

MOTAENGIL

A World of Inspiration

Gender Equality Plan 2023

*Acting for a Sustainable
Future*



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“ Today, in Mota-Engil, we have women in all hierarchical levels of the Organization, whose work is acknowledged and valued for its merit and by the difference that the condition of being a woman brings to the decision-making, in the dedication to work, in the social intelligence and in the balance of positions taken.

We still have a long way to go regarding this matter, but we are committed in making Mota-Engil an Organization more attractive to women contributing, therefore, to a socially more responsible management, based in equality. ”

Manuela Mota





1. Our commitment with Equality

“ Aware of Mota-Engil’s importance and key role in contributing to the sustainable development goals, the Group has incorporated in its 2026 Sustainability Plan, Sustainability as pillar under which it was established as strategic target to reach an indicator of 30% women recruited/promoted to management positions in 2026. ”

A new direction in sustainability and innovation:



Making sustainability a top priority, committing ourselves to the SDGs and increasing the visibility of our efforts



Implementing a structured innovation process, optimising the use of capital

A commitment to the following highlighted SDGs and main targets:



40%

Reduction of GHG emissions (scope 1, 2 and 3) until 2030 vs. 2020
Carbon neutrality by 2050



80%

Valorized waste until 2030
Includes preparation for reuse (checking, cleaning, or repairing operations), recycling and other recovery operations (in the context of waste reporting, recovery operations do not include energy recovery)



50%

Reduction in the Lost Time Injury Frequency Rate (LTIFR) for Engineering and Construction projects until 2026 vs. baseline year of 2020



30%

Women recruited or promoted as managers until 2026



25 M€

Cumulative Investment in Innovation 2022-26

Framing

Aware of the multicultural universe and the social-economic differences where we are present, the Mota-Engil Group has been at the forefront, complying and enforcing human rights emanated from the national and international laws, having as basis the Universal Declaration of Human Rights.

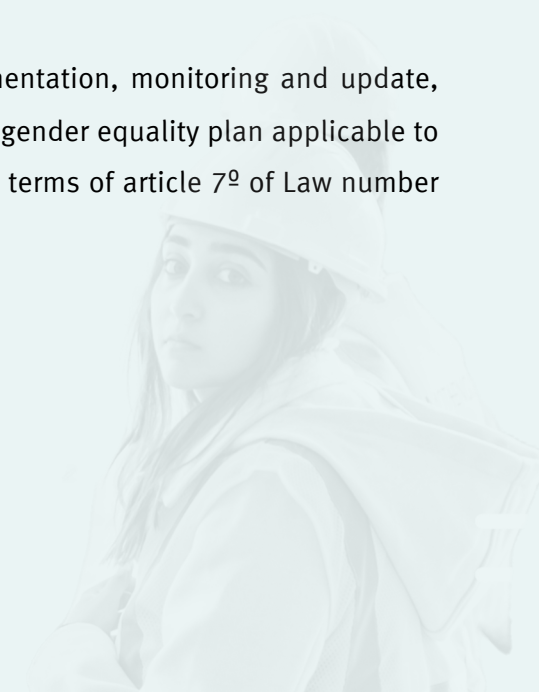
The equality right between women and men is enshrined in the Universal Declaration of Human Rights, being fundamental for the development of societies and full participation of everyone – regardless gender – in the social, professional and political life of nations. In parallel, the gender equality right is simultaneously explained in the Constitution of the Portuguese Republic, namely, in paragraph h) of article 9º, being a legal obligation, more than a simple way of being in society.

In turn, in 2012, the Cabinet Resolution number 19/2012 of March 8 has strengthened this right, stipulating the obligation to adopt an equality plan for all entities of the State's business sector, in order to achieve equality of treatment and opportunities

Between men and women, eliminating discrimination and facilitating the balance between professional, family and personal life.

Afterwards, and increasing their extension, the listed companies were, in a second stage, covered by this obligation, by law number 62/2017 of August 1, which approved the scheme of equitable representation between men and women in the board and supervision bodies of entities of business public sector and listed companies, defining the obligation to execute and establish annual plans for gender equality.

Therefore, and committing with its implementation, monitoring and update, the Mota-Engil Group has drafted the 2023 gender equality plan applicable to its employees, corporate bodies, under the terms of article 7º of Law number 62/2017.



ORGANISATIONAL CULTURE

Mission



To create shareholder value with respect for the community and the future in a socially responsible manner.

Vision



To be a world leader in the sectors in which it operates, in line with best practices in terms of productivity, through constant innovation and by creating a strong identity that is recognised for its technical competence via the provision of a quality service to its customers and community.

Values



AMBITION



INTEGRITY



COHESION



GROUP SPIRIT

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 societal demands (climate change, urbanisation, population growth) and economic recovery plans.

TIMELINE: 2022-2026

Strategic Plan

BUILDING 26 FOR A SUSTAINABLE FUTURE

Ambition: to become a global business focused on delivering value to every stakeholder sustainably



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



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



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



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

Gender equality gains a main importance at Building 26, becoming a strategic goal for the Group.

VALUE CREATION

Stakeholders



SHAREHOLDERS



CUSTOMERS



EMPLOYEES



LOCAL COMMUNITIES



SUPPLIERS/PARTNERS



FINANCIAL SECTOR (BANKS, INVESTORS, INSURERS)



REGULATORS



PUBLIC BODIES



OTHER STAKEHOLDER GROUPS

NEEDS AND EXPECTATIONS



2. Equality & Diversity in numbers

State-of-the-Art assessment in terms of gender equality

With the purpose of making a broad diagnosis of the Mota-Engil Group's reality concerning gender equality, which would support the Action Plan for the 2023 cycle, a set of tools was adopted to support the assessment of the current state of the art in this area, which we summarize:

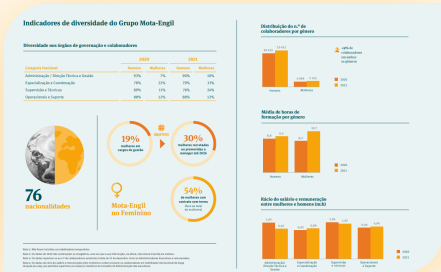
	Instruments	What is it, what is it used for?	Source
1	CITE Guide and respective guidelines for the elaboration of equality plans	Support guide made available by CITE for the identification of guidelines for the elaboration of equality plans	External
2	CITE Self-Diagnostic Questionnaire *	Questionnaire structured by CITE to assess the Company's practices regarding gender equality	External
3	CITE Index *	Statistical instrument provided by CITE, for monitoring policies to promote gender equality	External
4	Recommendations CITE	Recommendations issued by CITE regarding last year's Equality Plan, with the aim of ensuring continuous improvement of the approach adopted by the Company	External
5	Gender Equality Action Plan *	Systematization tool of measures and action proposals for the promotion of gender equality	External/Internal
6	Organizational 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	Human Resources Corporate Reporting	A tool for monitoring the evolution of the employees of the Mota-Engil universe in a set of relevant dimensions, such as gender, nationality, contractual situation, age group, salary indexes, careers, among others	Internal

* Instruments submitted directly on the platform made available by CITE

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

We present a summarized vision of the instruments and indicators developed within the scope of the diagnosis carried out for the evaluation of Mota-Engil's practices regarding gender equality of women and men and which are an integrated part of the Equality Plan:

Diversity and equality in numbers
pp. 11-14



Diversity and equality indicators
Anexos

Formação por categoria funcional e género		2020		2021	
		N.º de horas de formação	Média de horas de formação	N.º de horas de formação	Média de horas de formação
Europa	Administração / Direção Técnica e Gestão	Homens	512	815	10
		Mulheres	106	11	58
		Total	618	7	373
	Especialização Coordenação	Homens	4.847	13	7.902
		Mulheres	3.291	25	3.632
		Total	8.138	16	11.534
	Supervisão e Técnicas	Homens	11.623	12	17.990
		Mulheres	2.150	16	12.399
		Total	13.773	15	30.329
	Operacionais e Suporte	Homens	130.714	24	145.530
Mulheres		19.374	21	19.302	
Total		150.088	24	164.832	
Total	Homens	156.898	22	172.572	
	Mulheres	26.420	20	35.786	
	Total	183.317	21	207.651	
África	Administração / Direção Técnica e Gestão	Homens	510	9	605
		Mulheres	0	0	13
		Total	510	9	618
	Especialização Coordenação	Homens	892	4	1.537
		Mulheres	301	10	607
		Total	1.193	4	2.144
	Supervisão e Técnicas	Homens	2.491	7	6.280
		Mulheres	850	4	1.664
		Total	3.341	3	7.941

Self-diagnostic CITE
Submitted in online platform

Index CITE
Submitted in online platform

Summary of indicators related to:

- Gender
- Age group
- Education
- Seniority
- Functions
- Nationalities
- Employment
- Training
- Remunerations

Detail of indicators related to:

- Gender
- Functional Category
- Education
- Age group
- Employment
- Training
- Remunerations
- National minimum wage
- Turnover
- Location

Evaluation of indicators related to:

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

Evaluation of indicators related to:

- Company's Commitment to
- Equality between Women and Men
- Human Resources
- Articulation between professional life and family and personal life
- Respect for the dignity and integrity of working people
- Dialogue, communication, and external relations

The diversity is an important factor of competitiveness. Mota-Engil is committed in fighting **discrimination**, in **promoting gender equality and of opportunities**, and fostering a **culture of openness**, acknowledging the importance of leaving non one behind. Aware of this importance, the Group established as goal, in the scope of the new strategic Plan – **“BUILDING 26 | For a sustainable future”**, the **promotion of gender equality**, by increasing recruitment and promotion of women for management positions.

Operating in traditionally male jobs, based on guidelines shared by CITE (Commission for Equality at Work), Mota-Engil has discussed and identified the measures considered priority for 2023,

Culminating with the execution of the 2023 Gender Equality Plan. This Plan was supported by a diagnosis, carried out by the Group’s Human Resources Corporate Department, and whose conclusions served as basis for the measures included in the plan.

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

Mota-Engil Group diversity indicators

Age group (years)

Functional category	2021		
	< 30	30-50	> 50
Senior Management / Technical Directors	0%	53%	46%
Coordinators and Specialist Staff	1%	68%	30%
Supervisors and Technical Staff	16%	64%	20%
Operating and Support Staff	19%	63%	18%

Qualifications

Functional category	2021		
	Primary	Secondary	Tertiary
Senior Management / Technical Directors	0%	0%	100%
Coordinators and Specialist Staff	6%	10%	84%
Supervisors and Technical Staff	14%	25%	61%
Operating and Support Staff	63%	32%	5%

Years of employment

Functional category	2021			
	< 3	3-10	11-20	> 20
Senior Management / Technical Directors	15%	25%	28%	32%
Coordinators and Specialist Staff	25%	29%	26%	19%
Supervisors and Technical Staff	44%	31%	14%	11%
Operating and Support Staff	68%	22%	7%	3%

Note 1: No temporary workers and interns were included.

Note 2: Data for 2020 does not include interns, as the relevant information had not been uploaded into the system at the time.

Note 3: The data refers to the no. of existing employees as of 31 December. Includes paid executive directors.

Note 4: The data on the ratio of basic salary and remuneration of women to men excludes employees on long-term secondment overseas (i.e. for periods over 6 months) and non-executive members of the board of directors.

Mota-Engil Group diversity indicators

Diversity in the governing bodies and employees

Functional category	2020		2021	
	Men	Women	Men	Women
Senior Management / Technical Directors	93%	7%	90%	10%
Coordinators and Specialist Staff	78%	22%	79%	21%
Supervisors and Technical Staff	89%	11%	76%	24%
Operating and Support Staff	88%	12%	88%	12%



76
nationalities



Women at Mota-Engil



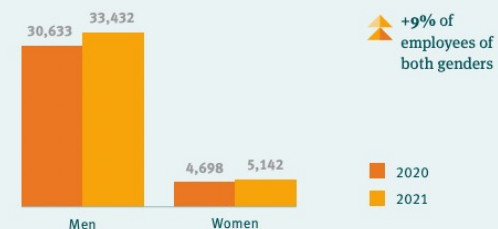
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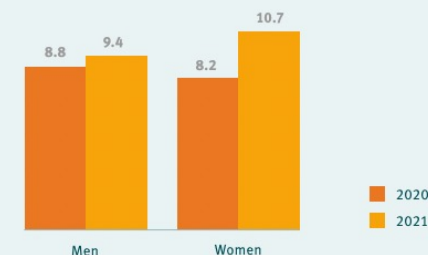
Note 3: The data refers to the no. of existing employees as of 31 December. Includes paid executive directors.

Note 4: The data on the ratio of basic salary and remuneration of women to men excludes employees on long-term secondment overseas (i.e. for periods over 6 months) and non-executive members of the board of directors.

Distribution of employees per gender



Average training hours per gender



Ratio of basic salary and remuneration of women and men (W;M)



It is also intended to ensure the implementation and effective monitoring of the guidelines set out in the Strategic Plan 2026, aimed at the universe of employees and members of the Governing Bodies, under the provisions of art. 7 of Law No. 62/2017.

In terms of recruitment and selection, it should be noted that the people responsible for it are aware of recruitment and selection procedures without gender bias, and that the training activities are organized to ensure equal access and participation of women and men.

The performance evaluation model is also objective, and free of any gender bias, and does not penalize employees for exercising their family responsibilities. Regarding Portuguese Law no. 4/2019,

which establishes the employment quota system for people with disabilities with a degree of disability equal to or greater than 60%, and which introduces the obligation for private sector companies to admit people with disabilities, Mota-Engil is committed to legal compliance and to identifying the best talent for its companies, thus contributing to the access of people with disabilities to the labor market and to the opportunity to develop a professional career.

Within this scope, Mota-Engil has identified the Group companies to which this legal obligation is applicable, and is in a transition phase, as legally provided, to ensure full compliance.

Regarding discrimination incidents and corrective measures taken, there was an increase in the number of cases in comparison with 2020. These concern to occurrences identified in Europe and Latin America and report to cases of alleged racial and gender discrimination, among others. The ascertainment of these cases takes place following the reception, analysis and investigation of complaints received in the Group's Ethics Hotline. The information is handled under the Whistleblowing procedure, by the Risk Commission and Internal Audit, through the Internal Audit team, by delegation of the Fiscal council.

Noteworthy that, corporately and centrally, there is no information on other alleged discrimination cases that may be reported through different channels other than those belonging to the Group's ethics hotline.

To be noted that improvements to the treatment and classification of cases were introduced, namely the accounting and classification of cases received by other ethics hotlines (that some markets have), in the same way of those received by the Group's Ethics Hotline.

Incidentes de discriminação

	2020	2021
N.º total de incidentes de discriminação ocorridos no período de relato	4	7
N.º de planos de remediação implementados	0	1
N.º total de incidentes analisados pela organização, de acordo com o ponto de situação dos incidentes e ações tomadas	0	0
N.º de planos de remediação implementados, com resultados analisados através dos normais processos de revisão e gestão	0	0
N.º de incidentes resolvidos	3	5
N.º total de incidentes analisados	3	6





3.

The journey
towards
Equality

Assessment of the path taken

We describe below the status of the implemented actions against the Gender Equality Plan defined for 2022:

	Goals	N. measures	Status	Implemented/Underway actions
1	Safeguarding the principles of gender equality and non-discrimination between women and men at Mota-Engil	2	●	<ul style="list-style-type: none"> Disclosed the code of ethics and conduct; Corporate Welcome Manual with reference to gender equality has been disclosed.
2	Ensure the implementation of the Gender Equality Plan, its monitoring and follow-up	2	●	<ul style="list-style-type: none"> Annual monitoring and reporting of indicators carried out; Internal sharing of relevant indicators in the domain.
3	Ensure monitoring and updating regarding the adoption of best practices in gender equality	1	●	<ul style="list-style-type: none"> Conducting analysis and benchmarking for a comparative view of reality and understanding of the state-of-the-art in gender equality.
4	Promote the participation of employees and involve them in defining measures relating to gender equality and non-discrimination, ensuring a work environment free of discrimination on the basis of gender, parenthood and/or conciliation between professional, family and personal life	1	●	<ul style="list-style-type: none"> Organizational Climate survey, covering approximately 19,000 employees and collecting opinions and suggestions, particularly on gender equality issues.
5	Guarantee the conditions of the gender equality principle in the management of human resources	3	●	<ul style="list-style-type: none"> Reinforcement of non-discrimination guidelines in annual performance evaluation forums and recruitment training program with emphasis on gender equality issues; New program with 222 Trainees (28% women integrated); Annual reporting of the Gender Pay Gap.
6	Encourage the integration of the gender equality theme in the training plan	2	●	<ul style="list-style-type: none"> Launch of training modules focusing on gender equality, harassment and discrimination; Digital MBA fellowships, with 40% female participation; AzE leaders program, with 37% female trainers.

● Implemented ● Partially implemented

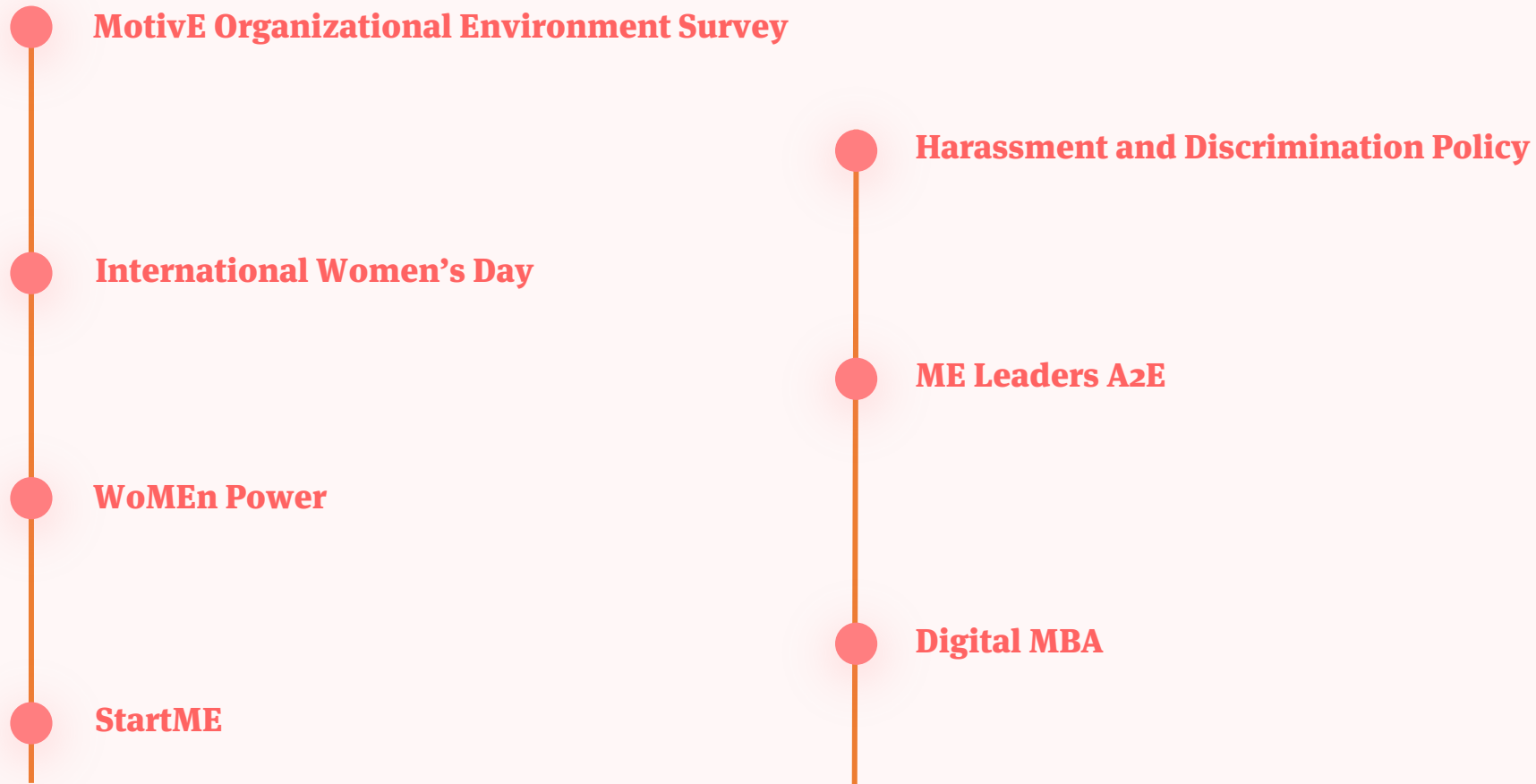
Assessment of the path taken

	Goals	N. measures	Status	Implemented/underway Actions
7	Promote the existence of support measures for employees to facilitate the conciliation between professional and personal/family life	2		<ul style="list-style-type: none"> 66% average satisfaction with the possibility of conciliating professional and personal life (69% specifically in the case of women); Ongoing development of protocols that facilitate the conciliation of working hours with family life.
8	Ensure the prevention and combat of harassment at work, as well as the practice of other offenses to the physical or moral integrity, freedom, honor or dignity of the employee	3		<ul style="list-style-type: none"> Elaboration of the Harassment and Discrimination Policy; Definition of procedure for reporting situations of potential harassment; Communication to DHC (Discrimination and Harassment Counselor) and employees in general.
9	Use and include in internal and external communication the gender equality dimension	1		<ul style="list-style-type: none"> Management reports, sustainability reports and corporate welcome manual with adoption of inclusive or neutral language); and with breakdown, whenever applicable, of information by gender.
10	Disseminate a culture of equality between women and men in the workplace, encouraging management and work practices that are congruent with it	1		<ul style="list-style-type: none"> Ongoing training program aimed at more than 1,400 managers, composed of 35 internal trainers, incorporating 37% women as trainers; Production of the institutional video allusive to the international women's day.
11	Promote external relations in the area of gender equality	1		<ul style="list-style-type: none"> Adherence to the Portuguese Charter for Diversity (APPDI - Portuguese Association for Diversity and Inclusion); Collaboration with the initiative Engineers for a Day, in partnership with APPDI.
12	To publicly assume the commitment with the promotion of gender equality	1		<ul style="list-style-type: none"> The development of a page dedicated to gender equality, diversity and inclusion on Mota-Engil's institutional website is underway.

Implemented Partially implemented

Assessment of the path taken



In order to highlight some of the measures implemented, we present below the actions that were important milestones in the work developed to promote gender equality between women and men:



MotivE Organizational Environment Survey

MotivE was the 1st environment survey developed at Mota-Engil **scale**, which received over **19.000 responses** in all **geographies and business areas** and directed towards the Group's **universe of employees**.

The survey integrated a set of **dimensions** regarding **equality of opportunities, justice, non-discrimination, conciliation of the professional and personal life**, as well as suggestions collected that will be incorporated in the **action plan**.

	Total		
General satisfaction	72%	74%	71%
In the company, people with diverse features (age, education, gender, ethnicity, etc.) are treated with respect and justice	73%	75%	72%
The company promotes a balance between personal and professional life	66%	69%	66%



International Women's Day

On the 8th of March, we've released a video about our female employees, with the purpose of giving voice to **Mota-Engil Women**.

This video was released in our internal and external communication channels. With the motto "**Proudly supporting International Women's Day**", our purpose was accomplished: give **visibility** to women in key-positions in Mota-Engil, **debunk** the prejudice that the engineering sector is only for men and show **excellent examples of leadership** and women's thriving.

“ One word that I would use to describe the work of women in Mota-Engil would be the word **ADVENTURE**, because this work is full of excitement, challenges and also amazing people. ”

Agnieszka Kalinowska, ME Poland



International Women's Day



“ *I consider myself a good example that there are opportunities for growth in the Group. It is noteworthy that Mota-Engil strongly encourages the inclusion of women in any role. All this gives us the confidence that we can achieve any goal.* ”

Norma Abruto, ME México



WoMEn Power

The program WoMEn Power was directed to Mota-Engil Employees, as a way to **raise awareness** for the issue **gender equality**.

During the session issues related to **gender equality** and the **role** that companies have in the pursuit of this commitment were discussed.

Examples of **female leadership** within the Group's Universe were challenged to share their testimony of what it is like to work in the Engineering and Construction sector, acknowledged as being largely male.

Sharing these testimonies offered **interactive dynamics in an environment of openness, candour** and embody moments of **management by example, inspiration and inner reflexion**.

“ *The Women Power session was so wonderful (...) I was really inspired and motivated. This session has giving me the strength to work hard and be focus and also to do well in the company as a woman. There is no limit to what a women can do.* ”

Khadua Muahammad, ME Nígeria



StartME

In 2022 **101 Trainees** from the 8th Edition of the Start ME program were proposed for integration, and we launched the **9th edition** of the program covering a total of **222 Trainees** worldwide.

StartME is the Trainees corporate program whose main purpose is to **integrate young high potential graduates, to rejuvenate the Group and prepare the future generations of leaders.**

The program includes **3 intensive weeks of welcoming and training**, focusing on training the young people for the different functional areas, but also in **raising awareness for important issues**, such as **culture and values, sustainability, diversity, gender equality.**

●
8th edition

32%
Women hired after
traineeship

●
9th edition

28%
Women hired for
traineeship



Harassment and Discrimination Policy

The Mota-Engil Group in 2022 has introduced the **harassment and discrimination policy**, aimed at all **Employees**.

In the scope of this policy, several **relevant mechanisms** in the **prevention and resolution of incidents** regarding situation of **harassment and discrimination** were established, such as:

- Establishment of a **Harassment and Discrimination Commission**;
- **Appointment of DHC's** (Discrimination and Harassment Councilors) in the various companies/markets of the Group;
- Implementation of an **incident-solving mechanism**;
- Promotion of **training** to intended recipients, aimed at **training and raising-awareness** for the issue.



“ It was extremely important to participate in the Harassment and Discrimination Webinar (...). Given the sensitivity of these issues, it is critical for people to be sure of the actions to be taken. Therefore, I found key to organize regular sessions, namely sharing real situations as in this case. ”

Nair Pires, ME África

ME Leaders A2E

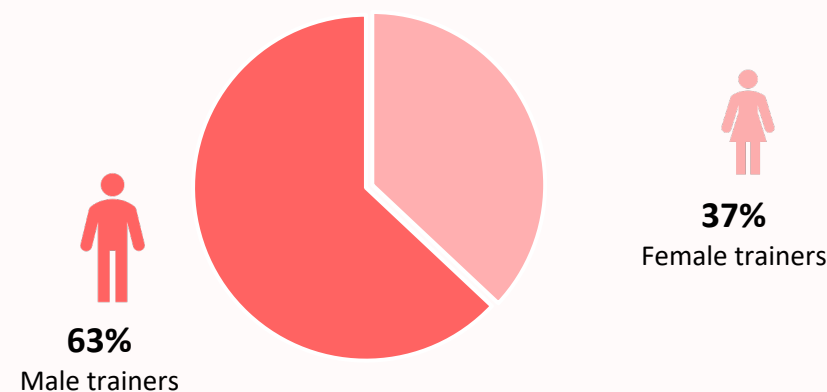
ME Leaders Ability to Execute (A2E) is a program carried out together with MckInsey, which arose with three purposes in mind:

- (1) Make sure that our current and future **leaders** have a **training with quality**;
- (2) **Change** our **work methods**, building a common identity, a common mindset and a common leadership language;
- (3) Strengthen a **culture of cooperation** between markets/businesses/functions, avoiding “silos” and promoting and environment for sharing know-how.

The A2E focus is to develop skills that improve the employees’ capacity to lead, communicate and organize. Three mechanisms were used to reach this goal: e-learnings available for all employees of the Group; Webinars, available to everyone, to promote proximity, reflexion about the business challenges and real-time Online Sessions addressed to all managers to strengthen leadership skills.

The online sessions are given by Mota-Engil **in-house trainers** – a team that represents the Group’s **diversity** – people from **different backgrounds** (Production, technical, commercial, planning, equipment, procurement, finance, SHEQ, communication, HR), from **different nationalities, ages and gender**.

Distribution of the number of trainers by gender:



ME Leaders A2E

“*The Program A2E is a great opportunity to learn new tools, find the solution for old problems. Thus, I can save time and make things in a better way. If I had to describe this program in one word, that word would be evolution, so, thank you Mota-Engil for the opportunity.*”

**Ana Loureiro, Head of Communication
EGF & Trainer ME Leaders A2E**



Digital MBA

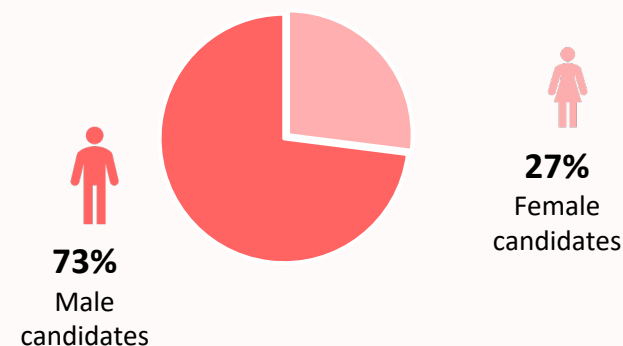
The Digital MBA is an initiative developed by Mota-Engil with the purpose of **investing in high potential staff to strengthen the skills and/or succession in positions with higher complexity and more demanding in terms of responsibility.**

In 2022 we've launched the **3rd edition of the Digital MBA.** This program is open to all markets and geographies, giving opportunity to all employees selected to develop skills and boost their professional growth.

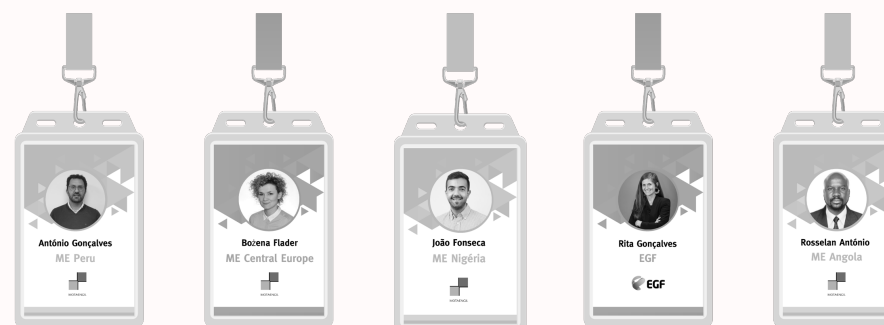
This program, developed in partnership with **Porto Business School** – entity acknowledged by the Financial Times as the 33rd school in the world ranking of Executive Education – was fully funded by Mota-Engil.

The program received **more than 50 applications** from employees from multiple geographies, nationalities, gender, companies and functional areas. A total of **5 scholarships were awarded**, strengthening the principles of **diversity, gender equality, inclusiveness**, trying to focus on a diverse staff able to represent the heterogeneity and the future of Mota-Engil.

Distribution of applications by gender:



40% of scholarships awarded to women





4.

From intent to
action

Areas for the Gender Equality Plan 2023

The Mota-Engil's 2021 Gender Equality Plan was based on a wide set of diagnostic tools previously described and is structured around **7 dimensions**, including **22 measures**, with **targets** and **measurable indicators**, **intended-recipients**, **departments involved** and **established budget**, in line with the guidelines shared by CITE (Commission for Equality at Work).

The self-diagnostic was the basis to prioritize the most relevant measures based in the definition of strategic guidelines in terms of gender equality, equality in the access to opportunities in Mota-Engil, focus on executive training, parenthood protection, conciliation of professional, family and personal life and prevent harassment in the workplace.

The measures presented next are to be implemented throughout the year of 2023 and will focus on the following dimensions:

1. **Company strategy, mission and values**
2. **Equal access to employment**
3. **Initial and continuous training**
4. **Equality in work conditions**
5. **Parenthood protection**
6. **Conciliation of professional, family and personal life**
7. **Prevention of harassment in the workplace**



1. Company strategy, mission and values

Subdimension	Type of Measure	Measure	Goal	Depart. In charge	Involved Depart.	Budget	Target	Indicators
-	Disclosure of Equality Plan, of respective measures and goals	Disclosure of Equality Plan, of respective measures and goals, through awareness and disclosure sessions, in the company's website, e-mail, intranet, by e-mail and displaying in places with visibility	Showcase the equality Plan and its strategic importance for the company and involve the HR and Sustainability teams in the pursuit	HR Corporate Centre	Communication and Institutional Relations Corporate Centre	Does not include specific costs	Plan disclosed to 100% of intended-recipients	% of users that became aware of the Equality Plan
-	Definition of measurable strategic goals to promote equality	Definition of measurable strategic goals to promote equality between men and women	Ensure the implementation of the Equality Plan, its monitoring, follow-up and sustainability	HR Corporate Centre	HR Depart.	Does not involve specific costs	30% of women in management positions until 2026	% of women in management positions

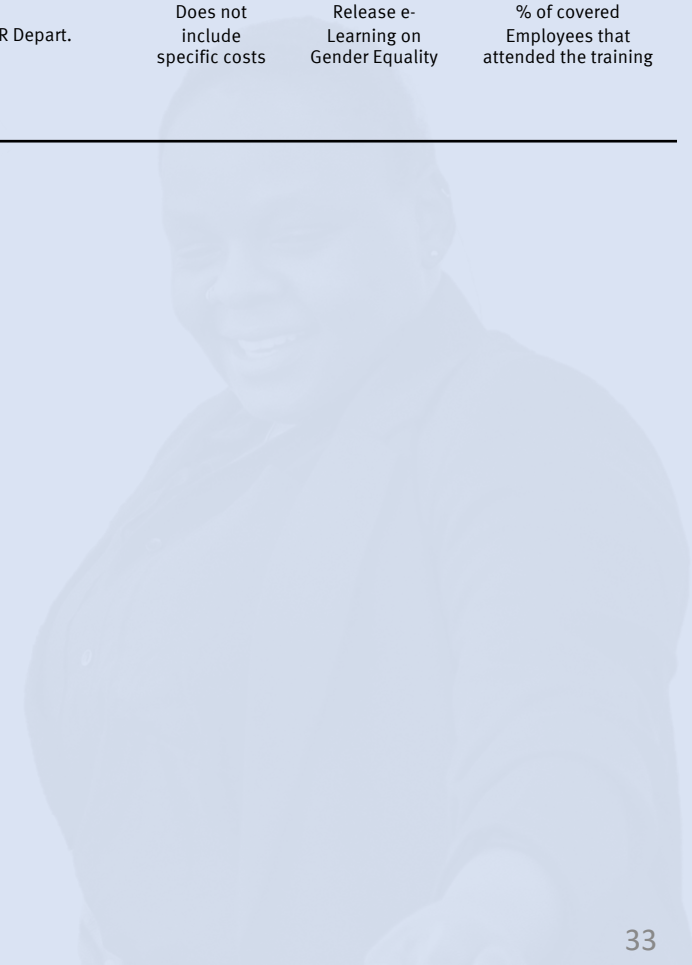
2. Equal access to employment

Subdimension	Type of Measure	Measure	Goal	Depart. In charge	Depart. involved	Budget	Target	Indicators
Adds, selection and recruitment*	Creation and implementation of in-house procedure to ensure that the criteria and procedure of human resources selection and recruitment have in mind the principle of equality and non-discrimination based on gender, being executed by the company in an objective and transparent manner	Creation and implementation of in-house procedure to ensure that the criteria and procedure of human resources selection and recruitment have in mind the principle of equality and non-discrimination based on gender, being executed by the company in an objective and transparent manner	Encourage male and female employees to be part in promoting gender equality	HR Corporate Centre	HR Depart.	Does not include specific costs	Disclosure of the HR Manual to 100% of intended-recipients	% of HR focal points covered
Experimental period *	Procedure to guarantee that, during the trial period, the company respects the period of effective execution of the contract in order to assess the interest in its maintenance	Procedure to guarantee that, during the trial period, the company respects the period of effective execution of the contract in order to assess the interest in its maintenance	Encourage male and female employees to be part in promoting gender equality	HR Corporate Centre	HR Depart.	Does not include specific costs	Implementation of monitoring procedure of trial periods and respective maintenance decisions	N. Audits in trial periods

* Subdimensão de implementação mandatória

3. Initial and continuous training

Subdimension	Type of measure	Measure	Goal	Depart. In charge	Involved Depart.	Budget	Target	Indicators
-	Integration of a training module on gender equality	Integration of a training module on gender equality in the annual training plan	Promote a gender equality culture in the work place, favoring according management and work practices	RH Corporate Centre	HR Depart.	Does not include specific costs	Release e-Learning on Gender Equality	% of covered Employees that attended the training



4. Equal working conditions

Subdimension	Type of Measure	Measure	Goal	Depart. In charge	Depart. involved	Budget	Target	Indicators
Performance evaluation	Creation and implementation of a validation system to guarantee justice when awarding grades, in the scope of performance evaluation	Creation and implementation of a validation system to guarantee justice when awarding grades, in the scope of performance evaluation	Guarantee a fair and objective evaluation process to men and women	HR Corporate Centre	Company management	Does not include specific costs	Implement Harmonization Committee in 100% target-companies	% of companies with formal evaluation process and Harmonization Committee
	Disclosure of performance evaluation model, ensuring its transparency with male and female employees and respective representative structures	Disclosure of performance evaluation model, ensuring its transparency with male and female employees and respective representative structures	Guarantee a fair and objective evaluation process to men and women	HR Corporate Centre	HR Depart.	Does not include specific costs	Disclosure of HR Manual to 100% of intended recipients	% of HR focal points covered
Promotion/progression of professional career	Implementation of career model, based in objective criteria and free of gender, race bias or other discriminatory factors, that guarantees transparency regarding career progression	Implementation of careers model, based in objective criteria and free of gender and race bias, or other discriminatory factors, that guarantees transparency regarding career progression	Promote gender equality in the field of progression and professional development	HR Corporate Centre	HR Depart.	Does not include specific costs	Increase in 20% the execution of e-Learning on Careers Model	N. Employees that took the training in comparison with previous year
Wages *	Creating and implementing procedures to monitor the basic and supplementary pay of women and men to ensure that there are no disparities or, if there are, that they are justified and free of gender discrimination	Creating and implementing procedures to monitor the basic and supplementary pay of women and men to ensure that there are no disparities or, if there are, that they are justified and free of gender discrimination	Promote wage policy transparency, ensuring the principle of equal salary for equal work or with equal value	HR Corporate Centre	HR Depart.	Does not include specific costs	Sharing a Gender Pay Gap Periodic Report	% of markets/companies with access to this information

* Subdimensão de implementação mandatária

5. Protection in parenthood (1/2)

Subdimension	Type of measure	Measure	Goal	Depart. In charge	Depart. involved	Budget	Target	Indicators
Leaves/Shared leaves *	Creation and implementation of an internal procedure that ensures the adequate dissemination of all information on the legislation regarding parental rights	Creation and implementation of an internal procedure that ensures the adequate dissemination of all information on the legislation regarding parental rights	Guarantee the right to parental leave for male and female workers - Encourage male workers to share the use of leave	HR Corporate Center	HR Depart.	Does not include specific costs	Launch of e-Learning on Gender Equality to 100% of target recipients	% target-employees that took the training
Absences and leaves of absence *	Implementation of awareness and encouragement actions regarding the use of the shared license under the terms foreseen in specific regulations	Implementation of awareness and encouragement actions regarding the use of the shared license under the terms foreseen in specific regulations	Guarantee the right to parental leave for male and female workers - Encourage male workers to share the use of leave	HR Corporate Center	HR Depart.	Does not include specific costs	Launch of e-Learning on Gender Equality to 100% of target recipients	% target-employees that took the training
Decrease of work time *	Implementation of awareness-raising actions that ensure respect for the rights of male and female workers in relation to the reduction of working hours for family assistance, under the terms foreseen in specific regulations	Implementation of awareness-raising actions that ensure respect for the rights of male and female workers in relation to the reduction of working hours for family assistance, under the terms foreseen in specific regulations	Guarantee the right to work time reduction for family assistance, under the terms foreseen in specific regulations	HR Corporate Center	HR Depart.	Does not include specific costs	Launch of e-Learning on Gender Equality to 100% of target recipients	% target-employees that took the training
Training for professional reintegration *	Implementation of the WelcoME Back program, which facilitates the professional reinsertion of the worker after extended family support leave	Implementation of the WelcoME Back program, which facilitates the professional reinsertion of the worker after extended family support leave	Promote professional reinsertion and facilitate the readaptation process	HR Corporate Center	HR Depart.	Does not include specific costs	Launch of WelcoME Back program to 100% of target recipients	% of target employees covered

* Subdimensão de implementação mandatória

5. Protection in parenthood (2/2)

Subdimension	Type of Measure	Measure	Goal	Depart. In charge	Depart. Involved	Budget	Target	Indicators
Protection of the safety and health of pregnant workers and workers who have recently given birth or are breastfeeding *	Implementation of awareness-raising actions regarding the right of pregnant workers and workers who have recently given birth or are breastfeeding to be exempt from work, under the terms foreseen in specific regulations	Implementation of awareness-raising actions regarding the right of pregnant workers and workers who have recently given birth or are breastfeeding to be exempt from work, under the terms foreseen in specific regulations	Ensure the safety and health protection of pregnant workers and workers who have recently given birth or are breastfeeding	HR Corporate Center	HR Depart.	Does not include specific costs	Launch of e-Learning on Gender Equality to 100% of target recipients	% target-employees that took the training
Dismissal protection for pregnant workers, workers who have recently given birth or are breastfeeding or workers on parental leave *	Creation and implementation of an internal procedure that ensures the company's compliance with the procedures in the event of intention to dismiss a pregnant worker, a worker who has recently given birth or who is breastfeeding or an employee on parental leave, as provided for in specific regulations	Creation and implementation of an internal procedure that ensures the company's compliance with the procedures in the event of intention to dismiss a pregnant worker, a worker who has recently given birth or who is breastfeeding or an employee on parental leave, as provided for in specific regulations	Guarantee protection in the event of dismissal of pregnant workers or workers who have recently given birth or are breastfeeding or workers on parental leave	HR Corporate Center	HR Depart.	Does not include specific costs	Implementation of a monitoring procedure for correlated cases	Nº de audits realizados a casos correlacionados
Communication within the scope of the non-renewal of a fixed-term contract with a pregnant employee or with an employee on parental leave *	Creation and implementation of an internal procedure that ensures the company's compliance with procedures in the event of an intention not to renew the fixed-term contract of a pregnant worker, a worker who has recently given birth or is breastfeeding, or of a worker on parental leave, as provided for in specific regulations	Creation and implementation of an internal procedure that ensures the company's compliance with procedures in the event of an intention not to renew the fixed-term contract of a pregnant worker, a worker who has recently given birth or is breastfeeding, or of a worker on parental leave, as provided for in specific regulations	Guarantee the communication in the scope of the non-renewal of a term contract with a pregnant worker, a worker who has recently given birth or is breastfeeding or with an employee on parental leave	HR Corporate Center	HR Depart.	Does not include specific costs	Implementation of a monitoring procedure for correlated cases	Nº de audits realizados a casos correlacionados
Reconciliation of Professional, Family and Personal Life *	Availability of support for male and female workers' sons and daughters (or other dependent children), under the terms foreseen in specific regulations	Availability of support for male and female workers' sons and daughters (or other dependent children), under the terms foreseen in specific regulations	Promote the conciliation of male and female workers' professional, family and personal life	FMAM	HR Depart.	Does not include specific costs	Implementation of support measures	Nº supports granted

* Subdimensão de implementação mandatória

6. Conciliation of professional, family and personal life

Subdimension	Type of measure	Measure	Goal	Depart. In charge	Depart. Involved	Budget	Target	Indicators
Organization of working times: flexitime or part-time work *	Creation and implementation of an internal procedure that ensures, in 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 the CITE	Creation and implementation of an internal procedure that ensures, in 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 the CITE	Ensure that the organization of working hours takes into consideration the need to conciliate the professional, family and personal life of both male and female workers, especially those with family responsibilities	HR Corporate Center	HR Depart.	Does not include specific costs	Internal procedure created and implemented	Number of intentions to refuse part-time work requests, centrally verified, in the cases foreseen 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 foreseen 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 foreseen in specific regulations	Ensure that the regime of absences contemplates the needs of conciliation between professional, family and personal life of male and female workers, particularly those with family responsibilities	HR Corporate Center	HR Depart.	Does not include specific costs	Launch of e-Learning on Gender Equality to 100% of target recipients	% of targeted employees who took the training
Teleworking *	Application, on its own initiative, of the telework regime to male and female workers, as a way to conciliate professional, family and personal life, giving special priority to those who have family responsibilities, when compatible with the activity performed	Application, on its own initiative, of the telework regime to male and female workers, as a way to conciliate professional, family and personal life, giving special priority to those who have family responsibilities, when compatible with the activity performed	Ensure that the telework regime contemplates the need to conciliate male and female workers' professional, family and personal life	HR Corporate Center	HR Depart.	Does not include specific costs	Implementation of the telework regime	% of adherence to teleworking % of adherence in employees with family responsibilities

* Subdimensão de implementação mandatória

7. Prevention of harassment at work

Subdimension	Type of measure	Measure	Goal	Depart. In charge	Depart. Involved	Budget	Target	Indicators
-	Carrying out awareness-raising actions on the practice of harassment at work and other offenses to the physical or moral integrity, freedom, honor or dignity of male and female workers	Carrying out awareness-raising actions on the practice of harassment at work and other offenses to the physical or moral integrity, freedom, honor or dignity of male and female workers	Prevent and fight harassment at work - Prevent and combat the practice of other offenses to the physical or moral integrity, freedom, honor or dignity of the worker	Harassment and Discrimination Committee	DHC	Does not include specific costs	Realization of training actions aimed at 100% of the target recipients	% of focal points covered in awareness programs
-	Implementation of the Harassment and Discrimination Policy to ensure that if the company is aware of alleged situations of harassment at work, it initiates disciplinary procedures	Creation and implementation of an internal procedure to ensure that if the company becomes aware of alleged situations of harassment at work, it initiates disciplinary proceedings	Ensure the prevention and combat of harassment at work	Harassment and Discrimination Committee	DHC	Does not include specific costs	Implementation of the Harassment and Discrimination Policy for 100% of the companies	No. of responses ensured by the complaint channels defined in the policy

5. Conclusion



Conclusion

The execution of Mota-Engil's Plan for Gender Equality 2023 will be subject to a systematic follow-up process by each of the companies, in order to monitor the effectiveness of the actions and the achievement of its objectives, identifying potential improvements or new measures to be implemented.

Consolidating a corporate culture guided by the values of equality, Mota-Engil will assume the responsibility of:

- Propose and coordinate a set of procedures and measures, in order to contribute to a socially responsible management, anchored in equality and seeking to minimize horizontal segregation;
- Monitor and ensure the implementation of the measures included in the current Gender Equality Plan 2023;
- Share good practices with the various Group companies in the area of gender equality, assuming an active and aggregating role in this matter;
- Monitor and analyze the evolution of the indicators of the Plan for Gender Equality 2023, proposing reinforcement measures whenever justified.

Characterized by the heterogeneity of its people - which gives it added potential - and aware of the role it plays in the communities and multiple geographies where it is present, Mota-Engil will seek to be a reference in promoting gender equality, making efforts to proactively contribute to a change in the social paradigm.





Annexes

1. Percentage of employees by functional category and age

Percentage of employees by functional category and age		2020			2021		
		< 30	30 to 50	> 50	< 30	30 to 50	> 50
Europe	Management / Technical Department and Management	1%	47%	52%	1%	48%	51%
	Specialization and Coordination	1%	73%	26%	1%	72%	28%
	Supervision and Techniques	11%	52%	37%	16%	63%	21%
	Operational and Support	15%	64%	22%	11%	51%	38%
Africa	Management / Technical Department and Management	0%	51%	49%	0%	57%	43%
	Specialization and Coordination	1%	63%	36%	2%	60%	39%
	Supervision and Techniques	22%	69%	9%	17%	56%	26%
	Operational and Support	17%	57%	26%	22%	68%	9%
Latin America	Management / Technical Department and Management	0%	58%	42%	0%	67%	33%
	Specialization and Coordination	1%	71%	27%	1%	67%	32%
	Supervision and Techniques	18%	64%	18%	14%	75%	11%
	Operational and Support	12%	76%	12%	20%	63%	17%
Holding	Management / Technical Department and Management	0%	45%	55%	0%	53%	47%
	Specialization and Coordination	3%	82%	15%	5%	80%	14%
	Supervision and Techniques	29%	38%	33%	33%	52%	15%
	Operational and Support	24%	57%	19%	35%	41%	24%
Capital	Management / Technical Department and Management	0%	27%	73%	0%	38%	62%
	Specialization and Coordination	0%	76%	24%	2%	81%	17%
	Supervision and Techniques	9%	64%	27%	15%	74%	11%
	Operational and Support	16%	75%	8%	10%	63%	27%
GRUPO MOTA-ENGL	Management / Technical Department and Management	1%	53%	47%	0%	53%	46%
	Specialization and Coordination	1%	71%	28%	1%	68%	30%
	Supervisão e Técnicas	15%	65%	21%	16%	64%	20%
	Operational and Support	18%	63%	19%	19%	63%	18%

Note: The data refer to the number of employees on December 31. Includes executive directors and remunerated directors.



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

Training by functional category and gender			2020		2021	
			N. Training hours	Average training hours	N. Training Hours	Average training hours
Holding	Management / Technical Department and Management	Men	209	6	277	10
		Women	5	1	13	2
		Total	213	5	290	8
	Specialization and Coordination	Men	339	11	495	13
		Women	610	17	735	19
		Total	949	14	1 230	16
	Supervision and Techniques	Men	222	7	542	19
		Women	304	5	954	17
		Total	525	6	1 496	18
	Operational and Support	Men	133	3	132	2
		Women	230	3	549	7
		Total	362	3	681	5
	Total	Men	902	6	1 446	9
		Women	1 148	7	2 251	13
Total		2 049	6	3 697	11	
Capital	Management / Technical Department and Management	Men	267	27	128	12
		Women	23	23	11	6
		Total	290	26	139	11
	Specialization and Coordination	Men	712	22	1 001	28
		Women	887	89	181	16
		Total	1 598	38	1 182	25
	Supervision and Techniques	Men	1 291	17	3 901	44
		Women	618	19	1 407	37
		Total	1 909	17	5 308	42
	Operational and Support	Men	3 652	7	3 611	7
		Women	113	5	465	17
		Total	3 765	5	4 076	7
	Total	Men	5 922	9	8 641	13
		Women	1 640	25	2 064	26
Total		7 562	10	10 705	14	
MOTA-ENGIL GROUP	Management / Technical Department and Management	Men	1 852	8	2 725	12
		Women	795	35	459	19
		Total	2 647	11	3 184	13
	Specialization and Coordination	Men	10 082	12	13 271	15
		Women	5 702	23	6 069	25
		Total	15 784	14	19 340	17
	Supervision and Techniques	Men	51 219	17	34 533	12
		Women	13 104	14	19 267	21
		Total	64 322	16	53 800	14
	Operational and Support	Men	206 233	8	262 479	9
		Women	19 140	5	29 045	7
		Total	225 373	8	291 524	9
	Total	Men	269 386	9	313 008	9
		Women	38 740	8	54 840	11
Total		308 126	9	367 848	10	

Training by functional category and gender			2020		2021	
			N. Training hours	Average training hours	N. Training hours	Average training areas
Europe	Management / Technical Department and Management	Men	512	7	815	10
		Women	106	11	58	5
		Total	619	7	873	9
	Specialization and Coordination	Men	4 847	13	7 902	22
		Women	3 291	25	3 632	33
		Total	8 138	16	11 534	25
	Supervision and Techniques	Men	11 623	12	17 590	19
		Women	7 150	16	12 739	29
		Total	18 773	13	30 329	22
	Operational and Support	Men	139 714	24	145 550	25
		Women	15 874	21	19 367	23
		Total	155 588	24	164 917	24
	Total	Men	156 696	22	171 857	24
		Women	26 420	20	35 796	25
Total		183 117	21	207 653	24	
Africa	Management / Technical Department and Management	Men	510	9	605	10
		Women	9	9	13	13
		Total	519	9	618	10
	Specialization and Coordination	Men	892	4	1 537	5
		Women	301	10	607	14
		Total	1 193	4	2 144	6
	Supervision and Techniques	Men	2 691	2	6 280	5
		Women	650	4	1 461	9
		Total	3 341	3	7 741	6
	Operational and Support	Men	18 254	1	23 958	2
		Women	965	1	1 996	1
		Total	19 219	1	25 954	2
	Total	Men	22 348	2	32 380	2
		Women	1 924	1	4 077	2
Total		24 271	2	36 457	2	
Latin America	Management / Technical Department and Management	Men	354	8	900	24
		Women	653	327	364	182
		Total	1 007	21	1 264	32
	Specialization and Coordination	Men	3 292	18	2 336	13
		Women	614	16	914	22
		Total	3 906	18	3 250	14
	Supervision and Techniques	Men	35 391	43	6 220	8
		Women	4 383	20	2 706	12
		Total	39 775	39	8 926	9
	Operational and Support	Men	44 481	6	89 228	10
		Women	1 959	2	6 668	5
		Total	46 439	5	95 896	9
	Total	Men	83 518	10	98 684	10
		Women	7 609	5	10 652	7
Total		91 127	9	109 336	9	

Note: For the denominator of the indicator, the number of employees on December 31 was considered. Includes executive directors and remunerated directors.

With regard to the distribution of training provided by themes, it should be noted that in 2021 and in the Mota-Engil Group, the ESG areas already represent 43% of the total training. These were grouped, in the following table, according to the main ESG areas - Safety, Health, Environment, Human Rights and Anti-Corruption -, highlighting the area of occupational safety as one of the Group's strongest bets.

4. Diversity in the governing bodies and employees (GRI 405-1)

Percentage of employees by functional category and gender<<<		2020		2021	
		Men	Women	Men	Women
Europe	Management / Technical Department and Management	91%	9%	88%	13%
	Specialization and Coordination	76%	24%	76%	24%
	Supervisão e Técnicas	96%	4%	68%	32%
	Operational and Support	70%	30%	87%	13%
Africa	Management / Technical Department and Management	98%	2%	98%	2%
	Specialization and Coordination	89%	11%	87%	13%
	Supervision and Techniques	89%	11%	87%	13%
	Operational and Support	89%	11%	89%	11%
Latin America	Management / Technical Department and Management	96%	4%	95%	5%
	Specialization and Coordination	83%	17%	81%	19%
	Supervision and Techniques	87%	13%	78%	22%
	Operational and Support	79%	21%	87%	13%
Holding	Management / Technical Department and Management	79%	21%	81%	19%
	Specialization and Coordination	48%	52%	50%	50%
	Supervision and Techniques	42%	58%	33%	67%
	Operational and Support	34%	66%	45%	55%
Capital	Management / Technical Department and Management	91%	9%	85%	15%
	Specialization and Coordination	76%	24%	77%	23%
	Supervision and Techniques	96%	4%	70%	30%
	Operational and Support	70%	30%	95%	5%
MOTA-ENGIL GROUP	Management / Technical Department and Management	93%	7%	90%	10%
	Specialization and Coordination	78%	22%	79%	21%
	Supervision and Techniques	89%	11%	76%	24%
	Operational and Support	88%	12%	88%	12%

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

Percentage of employees by functional category and gender		2020		2021	
		Men	Women	Men	Women
Europe	Management / Technical Department and Management	91%	9%	88%	13%
	Specialization and Coordination	76%	24%	76%	24%
	Supervision and Techniques	96%	4%	68%	32%
	Operational and Support	70%	30%	87%	13%
Africa	Management / Technical Department and Management	98%	2%	98%	2%
	Specialization and Coordination	89%	11%	87%	13%
	Supervision and Techniques	89%	11%	87%	13%
	Operational and Support	89%	11%	89%	11%
Latin America	Management / Technical Department and Management	96%	4%	95%	5%
	Specialization and Coordination	83%	17%	81%	19%
	Supervision and Techniques	87%	13%	78%	22%
	Operational and Support	79%	21%	87%	13%
Holding	Management / Technical Department and Management	79%	21%	81%	19%
	Specialization and Coordination	48%	52%	50%	50%
	Supervision and Techniques	42%	58%	33%	67%
	Operational and Support	34%	66%	45%	55%
Capital	Management / Technical Department and Management	91%	9%	85%	15%
	Specialization and Coordination	76%	24%	77%	23%
	Supervision and Techniques	96%	4%	70%	30%
	Operational and Support	70%	30%	95%	5%
MOTA-ENGIL GROUP	Management / Technical Department and Management	93%	7%	90%	10%
	Specialization and Coordination	78%	22%	79%	21%
	Supervision and Techniques	89%	11%	76%	24%
	Operational and Support	88%	12%	88%	12%

Note: The data refer to the number of employees on December 31. Includes executive directors and remunerated directors.

6. Information about employees and other workers (GRI 102-8)

Total number of employees by length of contract and gender		2020	2021
Open ended contract	Men	12 989	15 860
	Women	2 533	2 769
	Subtotal	15 522	18 629
Fixed-term contract	Men	17 644	17 480
	Women	2 165	2 322
	Subtotal	19 809	19 802
Trainees	Men	0	92
	Women	0	51
	Subtotal	0	143
Total Employees		35 331	38 574

Note 1: Temporary workers were not included.

Note 2: No data for 2020 is presented for trainees, since their data was not entered into the system at the time.

Note 3: The data refer to the number of employees on 31-12-2021.

Total number of employees by length of contract and by region		2020	2021
Open ended contract	Europe	5 459	5 840
	Africa	3 383	4 907
	Latin America	6 003	7 197
	Holding	280	258
	Capital	397	427
	Subtotal	15 522	18 629
Fixed-term contract	Europe	3 092	2 822
	Africa	12 172	12 215
	Latin America	4 158	4 378
	Holding	43	65
	Capital	344	322
	Subtotal	19 809	19 802
Trainees	Europa	0	36
	Africa	0	65
	Latin America	0	19
	Holding	0	17
	Capital	0	6
	Subtotal	0	143
Total Employees		35 331	38 574

Note 1: Temporary workers were not included.

Note 2: The data refer to the number of employees on December 31.

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

Percentage of employees receiving the local minimum wage (%)		2021
Angola	Men	10,8%
	Women	20,6%
	Total	11,6%
Colombia	Men	33,3%
	Women	27,4%
	Total	31,5%
Mexico	Men	0,0%
	Women	0,9%
	Total	0,2%
Mozambique	Men	0,4%
	Women	0,0%
	Total	0,3%
Poland	Men	1,3%
	Women	4,8%
	Total	2,1%
Portugal	Men	11,6%
	Women	10,2%
	Total	11,4%

Note: The data refer to the number of employees on December 31.



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

Percentage of entries and exits, by location, gender and age group		2020						2021					
		Entries			Exits			Entries			Exits		
		< 30	30 a 50	> 50	< 30	30 a 50	> 50	< 30	30 a 50	> 50	< 30	30 a 50	> 50
Europe	Men	75%	27%	18%	40%	18%	20%	72%	26%	15%	59%	26%	20%
	Women	64%	23%	15%	32%	18%	12%	69%	20%	13%	35%	18%	17%
	Total	73%	26%	18%	38%	18%	20%	72%	25%	15%	54%	24%	20%
Africa	Men	51%	34%	21%	67%	54%	50%	62%	39%	24%	35%	30%	24%
	Women	51%	38%	14%	69%	68%	54%	60%	27%	10%	28%	23%	52%
	Total	51%	35%	20%	68%	56%	50%	61%	38%	23%	34%	30%	26%
Latin America	Men	86%	35%	37%	110%	118%	124%	109%	69%	38%	70%	54%	39%
	Women	47%	28%	55%	77%	55%	30%	83%	40%	13%	52%	29%	12%
	Total	80%	34%	38%	104%	110%	118%	106%	65%	35%	68%	51%	35%
Holding	Men	22%	4%	0%	33%	10%	4%	68%	27%	7%	25%	19%	27%
	Women	27%	6%	2%	42%	10%	15%	64%	18%	6%	26%	13%	18%
	Total	25%	5%	1%	38%	10%	9%	66%	22%	7%	26%	16%	23%
Capital	Men	48%	23%	21%	32%	18%	24%	73%	24%	20%	48%	24%	24%
	Women	29%	10%	0%	43%	14%	9%	64%	29%	8%	27%	15%	17%
	Total	46%	21%	20%	33%	17%	23%	72%	25%	19%	45%	23%	24%
Total Entries and Exits (by Age)		57%	32%	20%	67%	53%	39%	77%	43%	23%	48%	35%	26%
Rate of Entries and Exits (by gender)	Men	35%			54%			47%			37%		
	Women	33%			47%			34%			25%		
Rate of Entries and Exits (by location)	Europe	28%			21%			27%			26%		
	Africa	37%			58%			41%			30%		
	Latin America	43%			110%			68%			51%		
	Holding	8%			15%			29%			20%		
	Capital	23%			20%			28%			26%		
Rates of Entries and Exits		35%			53%			46%			35%		

Note 1: Data compiled from the Group's Central Information System, not reflecting the consolidated information of the totality of the markets/businesses (whose integration is under development).

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

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

Percentage of employees by functional category and age		2020			2021		
		< 30	30 to 50	> 50	< 30	30 to 50	> 50
Europe	Management / Technical Department and Management	1%	47%	52%	1%	48%	51%
	Specialization and Coordination	1%	73%	26%	1%	72%	28%
	Supervision and Techniques	11%	52%	37%	16%	63%	21%
	Operational and Support	15%	64%	22%	11%	51%	38%
Africa	Management / Technical Department and Management	0%	51%	49%	0%	57%	43%
	Specialization and Coordination	1%	63%	36%	2%	60%	39%
	Supervision and Techniques	22%	69%	9%	17%	56%	26%
	Operational and Support	17%	57%	26%	22%	68%	9%
Latin America	Management / Technical Department and Management	0%	58%	42%	0%	67%	33%
	Specialization and Coordination	1%	71%	27%	1%	67%	32%
	Supervision and Techniques	18%	64%	18%	14%	75%	11%
	Operational and Support	12%	76%	12%	20%	63%	17%
Holding	Management / Technical Department and Management	0%	45%	55%	0%	53%	47%
	Specialization and Coordination	3%	82%	15%	5%	80%	14%
	Supervision and Techniques	29%	38%	33%	33%	52%	15%
	Operational and Support	24%	57%	19%	35%	41%	24%
Capital	Management / Technical Department and Management	0%	27%	73%	0%	38%	62%
	Specialization and Coordination	0%	76%	24%	2%	81%	17%
	Supervision and Techniques	9%	64%	27%	15%	74%	11%
	Operational and Support	16%	75%	8%	10%	63%	27%
MOTA-ENGIL GROUP	Management / Technical Department and Management	1%	53%	47%	0%	53%	46%
	Specialization and Coordination	1%	71%	28%	1%	68%	30%
	Supervision and Techniques	15%	65%	21%	16%	64%	20%
	Operational and Support	18%	63%	19%	19%	63%	18%

Percentage of employees by functional category and seniority (years)		2020				2021			
		< 3	3 a 10	11 to 20	≥ 20	< 3	3 to 10	11 to 20	≥ 20
Europe	Management / Technical Department and Management	18%	20%	28%	34%	19%	20%	23%	39%
	Specialization and Coordination	14%	19%	41%	25%	14%	18%	39%	30%
	Supervision and Techniques	42%	25%	24%	10%	32%	24%	24%	19%
	Operational and Support	32%	25%	26%	18%	40%	25%	24%	11%
Africa	Management / Technical Department and Management	15%	25%	25%	36%	8%	25%	32%	35%
	Specialization and Coordination	35%	32%	14%	19%	37%	33%	13%	16%
	Supervision and Techniques	67%	26%	5%	1%	45%	34%	10%	11%
	Operational and Support	50%	28%	10%	12%	68%	26%	5%	1%
Latin America	Management / Technical Department and Management	25%	38%	23%	15%	18%	36%	33%	13%
	Specialization and Coordination	39%	47%	9%	5%	37%	47%	11%	5%
	Supervision and Techniques	88%	12%	0%	0%	58%	38%	3%	1%
	Operational and Support	56%	42%	1%	1%	88%	12%	0%	0%
Holding	Technical Dep. And Management	19%	19%	29%	33%	19%	28%	22%	31%
	Specialization and Coordination	7%	39%	39%	15%	12%	29%	42%	17%
	Supervision and Techniques	32%	16%	26%	26%	29%	29%	20%	21%
	Operational and Support	28%	26%	21%	24%	47%	16%	16%	21%
Capital	Management / Technical Department and Management	0%	27%	36%	36%	0%	23%	46%	31%
	Specialization and Coordination	7%	40%	43%	10%	11%	32%	45%	13%
	Supervision and Techniques	61%	29%	8%	2%	52%	30%	16%	2%
	Operational and Support	45%	35%	20%	0%	53%	34%	11%	3%
MOTA-ENGIL GROUP	Management / Technical Department and Management	14%	26%	29%	31%	15%	25%	28%	32%
	Specialization and Coordination	22%	30%	29%	19%	25%	29%	26%	19%
	Supervision and Techniques	43%	32%	14%	11%	44%	31%	14%	11%
	Operational and Support	66%	22%	8%	3%	68%	22%	7%	3%

Note: The data refer to the number of employees on December 31. Includes executive directors and remunerated directors.

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

Percentage of employees by functional category and skills		2020			2021		
		Basic	Secondary	Higher	Basic	Secondary	Higher
Europe	Administration / Technical Department and Management	0%	0%	100%	0%	0%	100%
	Specialization and Coordination	4%	8%	88%	4%	7%	89%
	Supervision and Techniques	15%	22%	62%	13%	20%	67%
	Operational and Support	73%	25%	3%	72%	25%	4%
Africa	Administration / Technical Department and Management	0%	0%	100%	0%	0%	100%
	Specialization and Coordination	11%	13%	76%	11%	17%	71%
	Supervision and Techniques	31%	33%	36%	26%	30%	43%
	Operational and Support	76%	20%	4%	75%	21%	4%
Latin America	Administration / Technical Department and Management	0%	0%	100%	0%	0%	100%
	Specialization and Coordination	3%	11%	85%	3%	6%	91%
	Supervision and Techniques	5%	33%	63%	3%	26%	71%
	Operational and Support	51%	44%	5%	41%	53%	6%
Holding	Administration / Technical Department and Management	0%	0%	100%	0%	0%	100%
	Specialization and Coordination	0%	15%	85%	4%	13%	83%
	Supervision and Techniques	5%	20%	75%	2%	20%	78%
	Operational and Support	32%	41%	27%	28%	45%	27%
Capital	Administration / Technical Department and Management	0%	0%	100%	0%	0%	100%
	Specialization and Coordination	0%	2%	98%	0%	0%	100%
	Supervision and Techniques	4%	16%	80%	5%	16%	79%
	Operational and Support	48%	49%	3%	50%	46%	4%
MOTA-ENGIL GROUP	Administration / Technical Department and Management	0%	0%	100%	0%	0%	100%
	Specialization and Coordination	5%	10%	84%	6%	10%	84%
	Supervision and Techniques	17%	28%	54%	14%	25%	61%
	Operational and Support	67%	29%	4%	63%	32%	5%

Note: The data refer to the number of employees on December 31. Includes executive directors and remunerated directors.

MOTAENGIL

A World of Inspiration

Gender Equality Plan 2023

*Acting for a Sustainable
Future*

