



GENDER EQUALITY PLAN 2023





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1.

Framework



1. Framework

In preparing this document, the company CTT considered not only the compliance with the legislation and recommendations of the Commission for Equality in Labor and Employment (CITE) regarding Gender Equality, taking into account the various dimensions of equality and intersectionality¹, but also the internal need to produce a framework and reference basis as to the global vision of the company's action in the matter, aligned with the European and national guidelines for the definition of measures and their application. Stimulating a holistic vision of the subject to all employees contributes to a better understanding of what stereotypes are and how to challenge them.

Reflecting the multidimensional nature, the stereotypes underlying sex discrimination intersect with stereotypes underlying other discriminating factors such as racial and ethnic origin, nationality, age, disability, and religion. This intersection reveals how experiences of discrimination cannot be assumed to be homogeneous, requiring organizations to be able to build responses based on equal opportunities and the principle of their application in all areas, including economic, social, cultural, and family life.

General concept of Gender Equality

"Gender equality, or equality between women and men, (...) means the equal visibility, empowerment, participation and responsibility of women and men in all spheres of public and private life. This equality is expressed in equal access to, and equal enjoyment of, resources and their equal distribution between women and men. It means accepting and valuing equally the differences between women and men and the various roles they play in society.

It is therefore the idea that all human beings, regardless of gender, are free to develop their personal skills, to pursue their professional careers and to make their own choices without limitations imposed by stereotypes, prejudices and rigid conceptions of the social roles assigned to men and women.

(...) Today, equality between women and men is worldwide considered as a human rights issue and a condition of social justice, necessary for societies to become more modern and more equitable.

(...) In 2015 the UN approved the 2030 Agenda and set out the 17 Sustainable Development Goals (SDGs) calling on States and institutional and private actors to fulfil the promise of leaving no one

¹ Intersectionality - relates to multiple discrimination and is based on the recognition that people's experiences of discrimination and human rights violations result not only from their gender, but also from other unequal power relations such as those derived from their race, ethnicity, class, age, disability, sexual orientation, religion and a multiplicity of factors including their migrant status. (In Glossary of Equality - CITE)



behind. The gender dimension is considered to cut across the entire Agenda and constitutes the 5th SDG “to achieve gender equality and the empowerment of all women and girls”. (ONU, 2015).” (in site CIG <https://www.cig.gov.pt/area-igualdade-entre-mulheres-e-homens/enquadramento/>)

The balanced presence of women and men in decision-making positions, both political and economic, is recognized as a requirement for democracy and as a contribution to the sustainability of development itself, generating better use of the qualifications and skills of both women and men. (in Council of Ministers Resolution no. 19/2012, of 8 March).

Legal framework

In Portugal, Law No. 62/2017, of 1 August, determined the mandatory preparation of a Plan for Gender Equality by companies listed on the stock exchange, like what was already determined for entities in the business sector of the State.

Following this, the present Plan embodies article 7 - 1 of the above Law: “Public sector business entities and listed companies shall draw up annual equality plans aimed at achieving effective equal treatment and equal opportunities for women and men, promoting the elimination of discrimination on the grounds of sex and fostering conciliation between personal, family and professional life, and shall publish them on their respective websites.”



2.

Who we are



2. Who we are

We are a Company that for several years has been introducing and reinforcing awareness-raising measures with the purpose of making equal opportunities, inclusion, diversity, and gender equality a clear, objective, consistent, coherent, measurable, and ultimately natural reality, an integral part of CTT's DNA. The Diversity and Inclusion Policy, approved in 2019, is proof of this path, with the awareness that there is still much to do.

"CTT - Correios de Portugal, S.A. - Sociedade Aberta ("CTT") and its subsidiaries ("CTT Group"), recognizing the benefits of diversity and inclusion, make a public commitment to develop efforts that promote the diversity of its human resources including in the composition of its governing bodies.

Based on the principles of non-discrimination and inclusion, the CTT Group assumes the commitment already established in its Codes of Conduct and Code of Good Conduct for the Prevention and Combating of Harassment in the Workplace to, namely:

- Implement positive discrimination measures and prohibit any form of discrimination or harassment, namely on the basis of gender, age, nationality and origin, in compliance with the universal rights enshrined in the Constitution of the Portuguese Republic, the International Labor Organization and the Global Compact;
- Promote mutual respect and equal opportunities for men and women in selection and recruitment, career development, training and remuneration;
- Take measures to enable the integration of people with special needs and promote the adaptation of workstations, whenever necessary;
- To promote the academic diversity and professional experience of the employees and members of the governing bodies to ensure a better response to the needs of a demanding and constantly evolving market.

CTT undertakes the commitment to monitor the alignment of this Diversity and Inclusion Policy with the principles enshrined in its CTT and Subsidiaries Codes of Conduct, Code of Good Conduct for the Prevention and Combating of Harassment at Work, as well as with the best corporate governance practices, and to review it annually." (in CTT Diversity and Inclusion Policy).

3.

Characterization
of CTT's Human
Capital





3. Characterization of CTT's Human Capital

The Company's actions are guided by respect for the guarantees and rights set out in the United Nations Universal Declaration of Human Rights, the Charter of Fundamental Rights of the European Union, the Constitution of the Portuguese Republic, and the law, in particular labor legislation. (in Plan for Equality 2022)

People management is guided by the following priorities: design, develop and implement the strategy and respective development policies of CTT People, that allow the promotion of skills, reward performance and streamline the organization, as well as maintain a good social and well-being environment. We thus intend to promote the improvement of the employee experience, continuously investing in health, training, and qualification, optimizing, and adapting CTT Staff, always aware of the evolution and challenges of the market and clients. (in Integrated Report (IR) CTT 2021, page 97).

Evolution since 2018

The following table, and with reference to 31 December of each of the last four years (2021, 2020, 2019 and 2018), shows the evolution of the indicators referring to the representativity of men and women in CTT, as well as other social indicators, reported annually within the scope of the IR.

		2018	2019	2020	2021
	UN				
Employees	#	12 097	12 355	12 234	12 608
Men	%	67	67	66	63
Women	%	33	33	34	37
Total employees in leadership positions (1)	#	206	177	242	241
Men in leasership positions (1)	%	57	58	59	59
Women in leasership positions (1)	%	43	42	41	41
Board of directors	#	13	14	15	14
Men	%	69	79	67	64
Women	%	31	21	33	36
Employees by type of contract		12 097	12 355	12 234	12 608
Permanent Employees	#	10 884	10 979	10 767	11 283
Men	#	7 285	7 292	7 143	7 205
Women	#	3 599	3 687	3 624	4 078
Fixed-term contract	#	1 213	1 376	1 467	1 325
Men	#	794	938	974	706
Women	#	419	438	493	619

* Continued on next page



* Continuação da página anterior

		2018	2019	2020	2021
	UN				
Break down of full-time vs. part-time employees		12 097	12 355	12 234	12 608
Full-Time	#	11 788	12 021	11 957	12 242
Men	#	7 886	8 003	7 950	7 752
Women	#	3 902	4 018	4 007	4 490
Part-Time	#	309	334	277	366
Men	#	193	227	167	159
Women	#	116	107	110	207
Employees with special needs (2)		257	262	254	297
Men	#	145	137	131	151
Women	#	112	125	123	146
New employees joining the Company (3)		2 316	2 692	2 775	3 728
Men	#	1 540	1 827	1 861	2 447
Women	#	776	865	914	1 281
Gender ratio for new employees	x	0,50	0,47	0,49	0,52
Employees exiting the Company (3)		2 131	2 089	2 000	2 194
Men	#	1 486	1 438	1 395	1 550
Women	#	645	651	605	644
Gender ratio for employees exiting	x	0,43	0,45	0,43	0,42
Turnover rate (3)		17,7	16,9	16,3	18,5
Men	%	18,4	17,5	17,2	20,1
Women	%	16,1	15,8	14,7	15,7
Average Fixed Remuneration (4)					
Men	€	1 087	1 093	1 093	1 112
Women	€	1 167	1 183	1 166	1 115
Salary Ratio by Gender F/M	x	1,1	1,1	1,1	1,0

(1) Only 1st and 2nd Line directors were accounted for. Percentage of the total 1st and 2nd Line directors.

(2) In 2018-2020, Corre, CTT Express España and 321 Crédito were not included in the calculation.

(3) NewSpring Services and HCCM are not accounted for.

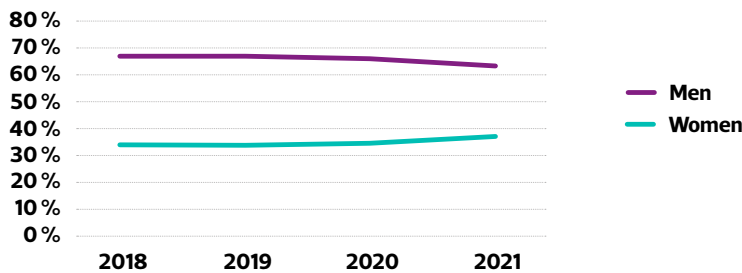
(4) In 2018 and 2019 the companies Corre, CTT Express ES and 321 Crédito were not counted.



As a starting point for the diagnosis within the Plan, the representativity of women on 31 December 2021 stands out:

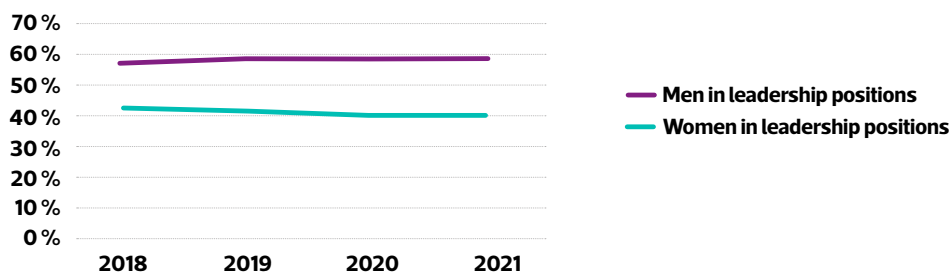
- 37% of total employees are women, translating a positive evolution of 4 percent since 2018

Male and female representation in CTT



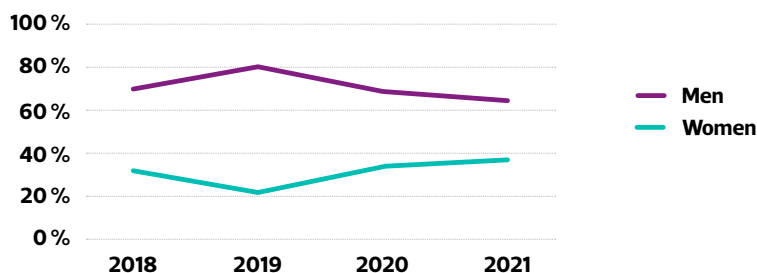
- 41% of the total number of employees in management positions (including first- and second-line managers) are women, representing a decrease of 2 percent since 2018

Male and Female representation in leadership positions in CTT



- 36% of the Management and Supervisory Bodies are women, representing a positive evolution of 5 percent since 2018

Male and Female representation in Management and Supervisory bodies





Global analysis of 2021

On 31 December 2021, the number of CTT employees (permanent and fixed-term contract employees) was 12,608, 374 more (+3.1%) than in the same period of the previous year. These values reflect the entry of a new subsidiary, NewSpring Services (and its holding company, HCCM), with the incorporation of 770 employees. Without this effect, the number of employees would be 11,838, 396 less (-3.2%) than in 2020.

Without the inorganic effect, there was a decrease in the number of employees in almost all business areas, with a special focus on the Mail and Others business area (-346), largely due to projects to increase the productivity of operations underway, which have adapted the network to the new traffic profile and reduced the need for additional hiring, as well as the HR optimization program underway mainly in the central structure.

In 2021, the number of entries was 3,728 (men: 2447 | women: 1281) and the number of exits was 2,194 (men: 1550 | women: 644). The turnover rate corresponded to 18.5% (men: 20.1% | women: 15.7%). The overall rate of absences stabilized, with a tendency towards a slight decrease, both in CTT, S.A., where the calculated rate was 8.7% (-0.1 p.p. than in 2020), and in the CTT Group, where the rate decreased to 8.1% (-0.2 p.p.). The reasons that most contributed to absences were: illness (5.89%), accidents (0.73%), union activity (0.44%) and parenthood (0.38%). It should be noted that the rate of absences, excluding maternity/paternity leave, was 7.6%. The absenteeism rate calculated in accordance with GRI guidelines (which excludes absences due to maternity/paternity, bereavement, or hours for study) is 6.9%. The return rate after parental leave was 95.7%. (In IR, pp. 97, 98).

4.

Objective





4. Objective

The present Plan is an integral part of a wide range of measures and instruments that intersect in a common trunk and find several correspondences, namely in the Equal Opportunities pillar of the management model created for the implementation of CTT's certification as a Family Responsible Company (designated "efr certification"). Equality, Diversity, and Inclusion issues are included in the processes linked to this management model, taking advantage of the confluence of processes for the solid construction of integrated measures and continuity, adapted to the needs of CTT People.

The Plan aims not only at strict compliance with legislation, but also at strengthening the commitment to equality policies and good practices through the identification, creation, implementation, and monitoring of measures aimed at reducing gender discrepancies.

Therefore, this document will present a diagnosis on gender equality in CTT in its various dimensions, where the aim is to present a retrospective of the measures implemented so far and in progress, as well as the Gender Equality Plan 2023.



5.

Diagnosis



5. Diagnosis

In the preparation of the diagnosis, the main inputs were the conclusions of the self-diagnostic exercise carried out on CITE's Portal for Equality at Work and in Companies and, as in the previous ones, the guide for the preparation of equality plans published by the organization, namely the diagnosis support matrix. CITE's recommendations to previous versions of CTT's Equality Plan and good practices adopted by CTT were also considered.

The inputs gathered through the combination of these contributions, in articulation with the strategies, policies and management approaches, incorporated this plan and contributed to an internal analysis of CTT's general and current situation about gender equality, identifying strong points and opportunities for improvement to be developed in the corresponding dimensions.

Below is the analysis supporting the Gender Equality Plan that is based on the data collected and reported by CTT in its integrated reporting exercise, referring to 2021. These data, collected according to CTT's internal control and management systems are, within the scope of this report, audited by a certified external entity prior to its publication.

5.1 Strategy, mission, and values

It is CTT's objective that equal opportunities, inclusion, diversity, conciliation, and gender equality are an integral part of its DNA. In compliance with this objective, there are several strategic documents that, aligned with CTT's People policies, aim to ensure equal opportunities, namely in promoting the balance between women and men in the company's strategic positions, the principle of equal pay for equal work or work of equal value and the guarantee of the right to parental leave for male and female employees. The Code of Conduct of CTT and its subsidiaries, the Diversity and Inclusion Policy and the Code of Good Conduct to prevent and combat harassment at work are some of the reference documents for all aspects of the company's activity and where the values and commitments to Equality are explicit.

The companies CTT, SA., CTT Espresso and CTT Contacto were certified as a Family Responsible Company (commonly referred to as "efr"), a distinction that aims to recognize companies that promote conciliation between professional, personal, and family life (the process began in 2021 and certification was obtained in July 2022.).

Within the scope of the efr certification process diagnosis, all employees and their representative structures were consulted, in for the purpose of getting to know their needs and expectations regarding conciliation between professional, family, and personal life and parental protection. This consultation resulted in the perception of the need to reinforce the investment in mechanisms for the dissemination of internal information on existing efr measures.



An internal review of CTT's Values was carried out and, for that purpose, all employees were consulted, giving them the opportunity to choose the values that best reflect their behavior and attitudes. The Values, together with the Mission and Vision, form the identity of the company.

In addition to internal activities on this matter, the Responsible Procurement Policy expresses and extends CTT's commitments to equality to its suppliers so that they adopt commitments like those contained in the abovementioned policy regarding their own suppliers and subcontractors, ensuring that they are not in breach of human rights, environmental, social, and labor regulations, with the expectation that they will comply and enforce them.

Externally, CTT remains active in pursuing the sustainable development goals of the United Nations, which mark the 2030 global agenda for sustainability, as well as specific ESG (environmental, social and governance) goals of the main national business organizations focused on these issues, such as BCSD Portugal or the Global Compact Network Portugal, of which CTT is a member, under which the equality issue is transversal, even if it is not always the central object of all the initiatives.

It is in this context that CTT is proud to be one of the founding members of iGen – Organizations for Equality Forum, under the responsibility of CITE, and is a signatory of its Letter of Commitments from the outset and annually renews its membership.

Opportunities for improvement identified for the 2023 Plan: to reinforce (internally and externally) its commitment about promoting gender equality, as well as to include the topic in the Focus Group sessions and consultation with employees, within the scope of the EFR management model.

5.2 Equal access to employment

The CTT People management strategy aims to improve the experience of the employee, his/her level of satisfaction, his/her involvement in the organization, the sense of belonging and pride in the brand, to increase everyone's commitment, making each employee an ambassador of the CTT brand, consequently improving the experience of the customers.

It is part of CTT's People Management strategy to bring together people with different profiles, knowledge, and curricular areas, with various cultures, genders, and ages, enriching the organization, stimulating creativity and innovation, contributing to the strengthening of human potential and to a higher quality in decision-making processes, enhancing the creation of value for the stakeholders.

Based on the principles of non-discrimination and inclusion, the CTT Group assumes the commitment foreseen in its Codes of Conduct and Code of Good Conduct for the Prevention and Combating of Harassment at Work, already mentioned in chapter 2. above.

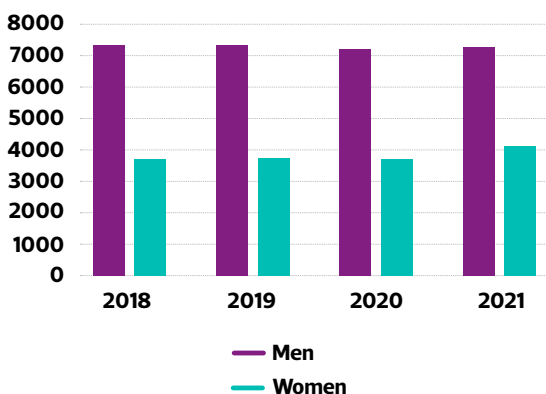


CTT also has internal diversity and selection policies that aim to ensure the implementation of transparent selection processes of the Company's Board Members. The appointments committee makes its terms of reference available and induces, to the extent of its powers, transparent selection processes that include effective mechanisms for identifying potential candidates, so that those with the greatest merit, best suited to the requirements of the position and that promote, within the organization, adequate diversity, including gender, are chosen for proposal.

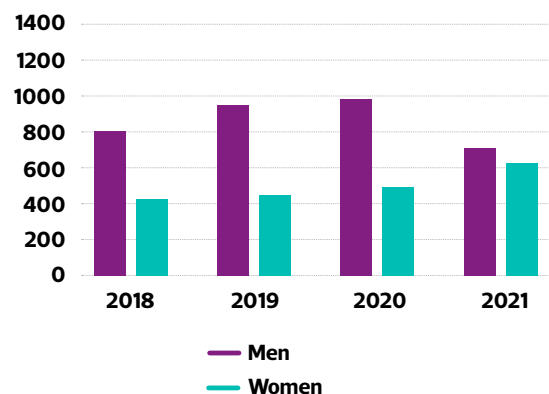
Overall, the analysis of gender diversity in the company should always consider the specific features of the different geographies of the national territory in which CTT operates and the nature of some tasks, such as, for example, that of postman, which due to their features may tend to keep female candidates away. Moreover, we should also consider the age averages and the fact that a prevalence of the male population in the younger age groups may contribute to the establishment of continuity paths in jobs that are already traditionally masculinized.

The investment in recent years to counteract the pattern of traditionally male roles has been paying off, however, there is still some way to go in this regard, as it can be seen in the following charts:

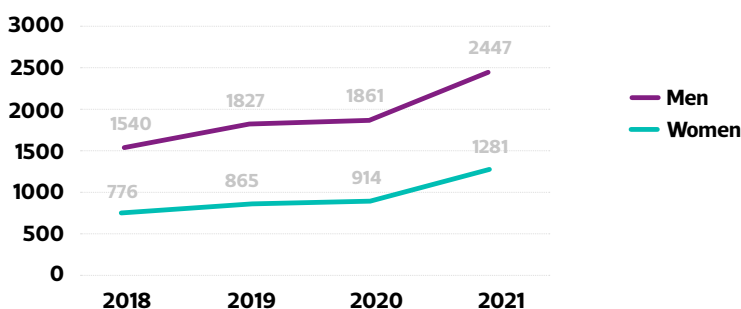
Workers with permanent contracts



Fixed-term workers



Admissions





Opportunities for improvement identified for the 2023 Plan: continue and reinforce information and communication actions to all employees to mitigate the risk of gender bias, namely in terms of selection, recruitment, and performance evaluation. Strengthen inclusive language in job advertisements.

5.3 Initial and continuous training

One of the priorities in CTT People management is the continuous investment in training. Both distance and on-site training is used, prioritizing solutions that are closer and more adapted to contexts and work rhythms, always bearing in mind the principle of equal opportunities.

Academia CTT pursues its training activity in accordance with the strategic focus on the development of skills of CTT's male and female employees, always seeking to have an equitable representation considering the target population of the actions.

About the volume of training on themes related to Equality, in 2021 the company had:

- 9152 participations in a volume of more than 20 977 hours on subjects related to Ethics, Values, Respect and Compliance;
- 756 participations in a volume of more than 6,151 hours on topics related to Employee Experience and well-being;
- 49 participations in a volume of 127 hours promoting Conciliation, Diversity, and Inclusion.



Training at CTT was generally distributed as follows:

	2020			2021			CTT
Indicators	CTT	CTT SA	Subsidiaries	CTT	CTT SA	Subsidiaries	Annual variation (%)
Number of training hours	187 598	163 258	24 340	215 046	183 002	32 045	14,6
Average of training hours	15	16	14	18	18	19	18,5
Women	23	24	21	26	27	24	12,8
Men	11	11	11	14	14	16	22,5
Average of hours by work category							
Senior personnel	26	26	25	26	24	30	-0,1
Women	25	26	22	25	24	30	0,4
Men	26	26	28	26	25	30	-0,5
Middle management	24	21	34	24	19	65	0,6
Women	32	24	61	27	20	43	-16,4
Men	20	19	22	23	18	33	17,2
Counter service	35	36	15	42	43	17	19,5
Women	36	36	25	42	43	22	18,3
Men	34	36	7	42	44	12	22,3
Delivery	9	9	6	11	11	9	22,6
Women	12	12	11	13	13	17	9,1
Men	8	9	5	10	11	7	25,8
Other groups	2	0	10	3	0	16	54,5
Women	3	0	15	4	0	17	26,5
Men	1	0	7	2	0	15	96,6

Opportunities for improvement identified for Plan 2023: focus on reinforcing training and awareness-raising actions on diversity and gender equality issues in the workplace.

5.4 Equal working conditions

The Company Agreement establishes the objective and professional content for each of the qualification levels and professional categories. The criteria for professional progression and development are also defined, based on the principles of recognition, merit, and performance, of acquisition and development of skills, with emphasis on the commitment and development effort of each employee, and on his/her contribution to the value chain (in IR page 98).

The performance assessment process takes place annually, in the year following the financial year to which it refers and covers all permanent employees with six months or more of contractual binding, who are not on unpaid leave or contract suspension. The performance management system is based



on the evaluation of behavior and the fulfilment of objectives, set for male and female employees, according to the various activities and functional groups, to strengthen the alignment between the business and performance cycles, the consolidation of the corporate culture and values and the recognition and differentiation of the contributions. The process involves communication between managers and employees, including the assessment of the activity and the presentation of the objectives for the new cycle, favoring the identification of training and development actions (in IR page 99).

In the performance evaluation process, on which promotions and salary references may depend, the company is gender neutral, defining parameters focused on the fulfilment of individual and business goals adjusted to the functional groups and business volume.

Regarding CTT, SA., the year 2021 marked the signing of the Salary Revision Agreement of the CTT Company Agreement, on 7 May. Associated to this Agreement was the commitment to hire 130 permanent staff (the final number of admissions was also achieved and exceeded), the willingness to establish dialogue with the trade union associations to identify their main concerns in terms of some operational allowances, as well as to start the discussion on the current career model for non-executive staff (in IR, page 98).

According to the principles of labor law, there is no difference in the basic salary for men and women. However, during a professional career, for various reasons, there may be differences in the average remuneration within each professional group that are historically more favorable to the male gender (in Plan for Equality 2022).

The table below illustrates the evolution of the average remuneration of men and women. The wage ratio at CTT shows, in its general value, a situation of total parity between the female and male genders. Considering the whole CTT Group, women earn, on average, 100.3% of the amount received by men.

Evolution of the average remuneration of men and women

		2018	2019	2020	2021
Average fixed pay (4)					
Men	€	1087	1093	1093	1112
Women	€	1167	1183	1166	1115
Gender pay gap	x	1,1	1,1	1,1	1,0

(4) In 2018 and 2019, Corre, CTT Express España and 321 Crédito were not included in the calculation.



This indicator is related to the fact that the functions related to the distribution of mail and parcels, which have a lower average salary (around 900€), are still rather masculine, despite the efforts made in recent years to open these functions to women as well. On the other hand, there are more women in customer service jobs, with a slightly higher average salary (around EUR 1,100).

Ratios and remuneration by gender and occupational group

Professional category	Average female salary (€)	Average men salary (€)	Rácio F/M
Senior personnel	1964,37 €	2 444,44 €	0,80
Middle management	1259,23 €	1336,28 €	0,94
Counter service	1075,01€	1141,56 €	0,94
Delivery	844,63 €	922,71€	0,92
Other groups	844,19 €	969,55 €	0,87
Global	1114,89 €	1111,70 €	1,00

By analyzing the situation within each professional group, we can see that, despite the dynamics created within the organization, there is still room for improvement:

- In “Senior Management”, women earn 80.4% of the average amount earned by men.
- In “Middle Management”, the salary ratio is 94.2%.
- In “Customer Service”, women earn 94.2% of the amount earned by men.
- In “Delivery”, the salary gap is 91.5%.
- In “Other groups”, the salary ratio is 87.1%.

Opportunities for improvement identified for the 2023 Plan: develop more awareness-raising actions aimed at the various levels of the structure, to promote equality between men and women in professional progression and development, both in terms of salaries, and in terms of leadership positions (1st and 2nd Lines) and management and supervisory bodies.

5.5 Parental protection

CTT’s attitude towards parental leave is not to place any obstacles or sanction in any way whatsoever for employees who wish to take initial paternity leave or shared leave and for female employees who take the various models of maternity leave available to them under the legislation.

In 2021, the use of parental leave continued to fall mainly on women. Although leave taken by men reached approximately 33% of all requests, this data should consider that 62.5% of people working at CTT are men. About family support, the situation is close to parity in absolute terms, with



men requesting 42% of all days of absence for this purpose (once again, this data should be seen considering the disparity in the total number of men).

The Return Rate, the percentage of employees who return to their jobs after maternity leave, was 95.7%. This metric was included for the first time in the Report. Of the 232 employees who took parental leave, 222 returned to the Company at the end of their leave. Even so, there was a visible difference between men (98.4%, with only two men not returning) and women (eight women did not return, putting the rate at 92.5%), (in RI, page 105).

The Retention Rate, the percentage of employees who, during the first year after the birth of a child remained at CTT, was of 90,1%. Regarding the retention of employees who had parental leave, of the 232 employees who requested it, 23 left the Company at the end of the leave. Of these, 10 did so on their own initiative, 1 (in Spain) left due to termination of employment and the remaining 12 were not retained after the conclusion of the fixed-term contract that bound them to CTT, 5 men and 7 women.

	2020			2021			CTT
Indicators	CTT	CTT SA	Subsidiaries	CTT	CTT SA	Subsidiaries	Annual variation (%)
Rate of return	-	-	-	95,7⁸⁸	-	-	-
Women	-	-	-	92,5	-	-	-
Men	-	-	-	98,4	-	-	-
Rate of retention	90,9	90,9	-	90,1	90,0	-	-0,8 p.p.
Women	-	-	-	96,1	96,1	-	-
Men	-	-	-	88,8	88,8	-	-

Even so, the rate of return, although high, was slightly lower for women (92.5% compared to 98.4% for men). However, this should not be interpreted as a discriminatory trend since, for example, the retention rate after one year was lower for men (88.8%) than for women (96.1%).

Opportunities for improvement identified for Plan 2023: develop awareness-raising actions that promote the shared use of parental leave, as well as reinforce information on rights and duties regarding parenthood.

¹ It is not possible, in an annual report, to determine the retention rate after 365 days, but only of those who, having taken parental leave in 2021, were still with the company on 31 December of that year.



5.6 Conciliation of professional life with family and personal life

CTT's Management believes that the conciliation between professional, personal, and family life is fundamental for the balance of each employee and the organization. In this sense, it sought to obtain certification as a Family Responsible Company for the companies CTT, SA., CTT Expresso and CTT Contacto, as well as for Banco CTT, Payshop and 321 Crédito.

This process, which began in 2021 for CTT, SA., CTT Expresso and CTT Contacto, culminated with the achievement of certification in July 2022 for these three companies. In 2022, Banco CTT, Payshop and 321 Crédito are undergoing the certification process.

This certification, awarded by the Fundación Másfamilia and ACEGE, based on the Concession Audit carried out by APCER, is based on the development and implementation of a People Management Model focused on improving the employee experience and based on respect, flexibility, inclusion, commitment, continuous improvement, quality, and sustainability.

This was a process that benefited from the participation and commitment of everyone, from the Management to the employees from the most diverse areas and countries.

In the scope of the activities inherent to CTT's efr certification process, the diagnosis stage involved the disclosure of the measures for conciliation between professional, personal, and family life that already exist in CTT, as well as the internal consultation through the "Employee's Voice" and "Management's Voice" surveys. This stage proved to be of utmost importance, as it not only provided information on the measures that comprise the reconciliation pillars, but also ascertained employees' perceptions on the same topics. Most respondents considered that there should be a reinforcement of measures related to time and space flexibility.

In recent years (pre-pandemic) there was a visible trend towards the development of new models of work and organization of human resources that were more flexible than the traditional ones. The pandemic and the "forced" adoption of remote working accelerated this gradual evolution and, whenever mandatory or recommended, CTT adopted the remote working regime in all functions that allowed it (in IR, p.76). This regime has been established in the company (in the functions that allow it) promoting temporal and spatial flexibility and, consequently, stimulating the interaction of employees with their families.

Opportunities for improvement identified for Plan 2023: review existing conciliation measures, to reformulate, eliminate and/or add new measures, to meet employees' expectations, after annual consultation. Continue the effort to establish partnerships in the area of conciliation.



5.7 Prevention of harassment at work

CTT has a “Code of Good Conduct for the Prevention and Combating of Harassment at Work”. This code does not admit any degree of tolerance regarding conduct that qualifies as harassment at work, in any of its forms, by employees towards colleagues, clients, partners or any people with whom they interact. In alignment with the provisions of the code, in 2021, 496 employees successfully completed training courses on this subject in e-learning format.

The Ethics Committee is responsible for monitoring and supervising the application of the “Code of Good Conduct for the Prevention and Combating of Harassment in the Workplace”, with specific channels for the reporting of irregularities related to situations of non-compliance with standards of conduct. The procedures for handling them are defined, and the Audit and Quality Division has been given responsibility for technical support in their implementation. The confidential treatment of the communications received is ensured and the principle of confidentiality and non-retaliation is preserved in relation to the employees reporting the irregularities.

In 2021, the Ethics Committee received seven communications that were assessed and decided upon, with a view to evaluating possible irregularities related to non-compliance with the rules of conduct and anti-harassment, of which two were filed for not falling within the scope of ethics/conduct, with the remaining communications having been analyzed by the competent service. (in RI, p.64)

As opportunities for improvement for 2023, CTT should review and update the contents concerning “prevention and combat of harassment at work” and organize actions to reinforce this topic for all employees, as well as include the topic in focus group sessions and consultation with employees, within the scope of the efr management model.

6.

Gender Equality Plan 2023





6. Gender Equality Plan 2023

The Equality Plan 2023 aims to ensure the promotion of good practices in gender equality to all employees. For CTT, the implementation of the measures that are proposed is essential, as well as their monitoring from a continuous improvement perspective.

The diagnosis was highly relevant, as it enabled a clear and objective definition of the company's position, allowing the identification and development of a plan aligned with the objectives and ambitions.

Considering the results of the diagnosis and based on the guidelines shared by CITE, we identified the measures that we consider a top priority (some of them are to be continued) and we established a plan of measures to be implemented in 2023.

1. Company Strategy, Mission and Values

Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
To publicly assume (internally and externally) the commitment to the promotion of equality between women and men	Refer to the Company's commitment to gender equality in the Company's Values and/or Mission Statement	Executive Committee	Department of People and Culture Communication and Brand Department	No specific costs involved	Dissemination of the Company's commitment	Inclusion of the Company's commitment in the Company's Values and/or Mission by the end of the 1st half of 2023
Encourage male and female employees to participate in the promotion of equality between women and men	Include the topic "Gender Equality" in Focus Group sessions	Department of People and Culture	All Company Departments	No specific costs involved	Number of Focus Group sessions where the topic is on the agenda Number of comments/ suggestions collected at the Focus Group sessions"	Topic included in the agenda of the Focus Group sessions to be held in the 2nd half of 2023
	Include issues related to "gender equality" in the annual survey of male and female employees	Department of People and Culture	All Company Departments	No specific costs involved	Number of participants	Annual survey to be held in the 1st quarter of 2023



2. Equal Access to Employment

Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Guarantee the principle of equality between women and men and non-discrimination in access to employment	Creation of an internal guide for drafting job advertisements, emphasising the importance of using inclusive language	Department of People and Culture	Sustainability Department Communication and Brand Department	No specific costs involved	Drafting of the internal guide	Dissemination of the internal guide for drafting job advertisements to the teams involved in recruitment in the 1st quarter of 2023 All advertisements using inclusive language by the end of 2023
	Verification of all job advertisements to ensure that they do not contain, directly or indirectly, any restriction, specification or preference based on gender, as well as that they are written in a common way for both genders, and the indication M/F is always visible	Department of People and Culture	"Sustainability Department Communication and Brand Department"	No specific costs involved	Number of ads checked / Number of ads published Checking all the ads to be published and corrective action to be taken, if necessary	Use of the internal guide for drafting job advertisements, in all advertisements published in 2023
	Carry out training actions aimed at male and female employees in order to mitigate the risk of unconscious bias in performance evaluation processes, skills analysis, among others	Department of People and Culture	Sustainability Department All Company Departments	No specific costs involved	Number of training actions carried out Number of trained staff / Total workforce	Training actions carried out by the end of 2023
Contribute to a fair and objective selection process for women and men	Carry out training actions aimed at people responsible for selection and recruitment interviews on selection and recruitment procedures free from gender bias	Department of People and Culture	Sustainability Department Other Departments involved in recruitment	No specific costs involved	Number of training actions carried out Number of people that hold job interviews that are involved in training actions and take part in selection processes / Total number of people that hold job interviews and take part in selection processes	Training actions carried out in 2023 Train 50% of the people involved in recruitment



3. Initial and Continuous Training

Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Promote a culture of equality between men and women in the workplace, fostering labour management practices that are consistent with it	Revision and updating of the contents of the course "Right to Equal Opportunities and Non-Discrimination", according to the best practices, for on-site and e-learning training	Sustainability Department	Department of People and Culture	No specific costs involved	Number of training actions Nº formandos/as/Nº Total de colaboradores/as Number of trainees / Total workforce	Training content revised in the 1st quarter of 2023 Actions carried out in the 2nd, 3rd and 4th quarters of 2023
	Development and implementation of awareness-raising actions that prepare team leaders for managing team diversity and gender equality	Department of People and Culture	Sustainability Department Communication and Brand Department	No specific costs involved	Number of training actions carried out Number of participations / Total number of team leaders	Carrying out awareness-raising actions, either internally or externally, by the end of 2023
	Incorporation of the theme of equality between men and women, in general and specific training, whenever applicable	Department of People and Culture	Concerned Departments	No specific costs involved	Number of general or specific training courses on the topic of Equality between men and women	Include gender equality content in the agenda of general or specific training courses, whenever possible



4. Equal Working Conditions

Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Encourage appropriate and balanced participation of women and men in decision making positions	Provide specific support to facilitate the return of male and female employees who have interrupted their careers for personal and family reasons	Department of People and Culture	Communication and Brand Department	No specific costs involved	Number of employees who were absent for a period longer than 4 months, by gender and absence code Number of employees who return to work with specific support / Total number of employees that interrupted their careers for personal and family reasons, in 2023	Create warning device for long-term absences by the end of the 1st quarter of 2023 Implementation of specific support for employees that interrupted their careers for personal and family reasons, in 2023
Promote gender balance in strategic positions within the Company	Ensure the continuity of 33.3% of persons of the under-represented gender in the management and supervisory bodies (art. 5(1) of Law No. 62/2017)	Board of Directors	General Secretariat	No specific costs involved	33.3% of persons of the under-represented gender in the management and supervisory bodies	Maintain 33,3% of persons of the under represented gender in the management and supervisory bodies, in 2023
Promote equality between women and men in the scope of job progression and professional development	Prevent and tackle patterns of gender bias in performance evaluation	Department of People and Culture	Sustainability Department All Company Departments	No specific costs involved	Monitoring of annual performance evaluation results by gender	Analysis of the outcome of the annual performance evaluation process and corrective measures to be adopted, if necessary, in the 3rd quarter of 2023
	Increase the number of women in leadership positions from 40% to 45% (Members of the Board of Directors, 1st-line and 2nd-line Managers)	Executive Committee	"Department of People and Culture Sustainability Department"	No specific costs involved	"Increased percentage of women in leadership positions (Board of Directors, 1st-line and 2nd-line Managers)"	"Gender parity in leadership positions by 2025. Gradually increase gender parity in leadership positions (Board of Directors, 1st-line and 2nd-line Managers) by the end of 2023"



4. Equal Working Conditions (continuation)

Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Ensure the principle of equal pay for equal work or work of equal value	To prepare an internal assessment of potential differences in salaries (basic and additional remunerations) based on gender and identify corrective measures	Department of People and Culture	Sustainability Department	No specific costs involved	Diagnostic report and corrective measures to be adopted, if necessary	Diagnosys report and corrective measures put in place (if necessary) until the end of 2023
	Carry out an internal analysis and review (if necessary) to ensure that leave, absence and excused absence taken under the terms of article 65 (1) and (2) of the Labour Code are considered as effective work in the performance evaluation for the attribution of productivity and attendance bonuses (leave for pregnancy, parental leave, adoption, caring for a child or grandchild, among others)	Department of People and Culture	Sustainability Department	No specific costs involved	Diagnostic report and corrective measures to be adopted, if necessary	Diagnosys report and corrective measures put in place (if necessary) until the end of 2023

5. Parenthood protection

Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Guarantee the right to take parental leave by male and female employees	Strengthen the information on rights and duties regarding parenthood, beyond the minimum required by ACT – Autoridade para as Condições do Trabalho (Authority for Working Conditions)	Department of People and Culture	Sustainability Department Communication and Brand Department	No specific costs involved	Indicators on the use of parental leave by gender	Disclosure on the intranet, on the employee portal, by email and by SMS Display in all workplaces
Guarantee the right to take parental leave by male and female employees – Encourage male employees to use shared parental leave	Training/ awareness raising of the “Role of the Father” in conciliation with the “Role of the Mother”	Department of People and Culture	Sustainability Department Communication and Brand Department	No specific costs involved	Training/ awareness-raising actions carried out Number of trainees and/or Number of participants	Training carried out by the end of 2023



6. Work, Family Life Balance

Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Promote work, family life balance for male and female employees	Monitor, within the scope of EFR certification, the evolution of work-life balance measures, considering, whenever necessary, the need to reformulate, cancel or develop new measures	Department of People and Culture	Management Team of the EFR Model	No specific costs involved	Number of responses to the questionnaire on satisfaction with existing EFR measures	Phase-in of EFR measures by the end of 2023
	Ensure the continuity of protocols with service companies that facilitate work, family life balance	Communication and Brand Department	Department of People and Culture Management Team of the EFR Model	No specific costs involved	Number of protocols established in the field of work-life balance	Reinforcing protocols with service companies that address the needs of employees in terms of work-life balance throughout 2023
	Systematically guarantee the widespread use of non-discriminatory and inclusive language and image on the basis of gender in the dissemination of the Company's policies, results and practices, addressing them equally to male and female employees	Department of People and Culture	Communication and Brand Department Sustainability Department Management Team of the EFR Model	No specific costs involved	Company policies and practices regarding work, family life balance promoted and disseminated using non-discriminatory and inclusive language and image on the basis of gender, and aimed equally at male and female employees	All (100%) instruments for the promotion and dissemination of the Company's policies and practices for work, family life balance use non-discriminatory and inclusive language and image on the basis of gender, and are aimed equally at male and female employees, by the end of 2023
	Information to employees on relevant topics, such as: citizenship rights and duties, consumer protection, risk of indebtedness and prevention of domestic violence	Sustainability Department	Department of People and Culture All Company Departments	No specific costs involved	Define a page on the Intranet with content relating to these issues Number of times the intranet has been consulted on this specific issue	Disclosure to male and female employees



7. Prevention of harassment at work

Objetivos	Medida	Departamento Responsável	Departamentos Envolvidos	Orçamento	Indicadores	Meta
Prevent and combat harassment at work	Revision and updating of the contents concerning "prevention and combat of harassment at work", to be included in on-site training sessions and e-learning courses	Department of People and Culture	Sustainability Department All Company Departments	No specific costs involved	Number of trainees / Total workforce in 2023 (by gender)	Training content revised in the 1st quarter of 2023 Actions carried out in the 2nd, 3rd and 4th quarters of 2023
	Include the topic of "prevention and combat of harassment at work" in Focus Group sessions	Department of People and Culture	All Company Departments	No specific costs involved	Number of Focus Group sessions where the topic is on the agenda Number of comments / suggestions collected in the Focus Group sessions	Topic included in the agenda of the Focus Group sessions held in the 2nd half of 2023
	Include questions on the "prevention and combat of harassment at work" in the annual survey addressed to the employees	Department of People and Culture	All Company Departments	No specific costs involved	Number of participations	Annual survey in the 1st quarter of 2023

7.

Monitoring of the Plan





7. Monitoring of the Plan

The measures set out in the Plan will be periodically monitored by the Working Group for Gender Equality and by the efr Model Management Team, to ensure compliance and identify opportunities for improvement, with a view to incorporating new measures and/or readjusting existing ones.

It is also up to the Working Group for Gender Equality and the efr Model Management Team, in collaboration with the responsible people/interlocutors identified, to collect the necessary information for the assessment of the indicators for the Plan's measures.

As CTT is a certified company in terms of conciliation and equality, specifically with the efr certification promoted by Fundación Másfamilia, all measures and indicators in gender equality are monitored every six months/year, and this monitoring is subject to annual internal and external audits.



8.

Conclusion



8. Conclusion

As a reference postal operator, CTT plays a relevant role not only with its People but also in the communities where it operates. Strengthening a culture of diversity and inclusion in its different dimensions adds value to the company, by making it more competitive, and reinforces its role as an agent for social paradigm change.

With the implementation of this Plan, CTT intends to assert itself as a company that values diversity of cultures, gender, and age, that includes people with diverse profiles, knowledge, and curricular areas in its different geographies. Believing that this diversity enriches the organization, it stimulates creativity and innovation and contributes to the strengthening of human potential. This way, greater quality is expected in the decision-making processes, enhancing the creation of value for the stakeholders.