



MM Group – Creating Value Together

HR Guidelines

Group HR
MM Group – January 2026





Purpose of this Document

This document is relevant to all MM stakeholders: employees, customers, suppliers and related communities

Dear Reader,

In the ever-evolving landscape of the global workforce, organizations find themselves navigating an intricate environment where diversity, equity, and sustainable growth are not just buzzwords but integral elements for success. As we stand at the crossroads of progress, it becomes imperative for us to set a unified course that not only fosters a thriving work environment but also positions MM as a responsible and ethical employer.

We present a concise overview of our Global HR Policy – a strategic guide designed to navigate critical dimensions in modern workforce management and in establishing a standardized approach to different crucial HR related topics.

This document serves as a cornerstone for our commitment to fostering diversity, ensuring fair and transparent recruitment processes, guaranteeing fair compensation and benefits packages that reflect the dignity of work, embracing flexibility and development in working arrangements to accommodate the evolving needs of our employees and maintaining a zero-tolerance stance for example against workplace harassment. We signal not only our compliance with MM Group standards but our aspiration to set standards for ethical and sustainable business practices.

In essence, this group-wide HR Policy is not just a set of guidelines. It is a testament to our vision for a workplace that goes beyond borders, where every individual is given the tools and support they need to flourish – an environment characterized by being passionate, collaborative, result-focused and responsible.

Group Human Resources

This document is subject to a continuous review process.

Creating Value Together

Our working principles



The following guiding principles serve as the **strategy for our collective journey** towards a workplace characterized by creating value together. Within the following slides, we will explore these **principles** that **define not only how we operate but also who we aspire to be as a global team**.

These principles encapsulate the essence of our **commitment to excellence** in HR practices and are a **starting point of a living document** that will always consider our people, our business and the planet.



At MM we emphasize practices that **prioritize diversity and inclusion**. We actively promote gender diversity, strictly prohibit child labor, and adhere to ethical employment standards. These principles reflect our commitment to our code of conduct and our broader mission of cultivating a sustainable, respectful, and inclusive global workplace.



We strive for **global consistency** in HR policies and practices while **recognizing and respecting local cultural differences and legal requirements**. We uphold the highest ethical standards and ensure compliance with relevant laws and regulations in all HR practices. In addition, we are in the process of **implementing a global HR system**. This strategic investment reinforces our commitment to transparency and data-driven decision-making.



Every **HR colleague is responsible** for upholding our MM standards. We **infuse passion** into our processes, actively seeking candidates aligned with our culture and values. **Cross-functional collaboration** is key, with a **results-focused** mindset that emphasizes continuous improvement and embraces highest standards globally.

Global Talent Attraction Standards



At MM, we are committed to fostering a diverse and inclusive workforce through ethical and transparent talent attraction practices.

Our global standards serve as a cornerstone, ensuring a consistent and fair approach across borders. Embracing these standards, we affirm our dedication to principles such as:

- 1. Inclusive Language and Imagery:** We use inclusive language in job descriptions and communications, avoiding gender-biased terms. We incorporate diverse imagery or our own workforce that reflects the inclusive culture we have and aim to cultivate.
- 2. Non-discrimination:** We do not tolerate discrimination based on gender, ethnicity, or any other factors during the recruitment process. In our dedication to transparency and accountability, we track and monitor our efforts to promote diversity through key performance indicators (KPIs) integrated into our global recruitment system. This ensures that our commitment to fostering an inclusive environment is actively measured and refined.
- 3. Candidate Feedback and Communication:** We use clear communication channels to provide constructive feedback to candidates, fostering a positive candidate experience regardless of the outcome. In our commitment to continuous improvement, we actively gather and track feedback through KPIs.
- 4. Transparency:** We champion transparency in recruitment processes, providing clear communication and information to all candidates (incl. fees involved, which are generally covered).
- 5. Salary Expectations:** We share expectations regarding salary and benefits, promoting clarity and fairness in compensation negotiations.
- 6. Compliance with Local Labor Laws:** We adhere to local labor laws and market standards in each location where we operate, ensuring compliance and fairness.
- 7. Community Engagement:** We engage with local communities (e.g. schools, universities, sports club), fostering partnerships that contribute to the socio-economic development of the regions where we operate.
- 8. Forced Labor and Human Trafficking:** We unequivocally oppose forced labor and human trafficking, maintaining a zero-tolerance stance in our recruitment practices.
- 9. Child Labor:** Except for our apprentice program/educational purpose, we strictly prohibit the hiring of individuals under the legal working age.
- 10. Living Document:** We commit to regularly reviewing and updating our global standards to ensure they align with evolving best practices, legal requirements, and societal expectations.

By adopting these standards, we not only uphold our commitment to ethical employer branding and recruitment but also contribute to the creation of a global workforce that reflects the values of diversity, fairness, and respect.

Global Workforce Standards

People @ MM



At MM, we recognize that our success is intricately tied to the experience of our employees. Our global workforce standards are designed to foster an environment where every individual, regardless of location, feels valued, supported, and empowered.

Our global standards serve as a cornerstone, ensuring a consistent and fair approach across borders. Embracing these standards, we affirm our dedication to principles such as:

- 1. Inclusive Workplace Culture:** We celebrate diversity and actively support the inclusion of minorities, ensuring a sense of belonging for all employees.
- 2. Fair Compensation and Wages:** We are committed to providing fair and competitive compensation, ensuring that wages align with industry standards and local cost of living.
- 3. Flexible Working Arrangements:** We embrace flexible work arrangements that accommodate diverse needs, promoting a healthy work-life balance and supporting employee well-being.
- 4. Health and Safety:** We prioritize the health and safety of employees by complying with international health and safety standards and providing a safe working environment.
- 5. Professional Development Opportunities:** We invest in employee development through training programs, mentorship initiatives, and opportunities for career advancement, fostering a culture of continuous learning.
- 6. Language Support:** Ensure language support for employees who may be working in regions where the native language is not the primary language, promoting effective communication and collaboration where necessary.
- 7. Transparent Communication:** We maintain transparent communication channels to keep employees informed about company initiatives, changes, and expectations, promoting trust and openness.
- 8. Living Document:** We commit to regularly reviewing and updating our global standards to ensure they align with evolving best practices, legal requirements, and societal expectations.

By aligning with these standards, we collectively shape an employee experience that transcends geographical boundaries, reflecting our commitment to the well-being, growth, and satisfaction of every member of our global team.



Workforce Equity & Inclusion Standard

One of our core values is a commitment to being responsible. We firmly believe that fostering an **engaged and motivated workforce** is the optimal path to achieving responsibility in our global standards. In alignment with our **dedication to diversity and inclusion**, we respect individual needs and life conditions, ensuring that our **policies and practices actively consider all**.

Respecting everybody involves **acknowledging and valuing the unique characteristics, backgrounds, and challenges of individuals** who may belong to marginalized groups or face heightened vulnerabilities. It requires creating an inclusive environment where **every person is treated with dignity, fairness, and equity**, regardless of their race, ethnicity, gender, sexual orientation, disability, or other defining factors – **in accordance with our global rights & regulation standards**.

We uphold this commitment across various standards, including but not limited to **global talent attraction** and **workforce standards**. Furthermore, we diligently monitor and address each case reported through the **integrity line**.

Wages, Equal Pay

By implementing a fair pay policy, MM ensures that all employees are paid fairly and equitably regardless of their gender, race or other protected characteristics. This helps us to create a more inclusive and diverse workplace and improves employee morale and retention.

- All our companies ensure that local legal requirements for salary payments are complied with.
- All managers are required to ensure fair and equitable remuneration in their teams.
- Our group-wide performance management standard and bonus policy ensure we share a similar understanding of how we reward performance and develop our employees.
- HR defines reward standards and levels based on local market practice and has been assigned a monitoring function.

Career Development



In our commitment to nurturing a dynamic and skilled workforce, our Global HR Policy places a strong emphasis on comprehensive development strategies. Here's an overview of our key initiatives:

- **Onboarding:** We consistently enhance our global onboarding training to provide a seamless and enriching experience for new hires, ensuring a smooth integration into our organizational culture.
- **Learning & Development:** A robust learning and development framework is in place. Our MM-Academy aims to equip our employees with the skills and knowledge needed for both current and future roles. Through rigorous monitoring, we track learning hours, ensuring that our development initiatives align with organizational objectives.
- **Talent Management:** We have meticulously defined a talent framework that serves as a strategic guide for identifying, developing, and retaining top talent across the organization. We proactively identify and cultivate individuals with the potential to assume key roles, ensuring a seamless transition in critical positions. We prioritize filling vacancies with internal talents as our first and foremost commitment.
- **Trainee+ Program:** Graduates benefit from our Trainee+ program, an extensive initiative featuring a buddy system, mentorship, feedback sessions, and more, to accelerate their professional growth.
- **Next Generation Program:** Our Next Generation Program is tailored for apprentices, fostering their development through a structured curriculum and hands-on experiences, preparing them for successful careers.
- **Part-Time Job Opportunities for Students (mainly at the Headquarters):** Recognizing the importance of practical experience, we provide suitable part-time job and internship opportunities for students where possible, fostering an environment where academic knowledge seamlessly transitions into practical contributions within MM. We prioritize transitioning former students into full employee roles when filling vacancies.

As we implement our group-wide learning management system, we will also extend our tracking capabilities to include additional key performance indicators (KPIs) to further enhance the effectiveness of our learning and development initiatives.

At MM, we view development not just as a process but as a journey, investing in the growth of every individual at every stage of their career. These initiatives underscore our commitment to creating a learning culture that propels both personal and professional development across our diverse workforce.

Safe Place to Work

MM

MM is committed to providing a safe and respectful workplace for all employees, and this policy is designed to ensure that all employees are treated with dignity and respect. The principles of conduct of MM Group are summarized in our Code of Conduct, which can be found at:

<https://www.mm.group/en/about-us/responsibility/code-of-conduct>

To report concerns quickly, we encourage you to speak to your manager or local HR representative (if there is no other option then use the MM Integrity Line):

<https://mmgroup.integrityline.com/>

Any employee who experiences or witnesses harassment is encouraged to report it to

- their supervisor,
- HR representative, or
- members of works council,
- safety officers or
- health care personnel or
- other designated person within the sites.

Reports will be taken seriously and investigated promptly and impartially.

MM is committed to enforcing this policy and taking appropriate action to prevent and address workplace harassment. Failure to comply with this policy may result in disciplinary action, up to and including termination of employment.

Global Rights & Regulation Standards



At MM, we are committed to upholding the standards of human rights across our global workforce. Our Global HR Policy is founded on principles derived from international declarations, regional regulations, and our commitment to fostering an inclusive and ethical workplace.

Our global standards serve as a cornerstone, ensuring a consistent and fair approach across borders. Embracing these standards, we affirm our dedication to principles such as:

- 1. UN Declaration of Human Rights:** We align our practices with the Universal Declaration of Human Rights, ensuring the protection and promotion of fundamental human rights for all individuals.
- 2. EU Human Rights Charter:** In compliance with the European Union's Charter of Fundamental Rights, we guarantee the protection of human dignity, equality, and respect for the rights of our employees.
- 3. ILO Core Conventions:** We adhere to the core conventions of the International Labor Organization (ILO), promoting freedom of association, the elimination of forced labor, and the abolition of child labor.
- 4. Local Labor Laws:** We comply with the labor laws of each country in which we operate, ensuring that our employment practices align with local regulations and standards.
- 5. Anti-Discrimination Policies:** We maintain anti-discrimination policies that prohibit bias based on race, color, gender, sexual orientation, religion, or any other protected characteristic, in accordance with global and regional regulations.
- 6. Equal Pay and Gender Equality:** We advocate for equal pay for equal work, fostering gender equality in the workplace in line with local and international standards.
- 7. No Forced Labor:** We strictly prohibit any form of forced or compulsory labor, consistent with international labor standards.
- 8. Child Labor Prevention:** We do not engage in or support the use of child labor and commit to upholding the rights and well-being of young individuals.
- 9. GDPR Compliance:** For our operations in the European Union, we adhere to the General Data Protection Regulation (GDPR) to protect the privacy and personal data of our employees.
- 10. Living Document:** We commit to regularly reviewing and updating our global standards to ensure they align with evolving best practices, legal requirements, and societal expectations.

By adhering to these global human rights and regulatory standards, we reaffirm our commitment to creating a workplace that respects the dignity and rights of every individual within our diverse global team.

Human Trafficking



At MM Group, we are committed to preventing human trafficking in all of our operations and supply chains. We recognize that human trafficking is a serious violation of human rights and a criminal offense that has no place in our business.

Therefore we affirm our dedication to the “Directive 2011/36/EU on preventing and combating trafficking in human beings and protecting its victims”.

To prevent a breach of this directive, MM proposes to take the following measures within the group:

- Provide training and education to our employees on the risks and indicators of human trafficking
- MM established a clear policy and procedure for reporting and addressing any suspected cases of human trafficking, including a confidential reporting mechanism for employees and suppliers. (see also code of conduct)
- Implement operative controls for the transfer of goods, including verifying the identity of the sender and receiver, inspecting the goods for signs of tampering or other irregularities, and ensuring that all necessary documentation is in order.
- Implement operative controls for the recruitment of employees and the access to the plants and offices is only possible with personal identification.

By taking these steps, we hope to create a culture of awareness and responsibility that will help us prevent human trafficking and protect the human rights of all individuals involved in our operations and supply chains.



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