

# Human Resources Principles

Koskisen Corporation



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## Contents

1	General.....	1
2	Purpose and scope.....	1
3	Main principles.....	2
4	Roles and responsibilities .....	4
5	Supervision and monitoring.....	4



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# Human Resources Principles

## 1 General

Koskisen Group's Human Resources Principles refer to the principles approved by Koskisen Corporation's Board of Directors for the implementation of human resources management. These principles are supplemented by the internal guidelines of the HR function.

The Human Resources Principles are rooted in Koskisen's values: Integrity, Courage, Creativity and Profitability. The values shape each Koskisen employee's behaviour as a member of the workplace community.

We use the Human Resources Principles to ensure a fair and purposeful corporate culture, sustainable operations and good leadership in a goal-driven and profitable manner. In HR-related matters, we comply with the applicable laws, international conventions, company-specific collective agreements and occupational safety and health regulations. We respect human rights and each of us is committed to acting in accordance with our Code of Conduct.

Our occupational safety management is based on a certified ISO 45001 system, in which indicators have been established for safety targets, and management and reporting processes have been created for the identified safety risks.

We engage in continuous dialogue between the employer and the personnel, whilst respecting different views and opinions. This dialogue takes place in the occupational safety and health committee, the workplace community group and the steering group for work ability management, for example. This ensures the development of our operations and the workplace community. The employees are represented in the Group's administration.

## 2 Purpose and scope

**Our goal is to be the best employer in our industry and our region.** Effective HR practices help to build and strengthen our employer image. Our goal is to have highly competent and motivated employees with a high level of well-being, with everyone doing their best to ensure the company's success.

At Koskisen, **meaningful work** is the result of a safe workplace environment and high-quality working conditions, fair treatment, a fair and purposeful leadership culture, the continuous development of competence, and the promotion of well-being at work. We also emphasise these priorities in our cooperation with contractors and their employees who operate at our production plants.

To ensure a healthy work-life balance, we **support work arrangements that increase well-being at work**. Examples of these include various shift work patterns and family leave, as well as part-time and partial old-age pension. We also take a favourable stance towards other flexible work arrangements, such as remote work and flexible hours.

Our goal is **long-term and fair partnership** with our stakeholders. Our key stakeholders include our own personnel, shop stewards, subcontractors, logging and transport companies, occupational health care, factory canteens, schools and educational institutions,



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the public authorities, the municipality, Employment and Economic Development Offices, and customers. We are active in local communities and networks through our own personnel and the company. We require contractors operating in the plant areas, and their employees, to commit to Koskisen's safety practices.

Koskisen's whistleblowing channel is intended for stakeholders to anonymously report suspected misconduct. The whistleblowing channel is available via the company's intranet and the Koskisen website.

### **3 Main principles**

#### **Leadership**

Leadership at Koskisen is based on interaction, high-quality and humane supervisory work, enabling everyone to succeed, and mutual trust and appreciation.

The most important objective of our leadership and supervisory work is to support the implementation of the company's strategy and the achievement of business goals. We support the realisation of this objective through the continuous management of performance, setting individual targets, performance assessment and giving feedback. Everyone at Koskisen is also responsible for managing their performance with the supervisor's support.

Good leadership creates the conditions for smooth work performance, the effective functioning of the workplace community, renewal and the maintenance of each individual's functional capacity and resources.

#### **Remuneration and personnel benefits**

Our remuneration is based on fairness and an overall remuneration that provides incentives and is based on performance and results. Good personnel benefits strengthen the competitiveness of the remuneration package.

We have created clear and transparent remuneration systems in collaboration with personnel representatives. The aim of the systems is to provide incentives for achieving and exceeding targets in a qualitative, operational and quantitative sense. The clear remuneration systems ensure that everyone knows how they can develop their actions in order to achieve targets.

Our personnel benefits are focused on promoting health and well-being and developing the workplace atmosphere.

The wages, other remuneration and personnel benefits are country-specific and influenced by local legislation, collective agreements and the operating environment.

#### **Safety, well-being at work and work ability**

Safety is a key aspect of our corporate culture at Koskisen. Safety always comes first, and safe work and a safe working environment are the starting point for everything we do. Our



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goal is a zero-accident workplace community, and all Koskisen employees are committed to promoting the achievement of this goal through their actions.

We manage the work ability, health, safety and well-being of our employees through proactive efforts and clear performance indicators. In cooperation with our personnel, we ensure that everyone has a safe and healthy operating environment that enables smooth work performance.

We support the work ability and functional capacity of our employees at different stages of their careers. In work ability management, we focus on the individual, which enables us to more effectively manage both physical and mental factors related to stress and well-being. We provide occupational health care services that exceed the legal requirements. In addition to basic occupational health care, they also include services for promoting health, rehabilitation and the adaptation of working conditions.

We conduct an annual survey on well-being at work. The results are communicated to all employees and we work together to identify development areas in our workplace community based on the results. Supervisors support and guide their subordinates by conducting regular development discussions to review the development and performance of the individual and the workplace community.

We continuously develop our work ability management in response to the changing needs of working life. Work ability management is promoted through cooperation between senior management, supervisors and the entire personnel.

### **Organisational culture and equality**

Our highly competent, motivated and diverse personnel are key to our customer-driven operations, a developing work environment that is comfortable for everyone, and a good organisational culture. We promote equality and non-discrimination in accordance with our equality and non-discrimination plan.

Together, we build a fair culture characterised by open and constructive interaction and support for continuous renewal. At Koskisen, discrimination on the basis of age, origin, language, disability, beliefs, gender, sexual orientation, religious or ethnic background, political activities, trade union activities, relationships, family or individual special characteristics and life circumstances is strictly prohibited. Every Koskisen employee is responsible for the realisation of equal treatment in both day-to-day operations and decision-making.

We ensure pay equality and promote the balancing of the gender distribution of our personnel continuously by measuring these annually.

### **Competence management and renewal**

At Koskisen, purposeful competence management is key to ensuring competitiveness and fulfilling customer promises. The organisation's competence needs are based on the



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strategic goals we have set and the challenges we have identified. Individual competence development needs are determined in annual development discussions.

We ensure the company's success by supporting the development of the employees' competence and professional skills. We encourage our employees to complete vocational qualifications, and develop their professional competence and other skills that improve the functioning of the workplace community. Our goal is for everyone to complete training related to their work.

### **Recruitment and orientation training**

We want to be an attractive and interesting workplace for potential recruits. In recruitment, all applicants are equal to us and we treat applicants with dignity, including those who are not selected. In the selection of personnel, we emphasise competence, interpersonal skills, the capacity to perform the work successfully, the capacity to develop, and motivation.

In orientation training, we familiarise new employees with the company and its values, culture and operating practices, as well as their co-workers, work and our expectations for their work.

We are known for our long-term employment relationships. We support internal career paths and aim for diverse and long-term employment relationships during which our employees can grow and develop.

## **4 Roles and responsibilities**

The Board of Directors approves these Human Resources Principles and Koskisen's HR-related performance indicators and targets. The responsibility for the HR function and reporting to the Board of Directors lies with the HR unit. Group and business unit-level management are responsible for the implementation of the Human Resources Principles, the planning of operations and resource allocation. Every employee is responsible for acting in accordance with the Human Resources Principles and other guidelines.

## **5 Supervision and monitoring**

The Board of Directors supervises and monitors the achievement of HR targets and ensures that the Human Resources Principles are up-to-date. The Board of Directors also supervises and monitors the effectiveness of implementation and amends these Human Resources Principles as necessary.

Compliance with the Human Resources Principles, other guidelines and processes is ensured through internal control.



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