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# AMORIM

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

## *Equality Plan 2026*



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# AMORIM

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# 1. Introduction

Talking about gender equality these days has almost become commonplace. And much progress has been made. But we must not forget that it was just over 150 years ago that the first suffragette movements for women's political and civil rights took place and that it was not until 1979 that the General Assembly of the United Nations (UN) adopted what is considered the landmark treaty on women's human rights – the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). This treaty laid the foundation for a series of directives and specific legislation on equal treatment, equal pay, protection against workplace discrimination, and sexual harassment, which have gradually been introduced in various countries. This movement also led to the implementation of quota systems aimed at increasing the representation of women in politics and business, and more recently, to the European Directive on Pay Transparency, set to come into force in 2026. And while much progress has been made, there is no doubt that progress continues at a pace that could be much faster. Despite all this progress, there remains the challenge and responsibility of shortening the timeline projected by the Global Gender Gap Report 2025 from the World Economic Forum, which estimates that gender parity worldwide will take 123 years to achieve, with a forecast of 76 years for Europe. This report should also be viewed with some optimism: in 2024, it was estimated that we would be 132 years away from gender parity, which means that in just one year, eleven years were regained, returning to the pre-Covid19 pace of progress which, if it continues, could significantly shorten the time needed to achieve gender parity.

Portugal has been aligned with this evolutionary path and has taken steps in terms of legislation and regulation in various areas (labour, politics, health and education). As a result, there has been progress across several indicators, and once again, Portugal's Gender Equality Index, measured by the European Institute for Gender Equality (EIGE), has shown a positive evolution compared to 2024. Portugal registered an increase of 1.2 percentage points in its overall Gender Equality Index, reaching a score of 68.6, which is 0.4 percentage points higher than the European average of 71 in 2024. This placed Portugal 15th among the 27 EU Member States. It is worth emphasising that Portugal is among the European countries showing the fastest rate of progress since 2010. However, there is still considerable work to be done across the six dimensions assessed by the index: work, money, knowledge, time, health and power.

**Health** continues to be the area where Portugal ranks lowest (23rd in the European ranking), while the **Work** dimension saw a decrease of 0.2 percentage points due to issues related to the quality of employment. Also noteworthy is the 11.7 percentage point increase in the **Economic Power** sub-dimension, which

reflects the greater representation of women on company boards in 2024.

In the **Work** dimension, companies have played – and will continue to play – a very important role. Importantly, progress in gender parity indicators is not driven solely by legislation and regulation. An increasing number of companies are designing and implementing plans to promote the employment of women, driven by a growing awareness of the available talent and the value that diversity brings to the workplace. Efforts go beyond recruitment: they include leadership development and training, the implementation of more flexible and adaptable working models, initiatives to support work-life balance, as well as a clear investment in mentoring programmes that foster career progression. This targeted approach to meaningful transformation, supported by pay audits, salary reviews, and anti-harassment programmes, will contribute to a more diverse and inclusive workplace culture. Making gender equality a priority will lead to more innovative and creative working environments, with proven gains in terms of workers' engagement and increased profitability.

# 2. Background in Corticeira Amorim

Since 2018, Corticeira Amorim has had internal objectives aligned with the Sustainable Development Goals, embodied in the Sustainable by Nature Programme, which establishes ambitious targets to be achieved in various areas by 2030. The overarching mission of the programme is to ensure ethical, transparent and responsible conduct that supports competitiveness and the creation of sustainable value for all stakeholders, as well as for the planet. It is structured around three fundamental pillars, with quantitative and qualitative objectives:

1. Promote the environmental characteristics of products and cork oak forests;
- 2. Promote well-being and equal opportunities for all;**
3. Promote Research, Development and Innovation and leverage economic performance.

Anchored in pillar 2, within the areas of **Labour Relations, Employment, Diversity, Equity and Inclusion, Talent Management, Safety, Health, and Well-being**, a set of initiatives was

defined with a view to achieving the programme's goals for **promoting well-being and equal opportunities for all**. These objectives and targets are as follows:

## a) Labour relations, employment and DEI

Create an inclusive and diverse work environment, guarantee equal opportunities and fair pay, and adopt policies that eliminate discrimination and harassment in the workplace.

## b) Talent management

Promote training and personal and professional development for workers.

## c) Safety, health and well-being

Ensure the safety, health and physical and psychological well-being of workers, promoting suitable working environments.

All these goals have short (one year), medium (three years) and long-term (2030) targets:

Sustainable by nature Programme (sustainability perimeter)		(sustainability targets perimeter)			
Pillar	Goal 2030	2030 Targets	Plan 2021-24 (base year 2020)	Plan 2025-2027 (base year 2024)	2030 Ambition (base year 2020)
Labour relations, employment and DEI	Create an inclusive and diverse working environment, ensure equal opportunities and fair pay, and adopt policies that eliminate discrimination and harassment in the workplace	Ensure equal access to opportunities  End all forms of discrimination  Protecting labour rights	25% women in management positions  25% female workers	29% women in management positions  29% female workers	33.3% women in management positions  33.3% female workers
Talent management	Promote training and personal and professional development for workers	Ensure training for all  Value merit-based, judgement-free learning, development, recognition and compensation practices	95% trained workers	95% trained workers	100% trained workers

Sustainable by nature Programme (sustainability perimeter)		(sustainability targets perimeter)			
Pillar	Goal 2030	2030 Targets	Plan 2021-24 (base year 2020)	Plan 2025-2027 (base year 2024)	2030 Ambition (base year 2020)
Safety, health and well-being	<p>Ensure the safety, health and physical and psychological well-being of workers by promoting suitable working environments</p> <p>Provide access to essential quality health services</p> <p>Reduce the number of occupational accidents</p>	<p>Promote safe and secure work environments for all workers</p>	<p>Zero work-related injuries resulting in absence</p>	<p>-20% lost time injury frequency rate (LTIFR)</p>	<p>Zero work-related injuries resulting in absence</p>

Corticeira Amorim believes that its workers are fundamental to its strategy and business model. They are essential if the Organisation is to achieve its business objectives and future sustainability. The Company is therefore committed to creating a working environment where workers are respected and valued and where they can develop their potential.

The Company is committed, as set out in its Human Resources Policy, to directing its labour policies and procedures towards respecting the principle of equality between men and women and preventing discrimination and differential treatment based on gender. To this end, it has adopted a set of policies and practices aimed at promoting gender equality, namely through a fair pay policy that guarantees equal pay for work of equal value and equal career progression and access to opportunities, regardless of gender, origin, age, among others. Corticeira Amorim does not tolerate any type of harassment or discrimination for these reasons, whether in recruitment and selection, performance evaluation, remuneration, access to training, promotion or dismissal.

Workers are encouraged to report any instances of harassment or discrimination in the workplace, with the aim of clarifying the situation, initiating an investigation to fully understand the circumstances, and implementing appropriate measures.

# 3. Corticeira Amorim in figures

At the end of 2024, Corticeira Amorim employed 4,849 people worldwide.

## a) Representation

The distribution of workers by geographical area is detailed in the table below:

Workers	Workers (no.)	Percentage by geographic area (%)
Portugal	3,397	70.1%
Other geographies	1,452	29.9%
<b>Total</b>	<b>4,849</b>	<b>100.0%</b>

The Equality Plan and the data presented in this section of the document refer specifically to Portugal, where the Company maintains the majority of its operations and where most of its workforce is based.

Corticeira Amorim's basic objectives in terms of gender diversity are, first and foremost, to **increase the representation of women in the company in general and in management positions** in particular. Gender diversity in companies is an essential factor for social and economic progress. More than a question of representation, it is a strategic dimension that contributes to the balance, innovation and sustainability of organisations. Companies are a reflection of society and gender diversity promotes equity and social justice, a greater wealth of perspectives and, with proven data, better organisational performance. Diverse and inclusive environments foster motivation, trust and a sense of belonging among workers, which translates into better individual and collective performance.

Since 2020, there has been an increase in the representation of women within the company's workforce. In 2020, women accounted for 24.1% of the total workforce. By the end of 2024, this figure had risen to 28.2%, with the increase reflected across most functional areas.

However, gender equality in companies can never be truly achieved until parity is also evident in management positions. When organisational or cultural structures hinder women's access to positions of power, they perpetuate historical inequalities that limit not only individual but also collective potential. The presence of women in leadership positions is essential for transforming gender equality from a theoretical principle into a tangible reality in the workplace – one with both symbolic and practical impact. Seeing women in decision-making positions inspires others to believe that their talent can be recognised and valued, helping to break down stereotypes and the so-called "glass ceiling" that still prevents many from reaching top positions.

At Corticeira Amorim, the indicator for women in leadership positions has evolved proportionally to the overall increase in the percentage of female workers since 2020, with a rise of 3.7 percentage points. This performance is attributed to recruitment practices and career development pathways. It should be noted that the two indicators monitored – the percentage of female employees and the percentage of women in management positions – are closely aligned, suggesting no gender bias in the appointment to leadership positions. In 2025, due to significant restructuring processes and a slowdown in production activity, these indicators are expected to stabilise. However, the ambitious targets set for 2030 remain a challenge, requiring continued commitment if the goals are to be achieved.

Indicator	unit of measurement	base year 2020	comparative year 2023	reporting year 2024	2030 ambition	% Change reporting year vs base year
<b>Female workers</b> Ambition corresponds to the observation of 33.3% at the end of the period	%	24.1%	27.1%	28.2%	33.3%	+17%
<b>Women in management positions</b> Ambition corresponds to the observation of 33.3% at the end of the period	%	22.4%	24.1%	26.1%	33.3%	+16%

## b) Remuneration

The gender parity objectives cover other areas, particularly with regard to equal pay, where the aim is to detect and correct any differences that result from gender bias.

(Average value)

Gender pay gap	2024	2023	2022	
<b>By professional category</b>				
<b>Directors</b>	%	27.8%	33.8%	43.1%
<b>Heads of department</b>	%	6.6%	10.6%	10.4%
<b>Sales staff</b>	%	33.5%	32.5%	24.5%
<b>Management support technicians</b>	%	12.3%	18.0%	18.3%
<b>Team leaders</b>	%	-14.6%	-15.9%	-14.7%
<b>Administrative staff</b>	%	-2.9%	-3.0%	1.8%
<b>Maintenance, quality and logistics technicians</b>	%	11.6%	9.5%	10.7%
<b>Production operators</b>	%	8.1%	9.0%	10.0%
<b>Total gender pay gap</b>	%	8.9%	10.8%	14.7%

The pay gap has been narrowing since 2020, with a decrease of almost two percentage points from 2023 to 2024. While the indicator varies across different functional groups, highlighting the need for tailored action plans, the Company's average pay gap remains below the national average of 13.6% and significantly lower than the sector average of 17.7%. This is a key issue for the Organisation and, during 2025, actions have been defined and implemented in this area, particularly in terms of diagnosing and monitoring discrepancies. Importantly, adjusted Gender Pay Gap audits conducted by the Portuguese Authority for Working Conditions across four of the company's subsidiaries did not identify any significant disparities.

## c) Training

Corticeira Amorim has been actively working to promote gender equity and equality through its approach to training, professional development, and performance evaluation.

Training is a fundamental pillar for a company's success, as it enhances the skills of its workers, promotes innovation and ensures continuous adaptation to the demands of a constantly changing market. One of Corticeira Amorim's objectives is to guarantee training for all workers. Equal access to training is essential for gender equality, as it allows women and men to develop the same skills, gain the same opportunities and participate in the workforce under conditions of genuine parity. The Company's objectives in this area are diverse, with particular emphasis on increasing the average number of hours of training/workers/year and the percentage of workers accessing training.

	2024	2023	2022
<b>Average hours of training</b>			
<b>By gender</b>			
<b>Women</b>	38.5	26.7	23.3
<b>Men</b>	28.4	22.3	19.4
<b>By professional category</b>			
<b>Board members</b>	18.8	13.5	6.9
<b>Directors</b>	50.8	36.8	34.7
<b>Heads of department</b>	79.6	63.4	49.4
<b>Sales staff</b>	33.5	52.5	51.0
<b>Management support technicians</b>	66.9	39.3	40.2
<b>Team leaders</b>	35.3	33.4	47.9
<b>Administrative staff</b>	24.4	23.7	22.3
<b>Maintenance, quality and logistics technicians</b>	46.2	45.7	28.8
<b>Production operators</b>	23.8	17.4	15.3
<b>Average total hours of training</b>	31.3	23.5	20.4

In 2024, the average number of hours of training per worker totalled 31.3 hours, an increase of 7.8 hours compared to 2023. Globally, the average training hours were higher among female workers (38.5 hours), while male workers averaged close to 28 hours. However, the distribution of training hours across different functional groups remains uneven, highlighting the need for targeted efforts aimed at standardisation. Technical and on-the-job training accounted for the majority of training hours (54.3%). Training in occupational health and safety and well-being was also significant, accounting for 25% of training hours. The training covered areas such as behaviour, compliance, ethics and corruption, the environment and biodiversity, diversity, equity and inclusion, human rights and working practices, reflecting the growing importance of these issues in the Company's day-to-day operations. The diversity of training areas reflects the Organisation's commitment to gender-balanced investment in the holistic development of its workers, fostering an environment of continuous learning and professional growth.

## d) Performance Evaluation

Workers with regular performance and career development reviews						
2024	Women (no.)	%	Men (no.)	%	Total (no.)	%
<b>Board members</b>	2	28.6%	10	31.3%	12	30.8%
<b>Directors</b>	15	53.6%	76	59.8%	91	58.7%
<b>Heads of department</b>	55	67.1%	64	61.0%	119	63.6%
<b>Sales staff</b>	44	47.8%	52	33.3%	96	38.7%
<b>Management support technicians</b>	115	82.7%	132	65.7%	247	72.6%
<b>Team leaders</b>	23	53.5%	123	66.8%	146	64.3%
<b>Administrative staff</b>	123	54.9%	78	68.4%	201	59.5%
<b>Maintenance, quality and logistics technicians</b>	86	65.2%	238	56.7%	324	58.7%
<b>Production operators</b>	489	69.3%	1,310	63.7%	1,799	65.1%
<b>Total</b>	<b>952</b>	<b>65.5%</b>	<b>2,083</b>	<b>61.3%</b>	<b>3,035</b>	<b>62.6%</b>

Corticeira Amorim has implemented a performance management system that encompasses management by objectives, performance assessment and development of skills (professional development plans). It is a management tool with proven track records in promoting individual and organisational performance within the Company. It covers all the Organisation's middle and upper management. The Company has also been implementing a system with similar dimensions and specific to operational functions, which covers indirect industrial operators and also the administrative population. These programmes began in 2022 and mainly cover companies located in Portugal, although other locations have also adopted the same programmes. As of the latest data, 62.6% of the workforce is covered by this system (65.5% of female workers and 61.3% of male workers). As in the case of vocational training, there are no significant gender-based differences in access to performance evaluation, and, as with training, the percentage of female workers who access it is higher than the percentage of male workers.

# 4. Diagnosis

## a) Axes of intervention

### Strategy, Mission and Values

Corticeira Amorim's governance model is built on a collaborative framework involving various bodies responsible for defining, proposing, validating, and implementing policies and practices across all areas of management. In the context of gender equality, and more specifically the Equality Plan, the Company's approach is guided by its Diversity Policy, which was formally approved by the Board of Directors in 2022. It is the responsibility of the Executive Group for Equality, Diversity and Inclusion, made up of the Human Resources Departments (Corporate and Business Units) and representatives from the Sustainability, Legal & Compliance, Governance and Corporate Communication areas to propose and define the **Diversity, Equality and Inclusion Programme**, of which the Equality Plan is a central component. This Plan is then presented to and discussed with the ESG (Environment, Social & Governance) Committee, which advises the Board of Directors on social pillar matters. The Company's Executive Committee is responsible for approving the Plan, after which it is formally implemented across the Organisation. The involvement of all these bodies in governing the Plan promotes debate, awareness and empowerment, ensuring that gender equality is a key issue, clearly addressed within the Company's strategy. This commitment is explicit in Corticeira Amorim's Vision Statement:

*Be a sustainable company, providing suitable value for the capital invested while promoting social equity, diversity integration and environmental safeguards, with differentiating factors at product and service level.*

The Code of Business Ethics and Professional Conduct also sets out all of the Company's commitments regarding diversity and non-discrimination. It forms an integral part of all employment contracts at Corticeira Amorim, and training on this code is mandatory when new workers are admitted.

### Equal access to employment

Two of Corticeira Amorim's main objectives – to increase both the overall number of female workers and the representation of women in management positions – are being pursued primarily through recruitment practices. This is one of the areas in which the Company has invested with particular intent. On the corporate website's "People" page ([www.amorim.com](http://www.amorim.com)), where job postings are published (without gender discrimination), there is an explicit reference to the Company's diverse and inclusive recruitment approach. Internal mobility postings also encourage applications from under-represented genders, ensuring that opportunities are accessible to all. Furthermore, external recruitment partners are instructed that every shortlist of

candidates must include at least one individual from the under-represented gender.

In 2024, a new edition of the training course on bias in recruitment was also held, aimed at all Human Resources professionals.

It is also worth mentioning the social climate survey carried out in 2025, by Great Place to Work, which evaluates the Company across several criteria (Respect, Credibility, Impartiality, Fairness, Communication, Pride, Collaboration and Corporate Image). The survey is made up of a set of statements (68) to which workers express their degree of agreement, on a scale ranging from "totally disagree" to "totally agree". Responses expressing agreement and disagreement are recorded, as are neutral positions. Some 75% of Corticeira Amorim's workers responded voluntarily to the survey. It should be noted that the statements "I believe that my company has invested in gender equality" and "Everyone is treated well regardless of gender" were rated with a degree of agreement (strongly agree and agree) by 76% and 73% of respondents respectively. The first was the seventh most positively rated statement, while the second ranked eleventh.

This is a highly encouraging result, demonstrating both the impact and recognition of the Organisation's actions. It provides strong motivation to reinforce and further develop the policies and practices already in place.

### Initial and ongoing training

Gender equality is something that goes far beyond laws or policies. It involves transforming mentalities, behaviours and habits that have been ingrained over generations. This transformation only happens when you can **communicate well** and **train with purpose**. Inclusive, clear and coherent communication helps to deconstruct stereotypes and prejudices. Through the words, images and messages disseminated within the Organisation, it is possible to promote new role models, foster more balanced frameworks, and ensure fairer representations of women and men. Training is the next level and transforms awareness into competence and action. It is through training and continuous learning that we can deconstruct unconscious prejudices, develop new skills and promote a more equitable organisational culture.

The Code of Business Ethics and Professional Conduct is an appendix to all employment contracts at Corticeira Amorim. Diversity and gender equality training is provided through an e-learning course as part of the onboarding process for all new employees.

The dissemination of information and the raising of awareness on gender-related issues has been one of the Company's key priorities. For some years now, an annual Communication and Training Plan has been drawn up, which includes a series of initiatives in this area. These range from training on the Equality Plan delivered to all directors (2025) to two workshops (2024 and 2025) with the participation of external guests in debates on gender equality. These workshops were open to all employees. In 2024, the Company marked International Women's Day by giving flowers to all workers, accompanied by facts and figures on gender (in)equality, raising awareness of the need for new practices. In 2025, March was called **Amorim4All Month**, during which there were various initiatives linked to gender and cultural diversity, as well as inclusion more broadly. The celebration of International Women's Day was highlighted by a workshop entitled "I am a woman and my place is wherever I choose!", alongside the launch of a digital photo competition on diversity and inclusion. In April, the Company's newsletter focused on gender equality.

Targeted training aimed at specific groups of workers, together with a coherent and consistent Communication Plan over time, will be one of the main levers for building a more diverse, plural and inclusive organisation. In this context, efforts in these areas will be one of the key priorities of the Diversity, Equality and Inclusion Programme for the coming years.

#### **Equal working conditions**

Corticeira Amorim has been working to develop fair and objective tools to assess and develop its workforce. Each year, the annual performance appraisal covers a growing number of employees, with investment made in the evolution of assessment models and their objectivity. Leadership training has been fundamental, and awareness among workers on this subject has been steadily increasing. The goal is that by 2026, the process will cover almost the entire workforce. This evaluation is the foundation of professional development, feeding into career progression and remuneration processes. Also from 2026, the Organisation plans to conduct a diagnostic study to identify evidence of disparities in performance evaluations that may be correlated with gender bias, and from there trigger a specific action plan to address this area.

The issue of remuneration was developed in 2024 and 2025. Over these two years, the Company has been evaluating and classifying job positions using a methodology widely recognised in the market. The evaluation factors are objective and applied consistently across all functions. In this context, in 2025 several analyses were carried out on the gender pay gap. The objective is to implement a system that continuously provides reliable and up-to-date information, enabling increasingly accurate analysis of the issue. The challenges posed by the forthcoming European directive on pay transparency will be significant, but they will undoubtedly bring greater clarity to this matter. The reality is that Corticeira Amorim has been reducing the overall gender pay gap year after year, and the goal for the coming years is to continue moving in this direction.

In terms of career development, it is worth highlighting the Follow Me programme, a mentoring initiative aimed at the Company's younger professionals, which in its first edition in 2025 included an equal number of male and female participants.

#### **Parental leave protection**

Compliance with all legal and regulatory obligations in the field of Parental Leave Protection is a fundamental requirement. In 2026, the Company will continue with its plan to support the return to working life following long-term parental leave, particularly with regard to access to professional training.

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

The Company offers its workers a range of benefits to help them reconcile their professional and personal lives. In addition to a platform providing discounts and advantages for the purchase of personal products and services, the Company also offers curative medical services across its different units. Workers have access to a medication ordering and delivery service, as well as pharmacy products under favourable conditions. A weekly collection service for clinical tests is also available. Family members of employees can make use of the various Corticeira Amorim canteens, which provide a takeaway service. The goal for 2026 is to continue developing benefits and services that facilitate the effective integration of work and personal life.

#### **Prevention of workplace harassment**

The issue of harassment in the workplace was given particular emphasis in 2024 with the launch of a communication campaign on the whistleblowing channel, raising workers' awareness of all potential harassment situations and the importance of reporting them through the existing channels, which ensure proper investigation, confidentiality, and the protection of good-faith whistleblowers. In 2025, the content of the course on the Code of Business Ethics and Professional Conduct is being restructured, with all sections relating to harassment being reinforced. In the workshops on mental health and wellbeing held in both 2024 and 2025, the forms and consequences of workplace harassment have been addressed, encouraging discussion and debate on these issues to increase awareness of the importance and necessity of eliminating them.

Harassment, in all its forms, will remain a topic that continues to be actively addressed. In 2026, specific training is planned for managers, equipping them with enhanced skills to detect, prevent and eliminate potential harassment situations within their areas of responsibility.

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

The Company relies on the Executive Group for Equality, Diversity and Inclusion to support the implementation of the Equality Plan and activities related to this framework of action. This Group validates proposals before the company's Executive Committee and before the ESG Committee, and presents the results of the established plans. As previously mentioned, this Group includes representatives from Corporate Human Resources, the Business Units, and the areas of Sustainability, Corporate Governance, Legal & Compliance, and Communication. It meets at least four times a year and is responsible for the joint implementation of the agreed actions. The Human Resources personnel in this group are responsible for disseminating this Plan in their Business Units and for ensuring the effective accountability of the different stakeholders within the teams.



# 5. Equility Plan

Measures							
Dimension: Company strategy, mission and values							
Objective	Measure	Departments /Units Responsible /Focal Point	Departments /Units Involved /Focal Point	Budget	Indicator	Target	Notes
Raise awareness of the Equality Plan and its strategic importance for the company; Involve all employees in the plan's implementation	Disseminate the Equality Plan, its measures and objectives through awareness-raising sessions, publication on the company's website, intranet, emails, and posting information in highly visible locations within the company's premises	Human Resources Department of the Business Units	Administration and Human Resources Department of the Business Units	Not applicable	Topic discussed at least once a year in a meeting		Include the Equality Plan in the agenda of meetings with employee representatives
Publicly commit (internally and externally) to promoting equality between women and men	Inclusion within the company's mission and values of the commitment to foster equality between women and men.	Executive Group for Diversity, Equality and Inclusion	Human Resources Departments	To be determined	Dissemination of the Charter of Principles to all Employees by December 2026		Ensure drafting and dissemination of the Charter of Principles for Inclusion & Diversity
Dimension: Equal access to employment							
Sub-dimension: Advertisements, selection and recruitment							
Reduce or eliminate gender segregation in the company and achieve a more equal balance between male and female employees	Launch a campaign to encourage the recruitment of women or men in any job positions/roles where they are under-represented, to be disseminated on the company's website, intranet (if available) and by email during the S&R process [specify the period]	Human Resources Departments	All company departments with job positions to be recruited	Not applicable	Percentage of female employees		Increase the percentage of women in the workforce
Prevention of discriminatory practices							
Ensure the principle of gender equality and non-discrimination in access to employment	Verification of all job advertisements and other forms of advertising related to the pre-selection stage, to ensure that they do not contain, directly or indirectly, any gender-based restriction, specification or preference	Human Resources	Human Resources	Not applicable	Number of advertisements with discriminatory references and/or that foster inequality		Ensure that recruitment advertisements do not contain discriminatory references or foster inequality

Measures							
Dimension: Equality in access to employment							
Objective	Measure	Departments /Units Responsible /Focal Point	Departments /Units Involved /Focal Point	Budget	Indicator	Target	Notes
Promote a culture of equality between women and men in the workplace, favouring management and working practices consistent with this principle	Integration of a training module on gender equality into the annual training plan, specifically on: gender stereotypes; inclusive language; protection of parenthood; work-life balance; prevention of moral harassment and ...	Human Resources	All	To be determined	Training actions developed and implemented for different segments of male and female employees	Ensure the development of training initiatives on equality for different populations within the company	
Dimension: Equality in working conditions							
Sub-dimension: Performance evaluation							
Ensure a fair and evaluation process for women and men, based on clear objectives	Create and implement a validation system to ensure fairness in assignment of scores or notes in performance evaluations	Human Resources	Human Resources	To be determined	Implement the system by the end of 2026	Ensure the development of a calibration system for overall performance assessments	
Sub-dimension: promotion/career progression							
Prevent and combat harassment at work – Prevent and combat other offences against the physical or moral integrity, freedom, honour or dignity of workers	Organisation and provision of mentoring, counselling, coaching and buddy programmes for employees of the under-represented gender in senior, management and leadership positions, in order to increase their network of contacts, the visibility and projection of their work, and develop leadership skills	Human Resources	All	Not applicable	Ensure that 50% of participants in the company's mentoring programmes are female	Accelerate the professional development and progression of women	
Encourage balanced participation of women and men in decision-making positions	Create and implement a career planning system for the under-represented gender in senior, management and leadership positions	Human Resources Departments	General Management, Executive Management and Human Resources Management	To be determined	Percentage of women in management positions	Increase the percentage of women in management positions	
Dimension: Prevention of harassment in the workplace							
Prevention of discriminatory practices							
Combat and prevent workplace harassment	Create and implement in-house procedures to ensure that, if any employee becomes aware of alleged situations of workplace harassment, the company will initiate disciplinary proceedings	Executive Group for Diversity, Equality and Inclusion	Compliance and Human Resources	To be determined	Conduct a new communication campaign in 2026	Ensure a communication campaign on the procedure for workplace harassment, reporting and combating procedures in 2026	

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