



PLAN FOR
GENDER
EQUALITY



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INDEX

01. Introductory Note.....	3
02. Self-diagnosis – “Understanding Gender Equality at Sonae com SGPS, S.A.”	4
A. Strategy, Mission and Values of the Company	4
B. Equal Access to Employment.....	5
C. Initial and Continuous Training	6
D. Equal Working Conditions.....	6
E. Parental rights Protection.....	6
F. Balance Between Professional, Family and Personal Life.....	7
G. Prevention of Sexual Harassment at Work	7
H. Organisational Climate.....	8
I. Internal and External Communication	8
J. Subscribed Indicators.....	8
03. Action Plan – “From diagnosis to implementation”	10



01.

Introductory Note

Gender equality is a right established by the 13rd 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 8th 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 1st 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 7th 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 1st of January of 2018, and 33,3% from the first elective general meeting which occurs after the 1st 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, this plan was elaborated in 2019 and has been being implemented since then.

Sonaecom, SGPS, S.A. is part of Sonae Group (being controlled by Sonae – SGPS, S.A., further referred as "Sonae" and/or "Group"), and due to that has been actively participating in the initiatives promoted by the Group. As a result of the path travelled so far at Sonae Group, Sonae was able to achieve a leading position in the 2020 "Leading Together" ranking which assesses gender equality in board roles of the biggest listed companies in the Portuguese stock exchange (PSI-20). This initiative, promoted by the INSEAD Alumni Association in partnership with McKinsey



& Company, the Nova School of Business and Economics and Euronext, distinguished Sonae as the Portuguese listed company with the biggest representation of women in top leadership positions.

The responsibility that this award brings to Sonae—and consequently for Sonaecom—strengthens the commitment with developing measures to promote gender diversity in the Group’s top leadership, as well as to foster policies and recommendations with the same aim.

In this document, a comprehensive diagnose about gender equality at Sonaecom will be presented, as well as an overview of the measures already deployed and undergoing and the plan for 2021.

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 and to respond to medium/long term needs and challenges, as well as 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 and creating conditions for remote work, 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.

During the last year, given the constraints emerging from the epidemic situation in the country (and in the world), a major emphasis was placed in the work-life balance and in the possibility of remote work at the disposal of the employees.

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

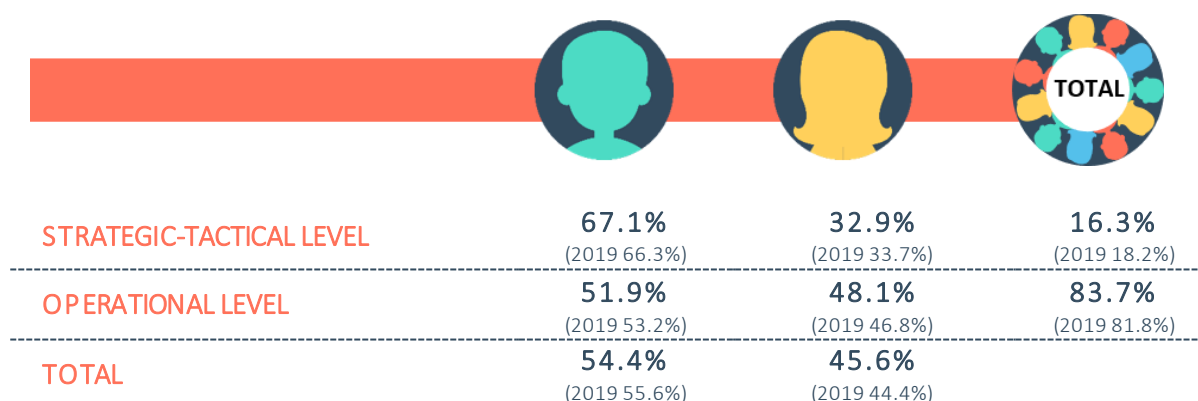
Sonaecom SGPS, S.A. establishes its communication on inclusive and non-discriminatory language in the promotion of activities or even in the relationship with the employees.

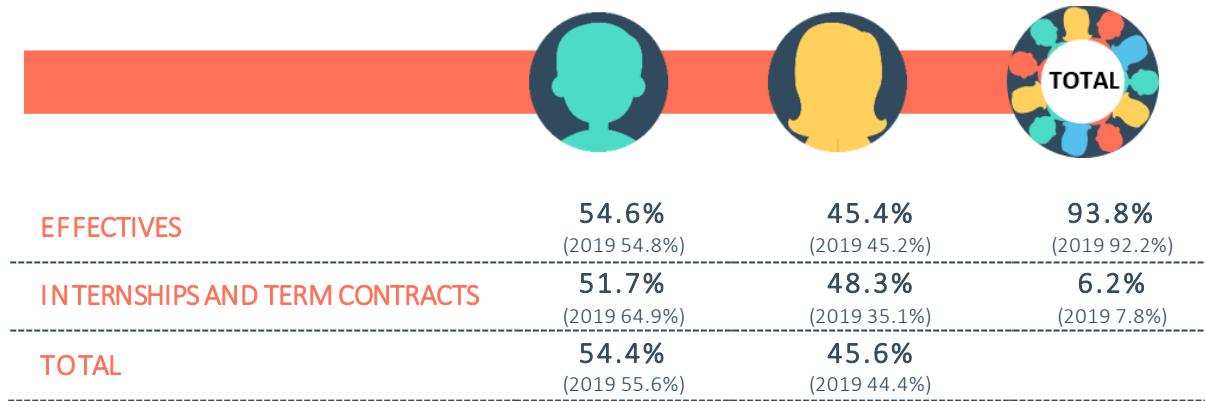
Regarding internal communication, Sonaecom SGPS, S.A. joined the “All in for Gender Equality” initiative recently created at Sonae Group aiming to strengthen the importance and awareness of the gender equality topic in all employees.

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 31st of August of 2020, translate as follows:



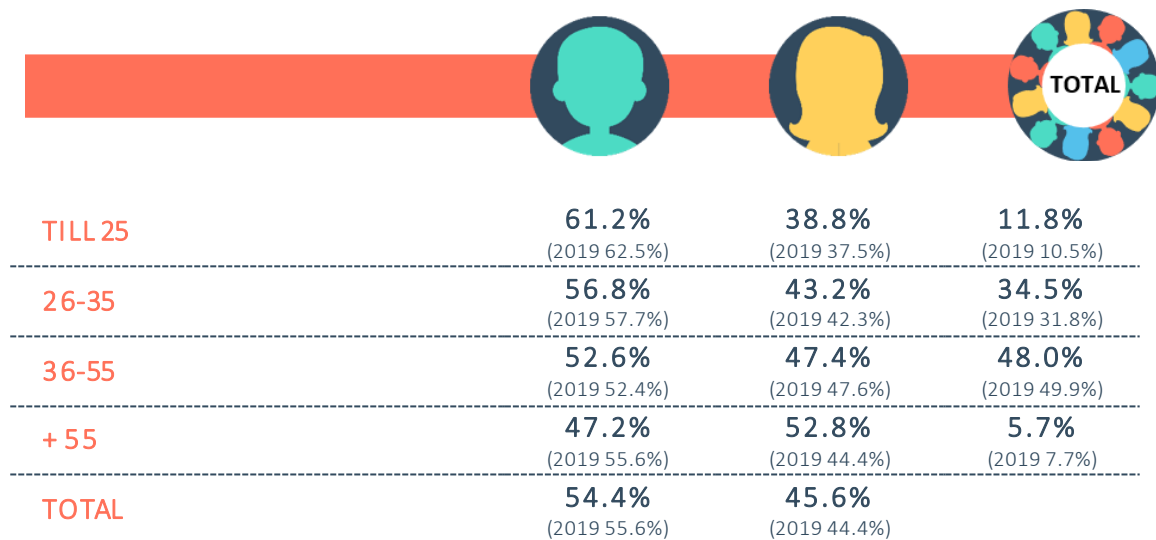


Analysing the current context of the Sonaecom Group, we find that, at both the strategic (67.1%) and operational (51.9%) levels, most of the functions are performed by males, therefore the female gender is underrepresented.

Regarding the employment relationship, in Sonaecom's total permanent workforce, in line with the total population the percentage of women is slightly lower (45.4%) than men (54.6%).

Generally, there was a slight increase of women since last year, from 44.4% (2019) to 45.6% (2020).

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



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. in 2019 has objectively identified the strengths and 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 a pluriannual action plan.

For this purpose, Sonaecom SGPS, S.A. has defined and prioritised in 2019 a multi-level intervention plan, focusing on people management policies, leaderships responsible for its execution and the monitoring of its implementation.

Below there is the implementation status of each measure, as well as new measures that throughout 2020 were introduced to improve the plan.

LEVEL	MEASURE	HORIZON	IMPLEMENTATION STATUS	TEAM(S) RESPONSIBLE	TEAM(S) INVOLVED	INDICATORS
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	Continuously	HR Sonaecom	HRs subsidiaries	Internal reporting with analysis of feedback collected
	Provide the gender equality plan in an internal location with recognised visibility.	2019	Continuously	HR Sonaecom	HRs subsidiaries	Evidence of plan disclosure
	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	To be implemented in 2021	HR Sonaecom	HRs subsidiaries	Evidence of the partnerships and commitments created
	[new] Developing and implementing of awareness initiatives, that prepare leaders to manage teams' diversity and gender equality, within the “Sonaecom All in for Gender Equality” initiative created at Sonaecom level.	2020-2022	Ongoing	Sonaecom HRAG and HR Sonaecom	HRs subsidiaries and management teams	Events promoted by internal or external influencers.
	[new] Creation of mentoring, advising and coaching initiatives that contribute to the development of new competencies, leading to a more equitable participation	2020-2022	Ongoing	Sonaecom HRAG and HR Sonaecom	HRs subsidiaries	Evidence of the mentoring circles for discussion, training and



	between men and women in leadership roles, within the “Sonae All in for Gender Equality” initiative created at Sonae level.					guidance performed
	[new] Creation of the strategic KPI – Women in leadership – aiming to increase women representation in leadership roles and tracking its evolution.	2020-2022	Continuously	Sonae HRAG	HRs subsidiaries and management teams	Biannual dashboard to monitor the evolution of indicator
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.	Contínuo	Continuously	HRs subsidiaries	HR Sonaecom	Periodic analysis of recruitment processes (by sampling).
	Explain the principles of gender equality in relevant employer branding actions. Continuously promote diversity in attracting and retaining talent.	2020	Continuously	HRs subsidiaries	HR Sonaecom	Evidence of the employer branding initiatives made
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	To be implemented in 2021	HR Sonaecom	HRs subsidiaries	Evidence of the training contents made available.
EQUAL WORKING CONDITIONS	Provide training to all employees on performance evaluation, with particular relevance to the theme of non-discrimination, making available information on the implemented model.	2020	Continuously	HRs subsidiaries	HR Sonaecom	Evidence of the training contents made available.
	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.	Contínuo	Continuously	HR Sonaecom	HRs subsidiaries and management teams	Reporting of competencies assessment, per gender, performed during salary review, promotion and talent pipeline processes.
	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	Continuously	HR Sonaecom	HRs subsidiaries and management teams	Reporting of competencies assessment, per gender, performed during salary review, promotion and talent pipeline processes.
	Monitor the competitiveness of compensation arrangements in comparison with the market and periodically analyse the gender pay balance that performs similar	2020-2022	Continuously	HR Sonaecom	HRs subsidiaries	Reporting of competencies assessment, per gender, performed during



	functions, looking for corrective solutions, when appropriate.					salary review process.
PATERNITY CONDITIONS	Strengthen the portfolio of benefits for employees in order to facilitate a more effective parenthood support.	2020-2022	To be implemented in 2021	HR Sonaecom	HRs subsidiaries	Evidence of the benefits made available.
RECONCILIATION OF WORK, FAMILY AND PERSONAL LIFE	Foster the adoption of flexi-work practices by creating conditions for remote work, flexible hours and new forms of work organisation.	2020-2022	Continuously	HRs subsidiaries	Management teams and IT teams	Evidence of the practices made available and their communication.
	[new] Introduction of remote work as a prevention mechanism against the transmission of SARS-COV-2 and the possibility of keeping it, in a format 100% or partially remote, even after the end of the emergency state, in order to enable employees to better manage their work-life balance.	2020	Implemented	HRs subsidiaries	Management teams and IT teams	Evidence of the one-off remote work policy made for the COVID-19 contingency plan and its evolutions.

The execution of the plan is 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, the work group including members of the human resources and legal directions, who report to the board of directors will continue to take an active role in promoting, raising awareness and monitoring improvement actions.

Additionally, related with the initiatives that are developed at a Sonae Group level, Sonae's Human Resources Advisory Group conducts an additional debate, follow-up and monitoring of the impact of each initiative. Sonaecom, SGPS, S.A. is also represented in this forum.

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.