

GLOBAL CORPORATE POLICY

People & Culture Policy

Effective Date	03 February 2025
Authorised use	Approved for external dissemination

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1. Purpose

At Almirall, we recognize that our people are one of our greatest assets. Our goal is to provide the best possible working environment for our employees.

The People & Culture Policy (the “**Policy**”) aims to establish fundamental principles that foster said best working environment ensuring alignment with Almirall’s Purpose. This Policy aims to create and maintain a common and consistent framework to establish and measure all relevant People & Culture processes and activities.

2. Scope

This Policy applies to Almirall S.A. and all the legal entities of Almirall group (altogether, “**Almirall**” or the “**Company**”) and their respective employees. In the event an external third party is engaged by the Company in relation to the activity or purpose described by the Policy, they should abide by this Policy to the extent applicable.

3. Policy Elements

3.1. Corporate Culture

3.1.1 Development of our culture

The culture at Almirall is deeply rooted in our Purpose, which places patients at the heart of everything we do. This inspires our employees to give their best and find meaning in their daily work.

Almirall values employee’s commitment and has established various feedback channels to understand employees’ opinions about their experience working at Almirall, identifying strengths to reinforce and opportunities to improve, aiming to boost a great workplace. This enables us to adjust our policies, programmes and processes to reflect these insights and align with our ambition of becoming a leader in medical dermatology.

3.1.2 Diversity, Equity, and Inclusion

At Almirall, we firmly believe that managing Diversity, Equity and Inclusion brings diverse perspectives and promotes an inclusive environment that values differences and creates opportunities for everyone to unleash their full potential.

Almirall develops equality plans, which guarantees real and effective equal opportunities for men and women at the Company. This includes promoting women’s access to leadership positions and preventing discrimination in hiring or pay. Achieving these objectives is part of the variable remuneration for Almirall’s Management Board.

Almirall also has protocols for preventing and addressing harassment, including sexual and gender-based harassment, to ensure the health and integrity (physical and psychological) of all employees. In this way, there is a specific protocol for protecting women victims of gender violence, underscoring Almirall’s commitment to gender equality.

3.1.3 Official Languages

The purpose of defining Almirall's official languages is to facilitate the Company's international expansion, which is also a competitive advantage to retain and develop talented employees. The official languages are Spanish and English.

3.2 Development of Talent

At Almirall, we have various people management processes and support activities to foster our employees' personal and professional development.

3.2.1. Performance Evaluation Model (GPS)

GPS (Go – Perform – Succeed) is our corporate performance management model that provides a modern, simple, and transparent way to manage our performance. It helps us unleash our full potential by promoting valuable conversations, strengthening a culture of continuous feedback, and reinforcing an environment of trust and transparency.

In this model, both the WHAT (what we achieve) and the HOW (our values and behaviours) are crucial. Leaders evaluate team performance every year, and after a global calibration process, the results, combined with the EBITDA multiplier, determine the variable remuneration for eligible employees.

3.2.2 Training

We offer training to all employees, providing opportunities to enhance their skills and support their professional and personal development goals.

Training actions are developed to address business needs about values, skills, technical knowledge, languages, or technological systems. Training requirements (knowledge, competencies, or skills) are aligned with professional responsibilities or the objectives of the employee's Individual Development Plan.

3.2.3 Development Plans

Almirall ensures employee development aligns with organizational strategy through a rigorous and fair process involving three main activities:

1. Aligning leadership succession strategy with business strategy: identifying capabilities needed to drive the business strategy now and in the future.
2. Identifying, assessing, and developing talent: building a robust and dynamic talent map and structured development programmes and practices.
3. Measurement: using practical tools to analyze programme effectiveness and relevance, ensuring continuous improvement.

These activities are conducted through talent development sessions with area and leadership teams, where leaders share their vision of their employees and make proposals for the development and progression of employees who stand out for their talent or development potential and can take on different challenges in the future. These sessions aim to:

- Identify employees with potential for new challenges and their associated development plans
- Identify key positions and succession plan strategies.
- Follow up on existing individual development plans to assess their evolution and define the next steps.

3.2.4 Recruitment

Our recruitment process ensures objectivity and accuracy in selecting the right candidates, aiming to attract, recruit, and retain top talent and facilitate their integration into the Company.

Internal Opportunities: We encourage internal promotion by advertising vacancies internally, allowing employees to apply for new opportunities. People & Culture leads the internal recruitment

process in collaboration with the hiring leader. Leaders are responsible for their team's professional development and facilitating internal movement.

External Recruitment: People & Culture leads the external recruitment process, collaborating with hiring leaders to assess sources, conduct interviews, and ensure a consistent selection process. Leaders are responsible for recruiting the best-qualified professionals.

Global Mobility: The global mobility process aims to provide quick and efficient integration for employees. This process can be managed either by the person responsible for the recruitment process or by the Global Mobility manager designated for this purpose. We agree on specific outplacement packages based on personal situations and destination countries, ensuring equality and fairness, and following the relevant SOP (Standard Operating Procedure).

We have global contracts with providers for relocation and support services, implemented by local People & Culture teams based on corporate guidelines. These rules are generally applied throughout the organisation for the recruitment of candidates living outside the country or city in which the recruiting company is located.

3.3. Compensation and Benefits

3.3.1 Organisational Structure

Almirall's organisational structure of job positions (Equal) establishes a common framework for evaluating the contribution of each position within the Company. The Global Job Map is designed to enhance internal fairness and transparency by considering factors such as management scope, required training and experience, knowledge depth and breadth, and the autonomy and impact of each position.

This Job Map describes and harmonizes all Almirall jobs according to grades, titles, and their value. It is a flexible and dynamic tool that can adapt to future needs and market trends.

3.3.2 Compensation and benefits

Almirall's compensation programs aim to foster a high-performance culture, with plans based on external competitiveness and internal fairness, reflecting the job's contribution level and individual performance. We continuously analyse industry salaries to remain competitive in all our markets and offer attractive social benefits aligned with local practices. Annually, we calculate and transparently disclose the gender pay gap, both unadjusted and adjusted, in the Sustainability Report.

Our sustainability goals include a firm commitment to gender pay equality and guaranteeing a living wage in every country where we operate.

3.3.3 Salary Review

The annual salary review process assesses the current market salary situation of all employees, ensuring alignment with their performance. This review considers employee performance, market comparisons (compensation studies, local practices, collective bargaining agreements, etc.), internal equity, and the annually defined and approved budget.

3.3.4 Benefits

Benefits are products or services offered to employees at no cost or under very favourable conditions. These benefits are designed to meet the needs of our employees and their families, considering the realities of each country in which we operate.

We offer a wide range of services to support health, safety, and well-being, such as accident insurance, health insurance, canteen service, childcare assistance, company cars, and on-site parking. These benefits are aligned with local legislation and practices in each country.

Almirall has developed a specific SOP on Compensation and Benefits to establish and implement corporate processes in these areas.

3.4. Workforce

3.4.1 Working Conditions

We guarantee a work environment based on trust that helps develop the potential of everyone at Almirall, guaranteeing the right to digital disconnection for all employees.

See Turn It Flex guidelines, for more details.

3.4.2 Labour Relations

At Almirall, we are committed to complying with employment legislation and best practices, fostering constructive dialogue and respect for social groups representing each workplace and/or country.

We promote continuous improvement through committees formed with employees' legal representatives, addressing key issues such as benefits, equality, occupational health and safety, and other day-to-day concerns.

We have legal employee representatives at our main workplaces. The European Works Council, established in 2019, holds two regular annual meetings to address issues of common interest affecting multiple countries.

3.5 Well-being

Almirall's culture is underpinned by its Purpose, which places patients at the heart of everything we do. This inspires employees to give their best and find meaning in their daily work. We are committed to building a culture of care where people feel valued and have the tools they need to grow, evolve and contribute, both professionally and personally. In this regard, Almirall develops several programs to enhance the health and well-being of employees and their environment, enabling them to actively improve their well-being and health.

3.6. Relationship with other Corporate Policies

This policy aligns with and complements other Corporate Policies, including:

Sustainability Policy, Human Rights Policy, Risk Control Policy, Health, Safety and the Environment Policy, and Anti-Bribery and Anti-Corruption Policy, Global Sustainability Policy, Diversity and Inclusion Policy, and Risk Management Policy, among others.

4. Governance

Corporate Policy Sponsor: Chief People & Culture Officer
Corporate Policy Owner: Sr. Director, Global C&B, Labour Relations & People Admin.

All employees are required to report any suspected violations of this Policy in accordance with Almirall's Code of Ethics and other internal guidelines. Suspected violations can be reported to the direct manager, People&Culture, the local Compliance Officer, the Legal representative, or through the [SpeakUp! channel](#).