

8- Commitment to people.

Well-being, stability and rights.

With a solid track record as a family business, Ismael Quesada recognizes that human capital is the driving force and the main asset of the organization. Our long-term success is intrinsically linked to the well-being, development and protection of our team. For this reason, people management is based on respect for individual dignity, the promotion of an inclusive environment and a commitment to job stability. The solid corporate governance framework in relation to workers has been mentioned in the previous section.

The commitment to quality employment is directly reflected in the magnitude of our team. At the end of 2025, Ismael Quesada's direct workforce is made up of 10 people (5 women and 5 men). In addition, 3 people from subcontractors (all men) operate in our facilities.

Staff 2023-2025 (number of people)

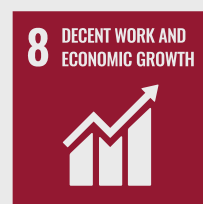
	2023			2024			2025		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Permanent contracts	2	6	8	2	6	8	4	5	9
Part-time	1	0	1	1	0	1	1	0	1
Subcontractors/temporary employment agencies in facilities	-	-	0	-	1	1	-	3	3

The commitment to the stability of our staff is total: 100% of our own staff have a permanent contract. In terms of working hours, 8 people work full-time and only one person (woman) works part-time.

During 2025, the company has continued to boost employment with 2 new hires (a woman and a man, both under 50 years of age). This integration of new talent complements a team characterised by its maturity and experience: 56% of the workforce is over 50 years old, 33% is between 30 and 50 years old, and 11% is under 30 years old.

New hires 2023-2025

	2023		2024		2025	
	Women	Men	Women	Men	Women	Men
New additions (no.)	0	0	0	1	1	1
Under 30 years old	-	-	-	1	1	-
Between 30 and 50 years old	-	-	-	-	-	1
Turnover rate (%)	-	-	-	-	-	-



Salary and equality indicators 2023-2025

Indicator	2023	2024	2025
Median gross annual salary (€)	31.000	32.000	33.000
% managerial positions/leadership held by women	50%	50%	50%
Female/male pay ratio (%)	40%	41%	45%
Starting salary/minimum wage ratio	1,5x	1,5x	1,5x
Highest paid person to median total compensation ratio	4,2x	4,1x	4,1x
% Senior executives hired in local community	100%	100%	100%



In terms of equality, it should be noted that 50% of management or leadership positions are held by women. The company sets its salaries based on responsibility and track record, using the collective agreement for chemical wholesalers as a reference. The median gross annual salary of the workforce has followed a path of constant growth, standing at 33,000 euros in 2025 (compared to 32,000 euros in 2024 and 31,000 euros in 2023).



One of the most spectacular leaps in 2025 has been the investment in internal talent through training. The average number of training hours per employee has reached 73 hours per year (compared to 32 hours in 2024). Broken down by gender, men have received an average of 85 hours and women 52 hours of training, which contributes to consolidating continuous learning as a vehicle for competitiveness for the company.

Training (average hours) 2023-2025

	2023	2024	2025
Average hours of training per person	30	32	73
— Per woman	171	37	52
— Per man	95	31	85
— Category 1	195	142	85
— Category 4	30	33	210
— Category 5	27	32	83
— Category 7	31	3	203
— Category 10	16	17	1

Workforce diversity by age group 2023-2025

	2023	2024	2025
% under 30 years old	10%	10%	11%
% between 30 and 50 years old	20%	20%	33%
% over 50 years old	70%	70%	56%
— Categoría 4	30	33	210
— Categoría 5	27	32	83
— Categoría 7	31	3	203
— Categoría 10	16	17	1

The integration of occupational risk prevention is absolute in all our operations. In 2025, with a total of 18,570 hours worked, the accident rate has been zero: no accidents at work (fatal, serious or minor) or any occupational disease have been recorded.

Occupational accidents 2023-2025

Workplace accidents	2023	2024	2025
Total hours worked	16.512	16.512	18.570
Fatal workplace accidents	0	0	0
Serious workplace accidents	0	0	0
Minor workplace accidents	0	0	0
Occupational diseases	0	0	0

To go beyond strict physical prevention, Ismael Quesada encourages the overall well-being and balance of his team. All staff have accident insurance and, as an additional measure to promote health, the company assumes 50% of the private health insurance quota for those employees who wish to take advantage of it.

