

**Teixeira Duarte**

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# 2021 Equality Plan



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## COMPANY IDENTIFICATION

TEIXEIRA DUARTE, S.A.

PUBLICLY TRADED COMPANY

Head Office: Lagoas Park, Edifício 2 - 2740-265 Porto Salvo

Share Capital: € 210,000,000

Single Legal Person and

Cascais-Oeiras Commercial Register Office Registration Number 509.234.526

## 1. FRAMEWORK

Teixeira Duarte, S.A. (TD, S.A.) has always been concerned with ensuring the dignified treatment of its employees, with respect for their human and labor rights, including effective equality among all.

The Law no. 62/2017, of 1 August determined that the management and supervisory bodies of companies issuing shares admitted for trading on a regulated market shall progressively implement a balanced composition in terms of gender, which Teixeira Duarte, S.A. complies with.

The same law established that companies listed on the stock exchange will now have to approve annual equality plans *aimed at achieving effective equal treatment and opportunities for women and men, promoting the elimination of gender discrimination and encouraging a balance between personal, family and professional life*, and must publish the plans on their respective website by 15 September of each year.

The aforementioned Law no. 62/2017 was subsequently regulated by Regulatory Order no. 18/2019, of 17 June 2019, which specifically stipulated:

- a) The procedures for making communications that are mandatory for corporate public sector entities and companies listed on the stock exchange;
- b) The production of guidelines for the preparation of annual equality plans, which was later made available by the Commission for Equality at Work and in Employment (CEWE).

In accordance with the aforementioned laws and guidelines, the annual process for drawing up and implementing the Equality Plan for companies listed on the stock exchange consists of the following phases:

- a) Performing a preliminary self-assessment, based on the "Guidelines for the Implementation of Equality Plans";
- b) Production and approval of an annual Equality Plan with measures adapted to suit the company's situation and its subsequent publication on its website;
- c) Implementation and monitoring of the Equality Plan;
- d) Evaluation of the impact of the measures set out in the Equality Plan.

Within this framework, Teixeira Duarte, S.A. approved its Equality Plan for 2019/2020 at a meeting of its Board of Directors on 13 September 2019. This served as a basis for the preparation of the 2021 Equality Plan that is now being presented.

An internal Task Force was set up to carry out the preliminary self-assessment, to monitor the implementation of the 2019/2020 equality plan and to assess the impact of the measures set out in that plan, as well as to draw up and implement the 2021 Equality Plan. This task force consisted of four members - two men and two women - from different areas of activity within the Teixeira Duarte Group (Sustainability / Human Resources / Company and Corporate / Management System and Technology and Innovation), acting under the supervision of the Board of Directors.

### 2. INTRODUCTION

In compliance with Law no. 62/2017, Teixeira Duarte, S.A. presents its *2021 Equality Plan, aimed at achieving effective equality of treatment and opportunities for women and men, promoting the elimination of gender discrimination and encouraging a balance between personal, family and professional life.*

The 2021 Equality Plan was drawn up based on the guidance set out in the “Guidelines for the Implementation of Equality Plans for Businesses”, established by Regulatory Order no. 18/2019. In addition to setting out the new measures to be implemented, it updates and discloses the procedures and practices already implemented and in force in the Teixeira Duarte Group under the scope of Gender Equality defined by Portuguese legislation.

The Equality Plan, defined for 2021, represents the commitment of Teixeira Duarte, S.A. to the measures that it contains. It will be monitored by an assessment of meeting the goals defined for each of the measures, with the aim of adding new measures and/or adjusting existing ones.

### 3. SCOPE OF APPLICATION

Teixeira Duarte, S.A., as the listed company at the head of the Teixeira Duarte Group, does not have any employees aside from members of the governing bodies, and has in force a Diversity Policy for the Management and Oversight Bodies, approved by the General Meeting.

In view of this circumstance, and considering that the Teixeira Duarte Group companies operate in six different sectors (Construction, Concessions and Services, Real Estate, Hospitality, Distribution and Automotive) and in 22 countries with very different cultures and legal frameworks, it is understood that the appropriate way *to achieve effective equality of treatment and opportunities for women and men, promoting the elimination of gender discrimination and encouraging a balance between personal, family and professional life* within the Teixeira Duarte Group will be to draw up an Equality Plan that presents a set of objectives and measures that must be implemented and developed directly by its subsidiaries.

Therefore, now that the 2021 Equality Plan has been approved for Teixeira Duarte, S.A., as the listed company at the head of the Teixeira Duarte Group, specifically the plan to be applied to this company and extended to all entities that form part of its consolidation and management perimeter - in a manner appropriate to its operating situations in different geographical regions and sectors - the meanings and scopes of the following expressions used throughout this document are clarified below:

**Teixeira Duarte:** The identity of a business Group that presents itself through its brand image: a Portuguese Group originally founded as an engineering company. Its engineering roots came from its founder who, with an entrepreneurial spirit and with support from its human resources and technical equipment, several decades ago expanded the company's activities to other sectors and markets, with a marked identity upheld with pride and affection by all involved over almost one hundred years of business;

**Teixeira Duarte Group:** A group of entities included in the consolidation perimeter and management scope of management of Teixeira Duarte, S.A.

### 4. DESCRIPTION OF THE TEIXEIRA DUARTE GROUP

#### 4.1. Corporate Model

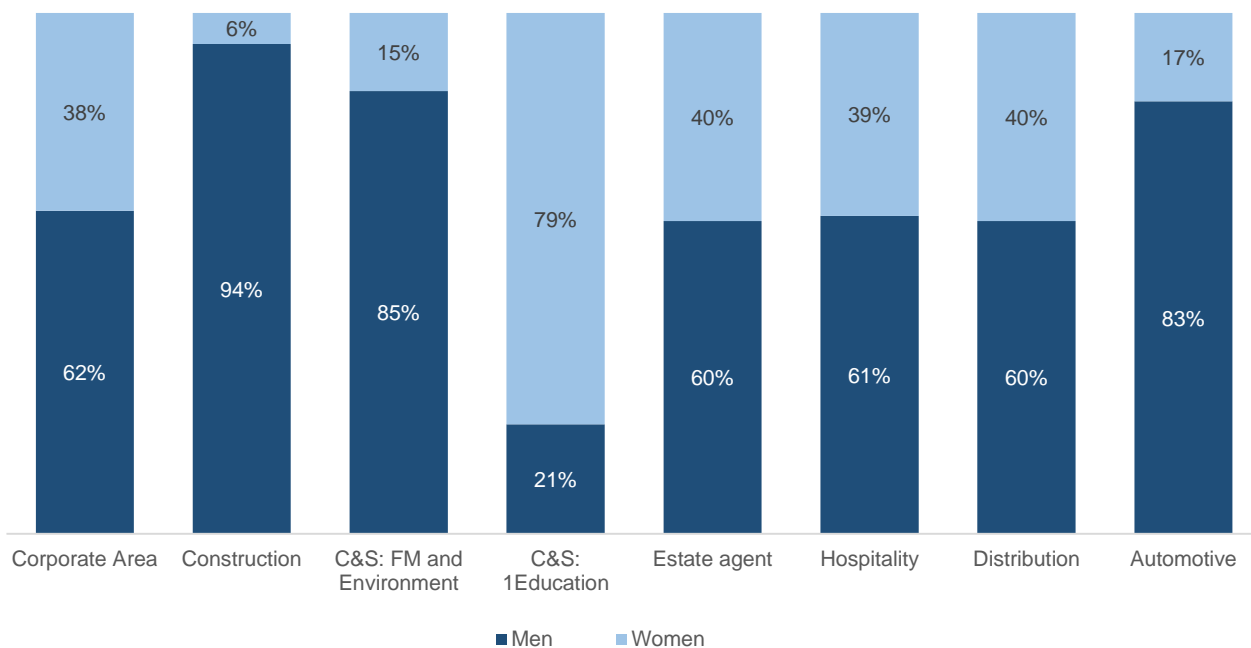
Teixeira Duarte, S.A. has a corporate model commonly referred to as a one-tier model: it has a single management body (the Board of Directors), currently with five members, and two supervisory bodies: an audit committee and a Statutory Audit Firm.

## 4.2. Teixeira Duarte Group indicators

The companies forming part of the Teixeira Duarte Group pursue their Human Resources policy in the awareness that their employees are their most important asset for carrying out their activities.

Below can be found some figures that summarize the make-up of the Teixeira Duarte Group in terms of gender, broken down by sex (data reported at 31 December 2019):

- At 31 December 2019, the Group had 10,763 employees, distributed among its different areas of activity:



Employees by gender and area of activity as of 31 December 2019

As of 31 December 2019, most of the Teixeira Duarte Group's employees were male, in line with previous years. This situation is justified by the fact that the Construction and *Facilities Management* sectors (which together accounted for 67% of the overall workforce as at 31 December 2019) are sectors related to professions that are traditionally sought-out and held by men, at both a technical and operational level.

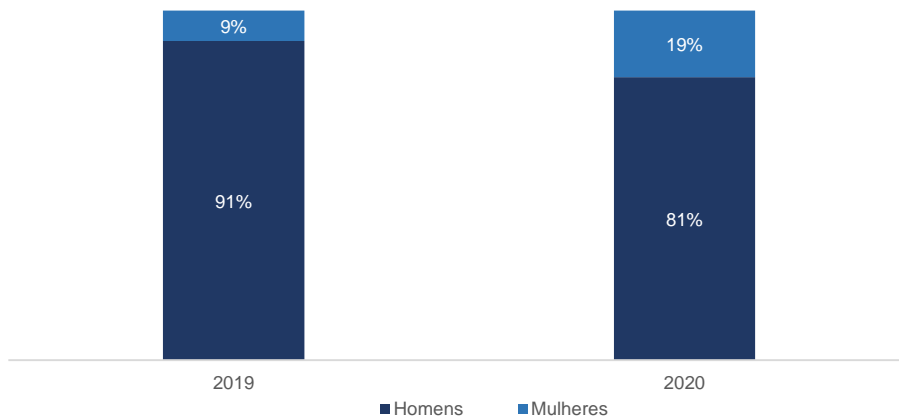
- In terms of age distribution, most of the Teixeira Duarte Group's employees are in the age range of 30 to 50 years old.

	Corporate Area	Concessions and Services							Total 2019	Total 2018	Total 2017
		Construction	FM and Environment	Education	Real Estate	Hospitality	Distribution	Automotive			
Grand Total 2019											
< 30 Years	20%	18%	18%	22%	29%	24%	40%	26%	22%	24%	30%
30 to 50 Years	62%	64%	62%	71%	65%	63%	56%	62%	63%	61%	56%
> 50 Years	18%	18%	20%	7%	6%	12%	4%	11%	15%	15%	14%

Annual evolution of the percentage of employees by Age Group.

**2021 EQUALITY PLAN**

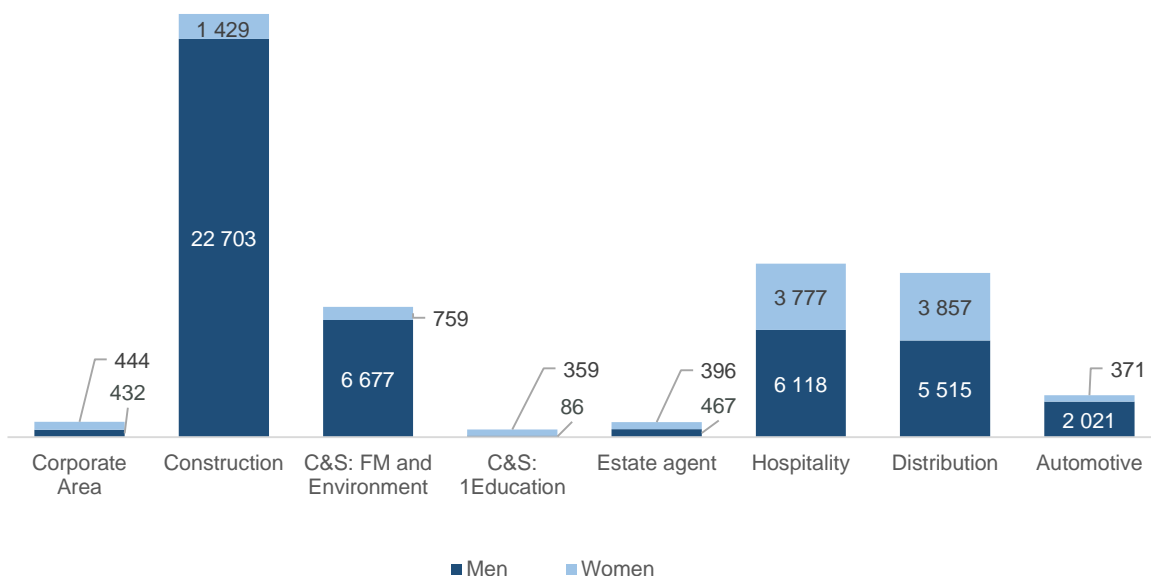
- At 31 December 2019, there were 42 male and 4 female employees classified as forming part of the Senior Management.
- At 30 August 2020, there were 34 male and 8 female employees classified as forming part of the Senior Management - responsible for different companies, sectors, business areas and other organizational structures.



Annual evolution of the percentage of employees classified as forming part of the Senior Management.

It can be seen that, despite more men than women holding Senior Management roles in the Teixeira Duarte Group, 2020 saw an increase of 10 percentage points of Senior Management positions being held by women, compared to the previous year. This evolution can be considered as very significant.

- With reference to 31 December 2019, the following numbers of trainees (employees present at a training event) were involved in qualification activities in each area of activity:



Number of trainees involved in qualification activities, by area of activity



- At 31 December 2019, most employees were on permanent contracts:

	Total 2019	Total 2018	Total 2017
Total Employees	10 763	10 932	10 250
Permanent	56%	45%	36%
Men	56%	44%	37%
Women	52%	51%	30%
Temporary	44%	55%	64%
Men	44%	56%	63%
Women	48%	49%	70%

Evolution of the percentage of employees, by contractual situation and by gender.

## 5. SELF-ASSESSMENT OF THE TEIXEIRA DUARTE GROUP

As part of the preparation of the 2021 Equality Plan, Teixeira Duarte, S.A. performed a self-assessment of the Group's situation in Portugal and evaluated the degree of compliance with the measures implemented for 2020.

The self-assessment was performed by applying the Assessment Support Matrix provided in the "Guidelines for the Implementation of Equality Plans for Businesses" (Guidelines), by CEWE, in coordination with the Citizenship and Gender Equality Commission (GEC).

By applying this Assessment Support Matrix it was possible to evaluate the Group's performance in the following areas:

1. Strategy, Mission and Values;
2. Equal Access to Employment;
3. Equal Working Conditions;
4. Salary Model;
5. Parenthood Protection;
6. Professional, family and personal life balance;
7. Prevention of harassment in the workplace.

### 5.1. Self-assessment result

The result of this analysis was that the Teixeira Duarte Group needs to include the following main objectives when drawing up its 2021 Equality Plan, with a view to continuous improvement:

- Ensure that the principles of gender equality and non-discrimination are a way of being in the organization and not just concepts imposed by law and society;
- Provide evidence of equal opportunities for men and women in the Teixeira Duarte Group;
- Continue to promote gender equality and non-discrimination on grounds and prevent possible future imbalances of opportunity;
- Promote a professional, family and personal life balance for employees.

## 6. EVALUATION OF THE IMPLEMENTATION OF THE 2019/2020 EQUALITY PLAN

Teixeira Duarte, S.A. approved the 2019/2020 Equality Plan at a meeting of the Board of Directors held on 13 September 2019. This plan presented a set of measures to be implemented and developed by the company and its subsidiaries.

### 6.1. Equal Access to Employment

#### 6.1.1. Objectives that TD, S.A. has set itself:

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

#### 6.1.2. Description and assessment of the situation:

The application process, specifically the placing of advertisements, complies with the principle of non-discrimination as a result of providing appropriate training to those involved in the process. It has not been essential to put a written procedure in place for the use of inclusive language when writing these advertisements.

Similarly, no additional equality training for the recruitment panel or training teams has been identified as essential.

#### 6.1.3. Measures defined for 2019-2020:

- a) Gender discrimination training for assessment panels or teams;
- b) Monitoring of the content of advertisements to detect situations of material non-conformity.

#### 6.1.4. Measures implemented:

Drafting of a procedure for writing the content of job application advertisements using inclusive language, and the inclusion of equality training activities in the employee training/skill development plan, including equality training for trainers during the 2019/2020 cycle.

A deadline of March 2020 has been set for the completion and implementation of the procedure and subsequent monitoring and analysis of all advertisements published on TD, S.A.'s *website*. The number of advertisements with inclusive language is quantified in relation to the number of advertisements published.

Training plans for trainers that include the subject of recruitment and hiring equality are currently being implemented in the 2019/2020 cycle, specifically regarding the rights of employees, pregnant women and women who have recently given birth or who are breastfeeding.

#### 6.1.5. Result of the evaluation:

The analysis shows that, at 31 August 2020 and with reference to the Equality Plan communicated to the market on 13 September 2019, the Teixeira Duarte Group achieved the implementation of Employment Access measures that it had proposed.

## 6.2. Equal Access to Employment

### 6.2.1. Objectives that TD, S.A. has set itself:

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

### 6.2.2. Description and assessment of the situation:

Changes in the organization's internal and external situations, along with the expansion of the Group's business areas, changes to labor and tax legislation and even the supply and demand for qualified personnel, led to the development and adaptation of the remuneration model that is currently in force, applied to the Teixeira Duarte Group companies.

Notwithstanding the validity of the model currently in force, an analysis of the equal pay situation led Teixeira Duarte to understand that there is an opportunity to improve the model in Portugal. The models implemented in the different geographical areas where the Teixeira Duarte Group operates will be analyzed subsequently.

### 6.2.3. Measures defined for 2019-2020:

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

### 6.2.4. Measures implemented:

In view of the definition of a "*Performance Assessment Model*" - that includes the aspects necessary for performing the assessment, such as the definition of roles, skills profile, a fixed and variable salary table, proven experience, career development, commitment, technical capacity and interpersonal relationship skills, without forgetting seniority, particularly in areas of a fundamentally technical nature, where there is a presumption that experience has been acquired, without prejudice to complying with the law on leave and/or absences, it is deemed important to execute the measure defined for 2019/2020. The Teixeira Duarte Group is therefore designing a new performance assessment model, based on the results of the assessment of existing jobs and roles, including their gender distribution.

A Task Force has been set up for this purpose, with the aim of preparing and implementing a system able to meet the desired objectives.

### 6.2.5. Result of the evaluation:

Although the implementation of a new Performance Assessment model is under way, its development proves to be an extremely complex task, with implications in terms of equality and competitive pay, among others, and it was therefore not possible to close the new model in 2020.

Taking into account the above, it is estimated that the approved measure will not be achieved and implemented until the end of 2021, with intermediate goals set for 2020 and 2021.

In short, according to the analysis that has been performed, it can be seen that on 31 August 2020 the Teixeira Duarte Group is implementing the measures to safeguard equal pay, with reference to the Equality Plan communicated to the market on 13 September 2019. The planning summarized in point 8 of this Equality Plan shows the different stages of this work.

### 6.3. Equal Working Conditions

#### 6.3.1. Objectives that TD, S.A. has set itself:

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".

#### 6.3.2. Description and assessment of the situation:

The career development of employees in the Teixeira Duarte Group comes about as a result of these same employees taking on, showing a commitment to and meeting challenges that are set for them, supported by demonstrated technical and resource management capabilities.

#### 6.3.3. Measures defined for 2019-2020:

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

#### 6.3.4. Measures implemented:

As mentioned in item 6.2.4., the Teixeira Duarte Group is preparing a new "*Performance Assessment Model*" which will also contribute to monitoring promotions and the performance of new activities, taking into account career development potential, commitment, technical capacity, interpersonal relationship skills and seniority.

#### 6.3.5. Result of the evaluation:

As mentioned in item 6.2. of this Equality Plan, the equal working conditions measure, specifically the promotion of effective career management conditions in the organization, can only be implemented with the completion of the new Performance Assessment, currently being developed for the Teixeira Duarte Group.

In short, according to the analysis that has been performed, it can be seen that on 31 August 2020, with reference to the Equality Plan communicated to the market on 13 September 2019, Teixeira Duarte is currently implementing its proposed measures relating to Equal Working Conditions. The Planning defined in *item 8* allows the different stages of this work to be viewed and understood.

### 6.4. Protection of Parenthood

#### 6.4.1. Objectives that TD, S.A. has set itself:

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.

#### 6.4.2. Description and assessment of the situation:

The organization complies with the legislation on parenthood rights and provides resources to clarify doubts on this matter.

Statistically speaking, it is well known that the enjoyment of initial parental leave, after the birth of a child, beyond the mandatory period, has been requested mainly by women. This notwithstanding, the organization must publicize the

parenthood protection legislation and employee rights in this area in a clear and simple manner. It must explain that exercising these rights does not limit development in terms of pay, training opportunities and career progression. Now that the specific analysis has been conducted, it can be concluded that simply displaying the legislation and employee rights on noticeboards provided for this purpose, as well as displaying information in this space about measures implemented by the organization, is not easily accessible to all and other solutions need to be found to better protect employee rights.

Parenthood protection rights, specifically the prohibition of discrimination relating to exercising maternity and paternity rights, pregnancy rights, parental leave, dispensations for breastfeeding, etc., must be effectively perceived by employees and must be adequately displayed or publicized in the organization's facilities.

Procedures are in place as part of the occupational health and safety system to identify and deal with situations in the workplace that are hazardous to pregnant and breastfeeding employees and new mothers, to avoid exposing them to health and safety hazards.

#### 6.4.3. Measures defined for 2019-2020:

- 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.

#### 6.4.4. Measures implemented:

In addition to the solutions that are commonly used, specifically the employee welcome manual, displaying information on placards or noticeboards in accessible locations inside the facilities, software is currently under development that will provide all legal and supplementary information referring to parenthood rights, including harassment in the workplace, among other rights, on the Corporate Website, which is accessible to the vast majority of employees. An interactive kiosk will also be installed at the head office building in Lagoas Park. The Welcome Manuals have also been updated to bring them into line with changes that have been made to legislation in this area.

Improvements are currently being made to the system to assess whether there are deviations from the application of measures to employees who, under the law, enjoy parental leave, leave during high risk pregnancies, assistance to family members during adoption processes, or who work outside normal working hours. To ensure that the analysis is duly justified, the analysis period must be at least two years, taking into account professional categories, basic salaries, bonuses that are granted and evidence of training provided to all employees of each Group company.

#### 6.4.5. Assessment result

According to the analysis, it can be seen that on 31 August 2020, with reference to the Equality Plan communicated to the market on 13 September 2019, the Teixeira Duarte Group is currently updating its procedures and implementing its proposed measures relating to Parenthood Protection. The planning summarized in point 8 of this Equality Plan shows the different stages of this work.

## 6.5. Professional, family and personal life balance

### 6.5.1. Objectives that TD, S.A. has set itself:

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

### 6.5.2. Description and assessment of the situation

The organization provides health services (medical consultations), promotes sports and cultural activities as part of the scope of its Social Responsibility, and enters into agreements with services of different natures (pharmacies, car repair and maintenance services, transport services). Despite this, the assessment that has been performed shows that it is currently possible to implement more measures, within the characteristics of the Teixeira Duarte Group, that contribute to the existence of a balanced and impartial system to promote a real professional, family and personal life balance among all employees.

### 6.5.3. Measures defined for 2019-2020

- 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.

### 6.5.4. Measures implemented

#### 1. Organization of work time

Due to the measures implemented during the emergency period to contain the outbreak of the Covid-19 pandemic, between the end of March and the end of April, the organization implemented a workplace decentralization scheme for a substantial number of its employees. It provided IT and communication equipment that allowed the organization to continue with its activity in a way that is different than normal.

These measures address a broader set of methods for organizing working hours, including remote work, part-time work, flexible working hours and time banking.

Based on the experience gained in this emergency period, the organization is developing procedures for remote working and flexible and part-time working hours (always in line with labor legislation), to provide employees with a better professional, family and personal life balance.

#### 2. New Multipurpose Zone

The reformulation of the concept of a canteen, in April 2020, in Teixeira Duarte's head office building, with the opening of a 250m<sup>2</sup> multi-purpose space with abundant natural light, fridges, microwaves and vending solutions, prepared for snack and coffee breaks, informal meetings and interactions between employees, always with the necessary social distancing in mind, contributes to improve the quality of employment - one of the ways of achieving a better professional and social life balance.

#### 3. Implementation of a channel for receiving ideas

In awareness of the importance of employee opinions for improving organizations by implementing measures effectively aimed at meeting the interests of employees, Teixeira Duarte has implemented an ideas channel, accessible through the Corporate Website at [www.canaldeideias.teixeiraduarte.pt](http://www.canaldeideias.teixeiraduarte.pt). Employees can use this channel to make suggestions for what they consider to be important measures for a professional, family and personal life balance.

#### 4. Implementation of benefit models for employees

In 2019, the Teixeira Duarte Group launched the pilot edition of the "b.flex" Program aimed at permanent employees at 7 of its subsidiaries in Portugal. It expanded the program to all Group companies in Portugal in 2020.

The b.flex program allows any employees who voluntarily join "b.flex" to access a set of social benefits, both for themselves and their families according to their preferences. These benefits included the reimbursement of Health Expenses, Child Allowance, Professional Training, Acquisition of Technology and Vehicle Acquisition.

##### 6.5.5. Result of the evaluation

According to the analysis, it can be seen that at 31 August 2020, with reference to the Equality Plan communicated to the market on 13 September 2019, Teixeira Duarte, S.A. was able to implement its proposed professional, family and personal life balance measures.

## 7. IDENTIFICATION OF EXISTING MEASURES AND PRACTICES IN THE TEIXEIRA DUARTE GROUP

Teixeira Duarte, S.A. has been incorporating actions into its management strategy that contribute to different aspects of gender quality (i.e. respect for the dignity of men and women in the workplace; professional, family and personal life balance and quality in employment) becoming a reality within the Group.

In accordance with this, below can be found information about the good practices and identified measures that are already being implemented by the Teixeira Duarte Group, based on its mission "To do, contributing to the construction of a better world":

- Teixeira Duarte, S.A. carries out its activities in accordance with the [UN Declaration of Human Rights](#), 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 Pact in the fields of [Human Rights](#), [Labor Practices](#), [the Environment](#), [the Prevention of Corruption and Bribery](#), [Money Laundering and Terrorist Financing](#), and [Competition](#).
- The Teixeira Duarte Group has a [Code of Ethics and Conduct](#) in force, adherence to which is mandatory for all of its employees. Its chapter entitled "*Commitments to Labor Rules*" expressly states that equal treatment and non-discrimination is mandatory, harassment is prohibited and that a family and personal life balance and parenthood protection should be promoted. The aforementioned Code of Ethics and Conduct provides for the existence of an Ethics Channel where all employees (as well as third party entities) must report any irregularities (specifically situations of workplace harassment) that may be identified, without it being possible for whistleblowers to suffer reprisals for reports made in good faith.
- Provision of a set of protocols and partnerships with internal and external entities, in different areas of activity, to give employees a better professional, family and personal life balance: (i) access to free medical services, medication, curative medicine and nursing; (ii) provision of discount platforms to give employees access to goods and services under the most advantageous market conditions; (iii) provision of health insurance for employees with permanent contracts, which can be extended to cover family members (spouses and "children").

## 8. MEASURES TO BE IMPLEMENTED FOR 2021

The Equality Plan of Teixeira Duarte, S.A. for 2021 has been developed based on the results of the implementation of the 2019/2020 Equality Plan and includes the results of the *(i)* newly performed self-assessment, *(ii)* the implementation of observations in the CEWE Technical Analysis conducted with reference to the 2019/2020 Equality Plan, and, *(iii)* internal and external changes that in some way could affect the implementation of equality measures, specifically situations decreed during the state of emergency to contain the Covid-19 pandemic outbreak.

For the purposes of presenting the measures for 2021, the following six equality dimensions have been identified, and the measures, the people responsible for their implementation, the indicators and the goals to be achieved by Teixeira Duarte, S.A. subsidiaries have been set out to allow comprehensive intervention across the organization:

- a) Equal access to employment;
- b) Salary model;
- c) Equal working conditions;
- d) Protection of parenthood;
- e) Professional, family and personal life balance;
- f) Prevention of harassment in the workplace.

The measures to be implemented for each of these dimensions are presented on the following table, which includes the goals, planning, the people responsible for implementation and the indicators that are followed for their implementation. Considering the fact that the measures should be implemented by the Teixeira Duarte Group, it was decided to not estimate the costs of implementation, which will be ascertained by each company on a case-by-case basis.

For each of these areas, this Plan sets out:



## 2021 EQUALITY PLAN

Dimension	Measure	Goal	Planning	People responsible for implementation	Indicators
Equal access to employment	1. Ongoing monitoring of the implementation of the procedure and analysis of the advertisements published on TD, S.A.'s website.	Monitor, by sampling, of published advertisements.	Monitoring of the implementation of the advertisement analysis procedure during 2021.	Human resources department.	Ratio of advertisements in which errors were detected / total number of advertisements monitored.
	2. Provision of equality training for trainers and training for equality panels and equality assessment teams.	Number of training activities greater than 2.	Carrying out training activities with support from CEWE or another training entity.	Human resources department.	No. of training activities by June 2021.

## 2021 EQUALITY PLAN

Dimension	Measure	Goal	Planning	People responsible for implementation	Indicators
Salary model	1. Ongoing definition and drafting of the new Performance Assessment Model to be applied in the Teixeira Duarte Group.	Completion of the Performance Assessment Model by the end of 2021.	By the end of 2021, develop a career evaluation and progression system applicable to all Group employees, regardless of their sector or geographical area of activity. The system must guarantee objectivity and transparency and take into account employee needs associated with availability and family responsibilities.	Internal Task Force made up of a multidisciplinary team.	Partial and final deadlines for completion.
	2. Implementation of a system for monitoring situations that apparently violate the principle of "equal pay for equal work, or work of equal value", by defining rules and concepts to highlight such situations, to ensure that any differences are free from discrimination, specifically gender discrimination.	Completion of the monitoring system by the end of 2021.	Implementation of a system for monitoring situations that apparently violate the principle of "equal pay for equal work or work of equal value", which enters into force in 2021.	Human resources department.	Partial and final deadlines for completion.

Dimension	Measure	Goal	Planning	People responsible for implementation	Indicators
Equal working conditions	1. Ongoing definition and drafting of the new Performance Assessment Model to be applied in the Teixeira Duarte Group.	Completion of the Performance Assessment Model by the end of 2021.	By the end of 2021, develop a career evaluation and progression system applicable to all Group employees, regardless of their sector or geographical area of activity. The system must guarantee objectivity and transparency and take into account employee needs associated with availability and family responsibilities.	Internal Task Force made up of a multidisciplinary team.	Partial and final deadlines for completion.
	2. Creation of a system for the monitoring developments and performance of new activities, taking into account the potential for career evolution, commitment, technical capacity, interpersonal relationship skills, gender and seniority.	Completion of the monitoring system by the end of 2021.	Preparation of the procedure for promotions and performing new activities, taking into account the potential for career development, commitment, technical capacity, interpersonal relationship skills and seniority; during 2021.	Human resources department.	Partial and final deadlines for completion.
	3. Implement equality training courses, specifically on gender equality, to contribute to raising awareness among employees of the existence of prejudices and stereotypes that could affect decision-making processes inherent to people management.	100% of new employees (Welcome Training) with a training activity. 100% of actions publicized/no. of actions carried out.	Implementation of training courses for new employees. Holding two training activities for all employees. The provision of a training catalog and respective registration dates on the corporate website and at access points	Human resources department.	Ratio between the number of new employees trained and the total number of new employees (broken down by gender and professional category or role, whenever possible). Ratio between the number of training activities publicized on the corporate website and the number of training activities performed on the subject.

## 2021 EQUALITY PLAN

Dimension	Measure	Goal	Planning	People responsible for implementation	Indicators
Protection of parenthood	1. Ongoing implementation of a system for monitoring deviations in the behavior of the organization, specifically regarding pay and training and career progression opportunities, before and after the start of parental leave.	By December 2021.	Implementation of a system for monitoring deviations in the organization's behavior during the year 2021.	Human resources department.	Partial and final deadlines for completion
	2. Complete and evaluate the effectiveness of the implementation of the software for providing information about the rights and duties of the organization's employees.	Software completed in the first quarter of 2021.  Software accessed more than 50 times during the first half of 2021. Overall result of the satisfaction survey "good" or better.	Completion of the software before the end of the first quarter of 2021. Evaluation of the effectiveness of the software by analyzing the number of accesses to the software. Conducting satisfaction surveys.	Sustainability Department and IT Department.	Date of completion of the software. No. of access to the software. Results of the satisfaction survey.
	3. Monitor the return of employees who have been absent for long periods on parental leave and ensure their reintegration.	Completion of the reintegration plan by 30 June 2021. 100% of identified situations submitted to the reintegration plan.	Preparation of a reintegration plan by identifying a tutor from the area responsible for the employee and from Human Resources, during the first half of 2021, and its respective implementation during the second half of 2021.	Human resources department.	Partial and final deadlines for completion. Ratio between the no. of employees with an integration plan / no. of employees in a prolonged absence situation.

Dimension	Measure	Goal	Planning	People responsible for implementation	Indicators	
Professional, family and personal life balance	1.	Implementation of a new model for creating employee benefit programs, including discounts and other non-monetary benefits, family and home assistance, by contracting a Savings-Loyalty platform for its employees (VIP Groups).	First quarter 2021.	Conclusion of contracts with Savings-Loyalty platforms during the first quarter of 2021.	Sustainability Department and Human Resource Department.	Partial and final deadlines for completion.
	2.	Assess the effectiveness of the creation of the ideas channel for receiving ideas sent by employees, and that have or could have a significant impact on the professional, family and personal life balance.	More than 10 ideas registered during the first half of 2021. Overall result of the satisfaction survey "good" or better.	Assessment of the effectiveness of the software by means of an analysis of the number of ideas entered. Conducting satisfaction surveys.	Sustainability Department and Human Resource Department.	No. of ideas registered. Results of the satisfaction survey.
	3.	Provision of spaces for breastfeeding;	First quarter of 2021, at the Head Offices.	Provision of a space to give breastfeeding employees privacy, including the respective information channels.	Human resources department.	Implementation deadline.
	4.	Carrying out actions that aid the personal development of employees.	No. of training modules included on the platform > 5 by March 2021.	Provision of the online training catalog and the respective registration dates on the OK platform (training platform) and at the access points.	Human resources department.	Number of training module included on the platform.

**2021 EQUALITY PLAN**

Dimension	Measure	Goal	Planning	People responsible for implementation	Indicators
Prevention of Harassment in the Workplace	1. Completion and publication of the Code of Good Conduct for Preventing and Combating Harassment in the Workplace	First Quarter 2021.	Completion, during the first quarter of 2021, of the Code of Good Conduct for preventing and combating harassment in the workplace.	Human resources department.	Final code approval deadline.

