# Our people

Our aim: to ensure that everyone has the conditions, tools and opportunities to grow, innovate and contribute to the organisation's sustainable success.

At Kao Chemicals Europe (KCE), people are at the heart of everything we do and of our vision for the future. Talent management, well-being, equal opportunities and health and safety are key pillars of our corporate and sustainability strategy.

Our commitment is based on fostering a working environment where everyone can develop professionally, add value and be part of a project that makes a positive and sustainable contribution to society and the planet.

As a subsidiary of the Kao Group, we align our practices with global human capital development guidelines, which set out principles aimed at moving from equality to equity and promoting diverse, agile organisational models based on individual initiative. These principles reinforce a culture that fosters motivation, growth and the contribution of every individual, establishing a working environment where diversity, inclusion and mutual respect are essential elements. At KCE, we understand that social sustainability is built through strong working relationships, transparent policies, equal opportunities and a firm commitment to health, safety and wellbeing. We therefore promote initiatives ranging from continuous training and professional development to equal pay, the inclusion of people with disabilities, cultural diversity and the active participation of staff in improving the working environment. Our goal is clear: to ensure that every person who is part of KCE has the conditions, tools and opportunities necessary to grow, innovate and contribute to the organisation's sustainable success.

# Key Corporate Policies

Set out below are the key policies that guide people management at KCE. Each of these policies forms a strategic pillar that guides our actions and ensures a coherent, responsible framework that is aligned with the Kao Group's values.

— Equality and Diversity Policy: This policy promotes equal treatment and opportunities in all people management processes, prevents any form of discrimination, and fosters diversity as an essential element for innovation, internal cohesion and organisational performance. It ensures that decisions are based on objective and transparent criteria, thereby reinforcing an inclusive and respectful culture.

— Talent Development Policy: This policy promotes continuous learning, reskilling and career development plans, ensuring that every individual can grow professionally and meet both current and future challenges. It incorporates corporate tools, training programmes and assessment processes that enable the identification of potential, the strengthening of skills and the promotion of professional growth in an equitable manner.

— Health and Safety Policy: Ensures a safe and healthy working environment through certified systems, a well-established culture of prevention, and structured processes for the identification, assessment and mitigation of risks. This policy safeguards the physical and emotional well-being of staff and ensures compliance with the most stringent standards in the chemical industry

— Social Dialogue Policy: This policy establishes formal and informal participation mechanisms that foster labour relations based on transparency, respect and collaboration. Through committees, employee representatives and forums for dialogue, this policy ensures the active involvement of staff in the continuous improvement of the working environment and the development of our people management practices.

— Remuneration Policy: Ensures fair, transparent and market-aligned pay criteria, incorporating regular reviews and measures to reduce pay gaps. This policy ensures that remuneration is fair, competitive and consistent with each individual's responsibilities and contributions.

— Policy on the Inclusion of People with Disabilities: This policy promotes direct employment and collaboration with social organisations, ensuring accessibility, workplace adaptations and alternative arrangements where necessary. It reinforces KCE's commitment to genuine and effective inclusion, going beyond mere regulatory compliance.

— Wellbeing Policy: This policy promotes a healthy work-life balance, emotional health and the overall wellbeing of staff through initiatives, programmes and resources that enhance the quality of working life. It helps to create a healthy, motivating and sustainable working environment.

## 5.1 Staff structure

The workforce structure at Kao Chemicals Europe (KCE) reflects the maturity of a well-established industrial organisation, with distinct internal dynamics across the various companies within the group. An analysis of the consolidated figures for the 2025 financial year reveals stable performance, moderate growth and a workforce that combines experience, technical expertise and a solid operational foundation.
The total number of employees stands at 1,129, confirming a modest but steady increase compared with previous years. Although moderate, this growth reflects a positive trend in the volume of business and in the company's ability to retain talent, whilst maintaining a balanced workforce structure that is aligned with the needs of the business.

**1.129**
Employees at KCE

**259**
Woman

**870**
Man

Women account for 23% of the total workforce. Although this percentage has risen slightly compared with previous years, the gap remains significant, particularly in technical, operational and leadership roles, where the number of women remains low.

This pattern is common in industrial sectors and serves as a starting point for increasing the number of women at all levels of the organisation. The improvement seen in new hires—where the proportion of women exceeds their current share of the workforce—points to a positive trend that should be consolidated in the coming years.

TEMPLATE
BY GENDER

| | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|---|---|---|---|---|---|---|
| Men | 196 | 213 | 136 | 317 | 8 | 870 |
| Women | 64 | 30 | 38 | 127 | 0 | 259 |
| TOTAL | 260 | 243 | 174 | 444 | 8 | 1,129 |

**Staff numbers have grown moderately since 2022, reflecting a well-established workforce structure.**

EVOLUCIÓN
DE LA PLANTILLA

| KCE | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Men | 849 | 860 | 870 | 870 |
| Women | 249 | 249 | 256 | 259 |
| TOTAL | 1,098 | 1,109 | 1,126 | 1,129 |

## 5.1 Staff structure

The age breakdown reveals a workforce with a high level of experience and a significant proportion of senior staff:

TEMPLATE BY
AGE GROUPS

| | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|---|---|---|---|---|---|---|
| ≤ 18 | 1 | - | - | - | - | 1 |
| 18-29 | 63 | 66 | 10 | 39 | - | 178 |
| 30-50 | 103 | 138 | 97 | 207 | 4 | 549 |
| ≥ 51 | 93 | 39 | 67 | 198 | 4 | 401 |
| TOTAL | 260 | 243 | 174 | 444 | 8 | 1,129 |

The 30–50 age group accounts for almost half of the workforce, reflecting a solid base of employees at the peak of their professional careers. Meanwhile, the over-51s account for 35.5%, which constitutes one of the most significant risk factors in the consolidated figures, as it points to a scenario of critical staff turnover that will need to be managed in the coming years.

The presence of the 18–29 age group (178 people) highlights opportunities to strengthen generational succession and attract young talent, particularly in technical and operational areas.

### 5.1.2 Differences between group companies

Although the overall figures paint a picture of stability, the differences between individual companies are key to correctly interpreting the workforce structure.

— KCSA: It is the company with the highest absolute volume and, as such, the one that has the greatest influence on overall fluctuations. Its weighting largely determines the performance of the consolidated figures, in terms of both headcount and FTEs, new hires and the breakdown by professional category.

— KCG: It introduces variability in contractual arrangements, being the company with the highest proportion of fixed-term and part-time contracts. This characteristic makes it a key focus for policies aimed at stabilising employment contracts.

— QK-KCHI: They have more stable structures, with almost all contracts being permanent, and a more technical organisational setup. Their stability helps to balance the overall financial position.

— KCE IND: It maintains a consistent and stable structure, with a lower weighting in the consolidated accounts, but with a composition that is consistent with its business activities.

These differences are highly valuable for identifying risks and opportunities, as they reveal that stability is not uniform across the entire area and that interventions must be tailored to the specific circumstances of each institution.

## 5.1 Staff structure

### 5.1.3 Contractual arrangements

The consolidated group has a robust employment model, characterised by a high degree of contractual stability:

— Over 90% of contracts are permanent.

— 41 fixed-term contracts (4%).

— 36 part-time contracts (3%).

ANNUAL AVERAGE AND DISTRIBUTION OF CONTRACT MODALITIES

P: Permanent Contract. T: Temporary Contract. PT: Part-Time Contract.

| | KCG | | | QK | | | KCHI | | | KCSA | | | KCE IND | | | TOTAL KCE | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | P | T | PT | P | T | PT | P | T | PT | P | T | PT | P | T | PT | P | T | PT |
| Men | 65% | 8% | 2% | 88% | - | - | 78% | - | - | 68% | 2% | 1% | 100% | - | - | 73% | 3% | 1% |
| Women | 12% | 3% | 10% | 12% | - | - | 22% | - | - | 28% | - | - | - | - | - | 20% | 1% | 2% |
| ≤ 18 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 18-29 | 13% | 10% | - | 27% | - | - | 6% | - | - | 7% | 2% | - | - | - | - | 13% | 3% | 0% |
| 30 - 50 | 33% | - | 6% | 57% | - | - | 56% | - | - | 45% | 1% | - | 50% | - | - | 47% | 1% | 2% |
| ≥ 51 | 30% | - | 5% | 16% | - | - | 39% | - | - | 44% | - | 1% | 50% | - | - | 34% | - | 2% |
| President / Vice President | 2% | - | - | 2% | - | - | 1% | - | - | - | - | - | 88% | - | - | 2% | - | - |
| Managers | 10% | - | 2% | 5% | - | - | 6% | - | - | 5% | - | - | 13% | - | - | 6% | - | - |
| Group leaders | 1% | - | - | 4% | - | - | 9% | - | - | 6% | - | - | - | - | - | 5% | - | - |
| Technician | 21% | - | 2% | 10% | - | - | 29% | - | - | 25% | - | - | - | - | - | 22% | - | - |
| Administration / Staff / Shift Leader | 18% | 2% | 7% | 32% | - | - | 27% | - | - | 16% | - | - | - | - | - | 21% | 1% | 2% |
| Factory Workers | 27% | - | 1% | 47% | - | - | 28% | - | - | 44% | 3% | 1% | - | - | - | 38% | 1% | 1% |
| Apprentices | - | 8% | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 2% | 0% |
| TOTAL | 77% | 11% | 12% | 100% | - | - | 100% | - | - | 96% | 3% | 1% | 100% | - | - | 93% | 4% | 3% |

## 5.1 Staff structure

### TOTAL NUMBER AND DISTRIBUTION OF CONTRACT TYPES

P: Permanent Contract. T: Temporary Contract. PT: Part-Time Contract.

| | KCG | | | QK | | | KCHI | | | KCSA | | | KCE IND | | | TOTAL KCE | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | P | T | PT | P | T | PT | P | T | PT | P | T | PT | P | T | PT | P | T | PT |
| Men | 169 | 21 | 6 | 213 | - | - | 136 | - | - | 303 | 11 | 3 | 8 | - | - | 829 | 32 | 9 |
| Women | 32 | 7 | 25 | 30 | - | - | 38 | - | - | 123 | 2 | 2 | - | - | - | 223 | 9 | 27 |
| ≤ 18 | - | 1 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1 | - |
| 18-29 | 35 | 27 | 1 | 66 | - | - | 10 | - | - | 32 | 7 | - | - | - | - | 143 | 34 | 1 |
| 30 - 50 | 87 | - | 16 | 138 | - | - | 97 | - | - | 200 | 6 | 1 | 4 | - | - | 526 | 6 | 17 |
| ≥ 51 | 79 | - | 14 | 39 | - | - | 67 | - | - | 194 | - | 4 | 4.00 | - | - | 383 | 0 | 18 |
| President / Vice President | 4 | - | - | 4 | - | - | 1 | - | - | 1 | - | - | 7 | - | - | 17 | - | - |
| Managers | 25 | - | 4 | 12 | - | - | 11 | - | - | 20 | - | - | 1 | - | - | 69 | - | 4 |
| Group leaders | 2 | - | - | 9 | - | - | 15 | - | - | 26 | - | - | - | - | - | 52 | - | - |
| Technician | 54 | 1 | 5 | 25 | - | - | 51 | - | - | 113 | - | - | - | - | - | 243 | 1 | 5 |
| Administration / Staff / Shift Leader | 46 | 5 | 19 | 78 | - | - | 47 | - | - | 71 | 1 | 1 | - | - | - | 242 | 6 | 20 |
| Factory Workers | 70 | 1 | 3 | 115 | - | - | 49 | - | - | 195 | 12 | 4 | - | - | - | 429 | 13 | 7 |
| Apprentices | - | 21 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 21 | - |
| TOTAL | 201.00 | 28 | 31.00 | 243,00 | - | - | 174.00 | - | - | 426.00 | 13.00 | 5.00 | 8.00 | - | - | 1,052 | 41 | 36.00 |

The key finding is the distribution of part-time work: the majority of part-time contracts are held by women, which points to a structural pattern that may influence indicators of equality, pay equity and FTE.

Although the consolidated accounts present a stable picture, it is essential to examine the differences between companies:

— KCG accounts for a significant proportion of non-standard employment arrangements (fixed-term and part-time).

— QK, KCHI and KCE IND have virtually identical structures, with permanent contracts predominating.

— Given its volume, KCSA determines the overall performance of the indicator.

These differences mean that contractual stabilisation policies should be directed primarily at KCG and, to a lesser extent, at KCSA.

# 5.1 Staff structure

## 5.1.4 Professional categories

The structure of professional categories reinforces the group's corporate identity:

— Operatives: almost 40% of the total (449).

— Technicians: over 22% (249) .

— Administration/staff: around 24% (268).

This structure demonstrates a direct operational reliance on plant-based functions and a significant proportion of technical roles, which calls for clear strategies for training, retention and succession planning.

— KCSA and KCG account for the majority of operational roles.

— QK and KCHI have a higher proportion of technical staff.

In 2025, the consolidated figures show 85 new hires, broken down as follows:

One positive sign is that the proportion of women among new recruits (30.6%) exceeds their current share of the workforce, indicating progress in terms of gender diversity. The new additions are mainly concentrated in:

— Workers

— Technicians

— Administrative staff

This model reflects both the nature of the business and its operational requirements.

TEMPLATE BY GROUPS PROFESSIONALS

| | KCG | | QK | | KCHI | | KCSA | | KCE IND | | TOTAL KCE |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | H | M | H | M | H | M | H | M | H | M | |
| President / Vice President | 4 | - | 3 | 1 | 1 | - | 1 | 0 | 6 | - | 16 |
| Managers | 23 | 6 | 11 | 1 | 11 | - | 12 | 8 | 2 | - | 74 |
| Group leaders | 2 | - | 9 | 0 | 11 | 4 | 17 | 9 | - | - | 52 |
| Technician | 49 | 11 | 19 | 6 | 40 | 11 | 66 | 47 | - | - | 249 |
| Administration / Staff / Shift Leader | 29 | 41 | 56 | 22 | 26 | 21 | 38 | 35 | - | - | 268 |
| Factory Workers | 71 | 3 | 115 | 0 | 47 | 2 | 183 | 28 | - | - | 449- |
| Apprentices | 18 | 3 | 0 | 0 | - | - | 0 | 0 | - | - | 21 |
| TOTAL | 196 | 64 | 213 | 30 | 136 | 38 | 317 | 127 | 8 | 0 | 1.129 |

NEW HIRES

| | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|---|---|---|---|---|---|---|
| Men | 11 | 15 | 5 | 25 | 3 | 59 |
| Women | 2 | 6 | 1 | 17 | - | 26 |
| ≤ 18 | 1 | - | - | - | - | 1 |
| 18-29 | 7 | 13 | 4 | 14 | - | 38 |
| 30 - 50 | 4 | 8 | 1 | 26 | 2 | 41 |
| ≥ 51 | 1 | - | 1 | 2 | 1 | 5 |
| President / Vice President | - | - | 1 | - | 3 | 4 |
| Managers | 2 | 2 | - | 1 | - | 2 |
| Group leaders | - | 1 | - | 1 | - | 2 |
| Technician | 3 | 4 | 1 | 14 | - | 22 |
| Administration / Staff / Shift Leader | 2 | 9 | 3 | 4 | - | 18 |
| Factory Workers | 2 | 5 | 1 | 22 | - | 30 |
| Apprentices | 4 | - | - | - | - | 4 |
| TOTAL | 13 | 21 | 6 | 42 | 3 | 85 |

## 5.1 Staff structure

### 5.1.5 Number of employees who have left the company

Tracking employees who have left the company provides a clear and transparent overview of the situation at each of the Group's subsidiaries during the financial year. The information is broken down by gender, age group and job category.

The following data relates to the 2025 financial year:

| | KCG | QK | KCHI | KCSA |
|---|---|---|---|---|
| Men | 2 | 2 | - | - |
| Women | - | - | - | 1 |
| ≤ 18 | - | - | - | - |
| 18-29 | - | 1 | - | - |
| 30 - 50 | 2 | 1 | - | 1 |
| ≥ 51 | - | - | - | - |
| President / Vice President | - | - | - | - |
| Managers | - | - | - | - |
| Group leaders | - | - | - | - |
| Technician | - | - | - | - |
| Administration / Staff / Shift Leader | - | 2 | - | 1 |
| Factory Workers | 2 | - | - | - |
| Apprentices | - | - | - | - |

The following data relates to the 2024 financial year:

| | KCG | QK | KCHI | KCSA |
|---|---|---|---|---|
| Men | 1 | 4 | 1 | 3 |
| Women | - | - | - | - |
| ≤ 18 | - | - | - | - |
| 18-29 | - | 3 | - | - |
| 30 - 50 | 1 | 1 | - | 3 |
| ≥ 51 | - | - | 1 | - |
| President / Vice President | - | - | - | - |
| Managers | - | - | - | - |
| Group leaders | - | - | - | - |
| Technician | - | - | 1 | - |
| Administration / Staff / Shift Leader | - | - | - | - |
| Factory Workers | 1 | 4 | - | 3 |
| Apprentices | - | - | - | - |

Appendix: Data relating to absenteeism.

| ABSENTEEISM HOURS 2024 | KCG | QK | KCHI | KCSA | KCE IND |
|---|---|---|---|---|---|
| Men | 20,406 | 1,328 | 13,100 | 54,799 | - |
| Women | 4,681 | 1,120 | 481 | 9,793 | - |
| TOTAL | 25,087 | 2,448 | 13,581 | 64,592 | - |

| % ABSENTEEISM RATE IN 2024 | KCG | QK | KCHI | KCSA | KCE IND |
|---|---|---|---|---|---|
| Men | 6.0% | 0.3% | 5.5% | 9.7% | - |
| Women | 4.3% | 2.2% | 0.7% | 4.4% | - |
| TOTAL | 5.6% | 0.5% | 4.4% | 8.2% | - |

| ANNUAL HOURS | KCG | QK | KCHI | KCSA | KCE IND |
|---|---|---|---|---|---|
| Horas Anuales | 1,950 | 2,115 | 1,766 | 1,732 | 1,732 |

| ABSENTEEISM HOURS 2025 | KCG | QK | KCHI | KCSA | KCE IND |
|---|---|---|---|---|---|
| Men | 19,347 | 5,752 | 13,325 | 54,204 | - |
| Women | 4,580 | 1,864 | 5,505 | 9,833 | - |
| TOTAL | 23,927 | 7,616 | 18,831 | 64,036 | - |

| % ABSENTEEISM RATE IN 2025 | KCG | QK | KCHI | KCSA | KCE IND |
|---|---|---|---|---|---|
| Men | 5.10% | 1.30% | 5.50% | 9.90% | - |
| Women | 3.70% | 2.90% | 8.20% | 4.50% | - |
| TOTAL | 4.70% | 1.50% | 6.10% | 8.30% | - |

## 5.2 Remuneration policy

Kao Chemicals Europe's (KCE) remuneration policy is based on the principles of fairness, transparency and competitiveness, ensuring that employees' pay is commensurate with their responsibilities, contributions and the labour market context. This approach ensures a fair pay structure that is aligned with corporate values and geared towards social sustainability.

The analysis of the salary gap is a key element of this policy, as it enables the identification of potential inequalities, the assessment of the effectiveness of the measures implemented, and the definition of actions for continuous improvement. The consolidated study, broken down by company, for the 2025 financial year provides a detailed overview of the remuneration situation within the group, as well as how it has evolved compared with the previous year.

### 5.2.1 General approach to remuneration policy

KCE's remuneration policy is based on the following principles:

— Internal equity: ensuring that pay differences are based on objective criteria such as job responsibility, experience, training and performance.

— External competitiveness: ensuring that remuneration is set at appropriate levels in relation to the market and the chemical sector.

— Transparency: promoting clear and accessible processes for staff, thereby strengthening trust and internal consistency.

— Regular review: assess the pay structure annually to identify any discrepancies and implement corrective measures where necessary.

— Commitment to equal pay: identifying and reducing unjustified pay gaps between women and men.

This framework enables progress towards a more consistent and fair remuneration model that is in line with best practice in the sector.

### 5.2.2 Consolidated analysis of the salary gap

The integrated salary gap analysis developed for KCG, KCHI, QK, KCSA and the consolidated KCE enables a comparative assessment of trends between 2024 and 2025. Overall, the group continues to show a positive trend towards reducing pay inequalities, with the consolidated average pay gap standing at around 6% in 2025. This figure represents a slight improvement on the previous year and is accompanied by greater standardisation of pay criteria across the group's companies.

However, the situation is not uniform:

— KCHI continues to show the most significant differences, with wide gaps in certain age groups and occupational categories.

— KCG and KCSA offer more balanced remuneration structures.

— QK continues to show mixed performance, with periods of improvement alongside others marked by greater fluctuations.

| AGE GROUP | 2024 GAP | 2025 GAP |
|---|---|---|
| 18-29 | -3.19% | -3.02% |
| 30-50 | 6.41% | 6.42% |
| ≥ 51 | -5.54% | -4.55% |

## 5.2 Remuneration policy

The analysis by age group provides particularly relevant information:

— 18–29 years old: the salary gap has narrowed and now stands at around –3%, reflecting more consistent pay policies for new recruits.

— 30–50 years: more pronounced differences are observed in some organisations, particularly at QK and KCHI, suggesting that promotion procedures and salary supplements should be reviewed.

— ≥ 51 years and over: significant gaps remain in certain societies, although the overall figures show a slight reduction.

PAY GAP

| | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|---|---|---|---|---|---|---|
| Average annual salary | -1.82% | -8.9% | 17.5% | -10.9% | (2) | 6.3% |
| ≤ 18 years | (2) | (1) | (1) | (1) | (1) | (2) |
| 18-29 years | -9.0% | 7.2% | -9.2% | -2.4% | (1) | -3.2% |
| 30 - 50 years | 0.9% | -10.61% | 9.2% | -6.7% | (2) | 6.4% |
| ≥ 51 years | -1.7% | -134.7% | 26.7% | -20.9% | (2) | -4.5% |

AVERAGE ANNUAL SALARY GAP BY PROFESSIONAL GROUP

| | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|---|---|---|---|---|---|---|
| President / Vice President | (3) | (3) | (2) | (2) | (2) | (3) |
| Managers | 10.4% | -24.2% | (2) | -5.2% | (2) | (2) |
| Group leaders | (2) | (2) | 13,0% | -9,4% | (1) | (2) |
| Technician | 3.3% | 21.7% | 11.1% | 5.9% | (1) | 8.1% |
| Administration / Staff / Shift Leader | 12.4% | 12.4% | 5.4% | 13.3% | (1) | 8.0% |
| Factory Workers | 2.8% | (2) | 8.7% | 0.1% | (1) | (2) |
| Apprentices | 3.1% | (1) | (1) | (1) | (1) | (2) |

NOTE:: (1) There is no group. (2) Not comparable because there is no representation in one of the groups.
(3) No data is provided because it affects individual personal data. Management staff from KCE are in this situation.
The company is aware to continue working to reduce the gender gap.

Looking at the data by professional group makes it possible to identify areas where the greatest opportunities for improvement are concentrated:

— There are small and stable gaps in technical and administrative roles.

— The positions of president and vice-president cannot be disclosed for reasons of confidentiality.

— Significant variations are observed between companies in the groups of managers and group leaders.

— Among factory workers, the gap is small or negligible in some subsidiaries.

TRENDS IN THE PAY GAP 2024–2025:

| COMPANY | 2024 | 2025 |
|---|---|---|
| KCG | 1.50% | -1.80% |
| QK | -4.00% | -8.90% |
| KCHI | 16.80% | 17.50% |
| KCSA | 7.40% | -10.90% |
| Consolidated | 7.50% | 8.30% |

Consolidated analysis enables the organisation to implement measures aimed at closing the gaps identified, by refining its job evaluation models, expanding pay transparency mechanisms, strengthening training for team leaders, and promoting equitable career development pathways.

# 5.3 Diversity, equity and inclusion (DE&I)

Diversity, equity and inclusion are strategic pillars for Kao Chemicals Europe (KCE). Our commitment is focused on creating a working environment where respect, equal opportunities and the full inclusion of all individuals are essential elements of our organisational culture. Diversity not only reflects social reality, but also drives innovation, creativity, collaboration and business sustainability.

KCE's approach combines structured procedures, specialised training, active listening mechanisms and quantitative metrics that enable progress to be assessed and ensure consistency between commitments and actions. This model ensures that diversity management is cross-functional, measurable and aligned with the Kao Group's values.

**Our approach to DE&I is based on the premise that diversity enriches teams and that everyone should feel respected and treated equally.**

KCE's DE&I strategy is based on ensuring equal treatment and opportunities, regardless of gender, age, background, identity, sexual orientation or any other aspect of diversity. This approach is implemented through:

— Inclusive recruitment and selection processes, based on objective and transparent criteria.
— Fair pay practices, aimed at eliminating unjustified pay gaps.
— Training and awareness-raising programmes aimed at fostering an inclusive culture.
— Active listening techniques, which enable us to identify needs and opportunities for improvement.
— Regular indicators and reports, ensuring rigorous and transparent monitoring.

### DE&I Empowerment Program

In 2025, the Kao Group launched the DE&I Empowerment Programme, a common framework that provides everyone in the organisation with essential knowledge on human rights, diversity, equity and inclusion. This programme incorporates global content and tools to strengthen cross-cultural collaboration, dialogue and psychological safety. The programme serves as a training framework to establish a cross-organisational and measurable culture of inclusion, ensuring that all subsidiaries share a consistent understanding of DE&I principles.

### DE&I Ambassadors

In 2025, the role of DE&I Ambassador was introduced across all companies in the group. Their role involves:

— Adapt and integrate global content to the local context.
— Sharing best practice between regions.
— Coordinate activities with the HCD teams.
— Report on progress through regular reviews.

This network of ambassadors enables us to identify challenges, drive initiatives and ensure a consistent implementation of the DE&I approach across the group.

**La diversidad en KCE se refleja en la variedad de nacionalidades, perfiles profesionales y etapas de desarrollo presentes en la plantilla, aportando una riqueza de perspectivas, experiencias y enfoques que fortalecen la colaboración, la innovación y la capacidad de adaptación de la organización.**

## 5.3 Diversity, equity and inclusion (DE&I)

### Work-life balance and shared responsibility

KCE is reinforcing its commitment to shared responsibility and work-life balance by introducing measures that make it easier to reduce and adjust working hours.

- KCSA: In 2025, a total of 25 people benefited from adjustments to their working hours. Of these, 17 were women and 9 were men. The most common measures include starting work before 7:00 am, which benefits 8 people, and a reduced working day for childcare, which benefits 16 people. In addition, 1 person has requested a reduced working day for family care.
- KCHI: Two employees are on reduced working hours to care for their children – one woman and one man. In addition, four employees have flexible working arrangements, with an equal number of men and women.
- KCG: Six women opted for a reduced working week to care for children under the age of 12. In addition, five men and 23 women have individual flexible working arrangements.
- QK: The Federal Labour Act guarantees minimum rest periods, and QK goes further in promoting a healthy work-life balance by offering employees six additional days off.

### 5.3.1 Company initiatives on diversity

#### KCSA

KCSA has an LGBTIQ+ Committee responsible for developing the LGBTIQ+ Action Plan and the Protocol for dealing with incidents of LGBTIQ+phobia. This plan includes positive measures aimed at:

- Awareness-raising.
- Prevention of discrimination.
- Diversity training.
- Promoting a culture respectful organisational approach.

Key initiatives in 2025:

- Survey on perceptions of LGBTIQ+ diversity.
- Internal information memos.
- Signage in the workplace.
- Installation of LGTBIQ+ information points in prominent locations.

These measures reinforce KCSA's commitment to inclusion and equal treatment.


#### KCHI

In 2025, KCHI ran an awareness-raising campaign by sharing the video "All That We Share", as part of the "12 months, 12 causes" programme and in collaboration with the Equality Commission. Progress was also made in managing LGBTIQ+ diversity, with an initial proposal being drawn up with specialist external support.

Awareness-raising initiatives for the entire workforce are planned for 2026.

#### QK

At QK, the regulatory framework on diversity is based on Mexican law, which guarantees equal treatment, prohibits discrimination in the workplace and promotes inclusion.

Although there is no statutory quota for disability employment in the private sector, QK proactively embraces the principles of accessibility and non-discrimination as cornerstones of its organisational culture.

**Taken together, these initiatives reflect KCE's commitment to fostering a diverse and inclusive workplace culture that is aligned with the Kao Group's ESG principles**

## 5.3 Diversity, equity and inclusion (DE&I)

### 5.3.2 Company initiatives in the area of equality

Equity is a cornerstone of KCE's people strategy. Our initiatives in this area are designed to ensure equal opportunities, address structural inequalities and promote a fair and transparent working environment.

KCSA

KCSA pursues an active equality policy based on its Equality Plan, which is overseen by the Equality Committee, comprising the People Department and the Trade Union Representatives. This body ensures:

— The proper implementation of the measures.
— Monitoring indicators.
— Updating the plan in accordance with current regulations.

The People team at KCSA has undergone specialist training as Equality Officers.



Key initiatives in 2025:

— Awareness-raising activities on key dates (8 March and 25 November).
— Workshop on shared family responsibility.
— Joining the programmes "Empowering Women's Talent y Diversity Leading Company"

These programmes reinforce our commitment to women in leadership and diversity management.

KCHI

KCHI has an Equality Plan overseen by its Equality Committee. In 2025, awareness-raising initiatives were carried out and progress was made on developing proposals to strengthen equality within the organisation.

# 5.3 Diversity, equity and inclusion (DE&I)

## 5.3.3 Company initiatives on inclusion

The inclusion of people with disabilities is a strategic pillar that reflects KCE's commitment to equal opportunities, diversity and the well-being of all employees.

### KCSA

KCSA demonstrates a firm commitment to the employment of people with disabilities, meeting and exceeding the legal requirements set out in the General Disability Act (LGD).

In 2025:

— Seven people with disabilities are part of the core workforce.
— Partnership with four Special Employment Centres (CETs).
— Adapting workstations for health reasons where possible.
— Participation as a partner company at the "Sí i Millor Di-Capacitats" fair in Barcelona.

These measures enable us to exceed the statutory quota of 2% and have a positive social impact on the employment of people with disabilities, going beyond mere regulatory compliance.

### KCHI

KCHI meets the 2% legal quota by directly employing three people with disabilities.
He also works with:

— LaFact, a non-profit organisation that promotes the employment of people with intellectual disabilities.
— Special Employment Centres, by contracting gardening services for their premises.

These initiatives promote labour market integration and contribute to the social development of the region.



### QK

In Mexico, although the regulatory framework does not set a mandatory quota for private companies, QK proactively embraces the principles of accessibility and inclusion, embedding them in its organisational culture and people management practices.

As a demonstration of this commitment, the company has produced a medical handbook with a focus on prevention and monitoring, designed to facilitate the adaptation of working conditions where necessary, and to promote inclusive, safe working environments that respect the individual needs of employees. In addition, there are clear signaFactura correcta.ge and designated areas adapted for people with disabilities and for groups with specific needs, including pregnant women and those who are breastfeeding.

### KCG

At KCG, as in all our subsidiaries, we actively promote the inclusion of people with disabilities within our workforce. We currently employ six people with disabilities.

In Germany, the Disability Act sets out the framework for ensuring this inclusion, guaranteeing that people with severe disabilities can participate fully in the workplace. To support its implementation, the company has representatives of people with disabilities on both the employer's and the employees' sides, who provide guidance, monitoring and ongoing advice.

Furthermore, companies are required to fill a certain number of positions with people with disabilities.
If this target is not met, a financial contribution (Ausgleichsabgabe) is paid as compensation, thereby reinforcing the organisation's commitment to inclusion and a society based on equal opportunities.

## 5.4 Health and safety

Health and safety are a key priority for Kao Chemicals Europe (KCE) and a central element in its relationships with stakeholders. The company has a Health and Safety Policy based on the principles of Responsible Care®, which guides all corporate activities and decisions and ensures compliance with legal and preventive requirements. This policy is available to the entire organisation and is reviewed on a regular basis.

All KCE subsidiaries have occupational health and safety management systems in place. KCG, KCSA and KCHI have systems certified to the ISO 45001 standard. QK operates under a system certified under the Comprehensive Responsibility scheme and has launched a programme to obtain ISO 14001 and ISO 45001 certification through an integrated management system, with completion scheduled for 2026. To this end, external consultancy and new support software have been introduced.

### 5.4.1 Preventive culture

Each KCE subsidiary has specific resources for hazard identification, risk assessment and the planning of preventive measures:

— KCG has an HSE department and safety officers in every department, as well as an external doctor who carries out check-ups and provides advice on occupational health.

— QK has its own preventive healthcare service and an external doctor responsible for medical monitoring.

— KCHI works with an accredited external occupational health and safety service in the four areas required by law.

— KCSA has its own occupational health service, which is part of the Health and Safety Department (HSE), as well as an external primary healthcare unit staffed by doctors and nurses.

Based on risk assessments, each subsidiary plans measures to eliminate or control the identified risks. In addition, Kao sets annual health and safety improvement targets, which each company implements through specific measures.

#### Key initiatives in 2025

— KCG introduced a new powered air-purifying respirator (PAPR), implemented a Last Minute Risk Assessment (LMRA) process and stepped up emergency response training in collaboration with local authorities.

— QK continued to run intensive training programmes, carry out regular inspections and make improvements to the management of special projects. It launched a safety perception survey recommended by Kao and set up suggestion boxes and a ticketing system to channel requests.

— KCHI made progress in implementing the Safety II approach, stepped up training in fire safety and emergency response, and installed automatic load handlers to reduce ergonomic risks.

— KCSA developed a multi-year improvement plan based on five key areas: learning from accidents, raising awareness, the Safety II approach, focusing on high-risk operations, and incorporating new technologies.

KCE offers medical check-ups to all staff, including new recruits and those returning to work after long-term sick leave. The aggregated results enable the company to conduct epidemiological studies and plan preventive campaigns.

#### Consultation and participation

Each subsidiary has established consultation and participation mechanisms tailored to the legislation of each country:

— KCG has an Occupational Health and Safety Committee, a Health, Safety and Environment Committee, and the Safety Circle, with representatives from all departments.

— QK has a Joint Health and Safety Committee with trade union representation.

— KCHI and KCSA have joint Health and Safety Committees that meet quarterly. KCSA also has an Inter-Centre Committee.

Coordination with contractors is managed through business activity coordination systems.

### 5.4.2 Accident rate

KCE works continuously to reduce the accident rate across all its workplaces, strengthening its safety culture and management systems.

In 2025, there were 15 accidents resulting in sick leave among our own staff, accounting for a total of 488 days lost. The most common types of accident were ergonomic issues (33%) and falls (33%).

Accident rates developed as follows:

— The frequency rate rose by 14%.

— The severity rate rose by 51%, mainly due to the length of sick leave associated with musculoskeletal injuries.

— The corporate target for SR (≤ 0.57) was not met.

In 2025, no occupational illnesses were reported at KCE.

KCE

| | 2023 | 2024 | 2025 | ≤ 2025 TARGET |
|---|---|---|---|---|
| Frequency rate (FR) (1) | 8.09 | 6.98 | 7.49 | <= 0.57 |
| Frequency rate for women (2) | 0.00 | 2.73 | 0.00 | - |
| Frequency rate for men (3) | 11.77 | 9.41 | 9.72 | - |
| Severity rate (SR) (1) | 0.30 | 0.15 | 0.24 | - |
| Severity rate for women (2) | 0.00 | 0.11 | 0.00 | - |
| Severity rate for men (3) | 0.43 | 0.17 | 0.32 | - |
| Occupational diseases | 0 | 1 | 0 | 0 |
| Occupational diseases in women | 0 | 0 | 0 | - |
| Occupational diseases in men | 0 | 1 | 0 | - |

(1) FR = number of accidents with lost time (w+m) / hours worked (w+m) · $10^6$; SR = number of days lost per accident (w+m) / hours worked (w+m) · $10^3$ | SR = number of days lost per accident (w+m) / hours worked (w+m) · $10^3$ | The number of accidents with sick leave, the number of days lost per accident and the hours worked correspond to the sum of the values for each of the KCE companies.

(2) FR (w) = number of accidents with lost time (w)/hours worked (w)· $10^6$; SR (w) = number of days lost due to accident (w) /hours worked (w) · $10^3$

(3) FR (m) = number of accidents with lost time (m)/hours worked (m)· $10^6$; SR (m) = number of days lost per accident (m)/hours worked (m)· $10^3$

Days lost per accident: ([accident date]+1) – [Date of medical discharge] in KCG; [Start date of sick leave] – [Date of medical discharge] in QK and KCHI; [Start date of sick leave] – [Date of medical discharge] + 1, in KCSA.

| | KCG | | | QK | | | KCHI | | | KCSA | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| FR | 6.29 | 2.09 | 8.25 | 5.85 | 9.73 | 7.79 | 9.22 | 3.07 | 9.42 | 10.56 | 10.16 | 5.89 |
| $FR_w$ | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.08 | 0.00 |
| $FR_m$ | 8.42 | 2.76 | 10.92 | 6.71 | 10.91 | 8.73 | 11.75 | 4.00 | 12.64 | 23.25 | 25.17 | 8.25 |
| SR | 0.04 | 0.01 | 0.19 | 0.07 | 0.10 | 0.32 | 1.01 | 0.01 | 0.57 | 0.30 | 0.34 | 0.08 |
| $SR_w$ | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.16 | 0.00 |
| $SR_m$ | 0.06 | 0.01 | 0.25 | 0.08 | 0.12 | 0.36 | 1.29 | 0.02 | 0.77 | 0.66 | 0.77 | 0.11 |
| Occ Dis. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Occ Dis.$_w$ | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Occ Dis.$_m$ | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |

w: mujeres;

m: men.

Occ. Dis.: occupational diseases.


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## 5.4 Health and safety

### 5.4.3 Health promotion

KCE promotes initiatives to raise awareness and encourage healthy lifestyles among its staff, their families and local communities. These initiatives complement occupational health programmes and help to improve physical and mental wellbeing.

Key initiatives in 2025

KCG

KCG organised vaccination campaigns, promoted cycling to work, ran yoga classes and stepped up first-aid training. It also held a Health Week featuring daily activities, training sessions and presentations by experts, including training on ergonomics and healthy eating. These initiatives were accompanied by participatory activities, such as the 'Homerun' charity run, practical sessions on eating habits and yoga classes, which demonstrate the workforce's commitment to an active and healthy lifestyle.

QK

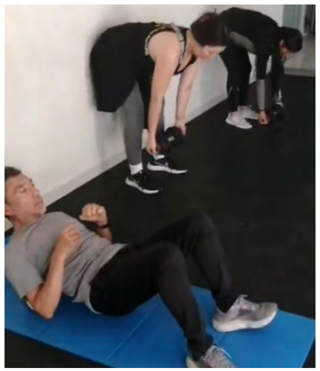
QK has established health promotion as one of its key priorities. The company has a corporate gym and runs a nutrition programme open to all staff, which encourages healthy eating and physical activity tailored to each individual's abilities. The subsidiary has an athletics team that takes part in various races in the Guadalajara urban area, acting as host for the Health Run organised by the El Salto Industrialists' Association and the KAO Family Run. Sessions of the "TANITA" programme complement these initiatives, reinforcing the adoption of healthy habits.

Participants in the "Homerun" charity run.


Sessions on healthy eating.


Yoga classes to improve physical and mental health

Part of the athletics team during a weekly training session.


Exercise session from the "TANITA" programme.

Training in the use of automated external defibrillators.

Firefighting training.

Virtual reality workshop:
"The Climb to Wellbeing".

Padel Day.

Training in alcohol and drug prevention (virtual reality).


Winner of the "Microbiota" competition.

### KCHI

KCHI organised a range of activities as part of the Responsible Care programme ("12 months, 12 causes"), aimed at promoting healthy lifestyles and encouraging active staff participation. These included a healthy recipes competition, a course on good posture and a charity padel tournament. These initiatives were complemented by practical training in firefighting and the use of automated external defibrillators, which strengthen emergency preparedness and contribute to a more robust culture of prevention.

### KCSA

Through its 'CUIDA'T' programme, which this year focused on 'Protect your brain', KCSA organised activities centred on emotional wellbeing and cognitive health. These included breathing workshops, wellbeing sessions, training in addiction prevention using virtual reality, and a competition on mental health and the microbiome. These initiatives help raise awareness of the importance of healthy habits and emotional balance.

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## 5.5 Relations with staff and their representatives

At Kao Chemicals Europe (KCE), managing our relationships with our workforce and their representatives is a cornerstone of the organisation's sustainable development. Our approach is focused on creating an inclusive, participatory working environment based on mutual respect, where structured and ongoing dialogue forms the basis for decision-making and improving the working atmosphere.

The company guarantees the freedom of association and the right to collective bargaining, strengthening communication between management and employees through committees, representatives and forums for dialogue that are tailored to the regulations and specific circumstances of each country and workplace. This approach goes beyond mere legal compliance, fostering trust, transparency and cooperation, and contributing to long-term social and labour sustainability.

KCE has a framework for industrial relations based on:

— Ongoing and structured dialogue between management and the workers' legal representatives.
— Active involvement of works councils and trade union representatives.
— Collective bargaining tailored to the regulations of each country.
— Formal and informal consultation spaces, where work-related, organisational and social issues can be discussed.
— Transparency and cooperation, as guiding principles for the relationship between the company and its staff.

This model enables organisations to anticipate needs, manage occupational and social risks, and strengthen internal cohesion.interna.

**At KCE, fostering strong relationships with our staff and their representatives is fundamental to our organisation.**

The Kao European Forum is held annually and serves as a meeting place for:

— The European leadership.
— The senior management of the various subsidiaries.
— The works council of each of them.

The aim of this forum is to build relationships based on trust that foster constructive dialogue and effective cooperation between all parties.

In 2025, the meeting took place in September and was held online, with all the group's subsidiaries actively participating.


## 5.5 Relations with staff and their representatives

### 5.5.1 Social relations by company

The following section details how social relations operate within each of the companies within the KCE scope, in accordance with their regulatory and organisational framework.

KCSA

KKCSA has a robust framework for stakeholder engagement, based on:

— 3 Works Councils, one for each site: Olesa, Mollet, Barberà.

These committees act as bodies representing and involving staff, facilitating two-way communication and the management of industrial relations at the workplace level.

Corporate negotiation platform.

In 2025, the Negotiating Committee took part in the KCSA initiative to establish a corporate bargaining platform, with the aim of:

— To participate jointly in the negotiation processes.
— To drive improvements in various areas of application.
— Standardise employment criteria.

As a result of this process, a preliminary agreement was successfully signed on 28 November 2025 by the Negotiating Platform, setting out improvements applicable to the years 2025, 2026 and 2027.

This agreement strengthens job security and cooperation between the company and employee representatives.

KCHI

At KCHI, we promote structured collaboration through:

— Quarterly meetings with the Works Council.
— Participation in joint working groups in areas such as: training, job descriptions, work schedules, sustainability (ESG).

These spaces encourage:

— Negotiations are ongoing.
— Active staff participation.
— Improving well-being at work.
— Anticipating organisational needs.

QK

At QK, social dialogue and staff participation are organised through formal and regular negotiation and consultation processes.

Collective Labour Agreement (CLA) Review Committee

This committee meets annually with representatives of the workforce and the company in order to:

— Review pay rises for unionised staff
— Update employee benefits every two years

Profit-Sharing Committee

It is convened annually to jointly review the distribution of profits among employees, ensuring transparency and fairness in the process.
QK combines two types of employment contract: individual employment contracts and collective bargaining agreements (CBAs) for unionised staff.

As at the end of December 2025, 47% of the workforce were union members.

This dual structure ensures legal protection for all workers, whilst allowing for tailored or standardised conditions as appropriate.

## 5.5 Relations with staff and their representatives

Overall, at KCE, the management of relations with staff and their representatives makes a significant contribution to the stability of industrial relations, the mitigation of social risks and the company's long-term social sustainability.

KCG

At KCG, the Works Council operates in accordance with the German Works Constitution Act (Betriebsverfassungsgesetz – BetrVG), ensuring:

— A fair balance of interests between management and staff.
— Active involvement in key decisions.
— Transparency in workplace processes.

For key issues, binding corporate agreements are established, setting out clear rules and a robust framework, thereby strengthening:

— Trust.
— Cooperation.
— Staff wellbeing.
— The organisation's sustainability.

### 5.5.2 Coverage under collective agreements and the regulatory framework

Regulatory coverage under KCE varies depending on the country and the applicable legislation:

Spain (KCSA and KCHI)

— Implementation of the General Collective Agreement for the Chemical Industry (21st Edition).
— 100% coverage of workers.
— Harmonisation between sector-specific regulations, Spanish legislation and internal management.

Germany (KCG)

— Collective Agreement for the German Chemical Industry.
— Internal company agreements specific to the workplace

Mexico (QK)

— Individual employment contract.
— Collective labour agreement (CLA) for unionised staff.
— 47% of the workforce are union members.

This framework ensures that all workers are protected by clear, up-to-date rules that are consistent with the legislation of each country.

## 5.6 Internal communication

Internal communication is a key element of Kao Chemicals Europe's (KCE) people management strategy. A transparent, accessible and two-way flow of information helps to strengthen cohesion, encourage active staff participation and foster a corporate culture based on trust, collaboration and alignment with the Kao Group's values.

KCE maintains an open and ongoing dialogue with all its employees, using a variety of channels and tools to ensure that information is communicated clearly, in a timely manner, and tailored to the needs of each subsidiary and workplace.

**This multi-channel approach strengthens trust, cohesion and commitment within teams, ensuring that every individual plays an active role in building a sustainable working environment that is aligned with the group's values.**

### 5.6.1 Corporate internal communication channels

To ensure an effective flow of information, KCE has a range of corporate channels through which it communicates news, policies, procedures, initiatives and content relevant to staff:

- Kompass (Corporate Intranet): A centralised platform where news, policies, procedures, corporate documents and key resources are published. It provides all subsidiaries with access to up-to-date and consistent information.
- Corporate website: An open platform featuring institutional information, relevant updates and content that reinforces the group's identity and reputation.
- Local intranets: Tailored to the specific needs of each subsidiary, they enable the management of internal communications, operational information and content relevant to each country or site.
- Information boards in the workplace: These ensure that all staff have access to information, particularly in operational environments where digital access may be limited.
- Regular meetings: Meetings between trade union representatives, works councils, teams and middle management that strengthen social dialogue and direct communication.
- Digital channels and internal newsletters: Collaborative tools that enable real-time communication, the sharing of news and the reinforcement of corporate culture.

## 5.6 Internal communication

### 5.6.2 Internal communication within the company

Each KCE subsidiary tailors its internal communications to its own organisational context, thereby strengthening overall consistency whilst addressing the specific needs of its workforce.

Kompass: Corporate Intranet

Local Intranets

Web corporate

Information panels

Meetings between union representatives and the rest of the staff

**KCSA**

In 2025, KCSA placed particular emphasis on strengthening internal communication by working with a specialist external consultancy.

This work led to progress in the development of two key tools:
— Internal Brand Guidelines.
— Internal Communications Manual.

Both documents form the basis for establishing a coherent, consistent corporate culture that is aligned with the group's ESG values. Their implementation will improve the clarity of messages, internal identity and the effectiveness of communication channels.

**QK**

QK has strengthened its internal communication model through active listening and direct staff involvement.

Internal surveys.
Regular surveys are conducted among the entire workforce in order to:
— Gather feedback on service areas.
— Assess the performance of equipment.
— Organise corporate events.
— Assessing the working environment.
This process helps to strengthen internal governance and the well-being of employees.

Physical communication boxes.
QK has four physical post boxes located at strategic points around the site, where staff can send confidential messages:
— Complaints.
— Suggestions.
— Incidents.

Only the President and the Deputy Director of Human Resources have access to these inboxes, ensuring that the information received is handled in a transparent, responsible and confidential manner.

**KCHI**

KCHI has continued to strengthen its internal communication channels with the aim of ensuring a swift, accessible and consistent flow of information for the entire workforce.

Setting up corporate email accounts.
In 2025, corporate email addresses were introduced for all staff, enabling:
— Direct access to information.
— Consistency in communications.
— Greater interaction between teams and departments.

Wider use of Microsoft Teams.
KCHI is promoting the use of Microsoft Teams as a corporate platform, particularly for:
— Content distribution.
— Communication between teams.
— In-house training.
— Publication of briefings on technical topics such as: IT, digital security, and best operational practices.

These initiatives enable information to be shared in a more dynamic, practical and accessible way, making it easier to access knowledge that is useful in everyday life.

**KCG**

At KCG, all relevant information is published centrally and across the organisation on the myKCG intranet, ensuring:
— Timely communication
— Consistency in messaging
— Transparency of information
— Equal access for all staff

Furthermore, open and regular communication between management and the Works Council is essential for:
— Maintaining trust
— Ensuring legal compliance
— To facilitate informed decision-making
— Strengthen cooperation between the company and its staff

## 5.7 Talent development

At Kao Chemicals Europe (KCE), talent development is a strategic priority for ensuring business sustainability, the continuous updating of skills, and the organisation's ability to adapt to a constantly changing environment. Training, continuous learning and performance management are key pillars that enable us to strengthen our workforce's skills, drive innovation and ensure long-term competitiveness.

**The training programme is reviewed on an ongoing basis to address identified needs and ensure compliance with internal standards of excellence.**

KCE's commitment to professional development is rooted in a vision of responsible people management that promotes growth, equal opportunities and readiness to tackle future challenges. In this way, we promote a learning model that not only enhances current performance but also strengthens organisational resilience and has a positive impact on the wider community.

### 5.7.1 Model for training and continuous learning

KCE has a structured training management model designed to ensure both regulatory compliance and continuous professional development. This model is organised around:

- Systematic identification of training needs in relation to job roles, processes and applicable regulatory frameworks.
- Development and implementation of the Annual Training Plan, which serves as a key tool for planning, monitoring and control.
- Compulsory training and professional development courses, delivered in both face-to-face and online formats.
- Corporate tools that enable the recording and tracking of training undertaken.

This approach ensures that people have the knowledge and skills needed to perform their duties to a high standard, safely and efficiently, aligning learning with the organisation's strategic needs and promoting employability and innovation.

### 5.7.2 Key learning areas

The Annual Training Plan sets out a range of training initiatives organised into various key areas, designed to address both the organisation's current needs and future challenges:

- Technical and soft skills: Sector-specific technical training, which is essential to ensure that individuals have the skills required to perform their roles effectively and safely.
- Health, Safety and Environment (HSE): Measures aimed at preventing occupational risks, protecting health, ensuring personal safety and complying with the environmental standards specific to the chemical sector.
- Quality and Quality Assurance (QA): Training designed to strengthen compliance with regulatory requirements, quality standards and procedures relating to production processes.
- Sustainability and ESG criteria: Training designed to foster a responsible corporate culture in line with the Kao Group's global commitments.
- Diversity, Equity and Inclusion (DE&I): Training that helps to foster a working environment based on respect, inclusion and equal opportunities.
- Regulatory compliance and business ethics: Training initiatives designed to promote ethical behaviour, understanding of corporate policies and adherence to The Kao Way.
- Interpersonal, communication and leadership skills: Training designed to strengthen collaboration, team cohesion and the ability to adapt to changing environments.
- Digital and technological skills: Training required to support digital transformation and the evolution of processes, systems and ways of working.

### 5.7.3 Training 2025: Roll-out of the Kao Academy corporate LMS

In 2025, KCE made progress in strengthening its corporate learning model through the gradual roll-out of the corporate Learning Management System (LMS), Kao Academy, as a common platform for certain key training initiatives, particularly those that are mandatory and cross-functional.

At KCSA, Kao Academy has established itself as the primary tool for training management, enabling:

— Greater traceability of training compliance.
— Uniform access to critical content.
— Centralised record of training completed.

Across the rest of KCE's subsidiaries, the platform is being rolled out gradually for specific training initiatives, ensuring a consistent approach to key content and greater coherence in learning management.

**15,469**
Training hours

**81%**
From the KCE staff

**468,952€**
Investment in training

**920**
Trained staff

Digitisation of key content.

In 2025, the training course "Living Integrity at Kao" was digitised and integrated into the corporate LMS.

— It became available to KCSA in 2025.
— In 2026, this will be extended to the rest of KCE's subsidiaries.

This content, which focuses on ethical and compliance principles aligned with The Kao Way, serves as a cross-cutting training pillar designed to reinforce ethical behaviour, promote psychological safety and foster a responsible corporate culture.

The roll-out of the training programme is accompanied by systematic monitoring of training activities, which enables an assessment of its scope, effectiveness and annual progress. In 2025, training activity totalled 15,469 hours, representing an increase on previous years and confirming the intensified investment in training. Of this total, 11,888 hours were for men and 3,582 hours for women, reflecting an increase in both groups and growing participation across the workforce as a whole.

HOURS OF TRAINING

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Men | 11,695 | 10,179 | 11,888 |
| Women | 3,081 | 2,852 | 3,582 |
| TOTAL | 14,776 | 13,031 | 15,469 |

## 5.7 Talent development

The breakdown by subsidiary shows an active presence tailored to the needs of each centre: KCSA accounted for 7,205 hours, followed by QK with 4,718 hours, whilst KCG recorded 1,833 hours, KCHI totalled 1,607 hours and KCE IND recorded 108 hours.

% OF PEOPLE TRAINED

| | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|---|---|---|---|---|---|---|
| Men | 37 | 94 | 89 | 96 | 100 | 83 |
| Women | 33 | 97 | 100 | 100 | - | 66 |
| TOTAL | 36 | 94 | 91 | 97 | 100 | 84 |

The average number of training hours per person shows a balanced distribution between the sexes, with 16.86 hours for men and 16.66 hours for women. Among subsidiaries, QK stands out with the highest average (20.60 hours) and KCHI with the lowest (10.10 hours), reflecting differences linked to operational needs and the nature of the training content at each centre.

AVERAGE HOURS

| | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|---|---|---|---|---|---|---|
| Men | 19.17 | 18.18 | 8.67 | 18.80 | 13.4 | 16.86 |
| Women | 20.62 | 37.31 | 14.68 | 11.88 | - | 16.66 |
| TOTAL | 19.49 | 20.60 | 10.10 | 16.76 | 13.4 | 16.81 |

### 5.7.4 Leadership development and corporate culture

In 2025, KCE significantly strengthened its approach to talent development through new strategic initiatives designed to foster a more capable, ethical and sustainable corporate culture.

KCE Board ESG Programme

A specific ESG training programme was rolled out for the KCE Board, with the aim of:
— Strengthen the capacity of the highest governing body to integrate environmental, social and governance criteria into its strategic decisions.
— Align executive leadership with the Kao Group's global standards.
— Strengthen a management model based on accountability, transparency and sustainability.

Strengthening ethical culture

The digitisation of the "Living Integrity at Kao" training programme and its integration into the corporate LMS help to:
— Encourage ethical behaviour.
— Promoting psychological safety.
— To foster a responsible corporate culture.
— Align the entire organisation with The Kao Way.

### 5.7.5 Talent Management System (TMS)

In 2025, KCE carried out an update to its Talent Management System (TMS), focusing primarily on the overhaul of the individual objectives module. This improvement forms part of KCE's commitment to:
— Transparent and consistent performance management
— The optimisation of processes related to human capital development
—The standardisation of assessment criteria

The TMS has been in use within the Group since 2009 as a key tool for comprehensive talent management, covering:
— Setting and monitoring targets
— Performance appraisal
— Skills development
— Career planning

# 5.7 Talent development


Rollout planned for 2026

By 2026, we plan to make progress on the design and roll-out of the corporate competencies linked to The Kao Way, which will form a common framework for:

— Performance appraisal
— Identifying potential
— The consolidation of organisational culture

This development will help to ensure consistency in the assessment processes and guarantee that decisions are based on objective criteria.

## 5.7.6 Relational leadership model

During 2025, KCSA implemented the Relational Leadership Model with its management team and the Executive Committee. This initiative forms part of the corporate strategy aimed at:

— Strengthening leadership skills
— Improving the quality of interpersonal relationships
— Promoting work environments based on trust
— To promote collaboration and effective communication
— Strengthen the leader's role as a facilitator of professional development

The roll-out of the model has enabled progress towards a leadership style more closely aligned with KCSA's cultural values, reinforcing the role of leaders as key drivers in the responsible management of people and the promotion of organisational well-being.

**Talent development at KCE is established as a strategic pillar that drives business sustainability, innovation and competitiveness. Through a robust training model, advanced corporate tools, leadership programmes and a culture based on integrity and continuous learning, KCE ensures that its workforce is equipped to tackle both current and future challenges.**