



## HUMAN CAPITAL POLICY

**AHLSTROM-MUNKSJÖ OYJ**

**BUSINESS IDENTITY CODE 2480661-5**

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# Ahlstrom-Munksjö Group Human Capital Policy

## 1. Introduction

Ahlstrom-Munksjö is proud to be a truly global company. We have people working in plants and offices around the world in 14 countries. We value diversity, empower our people and encourage personal growth and opportunities to contribute to a more sustainable world. We are committed to be an employer of choice and an organization that never stops learning, to be able to attract and retain skilled and dedicated people.

A company is never better than its people. The commitment, collaboration and proudness among our people as well as a strong leadership and a safety mindset shape a culture that drives employee engagement, customer satisfaction and profitable growth.

Innovations, continuous improvements and readiness to change are essential to be able to respond quickly and uniquely to constant changes in the business environment.

Human capital includes all the competencies, knowledge, skills, experiences and behaviors embodied in our people and are critical to our future success.

## 2. Purpose

The purpose of this policy is to emphasize the strategic importance of our people and provide high level guidance in how human capital aspects in Ahlstrom-Munksjö are developed and managed, by outlining the key principles how we operate as a Company throughout the employee lifecycle.

The area of remuneration is excluded and found in a separate remuneration policy.

This policy is supported by directives as well as process descriptions, which together with the Company values, the Company Code of Conduct, and mandatory laws and policies form the full guidance and expectations for all to comply with.

## 2. Attract

- We actively prioritize and build long term engagement with external stakeholders (e.g. communities and schools) in selected locations/markets and within key competence groups to build an attractive employer brand.
- We act in a “glocal” manner with local initiatives but represent the global company in the meeting with the potential employee.
- We create openings for students through internships and summer jobs, for them to learn more about our company and future job opportunities and for us to build relations with the next generation of employees.



### 3. Recruit and onboard

- We have a long term perspective when recruiting; always reviewing the organizational set up and competence need of today against the needs of tomorrow to reach business strategy and success.
- We want to promote internal rotation and development why the majority of open positions are posted internally before an external recruitment is initiated.
- We build a strong company culture by allowing our company values to be essential in every selection process.
- We form a diverse and competent workforce by being open-minded and selecting the best fit for each position. Our ambition is to always have representation of the underrepresented gender among the final candidates with the focus to increase the number of women who are underrepresented in our company.
- We start the onboarding of a new employee when the contract is signed, allowing the employee to receive necessary introduction already before the actual starting day.
- We do not finalize the onboarding of an employee until the employee meets necessary requirements to be able to carry out his/her work in a safe manner.

### 4. Perform

- We foster a performance driven culture by ensuring that all employees have insight in the Company strategy and areas of priority, understand how they contribute to the Company's success, and have clear goals that are being evaluated on a regular basis.
- We encourage a strong feedback culture to ensure daily improvement. All our employees should as well have at least one annual meeting with their manager to discuss last year performance and set future targets and expectations.
- We value physical meetings but carefully consider the need and benefits of the travel before initiating any arrangements. When travelling we ensure business benefits are met, cost efficient travel arrangements are made and safety is well taken into consideration.
- We encourage a healthy balance between work and personal life.
- If agreed with HR and the employee's manager, we can offer the employee the possibility to work remote, outside of the Company's locations. When working remotely the employee is responsible of complying with all relevant policies and remote working guidelines and maintaining a safe work environment.

### 5. Develop and retain

- We believe that employee engagement is built through openness and involvement. Hence it is important for us to listen to our employees and continuously develop our way of working based on their feedback. An active dialogue with work council



representatives is supported in all levels of the company, and an employee engagement survey is conducted on a regular basis.

- We are committed to continuously develop our employees based on company values and business needs. We believe that the most efficient way to learn is through on-the-job training and it is considered as a main part of our learning philosophy. We also provide development programs within leadership and other strategic competence areas.
- We endorse all employees to take responsibility of their own development by together with their manager develop an individual development plan; the plan should be aligned with the business need and supports the employee's development within the existing role and prepares him/her for further career advancement.
- We support and provide internal career development both within the manager/leadership and specialist path.
- We work actively to ensure successors for key positions and to identify future potentials among the existing workforce to secure business performance and growth.
- We consider the whole company as a potential workplace for our employees and support global mobility.

## 6. Exit

- We want to learn and improve and therefore ask leaving employees for their feedback through an exit interview or survey.
- We consider leaving employees as Ahlstrom-Munksjö brand ambassadors and potential future employees, why we aim to end each employment in a positive manner.

## 7. Timeliness and revision

This policy is subject to annual reviews and has first been approved by the Board of Directors on 25 of April 2017.