

4.2 TRAININGS

The development of our organisation is impossible without continuous development of our employees. Hochland operates in accordance with the principles of the **“Self-Learning Organisation” concept, which is based on the 70-20-10 approach.**

10 refers to formal learning, to which all employees are entitled within the scope of specific needs in accordance with the adopted Training Policy, divided into vocational training (including qualifications) and personal development training. Additionally, every employee (regardless of their position) can access the internal e-learning platform.

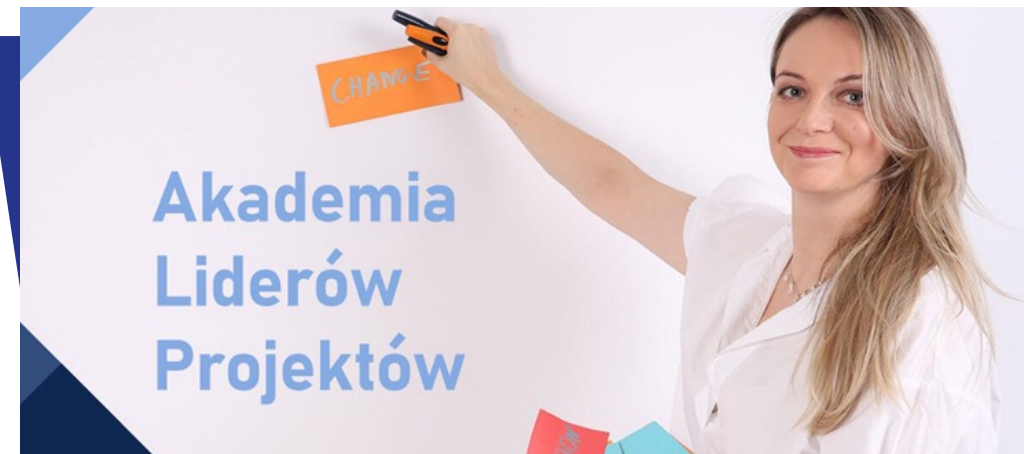
20 refers to learning from the experiences of others, which is why Hochland has launched an in-house mentoring programme called “Cheese Mentor”. We pair people together so that they can support each other with their experiences, but also with expertise

of others within the organisation. The mentors have been trained during a dedicated course, and we have also created a dedicated Mentor handbook to help them run sessions effectively.

70 refers to learning through experience.

One of the supporting elements is the Job Rotation tool, which allows employees to temporarily switch their areas of duty and experience what it is like to work in a different department by learning through real tasks.

Dedicated development programmes form a key pillar of development at Hochland, building on our existing foundations.



We offer i.e.:

- **The Project Leaders Academy** – a proprietary programme delivered by in-house experts, designed to identify talent within the organisation, supporting project management.
- **HochLider and HochMaster** – two programmes designed to support the development of leaders and building leadership skills within our organisation (depending on the level of leadership maturity).

Development programmes perfectly reflect the approach to the selected development concept, based on the right proportions of theoretical knowledge, learning from the experiences of others, and practical exercises both during and between sessions.

2025 in Figures

External trainings	Total number of trainings hours	5560 h*
	Average per Employee	6,5 h
	Trainings to develop professional competences	43%
	Trainings to develop social and socio - personal competences	57%

* only applies to external trainings, excluding webinars and trainings conducted by Hochland employees

4.2.1 SUSTAINABLE DEVELOPMENT TRAINING

At Hochland Polska, raising environmental and climate awareness among employees is a key part of implementing our sustainability strategy. We regularly organise training sessions and workshops that help people understand environmental challenges and show how each of us can make a real difference in mitigating climate change – both at work and in our daily lives.

Sustainability training at the plants

Węgrów

In Węgrów, participants were introduced to key climate-related issues and then identified the two most significant effects of climate change observed at both global and local levels:

- species extinction,
- changes in rainfall patterns,
- and limited access to water.

155 staff members participated in the training, who actively took part in discussions and the analysis of examples illustrating the impact of climate change on the environment.



Kaźmierz

In Kaźmierz, 190 employees took part in the training. The meeting ended with a quiz, which confirmed the high level of awareness regarding climate change. The quiz results showed that staff knowledge is steadily increasing – and this is just the beginning of further learning and engagement. Employees who were unable to attend the in-person training sessions were able to access the educational content using a QR code, which contained a link to examples of climate change visible in the local area.

Sustainable development in the onboarding process



Knowledge of sustainable development is also an integral part of the onboarding process for new employees. New employees at Hochland Polska are provided with information on:

- the importance of sustainability to the company;
- the objectives and principles of the sustainability strategy;
- the projects being implemented within the organisation;
- and the impact of individual employee actions on the climate.

The course ends with a final test, which helps to consolidate the gained knowledge.

Training for companies providing services at production plants

In 2025, Hochland Polska also worked to raise the awareness of sustainability among its business partners providing services to our plants, including in the areas of cleaning, waste management and security. During the meetings, we presented the Hochland Code of Conduct and reminded everyone of the principles of responsible conduct. This helps our partners to better understand our expectations and standards, and makes collaboration in the entire value chain more consistent and responsible.

Thanks to the wide-ranging programme of training and educational activities, we are building a culture of environmental responsibility at Hochland Polska.