

SLOW

Regenerative Cocoa & Coffee

Employee Engagement and Wellbeing Policy

Slow's commitments to a workplace that motivates, develops, and supports the wellbeing of every employee

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Approver	Chief Impact Officer (CIO)
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Standards Alignment	ILO Decent Work Agenda; UN Guiding Principles on Business and Human Rights; UN Global Compact; B Corp; SMETA; EcoVadis; ISO 45003 (psychosocial)

1. Policy Statement

Slow's mission to restore ecosystems and strengthen farming communities is delivered by people. Slow commits to building a workplace in which every employee is motivated, supported, developed, and able to contribute meaningfully to the company's success.

This Policy sets out Slow's commitments to employee engagement and wellbeing, complementing HR-POL-01 (Workplace Equality, Diversity, Inclusion and Anti-Harassment) and HR-POL-02 (Living Wage and Fair Compensation). It operationalises Section 5.9 of the Slow Impact Framework (FWK-01) for Slow employees.

2. Scope

This Policy applies to all Slow employees (permanent, fixed-term, full-time, part-time), interns, and contractors with an ongoing engagement that is functionally equivalent to employment, in all

countries of operation. Where elements of this Policy intersect with worker protections in supplier operations or on Slow direct farms, those workers are covered by SOC-POL-01 (Human Rights Policy) and OHS-POL-01 (Occupational Health and Safety Policy); this Policy applies in addition to those protections for any worker who is also a Slow employee.

3. Definitions

- **Employee engagement:** the level of an employee's emotional commitment to Slow and its mission, reflected in motivation, discretionary effort, alignment with Slow's purpose, and intent to stay.
- **Wellbeing:** the physical, mental, and social health of employees in connection with their work, including workload, stress, sense of belonging, work-life balance, and access to support.
- **Engagement survey:** the annual, anonymous survey through which Slow measures engagement, wellbeing, and inclusion across the workforce.

4. Goals

Slow's employee engagement and wellbeing efforts pursue four connected goals:

- Sustain employee motivation, satisfaction, and a sense of contribution to Slow's mission.
- Support physical and mental wellbeing across the workforce, including for field staff in remote sourcing locations.
- Enable career growth and capability building consistent with Slow's needs and the employee's aspirations.
- Build an organisational culture grounded in Slow's values: regeneration, dignity, transparency, shared prosperity, systems thinking, and continuous improvement (FWK-01 Section 1.1).

5. Core Commitments

5.1 Onboarding

Every new employee receives a structured onboarding within 30 days of starting, designed to:

- Convey Slow's mission, values, and the Impact Framework (FWK-01).
- Cover all required induction training per MGT-06, including Impact Framework induction, anti-harassment, business ethics, data protection, occupational health and safety, and grievance and whistleblower channels.
- Introduce the new employee to their team, role, expectations, and key cross-functional contacts.
- Confirm compensation, benefits, and basic employment terms in writing in the employee's preferred language where reasonably possible.

5.2 Voice and Two-Way Communication

Slow commits to genuine two-way communication. Mechanisms include:

- An annual, anonymous employee engagement survey covering engagement, wellbeing, inclusion, exposure to harassment or discrimination, and confidence in leadership.
- Pulse check-ins between annual surveys, where useful, to track specific issues.

- Regular 1:1s between every employee and their line manager (cadence agreed locally; at minimum monthly).
- Channels and platforms (such as Slack channels and team meetings) where any employee can raise issues, ideas, and feedback.
- Town halls or all-staff updates at a cadence appropriate to Slow's size, in which leadership shares strategy, performance, and impact updates and answers questions.
- Consultation of employees from different departments on material changes and significant decisions, particularly those that affect ways of working.
- Exit interviews for departing employees, with anonymised themes reviewed annually by the HR Manager and CIO.

5.3 Recognition and Appreciation

Slow demonstrates appreciation for employees in visible, consistent ways, including:

- Acknowledgement of contributions in team forums and in performance reviews.
- Celebration of milestones (years of service, project completion, certifications).
- Peer recognition channels where colleagues can acknowledge each other's contributions.

5.4 Career Development and Training

Slow invests in the professional development of every employee. Commitments include:

- Clear career progression pathways for each role family, with documented criteria for advancement.
- An annual development conversation between every employee and their line manager, identifying skills to build and opportunities to pursue.
- An annual professional development budget approved by the CEO as part of Slow's budgeting cycle, on a recommendation from the HR Manager. The budget covers (a) organisation-wide programmes (induction, role-based training per MGT-06) and (b) a per-employee allowance for individual external training agreed in the annual development conversation. The HR Manager publishes the per-employee allowance internally each year and reports utilisation in the records under Section 9.
- Required role-based training as set out in MGT-06 Training and Competency Matrix, completed within the timeframes specified.
- Internal mobility opportunities where roles open and qualified internal candidates exist.
- Cross-cultural and language support where employees work across countries or with farming communities in their native language.

5.5 Flexibility and Work-Life Balance

Slow recognises that employees are whole people with lives outside work. Slow supports flexibility through:

- Remote and hybrid working arrangements where the role allows, agreed with the line manager.
- A generous paid time off policy, at or above local statutory minimums, and active encouragement to use leave for rest.
- Paid parental leave for all parents at or above local statutory minimums, applied without distinction by gender or family structure.

- Reasonable accommodation for caring responsibilities, religious observance, and other personal circumstances.
- Working-hours expectations consistent with SOC-POL-01 Annex D, including a default expectation that employees are not required to be reachable outside agreed working hours.

5.6 Mental Health and Wellbeing

Slow takes mental health and psychosocial wellbeing seriously. Slow commits to:

- A culture in which employees can speak about workload, stress, and mental health without stigma.
- Workload management practices that prevent chronic overload, with line manager accountability for sustainable team workload.
- Reasonable access to mental health support, which may include employee assistance programmes, counselling referrals, or other support appropriate to the country of operation.
- Specific attention to field staff and Country Implementation Leads, who may face emotional load from working with vulnerable communities, including human-rights-related cases. Where such cases arise, the Social Lead and HR Manager coordinate to ensure the relevant staff have appropriate support.
- Adherence to applicable working-hours and rest-period commitments in SOC-POL-01 Annex D for all Slow employees.

5.7 Physical Health and Safety

All Slow employees are entitled to safe and healthy working conditions, whether in offices, at sourcing sites, on farms, or while travelling for work. The applicable standard is set in OHS-POL-01 Occupational Health and Safety Policy, including:

- Provision of personal protective equipment (PPE) at no cost where required by the role.
- Health and safety training appropriate to the role, including for field staff visiting farms and supplier sites.
- Travel safety briefings and protocols for staff travelling to remote sourcing locations.
- Access to first aid and emergency response procedures at every operational site.

5.8 Inclusion as a Pillar of Engagement

Inclusion is a pillar of engagement, not a separate workstream. Slow's commitments under HR-POL-01 (including diversity, equal opportunity, and zero tolerance for harassment) are integral to engagement and wellbeing, and engagement-survey results are reviewed for differences across protected characteristics where data permits.

5.9 Connection to Slow's Mission

Slow believes that engagement is strongest when employees see how their work connects to the mission. Slow commits to:

- Sharing impact data and stories from origin countries with all employees on a regular cadence.
- Where feasible, supporting visits or virtual exchanges between functions, including between commercial roles and origin operations.
- Inviting employees to contribute ideas to the Annual Impact Review (MGT-05).

6. Engagement Activities

Slow organises engagement activities appropriate to country and team context, which may include team-building events, shared lunches, workplace celebrations, and offsites where feasible. These activities are designed to be inclusive, voluntary, and respectful of employees' personal time. Cost is borne by Slow within the annual engagement-activities budget approved by the CEO on the HR Manager's recommendation.

7. Roles and Responsibilities

HR Manager (owner)	Owns this Policy. Designs and runs the annual engagement survey. Convenes the representative employee group that reviews survey results before action plans are finalised (Section 8). Consolidates findings and develops action plans with leadership. Coordinates training. Oversees onboarding and exit interviews. Coordinates with Social Lead on the wellbeing of field staff exposed to human-rights cases. Raises annual training and HR resourcing requirements (including any need for additional HR capacity to deliver training and the annual review programme) to the CEO and CIO as part of the budgeting cycle.
Line Managers	Hold regular 1:1s; conduct annual development conversations; manage workload sustainably; respond to engagement survey findings within their team; uphold this Policy in day-to-day decisions.
Country Managers (Operations)	Support country-level implementation of engagement activities and onboarding logistics; reinforce policy expectations. Do not investigate engagement-related grievances; these route to the HR Manager.
Country Implementation Leads	Support engagement and wellbeing for country-based Impact and field staff in coordination with the HR Manager.
Chief Impact Officer (CIO)	Approves this Policy and material revisions; reviews engagement data alongside other people-related KPIs; ensures consistency with the Impact Framework.
Chief Executive Officer (CEO)	Owns engagement at the organisation level; sponsors the engagement survey; communicates strategy and impact to the workforce; reviews engagement findings for the leadership team; approves the annual training and engagement-activities budgets.
Every employee	Engages constructively, raises concerns through the channels in HR-POL-01 and GOV-POL-05, and contributes to a positive workplace culture.

8. Measurement and Reporting

The HR Manager runs an anonymous annual employee engagement survey. The HR Manager holds the raw responses in anonymised form; the CIO and CEO review aggregated and themed results only. Before action plans are finalised, the HR Manager convenes a representative

employee group to review the aggregated, anonymised results, test the interpretation of findings, and inform priority actions. The representative group includes:

- Representatives from each department.
- Representatives from each band or level where this can be done while preserving anonymity.
- A balance across countries of operation where reasonable.

Participation in the representative group is voluntary; participants are not asked to disclose personal survey responses. The group's input informs the action plan but does not displace the responsibility of the HR Manager, CIO, and CEO to act on the survey findings.

Action plans are developed at company and team level. Aggregate, anonymised metrics are reported in:

- RPT-01 Annual Impact Report (engagement participation rate, headline engagement score, training completion rate).
- RPT-02 Board Impact Briefing (more detailed disclosure including thematic findings, hot-spots by team or country, and any concerning trends).

Survey results are never used in individual performance management.

9. Records

- Onboarding completion: tracked by HR Manager.
- Annual development conversation summaries: held by employee and line manager; aggregated themes reviewed by HR Manager.
- Engagement survey results: held by HR Manager in anonymised form.
- Representative employee group consultation notes: held by HR Manager in summary form, with names of participants but not their individual contributions.
- Annual training budget utilisation summary: prepared by HR Manager for the CEO and CIO.
- Exit interview notes: held by HR Manager in confidential form; aggregate themes reported annually.
- Training completion records: per MGT-06.

Records are retained per MGT-07 Document Control and Records Retention SOP.

10. Non-Compliance and Concerns

Concerns about the application of this Policy (for example, sustained excessive workload, lack of access to development, or wellbeing impacts) can be raised through:

- A 1:1 with the line manager.
- Direct contact with the HR Manager.
- The grievance channels in GOV-POL-05 / GOV-SOP-01, including the anonymous channel.

Concerns relating to harassment, discrimination, or retaliation are addressed under HR-POL-01 and GOV-POL-05; concerns relating to compensation are addressed under HR-POL-02.

Concerns relating to working hours, rest, or specific human-rights protections of farm workers are addressed under SOC-POL-01.

11. Related Documents



- FWK-01 Slow Impact Framework (Section 5.9).
- MGT-06 Training and Competency Matrix.
- HR-POL-01 Workplace Equality, Diversity, Inclusion and Anti-Harassment Policy.
- HR-POL-02 Living Wage and Fair Compensation Policy.
- SOC-POL-01 Human Rights Policy (Annex D Working Hours and Rest).
- OHS-POL-01 Occupational Health and Safety Policy.
- GOV-POL-05 Grievance and Whistleblower Policy.
- GOV-SOP-01 Grievance Mechanism SOP.

12. Revision History

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Version	Date	Author	Description of Changes
1.0	2026	HR Manager	Initial release as Tier 3 Employee Engagement and Wellbeing Policy. Replaces and elevates the legacy Forest Plateau Lao Co. Ltd. Employee Engagement Strategy (v1.1, 2023) into a Slow-wide Tier 3 Policy. Adds explicit treatment of mental health and psychosocial wellbeing, dedicated attention to field staff exposed to human-rights cases, OH&S induction added to the onboarding training list, an annual training budget process with a per-employee external-training allowance, a representative employee group consultation step before engagement survey action plans are finalised, clarification of survey raw-response access (HR Manager only) and aggregate access (CIO and CEO), and consistent integration with HR-POL-01, HR-POL-02, OHS-POL-01, and GOV-POL-05. Aligns ownership with the Impact Management System architecture (HR Manager owner; CIO approver), removing the legacy joint Country Manager / HR / CEO ownership.

Sign-Off

Role	Name	Signature & Date
Chief Impact Officer	Sabrina Mustopo	Signed by:  _____ Date: 6/1/2026
HR Manager	Margareth Theodora	Signed by:  _____ Date: 6/1/2026