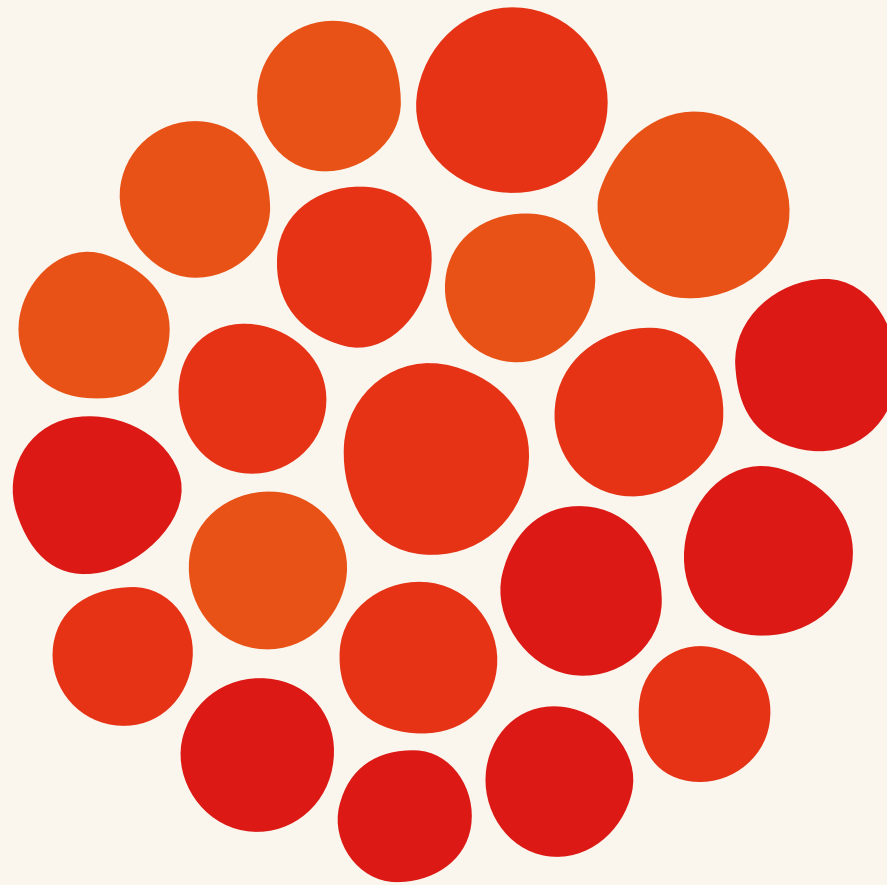




Pihlajalinna

Personnel Policy

1. INTRODUCTION

Pihlajalinna's Personnel Policy compiles our most important operating principles in different areas of HR.

The Personnel Policy is guided by our values: energy, ethics and open-mindedness, which are reflected in everything we do. In our operations, we comply with the currently valid legislation, regulations and orders issued by the public authorities, and the rules and regulations governing listed companies, and Pihlajalinna's Code of Conduct. Pihlajalinna's Code of Conduct describes the way the company operates, based on the principles of good governance and law, transparency, fairness and confidentiality.

Pihlajalinna's strategically agile HR function operates in accordance with the principles of the Personnel Policy and creates the conditions for business success and personnel well-being. Pihlajalinna's HR function acts as a strategic business partner. Through cooperation, the HR function promotes the development of an excellent employee experience and the commitment of the personnel to Pihlajalinna.

Pihlajalinna's Personnel Policy contains the requirements and expectations that we have set for ourselves to ensure that our personnel can

perform meaningful work in a well-managed work community that has a high level of wellbeing.

2. OUR OPERATING PRINCIPLES

We provide our personnel with meaningful work in high-quality and safe conditions. Each Pihlajalinna professional is important to the company as a member of the work community and as a developer of the customer experience, operational quality and effectiveness.

We focus on wellbeing at work, strong competence, knowledge-based management, smooth HR processes and good leadership in accordance with our values — ethics, energy and open-mindedness. Our operations are based on a solution-oriented approach, modern working methods, openness, genuine encounters between people, and proactivity.

We recognise that our own employees and value chain workers have the right to freedom of association, collective bargaining, as well as a safe and healthy working environment.

2.2 Diversity, equity and inclusion

We have made a commitment to the UN Global Compact initiative, and we have signed the national Diversity Charter of FIBS (Finnish Business & Society). We are committed to promoting diver-

sity, equity and inclusion in the work community. We respect internationally recognised principles concerning human rights and equality. We do not condone discrimination based on a person's origin, nationality, religious beliefs, ethnicity, gender, age or any other such factor. We take action to address all observations of possible human rights violations and any illegal activities that are contrary to our values and agreements.

Pihlajalinna has a separate Equality and Non-Discrimination Policy and a human rights commitment.

2.3 Recruitment

We engage in open and transparent recruitment where the selection criteria for each job are predetermined on the basis of the skills required for the position and/or the working conditions, for example. Pihlajalinna communicates with candidates transparently throughout the recruitment process. In recruitment activities, the aim is to create a diverse work community where candidates of all backgrounds and ages are considered, and candidates are not excluded on inappropriate grounds.

2.4 Pihlajalinna's leadership principles

Pihlajalinna's leadership principles specify what kind of leadership is aimed for and valued

at Pihlajalinna. The leadership principles were defined together with the personnel.

Pihlajalinna's leadership principles are as follows:

1. I enable growth
2. I take responsibility
3. I involve others
4. I care
5. I am fair

At Pihlajalinna, target-setting and development discussions and regular one-to-one discussions are an important part of performance management and good supervisory work. The implementation of Pihlajalinna's leadership principles is monitored by means of an annual personnel survey.

2.5 Competence development

In the development of personnel competence, the principle is to guarantee equal and non-discriminatory opportunities for training and competence development for all permanent employees as well as employees on long fixed-term contracts. Our objective is for each Pihlajalinna professional to be able to meet their personal goals and the employer's goals, and strive to develop their individual competence as required by the services provided and the maintenance of their own professional competence.

2.6 Wellbeing at work

The objectives of promoting employee wellbeing include healthy employees, a functional work community and the effective prevention of work-related illnesses. At Pihlajalinna, managing people's wellbeing is taken into account as part of all management. Occupational healthcare at Pihlajalinna is based on prevention and an active caring model, which involves training supervisors to address work ability issues among employees as early as possible. We promote the wellbeing at work of our personnel through, for example, high-quality supervisory work, work arrangements, occupational healthcare support/services and development projects that support wellbeing at work.

2.7 Occupational health and safety

The objective of occupational safety and health is to ensure healthy, safe and fair working conditions for everyone working at Pihlajalinna, to support measures to maintain work ability and to encourage everyone to contribute to fostering a good working atmosphere and an open flow of information. The key objective is to identify hazards that pose a risk to the smooth flow of work and to address risks in a proactive manner. We pay special attention to the early identification and

active management of the physical and psychosocial workload factors typical of the healthcare and social services sector, for example, by building on Pihlajalinna's identified strengths and resources.

2.8 Remuneration and personnel benefits

Pihlajalinna complies with the applicable employment legislation and collective agreements. The remuneration of the personnel is based on each employee's job grade, competence, performance and adherence to the principles of equal treatment. At Pihlajalinna, we want to acknowledge and reward exemplary action and significant achievements at work with different forms of remuneration. We also offer personnel benefits that support the job satisfaction of our personnel.

3. POLICIES AND DECISION-MAKING

This Personnel Policy applies to all Pihlajalinna Group companies. It applies to both Pihlajalinna employees and practitioners.

The owner of this Personnel Policy is the Executive Vice President, People and Culture. The Group's HR function is responsible for updates and amendments to the policy.

Pihlajalinna's Board of Directors approved this Personnel Policy on 13 December 2024.