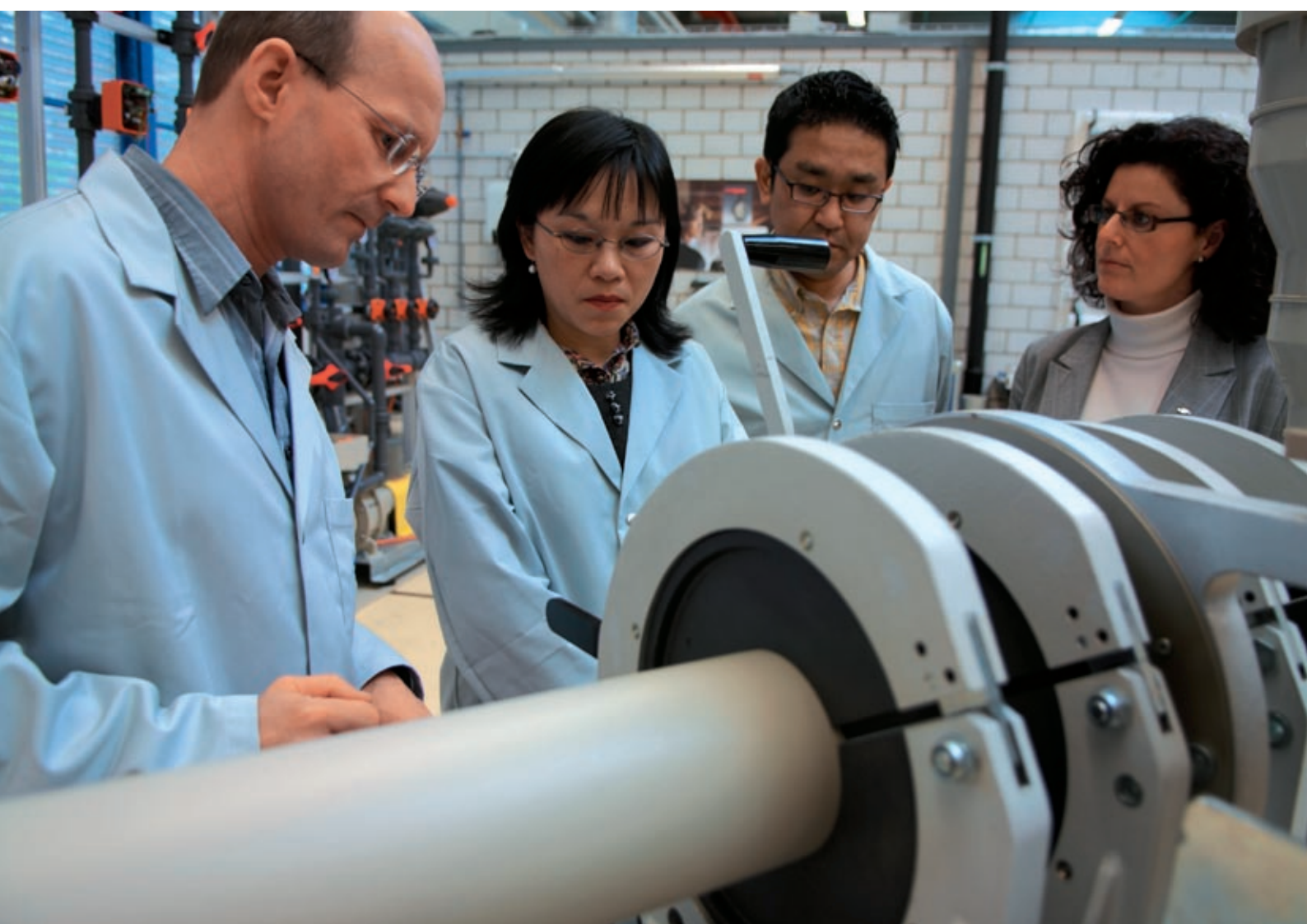


## Human Resources Policy

**Adding Quality to People's Lives**

**+GF+**

The policies of Georg Fischer specify the values and principles of our Corporation. We act in accordance with them.



# Our fundamental values

The success of Georg Fischer is driven primarily by the Corporation's employees through their skills, their commitment and their constructive cooperation. This knowledge forms the heart of the Human Resources Policy at Georg Fischer.

Our fundamental values illustrate what Georg Fischer regards as particularly important with regard to its employees. They form the basis for cooperation between people at Georg Fischer. They are intended primarily to support the creation of a culture of trust, assist employees in assuming personal responsibility and promote teamwork and cooperation.

These values derive from the corporate culture that has grown organically in the history of Georg Fischer, and they will shape this culture in future. These values are not to be taken for granted. They have to be infused with life every day anew. It is the daily work of all employees that brings them to life. In difficult situations in our everyday work, they are signposts for appropriate conduct.

## Respect

Cooperation with and between our employees is based on mutual respect. Every employee – from the time of his or her application through the entire period of employment and after the end of employment – is entitled to be treated fairly, considerately and respectfully. Respect for the dignity of each individual takes precedence over all else.

## Trust

Through esteem as a basic attitude towards all employees, we create a culture of mutual trust. The employees are comprehensively informed about the Corporation's aims and objectives. Managers explain decisions and the entrepreneurial background in clearly understandable terms. We communicate openly and honestly. We do what we say. Discussion takes place in an atmosphere of mutual respect. Employees can freely express their opinions without fear of adverse consequences.

## Performance

Our employees drive the success of our company. To maintain this level of success, each and every individual must contribute and develop his or her skills and accomplishments for the benefit of the company. We want employees who are among the best in their field. This demands quality and reliability in results, the contribution of knowledge and ideas for the ongoing improvement of business processes and the willingness to confront change actively and constructively. We expect that our employees will always act in accordance with the law and in compliance with the highest ethical standards in their business activities.

## Development

We want our stakeholders to regard us as a successful company in all fields of our activity, a company that is respected for its achievements and one with which our employees can identify. We are an attractive employer offering interesting and challenging work in which the individual enjoys a large measure of independence and scope for personal initiative within the framework of the business demands. We give our employees feedback and support and we ensure that good performance is appropriately recognized. As the company grows, we are able to offer our employees opportunities for personal and professional development.

## Equal opportunities

Our employees have equal hiring and employment opportunities regardless of race, colour, gender, national origin, age, religion, sexual orientation or disabilities. The key requisites for successful development are the individual's qualifications and performance in the task in question. We regard diversity of cultures, religions, nationalities, skin colour, ethnicity, gender and age as a valuable source of talent, creativity and experience. Diversity enhances the potential for ideas and innovation and thus improves our competitiveness.



# Leadership Principles

The leadership principles form a common basis for management behaviour at all levels. They are not intended as recipes, but as guiding principles toward good management.

## **Manage by teamwork and objectives**

Our managers define clear responsibilities and task priorities, based on objectives developed with input from employees. They delegate decision-making competencies, incorporate their employees in decision-making procedures as far as possible, and they uphold and promote teamwork beyond the limits of formal organization.

## **Promote self-reliance**

Our managers allow the necessary freedom for employee initiative and self-reliance. They regard errors as an opportunity for learning, and thereby encourage employees to take responsibility, make timely decisions and accept calculated risks.

## **Engender trust**

Our managers take their employees seriously and accept them as colleagues. They uphold the employee's personal integrity and individuality, thus creating an atmosphere of mutual trust and respect. Managers are fair and self-critical at all times, squarely facing problems and making clear, prompt decisions wherever necessary.

## **Communicate**

Our managers are responsible for comprehensive, timely information and for open, straightforward communication, thus ensuring transparent and logical decision-making.

## **Make changes wherever necessary**

Our managers understand their company as an organization subject to ongoing development and learning. They take full account of this, and undertake all necessary measures for introducing the appropriate changes and improvements together with employees as rapidly as possible. They actively support the process of continuous improvement, and encourage constructive criticism at all times.

## **Develop employees**

Our managers make every effort to fully develop employee capabilities and personal qualities. They strive to ensure that the professional and social competence, the personality and the leadership abilities of employees are adequate for their tasks, and that they are deployed accordingly.

## **Encourage and acknowledge good performance**

Our managers motivate employees by encouraging and recognizing good performance, and through constructive criticism wherever necessary.

## **Solve conflicts**

Our managers recognize conflicts or potential conflicts promptly, and solve them in a manner which upholds the integrity and self-respect of those involved.

## **Form efficient teams**

Our managers promote optimal teamwork by forming teams whose members are complementary with regard to their individual strengths. Teams should be formed for optimal task fulfillment rather than on the basis of organizational structures.

## **Set an example**

Our managers set an example with regard to all the above-mentioned aspects.

# Human Resources Management Principles

HR Management is a crucial element in maintaining and improving the competitiveness of Georg Fischer. HR Management creates – in close cooperation with the Corporation's managers and employees – the conditions and the framework that will allow the employees to further develop their capability («can»), willingness («want») and opportunity («may») to perform.

The HR Management Policy defines the principles that apply at all Georg Fischer corporate subsidiaries. Managers and HR Management executives implement these principles in their daily human resources work within the framework of local practices.

## Recruit proficient employees

The recruitment and selection of new employees is crucial for the Corporation's success. Accordingly, we approach this issue in a highly professional and diligent manner.

When seeking new staff, as a general rule we employ a job description along with specifications for the position. The ultimate selection is based on professional and social competence, individual personality and – for managerial positions – leadership competence. In filling key positions, additional investigations (e.g. assessments) are made and considered in the decision-making. Even when we are under pressure of time, we do not take any shortcuts in assessing the suitability of new employees.

We use the available opportunities to fill vacancies with our own people by giving preference to internal candidates in the event of equivalent qualifications. Wherever possible, vacant positions are advertised in the Corporation-wide job database.

Professional recruitment also includes an exemplary introduction and rapid integration of the new employees, an aspect to which we attach great importance.

## Create attractive positions

Ensuring employee health and safety are of paramount importance in designing positions. The conditions of work are guided by the needs of our employees as much as possible, given the demands of business operations.

Employment in an industrial enterprise is subject to economic considerations. There are jobs only so long as there is work and money can be earned through this work. We try to prevent dismissals where possible through foresight in our personnel planning and such alternatives as transfers, retraining or part-time work. This implies a willingness to contribute on the part of employees in terms of mobility and a willingness to retrain.

We endeavour to be flexible to fluctuations in demand and capacity. In consultation with the employees and the demands of business operations permitting, we employ instruments to maintain flexible operational and individual working hours. Flexible working time models provide an opportunity for employees to accommodate the twin demands of job and family.

We are confident that we can best satisfy our customers if our employees feel at ease in their working environment and are motivated to achieve. We measure our employees' motivation and satisfaction at regular intervals and implement measures to bring about continuous improvement.

## Provide frank and constructive feedback

The basis for personal development is effective assessment, which is grounded in respect for the individual and fairness.

We provide frank and constructive feedback. Our managers inform their employees about conduct, performance and development measures, while our employees provide feedback to their managers and to their fellow workers.

Our managers agree on achievable and measurable goals with their employees. These targets, together with the job specifications, form the basis for transparent, accurate and fair assessment of performance and conduct. For this purpose, a performance appraisal meeting is held at least once a year between each employee and his or her line manager.

### **Develop actively individuals and teams**

The development of our employees' skills is the key to high achievement and high-quality work. It is an investment in the future.

First and foremost, employees are responsible for ensuring that their qualifications correspond to changing and more demanding requirements. We support them in this effort and provide every manner of assistance.

At least once a year, usually as part of the performance appraisal, the line manager discusses with each of his or her employees individual development requirements, suitable development measures and individual career planning.

Our corporate subsidiaries have their own training concepts that govern training and education in accordance with strategic requirements and local conditions, and they implement the training concepts of the Corporation and the Corporate Groups.

We train a sufficient number of highly qualified managers, thereby ensuring orderly succession planning. We identify management successors systematically and as early as possible. We expect our management successors to be flexible in terms of career and mobility. We place special emphasis on gaining experience in different cultures through assignments abroad in addition to the development of managerial and leadership competence. We support development with targeted measures such as project assignments, job rotation and management training and provide supervision during assignments abroad.

We are committed to basic career training within the framework allowed for by business operations.

### **Provide fair compensation**

Where we are not bound by collective agreements, we employ simple, clearly structured salary systems that ensure fair remuneration and are comprehensible for employees.

We gear wage levels to market wages in the relevant market and review these levels at regular intervals.

Individual compensation is determined by the specifications of the position, competencies, salary market, performance and the Corporation's business success. Wherever possible, we use success- and performance-driven compensation systems that include a success-related variable component. We acknowledge and reward outstanding achievements of individual employees and teams spontaneously in response to particular situations.

In addition to the basic salary we offer the social benefits usual in the particular country and industry.

### **Work together**

A key component of our management culture that is of particular importance to us is providing the most direct possible information for employees at the workplace and in the work team and ensuring their involvement.

Acting in good faith, we take a constructive approach to cooperation with employee representatives and organizations. In the course of regular discussions in a frank atmosphere, we aim to arrive at fair solutions in the interests of both the Corporation and the employees. Even in the event of controversial issues, our goal remains to maintain sustainable, long-term cooperation.

### **Act professionally in HR Management**

The people working in HR Management advise and support managers and employees in all employee-related activities at a high professional level.

Working together with the managers, they develop and implement appropriate and innovative concepts, instruments and processes that are geared to the requirements of the individual business and take account of employees' needs.

The network of HR Management executives coordinates its activities so as to ensure that the demand for specialists and managers is met and that employees can develop even beyond organizational and national boundaries.



**Corporate Policy**

- Financial Management Policy
- Human Resources Policy
- Social Responsibility Policy
- Communication Policy
- Environmental Policy



This policy is published in English and German.  
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