

2.3. WE DEVELOP EXTRAORDINARY TALENT

OUR TEAM

At Cementos Pacasmayo we have designed unforgettable experiences that enhance our best version with the purpose of transforming the organization through our people. We are renewing our focus to increase the sense of belonging and value generation of each Pacasmayo employee.

In 2023 we renewed our Engagement Model with a formula based on 3 main pillars:

1. **CLIMATE**
2. **CULTURE**
3. **EMPLOYEE EXPERIENCE**

 **WE ARE RENEWING OUR FOCUS
TO INCREASE THE SENSE OF
BELONGING AND VALUE GENERATION**

ENGAGEMENT STRATEGY

We sought to build a company with a high level of employee engagement so that our people feel a sense of belonging and, therefore, are happy within the organization. Our engagement strategy seeks to measure the following components:

Engagement

It measures the strong connection of the employee to their work (a psychological state of energy, dedication and total involvement in their work).

Leadership

It measures leadership styles tailored to the individual needs of employees and which focus on helping them grow and succeed.





This involvement and identification will allow us to consolidate ourselves as a committed team that shares the same goals and values, a team that co-creates the success of the company and at the same time focuses on growing and improving its personal well-being.

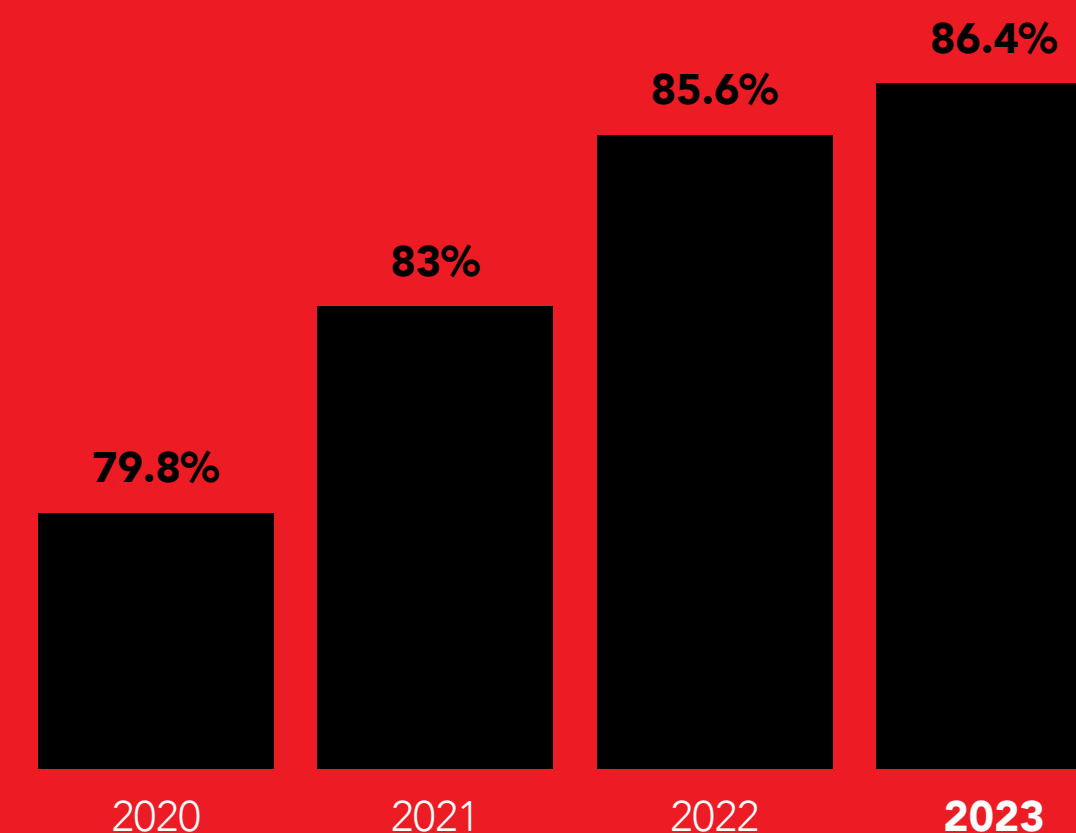
The resources we use for our engagement strategy consist of two large measurements that are carried out in July and November, which are complemented with periodic measurements (pulses) to learn about feelings and thoughts about some specific dimension and / or situation. In addition, we have a network Engagement Promoters who are our culture allies, and their role is to:



- Be an ally of transformation, creating together with the Leader the action plan of their area.
- Generate a positive work environment where the team feels motivated day by day and committed to the organization.
- Co-create rituals or actions that generate closeness within the team.
- Be a connection between teams and the Human Management area.

Our goal for 2023 was to reach an Engagement Index of 85.40% and thanks to the joint work of leaders, promoters and teams in general, we achieved an index of 86.40%.

Engagement



85.70%
GOAL 2023

86.40%
ENGAGEMENT INDEX
ACHIEVED BY 2023



Pursuant to the engagement strategy, we carried out the following activities:

- **Reduction of reporting times by accessing a platform to manage their information.**
- **Personalized advice with leaders .**
- **Creation of action plans by management involving engagement promoters .**
- **Strengthening engagement promoters with conversation spaces.**

INTERNAL COMMUNICATION

In order to stay connected with our employees, we have implemented the following communication channels:

Administrative audience

- Corporate mail
- Workplace
- Physical channels
- Face-to-face events

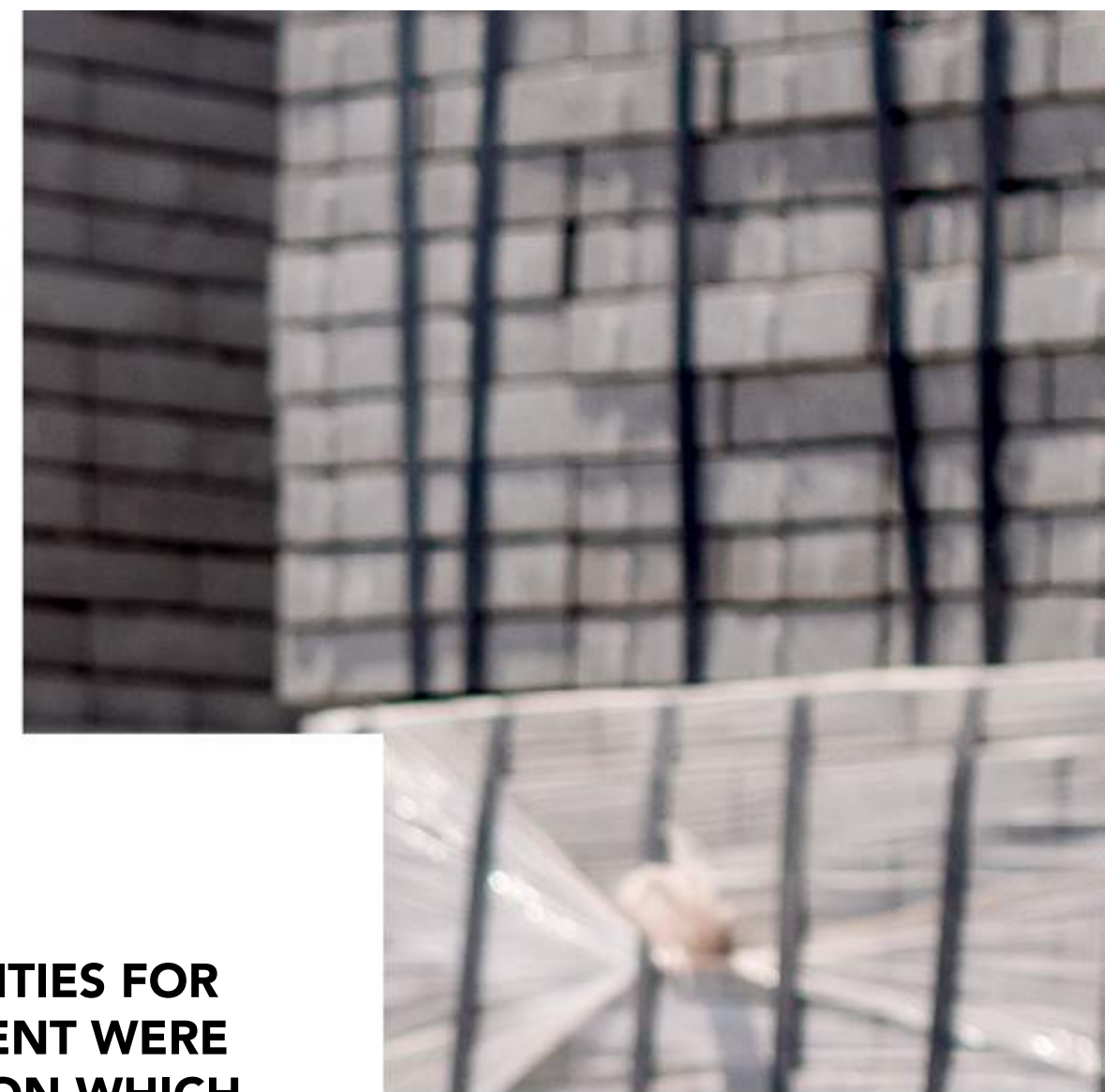
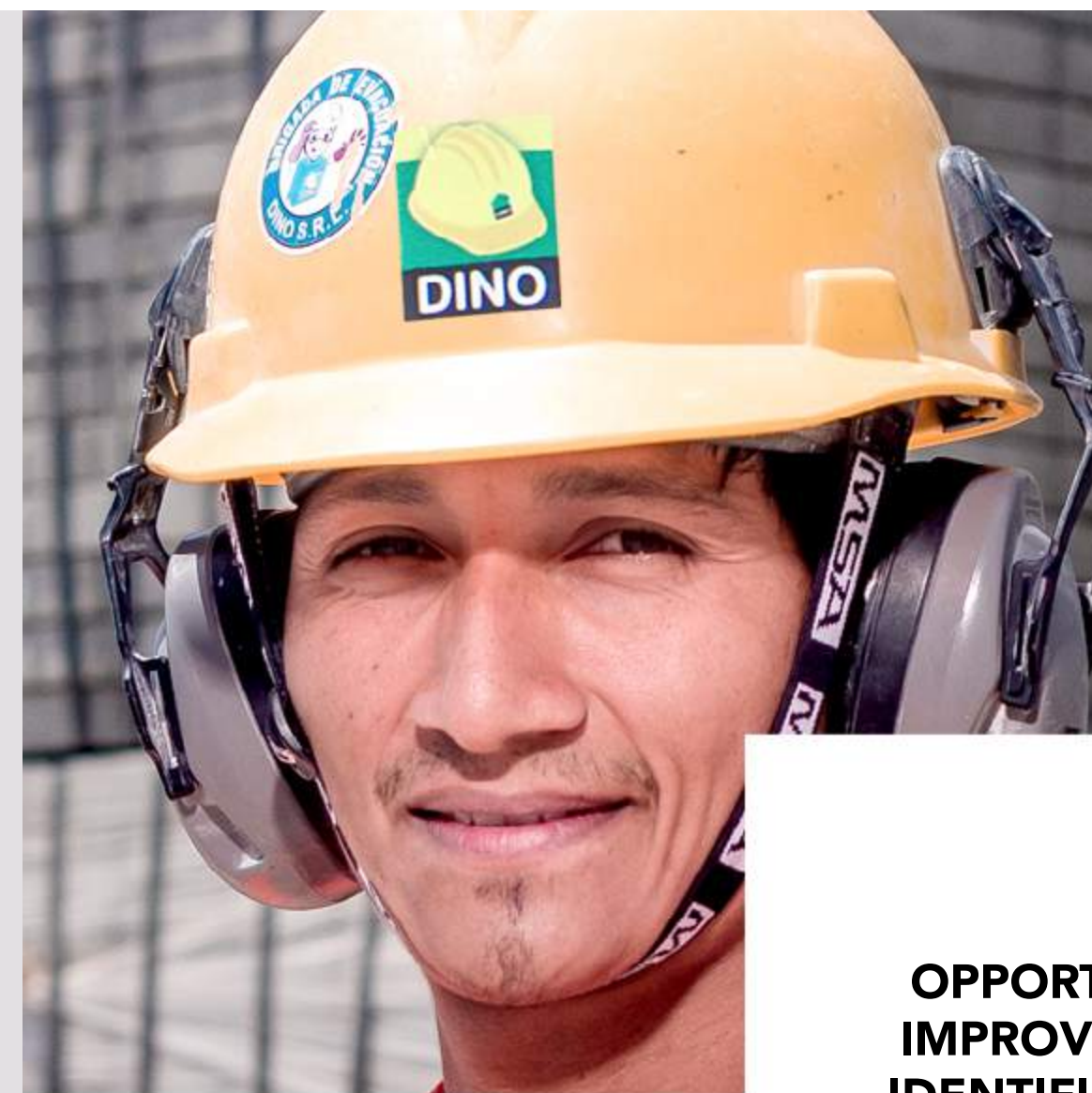
Operating audience

- WhatsApp Groups
- Murals
- Face-to-face events

In 2023, the first diagnosis of internal communication channels and cultural spaces was carried out through a survey, interviews and focus groups. In this pulse, opportunities for improvement were identified on which we continue to work on a daily basis for the benefit of our employees who are our most important asset.



WE SOUGHT TO BUILD A COMPANY WITH A HIGH LEVEL OF EMPLOYEE ENGAGEMENT



OPPORTUNITIES FOR IMPROVEMENT WERE IDENTIFIED ON WHICH WE CONTINUE TO WORK ON A DAILY BASIS FOR THE BENEFIT OF OUR EMPLOYEES

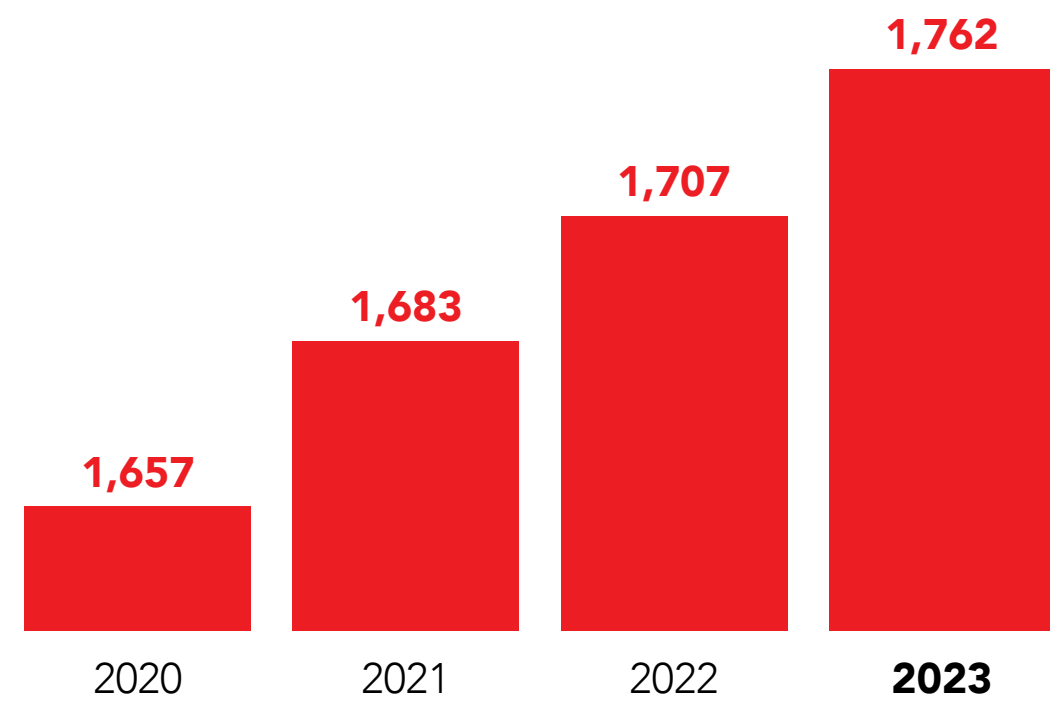




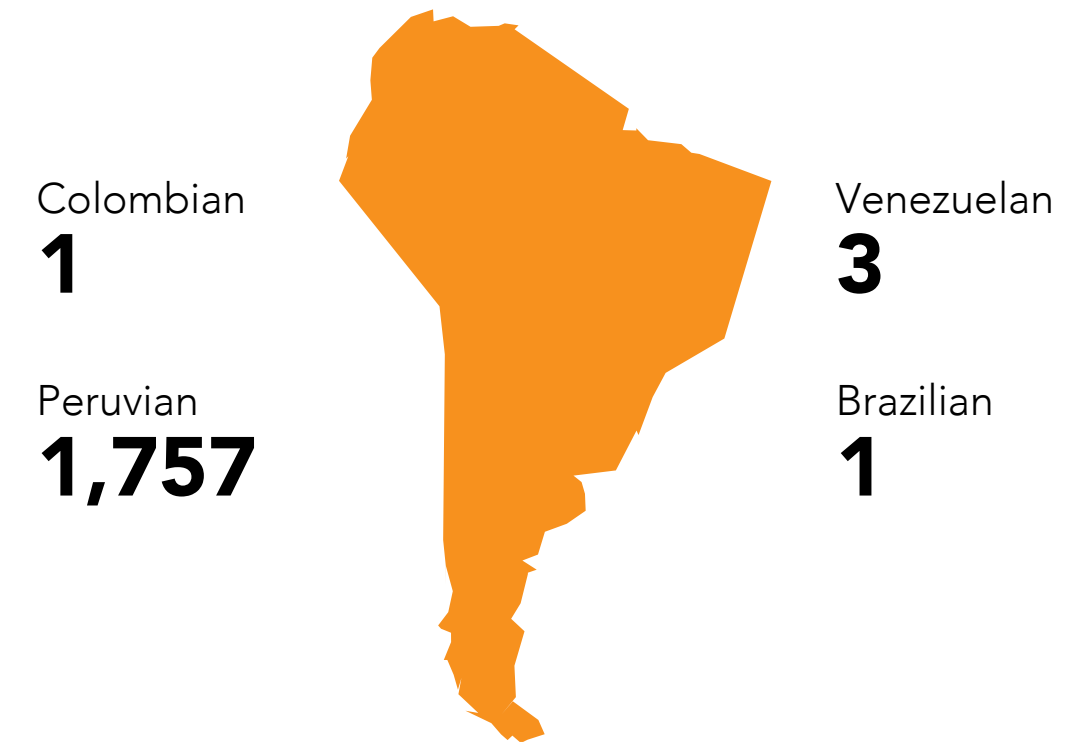
WE ARE CEMENTOS PACASMAYO

[GRI 2-7][GRI 2-8]

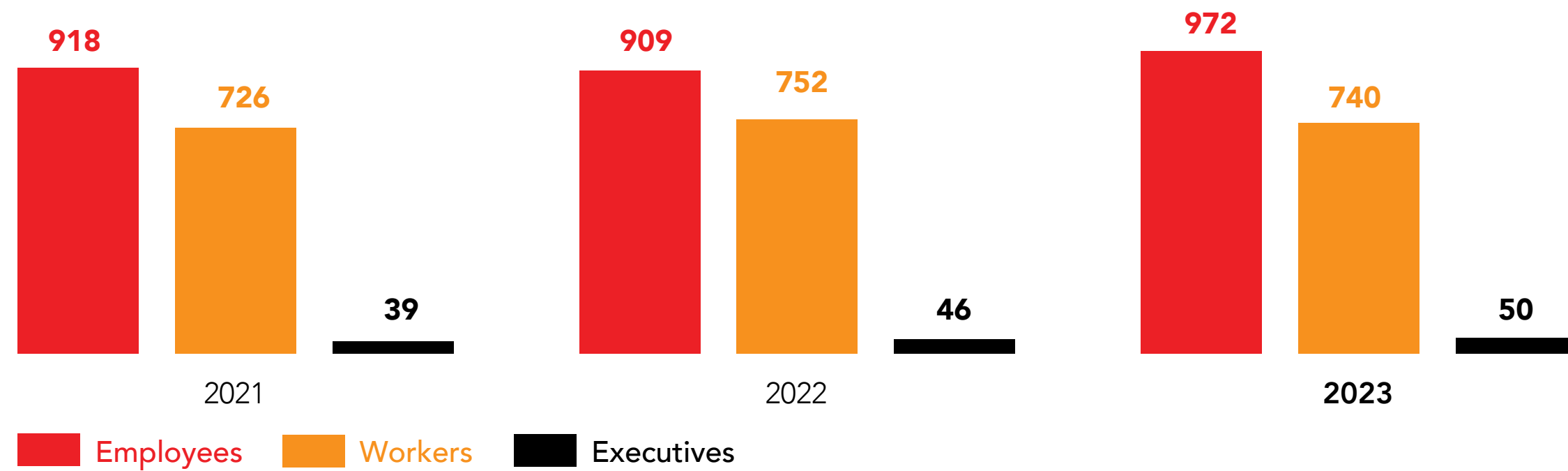
evolution of the number of employees over the past four years:



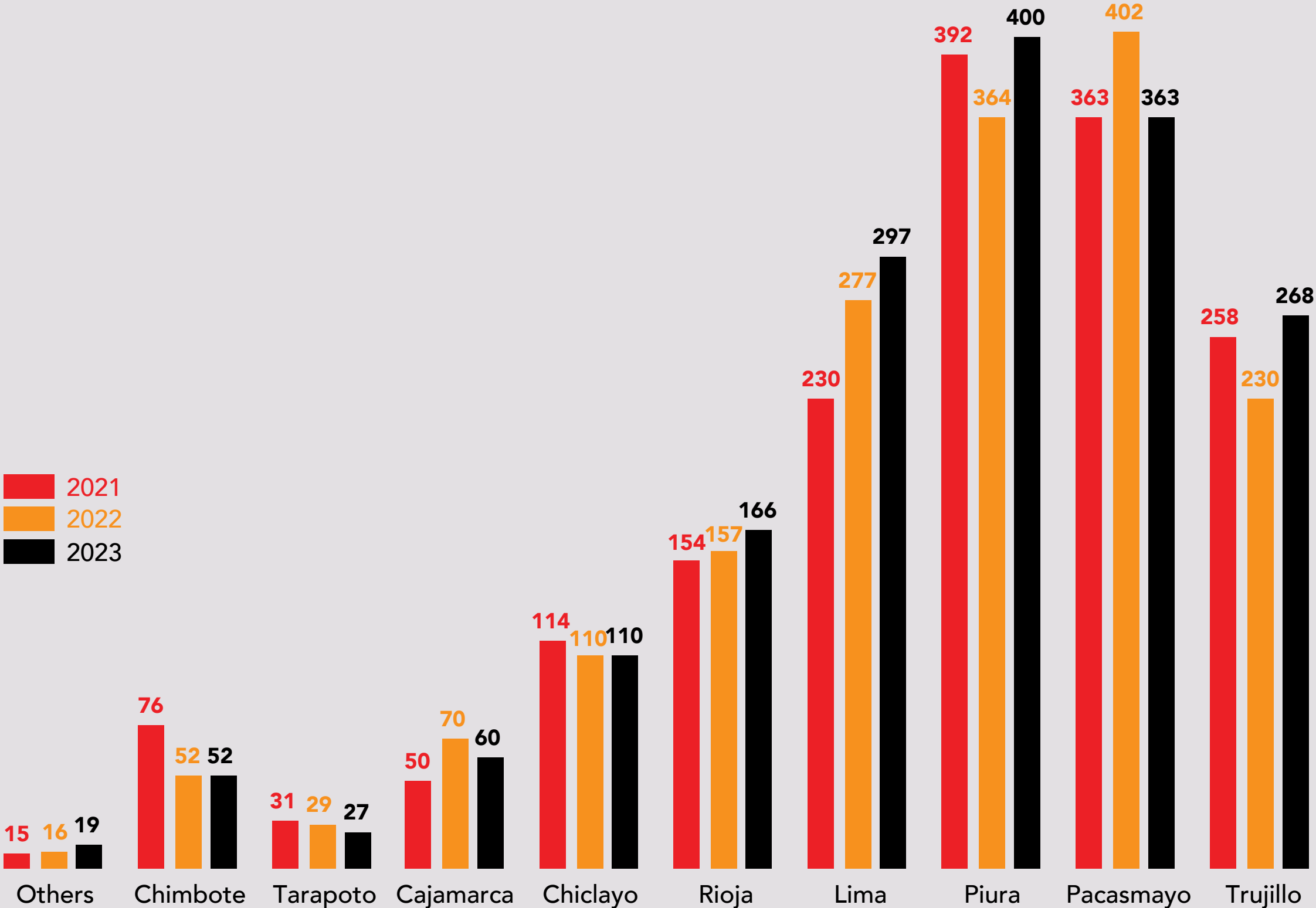
Number of employees by nationality



Number of employees by professional cate



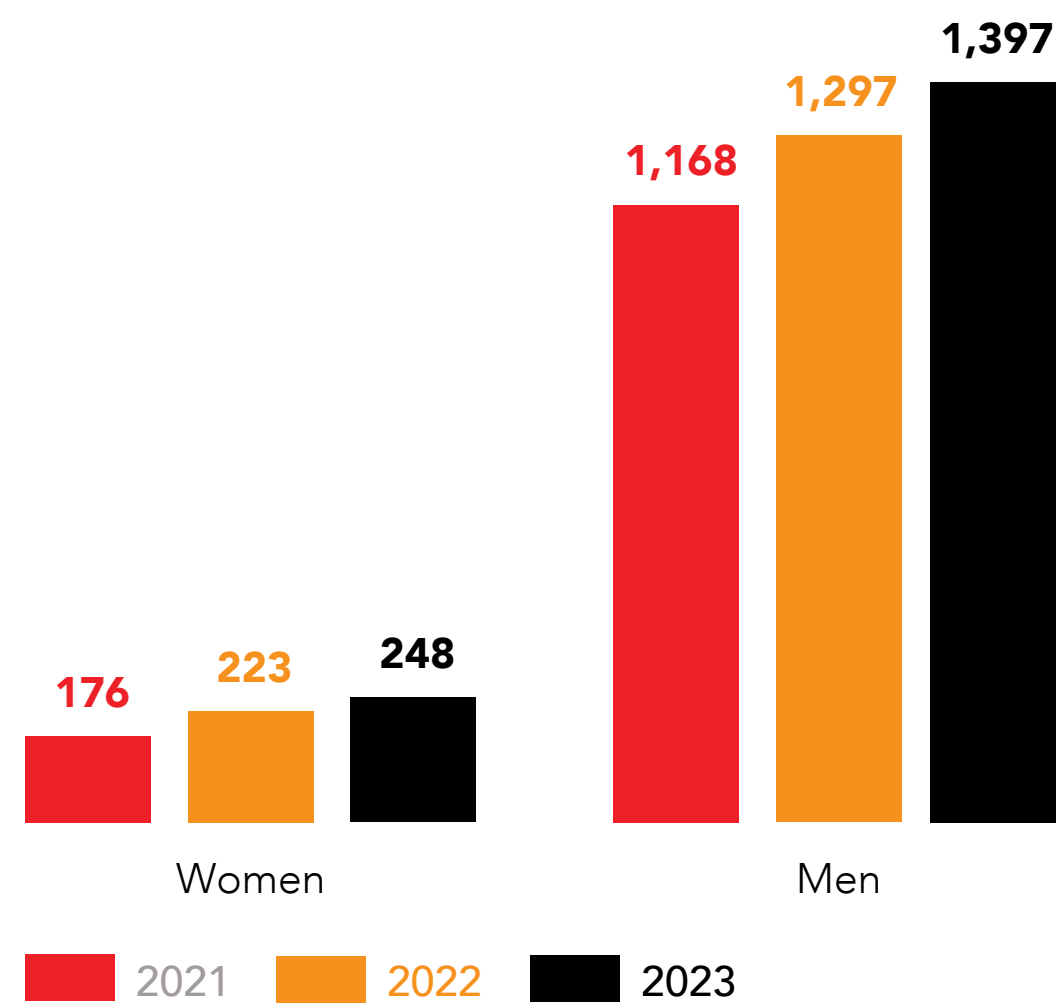
Number of employees per workplace
(coastal, mountain and jungle regions)



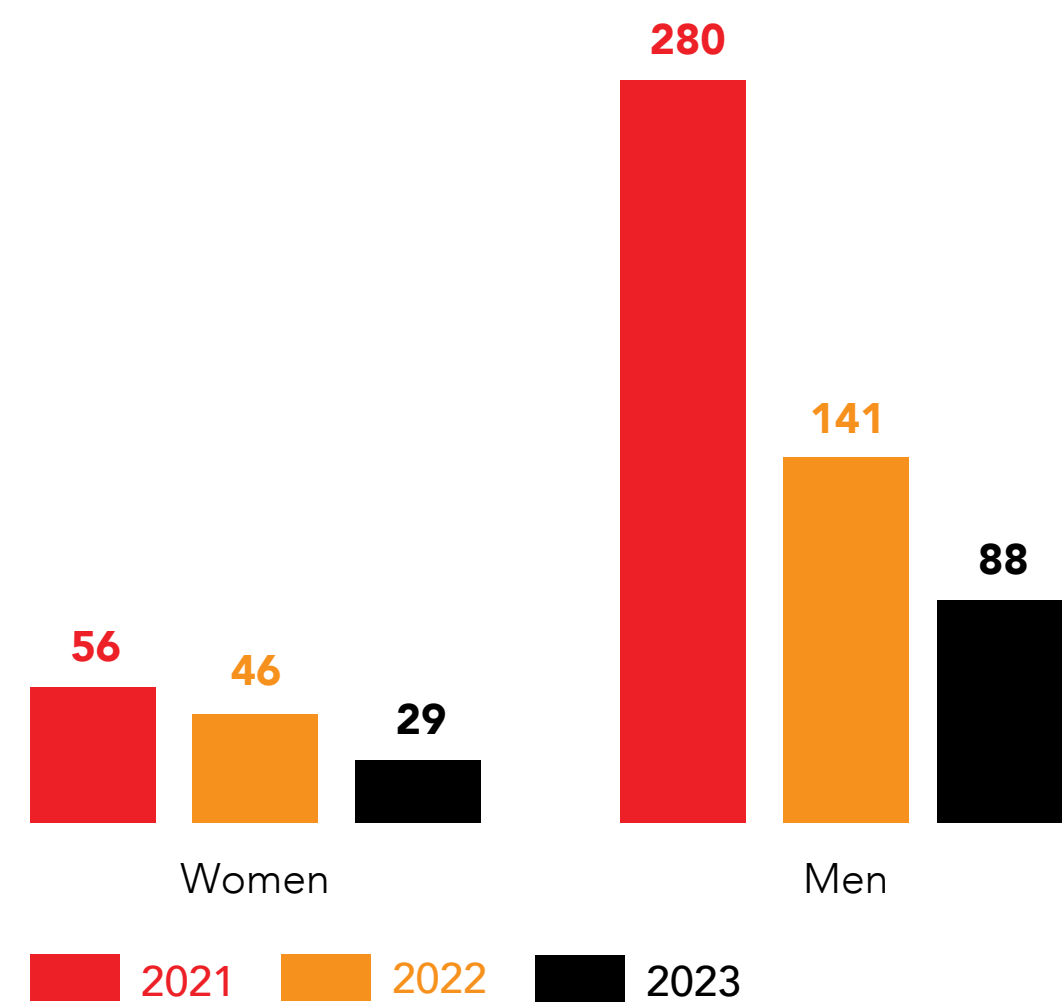


PILLAR 03

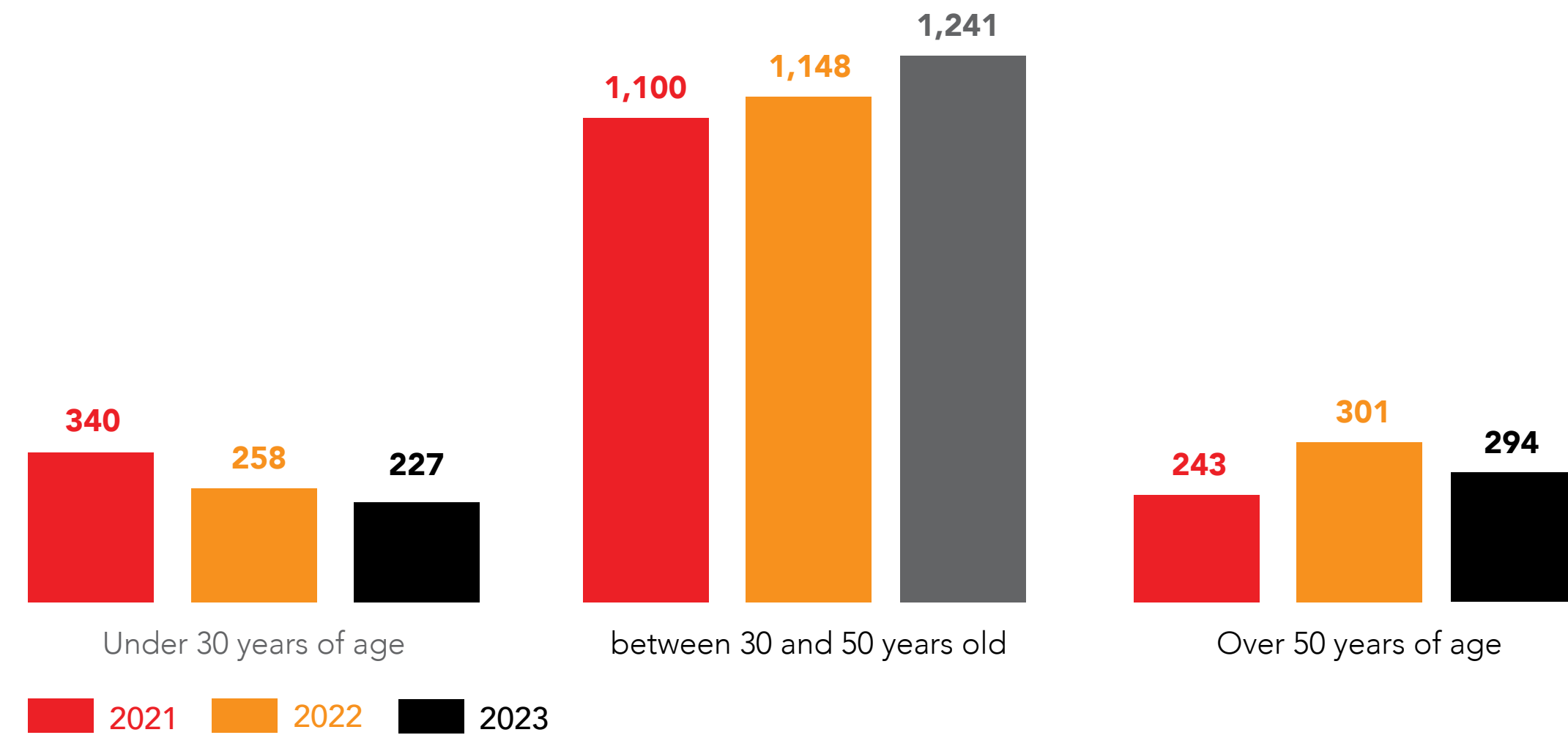
Indefinit- term contract:



Fixed-term contract:



Number of employees by age range:



BENEFITS

We maintain many benefits offered to our employees from previous years.

■ **Flexibility with responsibility**

Our employees go to the office on the days and schedules that they consider necessary – in coordination with their bosses and team; because face-to-face interaction will generate much more value. .



■ **Breastfeeding Facilities**

We have six properly equipped lactation rooms at our Pacasmayo and Piura cement plants; as well as in Dino Trujillo, Chiclayo and Piura; and in our Corporate Office in Lima.



■ **(Let's Go Home) Program**

- Mothers who return to work after their post-natal stage work four hours the first week, five hours the second week, six hours the third week and seven hours until the baby is one year old.
- Fathers can enjoy five additional consecutive days of paid paternity leave, in addition to those established by law.



■ **(Let's live) Corporate Discounts**

Discounted rates on Primax fuel are provided for our employees.



■ **(Let's live healthily): Nutritional guidance**

Telephone guidance from the team of nutritionists to improve employee BMI or eat healthily, and follow-up from the Wellbeing and Occupational Health team.



■ **(Let's live healthily): Psychological counseling**

A team of psychology specialists are available to our employees and their families to receive guidance over the phone.



■ **(Let's live healthier): Oncosalud**

In agreement with Oncosalud, timely preventive medical care and health recovery are guaranteed. IT Includes access to unique rates, payroll discounts and continuity should employees leave the company. It applies to employees and family members, both with the same conditions.



■ **Learning spaces: Building Wellness**

Monthly information spaces that provide tools for proper management of different topics that promote people's well-being. Topics discussed are in relation to mental health, financial health, nutritional health, among others. In 2023 we conducted prevention talks for the El Niño phenomenon, to publicize prevention measures and risks associated with rains in health, infrastructure, emergency care, etc.



■ **Let's live Pacasmayo): Celebrate your birthday**

A day off for birthdays is offered to our employees to share this special day with their family.



■ **Loans**

We provide loans of a maximum of two wages for emergency health, education and housing, which can be repaid in a period of 12 months and at a preferential interest rate.



■ **Salary advance**

We provide a maximum salary advance of 80% up to 3 times a year.



Regarding employees covered by the collective agreement, the following benefits are available:

Discounted Material Sale

Sale of materials that we produce at a discount for our employees, for their own only home.

Medical assistance insurance for operators

We subsidize a percentage of private insurance for operators.

School Allocation

An annual grant was given once in February to employees who have school-age children.

Scholarships

Monthly amount that is granted to employees who have children in higher education (university or technical), who can prove that they belong to the upper third or have a minimum grade of 14. We have a limited number of scholarships, so we focus on compliance with the criteria established in the policy and finally on a first-come, first-served basis.

DIVERSITY AND INCLUSION

Pacasmayo continues to support diversity and, therefore, through our Pacasmayo Plural program we implement initiatives with the Diversity and Inclusion Committee and the Human Management Team, following our goal of increasingly promoting equal opportunities.



Builders of the Future

We launched the call for the second class of Constructores del Futuro (Builders of the Future), a professional internship program that aims at incorporating talented women into areas of the company's operations, in order to add to diversity. Just like in 2022, in 2023 ten female professionals were hired and started a year of internships in different areas of operations, including production, maintenance and quality control. Each has been assigned a project as well as a companion guide, who accompanies them throughout the process. They were also assigned a learning path on the Crehana platform.

Interview Handbook for Candidates

We prepared an interview handbook so that our employees could conduct interviews with potential new employees in an inclusive manner.

Allies for Equity

We launched the Sustainability Ambassadors Program, within which we created a group of ambassadors called "Allies for Equity", where a selected number of

male and female employees will ensure that they promote and implement actions for the benefit of diversity and inclusion in the organization.

In November we invited a group of recognized Female Leaders in the business world to share their experiences on their way to reaching their leadership positions, as well as the challenges and enablers that helped them in this journey. It is an inspirational space for our women in Pacasmayo.

Inclusion of People with Disabilities

We continue working towards our goal of including People with Disabilities, which challenges us as an organization to continue eliminating the prejudices that exist in relation to the topic, staying informed and becoming aware of the situation in which any person can be and influence, as well as in the possibility of working. Disability management at Pacasmayo is much more than the fulfillment of an obligation, it is taking on the challenge of diversity in the management of human talent.

Communication Plan

We have developed a communications plan throughout the year with topics related to Diversity, Equity and Inclusion (DEI) to continue incorporating this throughout the organization.

PACASMAYO CONTINUES TO SUPPORT DIVERSITY THROUGH OUR PACASMAYO PLURAL PROGRAM

COLLECTIVE BARGAINING AGREEMENTS

[GRI 2-30] [GRI 402-1]

Currently, we have four unions, of which three are from Distribuidora Norte Pacasmayo S.R.L.: Sindicato Único de Trabajadores de Cementos Pacasmayo S.A.A.

- (SUTCPSAA) Sindicato de Trabajadores de Distribuidora Norte Pacasmayo S.R.L.
- (Sitradino) Sindicato Único de Trabajadores de Distribuidora Norte Pacasmayo S.R.L. (Dino)
- Sindicato de Trabajadores Región Lambayeque Distribuidora Norte Pacasmayo S.R.L. (Sitreldino)

The total percentage of employees who are covered by the benefits of collective bargaining agreements is 22 37%.

Trade unions are minority in nature; However, given our policy of Equity, we extend some of the benefits derived from collective bargaining to non-unionized employees. This extension applies to employees up to the management level.

Collective agreements are developed on a triannual basis, so they are in force from 2022 to 2024.

The application of significant operational changes, such as changes in schedule or working hours, are notified with a minimum period of 08 business days before their implementation, pursuant to the legal requirements.

22.37%

**EMPLOYEES WHO ARE COVERED BY THE
BENEFITS OF COLLECTIVE BARGAINING
AGREEMENTS**



PACASMAYO TALENT

DEVELOPMENT AND TRAINING

This year the objective of our training and knowledge strategy focused on improving the learning experience of our employees, as well as accompanying the business with a timely intervention in projects and strategic actions for the company.

CAMPUS CAP

We launched our first online learning management platform, Campus CAP, wherein we integrate regulatory trainings, cross-cutting paths, support for specific programs, the Crehana e-learning course catalog, as well as the OnBoarding route, and relevant information for their development. It is available to all employees, including the Board.

Supporting the company's vision, future knowledge needs were raised with our main stakeholders and four cross-cutting learning paths were defined:

- Data & Analytics
- Growth Mindset y adaptación al cambio
- Agility
- Sustainability

KEY INDICATORS

100%
TRAINED EMPLOYEES

100%
TRAINED DIRECTORS

S/ 621.12
**SPENDING ON TRAINING
AND DEVELOPMENT PER
EMPLOYEE**

21.4
**AVERAGE TRAINING HOURS
PER EMPLOYEE**



ONLINE COURSES

Also, we continued managing compulsory courses online. This year, in addition to the regulatory courses on occupational health and safety, and corporate compliance trainings, we supported the development of courses on Cybersecurity and the Environment, key topics for business continuity.

KILN 4 COMMISSIONING TRAINING

In 2023, the construction of Kiln 4 was completed at our plant in Pacasmayo. For this reason, a training plan was developed consisting of 5 training sessions for 61 employees (3.46%) that provided support and ensured the correct and effective start-up of Kiln 4. This was achieved through theoretical-practical learning and collaborative work between the areas of the operation through 2,098 hours of training.

Kiln 4 Training:

- The content generates value to my daily functions: 4.5
- NPS: 71%
- Production exceeded the budget by 58,879 MT of clinker, which generated an additional benefit of S/10MM in the 2023 period as we stopped the consumption of imported clinker.

LEADERS WHO TRANSCEND

We re-launched our leadership school, which focuses on developing adaptive leadership skills and people development. In 2023 we held 10 online sessions in which 57 of our leaders participated, including central managers, managers and some superintendents.

STRATEGIC PROJECTS

Also, we supported strategic projects with the timely development of skills. Different learning strategies were implemented for six strategic projects that included the development of skills such as effective negotiation, customer centricity, artificial intelligence, data & analytics, agility applied to their roles, technical business topics among others.





CRECE DINO

We continued Crece Dino, our commercial school through which we seek to strengthen the knowledge of our sales force and improve sales indicators, by covering technical training, as well as training focused on the development of commercial skills. 14% of our employees participated in Crece Dino.

- The technical training for the commercial team was given by internal instructors, while those focused

on the development of commercial skills were given by third parties. The latter included the following topics for specific groups:

- Business skills for middle managers: The new middle managers of the sales team were trained to ensure that they have a solid base of skills for the leadership of commercial teams, with the aim that they can manage their teams efficiently.
- Business skills for prospecting: Through this training, we sought to provide a theoretical and practical ba-

sis to develop high-performance prospectors. This was only for members of the prospecting team.

- Business skills for key accounts: Through this training we sought to give the basic guidelines and develop business skills that allow our key account managers to be strategic allies of our clients ensuring consultative sales.

Technical Training - Internal

- The content generates value to my daily functions: 4.5
- NPS: 81.1%

Business skills for prospecting

- The content generates value to my daily functions: 4.7
- NPS: 100%

Business Leadership Skills

- The content generates value to my daily functions: 4.6
- NPS: 89.4%

Business skills for key accounts

- The content generates value to my daily functions: 4.5
- NPS: 100%



DINO TECHNICAL SCHOOL


[GRI 404-1] [GRI 404-2]

The Dino technical school aims at integrating and developing all the learning initiatives of our operations into Dino - Disac.

We offer different trainings topics to the personnel who operate the most used machinery in our operations, in order to ensure efficient and safe operations. In 2023 we provided the following training sessions:



Additionally, all operators participate in the safety and ethical world training that is made available annually, which includes specific content in accordance with their roles.

 **WE OFFER DIFFERENT TRAININGS TOPICS TO THE PERSONNEL WHO OPERATE THE MOST USED MACHINERY IN OUR OPERATIONS**

1. FRONT LOADER OPERATION

2. OPERATION AND MAINTENANCE OF THE NEW KILN AT PACASMAYO

3. FORKLIFT OPERATION

4. SAFE CONCRETE PUMP OPERATION

5. SAFE MIXER OPERATION

6. OPERATION OF VERTICAL MILLS



PERFORMANCE EVALUATION

[GRI 404-3]
At Pacasmayo we seek to evaluate the fulfillment of objectives, competencies and identified potential, that is, growth projection, agility and versatility, of each employee. Thus, we have corporate competencies that vary according to the hierarchical level.

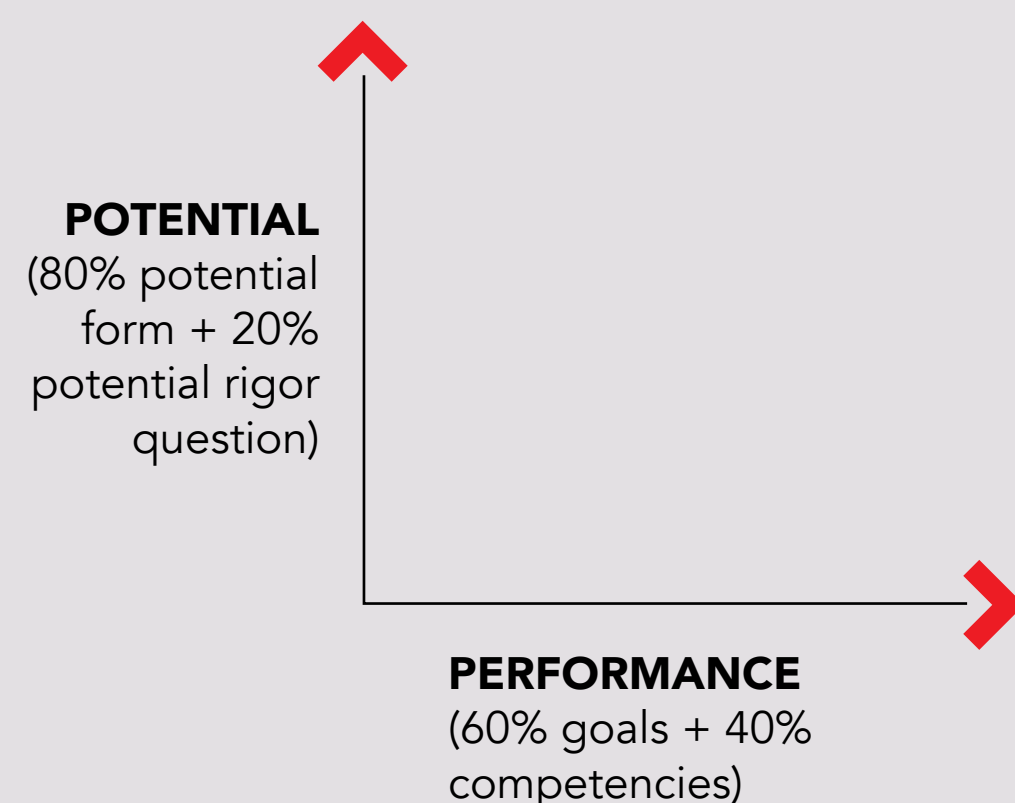
Administrative Positions

Each employee defines their annual goals in coordination with their leader at the beginning of the year and is monitored to obtain a final grade for such goals at the end of the year. Likewise, at the end of the year, a competency measurement is carried out, which involves both the leader of the person evaluated, their peers, and their reports, if any. 100% of our administrative positions (921 employees) undergo regular performance evaluations.

Sales Force

In 2023, the performance evaluation was launched for our sales force, whose process is customized according to the context in which they develop their activities, which is changing and dynamic. This evaluation consists of a monthly assessment based on sales indicators (50%), management indicators (25%) and competency assessments (25%). From these variables, a grade is obtained which serves as input for the monthly talent committees.

In addition, we carry out talent mapping applying the Nine Box matrix methodology that measures growth projection, agility and versatility. In this way, we obtain key inputs for promotions, trainings and succession plans.



Methodology model

In addition, we promote constant feedback as part of this support. We urge leaders, together with their teams, to reinforce the most relevant points of an employee's evaluation and the follow-up on their goals, making this space a conversation in which to receive and give feedback.

This is why, at least twice a year, we carry out our multidimensional evaluation, promoting management by objectives, and we encourage agile conversations that provide feedback.

CHANGE MANAGEMENT

Starting this year, we began supporting the organization's strategic projects through a Change Management model that enables greater adoption and adaptation of people and processes towards change, making it sustainable over time and generating much more value to the organization. Some of the fronts on which we focused on this year are Data Analytics, Digital Transformation, Maveric Project and Pacasmayo 4.0.





CULTURAL TRANSFORMATION

We are in a process of constant cultural transformation that aims at internalizing our purpose **'To build together the future of your dreams'**, and to internalize our six cultural principles:

- 1. WE PUT PEOPLE FIRST
- 2. WE ARE RESPONSIBLE AND TRUSTWORTHY
- 3. DIVERSITY IS OUR ESSENCE
- 4. WE EXPERIMENT AND LEARN
- 5. UNITED WE ARE UNSTOPPABLE
- 6. WE DO EVERYTHING WITH GOOD VIBES AND ENTHUSIAM



Our goal is to accompany the business towards a client-oriented culture that offers solutions, always guided by our purpose, under the action of our cultural principles, and according to the different needs that the market demands of us. Also, starting this year we are supporting the change management processes that allow us to accompany the organization in the different strategic projects. This year we focused on the fronts related to data analytics and digital transformation.

**BUILD
TOGETHER
THE FUTURE
YOU DREAM
OF**