



# Human Resources Principles

YIT Group

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## 1 Introduction

Human resources principles provide guidelines for people related issues in YIT. They form basis for fair and equal treatment of employees in all YIT countries. They also maintain and strengthen common YIT culture. HR principles are based on YIT Values, Leadership Principles and YIT Code of Conduct. 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.

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

Superiors are in a key role to follow and execute the HR principles in practice, supported by HR professionals.

Common guidelines concerning separate functions related to human resources, such as recruitment, introduction, remuneration, Management by Key Results and occupational health and safety, are integral parts of this document.

## 2 Values and leadership principles

### The values of YIT are as follows:

#### RESPECT

- We care about our customers and personnel
- We look for environmentally sustainable solutions

#### COOPERATION

- We are open and share knowledge
- We involve and partner to succeed

#### CREATIVITY

- We trust and build a positive spirit
- We empower people to innovate and challenge

#### PASSION

- We aim high with quality, expertise and results
- We work ethically and keep our promises

### The leadership principles of YIT are as follows:

- Act as one YIT team
- Lead by example
- Welcome change and new ideas
- Be available, listen and ask
- Celebrate success and learn from mistakes

## 3 Joining YIT

Our goal is to attract the most qualified and suitable employees, irrespective of age, gender, religion, race or nationality. We appreciate our personnel to be service minded, result oriented, show responsibility, initiative and willingness to cooperate and develop. When employing a person, it is important to pay attention to the candidate's values being in line with

YIT values. For managerial positions also YIT's criteria for excellent leadership are applied. We appreciate diversity and consider employees with different background to bring competitive advantage to the organization. We cooperate with schools and universities to strengthen our employer image among future generations and attract future YIT employees.

Recruitments in YIT are conducted in a professional way and all applicants are treated with respect. A proper introduction of new employees, including trainees, is an essential part of good recruitment process to integrate newcomers in the organization and the YIT culture.

#### **4 People development**

Our objective is to retain and motivate our employees by providing competence development and career possibilities in order to have a long-term employment at YIT. We promote job rotation and career development by informing about internal vacancies, whenever possible.

By developing our employees' competences, we ensure that they have the possibility to be successful in their job. We also expect our employees themselves to be active in their own development by upgrading their knowledge and skills and sharing knowledge within the organization.

Personal competence development needs and opportunities are discussed and agreed in regular performance and development discussions.

#### **5 Remuneration**

We value and develop the transparency in our remuneration practices. Our objective is to offer a motivating and fair compensation package to be competitive in local markets on a long term. Remuneration includes salary as well as monetary and other benefits derived from local markets. Salaries shall be based on applicable laws and agreements in different countries. Salary levels reflect the individual performance, requirements of the job and competence demands. We think, however, that the motivation of employees is stimulated by other elements than remuneration alone, such as receiving feedback, recognition and opportunities for development.

#### **6 Leadership and management**

Every employee has a right for good leadership at YIT. In leading people, we comply with the jointly agreed YIT Leadership Principles based on our values. Management by Key Results (MBKR) forms the basis for our management philosophy. Decisions concerning personnel, such as recruitment and salary levels, require the approval from manager's superior. Open communication with personnel is an essential part of good leadership at YIT. Business targets and outlook of own unit are regularly informed to personnel.

#### **7 Health and wellbeing of personnel**

Wellbeing personnel are the key resource for YIT. Every employee is responsible for improving the wellbeing of the working community. We aim to secure physical and mental wellbeing to support long working careers. We take care of our employees by providing health examinations and/or health preventive actions. Every employee is to be treated with respect and afforded a work environment free of bullying of any form.

YIT Voice is our personnel survey which provides opportunity for our employees to express their views on various aspects of their work, such as working climate, leadership, commitment to YIT and values. We take actions based on survey results to improve working conditions.

## **8 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 workplace. All employees working at YIT sites must use individual protective equipment and operate according to our safety guidelines.

## **9 Terms of employment**

YIT is committed to comply with local legislation and collective agreements in all employment relations. With every employee we have written employment contract as well as other documents required by the local laws. 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.

## **10 Employee relations**

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

## **11 Responsibility for the YIT Group HR principles document**

The Group Head of Human Resources is responsible for the development of this document, its revision and amendments over time. This document has been and any revision of it shall be approved by the YIT Group Management Team.

Approved by YIT Group Management Team on 18 December 2018