



AN ATTRACTIVE EMPLOYER

Talent management is a hot topic for human resources teams everywhere. The goal is to bring in employees with the right skills and competencies, and to effectively support their development. Feintool offers appealing career and training opportunities for talented applicants, thereby positioning the company as an attractive, future-oriented, global employer. The technology company has also committed to upholding fair working conditions, providing equal opportunity for all, and implementing strong occupational health and safety measures.

INCENTIVES AND DEPENDABILITY

Feintool's corporate culture is a cut above

How much freedom do employees need – and how much leadership is necessary? Answering these questions isn't always easy for employers. Feintool has clearly done a lot right: overall, employee satisfaction is high, interaction is balanced and open, advanced training is strongly supported, and all the boxes are checked in terms of workplace health and safety.

The value of a good work culture can't be overestimated. However, it cannot simply be imposed from above. Instead, it's up to the employer to establish the right working conditions. Feintool has set the stage accordingly in its new Code of Conduct. This contains numerous standards regarding occupational health and safety, interaction with business partners, handling of natural resources and environmental protection, and fair working conditions – including human rights. The Code also includes guidelines for business ethics, along with detailed instructions for implementing, overseeing and managing the standards. The Code gives all employees, including the leadership team, clear orientation for their day-to-day activities.

But the corporate culture is about more than acting with integrity – it also includes incentives, such as upward mobility, appropriate working hours and benefits. At Feintool, the focus is on reaching the best possible consensus based on national labor laws, delivering a win-win solution for all involved. For instance, part-time leadership positions are available where such an arrangement is suitable, especially for women. But what happens when something doesn't go quite right? In these cases, Feintool is committed to providing equal opportunities to all employees and has a zero-tolerance policy for all forms of discrimination. To this end, Feintool employees and external personnel can report potential violations of the Code anonymously to an independent body, at any time. Every single complaint is investigated, which strengthens trust across the Feintool organization.

Luana Kinner, Chief Human Resources Officer (CHRO) at Feintool, expounds the balanced teamwork and culture of openness that shape daily operations at the company. There is plenty of room, she explains, for employees to raise their own ideas. For instance, the global talent development program for gifted youth involves a creative project to spark participation and innovation (see pp. 30/31).

"You can really be yourself at Feintool," says Luana Kinner, echoing the tone of many employee responses to the most recent Feintool employee survey (2021). Nearly 70 percent of respondents reported being satisfied at Feintool and even more (77 percent), rated the company highly in terms of occupational safety across all plants.

This aspect of the company's operations will soon be standardized to an even greater extent internationally. Specifically, all Feintool sites will have the internationally recognized ISO 45001 certification by 2028. This entails having a safe and ergonomic work environment across production, service, and administration.

The goal is to avoid work-related accidents and illnesses to the greatest extent possible through prevention. Employees need to use their technical knowledge on-site to achieve this and receive annual training for this purpose. "All of these activities create strong ties to the company among our employees. This is also how we are countering the increasing shortage of executives and skilled workers," explains the CHRO.

Overview of measures (HR, health and safety)

- ▶ Global talent development program
- ▶ Internal recruitment of young talent
- ▶ Intensive vocational and advanced training
- ▶ Equal treatment and opportunities
- ▶ Group-wide ISO certification in occupational health and safety by 2028
- ▶ Effective waste management
- ▶ Elimination of hazardous substances



SUCCESS WITH A GLOBAL APPROACH

30 have graduated from a new development program

In spring 2022, the FEINtalent global development program was inaugurated, opening up new opportunities for 30 participants from the US, Asia, and Europe. The program fosters personal development, facilitates networking within the company, and promotes a strong connection between committed employees and Feintool. The feedback received a year later has been positive from every angle.

What makes a Feintool Talent

- ▶ Inquisitiveness
- ▶ A visionary approach
- ▶ Motivation
- ▶ Self-assurance
- ▶ High aspirations
- ▶ Agility
- ▶ Independence

The new program, FEINtalent, is structured into modules, offering workshops, training and projects based on both online and classroom lectures and events. Participants from four regions: Europe, China, Japan, and the US, all work together and gather virtually for global online events. The program has two key objectives. First, it aims to instill social and methodological competencies such as team leadership and time management. Secondly, it promotes the transfer of knowledge among the different areas of the company under the motto “How Feintool Works.”

The program works with motivated, high-performing employees who have been working at Feintool for five to ten years to improve mutual understanding across departments and continents. The goal is for each person to reach their full potential at the company. Feintool is a market leader in fineblanking, forming, and electrolamination stamping, but this new program is also helping to position

the company as an attractive employer, and somewhere that actively encourages the development of sought-after specialists and managers.

Daniel Horst, toolmaking engineer and project leader at the production site for forming in Nashville (USA), has benefitted from participating in the FEINtalent program. In particular, he is now more familiar with the processes and activities of other departments in the Group – as well as having learned directly from the Group's management team. After finishing an apprenticeship at Feintool System Parts in Ohrdruf (DE), Daniel moved to the US nine years ago. Access to senior managers and their insights via the FEINtalent program is contributing to his professional development. In his own words, “You grow by getting out of your comfort zone.”



“Excellence doesn’t happen by luck, but rather through the deliberate design of a company’s culture to place people, with their abilities and their potential, at the center.”

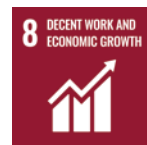
Luana Kinner, Chief Human Resources Officer

Participants in FEINtalent, 29 males and one female, were unanimously positive about their exchanges with mentors, managers, and the CEO. Feedback was similar in regard to FEINtalent workshops, special training sessions, joint trade show participation, and site tours. In terms of networking, participants were able to make new connections and take advantage of colleagues’ expertise. This was facilitated by group projects, which were brought into the curriculum by the managers in the Human Resources and Business Development teams. One project focused on e-mobility, while another was related to Feintool Group visions for 2035.

Lars Schröder, from Germany, already a FEINtalent at 24, has a clear view of what proper teamwork looks like. “When working as a group, it’s important that a consensus is reached when it comes to task management. It’s necessary to clearly determine who will do what, and by when, so meetings can proceed as planned without going over time.”

The groups presented their results, which was an exciting moment for the Feintool Group as outcomes from the program, including new ideas and innovations, will be implemented during 2023. Program participants will be working on practical implementation of new strategies, and will contribute with creativity and problem-solving techniques. Another “How Feintool Works” module is currently under development. Furthermore, Feintool offers participants optional mentorship training for those who wish to give back by guiding future generations of participants.

Luana Kinner, Chief Human Resources Officer and lead planner of the now global talent management program, shares a positive conclusion: “The participants are wholly committed and show how we – in coordination with regional management teams and HR leadership – have built an attractive program. In particular, our focus on giving participants a holistic appreciation of Feintool is working and will support everyday teamwork and collaboration.” FEINtalent is part of a comprehensive HR concept at Feintool.



Contribution to UN Sustainable Development Goal 8

The Feintool Group offers safe and fair employment around the world. Site leaders are responsible for upholding excellent working conditions, providing equal opportunities, and fostering teamwork. Foundations for this are regulatory guidelines, the new Code of Conduct, effective human resources management, and the Group’s employee handbook. Compensation commensurate with performance, a bonus system, and equity in salary are non-negotiable. Workers from temporary agencies are paid in accordance with relevant local laws and are included in all matters of occupational health and safety.

FACTS AND FIGURES

Continuing education, a safe and healthy workplace, international teamwork and, most of all, a culture of mutual respect – these are the central elements of Feintool's personnel policy. The company aspires to attract talented managers and skilled workers, with the ultimate goal of long-term employment. Key figures regarding the workforce refer to the sites covered in the section on environmental management (see p. 24). All data is inclusive of employees from the former Kienle + Spiess Group.

DIVERSITY

Teamwork and the Feintool spirit

As a company with employees on three continents, Feintool places great emphasis on respectful teamwork between people of different nationalities, ages, genders, backgrounds, and beliefs. The most important guideline for internal interactions is the Feintool Code of Conduct, which was revised in 2022.

The Feintool Group headcount has grown by around 36 percent since last year, following the new acquisition. More than three quarters of the 3 191 Feintool employees represented in the dataset work in Europe. The total proportion of female employees was 19 percent in 2022, again constituting a rise from the previous year. This is a commendable development, and one that we hope will continue. Feintool takes active measures towards achieving diversity within the workforce. For instance, the company works to inspire female students to pursue vocational training. A new development program just for women is also in the works.

Employee retention and talent management

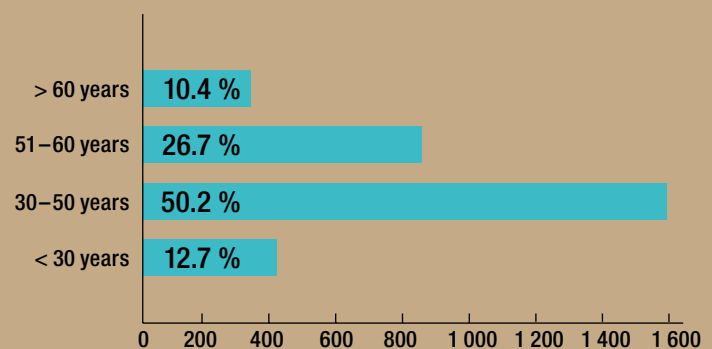
Feintool has taken measures to become an attractive place to work at all levels of the company. The expertise of experienced employees is highly valued, as demonstrated by the company's age distribution. We also work to recruit young talent, with the intention of retaining them as employees for the long-term. A big focus in 2022 was the development of a corresponding offering in talent management (see pp. 30/31). The potential at Feintool is exceptional. The next continuing education program will begin in the current financial year of 2023, this time for management.

Workforce composition 2022

	Total	Male	Female
By region	3 191	2 582	610
Europe	2 409	1 952	457
USA	416	338	78
Asia	367	292	75
By employment contract	3 191	2 582	610
Permanent	3 126	2 534	592
Temporary	65	48	17
By type of employment	3 191	2 582	610
Full-time	3 056	2 536	520
Part-time	135	46	90

These figures reflect the average number of employees in 2022 (i.e., the recorded dataset), not the number of employees on the reporting date of Dec. 31, 2022. As a result, these figures may differ from the employee data published elsewhere. In addition, Feintool had an average of 100 vocational trainees and interns as well as 353 temporary workers on its payroll, none of whom are included in these figures. The totals in the table may not add up precisely due to rounding effects.

Employees by age group (2022)



TURNOVER

Consistent rates despite strong competition

The employee turnover rate is a key parameter monitored by Feintool, as voluntary employee departures are a reflection of employee satisfaction. Undesired departures should, of course, be prevented, as should the poaching of highly qualified employees by competitors.

The turnover increased just slightly (by 0.7 percent) in comparison with the previous year. The 2022 rate was somewhat higher than one year prior in Europe and the US, whereas Asia's rate declined. Changes in turnover were more intense among the under-30s and the over-50s, with the number of departures declining among older employees. More than 53 percent of employees are represented by a union or are subject to collective bargaining agreements.

OCCUPATIONAL HEALTH AND SAFETY

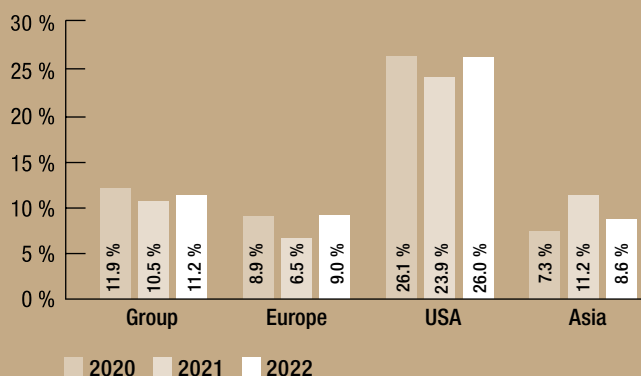
Smooth corporate integration

Accident prevention and continuous improvement in occupational health and safety are already core components of the Group-wide Feintool management system. Even so, the company plans to expand the scope further in the coming years. All sites are to be certified in accordance with the internationally recognized ISO 45001 standard by 2028. Integration of the new sites following acquisition of the former Kienle + Spiess Group in 2022 also went smoothly in terms of occupational health and safety. The new national company in Tokod, Hungary, is already ISO 45001 certified.

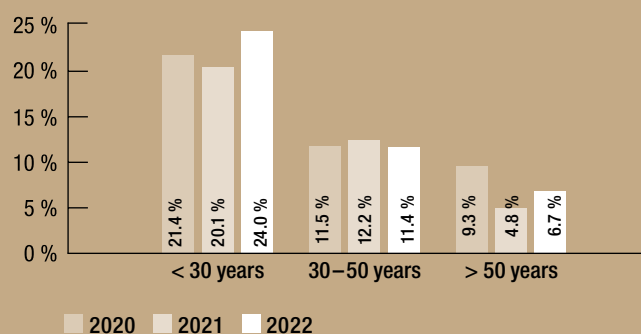
The number of workplace accidents grew in 2022, particularly due to the initial incorporation of data from the new sites in Germany and Hungary. The Lost Time Injury Frequency Rate, which considers incidents resulting in at least one lost workday alongside hours worked, declined only slightly if the new sites are not considered.

The Accident Severity Rate increased slightly, both with and without data from the former Kienle + Spiess Group. The reason for this lies in the definition of the Accident Severity Rate, which calculates workdays lost due to accidents, per hours worked. So, while the number of workdays lost due to accidents was greater than in 2021, the number of hours worked in the denominator did not increase proportionately with Kienle + Spiess Group's data, or decrease proportionately without it.

Turnover overall and by region



Turnover by age group



Employee turnover is calculated on the basis of employees with permanent employment contracts and does not include employees leaving due to retirement.

Key figures related to occupational safety

	2020	2021	2022
Number of workplace accidents	118	134	192
Lost Time Injury Frequency Rate (LTIFR) ¹	3.2	3.6	3.0
Number of lost workdays due to accidents	1 240	903	1 282
Accident severity rate (ASR) ²	63.3	41.4	46.9
Number of serious workplace accidents ³	-	1	-
Number of fatalities from workplace accidents	-	-	-

1) Lost Time Injury Frequency Rate (LTIFR): Number of accidents that resulted in an employee's inability to work the next full workday per 200 000 hours worked. This indicator has replaced the Accident Frequency Rate (AFR), which was published through 2020, due to it being less ambiguous and therefore easier to compare.

2) Accident Severity Rate (ASR): number of lost workdays due to accidents per 200 000 hours worked

3) At least 180 lost workdays per case.