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| <p>Contact officer: Name: Corina 't Hoen Function: HR Manager</p> | <p>Performance and Career Development Policy</p> <p>GRI 404: 103-1, 103-2, 103-3</p> | <p>Issue date: 01 March 2019</p> <p>Last review date: 04 March 2021 (V3.0)</p> <p>Next review date: 04 March 2022</p> |
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Introduction

LC Packaging International B.V. (LC Packaging) believes in the development of our workforce, both to enhance employee engagement and commitment to LC Packaging as an employer and ensure the continued excellence of our organisation. The development of our staff is an essential business investment that enables us to maintain and extend our employees' knowledge and skills as our business environment evolves. Our motto when it comes to the development and preservation of our employees is: **Don't waste talent!** One of our main visions to reach is by 2022 to have 80% of our employees be satisfied with the internal development opportunities provided by LC Packaging.

Purpose

This policy seeks to balance the needs of staff for professional development, and the needs of the organisation for properly qualified staff. The purpose of this policy is to encourage and support employees in their professional and career development as part of their employment with the organisation.

Scope

The contents of this policy are intended for all employees, part time workers, interns, contractors of LC Packaging International B.V, its affiliates and production sites.

Policy objectives

LC Packaging aims to:

- comply with the relevant local laws and regulations concerning career management;
- have 80% of its employees to be satisfied with the internal development opportunities provided by LC Packaging by 2022;
- have created at least 300 additional high quality full-time jobs in developing countries by 2022;
- have 100% of its employees to receive regular performance and career development reviews;
- have 100% of its employees to receive career and/or skills development related trainings;
- encourage its employees to follow relevant courses and trainings;
- attract and retain effective talent in the organisation;
- utilise human resources optimally;
- utilise efficient tools to optimally manage career and skill development;
- improve morale and motivation level of employees;
- undertake regular training programs to educate employees, thus allowing each employee to recognise their responsibility for ensuring quality;
- reduce employee turnover;
- provide equal career progression opportunities to all employees without any form of discrimination.

Policy measures

LC Packaging strives to achieve the objectives with the following measures:

3.1 Sustainability Vision 2022

LC Packaging:

- has conducted internal research to identify exact personal development needs;
- has launched an internal development programme (LC Academy), based on the outcomes of the research;
- has implemented an online training tool (TalentLMS) for all LC employees and offers general job-related training sessions and custom-made LC related training sessions;
- further rolls-out its Talent Excellence Management tool to encourage personal development;
- measures results by conducting triennial specialised Employee Enthusiasm Surveys (Flow);
- audits its current jobs in developing countries using ILO and OECD frameworks, and makes adjustments in order to increase job quality when required;
- expands both operations in Bangladesh and South Africa, by investing its profit back into the company;
- creates new high quality jobs by opening a third production location in Bangladesh and by adding an extra shift to its production facility in South Africa;
- by expanding its production, creates more supervisory and management positions, which it attempts to fill from within the company, with the help of additional internal training sessions;
- measures results by calculating the amount of full-time high quality jobs created in developing countries by 2022.

General

LC Packaging:

- has assigned a dedicated Talent & Development Manager who shapes the Talent & Development programme (LC Academy) within the company;
- in September 2020 has launched the LC Academy; an online platform accessible for all LC Packaging employees in sales and distribution, including online and offline up-to-date courses and webinars, customised meetings on various topics and guidelines. A place to interact, connect with colleagues and get inspired;
- utilises TalentLMS, an efficient online platform on which trainings are provided;
- provides every new employee with an extensive job profile which is to be signed by the employee as well as by the direct manager;
- keeps track of trainings followed by its employees;
- provides regular training and non-regular training. Regular training are courses that are directly relevant for the fulfilment of the current position or that make the employee suitable for a higher qualified position within the company. The reimbursement of the costs is a maximum of 100% and the reimbursement of time is negotiable. Non-regular training are courses not directly relevant to the current position or any future position within the company. The reimbursement of costs is a maximum of 50% and there is no reimbursement of time;
- evaluates its trainings by requesting feedback on the trainings given;
- utilises the Talent Excellence program in order to efficiently manage its employees;
- creates development goals for effective career management and progression;
- provides opportunities for employees to progress within the company by internally looking for talent that could fulfil higher qualified roles;
- provides opportunities for current employees to take part in global mobility programmes in order to partake in new challenges in a job role located internationally;
- has launched a leadership programme to prepare leadership talent for future positions;
- conducts employee appraisals twice a year in order to provide feedback on positive work and highlight areas of improvement;
- provides an opportunity for the employee to provide feedback on their job role and encourages employees to be transparent on the appraisal forms regarding any issues they may be facing.

Furthermore, if the employee has any sort of problem, concern, or complaint related to career management and performance, the employee can complete a grievance form and submit to management;

- provides in its main production location reimbursement of time and money for relevant training that could aid in the progression of the employees' career, including First Aid, and English lessons;
- ensures to follow the local law on anti-discrimination when hiring new employees and providing equal opportunities for promotion within the organisation, by following its Internal Recruitment Procedure;
- encourages employees to complete satisfaction surveys in order to collect information on overall personal thoughts on their job role and place of work, including stress levels, happiness, responsibility with its Flow Manager Tool;
- executes an external audit in order to ensure local employment laws are being met. For example, LC Shankar (LCSH) has an Employment Equity Plan which details the diverse nature of the workforce, of new recruits, receiving promotions, and those who are terminated;
- provides continuous support in order to avoid the need for employee layoffs, such as provision of intercompany career moves, regular employee evaluations, and provision of Flow Management Tools;
- promotes career management and development on its social media by highlighting its employee's success stories and the support which was provided.

Approval of policy

Name: Lucas Lammers, CEO LC Packaging

Date: 04 March 2021

Signature:

A handwritten signature in blue ink, appearing to be 'L. Lammers', written in a cursive style.