

# Human Resources Report

Technology is our superpower. But in our hearts we are and will always first and foremost be human beings. We are engineers, scientists and experts out of conviction and pioneers by vocation. We work to build trust in technology and provide safety and security. We are driven by innovation and progress, and our shared knowledge moves us on. With more than 14,000 faces, a broad base of expertise and an international reputation. Purposeful, honest, courageous, diverse, inclusive.

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# A strong HR division is critical for our future

The world of work is undergoing rapid change. In this interview, Dr. Astrid Petersen, Chief Human Resources Officer, talks about how the TÜV NORD GROUP is responding to challenges such as a shortage of skilled workers and cultural change and why a technical inspection company also needs to find a positive use for mistakes.

**With the outbreak of the war in Ukraine and worries about the impact of increased energy costs, 2022 has presented people with massive challenges. How do you view the past year?**

2022 demanded a lot of us on many levels, including emotionally. We were pleased that our Group came through the pandemic pretty well. Much of what safely brought the TÜV NORD GROUP through this period is still helping us now: Our solidarity, our flexible responses to changing situations and, above all, the knowledge that our jobs are safe. Especially in these uncertain times, people need trust and constants to give them the confidence to tackle the unknown with courage and push their limits.

**The new MINDSET programme, which is aimed at further developing the corporate culture, is also all about participation and co-creation. Why does the TÜV NORD GROUP need a cultural change?**

Time and again over the course of our 150-year history, we've had to re-examine what we do and adapt to technological changes and the societal zeitgeist along the way. In the past, motorists who had to take their cars for their periodic vehicle inspection were somewhat in awe of our strict inspectors. Fortunately, that's no longer the case (laughs). Of course, safety is and will always remain part of our company DNA, but we also need a healthy way of approaching mistakes and to really embody diversity in every respect. To be honest, we're not there yet, but we're well on our way.

**A culture of learning from mistakes includes the will to gather experience and to learn. How do you get people to share their knowledge?**

Nothing works without lifelong learning. That sounds like a truism, but it still hits the mark. I am a physicist, and until two years ago my professional life was entirely focused on the day-to-day operational business, mainly in the areas of energy and industrial services. HR in the fullest sense of the term was new to me at first. But that's the beauty of our Group: We can also explore areas that we are less familiar with and develop new skills. These days, it's no longer a matter of accumulating a static body of knowledge and keeping it to oneself. Instead, we all need to be trained in learning skills. Innovations can only emerge when people pool their perspectives, experience and interests. And this is exactly what we're promoting, for example with our mentoring programme or platforms for dialogue between younger and older colleagues.

**When it comes to demographic change, a shortage of skilled workers and a labour market shaped by these factors, we are not talking about distant scenarios but reality. What answers does the TÜV NORD Group have?**

From my point of view, a well-positioned HR division is the critical success factor for a company's future. This also applies to us: We don't produce anything, so we are nothing without our workforce. And yes, we're also feeling the heat of the competition for talent very directly, for example in areas such as cybersecurity and emerging professional fields like data science or 3D printing. We're now taking a different approach to recruiting, with a new applicant tool and revised job advertisements to attract more women, and are using "active sourcing" to specifically select suitable candidates.

**What are you doing to ensure that you stay attractive for the existing workforce?**

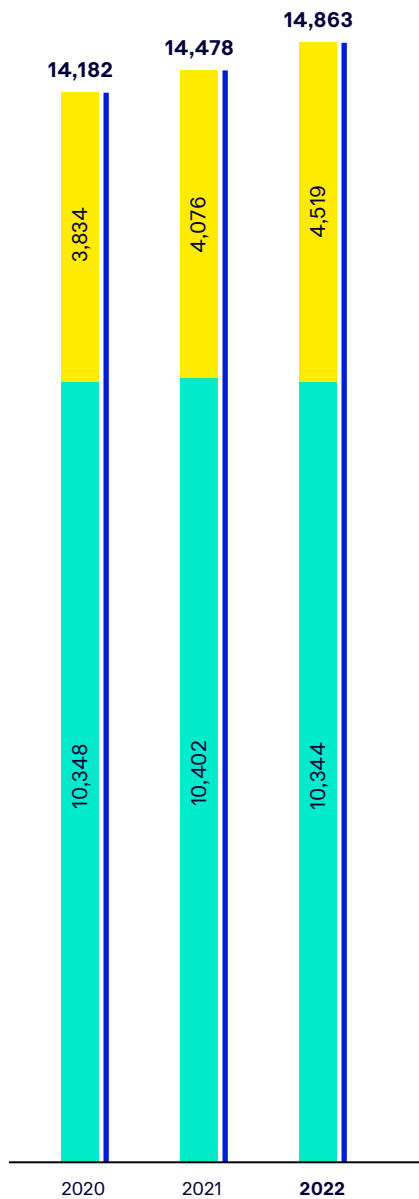
In 2022, we were given the "Leading Employers" award for the fourth time in a row, making us one of the top 1 percent of employers among 160,000 companies; in Hanover we even moved up into first place. This makes me very proud, all the more so because our work was examined by an independent committee. With the introduction of further flexible working time models, such as the part-time sharing of management tasks, working from home, the preparation of an intuitive fringe benefits platform and modern workplace environments and desk-sharing units, we're also further enhancing our attractiveness as an employer.



# At a glance

## Trend in workforce numbers by head count (HC)<sup>1</sup>

■ Germany ■ International ■ Total



Scope of survey: HC; worldwide; regular and other staff; period: December 2022

# 4.5 %



**External employee turnover** This low figure is illustrative of how successfully we retain our staff.

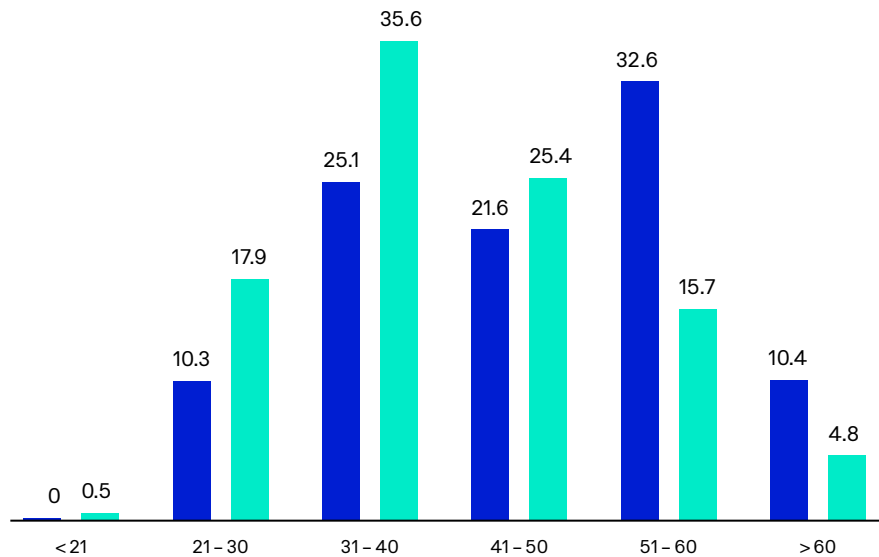
# 93.4 %



**Health ratio** This high ratio is common to all the German companies in the TÜV NORD GROUP.

## Age structure in the Group

Employees in % ■ national ■ international



Scope of survey: HC; Germany and international or worldwide; active regular staff; period: December 2022

The TÜV NORD GROUP worldwide

50

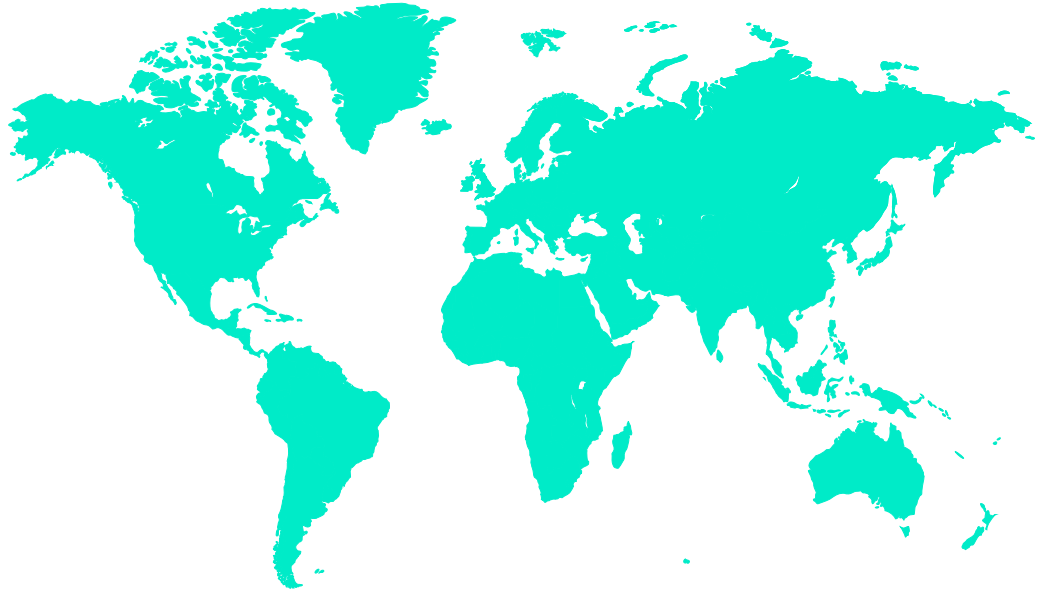
countries in which we have sites

100

countries in which we are active

> 14,000

employees

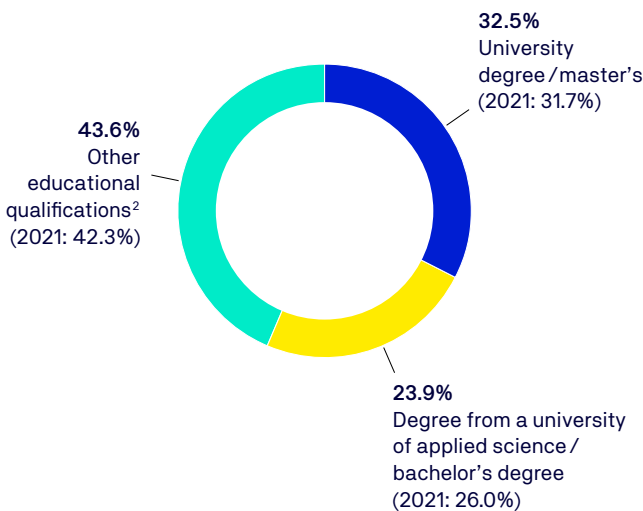


65



nationalities are represented in the TÜV NORD GROUP in Germany alone.

Qualification structure by type of qualification<sup>1</sup>



€10.5 million

was invested in training

by the TÜV NORD GROUP in 2022. This corresponds to an average investment figure of €1,303.10 per full-time equivalent.

93 %



retention rate for apprentices or dual students who graduated from the TÜV NORD GROUP in 2022.

<sup>1</sup> Scope of survey: Germany; active regular staff; December 2022

<sup>2</sup> Other educational qualification = employees without a university degree are aggregated in this category



# Securing future viability

Our central goal is to be an attractive employer, now and always. After all, our future as a company depends on whether we manage to retain our employees in the long term and attract new ones. This is a challenge which we gladly accept.

## Stronger together

Executives have a major influence on the quality of the working atmosphere and on the motivation of their staff. Especially in today's times, which are characterised by major global challenges, they need to boldly lead the way and deploy new ideas to tackle the transformation of the world of work. To support this, we recognised exemplary instances of leadership with awards for the first time last year in the LEADING by Example competition as well as promoting productive teamwork. The best concepts are already being transferred to other teams across the company.

A total of 41 teams worldwide presented their concept ideas to a seven-member jury. This healthy level of participation shows how closely employees and executives work together in our company and how many ideas are born in the TÜV NORD GROUP. One of the most important evaluation criteria was whether the concept satisfies the management guidelines of the TÜV NORD GROUP, for example with regard to exemplary teamwork. Accordingly, the aim of the competition was not to single out executives as individuals, but to award the entire team. After all, we are convinced that we can only achieve our goals by working together.

## Fit for the future

One of the most important goals of the TÜV NORD GROUP has always been to be an attractive employer. In view of the shortage of skilled workers, this issue has become increasingly important. To maintain our ability to attract and retain talented employees in the future, we are currently developing alternative recruiting and career models. In doing so, we attach great importance to satisfying the different interests and needs of employees and executives. Not every manager wants to work full-time, which is why we have introduced management tandems, among other things. Nor, on the other hand, does every specialist want to take on management or personnel responsibility.

It was for this reason that we launched the "career path for specialists" at the end of 2021. As part of this development programme, with its principal focus on those employees who have the ambition to develop in their specialist field, we are training those employees to become specialists and to enable them to pursue their careers, even without personnel responsibility. The programme was launched by our subsidiary TÜVIT, which operates in an industry that is particularly affected by the shortage of qualified personnel. Employees and the company stand to benefit equally from this programme, as it is also new colleagues who get to work on strategically important issues for the future. At TÜVIT, for example, these issues include artificial intelligence, cybersecurity testing, source code analysis and quantum technology. In 2023, the range of specialist careers will be extended to other business units in the Group.



“We’re delighted to be sharing our success story in corporate governance. Thank you for giving us the opportunity through LEADING by Example to learn from each other!”

**Angella Xu**, TÜV NORD China, and her team have won the LEADING by Example award.



“My role as a cybersecurity expert opens up a wide range of opportunities for me to shape my career and take on responsibility away from the classic management career path.”

**Tobias Mielke**, TÜVIT

# A perfect team

Would you like to be a part-time manager in a tandem? This is possible in the TÜV NORD GROUP. Tanja Frankewitz and Markus Gratzfeld make up the Group's first ever management tandem. Here is an insight into their working life.

When Tanja Frankewitz and Markus Gratzfeld met for the first time, they got along well right from the start. During their joint interview for a shared management role at the TÜV NORD GROUP, the harmony between the two was apparent to everyone involved. A personality test confirmed this impression: The results of the questionnaire showed that the two achieved similar scores on important values such as empathy, leadership style and resilience in the face of stress. And their professional qualifications tell a convincing story too, which is why Tanja and Markus have been working together in a leadership role in the Audit Services department in the Medical Devices cluster at TÜV NORD CERT since October 2022.

For both, the Group's top / job-sharing offer is an opportunity both to hold a management position and to satisfy their individual wishes. Mechanical engineer Tanja Frankewitz has been with the Group since 2015, and three years later she took on a leadership role – albeit on her own. She is now a mother of two and has reduced her working hours to 80 percent. “Thanks to the top / job-sharing offer, we're going to be able to expand our team from 13 employees to more than 25, and I will still have time for my family,” she says. For Markus Gratzfeld, improving the balance between his work and his private life was not the decisive factor when he applied for the position which had been advertised as a tandem. “For me, top / job-sharing as a flexible working time model is a particularly attractive way to work my way up into a management position,” explains the physicist. He

# 80 %

Tanja Frankewitz and Markus Gratzfeld each work **80 percent of a full-time week.**

appreciates learning from an experienced colleague and being able to contribute his knowledge as a long-standing auditor.

The management tandem has advantages not only for Tanja and Markus, but also for their team and the company as a whole. “We've coordinated our holiday planning and weekdays so that at least one of us can always be contacted,” says Tanja Frankewitz. Markus Gratzfeld works from Monday to Thursday, and Tanja has her day off on Tuesday. Due to this division of labour, their colleagues are now getting more accurate feedback fast – which is going down well. “Another advantage is that, as a tandem, we have different perspectives. There isn't just one person who decides: Instead, the two of us always reach consensus in the end, and we complement one another perfectly,” reports Markus Gratzfeld. Through improved decision-making, more solution paths and synergy effects, the department is becoming more agile and more productive, which is benefiting the Group.



Tanja Frankewitz and Markus Gratzfeld share a leadership role. They work closely together on every issue.



Markus and Tanja have developed their own workflow system. At the beginning of the week, they consult briefly to roughly plan out the coming workdays. At least once a week, Markus Gratzfeld travels from Bonn to the office in Essen for a personal conversation with his tandem partner. The remaining handovers and consultations take place largely virtually. There is no strict division by task. If you have time, you take over the to-do list for the day-to-day business, which might include fielding enquiries and coordinating the team, regular appointments, the training of new employees or the processing of customer enquiries. Personnel, annual and budget planning is always a shared task, as are strategic decisions and the optimisation of processes. They cooperate so closely that they even share a common e-mail account.

After the tandem onboarding process and almost half a year in a shared management position, the overall balance is very positive. "I like it better than I ever imagined I would. I've never had an induction that was this good," explains Markus Gratzfeld. "With a good division of labour and the complementary technical expertise that each of us brings, we're more efficient in tandem than we could ever be alone. We should work to live, not live to work. This is what's making top/job-sharing attractive for other people too," Tanja Frankewitz says. And this is exactly how the TÜV NORD GROUP sees it. Especially in times of a shortage of skilled workers, such working models are a way to find and retain qualified personnel. What's more, the tandem idea is enabling the Group to train expert managers internally on a long-term basis and to retain knowledge within the Group, even if one half of a tandem should leave the company or retire. The top/job-sharing arrangement between Tanja Frankewitz and Markus Gratzfeld has set a precedent. In 2023, more duos will follow their lead.



# Culture

Testing and accuracy will of course always remain part of our “TÜV NORD DNA”. At the same time, we are continuing to develop our corporate culture so that we may help shape the working world of tomorrow. This change includes a healthy culture of learning from mistakes, an open mindset and the honing of learning skills.

## An altered awareness

The coronavirus pandemic and the shortage of skilled workers are bringing about change and forcing a rethink in the world of work. If we are going to remain an attractive employer in the long term, we must keep an eye on the changing needs of our employees and the people who apply to work with us.

Our Group-wide MINDSET programme aims to continuously develop the corporate culture, i.e. our values, attitudes and shared daily life, in the TÜV NORD GROUP. Various projects are being implemented to make the Group’s values and guidelines into a lived reality. It is for this reason that the MINDSET motto is “Participate. Shape. Experience”. No matter what position they hold or how old they are, which department or company they work at in Germany or abroad, everyone is invited to contribute ideas and suggestions to MINDSET.

Since the launch in summer 2022, a lot has already been done: With the “Connectify” digital tool, our employees worldwide can get to know each other more easily, expand their personal networks and share knowledge. The newly developed “Unconscious Bias” training programme is supporting executives and employees in areas including recruitment and corporate devel-

opment in their efforts to counteract unconscious bias and prejudices. Moreover, the Group’s first management tandem has started its work (detailed report on pages 70 and 71).

In 2023, for example, MINDSET will focus on assisting employees as they enter into retirement and providing support for parents in the different phases of their offspring’s lives.

## Learning from mistakes

Making mistakes is human, and, if you are a company that wants to drive innovation, inevitable. The important thing is to learn from them. The TÜV NORD Group embodies a positive culture of learning from mistakes, and we encourage our employees to try out new things.

It is for this reason that we have been staging events in the faiLEARN series since 2019. At these events, employees and managers from different areas of the Group speak openly about their failed, error-strewn or difficult projects, products and processes. The name of the event says it all: The aim is to avoid a situation where the same mistakes are repeated elsewhere and for staff members to take something useful from the

experiences of colleagues back into their own work. 2022 saw new faiLEARN events, which were for the first time also streamed live worldwide. This meant that colleagues from Greece, the Czech Republic, Indonesia, Malaysia, Thailand, India and Turkey were able to participate.

### **Global support in the age of coronavirus**

While pandemic regulations were being gradually relaxed in 2022, especially in Europe, life in China ground to a halt in some places. Due to the strict zero-Covid policy of the Chinese government, almost 25 million people in the metropolis of Shanghai alone were not even allowed to leave their homes to shop. The employees of TÜV NORD China were also affected by these measures, which is why the management sent parcels with cooked food, fresh fruit and vegetables and hygiene

# 6

**cultural fields** in MINDSET: Leadership, Knowledge and Innovation, Communication, Diversity and Equal Opportunities, Sustainability, and Health and Wellbeing.

“With our MINDSET programme, we are making values tangible, reinforcing identification with the company and promoting a motivational working atmosphere. Everyone is welcome.”

**Anja Glowalla**, TÜV NORD AG



articles directly to the colleagues' homes. Since the ban on face-to-face social encounters also had an impact on mental health, TÜV NORD China also organised virtual psychological help and counselling.

The support we offered in China shows once again what the TÜV NORD GROUP's corporate culture stands for: Global cohesion – especially in challenging times.

### Helping the people of Ukraine

In 2022, the Russian war of aggression against Ukraine shook people to the core like almost no other event. Shortly after war broke out, many employees of the TÜV NORD GROUP committed themselves to helping people who were suffering on the ground as a result of the war and the refugees seeking protection in Germany and other countries.

For example, numerous employees of TÜV NORD Polska spent their spare time working as volunteers in a warehouse, from where they provided around 750 Ukrainian refugees with basic food, household items and clothing. Teachers and students at a nursing school in Recklinghausen, Germany, collected money for the people of Ukraine in a fundraising campaign. One employee organised donations in kind from various supermarkets

# € 25,000

in **emergency aid** for Ukraine was paid by the TÜV NORD Group into a donation account.

and DIY stores, doctors and medical supply stores where she lives and ferried them to the Ukrainian border in lorries with the help of the "Bochum-Donetsk" association. These are just a few of the many examples of how TÜV NORD employees have helped the people of Ukraine.

The company has continued to take its cue from the inspiring commitment of its workforce: The TÜV NORD Group paid emergency aid of 25,000 euro into a donation account.





“I think it’s great that the TÜV NORD GROUP is supporting and promoting my values – like social engagement, for instance.”

Vera Riesenweber, TÜV NORD Service

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“Possible unconscious and conscious prejudices make it difficult for companies to actively embody diversity. We developed the ‘Unconscious Bias’ training programme to promote diversity and inclusion. After all, our diversity will open up new opportunities.”

Triin Tint, TÜV NORD AG





# Innovation

The coronavirus pandemic turned our personal and professional lives upside down. But it has also made us more innovative and given an extra boost to digitalisation in the TÜV NORD GROUP. New concepts such as flexible working have become an integral part of our working environment and are helping our employees realise their innovative potential.

## Location-independent working

The pandemic has shown that our success is not affected by location-independent working: In fact, quite the opposite is true. For this reason, the TÜV NORD GROUP enacted two regulations in 2022 that support the greatest possible flexibility. A home working solution was introduced to make working from home possible beyond the pandemic period – provided, of course, that the job allows it. The regulations at the German sites regularly provide for up to two home working days per week. In addition, the TÜV NORD GROUP has now added regulatory support for location-flexible working in situations where the employee is not working in his or her home environment.

The TÜV NORD GROUP has also provided help with setting up home workstations in a manner that promotes the health of those employees who are working from home. If you want, you can order an ergonomic desk chair for your home from your employer. As an alternative, funds are available to buy the material needed for home working (for example, for monitors, keyboards or a different office chair). So far, more than 1,500 employees have applied for the right to work from home.

“We want to offer our employees a workplace where they can feel at ease and develop their talents.”

Frank Boeger, TÜV NORD Service





# Working with a feel-good factor

What began worldwide as a stopgap solution in response to the spread of coronavirus is now firmly established in practice: A digital workplace with new forms of hybrid and mobile co-working. The TÜV NORD GROUP is also breaking new ground, for example with its desk-sharing model. We visited a department of the IT division of TÜV NORD Service in Hamburg.



Creative space: Depending on the activity, the appropriate room can be reserved via a booking tool.



Nationwide surveys show that most employees would like their work to take a hybrid form: Days working from home interspersed with trips to the office to catch up with colleagues. Frank Boerger, Head of Client Management at TÜV NORD Service, and his team have also been thinking about how they would like to work in the future. The individual needs of the employees played an important role in the development of the new spatial office concept.

In a pilot project, Frank Boerger arranged for the redesign of the approximately 220-square-metre office space used by his 20-strong team and implemented ideas for a new working environment. Because his team members work partly from home, he has turned to desk sharing instead of fixed office workspaces. Each desk is labelled and can be reserved individually on the intranet. In the online booking tool, employees can see exactly where the desk is and what equipment the room in question has. "If you want to run a staff appraisal, you can book a two-person office with little equipment. For teamwork, we have a room

with four fully equipped workstations. If you want to develop new ideas, you can rent a creative room with a whiteboard and a large monitor. And if you're after a bit of relaxation, you can sit down with your colleagues in one of the cosy seating areas with modern furniture," explains Mr. Boerger.

All the employees have their own lockers. Each one contains a bag, headphones, a Bluetooth mouse and a keyboard as basic equipment. When you arrive at the office in the morning, you take your bag and go to the reserved workplace, and you then stash everything away again in the locker before you leave.

However, the new spatial concept in Hamburg is just one example of several New Work initiatives taking place in the TÜV NORD GROUP. The Mobility business unit, for example, recently opened an innovative co-working space in Osnabrück known as the "Duo Studio". Further projects for a new world of work are also being developed at other sites.



# Sustainability

Our corporate success is founded on inclusive and appreciative collaboration. In 2022, the TÜV NORD GROUP once again implemented various measures to create a motivational working environment. After all, we are an employer for everyone – regardless of age, gender or nationality.

## Living diversity

The TÜV NORD GROUP aims to use specific measures and projects to continuously develop its inclusive corporate culture. This is because we are an attractive employer for everyone – regardless of age, sexual orientation, gender, disability, ethnic origin and social or religious background. For example, in 2022 we created a guide to creating inclusive job advertisements to demonstrate our openness to a diverse range of applicants.

As a signatory to the Diversity Charter, in May the Group participated in European Diversity Month – with its focus on promoting equal opportunities, diversity and inclusion in the workplace and in society. Last summer, we launched an international campaign to raise awareness and empower our employees: With “5 for Diversity”, colleagues were able to access videos, podcasts, essays and interviews to learn about the most important principles of an inclusive and diverse corporate culture.

Another initiative goes by the name of “F<sup>3</sup> – ready For Female Future”. In direct dialogue with one another, the participants developed measures to make the company more attractive for women. The focus was on expanding the range of management development offers and launching individual development measures. As a specific immediate action, the Mobility business unit started wording its job advertisements to encourage

women to apply, even if they were not 100 percent suitable for the job. The Industrial Services business unit is currently developing recommendations for an efficient and inclusive meeting culture.

## An easier way to a good work-life balance

The foremost key to our success is the people who work for us. It therefore follows that health and well-being are our top priority.

For this reason, the TÜV NORD GROUP has been offering a family service to help improve employee work-life balance for more than ten years. This service offers support, for example, in the care of relatives, the search for kindergarten places and even in pet care. Collaboration with a new service provider improved and expanded our offer once again in 2022. In addition to vouchers for museum visits and other leisure activities, there are also daily live office fitness classes, mindfulness trainings and English courses for children from the age of five. Most of the offers are free of charge to our employees.

The feedback from our workforce speaks for itself: In a survey, 95 percent of the colleagues asked stated that this option was making it easier for them to reconcile their work and private life.

## Highly motivated workforce

Our goal is continuous improvement, and we want to offer our employees a motivating working environment. A global survey of employees at the end of 2021 provided information on how the workforce thinks, what they want, what they like and what can be improved. How committed and motivated are the employees? The commitment index remains high, at 72 percent, compared to competitors in the sector. The quality of the communication coming from the Board of Management was viewed much more positively than in the 2018 survey. According to the workforce, trust in the top tier of management has grown: The Board of Management is seen as acting with credibility, making reliable decisions in a timely manner and communicating an inspiring picture of the future. The employees have also seen a noticeable improvement in working conditions. This applies in particular to the media for internal communication, such as web conferences. 72 percent are (very) satisfied with these. A lot has also changed positively when it comes to leadership culture: 64 percent of the workforce give good marks in this field, following on from 58 percent last time around. We are particularly proud of the fact that we cultivate open and trust-based cooperation, regardless of origin, gender, disability, religion or sexual orientation: With what might equate to a school report grade of A-, the topic of equal treatment was given a very high score in the survey. Overall, ten subject areas were assessed more favourably, with four remaining stable, and

employee approval falling slightly in only two areas. Despite two years of coronavirus pandemic, rapid changes in the world of work and global crises, the results of the survey offer plenty of encouragement as we get to grips with the upcoming challenges.

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### Awards & rankings

- For the fourth time in a row, the independent “Leading Employers” study lists the TÜV NORD GROUP among the TOP 1 percent of all German employers. In Hanover, the Group clinched first place among all the companies evaluated in 2022.
- Having recognised the achievements of the first individual companies in 2009 and extended the same recognition to 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 TÜV NORD GROUP.
- The following employer rankings also rate the TÜV NORD GROUP highly: Glassdoor, Indeed, MINT minded Company.



“The flexibilisation of working hours and place of work has had an impact on our active workforce and is a high priority for applicants. Less travel is also good for the environment and reduces CO<sub>2</sub> emissions.”

**Walter Fischer Postlethwaite**, ALTER TECHNOLOGY GROUP



# Focusing on the common goal

Co-determination is a top priority in the TÜV NORD GROUP. Even if the employer and the employee representatives have different perspectives, they are still united by the shared goal of securing the Group's long-term viability. Marlis Koop, Head of Solutions, Offerings & Products & Governance at TÜV NORD AG, and Rüdiger Sparfeld, Chairman of the Group Staff Council, share their thoughts in a joint interview.

## Which issues had the greatest impact on your shared work last year?

**Marlis Koop** The absolutely decisive event was, of course, the outbreak of the war in Ukraine. Especially at the beginning, this was very challenging for us. We had to react quickly, pick up on the concerns of the workforce and, for instance, increase our offer of psychological services. Once we had seen how many employees were involved in humanitarian work, we launched our paid volunteer day as a way of honouring the impressive levels of social engagement shown by our colleagues in the Group.

**Rüdiger Sparfeld** We had thought 2022 would see a return to something like "normal life" after the coronavirus pandemic. But the consequences of Russia's war of aggression and the resulting rise in inflation are a huge challenge to society and, of course, the employees in our Group.

**MK** We have also had to get to grips with digitalisation in a very full-on way. And there's been one major change in relation to the way things were before: Basically, every agreement we're working on is concerned with some aspect of

digitalisation. This is also becoming very apparent in the bodies and committees and shows how the Group has changed in recent years.

## Has your collaboration changed as a result?

**RS** The number of issues which need to be negotiated is increasing significantly; in 2022, for example, we concluded almost 30 agreements. What needs to change is the way we reach agreements and the dynamics involved. We first have to compare our goals: That means we need to agree with one another about what we want to achieve. Then we can start looking at the content, and only after that will the final agreement be possible. In the past, we used to be in negotiation mode from the moment we started talks on reaching an agreement. This approach is not going to work anymore.

**MK** A good example of this type of cooperation is the process by which we reached an agreement on working from home. We had a big task ahead of us, which needed to be broad-based. And we managed that very well.

### What issues are on the agenda for 2023?

**RS** We introduced the working-from-home regulation we just mentioned in 2022. In 2023, we'll have to do a careful analysis of whether this will continue to be fit for purpose as it is or whether we will need to adapt it. We're also concerned about the world of work in general: What will future workplaces look like; which modern spatial concepts might we be able to try out and possibly put into practice? We're gaining some important insights from our initial pilot programmes. The aim is not to introduce desk-sharing models for cost reasons, but to create an attractive working environment. People should enjoy coming to work.

In 2023, we'll also be dealing with the effects of inflation and looking at more attractive benefits and the issue of working time accounts. We have to do something to ensure

that we will retain our employees in the long term and find the right new staff. These measures will all contribute to this.

**MK** I wholeheartedly agree. We already have some great offers for our employees, such as a lot of initiatives to improve their work-life balance. And now we're in the process of making these additional benefits more attractive and even more visible. The same applies to the working time accounts issue: How do our employees want to manage their time? How do the four generations in the company learn? We certainly aren't going to run out of issues to address!



**Rüdiger Sparfeld,**  
TÜV NORD Mobilität



**Marlis Koop,**  
TÜV NORD AG

# Glossary

The information in the present report generally relates to the 2022 calendar year, with the reporting date being 31 December 2022. 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 all

affiliates based in Germany (regardless of business unit and location). “International” refers to all affiliates at locations outside Germany and “Global” refers to the sum of all affiliates in Germany and international. In the following, we have explained the abbreviations and designations listed in the Human Resources Report in more concrete terms.

Acronym	Term	Description
	Employees	All employees with an active employment contract with an affiliate 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 Members of the Board of Management 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 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.
	Part-time	Part-time means that an employee works, according to his contract, a lower number of hours than full-time by the associated affiliate.
	Part-time ratio	Number of part-time employees in relation to the number of all employees (headcount).
	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. The entries are divided into three types: <ul style="list-style-type: none"> <li>■ entries from the external labour market</li> <li>■ entries from within the Group from other affiliates or business units</li> <li>■ entries of employees who were previously apprentices, interns, working students or temporary workers given permanent employment</li> </ul>
	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).
HR	Human Resources	This refers to all the functions of the Human Resources division.

# Legal note

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Am TÜV 1  
30519 Hanover, Germany  
tuev-nord-group.com  
info@tuev-nord-group.com

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## **Illustration**

Frauke Schumann [P. 5, 9 below, 11, 13, 15]  
Henning Scheffen [P. 16 – 17, 21]  
TÜV NORD GROUP [P. 9 top, 19]

## **Translation, English edition**

Jonathan Bruton, Shrewsbury, UK



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TÜV NORD AG  
Am TÜV 1  
30519 Hanover, Germany  
Telephone +49 511 998-0  
tuev-nord-group.com  
info@tuev-nord-group.com

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