

**Teixeira Duarte, S.A.**

[www.teixeiraduarte.com](http://www.teixeiraduarte.com)

# 2023 Equality Plan

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## IDENTIFICATION OF THE COMPANY

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

registration number at Cascais - Oeiras Commercial Register 509.234.526

### 1. LEGAL FRAMING

Teixeira Duarte, S.A. (TD, S.A.) has always assumed as a cause to ensure a dignified treatment to its employees, men and women, respecting their human and labour rights, including an effective equality among them all.

The law no. 62/2017, of the 1st of August determined that the administration and supervisory organs of the companies issuing actions admitted to negotiation in regulated market must progressively evolve to a balanced composition in terms of gender, which is complied with by Teixeira Duarte, S.A.

The same piece of legislation establishes that the companies traded on the stock markets have to approve annual equality plans to achieve an effective treatment and opportunities equality between women and men, fostering the elimination of gender based discrimination and promoting the conciliation between personal, family and professional life, and should publish these plans in their internet site, until the 15th of September of each year, under the terms of the ministerial order no.18/2019, of the 21st of June.

Given this legal framing, on the 14th of September 2021, Teixeira Duarte, S.A. Approved on the meeting of the Board of Directors its Equality Plan for 2022 which, associated to internal and external relevant facts for its purpose and for its strategic guidance, served as base for the elaboration of the Equality Plan for 2023 which is now presented.

### 2. INTRODUCTION

Teixeira Duarte, S.A. has incorporated, in its management strategy, actions which contribute to make gender equality in the various domains (i.e. respect for the dignity of men and women in the workplace; conciliation between professional, family and personal life and employment quality) a reality within the companies of the Group.

Based on the Mission “To Do, contributing towards the construction of a better world”, an objective shared by all employees, man and women, of the Group, regardless of their sector of activity, geography, or work team, Teixeira Duarte adopted several instruments to guide the action of its subsidiary companies, in matters regarding the promotion of gender equality and the prevention of discriminatory practices, among which the following are highlighted:

- The activity of Teixeira Duarte, S.A. Is carried out in accordance with the [Declarações de Direitos Humanos da ONU](#), with the guiding principles of the [Organização para a Cooperação e Desenvolvimento Económico](#) (OCDE), the [Organização Internacional do Trabalho](#) (OIT), the national and international legislation and the 10 Principles of the Global Pact of the United Nations in the domains of the [Direitos Humanos](#), [Práticas Laborais](#), [Ambiente](#), Competitiveness and fight against [Corrupção e Suborno](#), [Branqueamento de Capitais e Financiamento do Terrorismo](#).
- The Group Teixeira Duarte has in force a [Código de Ética e Conduta](#) whose compliance with is mandatory to all its employees, man and women, which expressly consecrates in the chapter “*Commitments to labour Rules*” the mandatory equality treatment and the non-discrimination, the prohibition of harassment, as well as the promotion of conciliation with the family and personal life and the parenthood protection. The said Code of Ethics and Conduct foresees the existence of an Ethics Canal to where all employees, men and women, (as well as any third parties) must communicate eventual irregularities (namely situations of harassment at work) identified, without retaliations for good faith whistle-blowers.
- Conscious of the importance of the opinion of the employees, men and women, for the improvement of the organisations with the implementation of measures which, effectively, meet the interests of the worker, Teixeira Duarte implemented a channel of ideas, accessible through the Corporate Portal at [www.canaldeideias.teixeiraduarte.pt](http://www.canaldeideias.teixeiraduarte.pt), where suggestions and measures can be submitted which may be considered as important for the conciliation of the professional, family and personal life.

In spite of CITE's report conclusions on the Teixeira Duarte, S.A.'s Annual Equality Plan for 2022 stating that it complies with all applicable legal requirements, Teixeira Duarte, S.A., grounded on its culture and on its objectives with regard to equality, presents

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its Equality Plan for 2023 which, aligned with the guiding lines comprised in the “Guide for the implementation of Equality Plans for Companies” established by the Ministerial Order no. 18/2019, has as objective the disclosure of new measures to be implemented, as well as update and divulge procedures and practices already implemented and in force within the Group Teixeira Duarte, within the scope of gender equality as defined in the Portuguese legislation.

The Equality Plan, devised for 2023, represents the commitment of Teixeira Duarte, S.A. To the measures there included and shall be monitored by a work group (*Internal Task Force*) through the evaluation of the fulfilment of the goals set forth for each one of the measures, with the intention of incorporating new measures and / or readjusting the existing ones.

This work group is composed of four members – two men and two women – of different activity sectors within the Group Teixeira Duarte (Sustainability / Human Resources / Construction / Concessions and Services) whose action is followed by the Board of Administrators.

### 3. APPLICATION SCOPE

Teixeira Duarte, S.A., as top traded company of the Group Teixeira Duarte does not have employees other than the members of the social bodies and has in force a policy of Diversity of the Administration and Supervisory Bodies, approved by the General Assembly.

Under this circumstance, and given that the companies of the Group Teixeira Duarte operate in six different sectors (Construction, Concessions and Services, Real Estate, Hospitality, Distribution and Automobile) and in 22 countries with cultures and legal backgrounds rather different, it is understood that the suitable way to achieve an effective equality of treatment and opportunities between women and men, promoting the elimination of gender based discrimination and fostering the conciliation between personal, family and professional life within the group Teixeira Duarte, is through the elaboration of a Equality Plan which presents a set of objectives and measures which must be implemented and developed directly by its subsidiary companies.

Thus, the approval of the Equality Plan 2023 by Teixeira Duarte, S.A., as top traded company of the Group Teixeira Duarte, *id est*, is to be applied to it self and also to its subsidiary entities – in a suitable way to their operating realities, both geographic and sectoral – clarifying the meaning and the extent of the following expressions used throughout the present document :

**Teixeira Duarte:** It is the identity of a Corporate Group which presents itself through its trade mark : a Portuguese Group founded in a House of Engineering – something inherent to its genesis and to its founder – who, with spirit of enterprise and the support of his human and technical resources, spread, for a century, its activity to other sectors and markets with an identity lived and defended by all, men and women, with pride and tender.

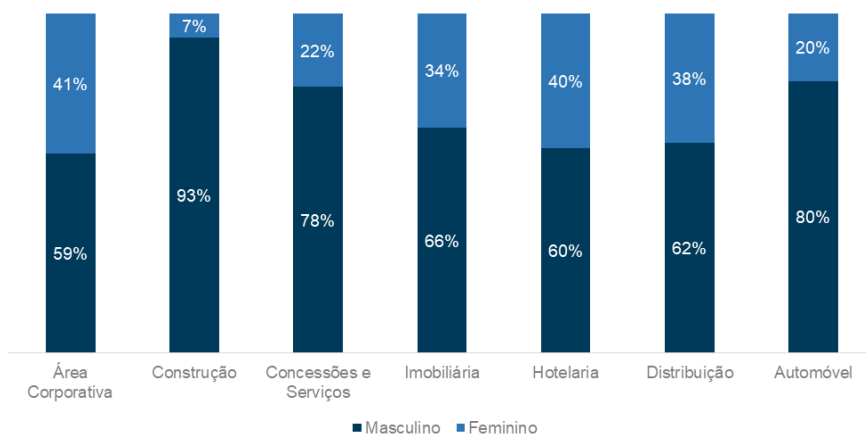
**Group Teixeira Duarte:** Teixeira Duarte, S. A. and the group of all its subsidiary entities

### 4. CHARACTERISATION OF THE HUMAN RESOURCES WITHIN THE GROUP TEIXEIRA DUARTE

The companies of the Group Teixeira Duarte universe carry out a policy of human resources conscious that their employees, man and women, are the most important asset they have for the development of their activities.

Below, are presented some figures which synthesise the sociography separated by gender in the Group Teixeira Duarte (data which reports to 31 December 2021):

- As of 31 December 2021, the Group had 9.093 employees, man and women, distributed by the various activity sectors:

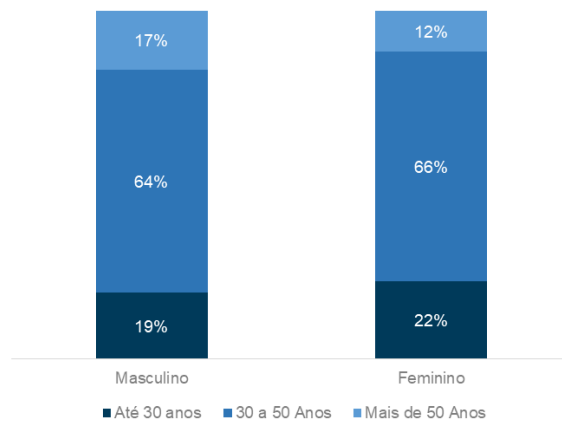


Employees, men and women, by activity sector as of 31 December 2021

The outcome is that, as of 31 December 2021, the majority of the employees, men and women, of the Group Teixeira Duarte, were men as in previous years. The justification for this situation bears in the fact that the sectors of Construction and Concession and Services (which together represent 69% of the global labour force at that date) are sectors with professions which are looked after and occupied by men, both at a technical land also at an operational levels.

To this purpose and as an example, it might be said that Teixeira Duarte – Engenharia e Construções, S.A. published in 2021, from its head office in Portugal, 37 job openings for production domain, having received roughly 3.300 applications, of which 70% of men and 30% of women. On the other hand, the company has published 9 employment openings for post in the corporate areas, being 40% of the applications received from men, and 60% from women.

- With regard to the distribution by age, the majority of the employees, men and women, of the Group Teixeira Duarte ranges from 30 to 50 years of age.

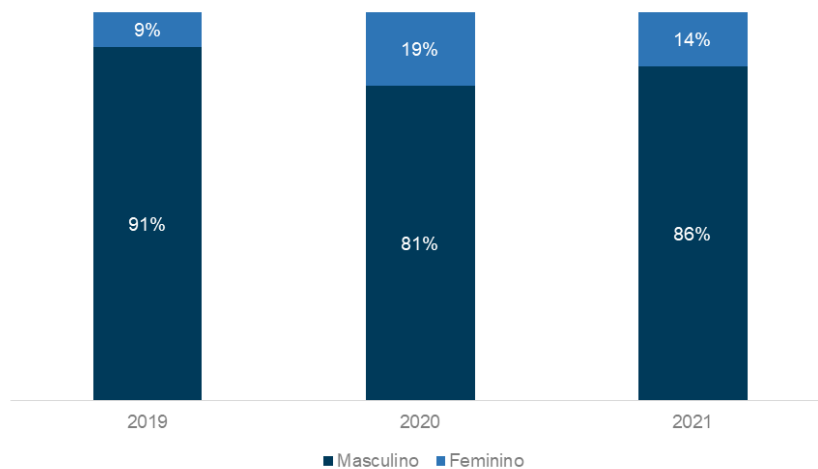


Employees, men and women, by age range as of 31 December 2021.

- The Group has recorded an evolution regarding equality in management posts, which is proven by the percentage of men and women belonging to the Group's Top Management who are responsible for different companies, sectors, business areas, or other organisational structures.

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As of 31 December 2021, the employees, men and women, qualified as belonging to Top Management add up to 42 men and 7 women.



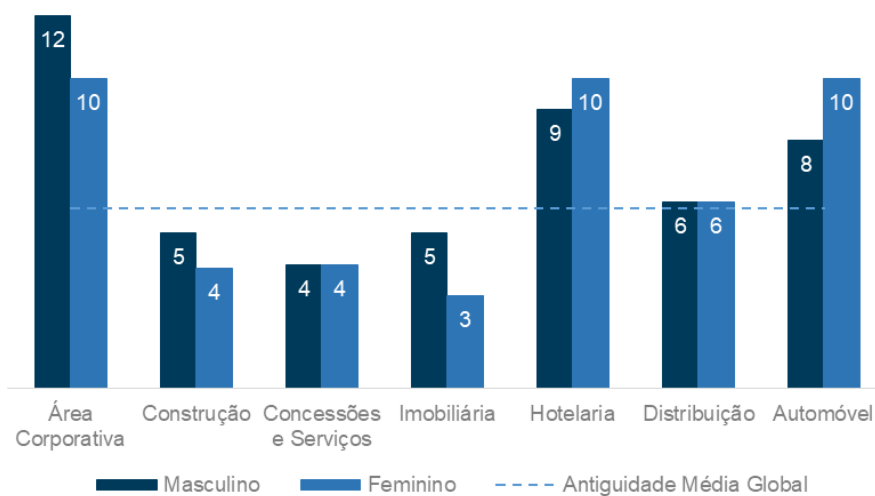
Annual evolution of the percentage of employees, men and women, qualified as belonging to Top Management.

- As of 31 December 2021, the majority of the employees, men and women, had a permanent contract.

	Total 2021	Total 2020	Total 2019
<b>Sem termo</b>	<b>68%</b>	<b>62%</b>	<b>56%</b>
Masculino	69%	62%	56%
Feminino	62%	60%	52%
<b>Com termo</b>	<b>32%</b>	<b>38%</b>	<b>44%</b>
Masculino	31%	38%	44%
Feminino	38%	40%	48%
<b>Total</b>	<b>9 093</b>	<b>9 599</b>	<b>10 763</b>

Annual evolution of the percentage of employees, men and women, by contractual situation.

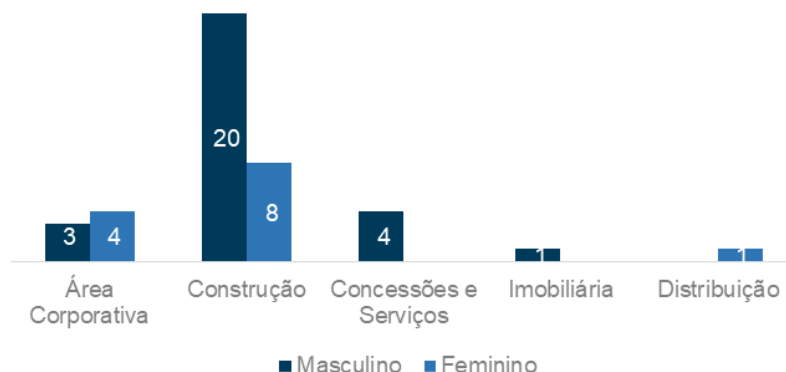
- The average seniority of the employees, men and women, of the Group Teixeira Duarte was of 6 years as of 31 December 2021.



Average seniority of the employees, men and women, by activity sector as of 31 December 2021.

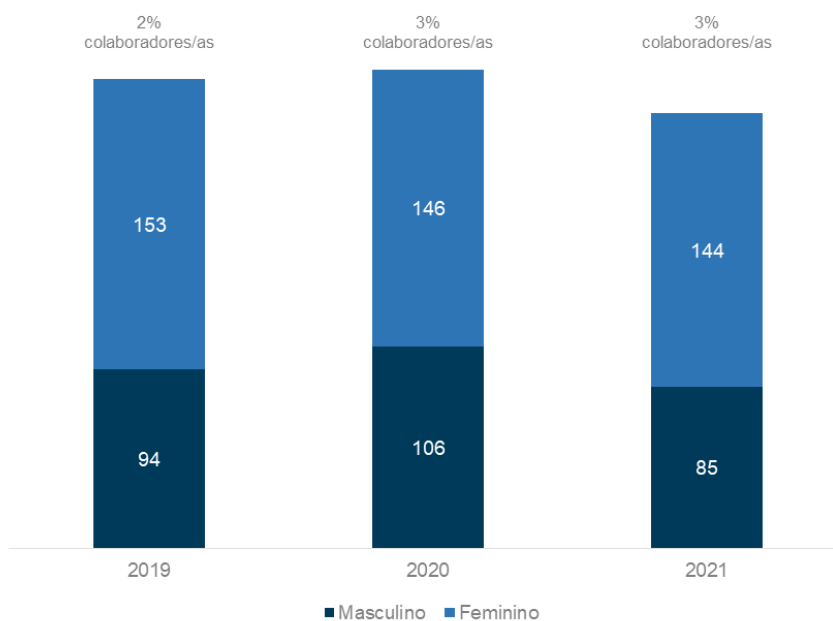
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- As of 31 December 2021, the Group Teixeira Duarte counted among its employees 42 persons with impairment or incapacities, a decrease of 9 persons when comparing with 2020. In Portugal and in Brazil, these employees, men and women, represent 1% of the labour force.



Number of employees, men and women, with impairment, by activity sector as of 31 December 2021.

- With regard to the diversity of nationalities, it is worth noting that, in the Group operating in the various markets, as of 31 December 2021, 40 different nationalities were represented.
- In accordance with the legal provisions of the countries where the companies of the Group operate, all employees, men and women, have the right to protection in parenthood. In 2021, the percentage of employees, men and women, who benefited from parental leave within the Group remained of 3%.

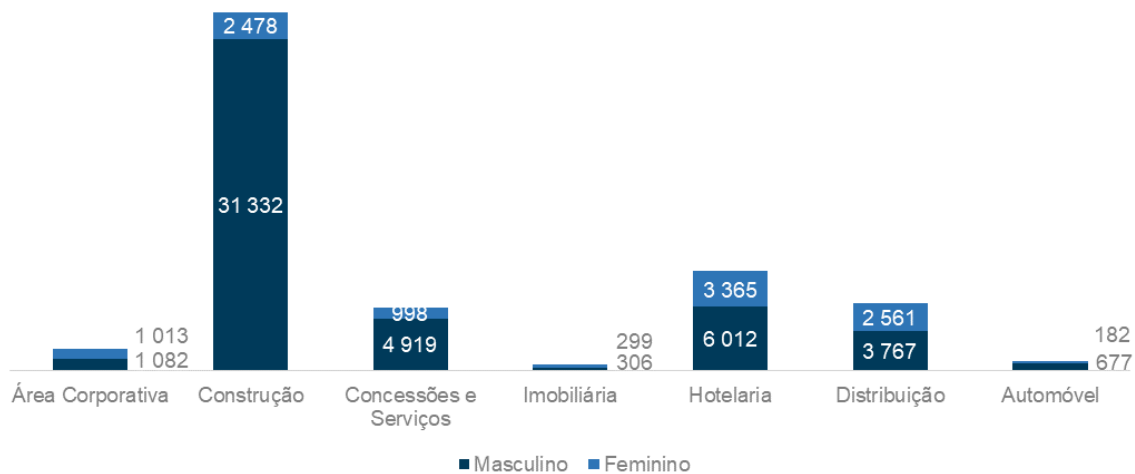


Evolution of the number of employees, men and women, who benefited from parental leave and global percentage within the companies of the Group.

- As of 31 December 2021, the number of trainees (employees, men and women, participating in training sessions) involved in qualification activities by sector of activity were as follows:

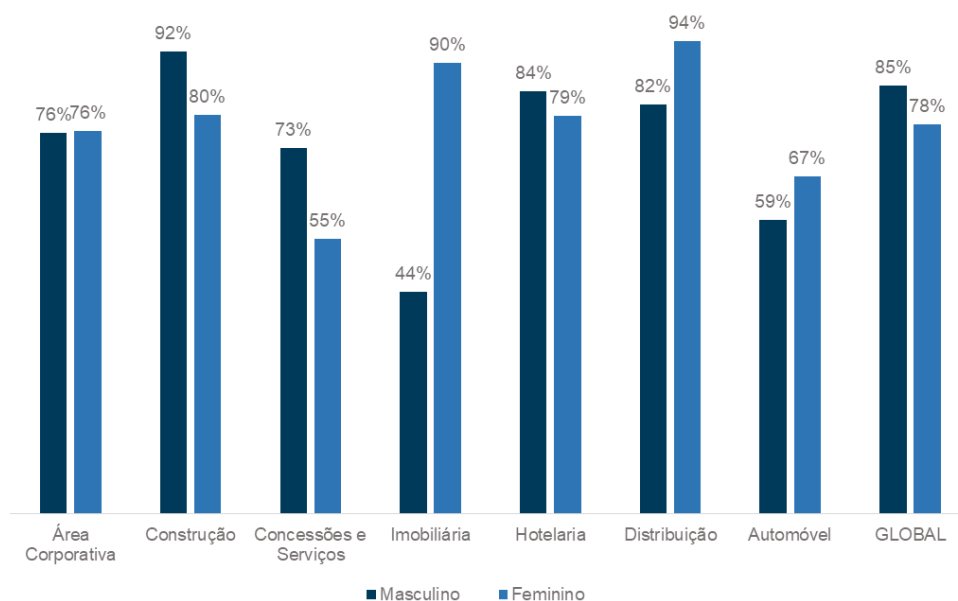


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Percentage of trainees, men and women, comprised in qualification activities by activity sector in 2021

- As of 31 December 2021, the percentage of employees, men and women, involved in qualification activities, with regard to the total per gender, were as follows:



Percentage of employees, men and women, comprised in qualification activities by activity sector in 2021

## 5. 2023 EQUALITY PLAN

Teixeira Duarte, S.A. Equality Plan for 2023 was developed on the base (i) of the results of the new self-assessment carried out, (ii) the results of the implementation of the Equality Plan 2022, (iii) and also, the internal and external alterations, which, in some way, might condition the implementation of the measures to achieve equality.

### 5.1. Results of the Self-assessment for the implementation of the Equality Plan

For the elaboration of the Equality Plan 2023, and as had been done for the previous Plans, Teixeira Duarte, S.A. carried out a self-assessment of the situation of the Group in Portugal, through the application of the assessment support guidelines, included in the “Guide for the implementation of Equality Plans for Companies” (Guide), elaborated by CITE, in coordination with the Commission for the Citizenship and Gender Equality (CIG).

Through the application of the assessment support guidelines it was possible to evaluate the group's performance in the following dimensions:

1. Strategy, Mission and Values;
2. Equal access to employment;
3. Equal working conditions;
4. Remuneration model;
5. Protection in parenthood;
6. Conciliation of the professional activity and family and personal;
7. Prevention of sexual harassment at work.

The said analysis did not reveal any non-compliance with the legal provisions regarding the prevention of discriminatory practices. Therefore, and aiming at continuous improvement, the Group Teixeira Duarte assumes as main objectives for the Equality Plan 2023, the following:

- **Make sure the principles of equality of gender and of non-discrimination are a way of being in the organisation and not mere conceptions imposed by law and by the society;**
- **Make known equal opportunities between persons of both genders within the Group Teixeira Duarte;**
- **Continue to promote equality and the non-discrimination based on gender, preventing possible opportunities imbalances in the future;**
- **Foster the conciliation between employees, men and women, professional, family and personal life.**

### 5.2. Monitoring of the execution of the Equality Plan

The execution of the Equality Plan is subjected to a process of systematic follow-up carried out by directly by the *Task Force* constituted for that purpose, in order to monitor the accomplishment of the objectives there comprised and to identify possible improvements and / or new measures to adopt.

Based on the application of the **Support guidelines for the Monitoring of the Equality Plan's Execution** made available by the “Guide”, it was possible to analyse the 67 mandatory measures included in the said guidelines, following the organisation of the seven dimensions mentioned therein.

#### a) Strategy, Mission and Values (measure 1)

In addition to the information already displayed in the fix and temporary facilities, the implementation of the “information kiosk / *microsite*” and the consequent disclosure of the contents related to the rights and obligations in matters of parenthood, equality and non-discrimination and work accidents, as well as information regarding working hours, work collective regulation instruments, Code of Ethics and Conduct, prevention of risks for pregnant, post-parturient and lactating women, prevention of and fight against harassment at work, among others, ensure the company divulges, on a suitable and accessible site, information related to the rights and duties of the employees, men and women, in matters regarding equality and gender based discrimination. This implementation is being gradually developed, at the rhythm of adhesion of the subsidiary companies to the *microsite* and with the purchase of kiosks for the different fix facilities of the Group.

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

The employment adds are prepared taking into consideration the “procedure for the insertion of content using an inclusive language”, being the monitoring assured by the Human Resources Central Direction, where deviations are logged and proposed the respective corrections.

The content of the adds includes the professional category, the functions, the preference conditions, as well as the base remuneration. The reception, logging, treatment and filing of the applications are made through a platform on-line and in accordance with the provisions of the applicable legislation of personal data protection.

The functions assigned to the pregnant, post-parturient and lactating employees with a fix-term contract, when benefiting from their rightful leave, are redistributed by other employees of the same organisation / service or carried out by other employees with a fix term contract, being their return assured once their rightful leave is over.

The three-year training plan is prepared for all employees, being its legal compliance monitored by the Human Resources Direction of each Business (HRDB). This training plan considers the gap between the skills acquired and those necessary to perform the function and carry out the tasks, privileging training to provide the skills needed.

### c) Working Conditions Equality (measures 11 to 13)

The leaves, absences and exemptions benefited from under the no. 1 and no. 2 of the article 65, of the Labour Code are considered for the purposes of the application of the Performance Assessment Models under implementation within the organisation.

The previous verification of the legal compliance of the composition of the Board of Directors and Supervisory Board is carried out by the Corporate Direction.

### d) Remuneration model (measures 14 to 21)

The New Models of Performance Assessment, joining the segregation of functions, skills, career progression potential, commitment, technical capacity, interpersonal skills and seniority, aim at ensuring the programmatic principle of “equal salary to equal work or of equal value”. Next year, it is expected to continue to improve the performance assessment models, by adapting them to the characteristics of each business area.

The “information kiosk / microsite” implemented in 2021 provides information on rights and duties regarding equality and non-discrimination, as well as how to access the information included in Appendix D of the Single Report.

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### e) Protection in parenthood (measures 22 to 48)

The organisation 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 post-partum period, assistance for children with disabilities or chronic illness and adoption, among other situations, in accordance with the applicable legislation.

Without prejudice of the rights regarding nursing and breast-feeding, the organisation implemented a nursing room, available to all lactating employees who require to use it.

The organisation made available at its on-line training platform training contents on parenthood rights, assuring to all employees information on 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", handed out to all new hires.

It is also available, in the Human Resources area of the Employee Portal, information on employee rights and duties, according to the applicable legislation.

### f) Conciliation of the professional activity and family and personal (measures 49 to 59)

Being Teixeira Duarte a corporate 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 organisation 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 organisation's facilities, with IT and communication tools provided to allow a better balance between the professional, family and personal lives of employees.

### g) Prevention of sexual 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 of and Fight against Harassment in the Workplace (code of conduct) aimed at preventing, eliminating and/or penalising situations that could constitute harassment in the workplace, including reporting, investigation and disciplinary action mechanisms, penalties and responsibilities, remediation, protecting good-faith whistle-blowers and witnesses, and consolidating mechanisms for investigating, analysing and keeping records of situations of violence and harassment.

## 5.3. Evaluation of the implementation of the measures of the 2022 Equality Plan and presentation of the measures to implement in 2023

For the purposes of assessing the measures set out the 2022 Equality Plan and presenting the measures to be implemented in 2023, the Group Teixeira Duarte adopted six areas of action for its subsidiary companies, allowing them to comprehensively intervene in the organisation:

- a) Equal access to employment;
- b) Remuneration model;
- c) Equal working conditions;
- d) Protection in parenthood;

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- e) Conciliation of the professional activity and family and personal;
- f) Prevention of sexual harassment at work.

The measures that have already been implemented and that are in the implementation phase, along with the measures to be implemented in 2023 for each of these dimensions are shown on the following table, which shows the goals, planning, the persons in charge of their application and the indicators followed for the implementation.

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Dimension / Objective	Measure	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status	
a) Equal access to employment;  Objective: Ensure that the principle of Gender Equality is effectively implemented during the process to recruit and select employees, men and women.	1.	Continue monitoring the implementation of the procedure and analysing the adds published in the website of the subsidiary companies.	Monitor, by sampling, the adds published.	Monitoring of the implementation of the Adds analysis procedure during 2022.	Human Resources Central Direction.	Ratio of adds where were detected errors / total number of monitored adds.	100% of the adds analysed did not contain errors. Only improvement opportunities were identified.  Measures to keep in 2023.
	2.	Provide equality training for trainers and training for equality panels and equality assessment teams.	Number of training sessions above 2.	Training sessions carried out with the support of the CITE or of any other training entity.	Businesses Human Resources Directions.	Number of training sessions until June 2022.	3 training sessions were launched, 2 of which during the first semester of 2022.  Measure and goal to keep in 2023.

Dimension / Objective	Measure	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status	
b) Remuneration model  Objective: Ensure the programmatic principle of “equal salary to equal work or of equal value”.	1.	Continue to define and elaborate new Performance Assessment Models to be applied within the Group Teixeira Duarte.	Completion of the Performance Assessment Models.	Develop a career evaluation and progression system applicable to all Group employees, regardless of their sector or geographical area of activity. The system must ensure objectivity and transparency and take into account employee needs associated with availability and family responsibilities.	Work group ( <i>Internal Task Force</i> ) composed of a multidisciplinary team.	Completion partial and final deadlines.	Under implementation throughout the year of 2022.  To be continued in 2023.
	2.	Implementation of a system for monitoring situations that apparently violate the principle of "equal pay for equal work or work of equal value", defining rules and conceptions for their distinction, in such a way the differences may become exempted of discrimination, namely gender based.	Completion of the monitoring system.	Implementation of a system for monitoring the situations which violate the principle of “equal salary to equal work or of equal value”.	Human Resources Central Direction.	Completion partial and final deadlines.	Under implementation throughout the year of 2022.  To be continued in 2023.

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Dimension / Objective	Measure	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status	
c) Equal working conditions  Objective: Promotion of effective and programmed conditions for the career management in the organisation, taking into consideration the principle of “the right person in the right place”.	1.	Continue to define and elaborate new Performance Assessment Models to be applied within the Group Teixeira Duarte.	Completion of the Performance Assessment Models.	Develop a career evaluation and progression system applicable to all Group employees, regardless of their sector or geographical area of activity. The system must ensure objectivity and transparency and take into account employee needs associated with availability and family responsibilities.	Work group ( <i>Internal Task Force</i> ) composed of a multidisciplinary team.	Completion partial and final deadlines.	Under implementation throughout the year of 2022.  To be continued in 2023.
	2.	Elaboration of a system for the monitoring promotions and the performance of new activities, taking into account the potential for career development, commitment, technical capacity, interpersonal skills and seniority.	Completion of the monitoring system.	Elaboration of a system for the monitoring promotions and the performance of new activities, taking into account the potential for career development, commitment, technical capacity, interpersonal skills and seniority.	Human Resources Central Direction.	Completion partial and final deadlines.	Implementation postponed (2024 Equality Plan).



Dimension / Objective	Measure	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
c) Equal working conditions (continuation)	3. Implement training courses dealing with equality issues, namely gender ones, thus contributing for the employees awareness of the existence of prejudices and stereotypes which may affect the decision making inherent to personnel management.	100% of the new employees, men and women (welcome session) with training session. 100% of the sessions published / number of sessions carried out.	Implementation of training sessions for the new employees, men and women. Carry out two training sessions for all employees, men and women.	Human Resources Central Direction.	Ratio between the number of new employees having attended training sessions and the total number of new employees (broken down by gender and professional category (or function whenever possible)).	In 2022, 2 new training sessions were launched. 2 other courses are to be launched in 2022.  Measures to keep in 2023.
			Publication in the corporate portal and in the access points of the training sessions catalogue and their respective dates of enrolment.		Ratio between the number of training sessions published in the Corporate Portal and the number of training sessions carried out on the subject.	Ratio of 4,5% by training published.  Measures to keep in 2023.

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Dimension / Objective	Measure	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status	
d) Protection in parenthood	1.	Continue implementing the system for monitoring deviations in the behaviour of the organisation, specifically regarding pay and training and career progression opportunities, before and after the start of parental leave.	Monitor the organisation's behaviour.	Implementation of a system to monitor deviations in the organisation's behaviour.	Human Resources Central Direction.	Completion partial and final deadlines.	Implementation postponed (2024 Equality Plan).
Objective: Ensure the rights to protection in parenthood and assistance to the family are effectively known by the employees, men and women, and that the decision on their exercise is made by those concerned.	2.	Complete and assess the effectiveness of the software to provide information on rights and duties of the organisation employees.	Number of accesses to the application superior to 50 in the first semester of each year.	Application completed in 2021.	Sustainability Direction.	Completion date of the software application.	Adhesion of the subsidiary companies to the tool on-going.
			Global satisfaction enquiry result equal to or superior to good.	Adhesion of the affiliates to the tool.	Businesses Human Resources Directions.	Application access number.	Measure to keep in 2023.
				Assessment of the effectiveness of the software through the analysis of the number of accesses to the application.		Results of satisfaction enquiry.	
			Carry out satisfaction enquiries.				
	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.	Preparation of a reintegration plan through the identification of a tutor of the area in charge of the employee, man or woman, and of the human resources.	Human Resources Central Direction.	Completion partial and final deadlines. Ratio between the number of employees with integration plan / number of employees in a situation of long absence.	Under implementation with completion estimated until the end of 2022.
			100% of the identified situations submitted to the reintegration plan.				

Dimension / Objective	Measure	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
e) Conciliation of the professional activity and family and personal  <b>Objective:</b> Promote methods to organise work in a way to allow a real balance of the employees professional, family and personal life.	1.	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.	Number of ideas registered superior to 10 in the first semester of 2022.  Global satisfaction enquiry result equal to or superior to good.	Assessment of the effectiveness of the software through the analysis of the number of ideas entered.  Carry out satisfaction enquiries.	Sustainability Direction.  Human Resources Central Direction.	Number of ideas registered. Results of satisfaction enquiry.  28 ideas registered between January and July 2022. Model of the satisfaction enquiry under study. Measures to keep in 2023.
	2.	Development of actions to foster the personal development of the employees, men and women.	Number of modules added to the platform > 5 annually.	Publication in the platform OK (training platform) and in the access points of the on-line training sessions catalogue and their respective dates of enrolment.	Human Resources Central Direction.	Number of modules added to the platform.  One training session provided, being 4 more programmed until the end of 2022.  Measures to keep in 2023.
	3.	Implementation of a benefits program for the employees of the subsidiary companies in Portugal.	Global adhesion rate to the program > 25% until 31 of December of each year.	Preparation and launch of the program in January, each year, and quarterly and yearly openings.	Human Resources Central Direction.  Sustainability Direction.	Rate of adhesion to the program.  25 % of global adhesion rate as of 30 June 2022 with a prevision of increase in the 3rd trimester.  Measure and goal to keep in 2023.

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Dimension / Objective	Measure	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
e) Conciliation of the professional activity and family and personal (continuation)	4. 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 Central Direction.	Rate of effective use of the entitlement by employees in each calendar year.	Measure implemented in 2022.  Rate of use registered between January and June 2022. 16%  Keep monitoring the rate of implementation of this measure in 2023.
	5. Allowance of a day of grace on the 24 December to the employees deployed in foreign markets, in accordance with the Collective bargaining Agreement of the Construction sector in Portugal.	Implementation in 2022.	Communicate to the Human Resources Directions of the Businesses and Geographies, until the 10 December 2022	Human Resources Central Direction.	Rate of effective use of the entitlement by employees in each calendar year.	Measure to be implemented until the end of 2022.
	6. Implementation of a partnership with the Association EPIS and facilitate the volunteer work of the employees, who may dispose of up to one per week, of their working hours, provided that they give two or more hours off their working hours to provide school tutoring to the "youngsters of EPIS"	5 or more volunteers, men or women, per school year.	Divulge the Association EPIS to the employees of all the subsidiary companies.  Ensure the the partnership is functioning throughout the school year.	Human Resources Central Direction.  Sustainability Direction.	Number of volunteer employees per school year	Measure to be implemented in the beginning of the school year 2022/2023.

