

Human Resources Management Policy

For Ghella, human capital is a key driver of competitiveness, innovation, and sustainable growth.

We **f**irmly believe in our people. We foster a workplace built on trust, transparency, and collaboration, and we actively encourage a professional environment that prioritises wellbeing and outstanding performance.

Our commitment is demonstrated through clear and concrete actions:

Attracting, developing, and valuing talent

- We attract new talent and retain our people, showcasing their distinctive skills and supporting coherent and motivating career paths.
- We guarantee a transparent recruitment process aimed at selecting high-value resources and creating the conditions for everyone to express their full potential.
- We offer structured training programmes, accessible to all, along with development initiatives designed to strengthen technical, interpersonal, and managerial capabilities.
- We invest in the development of specialist skills to support continuous innovation and technological progress across our projects.

Quality of the working environment

- We ensure fair working conditions where respect is paramount, with working hours and remuneration compliant with the regulations of the countries in which we operate, and we guarantee appropriate social security protections.
- We promote open and continuous dialogue with employees and trade union representatives, fostering a climate of listening and collaboration.
- We ensure fair and appropriate remuneration, recognising the merit and commitment of our people.

Health, safety, and wellbeing

- We actively support health, safety, and wellbeing in the workplace, in line with our Health and Safety Policy.
- We encourage a healthy work-life balance, promoting initiatives that enhance individual and collective wellbeing.

Inclusive culture

- We condemn all forms of discrimination. We do not permit differential treatment based on age, disability, injury, ethnicity (including race, colour, and nationality), gender or gender identity, religion or belief, sexual orientation, marital status, family circumstances, pregnancy or maternity.
- In line with our *Equality, Diversity and Inclusion (EDI) Policy* and our Gender Equality Policy, we promote an inclusive and fair corporate culture in which diversity is respected.

Feedback and continuous improvement culture

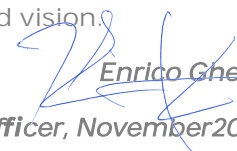
- We promote constructive feedback within teams, nurturing a culture of continuous improvement and active participation.

We implement our Corporate Sustainability Plan by working towards measurable objectives, where coherence, transparency, and progress are monitored and guaranteed by our corporate governance structure.

This Policy applies to all Ghella's operations worldwide; we therefore expect all our partners, suppliers, and subcontractors to fully comply with and support the principles set out herein.

The Policy is communicated to every new Ghella employee as part of the onboarding process and is available on the company intranet and our institutional website.

The Human Resources Management Policy is reviewed annually during the Management System Review to ensure that it remains continuously aligned with Ghella's mission and vision.



Enrico Ghella

President and Chief Executive Officer, November 2025