

## TALENT MANAGEMENT POLICY

The Board of Directors of Barna Steel S.A., on behalf of the entire Celsa Group ('**Celsa Group**'), in the context of its general and non-delegable power to determine the general policies and strategies of Celsa Group, has approved this *Talent Management Policy* (the '**Policy**').

### I. Purpose

The aim of this Policy is to define and establish the principles and criteria that govern the actions of the Celsa Group in the talent management area.

Nowadays, the competitiveness of companies and their ability to create value in a sustainable way is inseparable from the human team, that puts their wealth together. That is why Celsa Group's professionals are one of its main assets of the company. These professionals are committed to the personal and professional development to achieve the maximum potential and contribute with Celsa Group's culture, its Code of Ethics, and its Professional Conduct.

The purpose of this Policy is to define Celsa Group's people and organisational management model with the aim of attracting, retaining, and engaging talent.

To achieve the implementation of the principles and objectives developed in this Policy, Celsa Group encourages the personal and professional growth of its entire team, involving everyone in the success of the business and guaranteeing professional careers in a safe, diverse, and inclusive environment.

## II. Scope

This Policy applies to Celsa Group and all group companies, taking into account their specific characteristics. Celsa Group will work to ensure that the policies of its Group companies are in line with this Policy.

## III. Essential pillars of talent management

The Celsa Group has a talent management system based on four pillars: Attracting, selecting, developing, and engaging. To support the four pillars of Talent, we have two additional pillars, Reward and Relationships, supported by their own systems, CABS (Compensation and Benefits System) and LRRS (Labour Relations and Regulatory Systems).

All of them are applied uniformly in the different business units through the SAP *SuccessFactors* platform, which enables comprehensive, standardised, and digitised management throughout the Celsa Group.

- Attracting

Talent management starts by attracting top professionals. Celsa Group is aware that attracting talent involves a management model that promotes the physical and mental well-being of its professionals, providing them with a suitable, pleasant, satisfactory, and stimulating working environment that generates confidence and motivation in the entire team. This management model will allow the attraction of the best professionals, boosting their professional and personal growth and resulting in greater creativity and productivity.

For Celsa Group, attracting talent means offering candidates an attractive and comprehensive value proposition, based on equal opportunities, diversity and inclusion, comprising competitive remuneration, development and career opportunities, a safe, diverse and inclusive working environment, contribution to the business project, and facilitating work-life balance.

- Selecting

Talent attraction measures are put into practice and materialised in the selection phase of our professionals, which is based on objective, impartial and non-discriminatory selection, and recruitment procedures, promoting stable contracts and favouring

young people's access to their first job. In line with the first pillar, Attracting, our value proposition is characterised by being attractive and comprehensive.

– Developing

Celsa Group wants to continue to have the best talent, which is why we constantly invest in its personal and professional development. Training is a priority for us, to which we dedicate a large part of our efforts. We pass our expertise and experience on from generation to generation, while maintaining, at the same time, our entrepreneurial spirit through generational diversity.

– Engaging

Managing the talent of Celsa Group's professionals also means transmitting enthusiasm, passion, and commitment to our employees' culture. Enthusiasm for our work and a strong sense of belonging to the Celsa Group is the key to our growth and success. To act in the best possible way, goals are set, performance is evaluated against these goals, and feedback is received from the team to learn more about our strengths and improvement areas. At the same time, everyone can share their career aspirations with their manager and receive advice on how to achieve them. These career aspirations will also allow us to better address the talent and succession needs of the company.

#### **IV. General principles**

Achieving the above pillars of talent management, Celsa Group assumes and is committed to the following general principles:

- Design valuable job offers, which favours the attraction, selection, incorporation, promotion, and loyalty of talent and that have: competitive remuneration, diverse and inclusive work environments, which facilitate the reconciliation of personal and professional life and promotes the professional growth of all Celsa Group professionals.
- Search and develop talent in all the countries in which Celsa Group operates, respecting local particularities and specific needs.

- Guarantee, as a strategic objective of Celsa Group, that labour relations are based on equal opportunities (gender, functional, social, and generational), non-discrimination, and the consideration of diversity and inclusion in all its variables.
- Work so that job offers and hiring conditions for professionals in the Celsa Group are based on stable and quality contracts.
- Maintain a safe and healthy working environment.
- Promote young people's access to their first job through scholarship programmes and other agreements.
- Motivate and stimulate our professionals by valuing their contributions and encouraging creativity and innovation in their work.
- Encourage Celsa Group professionals to identify with, share, and put into practice the principles and values of Celsa Group, especially in compliance with the Code of Ethics and Professional Conduct.
- Ensure that Celsa Group professionals have access to continuous and quality training that allows them to grow both professionally and personally.
- Create an appropriate and attractive labour relations environment, including mechanisms for adapting the organisation to business and social requirements, favouring the objectives of competitiveness and business efficiency.
- Recognise and value the family and personal ties of our professionals, ensuring, in turn, that the selection, hiring, and internal promotion processes do not favour or discriminate on these grounds.

This Talent Management Policy was updated by the Board of Barna Steel S.A., representing the entire Celsa Group, on 2023, July 13<sup>th</sup>.