



People Management Policy

Calucem 
by Molins[®]

1. Subject

The Board of Directors of Cementos Molins, S.A. is responsible for defining and approving policies that form an integral part of the Corporate Governance System, including this People Management Policy (hereinafter referred to as the "Policy").

The purpose of this Policy is to define and communicate a human resource management model that enables the attracting, development, and retention of talent, as well as promoting the physical, mental, and emotional well-being of the Molins human team, through their personal and professional growth. We also strive to guarantee stable employment in an environment that respects equality, diversity and inclusion, thus fostering the efficiency and competitiveness of Molins.

The main principles for human team development include the design and implementation of a framework for managing resources, human capital, and labor relations. These frameworks serve to involve all professionals in the success of Molins, as well as to promote its economic and social development, thereby contributing to the achievement of the Sustainable Development Goals (SDGs), such as SDG 4 "Quality Education", SDG 5 "Gender Equality", SDG 10 "Reducing Inequality", SDG 8 "Decent Work and Economic Growth" and SDG 11 "Sustainable Cities and Communities".

To develop the various aspects contained in this Policy, Molins has approved various policies, protocols, and equality plans.

2. Purview

This Policy applies to Cementos Molins, S.A. (hereinafter referred to as "Molins") and to all national and international companies individually controlled by Molins ("Subsidiaries").

In national and international companies where Molins has no control or control is shared ("Company Portfolio"), persons acting as representatives of Molins will promote the implementation of the principles and guidelines consistent with those set forth in this Policy.

This Policy applies to all employees, officers and members of Molins (hereinafter, and solely for the purposes of the provisions of this Policy, defined as "Associates").

3. Report non-compliance

Any incident or non-compliance with the principles set forth in this Policy must be reported through the Ethics Channel. Any non-compliance will be sanctioned by the Ethics and Compliance Committee in proportion to the gravity of the facts, regardless of any other legal consequences that may arise from it.

4. General principles of operation

In order to achieve the above objectives, Molins accepts and promotes the following principles of action to guide the management of Molins employees (hereinafter referred to as "Persons"):

- Establish an appropriate framework of labor relations and mechanisms for adapting the organization to business and social requirements, supporting the goals of competitiveness and efficiency of the company.
- To design a valuable employment offer that encourages the selection, recruitment, promotion and retention of talent, composed of competitive compensation and a diverse, inclusive and quality work environment that allows for work-life balance and fosters professional growth Persons.
- Develop uniform processes that promote a culture of talent and are based on objective performance criteria.
- Strategically develop working relationships based on equal opportunities, non-discrimination of any kind, and respect for diversity and inclusion.
- To ensure respect for and protection of human rights during all stages of the working life of Persons.
- To create a safe and healthy working environment by promoting and encouraging well-being in the workplace, nurturing and providing an appropriate working climate that creates trust and motivation among Persons, in accordance with the values of Molins.

5. Specific principles of operation

5.1 On equality, diversity and inclusiveness

In his Policy on Equality, Diversity and Inclusion, Molins defines the main goals and guidelines of action, which can be summarized as follows:

- Respect the diversity of Persons, promoting non-discrimination.
- To develop the principle of equal opportunities, which is essential for the professional development of Persons and requires a commitment to promoting equal treatment that fosters personal and professional progress.

- Promote gender equality, in particular with regard to access to employment, education, career advancement and working conditions.

5.2 Regarding the recruitment and employment of specialists

The main principles of action regarding the selection and recruitment of specialists are:

- Develop a global framework for the standardization of selection and recruitment procedures at Molins.
- Ensure that selection and recruitment processes are objective and impartial.
- To present candidates with an attractive and comprehensive job offer that encourages the selection and employment of the best experts.
- Encourage the employment of professionals from vulnerable groups and people with different abilities.
- Ensure that Persons participating in selection processes can contribute to the promotion of Molins' ethical business culture.

5.3 Related to talent management and development and education

One of the fundamental aspects of global talent management at Molins is the promotion of education, in accordance with the following operating principles:

- Establish a framework that includes all educational activities designed to improve the qualifications of Persons, create value and encourage sustainable business development.
- To provide educational programs and plans that encourage professional development for the performance of work tasks, adaptation to technological and organizational changes, and professional development of Persons.
- To develop educational programs related to the Corporate Governance System and the Criminal and Anti-Corruption Compliance System, with the aim of promoting a culture of business ethics.

5.4 Regarding work-life balance

Achieving an effective work-life balance is a priority for Molins, and it is carried out through the following principles of action:

- Implement measures that respect the personal and family life of the Persons and allow a better balance with work obligations.

- Encourage the engagement of suppliers who have internal work-life balance measures in place for their employees.
- Regarding the right to digital disconnection, Molins has a Digital Exclusion Protocol that allows for an effective separation of personal and professional life. In this sense, respect for personal time is encouraged and allows Persons to fully develop their private lives outside of working hours, with minimal interference from professional obligations, which should arise only in justified cases.

5.5 Occupational Health and Safety System

Recognizing the importance of occupational health and safety risks, Molins develops the necessary measures to ensure safe and healthy working conditions in its Occupational Health and Safety Policy. These measures are aimed at preventing work-related injuries and deterioration of physical or mental health, and are tailored to the purpose, size and context of each business entity, as well as the specific nature of the risk to Persons. In doing so, we contribute to the achievement of SDGs 3 "health and well-being" and SDG 8 "decent work and economic growth".

6. Approval, entry into force and revision

This Policy has been approved by the Board of Directors of Cementos Molins, S.A. and entered into force on May 15, 2017.

The Human Resources Department is responsible for ensuring the proper implementation and adequacy of this Policy and will therefore inform Associates of the principles of operation and periodically review its content. Audits will be subject to approval by the Board of Directors, after validation by the Audit and Compliance Committee, with immediate effect upon publication.

6.1 Audit Minutes

Internal reference	Version	Update Date	Subject matter of the audit
P.27.2025	2	29.01. 2025	Updating and standardizing the policies of the Corporate Management System.