

Musti Group's Employee Policy

Musti Group's Employee Policy describes the principles and management practices that guide our actions in employee matters towards consistency, fairness, and transparency. It directs both management and employees in all matters related to personnel.

Our Employee Policy principles stem from Musti Group's core values: Be Kind at Heart, Unleash Your Ambition and Win as a Pack. These values guide the way every member of the Musti pack acts in all our operations.

We maintain continuous dialogue with various stakeholders, such as our own staff, employee representatives, customers, supply chain partners, authorities, and local communities. As an employer, Musti wants to ensure the well-being of its pack and a work community where everyone can be themselves.

Scope and Objectives

Our goal is to have a well-being, skilled, and motivated workforce, as our personnel are among our most important success factors. The purpose of this employee policy is to ensure that Musti Group applies good and effective HR practices that also build and strengthen our employer's brand. This policy is complemented by Musti Group's internal HR principles and the Code of Conduct, which every employee knows and is committed to following.

Musti Group has assessed the material impacts of its operations in accordance with regulations. As part of this assessment, aspects related to our own employee have also been considered, and this employee policy addresses all identified material opportunities, risks, and impacts. The achievement of employee objectives is monitored through defined indicators and targets.

This policy applies throughout Musti Group across all its markets and geographical areas. Musti Group also implements corresponding principles for its suppliers as part of the requirements set for them. Suppliers undertake to act in accordance with applicable laws and regulations and also to act in accordance with Musti Group's Supplier Code of Conduct.

Main Principles

- *Recruitment and Onboarding*: Recruitment follows the principles of openness, equality, and non-discrimination. The goal is to find the most competent and motivated individuals for each role who support the organization's values and objectives. Onboarding is carefully planned so that new employees receive the necessary information, skills, and readiness to perform their tasks, as well as an understanding of the organization's practices and culture;
- *Employment Relationships and Contracts*: Musti Group complies with applicable laws, collective agreements, and regulations concerning employment terms. Employment relationships may be permanent, fixed-term, or part-time, and the choice depends on operational needs. Employment management is based on fairness, transparency, and trust. Changes and terminations of employment are handled appropriately and in accordance with the law;
- *Compensation and Rewards*: Compensation is based on job requirements, individual competence, and performance, aiming to ensure fair, competitive, and motivating remuneration. The compensation system is continuously developed to meet operational goals. Employee benefits support well-being and engagement;
- *Competence Development and Career Paths*: Musti Group invests in continuous learning and professional development. Competence is based on both the company's strategic needs and employees' individual goals. Training and development discussions provide tools for growth and evaluation. Career progression and internal mobility are part of the organization's ways to motivate and reward employees;
- *Work Well-being and Coping at work*: Employee well-being is the foundation of Musti Group's success. Work well-being is supported by developing the work environment, work community, and leadership. This includes managing workload and recovery, as well as maintaining work ability. Occupational health care and early support models are used to detect and address work ability issues;
- *Equality and Non-Discrimination*: Musti Group is committed to equality and non-discrimination. All employees are offered equal opportunities for work, career development, and rewards. Gender

equality and pay equity are monitored regularly, and harassment or inappropriate behavior is addressed immediately. Diversity is seen as a strength that enriches the work community and improves performance;

- *Working Time Arrangements and Flexibility:* Working time arrangements are designed to balance operational needs and employee well-being. Flexible options such as flextime, part-time work, and remote work may be available if the nature of the role allows. Flexible arrangements support work-life balance. Practice regarding absences and vacations are fair for all;
- *Leadership and Management:* Good leadership is fair, goal-oriented, and people-focused. Managers are responsible for supporting employees' development, well-being, and motivation. Feedback culture is based on openness and constructive interaction. Managers are provided with support for developing leadership skills;
- *Occupational Safety and Data Protection:* Occupational safety starts with everyone's responsibility for themselves and others, aiming for a safe and healthy work environment. Risk assessment, safety instructions, and continuous improvement are part of operations. Personal data is processed in compliance with data protection legislation (GDPR) and Musti Group's own guidelines to ensure privacy and security.

Collaboration and Communication

Musti Group values open communication. Employees are actively heard through surveys, development discussions, and other forms of communication. Cooperation between employee representatives and management is based on openness and mutual respect. Communication is timely, clear, and reaches all employees.

Musti Group's Whistleblower channel is intended for anonymous reporting of concerns and suspected misconduct by employees and other stakeholders. The channel can be found on Musti Group's website.

Responsibilities and Roles

Musti Group's Executive Management approves this Employee Policy and the defined indicators and targets. Musti Group's management ensures implementation of this policy, operational planning, and adequate resourcing in the lead of the Head of Group HR. Every employee is responsible for acting in accordance with this policy and other guidelines.

Controls and Reviews

Executive Management monitors and reviews the implementation, relevance, and effectiveness of this policy and updates its content as needed. Compliance with this policy and related guidelines and processes is ensured through internal controls.

The Musti Group management team has approved this policy on December 31, 2025.