

# FINDING THE BEST TALENTS AND SUPPORTING THEIR DEVELOPMENT

**AUTHENTIC AND COMMITTED:  
ECE EMPLOYEES ACT AS  
AMBASSADORS FOR THE  
COMPANY AND THEIR JOB  
PROFILES.**

employees are getting involved in inspiring new team members to join ECE. And with success: for example, the company has already reached almost 35,000 views on a recruitment video on its architect job profile by posting, sharing, and running it as a promotional post on social media, thus drawing the attention of potential, passive applicants to its urban planner job posting.

Young talents are also being made aware of ECE through long-term partnerships with universities. ECE offers students and graduates from institutions including the University of Regensburg, Hamburg School of Business Administration, EBS University of Business and Law, and Nordakademie Elmshorn the opportunity to gain practical experience and get their careers off to a

Attracting the right employees and giving them room for further development is the declared goal of ECE as an employer. In the challenging labor market, it has become essential to offer skilled employees the right conditions. The focus is on personal and professional advancement, flexible working hours and working locations, and suitably equipped workspaces.

**W**hether in IT, in the technical sector, in controlling, or in the trades: the shortage of skilled workers is omnipresent and now affects almost all companies and career levels. The demand for qualified employees clearly exceeds the supply. Due to demographic development, which is leading to a continuous decrease in the availability of skilled workers, and the fact that most companies focus on the same target groups, the trend will continue. At the same time, the number of vacant positions continues to grow: the German Federal Employment Agency's job index recorded an all-time high in April 2022.

ECE is also affected by this trend. It is counteracting it with strategic measures and has been positioning itself as a top employer in the real estate industry for years. ECE is primarily master-

ing the current challenges by addressing both actively seeking applicants and passive candidates who are generally open to a job change. This requires strong networking – and it is not just ECE recruiters but also employees who have a role to play, as authentic corporate ambassadors.

## REACHING THE RIGHT APPLICANTS DESPITE THE SHORTAGE OF SKILLED WORKERS

With the Employees Recruit Employees program, with short videos on specific job postings, and with personal insights and individual job recommendations,

successful start with ECE. By diversifying the recruitment channels, ECE makes itself visible as an employer in the relevant target groups and draws more attention to specific jobs. This outreach, tailored to the relevant target groups, is having an effect. On average over the last three years, almost 40 percent of new employees have been recruited via channels such as "employee referrals," "actively approaching suitable profiles on social media," and "taking on young talents and external employees." >



### FOSTERING LONG-TERM POTENTIAL WITH ROOM FOR DEVELOPMENT

The long-term goal is not only to find and attract the best employees, but also to promote their continuous development. To achieve this goal, ECE regularly showcases the diversity of development paths within the company in order to motivate even more career diversity. In the Employee Stories initiative, ECE lets its employees have their say: describing their very personal career paths, inspiring other employees' professional development, and making themselves available to share their experience and provide a sounding board. Whether it be through interdisciplinary assignments, further training, job sharing, or stays abroad, ECE believes it is important to show how employees have developed personally and professionally on their career path and what individual lessons they have learned. The conclusion: above all, it is about being open to new things and combining individual strengths with the right task.

MORE THAN

# 90%

OF THE TRAINEES, DUAL STUDENTS AND APPRENTICES AT ECE ARE TAKEN ON.

ECE already focuses on flexibility, networking, and further development of personal skills for its young talents: for example, with the new Real Estate Management trainee program. In this program, graduates of real estate studies pass through all relevant stations in the company in order to gain a comprehensive insight into the management of retail properties. Following the 18-month traineeship, the trainees can decide where they would best apply their strengths and specialize as junior asset managers, junior leasing managers, or junior center managers. This allows the prospective managers to build expertise in their field as well as to think outside the box in order to find the best solutions to current challenges – and that's what a career at ECE is all about.



OVER

# 70%

OF ECE EMPLOYEES APPRECIATE THE OPPORTUNITIES FOR FLEXIBLE AND MOBILE WORKING.

### PROVIDING A SUITABLE FRAMEWORK

The importance of flexibility and willingness to change is not only reflected in the mindset of ECE employees, but also in how and where the teams work today and will work in the future. For ECE as an employer, part of this is enabling mobile and hybrid working as well as flexible time management. According to an internal employee survey, over 70 percent of ECE employees appreciate the opportunities offered by flexible and mobile working. In order to continue to promote flexibility and exchange at the company headquarters, ECE is continuously expanding its coworking spaces. In the process, it pays attention to the different communication needs of its employees. In the spaces, people can get together in a casual setting to give presentations or have group discussions (including hybrid meetings). But there are also separate areas for quiet, concentrated work or telephone calls. At the same time, ECE is making the office and space concept even more flexible: different rooms and workstations are available to the teams. The team members decide for themselves where and when they will work and in what configuration. The focus is on one objective: how and when the employee can best complete their tasks in the interest of the customer and for mutual success. //

### NEW WORKSPACES AT THE ECE HEADQUARTERS

With a comprehensive concept, ECE is thinking ahead in terms of workplace design: based on an activity-based, hybrid work model that combines in-person and mobile work, the company is creating modern workspaces. There are freely accessible coworking spaces for creative exchange and spontaneous networking as well as team rooms with shared desks for focused group work. The space concept also includes flexibly bookable, smaller offices for telephone calls, confidential conversations, or video conferences and larger meeting rooms for scheduled, hybrid meetings. Knowing that the shape work takes will depend on the task at hand, ECE is gaining experience with the new office concept and actively helping to shape a modern way of working.



### AWARDED AS A TOP EMPLOYER



**Top Employer Germany 2022** – for offering exceptional work-life balance



**Top Ten Employer in the Real Estate Industry** – highly rated in the Immobilien Zeitung employer rankings



**Audit berufundfamilie – award with distinction, since 2012** – for sustainable implementation of life phase-oriented compatibility culture



**Handelsblatt Fair Company 2022** – for sound professional guidance and fair treatment of university trainees



**Trendence Trainee Award 2022** – for our fair and comprehensive trainee programs

