

# ATTRACTIVE EMPLOYER

## How can Interroll contribute to a more sustainable future?

From my point of view everything starts with the individuals – their values and based on that their motivation and behavior. We at Interroll have defined four shared values and they shape the way we act very closely. In particular, the values “long-term thinking” and “always respectful” lead us as a world-wide Group and as individual employees to make decisions and behave accordingly: sustainable investments, sustainable infrastructure, sustainable people decisions and much, much more. This is a very wide-ranging area and we are, of course, not perfect, but we are definitely on the right track.

## And specifically your department/area of responsibility?

First of all, the way we act and behave as members of the human resources team – we put the values into practice and act as role models in terms of long-term thinking and always being respectful. When it comes to strategic initiatives and decisions, we function as internal consultants and provide the business with holistic advice so that sustainable decisions can be made about our employees. For example, hiring the right person for the position, not only in terms of their functional skills, but also with regard to the person’s culture and potential for further development. Especially when it comes to sensitive issues, it is not only about what we do but also about why and how we do it.

## What initiatives are in place to make our organization an attractive and sustainable employer, fostering a positive and inclusive work environment?

We have an attractive and competitive C&B package in place, in combination with an up-to-date work environment, including modern office spaces, ergonomic work stations, laptops, pay slips online and much more. We also have many health and safety initiatives with an emphasis on prevention, such as sponsored memberships of fitness clubs. There is also a fitness area at one site and sports courses are also available. Remote working and flexible working hours are standard practice at Interroll, in consultation with your manager. Employees can spend part on their salary on leasing a bike through Interroll, which is a healthy and sustainable option. Employees also benefit from the opportunity to work abroad, to take on a range of different responsibilities and to participate in a variety of training programs for personal development provided by our in-house academy. We have an open, inclusive and supportive culture and an organizational structure with flat hierarchies.\*

\*Initiatives refer mostly to Interroll Germany

**Uwe Reichert**, Director European HR

**Our management approach to the attractive employer material area helps work toward achieving the following United Nations Sustainable Development Goals (SDGs):**



**SDG 1.A: Mobilize resources to implement policies to end poverty**

We do our part to help realize SDG 1 “No poverty” by paying fair wages, fighting for social justice and promoting educational opportunities for our employees. We achieve this by partnering with local communities, which we support locally by providing jobs and funding.

**SDG 3.8: Achieve universal health coverage**

We contribute to SDG 3.8 by promoting safe and healthy working conditions. The implementation of health and safety standards in the workplace, regular health checks for employees and access to medical care as well as preventative measures are all part of our locally tailored program. A bike lease scheme and fitness facilities round off the offering at German locations, for example.

**SDG 5.1: End discrimination against women and girls**

**SDG 5.5: Ensure full participation in leadership and decision-making**

**SDG 10.1: Reduce income inequalities**

**SDG 10.2: Promote universal social, economic and political inclusion**

**SDG 10.3: Ensure equal opportunities and end discrimination**

Interroll promotes an inclusive working environment. We guarantee equal opportunities and pay for men and women, prevent gender discrimination and support flexible working models. We still have a way to go on our path toward gender diversity in leadership roles.

**SDG 8.5: Full employment and decent work with equal pay**

We do our part to help achieve these goals by offering high-quality workplaces with a good job security.

This also means paying a fair wage and providing opportunities for professional advancement.

We foster a culture of integration by promoting diversity and inclusion.

**CONTEXT**

GRI 3-3

Our employees are crucial to our success. Their motivation, satisfaction, skills and performance are key. We can only achieve our goals and turn our dreams into reality by working together in unison as one dynamic team. That is why it is important for us to treat each other with respect, based on active communication and an open-door policy.

We place great importance on being one of our industry’s employers of choice, both for current and future employees. To ensure that we succeed in this in the long term and that we have the right skills available to the company at all times in a competitive labor market for skilled workers, it is important to us that our employees not only have specialist knowledge, but also mutual respect and social skills. That is why we offer motivated and reliable employees a range of interesting and diverse tasks in a wide variety of areas. By creating working conditions that keep them motivated, and offering them flexible working arrangements, we have a positive social impact that we can build on. Our

focus is on high levels of employee satisfaction. We promote diversity, equal opportunities and inclusion, and respect every aspect of human rights.

GRI 2-7

As of the reporting date, 31 December 2023, Interroll employed 2,398 people, or 2,294 full-time equivalents. That figure was made up of 1,811 men and 587 women.

GRI 3-3  
GRI 2-25

964 CO

**CONCEPT AND GOALS**

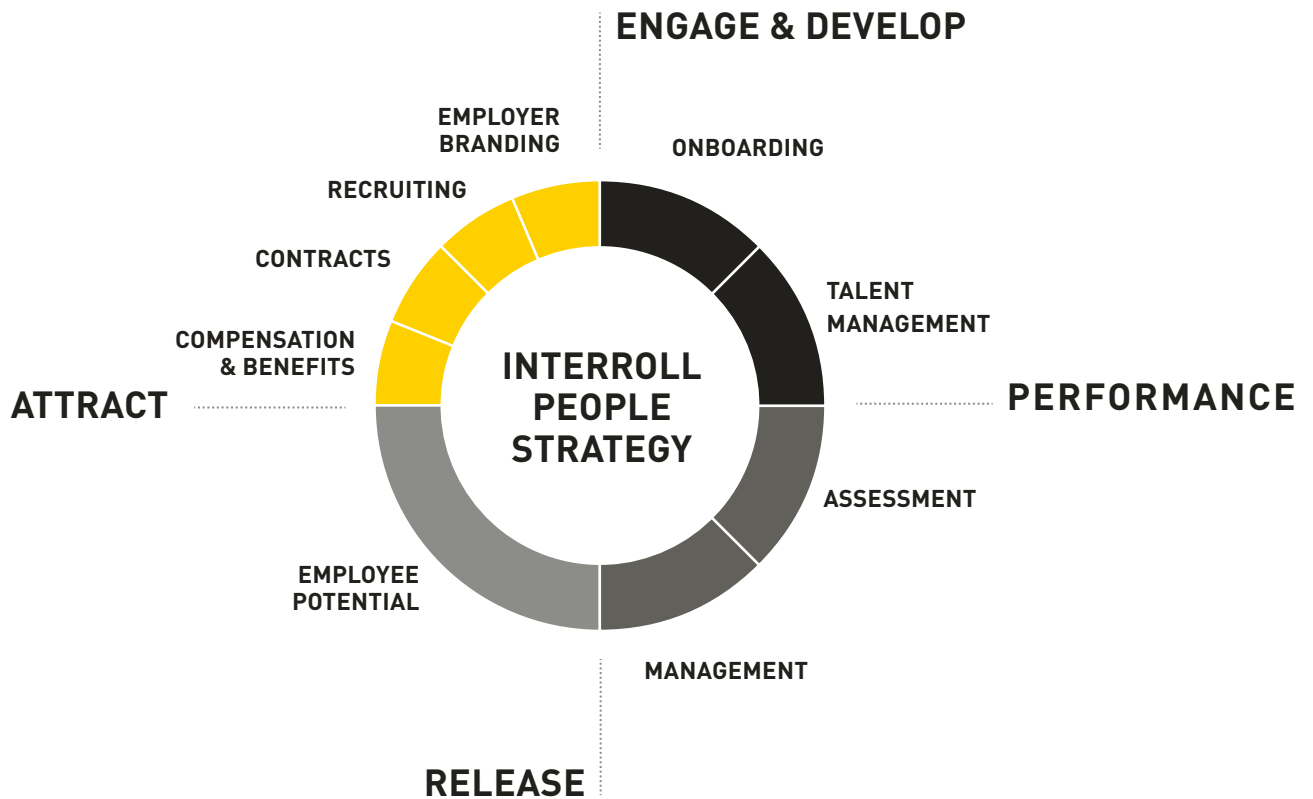
Our management approach to the “Attractive employer” topic lays the groundwork for becoming the preferred employer in a fiercely competitive market for skilled workers. Our aim is to attract motivated employees and keep existing skilled workers. To that end, we intend to maintain and improve the overall conditions for an attractive working environment in order to increase employee satisfaction. In-house, we are developing the tools to measure this satisfaction and have had positive responses to “pulse checks” among our employees, which focus on qualitative feedback on specific topics. We aim to reduce staff turnover

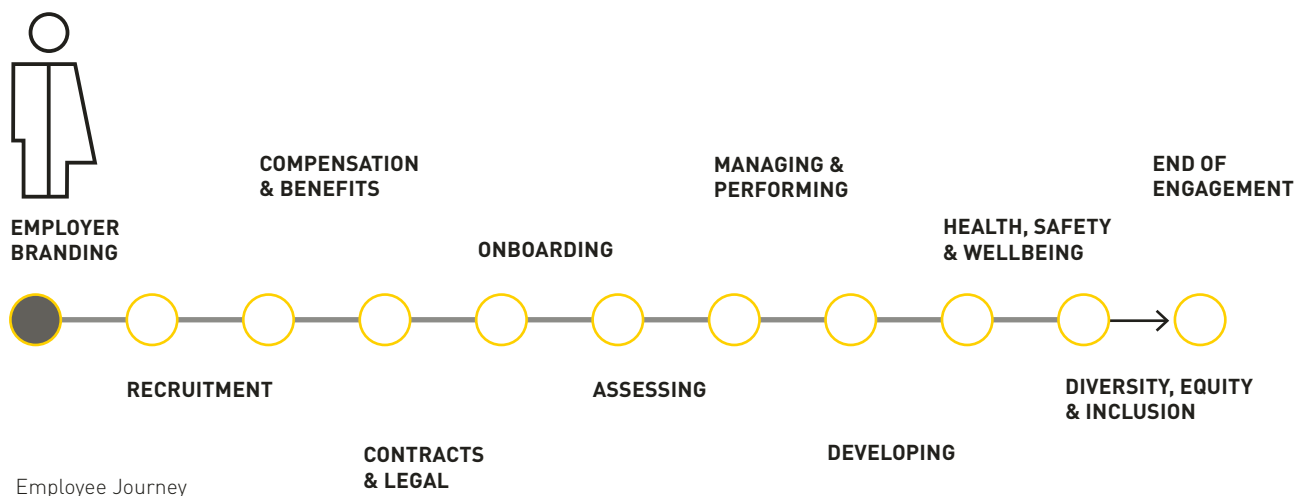
by focusing on employee satisfaction, which will have a positive influence on our productivity.

We offer our employees the opportunity to develop, both professionally and personally. We aim to embody and foster this culture. With this in mind, we have developed a “people strategy” that has its origins in the corporate strategy and is guided by the “employee journey.”

The general principle of the concept is to place our customers at the center of everything we do. We have initiated personnel management measures to lay the foundations for this. The perfect mix of developing corporate concepts, defining roles, initiating strategic projects and harmonizing the flow of information between local and regional companies is key. This centers on leveraging the global scalability of approaches while retaining the requisite flexibility at the local level and for the individual implementation steps.

The “employee journey” comprises four stages, which we guide through targeted structural measures, as shown in the graphic illustrating the “Interroll People Strategy.” The implementation resulted in the development of a plan of action for the coming years that we began to execute in 2023. In addition to ongoing activities to position the company as an attractive employer, our focus in particular lies on recruiting personnel and thus on contractual frameworks setting out appropriate remuneration and target definitions. We continue to hone the Interroll employer brand in order to find suitable specialists. This enables us to actively position ourselves in the local labor market environment where we operate and to ensure both appropriate attention and positive ratings in recruitment portals.





Our values also include promoting diversity, equality of opportunity and inclusion, and respect for human rights. We are increasing women's representation in leadership teams as well as employment opportunities for people with disabilities and health conditions. We offer our employees fair pay and individual and/or collective bargaining agreements that govern their working conditions and hours. All employees have the right to an annual performance review with their line managers. A team which strikes a balance of young professionals and experienced older employees ensures better performance.

We respect human rights and the associated ILO conventions (UN International Labor Organization, ILO) without compromise. To this end we do not employ children under 16 and categorically reject forced labor, human trafficking and all forms of discrimination and harassment.

GRI 2-9

### Governance and compliance

The Board of Directors and Group Management are also responsible for considering and implementing the requirements of the material topic "Attractive employer" in the overall corporate strategy. They ensure that the responsibilities for setting goals, delivering resources, taking action and conducting reviews are clearly defined. The Board of Directors receives regular information on the "Attractive employer" topic and an assessment of the associated risks from Group Management. The Board of Directors thereby ensures that it possesses the requisite knowledge to evaluate these aspects.

Within Interroll's organizational structure, the Chief Financial Officer (CFO) bears ultimate responsibility for the "Attractive employer" topic.

It is also the CFO's responsibility to assess and report on risks within the "Attractive employer" topic as part of the annual ESG risk inventory. The Board of Directors submits these reports concerning employee matters in accordance with Article 964b CO to the annual general meeting for approval (see page 132).

Operational implementation and performance are delegated to the Director Global Human Resources and the local management teams of the legal entities. Adherence to the policy and local statutory obligations is reviewed annually by the Group Management and Corporate Compliance.

964 CO	Targets	KPIs	Unit	2023	2022	Date
GRI 401-1	Fluctuation below 8%	Fluctuation rate	%	17.5	22.4	Continuously
	Employee satisfaction surveys with improving results	Employee satisfaction survey with improved results	Yes/No	No	No	Continuously
	Increasing percentage of women in management teams	Percentage of women in management teams	%	26.9	23.2	Continuously
	Increasing the balance of young, middle-aged and older employees	Number of employees aged under 30	Number	412	501	Continuously
		Number of employees aged between 30 and 50	Number	1,354	1,299	Continuously
		Number of employees aged over 50	Number	632	637	Continuously
	Creating employment opportunities for employees with disabilities or health restrictions	Number of employees with disabilities or health restrictions	Number	36	35	Continuously
	100% of employees have an annual employee review with their supervisors	Percentage of employees who have an annual employee review with their supervisors	%	n/a	n/a	Annually

### OPPORTUNITIES AND RISKS FOR THE ATTRACTIVE EMPLOYER

GRI 3-3  
GRI 2-25

The risk analysis for the “Attractive employer” material topic is an important component of the statutory reporting requirements to be met by Interroll Holding AG – not only in Switzerland. The focus here is not only on labor and social standards, but also on the protection of human rights, environmental concerns and the fight against corruption.

964 CO

The risk analysis helps us to identify and evaluate the potential impact. The identified risks can be categorized as follows based on the defined risk classes:

#### ESG risk category “medium”

- Risk from shortage of skilled workers: insufficient success in recruiting skilled workers and inadequate internal management development can lead to bottlenecks and revenue risks
- Bluewashing: reputational and litigation risk (analogous to greenwashing) due to non-compliance with voluntary commitments that have been communicated

#### ESG risk category “low”

- Reputational and legal risk: failure to respect human rights and fundamental internationally recognized labor standards (freedom of association, exclusion of forced labor and child labor)
- Reputational and legal risk: insufficient protection against discrimination against our employees on the basis of their gender, race, disability, ethnic or cultural background, religion, ideology, age or sexual orientation
- Loss of appeal as an employer due to lack of environmental, climate and social focus

We present the specific measures taken to manage our product and service responsibility in the following.

**STATUS, MEASURES AND RESULTS**

**Organizational measures**

964 CO

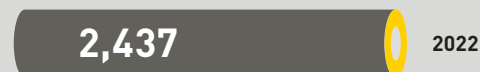
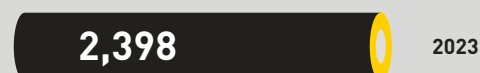
The focus of the structural-organizational transformation measures in the context of the “ONE Interroll” program in the area of human resources was the clear organizational structuring of management functions, which came into effect in early 2024. Three regional HR Directors for Europe, the Americas and Asia were assigned to the Global Director HR. They will be responsible for coordination as described above and will ensure that local, regional and global cooperation is strengthened. The focus remains on developing uniform recruiting and onboarding standards alongside training tools and talent management, with the primary activities relating to the introduction of uniform quality standards, the implementation of succession plans for key people and the identification and advancement of suitable talent to specific positions. For more information, please refer to the material topic of “People development”.

**Employment**

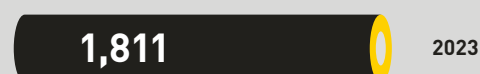
GRI 2-7  
GRI 2-8

Despite a critical business environment, staff were able to count on Interroll’s reliability as an employer. Staffing levels declined only slightly year on year (39 employees, or 1.1% of personnel, having left the company). Interroll retains its highly qualified employees, with a staff as of 31 December 2023 of 2,398 (2022: 2,437). Of that number, 1,811 were men and 587 women (2022: 1,861 men / 576 women). Of the apprentices and trainees at Interroll in the reporting period, there were 31 men and 8 women (2022: 26 men / 7 women). In 2023, Interroll employed almost no agency or temporary workers. In previous years, we used more temporary workers to handle seasonal peaks in orders and cover employee absences due to vacation.

**EMPLOYEES, HEADCOUNT**



**MEN**



**WOMEN**



Group-wide, we were aware of a total of 36 employees with physical or mental disabilities in 2023 (2022: 35). In 2023, the management team comprised 216 people, of whom 158 were men and 58 women (2022: 203, of whom 156 men / 47 women). This corresponds to 26.9 percent of leadership positions being held by women (2022: 23.2%). 44.9 percent of management vacancies were filled from within (2022: 45.8%). Of that number, 15 were men and 7 women (2022: 7 men / 4 women). Of the management positions filled by external candidates, 20 were filled by men and 7 by women (2022: 9 men / 4 women). There were no women in the Group Management or among the local management bodies.

**WOMEN IN MANAGEMENT POSITIONS IN %**



<b>Age structure</b>	2023	2022
Employees aged 30 and under	412	501
Employees aged 30–50	1,354	1,299
Employees aged 50 and over	632	637

### Collective bargaining agreements

GRI 2-30  
GRI 401-2  
GRI 402-1

In 2023, approximately 1,226 Interroll employees were covered by collective bargaining agreements (2022: 1,100). All employees are subject to the applicable provisions of labor law, international agreements that Interroll has committed to, and other social partnership agreements, some of which apply on an individual basis at the specific sites. The minimum notice period for operational changes complies with local regulations or is governed by social partnership agreements. In 2022, a general works council was elected for the first time from the seven independent companies in Germany. In addition, employees in Germany are eligible to participate in the “Job Bike” lease scheme, which is intended to help employees keep fit.

### Diversity and equal opportunity

GRI 405-1

Interroll promotes diversity, equality and integration, and prohibits any and all forms of discrimination, racism, unequal treatment and marginalization. The Board of Directors comprises six members, four of whom are men and two are women. We promote an atmosphere of dignity and respect in which nobody is subjected to physical, verbal, sexual or psychological harassment or abuse of any kind. The equal treatment policy, which is based on Interroll’s values, was further elaborated in 2023, and the code of conduct was updated and forms an integral part of every employment contract.