



Gender Equality Plan

2027



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1. Introduction

The Equality Plan 2027 contemplates promoting gender equality and combating discrimination in various areas, such as the labor market, education, and social life. Although the specific details may vary depending on the country or organization that implements it, these plans include actions and goals to ensure that men and women have the same opportunities and rights.

The main guidelines of an Equality Plan include:

1. **Promotion of Equal Opportunities:** Implementation of policies that ensure equal access to jobs, fair wages, and opportunities for promotion.
2. **Combating Gender-Based Violence:** Development of prevention and support programs for victims of violence, as well as awareness campaigns.
3. **Education and Awareness:** Initiatives to educate the population about the importance of gender equality and women's rights.
4. **Support for work-life balance:** Creating policies that facilitate the reconciliation of work and family responsibilities, such as parental leave and flexible hours.
5. **Political Participation:** Encouraging women's participation in leadership positions and in political decision-making.
6. **Monitoring and Evaluation:** Establishing mechanisms to monitor the



progress of the actions implemented and evaluating their effectiveness.

These plans are key to building a more just and equal society, where everyone can have their voices heard and their rights respected.

PHAROL S.A. has a Board of Directors composed of 3 members, 33% female and 67% male, and a Supervisory Board, also composed of 3 elements, 33% female and 67% male, thus complying with the legally required quotas.

In compliance with the provisions of article 7 of Law no. 62/2017 and article 3 of Normative Order no. 18/2019, of 21 June, which refers to the obligation to prepare annual plans for equality, PHAROL, S.A., despite being a listed company characterized by some specificities described below, prepared its 2026 plan in order to disseminate its position in its policies and practices in the field of gender equality, equal opportunities, in the implementation of policies that guarantee equal access to employment, fair wages, promotion opportunities and that facilitate the reconciliation between work and family responsibilities.

2. About Us

PHAROL, S.A., is a listed company, issuer of securities admitted to trading on the regulated market of Euronext Lisbon.

PHAROL is, first and foremost, and given its history, a company with very special characteristics in the Portuguese business fabric. Having undergone, since 2015, a profound change in its shareholder structure and shareholdings, it has a small size, maintaining the permanent challenges of a listed company. The company's profile has gradually adapted to its unique reality and to the pursuit of its objectives, namely, to ensure a permanent reduction and control of costs in the management of the Company, considering different scenarios of diversification of its activity that imply strategic and complex decisions. This is the reality that must be taken into account in the assessment of this Plan.

As a result of the significant changes that have taken place, a new reality in the corporate context and the specificity of the issues it has been facing so far, the Firm has equipped itself with an extremely simplified structure with a very small staff, in addition to its Governing and Supervisory Bodies, and the Chairman of the Board of Directors is, at the same time, its Managing Director - with specific competences to act and pursue present and future challenges.

Despite the constraints mentioned above, PHAROL, S.A., in addition to including the permanent internal diagnosis regarding the promotion of equality at work, has also assumed special attention to economic, environmental and social sustainability. Always bearing in mind all this context, the Firm remains attentive to all mechanisms related to equal opportunities between men and women, equal remuneration for identical functions and the alignment between the personal and professional goals



of employees.

Commitment has been the key word that, regardless of the small size of the Company, has always guided its attitude, implementing procedures that allow to avoid, identify and resolve situations that compromise, within the scope of the promotion of gender equality, Human and Labor Rights, as well as the protection of the family.

In this context, the concerns and principles underlying this diversity policy have always been present in the successive elections of the Company's management and supervisory bodies, including, in particular, people of various ages, genders, qualifications and complementary academic and professional experience on the Board of Directors, Supervisory Board and employees.

3. Vision, Mission and Values

As a listed company with a large shareholder dispersion, PHAROL, S.A. has ensured a permanent practice of good governance rules, with several internal diplomas in force, of which we highlight the Code of Ethics and Conduct, which has incorporated specificities regarding the topics of non-discrimination and sustainability, or the Regulations that govern the activity of the Board of Directors, the Fiscal Council and the Chief Executive Officer, matters that are always published on the *Company's* website.

PHAROL, S.A. fully complies with the provisions of the current legislation that governs the "Regime of balanced representation between women and men in the management and supervisory bodies of public sector entities and companies listed on the stock exchange", as well as the principle set out in II.2.1. of the Corporate Governance Code regarding "Diversity in the composition and functioning of the company's bodies". The following tables clearly demonstrate the Company's commitment to promoting equality between women and men.

In fact, the company's orientation on the path of equality and plurality is to accept the diversity recommendations in the management and supervisory bodies of PHAROL, S.A. and which is already formally embodied today by statutory and regulatory means.

In addition, PHAROL, S.A., has a mechanism called *Whistleblowing* published on its *website* referring to the following framework:

"The company monitors the activities carried out by its employees and other stakeholders with regard to compliance with the applicable legislation and regulations and its policies and procedures adopted.

Any information that may relate to a suspicion or confirmation of an



irregular practice made by an employee or any other interested party must be reported here.

The company guarantees the confidentiality of the participations and the author of the same".

Within the scope of its vision, mission, values and social responsibility, PHAROL, S.A., adopts, and consequently implements, a diversity policy with a view to promoting an adequate plurality of gender and age, as well as complementary academic and professional skills and experience, within the respective management and supervisory bodies and other employees.

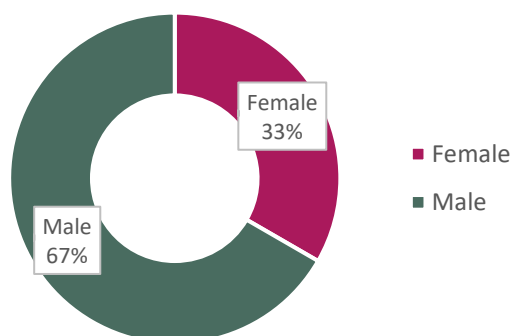
PHAROL, S.A., maintains a public commitment to gender diversity with all its employees, based on mutual respect and equal opportunities, with strict criteria of meritocracy, transparency, accountability, individual and team recognition and equal treatment, with the protection of family and parenthood as a constant concern.

PHAROL, S.A. has the practice of promoting social dialogue with clarity and accessibility for all employees, fostering the reconciliation between their family life and personal and professional development and ensuring respect for the dignity of all.

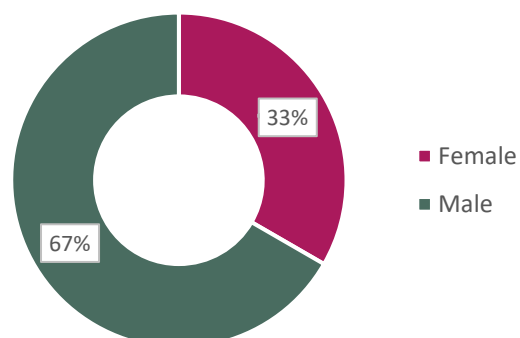
For a long time, PHAROL, S.A. has framed and guaranteed to all its employees an open and transparent culture, where there is no inequality in terms of gender, nationality, ethnicity, origin, social position or age.

Governing Bodies

Board Members

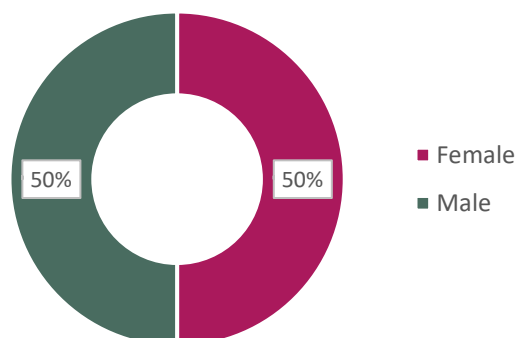


Fiscal Council



Other Employees

Workers



4. Monitoring and Evaluation of the Plan

As mentioned above, PHAROL, S.A., given the small number of employees, has a very simplified organic structure, so the monitoring of this Plan, its monitoring and evaluation is the responsibility of the Managing Director. The conclusions of the monitoring and evaluation are presented annually to the Board of Directors, in order to enable the approval of any adjustments or the implementation of new measures that may be necessary and in order to foster and leverage the development of policies and practices in the field of gender equality, always taking into account, among other actions, the promotion of the debate of trends and practices in the field of diversity, the guarantee of the articulation of the Plan with the Code of Ethics and Conduct of society and the identification of potential improvements in new measures to be implemented.

MEASUREMENTS

DIMENSION: Company strategy, mission and values

OBJECTIVE	MEASURE	DEPARTMENTS / RESPONSIBLE UNITS/ FOCAL POINT	DEPARTMENTS / UNITS INVOLVED/ FOCAL POINT	BUDGET	INDICATOR	GOAL
Publicly assume (internally and externally) the commitment to the promotion of equality between women and men	Inclusion of the commitment to the promotion of equality between women and men in the company's mission and values	General Secretariat	General Secretariat	It does not involve specific costs	Documentary Evidence	2027