



Capitals:

# HR policy

**5322 people**

Headcount in December 2020

**29 %**

of the employees are women

**81 %**

unlimited term contracts

**60 %**

of employees are aged between 30 and 50

**654**

new employees in 2020

**80 %**

of all employees participated in training courses

In 2020, **no reports on human rights violation** were recorded.



The Capital Group of Grupa Kęty S.A. has implemented a joint model of human resources managing, defined in the HR Policy, and supplemented by conduct procedures and rules.

Key elements for the performance of business objectives are the knowledge, skills and experience of the employees. So, the way to success leads through preparing an interesting offer for the candidates, employing people with adequate competences, and subsequently providing the employees with safe, good and competitive working conditions and development opportunities.

The recruitment processes are carried out in a transparent manner, by way of precise determination of requirements with regard to competence, forwarding the offer to the employees, which contributes to development within the organisation, as well as compliance with high ethical standards, including respect for equal treatment in employment. The purpose of recruitment is the employment of highly qualified people, not only at the specific moment but also within the future perspective. This means, among other things, that we invite to our organisation people with extensive professional experience but also candidates interested in intensive development. We spend time and resources for both parties to achieve success.

The basic form of employment at the Group companies are employment contracts, among which over 80% is represented by contracts for unlimited term.

Providing the employees with competitive employment conditions requires implementation of various actions or initiatives, and searching for solutions that meet the employees' needs. This is particularly important with regard to ensuring continuity of knowledge and experience among key employees.

The basis for that is remuneration. The value depends on the job valuation and is specified in pay ranges disclosed in the Remuneration Rules or Collective Bargaining Agreements. Every year we carry out a pay-scale review based on market reports in that regard.

Individual remuneration is granted adequately to the scope of duties, responsibility, skills and the results achieved. Those who manage teams of people avail of incentive and bonus fund as well as other forms of award. The companies also maintain the Corporate Social Benefits Funds, within which various forms of support are provided.

**Striving for the attractiveness of the work offer, we have introduced additional benefits. The scope of the benefits is differentiated depending on the company, but generally includes medical care, pension schemes, multisport cards, lunch vouchers. This year, one of the companies introduced additional holiday leave days as a function of the years of service at the Group.**

Jobs are designed such as to prompt the professional development path. Moreover, companies offer the possibility of promotion in other departments or divisions, or at other companies of the Group.

Regardless of the differences in operating activities, all companies follow the universal principles, which define the nature of relationship between the employer and the employee. These include respect for diversity, ensuring equal opportunities, and mutual respect. The principles are included in the Code of Ethics and are reflected in the definition of each process.

**In the Strategy for the years 2021–2025, considering the priority of providing safe workplaces as well as development of the employees and the organisation, the Capital Group assumed commitments and specific objectives in that regard.**

The effects of our actions with regard to building safe work environment will be measured with the Total Recordable Incident Rate (TRIR), i.e. the number of injuries per 100 workers. By 2025, we wish to reach the level below 1 at all companies of the Group. In 2020, the average for the Group companies was 0.9. At four companies, we had recorded results exceeding the assumed level and, therefore, the most intensive work related to limiting the risk of accidents will be carried out there.

Further, we wish to measure the effects of our work within the broadly understood HR policy with the staff rotation ratio (i.e. the number of employees leaving the company to the average headcount), reducing it by 5% y/y.

In 2020, the average for the Capital Group was 5.3. At many companies rotation is recorded at natural level, which means that many leaves are related to retirement (old-age or disability benefits). Our activities will be focused mainly at two companies in Poland and two foreign companies, where the ratio exceeded 10 in 2020.

Detailed tables and GRI indicators with regard to HR policy, diversity, employee development and OHS issues are presented in the [Management Board Report](#) on the Operations of the Company and the Capital Group, pages 35-45.

