

# People

We play together



# Our people: our most valuable asset

Cartamundi Group is a global family of 2,800 people who work in or with our 12 plants and offices across the world, from the US to Brazil and from Japan to Italy. Although our colleagues might be far apart geographically, we are still like good neighbors: a community supporting one another when help is needed.

## Our diverse Group

We're a colorful mix of people: loyal employees who've been active in the company for years and who bring a wealth of industry knowledge, skills and experience and more recent joiners, with a fresh pair of eyes and new ideas. This diversity helps us to prosper within the relatively traditional card and board games sector. We continue to delight our customers and consumers with innovative products and services that build on our proven craftsmanship topped with refreshing ideas. Connecting with our markets and consumers, and our local employees who understand their local culture and market is key to this.

Our Cartamundi family has grown a great deal in recent years as we are diversifying our business through acquisitions such as USPCC (United States Playing Cards Company) and Fournier. We have also set up new businesses like the production of FFP2 face masks as well as establishing new partnerships and ventures, such as Cartamundi Digital Ventures. This, in turn, has resulted in a more diversified set of skills and talents.

We're a colorful  
mix of people



## Treating our people like good neighbors: 5 areas of focus

If you watch out for the person living next door to you – caring about them, respecting them and helping them out in times of need – you're a good neighbor.

Cartamundi wants this kind of relationship with its people and would like them to treat each other in similar fashion. To promote neighborliness, we are focused on five areas, which will be explained in more detail in the following sections.



Diversity



Work Climate



Health & Safety



Wellbeing



Career Development



# Diversity

The world is our playground  
and play is universal.

Cartamundi creates experiences  
that bring people together,  
beyond differences.

At Cartamundi we strive to include  
everyone in the game, as this is  
where the magic happens.

A good neighbor respects the people living around them, even though these people might look different, have a different religion, or hold different views from themselves. At Cartamundi, we strive that our workforce represents the diversity in the communities around us.

While each of us has preconceptions, it's important for us to be aware of this and strive for equity. And we have a broad view of diversity: it doesn't just concern skin color, ethnicity, gender and religion, but also sexual orientation and age.

## Why diversity is important to Cartamundi?

- We want to reflect the diversity in the communities we operate in and in our customers and consumers
- Diversity is a catalyst for innovation
- We want everybody to feel included in the family and respected. And above all: because it's the only right thing to do!



## What are we doing to promote diversity?

Our two-phased approach

**Phase 1.** We are analyzing the level of diversity, within our organization, and becoming increasingly aware of what we need to improve. We are looking at the composition of our workforce and testing to see how accurately it reflects the surrounding society. If gaps are identified, plans are put in place to address them.

**Phase 2.** We are planning awareness campaigns and launching training on the importance of diversity and inclusion – becoming aware is the first step in helping us all to be good neighbors.

## Our principles

Diversity is integrated into Cartamundi's general [Global Business Ethics Principles](#). We expect our employees to treat everyone equally regardless of race, color, religion, sex, sexual orientation, gender identity or expression, age, disability, marital status, citizenship, genetic information, or any other characteristic protected by law.

## Group policies and practices

Our [Executive Committee](#) is becoming more balanced in its gender composition, and we are working to become more balanced in our age groups.

### Find out more about:

- how we're creating [opportunities for women in India](#)
- how our [sheltered workplaces help people with occupational disabilities](#)



## Breastfeeding accommodation

Wherever possible, Cartamundi supports breastfeeding, with eight out of 12 of our factories making some type of provision. Some provide a separate, private room, with access to a wash basin and a fridge. Others choose to cooperate with a nursery – as in the case of Japan Card Products – and are flexible in allowing the necessary breastfeeding breaks.

This accommodation enables mothers on maternity leave to return to work sooner, if they wish. Our policies are also in the interest of the baby's health.

# A welcoming work environment for everyone

Copag da Amazonia celebrates equality and inclusion through Diversity Program



In 2019, Brazil's COPAG da Amazonia set up a Diversity Program. Its intent? To create awareness of the differences between employees – and to celebrate them. COPAG da Amazonia wants to show it is possible to generate profit while taking good care of people. With two diversity committees, various initiatives and campaigns for and by employees, COPAG da Amazonia has developed a unique and inclusive working climate for everyone.

“We want to awaken something that already exists in all of us: respect for each other.

Ana Carolina, EVP Latam and CEO, COPAG da Amazonia

2019 was the year of the FIFA Women's World Cup. The employees of COPAG da Amazonia decided to honor women's empowerment by raising a banner. That's when they realized that there were other flags to be raised as well, says Ana Carolina Gonçalves, EVP

Latam & CEO of COPAG da Amazonia: “That was the start of our Diversity Program. Our goal was to make the corporate environment welcoming to any type of person. We want to awaken something that already exists in all of us: respect for each other.”

## Taking action to honor diversity

COPAG da Amazonia believes that great results are achieved by fulfilled professionals who can be themselves – and are respected for it. Everybody's different and has their own valuable experiences to offer. To nurture those differences and generate greater equality, COPAG da Amazonia created two diversity programs – one for each site.

“It guarantees that we can establish actions that resonate with the employees of different cultures,” says Juliana Cordeiro, HR Business Partner at COPAG da Amazonia. “It also allows us to organize more diversity actions and to increase participation. Every month the committees come together to discuss their plans.”

The Diversity Program has already brought forth many unifying actions for COPAG da Amazonia's employees. Some examples:

- Hair-braiding and capoeira workshops
- Kind messages on intranet for female employees
- Making a movie with children to start the conversation about diversity
- Celebrating different religions by decorating a "religious diversity tree"
- Awareness campaigns about different body types, health and different types of families

### Towards a more egalitarian society

The employees at COPAG da Amazonia are enthusiastic about the Diversity Program, says Juliana Cordeiro: "The diversity actions made them think about paradigms in our society. It's also helping people to feel more comfortable in their own physical body and choices. What's more, every employee can join our committee and make suggestions for diversity actions that are close to their heart."

“The diversity actions are helping people to feel more comfortable in their own physical body and choices.

Juliana Cordeiro, HR professional,  
COPAG da Amazonia

The diversity culture at COPAG da Amazonia will grow in the months and years to come. "In December 2020, we launched a retrospective video where we ask our employees about their favorite actions of the year. We're also excited to hear their suggestions for 2021," says Juliana Cordeiro.

"We want to instill the value of diversity in our employees, so they can carry out those values in their personal life," says Ana Carolina Gonçalves. "It's our contribution to building a more humane and egalitarian society."



# Creating opportunities for women in India

Awareness campaign at Parksons Cartamundi brings women empowerment

In 2018, Parksons Cartamundi in India launched the Women Empowerment Programme. It aims to eliminate all forms of discrimination and to develop human resource policies that reflect the diversity of society. Its final objective? Increased equality between women and men.

Despite its tremendous economic growth, India still has one of the lowest female participation rates in the world.

“Since they are also a minority at Parksons Cartamundi, we noticed that women initially consulted only women with questions about work”, says Vikash Ranga, Assistant General Manager.

“ The Women Empowerment Programme ensures that everyone feels included and valued — not in spite of differences, but because of them.

Vinod Vyas, Manager Contract Control, Parksons Cartamundi

The Cartamundi Group is aware of the global prejudices that exist against women and other minority groups at (and away from) the office/factory. By means of awareness campaigns and training such as the Women Empowerment Program in India, we want to make our employees aware of this and learn how to deal with it.





## Women Empowerment times four

The Women Empowerment Programme is supported by four main pillars: gender awareness, gender health, gender communication and gender-based violence. Nearly 66 female employees have already participated in the programme. Ten core group members and eight senior management teams were trained by partner agency Kshitij to act and communicate in a more woman-friendly way.

“With success,” says Vinod Vyas Manager Contract Control at Parksons Cartamundi. “Afterwards, we noticed fewer complaints, a generally more positive attitude and, above all, better communication between employees, supervisors and senior management. A certain barrier has been removed.”

“Women now ask their work-related questions to both male and female colleagues. Moreover, the answers to these questions are now also of higher quality, regardless of whether they are from male or female employees. The Women Empowerment Program ensures that everyone feels included and valued — not in spite of differences but because of them.”

## Diversity rhymes with creativity

In recent years, the Cartamundi Group has taken the first steps towards a more diverse personnel policy. There is now more focus on people from different generations. We also see that the number of women in management positions has increased significantly. The benefits of a diverse workforce? You bring new talent with specific views and expertise into your organisation. This leads to new creative ideas and an improvement in your services. “If your organisation is a reflection of the society, you build a strong company image,” Ranga concludes.



Parkson + Kshitij Team

## Kshitij + Parksons Cartamundi = partners in well-being

To pave the way for improved gender awareness at work, Parksons Cartamundi went looking for a suitable partner. The agency chosen was Kshitij.

Parksons Cartamundi and Kshitij share the same values and the drive to care for people. We both believe that each individual has the capacity to make their own choices. Kshitij strengthens us in our responsibility to involve and empower men, women and transgender people. Together, we provide them with the building blocks to improve their lives and thereby foster socially conscious communities.

[www.kshitijwb.org](http://www.kshitijwb.org)

# Sheltered workplaces relieve us of manual work

A win-win collaboration

Sheltered workplaces employ people with occupational disabilities. Cartamundi Turnhout outsources much of their manual work to these types of companies. These partnerships are mutually beneficial: in exchange for immaculate and affordable work, people with limited access to the 'regular' labour market get the opportunity to spend their time meaningfully.

Cartamundi has been collaborating with sheltered workshops for over 40 years. What sets them apart from other companies? "A regular company strives to maximize its profits. A sheltered workplace strives for maximum employment of people with disabilities. They focus on the employees and find work that suits them – not the other way around," says Elly Nooyens, subcontracting planner at Cartamundi Turnhout.

## A meaningful occupation

In 2021, almost 200 people will be working for Cartamundi in sheltered workplaces across Belgium

and the Netherlands. We send manual work to sheltered workplaces, so that the people who work there have a meaningful occupation. At the same time, their services are very beneficial to our company.

"Packaging that differs from the standard formats often can't be made or filled by machines," says Elly Nooyens. "We don't have enough time, workspace or people to take all of it on ourselves. Thanks to sheltered workplaces, we can help offer our customers products in a quick and affordable way. A win-win for all parties."

"I'm pleased to see that sheltered workplaces employ people from different cultures and nationalities.

Elly Nooyens, subcontracting planner, Cartamundi Turnhout



## Outsourcing manual labour

Sheltered workplaces take on all kinds of manual labor. The tasks range from manually packaging card and board games to making and folding displays.

Packaging collectable cards is another task which Cartamundi frequently outsources. "It's not an easy assignment, because of all the different language versions. Every language market may have its own packaging, sometimes in different sizes," explains Elly Nooyens.

"We're seeing a trend where packaging often becomes more exclusive and complex, to the point it can't be manufactured mechanically."

## We care for people

One of our partners is A-kwadraat in Turnhout: a sheltered workplace that employs more than 500 people. Elly Nooyens says: "A-kwadraat is a very structured company which puts its employees first. They have a positive mindset. The managers prepare the work so that any pressure on the employees is as low as possible."

At their plant in Turnhout, almost a 100 people work exclusively for Cartamundi. "The coordinator always evaluates who is most suited for the job and takes the strengths and weaknesses of each individual into account. And they pay attention to ergonomic measures. Their technical department looks at the orders in advance and checks whether the employees need any tools to make the work easier."

“A-kwadraat takes the strengths and weaknesses of each individual into account.

Elly Nooyens, subcontracting planner,  
Cartamundi Turnhout

## Respecting people just as they are

"It's a pleasure to work with sheltered workplaces.

The people at A-kwadraat know me and often come to have a chat after hours", says Elly Nooyens. "I'm also pleased to see that they employ people from different cultures and nationalities. It's important that people get the chance to integrate better. The people aspect is absolutely decisive for our collaboration. Everyone gets equal opportunities for personal development and employment. That fits in perfectly with our diversity and inclusion policy. We work with people and respect them just as they are."

# Our work climate

Everybody wants their neighborhood to have a good vibe, and we want to create one throughout Cartamundi. We like our people to feel free to be themselves, to speak their minds, and ask for help when they need it.

## Creating a good vibe

We try to help our employees feel good at work. It inspires them to do a better job. We encourage them to get to know each other, including in less formal situations outside of work – this helps to instill our company culture and make our teams better connected.

With personal “thank you” moments, we want to show people we appreciate their work.

## Welcoming new employees

Cartamundi has good onboarding processes for new employees, and these provide on-the-job training. We invite new recruits to “welcome meetings” or even a welcome lunch, helping them to feel part of the team.

We celebrate special occasions, including birthdays and Father’s/Mother’s Day. At Copag da Amazonia, our company in Brazil, for Father’s day, employees were invited to send in pictures of themselves with their “king” (father), and were given an elegant regal-looking frame, so they could print their picture and hang it on the wall. Cartamundi Ireland gives its employees birthday vouchers to treat themselves. And from Spain to Germany, Ireland to France, we celebrate Christmas with a meal together.

## Getting on with each other

We also have lots of casual get-togethers where teams and individuals can get to know each other better. These include team-building sessions, and informal brunches and moments together with management.





Across the Group, we hold other informal get-togethers to which employees can bring their partners and/or children, so their families can get to know their company and colleagues better. A good example of this is the Funfair at Parksons Cartamundi in India.

[read about it here ▶](#)

### Keeping human connections

The pandemic has made us think about how to maintain this connection with employees who are working from home. To address this, we are encouraging our management to organize virtual contact moments with their teams on a regular basis. In addition, we're looking at how our offices can be arranged differently in the future, so that we can continue to nurture and strengthen our company culture and work climate.

### Around the world

Different Cartamundi companies pay special attention to certain societal topics, raising awareness and forging a feeling of mutual respect. Copag da Amazonia in Brazil, for example, has named September “the month against suicide”, while Parksons Cartamundi (India) celebrates [International Women's Day](#), Environment Day and International Yoga Day.

# Family first at Parkson's Cartamundi Fun Fair

Games and entertainment at Cartamundi in India strengthen bonds between the company, the employees and their families

Every year since 2016, Parksons Cartamundi organizes an annual Fun Fair: a fun day out for its employees and their families with games, food stands and several talent competitions. It's a way of saying thank you to the employees for their hard work, to strengthen the mutual bond. In 2020 it became an extra festive edition because of the 50th anniversary of Cartamundi. For the first time Parksons Cartamundi organized a talent show for the children. The company welcomed a record number of visitors: 211 adults and 239 children.

Fun Fair is all about entertainment. Children and adults can participate in several games, like Jumping Jockey and Memory. But they can also sign up for dancing and singing competitions, chess games and a talent show. "We basically provide a platform for the family members to show their skills", says Executive Director Kapil Kejriwal. "Do we spot real talent? Then we encourage them to participate in competitions on state level or even national level."



“

# We want to keep the bond with our employees strong

Kapil Kejriwal,  
Executive Director, Parksons Cartamundi

## That family feeling

“At Parksons Cartamundi the employees work as a family. The Fun Fair strengthens that feeling, because we also welcome their partner and children.”

All activities take place on the company's premises.

It is a safe and secure location, which is vital for children's activities. Along with their loved ones, employees at Parksons Cartamundi experience they're part of something bigger – a community and company to be proud of. Partly because of this, the event is gaining popularity: in 2020, Parksons Cartamundi welcomed 25 percent more visitors compared to previous editions.

## More respect, more engagement

The Fun Fair is just one of the many activities

Parksons Cartamundi organizes for its employees.

“We want to keep the bond with our employees strong. That's why we also treat them to a cricket tournament and a special get-together lunch once a year. On these occasions, we get to know each other better. But we also seize the opportunity to show our respect for the efforts of our employees. That in turn increases the employee engagement and motivation.”

Parksons Cartamundi wants everyone to feel welcome, at any organizational level. That's why it also started a program on Women Empowerment.

[Read the full story ▶](#)





# People & Wellbeing

At Cartamundi, we care about our employees, just as a good neighbor cares about the people living around them. We want them to have a feeling of wellbeing, not least because happy employees deliver better results.

During the pandemic, we realized that the topic of wellbeing – that is, feeling good and positive – is becoming increasingly important. People are dealing with a lot of pressures, outside as well as inside work, and the work environment was changing, which led to increased tension.

## One vision

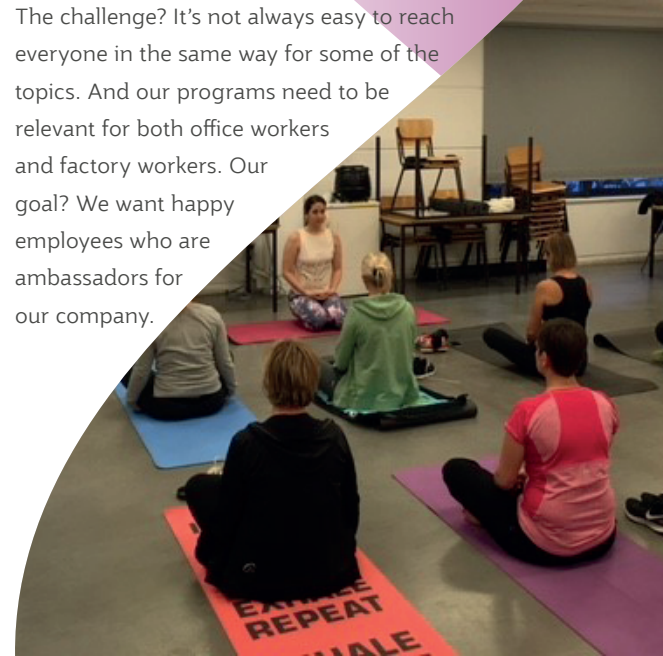
Many of our companies were already taking action to promote wellbeing, for example, with programs for physical fitness, cancer prevention, and more. Now we decided, as a Group, to launch a global program across the locations, focusing on one of the following aspects of wellbeing each quarter:

- Physical health (“body”)
- Mental health (“soul”)
- Educational health/development (“mind”)
- Connecting with others and having fun (“heart”)

The program is the same for all our regional companies, and they organize their own local events to support it. These can include inspiring talks about healthy food, fun sport activities and discounts on gym membership.

The program is managed by an international project team, with HR people from various regions. They define the strategy together, and each member takes the lead in consecutive quarters. Regional HR people and volunteers manage the roll-out locally.

The challenge? It's not always easy to reach everyone in the same way for some of the topics. And our programs need to be relevant for both office workers and factory workers. Our goal? We want happy employees who are ambassadors for our company.



# Investing in a healthy lifestyle for employees

COPAG Da Amazonia in Brazil offers free healthy snacks and meals

Employees spend a lot of hours at work, and work makes you... hungry. To ensure that employees do not immediately reach for that tempting candy bar, delicious portion of fries or even more delicious piece of cake, Copag da Amazonia's site in Manaus, Brazil, provides a balanced offering in their staff restaurant. "That way, we wish to encourage a healthy lifestyle among our people", says Juliana Cordeiro, HRBP Manager at COPAG Da Amazonia.

People often don't think about what they eat. They eat what is available. "That's why our fulltime and temporary employees, even our external workers, will find fresh vegetables and fruit in our staff restaurant, as well as the necessary proteins and carbohydrates. Free of charge. Everything is prepared and put together by a team of 8 full-time employees. The team leader is also a nutritionist."

## Healthy employees = productive workplace

The idea behind this healthy project? "Providing food for employees is standard practice in Brazilian companies. However, by offering free healthy food, we hope we hope that they become more aware of their health and take that attitude home, extending their good habits to family members." Juliana Cordeiro says.

Good health affects work performance, according to Juliana Cordeiro. "A sugary or high-fat lunch, for example, can cause an 'afternoon dip', with employees

feeling sleepy and productivity decreasing. If, on the other hand, they have a healthy, balanced meal, they are ready for an energetic and productive afternoon."

“By offering our employees free healthy food, we hope that they become more aware of their health and take that attitude home.

Juliana Cordeiro, HRBP Manager,  
Copag da Amazonia



## “Our cafeteria helps us to eat healthily”

“What sets us apart from the other cafeterias in the Manaus Industrial Pole, is that all meals are prepared inhouse. I love our healthy salads”



**Adriana Ferreira  
Fernandes Barbare**  
(Finishing department)

“What I like most in the cafeteria are the soups, beans, juices and fruits. The menu really encourages us to eat healthily.”



**William dos Santos  
e Santos**  
(Finishing department)

“The food offered at Copag helps us to be healthy in several ways. It's rich in nutrients, it's varied and always handled with care.”



**Andrew Luis  
Monteiro Batalha**  
(Safety department)

“Our cafeteria not only offers great meals, but also a nice environment, with air-conditioning. Today, I can say I eat better and healthier.”



**Ana Cassia Duarte  
dos Santos**  
(Finishing department)





# Health & Safety

As Cartamundi's employees are our most valuable asset, it's important that they stay healthy. Therefore, we include Health & Safety (H&S) in their onboarding programs. We also set up internal awareness campaigns. And experienced employees often provide safety training on the factory floor.

## Training for all

Our awareness campaigns and training programs are not just for colleagues in our production facilities. They're for our office workers as well.

Themes for people in our factories include machine safety, how to handle chemical substances, and how to lift heavy loads.

For our office employees, the focus is on ergonomic measures, noise pollution, and eye care for screen viewing.

Most Cartamundi plants have an H&S committee that meets on a regular basis to discuss H&S topics, concrete actions, and a strategic annual plan.

Also, most have an internal fire brigade and a number of internal first aid officers.



## Assisting older employees

Since the average age of employees in our factories is increasing significantly, we are focused on providing employees with tools to carry out their jobs for longer and with as little impact on their health as possible.

## Vaccination Program

Cartamundi organizes several campaigns where employees can get a free and voluntary flu vaccine.

## COVID-19

We had an early warning when we had a case in Ireland in mid-March 2020.

As a result we set up a crisis cell globally with four components: a first response team that had to put out fires [resolve urgent matters] worldwide; a proactive scenario planning team that had to consider “what if” scenarios; a cash management team; and an HR team dealing with communication.

To protect our employees, we immediately had to close some of our factories temporarily. Wherever possible, employees there worked from home.



## Measures on the factory floor

When our plants reopened after a few weeks, we provided our production facility workers with:

- touchless temperature checks
- face masks/face shields
- cleaning between shifts
- disposable gloves
- bins with pedals
- hand sanitation

In addition, we're encouraging people to respect the rules of social distancing. In our Belgian facilities, we've conducted a test with "distance bracelets", slightly adjusted shifts, and changed the transfer of shifts from being physical to online or via phone.

## Measures for office workers

From the start of the COVID-19 crisis, we made sure that as many people as possible worked from home and provided them with laptops or desktops and access to our company network. Overnight, Microsoft Teams became our main means of communication. Also, we trained employees on how to work from home, including using Teams, and managing a team remotely.

During the pandemic's second global wave, we saw the need to support employees with their mental health. Our motto is "take care of each other". We've been trying to get in touch with colleagues who need help and take the time to listen to them and support them. We believe it's essential for us to discuss mental health in our organization.

## After Covid-19

The new way of working during the Covid-19 crisis made Cartamundi consider future work practices.

Working from home certainly has a number of advantages, especially in the context of sustainability. Often, people can enjoy a better work/life balance, saving time and experiencing less stress by not having to commute. On the other hand, there are certainly a number of challenges, as already mentioned, including the impact on mental health, lack of direct communication and social interaction.

## What our employees say

In May 2020 - at the beginning of the COVID crisis - Cartamundi wanted to map out the behaviors around working from home. We conducted a survey and asked people what they thought about it. Our key findings were:

- 95% want to continue working at least partly from home after lockdown measures are lifted
- On average, they want to work from home 2 to 3 days per week
- 35% work more efficiently from home than at the office; 40% work as efficiently from home as at the office; 20% are slightly less productive at home; and 5% are not at all satisfied with their efficiency
- More than 70% indicate that teleworking leads to a better work/life balance. (20% say it makes no difference)
- More than 80% indicate that the possibility of working from home has a positive impact on how they look at Cartamundi.

## Future plans

In Turnhout, the decision has already been made to give employees the option of working where they want in the future. Working from home and working in the office will be put on an equal footing, and teams will decide among themselves how to arrange things. Our branches in other countries also offer home working flexibility on a more permanent basis.

People are wondering what the office of the future will look like. For Cartamundi, employees who need to work in the office for their mental well-being will always be welcome to do so.

In addition, we're looking at how the office of the future will be used. It's clear that people will need informal contact moments to meet colleagues, and spaces to hold meetings, brainstorm, and exchange ideas. The office will also be an important place to stimulate company culture and bonding.



# Global Crisis Committee leads Cartamundi out of the web called COVID-19

The Cartamundi Group protects its plants and employees against corona: worldwide and in many ways

Whereas at the beginning of 2020 there was still some lighthearted speculation about that little virus in Wuhan, mid-March it had become bitterly serious. Also, for the Cartamundi Group. Especially when a number of employees in the Waterford plant, Ireland, tested positive for COVID-19. There was no hesitation and a real Crisis Committee was summoned which, in the months that followed, concentrated on four areas worldwide: HR, Communications, Finance and Sales/Operations.

As the crisis grew, the health and safety of the employees was, of course, a priority. Naturally the Waterford plant was closed immediately, but also elsewhere in the world, the Crisis Committee acted firmly but fairly. "Everything was done to allow as many employees as possible to work from home," says David Germis, Executive Vice President Europe at Cartamundi & Head of the Crisis Committee. "We made sure they had laptops available, including access to the company network."

“ Keeping our own people safe goes beyond providing mouth masks and disposable gloves.

David Germis, Executive Vice President Europe / Head of Crisis Committee

## Never treat safety lightly

When employees were able to gradually return to work, various protective measures were also introduced to ensure optimum protection of the employees. This included appropriate personal protective equipment, a non-contact temperature check and sanitizing tables, to a division of the work zones. "In the East Longmeadow plant employees were assigned and restricted to a specific work zone to limit cross-contamination," Germis says. "We even installed foot pedals on toilet doors, vending machines were taken out of service, different teams were assigned a

different parking area. The approach paid off and was well received externally. These measures taken were highlighted as best practices during webinars by The Environmental League of Massachusetts (ELM)."

## Communication is king

In terms of communication, Cartamundi's top management played a leading role. On the one hand, the 20-strong team was asked to roll out – sometimes difficult – messages to the work floor. On the other hand, they were explicitly asked to consult strongly with the local authorities and health services. "That way, the global efforts made could also be deployed at a local level, taking into account the regional measures," Germis continues.

## Keeping people employed

"Keeping our own people safe goes beyond providing mouth masks and disposable gloves," says Germis. "It's just as much about business continuity. A company that keeps running contributes to the wellbeing of its

workforce. Of course, the initiatives to temporarily change our activities to the production of face shields, test kits, FFP2 and FFP3 masks were initially – as suggested by our shareholders – launched to make a difference in the communities in which we operate. Although it has to be said that this also helped keeping our plants up and running."

## COVID-19 changed Cartamundi forever

### A new way of working

"The end of the pandemic is not yet in sight, although our meetings no longer feel like a Crisis Committee," says Germis. "The measures taken are working. It's just a matter of making adjustments where necessary. "Apart from a number of infections, the pandemic also gave us the necessary insights, such as about working

from home. In the headquarters and the Belgian plant, teleworking is now as highly valued as working at the office. Teams can decide among themselves how to arrange things. A change in mentality that other branches are also considering. "The office environment will therefore not disappear," Germis says. "On the contrary. It will remain a place of connection to stimulate each other. Moreover, we have noticed that – no matter how popular working from home has become – many people still need the social contact at the office. "

Another insight is the shift in consumer habits like for instance the phenomenal growth of e-com platforms and the renewed interest in games that connect people both physically but also digitally. We had to develop new offerings and implement completely different and new methods to reach out to our consumer base."

# Career Development

As a good neighbor, you like to see the people around you grow and flourish. Then, the whole community benefits.

Cartamundi is no different. We believe that investing in the development of our people leads to increased engagement and happiness at work, improved performance, and, ultimately, greater company success.

We are investing in it to build our employees' talents and skills.

## Helping employees grow

We want each of our employees to be able to steer their career according to their professional targets and goals, guided by their manager and supported by their peers. As such, we endeavor to be clear and transparent about helping them develop.

Cartamundi offers salaries and benefits in line with the local market, plus opportunities for career progression, training, and courses for continuing education.

We encourage our people to think and express their opinions and suggestions, regardless of hierarchical levels. At the same time, we want them to take responsibility for the improvements that can be made in their work and for their professional development.

## Cartamundi Academy

Our People Development Program helps employees to evolve and improve their skills. That's why we rolled out the Cartamundi Academy: a hybrid – online and offline – program supporting the professional and personal development of our employees. It is a learning management system, where online content on a wide variety of functional skills and business skills, plus safety training and personal development will be offered, and it will include classroom training. We've realized that it's also great for helping to onboard our new employees.

The Cartamundi Academy went live for our office workers in December 2020. We're planning to make it available for our factory workers in 2021.

## Building our academy

We expect to build our own content with the help of experts within our Group, and will include training (to name only a few examples) on:

- our brands with the help from Marketing
- diversity and inclusion with the help of our Diversity team
- sales training with the help of our Sales experts

In a few years' time, we envisage our customers having access to the Cartamundi Academy, sharing our best practices, and gaining knowledge and inspiration to help them grow their businesses. Potentially, our suppliers will also be able to use the program so that they can get to know our ethical standards, good business practice, and our expectations.

## Talent gets chances

Talent has no age limit. That is why we like to work with schools. Through internship contracts we give young people the opportunity to develop their skills and gain valuable practical experience. We provide them with opportunities to fulfill their dreams, encouraging them to see the pathway to their development. By putting into practice the knowledge they have acquired, they collaborate with society and strengthen their skills in the working world.

