

## Training and Development

The Company's most important assets are our PEOPLE. Given the importance of innovation and continuous improvement to Glatfelter's long-term success, training and professional growth are central to developing our workforce.

Global training at Glatfelter encompasses a variety of programs, from apprenticeships and machine-specific skill development, grant-funded partnerships, and Lean principles training to leadership development. A variety of skills are needed to achieve [Glatfelter's vision](#) and live out our [Core Values](#). All employees are encouraged to participate in training activities and to grow their skills each year.

### Training & Development Global Initiatives

- Among our top global initiatives is Impact Zone Leadership (IZL), Glatfelter's competency model. A model that aligns employee capabilities and behaviors to Glatfelter's business needs and is clearly linked to the company's business strategies.
- Glatfelter PEOPLE complete numerous courses each year to ensure compliance and a practical understanding of Glatfelter's Code of Business Conduct, including training in ethical behavior, anti-harassment and anti-bribery laws and expectations, and mutual respect.
- Globally, we give executives, supervisors and managers access to external resources to develop leadership skills, such as learning modules from Harvard Manage Mentor.
- We provide training courses to foster a basic understanding of financial principles; the ability to manage multiple tasks and objectives; and team building, collaboration, communication and listening skills. Rosetta Stone (for language training) continues to play an important role with our global workforce.
- Glatfelter holds regular safety training sessions for all employees, including first aid and fire safety, to increase awareness and encourage safe working practices.
- We offer tuition reimbursement for approved job-related courses through accredited colleges and universities.

- Glatfelter PEOPLE participate in meeting official quality standards such as ISO 9001, 14001, BRCGS, and FSC and are consistently trained and developed in these areas to ensure accreditation and customer satisfaction.
- Lean Principles are emphasized globally to help Glatfelter PEOPLE all over the world learn how to drive out inefficiencies. Examples are managing for daily improvement (MDI) and other lean tools, that support project management.
- Glatfelter's Performance Management program is one of the core tools that provides Glatfelter PEOPLE with the ability to excel. Through this program, we are able to successfully provide direction, coaching, performance feedback and encouragement to motivate employees and improve overall performance. This is done by linking employee goals, feedback and rewards to key business objectives. This system ensures that Glatfelter PEOPLE are aligned with what matters the most – generating value for our customers and shareholders.

### The Value of Apprenticeships

Due to the continuous evolution of the business, **Glatfelter offers an operational apprenticeship program** in many of our global locations.

Within our Composite Fibers (CF) Business, **Glatfelter Gernsbach's** program includes:

- Papermakers
- Electronic Technicians
- Industrial Mechanics
- Industrial Clerks
- Bachelor of Arts (B.A.) degrees
- Bachelor of Science (B.S.) degrees
- Bachelor of Engineering (B.Eng) degrees

As a global company, Glatfelter also sponsors regional and international university programs. Glatfelter Gernsbach offers internships to students of various degree programs. Since 2019 we have a cooperation with the EU-Japan Center for Industrial Cooperation under which we are offering and sponsoring internships for Japanese students under the "Vulcanus" program.

For the last years, Glatfelter, in partnership with other local businesses and public authorities, has sponsored and organized several apprenticeship fairs, which are regionally recognized and successful at attracting new talent to the company. In November 2019, the German Chamber of Industry and Trade (IHK) honored one Gernsbach trainee for his exceptional accomplishments.

Our Human Resources team in **Lydney, UK**, partnered with the Gernsbach Paper School to create a unique apprenticeship program for English-speaking students. Following the success of the first students who started the Paper Making apprenticeship in 2017, Lydney enrolls Paper Making Apprentices each year. During the apprenticeship, students learn about papermaking through the Paper School in Gernsbach and, following each instruction module, the apprentices return to Lydney to practice what they have learned in an operational environment. After three years, the apprentices earn a 'Craftsperson' degree.

At our **Ober-Schmitten** facility, we have increased the number of our apprentices and are collaborating with the Gernsbach apprenticeship program. Apprentices from Gernsbach traveled to Ober-Schmitten to share best practices, product training, and a presentation on processes, technical plant practices and machinery.

The **Scaër** mill initiated an exchange program with the French papermaking school Pagora. This program is designed to develop young students into Paper Engineers. The practical training supplements their course of study and extends theoretical knowledge learned while at university. It is a three years apprenticeship program held for many years in partnership with Pagora.

In 2020, a Paper making training validated by a Professional Qualification Certificate (CQP) has been launched for Production Operators: 1st pilot group from January to October 2020.

The same process has been implemented for Maintenance Mechanics in order to prepare young professional for replacement of future leavings (retirement).

The Company also offers an apprenticeship for papermaking in **Glatfelter Dresden** in cooperation with the papermaking college, Altenburg, which has been providing apprenticeships in the papermaking industry for nearly 100 years. The Dresden facility provides on-the-job training, integrated group training, housing support, financial support for school books, and additional opportunities for internships.

Within our Airlaid Materials (AM) Business our **Falkenhagen** facility in Germany offers a dynamic apprenticeship and student learning experience. In 2016, Glatfelter Falkenhagen was named the "Top Company Providing Vocational Training" in Prignitz County, Brandenburg, Germany. Since then the Falkenhagen Apprenticeship is regularly honored by external authorities. Since 2001, more than 140 vocational trainees have successfully completed the training program, and more than 90% of these graduates have continued their employment with the Company. In 2020, approximately 25 apprentices, trainees and students received formal coursework, on-the-job training, housing support, financial support for school books and additional opportunities for international internships.

Since 2018 the Glatfelter **Steinfurt** facility is also part of Glatfelter's AM business. Steinfurt also offers an apprenticeship program as part of the company's long-term career and personal development processes.

For further information about our apprenticeship programs, you can also visit the following websites:

[www.glatfelter-ausbildung.de](http://www.glatfelter-ausbildung.de) or [www.glatfelter-azubi.de](http://www.glatfelter-azubi.de).

## Maximizing Grant-Funded Training

Each year, new and continuing government grants (varying between the different locations) strengthen the Company's operations and performance by focusing on the skills of our PEOPLE. Below are just a few examples of the Company's global training and development initiatives:

- Leadership capabilities
- Project Management
- Technical Expertise
- Safety
- IT-specific Know How