

Teixeira Duarte, S.A.

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2026 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 number of legal person and

of registration at the Commercial Registry of Cascais - Oeiras 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 12th 2024, Teixeira Duarte, S.A. approved, in a meeting of the Board of Directors, its Equality Plan for 2025 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 and 2025, served as the basis for the drawing up of the Equality Plan for 2026 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 “Execute, 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:

- Teixeira Duarte, S.A. operates in compliance with the [United Nations Human Rights Declarations](#), the Guidelines of the [Organisation for Economic Co-operation and Development](#) (OECD), the [International Labour Organization](#) (ILO), national and international legislation, and the 10 Principles of the United Nations Global Compact in the areas of [Human Rights](#), [Labour Practices](#), [Environment](#), Competition national and international legislation, and the 10 Principles of the United Nations Global Compact in the areas of and the fight against Corruption and Bribery, Money Laundering, and Terrorism Financing.

- Teixeira Duarte Group has in place a [Code of Ethics and Conduct](#) which is mandatory for all its employees. In the chapter entitled “Commitments to Labour Rules”, the Code expressly enshrines the obligation of equal treatment and non-discrimination, the prohibition of harassment, as well as the promotion of work-life balance and protection in matters of parenthood. The aforementioned Code of Ethics and Conduct provides for the existence of an [Ethics Channel](#) through which all employees (as well as third parties) must report any identified irregularities (including situations of workplace harassment), with whistleblowers being protected from any form of retaliation when acting in 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 for the first time in 2024, and repeated it in 2025, an Organisational Climate Survey, across the entire Group, 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, 2024 and 2025.

Still, grounded on its culture and goals regarding equality, Teixeira Duarte, S.A. presents its Equality Plan for 2026 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 2026, 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 Meeting.

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 20 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 2026 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;

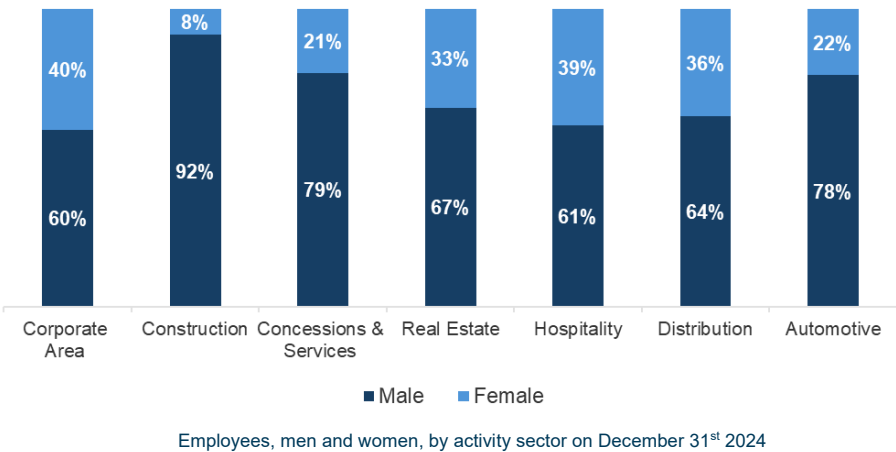
Teixeira Duarte Group: Teixeira Duarte, S.A. and the group of all its subsidiary entities.

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 2024):

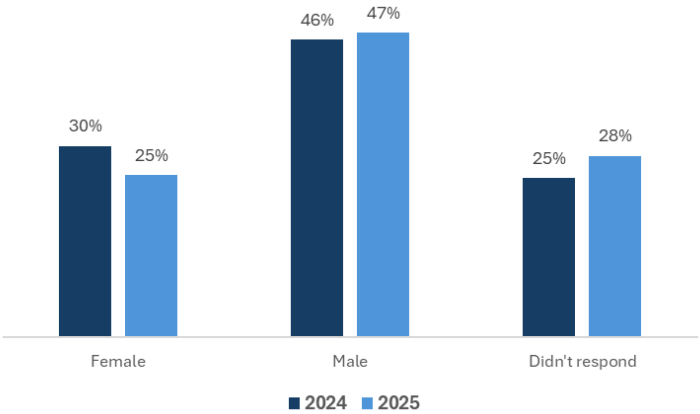
On December 31st 2024, the Group had a total of 8.624 employees, men and women, distributed by the various activity sectors:



As at December 31st 2024, the composition of Teixeira Duarte Group's workforce was predominantly male, in line with the trend observed in previous years. This situation largely reflects the weight of the Construction and Concessions & Services sectors, which together accounted for more than 60% of the total headcount, areas traditionally associated with roles predominantly carried out by men, both in technical settings and in operational functions.

Despite the relevance and importance of monitoring information pertinent to assessing gender equality, the growing adoption of an approach focused on “sex” rather than “gender”, coupled with increasingly stringent restrictions imposed by the General Data Protection Regulation (GDPR) on collecting such information, as well as the resulting scarcity of data, makes it practically difficult, or even unfeasible, to ensure objective and reliable monitoring.

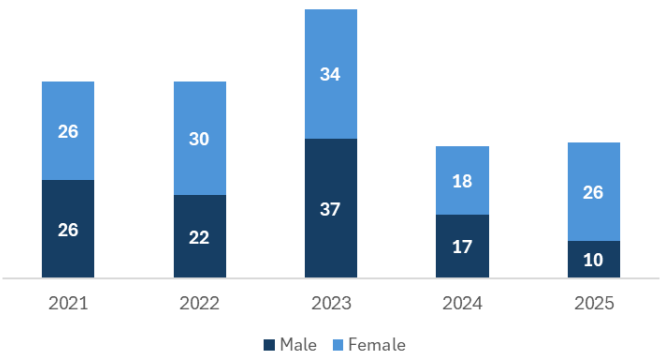
Nonetheless, and in an effort to continue promoting genuine equality, Teixeira Duarte reviewed, using a sampling method, 7.004 applications received for corporate roles (in Portugal and Angola), which have historically shown greater balance between male and female applicants.



Evolution of the applications for corporate roles by gender

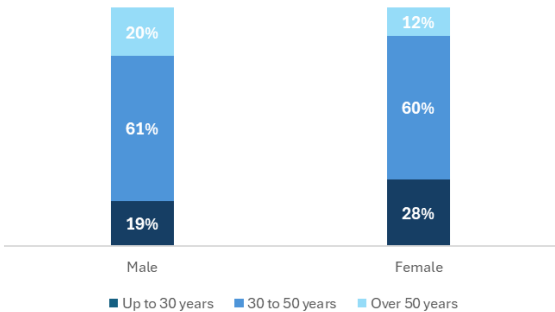
On the implementation side, that is, the hires resulting from these corporate vacancies, it was observed that, during the same period, 28% of those recruited for these roles were male and 72% were female. This represents an increase in female hires and a decrease in male hires compared with the equivalent period in 2024.

Extending the analysis over a five-year period within the Corporate Area, the filling of available positions was distributed by sex as shown in the chart below.



Evolution of Corporate Area hires by sex

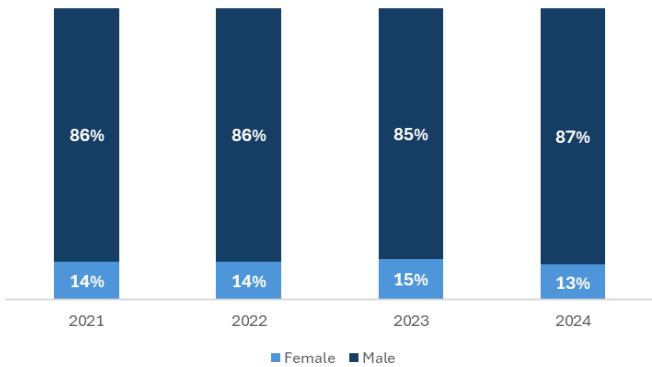
With regard to their **distribution by age**, more than 60% of the employees of the Teixeira Duarte Group are comprised in the age bracket 30 to 50 years of age.



Employees by age bracket on December 31st 2024

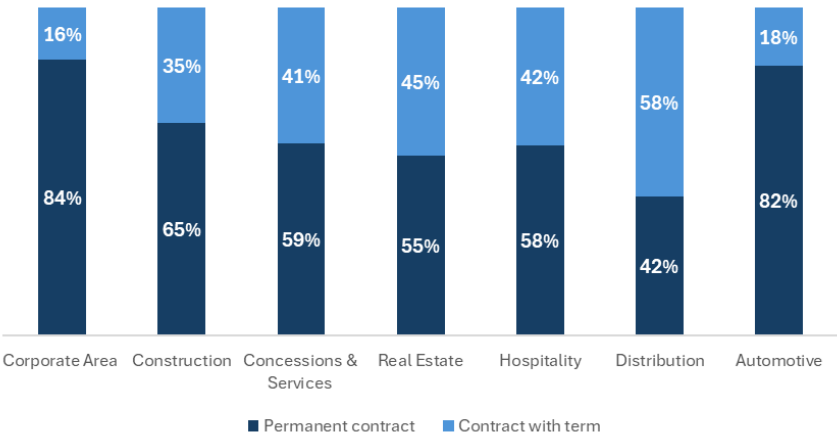
The Group has monitored the evolution of the percentage of men and women belonging to the **Group's Top Management** who are responsible for different companies, sectors, business areas, or other organisational structures.

The representation by sex of employees classified as belonging to Top Management as at December 31st 2024 is shown in the following chart:



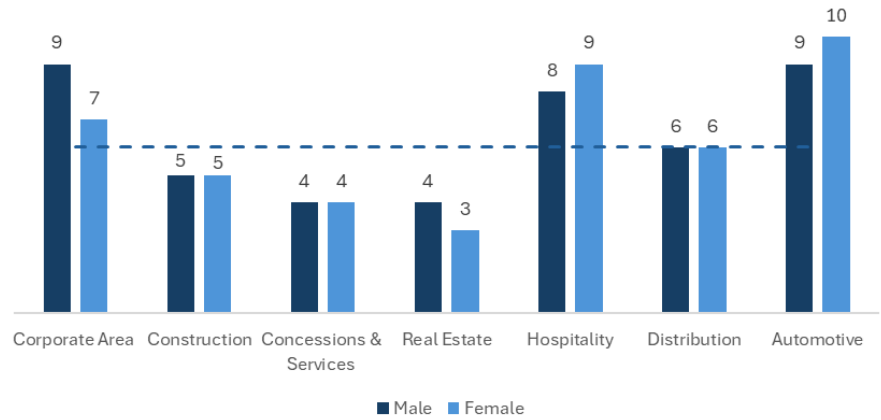
Annual evolution of the percentage of employees, men and women, identified as Top Management

On December 31st 2024, the majority of the employees, men and women, had a **permanent contract**.



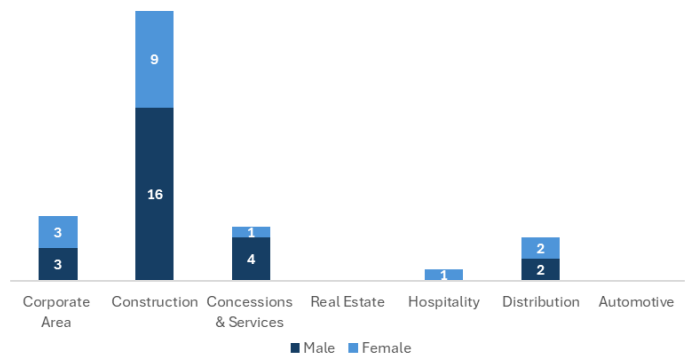
Employees contractual status by sector

As at December 31st 2024, the **average seniority** of Teixeira Duarte Group employees stood at six years, remaining stable compared with previous years.



Average seniority of the employees, men and women, by activity sector on December 31st 2024.

As at December 31st 2024, the Teixeira Duarte Group employed 41 people with disabilities or impairments, four fewer than in 2023, representing around 0,5% of the workforce.

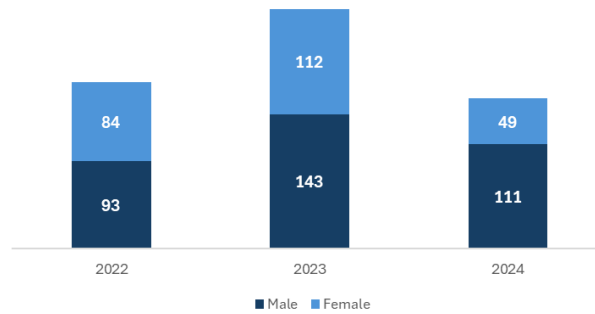


Number of employees with impairment by activity sector on December 31st 2024.

With regard to the recruitment and selection of this type of professional, several companies within the Group have, in recent years, established protocols and strategies with the IEFP and specialised recruitment companies to identify candidates with verified disabilities.

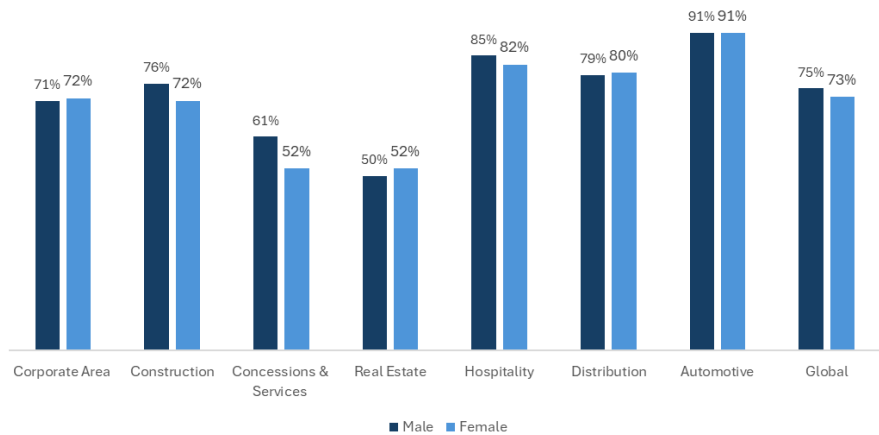
With regard to the diversity of nationalities, it is worth noting that, within the Group and operating in the various markets, on December 31st 2024, 34 different nationalities were represented.

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.



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

As at December 31st 2024, the percentage of employees covered by training (qualifications), relative to the total of each sex, was as follows:



Percentage of employees, men and women, involved in qualification activities by activity sector in 2024

5. 2026 EQUALITY PLAN

Teixeira Duarte, S.A. Equality Plan for 2026 was developed on the base (i) of the results of the self-assessment carried out, (ii) the results of the implementation of the 2025 Equality Plan, (iii) the results of the organisational climate self-assessment carried out in 2025, and also (iv) the internal and external alterations, which, in some way, might affect 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 2026 Equality Plan, 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:

2026 EQUALITY PLAN

- a) Strategy, Mission and Values;
- b) Equal access to employment;
- c) Equal working conditions;
- d) Remuneration model;
- e) Protection in parenthood;
- f) Conciliation of the professional activity and family and personal life;
- g) 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, Teixeira Duarte Group assumes as main objectives for the Equality Plan 2026, 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 2025

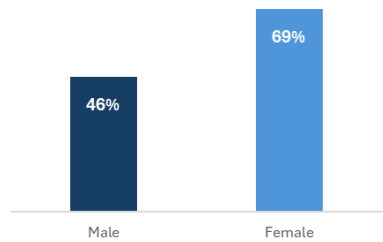
The execution of the Equality Plan is subjected to a process of systematic follow-up carried out by directly by the *Task Force* constituted for that purpose, in order to monitor the accomplishment of the objectives there comprised and to identify possible improvements and / or new measures to adopt.

Without prejudice to the detailed point-by-point assessment of the implementation of the measures and actions outlined in the 2025 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 2025, the initiatives of Teixeira Duarte Group Management that were launched in 2024 continued to stand out. These initiatives have significant value and potential impact in the area of equality, enhancing the Group's ability to manage and implement changes and actions across the organisation, and, above all, in a coordinated and aligned manner.

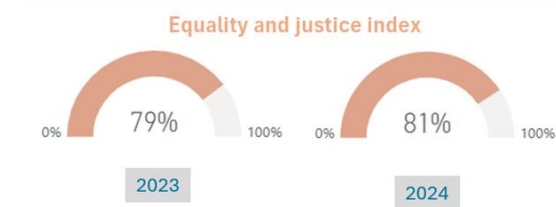
- The Human Resources Directorate-General (HRDG) maintained its focus on defining policies that are transversal across the Group, covering all businesses and geographies, with the aim of disseminating best practices and strengthening compliance assurance, as well as ensuring consistency in attitudes, behaviours, and human resource management practices, in alignment with the Group's values.
- In 2025, the implementation of the **Organisational Climate Survey** continued across all strategic Portuguese-speaking markets of the Group, with a participation rate of 42%, significantly higher than the 19% recorded in 2024. The results allowed for a more consistent characterisation of a set of indicators related to employees' identification

with the Group’s Culture, motivation, and satisfaction, as well as providing insights into their opinions and perceptions on topics such as work-life balance, fairness and equality of opportunity, and workplace harassment.



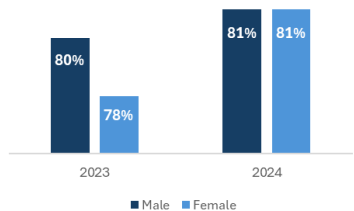
Participation Rate in the Organisational Climate Survey in 2025 by Sex

Responses to the Climate Survey indicated that the perceived Justice and Equality index among Teixeira Duarte Group employees was 81%. This indicator was derived from the evaluation of a set of questions considered potentially sensitive, relating to equality of opportunity between male and female employees.



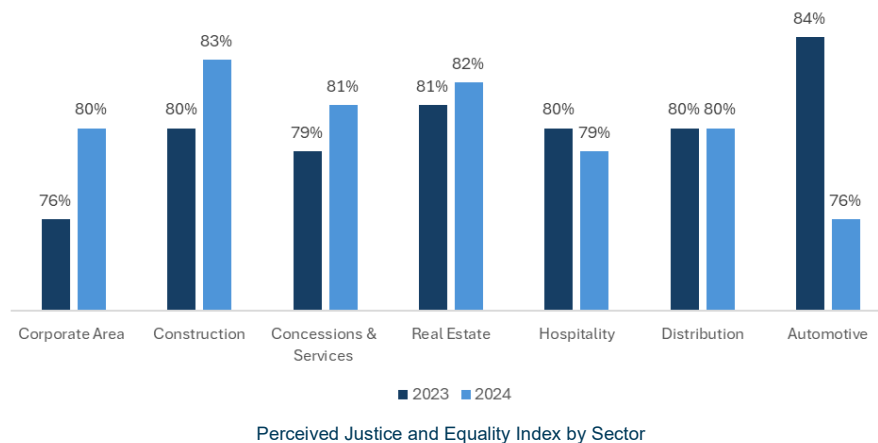
Evolution of the Justice and Equality Index at Teixeira Duarte Group

In this parameter, the trend is positive, with perceptions of men and women becoming more balanced.



Perceived Justice and Equality Index by Sex

Analysis by sector shows that this index generally sits around 80%, indicating that the majority of employees recognise the existence of equality and fairness regardless of sex.



Regarding the Equality of Opportunity Index, which reflects the relative ratio of average responses of women and men to questions potentially “sensitive” from the perspective of equality of opportunity between the sexes, an index of 0,99 was observed, i.e., a difference of only 0.01 between the average responses of each group.

Although this difference is very small, Teixeira Duarte considers that there is still room for continuous effort to improve this perception among employees.

It should also be noted that the main results of the Climate Survey were communicated to all employees, promoting transparency across all areas of the Group regarding the opinions expressed.

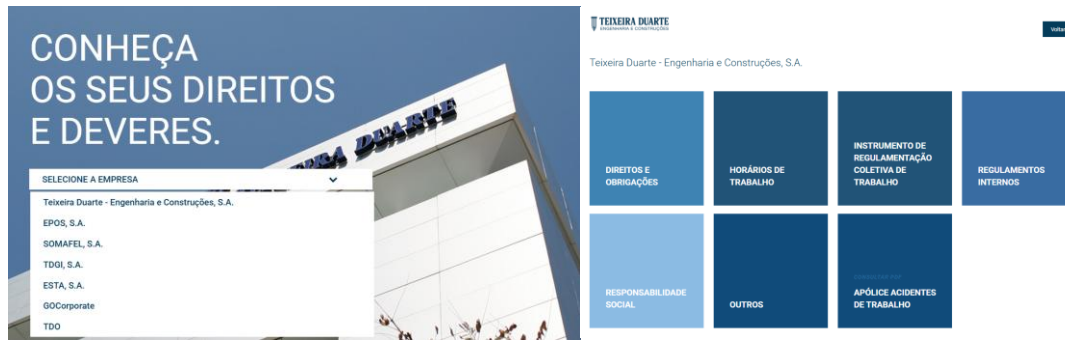
In 2026, the HR Directorate-General (HRDG) will continue to act as a promoter of transversal policies and processes, ensuring alignment and compliance with the Group’s strategic objectives, working in coordination with the various business management structures and, in particular, with their respective human resources management teams.

The diagnosis and analysis of the Organisational Climate will also continue, with a new survey scheduled for 2027.

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.



Microsite in the Employee Portal

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

Job advertisements are prepared, published, and managed by the Human Resources teams of each business, taking into account the “procedure for posting content using inclusive language”, with monitoring carried out by the Human Resources Directorate-General (HRDG), where deviations are recorded and appropriate corrections proposed.

The content of job advertisements includes the professional category, roles and responsibilities, preferred qualifications, and benefits offered to candidates. Teixeira Duarte is already working on adapting to the European Pay Transparency Directive, which will come into effect on June 1st 2026, and will include all information required by this legislation in its job offers.

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. Since the end of 2024, this platform has covered all businesses and key geographies where the Group operates, currently enabling faster and more effective monitoring of the implementation of policies and standards, particularly those relating to inclusive language and the monitoring of equality and non-discrimination indicators, as well as ensuring compliance with the data protection rules established by the GDPR.

The Group has also implemented the SA8000 standard (Social Accountability) in some companies, an international standard that defines requirements to ensure fair, socially responsible, and safe working conditions, while also promoting equal opportunities and non-discrimination within organisations.

To provide an overview of employment dynamics within Teixeira Duarte Group, it should be noted that, during the implementation period of the 2025 Equality Plan (July 2024 to June 2025), the Group advertised 512 job vacancies, receiving 80.683 applications, an average of over 158 applications per vacancy, demonstrating the Group’s recognition and reputation across its various geographies.

In 2024, Teixeira Duarte Group implemented a Group-wide guideline aimed at promoting internal mobility for employees. Vacancies arising across different businesses and geographies are first published on internal channels, providing employees with the opportunity to apply, explore new roles, acquire additional skills, and gain greater visibility within the organisation. This focus on internal mobility strengthens career development opportunities within the Group through internal recruitment. The internal opportunities catalogue is available on the Employee Portal, accessible to all members of the organisation.



Between July 2024 and June 2025, 109 internal vacancies were published within the Group, viewed by 6.703 employees, of whom 126 applied for 30 of these opportunities. These processes resulted in the hiring of six internal employees.

As evidence of the Group's investment and attention to equality issues, it is worth noting that the percentage of Human Resources professionals involved in Recruitment and Selection processes who completed training related to equality and non-discrimination increased from 83% in 2024 to 94% in 2025, with the target set to reach 100% in 2026.

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 fixed-term contracts, ensuring their return after the exercise of those rights. Awareness raising and standardisation of procedures are underway in regions where these rights might be less well protected.

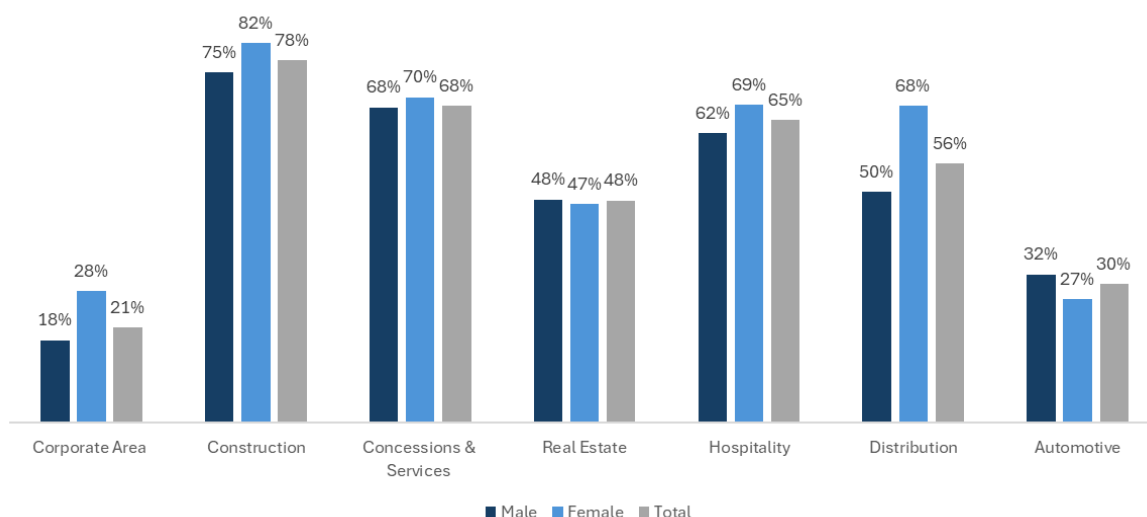
Teixeira Duarte continues to prioritise ongoing professional training, supported by the Group's **Skills Development Policy**, a robust model that ensures the effective transmission of values and practices reflecting its corporate vision in employee development and training. This model follows market best practices, incorporating technological and usability trends, and is complemented by the increasing availability of training content.

The Policy is based on a framework that combines a transversal training component applicable to all business areas with a specific component, allowing adaptation to any sector, market, or professional category. Each employee is assigned a Skills Development Plan (SDP), consisting of continuous training programmes designed to support professional growth over time, ensuring skill updates and facilitating career progression.

Currently, the Group's LMS Training Catalogue offers 396 courses across various areas, allowing each employee to freely choose the training they consider most relevant for performing their role and for their career development and progression aspirations.

COURSES CATALOG	
Category	Number of courses
01. PERSONAL AND PROFESSIONAL DEVELOPMENT	14
02. MANAGEMENT AND LEADERSHIP	9
03. INFORMATION TECHNOLOGIES	40
04. LANGUAGES	73
05. SUSTAINABILITY	3
06. DIVERSITY AND INCLUSION	6
07. ETHICS AND COMPLIANCE	4
08. SPECIFIC AREA: CONSTRUCTION	45
10. SPECIFIC AREA: EPOS	36
11. SPECIFIC AREA: AUTOMOTIVE	37
12. SPECIFIC AREA: DISTRIBUTION	31
13. SPECIFIC AREA: FACILITIES MANAGEMENT	7
14. SPECIFIC AREA: HOSPITALITY	9
17. TRANSVERSAL TRAINING ANGOLA	2
18. HUMAN RESOURCES	12
19. HEALTH AND WELL-BEING	53
20. SAFETY	5
21. AREA SPECIFIC PROJECT: DOING FISH	7
22. FINANCIAL LITERACY	3
Total	396

By June 2025, around 20 courses, directly or indirectly related to diversity and inclusion, had already been completed by 51% of eligible employees (with access via computer), totalling approximately 4.800 training hours. It was observed that 55% of women and 50% of men participated in these courses, demonstrating a balanced engagement with and interest in these topics across Teixeira Duarte Group.



Percentage of participation in diversity and inclusion training by Sector / Sex

A Training Funding Policy is currently under approval, aimed at strengthening investment in employee skill development through financial support for high-level or specialised training actions. These are intended to enhance qualifications and improve the skills of Teixeira Duarte Group employees, whenever such enhancement is expected to positively impact individual performance, the quality and/or efficiency of processes and activities performed by those employees, and ultimately the success of the business areas.

c) Working Conditions Equality (measures 11 to 13)

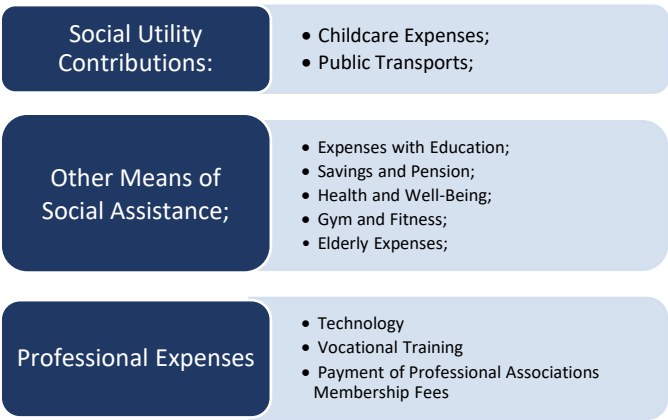
In 2025, particular note should be taken of the work carried out in creating and implementing a new **Performance Assessment** model, fully deployed across the Group's main geographies. This model, based on Behaviours and Competencies and designed to ensure clarity and objectivity in the process, represents a key strategic tool aimed at aligning

the organisation's goals with employee performance, aligning their expectations and objectives, promoting a culture of transparency and fairness, while also fostering their development and well-being. A system was also developed to provide facilitated and detailed access to, and analysis of, the performance assessment results.

d) Remuneration model (measures 13 to 21)

In 2025, particular attention is drawn to the implementation of the more comprehensive **Flexible Benefits Policy**, through which Teixeira Duarte provides employees with a range of options, allowing them to select the benefits that offer the most favourable conditions for themselves and their families, based on their individual needs and circumstances.

Among the above-mentioned benefits, the following are highlighted:



Given the legal frame of each country, this policy is only available in Portugal.

In 2025, Teixeira Duarte revised its policy regarding the **Meal Allowance**, establishing that all Group companies participating in the Flexible Benefits Policy and not providing the allowance in kind adopt a uniform amount for all employees. This change replaces the previous policy, which set different amounts according to qualification level or position within the company, reflecting a clear commitment to promoting equal conditions for all in terms of fundamental benefits.

Transparency, equality, and non-discrimination will be further reinforced in 2025 through the creation of a **career framework** intended to be transversal across Teixeira Duarte Group, as well as through the development of **salary structures** adaptable to the different business realities and markets.

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 the single Report.

In 2025, various training and awareness-raising initiatives on financial literacy were promoted, achieving high participation among employees. Teixeira Duarte recognises that investing in financial literacy is a commitment to the autonomy, security, and well-being of its people. By providing knowledge that enables more effective management of personal resources and solid future planning, the Company contributes to reducing inequalities, strengthens the capacity for informed decision-making, and fosters a more balanced, inclusive, and sustainable organisational culture.

Teixeira Duarte Group closely monitors the implementation of [Directive 2023/970](#), adopted under the European Union's 2020–2025 Gender Equality Strategy. This Directive aims to reinforce the application of the principle of equal pay for equal or equivalent work between men and women, through promoting pay transparency and adopting mechanisms to ensure its compliance, affecting all companies within the Group.

Teixeira Duarte has been implementing a set of concrete measures that reflect its commitment to equality, such as the use of gender-neutral language in job advertisements, the application of interview practices that avoid questions about personal matters or salary history and ensuring equal pay for women and men.

The Group recognises that the path towards full pay equality still requires ongoing dedication, confident that each measure implemented, both present and future, contributes to consolidating a fairer, more inclusive corporate culture that promotes equal opportunities for all employees.

e) Protection in parenthood (measures 22 to 48)

Teixeira Duarte has procedures in place for the classification and recording of leave, exemptions, and absences related to situations such as high-risk pregnancy, initial and additional parental leave, postnatal leave, care for children with disabilities or chronic illnesses, adoption, among others, in accordance with applicable legislation.

Without prejudice to rights related to breastfeeding, the organisation's headquarters includes a lactation room, available to lactating employees upon request.

The online training platform provides content on parental rights, ensuring that all employees have access to clear information regarding their rights and responsibilities. To reinforce this access, the "Employee Guide" — provided at the time of hiring — also includes information on the subject, complemented by e-learning modules.

Additionally, the Human Resources section of the "Employee Portal" contains up-to-date information on employees' rights and responsibilities, in compliance with applicable legislation.

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

As Teixeira Duarte is a business group with diversified activities, including Construction, Concessions and Services, Real Estate, Hospitality, Distribution, and Automotive, procedures aimed at reconciling professional activity with personal and family life are adapted to the specific context of each business.

In parallel, Teixeira Duarte has been implementing mechanisms to make working hours more flexible, such as staggered schedules, allowing employees to adjust the start of the day to coincide with their children's school entry times, and providing IT and communication tools, thereby promoting a better work-life balance for employees.

Regarding workplace flexibility, a survey of existing roles was initiated in 2024 with the aim of identifying their potential for adaptation.

The comprehensive revision carried out in April 2024 of the collective agreement signed between the business associations AICCOPN and SETACCOP, among others, eliminated, as had already occurred with the Labour Code, the right to an additional three days of annual leave, resulting in employees being entitled to 22 working days of annual leave instead of the previous 25.

Nonetheless, Teixeira Duarte Group, aware of the importance of providing its employees with adequate physical and mental recovery, personal availability, integration into family life, social and cultural participation, as well as skills development to promote productivity and quality, decided to grant, in 2025, **up to three additional non-working days** to its employees, without loss of pay, based on criteria defined for attendance, seniority, performance, or other specific criteria applicable to individual Group companies.

In addition, the **Birthday Day Policy** applies, under which employees are given the opportunity to take the day off without losing any rights or remuneration.

The Group operates a **Curative Medicine Service**, which encompasses general health examinations, workplace visits, and monitoring of illness cases, covering all those collaborating with its subsidiaries, with the aim of optimising the work/family and personal life balance and promoting employee retention, regardless of the business activity or markets in which the companies operate.

The existence of an internal curative medicine service allows more effective monitoring of health-related issues and, at the same time, improves the Group's capacity to respond to emergencies and serious situations. Employees are provided with access to medical services and medications, which are essential for clinical monitoring and access to primary healthcare in some of the countries where the Group's companies operate.

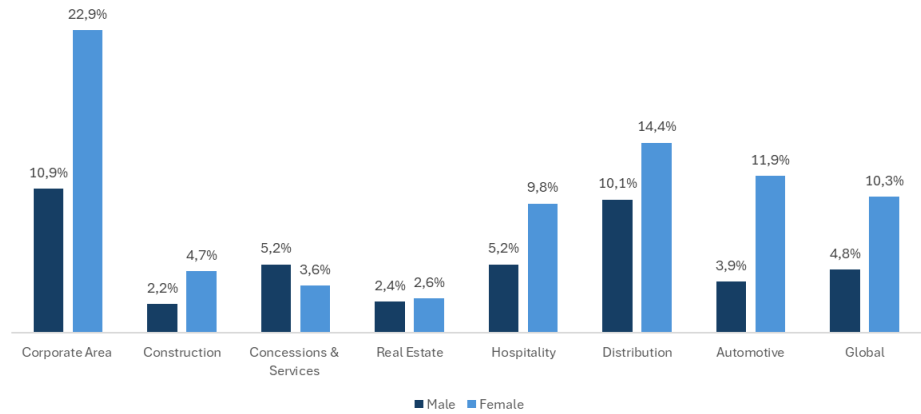
As part of its health promotion initiatives, various activities are also carried out within the Group's companies, such as health screenings and training/education sessions, both individually and in groups.

Teixeira Duarte Group maintains a **Family Support Policy**, aimed at providing administrative, logistical, and financial assistance for the legalisation, travel, and accommodation of employees' family members who, meeting certain criteria, are relocated outside their country of origin.

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

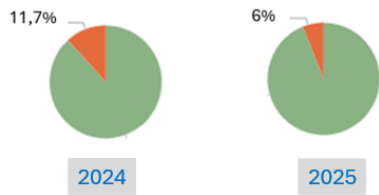
The results of the 2024 Climate Survey highlighted the need to strengthen information and awareness on workplace harassment and its prevention, particularly in African geographies. In response, the offering of courses on the e-learning platform was intensified, and the need to promote local in-person training on this topic was identified, with particular emphasis on Angola and the Distribution sector.

At the end of 2024, the internally developed course "Prevention and Combat of Workplace Harassment" was made available on the e-learning platform and disseminated throughout the Group. Between 2024 and 2025, approximately 467 employees completed the course. Efforts to promote this topic will continue in 2026, with the content included in onboarding programmes for new employees.



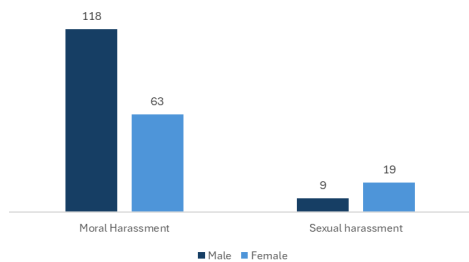
Percentage of employees who completed the “Prevention and Combat of Workplace Harassment” course by Sector and Sex

As a result, in part, of these internal efforts, the 2025 Climate Survey data, more representative due to higher participation rates, shows a significant reduction in the perceived harassment index. Despite this positive development, the organisation’s commitment to this issue remains unchanged, continuing all efforts aimed at awareness and prevention for all employees, alongside, of course, assertive intervention in individual cases as they arise.



Evolution of perceived harassment as evidenced in the Climate Survey

It should also be noted that, regarding the type of perceived harassment, sexual harassment is more prevalent among women, while moral harassment is more prevalent among men.



Type of harassment perceived by respondent sex

The **General Procedure for the Prevention and Combat of Workplace Harassment** is a Teixeira Duarte Group instrument designed to establish principles of action and appropriate procedures for preventing and combating harassment in the workplace within the Group’s companies and must be observed by all its members. This document is available at the Employee Portal, in the section “Get to know your rights and duties”. It is a self-regulatory instrument and an expression of an active policy aimed at preventing, identifying, eliminating, and/or sanctioning situations that may constitute harassment

in the workplace. Evidence of this is the dismissal with just cause of an employee following a disciplinary process triggered by a harassment complaint in 2024.

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.

6. Evaluation of the implementation of the measures of the 2025 Equality Plan and presentation of the measures to implement in 2026

For the purposes of assessing the measures set out in the 2025 Equality Plan and presenting the measures to be implemented in 2026, 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) Equal working conditions;
- d) Remuneration model;
- 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 2026 for each of these dimensions are presented in the table below, which includes the goals, the planning, the persons in charge of their application and the indicators followed for the implementation.

2026 EQUALITY PLAN

Evaluation of the results regarding the period comprised between June 2024 and July 2025

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
b) Equal access to employment / continuous training Objective: Ensure that the principle of Gender Equality is effectively implemented during the process of employees recruitment and selection.	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.	64% of the ads analysed (from all geographies) did not contain errors. The remaining 36% made minor errors in the use of inclusive language. Measure to keep in 2026.
	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.	94% of the juries have at least two equality training sessions.	Measures to keep in 2026.
	3. Development and availability of a course on best practices for selection and recruitment on the Teixeira Duarte Group's <i>e-learning</i> platform.	2025	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	Implementation and Date of Availability: 02/06/2025	Three courses were developed and made available on the e-learning platform, completed by all those directly involved in Recruitment & Selection. Additionally, various in-person training sessions on best practices in recruitment and selection were conducted, attended by employees from corporate, production, and operational areas who frequently participate in interviews.

Evaluation of the results regarding the period comprised between June 2024 and July 2025

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.	The model was improved in 2025, with further developments planned for 2026.
	2. Elaboration of a system for the monitoring promotions and the performance of new activities, taking into account potential for career development, commitment, technical capacity, interpersonal skills, gender 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.	This measure will be adjusted in 2026, within the scope of implementation of the Group's career framework.

Evaluation of the results regarding the period comprised between June 2024 and July 2025

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 new employees (Onboarding Training) received training on equality matters.	Raise awareness across all areas regarding the obligation to plan and monitor training for all new employees. Number of actions carried out / 100% of advertised actions	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). Ratio between the number of new training courses advertised on the Corporate Portal and the total number of courses related to equality, inclusion, and diversity.	Although in 2024 the fundamental courses related to equality were included in the mandatory training plans for 100% of employees (with computer access) undergoing onboarding in the Group, only 30% completed the equality-related content. Measure to keep in 2026.
		2022	Availability of the training catalogue on the e-learning platform and at the access points.		Human Resources Directorate-General	Ratio between the number of new training courses advertised on the Corporate Portal and the total number of courses related to equality, inclusion, and diversity.	41% de increase of the number of courses available in 2025. Measure to keep in 2026.
	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.	100% of the employees with login assigned to.

Evaluation of the results regarding the period comprised between June 2024 and July 2025

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
d) 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.	2025	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.	In Portugal, its implementation was initiated in 2025. To keep in 2026.
	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 2026

Evaluation of the results regarding the period comprised between June 2024 and July 2025

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
e) 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.	Businesses Human Resources Directions.	Partial and final completion deadlines.	Postponed to 2026
	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 Human Resources of the Businesses	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 2026.
	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 Human Resources of the Businesses	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 2026

Evaluation of the results regarding the period comprised between June 2024 and July 2025

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
f) Conciliation of the professional activity and family and personal life Objective: 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 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.	No ideas were submitted in 2025. Measure to keep in 2025.
	2. Development of actions to foster employees' personal development.	2023	Number of training contents added to the platform > 5 annually.	Availability in the e-learning platform and in the access points of the on-line training modules catalogue and their respective dates of enrolment.	Human Resources Directorate-General And Businesses Human Resources Directions.	Number of training modules added to the platform.	60 new training modules introduced in 2025. Measure to keep in 2026.
	3. Implementation of a Flexible Benefits Plan for employees of the Group's subsidiaries in Portugal.	2025	Overall utilisation rate of the programme: 100% by December 31 st each year.	Preparation and launching of the programme in February 2025	Shared Processes Centre And Sustainability Direction.	Flexible Benefits Plan utilisation rate. Number of Employees / Total of Eligible Employees	Implemented with 100% coverage and a usage rate exceeding 97%.

Evaluation of the results regarding the period comprised between June 2024 and July 2025

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
f) 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 Businesses Human Resources Directions.	Recorded leave rate for employees for each calendar year.	Rate not recorded in Brazil due to system limitations. Between January 2024 and June 2025, the recorded utilisation rate by employees entitled to the leave in other geographies was 22%. The actual participation is expected to be significantly higher, as it has been observed and verified that this day is often taken by employees but not formally recorded. Measure to keep in 2026.
	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 2025, it can only be assessed in December. Measures to keep in 2026
	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.

Evaluation of the results regarding the period comprised between June 2024 and July 2025

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
f) 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.	700 protocols available in July 2025, representing an increase of 17% compared with 2024. Measure to keep in 2026.
	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. No applications were submitted during the period under review. Measure to keep in 2026.
	9. Study of the work flexibility policy.	-	Completion of the study.	Assessment of existing effective practices.	Human Resources General Direction And Businesses Human Resources Directions.	Percentage of jobs covered.	In 2024 and 2025, this practice was assessed as part of the Climate Diagnosis.
				Identification of the work posts with higher potential of flexibility.		Percentage of utilisation each year relative to potential.	Measure to be implemented in 2026.

Evaluation of the results regarding the period comprised between June 2024 and July 2025

Dimension / Objective	Measure	Effective Date	Goal	Planning	Persons in charge of the implementation	Indicators	Implementation status
g) Prevention of sexual harassment at work Objective: Ensure prevention and combat of harassment in the workplace.	1. General Procedure for the Prevention and Combat Harassment in the Workplace	2021	Implementation of appropriate procedures for the prevention and combating of workplace harassment within the companies controlled by the Group.	Implemented in accordance with the General Whistleblower Protection Regime.	Compliance Direction And Teixeira Duarte Group Ethics Team	Number of harassment-related complaints received through the Group's Ethics Channel and actions taken.	Five complaints were received through the Ethics Channel during the review period, with one resulting in disciplinary action. The procedure was reviewed in 2024 to ensure its compliance with Teixeira Duarte, S.A.'s Whistleblowing Policy and the current document management system.
	2. Provide e-learning and classroom-based content on preventing and combating harassment in the workplace.	2025	Implement harassment prevention content for new hires	Include training content related to moral and sexual harassment as mandatory training.	Human Resources Directorate-General And Human Resources of the Businesses	Ratio between the number of employees hired and the number of employees hired with training on the subject of harassment	The procedure has been implemented in most of the Group's companies, although it is not yet fully registered in the system. Keep measure in 2026.

Porto Salvo, September 15th 2025

Teixeira Duarte, S.A.