

2021

Human Resources Report

Since our foundation over 150 years ago we have been the global byword for safety and security, independence and the highest quality. We protect both lives and goods and play our part in saving natural resources. As we increasingly evolve into a knowledge group, we constantly take the path of dialogue as we transfer experience and specialist knowledge in diverse international teams from a wide range of backgrounds. With their specialisms ranging from engineering, IT security and the mobility of tomorrow, our 14,000 employees are hard at work in over 100 countries to ensure that our customers scale ever greater heights of success and the world becomes a safer place.

€ **114.5** K

SALES / NUMBER OF FULL-TIME-EQUIVALENT EMPLOYEES (FTE)

in the 2021 fiscal year.

€ **790.6** million

PERSONNEL COSTS

in 2021.

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“The Pandemic has made us more Innovative”

Dr. Astrid Petersen is the first female Chief Human Resources Officer in the history of the TÜV NORD GROUP. In her first year in her new role, she and her team have worked hard to master the current challenges by drawing on innovative and sustainable solutions. As a knowledge company, the TÜV NORD GROUP is driving through a process of internal change and can consequently look back on an economically successful year in 2021.

2021, like the year before, was all about the pandemic. How did the TÜV NORD GROUP manage to survive two years of coronavirus relatively unscathed? This was only possible thanks to the willingness of the employees to step up their performance. Coronavirus has asked a lot of every employee and every manager, as it has of society as a whole. It's our understanding for each other and our cohesion which have carried us through the pandemic largely unscathed.

A cohesion that is not so easy to create in an age of home working. We didn't allow the pandemic to beat us. Quite the reverse, despite the isolation, we as a team have managed to think outside the boxes of country, business unit, company and hierarchy. For the first time, around 200 HR employees from 30 countries and all the business and functional divisions came together for a hybrid event. The event focused on the newly developed HR Strategy for 2025 and the PEOPLE programme based on it.

That was an exciting event, no question. I particularly enjoyed experiencing so many people from very different cultures. From my conversations with staff members, I know that it's important for them to work for a cosmopolitan company that acts ethically and with social responsibility. However, we can only achieve this goal with a good culture of learning from our mistakes and relationships with one another that are based on appreciation. I'm committed to this, as are the executives and staff councils.

Executives should always act in an exemplary manner. Your managers also had to face a situation with all kinds of changed requirements. Yes, absolutely. The importance of leadership in the TÜV NORD GROUP is underscored by our “LEADING by Example” award, which was initiated by employees in 2021. It makes me proud that we honour our own examples of exemplary leadership and give all our employees and managers guidance and an incentive to work out the principles of good leadership for themselves. A total of 41 teams from all over the world applied. This level of participation shows how closely employees and managers work together and how they want to and can rely on each other. In these challenging times, this is an absolute added value for the Group.



How have you supported employee health during the pandemic? The health of our employees is always our top priority. That's why we planned an internal vaccination campaign at an early stage. We launched our vaccination programme in June 2021 and expanded our offer to include booster jobs in December. We were able particularly to help those employees who found themselves on long waiting lists at their own family doctors. Not only that, but we also persisted with location-independent and flexible working models and expanded both our "Healthy in the Job" offers and the learning aid scheme for employees' children.

What role does HR work play in the success of the TÜV NORD GROUP? The TÜV NORD GROUP is a knowledge company which has set itself the aim of always finding new solutions for our customers. However, we can only drive innovation and digitalisation forward if we have the skills we need in the company to do so. To find appropriate strategies and instruments to teach these skills to our employees and executives is one of our core responsibilities in human resources.

All in all, 2021 was a challenging but also a productive year. What conclusions have you drawn? Collectively, we can say that the pandemic is making us more innovative and focused, stronger and more sustainable. This is also confirmed by the Group-wide employee survey. The commitment index, which gives an indication of the emotional ties our employees feel to the company, once again reveals an approval rate of 72 percent. That is a whole load of trust. The TÜV NORD GROUP has greatly accelerated its digital transformation process during the pandemic. This benefits not only the company, but especially also our customers.

Dr. Petersen, thank you very much for talking to us.

Highlights of 2021

01



Childcare in lockdown

ubiMaster – free **online tutoring** for employees' children

03



Awarded the accolade of **Leading Employer**

175

new employees take part in the first **digital onboarding**-event

02

Roll-out of **Microsoft Teams**

First **OneHR-Event** (hybrid event)

2,000

further **Masterplan licences** for employees (resulting from the Pulse Check)

NEXT pilot project supports structured knowledge transfer.

05



berufundfamilie certificate reaffirmed

Focus on diversity on **Diversity Day**

06

LEADING by Example – award for the exemplification of leadership

Vaccination programme launched at 4 sites

07



Benefits survey with 2,000 participants

Particularly colourful on **PRIDE Day**

08

56

new **apprentices and dual students**

Holiday programme for employees' children

09

"Healthy together" initiative
is a total success

We celebrate the **Day of Languages**



10

faiLEARN allows us once again to learn
from the mistakes of others

01.10.

Opening of the **new central building** in Essen



11

Johanna Müller is one of the **best
apprentices in NRW**



12

Completion of the **PEOPLE HR** programme



Corporate Culture

Especially in times of great change, we need people to courageously lead the way and break new ground – and there are plenty of them at a knowledge company like the TÜV NORD GROUP. In 18 projects, the employees in the Human Resources division have pulled together to come up with solutions that support the development of the TÜV NORD GROUP and open up new opportunities beyond divisional and national borders.

NEW WORLD OF WORK

What had already been hinted at in 2020 was confirmed last year: The coronavirus pandemic has changed the world of work forever. Flexible working models and digital solutions have become the norm. For our corporate culture, this means standing shoulder-to-shoulder with our employees as we face the new situation and mastering the challenges with close cooperation. The establishment of the TÜV NORD GROUP as a knowledge company is proving to be a great opportunity. Our existing expertise and, above all, our qualified employees are allowing us to find innovative solutions in many business units. During the pandemic it also became clear that the resilience, reliability, perseverance and, above all, motivation of our employees would largely allow our business activities to proceed in a completely satisfactory manner. We can therefore say one thing: the TÜV NORD GROUP has taken advantage of the pandemic for further development.

NEW SERVICES

Of the many concerns affecting people in 2021, getting vaccinated against coronavirus was perhaps the most critical. However, actually getting vaccinated, especially in the first half of the year, meant long waiting times. It was for this reason that we set up vaccination stations at several sites to allow us to offer vaccinations in good time to both customers and staff.

The vaccinations were just one step towards achieving our most important goal: to keep all our employees healthy. It was for the same reason that we expanded our remote working models. We developed a tool that made it possible to carry out quality inspections, such as monitoring the production of wind turbines, digitally, without requiring the inspectors to actually be on site. Our software solution is based on the existing regulations of the German accreditation body, the International Accreditation Forum and the International Electrotechnical Commission Renewable Energy. This means that it meets all the necessary certification

“International cooperation has allowed us to respond quickly to the challenges of the pandemic. Remote inspections will help us use our expertise in the long term.”

SIHAM BAHKANI, TÜV NORD Systems



“Thanks to interdisciplinary project work, we brought our vaccination campaign to fruition very quickly indeed. In just a few weeks, we were able to vaccinate a significant proportion of our employees.”

IRA REITEMEYER, TÜV NORD Service

guidelines. As well as reducing contacts, remote inspection also has advantages over its on-site counterpart, such as time flexibility and the streamlining of the associated organisational work.

NEW WAYS OF WORKING TOGETHER

To improve our teamwork, we integrated the Microsoft Teams platform into our internal and external communication structure. This software solution makes it easy to communicate via laptop or smartphone, whether you are working at home or out and about.

We believe that satisfied employees are the most productive. For this reason, a project team designed a new office concept closely based on the feedback of our employees and the ergonomics findings of the Fraunhofer Institute for Industrial Engineering. Based on the plans, we set up creative spaces, new technical

aids, remote audit rooms and quiet zones for focused individual work at the Essen site. The architecture of the new central building thus now combines contemporary and creative office concepts and supports our open corporate culture.

The presentation of our first cross-selling award emphatically demonstrated the high level of operational cohesion that prevails in the TÜV NORD GROUP across all business units. To win the award, at least two employees from different working areas had to join forces and present a project that had already been placed with at least one customer. As always with the TÜV NORD GROUP, the jury focused on projects with a customer-oriented approach.



“The Cross-Selling Award encourages employees to develop new, improved solutions for customers so that our diverse expertise really plays out in a way that demonstrates our strength.”

DIRK HELMOLD, TÜV NORD Mobilität

10,724

VACCINATIONS

3,458 of which were administered to employees and 7,266 to customers.

NEW WAYS OF LEARNING

As a knowledge company, it is a matter of course for us that we offer our employees an improved range of training opportunities every year. In 2021, we introduced the Masterplan digital learning platform, on which our employees can participate in learning sequences that coincide with their individual interests and meet their development needs.

In addition to this digital learning offer, 2021 was the first year in which we implemented agile learning sprints. The participating staff members join together to form learning groups that are designed to allow them work on the tasks in the course of their daily work. The resulting regular exchange and feedback sessions improved our learning culture still further. We see our portfolio of learning options as a key concept for success. After all, our digital transformation will only succeed if we acquire new knowledge.

“The Group-wide introduction of Microsoft Teams has paved the way to straightforward collaboration across national and divisional borders. This is leading to greater international coherence within the Group.”

LEROY RACETTE, TÜV NORD Service





HR Strategy

Our world has changed enormously in the past two years. With our updated HR strategy, we are responding to the new requirements of everyday working life. With its 18 projects with different priorities, the Human Resources division's PEOPLE programme will allow us to face the challenges of the coming years. At the heart of every project is our most important asset: our staff.

THE FUTURE AT A GLANCE

To ensure that we will remain competitive in the long term, we have paid early attention to working on the training of qualified specialists and executives. In the context of the HR strategy, the TÜV NORD GROUP's trainee programme was revised and adapted to current requirements. The aim of the project was to develop a structured trainee programme for university graduates to make it easier for them to join one of Germany's most attractive employers, the TÜV NORD GROUP. The choice of one of the various disciplines, including engineering, medical, IT and management, is based on the strengths of the individual trainees. For university graduates with a migrant background, the programme also offers targeted language training to prepare them for their position of choice.

SHARING BURDENS THROUGH THE DIVISION OF LABOUR

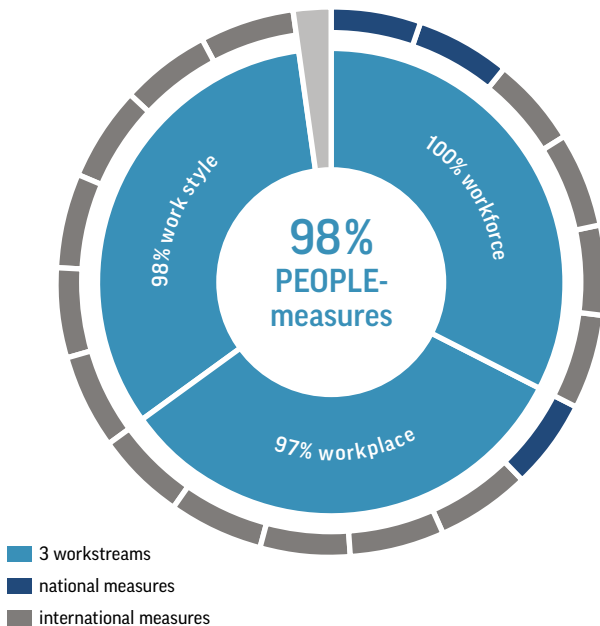
Our best results are always achieved in close cooperation. The focus of the "Job Sharing" project was on making the department more successful through the division of labour. The idea was for

two managers in each case to join forces to take on the technical and disciplinary management of an organisational unit and thereby to benefit from each other's strengths. On the one hand, this sparring partnership, with its more flexible working hours, enables a better balance between work and private life. On the other, it improves key leadership skills such as personal responsibility, trust, communication and empathy.

CONTEMPORARY OFFICE CONCEPT

The "Working Environment" project team has dedicated itself to the design of contemporary, needs-based and target-group-oriented office space. Based on scientific findings and the experience and ideas of its own managers and employees, a project team came up with the L.O.F.T. concept, which stands for "Local Offices For TÜV NORD". The L.O.F.T. principle divides office space into five work zones, with each zone aligned to a specific type of work: in a team or alone, dialogue with colleagues or mobile working on the go. The concept met with positive feedback from both employees and the Board of Management and is intended to serve as a model for modern workplaces at all the German sites.

PEOPLE 2021 - KEY FACTS



Project success

- 98% implementation overall of PEOPLE measures
- 15 of 18 projects with an international scope
- Approx. 100 HR employees have developed concepts for the 18 projects and prepared them to the extent that they can be implemented in 2022

Collaboration between business units

- The employees of the HR division were free to apply for any project topic of their choice, depending on their interests
- The project teams worked together in an interdisciplinary manner and organised themselves independently
- The resulting networks will be used to exchange knowledge

Project management and personal development

- Experiencing new working methods, roles and responsibilities
- Using digital tools for efficient collaboration and communication
- Added value through short decision-making paths and continuous transparency

“The L.O.F.T. concept, which was designed by employees for employees, is blazing a trail for the future design of the working environment in the TÜV NORD GROUP.”

ANNA LENA BASTISCH, DMT





Recruiting and Developing Staff

We aim to use our state-of-the-art recruiting methods, modern working conditions and individual opportunities for further development to stand out from the crowd in the highly competitive jobs market. After all, only if we are attractive as an employer will we be able to attract qualified personnel with whom we can achieve our corporate goals and thus secure our growth.

ATTRACTIVE EMPLOYER

The main objective of the HR division is at all times to create an attractive work environment and good working conditions for our employees. In 2021, we were delighted once again to receive numerous awards that confirm the quality of our work in this field. The “Leading Employers” study once again listed the TÜV NORD GROUP among the top 1 percent of employers at the beginning of 2022. In 2021, the study analysed 160,000 companies throughout Germany. The evaluation takes into account the satisfaction of employees in evaluation portals, the experience of young professionals and trainees in the companies and the activity of the companies on career websites or in social media. The “berufundfamilie” audit has also awarded our company a certificate for its outstanding HR policy which is tailored to the phases of life and family status of its employees.

AWARDS & RANKINGS

- For the third year in a row, the independent “**Leading Employers**” study lists the TÜV NORD GROUP among the top 1% of all German employers and among the top 1% of training companies.
- The “**kununu**” employer evaluation platform lists the TÜV NORD GROUP, as before, as an Open Company and a Top Company
- Having recognised the achievements of the first individual companies in 2009, extending to cover the entire Group in 2018, the “**berufundfamilie**” audit has confirmed that a family- and life-phase-aware orientation has to a great extent been integrated into the organisational philosophy and strategy of the TÜV NORD GROUP.
- The following employer rankings also rate the TÜV NORD GROUP positively: Glassdoor, Indeed, Trendence, Mint minded Company.



PROMOTION OF YOUNG TALENT

Since 2008, the TÜV NORD GROUP has been awarding the German group scholarship to sponsor selected students whom we consider to have outstanding potential for achievement in their daily working life. Alongside financial support, we also enable scholarship holders to get in touch with an attractive employer like the TÜV NORD GROUP at an early stage and to build up a network with our specialists. In collaboration with the START Foundation, we are also supporting students with a migrant background. For more than three years, the START scholarship holders not only receive financial support, but can also choose from a comprehensive range of educational opportunities with workshops, seminars and projects.

Within the TÜV NORD GROUP, we offer numerous training opportunities and dual study programmes. Apprentices and dual students benefit from the support of experts and training officers, payment according to a collective agreement or in the form of a maintenance allowance for students and exciting practical content from the daily life of the TÜV NORD GROUP.

VOCATIONAL TRAINING POSITIONS

- Electronics engineers for devices and systems
- IT specialists for system integration
- Precision mechanics
- Office management employees
- IT system management employees
- Mechatronics engineers
- Medical professionals
- Surveying technicians

DUAL STUDY COURSES WITH INTEGRATED PRACTICE

- Applied computer sciences
- Computer sciences
- Electrical engineering
- Mechanical engineering
- Mechatronics
- Human Resources management
- Process engineering

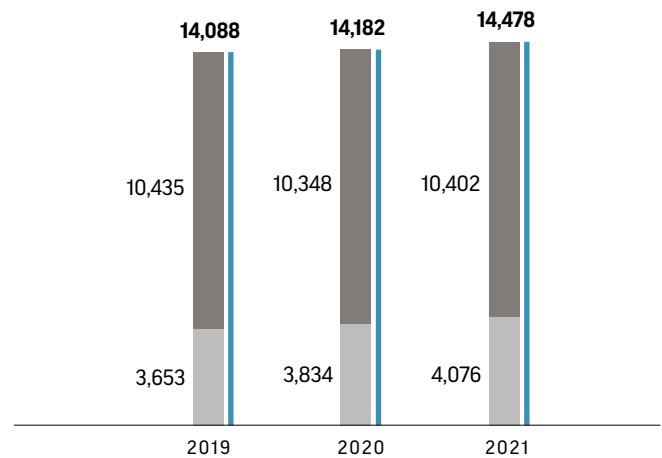
~ 95%

RATE OF JOB OFFERS

to trainees or dual students who graduated from the TÜV NORD GROUP in 2021.

TREND IN WORKFORCE NUMBERS ABSOLUTE NUMBER OF EMPLOYEES (HEADCOUNT)¹

■ Internationally ■ In Germany ■ Total



¹Scope of survey: HC; worldwide; permanent and other staff; period: December 2021

4.2%

EXTERNAL EMPLOYEE TURNOVER

Last but not least, the relatively low numbers leaving the company also testify to the high degree of loyalty to the TÜV NORD GROUP among its staff. At 4.2%, we were at a similar level in 2021 as in the previous year (2020: 3.7%).

€ 8.1 million

WAS INVESTED IN TRAINING

by the TÜV NORD GROUP in 2021. This corresponds to an average investment value of €677 per full-time equivalent.

EARLY PERSONNEL DEVELOPMENT

For junior staff in whom we see the potential for leadership, we offer several cross-career programmes. In the nine-month junior management programme known as JUMP, we prepare the participants to take responsibility in junior management. The one-year Tandem mentoring programme focuses on the targeted exchange of professional and personal experience in a safe and non-hierarchical atmosphere. The international middle management programme is designed for prospective and current senior executives. This programme trains participants to deal with current and future challenges and hones strategic thinking for better operational outcomes.

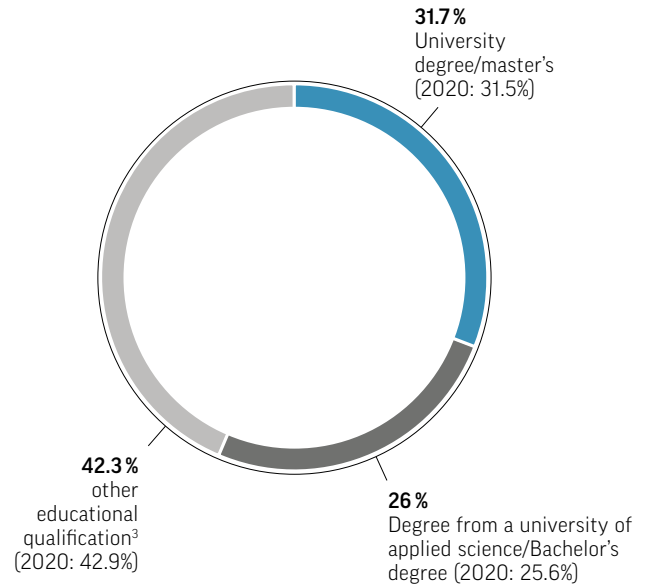
DIGITAL ONBOARDING

Last year, we once again improved the digital onboarding process, which we had already revised in 2020. The aim of this process, with particular reference to the current situation, is to facilitate the integration of new employees who cannot get to know their new colleagues personally due to the pandemic. Alongside virtual meetings and dialogue sessions, including Q&A, with colleagues, information on the business units, informal rules, policies and procedures and the corporate culture of the TÜV NORD GROUP are all integral elements of digital onboarding.

PREPARING FOR RETIREMENT

For many people, retirement marks a drastic break from their previous everyday lives. With the NEXT project, we take employees of a certain age from critical specialist and management positions and gradually prepare them for retirement. At the same time, we get potential successor candidates involved in a knowledge transfer with the current managers at an early stage of the project. In this way, NEXT will not only make it easier for long-standing employees to retire, but will also ensure smooth and competent succession at both specialist and management level.

QUALIFICATION STRUCTURE BY TYPE OF QUALIFICATION²



² Scope of survey: Germany; active regular staff; period: December 2021

³ Other educational qualification = employees without a university degree summarised in this category



“NEXT aims to ensure the long-term filling of success-critical management and specialist positions in the company through a structured transfer of knowledge.”

ALINA BOVI, TÜV NORD Akademie



Conditions and Supplementary Benefits

With numerous additional benefits, the TÜV NORD GROUP ensures that its employees feel completely looked after in the long term. In 2021, we once again made some major readjustments: with initiatives ranging from online tutoring courses for our employees' children to holiday programmes, child and nursing care, new digital health courses and coronavirus vaccinations, the Group responded to the different life situations and needs of the workforce.

WORK-LIFE BALANCE

Balancing work and private life poses major challenges for parents, especially during a pandemic. The closure of day-care centres, schools and kindergartens, some of which lasted for weeks, made childcare extremely difficult. For this reason, in 2021 we worked intensively on the introduction of many benefits to provide relieve for employees with children.

AT A GLANCE (EXCERPT FROM BENEFITS 2021)

- Online tutoring courses for employees' children
- Child and nursing care
- Holiday programmes
- Online health courses
- Coronavirus vaccinations
- Extension of flexible working hours
- Location-independent working
- Masterplan annual licences for interested employees

144

ONLINE TUTORING COURSES

Learning support for employees' children offered by ubiMaster.

ONLINE TUTORING COURSES

To help parents of school-age children with pandemic-related home-schooling, we offer them digital tutoring and learning support. The award-winning app from ubiMaster is aimed at children in years 5 to 13 from all types of schools. Trained tutors are on hand to assist the students seven days a week with individual questions and issues. The annual licence proved to be a complete success: the app reduced the stress levels of the whole family.

2,200

MASTERPLAN USERS

benefited from the individual learning content of the Masterplan learning platform.

HOLIDAY PROGRAMME FOR TÜV NORD KIDS IN 2021

The work-life balance is a major issue not only during school hours, but also during holidays. As every year, we teamed up with the "Funtime" child and holiday care experts to organise a holiday programme for our employees' children. In the design of the activities, we wanted to make things as fun as possible for the children while also observing all the applicable coronavirus regulations.



“With the Masterplan virtual learning platform, we’re making meaningful links between lifelong learning and digitalisation while at the same time opening up new perspectives for the promotion of our innovative strength.”

MARVIN TÖPFER, TÜV NORD Akademie

209

EMPLOYEES

took advantage of the wide ranging offer of online health courses.

94.9%

HEALTH RATIO

- a pleasing and stable figure despite the pandemic (2020: 95%) This high ratio is common to all the German companies in the TÜV NORD GROUP.⁴

⁴ Scope of survey: national; active and passive regular staff
Period: 01. 01.-31. 12. 2021

VACCINATIONS AGAINST COVID-19

Since June 2021, MEDITÜV has been offering our employees at German sites free vaccinations against COVID-19. Especially for those employees who work in the field during the week, we have also offered vaccination appointments on weekends and outside business hours. At the beginning of the vaccination campaign, the focus was on initial vaccinations to ensure that our employees would be protected from severe illness as early as possible. In the course of the rapid spread of the Omicron variant, we expanded the offer to include booster vaccinations in December 2021. Risk groups such as people with disabilities were able to give advance notice via the internal vaccination booking system to reserve an appointment for a booster jab.

ONLINE HEALTH COURSES

Employees of the TÜV NORD GROUP have the opportunity to participate in a wide range of online health courses. One major highlight was the “MyWEIGHTcoach” and “myHEALTHcoach” nutrition courses, in which the participants learned strategies for a healthy diet in their daily working life. As in previous years, the “Gesund in den Tag” (“healthy start to the day”) virtual early morning sports programme enjoyed great popularity.

Due to the pandemic-related reduction in social contacts, mental illness is on the rise. Almost overnight, our homes have become both a workplace and a place of recreation in one. But how do you draw a line under your work in this situation? How do you stay in touch with colleagues? The “Gesund in der digitalen Arbeitswelt” (“Healthy in the digital world of work”) workshop was dedicated to answering such questions. Trained psychologists taught strategies for dealing with the mental challenges of the new world of work.

IMPROVED WORK-LIFE BALANCE

Notwithstanding its negative impacts, we at the Group have always seen the pandemic as an opportunity for improvement. For human resources, the expansion of flexible working time models has proven to be a complete success, which is why we will continue this measure in the future. Above all, our employees appreciate the opportunity to work independently of location and the flexible working hours which allow them to enjoy a significantly improved work-life balance.



“Our Group offers a wide variety of benefits. The ubiMaster learning aid once again supported the families of our employees during the pandemic.”

ÇIÇEK BERSE, TÜV NORD AG

88

WORKPLACE ACCIDENTS

were recorded in the TÜV NORD GROUP in 2021 – a comparatively low figure which has been constant in the Group for many years at this level.



Diversity and Participation

People who feel welcome and valued will contribute their talents most effectively. As a globally active knowledge company which is always on the lookout for innovative solutions, we cannot be competitive without diversity. In 2021, the Group implemented various measures to raise the awareness of diversity among employees, partners and customers.

STRATEGY FOR DIVERSITY, INCLUSION AND EQUAL OPPORTUNITIES

At the TÜV NORD GROUP, all employees should feel valued regardless of their ethnic origin, age, sexual orientation or other individual differences. The Group-wide strategy for diversity, inclusion and equal opportunities aims to create a working environment in which this appreciation will be a lived experience for our employees, thus empowering them to reach their full potential. We recognise and appreciate our differences.

3.9%

RATIO OF SEVERELY DISABLED EMPLOYEES

a comparatively good figure that we would nonetheless like to improve with our new HR strategy.⁵

REDUCING UNCONSCIOUS BIASES

(Unconscious) bias, which can lead to prejudice, is an impediment to a company's economic success. It may lead to wrong decisions in recruitment, personnel development and promotion. Unconscious bias training was successfully piloted in Spain, the UK and France in 2021. In the course of the training, the participants learned to recognise unconscious thought patterns and to actively work on changing their behaviour. This training programme is intended to take us a big step closer to an inclusive culture of trust.

MAKING DIVERSITY VISIBLE AND AUDIBLE

As a signatory to the Diversity Charter, the TÜV NORD GROUP is committed to internal and external dialogue on diversity in the workplace. To help us rise to the "Diversity Challenge" enshrined in the Diversity Charter, our team came up with the publicly accessible podcast series entitled "Diversity Lounge". Each episode shows how employees of the TÜV NORD GROUP benefit from greater openness and tolerance. Our aim is to offer the listeners suggestions on how they can actively practise diversity in their own environment. The podcast series was honoured by the jury with a

⁵ Scope of survey: Germany; active permanent staff.
Time: December 2020 and December 2021

ranking in the top 10 – given the number of 600 participants from over 82 organisations, this is a result of which we can be proud.

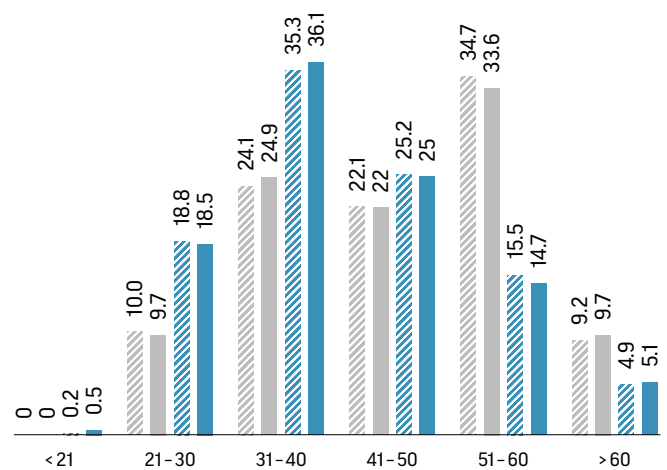
Moreover, we also celebrated the linguistic diversity in the Group on our “Day of Languages”, and, with PRIDE Day, we set an example of equal opportunities for the LGBTQI+ community in the working world of the TÜV NORD GROUP.

PROMOTING DIVERSITY IN THE FUTURE

For 2022, we are planning further events that aim to lead to the recognition of diversity in the company and the removal of potential barriers. At the same time, we will continue to expand our measures in recruiting, designing an attractive working environment and transformation in the next financial year and place our inclusive diversity culture at the heart of our processes.

AGE DISTRIBUTION IN THE GROUP⁶

Employees in % ■ national ■ international ▨ 2020 ■ 2021



⁶ Scope of survey: HC; Germany and international; Germany; active regular staff; period: December 2020 and December 2021



“Job sharing and shared leadership in the team are important approaches within our overall concept for increased diversity. In this way, we will create an open and inclusive culture in which we benefit in the long term from different perspectives.”

TRIIN TINT, TÜV NORD AG



Employee Representation – Heading into the Future Together

We attach great importance to always finding solutions that are directly relevant to the individual lives of our employees. For this, close and cooperative collaboration between the staff councils and the TÜV NORD GROUP as employer is decisive – even, or perhaps especially, in challenging times.

What issues did you discuss and ultimately make real progress on last year? MARLIS KOOP We talked to both the Group Staff Council and the local employee representatives. For example, we considered the issue of education and training and launched a vaccination campaign. But last year, of course, as was true for many other companies, the focus also had to be on dealing with the pandemic. We'd already learned in 2020 how to work remotely and be responsive to our customers. Now we've agreed to look at the home working issue.

RÜDIGER SPARFELD Interestingly enough, we looked at the home working issue before the pandemic, in November 2019, when no one was thinking about viruses. But the pandemic was a catalyst, that's for sure. Trust is important if home working is going to succeed. And plenty of trust was in evidence.

Did the negotiations sail through on a tide of trust: did the talks go smoothly or were they bumpy? RS The discussions were very full-on. The art we had to master was to escalate an issue that was in the jurisdiction of the local staff councils to Group level and to leave it there. We were mandated to conclude this

68

STAFF COUNCILS

are in place in the TÜV NORD GROUP in Germany: a Group Staff Council, nine general staff councils and 58 local and company staff councils.

agreement by a large part of the operations and companies. Without close and trust-based cooperation, this wouldn't have worked.

MK There are, of course, differences of opinion between the employer and the employees. But both sides are always looking for a solution. We openly addressed those things that were particularly important. And why they were important. So, to cut a long story short: there were differences of opinion, yes, but I certainly wouldn't describe the talks as bumpy.

Let's go back to the home working regulation: has this been a flagship project of the past three years? **MK** Lots of companies are now dealing with working from home. But only rarely does this end up with group-wide agreements. Which is why our result is a flagship project, yes. There are, of course, individual companies which have agreements in place. But we're in a really good position, comparatively speaking.

RS The agreement we've delivered is a good one, without being perfect. We've shown the courage to just give it a try. That's something special. We want to listen to the feedback from the colleagues who are now trying this out, and then we'll be just as interested as the managers to see how this agreement goes down with the workforce.

What issues are you tackling now? **RS** Digitalisation has been with us for a long time now. As have the ongoing promotion of diversity, training, employee data protection, and large-scale IT projects which represent a major challenge from the staff council's point of view. We're also constantly getting feedback and ideas from the workforce on issues including the benefits strategy and other things that will make us more attractive as an employer. We're facing fierce competition for skilled workers. We're going to have to learn how to dress up our offer so as to create a portfolio that will be attractive to many people overall.

MK The issue of benefits is also important for us as employer representatives. We have to work together to assess which of them we want to continue and which aren't in demand at all. A second important question, which is also close to my heart, is that of the working environment. At the moment, a lot of people are working from home. But we also have the needs of the business, of course, and the associated question of what a modern workplace environment can, should and must look like and how we want to work together in the future. Mr. Sparfeld has already brought up digitalisation: This year we're going to have to make the final decisions.

RS I hope we'll also find a really attractive solution for our working time accounts. Finally there's the question of how we can make better use of co-determination in the future, because processes have simply accelerated. We need to be fast and good and create tenable company agreements. Both sides have a responsibility here.

MK Our company wants to grow. This is a responsibility for the staff councils and for us as individuals: How do we shape our growth in such a way that we can recruit people and get them excited about our company while at the same time exemplifying co-determination in a spirit of partnership?

Thank you very much for talking to us.



MARLIS KOOP,
TÜV NORD AG



RÜDIGER SPARFELD,
TÜV NORD Mobilität

Glossary

The information in the present report generally relates to the 2021 calendar year, with the reporting date being 31 December 2021. Exceptions are marked accordingly. Because some values are rounded, summed percentages and total values may vary slightly. Annual averages are used to form some ratios. The figures are divided into the following categories: "Germany", "International" and "Global", where "Germany" means the locations of employees in Germany (regardless of business unit). "International" refers to

all employees at locations outside Germany and "Global" refers to the sum of all employees in Germany and international. In the following, we have explained the abbreviations and designations listed in the personnel report in more concrete terms.

Acronyms	Term	Description
	Employees	All employees with an active employment contract with a company of the TÜV NORD GROUP.
	Active permanent staff	All operational and administrative employees who, as of the reporting date, are in an active employment relationship and are not on longer-term leave. (Longer-term absences are defined under "passive permanent staff") For all internal reporting, the Managing Directors and Board Members are included, whereas they are not taken into account for the purposes of any external reporting.
	Passive permanent staff	Employees who, as of the reporting date, are actively employed but are on longer-term leave. The following groups are currently included in this category: employees subject to a prohibition of employment, maternity leave, on parental leave, carer's leave, employees in passive semi-retirement (release period) and on long-term sick leave. Further types of longer-term absence are to be considered in detail and, if required, may be added to this list.
	Other staff	Employees who do not belong to either active or passive permanent staff. The following groups belong to this category: trainees, apprentices, temporary workers under 6 months, retirees in secondary employment with low working hours, interns, working students, project staff.
FTE	Full-time equivalent	Full-time equivalent (FTE) indicates how many full-time positions, calculated on the basis of the respective weekly working hours of an affiliate, result from a combination of full-time and part-time staffing (different levels of employment). In publications, FTE is displayed with one decimal place.
HC	Headcount	The number of individuals regardless of their level of employment.
TZ	Part-time	Part-time means that an employee works, according to his contract, a lower number of hours than full-time by the associated company.
	External employee turnover	The number of employee-initiated terminations of employment in relation to the average number of employees.
	Entries	The number of individuals hired during the reporting period. <ul style="list-style-type: none"> ■ entries from the external labour market ■ entries from within the Group from other companies or business units ■ entries of employees who were previously apprentices, interns, working students or temporary workers given permanent employment
	Health ratio	Planned working time less absences due to illness (with and without attestation) in relation to the planned working time.
	Ratio of severely disabled employees	The number of employees with an officially determined degree of disability between 30 and 100% in relation to the number of all employees (headcount).
	Takeover offer	Offer of an employment contract after successful vocational training.
HR	Human Resources	This refers to all the functions of the Human Resources division.

LEGAL NOTE

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