



Human Resources policy

Approved by Management Committee on 2026/06/15.

Note: This policy is released in English. In case of divergence between the English version and other translated versions, the English version will prevail.

Scope

This policy applies to **all employees of Adhex Group's entities**. We strongly encourage our business partners to adopt and promote the commitments of this policy within their environment.

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1. Introduction

The growing challenges the Adhex Group is facing require the implementation of a set of policies to meet the expectations and strategic orientations of our management committee.

Adhex is a market leader in technical adhesive solutions and stands as an active promoter of ethics and sustainability in all its forms. In support of these goals, which are materialised by Adhex's commitment towards the 10 principles of the United Nations' Global Compact, the United Nations Development Goals, amongst others and will work with its suppliers to:

1. Operate a fair and responsible supply chain that supports its corporate policies in the field of sustainability, whether in social matters (e.g. health and safety and the other labour rights; human rights), environmental or ethical topics.

2. Enhance partnerships along our value chain and develop procurement solutions in line with customers, regulatory and wider stakeholders' needs and expectations.
3. Create long-term value and reduce risk for its business, suppliers and stakeholders. The Adhex Group's performance highly depends on building long-term partnerships: this implies an economic balance between the stakeholders as well as the promotion of a collaborative approach (e.g., co-development, encouraging innovation).
4. Increasingly rely on a supply chain achieving strong and verified sustainability performance.

We will achieve these objectives by setting responsible and sustainable standards and targets, by collaborating, innovating and embedding sustainable sourcing and purchasing into our business processes, assessment methods and performance monitoring systems.

"our ambition is to be a worldwide reference as a sustainable industrial company, a responsible employer and an innovative producer of special adhesives. Adhex is ready to take on its responsibilities with determination. This is the Adhex way of doing things right."



Roland de la Brosse

President of Adhex Group

2. Purpose

We recognise that women and men are our main asset. Committed and knowledgeable employees are the driving force behind our successes.

We pay an extreme attention to the quality of the dialogue within the organization, to acknowledging and valuing the contributions of each of our employees. This shows through in **our 3 Principles of Action:**

- **integrity**
- **the pre-eminence given to respect for the human person**
- **trust**

The Human Resources management at Adhex is based on a long-term vision that emphasis professional development and employee well-being. We aim to create a work environment that attracts talents, fosters development, allows individuals to maintain their uniqueness, and ensures they feel valued.

Purpose

This Human Resources policy set out the principles of actions and behaviour in relation to all employees to make of Adhex a responsible employer.

This policy states our position on the expected quality of the relationships at work, on the opportunities to growth in the company, on the recognitions program, on diversity, equity and inclusivity principles, on the employees' dues and rights, and more broadly on the transparency in the continuous dialogue.

It defines a foundation of commitments and helps ensure that we all embody the company culture and **its 4 core values** in our daily job:

- **Customer focus**
- **Team spirit**
- **Technical creativity**
- **Persistence**

It also responds to stakeholders' expectations for more transparency.

3. Articulation with national laws

Generally, Adhex entities respect the national law of the countries where we conduct our activities.

In these Human Resources policy, we respect local legislation and customs.

Between this policy and the rules derived from national law, we could prioritise the most protective standards if the local legislation and established company practices are respected.

4. Shared responsibility

Every employee is responsible for implementing this policy. Managers have an additional role in this regard: together with the Human Resources department, they create a work environment that actively supports the application of those Human Resources principles.

5. Our commitments in terms of Human Resources

Social dialogue and human relationships

The International Labor Organization (ILO) describes social dialogue as "all types of negotiation, consultation, or simply exchange of information between, or among, representatives of governments, employers, and workers, on issues of common interest relating to economic and social policy". We consider freedom of association, representation, and social dialogue as fundamental rights that must be respected everywhere.

Adhex wants to continuously listen to its employees and practices an open doors policy with all the management team. Physical meetings between employees and the Management Committee are held at least twice a year to present the companies' outcomes and to provide time and space for direct questions and answers about the business strategy and achievements. We consider as extremely important that each of our employee feels good at its work's environment. We like organising social and friendly events - open to all - around Art, Culture, Gastronomie or Sport providing informal timeslots for exchanges.

Those direct exchanges are completed by the yearly open discussions and dialogues we conduct with our employees to take the pulse of the company.

We intend to ensure regular and safe social dialogue to build consensus amongst all the employees integrating the employees' representatives (e.g. trade unions, works councils, Health and Safety Committee) in the discussion. It helps resolve issues faster and encourages the change to adapt ourselves to the global and local workforce expectations.

Recruitment, Hiring and Integration

We aim to be the preferred employer for both current and future employees.

The talents recruitment process is based on skills, values, performance, and potential, and Adhex counts on each leader to be fair and equitable when making a hiring or promotion decision to help advance its overall goal to create a skilled and diverse workforce for the future. To check and mitigate hidden bias in its main human resource programs, Adhex has built in reminders and prompts for moments that matter, including performance and salary review processes.

Working hours, holidays, flexibility

Adhex respects the national law of the countries where we conduct our activities. In matters of working hours, between this policy and the rules derived from national law, we prioritise the most protective standards.

Holidays and flexibility. Adhex reaffirms its commitment to offering a flexible work model that supports a healthy work-life balance. We are convinced that it can contribute to prevent stress related risks.

Family leave. Adhex supports all employees with personal time at critical life stages and empowers them to manage their unique life and work so that they can be at their best.

Performance and development review

We foster a culture in which mutual expectations are shared and assessed against reality. Feedback plays a key role in this process. At least once per year, employees and managers meet to review the performances and achievements based on facts and on a SMART approach (SMART: Specific, Measurable, Assignable, Realistic, Time-bound). This is also the opportunity to assess the potential development of the employee and to establish the yearly objectives aligned with the business strategy.

Learning, talents and career development

Learning. Learning is part of Adhex's culture. We are committed to the continuous development of our employees. Each manager has the duty to act as a mentor for his employees. This is part of our team's spirit. We invest in training and development in addition to mandatory training (for example safety) and on additional areas that we identified as potential growth for our employees' carrier.

For the specific case of our managers and Executives, we impose them a series of trainings on the risks associated with compliance, Human Rights, Business Conduct and Ethics. We believe in the power of exemplarity, and it starts with the highest hierarchic position of our organisation.

Talents. We also encourage our people to actively develop their talents and competencies to support broad employability, anticipate and adapt themselves to the new market trends and to strengthen their engagement across the organization. We intend to provide to each of our detected high-potential talents a career development proposal.

Career development. We strive to make the most of our employees' potential. We challenge and on the same time we support our employees to shape their careers in line with their potential and ambitions while considering their work

preferences and the stage of their life. We promote open discussion to fulfil a long-term well-being and vitality in the organisation. Promotions will exclusively be based on competences, insight, performance and potential with the exclusion of any consideration for origin, race, nationality, gender, religion or age.

Equity, diversity, inclusivity

We recognize that diversity comes in many forms, visible and non-visible and we strive to create an inclusive work environment where everyone enjoys equal rights and opportunities, regardless of race, skin colour, nationality, origin, national or ethnic background, disability, religion or belief, sexual orientation, age, financial status, marital status, political opinion, trade union affiliation, health condition, physical or genetic characteristics, birth, social background or gender.

Behaviours that contradict these principles will not be tolerated.

Focus on gender diversity. Adhex has stated ambitions on increasing female representation in the overall workforce and seeks to engage all genders in the journey.

Focus on generational diversity. Adhex seeks to foster life-long career development and knowledge exchange for and across all generations to boost learning and innovation. We are committed to creating new opportunities for the next generation through apprenticeships, internships and PhD-thesis. We are equally committed to supporting talent in the later stages of their career to have meaningful and fulfilling development, and to recognize and leverage their unique expertise and experience to boost learning and innovation across generations.

Discrimination and harassment. Adhex's ambition aims to offer equal opportunities to everyone, everywhere. We want our employees – no matter who they are, or where they live in the world – to feel uniquely valued and safe to contribute their best, free from harassment, victimization, and discrimination of any kind.

Compensation and benefits

We believe in fair rewards, recognition, and differentiation for employees who contribute to the success and live the values of the Company. By putting recognition at the center of a high-performance ambition, employees feel engaged and motivated to do more.

Fair wage. Fair and equitable pay is a core component of Adhex compensation philosophy, in line with the principle of equal pay for equal work. Adhex ensures that all compensation and benefits decisions are based on the principles follow local statutory and collective agreements. We commit to pay our employees at least the minimum legal wage applicable in the country of operations.

Competitive benefits package. Adhex offers a portfolio of benefits to care for employees' needs at each life stage. It covers access to healthcare, family leave, and life cover and provide peace of mind to employees and their dependents:

Parental leave. See above.

Medical care program. Depending on the country of operations, our employees can benefit from special discount of the medical care program.

Private pension plan. Depending on the country of operations, our employees may benefit from special conditions to access to private pension plans.

Subsidised food. Depending on the country of operations, our employees may benefit from special lunch tariffs at the local canteen.

Complementation, sick pay. Depending on the country of operations, our employees may benefit from special tariffs and conditions for the complementation program and the sick pay.

Confidentiality and data privacy

Adhex supports the fundamental rights to protect an individual's data privacy for its employees and third parties (suppliers, sub-contractors, customers, business agents etc.). We are committed to protect any individual's personal information. To this aim, an effective data protection governance framework has been put in place to ensure the protection of personal information and mitigate the risk of data exposure. It includes teams, processes, tools, and controls addressing data protection obligations.

Work-life balance and life-quality at work

We believe that the employee's private and professional life should have a good balance. This is important to Adhex. Not only because it reinforces our employee's satisfaction, loyalty and enhances productivity but also because it positively reflects on Adhex's attractiveness. It helps retaining our talents and reconciles economical imperatives with wellbeing.

We support the employees who wish to take an active part in the life of the community or by assuming responsibilities in professional, civic, cultural, artistic, sports or voluntary organisations.

In the same spirit, we encourage flexible working conditions whenever possible and encourage its employees to have interests and motivations outside working hours.

Adhex invests on a regular basis to continuously improve the working conditions of its employees. This is an essential point of attention to prevent from the stress and from psychosocial risks associated with our current lifestyles. It considers amongst many others item, the ergonomic materials at the workplace, the reduction of the pollutions emissions such as noise, dust, lighting systems, high temperatures amplitudes, break rooms arrangement, etc.

Rights to disconnect

According to the European Law Institute, the right to disconnect is "the right of workers not to engage in work-related activities or communications by means of digital tools (including inter alia smartphones, tablets, laptops and desktop computers) or other communication tools outside working time." Adhex supports it to protect the physical and mental health of all our workers, by effectively ensuring workers' rest time and promote work-life balance.

Disciplinary measures

In the event of significant violations of the Human Resources policy and more globally of the Human Rights policy, disciplinary measures may apply.

Once the search is complete, the management may take steps to ensure that appropriate measures may apply depending on local disciplinary policies and law. According to the local company's internal regulations, they can take the form of disciplinary measures decided by the relevant managers together with Human Resources, or by the Management Committee for the most sensitive cases, or remediation measures (such as launch a specific audit, review a process, perform training, etc.). In addition, external actions can be taken, such as legal proceedings.

End of contract

We want to create a work environment where our employees enjoy working, where attention is paid to resilience and support during difficult phases of life, but where consistent action is also taken in the event of undesirable behaviour, substandard performance, and breaches of agreements.

6. How do we implement it in our business

Cascading of policy in local internal regulations

This Group policy is a shared set of principles that are adapted locally in each of the group's entities. Its principles are specified in the documents currently in force at the site, while adhering to the hierarchy of norms peculiar to each country, the necessary legal forms (policy, charter, annexe to internal regulations...), and the social calendar (consultations, communication, deployment...).

Employee satisfaction survey

Adhex is concerned with the quality of the work environment and constantly seeks to monitor and improve its internal practices. Therefore, we encourage each employee to participate in our called "Employee satisfaction survey" and establish an open dialogue to raise improvement proposals and suggestions. Ideas might transform into action plans throughout the year.

7. Governance and communication

Governance

This policy is presented by the President of Adhex and by the Head of Human Resources to the Management Committee.

Acting as business partners, the Human Resources manager advises and offers solutions which results in positive impact on the organisation's effectiveness.

Furthermore, the Human Resources manager proposes best practices and provides state-of-the-art support and counselling to her/his colleagues. Together they act as co-responsible partners for all Human Resources matters.

The Management Committee oversees the respect of Human Resources policy within the Group.

Communication

We promote open and transparent communication about our progress and challenges in a regular and transparent manner with employees, managers, social partners, and all other stakeholders. We encourage consultation and bottom-up ideas at every level.

Communication on severe cases

In the event of significant violations of human rights or ethics, as well as environmental violations and hazards (such as pollution, floods, and so on), or In

the event of any breach of this Policy, we expect our stakeholders and each individual to notify us promptly, to collaborate with communities to minimise local impacts, and to inform us about Adhex's ability to comply with its own commitments.

A professional alert system is in place to collect reports of negative impacts. See our whistleblowing line: <https://whistleblowing.adhex.com/>

Note: No discriminatory measure or disciplinary sanction may be taken against a whistleblower who has made a report in good faith and without financial compensation.

8. Monitoring and review

Monitoring

This policy forms an integral part of Adhex's policies management and is submitted to our internal evaluation procedure which includes the follow-up of performance indicators. It is based on a process of continuous improvement.

Review

Adhex will periodically review this policy and the implementation programme, with respect to its suitability and effectiveness. It is therefore subject to revision from time to time as necessary.

9. References

Adhex references

- Adhex Code of Ethics | [Code of Ethics | Adhex](#)
- Adhex Code of Business Conduct for suppliers
- Adhex Human Rights policy
- Adhex Quality, Health, Safety and Environmental policy

International references

- United Nations Universal Declaration of Human Rights | <https://www.un.org/en/about-us/universal-declaration-of-human-rights>
- United Nations' Human Rights Charter | [udhr booklet en web.pdf](#)
- United Nations' Global Compact | [The Ten Principles | UN Global Compact](#)
- International Labour Standards | [International Labour Standards | International Labour Organization](#)

- The International Labour Organisation's (ILO) Declaration of Fundamental Principles and Rights at Work | <https://digitallibrary.un.org/record/1491423>
- United Nations Sustainable Development Goals | [THE 17 GOALS | Sustainable Development](#)