



## **HUMAN RESOURCES POLICY**

### **Introduction**

At Sugar Rush Inc., we recognize that our employees are the key to our success and nothing can be achieved without their engagement. This document encompasses the guidelines which constitute a solid basis for effective Human Resources Management throughout the Sugar Rush Inc. It explains to all employees the vision and mission of the Human Resources function and illustrates every aspect of the Sugar Rush Inc. employee lifecycle. The Management and Leadership Principles inspire all employees in their actions and in their dealings with others. The Corporate Business Principles refer to all the basic principles which Sugar Rush Inc. endorses and subscribes to on a worldwide basis. Both of these are the pillars on which the present policy has been built. The implementation of this policy will be inspired by sound judgement, compliance with local market laws and common sense, taking into account the specific context. Its spirit should be respected under all circumstances and could be summarized in one sentence: At Sugar Rush Inc. we put people at the center of everything we do.

Nick Sweet  
President & CEO

### **A Shared Responsibility**

Managers have the prime responsibility for building and sustaining an environment where people have a sense of personal commitment to their work and give their best to ensure our Company's success. They care for and develop the leaders of tomorrow. Managers decide on all people matters under their influence, within the boundaries set by the policies and principles, acting as the final decision makers. The Human Resources (HR) structure enables and empowers them in establishing business needs and their corresponding people requirements. With a "Sugar Rush Inc. in the Market" approach, HR has adopted a streamlined approach to ensuring functional leadership and the highest level of focus, clarity, and efficiency.

### **Joining Sugar Rush Inc.**

The long-term success of the Company depends on its capacity to attract, retain and develop employees able to ensure ongoing and sustainable growth. This is a primary responsibility of all managers. Our Sugar Rush Inc. policy is to hire employees with personal attitudes and professional skills enabling them to develop a long-term relationship with the Company. Therefore, special attention will be paid to ensure there is a strong alignment between a candidate's values and the Sugar Rush Inc. culture. Only relevant skills and experience and adherence to the Sugar Rush Inc. principles will be considered in employing a person. No consideration will be given to a candidate's origin, nationality, religion, race, gender, disability,

sexual orientation or age. Whilst adequate recruitment tools may improve the hiring process, the decision to hire a candidate remains in the hands of the responsible manager, supported by the HR team.

### **Employment and Working Conditions**

We are committed to providing our employees with good working conditions, a safe and healthy work environment, and flexible employment possibilities that support a better balance of private and professional life consistent with our ambition as a leading Company. As such, we provide flexible working conditions whenever possible and encourage our employees to have outside interests especially community involvement. Those with line management responsibilities are required to take personal ownership of safety and health within their area of responsibility and are encouraged to develop their capability in this area. Our commitment however goes beyond its own employees. We believe that it is essential to build a relationship based on trust and respect of employees at all levels. We do not tolerate any form of harassment or discrimination. Therefore, managers are committed to build and sustain, with their teams, an environment of mutual trust. HR ensures that a respectful dialogue is present and the voice of the employees is heard.

### **Talent, Development and Performance Management**

At Sugar Rush Inc., a high performance culture supported by differentiated rewards and development is key to the delivery of individual and business objectives. This is driven by the alignment of clear and challenging responsibilities and ensuring that employees are aware of how their work impacts Sugar Rush Inc. The line manager and employee work together to ensure that challenging objectives are set and effectively evaluated throughout the year. This further enables managers to acknowledge high performance and reward employees accordingly, while ensuring low performance is properly managed with integrity. Employees receive regular feedback on their performance and career aspirations through a variety of tools and processes such as the Performance Evaluation process (PE), the Progress and Development Guide (PDG) and 360° assessments. We aim to retain and motivate employees by offering attractive but realistic career moves allowing them to develop their skills in the long-term. The Company undertakes an active and rigorous succession planning process at all levels of the organization to ensure that there is a strong pipeline of successors ready to meet future needs. We are committed to ensuring sustainable conditions for a gender balanced and diverse company. As such, Sugar Rush Inc. has focused on removing barriers to career progression for women and men by developing a more flexible work environment, initiating mentoring schemes, having flexible career paths and providing dual career support.

### **Employee Relations**

Since its founding, Sugar Rush Inc. has built a culture based on values of trust, mutual respect and dialogue. Sugar Rush Inc. management and employees work daily to create and maintain positive individual and collective relationships, and are expected to do so as a core part of their job. Sugar Rush Inc. not only upholds the freedom of association of its employees and the effective recognition of the right to collective bargaining, but also ensures that direct and frequent communication is established in the workplace. While dialogue with trade unions is essential, it does not replace the close relationship that our management maintains with all employees. In the spirit of continuous improvement, we encourage two-way dialogue with our employees that go beyond the traditional aspects of collective bargaining in order to share knowledge and to jointly find opportunities.

### **A Flexible and Dynamic Organization**

Sugar Rush Inc. is committed to continue the journey to establishing flat and flexible structures with minimal levels of management and broad spans of control, which enable people development, increase efficiency, and ease implementation of our “Sugar Rush Inc. Management and Leadership Principles”. Less hierarchical layers call for increased cooperation between colleagues. This is what will make the organization more flexible and more accountable. Indeed, it supports today's and tomorrow's business requirements for an agile and innovative company working with ever competitive intensity. These simple beliefs have inspired us to create an environment that puts the emphasis not just on individual responsibility and autonomy, but also on a strong willingness to support others, to work in multi-skilled teams, and to cooperate rather than to compete internally. A dynamic organization creates a climate of innovation and allows people to think from different perspectives. We combine the scope and brand strength of a company with the creativity and knowledge of a local business.