

Ahlstrom Oyj

Human Capital Policy

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1 Overall purpose and objectives

Our Human Capital Policy is designed to provide high-level guidance in human capital-related matters, reflecting our commitment to our company values and our employee experience. The goal of the Human Capital Policy is to define the principles and guidelines of how we operate as a Company in reference to human capital. This policy is supported by more detailed directives and guidelines as well as process descriptions, which together with local instructions and mandatory laws and policies form the full guidance and expectations for all to comply with. Additionally, we are committed to sustainability across all our businesses and processes. We respect the fundamental human rights throughout the value chain, we support local and global initiatives to enforce the implementation of UN Sustainable Development Goals by community engagement efforts and we create safe and inclusive work environments. We are committed to fair treatment and equal opportunity to ensure our employees' well-being.

Our core values—Accountability, Growth Mindset, One Team, and Care—guide our actions and behaviors, forming the foundation of our human capital practices. We aim to attract, retain, and energize passionate people by investing in your professional development and providing challenging and rewarding opportunities for personal growth. These values drive our efforts to foster an inclusive, diverse, and engaged workforce, ensuring high performance and employee engagement.

The foundation for all our actions is based on our company values.

- **Accountability:** We are accountable for the success of our business, and we hold ourselves and others accountable, ensuring compliance with ethical standards and sustainability goals.
- **Growth Mindset:** We continuously challenge the status quo, striving for continuous improvement and innovation, aligning with GRI's focus on sustainable development and responsible business practices.
- **One Team:** We act for the best of the company, prioritizing collaboration, and open communication to achieve common goals.
- **Care:** We care for each other, our communities, and the environment, aligning with GRI's emphasis on human rights, community engagement, and environmental stewardship.

2 Scope of Application

This Policy applies to Ahlstrom globally and to all fully consolidated companies.

3 Workforce

The foundation for all our actions is on our Company values.

3.1 Diversity, equity and inclusion

We are committed to fostering a diverse and inclusive environment that values the differences between people, recognizing their positive impact on innovation, decision-making, and engagement. Being a diversified company makes us stronger when we use our knowledge in a collaborative way. We ensure that diversity is integrated in all people processes, including recruitment, promotion, compensation and in employee development without distinction of gender, disability, education, sexual orientation, religion, origin, or culture. Our DEI journey starts with a focus on gender diversity, leading to significant increases in representation within our leadership. We have launched employee resource groups for LGBTQ+, Women in Operations,



Migrants, Black Americans, and Functional Diversity, providing open platforms and safe spaces for employees to build community and support. We are committed to enhancing responsiveness to discrimination, ensuring a workplace where diversity thrives, and every employee feels a sense of belonging.

1.1. Employee engagement and dialogue

We prioritize employee engagement by actively seeking feedback through global surveys (minimum once a year) and taking action to drive continuous improvement and satisfaction across the organization with action planning and tracking taking place at a site, function, or business level. Whilst the employee survey is the primary way to ensure employee dialogue for all employees across every Ahlstrom location and job type, we also ensure regular dialogue with all of our works councils, unions, and other employee representatives on a quarterly, bi-annual, or annual frequency. These relationships are a core part of how we operate, and transparent two-way discussion with employee reps and our top leaders is a regular focus for ongoing improvement to ensure collaboration and focus on employee experience topics which matter to our people. Additionally, we conduct exit interviews and surveys to gather valuable feedback and ensure compliance with data privacy and protection policies.

We support the United Nations' Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises, and the UN Global Compact covering human rights, labour, the environment, and anti-corruption. This commitment includes recognizing our employees' right to freedom of association and collective bargaining. We place a strong emphasis on structured social dialogue, which involves engaging in meaningful conversations with recognized employee representatives to discuss key topics such as financial performance, business review, health and safety, and HR related Group actions.

3.2 Job structure

We have a clear job structure in place to ensure alignment on the roles and responsibilities and the titles we have in the Company. Job structure has different levels within job families thus provides good visibility and support for internal career development. The career streams are twofold; one can either develop or advance in manager/leadership path or in expert path with no people management responsibilities but deep expertise in the given areas.

4 Recruitment and Onboarding

4.1 Workforce planning

We conduct annual workforce planning to align our resources and competencies with strategic goals and sustainability targets. Our recruitment process focuses on attracting diverse talent with the right capabilities, ensuring fair and ethical handling of all applications. With this process we ensure that we have the right number of resources with the right capabilities to meet our strategic goals. The process is a foundation for a hiring plan and acts as a basis for all new recruitments done during the year. We conduct annual reviews for continuous improvement of our workforce planning and talent management processes, using input from employee groups to ensure we evolve our practices in support of what our employees need.

4.2 Recruitment

As an Employer, we strive to be the employer of choice within the industrial companies. Our recruitment process focuses on attracting diverse talent with the right capabilities, ensuring fair and ethical handling of all applications. Throughout the process, all applications are handled in professional, ethical, and fair manner, ensuring the data privacy of candidates and compliance



with local laws and regulations. To promote career opportunities, employee engagement and possibility to learn and grow, white-collar positions are posted internally, while blue-collar positions are posted locally.

4.3 Onboarding

Our structured onboarding process provides new employees with the necessary tools, training, and support to succeed. Our goal is for all new employees to have an onboarding plan that highlights the key areas to learn, key people to meet and first actions to focus on. Onboarding lasts several months, during which there is active support and guidance and checkpoints to ensure the induction is progressing as planned.

5 Performance

5.1 Personal development

We are committed to providing personal development opportunities for all our employees. We prioritize personal development through on-the-job learning and structured training programs. Additionally, we conduct annual human capital reviews to maintain a strong talent pipeline and support employee performance and development. We also provide Group level trainings to build competencies and awareness on many important areas, including specific development program focused on early career team members and women. Local training is offered to fulfill local legal requirements and to continuously improve the skills of our local workforce and management teams. The training and learning opportunities we offer can be face-to-face class-room training, and nomination-based internal expert programs, multiple day programs, online webinars or e-learning. All employees have access to our Learning Platform, where one can access or request training.

5.2 Talent Development and Performance Management

We prioritize personal development through on-the-job learning and structured talent development and training programs. Our performance management process ensures employees have clear goals, receive regular feedback, and are aligned with our business strategy and values. We review employee performance annually against individual business targets and aligned with reward. We conduct annual reviews for continuous improvement of our talent development and performance processes, using key input from employee groups to ensure we evolve our practices to balance both the employee and business needs. Talent development offerings target a cross section of employees representing all employee groups.

6 Work environment

6.1 Health (Wellbeing) and Safety

We are committed to maintaining a safe, healthy, and fair workplace for our employees, prioritizing preventative measures and employee well-being. We have the courage to intervene if others are in danger or are violating rules and we take responsibility for our own, colleagues', contractors' and visitors' safety by following the company's safety management system. Our approach and commitment to Occupational Health and Safety is defined in a separate Occupational Health and Safety Policy. We have an extensive company approach to Safety, managed by the Safety organization in the Operations function. Please refer to the appropriate documentation for more information about Ahlstrom Safety. Mental Health and well-being continues to be part of our regular discussions with employees (both in the survey, within teams, and with employee representatives).



6.2 Smart and diverse ways of working

We strive to be a flexible employer, offering diverse working arrangements that enhance work-life balance and boost engagement. By embracing innovative practices, we provide tools that benefit both individuals and the business, such as virtual meetings that save time, reduce costs, and lower our environmental impact. Our global operations naturally support diverse work setups, fostering a unified, sustainable employee experience. Trust is the cornerstone of our approach, with all employees expected to comply with relevant policies and maintain a safe work environment, regardless of location. We emphasize smart working arrangements to minimize business travel and reduce our environmental impact.

7 Mobility and Career development

We support internal job rotations to grow and develop our employees for new opportunities. Our approach to international mobility focuses on safety, business benefits, and sustainability – underpinned by employee development and building diverse experiences and future capabilities. As part of our Talent Development and Performance Management processes, we discuss career development for our people (annually at a minimum) aligned with employee preferences as described in their Individual Development Plans. This process helps Ahlstrom identify great career opportunities both at an employee's current location, but also across Ahlstrom locations within countries, within regions, and globally. We believe in both local and global careers to underpin our foundation of a diverse workforce.

8 Living wage

We are committed to ensuring equality and fair treatment in all remuneration matters across the company. This commitment is supported by comprehensive directives, guidelines, and process descriptions, which align with our company values, local laws, and policies. We regularly review and update our wage and benefits packages to remain competitive in the market and ensure employee satisfaction. We use local market data from top-tier external companies on an annual basis to benchmark our compensation practices, and have annual improvement reviews to identify year-on-year improvements to our philosophy, process, and practices. We also use input from employee dialogue as part of any annual improvements, to ensure we reflect the employee experience for all employee types and job families. This is additionally governed by the People Committee or Board of Directors for global compensation topics.

9 Human rights

9.1 Child and Forced Labor

We recognize that preventing modern slavery and human trafficking is a critical global challenge and embrace our responsibility to support the wellbeing, fair treatment, and dignity of every individual our business touches. For this reason, we support the highest standards of human rights by adhering to the United Nations Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises, and the UN Global Compact. We aim to prevent or mitigate adverse human rights impacts that are directly linked to our operations, products, or services through our business relationships, even if we are not the ones who caused those impacts. In addition, we also work with UNICEF Finland as part of our ESG initiatives, with employee volunteers who have passion for this topic, with an annual calendar of initiatives and events open to our employees.

9.2 External Stakeholder Human rights

We are deeply committed to upholding fundamental human rights in all our operations and expect the same standard from Ahlstrom's external stakeholders. This necessitates systematic and



thorough engagement processes, as well as additional resources to monitor potential complex human rights impacts.

10 Governance and review mechanism

Responsibility of the Group Human Capital Policy is with the Chief People Officer with a direct reporting line to Group President and CEO. The Human Capital Policy is approved by the Board of Directors of Ahlstrom. Implementation of the policy is the responsibility of Leaders and Managers, yet all are expected to comply with set principles.

Any amendments hereto must be approved by the Board, except for amendments, which are more of a technical nature, and which do not alter the overall content of the Policy. Such technical amendments as well as minor deviations from this Policy on a case-by-case basis shall be approved by CEO.

This Policy is subject to annual review.