AMORIM

Corticeira Amorim, S.G.P.S., S.A.

Equality Plan 2027



AMORIM

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1. Introduction

Gender equality is one of the fundamental pillars of sustainable development, business competitiveness and long-term value creation. More than just a principle of social justice or a legal requirement, it is an essential condition for organisations to be able to make full use of the available human potential, strengthen their capacity to innovate, to improve the quality of decision-making and to provide a more effective response to the economic, social and technological challenges that mark the modern world.

Significant progress has been made in recent decades in the field of gender equality, worldwide. However, the most recent data show that this progress is still inconsistent and it is not happening fast enough. We continue to talk about it still taking around 120 years, at the current rate, to achieve full parity, according to the World Economic Forum (WEF). The most recent analyses confirm that the greatest disparities continue to be found in the areas of **economic participation and access to power and to decision making.**

This situation highlights the fact that gender equality remains one of the major structural challenges facing contemporary societies. There still are significant disparities in terms of career progression, representation in leadership roles, pay, participation in technical and STEM (science, technology, engineering and mathematics) fields, and the distribution of family and care responsibilities, despite the rise in women's educational attainment and their increasing participation in the labour market.

Gender equality continues to take on increasing importance as a strategic priority for economic and social development in the European Union. The European Institute for Gender Equality (EIGE) has consistently shown that the European countries that perform best in terms of equality are also those associated with higher levels of economic participation, competitiveness, innovation and institutional quality. However, the European Index of Gender Equality continues to identify access to power and representation in decision-making processes as one of the areas where the greatest challenges remain. Despite the positive developments seen in recent years, Portugal continues to show a significant gap between women's participation in the labour market (49% of the workforce) and their much lower representation in leadership roles and positions of organisational influence.

Portugal, as well as having one of the European Union's highest rates of female participation in the labour market, has made significant progress in the education and qualifications of women. Nevertheless, significant challenges remain in relation to equal pay, the representation of women in leadership and management roles, representation in technical and technological fields, and the removal of barriers that prevent fully balanced participation in working life.

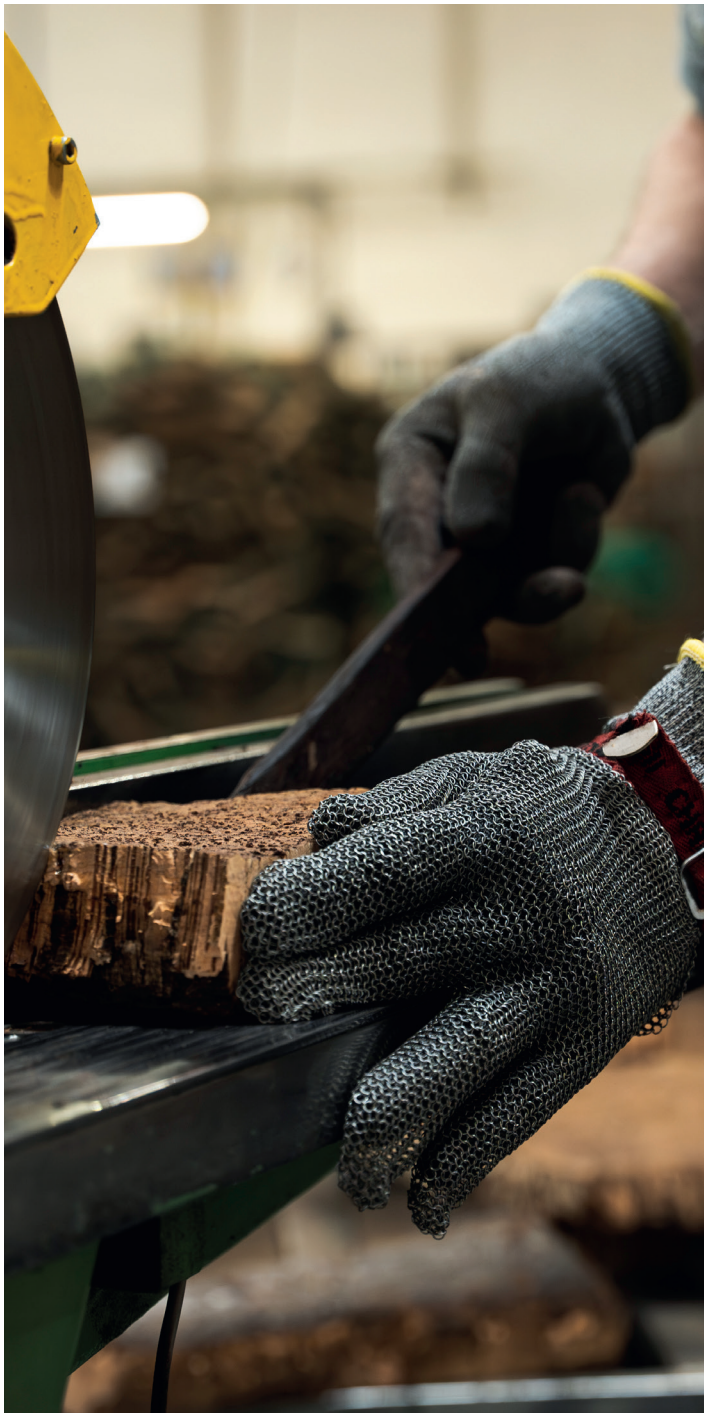
An analysis of the most recent indicators shows that the challenges of gender equality are particularly significant in industrial settings. Women account for around a third of employment in the secondary sector in Portugal and they remain under-represented in various technical, industrial and engineering professions. The number of women in Information Technology remains limited, accounting for only around 20% of annual qualifications, and despite the positive trend of qualifications in STEM subjects — where around 36.5% of new graduates are women. In this context, the transition from qualifications to leadership, from entry-level roles to career progression, and from participation to influence remains one of the key challenges facing companies seeking to build truly inclusive and sustainable organisations.

This is precisely the context in which organisations are invited to play an active role in transforming their practices, cultures and management systems. Companies today have increased responsibility to promote work environments based on equal opportunities and the promotion of diversity, the elimination of unconscious bias and the creation of conditions that enable the professional development and fulfilment of all people, regardless of their gender.

The leading international organisations focused on promoting equality, including the Women's Empowerment Principles (WEP), the United Nations, the International Labor Organization and EIGE all convey a clear message: gender equality is not merely a social objective, it is also a key driver of organisational performance. Organisations that promote diverse and inclusive teams tend to report better results in terms of innovation, capacity for adaptation, talent attraction and retention, corporate reputation and business sustainability.

This view is reflected today in the expectations of investors, customers, regulators and workers. The growing importance of ESG (Environmental, Social and Governance) factors has further emphasised the need for organisations to incorporate equality and diversity indicators into their governance systems, talent management and sustainability reporting. Moreover, new European regulatory frameworks, particularly in the area of pay transparency, balanced representation on management bodies and sustainability reporting requirements underscore the need for a structured, measurable and results-orientated approach.

Gender equality is seen as an indicator of organisational maturity, the quality of governance and corporate sustainability in a world profoundly shaped by digital transformation, climate transition, demographic changes and the growing emphasis on ESG factors among the different stakeholders. Its promotion requires visible commitment from leadership, clear objectives, regular monitoring of results and its effective integration into decision-making processes.



GENDER EQUALITY IS NOT JUST A GOAL TO BE ACHIEVED. IT IS AN ESSENTIAL CONDITION TO RELEASE PEOPLE'S POTENTIAL, STRENGTHEN THE ORGANISATION'S COMPETITIVENESS AND TO ENSURE THE CREATION OF SUSTAINABLE VALUE FOR FUTURE GENERATIONS.

2. Background in Corticeira Amorim

The promotion of gender equality in Corticeira Amorim forms part of a comprehensive vision of the sustainable development of people, businesses and communities. The topic forms part of the corporate strategy on Diversity, Equity, Inclusion and Belonging and is a key component of the Social Pillar of the Company's ESG strategy, whilst also benefiting from a specific governance model and an approach that is increasingly integrated into management processes. The Company has a structured approach, underpinned by policies, objectives, monitoring indicators and specific action plans.

The implementation of successive Equality Plans in recent years, the monitoring of gender indicators, carrying out organisational evaluations, the adoption of specific policies and the ongoing awareness-raising amongst its leadership and teams have contributed enormously to internal awareness-raising, to improve understanding of the main challenges faced and to create the conditions for sustained and consistent progress.

Corticeira Amorim encompasses gender equality as a strategic priority for strengthening innovation, resilience and the creation of sustainable value. The 2027 Equality Plan puts this vision into practice through the Sustainable by nature Programme, through objectives, initiatives and indicators that promote the balanced participation of women and men within the Organisation, with a particular focus on female representation and their access to leadership roles.

In the social dimension of the Sustainable by nature Programme, the Company focuses on five areas — **Labour relations, Employment, Talent management, and Safety, health and well-being** — underpinned by specific action plans aimed at achieving short- and medium-term cross-cutting targets. Key priority action areas include the percentage of women workers, the percentage of women in management positions, access to training and occupational safety, monitoring the associated indicators, which objectively make it possible to assess the effective progress made in gender equality, skills development and working conditions.

Sustainable by nature Programme				**Targets**					
(sustainability perimeter)				**(sustainability targets perimeter | * sustainability perimeter)**					
Pillar	Material sub-topics	Objective 2030	Target 2030	2025-2027 Plan (base year 2024) 2027 Target	Plan 2020-2030 (base year 2024) 2030 Ambition	Unit of measurement	Expected direction	2025 reporting year	Progress in reporting year vs. 2025-2027 target
Labour relations, employment and DEI (Diversity, Equity, and Inclusion) (SDGs 5, 8)	Job Security	Create an inclusive and diverse working environment, guarantee equal opportunities and fair pay, and adopt policies that eliminate discrimination and harassment in the workplace	Ensure equal access to opportunities	27% of management posts held by women/2025		%	↑	26.1%	*Watch*
	Adequate salaries		End all forms of discrimination	27% of women workers/2025		%	↑	27.9%	*Ahead of target*
	Social dialogue, freedom of association and collective bargaining		Protect labour rights		33.3% of women in management positions /2030	%	↑	26.1%	*On track*
	Work-life balance				33.3% female employees/2030	%	↑	27.9%	*On track*
	Gender equality and equal pay for work of equal value								
	Employment and inclusion of persons with disabilities								
	Diversity								
	Privacy								

Sustainable by nature Programme (sustainability perimeter)				Targets (sustainability targets perimeter | * sustainability perimeter)					
Pillar	Material sub-topics	Objective 2030	Target 2030	2025-2027 Plan (base year 2024) 2027 Target	Plan 2020-2030 (base year 2024) 2030 Ambition	Unit of measurement	Expected direction	2025 reporting year	Progress in reporting year vs. 2025-2027 target
Talent management (SDG 4)	Human capital	Encourage training and personal and professional development for all male and female workers	Ensure training for all	95% of workers /2027		%	↑	97.1%	*Ahead of target*
	Training and skills development		Value merit-based, judgement-free learning, development, recognition and compensation practices.		100% of workers/2030	%	↑	97.1%	*On track*
Safety, health and well-being (SDGs 3, 8)	Health and safety	Ensure the safety, health and physical and psychological well-being of workers, promoting suitable working environments	Promote safe and secure work environments for all workers	-20% frequency rate of recordable work-related accidents/2024-2030		%	↓	25%	*On track*
				7.5 frequency rate of recordable work-related accidents/2025		no.	↓	4.7	*Ahead of target*
			Provide access to essential quality health services		ZERO recordable work-related accidents	no.	↓	25	*On track*
			Reduce the number of work-related accidents						

Corticeira Amorim's commitment to gender equality, in practical terms, is enshrined in the Organisation's Diversity Policy. It is put into practice through initiatives aimed at increasing the representation of women, ensuring equal opportunities in professional development and progression, promoting an inclusive culture and systematically monitoring relevant indicators, namely percentage of women in management positions.

The Human Resources Policy, which guides the management practices of the Company's staff, sets out principles and procedures designed to ensure gender equality, preventing any form of discrimination or differential treatment on the grounds of gender. Corticeira Amorim adopts policies and practices inthis area that promote gender equality, including a fair remuneration policy based on equal pay for work of equal value, and equal access to career progression and development opportunities, regardless of gender, origin, age or other personal characteristics.

The Company does not tolerate any form of harassment or discrimination in recruitment and selection processes, performance appraisals, remuneration, access to training, promotion or termination of employment. Workers are encouraged to report any instances of harassment or discrimination, so that these matters can be clarified, an investigation launched where appropriate, and the necessary measures taken.

The existence of a specific governance structure for gender equality highlights the strategic importance of this issue for Corticeira Amorim. In this context, particular mention should be made of the role of the **Executive Group for Equality, Diversity and Inclusion,** which brings together representatives from the areas of Human Resources, Sustainability, Corporate Governance, Legal & Compliance and Corporate Communications.

This group is responsible for proposing and developing the diversity, equality and inclusion programme.

In addition, the **ESG Committee,** which advises the Board of Directors, regularly monitors progress on social indicators and initiatives relating to gender equality, diversity and inclusion, ensuring that these are aligned with the Organisation's overall strategy and with the commitments made to the various stakeholders.

In terms of representation on governing bodies, as at **31 December 2025,** the Board of Directors of Corticeira Amorim is composed of eleven directors, four of whom are women (36.4%).

3. Corticeira Amorim in numbers

The following analysis presents the key indicators for monitoring gender equality at Corticeira Amorim, focusing on female representation, the presence of women in management positions, access to training and the evolution of the pay gap. These indicators make it possible to assess progress, identify areas for improvement and guide the development of measures that contribute to a more balanced representation of women and men within the Organisation.

a. REPRESENTATIVENESS INDICATORS

1. Number of workers by gender and location

At the end of 2025, Corticeira Amorim employed 4 637 people worldwide, the distribution of which is shown in the table below:

Total workers
(Permanent, fixed-term and temporary contracts)

Location	Male	Male (%)	Female	Female (%)	Total (no.)	By location (%)
Portugal	2 293	71.2%	927	28.8%	3 220	69.4%
South Africa	12	63.2%	7	36.8%	19	0.4%
Germany	93	72.1%	36	27.9%	129	2.8%
Algeria	23	71.9%	9	28.1%	32	0.7%
Australia	15	71.4%	6	28.6%	21	0.5%
Chile	36	78.2%	10	21.7%	46	1.0%
Spain	239	72.0%	93	28.0%	332	7.2%
USA	82	55.0%	67	45.0%	149	3.2%
France	115	56.4%	89	43.6%	204	4.4%
Italy	137	57.8%	100	42.2%	237	5.1%
Morocco	37	77.1%	11	22.9%	48	1.0%
Sweden	42	72.4%	16	27.6%	58	1.3%
Switzerland	20	76.9%	6	23.1%	26	0.6%
Tunisia	59	80.8%	14	19.2%	73	1.6%
Others	35	81.4%	8	18.6%	43	0.9%
Total 2025	3 237	69.8%	1 400	30.2%	**4 637**	**100.0%**
Total 2024	3 394	70.0%	1 455	30.0%	**4 849**	**100.0%**

This Equality Plan, together with the data presented in this section, focuses on the situation at Corticeira Amorim in Portugal, the country where the Company and its subsidiaries have a significant proportion of its operations and workforce.

In this context, the overarching objectives of Corticeira Amorim in terms of gender diversity focus on strengthening women's representation, articulating the evolution of women's participation and their access to leadership roles.

An integrated approach is required to achieve these objectives, aimed at achieving sustained and balanced growth in female representation, both within the total workforce and in management positions, in line with the principles of equal opportunities, merit and inclusive development.

2. Total workers broken down by professional category (Portugal)

Workers by professional category and gender

Professional category	Male	Male (%)	Female	Female (%)	Total
Board members	17	81.0%	4	19.0%	**21**
Directors	65	84.4%	12	15.6%	**77**
Heads of department	56	52.8%	50	47.2%	**106**
Sales staff	32	59.3%	22	40.7%	**54**
Management support technicians	143	56.1%	122	43.9%	**255**
Team leaders	114	82.6%	24	17.4%	**138**
Administrative staff	89	45.4%	107	54.6%	**196**
Maintenance, quality, logistics technicians	289	76.7%	88	23.3%	**377**
Production operators	1487	74.5%	509	25.5%	**1996**
Total 2025	2 293	71.2%	927	28.8%	**3 220**
Total 2024	2 439	71.8%	958	28.2%	**3 397**

The diversity indicators show a positive trend in female participation at Corticeira Amorim in Portugal: by the end of 2025, women accounted for 28.8% of the workforce. This is the highest figure since it has been systematically monitored within the Company and close to the industry average in Portugal, where women account for around 30% of the workforce, according to a publication by the Commission for Citizenship and Gender Equality (CIG) "Gender equality in Portugal: Statistical Bullet in 2025".

In a sector that has traditionally been male-dominated, this result underscores the importance of clear targets, ongoing monitoring and a results-oriented approach.

It is against this backdrop of progress – whilst action is still required – that Corticeira Amorim has set gender parity targets regarding the representation of women across the Organisation as a whole and in leadership roles, reflecting a clear commitment to gender equality. This ambition takes on particular relevance in leadership roles, taking into account the persistence of imbalances in representation in these roles.

A combined analysis of the proportion of women in the total workforce and in management positions thus makes it possible to assess trends in representation and the conditions governing access to roles of greater responsibility.

3. Number of women and number of women in management positions (Portugal)

At the end of 2025, Corticeira Amorim employed 4 637 people worldwide, the distribution of which is shown in the table below:

Indicator	Unit of measurement	Expected direction	Horizon	Reference year of the programme 2020	2024 Comparative year	Reporting year 2025
Women in management positions	%	↑	2020 – 2030	22.4%	26.1%	26.1%
Female workers	%	↑	2020 – 2030	24.1%	28.2%	28.8%

Since 2020, Corticeira Amorim has seen a positive trend in female representation, with an increase of around four percentage points in the proportion of women and women in management positions across the Organisation as a whole, by the end of 2025.

This progress confirms the relevance of the objectives set and of the measures that have been implemented, but it also highlights the need for ongoing action, particularly with regard to women's access to management positions, for which the indicator was, in the base year 2020, less favourable. Although this indicator has been improving, it has shown signs of slowing down in recent years, particularly in 2025, against a backdrop of restructuring resulting from the merger of three of Corticeira Amorim's five Business Units, which has highlighted the importance of conducting a more in-depth internal review and developing more effective measures to restore the indicator's positive trend.

In this context, Corticeira Amorim remains committed to its stated objective and is determined to work with its subsidiaries to strengthen the respective action plans, ensuring alignment with and close monitoring of targets for female representation within the total workforce and in management positions. Indeed, throughout 2026, initiatives have already been implemented to accelerate progress on this indicator in the medium term.

b. KEY INDICATORS OF THE GENDER PAY GAP

The targets relating to the pay gap cover other areas, particularly with regard to equal pay where the aim is to identify and rectify any discrepancies resulting from gender bias.

4. Percentage difference in basic salary between men and women by professional category (percentage difference between average salary for men and average salary for women)

Gender pay gap

By professional category	Business unit	2025	2024
Directors	%	10.5%	22.2%
Heads of department	%	17.3%	24.9%
Sales staff	%	30.4%	28.5%
Management support technicians	%	19.7%	14.9%
Team leaders	%	4.9%	10.5%
Administrative staff	%	-4.2%	-5.8%
Maintenance,quality, logistics technicians	%	0.3%	2.6%
Production operators	%	9.7%	8.9%
By location			
Portugal	%	12.8%	10.7%
Rest of the world	%	15.5%	12.3%
Total gender pay gap	**%**	**12.2%**	**10.1%**

The reorganisation resulting from the merger of three Business Units had an impact on trends in the gender pay gap, reflecting differing dynamics across occupational categories and functional areas. The analysis of this indicator requires a more granular approach, supported by robust data, appropriate information systems and continuous monitoring. In 2026, measures relating to the transposition of the Pay Transparency Directive are already underway, which may entail further adjustments. The diagnosis, quality of information and analytical capacity are key priorities of the Equality Plan 2027, in this area.

c. TRAINING

5. Average number of training hours per year by gender

The average number of training hours in 2025 remained stable compared with previous years, reflecting the restructuring process and the differing composition of the professional groups. The variations by role, category and area of activity should be taken into account, when interpreting this indicator.

Training remains a central pillar of Corticeira Amorim's development strategy. Skills development is essential to support teams' adaptation, address organisational and technological challenges, and promote more balanced opportunities for professional growth between women and men.

Employee training
2025

Professional category	Women (no.)	Average number of training hours (no.)	Men (no.)	Average number of training hours (no.)	Total (no.)	Average number of training hours (no.)
Board members	136	19.4	133	4.0	269	6.7
Directors	248	10.3	3 085	26.1	3 333	23.5
Heads of department	3 884	50.4	3 746	35.7	7 630	41.9
Sales staff	1 229	12.7	1 813	12.2	3 042	12.4
Management support technicians	8 604	64.2	11 399	60.6	20 003	62.1
Team leaders	1 027	27.7	3 886	24.6	4 913	25.2
Administrative staff	3 770	19.4	1 575	13.4	5 345	17.1
Maintenance,quality, logistics technicians	2 619	20.1	9 710	26.0	12 329	24.5
Production operators	8 431	13.7	24 852	13.9	33 283	13.9
Total	**29 947**	**22.8**	**60 198**	**19.9**	**90 145**	**20.8**

Any assessment of equality in access to training should take into ccount not only the average number of hours, but also the participation rate, the nature of the training and access to development and leadership programmes, broken down by gender and professional category.

4. Diagnosis and Priority Areas of Intervention

a. DIAGNOSIS

The diagnosis made using the CITE methodology confirms that Corticeira Amorim has a consolidated framework in the field of gender equality. The identified opportunities for improvement focus on the areas of **Work-life balance, Protection for Parents and the Prevention of Harassment** in the Workplace, showing that the other dimensions analysed are already in line with the Organisation's policies and practices, although there remains room for improvement in terms of representativeness, remuneration, career progression, monitoring and quality of information.

This result reflects a significant level of organisational maturity, but underlines the need for continuity and monitoring. The Equality Plan 2027 should therefore consolidate existing practices and accelerate improvements in the identified areas.

In this context, the planned initiatives are organised around the following objectives:

- Ensure the integration of the principles of equality, diversity and inclusion in the ESG strategy, the Company's communications and initiatives;
- Strengthen inclusive recruitment practices, talent selection, integration and development;
- Promote training and raise awareness on equality, diversity, inclusion and the prevention of discrimination;
- Empower leaders to adopt more inclusive and fair management geared towards equal opportunities;
- Monitor indicators of an inclusive culture, equity and diversity perceptions in management processes;
- Give value to the diversity of backgrounds, experiences and career paths;
- Promote greater gender representation in under-represented roles, sectors and critical hierarchical levels;
- Foster respectful working environments, that are inclusive and free from discrimination or harassment;
- Strengthen internal communication regarding commitments of the Company in terms of equality, diversity and inclusion;
- Monitor the implementation of initiatives and ensure continuous improvement.

b. AREAS OF INTERVENTION

Dimension: Strategy, Mission and Values

Corticeira Amorim has a solid strategic framework for promoting gender equality, based on its organisational culture, corporate values and the commitments it has made as part of its ESG strategy and the Sustainable by nature Programme. This steering translates into valuing people, promoting equality of opportunities and the creation of respectful, inclusive working environments that are in line with the principles of diversity and inclusion.

The organisational climate assessment carried out in 2025, following the **Great Place to Work** methodology, which involved all the Organisation's companies in Portugal, confirms the internal recognition of the initiatives undertaken in the field of gender equality and inclusion. The results show a positive development in organisational culture: among the 64 statements of those assessed, the second with the highest degree of agreement was "Everyone is treated fairly, regardless of their age, gender, race and sexual orientation", whilst "I consider that my company has been investing in gender equality" was the seventh statement with which the most workers agreed.

In 2027, Corticeira Amorim intends to continue making progress to strengthen policies, processes and practices that promote gender equality. From a structural and strategic perspective, setting specific targets in more areas of gender equality will require a shift towards a more integrated monitoring system, that is straightforward and accessible to leadership roles. In addition to quantitative indicators of representation, metrics relating to recruitment, promotions, internal mobility, career development, staff turnover, remuneration, training and access to leadership roles will be monitored and assessed, as well as qualitative indicators relating to perception of equity, inclusion and organisational culture. The implementation of an information system that enables data collection and the generation of consolidated information will be a priority in 2027. This approach will help to support evidence-based decision-making, enhance transparency and underpin objectives and commitments to continuous improvement in the area of gender equality and diversity.

Dimension: Equal access to employment

The Organisation has been strengthening practices that promote equal opportunities in access to employment, in line with its commitment to diversity, inclusion and valuing people. Recruitment and selection processes are now based on objective, transparent and competence-based criteria, helping to reduce potential biases and increase the diversity of candidates. Conducting the processes at different stages, with different stakeholders present during the selection process, ensures objectivity and quality in decision-making.

The assessment identifies, despite the progress made, opportunities for improvement in attracting talent to roles and areas where gender representation imbalances persist, in particular in professions traditionally associated with one gender. In 2027, the monitoring of recruitment, selection and appointment

processes will therefore be strengthened, enabling a more systematic assessment of its contribution to the Organisation's diversity, with the aim, too, of involving leaders at different levels in setting specific objectives in this area.

In its Equality Plan 2027, Corticeira Amorim is committed to strengthening internal mobility schemes, raising awareness of career opportunities and making the most of the talent within the Organisation. At the same time, the processes relating to the activities of the career committees, using more structured assessments, consistent evaluation criteria and systematic analysis of diversity, with a view to identifying talent from the under-represented gender and promoting a more balanced representation across the Company's various levels and areas.

The proposed measures involve:

- Strengthen inclusive recruitment and selection practices, based on objective and transparent criteria;
- Promote a greater diversity of candidates in roles and sectors with gender under-representation;
- Raise awareness amongst managers and teams involved in the recruitment process to prevent unconscious bias;
- Strengthen the monitoring of indicators for recruitment, selection and appointment by gender;
- Develop initiatives for employer branding that promote diversity, equal opportunities and inclusion;
- Promote internal and external initiatives that encourage interest amongst women and men in professional fields in which they are under-represented;
- Incorporate recruitment and diversity indicators in the Gender Indicators Framework, enabling results to be monitored and the effectiveness of the implemented measures assessed.

Dimension: Initial and ongoing training

Training is essential for fostering a culture of gender equality and inclusion, promoting knowledge, reflection and behaviours in line with the Organisation's values.

Corticeira Amorim will continue to develop awareness-raising initiatives in this area aimed at all workers, complemented by structured training programmes on equal opportunities, the prevention of discrimination, workplace harassment, inclusion and unconscious bias.

Leaders will play a central role in this process by strengthening the skills that enable more consistent and fair decisions to be made on matters such as recruitment, performance appraisal, talent development and career progression.

Technical training opportunities will also be promoted with a view to reducing stereotypes associated with certain professions or areas of activity. In this regard, the Operator and Maintenance Schools will step up their efforts to attract and develop people from the under-represented gender, particularly in industrial, operational and technical contexts. The aim is to influence behaviours, processes and skills, thereby expanding opportunities and reducing barriers to workplace diversity.

The proposed measures involve:

- Incorporate content on equality, diversity, and inclusion and the prevention of discrimination in the Company's training programmes, as part of awareness-raising initiatives, workshops, internal campaigns and initiatives such as the Amorim4All week, dedicated to DEI issues;
- Raise awareness amongst leaders to promote inclusive working environments and to manage unconscious biases;
- Promote equal access for women and men to leadership and talent programmes, *mentoring* and *coaching*, promoting the advancement of the under-represented gender;
- Monitor attendance at training sessions and development programmes by gender, role and professional level;
- Incorporate training and development indicators on the *dashboard* for monitoring the Equality Plan.
- Promote learning initiatives that reinforce a culture of respect, inclusion, diversity and equal opportunities across the Organisation.

Dimension: Equality in working conditions

Equal treatment and equal opportunities are principles that underpin Corticeira Amorim's people management practices. The Company seeks, through processes based on clear, objective and consistent criteria, to ensure fair decisions in areas such as development, performance appraisal, career progression, recognition and remuneration.

The climate assessment carried out at the end of 2025, with an action plan underway in 2026, highlights the need to continue making progress in this field. A significant proportion of workers still do not feel that there is sufficient fairness in the practices relating to recognition, pay rises and career progression. A priority in this context is to strengthen people management processes, tools and indicators, particularly in the areas of performance appraisal, career development, career progression, remuneration and benefits.

The systematic monitoring of these indicators, the analysis of the results and the identification of specific corrective measures will be crucial to ensuring sustained progress. The involvement of senior management will be a critical factor in this process in establishing practices that are more transparent, equitable and in line with a culture of equal opportunities.

The proposed measures involve:

- Monitor gender indicators related to career progression, leadership, career development, remuneration and recognition;
- Strengthen clear, objective and transparent criteria in the assessment, progression, recognition and compensation process;
- Extend the scope of performance appraisal to all workers, enhancing quality, consistency and fairness of the process.
- Promote greater representation of the under-represented gender in positions of responsibility and at decision-making levels;

• Raise awareness amongst leaders and managers of practices relating to more transparent and fair management that supports equal opportunities;
• Incorporate equality indicators into the terms and conditions of work on the dashboard for monitoring the Equality Plan.

Dimension: Parenthood Protection

Corticeira Amorim recognises parenthood as an essential aspect of the well-being of its people and of the development of an inclusive organisational culture. In this context, it promotes knowledge about and the exercise of the rights associated with parenthood, contributing to a more balanced sharing of family responsibilities and to the recognition of the career paths of both women and men.

The findings confirm the importance of improving information, raising awareness and monitoring the use of these rights, whilst promoting their integration into the organisational culture and ensuring they are compatible with professional development.

The proposed measures include:

• Regularly publicise the associated rights and duties of parenthood;
• Promote the balanced use of parental leave and support mechanisms for parents;
• Raise awareness amongst leaders regarding the protection of the parents and to monitor the return to work following parental leave;
• Monitor indicators of the use of parental rights based on gender;
• Incorporate parenting indicators into the dashboard for monitoring the Equality Plan;
• Share relevant internal information and best practice for balancing family responsibilities.

Dimension: Work-life balance

Corticeira Amorim recognises that promoting work-life balance is essential for the well-being, motivation and fulfilment of its staff. In this area, it has been implementing measures aimed at meeting the diverse needs of workers, whilst fostering a more inclusive, sustainable organisational culture that prioritises quality of life.

Striking a balance between work, family and personal life presents a particular challenge in an industrial context, where a significant proportion of the business depends on production schedules, shift work and operational requirements, which limit the degree of flexibility that is possible. Despite these specific characteristics, Corticeira Amorim recognises the growing importance of meeting the different needs of its staff and has evolved towards increasingly more flexible and balanced models and tailored to individual circumstances.

The Organisation seeks to adopt practices that promote family responsibility and has measures in place to help its workers achieve a work-life balance, such as the allocation of grants and scholarships for education, or support in providing transport to extracurricular activities for their children and the provision of services that promote a better work-life balance for its workers: curative medicine, family members may access canteens, the provision of takeaway services, as well as all benefits arising from the existing partnership agreements within the scope of the Amorim Vantagens+ platform.

This is an area where workers have high expectations, and the assessment highlights opportunities to continue consolidating an organisational culture that values work-life balance and seeks to address the challenges arising from the different stages of people's professional and personal lives.

The proposed measures involve:

• Promote awareness-raising initiatives of the importance of work, family and personal life balance;
• Encourage management practices that promote work-life balance;
• Publicise existing measures to support work-life balance;
• Monitor indicators relating to well-being, absenteeism and the use of work-life balance measures;
• Incorporate work-life balance indicators into the dashboard for monitoring the Equality Plan;
• Periodically obtain feedback from people regarding their work-life balance needs.

Dimension: Preventing Harassment in the Workplace

The promotion of a working environment free from harassment, discrimination and any form of unequal treatment is a fundamental value in Corticeira Amorim. The company will continue to strengthen its prevention, awareness-raising and reporting mechanisms in place, fostering a culture of respect, trust and shared responsibility, where everyone can carry out their work in a safe, inclusive environment that values diversity.

The findings underline the importance of continuing to raise awareness and understanding of the existing mechanisms, ensuring that everyone is aware of their rights and responsibilities and the channels available for reporting inappropriate behaviour. This aspect was emphasised in 2026 in the compulsory training on the Code of Business Ethics and Professional Conduct, with a particular focus on workplace harassment, the Whistleblowing Channel and how it operates. In 2027, a specialist training programme aimed at managers, focusing on the prevention of harassment in the workplace, will be completed.

The proposed measures involve:

• Develop awareness-raising initiatives on prevention of psychological and sexual harassment in the workplace;
• Strengthen the promotion of the Code of Business Ethics and Professional Conduct and the existing reporting channels;
• Provide specific training for leaders and teams on appropriate behaviour at work;
• Ensure accessible reporting mechanisms, that are confidential and secure;
• Monitor indicators relating to usage of whistleblowing channels and the management of incidents;
• Incorporate indicators relating to the prevention of harassment on the dashboard for monitoring the Equality Plan.

C. MEANS AND RESOURCES

The implementation of the Equality Plan is overseen by the Executive Group for Equality, Diversity and Inclusion, comprising representatives from the Human Resources, Sustainability, Corporate Governance, Legal & Compliance and Corporate Communications, including representatives from the various Business Units. This body meets regularly to monitor the implementation of the planned measures, approve proposals and report on progress to the Executive Committee and the ESG Committee. Human Resources representatives ensure the dissemination of the Plan and encourage the involvement of the various stakeholders in achieving the defined objectives.

Implementation of the Plan is monitored on the basis of the indicators set out, with progress on these reported to the Executive Committee and the ESG Committee.




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5. Equality Plan
(Submitted to CITE)

Objective	Measure	Departments /Units Responsible /Focal Point	Departments /Units Involved /Focal Point	Budget	Indicator	Target	Note
Dimension: Strategy, Mission and Values							
To publicly commit, both internally and externally, to promoting equality between women and men	Explicit inclusion of the commitment in strategic documents, including reports, regulations and the code of ethics/conduct	Board of Directors	ESG Committee; Executive Group for Equality, Diversity and Inclusion	Not applicable	Explicit reference to equality in the Mission Statement, the Values and/or the Code of Business Ethics and Professional Conduct	Accomplished	In force
	Explicit inclusion of the commitment in strategic documents, including reports, regulations and the code of ethics/conduct	Executive Committee; Companies' General Management	HR Departments of the Business Units; Corporate Human Resources Department	Not applicable	Increase the representation of women in the total workforce and in management positions;	Percentage of women in the total workforce and in management positions	
Ensure the implementation of the Equality Plan, its monitoring, follow-up and sustainability	Breakdown of all data by gender across all the company's management tools, namely, in diagnoses and reports	Executive Committee	Executive Group for Equality, Diversity and Inclusion	To be determined	Monthly, quarterly and annual monitoring of broad gender equality indicators (demographics, gender pay gap and talent)	Provision of a dashboard covering a wider range of indicators for gender equality	
Dimension: Equal access to employment							
Sub-dimension: Advertisements, selection and recruitment							
Contribute to a fair and objective selection and recruitment process for men and women	Development and implementation of an internal procedure to ensure that criteria and procedures are objective, transparent and non-discriminatory on the grounds of gender	Human Resources Departments of the Business Units	Corporate Human Resources Department; Functional Areas	To be determined	All recruitment processes involving a job description and required profile	Job Description and Skills Profile Template/Job Title and Salary Band Placement	
Dimension: Initial and Ongoing Training							
To promote internal gender desegregation and a better balance between women and men	Campaign to encourage participation by the under-represented gender in training programmes aimed at professions/roles where there is under-representation	Human Resources Departments of the Business Units	Human Resources Departments of the Business Units	To be determined	Campaign to encourage women to enrol in Operator and Maintenance Training Schools; number of women enrolled	Running a campaign; increasing the number of those enrolled	
Promote a culture of equality between women and men in the workplace	Inclusion of an annual module on gender stereotypes, inclusive language, parenting, work-life balance, and psychological and sexual harassment	Corporate Human Resources Department	Corporate Human Resources Department; HR Departments of the Business Units	15,000 euros	Training sessions for leaders and workers on gender equality	Number of modules completed; number of hours of training on gender equality	
Dimension: Equal working conditions							
Sub-dimension: Performance evaluation							
Ensuring a fair and objective assessment process for women and men	Training for those responsible for performance appraisals on equality and non-discrimination on the grounds of gender	Corporate Human Resources Department; HR Departments of the Business Units	Corporate Human Resources Department; HR Departments of the Business Units	20,000 euros	Percentage of managers who have undertaken training in performance appraisal	Training course on Performance Appraisal, covering gender bias	

Objective	Measure	Departments /Units Responsible /Focal Point	Departments /Units Involved /Focal Point	Budget	Indicator	Target	Note
Dimension: Equal working conditions							
Sub-dimension: Promotion/Career progression							
Promoting equality in career progression and professional development	Procedure for achieving a balanced representation of women and men in middle management roles	Executive Committee	HR Departments of the Business Units; Corporate Human Resources Department	Not applicable	Procedure for promotions with requirements and assessment; number of promotions in accordance with the procedure	Define, implement and ensure compliance with the procedure	
	Procedure for ensuring equal participation of men and women in development projects and in coordination and management responsibilities	Corporate Human Resources Department	Career Committees; Corporate HR Department; HR Departments of the Business Units	Not applicable	Procedure for potential successors from the under-represented gender in the fields of Management, Sales and Technical	Ensure a diverse talent pool	
Encourage balanced participation in decision-making bodies	Support sessions, including training, mentoring and coaching, to facilitate a return to work following a career break for family reasons	Executive Committee; Corporate Human Resources Department	Career Committees; HR Departments of the Business Units; Corporate HR Department	Not applicable	Professional Development Plans implemented for successors to management roles	Implement all Young Talent and Succession Plans	
	Career planning system for the under-represented gender in top-level, executive and managerial roles	Executive Committee	HR Departments of the Business Units; Corporate Human Resources Department	Not applicable	Promotion procedure, including requirements and assessment; number of promotions in accordance with the procedure	Define, implement and ensure compliance with the procedure	
Sub-dimension: Salaries							
Ensure equal pay for identical work or work of identical value	Procedures for monitoring basic and supplementary pay in order to identify disparities and ensure that any differences are justified on non-discriminatory grounds	Corporate Human Resources Department	Corporate HR Department; HR Departments of the Business Units	To be determined	Pay Transparency Project: Job Classification, Remuneration Policy and Internal Communication	Full implementation of the Pay Transparency Project by the end of 2027	
Identify and eliminate pay gaps; promote pay transparency	Internal dissemination of the pay survey results for women and men and publication on the internet, in accordance with RCM No. 18/2014	Corporate Human Resources Department; HR Departments of the Business Units	Corporate Human Resources Department; HR Department of the Business Units	To be determined	Communication campaign on pay transparency for managers and other workers	Campaigns up to one month after the decree-law on pay transparency comes into force	
Dimension: Prevention of harassment in the workplace							
To prevent and combat harassment and other offences against a person's integrity, freedom, honour or dignity	Information campaign on procedures for reporting offences and psychological and/or sexual harassment, via the website, intranet, email and noticeboards	Executive Committee; Compliance Department	Corporate Human Resources Department; Corporate Communications Department	To be determined	Number of training sessions for leaders; campaign on prevention and reporting mechanisms	Training for all leaders; a campaign for all workers	

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