



PLAN FOR  
GENDER  
EQUALITY



# 00.

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# 01.

## Introductory Note

Gender equality is a right established by the 13<sup>rd</sup> article of the Portuguese Republic's Constitution, regarded as an essential human right for society's development and for the full participation of men and women as individuals.

The concept of gender equality translates as an equality of rights, liberties and opportunities for men and women with the goal of providing equal valorisation, recognition and participation in all spheres of public and private life.

This is a concept that has been given particular attention and relevance by the main international entities over the last years and that has also recently gained greater prominence in Portugal.

The Resolution No. 19/2012 of the Council of Ministers, held on the 8<sup>th</sup> of March of 2012, firstly stipulated the obligation of adopting a plan for equality in every organisation of the Government's business sector, oriented towards reaching the equality of treatment and opportunities between genders, eliminating discrimination and facilitating the balance between personal, professional and family life.

This obligation was later extended to companies listed on the stock market, through the Law No. 62/2017 of the 1<sup>st</sup> of August, which approves the regime of balanced representation between genders for the boards of directors and supervisory boards of public and listed companies, stipulating in 7<sup>th</sup> article the obligation to elaborate and communicate annual plans for equality.

The Law No. 62/2017 also came to establish representation quotas for both genders of 20% for companies listed on the stock market, from the first elective general meeting which occurs after the 1<sup>st</sup> of January of 2018, and 33,3% from the first elective general meeting which occurs after the 1<sup>st</sup> of January of 2020, regarding all board members (executive and nonexecutive).

Considering the relevance of the contribution of business organisations for a fully democratic and inclusive society, as well as the advantages of the integration of a Gender Equality perspective. For the elaboration of this plan, a wide set of documents on the theme was used, with particular attention given to the orientations of the "Guidebook for the implementation of equality plans for companies".

Finally, it is important to highlight that the implementation of the equality plan will undergo regular monitoring and improvement, coordinated by a dedicated work team, to be assembled for the purpose.



# 02.

## Self-diagnosis – “Understanding Gender Equality at Sonaecom SGPS, S.A.”

### A. STRATEGY, MISSION AND VALUES OF THE COMPANY

The first component of the self-diagnosis process carried out by Sonaecom SGPS, S.A. was directed to the analysis of the business practices in terms of diversity and inclusion, especially in what regards to the gender equality, in light of the organisation's strategy, identity and culture vectors, sustained by their formal supporting documentation.

In this regard, it should be noted that Sonaecom SGPS, S.A. places a high emphasis on diversity, which, definitely, is one of the structural vectors of its success.

The commitment to diversity in Sonaecom SGPS, S.A. assumes a prominent role in ensuring that it actively seeks to encourage inclusion throughout the organisation, managing and evaluating its employees in an unbiased management and through the promotion of equal opportunities for everyone, regardless of their role and position within the organisation, as well as gender, ethnic group, age, religion or sexual orientation.

The values of inclusion and diversity are an integral part of Sonaecom, SGPS, S.A. matrix since its genesis, being intrinsically related with the evolution, growth and diversification of its businesses. Historically, Sonaecom, SGPS, S.A. has sought to encourage these values through the proactive and recurring development of a set of initiatives.

In parallel, Sonaecom SGPS, S.A. has been systematically following the evolution of a wide range of indicators that, among other goals, aim to feed the discussion regarding the inclusion and diversity in the company's planning and management forums.

Specifically, regarding the gender equality, Sonaecom SGPS, S.A. has been acting in several strategic lines, emphasizing its investment in the development of its talents, through an approach which aims the sustainability concerning the gender balance.

The commitment to gender equality is also reflected in the values and principles that guide the way of being in life and business, designated “our way”, with emphasis on:

- **Trust and Integrity** – “(...) we establish these relationships according to principles of honesty, integrity and transparency.”



- **The People at the centre of our success** – “(...) we incessantly promote meritocracy and we welcome diversity at all levels within the organisation.”
- **How we work** – “(...) with merit. We assume merit as maximum criteria for assessment and progression, because only that way can we grow personally and professionally.”
- **Our Teams** – “(...) we are aware of the richness that exists in the heterogeneity of paths and profiles of our people, as well as the plurality of businesses and geographies where we are present. We wish to continue fostering diversity because it is the combination of differences that generates dynamism.”

Regarding its scope, Sonaecom SGPS, S.A. gender equality policy and the present plan, cover all companies fully owned, directly or indirectly, by Sonaecom SGPS, S.A., thus this is being applied to all the employees and members of the governing bodies.

Regarding the dominated and co-dominated companies, Sonaecom SGPS, S.A., as a direct or indirect shareholder, will undergo its best efforts in order to guarantee the policy's application.

In relation to gender diversity, Sonaecom SGPS, S.A. seeks to promote it throughout the entire life cycle of its employees.

With the ambition of being able to face each of its people in its own unique way, Sonaecom SGPS, S.A. promotes an integrated and inclusive management of human resources based on three distinct pillars: attract; develop and retain diverse and distinctive profiles.

## **B. EQUAL ACCESS TO EMPLOYMENT**

### **B.1. Advertisements, selection and recruitment**

Sonaecom SGPS, S.A. invests in identifying and attracting people with varied academic, professional and personal backgrounds, bearing in mind the principle of equality and non-discrimination based on gender. Throughout the professional career, it is sought that this diversity of profiles and characteristics are enhanced and strengthened, so that employees can be better prepared to respond to the multiple challenges that the business imposes.

### **B.2. Trial Period**

During the trial period of the employment contracts, Sonaecom, SGPS, S.A. appreciates the performance of each employee and evaluates the effective interest in their maintenance.

## **C. INITIAL AND CONTINUOUS TRAINING**

Sonaecom assures that employees' training covers different functions, generations and geographies, and is accessed by all employees in an equitable way. In this process, an increasingly active role is attributed to the employee, who is given the opportunity to decide the themes and



competences considered most relevant to the employee's development. All employees are given the opportunity to apply to any training.

## **D. EQUAL WORKING CONDITIONS**

### **D.1. Performance Evaluation**

Gender equality is one of the pillars of the talent management model and an area of constant investment. Essential to develop employees personally and professionally and, at the same time, enhance the amplification of the necessary skills for business development. We live a meritocracy culture, where the differentiation of performance and contribution of people and teams is supported by processes and tools of recognition.

The quantitative and qualitative weights used in performance appraisal are equally applied to roles performed by men and women.

### **D.2. Promotion/ Progression on professional career**

The progression of the professional career aims to align employees personal and professional expectations with the business's strategic objectives, guiding the organisation's behaviour by the principle of gender equality. Through the career model we seek to support the management of the current talent flow, as well as to respond to medium/long term needs and challenges. It is also inseparable from the policies we will address below, namely, the reconciliation of work, family and personal life/ work organisation, organisational climate and internal and external communication.

### **D.3. Wages**

Sonaecom SPGS, S.A. wage policy is guided by the best market practices. Such salary scales, which contain the reference amounts to be paid to a specific role are free of any gender discrimination, are regularly revised accordingly with market salary competitiveness studies, for comparable roles in the different geographies and sectors of activity in which its subsidiaries operate.

## **E. PARENTAL RIGHTS PROTECTION**

Sonaecom SGPS, S.A. fully complies with all the legal rights provided for employees in relation to parenting, namely regarding benefit from leave of absence, leave, reduced working time, training for reintegration and protection mechanisms for pregnant, postpartum or lactating workers.



## F. BALANCE BETWEEN PROFESSIONAL, FAMILY AND PERSONAL LIFE

Sonaecom SGPS, S.A. promotes the balance between work, family and personal life through an active investment in practices that enhance it, using non-discriminatory and gender-inclusive language and image, addressing equally to all employees.

In this context, the focus is on the provision of protocols with educational institutions for our employees' children and the organisation of events to engage and celebrate the family, particularly at Christmas.

Promoting maternity, paternity and family care is also one of Sonaecom, SGPS, S.A. areas of active investment. Providing information on parenting rights and duties, encouraging parents to actively participate in family life, as well as providing a greater flexibility in the organisation of working times, are some examples of this investment.

It is also important to highlight another relevant sphere of action of Sonaecom, SGPS, S.A., which relates to the promotion of workers' health and well-being, that is immediately available in the company, like the provision of closeness and health and well-being services in the facilities, as well as the structure of benefits of the group - *Mais Sonae* - which aims to provide a range of benefits and advantages for the employees, through a broad network of partners in various spheres of activity.

## G. PREVENTION OF SEXUAL HARASSMENT AT WORK

The preservation of the physical and psychological integrity of all who perform their activities in the Sonaecom universe is a permanent concern, not only of those who perform management or administration roles at the Company, but also of the professionals who render services to it, without exception.

In this sense, and in line with its values and the provisions of its Code of Ethics and Conduct, Sonaecom has adopted and has implemented a code of good conduct in matters of prevention and reaction to harassment at work, applicable to all companies of the Sonaecom Group, which integrates a set of principles, procedures and commitments in order to identify the phenomenon and actively contribute to the prevention, combat and elimination of all behaviours that may cause it.

## H. ORGANISATIONAL CLIMATE

Sonaecom SGPS, S.A. periodically consults employees, in order to know their opinion regarding a set of dimensions considered relevant to their satisfaction and commitment, which can be analysed considering the gender diversity. In addition, it conducts *focus groups* in order to deepen the feedback gathered and, at the same time, to obtain the active contribution of the employees in the development of new initiatives that allow the mitigation of aspects referred to as less positive and, simultaneously, the enhancement of the points signalled as positive.



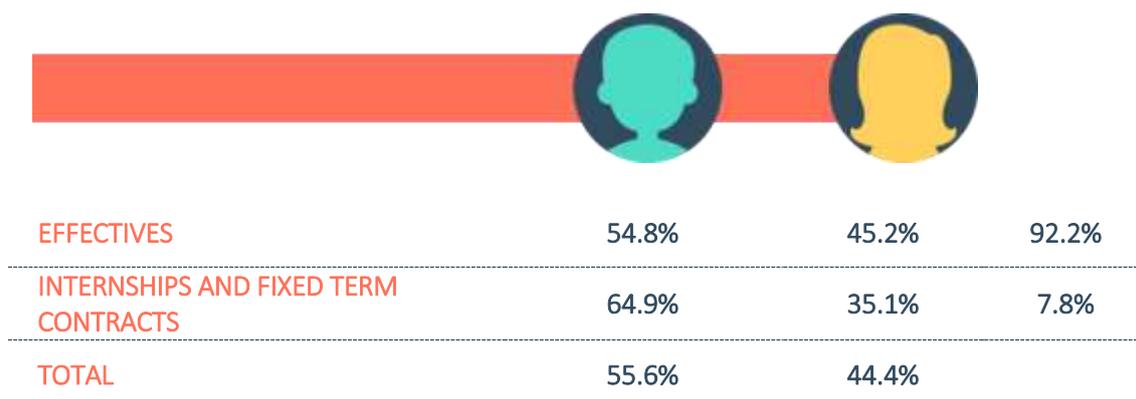
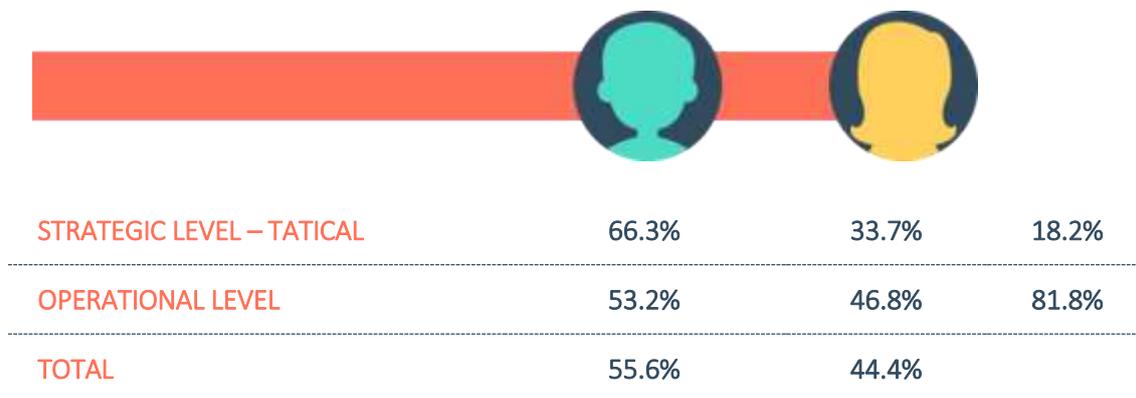
## I. INTERNAL AND EXTERNAL COMMUNICATION

Sonaecom SGPS, S.A. establishes its communication on inclusive and non-discriminatory language in the promotion of activities or even in the relationship with the employees.

## J. SUBSCRIBED INDICATORS

In this regard and in order to ensure a more complete reading of the organisation's *status quo*, supporting the self-diagnosis carried out, some key metrics were systematised regarding the current gender distribution in the organisation.

Statistical data on gender in Sonaecom SGPS, S.A. Portuguese labour context, based on the information collected on the 31<sup>st</sup> of August of 2019, translate as follows:



Analysing the current context of the Sonaecom Group, we find that, at both the strategic (66.3%) and operational (53.2%) levels, most of the functions are performed by males, therefore the female gender is underrepresented.

Regarding the employment relationship, in Sonaecom's total permanent workforce, in line with the total population the percentage of women is slightly lower (45.2%) than men (54.8%).



The following table shows the distribution by gender based on age breakdown:



<b>TILL 25</b>	62.5%	37.5%	11.8%
<b>26-35</b>	57.7%	42.3%	34.5%
<b>36-55</b>	52.4%	47.6%	48.0%
<b>+ 55</b>	55.6%	44.4%	5.7%
<b>TOTAL</b>	55.6%	44.4%	

However, it should be noted that the activities carried out by the Sonaecom's subsidiaries include mainly technical areas related to Science, Technology, Engineering and Mathematics, where the number of graduated females is typically lower than the number of graduated males.



# 03.

## Action Plan – “From diagnosis to implementation”

The self-diagnosis carried out by Sonaecom SGPS, S.A. has objectively identified the strengths and current areas of improvement of the organisation in the field of gender equality, and as also served as a basis for the establishment of a set measures within the action plan presented below.

For this purpose, Sonaecom SGPS, S.A. has defined and prioritised a multi-level intervention plan, which includes actions already in progress, as well as initiatives aimed to be implemented in the short and mid-term. In this plan, the focus is on people management policies, leaderships responsible for its execution and the monitoring of its implementation.

LEVEL	MEASURE	HORIZON
COMPANY STRATEGY, MISSION AND VALUES	Listening to employees from different organisational levels, to assess perceptions of different dimensions of gender equality in the organisation, including the balance between professional, family, personal life and parenting protection.	2020
	Provide the gender equality plan in an internal location with recognised visibility.	2019
	To foster partnerships and commitments with external entities regarding the promotion of equality between men and women referred to in the self-diagnosis section.	2020-2022
EQUAL ACCESS TO EMPLOYMENT	Ensure that the recruitment and selection criteria incorporate the principle of equality and non-discrimination based on gender, through a straightforward and transparent way.	Ongoing
	Explain the principles of gender equality in relevant employer branding actions. Continuously promote diversity in attracting and retaining talent.	2020
INITIAL AND CONTINUOUS TRAINING	Include in the annual training plan specific gender equality modules, incorporating this concern in the development of general and specific training. Ensure that the balance between the personal and family life for each employee is respected, when scheduling any training actions.	2020-2022
EQUAL WORKING CONDITIONS	Provide training to all employees on performance evaluation, with particular relevance to the theme of non-	2020



	discrimination, making available information on the implemented model.	
	Promote equality between women and men in the field of career progression and professional development by ensuring that their competences are equally recognised in the promotion and career promotion processes, by encouraging succession plans that include a diverse pipeline of potential candidates.	Ongoing
	Foster the gender representation in leadership positions, in line with commitments already established and the participation in sharing networks that promote equal visibility and access to top management for the different genders.	2020-2022
	Monitor the competitiveness of compensation arrangements in comparison with the market and periodically analyse the gender pay balance that performs similar functions, looking for corrective solutions, when appropriate.	2020-2022
<b>PATERNITY CONDITIONS</b>	Strengthen the portfolio of benefits for employees in order to facilitate a more effective parenthood support.	2020-2022
<b>RECONCILIATION OF WORK, FAMILY AND PERSONAL LIFE</b>	Foster the adoption of flexi-work practices by creating conditions for remote work, flexible hours and new forms of work organisation.	2020-2022

The execution of the presented plan will be subject to a systematic monitoring process to follow-up on the efficiency of activities and the accomplishment of goals, identifying potential improvements or new measures to implement. For this purpose, will be created a work group within the members of the human resources and legal directions, who will report to the board of directors and should take an active role in promoting, raising awareness and monitoring improvement actions.

To conclude, we should point out that Sonaecom SGPS, S.A. will pursue an active role in the field of gender equality, recognising its importance, and acting as a capable promoter, positively influencing the different stakeholders, driving a systemic change in the current gender equality paradigm.