



# GROUP EUROGERM

## Human Resources Policy

**EUROGERM considers that one of its core strengths is its human capital.**

With the aim of protecting this capital and its full contribution to performance over the long term, EUROGERM has laid out the following strategic priorities:

- ensure the right talent is recruited in order to compete internationally
- ensure the development and retention of the key skills required for their marketplaces;
- foster loyalty by overseeing job satisfaction and career development

HR policy, set out for the Group and in order to ensure effective implementation, is organised around the following principles:

- have an efficient recruitment policy;
- match remuneration policies;
- set up ways to drive career development;
- provide trainings to the staff, in order to ensure that tasks are successfully carried out;
- guarantee and develop staff well-being in the workplace.

EUROGERM is committed to implement through these initiatives the conditions necessary for an inclusive organisation, with fair treatment offered to all employees.

### **Principle of shared responsibility**

As part of this policy implementation, each member of the staff carries personal responsibility in the way they deal with others, as a manager or an employee.

The human resources management team's mission is to professionally manage problems related to employees without however replacing the appropriate line manager.

Their first responsibility is to actively contribute to the quality of human resource management through the whole Group by proposing suitable policies and measures, and at the same time ensuring in a fair manner that they are applied consistently.

### **1/ Recruitment policy**

As an international business, EUROGERM supply a wide range of communities and cultures, all with their own tastes and customs. Our products and services reflect the needs of people throughout the world. Diverse teams drive performance and allow us to continue to grow and innovate.

Every recruitment must be previously submitted to a precise definition of the position to be filled.

The communication of a job offer must embed the essential informations needed by the candidate and complying with legal requirements and local regulations.

In order to maximise the quality of its recruitment drives, each Group entity needs to be particularly careful regarding its image and the one of the Group to which it directly contributes.

All things being equal, promoting EUROGERM staff takes precedence over external recruitment. Therefore, any job opportunity will be advertised internally before any external applicant be sought.



No inappropriate discrimination is allowed regarding origin, nationality, religion, race, sex, disability, age or anything else relating to a candidate.

When a new member of staff joins the company, there must be particular attention paid to their integration into the role and the company. For this, a settling-in period is determined by their line manager and information on their arrival is imparted to all staff in the relevant business entity.

## **2/ Remuneration policy**

EUROGERM prioritises remuneration structures that are competitive, motivating and fair. Remuneration includes salary, any element of variable remuneration as well as social and other benefits in kind.

Each group business entity needs to establish remuneration practices that consider comparable, external pay levels as well as the need for equity internally. Regular research needs to be carried out to gather relevant information regarding actual pay scales both locally and nationally.

EUROGERM strives to position itself as an employer that offers higher remuneration than the statutory minimums and regularly reviews its competitive position through market trends. Salary progression above all depends on employee performance and on how capable the business is to improve productivity going forward.

It is the responsibility of every manager to propose remuneration packages for their staff taking into account the local marketplace, individual performance, skills and opportunities for advancement.

The changing part of the remuneration may be greater at senior management and director level. It is linked to the achievement of objectives, set out clearly, in advance and measured in the most objective way possible. The higher the remuneration level, the greater the changing part may be.

Each time an employee progresses significantly as regards their responsibilities, they must benefit from a corresponding salary adjustment.

The Group human resources Management ensures that the remuneration policy is applied in an equitable way across the whole of the Group business entities.

Every department head is also required, with the help of the human resource manager if there is one, to inform each member of their team of the remuneration package, in an appropriate, clear and sufficiently transparent manner, while considering their professional performance and specific merits.

How well this is communicated forms an essential part of the dialogue that each manager will have with their staff members..



### **3/ Set up ways to drive career progression**

#### Appraisal

Staff appraisal need to be carried out regularly, preferably on an annual basis.

The objective is to develop a narrative for discussion on the results obtained and future possibilities as well as on other matters relating to the employee's work, leading to a skills development plan. The positive and negative aspects of the obtained outcomes must be addressed openly. Their evaluation must be based on facts rather than on opinions.

For board and management positions, the appraisal will be focussed essentially on the pre-set objectives determined between the line manager and the employee. The success or the level of achievement of objectives is also about to be assessed through a mutual exchange. It is incumbent on each manager to efficiently manage the performance and the pursuit of pre-determined objectives.

Within the framework of a management set on fixing targets, these must be specific, relevant, achievable and can, as far as is possible, be objectively measurable.

Then, over the course of the year, necessary time should be set aside for monitoring and reviewing the progressive implementation of these targets. The aim of this review is to stimulate performance and ensure within the context that the objectives continue to be the most appropriate.

Promotions are only decided on the basis of skills, performance and according to the employee's potential, regardless of their origin, race, nationality, sex, religion, disability or any other matter that could result in inappropriate discrimination.

#### Development

EUROGERM seeks to offer to those members of staff having the determination and the required potential the possibility of career progression in terms of fields of expertise or level of responsibility.

Attractive and realistic career progression options need to be proposed in order to retain staff and provide assurance to the Group of the adequacy of its human resources within a constantly changing environment.

The intended opportunities must take account of the potential of each employee and be discussed with complete transparency. In practice they must be focussed on the next career stage, avoiding any reference to blurred assumptions.

EUROGERM encourages employees to express their aims and expectations within the framework of an open dialogue.

Each manager must assume the role of advisor to their members of staff.

#### Succession planning

EUROGERM oversees the definition of succession plans for key positions. These plans are based on Group development forecasts and need to be reconciled as far as is possible with individual development plans.

The Group human resources leadership team is there to help to put in place the required planning tools, while maintaining the flexibility needed in order to confront unforeseen situations.



#### **4/ Provide staff training in order to guarantee that their goals can be achieved**

Training is an integral part of EUROGERM's list of priorities. Every employee, at all levels, must be aware of the need to continuously improve their knowledge and skills.

As training will in the first instance take place on the job, each manager has to supervise and monitor their staff so that each one progresses within their role.

Appropriate training programmes must be programmed in annually and implemented in each of the Group entities, based on the resources available.

The training programmes need to serve a purpose and be designed to improve skills and particular professional qualifications, the benefit of any training must never be considered as a reward.

Great importance is attached to programmes allowing employees to improve their linguistic skills.

It is incumbent on each manager to evaluate progress achieved following training..

#### **5/ Guarantee and develop the well-being at work of employees**

##### Human relations

Managers must ensure compliance with respect of and where appropriate deployment of the following principles.

**Respect and trust** are two preconditions for any good professional relationship. Any kind of intolerance, harassment or discrimination must be viewed as the expression of an elementary lack of respect and cannot be accepted. There is no exception to this principle, and it must be applicable at all levels and in all circumstances.

**Transparency and honesty** within professional relations are prerequisites for any efficient communication. Relying on facts and on open dialogue, transparency is the only solid foundation that allows for continuous improvement.

**Open communication** with the aim of sharing each other's skills and stimulating creativity is required. All information should be systematically transmitted to all those who need it to enable them to carry out their work correctly. Without this, it is impossible to efficiently delegate a task or to increase their knowledge base.

**Listening and dialogue** are necessary to communicate efficiently without this being limited to just imparting information. All employees have the right to have open conversations with their superiors or colleagues.

In the event of a disagreement between a member of staff and their superior or one of their colleagues, each one must be able to be listened to in a fair manner. The manager in charge of human resources together with the local line management need to ensure that a feud can be treated with impartiality and that each party is able to explain their point of view, whatever their level within the business hierarchy.

EUROGERM is committed to fighting prejudice and to settle an inclusive culture that recognises and supports the promotion of all talented people, whatever may be their beliefs, age, disability, family background, ethnic origin, nationality, sexual orientation, membership of a political, religious, trade union organisation or a minority or anything else that could result in inappropriate discrimination.



### Employment

EUROGERM remains committed to supporting and fully respecting a set of international principles and conventions regarding the rights of workers, protection against the employment of minors and all other important issues.

EUROGERM offers a working environment that protects the health and well-being of its employees, complying with the regulations in force in terms of safety, hygiene and security. Each employee must monitor their own security as well as that of their colleagues.

All suggestions that can lead to possible improvements must be welcomed and deserve the utmost consideration.

Any kind of psychological or sexual harassment or sexist behaviour is not only forbidden but will be actively detected and stopped. Internal regulations are there to explicitly handle harassment or inappropriate behaviour or discrimination with the aim of bringing about the best possible preventative action.

This set of principles must be respected at the core of all Group business entities, under all circumstances and at all levels. Any employees not respecting these principles cannot remain within EUROGERM.

The Group human resource management team is implementing the necessary procedures to ensure that this remains the case and to alert the general senior management team of any possible deviations..

### Work-life balance

Employees must find a good balance between their professional and private lives.

A core element of the Group company brand, this need for balance results in greater staff satisfaction as well as contributing to retention.

EUROGERM gives as much priority as possible to flexible working conditions and encourages employees to be involved outside their professional lives in activities that interest and motivate them.

### Social dialogue

EUROGERM guarantees freedom of association for their employees and the effective recognition of the right to collective bargaining.

In accordance with local legislation, EUROGERM will refrain from any action aimed at restricting the right of employees to join or not a trade union. EUROGERM will not commit to any activity or discussion with any trade union or other representative association concerning matters other than working or employment conditions or questions relating to working conditions.

EUROGERM also wishes through their relations with trade unions and other representative associations to support the long-term Group development and maintain its competitive position in keeping with its economic environment.