

**ZDRAVLJE AD LESKOVAC**  
**CAREER MANAGEMENT & LEARNING POLICY**

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## 1. Purpose

This Policy defines ZDRAVLJE's approach to career management, learning, and professional development.

It aims to ensure that all employees are supported in building relevant skills, progressing in their careers, and contributing to business performance, while maintaining compliance with applicable laws, regulatory requirements, and relevant global standards (including ICH, WHO, and ILO principles).

ZDRAVLJE supports continuous learning and fair opportunities for career growth, aligned with quality, compliance, and responsible business practices.

## 2. Scope

This Policy applies, as applicable, to all employees, contractors, and temporary staff engaged by ZDRAVLJE across all locations and business areas, including manufacturing and commercial operations.

## 3. Policy Statement

ZDRAVLJE is committed to supporting structured, fair, and sustainable career development, learning, and performance management practices. These practices help strengthen employee capabilities, support business performance, ensure compliance with applicable requirements, and contribute to the Company's long-term development and responsible business practices.

To support this commitment, ZDRAVLJE applies the following principles:

- **Learning through experience and expert support:** Managers, subject matter experts, and mentors support employees in developing the knowledge and skills required for their current and future roles, with on-the-job training recognized as an important source of learning.
- **Access to learning and development:** Employees are provided with access to relevant internal and external learning opportunities, including digital learning tools and internal learning initiatives, in line with role requirements, business needs, and individual development goals.
- **Performance and development management:** Performance goals and development priorities are defined, reviewed, and evaluated through structured performance management processes, including employee self-assessment and manager review.
- **Feedback and career dialogue:** Employees receive feedback on their performance on daily basis and through regular Mid-year and Annual Performance process, and are encouraged to discuss their development needs, career aspirations, and expectations with their managers.

- **Recognition of performance and potential:** Career progression and promotion decisions are based on sustained performance, demonstrated achievements, behaviors aligned with Company values, and future potential.
- **Diversity and equal opportunity:** ZDRAVLJE is committed to providing equal access to development and career opportunities, supporting diversity, balanced representation, and the removal of barriers to career progression.

#### 4. Roles & Responsibilities

To ensure effective implementation of this Policy, clear roles and responsibilities are defined as follows:

##### Employees

- Take ownership of their career development and professional growth
- Actively participate in goal setting, performance reviews, development planning, feedback processes, and relevant learning opportunities

##### Managers

- Set clear performance expectations and align individual goals with business priorities
- Support employee development through coaching, feedback, development planning, and timely management of performance and development needs
- Ensure employees have access to the necessary tools, resources, and training

##### Human Resources

- Define and maintain relevant HR frameworks, tools, and processes
- Support managers and employees in implementing development, learning, and performance processes
- Monitor relevant development and training indicators to support consistency, fairness, and regulatory alignment

#### 5. Career Development

ZDRAVLJE supports career development as a continuous and structured process, aligned with both individual aspirations and business needs.

Career development is managed through an integrated performance and development framework, supported by digital tools and standardized processes, including systems such as FledgeWorks.

Key elements of this framework include:

- **Goal setting and alignment:** Individual performance and development goals are defined in alignment with business priorities and agreed between employees and their managers at the beginning of the performance cycle, with progress reviewed during the mid-year review and other defined stages, as applicable.

- **Performance evaluation:** Employee performance is assessed based on the achievement of defined goals (WHAT) and the demonstration of competencies and behaviors (HOW), providing a balanced view of results, strengths, and development needs.
- **Self-assessment and manager review:** Employees are expected to assess their own performance, achievements, strengths, and development needs. Managers review the employee's self-assessment and provide objective evaluation, feedback, and guidance.
- **Individual Development Plans (IDPs):** Each employee is supported in defining and maintaining a personal development plan. The plan is owned by the employee and supported by the manager, with the aim of strengthening current performance and enabling future career progression.
- **Talent mapping and succession planning:** Talent mapping and succession planning are conducted on an annual basis to identify high-potential employees, support development planning, and ensure continuity in key roles.
- **Career opportunities and internal mobility:** Open positions are communicated transparently, including through internal job postings, with opportunities for internal mobility and career progression made available based on business needs and employee qualifications. Depending on the vacancy, positions may also be advertised externally.

## 6. Learning & Development

ZDRAVLJE is committed to providing accessible learning and development opportunities that support employee performance, regulatory compliance, and long-term business sustainability.

Learning is delivered through a combination of on-the-job experience with mentorship and formal training, and digital learning platforms, including systems such as TrackWise Digital modul TMS (Training Management System). Learning opportunities may be provided by internal subject matter experts, colleagues, suppliers, and accredited training providers.

Key elements of the learning and development framework include:

- **Learning channels and resources:** Learning may be delivered through in-house training, e-learning, workshops, on-the-job training, digital learning platforms, and external providers.
- **Learning needs and development dialogue:** Learning and development needs are discussed through regular dialogue between employees and managers, including training needs, development aspirations, and role-specific priorities.
- **Regulatory and compliance training:** Ensuring employees are trained in accordance with applicable regulatory requirements, including Good Manufacturing Practice (GMP), Code of Conduct, and other relevant standards.
- **Technical and professional development:** Supporting the continuous development of scientific, technical, digital, and functional capabilities required for current and future roles.
- **Sustainability and responsible business practices:** Building awareness and competencies in sustainability, safety, ethics, and responsible business conduct.

- **Leadership and managerial development:** Providing development opportunities to strengthen leadership capabilities across all levels of the organization.

### 6.1. Training Requirements

- Employees are required to complete mandatory, role-relevant, and defined annual training requirements in line with regulatory obligations and organizational priorities.
- Mandatory training, including compliance and safety-related topics, must be completed within defined timelines.
- Managers are responsible for monitoring team training completion and supporting compliance with required training standards.
- Training completion, particularly for mandatory and regulatory topics, is tracked through designated systems.
- The Company conducts structured post-onboarding assessments to evaluate employee readiness for independent work, in accordance with defined internal procedures.

This approach applies consistently across employee groups, with development and training tailored to role requirements.

### 7. Equal Access & Inclusion

ZDRAVLJE is committed to providing equal access to learning, development, and career opportunities for all employees.

The Company ensures that decisions related to development, promotion, and career progression are based on performance, competencies, and potential, without discrimination on any grounds, including gender, age, race, religion, disability, nationality, or any other legally protected ground.

ZDRAVLJE promotes an inclusive working environment that supports diversity, encourages talent development across all levels of the organization, and addresses potential barriers to career progression and balanced representation.

### 8. Governance, Monitoring & Review

The Human Resources and Legal and Compliance functions are responsible for the governance of this Policy, ensuring alignment with internal standards, regulatory requirements, and applicable laws.

The effectiveness of career development and learning practices is monitored through defined metrics and periodic reviews. Key indicators include:

- employee participation in training and development activities
- career progression and promotion trends

- diversity and inclusion indicators across organizational levels

Relevant records, including training, performance, development, and post-onboarding assessment records, are maintained through the Company's systems supporting these processes. The Company uses collected data and feedback to continuously improve learning and development practices.

This Policy is reviewed on a regular basis, at least annually, or more frequently if required by changes in regulatory, organizational, or business requirements.

#### 9. Approval & Version Control

- **Policy Owner(s):** Group Human Resources Director and Legal Affairs and Compliance Manager
- **Approved by:** CEO; Representative Union
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On behalf of Zdravlje AD Leskovac



Kiren Lee Naidoo, the CEO

On behalf of representative employee's Union  
„Nezavisnost“

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