



# People Principles

YIT Group

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## Contents

Introduction .....	3
Recruitment .....	3
People development.....	3
Remuneration .....	3
Leadership and management.....	4
Occupational health and well-being.....	4
Occupational safety .....	4
Employment.....	4
Employee relations .....	4
Responsible for YIT's People Principles.....	4

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## Introduction

People Principles provide guidelines for people related issues in YIT. They form basis for fair and equal treatment of employees in all YIT countries. They help to maintain and strengthen YIT's common culture. People Principles are based on YIT's Culture Cornerstones, Leadership Principles and YIT Code of Conduct guidelines. They describe:

- what employees should expect from the organization
- what the organization expects of the employees
- what are the key principles in managing human resources of the company.

People principles support the business requirements while at the same time help business to comply with employment standards and legislation.

HR specialists support superiors in complying with and implementing People Principles.

Common guidelines concerning separate functions related to human resources, such as recruitment, introduction, remuneration, performance discussions and occupational health and safety, are integral parts of these principles.

## Recruitment

Recruitment supports business goals and is based on a conscious need and job-specific competence and performance requirements. For every position, we select the most suitable and capable candidate. Our goal is to attract the most qualified and suitable employees, irrespective of age, gender, religion, race or nationality.

In accordance with the Culture Cornerstones, we value customer orientation, responsibility, high performance, initiative and eagerness for continuous learning, as well as emotional intelligence in our employees. When recruiting for managerial positions, we take into account YIT's Leadership Principles in addition to the Culture Cornerstones. We appreciate diversity and consider employees with different background to bring competitive advantage to the organization.

We cooperate with schools and universities in order to strengthen our employer image and to attract future YIT employees. Recruitments in YIT are conducted in a professional way and all applicants are treated with respect. A proper introduction ensures that every employee has the opportunity to success at work.

## People development

People development is strategy-driven, long-term and relies on versatile methods of competence development. We encourage our employees to develop their own skills and share knowledge on their own initiative and actively. We promote job rotation and diverse career development by informing about open vacancies through our internal channels, when possible. Individual competence development needs and opportunities are discussed and agreed in regular performance and development discussions.

## Remuneration

Remuneration supports the implementation of YIT's strategy and the intended culture. Remuneration is performance-based. Remuneration tools are selected and defined so that they encourage better performance and exceeding targets in both the short and long term. YIT's overall remuneration is competitive and follows market practices in terms of level and structure. Incentive systems are simple and transparent in structure, and the systems are easy to understand, fair and well-communicated.

Salaries shall be based on applicable laws and collective agreements in each country. Salary levels reflect the individual performance, requirements of the job and competence demands.

## **Leadership and management**

Every employee has a right for good leadership at YIT, and our goal is to be renowned for excellent leadership. In leading people, we comply with the jointly agreed leadership principles based on our Culture cornerstones. Decisions concerning personnel, such as recruitment and salary levels, require the approval from manager's superior.

## **Occupational health and well-being**

Personnel well-being and safety at work guide everything we do. Every employee is responsible for improving the well-being of the working community. We aim to secure physical and mental well-being in order to support long working careers. We take care of our employees by providing health preventive actions and health checkups as well as supporting sports and various leisure activities. Every employee is to be treated with respect, and no harassment of any kind is allowed.

Our personnel survey provides an opportunity for our employees to express their views on various aspects of their work, such as leadership, climate in the working community and coping at work. Based on survey results we select clear development measures, the progress of which is monitored.

## **Occupational safety**

YIT has a zero-tolerance attitude to endangering work safety and risk taking in occupational safety. The target is to have an accident-free workplace. Every YIT employee has equal privilege and obligation for safe and healthy working environment. All employees working at YIT sites must use personal protective equipment and abide by our safety guidelines.

## **Employment**

YIT is committed to comply with the local legislation and collective agreements in all employment relations. We conclude a written employment agreement with every employee. All issues of employment, including termination, are handled in a professional manner in accordance with the local legislation and with respect to the person in question.

## **Employee relations**

The open interaction and confidential relationships between the management and the personnel form the basis for successful business. We shall listen to employees' opinion when developing and implementing personnel issues.

## **Responsible for YIT's People Principles**

The Group's Executive Vice President for People and Culture is responsible for the development and revisions of YIT's People Principles. These principles and all related revisions to them shall be approved by YIT Leadership Team

Approved by YIT Leadership Team on December 11, 2025.