

A large, light gray outline of a leaf with a central vein and a stem, positioned behind the main title text.

NovaTaste

Career Management & Training Policy

Description: Career Management and Training Policy applicable to all NovaTaste entities

Version: 1.0 / 09.04.2026

Prepared: Global HR Leads **Reviewed:** Legal Counsel **Approved:** Chief Human Resources Officer

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1 Policy identification

Title: Career Management & Training Policy

Version: 1.0

Effective date: 01 May 2026

Review date: 01 May 2026

Policy owner: Group Human Resources

Approver: Chief Human Resources Officer

2 Scope of application

2.1 Organizational scope

This policy applies to all employees, management, and board members of NovaTaste, including all subsidiaries and controlled entities.

2.2 Content scope

This policy covers topics related to:

- Skills Development
- Performance Evaluations
- Individual Development and Career Plans
- Internal Mobility

3 Commitments

NovaTaste is committed to building a high-performing and future-ready workforce by fostering continuous learning, structured career development, and a strong performance culture. NovaTaste ensures that employee development is aligned with business needs, organizational values and key talent beliefs.

3.1 Skills development aligned to employee needs

NovaTaste ensures that training and development initiatives are closely aligned with evolving employee needs and business priorities. Leadership development remains a key priority beyond 2025, including global and local leadership fundamentals, strengths-based development, goal setting, giving feedback, and project management capabilities. The roadmap of 2026 includes advanced leadership training, core operations training and coaching, as well as development initiatives for emerging talents. Risk-related competencies (e.g., IT security and risk awareness, compliance) are continuously expanded alongside business-specific and functional skill development.

To ensure the effectiveness of these initiatives, NovaTaste monitors the following key metrics:

- One development goal defined per employee participating in the “performance management process” (see below), hence $\geq 95\%$ of employees have a development goal as of 2026. This ensures that all staff members have a clear, documented pathway for skills growth aligned with organizational needs.
- Inclusion of blue-collar employees in IT-related and compliance-related training programs until 2030, reflecting the organization’s commitment to building critical risk and security competencies across the entire workforce.
- 95% target completion rate for blue- and white-collar employees in 2034 with 2025 as base year (2025 completion of white-collar employees of Whistleblowing and whistleblower protection:

96%, Compliance Basics: 95%, Code of Conduct 95%, Antitrust 94%, Data protection for employees: 94%)

3.2 Regular assessment of individual performance

NovaTaste promotes a structured and continuous performance management process to support employee growth and accountability. Annual performance reviews are conducted for all white-collar employees supported by at least one formal mid-year review. Employee self-assessments are completed in advance via SAP SuccessFactors to encourage reflection and meaningful dialogue. Performance discussions focus on evaluating progress against agreed objectives and identifying development needs. Goal setting is embedded in the performance process and supported through manager training and employee communication. The annual review defines performance and development priorities, while mid-year reviews enable progress tracking and recalibration.

To ensure consistent implementation of this performance management framework across the organization, NovaTaste has established the following quantitative target:

- ≥95% of white-collar employees participate in annual performance reviews every year as of 2026, ensuring that most of the workforce benefits from structured feedback, goal alignment, and development planning.

3.3 Individual development and career planning

Building on the foundation of continuous skills development and structured performance management, NovaTaste is committed to supporting long-term career growth and development for all employees. While skills development and performance management create the conditions for employee growth and capability building, individual development planning translates these investments into personalized career pathways aligned with employee aspirations and organizational needs. Individual development goals support continuous learning and long-term career growth. Diversity of job holders in expert and leadership roles is actively encouraged. Global HR maintains active overview of diversity indicators for participation in leadership programs (option before holding leadership positions) as well as coaching opportunities, based on performance, potential and skills evaluation. The Executive Committee actively connects with Talent as per Talent Meetings to enable their visibility and strengthen their internal network.

The implementation and effectiveness of NovaTaste's individual development planning initiatives are reflected through and monitored via the quantitative targets already established in the Skills Development & Training and Performance Management areas mentioned above. The participation of employees in development goals, engagement in training programs, and performance in annual reviews collectively provide the evidence base for identifying high-potential talent, assessing development readiness, and enabling informed career progression decisions. In this way, individual development planning is intrinsically linked to and supported by the organization's broader talent development ecosystem.

3.4 Actions to promote internal mobility

Complementing the individual development planning initiatives outlined above, NovaTaste is committed to enhancing internal career opportunities and talent mobility across the organization. Job architecture-based levelling enables guided career development. Career is defined not only by hierarchical moves; lateral talent mobility is as strong of an organizational anchor, as defined by key talent beliefs. Succession planning of Executive Committee –2 and –1 positions as well as structured talent reviews strengthen the identification and development of high-potential employees. Performance and potential assessments, commonly supported by 9-box grid methodologies, serve as key inputs for career progression decisions. Internal mobility is actively encouraged to support employee retention and optimal talent utilization, with internal job openings available to the entire workforce. The emerging talents program is launched 2026 to support selected participants to progress into expert or leadership functions, enabled by a learning journey containing courses on project management, communication, networking, personal effectiveness, AI business acumen, leadership and customer contact.

To ensure the effectiveness of internal mobility and succession planning initiatives, NovaTaste has established the following target:

- 50% of leadership roles at Executive Committee, Executive Committee –1 / –2 levels filled internally through succession planning and talent development until 2028, demonstrating the organization's commitment to developing and retaining high-potential talent and building sustainable leadership pipelines

4 Allocation of responsibility

4.1 Governance structure

NovaTaste has established a clear governance framework for the Career Management & Training Policy that defines roles and responsibilities across multiple organizational levels. The Executive Committee provides strategic oversight of human capital strategy and talent development priorities, ensuring alignment with long-term organizational objectives. Global Management is responsible for translating strategic direction into operational implementation and ensuring that career management and training initiatives are aligned with business strategies across all functions and regions. Group HR owns the design, implementation, monitoring, and reporting of the policy, serving as the central coordinating function for policy development and organizational compliance. Local HR and local Business Leaders ensure execution of the policy at regional and functional levels, adapting implementation to local contexts while maintaining consistency with group-level standards and objectives.

4.2 Management approach

NovaTaste adopts a structured people development approach designed to systematically build organizational capability and support employee growth. Such approach is built on:

- Annual training needs assessments
- Individual development goals aligned between managers and employees
- Performance management integration
- Annual talent reviews and succession planning cycles
- Monitoring of training participation and effectiveness

Due diligence includes tracking KPIs, employee feedback, and continuous improvement of training programs.

4.3 Responsibility

Effective implementation of the Career Management & Training Policy requires clear accountability across all organizational levels. Employees are responsible for actively participating in training opportunities, managing their own career development in partnership with their managers, and complying with the requirements of this policy. Managers support employee development through coaching, identifying development needs, facilitating career progression discussions, and creating an environment conducive to continuous learning. The HR function ensures the accessibility of training programs and development resources, monitors organizational compliance with policy requirements, and reports progress against established targets and objectives. All stakeholders, including employees, managers, HR professionals, and business leaders, must report any concerns, non-compliance, or breaches in accordance with company procedures, ensuring transparency and accountability throughout the organization.

5 Policy review, communication and reporting channels

5.1 Review frequency and responsibility

This policy will be reviewed annually by Group Human Resources in collaboration with Legal and Compliance functions to ensure alignment with regulatory requirements and best practices, or when significant regulatory, organizational, or operational changes occur.

5.2 Communication and accessibility

To ensure widespread understanding and consistent implementation of the Career Management & Training Policy across the organization, NovaTaste commits to:

- Communicate this policy via internal platforms (intranet, onboarding)
- Provide training to managers and employees on implementation

5.3 Incident response and reporting channels

NovaTaste is committed to fostering a culture of transparency and accountability where concerns can be raised safely and without fear of retaliation. Any concerns or violations related to this policy should be reported through:

- Line management
- Human Resources
- Official whistleblower channels in line with NovaTaste's Speak-Up Policy


All reports will be treated confidentially and investigated in accordance with internal procedures. Retaliation against individuals raising concerns in good faith is strictly prohibited.

6 Approval and signature

Title of approver: Chief Human Resources Officer

Date: 01 May 2026

Signature:

Signiert von:

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Rita Weber-Pollozhani