

TECTRIL

Leadership and People Management Principles

Public institutional statement

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Lead with purpose, integrity, and respect.

Leading with purpose, integrity, and respect

At Tectril, we believe leadership plays an essential role in building an ethical, respectful, safe, collaborative, and sustainably results-oriented workplace.

Leadership means providing direction, developing people, listening, offering support, and acting responsibly. Our leaders are expected to help people understand the purpose of their work, gain clarity about their responsibilities, and have appropriate conditions to learn, collaborate, and grow.

These Leadership and People Management Principles are a public statement of the culture we seek to strengthen across all areas and professional relationships at Tectril.

Purpose of leadership

Leadership at Tectril is intended to connect people, strategy, and execution, transforming organizational objectives into clear priorities, responsible actions, and consistent results.

Our leaders are expected to:

- act with integrity, consistency, and accountability;
- clearly communicate expectations, priorities, and decisions;
- promote cooperation among people, departments, and partners;
- recognize risks, challenges, and opportunities for improvement;
- make informed decisions while respecting people and applicable requirements;
- contribute to team development and business continuity;
- lead by example, ensuring consistency between words, decisions, and conduct.

Values guiding our relationships

People management at Tectril is guided by the following values:

- ethics and integrity;
- respect for human dignity;
- responsibility and accountability;
- transparency and responsible communication;
- collaboration and trust;
- equity and inclusion;
- disciplined excellence;
- continuous learning and improvement;
- safety, care, and prevention;
- commitment to customers, partners, and society.

These values should be reflected in leadership decisions, workplace relationships, and the way we conduct our operations.

Respect, ethics, diversity, and inclusion

Tectril values professional relationships based on respect, active listening, and recognition of every person's dignity.

We seek to promote an inclusive workplace where opportunities and people-related decisions are based on professional, ethical, objective criteria consistent with the responsibilities of each role.

We do not tolerate discrimination based on race, color, ethnicity, nationality, origin, religion, age, sex, gender identity or expression, sexual orientation, marital status, disability, health condition, or any other characteristic protected under applicable law.

Prevention of harassment, discrimination, and retaliation

Tectril does not tolerate moral or sexual harassment, intimidation, humiliation, violence, discrimination, abuse of authority, degrading treatment, or any form of retaliation.

Leaders are expected to act preventively, responsibly, and consistently. Inappropriate situations must not be ignored, normalized, or treated as an ordinary part of the workplace.

Concerns and reports raised in good faith must be received seriously, respectfully, and confidentially, with protection against retaliation, subject to internal procedures and applicable law.

Submitting a report does not replace a responsible investigation of the facts. Reported matters must be assessed impartially, with respect for everyone involved and preservation of applicable rights.

People development

Tectril believes professional development is achieved through guidance, experience, learning, dialogue, and shared responsibility.

Leaders should:

- establish clear expectations;
- provide respectful guidance and feedback;
- recognize contributions and achievements;
- encourage continuous learning;
- support skills development;
- identify training needs;
- promote autonomy appropriate to each level of responsibility;
- treat good-faith mistakes as learning opportunities while considering the associated risks, impacts, and responsibilities.

Development should address both technical capabilities and the behaviors required for ethical, collaborative, and consistent performance.

Psychological safety and well-being

We seek to build a workplace where people can respectfully raise questions, ideas, concerns, difficulties, and professional opinions without fear of humiliation or retaliation.

Psychological safety does not mean the absence of accountability, performance standards, or difficult conversations. It means that these situations should be managed respectfully, fairly, clearly, and with a solution-oriented approach.

Tectril also recognizes the importance of well-being, risk prevention, and maintaining safe and healthy working conditions, considering the nature of the activities and applicable law.

Shared responsibility

Building an ethical, respectful, and inclusive workplace is the responsibility of everyone acting on behalf of Tectril.

Leaders have a particular responsibility to demonstrate expected behaviors, guide their teams, respond to inappropriate conduct, and refer questions or reports through the appropriate channels.

Each professional is also expected to contribute to respectful relationships, comply with applicable standards, and report in good faith any situation that may conflict with these principles.

Integrity Channel

Questions, concerns, or reports involving harassment, discrimination, retaliation, conflicts of interest, fraud, corruption, abuse of authority, or other potential ethical violations may be submitted through Tectril's Integrity Channel.

Reports should be handled seriously, impartially, and confidentially, with protection against retaliation for good-faith reporting, within the legal limits and requirements necessary for a proper investigation.

Integrity Channel: insert the link to integridade.tectril.com.br after the system is officially available.

Compliance contact: compliance@tectril.com.br

Institutional commitment

Tectril seeks to develop leaders who combine competence, responsibility, respect, and integrity. We are committed to strengthening a culture in which sustainable results are achieved through ethical decisions, healthy professional relationships, and continuous people development.

This is a summarized public institutional statement. It does not replace the Leadership and People Management Manual, Code of Conduct, internal policies, agreements, or applicable law.