Teixeira Duarte

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2022 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.

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 each year, under the terms of regulatory order no. 18/2019, of 21 June.

In this framework, at a Board of Directors meeting held on 11 September 2020, Teixeira Duarte, S.A. approved its Equality Plan for 2021 which, together with the internal and external factors relevant to its purpose and strategic orientation, served as a basis for the preparation of the 2022 Equality Plan that is presented in this document.

2. INTRODUCTION

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 companies.

Based on the mission "Working to contribute to building a better world", an objective that is shared by Group employees of all genders, regardless of their area of operation, geographical location or work team, Teixeira Duarte has adopted several instruments to guide the actions taken by subsidiaries in terms of promoting gender equality and preventing discriminatory practices, from among which emphasis should be placed on the following:

- Teixeira Duarte, S.A. carries out its activities in accordance with the <u>UN Declaration of Human Rights</u>, the Guiding Principles of the <u>Organization for Economic Cooperation and Development</u> (OECD), the <u>International Labor Organization</u> (ILO), national and international legislation and the 10 Principles of the United Nations Global Compact in the fields of <u>Human Rights</u>, <u>Labour Practices</u>, <u>the Environment</u>, Competition and the fight against <u>Corruption and Bribery</u>, <u>Money Laundering and Terrorist Financing</u>.
- The Teixeira Duarte Group has a <u>Code of Ethics and Conduct</u> 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.
- 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. This channel can be used to submit suggestions and measures that may be deemed important for achieving a professional, family and personal life balance.

Based on its culture and equality objectives, Teixeira Duarte, S.A is pleased to present its 2022 Equality Plan. In line with the guidelines in the "Guide for the Implementation of Equality Plans for Companies" and the recommendations of CITE (the Workplace and Employment Equality Commission) on the Teixeira Duarte, S.A. 2020 Annual Equality Plan, established by Regulatory Order no. 18/2019, this plan aims to describe the new measures to be implemented and to update and release information on procedures and practices that have already been implemented and are in force inside the Teixeira Duarte Group, within the scope of Gender Equality as defined by Portuguese law.

The Equality Plan, defined for 2022, represents the commitment of Teixeira Duarte, S.A. to the measures set out in the plan. It will be monitored by an internal Task Force that will assess the extent to which the goals set for each of the measures are met, with the aim of including new measures and/or adjusting existing ones.

This Task Force consists of four members - two men and two women - from different areas of activity within the Teixeira Duarte Group (Sustainability / Human Resources / Concessions and Services / Management System), and its actions are followed-up by the Board of Directors.

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 2022 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, a century ago expanded the company's activities to other sectors and markets, with a marked identity upheld with pride and affection by all involved.

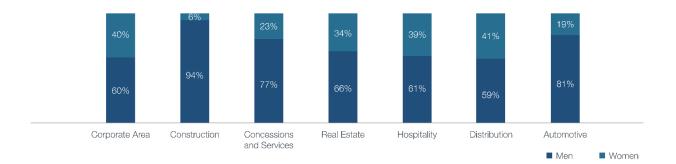
Teixeira Duarte Group: A group of entities included in the consolidation perimeter and management scope of management of Teixeira Duarte, S.A.

4. CHARACTERIZATION OF HUMAN RESOURCES IN THE TEIXEIRA DUARTE GROUP

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 sociography, broken down by gender, in the Teixeira Duarte Group (data reported as of December 31 2020):

• At 31 December 2020, the Group had 9,599 employees, distributed among its different areas of activity:

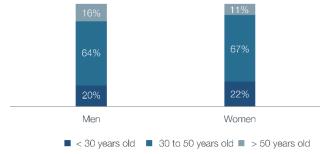


Employees by gender and sector of activity at 31 December 2020

As of 31 December 2020, 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 Concessions and Services sectors (which together account for 70% of the global workforce on 13 December 2020) are sectors linked to professions that are mostly sought after by men, both at the technical and operational levels.

In this regard and as an example, it should be noted that in 2020 the company Teixeira Duarte - Engenharia e Construções, S.A. published 20 job vacancies in its technical areas at its headquarters in Portugal and received around 1200 application, of which 81% were from men and 19% from women.

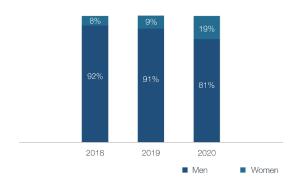
• In terms of age distribution, most of the Teixeira Duarte Group's employees are in the age range of 30 to 50 years old.



Employees by Age Group on 31 December 2020, by gender.

• The Group has recorded an evolution in terms of the presence of men and women in management positions, as indicated by the evolution of the percentage of Men and Women belonging to the Group's Senior Management who are responsible for different companies, sectors, business areas, or other organizational structures.

At 31 December 2020, there were 34 male and 8 female employees classified as forming part of the Senior Management.



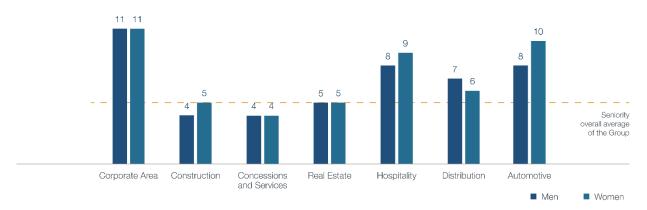
Annual evolution of the percentage of employees classified as forming part of the Senior Management.

• As of 31 December 2020, most employees were on permanent contracts.

	Total 2020	Total 2019	Total 2018
Permanent	62%	56%	45%
Men	62%	56%	44%
Women	60%	52%	51%
Temporary	38%	44%	55%
Men	38%	44%	56%
Women	40%	48%	49%
Total	9,599	10,763	10,932

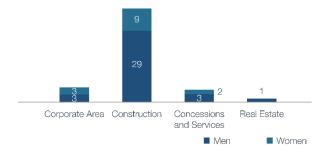
Percentage of employees by contract type and gender

• The average seniority of male and female employees of the Teixeira Duarte Group's subsidiary companies was 5 years on 31 December 2020.



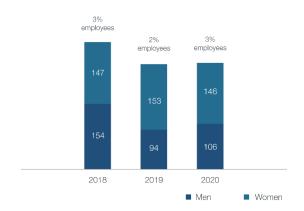
Average seniority of employees by sector of activity and gender, at 31 December 2020

• On 31 December 2020, 50 people with disabilities were part Teixeira Duarte subsidiary companies, 5 more than in 2019. In Portugal and Brazil, these employees represent 1% of the workforce.



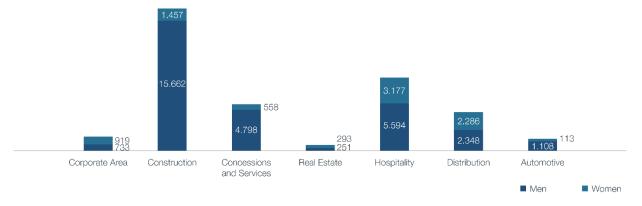
Number of employees with disabilities by gender and sector of activity, at 31 December 2020

• In accordance with the legislative provisions in countries where Group companies operate, all employees have the right to protection during parenthood. In 2020, there was a slight increase in the percentage of male and female employees on parental leave in all of the subsidiary companies.



Evolution of the number of employees taking parental leave in the Group's companies as a whole per gender.

• With reference to 31 December 2020, the following numbers of trainees (employees present at a training event) were involved in qualification activities in each area of activity:



Number of trainees included in qualification activities by sector of activity and gender

5. 2022 EQUALITY PLAN

The Teixeira Duarte, S.A. equality plan for the year 2022 was developed base on (i) the results of the new self-diagnosis that has been performed, (ii) the results of the implementation of the 2021 Equality plan, and (iii) comments from the CITE Technical Analysis conducted with reference to the 2021 Equality Plan and, (iv) internal and external changes that may in some way affect the implementation of the equality measures, specifically situations decreed during the state of emergency to contain the pandemic outbreak related to Covid-19.

5.1. Results of the self-diagnosis for the implementation of the Equality Plan

For the implementation of the 2022 Equality Plan Teixeira Duarte, S.A. followed a process similar to the one used for previous plans, starting with a self-diagnosis of the Group's situation in Portugal conducted by applying the Diagnosis Support Matrix, provided in the "Guide for the Implementation of Equality Plans in Companies" (Guide) drawn up by CITE in coordination with the Commission for Citizenship and Gender Equality (CIG).

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.

The aforementioned analysis did not identify any non-compliance with the legal precepts regarding the prevention of discriminatory practices. Having said this, and with a view to continuous improvement, the Teixeira Duarte Group adopts the following main objectives when drawing up its 2022 Equality Plan:

- 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 equality and non-discrimination on grounds of gender and prevent possible future imbalances of opportunity;
- Promote a professional, family and personal life balance for all employees.

5.2. Monitoring the execution of the Equality Plan

The execution of the Equality Plan is subject to a systematic follow-up process carried out directly by the *Task Force* set up for this purpose, in order to monitor the meeting of objectives defined in the plan and to identify possible improvements and/or new measures to be adopted.

Based on applying the Support Matrix for Monitoring the Execution of the Equality Plan provided in the "Guide", it was possible to analyze the mandatory measures described in the aforementioned support matrix, by monitoring the organization of the seven dimensions mentioned in the guide.

a) Strategy, Mission and Values (measure 1)

In addition to information already displayed on noticeboards at all permanent and temporary premises, the creation of a "microsite" and the resulting provision of content relating to rights and obligations relating to parenthood, equality and non-discrimination and accidents in the workplace, as well as information relating to working hours, collective bargaining agreements, the Code of Ethics and Conduct, risk prevention for pregnant women, new mothers and breastfeeding women, the prevention and fight against harassment in the workplace, among other information, ensure that the company discloses information, in an appropriate and accessible place, about employee rights and duties relating to quality and gender-based discrimination.

b) Equal Access to Employment/Initial and Ongoing Training (measures 2 to 10)

The "procedure for the use of inclusive language when adding content" is used when preparing job adverts. This is monitored by the Human Resources Department that keeps a record of deviations and proposes the respective corrections.

The content of adverts includes the professional category, duties, preferred conditions and a reference to the basic pay. Applications are received, registered, processed and filed on an *online* platform, in compliance with the stipulations of the applicable personal data protection legislation.

The duties assigned to pregnant, new mother or breastfeeding employees on temporary contracts and enjoying their rights are redistributed to other employee(s) from the same organization/service, or are performed by other temporary employees. Their return after exercises these rights is guaranteed.

The three-year training plan is designed for all employees and the HRD is responsible for monitoring its legal compliance. This training plan takes into account the *gap* between the skills that are held and those needed to perform the duties and carry out the tasks. Priority is given to training to make up for missing skills.

c) Equal Working Conditions (measures 11 to 13)

No leave, absences and dispensations enjoyed under the scope of article 65(1) and (2) of the Labour Code is taken into consideration for the purposes of applying the Performance Assessment Models implemented in the organization.

The Company and Corporate Management pre-verifies the legal compliance of the composition of the Board of Directors and of the Supervisory Board.

d) Remuneration Model (measures 14 to 21)

The New Performance Assessment Models, aggregating the segregation of functions, competencies, career development potential, commitment, technical ability, interpersonal relationship ability and seniority aim to guarantee the intended principle of "equal wage for equal work, or work of equal value". The first phase of these models is expected to be completed by the end of 2021 and they will be successively adapted and improved in accordance with the specific characteristics of each business area and any internal and external factors that may affect the application of this remuneration model.

The "information kiosk / microsite" created in 2021 provides information about rights and duties in the area of equality and non-discrimination, as well as how to access the information in annex D of the Single Report.

e) Parenthood Protection (measures 22 to 48)

The organization has procedures in place for classifying and accounting for leave, dispensations and absences relating to situations of high-risk pregnancies, early and supplementary parenthood, the postpartum period, assistance for children with disabilities or chronic illness and adoption, among other situations, in accordance with the applicable legislation.

Without prejudice to breastfeeding rights, the organization has set up a breastfeeding room that is available to any breastfeeding employees who request it.

On its *online* training platform, the organization provides training content on parental rights and guarantees that all employees are provided with information about their rights and duties.

In order to ensure that information on parenthood is provided to all employees, it is also available in the "Employee Guide" that is given to all new hires.

The Human Resources area of the "Employee Portal" also contains information about employee rights and duties, according to the applicable legislation.

f) Balance between professional activities and family and personal life (measures 49 to 59)

As Teixeira Duarte is a business group involved in activities as varied as construction, hospitality, concessions and services, distribution, vehicles and real estate, procedures aimed at striking a balance between professional activity and family and personal life are not applied uniformly.

This notwithstanding, the organization has implemented cross-group mechanisms to introduce working hour flexibility, such as offset working hours both to avoid crowding when employees enter and leave the facilities and to coordinate dropping off children at school. Other mechanisms include the implementation of a remote working scheme, a model for organizing working hours between remote work and working at the organization's facilities, with IT and communication tools provided to allow a better balance to be struck between the professional, family and personal lives of employees.

g) Preventing harassment at work (measures 62 to 67)

In line with its Code of Ethics and Conduct, in 2021 Teixeira Duarte approved its General Procedure for the Prevention and Fight against Harassment in the Workplace (code of conduct) aimed at preventing, eliminating and/or penalizing situations that could constitute harassment in the workplace, including reporting, investigation and disciplinary action mechanisms, penalties and responsibilities, remediation, protecting good-faith whistleblowers and witnesses, and consolidating mechanisms for investigating, analyzing and keeping records of situations of violence and harassment.

5.3. Assessment of the implementation of the 2021 Equality Plan measures and presentation of the measures to be implemented in 2022

For the purposes of assessing the measures set out the 2021 Equality Plan and presenting the measures to be implemented in 2022, the Teixeira Duarte Group adopted six areas of action for its subsidiary companies, allowing them to comprehensively intervene in 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 that have already been implemented and that are in the implementation phase, along with the measures to be implemented in 2022 for each of these dimensions are shown on the following table, which shows the goals, planning, the people responsible for their application and the indicators followed for the implementation.

Dimension / Objective	Mea	asure	Goal	Planning	People responsible for Implementation	Indicators	Implementation Status
a) Equal access to employment; Objective: Ensure that the principle of Gender Equality is effectively implemented during the	1.	Ongoing monitoring of the implementation of the procedure and analysis of the advertisements published on the websites of subsidiary companies.	Monitor, by sampling, of published advertisements.	Monitoring of the implementation of the advertisement analysis procedure during 2022.	Human resources department.	Ratio of advertisements in which errors were detected / total number of advertisements monitored.	Implemented in 2021. Measure to be maintained in 2022.
implemented during the process to recruit and select female and male employees.	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.	To be implemented in 2022.



Dimension / Objective	Mea	asure	Goal	Planning	People responsible for Implementation	Indicators	Implementation Status
b) Remuneration model Objective: Guarantee the program management principle of "equal pay for equal work or work of equal value".	1.	Ongoing definition and drafting of the new Performance Assessment Models to be applied in the Teixeira Duarte Group.	Completion of the Performance Assessment Models 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.	Under implementation.
	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.	Under implementation.

Dimension / Objective	Me	asure	Goal	Planning	People responsible for Implementation	Indicators	Implementation Status
c) Equal working conditions Objective: 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".	1.	Ongoing definition and drafting of the new Performance Assessment Models to be applied in the Teixeira Duarte Group.	Completion of the Performance Assessment Models 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.	Under implementation.
	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.	Under implementation



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Dimension / Objective	Measure	Goal	Planning	People responsible for Implementation	Indicators	Implementation Status
	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.	To be implemented in 2022.

Dimension / Objective	Me	asure	Goal	Planning	People responsible for Implementation	Indicators	Implementation Status
d) Parenthood protection; Objective: 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	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.	Implemented.
exercising of these right are a matter for the interested parties themselves.	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.	Partially implemented.
	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.	To be implemented in 2022.



Dimension / Objective	Me	asure	Goal	Planning	People responsible for Implementation	Indicators	Implementation Status
e) Professional, family and personal life balance. Objective: Promote work organization methods to allow a real professional, family and personal life balance for male and female employees.	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.	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.	Implemented.
	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.	Two ideas registered in the 1st half of 2021. Measure to be maintained in 2022.
	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.	Implemented.
	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.	Implemented. Measure to be maintained in 2022.

Dimension / Objective	Mea	asure	Goal	Planning	People responsible for Implementation	Indicators	Implementation Status
	5.	Implementation of a benefits program for employees of subsidiaries in Portugal.	Overall program membership rate > 25% by 31 December 2021.	Preparation and launch of the program in January 2021. Quarterly and half- yearly openings.	Human Resources Department and Sustainability Department.	Program membership rate.	Implemented. 10% overall membership rate at 31 July 2021. Measure to be maintained in 2022.
	6.	Allowance of a half-day of grace period to be used on employees' birthdays.	January 2022.	Implementation of a system for recording grace periods that have been enjoyed and communication to supervisors and employees by 31 December 2021, with plans to mitigate any inequalities for employees who celebrate their birthday on 29 February or on statutory holidays.	Human resources department.	Rate of effective use of the entitlement by employees in each calendar year.	Measure to be implemented in January 2022.
f) Prevention of Harassment in the Workplace Objective: Ensure the prevention and fight against 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.	Implemented.

