



# "Marel wants to be your partner in your career"

The human factor is the most important factor in the success of our organization. That is why we feel it important to invest energy in facilitating the development and wellbeing of each colleague. We make every effort to put each employee in the role which suits him or her best, so that his or her talents can as far as possible come into their own. This makes an important contribution to a "learning" organization for which it is pleasant to work. As an organization, we want to be your partner in your career, a career determined and realized by yourself.

#### **Starting points**

## Long-term employability applies to everyone

Taking control of your own development is important for everyone regardless of age, experience, education etc. How deep you go will, however, differ from employee to employee and should be tailored to the employee. Marel would like to be your partner in your career. That means that it is you who has to make the first move and indicate to your manager that you would like to work on your long-term employability.

The starting point is that the manager and the organization make time and space available for any activities agreed and that they then keep their word.

#### Marel is not a fast food restaurant....

It is obvious that Marel is not a fast food restaurant or consultancy firm. These organizations work with so-called "mechanical career paths". You know beforehand exactly what progress you can make if you work hard enough. At Marel we see both organization and people as being continually in flux. In this situation it is really difficult to name all the different kinds of paths which employees could take. Our goal is also an organization which is as flat as possible. This means that careers policy is not just about vertical growth but also about horizontal growth. Fulfilling all kinds of roles, participating in projects and contributing to ancillary activities also contribute greatly to your career. We start with the possible directions which an employee could take; we do not promise him or her any specific role or function. We can of course agree on activities which the employee could undertake to develop in the right direction.

## Win-win for employee and Marel

The aim of our careers policy is that we develop employees in a direction, which is in tune both with the goals of the organization and the ambition and talents of the employee. We must therefore create a win-win situation for employee and for Marel.

What could happen if today you decide to follow your heart?