

CULTURE HANDBOOK

JUNE 2025





CEO'S GREETING

DEAR COLLEAGUES AND FUTURE TEAM MEMBERS,

Company culture means the set of values, beliefs, attitudes, and practices that guide employee behavior and influence how people act and make decisions within the organization. It is often described as the personality of the organization, which develops over time and is reflected both in internal cooperation and in interactions with external stakeholders.

This Culture handbook sets out the principles of our company culture – describing not only what our culture is today, but what we want it to be in the future. It provides the foundation how we encourage all current and future Auramarine employees to act, and work together so that we can achieve our company goals while building a workplace where everyone of us feels like a valued and important part of our community.

We are proud of our diverse, multicultural community, where every person's unique strengths are recognized, respected, and utilized to build a better future. We are committed to creating an inclusive workplace where everyone has the opportunity to grow – not only along their career path, but also as individuals. Our aim is to be an employer of choice at all our locations, offering meaningful work, a supportive environment, and opportunities to thrive.

This handbook is the first of its kind in our company's more than 50-year history. It reflects both our proud heritage and our forward-looking mindset. Together, let's continue shaping what it means to be part of Auramarine and building a company culture that will carry us successfully into the decades ahead.



Thank you for being part of this journey,

John
CEO, Auramarine Ltd

SHAPING OUR CULTURE – TOGETHER

WHAT IS CULTURE HANDBOOK?

This is Auramarine's Culture Handbook – your guide to understanding who we are, how we work, and what makes our company a unique place to be. It's a collection of ideas, principles, and shared ways of working that help us succeed as a team.

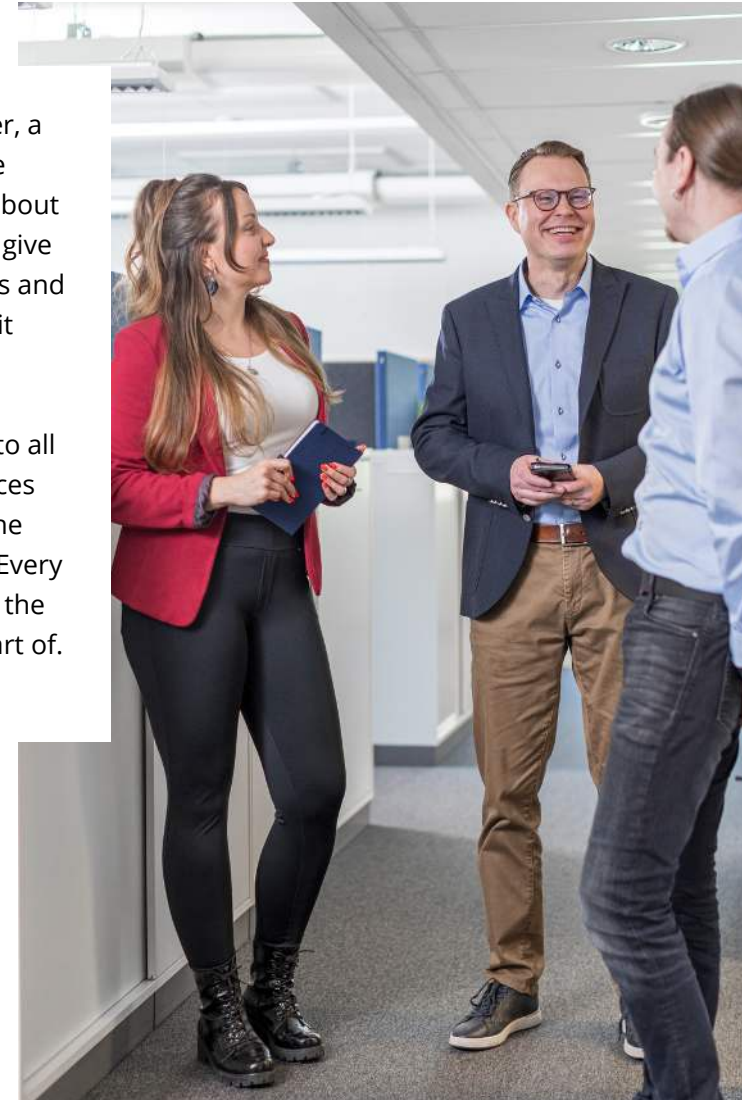
Culture is more than just words – it's how we collaborate, innovate, and support one another. We also believe that the best culture is one that reflects our shared values and is built together, through open dialogue and active participation.

That's why we gathered insights from across the organization: employee surveys, team workshops, and leadership discussions. These helped us capture how our culture is experienced today – and how we would like it to grow in the future.

This handbook is designed to serve as a long-term guide for all Auramariners: those who are already with us and those who are yet to join. It also supports transparent culture communication both internally and externally.

So, whether you're a new team member, a long-time colleague, future Auramarine professional or just someone curious about our way of working, this handbook will give you an inside look at our culture, values and everyday practices - insights into what it means to be part of Auramarine.

Most importantly, our culture belongs to all of us. It's shaped every day by the choices we make, how we work together and the values we live by. Every voice matters. Every action counts. Together, we're creating the culture – and future – we want to be part of.



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WE & OUR VALUES



"Good work atmosphere, good colleagues, and a general feeling of a true opportunity to affect the company with your own efforts."

An employee in Finland

AURAMARINE – OUR IDENTITY

WHO WE ARE AND WHAT WE DELIVER?

Auramarine delivers fuel supply systems and related lifecycle services for marine, power and process industries. Founded in 1974 and headquartered in Turku, Finland, we have a strong reputation for delivering reliable, state-of-the-art solutions.

We design and manufacture fuel supply systems to ensure efficient and reliable fuel management for various types of vessels and engines. These systems handle different fuels, including heavy fuel oil (HFO), marine gas oil (MGO), and alternative fuels like methanol and ammonia and biofuels. The systems are equipped with advanced features to regulate fuel flow, pressure, and temperature, ensuring optimal performance and compliance with environmental regulations. They include components such as filtration units, cooling and chilling units, and emergency pump units to maintain fuel quality and system reliability. Our engineers work in design and R&D to find new solutions for optimizing fuel efficiency and making sure that our fuel supply systems are modular and adaptable to different engine types and operational requirements.

There are also many R&D projects ongoing attracting new technical expertise to join to Auramarine research projects.

In addition to delivering high quality fuel supply systems, our team provides extensive lifecycle services for fuel supply systems ensuring optimal use of our systems throughout their lifecycle. These services include for example commissioning, service inspections, maintenance services, predictive spare parts management, modernisations, retrofits, and training services. Our service experts help our customers both remotely and onboard. Our premium fleet services brings operational safety and reliability for the whole fleet, including customised upgrades, enhanced technical support, extended warranty packages and spare parts deliveries from stock within a day.



PEOPLE BEHIND THE SUCCESS

This over 50-year success is made possible by our people: the experienced professionals who shape our business today and the future talents who will help us grow.

Today we have over 120 people with offices in Finland and China. Our headquarters in Finland is home to our product development, engineering, and sales teams. These functions work closely together to design and deliver cutting-edge solutions that meet the evolving needs of our customers. In China, our manufacturing operations bring these designs to life with high-quality, efficient production that supports our global delivery capabilities. Together, our teams across continents form a unified Auramarine – focused on excellence, collaboration, and green transition.

Whether you've just joined us or have been with us for years, you are an essential part of our journey. We invite you to grow with us, challenge yourself, and contribute to something meaningful. Welcome to Auramarine – where expertise, innovation, and people come together to shape a more sustainable future.



HOW WE WORK AT AURAMARINE?

How we work, shapes who we are – not just as a company, but as a community of people working toward shared goals.

In the following sections, you'll see what this looks like in our everyday reality: how we grow and adapt in a changing world, collaborate across cultures and continents, support one another, share knowledge openly, take ownership, and keep things moving – together.

GROWING AND CHANGING

We are a company that wants to grow and develop – standing still is not an option. Growth means change – new business opportunities, new customers, new projects, new markets, and new ways of thinking. It requires agility, curiosity, and the courage to step outside your comfort zone.

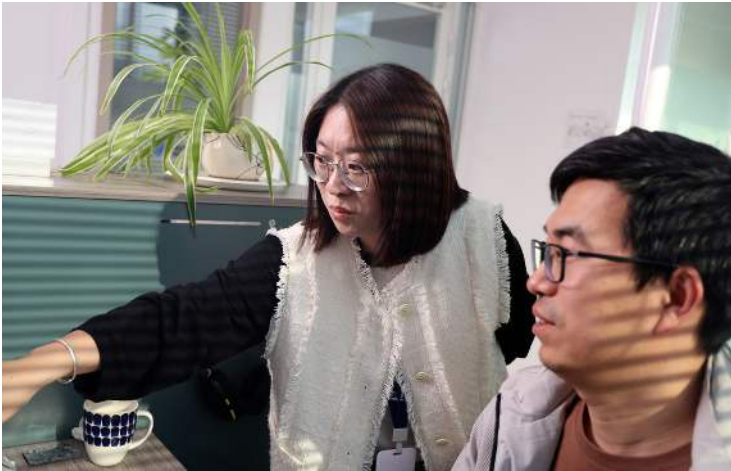
To succeed here, you don't need to know everything – but you do need a willingness to learn, develop your skills, and grow together with the company. We value people who are proactive, adaptable, and open to new ideas. Progress doesn't happen by accident – it comes from continuous improvement, fresh thinking, and a shared ambition to build something better every day.

CROSS-FUNCTIONAL AND GLOBAL COLLABORATION

We work across teams, time zones, and cultures. With offices in Finland and China, collaboration is part of our everyday – and essential to our success. Working in a matrix organization means your teammates may sit on the other side of the world. Cultural differences are acknowledged and reflected in how we communicate and collaborate. Despite the distance and differences, we aim to build one shared Auramarine culture which is open, collaborative, innovative, respectful, human, and forward-looking. **Everyone plays a part in making One Auramarine culture real.**

HELPING EACH OTHER

At Auramarine, we believe that no one should have to succeed alone. We foster a culture where helping one another is natural and the atmosphere is supportive, open, and built on mutual respect. Whether you're new or experienced, **asking for help is not a sign of weakness – it's a sign of working smart.** And when someone needs support, we step in, without hesitation. By solving challenges together, we not only find better answers but also learn from each other and build shared expertise.



SHARING KNOWLEDGE

Knowledge grows when it's shared. It's not personal property – it belongs to the whole organization. By sharing what we know, we make smarter decisions, solve problems faster, and strengthen collaboration. We are constantly working to improve how information flows – so that the right knowledge reaches the right people at the right time. Clear role descriptions help everyone understand who does what and who to turn to. **Sharing knowledge is not just about tools or processes – it's about mindset.** When we actively exchange ideas and lessons learned, we build trust, reduce silos, and move forward as one team.

FLAT STRUCTURE, BIG IMPACT

We keep things simple – with a flat organization and minimal hierarchy.

This allows us to act quickly, make decisions efficiently, and keep moving forward. Everyone is encouraged to take initiative, bring ideas forward, and contribute to the bigger picture. You don't need permission to think – you're trusted to use your judgement and make smart choices.

VALUING OTHERS' TIME

We respect everyone's time – including our own. At Auramarine, **we aim to work efficiently and thoughtfully, both for ourselves and for others.** This means inviting only the right people to meetings, sharing agendas in advance, and checking availability before calling. In open offices, we speak calmly to support focus and concentration. Clear communication and consideration for others' time help us work smarter – and make everyone's day smoother.

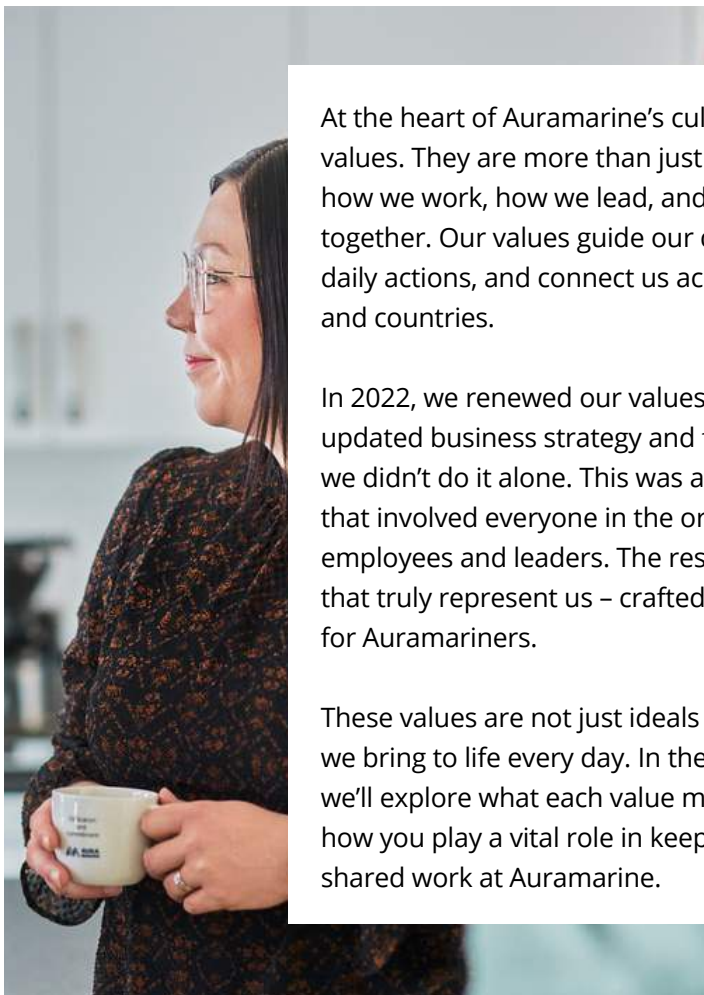
FREEDOM AND RESPONSIBILITY

With freedom comes responsibility. At Auramarine, you have a lot of autonomy in how you do your job – but it goes hand in hand with accountability. We expect everyone to act towards our shared goals, work collaboratively, and share information. **We value a proactive, entrepreneurial mindset – one where responsibility is not a burden, but an opportunity to make a difference.**

CASUAL COLLABORATION

We take our work seriously – but not ourselves too much. At Auramarine, the atmosphere is relaxed, friendly, and down-to-earth. Work is fast-paced and results-oriented, but that doesn't mean we can't enjoy ourselves. We believe that being yourself at work leads to better results and stronger teams. **We move fast and work hard, but we also laugh, share moments, and support one another.**

OUR VALUES – THE FOUNDATION WE BUILD ON



At the heart of Auramarine's culture are our shared values. They are more than just words – they define how we work, how we lead, and how we grow together. Our values guide our decisions, shape our daily actions, and connect us across roles, teams, and countries.

In 2022, we renewed our values to reflect our updated business strategy and future direction. But we didn't do it alone. This was a collaborative effort that involved everyone in the organization, employees and leaders. The result is a set of values that truly represent us – crafted by Auramariners, for Auramariners.

These values are not just ideals – they are practices we bring to life every day. In the following pages, we'll explore what each value means in action, and how you play a vital role in keeping them alive in our shared work at Auramarine.

THESE FOUR VALUES ARE THE FOUNDATION OF OUR CULTURE:

CUSTOMER-FOCUSED

We put our customers at the focus for all our business activities.

INNOVATIVENESS

We are innovative and co-create sustainable solutions with our customers.

CARING AND COURAGE

We take care of our people so that they feel important, appreciated and a valued part of our organisation.

DEDICATION AND COMMITMENT

We are committed to working together to keep our promises and achieve common goals founded on a shared purpose.

CUSTOMER-FOCUSED

The customer is our central driving force and focus for all of our business activities. We develop products and services according to what brings most value to our customers. We continuously listen to our customers' evolving needs and challenges, and we are flexible and fast at responding and delivering on our promises.



"I remember several cases when chief engineers of the vessels have reached me out with different questions, for example when fuel pressure drop once filter do flushing, we discuss each other, finally solve the problem and happy"

Fu Yaojun, Senior Manager,
Customer Service



The customer focus is the driving force, and this can be seen in every level of the organisation. All the functions are working together to create the best outcome to the customer and also exceed the customer expectations. This ensures that customer-focused is not just a slogan but tangible part of Auramarine daily operations"

Heikki Tevameri,
Sales Manager,
Lifecycle Services



Watch the value video >>

CUSTOMER IN MIND

The customer is the starting point for everything we do – we are here for the customer. Without our customers, there would be no business, and no opportunity for development or growth. That's why the customer perspective guides our actions in every role and every decision we make. We operate in a global environment and serve demanding clients in the marine industry: shipyards, shipowners, and other technically advanced organizations. These customers expect high-level expertise, flexibility, and reliability – which is why customer understanding and technical know-how are critical to our success.



FROM SUPPLIER TO TRUSTED PARTNER

It is essential for us to listen carefully and understand our customers' needs, challenges, and operating environment. Only then can we deliver solutions that are not only technically sound but truly value-adding – solutions that make a real difference.

For us, customer relationships are not one-off projects – they are long-term partnerships built on trust, transparency, and shared success. This requires active collaboration, continuous dialogue, and a genuine willingness to co-develop. We work with our customers – not just as a supplier, but as a trusted partner.

IT'S NOT SOMEONE ELSE'S JOB – IT'S OURS

Customer experience is not the responsibility of just one team – it's created in every interaction, every email, every delivery, and every solution. Everyone plays a role in improving the customer experience.

Whether you work in product development, procurement, project management, sales, manufacturing or administration, ask yourself: How does this serve the customer? How can I make the customer's work easier? How do we ensure the customer continues to choose us in the future?

INNOVATIVENESS

We are innovative and co-create sustainable solutions with our customers – we develop and supply new technologies, products and services together. Applying creativity, in-depth knowledge and our years of expertise are key to our long-term success in supporting the rapidly changing dynamics of the marine, power, and process industries.



“For me, innovation work is much like travelling to new distant locations. You don’t really know how long it will take to reach your destination or what you will find when you get there. Like travelling, innovation work is best done in good company and that we have here at Auramarine”



Carl-Mikael Wiklund, Senior R&D Engineer



“Every day at work, we share our ideas, discuss them, and take actions. I believe communication and collaboration is the best way to innovate. I really like that way of working at Auramarine.”

Lucy Li, Electrical Designer



Watch the value video >>

WHAT DOES INNOVATIVENESS MEAN TO US?

Innovativeness is one of our core values – and for good reason. Auramarine has been in front of fuel supply system business for over 50 years, and innovation has always been at the heart of our success. Today, we continue to lead the way by developing solutions that support the safe and efficient use of new, green fuels like methanol, ammonia and biofuels.

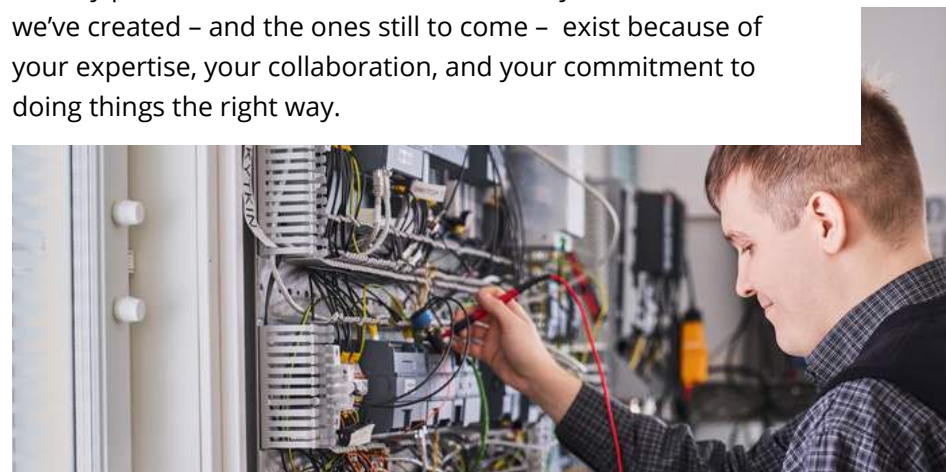
Without innovation, we can't respond to the changing needs of our industry or our customers. More importantly, we couldn't grow as a company or as individuals. That's why we encourage curiosity, knowledge-sharing, and the courage to try something new.



IT'S PEOPLE WHO MAKE THE DIFFERENCE

Innovation does not happen in isolation. It requires diverse expertise, open interaction, and the courage to try new things. It's how we stay competitive, grow, and create value for our customers and for each other. We are proud of the wide range of professionals working with us – people with different educational and career backgrounds. We see this as one of our biggest strengths.

If you're new to Auramarine or considering joining us, know that this means an opportunity to take part in meaningful projects that have an impact across the entire industry. And to everyone already part of the Auramarine team: thank you. The solutions we've created – and the ones still to come – exist because of your expertise, your collaboration, and your commitment to doing things the right way.



CARING AND COURAGE

Our people are at the forefront of our business, which is why we take care of our people so that they feel important, appreciated and a valued part of our organisation. Because of this, we have created a workplace where people feel safe and comfortable, both physically and mentally.

We encourage our people to be curious and ask questions, actively share new ideas, express opinions, seek help when they need to, and adopt new ways of working that support the individual and organisation.



"Courage means being curious, asking questions, sharing new ideas and ways of working, helping each other out, they are always key"

Emilia Itäranta, Manager,
Logistics & Warehouse



"Caring gives the confidence to our employees to feel as an important part of the company, a family member"

Roy Wu, Production
Director



Watch the value video >>

CREATING A CULTURE OF CARE AND COURAGE IN ACTION

We believe that taking care of our people and creating an inspiring work environment are key to attracting and retaining talent.

At Auramarine, we understand that when our people thrive, our business thrives. Our commitment to caring and courageous action ensures that Auramarine is not just a workplace – it is a community where everyone can succeed.

Employee benefits and support

We offer a variety of employee benefits tailored to support wellbeing, encourage a healthy lifestyle, and foster community spirit. These benefits may include lunch benefits, support for sports and cultural activities, comprehensive healthcare services, remote work opportunities, and team events. The specific forms of support may vary depending on location in Finland or China, tailored to local cultures and practices but the commitment to employee wellbeing is consistent throughout our organization.

Work-Life balance and flexibility

We recognize the importance of balancing work and personal life. Flexibility is a cornerstone of our culture, and we are proud to have received positive feedback from our employees about our supportive and flexible working environment. Flexibility is mutual. We trust our people to manage their work in a way that suits both them and their teams – while also taking ownership of their responsibilities and ensuring that commitments are met. **Being flexible means supporting each other when needed and making sure the work gets done, together.**

Team activities and community building

Regular team activities, employee events, and casual coffee breaks help us build a strong sense of community. Whether it's a team-building event, a wellbeing day, or simply sharing coffee together, we believe that small moments create a positive atmosphere and deeper connections. We also celebrate shared achievements, colleagues reaching milestone birthdays, and those retiring – often with cake!

Safety and ergonomics

We are committed to maintaining safe and healthy working conditions. In office environments, we pay special attention to ergonomics and comfort. At our factory in China and in fieldwork by our service engineers, we focus on preventive planning to minimize workplace accidents and ensure safe operations. **We welcome all observations and feedback from our employees and continuously strive to improve safety and ergonomic wellbeing.**

Leadership that builds wellbeing

We are fully aware that leadership has a significant impact on employee wellbeing, engagement, and job satisfaction. That's why **we train and coach our leaders continuously – to ensure they have the skills, insight, and tools to lead their teams** with empathy, clarity, and professionalism. Leadership has its own chapter in this handbook which outlines the practical actions and everyday leadership behaviors creating a workplace where individuals feel seen, supported, and motivated to do their best.

Continuous improvement through feedback

Employee wellbeing and satisfaction are monitored regularly through annual employee surveys and biannual eNPS (Employee Net Promoter Score) surveys. **We actively use the feedback we receive to make necessary improvements and further develop our workplace culture.**



DEDICATION AND COMMITMENT

We are wholly dedicated to both our colleagues and customers. We are committed to working together to keep our promises and achieve common goals founded on a shared purpose. We finish what we start, and we stick to deadlines.

We do this with an entrepreneur mindset. This means that we value new ideas, self-management, and a dynamic approach to carrying out our work. This enables us to solve our customers' problems and tackle challenges efficiently and effectively.



"Dedication and commitment lines up very well with Finnish mentality, if there is something that needs to get done, you either do it well or you don't do it at all. At Auramarine you can be sure that everybody is doing their share and things get done."

Jaakko Lehtinen, Product & Sales Manager, Lifecycle Services



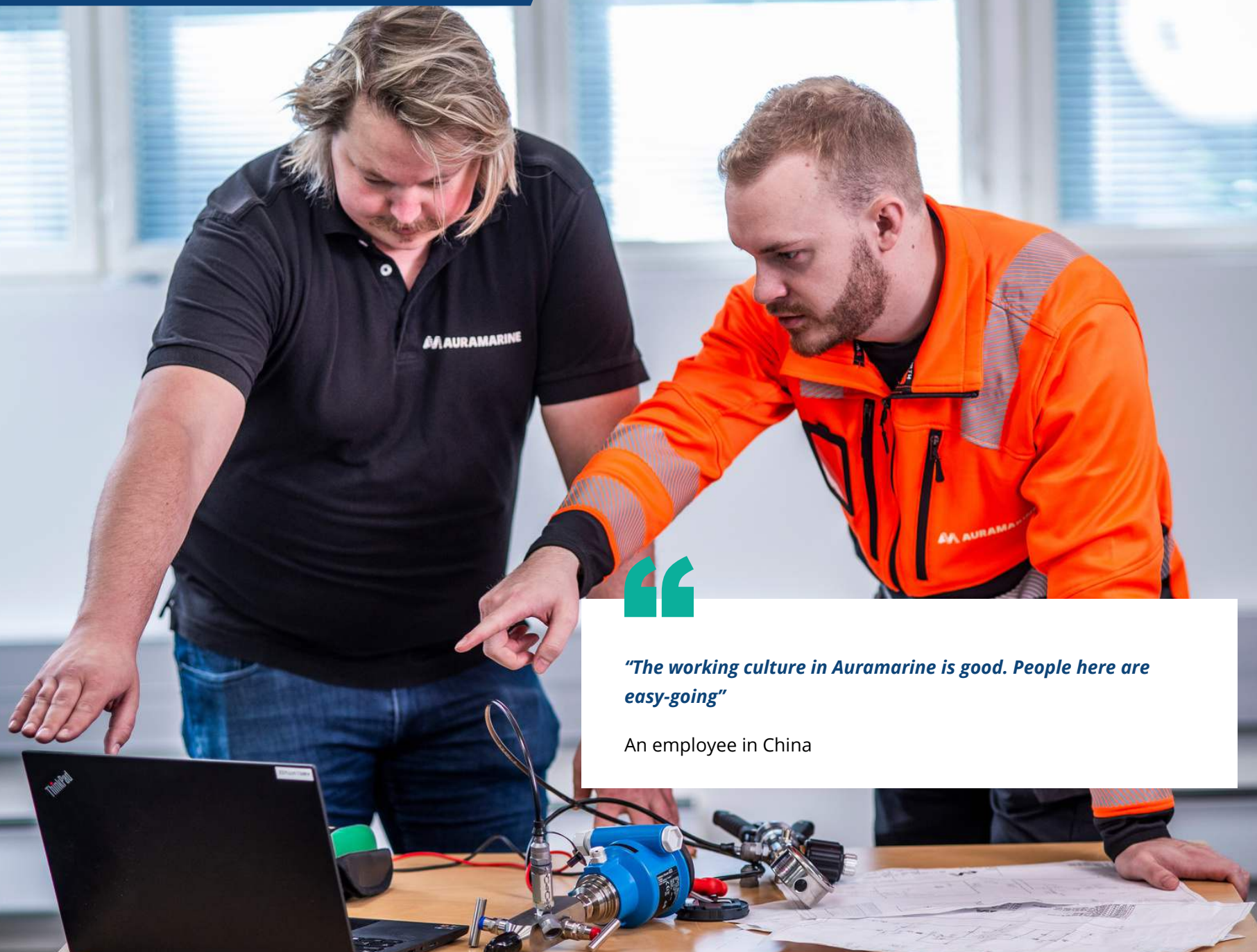
"For me, commitment is the foundation, and dedication is the driving power which propels us into success. We drive continuous improvement for quality and delivery in supply chain management, not only meet the customers' requirements, but also even higher standards from Auramarine"

Donny Liu, Director, Supply Chain Management



Watch the value video >>

WAY OF WORKING



"The working culture in Auramarine is good. People here are easy-going"

An employee in China

ENTREPRENEURIAL MINDSET: TAKE INITIATIVE, MAKE AN IMPACT

At Auramarine, we highly value an entrepreneurial mindset – a way of working where taking ownership, showing initiative, and actively driving progress are part of everyday actions. We expect everyone to take full responsibility not only for their own work but also to look beyond it, considering the bigger picture and supporting the success of the entire team and company.



DON'T WAIT – ACT PROACTIVELY

Entrepreneurial thinking means not waiting passively for the next task or instruction, but actively moving things forward, identifying opportunities for improvement, and taking steps to make a difference. It is about being proactive rather than reactive – stepping in, lending a hand, and ensuring that work progresses smoothly across teams and responsibilities.

YOUR VOICE MATTERS – USE IT

We also encourage bold decision-making and the courage to speak up. Sharing your opinions, proposing new ideas, and constructively challenging existing ways of working are important ways to help Auramarine grow and innovate. If you see an opportunity to improve something, act on it – we will support you.

By embracing entrepreneurial thinking, every employee contributes not just to their own success but to the success and future of Auramarine as a whole.

CONTINUOUS IMPROVEMENT

At Auramarine, we believe that things can always be done better. Continuous improvement is about looking critically at how we work today and finding smarter, more effective ways to do it tomorrow. We are not a finished product – and that's a good thing. Whether it's processes, products, services, or the way we collaborate, there is always room to grow. This mindset is essential if we want to stay competitive, meet future customer needs, and continue building a workplace we're proud to be part of.



HOW WE IMPROVE – TOGETHER

Continuous improvement isn't just a goal – it's a structured way of working. We have clear processes and instructions in place to support development in all areas of the business. This approach helps us improve both internal and external customer satisfaction, and it supports our strategy, vision and mission.

No matter your role, you can contribute to improving the way we work. That might mean suggesting a small process tweak, sharing an idea in a team meeting, or helping to train a colleague on a better way of doing something. Every improvement counts.

We especially appreciate:

- **Proactive thinking** – spotting things that could be improved before they become problems.
- **Openness to feedback** – giving and receiving feedback in a constructive way.
- **Willingness to try** – testing new ideas and learning from both successes and setbacks.

ETHICAL AND RESPONSIBLE BUSINESS CONDUCT

We understand that our actions have a direct impact on the environment and society, and we're committed to making a positive difference. Whether you're working in product development, supply chain, service, sales, production or else, you play a part in making our operations more sustainable, every day.

WHAT DOES THIS MEAN FOR YOU

Sustainability is a shared way of thinking and acting. That's why we encourage you to:

- Look for ways to reduce waste and improve efficiency in your own work.
- Making smart choices in design, materials, and suppliers.
- Speak up if you see something we could do better.
- Share ideas for more sustainable solutions – even small changes make a difference.

Our [Code of Conduct](#) outlines the principles that guide our actions and decisions, and a confidential [Whistleblowing Channel](#) allows employees and stakeholders to report any suspected violations or unethical behavior anonymously, ensuring that issues are addressed promptly and appropriately.



[Read more about QEHS Policy >>](#)

ENVIRONMENTAL RESPONSIBILITY

Our commitment to environmental sustainability is reflected in our efforts to minimize our carbon footprint and promote the use of cleaner fuels. We develop solutions that enable our clients to reduce emissions throughout the lifecycle of their assets, contributing to global efforts to combat climate change.

SOCIAL RESPONSIBILITY

For us, social responsibility means a sustainable and consistent company culture in which Auramarine values are fully internalized, where people are passionate to work and newcomers are eager to join. We ensure social responsibility by aligning and developing leadership across the entire Auramarine Group, treating employees equally and supporting diversity in our teams.

CORPORATE RESPONSIBILITY

Corporate responsibility at Auramarine encompasses all aspects of a Auramarine's responsibilities, including economic, legal and ethical responsibilities. We ensure financial transparency, adhere legal standards and maintain ethical business practices.

TRANSPARENT AND STRATEGIC LEADERSHIP

At Auramarine, leadership is not just a role – it's a responsibility to guide, empower, and inspire. We expect our leaders to provide clarity in direction, communicate actively, and ensure everyone understands not only what we do, but why we do it. This leadership approach is built on presence, enabling initiative, care and courage.

We know that leadership is a continuous journey – none of us are perfect, and mistakes will happen. What matters is our commitment to improve. At Auramarine, we are dedicated to strengthening leadership by offering leadership training, using coaching practices, setting shared ground rules, and encouraging open dialogue about challenges. Through continuous development and learning, we aim to grow together as leaders and as a company.

To support consistent, effective leadership across Auramarine, we have defined a set of shared leadership principles. These principles guide our team leaders and managers in how to lead in a way that reflects our values, supports our strategy, and builds a strong, unified culture. By following these principles, we ensure that leadership at Auramarine is not based on individual style alone, but on a common approach that empowers people, fosters collaboration, and helps us succeed together.



"The communication with own manager is good and we can talk openly about the pressing issues of the day."

An employee in Finland

LEADERSHIP PRINCIPLES AT AURAMARINE

AS A LEADER...

1

I show the direction and concretize the targets - and I actively communicate those to the team

2

I empower my team and trust their expertise, removing obstacles on the way to success

3

I'm present and available, I give feedback, I thank and motivate the team

4

I encourage to try, and I also allow mistakes – we learn from those together

5

I ensure the well-being and occupational safety of the team, both physical and mental

6

I support the development of the team's competences in accordance with the strategy

7

I recognize differences and lead individuals towards a common goal

8

I'm responsible for creating the desired culture and "One Auramarine"

UNLOCKING POTENTIAL



"When we have time, we can take part in courses currently, a big plus."

An employee in Finland

BRINGING THE RIGHT TALENT ON BOARD

At Auramarine, recruitment is not about filling a vacancy – it's about finding the right person for the right role, at the right time. Every recruitment decision we make is based on a real need in the team. Sometimes we need additional capacity. Other times we're looking for new skills or perspectives that don't yet exist in the organisation. Our goal is always to bring in people who not only have the right competence, but who also share our values and will thrive in our way of working.

IT'S A TWO-WAY PROCESS

We see recruitment as a two-way street. Yes, we are looking for a great new team member – but at the same time, candidates are choosing their future workplace. That's why we aim for a recruitment process that is open, respectful and honest from start to finish.

This Culture Handbook was created also to help prospective employees understand who we are as a company, what we value, and what kind of behaviour and mindset we expect from one another.

We want every candidate to walk away from the process with a clear picture of what it's like to work at Auramarine – whether they join us or not.

OPEN CONVERSATIONS, NOT INTERVIEWS

Our recruitment meetings are just that – conversations. We share openly about our company, the role, and the team. We encourage candidates to ask questions, challenge assumptions and get a realistic view of the job and workplace.

We also talk about salary ranges openly, already in the first meeting. Transparency builds trust, and we believe people make better decisions when they have the full picture.

TEAM INVOLVEMENT

Recruitment is a team effort. Whenever possible, we involve team members in recruitment meetings and decision-making. This helps us make better choices – and gives both the team and the candidate a chance to assess mutual fit.

HELP US FIND GREAT PEOPLE

We encourage everyone at Auramarine to keep an eye out for talented people who might be a good fit for us. Great candidates are often found through networks – especially those who aren't actively job hunting.

If we end up hiring someone you've recommended, you'll receive a referral bonus as a thank you. Because good people know good people.



"I think Auramarine takes care of its employees, and the work tasks are enjoyable."

An employee in Finland

COMMITMENT TO LIFELONG LEARNING

In a rapidly evolving industry, we believe that continuous learning and professional development are essential, not only for individual growth but also for the long-term success of our company. At Auramarine, we value employees who are eager to expand their knowledge and skills throughout their careers. We actively encourage our employees to develop their skills and knowledge, and we are committed to supporting this journey in various ways.

Lifelong learning means taking personal responsibility for staying current and being curious about new developments in our field.



INDUCTION AS THE FIRST STEP IN LIFELONG LEARNING

At Auramarine, induction is the essential first step in an employee's lifelong learning journey. A structured and thorough induction helps every new team member to succeed and feel part of our community from the very start. We have a company-wide induction plan that outlines all key topics new employees need to know, with guidance on where to find further information. In addition, a role-specific induction plan is created to define what task-related knowledge must be covered and who will provide the training.

Each new employee is assigned a mentor – typically their closest colleague – to act as a dedicated support person during the induction period. Induction progress is monitored through monthly discussions between the employee and their line manager. HR also holds a midpoint review to deepen the discussion about the employee's integration into the role and the team.

At the end of the induction period – and the probationary period – the line manager and employee hold a final review to openly discuss the induction experience and the continuation of the employment relationship.

DEVELOPMENT DISCUSSIONS – TRAINING PLANS

Annual development discussions are an important part of how we support continuous learning and professional growth. Every employee has an open and confidential conversation with their line manager once a year.

These discussions cover a wide range of topics, including the employee's current role, motivation, development needs, career aspirations, and overall well-being. A key focus is on identifying individual development needs and areas of interest. Based on these, agreements can be made for additional internal training or participation in external education programs to support the employee's growth.

The information gathered from development discussions also feeds into the company's overall training plan, created by HR. This plan provides a comprehensive view of both individual development needs and broader team-level competency requirements, ensuring that our training efforts support both personal growth and business goals.



WAYS TO LEARN AND GROW

Professional development is not limited to formal trainings. We promote a broad view of learning – one that includes practical experience, collaboration, and reflection. Development can take many forms, including:

- Internal training, onboarding and job guidance
- Learning by doing – gaining experience through hands-on work
- Case work – solving real-life challenges
- Job rotation – broadening expertise through varied roles
- Participation in development projects and initiatives
- Self-directed learning – professional reading, online resources, podcasts
- External courses, certifications, webinars, and e-learning
- Seminars, trade fairs, conferences, and customer events
- Formal education and academic programs
- Coaching and mentoring
- Supervising thesis work or guiding trainees
- Taking project responsibility or leadership roles

SHARED RESPONSIBILITY FOR PROFESSIONAL DEVELOPMENT

At Auramarine, we believe that professional development is a shared effort. While the company provides strong support through training opportunities, resources, and guidance, each individual also holds a personal responsibility to actively maintain and enhance their own competence.

Continuous learning is part of daily work – not just something that happens during formal training sessions. Every employee is expected to stay curious, seek new knowledge, and take initiative in developing their skills and expertise.



By combining company support with individual drive, we ensure that both our people and our business continue to grow, adapt, and succeed in a changing world.

INTERNAL CAREER OPPORTUNITIES

Although Auramarine is a relatively small company, there are many opportunities for career growth and professional development within our organization. Progressing in your career does not always mean moving into a managerial position. It can also mean transitioning into a different type of role, joining a new team, expanding your responsibilities horizontally, leading a project, taking an international assignment, acting as a mentor or trainer, or taking on other special roles.

We actively encourage all employees to share their thoughts and ambitions regarding their professional growth, for example during development discussions with their line manager. When we know your aspirations in advance, we can better take them into account when planning organizational changes or new opportunities.



"I feel happy when I achieve work results and overcome difficulties with my colleagues, and when I have tea breaks and small gatherings."

An employee in China





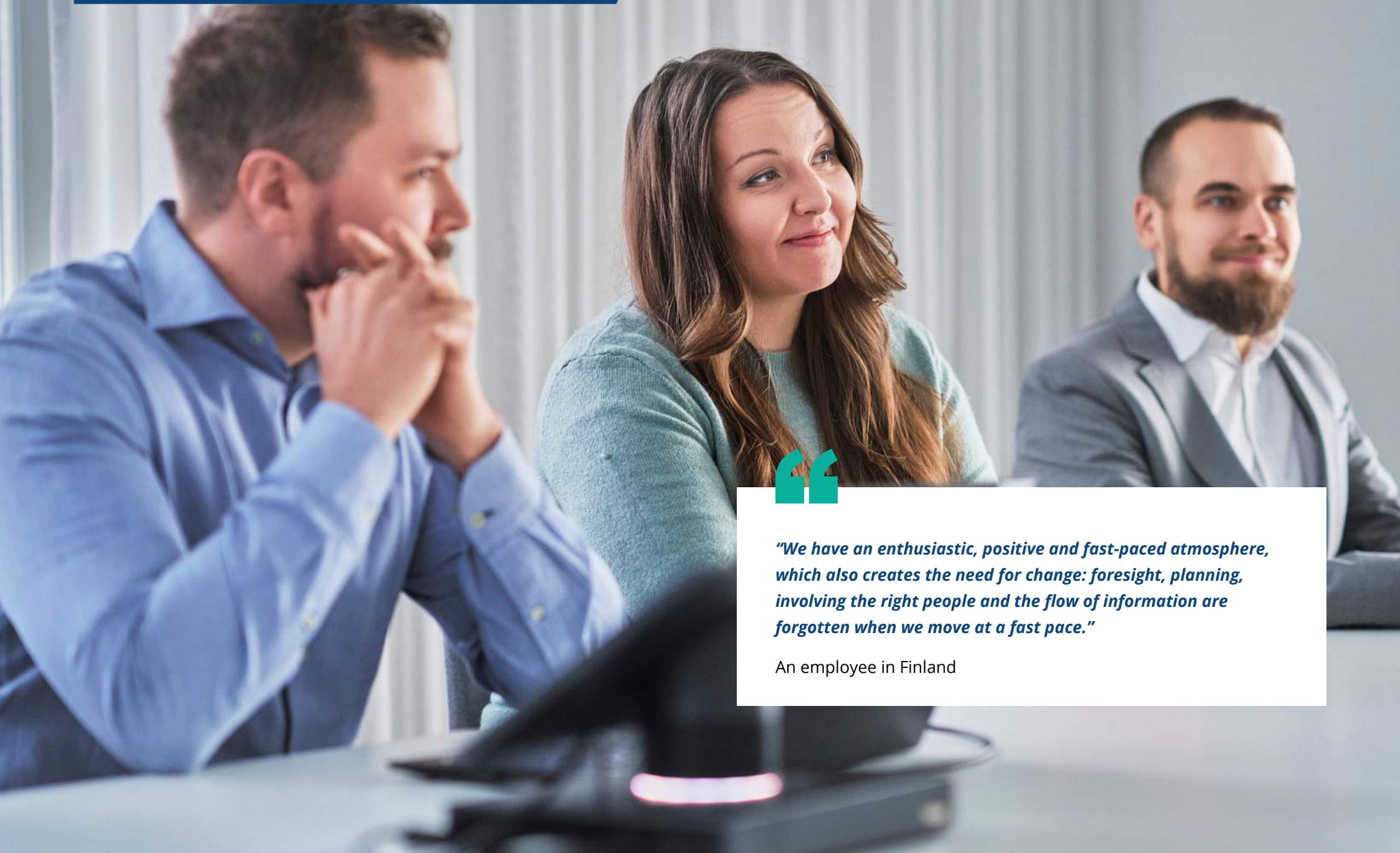
"The staff is very friendly and helpful. In addition, the industry is an excellent choice for employees who want a job that is appropriately challenging and has opportunities to develop themselves in various professional areas."

An employee in Finland



[Read more about careers at Auramarine »](#)

SHAPING FUTURE



"We have an enthusiastic, positive and fast-paced atmosphere, which also creates the need for change: foresight, planning, involving the right people and the flow of information are forgotten when we move at a fast pace."

An employee in Finland

WHAT KIND OF CULTURE IN THE FUTURE?

Now that you've read nearly the whole Culture Handbook, you probably have a better sense of what kind of company Auramarine is – what it feels like to work here, what we truly value, and how we hope people act and collaborate as part of our community.

Let's now take a step forward and turn our attention to the future. What are the cultural elements that already exist in our daily work, interactions, and mindset – and that we want to preserve and strengthen as we grow? Most importantly: how can you play an active role in keeping these behaviours alive in our everyday work?

GOAL ORIENTATION AND WILLINGNESS TO DEVELOP

We already have a strong drive toward clear goals and continuous improvement. Our people are ambitious and committed to growth – both individually and collectively. We want to build on this by encouraging even more proactive way of work and development.

How can you shape the future?

Seek feedback actively, suggest new ways to improve our processes or services and address issues openly and respectfully rather than letting them grow unnoticed.

DYNAMISM

Flexibility and the ability to adapt are already part of how we succeed. We respond to change with resilience and agility, and we aim to strengthen this mindset even further.

How can you shape the future?

Embrace new projects with a positive attitude, suggest improvements during change initiatives, and help others adapt by sharing your experiences and solutions.

POSITIVE ATMOSPHERE AND HELPFULNESS

A positive, supportive work environment is one of our key strengths. Our teams show strong team spirit and a genuine willingness to help one another. We want to nurture this atmosphere by making helpfulness and respect part of our everyday behavior.

How can you shape the future?

Offer your support when you see a colleague struggling, share relevant information proactively with your team, and recognize others' contributions.

CUSTOMER ORIENTATION

Customer focus is firmly rooted in our way of working. We consistently seek to understand customer needs and deliver value. Going forward, we aim to deepen this focus even more.

How can you shape the future?

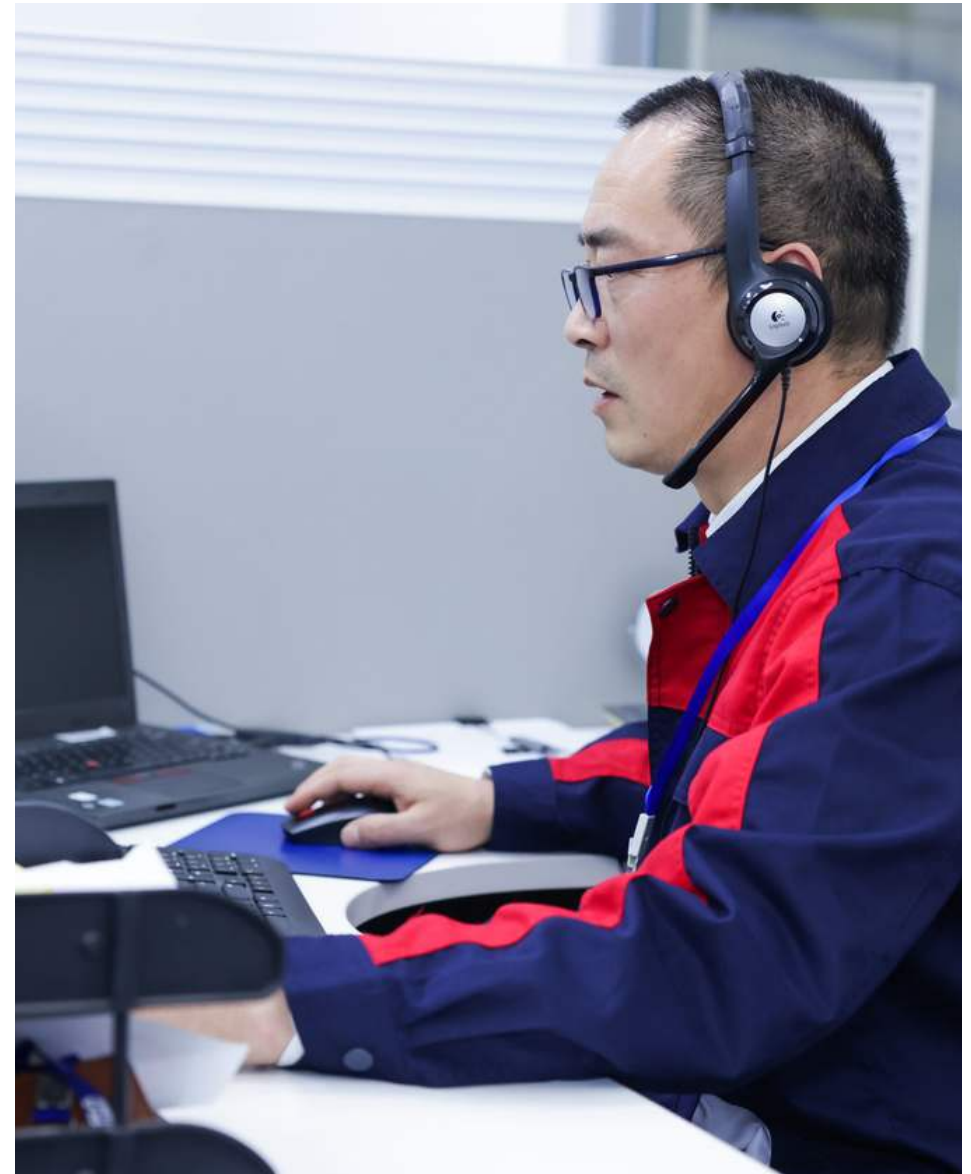
Listen carefully to customer feedback, anticipate potential needs, and think creatively about how we can exceed customer expectations.

MOTIVATED AND COURAGEOUS ATTITUDE

We already see great examples of motivated, proactive teams who tackle challenges with enthusiasm. We want to reinforce this spirit by encouraging even more boldness, resilience, and readiness to take initiative – especially in situations where change, uncertainty, or new ideas require extra courage.

How can you shape the future?

Take initiative in projects, propose new ideas without fear of failure, and view setbacks as opportunities to learn and improve.



KEYS TO LONG-TERM SUCCESS

While we are proud of our current culture, we are equally committed to its continued development. As our organization grows and our environment evolves, we recognize the need to intentionally reinforce certain qualities that will support our long-term success. The following are key cultural attributes we aim to strengthen:

MORE SYSTEMATIC APPROACH

We want to build more structure and consistency: clear processes, defined roles, and disciplined execution to ensure quality and scalability.

- ▶ **Act according to the defined processes. Document your own work and share them with your team.**

SMOOTHER OPERATIONS

By reducing friction, streamlining workflows and minimizing bottlenecks we make everyday work more focused, effective, and less stressful.

- ▶ **Speak up when you notice inefficiencies or recurring bottlenecks. Simplify routines where possible and suggest smarter ways to work.**

STRONGER COLLABORATION

Working across teams, functions, and locations with shared goals and joint ownership helps us perform better – and feel more connected.

- ▶ **Involve colleagues from other teams in cross-functional projects. Share learnings and results openly – even the unfinished ones.**

CLEARER COMMUNICATION AND EXPECTATIONS

Improved clarity means fewer misunderstandings, stronger accountability, and more confident action – helping everyone move with purpose.

- ▶ **Check understanding in meetings – don't assume, ask. Summarize key takeaways and action points in writing.**

AURAMARINE EMPLOYEE CODE OF CONDUCT – ATTITUDE COUNTS

You've now reached the final section of our Culture Handbook. We hope it has given you insight, clarity, and inspiration – a better understanding of what Auramarine is all about, what we value, and how we work together. Whether you're new to our crew or have been on board for years, we hope this guide helps you feel more connected and confident in shaping our culture.

But we're not done just yet. Let's wrap it up with one more essential piece – a closer look at what it truly means to *live* our culture, every day, in small but powerful ways.



“The company is in a stage of rapid growth with a sustainable and profitable future”

An employee in China

Being part of Auramarine means showing up not just with skills, but with the right attitude:

- Our culture is built on professionalism but also a healthy dose of humour
- We keep the atmosphere open, friendly, and safe for questions, jokes and new ideas
- We share knowledge (because it belongs to the whole crew), and we help each other – no one is sailing solo here
- We say good morning, we act respectfully, and always consider different perspectives – across teams, roles, and cultures
- It's brave to ask questions, and smart to document what you've learned (don't assume others know what you do!)
- It's okay to make mistakes – just make them actively and learn out loud so others can learn too
- If something's not working, we don't just grumble; we fix it
- Taking initiative is everyone's job, and finishing what you start is how we move forward together
- **So, speak up, pitch in, be kind – and remember, great teamwork starts with a simple hello!**



The team spirit and cooperation is at a great level. The workload is mostly suitable. Management is easy to approach."

An employee in Finland

