



Human Resources Policy





01 Purpose

Grupo ALDESA's corporate Human Resources policy establishes the strategic base that should guide all the initiatives related to the Group's personnel. It uses the Group's Mission and Values as references and is directed not only to the personnel of the Human Resources area, but rather to all those responsible for managing people in their daily activities.

Bearing this in mind, **the objective of this Policy** is to define, design and disseminate a model of human resources management for the Group that allows for discovering, encouraging, and retaining talent and promoting the personal and professional growth of all people belonging to our human team, making them part of the successful business project and providing them with a decent and safe job.



KNOWLEDGE



ABILITIES



COMPETENCIES



SUCCESS

The knowledge, skills, and competencies of our staff will be the decisive factors on which the Group's success in the market will depend.

02 Scope

The HR Policy is addressed to all Group employees in any of its affiliated companies, as well as in any of the countries in which the company operates.

03 Responsibilities

PERSON IN CHARGE	FUNCTION
STEERING COMMITTEE	Approve the General Policy and its modifications
HR MANAGEMENT	<ul style="list-style-type: none"> • Ensure compliance with the policy in all the company's international operations • Propose improvements or changes to the policy to improve its adaptation to corporate needs • Design and implement systems, actions, and procedures that allow and facilitate compliance with the policy
MANAGERS AND CHIEFS	<ul style="list-style-type: none"> • Transmit the HR policy to their teams • Ensure compliance with the principles of the policy in its daily performance • Communicate to HR any deviation and/or action that infringes the policy

04 Values and Leadership Principles

The behaviour of all ALDESA employees must display the values of the Group and constitute the basis of our business. All team leaders in our structure must put these values into practice while carrying out their duties and commit to promoting them.

VALUES



COMMITMENT



TRUST



PROXIMITY

ALDESA LEADERSHIP PRINCIPLES

- ✓ Respect, trust, and impartiality
- ✓ Self-confidence
- ✓ Project-focused management
- ✓ Transparency and honesty
- ✓ Dynamism and proactivity
- ✓ Commitment to workers
- ✓ Responsibility
- ✓ Team-oriented work

In the same way, those people in charge, in each of their actions, should be an example of the leadership principles that ALDESA considers essential.

05 Employment and Motivation of Staff

ALDESA's success depends on the commitment and quality of its employees. ALDESA seeks to attract, retain, and develop the best talent available in the market, professionals who demonstrate, in addition to their specific technical skills, the following competencies:

- ✔ Entrepreneurial spirit
- ✔ Responsibility and result-orientation
- ✔ Decision making
- ✔ Teamwork
- ✔ Personnel development
- ✔ Negotiation
- ✔ Business vision
- ✔ Customer orientation
- ✔ Leadership

At ALDESA, we believe that only highly motivated employees lead to the success of the company. That is why **ALDESA makes the motivation of its teams one of its irrevocable objectives**, achieved by carrying out periodic motivation assessments and creating action plans according to their results in order to constantly improve the level of motivation and maintain motivation and commitment indicators of the highest standards in each country in our sector.

In addition to regularly monitoring the motivation of our employees, **ALDESA follows specific principles of action to develop the motivation and commitment of its employees**. In this sense, ALDESA:



Aspires to achieve a long-term employment relationship, for which it promotes professional reorientation, continuous learning, and mobility for its employees, and in turn aims to retain those employees who are committed to developing the skills to adapt to the needs of constant change.



Strives to achieve a dynamic, flexible, and trust-based working environment in which the employee feels comfortable and can develop both professionally and personally.



Promotes diversity. For this reason, it does not consider aspects such as the origin, nationality, race, religion, gender, or the age of its workers. Our employees are treated exclusively according to their value and commitment.

06 Professional Development

Among ALDESA's priorities is the professional development of all its workers and helping them to reach their full potential, in order to generate high levels of motivation and performance in them; Something that will undoubtedly ensure the success of the company.

ALDESA prioritizes the detection and development of internal talent at all levels of the structure, so that said internal talent can assume motivating responsibilities that are appropriate to their abilities, putting the development of internal talent over the incorporation of people from outside the company as much as possible.

At ALDESA, we believe that employee development is a responsibility shared among the following key players:



THE EMPLOYEE
HIM OR HERSELF



THE EMPLOYEE'S
SUPERVISOR

HR

THE DEPARTMENT OF
HUMAN RESOURCES

The three must work together to develop the capabilities of the employee and, by extension, those of the company.

Annually, professional objectives are set that will have the dual function of **motivating the worker and aligning his or her personal objectives with those of the company**. These objectives will be reviewed by both the employee and supervisor at the end of the year to specify both their degree of achievement and of areas for improvement.

As a result of this evaluation, a development plan is generated with concrete measures and actions that affect both the areas of improvement and the unachieved objectives.

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In addition, various processes and methods are applied to promote the development of workers, among others:

- ✔ Training in the workplace
- ✔ Classroom training
- ✔ E-Learning
- ✔ Rotation of work positions
- ✔ Performance management
- ✔ Assignment of tasks at an international level
- ✔ Coaching

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All our actions aimed at professional development have, as their ultimate goal, **to respond to future needs** in terms of human resources that the strategy of the company will demand.



07 Workers' Health and Safety Policy

In accordance with the principles and guidelines established in Grupo Aldesa's Health and Safety Policy, we believe that **the prevention of personal injuries and the protection of health** are fundamental values for the recognition of business excellence.

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The health and safety of the people who work in Grupo Aldesa and the improvement of the conditions in which we carry out our work are priority and fundamental objectives.

All Grupo Aldesa employees are active and responsible elements for the implementation of the Health and Safety Policy. This includes all the people who work for Grupo Aldesa, regardless of whether they are its own employees or of collaborating companies.

For Grupo Aldesa, occupational health and safety is just as important as profitability, quality, and production.

These principles are based on compliance with the following commitments:

- 1** We are committed to the principle that **all accidents, incidents, and occupational diseases can and should be avoided**, to achieve a high level of safety at work. We comply with current legislation, contractual obligations, and our own rules and procedures, and especially the criteria of our clients.
- 2** We are committed **to the fact that the chain of command will assume and strengthen the integration of safety in the daily operation process**, establishing the basic principle that the best development of the activity is achieved with the greatest level of safety.
- 3** We are committed to **promoting the participation and consultation of all workers in matters related to occupational health and safety and informing our employees of all the risks inherent in their work** that may compromise their health and safety as a consequence of our activity.
- 4** We are committed to the idea that in order to achieve the health and safety objectives, **the necessary resources will be allocated, and their use will be adequately planned, in a continuous process of the improvement of working conditions**. The establishment and revision of said objectives will be carried out in the different Health and Safety Monitoring Commissions.

08 Compensation

ALDESA understands that compensation is a priority in the consolidation of its human capital, which is why it strives to maintain a differentiated remuneration system compared to its competitors. The principles of action that guide our remuneration system are:



Favour the attraction, hiring, and retention of the best professionals. Keep coherence with the Group's strategic positioning and its development, with its international and multi-cultural reality and with its objective of excellence.



Recognize and reward the dedication, responsibility, and performance of all its professionals, in addition to respecting internal equity.



Adapt to the different local realities in which the Group's different companies operate.



To be at the forefront of the market in line with the position reached by the company.

09 Labour Relations

As an organizing principle, Aldesa delegates the **regulation, modulation, and management of labour relations** to HR, and in particular in the LR area of each country, which is responsible for maintaining the relationship with workers at the appropriate level.

To ensure the long-term success of the company, ALDESA favours communication with all its employees both individually and collectively and regardless of whether they are represented on a regular basis by a committee; It also promotes negotiation as a vehicle to reach individual labour agreements.



10 Responsibility and Implementation

The Director General and the Human Resources Director of each country/business unit share the responsibility of implementing this policy.

The content of this policy must be passed on to all employees through the available internal communication media.

Also, the policy will be available in the different web pages of the company.

SPAIN

Madrid

Barcelona

Valencia

Seville

Zaragoza

Valladolid

Malaga

MEXICO

Mexico City

POLAND

Warsaw

Krakow

PERU

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ROMANIA

Bucharest

INDIA

New Delhi

SLOVAKIA

Bratislava

NORWAY

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Munsbach



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