MARTIFER
GROUP

GENDER EQUALITY PLAN 2027



MARTIFER GROUP

With 36 years' of experience, Martifer is a multinational industrial group that excels in the steel construction, ship-building and energy sectors.

Martifer SGPS, SA is the Group's holding company and has been listed on Euronext Lisbon since June 2007.

The Group operates in three business areas:



METALLIC CONSTRUCTION

Martifer Metallic Constructions is a globally recognised player in this sector. It provides comprehensive and innovative engineering solutions in the fields of metalwork construction and aluminium and glass façades, striving daily to achieve excellence in the delivery of projects of the highest standard. Its development strategy is centred on differentiating itself through the quality of its engineering and its expertise in highly complex projects.

1,267 EMPLOYEES
263 FEMALE
1,004 MALE*



NAVAL INDUSTRY

The Group operates a shipyard, West Sea, in Viana do Castelo, which carries out shipbuilding, repair and conversion work. The West Sea shipyard is one of the most significant industrial facilities in Portugal, with the capacity to handle medium and large vessels. It is equipped with workshops and lifting equipment for the construction of large metal modules and equipment.

407 EMPLOYEES
45 FEMALE
362 MALE*

ENERGY

Martifer Energy, within the wind and solar energy sector, operates and positions itself as a renewable energy developer, with a primary focus on the development of wind farms and solar photovoltaic parks. This business area also encompasses the energy infrastructure segment and industrial operation and maintenance.

39 EMPLOYEES
11 FEMALE
28 MALE*

* The figures shown represent the average number of employees in 2025.

OUR PATH TO EQUALITY

Martifer's commitment to promoting gender equality has been steadily strengthened over the years through the implementation of practices that challenge the stereotypes associated with industrial sectors traditionally dominated by men. Our experience shows that, precisely in these contexts, actions to promote equality have a deeper, transformative impact.

This consolidation also involves inclusion. In recent years, labour shortages have brought new challenges and opportunities. The growing integration of internationally recruited into our teams has become not only an operational response, but also a clear expression of our ability to adapt and our openness to diversity.

Promoting equality, full integration and non-discrimination for people from migrant backgrounds have become objectives that go hand in hand. The protection of women recruited from overseas, who often face additional challenges due to their gender and background, remains a priority that requires attention and action.

In 2027, we are taking a further step along this path: we recognise that the way we communicate – between teams, between managers and staff, and between the company and families – is, in itself, a tool for equality. We are therefore introducing Non-Violent Communication as a guiding principle running through all the themes of the 2027 Plan.

Rather than simply being a new, stand-alone pillar, Non-Violent Communication becomes a lens through which we revisit each of the five key concepts defined in 2025, reinforcing practices of active listening, empathy and non-judgemental dialogue throughout the organisation.

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The 2027 Plan recognises that equality is also achieved through the integration and celebration of diversity, and builds on the five key concepts defined previously:

EQUALITY, STEREOTYPES AND IDENTITY

To encourage discussion, clarification and reflection on issues affecting gender equality, with a focus on stereotypes, to ensure our workforce is better informed, inclusive and respectful of diversity.

COOLKIDS – OUR CHILDREN

We must always involve children in our efforts so that, in a few decades' time, we will have more girls studying engineering and fewer boys dropping out of school at an early age. We must also involve parents so that they understand the importance of equality issues from early childhood onwards.

INTEGRATION AND NON-DISCRIMINATION

Improving the integration of people into our community and into the workplace must be a priority in the years ahead. Promoting rights and responsibilities, and proactively tackling racism, discrimination and prejudice, will make society more tolerant and the workplace more productive.

WORK-LIFE BALANCE

Striking a balance between our personal and professional lives is always a concern. At Martifer, we have demanding projects, some of which require us to live abroad or travel frequently overseas. Minimising the impact this has on our personal lives is a priority we never lose sight of.

VIOLENCE AND HARASSMENT

We encourage open discussion of harassment and violence. Providing information, raising awareness, and publicising procedures are some of the ways to encourage people to report such incidents.

MEASURES IMPLEMENTED

EQUALITY AND INCLUSION

MARTIFER LAUNCHES ONBOARDING INITIATIVE FOR INTERNATIONAL EMPLOYEES

As part of the Gender Equality Plan 2026, Martifer has introduced a new onboarding process specifically for internationally recruited employees joining the company. The initiative stems from the realisation that integrating people from other countries requires a tailored approach that goes beyond the usual recruitment procedures. Issues such as language, accommodation, legal documentation and familiarity with Portuguese culture can present additional barriers during the first few months of employment. The 'Living in Portugal' training programme and close support have been vital to the integration of these new colleagues.



MEASURES IMPLEMENTED

MARTIFER TAKES PART IN THE CONFERENCE 'CHANGING MIGRATION PATTERNS: WELCOMING AND INCLUDING'

On 21 October, Martifer took part in the event 'Changing Migration: Welcoming and Including', held in the auditorium of the Oliveira de Frades Municipal Library. The initiative, organised in partnership with EAPN Portugal – the European Anti-Poverty Network – and CLAIM in Albergaria-a-Velha, formed part of the celebrations for the International Day for the Eradication of Poverty and Social Exclusion.

Ana Lopes, from the Human Resources Department, took part in the panel discussion, where she outlined some figures relating to the growth in number of internationally recruited employees within the Group, as well as the origins of Martifer as a global company that also sends many people abroad.

The event, which was open to the community, encouraged reflection on the challenges faced by migrants and the importance of strategies for welcoming and inclusion, with a focus on raising awareness amongst the young people in attendance.

Experiences and best practices were shared, highlighting the role of local businesses in promoting a more supportive, integrated community that recognises the value of diversity.







MEASURES IMPLEMENTED

MARTIFER TAKES PART IN THE COMMUNITY PROJECT "LANDSCAPE WITH PEOPLE IN IT"

"Landscape with People in It" is a community photography project organised by the Municipality of Oliveira de Frades, approved under the "Inclusion through Culture" programme and co-funded by the Centro 2030 Regional Programme and the European Union. It is a cultural, social and community-based initiative that combines photography, social inclusion and the promotion of the local area and its human and economic resources.

Aimed at using photography as a tool for social inclusion and the empowerment of vulnerable groups, the project gave participants the opportunity to express their experiences, perceptions and emotions through images. In a context where vulnerable groups, such as immigrants, older individuals, people managing mental health conditions, the long-term unemployed and people with disabilities, face significant challenges in terms of integration and participation in community life, this project emerges as an innovative strategy to strengthen individual and collective identity, stimulate creativity and promote interaction between different social groups.

Between 23 and 26 March, further photo shoots took place at various locations across the municipality, and Martifer was one of the stops.

The group were able to visit our factory and capture images of the metalworking industry and the people who work there, under the guidance of photographer Adriano Miranda.

Aimed at using photography as a tool for social inclusion and the empowerment of vulnerable groups, the project gave participants the opportunity to express their experiences, perceptions and emotions through images.







MEASURES IMPLEMENTED

NINE MEN AND ONE WOMAN UNDERGOING TRAINING FOR THE LARGEST CONSTRUCTION PROJECT – THE HS2



Martifer is taking part in the HS2 project, building three viaducts and a railway station in the United Kingdom. This project includes a commitment to recruting people who were previously unemployed people. To date, HS2 has helped more than 5,700 people find work — and that figure has risen with Martifer's help.

With a shortage of qualified welders being felt across the sector, Balfour Beatty VINCI (BBV), the HS2 construction partner in the West Midlands, has joined forces with Martifer and AA Euro to create these new opportunities. And this is where Martifer brings a value that is hard to replicate: decades of experience in structural welding, built up through steel construction projects all over the world. It is this knowledge, accumulated over generations of welders, that will now be passed on directly to the new apprentices on the job.

The selection process began with 14 candidates, who took part in a 10-day trial period on site. Ten of them – nine men and one woman – successfully completed this stage and secured a place on a Level 2 apprenticeship programme. While the majority of candidates are under 30, the group proves that it is never too late to change careers: the oldest candidate is 48.

The training took place in a blended format: classroom-based training, focusing on the theoretical aspects, and the remainder of the time spent on site, where the apprentices carried out welding work under Martifer's guidance – a sharing of knowledge that ensures the quality of Martifer's work is passed on to the next generation.

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MEASURES IMPLEMENTED

WOMEN IN ENGINEERING AND INDUSTRY

WEST SEA PARTICIPATES IN THE IPVC INDUSTRIAL MENTORING PROGRAMME

West Sea is part of the Industry Mentoring Programme run by the Polytechnic Institute of Viana do Castelo (IPVC), an initiative that brings students and professionals together in a real-world working environment, supporting their transition into professional employment.

Joana Sampaio is one of the programme's mentors, sharing her experience and knowledge in the field of shipbuilding with the students.

She currently works in welding, one of the fields traditionally dominated by men, and serves as a role model for the younger generations.

The IPVC programme forms part of a wider range of initiatives that promote diversity and gender equality in access to different professional fields, particularly in sectors with a historical female under-representation, such as the shipbuilding industry.



MEASURES IMPLEMENTED

TECHNICAL VISITS 2025/2026

During the 2025/2026 academic year, Martifer welcomed more than 550 students on visits to its shipyards and the Group's headquarters in Oliveira de Frades. Led by experienced professionals, these technical visits enable young people to gain an insight into the real-world demands of the professions they are studying and represent, for Martifer, a strategic talent pipeline initiative aimed at the younger generation. Through these visits, by highlighting women in technical and leadership roles, we also help to raise awareness of STEM subjects and combat stereotypes, showing that engineering, welding and the shipbuilding industry are careers open to everyone.

YEAR 3 PUPILS FROM OLIVEIRA DE FRADES PRIMARY SCHOOL NO. 1 VISIT MARTIFER

Among these visits, one in particular stands out: the 72 Year 3 pupils from the primary school in Oliveira de Frades were invited to gain a practical understanding of engineering, welding, metal construction and other technical areas within the Group. The group, accompanied by eight teachers, spent a morning getting to know the company and its staff at first hand.

The visit began at the head office, with a tour of the Administration department — where the children entered the Board of Directors' meeting room and were shown Martifer's main departments — and a stop at the giant world map, where they used pins to mark some of the countries in which the Group operates. Next came the auditorium, with a presentation on the construction of the Curzon 2 viaduct, and the HR Hub, where they learned about the Human Resources department and the wind turbine installed nearby.

The highlight was the central courtyard, where learning gave way to hands-on experience: with the support of Martifer staff, including the parents of some of the children present, the participants were introduced to professions such as welding, metalwork, industrial maintenance and virtual reality applied to construction sites. Boys and girls participated equally, engaging in hands-on experiences with the same tools and tackling the same challenges.

By highlighting women in technical and leadership roles during the visit, and emphasising that professions have no gender, Martifer helps to inspire girls to explore traditionally male-dominated professions, thereby promoting diversity and inclusion in the industrial sector.

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MEASURES IMPLEMENTED

WOMEN'S DAY – MAKE YOUR MARK ON HISTORY





On International Women's Day 2026, the Martifer Group launched the 'Leave Your Mark on History' campaign. Between now and 2030, this campaign will, year after year, highlight the Group's female professionals and their impact within the company and the wider community.

We wanted to launch the 'Leave Your Mark on History' project with two colleagues whose life journeys have been marked by significant changes, who challenge preconceptions and transform the places they go.



Carina Pereira — Metallic Constructions

Seven years ago, Carina Pereira was Deputy Manager at a restaurant at Gatwick Airport in London. She was also in charge of a fast-food counter where, in just one year, she broke all records and generated £1 million in sales.

At Martifer Construções, she discovered a new passion: designing façades. It is with this experience, dedication and spirit of determination that she also coaches the Unidos da Estação under-13 futsal team.



Cláudia Freitas – Naval Industry

In the Portuguese Air Force, Cláudia Freitas held a leadership role commanding personnel, and also flew the F-16 Fighting Falcon, a supersonic fighter aircraft. She was also a volleyball player and represented Portugal at international level.

She is currently in charge of the Piping Division at West Sea, where she leads a predominantly male team with passion and enthusiasm.

MEASURES IMPLEMENTED

WORKSHOPS AND DISCUSSION GROUPS

THE FUTURE IS NOW, WITH SUSANA SARGENTO

In November 2025, as part of the Gender Equality Plan, Martifer organised the roundtable discussion 'The Future is Now' to reflect on the changes that AI and digitalisation are bringing to the region, to organisations and to the business community as a whole.

The panel featured Susana Sargento, recognised as one of the most influential women in the Portuguese technology sector and a Non-Executive Director at Martifer — a special guest invited in recognition of her work in telecommunications, smart cities, 5G and the IoT. Susana Sargento was joined by panel members Matos Silva, Ricardo Ceia, José Almeida and Diogo Marquez, who explored technological trends and the challenges of digitalisation at Martifer.

Carlos Martins also highlighted some key milestones in innovation within the Martifer Group, emphasising the importance of a corporate culture that embraces digital transformation and the use of AI as a driver of competitiveness and sustainable growth.

The aim of this discussion was to showcase the pivotal role of women in the technology sector and in industry, in line with the commitments set out in the Gender Equality Plan.







MEASURES IMPLEMENTED

BREAST CANCER PREVENTION

On 28 October, a workshop dedicated to raising awareness of breast cancer took place at the headquarters in Oliveira de Frades, led by Registered Nurse Catarina Belo.

It culminated in a moment of sharing between men and women, as they discussed their different concerns about cancer and health.





MENTAL HEALTH AND SUICIDE PREVENTION

In September, Martifer's head office welcomed Clinical and Occupational Psychologist Tânia Anjos to give a talk on workplace wellbeing.

During the session, she emphasised the importance of understanding health as a holistic concept, encompassing not only physical wellbeing but also emotional and social wellbeing, as defined by the World Health Organisation.

The talk highlighted worrying data on the impact of mental health on physical health; stress, anxiety and depression can significantly increase the risk of heart disease, stroke and other physical health problems.

One of the most striking moments was the discussion of the phenomenon of 'work-related suicide', addressing it as a tragic outcome of severe burnout, toxic workplace cultures, bullying, work overload and a lack of recognition. The psychologist highlighted the need to identify and prevent psychosocial risks by promoting psychollogically safe, healthy, and respectful working environments.





MEASURES IMPLEMENTED

COOLKIDS – THE MARTIFER CHILDREN

CAREERS HAVE NO GENDER

CoolKids@Martifer returned to the head office premises this year, after having been celebrated as a Corporate Family Day in 2025 to mark the Group's 35th anniversary. The event was attended by employees' children, siblings, grand-children, nieces and nephews, and other family members.

The desire to understand what their parents do every day, away from home, is what inspired CoolKids@Martifer. The Group's Gender Equality Plan also set out to bring children closer to the work that adults do at home and, in particular, to show that industry, technology and engineering are equally viable career paths for both girls and boys. Year after year, this curiosity continues to be the driving force behind CoolKids: the chance to touch, experiment and finally understand, from the inside, what they had only heard about at home.

LET'S GET TO WORK — HEADQUARTERS BUILDING

The Head Office building was transformed into a huge building site, where 100 children and their families experienced our offices in a very different way to usual.

The programme was packed with activities. The programme was non-stop: there was music on site and dancing for adults and children with Move Martifer Gym; the construction of a house with an aluminium façade; visitors discovered our heavy-duty bolts; learnt how to put on a harness; experienced the thrill of being in a giant crane via virtual reality; jumped on the Air Bungee; climbed to the second floor via the climbing wall; and even enjoyed the "Evening Shift" disco. Everyone working together — young and old, all pitching in side by side, without exception. Martifer's operations managers were on site to welcome and guide everyone, ensuring that no one stood idle.











MEASURES IMPLEMENTED

LAND IN SIGHT — WEST SEA, VIANA DO CASTELO

Meanwhile, West Sea, in Viana do Castelo, welcomed around 60 children for a morning of discovery by the sea.

The programme included a 'Mini Lab', where the youngest children were able to 'make sand', watch a volcano simulation and create a sensory bottle, whilst the middle-aged children explored different electrical circuits and took part in the 'Little Sea Wolves' activity with their classmate Camilo Lomba an expert in seamanship and nautical knots. The older children had the chance to visit the bridge of the World Explorer, one of the highlights of the morning.

In line with the aims of these initiatives, this year we are once again supporting the children's area at the Frango do Campo Festival, the largest entertainment event in the municipality of Oliveira de Frades, thereby raising awareness of our industry amongst the children in our community.











MEASURES IMPLEMENTED

COOL SURPRISES – FROM BIRTH TO THE FIRST DAY OF SCHOOL

In 2026, Martifer celebrated the arrival of 23 babies within our employee families in Portugal, and we continue to surprise the parents by sending them a small gift to take home. This initiative has been running since 2017.

Back in 2022, Martifer distributed school packs for the first time to Coolkids starting primary school. In 2026, 75 packs were distributed, including, for the first time, 30 school packs in Angola.

In Portugal, this year's school pack included the publication "Let's Discover Engineering", produced by the Portuguese Engineers' Association, which sparks children's curiosity about the magic of engineering.

By supporting families as their children return to school and reinforcing our commitment to education and to balancing family and work life, we have already helped around 250 families over the years.

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MEASURES IMPLEMENTED

CARE

AN EXTRA DAY FOR THOSE WHO NEED IT MOST

Martifer grants an extra day's leave to parents of children with a disability certified under Portuguese law (60% or more). This benefit recognises the different family circumstances of our staff. In 2026, we strengthened internal communication to ensure managers are aware of this benefit and its importance and can advise their teams on how to make use of it in a simple and effective manner. The aim is clear: to ensure that all families who need this support are aware of it and make use of it.

In 2027, our focus remains on engaging managers so that they are aware of the importance of this measure, support its implementation and advise their teams on how to make use of this entitlement in a simple and effective way. The aim is to ensure that all families who need this support are aware of it and make use of it, thereby promoting a more inclusive and balanced working environment.

FATHER'S DAY AND MOTHER'S DAY







MEASURES IMPLEMENTED

CELEBRATING PARENTHOOD

In a traditionally male-dominated sector such as ours, talking about fatherhood also means making room to talk about emotions. Expressing pride in being a father, the longing for a son or daughter, or the difficulty of balancing work with family life is not always easy in an environment that has historically been unaccustomed to this sort of conversation. Therefore, celebrating these days is also an invitation for these emotions to be felt — and for them to be expressed as naturally as one would talk about any other everyday topic.

Some families at Martifer share something even more special: the same workplace for fathers, mothers, sons and daughters. It is here that some have watched their parents grow, and it is here that others are now embarking on their own journey, inspired by the example, dedication and strength of those who came before them.

So, on Father's Day and Mother's Day, we went to meet some of these fathers and mothers who share their workplace with their children every day.

A QUIZ TO TEST (AND REINFORCE) YOUR KNOWLEDGE

This year, too, we launched a competition featuring a quiz on gender equality, open to the entire workforce. The aim was twofold: to raise awareness of Martifer's gender equality commitments and, at the same time, to share statistical data on gender equality in Portugal. It provided an engaging learning experience on a topic that concerns us all.

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MEASURES IMPLEMENTED

PREGNANCY AND CHILDBIRTH

With a focus on childcare and fathers' involvement, we have been promoting three main measures:

MONITORING OF ANTENATAL APPOINTMENTS WITH THE GRANTING OF AN EXTRA DAY OFF

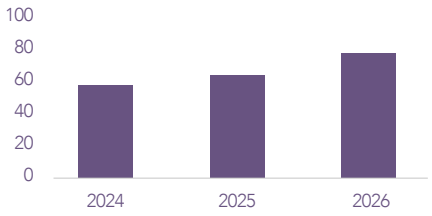
Attending antenatal appointments is crucial for the health of the mother and baby, and for the father's active involvement from the start of the pregnancy. At Martifer, we offer additional time off so that fathers can attend these appointments, reinforcing our commitment to work-life balance and gender equality.

In 2027, our aim is to raise awareness of this measure, ensuring that all staff are aware of this right and understand the importance of making use of it, and that managers record it correctly. We will step up communication with managers and teams, explaining how to make use of the leave and the positive impact this has on families.

More than just a benefit, this initiative promotes more involved fatherhood, helps to share responsibilities and strengthens family bonds right from the very beginning.

RAISING AWARENESS OF SHARED PARENTAL LEAVE

Sharing parental leave is an essential step towards promoting shared responsibility in parenting. We have been making steady progress, and over the last three years we have seen the proportion of shared leave rise from 57.7 per cent to 63.6 per cent in 2026.



This clearly reinforces the message that sharing parental leave is becoming an increasingly common practice amongst Martifer's staff.

This growth shows that our initiatives are yielding results, encouraging parents to make use of this right and to play an active role in their children's first months of life.

We will continue to work to increase this percentage, emphasising the importance of equity in care, a healthy work-life balance, and tackling gender stereotypes that still associate care exclusively with mothers.

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MEASURES IMPLEMENTED

THE ORGANISATIONS THAT SUPPORT US

In December 2025, another edition of Move's Car Boot Sale took place. Open to all employees, the initiative featured, as usual, items made by service users of ASSOL – the Lafões Social Solidarity Association – available at a charity stall organised by the Human Resources Department. All proceeds from this stall were donated to ASSOL.

In addition to the contributions and sales made during the event, Martifer made an additional donation of €500 to the charity, reinforcing its support for the charity's mission and the positive impact it has on the community.

Earlier this year, Martifer made a donation of €500 to the Oliveira de Frades Volunteer Fire Brigade, in recognition of the brigade's collaboration on one of the most special initiatives marking the Group's 35th anniversary: the Cool-Kids@Martifer 2025 children's event, held in the town of Oliveira de Frades.

The Oliveira de Frades Volunteer Fire Brigade attended the event, where they ran a first-aid workshop – a practical and educational activity that left a lasting impression on many families.









MEASURES IMPLEMENTED

OUR GYM

Martifer's Health Plan forms part of our Gender Equality Plan, and the Move Martifer Gym – aimed at staff and open to the wider community – is one of our key investments in promoting health, wellbeing and a healthy work-life balance. As well as training sessions, it offers monthly nutrition consultations and support from personal trainers, ensuring a holistic approach to health. The flexible opening hours, with access during lunch breaks, are essential for those with long commutes, enabling them to maintain an active lifestyle.

So far in 2026, the gym has recorded around 180 annual users (95 men and 85 women), of whom 80 are staff members (35 men and 45 women) and 30 are family members (10 women and 20 men).

The space also acts as a hub for cultural inclusion, welcoming members of different nationalities – and often entire families – thereby fostering respect and community cohesion. As well as training sessions, the gym organises sporting and social events that encourage everyone to take part and integrate into the community. Activities organised by or involving Martifer:

European Marathon, Aveiro
4th Reigoso Colour Run
Lafões Mountain Bike Route (Oliveira de Frades)
Lynxrace Vouzela
Night Walk, Pinheiro de Lafões

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MEASURES IMPLEMENTED

IN THE SPOTLIGHT – SCAVENGER HUNT

In May, the second edition of the Scavenger Hunt 'Enigma at Head Office' took place – Move's event initiative in support of Heart Health Month.

Fifty people came together to take part in this team-building challenge filled of puzzles, cryptic clues, energetic dashes and entertaining team decisions.

They began with a team-building exercise, in which they had to follow a construction plan and assemble a heart in the courtyard of the headquarters. The Scavenger Hunt brought people together while tackling challenges and reflecting on issues of equality and health promotion.







2027 PLAN

COMPANY STRATEGY, MISSION AND VALUES

OBJECTIVE	MEASURE	HEAD OF DEPARTMENT	AREAS CONCERNED	BUDGET	INDICATORS	GOAL
To promote and strengthen external relations with a view to promoting equality between women and men.	Development and implementation of a procedure to verify, in the relationship established (or to be established) with stakeholders, partner organisations/companies, subcontractors or suppliers, whether they comply with the principle of equality and non-discrimination between women and men.	PD	IT	To be budgeted for.	Inclusion of gender equality and non-discrimination clauses in the Group's general terms and conditions of purchase.	100%
	Dissemination of materials provided by CIG, CITE and APAV, and other leading organisations.	IC	HR	It does not involve any specific costs.	Number of internal communications that are consistent with the relevant communications issued by the organisations.	6
	Organising campaigns and/or events in collaboration with organisations with which partnerships have been established to promote equality between women and men.	HR	IC	To be budgeted for.	Number of joint events or campaigns.	2
Upholding the principles of gender equality and non-discrimination.	Organising an event to raise awareness amongst male and female employees and their children about gender equality at work and in social life.	HR	IC	To be budgeted for.	No. of participants in the events/No. of people reached.	30%
	Communication campaigns focusing on gender stereotypes, gender identity, the integration of women into the industrial sector, and non-violent communication.	IC	HR	It does not involve any specific costs.	Number of campaigns delivered	3
To incorporate the gender equality dimension into communication.	Encouraging female students to pursue careers in technology and engineering, where they are under-represented.	IC	HR MD	To be budgeted for.	Number of events aimed at the children and grandchildren of our employees and children from the surrounding communities (Children's Day + school trips).	2
	The use of inclusive or neutral language and information, without resorting to discriminatory imagery, in communication.	IC	HR	It does not involve any specific costs.	Number of communications using inclusive language / Number of communications issued.	100%
To promote the participation of male and female workers in defining measures relating to gender equality and non-discrimination.	Monitoring and addressing suggestions made via the suggestion boxes previously put in place	HR	IC	To be budgeted for.	Number of online suggestion boxes made available. Number of suggestions received / number of suggestions dealt with.	100%
To ensure the implementation of the Equality Plan, as well as its monitoring, follow-up and sustainability.	Publication of the Equality Plan, its measures and objectives on the Group's website and the company's internal portal.	IC	HR	It does not involve any specific costs.	Number of plans published.	3

2027 PLAN

INITIAL AND CONTINUING TRAINING

OBJECTIVE	MEASURE	HEAD OF DEPARTMENT	AREAS CONCERNED	BUDGET	INDICATORS	GOAL
To promote a culture of equality between women and men in the workplace, by encouraging management and working practices that are consistent with this.	Strengthen the focus on gender equality within the curriculum of the various training programmes under the Human Resources module of the company's training plan: incorporate inclusive language; parental protection; work-life balance; psychological and sexual harassment in the workplace; and the principles of non-violent communication.	HR	IC	It does not involve any specific costs.	Percentage of new employees who completed training on the specified topics	100%
	To organise workshops and discussions on various topics relating to work-life balance and gender equality.	IC	HR	It does not involve any specific costs.	Number of workshops.	2
	To place greater emphasis on the topic of gender equality in onboarding and induction training for new employees, not only by highlighting the practices adopted within the company, but also by providing information on what equality is and practical examples of how it manifests itself on a daily basis.	HR	IC	It does not involve any specific costs.	Number of updates to the training course.	1
	Include in the training programme for employees recruited from abroad to work in Portugal a training session designed to raise their awareness of their rights and duties, as well as the main aspects relating to the country's culture and customs.	HR	IC	It does not involve any specific costs.	Number of staff who have received training / number of staff to whom this applies. Production of the 'Living and Working in Portugal' Welcome Guide.	100% 1

2027 PLAN

EQUALITY IN WORKING CONDITIONS
Sub-dimension: **Promotion / Career progression**

OBJECTIVE	MEASURE	HEAD OF DEPARTMENT	AREAS CONCERNED	BUDGET	INDICATORS	GOAL
To encourage the balanced participation of women and men in decision-making positions.	Design and implementation of a career planning system for the under-represented gender in senior leadership, executive and managerial positions.	HR	ADM	It does not involve any specific costs.	Number of procedures defined.	1
	Organisation and provision of a training programme for people from under-represented genders to enable them to access top-level, executive and managerial positions, with the aim of developing leadership skills.	HR	Training.	To be budgeted for.	Number of training courses defined.	1
To encourage the participation of male and female workers in promoting equality between women and men.	Organising and holding meetings and awareness-raising sessions with staff and/or their representative bodies to address issues relating to performance appraisal and the policy on career progression and development.	HR	Training.	It does not involve any specific costs.	Number of sessions held.	1

PROTECTION IN PARENTHOOD
Sub-dimension: **Protection of the health and safety of pregnant, postnatal or breastfeeding workers**

OBJECTIVE	MEASURE	HEAD OF DEPARTMENT	AREAS CONCERNED	BUDGET	INDICATORS	GOAL
To ensure the health and safety of workers who have recently given birth or are breastfeeding.	Publicising, for both the Oliveira de Frades and Viana do Castelo sites, the facilities available to female staff returning from maternity leave for expressing breast milk during working hours.	HR	SM IC	It does not involve any specific costs.	Number of awareness campaigns.	2

Sub-dimension: **Leaves of absence, absences**

OBJECTIVE	MEASURE	HEAD OF DEPARTMENT	AREAS CONCERNED	BUDGET	INDICATORS	GOAL
To guarantee the right of both male and female workers to take parental leave and time off work – To encourage male workers to share parental leave and time off work.	Granting employees the right to take paid time out of work without loss of benefits to care for dependants with a disability certified under Portuguese law (60% or more).	HR	IC	It does not involve any specific costs.	Number of promotional activities	2
	An awareness campaign highlighting the importance of fathers' involvement in preparing for the birth and during early childhood, encouraging them to attend the four antenatal appointments (the legal entitlement in Portugal, plus one aditional appointment provided by Martifer).	HR	IC	It does not involve any specific costs.	Number of awareness campaigns.	2

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BALANCING WORK, FAMILY AND PERSONAL LIFE

OBJECTIVE	MEASURE	HEAD OF DEPARTMENT	AREAS CONCERNED	BUDGET	INDICATORS	GOAL
To promote a better work-life balance for male and female workers.	Definition and provision of financial support or specialized assistance for employees with dependents managing a disability certified under Portuguese law (60% or more) exceeding those provided for by law (either directly or through an organisation supporting children with disabilities).	HR	IC	To be budgeted for.	Number of institutions supported.	2
	Sending a printed internal newsletter to employees, so that they can keep up to date not only with day-to-day company matters but also with all measures relating to the promotion of a work-life balance, their rights and duties, and other issues relating to gender equality.	IC	CPC HR ADM	To be budgeted for.	Number of newsletter issued.	1
	Development and promotion of measures and protocols to help employees balance their working hours with their family life.	HR	IC	To be budgeted for.	Number of agreements/ initiatives established with organisations in the fields of education, health and wellbeing.	2
	Awareness campaign for Martifer Private Medical Insurance and it's family benefits (including dental care) Publicity campaign for cancer insurance.	HR	IC	It does not involve any specific costs.	Number of insurance-related communication initiatives.	3
	Implementation of support measures for employees with specific family responsibilities. Providing school pack for the first year of primary school to the children of our employees.	HR	IC PD	€45 per child.	Number of workers who received the pack / Number of workers covered.	100%
	To take part in community events and initiatives, in collaboration with local authorities, clubs and schools, with a focus on women's participation in areas where they are under-represented.	HR	IC	To be budgeted for.	Percentage of the approved credit limit that has actually been allocated.	100%
	Providing information on the resources available in the geographical area where the company is based and/or where employees live, which help them to balance their professional, family and personal lives (e.g. nurseries/child-minding services, eldercare facilities).	IC	HR	It does not involve any specific costs.	Number of publications.	4
	To organise health screenings and health sessions for women and men on the premises.	HR	IC	To be budgeted for.	Number of screenings and health sessions organised.	2

Sub-dimension: Organisation of working hours: flexible working hours or part-time work

OBJECTIVE	MEASURE	HEAD OF DEPARTMENT	AREAS CONCERNED	BUDGET	INDICATORS	GOAL
Encouraging male employees to make use of flexible working hours.	To ensure that the organisation of working hours takes account of the need for work-life balance for male and female workers, particularly those with family responsibilities.	HR	IC	It does not involve any specific costs.	Number of reports submitted.	2

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Sub-dimension: **Absences**

OBJECTIVE	MEASURE	HEAD OF DEPARTMENT	AREAS CONCERNED	BUDGET	INDICATORS	GOAL
To ensure that the absence policy takes account of the need for work-life balance for male and female workers, particularly those with family responsibilities.	An awareness campaign to increase the number of workers taking time off work without losing any of their entitlements (employees with dependants that have a disability certified under Portuguese law — 60% or more).	HR	IC	It does not involve any specific costs.	Number of promotional activities.	2
To promote a better work-life balance for male and female workers.	Employees are granted half a day's leave so that they can accompany their children on their first day of Year 1 of primary school.	HR	IC	Cost of remuneration for concession hours.	Number of reports submitted.	2

PREVENTING HARASSMENT IN THE WORKPLACE

OBJECTIVE	MEASURE	HEAD OF DEPARTMENT	AREAS CONCERNED	BUDGET	INDICATORS	GOAL
Preventing and combating harassment and bullying – Safeguarding the personal dignity, freedom, and wellbeing of all employees	Awareness-raising on workplace harassment, including the procedure for reporting acts that infringe upon physical or moral integrity, freedom, honour or dignity, and psychological and/or sexual harassment in the workplace.	HR	IC	It does not involve any specific costs.	Percentage of new employees who are briefed on these topics as part of their onboarding process.	100%

ADM – Administration
HR – Human Resources
IC – Internal Communications
CPC – Corporate Planning and Control
IT – Information Technology
OH – Occupational Health
ECC – Ethics and Conduct Committee
QSA – Quality, Safety and Environment
MD – Manufacturing Department
AM – Assembly Department
SM – Shipyard Management
PD – Procurement Department
Gym – Move Martifer Gym

MONITORING AND REVIEW

Ongoing monitoring and evaluation are essential to the implementation of the Plan, enabling progress to be tracked and any necessary adjustments to be made. This process is carried out by the gender equality team, which is responsible for monitoring the indicators associated with each measure and proposing corrective actions where appropriate. Every six months, the team draws up a report to monitor and review the Plan.



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