

Position on Learning & Development

Introduction

At Chr. Hansen, we believe that we require the best and most talented people in all fields and at all levels, to deliver on our strategic ambitions and ensure we remain competitive.

The key to building the right workforce for the future and leveraging its capabilities for success, is to nurture amongst our people a mindset of natural curiosity, openness to growth and a continuous drive for learning and development.

We expect our employees to take personal charge of their own learning and development, in alignment with their leaders. Chr. Hansen's responsibility is to ensure there are opportunities for learning and development, and to make these known and accessible to employees.

Guiding Principles

Through our global Learning & Development Position, we intend to deliver an excellent L&D experience by setting high global standards. Therefore, we aim to have Learning & Development practices that respect the following guiding principles:

Individual development

- We expect all employees to have an Individual Development Plan (IDP) for which they take accountability, while their leader provides feedback, acts as a sparring partner, and supports the actions required to implement the plan,
- We ensure that relevant learning opportunities aligned to current and future development needs are made available to employees,
- We recommend a mix of on- and of-the-job training and development activities and encourage our employees to find creative and alternative ways to learn and develop,
- We expect our employees to focus on development beyond their current job scope, to ensure their skills and knowledge remain relevant, contemporary and are transferable to future or changing business needs.

Building a career

- We expect all Chr. Hansen employees to build their own careers. A successful career journey may follow different routes: it can take place within the same job or function, or it may reach across functions; it may stretch upwards, or it may even involve moving to another country,

Guiding Principles

Building a career (continued)

- The starting point is the employee's development in the current role, where we consider as critical requirements having the skills necessary to perform their best work, displaying passion in the execution of their responsibilities and carrying out their role in a manner that actively contributes to meeting Chr. Hansen's strategic and organizational needs,
- We regard mobility opportunities (e.g., taking on a new job or project in a different country) as a catalyst for development and as an important step on a successful career journey,
- We expect our leaders to be open-minded and explorative in providing opportunities for employees to build a career within their area, as well as consider broader opportunities to grow beyond the current function and/or geographical area.

Developing the next generation

- We strive to build a Chr. Hansen talent pipeline made up of both specialists and leaders, thus maximizing our ability to deliver on our purpose and ambitious strategy. We do so by making every effort to promote our top performers, by offering stretch assignments and many other development opportunities relevant for each career,
- There are systematic processes in place to identify young talents and potential successors to key positions. The leaders of these employees are expected to allocate the required level of extra resources to boost learning and development opportunities for these individuals,
- We seek first to promote from within, sourcing the required candidates primarily amongst our internal pool of specialists and young talents, and in this way building the next generation of leaders.

Scope

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