
Corticeira Amorim

DIVERSITY POLICY

(Approved by the Board of Directors of Corticeira Amorim, S.G.P.S., S.A. at the meeting held on 30 March 2026)

1. VISION

Corticeira Amorim and its Companies (all the companies in which Corticeira Amorim has a controlling interest, regardless of whether their head offices are in Portugal or in another country), hereinafter jointly referred to as the "Organisation", has as its mission "to add value to cork, in an ethical, competitive, distinctive and innovative way that is in perfect harmony with Nature", aiming, in its vision, to be a sustainable organisation, providing suitable value for the capital invested while promoting social equity, integrating diversity and environmental safeguards, and offering differentiating factors at product and service level.

The Organisation believes that diversity in gender, background, age, skills and experience is essential for innovation, economic growth and sustainable development. It therefore aims to create an inclusive and diverse working environment, ensure equal opportunities and fair pay, and adopt policies that eliminate discrimination and harassment in the workplace. Its objectives include ensuring equal access to opportunities, ending all forms of discrimination and protecting labour rights.

These principles are aligned with the Organisation's strategic commitments and its ambition to contribute to the United Nations Sustainable Development Goals (SDG), and are implemented through specific programmes and plans, the detailed description of which is set out in other reference documents.

2. SCOPE

All the Organisation's workers are responsible for contributing to the implementation of this Policy, by both upholding and observing the principles of good governance also set out in the Organisation's Code of Business Ethics and Professional Conduct, and through direct roles in sustainability topics.

This policy is aimed at both an internal and external group:

- The internal group includes all workers (including members of the governing bodies, directors and other workers) of any company that is part of the Organisation, as well as all temporary workers. The Organisation and its workers will base their decisions and actions on the principles established in this Policy, fulfilling their obligations in a professional, responsible and dutiful manner, at all times pursuing excellence in performance and promoting an appropriate working environment, while upholding the reputation of the Organisation and contributing to its sustainability;

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- The external group comprises all entities that have an economic, institutional or corporate relationship with the Organisation. External stakeholders (the Organisation’s shareholders and investors, customers, business partners and suppliers) are expressly required to respect and adhere to the principles established in this Policy, to the extent that the values, principles and standards established herein may be applicable to them.

3. RESPONSIBILITIES

It is the responsibility and competence of Corticeira Amorim’s Board of Directors to approve Corticeira Amorim’s Diversity Policy and its subsequent revisions, following prior review by the Executive Committee and the Environmental, Social and Governance Committee. The Corporate Sustainability Officer is responsible for enforcing the Diversity Policy and related policies, while the cross-departmental support functions – Human Resources, Sustainability, Governance and Compliance – are responsible for monitoring their implementation. The Business Units are responsible for implementing the Policy within the scope of their operational activities, ensuring its practical application and alignment with the commitments undertaken. The effectiveness of the Policy will be reviewed periodically based on the reported data, and corrective or continuous improvement actions may be proposed whenever necessary.

4. REFERENCES

This Policy includes the Organisation’s stance on this issue and establishes principles in line with the main applicable international frameworks:

- Principles of the 1948 Universal Declaration of Human Rights;
- Basic conventions of the International Labour Organization;
- Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises;
- UN Guiding Principles;
- The 10 principles of the United Nations Global Compact;
- BCSD Portugal Charter of Principles;
- Act4Nature Portugal;
- Sustainable Development Goals (SDG);
- Guidelines for drawing up Equality Plans, available on the Equality Portal of the Commission for Equality in Labour and Employment, Portugal.

5. OBJECTIVES AND COMMITMENTS

Corticeira Amorim undertakes to make its best efforts to promote diversity in its management and supervisory bodies and among its employees, in accordance with the following fundamental criteria:

Gender: integrating members of different genders into the teams ensures dialogue that encompasses different styles of approach, reflection and action, thereby promoting creativity and innovation;

Age: the combination of members of different ages/generations allows us to combine the experience of some with the fresh perspectives of younger members, promoting debate, innovation and bolder, more solid and sustainable decisions;

Geographical origin: diversity of geographical and cultural backgrounds fosters the sharing of experience, knowledge and perspectives in addressing challenges, particularly international ones, and enhances the Organisation's understanding of and positioning within different markets;

Skills: different academic backgrounds and professional experiences tend to foster different competencies and ways of working which, together with diverse experiences, contribute to broader and better-informed perspectives and to improved decision-making and performance.

Inclusion: adopt measures that enable the integration of people with disabilities or special needs, promoting the adaptation of the respective jobs, whenever necessary.

The main pillars of Corticeira Amorim's approach to diversity are as follows:

- a) Explicit and clear commitment by the Organisation, both internally and externally, to Equality, Diversity and Inclusion;
- b) Raising awareness and providing training to the labour force in this area;
- c) Increasing the representation of men and women in roles where one gender is under-represented;
- d) Promoting the inclusion of people with disabilities;
- e) Creating more gender-balanced and inclusive working environments, not only in terms of physical infrastructure but also social and psychological conditions;
- f) Promotion of cascading and Organisation-wide discussion of these topics.

The commitments undertaken by Corticeira Amorim are translated into concrete objectives and targets for periods aligned with the Organisation's strategic cycles, with annual variations, and are as follows:

- a) Ensure compliance with national and local legislation, as applicable, regarding the diversity of its Employees and to act to raise the awareness of its shareholders to the advantages of ensuring diversity in the management and supervisory bodies they have to elect;
- b) Define and implement an annual plan for gender equality, fostering and monitoring the achievement of the objectives set forth therein and the respective targets;
- c) Adopt procedures, namely those integrated in the Equality Plan and in the scope of the policy of appointments or recruitment of human resources, as the case may be, in order to seek to ensure diversity, a balanced representation of men and women and gender equality, and to prevent discrimination and differential treatment on the basis of gender, ethnicity, sexual orientation, creed, marital status, disability or special need, cultural orientation, politics or opinions of another nature, social origin and birthplace;

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- d) Include the progress made on these issues in its Annual Report and/or Consolidated Sustainability Statement, as well as include any targets that may be set within its scope and the respective degree of compliance;
 - e) Report any change in the composition of its management and supervisory bodies to the Commission for Citizenship and Gender Equality, within 10 days;
 - f) Promote integrity, rigour, individual responsibility and teamwork, encouraging diversity;
 - g) Promote correctness, urbanity, and professional pride in relations with customers and suppliers, as well as respect for their rights, sensitivities, and diversity;
 - h) Monitor the compliance of the measures implemented with this Policy and its alignment with the best corporate governance standards in force at any time, analysing this policy and, if applicable, reviewing it on a three-yearly basis.

6. ENGAGEMENT WITH STAKEHOLDERS

Corticeira Amorim incorporates the views, interests, needs and rights of stakeholders potentially affected by its activities into the definition of its policies, including the Diversity Policy. To this end, it holds regular consultations with its stakeholders, namely workers, including those in the value chain, communities, consumers and end users, customers, suppliers and shareholders, among others.

7. RELATED DOCUMENTS

- Code of Business Ethics and Professional Conduct;
- Consolidated Sustainability Statement;
- Human Resources Policy;
- Equality Plans;
- Human Rights Policy;
- Sustainability Policy;
- Privacy Policy for Workers.

8. VALIDITY

This Policy comes into force on 30 March 2026, the date on which it was approved by the Board of Directors of Corticeira Amorim.

Given the Organisation operates in different countries, if the content of this policy differs from local rules and regulations, workers shall give preference to the most restrictive rule.

9. REVIEW AND UPDATE

This Policy will be periodically reviewed, taking into account annual reports. Whenever possible and appropriate, the Organisation will notify workers of updates to this Policy, and will provide training to ensure that they are aware of the rules it contains.

10. COMMUNICATION

CORTICEIRA AMORIM makes this Policy available in Portuguese and English, both on its corporate website (www.amorim.com) and internally to its workers through appropriate electronic communication channels (email and/or platforms and/or applications), ensuring that:

- All internal recipients are aware of the content of this Policy, understand its scope and adopt the principles and practices outlined within it; and
- All external recipients are aware of the content of this Policy and understand its scope and the rights it confers.

Mozelos, 30 March 2026