



GENERAL PROCEDURE FOR TALENT MANAGEMENT OF THE NUEVA PESCANOVA GROUP

Approved by the Executive Committee (COMEX) of the Nueva Pescanova Group in its Meeting held on December 20, 2018

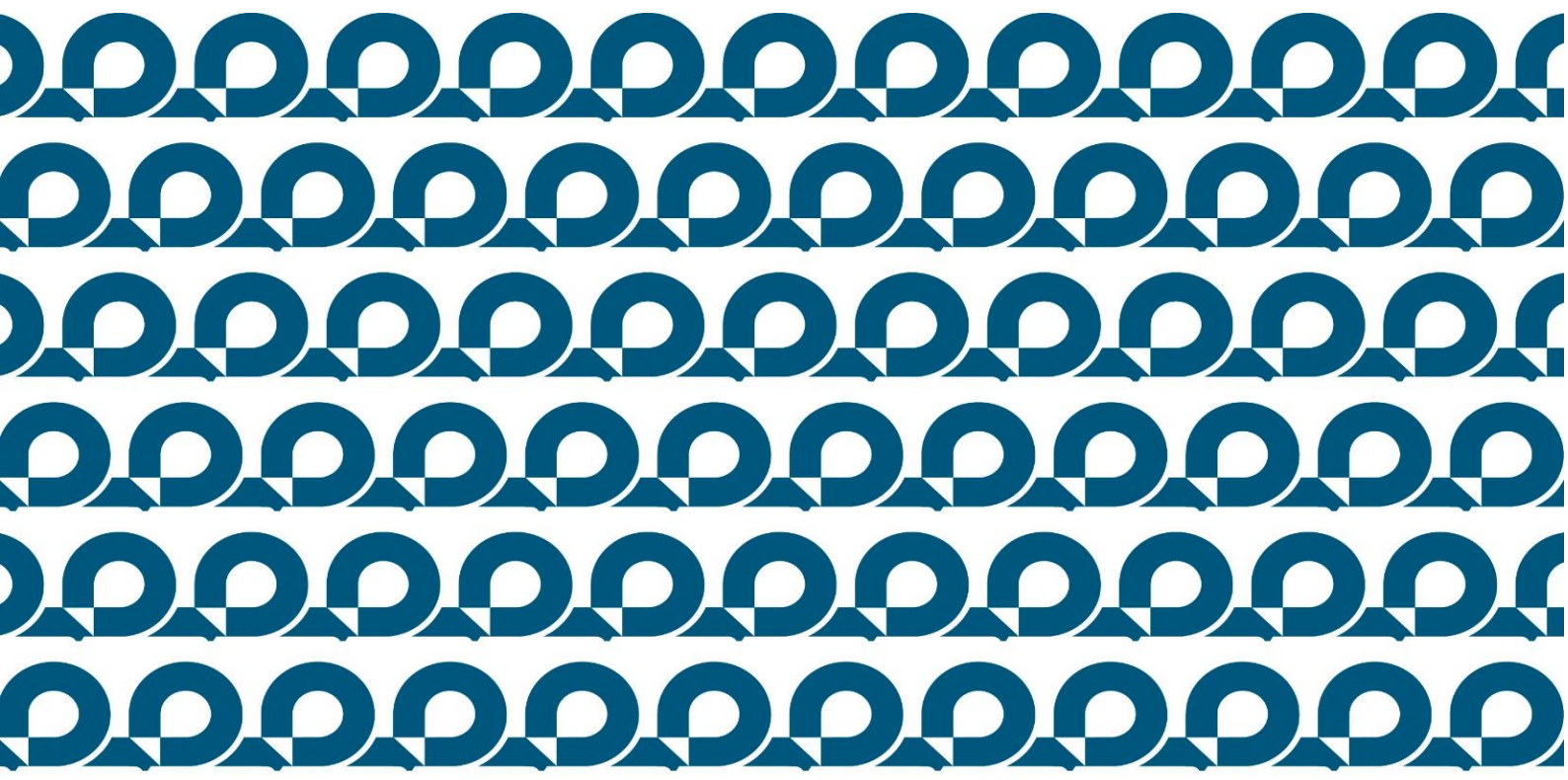


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1. Introduction

The current document outlines the **Talent Management Corporate Policy** within the Nueva Pescanova Group, in accordance with the provisions set forth in Article 5.

The General Procedures on Talent Management within the Nueva Pescanova Group (hereinafter referred to as 'General Procedures') outline the framework of all Talent Management processes and, more specifically, those on **training, internal promotion, performance ratings and succession**. To ensure a correct enactment of the aforementioned processes, it may be necessary to refer to a number of norms and rules of implementation, which have been duly outlined in these General Procedures.

The General Procedures consist of four sub-processes. Group governance and execution responsibilities have been specifically assigned to each one of them, together with risk identification and risk assessment activities aimed at minimising their impact (and which should be enforced systematically throughout the implementation and development of the planned training and learning activities in the fields of internal promotion, performance rating and succession). The aforementioned sub-processes are clearly outlined as follows:

- **Training and Learning Corporate Sub-process.** The main goal of this sub-process is to describe the principles governing all actions undertaken, including facilitating necessary and homogeneous documentation, in order to guarantee that all Nueva Pescanova Group companies rely on trained employees aligned with the framework of the Group's Strategic Plan, serving as reference point with regards to the way of doing things within the scope of the wider Group.
- **Internal Promotion Corporate Sub-process.** The main goal of this sub-process is to ensure greater transparency in the appointment processes carried out within the Nueva Pescanova Group, establishing clear validation circuits and criteria that ensure equal opportunity, the absence of any kind of discrimination and, ultimately, objective and impartial judgement on the basis of professional merit, the degree of compliance with performance goals and overall competencies of the Nueva Pescanova Group professionals.
- **Performance Ratings Corporate Sub-process** The main goal of this sub-process is to establish yearly rating methodology for all Group professionals on the basis of two key factors. On the one hand, the degree of compliance regarding the goals set out at the beginning of each yearly term, and on the other hand the required competencies for each role.
- **Succession Corporate Sub-process.** The main goal of this sub-process is to establish a chain of succession within the organization that will make it possible to identify, for each of the management and key responsibility positions, potential successors for the organisation leads currently holding these positions.

2. Scope of application

These General Procedures **extend to all** Nueva Pescanova Group employees, and will apply to all Group companies, **regardless of their geographical situation**.

These General Procedures may be **adapted** to the specificities of each subsidiary based on their own organizational structure or subject to idiosyncrasies of their computing and/or management systems. Regardless, the overall operating framework of these adjustments should align to the protocols reflected in these General Procedures. The relevant sections will detail what room for manoeuvre each of the Group's subsidiaries has based on their respective governance

mechanisms. Ultimately, these adjustments will need to be agreed and validated by the Corporate Talent Development and Management Division.

3. Exemptions

Excluded from the scope and sphere of application of these General Procedures are training and/or learning activities, appointments, internal promotions, performance rating and succession of a number of professionals within the Nueva Pescanova Group that, on the basis of dispositions within the regulations approved by the Corporate Governance of their leading entity, Nueva Pescanova S.L, will fall under the jurisdiction of the Board of Directors and/or the reports or proposals of one of its Executive Committees.

4. Responsibilities

The Corporate Talent Development and Management Division, reporting to the Corporate Human Resources Director, defines the framework and protocols to be carried out with regards to the sub-processes of Training and Learning, Internal Promotion, Performance Rating and Succession.

Nueva Pescanova Group's Executive Committee, at the request of the Corporate Human Resources Director, is responsible for reviewing and approving all development and implementation regulation relevant to Talent Management within the Nueva Pescanova Group.

Human resources for each business unit within the different Group companies, both locally and internationally, are responsible for enforcing implementation and proper functioning of all outlined procedures. The aforementioned Human Resources teams are bound by functional dependency to the corporate area.

5. Sub-processes

5.1 Training and Learning Corporate Sub-process

5.1.1 *Identifying Training Needs*

5.1.1.1 *"Ad hoc" training needs*

The identification of training needs will be carried out on a **yearly basis** throughout the month of **October**. For it to be successful, Human Resources leads across the different business units within the Group and in collaboration with all Managers (people tasked with the responsibility to manage Teams) have the responsibility to outline the needs that should be covered on the next term. Mandatory training (enforced by the legislation of each country), should be included within the training requirements.

Annex I ('Identification of Training Needs') of these General Procedures showcases a template for data collection. Whilst this document is not binding and Human Resources can choose to use a different version, they should ensure all the information detailed in this document is captured before submitting their proposals.

5.1.1.2 *Performance rating Training Needs*

To add to the preceding point, **training needs derived from the yearly performance rating process** can be included as an additional requirement through the 'Success Factors' SAP tool. Once the yearly rating process has been completed, new **training needs aligned to the competencies required for each role or position** can be requested.

This process is currently being deployed sequentially, meaning year-to-date only applies to employees involved in the Abacus Project.

5.1.2 *Training Plan*

On the back of the data supplied through the 'Identifying Training Needs' form, Human Resources will move to **prioritise the training requirements** and, should they so decide, add new training proposals necessary to attaining specific business unit goals. Based on their assessment, they will proceed to prepare an **estimated budget**. Once completed, it should be submitted to the Corporate Talent Development and Management Division, who, in turn, will consolidate all training needs into one **Annual Training Plan**.

Annex II ('Annual Training Plan') includes the form that should be duly completed and submitted **prior to the 30th of November** of every calendar year. Once the aforementioned Annual Training Plan has been validated by the Corporate Talent Development and Management Division, the responsibility to implement it will fall on the Human Resources teams for each business unit.

5.1.3 *Individual Requests outside the Training Plan*

If circumstances arise throughout the yearly term that call for specific training needs **not recorded in the approved Annual Training Plan**, and for which hiring an external provider may prove necessary, use the form showcased in **Annex III ('Individual Requests')** of these General Procedures and provide sufficient and detailed justification on why such training is necessary. The Corporate Talent Development and Management Division will be responsible for approving each Individual Request.

5.1.4 *Recording Management Indicators*

The Corporate Talent Development and Management Division, reporting to the Corporate Human Resources Director, will outline the necessary management indicators that need to be monitored each month. Human Resources teams for each business unit and/or subsidiaries will be responsible for filling out the required information and submitting the detail **before the 8th of the following month**. **Annex IV ('KPI Detail')** of these General Procedures illustrates the detail that must be completed in order to set out monthly follow-up indicators. Prior to sharing this detail, both internal and external training must be considered.

The Corporate Talent Development and Management Division may add to these plans specific **corporate training initiatives** that will be extended to the wider Nueva Pescanova Group. This specific training should be aligned to the feedback related to the Group's 2020 Strategic Plan.

5.1.5 *General Regulation*

- As a general rule, **only one team member will be allowed to participate in each of the courses agreed with external suppliers**, unless in-company courses (i.e. tailored to specific Group needs) are programmed to cover training requirements or alternatively, when legal or corporate regulations or compliance with any management system, demand wider attendance. Each Human Resources team must ensure the attendee trains the rest of the Team in accordance with the training received. In exceptional cases where the need for more than one team member attending a particular training is identified, the

Corporate Talent Development and Management Division must sign off on the request. If the external training happened to be free of charge, Human Resources could decide how many team members can attend the training initiative provided they take all necessary measures to ensure operating responsibilities of the business unit are covered.

- **Communication to all necessary Group stakeholders** (for instance Trade Unions represented at the Work Council or legal advisers of the employees) **will be managed through all Human Resources teams for each business unit and/or Group subsidiary**. Similarly, should the training be subsidized (if any available), each Human Resources team will be responsible for submitting the necessary detail to the supplier managing the training to facilitate processing, duly communicating status to the Corporate Talent Development and Management Division to enable a qualitative internal control of all subsidized training actions.
- The methodology for implementing training actions, the convening of attendees and measures involving the logistical management of locations, will be responsibility of the HR teams.
- When it comes to **Language** courses, all initiatives will be established by means of group and level formats, with a maximum of **5 people per group**. Should exceptional need for individual classes arise, the Corporate Talent Development and Management Division must validate the request. Criteria for requesting language training will be determined by both opportunity and need, **in accordance with the daily tasks of the role**.
- All training actions at Nueva Pescanova Group will be channelled through the Human Resources teams across business units and/ or subsidiaries within the Group.
- With regards to the subsidiaries of the Group based in Spain, all registrations linked to associations the Nueva Pescanova Group shares membership with (for instance the Management Advancement Association –APD-) can be fulfilled by email, clearly detailing the name of all attendees.

5.1.6 *Search for External Suppliers*

As a rule, training needs within the corporation will be addressed as a priority **internally**, leveraging Nueva Pescanova Group professionals, provided they are suitably qualified to fulfil the training requirement. Should this prove unfeasible new collaboration alternatives shall be explored through external suppliers, in conformity with the purchasing process outlined in the **General Purchasing Procedures for Goods and Services (“Purchasing Procedures”)** for the Nueva Pescanova Group.

In any case, and prior to launching the purchasing request mentioned above, approval from the Corporate Human Resources Director must be obtained. Therefore, once the quotes of all selected suppliers have been gathered by the Human Resources teams of each of the Group subsidiaries, the Corporate Talent Development and Management Division must submit these purchasing requests. For such purpose, the appropriate forms outlined in the **Purchasing Procedures** will be used.

Should the training requested from an external supplier prove to be free of charge, all details will be recorded on the **Follow-Up indicators** form described in the next section

of these General Procedures. In this event, Human Resources for each business unit and/or Group subsidiary will hold exclusive validation responsibility.

5.2 *Internal Promotion Sub-process*

5.2.1 *Objective and scope*

The aim of this sub-process is establishing several internal regulations to ensure all employee **appointments and/or internal promotions** within the Nueva Pescanova Group across **Levels III and IV** (except for the exemptions set forth in Article 3 of these General Procedures) should take place in orderly and homogeneous fashion, with every **guarantee of impartiality and objectivity**. All levels indicated in this section refer to Executive, middle Management and Human Resources categories. The scope applies to all Group subsidiaries.

This sub-process also applies to level II professionals of the Spanish or foreign subsidiaries of Grupo Nueva Pescanova who report directly to the General Manager of said subsidiaries.

Likewise, this Internal Promotion Sub-process applies to newly created positions, unless some of the cases for direct appointment listed in section 5.2.4 apply.

5.2.2 *Internal Promotion Sub-process*

The Internal Promotion Process is shaped by several **steps or phases**, as described directly below.

5.2.2.1 *Identifying the vacancy*

An exhaustive job description of the position to be filled will be drafted, outlining all necessary application requirements. These criteria will be **scrupulously objective**, describing in detail the training, previous experience, language skills, etc. that the candidate should possess and to bring to the role. **Annex V ('Job Description Sheet')** of these General Procedures showcases a sample of the actual form that should be filled out by the applying Manager (as well as the Human Resources team involved).

5.2.2.2 *Publishing the vacancy*

Once the Job Description Sheet referred to in the previous section has been duly filled out, the **position requirements will be published openly and transparently**, allowing for all candidates meeting the aforesaid requirements and keen to pursue the opportunity to submit their application. Should any of the candidates registered in the recruitment process fail to fulfil any of the requirements outlined, he or she will be excluded from the recruitment process through formal written communication (detailing the reasoning behind this decision) or, where necessary, face to face.

5.2.2.3 *Communication to candidate management*

Once the final and exhaustive shortlist of candidates for a given vacancy has been completed, their **current managers will be informed**, with a view to inviting their feedback, recommendations, and comments.

5.2.2.4 *Candidate interview*

Subsequently, the interviewing process will commence, and the Human Resources team will interview **every candidate listed in the final shortlist** for each business unit

and/or subsidiary, as well as by the **Hiring Manager**. Additionally, Corporate Human Resources may interview candidates depending on the nature and relevance of the role. In some cases, depending on the job, additional external interviewers may be invited to join the process.

5.2.2.5 Final report

Once all relevant interviews have been completed, all professional information deemed pertinent to the recruitment process has been gathered, and feedback from current managers heeded, a **final report will be issued** by the Human Resources team of each business unit or Group subsidiaries to the Corporate Human Resources Development and Training team who, in turn, will submit the report for consideration to the Corporate Human Resources Director and on to the Executive Committee (COMEX) of the Nueva Pescanova Group (which acts, to all intents and purposes of these General Procedures, as the Group's **Internal Promotion Committee**). Annex VII ('**Internal Promotion Candidate Report**') showcases a sample of this form. Selection criteria must be based in three main considerations:

- **Merit.** Throughout the candidate's professional career.
- **Competencies.** The candidate's skills and know-how are those required to undertake the responsibilities of the new role.
- **Goals.** Performance rating and goal achievement within the organization up to that date.

Should discrepancies arise between the Hiring Manager of the relevant business unit and the Human Resources team with regards to the chosen candidate, the report will outline both proposals and the Internal Promotion Committee will make the final call.

5.2.2.6 Communication

Once the appointment has been approved, the Corporate Director of the relevant business unit or department will inform both the chosen candidate and the wider organization. Should the Corporate Director be unavailable, or subject to the nature and level of the vacancy fulfilled, the relevant Human Resources team or the actual Hiring Manager may take on these communication responsibilities instead.

5.2.3 Other considerations

Should no employee apply to the vacancy or should those applying internally fail to meet the job requirements in terms of **merit, competencies and performance rating**, a new **external recruitment process** will be launched, in compliance with Corporate Human Resources instructions.

5.2.4 Direct appointment of group professionals

It will not be necessary to implement the sub-phases of the Internal Promotion Process described in Section 5.2. It is possible to directly appoint a Grupo Nueva Pescanova professional to a job or position, provided that this possibility is included in the specific Succession Plan approved for that position or job in the terms indicated in section 5.4 of this General Procedure ("**Corporate Succession Sub-process**").

In such cases of direct appointment, it will be necessary to have the express approval in writing of the Department Director or Corporate Division to which the professional

to be appointed directly reports and/or the *Country Manager* of the corresponding country, after a favourable opinion has been given, also in writing, by the Director of the Corporate Talent Development and Management Division (or whoever is explicitly delegated to perform these duties in the case of foreign subsidiaries of Grupo Nueva Pescanova.)

Similarly, the sub-phases of the Internal Promotion Sub-process will not apply in the case of a vacant position or job for which, even if there is no specific succession process, there is a candidate who has held the position in the hierarchy immediately below the vacant position or job and for whom, for reasons of merit, suitability and ability, a direct appointment has been proposed to the Corporate Talent Development and Management Division by the Director of the Department or Corporate Area in which the vacant position or job in question is included, justifying this step adequately in the opinion of the Corporate Director of Talent Development and Management.

In addition, the sub-phases of the Internal Promotion Sub-process will not apply when there is a candidate on the same or the immediately preceding level of the hierarchy as the vacant position or job in question and for whom, for reasons of merit, suitability and ability, a direct appointment has been proposed to the Corporate Talent Development and Management Division by the Director of the Department or Corporate Area in which the vacant position or job in question is included, justifying this step adequately in the opinion of the Corporate Director of Talent Development and Management.

5.3 Performance rating corporate sub-process

5.3.1 *Objective and scope*

The aim is to establish a methodology that allows **homogenization of all rating processes across the Group**. To this effect, performance rating is not a goal in itself but an instrument that enables identification of **improvement areas** that should be worked upon in the near future as well as key **strengths** that drive our day to day. To succeed in measuring this, a number of **metrics** are put in place with the aim to assess **compliance rate against business objectives** defined at the beginning of each calendar year as well as evaluate the **level of competencies** showcased in **each of the standard Jobs identified**.

The Performance rating sub-process takes shape in several **steps or phases**, as described below:

5.3.1.1 *Setting goals*

At the beginning of every calendar year, annual Group objectives will be discussed and agreed upon. These goals can be:

- **Generic.** Set by the Group and applicable to all employees, with different weighted responsibilities based on job description and/or level
- **Individual.** Applicable directly to each employee and set based on his/her duties. **Ten per cent** of the weight of these individual goals will be **qualitative** and the remaining ninety per cent **quantitative**.

The weight of the goals assigned to each level within the organization is shown in the table below:

| <i>Level</i> | <i>Objective weight Generic</i> | <i>Objective weight Individual</i> |
|---------------------|-------------------------------------|------------------------------------|
| Executive Committee | 70% | 30% |
| Levels I and II | 50% | 50% |
| Others | 30% | 70% |

5.3.1.2 *Half-yearly performance review*

A semi-annual performance review will be established for all employees. Rating process will include:

- **Self-assessment** of the goals and competencies associated to the standard role from the employee's perspective.
- **Assessment** of the goals and competencies associated to the standard role from the line manager's perspective.
- **Development / Feedback Interview** so both manager and employee can share and agree upon development opportunities and key strengths. As part of this interview, manager and employee will work jointly on a future Development Plan for the employee.

5.3.2.3. *Annual performance rating*

Upon closing the financial year, a thorough performance rating process will kick off. The execution methodology planned for this initiative is **aligned to that described in the section above**.

This performance rating process is applicable to all Nueva Pescanova Group employees, with the sole exceptions of the Executive Committee, which will undergo a 360 evaluation.

5.3.2.4. *Gathering information and supporting data recording*

The aforementioned process will be **supported through the SAP 'Success Factors' tool**. Registering all employee reviews and ratings in the tool will be **sequential**, with a growing number of employees registered as time goes by. This however should not be construed as an opportunity to delay the performance rating. It should be executed along the lines described above although digital format support may not be available at the time of review. Having said this all Human Resources Teams for every business unit and Group company possess both the information and the training to articulate the rating process in compliance with written corporate competencies and metrics.

5.4 *Succession corporate sub-process*

5.4.1 *Objective and scope*

The aim of this sub-process is to establish an orderly, homogeneous, and methodical process to enable identification of the potential successors of the current Leadership Team at Nueva Pescanova Group.

5.4.2 Process

The aforementioned process affects all managers (i.e., all employees with managing responsibilities over a team). All managers must have at least one potential successor identified that they feel can replace them in a given time.

As per the preceding sections, this process will be supported through the SAP Success Factors tool, integrated within the wider **Abacus Project** scheduled for **sequential** deployment. As a result, assessment for separate Group employees will be added to the Group tool at different moments in time.

The Succession Plan will outline several different deadlines for identification and record of potential successors:

- People shortlisted to assume the responsibilities of the new function in **under a year**.
- People shortlisted to assume the responsibilities of the new function in a period ranging **between 1 and 3 years**.
- People shortlisted to assume the responsibilities of the new function in a period above **3 years**.

It will be **every Manager's responsibility** to build a **solid candidate pool of successors** as one of the key responsibilities of their management tasks.

In accordance with the above section, and despite the process being sequential, there is no excuse for Managers to fail in identifying and nurturing the development of their potential successors within the Team.

6. Interpretation

This General Procedure for Talent Management will be interpreted in accordance with the Corporate Governance and Compliance Regulatory System, especially considering the rules and principles contained in Our Code of Ethics and with respect to the provisions of the Bylaws of Nueva Pescanova, S.L., and the Regulations of its Board of Directors and its Committees.

The interpretation and general integration of this General Procedure is the responsibility of the Corporate Talent Development and Management Division. Its interpretive criteria are binding for all professionals of the Nueva Pescanova Group.

In its work of interpreting and integrating this General Procedure, the Corporate Talent Development and Management Directorate may raise the queries it deems appropriate to both other corporate bodies and the Compliance Unit.

7. Review and modifications

The Corporate Talent Development and Management Division is responsible for periodically reviewing this General Procedure for Talent Management to monitor its implementation and compliance in the Nueva Pescanova Group, as well as, where appropriate, to propose its modification.

Any modification of this General Procedure must be approved by agreement of the COMEX of the Nueva Pescanova Group, at the proposal or prior report of the Corporate Talent Development and Management Division.

To guarantee the timely traceability of any subsequent modification of this General Procedure, the modification control table contained in Chapter 9 of this document must be completed in a timely manner.

8. *Approval, entry into force and validity*

This version (v2_12_2018) of this General Procedure for Talent Management was approved by the Executive Committee (COMEX) of the Nueva Pescanova Group at its Meeting on December 20, 2018, held at its headquarters in Chapela (Redondela-Pontevedra-Spain), being in force for the entire Nueva Pescanova Group from that day on.

Any modification of this General Procedure must be approved by the COMEX of the Nueva Pescanova Group.

9. *Modification control*

| Version | Modification Summary | Modification Promoter | Modification Approval Entity | Modification Approval Date |
|------------|--|---|------------------------------|----------------------------|
| v1_09_2017 | Approval of the initial text of this General Procedure | Corporate Human Resources Director - Corporate Talent Development and Management Division | COMEX | 26/09/2017 |
| v2_12_2018 | <ol style="list-style-type: none"> 1. Modification in Internal Promotion resulting from the approval of the General Procedure for Recruitment, Selection, Incorporation and Exit. 2. Modification of the nomenclature from the Corporate Directorate for Development and Training to the Corporate Directorate for Development and Talent Management | Corporate Human Resources Director - Corporate Talent Development and Management Division | COMEX | 20/12/2018 |
| | | | | |

ANNEXES

ANNEX I. Identifying Training Needs

| <i>Identified Training Needs</i> | |
|-----------------------------------|--|
| Workshop / Training Course | Description of specific training need for Year 2018 |
| Justification | Outline the reasons why the training actions are needed in Year 2018 |
| Priority | P1- Very High Priority / P2-High Priority / P3-Medium Priority / P4-Low Priority |
| Methodology | Detail whether Internal or External |

| Department: | | <i>Identified Training Needs 2018</i> | | | |
|--------------------|------|---------------------------------------|---------------|----------|-------------|
| | | Nueva Pescanova Group | | | |
| SURNAMEN | NAME | WORKSHOP/COURSE | JUSTIFICATION | PRIORITY | METHODOLOGY |
| | | | | | |
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ANNEX II. Annual Training Plan

| Training Plan 2018 | | | | | | | | | |
|--|------|------------|---------|-------------|-------|----------|-----------|------------|------|
| CODE | NAME | DEPARTMENT | COURSES | METHODOLOGY | HOURS | TRANSFER | ATTENDEES | INVESTMENT | DATE |
| | | | | | | | | | |
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| Code: Detail the company code you belong to. | | | | | | | | | |
| Name: Detail the name of the company you belong to. | | | | | | | | | |
| Department: Detail the department and/or collective requesting the training. | | | | | | | | | |
| Workshops - Course: Detail the workshop or course content. | | | | | | | | | |
| Methodology: Detail whether the training will be presential, online or mixed. | | | | | | | | | |
| Hours: Detail the number of hours of the workshop or course proposed. | | | | | | | | | |
| Transfer: Detail whether the training will be internal or external. | | | | | | | | | |
| Attendees: Detail number of attendees for each course or workshop. | | | | | | | | | |
| Investment: Detail the approximate budget for each training action proposed. | | | | | | | | | |
| Date: Detail the implementaion calendar for each training action proposed. | | | | | | | | | |

ANNEX III. Individual requests

TRAINING APPLICATION: INDIVIDUAL REQUEST

Application date:

WHO IS REQUESTING THE TRAINING?

| | |
|--|--|
| Surnames: | |
| Name: | |
| Department: | |
| Job / Function: | |
| Department Lead Name and Surname: | |

TRAINING ACTION *(To be filled out by Human Resources)*

| | |
|---|--|
| Name – Training Action: | |
| Methodology (in-person, online): | |
| Start date and time: | |
| End date and time: | |
| Teaching hours: | |
| Coordinator / Instructor: | |
| Registration cost: | |
| Training site: | |
| Accommodation and/or Travel | |

DETAIL AND JUSTIFICATION OF TRAINING ACTION

NOTES AND ADDITIONAL COMMENTS

**Signature
Requestor
Resources**

**Signature
Line Manager**

**Signature
Human**

ANNEX IV. Recording KPIs

| MONTHLY TRAINING PLAN FOLLOW-UP INDICATORS | | | | | | | | | | | | |
|--|----------------|-----------------|--------------|--------------|------------|-------------|-------------|---------------|------------------|----------------|-----------------|-----------------|
| Year 2018 | January | February | March | April | May | June | July | August | September | October | November | December |
| Number of training actions | | | | | | | | | | | | |
| Total number of training actions | | | | | | | | | | | | |
| Internal Training | | | | | | | | | | | | |
| External training | | | | | | | | | | | | |
| Hours - Methodology | | | | | | | | | | | | |
| Presential | | | | | | | | | | | | |
| Online | | | | | | | | | | | | |
| Employee training actions | | | | | | | | | | | | |
| Total Investment | | | | | | | | | | | | |
| Internal | | | | | | | | | | | | |
| External | | | | | | | | | | | | |
| Subsidized investment (if any available) | | | | | | | | | | | | |
| Internal | | | | | | | | | | | | |
| External | | | | | | | | | | | | |
| Number of individual requests | | | | | | | | | | | | |
| Training evaluation | | | | | | | | | | | | |
| Training Actions: Detail the number of training actions delivered during the term. | | | | | | | | | | | | |
| Total hours: Detail the number of total training hours during the term. Training hours should be multiplied by the number of attendees. | | | | | | | | | | | | |
| Hours - Methodology: Detail the number of total training hours based on the methodology of choice. | | | | | | | | | | | | |
| Employee Training Actions: Detail the number of different employees taking part in training actions. | | | | | | | | | | | | |
| Investment: Detail the total amount invested (in euros). | | | | | | | | | | | | |
| Subsidized investment: Detail the total subsidized amount invested (in euros), if any. | | | | | | | | | | | | |
| Individual requests: Detail the number of individual requests during the term (if any). | | | | | | | | | | | | |
| Training evaluation: detail the average training action evaluation by attendee. Please use scale 1 to 4. | | | | | | | | | | | | |

ANNEX V. Job Description Form

Job Description Form– Pescanova Group



| | | | |
|---|--|--|---|
| 1. Job Title <input type="text"/> | 12. Team management <input type="checkbox"/> Yes <input type="checkbox"/> No | Number of team members <input type="text"/> | 15. Division <input type="text"/> |
| 2. Department <input type="text"/> | 13. Computing skills <input type="checkbox"/> Yes <input type="checkbox"/> No | If yes, specify below <input type="text"/> | 16. Department <input type="text"/> |
| 3. Line Manager (Name) <input type="text"/> | 14. Languages <input type="checkbox"/> Yes <input type="checkbox"/> No | If yes, specify below <input type="text"/> | 17. Level <input type="text"/> |
| 4. Functional Lead (Name) <input type="text"/> | | | 18. Type of job <input type="text"/> |
| 5. Job Mission <input type="text"/> | | 6. Job Objectives <input type="text"/> | |
| 7. Job Duties <input type="text"/> | | 8. Job competencies | |
| 9. Desired Academic Background <input type="text"/> | | Specialty <input type="text"/> | |
| 10. Travel availability <input type="checkbox"/> Yes <input type="checkbox"/> No | | If yes, please specify which applies from below. <input type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both | |
| 11. Experience required <input type="checkbox"/> Si <input type="checkbox"/> No | | If yes, please specify requirements below. <input type="text"/> | |
| | | <input type="checkbox"/> Global vision <input type="checkbox"/> Creativity <input type="checkbox"/> Resource optimisation <input type="checkbox"/> Leadership <input type="checkbox"/> Integrity and honesty <input type="checkbox"/> Strategy perspective <input type="checkbox"/> Innovation <input type="checkbox"/> Attention to detail <input type="checkbox"/> Inspire and motivate <input type="checkbox"/> Commitment <input type="checkbox"/> Flexibility <input type="checkbox"/> Customer Service <input type="checkbox"/> Listening skills <input type="checkbox"/> Crossfunctional work <input type="checkbox"/> Organizational acumen <input type="checkbox"/> Change leadership <input type="checkbox"/> Focus on results <input type="checkbox"/> Communication skills <input type="checkbox"/> Collaboration <input type="checkbox"/> Analytical skills <input type="checkbox"/> Initiative <input type="checkbox"/> Challenging goals <input type="checkbox"/> Team work <input type="checkbox"/> Peer training <input type="checkbox"/> Data analysis and presentation <input type="checkbox"/> Problem solving <input type="checkbox"/> Self control <input type="checkbox"/> Building relationships <input type="checkbox"/> Time management <input type="checkbox"/> Understanding success factors <input type="checkbox"/> Decision making <input type="checkbox"/> Planning <input type="checkbox"/> Influencing <input type="checkbox"/> Personal development <input type="checkbox"/> Customer training <input type="checkbox"/> Managing conflict <input type="checkbox"/> Project management <input type="checkbox"/> People management <input type="checkbox"/> Self confidence <input type="checkbox"/> Technical expertise | |

ANNEX VI. Internal Candidate Promotion Report

Internal Candidate Promotion Report



1. Job Title (specify the title of the job opening)

2. Level (specify job level: I, II, III or IV)

3. Reporting hierarchy (specify department or area the new role will be reporting into)

4. Business Unit (specify if Aquaculture, Fishing, Industry, Commercial or Corporate)

5. Executive Committee Representative (specify the name of the person represented)

6. Candidate Table: (record name, current job title, country, HR ranking and Business ranking (a hiring manager))

| Candidate | Current Job Title | Country | HR Ranking | Business Ranking |
|-----------|-------------------|---------|------------|------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

7. Selected candidate (record name of the chosen candidate, agreed between HR and Business, as well as reasoning/justification)

8. Start date (record candidate's approximate start date in new role)

CONTACT

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