

LFB Human Resources Policy

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Our strategic commitments

LFB aims to foster a work environment where safety, well-being, and skills development are top priorities for everyone, based on an inclusive corporate culture and a practice of dialogue founded on commitment and a shared desire to work together.

This Human Resources Policy translates the Group's aspirations in terms of sustainable performance into a coherent set of actions. It is structured around three strategic commitments, which form the basis of our culture and guide all of our initiatives:

- Strengthen well-being at work, throughout all stages of our employees' lives;
- Developing the skills of each and every employee;
- Promoting equality, diversity, and inclusion.

In this context, LFB also attaches particular importance to transparent and continuous dialogue with its social partners.

Senior management has remained focused on preserving good social relations within the Group. We have always been able to foster a constructive climate through respect for and attentiveness to employees and their representatives.

Our open-door policy has also been key, as manifested by individual and informal meetings that the Human Resources Department holds with the members of the staff representative bodies.

100% of French sites are covered by an SEC (Social and Economic Committee) or an HSWCC (Health, Safety and Working Conditions Committee).

Scope of the policy

This LFB Human Resources Policy is addressed to all Group employees, without distinction of status, profession or country. It affirms our deep-held conviction: the Group's strength lies in the diversity and excellence of its profiles, as well as the attention paid to each individual.

Some of the commitments and actions currently implemented in France are intended to be extended internationally, in order to ensure an environment conducive to professional development for all.

Our commitments and actions to promote the safety of LFB employees are set out in our Health and Safety Policy.

Applicable reference documents and frameworks

LFB is firmly committed to respecting fundamental human rights. This is reflected in particular by our respect for and promotion of the fundamental standards set out by the International Labour Organisation, especially in matters of freedom of association, the

abolition of child labour, the elimination of forced labour and the fight against discrimination.

The Group adheres strictly to all applicable local regulations in the countries where we operate. This guarantees working conditions that meet or exceed legal standards for our employees.

This Human Resources Policy also incorporates elements of the France QOLWCA¹ aimed at increasing safety, preventing occupational risks, improving the balance between well-being, work and health, and promoting an inclusive and efficient environment.

¹LFB Quality of Life and Working Conditions Agreement, France, 2025

Strengthen well-being at work, throughout all stages of our employees' lives

Our commitments

Because the physical and mental health and work-life balance of employees are among LFB's core values, the sustainable improvement of working conditions is a priority for the Group.

Our approach is structured around the following objectives:

- **Preventing psychosocial risks** through concrete actions aimed at strengthening a healthy, respectful and supportive work environment.
- **Supporting and accompanying employees at all key moments of their lives**, by offering solutions tailored to different employee profiles and the specific contexts of different geographical areas.

Our approach is notably driven by 4 essential behaviours, which guide the way we work together at LFB. They embody a culture of cooperation, solidarity and shared responsibility and promote collective engagement.

Occupational health and safety issues - distinct from those at play in the prevention of psychosocial risks and the improvement of quality of life at work - also fall under the Group's Health and Safety Policy.

Preventing psychosocial risks

LFB has committed to a progressive approach to preventing psychosocial risks with a view to promoting a safe, balanced and protective work environment.

The actions carried out and mechanisms put in place aim to improve employee well-being, anticipate situations of vulnerability and provide appropriate support when needed.

Our approach is structured around the following objectives:

- **the implementation of psychosocial risk prevention**, starting in Lille and later extended in France and internationally, which includes listening, support and guidance, in the form of a psychological support unit and support mechanisms during periods of absence or transition, via the Qualicare mental health platform in France and the employee assistance programme in the United States;
- **rules and practices for work-life organisation**, including an agreement on the right to disconnect, rules of good practice for the conduct of meetings, empowerment of managers with regard to their management of working time, as well as mechanisms promoting a healthy balance between professional and personal life (including the allocation of additional days off);
- **physical health prevention programmes**, including information on musculoskeletal disorders, the presence of an ergonomist on site and the creation of appropriate support solutions (for more information on the prevention of physical risks, see the Group's Health and Safety Policy);

- **a strengthened system for preventing harassment situations**, including the appointment of dedicated contacts on several sites (for more information, see the Diversity and Inclusion section).

Supporting and accompanying employees at all key moments of their lives

To meet needs that evolve according to the life stages and career paths of employees, we have been progressively structuring our policy around systems adapted to the different profiles of employees and specificities of geographical areas. This approach aims to promote a work environment that fully integrates the objective of employee well-being.

The Group has set up social and family support mechanisms including in particular to provide additional leave from the moment of employment with LFB and for seniority, childcare solutions in daycare centres, protection mechanisms in case of loss of income with the substitution system as well as solidarity mechanisms between employees, such as the voluntary donation of days of leave.

Some of these measures are included in the policy devoted to employee caregivers in France, which is intended to be extended internationally. It aims to better take into account the specific constraints of employees who regularly support a loved one in a situation of dependency, disability, illness or loss of autonomy.

Our approach also includes:

- **support for professional and personal transitions**, including arrangements related to phased retirement, preparation for retirement, as well as arrangements facilitating mobility or changes in situation (see Developing the skills of each and every employee), which helps to solidify career paths and preserve a healthy work-life balance for all teams;
- **a meaningful work environment**, through mechanisms promoting employee societal engagement, such as an application that combines physical activity with societal engagement by encouraging sports activities dedicated to supporting charitable initiatives through collective and solidarity-based mobilisation;
- **mechanisms promoting the clarity and transparency of social benefits**, through a social benefits guide and a structured inventory of existing coverage in the countries where the Group is established, thus helping employees to better understand their rights and the benefits offered by the Group to its employees.

Our main objectives

- Reduce the Group's involuntary turnover rate for permanent contracts
- Make the resources intended for employee caregivers available to 100% of the workforce by 2030
- Guarantee coverage in terms of social protection and family leave for 100% of Group employees by 2030

Developing the skills of each and every employee

Our commitments

LFB believes a company should be a place to learn, where everyone can chart their own course and grow. Our approach is structured around four main objectives:

Strengthening employability and professional development

LFB is committed to helping each employee develop their skills through individual development plans which are accessible to all, regardless of background, job or level of responsibility. In France, this approach is complemented by the use of an external platform for assessing employee skills to better identify their strengths, areas for development and career prospects.

We also rely on partnerships with specialised training organizations, such as the IFIS, to ensure courses are tailored to the specific challenges of the pharmaceutical industry. Finally, a Learning Management System has been set up to amplify these efforts by facilitating access to and monitoring of training, as well as the continuous skills development of employees.

Structuring and disseminating knowledge

We have developed a Knowledge Management platform devoted to sharing and capitalising on knowledge for all teams in France. This platform centralises and contextualises LFB's knowledge and expertise on key topics related to processes, products, operational excellence and industrial projects. With more than 1,400 pages of content and that are regularly updated by experts, it constitutes a reference tool for the industrial, quality and scientific teams and counts over 1,120 users.

This platform also relies on knowledge transmission mechanisms, such as the "Transmit before leaving" programme, which makes it possible to capture, formalise and perpetuate critical knowledge using dedicated tools and support.

Promoting internal mobility and improving talent retention

LFB encourages career development within the Group by facilitating mobility opportunities and valuing internal skills, in a logic of sustainable talent development and team engagement. More than 20% of our employees change positions each year, which is proof of our commitment to offering real opportunities for advancement. Career pathways, career committees and succession plans structure these trajectories and secure key positions and the continuity of knowledge.

Making skills development a lever for well-being, inclusion and career diversity

LFB seeks to make skills development a driver of quality of life at work and diversity, by strengthening autonomy and the transmission of knowledge.

In an international context, we progressively take steps to ensure equitable access to skills development systems based on the diversity of our professions, our locations and the career paths of each employee.

We closely monitor mobility and training indicators, and each employee can express their needs and aspirations each year during their annual interview.

Our main objectives

- 100% of employees trained at least once a year by 2030
- 100% of employees have an individual development plan in place by 2030 ²
- Increase the percentage of positions filled through internal mobility

Promoting equality, diversity, and inclusion

Our commitments

Equal treatment and non-discrimination

LFB guarantees a work environment free from discrimination that ensures equality of rights and treatment between all of its employees.

Any decision relating to recruitment, training, remuneration, career development or termination of the employment contract is based exclusively on professional, objective and measurable criteria. No distinction may be made based on personal considerations unrelated to work, in particular relating to origin, nationality, sex, gender identity, religion, physical appearance, sexual orientation, family status, disability, age, political opinions or any other criterion referred to in Article L1132-1 of the French Labour Code.

The Group applies a zero-tolerance policy towards all forms of discrimination.

Diversity, equal opportunities and inclusion

Equal opportunities and the promotion of diversity are essential pillars of our collective project. Our policy aims to create an inclusive work environment that respects differences and promotes complementarity of backgrounds, experiences and talents. Promoting diversity is not just an ethical issue, it is a strategic lever for the company's performance, attractiveness and sustainability.

Our approach is structured around the following objectives:

- **Diversity and parity in management functions:** continue and strengthen actions to increase professional equality, by ensuring fairness in career paths, promotions and development opportunities.
- **Inclusion of people with disabilities:** by working with the disability liaison officer to promote a proactive policy in favour of the employment and retention in employment of people with disabilities, in compliance with regulatory obligations, while also developing partnerships with specialised external actors at the same time.
- **Generational diversity and plurality of careers:** by valuing all generations, actively encouraging intergenerational dialogue and cooperation, and promoting the

² This indicator includes at least one interview with a manager on the employee's needs in terms of individual training and career development.

transmission of knowledge, diversity of viewpoints and collective performance. This approach is reflected in particular by the signing of a senior agreement, by the significant representation of millennials and generation Zers, who make up approximately 25% of the workforce, as well as by annual participation in the HappyIndex®Trainees questionnaire, a survey that evaluates a company's commitment to the integration of and support for interns and work-study apprentices.

- **External engagement as a lever for collective progress:**
 - By integrating starting in 2026 underrepresented or long-employed populations by collaborating with actors involved in social insertion, and by offering a caring learning environment that promotes success.
 - By joining leading initiatives to address diversity, equity and inclusion, by actively participating in committed networks and by translating these commitments into concrete action within the company. In 2026, LFB joined the "companies commit" community.

Training and awareness are essential levers for bringing these commitments to life on a daily basis. Initiatives are carried out regularly with all employees and managers, as well as recruiters, to increase understanding, commitment and implementation of our principles of equality, diversity and inclusion.

Work environment, prevention of inappropriate behaviour and alert system

The Group is committed to ensuring a respectful, safe and inclusive working environment for all of its employees.

All forms of violence, harassment (sexual, moral, psychological or physical), discrimination or intimidation are strictly prohibited.

The Group works to promote prevention, awareness and training to build a corporate culture based on mutual respect, dignity and trust.

An alert mailbox has been set up at alert-compliance@lfb.fr to allow for any situation likely to be contrary to the principles described in the Anti-corruption Code of Conduct to be brought to LFB's attention in a secure and confidential manner.

This is the channel through which any employee can report:

- Discrimination
- Moral or sexual harassment
- Or any other form of abusive or illegal behaviour at work.

These alerts are handled in a manner respecting confidentiality, neutrality and that guarantees the protection of both the whistleblower and the person accused. This alert system meets the legal obligations arising from the French Sapin II Act, the French Wasserman Act and the French Labour Code (Articles L1152-4 and L1153-5).

In France, a harassment officer has been appointed and is tasked with preventing, raising awareness and providing guidance on harassment issues within the company. His or her role is governed by the French Labour Code (Articles L2314.1 and L1153-5-1).

Our main objectives

- Increase the proportion of women in senior management ³ to 50% by 2030
- Maintain the proportion of workers with disabilities in the average workforce above 6% (France)
- Increase the proportion of employees involved in an intergenerational or inter-professional mentoring programme by 2030 compared to 2025
- Raise awareness among 100% of employees to CSR issues by 2030

³ Members of the Executive Committee: group 9 employees (under the pharmaceutical collective agreement), direct reports of the Executive Committee members; directors of international subsidiaries and General Managers, employees of the Management Committees of LFB USA, American Plasma and Europlasma

Communication and updating of the policy

This Human Resources Policy is dynamic: it is accessible to all on the intranet, presented to each new employee, and promoted throughout the year through initiatives and key events. We believe that collective engagement stems from information, listening and recognising the role of each individual.

Together, we make LFB a good place to work, learn, grow and get involved in.

This policy, validated and supported by the Human Resources Department, embodies the Group's desire to place people at the heart of its strategy. It was co-developed with the departments in charge of implementing projects.

Changes to this text will be submitted to the Human Resources Department for approval and shared with all employees.

Virginie Scanu

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