\frac{1}{3}$  of the customers asked (33%) would be willing to pay more to have a Metro station on their door step. From those that confirmed they would be prepared to pay more, they would be prepared to pay an extra 7.30€ /month. When comparing this data versus the number of passengers that have been transported during 2007, and the frequency of utilization, we concluded that we would increase revenue by approximately € 9 million /year, which would allow us to build a new station every 5 years.

We also established that approximately  $\frac{1}{3}$  of the Customers buy their ticket/season ticket in the manual ticket desks of the Metro and other operators, while  $\frac{1}{4}$  of the Customers buy it in ML's automatic ticket machines and only 1% use the ATMs for this purpose.

Customers residing in the municipalities of Sintra, Loures, Amadora, Barreiro and Oeiras are those willing to pay extra to have a Metro station on their door step, i.e. those who live further from Lisbon, beyond the perimeter of the Metro Network. In the Municipality of Lisbon only 20% would pay more.

Among the underground activities most valued by our Customers, is the distribution of the Metro Newspaper (92%), followed by information equipment (88%), existence of art in the stations (87%), and the less valued activity is the existence of automatic ticket machines in the stations (79%).

Facts		
↓	92% of the Customers are unaware of the ML's Sustainability Report although 37% expressed interest in learning about it.	↑ Customers believe that the Metro de Lisboa is now more concerned with the quality of the service (86%), and also concerned with factors related to Sustainability, the Community, the environment, the service's economics performance and energy savings.
↓	Within the group of 5% of Customers that have filed a complaint, 38% have not received an answer. Of the Customers that have received an answer, 38% failed to resolve the issue underlying the complaint.	↑ Only 5% of Customers have presented a complaint.
↓	Only 23% of surveyed Customers know about the Metro Call Centre/Public Relations, and only 6% have already used this service.	↑ ¼ of Customers have already visited the Metropolitano de Lisboa's website, with the majority place greatest value on the information on station times, train timetables and on lines /stations.
		↑ 57% of surveyed Customers knew about the Customer Support Office because approximately 24% have already used it at some point.
		↑ 70% of Customers considered that the Metro facilitates integration of foreign communities in Portugal. Men and Customers aged between 35-44 are those that consider that the Metro is a major facilitator of the integration process.

### Their acknowledgment

Most of our Customers acknowledge that the Metro de Lisboa is concerned with factors related to Sustainability. They consider that the Metro provides a quality service, offering information to Customers/passengers, through the provision of Customer Support Offices, a call centre/public relations, and clean and pleasant stations, ensuring speed, mobility and compliance with running times

Our Customers clearly consider that the Metro de Lisboa is concerned with the Community because the stations and trains are safe, the cost of tickets/season tickets remain low, the network is accessible to disabled/elderly people and smoking is prohibited.

Most of our Customers consider that the Metro de Lisboa is concerned with environmental issues because the trains are fully electric, the network uses low-consumption lightbulbs, recycles paper in the stations, has automatic energy saving systems and uses ecological/re-usable tickets.

In terms of economic issues, most of our Customers also consider that Metro de Lisboa is concerned with its performance, without identifying a specific criterion.

Our customers prefer us because Metro is...		
Fast (72%)	Economic (13%)	Accessible/Available (10%)

### **Their concerns and our commitment**

The issues most frequently raised by Customers:

- When will old stations be refurbished (28%);
- The frequency of emergency drills in the Metro (26%);
- The length of training of engine drivers (20%).

Besides these issues, the question most often asked by our Customers concerns the extension of the Metro network.

In this report, we try to be as accurate and transparent as possible. We present our Expansion Plan, as foreseen at the present date. Although this Plan is directly related to the strategic guidelines set by our Shareholder, the Ministry of Public Works, Transport and Housing, we expect to meet these targets, in order to offer the best public collective passenger transport service.

Only approximately 9% of Customers consider that the Metro does not show concern with the economic performance of the service. Their main recommendation in this regard, is to increase the price of the ticket/season ticket

Customers' main service improvement suggestions are as follows:

- Higher service quality (33%);
- More information to Customers (21%);
- More support to Customers (19%);
- More hygiene/better cleaning of stations (15%).

Of the 14% of Customers who consider that the Metro does not show concerns with the Community, the main suggestions for improvement were as follows:

- Improve safety both in stations and in trains (53%);
- Lower the ticket/season ticket price (15%);
- Improve access for the disabled and elderly (6%).

For a number of years, ML has been increasing the number of activities and actions that allow improvement of its service. The quality management model adopted for our service is an analytic methodology based upon the Circle of quality ensuring, through a multidimensional matrix, identification of the relationship between the Customer satisfaction and the Company's performance. Its application makes it possible to identify the key issues where the company must act in order to improve Customer satisfaction.

ML initiated the experimental application of this methodology in 2006. The model was strengthened through 2007. Currently, there is a specific area in ML for the development of the Quality of our service.

Customer satisfaction is the key objective of our business activity. Therefore, through an internally developed model, customer satisfaction is measured and compared for each service dimension, measuring the level of satisfaction versus the degree of importance that Customers attribute to that particular dimension and the company's performance in that same dimension.

We define dimensions as the different service parameters, and use the NP EN 13816:2003 norm as the reference for the selection of dimensions.

We have been developing and improving in terms of the dimensions defined in the NP EN 13816:2003 norm:

- Service offer (Modes, network, operations, adequateness and credibleness);
- Accessibility (external interface, internal interface, transport titles);
- Information (general information, travelling information in both normal and disturbed situations);



- Timing (duration of the journey, timetables observance);
- Customer support (commitment, interface with the client, staff, assistance, transport tickets option);
- Comfort (functioning of the available facilities, seats and individual space, comfort during train journey, environmental conditions, complementary facilities, ergonomics);
- Personal/public safety (crime protection, accidents prevention, emergency management); and
- Environmental impact (pollution, natural resources, infrastructure).

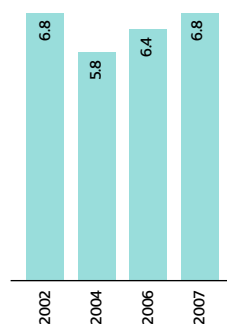
This European Regulation states the requirements for the definition, objectivity and measurement of the service quality of the Passenger Public Transport (TPP), and provides guidelines for the selection of the corresponding measurement methods. Its utilisation promotes the interpretation of the Customer's quality expectations and perceptions in viable quality parameters, measurable and manageable.

Based on the comparative analysis of the satisfaction results and the company's performance, a performance report is prepared focusing upon continuous improvement. This means that the customer satisfaction measurement is seen not only as a study to inform about our Customer satisfaction but also as a management tool that defines priorities and areas of action. The satisfaction measurement is made through a customer satisfaction survey every year with a sample of more than 3,000 respondents.

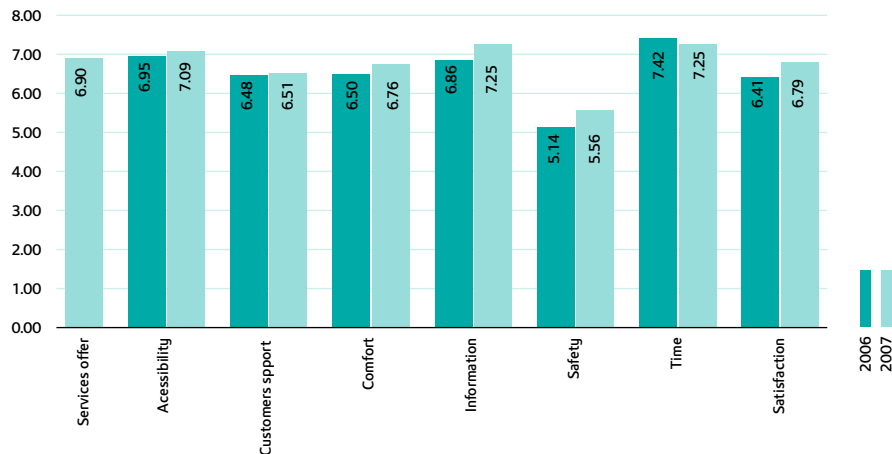
More or less half way between each pair of aforementioned surveys, a smaller sample (500) survey is made focusing in more detail on the areas of lower satisfaction – to help us understand the reasons for non-satisfaction or areas where changes have been already been introduced with a view to measure the success of those actions. Besides these surveys, ML also participates in the ECSI study – European Customer Satisfaction Index related to customer satisfaction allowing benchmarking to be made among companies of the same sector, among sectors of activity and even among countries.

2007 results gave evidence that there was an improvement in Customer satisfaction and that, in terms of ECSI, ML was ranked in first position in customer satisfaction among the transport operators in the Lisbon Metropolitan Area.

#### Customer satisfaction index



The following chart shows the evolution, by dimension and global results, of the Metro's customer satisfaction.



The annual Customer Satisfaction Survey took place during the months of November and December 2007. Customers were questioned about the level of satisfaction for specific questions, those questions being associated with the aforementioned different dimensions, with the exception of the last one, which analyses the ML Stakeholders' expectations. It was noted that the Metro Customer Satisfaction Index has improved by four-tenths versus 2006. Examining the evolution by dimension, a generalised positive evolution was identified in all service components, except "Time".

The performance measurement aims to assess the actual compliance with established service procedures and parameters. The data collected at the level of Performance Indicators, Auditing by Mystery Client and Internal Monitoring.

From 2006 to 2007 there was a global improvement, with the greatest improvement in the "Information" dimension. By contrast, a decrease was recorded in the "Time" dimension. Performance was measured by Line, in which regard it is important to mention that better values were generally recorded in the Red Line.

- **Service offer**

This dimension has never previously been surveyed in terms of customer satisfaction. Nevertheless, it has been identified as a highly important dimension for Customers.

The Red Line showed better values at the level of the Performance Indicators. On the other hand, the Green Line showed the worst results.

- **Accessibility**

During the year 2007, an improvement in the functioning of the mechanical and channel accesses was identified, as well as in the MAVTs. Effectively, with the Station Management procedures coming into force, ML increased the control over the state of functioning of equipment and consequently, prompt communication of the various faults or irregularities.

The lowest results recorded in 2007 were those of the access channels and difficulties in transposition of the access channels of the Blue and Yellow Lines, during the first two quarters, due to alterations then introduced in terms of CP tickets. After the initial impact, the values in those two Lines came closer to the others.

- **Information**

The values obtained for the “Information” dimension are very good, with the exception of the visibility of the external Metro’s entrances. ML plans improvement and standardisation of its image and making information more visible.

Besides this, ML’s Performance Plan foresees establishing information boards near ticket kiosks. Soon, ML will improve the information posted inside trains, ensuring its presence in all carriages.

- **Time**

During the second semester of 2007, in the Green and Red Lines, the values shown for the “Time” necessary to obtain information in the atrium, improved. This happened thanks to a concept alteration: in the secondary stations of lesser activity, Traffic Agents no longer sell tickets manually and are dedicated to providing better Customer Service.

In the future, ML considers implementing other actions, such as informing customers of waiting times (in order to minimise the sensation of waiting) and implement a traffic regulation system in the Blue, Yellow and Green Lines.

- **Customer support**

An improvement in the appearance of station staff was registered and, situations of incorrect usage of work clothes or non-identification have been rarely identified. Also, the concept of manual ticket sales has changed in some stations, leading to increased availability of the stations’ customer support staff. ML will continue to improve this component, namely by expanding this action to all of the Network’s stations.

Also, at the level of staff clothing and identification inside trains (engine drivers) efforts will be made for effective implementation in the general Network.

- **Comfort**

The most significant issue identified in terms of customer satisfaction at the level of “Comfort” performance, was cleanliness. An improvement was verified in related to this issue during the last months of 2007 in the Green and Red Lines. This improvement may be due to the ML’s decision in favour of increasing the number of network cleaning contracts.

- **Safety**

The perception of safety has been increasing throughout the year 2007. From 2006 to 2007, a slight performance improvement was noticed and a more significant improvement in satisfaction.

We hope that, as a result of the new surveillance patrol procedures implemented at the end of the year 2007, visibility and efficiency will increase. It might be possible to act positively in this dimension, which remains the one with the lowest Customer satisfaction level which, once improved, may lead to higher night and weekend utilisation, with an equivalent increase in occupation and income levels during these periods.

It is important to mention that no breach of customer privacy occurred during 2007, nor was any data lost. In the client’s data base and in the video system utilisation, the ML is duly authorised by the Comissão Nacional de Protecção de Dados (CNPd – National Data Protection Committee) and strictly complies with the necessary procedures in order to prevent any breach or miscarriage of information.

- **Environmental impact**

Of the 9% of customers that consider that the Metro shows no concern with the environment and energy efficiency, the most frequently recommended Client's suggestions for improvement, are:

- Implementation of mini eco points for the sorting of paper, plastic and glass packaging (17%);
- Existence of automatic energy-saving systems (8%).

Concerns at the level of environmental issues are addressed and answered in the chapter on our performance in environmental matters. We would also like to highlight the fact that, since 2005, we sort paper in stations and, in partnership with Lisbon Municipal Council (CML) we have implemented a specific circuit for collection of all paper produced by the Network.

Concerning the automatic energy-saving systems, we are proud to use only state-of-the-art trains, equipped with energy-recovery systems. The degree of recovery depends upon the trains' operating conditions and has been improved in order to optimise commercial operating conditions. In terms of energy-consumption in our secondary stations, we utilise low-consumption cost effective lightbulbs and, whenever applicable, we also utilise automatic systems that switch off all the AVAC lights and equipment for determined periods of time.

Analysis of the results obtained in the 2005 study on our Stakeholders' expectations, reveals some very interesting items:

Evolution of their expectations	2005	2007
What is the preferential means of transport?	The surveyed sample placed an emphasis on the Metro for weekly dislocations.	Metro is the preferential means of transport for approximately half of the users asked
Reasons that lead to the option of the Metropolitano as a means of transport	The Speed of the service was the great advantage stated by its users.	The Speed, price and accessibility/ availability of the service, are the reasons stated by the Customers
Reason for use of the Metro	The majority of Customers use the metro to commute between home and work, but also for leisure.	The majority of Customers use the metro to commute between the house and work.  Those aged up to 24 years old, use the Metro more often to commute between home and school.  Older Customers are those who use the Metro more for leisure.
Own Vehicle	The majority of the Metro's Customers own a vehicle.	Approximately 60% of customers own their own vehicle.
Important Aspects	Customers value the following aspects: <ul style="list-style-type: none"> <li>• Investments for Customers with lesser mobility;</li> <li>• Safety in stations/carriages;</li> <li>• Quality and Efficiency of the transport service;</li> <li>• Development and extension of the Metropolitano network.</li> </ul>	Customers value the following aspects: <ul style="list-style-type: none"> <li>• Distribution of the Metro Newspaper;</li> <li>• Information Equipment;</li> <li>• Existence of art in the stations</li> </ul>

### Our employees...

In the study undertaken for 2007, we attempted to reinforce our relationship with Employees. We want to know their opinion about ML's organisation, aspects that have changed in their expectations since 2005, their current concerns and how they have been contributing to ML's Sustainability.

Approximately 36% of employees consider that their work makes a big contribution to ML's Sustainability policy. Employees that consider they contribute the most in this field, are those that have a schooling level up to Year 12 and a monthly net income up to €1500.

EC and EI employees are those that consider they contribute most to ML's Sustainability. GI employees are those that consider they contribute least to ML's Sustainability.

Approximately half of employees consider that their work contributes to ML's Sustainability policy.

Women and employees aged over 45 years are those that contribute the most towards recycling in the work place.

Approximately half of Employees are not yet recycling waste in the work place. EC employees are those that least recycle waste in the work place, whilst the EI and operational areas, are those that do more sorting of waste in the work place. ML has an Integrated Plan for recycling since 2000, that was updated in 2005. This Plan applies mainly to industrial waste but also defines the company's strategy for adoption of reduction and recycling of waste in the company's different areas, also comprising urban and comparable residues. We will continue to focus on raising Employees' awareness and improving conditions for sorting waste in the work place, in secondary stations and in the network. This effort will also focus on increasing the number of mini eco-points and improving internal collection circuits.

More than 90% of Employees are careful about saving energy in the work place (they switch off the computer and lights when not needed, etc.).

The majority of Employees consider that their work has an impact on the company's economic and financial performance. Employees with higher levels of schooling and monthly income are those who most consider that their professional performance has an impact on the company's economic and financial performance.

#### Facts

<p>↓</p> <p>The working sector with the least number of employees aware of ML's signature of UITP's Charter on Sustainable Development is the GI (40%) sector. In the EC and EI sectors there is not a very significant difference in the number of people stating awareness of this fact. However, employees in other sectors are those who are more aware of this fact (76%).</p>	<p>↑</p> <p>More than 50% of Employees affirm that ML has signed the UITP's Charter on Sustainable Development. This percentage increases among employees with higher levels of schooling and net income and in non-operational sectors. The majority of employees that affirm being aware of the above-mentioned signature are aged between 35 and 39 years old or more than 45 years old.</p>
<p>↓</p> <p>Only 1/3 of the employees are aware of ML's Sustainability reports and of these only 31 % recognise ML as the company portrayed in those reports. The employees with higher levels of schooling and net income and from the non-operational sectors are those found to have more information on this matter.</p>	<p>↑</p> <p>Employees' age and gender does not seem to have an impact on their knowledge of ML's Sustainability report.</p>
<p>↓</p> <p>Approximately 40% of Employees consider that the physical conditions of the work place are not appropriate. The EC sector employees are least happy about their physical work place conditions; only 35% consider that the physical conditions of the work place are appropriate.</p>	<p>↑</p> <p>The EI sector has the highest proportion of employees (91%) who consider that the physical conditions of the work place are appropriate. Employees aged above 45 years old are those that most consider that the physical conditions of the work place are appropriate.</p>
<p>↓</p> <p>Approximately 1/2 of the employees do not know about the ML's Code of Ethics and Conduct. Of the 64% of Employees who affirm knowing about the code, only 12% know it in detail.</p>	<p>↑</p> <p>The EC sector of Employees are those that know the ML's Code of Ethics and Conduct, in better detail.</p>

#### Their acknowledgement

The highest classification of the ML is provided by those Employees who have the lowest levels of net income and lower schooling.

More than 70% of our Employees consider that the Metropolitano de Lisboa, E.P. is a good company to work with, when compared with others.

Approximately half of Employees acknowledge that network expansion has been the key factor in ML's change over recent years. The Network's closure and modernisation were listed as two other factors of great impact during recent years.

In effect, expansion of the network, with higher impact after 1998, has brought a huge adaptation in terms of the modernisation and innovation effort, both at the infrastructure and service quality levels. Our stations have been following a unique model that provides accessibility, comfort, safety, information and quality of service to our Customers. In parallel, specific Customer Service training has been increased, improving our Employee's efficiency and kindness. Network expansion required a huge effort in terms of procedural organisation. Today, having overcome that barrier, we find ourselves on the path to achieving excellence of continuous effort so we can attain a Service Quality Certification.

Employees aged above 40 years are the most concerned about environmental issues.

Employees value and are delighted with social assistance, followed by the company health plan, working environment, work safety and conditions as well as the support of complementary premises provided by ML.

#### **Their concerns and our commitment**

Only 25% of Employees consider that the company listens to them. The majority of those that believe they are heard by the ML are Employees above 45 years old.

More than 50% of Employees consider that ML's path towards Sustainability is primarily, by increasing the quality of public service, immediately followed by social and economic initiatives and finally by environmental initiatives.

The majority of Employees also consider that a key priority for ML is:

- To improve the energy efficiency of the trains/network and produce renewable energies in order to improve its energy performance;
- To implement automatic water saving and re-utilisation systems for watering and washing as a way of rationalising this resource.

Employees with higher levels of schooling and income are those most sensitive to economic factors. On the other hand, those with lower incomes are those most concerned with social factors. The GI sector revealed the highest concern with environmental issues.

The Employees main concerns are related to:

- Physical working conditions, mainly ergonomic conditions;
- Career development and promotion system;
- Environmental conditions in the work place (hygiene, noise, air, lighting, ...);
- ML's environmental initiatives (recycling, ...);
- Specific training actions;
- Work organisation, simplification of methods and internal information circuits;
- Culture and organisational Environment;
- Each employee's work responsibilities.

Almost half of employees consider that working conditions in their work place are not appropriate. In the survey of Employees, it was stated that the key area requiring improvement was ergonomics followed by Occupational Hygiene, Health and Safety and thermal comfort.

With reference to training, the specific training actions are the most valued factor, followed by academic education and skills training/recognition programmes. Whilst skill training/recognition programmes are highly valued, Employees expressed concern on the need for specific training actions

In terms of professional development, employees valued and cited as some of the most important factors, career development plans inside the company and job promotion and salary compensation systems associated to work performance. These are some of the factors where higher investment and effort will be needed to heighten Employees' satisfaction.

#### Acknowledgement, Validation and Skills Certification

"Reflection and acknowledgment of the importance of education/training, not only is a benefit for individuals and the Community, from the perspective of active citizenship, but also for improving the quality and sustainability of employment over the medium term, therefore making it advisable for companies to instigate and support it in an active manner, searching for certification and new training opportunities.

Taking into consideration that, approximately 20% of Metropolitano de Lisboa's employees do not have the currently mandatory minimum level of 9 years of schooling, it seems to us that improvement of employees' qualifications should be a priority action in the framework of enhancing the company's human resources.

In awareness of this mission, we have been investing since 2005 in recognition of the educational progression of our workers, fostering a set of actions in the context of a governmental initiative pursued by the Ministry of Education - the "New Opportunities" Initiative.

One of the mechanisms foreseen consists in the Acknowledgement, Validation and Competence Certification (RVCC) system. This system makes it possible to obtain from the education and training systems, certification of skills acquired by adults during their personal and professional courses, offering training solutions (informal training), facilitators for adult learning and ensuring equivalence to existing scholastic levels (currently Year 4, 6 and 9 of schooling).

During the second phase of this project in the company there was direct intervention in relation to the public targeted by this initiative, department to department.

The Industrial Operation (EI) Department, was chosen as the first target for this intervention, where of the 200 employees, 43 did not have the mandatory minimum level of schooling and, of these, 30 had only attended up to Year 4. (...)

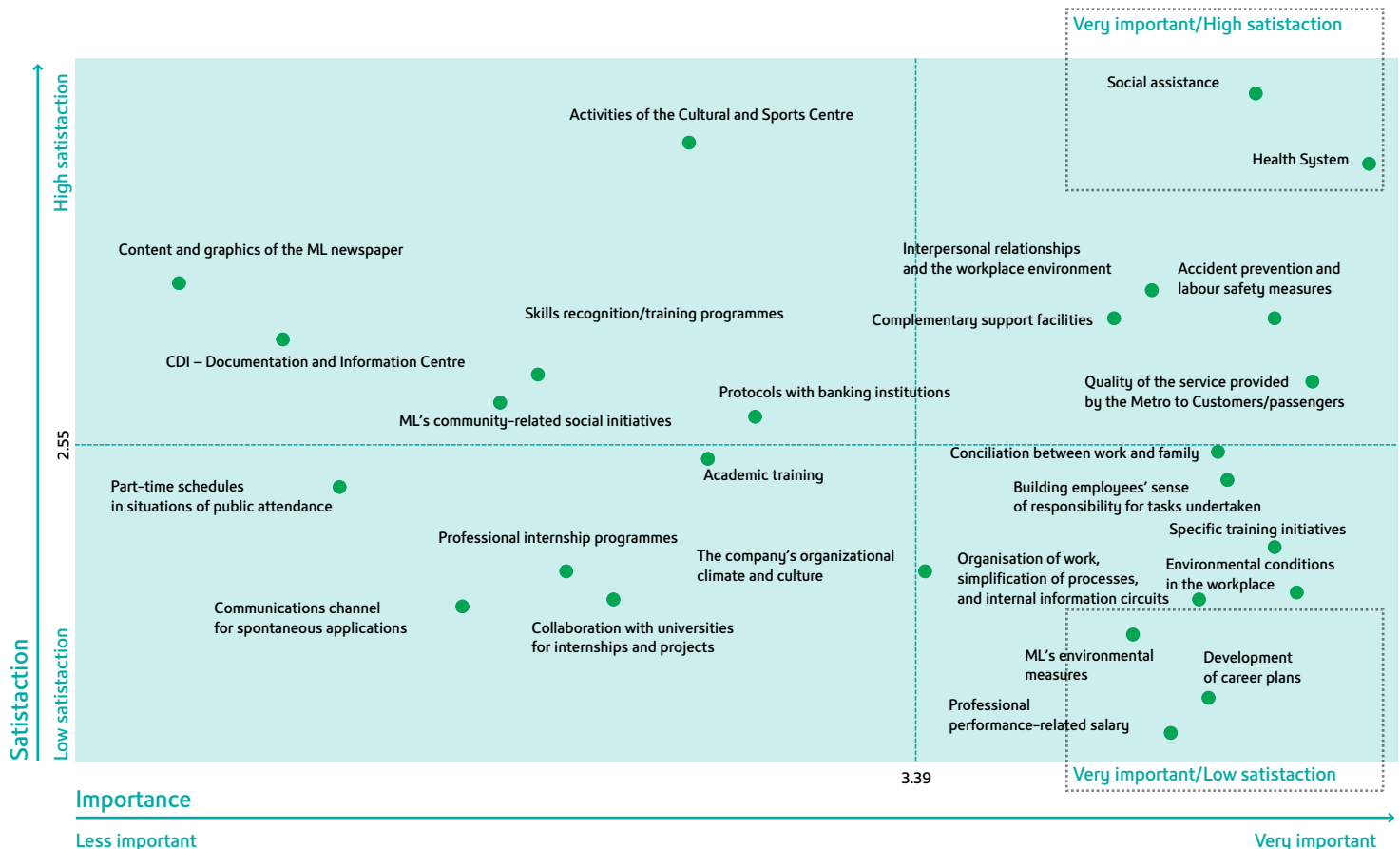
Training took 17 weeks, (...) and 17 workers, from a total of 19 registered and predominantly from the Industrial Operation Management, obtained their certification in October 4th 2006, receiving equivalence to attendance of Year 9 of schooling.

In view of the satisfactory results of this pilot project, during the first semester of 2007, 4 RVCC courses were held in the Calvanas Training Centre: involving approximately 47 workers, 36 belonging to the Infrastructure Management department, which already initiated their training programme on the 24th, 25th and 26th January and 5th February, 2007. The 4 courses are expected to terminate by the beginning of June (...).

Up to the present time, the results achieved state the importance and quality of this practice. The 25 workers that managed to obtain certification of their skills in the past year not only achieved high levels of personal satisfaction but also motivation to continue their education."

*In JML – Carla Santos*

Conciliation between work and family, interpersonal relationships, the company's work environment, culture and organisational environment are very important for Employees. Workers express their satisfaction with all these aspects during their day to day activities.



In reference to performed tasks, aspects related to each worker's responsibility for his job, the work organisation, the simplification methods and the internal information circuits are equally important. With reference to workers' satisfaction from jobs performed, higher levels of satisfaction are recorded in aspects related to the responsibility of each worker for his job and lower levels of satisfaction in aspects related to work organisation, simplification methods and internal information circuits.

With reference to working conditions, the aspects most highly valued by employees were environmental conditions in the work place and work accident prevention initiatives. Although they expressed satisfaction with these initiatives, they still expressed concern with reference to environmental conditions in the work place.

Employees believe that the existence of complementary support installations is very important, and most of them are quite happy with such installations.

Among the support/activities/protocols/newspaper systems, the health system and social assistance were identified as the most important aspects for employees, followed by protocols with bank institutions in order to offer advantageous conditions to employees. Great value was also placed on Cultural and Sports Centre activities. In terms of employees' satisfaction levels with these support systems, social assistance is the factor that most pleases the workers, together with Cultural and Sports Centre activities, followed by the health system and the contents of the ML newspaper.

"Do you have any suggestion you want to make to the ML for improvement of economic, social and environmental performance?"

"From the suggestions given by employees, the implementation of eco-points is the one with highest level of adhesion, followed by energy saving."



It can therefore be concluded that, the health system and social assistance are highly valued aspects delivering a high level of satisfaction to ML's employees.

The initiatives mentioned by Employees as necessary in order to increase the ML's Sustainability, are mainly related to the quality of the service offered by the Metro to Customers/passengers, followed by environmental initiatives and finally, social actions for the Community. In terms of employees' satisfaction with these initiatives, there was a positive level of satisfaction in terms of the quality of service offered by the Metro to Customers/passengers and the ML's social initiatives.

In terms of the labour market, employees praised ML's partnership with universities for implementation of internships, projects, and professional internship programmes. On the other hand, the communication channel for spontaneous applications was not rated as being very important. Generally, a certain level of dissatisfaction was identified in terms of labour market aspects, mainly in reference to professional internship programmes.

When we appraise the results obtained in analysis of our Stakeholders' expectations study in 2005, we find some very interesting aspects:

Evolution of their expectations	2005	2007
Suggestions for the improvement of the economical, social and environmental performance of the company.	Some of the most recommended suggestions follow: <ul style="list-style-type: none"> <li>• Waste sorting and recycling (27.5%);</li> <li>• Management of resources consumption – water, paper and energy (10.6%);</li> <li>• Improvement of the quality of air and hygiene and cleanliness in the premises (10.1%).</li> </ul>	Main suggestions given by the employees are: <ul style="list-style-type: none"> <li>• Implementation of mini eco points (5%);</li> <li>• Energy saving (4%).</li> </ul>
Work Place – Important aspects	The most valuable aspects for the employees, are: <ul style="list-style-type: none"> <li>• Quality of the service offered to Customers;</li> <li>• Health system</li> <li>• Environmental working conditions;</li> <li>• Interpersonal relationships;</li> <li>• Work environment.</li> </ul>	The aspects that are more valuable, are: <ul style="list-style-type: none"> <li>• Health system;</li> <li>• Quality of the service offered to Customers;</li> <li>• Work place conditions;</li> <li>• Safety at work;</li> <li>• Specific training actions.</li> </ul>

## Our community...

### Parish councils

Strengthening of relationships between ML and Parish Councils, has delivered benefits in terms of exchange of information, favouring the local Community but also helping the Metropolitano de Lisboa to understand their expectations.

The Parish Councils we consulted are as follows:

- Campolide
- S. João de Deus
- S. Jorge Arroios
- Sta. Maria dos Olivais
- Moscavide
- S. Sebastião da Pedreira
- N. Sra. de Fátima

In their day-to-day lives, local people look to Parish Councils in order to obtain information about the Metro's construction activities: In five out of seven of the surveyed Parish Councils, queries by local people were defined as being mainly related to the closing date of building works.

ML publishes specific bulletins to divulge information to the local people living in Parish Councils affected by the Metro's expansion works. These bulletins are distributed in mailboxes and, in a higher quantity, in locations of greater activity (e.g. cafes, supermarkets, the local Parish Council building, etc.). The information supplied concerns the works made by the Metro de Lisboa, and explain several aspects, e.g. an ongoing project description, alternative routes when required and, among other aspects, the expected end date of building works.

Although the Metro makes an effort to share information with these entities, there are some difficulties when they have to answer queries from local people. Three of the five Parish Councils that claimed they answer questions about the Metro's activities, stated the need for a greater quantity of information, namely about alternative parking spaces. In order to overcome these information omissions, the Parish Councils suggest that all information provided by the ML be updated on a monthly basis.

The survey revealed that the most useful aspects are those related to the duration of works and their current status.

The institutional channel, privileged by these entities is direct contact with the ML's Board of Directors and Management, but they use others, such as phone contacts or consultation of the web site. It was also identified that people usually do not choose the Portal do Cidadão (Citizen Portal's site) for their search.

The information to local people concerning ML's interventions is a public utility service. Parish Councils claim that the most efficient method, for this purpose, is communication through its Informative Bulletins.

Active participation by the local community is necessary for the success of the Evaluation of the Environmental Impact studies related to ML's works, in particular via suggestions and opinions. The opinions collected by the Parish Councils, reveals that ML can develop more actions in order to minimise the environmental impact caused by its works. For example, Parish Councils can identify levels of priorities in terms of reduction of the duration of works, following the noise reduction. The reduction of pollution and space involved by the interventions, were also very valuable aspects.

These executive bodies stated that they have knowledge of the Evaluation of the Environmental Impact studies that are performed every time that a new extension of the Metro de Lisboa takes place. However, most of them mentioned that did not actively participate in the Public Participation process during the phase of Evaluation of the Environmental Impact, but intend to do so.

So, as for the EEI, the Parish Councils claim to know the ML's Sustainability Report and express their interest in receiving this document.

From the point of view of these Entities, the company Metropolitano de Lisboa was classified either as "Good" or "Very good" when comparing it with other public transport companies. The ML's support in the social integration of the foreign communities stands out in the reports of these executives' bodies.

The strong connection with the population and the opinion gathered by the Parish Councils, allows formation of an opinion on the Metropolitano de Lisboa's activities. Therefore, when asked about which actions ML should take in order to improve the quality of life of the Community affected by its activities, those entities mentioned actions related to the reduction of duration of the works and establishment of alternative routes.

In order to improve the relationship between the ML and local Communities, the Parish Councils recommend provision of a better information service because, in 2005 concerns were mostly at the level of establishment of a service to improve disabled citizens' mobility and information boards informing the phasing of works and traffic deviation.

Facts		
↓	3 out of 7 surveyed Parish Councils state they require more information from the Metro.	↑ 5 out of 7 surveyed Parish Councils state that the population of the Parish ask questions about the Metropolitano de Lisboa.
↓	It was identified that people usually do not choose the Citizen Portal as an institutional channel for their search.	↑ Parishes affirm they communicate information about the Metro through institutional channels.
↓	4 out of 7 Parishes consider that ML can develop more actions in order to minimise the environmental impact caused by its works.	↑ Parishes divulge information about ML's works through informative bulletins.
↓	Although they are aware of the Evaluation of the Environmental Impact studies prepared by ML, Parishes affirm that they did not participate in those studies.	↑ There is knowledge about Environmental Impact studies prepared by the ML.
		↑ 5 out of 7 Parish Councils revealed to be aware of the existence of the Sustainability Reports and all the Parish Councils expressed their interest in reading those reports.

When we analyse the results obtained in the analysis of our Stakeholders expectations study in 2005, we can find some very interesting aspects:

Evolution of their expectations	2005	2007
Information required by the population	Estimate for the conclusion of the works	Estimate for the conclusion of the works
Information of highest importance	Duration of the works	Duration of the works
	Set up of alternative routes	Status of the works development.
Suggestions and criticism	Set up of a service to improve the mobility of disabled citizens	Improvement of the information given to the Community.
	Set up of information boards with the phasing of the works and deviation routes.	

### Associates and partners

Consultation with our Associates and Partners had the objective of evaluating the level of satisfaction in relation with partnership projects developed in order to improve ML's performance and search for new associated initiatives. The basis for this study was the evaluation of partnerships, the impact of those partnerships at several levels (environmental, social and economic), ML's evaluation with reference to sustainability factors and analysis of perspectives for future relationships.

In 2007, some of our Associates and Partners, were:

- REFER
- Crinabel
- Liga Portuguesa Contra a Sida
- Associação Portuguesa de Avaliação de Impactes
- Best Lisboa (Board of European Students of Technology)

When the impact resulting from partnerships developed was evaluated, it was established that at a social level, those had a higher impact mainly at the level of entities/communities involved/affected. However, the impact resulting from the partnerships was also reflected at other levels, such as economics, in the Entities/Communities, and at the environmental level.

At a social level, the impact of those partnerships for the Entities/Communities is mainly related to the support of Communities or institutions in need and of social solidarity, but also with greater social awareness for civic issues and social responsibility. For the ML, those projects brought greater social responsibility towards the community where the Metro operates.

At an economic level, the partnerships generated, for the Entities/Communities, a positive impact in cost reduction and improvement of internal economic development.

At the environmental level, the impacts upon the Entities/Communities, translated into an incentive for the utilisation of public transport. It was considered that, at an environmental level, the projects had a very low impact for the ML. From the stated impact, the improvement in urban mobility and reduction of utilisation of raw materials/natural goods stands out.






- **Strong points...**

It was noticed that the Associations and Partners are happy with ML's participation in projects, sponsorships or support and they consider that ML accomplishes the objectives set by partnerships. For most of them, ML's support was decisive for the project's accomplishment and difficulties were not identified.

The ML's partners consider that the main benefits from this type of common project are non-financial support, ceding of spaces and publication/disclosure. In more detail, it observed that the Associations give greater value to non-financial support, strategic Partners and the ceding of spaces. Most of the projects were divulged through various communication channels, mainly the media and the Internet. The strategic Partners gave important evidence to the divulging of partnerships.

- **Points to improve...**

Most of the Associations and Partners did not reveal the existence of weak points during the ML's partnership. From the difficulties ascertained, the majority are related to excess bureaucracy, time consumed in delivery of tickets, lack of access for the disabled and service difficulties.

Facts	
 Approximately 70% of the Associations/Partners do not know the ML Sustainability Report, although 55% expressed interest in knowing the said report.	 The Associates/Partners consider that the Metropolitano de Lisboa is a good company.
 47% of the Associations/Partners have no intention of increasing the level of involvement with the ML. Only 39% of the Associations/Partners already have projects for 2008 with the ML.	 Best part of Associations/Partners considers that ML has no weak points.
	 90% of the Associations/Partners consider that the Metro facilitates the integration of foreign Communities in Portugal.

The ML relationship with its Strategic Partners involves several types of activities, from the promotion of events and workshops, participation in events organised by our Partners, continuous exchange of experience and information via distribution of communication, articles, reports and organisation of national and international meetings, among others. During 2006, ML answered over fifty questionnaires organised by its Partners. In particular, it answered six questionnaires carried out by ALAMYS, six questionnaires organised by the UITP and thirty questionnaires organised by the NOVA benchmarking group. During the year 2007, the total number of answers to questionnaires rose to fifty three: three organised by ALAMYS, eleven organised by the UITP and twenty-two organised by Nova.

During the year 2007 ML organised a series of events with the participation of the Associations and Partners with whom we maintain a closer relationship.

- **International Association of Public Transport (UITP)**

The International Association of Public Transport (UITP) is the international network for the public transport Authorities and Operators, political decision makers, scientific Institutes and the public transport and industrial services providers.

This Association is comprised of all urban transports systems: underground, bus, light underground, urban and regional trains and waterborne transport.

UITP functions as a worldwide platform for cooperation, business development and sharing of know-how among the 3,100 members from 90 countries.

UITP is the global defender of public transport and sustainable mobility, promoting innovation within the sector.

In summary the UITP is:

- The network of all mobility actors
- The catalyst for new business opportunities
- The global centre of knowledge and know-how
- The advocate for public transport and sustainable mobility
- The promoter of innovations and forward-looking solutions

The ML has representation in several UITP commissions, namely:

- Transport and Urban Life
- Transport Economics
- Human Resources
- Information Technology
- Marketing
- Security

By definition, the ML participated actively at the Metro Division, and all its five subcommittees:

- Operation
- Rolling Stock
- Fixed Installations
- Electrical Installations and Safety Systems
- Finance and Commerce

In 2007, Metropolitano de Lisboa hosted the following meetings:

#### UITP Transport Economics Commission (TEC)

This 75th meeting was the reason for the presence of Hans Rat, the UITP's Secretary General and was attended by most members of the Commission – a total of 29 delegates representing 25 organisations (Operators, Transport Associations, Consultants, Universities and Investigation Institutes), from 16 countries.

#### Operations Subcommittee

Besides the ML, the meeting was attended by 15 metro representatives from several continents, and a busy agenda with prominence to new technologies in the transport field, like contactless ticketing.

#### Design Day

The 3rd Design Day, organised by the UITP's Design and Culture Platform, was hosted by Metropolitano de Lisboa in its auditorium in Alto dos Moinhos, attended by approximately 100 participants from 20 countries.

The two days Seminar addressed the topic, "How design can be used to improve the quality of public transport network and Customer satisfaction".

The 3rd Design day involved the contribution of guest lecturers, from organisations from all over the world who addressed the original practices of design, emphasising Client's expectations in terms of design in public transport. <http://www.uitp.org/events/2007/lisbon/en/>.

- **ALAMYS – Latin American Association of Metro Networks and Subways**

Founded in 1987, ALAMYS groups the metro systems from Latin American countries, Spain and Portugal, and also the companies with related activities. This organisation aims to promote, coordinate and serve the technological exchange in planning, construction and installation of works and equipment in subway systems, to help increase productivity and optimize the members resources.

ALAMYS allows the exchange of experience at the various technical and operational aspects, and the cooperation to a proper technology transfer mutually beneficial.

It is increasingly necessary to extend such cooperation at a global level, with the inter-relationship between bodies – including UITP, ALAF and ANTP – which bring together institutions of transport counterparts at international, regional and country level.

In ALAMYS, Metropolitano de Lisboa is represented at the Management Committee, and in the technical committees:

- Planning;
- Resource Management;
- Operation; and
- Maintenance.

It is also a member of several working groups (Security; Construction).

- **The participation of ML in ALAMYS:**

#### **XX ALAMYS Assembly, in Buenos Aires**

"ALAMYS, Latin American Association of Metro Networks & Subways, convened in the month of November in Buenos Aires, its XX General Assembly. The Metropolitano de Lisboa was represented by Seabra Ferreira, Senior Adviser to the Board who also participated in the meeting of the Management Committee that preceded it, with a representation mandate from PCG the President.

ALAMYS includes metro networks in Latin America, Spain and Portugal, as well as companies and Associations that develop connected and complementary activities, made up of 41 Main Members (Operators) and 61 Adherent Members (Building construction societies, Equipment, Installation and consultancies).

In the Plenary Session and Management Committee meeting, the following issues were highlighted:

- Maintenance of the generic board of ALAMYS directive body, where ML maintains its position of third voter in the second year of its mandate.
- Approval and signature by all representatives of a declaration on "Corporate Social Responsibility as a Commitment by the Metro networks as a means of achieving Sustainable Development".
- Reception to the programme proposed by the ML, as host, for the 12th Technical Committees meeting that will take place in Lisbon, in 2007 . from the 14th until the 18th of May. This meeting will bring approximately one hundred and fifty participants to Lisbon, in expectation of the large benefits that result from the exchange of experiences, whether from the Operation, Maintenance, Planning and Resources Management committees, whether from the workshops dedicated to Safety, Marketing, Construction, or from the foreseen technical visits.

Therefore, ML is one of the main actors involved in ALAMYS. Besides the contributions for the technical sessions, it will also organise a round-table debate moderated by t the President dedicated to the topic: "Infrastructure and Operation in Metro networks: management models", for the debate of the different options practiced by metro networks associated with ALAMYS and others (such as Santiago do Chile, Buenos Aires, Sao Paulo, Madrid, Barcelona or London)."

*In JML – Nuno Gonçalves Pereira*

#### ALAMYS Technical Committees in Lisbon

"Between the 14th until the 18th of May, ML organised in Lisbon the 12th ALAMYS – Latin American Association of Metro Networks & Subways, Intermediate Technical Committees meeting.

185 delegates from 10 countries attended the meeting (...). This level of participation facilitated the extensive share of experiences in the plenary sessions in the Operation, Maintenance, Planning and Resources Management committees, in the workshops dedicated to Safety, Marketing and Construction, in the visit to the extension of the Red Line to S. Sebastião works and to the ML's network and in the intense social programme.(...)

Overall, ML's participation was very positive, with 20 institutional and technical presentations (a total of 66 communications) this meeting having constituted an opportunity for meeting and interchange of experiences with the ALAMYS colleagues."

*In JML – Nuno Gonçalves Pereira*

- **Nova Group – International Metro Benchmarking**

The NOVA Benchmarking group is focussed on the Metro's operational activity and comprises fifteen operators: Buenos Aires, Barcelona, Deli, Glasgow, Hong Kong (East Rail and West Rail), Lisbon, Milan, Montreal, Naples, Newcastle, Rio de Janeiro, Santiago do Chile, Singapore, Taiwan and Toronto.

This group works in partnership with the CoMET group, of the world's largest metro networks, thus making it possible to benefit from the results of their work.

The group is managed by the members, on a rotating basis. Every year the members choose a President inter pares, who has final control over all activities in a detailed and prospective manner.

#### Objectives

- Define Key Performance Indicators (KPI) for selection of best practices;
- Offer performance comparison information of interest for the decision bodies (Board of Directors, Member of Government);
- Introduce an alert system for the management;
- Define priority areas for improvement of effectiveness and efficiency;

- **MODURBAN**

With an expected duration of four years, ending in December 2008, the ModURBAN project budget is €19 million, 50% of which is subsidised by the EU. Its objective is to create automatic signalling equipment standards that will permit current signalling systems to evolve towards continuous speed control systems. The creation of these standards will produce important economies of scale when purchasing these systems.

On 6th and 7th March 2007, in the premises of the Alto dos Moinhos station, a meeting of the European project ModURBAN took place. 38 companies from 12 countries participated in this project, including 10 European metro networks (Lisbon, Paris, London, Berlin, Madrid, among others), Industrial Associations, systems and sub-system suppliers, Universities and research Institutes.

### Our suppliers...

The questionnaire was distributed to the Suppliers and contract works, services and materials.

ML counts on a wide range of Suppliers and some of them are mentioned herein:

- MOTA-ENGIL, S.G.P.S.
- METROCAIS, A.C.E.
- SIEMENS, S.A.
- TORFAL, Lda.
- ISQ
- SAFIRA SERVICES, S.A.

In the study performed with Metro Suppliers, it was ascertained that approximately 74% of Suppliers become aware of ML's requirements through public tender and 38% through enquiries made by ML.

The Public tender is the most common method by which Contractors learn about ML's requirements. In the case of Service Providers, that information is obtained mainly by enquiries made by the company.

#### • Strengths...

The majority of suppliers confirmed that there is a good relationship between them and Metropolitano de Lisboa. Competence (29%) and good coordination (38%) are more valuable for Service Providers, whilst professionalism and technical capacity (33%) are the ML's characteristics that the contractors value the most.

#### • Points to improve...

Service providers consider that payment delays (24%) are the weak point in their relationship with ML, followed by difficulties related to excess bureaucracy (14%). The group of contractors mentioned that the main difficulties derive from excess bureaucracy (24%) and payment delays (14%). There were no significant difficulties identified by suppliers but some weak points were mentioned, including the level of professionalism and the proposed price being excessive.

### Tender and specification

According to most of Suppliers that use this selection method, specifications contain highly demanding requirements. Suppliers also consider the level of requirements to be quite high when ML requires a specific supply, mainly in terms of Legal Requirements. In 2005, this group of Stakeholders generally considered the requirements were not very demanding.

### Complaints

In terms of complaints within Public Tenders, in the study performed with the ML's suppliers, approximately 16% presented complaints, most of which were presented by ML's Service Providers. The complaints presented focused mainly on the terms of the tender and the alterations made to the programme.

### Means of communication

Suppliers, Service Providers and Contractors that are contracted via an enquiry by ML, revealed that it would be advantageous if enquiries were made electronically and that there is already a tendency for them to become Electronic Consultations.

At the moment, most of the enquiries involving Suppliers of materials are presented in a Paper format but there are some Suppliers that have already been contacted electronically.



### **Disclosure of supply requirements**

Approximately one third of suppliers, most of them Metropolitano de Lisboa Service Suppliers, expressed the need for better disclosure of the company's requirements. Most of the Suppliers (67%) suggested publication should be made in the ML's website.

Half of the Suppliers already presented spontaneous proposals. Most of these organisations, voluntarily acting in the exhibition of products/services are from the materials supply sector.

### **Elaboration of proposals**

At the time of the proposals preparation, most Suppliers (65%) needed to obtain clarification from the ML and the material's Suppliers were those in more need. When asked about the ML's feedback to their queries, 90% of these Suppliers confirmed are happy with the speed and clarity of the clarifications and the whole material's Suppliers group is quite pleased.

### **Delivery of the projects developed during the year 2007**

Most Suppliers (90%) was pleased with the performed projects.

Most Suppliers (97%) considers the company ML as a good company, although 10% of the Contractors scored it negatively.

### **Delays in the execution of the projects/studies/works**

Most service suppliers and contractors (79%) ensure there were no delays in the projects and the occurred delays were mainly noticed by the service suppliers (29%), in particular during the approval (5%) and reformulation (4%) phases.

### **Follow up of projects and deliveries**

86% of the Suppliers consider the follow up of projects is efficient and the service providers were those that expressed higher satisfaction.

The reasons noted by the contractors that considered the follow up was not efficient are related to the lack of decision power, project adjustment and very bureaucratic and lengthy procedures.

The materials' Suppliers consider the delivery is efficient and therefore they have no improvement proposals.

### **Payment terms**

Payment terms were adjusted, as most Suppliers stated (80%). Those that have mentioned failures, suggest the reduction of bureaucracy and terms of payment, as the main improvements required.

### **Reception of works**

Specific contractors (24%), affirm there ML caused difficulties at the time of reception, namely at the level of requests for alterations, adjustments and the difficulties in the reception effectiveness.

### ML's Importance in its Supplier's business

Most of the Contractors that worked with Metropolitano de Lisboa throughout 007 depend upon this company and there is a percentage of them in which ML represents 100% of their revenue. Service Suppliers show higher independence and no case was found where their total revenue is based on ML.

### Future perspectives

Most Suppliers (90%) intend to increase their business relationship with ML in 2008. Most of the Suppliers group ( $\frac{2}{3}$ ), mainly the service providers, already have ongoing projects for 2008.

### Suggestions

Suppliers, as participant agents, suggested improvement proposals for future projects. The service providers recommended better disclosure of the tenders for the supply/rendering of services and the contractors recommended reduction in bureaucracy.

Facts		
↓	16% of the Suppliers presented complaints and most of them are Service Providers.	↑ 90% of the Suppliers requiring clarification about proposals preparation affirm are happy with the speed and clarity of the feedback.
↓	$\frac{1}{3}$ of the Suppliers, most of them Service Suppliers, expressed the need for better disclosure of the company's requirements.	↑ Approximately 90% of the Suppliers are happy with the performed projects.
↓	24% of the contractors affirm that ML caused difficulties at the time of the work's reception	↑ ML is scored by 97% of the Suppliers as being a good company.
↓	The contractors consider the delays in payment as the weak point in their business relationship with ML and consider excess of bureaucracy as the main difficulty.	↑ Competence, good coordination, professionalism and technical capacity are the characteristics that Suppliers most admire about ML.
		↑ The majority of Suppliers (90%) intend to increase their business relationship with Metro in 2008.

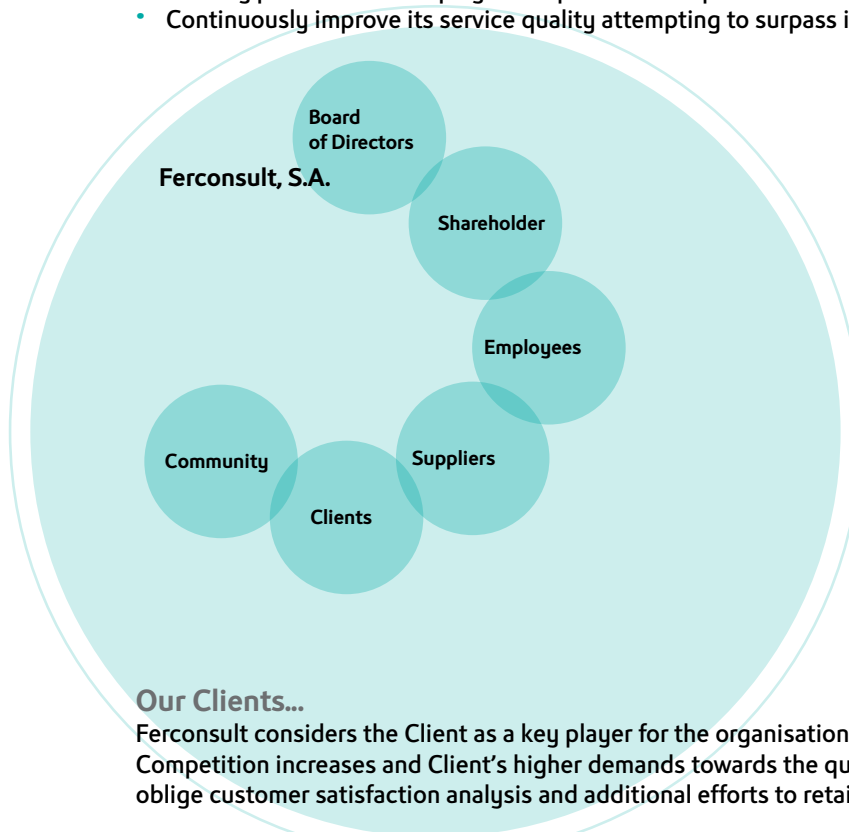
When we go through the results obtained in the analysis of our Stakeholders expectations study in 2005, we can find some very interesting aspects:

Evolution of your expectations	2005	2007
Evaluation of the tender and specification requirements	<p>In general confirm the tender requirements are not very demanding</p> <p>Goods and service Suppliers: consider the legal, economic/finance requirements as being the most demanding.</p> <p>Contractors Suppliers: consider the legal, environmental requirements as being the most demanding.</p>	<p>In general confirm the tender requirements are very demanding</p> <p>Most of the Suppliers that are informed about a public tender or ML's enquires consider the legal requirements as being the most demanding.</p>
Complaints reference Public Tender	No complaints were identified	<p>16% of the Suppliers asked, confirm they presented complaints.</p> <p>The group presenting higher number of complaints was the Service providers group.</p> <p>The issues specifically noted in the complaints are related to the tender and programme alterations.</p>
Clarifications requested to the ML at the stage of the preparation of proposals	They consider ML's cooperation very satisfactory	They consider ML's cooperation very satisfactory
Strong reasons to work with ML	<p>Goods and service Suppliers refer ML for its:</p> <ul style="list-style-type: none"> <li>• Good business relationship;</li> <li>• Good service coordination;</li> <li>• High level of demand;</li> <li>• Timings observance;</li> <li>• Quick feedback.</li> </ul> <p>Contractors Suppliers refer:</p> <ul style="list-style-type: none"> <li>• Know how;</li> <li>• Technical capacity.</li> </ul> <p>Materials Suppliers refer:</p> <ul style="list-style-type: none"> <li>• Professionalism;</li> <li>• Competence</li> <li>• Commercial clarity.</li> </ul>	<p>The entire Suppliers' groups refer they have a good business relationship with the company ML.</p> <p>Goods and service Suppliers refer:</p> <ul style="list-style-type: none"> <li>• Competence;</li> <li>• Good coordination.</li> </ul> <p>Contractors Suppliers refer:</p> <ul style="list-style-type: none"> <li>• Professionalism;</li> <li>• Timings observance;</li> <li>• Technical capacity.</li> </ul> <p>Materials Suppliers refer:</p> <ul style="list-style-type: none"> <li>• Competence;</li> <li>• Professionalism;</li> <li>• Timings observance.</li> </ul>
Delays in performing projects, studies and works	No delays were identified	<p>Most suppliers (79%) affirms there were no delays</p> <p>Most of the delays identified were pointed out by the Service Providers, and refer mainly to the approval and reformulation phases.</p>
Efficiency of ML's projects follow up	Everybody considered follow up as good and very good	Everybody considered efficient project follow up, mainly the service providers
Weak points	No weak points were identified.	<p>A number of Weak Points were identified by the Suppliers</p> <p>Service Suppliers pointed out:</p> <ul style="list-style-type: none"> <li>• Delays in payment</li> <li>• Excess bureaucracy</li> </ul> <p>Contractors Suppliers expressed difficulties at the following levels:</p> <ul style="list-style-type: none"> <li>• Excess bureaucracy</li> <li>• Delays in payment</li> </ul>

## Ferconsult, S.A.

Ferconsult considers that it is essential to focus its attention on the various interested parties with whom it maintains business relationships, in order to:

- Assure its Clients' and shareholders' satisfaction, requirements and expectations;
- Assure the efficient and effective management of its resources always aiming at utilising the best available practices;
- Actively promote their employees' improvement at professional level through their qualification;
- Continuously improve its service quality attempting to surpass its client's expectations;



### Our Clients...

Ferconsult considers the Client as a key player for the organisation's sustainability. Competition increases and Client's higher demands towards the quality of the services rendered, oblige customer satisfaction analysis and additional efforts to retain Client's loyalty.

In the scope of the Quality Management System, during 2007, mechanisms ensuring information about Customer satisfaction were conceived, in order to evaluate the Company's performance and compare the Customer's perceptions versus the Company's internal perception. These mechanisms will be implemented in the company in 2008.

We hope to ...	How? At present...	In the future ...
<ul style="list-style-type: none"> <li>• Ensure quality in our services.</li> <li>• Offer and gain trust and credibility.</li> <li>• Be a Partner.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the Quality Management System</li> <li>• Set up of operational procedures.</li> <li>• Direct and easy access</li> <li>• Set up of new services.</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction enquiries</li> <li>• Complaints Management System.</li> </ul>
Communication mechanisms		
	<ul style="list-style-type: none"> <li>• Inquiries.</li> <li>• Reports.</li> <li>• Publications.</li> <li>• Quality Manual.</li> <li>• Site.</li> </ul>	

### Our employees...

Human resources capital is one of the critical issues for the success of any organisation. In 2007 the Human Resources Management System was conceived. Ferconsult's Human Resources Policy does not look at race, colour, religion, social status, gender, civil status, political or sexual orientation. It fulfils all human rights' requirements and equal opportunities. At the selection and recruitment stage, the company is looking for motivated people, who are committed and willing to grow and become part of the team.

At the Performance Evaluation level, through the implemented Performance Management model, the company is keen to acknowledge and compensate its employees in a fair manner as a means of motivation and analyse individual and collective performance within the organisation.

A training plan is defined annually. By regularly updating its staff's expertise, the organisation intends to respond to current technological evolution and market competition.

In terms of dialogue, 2007 was also marked by innovation. Communication platforms were set up (Documental Management, Company Portal – FCNet) ensuring disclosure of internal company information and at the same time, promoting an organisational culture.

In early 2008, a new project will be launched ensuring evaluation of employees' satisfaction. Promotion of a good relationship between the organisation and its employees is a valuable mechanism for internal organisational improvement. Ferconsult's objective for 2008 is to perform a questionnaire with its employees focusing on a set of topics related to employees' perception of the organisation in order to enable evaluation of their level of satisfaction and motivation over the activities they perform and open to possible suggestions that might contribute to improvement of the company's economical, environmental and social sustainability.

We hope to ...	How? At present...	In the future ...
<ul style="list-style-type: none"> <li>• Manage Human Resources.</li> <li>• Motivate employees.</li> <li>• Promote equal opportunities.</li> <li>• Acknowledge employees' performance.</li> <li>• Career management routes.</li> <li>• Promote team spirit.</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Management System.</li> <li>• Performance evaluation</li> <li>• Behavioural Performance.</li> <li>• Human resources policy.</li> <li>• Training Plan.</li> <li>• Communication Plan.</li> <li>• Retribution policy.</li> <li>• Inclusion of employees' suggestions</li> <li>• Occupational Safety and Health</li> </ul>	<ul style="list-style-type: none"> <li>• Performance evaluation</li> <li>• Objectives evaluation.</li> <li>• Employees satisfaction inquiry.</li> <li>• Professional internship programmes.</li> <li>• Career management.</li> <li>• Investment in team activities.</li> </ul>
Communication mechanisms		
<ul style="list-style-type: none"> <li>• Reports.</li> <li>• Manuals.</li> <li>• Publications.</li> <li>• Site.</li> <li>• Portal.</li> <li>• Interpersonal Relationship</li> </ul>		

### Our Suppliers...

Our business relationship with Suppliers is established on the basis of partnership. Their selection is made through market consultation, according to technical and financial well-established criteria, and there is no discrimination whatsoever in favour of local contracts in the context of nationwide projects.

Our selection criteria for Suppliers/service providers include: quality/price ratio; execution time or delivery and internal evaluation of the Supplier/service provider.

All the Suppliers/service providers are subject to a qualification and evaluation process and are analysed on the following aspects: timings observance, product/service quality offered, technical capacity, prices observance, non-conformities.

The Suppliers/service providers qualification and evaluation is performed according with the documented procedure and refer to all the Suppliers/service providers.

We hope to ...	How? At present...	In the future ...
<ul style="list-style-type: none"> <li>• Acknowledge strictness</li> <li>• Receive Quality.</li> <li>• Gain Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Open relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Inquiries</li> <li>• Internal evaluation of services performed</li> </ul>
Communication mechanisms		
<ul style="list-style-type: none"> <li>• Reports</li> <li>• Conferences, congresses an seminars</li> <li>• Manuals</li> <li>• Publications</li> <li>• Site</li> <li>• Interpersonal Relationship</li> </ul>		

### Our Community...

Ferconsult maintains business relationship with several different types of Associations and Institutions, whether related to industry, commerce, local authorities or the public transportation sector, among others.

Ferconsult participates and/or influences the development of public policies through its membership with organisations and Associations:

#### National:

- Project managers and Consultants Portuguese Association;
- Association for Engineering Development;
- Public Companies Forum;
- Project managers and Consultants International Association;
- PROFORUM – Association for Engineering Development;

#### International:

- International Association of Public Transport (UITP);
- Association Française de Topographie;

#### Commercial:

- Luso-Venezuelan Chamber of Commerce;
- Luso-Brazilian Chamber of Commerce and Industry;
- Portugal-Mozambique Chamber of Commerce.

We hope to ...	How? At present...	In the future ...
<ul style="list-style-type: none"> <li>• Be recognised in the sector.</li> <li>• Learn different experiences and technologies.</li> <li>• Maintain good relationships.</li> <li>• Build partnerships.</li> <li>• Develop projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in events organised by Strategic Associations and Partners</li> <li>• Presentation of our activities and sharing our experiences</li> <li>• Presentation and Publishing of posters/ articles of common interest</li> </ul>	<ul style="list-style-type: none"> <li>• Inquiries</li> <li>• Internal evaluation of common projects</li> <li>• Development of partnership activities/projects</li> <li>• Promotion of Events (Conferences, Congresses, seminars, etc.)</li> </ul>
<b>Communication mechanisms</b>		
<ul style="list-style-type: none"> <li>• Reports</li> <li>• Conferences, congresses and seminars</li> <li>• Manuals</li> <li>• Publications</li> <li>• Site</li> <li>• Interpersonal Relationship</li> </ul>		

### Our Shareholder...

The key elements of our business relationship with Metropolitano de Lisboa are trust and building value for our shareholder. To achieve these objectives, our actions aim at securing the company's continuous growth, sustained by earnings capacity based on internal procedures and adequate investments that lead to the company's expansion. These are the fundamental vectors for our development and the development of our shareholder and the commitments taken by the Management Board, which translate into quantifiable objectives.

We hope to ...	How? At present...	In the future ...
<ul style="list-style-type: none"> <li>• Build value.</li> <li>• Offer transparent and rigorous information.</li> <li>• Generate Trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular and reliable information disclosure.</li> <li>• Improvement in operational productivity and efficiency.</li> <li>• Quality Management System implementation.</li> <li>• Definition of measurable objectives for the various managements.</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute for the good reputation of Metropolitano de Lisboa through successful national and international performance.</li> </ul>
<b>Communication mechanisms</b>		
<ul style="list-style-type: none"> <li>• Reports</li> <li>• Manuals</li> <li>• Publications</li> <li>• Site</li> <li>• Interpersonal Relationship</li> <li>• Studies</li> </ul>		

## 6. Our economic performance

### Metropolitano de Lisboa, E.P.

In the continuous efforts we have been making towards sustainability, we are aware that our economic performance is influenced by this objective.

We continue to analyse the impact of our financial activity on everyone around us. We therefore have to consider our economic relations with different stakeholders – Shareholders, Employees, Clients, Suppliers and the Community as a whole.

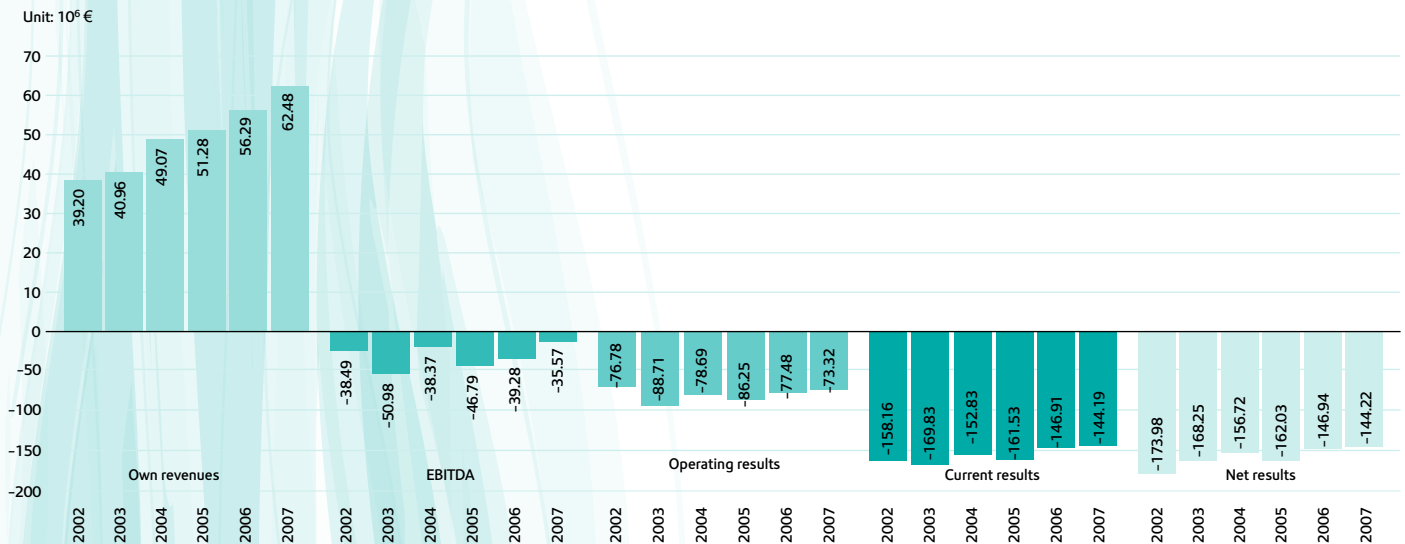
We periodically analyse the direct and indirect impact of our performance on society. As public service providers we know that a large number of people depend on us, at every moment of the day.

For this reason, we pursue our policy for improving the financial situation of the Metropolitano de Lisboa Group continuing our efforts to achieve equilibrium in our accounts.

Account heading [€]	2005	2006	2007
Total net assets	3,399,883,485	3,420,988,726	3,459,308,048
Shareholders funds	197,230,671	64,742,936	-56,678,366
Total liabilities	3,202,652,814	3,356,245,790	3,515,986,414
Own revenues *	51,284,149	56,290,079	62,477,540
EBITDA	-46,781,598	-39,277,142	-35,572,716
Operating results	-86,254,829	-77,481,962	-73,324,960
Current results	-161,526,551	-146,911,287	-144,186,574
Net results	-162,034,950	-146,943,678	-144,221,982

\* excluding operational subsidy

#### Main economic indicators –Statement of Net Income



The statement of net income for 2007 recorded a negative net result of € 144,222 thousands, around 1.9% lower than the level recorded in 2006, essentially explained by the 5.4% improvement in operating results, that recorded a negative value of € 73,325 thousands (€ 4,157 thousands lower than the level recorded in 2006), and a 4.2% improvement in extraordinary results.

The favourable evolution of operating results is essentially explained by:

- By the 9.2% increase in operating income, in the global amount of € 97,328 thousands;
- By the 2.4% increase in operating costs, which in real terms, signifies a stabilisation of the respective costs, in the global amount of € 170,653 thousands.

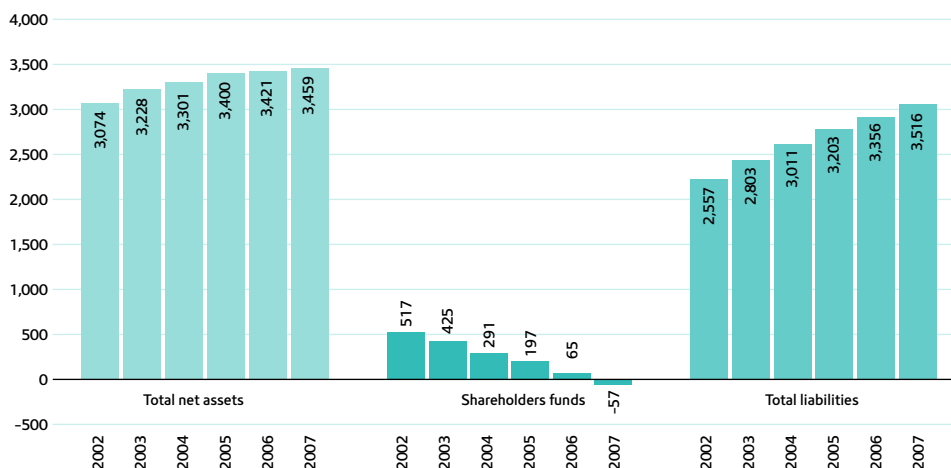


The following situations also took place in 2007:

- “Income” financed around 41% of “costs” (7.1% higher than in the previous year);
- “Operating income” covered around 57% of “operating costs” (6.6% higher than in 2006);
- EBITDA recorded a 9.4% improvement, equivalent to an increase of € 3,704 thousands;
- Standardised EBITDA (excluding the effects of early retirement) recorded a favourable improvement of around 25%, evolving to the negative value of € 29,310 thousands.

### Main economic indicators – Balance sheet

Unit: 10<sup>6</sup> €

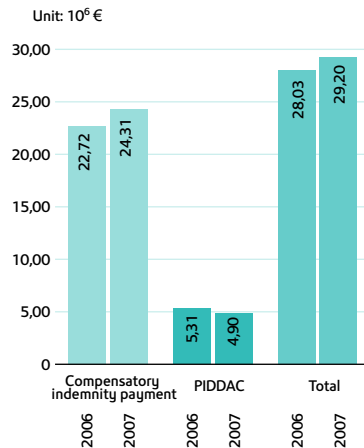


In terms of its asset structure, Metropolitano de Lisboa recorded a 1.1% in its net assets in 2007, which rose to the amount of € 3,459,308 thousands. This growth may be explained by the 2.8% increase in “Fixed assets financed by the State” corrected by a 2.7% reduction in “ML’s investment” and a 33.9% reduction in “current assets” (in particular in the category of “third-party debts”). There was a significant reduction in shareholders funds, which evolved to the negative amount of € 56,678 thousands. Global liabilities increased by around 4.8%, rising to € 3,515,986 thousands, influenced by the around 10.6% growth in medium and long-term “third-party debts”.

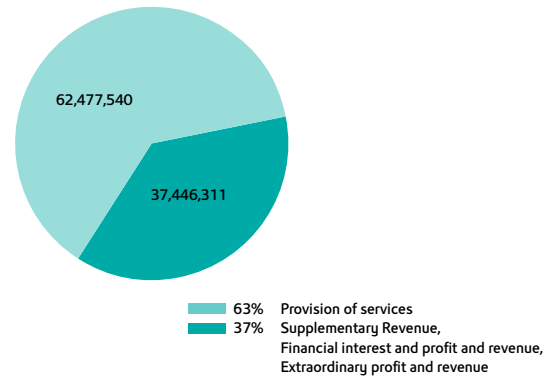
In 2007 the State’s financial commitment rose to the global amount of € 29,203 thousands – a 4.2% increase in relation to 2006.

State’s financial commitment	2006	2007	Variation 2007/2006
Operational subsidy	22,723,233	24,305,289	7.0%
PIDDAC	5,306,725	4,897,400	-7.7%
Total	28,029,958	29,202,689	4.2%

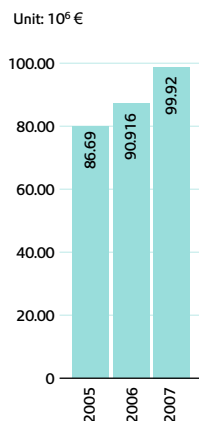
### State's Financial commitment



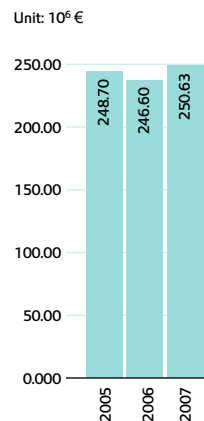
### Economic value generated - 2007



### Economic value generated



### Economic value distributed



Unit: €

Economic generated value	99,923,851
Economic value distributed	250,702,947
Economic value accumulated	-150,702,947

ML has a major economic impact on the community, in terms of the economic value distributed to its Stakeholders – Suppliers, Employees, State/shareholder and the Community in general which benefit from voluntary monetary contributions. While the economic value is limited, the most significant subsections are for Employees' Salaries and Benefits, and Operating costs corresponding to 35% and 33% respectively.

When we think about the risks and financial impacts associated to climate change, in terms of our operating activity, we foresee both positive and negative impacts. Although it's still too early to calculate the cost of these impacts, we can foresee that future investments will be necessary in order to adapt several of our Metro stations to possible climate changes. Indeed, in the context of global warming, we must also consider climate imbalances and inevitable heavy rainfall and storms, even in parts of the world where such events normally do not occur. We believe that it is likely that increased frequency of such inclement weather will cause several problems of inundation in the stations of our Metro network, with inevitable associated consequences that will lead to higher costs. However, or for the positive side, such inclement weather and the increasing need to reduce greenhouse gas emissions into the atmosphere will lead to an inevitable increase of demand for public transport and this aspect is viewed as a positive impact for ML's revenues and the global quality of life in our community.

## Employees

During 2007 Metropolitano de Lisboa had an average number of employees of 1,645, corresponding to a significant reduction in available employees (- 9.7%), as a result of 86 persons leaving the company being 60 as a result of early retirement as against 29 new entrants. This change made it possible to provide continuity to the staff renewal policy and consolidate productivity improvements recorded over recent years, in particular over the last five years, where, notwithstanding the launch of operations of a further 9.2 km of network and 9 new stations, the number of employees was cut by 77 persons.

The historic social responsibilities arriving from the Company's agreements, in particular payment of subsistence and retirement pension complements, were some of the most relevant aspects in terms of the economic impact for the company and determined a significant cost in 2007, aggravated by the number of early retirements recorded. In 2007, there was a 33% increase in relation to 2006 in terms of costs associated to staff-pensions.

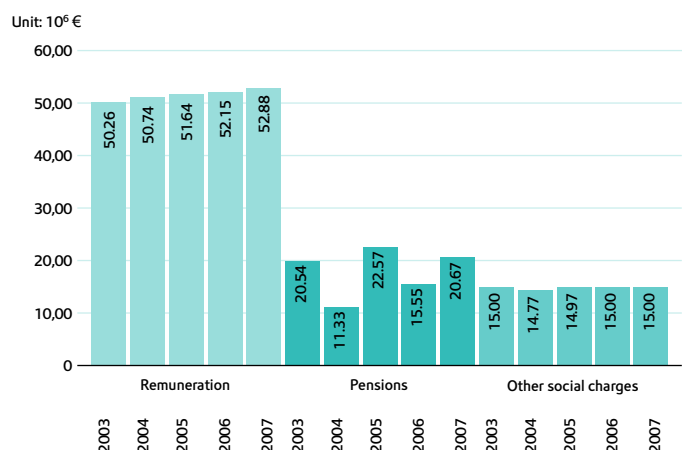
Also in 2007, staff costs rose to around € 88,560 thousands, wherein salary remuneration represented 60% of this amount.

Excluding the values related to liabilities inherent to the pensions plan, "staff costs" only recorded a global increase of 1.5%, which corresponded to an equal increase in the evolution of the global volume of salaries.

Given that ML operates exclusively in the Lisbon Metropolitan Area, there is inevitably a geographical influence on the hiring of new employees. In line with this principle, all members of the management board and top management already resided in the Lisbon Metropolitan Area at the time of their nomination and are therefore considered to be locals. However, there is no restrictive selection policy in terms of the place of origin of candidates.

Staff costs [€]	2005	2006	2007
Remuneration	51,641,898	52,147,142	52,883,884
Pensions	22,573,293	15,545,533	20,668,461
Other social charges	14,968,754	15,003,498	15,007,377
Total staff costs	89,183,945	82,696,173	88,559,722

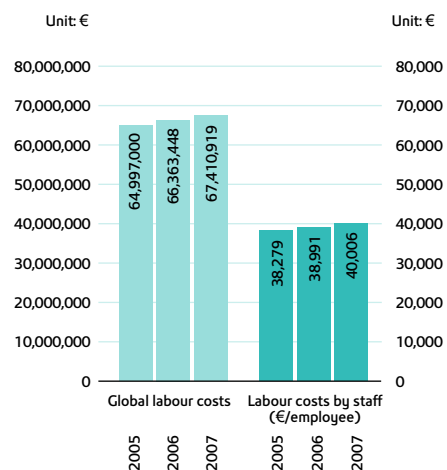
## Staff Costs (€)



Analysis of the evolution of global labour costs (excluding costs related to pensions, pre-retirement, retirement incentives, pensions fund and actuarial study) demonstrates a 1.6% increased in relation to 2006, with significant increases of labour costs per employee (2.6%).

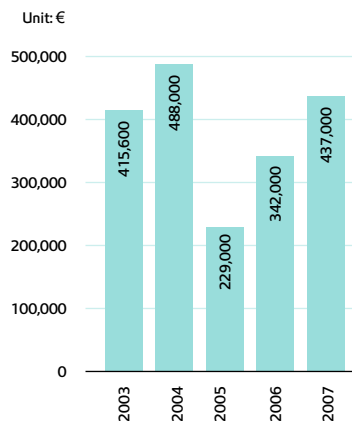
	2005	2006	2007
Global labour costs (€)	64,997,000	66,363,448	67,410,919
Labour costs by staff [€/employee]	38,279	38,991	40,006

#### Costs – Labour factor by staff

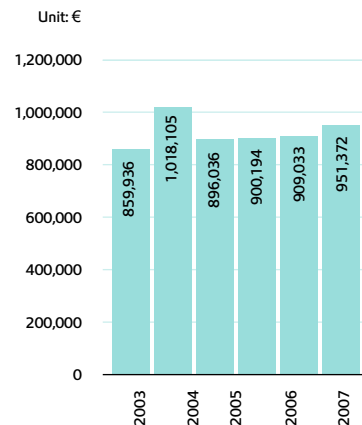


The company's investment in training of its employees was € 437 thousands being 28% higher than the level in 2006, reflecting the company's increased investment in training over the last two years.

#### Costs – Training



#### Social Support



In 2007 the investment in Social Support was around € 951 thousands being 5% higher than the investment made in 2006.

In 2007, the lowest base salary amount, for the full time working schedule, earned by workers of various professional degrees in ML, was € 767 – 90% higher than the national minimum wage for the year. This amount is significantly higher than the level practised in several other companies of the same business sector in 2007.

Variation in the proportion of the lowest minimum salary in the organisation compared to the national minimum wage, between 2006 and 2007 was –2.8%.

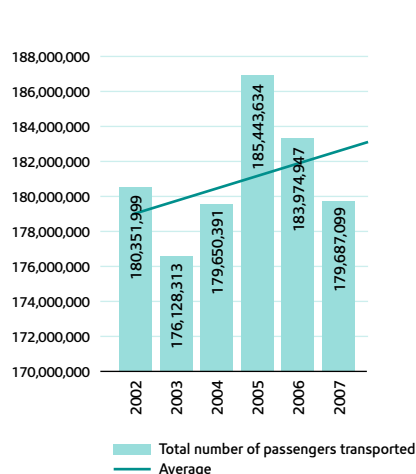
The minimum wage recorded in ML in 2007 corresponds to level 6 of the Business Agreement, wherein the lowest possible wage (level 1 – €641) was higher than the national minimum wage for the year.

## Customers

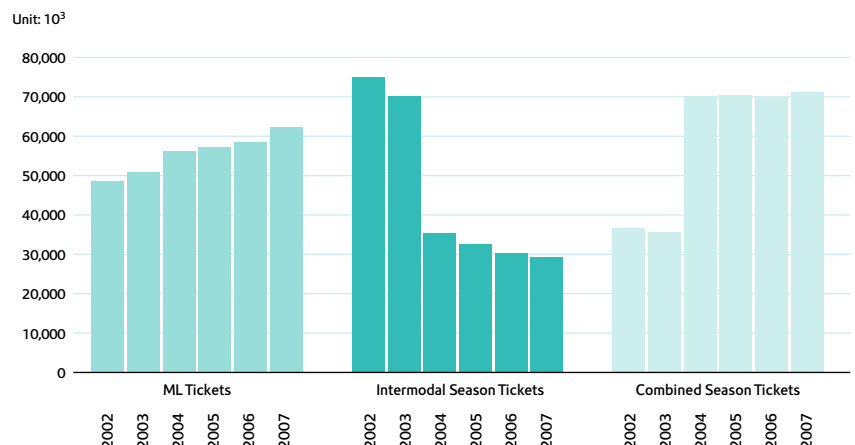
In 2007 there was a reduction in the total number of passengers transported in 2.3%, resulting from an accentuated drop in the level of fraud (from 9.5% in 2006, to 4% from February 2007 onwards) and the number of passengers transported with a free ticket – following closure of the network. Countering the tendency of reduction in the total number of passengers transported, there was increase in the number of passengers with a paid ticket (+ 2.5%), in particular holders of ML tickets<sup>13</sup>.

	2002	2003	2004	2005	2006	2007	2007/2006
<b>Revenues (€)</b>							
ML Tickets	19,036,759	20,985,719	27,400,260	28,254,416	30,677,313	33,921,427	10.6%
Intermodal Season Tickets	9,606,347	9,377,945	5,622,253	4,550,578	4,301,449	4,358,954	1.3%
Combined Season Tickets	5,772,572	5,869,324	11,561,058	13,059,835	15,104,337	16,307,570	8.0%
<b>Total</b>	<b>34,415,678</b>	<b>36,232,988</b>	<b>44,583,571</b>	<b>45,864,829</b>	<b>50,083,099</b>	<b>54,587,951</b>	<b>9.0%</b>
<b>Passengers</b>							
ML Tickets	48,717,270	50,862,551	56,175,348	57,131,894	58,528,193	62,350,902	6.5%
Intermodal Season Tickets	74,995,845	70,086,187	35,288,004	32,588,507	30,383,911	29,308,578	-3.5%
Combined Season Tickets	36,777,560	35,576,824	70,123,343	70,414,357	69,903,852	71,099,589	1.7%
Fraud and free tickets	19,861,324	19,602,751	18,063,696	25,308,876	25,158,991	16,928,030	-32.7%
<b>Total no. of passengers transported</b>	<b>180,351,999</b>	<b>176,128,313</b>	<b>179,650,391</b>	<b>185,443,634</b>	<b>183,974,947</b>	<b>179,687,099</b>	<b>-2.3%</b>
Passengers x km transported	757,478,396	739,738,915	801,209,940	862,312,898	855,483,504	835,545,010	-2.3%
<b>Revenue/Passenger (€)</b>							
ML Tickets	0.391	0.413	0.488	0.495	0.524	0.544	3.8%
Intermodal Season Tickets	0.128	0.134	0.159	0.140	0.142	0.149	5.1%
Combined Season Tickets	0.157	0.165	0.165	0.185	0.216	0.229	6.2%
<b>Average Revenue</b>	<b>0.191</b>	<b>0.206</b>	<b>0.248</b>	<b>0.247</b>	<b>0.272</b>	<b>0.304</b>	<b>11.6%</b>

Evolution of the total number of passengers



Evolution of the number of passengers transported by type and transport ticket



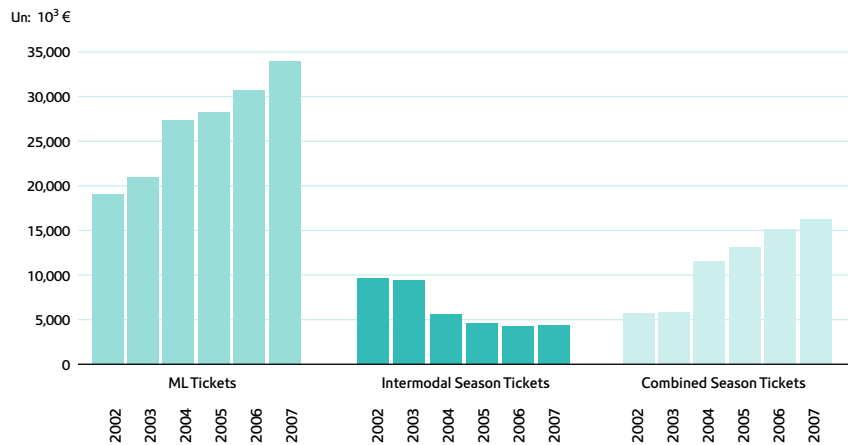
<sup>13</sup> The accentuated variation in 2004, between the intermodal and combined Season Tickets, resulted from alteration of the L pass, in its various modalities, to the Carris/Urban Metro (L) pass - 30 days, classified as a combined pass.

In order to simplify the existing tariff system, fostering greater mobility and equity in the type of tickets and prices made available, the following tickets were created in 2007:

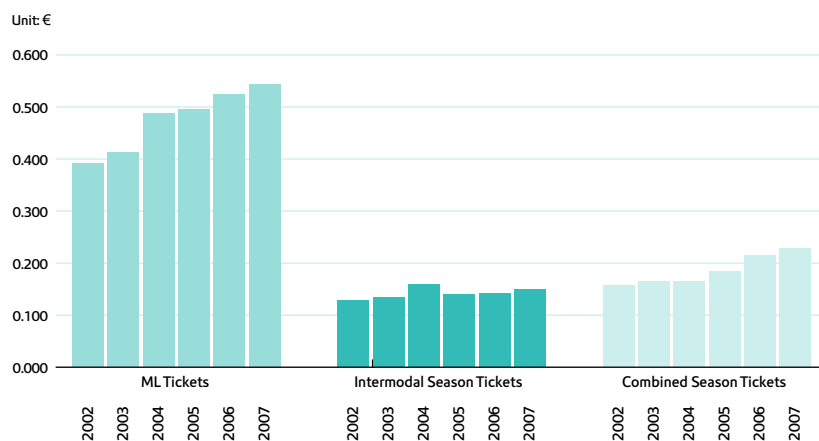
- 2 zones return tickets;
- Trip units: valid in the ML from July 2007, and subsequently extended, in November, to Carris with launch of the “Zapping” ticket;
- “7 Colinas” simple ticket – 1 zone and 2 zones.

The creation of new tickets and consequent reinforcement of the transfer of passengers to tickets that generate higher remuneration, together with updating of tariffs in January, led to a 9% increase in ticket revenues.

### Evolution of Revenues

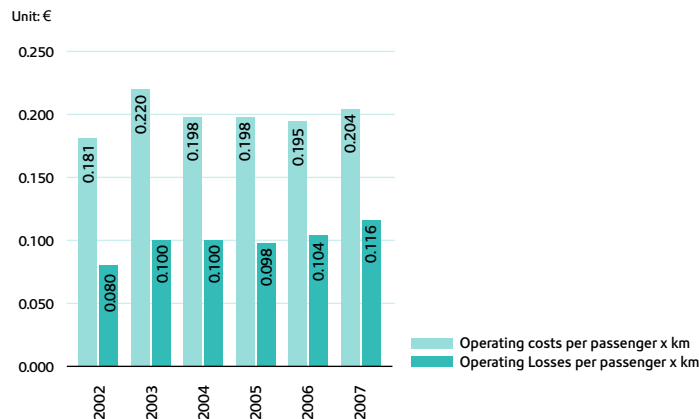


### Evolution of revenue by passenger



In 2007 there was stabilisation of operating costs associated to passenger transport, whereas in comparison with 2006, there was a 7% gain in income per passenger transported.

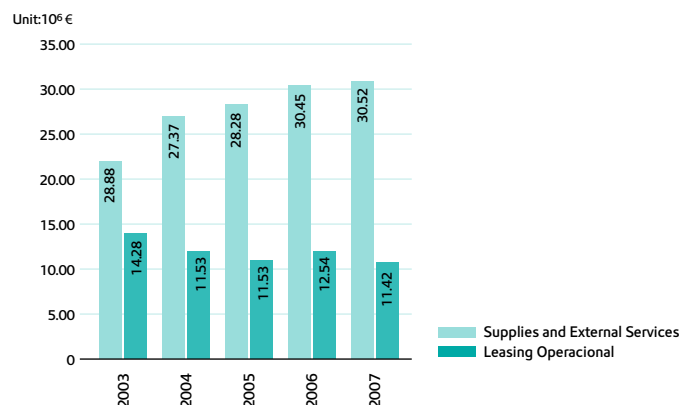
### Operating Costs and Losses per passenger x km



### Suppliers

In 2007, costs of suppliers and service providers fell (by around 2%), to a total of € 41,943 thousands.

### Supplies and External Services



ML maintains transparency in its purchasing processes. This principle, allied to prevailing legislation, obliges it to observe distinct procedures in function of the nature and value of acquisitions to be made.

ML is frequently governed by public tender policies, in whose context many suppliers are not locally based.

In order to reduce costs related to current consumables, we have created an online purchasing unit (B2B Forum). Non-local suppliers can also access the central purchasing unit. Given the character and origin of this type of unit, purchase options are essentially based on the lowest price.

In terms of the proportion of local suppliers, in operational units, there is not yet an automated accounting system. In the future we will implement an automatic process that will enable us to calculate this percentage effectively.

## Ferconsult, S.A.

The decisions assumed during 2007 for Ferconsult, will only be visible in the company's performance, in 2008 and following years.

Nonetheless, there was a significant increase in operating results, making it possible to obtain a net result of €1.8 million, five times higher than that recorded in the previous year, and the company's best ever net result.

Structured and measurable objectives were defined, associated to performance evaluation and control of the operating results of projects.

The objectives for 2007 were...	We implemented...
<ul style="list-style-type: none"> <li>Participation in the strategic repositioning of erconsult as a service provider, in the broader scope of engineering consultancy.</li> <li>Autonomisation of the current commercial function for ML, in the production departments.</li> <li>Procurement of contracts in the external market.</li> <li>Reinforcement and development of pre-existing business.</li> <li>Entry into business areas.</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of proposals to varios areas: railways, roads, water and networks infrastructure services, ports, manufacturing works.</li> <li>Organisational restructuring.</li> <li>Broadening of the scope of geographic action.</li> <li>Attraction of new national and internacional clients, for provision of the traditional services developed by th company.</li> <li>Broadening of the range of services offered, in particular in the areas of Instrumentation, Safety and the environment.</li> </ul>

The "involvement of employees in definition of the company's strategy and targets" experienced the first developments in 2007 with the growing participation of employees in Ferconsult, delivering contributions and suggestions for formulation of the organisation's strategy and objectives. The production areas were transformed into departments, and commercial functions were attributed to them. In line with the plans established for commercial activities, various proposals were presented to the domestic and external market, widening the scope of geographic activity, to the provision of services in Ireland and Morocco.

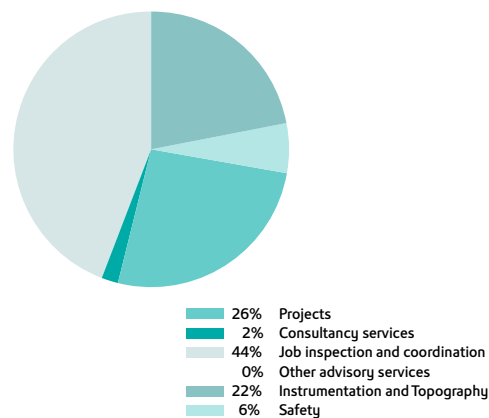
At a time in which the Portuguese economy has countless constraints in terms of economic growth, Ferconsult has succeeded in reversing this tendency. The numbers speak for themselves...

Financial and profitability indicators	2005	2006	2007
Operational rate of return on sales	9.3%	4.9%	11.9%
Net rate of return on sales	3.5%	2.3%	8.6%
Rate of return on shareholders' funds	10.4%	6.2%	26.3%
Gross added value (GAV)	€10,268,836	€ 8,475,176	€ 15,421,108
Financial autonomy	24.4%	28.8%	30.1%
General liquidity	117.8%	132.9%	133.4%
Solvability	51.8%	66.1%	94.9%
Cash-Flow	€ 947,264	€ 1,063,523	€ 3,141,271

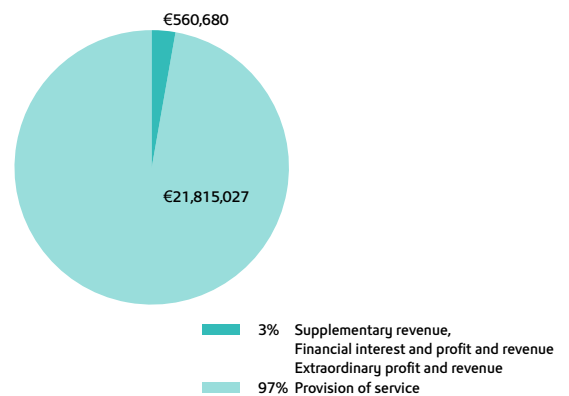


In 2007, our economic performance progressed. The company's financial and economic situation improved in all economic indicators, with emphasis on the rate of return on sales and on shareholders' funds.

**Economic Value Generated by Provision of Services, by Business Area in 2007**

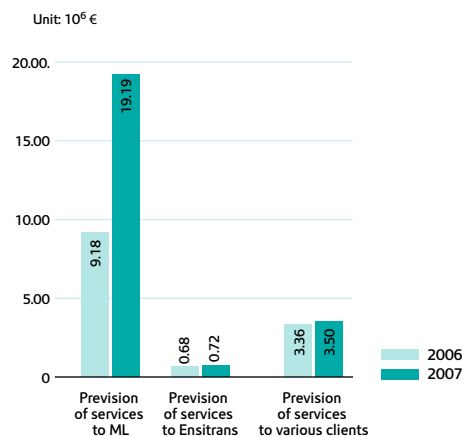


**Economic Value Generated – 2007**



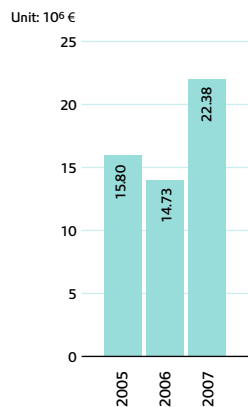
Instrumentation and Topography works, provided fundamentally to ML, are three times higher than the level recorded in 2006 and Safety and Environment works, also provided fundamentally to ML, are 2.7 times higher. The tendency recorded in 2006 of reduction in the importance of traditional project drafting and inspection services (nonetheless corresponding to 44% of the economic value generated in terms of provision of services), in detriment to a diversified set of services, was provided in response to requests made by the shareholder.

**Distribution of provision of services by clients**

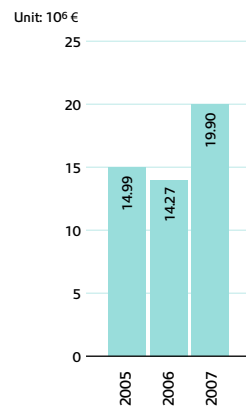


There was a 77 % increase in sales in relation to 2006. This increase was largely due to regularisation of contractual situations that had to be resolved with the Metropolitano de Lisboa. The decisive factor for such regularisation was autonomisation of business units that has enabled greater flexibility of their processes and innovation capacity. This is a fundamental process for attainment of results in view of appraisal of their performance.

#### Economic Value Generated



#### Economic Value Distributed



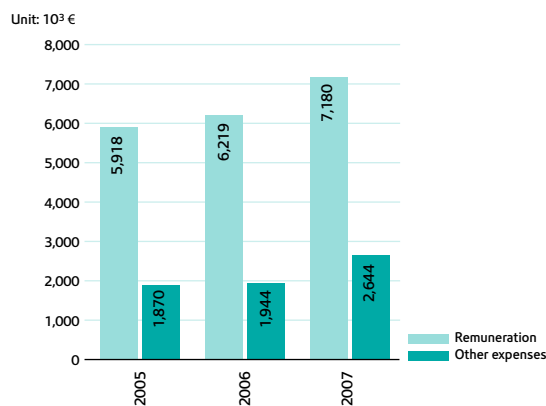
Unit: €

Economic Value Generated	22,375,707
Economic Value Distributed	19,898,225
Economic Value Accumulated	2,477,482

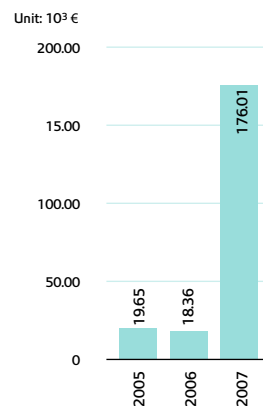
In 2007, Ferconsult generated an economic value of € 22,375,707 of which € 19,898,225 (89%) were distributed between our Stakeholders (49.9% in operating costs, 49.4% in staff costs, 0.2% in taxes and 0.1% in payments to capital providers) and € 2,477,482 (11%) were accumulated by the company.

In 2007 staff costs attained a total of € 9,823 thousands wherein 73% of this amount corresponded to remuneration. In relation to other staff costs, inclusion is made of other remuneration charges, health insurance, accident insurance, company vehicles, indemnity payments for dismissal and social season tickets supplied to employees travelling on business.

#### Staff costs



#### Training Investment



The company's investment in training of its employees was € 176,013 thousands which is 877% higher than the level recorded in 2006, contributing to 6,958 hours of training in this year.

In 2007, the lowest base salary amount recorded in the company, compared to the national minimum wage, was 30% higher than the latter in 2007. Variation in the proportion of the lowest salary in the organisation compared to the national minimum wage, between 2006 and 2007 was -0.5%.

The management indicators simply reflect the direct impact of our activity. Nonetheless, more in-depth analysis of the type of activity of the company, together with integration in the context of the national economy, demonstrate the interactions existing with the company, environment and the economy, where we establish our projects – factors which we define as the indirect impacts of our activity.

Ferconsult considers that the activity which it pursues, contributes to Portugal's social and economic development through:

- Job creation;
- Development of quality projects, endowed with better railway infrastructures and extreme public utility in any urban setting;
- Creation of wealth and economic development in the regions and countries where we develop projects, by hiring local suppliers.

Ferconsult is aware that the question of climate change may have an indirect impact upon the company's activity. In the future there may be regulatory decisions that create the need for the supply of our services within the market.

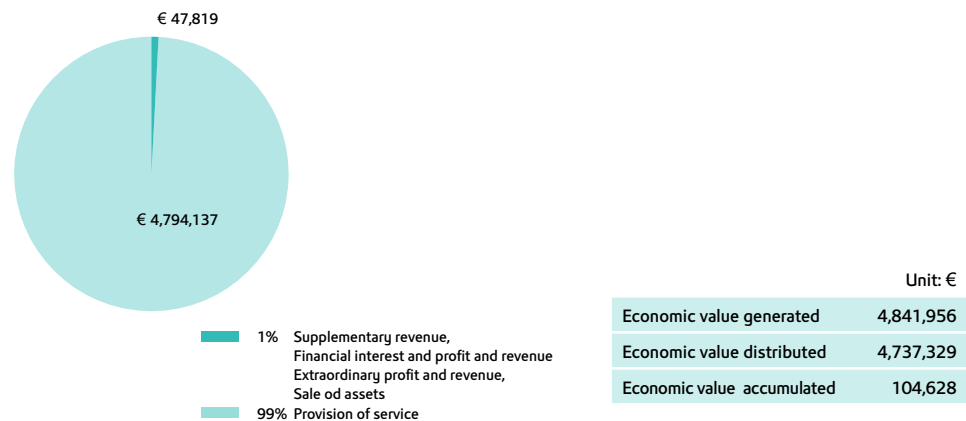
## Ensitrans, A.E.I.E.

The commercial commitment in the Algerian market proved to be opportune, making it possible to increase sales turnover in comparison with 2006 by around 275%, as a result of development of projects in progress in relation to the Algiers Metro and Oran Tramway and also new projects such as extension of the Algiers Metro.

The strong performance achieved, allied to the significant investments experienced in the Algerian market, guarantees good perspectives of continuity of work in this market.

The commercial success was reflected in the results for 2007, with a fairly significant increase in sales turnover level that attained the current amount of € 4,794 thousands, and the respective operating result.

### Economic value generated- 2007



In 2007, Ensitrans economic value generated of € 4,841,956 where in 98% of this amount was distributed to Stakeholders and 2% of this amount was accumulated by the company.

## 7. Our environmental performance

### Metropolitano de Lisboa, E.P.

An efficient and environmentally responsible public transport system is essential for the sustained development of Lisbon.

Metropolitano de Lisboa is responsible for transporting over 500,000 passengers per day, unequivocally a great contribution on mobility in the metropolitan area. Environmental issues are simultaneously centred on improving mobility by constructing new stations in uncovered areas, but also on the reduction of the negative environmental impacts associated.

The National Climate Change Plan (PNAC) emphasises the influence of Metropolitano de Lisboa as a Public Transport Operator, considering the passengers of the new stations as one of the essential measures for the reduction of the emission of greenhouse gases and thus bringing the country closer to the goals stipulated in the Kyoto Treaty.

Metropolitano de Lisboa constantly focuses on continuous improvement dealing with environmental matters. In this context, the environmental procedures developed by Metropolitano de Lisboa are presented in order to comply with the commitments undertaken in our Environmental Plan and as part of our Sustainability Strategy.

#### Our performance at the level of utilisation of resources

ML is determined to continue to reduce consumption of natural resources which are, basically, the translation of the wealth of society.

We believe that this is the commitment of all those around us and that technological innovation will take major steps towards dealing with global needs.

#### Products and materials

Energy consumption can be divided into two types: consumption resulting from support activities for Metropolitano de Lisboa operations and that resulting from construction/maintenance operations and which clearly reflect our expansion, i.e. consumption of concrete and steel.

With regard to running and providing our service, during 2005, 2006 and 2007, there was a significant increase in the consumption of light bulbs, the increase in 2007 being exponential. This increase is explained by the fact that in 2006 there was enough available stock of light bulbs but in 2007 it became necessary to restock some.

With regard to paper consumption, there was a significant increase in 2007, of more than five tonnes, given that the reams of paper acquired in 2007 were taken into account. For 2005 and 2006 this was not the case (for these years, only rolls of paper, bought by weight, were considered).

In terms of battery consumption, there was a considerable increase in 2006 followed by a decrease in 2007.

Consumption of bottled water has been increasing since 2005, with an exponential increase in 2007. This increase is due to the increase in water distribution points for employees, providing easier access and therefore greater consumption.

In the case of building work to the Expansion of the ML's network, there was a slight increase during 2007 in the consumption of raw materials, in particular concrete, when comparing to 2006's consumption, although in both years the consumption was significantly less than in 2005. This increase was due to the high consumption of concrete during the early construction phases of various contracts. When these were completed, the lines were laid, implying an increase in steel consumption for the rails during 2006, which increased further in 2007.

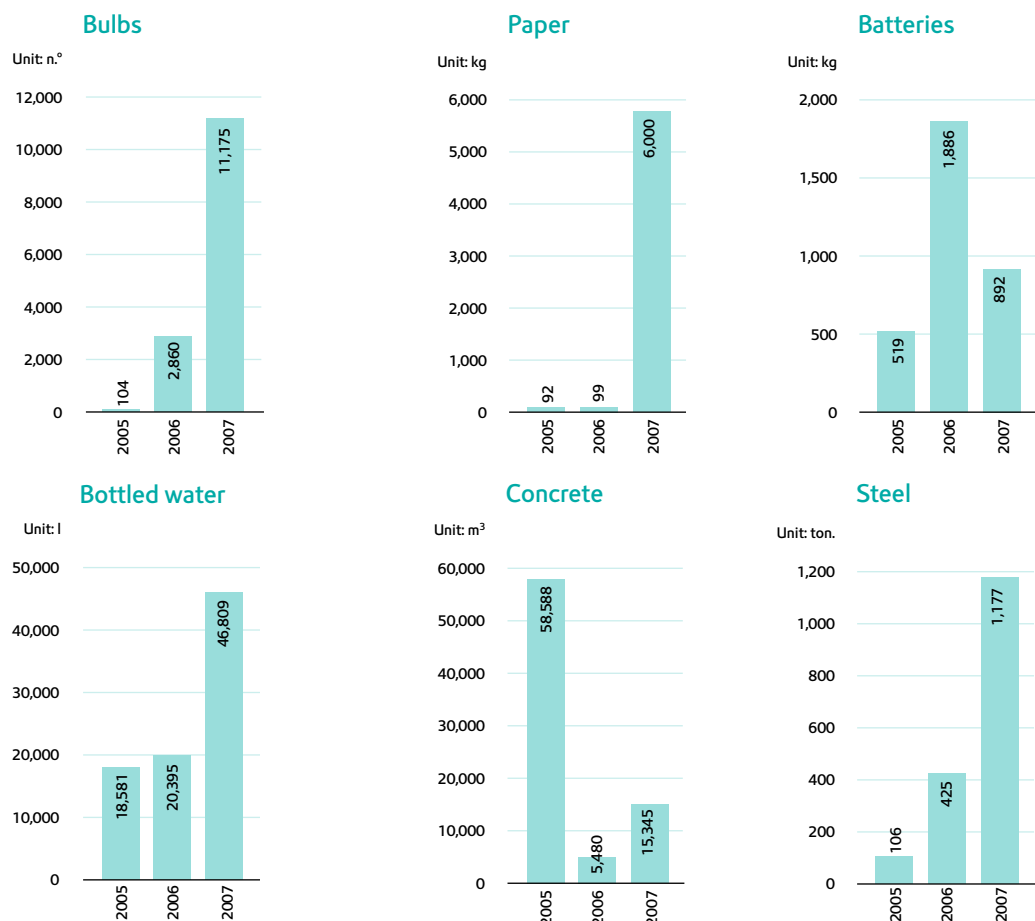
To calculate the amount of steel and concrete used, the quantities recorded for the renovation of Alvalade station, the extension to the Red Line between Alameda/São Sebastião, the extension of the Red Line between Oriente station and the Aeroporto station and the building of the stretch between Baixa-Chiado and Santa Apolónia were all added together.

Both concrete and steel are materials used by contractors providing services to ML and are therefore specific materials for such activities. However, we believe that consumption of these materials has a significant impact both in environmental terms and in economic and social terms in the community. Thus, and as this consumption is the responsibility of ML as the Developer, we believe that it is more transparent and correct to take on and integrate the respective impacts with regard to our performance, including this in our Sustainability Report.

In the future, we intend to widen the scope of materials considered with regard to our activities, attempting to integrate a greater diversity of materials also used by our suppliers in the provision of services to ML.

Year	Bulbs (unit.)	Paper (kg)	Batteries (un.)	Bottled water (l)	Concrete (m <sup>3</sup> )	Steel (ton.)
2005	104	92	519	18,581	58,588	106
2006	2,860	99	1,886	20,395	5,480	425
2007	11,175	6,000	892	46,809	15,345	1,177

Note: Consumption of bulbs and batteries is presented in units because we believe that due to the characteristics of such consumption, this is the most correct way to report it.



With regard to recycling materials, we have been contributing since 2005 to the system of separation and collection of newspapers, paper and cardboard in Metro stations in partnership with the Lisbon Municipal Council, which established a specific circuit for this collection.

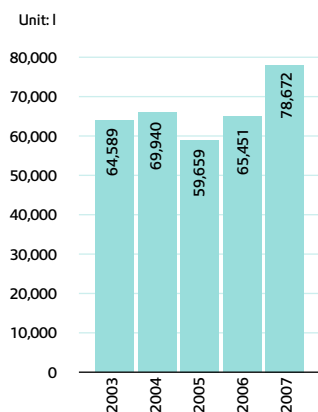
### Energy

Consumption of petrol decreased significantly in 2007 as compared to the three previous years. On the other hand, consumption of diesel increased slightly. This consumption includes the utilisation of support machinery and for maintenance of the lines as well as all of the other service vehicles used by employees. The refuelling of machines for management of the line is carried out at internal diesel refuelling posts situated in the maintenance areas. In the case of consumption of diesel and petrol, we have chosen to present the values since 2003, given that these were rectified in relation to data presented in our 2005 Sustainability Report (data relative to 2003, 2004 and 2005 was corrected).

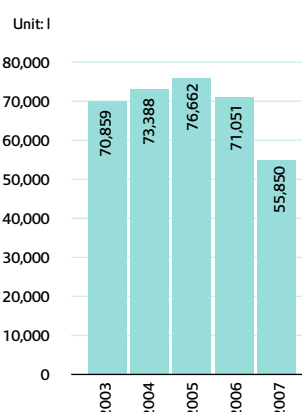
With regard to natural gas consumption, mainly used in the boilers located in the PMOs, it is not yet possible to observe a tendency towards continued reduction. There is a reduction in absolute terms when we compare the value for 2005 with 2007; however, there is a relative increase between 2006 and 2007. Nevertheless, we are convinced that our efforts will continue to bring about decreases in consumption relative to the value observed in 2005.

In terms of diesel consumption, although there were various fluctuations in the overall annual value, this has been tending to rise since 2003. In contrast, petrol consumption has been tending to fall since 2003.

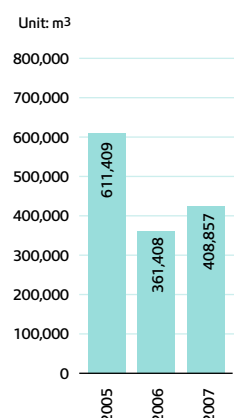
**Diesel**  
– consumption and trend



**Petrol**  
– consumption and trend



**Natural Gas**  
– consumption and trend



All the indirect energy comes from consumption of electricity supplied by EDP. Bearing in mind the slight reduction in levels of supply and the consequent decrease in traction energy (– 5.42%) the overall balance for energy consumption was positive.

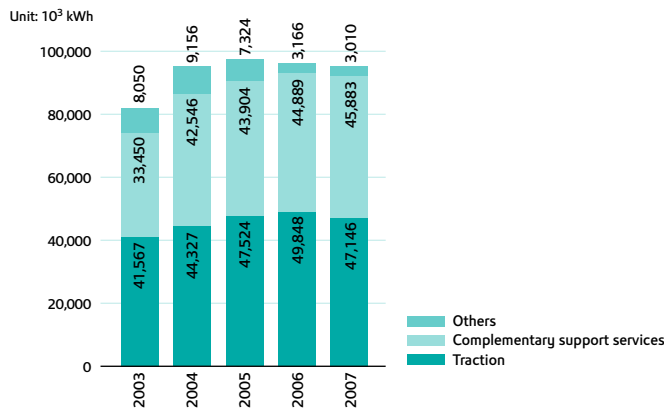
Nevertheless, there was an increase in consumption of complementary and support services when the renovated Alvalade and Roma stations came into operation, as well as the Baixa-Chiado/Santa Apolónia stretch.

In 2007 it was possible to recover, at the most, approximately 50% of traction energy, which means savings of approximately 23GWh.

In relation to Metropolitano de Lisboa initiatives aimed at energy efficiency, we would like to point out the fact that in 1993, we acquired the 1st generation of rolling stock with specifications for the reduction of consumption due to the high rate of energy recovery. Later, in 1997, 1999 and 2000, we acquired the remaining generations of rolling stock, essentially with the same manufacturing and performance characteristics.

At the moment, all rolling stock in use has specific technology for energy recovery from the braking power accumulated in the rail. Although it is theoretically possible to achieve a recovery value of around 50%, in operational terms this is not always possible. In fact, it would be necessary that for every train that brakes at a station, there was another one immediately behind which would be leaving practically at the same time. Otherwise, this energy is partially dissipated in the form of heat. In 2007 we were able to obtain a maximum recovery of approximately 23GWh. of electricity for traction.

#### Evolution of consumption of electricity by component

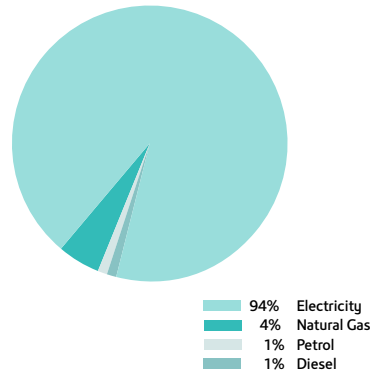


As regards lighting, although the performance or energy efficiency of the devices used has increased due to a programme of substitution with bulbs of better performance (substitution for fluorescent lighting with electronic ballast, which performs better; and of iodides for sodium vapour), no energy was saved due to the increase in the number of stations and their degree of lighting. The same can be said for driving force, where we have been following a programme of substitution of escalators with movement sensors and timed stops.

We can thus draw the profile of energy consumption at ML comparing the various forms for obtaining useful energy from the different forms of primary energy (electricity, petrol, diesel and natural gas). The profile obtained shows, as expected, that the greatest slice of consumption corresponds to electrical energy where the predominant factor is the electricity necessary for train traction.



### Energy Consumption Profile



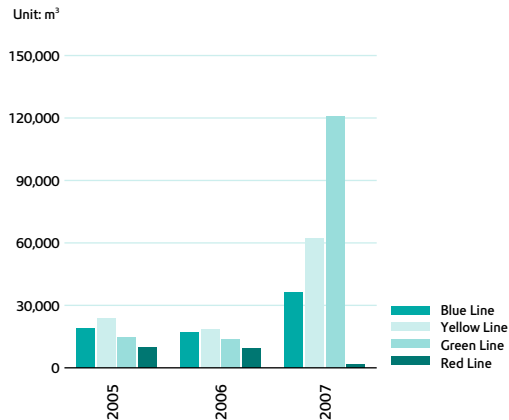
### Water

Metropolitano de Lisboa aims to reduce water consumption through the implementation of environmental practices within the company, for example, water recycling. Relative to water consumption recorded on the various network lines and in Metropolitano de Lisboa facilities /offices, it can be seen that only the Red Line shows a decrease in consumption (approximately 80% less compared to values from 2005).

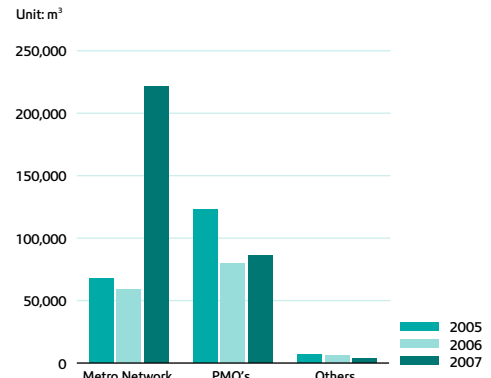
With regard to consumption in PMOs, there is a decrease when comparing the values for 2005 with those of 2007 (approximately 44% less in PMOII consumption and approximately 14% less in PMOIII consumption). On the other hand, with regard to consumption at head office (Barbosa du Bocage), there is a reduction of approximately 33% in water consumption when comparing the values for 2005 with those verified in 2007.

Water consumption (m³)		2005	2006	2007
Metro Network	Blue Line	19,074	17,280	36,160
	Yellow Line	23,911	18,325	62,146
	Green Line	14,531	13,647	120,920
	Red Line	10,069	9,439	1,833
	Sub-total	67,585	58,691	221,059
Other facilities	PMO I	5,915	n.a.	6,628
	PMO II	75,589	45,395	42,302
	PMO III	43,364	35,033	37,440
	Barbosa du Bocage	3,271	2,753	2,186
	Fontes Pereira de Melo	1,093	1,918	1,795
	Sidónio Pais	1,900	1,756	1,463
	Viv. da Al. das Linhas de Torres	173	32	8
	Sub-total	131,305	86,887	91,822
Total		198,890	145,578	312,881

### Water Consumption in the Metro Network



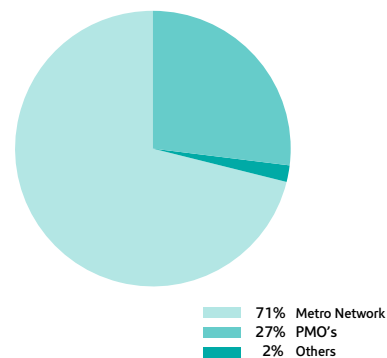
### Water Consumption by type of installation



The water reuse seen in the maintenance activities in the PMOs (washing of trains and parts) is of note, although there is still no quantification of this.

As can be seen, the largest quantities of water consumed in 2005 and 2006 was in the PMOs (carrying out maintenance, cleaning and repairs of equipment) followed by the stations and other facilities.

### Distribution of water consumption in 2007



In 2007, this distribution was inverted, with the metro network (stations and line facilities) representing the largest slice (71%) of consumption of this resource.

The company's performance in the area of management of water consumption will undergo detailed analysis, with a view to identifying and implementing new processes permitting greater efficiency in the utilisation of this limited resource.

## Implementation of environmental protection measures performance

### Waste management

Under the scope of the new Legal Regime for Waste Management (Decree-law no. 178/2006, of 5 September), ML is improving its internal waste management system, bearing in mind its responsibility as a producer of waste and the compulsory nature of joining and recording its annual production of waste at SIRER (integrated electronic waste recording system)

In the future, ML will integrate into its Integrated Waste Management Plan (PIGRes) control and routing of toners and ink cartridges to duly certified operators. Apart from this, and during the implementation of the Environmental Management System, the PIGRes (in operation since 2000 and updated in 2005) will be reviewed in order to make improvements in the reduction of production of industrial, urban and other waste, as well as at management level of the internal circuits for separation and routing.

With regard to commercial operations, there is already a specific circuit for the collection of paper and cardboard. In the near future, we will be studying the best way to separate the remaining urban waste at stations (plastic, glass, etc.) as well as models of specific equipment which will serve as mini ecopoints in these stations.

Type of Waste	EWC Code	2006		2007		Variation
		Quantity (ton)	Operation	Quantity (ton)	Operation	
Iron and Steel	17 04 05	86.98	R4	89.52	R4	3%
Paper and Cardboard	20 01 01	7.78	R3	5.46	R13	-30%
Other motor, transmission and lubricating oils *	13 02 08	7.29	R13	4.8	R13	-34%
Waste from Electrical and Electronic Equipment*	20 01 35	2.28	R13	4.72	R13	107%
Glass	20 01 02			4.22	D15	
Other solvents and mixtures of solvents*	14 06 03	2.83	R13	3.053	R13	8%
Fluorescent bulbs and other waste containing mercury*	20 01 21	1.44	R13	2.315	R13	61%
Glass	16 01 20	1.16	D1	1.817	D15	57%
Plastic	16 01 19	12.00	D1	1.525	D15	-87%
Bulky waste	20 03 07			0.54	D1	
Electrolytes from batteries and accumulators collected separately*	16 06 06	0.01	R13	0.504	D15	3777%
Absorbents, filter materials (including oil filters not previously specified), wiping cloths and protective clothing, contaminated by hazardous substances*	15 02 02	0.52	D15	0.43	D15	-17%
Other non-specified waste*	13 08 99	1.60	D9	0.396	D15	-75%
Bituminous mixtures containing coal tar*	17 03 01			0.334	D15	
Absorbents, filter materials (including oil filters not previously specified), wiping cloths and protective clothing not included in 15 02 02	15 02 03	0.42	D1	0.319	D15	-24%
Waste paint and varnish containing organic solvents or other dangerous substances*	08 01 11			0.234	D15	
Alkaline batteries (except 16 06 03)	16 06 04			0.23	D15	
Lead Accumulators*	16 06 01			0.06	R4	
Oily water from oil/water separators*	13 05 07	68.70	R9			
Grease and oil mixture from oil/water separation containing only edible oil and fats	19 08 09	11.18	D1			
Mixed construction and demolition wastes	17 09 04	1.24	D1			
Waste printing toner containing dangerous substances*	08 03 17	0.51	R13			
Other insulation materials consisting of or containing dangerous substances*	17 06 03	0.31	D15			
Used tyres	16 01 03	0.26	D1			
Insulation materials other than those mentioned in 17 06 01 and 17 06 03	17 06 04	0.20	D1			
Waste glues and sealants containing organic solvents or other dangerous substances*	08 04 09	0.12	D15			
Aqueous washing liquids*	12 03 01	0.11	D15			
Bottom ash, slag and dust from the boiler combustions or other dangerous substances *	10 01 04	0.05	D15			
Wastes from paint or varnish removal containing organic solvents or other dangerous substances*	08 01 17	0.03	R13			

\* - Hazardous Waste

D1 - Depositing on or in the ground (for example, landfills, etc.).

D9 - Physical/chemical treatment, not specified in any other part of this annex, which produces final compounds or mixtures by means of any one of the operations enumerated from D1 to D12 (for example, evaporation, drying, incinerating, etc.).

D15 - Storage while awaiting implementation of one of the operations enumerated from D1 to D14 (excluding temporary storage, before collection, at the place where such collections are made).

R4 - Recycling/recovery of metals and alloys.

R9 - Refining and other reutilisation of oils.

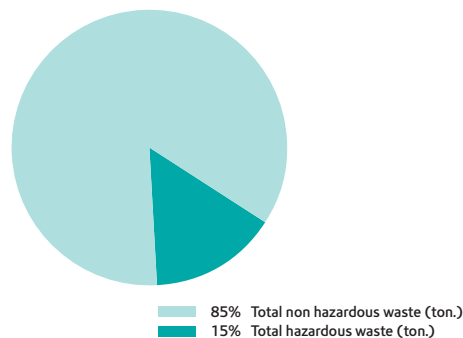
R13 - Accumulation of waste destined for one of the operations enumerated from R1 to R12 (excluding temporary storage, before collection, at the place where such collections are made).

There were some significant variations between 2006 and 2007 with regard to the production of waste at ML. In particular, in the case of battery electrolytes and accumulators collected separately, we can justify this increase in production as a positive aspect given that this was due to the placement of various battery collection/recycling units in ML facilities, accompanied by awareness campaigns.

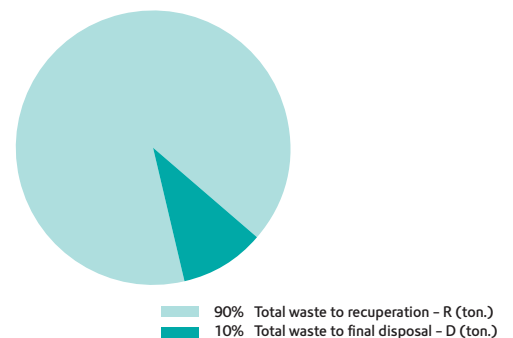
With regard to the increase in production of waste from fluorescent bulbs and other waste containing mercury, this also shows a positive side in that it corresponds to the initiative, explained above, for substituting old bulbs for more efficient, lower consumption bulbs.

In the case of the increase in production of waste from electrical and electronic equipment, this is due to replacement phases of obsolete computer and electronic material.

Total industrial waste production by type in 2007



Total industrial waste production and destination in 2007



Most waste produced by ML corresponds to non-hazardous waste and is sent for recuperation (recycling and/or valorisation).

In the case of construction of new developments, ML obliges its service providers and suppliers to comply with the applicable law as well as with more demanding requirements for the management of construction and demolition waste and others, produced from their building work.

Legal requirements for waste management in the construction phase are part of the contract specifications of each contractor, to be implemented by the contractor through presentation of a Waste Management Plan under the scope of the Project Environmental Management System.

According to the Waste Management Plan, all waste produced during the construction phase is separated, stored on-site in a duly identified location, and sent to its final licensed destination.

## Control of emissions of greenhouse gases

During its operations, ML produces direct and indirect greenhouse gas emissions.

The direct emissions are related with fuel consumption (scope 1 of the Greenhouse Gases Protocol of the World Business Council for Sustainable Development and the World Resources Institute), while indirect emissions are associated with the consumption of electricity in the complementary services (administration, workshops and stations) and plane trips made (scope 2 and 3 respectively according to the aforementioned Protocol).

With regard to direct emissions, these are the result of consumption of natural gas, petrol and diesel.

As to direct emissions of greenhouse gases associated with petrol, these accompany the consumption curve and have been decreasing since 2005. This shows that the combustion technology in the automobile fleet is still not producing the desired effects with regard to the level of emissions in terms of the overall balance.

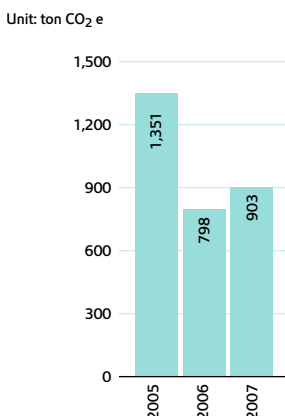
In the case of direct emissions of greenhouse gases associated with diesel, as is the case with petrol, these follow the consumption curve.

Indirect emissions of greenhouse gases (scope 2) due to electricity consumption have also been decreasing. As in the case of direct consumption, these emissions have also decreased due to reduction in consumption and the energy recovery capacity of the rolling stock.

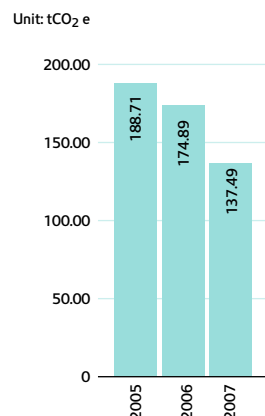
We hope to see reductions arising not only from a reduction in consumption but also from the increase in energy efficiency of our facilities, the increase in energy recovery, the utilisation of renewable resources and the reduction in specific emissions associated with consumption of fuel and/or of electricity.

With regard to indirect emissions scope 3, we opted to count all plane journeys undertaken by employees on services complementary to our main activity. All trips for participation in conferences, Strategic Partner events and overseas training were counted. It can be seen that these emissions have been increasing since 2005.

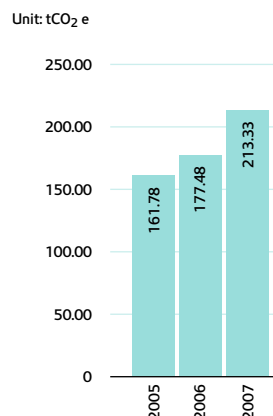
Direct Emissions  
-Scope 1-Natural Gas



Direct Emissions  
- Scope 1 - Petrol



Direct Emissions-  
Scope 1-Diesel



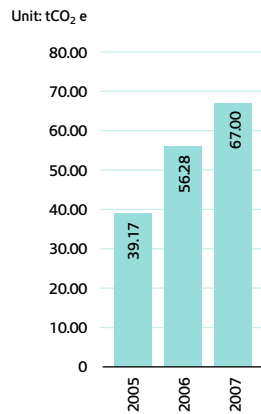
Indirect Emissions  
- Scope 2 - Electricity



Specific emissions from the Lisbon Underground in 2007: 0.10 kg CO<sub>2</sub>e/pass.km

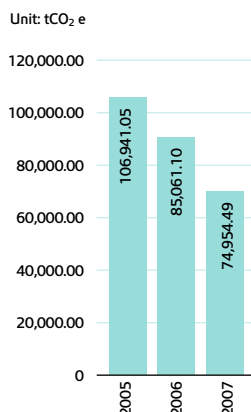
However, it is important to note that these emissions represent negligible quantities (approximately 0%) so we consider that their impact, on the balance of our activity, is null. The increase in these trips represents, on the one hand, a greater commitment from ML in involving its employees, in participating more actively in projects in its sector of activity, in the acquisition of diverse experiences and knowledge, in the promotion of benchmarking for the best international practices and a greater involvement with the community to which

### Indirect Emissions – Scope 3 – Air travel

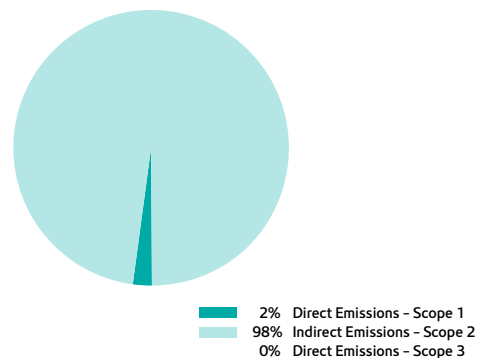


As to the total of greenhouse gas emissions, there has been an almost linear reduction since 2005. The graphs show effectively that the contribution of the component from scope 3 is negligible compared with the scope 2 component, i.e. compared with electricity consumption (fuel source for the trains).

### Total GHG Emissions

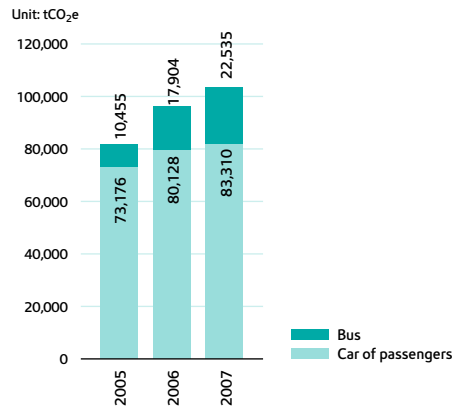


### GHG Emissions 2007



On the other hand, due to the service provided by ML, providing a rapid form of public transport, which is accessible and more ecological, many ML customers choose to use the Metro instead of their own transport or other type of public transport, avoiding greenhouse gas emissions. In 2007, there was an increase in utilisation of the Metro as a means of transport relative to 2006 and a significant increase in greenhouse gas emissions was avoided as a result of less utilisation of light and heavy passenger vehicles.

### Total Emissions avoided by ML comparing to road transportation



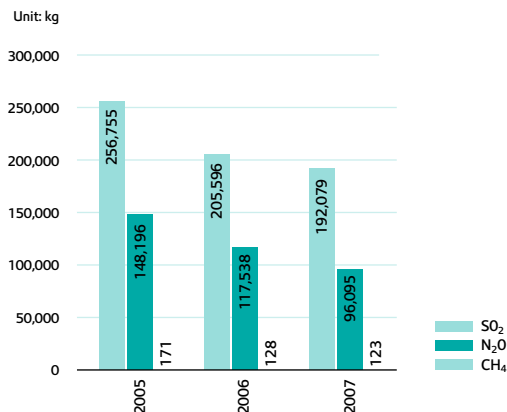
In 2007, thanks to the process of energy recovery from traction, it was possible to avoid, at most 18,073 tonCO<sub>2</sub>e greenhouse gas emissions.

In 2007, of note are the following initiatives which encourage use of the Metro as a means of transport, contributing to a reduction in greenhouse gas emissions:

- Launch of new intermodal ticket – Zapping – allowing passengers to travel on the Metro and on Carris buses. This ticket is flexible and very easy to use.
- As an incentive to awareness and promotion of more ecological means of transport as a mobility alternative, the “Bicycle Mobility 2007” award was presented, in conjunction with the Portuguese Cycling Federation and Bicycle Users.
- Through various school campaigns, we intend to give information about the Metro as a means of transport, to encourage its utilisation and instil (ecological) values related with its benefits.

The emission of specific greenhouse gases other than CO<sub>2</sub> has also been decreasing. In this case, the merit goes to our electricity supplier, which has been improving its own electricity production process in order to decrease specific emissions of NO<sub>x</sub> and SO<sub>x</sub>. The emissions of N<sub>2</sub>O, SO<sub>2</sub> and CH<sub>4</sub> presented here have already been calculated in terms of carbon dioxide equivalent and presented in the overall balance of greenhouse gas emissions.

### Total Atmospheric Emissions by GHG type



### Monitoring gaseous effluent

In order to comply with legislation in force related to the protection and improvement of the quality of the air, preventive and corrective measures are considered obligatory to ensure conformity of the atmospheric levels of pollutants with the maximum values stipulated in air quality regulations.

In this context, there is periodic (half-yearly) monitoring of emissions from the boilers in PMOI and PMO III.

Note that for the monitoring carried out in 2007, there was, for the parameters assessed, conformity with the maximum limits stipulated by portuguese legislation (Portaria nº 80/2006, of 23 January).

### Total water discharges per quality and destination

Apart from rain and domestic effluent, the Metro network and PMOs also generate industrial effluent which, given its characteristics, is subject to pre-treatment before being discharged into municipal collectors.

There being no flow meters in the PMOs below the systems for pre-treatment of industrial effluent generated during maintenance, it is estimated that the effluent discharged into urban drains was greater than 113,552 m<sup>3</sup> in 2007 (considering that 80% of water consumed is discharged) for all of our facilities including the metro network.

### Environmental accompaniment of contracts

Environmental accompaniment of construction contracts carried out by ML falls under the scope of the different impacts associated with these. In order to minimise these impacts, various Environmental Impact Studies are carried out and these are considered in the Contract Specifications of each contract.

In order to guarantee compliance with the Contract Specifications and the legislation in force, there is Environmental Accompaniment of each contract, ensuring the implantation of these minimisation measures. Of these minimisation measures, we would like to highlight the implementation of monitoring programmes for the different descriptors (soil occupation, soils, noise, vibrations, quality of air and water, architectural/archaeological heritage), which may be affected by the activities carried out, and of the Integrated Waste Management Plan.

In 2007, there was Environmental Accompaniment of the following undertaking:

- Undertaking ML 613/02 – “Preparation work for the extension of the Metropolitano de Lisboa, E.P. Red Line Alameda/S. Sebastião”;
- Undertaking ML 627/02 – “Preparation work (2nd phase), finishing, low tension and telecommunications in the Metropolitano de Lisboa, E.P. Alvalade station, on the Green Line”;
- Undertaking ML 662/06 – “Carrying out of jet grouting for treatment of flooding adjacent to the tunnel on stretch 61, between Poço da Marinha and the Terreiro do Paço station on the Metropolitano de Lisboa, E.P. Blue Line”;
- Undertaking ML 651/04 – “Renovation of CP/REFER building at the Cais do Sodré stations and finishing and special facilities in the central nucleus of the Cais do Sodré interface”;
- Undertaking ML 666/07 – “Finishing work at Poço da Marinha, on the Metropolitano de Lisboa, E.P. Blue Line”;
- Undertaking ML 611/02 – “Installation and set-up of mooring posts at the Terreiro do Paço interface”, ML 660/06 – “System for attenuating the effect of waves on Transtejo ferries at the Terreiro do Paço interface” and ML 664/06 – “Dredging and rockfill beneath the mooring pontoons for Transtejo ferries at the Terreiro do Paço interface”;



- Undertaking ML 661/06 – “Renovation of the 11th stretch of the Metropolitano de Lisboa, E.P. Yellow Line”;
- Undertaking ML 644/04 – “Preparation work between Oriente station and the Aeroporto station, on the Metropolitano de Lisboa, E.P. Red Line”.

One of the impacts to be taken into account during Environmental Accompaniment is soil contamination, whose main cause is accidental spillage of hazardous substances. In 2007, there was no accidental spillage with significant environmental impact.

ML requires, for all of its contracts, the implementation of specific measures to prevent soil contamination and to minimise the risk of spillages, such as:

- Secondary containment of oils, lubricants, fuel, chemical products and other waste material from the project;
- The use of metal trays during maintenance and refuelling of work equipment;
- Storage of fuel and used oils in areas enclosed and cordoned off for this purpose;
- Placing of big bags to collect sand used to absorb spillages.

Also of note are the measures aimed at correcting the pH value of water produced on worksites, through the implementation of acid-dosing systems and the minimisation of noise generated by construction work through the utilisation of soundproofing materials.

In 2007, the Inspectorate-General for the Environment and Land Ordinance (IGAOT) monitored two developments, the “extension of the Red Line, between Alameda and São Sebastião” and the “extension of the Red Line, between Oriente and the Aeroporto”, subject to Environmental Impact Assessment procedures, currently in the post-assessment phase.

IGAOT field visits to the various work fronts identified some aspects to be improved; some recommendations were also made and these were dealt with as soon as possible. Given that the situations identified were promptly rectified, there was legal conformity of the developments regarding environmental matters.

### Conformity

During 2007, no fines or non-monetary penalties were applied as the result of non-conformity with environmental regulations and laws.

### Environmental investments

To assess Environmental Performance, various factors should be taken into account, namely:

- Efficient use of Environmental Resources;
- Quantification of company commitments regarding environmental matters;
- Environmental Risk Assessment;
- Costs associated with external issues, which may become internal issues;
- Economic Information aimed at support for decision-making.

When environmental accounts are done, the costs associated with the various environmental protection activities are quantified. Assessment of investment in this area ensures support for decision-making processes as it provides stakeholders with data relative to environmental performance thus permitting the integration of environmental management into the overall management of the company.

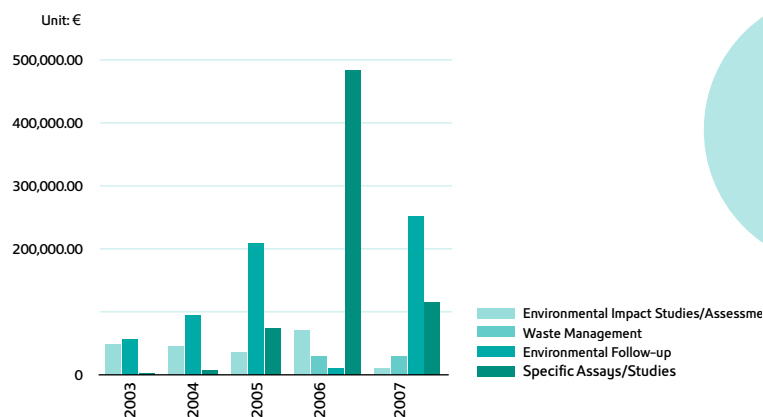
In 2007, there was an increase in the total of environmental investments in relation to 2003, 2004 and 2005. This was not repeated in 2006 due to the fact that there was a great deal of investment in anti-vibration measures. The current evolution of the total of environmental investments shows the growing concern there is relative to the various activities for environmental prevention and protection during the different phases of the projects.

For the period under analysis, the significant increase in investments in the Environmental Accompaniment of Construction Work, 62% of the total of environmental investments, was due to the fact that part of the work done in 2006 was invoiced in 2007.

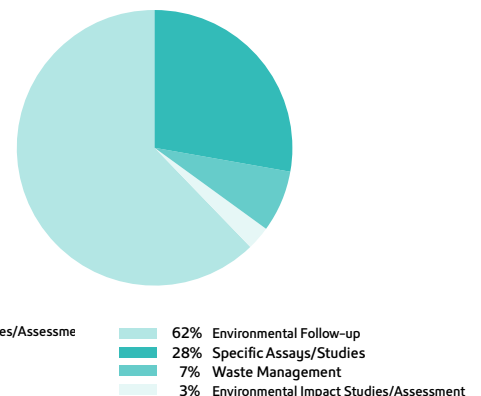
The significant decrease in 2007 in costs for the specific studies component was mainly due to the fact that in 2006 there was heavy investment in anti-vibration measures, in particular in an anti-vibration mount for the extension of the Blue Line between Baixa-Chiado and Santa Apolónia, but also in an electromagnetic compatibility study between the systems used by ML and the Instituto Superior Técnico laboratories for the extension of the Red Line between Alameda and S. Sebastião II.

Investment (€)	2003	2004	2005	2006	2007
Environmental Impact Studies/EIS	48,534.50	45,610.50	36,180.00	70,668.90	11,000.00
Environmental Accompaniment of Construction Work	57,291.15	94,800.00	209,610.72	10,071.82	251,768.31
Specific studies	3,510.36	7,788.72	74,339.58	484,595.22	115,175.75
Air	1,606.80	1,606.80	3,271.80	4,160.00	774.00
Noise and vibration	-	4,250.00	36,686.50	44,914.25	6,950.00
Water	1,903.56	1,931.92	2,352.52	113.00	1,319.00
Sustainability	-	-	32,028.76	76,000.00	-
Electromagnetism	-	-	-	58,050.00	-
Anti-vibration measures	-	-	-	301,357.97	106,132.75
Waste treatment	-	-	-	25,882.40	28,731.02
<b>Total</b>	<b>109,336.01</b>	<b>148,199.22</b>	<b>320,130.30</b>	<b>591,218.34</b>	<b>406,675.08</b>

### Main Environmental Investments



### Environmental & Sustainability Investments in 2007



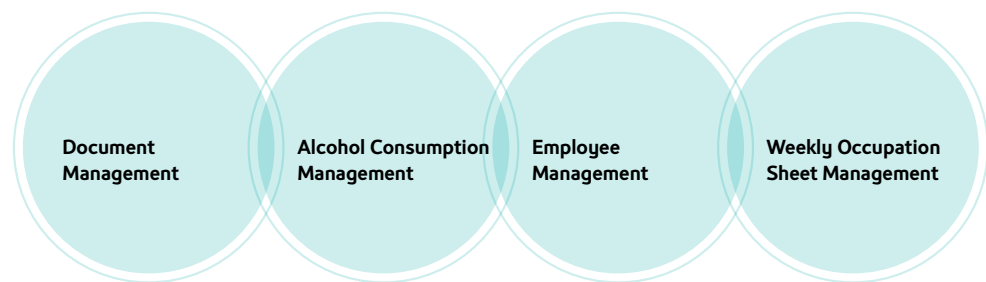
## Ferconsult, S.A.

Ferconsult will begin its first phase of implementation of an Environmental Management System in 2008, integrated into its Quality Management System, according to ISO 14001:2004 standard. Once this system has been implemented, it will be possible to quantify and improve utilisation of natural resources as well as waste and effluent produced, to implement measures for minimisation of impacts in our area of operation and to improve our performance in environmental terms, both internally and in our relationship with our stakeholders.

### Our performance at the level of resource utilisation

#### Products and materials

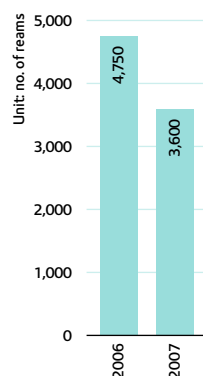
In 2007, under the scope of simplifying internal company procedures, Ferconsult adopted a document management system in order to reduce paper consumption and to simplify internal procedures. This initiative aimed to minimise paper circuits and the associated costs, encouraging integral efficiency and effectiveness of document circuits.



Also in 2007, other computer platforms were implemented (Employee Management, Weekly Occupation Sheet Management, Cost Centre Management, Entity Management, Alcohol Consumption Management) providing immediate electronic access for employees, from their work stations, to Ferconsult forms which can be digitalised, with regard to internal procedures and administrative processes.

These initiatives led to a reduction in paper consumption, in 2007, of 24% relative to 2006.

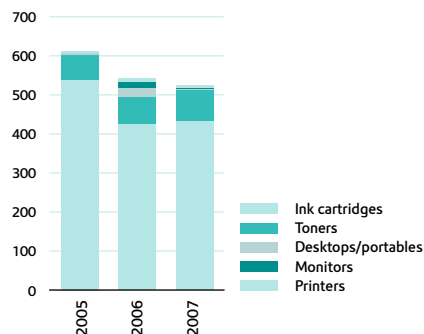
#### Paper consumption



Relative to computer material, there was a small increase in the consumption of toners and ink cartridges in 2007 relative to 2006. The number of acquisitions of monitors, printers and desktops/laptops decreased in 2007 relative to 2006.

### Consumption of Computer Material

Unit: no



	2005	2006	2007
Ink cartridges	538	427	434
Toners	65	68	80
Desktops/portables	5	25	2
Monitors	1	13	2
Printers	3	9	7

### Energy

Ferconsult's main energy consumption arises from the consumption of petrol and diesel from the circulation of company fleet vehicles and the consumption of electricity supplied by EDP.

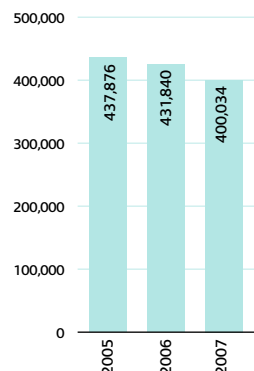
During 2007, Ferconsult invested in the renovation of its facilities, modernising them and improving working conditions for employees. At the project level, a survey was carried out on the characteristics of the area in order to better exploit the natural thermal resources of the building. These concerns were incorporated through various initiatives:

- **Electrical and electronic equipment:** Substitution of AVAC system on 2nd and 3rd floors; improvement of AVAC system on ground and 1st floors;
- **Passive performance of building:** Insulation of windows in order to reduce energy loss to the outside and waterproofing of the roof;
- **Lighting:** Organisation of workspace into open space in order to take advantage of natural light at work stations and the acquisition of "low" furniture so as not to create obstacles to the diffusion of natural light.

In order to measure energy savings deriving from the measures highlighted above, it is necessary to evaluate the system's performance. This may be achieved by studying the records of the company's consumption from 2008 onwards.

### Consumption of Electricity

Unit: kWh

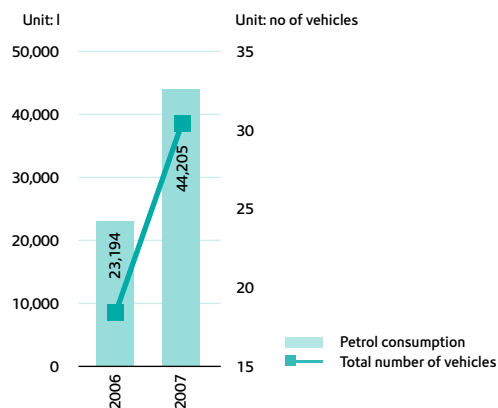


Although there was a reduction of 7% in 2007 relative to 2006 in energy consumption, the effects of the new layout will be more evident in the energy bill for 2008, when the renovation work on the building will have been completed.

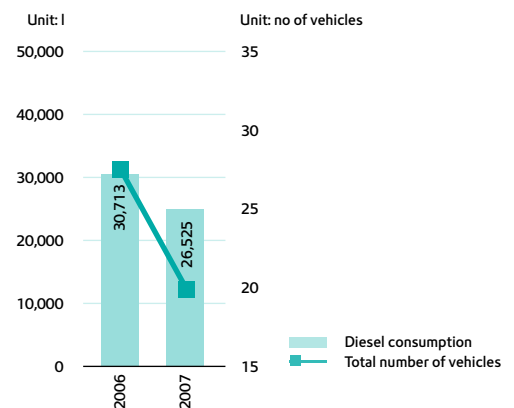
Relative to fuel consumption, consumption of diesel is tending to rise against petrol, due to the increased number of diesel vehicles in the fleet (82% relative to 2006) and a reduction in the number of petrol vehicles (20% relative to 2006).

Diesel consumption in 2007 rose 91% relative to 2006 and petrol consumption fell 14%.

Consumption of Diesel  
vs no. of Diesel vehicles



Consumption of Petrol  
vs no. of Petrol vehicles



With regard to measures adopted at the level of the project developed by Ferconsult, aimed at reducing consumption of electrical energy at Metropolitano de Lisboa stations, the most important regarding electrical and electro-mechanical installations are the following:

- Specification of electronic instead of ferromagnetic ballasts;
- Specification of preferential utilisation of compact fluorescent bulbs, in particular the T5 new generation as these have greater lighting capacity;
- Specification of controls permitting the reduction of lighting in public areas of stations of 33 and 66% and 100% on advertising panels and decorative lighting when the stations are not in use;
- Specification of regulation of lighting level at surface stations in order to reduce artificial lighting in favour of natural lighting;
- Specification of escalators and walkways which stop when not in use;
- Specification of main ventilation ventilators with variable speed depending on weather conditions.

## Our performance at the level of implementation of environmental protection measures

### Waste management

The following is the main waste generated by the activities carried out by Ferconsult:

- Solid Urban Waste;
- Paper and Cardboard;
- Computer consumables – toners and ink cartridges.

The waste presented, although not quantified, is the most representative in accordance with the activities carried out by Ferconsult.

Although the company does not yet have methodologies for quantifying the waste it generates, paper and cardboard are separated and placed in an Ecopoint, waste from computer consumables, although not quantified, can be inferred through the consumption of this type of material. Ferconsult separates this type of waste and sends it to the company which supplies the product.

### Control of atmospheric emissions

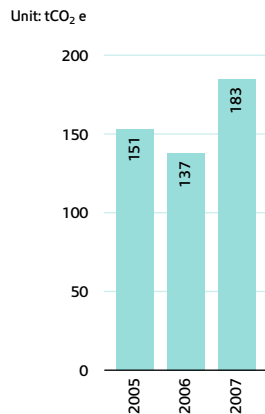
At Ferconsult, essentially three types of emissions are generated: direct emissions from fuel combustion from circulation of the fleet of company cars, indirect emissions from the consumption of electricity supplied by EDP and emissions from air travel.

Greenhouse gas emissions (ton CO <sub>2</sub> e)	2005	2006	2007
<b>Direct emissions – Scope 1</b>			
Emissions from travelling – Company fleet	151	137	183
Emissions generated during fuel consumption by company vehicles – Petrol	27	75	65
Emissions generated during fuel consumption by company vehicles – Diesel	124	62	118
<b>Indirect emissions – Scope 2</b>			
Emissions from production of electricity acquired	466	370	307
<b>Indirect emissions – Scope 3</b>			
Emissions from work-related travelling – plane journeys	–	–	19

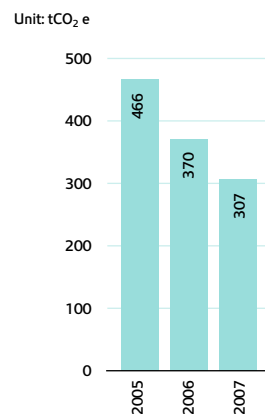
There was an increase of 34% in direct emissions generated, associated with an increase in the diesel fleet and a consequent increase in consumption of diesel.

To combat this tendency and with a view to reducing greenhouse gases, we intend, in 2008, to acquire 4 hybrid vehicles which will permit a reduction in the emission of gases harmful to the atmosphere and savings in fuel consumed.

### Direct Emissions–Scope 1 –Petrol+Diesel

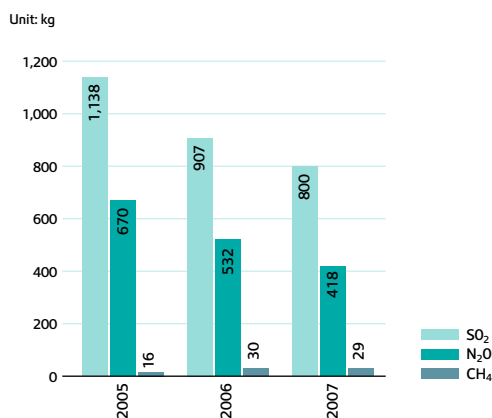


### Indirect Emissions– Scope 2 – Electricity



Indirect emissions generated through electricity consumption decreased by 7% relative to 2006 due to a reduction in the electricity used. This type of specific emission is associated with the performance of thermo-electric equipment.

### Total Atmospheric Emissions by GHG type



In relation to specific emissions of greenhouse gases other than CO<sub>2</sub>, these have also been decreasing, essentially due to our electricity supplier which, as mentioned above, has been improving its electricity production process in order to reduce specific emissions of NO<sub>x</sub> and SO<sub>x</sub>. The N<sub>2</sub>O, SO<sub>2</sub> and CH<sub>4</sub> emissions presented have already been calculated in terms of carbon dioxide equivalent emitted.

## 8. Our social performance

### Metropolitano de Lisboa, E.P.

Metropolitano de Lisboa is a public collective transport service company, that makes an unequivocal contribution to the social development of the geographical region where it operates. In this sense, ML is a socially integrated infrastructure, contributing to the wellbeing of each individual and the whole Community on a daily basis. This is the culture of responsibility that we communicate to our employees, ensuring acknowledgment of the importance of our role in society and making it possible to maximise the level of action for real Social Responsibility.

#### Internal social responsibility

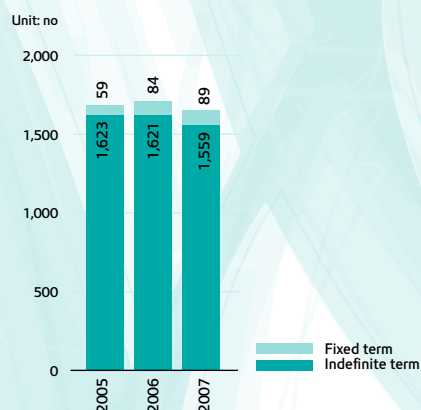
The motivation force underlying Metropolitano de Lisboa's development is its Capital of Human Resources and investment in professional employee's satisfaction. In this manner, we manage to continuously optimise our offer of services. We evolve through a Human Resources policy that values professional careers and progressive enrichment of the groups that integrate within the company. On-going training, side by side with a social benefits scheme for our employees (comprising labour, health and retirement protection), contributes towards their satisfaction and welfare. Based on a social management policy, we expect to achieve and continuously promote our employees' satisfaction and, consequently, the services we offer.

#### Employees

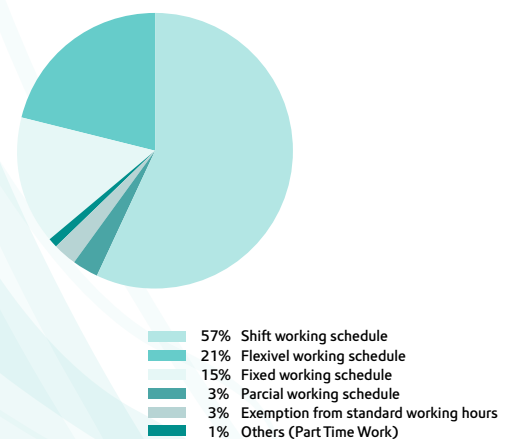
At the end of 2007 the indefinite term contract number of employees diminished 3% in comparison with the end of 2006, resulting in a workforce headcount of 1,648. 95% of these are indefinite term contract employees and the remaining 5% are fixed term contract employees. In reference to the company's work plan, it should be noted that 57% of the employees work by shifts.

Type of Contract	2005			2006			2007		
	M	W	Total	M	W	Total	M	W	Total
Indefinite term contract	1,303	320	1,623	1,301	320	1,621	1,242	317	1,559
Fixed term	32	27	59	46	38	84	49	40	89
Total Employees (on Dec 31)	1,335	347	1,682	1,347	358	1,705	1,291	357	1,648

Evolution of the number of employees by type of contract



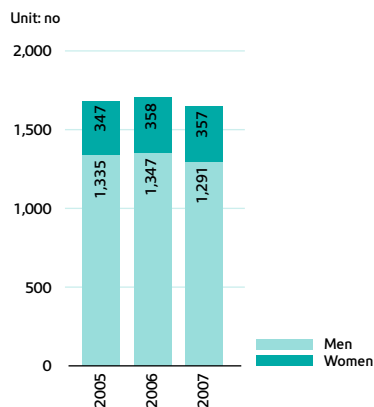
Type of working hours practised in the Company





In comparative terms, the Company's number of female employees remains the same as that registered in 2006. 78% of employees are men and 22% are women. The gender differences are primarily due to the fact that this is traditionally a male activity sector.

#### Evolution of employees on December 31



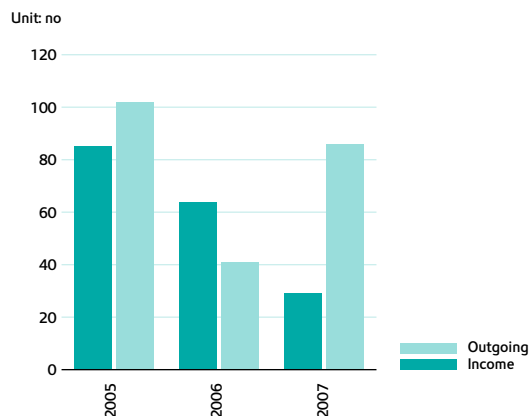
In previous years, reduction in the number of employees occurred, resulting from 86 persons leaving the company, 70% due to advanced retirement, as against only 29 new admissions.

Of the number of persons leaving the company, 69% refer to employees aged between 55 and 59 years. In 2007 the turnover rate was 1.8%.

Most of Company's employees' are in a young age group. The average age of employees is 41 years old.

Allocation of employees per Qualification and Gender Levels highlights the fact that most employees are male in the categories of Qualified Personnel and Supervisors, Masters and Team Managers.

#### Evolution of incoming/outgoing staff



In salary terms, the company does not have any discrimination practices. There is no salary difference between men and women for the performance of the same function or discrimination in recruitment mechanisms.

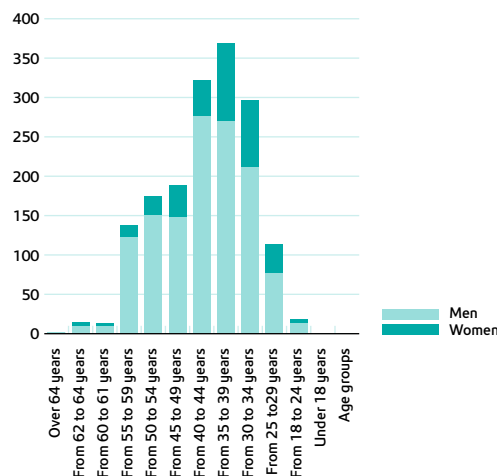
#### Employees by levels of qualification

	Senior management	Middle management	Intermediate management	Qualifield professionals	Semi-qualifield professionals	Non-qualifield professionals
Men	132	49	210	877	20	3
Women	72	14	9	255	-	7
Total	204	63	219	1132	20	10

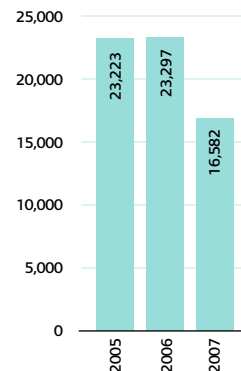
#### Training

Focusing on training is a key action for strengthening individual and collective skills, providing a decisive contribution to the continuous improvement of the offer of services. Throughout 2007, approximately 1,775 employees attended training initiatives promoted by the Company – a total of 16,582 training hours, meaning that each employee had 10 hours training.

#### Employees by age level



#### Evolution of volume of training hours



Given that the Company occupies a consolidation stage of acquired skills, in particular in the technical area, there has been a reduction in the number of hours of training over the last 3 years. Among the training actions carried out in 2007, those focusing on the workshop area and Safety and English Language themes, stand out. Qualified Personnel are those who benefited most from these training hours.

The Company provides systematic and continuous training to all the staff.

### Volume of training hours by levels of qualification

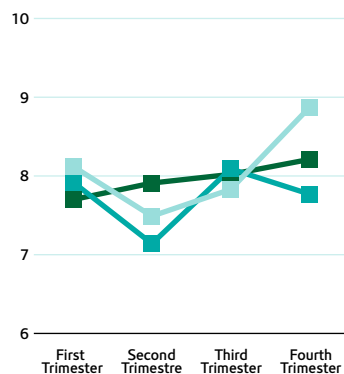
	Senior management	Middle management	Intermediate management	Qualifield professionals	Semi-qualifield professionals	Non-qualifield professionals
2005	5,390	230	1,244	16,359	0	0
2006	4,367	397	367	17,785	341	40
2007	4,493	401	2,075	8,983	190	0

### Absenteeism

The absenteeism rate for 2007 was 7.96%, slightly higher than in the previous year (7.72%).

#### Evolution of absenteeism rate

Unit: %



Evolution of the Absenteeism rate	2005	2006	2007
Annual rate (%)	8.07	7.72	7.96
Absenteeism rate variation (%)	3.2	-4.3	3.1

### Occupational health and safety

Occupational safety is one of Metropolitano de Lisboa's highest concerns. Through prevention policies developed by our Company, risks resulting from our employee's various areas of professional activity, are evaluated.

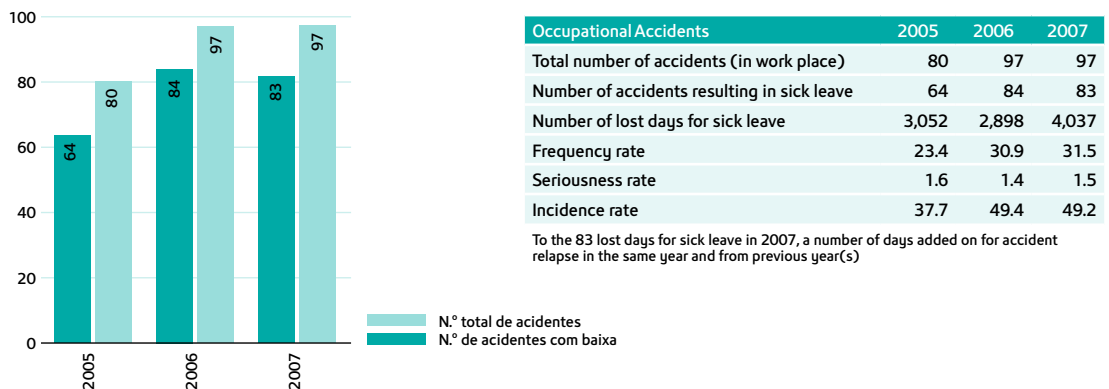
We are always aware that, when developing our activity, we must set the highest possible safety standards, whether during project study or execution stages – e.g. dimensioning of functional premises and organisation and insertion of safety equipment during the operation stage, contribute to insertion of Service Prevention and Safety components.

As a continuity to the safety standards that characterize the Company, an external safety audit in the Terreiro do Paço and Santa Apolónia stations was carried out in 2007, before they entered into service as well as training of the Fire Brigade Department. Additionally, an international consortium carried out a Safety Audit of ML's system, led by the Quality Superior Institute (Instituto Superior de Qualidade).

Within the scope of offering our employees the best possible working conditions, while acknowledging that the work is often provided in difficult conditions that are potentially harmful for health, we pursue monitoring work, in particular noise, light, and dust levels and other external factors.

Within the scope of reducing the number of occupational injuries occurred over recent years, ML will continue to examine the main causes identified, as well as developing actions to raise awareness and adopt actions that, in the event of inevitability, may minimise their consequences.

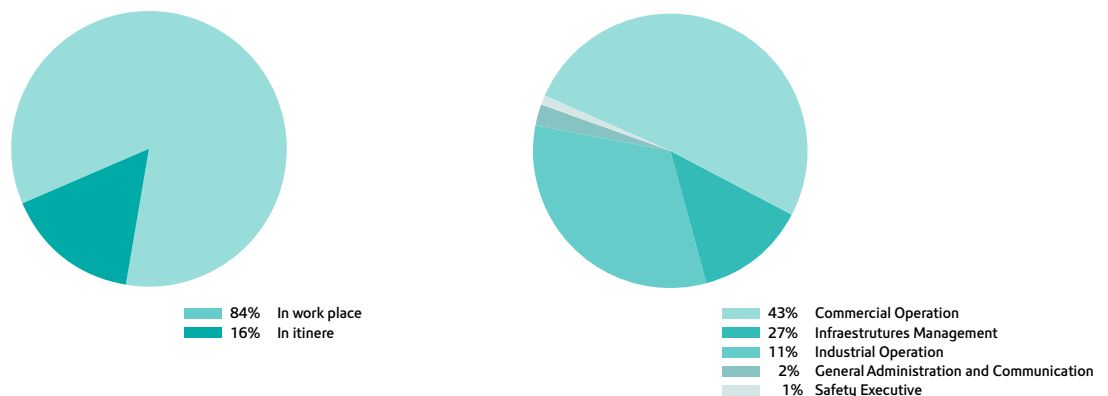
#### Total number of accidents (in work place)



In 2007, 97 occupational accidents were reported – identical to the number recorded in 2006. Although the number of registered accidents remains stable, the number of days thereby lost has increased by 15%.

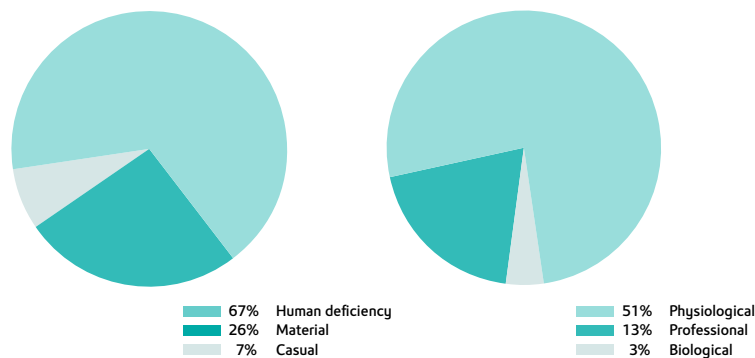
It is ascertained that 84% of the reported occupational accidents (97 accidents) occurred in the work place and most of them in the Commercial Exploitation and Infrastructure Management.

#### Occupational Accidents by Area



With reference to the originating causes, it was ascertained that 67% of such accidents occur for psychological reasons (employee's distraction) and 26% for material reasons related to adverse conditions in the location.

#### Occupational Accidents – 2007      Human deficiency – 2007



Occupational Accidents	2005	2006	2007
Human deficiency	84%	70%	67%
Physiological	11%	6%	3%
Biological	58%	57%	51%
Professional	16%	7%	13%
Material	9%	24%	26%
Casual	6%	6%	7%



#### Health and welfare

In terms of health care, Metropolitano de Lisboa's employees have a range of additional benefits:

- Whenever sick leave occurs (due to accidents or disease) the Company pays in advance the equivalent of the Social Security installment payments, according to the respective circumstances;
- The company also pays in advance in the case of paternity or maternity leave;
- In the scope of Occupational Health and Safety, the performance of health checks (periodical admissions requested by Employees, amongst others), complementary exams, diagnosis, guidance, counseling and referral to specialist medicine;
- In the scope of Medical Care, our employees benefit from medical assistance in the care centre located in the Company's premises, the cost of which is borne by Metropolitano de Lisboa;
- The Company provides a collective health insurance plan for its preretired employees, and active employees, offering medical services subsidised by the company.

Besides these benefits, the Company promotes campaigns and screening programmes (tobacco, health diet, breast cancer, hypertension, cholesterol). It should be highlighted that during 2007 an awareness campaign to raise awareness of alcohol problems took place. For 2008, a campaign for screening chronic obstructive pulmonary disease is planned.

#### Electromagnetic Radiation Levels in Metropolitano de Lisboa

"In November 2007, the Telecommunications Institute (IT) presented to ML, the results of the evaluation study of Electromagnetic Radiation Levels issued by the various communication systems, located in the interior of ML's infrastructures (stations and galleries), placing an emphasis upon the GSM and UMTS mobile communication systems.

Measurements were made at 15 workstations, allocated in four stations and inside the operational centres of the four lines (2 return journeys each line).

Measurements were made in the frequency spectrum from 100 Khz to 3 Ghz, having concluded that the Magnetic Radiation Levels are well below those established either by Community Legislation or Portuguese legislation in force. This means, that exposure to electromagnetic radiation, for both ML's Employees and Clients – in the frequency band measured – is safe because in all the locations measured, the limits were below the frequency limits."

*In JML – Cristina Augusto*

#### Occupational noise

During 2007, Occupational Health, Hygiene and Safety services monitored occupational noise. In our company the utilisation of ear protectors is mandatory for professional categories where work is performed in excess of the established limits. Therefore, employees in these categories are required to utilise such protection.

In the scope of Noise Legislation (reference values have been modified: Action values above (LEX,8h) – 85 dB(A) and (LCpico) – 137dB), an extensive information campaign on this subject was performed, where the preventive actions as per that established by the new legislation were mentioned, so that all the employees exposed to excess noise, remain informed and protected.

In view of the inconsistent nature of work and the methodological deviation in occupational noise monitoring, all employees exposed to noise are advised to wear ear protectors at all times. The definition of an exposed employee is one whose daily exposure to occupational noise is equal or superior to the level of superior action or is subject, during work, to peaks of sound pressure equal or superior to the peak limit value.

## External social responsibility

### Customers

One of Metropolitano de Lisboa's main objectives, and challenges is our Client's satisfaction, meeting their requirements and expectations. In relation to this principle, we listen to our Client's expectations and needs in order to offer better service quality.

### Exploitation efficiency

In 2007, a reduction of 2.33% in the number of passengers occurred, due to an accentuated drop in fraud levels (from 9.5% in 2006, to 4% from February 2007 onwards), as a result of closure of the network and the number of passengers transported with free tickets.

Passengers Transported (10 <sup>3</sup> )	2005	2006	2007
ML tickets	57,132	58,528	62,351
Intermodal season tickets	32,589	30,384	29,309
Combined season tickets	70,414	69,904	71,100
Total paid tickets	160,135	158,816	162,759
Fraud and free tickets	25,309	25,159	16,928

Contrary to the tendency of a reduction in the total number of passengers transported, there was an increase in the number of passengers with paid tickets (+ 2.48%), namely ML's tickets.

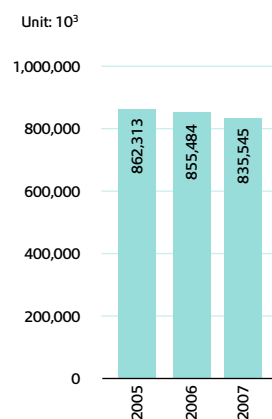
### Evolution of the number of passengers transported



In view of the request levels noticed, service offer levels were adjusted, and some alterations were made to the operation model, namely:

- Blue Line: as of July 2007, 3 carriages trains went into operation, replacing 6 carriage trains;
- Yellow Line: between July 26 up to November 23, the network was suspended as of 22:50 hours, due to work in progress;

#### Evolution of the number of passengers x km



With reference to the number of passengers per kilometer transported in 2007, in comparison to 2006, a decrease was recorded, as mentioned, due to an accentuated drop in fraud levels. The result of this decrease in the number of transported passengers results from various reasons beyond ML's control, such as employment levels, higher or lesser rainfall intensity in some years, the increase in individual transport demand, amongst others.

#### Ticketing system improvement and accessibility

In the scope of promoting Public Transport a bold decision was made in the development of an intermodal contact free ticketing system and simplification of the current tariff system, improving mobility and fairness in the type of ticket and prices available. Thus, the following tickets were created:

- 2 zone Return ticket;
- Trip Units: valid in ML as from July 2007 and later extended to Carris as of November, with the ticket named "Zapping";
- New multimodal ticket launched in November – "Zapping", in which credit units are bought for "7 Colinas" and "Viva Viagem" tickets, making their use possible, either in Metro or in Carris, and to be extended to further operators in the future;
- "7 Colinas" simple – 1 zone and 2 zones.

As of 2008 "Viva Viagem" tickets will be launched and will gradually replace 7 Colinas tickets, being progressively adopted by all public transport operators in the Lisbon region, as well as complete elimination of magnetic cards, making it possible for customers to have a totally contactless ticketing system through "Lisboa Viva", "Viva Viagem" or "7 Colinas" tickets.



### **Launch of the Zapping card on November 12, 2007**

#### **What is Zapping?**

Zapping is a solution designed to respond to the expectations of customers looking for a single “7 colinas” card, in order to travel in the Metro and Carris with great flexibility and simple rules of use.

This new multimodal ticket, to be launched on November 12, makes it possible to make travel indifferently in either the Carris or Metro, by topping up the “7 Colinas” card. The respective promotional campaign was launched yesterday.

This campaign will have a significant presence in our trains and stations and also in the buses and trams operated by Carris. Four stands have been assembled in large-scale shopping centres in Lisboa, where the “7 colinas” ticket will be offered to our customers with a prepaid value of €1.50.

#### **Where is Zapping sold and how can it be used?**

Zapping can be purchased in all of the Metro’s ticket booths and automatic ticket machines, and also in Carris’ concessionaires and sales outlets, including the Post Office (CTT) and Payshop networks.

The minimum top-up for Zapping is €1.50 and the maximum is €10, wherein the maximum accumulated balance in the card is €15.

Customers will benefit from the following bonuses in the event of making a top-up equal to or higher than €5, to be added to the top-up amount.

### **Acessibility – In 2007 we introduced an initiative in our Sete Rios installations, formerly PMOI...**

“Accessibility for everybody basically means elimination of physical barriers and freedom for people with special needs. From the outset, ML has shown to be keen to attempt to integrate means that meet all passengers’ comfort, convenience and safety needs.

Attempting to integrate, not restricted by the basic interpretation of the Laws that have been issued on this matter, ML has maintained an open attitude, responding in a qualitative manner.

Nevertheless, it is important to mention that, in respect of alterations to be made in the stations or current constructions, we rely on a very heavy structure and with many implications, meaning that all alterations require an extended period of time, from the project stage up to achieving the real alterations for the final and full utilisation.

In the sense of effectively making accessibility real for everybody, a ML’s Task Force exists, internally consisting of representatives of all sectors, whose objective is the control of activities to be applied in ML’s PNPA – National Plan for the Promotion of Accessibilities (for disabled people).

Externally, ML has been integrated with task forces, among them, Task Forces with ACAPO (Associação de Cegos e Amblíopes de Portugal), REFER and SNRIPD (Secretariado Nacional para a Recuperação e Integração de Pessoas com Deficiências) representatives, focusing on issues of orientation and leading of blind people circulating in ML and REFER structures.

In the scope of accessibility, jointly with REFER, ACAPO and SNRIPD we developed a tactile orientation on the ground, for blind people. This project ended March 2005 and is basically a ground tactile language utilising 5 different signals, which will be introduced in all ML and REFER stations, once have been tested and validated by the competent Bodies. The floor pavings being tested are ceramic based.

Basically, the system consists of the installation of “Lines” for orientation and leading passengers from the station entrance up to the railway platform. This prototype was set up to test and validate the system in order for it be possible to successfully utilise it. (...)”

*In JML – Ana Nascimento*

### Customer support and evaluation

Customer satisfaction is Metropolitano de Lisboa's core activity and is evaluated through a model developed internally and adheres to NP EN 13816:2003 Norm.

Based on results achieved, an action plan focusing on continuous improvement is being prepared. Annually, a customer satisfaction inquiry is carried out to evaluate satisfaction, based on a sample of more than 3.000 respondents.

More or less half way between each pair of aforementioned surveys, a smaller sample (500) survey is made focusing in more detail on the areas of lower satisfaction.

Besides these surveys, ML also participates in the ECSI study – National Customer Satisfaction Index) related to customer satisfaction allowing benchmarking to be made among companies of the same sector, between Metropolitano de Lisboa and Metro do Porto, among sectors of activity and even among countries.

For the third consecutive year, the National Customer Satisfaction Index (ISC) reveals that ML's Customers acknowledge the daily effort made and more and more customers are satisfied with the service quality offered.

Also, at the ECSI level, when compared with the remaining companies operating in the LMA, achieved the first position in 2007, for the third consecutive year.

Focusing on improving service quality offered and better customer support, we highlight:

- Starting of new IT application for Customers' Management, focusing on obtaining more efficient data flow, internally as well as in the external connections;
- Transfer of Customers Support Office from Alameda to Terreiro do Paço, starting this section operation.

### Customer support and call center

Metropolitano has a specific customer support service available (telephone, face to face and through email) where customers can get information about several matters related with Metropolitano de Lisboa.

With reference to the Call Center, during 2007, 33,000 inbound calls were registered.

In terms of face-to-face support, the Public Relations office assisted approximately 150 people.

The e-mail support service is handled through the company's institutional e-mail address

– [relacoes.publicas@metrolisboa.pt](mailto:relacoes.publicas@metrolisboa.pt)-. This type of support has exponentially increased,

as compared with previous years. In 2007, electronic mail registered approximately

24,500 contacts. In 2007, the total volume of contacts received and performed by the Call Center

(telephone, e-mail and face to face) was 63,000 contacts.

### ML presents case study in Expo Call Center & CRM Solutions

“The relation «Quality and Trust with the Client in Metropolitano de Lisboa’s Call Center» was the Case Study presented by ML in Expo Call Center & CRM Solutions.

Last November, Metropolitano de Lisboa participated in Expo Call Center & CRM Solutions, an initiative promoted by the International Faculty for Executives (IFE) and considered the biggest Iberian event specialised in Call Center management, that emphasises disclosure and exchange of experiences on new technologies in Call and Contact Centers sector. Side by side with companies like PT Contact, TMN, Vodafone, CTT, among others, ML was represented by Dr.<sup>a</sup> Helena Taborda (IFE guest) which, in the quality of Communication and Image responsible, as well as the Company’s Call Center, elaborated on a presentation about «Metropolitano de Lisboa’s Contact Center – How to establish a quality and trust relationship with the customer / Case Study».

The intervention focused on the several variants that led ML to implement a Contact Center in 1995 and its consequent upgrade in May 2004, type of information available as well the functioning strategies adopted. In view of the increasing volume of contacts identified up to 2004, and aiming at the customer’s proximity and satisfaction, ML felt that it would be a priority to improve the existent contact channels, deciding for the implementation of a Contact Center technological platform in that year, making it possible to respond more efficiently to the existing requirements. A proper IVR platform was acquired and human resources in the sector were reorganised for more efficient functioning of the Contact Center, deciding for in time effective response through a personalised service. Customer’s proximity, satisfaction and loyalty, prompt customer service reaction and the guarantee that the client leaves satisfied with the service, are some of the key objectives that supported the restructuring of ML’s Contact Center. (...)

In 2007, the Contact Center (...) achieved a volume of approximately 52,000 inbound performed contacts (telephone – inbound –, email and face to face) and approximately 63,000 performed outbound contacts (telephone – inbound, outbound and call-backs –, email and face to face).

From a strategic point of view, the active participation in this event, was understood as something very positive because it opened a window of future interchange opportunities, making it possible for ML to follow up the state-of-the-art of a Contact Center new Management formulae”

*In JML – André Peres*

### Complaints

Metropolitano de Lisboa’s customers can present a complaint about our services. For that purpose, they can contact any of our stations’ customer services where they will be given the Customer Form or Complaints Book or, via Internet, or can access directly the institutional site and fill in the form there, available for this purpose.

In 2007 178 telephone complaints were received and all of them were handled according with the procedures in place for that purpose. They are lodged, the respective operational areas are contacted in order to identify the causes and offer the customer an answer/explanation at the time of the phone call.

Complaints received by email related with the operation are directed to ECCC. Those, whose contents is related with the works in progress, the site or other diverse matters, are handled by this service in articulation with the corresponding sectors, having as main objective the prompt answer to the claimants.

### Art, Cultural Disclosure, Awareness and Animation in the stations

Within Mobility week, in 2007, through OTLIS, ML and other public transport operators, the first partnership agreements with entertaining and culture companies (Lusomundo Cinema, S.A. and Zoo Garden) were signed, setting up an advantageous package for the users of the Lisboa Viva ticket.

In 2007, a protocol was signed between the Ministry of Culture and Passengers Transport Operators – ML, Carris and CP, focusing on the disclosure of cultural events in the interior of carriages and stations. Through the signature of this agreement, ML is committed to providing spaces and publication/disclosure of cultural events. This type of promotion in public transport makes it possible to provide considerable and diversified information about cultural public activities and initiatives, therefore being an efficient way of advertising that otherwise would be limited to a restricted number of people.

In terms of entertainment events in train stations, a Jorge Palma concert was performed with free entrance in the station of Cais do Sodré.

As an incentive to awareness and promotion of more ecological means of transport, as an alternative for mobility, the “Mobility by Bicycle 2007” prize was presented in conjunction with the Portuguese Federation for Cycling and Bicycle Users.

### Distribution of Metro Newspaper in ML’s stations

Metro users have access to the Metro Newspaper every day, which contributes to improve our Customers’ reading habits.

### Community

ML is an agent promoting social cohesion and sustained development with a high level of responsibility within the community. In 2007 the company developed several social actions in the areas of culture, education, health, social assistance and ecology, through the provision of privileged places for the advertisement of events. (Stations and carriages).

Type of supported actions	Nº de acções
Posting boards inside trains	42
Ceding spaces	67
Offering free journeys	71
ML’s visits	49
Total	229

### School campaigns

The campaign “Take the Metro to visit Sebastião” (a lemur sponsored by ML), was an action orientated for today’s children who are tomorrow’s customers. For that purpose, we invited Year 4 of Marquesa de Alorna School, to spend the morning of December 11 in the Zoo Garden with ML.

In the visit programme, directed to schools (from primary to secondary school education), social and cultural institutions, 1,600 visitors participated throughout 2007. These visits included an appealing and dynamic entertainment-pedagogical programme, with guided visits to the Company’s stations, technical and workshop’s installations, as well as to the worksite where the Metro’s works are in progress.

The objective of this programme was to raise awareness of the Metro as a means of transport, promote pleasure in its utilisation, build values (ecological) related to its benefits, raise awareness for the importance of conservation and maintenance of the artistic assets of ML’s stations, among other goals.

In terms of younger visitors, the programme's contents focused mainly on the Company's history, responsibility and influence for the preservation of the environment, including generic learning of utilisation of the Metro, ending in a magnificent journey to the world of art of MLs' stations.

### **Supervision in schools' institutional trips**

This action focuses on assisting groups of children, often quite numerous, in and out of train access channels and when entering and leaving trains in order to ensure their safety. In 2007, 26 requests were received and, in conjunction with Customers Management, Sales and (ECC), they were duly acknowledged, corresponding to 2.500 journeys.

### **Supports, sponsorship and arts patronage**

#### **Sponsorship**

During 2007, a number of sponsorships were granted based on the criterion of culture support and initiatives related with engineering, ecology and environment.

#### **Françoise Schein exhibition in the Azulejo Museum**

Metropolitano de Lisboa accepted the Azulejo Museum's invitation to sponsor the Françoise Schein exhibition, displaying projects that the artist has donated to the museum, that served as preparatory works for implementation of the Parque Metro station. This is a joint initiative, of extreme cultural relevance, with a strong institutional link to the company.

#### **Music Days at the CCB**

Metropolitano de Lisboa sponsored yet another music festival organized by the Centro Cultural de Belém – the first edition of the "Music Days in Belém" festival, an event completely dedicated to piano music.

#### **I GERA 2007 Energy Conference**

The Energy Conference, organized by the Young People's Science Association, receives support from the Metropolitano de Lisboa, through provision of free transport for the 40 participants – young students from various parts of the country.

#### **Lisbon Bike Tour – Institute of Drugs and Drug Addiction**

Metropolitano de Lisboa supported the "Lisbon Bike Tour" – a sporting event organized by the Institute of Drugs and Drug Addiction, that consists in crossing the River Tagus via a bicycle trip aimed at fostering the practice of physical exercise, through use of this 100% ecologically means of transport..

#### **Portuguese Association for Persons with Disabilities**

Metropolitano de Lisboa sponsored the European conference, "European Year of Equal Opportunities for Everyone – Celebrating Diversity".

#### **Portuguese Geotechnics Society**

Metropolitano de Lisboa sponsored two events organized by this institution: the 11th conference of the International Rocks Mechanics Society and a course on Concrete Coating of Tunnels.

#### **2007 End-of-Year Concert of the Youth Symphony Orchestra**

We supported the 2007 End-of-Year Concert of the Youth Symphony Orchestra, in order to foster cultural promotion and stimulation of the School Communications project developed by Metropolitano de Lisboa.

### **Adoption of a Lemur – Lisbon Zoo**

Metropolitano de Lisboa, through contracts signed with Lisbon Zoo, sponsored Sebastião, a ring-tailed Lemur – an endangered species – originating from Madagascar. Lisbon Zoo has 6 Lemur species and has implemented a “Conserve Madagascar” campaign with support from Metropolitano de Lisboa in order to combine efforts to preserve the island’s biodiversity

### **Advertising of events and provision of spaces**

This type of support is granted to not-for-profit institutions and is limited to the existing space within the underground stations and in the Alto dos Moinhos Auditorium.

In terms of the stations, authorisation was granted to several institutions, such as CERCI, for the Pirlampo Mágico campaign, Amnesty International, Ajuda de Berço, Abraço, Liga Portuguesa Contra o Cancro, Cartão Saúde AMI and Fundação Ciclo Vida for fund raising advertising. In relation to this scope, we can also add the space provided to the Ministry of Finance to set up a Personal Income Tax (IRS) kiosk.

The Alto dos Moinhos Auditorium, is a space that was provided for some organisations to perform their events, such as: APAI – Associação Portuguesa de Avaliação de Impactes; CEBE – Cooperativa de Ensino de Benfica; AMI; Lisboa E-Nova; APACCF – Associação de Crianças do Casal das Figueiras; Federação Portuguesa de Ciclismo.

### **Providing free transport**

Aimed at increasing the Metro’s utilisation as an alternative, efficient, safe and environmental friendly means of transport, at some events, the Company offers free transport to the participants involved.

This type of support is delivered by issuing free tickets and is usually offered to school institutions or of social support and is directed to provide transport to institutions with children in need and/or originating from locations outside Lisbon. ML, as usual, also offered free journeys to the Homeless at the time of their Christmas Party (Comunidade Vida e Paz organisation). A total of 3,976 tickets (of various types), were offered a total of 6,559 journeys.

ML supports several competitions, most of them sporting, offering free transport for the participants with the objective of raising awareness for the PT’s utilisation. In this regard, transport for 7 participants of sports events was provided, which were: 17th Lisbon International Half Marathon; Lisboa Gold Marathon 2007 (Carlos Lopes Foundation); 3ª. Corrida Sempre Mulher (Associação Portuguesa de Apoio à Mulher com Cancro); World March Against Hunger 2007; Lisboa Bike Tour; Portugal Half Marathon; Passeio Belém – Trancão (GEOTA).

On the June 1, World Children’s Day, Metropolitano de Lisboa, as usual, provided the traditional journeys of children under the age of 12, offering the necessary free tickets for their use of our services.

This action involved, besides groups of children from not for profit institutions, all the children were accompanied by their families and relatives, a total of 658 tickets were offered.

In terms of Mobility Week (September 16 to 22 2007) again the Metro worked with the “Belém – Trancão, um corredor verde para Lisboa” initiative, through its advertising and provision of free transport for the participants.

### **Affixing boards in the interior of trains**

The space for affixing boards in the interior of carriages usually is utilised by ML for advertising information for customers. However, in view of some social, cultural and sporting initiatives advertising, it is provided at times to not-for-profit institutions. In 2007 we supported IndieLisboa and DocLisboa, the World March Against Hunger, Cardiology Portuguese Foundation, INATEL, Book Fair, Association of Mastectomised Women, institutions, among others.

### **“Face-to-Face” project in Metro stations**

ML established a joint initiative with Amnesty International (AI) – Portugal, which has developed countless initiatives in the framework of defending human rights. ML provided AI with the opportunity to implement the “Face-to-Face” project in several Metro stations. This project consists in approaching people in order to provide information concerning AI Portugal, and attract new supporters and/or members.

### **Portuguese Federation of Sport for Persons with Disabilities**

In anticipation of preparation of the Portuguese Paralympics Mission and to compensate limited resources of the Portuguese Federation of Sports for Persons with Disabilities (that represents the Portuguese Paralympics Movement at the international level), ML collaborates with this institution by providing free transport for athletes who travel by Metro for their daily training activities.

### **International Medical Assistance (AMI) foundation**

As a socially responsible company that supports humanitarian causes, Metropolitano de Lisboa (ML) provided support over roughly a one-year period to AMI. During several months of 2007, several ML stations staged events within the solidarity campaign that aims to ensure continuity for the launch of the AMI Health Card, whose main objective is to raise funds that will guarantee pursuit of the mission of this Non-Governmental Organisation (NGO).

### **Feel Woman**

In order to recognize the value of women’s role in society and professional life, Metropolitano de Lisboa (ML) believes that it is opportune to support dissemination of the Feel Woman event. During two weeks, the carriages of ML’s trains, were decked out in truly feminine colours, thereby enabling the company to associate itself to the image of an event which is entirely dedicated to the culture of Portuguese women.

### **“Always Woman” race.**

On May 6, the 3rd edition of the “Always Woman” race took place on Carcavelos beach. For the second consecutive year, this initiative was supported by ML, through concession of free transport to the persons taking part in the event. The “Always Woman” race is organized by the Portuguese Association for Supporting Women with Cancer (APAM) whose objective is to collect funds for development of projects associated to this intervention area.

### **World March against Hunger**

Once again the Metro associated itself to an event that took place on May 13, 2007, bringing together around 120 countries from throughout the world, to back a common cause: fostering greater awareness and collection of funds for programmes addressing the problem of child hunger throughout the world. ML’s support for this initiative was provided through the possibility, for those taking part in the event, to benefit from free transport in the Metro network and dissemination of the event inside ML’s carriages, in order to encourage participation in the event.

#### **Geota “Belém-Trancão, a green corridor for Lisbon”**

Metropolitano de Lisboa once again associated itself to this initiative, organized by GEOTA – Group of Studies for Territorial and Environmental Planning that took place on September 15, 2007. The main objective of this initiative is to support the creation of an exclusive green corridor for bicycles along Lisbon’s riverfront zone, a trajectory intended to enable sporting and leisure activities by connecting various green spaces and historical-cultural sites, constituting an ecological alternative for the journey between home to work for people living in Lisbon, in particular as a complement to collective transport services. ML remains attentive to events of this nature and insists upon providing its support in order to encourage initiatives that foster improvements of mobility within the city of Lisbon.

#### **Heart Month in the Metro**

The Portuguese Cardiology Foundation (FPC) once again received support from ML for implementation of the “May – Heart Month” programme, which this year is dedicated to obesity – a health problem that has experienced a disturbingly high level of growth over recent decades. Posters were affixed within the Metro’s carriages referring to this year’s campaign – “Combating Obesity”. The FPC also had the opportunity to carry out cardiovascular screening initiatives on May 8, 9 and 10, in the Entre Campos, Alameda and Marques de Pombal stations.

#### **Ajuda de Berço**

During the months of September and October, 2007, Metropolitano de Lisboa shared several of the spaces within its principal stations with the “Ajuda de Berço” (Cradle Assistance) Association. The objective of this cooperation was to support the campaign to raise funds for the “Ajudar a Viver Baunilha e Chocolate” (“Help Live Chocolate and Vanilla”) campaign.

#### **Partnership Lusomundo Cinema and Zoo Garden**

“(…) Through OTLIS – Public Transport Operators in the Region of Lisbon, A.C.E, Metropolitano de Lisboa and other public transport operators, signed an advantageous package agreement for the users of Lisboa Viva ticket, with Lusomundo Cinemas, S.A. and Zoo Garden, effective September 15th.

During the Week of Mobility, the first partnership protocols with two entertaining and culture companies, Lusomundo Cinema, S.A. and Zoo Garden were signed.

«Take the metro to go to the movies. Everyday is Monday» – The partnership with Lusomundo, grants to the Lisboa Viva ticket, tickets at the price of Monday, every day of the week, in the aforementioned cinemas, by exhibiting a valid Lisboa Viva ticket. In the case of cinemas where this campaign is no longer in place, the price charged will be the student price. This discount is valid for one ticket a day.”

*In JML – André Peres*



### Bicycle Mobility Prize

“From the perspective of promoting the utilisation of equally sustainable mobility alternatives, Metropolitano de Lisboa has been developing a cooperation relationship with the Portuguese Federation for Cycling and Bicycle users (FPCUB), and ML’s availability to extend the timetable for the transportation of bicycles in its network, is outstanding. This action resulted in Metropolitano de Lisboa being given the National Award “Mobility in Bicycle” in 2006, in the category of collective transport company. As part of the Mobility Week, the 2007 Mobility in Bicycle Award session, took place, once again, in the ML’s Alto dos Moinhos Auditorium, 20th of September last year, in a ceremony presided over by the Transport State Secretary, also attended by the CEOs of Metro, INTT and FPCUB. Autarchies, media, collective transport companies and individuals are the categories usually taken into consideration by FPCUB for the awarding of the above mentioned prizes”

*In JML– Helena Taborda*

### Product responsibility

ML is concerned with its service performance and reliability, being in this case, the supplier of an urban mobile solution, meaning, displacement of passengers in underground mode. Our concerns comprise Safety parameters for both people and goods, striving for continuous improvement.

At the level of Commercial Exploitation, ML has a Safety Norm focusing on various procedures, manuals and safety plans and accident and emergency management. These plans are regularly updated according with the best practices in force in the sector. For confidentiality reasons and risk management, not all of them can be made available for the general public. Nevertheless, all the ML’s Employees directly working with the public and at the Commercial Exploitation level are aware of this Norm.

At the maintenance level, ML is governed by the RCM (Reliability Centred Maintenance) programme, with the objective of establishing more efficient maintenance plans of rolling stock, reducing the possibility of occurrence of accidents during operation and improving its reliability. In the event of an emergency or accident, information is supplied to our customers, clearly and efficiently in order to respond to the actions established in the Emergency Plans.

At the level of Safety Control during the construction of new undertakings, ML’ ensures the implementation of Health and Safety Emergency Plans that must be strictly complied by the Executing Entity and monitored by the Owner-of-Works and by the Safety Coordinator on site.

With the implementation of the Quality Management System in the sector of Commercial Exploitation, in 2004, we started demanding our suppliers to label of all products supplied to ML (for example, glues, varnishes, paints, detergents, lubricants, etc.). Namely, we started demanding the presentation of the respective Index Card Safety Data, according with that established by Law 290/2001, in order to ensure all these products are utilised and handled in a safe manner.

### Customer information in our stations and trains

ML complies with rules and best practices of customer information reference the service provided and providing specific information of the ticketing system.

When travelling by Metro the customer can find the following information in the stations:

Vehicle	<ul style="list-style-type: none"> <li>• Vehicle number</li> <li>• Alert of fine</li> <li>• Alert of the video surveillance systems (when installed)</li> <li>• Various stickers (no smoking signs, reserved seats, emergency control in the train)</li> <li>• Identification of the service supplier and customer support contacts</li> <li>• Lost and found objects (indication of the location or means of contact)</li> <li>• Diagram of the network</li> <li>• Foreseeable constraints on circulation that will alter the service offered to the customer</li> <li>• Alteration of the global or partial offer (e.g. reinforcements associated to specific events)</li> <li>• New services and other information of general interest, related to the TPP's activity</li> </ul>
E/D points	<ul style="list-style-type: none"> <li>• Identification of the E/D point</li> <li>• General map of the network and points of correspondence, identification of the line(s), offer of the network's timetable, pricelist</li> <li>• Zoning map and identification of the zone of the E/D (where applicable)</li> <li>• Identification of the supplier of the service and customer support contacts</li> <li>• Information sheet specifying the rights and obligations of collective transport users</li> <li>• Lost and found objects (indication of the location or means of contact)</li> <li>• Foreseeable constraints on circulation that will alter the service offered to the customer</li> <li>• Alteration of the global or partial offer (e.g. reinforcements associated to specific events)</li> <li>• New services and other information of general interest, related to the TPP's activity</li> <li>• Emergency plan (underground stations), identification of SOS points (if they exist)</li> <li>• Signposting providing information on the rules of use of equipment (e.g. escalators, lifts)</li> </ul>
Non-automatic sales shop and booth	<ul style="list-style-type: none"> <li>• Identification of the provider of the sales service</li> <li>• General map of the network</li> <li>• Price list in force, with information on the conditions of use of each transport tickets</li> <li>• Zoning map and identification of the zone of the E/D (where applicable)</li> <li>• Lost and found objects (indication of the location or means of contact)</li> <li>• Offer of the network timetable</li> <li>• Foreseeable constraints on circulation that will alter the service offered to the customer</li> <li>• Identification of customer support contacts</li> <li>• Alteration of the global or partial offer (e.g. reinforcements associated to specific events)</li> <li>• New services and other relevant information and miscellaneous material, related to the TPP's activity</li> </ul>
Automatic sales point	<ul style="list-style-type: none"> <li>• Identification of the entity responsible for the automatic sales point</li> <li>• Price list in force, with information on conditions of use of each transport tickets sold in the machine</li> <li>• Identification of the customer support contacts</li> <li>• Zoning map and identification of the zone of the E/D (where applicable)</li> <li>• General map of the network</li> <li>• Information on use of the equipment</li> </ul>
Provision by other means (Information and Communications echnologies)	<ul style="list-style-type: none"> <li>• General map of the network</li> <li>• Price list in force with information on the validity of each transport ticket</li> <li>• Offer of the network timetable</li> <li>• Travel simulator</li> <li>• Rights and obligations of the supplier and customer</li> <li>• Lost – found objects (indication of the location or means of contact)</li> <li>• Foreseeable service alterations</li> <li>• New services</li> <li>• Identification of other means of contact with the service supplier</li> <li>• Information on use of the equipment (where applicable)</li> </ul>

During the journey, passengers also have information about the destination of the carriage (exterior), the “spine” of the line, the next stop and main connection points.

## Ferconsult, S.A.

In 2007, the Human Resources Management was set up in order to strengthen the chain of commitment and confidence between the company and its employees. The implementation and development of the Human Resources management system was initiated. This system intends to provide Ferconsult with a human Infrastructure, aligned with business requirements, able to efficiently instigate the company Culture required.

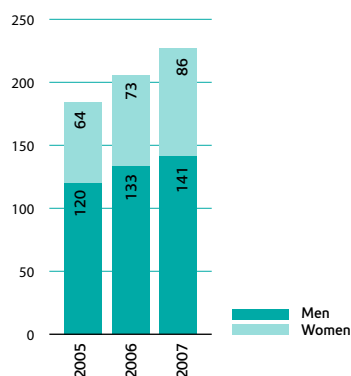
The Human Resources policy adopted was directed to promote involvement, employees' development and commitment, at all levels, stimulating their creativity and teamwork. With this objective, improvement actions for the company's performance were implemented, from which we highlight:



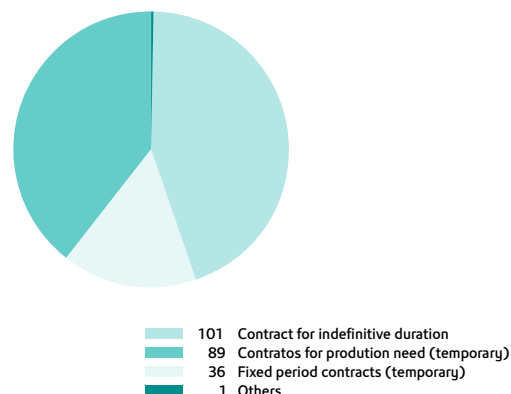
## Employees

In 2007, Ferconsult had a workforce of 227 employees, which represented 105 increase versus previous year. From these employees, approximately 36 were located in the Oporto office.

### Evolution of employees



### Evolution of employees



With reference to the ratio of men to women, the team is mainly constituted by men, 141 male employees and 86 female employees (62% and 38% respectively). At the senior level, the Board of Directors and Management, women have a 36% representation.

With reference to equal opportunities, Ferconsult is proud to contribute to the integration of minorities and in its team there are foreign and disabled employees, 2 and 4 respectively.

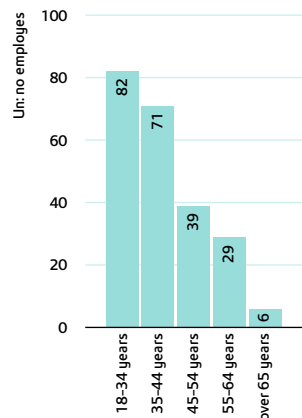
The number of employees covered by collective bargaining agreements in 2007 was 20, only comprising employees that have Metropolitano de Lisboa cession contracts.

Admissions	45
Persons Leaving	22
Turnover Rate	30%

Turnover rate was 30%, resulted from 22 person leaving and 45 new admissions. Persons leaving occurred, primarily at the employee's request.

At the end of 2007, and considering the whole company's workforce, the age of most employees was between 18 and 34 years old and the level of the average age group is 41.

#### Employees by age level – 2007



In 2007, the allocation of employees per levels of qualification, highlights that in 2007 higher number of employees corresponds to Senior Management and Semi-qualified Personnel, as stated in the table.

Employees per Qualification Levels	M	W
Senior/Middle management	61	49
Intermediate management	1	0
Qualified Personnel/Highly Qualified Personnel	0	1
Semi-qualified Personnel	29	6
Non-qualified Personnel	47	28
Profissionais Não Qualificados	3	2

Ferconsult compared the lowest base salary in the various management levels versus the national minimum wage (SMN) – approximately €403 in 2007. A group of benefits, such as meal benefits and salary is added to this amount. In Ferconsult, the lowest company's salary is 30% above the national minimum wage.

Ferconsult calculated men and women salary ratio, per professional category. At the salary level and per professional category, men earned an average of 360 euros more than women, in 2007. This difference is easily explained for reasons related with length of service in the company where the older employees are men, to whom there consequently corresponds a higher position and career progression.

In 2007, in the organisation, no forced or compulsory occurrences of child labour were detected. There were no incidences or court actions with discrimination incidents related with race, colour, gender, religion, public opinion or social status.

### Professional Internships

For 2008 the company intends to define professional internship policy, contributing towards the insertion of young people in active life, especially the new graduates. This project will be a partnership with I.E.F.P. making it possible for young people to join our company for a period of 9 months, offering them the opportunity to develop the theory they have learned in practical terms, participating in the projects in progress in the company.

### Occupational hygiene, safety and health

The Occupational Hygiene, Health and Safety Service was created and organised internally in 2007. Ferconsult contracts Occupational Medicine services from Metropolitano de Lisboa, covering all employees, thereby enabling the company to prevent and control the risk of illness. In 2007, routine test/examinations were carried out in the scope of Occupational Medical care. These examinations are performed every 2 years, except for employees aged above 50 with specific functions in which case they become annual. In 2007, Ferconsult:

- Performed 50 routine examinations;
- Performed 42 admission examinations.

Ferconsult also acts in Alcohol Prevention and Control and this programme is directed to occupational accidents prevention, safety at work and promotion of employees' welfare and health. In 2007 60 alcohol level control tests and the results obtained were below 0.5g/l.

For the occupational accidents analysis, statistical indexes and indicators were utilised making it possible, in an objective and sustainable manner, to define priority actions within the company. It was ascertained that for 2007, the number of occupational accidents registered with Ferconsult's employees was 4, translating in 52 days sick leave, in total.

	2005	2006	2007
Incidence rate	22.7	29.1	17.8
Frequency rate	14.5	16.0	9.3
Seriousness rate	0.7	0.4	0.1
Number of accidents	4	6	4
Number of lost days	179	144	52

For Ferconsult, its human resources asset is a key element. Managing this asset during 2007, was based on an integrated management and based in a coherent performance composed of 5 policies: Training, Human Resources Planning, Recruitment and selection, Remuneration and Communication.

### Our training policy

Ferconsult consider its employees' Training a key element to support the business goals, promoting constant professional adequacy in order to face market challenges.

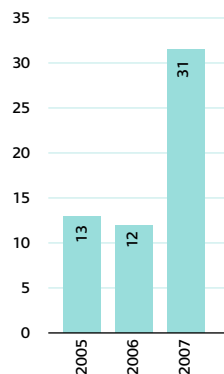
In 2007 a decision was made for employee training. In this regard, modules were supplied comprising areas such as IT, project management, Quality, Languages, and other more technical training sessions, key tools for adapting to new technologies and performance in the scope of new services and job functions.

Training hours	6,958
Hours per employee	31

In 2007, Ferconsult made strong investments in training, a total of 6,958 hours, 1.351% more than in 2006, where 480 hours of training sessions had been invested in. In average, during 2007, each employee received 162% training hours more than the year before.

The numbers reflect the key and continuous importance of its employees' development, aligning with business requirements.

#### Total number of training hours per employee



The Occupational Hygiene, Safety and Health department has planned to develop training actions for 2008, amongst which the following themes are highlighted: first aid, emergency internal plan alcohol prevention.

Ferconsult also promotes reading among its employees. Through the building transformation project, a reading space was planned for leisure times and will be available as of 2008.

#### Our communication policy...

Increasing involvement and internally ensuring spread of information, were just a few of the challenges achieved in 2007. Employees' awareness and response to internal information requirements were key elements for internal communication performance.

In 2007 the Internal Communication Policy was approved and was directed to the establishment of internal communication channels. This Policy, intended to ensure the employees' involvement, integration and motivation, promoting Ferconsult's values and culture, facilitating the necessary adaptation to face challenges and organisational changes.

Projects developed in 2007, were distinguished by innovation and concern with consolidation of Ferconsult's organisational culture.

Projects developed during 2007	
Monthly Newsletter	Monthly Newsletter providing the diffusion of company information.
FCnet Portal	"FCnet" Portal implementation. New means of providing more efficient inter-action amongst employees, management and company.
Suggestions Box	Suggestions boxes located in various places in the company for employees to communicate a suggestion that might contribute to the company's improvement.
Placards	Placards posted in headquarters and in all building yards to disclose useful information
Welcome Manual	Company's "Guide" document for new admissions.

New communication dynamics were created with employees through the project developed. The objectives were achieved making it possible to raise employees' awareness with reference to Ferconsult's actions, respond to people's questions, create and improve company's identity and promote ascending and descending information within the organisational structure, building an environment of confidence.

## Our acknowledgment

### Performance management

In 2007, Ferconsult's Performance Management System (SGD) was launched. SGD is a company's management tool, is individual and comprises the whole workforce. This system takes into account the various families of functions defined by the company and respective skill profiles defined for each of the functions and backed up by a behavioural analysis, based on the employees' behavioural skills.

Ferconsult's new evaluation cycle in 2008, will introduce alterations to this system, whereby one extra evaluation component will be added, the objectives (Ferconsult's strategic objectives, -KPI's management objectives - Key Performance Indicators and individual objectives).

### Benefits

Ferconsult's Benefits plan comprises:

- **Health insurance** for Indefinite term contract employees;
- Offers all employees' and their families the **Metro de Lisboa Pass**;
- Possibility of attending two **Metropolitano de Lisboa's canteens**;
- Can become **members of Metropolitano de Lisboa Employees' Cultural and Sports Centre (CCDTML)**, that offers a package of benefits and privileges to their associates, comprising several areas: Sports, Leisure, Cultural and Social.

With the objective of stimulating team spirit, to enhance sharing success and build joint commitment around future objective and challenges, the Company's plans to carry out an Outdoor event in 2008.

## Product responsibility

During the project drafting stage, inappropriate organisational, technical/or architectural options may contribute towards various workplace accidents in the Construction Yards. Inappropriate architectural options may also contribute to various accidents during commercial exploitation (Operation, Maintenance and Conservation). Ferconsult's Project Safety Coordination team aims to guarantee that the organisational, technical/or architectural options taken by draughtsmen, during the study, conception and drafting stage observe General Prevention Principles (PGP) in order to avoid or reduce professional risks. In this context, the PS01 – Project Safety Management Procedure was implemented, defining the actions to be taken by the Project Safety Coordinator, in compliance with the provisions established in DL 237/2003.

On the other hand, when monitoring projects for building construction contract jobs, execution of works in the Construction Yard may originate various workplace accidents due to unsuitable or inexistent implementation of safety prevention measures. The Job Safety Coordinator assumes a fundamental role during this stage since he guarantees continuous improvement of working conditions in the Construction Yard in order to avoid or diminish professional risks. The Job Safety Coordination team aims to guarantee implementation of the methodology specified in the procedure, PS04 – Job Safety Management in compliance with the provisions established in DL 237/2003.

# Correspondence with GRI

	GRI Contents	Page
<b>1</b>	<b>Strategy and Analysis</b>	
1.1.	Statement from the most senior decision-maker of the Organisation on the relevance of sustainability for the Organisation and its strategy.	4
1.2	Description of key impacts, risks and opportunities.	32-47
<b>2.</b>	<b>Organisational Profile</b>	
2.1.	Name of Organisation	9, 23, 31
2.2.	Primary products and/or services.	9, 23, 31
2.3	Operational structure of Organisation, including main departments, companies in operation, subsidiaries and joint ventures.	8-14, 24, 25
2.4.	Location of Organisation headquarters.	9, 23, 31
2.5.	Number of countries where the Organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	9, 16, 23, 24, 31
2.6.	Nature of ownership and legal form.	9, 23, 31
2.7.	Markets served (including geographic details, sectors served and types of customers/beneficiaries).	9, 16, 23, 24, 31
2.8.	Scale of the reporting Organisation, including: Number of employees; Net sales (for private sector Organisations) or net revenues (for public sector Organisations); Total capitalization broken down in terms of debt and equity (for private sector Organisations); and Quantity of products or services provided.	9, 23, 31
2.9.	Significant changes during the reporting period regarding size, structure, or ownership including: The location of, or changes in operations, including facility openings, closings, and expansions; and Changes in the share capital structure and other capital formation, maintenance, and alteration operations.	18-22, 23-25, 28, 29
2.10.	Awards/recognition received during reporting period.	43, 44
<b>3.</b>	<b>Report Parameters</b>	
3.1.	Reporting period for information provided.	5
3.2.	Date of most recent previous report.	5
3.3.	Reporting cycle.	5
3.4.	Contacts for matters related with the report or its contents.	165
3.5.	Process for defining report content, including: • Determining materiality; • Prioritizing topics within the report; • Identifying stakeholders the Organisation expects to use the report	5, 6, 48
3.6.	Boundary of the report (countries or regions, products or services, departments, facilities, joint ventures or subsidiaries)	6-7
3.7.	Other boundaries of specific scope.	6-7
3.8.	Basis for reporting on Joint Ventures, subsidiaries, leased facilities, outsourced operations, and other situations that can significantly affect comparability from period to period or with reports from other Organisations.	5-8
3.9.	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.	Charter "Correspondence with GRI"
3.10.	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	5-8
3.11.	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	5-8
3.12.	Table identifying the location of each element of the GRI report.	Charter "Correspondence with GRI"
3.13.	Policy and current practice with regard to seeking external assurance for the report. Explain the relationship between the reporting Organisation and the assurance provider(s).	7,8



GRI Contents		Page
4.	Governance, Commitments and Engagement	
4.1.	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	10-14, 26, 27
4.2.	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement).	10, 27
4.3.	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members. State how the organisation defines 'independent' and 'non-executive'.	10
4.4.	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	14, 26
4.5.	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	12
4.6.	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	15, 28
4.7.	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics.	Not defined
4.8.	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	9,10,21- 23, 25
4.9.	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	Not defined
4.10.	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Not defined
4.11.	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	14, 15, 27
4.12.	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	41, 42
4.13.	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: <ul style="list-style-type: none"> <li>• Pertence à estrutura de governação;</li> <li>• Has positions in governance bodies;</li> <li>• Participates in projects or committees;</li> <li>• Provides substantive funding beyond routine membership dues; or</li> <li>• Views membership as strategic.</li> </ul>	43, 44, 61
4.14.	List of stakeholder groups engaged by the organisation.	49, 61, 62-68, 72
4.15.	Basis for identification and selection of stakeholders with whom to engage.	48
4.16.	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	49, 53, 56, 61, 63, 68, 72-75
4.17.	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns.	50-56, 57-61, 62, 64, 68-70

For the analysis of the various GRI Protocols, except where in some situations it is differently assumed, the definition of "location" refers to the municipality of Lisbon.

In the correspondence table with the G3 table presented below, all the reported values specifically refer to the year of this Report - 2007.

		Metropolitano de Lisboa, E.P.		Ferconsult - Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans - Engenharia e Sistemas de Transporte, A.E.I.E	
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Economic Performance Indicators							
EC1	Direct economic value generated and distributed, including revenue, operating costs, employee salaries, donations and other investments in the community, profits accumulated and payment to capital providers and the government.	•	<b>Economic Value Generated</b>	Unit: €	76 to 83	•	<b>Economic Value Generated</b>
			<b>Income</b>				<b>Income</b>
			Provision of Services	62,477,540			Provision of Services
			Supplementary Revenue	34,850,769			Supplementary Revenue
			Financial interest and profit and loss	2,441,602			Financial interest and profit and loss
			Extraordinary Profit and Loss	115,634			Extraordinary Profit and Loss
			Sale of Assets	38,306			Sale of Assets
			Total	99,923,851			Total
			<b>Economic Value Distributed</b>				<b>Economic Value Distributed</b>
			<b>Operating Costs</b>				<b>Operating Costs</b>
			Leased Facilities	0			Leased Facilities
			Royalties	4,768			Royalties
			Specialised Work	2,239,744			Specialised Work
			Fees	164,808			Fees
			Training	105,628			Training
			Safety Equipment	244,739			Safety Equipment
			Other Operating Costs	78,812,320			Other Operating Costs
			Extraordinary Costs	1,281,732			Extraordinary Costs
			Sub-Total	82,853,738			Sub-Total
			<b>Employee salaries and benefits</b>				<b>Employee salaries and benefits</b>
			Salaries	52,883,884			Salaries
			Salary-related expenses	11,588,439			Salary-related expenses
			Health, accidents at work and other insurance	1,615,621			Health, accidents at work and other insurance
			Company vehicles (including all costs)	273,322			Company vehicles (including all costs)
			Dismissal compensation	58,563			Dismissal compensation
			Other employee-related expenses	22,413,215			Other employee-related expenses
			Sub-Total	88,833,044			Sub-Total
			<b>Payments to capital providers</b>				<b>Payments to capital providers</b>
			Dividends (shareholders)	0			Dividends (shareholders)
			Interest paid (Financial Institutions)	72,175,425			Interest paid (Financial Institutions)
			Other Financial Costs	6,516,373			Other Financial Costs
			Sub-Total	78,691,798			Sub-Total
			<b>Payments to Government</b>				<b>Payments to Government</b>
			Taxes	247,859			Taxes
			Fines	360			Fines
			Sub-Total	248,219			Sub-Total
			Total	250,626,798			Total
			<b>Economic Value Accumulated</b>	-150,702,947			<b>Economic Value Accumulated</b>
			<b>Economic Value Generated</b>	Unit: €	84 to 87		<b>Economic Value Generated</b>
			<b>Income</b>				<b>Income</b>
			Provision of Services	21,815,027			Provision of Services
			Supplementary Revenue	239,429			Supplementary Revenue
			Financial interest and profit and loss	46,717			Financial interest and profit and loss
			Extraordinary Profit and Loss	266,492			Extraordinary Profit and Loss
			Sale of Assets	8,042			Sale of Assets
			Total	22,375,707			Total
			<b>Economic Value Distributed</b>				<b>Economic Value Distributed</b>
			<b>Operating Costs</b>				<b>Operating Costs</b>
			Leased Facilities	0			Leased Facilities
			Royalties	2,575,504			Royalties
			Specialised Work	3,925,876			Specialised Work
			Fees	408,739			Fees
			Training	176,013			Training
			Safety Equipment	3,667			Safety Equipment
			Other Operating Costs	2,530,188			Other Operating Costs
			Extraordinary Costs	310,069			Extraordinary Costs
			Sub-Total	9,930,055			Sub-Total
			<b>Employee salaries and benefits</b>				<b>Employee salaries and benefits</b>
			Salaries	7,179,733			Salaries
			Salary-related expenses	1,594,362			Salary-related expenses
			Health, accidents at work and other insurance	237,989			Health, accidents at work and other insurance
			Company vehicles (including all costs)	333,737			Company vehicles (including all costs)
			Dismissal compensation	476,394			Dismissal compensation
			Other employee-related expenses	1,100			Other employee-related expenses
			Sub-Total	9,823,315			Sub-Total
			<b>Payments to capital providers</b>				<b>Payments to capital providers</b>
			Dividends (shareholders)	0			Dividends (shareholders)
			Interest paid (Financial Institutions)	44,244			Interest paid (Financial Institutions)
			Other Financial Costs	67,733			Other Financial Costs
			Sub-Total	111,977			Sub-Total
			<b>Payments to Government</b>				<b>Payments to Government</b>
			Taxes	15,044			Taxes
			Fines	17,834			Fines
			Sub-Total	32,878			Sub-Total
			Total	19,898,225			Total
			<b>Economic Value Accumulated</b>	2,477,482			<b>Economic Value Accumulated</b>
			<b>Economic Value Generated</b>	Unit: €	88		<b>Economic Value Generated</b>
			<b>Income</b>				<b>Income</b>
			Provision of Services	4,794,137			Provision of Services
			Supplementary Revenue	1,871			Supplementary Revenue
			Financial interest and profit and loss	3,862			Financial interest and profit and loss
			Extraordinary Profit and Loss	42,086			Extraordinary Profit and Loss
			Sale of Assets	0			Sale of Assets
			Total	4,841,956			Total
			<b>Economic Value Distributed</b>				<b>Economic Value Distributed</b>
			<b>Operating Costs</b>				<b>Operating Costs</b>
			Leased Facilities	1,480			Leased Facilities
			Royalties	0			Royalties
			Specialised Work	4,379,779			Specialised Work
			Fees	0			Fees
			Training	0			Training
			Safety Equipment	0			Safety Equipment
			Other Operating Costs	264,380			Other Operating Costs
			Extraordinary Costs	19,665			Extraordinary Costs
			Sub-Total	4,665,305			Sub-Total
			<b>Employee salaries and benefits</b>				<b>Employee salaries and benefits</b>
			Salaries	0			Salaries
			Salary-related expenses	0			Salary-related expenses
			Health, accidents at work and other insurance	0			Health, accidents at work and other insurance
			Company vehicles (including all costs)	24,789			Company vehicles (including all costs)
			Dismissal compensation	0			Dismissal compensation
			Other employee-related expenses	0			Other employee-related expenses
			Sub-Total	24,789			Sub-Total
			<b>Payments to capital providers</b>				<b>Payments to capital providers</b>
			Dividends (shareholders)	0			Dividends (shareholders)
			Interest paid (Financial Institutions)	346			Interest paid (Financial Institutions)
			Other Financial Costs	38,289			Other Financial Costs
			Sub-Total	38,636			Sub-Total
			<b>Payments to Government</b>				<b>Payments to Government</b>
			Taxes	8,193			Taxes
			Fines	406			Fines
			Sub-Total	8,599			Sub-Total
			Total	4,737,329			Total
			<b>Economic Value Accumulated</b>	104,628			<b>Economic Value Accumulated</b>

		Metropolitano de Lisboa, E.P.		Ferconsult – Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E			
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag		
Economic Performance Indicators									
EC2	Financial implications and other risks and opportunities for organisation activities, due to climate change.			78			87	The question of climate change may indirectly affect group activities insofar as there may be new business opportunities in the market.	NR
EC3	Coverage of defined pension plan obligations and which the organisation offers.		For employees admitted to the company up to 31 December 2003, the company pays retirement and invalidity pension complements attributed by Social Security, calculated on the base of incidence of the percentile value of 1.5 x N on the employee's monthly salary on the date of retirement from service, N being the number of years in the company, counting up to the minimum legal age limit for retirement, provided that such sum plus the pension does not exceed that salary. The company updates the retirement supplement according to the updates carried out by Social Security and using the same percentile value. (in clause 19 of Company Agreement II – 2004 – Licentiates and Bachelors and clause 48 of Company Agreement I – 2005)	NR	Apart from compulsory social security contributions, which contributory basis falls on the entire payroll, there is no pension plan of defined benefit within the organisational context.	NA		The group has no employees directly in its service.	NA
EC4	Significant financial benefits received from the government.	•	29,202,689 €	77	Ferconsult receives no financial aid from the state.	NA		The group receives no financial aid from the state.	NA
Market Presence									
EC5	Variation of proportion of lowest salary in important operational units compared with the minimum local salary <sup>1</sup> .	•	Proportion of lowest salary compared with the minimum national salary (2006): 196%  Proportion of lowest salary compared with the minimum national salary (2007): 190%  Variation of proportion of lowest salary in the organisation compared with the national minimum salary (2006-2007): -2.8%	80	• Proportion of lowest salary compared with the minimum national salary (2006): 131%  Proportion of lowest salary compared with the minimum national salary (2007): 130%  Variation of proportion of lowest salary in the organisation compared with the national minimum salary (2006-2007): -0.5%	87	•	The group has no employees directly in its service.	NA
EC6	Policy, practices and proportion of expenses with locally-based suppliers.			83		74		There is a preference policy for hiring locally-based suppliers, these being subject to the limitations defined in the contract.	NR

<sup>1</sup> Local – The concept of “local” corresponds to national level.

		Metropolitano de Lisboa, E.P.		Ferconsult – Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E	
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Market Presence							
EC7	Procedures for local hiring and proportion of members of the Board of Management hired from the local community.		Metropolitano de Lisboa being a public company, the members of the Board of Management are appointed by the government.	NA		Ferconsult is a 100% public capital company. The members of the Board of Directors are appointed on the general assembly by the owner – Metropolitano de Lisboa E.P..	NA
							NA
							NA
Indirect Economic Impacts							
EC8	Development and impact of investments in infrastructures and services provided essentially for the benefit of the public.			119 to 124		Not available	NR
EC9	Description and comprehension of significant indirect economic impacts, including their scale.		Expansion of underground rail network: Metropolitano de Lisboa expanded its network through the extension of the Blue Line to Santa Apolónia. This expansion brought about an increase in passengers, with impacts at economic, social and environmental levels. Economic, through access to public transport at reduced rates, social, through the improvement in quality of life with less travelling time and environmental, through the reduction of CO <sub>2</sub> emissions by other types of passenger transport (individual transport and bus).	37		85 86	NR

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No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Environment Performance Indicators							
Materials							
EN1	Materials used by weight or volume	•		89 to 91	•		103 to 105
EN2	Percentage of materials used that are recycled input materials.			91	Recycled paper and recycled cartridges are not acquired.		NA
Energy							
EN3	Direct energy consumption by primary energy source	•	Diesel Consumption (l) – 78,672 Diesel Consumption (GJ) – 2,868 Fuel Consumption (l) – 55,855 Fuel Consumption (GJ) – 1,845 Natural Gas Consumption (m³) – 408,857 Natural Gas Consumption (GJ) – 15,950	91 to 94	•	Diesel Consumption (l) – 44,205 Diesel Consumption (GJ) – 1,612 Fuel Consumption (l) – 26,525 Fuel Consumption (GJ) – 876	103 to 105
	For Ferconsult, fuel and diesel consumptions, were obtained on the basis of fuel billing in 2007. Conversion for volume units was obtained through the average price of the various 2007 quarters. (€/litre in the Lisbon and Tagus Valley Region) checked in the Bulletins issued by the Competition Authority – Follow up of the Liquid Fuel Market ( <a href="http://www.concorrenca.pt">http://www.concorrenca.pt</a> ). The volume conversion factors for GJ primary sources (fuel and diesel) were adopted by G3.						
EN4	Indirect energy consumption by primary source.	•	Electricity Consumption (kWh) = 96,039,272 Electricity Consumption (GJ) = 345,740	91 to 92	•	Electricity Consumption (kWh) = 400,034 Electricity Consumption (GJ) = 1,440	104 to 105
	The conversion factor used for the conversion from kWh into GJ, was supplied by G3 – 0.0036GJ/kWh.						
EN5	Energy saved due to conservation and efficiency improvements.	•		91 to 92	•		104 to 105
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these activities.	•		92	•		104 to 105

		Metropolitano de Lisboa, E.P.		Ferconsult – Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E	
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
<b>Energia</b>							
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	•	See answer EN5		•	See answer EN5	
<b>Water</b>							
EN8	Total water withdrawal by source	•		93 94	Ferconsult water consumption is incorporated in the Metropolitano de Lisboa, E.P accounts.	ND	
EN9	Water sources significantly affected by withdrawal of water		All water consumption derives from the public network EPAL.	NA	The activity developed by Ferconsult, does not directly impact upon Water Sources. Operations are located in the urban/urbanised zone.	NA	
EN10	Percentage and total volume of water recycled and reused.		Currently Metropolitano de Lisboa does not have measures implemented for reused or recycled water. International examples are under study in the public transport sector, for rainwater exploitation for circulating material and fleet washing, as well as watering green areas in our secondary stations. To note the reuse of water in PMO's in maintenance activity, although it is not possible to quantify.	NA	In Ferconsult there is no recirculation of water systems.	NA	
<b>Biodiversity</b>							
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.		<p>It is considered that this indicator (Biodiversity) is not applicable in the case of Metropolitano de Lisboa.</p> <p>The Metropolitano de Lisboa implantation areas (all stations and associated infrastructures) are located in an urban area, not comprising protected areas under Decree-Law no. 19/93, dated January 23rd, with the alterations brought in by Decree-Law no. 227/98, dated July 17th nor locations of the Natural Network, special conservation and special protection zones, established by Decree-Law no. 140/99, dated April 24th in the scope of the Directives no. 79/409/EEC and 92/43/EEC.</p> <p>The Metropolitano de Lisboa network and its installations are mainly set up in the council of Lisbon, but in 2004, for the first time the limits of the city were crossed over, reaching the councils of Odivelas and Amadora. Currently the expansion up to the Airport is in progress, with marginal incidence in the council of Loures.</p> <p>In terms of protected areas closer to the area of implantation of Metropolitano de Lisboa, the Natural Reserve of Tagus river Estuary and the Protected Landscape of the Fossil Cliff of Costa da Caparica.</p>	NA	Ferconsult (all its premises and associated infrastructures) are located in an area classified as Structuring Urbanistic Housing Area.	NA	

		Metropolitano de Lisboa, E.P.		Ferconsult – Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E																	
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag																
Biodiversity																							
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected area of high biodiversity value outside protected areas.		It is considered that this indicator is not applicable in the case of Metropolitano de Lisboa. See answer in EN11.	NA		It is considered that this indicator is not applicable in the case of Ferconsult. See answer in EN11.	NA																
EN13	Habitats protected and recovered		It is considered that this indicator is not applicable in the case of Metropolitano de Lisboa. See answer in EN11.	NA		It is considered that this indicator is not applicable in the case of Ferconsult. See answer in EN11.	NA																
EN14	Strategies, current actions and future plans for managing impacts on biodiversity.		It is considered that this indicator is not applicable in the case of Metropolitano de Lisboa. See answer in EN11.	NA		It is considered that this indicator is not applicable in the case of Ferconsult. See answer in EN11.	NA																
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.		It is considered that this indicator is not applicable in the case of Ferconsult. See answer in EN11.	NA		It is considered that this indicator is not applicable in the case of Ferconsult. See answer in EN11.	NA																
Emissions, Effluents and –Waste																							
EN16	Total direct and indirect greenhouse gas emissions by weight.	<ul style="list-style-type: none"><li>Direct greenhouse emissions – 1,254 ton. CO<sub>2</sub>e</li><li>Indirect greenhouse emissions – 73,633 ton CO<sub>2</sub>e</li></ul>	97 98	<ul style="list-style-type: none"><li>Direct greenhouse emissions – 183 ton. CO<sub>2</sub>e</li><li>Indirect greenhouse emissions – 307 ton CO<sub>2</sub>e</li></ul>	106 107																		
<p>The greenhouse emissions generated by combustible emissions, were calculated on the basis of the emission factors reported in the 2004 emissions inventory, issued by the European Commission:</p> <table><tr><td></td><td>Full</td><td>Diesel</td><td></td></tr><tr><td>CO<sub>2</sub></td><td>71.1</td><td>72.45</td><td>ton CO<sub>2</sub>/TJ</td></tr><tr><td>CH<sub>4</sub></td><td>26.65</td><td>3.74</td><td>kg CH<sub>4</sub>/TJ</td></tr><tr><td>N<sub>2</sub>O</td><td>9.26</td><td>5.95</td><td>kg N<sub>2</sub>O/TJ</td></tr></table> <p>For the calculation of equivalent carbon dioxide emissions (CO<sub>2</sub>e) the potential of global warming equivalent was used, for the greenhouse gas considered, (CH<sub>4</sub>=21, NO<sub>2</sub>=310). With reference to the indirect emissions generated from the Electricity Consumption, the average greenhouse gas emissions, presented by EDP, was applied (EDP CO<sub>2</sub> global specific emissions: Period: 2004–2007 – gCO<sub>2</sub>/kWh and EDP NO<sub>x</sub> specific emissions: Period 2004–2007).</p>									Full	Diesel		CO <sub>2</sub>	71.1	72.45	ton CO <sub>2</sub> /TJ	CH <sub>4</sub>	26.65	3.74	kg CH <sub>4</sub> /TJ	N <sub>2</sub> O	9.26	5.95	kg N <sub>2</sub> O/TJ
	Full	Diesel																					
CO <sub>2</sub>	71.1	72.45	ton CO <sub>2</sub> /TJ																				
CH <sub>4</sub>	26.65	3.74	kg CH <sub>4</sub> /TJ																				
N <sub>2</sub> O	9.26	5.95	kg N <sub>2</sub> O/TJ																				

		Metropolitano de Lisboa, E.P.		Ferconsult – Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E	
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
<b>Emissions, Effluents and –Waste</b>							
EN17	Other relevant indirect greenhouse gas emissions by weight.	•	Indirect greenhouse emissions – 67 ton CO <sub>2</sub> e	97 98	•	Indirect greenhouse emissions – 19 ton CO <sub>2</sub> e	106 107
Travel of on duty staff is achieved primarily in Ferconsult's fleet vehicles and accountable as direct emissions (EN16). In this indicator the emissions generated by air transport for travel of staff, are also accountable.							
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	•		98 99	•		106
EN19	Emissions of ozone-depleting substances by weight.		According with GRI, the ozone-depleting substances, contained or issued by products/equipments deriving from the use or deposition, are not comprised in this indicator therefore not being applicable to the organisation.	NA		According with GRI, the ozone-depleting substances, contained or issued by products/equipments deriving from the use or deposition, are not comprised in this indicator therefore are not applicable to the organisation.	NA
EN20	NOx, SOx, and other significant air emissions by type and weight.	•		99	•	Ferconsult has no productive associated activity, producing significant emissions to the atmosphere. N <sub>2</sub> O, SO <sub>2</sub> e CH <sub>4</sub> emissions result from the fuel used by the vehicles of its automotive fleet and indirectly through consumed energy. These are not significant emissions; those from the automotive fleet are because they are diffuse type emissions resulting from only 50 vehicles.	107
Specific GEE emissions other than CO <sub>2</sub> ( N <sub>2</sub> O, SO <sub>2</sub> e CH <sub>4</sub> ) herein reported, are those already accounted for the time of the EN16 indicators calculation (see calculation methodology for EN16 indicator)							
EN21	Total water discharge by quality and destination.		All discharged water generated by Metropolitano de Lisboa is disposed into the municipal drains.	NA		Once being installed in urban zones with basic sanitation infrastructure, Ferconsult has no water discharge resulting from its activity unless waste domestic water that is drained into the municipal drain.	NA
EN22	Total weight of waste by type and disposal method.	•	Total Hazardous Waste (ton): 18 Total Non-Hazardous Waste (ton): 103 Total Waste for Disposal-D (ton): 12 Total Waste for Recuperation-R (ton): 110	95 96			106



		Metropolitano de Lisboa, E.P.		Ferconsult – Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E	
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Emissions, Effluents and -Waste							
EN23	Total number and volume of significant spills.		0 spills.	101	In Ferconsult's activity chemical products are not used in sufficient quantity that might cause material spills with environmental impact risk.	NA	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally.			NA		NA	
EN25	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.			NA		NA	
Products and Services							
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		<ul style="list-style-type: none"> <li>When adopting the pH correction system, it was possible to reduce waste water pH, allowing this to be integrated the public drains of Lisbon Municipal Council, stating a pH level within acceptable values (Edict N.º156/91 dated May 31st). It was identified that it was possible to correct effluents with a pH value from 12,3 to 9,3 (24% efficiency).</li> <li>Through the execution of acoustics roofing it was possible to diminish the monitored Environmental Noise values in 12% (from an environmental noise of 76,5 dB it was possible to reach a 67 dB value).</li> </ul>	101 102	0		
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.			NA		NA	

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No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Compliance							
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	•		102	•	During year 2007, fines or sanctions of any type were ever applied, as a result of non-compliance of this kind.	NR
Transport							
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations and transporting members of the workforce.		Not existent.			Not existent.	
Overall							
EN30	Total environmental protection expenditures and investments by type.	•		102	•	0	NR

		Metropolitano de Lisboa, E.P.			Ferconsult – Consultoria, Estudos e Projectos de Engenharia S.A			Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E		
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag	Ver.	Note	Pag
Performance Indicators Society										
Labour Practices & Decent Work										
LA1	Total workforce by employment type, employment contract, and region	•	Type of Contract Full time Temporary Total Employees (on Dec 31st.)	1,559 89 1,648	108	•	Type of Contract Full time Temporary Total Employees (Dec 31st.)	227 86 141	127	
LA2	Total number and rate of employee turnover by age group, gender and region.				108 to 110		Total Number of employees: Nº of women: Nº of men:  Age Group 18 to 24 years 25 to 29 years 30 to 34 years 35 to 39 years 40 to 44 years 45 to 49 years 50 to 54 years 55 to 59 years 60 to 61 years 62 to 64 years > 64 years Total  Gender Men Women	227 86 141  Admissions 3 12 9 9 3 3 1 3 0 2 0 45  Dismissals 1 1 1 0 3 5 3 3 1 3 1 22  Dismissals 15 6	127 128	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.		All the benefits provided to full-time Employees, are provided to temporary Employees as well, in the case of health plan, hospital treatments, etc. With reference to benefits, this is paid in proportion to the timetable performed (ex: Job Benefits, Assiduity Premiums).		NR		Full-time Employees benefit from a health plan.	89	NR	
Labour/Management Relations										
LA4	Percentage of employees covered by collective bargaining agreements.		100% of Employees		NR		8.8% of Employees (20 employees)		NR	

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No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Labour/Management Relations							
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.		There is no minimum notice period and it is not specified in collective agreements.	NR		The company complies with the national legal legislation applicable.	NR
Occupational Health and Safety							
LA6	Percentage of total workforce represented in formal joint management –worker health and safety committees that help monitor and advise on occupational health and safety		None	NR		None	NR
LA7	Rates of injury, occupational diseases, lost days, and absenteeism and total number of work-related fatalities by region.		<ul style="list-style-type: none"> <li>Occupational rate disease</li> <li>Deaths</li> </ul>	Not available 0	111 to 113		129
Incidence Rate – N° Accidents x 1,000/N° Employees Frequency Rate – N° Accidents x 1,000,000/ Hours of Risk Exposure Seriousness Rate – N.º of sick leave working days x 1,000/Hours of Risk Exposure							
LA8	Education, training, counselling, prevention, and risk-control programs I place to assist workforce members, their families, or community members regarding serious diseases.			83			129

		Metropolitano de Lisboa, E.P.		Ferconsult – Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E	
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Occupational Health and Safety							
LA9	Health and safety topics covered in formal agreements with trade unions.		Within the scope of the existing agreement in the Company, Employees benefit from: (Company Agreement I – 2005) Health assistance, labour accidents and professional diseases Clause 46ª (Protection in sickness) 1. The company ensures the following benefits to its Employees: a) Payment of the compensation or sickness benefits complement, up to the monthly salary amount, for the period of time equal to the sick leave period, as long as sickness is properly documented. At the end of three hundred and sixty five consecutive days, the Company five consecutive days, the Company will re-examine the situation in order to maintain or annul the benefits payment, in consideration of the characteristics of each situation; b) Maintain the worker's situation properly updated during the sick leave period, according with the compensation values that incur during that period of time; c) Payment of medical health assistance in full. 2. The company reserves the right to confirm the condition of the employees on sick leave. Clause 47ª (Labour accidents and professional diseases) 1. In the event of labour accidents or professional disease, for which sickness protection is maintained, retirement for invalidism or old age and Survival, it is understood that the complement to be offered by the Company, will be the difference between the amounts paid by the insurance company and the compensation received by the worker that incurred in the accident. 2. The compensation usually received is worker's average compensation calculated on the basis of the working days and corresponding compensations earned by the worker in the period of six months previous to the day the accident occurred. (Company Agreement II – 2004) – Graduates and holders of Baccalaureates Protection in sickness, labour accidents and professional diseases Clause 17ª (Protection in sickness) 1. The Company assures to their employees the following benefits: a) Payment of the compensation or a sickness benefits complement, up to the monthly salary amount, for the period of time equal to the sick leave period, as long as sickness is properly documented; b) Maintain the worker's situation properly updated during the sick leave period according with the compensation values that are incurred during that period of time; c) Payment of medical health assistance in full. 2. The company reserves the right of confirming the condition of employees on sick leave. Clause 47ª (Labour accidents and professional diseases) 1. In the event of labour accidents or professional disease, for which sickness protection is maintained, retirement for infirmity or old age, it is understood that the complement to be offered by the Company, will be the difference between the amounts paid by the insurance company and the compensation received by the worker that incurred in the accident. 2. The compensation usually received is worker's average compensation calculated on the basis of the working days and corresponding compensations earned by the worker in the period of six months previous to the day the accident occurred.	NR	Not existent.	NR	

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No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Training and Education							
LA10	Average hours of training per year per employee-by -employee category.	•	<b>Average hours of training per Qualification levels</b> Senior management 24 Middle management 6 Intermediate management 9 Qualified Personnel/Highly Qualified Personnel 8 Semi-qualified Personnel 10 Non-qualified Personnel 0	111	•	<b>Volume of training per Qualification levels</b> Senior management 5,075 Middle management 0 Intermediate management 132 Qualified Personnel/Highly Qualified Personnel 339 Semi-qualified Personnel 1,392 Non-qualified Personnel 0 <b>Total</b> 6,958  <b>Average hours of training per Qualification levels</b> Senior management 46 Middle management 0 Intermediate management 132 Qualified Personnel/Highly Qualified Personnel 10 Semi-qualified Personnel 19 Non-qualified Personnel 7	130
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.			110			129
LA12	Percentage of employees receiving regular performance and career development reviews.		100% of employees	NR			131

		Metropolitano de Lisboa, E.P.				Ferconsult - Consultoria, Estudos e Projectos de Engenharia S.A				Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E																																																																																																																																	
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Diversity and Equal Opportunity																																																																																																																																											
LA13	Composition of Governing Bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	<ul style="list-style-type: none"><li><b>Full-time workers per Age Group</b><table><tr><td>Age groups</td><td>M</td><td>W</td><td>Total</td></tr><tr><td>18 to 24 years</td><td>0</td><td>0</td><td>0</td></tr><tr><td>25 to 29 years</td><td>13</td><td>5</td><td>18</td></tr><tr><td>30 to 34 years</td><td>77</td><td>37</td><td>114</td></tr><tr><td>35 to 39 years</td><td>212</td><td>84</td><td>296</td></tr><tr><td>40 to 44 years</td><td>270</td><td>99</td><td>369</td></tr><tr><td>45 to 49 years</td><td>276</td><td>46</td><td>322</td></tr><tr><td>50 to 54 years</td><td>148</td><td>40</td><td>188</td></tr><tr><td>55 to 59 years</td><td>151</td><td>24</td><td>175</td></tr><tr><td>60 to 61 years</td><td>123</td><td>14</td><td>137</td></tr><tr><td>62 to 64 years</td><td>9</td><td>4</td><td>13</td></tr><tr><td>&gt; 64 years</td><td>10</td><td>4</td><td>14</td></tr><tr><td></td><td>2</td><td>0</td><td>2</td></tr></table> <b>Governing Bodies</b><table><tr><td></td><td>M</td><td>W</td></tr><tr><td>Board of Managers</td><td>5</td><td>0</td></tr><tr><td>Assessors to the Board of Managers</td><td>4</td><td>3</td></tr><tr><td>Auditing Office</td><td>3</td><td>0</td></tr><tr><td>Directors</td><td>11</td><td>1</td></tr></table></li></ul>	Age groups	M	W	Total	18 to 24 years	0	0	0	25 to 29 years	13	5	18	30 to 34 years	77	37	114	35 to 39 years	212	84	296	40 to 44 years	270	99	369	45 to 49 years	276	46	322	50 to 54 years	148	40	188	55 to 59 years	151	24	175	60 to 61 years	123	14	137	62 to 64 years	9	4	13	> 64 years	10	4	14		2	0	2		M	W	Board of Managers	5	0	Assessors to the Board of Managers	4	3	Auditing Office	3	0	Directors	11	1	110	<ul style="list-style-type: none"><li><b>Full-time workers per Age Group</b><table><tr><td>Age groups</td><td>M</td><td>W</td><td>Total</td></tr><tr><td>18 to 24 years</td><td>0</td><td>0</td><td>0</td></tr><tr><td>25 to 29 years</td><td>4</td><td>13</td><td>4</td></tr><tr><td>30 to 34 years</td><td>16</td><td>24</td><td>29</td></tr><tr><td>35 to 39 years</td><td>25</td><td>25</td><td>49</td></tr><tr><td>40 to 44 years</td><td>24</td><td>11</td><td>49</td></tr><tr><td>45 to 49 years</td><td>11</td><td>3</td><td>22</td></tr><tr><td>50 to 54 years</td><td>13</td><td>6</td><td>16</td></tr><tr><td>55 to 59 years</td><td>17</td><td>2</td><td>23</td></tr><tr><td>60 to 61 years</td><td>16</td><td>1</td><td>18</td></tr><tr><td>62 to 64 years</td><td>4</td><td>1</td><td>5</td></tr><tr><td>&gt; 64 years</td><td>5</td><td>0</td><td>6</td></tr><tr><td></td><td>6</td><td></td><td>6</td></tr></table> <b>Governing Bodies</b><table><tr><td></td><td>M</td><td>W</td></tr><tr><td>Board of Managers</td><td>3</td><td>0</td></tr><tr><td>Assessors to the Board of Managers</td><td>2</td><td>1</td></tr><tr><td>Auditing Office</td><td>3</td><td>3</td></tr><tr><td>Directors</td><td></td><td></td></tr></table></li></ul>	Age groups	M	W	Total	18 to 24 years	0	0	0	25 to 29 years	4	13	4	30 to 34 years	16	24	29	35 to 39 years	25	25	49	40 to 44 years	24	11	49	45 to 49 years	11	3	22	50 to 54 years	13	6	16	55 to 59 years	17	2	23	60 to 61 years	16	1	18	62 to 64 years	4	1	5	> 64 years	5	0	6		6		6		M	W	Board of Managers	3	0	Assessors to the Board of Managers	2	1	Auditing Office	3	3	Directors			128
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LA14	Ratio of basic salary of men to women by employee category	<ul style="list-style-type: none"><li><table><tr><td>Senior management</td><td>112%</td></tr><tr><td>Middle management</td><td>113%</td></tr><tr><td>Intermediate management</td><td>90%</td></tr><tr><td>Qualified Personnel</td><td>108%</td></tr><tr><td>Semi-qualified Personnel</td><td>-</td></tr><tr><td>Non-qualified Personnel</td><td>105%</td></tr></table></li></ul>	Senior management	112%	Middle management	113%	Intermediate management	90%	Qualified Personnel	108%	Semi-qualified Personnel	-	Non-qualified Personnel	105%	129	<table><tr><td>Senior management</td><td>113%</td></tr><tr><td>Middle management</td><td>-</td></tr><tr><td>Intermediate management</td><td>-</td></tr><tr><td>Qualified Personnel</td><td>128%</td></tr><tr><td>Semi-qualified Personnel</td><td>140%</td></tr><tr><td>Non-qualified Personnel</td><td>134%</td></tr></table>	Senior management	113%	Middle management	-	Intermediate management	-	Qualified Personnel	128%	Semi-qualified Personnel	140%	Non-qualified Personnel	134%	128																																																																																																														
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Human Rights – Investment and Procurement Practices																																																																																																																																											
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Metropolitano de Lisboa only operates in the Portuguese market, where the national legal system protects human rights.	NA	Ferconsult 's activity is mainly developed in countries, whose labour legislation respects human rights codes and standards and non-discrimination policies. In a possible entrance in riskier markets, the company will evaluate if it would be necessary to consider the inclusion of the mentioned clauses or criterion in order to ensure human rights compliance.  The organisation considers that it meets all human rights requirements. It should also be mentioned as well that, contracts with other nationality's employees, and externally, are performed under similar terms to those performed in Ferconsult. It should also be added that for the specific activity of the organisation, qualified personnel with specific competences, is required, where these issues do not apply.	NA																																																																																																																																						
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and action taken.	There is no kind of screening performed of suppliers or contractors in the scope of human rights because Metropolitano de Lisboa only operates in the Portuguese market where the national legislation protects human rights.	NA	There is no kind of screening performed of contracted companies and suppliers in the scope of human rights. In the markets where Ferconsult operates the respective national legislation protects human rights, therefore this is not a critical issue.	NA																																																																																																																																						

		Metropolitano de Lisboa, E.P.		Ferconsult – Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E	
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Human Rights – Investment and Procurement Practices							
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.		In 2007 no employee training on policies and procedures concerning aspects of human rights was given to Metropolitano de Lisboa's employees.	NR		In 2007 no employee training on policies and procedures concerning aspects of human rights was given to Ferconsult's employees.	NR
Human Rights – Non-discrimination							
HR4	Total number of incidents of discrimination and actions taken.		In 2007, no incidents of discrimination were detected. It should be noted that, in Metropolitano de Lisboa there are 19 co-workers with disabilities (≥ 60%) and 3 foreign workers.	NR		During 2007 no incidents of gender, race, colour, religion and origin status discrimination were detected.  The organisation believes that is complying with all human rights and equal opportunities requirements.	61
Human Rights – Freedom of Association and Collective Bargaining							
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.		There are no operations that might cause any risk to exercise freedom of association and collective bargaining. A proof of this is the collective bargaining agreements re-negotiations and the situations of strike that occasionally occur.	NR		Ferconsult's employees have the right of free association.	NR
Human Rights – Child Labour							
HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to the elimination of child labour.		In Metropolitano de Lisboa, the whole workforce is of adult age. Although it is an indirect activity, the risk for incidents of child labour might occur in construction works under the responsibility of sub-contractors. No incidents have been detected, and control mechanisms are in place: - Health and identification registration of workers under the responsibility of sub-contractors; and - Worker's health and identification Report to be delivered to the Security at Work Coordinator of the Metropolitano de Lisboa, on a monthly basis.	NR		Ferconsult recruits adults only as per the labour legislation in force. The organisation believes that is complying with all human rights requirements.	NR



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<b>Compulsory Labour</b>							
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures taken to contribute to the elimination of forced or compulsory work.		See answer HR6			See answer HR6	
<b>Human Rights – Security Practices</b>							
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.		<p>During the construction phase, security personnel – Security at Work Coordinator and Technicians – are selected by Metropolitano de Lisboa on the basis of their experience and specific training.</p> <p>Security personnel related with passengers (Exploitation Phase) are from contracted companies and during their training they learn about contact with the public.</p> <p>They also learn general information about the relationship with passengers and information about the premises and regulations. Some of them are accredited to enter rail zones and others. – Safety Procedures Manual.</p>	NR		See answer HR3	
<b>Human Rights – Indigenous Rights</b>							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.			NA			NR
<b>Society – Community</b>							
SO1	Nature scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities including entering, operating, and existing.		<p>ML's objective is to ensure all their stakeholders' satisfaction and therefore it listens to their expectations assiduously and promotes actions that make it possible to attain and even surpass those expectations. The following actions are highlighted:</p> <ul style="list-style-type: none"> <li>- Survey performed with the Company's Employees;</li> <li>- Survey performed with the Customers and customer's Satisfaction survey;</li> <li>- Survey performed with the Parish Councils, Associated and partners.</li> </ul>	48 to 76		<p>For international projects performed by Ferconsult, the risks evaluated focus upon the project itself. At the community level, for international projects in which Ferconsult participates, it contributes with its Know How, promoting the transference of knowledge into the local communities and providing training to the local project team.</p>	NR

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No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Society – Corruption							
SO2	Percentage and total number of business units analysed for risks related to corruption.		Although the audits conducted by the Auditing Office are not specific for business units' evaluation for risks related to corruption, they are susceptible to the identification of possible situations of this kind. These audits cover some of the domains of the following areas of business: Commercial Exploitation, Industrial Exploitation and Infrastructure management. From the conducted audits there is no evidence of corrupt practices, whether of internal or external origin.	NR		This evaluation is performed within the company.	NR
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures.		In the company, there are no specific training initiatives in organisation's anti-corruption procedures. Nevertheless, the ethics code was presented to the employees, which in itself contains performance procedures and ways leading to the prevention of anti-corruption phenomenons. In parallel, the company has been adopting the recommendations that resulted from external auditing (Audit Department of Exchequer, IGF and others). As an example, the separation of the project execution from its inspection.	NR		There were no training actions provided for the company's employees.	NR
SO4	Actions taken in response to incidents of corruption.		There were no cases of corruption identified.	NR		There were no cases of corruption identified.	NR
Society – Public Policy							
SO5	Public policy positions and participation in public policy development and lobbying.		The company only takes a position when requested, for example, when legal diplomas related with its activity, are being issued.	NR		Ferconsult participates and/or influences the development of public policies through its membership with organisations and Associations:  National: <ul style="list-style-type: none"> <li>• Project managers and Consultants Portuguese Association;</li> <li>• Association for Engineering Development;</li> <li>• Public Companies Forum;</li> <li>• Project managers and Consultants International Association;</li> <li>• PROFORUM – Association for Engineering Development;</li> </ul> International: <ul style="list-style-type: none"> <li>• International Association of Public Transport (UITP);</li> <li>• Association Française de Topographie;</li> </ul> Commercial: <ul style="list-style-type: none"> <li>• Luso-Venezuelan Chamber of Commerce;</li> <li>• Luso-Brazilian Chamber of Commerce and Industry;</li> <li>• Portugal-Mozambique Chamber of Commerce</li> </ul>	74
SO6	Total value of financial and in-kind		There are no such contributions in Metropolitano de Lisboa.	NR		There are no such contributions in Ferconsult.	NR

		Metropolitano de Lisboa, E.P.		Ferconsult - Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E	
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Society – Anti-Competitive Behaviour							
S07	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.		During the period being analysed there were no such legal actions.	NR		During the period being analysed there were no such legal actions.	NR
Society – Compliance							
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		Such fines were not detected during 2007.	NR		Such fines were not detected during 2007.	NR
Product Responsibility – Customer Health and Safety							
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedure.			125			131
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes.		Not accountable although, when potential situations are identified, which might impact upon health and safety, they are mentioned in the security reports and immediately rectified. EX: Security Report. In the case of Exploitation, for this type of situations, the norm established from the agent up to the Central Post, apply.	NR		Such situations were not detected throughout 2007.	NR

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No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Product Responsibility – Customer Health and Safety							
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.			126	Service “labelling” does not apply directly to Ferconsult’s activity, nevertheless for each service offered by the organisation, such clear information about them is also offered.	NR	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.		Not accountable.  The identification of situations resulting from the mystery client allows identification of non-compliance failures, for example with proper information given to the customer.	NR	See answer PR3	NR	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	•		53	In the scope of the implementation of Ferconsult’s Quality Management System, an internal procedure for the “Treatment of Customer Claims and Satisfaction” was set up to ensure the knowledge on Customers satisfaction level, in order to evaluate the Company’s performance and compare the Customer’s perceptions versus the Company’s internal perception. This procedure will be implemented in the company in 2008 and has also as its objective the effective and efficient treatment of customer’s complaints during the period that services are Rendered.  Customer satisfaction is key for the continuous improvement of the company’s performance, allowing constant adaption to customer’s demands. Ferconsult defined that, for each service rendered it is necessary to obtain information related with the company’s performance, being that this information can be obtained in 3 ways: · Through requesting the customer to issue a Declaration; · Through requesting the customer to fill in a Performance Certificate; and · Through requesting the customer to fill in the Customer Satisfaction Survey.	72	

		Metropolitano de Lisboa, E.P.		Ferconsult – Consultoria, Estudos e Projectos de Engenharia S.A		Ensitrans – Engenharia e Sistemas de Transporte, A.E.I.E	
No GRI	Description	Ver.	Note	Pag	Ver.	Note	Pag
Product Responsibility – Customer Health and Safety							
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		In ML there is a graphic art regulations adherence manual (Logo, colours, lettering, etc) to be followed by every company/entity using the Metropolitano de Lisboa brand.	NR	Does not exist in Ferconsult.  In 2007 the Institutional Communication policy was issued as well as a communications Group.  Also the company has an internal “communication and Image” procedure, establishing internal and external Communication channels, so that they aligned among themselves and coherent with the general company’s strategy.	26 130 131	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes.		Not accountable by the company.	NR	Does not exist.	NR	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.			56	Does not exist.	NR	
Product Responsibility – Marketing Communications							
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provisions and use of products and services.		Such fines were not detected in 2007.	NR	Such fines were not detected in 2007.	NR	

- Indicator verified
- NA Not applicable
- NR Not referred to in the main text
- Essential indicator
- Additional indicator
- Methodology for Indicator calculation

## Abbreviations and acronyms

A	Advisory services
AA1000S	Assurance Standard
AA1000SES	Stakeholder Engagement Standard
AEA	European Environmental Agency ( <a href="http://www.eea.europa.eu/">http://www.eea.europa.eu/</a> )
AI	Amnesty International
AIA	Evaluation of Environmental Impact
ALAF	Latin American Railroads Association
ALAMYS	Latin American Association of Metro Networks & Subways
ANTP	National Public Transport Association
AML	Lisbon Metropolitan Area
APAM	Portuguese Association for Women with Cancer
APL	Lisbon Port Authority
ATC	Automatic Driving Management
AVAC	Heating, Ventilation and Air Conditioning
BCSD Portugal	Business Consultancy for Sustainable Development ( <a href="http://www.bcsdportugal.org/">http://www.bcsdportugal.org/</a> )
CA	Board of Directors
Carris	Companhia Carris de Ferro de Lisboa
CCDR-LVT	Lisbon and Tagus Valley Regional Development Coordination Committee ( <a href="http://www.ccdr-lvt.pt/">http://www.ccdr-lvt.pt/</a> )
CET	Economy and Transports Committee
CFO	Job Inspection and Coordination Department
CG	Management Board of the Metropolitano de Lisboa
CML	Lisbon Municipal Council
CNPD	National Data Protection Committee
CO	Organic Compounds
CO <sub>2</sub> eq or CO <sub>2</sub> e	Equivalent Carbon Dioxide
COVNM	Non-Methane Volatile Organic Compounds
CP	Comboios de Portugal (Portuguese Railways)
DAF	Finance and Administration Department
DEP	Studies and Projects Department
DIA	Declaration of Environmental Impact
DRH	Human Resources Department
DSA	Safety and Environment Department
EBITDA	Earnings Before Interest, Taxes, Depreciation and amortization
EC	Commercial Operation
ECI	Commercial Operation – Communications and Image
EIA	Environmental Impact Study
EMAS	Eco-Management and Audit Scheme
ENDS	National Sustainable Development Strategy
ENSITRAS	Engineering and Transport Systems
EUROSTAT	Statistical Office of the European Communities
FC	Ferconsult, S.A. – Consulting, Studies and Engineering Projects
FPC	Portuguese Cardiology Foundation
GEE	Greenhouse Gases
GEOTA	Territorial and Environment Planning Studies Group
GIL	Lisbon Intermodal Station
GML	Metropolitano de Lisboa Group.
GQ	Quality Management
GRI	Global Reporting Initiative ( <a href="http://www.globalreporting.org/">http://www.globalreporting.org/</a> )
GTPNAC	Working Group of the National Programme for Climate Change
HSST	Occupational Hygiene, Health and Safety
IFE	International Faculty for Executives
IGAOT	Inspector General for the Environment and Territorial Planning

IGF	Inspector General for the Finances
INFRAS	Private and Independent Swiss Consultancy Group
IPCC	Intergovernmental Panel on Climate Change
ISC	Customer Satisfaction Index
IT	Individual Transport
ITG	Instrumentation, Topography, Geology and Technical Inspections Department
IWW	Institute for Economic Policy Research
JML	In-house journal of the Metropolitano de Lisboa
LER	European list of residues, approved by Administrative rule n.º 209/2004, of March 3.
MAVT	Automatic ticket selling machine
MeI	Measures and instruments
MEPAT	Ministry of Equipment, Planning and Territorial Administration
ML	Metropolitano de Lisboa
MLM	Mondego Light Metro
MOPTC	Ministry of Public Works, Transport and Communication ( <a href="http://www.moptc.pt/">http://www.moptc.pt/</a> )
MOPTH	Ministry of Public Works, Transport and Housing
MP	Oporto Metro
MR	Measurement of the reference scenario
MST	Sul do Tejo Metro
NOVA	Urban Railway Benchmarking Group ( <a href="http://www.nova-metros.org/">http://www.nova-metros.org/</a> )
NOx	Nitrogen oxides
OCDE	Organisation for Economic Co-operation and Development
ODDCG's	Bodies that report directly to the Management Board
ONG	Non-governmental organisation
ONGA	Non-governmental organisation for the Environment
Operators	Public transport operators
OTLIS	Lisbon regional transport operators
PEAASAR	Strategic Plan for Supplying Water and Drainage of Residual Waters
PeM	Policies and measures
PERSU	Strategic Plan for Urban Solid Residues
PIDDAC	Programme of Investments and Expenses for Development of the Central Administration
PIGRes	Integrated Residue Management Plan
PMO	Set of Materials and Workshops
PNAC	National Climate Change Programme
PNPOT	National Programme for Territorial Planning Policy
PQ	Kyoto Protocol
PTEN	National Emissions Ceiling Programme
QREN	National Strategic Reference Framework
RECAPE	Report on the Environmental Conformity with Execution of the Project
REFER	National Rail Network
RH	Human Resources
RVCC	Skills Certification, Validation and Recognition System
SIRER	Integrated Electronic Registration System of Residues
SGA	Environmental Management System
SGD	Performance Management System
SO2	Sulphur Dioxide
STCP	Sociedade de Transportes Colectivos do Porto (Oporto Collective Transport Company)
TC	Collective Transport
TI	Telecommunications Institute
TP	Public Transport
TPP	Public Passenger Transport
UE	European Union
UITP	International Association of Public Transport ( <a href="http://www.uitp.com">http://www.uitp.com</a> )
VFV	Vehicles at the end of their lives

WBCSD	World Business Council for Sustainable Development
Ggoe	gigagram equivalent of petrol, unit of energy consumption
kt	kiloton – units of mass (equivalent to 1000000kg)
pkm	passenger x km – unit for measuring mobility, generally applied in the context of public transport
t or ton	ton
tkm	ton x km – unit for measuring mobility, generally applied in the context of cargo transport
tkbr	towed gross tonnage x km – unit for measuring mobility, generally applied in the context of cargo rail transport. In the case of Portugal, the proportion of 1tkbr=2tkm (rail transport) is generally applied
vkm	vehicle x km – unit for measuring mobility, generally applied in the context of IT



# Glossary

## Absenteeism

The result of accounting periods of absence classified as absenteeism. This concept derives from the lack of presence of the employee, as opposed to implementation of effective work.

## Accident

An abnormal occurrence delivering a harmful event. Damages and losses, although regrettable, always take place.

## Accountability

Corresponds to a term from the English-language that it is impossible to translate precisely into Portuguese, that indicates the obligation of the members of an administrative body or representative body to provide an account of their activities to controlling authorities or their representatives.

## Atmospheric pollutant

Substances introduced, directly or indirectly, by mankind into the atmosphere, the exercises a harmful effect on human health and/or the environment.

## Assurance

Corresponds to an appraisal method that uses a specific set of principles and standards in order to verify the quality of the reporting topics of an organisation, such as reports and systems underlying the organisation, processes and skills that support their performance. Assurance includes communication of the results of this appraisal in order to demonstrate the credibility of the topic for the respective users (source: AA1000AS – Assurance Standards).

## Benchmark

Corresponds to a standard reference.

## Benchmarking

Corresponds to a systematic and continuous process of appraisal of products, services and work procedures in organisations that are recognized as representing best practices, in order to introduce improvements into the organisation.

## Compliance

Corresponds to a form of behaviour in accordance with specific established guidelines or rules.

## Complaints

Expressions of dissatisfaction formalised by third parties, verbally or in writing, or ML. Any customer complaints addressed to the services, either personally (verbally or in writing), or by telephone, fax, post, e-mail or any other written form.

## Direct emissions

Emissions arising from sources owned by the company (in accordance with the GRI's Greenhouse Gases Emissions Protocol, these emissions are included within framework 1).

## Employees

All those persons who maintain an employment contract (without a defined period, for a specific period and for an undefined period of time) with the company, excluding interns.

## Entity

Normally corresponds to an organisation or operation, whether or not legally constituted.

## Environmental impact

Any adverse or beneficial alteration in the environment, fully or partially resulting from the environmental aspects of an organisation.

## Environmental Impact Study

Set of documents and technical studies, drawn up by the proponent of a project. Includes, amongst other items, identification and evaluation of probable, positive and negative impacts that the project may have on the environment and measures intended to avoid, minimise or compensate expected negative impacts.

## Environmental Management System (SGA)

Part of a global management system. Includes the organisational structure, planning of activities, responsibilities, practices, procedures, processes and resources necessary for the development, implementation, and provision and maintenance of an environmental policy.

#### Expansion plan of the ML's network

Strategic document developed by ML, in which an attempt is made, during a specific period of time, to reinforce mobility in public transport, in order to guarantee greater approximation to the needs of the population in the Lisbon Metropolitan Area. In this context, it also aims to address and encompass several of the major short term challenges facing the company, either at the internal or external level.

#### Gap

Corresponds to the difference or distance between two reference points.

#### Gap Analysis

Corresponds to identification and analysis of a difference, or distance, between two reference points.

#### Global Reporting Initiative

An independent global institution that has developed a well structured set of reporting guidelines, enabling companies to draw up reports on their economic, environmental and social performance.

#### Government

Corresponds to the governance model of the organisation.

#### Greenhouse gases

Gases that exist in the Earth's atmosphere that absorb and re-emit infrared emissions, that result from natural processes and human action. In addition to water vapour and carbon dioxide (CO<sub>2</sub>), they include methane (CH<sub>4</sub>), nitric oxide (N<sub>2</sub>O) and halogen compounds, such as hydrofluorocarbons (HFCs), and perfluorocarbons (PFCs) and sulphur hexafluoride (SF<sub>6</sub>).

#### Guidelines

Corresponds to a set of guidelines.

#### Indicator

Corresponds to a calculation or metric formula that conveys the relationship or status report of a specific pre-established target.

#### Indirect emissions

Emissions associated to the production of electricity acquired from third parties and consumed in the company's equipment items /premises (in accordance with the GRI's Greenhouse Gases Emissions Protocol, these emissions are included within Framework 2, or in Framework 3 in the case that they are not directly related to the company's

#### core business

e.g. trips by employees for external training, etc.).

#### Interested parties

Normally designated stakeholders, these are entities affected by, or which affect, the company;

#### ISO 9001 norm

International norm of the "International Organisation for Standardization" on Quality Management Systems.

#### ISO 14000 norms

Set of international norms of the "International Organisation for Standardization" on Environmental Management Systems.

#### ISO 14001 norm

Norm of the ISO 14000 series related to the Environmental Management System's requirements. Specification and guidelines for its use.

**Maintenance** – corresponds to the set of initiatives aimed at maintaining full operation of the monitoring system in an efficient manner in accordance with the Deming cycle of continuous improvement.

**Metro Lisboa** – corresponds to the service provided by the company, Metropolitano de Lisboa, E.P. including all direct contact interfaces with its customers.

**Monitoring** – corresponds to the set of initiatives aimed at controlling the full operation of the organisation's Performance or its targets, processes, indicators or other elements in the field of economic, environmental and social performance.

**Organisation**

Corresponds to a specific entity, including all its employees, internal documentation and processes and its relationship with the exterior.

**Particles**

Atmospheric pollutants constituted by finely divided solid material suspended in the air.

**Performance**

Corresponds to an organisation's performance.

**Quioto Protocol**

A document adopted by all parties of the UN Framework Convention on Climate Change, in the Quioto conference, in Japan in December, 1997. It establishes differentiated targets for reducing the emissions of a set of greenhouse gases, for the period, 2008-2012, for the countries listed in Annex B (developed countries).

**Recycling**

Reprocessing of residues through biological, physical or chemical transformation in a production process for the initial purpose or for other purposes, and in particular as a raw material, excluding energy valorisation.

**Report**

Corresponds to a reporting activity or the report itself, in accordance with the context.

**Residues**

Any substance or object which the holder throws away or has the intention or obligation to throw away.

**Reuse**

Reuse of a product, which otherwise would be converted into a residue.

**Service**

Corresponds to the result of a process established between the service provider and the customer in the framework of a contract, including the characteristics enabling its appraisal.

**Service supplied**

Corresponds to the set of resources provided by the service provider, which may involve, in full or in part, staff, installations, support services, equipment and resources necessary for provision of the service.

**Shareholders**

Corresponds to the group of shareholders or owners of the organisation.

**Stakeholders**

Corresponds to the set of interested parties.

**Sustainable development**

Concept developed by the Bruntland Committee in the framework of the report of the United Nations World Environment and Sustainable Development Committee, "Our Common Future", published in 1987, in which sustainable development was defined as "development that satisfies present needs, without undermining the capacity of future generations to fulfil their own needs". The concept of sustainable development has an implicit "commitment of solidarity with future generations", in order to guarantee transmission of "heritage" that is capable of satisfying their future needs. It implies a balanced integration of economic, social and cultural and environmental systems and institutional aspects related to the current mutual concept of "good governance".

**Sustainability**

Capacity to fulfil present needs without undermining the possibility of future generations to also fulfil their needs.

**Target**

Corresponds to a specific target or objective.

#### United Nations Global Compact Initiative

Corresponds to a voluntary initiative that establishes an agenda for companies committed to aligning their operations and strategies with universal principles accepted in the areas of human rights, labour practices, environment and anticorruption.

#### Valorisation

Any operation aimed at reusing residues (including processes of re-use, recycling, regeneration, energy valorisation amongst others).

#### Work accident

An accident that takes place in the workplace during normal working hours and directly or indirectly produces a bodily injury, functional disturbance or illness that results in the death or incapacity of a worker to earn a living. Work accidents encompass accidents in service and accidents that take place on the journey to and from the workplace.

#### Zero carbon emissions

Quantification of omissions or greenhouse gases, expressed in the form of equivalent carbon dioxide (CO<sub>2</sub>), associated to the activities of individuals and companies, that can be respectively compensated through co-financing of projects that redress (forestry) or avoid (technology) emissions in an equivalent quantity. This is an instrument created and adapted to the Portuguese situation, developed by national entities with recognized competency in the area of the carbon economy, forestry management and communication, and based upon forests as an endogenous resource ([www.carbono-zero.com](http://www.carbono-zero.com)).

**Next year  
there'll be more**

### **Our Thanks**

To everyone who took part in drawing up the 2007 Sustainability Report, we would like to express our sincerest thanks.

Indeed, the present document is the fruit of teamwork between ML, Ferconsult and Ensitrans with numerous contributions by its employees in a wide array of areas.

### **Your Opinion**

Whether you are one of our Employees, Customers, Suppliers, Stakeholders, Shareholders or simply a critical reader or interested party, please send us your opinion on the 2007 Sustainability Report, by replying to the survey presented below, which should be sent to our contact details.

### **Our Contact Details**

If you would like to raise any question concerning the 2007 Sustainability Report, here are our contact details.

Metropolitano de Lisboa, E.P.

Avenida Barbosa du Bocage, n.º 5 1049-039 Lisboa

Telephone: +351217980600

Fax: +351217980605

Email: [relacoes.publicas@metrolisboa.pt](mailto:relacoes.publicas@metrolisboa.pt)

## Your opinion

### How did you learn about this report?

- ☐ It was sent to me by the company
- ☐ I received it when I travelled to the company
- ☐ Company's website
- ☐ Media
- ☐ Other \*

\* Specify: \_\_\_\_\_

### To which of the following categories do you pertain?

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Investors | <input type="checkbox"/> Media                  |
| <input type="checkbox"/> Suppliers | <input type="checkbox"/> Government authorities |
| <input type="checkbox"/> Operators | <input type="checkbox"/> Local community        |
| <input type="checkbox"/> Employees | <input type="checkbox"/> Invited guests         |

### What is your opinion of this report?

(E) Excellent (G) Good (I) Insufficient (P) Poor

#### In general

- ☐ Written content
- ☐ Linguistic style
- ☐ Dimension
- ☐ Graphic presentation

#### Specific aspects

- ☐ Strategic vision
- ☐ Presentation of the company
- ☐ Involvement with stakeholders
- ☐ Environmental performance
- ☐ Economic performance
- ☐ Social performance
- ☐ Sustainable activity of the company

### Which aspects do you consider most relevant?

- ☐ Dynamics of the company
- ☐ Reliability and depth of information
- ☐ Initiatives organised
- ☐ Clarity of information

### In your opinion, which aspects can be improved in future reports?

- ☐ Dynamics of the company
- ☐ Reliability and depth of information
- ☐ Initiatives organised
- ☐ Clarity of information
- ☐ Other\*

\* Specify: \_\_\_\_\_

### Were you familiar with the sustainability policy of Metropolitano de Lisboa?

Yes  
Partially  
No

### If so, how did you learn about it?

- ☐ Media
- ☐ Non-governmental organisations
- ☐ Internet
- ☐ Previous sustainability reports
- ☐ Customer, Employee, Supplier, Strategic Partner
- ☐ Others\*

\* Specify: \_\_\_\_\_

### Which information concerning Metropolitano de Lisboa would you like to have access to?

\_\_\_\_\_  
\_\_\_\_\_

### Would you like to leave us any suggestion?

\_\_\_\_\_  
\_\_\_\_\_

If you would like to receive a personal response to your suggestions, please indicate this and specify your contact details here

\_\_\_\_\_

Thank you  
very much your  
participation!

### Identification (optional)

Name: \_\_\_\_\_

Company: \_\_\_\_\_

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Ricardo Machado

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Image and Communication Department

Maria João Rodrigues





**To the board of Directors of**  
Grupo Metropolitano de Lisboa, E.P.

**PricewaterhouseCoopers  
& Associados - Sociedade de  
Revisores Oficiais de Contas, Lda.**  
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**Independent verification of  
the “Sustainability Report 2007”**  
(Free translation from the original in Portuguese)

**Introduction**

In accordance with the request of Grupo Metropolitano de Lisboa, E.P. (Metropolitano de Lisboa), we performed an independent verification of the “Sustainability Report 2007” (Report), regarding the performance indicators listed in the Scope below, included in the “Correspondence with GRI” and presented in different sections of the Report. Independent verification was performed according to instructions and criteria established by Metropolitano de Lisboa, as referred in the Report, and according to the principles and extent described in the Scope below.

**Responsibility**

Metropolitano de Lisboa’s Board of Directors is responsible for all the information presented in the Report, as well as for the assessment criteria and for the systems and processes supporting information collection, consolidation, validation and reporting. Our responsibility is to conclude on the adequacy of the information, based upon our independent verification standards and agreed reference terms. We do not assume any responsibility over any purpose, people or organization. Any use of this Report by any third party is of its entire responsibility and at its own risk.

**Scope**

Our procedures were planned and executed using the International Standard on Assurance Engagements 3000 (ISAE 3000) and having the Global Reporting Initiative, version 3 (GRI3) as reference, in order to obtain a moderate level of assurance on both the performance information reported and the underlying processes and systems. The extent of our procedures, consisting of inquiries, analytical tests and some substantive work, was less significant than in a full audit. Therefore, the level of assurance provided is also lower.

The scope of our verification consisted on the performance information marked in the “Correspondence with GRI” section of the Report.

Grupo Metropolitano de Lisboa, E.P.

The verification of the management's self declaration on the application level of the Global Reporting Initiative (GRI3), based on GRI's Reporting Framework Application Levels, consisted on the verification of the consistency with the requirements regarding the existence of data and information but not on their quality and accuracy. The following procedures were performed:

- (i) Inquiries to management and senior officials responsible for areas under analysis, with the purpose of understanding how the information system is structured and their awareness of issues included in the Report;
- (ii) Identify the existence of internal management procedures leading to the implementation of economical, environmental and social policies;
- (iii) Testing the efficiency of process and systems in place for collection, consolidation, validation and reporting of the performance information previously mentioned;
- (iv) Confirming, through visits to sites, that operational units follow the instructions on collection, consolidation, validation and reporting of performance indicators;
- (v) Executing substantive procedures, on a sampling basis, in order to collect sufficient evidence to validate reported information;
- (vi) Comparing financial and economical data with reports "2007 Relatório e Contas", regarding Metropolitano de Lisboa, "Relatório de Gestão 2007", regarding Ferconsult and "Relatório e Contas – Exercício de 2007", regarding Ensitrans, audited by the external auditor, and
- (vii) Confirming the existence of data and information required to reach level C of compliance with GRI3, self declared by Metropolitano de Lisboa on the Report.

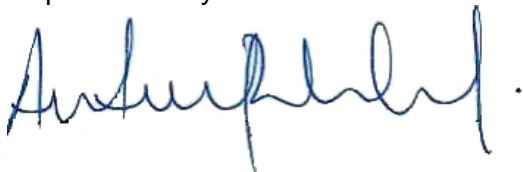
## Conclusions

Based on our work described in this report, nothing has come to our attention that causes us to believe that internal control related to the collection, consolidation, validation and reporting of the performance information referred above is not effective, in all material respects.

Based on the assumptions described on the scope, we conclude that the Report includes the data and information required for level C, according to GRI3.

Lisbon, October 28, 2008

PricewaterhouseCoopers & Associados, SROC, Lda.  
Represented by:



António Joaquim Brochado Correia, ROC