
AMORIM

Corticeira Amorim, S.G.P.S., S.A. *Equality Plan 2025*



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1. Introduction

Over recent years, the world has been plagued by numerous crises and incidents. The adverse effects have multiplied - from the COVID-19 pandemic, with a global impact on healthcare and health, to worsening international conflicts, increasingly frequent severe climatic events and the rising economic and social challenges faced by most countries. This has affected development and desirable levels of social evolution, including striking consequences: growing influx of refugees and migrants, primarily of women and children, devastating effects of floods, droughts, storms and earthquakes, and unprecedented pressure on social support structures. These repercussions are most severely felt by the most disadvantaged segments of the population.

Whenever crises occur, women and girls always suffer disproportionately. Factually, they face an unequal position in society and therefore have fewer resources to withstand the impact of adversities. These crises and shocks continually threaten, challenge and reverse years of progress achieved in terms of women's rights and gender equality.

In 2023 the **Gender Equality Index** score for the European Union, evaluated by the European Institute for Gender Equality (EIGE), passed the threshold of 70 out of 100 points for the first time ever - with a 1.6 points increase over the previous year. This index assesses six domains of gender equality: labour, money, knowledge, time, health and power. Portugal scored 67.4 points, 4.6 more than in 2022, in line with the European average and ranked thirteen amongst the 27 EU member states. Although Portugal is one of the countries that has recorded one of the biggest rises since this index was compiled (2010), it remains in the quadrant of countries that are still considered to be "catching up", far behind "outstanding performers" such as Spain, France and Italy. Sweden continues to lead the group. Overall, the domain of Time saw the most notable increase in the EU as a whole (it hadn't been updated since 2016), followed by the domain of Labour. The domain of Time measures gender inequalities in the distribution of time for care, domestic work and social activities, and reveals a persistent lack of progress and increasing inequalities. The domain that recorded the biggest fall was Health. Portugal followed this trend, but also recorded a decrease in the domain of Money. The unequal distribution of paid and unpaid work is considered to be one of the main causes of gender inequality in Portuguese society in general and, in particular, in the labour market. For this reason, the domain of Time is closely linked to other areas, such as work, knowledge, power and money, and as a result the availability of updated and regular data on the use of time

is crucial for a better understanding of the dynamics of gender (dis)equality, as measured by the Index.

In Portugal, the domain of Labour was the one that, after the domain of Time, contributed most to the positive evolution of the index, as a result of the actions and measures implemented in the country, at a legislative, political or, of course, business level. However, given the importance of the topic, progress will have to be continuous and accelerated.

Some labour indicators reveal that considerable further progress is still required. In Portugal, the Gender Pay Gap (GPG) has only fallen by 4% over the past 10 years, with the average GPG currently standing at 13%, very close to the European average of 12.7%. The pay gap between men and women increases with education, and is very significant at the senior management level. The unemployment rate is higher among women and the corresponding gender gap widens even more with age. Only 7% of CEOs of large companies in Portugal are women.

2. Corticeira Amorim Situation

Corticeira Amorim has formalised and implemented a Human Resources Policy that includes principles and commitments in the areas of upholding human rights and labour rights. These commitments range from working conditions, free employment, eradication of child labour, prohibition of work harassment and protection of occupational health, hygiene and safety. It emphasises respect for freedom of association, the right to collective bargaining, the principles of equal treatment and equal access to opportunities. It promotes diversity, inclusion and non-discrimination, particularly in terms of pay, and the professional development of all male and female employees. In addition, the company monitors the working conditions of all its suppliers and under no circumstances tolerates any form of physical or psychological punishment, harassment or abuse of power. Finally, the Human Resources Policy invests in projects that foster the education and professional development of all male and female workers, as well as other projects that contribute to a qualified, diverse, inclusive and safe workforce. The company has also maintained a Environment, Social and Governance (ESG) strategy and plan for several years, which frames and aligns its policies and practices, within the pillars of ESG. Gender equality is one of the ESG strategy's fundamental domains, since good policies and practices in this area generate a wide array of positive impacts, promoting fairer, more productive and inclusive working environments. Gender balance is not just important for the Social pillar, where Corticeira Amorim has traced the objective of **increasing the representation of women** (in terms of the percentage of women employees within the company's perimeter). Gender balance is also important for the Governance pillar, by **increasing the percentage of women in leadership positions**, increasing transparency and reducing pay disparities, as well as improving working conditions and access to professional training and development. In this way, the company is developing inclusive practices in a planned and intentional manner. These practices are also aligned with the UN Sustainable Development Goals (SDGs), through their inherent contribution to a more equitable and sustainable society, while strengthening the company's long-term competitiveness and resilience. Recognising the importance of a safe, healthy and inclusive working environment that promotes personal and professional development and development, the company has assumed commitments in the social dimension, with specific objectives and targets in the areas of occupational health and safety, gender equality and inclusion and the professional development of all male and female employees. Over recent years the Executive Group for Equality, Diversity and Inclusion advises management in these fields. Objectives have been set for the medium-term (2030)

and short-term (annual). A diverse workforce contributes to broader and more diverse visions, innovation and creativity - a safe and healthy working environment increases productivity and employee satisfaction.

Employees are paid fairly, in accordance with the collective labour regulation instruments, applicable legislation and balanced personnel management policies and practices, always with the goal of upholding internal and external transparency and fairness.

The company identifies training and development opportunities for its male and female employees. Investing in this area helps attract and retain skilled labour.

The Equality Plan 2024, applied to Corticeira Amorim's companies in Portugal, has been formally extended (since 2023) to the dimensions of general diversity and inclusion, upholding the goals of zero discrimination by 2030, one third of female employees amongst all employees and an equal proportion between men and women in management positions.

Campaigns and thematic actions have been developed on issues of Diversity, Equity and Inclusion (DEI), in particular:

- **8 Days 8 Stories** – a campaign organised for International Women's Day. For one week, up until March 8, female employees shared inspiring life stories;
- **Workshop on Gender Equality** – aimed at all male and female employees;
- **Diversity, Equality and Inclusion Week** – highlighted the issue of gender-based violence and ensuring the inclusion of persons with disabilities;
- **Tolerance Day** – marked with a series of messages alluding to the general theme of Inclusion.

Corticeira Amorim has an in-house communication procedure for reporting and communicating incidents, designed to prevent and detect improper and/or unlawful behaviour within the framework of professional activity, and protect those who report such incidents in good faith and for legitimate reasons, as well as the people and entities related to them. As part of the implementation of an online platform to facilitate access to the reporting channel, the company launched a publicity campaign with the slogan "**Integrity is everyone's responsibility. Don't stay silent.**" The company ensures full legal protection for all

male and female employees if they suffer or report work harassment.

In 2024, a set of gender equality indicators was also monitored, and updated monthly, to gauge the impact of the measures and actions implemented. Work also began on a methodology for analysing gender pay gaps. New training on unconscious biases was developed, with the aim of preventing the occurrence of such biases, particularly during recruitment.

Last year was also marked by the company's preparation for reporting under the Corporate Sustainability Reporting Directive (CSRD), which establishes a much more detailed set of standards for non-financial reporting, which in Corticeira Amorim's case, covers the reporting for 2024, to be disclosed in 2025. The requirement to report on social matters, in particular gender equality, will deliver much greater transparency and comparability.

3. Gender Equality Statistics

The promotion of gender equality is formalised and disseminated through a set of policies and practices at Corticeira Amorim, as already mentioned, which include: transparent and bias-free recruitment and selection processes, equal opportunities in access to training and professional development, and also the monitoring of data and statistics, in particular the areas of gender pay equality, leadership, combating harassment and consolidating a diverse and inclusive culture in the workplace.

As mentioned, Corticeira Amorim's alignment with the goal of gender equality has led to a commitment to two essential goals over recent years:

- **Increase the number of women in management positions;**
- **Increase the number of women in the company's total workforce.**

In 2019, numerical targets were set for these two objectives, which, at the time, the company expected to attain by 2024: 25% of women in management positions and an equal percentage of women in the total universe of male and female employees. In fact, the first objective was already surpassed in 2022, with growth of around 1%/year in the indicator of female gender representation and around 0.75%/year in the indicator of the percentage of women in management positions.

The pace of progress has therefore been increasing and is essentially due to the measures implemented, with a decisive role played by the annual actions proposed and implemented under the Equality Plans.

Sustainability Reporting Perimeter (Portugal)

	unit of measurement	2024	2023	2022
Women employees	%	28.2%	27.1%	26.4%
Women in management positions	%	26.2%	24.1%	25.9%

The objectives set three years ago in Portugal regarding the representation of women (the under-represented gender) have been fully attained. The reversal recorded in 2023 with regard to the proportion of women in management positions is the result of cyclical aspects, in particular the departure of women from certain job positions who have not been replaced and internal professional reclassification that changed the mix of professional categories covered by the management

position classification. In 2024, this indicator improved by more than 2 percentage points.

The Company also monitors other indicators relating to diversity, equality and inclusion, namely diversity in Boards and remuneration indicators. The data refer to Corticeira Amorim's sustainability perimeter, which, from 2024 onwards, is equal to the financial perimeter.

Diversity in the governing bodies

	unit of measurement	2024	2023	2022
Women in Corticeira Amorim's Board of Directors	%	36.4%	40.0%	40.0%

Remuneration indicators

	unit of measurement	2024	2023	2022
Ratio of basic salary between women and men	no.	0.97	0.99	0.98
Pay ratio between women and men	no.	0.90	0.89	0.88
Gender pay gap	%	10.1%	10.9%	12.0%

The pay gap between male and female employees has been decreasing over the last three years and is below both the national average and the average for the industrial sector (source: overview of pay gap 2023). Despite this overall positive trend, a detailed analysis by functional group still reveals unfavourable trends due to a different level of recruitment by group and the range of different profiles in the same functional area. These groups are also not homogeneous in terms of the composition of the functions/genders represented, which could lead to some bias.

Corticeira Amorim's gender equality policies and practices are guaranteeing progress, that will continue in the short, medium and long term.

4. Equality Plan 2025

As mentioned above, the Equality Plans are part of the company's overall Equality, Diversity and Inclusion strategy, which is based on six fundamental vectors:

- **The company's explicit and expressed commitment**, internally and externally, to issues of Equality, Diversity and Inclusion;
- **Raising awareness and training** of all employees on this subject;
- **Increased representation** of men and women in professions where there is an under-represented gender;
- **Promoting the inclusion** of persons with disabilities;
- Creating more **equal and inclusive working environments, from the point of view of physical infrastructure, and also social and psychological aspects**;
- Promoting a **wide-ranging and intense debate on these issues within the organisation**.

a) Diagnosis and priority areas for intervention

Domain: Strategy, Mission and Values

Corticeira Amorim's Mission, Vision and Values continue to frame these issues in a relevant and specific manner. These constitute fundamental corporate elements for the company and are set out in the Code of Business Ethics and Professional Conduct (Code). This Code is widely disseminated and the practices advocated in it are actively promoted: the Code is an integral part of employment contracts; the process of welcoming male and female employees includes (compulsory) e-learning training on this subject, and there is also a specific module (Organisational Culture) in OnCork (a corporate and transversal programme that welcomes new employees to the company). The company's ESG strategy is addressed within this context, with specific reference to gender equality issues and the importance that the organisation places on them.

The company's commitment to gender equality will be even more effective from 2025 onwards. The objectives of increasing the percentage of women in the company and increasing the percentage of women in management positions will be included in the outcomes-based contracts of all Corticeira Amorim companies, thus reinforcing their importance for the company's strategy and the commitment of all employees to attain the respective goals.

Domain: Equal access to employment

In addition to the information expressly included in recruitment ads, disseminated through different channels (internal mobility, official website, LinkedIn and other employment platforms) which encourage the participation of under-represented genders, Corticeira Amorim, both in the recruitment processes that it conducts independently and in the processes that it conducts with partners, requests the presence of at least one person from the under-represented gender in the final shortlist of candidates, without prejudice to compliance with the required skills profiles.

Domain: Initial and ongoing training

Within the social pillar, employee training is also an area of investment for the company. Increasing the number of hours of training is an objective that has been evolving positively. Ensuring that everyone has access to training is also a company goal, defined for the medium and short term. This objective will be maintained in 2025, and all the plans are in place to continue making progress in this area.

Also noteworthy is the Follow Me Mentoring Programme for Young People, which will commence in 2025. The programme aims to establish a specific development programme for the female employees involved, in order to accelerate their professional development.

The company will continue to invest in awareness-raising and information campaigns on gender-related issues, with a special focus on managers, as well as training programmes for female employees in traditionally more male-dominated fields (operators' school and maintenance school).

Domain: Equal working conditions

The 2025 Equality Plan will place a special focus on issues related to the Gender Pay Gap. Although the more global indicators of the pay gap have been evolving positively, the plan is to prioritise specific intervention in this area. The work to be carried out, with support from a specialised partner, will play a fundamental role in developing this process. Without prejudice to an overall policy of meritocracy, the aim continues to be to identify any gaps and correct them.

The development plans associated with female employees identified in the Succession Plans will continue, with the goal of developing skills and promoting the careers of these female employees.

Domain: Empowering parenthood

Compliance with all legal and regulatory obligations related to empowering parenthood is a fundamental condition. In 2025, the company will continue with the plan to accompany the return to work after long-term paternity leave, in particular with regard to access to professional training.

Domain: Reconciling professional, family and personal life

The range of benefits offered by the company in terms of goods and services that are useful to employees' personal lives will be further developed. In addition to the various health services - curative medical consultations, clinical analyses and delivery of medicines, the company will prioritise services linked to school support for employees' children. There will also be free access for family members to canteen services, and the possibility of purchasing takeaway meals.

Domain: Preventing workplace harassment

In addition to the reporting channel, work will continue on publicising the platform and the different means that employees can use in the event of workplace harassment. This year companies will include a specific module for managers on workplace harassment in their training plans.

The company also plans to develop/establish partnerships with associations that support victims of workplace harassment and violence, with the aim of providing the company with adequate and agile responses and/or response mechanisms in such situations.

b) Means and resources

The company relies on the work of the Executive Group for Equality, Diversity and Inclusion to propose the Equality Plan, including actions related to this field, to regularly monitor and report on progress and suggest additional and/or corrective measures and actions to attain the proposed objectives. In liaison with the company's Board Directors and the ESG Committee, this Group validates proposals and presents the results of the established plans. This group has representatives from the Corporate Human Resources Departments and the Business Units, the Sustainability, Corporate Governance, Legal and Communications areas. It meets at least four times a year and is responsible for jointly implementing the approved initiatives. The Human Resources members of the group are responsible for disseminating, implementing and monitoring this Plan in their Business Units and for ensuring that the different stakeholders within the teams are effectively accountable.



5. Equality Plan

(presented to CITE)

MEDIDAS

DIMENSÃO: Estratégia, missão e valores da empresa

OBJETIVO	MEDIDA	DEPARTAMENTOS/ UNIDADES RESPONSÁVEIS/ PONTO FOCAL	DEPARTAMENTOS/ UNIDADES ENVOLVIDAS/ PONTO FOCAL	ORÇAMENTO	INDICADOR	META	OBSERVAÇÕES
Dar a conhecer o Plano para a Igualdade e a sua importância estratégica para a empresa; Envolver todas as trabalhadoras e todos os trabalhadores na implementação do Plano para a Igualdade	Divulgação do Plano para a Igualdade, das respetivas medidas e dos objetivos, através de sessões de sensibilização, de divulgação no sítio eletrónico da empresa, na intranet, por correio eletrónico, e com afixação em locais internos de reconhecida visibilidade	Direções de Recursos Humanos e Administrações das Unidades de Negócio	Direções de Recursos Humanos e Administrações das Unidades de Negócio	Não aplicável	Tema tratado em pelo menos uma reunião ao ano	Colocar o Plano para a Igualdade na agenda das reuniões com os representantes dos trabalhadores	

DIMENSÃO: Igualdade no acesso ao emprego

SUBDIMENSÃO: Anúncios, seleção e recrutamento

OBJETIVO	MEDIDA	DEPARTAMENTOS/ UNIDADES RESPONSÁVEIS/ PONTO FOCAL	DEPARTAMENTOS/ UNIDADES ENVOLVIDAS/ PONTO FOCAL	ORÇAMENTO	INDICADOR	META	OBSERVAÇÕES
Promover a dessegregação sexual interna e um maior equilíbrio entre mulheres e homens na empresa	Lançamento de uma campanha de incentivo ao recrutamento de mulheres e homens para profissões/funções onde estejam sub-representadas/os, a ser apresentada no sítio eletrónico da empresa, na intranet (se existente) e por correio eletrónico, durante o período em que decorre o processo de S&R [especificar o período]	Direções de Recursos Humanos e todos os Departamentos da empresa	Todos os Departamentos	Não aplicável	Porcentagem de mulheres	Aumentar a percentagem de mulheres no Universo de Colaboradores	

DIMENSÃO: Formação inicial e contínua

OBJETIVO	MEDIDA	DEPARTAMENTOS/ UNIDADES RESPONSÁVEIS/ PONTO FOCAL	DEPARTAMENTOS/ UNIDADES ENVOLVIDAS/ PONTO FOCAL	ORÇAMENTO	INDICADOR	META	OBSERVAÇÕES
Promover uma cultura de igualdade entre mulheres e homens no local de trabalho, favorecendo práticas de gestão e de trabalho consonantes com a mesma	Integração de um módulo de formação sobre igualdade entre mulheres e homens no plano de formação anual, nomeadamente sobre: estereótipos de género; linguagem inclusiva; proteção na parentalidade; conciliação da vida profissional, familiar e pessoal; Assédio moral e sexual no trabalho	Direções de Recursos Humanos das Unidades e Direção Corporativa de Recursos Humanos	Todos os Departamentos da empresa	Não aplicável	percentagem de novos trabalhadores que realizam formação sobre igualdade e diversidade	Aumentar a percentagem anual de novos trabalhadores que realiza a formação de e-learning sobre Igualdade e Diversidade	

DIMENSÃO: Igualdade nas condições de trabalho							
OBJETIVO	MEDIDA	DEPARTAMENTOS/ UNIDADES RESPONSÁVEIS/ PONTO FOCAL	DEPARTAMENTOS/ UNIDADES ENVOLVIDAS/ PONTO FOCAL	ORÇAMENTO	INDICADOR	META	OBSERVAÇÕES
Promover a igualdade entre mulheres no homens no domínio da progressão e desenvolvimento profissional	Definição e implementação de procedimento que permita alcançar uma participação equilibrada de mulheres e homens em lugares de chefia de nível intermédio	Direção de Recursos Humanos Corporativos	Direção de Comunicação Corporativa	a determinar	Campanha de divulgação a ocorrer até final do ano	Criar e difundir por toda a população da empresa a "Carta de Princípios" da Igualdade, Diversidade e Inclusão na empresa	
SUBDIMENSÃO: Promoção / Progressão da carreira profissional							
OBJETIVO	MEDIDA	DEPARTAMENTOS/ UNIDADES RESPONSÁVEIS/ PONTO FOCAL	DEPARTAMENTOS/ UNIDADES ENVOLVIDAS/ PONTO FOCAL	ORÇAMENTO	INDICADOR	META	OBSERVAÇÕES
Promover a igualdade entre mulheres no homens no domínio da progressão e desenvolvimento profissional	Definição e implementação de procedimento que permita alcançar uma participação equilibrada de mulheres e homens nos lugares de direção de primeira linha (ex.: Direções)	DRHs	Todos os departamentos	Não aplicável	percentagem de mulheres em cargos de chefia	Aumentar a percentagem de mulheres em cargos de chefia	
Promover a igualdade entre mulheres no homens no domínio da progressão e desenvolvimento profissional	Definição e implementação de procedimento que permita alcançar uma participação equilibrada de mulheres e homens em lugares de chefia de nível intermédio	Direções de Recursos Humanos	Todos os departamentos	Não aplicável	percentagem de mulheres em cargos de chefia	Aumentar a percentagem de mulheres em cargos de chefia	
DIMENSÃO: Igualdade nas condições de trabalho							
OBJETIVO	MEDIDA	DEPARTAMENTOS/ UNIDADES RESPONSÁVEIS/ PONTO FOCAL	DEPARTAMENTOS/ UNIDADES ENVOLVIDAS/ PONTO FOCAL	ORÇAMENTO	INDICADOR	META	OBSERVAÇÕES
Promover a igualdade entre mulheres e homens no desenvolvimento de carreiras - Promover a dessegregação sexual das profissões	Estabelecimento de parcerias e protocolos com associações de networking e entidades que apoiem a carreira profissional de pessoas do sexo sub-representado em lugares de topo, direção e chefia	Direção de Recursos Humanos Corporativos	a determinar	a determinar	Número de eventos realizados	Realizar um evento com a colaboração um parceiro ligado à promoção da carreira de mulheres nas organizações	
Incentivar a participação equilibrada das mulheres e dos homens nos lugares de decisão	Criação e implementação de um sistema de planeamento de carreiras para o sexo sub-representado em lugares de topo, direção e chefia	Direção de Recursos Humanos	Todos os departamentos com sucessores de funções críticas, de género feminino, identificados	Não aplicável	Grau de cumprimento dos Planos de Desenvolvimento Profissional das sucessoras de funções críticas	Promover e garantir o cumprimento dos Planos de Desenvolvimento Profissional das sucessoras de funções críticas	
DIMENSÃO: Conciliação da vida profissional com a vida familiar e pessoal							
OBJETIVO	MEDIDA	DEPARTAMENTOS/ UNIDADES RESPONSÁVEIS/ PONTO FOCAL	DEPARTAMENTOS/ UNIDADES ENVOLVIDAS/ PONTO FOCAL	ORÇAMENTO	INDICADOR	META	OBSERVAÇÕES
Promover a conciliação da vida profissional com a vida familiar e pessoal dos trabalhadores e das trabalhadoras	Disponibilização de equipamentos próprios, concessão de apoios financeiros ou celebração de protocolos com serviços de apoio para filhos e filhas (ou outras crianças a cargo) de trabalhadores e trabalhadoras	Direção de Recursos Humanos Corporativos	Direção comunicação Corporativa	a determinar	número de protocolos	Aumentar o número de protocolos estabelecidos com instituições educativas	
DIMENSÃO: Prevenção da prática de assédio no trabalho							
OBJETIVO	MEDIDA	DEPARTAMENTOS/ UNIDADES RESPONSÁVEIS/ PONTO FOCAL	DEPARTAMENTOS/ UNIDADES ENVOLVIDAS/ PONTO FOCAL	ORÇAMENTO	INDICADOR	META	OBSERVAÇÕES
Prevenir e combater o assédio no trabalho - Prevenir e combater a prática de outras ofensas à integridade física ou moral, liberdade, honra ou dignidade do trabalhador ou da trabalhadora	Realização de ações de sensibilização sobre a prática de assédio no trabalho e de outras ofensas à integridade física ou moral, liberdade, honra ou dignidade de trabalhadores e trabalhadoras	Direção de Recursos Humanos Corporativos, Direção Jurídica e Direção de Comunicação Corporativa	Todos os departamentos	a determinar	Número de ações realizadas	Realizar no mínimo uma ação de sensibilização com a população geral ou grupo específico	

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