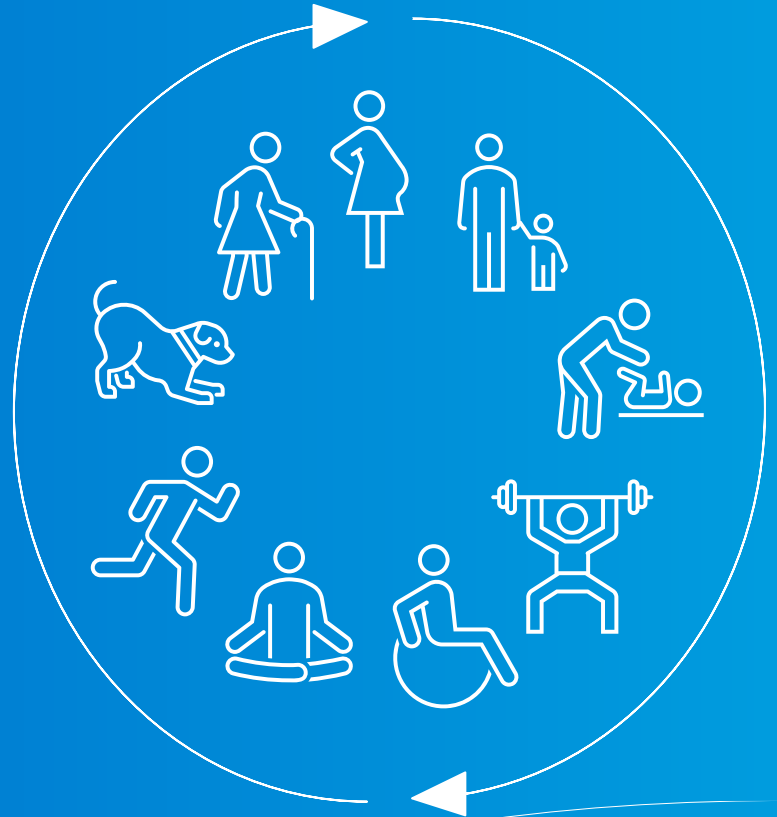


# Individual flexibility

In Hempel, we believe that flexibility – to truly be meaningful – needs to be individual. Whether you need to come home to walk your dog, take your kid to the dentist or take care of your physical or psychological health, Hempel would like to support you in keeping a healthy life balance. We all work differently, some are most efficient during early morning hours, where others enjoy working later at night. Offering individual flexibility will ensure that Hempel's employees are truly empowered to lead themselves and their working schedule most efficiently.

Your job role and responsibilities, together with your life status, will determine your need for flexibility. We believe that the best flexibility can be offered to our employees, through dialogue and agreements between employee and manager.

We are aware that flexibility in the workplace may have legal and contractual implications, and for this reason, People & Culture will be ready to offer guidance and advice to both managers and employees across Hempel.



# Flexibility in location and schedule

In Hempel, we think about flexibility in terms of role, location and schedule.

Dependent on what role you perform in Hempel, we cannot always guarantee flexibility, e.g., our stores need staff, our marine customers need our advisors close to their ships in the dock, and at our production sites, we need to be present to produce paints and coatings for our customers.

Flexibility therefore not only refers to the opportunity to sometimes work from home, but also flexibility in your work schedule. You might be in a position where you need to pick up your kids earlier one day, and other times you need to take an early or late meeting outside business hours. Hempel wants to embrace flexibility – both ways.



# Responsible flexibility

In Hempel, we offer flexibility in your work life because we believe this is part of what it takes for you to be the best version of yourself – at work and in your private life. In return, we ask you to manage your time wisely. Flexibility does *not* mean working more or working less, it means working the time we have contractually agreed upon, and when you can, choose the time and place for you to be the best version of yourself.

'People' is our most important asset and one of our strategic enablers. Our culture is firmly rooted in being responsible and inclusive as an employer. Responsible flexibility enables you to be your best self while keeping Hempel's best interests at heart.

Responsible flexibility is based on mutual trust.



# Global flexibility

In a world with high demand for dedicated and talented people, we need to be able to attract the best people to Hempel - across our global organisation. We believe that one of the things that make Hempel stand out as an inclusive employer is that we offer a flexible work culture to everyone who joins our company.

In some countries, flexibility in the work life is common and even expected, while in others this is not the case. Hempel wants to bring flexibility to our global organisation, across different countries by ensuring flexibility no matter your Hempel location. We believe that flexibility is a strong and positive key differentiator for us as an employer. An offering we would like to offer all.

We believe this will also make us stand out from our peers and set a good example in countries where we are present.

