



II EQUALITY PLAN 2022-2025

Talleres Zitrón, S.A



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1. Introduction

The company's II Equality Plan responds to ZITRÓN's firm commitment to equal opportunities between women and men, as set out in Organic Law 3/2007, of 22 March, to achieve effective equality.

This II Equality Plan is the result of the evaluation of the I Equality Plan and the adaptation to the recently approved regulations, RD-Law 6/2019, of 1 March, on Urgent Measures to Guarantee Equal Treatment and Opportunities between men and women in employment and occupation; Royal Decree 901/2020, which regulates equality plans and their registration, and Royal Decree 902/2020, of 13 October, on equal pay for women and men.

This Plan aims to achieve the goal set out in Law 3/2007, as well as to continue to make progress in developing a favourable framework for labour relations based on equal opportunities, non-discrimination and respect for diversity by promoting a safe and healthy environment.

Prior to negotiating the Plan, a review and assessment of the measures and actions contained in the I Equality Plan were conducted to ascertain its degree of implementation, together with a diagnosis of the current situation of the entity in terms of both the workforce and the people management strategy. Finally, the contributions of Human Resources were taken into account through a survey.

The Diagnostic Report has made it possible to ascertain the actual situation of the workforce, detect potential needs, and define the goals and actions that the company intends to implement or continue to develop in the short and medium term and which constitute ZITRÓN's II Equality Plan.

Being a strategic plan, the Equality Plan sets out the measures and actions to be developed, establishing the timetable for their implementation, as well as the management mechanisms, the indicators for monitoring and assessing actions and the resources and budget allocated to their implementation. It also combines specific actions with others of a cross-cutting nature as a more effective way of promoting the principle of equal opportunities.

In view of the above, this Equality Plan has been designed to achieve full equality between women and men. We want our Equality Plan to be an effective working tool to guarantee equal treatment and opportunities between women and men at ZITRÓN. To this end, the Committee will be responsible for ensuring that the Plan's goals are met.

2. Company Introduction

Since 1963, ZITRÓN has been at the forefront of designing, manufacturing and supplying customised ventilation systems for underground environments. Today, ZITRON is acknowledged as a leading company in the ventilation sector for underground infrastructures and mines.

ZITRON's success is based on its commitment to constant innovation, the excellence of its designs and service quality, and on taking the time to engage with customers to ensure that we fully understand all the elements that need to be addressed to provide the optimum solution for their underground operations.



Since its founding in 1963, ZITRON has earned a reputation for working closely with its customers to ensure that they have access to ventilation systems that feature the latest technology and therefore provide the cost savings, operational efficiency and reliability that are critical in sub-surface environments where continuous operation is essential, and safety is paramount.

COMPANY IDENTIFICATION SHEET						
Company name	TALLERES ZITRÓN, S.A.					
Tax Is. (NIF)	A33604117					
Registered address	AUTOVÍA AS-II, Nº 2386, POL. DE ROCES, 33211-GIJÓN					
Legal nature	PUBLIC LIMITED COMPANY					
Year of incorporation	1963					
Person responsible for the Entity						
Name	MACARENA FERNÁNDEZ-ESCADÓN GARCÍA					
Position	MANAGER					
Email	zitron@zitron.com					
Equality Officer						
Name	EVA MARÍA SUÁREZ VALLINA					
Position	LAWYER					
Email	zitron@zitron.com					
ACTIVITY						
Line of Business	MACHINERY MANUFACTURING (VENTILATION EQUIPMENT)					
CNAE (National Classification of Economic Activities)	2892					
Description of the business	MANUFACTURE, SUPPLY AND INSTALLATION OF VENTILATION EQUIPMENT					
Geographical coverage and scope of action	WORLD					
SIZE						
Workforce	Women	36	Men	201	Total	237
Work Centres	2					
Annual turnover (€)	38,943,928.80 (financial year 2020, latest audited accounts)					
HUMAN RESOURCES MANAGEMENT						
There is a human resources department	YES					
Equality certificates or acknowledgements obtained	---					

Legal and/or trade union representation of workers	Women	1	Men	9	Total	10
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3. Management commitment to equality

ZITRÓN has strengthened its commitment to developing and implementing policies that promote equal treatment and opportunities for men and women, and to promoting and encouraging measures to achieve effective equality in our company.

The Plan has resulted from an in-depth analysis of the actual situation of the organisation from a gender perspective conducted by the members of the Equality Committee.

As a socially responsible company, ZITRÓN has been working for some time to promote the work-life balance of its staff. The Management is committed to providing the necessary resources to implement policies and measures to achieve a working environment of effective equality between men and women, an environment that allows our professionals to balance their personal and professional lives, and an environment in which it is impossible for actions classified as sexual harassment, harassment on grounds of sex, or harassment in the workplace to occur.

Composition of the Negotiating Committee:

The Negotiating Committee was responsible for designing, negotiating and promoting the II Equality Plan, for its follow-up and for its periodic and final evaluation:

The current composition of the Commission is as follows:

Company Representatives:

- Manager
- Operations Manager
- Financial Officer
- HR

On behalf of the staff:

Works Committee

Since the beginning of the process, the Committee has maintained a transparent attitude towards the entire workforce, reporting on progress. In addition to drawing up and negotiating the Equality Plan, it holds regular meetings and undertakes to carry out an annual evaluation regarding the progress of the measures included in



the Plan to assess their effectiveness. It will also conduct intermediate assessments and a final evaluation that will serve as the starting point for the III Equality Plan.

4. Scope of Application

ZITRÓN takes responsibility for implementing all the actions planned to achieve the goals of ZITRÓN's II Equality Plan. This Plan applies to all the company's facilities in Spain and to its entire workforce.

The Equality Committee is responsible for leading the project to implement the Plan, ensuring its fulfilment and that it has the necessary human, technical and financial resources.

5. Validity

This Plan shall be in force for 3 years.

From 29 July 2022, when the I Equality Plan ceases to be in force, and the present one comes into effect, it will be mandatory and generally binding for ZITRÓN employees, irrespective of the type of contract or of the position they hold.

Once its term has expired, it will remain in force until the approval of the next plan. However, its maximum duration shall not exceed 4 years, as provided for in article 9.1 of Royal Decree 901/2020.

6. Conclusions of the Diagnostic Report

DIAGNOSIS:

The Diagnosis consisted of a detailed analysis of the situation regarding equal opportunities between women and men in the company, during which activities were carried out to collect information, analyse, internally discuss and, finally, formulate proposals that could be included in this Equality Plan. The main goal of this Diagnosis was to establish the current level of equal opportunities, to detect the needs and to define the goals to improve the situation of employees by identifying the mechanisms that will make the organisation more efficient and capable of retaining the best talent. The first phase of the Equality Diagnosis process within ZITRÓN involved collecting quantitative data to ascertain how many men there are, how many women there are, where they are, what they are doing and under what working conditions. This was supplemented with qualitative information on recruitment processes, on which people are promoted, what training processes are like, how they are communicated, to whom they are addressed, how many people participate, when they take place (whether within or outside working hours), among the many other issues addressed. In general, an overall assessment was made of how human resources are managed and what implications this has concerning the principle of equality between women and men employed in the organisation.

The Negotiating Committee was responsible for collecting and discussing the information needed to draw up the Equality Plan. It benefited from the advice and training of Mentiona's technical team, made up of:

- Marta Fernández Álvarez, Commercial and Business Projects Manager, will coordinate the project and support the technical consultant.

- Balbino José González Sáez, Consultant who will carry out the project. Degree in Psychology, Master in Industrial Psychology. Managing Partner of Linkinpeople Recursos Humanos. More than 20 years of experience as a human resources manager and business consultant. He has participated in projects dedicated to management training, performance evaluation systems, personnel selection, and job analysis for organisational improvement.

CONCLUSIONS:

- **ANALYSIS OF THE STAFF’S OPINION REGARDING EQUALITY**

A survey was conducted to gauge the staff’s opinion on gender equality in our company. Paper copies of the survey were made available to employees at various points in the Manufacturing Department and sent to office staff by email. To ensure anonymity, they were deposited in mailboxes placed around the facility.

Despite the above, participation was low; 58 people from a total staff of 194 men and 38 women:

Staff participation	
Women under 45 years of age	17
Women over 45 years of age	4
Men under 45 years of age	20
Men over 45 years of age	17
Total	58

Given the low level of participation and the high frequency of Don’t Know/Don’t Answer responses, the first conclusion is that it is essential to strengthen the dialogue between the staff and the Equality Committee to resolve any queries that may arise. And on the other hand, to provide training on the subject.

No significant differences were found between the responses of men and women in the different age groups. The issues of particular concern were the possibility of promotion of women to leadership positions, training in equality issues, and work-life balance measures (there is a proposal that the measures be reviewed to adapt them as far as possible to school timetables).

As a result, priority should be given to organising training sessions and repeating the survey to re-evaluate whether the measures have been effective and to analyse whether the problem lies in a lack of awareness or whether the equality measures adopted are insufficient.

- **MAIN PROBLEMS IDENTIFIED AND PRIORITY FIELDS OF ACTION.**

The diagnosis was based on the analysis of quantitative and qualitative information regarding the workforce profile, access and selection, recruitment, training, promotion and professional development,



remuneration policy and structure, work-life balance, occupational health and safety, harassment and discrimination, and the protection of victims of gender-based violence.

Although measures are already being implemented, as set out in the company's I Equality Plan, the under-representation of women in manufacturing and assembly positions continues to be the field where priority action needs to be taken.

On the other hand, we found that women travel less than their male counterparts when we analysed who is paid travel allowances. Although at first glance, it seems that this is directly linked to the fact that positions involving travel (mainly those linked to the on-site assembly department) are occupied by men, it is a priority to thoroughly examine the willingness of women in the company to occupy positions involving travel to ensure equal treatment and opportunities.

It is also a priority to train staff on equality issues, as the anonymous workforce surveys show that employees are unsure about the equality and work-life balance measures in place.

WAGE AUDIT:

ZITRÓN's Human Resources Department requested the collaboration of MENTIONA to carry out a Wage Audit in compliance with the regulations in force regarding transparency and equal pay for men and women:

Organic Law 3/2007, of 22 March, for the effective equality of women and men. The goal is to end all forms of direct or indirect sex-based discrimination in companies and to promote genuine equality between women and men in the workplace.

The Royal Decree (6/2019) on Urgent Measures to Guarantee Equal Treatment and Opportunities for Women and Men establishes that all companies, regardless of their size, must have a wage register in place and that wage differences between men and women that exceed 25% must be justified.

The Royal Decree-Law (901/2020) of 13 October makes this mandatory for companies with 50 or more workers once it comes into force (January 2021).

The Royal Decree (902/2020) on Equal Pay for Women and Men aims to eliminate indirect discrimination in pay by applying the principle of pay transparency. It establishes the obligation to carry out a Wage Audit together with the Equality Plans.

- **Job Appraisal:**

Job appraisal is a process by which the relative value of a job, category or group is established with respect to all the jobs or categories in the company. It focuses on concrete and specific aspects of the tasks involved in each position, irrespective of the person or persons occupying them.

This value or standing is generally determined by aspects such as the responsibility and complexity of certain duties inherent to the position and other aspects such as the impact on the organisation's results or profitability, among many others, depending on the type of company and sector.

In this case, ZITRÓN's job appraisal was carried out once all the positions had been analysed using an evaluation and scoring system. This system consists of nine factors adapted to the type of business in which the company competes and with quantifiable scaling:

1. Academic background required.
2. Specific expertise.
3. Experience required.
4. Problem-solving.
5. Responsibility for Impact.
6. Responsibility for Persons.
7. Autonomy.
8. Confidentiality.
9. Planning required.

In turn, these factors have been weighted, indicating their relative importance in percentages and through several scales that score them depending on the level of application of the factors in each group. All this measures the degree to which the factor is linked to each group.

Subsequently, each group is assessed using the criteria set out in the job appraisal manual. The result is the total score assigned to each group according to the factors and scales, thereby providing a ranking from highest to lowest relevance or standing in the company. The ranking, based on nine different groups in this case, is as follows:

1. Management: This group includes senior management and the heads of the departments that have the greatest impact on the company's strategy.
2. Commercial Staff: This group includes positions dedicated to marketing the equipment. Due to its features (international scope and extremely broad fields of action), it requires its own distinct group.
3. Heads of Department-Section: This group of positions includes other company managers and executives.
4. Technical Officers: These are highly skilled technical positions that typically hold responsibility over specific groups or tasks.
5. Technical Staff Level A: Highly skilled technical positions.
6. Technical Staff Level B: Medium-skilled technical positions.
7. Technical Staff Level C: Qualified technical positions.
8. Workshop Staff: Positions directly dedicated to production tasks.
9. Qualified Personnel: Non-technical skilled positions.

RESULTS OF THE JOB APPRAISAL

The job appraisal system, including the scales and points assigned to each occupational group, and the positions included in each group are detailed below.

WEIGHTING



	WEIGH	TOT. POINTS	LEVELS
ACADEMIC BACKGROUND	10	100	4
SPECIFIC EXPERTISE	12	120	4
EXPERIENCE	15	150	5
PROBLEM SOLVING	15	150	5
RESPONSIBILITY IMPACT	10	100	4
RESPONSIBILITY PERSONS	10	100	4
AUTONOMY	10	100	5
CONFIDENTIALITY	8	80	4
PLANNING	10	100	5

TABLE OF POINTS ALLOCATED BY LEVEL

1	ACADEMIC BACKGROUND	100	1	2	3	4	
			25	50	75	100	
2	SPECIFIC EXPERTISE	120	1	2	3	4	
			30	60	90	120	
3	EXPERIENCE	150	1	2	3	4	5
			30	60	90	120	150
4	PROBLEM SOLVING	150	1	2	3	4	5
			30	60	90	120	150
5	RESPONSIBILITY IMPACT	100	1	2	3	4	
			25	50	75	100	
6	RESPONSIBILITY PERSONS	100	1	2	3	4	
			25	50	75	100	
7	AUTONOMY	100	1	2	3	4	5
			20	40	60	80	100
8	CONFIDENTIALITY	80	1	2	3	4	
			20	40	60	80	
9	PLANNING	100	1	2	3	4	5

	20	40	60	80	100
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POINT ALLOCATIONS

	WEIGHT	T. POINTS	LEVELS	MANAGEMENT	POINTS	COMM. STAFF	POINTS	HEADS DEPT-SECTION	POINTS
ACADEMIC BACKGROUND	10	100	4	4	100	4	100	4	100
SPECIFIC EXPERTISE	12	120	4	4	120	4	120	4	120
EXPERIENCE	15	150	5	5	150	5	150	4	120
PROBLEM SOLVING	15	150	5	5	150	5	150	4	120
RESPONSIBILITY IMPACT	10	100	4	4	100	4	100	4	100
RESPONSIBILITY PERSONS	10	100	5	5	100	2	50	4	100
AUTONOMY	10	100	5	5	100	4	80	5	100
CONFIDENTIALITY	8	80	4	4	80	4	80	4	80
PLANNING	10	100	5	5	100	5	100	4	80

1000	1000	930	920
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	WEIGHT	T. POINTS	LEVELS	TEC. OFFICERS	POINTS	TEC. STAFF A	POINTS	TEC. STAFF B	POINTS
ACADEMIC BACKGROUND	10	100	4	4	100	4	100	4	100
SPECIFIC EXPERTISE	12	120	4	4	120	4	120	3	90
EXPERIENCE	15	150	5	4	120	3	90	2	60



PROBLEM SOLVING	15	150	5	3	90	3	90	3	90
RESPONSIBILITY IMPACT	10	100	4	3	75	3	75	3	75
RESPONSIBILITY PERSONS	10	100	4	3	75	3	75	2	50
AUTONOMY	10	100	5	4	80	3	60	3	60
CONFIDENTIALITY	8	80	4	3	60	3	60	2	40
PLANNING	10	100	5	4	80	3	60	3	60

1000

800

730

625

	WEIGHT	T. POINTS	LEVELS	TEC. STAFF C	POINTS	WORKSHOP STAFF	POINTS	QUALIFIED PERSONNEL	POINTS
ACADEMIC BACKGROUND	10	100	4	3	75	2	50	1	25
SPECIFIC EXPERTISE	12	120	4	3	90	2	60	2	60
EXPERIENCE	15	150	5	2	60	2	60	1	30
PROBLEM SOLVING	15	150	5	2	60	2	60	1	30
RESPONSIBILITY IMPACT	10	100	4	2	50	2	50	2	50
RESPONSIBILITY PERSONS	10	100	4	2	50	1	25	1	25
AUTONOMY	10	100	5	2	40	2	40	2	40
CONFIDENTIALITY	8	80	4	2	40	1	20	1	20
PLANNING	10	100	5	2	40	1	20	1	20

1000

505

385

300

WAGE AUDIT CRITERIA

Wage auditing is an analytical process involving the review of wages by occupational group, occupational category or job, in relation to work of equal value, to detect wage inequality and, if any inequality is detected, it proposes measures to reduce such inequality.

Furthermore, Royal Decree 902/2020 provides for the obligation to carry out this wage audit, which involves the following aspects:



- Review of salary data in terms of gender, with a breakdown of basic salary and other remuneration (wage and non-wage items).
- Cross-checking of the data against the professional classification (groups, categories or positions).
- Remuneration analysis showing averages and medians of salary items by category, occupational group or position, broken down by gender.
- Implementation of a correction plan if differences greater than 25% between men and women are detected.

Specifying the criteria used to pay the various wage items is also mandatory and relevant. In the case of ZITRÓN, it should be noted that two agreements are correctly applied within the company: The Collective Agreement for the Metal Industry of the Principality of Asturias and the Collective Agreement for the Iron and Steel Industry of the Province of Barcelona. Remuneration is well above the wage levels established in these agreements by virtue of company wage agreements and gross allowances agreed for certain positions based on the responsibilities of each one.

On the other hand, in the Management and Commercial group, an additional target-based remuneration system is applied based on several objective, quantifiable and known indicators related to the company's results and/or sales and turnover levels.

The salary data for the year 2021 has been used to carry out the wage audit, including all persons who actually worked the entire year.

Accordingly, we proceeded to calculate the means and medians for gross salaries, salary complements and other non-wage items for men and women to assess the percentage difference among the various professional groups in the organisation.

WAGE AUDIT. SCOPE OF IMPROVEMENT

For each group, we then identify those data where the mean or median wage differentials are greater than (or close to) 25%:

Management.

Taking the means into account, there is a deviation of slightly more than 30% in favour of men in the basic salary. In the case of the medians, this difference is reduced to 13%. In the case of bonus payments, women outperform men by more than 60% in the median table.

The important differences are those related to non-wage allowances; there are no such payments for the positions occupied by women. This is because, given the responsibilities of their positions, their basic salary includes the travel bonus, and they are paid only for the expenses incurred.

This case is characteristic of industrial companies where items such as seniority and other acquired rights favour men, who have joined before women and have occupied positions of greater responsibility, which entails better economic conditions. There are currently only two women in this group, but the gap will be narrowed in the short term through the action plan.

Commercial Staff.



There are currently no women in this group; therefore, no comparisons could be made. However, it is worth mentioning that the head of the commercial department is a woman, but her position is included in the management group.

Heads of Department-Section.

In all items, women's pay is higher, below 25% in both mean and median pay, with one exception in non-wage allowances. This deviation is due to the fact that several positions occupied by men include a substantial travel allowance because of the high frequency of travel due to the nature of their positions. This is particularly the case for the Head of the TSS department, who, due to his duties, travels frequently and accumulates 90% of the group's payments for this item. This is not the case regarding the positions occupied by the two women in the group, as they do not need to travel.

Technical Officers.

In this case, the situation is very similar to that of the previous group. There is a balance among the salaries, except for non-wage allowances, given that none of the three women in this category receives travel allowances, as their jobs involve more management and technical work than travelling to worksites or facilities. The opposite is true for positions held by men.

Technical Staff A.

The items are very evenly balanced except in the case of non-wage allowances, where the difference in favour of men exceeds 80%. As in other groups, the jobs held by women do not involve travel, and this explains the differences due to travel and travel-related payments.

Technical Staff B.

There are two deviations, one favouring women in the mean calculated for wage supplements. The reason is that one of the men comes under the Barcelona Agreement, and his salary is different.

The other deviation favours men in the case of non-wage allowances. In this group, non-wage items are not usually paid. There have only been two in one year, a payment of €200 to a man and €39.20 to a woman. The means and medians of only two values are not considered to be representative in this case. Moreover, as seen in the table, they account for a minimal part of the total remuneration.

Technical Staff C.

There are no significant differences in this group. The deviation in non-wage allowances consists of a single payment made to a woman.

Workshop Staff.

The deviations in this group exceed 25% in all items, both in means and medians. Concerning the basic salary, they favour women and, for the remaining items, they favour men.

This is a group in which men traditionally occupy most jobs and in which efforts are being made to implement improvements to balance this aspect since the first equality plan was drawn up. There is currently only one woman, and the differences can be explained by the fact that this person is covered by the collective bargaining agreement for Barcelona Metalworkers. In contrast to Asturias, basic salaries are higher, but there are fewer allowances, and their amounts are lower. This clearly explains the deviations in the table.

Qualified Personnel.



No differences could be calculated as there are only two people in this group, and both are women.

7. General goals

Based on the results of the Diagnosis, the goals of the Equality Plan are as follows:

SELECTION AND RECRUITMENT: Ensure equal treatment and opportunities in access to employment, proactively and directly promoting the equality variable in personnel selection processes.

PROFESSIONAL PROMOTION: Ensure equal treatment and opportunities in internal career advancement processes.

CO-RESPONSIBLE EXERCISE OF THE WORK-LIFE BALANCE RIGHTS: Ensure that the rights related to work-life balance and co-responsibility can be exercised without obstacles, in accordance with the established legal criteria, and without affecting opportunities for promotion or access to training, or diminishing the working conditions of the staff.

UNDER-REPRESENTATION OF WOMEN: Make progress in the balanced presence of men and women, particularly in all those professional groups where an imbalance has been detected.

Apply a gender perspective in all company areas, policies and decisions.

REMUNERATION: Ensure there is no gender pay gap for equal performance.

PREVENTION OF SEXUAL AND HARASSMENT ON GROUNDS OF SEX: Guarantee the fundamental rights of the people who make up the workforce by eradicating and punishing conduct that may be classified as sexual harassment or harassment on grounds of sex in the workplace.

8. Specific goals

Field of action: Selection and recruitment process	
Goal	Measure
Ensure that there is no gender-based discrimination.	Implement the selection procedure agreed upon between the company, the Works Council and the Negotiating Committee.
Goal	Measure
Employ more women in the Manufacturing Department.	Priority for the under-represented sex should be included as a selection criterion based on equal merit and ability.

The Negotiating Committee has approved a procedure for recruiting and selecting staff.

Field of action: Professional classification	
Goal	Measure
Ensure the principle of equality in the job classification system.	Review the existing professional classification and improve the definition of the tasks associated with each category/position in the Manufacturing Department.

Field of action: Training	
Goal	Measure
Provide training on equality and harassment issues throughout the company.	Training on gender equality and harassment, particularly aimed at the Equality Committee, Management, Middle Management and people responsible for HR management.
Goal	Measure
Ensure equality in career advancement.	Ensure that any training that people should have attended but that took place during birth leave or leave of absence as per Article 46 of the Workers' Statute is received.

Field of action: Career advancement	
Goal	Measure
Ensure that women have the same opportunities as men to hold positions of responsibility.	<p>Implement the internal career advancement procedure agreed upon between the company, the Works Council and the Negotiating Committee.</p> <p>Preference for the selection of the under-represented sex in internal career advancement processes based on equal merit, skills and seniority.</p>

The Negotiating Committee has approved the internal career advancement procedure.

Field of action: Co-responsible exercise of work-life balance rights:	
Goal	Measure
Promote work-life balance and co-responsibility.	Disseminate work-life balance and co-responsibility measures to the entire workforce, through the dissemination group and by email. The Works Committee shall also resolve any queries raised by employees.
Goal	Measure
Promote equal opportunities for all people within the company at all stages of their working life.	Conduct an annual survey to understand the work-life balance needs of the workforce.

Field of action: Remuneration and remuneration audit	
Goal	Measure
Ensure the principle of equal pay for work of equal value and responsibility.	<p>Develop and implement a remuneration policy that establishes clear, objective and neutral criteria.</p> <p>Prenatal medical check-ups shall not be taken into account regarding the attendance bonus.</p> <p>Conduct a survey of the entire workforce to assess the causes of the difference in the amount of travel by women workers to work sites or subsidiaries compared to men to ensure that there are no gender-related factors that result in men earning more extra pay (travel bonuses).</p>

Field of action: Under-representation of women:	
Goal	Measure
Ensure the balanced presence of women and men at all company levels, and eliminate vertical and/or horizontal segregation.	<p>Maintain existing partnerships with training organisations, recruitment agencies and temporary employment agencies to recruit women for male-dominated positions (especially in the Manufacturing Dept.).</p> <p>Monitor promotions during the term of the Plan, broken down by sex, indicating professional group and position of origin and destination, type of contract, type of working day, and type of promotion.</p>

Field of action: Safety, occupational health and equipment	
Goal	Measure
Ensure the occupational health of women and men.	Review that the gender perspective is included in the risk assessments of the Occupational Risk Prevention Plan.

Area for improvement: Prevention of sexual harassment and harassment on grounds of sex	
Goal	Measure
Provide an environment free of sexual harassment and harassment on grounds of sex in the company.	<p>Implement the harassment procedure reviewed by the Committee.</p> <p>Conduct awareness actions regarding the content and procedure established in the Protocol.</p>

The existing harassment protocol has been reviewed, updated and approved by the Negotiating Committee.

9. Action plan

The Action Plan has been drawn up on the basis of the conclusions of the Diagnosis, the wage audit, and the gender equality shortcomings detected. It sets out the goals to be achieved to make equality effective, the positive measures and actions necessary to achieve the stated goals, a timetable for implementation, the persons or groups responsible for carrying out the measures, and the indicators and/or criteria for monitoring the actions.

9.1. Selection and Recruitment

MEASURE DATA SHEET	
FIELD OF ACTION	Selection and Recruitment.
MEASURE	Implement the selection procedure agreed upon between the company, the Works Council and the Negotiating Committee.
GOAL	Ensure that there is no gender-based discrimination.
DESCRIPTION	<ul style="list-style-type: none"> • Use inclusive language to describe vacancies in terms of the tasks and activities to be performed and the job's actual requirements, not in terms of stereotypes and gender roles. • Unify the minimum requirements to access the same positions, subject to the establishment of special requirements appropriate to each specific position, as long as the principle of equal opportunities between women and men guides them. • Objective personal interview (excluding personal questions). • Select applications using objective assessment criteria. • Fill in the template appended to the selection and recruitment procedure to ensure compliance with the criteria.
PERSONS TARGETED	All persons joining the company.
IMPLEMENTATION SCHEDULE	Immediate implementation, annual review.
PARTY RESPONSIBLE	Management, HR, job placement companies.

ASSOCIATED RESOURCES	HR management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Total number of selection processes carried out. • Number and percentage, disaggregated by sex, of applications submitted. • Number and percentage, disaggregated by sex, of persons participating in the selection processes. • Number and percentage, disaggregated by sex, of persons effectively recruited.

MEASURE DATA SHEET	
FIELD OF ACTION	Selection and Recruitment.
MEASURE	Priority for the under-represented sex should be included as a selection criterion based on equal merit and ability.
GOAL	Employ more women in the Manufacturing Department.
DESCRIPTION	Develop a system to track the applications submitted statistically and the actual recruitments, disaggregated by sex.
PERSONS TARGETED	Candidates for the positions offered.
IMPLEMENTATION TIMETABLE	During the first year of the plan.
PARTY RESPONSIBLE	Management, HR, job placement companies.
ASSOCIATED RESOURCES	HR management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Check the inclusion of the preference clause in the selection procedure. • Total number of selection processes carried out. • Number of selection processes to which the preference clause has been applied.

	<ul style="list-style-type: none"> • Number and percentage, disaggregated by sex, of applications submitted. • Number and percentage, disaggregated by sex, of persons participating in the selection processes. • Number and percentage, disaggregated by sex, of persons effectively recruited.
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9.2. Professional classification

MEASURE DATA SHEET	
FIELD OF ACTION	Professional classification.
MEASURE	Review the existing professional classification and improve the definition of the tasks associated with each category/position in the Manufacturing Department.
GOAL	Ensure the principle of equality and non-discrimination in the job classification system. Determine the relative value of the various roles and highlight the concentration of each sex in specific roles, tasks or positions.
DESCRIPTION	<ul style="list-style-type: none"> • Improve the company’s existing job evaluation procedure by following the criteria set out in Royal Decree 902/2020, of 13 October, on equal pay for men and women. • Define jobs and tasks according to objective and neutral criteria that eliminate gender bias. • Appraise jobs using the revised appraisal procedure. • Determine the relative value of the various positions.
PERSONS TARGETED	The entire company workforce.
IMPLEMENTATION TIMETABLE	December 2024.
PARTY RESPONSIBLE	Management and HR.
ASSOCIATED RESOURCES	Personnel management teams and, where appropriate, external consultancy.

FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Check whether the review of the professional classification system has been carried out or what progress has been made.
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9.3. Training

MEASURE DATA SHEET	
FIELD OF ACTION	Training.
MEASURE	Training on gender equality and harassment, particularly aimed at the Equality Committee, Management, Middle Management and people responsible for personnel management.
TARGET	Provide training on equality issues throughout the company. Generate an organisational culture sensitive to gender inequalities. Raise awareness of co-responsibility and work-life balance.
DESCRIPTION	Gender equality training for female and male employees and new recruits.
PERSONS TARGETED	The entire company workforce.
IMPLEMENTATION TIMETABLE	Last quarter 2022.
PARTY RESPONSIBLE	Person responsible for each department.
ASSOCIATED RESOURCES	Personnel management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Number of training measures proposed and implemented. • Data, disaggregated by sex, on the training needs of the workforce. • Number and percentage of attendees, disaggregated by sex, based on training content.

MEASURE DATA SHEET	
FIELD OF ACTION	Training.
MEASURE	Refresher training.
TARGET	Ensure equality in career advancement.
DESCRIPTION	Ensure that any training that people should have attended but that took place during birth leave or leave of absence as per Article 46 of the Workers' Statute is received. The criteria of the Training Plan should be taken into account.
PERSONS TARGETED	Persons returning to work after birth leave or leave of absence as per Article 46 of the Workers' Statute.
IMPLEMENTATION TIMETABLE	From the entry into force of the 2023 Training Plan, if deemed appropriate by HR, which is responsible for developing the Plan.
PARTY RESPONSIBLE	HR.
ASSOCIATED RESOURCES	Personnel management teams, training companies.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Number of training measures proposed and implemented. • Number of persons, disaggregated by sex, who make use of birth leave or leave of absence. • Number of persons, disaggregated by sex, who receive training after returning from birth leave or leave of absence.

9.4. Career Advancement

MEASURE DATA SHEET	
FIELD OF ACTION	Career advancement.
MEASURE	Implement the internal career advancement procedure agreed upon between the company, the Works Council and the Negotiating Committee.
TARGET	Ensure that women have the same opportunities as men to hold positions of responsibility.
DESCRIPTION	<ul style="list-style-type: none"> • Review the channels used to disseminate calls for promotion. • Describe vacancies based on actual job requirements and not on stereotypes and gender roles. • Unify the minimum requirements for promotion to the same positions, subject to the clarification of any requirements for each specific position, provided that compliance with the principles of equal opportunities is guaranteed. Review the list of positions.
PERSONS TARGETED	Company employees and potential external candidates.
IMPLEMENTATION TIMETABLE	Immediate implementation, annual review.
PARTY RESPONSIBLE	Management and HR.
ASSOCIATED RESOURCES	Personnel management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Number of promotion-related processes carried out. • Number and percentage, disaggregated by sex, of applications submitted. • Number and percentage, disaggregated by sex, of persons participating in the promotion processes.

	<ul style="list-style-type: none"> Number and percentage, disaggregated by sex, of persons who are promoted.
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MEASURE DATA SHEET	
FIELD OF ACTION	Career advancement.
MEASURE	Preference for the selection of the under-represented sex in internal career advancement processes, based on equal merit, skills and seniority.
TARGET	Ensure that women have the same opportunities as men to hold positions of responsibility.
DESCRIPTION	Implement a criterion of preference, based on equal merit, skills and seniority, in internal promotion processes for the under-represented sex in positions where they account for less than 60%.
PERSONS TARGETED	Candidates in in-house career advancement processes.
IMPLEMENTATION TIMETABLE	During the life of the plan.
PARTY RESPONSIBLE	Management and HR.
ASSOCIATED RESOURCES	Personnel management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> Number of promoting processes carried out. Number and percentage, disaggregated by sex, of applications submitted. Number and percentage, disaggregated by sex, of persons participating in the promotion processes. Number and percentage, disaggregated by sex, of persons who are promoted.

9.5. Co-responsibility and work-life balance

MEASURE DATA SHEET	
FIELD OF ACTION	Co-responsible exercise of work-life balance rights.
MEASURE	Disseminate work-life balance and co-responsibility measures to the entire workforce, through the dissemination group and by email. The Works Committee shall also resolve any queries raised by employees.
TARGET	Promote work-life balance and co-responsibility.
DESCRIPTION	Ensure the entire workforce is aware of these measures, disseminating them through the company's communication channels. Develop an information leaflet on work-life balance rights, recognising the equal treatment of spouses and cohabiting partners.
PERSONS TARGETED	The entire company workforce.
IMPLEMENTATION TIMETABLE	December 2022, annual monitoring.
PARTY RESPONSIBLE	HR.
ASSOCIATED RESOURCES	Personnel management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Number of measures proposed and implemented. • Verify the preparation of information documents on work-life balance and co-responsibility measures. • Number and percentage, disaggregated by sex, of persons making use of these rights and measures. • Evolution in the use of work-life balance and co-responsibility measures by sex.

MEASURE DATA SHEET	
FIELD OF ACTION	Co-responsible exercise of work-life balance rights.
MEASURE	Conduct an annual survey to understand the work-life balance needs of the workforce.
TARGET	Promote equal opportunities for all people within the company at all stages of their working life, guaranteeing access to and the exercise of work-life balance measures.
DESCRIPTION	Analysis of the surveys by the Equality Commission.
PERSONS TARGETED	The entire company workforce.
IMPLEMENTATION TIMETABLE	Annual review.
PARTY RESPONSIBLE	HR.
ASSOCIATED RESOURCES	HR management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> Number of surveys carried out.

9.6. Remuneration and wage audits

MEASURE DATA SHEET	
FIELD OF ACTION	Remuneration and wage audits.
MEASURE	Develop and implement a remuneration policy that establishes clear, objective and neutral criteria.
TARGET	Ensure the principle of equal pay for work of equal value and responsibility.
DESCRIPTION	<ul style="list-style-type: none"> • Improve the company's existing job evaluation procedure by following the criteria set out in Royal Decree 902/2020, of 13 October, on equal pay for men and women. ▫ Define jobs and tasks according to objective and neutral criteria that eliminate gender bias. • Appraise jobs using the revised appraisal procedure. • Determine the relative value of the various positions.
PERSONS TARGETED	HR.
IMPLEMENTATION TIMETABLE	The duration of the Equality Plan.
PARTY RESPONSIBLE	Management and HR.
ASSOCIATED RESOURCES	HR management teams and, where appropriate, external consultancies.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Verify whether the remuneration policy has been developed and implemented.

MEASURE DATA SHEET	
FIELD OF ACTION	Remuneration and wage audits.
MEASURE	Prenatal medical check-ups shall not be taken into account regarding the attendance bonus.
TARGET	Ensure the principle of equal pay for work of equal value and responsibility.
DESCRIPTION	The attendance bonus shall be maintained regardless of the number of visits to the doctor required by a pregnant worker.
PERSONS TARGETED	Pregnant workers.
IMPLEMENTATION TIMETABLE	To date.
PARTY RESPONSIBLE	Payroll Officer.
ASSOCIATED RESOURCES	HR management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Number of hours spent on prenatal check-ups. • Include the measure in the next Enterprise Agreement.

MEASURE DATA SHEET	
FIELD OF ACTION	Remuneration and wage audits.
MEASURE	Conduct a survey of the entire workforce to assess the causes of the difference in the amount of travel by women workers to work sites or subsidiaries compared to men, to ensure that there are no gender-related factors that result in men earning more extra pay (travel bonuses).
TARGET	Ensure the principle of equal pay for work of equal value and responsibility.
DESCRIPTION	Analysis of the reasons given by the company's employees on the key factors that influence them to accept short and/or long-term temporary secondment proposals.
PERSONS TARGETED	All staff.
IMPLEMENTATION TIMETABLE	Last quarter 2023.
PARTY RESPONSIBLE	Dep. HR.
ASSOCIATED RESOURCES	HR management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> Number of surveys carried out.

9.7. Under-representation of women

MEASURE DATA SHEET	
FIELD OF ACTION	Under-representation of women:
MEASURE	Maintain existing partnerships with training organisations, recruitment agencies and temporary employment agencies to recruit women for male-dominated positions (especially in the Manufacturing Dept.).
TARGET	Ensure the balanced presence of women and men at all levels of the company, eliminate vertical and/or horizontal segregation.
DESCRIPTION	Maintain and/or increase collaboration agreements with training organisations, recruitment companies and temporary employment agencies to recruit women to male-dominated positions (especially in the Manufacturing Dept.) to monitor compliance with the commitment.
PERSONS TARGETED	Training, recruitment and temporary employment agencies.
IMPLEMENTATION TIMETABLE	Throughout the Plan.
PARTY RESPONSIBLE	HR Dept.
ASSOCIATED RESOURCES	HR management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> No. of agreements in force at the beginning of each year.

MEASURE DATA SHEET	
FIELD OF ACTION	Under-representation of women:
MEASURE	Monitor promotions during the term of the Plan, broken down by sex, indicating professional group and position of origin and destination, type of contract, type of working day, and type of promotion.
TARGET	Ensure the balanced presence of women and men at all levels of the company, eliminate vertical and/or horizontal segregation.
DESCRIPTION	Produce a statistical report on in-house promotions carried out.
PERSONS TARGETED	All staff.
IMPLEMENTATION TIMETABLE	Annual.
PARTY RESPONSIBLE	Dep. HR.
ASSOCIATED RESOURCES	<ul style="list-style-type: none"> • HR management teams.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Annual data collected for the Diagnostic Statistical Report.

9.8. Occupational Health & Safety

MEASURE DATA SHEET	
FIELD OF ACTION	Safety, occupational health and equipment.
MEASURE	Review that the gender perspective is included in the risk assessments of the Occupational Risk Prevention Plan.
TARGET	Ensure the occupational health of women and men.
DESCRIPTION	Collect sex-disaggregated data to provide information to design a prevention policy that respects the needs and differences between women and men.
PERSONS TARGETED	The entire company workforce.
IMPLEMENTATION TIMETABLE	January 2023.
PARTY RESPONSIBLE	H&S Officer.
ASSOCIATED RESOURCES	HR management teams, risk prevention companies.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Number of measures proposed and implemented. • Verify whether the Health & Safety Plan has been reviewed and now includes a gender perspective. • Check whether safety measures, protective equipment, and tools are adapted to the needs and ergonomics of women and men. • Analyse the differential impact of accidents/incidents and illnesses on women and men.

9.9. Harassment

MEASURE DATA SHEET	
FIELD OF ACTION	Prevention of sexual harassment and harassment on grounds of sex.
MEASURE	Implement the harassment procedure reviewed by the Committee.
TARGET	Provide an environment free of sexual harassment and harassment on grounds of sex in the company.
DESCRIPTION	Dissemination of the procedure to all staff.
PERSONS TARGETED	The entire company workforce.
IMPLEMENTATION TIMETABLE	October 2022.
PARTY RESPONSIBLE	Legal department.
ASSOCIATED RESOURCES	HR management teams, training companies.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Number and type of protocol information actions. • Level of staff awareness regarding the protocol, disaggregated by sex.

MEASURE DATA SHEET	
FIELD OF ACTION	Prevention of sexual harassment and harassment on grounds of sex.
MEASURE	Conduct awareness actions regarding the content and procedure established in the Protocol.
TARGET	Provide an environment free of sexual harassment and harassment on grounds of sex in the company.
DESCRIPTION	Information campaigns.
PERSONS TARGETED	The entire company workforce.
IMPLEMENTATION TIMETABLE	Annual.
PARTY RESPONSIBLE	Legal department.
ASSOCIATED RESOURCES	HR management teams, training companies.
FOLLOW-UP INDICATORS	<ul style="list-style-type: none"> • Number and type of protocol information actions. • Level of staff awareness regarding the protocol, disaggregated by sex.

10. Implementation and follow-up

The Negotiating Committee will be responsible for monitoring and evaluating the Equality Plan and will hold regular meetings, once a quarter, to follow up and implement the measures and actions included in the II Equality Plan. Monitoring makes it possible to ascertain the progress of the Plan and the degree of effectiveness of the measures proposed, which is why it has been decided that monitoring should be carried out systematically and rigorously as the Plan is being implemented. Evaluations will be carried out on an annual basis. The evaluation carried out each year will make it possible to adjust the timing and review the priorities based on the resources available and the needs detected. The Plan is a dynamic element designed to reflect ZITRÓN's situation in real time and to adapt it to the circumstances at any given point.

The correct execution of the Equality Plan requires the allocation of sufficient human resources to guarantee the implementation of the measures contained therein, including the following:

- Continuation of the Equality Committee, made up of 6 employer representatives and the same number of legal employee representatives on a parity basis.
- Continuation of the person responsible for equality issues in charge of supervising the implementation, coordination, monitoring and evaluation of such matters.
- Allocation of the necessary technical and human resources required for the measures approved in the Equality Plan.

ZITRÓN may strengthen, change or adapt this allocation of resources in accordance with the progress of the Plan and, in any case, taking into account criteria regarding financial capacity and priority of objectives.

11. Monitoring Committee

The evaluation system of ZITRÓN's II Equality Plan aims to obtain continuous and prompt information throughout the Plan's implementation process to ascertain the actions carried out within the framework of the Equality Plan and to determine the degree of compliance for the purpose of assessing the effectiveness finally achieved. This evaluation shall be carried out on an annual basis.

The Equality Committee is responsible for ensuring compliance with the content of the Equality Plan.

Through a form with specific questions, the person responsible for monitoring the plan will record data, in addition to the analytical information of interest, to detect the planned deviations with a clear goal: complete transparency. The form shall include, but not be limited to, the following:

- Are the data collected clear? Are they coherent or contradictory? In what sense? Any missing data?
- Are the measures and their actions being implemented as planned? In general, is the Plan progressing correctly?
- Have the goals pursued for each action been achieved? Are there any significant delays? Assess mismatches in general.

- What incidents have been detected? How has this been solved? Are there any obstacles, work inertia or other elements that are hindering the progress of the Plan? Which ones? Can they be changed or eliminated?
- Have new needs arisen during implementation? Can they be addressed? Have corrective measures been taken, or have new measures been added in response to them?
- Have the relevant people been involved in the process? To the degree expected? Has there been any resistance? What type? How has this been solved?
- Have resources been sufficient? Has the budget provided the expected coverage? Has it been changed?
- Has the schedule been met?
- Have any changes or adjustments been made to the progress of the Plan? Which ones?
- Etc.

To finalise the monitoring process, an annual report will be drawn up:

- Results obtained: The follow-up files and a summary of data relating to the level of implementation, compliance with planning, and achievement of goals will be recorded for each action.
- Execution of the Implementation Process. This deals with aspects such as the adequacy of the resources allocated, the difficulties or resistance encountered in the implementation process, or the various solutions adopted.
- Impact of the measures: Record progress in achieving the goals set out in the Plan, changes in management and the business environment or the correction of inequalities.
- Conclusions: An overall assessment of the plan's implementation in the reporting period.
- Adjustment proposals: Proposals to amend measures included in the plan or to adopt new ones if the conclusions of the monitoring process deem it necessary.

The annual follow-up report will be used to assess the Equality Plan.

12. Amendment procedure

The Equality Plan should be reviewed in the following circumstances:

- Where stipulated.
- When it is revealed that it does not comply with legal and regulatory requirements or that it is insufficient following action by the Labour and Social Security Inspectorate.
- In the event of a merger, takeover, transfer or change in the company's legal status.
- In the event of any incident that substantially alters the company's workforce, its working methods, organisation or remuneration systems, including the non-application of collective agreements and substantial modifications to working conditions or the situations examined in the diagnosis that served as the basis for preparing the plan.
- When a court decision finds the company guilty of direct or indirect discrimination on grounds of sex or when it determines that the Equality Plan does not comply with legal or regulatory requirements.

In the event of disagreement, the Negotiating Committee may resort to the procedures and bodies for the independent settlement of disputes, if so agreed, following the intervention of the joint committee of the corresponding collective bargaining agreement, when the latter has made provision for such cases.

The Negotiating Committee may seek the support and advice of external experts in the field of equality between women and men in the workplace.

Contact data:

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Gijón, 29 July 2022.

EQUALITY COMMITTEE

APPENDICES





HEADQUARTERS

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