



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 to the Group's success every day.

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 establishment (France, Germany, Hungary, Poland, Slovakia, Morocco, Tunisia, USA and Mexico). It concerns all of our +5000 employees, members of management, subcontractors and business partners.

This policy aims to foster a workplace conducive to productivity, diversity, equity, 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 behavior expected of everyone in order to ensure a working environment based on integrity, mutual respect and responsibility.

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

Our corporate values

We are driven daily by strong values that constitute 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, 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, setting an example in all our actions



Progress

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 each 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 fundamental conventions of the International Labor Organization (ILO) and the Universal Declaration of Human Rights.

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

To prevent any form of forced labor, Clayens ensures:

- Ensure 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 required, the terms of employment must nevertheless be clearly documented in writing.
- Prohibit the retention of employees' original identity documents, in accordance with local regulations.
- Not to make abusive 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 consistent with 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 of the Group's subsidiaries as well as to its partners, suppliers and subcontractors, in order to guarantee an ethical working environment that respects the fundamental rights of employees.

Goals :

- Pay 100% of the Group's employees above the legal minimums in force in each country where Clayens is present
- 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 across 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, and internal mobility, as well as to all daily activities and relationships between the Group's employees.

Professional equality between women and men is one of the key areas of our HR policy:

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

Goals :

- Reach 30% of female managers by the end of 2026
- 40% of female candidates for management positions 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 based on fairness and knowledge sharing.

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

Clayens implements its policies for employee development through the key areas of training, employee engagement and internal mobility.

Each year, Clayens determines the priorities of its training policy in line with its operational objectives. The general training programs implemented by the Group cover areas such as compliance, leadership, adherence to values, business skills, and EHS. At the local level, training initiatives are developed within the framework of specific plans and with the objective of maintaining a minimum of 11 hours of training per employee per year.

In this regard, the Group invests in the continuous development of its management function and encourages feedback from line managers. This includes regular performance evaluations and interviews dedicated to the development of skills and career advancement of employees, while promoting cross-functional, hierarchical, and geographical assignments and mobility.

Goals :

- 100% of N-1 managers trained in good management practices by the end of 2025
- 12 hours of training per employee in 2025



Develop suitable HR tools and processes

The effectiveness of our HR function depends on the development of harmonized HR processes across our subsidiaries, adapted and revisable according to the company's challenges. This also depends on the implementation and use of efficient tools, promoting the attraction, management and retention of our talents.

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.

Objective: Implement a group-wide HRIS by the first quarter of 2026





Promoting social dialogue and well-being at work

Clayens believes in the importance of recognizing the essential role of employee representatives and unions. As changes to the legislative framework have disrupted the modalities of social dialogue, particularly on health and prevention issues, this relationship of trust and transparency of information is essential and constitutes a solid support 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 the right of employees to organize freely, join trade unions, and participate in collective bargaining, ensuring that these rights can be exercised without fear of reprisal.

At the French level, the Group leads social dialogue via 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 their commitment within the Group.

In this regard, Clayens is keen to guarantee 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, role clarity, recognition, work/life balance, hierarchical and interpersonal relationships.
- Training and awareness: managers are supported to develop caring leadership, based on listening, respect and constructive communication.
- Listening and reporting mechanisms: Each employee has confidential channels to express any difficulties or inappropriate behavior, without fear of reprisal. These alerts are handled seriously, impartially, and responsively.
- Culture of respect and dialogue: Clayens promotes an environment where speech is free and where the diversity of points of view is valued. Toxic management, based on pressure, devaluation or isolation, has no place within the Group.

Clayens also guarantees all its employees, women and men, access to parental leave and sick child leave, in compliance 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.

Objective: Implement a group-wide social survey by the end of 2027



Responsibilities, periodicity and communication of our policy

The Human Resources Department is responsible for developing this policy and proposing the 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 and may also be adjusted as necessary to comply with applicable laws and regulations.



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

The General Management



Human Resources Department

