



# DIVERSITY @ ECE STRATEGY 2022

**CREATING SPACE.  
INSPIRING PEOPLE.**

# AGENDA

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# 01

## **DIVERSITY & INKLUSION – THE BACKGROUND**



**Inclusion is not a matter  
of political correctness.  
It is the key to growth.**

**JESSE JACKSON**  
Politiker und Bürgerrechtler



# DIVERSITY? GENERAL BACKGROUND

- The task of **diversity management** is to **promote diversity and inclusion** in the company.
- According to studies, companies with a **heterogeneous workforce** are **more successful** than those with a homogeneous one.
- Active diversity management is an essential factor for meeting ESG criteria and is therefore **relevant for our investors**.
- We have been actively practicing diversity management for many years and have established the **staff position Diversity Manager** for this purpose.
- The following strategy serves to define the **diversity targets for the coming years**, with a continuous adjustment of the focus topics on the basis of recurring employee surveys (next survey end of 2023).



A photograph of two women of different ethnicities smiling and holding hands. The woman on the left has dark skin and curly hair, wearing a white blouse and blue jeans. The woman on the right has light skin and straight hair, wearing a light green blouse and blue jeans. The background is a solid light green color.

## WHAT'S DIVERSITY & INCLUSION MANAGEMENT?

- **Diversity & inclusion management** means **consciously dealing with diversity** in the organization.
- **The reduction of discrimination** and the **promotion of equal opportunities** are the central goals here.
- It is therefore not only about diversity, but also about **inclusion**, i.e. **about recognizing diversity** and giving it the necessary room:

**Diversity is when you are invited to the party,  
inclusion is when you are asked to dance.**

For linguistic simplification, "diversity" is used as a collective term in the following, which also includes measures for inclusion.

# THE DIVERSITY- CORE DIMENSIONS



Gender

Age

Ethnic origin &  
Nationality

Sexual  
Orientation

Religion  
and Worldview

Disability

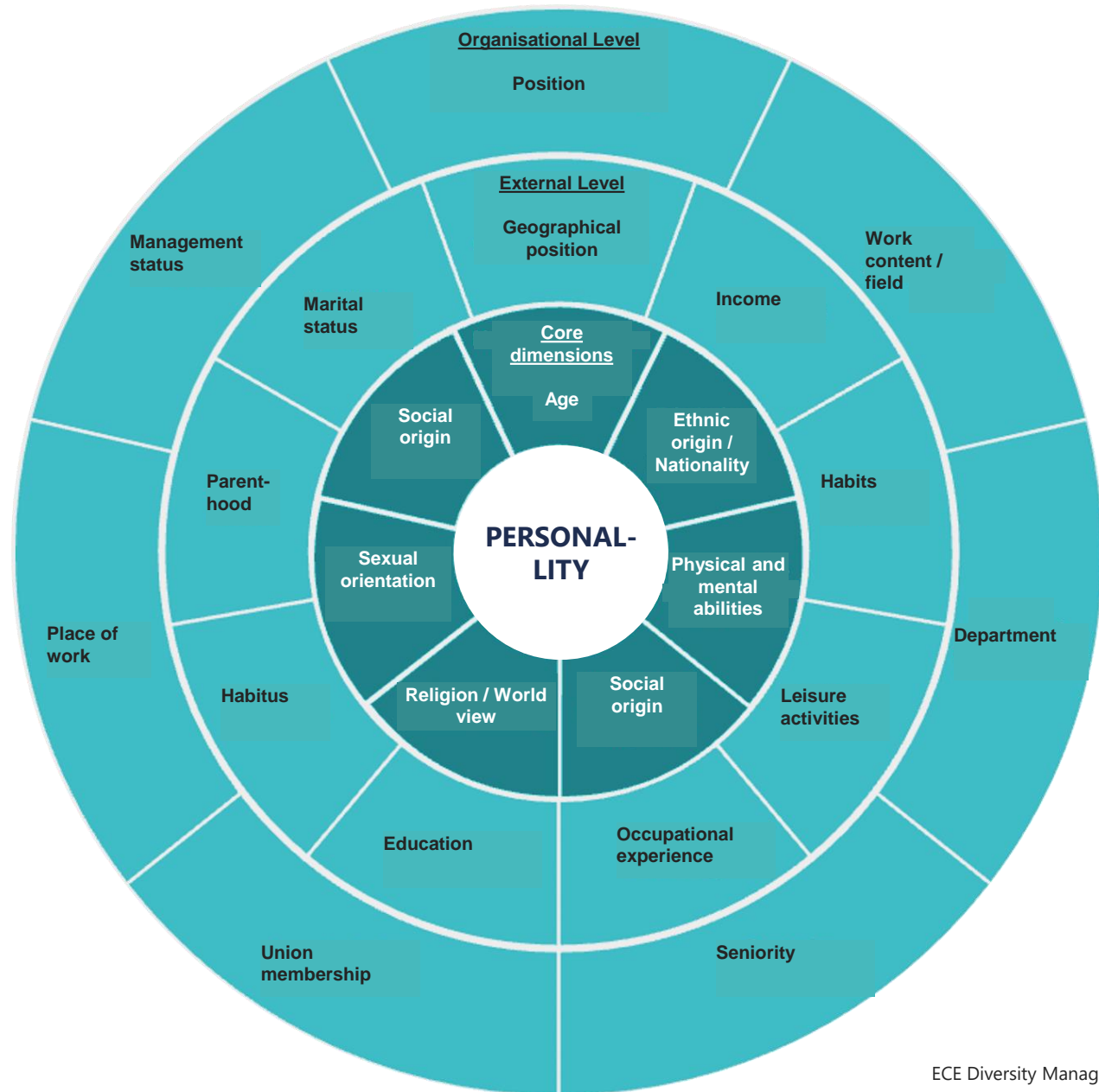
Social  
Background

In addition to these "primary" dimensions defined by the German General Equal Treatment Act (AGG), there are quite a few other components that make up people's personal backgrounds (more on this on page 8). These must be taken into account when promoting diversity.



# DIVERSITY IS MULTIFACETED!

## Personality dimensions







**WHAT WE ARE  
AIMING FOR**

**Diversity Management at ECE  
aims at:**

✓  
**Recognizing  
achievements** at ECE  
fairly and thus  
**regardless of personal  
background.**

✓  
Support employees in  
successfully  
**counteracting  
potential structural  
disadvantages.**



## WHY DIVERSITY IS IMPORTANT

### 1 Diversity makes companies more successful

- Companies with high gender diversity are 25% more likely to be profitable than average.
- If the board of directors is ethnically diverse, this value increases to 36%.

### 2 Diversity creates a vibrant working atmosphere

53% of employees feel their work atmosphere is more varied and exciting.

For more information, see McKinsey, 2020, Gender Diversity Index 2020 , Page Group 2021, German Diversity Monitor 2020, Die Fondsplattform 2021

## WHY IS DIVERSITY IMPORTANT?

### 3

#### **Diversity leads to higher Employee satisfaction**

Say 47% of employees in companies with active diversity management

### 5

#### **Diversity creates multiple perspectives and approaches to work**

Incorporating diversity of perspectives into decision-making processes in all areas of the company leads to:

- long-term increase in innovative strength
- sustainable competitive advantages

### 4

#### **Diversity produces innovative strength**

Well over one-third of respondents perceive greater innovative strength in diverse teams.

### 6

#### **Diversity is indispensable for meeting the ESG criteria**

- Non-environmental ESG factors, such as diversity management, are moving further into focus.
- Capital will be more readily available for companies that are leaders in diversity.

For more information, see also McKinsey, 2020, Gender Diversity Index 2020 , Page Group 2021, German Diversity Monitor 2020, The Fund Platform 2021.

# 02

## ECE & DIVERSITY



We understand heterogeneous perspectives, interests, experiences and backgrounds as well as different career paths as key to the sustainable success of ECE. Our goal is to promote this diversity and thus contribute to the innovation and competitiveness of ECE.

**ALEXANDER OTTO**



# UNITED FOR DIVERSITY

DO YOU ALSO WANT TO STAND UP FOR  
DIVERSITY? CONTACT MELANIE AT ANY  
TIME!

## MELANIE KRÜGER

**Diversity Manager  
(Main Contact)**

Strategic responsibility &  
Support of operational processes

## DR. STEPHANIE DUTZKE-WITTNEBEN

**Confidant / Staff Counselor**

Overarching Diversity Employee Topics  
/ Contact Person Employees

## ULRIKE MENZEL

**Confidant / Staff  
Counselor**

Contact  
Employees



## MARIJANA JAKOVLJEVIC

**Asset manager**

Supports as Diversity Expert, in  
particular communication topics

## CHRISTIANE FENLE

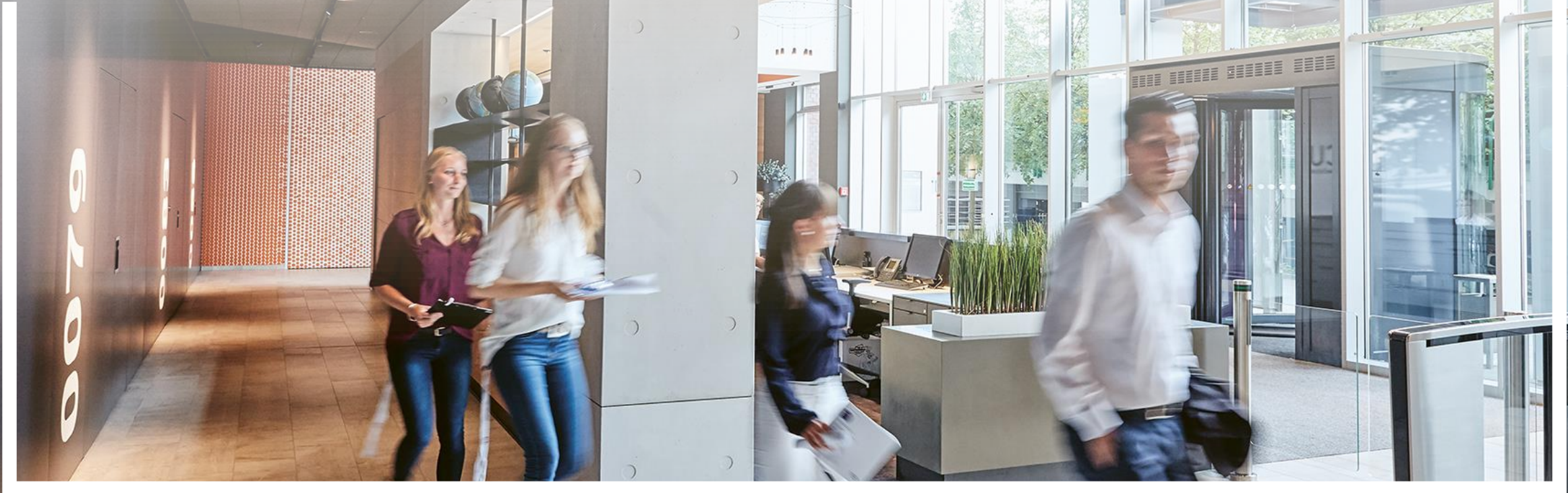
**Expert Labor Law  
& Compensation**

Contact person Work-life  
balance topics



## THE ECE MISSION

**"We understand that people need space.  
To live. To experience. To unfold.  
We create inspiring, sustainable dimensions."**



# THE ECE MISSION AND DIVERSITY

**Our mission focuses on people and their needs for life, experience and development. Our employees and their excellent work are the key to achieving our mission:**

- For them, we work on a **culture of equal opportunities and tolerance**, which makes ECE fulfilling place to work.
- Here **everyone** can be **as she/he/they wants**, as long as it does not restrict the personal freedoms of others.
- At our company, performance is recognized without prejudice: **We promote our unique talents regardless of their personal background.**
- Heterogeneous employees bring **different perspectives** to the table and **thus achieve the best possible results.**





# ECE & DIVERSITY

Strong momentum from 2010 until today

## WOMEN IN LEADERSHIP

First strategic integration of the topic of women's advancement in management training courses

## CULTURAL ANALYSIS ECE

Detailed culture analysis with strong impact on work-life balance offer

## COMPASS MENTORING

Internal and external mentoring program for female ECE employees with career ambitions

**2010**

**2011**

**2012**

**2013 /  
2014**

## IMPLEMENTATION DIVERSITY MANAGER

## OPEN SPACE EVENT "DIVERSITY"

Large event with approx. 800 employees

# ECE & DIVERSITY

Strong momentum from 2010 until today

## START COOPERATION HH WORK ASSISTANCE

Internships for asylum applicants

**2014 /  
2015**

## INTEGRATION ESG I

Integration of goals concerning female leadership into sustainability strategy

**2016**

## COMPASS II

Start of second mentoring program

## INCREASED FOCUS ON CROSS-DIVISIONAL CHANGES OF POSITIONS

e.g. also through employee events

**2017**

## PARTICIPATION DUO DAY

for the integration of people with physical disabilities

**2018**

## SIGNING OF THE CHARTER OF DIVERSITY

German association for diversity in the workplace

## ROOM 4 EXCELLENCE

Heterogeneous staffing of the internal high-potential program with a balanced gender ratio and international colleagues

# ECE & DIVERSITY

Strong momentum from 2010 until today

## INTEGRATION ESG II

Start integrating further aspects of diversity into sustainability strategy

**2019**

## EXPANSION INTERNAL WORKSHOPS

e.g. on the topics of "mobile working" and "Cultural Diversity"

**2020**

## INTRODUCTION DIVERSITY TALK

Regular exchange format on various diversity topics

**2021**

## DIVERSITY SURVEY 2021

Initial survey on the topic of diversity to shape strategy


## UP NEXT

Expansion of integration in HR processes, e.g. recruiting as well as HR development formats

**To be continued**

# 03

## **ECE-DIVERSITY-SURVEY 2021 OUR NEEDS**



Diversity is a broad field.  
Therefore, we want to know what really  
matters to our employees.  
We collect their opinions in  
the recurring Diversity  
survey.

**MELANIE KRÜGER**  
Diversity Manager



# ECE DIVERSITY SURVEY 2021

## Quick Facts

### PARTICIPANTS

126 

5

QUESTIONS  
in approx. 10  
minutes answering  
time



### RECOGNITION OF PERFORMANCE

54% 

Are of the strong opinion (rating <5, max. value 6) that ECE employees are generally recognized and appreciated equally



### PERSONAL ACKNOWLEDGMENT

79%

indicate that, regardless of their personal background, they feel very recognized (rating >5, max. value 6)

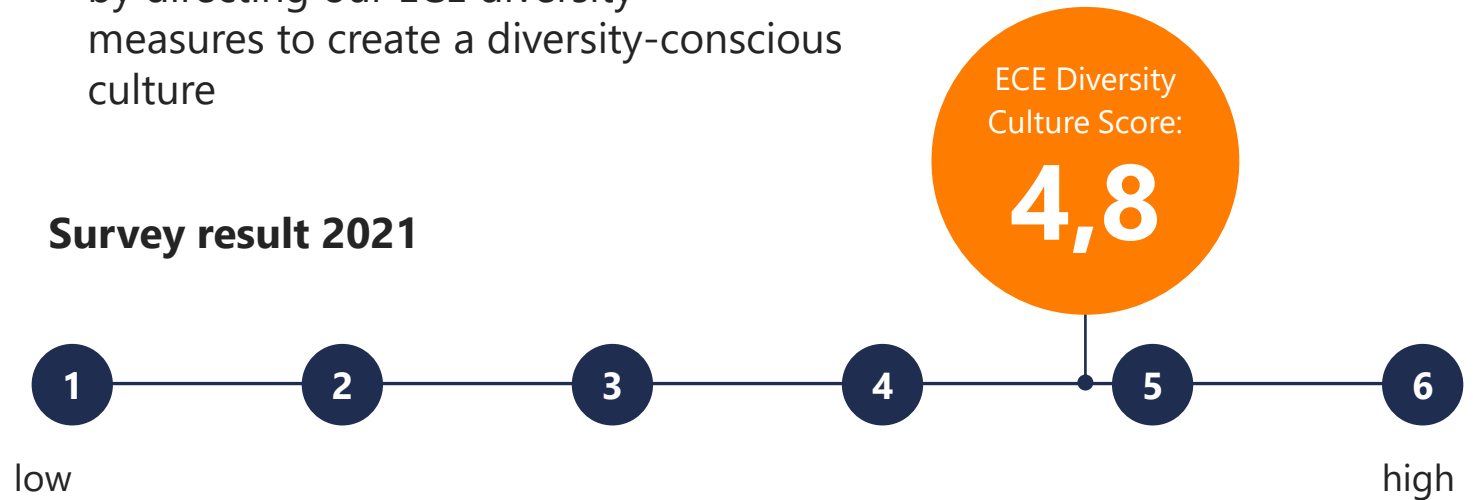


# ECE DIVERSITY CULTURE SCORE

## The ECE Diversity Culture Score (scale 1-6):

- serves as an indicator for the perceived equality of **Equality of opportunity** within ECE
- is based from the **average of all scale questions**
- **Measures the recognition and appreciation** of employees in their work and as a person
- **To be successively increased further** by directing our ECE diversity measures to create a diversity-conscious culture

### Survey result 2021



# KEY FINDINGS OF THE DIVERSITY SURVEY



## Strong perceived acceptance

ECE employees feel recognized and valued regardless of their personal background.



## Expandable Heterogeneity

ECE employees still perceive the workforce as largely homogeneous. Management levels in particular are predominantly perceived as "white and male".



## Measures in line with demand

ECE employees increasingly desire diversity activities in the areas of diverse expertise and non-linear careers, gender and age.



# 04

**DIVERSITY  
SCHWERPUNKTE  
& ZIELE**



# 35%

**FEMALE EXECUTIVES IN THE  
UPPER MANAGEMENT LEVELS**



This is our goal for 2025, because **equal opportunities and diversity have long** been part of our corporate culture.

We are convinced: The **more diverse a company is, the more innovative and sustainable it can be.** That is why I am personally committed to successively increasing the share of female executives within the ECE Group.

**ALEXANDER OTTO**



## OUR GOALS

### **Promoting diversity workforce (Goal 1)**

Through targeted recruiting & promotion processes  
Establish a diverse workforce with diverse teams, that reflect our society and stakeholders.

### **Minimize disadvantages (Goal 2)**

Diversity-conscious leadership supports employees in counteracting any structural disadvantages resulting from personal backgrounds.

### **Making diversity visible (Goal 3)**

A "diverse" workforce and management are visible.  
Best practice examples are communicated and diversity measures are made available to all employees at regular intervals.

# OUR TARGET KPIS

**"DIVERSITY-CONSCIOUS" STAFFING PROCESSES (GOAL 1)** **100%**

Including development of measurable KPIs for recruiting processes across all levels until 2023



**DIVERSITY-CULTURE-SCORE**

**(GOAL 2)**

Measurable increase in the Diversity Survey by 2023, to

**5,0**



**REGULAR VISIBILITY (GOAL 3)**

**≥ 4**

Diversity-Events or -offers in the year



**WOMEN IN HIGHER MANAGEMENT**

**(GOAL 1)**



Related to an expanded definition of the Corporate Governance Index: 3 levels below Board of Management

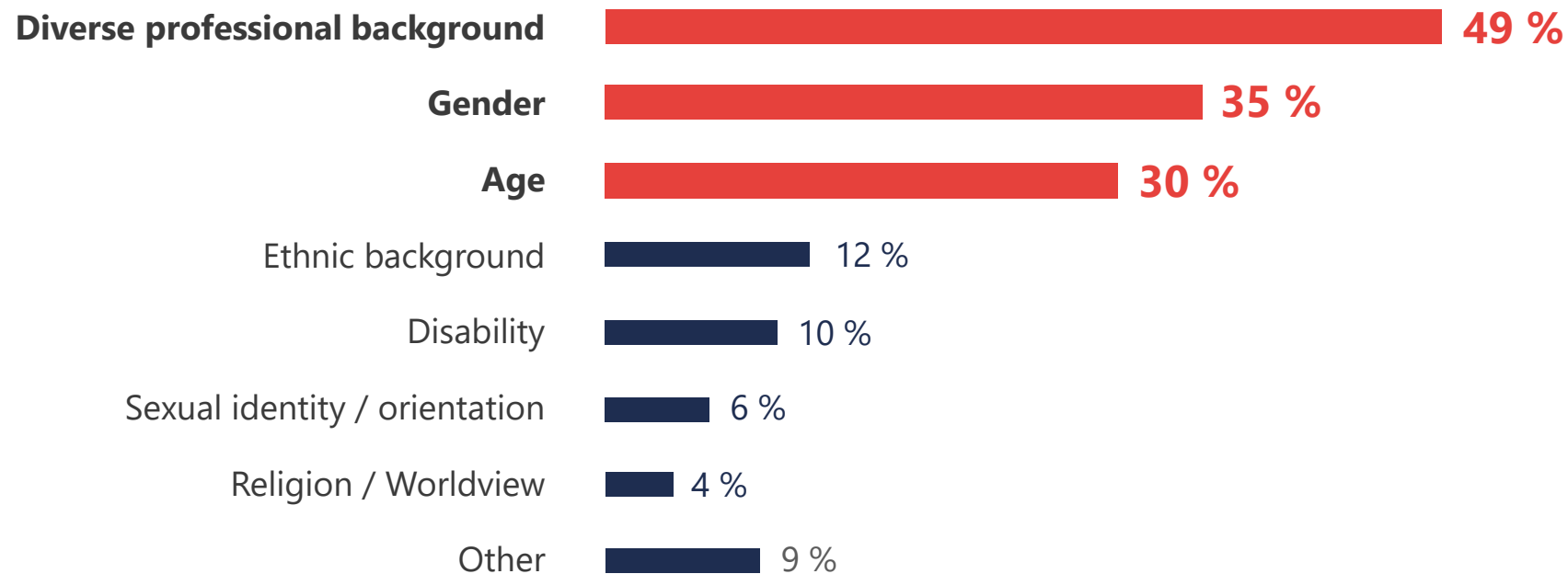
Min.

**35%**

# OUR FOCUS UNTIL THE END OF 2023

**At ECE, it is the employees who decide which diversity areas are particularly important to them!**

As part of the evaluation Diversity Survey 2021, the following main fields will be the focus for upcoming measures until the new survey in 2023:



**05**

**DIVERSITY ANGEBOT**

# OUR DIVERSITY EMPLOYEE LIFECYCLE...

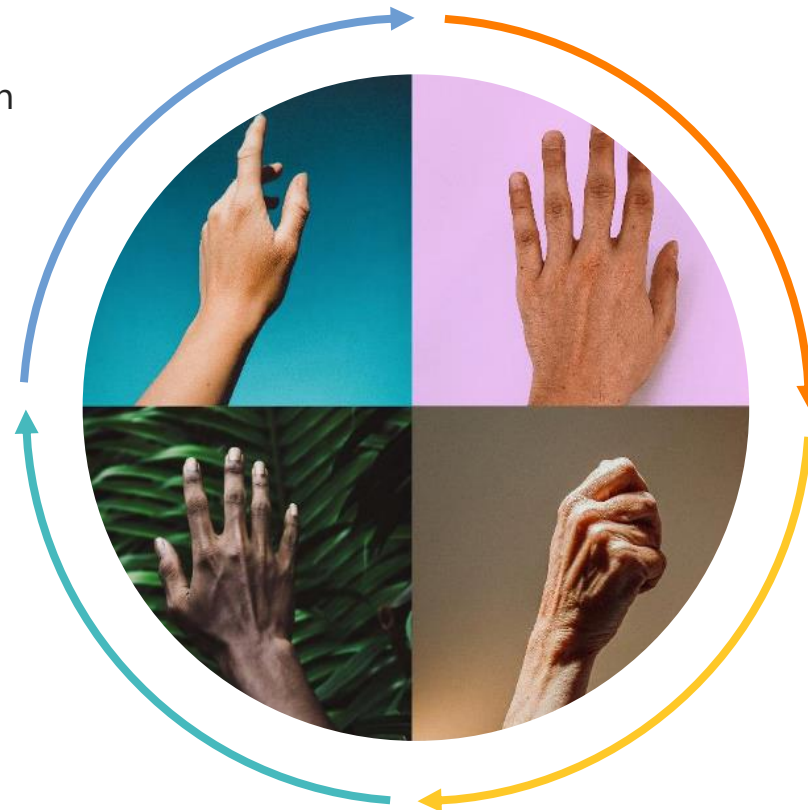
... describes where ECE employees interact with diversity

## Hiring & promotion decisions

- Diversity-conscious, objectified selection processes
- Target quotas
- Targeted selection, e.g. in development programs

## Support services

- Extensive measures in the area of work-life balance
- Colleague Mentoring
- Life situation coaching



## Active participation

- Diversity Talk
- Recurring Employee surveys
- Reliable Diversity Contact

## People Development

- Diversity content in employee & leadership development programs
- E-Learning Playlists
- Diversity Workshops

# HIRING & PROMOTION DECISIONS

"At least one rule" already applies when recruiting executives: Both genders must be included in the short list for an executive position. The development of the women's quota is monitored during the year and published annually in the HR Report.

In addition, other dimensions such as internationality are increasingly being taken into account when selecting for internal development programs.

**We will be able to look forward to the following innovations in the future:**

- Adaptation of all staffing processes with regards to diversity awareness
- Enabling managers to analyze their teams with regards to diversity
- Training offer on the topic of "Unconscious Bias" for the objectification of personnel selection





# ACTIVE PARTICIPATION

Diversity Management is always pleased to receive suggestions from employees at any time!

Opinions and suggestions can be communicated in different ways:

- Recurring employee surveys
- Diversity Talks - several times a year on different topics
- Diversity networks, e.g. ECE Women or the Young Talents Network
- Or by contacting Diversity Management directly.



# PEOPLE DEVELOPMENT

In order to increase diversity awareness, the subject is interwoven with ECE's personnel development processes: Managers reflect on the topic of diversity and learn how inclusion leads to a diversity of perspectives in their teams.

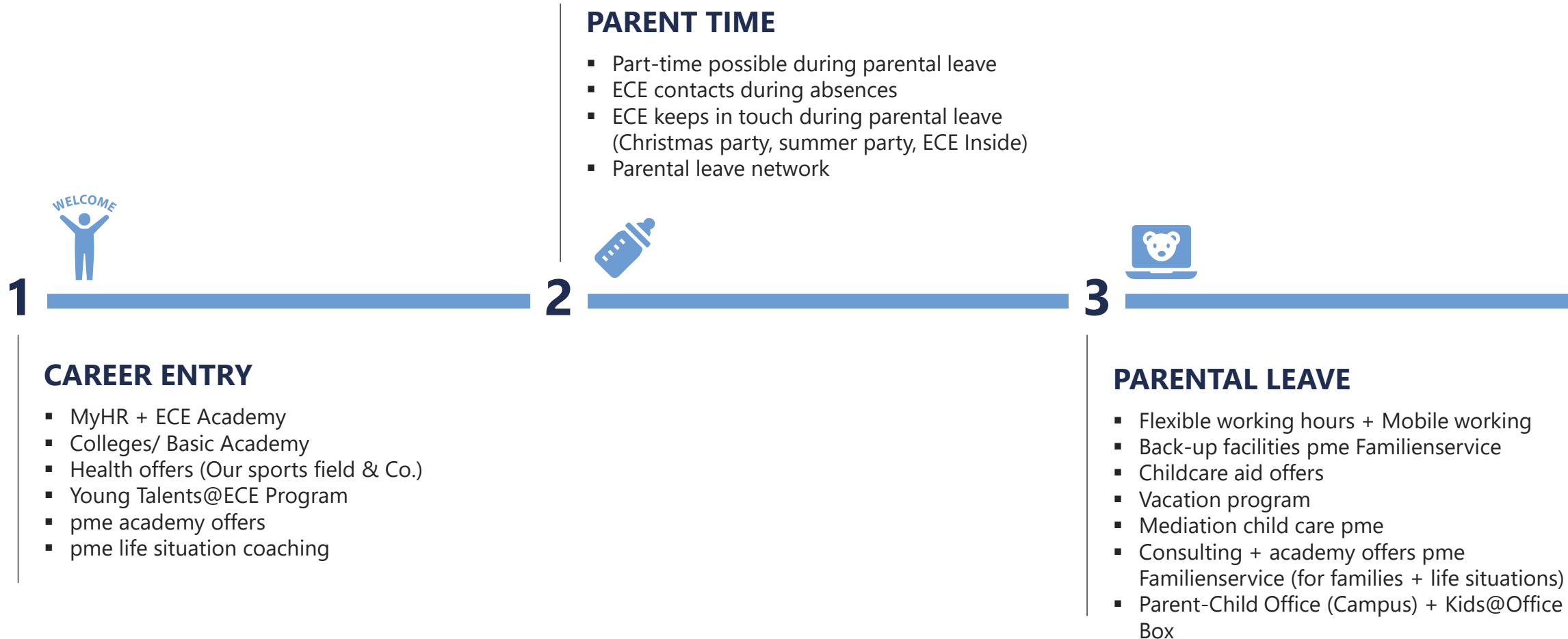
There are also interesting offers for all other employees. Here, employees can regularly find out more about about diversity management:

- ECE Basic Academy (established)
- Workshops on changing topics (established)
- Integration in specialized trainings (e.g. CM/ TM College)
- ECE Leadership Curriculum (currently in design)
- Diversity playlists within the "myHR" platform (currently in design)



# ECE WORK-LIFE OFFERS ACCORDING TO LIFE PHASES

Diversity with a focus on compatibility with personal life



# ECE WORK-LIFE OFFERS ACCORDING TO LIFE PHASES

Diversity with a focus on compatibility with personal life

## CAREER

- Management course self-leadership
- Business Coaching
- Leader's Toolbox
- Professional or management careers
- Sabbaticals
- Impulses for good leadership
- Executive portal
- Guide Onboarding of new Management positions

4



5

## CARE OF RELATIVES

- Consulting and care services pme Familienservice
- Pme Academy for offers Eldercare



6

## TRANSITION TO RETIREMENT

- Future discussion for employees 55+



## ... and what else:

- Pulse Surveys (e.g. Meeting Culture, How are you?)
- Together in Balance- campaign
- Digital employee dialog (incl. Work life issue)
- Trusted third parties
- Diversity Strategy

**06**

**ACTION PLAN**  
**2022 / 2023**

WHAT	WHY/ GOAL	WHO	TO WHEN
<b>1 Establishment of "diversity-conscious" recruiting processes</b> and definition of corresponding recruiting KPIs	<b>Miscellaneous workforce (1)</b>	POM Recruiting & DM	Q2 - Q4 2022
<b>2 Figure diversity in all ECE developmental programs</b> , including: <ul style="list-style-type: none"> <li>▪ Restructuring of digital Mngt curriculum</li> <li>▪ Leading multicultural teams</li> </ul>	<b>Minimize hurdles (2)</b>	POM PDC & DM	Q2 - Q4 2022
<b>3 Introduction colleague mentoring</b>	<b>Minimize hurdles (2)</b>	POM PDC, Staff Coach & DM	Q3 2022
<b>4 Introduction of internal life coaching</b>	<b>Minimize hurdles (2)</b>	Staff Coach & DM	Q2 2023
<b>5 Represent best cases examples in focus areas:</b> <ul style="list-style-type: none"> <li>▪ Unusual career paths                (Change of department AND relinquishment of leadership)</li> <li>▪ Family &amp; Career</li> <li>▪ Ageism / generational exchange</li> </ul>	<b>Making diversity visible (3)</b>	DM	Q2 - Q4 2023
<b>6 Introduction Diversity Talk Format "What's up in...."</b> Connecting international and national colleagues for more diverse spirit	<b>Making diversity visible (3)</b>	DM	Q4 2022
<b>7 Diversity Team Score</b> Reflection method for leaders and teams	<b>Making diversity visible (3)</b>	DM	Q4 2022



**ECE**

**LET'S DO IT!**

**CREATING SPACE.  
INSPIRING PEOPLE.**