

Grupo Tejedor Lázaro

II SUSTAINABILITY REPORT 2022

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LETTER FROM OUR PRESIDENT

[2-22]

It is for the second consecutive year that we present our Sustainability Report, a document that includes the main actions we have conducted in environmental, social, economic and governance matters during 2022.

All this has been possible, once again, thanks to the 160 people who make up the GRUPO TEJEDOR LÁZARO team, our collaborators and the rest of our stakeholders, with whom we walk hand in hand on this roadmap towards sustainable development.

We do so in the context of the 2030 Agenda and the United Nations Sustainable Development Goals, as we are aware of the importance of working at local level to address the major challenges that currently exist globally.

In the changing context in which we find ourselves, we consider it essential to maintain our commitment to sustainability and social responsibility. Therefore, we continue to implement certifications such as Hacia Residuo Cero, EFR, IFS, Global GAP, BAP, Óptima or CHEP, among others.

In addition, we continue to make progress in reporting, in line with our commitment to transparency. This is why this year we wanted to extend the scope of this report, voluntarily, to include the indicators of Law 11/2018 on non-financial information and diversity.

Guided by our Commitment and Passion Committee, we will meet the challenges ahead and continue to collaborate with our stakeholders to grow responsibly, creating value for society and minimising our impact on the environment.

Carlos Tejedor Lázaro

Executive President of GRUPO TEJEDOR LÁZARO

ABOUT US

[2-1] [2-6] The Tejedor Lázaro Group is a family group that belongs, almost entirely, to the Tejedor Family. The parent company and head of the Group is Grupo Tejedor Lázaro, S.L. (hereinafter, GRUPO TEJEDOR LÁZARO), which acts as the holding company for the rest of the companies in the Group, all of which are limited companies, except for Dibaq Diproteg, S.A.

We design, manufacture and market pet food and food for sea and inland water aquaculture fish and crustaceans; we design feed mills and aquaculture farms; we buy and sell top quality raw materials; and we provide technical consultancy, advisory and ichthyopathology services.

Everything we have achieved so far is thanks to the people who form part of GRUPO TEJEDOR LÁZARO and to the rest of our *stakeholders* (internal team, suppliers, collaborators, clients, social groups around us or institutions with which we collaborate). We are all one big family and we work every day for each and every person with effort and responsibility

MAIN FIGURES		
	2021	2022
People	154	160
Tons sold	48,031	42,728
Tons trading ¹	45,000	38,735
EBITDA (Millions of euros)	2.8	4.5
BAT (Millions of euros)	1.4	3.8
Cash flow (Millions of euros)	4	6.0
Net sales (Millions of euros)	81.7	111.7
Shareholders' equity (Millions of euros)	9.2	11.1
Net debt with financial institutions (Millions of euros)	8.5	9.4

VALUES, STYLE AND PURPOSE

We want to become a world reference in the field of nutrition, health and welfare for pets and aquaculture animals. To this end, we conduct our activities based on our **values and beliefs**, which are shared by our entire team. These are:

¹ Sale of raw materials.

- **Origin:** we walk hand in hand with innovation, technology and development, but keeping in mind our origins, and our founders: José Luis Tejedor and Anastasia Lázaro. Throughout our more than 70-year history, their determination, passion and initiative have set an example. Our history and our respect for our family legacy are the driving forces that propel us to learn and move forward, looking to the future.
- **Family:** coexisting the second and third generation of the same family, we have achieved great recognition in the industrial field, in the scientific sector and in international development thanks to the work and talent of GRUPO TEJEDOR LÁZARO's great team.

We are a big family in which we are all equal and collaborate together to offer the best to our customers with commitment, responsibility and respect.

People are our essence, our main wealth, and we take care of them. That is why we respect diversity and equal opportunities, facilitate work-life balance, ensure the safety of all employees and encourage and contribute to their personal and professional growth.
- **Effort:** we strive to be the best professionals and use all our energies to meet the new needs of our clients, working for and with them.
- **Good humour:** we do our work with enthusiasm, passion and affection, working in environments that favour humour and a good atmosphere. We want to promote teamwork, cohesion among people and overcoming any obstacle to offer the best to our customers, our community and our environment. All this without forgetting an essential maxim for us: to be happy and enjoy the projects we do.
- **Sustainability:** we believe that it is only possible to grow and maintain our business over time by working in a sustainable and responsible way, respecting our surroundings. It is important to us to take care of the community in which we are located and we work every day with this in mind. We collaborate with local suppliers and collaborators who share our values; we help society and support initiatives that improve our environmental, social, cultural and business environment.

These are the pillars on which the business project was founded and which mark the way we act every day, together with our **purpose**:

*"We feel that authenticity inspires Our Life
and we are excited to share this Legacy with the world"*

Our style

Thanks to our experience, the passion of our team and the quality of our products, we are proud to say that our personal brand speaks of **Trust, Transparency, Consistency, Honesty and Security**.

We are also committed to the well-being of our stakeholders: shareholders, colleagues, customers, suppliers, competitors and the socio-environmental environment, whom we also consider part of our family. Therefore, our relationship with them is based on the **4 Hs: Humanity, Humility, Honesty and Humour**.

[2-23] Our commitments - standards

We conduct our business in accordance with the following commitments and codes of ethics:

We remain **committed to people**, working to ensure their health and well-being, their happiness, the development of their talent, equal opportunities, diversity and work-life balance. Among the tools that help us to make progress in this regard are the 2nd edition of the Conciliation Guide, the Individual Development Plan, the Action Protocol against Harassment and the 2nd Equality Plan.

We are also **committed to the environment**, as reflected in our Code of Conduct, respecting each other and growing in a responsible and sustainable way, without forgetting our surroundings and the people who live there. We also contribute to the Sustainable Development Goals by implementing a corporate social responsibility policy aligned with the objectives of the 2030 Agenda.

Likewise, since our origins we have shown our **commitment to quality and good work**. The traceability of all our products is serious, real and accredited by major certifications. We work under the parameters of legal and business requirements and under our Quality, Environment and Food Safety policy.

We are **committed to transparency** towards our stakeholders. We have defined different channels and tools for communication and participation with all of them. We communicate responsibly and apply our Code of Ethics.

On the other hand, **we are committed to growth and R&D and innovation**. We try to surpass ourselves every day with our effort and work to be at the forefront of innovation, research and technology. In this way, we adapt to the needs of our customers and our own.

Our Principles of Conduct

We act in a lawful and ethical manner, pursuing our objective of ensuring that our business is conducted in accordance with our corporate values. In this way, we want all Group companies to operate responsibly. Everyone who forms part of GRUPO TEJEDOR LÁZARO must act in accordance with the provisions of our **Code of Conduct**, approved by the Board of Directors.

[2-27] In 2022 there were no events of significant non-compliance with applicable laws and regulations and we have received no fines in this regard.

In the various sections of this report, we show the key elements of our day-to-day activities.

WHAT DO WE DO

[Law_Markets] [Law_Business Environment] [2-6] Our business focuses on the manufacture and marketing of pet food and aquaculture products nationally and internationally, the design and development of engineering projects for breeding fish farms and animal feed factories, and the supply of top-quality raw materials. Our knowledge and our commitment to research have enabled us to position ourselves as a national and international benchmark in the sector, making us one of the most innovative groups in Europe and at international level.

We develop our activity for the **aquaculture sector** of fish and crustacean production, providing services to large companies with intensive production in all phases (*hatchery*, pre-fattening, fattening and reproduction), to smaller or specialised companies, and to research centres to which we provide our consultancy and support services.

Our main customers are final production companies, who purchase our products as raw material to finish their productions with quality and excellence. In some countries we also work with distributors who buy our assortment for specific species and then market it to the end customer and producer.

We also work with the **pet sector**, whose clients are distributors, breeders, specialised shops, veterinary clinics and end customers.

Within GRUPO TEJEDOR LÁZARO, we have business units belonging to two groups: Derwent Group and Dibaq Group. Derwent Group offers its clients a large team of specialised professionals and a wide range of services such as: design and development of engineering projects for marine farms and animal feed mills, trading services for raw materials and manufacturing and internationalisation of animal nutrition products. Our technology and *know-how* allows us to provide a 360º service, in addition to personalised service and products.

Below are the divisions and brands of the Derwent Group and their services:

- **Derwent Trading:** national and international marketing of a wide range of high-quality raw materials for the animal industry, especially pets and aquaculture.
- **Derwent Nutrition:** marketing and export of pet food and snacks and services for the care and feeding of marine and inland aquaculture fish. In addition, Derwent Nutrition leads in the internationalisation of these products and services.
- **Derwent Engineering:** specialists in engineering projects for animal nutrition factories and aquaculture farms, providing the most advanced technology to our customers.
- **Derwent Corporate:** this division provides GRUPO TEJEDOR LÁZARO with functions related to People, Marketing, Corporate Communications and Commitment and Passion® (CSR).

As for the **Dibaq Group**, it is the business unit from which we produce high-value foods that make animals healthier and therefore happier, researching to improve their diets according to their needs. The Dibaq brand accounts for 99% of production and sales, hosting complete and specific nutritional programmes for more than 20 different aquaculture species, including: sea

bream, sea bass, trout, sole, turbot, cobia, shrimp, eel, barramundi, sturgeon, tilapia, catfish, prawns, etc.; in addition to different breeds and sizes in Petcare.

We have factories in Spain and the Czech Republic and our products and services are present on four continents.

The Dibaq Group's divisions and brands are:

- **Dibaq Petcare Spain:** specialists in nutrition, health and welfare for pets. We manufacture dog and cat food, mainly under the Dibaq brand.
- **Dibaq Petcare Czech Republic:** tradition-based, nature-friendly food from the Czech Republic, under the Fitmin brand.
- **Dibaq Aquaculture:** products, services and nutritional solutions for aquaculture fish species, both saltwater and freshwater, under the Dibaq brand.

In addition, we have specific sub-brands depending on the species, the country of destination and the type of breeding, thus customising the products for each type of customer. The product ranges for pre-fattening and fattening are worth mentioning: Microbaq, Nutraplus, Maxpro, Solution, Zenit, Kronos, FishStar or Flat Large, among others.

Each of them can have distinctions related to nutritional and nutraceutical properties, such as **4Tress®**, and others related to sustainability criteria in their composition to protect and care for our planet, such as **Aquasafe®**.

[Law_Environmental Certification] We comply with European legislation on the manufacture of feed for fish, aquaculture crustaceans and pets, and with the regulations in force in the countries of destination. In addition, we are aligned with **seals and certifications** such as IFS, Global GAP and BAP, which include sustainability criteria.

[Law_Trends] Considering the current context and our activity, the trends that affect us the most are:

- Potential problems in the supply of high quality raw materials.
- International conflicts, such as wars.

Our strategy therefore focuses on diversification and differentiation.

Growing in a sustainable way

[203-1] Every year we invest in improving our infrastructure and services in order to grow sustainably.

In 2022, we invested **more than €50,000 in the Mascotas Seco plant** for improvements in Production, Engineering, Product, Occupational Risk Prevention and Maintenance, among others.

In the **Mascotas Húmedo plant** we have made investments **in excess of €807,000**, the most significant being the new freezing chamber and the refrigerated warehouse.

WHERE ARE WE

[2-1] We are located in Fuentepelayo (Segovia, Spain), Santander (Cantabria, Spain), Helvicovice (Zamberk, Czech Republic) and Orlice (Letohrad, Czech Republic). Our head office is located in Santander.

[Law_Markets] We are present in more than 80 countries and the most significant and relevant operations for this Report are in Spain and the Czech Republic.

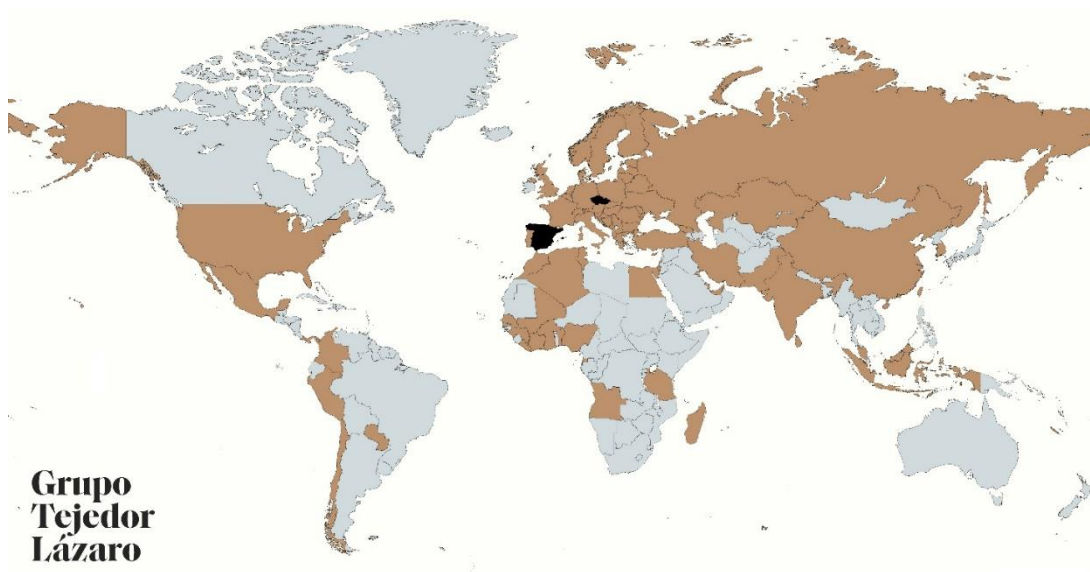
We provide products and services in the following geographic locations:

With our Dibaq Petcare product:

- | | | |
|------------------------|---------------------|--------------|
| 1. Madagascar | 13. Georgia | 26. Bahrain |
| 2. Malaysia | 14. Benin | 27. Nepal |
| 3. Israel | 15. Czech Republic | 28. Portugal |
| 4. India | 16. South Korea | 29. Croatia |
| 5. Chile | 17. The Netherlands | 30. Hungary |
| 6. Belgium | 18. Serbia | 31. Latvia |
| 7. Spain | 19. Romania | 32. Cuba |
| 8. China | 20. France | 33. Germany |
| 9. Republic of Moldova | 21. Greece | 34. Poland |
| 10. Italy | 22. Cyprus | 35. Malta |
| 11. Slovenia | 23. Sweden | 36. Algeria |
| 12. New Caledonia | 24. Estonia | |
| | 25. Switzerland | |

With our Dibaq Aquaculture product:

- | | | |
|-------------|--------------|--------------------|
| 1. Benin | 9. Greece | 17. Czech Republic |
| 2. Mali | 10. France | 18. Tunisia |
| 3. France | 11. Korea | 19. Egypt |
| 4. Cameroon | 12. Cyprus | 20. Burundi |
| 5. Guinea | 13. Germany | 21. Belgium |
| 6. Niger | 14. Peru | 22. Turkey |
| 7. Angola | 15. Tanzania | |
| 8. Italy | 16. Senegal | |



BY OUR SIDE

[2-29] We are strongly committed to social responsibility and our *stakeholders*. Below are the main stakeholders we have identified for our Group.

Stakeholders	
Shareholders	Shareholders of the Group itself and shareholders where the Group holds shares.
Persons (employees and collaborators)	Workers belonging to one or more Group companies and self-employed workers who regularly collaborate with one or more Group companies.
Clients	National or international companies that have a business relationship with one or more GRUPO TEJEDOR LÁZARO companies.
Suppliers (including creditors)	Suppliers, including creditors, of one or several companies of GRUPO TEJEDOR LÁZARO.
Competition	National and international companies with a focus on the same activities as the companies of GRUPO TEJEDOR LÁZARO.
Socio-environmental context	People who know one or more of the Group's companies, people who do not know the Group's companies but will be directly or indirectly involved in the actions that take place in them and regional, national and international business associations that share the vision of GRUPO TEJEDOR LÁZARO.

We communicate with our stakeholders through different channels, such as the website (and intranet, internally), external newsletter, internal newsletter, social media, internal meetings, external meetings, internal events (such as Group Day and Family Day), external events (trade fairs, conventions and conferences) and reporting communications.

In addition, to identify key concerns for our stakeholders, we will conduct surveys in relation to:

- The organisation as a whole.
- An important product or service category.
- The location of significant operations.

[Law_Social Relations] We also have **suggestion boxes for employees**. These are tools that promote dialogue and allow us to grow. In 2022 we received 48 suggestions:

- 14 of an industrial nature: requests for equipment, improvements or questions related to industrial workplaces.
- 17 on facilities: civil works, improvement of factory infrastructures and requests for improvement of facilities.
- 15 on organisational issues: requests and questions of an organisational nature (work shifts, publications, etc.).
- 2 of breakdowns.

As for the previous year, 114 suggestions were received through this channel.

We reply to the suggestions we receive within one month of receiving them. The results are published on the TV sets in the canteens and in a report.

The status of suggestions received in 2022 is as follows:

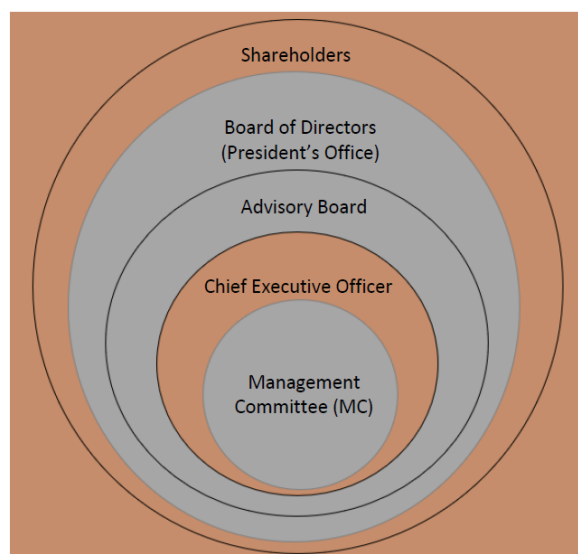
STATUS OF SUGGESTIONS 2022		
Executed	8	16.7%
Approved	22	45.8%
Under study	9	18.8%
Not possible	4	8.3%
Pending response	2	4.2%
Breakdowns	3	6.3%
TOTAL	48	100%

In addition, staff members can give their opinion in our annual **work climate surveys**.

We have also organised another edition of the "**Innova en el Grupo**"(innovate in the group) contest in 2022, with the aim of giving all employees the opportunity to contribute innovative ideas. All ideas, comments and suggestions received in the contest are studied in detail by the Innovation Committee. This year we have received an idea from the R&D&I Planning department.

ORGANISATIONAL STRUCTURE

[Law_Organisation and structure] [2-9] Our governance structure is organised according to the following layout:



[2-13] [2-10] Our highest decision-making body is the **Board of Directors**, commonly referred to as the President's Office. It is responsible for assessing and approving, if appropriate, the proposals submitted by the Group's Advisory Board and/or the Management Committee. It is made up of two members from each shareholding branch, elected by these branches, who are their representatives on the Board of Directors.

Some stakeholders, such as shareholders and employees, participate in the nomination and selection of the members of the highest governance body. In addition, the process considers issues such as diversity, independence, and knowledge and experience in economic, environmental and social issues.

The Board of Directors safeguards the Group's risks through our Code of Conduct, which provides for exemplary and proper conduct in matters affecting the Group. This body meets every six months.

The **Management Committee** meets once a month to bring information on assessment, impacts, risks and opportunities to the Board of Directors.

We also have an **Advisory Board** with three committees: succession, governance and strategy. It consists of the Managing Director, the members of senior management, one of higher authority and two independent members.

The **Management Committee** consists of the Group's Managing Directors, two members of Senior Management and the Managing Director. The other Committees are represented, depending on the Committee, by a member of the Management Committee.

On economic, environmental and social issues, the Committees responsible are:



[2-13] It is worth mentioning that the Compliance Committee, made up of people from different departments, manages the organisation's impacts on the economy, the environment and people. In addition, we have action protocols in the event of any type of impact, and a Whistleblower Channel in place so that anyone can report any type of incident that may occur. This Whistleblower Channel is received by an external legal counsel, who in turn reports to the Committee for resolution.

Further information on the composition of our main governing bodies can be found in Annex I of this Report.

TAXATION

[Law_Tax Information]

We generate wealth for our stakeholders through our activities. Through the payment of salaries, taxes or purchases of goods and services, we transfer the economic value we generate to our employees -including people with disabilities and their families-, public administrations and other business projects. Thus, we contribute to the development and consolidation of the economic and social fabric of the territories where we are present.

The following table shows the main financial figures for the last two years:

[201-1] [201-4] ECONOMIC PERFORMANCE (thousands of euros)		
	2021²	2022
Significant financial support received from the government ³	244	177
Grants. Operating subsidies.	205	145

² [2-4] Figures for the year 2021 are corrected to be presented in thousands of euros.

³ Additionally, in 2022 the tax deductions and tax credit amount generated has been 337,680 euros and an ICO loan has been received which is counted as a subsidy of 144,972 euros.

Grants for investment or research and development and other relevant financial support. Capital grants taken to the income statement.	39	32
Direct economic value added (EVA)	83,485	114,063
Income. Sales, changes in inventories of finished products, fixed assets, financial income and other income.	83,485	114.063
Economic Value Distributed (EVD)	82,147	111,116
Operating costs. Procurements and operating expenses.	75,561	103,730
Salaries and social benefits. Payments made to employees and social contributions.	5,664	5,846
Payments to fund providers. Financial expenses: payments made to the organisation's capital providers.	560	808
Payments to the government. Fees and gross taxes.	292	708
Community investments. Voluntary contributions and investment of funds in the community (including donations).	69	23
Economic value retained (EVR)	2,725	2,787
Reserves, amortisation, depreciation, etc.	2,725	2,787

[207-1] Of course, an essential part of our growth strategy is tax compliance, which enables the sustainable development of the organisation. To achieve this compliance, we have internal policies in place and rely on specialised external advice, all in the context of Group Compliance.

In the event of any significant incidents of unethical or illegal conduct, the **Compliance Committee** is informed.

[Law_Related Risks-Assessment] [Law_Related Risks-Description] [Law_Related Risks-Effectiveness] [207-2] The Management Committee, with the support of an external consultancy with expertise in tax matters, deals with tax governance, its control and the management and assessment of all types of risks.

Our tax strategies stem from this Committee and are governed by the strictest compliance with current tax rules. It is also responsible for assessing compliance with fiscal governance.

The management of the entire Group's taxation follows a **strict protocol**, detailing all the tasks to be performed and the deadlines for compliance with all tax obligations.

The Administration department, in the first instance, is responsible for **tax risk management**. In addition, it is supported by external tax consultants, who report on any new developments or changes in tax compliance.

On the tax side, all taxes are reviewed by external tax advisors prior to filing, thus minimising the risks of errors or non-compliance.

[207-1] On the other hand, it is worth mentioning that we have a **tax report** which is available in each Group company annual accounts reports, which are externally audited. This is prepared by our external tax advisors on the basis of policies emanating from the Group Management Committee, which is advised by these consultants.

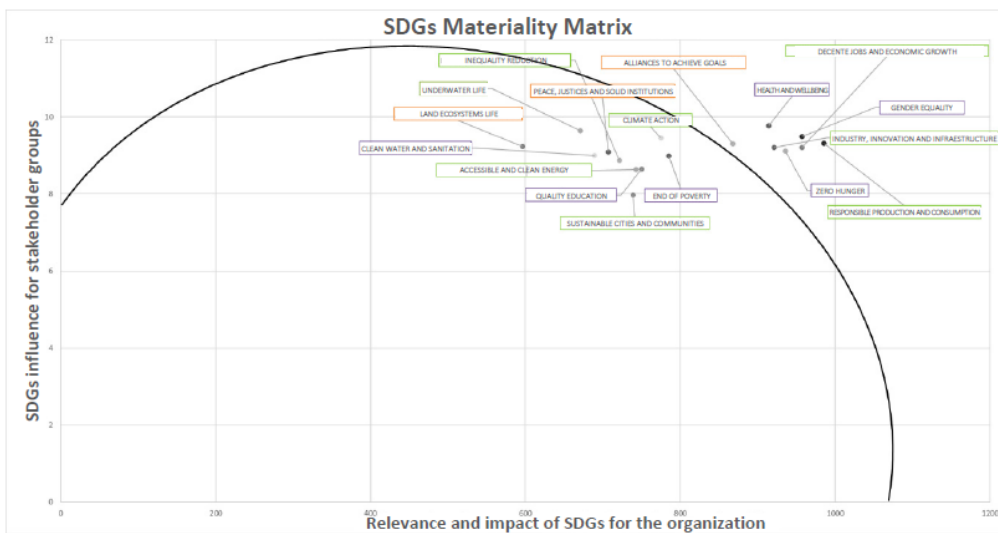
COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS

We are in the Equator of the 2030 Agenda and, at GRUPO TEJEDOR LÁZARO, we believe that now, more than ever, is when we need to continue contributing to the United Nations Sustainable Development Goals (SDGs). Therefore, when working on sustainability, we take into account these objectives and our contribution to their achievement. This way, we want to continue to build a sustainable future without leaving anyone behind.

[3-1] In 2020, we conducted a **materiality analysis** to identify the priority SDGs for the Group and our stakeholders, assessing the 17 SDGs from two perspectives:

- **Assessment of the relevance and impact of the SDGs for the organisation**, conducted by the Group Management Team through questionnaires.
- **Assessment of the influence of the SDGs for stakeholders**, conducted by representative stakeholders, i.e. staff of the organisation who, given their position, have direct and regular contact with the stakeholder group they represent. The assessment was also conducted through questionnaires. The stakeholders considered were shareholders, people, customers, suppliers (including creditors), competitors and the socio-environmental context.

The results can be seen in the following materiality matrix:



[3-2] Thus, the SDGs identified as substantial are:

- SDG 2: Zero hunger.
- SDG 3: Health and welfare.
- SDG 5: Gender equality.
- SDG 8: Decent employment and economic growth.
- SDG 9: Industry, innovation and infrastructure.
- SDG 12: Responsible production and consumption.
- SDG 17: Alliances to achieve objectives.

We have taken these priority SDGs as a reference to determine the contents reported in this Report.

Another process was the **assessment of risks and opportunities**, in which various Group managers participated. The results obtained showed that there are no intolerable risks and that the most important risks are those related to the post-COVID-19 crisis. In terms of opportunities, the following were identified as important: purpose of the Group, business strength, recognition and stability at national and international level, values and principles based on CSR and sustainability, communication with stakeholders, digital transformation, increased innovation and technology and opportunities related to the commitment and contribution to the achievement of SDG 5 (gender equality).

On the other hand, it is worth mentioning that we are currently working on the development of a Sustainability Action Plan that includes objectives and actions to contribute to the achievement of the substantial SDGs for GRUPO TEJEDOR LÁZARO.

COMPROMISO Y PASIÓN[®] (Commitment and Passion)

At GRUPO TEJEDOR LÁZARO we base our conduct on a Code of Ethics of good practices, through which we are committed to respecting each other and to growing in a responsible and sustainable way, without forgetting our environment.

We promote the social, cultural and business development of the areas in which we are located and care for the people, the community and the environment around us.

We have a **Comité de Compromiso y Pasión[®]** (Commitment and passion committee) that is responsible for ensuring compliance with these commitments which are aligned with the **Sustainable Development Goals** and the 2030 Agenda.

OUR ESSENCE

We work every day for the well-being, happiness and talent development of the people who work and form part of the Group, as they are our most important pillar.

Our commitment to the internal community focuses on:

Our team's happiness

It is an essential aspect in order to reach the optimal level of our projects, so we establish measures and actions to ensure the health and maximum well-being of our collaborators, thus improving workplaces and the working environment, and attracting and retaining the best talent.

Equality and diversity

We want to build a fairer and more diverse society where race, faith and gender do not matter. GRUPO TEJEDOR LÁZARO is made up of people with different thoughts, cultures and concerns. In addition, we work on specific actions to foster diversity, global thinking and equal opportunities, in addition to promote respect, open dialogue and non-discrimination based on gender, age, disability or any other condition.

Developing internal talent

The future of our employees is our future, which is why we allocate resources to design and implement development plans for all our employees. In this way, we empower their talents and help them achieve their personal and professional goals. As for new employees, we support them through our tailor-made mentoring plans, focusing on their full integration and adaptation.

Our future

Integrating new generations in the family business is essential for the good governance and sustainability of the Group. We have a Training Plan for Family Members, which addresses both technical and emotional skills. This Plan allows successors to learn early on about the company's origins, history, operations and the human team that makes up the company and feel that the workplace of previous generations is their own, through their participation in different departments. Our maxim is to promote a sense of pride, belonging and passion for the family

business and, above all, for the team of professionals who, with their talent and daily work, make business growth possible.

Employment stability

[Law_Employment]

In 2022 we had a workforce of 160 people, six more than the previous year. By country, the distribution is as follows:

WORKFORCE BY COUNTRY (AS AT END OF FISCAL YEAR 2022)		
	No.	%
Spain	151	94.38%
Bulgaria	4	2.5%
Portugal	2	1.25%
Romania	1	0.63%
Ukraine	1	0.63%
Morocco	1	0.63%
Total	160	100%

By gender, age, professional category and type of contract, the figures are as follows:

WORKFORCE BY GENDER AND AGE (AS AT END OF FISCAL YEAR 2022)						
	Men		Women		Total	
	No	%	No	%	No	%
<30 years	11	10.58%	2	3.57%	13	8.13%
Between 30 and 50 years	54	51.92%	37	66.07%	91	56.88%
>50 years	39	37.50%	17	30.36%	56	35.00%
Total	104	100%	56	100%	160	100%

WORKFORCE BY GENDER AND PROFESSIONAL CATEGORY (AS AT END OF FISCAL YEAR)						
	Men		Women		Total	
	No	%	No	%	No	%
Management	4	3.85%	2	3.57%	6	3.75%
Middle management	24	23.07%	12	21.43%	36	22.50%
Technical staff	15	14.42%	25	44.64%	40	25.00%
Administrative staff	0	0.00%	4	7.14%	4	2.50%
Production	61	58.65%	13	23.21%	74	46.25%
Total	104	100%	56	100%	160	100%

[2-7]

WORKFORCE BY GENDER AND TYPE OF CONTRACT (AS AT END OF FISCAL YEAR 2022)						
	Men		Women		Total	
	No	%	No	%	No	%
Permanent contracts	98	94.23%	54	96.43%	152	95.00%
Temporary contracts	6	5.77%	2	3.57%	8	5.00%
Total	104	100%	56	100%	160	100%

As for the previous year, in 2021 there were 146 employees with permanent contracts, 8 with temporary contracts and one permanent seasonal contract.

[2-7] By region, our workforce is distributed as follows:

WORKFORCE BY REGION		
Castilla y León		
	2021	2022
Permanent	135	140
Temporary	8	7
Full-time	*	143
Part-time	*	4
Cantabria		
Permanent	12	12
Temporary	0	1
Full time	*	12
Part-time	*	1

*In 2021, contracts by type of working hours differentiated by region were not reported, so the comparison cannot be included. However, it will be reported in this format in the coming years and it will be possible to see how these indicators have evolved over time.

As for the average number of contracts by gender, age, professional category, type of contract and type of working day, the following tables show the distribution.

WORKFORCE BY GENDER AND TYPE OF CONTRACT (ANNUAL AVERAGE)						
	Men		Women		Total	
	No	%	No	%	No	%
Permanent contracts	95	94.06%	53	98.15%	148	95.48%
Temporary contracts	6	5.94%	1	1.85%	7	4.52%
Total	101	100%	54	100%	155	100%

WORKFORCE BY GENDER AND TYPE OF WORKING DAY (ANNUAL AVERAGE)						
	Men		Women		Total	
	No	%	No	%	No	%
Full-time	100	99.01%	49	90.74%	149	96.13%
Part-time	1	0.99%	5	9.26%	6	3.87%
Total	101	100%	54	100%	155	100%
WORKFORCE BY AGE AND TYPE OF CONTRACT (ANNUAL AVERAGE)						
	Permanent contracts		Temporary contracts		Total	
	No	%	No	%	No	%
<30 years	7	4.73%	2	28.57%	9	5.81%
Between 30 and 50 years	83	56.08%	5	71.43%	88	56.77%
>50 years	58	39.19%	0	0.00%	58	37.42%
Total	148	100%	7	100%	155	100%
WORKFORCE BY AGE AND TYPE OF WORKING DAY (ANNUAL AVERAGE)						
	Full-time		Part-time		Total	
	No	%	No	%	No	%
<30 years	9	6.04%	0	0.00%	9	5.81%
Between 30 and 50 years	84	56.38%	4	66.67%	88	56.77%
>50 years	56	37.58%	2	33.33%	58	37.42%
Total	149	100%	6	100%	155	100%
WORKFORCE BY PROFESSIONAL CATEGORY AND TYPE OF CONTRACT (ANNUAL AVERAGE)						
	Permanent contracts		Temporary contracts		Total	
	No	%	No	%	No	%
Management	6	4.05%	0	0.00%	6	3.87%
Middle management	35	23.65%	0	0.00%	35	22.58%
Technical staff	37	25.00%	2	28.57%	39	25.16%
Administrative staff	4	2.70%	0	0.00%	4	2.58%
Production	66	44.59%	5	71.43%	71	45.81%
Total	148	100%	7	100%	155	100%
WORKFORCE BY PROFESSIONAL CATEGORY AND TYPE OF WORKING DAY (ANNUAL AVERAGE)						
	Full-time		Part-time		Total	
	No	%	No	%	No	%
Management	6	4.03%	0	0.00%	6	3.87%
Middle management	35	23.49%	0	0.00%	35	22.58%
Technical staff	38	25.50%	1	16.67%	39	25.16%
Administrative staff	0	0.00%	4	66.67%	4	2.58%

Production	70	46.98%	1	16.67%	71	45.81%
Total	149	100%	6	100%	155	100%

In addition, given the characteristics of our activity, in locations with significant operations⁴ and for certain actions or at specific times, we have workers who are not part of the workforce. We have relied on external personnel from supplier companies to cover positions on a temporary basis due to the volume of industrial work, for integral and industrial cleaning tasks and for private security services.

We strive to **attract and retain talent** by promoting the well-being of our team. Among many other actions, we can highlight our *outdoor* meetings to strengthen cohesion among team members; open days for employees and their families to share the company from the inside; customised development plans; and activities aimed at encouraging dialogue in all directions, as the basis for our continuous improvement.

[Law_Universal Accessibility for Persons with disabilities] On the other hand, we promote diversity in the workforce, collaborating with associations such as SIFU that employ persons with different abilities. In addition, we have two persons with disabilities on our staff. In the offices where they work, we have the necessary measures in place to ensure universal accessibility.

[Law_Work organisation] On the other hand, at GRUPO TEJEDOR LÁZARO we understand that **work-life balance** consists in "enabling harmony between the personal, family and professional lives of all the people who form part of the team, in a context of constant pursuit of happiness". We have included this definition in our **Work-Life Balance Guide**, which lists all the measures (more than 40) that we make available to our staff to enable their work-life balance.

We manage work-life balance with the aim of achieving a set of positive impacts, both internal ("creating a better society, improving our reputation and our company brand, attracting and retaining the best talent, increasing the well-being and commitment of our collaborators, increasing productivity and efficiency, improving the work environment and job satisfaction, improving health and well-being") and external ("improving childcare and dependent care, improving the incorporation of persons with disabilities into the labour market, improving family relations, improving effective equality between men and women and improving environmental protection and the mobility of the population").

[401-2] Our Work-Life Balance Guide contains a comprehensive list of measures related to benefits for all employees (regardless of their working hours or contract), classified into: job quality, time and space flexibility, family support, personal and professional development and equal opportunities. The most significant measures are:

- Teleworking policy (new measure implemented in 2022).
- Guidance on the implementation of teleworking, including issues on the right to digital disconnection.
- Continuous workday in summer.

⁴ Locations with significant operations include Dibaq Diproteg's headquarters, its three factories in Fuentepelayo and its warehouse in Navalmanzano, in addition to Derwent Group's headquarters located in Santander.

- Reduced working day on Fridays and the days before 5 national holidays.
- Flexible start and finish times.
- Accumulated breastfeeding leave of 20 working days.
- Leave to enjoy the holiday period after maternity or paternity leave, outside the calendar year.
- 15 days' paid leave for those who become common-law couples.
- Life and accidents insurance.
- Medical examinations.
- Early or partial retirement, for personnel who meet the requirements established by current labour legislation.

All this has led us to obtain the **efr (family-friendly company)** certification in 2020, a certification that we have renewed in 2022, reaching the **B+ level, proactive company in work-life balance**.

This is a certificate awarded by la Fundación Másfamilia, with the backing of the Ministry of Health, Consumption and Social Welfare, which recognises the company's efforts to generate a new work culture, implementing a management model that allows a balance between work and personal life, based on flexibility, respect and mutual commitment.

According to the management review conducted at the end of 2022, our main challenges for the future focus on working on the different dimensions of well-being: physical well-being, with initiatives to promote good habits linked to physical activity; emotional well-being (time management, flexibility, personal and professional growth, etc.); nutritional well-being (promoting healthy eating habits); family well-being (work-life balance); social well-being (digital disconnection and prevention protocols); and financial well-being (flexible remuneration, among others).

[401-1] In 2022 there were **14 new additions** to the workforce, compared to 16 in 2021. Of the total number of recruitments, 4 are women (28.6%) and 10 are men (71.4%). In terms of region, 12 took place in Castilla y León and 2 in Cantabria. As for the previous year, they were all in Segovia (Castilla y León).

As for the data by age, the following table shows the distribution:

RECRUITS BY AGE						
	2021			2022		
	Men	Women	Total	Men	Women	Total
<30 years	6	2	8	3	0	3
Between 30 and 50 years	5	2	7	7	3	10
>50 years	1	0	1	0	1	1
TOTAL	12	4	16	10	4	14

All new recruits receive a "**Welcome to the Team**" document in physical format and via the intranet, in which they are introduced to the history of the Group, our values and commitments and useful information for the first few days. In addition, other useful and topical information is available on the intranet.

With regard to staff **turnover**, the following tables show the data by gender, age and region:

STAFF TURNOVER 2022			
	Men	Women	Total
<30 years	1	2	3
Between 30 and 50 years	3	2	5
>50 years	1	0	1
TOTAL	5	4	9

STAFF TURNOVER 2022	
CANTABRIA	1
CASTILLA Y LEÓN	7
MADRID	1
TOTAL	9

Regarding dismissals, the following tables show the data by gender, age and professional classification:

REDUNDANCIES BY GENDER AND AGE 2022						
	Men		Women		Total	
	No	%	No	%	No	%
<30 years	0	0%	0	0%	0	0%
Between 30 and 50 years	0	0%	1	100%	1	100%
>50 years	0	0%	0	0%	0	0%
Total	0	0%	1	100%	1	10%
REDUNDANCIES BY GENDER AND PROFESSIONAL CATEGORY 2022						
	Men		Women		Total	
	No	%	No	%	No	%
Management	0	0%	0	0%	0	0%
Middle management	0	0%	0	0%	0	0%
Technical staff	0	0%	0	0%	0	0%
Administrative staff	0	0%	0	0%	0	0%
Production	0	0%	1	100%	1	100%
Total	0	0%	1	100%	1	100%

There were five voluntary redundancies in 2022, three men and two women, representing 3.12% of the total workforce. In 2021, there were two voluntary departures, both of which were men, representing 1.2% of the total workforce. In addition, one worker was dismissed.⁵

[Law_Social relations] [Law_Freedom of association and collective bargaining] [2-30] On the other hand, we guarantee the representation of our staff. 100% of employees are **represented by collective bargaining agreements**.

[Law_Social_Relations] [402-1] On the other hand, in terms of notice periods for significant operational changes, we follow the provisions of the Workers' Statute:

- Substantial changes to individual scope working conditions must be notified to the worker and his representatives at least 15 days in advance.
- In the event of a substantial change of working conditions of collective scope, a consultation period of no more than 15 days must be held on the causes of the change and the possibilities of avoiding or mitigating their effects and consequences on the workers. During the consultation period, negotiations must be conducted in good faith and with the intention of reaching an agreement. The agreement must be endorsed by a majority of the members of the Works Council.

In Group companies where there are no union representatives, the employees may create a committee of three members to form part of the negotiating committee, within a maximum period of five days from the start date of the consultation period.

⁵ In 2021 there was one dismissal of a men worker, under 30 years of age and belonging to the professional category of operations.

[202-1] In terms of wages **we have a wage policy and a collective agreement that exceed the legally established minimums**. Therefore, there is no person employed who is earning the local minimum wage.

[In terms of the organisation of working time, the head office staff has flexible working hours and the factory team works in morning, afternoon and night shifts.

Training and Talent

[Law_Training]

We promote our employees' development, as we consider it essential for their professional careers, and for the Group's efficiency and sustainability in today's globalised and competitive environment.

For GRUPO TEJEDOR LÁZARO it is essential to make the necessary means available to the people of the Group, so that everyone acquires the knowledge, skills and attitudes as a major source of competitive advantage.

To this end, we have a **Training and Career Development Plan**, in the context of our Strategic People Plan.

The Group's internal training is encompassed in the **Dibaq Aprende School**, where the talent and knowledge of the different employees is extended so that it can be transferred to other areas. The operation is based on providing knowledge and developing competencies and skills for the workforce through the knowledge of other peers or external people.

The objectives of the Dibaq Aprende School are to:

- Share knowledge and talent among the staff of GRUPO TEJEDOR LÁZARO.
- Provide knowledge and develop skills that cover the totality of requirements for the performance of specific positions.
- Update and expand the knowledge required in specialised areas of activity.
- Contribute to raising and maintaining a good level of individual efficiency and collective performance.
- Assist in the preparation of qualified staff, according to the plans, objectives and requirements of the organisation.

[404-1] A total of 1,683 hours of external training has been conducted in 2022 (1,816 hours in 2021).

TRAINING HOURS BY PROFESSIONAL CATEGORY 2022	
Management	53
Middle management	506
Technical staff	644
Administrative staff	110
Production	370
Total	1,683

AVERAGE HOURS OF TRAINING BY GENDER 2022	
Men	12.24
Women	7.32
Total	10.52

AVERAGE HOURS OF TRAINING PER PROFESSIONAL CATEGORY 2022	
	External
Management	8.83
Middle management	14.46
Technical staff	15.71
Administrative staff	27.5
Production	5
Total	10.52

As for the previous year, the average number of training hours received per employee was 11.79, with the average for women being 12.94 hours and for men 11.15 hours. According to the professional category, 18.72 hours were given to industrial personnel and 31.85 hours to staff personnel.

On the other hand, we continue with the **Dibaq Aprende Peques School**, focused on the sons and daughters of the Group's staff. Its purpose is to guide and train children through workshops and educational activities, always with the purpose of transmitting the Group's values and culture from an educational point of view.

[404-2] In terms of employee development, we continue with our "**Alborada Personas**" programme, created in 2016. With it, we provide personalised accompaniment to all staff members who request it through comprehensive and individual coaching, with personalised and confidential sessions.

Its objectives are:

- To accompany, guide and facilitate follow-up through the assignment of an internal and/or external coach to help the person achieve their personal and/or professional goals and objectives.
- To take care of their mental health and facilitate their access to be listened to by a person accredited as a coach.
- To make people focus on obtaining unprecedented results by becoming aware of the blockages that condition their present.

This transformative space seeks to improve the level of well-being of our staff through a process of inner change that contributes to a significant transformation of the working environment.

Through coaching, then is able to see life from multiple perspectives, producing in him/her a change of observer and a transformational learning that allows him/her to develop and integrate diverse competencies to achieve very important results for the person. This process promotes change through a deep awareness of how we deal with various situations and supports the development of the individual, enabling him or her to integrate new visions to move forward in a healthier, more effective and sustainable way.

The methodology we apply, integral coaching, considers the whole, i.e. the totality of who the person is, including the world around them, allowing changes in all its dimensions. We work on the present moment from full awareness and with the lessons learned from the past, which empower us to face the future.

Thus, we try to improve the skills of employees and focus on:

- **Attracting, retaining and developing high-level professionals (middle management).** We want people to be able to develop and be able to take on middle management positions through the company's job objectives.
- **Greater lateral amplitude (being a leader in the position).** We want each person to be a leader in his or her job, with responsibility, autonomy, coherence, commitment and resolution.
- **Integrating the Group's values and responsibility into new recruits.** We want new recruits to share our values: origin, family, effort, good humour and sustainability.
- **Minimising generational conflict associated with technology.** We complement the talent available in the Group with business knowledge and the availability of new technologies, with the aim of creating solid internal relationships, increasing the recruitment of the profiles needed in the near future with business knowledge and decreasing the internal turnover rate.

Alborada Mentoring is part of this programme, whose objective is to create a mentoring structure as an interdepartmental collaborative system that leads to an exponential growth of the human team, taking advantage of all the potential of connection between the collaborators and the organisation and revealing circularity. In terms of its specific objectives, these are:

- Increased lateral spread of jobs (being job leaders).
- Professional career.

- Ensuring the success of the generational handover.
- Ensuring the success of the business transformation: optimising processes and implementing new technologies.
- Successful integration of new employees (identifying with the purpose and culture and adapting to the position).

In addition, the **Alborada Team Growth - Petcare Business Transformation** programme is also worth mentioning, which comes under the umbrella of Alborada Personas. It seeks to implement changes in the commercial organisation model for our growth plan; innovation and optimisation of internal processes; and the search for new opportunities. This has resulted in a boost to the productivity and competitiveness of our business.

With a working methodology that, according to our philosophy, is essential to achieve success in the business transformation process; catalysing the potential of the human team and involving them in the design and implementation of the solutions created, generating a shared vision and purpose.

Its objectives are:

- **Strategic:** completing the development of departmental plans as part of the Company's Strategic Plan, aligning objectives with the implications of strategic directives.
- **Structural:** strengthening the structure of the market departments and aligning it with the Group's needs in order to meet the new strategic challenges. Identifying the skills that are present in the team to empower individuals and their careers within the organisation and point out the skill gaps in the team to eventually fill them.

[404-3] Furthermore, it should be noted that 100% of active and directly hired personnel receive a **performance evaluation** periodically and annually.

Diversity and equal opportunities

[Law_Equality] [Law_Non-discrimination]

We apply the principle of **gender equality** in our daily work and promote **diversity** and **co-responsibility**. We also fight for **non-discrimination**. We want our working environment to be safe and conducive to the well-being of all people.

In this sense, our main tool is the **2nd Plan for Equality between Women and Men**, for the period 2022-2026, of Dibaq Diproteg S.A. Although legally it only applies to this company, all Group companies comply with it.

The Plan includes specific objectives in the following areas: access to employment and recruitment, under-representation of women, job classification and promotion, pay, training, working time and work-life balance, occupational health and safety, and communication and language.

In terms of **access to employment and recruitment**, different measures are planned to be developed during this period, including:

- Revising the current selection procedure documents, in what regards both language, images and content, so that they comply with the principle of equality.
- Establishing a standardised selection procedure, which is objective, based on competencies and knowledge associated with each role and considering the gender perspective (without sexist connotations or language).
- Training staff involved in the company's selection processes in the application of the contents of the standardised recruitment procedure.
- Reviewing and if necessary updating the guide for an inclusive and non-sexist use of language in job advertisements and job descriptions in documents.
- Publicising the company's commitment to equal opportunities in job advertisements (internal and external).
- Establishing positive actions that, all other things being equal, prioritises the recruitment of the under-represented gender for jobs where there is an imbalance between the number of women and men.
- Analysing information on part-time employment and reductions in working hours and the reasons for these in order to assess the repercussions for women and men. Detecting needs and planning measures to reduce these situations.

[401-3] In addition, all staff are entitled to **parental leave**. This year, five men and two women who were entitled to parental leave took parental leave, compared to two men in the previous year.

Three men and one woman returned to work during the reporting period after the end of parental leave.

Another indicator of diversity is the **variety of nationalities** in our workforce, which enriches the working environment, given that we have different thoughts, cultures and concerns. This way, we promote equal opportunities, respect, open dialogue and non-discrimination.

Our policy on action and prevention of harassment

Workplace violence and harassment of any kind have serious consequences for people's health and safety, and are contrary to our values.

[2-23] In order to prevent this from occurring, we have a **protocol for prevention and action against moral harassment, sexual harassment, harassment based on gender, gender identity and/or gender expression**, approved by the President and the corresponding management staff.

This includes our commitments, which are:

- Ensuring the maintenance of a risk-free work environment and adopting the necessary organisational, training and information measures to prevent the occurrence of physical and/or psychological workplace violence in the company.
- Allocating the human and material resources necessary to prevent and correct psychosocial risks, including especially cases of workplace violence.

- Regulating the cases that may arise of sexual harassment or harassment based on gender in the workplace, considering fundamental rights, constitutional and labour norms regarding the principles related to equality between people.
- Investigating, reporting, mediating and sanctioning, if necessary, in accordance with the provisions of our protocol and current legislation, according to the principles of speed, professionalism and confidentiality, with respect to the person and confidential treatment of complaints, without prejudice to the provisions of the disciplinary rules.

This protocol is applicable to the people who work in Grupo Tejedor Lázaro S.L, Dibaq Diproteg S.A, Derwent Arizona S.L, Derwent Nutrition and Technology S.L., and any other staff who may have a similar relationship, personnel of subcontracted companies who provide services to our Group, clients, suppliers and persons applying for a job.

We disseminate them through Bizneo and by publishing them on the intranet.

[406-1] Neither in 2021 nor in 2022 have we had to implement the protocol, as no complaints have been received from staff members or from the workers' legal representatives.

We have the **ÓPTIMA de Castilla y León distinction**, a recognition that shows our commitment to equality between men and women at a corporate level.

[405-2] Annex II of this Report presents data on the wage gap.

Health and Safety at Work

[LOGO-SDG 8] [LOGO-SDG 3] [Law_Health and Safety]

[403-1] One of our priorities is to maintain a safe environment for workers that promotes their health and well-being. To this end, we strictly comply with current legislation on occupational risk prevention.

Our **Occupational Health and Safety Management System**, implemented in accordance with Royal Decree 39/1997 of 17 January, approving the Prevention Services Management Regulations, allows us to manage all aspects related to the health and safety of workers through one or more External Prevention Services (SPA). We developed our technical management system with QUIRÓN, and health surveillance with PREVENSA.

[403-8] The Management System covers the entire workforce and work centres, in addition to all the activities we conduct. The System is subject to periodic audit inspections by the National Labour Authority, represented in the area of influence by the Junta de Castilla y León and the Government of Cantabria. On a voluntary basis, it is subject to external audits by the certificates to which we voluntarily adhere: IFS, Global Gap and BAP.

[403-7] It also adheres to European and national standards and to all the guidelines of the various international certificates to which we voluntarily adhere. A large part of our activity is regulated by standards that promote the mitigation of negative impacts on the health and safety

of workers, both in the acquisition of work equipment and of raw materials or additives necessary for food production.

[Law_Social Relations] In addition, health and safety issues are included in our collective agreements.

[403-3] The **health services** that make up the Group's Occupational Health and Safety Management System, include:

- A collaborating mutual insurance company for occupational accidents and diseases. It consists of health care.
- Health surveillance. Integrated into the organisation's prevention plan, such as occupational medicine, including medical examinations.

[403-2] All workplaces have a corresponding **Risk Assessment**. In addition, our Occupational Health and Safety Management System establishes through planning and preventive policy the processes used as **principles of preventive action**:

- Risk avoidance.
- Evaluating risks that cannot be avoided.
- Combating risks at their source.
- Adapting work to the person, particularly in terms of job design.
- Choosing equipment and work and production methods with a view, in particular, to mitigating monotonous and repetitive work and reducing its effects on health.
- Taking into account the evolution technology.
- Substituting what is dangerous with what entails little or no danger.
- Planning prevention, seeking a coherent whole that integrates technique, work organisation, working conditions, social relations and the influence of environmental factors at work.
- Adopting measures that put collective protection before individual protection.
- Giving proper instructions to workers.

At GRUPO TEJEDOR LÁZARO, we have also added the figure of the Coordinator to the Management System, who acts as an interlocutor between the External Prevention Services and the organisation, guaranteeing compliance with the processes.

[403-4] **Consultation and participation of workers** in the Management System is guaranteed by the legally established mechanisms through the prevention delegates and their representative body - the Works Committee - also by the individual participation of each worker.

We promote employee participation and consultation through different channels: notice boards, corporate e-mails, suggestion boxes, ballot boxes for participation in projects, "Coffees with the Chairman", ... We also encourage active communication between employees and their direct managers.

On the other hand, the work of the **Occupational Health and Safety Committee**, made up of prevention delegates (elected in union elections) and company representatives, is also important. This Committee meets quarterly and whenever a member requests a meeting, and the notices and minutes are published.

[2-26] We extend the participation of all employees anonymously through a **system of suggestion boxes** and new INNOVA projects. To deal with complaints related to breaches of the Code of Conduct or actions that are harmful to the organisation or individuals, we provide the following e-mail address canal.dibaq@abogadosnegotia.es. This channel is managed by a law firm external to the organisation, thus guaranteeing objectivity in the process.

Requests received by management through all these channels, whether individual requests or through representatives on the Occupational Health and Safety or Works Committee, are assessed and managed, and a report is issued with the conclusions. In no case will the workers' statements be the target of any kind of retaliation.

In cases where adaptation of the workplace is required, we act immediately. Furthermore, in the event of a serious and imminent risk, workers have the right to leave the work and the site.

When an incident or accident is reported, we initiate the management process as soon as it is reported. The main thing in such cases is to arrange for health care, if needed. We then conduct the investigation of the incident and/or accident. Once the hazard that caused the incident has been identified, we proceed to eliminate the hazard (if possible), assess it, take the necessary preventive measures (first collectively and if not individually), and inform and train workers on the preventive measures implemented.

[403-5] In accordance with the national regulations in force (Articles 18 and 19 on information and training of workers of Law 31/1995 on prevention of occupational hazards), the guidelines established by IFS, Global GAP, BAP certifications, and following the principles of the preventive policy of GRUPO TEJEDOR LÁZARO, during 2022 we have organised and given the following **training** courses on prevention of occupational hazards, health and safety at work, in addition to activities that can be considered dangerous and products that can be harmful:

- First participant: specialised training on emergencies, first aid, fire intervention and evacuation drill.
- Basic PRL course: Presentation. The course covered the basic concepts of occupational health and safety, general risks and their prevention, specific risks and their prevention in the sector corresponding to the company's activity, the basic elements of risk prevention management and first aid.
- Trilaterals: knowledge, PRL and handling of trilaterals.
- Online training on occupational risks. The aim is to make workers aware of the risks present in their workplaces.

On the other hand, we conduct **periodic communications** on occupational health and safety, informing all workers, employees or competitors about preventive matters through the established means of communication: televisions in common areas, our internal channel "Entrenosotros", the "Compromiso y Pasión®" e-mails and bulletin boards.

[403-6] At present, we do not have medical services that are work-related. However, health care in Spain is universal, although it is true that it has established timetables that coincide with working hours. In line with our work-life balance principles, we provide our employees with the

flexibility required in terms of working hours and leave of absence to attend medical appointments as required.

To improve the well-being of our staff, we run specific programmes that contribute to this. Two health promotion projects were in force during the 2022 and up to the present:

- Smoking cessation course: program open to all employees who voluntarily wish to quit smoking.
- Alborada Personas: coaching, personal and/or team accompaniment programme.

The main accident figures are shown in the table below:

[403-9] OCCUPATIONAL HEALTH AND SAFETY 2022 ⁶			
	Men	Women	Total
Accidents at work	10	5	15
Occupational diseases	0	0	0
Accident frequency rate⁷	*	*	6.52%
Accident severity rate⁸	*	*	3.15%

*Accident frequency and severity rates are calculated on a monthly basis. The figure shown is the annual average. At present, gender-differentiated information for the indices is not available.

The incidence rate for accidents with sick leave was 6.30% and for accidents without sick leave, 3.15%. As for the previous year, there were 9 accidents with sick leave, with an incidence rate⁹ of 6.36%, and 3 accidents without sick leave, with an incidence rate of 2.12%.

[403-9] [403-10] In the last two years, there have been no deaths resulting from occupational accidents and no cases of occupational illness or disease in the Group.

Nor has this been the case for workers who are not employees, but whose jobs or workplaces are controlled by the Group.

In terms of **absence** hours, in 2022 there was a total of **15,366 hours¹⁰** (9,495 in the case of men and 5,871 in the case of women).

Respect for Human Rights

[Law_Human Right] [Law_Social Relations]

The entire GRUPO TEJEDOR LÁZARO team must act in accordance with criteria of ethics, responsibility, commitment, respect for our environment and a desire for continuous improvement, as set out in our Code of Conduct.

⁶ Including accidents with sick leave, without sick leave and in itinere (going to or coming from the workplace).

⁷ Calculated as (No. of accidents / No. of hours worked) * 1,000.

⁸ Calculated as (No. of days lost / No. of hours worked) * 10.

⁹ Incidence rates have been calculated per 1,000,000 hours worked and considering 1,760 hours per worker.

¹⁰ Data obtained from Bizneo: sick leave due to common illness and occupational accidents.

Our relationships are based on the personal values we have promoted since the creation of the Group, which we live and demand internally and express publicly.

Likewise, the right to dignity and privacy of all employees and co-workers, and their physical and emotional safety, are essential.

The members of the Group shall in no case disseminate defamatory comments, nor shall they use language, images or files that are offensive or that induce any form of discrimination, or violate the dignity of any of its members.

In addition, respect for the law and for the labour rights of our employees is a hallmark of all our actions. We are also firmly committed to respecting human rights.

[Law_Forced labour] [Law_Child labour] [408-1] [409-1] We do not accept working with suppliers with a significant risk of human rights abuses and we are not aware of any operations or suppliers where there is a significant risk of child or forced labour. It is important to bear in mind that practically all our suppliers are European, so they work in areas where there is strict control of this type of risk.

[411-1] On the other hand, we have not identified any cases of impact on the rights of indigenous peoples, nor have we received complaints of human rights abuse.

SOCIETY

[Law_Commitment to local development]

We want to have a positive impact on communities and create value for people. To achieve this, collaboration with associations and organisations is essential. Depending on the type of activities and assistance they provide, we structure our collaboration with other organisations into the following groups:

Humankind

We strive to achieve better living conditions for individuals, groups, communities and minorities through the social and cultural development of our environment.





With the aim of improving the situation of people at risk of social exclusion, we are present in **social integration** actions and programmes that focus on education, entrepreneurship and knowledge. To this end, we collaborate with institutions that share our values, such as the Little Sisters of the Poor, the Economic Kitchen, the Association Buscando Sonrisas (Seeking Smiles) or the Neratov Association (in the Czech Republic).

We also support institutions that improve the lives of people with **health** problems. We are members of the Spanish Association Against Cancer (AECC) and we collaborate with the Spanish Society of Neurology (SEN) to organise, every year, a solidarity race in Fuentepelayo (Segovia) to raise funds to fight multiple sclerosis.

Another aspect required for people and societies to move forward and progress is **training and talent**. For this reason, we participate in workshops, courses and training programmes for employees, distributors and various social groups. In addition to providing knowledge about our sector, we promote sustainable values and links between participants.

[Law_Entrepreneurial environment] [2-28] We conduct courses and workshops together with some of the business associations of which we are members, such as AEDIPE (Spanish Association of People Management and Development), APD (Association for the Progress of Management), CEOE-CEPYME or Chamber of Commerce in Cantabria and FES and Chamber of Commerce of Segovia. We also collaborate with prestigious educational institutions such as IE Business School, San Telmo Business School, IME Business School, Cesine, Instituto Las Llamas (Santander), Instituto Alcazarén (Valladolid) and language academies such as Kells or Vaughan.

Furthermore, in the field of education, we contribute to further educating young people by participating in initiatives such as START INNOVA or by signing collaboration agreements with various universities. In doing so, we want to improve the opportunities, training and future prospects of our young people.

Culture is also essential for education and social development. In order to improve the cultural network of the environment in which we work, we cooperate with institutions such as the Esteban Vicente Museum of Contemporary Art (Segovia) or the Botín Centre (Santander).

On the other hand, it is worth mentioning our support for the **#RetoGaiato**, a website in which sports challenges are presented with a solidarity purpose: to help the Fundación Mozambique Sur in the fight against poverty, hunger and malnutrition of orphaned children (gaiatos).

At Our Side

Just as we care for our staff and our environment, we also look after the well-being of our suppliers, employees and customers. We build lasting relationships with these communities, based on mutual trust and the provision of value.

[Law_Business Environment] [2-28] Since the start, we have collaborated with institutions with which we share common interests, promoting the growth of the business, social and environmental fabric that surrounds us. Some examples of these institutions are shown below:



Some of these organisations promote collaboration between companies in the sector, avoiding unfair competition practices.

A New Home

We are involved in helping animals, with special attention to dogs and cats that have suffered abandonment or mistreatment. We try to ensure their welfare, care and happiness, looking for a new family where they can grow and recover.

We collaborate with different institutions that help us to care for and find a new home for the most defenceless animals.

In addition, we promote the physical well-being of dogs and cats, which is why we support various sporting initiatives and events.

Among our collaborators, the following names stand out:



On the other hand, we do not adhere to externally developed principles, beyond the statutes of the associations of which we are members, such as APROMAR or Aquaculture of Spain, which promote sustainable fishing and aquaculture, respectively.

[Law_Contributions to foundations and non-profit organisations] In terms of contributions to foundations and non-profit organisations, in 2022 we donated €23,334.

Local communities

[Law_Commitment to local development] Generating value in our community is one of our priorities, as is maintaining good communication with society. We do this through the associations we work with, and through personal contact, by email or at conventions and events.

[203-2] Through our activity, we estimate that we generate around 300 indirect jobs in the region, in addition to contributing to employment through direct hiring. In this way, we have a positive impact on the environment, contributing to the economic development of rural areas and to the fixation of population in the so-called empty Spain.

[202-2] In addition, 100% of senior executives, i.e. members of the Presidency and Management Committee, are recruited locally¹¹, all of them in Spain.

[413-2] We have not identified operations with significant negative impacts on local communities, as the manufacturing sites are located far from any population centres. We are absolutely committed to the improvement and development of the social and economic environment of our areas of influence.

Fight against corruption and bribery

[Law_Measures to prevent corruption and bribery] [Law_Measures to combat money laundering]

[205-1] We promote ethical conduct in our day-to-day business and do not tolerate any form of corruption or money laundering, as set out in our Code of Conduct. In addition, we have a **compliance system** in place which enables us to identify all risks affecting the Group with regard to corruption. It is available to internal users and to all our stakeholders.

As at the date of publication of this Report, we have not conducted assessments of operations in relation to corruption-related risks.

[205-2] [2-26] In compliance with our compliance policy, we conduct **regular training sessions** given by an external consultant to raise staff awareness and promote responsible and anti-crime behaviour that permeates the entire organisation.

Thus, 100% of the members of the governing bodies are aware of the anti-corruption policies and procedures included in our Compliance policy. They are also the drivers and enforcers of these policies.

¹¹ “Locally” is understood as the areas where any of the companies of GRUPO TEJEDOR LÁZARO carries out its activity, that is to say, the autonomous community of the operations: Castilla y León and Cantabria.

Similarly, all our employees, across all categories and regions, have received appropriate training on our Compliance policy, the Code of Conduct, risks, whistleblowing channels, etc.

All members of governing bodies and staff have received anti-corruption training.

[2-23] In addition, our **Code of Conduct**, which is known to everyone in the Group, is published on our website [website](#) so that it is also available to our stakeholders. It is a public document that can be adhered to by any person or organisation that collaborates with GRUPO TEJEDOR LÁZARO.

On the websites you can also find the **complaints and queries channel** (canal.dibaq@abogadosnegotia.es), which is managed by an external legal services company maintaining objectivity, efficiency and confidentiality.

[205-3] [206-1] In 2022, as in 2021, there have been no cases of corruption in GRUPO TEJEDOR LÁZARO, nor pending or finalised legal actions with respect to unfair competition and infringements of the applicable legislation on monopolistic practices and against free competition. As a result, no action has been required.

[415-1] We do not make contributions to political parties and/or representatives.

SUPPLY CHAIN

[2-6] [Law_Subcontracting and suppliers]

In 2022 we had 866 suppliers (810 in 2021). From the total, 59.47% are service suppliers, 21.59% supply raw materials, 11.43% spare parts and equipment, and 7.51% packaging.

According to their geographical location, we distinguish between the following categories:

- **National suppliers:** their company name is registered in the country of the GRUPO TEJEDOR LÁZARO company that contracts them.
- **International suppliers:** the country in which they are registered is different from that of the GRUPO TEJEDOR LÁZARO company that contracts them.
- **Local suppliers:** the supplier has its head office in the area where one of the companies of GRUPO TEJEDOR LÁZARO carries out its activity, that is to say, in the autonomous community of the operations.
- **Locally established suppliers:** suppliers that, although not local, have opened an office or branch in the autonomous community of the operations.

We make a large part of our purchases from national or international suppliers with a local presence, as the development and integration of local suppliers facilitates supplies and services, providing flexibility and adequate response times. Moreover, this relationship has positive consequences for several parties: in the growth of the areas of implementation, ensuring close collaboration, creating value in the communities where we develop our activities and allowing us to control risks.

VOLUME PER SUPPLIER BY GEOGRAPHICAL LOCATION		
(National vs. International)		
	No.	%
National suppliers	787	90.88%
International suppliers	79	9.12%
TOTAL	866	100%

VOLUME PER SUPPLIER BY GEOGRAPHICAL LOCATION		
(Local vs. Locally based)		
	No	%
Local suppliers	300	34.64%
Locally-established suppliers	36	4.16%
TOTAL	336	38.80%¹²

[204-1] In 2022, 94% of sourcing was from domestic suppliers in our locations with significant operations (95% in 2021), with about 61% (63% in 2021) of the amount sourced from them being from local or locally based suppliers, showing our commitment to sourcing from local suppliers in the areas where we operate. In addition, we aim to further develop plans to promote local recruitment.

PERCENTAGE OF EXPENDITURE ON SUPPLIERS BY SEGMENT¹³		
	2021	2022
Packaging suppliers	5.71%	3.99%
Raw material suppliers	70.77%	85.33%
Spare parts and equipment suppliers	0.70%	0.76%
Service providers	22.81%	9.92%
TOTAL	100%	100%

¹² Information on the total percentage of suppliers.

(¹) Information on the total percentage of annual spending on all suppliers, without segmentation.

PERCENTAGE OF EXPENDITURE ON LOCAL SUPPLIERS BY SEGMENT¹⁴		
	2021	2022
Local packaging suppliers	8.49%	9.92%
Suppliers of local raw materials	65.42%	67.51%
Local spare parts and equipment suppliers	63.08%	37.82%
Local service providers	71.50%	33.08%

All our suppliers must comply with a series of legal, fiscal, ethical, health and safety and environmental requirements, as set out in our Code of Conduct (available on our corporate website) **Code of Conduct** (available on our corporate website), this being the main framework governing the relationship with all our suppliers.

To ensure transparency, free competition and the identification of risk situations in procurement processes, our procurement management is based on procedures aligned with our commitments.

Our **Purchasing Procedure** sets out the conditions under which we control our purchasing processes to ensure that all purchased materials that impact product quality and food safety meet the requirements.

In addition, we have a **supplier approval process** whereby we validate and ensure that the resources, capabilities and activities of the suppliers to be certified are appropriate to provide goods, products and services in accordance with the established criteria. The pre-established requirements to be met for approval are assessed depending on the product or service supplied, and depending on the type of supplier.

[308-1] [414-1] In addition, in 2022 we have launched a **preliminary assessment of social and environmental monitoring** for all our suppliers, regardless of their type, using data such as:

- Whether they have a Code of Conduct.
- Whether they publish an annual sustainability report, CSR report or similar.
- Whether they have any CSR certification.
- Whether they have an Environmental Policy.
- Whether they undertake voluntary CSR initiatives.
- Whether they require CSR and/or sustainability requirements from their suppliers.

Of the 97 new suppliers we started working with in 2022, we sent the questionnaire to 100%, with a response rate of 16.5% so far.

In addition, we conduct a risk assessment of all active suppliers within the scope of the Raw Materials and Packaging Purchasing unit to understand our supply chain, establish the

(²) Information on the total percentage of annual expenditure on those suppliers of the segment to which it belongs.

appropriate requirements for each typology, implement mitigation actions, monitor their performance and request audits to detect points for improvement, if applicable.

The **criteria established** for approval are as follows:

1. Legal and regulatory framework.
2. Company policies and guidelines
3. Requirements for certifiable standards and the internal rules applicable to the classification and type of suppliers and the pre-established requirements to be met for their approval.

For the food fraud risk assessment of raw material suppliers, a risk assessment is established. This assessment influences the control plan to be applied to the raw materials supplied to us and on which, if necessary, non-conformities will be opened. The number of non-compliant entries is measured in relation to the number of total entries.

[308-2] [414-2] We do not currently conduct assessments of suppliers according to their environmental or social impacts, other than as discussed above. However, we will work on it for future years.

[407-1] On the other hand, we are not aware of any operations or suppliers where the rights of workers to exercise freedom of association and collective bargaining may be infringed or at risk.

ENVIRONMENT

[Law_Current and foreseeable effects] [Law_Precautionary Principle]

We care about the environment and we take care of the environment around us, performing our work with honesty, humility, professionalism and responsibility towards the environment. In an attempt to **prevent the impacts** that we may generate in the environment, we work in the following lines of action:

- Sustainable use of raw materials and consumption of recyclable materials, containers and packaging.
- Environmental footprint.
- Maximum savings in energy consumption.
- Reduction of CO₂ emissions.
- Improved water treatment.
- Proper management of waste and its recovery.
- Reduction of noise pollution, with silencers at the most polluting points.
- Minimisation of landscape impact, maintaining an aligned aesthetic for buildings.
- Commitment to environmental recovery.
- Sustainable food manufacturing.

[Law_Environment] We have an Environmental Department that deals with all measures related to environmental prevention and protection. In addition, among the resources that we allocate to this, we also highlight the contracting of authorised waste managers, the Aenor Zero Waste certification, the measurements conducted on particle emission and immission sources and on combustion sources, noise measurements, analyses of waste water and our integration into the Ecoembes management system. In total, we allocated **more than €135,000** in resources for environmental management.

In addition, we have **civil liability insurance** that covers the financial guarantee under the terms established in Law 26/2007, of 23 October, on Environmental Liability and in the Regulations for the partial development of Law 26/2007, of 23 October, approved by RD 2090/2008, of 22 December.

In order to identify the **main environmental risks** of our activity, we conducted a specific analysis in the Aquaculture plant and in the Pets plant. In the Aquaculture plant, the main risks are those arising from any potential fire or leak and, in the Pets plant, the spillage of water used to extinguish any potential fire.

[Law_Biodiversity Protection] We do not have centres located in protected areas, so we did not identify significant impacts on biodiversity.

[Law_Noise] On the other hand, we conduct periodic measurements to prevent noise pollution. The results of the 2022 measurements are shown below:

AQUACULTURE NOISE MEASUREMENTS 2022		
3/ point	Point 1	63.2
	Point 2	60.5
	Point 3	61.1
	Point 4	66.9

DRY PET NOISE MEASUREMENTS 2022				
	Sampling Point	Day (8 a.m. to 7 p.m.)	Evening (7 p.m. to 10 p.m.)	Night (10 p.m. to 8 a.m.)
3/ point	Point 1		65.5	53.6
	Point 2		61.4	50.1
	Point 3		59.7	41.8
	Point 4		62.7	41.6

[Law_ Light Pollution] In relation to light pollution, we do not identify any light pollution caused by our activity.

Raw materials

[Law_Consumption of raw materials]

By 2022, **78% of the raw materials used to produce and package our products will be of renewable origin**, a significant increase on the 2021 figure (56%).

These renewable materials are derived from various value chains, vegetable oils and proteins, animal fats and proteins, grains and wood, among others.

To ensure that our materials are obtained responsibly and sustainably, we are working to voluntary sustainability standards.

In 2022, **58% of our paper and cardboard packaging is FSC® and/or PEFC® certified** (70% in 2021). This implies that the forests from which these raw materials are obtained are managed in a way that respects biodiversity and ensures renewability through sustainable management practices compatible with the protection of natural resources and economic and social well-being. This way, the end consumer can know that a large part of our paper and board packaging comes from well-managed forests and contributes to the fight against global warming.

In terms of **raw materials of marine origin**, around **90%** of those used in 2022 (80% in 2021) to manufacture our products have certifications **such as IFFO RS®, MSC® and ASC®**. The purpose of these certifications are:

- To contribute to healthy oceans through sustainable fishing practices, protect the oceans and safeguard seafood supplies for the future.
- Preservation of the natural environment and biodiversity, water resources and water quality, species diversity and wildlife populations. Responsible use and supply of animal feed and other resources. Good animal health and husbandry (no unnecessary use of antibiotics and chemicals).
- Sustainable practices in fisheries, aquaculture, fishmeal and Omega 3 fish oil.

- Responsible sourcing and production, with full traceability and product segregation as key requirements.

With regard to **raw materials of plant origin**, **36%** of the raw materials used in 2022 **originate from organic production** (30% in 2021) and are certified as such. This way of production is based on best environmental practices, a high level of biodiversity and preservation of natural resources, as well as the application of high animal welfare standards.

[Law_Circular Economy and Waste Management] [301-2] It should be mentioned that the raw materials we use in the production of food cannot come from recycled products. However, during the manufacturing process, production waste from starts, shutdowns, etc. is recycled and reintroduced back into the manufacturing process, for the most part.

As for the inputs used in product packagings, most of them do not come from recycled material. However, we are starting to use some packaging with a certain percentage of recycled material and we are looking at alternatives to include film with some recycled material in part of the packaging process for some products.

In our processes, we use 715 different materials (932 in 2021), of which 78% are renewable materials (56.97% in 2021). The materials broken down by type are shown below:

NUMBER OF RAW MATERIALS				
	2021		2022	
	No	%	No	%
Renewable raw materials	261	100%	290	100%
Non-renewable raw materials	0	0%	0	0%
TOTAL	261	100%	290	100%

NUMBER OF CONTAINERS AND PACKAGING				
	2021		2022	
	No	%	No	%
Renewable packaging	270	40.36%	265	62.35%
Non-renewable packaging	399	59.64%	160	37.65%
TOTAL	669	100%	425	100%

NUMBER OF RESOURCES (energy sources: gas and diesel)				
	2021		2022	
	No	%	No	%
Renewable resources	0	0%	0	0%
Non-renewable resources	2	100%	2	100%
TOTAL	2	100%	2	100%

In terms of quantities consumed in 2022, the figures are:

QUANTITIES OF RAW MATERIALS, PACKAGING 2022	
Film, aquaculture foil, pet sample foil, glue, ..	119,832.50 kg
Ribbon	304,500,00 m
Big bags, pallets, boxes, sacks, tubes, stickers, labels, cans, lids, etc.	30,369,262.40 units
Raw materials	40,336,422.28 kg

Energy management

[Law_Energy Consumption]

Our industrial processes require efficient energy management and responsible energy consumption, which is why we always try to reduce it. Our investment plan includes various actions to promote energy efficiency, including:

- **Refurbishment of exterior cladding, roofs and enclosures and installation of interior insulating doors.** It improves internal temperature and humidity conditions and avoids energy losses.
- **Change of the forklift fleet to electric.** This allows to reduce CO₂ emissions in the internal transport of raw materials, materials and finished products.
- **Installation of a reverse osmosis plant** for the treatment of the currently softened water fraction. To heat water (well water) in the boiler, we use a higher frequency of flushing of the system is required due to its quality and to ensure optimal working conditions and to avoid breakdowns and high maintenance costs. With purging, more heat is lost, which reduces energy efficiency. Installing an osmosis plant to provide good quality water to the system will avoid high boiler water consumption and increase energy efficiency.

- **Installation of a compressed air dryer**, which facilitates in-plant maintenance tasks and reduces compressed air pressure losses and energy consumption. We completed this installation in 2022.
- **Installation of a new freezer and refrigeration chamber** chosen with priority given to environmental sustainability criteria and with improved insulation performance. We began this installation in 2022. The new freezer is much more efficient than its predecessors and uses a refrigerant gas (R-449-A) that is less harmful to the environment. The new refrigeration equipment is also more efficient than previous ones; it cools by means of gas (R-454-B), using much less of it due to the use of glycol water in the cycle, thus generating less environmental impact.
- **Installation of new, more efficient variable air compressor.**
- **Rehabilitation of exterior coatings, roofs and enclosures and installation of interior insulating doors**, which will contribute to an improvement of the internal conditions in terms of temperature and humidity, avoiding energy losses.
- **Installation of a 600 kW self-consumption photovoltaic plant.**

[302-4] Another measure implemented in recent years is the **progressive replacement of conventional sodium vapour and fluorescent luminaires with LED luminaires**. We estimate that for a replacement rate of 10% per year, which is approximately the target, a saving of 15,770 kWh/year would be generated.

[302-1] The following table shows the energy consumption for the last two years:

ENERGY CONSUMPTION (kWh)		
	2021	2022
Gas	17,432,943	15,959,536
Electricity	7,879,974	7,220,608
TOTAL	25,312,917	23,180,144

The data is obtained from meter measurements, in the case of electricity. As for gas, the measurements are made through the LPG purchase control.

At present, there is no consumption of energy from renewable sources.

[302-3] In terms of **energy intensity**¹⁵, it was **0.499 MWh/t** in 2022 (0.4887 MWh/t in 2021). The increase compared to the previous year is due to lower production volumes globally, but higher production of premium and super-premium foods, which have higher energy requirements.

[302-5] Regarding the reduction of energy requirements of the products, we have no measurable data. However, the main reason for the lack of significant reductions, even with increasingly efficient processes, is the trend towards a higher proportion of premium and super-premium products, which have a higher unit energy consumption.

Water management

[Law_Water consumption] In order to promote process efficiency, we manage and measure water consumption at our facilities. The following table shows the consumption of the different installations extracted by direct measurement from the readings of the installed meters:

CENTRO	METER	[303-5] [303-3] WATER CONSUMPTION (MEGALITRES) ¹⁶	
		2021	2022
WET PETCARE	Decalcified	14.42	16.54
	Filtered	11.62	14.47
	TOTAL	26.04	31.01
AQUACULTURE	Decalcified	5.85	7.36
	Filtered	0.95	0.57
	Chlorinated	4.03	7.37
	TOTAL	10.83	15.29
DRY PETCARE	Cogenera Meter	9.15	4.91
	Pet Meter	3.25	4.05
	TOTAL	12.40	8.96
DERWENT	Chlorinated	-	0.05
	TOTAL	-	0.05
TOTAL		49.27	55.31

[303-1] Currently, water used for pet food and aquaculture fish feed manufacturing processes is extracted from two boreholes¹⁷.

[303-2] With regard to water discharges, water from the Aquaculture and Dry Pets production plants does not require special treatment for discharge. As for discharges from the wet pet plant,

Total energy consumption, including electricity and gas, was used to prepare the index, and total sales manufactured in the dry and wet pet and aquaculture centres were used as the denominator.

¹⁶ All of the water consumed is obtained from well water extraction.

¹⁷ In relation to the water extracted from wells, which corresponds to the water consumed in factories, the figure in 2022 was 55.21 megalitres. The authorised quantity (53.8 megalitres) has been exceeded by 2.62%, so we have asked the Hydrographic Confederation to increase the concession.

there is a physical-chemical purification system to remove impurities from the water resulting from the process, mainly for cleaning the remains of meat by-products.

A critical substance in all plants is the concentration of nitrites, which sometimes exceeds the limit values, but in this case the profile of the receiving water body has to be taken into account, as it is already at a higher level of these substances than the discharge permit allows. Therefore, these nitrites are not generated during production processes.

[303-4] We discharge water to authorised points that discharge directly into the municipal sewer and are then directed to the municipal biological treatment plant. In 2022, a total of 23,178 megalitres have been discharged.

WATER DISCHARGE PER PROCESS (m³)¹⁸		
	2021	2022
Aquaculture	972	1,100
Dry Pets	1,624	1,185
Wet pets	22,696	20,893
TOTAL	25,292	23,178

Waste management

[Law_Circular economy and waste management]

[306-1] The processes we conduct in pet and aquaculture factories generate waste. In general, waste is mainly generated from the following activities: maintenance, laboratory work, water purification, weighing, dosing, extrusion, labelling, palletizing, storage, shipping and packaging.

[Law_Environmental Certification] [306-2] We implement different measures to try to reduce the impacts generated in terms of waste. Currently, Dibaq Diproteg, the Group's company dedicated to food production, has been awarded the AENOR certificate "**Waste Management Traceability System Certificate**". **Towards zero waste**, which certifies that at least 70% of the waste generated by the activity is destined for recovery actions.

The certification process verifies the way in which waste data is collected and controlled and checks the waste management by third party companies by receiving the relevant delivery notes and declarations.

In addition, at Dibaq Diproteg we have a **waste minimisation plan**, which includes measures such as the following:

Reduction of the volume of water contained in sludge

Sludge generated in the manufacturing process accounts for 20% of the total waste generated by the company's activity (53,660 kg in 2022).

¹⁸ Data estimated taking into account the number of employees, cleaning and boiler blowdowns.

Sludge analyses show that 90% of the sludge is composed of water. Therefore, work is underway on a plan to reduce them through the elimination of water from them. We are evaluating different options such as centrifugation or pressing processes to reduce the water content and consequently reduce sludge production.

We estimate that with this measure we can reduce the water content of the sludge by 20%, which would mean an annual waste reduction of 9,252 kg. In percentage terms, sludge would be reduced by 18% and total factory waste by 3.6%.

The measure was planned to be implemented in 2022 but has not yet been realised.

Paper and cardboard volume reduction

We promote digital working to avoid the use of paper in working documents. In addition, we are considering implementing a packaging optimisation plan aimed at reducing the weight of the cardboard in which some of the references marketed are packaged. We estimate that the impact of this measure will be a reality as of 2023.

Stock management improvement

Implementing the Business Central tool will help us to optimise stock management, preventing product loss due to expiry, which will reduce the fraction of organic waste produced in storage.

At present, it is difficult to quantify the reduction of organic waste that this measure entails. Its implementation and its effects are planned for 2023.

Change in packaging designs

We continue to plan to change the packaging design of Petcare products to 100% recyclable materials. This would mean a change of fraction of a large part of the mixed plastic waste produced in Petcare, to a recoverable fraction by 2023.

Inclusion of a new type of container

In order to improve the treatment of organic waste and to avoid mixing it with organic waste, we have included a new container under the category of "Non-conforming product" to deposit this type of waste and not mix it with organic waste.

Raising awareness among workers

From August 2022, we will publish monthly waste generation reports to keep staff informed.

[306-3] With regard to the waste generated, the main figures are shown below, classified by type of waste, its nature (hazardous or non-hazardous) and its recovery or disposal.

Type of waste	Hazardous	2021		2022		Recovery/Disposal	LER code
		Quantity (kg)	% of total	Quantity (kg)	% of total		
Printer cartridges	No	110	0.03%	23	0.01%	R12	80318

Type of waste	Hazardous	2021		2022		Recovery/ Disposal	LER code
		Quantity (kg)	% of total	Quantity (kg)	% of total		
Paper and cardboard	No	47,020	13.03%	45,740	10.38%	R3	200101
Scrap	No	27,900	7.73%	35,852	8.13%	R1-R10	120101
Sludge	No	46,020	12.75%	53,660	12.17%	R1-R10	190812
Empty IBC container	No	-	-	7,780	1.76%	R3	150102
Organic waste	No	134,040	37.14%	137,360	31.16%	R1-R10	20203
Solid Urban Waste	No	-	-	6,445	1.46%	Disposal. Transfer to landfill.	200301
Pallets	No	-	-	48,645	11.04%	R3	150103
Contaminated plastic containers	Yes	880	0.24%	740	0.17%	R12	150110
Contaminated metal containers	Yes	-	-	2	0.00%	R4	150110
Edible oils and fats	No	27,360	7.58%	19,805	4.49%	R1-R10	200125
Empty aerosols	Yes	180	0.05%	68	0.02%	R1-R10	150111
Used oil	Yes	640	0.18%	915	0.21%	R1-R10	130205
Air filters	Yes	20	0.01%	130	0.03%	Disposal. Transfer to landfill.	150202
Contaminated material	Yes	300	0.08%	1,160	0.26%	Disposal. Transfer to landfill.	150202

Type of waste	Hazardous	2021		2022		Recovery/ Disposal	LER code
		Quantity (kg)	% of total	Quantity (kg)	% of total		
Batteries	Yes	-	-	200	0.05%	R4	60601
Oil filters	Yes	-	-	160	0.04%	R4	130507
Solvents	Yes	-	-	300	0.05%	R2	70104
Dater ink	Yes	-	-	40	0.04%	R12	80111
Contaminated glass containers	Yes	140	0.04%	120	0.03%	Disposal. Transfer to landfill.	150110
Acid Solution	Yes	220	0.06%	260	0.06%	Disposal. Transfer to landfill.	160506
Basic/Neutral Solution	Yes	1,740	0.48%	1,300	0.29	Disposal. Transfer to landfill.	160506
Mixed plastic waste	No	74,320	20.59%	80,100	18.17%	Disposal. Transfer to landfill.	20104

[306-4] WASTE NOT INTENDED FOR DISPOSAL (quantity, mt)		
	2021	2022
Non-hazardous	282.45	348.87 ¹⁹
Hazardous	1.70	2.43 ²⁰

[306-5] WASTE INTENDED FOR DISPOSAL (quantity, mt)			
	Disposal operation	2021	2022
Non-hazardous	Transfer to landfill	74.32	86.55
Hazardous	Transfer to landfill	2.42	2.97

[301-3] Based on the characteristics of the products we market and the type of packaging we use, we can estimate²¹ that 68.3% (69.6% in 2021) of packaging waste is recycled, reaching a rate of 83.5% (84% in 2021) in the case of metal wet food packaging.

In terms of products used at our production sites, we sent 45,740 kg of paper and cardboard for recycling in 2022 (47,020 kg in 2021).

Fighting climate change

[Law_ Carbon Emissions] [Law_ Climate Change]

We strive to minimise our impacts on climate change by implementing measures such as the following:

- Installation and maintenance plan of filters in all process emitting sources to prevent the emission of particles into the atmosphere.
- Installation of more efficient technologies in gas consumption.
- Periodic maintenance of gas burners for optimal consumption.
- Gradual change of the forklift fleet to electric.
- Installation of photovoltaic panels.

¹⁹ 348.84 mt recycled and 0.03 mt with other recovery options.

²⁰ 1.65 mt recycled and 0.78 mt with other recovery options.

The estimate takes into account the official statistics prepared by Eurostat based on data sent by the Ministry of Ecological Transition, which include household, commercial and industrial packaging, thus covering the activities for which the products marketed by the Group are intended (pet food and aquaculture).

- Promoting purchases from local suppliers to reduce transport emissions.
- Commitment to sustainable mobility between our factories.

In addition, to adapt to the consequences of climate change, such as the lack of availability of raw materials for food processing, we collaborate with organisations such as MSC or IFFO to promote sustainable resource management in the oceans and regularly assess our supply chain.

[305-7] We regularly monitor our emissions. The following tables show the emissions data generated in 2021 and 2022 at the different plants:

EMISSIONS PER FACILITY (kg/year)²²				
	2021		2022	
	Pets²³	Aquaculture²⁴	Pets	Aquaculture
SO ₂	179	112	123	209
CO	727	58	492	109
NO _x (NO ₂ + NO)	561	258	386	482
Particles	-	-	1,284	1,124

[305-1] [305-2] In 2022 we calculated our carbon footprint for the first time using the MITERD calculator and obtained the following results:

CARBON FOOTPRINT 2022 (t CO₂e)	
Scope 1	2,948.42
Scope 2	1,948.2
Total	4,896.62

We will continue to calculate and show the evolution of these indicators in the coming years. Our goal is to achieve a reduction each year of the emissions generated in the previous year.

²² Emissions calculated from measured stack pollutant concentration data, operating hours and air flow rates. Concentrations are taken from the latest OCA reports. Flow rates and hours of operation of the foci are data for each year.

²³ Emissions generated by the operation of boilers, generators and dryers.

²⁴ Emissions generated by the boiler.

CLIENTS

[Law_Consumer]

We work to provide a better and more efficient service to our clients, responding to their needs through adapted products and services.

[417-1] Our manufacturing activity is governed by Regulation 183/2005, laying down requirements for feed hygiene. In terms of **labelling of products and services**, we follow Regulation 767/2009 on placing on the market and use of feed. For packaging, we act in accordance with the guidelines of Ecoembes (Green Dot) and Law 1/1997, of 24 April, on Packaging and Packaging Waste, as 100% of our products fall within the scope of application of this law.

[417-2] In the last two years there have been no cases of non-compliance with regulations on information and labelling of products and services. In terms of voluntary codes, there have been 2 BAP, 7 Global GAP and 35 IFS non-compliances.

[417-3] On the other hand, no cases of non-compliance have ever been identified, nor have we been reported in relation to GRUPO TEJEDOR LÁZARO's marketing communications.

[418-1] We respect the privacy of our customers and have a specific action plan in the context of a **Privacy Policy**, which has been reviewed and updated in accordance with current legislation. In 2021 and 2022 we have received no complaints about breaches of customer privacy.

[416-1] In terms of health and safety, all our products are subject to influencing animal health, so 100% of them are assessed against these criteria.

[416-2] In the last two financial years, there have been no reported cases of non-compliance with regulations on the health and safety impacts of our products and services. With regard to the voluntary codes subscribed to in this area, there have been some cases of non-conformities in IFS, Global GAP and BAP, as mentioned above.

In terms of **complaints management**, we have different processes in place. For **Petcare-related** claims, the process is done through CRM Sales Force. Complaints **in the IT** (information systems) **area** are processed via email soporte.sistemas@dibaq.com and managed through the Freshdesk tool. The rest are received through the Whistleblower Channel or BC for investigation by the relevant department.

In 2022, we received a total of **107 complaints**, all of which have been solved. The average time for solving them is about 15 days, maximum. In relation to total sales made (measured in kg), these complaints account for 0.0025%.

ABOUT THIS MEMORANDUM

[2-3] GRUPO TEJEDOR LÁZARO's Sustainability Report is a report on its economic, environmental and social performance that is made annually, and represents an exercise in transparency towards its stakeholders. The information reported corresponds to the period from 1 January 2021 to 31 December 2021.

[Law_Organisation and structure] [2-2] This Sustainability Report includes information on the following companies:

- Grupo Tejedor Lázaro, S.L.
- Derwent Arizona, S.L.
- Derwent Nutrition, S.L.
- Eagle Heat, S.L.
- Dibaq Diproteg, S.A.
- Proyectos españoles para la seguridad alimentaria, S.L.
- Pénjamo Proin, S.L.
- Dibaq Internacional, S.L.
- Dibaqteyla Corporación, S.L.
- South Pacific Ocean, S.L.

Information on the companies of the Czech Group Dibaq AS. and the Vasa Group is not included, as they are financial holdings and, therefore, a Group not managed by the management team of GRUPO TEJEDOR LÁZARO. Accordingly, only information from companies in Spain is filed.

At present, we are not required to file consolidated financial statements.

The Report has been prepared "using as a reference" the GRI (Global Reporting Initiative) standards and is verified externally, by decision of the company.

In addition, on a voluntary basis, the indicators of Law 11/2018 of 28 December are included, which amends the Commercial Code, the revised text of the Capital Companies Law approved by Royal Legislative Decree 1/2010, of 2 July, and Law 22/2015, of 20 July, on Accounts Auditing, in terms of non-financial information and diversity.

The contents of this Report have been determined in accordance with the principles of stakeholder engagement, sustainability context, materiality and completeness, in terms of scope, coverage and time frame. In the preparation of the data presented, balance, accuracy, timeliness, comparability, clarity and reliability have been sought.

[2-4] There has been no restatement of information from previous reports, beyond that indicated in previous sections, and no changes to the list of material topics and coverage of topics covered.

[2-6] During the reporting period there have been no significant changes in the Group or its supply chain.

CONTACT

[2-3] For further information on this document or its contents, please contact the following e-mail address rsc@grupotejedorlazarro.com.

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305-3	Other indirect GHG emissions (Scope 3)	This information is not currently available.
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ANNEX I. COMPOSITION OF THE MAIN GOVERNING BODIES

[2-9] [405-1]

PRESIDENT'S OFFICE / BOARD OF DIRECTORS: Composed of: 4 men and 2 women. 5 executives + 1				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	01/03/1987	YES	MAN
RODRIGO ARÉVALO CUBERO	FROM 30 to 50	18/02/2014	YES	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	03/07/2007	YES	MAN
ELENA TEJEDOR DEL REAL	FROM 30 to 50	19/11/2014	NO	WOMAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	20/11/2000	YES	WOMAN
MIGUEL ÁNGEL TEJEDOR LÁZARO	50>	-	YES	MAN
MANAGEMENT COMMITTEE: Composed of: 4 men and 2 women. 6 executives				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	01/03/1987	YES	MAN
RODRIGO ARÉVALO CUBERO	FROM 30 to 50	18/02/2014	YES	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	03/07/2007	YES	MAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	20/11/2000	YES	WOMAN
SOFÍA ARÉVALO CUBERO	50>	01/01/1995	YES	WOMAN
JOSÉ LUIS POLO ZAERA	50>	06/05/1987	YES	MAN

ADVISORY BOARD: Composed of: 5 men and 3 women ²⁵ . 6 executives + 2				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	01/03/1987	YES	MAN
RODRIGO ARÉVALO CUBERO	FROM 30 to 50	18/02/2014	YES	MAN
SOFÍA ARÉVALO CUBERO	50>	01/01/1995	YES	WOMAN
JOSÉ LUIS POLO ZAERA	50>	06/05/1987	YES	MAN
MIGUEL ÁNGEL TEJEDOR LÁZARO	50>	-	NO	MAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	20/11/2000	YES	WOMAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	03/07/2007	YES	MAN
ELENA TEJEDOR DEL REAL	FROM 30 to 50	19/11/2014	NO	WOMAN
CORPORATE MARKETING COMMITTEE: Composed of: 2 men and 3 women ²⁶ . 3 executives + 2				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
SOFÍA ARÉVALO CUBERO	50>	01/01/1995	YES	WOMAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	20/11/2000	YES	WOMAN
AHMED MAGDY SAYED	FROM 30 to 50	16/01/2017	YES	MAN
MARÍA TEJEDOR GARCÍA	FROM 30 to 50	30/01/2017	NO	WOMAN
SANTIAGO DE LA FUENTE NAVARRO	FROM 30 to 50	06/02/2014	NO	MAN
CORPORATE R&D&I COMMITTEE: Composed of: 3 men and 2 women ²⁷ .				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
ELENA FERNÁNDEZ SÁNCHEZ	FROM 30 to 50	02/11/2001	NO	WOMAN
MARIA ELENA HIJOSA VELASCO	FROM 30 to 50	11/02/2004	YES	WOMAN
CARLOS ENRIQUE MATEO	50>	23/03/1990	NO	MAN
MANUEL ESTEBAN GARCÍA	FROM 30 to 50	19/07/2007	NO	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	03/07/2007	YES	MAN

²⁵ In addition, two independent directors are members of the Advisory Board.

²⁶ In addition, the Corporate Marketing Committee has three more members from the Czech Republic.

²⁷ In addition, the Corporate R&D Committee has four more members from the Czech Republic.

QUALITY AND OPERATIONS COMMITTEE:				
Composed of: 7 men and 4 women.				
AQUACULTURE				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
RUBÉN GONZÁLEZ GRANDA	50>	03/07/1995	NO	MAN
RAFAEL LLORENTE BARRETO	FROM 30 to 50	07/02/1994	NO	MAN
MARIA ELENA HIJOSA VELASCO	FROM 30 to 50	11/02/2004	YES	WOMAN
ELVIRA ALCALDE GONZÁLEZ	FROM 30 to 50	06/08/2001	NO	WOMAN
ANTONIO GARCÍA SAORÍN	<30	02/06/2020	NO	MAN
MANUEL ESTEBAN GARCÍA	FROM 30 to 50	19/07/2007	NO	MAN
SIMEÓN SERRANO HERRERO	50>	14/05/1987	NO	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	03/07/2007	YES	MAN
PETCARE				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
CARLOS ENRIQUE MATEO	50>	23/03/1990	NO	MAN
RAFAEL LLORENTE BARRETO	FROM 30 to 50	07/02/1994	NO	MAN
MARIA ELENA HIJOSA VELASCO	FROM 30 to 50	11/02/2004	YES	WOMAN
ELENA FERNÁNDEZ SÁNCHEZ	FROM 30 to 50	02/11/2001	NO	WOMAN
LIDIA HERRERO PÉREZ	FROM 30 to 50	18/02/2016	NO	WOMAN
MANUEL ESTEBAN GARCÍA	FROM 30 to 50	19/07/2007	NO	MAN
SIMEÓN SERRANO HERRERO	50>	14/05/1987	NO	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	03/07/2007	YES	MAN

COMMITMENT AND PASSION COMMITTEE: Composed of: 2 men and 7 women.				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
SOFÍA ARÉVALO CUBERO	50>	01/01/1995	YES	WOMAN
ANA DEL OJO GONZÁLEZ	FROM 30 to 50	11/11/2014	YES	WOMAN
NOEMÍ MUÑOZ	FROM 30 to 50	-	NO	WOMAN
SARA MARIA DEL REY GUEVARA	FROM 30 to 50	11/07/2016	NO	WOMAN
ÁLVARO VALLE GARCÍA	FROM 30 to 50	14/01/2019	NO	MAN
MANUEL ESTEBAN GARCÍA	FROM 30 to 50	19/07/2007	NO	MAN
BLANCA PIQUERO BARTOLOMÉ	FROM 30 to 50	26/05/2015	NO	WOMAN
YOLANDA MUÑOZ LUQUERO	FROM 30 to 50	04/07/2005	NO	WOMAN
ROCÍO SANZ ANTOLÍN	FROM 30 to 50	01/09/2020	NO	WOMAN
WORKS COUNCIL: Composed of: 7 men and 5 women.				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	01/03/1987	YES	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	03/07/2007	YES	MAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	20/11/2000	YES	WOMAN
EVA MARTÍN FRUTOS	FROM 30 to 50	19/11/2002	NO	WOMAN
MARÍA ÁNGELES CÁRDABA HERRANZ	50>	26/09/1994	NO	WOMAN
GARDENIA TEJEDOR SANTOS	FROM 30 to 50	10/10/1994	NO	WOMAN
INMACULADA GÓMEZ MARTÍN	50>	22/09/1997	NO	WOMAN
ÓSCAR GÓMEZ OLMOS	FROM 30 to 50	16/11/1999	NO	MAN
JOSÉ MARÍA GUTIÉRREZ ESTEBAN	50>	17/11/1988	NO	MAN
JOSÉ LUIS ANTORANZ GARCÍA	50>	22/02/2016	NO	MAN
JOSÉ EMILIO GARCÍA CRIADO	50>	10/01/2000	NO	MAN
VICTORIANO ADRADOS ZAERA	50>	19/09/1994	NO	MAN

DIVERSITY AND CONCILIATION COMMITTEE: Composed of: 4 men and 7 women.				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	01/03/1987	YES	MAN
SOFÍA ARÉVALO CUBERO	50>	01/01/1995	YES	WOMAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	20/11/2000	YES	WOMAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	03/07/2007	YES	MAN
ANA DEL OJO GONZÁLEZ	FROM 30 to 50	11/11/2014	YES	WOMAN
MARÍA ELENA DíEZ HERRERO	FROM 30 to 50	28/01/2002	NO	WOMAN
INMACULADA GÓMEZ MARTÍN	50>	22/09/1997	NO	WOMAN
MARÍA ÁNGELES CÁRDABA HERRANZ	50>	26/09/1994	NO	WOMAN
JOSÉ LUIS ANTORANZ GARCÍA	50>	22/02/2016	NO	MAN
JOSÉ EMILIO GARCÍA CRIADO	50>	10/01/2000	NO	MAN
EVA MARTÍN FRUTOS	FROM 30 to 50	19/11/2002	NO	WOMAN

SYSTEMS COMMITTEE Composed of: 3 men and 2 women.				
COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
JOSÉ LUIS POLO ZAERA	50>	06/05/1987	YES	MAN
DAVID GARCÍA RICOTE	FROM 30 to 50	12/07/1999	YES	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	03/07/2007	YES	MAN
SOFÍA ARÉVALO CUBERO	50>	01/01/1995	YES	WOMAN
MONICA TEJEDOR GARCIA	FROM 30 to 50	20/11/2000	YES	WOMAN

COMPLIANCE COMMITTEE Composed of: 11 men and 7 women.

COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	01/03/1987	YES	MAN
JOSÉ LUIS POLO ZAERA	50>	06/05/1987	YES	MAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	20/11/2000	YES	WOMAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	03/07/2007	YES	MAN
RODRIGO ARÉVALO CUBERO	FROM 30 to 50	18/02/2014	NO	MAN
SOFÍA ARÉVALO CUBERO	50>	01/01/1995	YES	WOMAN
ANA DEL OJO GONZÁLEZ	FROM 30 to 50	11/11/2014	YES	WOMAN
NOEMÍ MUÑOZ	FROM 30 to 50	-	NO	WOMAN
DAVID GARCÍA RICOTE	FROM 30 to 50	12/07/1999	NO	MAN
MARÍA TEJEDOR GARCÍA	FROM 30 to 50	30/01/2017	NO	WOMAN
MARIA ELENA HIJOSA VELASCO	FROM 30 to 50	11/02/2004	YES	WOMAN
MANUEL ESTEBAN GARCÍA	FROM 30 to 50	19/07/2007	NO	MAN
ÁLVARO CALVO MATESANZ	FROM 30 to 50	20/12/1999	NO	MAN
RUBÉN GONZÁLEZ GRANDA	50>	03/07/1995	NO	MAN
JORGE GARCÍA COBOS	FROM 30 to 50	04/04/2016	NO	MAN
RAFAEL LLORENTE BARRETO	FROM 30 to 50	07/02/1994	NO	MAN
ELENA FERNÁNDEZ SÁNCHEZ	FROM 30 to 50	02/11/2001	NO	WOMAN
SIMEÓN SERRANO HERRERO	50>	14/05/1987	NO	MAN

TRADING COMMITTEE:

Composed of: 1 man and 7 women.

2 executives + 6

COMPONENTS	AGE	SENIORITY	EXECUTIVE LEVEL	GENDER
RODRIGO ARÉVALO CUBERO	FROM 30 to 50	18/02/2014	YES	MAN
SARA DEL REY GEVARA	FROM 30 to 50	11/07/2016	NO	WOMAN
PILAR ALVAREZ HERRERO	>50	24/04/1997	NO	WOMAN
MARIA ELENA HIJOSA VELASCO	FROM 30 to 50	11/02/2004	YES	WOMAN
RAQUEL LAZARO CANTALEJO	>50	01/08/1989	NO	WOMAN
ELVIRA ALCALDE GONZÁLEZ	FROM 30 to 50	06/08/2001	NO	WOMAN
BLANCA PIQUERO BARTOLOME	FROM 30 to 50	26/05/2015	NO	WOMAN
LIDIA HERRERO PÉREZ	FROM 30 to 50	18/02/2016	NO	WOMAN

ANNEX II. ADDITIONAL WORKFORCE DATA

WORKFORCE DATA BY GENDER, AGE AND PROFESSIONAL CATEGORY

[405-1]

DIBAQ 2022								
CATEGORY	MEN	WOMEN	TOTAL	CATEGORY	UNDER 30 YEARS	BETWEEN 30 AND 50 YEARS	AGE >50	TOTAL
ADDRESS	0	0	0	ADDRESS	0	0	0	0
MIDDLE MANAGEMENT	19	8	27	MIDDLE MANAGEMENT	1	14	12	27
TECHNICAL STAFF	14	21	35	TECHNICAL STAFF	5	24	6	35
ADMINISTRATIVE STAFF	0	3	3	ADMINISTRATIVE STAFF	0	1	2	3
PRODUCTION	61	13	74	PRODUCTION	4	34	36	74
TOTAL	94	45	139	TOTAL	10	73	56	139

DIBAQ 2021									
CATEGORY	MEN	WOMEN	TOTAL		CATEGORY	UNDER 30 YEARS	Between 30 and 50 years	AGE >50	TOTAL
1ST CLASS	26	2	28		1ST CLASS	0	10	18	28
1ST CLASS ADMIN	1	6	7		1ST CLASS ADMIN	0	5	2	7
1ST CLASS DRIVER	1	0	1		1ST CLASS DRIVER	0	0	1	1
MANUFACTURING MANAGER	2	0	2		MANUFACTURING MANAGER	0	0	2	2
SUPERVISOR	4	0	4		SUPERVISOR	0	2	2	4
ADVANCED DEGREE	5	7	12		ADVANCED DEGREE	2	9	1	12
ADMINISTRATIVE HEAD	0	2	2		ADMINISTRATIVE HEAD	0	1	1	2
2ND CLASS ADMIN	0	2	2		2ND CLASS ADMIN	1	0	1	2
2ND CLASS	13	2	15		2ND CLASS	1	8	6	15
DIPLOMA	0	3	3		DIPLOMA	0	3	0	3
SPECIALIST	8	6	14		SPECIALIST	2	9	3	14
ANALYST	1	1	2		ANALYST	0	2	0	2
NON-QUALIFIED	2	2	4		NON-QUALIFIED	1	2	1	4
CLEANING STAFF	0	2	2		CLEANING STAFF	0	0	2	2
COMMERCIAL DEVELOPER	4	1	5		COMMERCIAL DEVELOPER	0	4	1	5
ZONE MANAGER	3	0	3		ZONE MANAGER	0	1	2	3
PROGRAMMER	1	1	2		PROGRAMMER	0	2	0	2
ASSISTANT	2	0	2		ASSISTANT	0	1	1	2
OPERATIONS MANAGER	2	0	2		OPERATIONS MANAGER	1	1	0	2
UNSKILLED WORKER	10	3	13		UNSKILLED WORKER	4	7	2	13
LABORATORY ASSISTANT	0	2	2		LABORATORY ASSISTANT	1	1	0	2
QUALITY CONTROL	0	1	1		QUALITY CONTROL	0	1	0	1
ADMINISTRATIVE ASSISTANT	0	2	2		ADMINISTRATIVE ASSISTANT	1	1	0	2
OPERATOR	2	0	2		OPERATOR	0	2	0	2

DIBAQ 2021										
CATEGORY	MEN	WOMEN	TOTAL			CATEGORY	UNDER 30 YEARS	Between 30 and 50 years	AGE >50	TOTAL
TOTAL	87	45	132			TOTAL	14	72	46	132

DERWENT ARIZONA 2022								
CATEGORY	MEN	WOMEN	TOTAL	CATEGORY	UNDER 30 YEARS	Between 30 and 50 years	AGE >50	TOTAL
ADDRESS	1	1	2	ADDRESS	0	0	2	2
MIDDLE MANAGEMENT	2	2	4	MIDDLE MANAGEMENT	0	4	0	4
TECHNICAL STAFF	1	4	5	TECHNICAL STAFF	1	3	1	5
ADMINISTRATIVE STAFF	0	1	1	ADMINISTRATIVE STAFF	0	1	0	1
PRODUCTION	0	0	0	PRODUCTION	0	0	0	0
TOTAL	4	8	12	TOTAL	1	8	3	12

DERWENT ARIZONA 2021										
CATEGORY	MEN	WOMEN	TOTAL			CATEGORY	UNDER 30 YEARS	Between 30 and 50 years	AGE >50	TOTAL
GENERAL SUPERVISOR	0	3	3			GENERAL SUPERVISOR	0	2	1	3
DIRECTOR	2	1	3			DIRECTOR	0	2	1	3
1ST CLASS ADMIN	0	1	1			1ST CLASS ADMIN	0	1	0	1
TECHNICAL STAFF	1	1	2			TECHNICAL STAFF	0	2	0	2
ASSISTANTS	1	1	2			ASSISTANTS	0	2	0	2
SALES	0	1	1			SALES	0	1	0	1

UNSKILLED WORKER	0	1	1		UNSKILLED WORKER	0	1	0	1
TOTAL	4	9	13		TOTAL	0	11	2	13

DERWENT NUTRITION 2022								
CATEGORY	MEN	WOMEN	TOTAL	CATEGORY	UNDER 30 YEARS	Between 30 and 50 years	AGE >50	TOTAL
ADDRESS	0	0	0	ADDRESS	0	0	0	0
MIDDLE MANAGEMENT	1	1	2	MIDDLE MANAGEMENT	0	2	0	2
TECHNICAL STAFF	0	0	0	TECHNICAL STAFF	0	0	0	0
ADMINISTRATIVE STAFF	0	0	0	ADMINISTRATIVE STAFF	0	0	0	0
PRODUCTION	0	0	0	PRODUCTION	0	0	0	0
TOTAL	1	1	2	TOTAL	0	2	0	2

DERWENT NUTRITION 2021								
CATEGORY	MEN	WOMEN	TOTAL	CATEGORY	UNDER 30 YEARS	Between 30 and 50 years	AGE >50	TOTAL
SALES	1	0	1	SALES	0	1	0	1
DIRECTOR	1	0	1	DIRECTOR	0	1	0	1
TOTAL	2	0	2	TOTAL	0	2	0	2

GRUPO TEJEDOR LÁZARO 2022								
CATEGORY	MEN	WOMEN	TOTAL	CATEGORY	UNDER 30 YEARS	Between 30 and 50 years	AGE >50	TOTAL
ADDRESS	3	1	4	ADDRESS	0	2	2	4
MIDDLE MANAGEMENT	1	1	2	MIDDLE MANAGEMENT	0	2	0	2
TECHNICAL STAFF	1	0	1	TECHNICAL STAFF	1	0	0	1
ADMINISTRATIVE STAFF	0	0	0	ADMINISTRATIVE STAFF	0	0	0	0
PRODUCTION	0	0	0	PRODUCTION	0	0	0	0
TOTAL	5	2	7	TOTAL	1	4	2	7

GRUPO TEJEDOR LÁZARO 2021								
CATEGORY	MEN	WOMEN	TOTAL	CATEGORY	UNDER 30 YEARS	Between 30 and 50 years	AGE >50	TOTAL
ADVANCED DEGREE	2	1	3	ADVANCED DEGREE	0	2	1	3
DIPLOMA	1	0	1	DIPLOMA	0	0	1	1
GENERAL SUPERVISOR	0	1	1	GENERAL SUPERVISOR	1	0	0	1
TECHNICIAN	0	1	1	TECHNICIAN	1	0	0	1
TEAM LEADER	1	0	1	TEAM LEADER	0	1	0	1
TOTAL	4	3	7	TOTAL	2	3	2	7

REMUNERATION DATA²⁸

[Law_Employment]

The following tables refer to the average remuneration of employees by gender, age, and professional category, not including data from the Management Committee:

AVERAGE STAFF REMUNERATION BY GENDER (€) 2022	
Men	Women
40,409.87	34,904.27

AVERAGE STAFF REMUNERATION BY PROFESSIONAL CATEGORY (€) 2022		
	Men	Women
Middle management	40,963.59	38,322.93
Technical staff	23,904.38	25,709.44
Administrative staff	-	20,206.51
Production	24,270.90	23,541.16

AVERAGE STAFF REMUNERATION BY AGE (€) 2022			
	Men	Women	Total
<30 years	22,121.93	20,868.64	21,495.28
Between 30 and 50 years	27,718.63	28,578.58	28,083.05
>50 years	29,098.56	25,705.96	27,402.26

²⁸ Data for 2021 is not included as this information was not reported in the previous Report. Average staff salaries are calculated on the basis of fixed salary and bonuses.

As for the average remuneration of senior management, the figures are as follows:

AVERAGE REMUNERATION OF SENIOR MANAGEMENT²⁹ (€) 2022		
	Men	Women
Fixed remuneration	115,193.24	90,212.82
Variable remuneration	5,836.54	2,557.07
In-kind remuneration	7,379.80	5,384.74
Total	128,409.55	98,154.63

WAGE GAP DATA ³⁰

[405-2]

2022

WAGE GAP BY PROFESSIONAL CATEGORY 2022	
Middle management	6.45%
Technical staff	-7.55%
Administrative staff	0.00%
Production	3.01%
Total	13.62%

2021

The following table shows the data relating to the salary gap of the workforce, in accordance with the breakdowns used for the compensation audits of the different companies. As can be seen in the table below.

²⁹ Includes directors' remuneration. It has been calculated on the basis of the withholding certificates.

³⁰ Calculated as: Wage gap = [(Average men's wage - Average women's wage) / Average man wage] * 100. Base salary, general bonus and commercial variable, where applicable, have been considered in the calculation.

Data for 2021 and 2022 are reported in different tables, as in 2022 the categories have been simplified in order to present the information in a clearer way. In the coming years, it will be reported in this format.

In both 2021 and 2022, there has been no wage gap, as there are no differences of more than 25% between men and women in the same job classification, and differences of less than 25% are due to objective differences such as seniority, which is not an indication of wage activity.

DIBAQ 2021		
CATEGORY	WAGE GAP (AVERAGE)	WAGE GAP (MEDIAN)
Classification grade 6 Level 1	1%	0%
Classification grade 6 Level 2 ³¹ .	-	-
Classification grade 5	0%	0%
Classification grade 4 Level 1	-11%	-13%
Classification grade 4 Level 2	0%	0%
Classification grade 3 Level 1	-12%	-7%
Classification grade 3 Level 3	-4%	0%
Classification grade 2 Level 0 ³² .	-	-
Classification grade 2 Level 1 ³³ .	-	-
Classification grade 2 Level 2	0%	3%
Classification grade 1	-1%	48%

³¹ There are no women in this professional category.

³² There are no women in this professional category.

³³ There are no women in this professional category.

DERWENT ARIZONA 2021		
CATEGORY	WAGE GAP (AVERAGE)	WAGE GAP (MEDIAN)
Classification grade 9	There is no comparative data.	
Classification grade 8	There is no comparable data.	
Classification grade 6	0.5%	0.5%
Classification grade 4 ³⁴	-	-
Classification grade 3	0%	0%
Classification grade 2	There is no comparative data.	
Classification grade 1	There is no comparative data.	

DERWENT NUTRITION³⁵ 2021		
CATEGORY	WAGE GAP (AVERAGE)	WAGE GAP (MEDIAN)
Classification grade 8	-	-
Classification grade 5	-	-

GRUPO TEJEDOR LÁZARO 2021		
CATEGORY	WAGE GAP (AVERAGE)	WAGE GAP (MEDIAN)
Classification grade 9	- 0.01%	- 0.01%
Classification grade 6	0.19	0.19
Classification grade 4	There is no comparative data.	

³⁴ There are no men in this professional category.

³⁵ There are no women in Derwent Nutrition's workforce.