


MOTAENGIL

A World of Inspiration



Plan Gender Equality

Plan for Gender Equality | 2022



The Strategic Plan 2026 has placed the commitment with Sustainability at the top of the agenda.

We have defined Gender Equality as one of the sustainability commitments, assuming the target of reaching 30% of women in managing positions by 2026.

*Gonçalo Moura Martins
CEO Mota-Engil Group*

1. FRAMEWORK

Aware of the importance and the crucial role Mota-Engil has in contributing to the sustainable development goals, the Group integrated Sustainability into its most recent Strategic Plan 2026 as a strategic pillar under which an indicator of 30% of women recruited/promoted to management positions was established as a strategic target.

The right for gender equality is enshrined in the Universal Declaration of Human Rights, Mota-Engil having subscribed the CEO Guide to Human Rights, which is essential to the development of society and to the full participation of all people, regardless of gender, in the social, professional and political life of the nations.

In parallel, the right for gender equality is equally established in the Constitution of the Portuguese Republic, namely in article 9, subparagraph h), constituting a legal obligation and not just an intentions statement.

In turn, in 2012 Resolution of the Council of Ministers no. 19/2012 of 8 march strengthened such right, determining the compulsory adoption of a plan for equality in all entities of the State's corporate sector, with a view to achieve equal treatment and opportunities among women and men, eliminating discrimination and facilitating the reconciliation of the work, family and private life of the individuals. Subsequently, and increasing its extension, the companies listed on the stock exchange were, on a second phase, subject to this obligation on account of Law no. 62/2017 of 1 august, which approved the equitable representation scheme between women and men in the management and supervisory bodies of the entities of the corporate public sector and companies listed on the stock exchange, defining the obligation for drawing up and displaying annual plans for gender equality.

In order to guarantee the efficient implementation and monitoring of the guidelines enshrined in the newly announced Strategic Plan 2026 recently disclosed, the Mota-Engil Group drawn up the present Plan for Gender Equality updated for the 2022 cycle, aimed at all Workers and Members of the Managing Bodies, as provided for in Article 7 of Law 62/2017.

2. DIAGNOSIS

The diagnosis made and internally discussed allowed for defining the Group's positioning, supporting the structuring of the present Plan for Gender Equality, contributing to equal opportunities between women and men and for minimising occupational segregation, without neglecting the promotion of the conciliation between the work, family and private life at Mota-Engil.

a) Hiring of new workers and rotation of workers

Percentage of employees per functional category and age group		New Employee Hires			Employee Turnover		
		< 30	30 a 50	> 50	< 30	30 a 50	> 50
Europe	Men	75%	27%	18%	40%	18%	20%
	Women	64%	23%	15%	32%	18%	12%
	Total	73%	26%	18%	38%	18%	20%
Africa	Men	51%	34%	21%	67%	54%	50%
	Women	51%	38%	14%	69%	68%	54%
	Total	51%	35%	20%	68%	56%	50%
Latin America	Men	86%	35%	37%	110%	118%	124%
	Women	47%	28%	55%	77%	55%	30%
	Total	80%	34%	38%	104%	110%	118%
Holding	Men	22%	4%	0%	33%	10%	4%
	Women	27%	6%	2%	42%	10%	15%
	Total	25%	5%	1%	38%	10%	9%
Capital	Men	48%	23%	21%	32%	18%	24%
	Women	29%	10%	0%	43%	14%	9%
	Total	46%	21%	20%	33%	17%	23%
Total New Employee Hires and Employees Turnover (per Age Group)		57%	32%	20%	67%	53%	39%
Rate of New Employee Hires and Employee Turnover (per Gender)	Men	35%			54%		
	Women	33%			47%		
Total Entries and Exits (per Location)	Europe	28%			21%		
	Africa	37%			58%		
	Latin America	43%			110%		
	Holding	8%			15%		
	Share capital	23%			20%		
Rate of Entries and Exits		35%			53%		

Note 1: Data collected from the Group's Central Information System, not reflecting the consolidated information of all markets/businesses (the integration of which is under development)

Note 2: The denominator of the indicator considered the number of existing workers as at 31/12/2020.

Note 3: The values of the rates of entries and exits are inherently associated with the beginning and conclusion of the Group's projects, works and contracts.

B) Annual average hours of annual training per worker

Training per functional category and gender		No. of training hours	Average number of training hours	
Europe	Technical and Management Department	Men	512	7
		Women	106	11
		Total	619	7
	Specialisation and Coordination	Men	4,847	13
		Women	3,291	25
		Total	8,138	16
	Supervision and Techniques	Men	11,623	12
		Women	7,150	16
		Total	18,773	13
	Operating and Support	Men	139,714	24
		Women	15,874	21
		Total	155,588	24
	Total	Men	156,696	22
		Women	26,420	20
		Total	183,117	21
Africa	Technical and Management Department	Men	510	9
		Women	9	9
		Total	519	9
	Specialisation and Coordination	Men	892	4
		Women	301	10
		Total	1,193	4
	Supervision and Techniques	Men	2,691	2
		Women	650	4
		Total	3,341	3
	Operating and Support	Men	18,254	1
		Women	965	1
		Total	19,219	1
	Total	Men	22,348	2
		Women	1,924	1
		Total	24,271	2

▽ Continuation

Training per functional category and gender			No. of training hours	Average number of training hours
Latin America	Technical and Management Department	Men	354	8
		Women	653	327
		Total	1,007	21
	Specialisation and Coordination	Men	3,292	18
		Women	614	16
		Total	3,906	18
	Supervision and Techniques	Men	35,391	43
		Women	4,383	20
		Total	39,775	39
	Operating and Support	Men	44,481	6
		Women	1,959	2
		Total	46,439	5
	Total	Men	83,518	10
		Women	7,609	5
		Total	91,127	9
Holding	Technical and Management Department	Men	209	6
		Women	5	1
		Total	213	5
	Specialisation and Coordination	Men	339	11
		Women	610	17
		Total	949	14
	Supervision and Techniques	Men	222	7
		Women	304	5
		Total	525	6
	Operating and Support	Men	133	3
		Women	230	3
		Total	362	3
	Total	Men	902	6
		Women	1,148	7
		Total	2,049	6

▽ Continuation

Training per functional category and gender		No. of training hours	Average number of training hours	
Capital	Technical and Management Department	Men	267	27
		Women	23	23
		Total	290	26
	Specialisation and Coordination	Men	712	22
		Women	887	89
		Total	1,598	38
	Supervision and Techniques	Men	1,291	17
		Women	618	19
		Total	1,909	17
	Operating and Support	Men	3,652	7
		Women	113	5
		Total	3,765	5
	Total	Men	5,922	9
		Women	1,640	25
		Total	7,562	10
Mota-Engil Group	Technical and Management Department	Men	1,852	8
		Women	795	35
		Total	2,647	11
	Specialisation and Coordination	Men	10,082	12
		Women	5,702	23
		Total	15,784	14
	Supervision and Techniques	Men	51,219	17
		Women	13,104	14
		Total	64,322	16
	Operating and Support	Men	206,233	8
		Women	19,140	5
		Total	225,373	8
	Total	Men	269,386	9
		Women	38,740	8
		Total	308,126	9

Note: The denominator of the indicator considered the number of existing workers as at 31/12/2020.

C) Diversity at the governing bodies and workers

Percentage of employees per functional category and gender		Gender	
		Men	Women
Europe	Technical and Management Department	91%	9%
	Specialisation and Coordination	76%	24%
	Supervision and Techniques	96%	4%
	Operating and Support	70%	30%
Africa	Technical and Management Department	98%	2%
	Specialisation and Coordination	89%	11%
	Supervision and Techniques	89%	11%
	Operating and Support	89%	11%
Latin America	Technical and Management Department	96%	4%
	Specialisation and Coordination	83%	17%
	Supervision and Techniques	87%	13%
	Operating and Support	79%	21%
Holding	Technical and Management Department	79%	21%
	Specialisation and Coordination	48%	52%
	Supervision and Techniques	42%	58%
	Operating and Support	34%	66%
Capital	Technical and Management Department	91%	9%
	Specialisation and Coordination	76%	24%
	Supervision and Techniques	96%	4%
	Operating and Support	70%	30%
Mota-Engil Group	Technical and Management Department	93%	7%
	Specialisation and Coordination	78%	22%
	Supervision and Techniques	89%	11%
	Operating and Support	88%	12%

Note: The data reports to the number of existing workers as at 31/12/2020.

D) Wages and remuneration ration between men and women

Wages and remuneration ration between men and women		Ratio W:M
Europe	Technical and Management Department	1.09
	Specialisation and Coordination	0.85
	Supervision and Techniques	0.82
	Operating and Support	0.96
Africa	Technical and Management Department	0.62
	Specialisation and Coordination	0.72
	Supervision and Techniques	1.49
	Operating and Support	0.95
Latin America	Technical and Management Department	-
	Specialisation and Coordination	0.84
	Supervision and Techniques	1.06
	Operating and Support	0.74
Holding	Technical and Management Department	1.46
	Specialisation and Coordination	0.82
	Supervision and Techniques	0.84
	Operating and Support	0.91
Capital	Technical and Management Department	0.73
	Specialisation and Coordination	0.90
	Supervision and Techniques	0.92
	Operating and Support	1.17
Mota-Engil Group	Technical and Management Department	1.05
	Specialisation and Coordination	0.83
	Supervision and Techniques	1.06
	Operating and Support	0.90

3. FIELDS OF ACTION

The Plan for Gender Equality of Mota-Engil 2022 was based upon a diagnosis carried out by the Group's Human Resources Corporate Centre and is anchored by seven areas, twelve goals and twenty measures.

Fields of action:

- Strategy, Mission and Values
- Social dialogue and Employee Participation
- Human Resources
- Initial and Ongoing Training
- Reconciliation of the Work, Private and Family Life
- Prevention of Harassment at the Workplace
- Communication and Image

Based on the guidelines shared by CWEE (Committee for Work and Employment Equality), and given the information and results provided by the diagnosis, Mota-Engil discussed and identified the measures it deems a priority for 2022.

The initiatives contained in the plan shall be implemented until late 2022, wherefore fields of action considered to have strong foundations are prioritised, promoting global awareness in the field of organisational strategy for equality between women and men.

Six fields of intervention were thus chosen, each being associated with particular goals and initiatives to implement. The initiatives making up the plan exhibit a logical chain in terms of its execution and include a set of transversal measures of communication, training and follow-up. However, it does not constitute a plan closed in itself, but rather a dynamic instrument, changeable, due to internal and external contingences that might occur.

4. PLAN FOR GENDER EQUALITY

4.1 GENERAL GOAL

To develop initiatives which translate into positive practices in the fight against discrimination and inequality between men and women, and which foster a new organisational culture, capable of perceiving and valuing (personally and professionally) the contributions of genders, strengthening the principle of equality in its practices, while serving as motto to improve competitiveness.

4.2 SPECIFIC GOALS AND MEASURES

STRATEGY, MISSION AND VALUES

GOALS	MEASURES	INDICATORS	SCHEDULE	LIABILITY	STATUS
GOAL 1	MEASURE 1.1				
To safeguard the principles of gender equality and non-discrimination between women and men at Mota-Engil	Promotion of the Gender Equality Principle in the Ethics and Business Conduct Code.	Dissemination of the Ethics and Business Conduct Code with reference to gender equality	Until the end of the Plan's period of validity	Compliance Corporate Centre	Non-gender discrimination is currently also included into the Principle of Equal Opportunities and Non-Discrimination contemplated in paragraph 6.3 of the Ethics and Business Conduct Code.
	MEASURE 1.2				
	Dissemination of the Gender Equality Principle among all the new workers of the Mota-Engil Group, through the Corporate Hosting Manual.	Dissemination of the Corporate Hosting Manual with reference to gender equality	Until the end of the Plan's period of validity	Human Resources Corporate Centre	We develop and distribute the Corporate Hosting Manual in E-Learning format among all regions of the Group.
GOAL 2	MEASURE 2.1				
To ensure the implementation of the Plan for Gender Equality, its monitoring and follow-up	Monitoring and annual reporting of the gender equality-related indicators to the Group's Executive Committee.	Annual reporting with the evolution of the main indicators	During the Plan's period of validity	Human Resources Corporate Centre	We carried out an (internally and externally) reporting, namely through the Report & Accounts and Sustainability Report.

	MEASURE 2.2				
	Sharing with workers of relevant indicators in the field of gender equality through the channels appointed to that effect.	Proof of internal and/or external communication disclosed	During the Plan's period of validity	Human Resources Corporate Centre and Communication Corporate Centre	We have disclosed the Plan for Gender Equality through the internal communication means as well as through external disclosures at the level of Mota-Engil official Reports.
GOAL 3	MEASURE 3.1				
To ensure the follow-up and updating with regard to the adoption of the best practices in terms of gender equality	Annual preparation of benchmarking (national and international) studies, allowing for an updated and compared vision on the subject, globally accompanying the evolution of the topic.	Proof of the studies conducted	During the Plan's period of validity	Human Resources Corporate Centre	We have drawn up internal diagnosis documents, with emphasis on gender equality-related aspects.

SOCIAL DIALOGUE AND EMPLOYEE PARTICIPATION

GOALS	MEASURES	INDICATORS	SCHEDULE	LIABILITY	STATUS
GOAL 4	MEASURE 4.1				
To promote workers participation and involve them in the definition of measures related to gender equality and non-discrimination, ensuring a working context free from discrimination based on gender, parenthood and/or the reconciliation of work, private and family life of the workers.	Gathering suggestions and periodic assessment of workers' assessment regarding the topic of gender equality at Mota-Engil, with a view to defining measures related to gender equality and non-discrimination between women and men.	Proof of application of the internal survey to the workers and respective data processing	Until the end of the Plan's period of validity	Human Resources Corporate Centre and Regional, Local and Business HR Teams	In progress.

HUMAN RESOURCES

GOALS	MEASURES	INDICATORS	SCHEDULE	LIABILITY	STATUS
GOAL 5	MEASURE 5.1				
To ensure the conditions for applying the gender equality principle to the management of human resources	Development of guidelines within the scope of assessment of performance aimed at the prevention of discrimination in the evaluation of workers' performance.	Proof of guidelines issued by the Organisation	Until the end of the Plan's period of validity	Human Resources Corporate Centre and Regional, Local and Business HR Teams	We have developed the Group's Career Model, emphasising the importance of gender equality and non-discrimination. In parallel, we have carried out internal audits in order to raise awareness to non-discrimination in the performance assessment processes.
	MEASURE 5.2				
	Development of guidelines within the scope of recruitment and selection, without any distinction based on gender, solely taking into account the skills and motivation to the duties to perform.	Proof of guidelines issued by the Organisation	Until the end of the Plan's period of validity	Human Resources Corporate Centre and Regional, Local and Business HR Teams	We have drawn up a recruitment guide containing guidelines regarding gender equality and non-discrimination.
		Ratio of women/men integrated into the trainees programme (target >30%)	Until the end of the Plan's period of validity	Human Resources Corporate Centre and Regional, Local and Business HR Teams	We have reached the milestone of 33% of women recruited under the Trainees Programme 2021, surpassing the target defined in the current Plan for Gender Equality (> 25%).

	MEASURE 5.3				
	<p>Regular development of studies aimed at assessing and following up wage conditions, with a view to ensure gender parity control mechanisms as regards this matter (principle of equal wages for equal work or of equal value).</p>	<p>Internal reporting of follow-up of the evolution of the wages conditions of the Group</p>	<p>During the Plan's period of validity</p>	<p>Human Resources Corporate Centre and Regional, Local and Business HR Teams</p>	<p>We have drawn up internal diagnosis documents, with emphasis in Gender Equality-related aspects.</p>

INITIAL AND ONGOING TRAINING

GOALS	MEASURES	INDICATORS	SCHEDULE	LIABILITY	STATUS
GOAL 6	MEASURE 6.1				
To foster the integration of the gender equality topic into the training plan	Recasting and consolidation of the gender equality topic in the Group's training plan.	Proof of gender equality-related training contents and modules in the Group's training programme	Until the end of the Plan's period of validity	Human Resources Corporate Centre and Regional, Local and Business HR Teams	We have provided contents regarding Gender Equality at the Mota-Engil Digital Academy.
	MEASURE 6.2				
	Launching of annual programmes of skill valuation and reinforcement that boost internal growth and succession within the Group.	% of female participation	During the Plan's period of validity	Human Resources Corporate Centre and Regional, Local and Business HR Teams	We have launched the scholarship programme "The Digital MBA" with 40% of female participation. We have created a group of trainers under the Leaders A2E ME programme, with 37% of female participation.

RECONCILIATION OF THE WORK, PRIVATE AND FAMILY LIFE OF WORKERS

GOALS	MEASURES	INDICATORS	SCHEDULE	LIABILITY	STATUS
GOAL 7	MEASURE 7.1				
To promote the existence of measures of support to the workers with a view to facilitate the reconciliation of work, private and family life	Gathering of suggestions through the realisation of a survey capable of assessing the level of satisfaction of the workers regarding the conditions created to facilitate the reconciliation of work, private and family life.	Average level of satisfaction (target > 50%)	Until the end of the Plan's period of validity	Human Resources Corporate Centre and Regional, Local and Business HR Teams	In progress.
	MEASURE 7.2				
	Development and promotion of initiatives and protocols that facilitate the reconciliation of the working hours with family life.	Number of initiatives/protocols approved by the Organisation (target ≥ 2)	Until the end of the Plan's period of validity	FMAM, Human Resources Corporate Centre and Regional, Local and Business HR Teams	In progress.

PREVENTION OF HARASSMENT AT THE WORKPLACE

GOALS	MEASURES	INDICATORS	SCHEDULE	LIABILITY	STATUS
GOAL 8	MEASURE 8.1				
To ensure the prevention and the fight against harassment at the workplace as well as other attacks upon the physical or moral integrity, honour or dignity of the worker	Dissemination of the Code of Ethics and Business Conduct, with emphasis on the prevention and fight against harassment at the workplace.	Proof of communication to the workers and proof of the documents made available on the Group's intranet	Until the end of the Plan's period of validity	Human Resources Corporate Centre and Compliance Corporate Centre	We have provided the Code of Ethics and Business Conduct to all Workers.
	MEASURE 8.2				
	Dissemination of the internal procedure for reporting and analysis of situations of potential harassment at the workplace.	Proof of communication carried out to the workers	Until the end of the Plan's period of validity	Human Resources Corporate Centre and Compliance Corporate Centre	We have disseminated the Policy for prevention of Harassment and Discrimination.
	MEASURE 8.3				
	Formalisation and communication of the ombudsman (https://www.mota-engil.com/provedoria/) as a privileged channel for receiving and managing the suggestions and complaints of workers within the topic of gender equality and harassment at the workplace.	Proof of communication carried out to the workers	During the Plan's period of validity	Human Resources Corporate Centre and Compliance Corporate Centre	We have disseminated the ethics hotline and adequately followed up on the existing situations.

COMMUNICATION AND IMAGE

GOALS	MEASURES	INDICATORS	SCHEDULE	LIABILITY	STATUS
GOAL 9	MEASURE 9.1				
To use and include in internal and external communication the gender equality aspect	To adopt an inclusive or neutral language, without resorting to discriminatory images, in the Group's internal communications.	Service Orders, Service Communications, Management Report, Sustainability Report, Corporate Hosting Manual, recruitment opportunities ads	During the Plan's period of validity	Business Control, Human Resources and Communication Corporate Centres as well as Regional, Local and Business HR Teams	We have carried out various initiatives aimed at the adoption of an inclusive or neutral language, namely in the official reports of Mota-Engil, service communications and recruitment processes.
GOAL 10	MEASURE 10.1				
To disseminate a culture of equality between women and men at the workplace, fostering managing and working practices in line with such culture.	To give internal visibility to women performing management duties at Mota-Engil through the adequate channels of communications.	Proof of moments of internal and external communication promoting the visibility of women in management positions within the Group	During the Plan's period of validity	Human Resources Corporate Centre and Communication Corporate Centre	We promote the testimony of women as regards their professional path and career, namely in the Sustainability Report, in webinars and in training/awareness-raising sessions, with testimonies and interventions of women, particularly in the "WoMEEn Power" session, among others, for knowledge sharing purposes.

GOAL 11	MEASURE 11.1				
To promote external relations within the scope of gender equality	Development of strategic partnerships with entities recognised by their involvement and work in this area.	Proof of public institutional communication regarding the partnerships established and carried out	During the Plan's period of validity	Human Resources Corporate Centre and Communication Corporate Centre	We have achieved a partnership with APPDI (Associação Portuguesa para a Diversidade e Inclusão - Portuguese Association for Diversity and Inclusion) and we have participated in the "Women Engineers for a Day" project.
GOAL 12	MEASURE 12.1				
To publicly assume the commitment with the promotion of gender equality	Inclusion of a page aimed at the gender equality, diversity and inclusion topics on the institutional website of Mota-Engil.	Proof of the page created on the institutional website	Until the end of the Plan's period of validity	Human Resources Corporate Centre and Communication Corporate Centre	In progress.

5. MONITORING THE PLAN'S EXECUTION

The execution of Mota-Engil's Plan for Gender Equality 2022 shall be subject to a systematic follow-up process on part of each of the companies, through the Human Resources Corporate Centre, with the purpose of monitoring the efficiency of the initiatives and the fulfilment of its goals, and identifying potential improvements or new measures to be implemented.

With a view to consolidate a corporate culture guided by the values of equality, Mota-Engil's Human Resources Corporate Centre shall assume responsibility over:

- proposing and coordinating a set of procedures and measures, with a view to contributing to socially responsible management, based on equality and trying to mitigate horizontal segregation.
- Following up and ensuring the implementation of measures contained in the current Plan for Gender Equality 2022;
- Sharing good practices with the Group's various companies within the scope of gender equality, assuming an active and aggregating role in this regard;
- Monitoring and analysing the evolution of the indicators of the Plan for Gender Equality 2022, proposing reinforcing measures whenever required.

Based upon the heterogeneity of its people, which provides it with an added potential, and aware of the role it represents in communities and in the various geographies it is present in, Mota-Engil wants to become a reference as regards the promotion of gender equality, making efforts to proactively contribute to a change in the social paradigm.

TECHNICAL FILE

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Author: Human Resources Corporate Centre

Edition and Ownership: Mota-Engil, SGPS, S.A.

Head Office: Rua de Rêgo Lameiro, 38, 4300-454 Porto

Telephone: +351 225 190 300 | **Fax** +351 225 191 261

Email: geral@mota-engil.pt

Institutional website: www.mota-engil.pt

