

**CARRINHO GROUP**, operates mainly in the Food sector, and we work to ensure that the right person is placed in the right role, at the right time, in accordance with our requirements. Ensuring that our Employees have the necessary skills and awareness to be able to efficiently and safely carry out their current and future activities is based on our Human Resources Policy , which describes our commitments.

## 1. Introduction

At **CARRINHO GROUP**, we recognize that our Employees are the key to our success. Nothing can be achieved without their involvement.

This document presents the guidelines that serve as a basis for Human Resources Management.

The Management and Leadership Principles inspire all CARRINHO Employees in their actions and in their relationships with others. The Corporate Principles, in turn, refer to all the basic principles that CARRINHO defends and seeks to respect in all its activities.

The implementation of this Policy must take into account local market laws, international trends in people management, the specific context of the company and common sense. This Policy must also be respected in all circumstances and can be summarized in the following sentence: at CARRINHO, we put people at the center of everything we do.

## 2. Shared Responsibility

Management is primarily responsible for developing an environment where people are committed to their work and dedicated to giving their best to ensure the Company's success.

The Managers are responsible for all issues related to the Employees under their influence, within the limits established by the Policies and Principles, acting as the final decision maker.

At this level, the Human Resources structure supports Managers in establishing business needs and defining the corresponding requirements, with regard to Employees.

In this sense, the mission of the HR Department and each functional team is to support Managers in achieving business results by optimizing the performance of our Employees, ensuring exemplary working conditions.

## 3. Belong to CARRINHO

The Company's long-term success depends on its ability to attract, retain and develop Employees capable of ensuring continuity and sustainable growth. This is, in fact, the main responsibility of all Managers.

's policy is to hire Employees with personal attitudes and professional skills that allow them long-term development within the Company. In this sense, it is essential to ensure that there is a strong alignment between the candidate's values and the CARRINHO culture.

Only attitudes, relevant experiences and alignment with CARRINHO Principles are considered in the selection and

recruitment process. This process will not take into account the candidate's origin, nationality, religion, race, gender, manifest special needs, sexual orientation or age.

Although there are specific tools to improve the selection and recruitment process, the decision to hire a candidate remains in the hands of the Manager, Board, Department and/or Executive Committee - this decision being supported by the Human Resources team.

## **4. Working and Employment Conditions**

CARRINHO is committed to guaranteeing all Employees good working conditions, a safe and healthy environment and flexibility measures that allow for a better work-family balance.

As such, we try to provide flexible working conditions whenever possible and encourage our members to have outside interests, especially in the community.

At the same time, Managers are responsible for safety and health within their area of responsibility, so they are encouraged to develop their skills in this area.

CARRINHO's commitment, however, goes beyond its own Employees. CARRINHO cares about all people who work inside or outside its facilities under contractual obligations, as service providers. We ensure that they also adopt appropriate work measures.

We believe that all these conditions are essential to build a relationship based on trust and respect for Employees.

We do not tolerate any form of harassment or discrimination. Therefore, Managers are committed to building and maintaining, together with their teams, an environment of mutual trust. Human Resources, in turn, values dialogue and seeks to ensure that Employees' voices are heard.

## **5. Total Remuneration**

Attracting new talent and retaining current Employees is not limited to the remuneration and benefits that CARRINHO provides. Other aspects are equally important: the trust that Employees place in the CARRINHO name, the relationships established with Managers and co-workers, the recognition and particular experience of working in a company made up of a group, diverse, with many opportunities of learning and growth. This is the Total Remuneration we receive.

CARRINHO, therefore, considers fixed remuneration, variable remuneration, benefits, opportunities for growth and personal development and work-family balance, as the key elements that define remuneration.

In a company that aims to develop a high-performance culture, these elements must be aligned with what is valued by Employees, demonstrating CARRINHO's commitment to providing each person with the opportunity to grow, evolve and contribute.

Total Remuneration must be established within the social and legal framework of the country, respecting the applicable collective agreements. It is the responsibility of each manager to propose the remuneration of their Employees within the scope of the company's Policy. All Employees must be informed about their specific situation in terms of remuneration and benefits, if necessary, with the support of HR, in order to communicate correctly, clearly and with sufficient transparency.

## 6. Training and Learning

Learning is a fundamental part of CARRINHO's culture. All Employees are constantly encouraged to update their knowledge and consolidate skills.

The Company determines training and development priorities. The responsibility for transforming them into actions is shared between Employees, Managers and Human Resources.

On-the-job experience and training are the main learning tools. Managers are responsible for guiding and coaching Employees, so that they can be successful in their roles and daily activities.

At CARRINHO, the importance of continuous improvement is recognized, as is the sharing of knowledge and ideas. Lateral professional development, sharing responsibilities and developing functional teams are encouraged practices as they provide additional skills, enrich work content and increase responsibility.

CARRINHO seeks to offer a wide range of training activities and methodologies to support everyone's learning and growth, with the "Academia D. Leonor Carrinho" being a good example.

## 7. Performance, Development and Talent Management

At CARRINHO, a high-performance culture is supported by differentiated rewards and the development of Employees. To achieve individual and business objectives, it is essential to align clear and challenging responsibilities and ensure that Employees are aware of how their work impacts CARRINHO GROUP results.

Managers and Employees work together to ensure that challenging goals are set and evaluated throughout the year, allowing Managers, on the one hand, to recognize Employees and, on the other hand, to monitor situations of low performance.

Employees should receive regular feedback on their performance and career goals through a variety of tools and processes, including the Performance Assessment and Management process. Each manager should dedicate time to monitoring goals and providing regular training to their Employees throughout the year.

Each Associate, supported by their manager, is responsible for their own professional development. Everyone is encouraged to express their career goals and expectations in an open dialogue. Our goal is to retain and motivate Employees by offering, within the company's capabilities, attractive but realistic career changes, enabling them to develop their skills in the long term.

Promotions are based on performance, which is supported by results and behaviors. CARRINHO is committed to developing succession plans, ensuring that there is a solid set of successors capable of meeting future needs.

We are committed to ensuring conditions that support diversity and gender balance, channeling efforts to eliminate barriers to career progression through the development of a more flexible work environment.

HR supports the implementation of the necessary tools and encourages Managers to continually develop their people and work teams.

## **8. Labor Relations**

Since its foundation, CARRINHO GROUP has been building a culture based on trust, mutual respect and dialogue. CARRINHO and all its Employees work daily to develop and maintain positive personal relationships.

CARRINHO not only defends the collective freedom of its Employees and the effective recognition of the right to collective bargaining, it also ensures that direct communication is frequently established in the workplace. Although dialogue with Unions and other collective structures is essential, this does not replace the close relationship to be maintained in the management of our Employees.

In the spirit of continuous improvement, we encourage two avenues of dialogue with our members, which go beyond the traditional aspects of collective bargaining, in order to share knowledge and, together, find opportunities related to important issues such as: Creating Shared Value, Health, Safety in the work environment and our concern for the Environment.

CARRINHO and its Associate representatives seek to make all necessary efforts to develop fair and constructive dialogues, overcome difficulties and implement sustainable agreements.

## **9. Changing Organization**

Human Resources management, described in this document, requires and supports an organization "on the move".

CARRINHO is committed to continuing its journey towards creating flexible structures, with the fewest levels of control, allowing the development of Employees, increasing efficiency and facilitating the implementation of Management and Leadership Principles.

Lower levels of control allow for greater cooperation between colleagues. The organization, in turn, becomes more flexible and more responsible. In fact, it supports today's and tomorrow's business requirements for an agile, innovative company with a more competitive work dynamic.

These beliefs inspire us to create an environment that places a focus not only on individual responsibility and autonomy, but also on a willingness to support others and develop multidisciplinary teams toward internal cooperation.

A dynamic organization creates a climate of innovation and allows people to think from different perspectives. At CARRINHO GROUP, we encourage people to take risks. Mistakes can happen, but there is always a desire to correct and learn from them.

At CARRINHO GROUP, we seek to combine the strength of a company with “Family” origins, with “Creativity”, with “Knowledge” and “Innovation”. As a result, Employees can have great influence on a daily basis and explore their long-term potential, driven by ongoing monitoring and a collaborative approach from Managers and Employees.

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