



PLAN
FOR GENDER
EQUALITY
2021

SONAE

“THE CONCEPT OF GENDER EQUALITY TRANSLATES AS AN EQUALITY OF RIGHTS, LIBERTIES AND OPPORTUNITIES BETWEEN GENDERS, WITH THE GOAL OF PROVIDING EQUAL VALORISATION, RECOGNITION AND PARTICIPATION IN ALL SPHERES OF PUBLIC AND PRIVATE LIFE.”



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1. Context

Gender equality is an established right, regarded as an essential human right for the development of society and for the full participation of everyone, regardless of their gender.

The concept of gender equality translates into equal rights, freedom, and opportunities for all genders, with the goal of promoting equal value, recognition and participation in all spheres of public and private life.

It is a concept that has been receiving special attention and has become more relevant to the main international entities over the last few years, with Portugal also taking part in this journey.

Resolution no. 19/2012 of the Council of Ministers, of the 8th of March 2012, firstly stipulated that all organisations in the Government's business sector were required to adopt an equality plan, designed to achieve equal treatment and opportunities for all genders, eliminate discrimination and facilitate the balance between professional, family and personal life.

This legal requirement was later extended to companies listed on the stock market, through Law no. 62/2017 of the 1st of August 2017, which approves the regime of balanced representation between genders for the boards of directors and supervisory boards in public and listed companies, stipulating in Article 7 the requirement to draft and communicate annual gender equality plans.

This law also came to establish that the proportion of men and women shall be 20%, as of the first elective general assembly after 1 January 2018, and 33.3% as of the first elective general assembly after 1 January 2020, with regards to the board of directors and supervisory boards.

Considering the pivotal contribution of business organisations to a fully democratic and inclusive society, as well as the relevance of diversity, particularly gender, for the balance and development of its businesses, Sonae SGPS, S.A. (hereafter "Sonae" or "Group") has been dedicating special attention to this topic, seeking to balance the representation of men and women throughout the organisation, with a special focus on leadership positions.

Sonae was recently distinguished as the listed company in Portugal with the highest representation of women in top leadership roles, by the 'Leading Together' ranking for the year 2020. This initiative, promoted by the INSEAD Alumni Association, in partnership with McKinsey & Company, Nova School of Business and Economics and Euronext, assesses gender equality in the management boards of PSI-20 companies.

The responsibility that the honour of this award carries for Sonae reinforces its commitment to develop measures that aim to promote gender diversity across the Group, as well as foster all policies and recommendations that share the same goal.

Thus, in accordance with Article 7 of Law no.62/2017, of the 1st of August 2017, Sonae has developed a plan which aims to promote good practices within the scope of gender equality, applicable to both its employees and the members of its governing bodies, and remains committed to its continuous implementation, monitoring and improvement.

This plan covers all companies fully owned, directly or indirectly, by Sonae SGPS, S.A. Each sub-holding is responsible for developing a gender equality plan adapted to its reality, however, general alignment with this document must be ensured.



If any aspects are not covered in the sub-holding's equality plans, this plan will be applied. Regarding companies controlled and co-controlled, Sonae, SGPS, S.A., as a direct or indirect shareholder, will ensure its best efforts are made to implement the plan.

This document presents a comprehensive diagnosis of gender equality at Sonae, a retrospective of the measures implemented so far and in progress, as well as the plan for 2021.

2. Principles

The values of inclusion and diversity are part of Sonae's matrix since its genesis, being intrinsically related to the development, growth and diversification of its businesses and integrating a prominent place on the agendas of our top management. Over the course of time, these same values have been actively fostered across the entire organisation, through the promotion of equal opportunities for all, regardless of their role and position within the organisation, as well as their gender, ethnicity, age, religion or sexual orientation.

Under the motto "to be a long living company", it has been fundamental for Sonae to develop and implement a corporate strategy that focuses on and invests in the merit-based development of its people, adopting an approach that aims to ensure sustainability in people management, namely concerning to equal opportunities, regardless of gender.

Specifically, and publicly, Sonae's commitment to the issue of gender equality is present in its Code of Ethics and Conduct and in the Values and Principles that guide its way of being in life and in business, known as "our way", in which stand out:



In line with the aforementioned strategy and values, Sonae's human resources strategy has also adopted the promotion of a diverse and inclusive organisation as one of its essential vectors, considering for this purpose the different moments in the employee lifecycle.

In parallel, Sonae has been systematically monitoring the evolution of a wide portfolio of indicators that intend to consolidate the discussion on diversity and inclusion in the planning and management internal forums, as well as the subsequent design of action and development plans in this area.

In the next chapter, and within the context of diagnosis, Sonae's practices at these levels will be detailed.



3. Diagnosis

For the purpose of carrying out a comprehensive diagnosis of Sonae's current situation in terms of gender equality, contributions from different sources were considered, namely:

- Guide for the preparation of equality plans, published by the Commission for Equality in Labour and Employment (CITE), the Portuguese national body for gender equality;
- Detailed analysis of the human resources strategic management cycle, which follows the different stages of the employees' lifecycle;
- Data and intelligence resulting from employee social climate surveys;
- Recommendations resulting from CITE's technical analysis of the plan published by Sonae in 2019;
- Monitoring the evolution of indicators, targets and commitments subscribed by Sonae.

The combination of these contributions made it possible to incorporate the internal assessment of Sonae's current situation, the employees' perspective, the external perspective of CITE, as well as factual data that help to objectively assess the company's position in terms of gender equality, while identifying strengths and improvement opportunities.

Next, and with the aim of supporting the gender equality plan presented ahead, we highlight the most important elements of this diagnosis.

3.1. TALENT ATTRACTION, DEVELOPMENT AND RETENTION

Sonae seeks to promote equal opportunities, regardless of gender, along the entire employee lifecycle and does so based on 3 distinct pillars:

1. **Attraction:** investment in identifying and attracting talent with varied academic, professional and personal backgrounds, bearing in mind the principle of equality and non-discrimination based on gender. In recruitment processes, whenever recruiters present a shortlist to the business, it is recommended that the representation between men and woman is balanced. Throughout professional careers, it is also sought that this diversity of profiles and characteristics is enhanced and reinforced, to promote a better preparation of employees as a response to the multiple challenges posed by businesses. Furthermore, it is also recommended that, at the company's different levels teams have the representation of both genders.
2. **Development:** as one of the pillars of the strategic human resources management model, it is an area in which we continuously invest, vital for the fulfillment of Sonae's growth and diversification ambition. A culture of meritocracy is actively promoted, where differentiation of people's performance and contribution is supported by assessment and recognition processes and tools. Performance assessments, promotions, salary reviews and resignations are monitored, according to gender, ensuring proper management of all the teams. Concerning personal and professional training, it is ensured that access is transversal and equitable to the entire organisation, covering the various businesses, functions, generations and geographies where Sonae is present.
3. **Retention:** focusing on the commitment and retention of the talent needed to ensure a response, not only to current needs, but also to medium/long-term challenges, Sonae has been investing in the development of a set of



approaches that promote alignment between the personal and professional expectations of our employees and the strategic goals of the business. This pillar is also inseparable from the initiatives that will be described below, namely in the context of reconciling professional, family and personal life, social climate and communication.

3.2. BALANCE BETWEEN PROFESSIONAL, FAMILY AND PERSONAL LIFE

The issue of gender equality must be understood in a broader perspective, encompassing equal opportunities for all genders, in different contexts – professional, family and personal. In this sense, Sonae has been developing transversal programmes that aim to fulfill this ambition.

First of all, it is important to highlight the flexible work programme, which has set out to actively contribute to integrating the personal and professional lives of employees and, consequently, for their well-being and professional fulfillment. With different formats, adjusted to the needs and reality of each employee, this programme is designed to share and encourage the adoption of flexible work models, allowing employees to work remotely, to choose when their work day begins and ends, to reduce their weekly workload, to request unpaid leave and to have up to 5 extra days for personal purposes. After an initial assessment, carried out by the end of 2019, 40% of eligible employees had been enrolled with the initiative. The programme facilitates the balance between the various aspects of life and promotes the employees' well-being, having proved to be particularly positive for women, who are the main adherents to the programme.

Under the scope of its corporate responsibility policy, Sonae has the 'Somos Sonae' programme, developed in partnership with the Portuguese Red Cross, through which assistance is provided to employees and their families, who are in particularly vulnerable socioeconomic circumstances.

Still in terms of family support, Sonae develops, in partnership with the Belmiro de Azevedo Foundation, a programme that awards school prizes and scholarships, and aims to recognise merit and encourage good school performance from employees' children.

Also, within this context, Sonae provides its employees with a comprehensive benefits and advantages system – 'Mais Sonae' -, which covers an extensive network of partners in various spheres of activity, from health and well-being, sports, communications, training and education, retail, tourism, culture and leisure, among many others. 'Mais Sonae' has been increasingly investing in diversity, in geographic reach, and in the importance of Sonae partnerships, always considering the needs and preferences of Sonae's employees.

3.3. SOCIAL CLIMATE

Sonae periodically carries out employee social climate surveys, in order to get their opinion on a set of dimensions deemed relevant to their satisfaction and commitment: culture and values (our identity), development opportunities (our growth), job and responsibilities (our job), 360º interpersonal relationships (our people), and well-being and balance (our wellness). These dimensions include issues related to equal treatment and opportunities based on a set of diversity variables, including gender.



The results of these studies are analysed in a holistic and comparative way according to gender. This leads to the design and implementation of measures to mitigate aspects referred to as less positive and, simultaneously, expand the points indicated as positive.

It should be noted that the most recent studies carried out do not reveal significant divergences between the responses provided by men and women with respect to equal treatment and opportunities according to gender. Nevertheless, it is important to keep up with and monitor these perceptions, possibly fostering greater frequency and depth in the collection of employees' perceptions regarding the subject.

In addition, Sonae always shows openness to social dialogue, both with the employees' representation structures, when they exist, and with the employers' representation associations, whenever the nature and importance of the issues requires it.

3.4. COMMUNICATION AND PARTNERSHIPS

In order to consistently underline the importance of promoting gender equality in the company and in society, Sonae has invested in the development of internal and external communication initiatives, which aim to publicly manifest its position in the context of this theme and raise awareness for its relevance, as well as in the establishment of national and international partnerships with renowned organisations.

Concerning external communication, Sonae has reinforced its presence in the media, through, for example, a more active participation of top management in interviews and articles on gender equality. In addition, digital channels (social networks, website and blog) have also been important vehicles for disseminating Sonae's position on this matter. Internally, Sonae recently created the 'All In for Gender Equality' programme, which intends to reinforce the relevance of the topic among employees, while raising awareness of the added value that their involvement in this matter brings.

In parallel, Sonae has been strengthening its association with national / international networks, events, research and other external initiatives that aim to promote gender equality, such as:

- Participation in the ERT (European Round Table for Industry - an organisation that brings together leaders from some of the largest European companies) 'Women Initiative', which embodies Sonae's concern regarding gender parity with the establishment of voluntary targets that facilitate the promotion of increased diversity.
- Leadership of the ERT's 'Taskforce on Diversity and Inclusion', which aims to accelerate gender-balanced representation - namely in leadership positions -, as well as to create increased internal awareness and to empower women and teams to overcome personal and social barriers and change perception of this issue.
- Association with 'Lean In Org.', a global community dedicated to helping women achieve their ambitions, through which Sonae intends to train and empower its employees, through mentoring, advice and discussion forums on relevant issues in the field of gender equality (e.g. parenting, work-life balance, unconscious bias, etc.).
- Participation in the 'Women Matter' research, developed by McKinsey, through the contribution of information and data about Sonae.

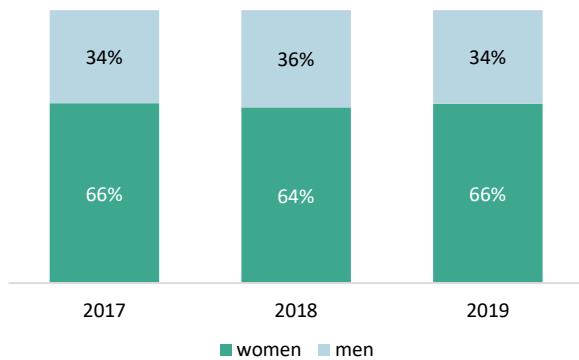
Throughout these initiatives, among other strategies and alongside the sharing of good practices, role models (internal and external) with a high potential to lead to behavioural changes are showcased.



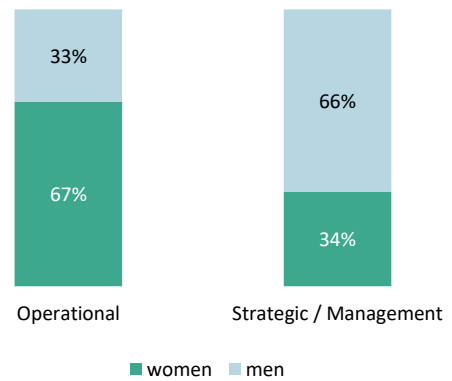
3.5. INDICATORS, TARGETS AND COMMITMENTS SUBSCRIBED

As previously mentioned, systematic monitoring of the evolution of indicators concerning gender has been essential to consolidate the discussion on diversity and inclusion. As such, statistical data are presented below that aim to characterise the distribution between genders at Sonae, as well as to support the identification of possible areas of intervention with respect to gender equality.

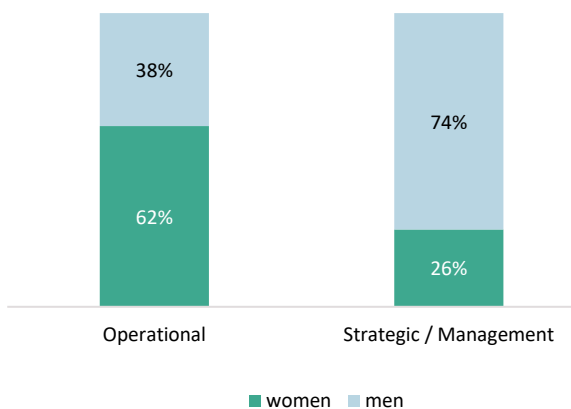
Evolution of the distribution between men and women (2017-2019)



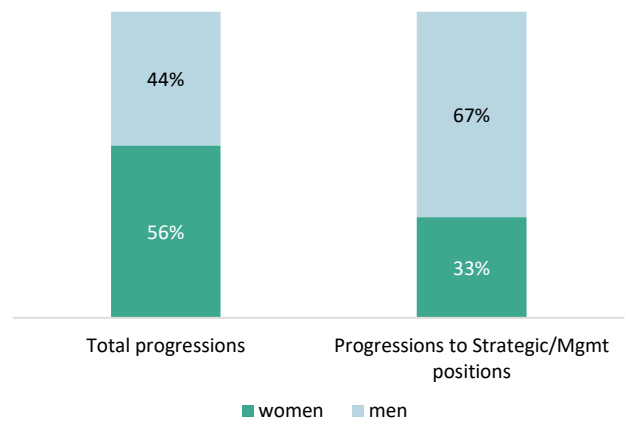
Distribution of men and women by organisational level (2019)



Distribution of new hires between men and women (2019)



Distribution of progressions between men and women (2019)



From the analysis of the 2019 data presented, it might be concluded the following:

- When considering Sonae's total workforce, the percentage of women is significantly higher (66%) when compared to men (34%). This distribution is observed at the operational level and is inverted at the strategic/management levels, internally associated with leadership positions, in which women are underrepresented. As per the last data



available (December 2019) women representation in leadership positions stood at 34.1% (+ 0.5 p.p., when compared to 2018, and + 1.2 p.p., when compared to 2017).

- This underrepresentation of women in leadership roles is not being completely addressed by the Group's external new hires. Although globally the percentage of women recruited is significantly higher when compared to men, if we focus on the new hires for the strategic/management levels, women remain underrepresented (26% women vs. 74% men).

Given these findings and being aware of the need to accelerate internal change and intervention regarding gender equality, Sonae has recently defined and materialized a formal ambition for its leadership and teams. As a result of an internal discussion and approval process in its management forums, Sonae defined the ambition to evolve its representation of women in leadership positions from 34%, in 2019, to 39% in 2023. Achieving this challenging goal is intrinsically dependent on the assertive action of Sonae and its sub-holdings.

In hindsight, Sonae has been concluding several voluntary agreements and commitments, namely:

1. Commitment with the Portuguese Government

In October 2015, Sonae signed an agreement with the Portuguese Government committing to diligently continue developing its best efforts to maintain above 30% the level of representation of the underrepresented gender on the board of directors. This commitment stipulated the internal staff development of the underrepresented gender along the various leadership levels at Sonae, so that in the future, its shareholders can maintain the level of representation on the board of directors above 30%. The referred agreement falls under the Resolution of the Council of Ministers 11-A, of the 6th of March of 2015.

2. ERT - Women Initiative

Within the scope of the European Round Table for Industry (ERT), Sonae subscribed in 2013 to the 'Women Initiative', which embodies the organisation's concern regarding gender parity with the establishment of voluntary targets that facilitate the promotion of increased gender diversity by 2020 horizon: (i) 30% representation of the underrepresented gender for boards of directors and supervisory boards; (ii) 21% representation of the underrepresented gender in executive positions; (iii) 30% representation of the underrepresented gender in senior and middle management positions (these targets are available for consultation at <https://ert.eu/documents/voluntarytargets2020/>).

In this context, the companies supporting this initiative, aiming to go beyond the mere reporting of targets and achievement levels in the field of gender diversity, have suggested the creation of a forum, specifically dedicated to the discussion and sharing of practices implemented by member companies.

3. ERT – Pledge Embrace Difference (Diversity & Inclusion)

In November 2018, Sonae signed the first European commitment for diversity and inclusion, transversal to several industries, called the 'Embrace Difference' Pledge (Diversity & Inclusion). This commitment advocates the creation of an appropriate working environment and conditions so that all employees can reach their full potential, through: inclusive culture and leadership, definition of targets and objectives, clarification of responsibilities, equal opportunities, and social engagement and responsibility (information available for consultation on <https://embracedifference.ert.eu/>).



The diagnosis carried out highlights how important it is for Sonae to develop a more diverse and inclusive organisation, which provides equal opportunities and freedom, regardless of gender. However, the company recognises the need to strengthen its investment to achieve this ambition.

In the next chapter, more details will be presented on the measures already implemented and those that are ongoing, as well as the plan to be rolled-out in 2021, to create greater equality between men and women.

4. Plan for Gender Equality

The issue of gender equality has been publicly and notably advocated by Sonae's leadership and key decision-makers, demonstrating its indisputable relevance within the company.

The presented diagnosis enabled Sonae to objectively define the current position of the company, enabling the identification and design of a plan compatible with its motivation in this matter.

In this context, based on the guidelines published by CITE, Sonae selected the priority measures in which the company will be focused for the next years, taking into consideration the main outputs of the diagnosis. Though, Sonae has defined a multilevel intervention plan, which includes measures already implemented, measures under implementation, as well as measures to be implemented in 2021.

Dimension: Strategy, Mission and Values						
Objectives	Measures	Responsible Units	Units Involved	Budget	Status	Indicators
Publicly assume the company's commitment to the promotion of equality between men and women Promote and consolidate external relations concerning the promotion of equality between men and women	Establishment of national / international strategic partnerships with stakeholders from different sectors of the community	Human Resources	Public Affairs and Communication	No specific costs entailed	Implemented	Public disclosure of partnerships established through the company's communication channels
Ensure the implementation of the plan for gender equality, its monitoring, follow-up and sustainability	Introduction of the topic of gender equality on the agendas of the existing management forums, to ensure that leaders follow the implementation of the defined policies and are responsible and committed to the success of their execution	Board of Directors and Sonae Executive Committee	Business Management Teams	No specific costs entailed	Implemented	Internal reports shared with the management forums identified



	Definition of a strategic KPI - Women in Leadership -, based on an increase in the representation of women in leadership roles, and the monitoring of its evolution	Board of Directors and Sonae Executive Committee	Business Management Teams Human Resources Sub-holdings	No specific costs entailed	Implemented	Bi-annual dashboard to monitor the evolution of the indicator
	Monitoring and annual reporting of the indicators related to gender equality, throughout the employee lifecycle to Sonae's Executive Committee and the Board of Directors	Human Resources	Human Resources Sub-holdings	No specific costs entailed	Implemented	Annual report with the evolution of the main indicators
Ensure the implementation of the plan for gender equality, its monitoring, follow-up and sustainability Contribute to a better balance between man and women in the company	Definition of a governance model for monitoring gender equality, led by Sonae's Board of Directors and the Human Resources Advisory Group	Board of Directors	Sonae's Executive Committee and Human Resources Advisory Group	No specific costs entailed	Implemented	Evidence of the model's approval by the Board of Directors
Publicly declare (internally and externally) the company's commitment to the promotion of equality between women and men Engage all employees in the implementing the Plan for Equality	Internal and external publication of the plan for gender equality, as well as its annual monitoring, in order to underline the executive commitment to the topic	Human Resources	Communication	Costs related to the development of communication materials	Implemented	Availability of documents on the appropriate digital channels
Promote a culture of equality between men and women in the workplace, encouraging consistent management and work practices Promote internal desegregation and a better balance between men and women in the company	Development of a communication / activation strategy aiming to enhance the impact of Sonae leaders' role modeling to disseminate inclusive practices that promote gender equality	Human Resources and Communication	All Units	Costs related to the development and implementation of the communication campaign	Ongoing	Evidence of internal communication (events and messages) and external (news published in the media) with the participation of the Group's role models (e.g. Sonae CEO, members of Executive Teams, among others)



Ensuring the monitoring and adoption of best practices on gender equality	Recurrent development of benchmark studies, to monitor the evolution of relevant metrics in the field of equality between men and women vis-à-vis national, international and sectoral peer groups	Human Resources	Human Resources	No specific costs entailed	Ongoing	Evidence from studies carried out
Engage all employees in implementation of the plan for gender equality	Sharing with employees relevant indicators about gender equality, through channels designated for this purpose	Human Resources	Communication	No specific costs entailed	Ongoing	Evidence of internal (messages and events) and external (news published in the media) communication disseminated
Recognise and integrate the equal visibility of men and women in all forms of language, both internally and externally Refute the perpetuation of gender stereotypes and reinforce a culture of equality between men and women	Alignment of corporate publications with the principles of gender equality, non-discrimination and non-harassment, for example: our way, code of ethics and conduct and strategic documents	Communication	Human Resources, Corporate Governance and Ethics Committee	Costs related to the update of those publications	Ongoing	Publications' update on different channels
Promote internal desegregation and a better balance between men and women in the company	Development and implementation of communication, debate and sharing channels dedicated to gender equality in its different dimensions	Human Resources and Communication	All Units	Costs related to the development and implementation of the initiatives defined	To be implemented in 2021	Evidence of the existing channels and the debate and sharing sessions held
Publicly (internally and externally) commit to the promotion of equality between men and women	Creation of a web page on Sonae's websites (Intranet and Internet) dedicated to the topic of Diversity and Inclusion, addressing gender equality as one of its areas of intervention	Communication	Human Resources	No specific costs entailed	To be implemented in 2021	Evidence of the webpages created in different channels



Dimension: Equal access to employment						
Objectives	Measures	Responsible Units	Units Involved	Budget	Status	Indicators
Contribute to a fair and objective selection and recruitment process for men and women Refute the perpetuation of gender stereotypes and reinforce a culture of equality between men and women	Encouraging the application and selection of men or women for roles / jobs where they are underrepresented	Human Resources	Recruiting Teams	No specific costs entailed	Ongoing	Existence of programmes dedicated to attracting the underrepresented gender to certain functions / areas
Contribute to a fair and objective selection and recruitment process for men and women	Continuous implementation of short lists of candidates that ensure the principle of equality and non-discrimination based on gender	Human Resources	Recruiting Teams	No specific costs entailed	Ongoing	Recommendation created and shared with the teams involved
Contribute to a fair and objective selection and recruitment process for men and women	Enlightenment of the principles of equal opportunities by gender in internal and external recruitment processes, as well as in relevant employer branding actions	Human Resources	Recruiting Teams, Communication and Employer Branding	No specific costs entailed	To be implemented in 2021	Evidence of the initiatives to be carried out
	Development of training sessions directed at those responsible for selection and recruitment interviews in relation to selection and recruitment procedures without gender bias	Human Resources	Recruiting Teams	No specific costs entailed	To be implemented in 2021	Training sessions held

Dimension: Initial and Continuous training						
Objectives	Measures	Responsible Units	Units Involved	Budget	Status	Indicators
Destroy structural barriers to equality between men and women	Development and inclusion of modules related to the topics of equality between men and women, in the training plans (e.g. unconscious bias)	Human Resources	Training Teams	No specific costs entailed	Ongoing	Evidence of the training content provided on gender equality



Promote a culture of equality between men and women in the workplace, encouraging consistent management and work practices	Development and implementation of awareness initiatives, that may prepare leaders to manage team diversity and gender equality	Human Resources	Human Resources Sub-holdings and Training Teams	Costs related to the implementation of those initiatives	Ongoing	Organisation of a series of events, promoted by internal and external influencers, to discuss issues related to gender equality and women in leadership, under the 'Sonae All In for Gender Equality' Programme
Encourage balanced participation of men and women in decision-making roles	Design and implementation of mentoring, advice and coaching initiatives, to develop new skills in leadership roles and, consequently, lead to a more balanced participation between men and women	Human Resources	Human Resources Sub-holdings and Training Teams	Costs related to the implementation of those initiatives	Ongoing	Evidence of mentoring circles for discussion, training and guidance on a diverse set of topics (e.g. parenting, work-life balance, unconscious bias, etc.) under the 'Sonae All In for Gender Equality' Programme
Counter structural barriers to equality between men and women	Inclusion of the thematic of equality between men and women in general and technical training, whenever applicable	Human Resources	Training Teams	No specific costs entailed	To be implemented in 2021	Evidence of content on gender equality in training modules

Dimension: Equal working conditions						
Objectives	Measures	Responsible Units	Units Involved	Budget	Status	Indicators
Promote equality between men and women in terms of progression, professional development and career	Creation of career management programmes for the underrepresented gender, which may provide the necessary tools for their development and enhance their progression	Human Resources	Human Resources	No specific costs entailed	Implemented	Creation of an Accelerated Development Programme for top talent women
	Encouraging the review of succession plans, ensuring that they include a pipeline that guarantees gender diversity among candidates	Board of Directors and Sonae Executive Committee	Business Management Teams and Human Resources	No specific costs entailed	Ongoing	Analysis of the succession plans developed
Encourage balanced participation of men and women in decision-making roles	Control and minimisation of the exit risk of top talent women, particularly at the strategic level	Human Resources	Human Resources Sub-holdings	No specific costs entailed	Implemented	Analysis of women top talent % and its variation



Ensure the principle of equal pay for equal work or work of equal value	Regular development of studies to assess and monitor salary conditions, seeking to ensure mechanisms for controlling gender parity in this topic	Human Resources	Human Resources Sub-holdings	No specific costs entailed	Implemented	Internal report for monitoring the evolution of the Group's salary conditions
Ensure a work environment free from discrimination based on gender, parenting and/or balance between professional, family and personal life	Regular assessment of the employees' perceptions regarding gender equality in the organisation, seeking to assess existing levers and barriers	Human Resources	Human Resources Sub-holdings	Costs related to the surveys' development and analysis	Ongoing	Evidence of internal studies carried out (Social Climate) and respective conclusions
Ensure respect for the principle of equality and non-discrimination between men and women	Analysis and monitoring about public participation of people from different genders in national and international events, in order to act on any asymmetries	Communication	Human Resources	No specific costs entailed	To be implemented in 2021	Definition of annual attendance strategy, ensuring gender diversity in Sonae's external representations Internal dashboard to monitor attendance

Dimension: Protection in parenting

Objectives	Measures	Responsible Units	Units Involved	Budget	Status	Indicators
Promote the balance between professional, family and personal life of employees	Continuous strengthening of the portfolio of benefits offered to employees, in order to provide more effective support for parenting	Human Resources	Human Resources	No specific costs entailed	Implemented	Benefits and advantages' internal platform, available to all employees with updated partnerships

Dimension: Balance between professional, family and personal life

Objectives	Measures	Responsible Units	Units Involved	Budget	Status	Indicators
Promote the balance between professional, family and personal life of employees	Encouraging the adoption of flexible working practices already in place, namely remote work, flexible working hours and new forms of work organisation	Human Resources	All Units	No specific costs entailed	Implemented	Progressive increase in employee adherence to flexible work programmes



Dimension: Prevention of harassment in the workplace						
Objectives	Measures	Responsible Units	Units Involved	Budget	Status	Indicators
Ensure the prevention and fight against harassment at work Prevent and combat the practice of other offenses to the physical or moral integrity, freedom, honor or dignity of the employee	Existence of a code of conduct to prevent and combat harassment at work	Human Resources	Corporate Governance	No specific costs entailed	Implemented	Evidence of the document made available on the Group's intranet
	Existence of an internal procedure for reporting and analyzing situations of potential harassment at work	Human Resources	Corporate Governance, Ethics Committee and Ombudsman	No specific costs entailed	Implemented	Internal reports shared with the Group's Ethics Committee
	Formalisation and wide communication of the ombudsman as a privileged channel to receive and manage suggestions and complaints from employees in the field of gender equality and harassment at work	Human Resources	Ethics Committee and Ombudsman	No specific costs entailed	To be implemented in 2021	Evidence of the communication carried out

5. Monitoring plan execution

The execution of Sonae's equality plan will be subject to a systematic follow-up process in order to monitor the effectiveness of its actions and the achievement of its goals, identifying potential areas of improvement or new measures to be implemented.

For this purpose, Sonae assigned to the Human Resources Advisory Group, a group with multidisciplinary skills and composed of representatives from the different businesses, whose members are gender balanced and reflect the different realities of the Group, the responsibility of:

- Guaranteeing and monitoring the implementation of the measures detailed in this plan;
- Adopting an active role in the debate and sharing of trends and good practices in the field of gender equality;
- Monitoring the evolution of the indicators, on a bi-annual basis, and proposing reinforcement measures, when necessary;
- Promoting, raising awareness and monitoring concrete actions for improvement, ensuring this topic is highly visible within the organisation;
- Monitor the impact of the plan, through the analysis of specific indicators.

In conclusion, it is important to note that Sonae, as an agent with an active and intervening role in society, believes that the ambition expressed in this document should go beyond organisational boundaries, seeking to positively influence the different players with which it interacts, so as to drive a sustained shift in the current paradigm.