



PLAN FOR GENDER EQUALITY

2021-2023

"Today at Mota-Engil we have women at all levels of the Organization, whose work is recognized and valued for its merit and for the difference that the condition of being a woman brings to the decision-making process, in the dedication to work, in the social intelligence and the balance of in the assumed positions.

We still have an important way to go in this matter, but we are committed to making Mota-Engil a more attractive organization for women and, thus, contributing to a more socially responsible management and anchored in equality."

Manuela Mota

Director of Mota-Engil SGPS

Chair of the Committee for Equality between Women and Men

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1. FRAMEWORK

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

The right to equality between women and men is enshrined in the Universal Declaration of Human Rights, being 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 paragraph h) of article 9, constituting itself as a legal obligation, more 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's business sector, with a view to achieve equal treatment and opportunities between women and men, eliminating discrimination and facilitating the balance between individuals' professional, family and personal lives. 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 August 1, which approved the equitable representation regime between women and men in the administrative and supervisory bodies of public sector entities and publicly traded companies, defining the obligation to prepare and display annual plans for gender equality.

In this sense, and committing itself to its implementation, monitoring and updating, the Mota-Engil Group prepared the plan for gender equality 2021-2023 - explained in point 3 of this document - applicable to both its employees and members of its corporate bodies, under the terms of article 7 of Law no. 62/2017.

2. DOMAINS OF THE GENDER EQUALITY PLAN

With the support of the Group's Executive Committee, the Plan for Gender Equality of Mota-Engil 2021-2023 was supported by a diagnosis carried out by the Group's Committee for Equality between Women and Men, and is anchored in seven domains, twelve objectives and twenty measures.

The diagnosis carried out and discussed internally made it possible to define the Group's positioning, supporting the structuring of this Plan for Gender Equality, contributing to equal opportunities between

women and men and minimizing horizontal segregation, while not neglecting the promotion of reconciliation between personal, family and professional life at Mota-Engil.

Based on the guidelines shared by CITE (Commission for Equality in Work and Employment) and taking into account the information and results provided by the diagnosis, Mota-Engil discussed and identified the measures it considers to be a priority for the 2021-2023 period.

Policy areas:

- Strategy, Mission and Values
- Social Dialogue and Employee Participation
- Human Resources
- Initial and Continuous Training
- Conciliation between Professional, Family and Personal Life
- Prevention of Harassment in the Workplace
- Communication and Image

The actions contained in the plan will be implemented by the end of 2023, so that priority areas of operation are seen as strong foundations, promoting global awareness within the scope of the organizational strategy for equality between women and men.

In this way, six areas of intervention were chosen, associating each one with objectives and actions to be implemented. The actions that make up the plan have a logical chain in terms of its implementation and include a set of transversal communication, training and monitoring measures. However, this is not a closed plan, as this is a dynamic instrument, subject to change, as a result of internal and external contingencies that may occur.

3. PLAN FOR GENDER EQUALITY

3.1 GENERAL GOAL

Develop actions that constitute positive practices in the fight against discrimination and inequalities between women and men and that stimulate a new organizational culture, capable of perceiving and valuing (personally and professionally) the contribution of both genders, reinforcing the principle of equality in their practices, serving as a motto for improving competitiveness.

3.2 SPECIFIC GOALS AND MEASURES

STRATEGY, MISSION AND VALUES

GOALS	MEASURES	INDICATORS	SCHEDULE	RESPONSIBILITY
GOAL 1	MEASURE 1.1			
Safeguard the principles of gender equality and non-discrimination between women and men at Mota-Engil	Publication of the Principle of Gender Equality in the Code of Ethics and Business Conduct	Disclosure of the Code of Ethics and Business Conduct with reference to gender equality	Until the end of the Plan's term	Corporate Compliance Center
	MEASURE 1.2			
	Inclusion and dissemination of the Principle of Gender Equality in the Corporate Reception Manual	Dissemination of the Corporate Reception Manual with reference to gender equality	Until the end of the Plan's term	Corporate Human Resources Center
GOAL 2	MEASURE 2.1			
Ensure the implementation of the Plan for Gender Equality, its monitoring and follow-up	Monitoring and annual reporting of indicators related to gender equality to the Group's Executive Committee	Annual report with the evolution of the main indicators	During the term of the Plan	Corporate Human Resources Center
	MEASURE 2.2			
	Sharing with employees of relevant indicators in the field of gender equality, through channels designated for this purpose	Evidence of internal and / or external communication disclosed	During the term of the Plan	Corporate Center for Human Resources and Communication

GOAL 3	MEASURE 3.1			
Ensure follow-up and update regarding the adoption of best practices in the field of gender equality	Annual elaboration of benchmarking studies (national and international), allowing an updated and comparative view on the theme, following the evolution of the theme globally	Evidence from the studies carried out	During the term of the Plan	Corporate Human Resources Center

SOCIAL DIALOGUE AND EMPLOYEE PARTICIPATION

GOALS	MEASURES	INDICATORS	SCHEDULE	RESPONSIBILITY
GOAL 4	MEASURE 4.1			
Promote the participation of employees and involve them in the definition of measures related to gender equality and non-discrimination, ensuring a work context free from discrimination based on gender, parenting and / or reconciling professional, family and personal life	Gathering of suggestions and periodic assessment of the perceptions of employees regarding the theme of gender equality at Mota-Engil, with a view to defining measures related to gender equality and non-discrimination between women and men	Evidence of the application of an internal questionnaire to employees and their data processing	Until the end of the Plan's term	Corporate Center for Human Resources and Regional and Local HR Teams

HUMAN RESOURCES

GOALS	MEASURES	INDICATORS	SCHEDULE	RESPONSIBILITY
GOAL 5	MEASURE 5.1			
Ensure the conditions of the principle of gender equality in the management of human resources	Development of guidelines in the scope of performance evaluation aimed at preventing discrimination in employee performance evaluation	Evidence of the guidelines issued by the Organization	Until the end of the Plan's term	Corporate Center for Human Resources and Regional and Local HR Teams
	MESURE 5.2			
	Development of guidelines in the scope of recruitment and selection, regardless of gender, solely taking into account the skills and motivations for the role to be performed	Evidence of the guidelines issued by the Organization	Until the end of the Plan's term	Corporate Center for Human Resources and Regional and Local HR Teams
		Ratio of women / men in the trainee program (target > 25%)	Until the end of the Plan's term	Corporate Center for Human Resources and Regional and Local HR Teams
	MEASURE 5.3			
Regular development of studies to assess and monitor wage conditions, seeking to ensure mechanisms for controlling gender parity in this matter (principle of equal pay for equal work or of equal value)	In-house report for monitoring the evolution of the Group's salary conditions	During the term of the Plan	Corporate Center for Human Resources and Regional and Local HR Teams	

INITIAL AND CONTINUOUS TRAINING

GOALS	MEASURES	INDICATORS	SCHEDULE	RESPONSIBILITY
GOAL 6	MEASURE 6.1			
Encourage the integration of gender equality in the training plan	Reformulation and consolidation of the gender equality theme in the Group's training plan	Evidence of the content and training modules related to gender equality in the Group's training program	Until the end of the Plan's term	Corporate Center for Human Resources and Regional and Local HR Teams
	MEASURE 6.2			
	Launch of annual programs for enhancing and strengthening skills that enhance internal growth and succession in the Group	% of female participation	During the term of the Plan	Corporate Center for Human Resources and Regional and Local HR Teams

CONCILIATION BETWEEN PROFESSIONAL, FAMILY AND PERSONAL LIFE

GOALS	MEASURES	INDICATORS	SCHEDULE	RESPONSIBILITY
GOAL 7	MEASURE 7.1			
Promote the existence of support measures for employees in order to facilitate the reconciliation between professional and personal / family life	Gathering of suggestions, by conducting a questionnaire capable of measuring the degree of satisfaction of the employees, in relation to the conditions created to facilitate the reconciliation of family / personal and professional life	Average satisfaction index (target > 50%)	Until the end of the Plan's term	Corporate Center for Human Resources and Regional and Local HR Teams
	MEASURE 7.2			
	Development and promotion of actions and protocols that facilitate the reconciliation of working hours with family life	Number of actions / protocols approved by the Organization (goal ≥ 3)	Until the end of the Plan's term	FMAM, Corporate Human Resources Center and Regional and Local HR Teams

PREVENTION OF HARASSMENT IN THE WORKPLACE

GOALS	MEASURES	INDICATORS	SCHEDULE	RESPONSIBILITY
GOAL 8	MEASURE 8.1			
Ensure the prevention and combat of harassment at work, as well as the practice of other offenses to the physical or moral integrity, freedom, honour or dignity of the employee	Disclosure of the Code of Ethics and Business Conduct, with a focus on preventing and combating harassment at work	Evidence of communication to employees and evidence of the document made available on the Group's intranet	Until the end of the Plan's term	Corporate Human Resources and Compliance Center
	MEASURE 8.2			
	Disclosure of internal procedure for reporting and analysing situations of potential harassment at work	Evidence of communication made to employees	Until the end of the Plan's term	Corporate Human Resources and Compliance Center
	MEASURE 8.3			
	Formalization and communication of the ombudsman (https://www.mota-engil.com/en/ombudsman/) as a privileged channel to receive and manage suggestions and complaints from employees in the field of gender equality and harassment at work	Evidence of communication made to employees	During the term of the Plan	Corporate Human Resources and Compliance Center

COMMUNICATION AND IMAGE

GOALS	MEASURES	INDICATORS	SCHEDULE	RESPONSIBILITY
GOAL 9	MEASURE 9.1			
Use and include in the internal and external communication the gender equality dimension	Develop and present guidelines for application in internal and external communication (inclusive or neutral language, without resorting to discriminatory images)	Management report, Sustainability report, Corporate Welcome Manual	During the term of the Plan	Corporate Center for Business Control, Human Resources and Communication, as well as Regional and Local HR Teams
GOAL 10	MEASURE 10.1			
Disseminate a culture of equality between women and men in the workplace, favouring management and work practices consistent with it	Give internal visibility to women in management positions at Mota-Engil, via communication channels	Evidence of moments of internal and external communication, promoting the visibility of women in management positions in the Group	During the term of the Plan	Corporate Center for Human Resources and Communication
GOAL 11	MEASURE 11.1			
Promote external relations within the scope of gender equality	Development of strategic partnerships with entities recognized for their involvement and work in this matter	Evidence of public institutional communication regarding partnerships established and carried out	During the term of the Plan	Corporate Center for Human Resources and Communication
GOAL 12	MEASURE 12.1			
Publicly commit to the promotion of gender equality	Inclusion of a page dedicated to the theme of gender equality, diversity and inclusion on the institutional website of Mota-Engil	Evidence of the page created on the institutional website	Until the end of the Plan's term	Corporate Center for Human Resources and Communication

4. MONITORING THE PLAN'S EXECUTION

The implementation of Mota-Engil's Plan for Gender Equality 2021-2023 will be subject to a systematic monitoring process by each of the companies, through the Group's Committee for Equality between Women and Men, in order to monitor the effectiveness of the actions and the fulfilment of its objectives, identifying potential improvements or new measures to be implemented.

Consolidating a corporate culture guided by the values of equality, the Mota-Engil Committee for Equality between Women and Men will assume 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 Plan for Gender Equality 2021-2023;
- Share good practices with the various companies of the Group in the scope of gender equality, taking an active and aggregating role in this matter;
- Monitor and analyse the evolution of the indicators of the Plan for Gender Equality 2021-2023, proposing reinforcement measures whenever justified.

Based on the heterogeneity of its people - which gives it increased potential - and aware of the role it plays in the communities and in the multiple geographies where it is present, Mota-Engil will seek to be a reference in promoting gender equality, making efforts to proactively contribute to a change in the social paradigm.

DATASHEET

Title: Plan for Gender Equality

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