



**FRONTIER**  
BIOPHARMA

# HR action plan 2026

 **ZDRAVLJE**  
A FRONTIER BIOPHARMA COMPANY

# From Survey Results to Structured Action (2026)

## Course of Action

1. Strengthen **Internal Trust** and **Connection**
2. **Keep Learning Moving** in a Practical Way
3. Reinforce **Engagement** Through **Authentic Recognition**
4. Nurture **Belonging** and **Shared Culture**

## 2026 Focus

- Clear, consistent, and transparent communication
- Stronger connections across teams and with leadership
- Structured execution of initiatives for maximum impact



# 1. Strengthen Internal Trust and Connection

## Internal Communication NEW

**Timeline:** Ongoing throughout 2026

**Responsibility:** HR & Communications, Leadership Team

### Key Activities:

- Established a structured annual communication framework
- Defined a clear cascade process from Leadership Team to all teams
- Introduced structured feedback loops from teams back to leadership
- Clarified ownership of key messages (leader-led communication model)
- Increased visibility of strategic priorities, key decisions, and business performance

**Why this matters:** Consistent and structured cascading of information ensures that strategic priorities are understood at all levels, while feedback loops give teams a voice and strengthen mutual trust.

**Outcome:** Better alignment between strategy and daily operations, clearer expectations, and more predictable communication across the organisation.



# 1. Strengthen Internal Trust and Connection

## Onboarding Experience Upgrade NEW

**Timeline:** By the end of the year

**Responsibility:** HR Team, Process Owners

### Key Activities:

- Re-map key onboarding topics based on how work is actually done today
- Update content to reflect current processes and roles
- Introduce clearer, more intuitive formats (e.g. videos, guidelines, PPTs)

**Why this matters:** When onboarding materials are clear and reflect how work is actually done, new colleagues can find their footing faster and feel supported from the very start.

**Outcome:** A more up-to-date and grounded onboarding experience that helps people feel oriented, confident in their role, and part of the team earlier.



## 2. Keep Learning Moving in a Practical Way

### Mentoring Program

NEW

**Timeline:** By the end of the year

**Responsibility:** HR Team, Mentors

#### Key Activities:

- Refresh talent mapping and mentor matching
- Maintain a relevant mentor pool
- Support mentors through guidance and regular check-ins
- Recognise and reward mentoring efforts

**Why This Matters:** Mentoring helps share knowledge, build confidence, and reduce dependency on single individuals.

**Outcome:** A clear, HR-supported mentoring approach that strengthens development and reduces vulnerability in critical roles.



## 2. Keep Learning Moving in a Practical Way

### Leadership Exchange

NEW

**Timeline:** Quarterly

**Responsibility:** Directors (topic ownership), HR (coordination & enablement)

**Key Activities:**

- Directors own and present topics based on their experience and perspective
- Topics may cover business themes, leadership and communication, or case studies and books
- Sessions focus on practical insights and 1–2 clear takeaways
- HR supports structure, scheduling, and light guidance

**Why this matters:** Sharing practical experience across leadership helps build a more consistent understanding and encourages curiosity.

**Outcome:** A simple, ongoing leadership exchange that supports alignment and continuous learning.

LEADERSHIP  
EXCHANGE 

## 2. Keep Learning Moving in a Practical Way

### Knowledge Sharing - Continuing 2025 Activities

- **My Learning Corner**

The same quarterly rhythm will continue, with topics tailored to our culture.

- **Cross- functional presentations**

The initiative has taken hold, supported by occasional reminders. Enhanced concepts will be introduced when needed.



## 3. Reinforce Engagement Through Authentic Recognition

### Team Spotlight NEW

**Timeline:** Quarterly

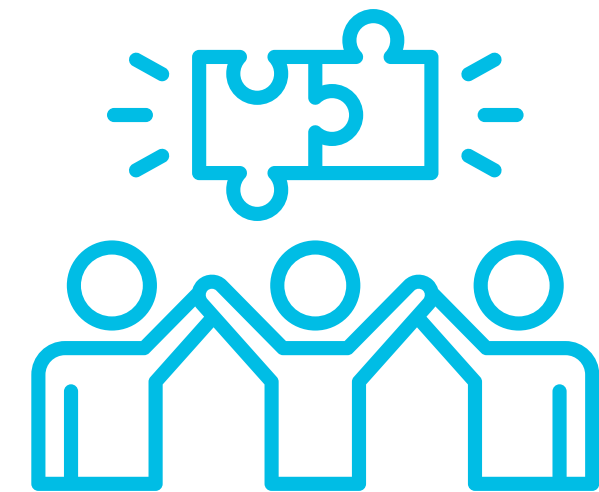
**Responsibility:** HR Team, Featured Teams

#### Key Activities:

- Build on last year's recognition initiatives and Talent Spotlight approach
- Regularly highlight individuals or teams for meaningful contributions
- Focus on everyday impact, collaboration, and behaviours that support how we work
- Keep the format simple, human, and easy to engage with

**Why this matters:** Genuine recognition helps people feel seen and appreciated, and reinforces the behaviours we value.

**Outcome:** A simple recognition practice that highlights team effort and collaboration.



## 3. Reinforce Engagement Through Authentic Recognition

### Recognition initiatives - Continuing 2025 Activities

- **Innovation In Action**

The Alpha initiative has taken hold, with the first concrete employee proposals received and awarded. Improved branding and communication around the initiative will continue this year.

- **Say thanks - lift someone's day**

The initiative has taken hold, supported by occasional reminders.

- **Talent spotlight**

The initiative will be promoted in a targeted way to encourage people to share specific stories.



## 4. Nurture Belonging and Shared Culture

### Family-engagement initiatives - Continuing 2025 Activities

- **Family Day** – bringing employees and their families together, strengthening pride and connection beyond the workplace
- **First Graders** - celebrating employees' children starting school, reinforcing our sense of community

The upgraded initiatives were met with very positive employee feedback.

We can also keep Family Day in Leskovac as a possible larger-scale event for this year, in line with overall priorities.

#### Outcome:

- Stronger sense of belonging and shared identity
- Reinforced company culture through inclusive, people-centered initiatives



## Goals

- Maintain a minimum **gender equality ratio of 40:60 (Female:Male)** across the total headcount and managerial population in 2026 and 2027;
- Ensure that **100%** of the 2025 Individual Performance Goals are set and evaluated annually for all active employees **by the end of April 2027**;
- Ensure that at least **4.5%** of employees are promoted **by the end of 2026**, based on sustained performance, accomplishments, values-driven behavior, and future potential;
- Maintain a **Total Recordable Incident Rate** (TRIR) aligned with the commitment to Target Zero, based on annual scores calculated according to industrial criteria per number of worked hours. The target is to maintain a TRIR of 0.59 in both 2026 and 2027.

## Goals

- Ensure that 100% of employees are enrolled in a **private pension fund**, in addition to the mandatory state pension fund required by law during 2026 and 2027;
- Ensure that the **minimum company salary** is at least 10% higher than the national minimum salary as defined by the government;
- Maintain a **mobbing incident rate** aligned with the commitment to **Target Zero**;
- Ensure the trend of Increasing **employee eligibility for private health insurance** by **4.5% annually**;

