

ZMH HORVAT d.o.o.	POLITIKA RAZVOJA I EDUKACIJE ZAPOSLENIKA	Dokument: POL-IMS-10
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ZMH Horvat d.o.o. prepoznaje zaposlenike kao ključni resurs i temelj dugoročnog uspjeha. Kroz kontinuirani razvoj znanja, vještina i organizacijske kulture, tvrtka osigurava kompetentnost, motiviranost i odgovornost zaposlenika na svim razinama, čime se jača učinkovitost i održivost poslovanja. Ova politika usklađena je s: **Zakonom o radu Republike Hrvatske (NN 93/14, 127/17, 98/19, 151/22), Zakonom o zaštiti na radu (NN 71/14, 118/18, 94/18), Eco Vadis Labor & Human Rights pillarom, IFS Food v8 zahtjevima za kompetentnost, svijest i edukaciju zaposlenika**, te smjernicama dobre prakse u području **ESG upravljanja ljudskim kapitalom**. Svrha ove politike je osigurati sustavan, pravedan i transparentan pristup razvoju i edukaciji zaposlenika, u cilju jačanja kompetencija, organizacijske otpornosti i dugoročne konkurentnosti poduzeća.

Uprava ZMH Horvat d.o.o. obvezuje se da će:

- 1) **Razvijati kompetencije zaposlenika** kroz sustavno planiranje i provedbu edukacija u skladu s potrebama radnog mjesta, tehnološkim razvojem i strateškim ciljevima tvrtke.
- 2) **Osigurati jednake mogućnosti pristupa edukaciji**, bez diskriminacije po osnovi spola, dobi, nacionalnosti, vjere, invaliditeta ili drugih obilježja.
- 3) **Definirati i održavati matricu kompetencija** (znanja, vještine, odgovornosti) za sva radna mjesta, te redovito ažurirati prema promjenama procesa, zakona i certifikacijskih zahtjeva.
- 4) **Provoditi interne i eksterne edukacije** u područjima: sigurnosti hrane, kvalitete, zaštite okoliša, zaštite na radu, informacijske sigurnosti, održive nabave, etike i društvene odgovornosti. Edukacije obuhvaćaju i obvezna osposobljavanja prema zakonu (npr. zaštita na radu, higijenski minimum) te stručna usavršavanja sukladno zahtjevima certifikacijskih standarda (IFS, MSC, ASC, EKO).
- 5) **Procjenjivati učinkovitost edukacija** kroz testove znanja, promatranje rada i praćenje KPI-jeva. KPI pokazatelji uključuju postotak educiranih zaposlenika, broj sati edukacije po zaposleniku godišnje te uspješnost post-edukacijskih testova.
- 6) **Poticati kulturu učenja i dijeljenja znanja**, kroz mentorstvo, interne radionice, timske sastanke i razmjenu dobre prakse između odjela.
- 7) **Uključivati zaposlenike u procese poboljšanja IMS-a**, poticati inovativnost i prepoznavati doprinose kroz sustav internih priznanja i godišnjih evaluacija.
- 8) **Planirati razvoj karijera** kroz godišnje razgovore o učinku i razvoju (Performance & Development Review), usklađene sa strateškim potrebama i individualnim potencijalima zaposlenika. Rezultati godišnjih razgovora i planova razvoja uključuju se u IMS i ESG izvještavanje kao dio procjene društvenog učinka poslovanja.
- 9) **Evidentirati sve edukacije i kompetencije** u skladu s dokumentiranim postupkom **SOP-IMS-05 Upravljanje ljudskim resursima i kompetencijama** te osigurati dostupnost zapisa za potrebe internih i eksternih audita.
- 10) **Kontinuirano poboljšavati sustav edukacije i razvoja** na temelju rezultata internih audita, povratnih informacija zaposlenika i Upravine ocjene IMS-a.

Odgovornosti:

- **Uprava** – odobrava plan edukacija i osigurava resurse za provedbu.
- **Voditelj IMS-a** – koordinira provedbu politike i integraciju u sustav upravljanja.
- **Izvršni direktor** – izrađuje godišnji plan edukacija, vodi matricu kompetencija i prati evidencije.
- **Voditelji odjela** – identificiraju potrebe za edukacijom i osiguravaju provođenje u svojim timovima.
- **Svi zaposlenici** – aktivno sudjeluju u edukacijama i osobnom razvoju.

Politika se primjenjuje na **sve zaposlenike, pripravnike i vanjske suradnike** ZMH Horvat d.o.o. Redovito **se revidira najmanje jednom godišnje** i po potrebi ažurira zbog promjena procesa, tehnologije ili zakonodavstva. **Javno je dostupna** i komunicirana svim zaposlenicima kroz onboarding, oglasne ploče i digitalne kanale. Provođi se kroz dokumentirane postupke i zapise u okviru **Integriranog sustava upravljanja (IMS)**.

U Konjščini, 08. siječnja 2024.;

Direktor: *Zoran Horvat*

ZMH HORVAT d.o.o.	DEVELOPMENT AND TRAINING OF EMPLOYEES POLICY	Dokument: POL-IMS-10
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ZMH Horvat d.o.o. recognizes employees as a key resource and the foundation of long-term success.

Through continuous development of knowledge, skills and organizational culture, the company ensures the competence, motivation and responsibility of employees at all levels, thereby strengthening the efficiency and sustainability of business. This policy is aligned with: the **Labor Act of the Republic of Croatia (NN 93/14, 127/17, 98/19, 151/22)**, the **Occupational Safety and Health Act (NN 71/14, 118/18, 94/18)**, the **Eco Vadis Labor & Human Rights pillar**, **IFS Food v8 requirements for employee competence**, awareness and education, and good practice guidelines in the field of **ESG human capital management**. The purpose of this policy is to ensure a systematic, fair and transparent approach to employee development and education, with the aim of strengthening competencies, organizational resilience and long-term competitiveness of the company.

The Management Board of ZMH Horvat d.o.o. is committed to:

- 1) Developing employee competences** through systematic planning and implementation of training in accordance with the needs of the workplace, technological development and strategic goals of the company.
- 2) Ensure equal access to education**, without discrimination based on gender, age, nationality, religion, disability or other characteristics.
- 3) Define and maintain a competency matrix** (knowledge, skills, responsibilities) for all positions, and regularly update it according to changes in processes, laws and certification requirements.
- 4) Conduct internal and external training** in the areas of: food safety, quality, environmental protection, occupational safety, information security, sustainable procurement, ethics and social responsibility. Education also includes mandatory training according to law (e.g. occupational safety, hygiene minimum) and professional development in accordance with the requirements of certification standards (IFS, MSC, ASC, EKO).
- 5) Assess the effectiveness of training through knowledge tests**, work observation and monitoring of KPIs. KPI indicators include the percentage of educated employees, the number of hours of education per employee per year, and the success of post-education tests.
- 6) Encourage a culture of learning and knowledge sharing**, through mentoring, internal workshops, team meetings and exchange of good practices between departments.
- 7) Involve employees in IMS improvement processes**, encourage innovation and recognize contribution through a system of internal recognition and annual evaluations.
- 8) Plan career development through annual performance and development interviews** (Performance & Development Review), aligned with strategic needs and individual employee potential. The results of annual discussions and development plans are included in IMS and ESG reporting as part of the assessment of the social impact of business.
- 9) Record all training and competencies** in accordance with the documented procedure SOP-IMS-05 Human Resources and Competence Management and ensure the availability of records for the purposes of internal and external audits.
- 10) Continuously improve the training and development system** based on the results of internal audits, employee feedback and the Management's assessment of the IMS.

Responsibilities:

- **Management** - approves the training plan and provides resources for implementation.
- **IMS Manager** - coordinates the implementation of the policy and integration into the management system.
- **Executive Manager** - develops the annual training plan, maintains a competency matrix and monitors records.
- **Department Managers** - identify training needs and ensure implementation in their teams.
- **All employees** - actively participate in training and personal development.

The policy applies to all **employees, interns and external associates** of ZMH Horvat d.o.o. It is regularly **reviewed at least once a year** and updated as necessary due to changes in processes, technology or legislation. It is **publicly available** and communicated to all employees through onboarding, bulletin boards and digital channels. It is implemented through documented procedures and records within the **Integrated Management System (IMS)**.

In Konjščina, 08 January 2024

Director:

Zoran Horvat