

# EQUALITY PLAN 2026



**ctt**

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# 1. Framework



EQUALITY PLAN  
**2026**

## 1. Framework

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CTT is a centuries old institution that has moulded the history of communications in Portugal. More than just a postal operator, they have been the link that has connected the country to the world and maintained communication networks between families, businesses and public administrations for generations, serving each citizen or company with total delivery.

We remain focused and committed to continuing to be a world-class postal operator, based on strategic pillars: The Customers, People, Planet and the Community.

Throughout this long journey, the world has changed and CTT has kept pace with this change by creating innovative solutions, continuously building and maintaining close and trusting relationships with its Stakeholders, preserving its identity and core values, always in line with the strictest ethical principles recognised by society, which it has consistently pursued.

In this context of transformation and challenges as an Iberian operator, the commitment is to People, focused on well-being, talent development, diversity, inclusion and conciliation.

Therefore, and under the terms of Article 7 - 1 of Law 62/2017 of 1 August, which stipulates that companies listed on the stock exchange must draw up an Equality Plan, similar to what was already stipulated for entities in the state corporate sector, we have drawn up this Equality Plan. More than an obligation, we feel that it is part of our social mission to achieve internally and promote externally effective equality of treatment and opportunities between women and men, promoting the elimination of all types of discrimination.

Respect for and protection of human rights are essential values for preserving the dignity of People, Communities, Companies and Institutions. For the CTT Group, the adoption of responsible business conduct contributes positively to the permanent increase in individual and collective well-being, allowing each person's abilities and potential to be properly fulfilled.



## 2. Who we are



EQUALITY PLAN  
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## 2. Who we are

We are a centuries-old company, a benchmark in the postal, logistics and services sector, with a wide-ranging presence throughout Portugal, and an ever-growing presence in the Iberian market, which has very significant e-commerce growth potential and is expected to be one of the fastest-growing European markets in the coming years. With a crucial role in the country's social and economic cohesion, it is guided by an organisational culture centred on people and the values of respect, integrity, innovation, responsibility and proximity.



### Purpose

Delivering the future by connecting people and business in a sustainable way.



### Mission

#### For Companies:

To innovate constantly, offering logistics solutions and support services, with quality, focused on customer needs.

#### For People:

Simplify people's lives in physical communication, financial services, and insurance.



### Vision

#### For Companies:

To be the company's reference partner, developing e-commerce and simplifying their physical and digital presence.

#### For People:

To be people's trusted brand in shipping, financial services and insurance.



### Values

#### What we stand for and how we behave?

Values define the characteristics that form our identity and represent our priorities.



#### PROXIMITY

We are close and we bring people and companies together. We connect people and companies. We work with our focus on the needs and expectations of our customers.



#### COMMITMENT

We work with commitment, dedication, and diligence, resiliently, to achieve our goals vis-à-vis all stakeholders.



#### SUSTAINABILITY

We are responsible in the social, environmental and economic dimensions with everyone we interact with. We protect our future and that of new generations.



#### TRUST

We develop our activity with honesty and consistency, building relationships of trust that generate credibility with all stakeholders.



#### FOCUS ON THE CUSTOMER

We are customer centric in everything we do. We serve with quality and answer to their needs, with the aim of exceeding their expectations.

## 2.1. What we did in 2024

### Overview of the main issues related to CTT People in 2024

The commitment to people and their talent, as key pillars in implementing our strategy, was reinforced with numerous measures aimed at team alignment and development. Training at the various levels of the organisation, including radical reskilling in the programming, for example, received a significant boost. The aim was to improve the employee experience and strengthen the benefits and tools for interacting with the company. On the other hand, policies to align incentives and recognise merit were a priority in 2024 and have seen noteworthy progress, particularly in the operational areas.

Despite the hesitations that are emerging more and more frequently in several economies, we have remained committed to the sustainability of our activity, and 2024 has seen meaningful progress. On the environmental front, we exceeded 35% of electric vehicles in last-mile distribution, strengthened our private charging network to 689 chargers, and installed 23 solar neighbourhoods on rooftops of our physical infrastructure. I should also mention the progress made on the social side, highlighting our people's ability to mobilise and commit, more than doubling the participation in voluntary actions compared to the previous year.

(in Integrated Report 2024)



**João Bento**

Chairman of the Executive Board

## 2.2. Characterisation of the human capital – CTT People

In a context of profound transformation, CTT's human capital is an important pillar of the strategy to capitalise on material opportunities and mitigate risks and negative impacts.

On 31 December 2024, the number of CTT employees (permanent staff and fixed-term contracts) was 13,592, with a decrease of -2.2% in men and an increase of 1.9% in women compared to the previous year.

### Headcount by sex

	31.12.2023	31.12.2024	Δ	Δ%
Men	8344	8163	-181	-2,2%
Women	5326	5429	103	1,9%

### Headcount by country

	31.12.2023	31.12.2024	Δ	Δ%
Portugal	12637	12226	-411	-3,3%
Spain	873	1155	282	32,3%
Mozambique	160	211	51	31,9%

### Headcount by type of contract and working hours, segregated by sex \*

	31.12.2023		31.12.2024		Total		Δ	Δ%
Type of contract/ working hours	Men	Women	Men	Women	2023	2024		
<b>Total, of wich:</b>	<b>8344</b>	<b>5326</b>	<b>8163</b>	<b>5429</b>	13670	13592	-78	-0,6%
Permanent	7134	4252	7226	4408	11386	11634	248	2,2%
Fixed-term contract	1210	1074	937	1021	2284	1958	-326	-14,3%
Total	8069	5067	7879	5143	13136	13022	-114	-0,9%
Parcial	275	259	284	286	534	570	36	6,7%

\* CTT does not have any workers with contractual non-guaranteed hours.

(in Integrated Report 2024)

## Evolution since 2020

The following table, with reference to 31 December of each of the last 5 years (2020-2024), shows the evolution of the indicators relating to the representation of men and women at CTT, as well as other social indicators.

	Uni./Year	2020	2021	2022	2023	2024
<b>Employees</b>	<b>#</b>	<b>12 234</b>	<b>12 608</b>	<b>12 506</b>	<b>13 670</b>	<b>13592</b>
Men	%	66	63	62	61	60
Women	%	34	37	38	39	40
<b>Total employees in leadership positions <sup>(1)</sup></b>	<b>#</b>	<b>242</b>	<b>241</b>	<b>228</b>	<b>242</b>	<b>252</b>
Men in leadership positions <sup>(1)</sup>	%	59	59	59	60	62
Women in leadership positions <sup>(1)</sup>	%	41	41	41	40	38
<b>Board of directors</b>	<b>#</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>11</b>	<b>11</b>
Men	%	67	64	64	64	64
Women	%	33	36	36	36	36

Continued on next page



	Uni./Year	2020	2021	2022	2023	2024
<b>Employees by type of contract</b>		<b>12 234</b>	<b>12 608</b>	<b>12 506</b>	<b>13 670</b>	<b>13 592</b>
<b>Permanent Employees</b>	#	<b>10 767</b>	<b>11 283</b>	<b>11 192</b>	<b>11 386</b>	<b>11 634</b>
Men	#	7 143	7 205	7 066	7 134	7 226
Women	#	3 624	4 078	4 126	4 252	4 408
<b>Fixed-term contract</b>	#	<b>1 467</b>	<b>1 325</b>	<b>1 314</b>	<b>2 284</b>	<b>1 958</b>
Men	#	974	706	693	1 210	937
Women	#	493	619	621	1 074	1 021
<b>Break down of full-time vs. part-time employees</b>		<b>12 234</b>	<b>12 608</b>	<b>12 506</b>	<b>13 670</b>	<b>13 592</b>
<b>Full-Time</b>	#	<b>11 957</b>	<b>12 242</b>	<b>12 081</b>	<b>13 136</b>	<b>13 022</b>
Men	#	7 950	7 752	7 547	8 069	7 879
Women	#	4 007	4 490	4 534	5 067	5 143
<b>Part-Time</b>	#	<b>277</b>	<b>366</b>	<b>425</b>	<b>534</b>	<b>570</b>
Men	#	167	159	212	275	284
Women	#	110	207	213	259	286
<b>Employees with special needs <sup>(2)</sup></b>		<b>254</b>	<b>297</b>	<b>305</b>	<b>317</b>	<b>326</b>
Men	#	131	151	160	169	169
Women	#	123	146	145	148	157
<b>Average Fixed Remuneration <sup>(3)</sup></b>						
Men	€	1 093	1 112	1 125	1 163	1 276
Women	€	1 166	1 115	1 127	1 149	1 321
Salary Ratio W/M	x	1,1	1,0	1,0	1,0	1,0

(1) Only 1<sup>st</sup> and 2<sup>nd</sup> line directors were accounted for. Percentage of the total 1<sup>st</sup> and 2<sup>nd</sup> Line directors

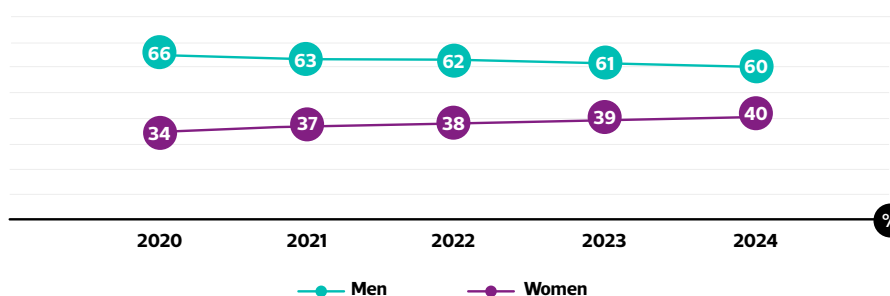
(2) In 2020 Corre, CTT Express ES e 321 Crédito were not included in the calculation

(3) In 2024, CTT SA, CTT Expresso, CTT Contacto, Banco CTT, Open Lockers and Payshop were considered in the calculation

We highlight the continued increase in the representation of women, revealing an effective and consistent commitment to promoting equality.

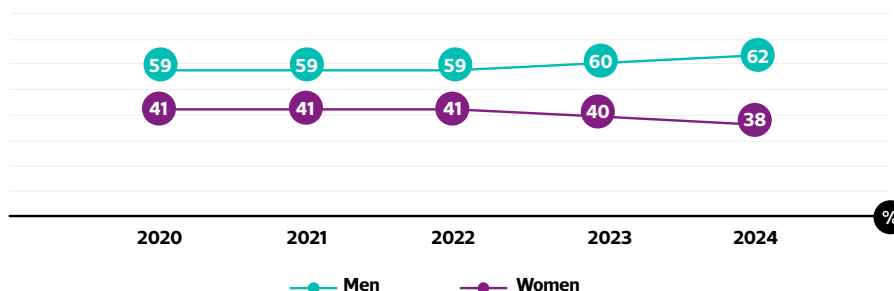
- 40% of all employees are women, representing a positive evolution of 6 percentage points (p.p.) since 2020. This represents an average growth of 1 to 2 p.p. per year.

### Men and Women representation at CTT



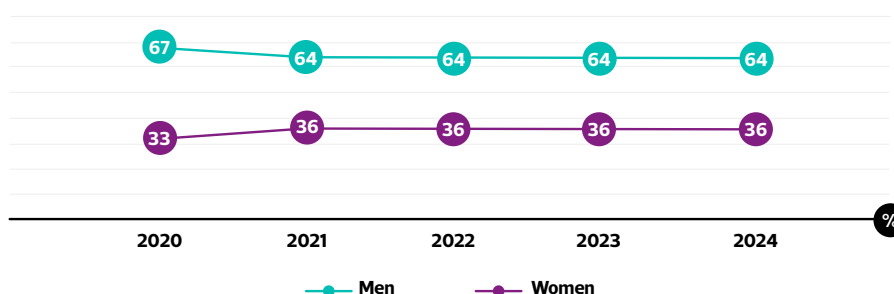
- 38% of all employees in management positions (including 1st and 2nd line managers) are women, a decrease of 3 p.p. compared to 2020.

### Men and Women representation in management positions at CTT



- 36% of the Management and Supervisory Bodies are women, reflecting a positive evolution of 3 p.p. since 2020, remaining constant in 2024, meeting the target of 33.3%.

### Management and Supervisory bodies



## Global analysis of 2024

In 2024, CTT had 13,592 employees (permanent staff and fixed-term contracts) spread across the mail, express and parcels, Banco CTT, and financial services and retail segments. Most of them - corresponding to 95% of the company's workforce - were allocated to the Post and Other and Express and Parcels business areas.

Compared to the previous year, CTT's workforce fell by -0.6%, due to the decrease in the number of employees in Portugal, despite the significant increase in Spain and Mozambique.

Of particular note was the increase in permanent contracts, where the number of permanent contracts rose by 2.2%, with +248 new permanent contracts, especially among women (+156).

There were 2,847 people leaving (+11.1% compared to the previous year) and the turnover rate stood at 20.9% (+2.2 p.p. compared to the previous year).

With regard to working hours, 570 workers were working part-time (corresponding to 4.2%). Of these, 286 were women (50.2%), which indicates a situation of parity in the use of this type of schedule.

With regard to the subcontracting of people, the process was reviewed, and temporary workers and service providers were considered, whose processing and logistics functions are carried out at CTT's operations centres to meet specific needs. The number of FTE (Full Time Equivalent) recorded in 2024 was 1,036, a slight increase of 0.7% (compared to the previous year) \*.

\* The revised number of FTEs for 2023 was 1029.

### 3. Sustainability commitments



EQUALITY PLAN  
**2026**



### 3. Sustainability commitments

During 2024, CTT continued to implement its action plan with a view to achieving the sustainability targets and commitments assumed by CTT within the scope of its 2022-2030 strategy.

As far as the internal public is concerned, CTT has developed numerous initiatives focused on the well-being of its employees, the development of internal talent, diversity, inclusion and reconciliation.

CTT's goal is to achieve gender parity in the Company's top and middle management by 2025 and the performance in 2024 shows that the percentage of women in leadership positions (under-represented gender) decreased slightly compared to last year, standing at 38.4% (-1.5 p.p. than at the end of 2023). This decrease is associated with the increase in male representation in 2nd line leadership positions. The company will continue to work towards achieving the parity target set for 2025.

With around 13,000 employees, internal skills are numerous, and training and skills development are particularly important in the talent management programme. In 2024, employee training totalled 211,974.60 hours of training.

It should be noted that CTT's internal competences are also mobilised to support vulnerable populations in social impact initiatives within communities.

Proximity to communities has always been one of CTT's values. With this in mind, and with a view to strengthening proximity to the communities in the regions where it operates, CTT promotes a programme of actions with a positive social and environmental impact, particularly among vulnerable groups, which are divided into two main types:

- Projects associated with CTT's business competences, in which the company's services and products are made available to communities to support their needs.
- Projects associated with the internal competences of CTT employees, focused on the educational and professional development of communities, in particular school-age young people.

As a result of these actions, which aim to have a positive and lasting impact on the communities they support, the following stand out:

- The investment of 3.4 million euros for social support in 2024, in line with the 2030 objective of investing 1% of recurring EBIT annually in impact projects.
- Partnerships with Serviin, Quercus, SPECO, EPIS, IPST, Koiki, Junior Achievement, Regalo Sorisas, among many other social organisations.
- The corporate volunteering programme, considered strategic for strengthening ties with the community and under which 42 specific volunteering actions were promoted in Portugal in 2024, with the participation of more than 1,200 CTT volunteers, totalling around 4,873 hours.
- Internal skills volunteering, which aims to support the educational and professional development of young people and vulnerable groups, train them for the labour market and promote equal opportunities. Within this framework, 190 volunteers dedicated around 1,000 hours to supporting 1,700 pupils in compulsory school education.
- The support provided by CTT to vulnerable groups, making use of its business competences, namely through:
  - The launch of a video interpretation service in sign language for customer service in partnership with Serviin;
  - Issuing philatelic products on social and environmental themes and Braille cards for visually disabled customers;
  - Financial and humanitarian support for communities affected by the floods in Valencia;
  - The availability of CTT's Retail and Delivery networks for the Santa Claus Solidarity Campaign in Portugal, which fulfils the Christmas wishes of children at risk, and for the Regala Sonrisas campaign in Spain;
  - Offer to deliver letters and items for initiatives with a positive impact, such as 'Ask an Ecologist' in partnership with SPECO, which brings primary school pupils together with the scientific community;
  - The delivery of medication through CORRE's networks and the network of a local NGO in Mozambique, to support the health of the population.

It should be noted that CTT's logistics and retail network guarantees access to postal, express and parcel services, business solutions and financial services to the populations in the markets where it operates, and the offer is accessible to citizens with disabilities. In Portugal and Mozambique, CTT also provides the universal postal service, with strict requirements. CTT's contact network with the public includes 2,362 CTT access points in operation in 2024, comprising 569 CTT Post Offices and 1,793 postal agencies, the largest network in Portugal. To this must be added the 3,902 routes taken by postmen every day.

With regard to environmental liability, the CTT group continued with its energy transition plan with a view to achieving a 55 per cent reduction in its greenhouse gas emissions (scopes 1, 2 and 3) by 2030, compared to 2021. This is CTT's main environmental target for the end of the decade, it is aligned with the ambition to limit the increase in global temperature by 1.5°C and has been validated by the Science-Based Target initiative (SBTi).

To this end, CTT has invested significantly in decarbonising its last-mile fleet, with a view to achieving the goal of operating exclusively with eco-friendly vehicles in this segment by 2030. At the end of 2024, CTT had 1,100 electric vehicles in operation, an increase of 77.4% compared to 2023, reaching the 35% mark for electric vehicles for the delivery of items. We strengthened our own charging network, reaching 689 chargers, and completed the installation of 23 solar neighbourhoods based on our physical infrastructure.

Due to their relevance and impact on CTT's activity, we have added the ESG Indicators to the data in this Plan, with a comparative analysis between the years 2023 and 2024:

	'23	'24	Δ 24/23
<b>Environmental performance (E)</b>			
Total CO <sub>2</sub> e emissions, scopes 1, 2 & 3 (ton.)	133 066,2	149 933,2	12,7%
Energy consumption (TJ)	107 983,9	104 558,6	(3,2%)
Last-mile electrification	20,1%	35,0 %	14,9 p.p.
Recycling potential of the offer	82,4 %	90,1%	9,3%
<b>Social performance (S)</b>			
Women in management positions	39,9 %	38,4 %	(-1,5 p.p.)
Training (hours)	156 028,6	211 974,60	35,9%
Employee turnover (%)	18,7	20,9	2,2 p.p.
Number of labour accidents	865	974	12,6%
Investment in the community (% of recurring EBIT)	0,6 %	1,0 %	(0,4 p.p.)
Purchases from local suppliers (Iberian)	99,5 %	79,9 %	-19,6 p.p.
Corporate volunteering (hours)	1834,0	5 118,0	179,1%
<b>Governance performance (G)</b>			
Frequency of reporting ESG issues to top management (number)	8	6	-25%
Training on good conduct, harassment and corruption and money laundering policies (hours)	43 793,3	44 962,8	2,7%

(In Integrated Report 2024)

## 4. How we set our targets





## 4. How we set our targets

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The Equality Plan is a strategic management tool that materialises, operationalises and monitors a set of cross-cutting measures aimed at promoting equal opportunities for women and men, as well as reconciling professional, personal and family life. The definition of objectives in the Equality Plan is based on a structured approach aligned with commitments in terms of sustainability, social responsibility and valuing human capital.

Alignment with ESG best practices, continued compliance with the Diversity Charter, commitment to the Code of Ethics and adoption of the integrated reporting model according to the CSRD – Corporate Sustainability Reporting Directive consolidate this path, ensuring that gender equality and valuing diversity are integrated into governance and the creation of value for all Stakeholders.

The importance of CTT's structural and cultural transformation is reinforced, highlighting the ability to adapt and the commitment of the teams as pillars of organisational success. In this context, the definition of the Equality Plan's objectives is based precisely on the conviction that equal opportunities, diversity and inclusion are fundamental elements for this transformation.

Iberian expansion, strategic acquisitions and technological advances require inclusive leadership models and an organisational culture that reflects the values of equity in all dimensions of the business. For this reason, the targets set out in the Equality Plan are not just social responsibility targets – they are strategic tools that ensure the company's sustainability, internal cohesion and competitiveness in a constantly evolving context.

In 2024, we implemented a number of measures, particularly the reinforcement of the target of achieving 45% female representation in management positions by 2025. We also organized awareness-raising and experience-sharing events, most notably the “À Conversa com Elas” event, with the aim of empowering and inspiring the development and growth of CTT's female employees through role models. In this context, we've had training courses, mentoring programs and networking events, in which partnerships with PWN Lisbon and Ponto Zero have been fundamental.

Also noteworthy is the promotion of specific training in equality and inclusion, as well as the expansion of certified practices within the framework of the family-responsible company (efr) model. These include flexible working hours, family benefits, support for parenthood, summer internships for employees' children and incentives to reconcile personal and professional life.

The defined goals are monitored through clear indicators and quantifiable targets, monitored by the sustainability structures and reported in the Integrated Report, ensuring their consistency with the company's strategic ambition and their effective application in an organisation undergoing transformation and growth in Iberia.

As part of its commitment to promoting equality, CTT complies with the guidelines of the Commission for Equality in Labour and Employment (CITE), materialising in this document an exhaustive analysis of all the dimensions, presenting the measures underway and/or to be continued, as well as those that it proposes to implement, resulting in the Equality Plan 2026.

## 5. Diagnosis



## 5. Diagnosis

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The preparation of the Equality Plan is based on a rigorous diagnosis of the organisational reality, which is fundamental to ensuring the definition of goals in line with the principles of equal opportunities for men and women, non-discrimination and inclusion.

The diagnosis brings together a set of inputs from various stakeholders and internal reports, combined with the Self-diagnosis exercise on CITE's 'Portal for Equality at Work and in Companies' and the 'Guide to Drawing Up Equality Plans (annual)'.

This methodology makes it possible to measure the progress made, as well as to identify new proposals according to urgent needs in areas such as conciliation, non-discrimination, parenting, ethics, among others.

The analysis that underpins the Equality Plan is detailed below. It is based not only on the combination of the aforementioned instruments, but also on the data collected and reported by CTT in the last integrated reporting exercise, for 2024 – data reported in accordance with CTT's internal control and management systems, audited by a certified external entity within the scope of that report.

### 5.1. Strategy, mission and values

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CTT draws up, submits and communicates the Equality Plan on an annual basis, in accordance with Law no. 62/2017, of 1 August, and with the provisions of article 3 of Normative Order no. 18/2019, of 21 June, which is delivered by 15 September of each year (article 3(4) of Normative Order no. 18/2019, of 21 June). In addition to this submission, on the same date the Plan is communicated to the CMVM and made available on CTT's Intranet and official website in Portuguese and English.

The CTT Equality Plan is aligned with national and international targets, including those associated with the fulfilment of Sustainable Development Goal #5 (SDG #5) (gender equality), and reinforces the commitment of the Company's policies and good practices in terms of equality. Whenever applicable, internal policies and strategic documents expressly mention equality and non-discrimination between women and men.



## CTT's Strategy, Policies and Codes:

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The Human Resources management strategy is based on defining and implementing policies and actions aimed at mitigating negative impacts and maximising the experience of male and female workers, promoting a responsible and inclusive organisational culture.

To this end, the company invests in developing skills, promoting equal opportunities and creating fair conditions for access to health, well-being, reconciling personal and professional life, qualifications and career progression.

This commitment is implemented through policies that apply to the entire organisation, covering topics such as human rights, well-being and quality, diversity and inclusion, and responsible procurement, namely:

- CTT's **Human Rights Policy** aims to promote and respect human rights in the development of the various activities it undertakes and relationships it establishes, in line with the Ten Principles of the Global Compact Network Portugal. It also aims to guarantee equal opportunities and prohibit any form of discrimination, particularly on the grounds of race, ethnicity, sex, gender, sexual orientation, age, religious belief, nationality, marital status, socio-economic situation, disability and political conviction, and to ensure a fair and inclusive working environment for all.
- The **Well-being and Quality Policy** focuses on promoting and protecting the health of employees and preserving a high level of safety and security to guarantee the integrity of its people, assets and facilities.
- The **Diversity and Inclusion Policy** contains the company's specific commitments to inclusion in three specific areas (gender, age and disability), with a view to developing actions with a positive impact on particularly vulnerable, under-represented groups and people with disabilities.
- The **Responsible Procurement Policy** which determines that its suppliers are regularly assessed to ensure that these companies are aware of and operate in compliance with the standards expressed not only in this policy, but also in the Codes of Ethics and Good Conduct for the Prevention and Fighting of Harassment at Work and in the Whistleblowing Policy. Its application also extends to the value chains of CTT's direct suppliers.

CTT's activity is based on a solid organisational culture, sustained by principles of legality, good faith, responsibility, transparency, integrity, professionalism and confidentiality. These values guide not only external relations with all stakeholders, shareholders, regulators, customers, suppliers, service providers, the media and public and private organisations, but also internal relations between employees.

The consolidation of this ethical culture is reflected in the existence of the 'Code of Good Conduct for Preventing and Fighting Harassment at Work' and the 'Code of Ethics', namely:

- The **Code of Good Conduct for Preventing and Fighting Harassment at Work** signals the CTT Group's position of zero tolerance for conduct that goes against the fundamental values of equality, diversity, integrity and dignity of the human person in the workplace, as well as being classified as harassment at work;
- The **Code of Ethics** conveys the fundamental values of the CTT Group. This code guides the actions of all employees, promoting an environment of respect, fairness and integrity, essential principles for building an organisational context favourable to equality.

The Code of Ethics is widely promoted among employees, with dedicated training sessions and permanent accessibility via the intranet. It is also shared with suppliers when they are integrated into the management platform, and their acceptance is mandatory as a condition for registration and subsequent collaboration.

In order to guarantee the effective application of these principles, CTT has an independent and impartial Ethics Committee responsible for monitoring the implementation of the Codes of Ethics and Good Conduct for Preventing and Fighting Harassment at Work. This body receives and monitors complaints through the Ethics Channel and ensures the existence of secure internal communication mechanisms, respecting confidentiality and protecting whistleblowers against possible retaliation.

These practices demonstrate CTT's ongoing commitment to promoting an inclusive, safe and ethical culture, where equal opportunities, respect for human rights and non-discrimination are fundamental pillars of the people management strategy.

### **Co-operation with external organisations:**

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CTT remains strongly committed to the principles of equality, diversity and inclusion, working closely with external reference organisations that promote the United Nations Sustainable Development Goals, the 2030 Agenda and ESG practices (environmental, social and governance). In this context, its participation in forums and organisations for Equality, Diversity and Inclusion and membership of public commitments for Equality and Diversity will be maintained.

As a member of the Business Council for Sustainable Development (BCSD) Portugal and the Global Compact Network Portugal, CTT reinforces gender equality in its practices and policies, making it a priority in its sustainability activities.

Apart from the benchmarks and safeguards of the United Nations, OECD and ILO, the Environment and Climate Policy also relates to the G20/OECD 2023 Principles of Corporate Governance, the Paris Agreement, environmental certifications and, namely, the ISO 14001 environmental standard and the 2017 BCSD Portugal Charter of Principles.

As part of its activities with the iGen Forum – Organisations for Equality Forum, and its involvement with CITE, CTT continued to participate in the actions of the working groups.

In 2024, CTT renewed its partnership with APPDI and continued to be one of the signatories of the Charter for Diversity. This is an initiative of the European Commission and is one of the voluntary instruments created with the aim of encouraging employers to implement and develop internal policies and practices to promote diversity.

As part of our commitment to the Pact Against Violence, we are mobilising to prevent and fight domestic violence, a cause that belongs to everyone, through the dissemination of awareness-raising materials.

With regard to improving accessibility to services for people with disabilities, in partnership with Serviin, CTT now offers a free video interpretation service in Portuguese Sign Language (LGP) for customer service, breaking down communication barriers and contributing to a more inclusive society. This service is accessible via the Serviin APP or the Deaf Citizen Portal, allowing communication via cell phone, tablet or computer with a camera.

#### **Opportunities for improvement identified for the Plan 2026:**

- >> Promote initiatives among employees (“celebration events”) related to the promotion of equality and other dimensions of diversity;
- >> Maintain and establish new cooperation relations with public bodies and/or civil society organizations that pursue the goal of promoting equality between women and men.

## **5.2. Equality in the access to employment**

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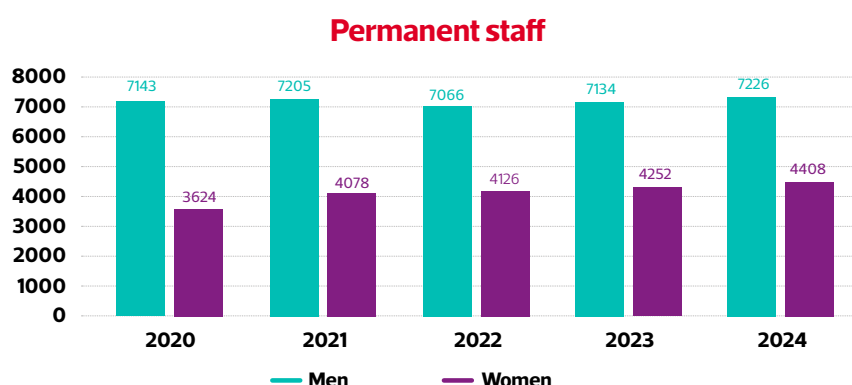
CTT recognizes equal access to employment as a fundamental pillar for promoting inclusion, diversity and social sustainability. It is imperative to maintain the commitment to ensure recruitment and selection processes free from discrimination, promoting merit and equity in access to professional opportunities.

In terms of recruitment processes, CTT promotes equal opportunities, by basing these processes on an assessment of the candidates' abilities and suitability for the specific requirements of the position on offer, regardless of gender, with the aim of selecting the profile that best suits the needs of the position in order to add value to the company. Diversity and inclusion are promoted at all organizational levels.

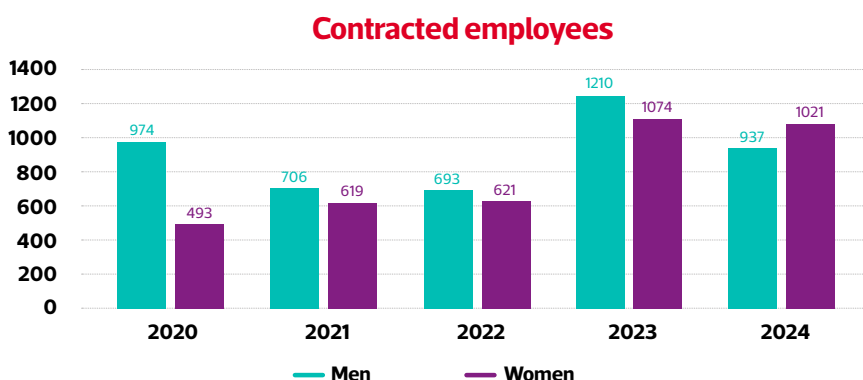
It is through the promotion of initiatives related to female leadership that the CTT Group empowers its employees to hold leadership positions.

It is worth highlighting the balanced participation of women and men in young talent development programs, namely the Trainee Program and Summer Internships. In the 2024 Edition Trainee Program, 58% of the trainees were women, and in the 2025 Edition, 79% of the trainees are also women, reinforcing the company's role in attracting and retaining female talent. With regard to the Summer Internships, there was also a predominance of women, accounting for 60% of the participants in 2024 and 63% in the 2025 edition, consolidating CTT's commitment to ensuring equal opportunities from the earliest stages of the career path.

Globally, the representation of women has been increasing since 2020, with a growth of 3.7% compared to the previous year.



By 2024 there was a turning point, with women accounting for more than 50% of new hires, reflecting the strong commitment to equal access to employment.





In terms of job security, apart from the annual salary progression arising from the Company Agreements, the CTT Group structured and developed the following actions in 2024, which will continue in 2025:

- Mapping and evaluating functions, according to their organizational impact and the technical skills required, and comparing them with the market, using a methodology from an external consultant, in line with best practices. In 2024, the management functions were mapped and assessed, with the mapping of the technical functions planned for 2025. This process provides fundamental information for defining human resources projects and policies, namely career paths, compensation and benefits, and decisions on mobility and promotion processes;
- Planning the talent assessment process, in order to identify potential successors for key positions in the company, and the corresponding strengths, areas for improvement, risk and impact of leaving. At a later stage, succession pools will be created and personal development plans, training courses and career paths defined for employees identified with potential;
- Reboot CTT: consists of a program, developed in partnership with Code for All, for retraining in digital transformation and valuing internal talent.

#### **Opportunities for improvement identified for the Plan 2026:**

- >> Ensure fairness in the recruitment of young talent, namely through the Trainee Program and the Summer Internship Program, bearing in mind the principle of equality and non-discrimination based on gender;
- >> Reinforce the principles of equal opportunities by gender in internal and external recruitment processes, as well as in relevant employer branding actions.

### **5.3. Initial and continuous training**

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Throughout 2024, CTT reinforced its commitment to the continuous training of its employees, having developed multiple training initiatives aligned with the organization's strategic targets, namely the promotion of equal opportunities, the enhancement of internal talent and the development of critical skills for the company's future.

- **Fast Track Program**, with 788 participants and 3,847 hours of training, focused on transforming the leadership culture in response to internal consultation. The programme plays an important role in building a more collaborative and results-oriented organizational environment and is a key vector for promoting equal opportunities in access to management positions.
- **Young Talent Program**, with 254 participants, focused on the development of mentality, productivity and career, including an intergenerational dimension, aimed at younger workers, which contributes to more inclusive environments.
- **Reskilling/Upskilling Training**, in partnership with the IEFP, which involved 405 employees and totalled 8,969 hours. This action is of strategic importance, making it possible to bridge asymmetries in access to technical skills and promote internal mobility and professional growth in changing contexts.
- **Promotion of continuous learning**, using the LinkedIn Learning platform, enabling personalized access to training content. 1,022 licenses were granted, with a take-up rate of 19%, showing room for growth in take-up and potential reinforcement of the culture of self-development.
- **Co-payment for higher and advanced training**, assigned to 11 employees, with a focus on academic valorisation aligned with specific functions.

These actions encourage professional development, aligning individual needs and interests with the goals of the CTT Group, making it possible to value male and female employees, reinforce the culture of excellence and promote motivation and talent retention.

In 2024, the average number of training hours per employee was 15.6 hours (+0.2 compared to 2023).

#### Average number of training hours by sex

Sex	31.12.2023	31.12.2024	Δ	Δ%
Men	18,8	20,6	1,8	0,1
Women	8,9	12,3	3,4	0,4
<b>Total</b>	<b>12,5</b>	<b>15,6</b>	<b>3,1</b>	<b>0,2</b>

(in Integrated Report 2024)

Despite women maintaining a higher average number of hours of training, there was a faster growth for men in 2024, a situation that is also reflected in some categories of professional groups.

	'23	'24	
Indicators	CTT	CTT	Δ/year (%)
<b>Number of training hours *10<sup>4</sup></b>	<b>15,6</b>	<b>21,2</b>	<b>35,9</b>
<b>Average of training hours</b>	<b>12,5</b>	<b>15,6</b>	<b>24,8</b>
Women	18,8	20,6	<b>9,6</b>
Men	8,9	12,3	<b>38,2</b>
<b>Average of hours by work category</b>			
<b>Senior personnel</b>	<b>20,7</b>	<b>25,4</b>	<b>22,7</b>
Women	20,9	24,9	<b>19,1</b>
Men	20,6	25,8	<b>25,1</b>
<b>Middle management</b>	<b>13,0</b>	<b>24,1</b>	<b>85,4</b>
Women	14,9	29,4	<b>97,1</b>
Men	11,9	19,9	<b>67,1</b>
<b>Counter service</b>	<b>31,3</b>	<b>31,5</b>	<b>0,6</b>
Women	31,7	29,6	<b>-6,7</b>
Men	30,5	37,0	<b>21,2</b>
<b>Delivery</b>	<b>4,6</b>	<b>7,2</b>	<b>56,5</b>
Women	4,7	6,2	<b>32,6</b>
Men	4,6	7,4	<b>61,2</b>
<b>Other groups</b>	<b>6,2</b>	<b>6,8</b>	<b>9,7</b>
Women	6,9	9,8	<b>41,4</b>
Men	5,8	4,8	<b>-17,4</b>

(in Integrated Report 2024)

According to the strategic focus on developing the skills of CTT employees, and in relation to the volume of training on topics, or containing content related to Equality, Diversity and Inclusion, and Conciliation, in 2024 the company had:

MAJOR THEMES	Participants	Hours
ETHICS, VALUES, RESPECT, COMPLIANCE	25 028	34 475
PROMOTING CONCILIATION, DIVERSITY, INCLUSION	7 603	7 597
PROMOTING FLEXIBILITY, PRODUCTIVITY AND PERFORMANCE	1 729	15 292
PROMOTING QUALITY AND CONTINUOUS IMPROVEMENT	1 836	6 539
SAFETY & SECURITY	12 917	28 315
SUSTAINABILITY AND SOCIAL CORPORATE LIABILITY	187	277
<b>Total</b>	<b>49 300</b>	<b>92 495</b>

#### Opportunities for improvement identified for Plan 2026:

- » Create training course on diversity and inclusion, including a module dedicated to Unconscious Biases;
- » Provide Inclusive Leadership training for leaders, with the aim of developing skills that promote diversity and inclusion in teams.

## 5.4. Equality in working conditions

The Annual Performance Assessment process for 2024 began in December 2024 with the self-assessment phase.

It involved the employees of CTT Correios de Portugal, S.A., CTT Expresso, CTT Contacto and Payshop, and their direct managers.

The eligibility criteria were as follows: to be a permanent employee at the companies mentioned above, to be hired by 30/09/2024 and to have worked for at least 3 months.

This process was managed on the MyCTT platform (Employee Portal) in the “Performance” module, ensuring total transparency and recording of all stages.



Regarding CTT - Correios de Portugal, S.A., the negotiation process for the salary review of the Company Agreement (CA) for 2024 was concluded in December 2023, following successful negotiations with the entities representing the workers.

During 2024, the process of revising the CTT CA salary for 2025 began, and the final agreement between the parties was reached at the beginning of 2025.

In 2024, the average salary for women was +3.5% of the average salary earned by men, showing a situation of some parity, as can be seen in the overall indicator in the table below:

Average Fixed Remuneration*		2020	2021	2022	2023	2024
Men	€	1093	1112	1125	1163	1276
Women	€	1166	1115	1127	1149	1321
Salary Ratio W/M	x	1,1	1,0	1,0	1,0	1,0

\* In 2024, CTT SA, CTT Expresso, CTT Contacto, Banco CTT, Open Lockers and Payshop were considered in the calculation

#### Opportunities for improvement identified for Plan 2026:

- » To award scholarships to immigrant students, promoting the right to education and equal opportunities, contributing to the improvement of immigrant inclusion processes in Portugal;
- » Organize and provide Social Service support sessions during the absence and upon the return of employees with long-term absences.

## 5.5. Parental protection

In the context of parenthood, one of the measures taken by CTT is to calculate the absenteeism rate. This excludes absences due to maternity/paternity (the same applies to absences due to bereavement or study), and does not penalise any employees in terms of progression or bonuses that may be associated with absenteeism.

In 2024, the attendance rate stood at 92.8%, an increase of 0.1 p.p. on the previous year and just a short step away from reaching the target of 93% proposed for 2025. The absenteeism rate (which excludes absences due to maternity/paternity, bereavement or study hours) was 7.2%, down 0.2 p.p. on the previous year.

At CTT, there are no obstacles in the way of taking parental and family leave. In 2024, 11.2% of employees exercised this right, with women taking 6.3% (more than half of all leave). There was thus a reversal of the trend seen in the previous year, in which the majority of leave was taken by men.

#### **Opportunities for improvement identified for Plan 2026:**

- » Develop new forms of communication that promote the use of shared parental leave;
- » Reinforce information on rights and duties in the context of parenthood.

## **5.6. Reconciling work, family and personal life**

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CTT has actively promoted the balance between the professional, family and personal lives of its employees, through a comprehensive set of measures.

Among these is the Social Support Plan, which provides protection in the areas of health and social action, benefiting not only employees but also their families. This plan includes, for example, access to health plans for active employees, retirees and their families, as well as financial support in situations of illness or economic need.

In the area of benefits and compensation, a flexible benefits program was developed to meet the diverse needs of CTT's workforce. This program is constantly evolving, with budget reinforcement and periodic evaluations, through channels for listening and providing suggestions. The benefits available include the Childcare Voucher, which is intended to pay for nurseries, kindergartens and day-care centres for dependents under the age of 7, under the responsibility of CTT Group employees, as well as a subsidized housing loan, which provides more favourable conditions for the purchase of own housing, promoting family stability.

CTT's investment in this area of activity is recognized through the efr - family responsible company certification. In 2024, eight new conciliation measures were integrated, bringing the total number to 44, organized according to the five pillars of the efr model: Professional and Personal Development, Family Support, Temporal and Spatial Flexibility, Equal Opportunities and Quality at Work.

As part of the internal promotion of these measures, a massive training session was held on the MyCTT platform, with the participation of 7,518 employees, with the aim of publicizing the existing supports and how to use them. To ensure continuous improvement, CTT conducts regular surveys on knowledge, use and appreciation of the measures, as well as internal and external audits associated with efr certification.

In addition, the Sou CTT Descontos program has been strengthening its network of partnerships and protocols with external companies, guaranteeing advantageous conditions in areas such as health, sports and family support, extending the benefits to employees' families as well.

Finally, although efr certification is a management tool used internally, the reconciliation targets extend to the value chain, including suppliers. In this sense, in 2024, reconciliation criteria were included for the selection of suppliers, in order to ensure that they are aware of CTT's policies, also in this specific area of reconciliation.

#### **Opportunities for improvement identified for Plan 2026:**

- » Strengthen and ensure the continuity of partnerships with service companies that make it easier to reconcile professional, family and personal life;
- » Identify inequalities and provide support measures for employees facing situations of social vulnerability.

## **5.7 Preventing harassment at work**

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As part of the promotion of safe, inclusive working environments that respect the dignity of all employees, CTT has been strengthening its mechanisms to prevent and combat harassment at work. The company adopts a zero-tolerance approach to any form of harassment, supported by normative instruments such as the Code of Ethics and the Code of Good Conduct for Preventing and Fighting Harassment at Work, applicable to the entire CTT universe.

The Ethics Committee, an independent and impartial body, ensures the application and monitoring of these codes, including the reception and processing of complaints, through the Ethics Channel available on the institutional website. This channel guarantees confidentiality, impartiality and no retaliation against whistleblowers, and is complemented by a Whistleblowing Policy in line with national and international best practices. This policy provides for protection against any act of retaliation - direct or indirect - that could unjustifiably affect workers who report irregularities, including measures such as threats, suspension of benefits or functional reprisals.

The culture of ethics and prevention is reinforced by mandatory training actions aimed at all employees, as well as by the integration of the Code of Ethics in the supplier qualification process, contributing to the dissemination of the principles of integrity and respect throughout the value chain. This way, CTT actively promotes an organizational climate where ethics, mutual respect and equal opportunities are structural values, fundamental to preventing harassment and other forms of discrimination in the workplace.

During 2024, CTT promoted several continued training actions within the scope of the ethical principles and practices adopted by the Company, of which the following stand out:

- Training sessions for internal dissemination of the Code of Conduct involving 1,059 participants, who successfully completed the course, totalling 1,572 hours. In order to ensure maximum awareness of the Code of Ethics, the Ethics Committee organized training sessions to promote the content of the document and held workshops and debates to ensure that all employees were properly aware of the principles of action and the commitments made in the Code of Ethics;
- Training in policies and procedures relating to aspects of human rights, which recorded 10,582 participations, for a total of 11,663 hours.

In terms of the activity of the Ethics Channel, we received 80 communications, mostly related to harassment, stakeholder relations and labour rights, which were processed and investigated. The analysis showed that there was no practice of any illegal and/or irregular act or conduct, nor any incident related to the violation of human rights of CTT employees, non-employees and the value chain; as well as other external stakeholders; including forced or child labour and human trafficking. Similarly, there were no fines, penalties or compensation for damages.

#### **Opportunities for improvement identified for Plan 2026:**

- >> Continue training on the Code of Ethics in Onboarding processes, presenting the themes contained therein, namely preventing and fighting harassment at work, non-discrimination and promoting the diversity of men and women;
- >> Monitor issues in the field of “preventing and fighting harassment at work”, within the scope of the “Organizational Climate and Engagement Study”, carried out annually.

## 6. Equality Plan 2026





## 6. Equality Plan 2026

The aim of the Equality Plan 2026 implementation exercise is to analyse and implement measures tailored to the company's reality and to promote good practices in the field of equality between men and women that involve all employees. Not only is it essential to implement the proposed measures, but also to monitor them with a view to continuous improvement. Below is a summary of the status of the measures relating to the 2025 Plan:

**Total Measures Plan 2025 39**

**Measures already implemented in 2025 23**

**Measures to be implemented by the end 2025 9**

**Measures transferred to the Plan 2026 7**

Considering that the measures in the 2025 Plan are expected to be implemented or not, together with the results of the Diagnosis and the guidelines shared by CITE, we have identified the measures that we consider to be priorities (some of them are continuity measures) and defined the CTT 2026 Equality Plan.

1. Company Strategy, Mission and Values						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Publicise the Equality Plan and its strategic importance for the company	Disseminate the Equality Plan, its measures and objectives through awareness-raising sessions, communication on the company's website, on the Intranet, by email and by posting it in highly visible internal locations.	Human Resources Management Department	Communication Department	No specific costs involved	Number of awareness sessions held	At least one awareness-raising session with the internal stakeholders responsible for managing the plan's measures, in order to create greater involvement in the measures related to the Equality Plan, in the 1st half of 2026
Involve all employees in the implementation of the Equality Plan"			Sustainability Department			
			Digital, New Channels & Innovation Department			

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1. Company Strategy, Mission and Values (continuation)						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Ensure respect for the principle of equality between women and men and non-discrimination in external relations  Promote and consolidate external relations in terms of the promotion of equality between women and men	Maintain and establish new cooperation relations with public bodies and/or civil society organisations that pursue the goal of promoting equality between women and men	Human Resources Management Department	Executive Committee  Sustainability Department  Talent Management Department"	Up to 15,000 EUR	Number of organisations and projects supported  Number of new cooperation relationships	Maintain current partnerships and establish new ones with organisations that directly or indirectly promote equality between women and men
Encourage male and female employees to participate in the promotion of equality between women and men	Promote employee initiatives (celebratory events) related to the promotion of Equality and other dimensions of diversity, well-being, the promotion of physical, emotional and mental health, and the promotion of work-life balance.	Talent Management Department  Human Resources Management Department	Communication Department	Up to 20,000 EUR	Number of initiatives carried out  Number of participants, broken down by men and women	Hold at least two initiatives (celebratory events) associated with diversity and well-being.
Ensure a working environment free from discrimination based on gender, parenthood and/or work-life balance	Monitor the questions in the area of 'Equality' within the scope of the 'Climate and Organisational Engagement Survey' conducted annually.	Talent Management Department	All Company Departments	No specific costs involved	Number of participations, with information broken down by men and women	Annual survey in the 1st half of 2026
Ensure the implementation of the Equality Plan, its monitoring and sustainability	Create a Committee for Equality between women and men within the framework of the DI (Diversity and Inclusion) and Conciliation	Human Resources Management Department	Executive Committee  Talent Management Department  Sustainability Department	No specific costs involved	Number of meetings in 2026	Committee created, with defined competences, in 2026

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2. Equal Access to Employment						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Contribute to a fair and objective selection and recruitment process for women and men	Ensure fairness in the entry of young talent, namely through the Trainee Programme, bearing in mind the principle of equality and non-discrimination based on gender	Talent Management Department	Communication Department	No specific costs involved	Number of employees selected under the Trainee Programme, broken down by men and women	Implement within the Trainee Programme in 2026.
	Reinforce the principles of equal opportunities by gender in internal and external recruitment processes, as well as in relevant employer branding actions	Talent Management Department Human Resources Management Department	Communication Department	No specific costs involved	Evidence of the initiatives to be carried out	Implement in relevant recruitment processes and employer branding actions.
Counteract structural barriers to equality between women and men  Contribute to a better balance between women and men in the company	Sensitise external organisations specialising in recruitment and selection to ensure representativeness and diversity in the job applications submitted, including gender representativeness, where possible of at least 40%	"Human Resources Management Department Talent Management Department"	Communication Department	No specific costs involved	Number of awareness-raising sessions held	Raising awareness among new external recruitment partners about the importance of mitigating the effect of unconscious biases and possible situations of discrimination in the screening and pre-selection phases of candidates.
3. Initial and Continuous Training						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Promote a culture of equality between women and men in the workplace, favouring management and work practices in line with this	Provide training in "The Right to Equal Opportunities and Non-Discrimination", after reviewing and updating the content.	Talent Management Department	Sustainability Department Human Resources Management Department	No specific costs involved	Number of employees covered by training actions	Training content revised in the 1st quarter of 2026  Actions carried out in the 2nd, 3rd and 4th quarters of 2026

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3. Initial and Continuous Training (continuation)						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Promote a culture of equality between women and men in the workplace, favouring management and work practices in line with this	Maintain the protocol with PWN - Professional Women's Network, aimed at cooperation between PWN and CTT, through the exchange of information, the articulation of positions and the realisation of a partnership with a view to defining internal policies, namely in matters such as awareness-raising, education and professional training geared towards the promotion and advancement of Women in their professional careers.	Talent Management Department	Communication Department	Around 7,500 EUR for the annual fee of the protocol and specific training	Number of CTT members in PWN  Number of participations in communication/ training activities organised by PWN	Maintain the partnership between PWN and CTT during the year 2026
	Providing Leadership training for women, with the aim of developing and accelerating skills that promote Women's career advancement.	Talent Management Department	All Company Departments	Around 12,000 EUR (to be confirmed)	Number of women covered by the training actions	Include in the 2026 agenda of general or specific training actions
	Continuously reinforce training and internal awareness-raising actions on diversity, inclusion and gender equality, including: - Content on gender equality; - Discussion on career paths, professional options and key skills for the development of inclusive leadership."	Talent Management Department	Human Resources Management Department  Sustainability Department  Communication Department	To be defined (depending on the type of action)	Number of training/ awareness-raising sessions held (general and/or specific), including topics related to gender equality  Number of employees involved in the actions	Include in the 2026 agenda of general or specific training actions

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3. Initial and Continuous Training (continuation)						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Promote a culture of equality between women and men in the workplace, favouring management and work practices in line with this	Implement the 'Diversity Talks' initiative with internal and external guests to work on the 3 pillars of the DI (Diversity and Inclusion), Unconscious Biases and other topics that reinforce the deconstruction of prejudices.	Human Resources Management Department	Communication Department Talent Management Department	Around 3,000 EUR (to be confirmed)	Number of sessions held  Number of participants, broken down by men and women	Hold at least three sessions during the year 2026.
	Develop a training course on diversity, equity and inclusion, including a module dedicated to Unconscious Bias. (To be included in the annual training plan)	Human Resources Management Department Talent Management Department	Communication Department	No specific costs involved	Number of employees involved in the training, broken down by men and women	Launch of e-learning on 'Diversity, Equity and Inclusion' by the end of 2026.
	Providing Inclusive Leadership training for leaders, with the aim of developing competences that promote equity, diversity and inclusion in teams.	Talent Management Department	Communication Department Human Resources Management Department	Around 5,000 EUR (to be confirmed)	Number of leaders involved in the training action	Carry out a training course for Top Management by the end of 2026.
4. Equal Working Conditions						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Promote a balance between women and men in the company's strategic positions	Ensure the continuity of 33.3% of people of the under-represented sex on management and supervisory bodies (art. 5(1) of Law No. 62/2017).	Board of Directors/ Executive Committee	Company Secretary & Legal Department	No specific costs involved	33.3% of people of the under-represented sex on management and supervisory bodies	Continue to have 33.3% of the under-represented sex on management and supervisory bodies in 2026

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4. Equal Working Conditions (continuation)						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Encourage the balanced participation of women and men in decision-making positions	Ensure that the Succession Plans under development promote and encourage the development of female employees identified as having potential for the roles and/or responsibilities in question, so that they are equitable.	Talent Management Department	All Company Departments	No specific costs involved	Increased percentage of women in leadership positions	Gradually increase parity between man and women in leadership positions by the end of 2026
	Organise and deliver support sessions by the Social Service and/or OSH Technicians during the absence and on the return of employees who have been absent for more than 12 months and who have interrupted their careers for personal or family reasons or for accidents at work classified as 'serious'	Human Resources Management Department	All Company Departments	No specific costs involved	Number of employees covered	Cover 75% of the employees with an absence of more than 12 months by the end of 2026
Promote internal transparency about the performance assessment model	Maintain the dissemination of the performance assessment model, ensuring its transparency among male and female employees and their representative structures, on the company's website, intranet, by email, and by posting it in highly visible internal locations.	Talent Management Department	Communication Department	No specific costs involved	Performance assessment model published on the company's website, intranet, by email, and by posting it in highly visible internal locations.	Dissemination of the performance assessment model on the company's website, intranet, by email, and by posting it in highly visible locations within the company before the start of each process (mid-December).

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4. Equal Working Conditions (continuation)						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Promote internal transparency about the performance assessment model	Conduct training before the start of the assessment process to ensure alignment with the new performance assessment model.	Talent Management Department	All Company Departments	Around 4,000 EUR	% of employees trained	Ensure that at least 80% of employees are trained by the end of 2026
Promote equality between women and men in career development  Promote desegregation	Award merit scholarships to female students in STEM/ICT fields at leading universities in Portugal, in partnership with EPIS.	Sustainability Department	Talent Management Department	11,750 EUR	Number of scholarships awarded	Award up to 5 merit scholarships to female students in the STEM/ITC fields at leading universities in Portugal, in the 2025/2026 academic year.
	Award scholarships to immigrant female students, promoting the right to education and equal opportunities, contributing to the improvement of immigrant inclusion processes in Portugal.	Sustainability Department	Talent Management Department	8,250 EUR	Number of scholarships awarded	Award 5 scholarships to immigrant female students in secondary education/ vocational training in the 2025/2026 academic year
	Carry out activities to promote the Postman / Postwoman profession in schools with the aim of recruiting young people, with a special focus on young women, in accordance with the ILO's Decent Work Agenda.	Human Resources Management Department	Sustainability Department  Communication Department"	No specific costs involved	Number of actions held	Carry out 3 promotion actions in schools by the end of the 2025/2026 academic year.
Ensure the principle of equal pay for equal work or work of equal value	Continue to monitor the basic and supplementary remuneration of women and men to ensure that there are no disparities or, if they exist, that they are justified and free from discrimination based on sex.	Human Resources Management Department	Talent Management Department  Sustainability Department	No specific costs involved	Corrective measures to be adopted, if necessary	Monitoring of the procedures created

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5. Parenthood protection						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Encourage the use of parental leave, including shared leave for male employees	Share 'Real Testimonials' through Internal Communication, sharing experiences of employees who have taken parental leave.	Human Resources Management Department	Communication Department	No specific costs involved	Number of testimonials published	Publication of at least 4 testimonials by the end of 2026
Encourage shared parenting between men and women	Conduct an internal digital campaign to promote parenting among male employees.	Human Resources Management Department	Communication Department	"To be defined (depending on the type of campaign)"	Number of articles published	Launch of a digital campaign by the end of 2026
	Continue to carry out a survey aimed at male employees who have taken parental leave, with questions about Shared Leave and/or suggestions for improving the paternity experience.	Human Resources Management Department	Sustainability Department	No specific costs involved	Number of responses to the survey compared to the number of parental leave permits	Surveys conducted among all men who take paternity leave in 2026
6. Work-life Balance						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Promoting work-life balance for male and female employees	Define and implement support measures for male and female employees with specific needs and/or responsibilities, through Multidisciplinary Collaboration, promoting integrated approaches between the OSH and Social Services areas and providing support measures for employees facing situations of social vulnerability, such as domestic violence, financial problems, health problems or other identified situations.	Human Resources Management Department	EFR Model Management Team	May involve costs in adapting workplaces	Number of employees identified to benefit from specific support measures	Cover 50% of employees with specific needs and/or responsibilities, benefiting from support measures by the end of 2026

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6. Work-life Balance (continuation)						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Promoting work-life balance for male and female employees	Publicise, through the various means of internal communication, the partnerships established, by geographical area, which facilitate the work-life balance.	Human Resources Management Department	EFR Model Management Team Communication Department	No specific costs involved	Number of employees taking advantage of established protocols	Publicise partnerships with service companies that meet the needs of employees in the field of work-life balance throughout 2026
	Reinforce and ensure the continuity of partnerships with service companies that facilitate the work-life balance.	Human Resources Management Department	EFR Model Management Team Communication Department	No specific costs involved	Number of partnerships established in the field of work-life balance	Reinforcement of the partnerships with service companies that address the needs of employees in the field of work-life balance throughout 2026
7. Prevention of harassment at work						
Objectives	Measure	Responsible Department	Concerned Departments	Budget	Indicators	Goal
Prevent and combat harassment at work  Prevent and combat the practice of other offences against the physical or moral integrity, freedom, honour or dignity of the male or female worker	Continue the training on the new Code of Ethics, integrated into Onboarding, for all employees joining CTT, presenting the topics contained therein, namely the prevention and combat of harassment at work, non-discrimination and the promotion of diversity between men and women.	Talent Management Department Human Resources Management Department	Ethics Committee All Company Departments	No specific costs involved	Number of new employees covered by training courses  Number of new employees in 2026 (broken down by men and women)	Train all new employees in 2026
	Promote training on "preventing and combating harassment at work.	Talent Management Department	"Ethics Committee All Company Departments"	No specific costs involved	Number of employees covered by the training, broken down by men and women	Design or identify the contents of this training in the 1st half of 2026  Training available from the 2nd half of 2026 onwards.
	Monitor the questions on "preventing and combating harassment at work" in the 'Climate and Organisational Engagement Survey'.	Talent Management Department	All Company Departments	No specific costs involved	Number of participations, with information broken down by men and women	Annual employee survey in the 1st half of 2026.

## 7. Monitoring and players involved



EQUALITY PLAN  
**2026**



## 7. Monitoring and players involved

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The measures set out in the Plan are monitored and developed by the Plan's Working Group and the efr Model Management Team, in collaboration with the various areas of the company, in order to ensure that their compliance and the identification of opportunities for improvement reflect as accurately as possible the various realities existing at CTT.

The Plan's Working Group and the efr Model's Management Team involve and promote collaboration with area managers, efr ambassadors and other relevant actors to gather the information needed not only to design and implement the measures, but also to collect and analyse the corresponding indicators.

## 8. Conclusion



## 8. Conclusion

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At CTT, 2024 was a year of consolidation of the sustainable growth strategy, balancing the achievement of solid financial results with the reinforcement of the company's social and environmental commitment.

In the area of Social Sustainability, CTT continued to implement measures with a view to meeting the sustainability targets and commitments related to its People, Communities and Customers, assumed within the scope of the 2022-2030 strategy. In terms of People, CTT developed numerous initiatives focused on well-being, talent development, diversity, inclusion and reconciliation. Certification as a family-responsible company (efr) also reflects our commitment to creating more human, flexible and inclusive working environments.

CTT reaffirms its commitment to people and their talent as essential pillars in the implementation of the corporate strategy, ensuring that the CTT identity is increasingly guided by respect, fairness and the well-being of all People.

We believe that organizational success is only sustainable if it is built in an inclusive, fair and human environment, where every person, regardless of their gender, origin or personal condition, finds real opportunities for development.

**ctt**