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PLAN EQUALITY 2027

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INTRODUCTION

For ALTRI, SGPS, S.A. (hereinafter **"ALTRI"** or **"ALTRI GROUP"**) the benefits arising from a culture of diversity and inclusion are fundamental and that culture is intended to enclose the acting guidelines for all its agents who constitute it.

For this reason, the present commitment presents a structured action that aims to consolidate in the Group a social paradigm of balanced representativeness.

Attracting and retaining the best profiles of the most diverse technical capabilities within our industry, with different genders, ages, cultures and experiences stimulates the organization, develops new skills, enhances knowledge, increases the satisfaction of collaborators, the quality of work and the creation of value by the Group.

The fundamental objective of ALTRI 2027 Equality Plan is to contribute furthermore to achieving effective equality of opportunity between women and men, promoting the elimination of sex discrimination and fostering a healthy balance between personal, family and professional life, so that collaborators feel even more committed to the Group.

It applies to all collaborators of the ALTRI GROUP, including the respective governing bodies of all companies of the ALTRI GROUP (hereinafter, abbreviated and jointly designated by **"Collaborators"**).

The Ethics Committee – which incorporates members of the Board of Directors and from the Legal and Internal Audit Department – is the entity responsible for the preparation, revision and implementation, and monitoring of the Plan for Equality. This Committee comprises a total of six members, five women (83%) and one man (17%).

VALUES AND ACTIONS

Diversity and inclusion are part of our VALUES and are present in several programs joined by ALTRI in full commitment:

- **The United Nations Global Compact program**, which is committed to aligning the strategy and reflecting in the culture the 10 fundamental principles that embrace Human Rights, Labor Practices, Anti-Corruption Mechanisms and Environmental Protection;
- **Commitment 2030**, promoting the United Nations Sustainable Development Goals (**SDGs**) whose aim is to end poverty, protect the environment and promote prosperity and well-being by 2030. ALTRI has consolidated its commitment to setting ambitious targets, in particular in this area: ***"Duplicate the number of women in leadership roles from 19 in 2018 to 38 in 2030"***- currently (as of September 2026) this number is 44 women;
- The United Nations **Universal Declaration of Human Rights** – reflected in the ALTRI Code of Ethics in its 2022 revised version – in which the CEO's guide for Human Rights is a call for action for the partners of the World Business Council for Sustainable Development (**WBCSD**), who share a vision of how companies are fulfilling their corporate human rights responsibility and business best practices in this subject.
- ALTRI has published and made it public the Human Rights Policy, the Policy of Participation in the Communities and the Code of Conduct for Preventing and Tackling Harassment.



ALTRI VALUE | **LEVERAGE THE DIVERSITY, TALENT, SKILLS AND PERFORMANCE OF THE ORGANIZATION**

VALUES AND ACTIONS

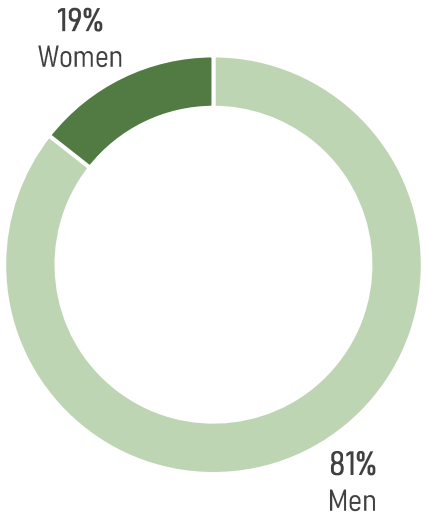
The Board of Directors of ALTRI, without losing the thread of meritocracy, **promotes diversity policies at various levels:**

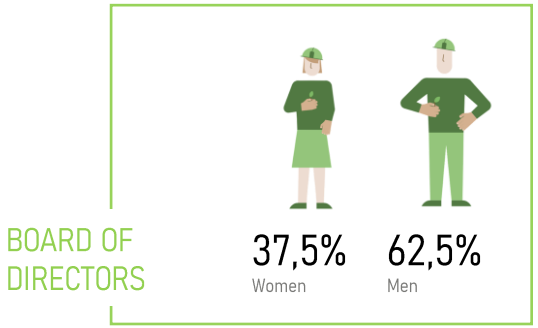
- Career progression policies, performance assessment and salary reviews based on diversity;
- Recruitment procedures, through the presentation of lists of potential Collaborators to be recruited sufficiently representative of both genders;
- Operational instructions for multidisciplinary teams formed in the context of the most diverse projects to be constituted on the basis of the concern for a balanced representation.

ALTRI IS FULLY CONVINCED THAT GENDER BALANCE CONTRIBUTES DECISIVELY TO MORE ECLECTIC, SELF-CHALLENGING AND PROACTIVE TEAMS , SO THE PROMOTION OF THIS DIVERSITY IS A TRUE **PURPOSE OF THE ALTRI GROUP**.

The ALTRI GROUP is the result of a procurement policy and encloses different realities, with strong organizational and structural traits. An integration process, considering each of these realities, has been consolidated.

The origin of the Group dates back to 2005, and the policies and actions established herein make this union and purpose stronger, in a heterogeneous and diverse environment characteristic of this industry.

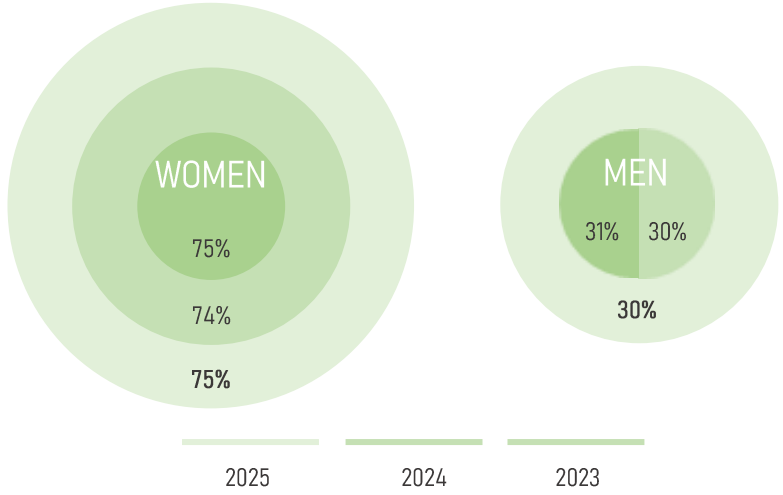




DISTRIBUTION BY AGE RANGE

	2023		2024		2025	
	M	F	M	F	M	F
< 30 years	73	31	60	21	67	13
From 30 to 50 years	404	80	420	99	404	108
≥ 50 years	193	33	166	33	204	39
TOTAL	670	144	646	153	675	160

DISTRIBUTION BY UNIVERSITY DEGREE



Diversity and gender equality are a concern that ALTRI GROUP recognizes as current and relevant and while our areas of activity – eminently industrial – are historically more prone to the predominance of men, we have for several years defined and implemented measures that materialize a **greater gender equality**.

OBJECTIVES

This **PLAN FOR EQUALITY** is aligned with the principles, values and standards that are inherent to the different national and international instruments applicable to this topic and aims to underline the COMMITMENT THAT ALTRI TAKES UNEQUIVOCALLY, PROMOTING MANAGEMENT POLICIES WHICH FAVOR EQUALITY, INCLUSION AND NON-DISCRIMINATION.

For the implementation of the plan, ALTRI followed the guidelines disclosed for this purpose in the "Guide to the Development of Equality Plans (Annual)", made available by the CITE – Committee on Equality at Work and Employment, prepared in the light of the provisions of the Normative Order no. 18/2019, of 21 June, and that determines the production of a Guide for the preparation of annual equality plans, in accordance with the provisions of paragraphs 1 and 2 of article 7 of Law no. 62/2017, of 1 August.

The Guide includes three matrices - the Matrix of support to the diagnosis, the Matrix of support to the monitoring of the implementation of the plan for equality, and the Matrix of verification of the implementation of the plan for equality and compliance with the recommendations of CITE. The matrices integrate five main areas:

- Equality in access to employment;
- Equality in working conditions;
- Equal pay;
- Protection in parenthood;
- Healthy balance between professional life and family and personal life.

THE PLAN UNDER PRESENTATION:

- RECOGNIZES and PRIORITIZES equal opportunities for women and men as a basic right and assumes the commitment to the implementation of cross-cutting policies that make this right an unavoidable reality with a true positive impact in the life of Collaborators;

- REDUCES current imbalances and prevents imbalances in the future by sorting priorities and matters on which improvements are needed;

- PROMOTES a change in the organizational culture to enhance equality and an effective commitment to the spending of the necessary amount for its achievement.

DIMENSION: COMPANY STRATEGY, MISSION AND VALUES

OBJECTIVES	MEASURES	DEPARTMENTS/ UNITS IN CHARGE (focus)	DEPARTMENTS/ UNITS INVOLVED (focus)	INDICATORS	TARGET	ALTRI NOTES
Disclosure the updated version of the Plan for Equality and its strategic importance to the Group	[1] ALTRI aims to be a national and international benchmark in its culture of diversity and inclusion Promote awareness-raising and information campaigns for employees about the measures and objectives of the Plan for Equality between women and men Use internal communication channels – portal, posters, brochures, among others – to raise awareness and provide information	People and Talent Department, assisted by the operational areas	People and Talent Department	No. of actions carried out	2 actions in the year 2027	- Defined amount (€40K) provided for Communication Support, Training and Assessment.
Encourage the participation of collaborators to promote equality between women and men	2 Promote the presentation of suggestions by employees in this area	People and Talent Department, assisted by the operational areas	People and Talent Department	Implementation of the Action Plan	In the years 2027, 2028 and 2029	- The consultation will be awarded to the specialist company by the end of 2026
Recognize and integrate equality of women and men in all forms of language, both internally and externally	[3] Consider the principle of gender equality and non-discrimination and use forms of inclusive language (verbal and non-verbal) in all management documents and instruments, and in the internal and external communication of the Group, partners and suppliers	People and Talent Department, assisted by the operational areas	People and Talent Department Communication	Presentation of guidelines for taxonomy in the Altri Group.	2nd quarter 2027	

DIMENSION: EQUAL ACCESS TO EMPLOYMENT
SUB DIMENSION: ANNOUNCEMENTS, SELECTION AND RECRUITMENT

OBJECTIVES	MEASURES	DEPARTMENTS/ UNITS IN CHARGE (focus)	DEPARTMENTS/ UNITS INVOLVED (focus)	INDICATORS	TARGET	ALTRI NOTES
Maintain a fair and objective selection and recruitment process for women and men	[4]Provide training/guidance for the persons in charge for selection and recruitment interviews to prevent bias based on gender stereotypes	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	Attendance at information sessions on the topic: Behaviours and biases based on gender stereotypes..	2nd quarter 2027	Activity applicable whenever new people responsible for selection and recruitment interviews appear

DIMENSION: INITIAL TRAINING AND DEVELOPMENT

OBJECTIVES	MEASURES	DEPARTMENTS/ UNITS IN CHARGE (focus)	DEPARTMENTS/ UNITS INVOLVED (focus)	INDICATORS	TARGET	ALTRI NOTES
Promote a culture of equality between women and men in the workplace, promoting management and work practices in line with it	[5]Include in the Onboarding process this issue. Provide updated information on good management practices that promote equality between men and women	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	Review of the Onboarding process procedure.	1st quarter 2027	The review of the procedure is taking place in parallel with the implementation of the SAP-SF Recruitment and Onboarding. The integration of the theme is planned but has not yet been implemented.

DIMENSION: EQUALITY IN WORKING CONDITIONS

SUB DIMENSION: PERFORMANCE EVALUATION

OBJECTIVES	MEASURES	DEPARTMENTS/ UNITS IN CHARGE (focus)	DEPARTMENTS/ UNITS INVOLVED (focus)	INDICATORS	TARGET	ALTRI NOTES
Ensure a fair and objective evaluation process for women and men	[6] Provide training/guidance for those involved in performance evaluation to prevent gender bias.	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	Update of the Good Practices guide that is used in the objective definition and objective evaluation stages (intermediate and final)	In the year 2027	The Performance Management System has been implemented and operating since 2023. Work carried out whenever there are new admissions.

SUB DIMENSION: PROFESSIONAL CAREER PROMOTION/PROGRESSION

OBJECTIVES	MEASURES	DEPARTMENTS/ UNITS IN CHARGE (focus)	DEPARTMENTS/ UNITS INVOLVED (focus)	INDICATORS	TARGET	ALTRI NOTES
Promote equality between women and men in the development of careers	[7] Create protocols with networking associations and entities that support the professional career of people of the underrepresented gender in top management and leadership positions	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	Contact the associations and entities	2 relevant contacts in the year 2027	In 2026, a contact was established in this context.
	[8] Promote the participation of Group companies in events of the school and education community, raising awareness of diversity and inclusion in different jobs, and in the various industry sectors.	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	No. of promotion actions	2 actions in the year 2027	In 2025, we were present at 1 action in which this topic was addressed.

DIMENSION: PROTECTION IN PARENTHOOD
SUB DIMENSION: LEAVES/ SHARED PARENTAL LEAVES

OBJECTIVES	MEASURES	DEPARTMENTS/ UNITS IN CHARGE (focus)	DEPARTMENTS/ UNITS INVOLVED (focus)	INDICATORS	TARGET	ALTRI NOTES
Support parenthood	[9] Consider granting to employees, women and men who become parents benefits in money or in kind higher than those provided for by law	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	Include benefits (monetary or in kind) in ALTRI's Benefits	Implementation in newly acquired companies.	- Benefit already in force in some companies of the ALTRI Group. - The benefit was applied in 2026 to all companies in the ALTRI Group.
Ensure the knowledge of the benefits arising from parenthood by collaborators	[10] Make available to employees information about legislative updates related to parental rights	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	Make information available in the personal area of each collaborator and on the ALTRI Group's Intranet.	1 webinar with the legislative changes that will occur in 2026/2027.	- Information on legislation regarding parental rights is published and available for consultation on ALTRI Group's Intranet.

DIMENSION: HEALTHY BALANCE BETWEEN PROFESSIONAL LIFE AND FAMILY AND PERSONAL LIFE

OBJECTIVES	MEASURES	DEPARTMENTS/ UNITS IN CHARGE (focus)	DEPARTMENTS/ UNITS INVOLVED (focus)	INDICATORS	TARGET	ALTRI NOTES
Promote the conciliation of professional life with the family and personal life of collaborators	[11] Disclose the existing resources in the geographical area of the company and/or the residence of collaborators that facilitate the conciliation of professional, family and personal life, using internal communication tools	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	Creation of a space for dissemination of these resources in all ALTRI Group companies	In the year 2027	- Information on some companies already available on ALTRI Group's Intranet
	[12] Disclose the benefits offered by the company that facilitate the balance between professional, family, and personal life, using internal communication tools.	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	eNPS Platform with integrated information	In the year 2027	- Provided Health Insurance for employees and their families, Summer Camp and Summer Academy for employees' children.

DIMENSION: PREVENTION OF HARASSMENT AT WORK

OBJECTIVES	MEASURES	DEPARTMENTS/ UNITS IN CHARGE (focus)	DEPARTMENTS/ UNITS INVOLVED (focus)	INDICATORS	TARGET	ALTRI NOTES
Prevent and combat harassment at work	[13] Reinforce measures to prevent sexual harassment at work; Launch of internal and external media campaigns (with suppliers and partners)	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	No. of campaigns launched	1 campaign of the year 2027	
	[14] Internal awareness actions on appropriate harassment prevention behaviors	People and Talent Department, assisted by the operational areas	People and Talent Department, assisted by the operational areas	No. of campaigns launched	1 action in the year 2027	

ALTRI undertakes to follow the alignment of this Equality Plan, which will be subject to annual monitoring by the Ethics Committee, with the principles of management of the Group and also with the principles enshrined in the Code of Ethics, which shall also be subject to review as often as deemed appropriate.

ALTRI GROUP