

EQUALITY PLAN AT TEIXEIRA DUARTE, S.A.

1. Legal framework

Law no. 62/2017, of 1 August, determined that the administration and supervisory bodies of companies issuing shares listed for trading on a regulated market should progressively achieve a balanced composition in terms of gender, which "Teixeira Duarte, S.A." complied with on the occasion of its elective General Meeting held on 27 May 2019.

However, Article 7 of this Law no. 62/2017 extended its scope beyond the composition of the administration and supervisory bodies of companies listed on the stock exchange by stipulating that:

- a) Listed companies must draw up annual equality plans with a view to achieving effective equality of treatment and opportunities between women and men, promoting the elimination of discrimination based on sex and promoting a personal, family and professional life balance, and must publish these plans on their respective website.*
- b) These plans should follow the guidelines for the implementation of equality plans for businesses, available on the website of the Commission for Citizenship and Gender Equality.*

On 21 June this year, the Office of the President of the Council of Ministers, Finance, Internal Administration and Labor, Solidarity and Social Security published Legislative Order 18/2019, which came into force on the following day and stipulated:

- a) The procedures for making the communications that are mandatory for public sector corporate entities and companies listed on the stock exchange, under the terms of the provisions of article 7(3) and article 8 of Law 62/2017, of 1 August;*
- b) (...)*
- c) The drafting of Guidelines for the purpose of preparing the annual equality plans, under the terms of the provisions of article 7(1) and (2) of Law no. 62/2017, of 1 August;*

Within this framework, at a meeting of its board of directors on 13 September 2019, "Teixeira Duarte, S.A." approved an Equality Plan (Article 7(a)), of Law no. 62/2017), based on the Guidelines in force (Article 1(c)) and Article 4 of Legislative Order no. 18/2019), which, as determined in Article 3(3) of Legislative Order 18/2019, is communicated in the IDS (Information Disclosure System) of the Securities and Exchange Commission and is automatically forwarded to the CGE (Commission for Citizenship and Gender Equality) and CEWE (Commission for Equality at Work and in Employment) and published on the company's respective website (Law no. 62/2017).

2. Framework at Teixeira Duarte, S.A.

Teixeira Duarte, S.A.'s work is based on its Mission and Values and complies with the UN Human Rights Declarations, the Guiding Principles of the Organization for Economic Cooperation and Development (OECD), the International Labor Organization (ILO), national and international legislation and the 10 principles of the United Nations Global Compact in the fields of Human Rights, Labor Practices, Environment, Anti-Corruption and Bribery, Money Laundering, Terrorist Financing and Competition.

"Teixeira Duarte, S.A." has a *Code of Ethics and Conduct* in force, - also adopted by its subsidiaries - which is mandatory for all its employees. Its chapter on "*Commitments to Labor Rules*" expressly sets out the obligations of equal treatment and non-discrimination, as well as the promotion of a family and personal life balance and protection of parenthood.

Following an internal reorganization process already underway, in 2020 Teixeira Duarte, S.A. will not have any employees other than the members of the governing bodies. It should be noted that, in this context, Teixeira Duarte, S.A. has an Administration and Supervisory Body Diversity Policy in force, approved at a General Meeting.

Under this circumstance, it was understood that the most efficient way to *achieve effective equal treatment and opportunities between women and men, promoting the elimination of discrimination based on sex and promoting a personal, family and professional life balance*, will

be to draw up an Equality Plan that presents a set of objectives and measures to be implemented and developed by its subsidiaries in a manner appropriate to the situations of their geographical areas and sectors, as Teixeira Duarte companies operate in six different sectors (construction, concessions and services, real estate, hospitality, distribution and automotive) in 20 countries with very different cultures and legal frameworks.

3. Scope and Structure of the Equality Plan

This Equality Plan covers the following areas:

- a) Equal access to employment;
- b) Equal working conditions;
- c) Equal pay;
- d) Protection of parenthood;
- e) Professional, family and personal life balance

For each of these areas, this Plan sets out:

- a) Intended objectives;
- b) List of measures to be taken,

it is then the responsibility of each of the Teixeira Duarte Group to:

- c) Describe the current situation;
- d) Assess the current situation;
- e) Indicate the goals and plans for achieving the objectives described in this plan, as well as others that they intend to develop according to the respective business situations.

4. Equal Access to Employment

Objectives

Ensure that the principle of Gender Equality is effectively implemented during the process to recruit and select female and male employees.

Measures

- a) Training of selection boards or assessment teams on non-discrimination on grounds of sex;
- b) Monitoring of the content of advertisements to detect situations of material non-conformity.

5. Equal Working Conditions

Objectives

Promotion of effective and programmed conditions for career management in the organization, in line with the program management principle of the "right person in the right place".

Measures

Monitoring of developments and performance of new activities, taking into account the potential for career evolution, commitment, technical capacity, capacity for personal relationships, gender and seniority.

6. Equal pay

Objectives

Ensure the program management principle of "equal pay for equal work or work of equal value".

Measures

Implement a system for monitoring situations that apparently violate the principle of "*equal pay for equal work or work of equal value*", by defining rules to identify them

7. Protection of Parenthood

Objectives

Ensure that the rights to the protection of parenthood and family assistance are effectively known to employees and that decisions about the exercising of these rights are a matter for the interested parties themselves.

Measures

- a) Publicizing of employee rights with regard to protection of parenthood, written in a clear and simple manner;
- b) Monitoring deviations in the organization's behavior, specifically in terms of pay, training and career progression opportunities, before and after the start of paternity leave.

8. Professional, family and personal life balance

Objectives

Promote work organization methods to allow a real professional, family and personal life balance for male and female employees.

Measures

- a) The organization must assess the ways in which working time is organized, specifically through remote working, part-time work and the existence of flexible working hours;
- b) The establishment of a channel for receiving ideas that have or could have a significant on professional, family and personal life balance.