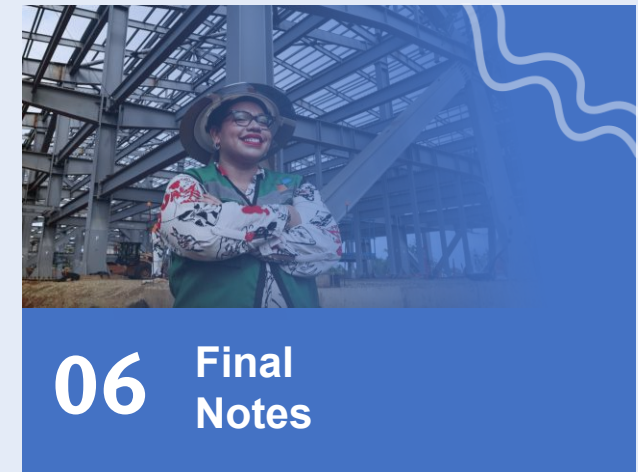
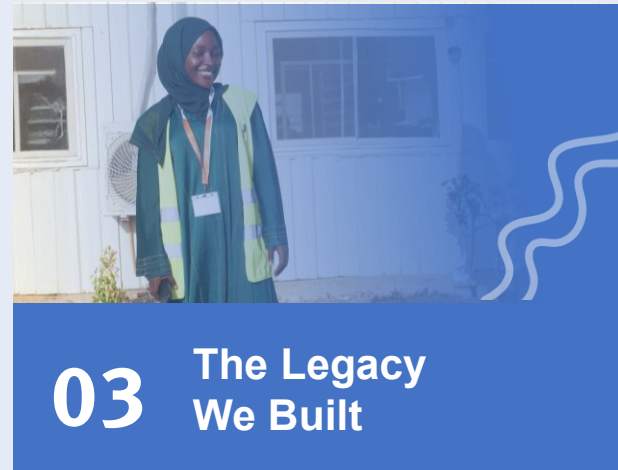


Gender Equality Plan 2027



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MOTAENGIL
A World of Inspiration





Carlos Mota Santos

Chairman of the Board
of Directors and CEO

MESSAGE

from the Chairman

of the Board of Directors

The legacy we celebrate in Mota-Engil's 80th anniversary inspires us to continue building an organization where all people can contribute, grow and lead.

This year we also started a new strategic cycle, Focus 2030, in which we reinforce our commitment to promoting a culture where merit, competence and talent find space to thrive.

We believe that more balanced and inclusive teams strengthen our ability to grow, innovate and build an increasingly better Mota-Engil.

MOTAENGIL

Our COMMITMENT

1

Context

The right to equality between women and men is enshrined in the Universal Declaration of Human Rights and is fundamental for the development of societies and for the full participation of all people, regardless of their gender, in the social, professional and political life of nations. At the same time, the right to gender equality is enshrined in the Constitution of the Portuguese Republic, namely in Article 9(h), constituting a legal obligation and not just a way of being in society.

In turn, in 2012, Council of Ministers Resolution No. 19/2012, dated March 8, further strengthened this right by mandating the adoption of an equality plan in all entities within the state-owned business sector, with the aim of promoting equal treatment and opportunities for women and men, eliminating discrimination, and facilitating a balance between work, family, and personal life.

Subsequently, as its scope of application was expanded, this requirement was extended, in a second phase, to include publicly traded companies, through Law No. 62/2017 of August 1, which approved the regime for balanced representation of women and men on the management and supervisory bodies of public-sector business entities and publicly traded companies, establishing the obligation to prepare and disclose annual gender equality plans.

In this context, and in commitment to its implementation, monitoring and updating, the Mota-Engil Group has prepared the **Gender Equality Plan 2027**, applicable both to its employees and to the members of its governing bodies, in accordance with the provisions of article 7 of Law no. 62/2017. This Plan was prepared in accordance with the Guide for the Preparation of Equality Plans of the Commission for Equality in Labour and Employment (CITE), prepared under the terms of Normative Order no. 18/2019, of 21 June.



Aware of cultural diversity and the reality of the different contexts in which it operates, the Mota-Engil Group maintains a solid commitment to the respect, protection and promotion of human rights, guiding its actions by the principles enshrined in the Universal Declaration of Human Rights and in the applicable legislation.

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Carla Duplan

Mota-Engil Brasil | Production Director

My professional journey began **26 years ago** as an **Electromechanical Technician**, working offshore in the oil and gas industry. Throughout my career, I also became an Oil and Gas Technician, a Mechanical Engineer, with an MBA in Project Management and an executive postgraduate degree in Oil and Gas. With more than 20 years of experience in the management of maintenance, construction and assembly contracts on platforms, I progressively assumed leadership roles. About three years ago, I joined Mota-Engil as Superintendent of the oil and gas platform maintenance business.

The first and main challenge was the management of a contract with an operational forecast of ending with a loss. In the first week, it was necessary to negotiate with the client a solution to suspend fines and create the necessary conditions to recover the contracts.

In the following months, we reorganized the team, adjusted the business structure, and developed technical and contractual solutions to address the main existing challenges.

Technical knowledge, mastery of contractual obligations and firmness in negotiations were fundamental, which allowed the recognition of claims and the signing of a contractual amendment. The combination of a committed team, strategic solutions and consistent negotiation allowed us to reverse the course of the contract, which is currently positive and with opportunities for improvement with claims that were built throughout the contract.

In an environment that is still predominantly male, I learned that **leadership is built with knowledge, transparency, and positioning**. I am married, mother of two children, and I believe that we do not need to choose between a leadership career and a full personal life. To women, I leave a message: **dedicate yourself, study, trust in your potential**, position yourself, and deliver consistent results.

Our Commitment

Committed to the Sustainable Development Goals (SDGs) and inspired by the legacy of Manuel António da Mota, the Mota-Engil Group is preparing a new stage in its trajectory, concluding the **Building 26** strategic plan and projecting the future through **FOCUS 2030**.

In this way, it reinforces its commitment to building an increasingly inclusive and attractive environment for its People, promoting diversity, equal opportunities and respect for differences as fundamental pillars of its culture and sustainable growth.

“Our legacy inspires and commits us to build a better world.”



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Building '26

The Building '26 Strategic Plan placed on the strategic agenda the objective of promoting equal opportunities and diversity in leadership roles, by increasing the number of women in management positions.

In fact, in this period, there was an unprecedented evolution in the number of women in management positions, whose growth rate was about 5 times higher than the growth rate of the number of men.

This evolution demonstrates the positive impact of the implemented measures.

Another strategic objective defined involved a commitment to local management in the countries where the Group operates. During this period, there was a 12% increase in the number of local managers, who are projected to account for 71% of employees in management positions by 2025.

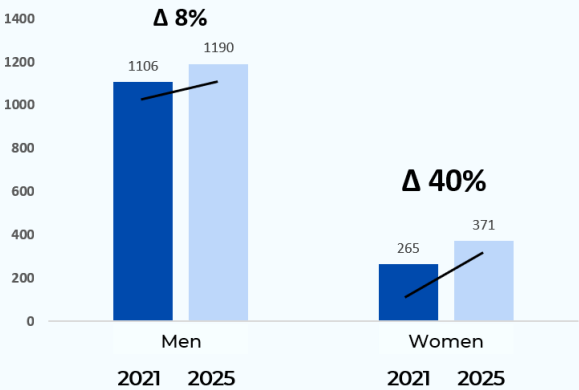
This evolution reflects the continuous commitment to the development of local talent and the strengthening of leaderships that are increasingly representative of the contexts in which the Group operates.

The **FOCUS 2030 Strategic Plan will continue along this path**, increasing the representation of women and local staff in leadership positions.

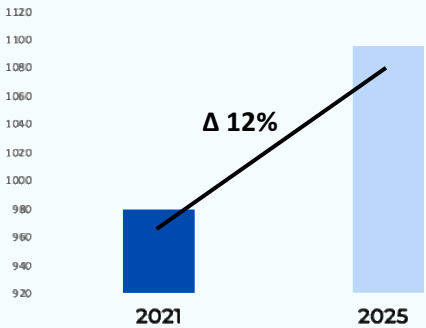


Click here to view the complete "Building 26"

Evolution of the number of women and men in management positions 2021-2025:



Evolution of the number of nationals 2021-2025:



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Click here to view the complete FOCUS 2030

FOCUS 2030 Strategic Plan

A summary of the strategic priorities of FOCUS 2030 is presented below.

2026-2030

Our **legacy** is the foundation of FOCUS 2030

STRATEGIC PRIORITIES

Growth

Consolidate leadership in core E&C markets

- Selective participation in competitive bidding processes for attractive projects
- Deepen local partnerships in core markets
- Maintain high profitability and excellence in execution

Diversification

Maximize the value of our synergistic businesses

- Capture the next wave of growth on synergistic platforms
- Disciplined capital allocation aligned with strategic fit
- Capture cross-selling opportunities and efficiency gains through operational integration

Financial Discipline

Improve cash conversion and strengthen the balance sheet

- Focus on cash generation and liquidity resilience
- Strengthening equity through disciplined debt management and strategic partnerships
- Attractive shareholder remuneration

Leverage key **enablers** in **technology, people, innovation**, and **operational efficiency**

With **sustainability** embedded in all our strategic priorities

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Brisa Cohen

Mota-Engil Angola | SHEQ Director & Director of Planning and Control

My career began in **2008** through an internship program for young Angolan professionals in Portugal. During that time, I worked in the **Sales, Production, and Planning departments**. After a year of internship, I joined Mota-Engil Angola as a Planning Technician. In 2014, I was invited to lead the Planning Department, taking on a role that marked a new phase in my professional growth.

The most memorable experience of my career came in 2020, when I was challenged to also take on the leadership role in the SHEQ department. After several years dedicated to Planning, I had to step out of my comfort zone to embrace a field with completely different challenges and demands. Shortly thereafter, I also took on the role of Compliance Focal Point in Angola.

The biggest challenge is balancing three distinct areas, ensuring that the objectives of each are met without compromising the quality of the work. To overcome this, I invest in continuous learning, strengthen teamwork, and adopt an approach based on collaboration and continuous improvement. **This experience allows me to develop new leadership skills, adaptability, and resilience.**

Today, I believe that growth happens when we have the courage to take on challenges that initially seem bigger than we are. My advice to other women is to trust in their abilities and not be afraid to embrace new opportunities. **It's often outside our comfort zone that we discover our true potential.**



Knowing in order to
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State-of-the-Art Assessment

Below is a summary of the tools used to assess and monitor progress in strengthening and promoting gender equality within the Group:

Instruments	What is it, what is it for?	Source
1 CITE Guidelines and Related Guidelines for Developing Equality Plans	Support guide provided by CITE to help identify guidelines for developing equality plans	External
2 CITE Self-Assessment Questionnaire *	Questionnaire developed by CITE to assess the company's gender equality practices	External
3 CITE Index *	A statistical tool provided by CITE for monitoring policies to promote gender equality	External
4 CITE Recommendations	Recommendations issued by CITE, with the aim of ensuring continuous improvement in the company's approach	External
5 Action Plan for Gender Equality *	Tool for Systematizing Measures and Action Proposals to Promote Gender Equality	External/Internal
6 Organizational Culture Survey	A survey conducted by Mota-Engil to assess employee satisfaction and gather suggestions from Mota-Engil employees on a wide range of topics, including issues related to respect for equal opportunity, fairness, and non-discrimination	Internal
7 Corporate Human Resources Reporting	A tool for continuously monitoring diversity and gender equality indicators, enabling the analysis of workforce trends and the identification of potential inequalities in areas such as representation, compensation, career advancement, and access to development and leadership opportunities.	Internal



The assessment, based on this wide range of tools, aimed to **evaluate aspects such as the company's strategy and commitment to equality, human resources**, the balance between work, family, and personal life, respect for dignity and integrity, dialogue, communication, and external relations, **equal access to employment, equal working conditions, equal pay, parental leave, initial and continuing training, and the prevention of workplace harassment.**

* Instruments submitted directly through the platform provided by CITE



Diversity indicators in the Group

We present a summary of the tools and indicators developed as part of the assessment conducted to evaluate Mota-Engil’s practices regarding gender equality between women and men, which form an integral part of the Equality Plan:



How we are evolving
p. 14

Summary of indicators related to:

- Headcount
- Gender
- Age Group
- Education Level
- Tenure
- Nationalities
- Employment
- Mobilization Status



Diversity and Equality Indicators
Annexes

Breakdown of indicators related to:

- Gender
- Job category
- Educational qualifications
- Age group
- Employment
- Training
- Compensation
- Location



CITE Self-Assessment
Submitted via the online platform

Assessment of indicators related to:

- Equal access to employment
- Equal working conditions
- Equal pay
- Parental leave
- Work-life balance



CITE Index
Submitted via the online platform

Assessment of indicators related to:

- The Organization’s Commitment to Gender Equality
- Human Resources
- Work-Life Balance
- Respect for the Dignity and Integrity of Workers
- Dialogue, Communication, and External Relations

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Diversity metrics in the Group

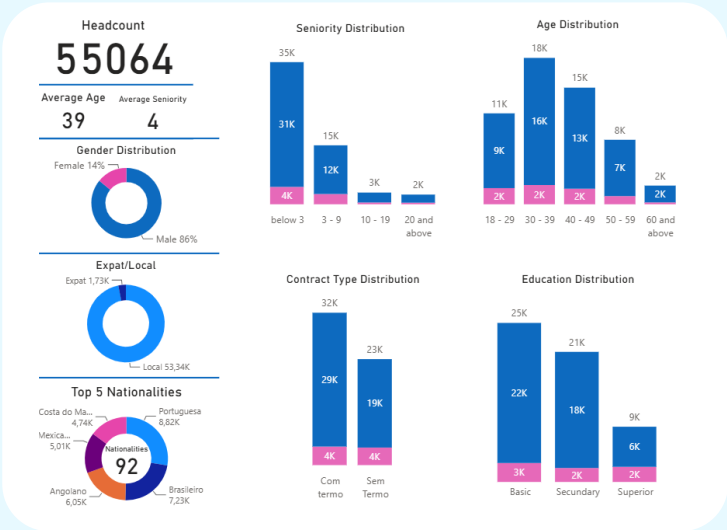
Diversity and equality continue to play a central role in Mota-Engil’s strategy and purpose. In this context, throughout 2026, various initiatives aimed at consolidating these issues as strategic priorities for the Group were strengthened and revised.

As part of **FOCUS 2030**, Mota-Engil continues to uphold its commitments to diversity and equality, reinforcing its commitment to **promoting female representation and local talent in management roles**. These priorities, which were already part of the previous strategic cycle, remain cornerstones of the Group’s strategy for building more diverse, inclusive, and representative teams, aligned with the challenges and ambitions of the future.

At the same time, the development of the **2027 Gender Equality Plan** reflects Mota-Engil’s commitment to promoting equal opportunities and preventing discrimination between women and men. This plan aims to strengthen organizational practices that foster a more equitable work environment, valuing the contributions of all employees and establishing equality as a driver of sustainable development and competitiveness.

Given the context of the sectors in which it operates, which are traditionally associated with a higher proportion of men, and in accordance with CITE guidelines, Mota-Engil identified priority areas for action through 2027, culminating in the definition of a set of concrete measures incorporated into the Gender Equality Plan.

The development of this plan was supported by an assessment conducted by the Group’s Corporate Center for People Strategy, whose findings helped identify opportunities for growth and inform the definition of priority measures for 2027.



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Ummul Bala

Mota-Engil Nigeria | Human Resources Technician

My journey with Mota-Engil Group began in 2022, when I joined the Human Resources Department as a trainee. What started as an opportunity to learn and gain experience has grown into a rewarding professional journey. Over the years, I have developed my skills, taken on greater responsibilities and progressed into my current supervisory role. This journey has shaped me professionally and personally, teaching me the value of continuous learning, resilience and believing in my potential.

One of the most significant challenges I faced was **adapting to a diverse, multicultural working environment**, where collaborating with colleagues from different nationalities, backgrounds, and perspectives required flexibility, cultural awareness, and strong communication skills, more so in Northern Nigeria, where cultural norms and traditional perceptions can sometimes influence how women are viewed in the workplace.

I experienced situations where my authority or expertise was questioned, or where some male colleagues found it difficult to accept instructions from a woman. Rather than allowing these experiences to define my journey.

I chose to face the situations with patience, professionalism and confidence. **Through consistency and clear communication, I gradually built trust, earned respect and developed stronger relationships with my colleagues.**

To other women facing similar challenges, I would say: do not allow someone else's perception of you to define your abilities. Keep learning, speak with confidence, stay true to your values and **never be afraid to take your place.**

Your voice deserves to be heard, and your potential deserves to be seen.



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A review of the journey so far



	Dimensions	Nº measures	Status	Examples of implemented/ongoing actions
1	Company strategy, mission, and values	5		▪ Publication of the Gender Equality Plan ▪ Implementation and Monitoring of the Gender Equality Plan ▪ Implementation and Monitoring of the Diversity, Equity, and Inclusion Plan
2	Equal access to employment	2		▪ Consolidation of the Global HR Policy, strengthening processes to promote respect for gender equality and non-discrimination ▪ Reinforcement of the procedure to ensure that, during the probationary period, the company adheres to the actual term of the contract
3	Initial and continuous training	5		▪ Continuation of the WoME Leaders program, involving a group of 70 high-potential women ▪ Ongoing availability of the e-learning module on Diversity, Equity, and Inclusion, accessible to all Group employees
4	Equality in working conditions	4		▪ Implementation of a validation system to ensure fairness in the assignment of performance evaluations ▪ Dissemination of the performance evaluation model, ensuring its transparency among employees ▪ Consolidation of a career model based on objective criteria and free from bias ▪ Definition of processes and tools for monitoring the pay gap to support decision-making, with a view toward convergence
5	Protection in parenting	8		▪ Continuation of a training module on gender equality ▪ Continuation of the WelcoME Back program, ensuring the availability of inclusive spaces at the Group's offices ▪ Continuation of the implementation of internal procedures to deter discriminatory practices ▪ Reinforcement of benefits for women to support parenthood
6	Balancing work life with family and personal life	3		▪ Reinforcement of mechanisms to facilitate the balance between family and personal life ▪ Promotion of an awareness-raising program through training on equality ▪ Consolidation of the work-from-home policy
7	Preventing harassment in the workplace	2		▪ Conduction of awareness-raising activities regarding workplace harassment ▪ Implementation of preventive and deterrent measures against sexual harassment and/or discrimination

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Thais Assunção

Mota-Engil Brasil | Vice-Administrative and Financial Director

In **2014**, after working for Deloitte on the ECB audit, I was invited by the CEO of Mota-Engil Brasil to join the team. I started as an accountant responsible for implementing accounting processes and policies in line with the Group's guidelines. In 2017, I took over tax coordination; in 2019, I assumed responsibility for Management Control and Accounting; and in 2026, I was promoted to Deputy Administrative and Financial Director.

One of the biggest challenges of my career was the ERP migration to align the system with the Group's solutions. The complexity of Brazilian tax regulations and the tight timeline for implementation and training led to many outstanding issues. Given this situation, it was necessary to mobilize the teams, review processes, and integrate the departments.

This experience reinforced the fact that transformations of this magnitude require more than just technology: they require **business acumen, integration, and leadership that works closely with the teams.**

Throughout my career, I've learned that professional growth doesn't follow a linear path and that the most challenging moments are also the ones that help us grow the most. It takes **courage to take on responsibilities and not be afraid to start over or change direction.** We can't always choose the challenges we encounter along the way, but we can choose how to face them.

StartME

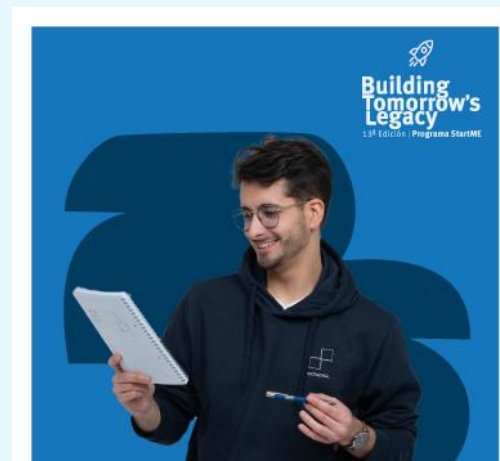
Promoting Diversity from the First Step

StartME is the Mota-Engil Group's corporate trainee program, designed to attract and integrate high-potential young talent, rejuvenating the organization and preparing future generations of leaders.

As the Group's primary gateway for young talent, StartME has played a significant role in promoting diversity and equal opportunity. Over the course of recent cohorts, there has been a consistent increase in female representation among program participants. In the 9th cohort, held in **2022**, women accounted for **28%** of the trainees. By the **12th cohort**, that figure had risen to **40%**, demonstrating significant progress in attracting and integrating female talent.

The program was designed to **develop future leaders**, enabling young professionals to understand the Group's multidisciplinary and international reality and identify ways to contribute to its sustainable growth.

Ensuring greater gender diversity at this early stage of career entry and development is essential for **building a more innovative and representative organization** that can benefit from diverse perspectives in decision-making processes.



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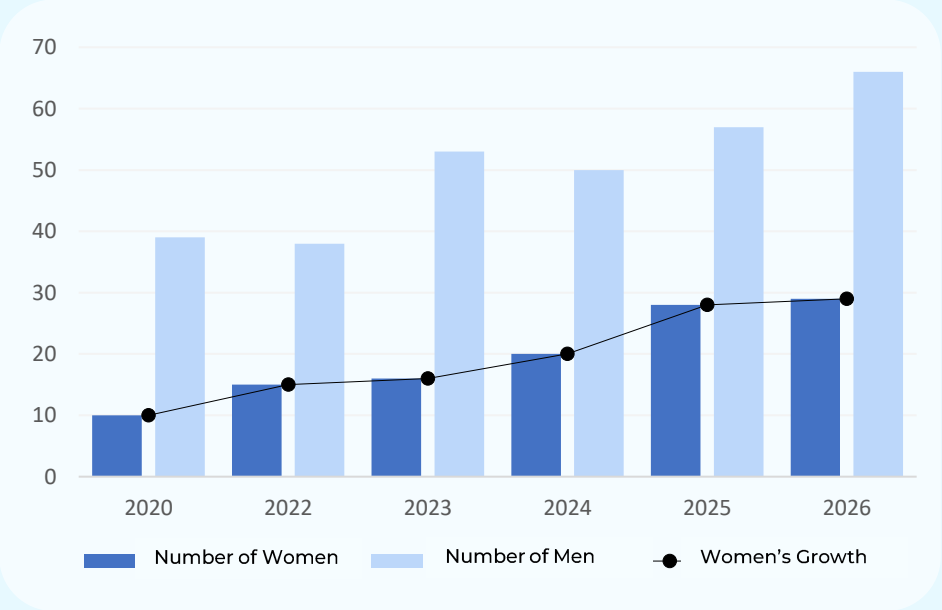
Global Online MBA

Expand Skills, Prepare for the Future

The Mota-Engil Group continues to encourage participation in the **Global Online MBA**, now in its **7th edition**. This international program, which is entirely online and offered in partnership with Porto Business School, provides a flexible learning experience tailored to working professionals, promoting the development of leadership skills, the cultivation of internal talent, and the strengthening of a more diverse, balanced, and inclusive organizational culture.



Trends in Gender Parity Among Global MBA Applicants:



Over the past six years, there has been a very positive increase in the number of applications, which rose from **49 in 2020** to **95 in 2026**. This growth was accompanied by a consistent rise in female participation, which increased from 10 to 29 applications during the same period. Although men continue to represent the majority of applicants, **the proportion of women has increased** from about **20%** to over **30%**, reflecting a positive trend in terms of diversity and the initiative’s appeal to different audiences.

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WoMEn Leaders

Developing the Future of Leadership

The **WoMEn Leaders** program continues to establish itself as one of the Mota-Engil Group's leading initiatives for developing women's leadership. In partnership with **Porto Business School**, the program has been strengthening management and leadership skills, preparing female employees to take on roles of greater responsibility and contributing to greater diversity in decision-making processes.

Now entering its **fourth year**, the program underscores the Group's ongoing commitment to promoting equal opportunities, developing internal talent, and increasing the presence of women in leadership positions.

Program Impact

280 women reached (2023–2026)

Satisfaction with the program:
4.67 [scale: 1–5]

Focus on technical roles with
leadership potential

43% of women have been promoted since completing the program



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Ambassador Program

Sharing Experiences, Inspiring Talent

The Ambassador Program continues to grow and establish itself as an initiative that promotes employee engagement in representing the Group. In this new edition, the program features **60 ambassadors (37 women and 23 men)** and strengthens its presence among talent through participation in **job fairs, talks,** and other **outreach initiatives with universities,** as well as in **audiovisual campaigns** such as **StartME** and **International Women's Day.**

In this context, the program continues to stand out for the **diversity of the participants' backgrounds, experiences,** and **areas of expertise,** reflecting the dynamism and **multiculturalism** that characterize Mota-Engil.

In this way, the ambassadors play an **active role** in sharing their experiences, authentically conveying what it means to be part of Mota-Engil and helping to reinforce an inclusive, approachable, and genuine image of our organizational culture.



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Top Performers | 2nd Edition

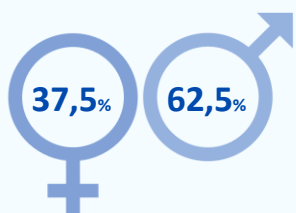
Recognize Today, Build Tomorrow

The purpose of this initiative is to recognize employees from different regions, backgrounds, and business areas who have distinguished themselves through their **performance**, their **alignment with Mota-Engil's values**, and their **exemplary conduct and attitude** in their respective fields.

To mark this recognition, the **Top Performers** participated in the “**Orchestrating Winning Performance**” program, organized by the IMD Business School for Management and Leadership.

Under the theme “Future Ready Now: Competitiveness in a Changing World,” the program brought together more than 450 executives from 20 industries and 53 countries, providing a unique opportunity to share experiences and learn in areas such as leadership, sustainability, strategy, geopolitics, and artificial intelligence.

Characterization of the Top Performers:



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Georgina Guerrero

Mota-Engil Peru | Financial Director

I have been the Financial Director of Mota-Engil Peru since **2015**, and my responsibilities now also extend to operations in Uruguay. Over the course of nearly three decades as an executive at multinational companies, I have built my career in demanding sectors traditionally dominated by men, playing an active role in processes of transformation, growth, and expansion.

One of the greatest challenges of my career has been earning credibility and trust with banks, the capital markets, and the financial system—areas historically marked by a strong male dominance. At Mota-Engil, I took on a role previously held by a man and faced situations in which I had to defend my decisions and points of view. I did so through preparation, solid technical arguments, my determination, and the results I achieved, without ever neglecting active listening and consensus-building.

Achieving extraordinary results in the face of challenges was key to establishing my professional reputation and standing. This experience taught me that self-confidence comes from recognizing who we are, what we know, and the value we can add. My greatest satisfaction comes from developing teams, empowering people, and creating opportunities for more women and young people.

To women who are building their professional careers, I would leave this message: **prepare yourselves, showcase your achievements, seek feedback, and constantly challenge yourselves to reinvent yourselves.** There are no limits. And when opportunities don't come your way, seek them out and ask yourselves:

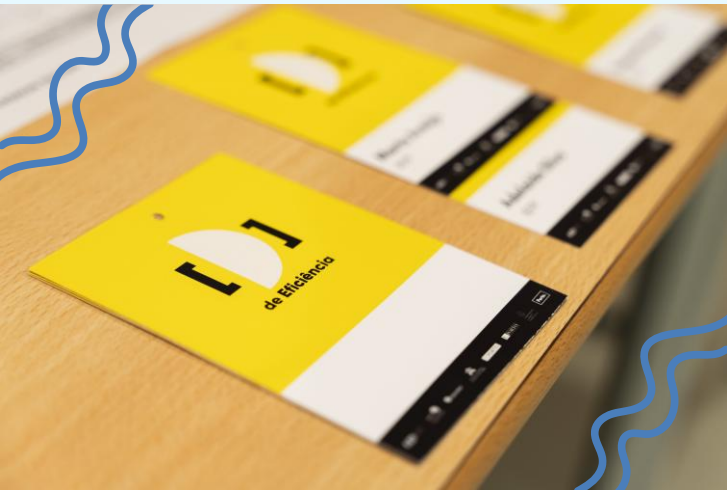
“Why not?”

DEI Working Groups

Our Strategic Partners

Promoting diversity, equity, and inclusion remains a priority for the Mota-Engil Group, as reflected in the development of partnerships with specialized organizations such as Associação Salvador, APPC, Fundação La Caixa, [D] de Eficiência, and Valor T.

Through these partnerships, the Group has participated in initiatives focused on raising awareness, networking, inclusive recruitment, and skills development, contributing to the professional integration of people with disabilities and groups in situations of greater vulnerability, and reinforcing its commitment to equal opportunity.



Strategic Partnerships

Salvador Association: Promotion of the inclusion of people with motor disabilities

Incorpora Program – La Caixa Foundation: Socio-professional integration of people in vulnerable situations

APPC – Porto Association of Cerebral Palsy: Collaboration for the inclusion of people with cerebral palsy in the work context

[D] de Eficiência: Promotion of the employability skills of people with disabilities and their integration into the labor market

Valor T: Promotion of employability and professional inclusion for people with disabilities

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Motive

Listening to Evolve

The Motive project, launched in 2022, aims to assess employee satisfaction and engagement levels at the Mota-Engil Group, identifying strengths and opportunities for improvement in the employee experience.

In 2026, the third edition of the study recorded an **overall satisfaction rate of 75%**. Among **female employees**, the satisfaction rate reached **77%**, highlighting a positive perception of their professional experience within the Group and reflecting the efforts made to promote an increasingly inclusive and equitable work environment.

These results make it possible to track changes in the employee experience and identify opportunities for improvement, supporting the development of **global and local action plans** tailored to the needs of each company and market.



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Great Place to Work

Strengthening an Inclusive and Equitable Culture

Following the MotivE project and its ongoing commitment to improving the employee experience, the Mota-Engil Group participated in the **Great Place to Work (GPTW) certification** process, achieving certification in three markets for the 2025–2026 period: **Peru, Nigeria, and Portugal.**

This recognition stems directly from employee participation and trust and serves as external validation of the quality of the work environment fostered by the Group.

The assessment conducted as part of the certification process underscored the **importance of creating work environments where everyone feels valued, heard, and supported.**

The **celebrations** held at the certified market, which included sharing results, engagement initiatives, and moments of employee recognition, reinforced the sense of belonging and the collective commitment to a more inclusive, collaborative, and representative culture.



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Equals

Lead with excellence, grow with equity

In 2026, the Equals program was approved, a strategic initiative focused on developing leaders, regardless of gender, for future leadership roles. This program offers **comprehensive and personalized training** in **results-oriented approaches, leadership, and organizational context**. With tracks tailored to different levels, Equals fosters internal talent, strengthens leadership, and accelerates the development of critical skills for the organization’s sustainable success.

Objective

Capacitate leaders in management roles

Prepare for future leadership positions

Promote excellence and equity in leadership



Expected impact

Greater internal visibility of participants

Skills aligned with Mota-Engil's challenges

Management's Involvement in strategic projects



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WelcoME Back

Support Every Return, Value Every Journey

The **WelcoME Back** program reflects Mota-Engil's commitment to promoting well-being, inclusion, and a healthy work-life balance.

Through measures such as providing **lactation rooms** and initiatives to support a return to work after periods of absence for family or personal reasons, the program aims to provide a more positive reintegration experience tailored to employees' needs.

The breastfeeding rooms have received **very positive feedback** from female employees who use them, who highlight their contribution to greater comfort, privacy, and balance in reconciling motherhood with professional life. These initiatives reinforce the Group's commitment to creating an inclusive work environment that promotes the well-being of its employees.

"I've been using the room and find it extremely helpful; it allows me to maintain my milk-pumping routine during the workday, which is essential for ensuring that my milk supply doesn't drop and that we're comfortable."

"...the creation of this space allowed me to continue breastfeeding during work hours, providing me with comfort, privacy, and the necessary hygiene for that purpose."

Photograph of the lactation room at Mota-Engil's headquarters in Porto



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DEI Training

Awareness for Diversity, Empowerment for Inclusion

The **Diversity, Equity and Inclusion (DEI) e-learning programme** has become an important tool for raising awareness and building capabilities across the Mota-Engil Group workforce. Made available across different geographies and business areas, the training has been completed by more than **4,000 employees**, representing **100% of the Group's Business Units**, **49% of its companies**, and **53% of its nationalities**. This initiative has contributed to strengthening a more inclusive, respectful organisational culture aligned with the Group's values.

By promoting a deeper understanding of diversity, equal opportunities and inclusion, the programme aims to support the adoption of behaviours and practices that value differences and foster more equitable, collaborative and inclusive work environments.



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Inclusive reporting

Consolidate monitoring

At Mota-Engil, we continue to enhance the use of reporting tools that support transparent, data-driven decision-making. These solutions provide **consistent visibility into diversity, equity and inclusion indicators, enabling continuous monitoring, greater accountability**, and more informed decisions across the Group’s various markets and businesses.

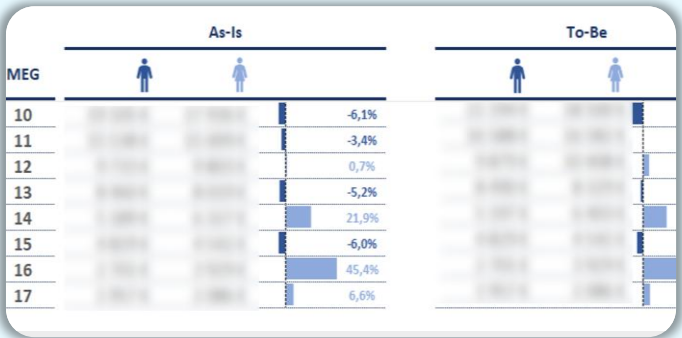


Key Objectives of the Tools

- Continuous Monitoring of DEI Indicators
- Provision of reliable and comparable information across geographies
- Support for the definition and monitoring of strategic goals
- Promotion of transparency in people management processes



Illustrative image of People GPS



Illustrative image of the Gender Pay Gap

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Compliance Actions

Consolidating commitments, strengthening impact

Mota-Engil remains committed to promoting an organizational culture based on ethics, integrity, and respect for people. In this context, the Compliance department continues to develop **awareness and training initiatives** that help reinforce practices aligned with the Group's values and principles.

To this end, the “**Compliance and Internal Investigations**” training program, developed by Konexo, was implemented with the goal of establishing a **Group-wide best-practices** approach to **conducting internal investigations**, aligned with Mota-Engil's vision, values, and standards of conduct.

At the same time, **multidisciplinary training programs** were piloted at some Group companies, promoting an integrated approach to compliance, ethics, and conduct. These initiatives aim to enhance teams' awareness and skills, contributing to the creation of work environments that are safer, more ethical, more inclusive, and aligned with applicable legal and regulatory requirements.



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Raquel Guedes

Mota-Engil Engenharia e Construção

Cost Control Planning Manager

My name is Raquel Guedes, and I've been part of the Mota-Engil Group since 2001. Over the course of these **24 years**, I've had the opportunity to grow professionally, but it was in 2005 that I had the experience that most shaped my career and changed the way I view challenges.

When I was offered the chance to go to Angola to set up the Planning and Control department at the branch office, I felt a mix of enthusiasm and apprehension. At that time, **it was uncommon for women to be assigned to that market. Going alone to an unfamiliar country, joining a predominantly male department, and taking on the responsibility of creating a department that didn't yet exist seemed like a huge challenge.**

Despite my fears, I decided to believe in my abilities and embrace the opportunity. I found people who welcomed me, teams that collaborated, and colleagues who shared their knowledge. Together, we managed to overcome the obstacles.

During the four years I spent in Angola, I grew not only as a professional but also as a person. I learned that **adaptability, resilience, and self-confidence can turn difficulties into achievements.**

What initially seemed like an obstacle became one of the most enriching experiences of my life. We must not let the fear of the unknown define our limits.

When we believe in our own worth and are willing to step outside our comfort zone, we discover a strength we often didn't even know we had.

Sometimes, all it takes is that first step to realize that we're capable of going much further than we ever imagined.



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Areas of Focus in the 2027 Gender Equality Plan

The Gender Equality Plan remains a cornerstone of the Mota-Engil Group's strategy, guiding the implementation of measures that promote equal opportunities, inclusion, and well-being throughout the organization.

Based on a comprehensive assessment and aligned with CITE guidelines, the Plan is organized into **7 areas of intervention** and 29 measures, accompanied by targets and monitoring indicators, target audiences, responsible departments, and dedicated resources, ensuring consistent and measurable implementation.

The defined measures reflect the key priorities identified for promoting gender equality, including equal access to employment and professional development, parental protection, work-life balance, and the prevention of workplace harassment.

Maintaining this commitment in the current strategic cycle, Mota-Engil continues to implement and monitor the planned initiatives, promoting

1. Company strategy, mission, and values
2. Equal access to employment
3. Initial and continuous training
4. Equality in working conditions
5. Protection in parenting
6. Balancing work life with family and personal life
7. Preventing harassment in the workplace

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1. Company strategy, mission, and values (1/2)



Subdimension	Type of Measure	Measure	Objective	Resp. Depart.	Involved Depart.	Budget	Goal	Indicators
-	Dissemination of the Equality Plan, its measures, and objectives	Dissemination of the Equality Plan, its measures, and its objectives through awareness-raising sessions, on the company's website, on the intranet, via email, and by posting notices in prominent locations within the company	Raise awareness of the Equality Plan and its strategic importance to the company, and involve the HR and Sustainability teams in its implementation	Corporate People Center	Corporate Center for Communications and Institutional Relations	No specific costs are involved	Dissemination of the Plan to 100% of the target audience	% of users who became aware of the Equality Plan
-	Definition of measurable strategic goals to promote equality	Definition of measurable strategic goals to promote equality between women and men	Ensure the implementation of the Equality Plan, as well as its monitoring, follow-up, and sustainability	Corporate People Center	HR Depart.	No specific costs are involved	> 30% of women in management positions by 2030	% of women in management positions
-	Definition of measurable strategic goals to promote equality	Definition of measurable strategic goals to promote diversity	Ensure the implementation of the Diversity Plan, as well as its monitoring, follow-up, and sustainability	Corporate People Center	HR Depart.	No specific costs are involved	≥ 80% of local staff in management positions by 2030	% of local staff in management positions
-	Definition of measurable strategic goals to promote equality	Definition and implementation of the action plan, based on the results of the MotivE employee survey	Define and implement a roadmap with actions to be taken by the responsible corporate and local departments, with the goal of improving satisfaction as measured by the Organizational Climate Survey, launched in 2026	Corporate People Center	HR Depart.	No specific costs are involved	Roadmap developed by 100% of the Businesses, and its implementation and monitoring	% of roadmap completion

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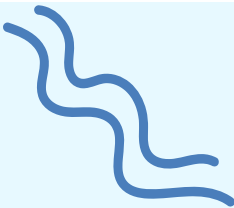
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2. Equal access to employment

Subdimension	Type of Measure	Measure	Objective	Resp. Depart.	Involved Depart.	Budget	Goal	Indicators
Job Postings, Selection, and Recruitment	Strengthening the implementation of internal procedures to ensure that the criteria and procedures for the selection and recruitment of personnel reflect the principle of equality and non-discrimination based on sex, and are developed—by the company—in an objective and transparent manner	Strengthen the implementation of internal procedures to ensure that the criteria and procedures for the selection and recruitment of personnel reflect the principle of equality and non-discrimination based on sex, and are developed—by the company—in an objective and transparent manner	Encourage employee participation in promoting equality between women and men	Corporate People Center	HR Depart.	No specific costs are involved	Dissemination of the HR Manual to 100% of the target audience	% of HR focal points covered
Trial period	Procedure to ensure that, during the trial period, the company complies with the actual contract performance period, in order to assess interest in continuing the contract	Procedure to ensure that, during the trial period, the company complies with the actual contract performance period, in order to assess interest in continuing the contract	Encourage employee participation in promoting equality between women and men	Corporate People Center	HR Depart.	No specific costs are involved	Implementation of a procedure for monitoring trial periods and the corresponding decisions regarding their continuation	Number of audits conducted during the trial periods

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3. Initial and continuous training (1/2)



Subdimension	Type of Measure	Measure	Objective	Resp. Depart.	Involved Depart.	Budget	Goal	Indicators
-	Incorporation of a training module on equality between women and men	Promotion of the training module on equality between women and men in the annual training plan	Promote a culture of equality between women and men in the workplace, encouraging management and work practices consistent with that culture	Corporate People Center	HR Depart.	No specific costs are involved	DEI e-learning training available to 100% of the target audience	% of eligible employees who completed the training
-	Integration of a training module on diversity, equity, and inclusion	Promotion of the training module on diversity, equity, and inclusion in the annual training plan	Promote a culture of diversity, equity, and inclusion in the workplace, fostering management and work practices that are consistent with these values	Corporate People Center	HR Depart.	No specific costs are involved	DEI e-learning training available to 100% of the target audience	% of eligible employees who completed the training
-	Delivery of a training course for female employees with the potential to assume leadership/management positions within the organization	Delivery of a training course for women (WoMen Leaders) whom the Organization recognizes as having the potential to assume leadership or management positions in the short to medium term	Empower women to assume leadership and management positions in the short to medium term	Corporate People Center	HR Depart. Market Administrations	In alignment with the training provider	Selection of 70 high-potential women to participate in the course WoMen Leaders	Number of female employees who completed the training this year
-	Implementation of a training program for women who currently hold leadership or management positions, designed to support their career advancement within the Group	Implementation of a training course for employees whom the Group recognizes as having potential for growth or advancement	Develop a training program for women in leadership and management positions	Corporate People Center	HR Depart. Market Administrations	In alignment with the training provider	Implementation of the training program for leaders	Internal presentation of the leadership training program

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3. Initial and continuous training (2/2)

Subdimension	Type of Measure	Measure	Objective	Resp. Depart.	Involved Depart.	Budget	Goal	Indicators
-	Incorporation of an awareness session for employees, within the scope of intercultural adaptation	Provision of an awareness-raising session for employees, within the scope of intercultural adaptation	Train and sensitize employees to the importance and need to know the cultural differences of the various countries where we are present	Corporate People Center	HR Depart.	In alignment with the training provider	Holding of a training and awareness session for trainees '26 on the theme of intercultural differences in the Group	% of eligible employees who have undergone training

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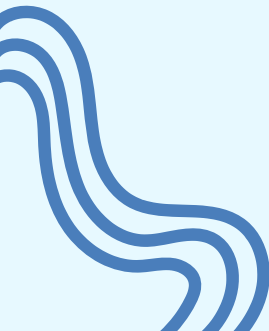
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4. Equality in working conditions (1/2)



Subdimension	Type of Measure	Measure	Objective	Resp. Depart.	Involved Depart.	Budget	Goal	Indicators
Performance Evaluation	Reinforcement of the implementation of the validation system to ensure fairness in the attribution of grades or scores, within the scope of performance evaluation	Implementation of mechanisms that promote equity and internal justice in the attribution of grades or scores, within the scope of performance evaluation	Launch a new evaluation and recognition process that promotes greater transparency, fairness and objectivity for women and men	Corporate People Center	Business Administrations	No specific costs are involved	Implementation of the Harmonization Committee in 100% of the target companies	% of companies with a formal evaluation process and Harmonisation Committee
	Dissemination of the performance evaluation model, ensuring its transparency among employees and their representative structures	Dissemination of the new performance evaluation model, ensuring its transparency among employees and their representative structures	Ensure a fair and objective evaluation process for women and men	Corporate People Center	HR Depart.	No specific costs are involved	Dissemination of HR Manual to 100% of target recipients	% of HR focal points covered
Promotion/career progression	Reinforcement of the implementation of the career model, based on objective criteria and free of biases based on gender, race or other discriminatory factors, which ensures transparency regarding career progression	Reinforcement of the implementation of the career model, based on objective criteria and free of biases based on gender, race or other discriminatory factors, which ensures transparency regarding career progression	Promote equality between women and men in the field of professional progression and development	Corporate People Center	HR Depart.	No specific costs are involved	Completion of the e-Learning on the Career Model by the target employees, newly hired, at the time of their admission	Number of employees who completed the training compared to the previous year
Salaries	Reinforcement of the implementation of procedures for monitoring women's and men's basic and supplementary pay to ensure that there are no disparities or, where they exist, that they are justifiable and free from discrimination on grounds of sex	Reinforcement of the implementation of procedures for monitoring women's and men's basic and supplementary pay to ensure that there are no disparities or, where they exist, that they are justifiable and free from discrimination on grounds of sex	Promote transparency of wage policy by ensuring the principle of equal pay for equal work or work of equal value	Corporate People Center	HR Depart.	No specific costs are involved	Sharing a regular Gender Pay Gap Report	% of markets/companies with access to this information

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4. Equality in working conditions (2/2)

Subdimension	Type of Measure	Measure	Objective	Resp. Depart.	Involved Depart.	Budget	Goal	Indicators
Salaries	Adaptation of the Pay Transparency Directive to promote equal pay between women and men	Ensure the adaptation of the pay transparency directive to the Group's reality, in order to ensure compliance with the defined guidelines and safeguard pay equity mechanisms between women and men	Promote transparency of wage policy by ensuring the principle of equal pay for equal work or work of equal value	Corporate People Center	HR Depart.	No specific costs are involved	Transposition of the Pay Transparency Directive and applicable regulations into the Group's HR policies	Implementation of the process of transposition/adaptation of the new guidelines to the Group

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5. Protection in parenting (1/2)



Subdimension	Type of Measure	Measure	Objective	Resp. Depart.	Involved Depart.	Budget	Goal	Indicators
Leave/Shared leave	Creation and implementation of an internal procedure that ensures the proper disclosure of all information on the legislation regarding the right to parenthood	Creation and implementation of an internal procedure that ensures the proper disclosure of all information on the legislation regarding the right to parenthood	Guarantee the right to parental leave by employees – encourage male employees to share the leave	Corporate People Center	HR Depart.	No specific costs are involved	Promotion of e-Learning on Gender Equality to 100% of the target audience	% of target employees who have completed the training
Leave and absences	Implementation of initiatives to raise awareness and encourage the use of shared leave in accordance with the terms set forth in the relevant regulations	Implementation of initiatives to raise awareness and encourage the use of shared leave in accordance with the terms set forth in the relevant regulations	Guarantee the right to parental leave by employees – encourage male employees to share the leave	Corporate People Center	HR Depart.	No specific costs are involved	Promotion of e-Learning on Gender Equality to 100% of the target audience	% of target employees who have completed the training
Reduction of working time	Implementation of awareness-raising actions that ensure respect for the rights of employees in relation to the reduction of working time to care for family, under the terms provided for in specific regulations	Implementation of awareness-raising actions that ensure respect for the rights of employees in relation to the reduction of working time to care for family, under the terms provided for in specific regulations	Guarantee the right to a reduction in working time to care for family, under the terms provided for in specific regulations	Corporate People Center	HR Depart.	No specific costs are involved	Promotion of e-Learning on Gender Equality to 100% of the target audience	% of target employees who have completed the training
Training for re-entry into the workforce	Implementation of the WelcoME Back program, which facilitates the professional reintegration of the employee, after extended family support leave	Implementation of the WelcoME Back program, which facilitates the professional reintegration of the employee, after extended family support leave	Promoting reintegration into the labour market and facilitating the readaptation process	Corporate People Center	HR Depart.	No specific costs are involved	Operationalization of the WelcoME Back program to 100% of the target recipients	% of target employees covered

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5. Protection in parenting (2/2)



Subdimension	Type of Measure	Measure	Objective	Resp. Depart.	Involved Depart.	Budget	Goal	Indicators
Protection of the safety and health of pregnant, puerperal and breastfeeding employees	Implementation of awareness-raising actions regarding the right of pregnant, puerperal or breastfeeding employees to be exempted from work, under the terms provided for in specific regulations	Implementation of awareness-raising actions regarding the right of pregnant, puerperal or breastfeeding employees to be exempted from work, under the terms provided for in specific regulations	Ensure the protection of the safety and health of pregnant, puerperal or breastfeeding employees	Corporate People Center	HR Depart.	No specific costs are involved	Promotion of e-Learning on Gender Equality to 100% of the target recipients	% of target employees who have completed the training
Protection in the dismissal of a pregnant, puerperal or breastfeeding employee or an employee on parental leave	Creation and implementation of an internal procedure that ensures the company's compliance with the steps in case of intention to dismiss a pregnant, puerperal or breastfeeding employee or an employee on parental leave, under the terms provided for in specific regulations	Creation and implementation of an internal procedure that ensures the company's compliance with the steps in case of intention to dismiss a pregnant, puerperal or breastfeeding employee or an employee on parental leave, under the terms provided for in specific regulations	Ensure protection in the dismissal of a pregnant, puerperal or breastfeeding employee or an employee on parental leave	Corporate People Center	HR Depart.	No specific costs are involved	Promotion of the procedure for monitoring correlated cases	Number of audits performed on correlated cases
Communication in the context of the non-renewal of a fixed-term contract with a pregnant, puerperal or breastfeeding employee or with an employee on parental leave	Creation and implementation of an internal procedure that ensures the company's compliance with the steps in case of intention not to renew a fixed-term contract of a pregnant, puerperal or breastfeeding employee or an employee on parental leave, under the terms provided for in specific regulations	Creation and implementation of an internal procedure that ensures the company's compliance with the steps in case of intention not to renew a fixed-term contract of a pregnant, puerperal or breastfeeding employee or an employee on parental leave, under the terms provided for in specific regulations	Ensure communication in the context of the non-renewal of a fixed-term contract with a pregnant employee, a woman who has recently given birth or is breastfeeding or with an employee on parental leave	Corporate People Center	HR Depart.	No specific costs are involved	Promotion of the procedure for monitoring correlated cases	Number of audits performed on correlated cases
Work-Life Balance with Family and Personal Life	Provision of support for sons and daughters (or other dependent children) of employees, under the terms provided for in specific regulations	Provision of support for sons and daughters (or other dependent children) of employees, under the terms provided for in specific regulations	Promote the reconciliation of professional life with the family and personal life of employees	FMAM	HR Depart.	No specific costs are involved	Promotion of support measures	Number of grants granted

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6. Balancing work life with family and personal life

Subdimension	Type of Measure	Measure	Objective	Resp. Depart.	Involved Depart.	Budget	Goal	Indicators
Organisation of working time: flexible hours or part-time work	Creation and implementation of an internal procedure that ensures, in the cases provided for in specific regulations, that, if there is an intention to refuse a request for flexible working hours or part-time work, a prior opinion is requested from CITE	Creation and implementation of an internal procedure that ensures, in the cases provided for in specific regulations, that, if there is an intention to refuse a request for flexible working hours or part-time work, a prior opinion is requested from CITE	Ensure that the organisation of working time takes into account the needs of reconciling professional, family and personal life of employees, in particular those with family responsibilities	Corporate People Center	HR Depart.	No specific costs are involved	Creation and implementation of internal procedure	Number of intentions to refuse a request for part-time work verified centrally, in the cases provided for in specific regulations
Absences	Implementation of awareness-raising actions regarding the right to be absent from work to assist a member of the household, under the terms provided for in specific regulations	Implementation of awareness-raising actions regarding the right to be absent from work to assist a member of the household, under the terms provided for in specific regulations	Ensure that the absence regime contemplates the needs of reconciliation between the professional, family and personal life of employees, in particular those who have family responsibilities	Corporate People Center	HR Depart.	No specific costs are involved	Promotion of e-Learning on Gender Equality to 100% of the target recipients	% of target employees who have completed the training
Telework	Implementation, on our own initiative, of a work-from-home policy for employees as a way to balance work, family, and personal life, giving special priority to those with family responsibilities, when compatible with their job duties	Application, on its own initiative, of the teleworking regime to employees, as a way of reconciling professional, family and personal life, giving special priority to those who have family responsibilities, when compatible with the activity performed	Ensure that the teleworking regime contemplates the needs of reconciliation between the professional, family and personal life of employees	Corporate People Center	HR Depart.	No specific costs are involved	Adoption of the teleworking regime	% adherence to teleworking % adherence among employees with family responsibilities

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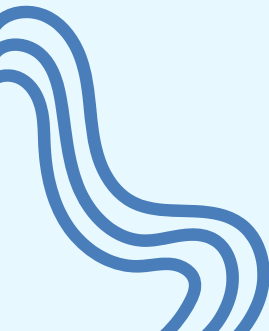
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7. Prevention of harassment at work

Subdimension	Type of Measure	Measure	Objective	Resp. Depart.	Involved Depart.	Budget	Goal	Indicators
-	Conduction of awareness-raising initiatives regarding workplace harassment and other offenses against the physical or moral integrity, freedom, honor, or dignity of employees	Conduction of awareness-raising initiatives regarding workplace harassment and other offenses against the physical or moral integrity, freedom, honor, or dignity of employees	Prevent and combat harassment at work – prevent and combat the practice of other offenses to the physical or moral integrity, freedom, honor or dignity of the employee	Harassment and Discrimination Committee	DHC	No specific costs are involved	Carrying out training actions aimed at 100% of the target audience	% of focal points covered in by awareness-raising programmes
-	Implementation of the Harassment and Discrimination Policy in order to ensure that, if the company becomes aware of alleged situations of harassment at work, it initiates disciplinary proceedings	Creation and implementation of an internal procedure to ensure that, if the company becomes aware of alleged situations of harassment at work, it initiates disciplinary proceedings	Ensuring the prevention and combating of harassment at work	Harassment and Discrimination Committee	DHC	No specific costs are involved	Implementation of the Harassment and Discrimination Policy for 100% of companies	Number of responses ensured by the reporting channels defined in the policy

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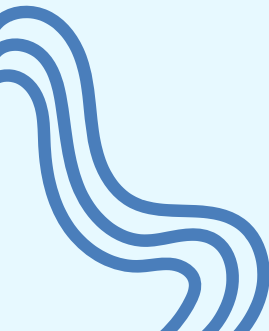
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Inês Pereira

Mota-Engil | CFO Emerge and MOAI

I joined the Mota-Engil Group in **2010**, in the Accounts Consolidation Department of Mota-Engil SGPS. For five years, I was responsible for consolidating the Group's businesses, progressively taking on full responsibility for the consolidation of its operations.

In 2016, I was challenged to establish the Business Control area of Mota-Engil Europa, which was then in the process of being created. Later, following a new Group reorganization, I assumed financial responsibilities within the Business Development area for Africa and Europe. In 2020, I embraced a new challenge at Mota-Engil Real Estate Portugal (now Emerge), where I currently serve. I have had the privilege of working closely with senior management in defining the company's strategic direction, contributing to the transformation of an ambitious vision into an organization equipped to grow, innovate, and create sustainable value.

Over the course of these nearly 16 years, I have held roles that have given me a deep understanding of the Group, its geographies, its people, and its challenges.

This experience has given me a broad perspective, as well as the adaptability and composure needed to navigate complex environments.

Among the most significant challenges of my career, the financing of the MODU project stands out. Despite being a highly innovative project with considerable market risk, after several years and countless attempts involving traditional banks, private investors, and international funds, we successfully secured full financing in 2025 through a bond issuance.

Today, more than ever, **I believe that success is not measured solely by the results achieved, but by the way we face challenges and inspire those around us.** The future will continue to demand adaptability, innovation, and courage, but also authenticity, teamwork, and trust. It is with this conviction that I approach every new challenge: continuously learning and striving to do better every day. Because, in the end, **it is people, values, and purpose that make the difference and leave a lasting legacy.**



Follow-up and MONITORING

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Follow-up and Monitoring

Promoting gender equality remains a priority for Mota-Engil, based on a tracking and monitoring model that fosters the involvement of various stakeholders and ensures the continuous progress of the initiatives defined in this area.

In line with the Group's Governance Model, this approach allows for a clear assignment of responsibilities and regular tracking of results, promoting consistent action aligned with the strategic commitments made. Collaboration among the various stakeholders remains essential to consolidate the progress made and drive sustained progress on gender equality throughout the new strategic cycle.

Executive Committee	Oversee the implementation of the Gender Equality Plan by monitoring progress toward the established goals and promoting their integration into Mota-Engil's strategic priorities.
Nominating Committee	Ensure the ongoing monitoring of the Gender Equality Plan by periodically evaluating the defined indicators and promoting actions that contribute to the fulfillment of the Group's objectives and commitments in this area.
Chairman and CEO of Mota-Engil	Strengthen Mota-Engil's commitment to gender equality through strategic monitoring of the initiatives implemented, promoting alignment, mobilization, and accountability among the various stakeholders.
Corporate Center for People Strategy	Implement and monitor the Gender Equality Plan, promoting initiatives aligned with the Group's strategic priorities and contributing to the fulfillment of the commitments and objectives established regarding gender equality.
Working Group on Equality	Monitor Mota-Engil's progress in the area of gender equality, identifying opportunities for improvement and helping to strengthen initiatives that promote sustained progress in line with the Group's commitments.

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Carla Ribeiro

EGF | Director of Investment Execution



Over the course of more than **30 years at the Mota-Engil Group**, I had the opportunity to take on a wide variety of challenges, but one of the most memorable was the creation of EGF's Asset Management Division. It was an ambitious mission: to prepare and coordinate investments and harmonize processes within an integrated framework for 11 very distinct companies.

During the first year, I shouldered all the department's responsibilities on my own, balancing planning, reporting, and coordination with the concessionaires in a highly complex environment. More than the technical challenges, what made the difference was my close relationship with the teams on the ground. Through countless meetings and work visits, we built a foundation of trust that allowed us to overcome obstacles, align objectives, and find solutions to complex problems.

As the team grew, we were able to consolidate this work. **The subsequent evolution of the leadership structure into three autonomous divisions confirmed the strategic importance of the role and the foundations we had built.**

Competence is essential, but perseverance and the ability to work with people are what make the greatest transformations possible.

To all women facing demanding challenges, I offer this advice: **don't be afraid to take on responsibilities that seem bigger than you.** That is often where we discover our true strength.

A woman wearing a brown hard hat, safety glasses, and a green safety vest over a white shirt with a red and black floral pattern stands with her arms crossed. She is smiling and looking upwards. The background is a large industrial building under construction, with a complex network of steel beams and a glass roof. A blue overlay with white wavy lines covers the right side of the image. The text 'Final NOTES' is in the bottom left, and a large number '6' is in the bottom right.

Final
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Conclusion

The implementation of the Gender Equality Plan will continue to be systematically tracked by the Group's various companies, ensuring regular monitoring of the measures defined, evaluation of the progress made, and identification of opportunities for improvement.

In this context, Mota-Engil will promote periodic tracking of the established indicators, as well as the sharing of best practices across regions and business units, seeking to integrate the principles of gender equality into key human resources management processes. This approach will ensure consistent implementation of the Plan and a tailored response to the challenges identified throughout its development.

At the same time, the Group will continue to invest in initiatives to raise awareness, build capacity, and engage employees, reinforcing the importance of a company-wide commitment to equality and the creation of work environments where everyone can realize their potential. Promoting a culture based on respect, collaboration, and the celebration of diversity will be essential to achieving the defined objectives.

Gender equality is also integrated into Mota-Engil's sustainability and social responsibility commitments, reflecting the belief that diverse teams and inclusive environments contribute to organizations that are more innovative, resilient, and better prepared for future challenges. In this regard, the Group will continue to promote practices that foster a more balanced participation of women and men and help identify and reduce any barriers to professional development.

As a leading employer and a driver of development in the communities where it operates, Mota-Engil thus reaffirms its commitment to responsible management and to creating more inclusive, equitable, and sustainable work environments. Through the ongoing implementation of this Plan, the Group aims to generate value for its people, its businesses, and society, recognizing diversity as a key driver of progress, innovation, and sustainable development.

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Annexes

1. Percentage of employees, by employee category and age

Percentage of employees by employee category and age		2025		
		< 30	30 to 50	> 50
E&C Europe	Technical Direction and Management	0%	13%	88%
	Specialization and Coordination	0%	36%	64%
	Supervision and Techniques	1%	46%	53%
	Operational and Support	13%	44%	42%
E&C Africa	Technical Direction and Management	0%	42%	58%
	Specialization and Coordination	1%	55%	44%
	Supervision and Techniques	7%	63%	30%
	Operational and Support	21%	68%	10%
E&C LATAM	Technical Direction and Management	0%	55%	45%
	Specialization and Coordination	1%	63%	37%
	Supervision and Techniques	4%	82%	14%
	Operational and Support	21%	62%	17%
Environment & Energy	Technical Direction and Management	0%	36%	64%
	Specialization and Coordination	1%	61%	38%
	Supervision and Techniques	6%	59%	35%
	Operational and Support	14%	60%	26%
Capital	Technical Direction and Management	0%	44%	56%
	Specialization and Coordination	5%	70%	26%
	Supervision and Techniques	7%	64%	29%
	Operational and Support	15%	52%	33%
MEXT	Technical Direction and Management	0%	71%	29%
	Specialization and Coordination	0%	96%	4%
	Supervision and Techniques	11%	67%	22%
	Operational and Support	30%	57%	13%
Holding	Technical Direction and Management	0%	51%	49%
	Specialization and Coordination	1%	69%	30%
	Supervision and Techniques	13%	58%	29%
	Operational and Support	42%	36%	22%
Mota-Engil Group	Technical Direction and Management	0%	41%	59%
	Specialization and Coordination	1%	58%	41%
	Supervision and Techniques	6%	68%	27%
	Operational and Support	19%	63%	18%

Note: The data refer to the number of employees existing as of December 31st.
Includes Executive Directors and remunerated Directors.

2. Average annual training hours per employee

Training by Employee Category and Gender			2025	
			No. of training hours	Average training hours
E&C Europe	Technical Direction and Management	Men	868	26,3
		Women	73	24,2
		Total	941	26,1
	Specialization and Coordination	Men	4 026	27,4
		Women	1 476	41,0
		Total	5 503	30,1
	Supervision and Techniques	Men	12 442	27,1
		Women	5 431	36,2
		Total	17 872	29,3
	Operational and Support	Men	19 200	12,1
		Women	1 320	12,1
		Total	20 520	12,5
	Total	Men	36 536	16,4
		Women	8 299	33,3
		Total	44 835	18,1
E&C Africa	Technical Direction and Management	Men	1 614	24,8
		Women	191	23,8
		Total	1 804	24,7
	Specialization and Coordination	Men	7 006	15,9
		Women	2 092	16,2
		Total	9 098	16,0
	Supervision and Techniques	Men	31 664	12,6
		Women	7 096	14,4
		Total	38 759	12,9
	Operational and Support	Men	175 839	16,1
		Women	9 740	8,0
		Total	185 579	15,3
	Total	Men	216 123	15,5
		Women	19 118	10,4
		Total	235 240	14,9
E&C Latam	Technical Direction and Management	Men	1 092	34,1
		Women	153	30,6
		Total	1 245	33,6
	Specialization and Coordination	Men	6 670	12,6
		Women	2 536	16,6
		Total	9 206	13,5
	Supervision and Techniques	Men	31 507	12,5
		Women	13 027	14,0
		Total	44 534	12,9
	Operational and Support	Men	487 757	41,9
		Women	48 509	28,9
		Total	536 266	40,3
	Total	Men	527 025	35,8
		Women	64 226	23,2
		Total	591 251	33,8
Environment & Energy	Technical Direction and Management	Men	1 097	28,9
		Women	448	37,4
		Total	1 545	30,9
	Specialization and Coordination	Men	3 943	31,1
		Women	2 696	35,9
		Total	6 639	32,9
	Supervision and Techniques	Men	15 871	43,6
		Women	11 930	42,3
		Total	27 801	43,0
	Operational and Support	Men	952 986	32,2
		Women	85 923	40,9
		Total	1 038 909	32,8
	Total	Men	973 897	32,4
		Women	100 998	40,9
		Total	1 074 895	33,0

Training by Employee Category and Gender			2025	
			No. of training hours	Average training hours
Capital	Technical Direction and Management	Men	703	43,9
		Women	0	0,0
		Total	703	43,9
	Specialization and Coordination	Men	1 667	27,3
		Women	676	25,0
		Total	2 342	26,6
	Supervision and Techniques	Men	3 658	20,0
		Women	3 714	43,2
		Total	7 371	27,4
	Operational and Support	Men	12 977	12,4
		Women	1 157	1,3
		Total	14 134	7,4
	Total	Men	19 004	14,6
		Women	5 546	5,7
		Total	24 550	10,8
MEXT	Technical Direction and Management	Men	109	3,8
		Women	13	4,3
		Total	122	3,8
	Specialization and Coordination	Men	257	15,1
		Women	169	13,0
		Total	426	14,2
	Supervision and Techniques	Men	300	25,0
		Women	490	21,3
		Total	790	22,6
	Operational and Support	Men	52	4,3
		Women	133	13,3
		Total	184	8,4
	Total	Men	717	10,2
		Women	805	16,4
		Total	1 521	12,8
Holding	Technical Direction and Management	Men	1 020	56,6
		Women	259	64,8
		Total	1 279	58,1
	Specialization and Coordination	Men	2 710	53,1
		Women	1 493	28,2
		Total	4 202	40,4
	Supervision and Techniques	Men	2 697	28,1
		Women	3 707	28,5
		Total	6 403	28,3
	Operational and Support	Men	338	15,3
		Women	755	18,9
		Total	1 093	17,6
	Total	Men	6 763	36,2
		Women	6 213	27,4
		Total	12 976	31,3
Mota-Engil Group	Technical Direction and Management	Men	6 501	28,1
		Women	1 137	32,5
		Total	7 638	28,7
	Specialization and Coordination	Men	26 278	19,1
		Women	11 137	22,9
		Total	37 415	20,1
	Supervision and Techniques	Men	98 138	15,9
		Women	45 394	21,7
		Total	143 531	17,4
	Operational and Support	Men	1 649 148	30,1
		Women	147 536	24,7
		Total	1 796 684	29,6
	Total	Men	1 780 065	28,5
		Women	205 204	23,9
		Total	1 985 268	27,9

Note: The data refer to the number of employees existing as of December 31st.
Includes Executive Directors and remunerated Directors.

3. Diversity in governance bodies and employees

Diversity in governance bodies and employees		2025	
		Men	Women
E&C Europe	Technical Direction and Management	91%	9%
	Specialization and Coordination	81%	19%
	Supervision and Techniques	77%	23%
	Operational and Support	93%	7%
E&C Africa	Technical Direction and Management	95%	5%
	Specialization and Coordination	81%	19%
	Supervision and Techniques	87%	13%
	Operational and Support	91%	9%
E&C LATAM	Technical Direction and Management	89%	11%
	Specialization and Coordination	79%	21%
	Supervision and Techniques	77%	23%
	Operational and Support	88%	12%
Environment & Energy	Technical Direction and Management	84%	16%
	Specialization and Coordination	60%	40%
	Supervision and Techniques	63%	37%
	Operational and Support	78%	22%
Capital	Technical Direction and Management	100%	0%
	Specialization and Coordination	71%	29%
	Supervision and Techniques	68%	32%
	Operational and Support	86%	14%
MEXT	Technical Direction and Management	57%	43%
	Specialization and Coordination	58%	42%
	Supervision and Techniques	56%	44%
	Operational and Support	73%	27%
Holding	Technical Direction and Management	73%	27%
	Specialization and Coordination	48%	52%
	Supervision and Techniques	40%	60%
	Operational and Support	45%	55%
Mota-Engil Group	Technical Direction and Management	87%	13%
	Specialization and Coordination	74%	26%
	Supervision and Techniques	77%	23%
	Operational and Support	87%	13%

4. Wage-to-pay ratio between women and men

Wage-to-pay ratio between women and men		2025
E&C Europe	Technical Direction and Management	1,49
	Specialization and Coordination	1,22
	Supervision and Techniques	1,06
	Operational and Support	0,85
E&C Africa	Technical Direction and Management	1,73
	Specialization and Coordination	1,27
	Supervision and Techniques	1,08
	Operational and Support	0,94
E&C LATAM	Technical Direction and Management	1,69
	Specialization and Coordination	1,06
	Supervision and Techniques	1,16
	Operational and Support	0,99
Environment & Energy	Technical Direction and Management	1,17
	Specialization and Coordination	0,93
	Supervision and Techniques	0,90
	Operational and Support	1,24
Capital	Technical Direction and Management	-
	Specialization and Coordination	1,14
	Supervision and Techniques	1,08
	Operational and Support	0,94
MEXT	Technical Direction and Management	1,01
	Specialization and Coordination	1,13
	Supervision and Techniques	0,61
	Operational and Support	0,32
Holding	Technical Direction and Management	1,67
	Specialization and Coordination	1,16
	Supervision and Techniques	1,02
	Operational and Support	0,99
Mota-Engil Group	Technical Direction and Management	1,30
	Specialization and Coordination	1,12
	Supervision and Techniques	1,02
	Operational and Support	0,96

Note: The data refer to the number of employees existing as of December 31st.
Includes Executive Directors and remunerated Directors.

5. Information about employees and other employees

Total number of employees by contract duration and by gender		2025
Permanent contract	Men	17 343
	Women	3 691
	Subtotal	21 034
Fixed-term contract	Men	26 440
	Women	3 521
	Subtotal	29 961
Interns	Men	0
	Women	0
	Subtotal	0
Total Collaborators		50 995

Note 1: Temporary employees were not included.

Note 2: The data refer to the number of employees existing as of December 31st.

Total number of employees per contract duration and per BU		2025
Permanent contract	E&C Europe	1 691
	E&C Africa	5 134
	E&C Latin America	3 686
	Environment	9 211
	Capital	910
	MEXT	40
	Holding	362
	Subtotal	21 034
Fixed-term contract	E&C Europe	668
	E&C Africa	18 023
	E&C Latin America	6 755
	Environment	3 751
	Capital	519
	MEXT	183
	Holding	62
	Subtotal	29 961
Interns	E&C Europe	-
	E&C Africa	-
	E&C Latin America	-
	Environment	-
	Capital	-
	MEXT	-
	Holding	-
	Subtotal	-
Total Collaborators		50 995

Note 1: Temporary employees were not included.

Note 2: The data refer to the number of employees existing as of December 31st.

6. Diversity in governance bodies and employees

Percentage of employees by employee category and age		2025		
		< 30	30 to 50	> 50
E&C Europe	Technical Direction and Management	0%	13%	88%
	Specialization and Coordination	0%	36%	64%
	Supervision and Techniques	1%	46%	53%
	Operational and Support	13%	44%	42%
E&C Africa	Technical Direction and Management	0%	42%	58%
	Specialization and Coordination	1%	55%	44%
	Supervision and Techniques	7%	63%	30%
	Operational and Support	21%	68%	10%
E&C LATAM	Technical Direction and Management	0%	55%	45%
	Specialization and Coordination	1%	63%	37%
	Supervision and Techniques	4%	82%	14%
	Operational and Support	21%	62%	17%
Environment & Energy	Technical Direction and Management	0%	36%	64%
	Specialization and Coordination	1%	61%	38%
	Supervision and Techniques	6%	59%	35%
	Operational and Support	14%	60%	26%
Capital	Technical Direction and Management	0%	44%	56%
	Specialization and Coordination	5%	70%	26%
	Supervision and Techniques	7%	64%	29%
	Operational and Support	15%	52%	33%
MEXT	Technical Direction and Management	0%	71%	29%
	Specialization and Coordination	0%	96%	4%
	Supervision and Techniques	11%	67%	22%
	Operational and Support	30%	57%	13%
Holding	Technical Direction and Management	0%	51%	49%
	Specialization and Coordination	1%	69%	30%
	Supervision and Techniques	13%	58%	29%
	Operational and Support	42%	36%	22%
Mota-Engil Group	Technical Direction and Management	0%	41%	59%
	Specialization and Coordination	1%	58%	41%
	Supervision and Techniques	6%	68%	27%
	Operational and Support	19%	63%	18%

Percentage of employees by category Functional and seniority (years)		2025			
		< 3	3 to 10	11 to 20	> 20
E&C Europe	Technical Direction and Management	3%	0%	13%	84%
	Specialization and Coordination	5%	11%	20%	64%
	Supervision and Techniques	13%	22%	17%	48%
	Operational and Support	42%	23%	11%	23%
E&C Africa	Technical Direction and Management	12%	27%	27%	34%
	Specialization and Coordination	32%	35%	17%	16%
	Supervision and Techniques	55%	29%	7%	9%
	Operational and Support	76%	20%	3%	2%
E&C LATAM	Technical Direction and Management	16%	30%	39%	16%
	Specialization and Coordination	40%	39%	15%	6%
	Supervision and Techniques	48%	43%	9%	1%
	Operational and Support	73%	23%	3%	0%
Environment & Energy	Technical Direction and Management	39%	16%	13%	33%
	Specialization and Coordination	19%	25%	18%	38%
	Supervision and Techniques	26%	21%	22%	31%
	Operational and Support	45%	44%	6%	5%
Capital	Technical Direction and Management	11%	22%	22%	44%
	Specialization and Coordination	36%	24%	23%	16%
	Supervision and Techniques	25%	47%	17%	11%
	Operational and Support	57%	27%	11%	4%
MEXT	Technical Direction and Management	14%	29%	43%	14%
	Specialization and Coordination	50%	42%	8%	0%
	Supervision and Techniques	33%	33%	11%	22%
	Operational and Support	92%	6%	0%	2%
Holding	Technical Direction and Management	29%	25%	18%	28%
	Specialization and Coordination	6%	31%	23%	39%
	Supervision and Techniques	18%	28%	28%	26%
	Operational and Support	56%	18%	5%	21%
Mota-Engil Group	Technical Direction and Management	19%	21%	23%	36%
	Specialization and Coordination	27%	30%	18%	25%
	Supervision and Techniques	42%	33%	11%	13%
	Operational and Support	65%	27%	4%	3%

Note: The data refer to the number of employees existing as of December 31st.
Includes Executive Directors and remunerated Directors.

6. Diversity in governance bodies and employees

Percentage of employees by functional category and qualifications		2025		
		Basic	Secondary	Superior
E&C Europe	Technical Direction and Management	0%	0%	100%
	Specialization and Coordination	11%	9%	81%
	Supervision and Techniques	14%	29%	57%
	Operational and Support	62%	29%	9%
E&C Africa	Technical Direction and Management	0%	2%	98%
	Specialization and Coordination	8%	14%	78%
	Supervision and Techniques	18%	41%	41%
	Operational and Support	50%	38%	12%
E&C LATAM	Technical Direction and Management	0%	0%	100%
	Specialization and Coordination	3%	6%	91%
	Supervision and Techniques	2%	10%	88%
	Operational and Support	24%	60%	17%
Environment & Energy	Technical Direction and Management	6%	2%	92%
	Specialization and Coordination	1%	8%	91%
	Supervision and Techniques	11%	20%	69%
	Operational and Support	69%	25%	5%
Capital	Technical Direction and Management	0%	0%	100%
	Specialization and Coordination	2%	3%	94%
	Supervision and Techniques	9%	15%	76%
	Operational and Support	52%	34%	14%
MEXT	Technical Direction and Management	0%	0%	100%
	Specialization and Coordination	4%	4%	92%
	Supervision and Techniques	0%	22%	78%
	Operational and Support	65%	18%	17%
Holding	Technical Direction and Management	0%	0%	100%
	Specialization and Coordination	1%	14%	85%
	Supervision and Techniques	4%	25%	71%
	Operational and Support	13%	30%	57%
Mota-Engil Group	Technical Direction and Management	2%	1%	98%
	Specialization and Coordination	5%	9%	86%
	Supervision and Techniques	10%	25%	65%
	Operational and Support	51%	38%	11%

Note: The data refer to the number of employees existing as of December 31st.
Includes Executive Directors and remunerated Directors.