

EQUALITY PLAN

2027



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Structure of the Equality Plan for 2027

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01 - Framework

Semapa's commitment to a more inclusive culture

Law no. 62/2017, of 1 August, adopting the scheme for a balanced representation of men and women in the Board of Directors and Audit Boards of corporate state-owned enterprises and listed companies, obliges listed companies to draw up and disclose annual equality plans. The goal is to effectively enforce equal treatment and opportunities between women and men, promoting the elimination of discrimination based on gender and making it possible to balance personal, family, and professional life, in accordance with Article 7 therein.

Semapa continues to believe that, more than compliance with a legal obligation, the pursuit of measures aimed at ensuring equality between women and men is an essential endeavour of socially responsible management, fostering a better performance of the organisation and helping to attract and develop new Talent.

Consequently, the present Equality Plan, drawn up by Semapa, incorporates the provisions of Article 7 of Law No. 62/2017, of 1 August, and follows the guidelines in the "Guide for the Preparation of Equality Plans (annual)".

The present plan is an evolving document, which is reviewed and approved on an annual basis.

02 - Semapa as a holding and a separate company

Semapa's commitment to a more inclusive culture

As a holding company, Semapa consolidates the financial and non-financial information with its subsidiaries, as is required by law, but such consolidation does not and may not correspond to management consolidation.

Consequently, Semapa has a global and holistic overview of the entire economic group and exercises its shareholder functions in relation to its subsidiaries, by seeking to share common values and principles. This vision is reflected in the Deontological Principles (as it was called at the time), as adopted by the Board of Directors in 2002, later reviewed in 2023 and the name changed to Code of Ethics and Conduct, where the obligation of non-discrimination, among others, is expressed: *"In the company's internal relations and with third parties, Semapa Employees must ensure equal and non-discriminatory treatment, namely on the basis of descent, gender, race, language, national origin, religion, political convictions or ideologies, education, economic situation or social status."* This document stipulates the promotion of the approval of equivalent principles and rules across the companies controlled by Semapa, with the necessary changes to address the context and specificities of each company.

Furthermore, since the adoption of the Deontological Principles, Semapa has always deemed "equal opportunities" to be a critical and fundamental principle in labour relations, which is elaborated in our data on sustainability, an integral part of the company's annual reporting.

Additionally, in 2017 Semapa adopted a Code of Good Conduct for Preventing and Combating Harassment in the Workplace, which also applies to all male and female Employees of the Semapa Group companies (unless they have a specific Code on this matter). It prohibits harassment in the workplace and sets out the obligations of all male and female Employees and employers in this regard, as well as the procedure to be followed in the event of harassment.

In 2021, Semapa and the Group's key companies reinforced their commitment to the fight against discrimination through the creation of the Whistleblowing Channel, allowing the internal communication of irregularities, in an anonymous and confidential manner, by the members of the Corporate Bodies and Committees of the Company, shareholders, male and female Employees and candidates on the way to being hired, service providers, contractors and subcontractors, suppliers, male and female volunteers and trainees. Such communication includes, namely, the report of gender-based discriminatory practices, thus allowing Semapa to act on situations that are not of its knowledge and better defend and ensure respect for the principles of equality between women and men.

02 - Semapa as a holding and a separate company

Semapa's commitment to a more inclusive culture

On the other hand, Semapa adopted in 2023 its Human Rights Policy, where it undertakes to respect human rights, namely (i) the prohibition of discriminatory actions towards its male and female Employees on the basis of race, religion, gender, sexual orientation, disability, age, nationality, political convictions or economic or social situation, valuing diversity, equality and inclusion on grounds of sex, as a way of ensuring real equal opportunities, namely with regard to people with disabilities, (ii) the prohibition of all forms of harassment, abuse and violence in the workplace, and (iii) access to dignified work, guaranteeing its female and male Employees a safe and healthy working environment, from a physical and psychological point of view, fair and equitable remuneration, personal development and continuous training, privacy of their personal data, respect for rest periods, access to applicable social protection schemes and respect for the right to parenthood and encouraging work-life balance.

In addition to this Group's vision and the intended alignment between the Group's companies, Semapa makes its individual choices as a separate company, which it will lay out in this Plan. The choices are such as deemed most appropriate to its reality and size while fostering the sustainable implementation of such measures in the company. All of this is carried out notwithstanding the obligation of reporting on such matters in consolidated terms in the aforementioned information on sustainability.

03 - Five facts about Equality at Semapa*

64%

Women at Semapa

27 women and 15 men, making a total of 42 people.

56%

of the management posts are held by women

The figures include Managers, Deputy Managers and Assistant Managers.

100% Development Plans

Between January 2025 and December 2025, all employees were provided with a two-year Individual Development Plan.

A new version will be launched in 2027, in line with [changes to be introduced to the annual evaluation of performance process and the holding company's strategy for employee development](#).

4

Formal instruments

Codes of Ethics and Conduct, Human Rights Policy;
Code of Good Conduct for Preventing and Combating
Harassment in the Workplace and Whistleblower Channel.

+2%

Engagement Survey

Overall results for women compared with those for men across all 16 dimensions assessed.

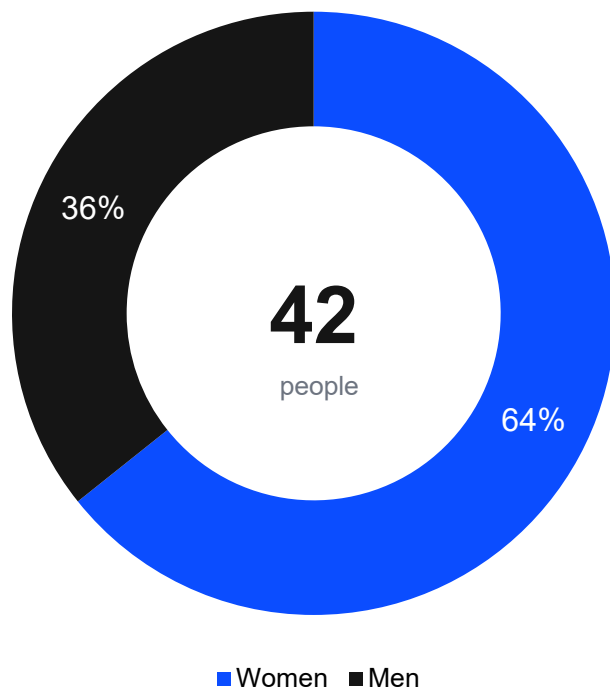
** Figures from 2025, the year in which the last biannual survey was carried out. To be updated in 2027.*

* As at 31/08/2026

04 - Snapshot | Our people

Of the 42 male and female Employees at Semapa 64% are women and 36% are men, as at 31 August 2025.

They are distributed by functional group as follows:



Functional group	Women Nr.	Women %	Men Nr.	Men %
Managers	9	60%	6	40%
Senior managers	9	56%	7	44%
Other	9	82%	2	18%
Total	27	64%	15	36%

The figures show that Semapa maintains a gender-balanced workforce and has successfully increased the number of women in senior positions.

05 - Snapshot | Governing Bodies

Representation on the Governing Bodies

With regard to Semapa's corporate governance, there are Principles for the Composition of the Governing Bodies, published on Semapa's website, in which Semapa acknowledges *"the benefits of diversity in its social bodies, particularly in the Board of Directors and in the Fiscal Board. The diversity principles is a way of ensuring a greater balance in the composition of these bodies, of enhancing the performance of each member and, in each body as a whole, of improving the quality of the decision-making processes and of contributing to its sustainable development."*

Thus, for *"promoting the diversity principles within Semapa, the Board of Directors accepts and acknowledges the following Principles of Diversity as appropriate for the composition of their respective social bodies:*

- *Inclusion of members with distinct academic qualifications and professional experience in different areas that are appropriate and relevant for exercising the role to be performed;*
- *Promotion of gender diversity;*
- *Inclusion of members of different ages, combining acquired experience and new perspectives, and*
- *Inclusion of members with varied life experiences or geographical backgrounds."*

Composition of the Board of Directors, and the diversity criteria applied to it, as at 31 August 2026:

Diversity factor	Parameter	%
Age	<50	22.22%
	50-65	55.56%
	>65	22.22%
Gender	Female	33.33%
	Male	66.67%
Education	Econ./Manag.	33.33%
	Engineering	33.33%
	Applied Maths	11.11%
	No degree	22.22%
Professional background	Professional experience abroad	56.56%
	Different sectors of the group	100.00%

33.3% Women

Audit Board

The figure remains the same as last year.
The Audit Board is composed of 2 men and 1 woman.

30% Women

Board of Directors

The proportion of women on the Board of Directors fell from 37.5 per cent to 30 per cent. This percentage reduction is due to the appointment of three new male directors, whilst the number of women on the board remains unchanged (3). There was no reduction in the number of women in absolute terms

06 - Review of the previous plan

Structural measures set out in the Equality Plan for 2026

Measure	Reported situation	Evidence / result	Update 2026.
Development Plans	Running	100% planned; 76% of the initiatives implemented by December 2025.	Methodology for drawing up Development Plans currently being revised for implementation in 2027.
Diversity, Equality and Inclusion Charter	Disseminated	A letter signed by the Group's CEOs setting out the 7 Commitments*; Group companies invited to prioritise two of these in order to work in a more intentional manner. All Semapa employees receive the letter during onboarding. <i>* The 7 Commitments to Diversity, Equality and Inclusion: Sense of Belonging, Non-discrimination, Freedom of Thought, Gender Equality, Gender Equity, Special Needs, Intergenerationality.</i>	At Semapa (Holding), during 2026 and 2027, work is being carried out on the topics Sense of Belonging (Making it Better) and Freedom of Thought (Act with Agency), through awareness-raising, facilitation and training initiatives directed to employees. For example, on Semapa Day, which marks the company's anniversary, an initiative dedicated to inclusive communication was organised, with the aim of raising everyone's visibility, promoting inclusion and strengthening the sense of belonging.
Internal communication	Disseminated	In the latest Climate Survey (2025), 40% of employees gave internal communication a poor rating. In response, a new Employee Portal (Factorial) was launched in January 2026, enabling better communication not only with the Talent department but also amongst the teams themselves, facilitating the creation of closer bonds between people (e.g. celebrating important milestones – news and events; birthdays), the conducting of pulses and easy access to all internal policies. Throughout 2026, there was also an increase in internal communication through themed “Happy Hours”, with a rotating organisational model involving different teams from the holding company being trialled in the second half of the year. The “Making it Better” email is sent out periodically to share content relating to the employee experience, engagement and the onboarding of new staff. In the second half of 2026 (June), the Talent team launched an internal communications programme that focuses specifically on the impact of employee communication and language on the organisation's culture. The initiative includes a number of activities, to be carried out between the second half of 2026 and the first half of 2027.	The Employee Portal was launched in early 2026 and is updated regularly, based on feedback from employees. Launch of the 2026/2027 Internal Communications programme – Scope: the impact of staff communication and language on organisational culture.
HR Analytics	Under implementation	Phase 1 – 25 indicators in October and a further 15 by the end of 2025.	The go-live date for the dashboards containing key performance indicators has been significantly delayed due to structural changes within the project management team. The project deliverables and timetable have been revised, and the go-live date for the consolidated monthly report on 40 social indicators is October 2026.

07 - Specific measures from the previous plan (1/2)

Summary by dimension, measure and reported target

Dimension	Previous measure	Target / reported situation
Strategy	Equality in calls for recruitment proposals	Started in 2026 and to be continued.
Governance	HR Analytics and half-yearly review	The go-live date for the dashboards containing key performance indicators has been significantly delayed due to structural changes within the project management team. The project deliverables and timetable have been revised, and the go-live date for the consolidated monthly report on 40 social indicators is October 2026 (this report will include the holding company and three subsidiaries for Q4 2026).
Language	Guidelines for inclusive language	The publication of the guidelines on inclusive language, originally scheduled for the end of 2025, has been rescheduled for the second half of 2026/Q1 2027. The document has been largely drafted in accordance with CITE's recommendations on the subject. However, at the end of the first half of 2026, it was felt that the publication and subsequent adoption of guidelines of this nature would be more effective if preceded by greater engagement with the issue amongst the organisation's staff. We believe that this approach is more inclusive in nature, and it is based on the premise that the development of a more inclusive culture (through language) can be accelerated by involving staff in its creation. With this in mind, to mark the company's anniversary in June 2026, Semapa launched an internal communications programme with the following scope: the impact of employees' communication/language on the organisation's culture, organising a participatory diagnostic session on the topic 'How we talk at Semapa' with the aim of raising employees' awareness of 'words that include and make visible'. The session, facilitated by an external consultant, provided valuable insights into the way the company communicates and the impact this has on fostering a more inclusive culture. The information gathered is currently being analysed and, by the end of 2026, will be incorporated into a specific chapter of a new Culture handbook (another of the programme's initiatives), dedicated to raising staff awareness of the importance of language choices in creating an inclusive working environment, in which everyone feels seen and motivated to contribute (<i>Sense of Belonging</i>). The launch of this book will be accompanied by other specific communication and internal engagement initiatives, which are due to take place by the end of the first quarter of 2027. At the time of the book's launch, a brochure setting out recognised best practices in this area (CITE) will also be published, and will be available for consultation on the Factorial Platform.
Recruitment	A minimum representation of 40% for each gender	Started in 2026 and to be continued. Women already account for 60% of candidates involved in recruitment processes and 57% of those hired.
Training	Equality and diversity	There has not yet been any in-house training specifically dedicated to these topics, as a training programme on DEI should be aligned with the launch of the new book on corporate Culture and with the initiatives that will be carried out as part of this launch. We believe that training on these topics will be more relevant (and more likely to have a real impact on employees' behaviour) if it is offered in parallel with (or immediately following) the initiatives already mentioned. We expect this training to be made available to staff during the first half of 2027.
Parental rights	Promoting the role of the father	Two cases in 2025; in both, the father took parental leave. Three cases in 2026; all fathers took parental leave.

07 - Specific measures from the previous plan (2/2)

Summary by dimension, measure and reported target

Size	Previous measure	Target / reported situation
Work-life balance	Flexibility and remote working	Measure in effect – all staff members are entitled to one day of remote working and have the flexibility to adjust their working hours when personal circumstances require it.
Benefits	Protocols on health, education and sport	A consultation was carried out with employees regarding potential new protocols in the fields of health, education and sport. A one-page leaflet setting out the existing protocols and their respective eligibility criteria has been created and made available on the Employee Portal (Factorial), thereby promoting awareness of and uptake of the available benefits. The feedback received will be taken into account when assessing future partnerships and agreements.
Group	Extending best practices	The Group's various subsidiaries implement their own D&I initiatives. Since July 2026, the holding company has been deliberately communicating the Group's purpose: 'Making it Better', and the behaviours that support the three principles of conduct ('Keep it Human', 'Make it Simple' and 'Act with Agency'). During 2027, these corporate messages will be consistently promoted at Group events and, in particular, as an integral part of leadership development at Group level (Semapa Making it Better Leader).

08 - Diagnostic methodology

Planned sources for integrated and traceable reading (from 2027)

01	CITE Matrix	Assessing practices across the mandatory dimensions
02	Engagement Survey	Assessing perceptions and differences by gender
03	HR Analytics / Tableau	Composition, movements and indicators of talent
04	Recruitment and training	Job applications, interviews, new hires and access to information
05	Parenting and work-life balance	Exercising of rights

09 - Strategic priorities for 2027

01 Equal opportunities

- Promoting equitable access to opportunities for development, progression and leadership, based on objective, transparent and merit-based criteria.
- Monitoring the representation of women and men in formal leadership roles.
- Analysing any significant differences between women and men in terms of access to development opportunities.
- Recording and analysing career progression and promotion trends by gender.
- Monitoring the implementation of the Plan: quarterly updates on the indicators; a half-yearly review by the Executive Board.

03 Sense of belonging: my talent belongs

One of the 7 Commitments to Diversity, Equity and Inclusion selected by the holding company for further work throughout 2026/2027 (see Annex I for definitions). **The main initiatives to be carried out in 2027 are:**

- **By the end of Q1 2027** – specific internal communication and engagement initiatives* to promote the messages in the Semapa Culture book, **which includes a chapter dedicated to Communication for Inclusion** (Semapa’s guiding principle: the choice of words we use helps to foster inclusion and a sense of belonging.) Inclusion means access and an understanding of the context, as well as a genuine opportunity to contribute with your talents and bring your unique qualities to the businesses we develop, because this has been understood).
- **Regular town hall meetings** to share information with employees (presentations given by team members to raise the visibility of their contributions and gain recognition for them).
- **Sharing results and initiatives** via the Employee Portal, Making it Better (email) or town hall meetings.

02 Well-being, balance and parenting

- Continuing with the remote working arrangement and flexible working hours wherever this is compatible with the role.
- Raising awareness amongst leaders of best practices in achieving a good work-life balance.
- Keeping track of all parenting situations.
- Sharing information about the rights associated with parenthood and leave entitlements.
- Maintaining a protocol with a psychosocial support platform for staff and their families.

04 Freedom of thought: I am listened to

One of the 7 Commitments to Diversity, Equity and Inclusion selected by the holding company for further work throughout the year (see Annex I for definitions). **The main initiatives to be carried out in 2027 are:**

- **By the end of Q1 2027:** specific internal communication and engagement initiatives (to begin in Q4 2026) to promote the messages from the book “Semapa Culture”, which includes a new manifesto setting out the three principles of conduct: **Keep it Human**, Make it Simple and **Act with Agency** (listening to understand/include and exercising agency/valuing individual contributions).
- **By the end of the Q1 2027:** internal programme to promote the 3 principles of conduct* – **Keep it Human/ Act with Agency** – focus on developing leaders as role models/champions of the desired behaviours, working alongside their teams
- **Implementation of changes to the annual evaluation of performance cycle:** clearer criteria, linking ratings to alignment with behaviours that support the three principles of conduct (i.e. – Keep it Human and Act with Agency: listening to feedback/valuing freedom of thought); internal calibration to ensure greater transparency and impartiality in the evaluation of employees; new template for setting personal development objectives.
- **Consult employees:** hold at least one consultation session a year to gather suggestions for improving equality and inclusion within the company.

10 – Action Plan for 2027 | Pillars 1 and 2

Equal opportunities, development and inclusive leadership

Measure	Type	Indicator and target	Deadline	Responsible
1.1 Recruitment by gender	Reinforcement	100% of processes; at least 40% of each gender, where the market allows	Q1-Q4	Talent
2.1 Training on equality	Rescheduled	≥90% attendance; average rating ≥4/5	Q2	Talent
2.2 Development Plans	Follow up	100% with an annual plan; ≥75% completion rate for the initiatives set out by employees in their development plans.	Q1-Q4	Talent / Leadership
2.3 Balance in roles and promotions	Reinforcement	Work is currently under way to define job descriptions, job grading, pay grade by role and career paths, with completion expected in September–October 2026 and employees to be informed in November 2026. This work will be crucial in identifying and mitigating discrepancies in pay and benefits that affect pay equity between roles within the same pay grade.	Q1-Q4	Talent / Executive Board

10 – Action Plan for 2027 | Pillars 3 and 4

Well-being, work-life balance, governance, participation and data

Measure	Type	Indicator and target	Deadline	Responsible
3.1 Flexible arrangements	Follow up	Take-up by eligible participants and assessment in the 2027 Engagement Survey	Q1-Q4	Talent / Leadership
3.2 Parental leave	Follow up	100% of cases followed up; rate by gender	Q1-Q4	Talent
3.3 Relevant protocols	Reinforcement	Creation of new protocols in accordance with the pulse survey carried out	Q2-Q4	Talent
4.1 HR Analytics Dashboard	Reinforcement	100% of the 25 available indicators	Q1	Talent / Analytics
4.2 Internal consultation	New	At least one annual initiative	Q2	Talent
4.3 Executive remuneration review	Reinforcement	2 formal reviews per year	Q2 and Q4	Executive Board / Talent
4.4 Inclusive language	Rescheduled	Published guidelines; session; ≥90% attendance	Q1	Talent / Communication

11 - Timetable 2027

Annual overview of the main implementation phases

Measure	Q1	Q2	Q3	Q4
1.1 Recruitment	•	•	•	•
2.1 Training	Implementation	Implementation	Follow-up	Follow-up
2.2. Development	•	•	•	•
2.3 Balance	•	•	•	•
3.1 Flexibility	•	•	•	•
3.2 Parenting	•	•	•	•
3.3 Protocols	Implementation	Consultation	Implementation	Consultation
4.1 Dashboard	Implementation	•	•	•
4.2 Internal consultation		•		
4.3 Executive remuneration review		•		•
4.4 Inclusive language	Dissemination	•	•	Review

12 - Follow-up cycle

Three complementary rhythms to ensure decision-making and execution

QUARTERLY

Talent area

Updates indicators, identifies deviations,
records risks and proposes corrective actions.

EVIDENCE

Monitoring form

BIANNUALLY

Executive Board and Talent

Analyses implementation, priorities and
decision-making requirements.

EVIDENCE

Minutes, presentation or record of decisions

ANNUALLY

Executive Board and Talent

Assesses results, consults with the organisation
and prepares the next plan.

EVIDENCE

Implementation report and new Plan

13 - Dashboard of indicators

Comparison and targets for 2027

Indicator	Data as at 31/08/2025	Data as at 31/08/2026	Targets for 31/08/2027
Total number of women	56%	64%	Maintain
Management posts held by women	40%	60%	Maintain
Women in senior management	60%	56%	Maintain
Women on the Board of Directors	37.5%	30%	Maintain
Development Plans	100%	---	100%
Development implementation	66% as at August 2025	---	>70%
Followed up recruitment	Started in September 2025	100%	=
Participation in DEI training courses	Rescheduled session	Postponed	1st semester
Followed up parenting	2 cases in 2025 (100%)	3 cases in 2026 (100%)	100%
Formal reviews	---	---	2
Engagement Survey	Women: engagement rate +2% than men's	---	> 3% in 2027
Pay equity	Substantial equity	Substantial equity	Maintain / correct if necessary

14 - Governance model

Roles and responsibilities

Executive Board

1. Approves the investment and the necessary funds;
2. Monitors progress every six months;
3. Approves corrective actions.

Talent

1. Designs the Equality Plan for Semapa*;
2. Leads the implementation of initiatives within the organisation;
3. Reports relevant indicators to the Executive Board and employees;
4. Proposes corrective actions.

** In collaboration with the Culture Working Group*

Culture Task Force

1. Facilitates internal consultations to identify opportunities for improvement.

ANNEX I

BROCHURE

Embracing Diversity, Equality and Inclusion Our commitment

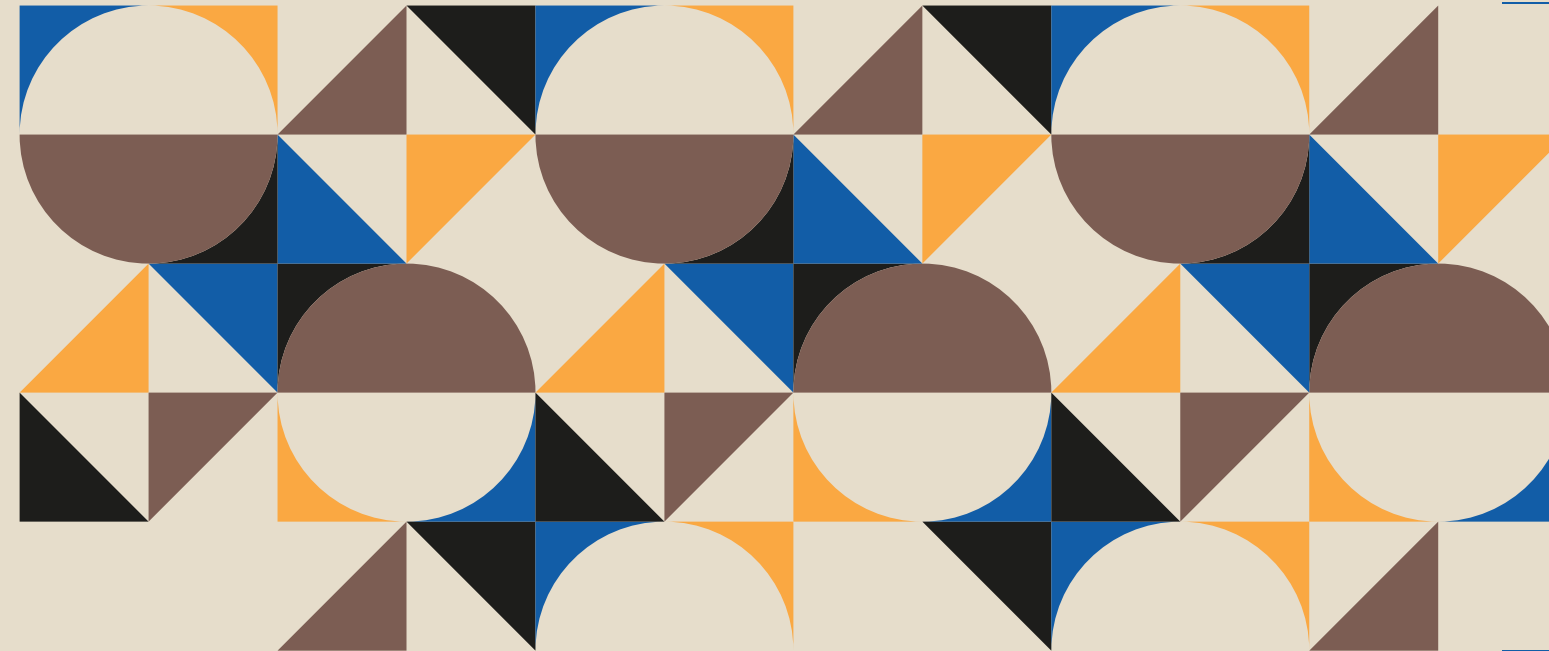


DECLARAÇÃO DE PRINCÍPIO

No Grupo Semapa ambicionamos atrair, potenciar e ativar uma ampla diversidade, criando uma cultura cada vez mais inclusiva, para sermos capazes de entregar as melhores ideias, a inovação mais ousada e um empenho superior no desenvolvimento das nossas empresas para que, em conjunto, façamos acontecer o nosso propósito, *Making it Better*.

COMMITMENT STATEMENT

At Semapa Group, we strive to attract and activate the fullest range of diversities across an ever more inclusive culture so that we can deliver the best ideas, the boldest innovations, and the strongest efforts across our portfolio and collectively succeed in Making it Better.



VIVER A DIVERSIDADE EQUIDADE E INCLUSÃO

O NOSSO COMPROMISSO

DIVERSITY, EQUITY AND INCLUSION
OUR COMMITMENT



Estimados,

É com grande entusiasmo que partilhamos os **7 Compromissos para a Diversidade, Equidade e Inclusão** assumidos por todas as empresas do Grupo Semapa.

A diversidade é a nossa força e a inclusão é o nosso compromisso. Ao longo dos anos, temos trabalhado para termos culturas inclusivas dentro das nossas empresas. Estamos conscientes de que há sempre espaço para melhorarmos e é por isso que este compromisso é mais um passo na direção certa. Acreditamos firmemente que um ambiente de trabalho diverso, que respeita o contributo individual de todos, é essencial e torna-nos mais fortes, enquanto pessoas e enquanto Grupo.

Encorajamos todos os Colaboradores a viver os 7 Compromissos e a reforçar os comportamentos que promovam a inclusão.

Juntos, estamos a construir um Grupo onde a diversidade é celebrada, a inclusão é vivida e cada colaborador tem a oportunidade de crescer e contribuir com o que tem de único.

Ricardo Pires
CEO Semapa

Dear All,

We are pleased to share the **7 Commitments to Diversity, Equity, and Inclusion** endorsed by all companies of Semapa Group.

Diversity is our strength, and inclusion is our commitment. Over the years, we have worked to foster inclusive cultures within our companies. We are aware that there is always room for improvement, and this commitment is another step in the right direction. We firmly believe that a diverse work environment, which respects the individual contributions of everyone, is essential and makes us stronger, both as individuals and as a Group.

We encourage all employees to embrace the 7 Commitments and reinforce behaviors that promote inclusion.

Together, we are building a Group where diversity is celebrated, inclusion is embraced, and every employee can grow and contribute with their unique strengths.

Ricardo Pires
CEO Semapa





SENTIDO DE PERTENÇA

Na Semapa, estamos comprometidos em assegurar que cada um se sinta parte do Grupo, respeitando as suas diferenças e criando as condições para que cada um possa contribuir com o seu talento e aportar o que tem de único, singular aos negócios que desenvolvemos.

SENSE OF BELONGING

At Semapa, we are committed to ensuring that everyone feels part of the Group, respecting their differences and creating the conditions for each person to contribute with their talent and bring what is unique and singular to the businesses we develop.



NÃO DISCRIMINAÇÃO

A Semapa assume o compromisso de sermos um Grupo que promove a criação de ambientes de trabalho livres de qualquer discriminação.

NON-DISCRIMINATION

Semapa is committed to being a Group that promotes the creation of work environments free from any discrimination.



LIBERDADE DE PENSAMENTO

Queremos que os nossos Colaboradores sejam escutados e os seus contributos valorizados. Por isso estamos comprometidos em criar culturas que incentivam a escuta e a partilha de pensamentos divergentes, que acrescentam valor às discussões e nos fazem evoluir.

FREEDOM OF THOUGHT

We want our Employees to be heard and their contributions to be valued. Therefore, we are committed to creating cultures that encourage listening and sharing of divergent thoughts, which add value to discussions and help us evolve.



IGUALDADE DE GÉNERO NOS DIVERSOS NÍVEIS DE LIDERANÇA

No Grupo Semapa criamos as condições para que o género menos representado, atualmente as mulheres, possa ascender a cargos de maior responsabilidade em pé de igualdade. Trabalhamos para afastar os enviesamentos que possam surgir e que podem limitar esta evolução.

GENDER EQUALITY AT ALL LEVELS OF LEADERSHIP

At Semapa Group, we create conditions for the underrepresented gender, currently women, to ascend to positions of greater responsibility on an equal footing. We work to eliminate biases that may arise and limit this progression.



EQUIDADE ENTRE GÉNEROS

Trabalhamos para que não exista *gap* salarial entre géneros. Isto implica pilotarmos em permanência a nossa realidade e corrigir desvios/ enviesamentos, caso ocorram. Respeitamos a família e a parentalidade e criamos as condições para que pais e mães possam viver fases relevantes da sua vida sem qualquer discriminação.

GENDER EQUITY

We work to ensure there is no gender pay gap. This involves continuously monitoring our reality and correcting deviations/biases if they occur. We respect family and parenthood and create conditions for both fathers and mothers to experience important phases of their lives without any discrimination.



INTERGERACIONALIDADE

No Grupo Semapa favorecemos a relação intergeracional como uma alavanca para sermos melhores. Acreditamos que é na conjugação do que cada um aporta, independentemente da idade, que está a nossa riqueza e o garante de um futuro que preserva o seu legado.

INTERGENERATIONALITY

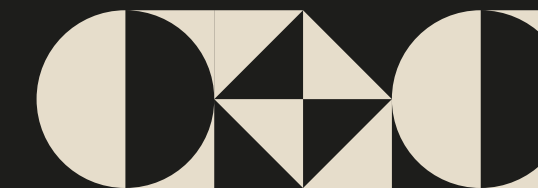
At Semapa Group, we promote intergenerational relationships as a leverage to become better. We believe that it is in the combination of what each person brings, regardless of age, that lies our wealth and the guarantee of a future that preserves its legacy.

NECESSIDADES PARTICULARES

No Grupo Semapa estamos atentos às necessidades individuais dos colaboradores e comprometidos em encontrar soluções que assegurem o pleno desempenho das suas funções sem qualquer discriminação.

SPECIAL NEEDS

At Semapa Group, we are attentive to the individual needs of our employees and committed to finding solutions that ensure the full performance of their duties without any discrimination.



EQUALITY PLAN

2027

