

**GENDER
EQUALITY
PLAN**
2026

Living the Purpose

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MOTAENGIL
A World of Inspiration



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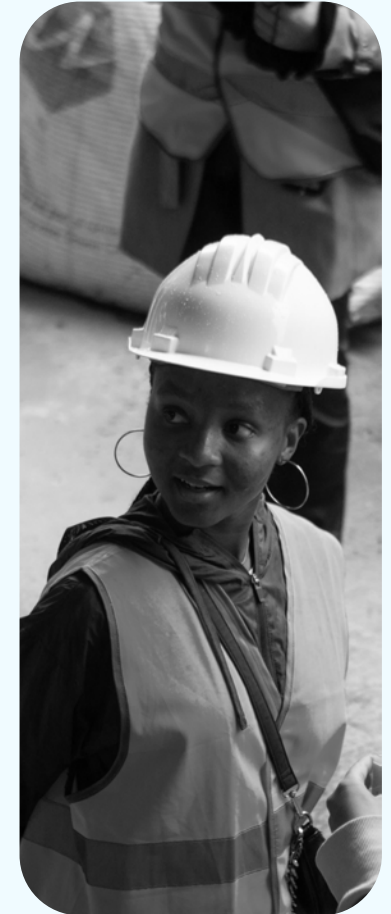


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Carlos Mota Santos

Chairman of the Board of
Directors and Chief
Executive Officer



MESSAGE from the Chairman

OF THE BOARD OF DIRECTORS

“

We continue to move forward with determination to build an organization where equality is not just a commitment, but a reality lived every day.

We want each person to feel an integral part of this path, with fair opportunities to grow, contribute, and lead.

We believe that diversity is the force that drives innovation, strengthens our teams, and broadens our vision to meet the challenges of the future.

”

MOTAENGIL

What
MOVE US

1

Our Commitment

Committed to our impact on the Sustainable Development Goals (SDGs) and dedicated to perpetuating the legacy of our **founder**, Manuel António da Mota, with **an eye on the future**, Mota-Engil revisited its purpose and the Building 26 strategic plan.

From this exercise, multiple commitments were reinforced, among which we highlight the responsibility to promote an attractive ecosystem for our People, based on **diversity**, **equality**, and **respect** for differences.

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



Strategic Plan Building 26

As Mota-Engil is a global company focused on delivering value to its stakeholders in a sustainable manner, it revisited its "Building 26" Strategic Plan in August 2023, adjusting it to align with its purpose: **"Our legacy inspires and commits us to build a better world."**

To achieve superior performance and strengthen the business portfolio, Building 26 presents **5 strategic axes**, one of which, sustainability, with its objectives and goals:

Specifically in terms of sustainability, and aware of the decisive role that Mota-Engil has in contributing to the SDG, the Group has incorporated and reinforced – in its 2026 Strategic Plan – the following strategic goals:

“

Make sustainability a top priority by committing to the targets of the Sustainable Development Goals and increasing the visibility of efforts

	75%	Local talent in management positions	2026
	50%	Reduction in the incidence rate with lost time vs 2020	2026
	40%	Reduction of GHG emissions (Scope 1, 2, and 3) vs 2021	2030
	100%	Global Certification (ISO 9001, 14001, 45001)	2026
	30%	Women recruited or promoted to manager vs 2021	2026
	25M€	Cumulative investment in innovation (2022–2026) vs 2020	2026
	80 %	Valorised waste (%)	2030
	10%	Entities measuring the impact of CSR based on the SDGs	2026



Reach 30% of women recruited/promoted to management positions by 2026, putting "Gender Equality" at the focus of its action.



Reach 75% of local staff in management positions by 2026.

Strategic Plan Building 26

Timeline 2022 - 2026

STRATEGIC PLAN

Organisational Culture

VALUES

- Ambition**
- Integrity**
- Cohesion**
- Group spirit**

STRATEGIC AXIS

Debt Optimisation and Diversification Improving financial sustainability and aligning the levels of indebtedness with business profiles.

A sharp growth in Environment, Concession of infrastructures and Industrial Services Increased relevance of long-term cash generating businesses with an accelerated growth in international markets.

A greater focus on the Profitability of Engineering & Construction A greater concentration of resources in the core markets (larger scale) in order to achieve higher levels or profitability.

Efficiency Programme as at the level of the Group Reinforcement of synergies and efficiencies boosted by global operational platforms.

A new course in Sustainability and Innovation Intensification of sustainability and innovation in all businesses.

Internal and external context

NEW CYCLE

Two strategic shareholders Mota family and CCCC as the driving forces behind the new cycle.

Risks and opportunities Global trends with an impact on society demands (climate change, urbanisation, population growth) and economic recovery plans.

Necessidades e Expetativas de Criação de Valor

STAKEHOLDERS

- | | |
|---------------------|---------------------------------------|
| Shareholders | Financial Sector |
| Clients | Regulators and Public Bodies |
| Employees | Society and future generations |
| Suppliers | Environment |
| Partners | Other stakeholder groups |

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 simultaneously explained in the Constitution of the Portuguese Republic, namely in Article 9(h), constituting a legal obligation, rather than a simple way of being in society.

In turn, in 2012, the Resolution of the Council of Ministers No. 19/2012 of 8 March strengthened this right, stipulating the obligation to adopt a plan for equality in all entities of the State business sector, with a view to achieving equal treatment and opportunities between women and men, eliminating discrimination, and facilitating work, family, and personal life balance.

Subsequently, and increasing its extension, companies listed on the Stock Exchange were, in a second phase, covered by this obligation, through Law No. 62/2017 of 1 August, which approved the regime of equal representation between women and men in the management and supervisory bodies of public sector entities and companies listed on the Stock Exchange, defining the obligation to draw up and post annual plans for gender equality.

In this sense, and in commitment to its implementation, monitoring, and updating, the Mota-Engil Group has prepared the **Gender Equality Plan 2026**, applicable to both its employees and members of its governing bodies, pursuant to the provisions of Article 7 of Law No. 62/2017.

Aware of the multicultural universe and the socio-economic differences where we are present, the Mota-Engil Group has been at the forefront, complying with and enforcing human rights emanating from national and international laws, based on the Universal Declaration of Human Rights.

A diverse group of young people, including students and professionals, are clapping enthusiastically on a stage. They are dressed in casual to semi-formal attire. In the background, a large screen displays the word "Pursue" in a large, stylized font, with various portraits of people integrated into the letters. The scene is lit with warm stage lights, creating a celebratory atmosphere.

The path that
WE BUILT

2



State-of-the-art assessment

We summarize below the instruments adopted in the evaluation and monitoring of the evolution that has occurred in the strengthening and promotion of gender equality in the Group:

Instruments	What is it, what is it for?	Source
1 CITE Guide and its guidelines for the preparation of equality plans	Support guide provided by CITE for identifying guidelines for the preparation of equality plans	External
2 CITE Self-Diagnostic Questionnaire*	Questionnaire structured by CITE to assess the company's gender equality practices	External
3 CITE Index *	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 of the approach adopted by the company	External
5 Gender Equality Action Plan *	Tool for systematizing measures and proposals for action to promote gender equality	External/Internal
6 Roadmap of actions for the Climate Survey 2024	Roadmap developed with corporate and local actions, which contributes to improving satisfaction within the scope of the Organizational Climate Survey – MotivE, launched in 2024	Internal
7 Corporate Human Resources Reporting	A tool for monitoring the evolution of Mota-Engil employees in a set of dimensions, such as gender, nationality, contractual status, age group, salary rates, careers, and others	Internal

The diagnosis, based on this myriad of instruments, aimed to **assess dimensions such as the company's strategy and commitment to equality, human resources, articulation/reconciliation of professional, family and personal life, respect for dignity and integrity, dialogue, communication and external relations, equal access to employment, equality in working conditions, equal pay, protection in parenthood, initial and continuous training, prevention of harassment at work.**

* Instruments submitted directly on the platform provided by CITE

Indicators of diversity in the Group

We present a summarized view of the instruments and indicators developed within the scope of the diagnosis carried out to evaluate Mota-Engil's practices regarding gender equality between women and men, which are an integrated part of the Equality Plan:



How we are evolving *p. 12*

Summary of indicators relating to:

- Headcount
- Gender
- Age group
- Qualifications
- Seniority
- Nationalities
- Employment
- Mobilization Status



Diversity and equality indicators *Attachments*

Detail of indicators related to:

- Gender
- Functional category
- Qualifications
- Age group
- Employment
- Training
- Remuneration
- Location



CITE Self-Diagnosis *Submitted on the online platform*

Evaluation of indicators related to:

- Equal access to employment
- Equality in working conditions
- Equal pay
- Protection in parenthood
- Reconciling work with family and personal life



CITE Index *Submitted on the online platform*

Evaluation of indicators related to:

- The Organization's Commitment to Equality between Women and Men
- Human resources
- Reconciliation between professional, family, and personal life
- Respect for the dignity and integrity of workers
- Dialogue, communication, and external relations

Indicators of diversity in the Group

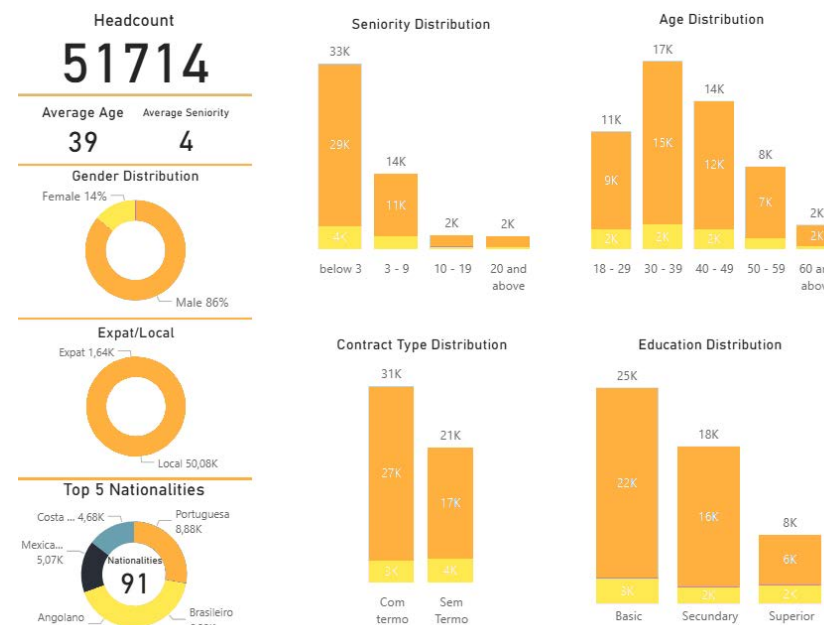
Diversity and equality play a central role in Mota-Engil's purpose and strategy. Accordingly, throughout 2025, actions were both implemented and reviewed to underscore their critical importance.

In the "Building 26" Strategic Plan, measures have been added and strengthened to promote the incorporation of local employees in key positions and increase the number of women in management positions.

The Gender Equality Plan seeks to promote positive practices that combat gender discrimination and inequality, foster an inclusive organisational culture, and recognise the value of contributions from both women and men - personally and professionally - while reinforcing equality as a driver of competitiveness.

Operating within sectors traditionally regarded as male-dominated, based on the guidelines shared by CITE (Commission for Equality in Labour and Employment), Mota-Engil discussed and identified the measures it considers priorities for the year 2026, culminating in the preparation of the 2026 Gender Equality Plan.

This document is based on a diagnosis conducted by the Group's Corporate HR Strategy, whose findings informed the measures outlined in the plan.





Achievements that make us
PROUD

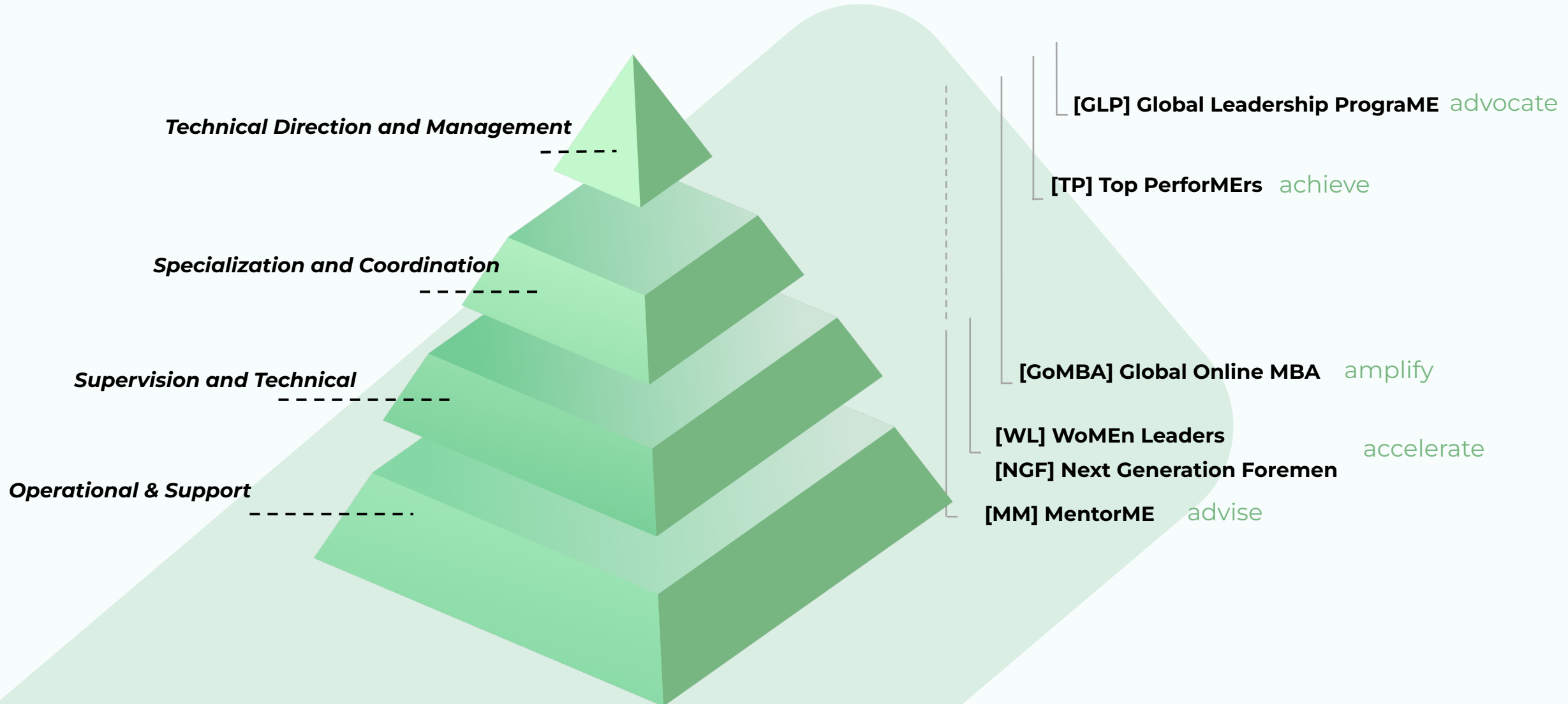
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Overview of the path taken

	Dimensions	Nº of measures	Status	Actions implemented/in progress
1	Company strategy, mission and values	5		<ul style="list-style-type: none">Dissemination of the Plan for Gender EqualityImplementation and monitoring of the Gender Equality PlanImplementation and monitoring of the Diversity, Equity and Inclusion Plan
2	Equal access to employment	2		<ul style="list-style-type: none">Consolidation of the Global HR Policy, reinforcing processes, aiming at respect for gender equality and non-discriminationStrengthening of the procedure to ensure that, during the trial period, the company respects the period of effective performance of the contract
3	Initial and continuing training	5		<ul style="list-style-type: none">Continuity of the WoMEn Leaders program, covering a universe of 70 high-potential womenLaunch of an e-learning module dedicated to Diversity, Equity and Inclusion, accessible to all Group employees
4	Equality in working conditions	4		<ul style="list-style-type: none">Implementation of a validation system to ensure fairness in the attribution of performance appraisalStrengthening the performance appraisal model, ensuring its transparencyConsolidation of a career model, based on objective criteria and free of biasesDefinition of processes and tools for monitoring the wage gap, for decision support, aiming at convergence
5	Protection in parenthood	8		<ul style="list-style-type: none">Implementation and allocation of a training module on equality between women and menLaunch of the WelcoME Back program, through the implementation of inclusive spaces at the Group's headquartersImplementation of internal procedures to dissuade discrimination measuresReinforcement of benefits applicable to women, in support of parenting
6	Work-life balance with family and personal life	3		<ul style="list-style-type: none">Strengthening mechanisms to facilitate the reconciliation of family and personal lifePromotion of an awareness program, through training alluding to equalityConsolidation of the teleworking policy
7	Prevention of harassment at work	2		<ul style="list-style-type: none">Conducting awareness-raising actions on the practice of harassment at workImplementation of preventive and deterrent measures against the practice of sexual harassment and/or discrimination

Our Growth Learning Ecosystem

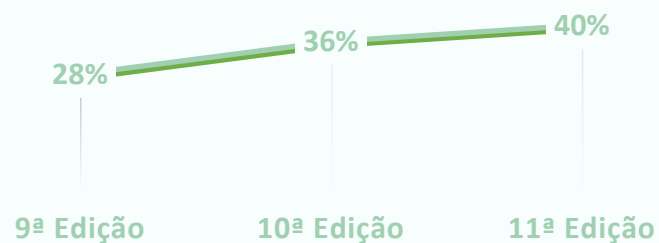


StartME

Beginning of a high-potential journey

StartME is the Group's corporate trainee Program, designed to integrate **high-potential young graduates**, **rejuvenate the organisation**, and prepare **future generations of leaders**.

Evolution of high-potential women hired at StartME:



At Mota-Engil, my difference is not seen as a limitation, but as something that adds value to the teams, bringing new ideas and perspectives. Here, all voices are heard and respected, allowing me to feel accepted and confident to contribute every day.

Rita Balbino, Mota-Engil SGPS



MentorME

Mutual Growth

MentorME, **the Group's first mentoring program**, was launched in 2024. Aimed at enhancing talent and strengthening the organizational culture, MentorME connects experienced employees (Mentors) with young people or newcomers to the Group (Mentees), accelerating their professional growth and their commitment to the Group.

By **promoting the sharing of knowledge** between different geographies and hierarchical levels, MentorME strengthens the sense of belonging and creates an internal support network that contributes to the retention of talent in the Mota-Engil Group.

Equity



* Equal participation of women and men

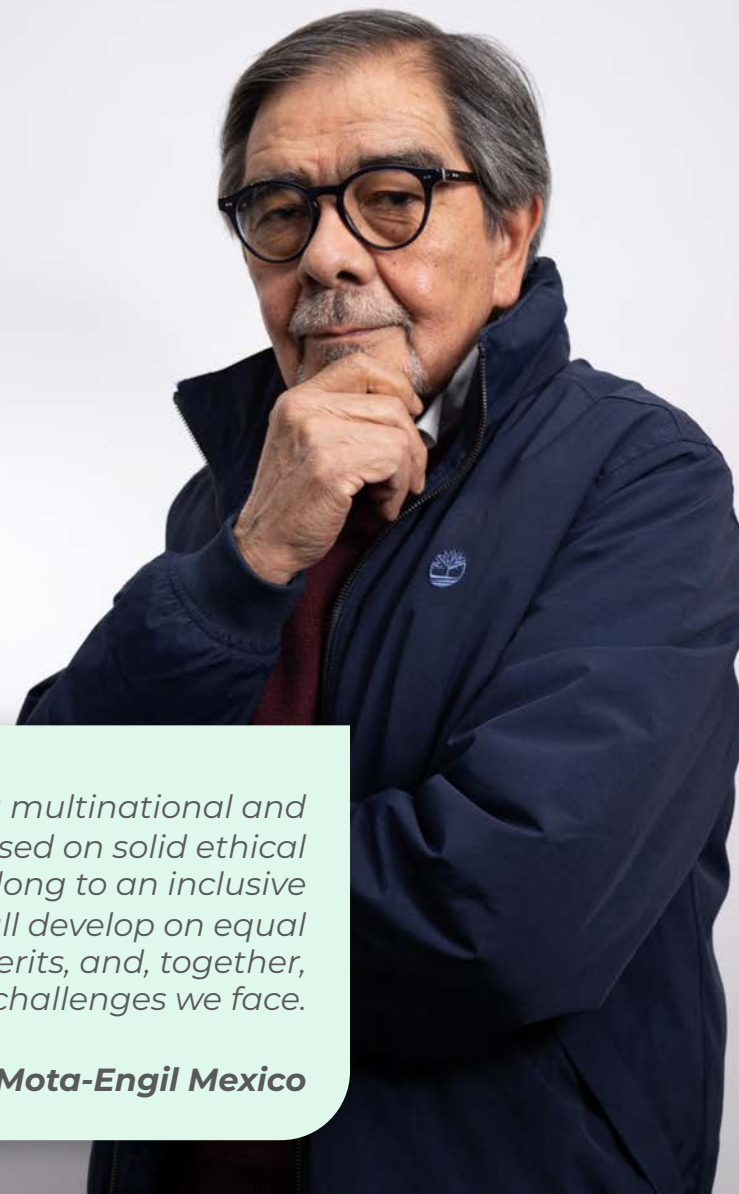
Diversity

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Nationalities represented

After 11 years at Mota-Engil, a multinational and multicultural company based on solid ethical principles, I am proud to belong to an inclusive community where we can all develop on equal terms, grow according to our merits, and, together, overcome the challenges we face.

Joaquín Casanova, Mota-Engil Mexico

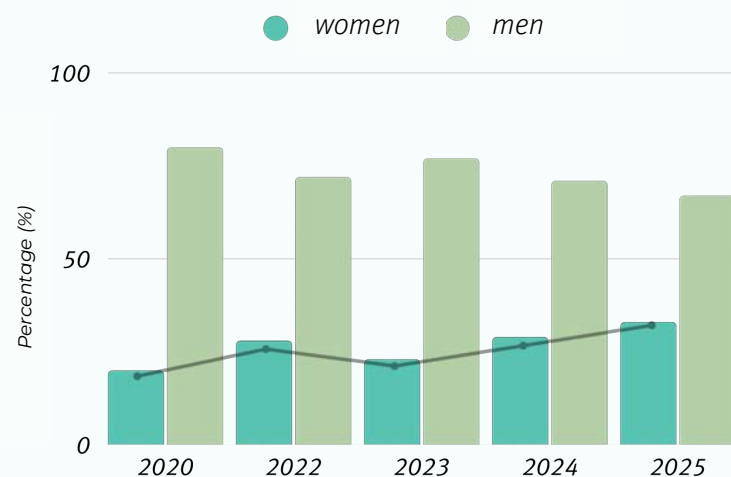


Global Online MBA

Lead, Innovate, Transform

The company continues to encourage participation in the **Global Online MBA**, now in its **sixth edition**. This fully online international Program supports the development of leadership skills in a flexible format tailored to working professionals, fostering the continuous growth and recognition of internal talent.

Evolution of gender parity in Global MBA applications:



Gender equality at Mota-Engil means creating a space where strengths shine without limits, valuing substance above titles, and making daily choices that open doors. It is a privilege and a responsibility to build a culture where everyone thrives equally.

Catherine Njiru, Mota-Engil Kenya



WoMEn Leaders

Empowering today, leading tomorrow

WoMEn Leaders has established itself as a strategic program for accelerating female talent within Mota-Engil, having already trained **210 women** with demonstrated **leadership potential**. In partnership with Porto Business School, this course has been preparing female employees at technical levels to assume leadership and management roles, contributing directly to the goal of Building 26 and reinforcing the company's commitment to gender equality and sustainable development.



Impact of the program

210 women graduated (2023–2025)

Program satisfaction: 4.72 [scale: 1-5]

Focus on technical levels with
leadership potential

38% of women have been promoted
since the beginning of the program



Engineers for a Day

Curiosity meets engineering

In May 2025, Mota-Engil took part in the “Engineers for a Day” initiative in Lisbon, reaffirming **its commitment to gender equality in STEM** – Science, Technology, Engineering, and Mathematics.

During practical sessions with lower and upper secondary students, our employees showcased the realities of engineering and actively challenged prevailing stereotypes.

It was a day of enthusiasm and inspiration to foster greater interest in the profession among young people and promote a more inclusive future.



Purpose of Our Participation

Promote young people's interest in STEM fields

Reinforcing **Mota-Engil's role as an agent of social change**

Tackling **gender stereotypes in engineering and technology**



What we did

Promotion of **practical engineering** and technology sessions

Direct involvement **of Mota-Engil employees**

Motive

Ensuring an excellent working environment

Launched in 2022, the MotivE project assesses employee satisfaction and engagement, identifying strengths and areas for improvement. In 2024, the second survey revealed progress across all dimensions, with **overall satisfaction reaching 78% – a six-point increase compared to 2022.**

Based on these results, a **global action plan** was defined, alongside **local plans** tailored to each company and market, all of which will remain in effect until 2026.



Great Place to Work

Mutual trust, shared success

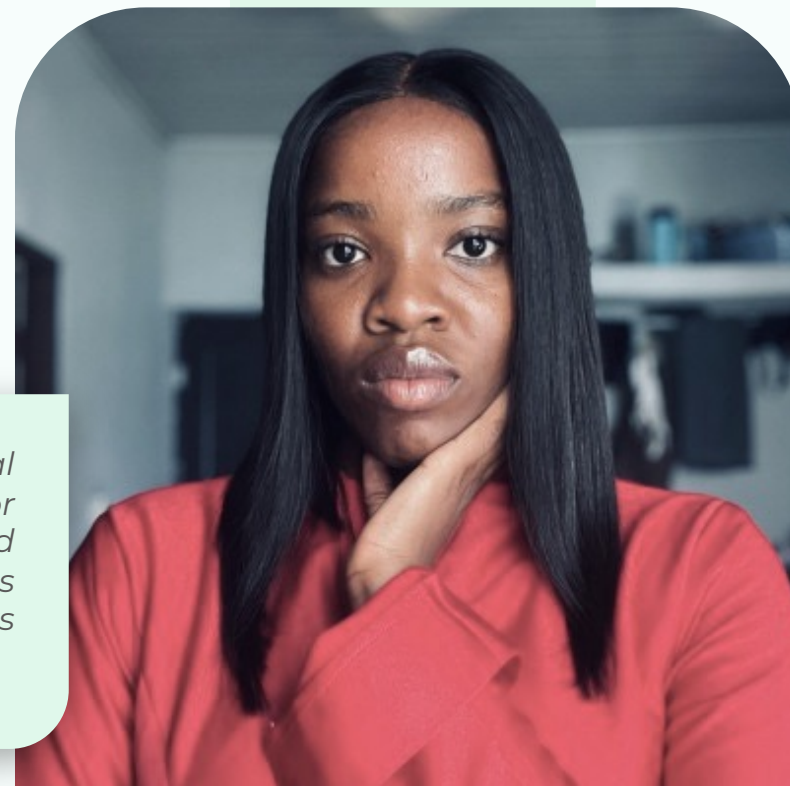
Following the MotivE project, Mota-Engil took part in the application process for **Great Place to Work (GPTW)** certification and was successfully recognised for the period 2025 – 2026, across three markets: Nigeria, Peru, and Portugal.

This achievement, only possible through the participation and contribution of our employees, reaffirms Mota-Engil as a **company of excellence to work for**. It represents not only the external recognition of the quality of our organizational environment but also reinforces **our commitment to promote a culture where everyone feels valued, motivated, and has equal development opportunities**.

This milestone represents a source of collective pride and serves as a driving force for our continued efforts to build an increasingly inclusive and inspiring workplace, day by day.

Equity at Mota-Engil means fairness, impartiality, and equal opportunities for everyone, regardless of age, gender, ethnicity, or race. Participating in the WoMEN Leaders Program strengthened my belief that, even in a predominantly male sector, Mota-Engil is committed to recognizing women as capable leaders

Chinelo Nwankwo, Mota-Engil Nigeria



A group of five construction professionals, three women and two men, are standing in a line on a modern, paved walkway. They are all wearing white hard hats and high-visibility green safety vests over their work clothes. The woman on the far left is wearing a dark jacket and jeans. The man next to her is wearing a plaid shirt and dark pants. The woman in the center is wearing a light-colored long-sleeved shirt and jeans. The man next to her is wearing a light-colored long-sleeved shirt and jeans. The man on the far right is wearing a dark long-sleeved shirt and jeans. They are all standing with their arms crossed or hands on their hips, looking towards the camera. In the background, there is a large, white, lattice-structured tower, possibly a telecommunications tower or a construction crane. To the left, there are some trees and a modern building with large windows. The sky is clear and blue. The overall scene suggests a professional and modern construction environment.

New PROGRAMS

Ambassador Program

Opening doors through real experiences

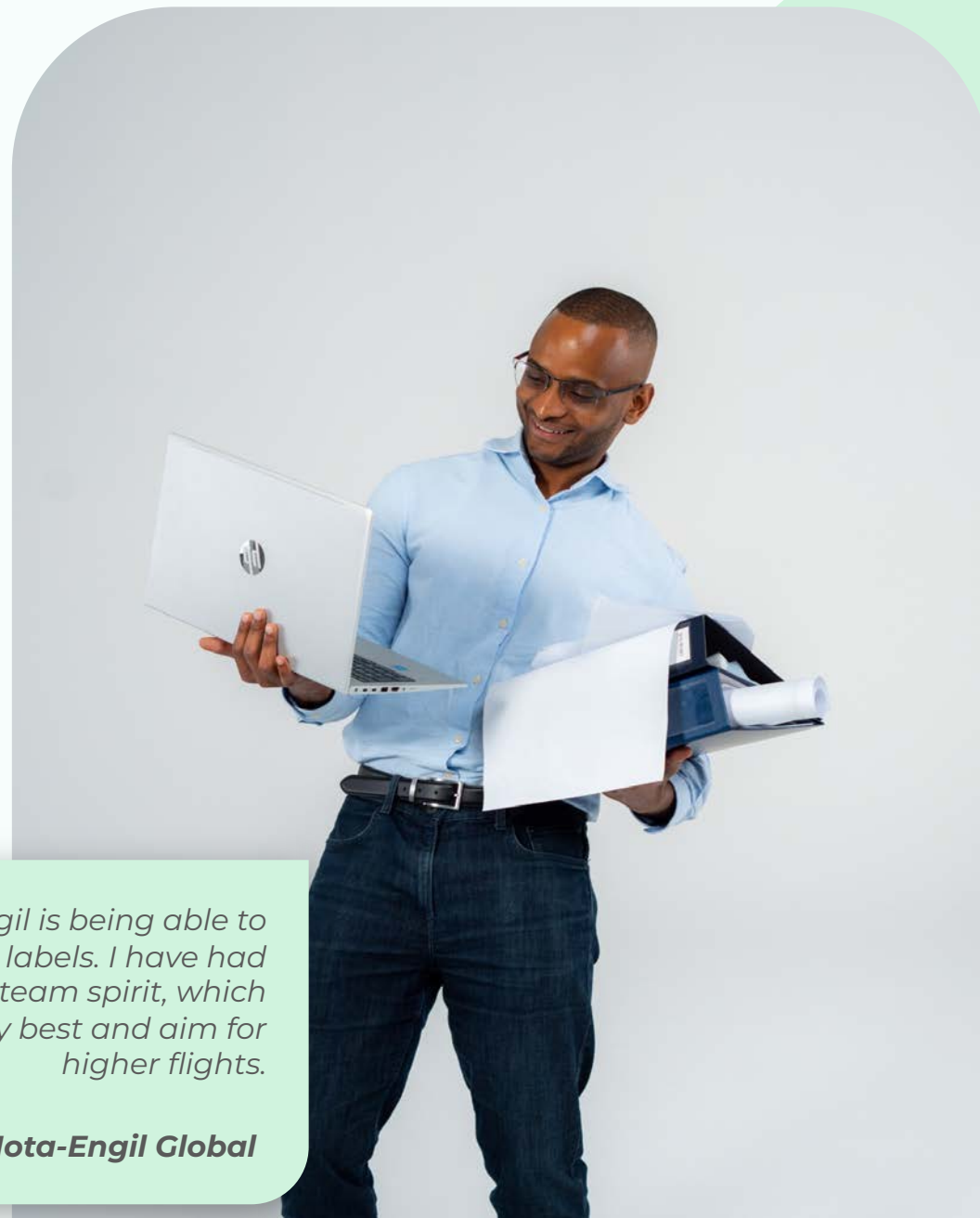
The Mota-Engil Ambassadors Program is a voluntary initiative that aims to **bring together our young talents from different external contexts**, promoting the sharing of experiences and perspectives.

In this context, we highlight the **diversity of the participants' paths**, which integrate **very different areas**, reflecting the **dynamism and plurality that characterize the Group**. The significant presence of young women in this program adds an especially enriching dimension, contributing to an inspiring representation for both the internal community and the external public.

Thus, our younger employees can represent the company in different initiatives, authentically conveying what it means to be part of Mota-Engil and reinforcing an inclusive and genuine image of our organisational culture.

For me, diversity at Mota-Engil is being able to grow and contribute without labels. I have had opportunities, support, and team spirit, which motivates me to give my best and aim for higher flights.

Yannakis Batalha, Mota-Engil Global



DEI Working Groups

1) BCSD | Generational and gender diversity

Aligned with its commitment to sustainable and inclusive growth, Mota-Engil joined the Diversity, Equity, and Inclusion (DEI) Working Group of BCSD Portugal in 2024, reinforcing its focus in 2025 on **Generational and Gender Diversity**.

This collaboration has enabled the company to align its internal practices with the highest standards of corporate sustainability, while promoting the exchange of experiences with other organisations and experts. It has also contributed to the **creation of fairer, more diverse, and welcoming work environments** for all generations and identities.



Goal 2025

Generational Diversity: intergenerational appreciation and combating ageism

Gender Diversity: promoting equity and combating stereotypes



Impact

Contributing to **more ethical** and **inclusive work environments**

Strengthening the organizational culture based on **respect, transparency, and trust**



DEI Working Groups

2) Mota-Engil | Gender equality

In recent years, several sessions have been held with the Equality Working Group, composed of representatives of the Group's different business units and geographies. This group is tasked with **evaluating, reflecting on, and advising on measures to promote gender equality.**

Mota-Engil remains committed to fostering a work environment where women and men have equal opportunities, free from structural and cultural barriers, and where gender equality is embedded across all organisational practices.



Strategic Collaboration

Gender diagnosis applied to the Mota-Engil universe

Collaborative reflection **on inclusive organizational practices**

Training **proposals** for **leaders** with a focus on equity

Cross-cutting commitment to **the elimination of bias and discrimination**



DEI Working Groups

3) Our Strategic Partners

At Mota-Engil, we believe that diversity, equity, and inclusion are fundamental pillars for a fairer and more innovative organizational culture.

The partnerships established with entities such as **Associação Salvador, APPC, and the Incorpora program of the Fundação La Caixa** reflect our commitment to promoting the inclusion of people with disabilities and in vulnerable situations, reinforcing the company's active role in building a more equitable society.



Strategic Partnerships

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

Incorpora program – Fundação La Caixa: Socio-professional integration of people in vulnerable situations

APPC – Associação do Porto de Paralisia Cerebral: Collaboration for the inclusion of people with cerebral palsy in the workplace



DuoDay

Learning from both sides

In 2025, Mota-Engil once again joined DuoDay, an initiative that **promotes the inclusion of people with disabilities in the labour market**. This edition was attended by several employees who, for three days, welcomed and accompanied the participants in their daily activities, providing them with a **real experience of integration into the professional environment**.

Through DuoDay, we not only raise **internal awareness** but also foster direct engagement with diverse realities, reinforcing **our commitment to building a more inclusive, accessible, and humane organisational culture**. This action is another concrete example of how we continue to invest in practices that value diversity and contribute to building more conscious and balanced teams.



WelcoME Back

Every return is a new opportunity

The WelcoME Back Program reflects Mota-Engil's commitment to promoting a culture of inclusion and respect for the diverse life stages of its employees.

Designed to support those who have been absent for personal or family reasons, this program promotes a more humane, welcoming, and conscious professional reintegration, valuing each return as an opportunity for mutual growth.



**Image of the 3D project to be implemented at Mota-Engil's headquarters*

Active listening | 2024

Conducting focus groups with female employees after maternity leave

Identification of expectations, difficulties and needs in reintegration

Concrete Actions | 2025

Diversity, Equity and Inclusion Training for all employees

Establishment of breastfeeding rooms at headquarters (ongoing)

Promoting more inclusive and welcoming spaces

DEI Training

Training for diversity

In 2025, Mota-Engil reinforced its commitment to continuous training and internal awareness through the launch of an e-learning **module dedicated to Diversity, Equity and Inclusion**, accessible to all employees of the Group. This initiative represents another step in promoting an open, respectful, and inclusive organizational culture, where each person is valued in their individuality.

Through this digital and interactive content, we aim not only to raise awareness but also to empower employees to identify and promote more inclusive practices in their daily professional routines. By investing in an accessible and flexible learning format, we reaffirm our commitment to embedding diversity as a strategic and cross-cutting value within the company's performance.



Our sectors, our challenges

Mota-Engil is a Group with a diversified business portfolio, operating in distinct business sectors, each with specific dynamics and demands.

Engineering and Construction	Environment	Industrial Engineering Services
Energy	Capital	MEXT

This diverse business portfolio also means there is a wide variety of employee profiles within the Group. This diversity presents significant challenges for inclusion, but it also offers **great potential** to create value for the Group by leveraging the diversity of Mota-Engil's human capital.

<< BACK CONTINUE >>

Compliance actions

Reinforced Commitment to Equality

Mota-Engil reaffirms its commitment to gender equality through the launch of the Gender Equality Plan, integrated in the sustainability axis of the Building 26 Program. In this context, the Compliance area has boosted the plan with awareness-raising, practical training, and capacity-building actions linked to the **Policy to Combat Harassment and Discrimination**.

A **set of initiatives** was developed to reinforce the organizational culture. The expected impact of these actions is to ensure that awareness-raising efforts lead to consistent **and sustainable practices**, contributing to the construction of increasingly **safe, inclusive work environments in line with the Group's values**.



Initiatives developed

On-the-job training: carried out with the HR Team in all locations, bringing the issues of equality and integrity closer to the teams' day-to-day activities

Activating and updating contacts: Counselors for Combating Harassment and Discrimination (HRCs), who act as ambassadors of the culture of respect and inclusion

Support Materials: creation of practical guides, FAQs with real scenarios and clarification sessions on the use of AppME for incident registration

Participation in the HR Forum

Combating Harassment and Discrimination

Reinforced Commitment to Equality

The Human Resources Forum held in July 2025 served as a key platform for presenting these initiatives, promoting alignment between compliance, HR, and operational leadership.

Through interactive quizzes, the sharing of good practices, and “on-the-job” learning sessions, participants were encouraged to reflect on their individual roles in shaping safe and inclusive work environments. The coordination between departments has been essential to ensure that awareness-raising efforts result in sustainable practices.

*With these actions, Mota-Engil reinforces its commitment to an organisational culture based on **integrity, respect, and equal opportunities**. The involvement of DHCs, the strengthening of the compliance team, and the provision of reporting channels, such as the Ethics Line and AppME for recording incidents, are fundamental pillars of this transformation.*

Sónia Torcato, Mota-Engil SGPS



Leader Acceleration Program

Sustainability in the Talent Plan

Within the scope of Building 26, Mota-Engil reaffirms its **commitment to diversity and valuing talent**, promoting the growth of women and local professionals in leadership positions.

Throughout this year, a set of **strategic workshops** was held with Top Management and the HR teams of the Group's main markets and companies, which resulted in a **roadmap** already being implemented, ensuring that employees with the greatest potential have the necessary conditions to grow and lead.

We are building tomorrow's leadership today. Together, we make it happen!



Main Session Goals

Prepare a new generation of leaders, with a focus on women and local talent

Define initiatives that accelerate skills and careers

Identify and **monitor** the talent with the greatest potential, ensuring continuous evaluation

Align staffing decisions with the Group's commitments and goals



Belonging to Mota-Engil means having the opportunity to grow professionally in a dynamic environment, contribute to high-impact projects, and integrate a true school for ambitious people with a desire to learn, as is my case.

Fernando Amorim, Mota-Engil Angola

Women in charge

Giving voice to change

Woice (Women in Charge) emerged as an innovative initiative within the Global Leadership PrograME, led by a multidisciplinary team of Mota-Engil top executives.

Its purpose is clear: to give a voice to women leaders in the field, to understand their motivations and expectations, and to identify barriers and opportunities for their development.

As part of this initiative, approximately **fifteen female leaders involved in operational projects** participated in a structured process that included a diagnostic survey and a series of focus group sessions. These activities examined key factors such as motivation, job satisfaction, and the challenges encountered.

The results were presented to the **CEO and the senior management**, reaffirming the organisation's commitment to fostering conditions that enhance the attractiveness of career paths for women, particularly in roles related to construction.

This initiative led to the development of a **concrete action plan**, which has since been integrated into both the People Plan and the Mota-Engil Group's Gender Equality Plan.



Inclusive reporting

Fairness and transparency

At Mota-Engil, we believe that **transparency is fundamental to building a fairer and more inclusive future**. Therefore, we have been investing in **innovative digital platforms and analytical processes** for monitoring and reporting, which enable us to track the development of our talent in real time and support more equitable decision-making.



Purpose of the Tools

Clear and detailed information on employee progress by gender, age, nationality, function, and other indicators

Continuous monitoring of market and business progress on strategic diversity, equity, and inclusion goals

Data-driven decisions, promoting fairness, competitiveness, and pay transparency



Featured projects

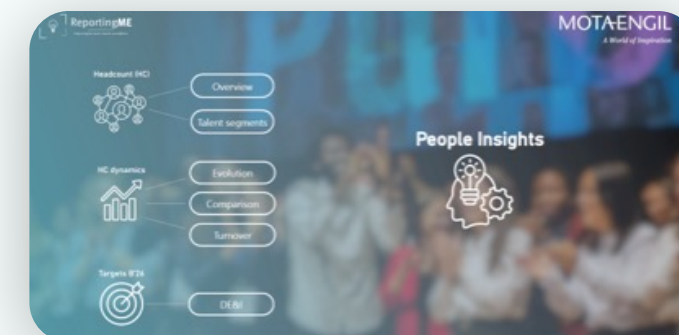
People GPS: global view of headcount by market, business, country, and contract type

People Insights: gender indicators and headcount evolution, aligned with DEI goals

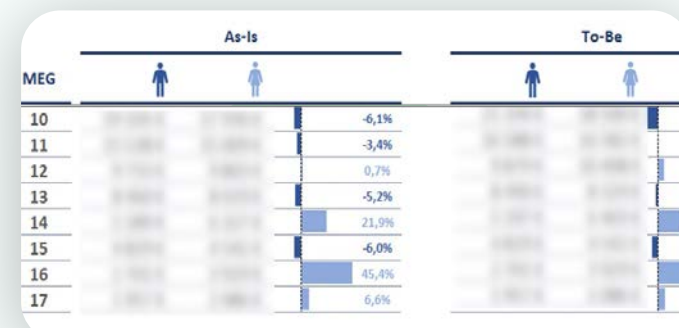
Gender Pay Gap: a tool that analyzes pay equity in real time, supporting fair decisions and mitigating asymmetries



**Image from People GPS*



**Image from People Insights*



**Image from Gender Pay Gap*



New
HORIZONS

4

Areas of the Gender Equality Plan 2026

The Gender Equality Plan serves as a vital instrument, enabling Mota-Engil to structure meaningful change and implement a carefully considered set of actions. It reinforces the organisation's institutional commitment to advancing gender equality objectives.

Supported by a wide range of diagnostic tools, Mota-Engil's Gender Equality Plan 2026 is structured around **7 dimensions**, containing **27 measures**, with **measurable goals** and **indicators**, **target recipients**, **departments involved**, and **stipulated budget**, in line with the guidelines shared by CITE (Commission for Equality in Labour and Employment).

The self-assessment formed the basis for prioritising the most relevant measures, guided by strategic principles relating to gender equality, equal access to opportunities within Mota-Engil, investment in staff training, support for parenthood, work-life balance, and the prevention of workplace harassment.

Recognising the importance and added value of a balanced participation of men and women in professional activities as well as in family life, Mota-Engil intends to actively contribute to the implementation of best practices for the promotion of equality, focusing on the following dimensions:

1. Company strategy, mission and values
2. Equal access to employment
3. Initial and continuing training
4. Equality in working conditions
5. Protection in parenthood
6. Work-life balance with family and personal life
7. Prevention of harassment at work



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

Sub-dimension	Type of measure	Measure	Objective	Depart. Resp.	Depart. Involved	Budget	Goal	Indicators
-	Dissemination of the Equality Plan, its measures and objectives	Dissemination of the Equality Plan, its measures and objectives, through awareness-raising sessions, dissemination on the company's website, on the intranet, by email, and posted in internal places of recognized visibility	To make the Equality Plan and its strategic importance for the company known and to involve the HR and Sustainability teams in its pursuit	HR Corporate	Corporate Communication and Institutional Relations	It does not involve specific costs	Dissemination of the Plan to 100% of the target recipients	% of users who have become aware of the Equality Plan
-	Setting measurable strategic objectives for the promotion of equality	Setting measurable strategic objectives for the promotion of equality between women and men	Ensure the implementation of the Equality Plan, its monitoring, follow-up and sustainability	HR Corporate	HR Depart.	It does not involve specific costs	30% of women in management positions by 2026	% of women in management positions
-	Setting measurable strategic objectives for the promotion of equality	Promotion of working groups dedicated to the theme of Gender Equality	Collect inputs that contribute to raising awareness, promoting and strengthening gender equality between women and men	HR Corporate	HR Depart.	It does not involve specific costs	Dynamization of the working group	No. of recommendations/suggestions/opinions on improvement/mitigation measures
-	Setting measurable strategic objectives for the promotion of equality	Definition of measurable strategic objectives for the promotion of diversity	Ensure the implementation of the Diversity Plan, its monitoring, follow-up and sustainability	HR Corporate	HR Depart.	It does not involve specific costs	≥ 75% of local staff in management positions by 2026	% of local staff in management positions



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

Sub-dimension	Type of measure	Measure	Objective	Depart. Resp.	Depart. Involved	Budget	Goal	Indicators
-	Setting measurable strategic objectives for the promotion of equality	Launch of a worldwide survey of Mota-Engil, aimed at the Group's employees	Monitor the overall satisfaction of Mota-Engil employees, as well as the satisfaction associated with a set of dimensions, such as equal opportunities, fairness, non-discrimination, work-life balance	HR Depart.	HR Depart.	It does not involve specific costs	Increase in overall satisfaction, compared to the questionnaire'24, particularly with regard to Women: >75% satisfaction	% of overall satisfaction level, by gender



2. Equal access to employment

Sub-dimension	Type of measure	Measure	Objective	Depart. Resp.	Depart. Involved	Budget	Goal	Indicators
Announcements, selection and recruitment	Reinforcement of the implementation of the internal procedure, to ensure that the criteria and procedures for the selection and recruitment of human resources bear in mind the principle of equality and non-discrimination on the basis of sex, being prepared – by the company – in an objective and transparent manner	Reinforcement of the implementation of the internal procedure, to ensure that the criteria and procedures for the selection and recruitment of human resources bear in mind the principle of equality and non-discrimination on the basis of sex, being prepared – by the company – in an objective and transparent manner	Encouraging the participation of employees in the field of promoting equality between women and men	HR Corporate	HR Depart.	It does not involve specific costs	Dissemination of HR Manual to 100% of target recipients	% of HR focal points covered
Trial period	Procedure to ensure that, during the trial period, the company respects the period of effective performance of the contract, in order to assess the interest in its maintenance	Procedure to ensure that, during the trial period, the company respects the period of effective performance of the contract, in order to assess the interest in its maintenance	Encouraging the participation of employees in the field of promoting equality between women and men	HR Corporate	HR Depart.	It does not involve specific costs	Implementation of a procedure for monitoring the trial periods and respective maintenance decisions	No. of audits carried out on the trial periods



3. Initial and continuing training (1/2)

Sub-dimension	Type of measure	Measure	Objective	Depart. Resp.	Depart. Involved	Budget	Goal	Indicators
-	Integration of a training module on gender equality	Promotion of the gender equality training module in the annual training plan	Promote a culture of equality between women and men in the workplace, encouraging management and work practices aligned with this principle	HR Corporate	HR Depart.	It does not involve specific costs	DEI e-learning training 100% available to target recipients	% of employees covered who have completed the training
-	Integration of a training module on diversity, equity and inclusion	Promotion of the diversity, equity and inclusion training module in the annual training plan	Promote a culture of equality between women and men in the workplace, encouraging management and work practices aligned with this principle	HR Corporate	HR Depart.	It does not involve specific costs	DEI e-learning training 100% available to target recipients	% of employees covered who have completed the training
-	Implementation of a training program for female employees with potential to take on leadership/management positions within the Organization	Implementation of a training program for women (WoMEn Leaders) identified by the Organization as having potential to take on leadership/management positions in the short to medium term	Empower women to take on leadership/management positions in the short to medium term	HR Corporate	HR Depart. Mota-Engil's Market Governance Structures	In line with the training organisation	Selection of 70 high-potential women to take part in the WoMEn Leaders course	No. of employees who received training during the year
-	Design of a training program targeting women who currently hold leadership/management positions, aimed at enhancing their career progression within the Group	Design of a training course for women identified by the Group as having potential for growth and career progression	Design a capacity-building program that includes women in leadership/management positions	HR Corporate	HR Depart. Mota-Engil's Market Governance Structures	In line with the training organisation	Implementation of the leadership training program	Internal presentation of the leadership training program



3. Initial and continuing training (2/2)

Sub-dimension	Type of measure	Measure	Objective	Depart. Resp.	Depart. Involved	Budget	Goal	Indicators
-	Incorporation of an awareness session for employees, within the scope of intercultural adaptation	Provision of an awareness session for employees, as part 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	HR Corporate	HR Depart.	In alignment with the training provider	Holding of a training and awareness session on the theme of intercultural differences in the Group's markets and geographies	% of employees covered who have undergone training



4. Equality in working conditions

Sub-dimension	Type of measure	Measure	Objective	Depart. Resp.	Depart. Involved	Budget	Goal	Indicators
Performance Evaluation	Strengthening the implementation of the validation system to ensure fairness in the attribution of grades or scores, within the scope of performance evaluation	Strengthening the implementation of the validation system to ensure fairness in the attribution of grades or scores, within the scope of performance evaluation	Ensure a fair and objective evaluation process for women and men	HR Corporate	Mota-Engil's Market Governance Structures	It does not involve specific costs	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 appraisal model, ensuring its transparency among employees and their representative structures	Dissemination of the performance appraisal model, ensuring its transparency among employees and their representative structures	Ensure a fair and objective evaluation process for women and men	HR Corporate	HR Depart.	It does not involve specific costs	Dissemination of HR Manual to 100% of target recipients	% de focal points RH abrangidos
Promotion/career progression	Strengthening 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	Strengthening 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	Promoting equality between women and men in the field of professional progression and development	HR Corporate	HR Depart.	It does not involve specific costs	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	Strengthening 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 gender	Strengthening 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 gender	Promote transparency of wage policy by ensuring the principle of equal pay for equal work or work of equal value	HR Corporate	HR Depart.	It does not involve specific costs	Sharing a regular Gender Pay Gap Report	% of markets/companies with access to this information



5. Protection in parenthood (1/2)

Sub-dimension	Type of measure	Measure	Objective	Depart. Resp.	Depart. Involved	Budget	Goal	Indicators
Shared Licenses/Licenses	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	HR Corporate	HR Depart.	It does not involve specific costs	Promotion of e-Learning on Gender Equality to 100% of the target recipients	% of target employees who have completed the training
Dismissals and absences	Implementation of awareness and encouragement actions regarding the use of the shared license under the terms provided for in its own regulations	Implementation of awareness and encouragement actions regarding the use of the shared license under the terms provided for in its own regulations	Guarantee the right to parental leave by employees – encourage male employees to share the leave	HR Corporate	HR Depart.	It does not involve specific costs	Promotion of e-Learning on Gender Equality to 100% of the target recipients	% 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 the 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 the family, under the terms provided for in specific regulations	Guarantee the right to a reduction in working time to care for the family, under the terms provided for in specific regulations	HR Corporate	HR Depart.	It does not involve specific costs	Promotion of e-Learning on Gender Equality to 100% of the target recipients	% of target employees who have completed the training
Training for reintegration 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	HR Corporate	HR Depart.	It does not involve specific costs	Operationalization of the WelcoME Back program to 100% of the target recipients	% of target employees covered



5. Protection in parenthood (2/2)

Sub-dimension	Type of measure	Measure	Objective	Depart. Resp.	Depart. Involved	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 employees, postpartum women or breastfeeding women to be exempted from work, under the terms provided for in specific regulations	Implementation of awareness-raising actions regarding the right of pregnant employees, postpartum women or breastfeeding women 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	HR Corporate	HR Depart.	It does not involve specific costs	Promotion of the procedure for monitoring correlated cases	% 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	HR Corporate	HR Depart.	It does not involve specific costs	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	HR Corporate	HR Depart.	It does not involve specific costs	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.	It does not involve specific costs	Promotion of Support Measures	Number of grants granted



6. Work-life balance with family and personal life

Sub-dimension	Type of measure	Measure	Objective	Depart. Resp.	Depart. Involved	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	HR Corporate	HR Depart.	It does not involve specific costs	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	HR Corporate	HR Depart.	It does not involve specific costs	Promotion of e-Learning on Gender Equality to 100% of the target recipients	% of target employees who have completed the training
Remote work	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	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	HR Corporate	HR Depart.	It does not involve specific costs	Adoption of the remote work regime	% adherence to teleworking % adherence to employees with family responsibilities



7. Prevention of harassment at work

Sub-dimension	Type of measure	Measure	Objective	Depart. Resp.	Depart. Involved	Budget	Goal	Indicators
-	Carrying out awareness-raising actions on the practice of harassment at work and other offenses to the physical or moral integrity, freedom, honor or dignity of employees	Carrying out awareness-raising actions on the practice of harassment at work and other offenses to 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	It does not involve specific costs	Carrying out training actions aimed at 100% of the target recipients	Implementation of the Harassment and Discrimination Policy for 100% of companies
-	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	It does not involve specific costs	Implementation of the Harassment and Discrimination Policy for 100% of companies	Number of responses ensured by the reporting channels defined in the policy



Follow-up and
MOTORIZATION

5

Acompanhamento e Monitorização

The implementation of the Gender Equality Plan is supported by a built-in monitoring and follow-up process, designed to mobilise, engage, and hold accountable the various stakeholders involved. This ensures the effective execution of the plan and the achievement of its defined goals and objectives.

In alignment with the Governance Model currently in place at the Mota-Engil Group, the plan outlines the roles of the different stakeholders throughout the cycle of conceptualisation, implementation, and impact evaluation. This approach guarantees clear levels of responsibility, coordinated action, and a diversity of synergies and contributions that foster the desired evolution and transformation of the gender equality paradigm.

Executive Committee

Supervise the implementation of the guidelines and targets defined in the Gender Equality Plan, in alignment with Mota-Engil's Strategic Plan, in order to ensure compliance with the objectives set.

Nomination committee

Monitor the implementation of the Gender Equality Plan, carrying out a periodic analysis of the main indicators and issuing, where applicable, recommendations aimed at contributing to the promotion and convergence of equality between women and men.

Chairman & CEO of Mota-Engil


Sponsor the Plan for Gender Equality, ensuring strategic guidance and fostering the mobilization of key stakeholders for its effective implementation.

Corporate HR Strategy Center

Prepare and propose the Gender Equality Plan, as well as key initiatives that reflect, on the one hand, the Group's strategic guidelines and, on the other hand, the commitments and objectives defined.

Equality Task Force

To monitor Mota-Engil's evolution in terms of gender equality, providing advice and feedback that can contribute to continuous improvement and the reinforcement of relevant measures.

A photograph of a man and a woman sitting at a white table in a bright room with large windows. The man, seen from the back, is wearing a light blue shirt. The woman, facing him, is wearing a patterned shirt and has her hand on her chin. There are papers and a water bottle on the table. The image has a blue gradient overlay on the left and bottom.

Final
NOTES

6

Conclusion

As usual, the implementation of Mota-Engil's 2026 Gender Equality Plan will be subject to a systematic monitoring process by each of the Group's companies, to monitor the effectiveness of their actions, as well as the fulfilment of their objectives, identifying potential improvements or new measures to be implemented.

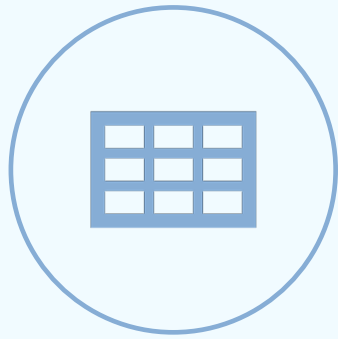
Consolidating a corporate culture focused on the values of equality and being supported by a human resources policy aimed at valuing its people and stimulating productivity increases, Mota-Engil will assume, in 2026, the responsibility of:

- Propose and coordinate a set of procedures and measures, with a view to contributing to socially responsible management, anchored in equality and seeking to minimize horizontal segregation;
- Monitor and ensure the implementation of the measures contained in the current Gender Equality Plan 2026;
- Identify areas of relative strength and weakness, to better direct actions and priorities;

- Share good practices with the various companies of the Group, in the field of gender equality, assuming an active and aggregating role in this matter;
- Monitor and analyse the evolution of the indicators of the Gender Equality Plan, proposing reinforcement measures whenever justified;
- To communicate, internally and/or externally, the Group's progress with regard to its commitment to gender equality.

Aware of the role it plays in the communities and in the multiple geographies where it is present, Mota-Engil thus reinforces its social commitment, seeking to be a reference in the promotion of gender equality, making efforts to proactively contribute to a change in the social paradigm.

This Plan for Gender Equality thus enters into force in January 2026 and aims to increase awareness and implementation of the topic among the surrounding community and the heterogeneity of Mota-Engil employees, who respect, cultivate, and encourage the Organization's values, promoting cooperation and individual responsibility, accepting diversity without discrimination.



Annexes

1. Percentage of employees, by job category and age

Percentage of employees, by job category and age		2024		
		< 30	30 a 50	> 50
E&C Europe	Technical Direction and Management	0%	16%	84%
	Specialisation and Coordination	0%	41%	59%
	Supervision and Techniques	17%	41%	42%
	Operations and Support	12%	44%	44%
E&C Africa	Technical Direction and Management	0%	46%	54%
	Specialisation and Coordination	1%	55%	44%
	Supervision and Techniques	18%	62%	20%
	Operations and Support	22%	68%	10%
E&C LATAM	Technical Direction and Management	0%	54%	46%
	Specialisation and Coordination	1%	62%	38%
	Supervision and Techniques	16%	74%	10%
	Operations and Support	22%	61%	17%
Environment	Technical Direction and Management	0%	35%	65%
	Specialisation and Coordination	4%	61%	34%
	Supervision and Techniques	9%	66%	25%
	Operations and Support	15%	60%	25%
Capital	Technical Direction and Management	0%	38%	63%
	Specialisation and Coordination	0%	75%	25%
	Supervision and Techniques	18%	63%	19%
	Operations and Support	13%	55%	32%
MEXT	Technical Direction and Management	0%	64%	36%
	Specialisation and Coordination	0%	96%	4%
	Supervision and Techniques	43%	44%	13%
	Operations and Support	26%	63%	10%
Holding	Technical Direction and Management	0%	49%	51%
	Specialisation and Coordination	2%	72%	26%
	Supervision and Techniques	34%	46%	20%
	Operations and Support	22%	36%	42%
Mota-Engil Group	Technical Direction and Management	0%	41%	59%
	Specialisation and Coordination	1%	59%	40%
	Supervision and Techniques	17%	63%	20%
	Operations and Support	19%	63%	18%

Note: The data refers to the number of employees as of December 31.
It includes Executive and paid Board Members.

2. Average annual training hours per employee

Training by job category and gender			2024	
			Number of training hours	Average training hours
E&C Europe	Technical Direction and Management	Men	548	17,1
		Women	129	43,0
		Total	677	19,3
	Specialisation and Coordination	Men	5 044	35,0
		Women	1 550	39,7
		Total	6 593	36,0
	Supervision and Techniques	Men	15 106	33,3
		Women	7 725	52,6
		Total	22 831	38,0
	Operations and Support	Men	20 842	13,2
		Women	1 540	25,2
		Total	22 381	13,6
Total	Men	41 538	18,8	
	Women	10 943	43,8	
	Total	52 481	21,3	
E&C Africa	Technical Direction and Management	Men	795	10,7
		Women	96	19,2
		Total	891	11,3
	Specialisation and Coordination	Men	3 016	9,4
		Women	776	15,2
		Total	3 792	10,2
	Supervision and Techniques	Men	15 514	8,7
		Women	5 013	13,8
		Total	20 526	9,6
	Operations and Support	Men	87 737	11,5
		Women	5 888	9,7
		Total	93 625	11,3
Total	Men	107 061	10,9	
	Women	11 773	11,5	
	Total	118 833	11,0	
E&C LATAM	Technical Direction and Management	Men	394	4,8
		Women	374	7,6
		Total	768	5,9
	Specialisation and Coordination	Men	6 474	14,2
		Women	1 658	16,9
		Total	8 132	14,7
	Supervision and Techniques	Men	43 922	19,7
		Women	17 408	19,6
		Total	61 330	19,7
	Operations and Support	Men	381 765	41,7
		Women	28 656	21,2
		Total	410 421	39,1
Total	Men	432 555	36,3	
	Women	48 096	20,2	
	Total	480 650	33,6	
Environment	Technical Direction and Management	Men	543	14,7
		Women	521	37,2
		Total	1 064	20,9
	Specialisation and Coordination	Men	3 369	29,0
		Women	3 854	63,2
		Total	7 224	40,8
	Supervision and Techniques	Men	12 724	39,6
		Women	14 649	61,3
		Total	27 372	48,9
	Operations and Support	Men	146 227	21,5
		Women	19 960	20,3
		Total	166 187	21,3
Total	Men	162 863	22,4	
	Women	38 984	30,1	
	Total	201 847	23,5	

Training by job category and gender			2024	
			Number of training hours	Average training hours
Capital	Technical Direction and Management	Men	118	8,4
		Women	0	0,0
		Total	118	8,4
	Specialisation and Coordination	Men	1 268	23,1
		Women	474	18,2
		Total	1 742	21,5
	Supervision and Techniques	Men	4 920	28,8
		Women	3 092	42,4
		Total	8 012	32,8
	Operations and Support	Men	11 498	13,0
		Women	1 509	16,2
		Total	13 007	13,3
	Total	Men	17 803	15,8
Women		5 075	26,4	
Total		22 879	17,4	
MEXT	Technical Direction and Management	Men	99	14,1
		Women	84	28,0
		Total	183	18,3
	Specialisation and Coordination	Men	172	11,4
		Women	215	26,9
		Total	387	16,8
	Supervision and Techniques	Men	500	27,8
		Women	1 020	40,8
		Total	1 519	35,3
	Operations and Support	Men	118	4,9
		Women	254	9,4
		Total	371	7,3
	Total	Men	888	13,9
Women		1 572	25,0	
Total		2 460	19,4	
Holding	Technical Direction and Management	Men	275	8,9
		Women	20	6,7
		Total	295	8,7
	Specialisation and Coordination	Men	820	15,5
		Women	1 190	23,8
		Total	2 010	19,5
	Supervision and Techniques	Men	2 643	28,4
		Women	3 572	28,8
		Total	6 215	28,6
	Operations and Support	Men	316	15,8
		Women	623	17,3
		Total	939	16,8
	Total	Men	4 053	20,6
Women		5 405	25,4	
Total		9 458	23,1	
Mota-Engil Group	Technical Direction and Management	Men	2 771	10,0
		Women	1 224	15,9
		Total	3 994	11,3
	Specialisation and Coordination	Men	20 162	17,4
		Women	9 717	29,2
		Total	29 878	20,0
	Supervision and Techniques	Men	95 327	18,8
		Women	52 478	28,2
		Total	147 804	21,4
	Operations and Support	Men	648 502	24,8
		Women	58 429	18,5
		Total	706 931	24,1
	Total	Men	766 761	23,5
Women		121 848	22,5	
Total		888 608	23,4	

Note: For the indicator's denominator, the number of employees as of December 31 was considered. This includes Executive and paid Board Members.

3. Diversity in governance bodies and employees

Diversity in governance bodies and employees, by gender		2024	
		Men	Women
E&C Europe	Technical Direction and Management	92%	8%
	Specialisation and Coordination	80%	20%
	Supervision and Techniques	76%	24%
	Operations and Support	96%	4%
E&C Africa	Technical Direction and Management	95%	5%
	Specialisation and Coordination	85%	15%
	Supervision and Techniques	86%	14%
	Operations and Support	92%	8%
E&C LATAM	Technical Direction and Management	93%	7%
	Specialisation and Coordination	80%	20%
	Supervision and Techniques	74%	26%
	Operations and Support	90%	10%
Environment	Technical Direction and Management	82%	18%
	Specialisation and Coordination	63%	37%
	Supervision and Techniques	59%	41%
	Operations and Support	79%	21%
Capital	Technical Direction and Management	100%	0%
	Specialisation and Coordination	68%	32%
	Supervision and Techniques	70%	30%
	Operations and Support	89%	11%
MEXT	Technical Direction and Management	73%	27%
	Specialisation and Coordination	65%	35%
	Supervision and Techniques	54%	46%
	Operations and Support	80%	20%
Holding	Technical Direction and Management	79%	21%
	Specialisation and Coordination	48%	52%
	Supervision and Techniques	45%	55%
	Operations and Support	43%	57%
Mota-Engil Group	Technical Direction and Management	88%	12%
	Specialisation and Coordination	75%	25%
	Supervision and Techniques	76%	24%
	Operations and Support	88%	12%

4. Salary and remuneration ratio between women and men

Salary and remuneration ratio between women and men		2024
E&C Europe	Technical Direction and Management	1,37
	Specialisation and Coordination	1,23
	Supervision and Techniques	1,13
	Operations and Support	0,87
E&C Africa	Technical Direction and Management	1,40
	Specialisation and Coordination	1,22
	Supervision and Techniques	0,94
	Operations and Support	0,98
E&C LATAM	Technical Direction and Management	1,02
	Specialisation and Coordination	0,95
	Supervision and Techniques	1,15
	Operations and Support	1,18
Environment	Technical Direction and Management	1,19
	Specialisation and Coordination	0,96
	Supervision and Techniques	0,93
	Operations and Support	1,35
Capital	Technical Direction and Management	-
	Specialisation and Coordination	1,15
	Supervision and Techniques	1,01
	Operations and Support	0,90
MEXT	Technical Direction and Management	0,89
	Specialisation and Coordination	1,14
	Supervision and Techniques	0,69
	Operations and Support	0,55
Holding	Technical Direction and Management	1,62
	Specialisation and Coordination	1,17
	Supervision and Techniques	1,01
	Operations and Support	0,95
Mota-Engil Group	Technical Direction and Management	1,29
	Specialisation and Coordination	1,09
	Supervision and Techniques	0,93
	Operations and Support	1,11

Note: The data refers to the number of employees as of December 31.
It includes Executive and paid Board Members.

5. Information on employees and other workers

Total number of employees, by contract duration and gender		2024
Permanent contract	Men	15 755
	Women	3 288
	Subtotal	19 043
Fixed-term contract	Men	28 193
	Women	3 783
	Subtotal	31 976
Interns	Men	0
	Women	0
	Subtotal	0
Total employees		51 019

Note 1: Temporary employees were not included.
Note 2: The data refers to the number of employees as of December 31.

Total number of employees, by contract duration and by Business Unit		2024
Permanent contract	E&C Europe	1 648
	E&C Africa	4 082
	E&C América Latina	3 703
	Environment	8 406
	Capital	803
	MEXT	50
	Holding	351
	Subtotal	19 043
Fixed-term contract	E&C Europe	821
	E&C Africa	17 241
	E&C América Latina	8 250
	Environment	4 791
	Capital	597
	MEXT	205
	Holding	71
	Subtotal	31 976
Interns	E&C Europe	-
	E&C Africa	-
	E&C América Latina	-
	Environment	-
	Capital	-
	MEXT	-
	Holding	-
	Subtotal	-
Total employees		51 019

Note 1: Temporary employees were not included.
Note 2: The data refers to the number of employees as of December 31.

6. Diversity in governance bodies and employees

Percentage of employees, by job category and age		2024		
		< 30	30 a 50	> 50
E&C Europe	Technical Direction and Management	0%	16%	84%
	Specialisation and Coordination	0%	41%	59%
	Supervision and Techniques	17%	41%	42%
	Operations and Support	12%	44%	44%
E&C Africa	Technical Direction and Management	0%	46%	54%
	Specialisation and Coordination	1%	55%	44%
	Supervision and Techniques	18%	62%	20%
	Operations and Support	22%	68%	10%
E&C LATAM	Technical Direction and Management	0%	54%	46%
	Specialisation and Coordination	1%	62%	38%
	Supervision and Techniques	16%	74%	10%
	Operations and Support	22%	61%	17%
Environment	Technical Direction and Management	0%	35%	65%
	Specialisation and Coordination	4%	61%	34%
	Supervision and Techniques	9%	66%	25%
	Operations and Support	15%	60%	25%
Capital	Technical Direction and Management	0%	38%	63%
	Specialisation and Coordination	0%	75%	25%
	Supervision and Techniques	18%	63%	19%
	Operations and Support	13%	55%	32%
MEXT	Technical Direction and Management	0%	64%	36%
	Specialisation and Coordination	0%	96%	4%
	Supervision and Techniques	43%	44%	13%
	Operations and Support	26%	63%	10%
Holding	Technical Direction and Management	0%	49%	51%
	Specialisation and Coordination	2%	72%	26%
	Supervision and Techniques	34%	46%	20%
	Operations and Support	22%	36%	42%
Mota-Engil Group	Technical Direction and Management	0%	41%	59%
	Specialisation and Coordination	1%	59%	40%
	Supervision and Techniques	17%	63%	20%
	Operations and Support	19%	63%	18%

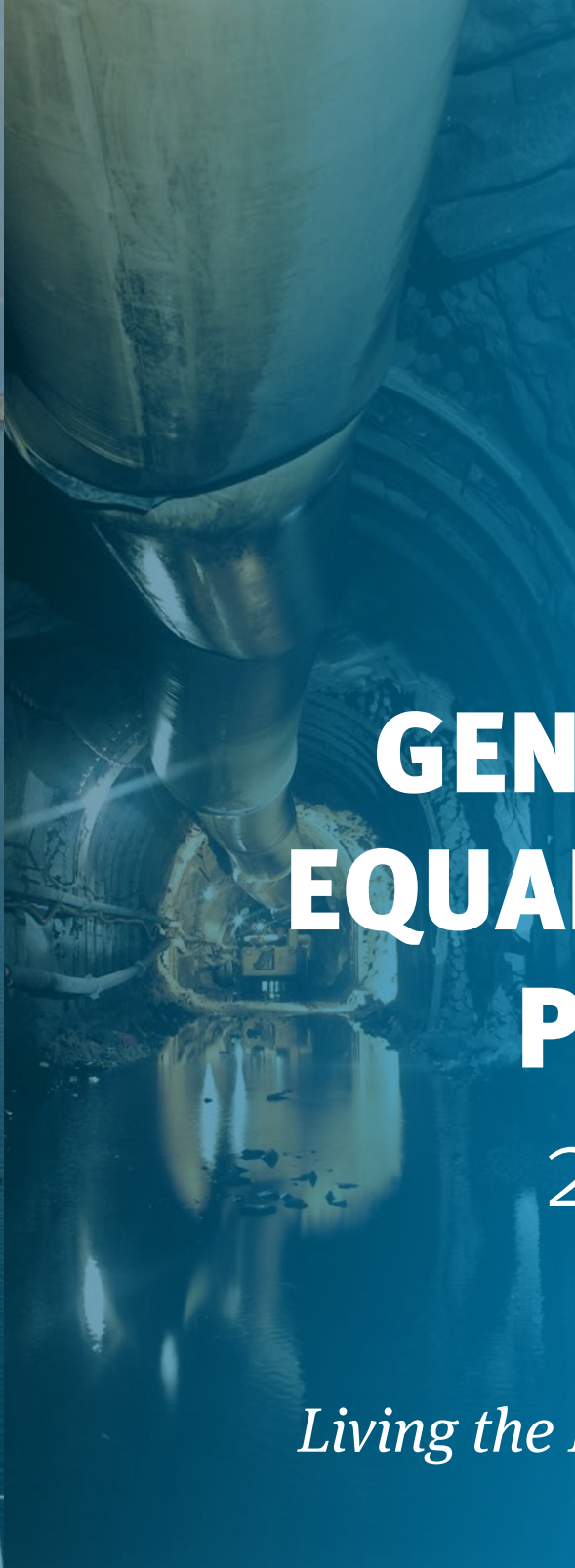
Percentage of employees, by job category and length of service (years)		2024			
		< 3	3 a 10	11 a 20	> 20
E&C Europe	Technical Direction and Management	0%	0%	14%	86%
	Specialisation and Coordination	4%	11%	22%	63%
	Supervision and Techniques	34%	17%	14%	35%
	Operations and Support	43%	22%	13%	22%
E&C Africa	Technical Direction and Management	14%	25%	25%	35%
	Specialisation and Coordination	33%	36%	15%	16%
	Supervision and Techniques	67%	21%	7%	6%
	Operations and Support	74%	21%	4%	1%
E&C LATAM	Technical Direction and Management	17%	29%	32%	22%
	Specialisation and Coordination	48%	34%	13%	5%
	Supervision and Techniques	74%	20%	6%	1%
	Operations and Support	80%	19%	1%	0%
Environment	Technical Direction and Management	28%	16%	18%	39%
	Specialisation and Coordination	27%	21%	19%	33%
	Supervision and Techniques	32%	28%	22%	19%
	Operations and Support	48%	42%	6%	4%
Capital	Technical Direction and Management	25%	6%	25%	44%
	Specialisation and Coordination	27%	29%	30%	14%
	Supervision and Techniques	54%	26%	15%	4%
	Operations and Support	57%	29%	11%	3%
MEXT	Technical Direction and Management	18%	36%	36%	9%
	Specialisation and Coordination	54%	35%	12%	0%
	Supervision and Techniques	85%	7%	0%	7%
	Operations and Support	96%	2%	0%	2%
Holding	Technical Direction and Management	19%	30%	21%	30%
	Specialisation and Coordination	12%	32%	20%	35%
	Supervision and Techniques	45%	18%	16%	21%
	Operations and Support	41%	19%	10%	30%
Mota-Engil Group	Technical Direction and Management	17%	21%	23%	40%
	Specialisation and Coordination	30%	29%	17%	23%
	Supervision and Techniques	61%	21%	9%	9%
	Operations and Support	66%	27%	4%	3%

Note: The data refers to the number of employees as of December 31.
It includes Executive and paid Board Members.

7. Diversity in governance bodies and employees

Percentage of employees, by job category and educational qualifications		2024		
		Basic Education	Secondary Education	Higher Education
E&C Europe	Technical Direction and Management	0%	16%	84%
	Specialisation and Coordination	0%	41%	59%
	Supervision and Techniques	17%	41%	42%
	Operations and Support	12%	44%	44%
E&C Africa	Technical Direction and Management	0%	46%	54%
	Specialisation and Coordination	1%	55%	44%
	Supervision and Techniques	18%	62%	20%
	Operations and Support	22%	68%	10%
E&C LATAM	Technical Direction and Management	0%	54%	46%
	Specialisation and Coordination	1%	62%	38%
	Supervision and Techniques	16%	74%	10%
	Operations and Support	22%	61%	17%
Environment	Technical Direction and Management	0%	35%	65%
	Specialisation and Coordination	4%	61%	34%
	Supervision and Techniques	9%	66%	25%
	Operations and Support	15%	60%	25%
Capital	Technical Direction and Management	0%	38%	63%
	Specialisation and Coordination	0%	75%	25%
	Supervision and Techniques	18%	63%	19%
	Operations and Support	13%	55%	32%
MEXT	Technical Direction and Management	0%	64%	36%
	Specialisation and Coordination	0%	96%	4%
	Supervision and Techniques	43%	44%	13%
	Operations and Support	26%	63%	10%
Holding	Technical Direction and Management	0%	49%	51%
	Specialisation and Coordination	2%	72%	26%
	Supervision and Techniques	34%	46%	20%
	Operations and Support	22%	36%	42%
Mota-Engil Group	Technical Direction and Management	0%	41%	59%
	Specialisation and Coordination	1%	59%	40%
	Supervision and Techniques	17%	63%	20%
	Operations and Support	19%	63%	18%

Note: The data refers to the number of employees as of December 31.
It includes Executive and paid Board Members.



GENDER EQUALITY PLAN 2026

Living the Purpose