

<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 2020 (V2.0)</p> <p>Next review date: 04 March 2021</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 our 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 our employees to receive regular performance and career development reviews;
- have 100% of our employees to receive career and/or skills development related trainings;
- Encourage our 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, well-educated employees will have an increased performance and have a higher motivation;
- Undertake regular training programs to educate employees, thus allowing each employee to recognize 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:

Sustainability Vision 2022

LC Packaging:

- conducts internal research to identify exact personal development needs;
- sets-up an internal development program, based on the outcomes of the research;
- implements an online training tool for all LC employees and offers general job-related training sessions and custom-made LC related training sessions;
- further rolls-out our Talent Excellence Management tool to encourage personal development;
- measures results by conducting triennial specialised Employee Enthusiasm Surveys;
- audits our 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 our profit back into the company;
- creates new high quality jobs by opening a second production location in Bangladesh and by adding an extra shift to our production facility in South Africa;
- by expanding our production, creates more supervisory and management positions, which we attempt 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 will shape the Talent & Development programme within the company;
- provides every new employee with a job profile with important information communicated to the employee. The job profile consists of information within the organisation, areas of performance results, goal of the job, main activities, the knowledge and experience required for the job, and a competence profile. This job profile needs to be completed by every employee and signed as well by the direct manager;

- utilises the Talent Excellence program in order to efficiently manage their employees;
- utilises TalentLMS, an efficient online platform on which trainings are provided;
- creates developmental objectives for effective career management and progression;
- has in its main production site a record of all required trainings to follow, by whom and how often;
- 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 their trainings by requesting feedback on the trainings given;
- provides opportunities for current employees to progress within the company by internally looking for talent that could fulfil higher qualified roles. LC Packaging International B.V. 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;
- 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 our 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, such as our Flow Management Tool to measure employee engagement and develop actions to ensure employee engagement;
- executes an external audit in order to ensure local employment laws are being met. For example, LC Shankar has an Employment Equity Plan which details the diverse nature of the workforce, of new recruits, receiving promotions, and those who are terminated. This will be to ensure no discrimination is taking place within the location and company;
- 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 their social media by highlighting their employee's success stories and the support which was provided.

Approval of policy

Name: Lucas Lammers, CEO LC Packaging

Date: 04 March 2020

Signature:

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