



TITAN People Management Framework

Our Vision

Throughout our long history, TITAN has been a people driven organization, recognizing that sustainable growth relies on the caliber, behavior and collaboration of our people, who are at the core of our Governing Objective and our Strategy. This has shaped our vision to **“Ensure an engaged workforce, emotionally and mentally”**.

The TITAN People Management Framework serves as the pathway towards the accomplishment of our vision and is based on the fundamental pillar of TITAN Values: Integrity - Know-How - Value to the Customer - Delivering Results - Continuous Improvement - Corporate Social Responsibility. These values describe how we behave and, along with the principles set forth in our Code of Conduct, constitute the basis for all our business relationships and practices in every geographical area that we operate, creating a distinct TITAN identity that also respects local cultural elements.

Scope

The TITAN People Management Framework sets the framework for addressing people-related areas throughout TITAN Group. It applies to direct employees and business associates, where, to the best of our abilities, we shall use our influence to promote the principles of this framework. These principles also provide guidance to those assigned with the responsibility to manage others (people managers).

We are committed to:

- **Building and retaining an engaged workforce and establishing TITAN Group as an employer of choice through:**
 - **Best fit Candidate Selection when joining TITAN**

In TITAN Group we put emphasis on the candidates' personality traits, in addition to ensuring that they have the necessary skills and qualifications their role will demand in order to efficiently perform. Therefore, alignment between candidate's personal values and TITAN values, as well as the candidate's potential and drive for professional development are all decisive selection criteria towards our aim for the best match between the specific job requirements and the candidate's profile.

In all our employment selection decisions, the principle of equal opportunity is applied, while, due consideration is also given to the local employment needs.

- **Continuous Employee Development**

Employee development begins with performance management in terms both of work accomplished (“what”) and of behaviors demonstrated to accomplish it (“how”). The purpose is to provide employees with open and honest feedback focused on strengths they should further practice and the areas they need to develop.

The identified gaps and opportunities are addressed with a variety of developmental practices. The aim is to support our employees unfold their competencies, enhance their performance and reach their full potential. This is achieved through career management aiming to match company needs with individual capabilities and aspirations.

We view development as a responsibility shared among the company, each employee and his/her supervisor. In this respect, the provision of developmental opportunities is linked with the expectation from each employee to demonstrate drive for self-development and initiative. In the same spirit, the effectiveness of managers in developing people and teams is considered a key performance criterion.

- **Meritocracy, Differentiation in rewards and Recognition**

In TITAN Group, we aim to offer compensation and benefits that, at a minimum, meet national legal standards and provide for decent living standards.

Beyond that, we aim to position the company as a desirable employer by providing competitive and fair compensation practices, taking into consideration market compensation levels and internal fairness. Moreover, reward is linked with performance, behaviors and demonstrated potential. The overall goal is to attract the caliber necessary to support the achievement of business goals and to retain engaged and motivated employees.

High importance is also given to the non-monetary, “intangible” rewards and recognition, such as the every-day acknowledgement of exceptional performance.

➤ **Building trust by “living” our values and by practicing behaviors which ensure mutual respect, collaboration and an open flow of two-way communication:**

- **Our Values are put into Practice**

Each and every one of us is unique, carrying our own personal aspirations and values. In TITAN, we believe that, given the right context, the fulfillment of personal aspirations and values can be combined with value creation for TITAN Group as well as for society as a whole. In order to achieve this, we are all expected to:

- Act as a role model for TITAN values by living up to them in every decision we make and every action we take.
- Be consistent and authentic by ensuring that what we say is what we do.
- Continuously improve and develop, allowing for risk and learning from both success and failure, promoting a “learning” culture.
- Undertake individual accountability for the achievement of common goals and place greater demands on ourselves than on others in order to nurture a culture of collective ambition and collaboration.

- Be socially responsible and act as a Social Responsibility advocate, in line with **TITAN Group CSR Policy**.

In the context of social responsibility and responsible citizenship, we recognize the importance of our employees' social role outside work. Consequently, we aim to enable all to engage in a challenging career and at the same time attain the right balance between work and personal life. What is more, we aim to promote the notion of "good citizenship" by encouraging and supporting participation in community welfare and voluntary activities.

Especially those of us that are people managers are expected to set clear expectations to our people, support their development and strengthen their sense of personal accountability. To achieve this goal, we are committed to provide the support and training necessary to further enhance people management skills throughout the Group.

- **Information Flow and timely Communication of Organizational Changes are ensured through appropriate Communication Channels**

With the aim to build long-term relations based on mutual trust, we are committed to openly, inclusively and timely communicate to employees issues and changes that affect working conditions. Each Business Unit has the responsibility to put in place appropriate communication channels to support this objective.

TITAN Business Units are located in several countries and employ people of different nationalities, therefore, we need to communicate across the Group in an international language. In this respect, and without overlooking the special importance that the Greek language has in TITAN history and culture, communication on international level is made in English.

- **Employee feedback is sought**

Communication is a two-way process; therefore, we are all encouraged to seek information and report problems and concerns of all degrees of seriousness. Business Units management teams, as well as every people manager, are additionally expected to identify employees' engagement and job satisfaction levels, working climate and workplace concerns, aiming to address arising issues.

- **Respecting human rights¹ , promoting them within the area of our influence and ensuring a law compliant and safe working environment, where:**

- **Full Compliance with Applicable Employment Legislation is ensured**

Our employment practices and working conditions conform, at a minimum, to all effective local laws and regulations and always respect the fundamental principles, as defined in International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

Within this context, we respect confidentiality of employees' personal information as defined by relative legislation and treat it in a lawful and respectful manner.

- **Diversity, Equality and Non-Discrimination are applied and valued**

We value diversity and encourage inclusion, since, within a multicultural and inclusive environment people have the opportunity to develop through the

¹ Human rights as defined by UNDHR and ILO's Conventions on Labor.

exchange of skills and experiences. It is our commitment to offer equal opportunities and to allow no form of discrimination related to gender, ethnic origin, race, religion or other, promoting transparency and meritocracy in all our employment policies and practices.

- **Forced, Compulsory and Child Labor are prohibited**

We prohibit the use of all forms of forced labor and child labor, complying with International Labor Organization standards.

- **Harassment is not tolerated**

We treat people with dignity and respect. Therefore, we all have the responsibility to secure a working environment, where harassment, intimidation or bullying of any kind are not tolerated.

- **Employees' Health & Safety is a top priority**

It is our top priority to provide a healthy and safe working environment that not only complies with all applicable Health & Safety legislation but also safeguards safety, hygiene and security for all direct and indirect employees in all activities where we have management control, as defined by our [TITAN Group Health & Safety policy](#).

- **The Right of Freedom of Association is respected**

We respect our employees' freedom of association and related rights, within the framework of local laws.

- **Employees are prepared to address current and future challenges**

We foster long-term relationships with TITAN Group, seeking to promote the sustainable development of both local communities and our operations. We support lifelong learning and build our people competencies, preparing them to address current and future challenges.

Furthermore, we commit to responsible restructuring and reorganization, respecting the local legal framework, ensuring fair treatment for all and making every effort to reduce any potential negative impact.

Implementation

Local Human Resources Departments are responsible for establishing local policies and practices that are harmonized with the TITAN People Management Framework, as well as for providing professional support in handling people related issues. At the same time, the Local Management is responsible for ensuring that the principles are followed.

The present TITAN People Management Framework will be revisited by the Group Human Resources Committee when necessary in order to respond to the TITAN Group needs.

Compliance

Raising Concerns

We encourage an open door policy for communication with supervisors and the implementation of grievance mechanisms in all Business Units that allow employees to raise concerns of non-compliance with TITAN Values and TITAN People Management Framework in good faith. All concerns, which may also be raised anonymously, are dealt with by authorized company representatives in accordance

with procedures which ensure confidentiality and non-disclosure of the name of the person who raises such concern unless otherwise required by the law.

Within this context, we do not tolerate any retaliation against any employee reporting such concerns.

Consequence Management

Identified non-compliance with the TITAN People Management Framework is handled by detecting the root cause and implementing appropriate disciplinary sanctions. Where an action is also in breach of the law, it may be subject to civil or criminal prosecution.

Living up to the principles set-out in this document rests upon our self-commitment and personal accountability and signifies alignment with TITAN values.