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# AMORIM

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## Corticeira Amorim, S.G.P.S., S.A. *Equality Plan 2023*



AMORIM

*Gender Equality is not only  
a fundamental human right,  
but a necessary foundation  
for a peaceful, prosperous  
and sustainable world.*

*United Nations sustainable  
development goal 5: Achieve  
Gender Equality and empower all  
women and girls.*

*Achieving Gender Equality  
requires the engagement of  
women and men, girls and boys.  
It is everyone's responsibility.*

Ban Ki-moon, UN Secretary-General between 2007 and 2017

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# I. Introduction

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Gender Equality indices in Europe, released in 2022 by the European Institute for Gender Equality (EIGE) indicate that, for the first time since 2010, there have been lower scores in several domains of this index, that assesses Gender Equality in various dimensions, such as **work, money, knowledge, time, power and health**.

The index reveals that progress towards equality in these dimensions in Europe, remains slow, with an increase of 0.6 recorded, compared to the global average index for 2021 (68.6 against 68.0). Portugal is below the European average, with a score of 62.8 in 2022.

**Portugal** is less well positioned in the occupation dimension (47.5 points), due to the fact that domestic tasks continue to be primarily performed by women (78%). The power dimension attained a score of 55.5, given that 40% of Parliament Members is composed by women and 31.4% of members of boards of directors are women. Portugal records the best score in the health dimension (85.4 points).

This EIGE's report highlighted the negative impact of the pandemic, with a decrease in the indicators across several dimensions.

Declining work participation scores indicate that women are increasingly likely to spend fewer years of their working lives in employment, thus hampering their career and retirement prospects.

Furthermore, fewer women than men participated in formal and informal educational activities in 2020. Given that the COVID-19 pandemic created unprecedented pressure on the health sector, the reversal in Gender Equality also had an impact on women, in terms of their health status and access to health services.

The index would have suffered an overall decrease in the global score, if it hadn't been for the progress in the power dimension. Much of the evolution in this field is due to increased participation of women in the economic and political decision-making process which, in turn, is linked to the introduction of quotas imposed due to the legislation in some EU member states.

With regard to equal access to opportunities, development and work, it is important to uphold efforts, and also increase the focus and intensity of actions. This is the only way to guarantee consistent and accelerated evolution in pursuit of Gender Equality. Equality at work will certainly play a decisive role in ensuring a general equality of rights.

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# 1. Background

In addition to complying with all legal and regulatory obligations that determine the observance of various parameters within the framework of equality and non-discrimination, Corticeira Amorim has defined various objectives, goals and action plans in this context over recent years.

The company's Environment, Social & Governance (ESG) strategy, its alignment with the UN Sustainable Development Goals (SDGs) and, in particular, the commitment to the short and medium term goals established for seven of these goals, form the perfect basis for the presentation of an Equality Plan within the framework of gender issues. Corticeira Amorim's recent association with the UN Global Compact, whose explicit principles in relation to work practises, include Principle 6 - the "Elimination of discrimination in respect of employment and occupation", which also testifies to the commitment assumed in this field.

Due to its relevance and alignment with its corporate positioning, Corticeira Amorim is also an active partner in other initiatives and entities that, in their purpose or activity, pursue objectives linked to non-discrimination and equality.

The company implements its commitment to Gender Equality via two fundamental axes:

1. Internal and external commitment to issues of gender balance, definition of objectives, targets, action plans and respective monitoring;
2. Awareness-raising, involvement and training of all employees on Gender Equality issues;

It substantiates this commitment through two specific goals:

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

The importance attributed to Gender Equality issues is evident from the outset in Human Resources policies, processes and practices, spanning from initial recruitment and selection, to development, performance evaluation, career development opportunities and salary management of Corticeira Amorim's employees.

The principles of equality and non-discrimination are assumed and expressed in Corticeira Amorim's Code of Business Ethics and Professional Conduct, and also in its Human Rights and Human Resources Policies, which unequivocally prohibit gender-based discrimination and abuses: *"Do not tolerate workplace harassment or discrimination, whether on grounds of ethnic origin or race, territory of origin or language, gender, sexual orientation, disability, religion, political or ideological opinions, union affiliation, family situation, class-based social status, pregnancy or any other characteristic protected by law."*

## a) Diagnosis and Priority Intervention Areas

Maintaining its firm objective to promote Equity, Inclusion and Diversity, Corticeira Amorim is preparing a **more global equality and inclusion programme**. Gender Equality will continue to be a primordial axis and the programme aims to create conditions, in order to:

1. Increase the representation of women amongst all Employees;
2. Create more equal and inclusive contexts and working conditions;
3. Promote in a systematic, structured and appropriate manner, cascaded and extended debate in the Organisation on diverse and inclusive contexts, based on quantitative and qualitative indicators, in the dimensions of representativeness, equity and culture.

The decision to begin this programme stems from identification of areas for progression and development in the company. It has been possible to identify several areas for development and improvement as a result of the diagnoses conducted over recent years, in particular the analysis associated to drawing up Equality Plans, in line with the methodology recommended by the CITE establishment of objectives and goals in this area, and definition of the relevance of this theme in terms of business life, propelled by its different stakeholders.

In an Organisation that has been historically marked by a predominantly male workforce, achieving balanced **gender representation** (goal: increase the proportion of women in the Organisation) is an essential pre-requisite in order for empowerment of women to occur more quickly and naturally (goal: increase the number of women in leadership positions).

Although the cultural heritage of an industry that determines discipline and rigour in the synchronising and harmonising of working times, there is now room for progression within the context of conditions linked to flexible working hours and other more generic conditions that favour issues such as balancing family, personal and professional life.

The educational and cultural question that underpins stereotypes and gender biases requires a structured and segmented approach. In a business context, perhaps more than in any other, discussion and reflection must be fuelled by measurements and hard data. It is only through analysis and actions based on indicators will it be possible to support information and awareness strategies with consistent and effective effects, in terms of change in an area as complex and as comprehensive as Gender Equality.

### Corticeira Amorim – data (itemised by gender)

	2019	2020	2021
Employees – total perimeter	4424	4357	4642
Portugal	3164	3138	3318
Rest of world	1260	1219	1324

		2019	2020	2021
Female employees (%)	GRI 405-1	25%	24%	25%
Women in the Board of Directors of Corticeira Amorim, S.G.P.S., S.A. (%)	GRI 405-1	33,3%	33,3%	40%
Women in management positions (%)	GRI 405-1	20%	22%	25%
Remuneration ratio between women and men	GRI 405-2	0,79	0,86	0,88

Over the past three years, there has been an evolution in the representation of women in management positions and the Board of Directors at Corticeira Amorim. The target set for 2024 (25% of women in leadership positions) was attained in 2021. At the end of 2022, the number of women in leadership positions (the empowerment target) is equal to their overall representation in the Organisation. The wage differential between women and men has also been reduced over recent years.

With regard to the different dimensions, the diagnosis and main lines of intervention are as follows:

#### Dimensions

##### Strategy, Mission and Values

In its main governance references, Corticeira Amorim has a commitment to attain Gender Equality.

From the outset, in the context of the **Code of Business Ethics and Professional Conduct (Code)**, a fundamental internal regulation for the Corticeira Amorim Group, specific training

was provided in 2022, covering all employees in Portugal. In 2023, this training will be provided to all Employees in the company's subsidiaries abroad. The Code expressly includes the commitment made by the Organisation and its Employees to uphold positive Gender Equality practices, expressly prohibiting discrimination and harassment, also disclosing the duty and specific procedures for reporting any irregularities in this field.

The **Human Rights and Human Resources Policies** also stipulate the company's commitments in this field.

Also in terms of communication, the company aims to foster continued adoption of inclusive neutral language in the company's official communication.

The indicators that monitor the evolution of Gender Equality issues (Number of new/departing employees by gender; Number of women in leadership positions; salary levels of Men/Women; gender representation globally and in different functions) will continue to be regularly monitored by Corticeira Amorim's Executive Committees and Boards of Directors and the Group's different Business Units, as well as the E.S.G. Committee (Environmental, Social & Governance), a specialist committee whose mission is to advise the Board of Directors on monitoring, supervising and strategically guiding Corticeira Amorim in matters of corporate governance, social responsibility, environment and ethics.

Additionally, the indicators that monitor the evolution of Gender Equality issues are annually disclosed in Corticeira Amorim's Sustainability Report, subject to independent review by a third party and made available to the general public on the company's website, promoting transparency and access to a large number of stakeholders.

In 2023, the core subject and initiatives aimed at promoting Gender Equality must be included in the agenda of meetings between Employees' representative bodies and the companies' management and administration structures.

#### Equal access to employment

In addition to the information expressly included in recruitment advertisements published through different channels (internal mobility, official website, LinkedIn and other employment platforms) that encourage the participation of under-represented genders, Corticeira Amorim wants to ensure that in recruitment processes that it conducts autonomously, or those conducted with partners, there will be at least one person from the under-represented gender in the final shortlist of candidates, without prejudice to compliance with questions related to the appropriate skills profile.

In 2023, the same principles and rules will be maintained.

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### **Initial and ongoing training**

Several actions, already mentioned, have been implemented in the framework of the dissemination of the Code of Business Ethics and Professional Conduct (distribution of a brochure and training action).

Two awareness and information campaigns were conducted in the group's companies, using posters and emails alluding to the issue of Gender Equality, on March 8 (International Women's Day) and October 24 (Municipal Day for Equality), including an invitation to carry out training in an e-learning format on this subject in a business context.

In 2023, training initiatives will be organised for managers to identify and prevent gender bias in Human Resources management processes (performance assessment, professional and salary development).

Also with regard to the dissemination of training initiatives aimed at groups where there is underrepresentation of women (e.g. industrial operators), a specific initiative will be developed in order to raise awareness amongst this segment of employees of the need to get involved, on its own initiative, in training.

### **Equal working conditions**

It is essential to foster a set of conditions that favour equality and equal opportunities. Monitoring of the "Women in leadership positions" indicator is a way to ensure that progress is being made, within the framework of professional development.

In 2023, professional career monitoring and development will continue to be implemented: the attendance of a specific programme for women in this field, the holding of a specific workshop with a partner entity, the specific analysis of performance assessment notes and the detection of possible deviations assessment criteria correlated with gender will be analysed, reported and monitored internally.

### **Supporting working parents**

For Corticeira Amorim, it is fundamental to comply with all legal and regulatory obligations within the framework of support for working parents. Furthermore, in 2023, the company aims to develop a monitoring plan for the return to work after long-term parental leave, in particular with regard to access to professional training.

### **Conciliation between professional, family and personal life**

In 2022, Corticeira Amorim implemented a platform of protocols related to the provision of products and services under advantageous conditions for its Employees and which contribute, in some respects, to achieving greater balance in their professional, personal and family lives.

It is expected that other areas of action will be identified, as a result of the consultations on the social climate conducted in the different companies in 2022. In fact, some of the perceptions evaluated relate to equality of conditions and the existence of discrimination (of any kind). The results will be disclosed in early 2023 and, based on this diagnosis, action plans will be established with specific improvement objectives.

### **Prevention of workplace harassment**

As part of the training related to the Code, different types of harassment, forms and reporting procedures were addressed. In 2023, the Code should be revised, incorporating more extensive information on how to combat harassment in a business context. The reporting procedure should be separate from the Code, giving it more visibility.

### **b) Means and Resources**

The company continues to rely on the Gender Equality Executive Group (GEIG) to conduct the Equality Plan and actions related to this framework of action. The GEIG validates proposals before the company's Board of Directors and before the E.S.G. Committee, and presents results of the established plans. This eight-member Group, that has gender parity, includes representatives from the Corporate Human Resources Departments and the Business Units, from the Sustainability, Governance, Legal and Communication areas. It meets at least four times a year and is responsible for joint implementation of agreed initiatives. The GEIG's Human Resources members are responsible for disseminating this Plan in their Business Units and for effective accountability of the different stakeholders.





# 2. Equality Plan 2023 (presented to CITE)

### MEASURES

#### DIMENSION: Strategy, mission and values of the company

OBJECTIVE	MEASURE	DEPARTMENTS/ UNITS RESPONSIBLE/ FOCAL POINT	DEPARTMENTS/ UNITS INVOLVED/ FOCAL POINT	BUDGET	INDICATOR	GOAL	OBSERVATIONS
Encouraging participation of male and female employee in promoting equality between women and men	Holding meetings with male and female employees or their representative structures to address issues related to equality between women and men, reconciliation between professional, family and personal life, and supporting working parents	Administration of Business UNITS	Human Resources Departments of the business units	Not applicable	Mention of the subject of Gender equality in the minutes of the meetings held during 2023	Include the subject of the Gender equality plan in meetings with employee representative structures	
Recognise and integrate equal visibility of women and men in all linguistic forms, internally and externally	Adoption of inclusive language (verbal and non-verbal) in all documents and management instruments and in the Company's communication (e.g. reports, regulations, website, intranet, announcements, emails, images published)	Department of Corporate Communication	Not applicable	Not applicable	Language used in the Website to be revised by the end of December 2023 User manual on inclusive language	Ensure the use of inclusive language on the Company's website in 2023 and, in internal documents during the subsequent years	
Publicly assume (internally and externally) the commitment to promote equality between women and men	Inscription of the commitment to promote equality between women and men in the company's mission and values	Executive Committee	Human Resources Department and Department of Organisational Development	Not applicable	Reformulation to Dec. 2023	Reformulate description of values to ensure that they refer to Gender equality, when relevant and applicable	

#### DIMENSION: Initial and ongoing training

OBJECTIVE	MEASURE	DEPARTMENTS/ UNITS RESPONSIBLE/ FOCAL POINT	DEPARTMENTS/ UNITS INVOLVED/ FOCAL POINT	BUDGET	INDICATOR	GOAL	OBSERVATIONS
Eliminate internal segregation between women and men and a greater balance between women and men in the company	Launch of a campaign to encourage the participation of men or women in training initiatives aimed at functions where there are under-represented genders	Human Resources Department of the Business Units	All departments	Already foreseen in the Training Plan	Launch campaign, two months before the training initiatives are carried out	Launch Campaign to disseminate Training for the Operators' school	

**DIMENSION: Equal working conditions**

**SUBDIMENSION: Performance Evaluation**

OBJECTIVE	MEASURE	DEPARTMENTS/ UNITS RESPONSIBLE/ FOCAL POINT	DEPARTMENTS/ UNITS INVOLVED/ FOCAL POINT	BUDGET	INDICADOR	GOAL	OBSERVATIONS
Ensuring a fair and objective evaluation process for both women and men	Creation and implementation of a validation system to ensure fairness in the attribution of grades or scores, within the framework of performance evaluation	Corporate Human Resources Department	Human Resources Departments of the business units	Not applicable	Create automatic metric in handling of Performance evaluations by the end of 2023	Statistical analysis of performance evaluations by teams for identification of trends correlated with gender	

**SUBDIMENSION: Promotion / Progression of professional career**

OBJECTIVE	MEASURE	DEPARTMENTS/ UNITS RESPONSIBLE/ FOCAL POINT	DEPARTMENTS/ UNITS INVOLVED/ FOCAL POINT	BUDGET	INDICADOR	GOAL	OBSERVATIONS
Promote equality between women and men in the field of career progression and development	Definition and implementation of a procedure that makes it possible to achieve a balanced participation of women and men in intermediate-level leadership positions	CECA	Human Resources Department	Not applicable	Percentage of management positions occupied by Women	Quarterly monitoring of "Women in Management Positions"	
Encouraging the balanced participation of women and men in decision-making positions	Organisation and provision of a mentoring, counselling, coaching, sponsorship/sponsorship programme for members of the under-represented gender in top, management and leadership positions, in order to increase the network of contacts, visibility and projection of their work and developing leadership-level skills	Executive Committee	Human Resource Departments	Cost of the Program	Secure participation in the year 2023	Present application of women to the "PROMOVA" programme	
Promoting equality between women and men in the career development - Promote the sexual desegregation of professions	Establish partnerships and protocols with networking associations and entities that support the professional career of people of the under-represented gender in top, management and leadership positions	Executive Committee	Executive Group For Equality	Not applicable	Carry out an action during the year 2023	Promote an action training/Workshop or conference with an entity that supports the cause of Gender equality	

**DIMENSION: Protecting working parents**

**SUBDIMENSION: Training for professional reinsertion**

OBJECTIVE	MEASURE	DEPARTMENTS/ UNITS RESPONSIBLE/ FOCAL POINT	DEPARTMENTS/ UNITS INVOLVED/ FOCAL POINT	BUDGET	INDICADOR	GOAL	OBSERVATIONS
Guarantee the right to enjoy the right to training for professional reintegration in the context of parenting for male and female employees	Application, on their own initiative, of the right to training for the professional reintegration of male or female employees after taking parental leave	Human Resources Department	Department where employee works	Not applicable	Number of employees who participated in training at their request after parental leave	To secure professional training when requested from all employees who are returning after parental leave	

**DIMENSION: Reconciling professional life with family and personal life**

OBJECTIVE	MEASURE	DEPARTMENTS/ UNITS RESPONSIBLE/ FOCAL POINT	DEPARTMENTS/ UNITS INVOLVED/ FOCAL POINT	BUDGET	INDICADOR	GOAL	OBSERVATIONS
Promoting the reconciliation of professional life with the family and personal life of male and female employees	Provision of own equipment, concession of financial support or signing of protocols with support services for family members with special needs, due to incapacity, disability or other factors of male and female employees	Human Resources Department	Not applicable	Not applicable	Number of protocols specified in Amorim Benefits +	Ensure protocols/ partnerships with entities that offer advantages /services intended to supply needs in case of inability or disability	

**SUBDIMENSION: Organisation of working hours: flexible schedule or part-time work**

OBJECTIVE	MEASURE	DEPARTMENTS/ UNITS RESPONSIBLE/ FOCAL POINT	DEPARTMENTS/ UNITS INVOLVED/ FOCAL POINT	BUDGET	INDICADOR	GOAL	OBSERVATIONS
Ensure that the organisation of working hours takes into account the needs of reconciling the professional, family and personal lives of male and female employees, in particular those with family responsibilities	Conducting training/guidance initiatives for middle managers to, when granting flexible hours, bear in mind the principle of equality and non-discrimination between women and men	Human Resources Department	All Company departments	Not applicable – already included in another dimension	Results of 2022 climate survey (ongoing) and Respective action plan	Evaluate in climate surveys, the satisfaction with work life balance, family and personal and implement an action plan	

**SUBDIMENSION: Telework**

OBJECTIVE	MEASURE	DEPARTMENTS/ UNITS RESPONSIBLE/ FOCAL POINT	DEPARTMENTS/ UNITS INVOLVED/ FOCAL POINT	BUDGET	INDICADOR	GOAL	OBSERVATIONS
Ensure that the telework regime addresses the needs to reconcile the professional, family and personal lives of male and female employees, in particular those with family responsibilities	Application, on its own initiative, of the telework regime for male and female employees, as a way of reconciling professional, family and personal life	CECA	Human Resources Department	Not applicable	Implementation during the year 2023	Telework policy defined, validated, and implemented	

**DIMENSION: Preventing the practice of workplace harassment**

OBJECTIVE	MEASURE	DEPARTMENTS/ UNITS RESPONSIBLE/ FOCAL POINT	DEPARTMENTS/ UNITS INVOLVED/ FOCAL POINT	BUDGET	INDICADOR	GOAL	OBSERVATIONS
Prevent and combat workplace harassment - Prevent and combat the practice of other offences to physical or moral integrity, freedom, honour, or dignity of male or female employees	Design and launch of an information campaign for all employees on the procedures to be taken for communicating offences to physical or moral integrity, freedom, honour, or dignity and moral and/or sexual harassment at work, to be presented on the company's website [specify the website address], on the intranet, by email, and posted in internal places, of recognised visibility	Human Resources Department	Corporate Governance	Not applicable	Carrying out the campaign	Carrying out a campaign for dissemination of complaint procedure and subsequent procedures in 2023	

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