

Teixeira Duarte, S.A.

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2025 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, male and female, respecting their human and labour rights, including an effective equality among them all.

The law no. 62/2017, of August 1st determined that the administration and supervisory organs of the companies issuing shares 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 September 15th of each year, under the terms of the ministerial order no. 18/2019, of June 21st.

Additionally, law no. 60/2018, of August 21st, approved measures to promote remuneration equality between men and women for equal work or of equal value, applicable to all commercial companies, with gradual demand of elaboration of remuneration equality assessment plans, whose presentation in 2023 became transversally required by the Authority for the working conditions and which is meant to exclude any possibility of gender-based discrimination.

Given this legal framing, on September 15th 2023, Teixeira Duarte, S.A. approved, in a meeting of the Board of Directors, its Equality Plan for 2024 which, associated to internal and external relevant facts for its purpose and for its strategic guidance, and to the actual achievements in matters of equality throughout 2024, served as the basis for the drawing up of the Equality Plan for 2025 which is now presented.

The law no. 13/2023, of April 3rd (and Rectification Declaration no. 13/2023, of May 29th) which altered the Labour Code and related legislation, as part of the agenda for a dignified work, strengthened the equality and non-discrimination principles, which are fully fulfilled by the current Equality Plan.

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, men 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 [UN Declaration of Human Rights](#), with the guiding principles of the [Organisation for Economic Co-operation and Development](#) (OECD), the [International Labour Organisation](#) (ILO), the national and international legislation and the 10 Principles of the Global Pact of the United Nations in the domains [Human Rights](#), [Labour Practises](#), [Environment](#), Competitiveness and fight against Corruption and Bribery, Meney Laundering and Financing of Terrorism.
- The Teixeira Duarte Group has in force a [Code of Ethics and Conduct](#) whose compliance with is mandatory to all its employees, men and women, which expressly consecrates in the chapter “*Commitment 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](#) through which all employees, men and women, (as well as any third parties) must communicate

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eventual irregularities (namely situations of harassment at work) identified, without retaliations for whistle-blowers of good faith.

- Aware of the importance of the opinion of the employees 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 where they can submit suggestions and measures considered as important for the conciliation of the professional, family and personal life.
- Aware of the importance of regular diagnostic practices, Teixeira Duarte implemented, in 2024 and across the entire Group, an Organisational Climate Survey aimed at gathering structured and objective information about the levels of motivation and satisfaction among its employees, as well as their opinions on the management practices implemented in its subsidiaries. The survey includes questions and provides both subjective and objective indicators regarding perceptions of gender equality within the Group, as well as issues related to perceived discrimination and harassment.

It must be noted that, with regard to the 2022 Equality Plan of Teixeira Duarte, S.A., CITE issued an assessment report which concluded that the said plan complied with all applicable legal requirements. The same evaluation was not carried out with regard to the Equality Plans for 2023 and 2024.

Still, grounded on its culture and goals regarding equality, Teixeira Duarte, S.A. presents its Equality Plan for 2025 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 Teixeira Duarte Group, within the scope of gender equality as defined in the Portuguese legislation.

The Equality Plan, devised for 2025, 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 Teixeira Duarte Group (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 Teixeira Duarte Group, 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 Teixeira Duarte Group 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 Teixeira Duarte Group, 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 Plan for Equality 2025 by Teixeira Duarte, S.A., as the top listed company of the Teixeira Duarte Group, is to be applied to itself and extended to all subsidiaries - in a manner appropriate to their operating realities, both geographic and sectoral — clarifying the meaning and the scope of the following expressions used throughout this 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.

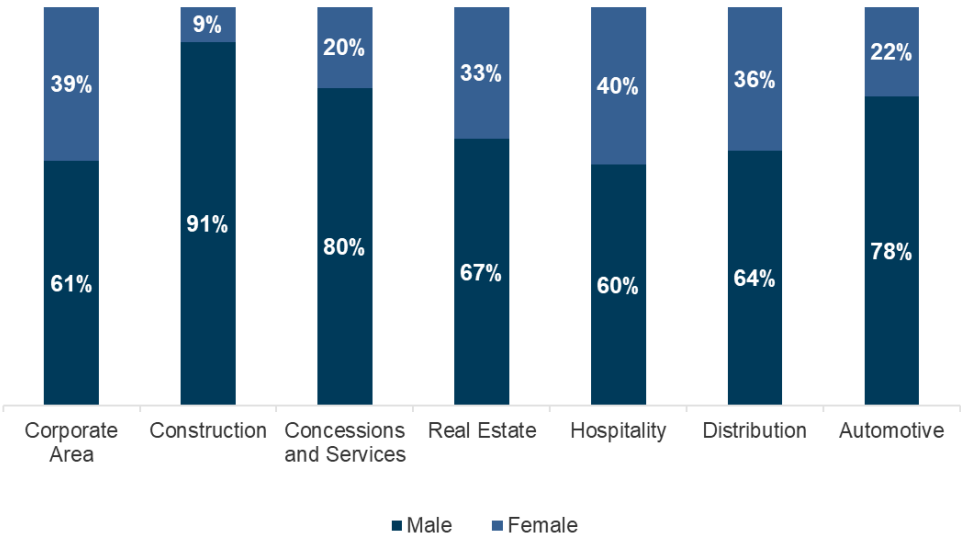
Teixeira Duarte Group: Teixeira Duarte, S.A. and the group of all its subsidiary entities.

4. CHARACTERISATION OF THE HUMAN RESOURCES WITHIN TEIXEIRA DUARTE GROUP

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

Below, are presented some figures which sum up the sociography separated by gender in the Teixeira Duarte Group (data which reports to December 31st 2023):

- On December 31st 2023, the Group had 8.689 employees, men and women, distributed by the various activity sectors:



Employees, men and women, by activity sector on December 31st 2023

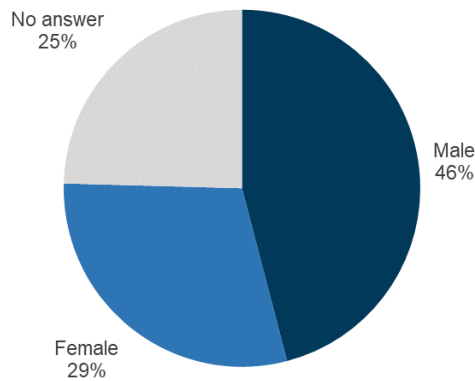
Thus, on December 31st 2023, the majority of the employees of the Teixeira Duarte Group were men, as in previous years. The justification for this situation bears in the fact that the sectors of Construction and Concession and Services (which together represent 66% of the global labour force at that date) are sectors with professions which are looked for and occupied by men, both at technical and operational levels.

In order to provide an understanding of the employment dynamics within the Teixeira Duarte Group, it should be noted that, during the execution period of the 2024 Equality Plan, the Group advertised 433 job vacancies, receiving 54,349 applications, which is an average of over 125 applications per vacancy. This also reflects the recognition and reputation that Teixeira Duarte enjoys across various regions.

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Despite the interest and importance of monitoring relevant information to assess gender equality, the increasing focus on the concept of "gender" versus "sex", along with the growing restrictions imposed by the General Data Protection Regulation (GDPR) on companies regarding inquiries about sex or gender, and the resulting lack of information, make it difficult or, in practice, impossible to monitor this objectively and reliably.

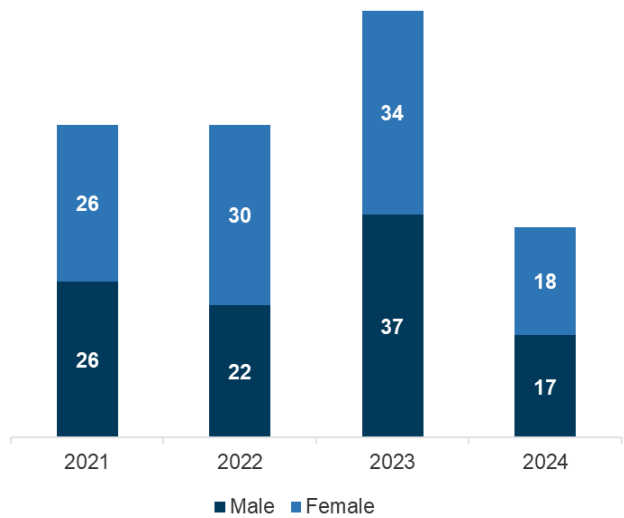
Nonetheless, in its continued efforts to promote effective equality, Teixeira Duarte analysed a sample of 5,600 applications received for corporate roles, which historically show greater gender parity among candidates. In 25% of these applications, the candidate opted not to disclose their sex/gender. The remaining applications were submitted by individuals with the following gender distribution:



Applications for corporate roles by gender
Sample analysis within the Teixeira Duarte Group between July 2023 and June 2024.

In terms of actual outcomes, i.e., the hires made for these corporate positions, it was found that, among those hired for these roles during the same period, 49% were male and 51% were female.

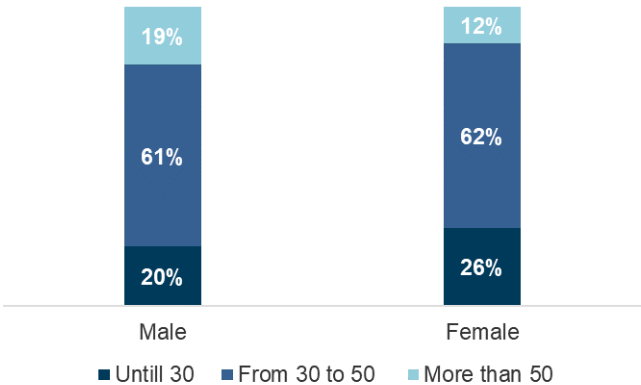
Extending the analysis over a four-year period within the Corporate Area, the filling of the 210 available positions was distributed by gender as shown in the graph below.



Evolution of Corporate Area hires by gender

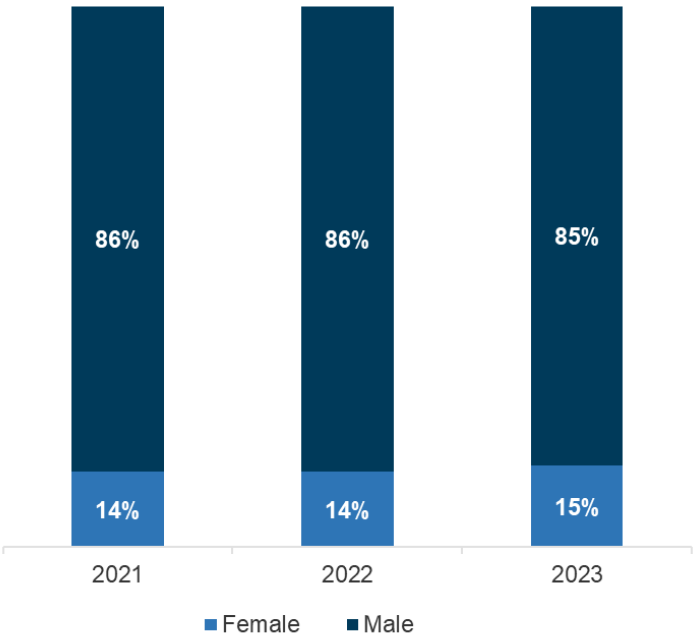
This reflects an overall distribution of 51% women hired and 49% men, aligning with the proportion observed in 2024.

- With regard to their distribution by age, more than 60% of the employees of the Teixeira Duarte Group are comprised in the age bracket 30 to 50 years of age.



Employees by age bracket on December 31st 2023

- The Group has monitored the 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.
- On December 31st 2023 the employees identified as top management were, by gender, represented as follows:



Annual evolution of the percentage of employees, men and women, identified as Top Management

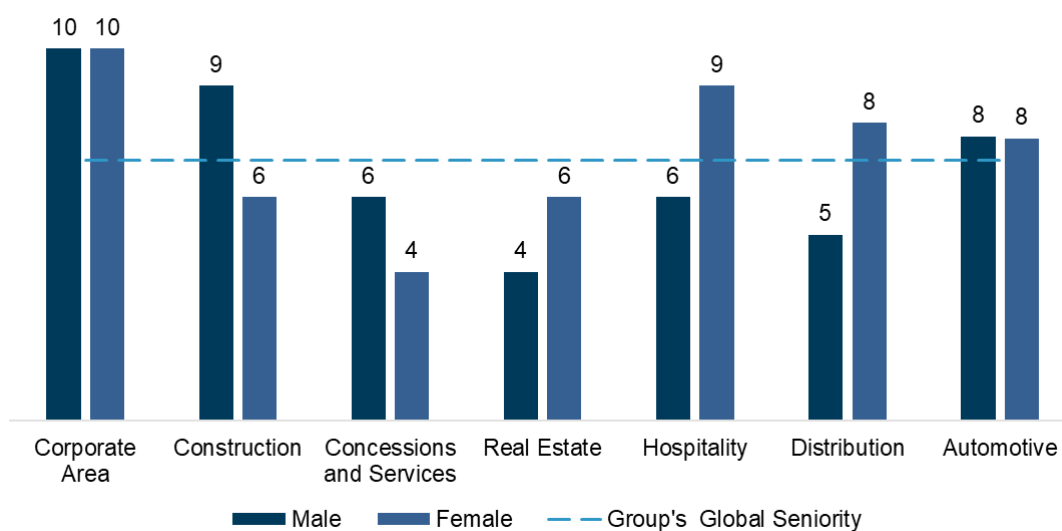
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- On December 31st 2023, the majority of the employees, men and women, had an open-ended contract.

	2023	2022	2021
Open-ended contract	66%	66%	68%
Male	67%	67%	69%
Female	64%	63%	62%
Fixed-term contract	34%	34%	32%
Male	33%	33%	31%
Female	36%	37%	38%
Total	8.689	9.489	9.093

Annual evolution of the percentage of employees, men and women, according to their contractual situation.

- The average seniority of the employees, men and women, of the Teixeira Duarte Group was of 7 years on December 31st 2023, remaining aligned with previous years.



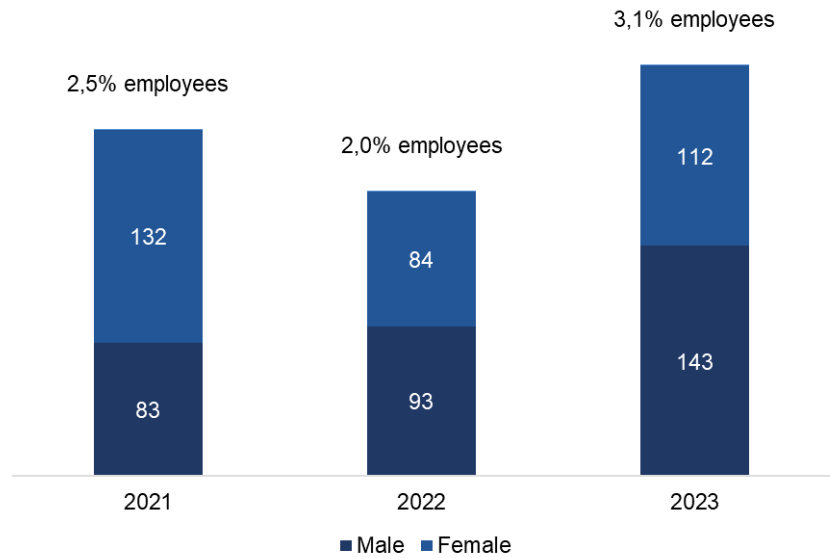
Average seniority of the employees, men and women, by activity sector on December 31st 2023.

- On December 31st 2023, the Teixeira Duarte Group counted among its employees 45 persons with impairment or incapacities, as in 2022. In Portugal and in Brazil, these employees represent 1% of the labour force.
- Regarding the recruitment and selection of this type of professional, several companies within the Group have, in recent years, established protocols and strategies with the IEPF and specialised recruitment companies to identify candidates with verified disabilities.



Number of employees with impairment by activity sector on December 31st 2023.

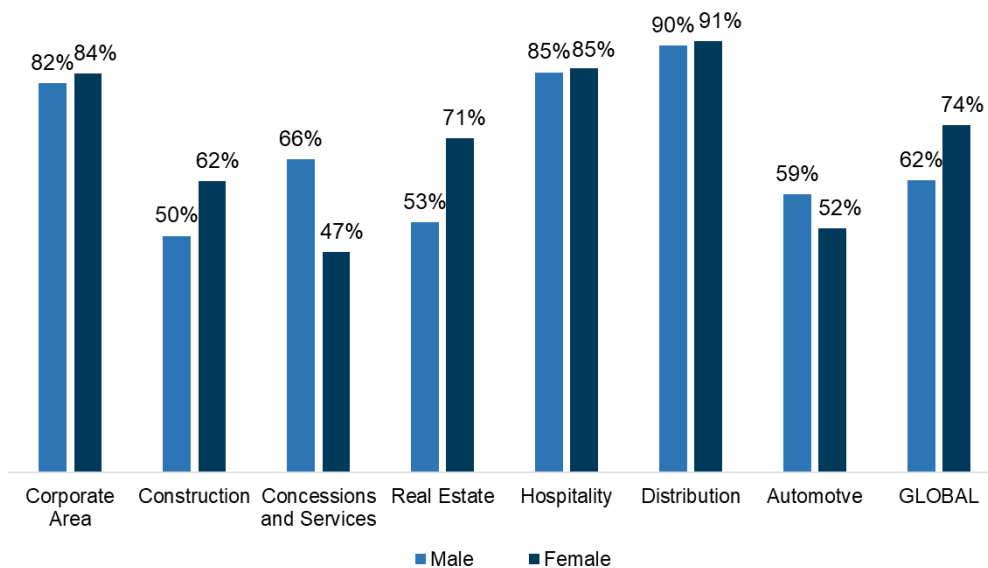
- With regard to the diversity of nationalities, it is worth noting that, within the Group and operating in the various markets, on December 31st 2023, 42 different nationalities were represented.
- In accordance with the legal provisions of the countries where the companies of the Group operate, all employees, men and women, have the right to protection in parenthood. In 2023, there was an increase of the percentage of employees who benefited from parental leave within the Group.



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

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- On December 31st 2023, the percentage of employees involved in qualification activities, with regard to the total per gender, was as follows:



Percentage of employees, men and women, involved in qualification activities by activity sector in 2023

5. 2025 EQUALITY PLAN

Teixeira Duarte, S.A. Equality Plan for 2025 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 2024, (iii) the results of the organizational ambience self-assessment carried out in 2024, (iv) 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 2025, 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:

- Strategy, Mission and Values;
- Equal access to employment;
- Equal working conditions;
- Remuneration model;
- Protection in parenthood;
- Conciliation of the professional activity and family and personal life;
- 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 2025, 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 Teixeira Duarte Group;**
- **Continue to promote equality and the non-discrimination based on gender, preventing possible imbalances of opportunities 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.

Without prejudice to the detailed point-by-point assessment of the implementation of the measures and actions outlined in the 2024 plan, which follows based on the Application of the Monitoring Matrix for the Execution of the Equality Plan, it is important to highlight some actions that, although not foreseen in the plan for that year, were implemented within the Teixeira Duarte Group.

Thus, in 2024, two initiatives from the Teixeira Duarte Group's Management stand out for their high value and potential impact on the topic of equality, enhancing the ability to manage and implement changes and actions across the Group, and especially in an aligned and coordinated manner.

- Following the decentralisation of Human Resources management to the business units and the subsequent dissolution of the Central Human Resources Department, the General Human Resources Department (DGRH) was created in 2024. This is a new area with a broad scope covering all businesses and regions, focused on creating group-wide policies, promoting best practices, and reinforcing the guarantee of compliance and consistency in attitudes, behaviours, and human resources management practices in line with the Group's values.
- Additionally, in 2024, for the first time, an Organisational Climate Survey was implemented across all Portuguese-speaking businesses and regions. This survey enabled the Group to gather a significant set of indicators related to employees' identification with the culture, their levels of motivation and satisfaction, as well as their opinions and perceptions on topics such as the balance between professional, family, and personal life, fairness, equal opportunities, and workplace harassment.

The responses to the Climate Survey revealed an employee evaluation of the fairness and equality index within the Teixeira Duarte Group of 77%, obtained from responses to a set of potentially divisive questions regarding equal opportunities between men and women.

In this index, when comparing the average responses between male and female employees, a 77% index was observed for men and 76% for women, showing only a one percentage point difference, indicating a similar and balanced perception of fairness and equality across genders.

Despite this "objective" result, in another set of subjective perception questions, the topics of career progression and remuneration showed a 10-percentage point gap in the evaluation by women compared to that of men. On the other hand, in the average evaluation of the conditions for a work-life balance, women rated it slightly higher than men, though with room for overall improvement.

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In 2025, the DGRH will continue to act as a promoter and guarantor of alignment and compliance, working in coordination with the various business management structures and, in particular, with their respective human resources management teams.

The diagnosis and analysis of the Organisational Climate will also continue, with a new survey scheduled for 2025.

Regarding the mandatory measures outlined in the Monitoring Matrix for the Execution of the Equality Plan provided in the "Guide", and following its seven dimensions, the Teixeira Duarte Group reports the following:

a) Strategy, Mission and Values (measure 1)

In addition to the information already displayed in the fixed and temporary facilities, the implementation of the *microsite* in the Employee Portal 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.

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

The employment ads are prepared, published and managed by the Human Resources Team of each business, taking into consideration the "procedure for the insertion of content using an inclusive language", being the monitoring ensured by the Human Resources The General Director Direction that logs deviations and proposes the respective corrections.

The content of the ads 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.

In this dimension of the Equality Plan, the Teixeira Duarte Group made two significant advances in 2024 in the areas of recruitment and selection, with the potential for a substantial positive impact:

- The first advance relates to the expansion of the same online recruitment and selection platform across all business units and key regions where the Group operates. This allows for faster and more effective monitoring of the application of policies and standards, particularly those related to inclusive language and the monitoring of equality and non-discrimination indicators, as well as ensuring compliance with the personal data protection standards outlined in the GDPR.
- A second cross-Group directive was also implemented, stipulating that job vacancies arising within the businesses and regions must be advertised exclusively on internal channels beforehand, thus fostering mobility and enhancing career opportunities within the Group through internal recruitment. To streamline this process, a dedicated channel was created on the recruitment platform for internal applications, including the option for candidates to request confidential advice and support from the DGRH prior to deciding whether to apply. The internal career opportunities catalogue is available through the Group's Employee Portal.

As clear evidence of the investment and focus on equality issues within the Teixeira Duarte Group, it is worth noting that the percentage of human resources staff involved in Recruitment & Selection who had attended courses on equality and non-discrimination topics rose from 35% in 2023 to 83% in 2024, with the goal of exceeding 95% by 2025.

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Regarding the roles assigned to pregnant, postpartum, or breastfeeding workers hired on fixed-term contracts who are exercising their rights, these roles are reassigned to other workers within the same organisation/services or filled by workers on indefinite-term contracts, ensuring their return after the exercise of those rights. A sensitisation and standardisation process is underway in regions where these rights are less well protected.

In the area of training, 2024 saw a significant advancement in the Group's e-learning platform, aimed at continuing to align with best practices in professional training concerning technological trends and usability, along with the increasing availability of training content. This approach allows each employee the freedom to choose the training they consider most relevant to their role and career development aspirations. At the same time, the organisation defines "mandatory training" for each employee, based on their role or functional group, within a model that prioritises the creation of "individual development plans" better suited to the challenges of today's workforce.

c) Working Conditions Equality (measures 11 to 13)

In 2024, the work undertaken with broad participation from the entire community involved in human resources management within the Group to create a new Performance Evaluation model is noteworthy. This model will be fully implemented in the Group's main regions in 2025.

Also in 2024, an adjustment was made to the role model, allowing the expansion of the model to all the Group's businesses, a process that will continue and is expected to be completed in 2025.

Additionally, in 2024, the practice of identifying employees through an acronym, previously applied only to a segment of the workforce, was extended to all employees with a corporate email—i.e., all employees who access the Company's systems—thus eliminating any form of differentiation.

It is also worth mentioning that each employee can participate in the choice of their identifying acronym, and a corporate email was created for these employees using the format "acronym@teixeiraduarte.com", further strengthening inclusion and a shared sense of identity across the Teixeira Duarte Group.

d) Remuneration model (measures 13 to 21)

In 2025, the conditions for transparency and the promotion of equality and non-discrimination will also be enhanced by the creation of a career structure intended to be across the entire Teixeira Duarte Group, as well as by the development of salary structures that can be adapted to the various business realities and regions.

On the other hand, the New Model of Performance Assessment, combining the segregation of functions, skills, career progression potential, commitment, technical capacity, interpersonal skills and seniority, aims at ensuring the programmatic principle of "equal salary to equal work or of equal value". The definition of the new evaluation model is directly linked to the new career and role model, which is expected to be fully implemented across the Group by the end of 2025, tailored to the characteristics of each business area.

The *microsite* implemented in 2021, in the Employee Portal, provides information on rights and duties regarding equality and non-discrimination, as well as how to access the information included in Appendix A of the single Report.

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The Teixeira Duarte Group is also monitoring the implementation of [Directive 2023/970](#). Approved under the EU Gender Equality Strategy 2020-2025, the new Directive aims to reinforce the application of the principle of equal pay for equal work or work of equal value between men and women through pay transparency and mechanisms to ensure its enforcement. It will affect all companies with more than 100 employees.

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 to the rights regarding nursing and breast-feeding, the organisation implemented a nursing room in its head office building, available to all lactating employees who request to use it.

The organisation made available at its on-line training platform training contents on parenthood rights, ensuring to all employees information on their rights and duties.

In order to ensure that information on parenthood is provided to all employees, this information 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 employees' rights and duties, according to the applicable legislation.

f) Conciliation of the professional activity and family and personal life ([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.

Notwithstanding, Teixeira Duarte has implemented mechanisms leading to working hours flexibility, such as offset working hours to allow for the conciliation with the hours to drop off children at school, and the provision of IT and communication tools to allow a better balance between the professional, family and personal lives of employees.

As part of the workplace flexibility initiative, in 2024, a review of existing job types was initiated to identify their potential for flexibility. This analysis will be completed in 2025, and a decision will be made regarding the development of a policy on alternative work modalities beyond the traditional on-site model.

g) Prevention of sexual harassment at work ([measures 62 to 67](#))

The findings from the Climate Survey highlighted the need to increase awareness and education on workplace harassment and its prevention, particularly in African regions. This led to an expansion of courses available on the e-learning platform and promoted the need for local in-person training on this topic, especially in Angola and within the Distribution business. This effort will continue into 2025.

In March 2024, the Teixeira Duarte Group published an updated version of the General Procedure for the Prevention and Combating of Workplace Harassment, which had been in effect since 2021. This instrument aims to establish the principles and procedures deemed appropriate for preventing and addressing harassment within the Group's controlled companies, to be followed by all members of these organisations.

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It serves as a self-regulatory tool and represents an active policy designed to prevent, identify, eliminate, and/or penalise situations that may constitute workplace harassment.

This Procedure complements the Teixeira Duarte Group's Code of Ethics and Conduct and the Whistleblowing Policy, as well as the applicable legal and regulatory standards.

5.3. Evaluation of the implementation of the measures of the 2024 Equality Plan and presentation of the measures to implement in 2025

For the purposes of assessing the measures set out in the 2024 Equality Plan and presenting the measures to be implemented in 2025, the Teixeira Duarte Group adopted seven areas of action for its subsidiary companies, allowing them to comprehensively intervene in the organisation:

- a) Strategy, Mission and Values
- b) Equal access to employment;
- c) Remuneration model;
- d) Equal working conditions;
- e) Protection in parenthood;
- f) Conciliation of the professional activity and family and personal life;
- g) Prevention of sexual harassment at work.

The measures that have already been implemented and those whose implementation is ongoing, along with the measures to be implemented in 2025 for each of these dimensions are presented in the following table, which includes the goals, the planning, the persons in charge of their application and the indicators followed for the implementation.

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Evaluation of the results regarding the period comprised between June 2023 and July 2024

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
<p>a) Equal access to employment;</p> <p>Objective: Ensure that the principle of Gender Equality is effectively implemented during the process of employees recruitment and selection.</p>	1. Continue monitoring the implementation of the procedure and analysing the ads published in the website of the subsidiary companies.	2022	Monitor, by sampling, the ads published.	Monitoring of the implementation of the ads analysis procedure during 2025.	Human Resources Directorate-General	Ratio of ads where were detected errors / total number of monitored ads.	100% of the ads analysed did not contain errors. Only improvement opportunities were identified. Measures to keep in 2025.
	2. Provide equality training for trainers and training for equality panels and equality assessment teams.	2023	95% of the juries in the recruitment procedures have at least two equality training sessions.	Training sessions carried out with the support of the CITE or of any other training entity.	Businesses Human Resources Directions.	83% of the juries have at least two equality training sessions.	Measures to keep in 2025.
	3. Development and availability of a course on best practices for selection and recruitment on the Teixeira Duarte Group's e-learning platform.	-	Available from the second half of 2025 onwards	Development and publication of contents in Teixeira Duarte Group's e-learning platform.	Human Resources Directorate-General	Materialisation and publication date.	Not yet started.

Evaluation of the results regarding the period comprised between June 2023 and July 2024

Dimension / Objective	Measure	Effective Date	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 Teixeira Duarte Group.	-	Completion of a single model applicable to the whole Teixeira Duarte Group.	Develop a career evaluation and progression system applicable to all employees of the Group, 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 (" Internal "Task Force) composed of a multidisciplinary team.	Implementation scope within Teixeira Duarte Group.	Implementation in Portugal in 2025
	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 Directorate-General	Partial and final completion deadlines.	Postponed to 2025

Evaluation of the results regarding the period comprised between June 2023 and July 2024

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
c) Equal working conditions Objective: Promotion of effective and programmed conditions for 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 Teixeira Duarte Group.	-	Completion of a single model applicable to the whole Teixeira Duarte Group.	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 (“ Internal Task Force) composed of a multidisciplinary team.	Implementation scope within Teixeira Duarte Group.	Implementation in Portugal in 2025
	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 (measure 2 of point b).	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 Directorate-General	Partial and final completion deadlines.	Postponed to 2025

2025 EQUALITY PLAN

Evaluation of the results regarding the period comprised between June 2023 and July 2024

Dimension / Objective	Measure	Effective Date	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.	2022	100% of the new employees with training session (welcome session). 100% of the sessions published / number of sessions carried out.	100% of the new employees with training session (welcome session). 100% of the sessions published / number of sessions carried out.	Human Resources Directorate-General And Human Resources of the Businesses	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 2024, mandatory training plans included essential courses related to equality for 100% of employees joining the Group. Measure to keep in 2025.
		2022	Availability of the training catalogue on the e-learning platform and at access points.		Human Resources Directorate-General	Ratio between the number of training sessions published in the Corporate Portal and the number of training sessions carried out on the subject.	33% increase of courses available in 2024 (4/16 courses). Measures to keep in 2025.
	4. Implement a standardised model for the assignment of logins regardless of the remuneration conditions or functions of the employees	2024	100% of the employees with login assigned to	Configuration of the different IT systems, Articulation with the Businesses and Geographies HR. Communication of changes	Human Resources Directorate-General	Ratio between total of employees with login and the number of workers with login assigned in accordance with the standardised model.	Implemented.

Evaluation of the results regarding the period comprised between June 2023 and July 2024

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
d) Protection in parenthood 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 the exercise of these rights is made by those concerned.	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.	Direction of Businesses HR	Partial and final completion deadlines.	Postponed to 2025
	2. Complete and assess the effectiveness of the software to provide information on rights and duties of the organisation employees.	2021	Number of accesses to the application superior to 50 in the first semester of each year. Global satisfaction enquiry result equal to or superior to good.	Application completed in 2021. Adhesion of the affiliates to the tool. Assessment of the effectiveness of the software through the analysis of the number of accesses to the application. Carry out satisfaction enquiries.	Sustainability Direction And Direction of Businesses HR	Completion date of the application software. Application access number. Results of satisfaction enquiry.	Adhesion of the subsidiaries (Portugal) to the current tool. Measure to keep in 2025.
	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. 100% of the identified situations submitted to 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 Directorate-General And Direction of Businesses HR	Partial and final completion deadlines. Ratio between the number of employees with integration plan / number of employees in a situation of long absence.	Postponed to 2025

2025 EQUALITY PLAN

Evaluation of the results regarding the period comprised between June 2023 and July 2024

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
<p>e) Conciliation of the professional activity and family and personal life</p> <p>Objective: Promote methods to organise work in a way to allow a real balance of the employees professional, family and personal life.</p>	1. Assess the effectiveness of the creation of the ideas channel for the reception of ideas submitted by employees and that have or could have a significant impact on the professional, family and personal life balance.	2022	Number of ideas registered superior to 10 in the first semester of 2022.	Assessment of the effectiveness of the software through the analysis of the number of ideas entered.	Sustainability Direction And Equality Plan Task Force	Number of ideas registered.	<p>No ideas were submitted in 2023.</p> <p>In 2024 we received 2 ideas.</p> <p>Measures to keep in 2025.</p>
	2. Development of actions to foster employees' personal development.	2023	Number of modules added to the platform > 5 annually.	Availability in the e-learning platform and in the access points of the on-line training sessions catalogue and their respective dates of enrolment.	Human Resources Directorate-General And Direction of Businesses HR	Number of modules added to the platform.	<p>10 training modules added in 2024 related to personal development.</p> <p>Measures to keep in 2025.</p>
	3. Implementation of a benefits program for the employees of the subsidiary companies in Portugal.	2019	Global adhesion rate to the program > 25% until December 31 st of each year.	Preparation and launch of the program in January, each year, and quarterly and yearly openings.	Shared Processes Centre And Sustainability Direction.	Rate of adhesion to the program.	<p>6 % of the global adhesion rate on June 30th 2023.</p> <p>Measure and goal to keep in 2025.</p>

Evaluation of the results regarding the period comprised between June 2023 and July 2024

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
e) Conciliation of the professional activity and family and personal life (continuation)	4. Increase of the anniversary complimentary off-work period to one full day, to be used by employees on their anniversary day.	2024	January 2024.	Communication of the changes in this measure and associated procedures to all employees.	Human Resources Directorate-General And Direction of Businesses HR	Recorded leave rate for employees for each calendar year.	Rate not recorded in Brazil due to system limitations. From January to July 2024, the recorded leave rate for employees entitled to leave in the other regions was 18%. Measures to keep in 2025.
	5. Allowance of a day of grace on December 24 th to the employees deployed in foreign markets, in accordance with the Collective bargaining Agreement of the Construction sector in Portugal.	2022	Implementation in 2022.	Communicate to the Human Resources Directions of the Businesses and Geographies, until December 10 th 2022	Human Resources Directorate-General	Rate of effective use of the entitlement by employees in each calendar year.	In 2023, December 24 th was a Saturday. In 2024, it can only be assessed in December. Measures to keep in 2025
	6. Implementation of a partnership with the Association EPIS and facilitate the volunteer work of the employees, who may dispose of up to one hour 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”	2022	5 or more volunteers, men or women, per school year.	Divulge the Association EPIS to the employees of all the subsidiary companies.	Human Resources Directorate-General And Sustainability Direction.	Number of volunteer employees per school year.	The school year 2024 / 2025, there were 3 volunteers.

2025 EQUALITY PLAN

Evaluation of the results regarding the period comprised between June 2023 and July 2024

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
e) Conciliation of the professional activity and family and personal life (continuation)	7. Signature and continuation of protocols to provide convenience and proximity services, as well as health and well-being, negotiated directly and / or through a discount binding platform (outsourced service).	2021	Offer of at least 200 protocols per year to 100 % of the employees in Portugal.	Ensure the disclosure and the good functioning of the discount binding platform. Continue direct protocols negotiation / entering.	Human Resources Directorate-General And Sustainability Direction.	Number of on-going protocols. Percentage of employees with access to the benefits of the protocols in Portugal.	More than 600 protocols available as of July 2024 Measures to keep in 2025.
	8. Integration of the gift of time (volunteer work) in the <i>Todos Damos</i> Program, giving the employees one day off work to carry out volunteer work for each complementary rest days used for that same purpose, up to a total of 6 off work days per year.	2023	5 or more volunteers per calendar year.	Ensure the disclosure and the good functioning of the Program, as well as the adequacy of the platform for the reception of applications.	Human Resources Directorate-General And Sustainability Direction.	Number of volunteer employees per calendar year.	Measure implemented in 2023 having been approved 6 applications until August. The 2024 edition, which opened only in July, had no applications submitted until September. Measures to keep in 2025.
	9. Study of the work flexibility policy.	-	Completion of the study.	Assessment of existing effective practices. Identification of the work posts with higher potential of flexibility.	Human Resources General Direction And Direction of Businesses HR	Percentage of jobs covered. Percentage of utilisation each year relative to potential.	In 2024, this practice was assessed as part of the Climate Diagnosis. Measure to be implemented in 2025.

<p>f) Prevention of sexual harassment at work</p> <p>Objective: Ensure prevention and combat of harassment in the workplace.</p>	<p>1. General Procedure for the Prevention and Combat Harassment in the Workplace</p>	<p>2021</p>	<p>Implementation of appropriate procedures for the prevention and combating of workplace harassment within the companies controlled by the Group.</p>	<p>Implemented in accordance with the General Whistleblower Protection Regime.</p>	<p>Compliance Direction And Teixeira Duarte Group Ethics Team</p>	<p>Number of harassment-related complaints received through the Group's Ethics Channel and actions taken.</p>	<p>Five complaints were received through the Ethics Channel during the review period, with one resulting in disciplinary action.</p> <p>The procedure was reviewed in 2024 to ensure compliance with Teixeira Duarte, S.A.'s Whistleblowing Policy and the current document management system.</p>
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Porto Salvo, on the 12th of September 2024

Teixeira Duarte, S.A.

