



# Ascendi ESG 2020

**Driving the Future**

Ascendi S.G.P.S., S.A.

# Index

00

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## Introduction

**04** 2020 in figures

**06** Message from the CEO



**01**

---

## **Ascendi**

**08** Mission, Vision and Values

**10** Business Areas

**02**

---

## **Strategy**

**14** Sustainable Development Goals (SDGs)

**18** Value Creation

**03**

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## **Capital**

**20** Human Capital

**22** Social Capital

**24** Intellectual Capital

**26** Natural Capital

**04**

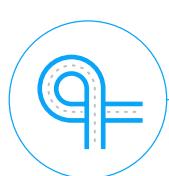
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## **Pandemic Response**

**30** Response to the Covid-19 Pandemic

# 2020 in figures

## Performance Indicators



### Manufactured Capital

869 km  
in operation

6  
Projects awarded

2  
Service contracts for traditional toll collection



### Human Capital

732  
Employees

1  
Operation and maintenance service provision

7  
Contracts for the provision of electronic toll collection services

34%  
Female

10,987  
Training hours

11%  
Turnover rate

8  
Accident frequency index



### Social Capital

95%  
Local purchases

142 k  
Customer support calls answered

9.7  
Road Accident Rate

€427 k  
Investment in the Community

34,804  
Customers registered on the Ascendi portal



### Intellectual Capital

€767 k  
Investment in R&D

6  
Protocols with Universities

1,965 h  
Support for higher education

## 00 Introduction

01 02 03 04



### Natural Capital



80%

Renewable Energy Consumption

9M kWh

Electricity Consumption

605,709

tCO<sub>2</sub> and emissions

€436k

Investment in eco-efficiency

73%

Recovered waste

# Message from the CEO

**In a year particularly marked by COVID-19, Ascendi significantly reinforced its activity as part of social responsibility.**

The year 2020 was definitively marked by the COVID-19 pandemic, which led to a very rapid adaptation of the Organisation in order to guarantee the protection of our employees and, at the same time, fully maintain the performance of our activities, while always safeguarding the level of service provided and the safety of the users of the routes we operate.

We maintained a clear focus on expanding Ascendi's activities in Portugal and abroad, having won a new operation and maintenance contract and another one for toll collection in Portugal. Abroad, we took part in tenders that will enable us, if successful, to operate a free-flow toll collection system similar to the one operated in Portugal. This model is particularly well suited to congestion charges systems, which are undergoing rapid development in different European and American cities, and should represent a new and relevant market for Ascendi.



**Luís Silva Santos**

Internally we have carried out different projects as part of innovation and digital transformation of the company and its operations. Amongst these, we highlight the inclusion of new modules in SustIMS, an infrastructure management software developed by Ascendi, and the internal programme for accelerating digital culture, DX Culture. We have also initiated developments on new fronts, ranging from the creation of an app aimed at infrastructure users to assessing the potential for handling the data processed by our day-to-day activity.

We have once again improved all indices with regard to the safety of our operations, while continuing with distinct initiatives as part of road safety. Amongst these, we highlight the programme to reinforce the safety barriers on all Ascendi concessions, a significant investment started in 2019 and which involves, among other particularities, developing and approving a specific solution for bridges and viaducts that the market does not yet have available.

Despite the pandemic, the significant investments underway to modernise the toll system of the Norte and Grande Lisboa Concessions continued. We also initiated the programme to renew almost all the roadside equipment associated with the MLFF (multi-lane free flow) toll collection system.

In a year particularly marked by COVID-19, Ascendi significantly reinforced its activity as part of social responsibility. In addition to our contribution as an exclusive patron of the Serralves Foundation's 'Treetop Walk' project, it was possible to establish a close relationship with hospitals located in our network's area of influence, helping them throughout the pandemic period with various pieces of equipment that they needed, including a significant investment in ventilators, which

unfortunately were very useful in the latest wave of infections that we have just gone through.

The fall in traffic seen as a result of the pandemic significantly affected the transport sector and, due to the specific characteristics of its business and the contracts it operates, the impact on Ascendi's economic performance in 2020 did not have the same magnitude.

We thus enter 2021 determined and better able to follow the path that will inevitably require adapting transport infrastructures to the paradigm of energy transition and connectivity, consolidating a new mobility standard.

**Luís Silva Santos**

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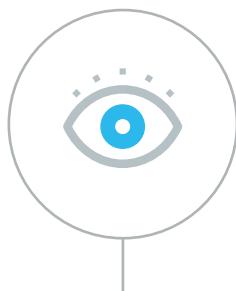
We have once again improved all indices with regard to the safety of our operations

# Ascendi

**With more than two decades of consolidated experience in asset management, provision of toll collection services, and operation and maintenance of road infrastructures, Ascendi is recognised for its capacity for innovation and operational efficiency<sup>2</sup>.**

## 1.1.

# Mission, Vision and Values



**Vision**

To be the benchmark for quality and efficiency in developing and managing road mobility infrastructures.



**Mission**

To promote efficiency, innovation and sustainability in operating and maintaining road mobility infrastructures, ensuring customer convenience, employee development and the creation of shareholder value.

<sup>2</sup>For more information about Ascendi's history, visit [www.ascendi.pt](http://www.ascendi.pt)

## Values



### Team spirit

Encourage cooperation and mutual help in the pursuit of objectives. Lead by example, communicate clearly, spread knowledge and be realistically ambitious in setting objectives.



### Safety and well-being

To promote actions and practices that ensure the maximum safety, health and well-being of employees, clients and suppliers.



### Customer-oriented

Guide actions towards internal and external customers and maximize the value perceived from the services provided, exceeding expectations.



### Creativity and Innovation

To encourage new ways of thinking and acting, creating opportunities to increase efficiency, effectiveness and quality.



### Sustainability and Social Responsibility

To make the most of available resources, promoting sustainability and supporting the community culturally, socially and environmentally.



### Ethics and Trust

To be a consistently loyal, supportive and non-imposing partner, establishing sustainable relationships of trust with all our stakeholders.

## 1.2.

# Business Areas

Ascendi operates and undertakes its activity in the following business areas:



**Asset Management**

6 concessions

- Beiras Litoral e Alta (BLA) concession;
- Costa de Prata (CP) concession;
- Grande Lisboa (GL) concession;
- Grande Porto (GP) concession;
- Norte (NT) concession;
- Pinhal Interior (PI) sub-concession.



**Operation and Maintenance**

3 Main activities

- Road Operation and Maintenance;
- Intelligent Transport Systems (ITS);
- Maintenance Management.



**Toll Collection**

Segment leader

- Know-how in the following collection systems:
- All-Electronic Toll collection (AET - MLFF System)
  - Traditional toll collection (open or closed systems)

**3,6 billion**

Total investment  
in the six concessions.

**869 Km**

Operated by Ascendi

**137 M**

Transactions processed

Ascendi carries out its activity in Portugal.

Its head office is located at Av. Cáceres Monteiro 10 2.ºD, Algés, and its central offices are located at Rua Antero de Quental 381, Perafita.

It has facilities in each of its operations, particularly in northern and central Portugal.

-  Ascendi Concessions
-  Toll Operations
-  O&M of Roads
- 
-  Offices
-  Operational Centres

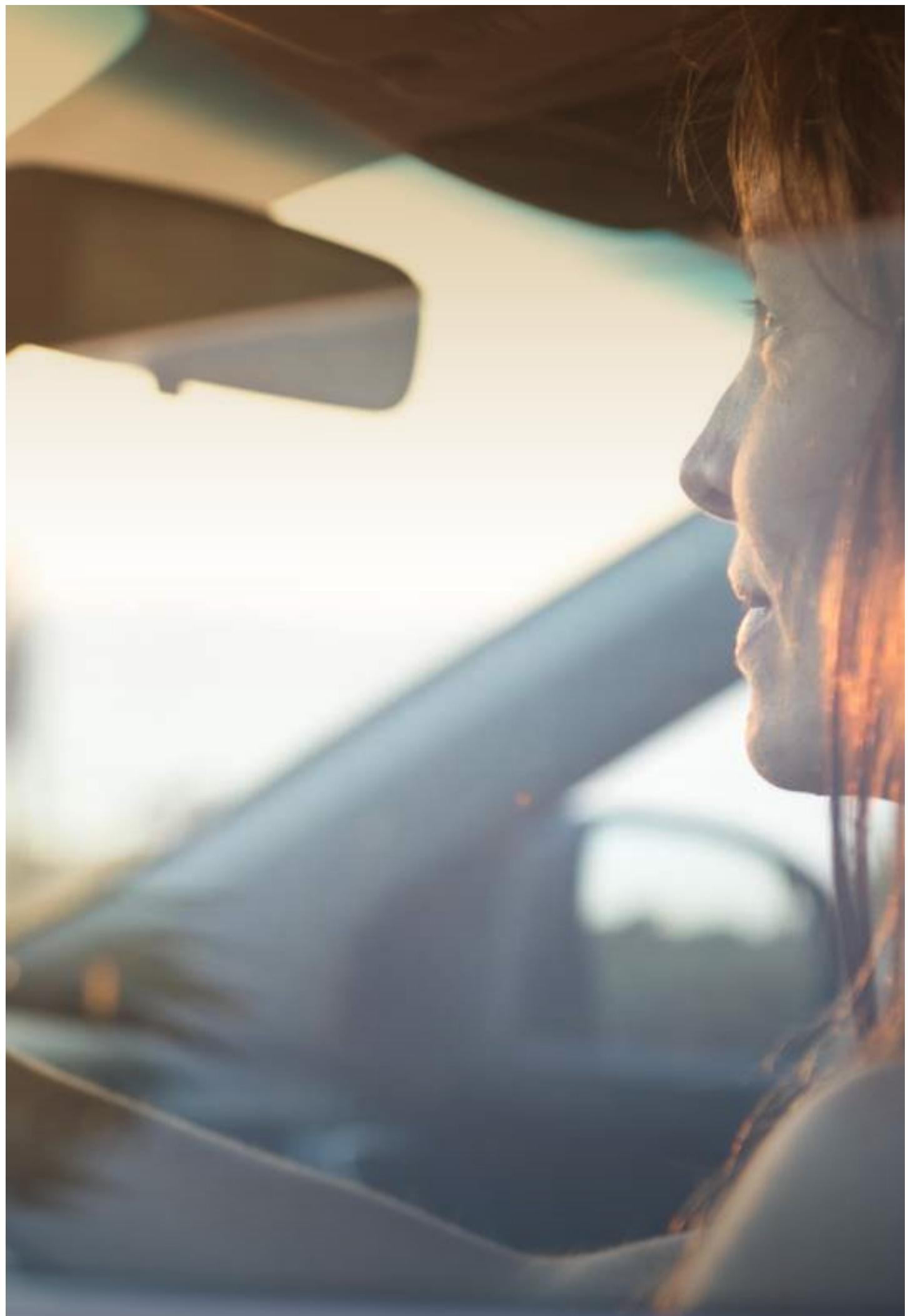


## Ascendi Concessions

	Length	Motorways	Collection system	Collection Locations	Structures	Service Areas
Norte Concession	179 km	A7 A11	Traditional Toll	21 toll plazas 94 manual lanes (cabins) 72 electronic lanes 21 toll plaza buildings	331 Structures 56 bridges and viaducts	5 service areas managed by Ascendi
Costa de Prata Concession	105 km	A44 A29 A25 A17	Electronic Toll Collection	20	184 Structures 14 bridges and viaducts	5 service areas, of which 4 are managed by Ascendi
Beiras Litoral e Alta Concession	172 km	A25	Electronic Toll Collection	26	267 Structures 68 bridges and viaducts	5 service areas, of which 2 are managed by Ascendi
Grande Porto Concession	55 km	A41 A42 A4 VRI	Electronic Toll Collection	24	148 Structures 12 viaducts	2 service areas managed by Ascendi
Grande Lisboa Concession	23 km	A16	Traditional Toll	3 toll plazas 26 manual lanes 16 free flow one-way	57 Structures 4 viaducts	2 service areas managed by Ascendi
Pinhal Interior Sub-concession	93 km	A13   A13-1	Electronic Toll Collection	32	141 Structures 24 viaducts	2 service areas managed by Ascendi

## Provision of Services beyond Ascendi Concessions

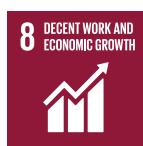
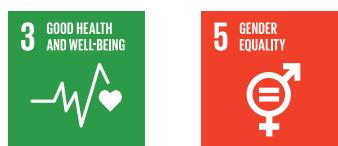
	Length	Road/Motorway	Collection Locations	Structures
<b>Operation and Maintenance Service Provision</b>				
Douro Interior Subconcession	242km	IP2   IC5	-	249 structures 44 bridges and viaducts
<b>Provision of Toll Collection Services Multi-Lane Free Flow</b>				
Interior Norte	157km	A24	26 electronic collection points	-
IP Concession   Marão Tunnel	25km	A4	2 electronic collection points	-
IP Concession   Torres Novas (A1) / Abrantes	37km	A23	6 electronic collection points	-



## 2.1.

# Sustainable Development Goals (SDGs)

Aware of the impacts of its activity and of its responsibility to promote sustainable development, Ascendi seeks to align its activities with the **United Nations' Agenda 2030**, with direct contributions to:



Ascendi focuses its actions on the objectives it outlines as priorities, considering the impacts of its activities. Identifying priority SDGs is aligned with the perspective of its stakeholders, who considered SDG 8, SDG 9, SDG 11 and SDG 13 as priorities.

Activity	Outputs	Consequence	Impacts	Priority SDGs and targets
<b>Toll collection service</b>	Increased tax/public revenue from road mobility	Information and revenues from toll collection	User experience	<b>Target 11.2</b> 
	Access to a network of safe and quality motorways	Better traffic quality and road safety prevention Maintenance of motorways and existing safety operations Labour force needs for operating and maintaining motorways	Reducing the risk of road accidents and improving user experience Exposure of employees and subcontractors to safety risks	<b>Target 3.6</b> 
<b>Operation and maintenance of road infrastructures</b>	Connectivity of populations and environment	Noise and GHG emissions from road vehicles Animals killed on the road due to traffic Greater territorial connectivity Efficiently improving infrastructure resources	Generation of noise pollution and consequences for neighbouring communities Increase in GHG emissions Loss of biodiversity Economic growth and social development of the surrounding areas Making infrastructure more sustainable with adoption of clean and sustainable technology	<b>Target 8.8</b>  <b>Targets 13.1 e 13.2</b>  <b>Target 15.5</b>  <b>Target 9.1</b>  <b>Target 9.4</b> 

Activity	Outputs	Consequence	Impacts	Priority SDGs and targets
Ethics Channel	Code of Ethics Training Publication of conflict of interest policy	Increased knowledge of the organisation for anti-corruption policies.	Substantial reduction of corruption and bribery of all forms	<b>Target 16.5</b> 
	Inclusion of the recruitment of people with disabilities in the human resources policy	More comprehensive recruitment	Greater employee inclusion and diversity	<b>Target 10.2</b> 
Human Resources	Inclusion of the principle of equality in the hiring of management bodies in the human resources policy	Greater presence of women in management	Ensuring gender equality and equal opportunities.	<b>Target 5.5</b> 

SDG	Target	Ascendi's Contribution
8 DECENT WORK AND ECONOMIC GROWTH	<b>Target 8.8</b> Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	<ul style="list-style-type: none"> <li>Health and safety initiatives, including training, audits, monitoring and reporting;</li> <li>Certification: ISO 45001 - Management System for Occupational Health and Safety;</li> <li>Inclusion of OHS criteria in contracts with suppliers;</li> <li>Training for subcontractors.</li> </ul> <p>For more information about Ascendi's contribution to SDG 8, see the chapter <a href="#">Human Capital</a>.</p>
9 INDUSTRY INNOVATION AND INFRASTRUCTURE	<b>Target 9.1</b> Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.	<ul style="list-style-type: none"> <li>Integrated Management System (through ISO 9001, 14001 and 45001 certifications) relevant to the provision of access to quality infrastructure for local communities.</li> </ul> <p>For more information about Ascendi's contribution to SDG 9, see the chapter <a href="#">Social Capital</a>.</p>



**Target 3.6** Halving the overall number of road traffic accident deaths and injuries by 2020.

- Promoting customer safety on the road;
- Monitoring road safety data;
- Awareness-raising initiatives, periodic inspections and safety exercises.

For more information about Ascendi's contribution to SDG 3, see the chapter [Social Capital](#).



**Target 11.2** By 2030, providing access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with particular attention to the needs of those in vulnerable situations, women, children, the disabled and elderly.

- Promoting customer safety on the road;
- Monitoring road safety data;
- Awareness-raising initiatives, periodic inspections and safety exercises.

For more information about Ascendi's contribution to SDG 11, see the chapter [Social Capital](#).



**Target 13.2** Integrating climate change measures into national policies, strategies and planning.

- Generating renewable energy;
- Transitioning to sustainable mobility, through the acquisition of electric vehicles;
- Raising employees' awareness to climate change and energy consumption.

For more information about Ascendi's contribution to SDG 13, see the chapter [Natural Capital](#).



**Target 15.5** Taking urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

- ISO 14001 - Environmental Management System Certification;
- Partnerships and measures to limit biodiversity risks.

For more information about Ascendi's contribution to SDG 15, see the chapter [Natural Capital](#).



**Target 5.5** Ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

- Inclusion of gender equality criteria for management bodies in human resources policy.

For more information about Ascendi's contribution to SDG 5, see the chapter [Human Capital](#).



**Target 10.2** By 2030, empowering and promoting the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

- Inclusion of equal opportunity criteria for people with disabilities in the human resources policy.

For more information about Ascendi's contribution to SDG 10, see the chapter [Human Capital](#).



**Target 16.5** Substantially reducing corruption and bribery in all their forms.

- Training and dissemination of the code of ethics;
- Publication of conflict-of-interest policy.

For more information about Ascendi's contribution to SDG 16, see the chapter [Ethics](#).



**Target 13.1** Strengthening resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

- Investment in eco-efficiency;
- Environmental and waste management.

For more information about Ascendi's contribution to SDG 13, see the chapter [Natural Capital](#).



**Target 9.4** By 2030, upgrading infrastructure and retrofitting industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

- Integrated Management System (through ISO 9001, 14001 and 45001 certifications) relevant to the provision of access to quality infrastructure for local communities.

For more information about Ascendi's contribution to SDG 9, see the chapter [Social Capital](#).

## 2.2.

# Value Creation

### Manufactured Capital

Inputs	<b>869km</b> in operation	<b>24</b> toll plazas	<b>136</b> collection points	<b>32</b> service areas	<b>8</b> electric vehicle charging stations
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### Human Capital

Inputs	<b>732</b> employees	<b>34%</b> female	<b>10,987h</b> training	<b>€156K</b> investment in training
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### Intellectual Capital

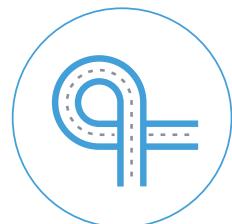
Inputs	<b>€767K</b> investment in R&D	<b>6</b> protocols with universities
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### Social Capital

<b>€2,794</b> campaign investment	<b>95%</b> local purchases	<b>€427K</b> investment in the community	<b>58</b> Customer support staff
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### Natural Capital

<b>€436K</b> investment in eco-efficiency	<b>65,347GJ</b> energy consumption	<b>80%</b> electricity from renewable sources	<b>935t</b> waste generated
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**Outputs**

**11,282** vehicles per day    **2.58x10<sup>9</sup>** traffic volume    **99.7%** road availability    **€232M** toll collections    **87%** use of automatic payment methods



**Outputs**

**4%** absenteeism rate    **11%** turnover rate    **96%** employees with assessed performance    **72%** employee satisfaction index



**Outputs**

**1,965h** higher education study programmes - supported volume    **Projects:** CBO v2, SustIMS, Virtual Gantry, GoDigital, DX Culture, PASMO, C-Roads



**Outputs**

**€663M** economic value distributed    **142K** customer support calls answered    **89%** service charge    **9.7** road accident rate    **251** casualty accidents    **6** community projects



**Outputs**

**605,709tCO<sub>2</sub>** emitted    **96,659kWh** renewable energy produced    **73%** waste recovered    **103km** acoustic barriers

## 3.1.

# Human Capital

### Ascendi Human Capital Management

Human Capital is one of Ascendi's most important assets. As such, attracting and retaining talent; promoting the development and training of employees; and managing their careers are obvious investments.



**732**

Employees

**42**

Years of age  
on average

**11**

Years of seniority  
on average

**66%**

Men

**34%**

Women

#### Recruitment and Selection



#### Evaluation and performance management model

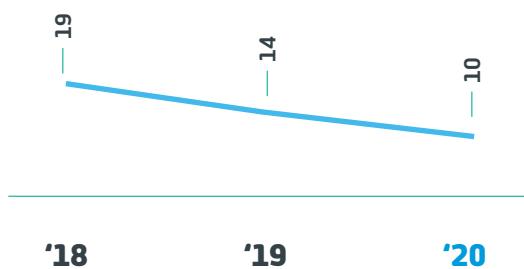


#### Training and Development

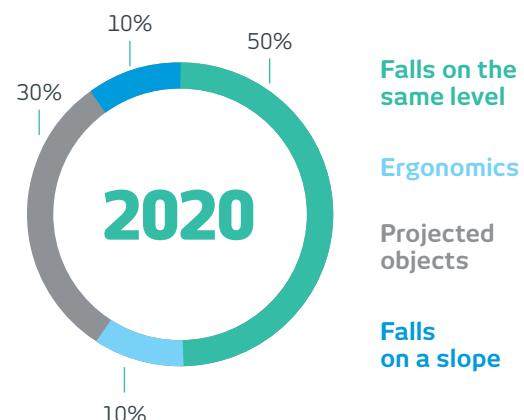


## Occupational Health and Safety

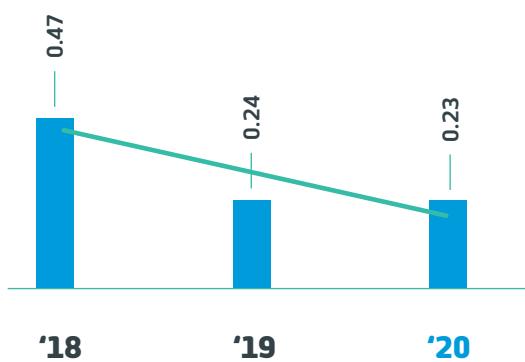
**Change in the no.  
of work-related injuries**



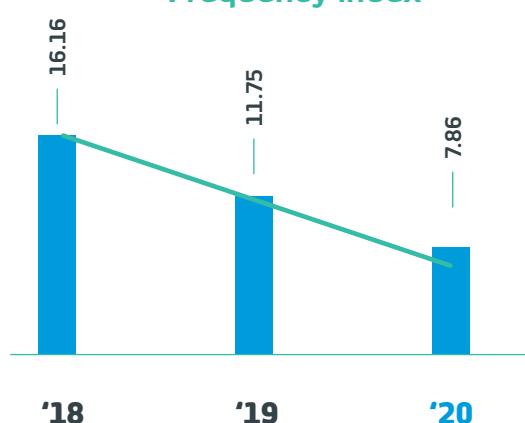
**Injury types**



**Severity Index**



**Frequency index**



Frequency index

Linear (Frequency index)

Severity Index

Linear (Severity Index)

## 3.2.

# Social Capital

### Development and Support for Local Communities

Inputs

**€2,794**  
campaign investment

**€427K**  
investment in the community

**32** partnerships with entities and sector associations

### Customer Satisfaction and Service Quality

Inputs

**58**

traffic control centre and customer service centre employees

### Customer Safety

Inputs

**€1,5M**  
investment in vertical signage

**€424K**  
investment in horizontal road markings

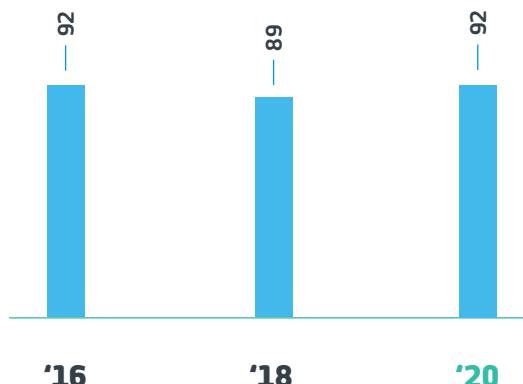
**€2M**  
investment in road surface preservation

**€3,2M**  
investment in safety barriers

<sup>16</sup> Distributed economic value = Operating costs + Employee salary benefits + Payment to capital providers/government + Community investment



**Mystery customer (%)**





Outputs

**€663M**  
economic value  
distributed<sup>16</sup>

**6**  
community  
projects



Outputs

**133,406**  
calls answered  
(COM) – traffic control  
and management

**676**  
calls answered  
(COM) – SOS

**142,386**  
calls answered  
– customer support

**89%**  
call centre  
assistance index



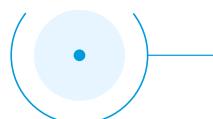
Outputs

**9.7%**  
accident  
rate

**32.5%**  
accident  
rate

**251**  
casualty  
accidents

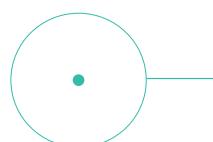
### Ascendi Portal



**34,804 ↑**  
Registered  
customers in total



**58,000 ↑**  
No. of payments made  
through the portal

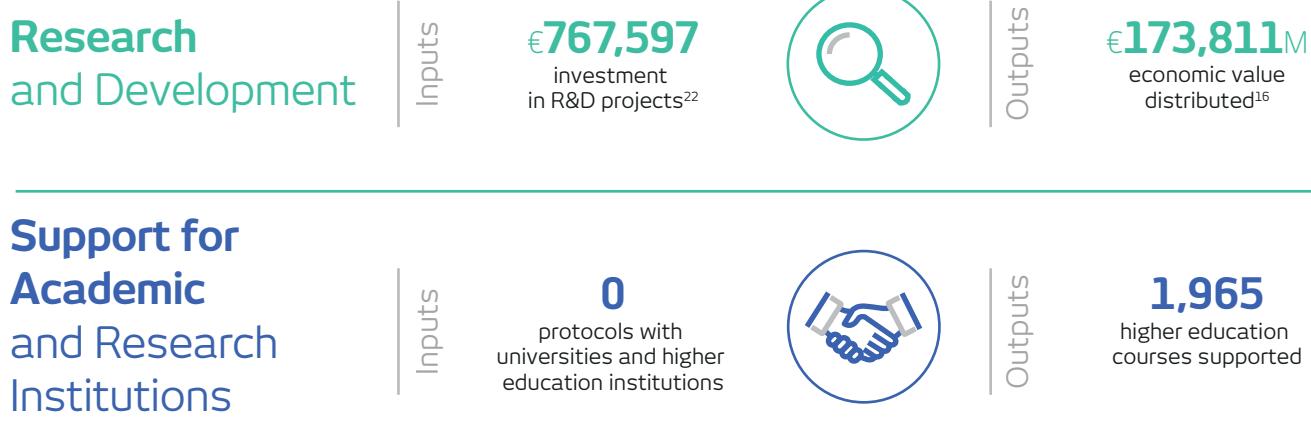


**29,600 ↑**  
Registered  
customers in 2020



**€ 1,482,000 ↑**  
Amount collected  
by the portal in 2020

## 3.3. Intellectual capital





## 3.4.

# Natural Capital

### Environmental Management

Inputs

**€435,5K**

investment in eco-efficiency

### Energy Consumption and Emissions Management

Inputs

**65,347GJ**

energy consumption  
(fuel and electricity)

**899.514l**

fuel

**9,136,244kWh**

electricity

**1,793,160kWh**

renewable energy consumption

**90.159kWh**

non-renewable energy consumption

**7,343,084kWh**

renewable energy consumption

**75.4kWp**

installed self-production capacity

### Resource Consumption and Waste Management

Inputs

**935t**

waste produced

**7t**

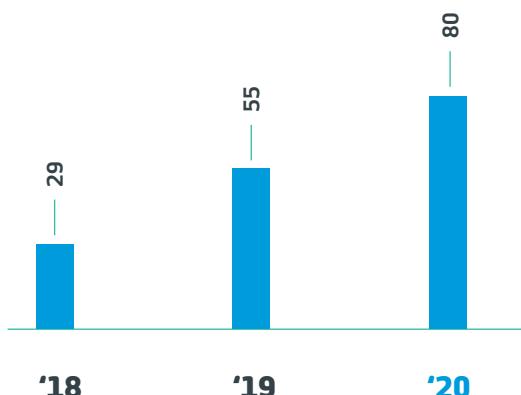
hazardous waste

**928t**

non-hazardous waste

<sup>25</sup> Includes emissions avoided through self-production and the purchase of green energy (from H2).

### Percentage of electricity from renewable sources





Outputs

**104GJ**

Energy intensity (grid dimensions)



Outputs

**605,709tCO<sub>2</sub>**CO<sub>2</sub> emissions**902<sup>25</sup>tCO<sub>2</sub>**CO<sub>2</sub> emissions avoided**96,659kWh**

renewable energy produced



Outputs

**679t**

recycled waste



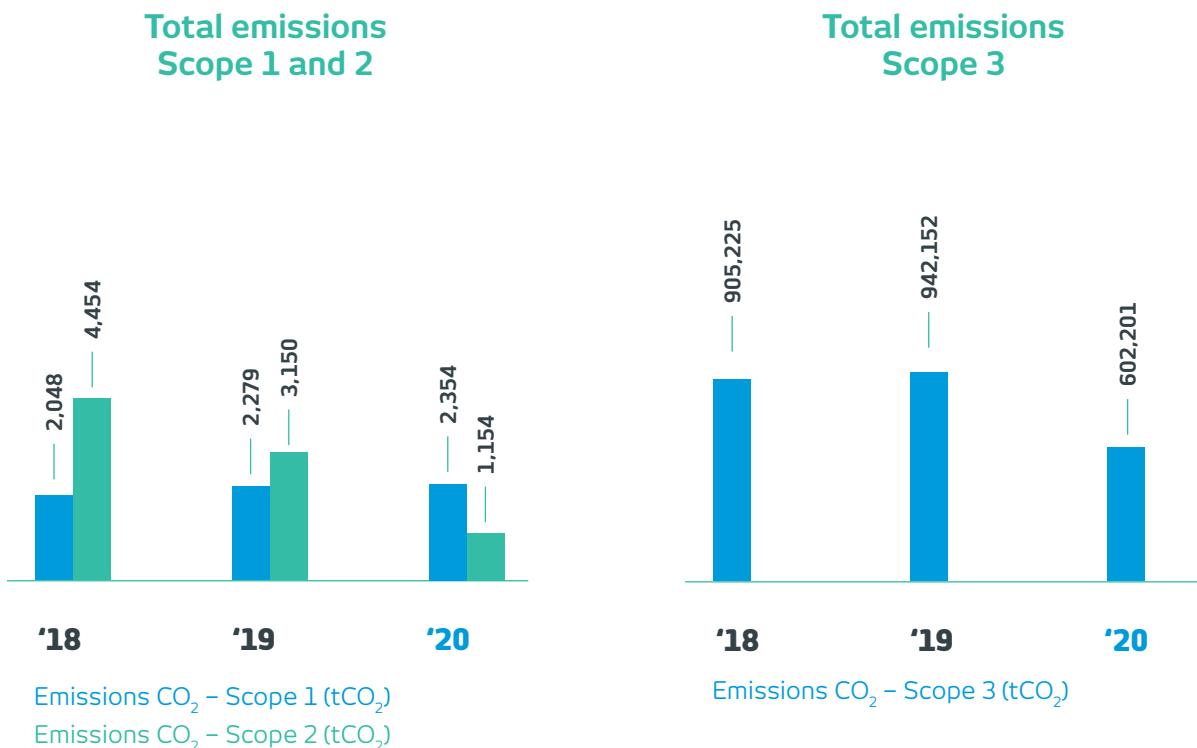
### 3.4.1 Environmental management

Ascendi manages its activity so as to continuously reduce its impact on the environment.

#### Resource Consumption and Waste Management

Inputs	935t waste produced	928t non-hazardous waste	7t hazardous waste
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#### Emission management

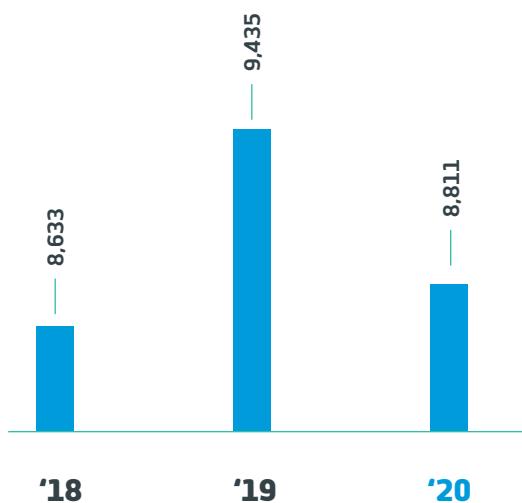




## Water

Considering the importance of reducing water consumption as an effective way of managing resource consumption, Ascendi ensures compliance with the legislation in force in all its operations and promotes various initiatives.

### Water consumption ( $m^3$ )



## Noise

### Noise Management

Inputs

**103km**  
acoustic barriers



Outputs

**22**  
noise complaints

## 4.1.

# Response to the COVID-19 Pandemic

Since the beginning of the COVID-19 pandemic, Ascendi has been focused on ensuring the continuity of its activity, maintaining:

**€233,000**

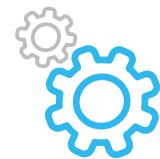
Investment  
in equipment  
and systems for  
remote working



**Health and safety of employees:** through provision of personal protection equipment and consumables (alcohol gel, masks and gloves), and the necessary computer equipment to enable remote work to be carried out in the best conditions of safety and comfort.



**Community Support:** through donation of consumables and dozens of items of equipment to four National Health System hospital centres, such as ventilators and oximeters, essential tools in the fight against the pandemic by these institutions, donations in kind to the Banco Alimentar Contra a Fome [Food Bank Against Hunger] in Porto and Lisbon, and other initiatives as described in the chapter Social Capital.



Providing all minimum services and ensuring, **in all aspects, the operation** of the infrastructure and safety in customer service.

## Crisis Office | Covid-19

In order to respond to the impacts of the pandemic, the COVID-19 Crisis Office was created with the following mission:

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Centralise the monitoring and management of the impact of the COVID-19 pandemic at Ascendi;

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Outline, propose and implement approaches in the field of prevention, awareness-raising and guidance for employees;

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Promote the creation, implementation monitoring and updating of the prevention and contingency plan.

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The Office comprises:



Head of Quality  
Service, Environment  
and Safety



3 Occupational  
Medicine Doctors



Manager of Human  
Resources



Other parties,  
depending on the  
initiatives

[www.ascendi.pt](http://www.ascendi.pt)

