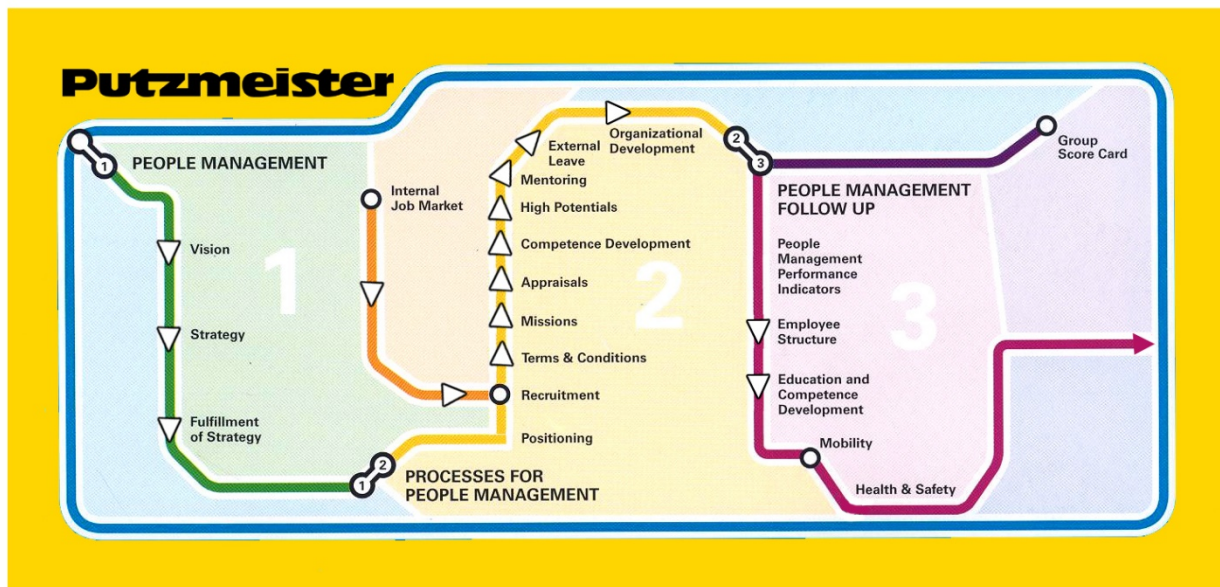


# The Putzmeister People Winning Process

With discipline to *“always better”* our  
 Vision is to become and remain  
***Top in mind - Top in choice***  
 ....for internal and external customers



Our **“People Winning Process”** is the managerial tool to foster the Putzmeister spirit. It should be used to inspire all those who continuously commit themselves to make the resulting personal and corporate winning ***the essence of life.***

## Introduction

The purpose of this PWP document is to give you, as a Putzmeister Manager, an overview of the Group Process for a "Winning People Spirit" for which you will be held accountable. This brochure will also serve as an inspiring tool for Putzmeister Management Circles.

To secure sustainable growth with pursuing our founders spirit as sustained by our shareholders KSF and KSG, striving for humanity based effectivity for creating values. They enable as hitting intensively for a competitive differentiating and more professionalized management structure. Clear responsibilities and value based relations and behaviour are essential. As a Manager, you are expected and made liable to follow this spirit and conduct Group processes in the best interest of your company or unit, as well as that of our family of companies.

This PWP issue is based and refers to the PWB and is linked to **CI 051114 Putzmeister People management**. All these documents are a continuation of- or partly substitute - earlier relevant issues like "Miteinander bei PM", Führungs- Grundlagen PFG 9403 etc. They all serve a uniting spirit, beliefs and and trust in what we jointly mean with family minded business".

## The Employer Brand

Putzmeister's Employer Brand documented here as a derivate of the Putzmeister World Book is the description which our company uses in order to communicate in a consistent and honest way what it means and is to work for us.

Putzmeister's Employer Brand has three dimensions: the Working Environment, our Work Style and Culture, and our Career Offer.

### Working Environment

Our working environment describes our company by explaining the business context in which we are working - mostly described in PWB.

### Work Style and Culture

Our work style and culture explains our working atmosphere by defining how we interact an a day-to-day Basis

### Career Offer

Our career offer outlines our viewpoint to a winning professional development in this multicultural, multi-business Group.

Please see People Management CI-05114, RIPAF and PORPAS for the corresponding issues and the basics in the PWB.

### Business Code of Practice

The Business Code of Practice describes our relationships with society and the environment, employees and customers, Business partners and shareholders.

Please see People Management CI-05114, RIPAF and PORPAS for the corresponding issues.

### Core-Value-based behaviours

... based on our COPHY, see PWB 21/ 22

### Interaction

We believe in encouraging a dynamic working environment that promotes open communication and fosters the importance of teamwork.

### Commitment

We honour our commitments proven in dedication to the customer's success. Should we foresee a deviation, we encourage immediate communication to rectify the potential problem.

### Innovation that matters

We are open to all new ideas or other opinions and we facilitate continuous development through training, benchmarking and communication.

### My notes

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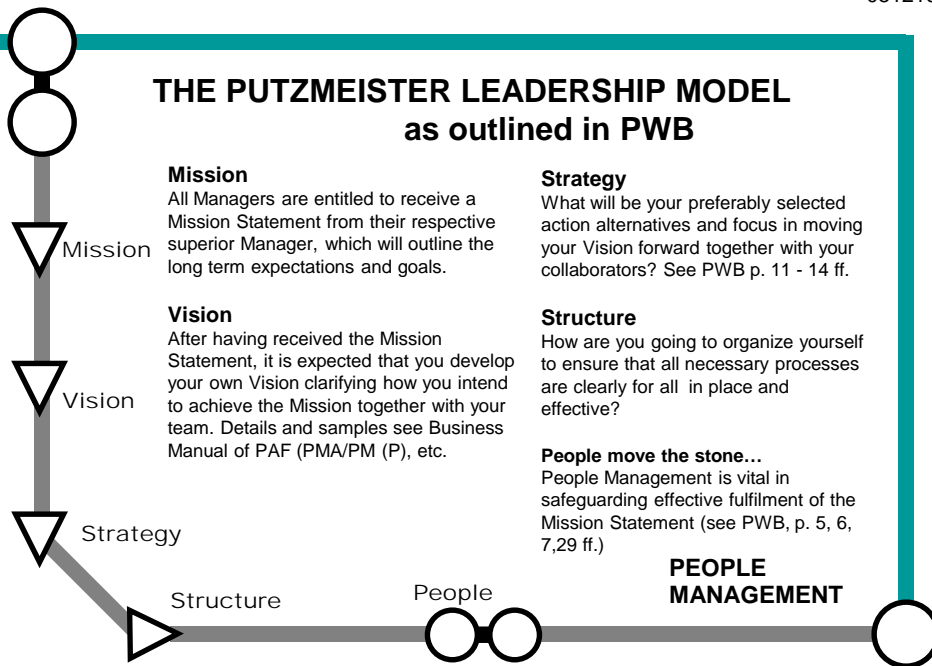
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## THE PUTZMEISTER LEADERSHIP MODEL as outlined in PWB



### Mission

All Managers are entitled to receive a Mission Statement from their respective superior Manager, which will outline the long term expectations and goals.

### Vision

After having received the Mission Statement, it is expected that you develop your own Vision clarifying how you intend to achieve the Mission together with your team. Details and samples see Business Manual of PAF (PMA/PM (P), etc.

### Strategy

What will be your preferably selected action alternatives and focus in moving your Vision forward together with your collaborators? See PWB p. 11 - 14 ff.

### Structure

How are you going to organize yourself to ensure that all necessary processes are clearly for all in place and effective?

### People move the stone...

People Management is vital in safeguarding effective fulfilment of the Mission Statement (see PWB, p. 5, 6, 7,29 ff.)

## Group Recognition and Awards

Putzmeister was founded in 1958. Since that time - in subsequent growth periods - Putzmeister reinvented and redeveloped himself continuously during the founder's operative activity. Already then and later PM leaders have invested in long-term people development. They have started to create recognition and words for the family of companies. It is vital that we and the future generations of managers continue to have this long-term perspective to rapidly recognize extra-ordinate achievement and personal attitude in compliance with the top ideas and objectives of the Putzmeister world book.

### Our Recognitions and Awards:

- Customer Care Award
- The Karl Schlecht Marketing and Sales Award
- The PUMEX - Award
- The XYZ Scholarship
- Putzmeister 25 years recognition Contact Trips

For further details: see RIPAF and PORGA xxx  
Compare *The Way We Do Things, People Management, xxxx*



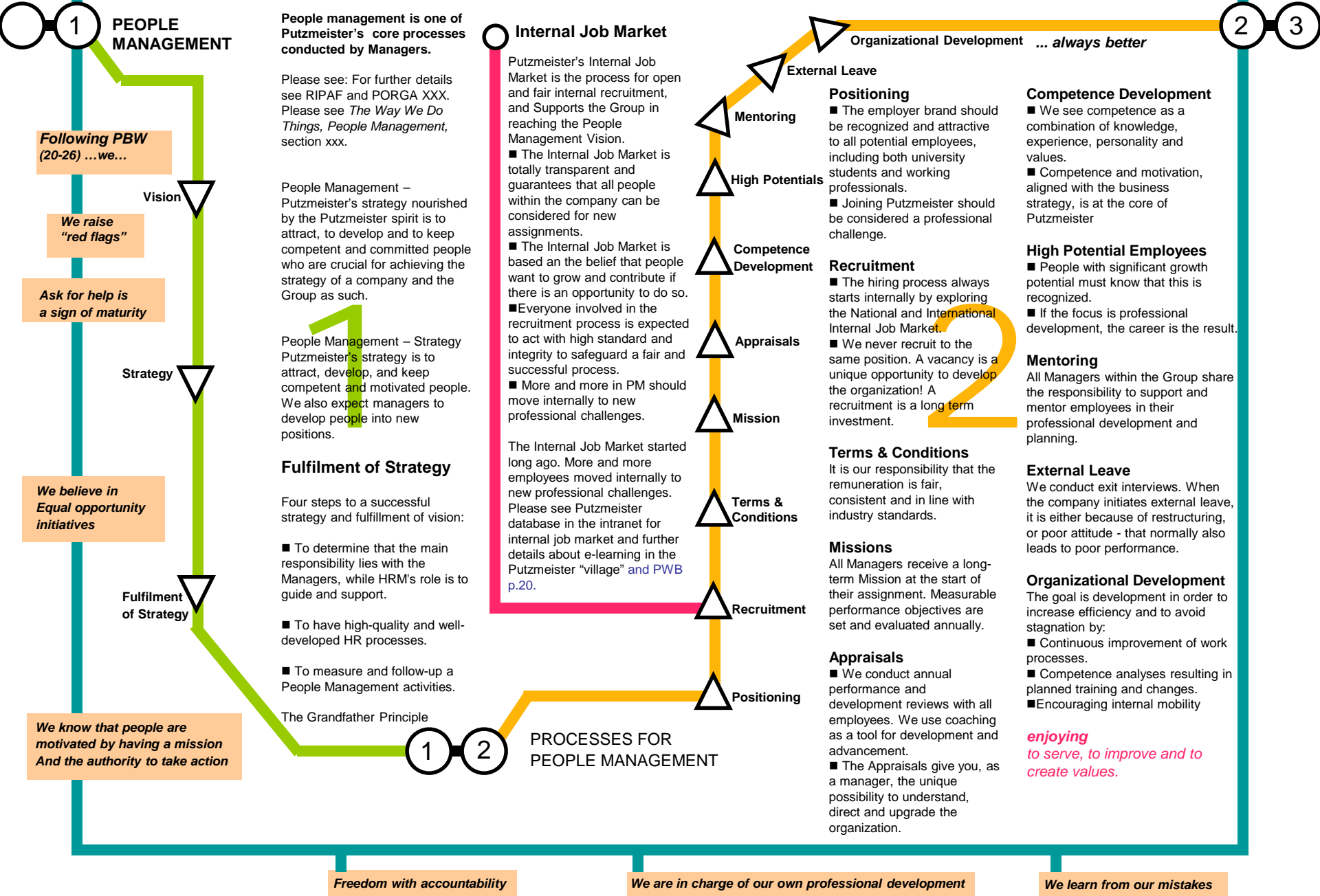
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We believe that the person closest to the problem is also closest to the solution

Only a successfully growing Group can offer professional development and an interesting career

There is always a better way

We have discipline



# 1 PEOPLE MANAGEMENT

People management is one of Putzmeister's core processes conducted by Managers.

Please see: For further details see RIPAF and PORGA XXX. Please see *The Way We Do Things, People Management*, section xxx.

People Management – Putzmeister's strategy nourished by the Putzmeister spirit is to attract, to develop and to keep competent and committed people who are crucial for achieving the strategy of a company and the Group as such.

People Management – Strategy Putzmeister's strategy is to attract, develop, and keep competent and motivated people. We also expect managers to develop people into new positions.

## Fulfilment of Strategy

Four steps to a successful strategy and fulfillment of vision:

- To determine that the main responsibility lies with the Managers, while HRM's role is to guide and support.
- To have high-quality and well-developed HR processes.
- To measure and follow-up a People Management activities.

The Grandfather Principle

# 2 Internal Job Market

Putzmeister's Internal Job Market is the process for open and fair internal recruitment, and Supports the Group in reaching the People Management Vision.

- The Internal Job Market is totally transparent and guarantees that all people within the company can be considered for new assignments.
- The Internal Job Market is based on the belief that people want to grow and contribute if there is an opportunity to do so.
- Everyone involved in the recruitment process is expected to act with high standard and integrity to safeguard a fair and successful process.
- More and more in PM should move internally to new professional challenges.

The Internal Job Market started long ago. More and more employees moved internally to new professional challenges. Please see Putzmeister database in the intranet for internal job market and further details about e-learning in the Putzmeister "village" and PWB p.20.

# 2 Organizational Development ... always better

- External Leave
- Mentoring
- High Potentials
- Competence Development
- Appraisals
- Mission
- Terms & Conditions
- Recruitment
- Positioning

## Positioning

■ The employer brand should be recognized and attractive to all potential employees, including both university students and working professionals.  
■ Joining Putzmeister should be considered a professional challenge.

## Recruitment

■ The hiring process always starts internally by exploring the National and International Internal Job Market.  
■ We never recruit to the same position. A vacancy is a unique opportunity to develop the organization! A recruitment is a long term investment.

## Terms & Conditions

It is our responsibility that the remuneration is fair, consistent and in line with industry standards.

## Missions

All Managers receive a long-term Mission at the start of their assignment. Measurable performance objectives are set and evaluated annually.

## Appraisals

■ We conduct annual performance and development reviews with all employees. We use coaching as a tool for development and advancement.  
■ The Appraisals give you, as a manager, the unique possibility to understand, direct and upgrade the organization.

## Competence Development

■ We see competence as a combination of knowledge, experience, personality and values.  
■ Competence and motivation, aligned with the business strategy, is at the core of Putzmeister

## High Potential Employees

■ People with significant growth potential must know that this is recognized.  
■ If the focus is professional development, the career is the result.

## Mentoring

All Managers within the Group share the responsibility to support and mentor employees in their professional development and planning.

## External Leave

We conduct exit interviews. When the company initiates external leave, it is either because of restructuring, or poor attitude - that normally also leads to poor performance.

## Organizational Development

The goal is development in order to increase efficiency and to avoid stagnation by:  
■ Continuous improvement of work processes.  
■ Competence analyses resulting in planned training and changes.  
■ Encouraging internal mobility

*enjoying to serve, to improve and to create values.*

Following PBW (20-26) ...we...

We raise "red flags"

Ask for help is a sign of maturity

We believe in Equal opportunity initiatives

We know that people are motivated by having a mission And the authority to take action

Freedom with accountability

We are in charge of our own professional development

We learn from our mistakes

We have trust in our people and believe they want to contribute and take responsibility for the Group

We are mission-driven and performance-oriented

2 3

## PEOPLE MANAGEMENT FOLLOW UP

### People Management Performance Indicators

These are the performance indicators from quarterly 1 OR reporting that can be used to measure and follow up for management and benchmarking purposes. Additionally, we also measure employee satisfaction.

### Employee Structure

- % Male - Female.
- % Male - Female Managers.
- % By function.

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### Education and Competence Development

- % Graduates.
- % Appraisals.
- % With working knowledge of English.
- Average number of training hours.

### Mobility

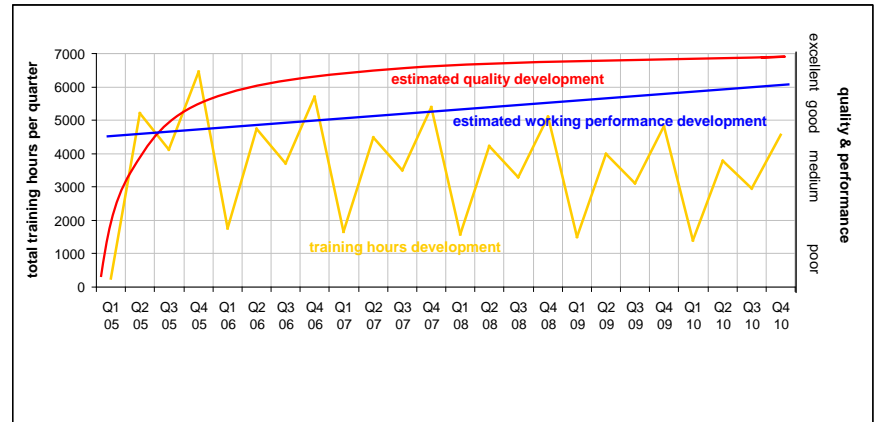
- % Internal mobility.
- % External recruitment.
- % External leave.

### Health and Safety

- Sick-leave.
- Work-related accidents.

## Group Score Card

The performance indicators will be used in business boards for qualitative discussions to keep us on track with our values. The following three performance indicators are the current focus for the Putzmeister Group:  
An excellent training quality allows reduction in training hours (and costs) still increasing Putzmeister's working performance.



## THE MANAGEMENT RESOURCING PROCESS

If we all are successful in working with People Management, this will have positive long-term effects on the Group's Management Resourcing. The Goal is that 85% of our Managers are internally recruited.

### Management Resourcing - Strategy

- To have a flow of potential leaders within the Group striving towards more and more challenging positions, thereby, safeguarding recruitment to Management positions.

- When a Manager has fulfilled the Mission, he or she will either be given a new mission or move on to a new position.

### Management Resourcing –Review

Each year a Management Review is done on a potential/performance scale.

For further details please see People Management CI-05114, PWB p. 20 ff, RIPAF and PORPAS for the corresponding issues (to be detailed and specified to help and enjoy learning.)