

The diversity of human resources is essential



Our workforce needs to be diverse with respect to culture, educational and professional background, gender, language, experience and age. This diversity needs to be actively managed.

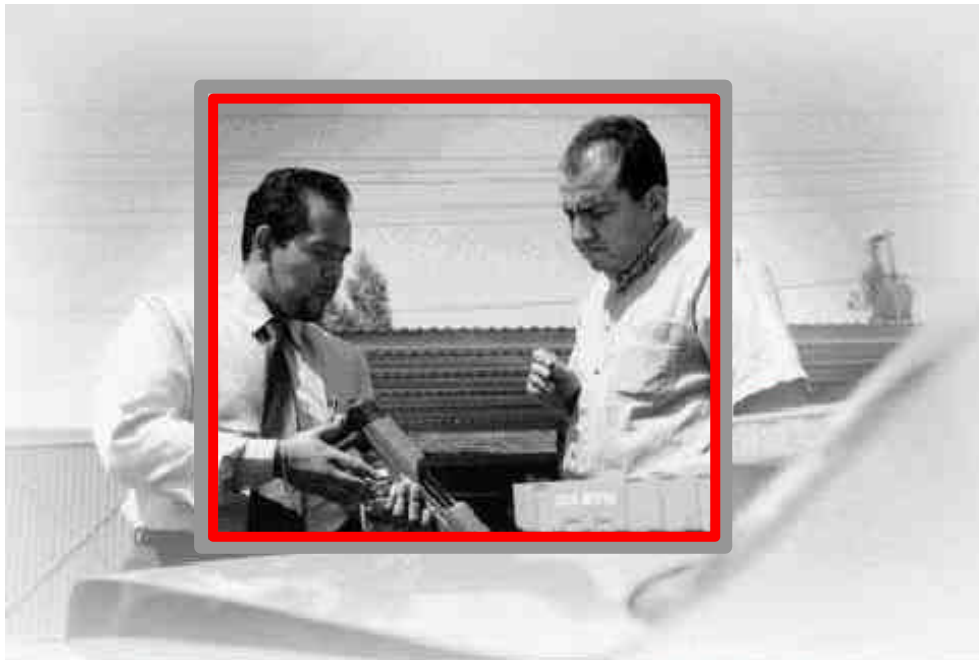
Hiring and development



**go beyond immediate
job requirements**

Starting with hiring, people development is focused on growth and not only on a specific task.

Knowledge and skills are essential, personality (competencies and values) is decisive



The appropriate level of knowledge and skills is prerequisite to master tasks. Selection decisions are based on the individual's personality, focusing on competencies and values.

Personal growth is the development of knowledge, skills, competencies based on values



Growth is continuous learning, change and achievement. Growth creates opportunities.

Employees are responsible for their own life long development



We partner in the development of the employee by providing opportunities. Team leaders create exposure to support self development. It is also the responsibility of team leaders to develop human potential needed to secure our future.

The majority of people are developed from within



For our success we need both people with internal and those with external experience. We are committed to providing our employees opportunities for growth.

Meaningful feedback and situational coaching are a must at all levels



To leverage existing and develop new potential, each person has to be coached and given feedback as a basis for his/her development. Each individual also has to give feedback to coaches as well as team members.

Total remuneration rewards team and individual performance



Team and individual performance is rewarded by base and variable compensation. Compensation is complemented with benefits according to local conditions.

We actively lead change at the individual, team and organizational level



As an individual and as a team member, each employee has to contribute to the development of our organization.