

SUSTAINABILITY

Report

Financial year 2023

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Introduction letter

The global context we are living in, marked by challenges such as the financial crisis, geopolitical conflicts and climate change, forces us to be even more aware of the implications of our decisions. Despite the economic slowdown worldwide, we are convinced that the transition towards a more sustainable business model is an opportunity to strengthen our global position and contribute significantly to the Sustainable Development Goals.

At Normon, we see sustainability as a comprehensive commitment embracing environmental protection, well-being of people, economic and social progress, and community building. This approach is based on the balance between environmental, social and governance (ESG) challenges, in order to ensure that our operations make a positive contribution to both the company and our stakeholders.

In 2023, we formalized our commitment with the approval of the Sustainability Strategic Plan, which establishes clear goals and objectives for the integration of sustainable practices in all our processes. This plan revolves around four main aspects: health, environment, people and corporate responsibility. By means of these pillars, we seek to move towards a profitable, responsible and resilient business model able to adapt to new global demands.

We are committed to complying with emerging international regulations, such as the European Corporate Sustainability Reporting Directive (CSRD) and the Corporate Sustainability Due Diligence Directive, leading to a significant change in the way we manage and report our impact. We thus reaffirm our commitment to sustainability, guaranteeing that all our strategic decisions are transparent, ethical and responsible, with the vision of building a more fair and sustainable future for all.

1. OUR APPROACH TO SUSTAINABILITY

1.1. Sustainability at Normon

In order to reinforce the integration of ESG criteria in our business model, in December 2023 the Board of Directors approved the **Sustainability Strategic Plan 2023-2026** to establish the strategic priorities in terms of ESG, thus transparently expressing our commitment to our stakeholders, in line with the materiality assessment and the mission, vision and values of the Company. Set over a 4-year timeline, **the Sustainability Plan rests on 4 axes, with 18 lines of action and 41 actions developing it. At the same time, we align our sustainable strategy with the Sustainable Development Goals (SDGs).**



Commitment to Health

To care for people’s health with quality medicines, products and services at reasonable prices, aimed at reinforcing access to health care in the communities we operate in.



Commitment to People

To create a diverse and inclusive workplace that supports quality employment in a safe and secure environment and professional development.



Commitment to the Environment

To implement efficiency and transformation measures that contribute to enhancing growth, agile response and commitment to the environment.



Commitment to Sustainable Business

To strengthen our ethical business model with commitments and governance mechanisms based on sustainability, regulatory compliance, dialogue and ESG risk management throughout the value chain.

“ Sustainability is a fundamental pillar of our mission, vision and strategic values.

Our **strategic challenge in sustainability** is to facilitate access to health care, promoting international growth and diversification through efficient management. In addition, we enhance our value chain, develop talent and recognize the intrinsic connection between human health and environmental protection.

Throughout 2023, we succeeded in adapting to a constantly changing environment, while maintaining the stability and the momentum of our ongoing projects. As a result, we have been able to make further progress towards our sustainability goals, ensuring the continuity of our activities.

Our **Sustainability Report 2023** details the most relevant aspects related to the **social, environmental and governance responsibility** of the company. We focus our actions and priorities based on the expectations of our **Stakeholders**, in order to continue creating value in the economic, environmental and social spheres.

1.2 Materiality assessment

During 2020, we conducted a **materiality assessment with the issues that impact our business model and our Stakeholders**. Material aspects are those that can substantially affect the organization’s ability to create shared value. In the coming years, we will adapt this assessment to the CSRD (“Corporate Sustainability Reporting Directive”) regulation, so as to include an analysis from both impact and financial perspective.

This study **provides insight into the importance** of issues related to the business strategy, identifies stakeholder expectations and needs, clarifies accountability planning, and guides the reporting of sustainability indicators/information. Indicators of **high relevance are prioritized in the report**, as opposed to indicators of low relevance. It combines the internal vision of the different businesses and the external vision of the stakeholders.

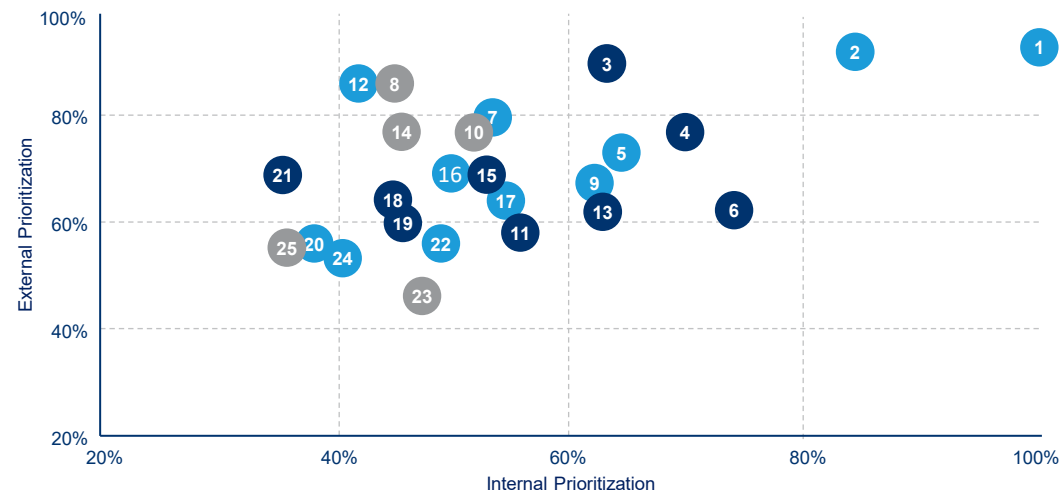
The first step in this assessment is to take as a reference material issues established by law and set forth in previous reports. A total of 25 matters are identified, divided into 3 blocks. Two variables have been taken into consideration:



External relevance. Aims to identify ESG issues, including: (i) expectations of investors and society in general that aggregate ESG ratings and trends; (ii) interviews with Normon stakeholders, and (iii) benchmarking of companies in the sector.



Internal relevance. The objective is to assess the internal importance of the issues previously identified and determine the priority issues. The evaluation was carried out through internal consultation with members of the company.



- | | | |
|--|--|--|
| <p>Very High Relevance</p> <ul style="list-style-type: none"> 1 Safety and quality of the medicine 2 Employees 3 Anti-corruption 4 Sustainable innovation (R&D) 5 Occupational health and safety 6 Information security and cybersecurity 7 Training 8 Climate change and energy 9 Accessibility of medicines to society | <p>High Relevance</p> <ul style="list-style-type: none"> 10 Waste 11 Political and regulatory influence 12 Supplier social and environmental compliance & human rights 13 Corporate governance 14 Water 15 Risk and crisis management 16 Commitment of the company to sustainable development and the health of the population 17 Labor relations | <p>Medium Relevance</p> <ul style="list-style-type: none"> 18 Anti-competitive behavior 19 Marketing and labeling 20 Accessibility for people with disabilities 21 Business results and contribution to the welfare state 22 Clinical trials and animal welfare 23 Sustainability of raw materials 24 Local community 25 Biodiversity |
|--|--|--|

1.3 Stakeholders

When analysing our involvement in the creation of value in the economic, environmental and social spheres, we set priorities based on the interests of our **Stakeholders**:

“ Knowing and collaborating with our Stakeholders, and understanding their expectations and concerns are a key element of Normon’s strategy.



Ownership /Shareholders

We are firmly committed to value creation and profitability while maintaining always sustainability and a long-term business vision.



Suppliers and contractors

We always work with our suppliers and contractors on the basis of mutual trust, quality and excellence. It is important to share with them our culture of ethics and sustainability in order to establish productive and reciprocal relationships.



Health professionals

Our relationship with health professionals is essential for the promotion and improvement of public health. We exchange experiences with them in a transparent manner and in compliance with applicable laws and associative codes.



Patients and consumers

Our commitment is to improve patients’ lives and ensure that they have access to quality medicines. Patients are the focus of our work and our decision-making.



Employees

We want to provide a close and personal treatment to our Staff, promoting stable and quality employment in a safe and secure environment. We consider it essential to ensure respect for labor rights, a harassment-free workplace, occupational health and safety and equal opportunities.



Clients and strategic partners

We treat our clients and strategic partners with integrity, anticipating their needs and providing quality products and services, offering good treatment, attention, respect, honesty, and service, and taking into account the different cultural sensitivity of each person and individual needs.



Public administrations and authorities

As a regulated sector, our relationship with public administrations is fundamental. Coordination and collaboration with the different administrations is essential for the proper functioning of the company. Our relations with administrations and authorities must be transparent, collaborative, sincere and honest.



Society

We contribute to health and well-being by investing in technological progress, national industry, access to medicines for the population and through a responsible tax practice, respecting at all times the applicable laws and trying to minimize environmental impacts, observing trends in the fight against climate change, circular economy and resource management.

1.4 Main contributions to the SDGs

We are committed to the 17 Sustainable Development Goals (SDGs) of the United Nations. During 2023 we can highlight the following contributions:

- | | | |
|---|--|---|
| <p>1 FIN DE LA POBREZA</p>  <p>We have had an agreement with the Queen Sofia Foundation for more than 10 years, which channels our humanitarian aid by supplying essential drugs free of charge to those who need them most.</p> | <p>7 ENERGÍA ASEQUIBLE Y NO CONTAMINANTE</p>  <p>The electricity we consume comes from 100% renewable energy sources. In line with our Sustainability Strategic Plan, we initiated the project to install more than 8,000 photovoltaic panels to cover our facilities. We currently have 5,284 installed on roofs, 532 on the ground and 740 in the canopies in Normon 1.</p> | <p>12 PRODUCCIÓN Y CONSUMO RESPONSABLES</p>  <p>We finance the waste management of all packaging placed on the market, through membership in integrated waste management systems (SCRAP): ECOEMBES (household and commercial packaging) and SIGRE (containers and leftover medicines of domestic origin). Furthermore, we are a local company in Spain and Europe: we manufacture 91.61% of our medicinal products in Tres Cantos (Madrid).</p> |
| <p>2 HAMBRE CERO</p>  <p>At Normon we monitor food waste in our canteens.</p> | <p>8 TRABAJO DECENTE Y CRECIMIENTO ECONÓMICO</p>  <p>We employ +2,900 people in Spain, with 98% of the workforce on permanent contracts. We have flexitime, teleworking and digital disconnection policies as measures for work-life balance.</p> | <p>13 ACCIÓN POR EL CLIMA</p>  <p>We strive to reduce greenhouse gas emissions through the calculation of our carbon footprint, including scope 3. We revised and optimized this calculation by extending scope 3 with new indicators including the impact of teleworking and paper consumption.</p> |
| <p>3 SALUD Y BIENESTAR</p>  <p>As a manufacturer of generic medicines, we contribute to rationalizing public spending, facilitating citizens' access to quality medicines. In October 2023 we received the recognition award from the Business Federation of Spanish Pharmacists (FEFE Recognition Award) for supporting the Spanish pharmaceutical model.</p> | <p>9 INDUSTRIA, INNOVACIÓN E INFRAESTRUCTURA</p>  <p>We have two industrial complexes with a gross floor area of +100,000 m²; 5 state-of-the-art manufacturing and control buildings: general manufacturing of oral and injectable medicines, penicillin and cephalosporin antibiotics, high-containment products. Company rated as "Good" by the Profarma Program.</p> | <p>15 VIDA DE ECOSISTEMAS TERRESTRES</p>  <p>We are working to reduce paper usage by raising awareness in the business areas and by committing to the digitalization of processes. In 2023 efforts have been made to eliminate double labeling in dock management.</p> |
| <p>4 EDUCACIÓN DE CALIDAD</p>  <p>In addition to the annual training plans for employees, we have signed collaboration agreements with several master programs oriented to the pharmaceutical industry, and with Vocational Training centers in order to annually incorporate trainees in different areas of the company.</p> | <p>10 REDUCCIÓN DE LAS DESIGUALDADES</p>  <p>We collaborate with several special employment centers (SEC) (Juan XXIII Foundation, Manantial Foundation, Funcarma SEC and Lasercart SEC) to promote access to employment for people with disabilities. Our facilities are 100% adapted for people with reduced mobility.</p> | <p>16 PAZ, JUSTICIA E INSTITUCIONES SÓLIDAS</p>  <p>We have a compliance system that mitigates the risks of bribery, corruption and money laundering. The company has a Code of Conduct and an Ethics Channel in compliance with the Whistleblower Directive and the Whistleblower Act.</p> |
| <p>5 IGUALDAD DE GÉNERO</p>  <p>The 53 per cent of the workforce is female, with a presence at all levels of responsibility and a narrow salary gap (4.68%). We have the Equality Plan 2022-2026 and protocols approved to deal with situations of harassment in the workplace.</p> | <p>11 CIUDADES Y COMUNIDADES SOSTENIBLES</p>  <p>We provide staff with shuttle buses for commuting to the workplace. We also offer transport vouchers to our employees, contributing to more sustainable mobility. In the car park, we have installed several electric vehicle charging points and docking stations for bicycles.</p> | <p>17 ALIANZAS PARA LOGRAR LOS OBJETIVOS</p>  <p>To achieve the different objectives, we collaborate with sectoral associations (AESEG, ANEFP, CEOE, AETC); integrated waste management systems (SCRAP: ECOEMBES, SIGRE); training agreements for trainees, special employment centers, pharmacists' associations and patients' associations; among others.</p> |
| <p>6 AGUA LIMPIA Y SANEAMIENTO</p>  <p>Our water plant is equipped with cutting-edge technology. Water is an essential resource for carrying out our activities. Waste water from production processes is collected in special tanks for reuse in secondary processes.</p> | | |

2. SUSTAINABLE BUSINESS COMMITMENT

2.1 Mission, Vision, Values

All of Normon's objectives are underpinned by the Mission, Vision and Values defined for the Company.

MISSION

To contribute to improving the health and well-being of people around the world through state-of-the-art technology and by innovating, developing, producing and marketing medicines of the highest quality, at reasonable prices, in a sustainable manner and with a strong social and environmental commitment.

VISION

To be a national and international benchmark in the pharmaceutical industry. To be recognized as a leading company in technology, thanks to a fully trained and committed human team; facilities equipped with the most modern technology to develop and manufacture quality products at competitive prices.

VALUES

Our origins date back to 1937 as a family business and our way of seeing things emanates from the very principles of our founders: approachability, pride in what we do and a commitment that goes beyond words. We look to the future, without forgetting that our history is what has brought us to where we are in the company and can be summarized by the following.



CONFIDENCE:

Responsibility and the search for a better future are present in our decision-making. Confidence and security for our employees in their daily work and in the future and for our clients through a constant search for the highest quality and excellence.



PEOPLE:

All of us at Normon must take care of those around us: co-workers, suppliers and clients. We look for talent and work as a team; it is important to have both good professionals and good people. The happier we are able to make others, the happier we will be.



EXCELLENCE:

Our obligation is to do our job to the best of our ability. We make every effort to be proud of the way we work and the way we relate to the environment. Excellence is present in our facilities, in the continuous improvement of processes, in our daily work and, of course, in our products.



TRUST:

Among all of us at Normon, developing the mechanisms to promote teamwork, transparent communication, critical thinking and responsibility in decision-making.



APPROACHABILITY:

We work with passion and we must convey this passion to our collaborators every day, both outside the company, with a clear vocation of client orientation, and internally by stimulating interdepartmental relations, teamwork and a sense of belonging.



INNOVATION:

It is present in all areas; in access to the most modern technologies, in the digitalization of the company, in the development of our products, in analytical and decision-making processes and in the search for new solutions.


2.2 Evolution of our history



1937: Foundation of **laboratorios Orto** in Sevilla

We are a large Spanish business group that has managed to become one of the first manufacturers of medicines within Europe. **The success of a true pharmaceutical vocation with 80 years of history, developing, manufacturing and marketing medicines of the highest quality**, thanks to a business strategy of innovation, constant reinvestment of profits, diversification and internationalization.

Establishment of Laboratorios Orto in **Seville**  ► **1937**

Both companies **merge** under the name of Laboratorios Normon, based in Madrid  ► **1958**

Birth of the **dental division** and marketing of Ultracaín®  ► **1992**

Her Majesty Queen Sofia opens the new facilities in **Tres Cantos**, Madrid  ► **2006**

We expand our facilities to 86,000 m²  ► **2011**

We celebrate 80 years and expand our facilities to 100,000 m²  ► **2018**

1938 ◀  Establishment of Laboratorios Normon in **Madrid**

1975 ◀  Start of **international** expansion

1997 ◀  Launch of the **first generic drug** in the Spanish market

2010 ◀  Launch of the new **OTC** Division

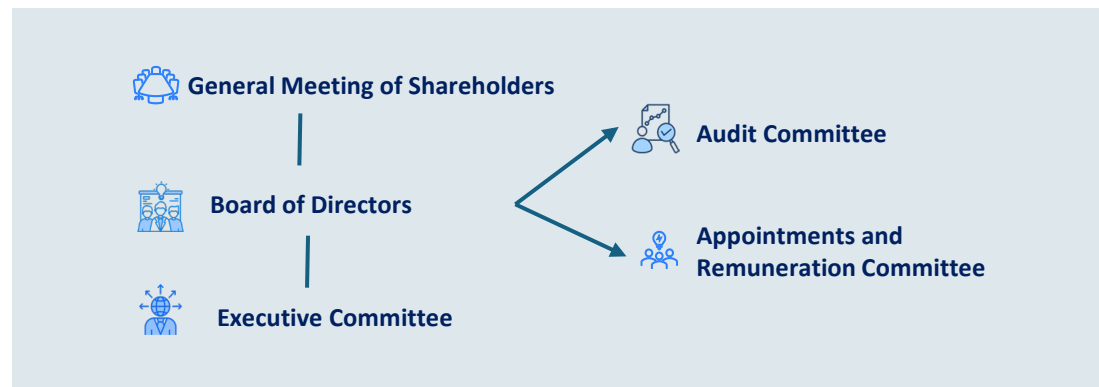
2016 ◀  **FDA** (Food & Drug Administration) Approval

2019 ◀  Acquisition of a **new industrial complex** in Tres Cantos, Madrid

2.3 Family business that has stood the test of time

Governing body and corporate structure

Laboratorios Normon S.A. is an **unlisted public limited company**, a **family business**. The company's directors are essentially members of the second generation of the owner family and do not receive any remuneration for their position. The General Meeting of Shareholders is held annually.



The **Board of Directors of Normon**, which meets on a regular basis, is composed, at the end of 2023, of five (5) directors (2 women, 3 men) and one non-director secretary (1 man). The governing body also has a number of advisers (both internal and external) and **two working committees**: Audit Committee and Appointments and Remuneration Committee.

Regarding our internal organization, we have segregated the functions under **seventeen Management divisions comprising different departments and sections**, which are responsible for the matters covered by these divisions.

Decisions on economic, environmental and social issues can be made by each of the different Directors (per area), by the Chief Executive Officer, by Executive Management/Executive Committee or by the Board of Directors, depending on the magnitude of the decision to be made and its implications.

Business strategy

At the end of 2022, the **Strategic Plan 2022-2025** was approved, with the objective of aligning the Normon team towards the same direction, prioritizing critical projects for the Company, focusing efforts on key actions, assessing the risks inherent to the business, and identifying opportunities for improvement. By 2023, we are continuing to make progress with the established plan. Among the projects defined in this Plan 2022-2025 was the definition and development of the *Sustainability Plan of the Company*, which has been approved in the financial year 2023.

Corporate risks

We periodically carry out an analysis of our main **business risks**, identifying them and developing an action plan. This is prepared with the participation of the management of all departments and is coordinated and updated by the Internal Audit Department. All the Company's risks are reassessed annually and the risk map is re-executed from scratch every two years. **We classify the different risks** into strategic, regulatory and compliance, technological, labor, operational, financial and organizational. This analysis allows us to draw up roadmaps and action plans to address the main risks to which we are exposed at any given time.

2.4 Normon in figures

The different divisions of Normon, and thus the different activities and products of Normon, are structured in five (5) business areas:

PRESCRIPTION

16.4%

market share in generics in Spain

DENTAL

54.8%

market share in anesthetics and prescription drugs in Spain

HOSPITAL

19.2%

of the total doses of the hospital market in Spain

OTC

+150

products including medical devices, over-the-counter drugs, cosmetics, food supplements and biocides

INTERNATIONAL

+90 countries

Currently present (directly/indirectly) in 90 countries in Europe, Central America, South America, Asia and Africa



+340 million

units produced



26

new launches of generic medicines



+4,836 million

doses manufactured



+680

Normon regulatory submissions approved in Spain



+1,200

different dosage forms



+2,900

professionals



+114,000 m²

facilities



EU

GMP



3rd

position in total pharma market



US

FDA

2.5 Manufacturing plant, facilities and technological innovation

Normon's facilities, located in the north of Madrid, in Tres Cantos, have a total built surface area of more than 100,000 m², of which over 65,000 m² correspond to the site located at Ronda de Valdecarrizo 6 (Normon 1) and over 47,000 m² to the site at Av. de los Artesanos 2 (Normon 2). We have one of the most modern laboratories in Europe for the manufacture of medicinal products, being an example of technological efficiency at the service of health.

The manufacturing plant has an innovative design that is based on modular structures with independent zones within the plant. This makes it possible to achieve maximum productivity, with great versatility in the manufacture of medicines, both in terms of the quantity of the different pharmaceutical forms produced and the variety of presentations that are made.

Manufacturing lines



Manufacture of oral products

10 Coating machines

18 Granulation machines (dry + wet)

4 Capsule machines

16 Tableting machines

2 Lines for oral/topical liquids

3 Lines for sachets

1 Filling machine for suspension (powder)



Manufacture of products for injection

23 Lyophilizers

2 Filling lines for dental cartridges

2 Filling lines for powder vials

6 Filling lines for liquid/lyophilized vials

1 Filling line for bags for infusion

3 Filling lines for ampoules

8 Inspection machines for products for injection

Packaging

45 Packaging lines



Robotized warehouse

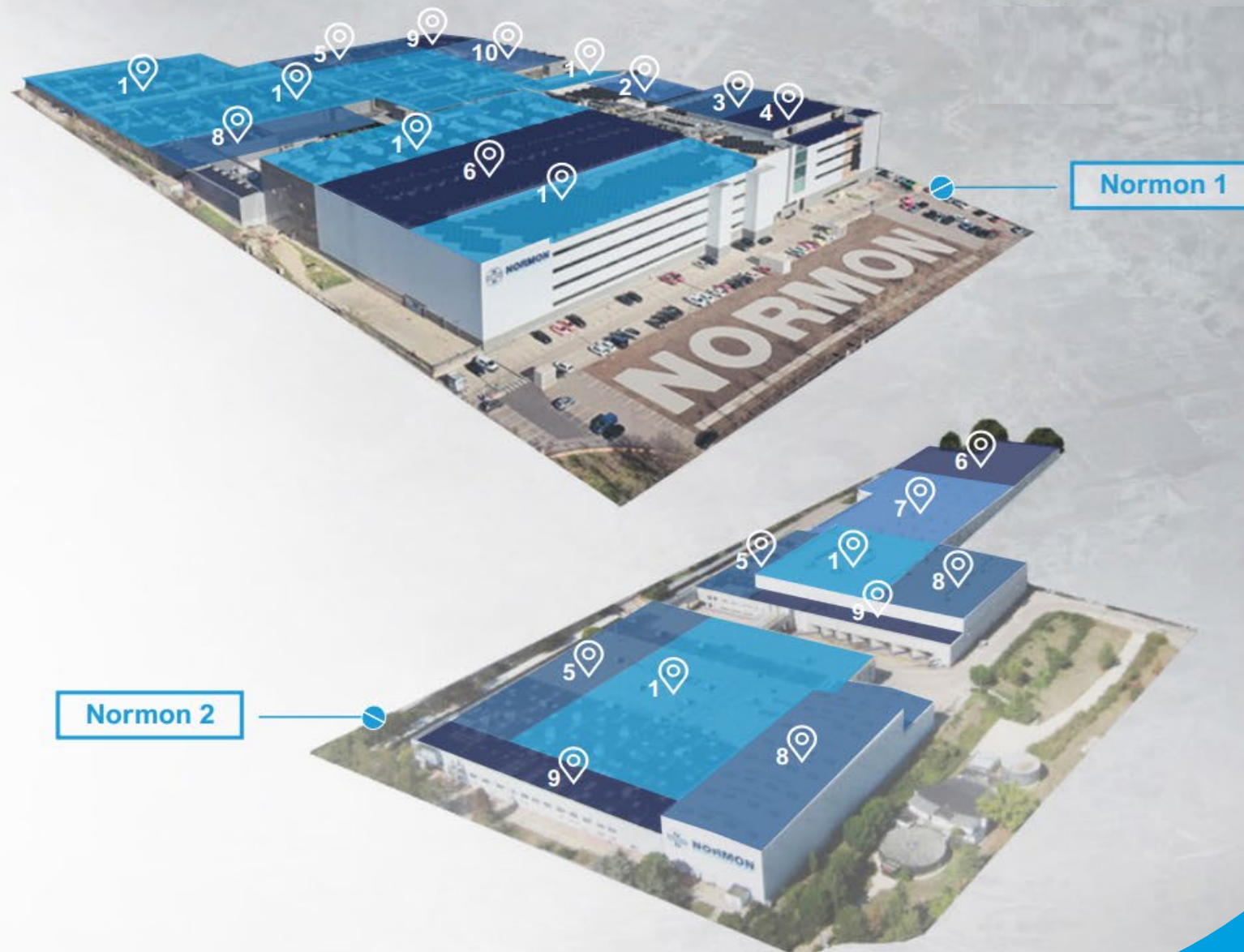
43,000 Pallets



<https://www.normon.es/en/know-us>

Benchmark manufacturing plant in Europe
















- 1. Manufacture of oral and injectable products
- 2. Manufacture of penicillin antibiotics
- 3. Manufacture of cephalosporin antibiotics
- 4. Manufacture of high containment products
- 5. Quality control
- 6. Robotized warehouse
- 7. Order picking and dispatch
- 8. Warehouse of raw materials
- 9. Offices
- 10. R&D&i and offices



2.6 Regulatory Compliance

Code of Conduct

We have a [Code of Conduct](#) that establishes the basic principles and rules that inspire the professional, ethical and responsible behavior of everyone who is part of Normon:

-  Compliance with applicable laws and internal regulations.
-  Respect for human rights.
-  Occupational health and safety.
-  Zero tolerance for violence in the workplace.
-  Respect for the environment.
-  Anti-corruption and fight against fraud.
-  Prevention of money laundering and financing of terrorism.
-  Conflicts of interest.
-  Processing of confidential information.
-  Personal data protection.
-  Use and protection of Normon's assets.
-  Media and social networks.
-  Promotional activities.
-  Competition law.
-  Product quality and safety.

Interactions with the Healthcare Community and Transparency

We are members of the **Spanish Generic Medicines Association (AESEG)** and the **Spanish Association of Self-care (ANEFP)**. We comply with their respective codes of conduct, which regulate advertising and interaction with the healthcare community. By adhering to this Code, we undertake to disclose annually on our website the Transfers of Value (ToV) made to the Healthcare Community (health professionals, healthcare institutions and patient organisations), mainly related to registration fees for conferences, donations, scientific advice, presentations, etc.

Crime Prevention







We train all our employees in Crime Prevention and Regulatory Compliance. The 100 per cent of the workforce has completed and passed the course entitled “Code of Ethics, Compliance and Crime Prevention”.

Our **Regulatory Compliance risk management program** establishes the framework for the organization, prevention, management and control of legal risks, including the company's **criminal risks**, as provided for in Article 31 bis of the Spanish Criminal Code. Among other risks, we analyze those related to bribery, corruption and money laundering. This analysis is dynamic and we keep it updated at all times to maintain an adequate level of control.

The Board of Directors has an Audit Committee that supervises and monitors regulatory compliance and the accuracy of the accounts.

During the financial year 2023, there were no allegations or legal proceedings concerning corruption, money laundering, unfair competition or monopolistic practices at Normon. Nor have any business contracts with third parties or employment contracts with employees been terminated due to corruption or money laundering offenses.

We have a solid integrity policy structure. Among others, we have:

-  Compliance and Crime Prevention Manual.
-  Crime Prevention Policy.
-  Procedure for Interactions with the Healthcare Community.
-  Anti-corruption policy.
-  Gift Policy.
-  Management Procedure of Conflicts of Interest.



2.6 Regulatory Compliance

Ethics Channel and whistleblower protection

We have set up an **Ethics Channel** for employees and third parties to report irregularities, including any crime and/or form of corruption. It can be accessed via the application <https://channel.globalsuitesolutions.com/normon>, by e-mail (canal.etico@normon.com) or face-to-face verbal communication.

This channel is accessible, so that **irregularities can be reported securely and confidentially**, including any crime or form of corruption, to:

- ❖ Employees (including trainees and workers undergoing training, regardless of being paid or not)
- ❖ Former employees and candidates of Normon
- ❖ Shareholders
- ❖ Members of the Board of Directors
- ❖ Suppliers, contractors and subcontractors

Our Ethics Channel is adapted to the requirements of the **Directive (UE) 2019/1937** and the Spanish **Law 2/2023, of 20 February, regulating the protection of persons who report breaches of rules and the fight against corruption**.

It is ensured the **confidentiality of the identity of the reporting person** and any third party mentioned in the report, and that **there will be no retaliation**, penalty or detriment (including dismissal and other disciplinary actions/measures) against those reporting in good faith, or for participating, where appropriate, in the investigation procedure.

Likewise, the **rights of the person concerned** will be respected, in particular, the principle of the presumption of innocence, the right of defence, the principle of contradiction and access to the file under the terms regulated in the Spanish Law 2/2023.

Information security and personal data protection

We care about the confidentiality and privacy of our Stakeholders. Therefore, and in order to provide a secure management framework for information security, we have implemented an Information Security Management System (ISMS) based on ISO 27001 regarding Information Security as a tool that allows us to know, manage and minimize the possible risks that threaten the security of information and the protection of personal data in our company.

- ❖ Our ISMS is currently based on the aspects of **confidentiality, integrity and availability**, which are the pillars underpinning our information protection measures.
- ❖ Our **Data Protection Officer (DPO)** ensures compliance with information security regulations and is responsible for its management system.
- ❖ We have **ISO 27001 Information Security certification**.
- ❖ All our employees have received **training in Information Security**.
- ❖ You can find our Information Security Policy here: <https://www.normon.es/en/commitment>



2.7 Supply chain

We are committed to working only with third parties who maintain ethical standards that are similar to our own. Our [Supplier Code of Conduct](#) sets out the minimum principles and values that must be known and adhered to in order to establish and maintain business relationships with Normon.

- Compliance with applicable laws.
- Respect for Human Rights.
- Health, safety and security.
- Environmental responsibility.
- Anti-corruption, fight against fraud and conflicts of interest.
- Confidentiality and data protection.
- Competition Law.
- Quality.

This Code is available on Normon’s website, in English and Spanish, for all our suppliers to access: <https://www.normon.es/en/commitment>

Likewise, our **Purchasing Policy** establishes the criteria and guidelines to be followed in any process of acquisition of goods or outsourcing by Normon, and its action principles are as follows:

- ❖ Long-term and profitable relationship.
- ❖ Compliance with the commitments.
- ❖ Transparency and objectivity.
- ❖ Equal opportunities.
- ❖ Approval based on quality, regulatory compliance and sustainability.
- ❖ Formality.
- ❖ Payments - in due time and form.
- ❖ Listening to suppliers.

Furthermore, and with a greater focus on quality and environmental risks, Normon has various procedures for selecting suppliers of services, raw materials and finished products. As a result, a list of approved suppliers is created; this is kept by the Quality Department, if they are GMP suppliers, or by the ISO and Environment Department for the rest of the suppliers (non-GMP). The quality of the products and services we purchase from third parties is a priority. In this sense, **we audit our suppliers** in accordance with the requirements established internally by the company.

Of particular relevance at this time is **keeping markets adequately supplied and having optimal stock levels**. This is where our supply chain plays a key role, as we cannot manufacture without raw materials. Every effort is made to ensure the continuity and quality of our supply chain:

- Action plans to approve alternative suppliers.
- Internal plans of action in case of shortage of a material.
- Being proactive in the search for raw materials.
- Constant communication with the Health Authorities regarding stock-outs.
- Inventory planning.

2.8 Financial performance

Results

The following are the **profits** of the company in recent years:

Financial year	2021	2022	2023
Profits	€20,052,882	€20,446,083	€32,334,739.37

Responsible tax practice

Our tax strategy ensures strict compliance with applicable tax regulations. We do not have a presence in territories classified as “tax havens” and our commercial operations with third parties in these territories are in the context of our ordinary industrial and commercial activity.

Taxes	2021	2022	2023
Profit tax	€6,579,366.20	€7,713,219.07	€11,303,598.16
Corporation tax	€5,374,552.60	€6,508,393.47	€7,794,624.10
Local taxes	€430,738.30	€430,742.30	€1,582,816.64
Income and employment-related taxes	€38,441,939.25	€42,010,972.43	€44,476,904.46
Income tax Employees	€13,647,291.10	€14,907,143.42	€16,326,452.98
SS Total paid	€24,794,648.15	€27,103,829.01	€28,150,451.48



Subsidies

Public subsidies received in 2023 amount to 311,520.28 euros. Subsidies and grants given by Public Administrations and CDTI (Center for Technological Development and Innovation) at 0 interest rate are considered.

Financial year	Total Public Subsidies (€)	Type of subsidies
2021	€82,165.90	CDTI
	€74,084.20	Electric vehicle recharging
2022	€70,789.00	CDTI
2023	€311,520.28	CDTIs Miner IDAE (Spanish Government's Institute for the Diversification and Saving of Energy) / FENERCOM (Energy Foundation of Community of Madrid)
	€238,809.00	

2.9 Social actions

As part of our commitment to society, we collaborate with different non-profit organizations and institutions, through which we channel humanitarian aid by supplying essential drugs.

Earthquake in Lebanon

Donation of a consignment of medicines and medical supplies worth €224,939.70 for humanitarian aid in Lebanon.

€225K

Sermes Foundation

Donation of €20,000 to the Sermes Foundation for clinical research, in support of their research activities of scientific, health and social interest.

€20K

Queen Sofia Foundation

We have had a collaboration agreement for more than 10 years with the Queen Sofia Foundation to channel humanitarian aid by supplying essential drugs. We donated healthcare products and medical supplies worth €40,344.40 as humanitarian aid for the earthquake in Turkey.

€40K



Numen Foundation

Donation of €29,000 for the comprehensive care and training of people severely affected by cerebral paralysis and related brain damage.

€29K

Actions for dental health

Donation of dental products to the Foundations Odontología Solidaria (Solidarity Dentistry) and Smile is a Foundation dedicated to dental care for socially vulnerable groups. The total value of the products delivered is €23,437.

€23K

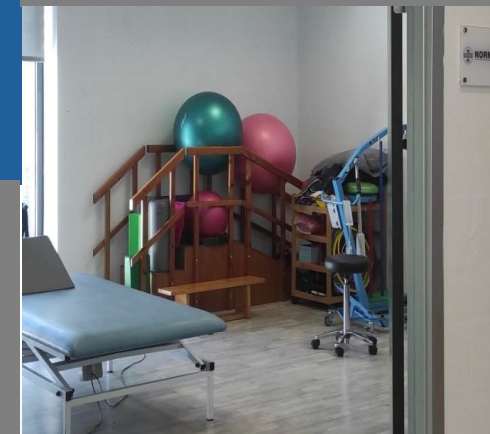
Red Cross

We have been collaborating with the Red Cross for more than 10 years with their Blood Donation Campaigns with the participation of Normon's staff.

Juan XXIII Roncalli Foundation

Donation of €38,000 for the development of their activities related to the training and occupational integration of people with disabilities. Part of this contribution was used for the adaptation of their new rehabilitation room to assist people with severe cerebral paralysis. Every year we organize a collection of toys and basic necessities among the entire staff during the Christmas campaign.

€38K



3. COMMITTED TO HEALTH

3.1 The value of generic drugs

A generic is a medicinal product that has the same qualitative and quantitative composition of active ingredients and the same pharmaceutical dosage form as an original medicinal product, and has demonstrated bioequivalence. In Spain these medicinal products are identified on their labeling with the acronym EFG (*Equivalente Farmacéutico Genérico*, i.e., generic pharmaceutical equivalent).

Generics have been available in Spain for 25 years for all types of conditions with a price difference of at least 40% compared to the reference drug at the time of market launch. These drugs have provided the Spanish health system with average annual savings of more than one billion euros, and have increased access to treatment for more patients. They **benefit citizens and contribute to rationalizing public expenditure on medicines**.

Normon stands out as the **leading pharmaceutical company in the production of generics** in Spain, with an extensive vade mecum that includes **236 active ingredients** in more than **1,200 dosage forms**, covering the most relevant therapeutic areas of the market such as:



Alimentary tract and metabolism



Anti-infective drugs



Blood and blood-forming organs



Antineoplastic drugs and immunomodulators



Cardiovascular system



Musculoskeletal system



Genitourinary system



Nervous system



Systemic hormonal preparations



Respiratory system



Most of the medicines we market (91.61%) **are manufactured in our own facilities**. We only produce outside Tres Cantos when we lack the necessary technology or have not been able to develop the drug for other reasons. This proximity in manufacturing not only favors **environmental sustainability**, but also **local development and supply in the national territory**.

3.2 Commitment to research and technology

We promote clinical research in those fields that add value to society. To be able to develop generic medicinal products, we invest significant amounts in their development. We conduct all the clinical trials in Spain, in highly prestigious institutions and in compliance with all relevant regulations. In this regard, the Spanish Ministry of Industry, Trade and Tourism classifies and qualifies, with the Profarma Program, pharmaceutical companies into groups and categories according to different industrial, economic and research, development and innovation aspects. Normon, **for the third consecutive year, has been awarded the “Good” rating by the “Profarma (2021-2022) program: Promotion of Competitiveness in the Pharmaceutical Industry”** of the Spanish Ministry of Industry, Trade and Tourism.

The objective of this initiative of the Ministry is to encourage the competitiveness of the sector and promote activities that provide greater added value and foster R&D&i. Normon maintains the best rating for generic medicines companies with the largest market share in Spain. The company, in addition, has achieved the highest **score in its category in terms of investment in production and industrial activity**.

Similarly, the rating of the quality and production team of Normon is very positive, staying very close to obtaining the highest score. The company has also been rated very positively for new licenses, pipeline projects and pharmaceutical development activity. Moreover, the company’s commitment to innovation has led it to be one of the laboratories with the most generic drug market launches. **In 2023, 26 new references were launched on the market.**

In October 2023 Normon received the recognition award from the Business Federation of Spanish Pharmacists (FEFE Recognition Award) for supporting the Spanish pharmaceutical model. FEFE (Business Federation of Spanish Pharmacists) provides a series of recognition awards to pharmaceutical laboratories that focus their efforts on developing community pharmacy in different aspects such as promoting physical sales in pharmacies as opposed to other channels, reinforcing capillarity of the pharmacy network or contributing to training and development, among others.



3.3 Health and safety of patients and professionals

Quality

We consider compliance with all applicable laws, regulations and other standards to be essential throughout the product lifecycle, including internationally recognized good practices, such as Good Manufacturing Practice (**GMP**), Good Distribution Practice (**GDP**), Good Laboratory Practice (**GLP**), Good Clinical Practice (**GCP**) and Good Pharmacovigilance Practice (**GVP**).

Thus, we have a **quality system** that is aimed at continuous quality improvement and covers the processes of the manufacturing plant, subcontracted manufacturers, suppliers of raw materials, storage services and distribution. In order to continuously and periodically assess compliance with laws and government requirements, all the company's facilities, processes and procedures **are regularly audited and inspected** both by national and international bodies and organizations. In total in 2023, in relation to pharmaceutical products, fourteen (14) routine audits were carried out by third parties and three (3) routine inspections were conducted by Health Authorities, 100% with successful results. In addition, Normon has **ISO 9001 Quality Management and ISO 14001 Environmental Management certifications**.

Fight against counterfeiting of medicinal products

Furthermore, in recent years, we have made significant technological and human investments to adapt our infrastructures to the **medicines safety regulations in accordance with Directive 2011/62/EU** (of falsified medicinal products) and Delegated Regulation (EU) 2016/161. It consists of the inclusion of a **unique identifier** (Datamatrix or QR code) on each package. The inclusion of **anti-tampering devices** was also made compulsory. The aim of these measures is to **protect the final consumer and to fight against fraud and falsification of medicinal products**.

Complaint and pharmacovigilance system

We have **several channels of contact depending on the need for communication**. All of them are available through our website. In particular, if a client, business partner or health professional contacts Normon with a quality complaint or grievance, our Quality Assurance Department initiates an internal procedure to identify the cause and prevent a recurrence. We make a distinction between complaints depending on whether they are related to a pharmaceutical product vs. other type of products:



MEDICINAL PRODUCTS

- 539 Queries received
- 148 Unfounded communications
- 277 Complaints justified
- 87 Complaints dismissed.
- 27 Complaints without judgement



MEDICAL DEVICES, FOOD SUPPLEMENTS, COSMETICS

- 129 Complaints received.
- 0 Unfounded communications
- 115 Complaints justified
- 14 Complaints dismissed

We have, in addition, an effective **Pharmacovigilance System** that complies with **Good Pharmacovigilance Practice (GVP)** and manages any suspected adverse reaction/special situation reporting.

The Pharmacovigilance Department of Normon has set up a communication channel via e-mail (farmacovigilancia@normon.com) or phone (+34) 91 806 52 40. There is also a 24h direct contact with the Pharmacovigilance Manager.

Years	Number of adverse reactions/special situations
2021	105
2022	164
2023	151

3.4 Commitment to training and scientific knowledge

Training at Normon

Normon is committed to training health professionals, pharmacists' associations and other healthcare organizations in Spain. In 2023 our training courses have been focused on subjects related to **composites and restorative dentistry**.

Delivery of training material

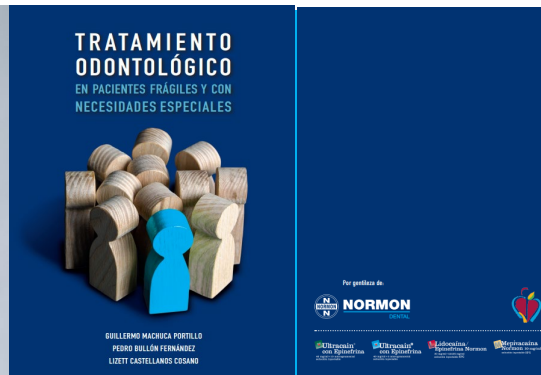
We participated in training courses in the health sector, **providing both pharmaceutical products and academic material**. This type of material was given to **18 centers**, with an estimated value of €34,364.

+ €34K

Other collaborations

We collaborate annually with **other health-related organizations** with an amount of €10,255.

+ €10K



We have published the book *Tratamiento Odontológico en pacientes frágiles y con necesidades especiales* («Dental treatment for frail people and with special needs»), a training guide for dentists in the treatment of people with conditions that make it difficult for them to access dental care.

Sponsorship of scientific-professional meetings

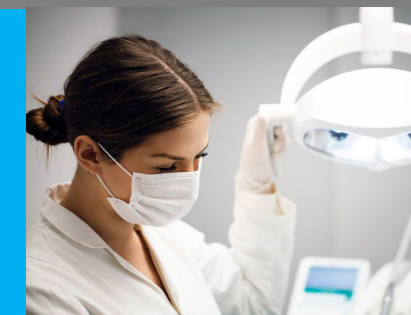
We sponsored 29 scientific-professional events with a total contribution of €91,008. We can highlight the following: Expo Services 2023, XII Avantia Convention, 52nd Annual Congress of SEPES (Spanish Society of Prosthodontics and Esthetic Dentistry) 2023, 68th National Congress of the Spanish Society of Hospital Pharmacy (SEFH), etc.

+ €91K

Events and presentations

We financed the attendance of 37 professionals to presentations on various topics at scientific, medical and pharmaceutical events, as well as visits to our manufacturing plant and facilities. This funding amounted to €19,967.

+ €19K










4. WE CARE FOR THE ENVIRONMENT

4.1 Environmental commitment

We carry out our activities under the highest standards of quality, with respect for the environment, and safety and efficiency in processes and products. We operate in an environmentally responsible manner, trying to minimize possible negative impacts, with specific policies in this matter and establishing preventive measures.

We assume the following commitments as stated in the **Quality and Environmental Policy**:

-  To achieve a high level of environmental quality and performance by continuously improving the integrated management system.
-  To comply with applicable laws and regulations, as well as other requirements to which our company subscribes.
-  To carry out permanent control to ensure compliance with current environmental legislation and regulations, extending it to suppliers and subcontractors.
-  To encourage appropriate environmental behaviors among our employees.
-  To prevent and reduce pollution in order to minimize all possible impacts.
-  To plan and provide adequate training using the necessary resources to enable the development of and compliance with the Quality and Environmental Policy.
-  To provide all the human and material resources necessary for the continuous improvement of the Quality and Environmental System.

“ We care for the environment by minimizing environmental impacts, paying special attention to trends in the fight against climate change, circular economy and resource management



We have implemented an Integrated Quality and Environment System following UNE-EN-ISO 9001 / UNE-EN-ISO-14001 standards.

4.2 Fight against climate change

Carbon footprint

The reduction of CO2 and greenhouse gas emissions are a priority in the annual setting of environmental targets.

We calculate the carbon footprint to define an emission reduction plan in accordance with our environmental commitment. The calculation has been established on a four-monthly basis in order to identify improvements to reduce emissions, as well as any possible deviation.

For the carbon footprint calculation (Scopes 1 and 2), we use the emission factors provided by MITECO (Spanish Ministry for Ecological Transition and Demographic Challenge); Scope 3 is calculated with emission data published by DEFRA (Department for Environment, Food and Rural Affairs), as the national tool does not contain this information.



Scope 1-	169.01 kg CO2eq/10,000 units
Scope 2-	0 kg CO2eq/10,000 units
Scope 3-	131.04 kg CO2eq/10,000 units

Scope 1 includes emissions associated with the consumption of natural gas, fluorinated gases and the use of our commercial vehicle fleet.

We have no Scope 2 emissions, as we obtain our electricity supply from a 100% renewable energy supplier, which accredits clean energy emissions.

Scope 3 includes emissions associated with waste management, national and international logistics, shuttle bus service to the workplace, paper use and consumption associated with teleworking.

Sustainable mobility



We make sustainable forms of mobility available to our human team



4.3 Optimization of natural resources

Energy

According to the United Nations, energy is the main contributor to climate change, accounting for around 60% of all global greenhouse gas emissions.

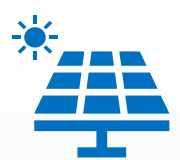
Our activities depend on reliable and affordable energy services, which is why we are working to find alternative sources of green energy that are also affordable from a financial point of view. Therefore:



The electricity consumed comes from **100% renewable energy sources, certified by the CNMC.**



We installed solar panels, on roofs, on the ground and in the exterior car park, at the site in Ronda Valdecarrizo, 6 (Normon 1). This installation generated **4,309,896.30 kWh, with 100% internal consumption.**



6,556 solar panels installed, 5,284 on roofs, 532 on the ground and 740 panels in the canopies in Normon 1

Gas and electricity

Gas and electricity consumption data in 2023 are as follows:

Gas

Annual consumption (KWh)	2021	2022	2023
Normon 1	22,564,189	20,497,409	21,693,893
Normon 2*	-	-	1,062,045

* We contracted the gas supply in the financial year 2023

Electricity

Annual consumption (KWh)	2021	2022	2023
Normon 1	31,939,095	32,021,593	29,396,124
Normon 2	766,325	1,263,799	3,722,109

4.3 Optimization of natural resources

Water

Water is an essential resource for carrying out our manufacturing activities. We could qualify water as an essential raw material in our productive activities. We have automated the cleaning processes, which results in significant water savings.

At Normon 1 site, we consumed 146,378 m³ (135,987 m³ in 2022) of water, this figure being **lower than the limit of our discharge authorization** for Normon 1 (262,896 m³). At Normon 2 site, we consumed 12,243 m³ (8,421 m³ in 2022) due to our increased activity and the filling of our facilities.

Annual consumption (m ³)	2021	2022	2023
Normon 1	148,505	135,987	146,378
Normon 2	4,936	8,421	12,243

Our water plant is equipped with **state-of-the-art technologies** to obtain purified water and water for injection.

We have a wastewater discharge of 114,352 m³ (73,094 m³ in 2022) to the municipal sewer, within the discharge authorization limits. **In 2023 we increase production by 19% compared to 2022.**

Wastewater discharge (m ³)	2021	2022	2023
Normon 1	96,903	73,094	114,352



The water discarded in the production processes (15,000 m³) is collected and reused for secondary uses






4.4 Circular economy and waste management

The transition to a circular economy requires commitment from all actors in society. At Normon we are aware of our responsibility and know that we must make efficient use of resources, offer efficient products and take responsibility for the waste we generate.

Waste minimization plan

All waste generated at our Tres Cantos facilities is managed in such a way as to minimize the environmental impact and comply with applicable environmental requirements.

-  We pay attention to any technological advance in order to include it in our processes with **the objective of reducing the generation of hazardous waste**.
-  We try not to increase the generation of such waste by **evaluating the hazardous waste indicators every four months** in accordance with the ISO 14001:2015 standard.
-  We finance the waste management via **ECOEMBES** (household and commercial packaging) and **SIGRE** (containers and leftover medicines of domestic origin).

Eco-design

Eco-design, applied to pharmaceutical packaging, is a form of design that analyzes the overall environmental impact at all stages of the lifecycle, from material selection to end-of-life and recycling.

Furthermore, a large group of pharmaceutical companies collaborate, in coordination with **SIGRE**, to seek improvements in packaging throughout the lifecycle to reduce the waste generated and minimize the possible environmental impact. In this regard, we are part of the **Business Plan for Packaging Waste Prevention (PEP) 2024-2028**.

Waste

	2021	2022	2023
Hazardous waste generated at Normon 1	907,468 kg	900,498 kg	981,209 kg
Hazardous waste generated at Normon 2	-	-	65,983 kg
Non-hazardous waste generated at Normon 1	1,304,004 kg	1,725,926 kg	1,626,897 kg
Non-hazardous waste generated at Normon 2	-	55,276 kg	171,556 kg
Total	2,211,472 kg	2,681,700 kg	2,845,645 kg

Waste per 10,000 packaged units

	2021	2022	2023
Hazardous waste generated	40.79 kg	32.43 kg	30.78 kg
Non-hazardous waste generated	58.61 kg	64.15 kg	52.86 kg
Total	99.4 kg	96.58 kg	83.64 kg



Recovery

92%

(92% in 2022)
Non-hazardous waste

65%

(63% in 2022)
Hazardous waste

We are increasing every year the % of waste recovery



5. COMMITMENT TO PEOPLE

5.1 Stable, quality employment

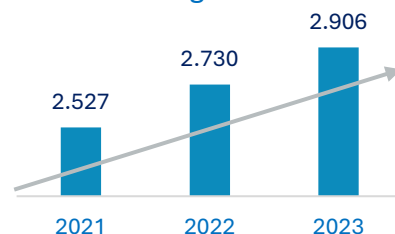
General staff data

Our commitment to the **Human Team of Normon** is one of the fundamental pillars of the company. We focus our efforts on creating stable, quality employment in an equal, safe and healthy environment that allows the development of talent and professional growth.

During year 2023, the workforce continued the growth experienced in previous years, reflecting the situation of the Company, which continues with the constant extension and improvement of the plant's capacity and the internationalization process of Normon.

Workforce growth

The workforce grew from 2,730 employees at the end of 2022 to **2,906 employees at the end of 2023**; 176 employees more, which represent an increase of 6.45% (compared to the previous year's increase of 8.03 %).



This growth is expected to be largely maintained in 2024 due to the multiple investments made by Normon, such as the extension of manufacturing zones or the opening of the new industrial complex in Tres Cantos. However, it should also be noted that this is a **steady growth**; the Normon's stability as a company is reflected in the contractual distribution of the workforce, with **98% of the staff being on permanent contracts** compared to 96% in 2022.

Dismissals

Evolution of the number of dismissals by gender:

	No. Employees	No. Employees	No. Employees
Men	27	16	20
Women	14	14	17
Total	41	30	37

Absenteeism

The reasons listed for absenteeism are those stipulated in the 20th Agreement for the Chemical Industry. The following record is per incident, not per employee:

	Total absenteeism hours	No. Hours Women	No. Hours Men
2021	228,305	157,379	70,926
2022	286,198	189,447	96,752
2023	396,765	237,843	158,922

5.2 Equality and inclusion

Salary gap

In order to ensure the application of the principle of equal pay, we monitor the gender pay gap by regularly assessing indicators that relate pay differentials by job position and gender. For the calculation, the criteria of Spanish Royal Decree-Law 6/2019 and Spanish Royal Decree 902/2020 are used.

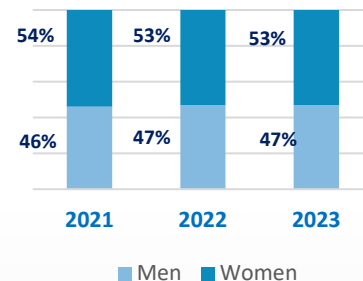
4.68%

Wage gap (lower than the average for the sector and for Spain)

	Men	Women	Salary gap
2021	28,816	27,746	3.71%
2022	30,673	29,402	4.14%
2023	31,352	29,885	4.68%

Gender, multicultural, generational and functional diversity

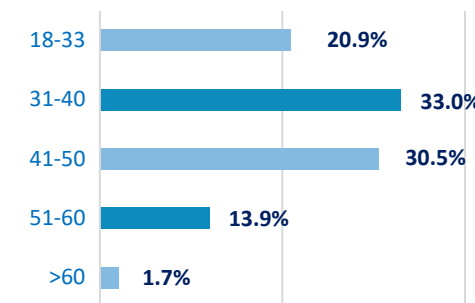
We do not discriminate between men and women and women when it comes to hiring, pay and benefits. We consider the full and equal integration of **women** into the labor market to be an essential requirement. This is reflected in the personnel structure of Normon, since the **53.84% of the company's positions are occupied by women**, with homogeneous remuneration levels.



Employees by gender

In 2023, our team is made up of people with **32 different nationalities**, bringing different values, knowledge and beliefs, while working towards and achieving the same goals.

Likewise, and in relation to age, we promote the principle of non-discrimination, both in the existing staff and in the new employees, believing in the enrichment that diversity entails, thus generating a heterogeneous but balanced workforce of senior employees who contribute a great deal of experience and staff who are just starting out in their professional careers.



Employees by age group

Furthermore, we are aware that **people with disabilities** are one of the groups at risk of exclusion with the greatest difficulties in accessing employment.



MENU



1. Our approach to SUSTAINABILITY



2. SUSTAINABLE BUSINESS commitment



3. Committed to HEALTH



4. We care for the ENVIRONMENT



5. Committed to PEOPLE



NORMON

5.2 Equality and inclusion

People with disabilities

From August 2023 to November 2023, it was not necessary to apply for an exception to the 2% quota for disabled workers, as the corresponding average workforce fulfilled the regulatory requirement. From November onwards, the application for the exception will be made again.

In addition to the entities with which we collaborate in relation to alternative measures, we collaborate with Special Employment Centers. Among other activities, we subcontract the preparation of Christmas hampers for our employees, handling of product packaging materials, packaging inspection services, etc.

No. of employees with a disability certificate as at 31 December

	2021	2022	2023
Total company staff	2,527	2,730	2,906
No. of employees with a disability certificate	31	33	53

Adapted facilities

Our sites are accessible to people with disabilities. The facilities have adapted toilets, accesses, ramps and lifts that allow access to any part. Likewise, any drill or emergency takes into consideration the needs required in these scenarios.

Equality plan

Our **Equality Plan 2023-2026** presents a program of action, based on the conclusions of the diagnosis and the aspects of improvement detected in the area of gender equality, defining a series of specific objectives for each defined line of action:

- Culture and communication
- Working conditions
- Selection and access to employment
- Training, promotion and development
- Remuneration and salary audit
- Work-life balance and co-responsibility
- Prevention
- Under-representation of women.

Zero tolerance of harassment

We have **zero tolerance for any situation of workplace violence**, and we have appropriate and effective mechanisms in place for the prevention, resolution and follow-up of this type of behavior. Our Code of Conduct devotes an entire section to a message of zero tolerance for violence in the workplace, and we have two **action protocols**:



Protocol for prevention and action in cases of sexual harassment, gender-based harassment, and discriminatory harassment



Protocol for prevention and action in cases of moral or psychological harassment (mobbing)



5.3 Work-life balance and corporate benefits

Work-life balance measures

We have several work-life balance measures in place to help our human team reconcile their personal and professional lives:

- **Annual working hours lower** than those established by the Collective Agreement for the Chemical Industry (with fewer hours and including more holidays).
- **The main shift is from 8:00 a.m. to 4:00 p.m.** As it is a manufacturing business, different working times and shifts are established to take care of production. However, the main shift is from 8 a.m. to 4 p.m., which improves work-life balance.
- **Right to Digital Disconnection Policy**, agreed with employee representatives, emphasizes the right of our employees to rest time and to personal and family privacy.
- **Flexitime policy** for all non-shift personnel.
- **Teleworking policy.** In September 2023, the teleworking policy was formalized, including a mixed system of on-site for those positions that do not require to perform their activity only in person.
- **Work calendar** agreed with the employees' representatives, which guarantees the employees' enjoyment of the holiday period.
- **Clocking-in system at all levels**, which guarantees the recording of working hours and as well as the monitoring of working days through the digital platform eTempo, which allows workers to manage their records (holidays, medical reports, absences, etc.).

Other business benefits

We offer our professionals a range of business benefits:

Remuneration. In terms of remuneration, we guarantee that the medical leave does not imply an economic loss in the usual income. Therefore, the Company on what has been established, paying a salary supplement that completes the benefit received from Social Security in full salary.

Medical Service and Physiotherapy. We have our own medical team, with its own consulting room within the facilities, in the morning and afternoon shifts, in charge of attending to possible medical incidents and consultations, while promoting the benefit of well-being and health for our employees.

Free shuttle bus service. We have a free shuttle bus service from various points in Madrid to our facilities that favors transport and promotes sustainable mobility and fuel savings for employees.

Benefits Club. Discount platform for employees on different products/services (Technology, Leisure, Home, Travel).

Employee store, where employees can purchase low-cost over-the-counter products, which are then deducted from their payslips.

Flexible Compensation Plan. Employees on the My Flex platform can allocate part of their annual salary to products with tax benefits (childcare vouchers, transport vouchers and medical insurance).

Canteen service. We have different weekly menu options that can be previewed through our own platform, allowing employees to enjoy their meal time, without wasting time, and promoting interaction with colleagues from other areas.

Car park. Available car park spaces are allocated on the basis of job responsibility or seniority in the Company.

5.4 Development and training

Training

Training at Normon is a process of high strategic value and continuous improvement, aligned with the strategic and business objectives. Through training we encourage the development and the improvement of our employees' potential.

There are currently **11 training plans**, which bring together regulatory training and professional development-related training.



37 Average hours of training per employee



+ 3,300 Courses provided (internal and external)

Trainees

We signed **collaboration agreements with several master programs oriented to the pharmaceutical industry** to incorporate trainees in different areas with the aim that they can begin their professional career in Normon. In 2023 we have had collaboration agreements **with 10 Master's training centers**, incorporating in this modality a total of **39 technician trainees**. The percentage of students taken on was 44%.

Furthermore, we collaborate with Professional Training Centers so that their students can carry out **Workplace Training (WT)** with us and complete their studies by doing practical work experience in a real environment with advanced technology, contributing to their inclusion in the labor market. In 2023, we have had **collaboration agreements with 10 centers**, totaling **27 students**. The incorporation rate was 56%.

Key pillars of our training

- Respect for Human Rights and promoting a culture of ethical behavior.
- Respect for the current regulatory framework of the work and business environment, facilitating training on new regulations so that workers can be aware of and comply with the legislation in force.
- Non-discrimination based on sex, age or origin. Professionals in equal position and professional development have the same training opportunities.
- Use of different modalities for training adapted to different needs (on-site, online and mixed).
- Promoting the dissemination and exchange of existing knowledge within the Company and continuous learning.



Retaining talent is a priority.

5.5 Occupational health and safety

We promote a preventive culture aimed at ensuring the right to the protection of the health and integrity of all workers and people who access our facilities and work areas.

We have an **Occupational Risk Prevention Policy**, the aim of which is to protect the life, integrity and health of all the employees.

For the consultation and participation of workers, a **Health and Safety Committee (HSC)** has been established, in addition to the existence of Prevention Delegates as intermediaries between workers and the company.

The organization of the preventive activity is carried out and controlled by the **In-house Prevention Service (SPP)**, which takes responsibility for the specialist areas of Safety, Hygiene, Ergonomics and Applied Psychosociology. Occupational medicine is outsourced through an external supplier, as an External Prevention Service accredited.

Key figures of the SPP in 2023

Medical service

We have an occupational medicine team and a physiotherapy service on-site.

+ 2,500 medical examinations

Accident rate figures

0 serious accidents

92 occupational accidents (86 in 2022)

43 commuting accidents (36 in 2022)

2,906 employees in 2023 (2,730 in 2022)

Industrial hygiene measures

57 noise measurements and 4 brightness measurements.

Pre-categorized based on toxic characteristics 22 active ingredients and 12 product risk analyses.

Training

+ 3,000

people trained through the Normon Academy in ORP. 12 qualifying training actions (425 persons qualified).

Emergency plans

3 emergency drills

Evacuating a total of 600 people in the morning shift, 250 in the afternoon shift and 260 people in the night shift.



CBA (Coordination of Business Activities)

Preventive actions in 56 works and renovations (62 in 2022).

Managed 1,030 companies through the CBA, 7,320 accesses of external workers, from 260 external companies and 770 subcontractors

Partners *for life*



NORMON