

The Navigator Company, S.A.
Public Limited Company

Share Capital
500 000 000 Eur

Corporate Entity
503 025 798
Registered at
the Commercial
Register
of Setúbal

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GENDER EQUALITY PLAN



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GENDER EQUALITY PLAN

I. Background

Gender equality has been in the spotlight, both internationally and here in Portugal, with the adoption of measures to help ensure that in a given society men and women enjoy the same opportunities, income, rights and obligations in all areas.

Gender equality is a fundamental human right, which in Portugal is enshrined in Article 13 (Principle of equality) of the country's constitution.

Council of Ministers Resolution 19/2012, of 8 March 2012, requires all organisations in the State enterprise sector to adopt equality plans to help achieve effective equality of treatment and opportunities between men and women, to eliminate forms of discrimination and to facilitate a work-life balance.

"A balance in the number of women and men in positions with decision-making powers, in politics and the economy, is recognised as a prerequisite of democracy and a way of contributing to sustainable development, making better use of the qualifications and skills possessed by women and men." – Council of Ministers Resolution 19/2012

Subsequently, Law 62/2017, of 1 August 2017, extended the scope of the public sector rules on balanced representation of women and men on boards of directors and audit boards to companies listed on the stock exchange. The new rules require a minimum female presence of 20% as from the first general meeting to elect the boards after 1 January 2018 and 33.3% as from the first such general meeting after 1 January 2020. Article 7 determines that annual equality plans must be drawn up and posted in the company.

This plan, drawn up by The Navigator Company, sets out to comply with Article 7 of this law, requiring listed companies to draw up annual equality plans "with a view to achieving effective equality of treatment and opportunities between women and men, to eliminating discrimination on the basis of gender and to promoting a work-life-balance".

In its policies and practices, The Navigator Company has defended equal opportunities, seeking to eliminate any form of discrimination and to encourage a meritocratic culture, anchored in the diversity of its talent.





In drawing up this Equality Plan, The Navigator Company is seeking to build on its Gender Equality good practices and to develop further its policies geared to facilitating a work-life balance.

II. About Us

The Navigator Company is an integrated forest producer, whose end products are pulp & paper, tissue and energy. Its operations are based at modern, large scale industrial units that use state-of the-art technology and are a benchmark for quality in the sector.

A leading player on the international pulp and paper market, The Navigator Company group is one of Portugal's strongest international brands.

Mission, Vision and Values

The Navigator Company aspires to being a global company with a reputation for innovation and sustainability in processing forestry materials into products and services that improve people's lives.

The fundamental aims pursued by The Navigator Company are posited on the following: (i) searching for solutions that offer customers unique, innovative and distinctive value, contributing to business development; (ii) sustained growth, ensuring a contribution to the economy and society, with above-average returns; (iii) creating a fair environment for professional advancement that attracts and retains creative and happy people with high standards; (iv) integration with the community, applying a business model that incorporates social and environmental concerns.

The Navigator Company operates in accordance with the following values, which it regards as fundamental, pursuing them on a permanent basis in its business activities:

- **Trust:** We believe in people, we welcome everyone's contribution, we respect their identity, promoting development, cooperation and communication;
- **Integrity:** We are guided by principles of transparency, ethics and respect in our dealings amongst ourselves and with others;





- **Enterprise:** We are passionate about what we do, we like to get out of our comfort zone, we have the courage to take decisions and to accept risks in a responsible way;
- **Innovation:** We seek to bring out everyone's skills and creative potential to do the impossible;
- **Sustainability:** Industrial, social and environmental sustainability is our business model;
- **Excellence:** In our work we focus on quality, efficiency, safety and getting it right.

Current Context

The Navigator Company has 3,282 employees, of whom 513 are women and 2,769 are men, with an average age of 43 years. Of this population, 26% of employees have qualifications from higher education, and of these, 35% are women and 65% are men.

Although the sector in which The Navigator Company operates is traditionally male-dominated, the percentage of women has grown, thanks to recruitment policies implemented with a view to diversity. However, when we look at the breakdown of individuals in leadership positions (80% men and 20% women), a significant imbalance can still be seen. Considering management positions alone, the difference is even greater (92% men and 8% women).

III. Gender Equality

Gender Equality means equal rights, freedoms and opportunities for participation. It means recognising and valuing women and men, in all areas of society, may they be in political, economic, personal and family life, and in employment.

In The Navigator Company, Gender Equality is understood as a question of fundamental rights and so non-discrimination on the basis of gender is expressly guaranteed in the Code of Ethics and Good Conduct currently in force.

The Navigator Company and its employees are accordingly bound by a commitment to act in keeping with the highest standards of individual integrity and dignity, and are required to report all practices which might amount to any type of discrimination.

Parity between men and women is one of The Navigator Company's aims, but one which is not always easy to achieve. The company is strongly committed to creating





mixed teams, which are much more balanced, but when it comes to recruitment, this is still a male-dominated world. It is strategic for Navigator to include more women in its management staff and to create an internal environment in which women can grow towards management responsibilities.

With this Gender Equality Plan, we are seeking to implement measures that help to boost equal opportunities in terms of professional development and growth, supported by transparent policies based on meritocracy, as well as helping to encourage a healthy work-life balance.

IV. Gender Equality Plan

This plan has been established for 2020 and represents a commitment by The Navigator Company to Gender Equality.

The plan has been drawn up in accordance with the published guidelines, which require a self-assessment, to identify strong points and areas for improvement, helping to identify priority measures to be taken.





1. The Company's Strategy, Mission and Values

Aim	Measure	Action	Target
Accept publicly (internally and externally) a commitment to promoting equality between men and women.	Broaden the "non-discrimination" perspective included in the Code of Conduct.	Review documents in order to include express reference to gender equality	2020
	Inclusion and promotion of the gender equality principle in the Welcome Handbook	Review document in order to include gender equality principle	2020
Implement, monitor, follow up and ensure sustainability of the Equality Plan	Set up task force to design and propose measures for implementation in the company in relation to gender equality	Set up gender equality think tank, to meet periodically and propose changes to be considered and approved by the Board of Directors	2020
	Select a task force member with the necessary skills to act as coordinator	Select a spokesperson to coordinate the task force	2020
Encourage male and female workers to take part in promoting equality between women and men	Assess the current workforce climate in relation to Gender Equality	Include Gender Equality questions in the organisational climate survey and act in accordance with the findings	2020-2021
	Promote dialogue with organisations representing employees	Gather suggestions on work-life balance issues at meetings with organisations representing employees	2020

2. Equality in access to employment

Aim	Measure	Action	Target
Counter structural barriers to equality between women and men and contribute to a better balance between women and men in the company	Set internal guidelines and for specialist external selection and recruitment agencies in order to ensure that no gender distinctions are made and that consideration is given only to the suitability of the candidates' skills and motivation for the positions in question	Ensure that the selection criteria presented for job applicants are clear and transparent	2020
		Break down statistical information by gender in indicators for recruitment and selection processes	2020





3. Initial and continuing training

Aim	Measure	Action	Target
Promote a culture of equality between men and women at the workplace, encouraging management and working practices consistent with this	Training for Human Resources on gender equality and diversity issues	Inclusion in training plan of module for Human Resources sector on gender equality and diversity	2020
	Inclusion of Gender Equality actions in training plan	Inclusion in training plan of a module on Gender Equality issues, ensuring that all male and female workers take part over time	2020-2021

4. Equality in working conditions

Aim	Measure	Action	Target
Promote equality between men and women in the field of professional advancement and development	Promote the principle of equality and non-discrimination on the basis of sex in the appointment of employees to management positions or decision-making bodies, promoting and encouraging the development of female workers identified as having the potential for this type of duties or responsibilities	Greater increase in percentage of female workers in management positions, in the period relating to the next 3 years	2020-2022

5. Protection in Parenthood

Aim	Measure	Action	Target
Guarantee the right of male and female workers to enjoy parental leave	Assess whether it would be appropriate to grant male and female workers additional parental support on top of that established in law	The Equality Task Force will assess and propose measures relating to this	2020-2021

6. Work-life balance

Aim	Measure	Action	Target
Promote measures to improve the work-life balance for male and female workers	Introduce flexible working arrangements, in order to improve the work-life balance	Design measures and responses to cater to the needs expressed by employees at different life stages	2020-2021
	Cooperation agreements with companies to facilitate access to services relevant to male and female workers, their children and equivalent persons	Identify types of services and partnerships in order to develop cooperation agreements and its promotion within the Company	2020 (Ongoing)





7. Prevention of workplace harassment

Aim	Measure	Action	Target
Prevent and combat workplace harassment	Inform employees of the Equality Plan and its strategic importance for the company, re-asserting that harassment practices are not acceptable	Dissemination of Equality Plan and the respective measures and actions, by publication on the company intranet	2020

V. Implementing the Plan

Implementation of the measures described above offers a new dimension to The Navigator Company's gender equality and non-discrimination policy. The Board of Directors itself is committed to supporting this policy, and will not only approve this plan, but also monitor its implementation and execution.

The resources needed for execution will also be provided by the Board of Directors and the Human Resources Department which will be responsible for coordinating steps to disseminate and implement the plan, with support from the Equality Taskforce, that The Navigator Company intends to set up.

The plan will be monitored and reviewed annually, by assessing attainment of the targets set for each of the measures, in order to incorporate new measures or adjust those already in place.

At the end of the period to which this plan relates, a new assessment will be conducted to assess the measures implemented, with a view to developing a future plan.