



04

SOCIAL

VALUE OF PEOPLE

- 4.1. Our people
- 4.2. Community relations





20,202 professionals (average headcount in 2024)

50% presence of women on governing bodies
38% of headcount

73% of staff covered by ISO 45001

1,501 professionals with an engineering profile

30 hours of training per person

€44.79 contribution to society per employee

Reduction of workplace accidents: - **15%** in the overall frequency rate

MATERIAL TOPICS

- Working conditions
- Equal treatment and opportunities for all
- Other work-related rights
- Communities' economic, social and cultural rights

SDGs



Our people

- **New talent attraction and retention.** Antolin School, a business school model for the education and professional training of talent.
- **Equality and diversity in all its facets.** Establishment of equity committees to identify opportunities for improvement and ensure an inclusive and respectful environment. Strengthening of key policies that ensure a fair and safe workplace in the United States.
- **Employee perception and appraisal:** new climate survey (People Pulse).
- **Reinforcement of a culture of safety.** New Occupational Health and Safety (OHS) Transformation Plan. Four new ISO 45001 certificates.
- **Industrial relations.** First country-level works council meetings, Germany. Signing of 42 collective bargaining agreements in different countries.



Community relations

- **Sustainable contribution model** geared toward open innovation, education, health and wellbeing, and social and environmental development.
 - Massachusetts Institute of Technology (MIT) Industrial Liaison Program (ILP) and new collaboration with MIT in India.
 - Renewal of collaboration with UNICEF: Companies for Change.
- **Emergency response** to recover from flooding in Central Europe and support for Valencia (Spain) after the cold drop, "Urgent means now".
- **Alliances and institutional relations:**
 - Celebration of the 20th anniversary as a founding participant of the UN Global Compact Spain.
 - Inclusion on the Board of Trustees of the CYD Foundation (Knowledge and Development Foundation).
 - Member of the Board of Trustees of the Spain-China Council Foundation, the Princess of Asturias Foundation and the Princess of Girona Foundation.



4.1. OUR PEOPLE

Material topics: Working conditions, Equal treatment and opportunities for all, Other work-related rights.

The **World Economic Forum's latest Global Risks Report highlights talent and labor shortages** as one of the key threats to corporate strategies over the next 10 years. In Europe, while more than 11 million citizens are unemployed, there are more than five million unfilled vacancies, especially in the digital, industrial and energy sectors. Reskilling is therefore one of the priority challenges for building the workforce of the future, and also for professionals to find a job, keep the job they already have or advance in their career. This was expressed by Ursula Von der Leyen, President of the European Commission, when she stressed that *"Europe's competitiveness today is less about relative labor costs and more about knowledge and skills embodied in the labor force."*

Despite this diagnosis, the truth is that there are signs that also invite optimism. PwC's latest Global Workforce Expectations and Fears Survey indicated that the majority of employees say they are prepared to adapt to new ways of working. Many are keen to improve their skills and see huge potential in using generative artificial intelligence to increase their efficiency. In an increasingly digitalized environment, lifelong learning and soft skills will become more and more relevant.

Another key challenge —and also linked to the availability of talent— is the **aging population** in developed countries. As the SERES Foundation points out, in the coming years companies are called upon to promote inclusion and improve the quality of life of the "senior" segment through strategies such as lifelong learning, technological accessibility, intergenerational communities and equitable access to medical and social services, especially in marginalized areas. The integration of diverse talents, also in terms of age, will strengthen organizations in the face of the challenges of the labor market. These challenges will be especially relevant in the industrial sector, and particularly in the automotive industry.

The transformation of the automotive industry —electrification, digitalization and the evolution of global supply chains— has led to major structural changes in the sector. The global production downturn due to the semiconductor crisis, raw material prices and supply chain disruptions, coupled with divestment and restructuring strategies by major manufacturers and suppliers, calls for strategic and, above all, responsible human resource management.

In line with this trend, Antolin is carrying out a review of its organizational and production structure to adapt to current challenges. This process includes the optimization of production sites and workforce management with the aim of ensuring the long-term sustainability of the business. Just transition plans are being implemented, supporting affected employees with outplacement programs to facilitate their integration into new projects.

Through responsible talent management, Antolin not only responds to this evolution of the sector, but also seeks to ensure that the company continues to be a relevant player in the automotive industry of the future and contributes to a more sustainable and competitive mobility.

4.1.1. MANAGEMENT APPROACH

Antolin is a company committed to people. In the new formulation of its values, it recognizes people who, through their work and effort, give the best of themselves to achieve the results that have led the company to success. The organization conceives and manages the relationship with all its professionals based on this essential premise.

At the same time, Antolin wants to attract and retain the best talent available in the sector to realize its vision as a company: creating the mobility of the future from the inside, offering integrated, smart and sustainable solutions that contribute to a better world. To become an **employer of choice**, the company enhances the employee experience and fosters relationships based on trust, commitment and flexibility, with a special focus on active listening.



Antolin Silao, Mexico.



In line with this management approach, the company has identified specific risks in the area of people, such as those related to safety, health and training. It has also integrated the topics identified in its double materiality assessment into its people management strategy, ensuring perfect alignment with the priorities identified for both the business and its stakeholders:

- **Working conditions.** Secure employment; working time; adequate wages; social dialogue; freedom of association, existence of works councils and the information, consultation and participation rights of workers, collective bargaining, including the rate of workers covered by collective agreements; work-life balance; health and safety.
- **Equal treatment and opportunities for all.** Gender equality and equal pay for work of equal value, training and skills development, the employment and inclusion of persons with disabilities, measures against violence and harassment in the workplace, and diversity.
- **Other work-related rights.** Child labor; forced labor; adequate housing; privacy.

These material topics form part of goals of the **Value of People** pillar in Antolin's sustainable business strategy, as well as in the **Strategic Human Resources and Organization Plan**.

Strategic Human Resources and Organization Plan

The automotive industry faces a dynamic and competitive landscape, marked by the transition to sustainability, technological transformation and evolving workforce expectations. In this context, human capital is the real driver of business success.

Antolin's Strategic Human Resources Plan aims to **align talent, diversity, health and wellbeing policies with the company's strategic priorities, ensuring an inclusive, healthy and high-performance oriented work environment**. This tool combines the best of the company's legacy with the evolution toward the new forms of leadership and talent promotion demanded by today's times.

Key strategic elements

- **Mission and culture** as a hallmark.
- **Global talent** as a differential competitive edge, powered by lifelong learning, growth and diversity.
- **High-performance organization** as a way of working and managing, aligning the company's objectives with the people's.
- **Flexibility** as an organizational model that makes it possible to adapt to constant changes in the environment, intelligently and swiftly.

People First as a management tool

Antolin continues to make progress in achieving the actions and milestones of this plan, relying on the People First platform as an employee management tool. Today, this platform, which continues to add new functionalities, focuses on the user experience with three main objectives:

- Integrated view of the teams as an organization.
- Visibility of opportunities for learning, promotions and professional development.
- Two-way communication to improve the employee experience and satisfaction with the company.

SUSTAINABLE BUSINESS GOALS

Value of people



Zero accidents.

A safe and healthy working environment

- < 2.30 global frequency rate reduction by 2030
- < 2.70 reduction by 2025

Diversity, equity and inclusion

applied to talent

- 15% reduction of the pay gap by 2025 (vs. 2021: 3.55%)

Talent Tour, Princess of Girona Foundation, Lloret de Mar, Spain.





Policies and processes in people management

Internal reference framework ²⁰	External reference framework
<ul style="list-style-type: none"> ■ Vision and Values ■ Code of Ethics and Conduct ■ Supplier Code of Conduct ■ Corporate Social Responsibility and Human Rights Policy ■ Sustainable Business Model Strategy ■ Strategic Human Resources and Organization Plan ■ Equal Opportunities and Diversity Policy ■ Anti-harassment Policy and Protocol for preventing gender-based workplace harassment and violence at work ■ Health and Safety in the Workplace Policy ■ Travel Security Policy ■ Policy on geographical mobility ■ Personnel Management Model ■ Knowledge Management Model 	<ul style="list-style-type: none"> ■ United Nations Universal Declaration of Human Rights ■ The 2030 Agenda: Sustainable Development Goals 3, 4, 5, 8, 10, 16 and 17 ■ Guidelines and Principles of the International Labour Organization (ILO). ■ United Nations Global Compact. Principles 3, 4, 5 and 6 ■ Diversity Charter ■ The European Quality Charter for Mobility ■ ISO 45001 International Standard for Occupational Health and Safety Management Systems ■ Modern Slavery Act 2015 ■ Local and national legislation and regulations, covenants, pacts and those derived from local, regional, sectoral and international collective bargaining

Employee perception and appraisal: new climate survey

With the conviction that people are the driving force behind Antolin's present and future, in 2024 the company launched a strategic project to learn the opinions and feelings of its professionals as a basis for continuing to care for and strengthen this talent. The result was a **climate survey called People Pulse**, which covered 25% of the workforce and complemented the consultation carried out a year earlier, the results of which had already been shared with all the areas involved, analyzed and integrated into the respective action plans.

Pulse was carried out remotely by an external company (WTW), ensuring the confidentiality of the information at all times. With a high response rate for this type of partial survey (77%), it yielded similar or even slightly higher results than those obtained in 2023.

Overall employee satisfaction came out at 65%, unchanged from the previous year and in line with the benchmark. However, the NPS (Net Promoter Score) indicator improved from 0 in 2023 to 4 in 2024. Employees highlighted the **good working environment, positive atmosphere** and the company's strong **orientation toward protecting family values**.

The Pulse results identified areas for improvement in the organization and laid the foundations for new actions to be undertaken in 2025. For its implementation, Antolin plans to set up multidisciplinary teams, which will also be responsible for gathering first-hand information on other concerns or needs of the workforce. Communication and monitoring of these actions will be part of the main objectives of the organization's governance in 2025²¹.

²⁰ See 6.6. Policies and commitments.

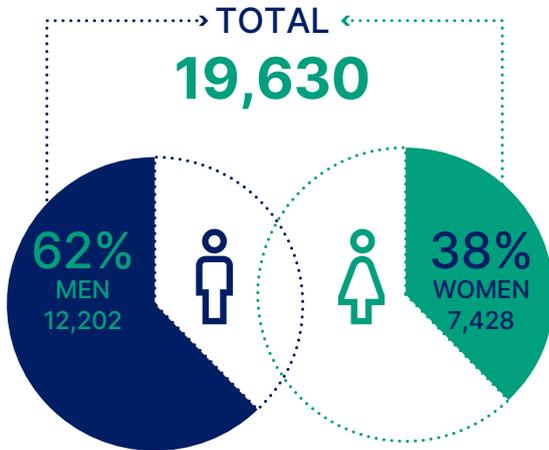
²¹ See 2.5. Corporate governance.



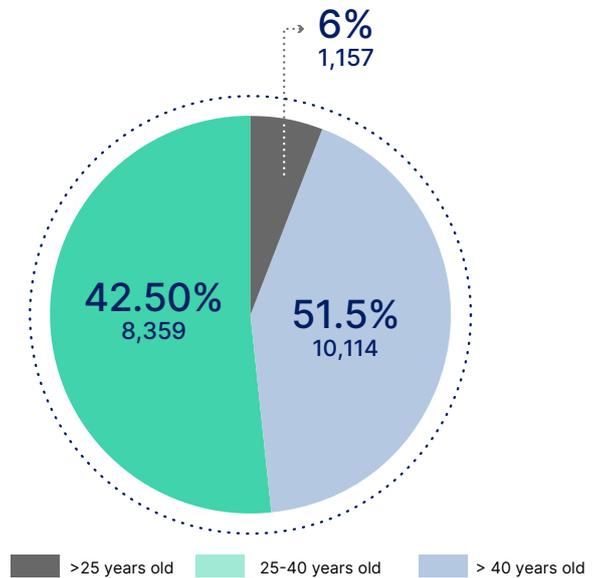
4.1.2. WORKFORCE PROFILE

As of 31 December 2024, the Antolin team was made up of 19,630 professionals.

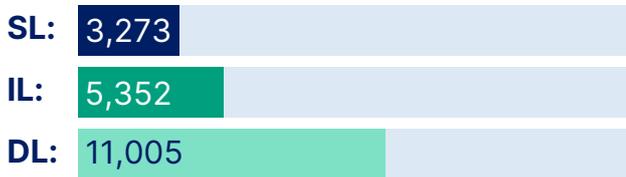
Breakdown by gender



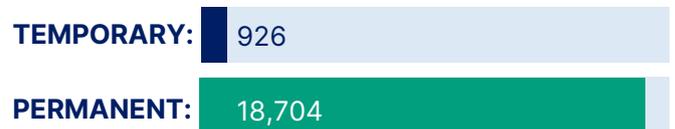
Breakdown by age



Breakdown by type of labor²²



Breakdown by type of contract



STRUCTURAL LABOR (SL).

- Factory personnel. Workers who are part of the organizational structure and whose function is not directly related to production, but whose work is essential for planning, coordination and strategic support (administrative personnel).
- Technical-commercial office personnel. Workers who have been employed in a technical-commercial office, including the head office, and who are not directly related to production but to the strategic support of production.

INDIRECT LABOR (IL). Workers who have been employed at an Antolin company for a period of time and who are not directly involved in the production process, but whose operational support is essential for this to be carried out.

DIRECT LABOR (DL). Workers who have been employed by an Antolin company over a period of time, assigned to the production process, and who perform direct operations on the product, in accordance with an established work method.

Tech jobs

Leading the mobility of the future requires diverse and skilled talent.



²² See 6.11. Explanatory notes (note 2).



4.1.3. TALENT ATTRACTION AND RETENTION

Having the best professionals is key for any company seeking to innovate and develop a sustainable project. To achieve this goal, Antolin has set itself various priorities in the **processes of selecting and recruiting talent**.

- **Talent map.** Involve the entire organization in the development of a talent map that identifies high potential within the company, whether senior or junior talent, to work on their personal and professional growth.
- **Value proposition.** Present candidates with an attractive and comprehensive value proposition based on equality, diversity and inclusion, all within a framework of a healthy working environment that includes measures to ensure a work-life balance.
- **First job.** Promote young people's access to their first job with internship programs and other arrangements through a strong ecosystem of relationships with universities and educational institutions.
- Strengthen Antolin's **brand and image as a quality employer**.

Antolin has made considerable progress in improving the management system for its **job offers**, both internally and externally. These offers are channeled through the People First portal, the Success Factors tool and the main specialized portals. The experience is now more engaging, customized and multi-platform, both for candidates and for technical managers and recruiters, and is supported by an architecture designed in the cloud, which is much more agile and allows for better analysis and interpretation of offers and candidate potential.

Publicizing the employer brand

In 2024 Antolin maintained its presence in digital media and social networks and attended job fairs and forums to promote its employer brand. Examples of this activity included the company's participation in the round table "Ready for a new paradigm. What talent are companies looking for?" as part of the Talent Development Forum, organized by **Asociación para el Progreso de la Dirección (APD) and the Princess of Girona Foundation**.

The company was again present at the **Universidad de Burgos Job Forum**, where it directly presented its job offers to students, graduates and job seekers in general. Antolin has a very close relationship with this university that has given rise to different forms of collaboration, always for the benefit of future talent.



From left to right: Job Forum in Burgos, Spain; Antolin China offices; Dual Training graduates, Germany.

Antolin at the Princess of Girona Foundation Talent Forum

Antolin's commitment to young talent led the company to be present at the Talent Forum, held as part of the Princess of Girona Awards 2024 and the celebration of the Foundation's 15th anniversary. The event was presided over by Their Majesties the King and Queen and attended by the Princess of Asturias and Girona, the Infanta Sofia and José Antolín Granet in representation of the company and as a member of the Board of Trustees.

This Forum was attended by 150 young people from the 40 companies that are members of the Foundation's Board of Trustees. In addition to the networking, four young talents from different areas and training profiles of the company had the opportunity to present the initiatives and innovative projects that the company is leading. In the case of Antolin, the Master's Degree in Automotive Electronics, launched in collaboration with Universidad de Burgos, was presented.





ANTOLIN SCHOOL

Creating and retaining talent

In a scenario in which the technological component and the scarcity of talent prevail, Antolin dedicates significant efforts to attracting the best, to becoming an excellent employer brand, and to creating and retaining internal talent. The search for the **young professionals** who will be the protagonists of the future of mobility is an important part of these efforts: the company promotes access to first jobs through internship programs and other agreements with universities and educational centers around the world.

Under a business school model for the education and professional training of talent, the Antolin School concept brings together all these initiatives, including the following in 2024.

Dual Training: development and growth

The **sixth edition of this program** was held in 2024, aimed at young Spanish Baccalaureate graduates who wish to study mechanical engineering. Students can start their professional career in the company, gaining a university degree in Germany and acquiring specific skills in the automotive industry. The training also includes the learning of English and German. In 2024 Antolin employed all the graduates who participated in this program.

CYD Foundation Mentoring Program²³

This initiative puts the best final-year students in contact with renowned professionals from companies and institutions that are part of the Board of Trustees of the CYD Foundation. The program allows these young people to experience a **mentoring process**, enabling them to get to know the business environment first hand. In this edition, Emma Antolín became a mentor for young people in the business creation and administration and international relations degrees at Universidad Nebrija.

Finance Bootcamp

This initiative aims to **attract and develop young talent in the financial field** to strengthen the control, monitoring and analysis of certain investment projects of the company's different business units. In 2024, five young people participated in this program.

Master's Degree in Automotive Electronics

Antolin reinforced its collaboration with Universidad de Burgos with the creation of this **pioneering program to train recent graduates in Electronic Engineering** or double degrees in Engineering. In the first edition, eight young talents received specific, up-to-date training with practical examples from a leading industry in the application of the fundamentals of electronics.

AIS Academy

In its continuous **renewal and adaptation to the new paradigms of advanced manufacturing**, Antolin is carrying out an ambitious project to implement the Antolin Industrial System (AIS). This program, which will be extended to all Antolin production plants, entails a change in the paradigm of production organization and culture. As such, the AIS Academy is an important training tool available to all employees.

Quality Academy

As part of the need to maintain and refresh **knowledge of quality management procedures and tools**, whether at project, production plant or system level, Antolin has created the Quality Academy. With this tool, the Corporate Quality unit has made a library available to the entire organization that compiles all the knowledge in this area, as well as organizing workshops and refresher courses given by in-house trainers.

PLM Academy

Global PLM is a key tool in the digitalization of Antolin, as it allows for **integrated project management and the unification of product lifecycle management on a single platform**. The Global PLM Academy offers continuous training, structured in role-specific pathways, and has an online support team available 21/5 to meet the needs of all technical centers and plants.

Antolin Cybersecurity Academy

Cyber Academy is an innovative project focused on fostering curiosity for cybersecurity among employees, as well as providing **individualized and customized training based on the risk profile and maturity of each employee**. In 2024, 8,138 professionals took part in phishing simulation exercises in production plants and 3,252 professionals did so in technical-commercial offices. Multiple communication and awareness-raising actions were also carried out to inform and raise awareness of the adverse effects of malicious communications (malware or ransomware) and cyber-attacks (smishing or CEO fraud), and to detect potential security breaches in the system.

MBAntolin

An internal program launched in **Brazil** with the main objective of **preparing the management team for future succession movements** and which is based on encouraging the production and dissemination of knowledge considering our industrial context. The program is mentored by Human Resources, based on the Internal Multipliers strategy and developed by directors and managers in a way that reconciles the dissemination of individual knowledge.

²³ CYD Foundation.



Internship program

The Antolin Internship Program offers a **unique opportunity for students and recent graduates to gain practical experience in their field of study**. This program not only allows participants to apply the theoretical knowledge acquired in the classroom, but also gives them the opportunity to develop essential skills for the labor market, such as effective communication, teamwork and problem solving. This program also provides them with an important network of professional contacts that can open doors to future employment opportunities.

In-house trainer culture

In 2024 Antolin reinforced its **commitment to in-house training**, clocking up more than 2,000 hours. These training initiatives cover a wide range of subjects from financial disciplines, to problem solving and parts design.

4.1.4. TRAINING AND DEVELOPMENT, INSPIRING OUR BEST ASSET

Antolin considers training to be a key organization-wide vector for the sustainable growth of the company, its people and, by extension, society. The company and each of the employees working at Antolin are responsible for updating the knowledge necessary to adapt to the reality of their work. In this way, the company offers its staff the opportunity to be the **architects of their own development**, strengthening their autonomy, encouraging **personal responsibility** and cultivating a motivation for **lifelong and sustainable learning**. Through the e-learning platform, **Success Factor**, a variety of educational initiatives are offered to maintain and foster a strong learning culture. At the same time, Antolin considers it vital to provide a positive experience for employees through a working environment that values and recognizes their contribution. To achieve this, we believe it is essential to offer fair remuneration based on individual contributions and to recognize the work done.

Throughout 2024 Antolin worked intensively on its **global employee training plan**. Given the wealth of knowledge present within the company, it prioritized internal training initiatives. It also carried out an exhaustive analysis of its internal talent, identifying approximately **35% of its workforce as possessing high potential**.

Training and awareness-raising for a corporate culture of ethics and compliance

Training initiatives related to anti-corruption, conflicts of interest, third-party relations, international trade, antitrust and information security were all updated in 2024.

These actions are combined with awareness-raising campaigns, the distribution of informative materials in the workplace, communication tools such as weekly flashes, videos, podcasts and audiobooks, as well as specific actions or programs on the issues that are most relevant to the company.

Current courses

- Code of Ethics and Conduct
- Anti-corruption
- Privacy and data protection
- Antitrust
- Conflicts of interest
- Third-party due diligence
- Prevention of harassment and discrimination
- Information security
- Respectful communication
- International trade

QUIZ. Training and entertainment

The innovative learning gamification project (QUIZ) launched in 2023 has been implemented—or is in the process of being implemented—in all the countries where Antolin has a presence. QUIZ is an interactive (trivia-style) game that combines an educational and a more playful perspective to address key issues such as compliance, ethics, corruption and privacy. In 2024, adaptations of the game were created for different groups to cover other compliance issues.

Alongside this innovative proposal, a new online compliance portal has been launched—available 24 hours a day, seven days a week—offering additional resources to complement the knowledge of the company's professionals on compliance issues.



Other training

With the aim of measuring and strengthening the knowledge of compliance in groups with less access to online training resources, **questionnaires and specific training initiatives were developed in 2024**. These questionnaires—designed in collaboration with the Human Resources area of the different plants— address in a practical and adapted way the most relevant issues for employees in their work environment, such as harassment, corruption, and health and safety, among others. The initiatives were implemented in different territories with positive results in terms of reach and usefulness.

Human rights awareness and education

Beyond mandatory compliance with its human rights policies, awareness-raising is essential to integrate these commitments into the corporate culture and the day-to-day work of the organization. This program is updated every three years, taking as a reference the patterns of risk approximation, as well as developments in sustainability. Furthermore, a new course on sexual harassment prevention for India was added in 2024.

Beyond the traditional approach

The company believes that traditional training should not be the only source of learning for its employees. This learning philosophy responds to the **70-20-10 model**, which advocates integrating different approaches to professional development: 70% experience, 20% social learning and 10% formal learning. Within this same approach, Antolin is committed to an equitable, innovative and effective approach to training, so that it is the employees themselves who decide what and when to learn.

The **Goodhabitz** tool is the platform for accessing this training: it allows ad hoc access, free in terms of content and timetables for employees. In 2024 it was updated with new content and new shorter knowledge pills to speed up access and acquisition of knowledge and skills: leadership, communication, social skills, technology, marketing, etc. with the participation of 1,100 people in a total of 2,300 courses.

In addition, the company promotes cross-training through which employees can get to know Antolin in depth. **Knowledge Days**, held over seven days at the company's R&D&I headquarters in Burgos, are a notable example of such training and were attended by more than 300 people.

New skills

Specialized and motivated internal talent is key to the company's commitment to lead the future of new mobility from the inside. All these strategic lines in training are focused on people acquiring knowledge and optimizing their performance in new technologies (**upskilling**), and on the expansion and development of knowledge to adapt to the new requirements

that a position may call for (**reskilling**). In 2024 Antolin made a significant effort in internal training and in renewing and updating the knowledge of its employees: from training in project profitability and interpretation of income statements to issues related to cybersecurity and sustainability.

Management skills

Faced with the increasing difficulty of sourcing talent in the market, Antolin places special emphasis on strengthening the management skills needed to meet this challenge. In this context, managers at Antolin play an essential role, leading their teams and promoting the development of their skills in a rapidly evolving digital and technological environment.

Hence the importance of strengthening leadership skills through emotional intelligence, motivation, empathy and sensitive communication. To this end, the company continues to develop the **Dialogues project**, a performance assessment method launched in 2022 which, through the definition of SMART objectives (Specific, Measurable, Achievable, Relevant, and Time-bound), provides two-way assessment and enhances the capabilities of teams.

In 2024 the tool was simplified, reducing the number of objectives, favoring more effective feedback and promoting skills development in the indirect and structural labor teams in all Antolin locations. Through Dialogues, nearly 5,000 employees developed their conversations with their respective managers, allowing them to define and enhance their strengths, knowledge and future development in an environment that always demands the best from each professional.

Development opportunities: succession plans and international experience

Another chapter in which Antolin invested particular efforts in 2024 was in the work related to **succession plans** both for the company's senior management and other management positions. This identification of successors and their specific training also represents an additional way to enhance the growth plans of all employees in the organization.

Given Antolin's international presence, **development opportunities in other countries** also represent an important incentive within the company. These job offers are closely followed up to ensure that the professional development of employees is in tune with their personal enrichment. In 2024, the company managed more than 25 work initiatives abroad, especially in the Americas.



4.1.5. EQUAL TREATMENT AND OPPORTUNITIES FOR ALL

Antolin management is committed to its **strategy of respect for, and promotion of, diversity, equity and inclusion (DE&I)**, as laid down in specific plans addressing the most tangible dimensions of DE&I, namely: gender, race, functional capacity, age, sexual orientation, social and cultural origin, and professional profile, among others. Antolin's advocacy of diversity goes beyond ensuring equal opportunities and non-discrimination, insofar as it also perceives it as a competitive advantage from a talent and business point of view.

Antolin believes that diversity brings new perspectives, greater creativity and innovation, creating an internal climate that fosters commitment and professional development. Diversity within the company is a true reflection of the diverse society in which it operates. In this diverse environment, inclusion is a clear differentiating factor that contributes to value creation and makes it easier for all voices to be heard and valued. This strategy also contributes to talent attraction and retention. The company primarily seeks to attract professionals who share its values – people with whom to build a better company for a better future.

Principle of non-discrimination

The Code of Ethics and Conduct makes express reference to the principles of both non-discrimination and equal opportunities. The principle of non-discrimination not only has a direct effect on the treatment of employees, but also underlies the recruitment of new talent through the use of neutral and inclusive language. This principle is also implemented in the **Diversity and Equal Opportunities Policy**, applicable to all personnel in the company, regardless of their duties, position or location.

Aware of the current social climate, Antolin pays special attention to indirect discrimination, understood as a situation in which an apparently neutral provision, criterion or practice may place a person at a disadvantage vis-à-vis others.

Gender equality

It is Antolin's belief that the best **way to move toward a fairer and more inclusive future** is by adopting a gender-sensitive management approach. The gender equality agenda remains a major challenge for many organizations, but at the same time offers a valuable opportunity to redesign society and accelerate the closing of all gaps. Antolin is convinced that female talent and gender equality bring economic efficiency to the system and has thus implemented a uniform equality model that is consistent with stakeholder expectations and tailored to the company's needs, regulatory requirements and the specific characteristics of each region.

Since 2021, the Spain HR department has been collaborating on a project with a specialized consulting firm to progressively review the equality plans and how they fit with regulatory requirements in terms of registering and reviewing salaries, the aim being to

ensure equal pay for positions of equal value. Antolin has thus **implemented seven equality plans at Spanish centers and plants**, and plans to complete the remaining two in the short term. The percentage of women on the Executive Committee stands at 27%.

Besides internal initiatives, Antolin is aware of the importance of giving visibility to its commitment to equal opportunities, through actions such as special meetings, conferences and masterclasses, media interviews, training programs and professional development, where women are the protagonists. The organization took part in the fourth **STEM Talent Girl Awards**, organized by STEM Talent Girl and the ASTI Talent & Tech Foundation. This event, which seeks to promote scientific-technological talent for a future generation of female leaders in Spain, featured Pilar Defez, Antolin's head of talent, who highlighted the importance of having more women in science and technology, particularly in the automotive industry.

Meanwhile, Area Gago, global director of international labor law and mobility at Antolin, participated in a round table event organized by Fundación Conocimiento y Desarrollo (the CYD Foundation) to discuss the conclusions of the "What factors influence your choice of studies?" survey published by CYD.

Under the leadership of Emma Antolín and her vision of female talent: *"companies must encourage more young women to choose to study STEM careers and create conditions that provide women with visibility and opportunities for professional growth"*, the company invites female professionals to break down stereotypes and seize the development opportunities offered by the automotive industry.

This invitation is reflected at all Antolin plants around the world. **Brazil** serves as a good example, where training activities and initiatives to forge closer links between industry and communities are encouraged. These measures are led by Priscilla Muntoni, Human Resources BP for Antolin in Brazil and member of both the Women's Council and the Center of Industries of the State of Sao Paulo. In 2024, the focus was on empowering women who, despite having undergone some kind of vocational training, had difficulties in entering the labor market. More than 120 women signed up to this successful project.



Antolin at the 2024 STEM Talent Girl Awards.



Antolin on International Women’s Day

2024 saw the company once again join the global campaign for International Women's Day, this time under the slogan **#InspireInclusion**. Emma Antolín, Vice-Chair of Antolin, and Cristina Blanco, CEO, wanted to send out a special message showing Antolin's commitment to gender equality. Women from the company also took part in the commemoration of this important date by sharing their vision of the role of women in Antolin's transformation process.

Antolin's work centers celebrated this day with a series of events and activities to mark the contribution of women across the world. For example, Antolin Tangier wanted to take this opportunity to give a gift to all of its female employees. Meanwhile, Antolin Tlaxcala held a number of workshops to empower and reaffirm the recognition of Women's Day.



Antolin Ostrava, Czech Republic.

Remuneration

Antolin's compensation policy lays the foundations for a remuneration system that is compatible with its business strategy, objectives, values and long-term interests. This remuneration scheme is designed on the basis of each person's level of dedication and responsibility. Thus, not only does Antolin's compensation policy help the company to meet its objectives, but it also helps attract, retain and motivate the best professionals.

Remuneration consists of a fixed component, based on experience, personal contribution to the job and responsibility within the organization, and a variable component, based on predefined, quantifiable and measurable indicators, linked to the performance of both the company and the individual, according to their position and the remuneration schemes in place in each country. Employees are remunerated on the basis of their professional worth, experience, dedication and responsibility, ensuring non-discrimination on grounds of sex, age, culture, religion, race, or any other circumstance. Antolin subscribes to the principle of equal pay for equal work or work of equal value.

Antolin also understands that the concept of **living wage** goes beyond legal requirements and is committed to guaranteeing fair compensation to its workers to promote their wellbeing and economic stability, thus contributing to social sustainability and ethical labor practices. To this end, the company relies on the commitment of the people who lead the organization and encourages the involvement of staff and their representatives. It also recognizes the importance of social dialogue when it comes to setting wages, whereby employers, works councils, employer representatives and trade unions are jointly involved in establishing working conditions.

The Human Resources department carries out an annual pay review process to update salary levels. This review factors in the employee's position with respect to the market, internal equity, performance and potential. This process does not include promotion adjustments, which are performed as soon as the new position is filled, or special or exceptional adjustments arising from studies or specific needs.

Pay gap

Antolin's remuneration policy does not discriminate on the basis of gender. It rewards the level of responsibility, the duties discharged and the employee's track record equally for the same functions or functions of equal value.

Based on this commitment, Antolin has set a target to reduce the pay gap (15% by 2025). The company has set itself the goal of analyzing and addressing this objective from an equity perspective.

The pay gap takes into account the annualized total remuneration, including fixed and variable remuneration, of 100% of the population. The calculation shows the difference between the average remuneration $[(\text{male} - \text{female}) / \text{male}]$ for each defined category in which there are members of each gender, by country, with each gap weighted by the population of that country vs. the total population in each category.

Employees with disabilities

Antolin encourages the integration of people with disabilities in its teams, either in its own workforce or through collaboration with special employment centers. To this end, it guarantees universal accessibility for these people and promotes the necessary equality measures.



In companies where it is not possible to incorporate them, Antolin requests and submits statements of exceptional circumstances, adopting alternative measures to comply with the regulations on hiring such people through contracts with special employment centers.

Aside from complying with the legal minimum percentage of hires, which is 2% in Spanish companies (statements of exceptional circumstances were obtained in four centers in Burgos in 2024), in countries with no such obligation the Group sets specific indicators to measure the degree of inclusion in its teams beyond disability. In Germany, promoting the employment of people with disabilities is a priority, as demonstrated by the office in Allershausen in Germany, where Antolin employs eight people with severe disabilities. It also has employees with disabilities in Shanghai, China, and in Italy such employees make up 7% of the workforce. In Brazil, this proportion ranges from 2% to 5% of the total employees per plant.

Other forms of diversity

Antolin measures the inclusion of other circumstances, such as **cultural or racial diversity**, which can pose a barrier to employability, particularly in areas marked by multiculturalism such as the United States. Certain countries, such as South Africa, have specific legislation in these areas, whereby companies have to periodically submit Broad-based Black Economic Empowerment (BBEE) reports, designed to increase the involvement of black people in the economy and correct the inequalities created by apartheid.

Aware of the challenge of adapting the skills of senior talent to technological advances in the industry, the company also takes steps to address the tangible dimension of **age**. Antolin is committed to combining the experiences and perspectives of generational diversity as a source of creativity, innovation and knowledge transfer.

On the path to promoting equality in all aspects of the employee experience, an important milestone was achieved in 2024, namely, the creation of **equity committees**, which play a crucial role in identifying opportunities for improvement, oversight and ensuring an inclusive and respectful environment for all. An equality committee has also been set up within the works council of the headquarters (engineering) in Spain. The creation of these new committees reinforces Antolin’s position as a company committed to the wellbeing and inclusion of its employees in a working environment where everyone feels valued and supported.



Visit to Antolin Lighting India.

At the plants in Alabama, Missouri, Nashville and Shelby (United States), the company has bolstered the implementation of key policies that ensure a fair and safe workplace. These include:

- The **EEO (Equal Employment Opportunity) Policy**, which ensures equal opportunities in all hiring, promotion and career development processes, without discrimination on the basis of race, gender, age, religion, disability or any other legally protected status.
- **Anti-discrimination policies** designed to prevent any form of discrimination or harassment in the workplace by promoting an inclusive environment where individual differences are respected and valued.
- The **WVP (Workplace Violence Prevention) Policy**, focused on preventing acts of violence in the workplace, ensuring the safety and wellbeing of all employees. This initiative includes specific training for staff, as well as clear protocols for identifying, reporting and managing incidents.

—In addition to the aforementioned statutory obligations—, an **equity plan** has been implemented at the plants in South Africa. This five-year plan includes steps to create an equity committee to perform a four-monthly review of the level of achievement of the measures to be undertaken each year.

4.1.6. PROMOTION OF HEALTH, SAFETY AND WELLBEING

The health, safety and wellbeing of the people involved in Antolin’s activities are among the most important issues for the business and its stakeholders. Accordingly, both the sustainable business model and the Strategic Human Resources and Organization Plan are designed to safeguard and guarantee this priority area.

The company also has its own **Occupational Health and Safety Policy**, the mission of which is to protect, promote and optimize the health, safety and wellbeing of the people who form part of the company, as well as contractors and suppliers.

Antolin considers worker involvement in this area to be key, and thus calls upon each person to take responsibility for creating a safe, healthy and respectful working environment. The aim is for everyone to comply with and enforce the rules, regardless of where the work takes place.

Participation is guaranteed through the **Health and Safety Committees**, composed of representatives of the different areas of the company and the workers themselves. The committees serve as meeting points and are responsible for conducting regular enquiries into the company’s health and safety performance.



Zero accidents: a safe and healthy working environment

As part of its sustainable business strategy, Antolin aspires to achieve “zero accidents” in a safe and healthy working environment. To this end, it has set the following medium-term goals:

- Reinforce the company's safety culture.
- Reduce the overall accident frequency rate to less than 2.30 by 2028²⁴.

In 2024 Antolin received **four new ISO 45001 certificates**, bringing the total number up to 62, covering 73% of the total workforce. It has amply achieved its accident rate reduction targets, with a **frequency rate of 2.52 (-15%)** and a **severity rate of 0.13**.



For a breakdown of the health and safety data, see the [Appendices: Sustainability performance balance sheet](#).

Behind these figures lies a firm commitment to reinforce the **safety culture** by setting in motion a number of different initiatives.

- **Improvements in the reporting and follow-up of incidents** by holding weekly meetings and improving cause analysis.
- Launch of the **Health & Safety Breakthrough** initiative, which includes activities such as monitoring the occupational health and safety management system.
- Dissemination of the **Life Saving Rules** among all staff.
- Launch and rollout of the **Mandatory Antolin Safe Standards**.
- Launch of the **Occupational Health and Safety (OHS) Transformation Plan**. Talks and discussions on safety, hazard detection routines (hazard hunting), “safe shift start” initiatives, implementation of a safety dojo and the development of a 5S Plan (a Japanese method focused on organization, cleanliness and efficiency in the workplace).

In addition, in order to improve health and safety conditions at all plants and reduce the accident rate, three global meetings were

organized to share results and lessons learned. Specific training sessions were also held for emergency teams at all centers.

As regards the **handling of hazardous chemicals**, in addition to the efforts the company is making to reduce their use in collaboration with the entire supply chain, training in the handling of these substances has been stepped up. These measures particularly address the handling of certain compounds containing diisocyanates, in order to comply with the requirements laid down in the REACH Regulation²⁵.

At these training sessions, the hazards, collective safety measures, personal protective equipment, safe working procedures, hygienic measures to be applied and the safe handling of packaging are reviewed in detail. All of these actions are being implemented on an ongoing basis to ensure the health of all workers.

Notable initiatives at plants

- **India.** Celebration of the 53rd **National Safety Week** and the World Day for Safety and Health at Work with various initiatives to promote empowerment, create safer environments and foster a culture of safety.
- **China.** Celebration of the 23rd **Work Safety Month**. 15 plants in the country carried out a variety of safety activities, namely: documentary showings; comprehensive training; knowledge and skills competitions; art competitions; first aid training; emergency drills; risk inspections; and the promotion of dialogue on safety.
- **Mexico.** Special events were also held here to mark the World Day for Safety and Health at Work. The HR and Safety team conducted awareness-raising activities for both employees and their families. A total of 500 people participated in this initiative to learn more about the importance of safety at the plant.
- **Spain.** Antolin actively collaborates with the Burgos **Fire Station** to improve fire prevention and response. The compilation of plans and materials is crucial for firefighters to be able to act more effectively in the event of an emergency. The extension of the project to the rest of the business community demonstrates the company's ongoing commitment to safety and prevention in the community.



Occupational Health and Safety Day at Antolin Toluca, Mexico.

²⁴ Incidents with leave / No. of hours worked * 1,000,000.

²⁵ See 3.2.4. Pollution.



Promoting a healthy and active lifestyle

Antolin carries out campaigns to control and promote health and wellbeing both for its employees and for the staff of other companies that share the same work center. Prevention of depression, nutritional health, smoking, cervical cancer, hypertension, eye health and digestive health were among the many issues addressed in 2024 through workshops and training activities.

One of the main milestones of the year in this area was the achievement of 1,000 days without any occupational incidents involving sick leave at one of the company's centers in Valencia (Spain).

Health and wellbeing in Mexico

Workshops, lectures and seminars were organized for employees and other staff in this country to mark the **world anti-depression and smoking prevention days**.—These events were extremely well attended—. Activities on the prevention of, inter alia, cervical cancer, breast cancer and sexually transmitted diseases were also carried out.

In addition to raising awareness of these issues, the activities promoted workers' access to medical services, as well as healthcare in areas not directly related to work.

Emotional wellbeing in Poland

Antolin has adopted special measures to ensure the emotional wellbeing of employees at its plant in Poland. To this end, the Human Resources department set up a series of workshops and meetings with experts in physical and emotional health.

Team building day in China

In an effort to improve team dynamics and promote a collaborative and relaxed working environment, Antolin's Shanghai office carried out a team building initiative. This event not only sought to encourage bonding among employees, but also to offer a well-deserved break to help relieve the stress of everyday life.

Empowerment in India

At its plant in Chennai (India), Antolin dedicated the month of March to promoting the importance of health, wellbeing and safety in all aspects of life. Over the course of several weeks, initiatives were undertaken to promote empowerment, create safer environments and foster a culture of safety.

Healthy habits in France

Workers at the plant in Besançon (France) took part in different medical service-led activities related to the promotion of healthy eating and physical activity.

Corporate solidarity program in Spain

As part of the company's solidarity program, Antolin wanted to give visibility to the progress made in the **fight against cancer**, offer support to the main patient associations and raise awareness of the importance of early detection. In addition to hosting activities at various centers to mark the world day dedicated to this disease, Antolin once again encouraged its employees to participate in the 4th Walk organized by the Spanish Cancer Association in Burgos.

Promotion of physical exercise at various centers

Antolin's plants in Mexico organized sessions to combat the effects of a sedentary lifestyle and raise awareness of the physical and mental benefits of physical exercise. Sport was also promoted in 2024 through various clubs and employee groups: at the Chennai plant in India, August became the month of sport and culture with cricket, badminton, volleyball, chess and marathon competitions.

Meanwhile, table tennis competitions were organized in China, and workers in Sibiu (Romania) once again took part in the International Sibiu Marathon. In Spain, the enFORMA club organized padel competitions at its centers in Burgos and Madrid, as well as the Christmas futsal tournament between Antolin companies. France combined physical activity with the promotion of healthy eating through different activities.



Emotional health workshop at Antolin Silesia, Poland.



Team first aid training at Antolin France.

4.1.7. ORGANIZATION OF WORK

Antolin reaffirms its commitment to respect for, and observance of, **human rights** in all of its business activities and decisions. This commitment includes strict adherence to all employment standards that promote the eradication of all forms of **forced and compulsory labor**, as well as **child labor**. The company also makes sure to abide fully with the prevailing legislation in each country regarding working time.

Working time is always planned on the basis of the relevant collective agreement, and is designed to balance the interests of all parties involved, i.e. customers, the company and employees. This approach ensures compliance with the principles of job stability and quality, and with flexible working time and workplace criteria.

Plants offer shift work strategically adapted to the business structure, size, location and objectives, as well as the characteristics of the departments and the number of workers. The existence of two, three or even five working shifts at certain plants reflects the nature of the services offered or the demand-side pattern observed in respect of the company's products.

With the overriding objective of improving the flexibility of its plants by adapting to customer demand, Antolin makes responsible and timely use of furloughs and similar mechanisms. In 2024 activity was halted in Mexico, Germany, Italy, the UK, the Czech Republic, France, Morocco and Spain —due to persistent supply chain tensions and market uncertainty—.

Ways of working

As with many other manufacturing organizations, on-site work at Antolin relates to production-related and indirect jobs. However, **remote and hybrid working options** constitute a work-life balance measure for other types of workers. In countries such as Germany, France, the UK, the US and Mexico, remote working is the most common option for positions where it is possible. Additionally, in the case of France, the right to digital disconnection is protected by law and observed by all plants.

In Spain, article 88 of the 2018 Data Protection and Digital Rights Act reflects the **right to digital disconnection** and its role in collective bargaining. It also calls on employers to draw up internal policies on disconnection and reasonable use of digital work tools.

Work-life balance

Programs to facilitate work-life balance remain within the local sphere in each country, in accordance with the applicable regulatory framework. It thus falls to regional and local human resources departments to oversee strict compliance with the measures established by law or through collective bargaining.

In addition to compliance with the law, this balance is promoted via voluntary initiatives and actions in response to the specific needs and requirements of each workforce. Most of the actions relate to organizational policies and flexibility in terms of working hours – with the possibility of flexible start and finish times at the various work centers – and vacations. In Spain, for instance, employees are offered several extra days off per year, over and above the work calendar approved by law, whereas in Italy there is a working time regulation in force, which allows for flexible start and finish times.



Antolin Lighting India in Chakan.



4.1.8. INDUSTRIAL RELATIONS

Antolin considers **freedom of association** and **collective bargaining** to be fundamental pillars of both industrial relations and the policy of respect for human rights. With this in mind, the company implements practices and procedures aimed at guaranteeing the full exercise of these rights in all countries in which it operates, in compliance with local and international regulations.

With a view to achieving healthy industrial relations, the company promotes an environment of **open communication with workers' representatives**, encouraging constructive and transparent dialogue with trade unions and works councils in each and every one of its operations. Antolin has set up confidential and accessible channels for employees to report any violation of these rights, ensuring that all incidents are handled diligently and are effectively addressed.

The company's International Labor area oversees compliance with policies at all centers, and ensures that the relevant local and international regulations on freedom of association and collective bargaining are observed. This comprehensive commitment reflects Antolin's aim of building industrial relations based on mutual respect, equity and transparency, thus contributing to the wellbeing of its employees and to social development in the communities in which it operates.

2024 saw Antolin reinforce its commitment to freedom of association and the right to collective bargaining. This commitment was put to the test in 2023, a complex year due to economic uncertainty and high inflation rates, which made collective bargaining difficult and required additional efforts to reach fair and sustainable agreements. Thanks to this groundwork and prior effort, 2024 bore witness to a growing trend in collective bargaining in most of the countries in which Antolin operates.

As part of its adherence to international and local labor standards, Antolin recognizes and protects the right of all of its employees to organize themselves and engage in collective bargaining. In line with this principle, significant progress was made in 2024 on trade union representation:

- In **Germany**, 2024 was the year in which the first country-level works council meetings were set up and held, at which particularly important issues, such as restructuring and divestments in the country, and data protection, were addressed.
- In **Spain**, the aforementioned new works council was established at the company's engineering headquarters.
- In **the United States**, the new works councils have created an environment of effective social dialogue, fostering cooperation and mutual respect.

Communication and collective bargaining agreements

To ensure fluid and respectful communication between employees and their union representatives, Antolin has implemented specific communication channels at each center. Moreover, all staff have access to a direct participation channel through joint meetings between management and employees, ensuring that 100% of the workforce is represented. This system is supplemented by the participation mechanisms established in collective bargaining agreements through specific committees.

Collective bargaining agreements may or may not themselves set deadlines for review and negotiation. If an agreement with a termination date does not expressly provide for its extension—unless communicated by the parties—in some countries such as France it will be considered terminated and the immediately superior provisions, such as collective bargaining agreements of the sector and/or national legislation, will apply.

Collective bargaining agreements have always been a company-driven instrument in each of the negotiations that take place every year to improve the generic or minimal nature of state legislation. However, companies not adhering to a collective bargaining agreement, pact or instrument are covered by the legislation and regulations in force, including in all cases a reference to occupational health and safety.

The regional and local human resources departments of each company oversee strict compliance with the measures established by law or through collective bargaining agreements. These measures are applied in combination with voluntary initiatives and actions in response to the specific needs and requirements of their workforces.

In 2024 **42 collective bargaining agreements were entered into** by workers' representatives and the company in different countries in Europe, Asia, Brazil and North America. In all of the above countries, work continued to improve relations with the various social agents (labor authority, workers' representatives, etc.).



More information on Antolin's employee communication channels can be found in [2.6. Stakeholder relations](#).



Country	Total headcount at 12.31.2024	Employees covered by a collective bargaining agreement		Employees covered by labor legislation	
Argentina	111	0	0%	111	100%
Brazil	563	563	100%	0	0%
China	2,757	497	18%	2,26	82%
Czech Republic	1,824	1,722	94%	102	6%
France	869	869	100%	0	0%
Germany	1,297	973	75%	324	25%
Hungary	105	0	0%	105	100%
India	859	395	46%	464	54%
Italy	127	127	100%	0	0%
Japan	12	0	0%	12	100%
Mexico	3,620	3,620	100%	0	0%
Morocco	294	0	0%	294	100%
Poland	215	0	0%	215	100%
Portugal	230	230	100%	0	0%
Romania	765	765	100%	0	0%
Slovakia	374	304	81%	70	19%
South Africa	297	297	100%	0	0%
South Korea	4	0	0%	4	100%
Spain	2,020	2,020	100%	0	0%
Thailand	172	172	100%	0	0%
United Kingdom	831	172	21%	659	70%
United States	2,264	332	15%	1,932	85%
Vietnam	20	0	0%	20	100%
Total	19,630	13,058	67%	6,572	33%



Antolin Pune, India.



4.2. COMMUNITY RELATIONS

Material topics: Communities' economic, social and cultural rights.

Under the motto “*collaboration for the intelligent age*”, the latest **Davos Forum** highlighted the need to accelerate **collective action** at a time of heightened geopolitical fragmentation, technological disruption and economic uncertainty. The annual meeting of the World Economic Forum stressed the need for governments, business and civil society to come together as the only possible way to respond to global challenges such as inequality and climate change.

This collaborative and coordinated approach relates to the **interconnected nature of the challenges** that threaten development and prosperity around the world. For example, inequality and social polarization—two of the main short-term risks, according to the latest Global Risks Report presented at Davos— fuel misinformation (the primary short-term risk) and mistrust in institutions, hampering governments' ability to address other critical challenges, such as the climate crisis or biodiversity loss.

In the face of these risks, the agenda and dialogue are increasingly oriented toward managing and measuring the **impact** of companies on their respective spheres of influence. When an organization engages with the community in which it operates, the footprint it leaves on that region can mark the commencement of real change. By the same token, a prosperous society provides a favorable environment for businesses to grow and develop.

4.2.1. MANAGEMENT APPROACH

Antolin's dealings with its stakeholders are based on the conviction that it can transform the environments in which it operates through its activity. The organization catalyzes both the economy and the societies of these locations, simultaneously creating value for business, people and the planet.

In addition to operating an efficient and sustainable business model in and of itself, Antolin maximizes this impact by creating alliances and developing initiatives that have a positive impact on the economic, environmental, social, cultural, sporting and associative fabric of these communities. Antolin's global presence and leading market position enable it to leverage its contribution to sustainable development and the fight against today's major challenges.

Sustainable contribution model

Antolin's sustainable contribution model combines the three perspectives (economic, social and environmental) from which a region's prosperity can be considered. Its responses to the needs of its stakeholders focus on the regions and localities in which it operates. Social action is combined with institutional and local activities and initiatives to create value for people in its immediate environment.

With the aim of maximizing its impact and aligning efforts with the company's lines and areas of action, the **Sponsorship Committee** has carried out a review of Antolin's institutional partnerships applicable in 2025. To ensure proper monitoring of these partnerships, the Sustainability area, in conjunction with the Compliance area, has launched an internal application for performing monthly monitoring of the planned contribution activities and the activities carried out at Antolin's various companies.

SUSTAINABLE CONTRIBUTION MODEL	
Contribution lines	
<ul style="list-style-type: none"> ■ Smart and inclusive mobility. Innovative solutions that improve the quality of life and accessibility of citizens, contributing to sustainable economic, social and environmental development. ■ Diversity and talent. Initiatives that facilitate the social and professional integration of groups and/or individuals while respecting differences. ■ Social and environmental development. Support for projects that enrich society or drive its sustainable transformation. 	
Areas of action	
<ul style="list-style-type: none"> ■ Education and employability. Initiatives that contribute to the comprehensive development of people, encouraging critical thinking to understand the world and creativity to improve it. ■ Innovation and entrepreneurship. Promotion of new ideas, processes, products or services that create value and contribute to continuous improvement. ■ Sport, health and wellbeing. Initiatives that promote an active and balanced lifestyle, contributing to people's physical and mental development. 	



Policies and rules

Internal reference framework ²⁶	External reference framework
<ul style="list-style-type: none"> ■ Vision and values ■ Code of Ethics and Conduct: donations and contributions ■ Sustainable contribution model ■ Sustainable Business Model Strategy ■ Corporate Social Responsibility and Human Rights Policy ■ Anti-corruption policy ■ Gifts and Hospitality Services Policy ■ Conflicts of interest policy ■ Anti-harassment Policy and Protocol for preventing gender-based workplace harassment and violence at work ■ Compliance guidelines: donations and contributions ■ Compliance guidelines: anti-corruption and bribery 	<ul style="list-style-type: none"> ■ United Nations Universal Declaration of Human Rights ■ The 2030 Agenda: Sustainable Development Goals 3, 4, 5, 7, 8, 9, 10 and 17 ■ The Principles of the United Nations Global Compact. Principles 1 and 2 ■ Guiding Principles on Business and Human Rights ■ Children’s Rights and Business Principles ■ Guidelines and Principles of the International Labour Organization. Conventions no. 111, 1958 and 155, 1981 ■ Modern Slavery Act 2015 ■ United Nations Convention against Corruption ■ OECD Guidelines for Multinational Enterprises ■ OECD Due Diligence Guidance for Responsible Business Conduct ■ ISO 37001:2017, Anti-bribery management systems ■ UK Bribery Act 2010

4.2.2. CREATION OF SHARED VALUE

Commitment to open innovation, cooperation and knowledge transfer

Antolin weaves strategic partnership networks with companies, start-ups and innovation centers in the main markets in which it operates.



More information on innovation can be found in [chapter 2. Business strategy and model.](#)

- Collaboration with **local platforms** that foster open innovation and entrepreneurship, such as POLO Positivo (Burgos). In the context of this alliance, 2024 saw Antolin renew its commitment to entrepreneurs and SMEs with two new open calls for small and medium-sized enterprises: IMÁN and IMPULSO. Furthermore, representatives of POLO Positivo held their Steering Committee meeting on Antolin's premises. The purpose of this commitment is to implement business projects in industrial, technological or service areas that support industry. José Ramón Gutierrez, Corporate & Industrial IT director at Antolin and mentor on the POLO Positivo programs, noted that this connection between entrepreneurs and experts is an effective way to learn, experiment and test hypotheses.
- **New partnership with MIT in India.** Antolin Design and Business Services has partnered with the MIT Art, Design & Technology University in India with the aim of fostering innovation and experiential learning in the field of automotive design.
- Collaboration with the Industrial Liaison Program (ILP) of the **Massachusetts Institute of Technology (MIT)** to address current and future challenges related to the transformation of the automotive industry and sustainable mobility.

²⁶ See 6.6. Policies and commitments.



- **Knowledge Days.** Organization of seven knowledge-sharing technical seminars in partnership with our suppliers at the company's R&D&I headquarters in Burgos, which were attended by more than 300 people.
- Participation in the **Automotive Hackathon 2024** organized by Universidad de Burgos and the Castilla y León Institute for Business Competitiveness (ICE), together with FACYL (Automotive and Mobility Cluster of Castilla y León), on the future of mobility.



Partnership with MIT in India.

Education and employability as a driver of creation, talent development and diversity

Antolin promotes projects to offer future prospects to young, diverse and global talent.



More information on these projects can be found in [4.1.3. Talent attraction and retention.](#)

- Initiatives to attract the best **young talent.** First year of the Lifelong Learning Master's Degree in Automotive Electronics with Universidad de Burgos (UBU), in addition to the Finance Bootcamp and dual training programs.
- Participation in the **22nd Job Forum of Universidad de Burgos**, a meeting point for companies, entities and organizations committed to incorporating talent into their teams.
- Promotion of technology and science by collaborating on the **13th FIRST LEGO League Tournament** organized by Universidad de Burgos. A total of 330 young people took on a challenge that combined technology, innovation and teamwork, in which Antolin presented the Antolin First Lego League Values Award to two of the participating teams.

- **Bringing the academic and business worlds closer together,** creating opportunities for future professionals through initiatives such as:

- Visits from representatives of Universidad de Comillas (ICAI-ICADE) and a group of students and teachers from Offenburg University (Germany) to the Burgos headquarters.
- The seminar was given as part of the University Excellence Program – aimed at training Baccalaureate students in skills for university and professional life –, as a result of collaboration between a number of educational centers and Universidad de Navarra.
- The orientation and training day organized at Antolin's Burgos headquarters for employees' children aged between 15 and 18, where more than 50 young people were introduced to the new values and vision, facilities and activities of the organization by members of the company's management team.
- The visit from the multi-sector group of Chinese executives, students of the EMBA program of CUHK Business School, who were welcomed at the Madrid offices by Emma Antolín to learn about Antolin's success story, the company's operations in and with China, and the vision for the future of cars, at a strategic time when the company has just celebrated its 20th anniversary in China and showcases innovations at the Beijing Automotive Exhibition.

- **Tertiary Education Bursaries.** Student grants for young people in South Africa who would otherwise be unable to pursue their studies. These grants are aligned with the Broad-based Black Economic Empowerment (BBEE) policy for equality and inclusion in this country.



Orientation and training day for children of employees.

Promotion of corporate health and sustainability action

Offering a safe and healthy environment that generates wellbeing is a priority at Antolin, falling under the corporate pillar of the Value of People.



More information on these initiatives can be found in [4.1.6. Promotion of health, safety and wellbeing.](#)

- **Club Deportivo Antolin in Burgos (Spain).** With around 200 registered players, most of them children and relatives of employees, this initiative encourages values such as teamwork and self-improvement. Registered with the Royal Football Federation of Castilla y León, Club Deportivo Antolin also promotes healthy habits and sporting development from an early age.
- Within the corporate framework of **company solidarity in the fight against cancer, “Together, it’s possible”**, Antolin joined the challenge set by the Spanish Cancer Association (AECC) to achieve a 70% cancer patient survival rate by 2030 under the program **“Together, let’s fund research and support”**. With this same objective in mind, the company was once again a sponsor of the 4th Burgos Walk against cancer, with funds going to cancer research.
- Sport and solidarity came together in **Goals against childhood cancer**, a company-supported initiative organized by the Royal Football Federation of Castilla y León and the Unoentrecienmil Foundation to mark International Childhood Cancer Day. The aim was to help children suffering from this disease to return to a normal life through ongoing physical exercise as therapy. Meanwhile, the **ECO AMANC** program in Mexico transformed 500 kg of cardboard waste into aid for children fighting cancer.
- **“Donate blood, save lives”**, a “We’re counting on you” road safety initiative. Blood donation drives among employees around the summer and Christmas vacation periods to help boost stocks at blood banks due to the increased number of people on the roads.



Blood donation drive at the headquarters in Burgos, Spain.

Social and environmental development in response to requirements and expectations

People, communities and the environment are at the heart of these actions implemented in partnership with initiatives and groups working on the ground.

Emergency response is included in the contribution model, with a view to minimizing the damage caused and protecting people affected by major natural disasters and other environmental events. The company also has business contingency plans covering preventive management and business recovery. Four Antolin plants were affected by the heavy flooding that hit Central Europe in 2024 as a result of storm Boris. The team effort was a clear example of professional excellence, coordination and commitment at a critical time, protecting Antolin's employees, customers and assets and supporting the community.



Antolin stands with Valencia. Urgent means now

Under the slogan “Urgent means now”, Antolin wanted to show its solidarity with the region and those affected by the cold drop by launching a string of actions —both individually and in conjunction with official bodies in Burgos, Castilla y León and Valencia— to help the people and companies hit by the flooding.

Not only did the company provide direct support in the form of special aid for employees of its factories in Valencia and their families, but it also mobilized Antolin professionals across the country, enabling supplementary initiatives to be undertaken to assist the residents of the towns devastated by the cold drop.

Numerous acts of solidarity and tributes to the affected population took place during the initial weeks, such as the minute's silence held in memory of the victims at the different centers in Spain, organized by CEOE, CEPYME and ATA, in conjunction with UGT and CCOO.

Donations in kind also included **monetary donations** supported by initiatives such as “From Valencia for Valencia”, with the aim of helping the self-employed, stores and small businesses. Antolin provided logistical support in the collection, classification and transportation of the donated material to Valencia. Victims of the cold drop also received aid in the form of the Valencian produce-based solidarity menu #AnOrangeForValencia offered at the headquarters, and from the recycling of plastic drinks bottles in the Ecoembes RECICLOS machines at Antolin.

This year, it also collaborated through the Basketball Christmas Edition sporting and solidarity initiative, which organized a large-scale toy and school material collection drive among attendees for the affected families and schools.

- **UNICEF's Companies for Change.** Antolin renewed its partnership with UNICEF, which commenced in 2013 with the aim of providing the most vulnerable children with a better future, thanks to the drawings contributed by employees' children around the world as part of the company's traditional Children's Christmas Card Competition. To mark the 30th year of this competition, for each drawing received the company made a donation toward the right to childhood education, improved health and the protection of children in emergency situations.

Through the Companies for Change program, UNICEF provides clean water, sanitation and hygiene in schools, as well as safe spaces for learning. It also trains teachers to provide quality education and supports the inclusion of children with disabilities, as well as other vulnerable groups.

- **3rd Get Thirsty Trail Run in Burgos.** Antolin once again supported this sporting, recreational and socio-cultural event which, in its third year, raised Euros 5,000 for the Burgos Pathological Gambling Rehabilitation Association (ABAJ).
- **A smile for Christmas.** This initiative, implemented in conjunction with International Cooperation at the Burgos headquarters, is part of the company's Christmas campaign and aims to bring the magic and excitement of the festive season to those most in need in the form of gifts donated by Antolin's employees and their families. With this same objective, the “One toy, one smile” initiative in Toluca, Mexico resulted in the delivery of more than 500 toys to abandoned children in the Maria and Nentambati shelters.
- **The “For a good cause” Christmas charity auction.** Thanks to the gifts donated by the company's suppliers and/or employees, close to Euros 3,000 was raised and donated to the Burgos Parkinson's Association.
- **A new life for a village. Village Upliftment Program (VUP) in partnership with Hand by Hand.** This program was launched in 2016 in India, in the vicinity of Antolin's production centers, to create self-sufficient local communities and promote integrated environmental, social and governance growth in rural areas. It focuses particularly on reducing inequalities and supporting women and children, the most vulnerable groups. In 2024 VUP was recognized as a **finalist in the CODESPA awards** which, in their 22nd year, highlighted the involvement of the private sector in the pursuit of social and economic change for the most vulnerable people and the promotion of their inclusion in society. The awards were presented by H.M. King Felipe VI.
- **Recognition from the Mexican Institute of Social Security in Saltillo (Mexico)** for supporting and participating in different social work programs, more specifically, for Coffee with Volunteers, the Soy Rosa IMSS breast prosthesis construction workshop and the Ringo Campaigns.



2024 Christmas drawing competition, Brazil.



4.2.3. ALLIANCES AND INSTITUTIONAL RELATIONS

Alliances represent a fundamental lever in the strategy of ensuring that companies create a positive impact on their communities. This is confirmed by a survey carried out by the UN Global Compact, which reveals that 78% of companies that support the SDGs do so through alliances. However, there is still a long way to go and many relationships to be forged: in 2024, only 17% of the SDGs were on track to be met, while 35% had been stalled or were even regressing. It is thus more important than ever to mobilize and share knowledge, technical capacity, technology and financial resources if the 2030 Agenda time horizon is to be met.

Aware of the responsibility that comes with being a benchmark company in the industry, Antolin continues to reaffirm its leadership as a key player in the promotion of alliances and institutional relations. Due to its market position and future vision, the company assumes its responsibility by driving initiatives and projects for the benefit of its main stakeholders, society and the economic and industrial fabric as a whole. In 2024 the company invested Euros 237,633 in collaboration with both national and international associations.

In the **automotive industry**, Antolin is represented on the board of directors of **SERNAUTO** (Spanish Association of Automotive Suppliers), actively participates in various committees and supports the association's institutional activity. It is also a member of the **Steering Committee of FACYL** (automotive cluster of Castilla y León). Worldwide, it collaborates with more than 20 regional and national automotive associations in key countries where the automotive industry is of strategic importance.

True to its commitment to public-private collaboration as a driver of change and competitiveness, Antolin participates in various forums and associations, both in Spain and in the other countries in which it operates. Antolin has joined the **Industry Advisory Board** promoted by Burgos City Council, with the aim of drawing up and implementing a Strategic Industrial Plan to strengthen and attract fresh industrial investment to the region.

In the **academic sphere**, strategic alliances with leading organizations in innovation ensure that Antolin remains ahead of the curve. The company works closely with various universities and business schools in Spain and other countries in an array of fields, programs and initiatives. One of the most special partnerships is the alliance with **Universidad de Burgos (UBU)**, with which it has designed postgraduate training programs and where it regularly participates in forums. Proof of this special relationship is the appointment of Ernesto Antolín, Chairman of Antolin, as Honorary Member of the Universidad de Burgos Alumni Association in 2024.

In this spirit, Antolin also joined the **Board of Trustees of the CYD Foundation**, the aim of which is to boost the contribution of universities to economic and social development, promote the entrepreneurial nature of Spanish society from university level and strengthen the links between this institution and the business world. The Vice-Chair, Emma Antolín, represents the company on the Foundation's Board of Trustees.

Antolin's involvement in different business and economic platforms offers the possibility of sharing knowledge and experiences, and creating synergies with other leading companies. Antolin is thus a member of the **Spanish Chamber of Commerce** (the Chairman, Ernesto Antolín, represents the company at institutional level in the plenary session) and works with various committees, participating in different international business meetings organized in conjunction with **CEOE and ICEX** (China, India, Japan, Brazil, Morocco and Italy) and sitting on the Spain-China Business Advisory Board, coordinated by CEOE. Another salient partnership is the alliance between Antolin and a number of Spanish Chambers of Commerce abroad.

Antolin is also a member of the Board of Trustees of the **Spain-China Council Foundation**, the main Spanish public diplomacy institution dedicated to China, with the support of the Ministry of Foreign Affairs, European Union and Cooperation. To mark two decades of working to strengthen ties between the countries, Emma Antolín represented the company at the reception given by H.M. King Felipe VI for the Foundation's Board of Trustees at La Zarzuela Palace.

In the institutional sphere, Antolin is a member of the Board of Trustees of the Princess of Asturias Foundation for the promotion of scientific, cultural and humanistic values and universal heritage; and of the Board of Trustees of the **Princess of Girona Foundation**. Antolin collaborates with this organization in its work to support the professional and personal development of young people in Spain. Fostering and attracting the best talent is one of the pillars of the company's responsible and sustainable business model and, with this objective in mind, the company has participated in the Talent Tour, organized by this Foundation in various cities.

For his part, Ernesto Antolín attended the event organized by the **Círculo de Empresarios (Business Leaders)** in Madrid to award certificates on the occasion of the 28th year of PEP scheme. The meeting was held on November 27 in the Upper House of the Spanish Parliament and attended by a total of 118 MPs.

Among its alliances for a sustainable corporate model, Antolin sits on the **Board of Directors of Forética**, its membership having been renewed in 2024. Since 2018, it has been involved in the various clusters, which serve as a meeting point where companies can share knowledge and catalyze their business goals in the field of sustainability.



Information on Antolin's environmental alliances can be found in [3.1.3. Alliances for the planet.](#)



Celebration of the 20th anniversary of the Global Compact Spain Network

As a founding member, Antolin joined in the celebration of the United Nations initiative launched in 2004 under the name Spanish Global Compact Association, currently Global Compact Spain Network. Antolin was recognized at the General Assembly for its 20 years of support and commitment, as well as for being one of the 19 companies among the current 1,700 with the highest participation in the last financial year.

After eight years as member of its Executive Committee and consolidation of the leading corporate sustainability initiative, Antolin bid farewell to its term of office with a special recognition event to mark the Committee's renewal at the General Assembly.



Most noteworthy partnerships and memberships in 2024

