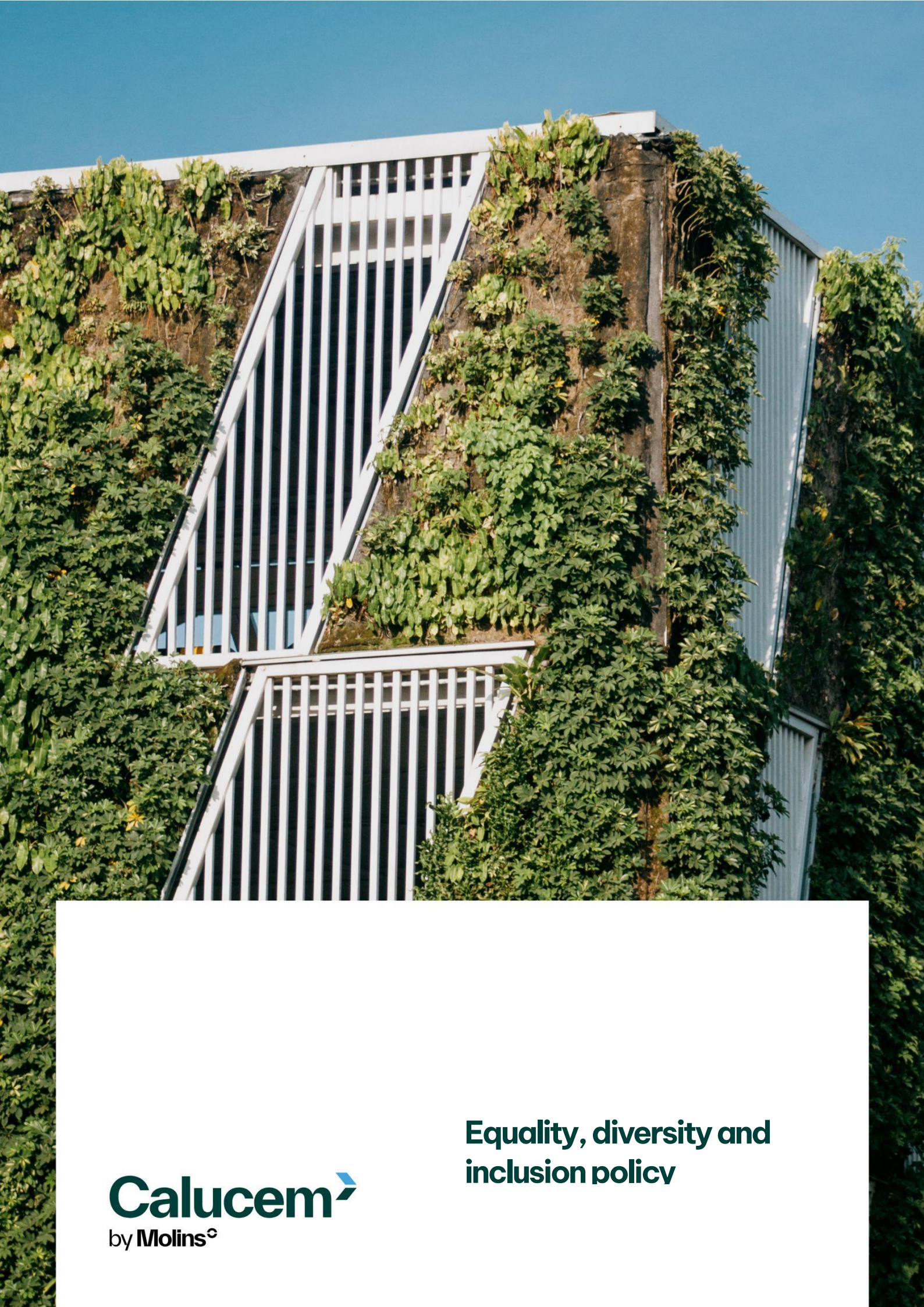




**Equality, diversity and
inclusion policy**

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 Equality, Diversity and Inclusion Policy (hereinafter referred to as the "Policy").

The purpose of this Policy is to promote an environment that facilitates and promotes equal opportunities, respect for human rights, non-discrimination, and diversity and inclusion of Associates, thus committing to a model of people management dedicated to professional excellence and quality of life. All in accordance with applicable legislation and in accordance with international best practices, including the provisions of the Sustainable Development Goals ("SDGs").

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, directors 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 result.

4. Principles of operation

4.1. Principles of action related to equal opportunities

In order to achieve the objectives and measures in the area of equal opportunities, Molins accepts and promotes the following principles of action, which will guide the development of our working relationships. They are also included in the Equality Plans:

- Promoting equal opportunity in the workplace as a fundamental pillar of the professional development of Molins Associates (hereinafter referred to as "Persons") in the following areas:
 - **Promotion, professional development and compensation:** assessment of the knowledge and skills needed to perform the job, through the evaluation of objectives, competencies and performance. For jobs of equal value, equal pay for all Persons.
 - **Selection:** selection of the best experts using selection tools and companies where the criteria are based on the knowledge and skills of the candidates.
 - **Employment:** not to establish discriminatory differences in wages and to ensure the proper integration of persons.
 - **Training:** to ensure that each Person receives the necessary training, qualification and specialization to perform their job with the appropriate knowledge and skills.
 - **Supporting people with different abilities,** by promoting their effective employment.
 - Promoting gender equality, in line with each country's legislation and international best practices, as well as with the fifth Sustainable Development Goal (SDG) of the United Nations.
 - Taking all necessary measures to correct inequalities of any kind and promote access of the underrepresented sex to leadership positions. In cases where legislation requires a certain percentage of representation of the under-represented sex, adapt the selection and recruitment processes to meet these requirements.
 - Promoting adequate working conditions from a gender perspective, enabling work-life balance for all Persons in order to promote gender equality.
 - Cooperation in the fight against sexual harassment, gender-based harassment and violence, by establishing specific programmes that include protection, support and information measures to help and protect victims and LGBTI groups.
 - Harmonization of working conditions and benefits for full-time and part-time Associates.
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- Ensuring a work environment free from harassment, in particular one based on direct or indirect discrimination.

4.2. Principles of action related to diversity and inclusion

- Promoting an inclusive culture that creates a respectful work environment. Ensuring non-discrimination between persons by promoting a zero-tolerance policy towards any form of discrimination in the professional environment, regardless of age, sex, nationality, ability, sexual orientation, health or any other personal, physical or social characteristic.
- Promoting inclusive communication, so that communications and publications, both internal and external, include images and language that reflect people's diverse realities. Promote the use of inclusive language in all types of corporate communication.
- Encouraging the employment of persons with disabilities, with integration plans that provide the necessary accommodations so that they can develop in an environment of equal opportunities.
- Ensure that employment, promotion and professional development decisions are based on objective and fair criteria, promoting diversity and inclusion.
- To incorporate tools into training and leadership programs that enable better decision-making and organizational culture inspired by the principles of diversity and inclusion, emphasizing the value of diversity at Molins.
- Apply appropriate integration and co-responsibility measures, including the situations of single, married or unmarried couples, single-parent families, divorced, divorced, widowers, persons living with more than one person, with or without children, and with other special family and emotional circumstances.
- In accordance with the Human Rights Due Diligence Policy, Molins guarantees the rights to freedom of association as set out in international regulations, as well as the rights of vulnerable groups.
- Communicate our commitment to diversity and inclusion, as well as respect for human rights to all stakeholders, extending these commitments to our value chain, analyzing the parameters and obligations of our suppliers and contractors in these areas.

5. Monitoring and control

Molins regularly conducts assessments of each part of the business to identify non-compliance with the principles of equality, diversity and inclusion. Once the irregularities are identified, corrective measures are proposed to correct them. Action plans are also established to implement the necessary controls to prevent the same behaviors from happening again.

To this end, Molins carries out activities aimed at ensuring that all Contributors know, understand and accept the principles on which this Policy is based.

6. Approval, entry into force and revision

This Policy has been approved by the Board of Directors of Cementos Molins, S.A. and has entered into force on July 31, 2024.

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.28.2025	2	29.01. 2025	Updating and standardizing the policies of the Corporate Management System.