

# Position on Employee Engagement

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## **Introduction**

At Chr. Hansen, we believe that building a fully engaged and enabled workforce is crucial for the long- and short-term success of our organization as it holds a direct and positive impact on employee well-being, which brings about higher levels of productivity, performance, and results.

We strive to create an engaging work environment, where employees feel connected to the company's purpose through a strong sense of belonging, are enabled to perform at their best and feel valued and rewarded for their contributions.

We believe that as we take good care of our employees, they will take good care of our business and assume a dynamic approach to foster engagement through ongoing dialogue. Leaders are expected to hold frequent conversations with their teams, so they may quickly address the issues that matter the most, placing engagement at the forefront of the leadership agenda.

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## **Guiding Principles**

Through our global Engagement Position, we intend to deliver an excellent employee engagement experience by setting high global standards. Therefore, we aim at having engagement practices that respect the following guiding principles:

### **Regular surveys**

- Carrying out regular engagement surveys is crucial to foster engagement amongst employees, as it builds a culture of continuous feedback and improvement, thus creating a highly engaged workforce,
- Surveys are run several times per year through a digital platform that is easy to use and provides immediate access to results,
- By ensuring that survey results are readily available to the organization, we optimize the effectiveness of engagement scores, are better positioned to monitor progress and able to assess the impact of any resulting follow-up actions.

### **Employee voice**

- It is fundamental that employees feel empowered to voice their opinions, and we invest on engagement surveys as a dedicated channel to collect this feedback,
- Our surveys gather both quantitative and qualitative feedback, and employees are invited to provide open and honest opinions,

## **Guiding Principles**

### **Employee voice (continued)**

- We make every effort to create a safe survey environment by ensuring the anonymity of all answers.

### **Dialogue and action**

- We require our leaders to integrate engagement dialogues into their daily leadership practice, for instance, by placing engagement on the agenda of both team – and individual regular meetings,
- We expect leaders and their teams to work together on defining joint action plans and to share the responsibility to follow-up on progress and completion of the agreed actions.

### **Monitoring engagement levels**

- We maintain a record of engagement levels to gather meaningful insights, as our workforce evolves and changes over time and employees' opinions may shift,
- We monitor the development of results and important findings for relevant segments such as functions, countries and/or demographics, in full compliance with privacy and data protection laws,
- We use the knowledge gained from this analysis to identify appropriate follow-up actions that apply to the overall organization, as well as for specific segments of importance.

### **Improving engagement levels**

- We require accountability from the entire organization and expect our people to work together in a respectful and collaborative manner, creating an environment where every employee feels proud they belong,
- Support is available for teams who show low engagement scores, by providing inspiration towards solutions and facilitating learning and improvement through peer dialogues.

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## **Scope**

The principles of this position apply to all Chr. Hansen sites and subsidiaries.

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