



PLAN FOR GENDER EQUALITY 2025

Building with Purpose



BUILDING *with* PURPOSE

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MOTAENGIL
A World of Inspiration

MESSAGE FROM THE CHAIRMAN

OF THE BOARD OF DIRECTORS

**Carlos
Mota Santos**

Chairman and CEO



“

We are committed to continuing to make a mark positively, promoting a working environment where everyone feels valued, recognised for their merit and where diversity is a factor that complements us, brings us closer together and enriches our way of thinking, deciding and acting.

1

Our COMMITMENT

“

Throughout the course, I've come to appreciate characteristics of my own personality that, until then, I considered weaknesses. Over time, I learnt to face new challenges with ambition, transforming these characteristics into powerful leadership and personal development tools.

Joana Costa | MEEC Portugal

WoMEen Leaders | 2nd edition



Our Commitment

Committed to our impact on the Sustainable Development Goals (SDGs) and committed to **perpetuating the legacy of its founder**, Manuel António da Mota, with an **eye to the future**, Mota-Engil revisited its purpose and the Building'26 strategic plan.

From this exercise, multiple commitments were reinforced, among which we highlight the commitment to promote an attractive ecosystem for our People, based on **diversity, equality** and **respect for differences**.

“

Our legacy inspires and commits us to build a better world.



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Strategic Plan: Building 26

As Mota-Engil is a global company focused on delivering value to its *stakeholders* in a sustainable way, it revisited its Strategic Plan "Building 26" in August 2023, adjusting it to its purpose: *"Our legacy inspires and commits us to build a better world"*.

With a view to achieving superior *performance* and strengthening the business portfolio, Building 26 presents **5 strategic axes**, one of which is **sustainability**, with its objectives and targets:

Specifically in terms of sustainability, and aware of the decisive role that Mota-Engil plays in contributing to the SDGs, the Group has incorporated and reinforced the following strategic goals in its 2026 Strategic Plan:

 **achieve 30% of women recruited/promoted to management positions by 2026, placing "Gender Equality" at the centre of its action;**

  **achieve 75 % local staff in management positions by 2026.**

“

Making sustainability a top priority, committing ourselves to the Sustainable Development Goals and increasing the visibility of efforts.

	75%	Local talent in management roles	2026
	50%	Reduction in accident with lost time vs 2020	2026
	40%	Reduction of GHG emissions (scope 1, 2 and 3) vs 2021*	2030
	100%	Global Certification (9001,14001,45001)	2026
	30%	Women recruited or promoted as manager vs 2021	2026
	25M€	Cumulative Investment in Innovation 22-26 vs 2020	2026
	80 %	Recovery Waste	2030
	10%	Entities measuring CSR impact based on SDG	2026

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Strategic Plan: Building 26

Mota-Engil Group's Strategic Plan
- "BUILDING 26 | For a sustainable future " -
has a time horizon of 2022-2026 and identifies
five strategic axes to support the realisation
of its ambitions.

Internal and external context

NEW CYCLE

Two strategic shareholders
Mota family and
CCCC as the driving
forces behind the
new cycle.

Risks and opportunities
Global trends with an impact on
society demands (climate change,
urbanisation, population growth)
and economic recovery plans.

Value Creation Needs and Expectations

STAKEHOLDERS

- Shareholders**
- Clients**
- Employees**
- Suppliers**
- Partners**
- Financial Sector**
- Regulators and Public Bodies**
- Society and future generations**
- Environment**
- Other stakeholder groups**

Timeline 2022 - 2026

STRATEGIC PLAN

Organisational Culture

VALUES

- Ambition**
- Integrity**
- Cohesion**
- Group spirit**

STRATEGIC AXIS

Debt Optimisation and Diversification Improving
financial sustainability and aligning the levels
of indebtedness with business profiles.

**A sharp growth in Environment, Concession
of infrastructures and Industrial Services**
Increased relevance of long-term cash
generating businesses with an accelerated
growth in international markets.

**A greater focus on the Profitability of Engineering
& Construction** A greater concentration of
resources in the core markets (larger scale)
in order to achieve higher levels of profitability.

Efficiency Programme as at the level of the Group
Reinforcement of synergies and efficiencies
boosted by global operational platforms.

A new course in Sustainability and Innovation
Intensification of sustainability and
innovation in all businesses.

KNOW MORE Building 26 | For a Sustainable Future →

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Framework

Aware of the multicultural universe and socio-economic differences in which we operate, the Mota-Engil Group has been at the forefront, complying with and enforcing human rights emanating from national and international laws, based on the Universal Declaration of Human Rights.

The right to equality between women and men is enshrined in the Universal Declaration of Human Rights.

It is fundamental for the development of societies and for the full participation of all people – regardless of their gender – in the social, professional and political life of nations. At the same time, the right to gender equality is set out in the Constitution of the Portuguese Republic, namely in Article 9(h), and is a legal obligation rather than a simple way of being in society.

In 2012, Council of Ministers Resolution no. 19/2012 of 8 March strengthened this right, stipulating that an equality plan must be adopted by all entities in the state business sector, with a view to achieving equal treatment and opportunities for women and men, eliminating discrimination and facilitating the balance between professional, family and personal life.

Subsequently, and increasing in scope, listed companies were, in a second phase, covered by this obligation, via Law 62/2017 of 1 August, which approved the system of equal representation between women and men in the management and supervisory bodies of public sector entities and companies listed on the stock exchange, defining the obligation to draw up and display annual plans for gender equality.

In this sense, and committing to its implementation, monitoring and updating, the Mota-Engil Group has drawn up the **2025 gender equality plan** applicable to both its employees and the members of its governing bodies, under the terms of article 7 of Law no. 62/2017.

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Our JOURNEY

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I realised that all the effort is worth it. Every day is an opportunity to learning and applying it in my day-to-day life motivates me to aspire to leadership in the area in the future.

Lourdes Lopez | Mota-Engil Mexico

WoMEn Leaders | 3rd edition



State of the art assessment

We summarise below the instruments used to assess and monitor progress in strengthening and promoting gender equality in the Group:

Instruments	What is it, what is it for?	Source
1 CITE Guide and respective guidelines for drawing up equality plans	Support guide provided by CITE to identify guidelines for drawing up equality plans	External
2 CITE Self-diagnosis Questionnaire *	Questionnaire structured by CITE to assess the company's gender equality practices	External
3 CITE Index *	Statistical tool provided by CITE for monitoring policies to promote gender equality	External
4 CITE recommendations	Recommendations issued by CITE, with the aim of ensuring the continuous improvement of the approach adopted by the company	External
5 Gender Equality Action Plan *	Tool for systematising measures and proposals for action to promote gender equality	External/ Internal
6 Organisational Climate Survey	Survey developed by Mota-Engil to assess satisfaction and collect suggestions from Mota-Engil employees, on a variety of dimensions, including issues related to respect for equal opportunities, justice and non-discrimination.	Internal
7 Corporate Human Resources Reporting	A tool for monitoring the evolution of Mota-Engil's employees in a number of dimensions, such as gender, nationality, contractual situation, age group, salary rates, careers, and others.	Internal

The diagnosis, based on this myriad of instruments, aimed to assess dimensions such as the company's strategy and commitment to **equality, human resources, the articulation/conciliation of professional, family and personal life, respect for the dignity and integrity, dialogue, communication and external relations, equal access to employment, equal working conditions, equal pay, parental protection, initial and ongoing training, prevention of harassment at work.**



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* Instruments submitted directly to the platform provided by CITE

State of the art assessment

We present a summarised overview of the instruments and indicators developed as part of the diagnosis carried out to evaluate Mota-Engil's practices regarding gender equality between women and men, which form an integrated part of the Equality Plan:



How we're evolving *pp. 12-13*

Summary of indicators relating to:

- *Headcount*
- Gender
- Age group
- Qualifications
- Seniority
- Nationalities
- Employment
- Mobilisation Status



Diversity and equality indicators *Annexes*

Details of indicators relating to:

- Gender
- Functional category
- Qualifications
- Age group
- Employment
- Training
- Remuneration
- National minimum wage
- Turnover
- Location



CITE Self-diagnosis *Submitted on the online platform*

Evaluation of indicators relating to:

- Equal access to employment
- Equal working conditions
- Equal pay
- Parental protection
- Reconciliation of professional activity with family and personal life



CITE Index *Submitted on the online platform*

Evaluation of indicators relating to:

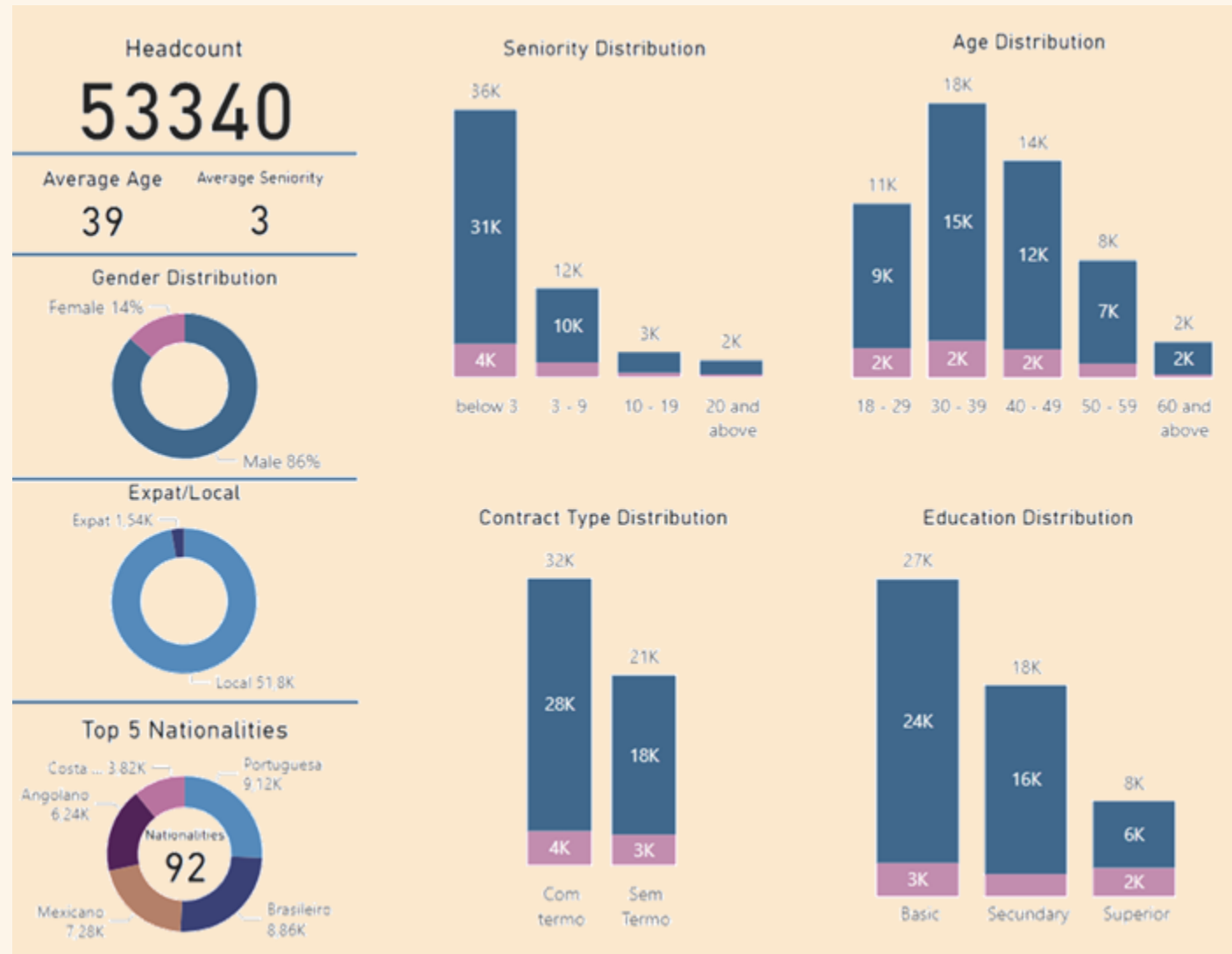
- The company's commitment to
- Equality between women and men
- Human Resources
- Balancing work, family and personal life
- Respect for the dignity and integrity of working people
- Dialogue, communication and external relations

Indicators of diversity in the Group

Diversity and equality are central themes in Mota-Engil's purpose and strategy and, in this sense, throughout 2024, actions have been implemented and reviewed that aim to emphasise their criticality.

In the Strategic Plan – Building 26, measures have been added and reinforced which aim, on the one hand, to promote the incorporation of local employees in key positions and, on the other, to ensure an increase in the number of women in management positions.

The aim of the Equality Plan is to develop actions that constitute positive practices in terms of combating discrimination and inequalities between women and men and that stimulate a new organisational culture capable of perceiving and valuing (personally and professionally) the contribution of both genders, reinforcing the principle of equality in its practices and serving as a motto for improving competitiveness.



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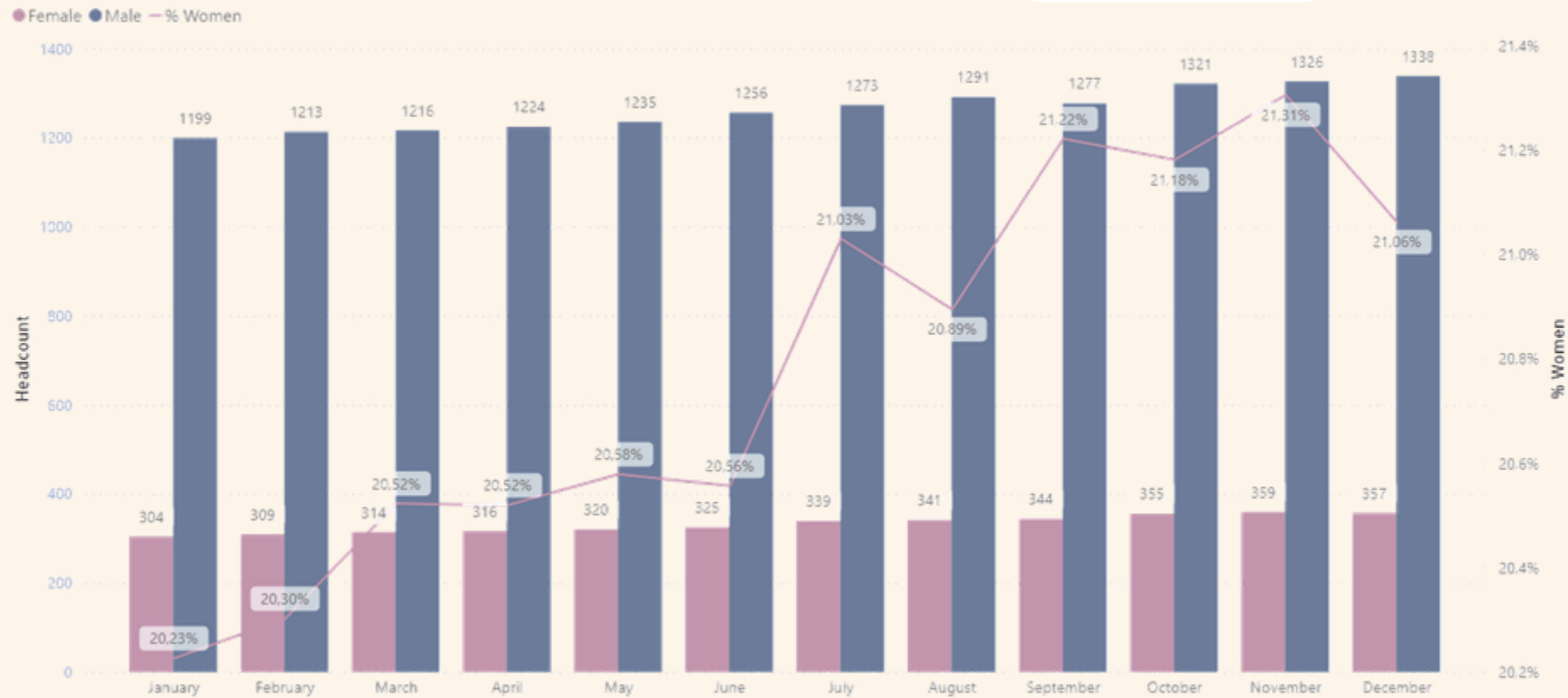
Operating in areas of activity traditionally perceived as male-dominated, based on the guidelines shared by CITE (Commission for Equality in Labour and Employment), Mota-Engil discussed and identified the measures it considers to be priorities for 2025, culminating in the drafting of the 2025 Gender Equality Plan.

This was supported by a diagnosis carried out by the Group's Corporate Human Resources Strategy Centre, whose findings served as the basis for the measures included in the plan.



Measures have been added to the Strategic Plan to promote the incorporation of local employees into key positions and to ensure an increase in the number of women in management positions.

Male | Female - Distribution across managerial roles



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Stories of SUCCESS

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The WoMEn Leaders course can significantly improve my preparation to take on new responsibilities, providing me with the skills, knowledge and confidence to excel in leadership roles.

Goje Abdullahi | Mota-Engil Nigeria
WoMEn Leaders | 4th Edition



Taking stock of the road travelled

Below we describe the status of the actions implemented/being implemented set out in the Gender Equality Plan 2024:

1
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Dimensions	Nº measures	Status	Actions implemented/ongoing
Strategy, mission and company	3		<ul style="list-style-type: none"> Publicising the Gender Equality Plan Implementation and monitoring of the Gender Equality Plan Implementation and monitoring of the Diversity, Equity and Inclusion Plan
Equal access to employment	2		<ul style="list-style-type: none"> Definition of the Global HR Policy, reinforcing processes aimed at respecting gender equality and non-discrimination Reinforcement of the procedure to ensure that, during the trial period, the company respects the period of actual execution of the contract
Initial and ongoing training	4		<ul style="list-style-type: none"> Implementation of a training programme aimed at promoting gender equality in the Group Start of the WoMEEn Leaders programmes, covering a universe of 70 high-potential women
Equal working conditions	4		<ul style="list-style-type: none"> Implementation of a validation system to ensure fairness in the awarding of performance appraisals Publicising the performance appraisal model, ensuring its transparency Implementation of a career model, based on objective criteria and free from bias Definition of processes and tools for monitoring the wage gap, to support decisions aimed at convergence
Parental protection	8		<ul style="list-style-type: none"> Preparation of a training module on gender equality Launch of the WelcoME Back programme, promoting the consultation of women through focus groups Implementation of internal procedures to discourage discriminatory measures Reinforcement of benefits for women to support parenthood
Reconciling work, family and personal life	4		<ul style="list-style-type: none"> Creation of mechanisms to facilitate the reconciliation of family and personal life Promotion of an awareness-raising programme through equality training Consolidation of the teleworking policy
Preventing harassment at work	2		<ul style="list-style-type: none"> Carrying out awareness-raising activities on harassment at work Implementation of measures to prevent and dissuade the practice of sexual harassment and/or discrimination

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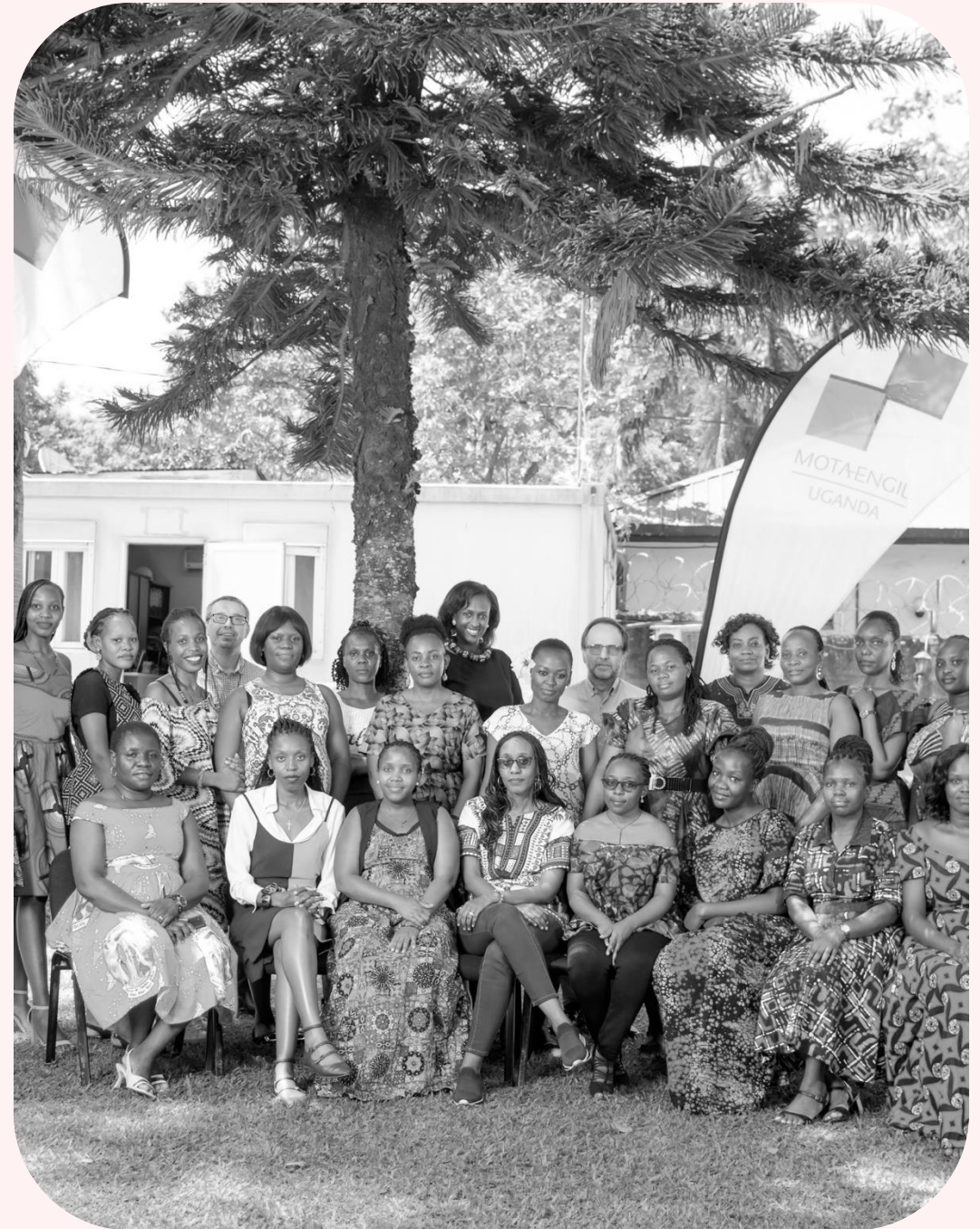
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3 Stories of SUCCESS

3.1. Attracting a new generation of leaders based on diversity

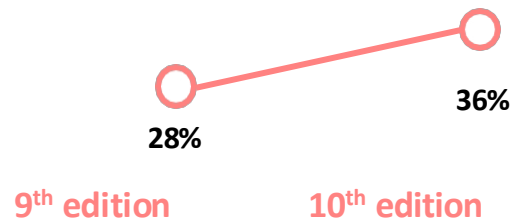


StartME 2024

StartME is the corporate trainee programme whose main purpose is to **integrate young graduates with high potential**, with the aim of **rejuvenating the Group** and preparing **future generations of leaders**.

The **11th edition** of the StartME programme had more than 200 places available in several of the Group's markets and will begin in **October 2024**. As a result of the previous edition of the programme, around **200 young people** joined in 2024 after completing their internship year.

Evolution of high-potential women hired at StartME:



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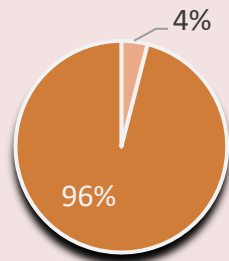
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StartME 2024

StartME includes **3 intensive weeks of hospitality** and training, with a special focus on training young people for the different functional areas, but also on **raising awareness** of issues considered critical, such as **culture and values, sustainability, diversity and gender equality.**

Retention rate
10th Edition



■ Output ■ Withholding



3 weeks
Intensive training & collaboration

12 months
on-the-job internship

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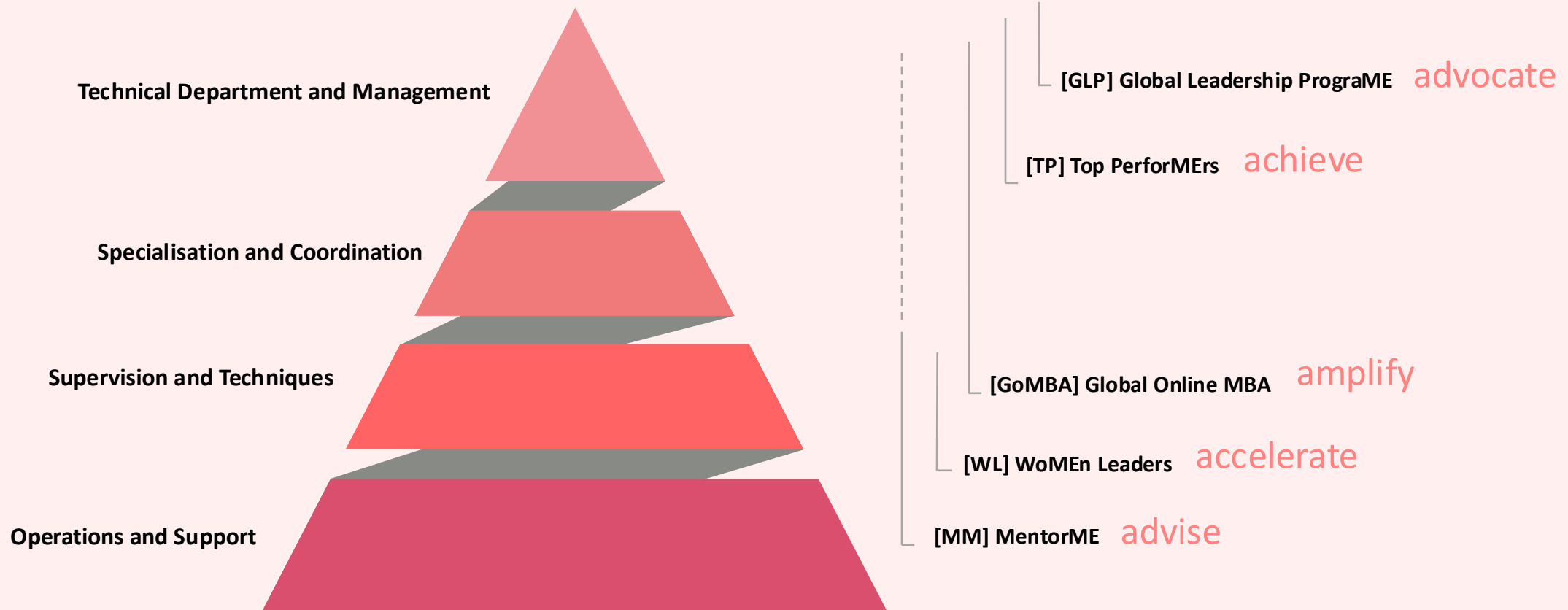
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3 Stories of SUCCESS

3.2. Developing leaders for transformation



Our learning ecosystem for growth



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[MM] MentorME

As part of the *brainstorming* carried out by MEXT, and being faced with as essential for the continuous development of employees, in 2024, Mota-Engil created MentorME, the Group's first mentoring programme. With the aim of boosting talent and the organisational culture, through determined and ambitious people, towards a new paradigm in the professional life cycle of each Mota-Engil employee.

Mota-Engil Mentors and Mentees

In order to promote the transfer of knowledge and organisational culture between people from different geographies and hierarchical levels, Mota-Engil has carefully selected its Mentors, who are employees with more experience and knowledge in the company.

In this way, Mota-Engil Mentors guide *Mentees*, young and/or less experienced employees, accelerating their commitment and professional growth. At the same time, the programme also aims to retain talent in the Group by increasing the feeling of belonging to the Organisation and by creating an internal support network that facilitates the sharing of experiences and accompanies the individual growth of the *Mentees* within the Mota-Engil Group.

Global

> 100

Mentors and *Mentees* involved

Equity



Equal participation of women and men

Diversity

13

Nationalities represented

Growth

1x

Full year of mentoring cycle developed between Mentor and Mentee



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[WL] WoMEEn Leaders

As a result of the success achieved with WoMEEn Leaders 2023, we launched a new edition of the programme in 2024, designed specifically for Mota-Engil, in partnership with Porto Business School.

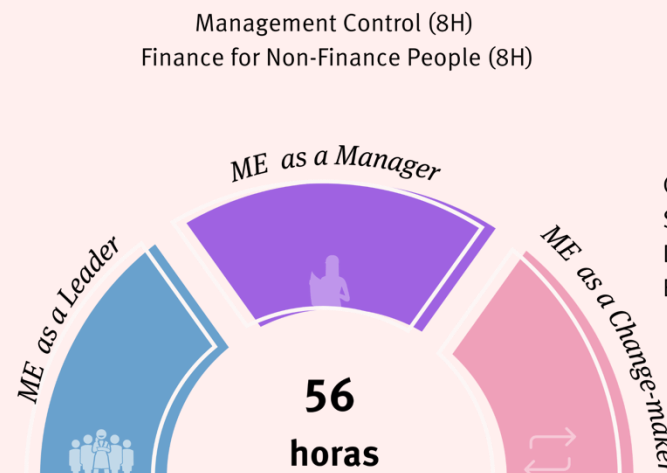
So that we can **bring about** the necessary **change** and pace towards the **strategic goal of** Bulding'26 (30% of women in management and decision-making positions), this course aims to promote the **acceleration of** leadership **skills**, training around 70 women from the Group each year who have the potential and aptitude to take on roles with this framework in the **short/medium term**.

Based on three pillars – **ME as a Leader**, **ME as a Manager**, **ME as a Change-maker** – the programme content is incorporated into eight courses, totalling 56 hours of training

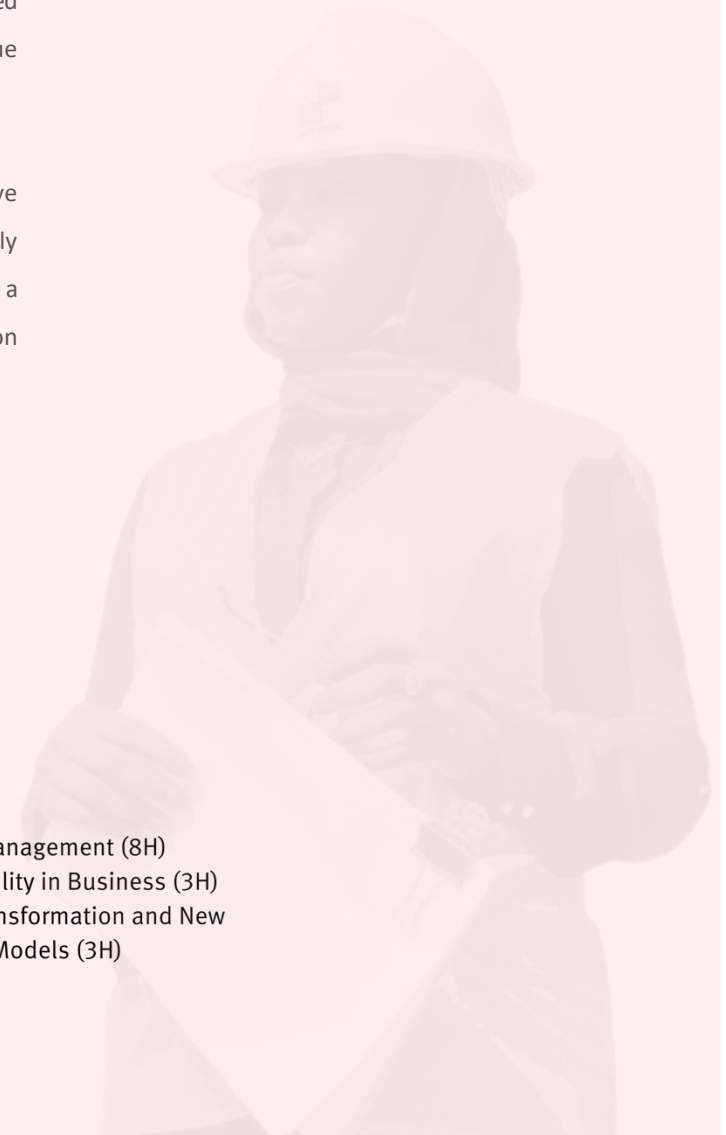
In line with SDG 5, the WoMEEn Leaders programme has received numerous compliments, as a result of the recognised added value and notoriety perceived by employees with regard to this course.

It should be noted that the 140 female employees who have already been included in the programme will be continuously followed up by the corporate HR team and the local team, with a view to monitoring and supporting their preparation and transition to a management career.

Self Knowledge and Integral Leadership (8H)
Problem-Solving and Decision Making (8H)
Negotiation (10H)



Change Management (8H)
Sustainability in Business (3H)
Digital Transformation and New Business Models (3H)



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[WL] WoMEn Leaders

Quick-wins

>100

Employees involved in the WoMEn Leaders programme

95%

Satisfaction with the WoMEn Leaders programme

31%

WoMEn Leaders participants promoted since taking part in the programme

20%

WoMEn Leaders participants promoted to management positions, since their participation in the programme



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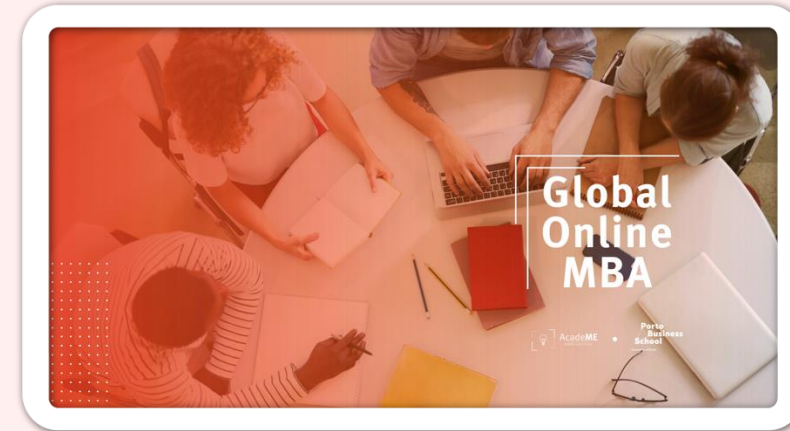
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[GoMBA] Global Online MBA

The **Global Online MBA** is a programme developed by Mota-Engil, in partnership with Porto Business School, with the aim of **investing in high-potential executives** to **strengthen their skills** and/or succession to positions of a higher level of responsibility and complexity.

Starting in 2020, this MBA programme is eligible for employees from **all of the Group's markets and geographies**. With limited places and a rigorous selection process, the programme promotes the **development and professional growth of employees**.

As a result of the multiplicity and diversity of Mota-Engil, we have seen a gradual increase in the number of applications from female employees, a reflection of the heterogeneity of the Organisation and the recognition that has been present in the various initiatives of the Group.



The principles



Ensuring equality access to opportunities

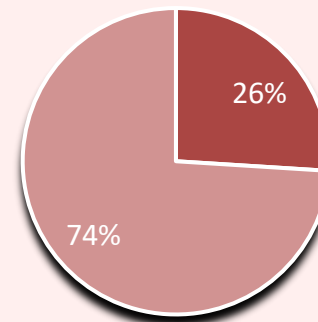


Identification of high-potential people



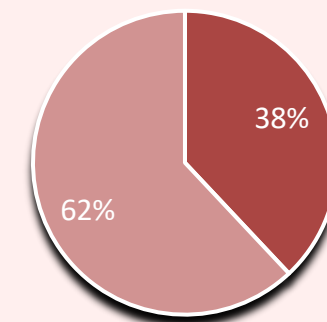
Open programme consolidation in ME

% Total applications since 1st edition



■ Women ■ Men

% Employees selected since the 1st edition



■ Women ■ Men

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[TP] Top PerformER's



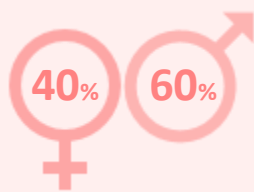
This initiative is aimed at employees who have stood out for their conduct and performance during the year, offering them immersion in a programme with an elite business school, with the aim of promoting synergies, knowledge exchange and access to state-of-the-art technology.

OWP

In 2024, the programme selected was OWP – Orchestrating Winning Performance Organisations, promoted by IMD, and a group of five collaborators from different geographies, backgrounds and business areas was identified.



Profile of the participants



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[GLP] Global Leadership PrograME

The programme is aimed at the Group's senior management, with the aim of deepening **leadership** skills and **strategic vision**, with a focus on managing high-performance **teams**, **transformation**, **innovation** and **sustainability**.



80x
participants



12x
Strategic Challenges



A truly transformative programme, with an immense possibility of sharing, of accessing insights at the frontier of knowledge.



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3 Stories of SUCCESS

3.3. Listening, raising awareness and acting for inclusion



MotivE

Satisfaction Survey

The MotivE project, which began in 2022, has the main objective of assessing our employees' levels of satisfaction and engagement, making it possible to identify both strengths and areas for improvement in each market and in the Group as a whole. In 2024, we launched the second survey, and the feedback obtained is used to improve the experience we offer our people. Since 2022, we have improved in all dimensions, reflecting a result of the teams' efforts to continuously improve the employee experience.

In 2024, the Mota-Engil Group **achieved overall satisfaction of 78%**, an increase of 6 percentage points compared to 2022.

Our aim is to continue listening to our employees to achieve ever higher levels of satisfaction.



In my company, people with different characteristics (age, education, gender, ethnicity, etc.) are treated with respect and fairness.

	Year 2022	Year 2024
Mota-Engil	73%	79%
Men	72%	79%
Women	75%	79%

My company offers opportunities and experiences that help me develop and progress as a professional.

	Year 2022	Year 2024
	69%	77%
	69%	77%
	68%	76%

My managers, through their words and attitudes, make me feel important within the company.

	Year 2022	Year 2024
	68%	75%
	68%	75%
	70%	75%

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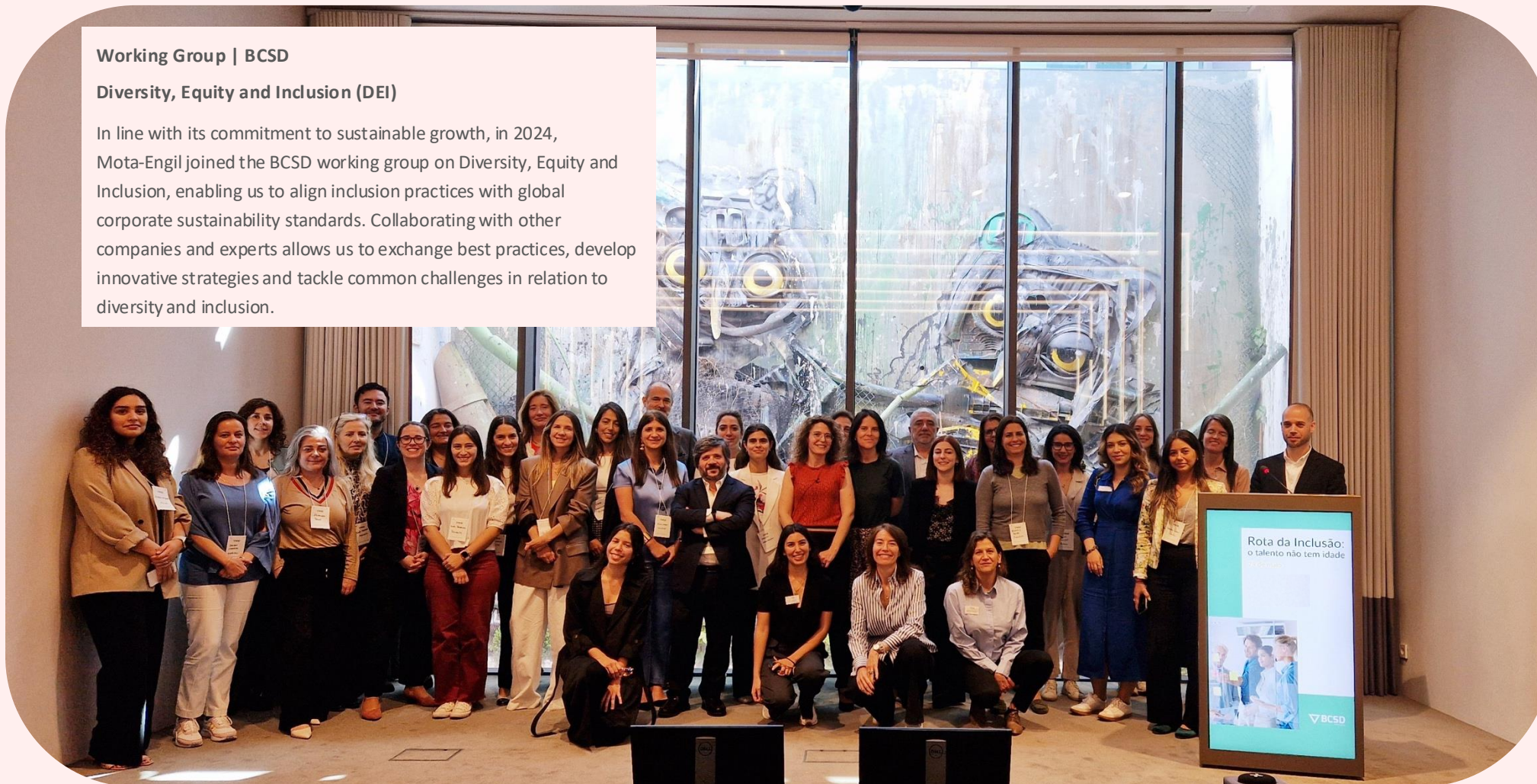
Working Groups for DE&I

Inclusion route

Working Group | BCSD

Diversity, Equity and Inclusion (DEI)

In line with its commitment to sustainable growth, in 2024, Mota-Engil joined the BCSD working group on Diversity, Equity and Inclusion, enabling us to align inclusion practices with global corporate sustainability standards. Collaborating with other companies and experts allows us to exchange best practices, develop innovative strategies and tackle common challenges in relation to diversity and inclusion.



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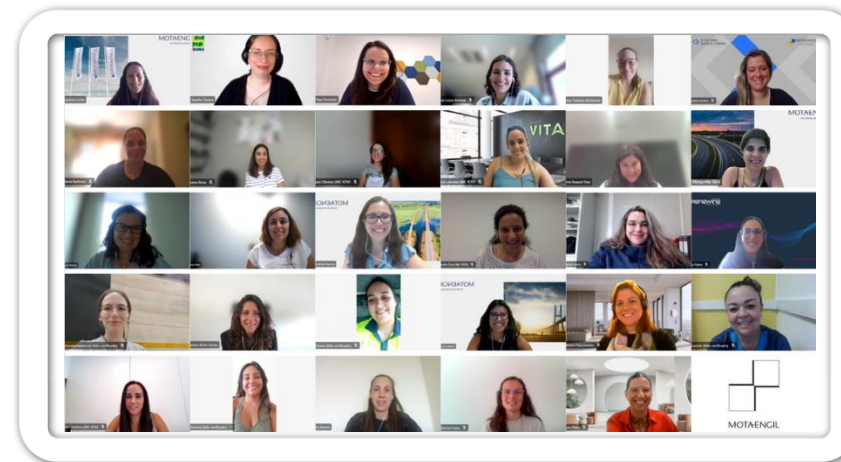
Working Groups for DE&I

WelcoME Back

The 2024 Gender Equality Plan included the conceptualisation of the **WelcoME Back** programme, which aims to facilitate the professional reintegration of women and men who have been absent for an extended period of time due to illness, maternity leave or family support.

In order to lay the foundations for this programme, focus group sessions were held in 2024 with a group of employees who had recently taken maternity leave, with the aim of listening to their expectations, needs and difficulties in the process of reintegrating into the Group.

On the basis of the survey carried out, measures are being structured that could help facilitate and improve future reintegration processes.



Topics discussed:

- Flexibility Policies
- Support in the workplace
- Policies and Benefits
- Smooth Reintegration
- Culture and Awareness
- Communication
- Career and Development
- Health and Well-being

Working Groups for DE&I

Gender Equality Working Group

Throughout 2024, several sessions were organised with the Equality Working Group, made up of representatives from the Group's various business units and geographies, whose mission was to assess, reflect on and advise on measures to promote gender equality.

In addition, this working group's vocation is to ensure that the Group is committed to promoting a working environment where women and men have the same opportunities, do not face structural or cultural barriers, and where gender equality is present in all organisational practices.

As a result of the working group's action, several initiatives were developed, in particular a gender diagnosis applicable to Mota-Engil's universe, as well as proposals for leadership training programmes that contribute to promoting gender equality and eliminating the risks of discrimination and bias.



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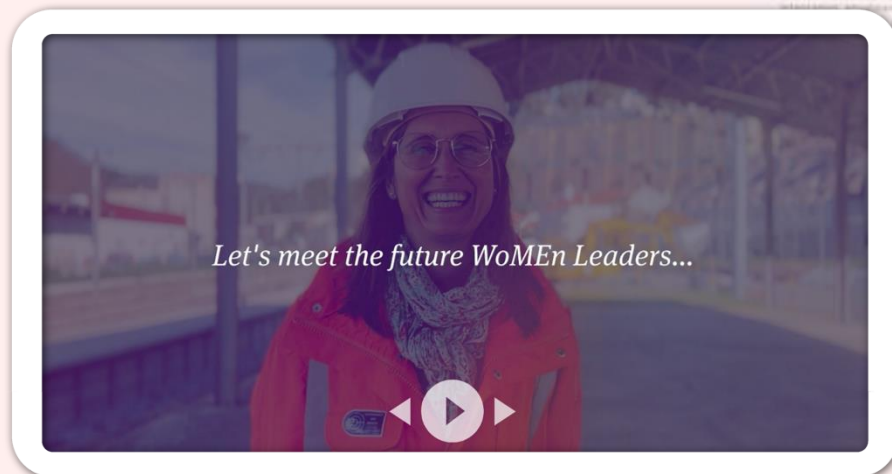
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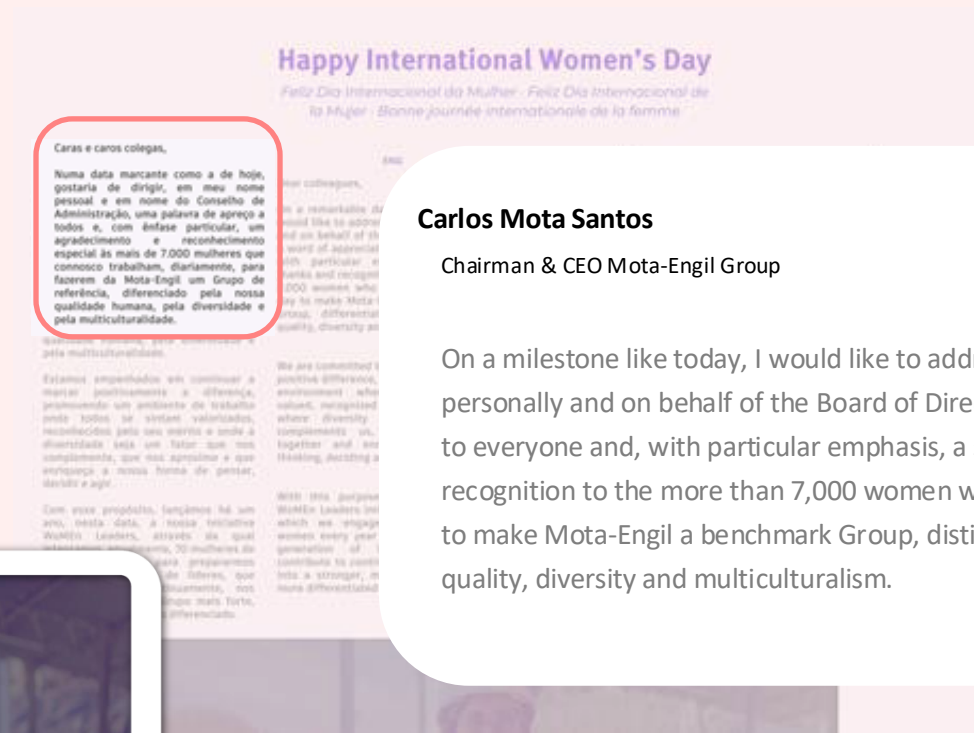
International Women's Day

On 8 March, we intensified the importance attached by the Group to Gender Equality, reinforcing the objective in the "Building 26" Strategic Plan of reaching **30% of women in management positions** by 2026.

Strengthening the impact of this day and reconciling it with the success achieved with the **WoMEn Leaders 2023** programme, we wanted to share and reinforce, with the entire Group, some of the female employees who had completed the first edition of the programme, sharing their feelings about the programme and how it has impacted their career.



[Veja o vídeo](#)



Caras e caras colegas,
Numa data marcante como a de hoje, gostaria de dirigir, em meu nome pessoal e em nome do Conselho de Administração, uma palavra de apreço a todos e, com ênfase particular, um agradecimento e reconhecimento especial às mais de 7.000 mulheres que conosco trabalham, diariamente, para fazerem da Mota-Engil um Grupo de referência, diferenciado pela nossa qualidade humana, pela diversidade e pela multiculturalidade.

Carlos Mota Santos

Chairman & CEO Mota-Engil Group

On a milestone like today, I would like to address you on my behalf personally and on behalf of the Board of Directors, a word of appreciation to everyone and, with particular emphasis, a special thanks and recognition to the more than 7,000 women who work with us every day to make Mota-Engil a benchmark Group, distinguished by our human quality, diversity and multiculturalism.



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Roadmap for Inclusion

“Strength lies in differences, not similarities.”

Stephen R. Covey

Involved in an increasingly global society and, consequently, more proactive in terms of diversity, equity and inclusion, Mota-Engil is at the forefront of promoting a fairer, more diverse and inclusive social context in the various markets where it operates.

In line with the multiple commitments reflected in the "Building 26" Strategic Plan, Mota-Engil drew up and defined its roadmap for inclusion in 2024, addressing both cultural change and management practices:

This roadmap – which aims to create a corporate culture that values diversity, eliminates barriers to discrimination and promotes equality at all levels of the organization – outlines a structured strategy to promote a diverse and inclusive working environment, where all the Group's employees, regardless of their differences (such as gender, ethnicity, age, sexual orientation or disability), have equal opportunities to work opportunities for participation, growth and success.

1

Initial Assessment and Diagnosis

Know the current status of the Organisation in terms of diversity, equity and inclusion

2

Developing a Global Inclusion Vision and Strategy

Create a clear vision and long-term objectives for inclusion.

3

Training and raising awareness Leadership

Train leaders and managers to become agents of change.

4

Implementation of Policies and Inclusive Practices

Ensuring inclusive organisational practices, at all levels of Organisation.

5

Monitoring and Adjustments Continuous

Monitor progress and adjust the strategy as necessary.

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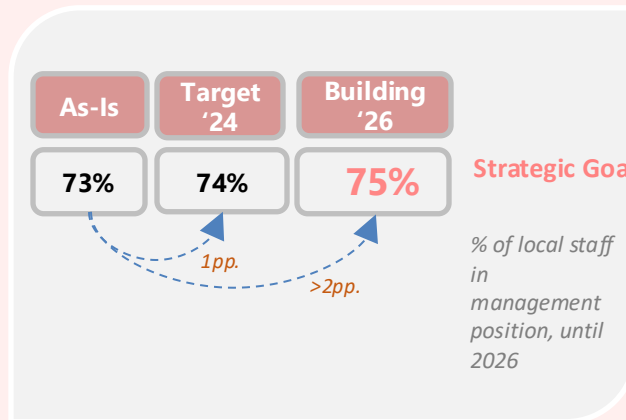
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Locals in Management

Building a vision for tomorrow



Under the theme of "Building a vision for tomorrow", EMpower has served as a motto, among many other themes, for a particular piece of work carried out in the markets, in the field of **local empowerment**, which involves identifying local players who contribute to identifying measures that support the mapping, development and succession of high-potential local executives for key positions.

Neste In this sense, each market, aware of its own reality, developed and implemented a local action plan, with a view to empowering local executives.

As a Group with more than 50,000 employees, totalling **90 nationalities**, spread across 3 continents and present in more than 20 countries, Mota-Engil is aware that its commitment requires **strong local involvement** and **high levels of effort**.

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3.4. Inform to commit and support the decision



DE&I Report

Mota-Engil is committed to promoting a work environment that values diversity, inclusion and gender equality. As part of our ongoing efforts to create a more equitable and diverse workplace, in 2024 we presented our 1st DE&I report to highlight our Diversity, Equity and Inclusion initiatives, progress and objectives.



Aware of the importance of this issue, Mota-Engil has been taking a number of measures to build a more diverse, equal and inclusive workplace. To this end, for the first time this year we introduced the important dimension of our commitment to disability.



Ongoing Actions



Our strategic partners



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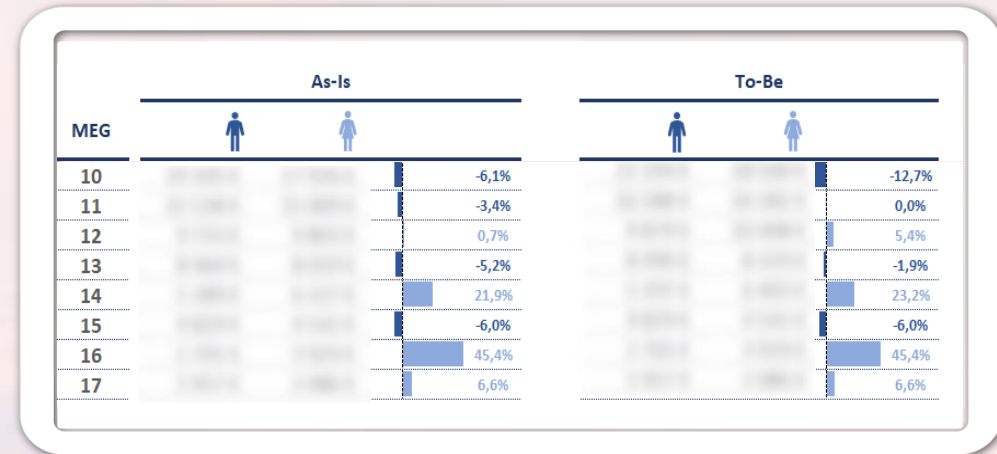
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Gender Pay Gap Report

In order to measure and monitor the evolution of gender equality in the Group, Mota-Engil's salary review exercise is accompanied by a dashboard, which aims to promote and share (with managers) knowledge about the **current situation** of women and men in the Group, in the various teams, companies and markets where they work.

The purpose of the **Gender Pay Gap Report**, which is incorporated into the global salary review template, is to highlight **the number of** women and men in management positions, closely monitoring average salaries by gender, with a view to supporting, where applicable, the convergence towards equity exercise.

Having set an **ambitious target of 30% women in management positions** by 2026, only by knowing, analysing and measuring can we outline consistent internal policies and actions to achieve the goal we set ourselves by the end of Building'26.



It is therefore essential to **closely monitor** this issue, and **various actions** are underway, similar to those mentioned earlier in this chapter, to support the Group's markets/companies in this **demanding transformation process**.

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Pay Equity Diagnosis

The Mota-Engil Group, within the scope of its "Building 26" Strategic Plan, has established a firm commitment to achieving sustainability goals and fulfilling the relevant sustainable development objectives in the context of its activity.

In terms of sustainability, it defined an indicator for the social axis centred on the promotion of women to management positions to be achieved by 2026, supported by the annual Gender Equality Plan, which establishes the key initiatives aimed at translating the strategy into reality, as well as promoting pay parity between women and men.

With this in mind, in 2024 we drew up the Pay Equity Diagnosis, with the aim of revisiting the strategic alignment defined at Mota-Engil Group level, with regard to commitments concerning the promotion of a diverse, inclusive business environment based on equal rights and opportunities

-  **Recognize**
-  **Standardize**
-  **Listen**
-  **Qualify**
-  **Communicate**




Igualdade salarial entre mulheres e homens

Avaliação






Modelo de gestão de carreiras
Enquadra a metodologia de avaliação de funções e promove a visibilidade sobre os percursos potenciais de evolução assente em critérios objetivos e isentos.

WoMen Leaders
Programa de formação em liderança, desenvolvido em parceria com a Porto Business School, dirigido a aproximadamente 70 mulheres, por ano, com o objetivo de incrementar o nº de mulheres em cargos de gestão.

MotivE
Inquérito periódico de clima organizacional, que tem como finalidade avaliar o grau de satisfação por variáveis-chave e propor ações-chave para o incremento da satisfação geral, com particular enfoque ao nível das mulheres.

AusculTar

- Realizar inquéritos periódicos de auscultação do nível de satisfação dos Colaboradores, que permitam identificar e agir sobre diferenças que existam entre mulheres e homens e/ou situações de potencial discriminação;
- Promover canais dedicados (*hotline* de ética e conduta), através dos quais possam ser reportados incidentes, designadamente ao nível de questões de discriminação, assédio ou desigualdade de tratamento.

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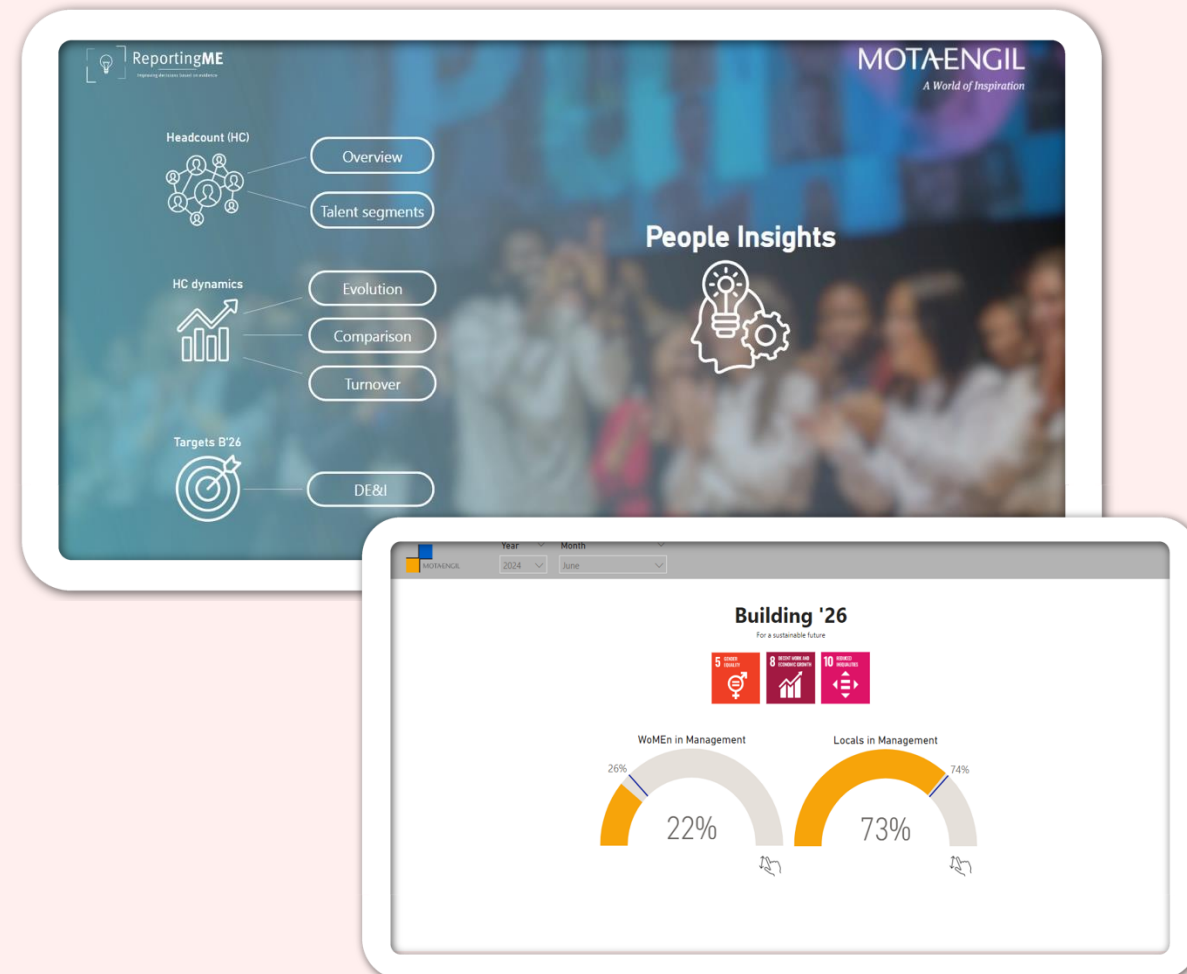
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People Insights

In order to measure and monitor the monthly evolution of sustainability metrics in the people area, the People Insights report has been published. This tool was developed to facilitate the management of Human Resources (HR) data, provide valuable insights and support strategic decision-making.

This dashboard, aimed at all HR teams, features key functions such as analysing data and monitoring KPIs from the Building'26 plan.

The main benefits include access to accurate and up-to-date data, clear and detailed insights that make it easier to formulate effective strategies, and simplicity in creating reports, allowing for more efficient communication.



Headcount
Mota-Engil



Headcount
dynamics



Targets
Building 26

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Future PATHS

“

One of the most interesting features of this course was its focus on self-knowledge. By deepening my knowledge of myself, I gained more confidence, which boosts my management skills and makes it possible for me a transformative leadership alongside my team.

Tatiana Ernesto | Mota-Engil ATIV
WoMEen Leaders | 1st Edition



Areas of the Gender Equality Plan 2025

This Gender Equality Plan is a crucial tool, allowing Mota-Engil to structure a change, as well as the implementation of a set of actions, duly considered, reinforcing the institutional commitment to the pursuit of gender equality objectives.

Supported by a wide range of diagnostic tools, Mota-Engil's 2025 Gender Equality Plan is structured around 7 dimensions, containing 27 measures, with measurable targets and indicators, target recipients, departments involved and a stipulated budget, in line with the guidelines shared by CITE (Commission for Equality in Labour and Employment).

The self-diagnosis served as the basis for prioritising the most relevant measures, based on the definition of strategic guidelines in terms of gender equality, equal access to opportunities at Mota-Engil, investment in training for managers, protection during parenthood, reconciliation of professional life with family and personal life and prevention of harassment at work.

Recognising the importance and added value of a balanced participation of men and women in professional activities as well as in family life, Mota-Engil intends to actively contribute to the implementation of the best practices for promoting equality, focusing on the following dimensions:

1. Company strategy, mission and values
2. Equal access to employment
3. Initial and ongoing training
4. Equal working conditions
5. Parental protection
6. Reconciling work, family and personal life
7. Preventing harassment at work

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1. Company strategy, mission and values (1/2)

Sub-dimension	Type of Measure	Measure	Objective	Resp. Department	Dept. Involved	Budget	Target	Indicators
-	Publicising the Equality Plan, its measures and objectives	Dissemination of the Equality Plan, its measures and objectives, through awareness-raising sessions, dissemination on the company's website, intranet, email, and posting in highly visible internal locations	To publicise the Equality Plan and its strategic importance for the company and to involve the HR and Sustainability teams in its pursuit	Corporate HR Centre	Corporate Communication and Institutional Relations Centres	No specific costs involved	Plan disseminated to 100% of target recipients	% of users who have learnt about the Equality Plan
-	Definition of measurable strategic objectives for the promotion of equality	Definition of measurable strategic objectives for the promotion of equality between women and men	Ensuring the implementation of the Equality Plan, its monitoring, follow-up and sustainability	Corporate HR Centre	HR Departments	No specific costs involved	30% of women in management positions by 2026	% of women in management positions
-	Definition of measurable strategic objectives for the promotion of equality	Dynamisation of the Gender Equality working group	Collect inputs that contribute to raising awareness, promoting and strengthening gender equality between women and men	Corporate HR Centre	HR Departments	No specific costs involved	Dynamising the working group	No. of recommendations/suggestions/opinions on improvement/mitigation measures
-	Definition of measurable strategic objectives for the promotion of equality	Definition of measurable strategic objectives for promoting diversity	Ensure the implementation of the Diversity Plan, its monitoring, follow-up and sustainability	Corporate HR Centre	HR Departments	No specific costs involved	≥ 75% local staff in management positions by 2026	% of local staff in management positions

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1. Company strategy, mission and values (2/2)

Sub-dimension	Type of Measure	Measure	Objective	Resp. Department	Depart. Involved	Budget	Target	Indicators
-	Definition of measurable strategic objectives for the promotion of equality	Definition and implementation of the action plan, based on the results of the listening survey, MotivE	Define and implement a roadmap with corporate and local actions aimed at improving satisfaction as part of the Organisational Climate Survey launched in 2024	Corporate HR Centre	HR Departments	No specific costs involved	Roadmap drawn up by 100% of Businesses, implementation and monitoring of the same	% fulfilment of Roadmap

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2. Equal access to employment

Sub-dimension	Type of Measure	Measure	Objective	Resp. Department	Depart. Involved	Budget	Target	Indicators
Adverts, selection and recruitment	Reinforcement of the implementation of the internal procedure to ensure that the criteria and procedures for selecting and recruiting human resources take into account the principle of equality and non-discrimination on the grounds of gender, and are drawn up by the company in an objective and transparent manner	Reinforcement of the implementation of the internal procedure to ensure that the criteria and procedures for selecting and recruiting human resources consider the principle of equality and non-discrimination on the grounds of gender, and are drawn up by the company in an objective and transparent manner	Encouraging the participation of male and female employees in promoting gender equality	Corporate HR Centre	HR Departments	No specific costs involved	Dissemination of the HR Manual to 100% of the target audience	% of HR focal points covered
Trial period	Procedure to ensure that, during the trial period, the company respects the period of actual performance of the contract in order to assess the interest in maintaining it	Procedure to ensure that, during the trial period, the company respects the period of actual performance of the contract to assess the interest in maintaining it	Encouraging the participation of male and female employees in promoting gender equality	Corporate HR Centre	HR Departments	No specific costs involved	Implementation of a procedure for monitoring trial periods and maintenance decisions	No. of audits carried out on trial periods

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3. Initial and ongoing training (1/2)

Sub-dimension	Type of Measure	Measure	Objective	Resp. Department	Depart. Involved	Budget	Target	Indicators
-	Integration of a training module on gender equality	Integrating a training module on gender equality into the annual training plan	Promoting a culture of equality between women and men in the workplace, favouring management and working practices that are in line with this	Corporate HR Centre	HR Departments	No specific costs involved	Launch of e-learning on Gender Equality	% of employees covered who have completed the training
-	Integration of a training module on diversity, equity and inclusion	Integrating a training module on diversity, equity and inclusion into the annual training plan	Promoting a culture of diversity, equity and inclusion in the workplace, favouring management and work practices that are in line with this	Corporate HR Centre	HR Departments	No specific costs involved	Launch of e-learning on diversity, equity and inclusion	% of employees covered who have completed the training
-	Running a training course for female employees with the potential to take on leadership/management positions in the organisation	Running a training course for women (WoMEen Leaders) whom the organisation recognises as having the potential to take on leadership/management positions in the short/medium term	Empowering women to take on leadership/management positions in the short/medium term	Corporate HR Centre	HR Departments Market Administrations	In line with the training organization	Selection of 70 high-potential women to take part in the WoMEen Leaders course.	No. of employees who received training during the year
-	Conceptualisation of a training programme for women who already hold leadership/management positions that will enhance their progression within the Group	Conceptualisation of a training course for women whom the Group recognises as having growth/progression potential	Structure a training programme for women in leadership/management positions	Corporate HR Centre	HR Departments Market Administrations	In line with the training organization	Designing the leadership training programme	Internal presentation of the leadership training programme

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3. Initial and ongoing training (2/2)

Sub-dimension	Type of Measure	Measure	Objective	Resp. Department	Depart. Involved	Budget	Target	Indicators
-	Incorporation of a sensitisation session for employees on intercultural adaptation	Providing an awareness-raising session for employees on intercultural adaptation	Train and sensitise employees to the importance and need to know the cultural differences of the various countries where we are present	Corporate HR Centre	HR Departments	In line with the training organization	Hold a training and awareness-raising session for trainees'24 about intercultural differences in the Group's markets and geographies	% of employees covered who have completed the training

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4. Equal working conditions

Sub-dimension	Type of Measure	Measure	Objective	Resp. Department	Dept. Involved	Budget	Target	Indicators
Performance evaluation	Reinforcing the implementation of the validation system to ensure fairness in the awarding of grades or scores in the context of performance appraisals	Reinforcing the implementation of the validation system to ensure fairness in the awarding of grades or scores in the context of performance appraisals	Ensure a fair and objective evaluation process for women and men	Corporate HR Centre	Company Administrations	No specific costs involved	Implement Harmonisation Committee in 100% of target companies	% of companies with a formal evaluation process and Harmonisation Committee
	Disclosure of the performance appraisal model, ensuring its transparency among employees and their representative structures	Disclosure of the performance appraisal model, ensuring its transparency among employees and their representative structures	Ensure a fair and objective evaluation process for women and men	Corporate HR Centre	HR Departments	No specific costs involved	Dissemination of the HR Manual to 100% of the target audience	% of HR focal points Covered
Career promotion/ progression	Strengthening the implementation of the career model, based on objective criteria and free from gender, race or other discriminatory factors, which ensures transparency regarding career progression	Strengthening the implementation of the career model, based on objective criteria and free from gender, race or other discriminatory factors, which ensures transparency regarding career progression	Promoting equality between women and men in terms of professional progression and development	Corporate HR Centre	HR Departments	No specific costs involved	Realisation of e-Learning on the Career Model by newly hired target employees when they are hired	No. of employees who underwent training compared to the previous year
Salaries	Reinforcing the implementation of procedures for monitoring basic and supplementary pay for women and men to ensure that there are no disparities or, if there are, that they are justifiable and free from discrimination on the grounds of sex	Reinforcing the implementation of procedures for monitoring basic and supplementary pay for women and men to ensure that there are no disparities or, if there are, that they are justifiable and free from discrimination on the grounds of sex	Promote transparency in wage policy, ensuring the principle of equal pay for equal work or work of equal value	Corporate HR Centre	HR Departments	No specific costs involved	Sharing a regular Gender Pay Gap Report	% of markets/companies with access to this information

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5. Parental protection (1/2)

Sub-dimension	Type of Measure	Measure	Objective	Resp. Department	Depart. Involved	Budget	Target	Indicators
Licences/Shared licences	Creation and implementation of an internal procedure to ensure adequate dissemination of all information on legislation relating to parental rights	Creation and implementation of an internal procedure to ensure adequate dissemination of all information on legislation relating to parental rights	Guaranteeing the right of male and female employees to take parental leave – encouraging male employees to share their leave	Corporate HR Centre	HR Departments	No specific costs involved	Launch of e-learning on Gender Equality to 100% of the target audience	% of target employees who received training
Absences and dismissals	Implementation of actions to raise awareness and encourage the use of the shared licence under the terms set out in specific regulations	Implementation of actions to raise awareness and encourage the use of the shared licence under the terms set out in specific regulations	Guaranteeing the right of male and female employees to take parental leave – encouraging male employees to share their leave	Corporate HR Centre	HR Departments	No specific costs involved	Launch of e-learning on Gender Equality to 100% of the target audience	% of target employees who received training
Reduced working time	Implementation of awareness-raising actions to ensure that the rights of male and female employees are respected in relation to reduced working time for family care, under the terms laid down in specific regulations	Implementation of awareness-raising actions to ensure that the rights of male and female employees are respected in relation to reduced working time for family care, under the terms laid down in specific regulations	To guarantee the right to reduced working hours for family care, under the terms of their own regulations	Corporate HR Centre	HR Departments	No specific costs involved	Launch of e-learning on Gender Equality to 100% of the target audience	% of target employees who received training
Training for professional reintegration	Implementation of the WelcoME Back programme, which facilitates the professional reintegration of workers after extended family leave	Implementation of the WelcoME Back programme, which facilitates the professional reintegration of workers after extended family leave	Promote professional reintegration and facilitate the rehabilitation process	Corporate HR Centre	HR Departments	No specific costs involved	Launch of WelcoME Back programme to 100% of target recipients	% of employees- targets covered

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5. Parental protection (2/2)

Sub-dimension	Type of Measure	Measure	Objective	Resp. Department	Depart. Involved	Budget	Target	Indicators
Protecting the health and safety of pregnant workers and workers who have recently given birth or are breastfeeding	Implementation of awareness-raising actions regarding the right of pregnant workers, workers who have recently given birth or workers who are breastfeeding to be excused from work, under the terms of their own regulations	Implementation of awareness-raising actions regarding the right of pregnant workers, workers who have recently given birth or workers who are breastfeeding to be excused from work, under the terms of their own regulations	Ensuring the health and safety protection of pregnant workers, workers who have recently given birth or workers who are breastfeeding	Corporate HR Centre	HR Departments	No specific costs involved	Launch of e-learning on Gender Equality to 100% of the target audience	% of target employees who received training
Protection against dismissal of pregnant workers, workers who have recently given birth or are breastfeeding, or workers on maternity leave, parental leave	Creation and implementation of an internal procedure to ensure that the company complies with the procedures in the event of the intended dismissal of a pregnant worker, worker who has recently given birth or is breastfeeding, or a worker on parental leave, under the terms laid down in specific regulations	Creation and implementation of an internal procedure to ensure that the company complies with the procedures in the event of the intended dismissal of a pregnant worker, worker who has recently given birth or is breastfeeding, or a worker on parental leave, under the terms laid down in specific regulations	Guaranteeing protection in the event of the dismissal of pregnant workers, workers who have recently given birth or are breastfeeding, or workers on parental leave	Corporate HR Centre	HR Departments	No specific costs involved	Implementation of a procedure for monitoring related cases	No. of audits carried out on related cases
Communication regarding the non-renewal of a fixed-term contract with a pregnant worker, worker who has recently given birth or breastfeeding or with an employee on parental leave	Creation and implementation of an internal procedure to ensure that the company takes the necessary steps in the event of an intention not to renew the fixed-term contract of a pregnant worker, worker who has recently given birth or is breastfeeding, or of a worker on parental leave, under the terms of its own regulations	Creation and implementation of an internal procedure to ensure that the company takes the necessary steps in the event of an intention not to renew the fixed-term contract of a pregnant worker, worker who has recently given birth or is breastfeeding, or of a worker on parental leave, under the terms of its own regulations	Ensure communication regarding the non-renewal of fixed-term contracts with pregnant workers, workers who have recently given birth or are breastfeeding, or workers on parental leave	Corporate HR Centre	HR Departments	No specific costs involved	Implementation of a procedure for monitoring related cases	No. of audits carried out on related cases
Reconciling Work, Family and Personal Life	Provision of support for sons and daughters (or other dependent children) of male and female employees, under the terms set out in specific regulations	Provision of support for sons and daughters (or other dependent children) of male and female employees, under the terms set out in specific regulations	Promoting the reconciliation of work, family and personal life for male and female employees	FMAM	HR Departments	No specific costs involved	Implementation of support measures	No. of support granted

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6. Reconciling work, family and personal life

Sub-dimension	Type of Measure	Measure	Objective	Resp. Department	Dept. Involved	Budget	Target	Indicators
Organisation of working time: flexible hours or part-time work	Creation and implementation of an internal procedure to ensure, in the cases provided for in specific regulations, that if there is an intention to refuse a request for flexible working hours or part-time work, a prior opinion is requested from CITE	Creation and implementation of an internal procedure to ensure, in the cases provided for in specific regulations, that if there is an intention to refuse a request for flexible working hours or part-time work, a prior opinion is requested from CITE	Ensure that the organisation of working time takes into account the need to reconcile the professional, family and personal lives of male and female employees, particularly those with family responsibilities	Corporate HR Centre	HR Departments	No specific costs involved	Internal procedure created and implemented	No. of intentions to refuse requests for part-time work verified centrally, in the cases provided for in specific regulations
Absences	Implementation of awareness-raising actions regarding the right to be absent from work to care for a family member, under the terms set out in specific regulations	Implementation of awareness-raising actions regarding the right to be absent from work to care for a family member, under the terms set out in specific regulations.	Ensure that the absence scheme takes into account the need to reconcile the professional, family and personal lives of male and female employees, particularly those with family responsibilities	Corporate HR Centre	HR Departments	No specific costs involved	Launch of e-learning on Gender Equality to 100% of target recipients	% of target employees who received training
Remote working	Application, on their own initiative, of the remote working regime to male and female employees, as a way of reconciling professional, family and personal life, giving special priority to those who have family responsibilities, when compatible with the activity performed	Application, on their own initiative, of the remote working regime to male and female employees, as a way of reconciling professional, family and personal life, giving special priority to those who have family responsibilities, when compatible with the activity performed	Garantir que o regime deEnsure that the remote working regime takes into account the need to reconcile the professional, family and personal lives of male and female employees	Corporate HR Centre	HR Departments	No specific costs involved	Implementation of remote working	% take-up of remote working % take-up of remote working among employees with family responsibilities

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7. Preventing harassment at work

Sub-dimension	Type of Measure	Measure	Objective	Resp. Department	Dept. Involved	Budget	Target	Indicators
	Carrying out actions to raise awareness of harassment at work and other offences against the physical or moral integrity, freedom, honour or dignity of male and female employees	Carrying out actions to raise awareness of harassment at work and other offences against the physical or moral integrity, freedom, honour or dignity of male and female employees	Preventing and combating harassment at work – preventing and combating other offences against the physical or moral integrity, freedom, honour or dignity of workers	Harassment and Discrimination Committee	DHC	No specific costs involved	Training activities for 100% of the target group	% of focal points covered in awareness programmes
	Implementation of the Harassment and Discrimination Policy to ensure that, if the company becomes aware of alleged harassment at work, it initiates disciplinary proceedings	Creation and implementation of an internal procedure to ensure that, if the company becomes aware of alleged harassment at work, it initiates disciplinary proceedings	Ensure the prevention and combating of harassment at work	Harassment and Discrimination Committee	DHC	No specific costs involved	Implementation of the Harassment and Discrimination Policy for 100% of companies	No. of responses ensured by the whistleblowing channels defined in the policy

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Follow-up and MONITORING

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This training reinforced my confidence in making corporate decisions by highlighting leadership concepts such as versatility, commitment to results, empathy, assertive communication and countless other characteristics innate.

Angie Zamora | Mota-Engil Colombia

WoMEn Leaders | 1st Edition



Follow-up and Monitoring

The implementation of the Gender Equality Plan includes a monitoring and follow-up process, which aims to mobilise, involve and make the different parties responsible for the process, to safeguard its effective implementation and the fulfilment of the goals and objectives set.

To this end, and in close alignment with the Governance Model in force at the Mota-Engil Group, we describe the various stakeholders involved in the cycle of conceptualisation, implementation and evaluation of its impact, ensuring different levels of responsibility, concerted action between the various players, as well as a plurality of synergies and contributions that promote the desirable evolution and transformation of the paradigm in terms of gender equality.

Executive Committee	Supervising the application of the guidelines and targets defined in the Gender Equality Plan, in line with Mota-Engil's Strategic Plan, in order to guarantee the fulfilment of the objectives set.
Appointments Committee	Monitoring the implementation of the Gender Equality Plan, analysing the main indicators on a regular basis and issuing, where applicable, recommendations aimed at contributing to the promotion and convergence of equality between women and men.
Chairman & CEO of Mota-Engil	Sponsoring the Gender Equality Plan, providing strategic guidance and encouraging the mobilisation of key stakeholders for its effective implementation.
Corporate HR Strategy Centre	Drawing up and proposing the Gender Equality Plan, as well as key initiatives that reflect, on the one hand, the Group's strategic guidelines and, on the other, the commitments and objectives defined.
Equality Working Group	To monitor Mota-Engil's evolution in terms of gender equality, providing advice and feedback that can contribute to continuous improvement and the reinforcement of relevant measures.



6

Final NOTES



Conclusion

As usual, the implementation of Mota-Engil's 2025 Gender Equality Plan will be subject to a systematic follow-up process by each of the Group's companies, in order to monitor the effectiveness of its actions, as well as the fulfilment of its objectives, identifying potential improvements or new measures to be implemented.

Consolidating a corporate culture centred on the values of equality and supported by a human resources policy aimed at valuing its people and stimulating an increase in productivity, Mota-Engil will, by 2025, be responsible for:

- Proposing and coordinating a set of procedures and measures with a view to contributing to socially responsible management, anchored in equality and seeking to minimise horizontal segregation;
- Monitor and ensure the implementation of the measures contained in the current Gender Equality Plan 2025;
- Identify areas of relative strength and weakness in order to better target actions and priorities;

- Sharing good practices with the Group's various companies in gender equality, taking an active and aggregating role in this area;
- Monitor and analyse the progress of the Gender Equality Plan indicators, proposing reinforcement measures whenever justified;
- Communicate, internally and/or externally, the Group's progress with regard to its commitment to gender equality.

Aware of the role it plays in the communities and multiple geographies where it is present, Mota-Engil thus reinforces its social commitment, seeking to be a reference in the promotion of gender equality, endeavouring to proactively contribute to a change in the social paradigm.

This Gender Equality Plan will thus come into force in January 2025 and aims to increase awareness and implementation of the issue among the surrounding community and the heterogeneity of Mota-Engil employees – who respect, cultivate and encourage the values of the Organisation, promoting cooperation and individual responsibility, accepting diversity without discrimination.

01

Our
COMMITMENT

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Our
JOURNEY

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Stories of
SUCCESS

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FUTURE
Paths

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Follow up and
MONITORING

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FINAL
Notes



Annexes

1. Percentage of employees by functional category and age

Percentage of employees by functional category and age		2023		
		< 30	30 a 50	> 50
E&C Europe	Technical Department and Management	0%	48%	52%
	Specialisation and Coordination	5%	67%	28%
	Supervision and Techniques	23%	51%	26%
	Operations and Support	13%	45%	42%
E&C Africa	Technical Department and Management	0%	47%	53%
	Specialisation and Coordination	3%	59%	38%
	Supervision and Techniques	26%	55%	19%
	Operations and Support	28%	64%	8%
E&C LATAM	Technical Department and Management	0%	66%	34%
	Specialisation and Coordination	2%	64%	33%
	Supervision and Techniques	25%	67%	8%
	Operations and Support	29%	60%	11%
Environment	Technical Department and Management	0%	45%	55%
	Specialisation and Coordination	3%	70%	27%
	Supervision and Techniques	12%	70%	18%
	Operations and Support	21%	60%	20%
Capital	Technical Department and Management	0%	50%	50%
	Specialisation and Coordination	3%	81%	16%
	Supervision and Techniques	20%	65%	15%
	Operations and Support	17%	59%	24%
MEXT	Technical Department and Management	0%	83%	17%
	Specialisation and Coordination	0%	100%	0%
	Supervision and Techniques	58%	38%	5%
	Operations and Support	27%	56%	17%
Holding	Technical Department and Management	0%	57%	43%
	Specialisation and Coordination	2%	81%	17%
	Supervision and Techniques	35%	49%	16%
	Operations and Support	18%	45%	37%
Mota-Engil Group	Technical Department and Management	0%	53%	47%
	Specialisation and Coordination	3%	67%	30%
	Supervision and Techniques	24%	60%	15%
	Operations and Support	25%	60%	14%

Note: The data refers to the number of employees as at 31 December.
Includes executive and remunerated directors.

2. Average annual training hours per employee (GRI 404-1)

Training by functional category and gender			2023	
			No. of training hours	Average hours of training
E&C Europe	Technical Department and Management	Men	616	68.4
		Women	57	28.5
		Total	673	61.2
	Specialisation and Coordination	Men	2 879	17.4
		Women	1 251	26.6
		Total	4 130	19.5
	Supervision and Techniques	Men	10 289	24.3
		Women	3 677	26.8
		Total	13 966	24.9
	Operations and Support	Men	15 746	12.2
		Women	717	13.8
		Total	16 463	12.3
	Total	Men	29 530	15.7
Women		5 702	24.0	
Total		35 231	16.6	
E&C Africa	Technical Department and Management	Men	639	9.7
		Women	9	4.5
		Total	648	9.5
	Specialisation and Coordination	Men	3 340	12.2
		Women	675	15.0
		Total	4 015	12.6
	Supervision and Techniques	Men	9 960	16.4
		Women	3 669	12.0
		Total	9 208	14.9
	Operations and Support	Men	60 570	11.0
		Women	10 671	13.6
		Total	71 241	11.3
	Total	Men	74 509	11.5
Women		15 024	13.2	
Total		89 533	11.8	
E&C LATAM	Technical Department and Management	Men	994	29.2
		Women	30	5.0
		Total	1 024	25.6
	Specialisation and Coordination	Men	4 368	12.8
		Women	1 437	12.5
		Total	5 804	12.7
	Supervision and Techniques	Men	17 555	12.4
		Women	5 559	10.6
		Total	23 114	11.0
	Operations and Support	Men	95 066	11.9
		Women	8 798	9.0
		Total	103 864	11.6
	Total	Men	117 982	12.0
Women		15 824	9.8	
Total		133 806	11.7	
Environment	Technical Department and Management	Men	188	7.8
		Women	71	14.1
		Total	258	8.9
	Specialisation and Coordination	Men	2 045	20.9
		Women	2 198	38.6
		Total	4 243	27.4
	Supervision and Techniques	Men	9 997	28.6
		Women	9 113	43.6
		Total	19 110	34.2
	Operations and Support	Men	170 278	34.3
		Women	23 714	26.9
		Total	193 992	33.2
	Total	Men	182 507	33.6
Women		35 096	30.5	
Total		217 602	33.1	

Training by functional category and gender			2023	
			No. of training hours	Average hours of training
Capital	Technical Department and Management	Men	218	18.2
		Women	0	0.0
		Total	218	18.2
	Specialisation and Coordination	Men	1 317	20.6
		Women	400	21.0
		Total	1 717	20.7
	Supervision and Techniques	Men	3 211	22.1
		Women	939	17.1
		Total	4 150	20.7
	Operations and Support	Men	10 748	14.8
		Women	1 373	15.4
		Total	12 121	14.9
	Total	Men	15 495	16.4
Women		2 711	16.6	
Total		18 206	16.4	
MEXT	Technical Department and Management	Men	356	50.9
		Women	192	64.0
		Total	548	54.8
	Specialisation and Coordination	Men	289	36.1
		Women	197	32.8
		Total	486	34.7
	Supervision and Techniques	Men	778	97.3
		Women	834	52.1
		Total	1 612	67.1
	Operations and Support	Men	30	15.0
		Women	211	35.2
		Total	241	30.1
	Total	Men	1 453	58.1
Women		1 434	46.2	
Total		2 886	51.5	
Holding	Technical Department and Management	Men	128	4.9
		Women	30	7.5
		Total	158	5.3
	Specialisation and Coordination	Men	444	9.6
		Women	603	14.3
		Total	1 046	11.9
	Supervision and Techniques	Men	1 427	21.9
		Women	1 865	19.0
		Total	3 291	20.2
	Operations and Support	Men	274	18.3
		Women	130	7.6
		Total	404	12.6
	Total	Men	2 272	14.9
Women		2 627	16.3	
Total		4 899	15.7	
Mota-Engil Group	Technical Department and Management	Men	3 139	17.6
		Women	389	17.7
		Total	3 527	17.6
	Specialisation and Coordination	Men	14 680	14.7
		Women	6 760	20.4
		Total	21 440	16.1
	Supervision and Techniques	Men	53 217	17.6
		Women	25 655	19.0
		Total	78 872	18.1
	Operations and Support	Men	352 711	17.2
		Women	45 614	16.3
		Total	398 324	17.1
	Total	Men	423 746	17.2
Women		78 417	17.4	
Total		502 163	17.2	

Note: The denominator of the indicator is the number of employees as at 31 December. Includes executive and remunerated directors.

3. Diversity in governance bodies and employees (GRI 405-1)

Diversity in governance bodies and employees		2023	
		Men	Women
E&C Europe	Technical Department and Management	91%	9%
	Specialisation and Coordination	79%	21%
	Supervision and Techniques	68%	32%
	Operacionais e Suporte	96%	4%
E&C Africa	Technical Department and Management	97%	3%
	Specialisation and Coordination	87%	13%
	Supervision and Techniques	86%	14%
	Operacionais e Suporte	91%	9%
E&C LATAM	Technical Department and Management	93%	7%
	Specialisation and Coordination	81%	19%
	Supervision and Techniques	77%	23%
	Operacionais e Suporte	92%	8%
Environment	Technical Department and Management	85%	15%
	Specialisation and Coordination	63%	37%
	Supervision and Techniques	62%	38%
	Operacionais e Suporte	79%	21%
Capital	Technical Department and Management	100%	0%
	Specialisation and Coordination	71%	29%
	Supervision and Techniques	73%	27%
	Operacionais e Suporte	90%	10%
MEXT	Technical Department and Management	75%	25%
	Specialisation and Coordination	64%	36%
	Supervision and Techniques	38%	63%
	Operacionais e Suporte	75%	25%
Holding	Technical Department and Management	79%	21%
	Specialisation and Coordination	52%	48%
	Supervision and Techniques	43%	57%
	Operacionais e Suporte	46%	54%
Mota-Engil Group	Technical Department and Management	89%	11%
	Specialisation and Coordination	77%	23%
	Supervision and Techniques	76%	24%
	Operacionais e Suporte	88%	12%

4. Ratio of salary and remuneration between women and men (GRI 405-2)

Ratio of wages and salaries between women and men		2023
E&C Europe	Technical Department and Management	0,69
	Specialisation and Coordination	0,80
	Supervision and Techniques	0,78
	Operacionais e Suporte	1,08
E&C Africa	Technical Department and Management	0,63
	Specialisation and Coordination	0,89
	Supervision and Techniques	1,10
	Operacionais e Suporte	1,04
E&C LATAM	Technical Department and Management	0,89
	Specialisation and Coordination	0,96
	Supervision and Techniques	0,90
	Operacionais e Suporte	0,94
Environment	Technical Department and Management	0,88
	Specialisation and Coordination	0,96
	Supervision and Techniques	1,10
	Operacionais e Suporte	0,80
Capital	Technical Department and Management	0,00
	Specialisation and Coordination	0,86
	Supervision and Techniques	0,93
	Operacionais e Suporte	1,05
MEXT	Technical Department and Management	1,15
	Specialisation and Coordination	1,04
	Supervision and Techniques	1,48
	Operacionais e Suporte	2,96
Holding	Technical Department and Management	0,82
	Specialisation and Coordination	0,82
	Supervision and Techniques	0,99
	Operacionais e Suporte	1,04
Mota-Engil Group	Technical Department and Management	0,86
	Specialisation and Coordination	0,89
	Supervision and Techniques	1,03
	Operacionais e Suporte	0,91

Note: The data refers to the number of employees as at 31 December.
Includes executive and remunerated directors.

5. Information on employees and other workers (GRI 102-8)

Total number of employees by length of contract and gender		2023
Open-ended contract	Men	17 828
	Women	3 425
	Subtotal	21 253
Fixed-term contract	Men	28 264
	Women	3 823
	Subtotal	32 087
Trainees	Men	0
	Women	0
	Subtotal	0
Total Employees		53 340

Note 1: Temporary employees are not included.

Note 2: The figures refer to the number of employees as at 31 December.

Total number of employees by contract duration and by Business Unit		2023
Open-ended contract	E&C Europe	2 211
	E&C Africa	4 311
	E&C LATAM	5 232
	Environment	8 346
	Capital	765
	MEXT	48
	Holding	340
	Subtotal	21 253
Fixed-term contract	E&C Europe	938
	E&C Africa	13 853
	E&C LATAM	11 683
	Environment	4 789
	Capital	686
	MEXT	74
	Holding	64
	Subtotal	32 087
Trainees	E&C Europe	-
	E&C Africa	-
	E&C LATAM	-
	Environment	-
	Capital	-
	MEXT	-
	Holding	-
	Subtotal	-
Total Employees		53 340

Note 1: Temporary employees are not included.

Note 2: The figures refer to the number of employees as at 31 December.

6. Percentage of employees receiving the local minimum wage (adapted from GRI 202-1)

Percentage of employees earning the local minimum wage (%)		2023
Brazil	Men	9,90%
	Women	21,80%
	Total	11,70%
Colombia	Men	36,80%
	Women	12,30%
	Total	20,20%
Mexico	Men	0,00%
	Women	1,30%
	Total	0,20%
Mozambique	Men	20,10%
	Women	25,40%
	Total	20,50%
Poland	Men	0,00%
	Women	0,00%
	Total	0,00%
Portugal	Men	11,40%
	Women	7,70%
	Total	10,80%

Note: The figures refer to the number of employees as at 31 December.

7. Hiring new employees and employee turnover (401-1)

Percentage of entries and exits, by location, gender and age group		2023					
		Entrances			Outputs		
		< 30	30 a 50	> 50	< 30	30 a 50	> 50
E&C Europe	Men	76%	24%	10%	50%	23%	18%
	Women	76%	17%	7%	45%	20%	7%
	Total	76%	23%	10%	49%	23%	18%
E&C Africa	Men	67%	42%	21%	32%	28%	22%
	Women	62%	38%	15%	36%	25%	14%
	Total	66%	41%	21%	32%	28%	21%
E&C LATAM	Men	116%	96%	81%	77%	71%	61%
	Women	94%	73%	53%	52%	52%	42%
	Total	112%	94%	79%	73%	69%	60%
Environment	Men	49%	23%	16%	38%	20%	20%
	Women	49%	20%	13%	34%	15%	16%
	Total	49%	22%	15%	37%	19%	19%
Capital	Men	65%	35%	25%	41%	24%	14%
	Women	68%	33%	21%	49%	30%	44%
	Total	66%	34%	25%	43%	25%	17%
MEXT	Men	82%	41%	50%	18%	8%	0%
	Women	79%	57%	0%	16%	26%	0%
	Total	81%	46%	25%	17%	14%	0%
Holding	Men	54%	7%	3%	13%	6%	3%
	Women	50%	10%	0%	26%	5%	6%
	Total	52%	9%	2%	20%	6%	4%
Total entries and exits (by age group)		80%	52%	32%	48%	38%	29%
Entry and exit rate (by gender)	Men	58%			41%		
	Women	44%			30%		
Inflow and outflow rate (by location)	E&C Europe	26%			25%		
	E&C Africa	46%			29%		
	E&C LATAM	97%			69%		
	Environment	26%			23%		
	Capital	37%			26%		
	MEXT	54%			13%		
	Holding	16%			8%		
Inflow and outflow rates		56%			39%		

Note 1: Data compiled from the Group's Central Information System and does not reflect the consolidated information of all markets / businesses (the integration of which is under development).

Note 2: The percentages were calculated on the basis of the total number of employees on 31 December, for each geography, gender and age group.

8. Diversity in governance bodies and employees (GRI 405-1)

Percentage of employees by functional category and age		2023		
		< 30	30 a 50	> 50
E&C Europe	Technical Department and Management	0%	48%	52%
	Specialisation and Coordination	5%	67%	28%
	Supervision and Techniques	23%	51%	26%
	Operacionais e Suporte	13%	45%	42%
E&C Africa	Technical Department and Management	0%	47%	53%
	Specialisation and Coordination	3%	59%	38%
	Supervision and Techniques	26%	55%	19%
	Operacionais e Suporte	28%	64%	8%
E&C LATAM	Technical Department and Management	0%	66%	34%
	Specialisation and Coordination	2%	64%	33%
	Supervision and Techniques	25%	67%	8%
	Operacionais e Suporte	29%	60%	11%
Environment	Technical Department and Management	0%	45%	55%
	Specialisation and Coordination	3%	70%	27%
	Supervision and Techniques	12%	70%	18%
	Operacionais e Suporte	21%	60%	20%
Capital	Technical Department and Management	0%	50%	50%
	Specialisation and Coordination	3%	81%	16%
	Supervision and Techniques	20%	65%	15%
	Operacionais e Suporte	17%	59%	24%
MEXT	Technical Department and Management	0%	83%	17%
	Specialisation and Coordination	0%	100%	0%
	Supervision and Techniques	58%	38%	5%
	Operacionais e Suporte	27%	56%	17%
Holding	Technical Department and Management	0%	57%	43%
	Specialisation and Coordination	2%	81%	17%
	Supervision and Techniques	35%	49%	16%
	Operacionais e Suporte	18%	45%	37%
Mota-Engil Group	Technical Department and Management	0%	53%	47%
	Specialisation and Coordination	3%	67%	30%
	Supervision and Techniques	24%	60%	15%
	Operacionais e Suporte	25%	60%	14%

Percentage of employees by functional category and seniority (years)		2023			
		< 3	3 a 10	11 a 20	> 20
E&C Europe	Technical Department and Management	9%	11%	26%	54%
	Specialisation and Coordination	18%	20%	32%	30%
	Supervision and Techniques	43%	18%	16%	23%
	Operacionais e Suporte	40%	23%	16%	21%
E&C Africa	Technical Department and Management	17%	17%	28%	38%
	Specialisation and Coordination	46%	30%	11%	13%
	Supervision and Techniques	69%	18%	7%	6%
	Operacionais e Suporte	79%	15%	5%	1%
E&C LATAM	Technical Department and Management	22%	41%	24%	12%
	Specialisation and Coordination	62%	28%	6%	3%
	Supervision and Techniques	81%	16%	2%	0%
	Operacionais e Suporte	92%	7%	0%	0%
Environment	Technical Department and Management	23%	28%	28%	21%
	Specialisation and Coordination	20%	19%	32%	29%
	Supervision and Techniques	34%	24%	27%	15%
	Operacionais e Suporte	63%	26%	8%	3%
Capital	Technical Department and Management	38%	6%	25%	31%
	Specialisation and Coordination	21%	34%	34%	10%
	Supervision and Techniques	60%	21%	17%	2%
	Operacionais e Suporte	56%	34%	9%	2%
MEXT	Technical Department and Management	17%	33%	42%	8%
	Specialisation and Coordination	77%	18%	5%	0%
	Supervision and Techniques	88%	10%	0%	3%
	Operacionais e Suporte	81%	4%	2%	13%
Holding	Technical Department and Management	21%	32%	17%	30%
	Specialisation and Coordination	15%	32%	30%	23%
	Supervision and Techniques	43%	22%	15%	20%
	Operacionais e Suporte	40%	12%	11%	37%
Mota-Engil Group	Technical Department and Management	19%	24%	26%	31%
	Specialisation and Coordination	38%	26%	20%	17%
	Supervision and Techniques	65%	18%	9%	8%
	Operacionais e Suporte	77%	16%	5%	2%

Note: The data refers to the number of employees as at 31 December.
Includes executive and remunerated directors.

9. Diversity in governance bodies and employees (GRI 405-1)

Percentage of employees by functional category and qualifications		2023		
		Basic	Secondary	Superior
E&C Europe	Technical Department and Management	0%	0%	100%
	Specialisation and Coordination	5%	7%	87%
	Supervision and Techniques	17%	21%	62%
	Operacionais e Suporte	65%	33%	2%
E&C Africa	Technical Department and Management	0%	2%	98%
	Specialisation and Coordination	8%	13%	79%
	Supervision and Techniques	17%	33%	50%
	Operacionais e Suporte	64%	31%	5%
E&C LATAM	Technical Department and Management	0%	0%	100%
	Specialisation and Coordination	3%	4%	93%
	Supervision and Techniques	2%	14%	84%
	Operacionais e Suporte	36%	54%	10%
Environment	Technical Department and Management	4%	2%	94%
	Specialisation and Coordination	1%	10%	90%
	Supervision and Techniques	15%	19%	65%
	Operacionais e Suporte	73%	24%	4%
Capital	Technical Department and Management	0%	0%	100%
	Specialisation and Coordination	1%	4%	94%
	Supervision and Techniques	14%	14%	72%
	Operacionais e Suporte	60%	35%	4%
MEXT	Technical Department and Management	0%	0%	100%
	Specialisation and Coordination	0%	5%	95%
	Supervision and Techniques	0%	8%	93%
	Operacionais e Suporte	50%	44%	6%
Holding	Technical Department and Management	0%	0%	100%
	Specialisation and Coordination	1%	14%	85%
	Supervision and Techniques	5%	25%	71%
	Operacionais e Suporte	31%	38%	31%
Mota-Engil Group	Technical Department and Management	1%	1%	99%
	Specialisation and Coordination	4%	9%	87%
	Supervision and Techniques	11%	22%	67%
	Operacionais e Suporte	58%	36%	6%

Note: The data refers to the number of employees as at 31 December.
Includes executive and remunerated directors.





PLAN FOR GENDER EQUALITY 2025

Building with Purpose

