



Human Resources Policy

2025



Human Resources Policy



Clayens places its human resources at the heart of its success, considering them one of the company's main assets. For over 90 years, a positive dynamic has been established, where employee motivation and commitment contribute daily to the Group's success.

In addition to ensuring the health and safety of its employees, Clayens strives to create a pleasant and friendly working environment, where everyone's rights are respected and diversity is valued.

Our Human Resources policy aims to define minimum standards and principles common to the entire Clayens group, as well as to all its legal entities regardless of the country of operation (France, Germany, Hungary, Poland, Slovakia, Morocco, Tunisia, USA and Mexico). It applies to all of our 5,000+ employees, management members, subcontractors and business partners.

This policy aims to foster a work environment conducive to productivity, diversity, fairness, and employee well-being. It applies to all Clayens employees, and everyone is encouraged to read and comply with it.

In addition, the company's code of ethics provides an essential framework, defining the ethical behaviors expected of everyone in order to guarantee a work environment based on integrity, mutual respect and responsibility.

The company also provides a whistleblowing system that allows employees, subcontractors, and partners to securely and anonymously report any breach of ethical rules or any situation presenting a risk. This system is accessible to everyone and guarantees the protection of whistleblowers.

Our company values

We are driven daily by strong values that form the DNA of CLAYENS. Committed to an industry that combines innovation and responsibility, we embody our slogan every day:

“ **A World of Opportunities** ”



Trust

We build trust through consistent actions, by honoring our commitments and fostering partnerships based on mutual respect.



Reputation

We protect and strengthen our reputation, our most valuable asset, through unwavering excellence and reliability.



Integrity

We adhere to the strictest principles of honesty and transparency, leading by example in all our actions.



Rise

We progress through innovation and a forward-looking approach, continuously improving value for our customers, employees, and shareholders.

The commitments of our HR Policy



Respect human rights and the fundamental rules of the ILO:

Working conditions

In every country where Clayens operates, the Group is committed to complying with international labor standards and implementing applicable social protections. More broadly, Clayens is committed to respecting the fundamental principles of the United Nations relating to human rights, as well as the core conventions of the International Labour Organization (ILO) and the Universal Declaration of Human Rights.

We are committed to respecting fundamental human rights and to combating all forms of forced labor and child labor in our operations.

To prevent any form of forced labor, Clayens ensures that:

- Each employee has a formal employment contract that clearly defines the terms of employment and includes a notice period where required by local law. In countries where a formal contract is not mandatory, the terms of employment must nevertheless be clearly documented in writing.
- Prohibit the retention of employees' original identity documents, in accordance with local regulations.
- Do not make unreasonable deductions from salary, while respecting the legal provisions specific to each country where the Group operates.
- Ensure that maximum weekly working hours and rest periods strictly comply with applicable local laws, while promoting practices in line with the international recommendations of the International Labour Organization (ILO), including a maximum weekly working time of 60 hours, including overtime, and the granting of one day of rest per week.

These commitments apply to all subsidiaries of the Group as well as its partners, suppliers and subcontractors, in order to guarantee an ethical working environment that respects the fundamental rights of employees.

Goals :

- To pay 100% of the Group's employees above the legal minimums in force in each country where Clayens operates.
- Set targets for reducing pay gaps by the end of 2026
- Implement a living wage analysis by the end of 2027



Promoting diversity and inclusion

Clayens strives to create an inclusive work environment that fosters harmony among differences while raising employee awareness of the richness and complementarity that greater diversity brings. To this end, the principle of non-discrimination applies to recruitment, promotions, internal mobility, and also to all daily activities and relationships between Group employees.

Gender equality in the workplace is one of the key pillars of our HR policy:

- By ensuring that the recruitment process is based solely on skills, with impartial tools, gender-neutral job descriptions, while guaranteeing a balanced pool of candidates of all genders;
- By guaranteeing access to training according to the needs of the position;
- By working towards a fair compensation policy for all;
- By ensuring fairness in promotions and by valuing female leadership;
- By promoting a balance between professional and personal life.

Goals :

- Reaching 30% women in management positions by the end of 2026
- 40% of applications for management positions to be from women by 2026
- 100% of HR teams trained in unconscious bias by the end of 2026



Supporting the development of our employees

At Clayens, our performance is based on the development of our employees. Our career management policy is founded on fairness and knowledge sharing.

We are committed to investing in skills, promoting internal mobility and supporting career development to meet the challenges of our sector.

Clayens deploys its employee development policies through key areas such as training, employee engagement and internal mobility.

Each year, Clayens determines the priorities of its training policy in line with its operational objectives. General training courses, offered by the Group, cover areas such as compliance, leadership, commitment to values, job-specific skills, and EHS (Environment, Health, and Safety). At the local level, training initiatives are developed within the framework of specific plans, with the aim of maintaining a minimum of 11 hours of training per year per employee.

In this respect, the Group invests in the continuous development of its managerial function and encourages feedback from line managers. This includes regular performance reviews and dedicated interviews focused on skills development and career advancement for employees, promoting cross-functional, hierarchical, and geographical mobility.

Goals :

- 100% of direct reports trained in good management practices by the end of 2025
- 12 hours of training per employee over the year 2026



Develop appropriate HR tools and processes

The effectiveness of our HR function depends on developing harmonized HR processes across our subsidiaries, processes that are adapted and can be revised according to the company's challenges. It also depends on implementing and using high-performing tools that promote the attraction, management, and retention of our talent.

The implementation of a common HRIS for the entire Group is a project initiated in 2023 and being deployed until 2025, which will allow us to continue this development while ensuring efficient management of our HR processes.

Goal : To implement a group-wide HRIS by the first quarter of 2026





Fostering social dialogue and promoting well-being at work

Clayens believes in the importance of recognizing the essential role of employee representatives and unions. Given the evolving legal framework that has significantly altered the modalities of social dialogue, particularly regarding health and prevention, this relationship of trust and transparency is paramount and provides a solid foundation for fostering this dynamic of monitoring and continuous improvement.

The Group integrates social dialogue into its strategy: dialogue bodies, such as works councils, are established to promote direct communication between management and employee representatives. Clayens also recognizes and respects employees' right to organize freely, join trade unions, and participate in collective bargaining, guaranteeing that these rights can be exercised without fear of reprisal.

At the French level, the Group facilitates social dialogue through a French Works Council.

Beyond the safety of our employees, we also believe that the well-being of our employees is essential to their performance and commitment within the Group.

In this regard, Clayens is committed to guaranteeing each employee fair working and rest time and promotes flexible working conditions where possible through a teleworking agreement.

Clayens is also committed to a proactive approach to preventing psychosocial risks, which is based on several pillars:

- Regular assessment of risk factors: workload, clarity of roles, recognition, work-life balance, hierarchical and interpersonal relationships.
- Training and awareness: managers are supported in developing benevolent leadership, based on listening, respect and constructive communication.
- Listening and reporting mechanisms: every employee has confidential channels to express any difficulty or inappropriate behavior, without fear of reprisal. These alerts are handled seriously, impartially, and promptly.
- A culture of respect and dialogue: Clayens promotes an environment where free speech is encouraged and diverse viewpoints are valued. Toxic management, based on pressure, devaluation, or isolation, has no place within the Group.

Clayens also guarantees all its employees, both men and women, access to parental leave and leave for sick children, in accordance with the laws and agreements in force in each country. This commitment reflects our desire to ensure equal treatment and support the family responsibilities of our employees.

Goal: To implement a group-wide social survey by the end of 2027



Responsibilities, frequency and communication of our policy

The Human Resources Department is responsible for developing this policy and proposing its associated objectives. Each year, the Management Committee reviews these implementation indicators to assess the results and identify areas for improvement and strengthening.

This policy will be reviewed annually. It may also be adjusted as necessary to comply with applicable laws and regulations.



Our Human Resources Policy is jointly written and signed by the General Management and the Group Human Resources Department. It is communicated to all Clayens employees.

C.E.O.

Group HR Management