

Sustainability Sep 15, 2019

Management approaches: Employees & Society

The sustainability activities of the company are subdivided into four main spheres of activity. Porsche manages the respective activities based on guidelines, regulations, and clear responsibilities.



Sustainability principle

At Porsche, people are at the centre of the company. It assumes responsibility for its employees and invests in their future.

-Continuous professional development and qualification are hallmarks of the Porsche culture. At the same time, key importance is attached to equal opportunities, diversity and co-determination as well as the ongoing improvement of our employees' worklife balance along with fair and performance-based remuneration. As part of our local and inter-national social commitment in the areas of social matters, education and science, culture and sport, Porsche initiates its own projects and supports external partners in conducting their own important social activities.

Under the "Employees & Society" action area, Porsche covers, among other issues, the important topics identified in the 2017 materiality analysis, namely "attractive employer," "staff development," "corporate co-determination," and "occupational health and safety." In all four areas, Porsche has clearly defined processes and remits in place, as well as established avenues of evaluation and feedback.

Attractive employer

The basis for successful HR work is Porsche's continual positioning as an attractive employer. Indeed, Porsche's stakeholders attributed a great deal of importance to this aspect in the 2017 materiality analysis. Porsche scores particularly highly for its excellent general conditions, the strong corporate culture and co-determination, and the extensive options for reconciling a career and family life. Firmly anchored in Porsche's HR strategy, employer attractiveness is one of four central priorities enshrined in the overarching Porsche Strategy 2025. Other benchmarks include the codes of conduct and the "Porsche Business Rules".

The continuous development of its corporate culture is exceptionally important to Porsche, particularly against the backdrop of the strong growth in staff numbers in recent years, and the company's new focus on electric technology, digitalisation and connectivity.

The patrons of this corporate culture are -Porsche Chairman of the Executive Board Oliver Blume, Porsche HR Board Member Andreas Haffner and Uwe Hück, Chairman of the Group Works Council. These individuals embody the Porsche code, which draws on the new culture guidelines comprising the four elements of dedication, pioneering spirit, sportiness and family. The Porsche code replaced the previous leadership guidelines during the year under -review, and all Porsche managers are taking part in “leadership labs” to help implement it.

Porsche greatly strives to ensure that its staff can achieve a work-life balance. Employees -receive support through a wide variety of different measures. Thanks to local cooperation partners, sufficient childcare places are avail-able in nurseries located in proximity to the company’s sites. Through its family service, Porsche offers free, individualised and comprehensive support for all family life situations. Porsche also provides flexible working options with respect to place of work and working hours. Options agreed with the Works Council range from arrangements for working from home and flexitime aligned to the employee’s current phase of life through to time off to care for family members. Employees may also take voluntary sabbaticals. Job sharing in leadership roles has also proven to be successful in a pilot project and is now being rolled out further.

In this report, the topic of “employer attractiveness” is covered in accordance with the rules of the Global Reporting Initiative by the indicator *GRI 401: Employment*. This indicator is measured and reported on the basis of the following key figures: total workforce, employee structure, new hires and employee turnover, and parental leave claims.

Staff development

To be optimally prepared for the challenges facing the automotive industry, Porsche identifies and retains qualified and enthusiastic professionals and managers. The pillars of HR work at Porsche include needs-based training that focuses on future requirements, ongoing skills acquisition, and options and routes for -internal development. In the 2017 materiality analysis, stakeholders rated the topic of -employee development as highly important. -Consequently, Porsche is striving to achieve continuous improvement in this area.

Staff development is founded on professional training as well as the support and qualification of students, for example through training options for dual-study programme students and the -Porsche Trainee Programme. Another important component is the hiring on the -basis of permanent contacts of all apprentices who pass their final examination. Throughout their careers, employees have access to a -diverse range of programs for their systematic pro-fessional development on all levels. These -include the “Porsche Warm-up“ introduction programme for all new hires, the “Porsche -Development Programme“ to prepare -candidates to take on management roles, and -specific qualification and talent promotion measures tailored to the target group in the field of production. Porsche also runs two modular and internationally oriented training programmes for managers: the “Porsche International Management Programme“, which has been specially designed for second level managers, and the “Porsche Advanced Management Programme” targeted at senior managers.

Employee support and qualification is not only a central component of the Porsche culture and code, but is also firmly anchored in the Porsche Strategy 2025. The digital revolution in particular is placing new demands on the workforce. This is why it is important to foster shared knowledge of the various aspects of the digital revolution in general and of digitalisation at Porsche in particular. With this in mind, the Fit for Digit@I initiative launched during the previous year was rolled out across the Group with significantly more content -added. “Work and values in transition”, “The core of digitalisation” and “Digital transfor-mation at Porsche” are now fixed components of the programme.

Employee support and qualification is also a tool used for strategic leadership and planning processes. Individual training requirements are identified during annual employee appraisals, and relevant development opportunities established on this basis. The comprehensive range of training opportunities and individual staff development programmes are continuously being expanded and

through special channels. The mood barometer involves an anonymous survey of employees throughout the company about topics relating to the working relationship with colleagues and supervisors, the quality of work and the provision of information. A detailed evaluation of the results is followed by a discussion involving the Works Council in all areas of the company. Potential improvements are identified and measures to optimise work procedures and conditions are agreed on.

In this report, the topic of “corporate co-determination” is covered in accordance with the rules of the Global Reporting Initiative by the indicator GRI 402: Labor/Management -Relations and *GRI 407: Freedom of Association and Collective Bargaining*.

Occupational health and safety

Porsche’s most important resource is its motivated and capable workforce. Porsche health management has a key role to play in ensuring that the company can continue to develop, produce and sell exclusive vehicles in the future too. Alongside the well-established tools to secure productivity at the development and production sites, new occupational health -promotion measures are now also available to certain areas. Porsche employees may also -arrange to have a thorough medical check-up and obtain medical advice on any health issues. This voluntary health check is carried out by qualified doctors during working hours. The Porsche health management system also includes courses on nutrition, mental health strategies and effective self-management. Employees can also access individual physiotherapy advice at the workplace.

Occupational safety is a top priority for Porsche and its employees. An organised and structured system for occupational health and -safety ensures a uniform approach and the -implementation of legal provisions. This system helps to prevent accidents at work and occupational illnesses as far as possible.

The central processes are standardised and regulated by the Group guideline on occupational safety. This guideline represents an -essential element of the company’s compliance management system and applies to all employees. The managers ensure that their employees are familiar and comply with the provisions of this guideline. Specialists in occupational safety, Works Council members and works doctors are available to all employees in an advisory -capacity. All staff members are also represented through the legally defined representatives in the occupational safety committees in -accordance with the Occupational Safety Act.

Safety experts design work stations, equipment and installations with the focus on -prevention and safety. In order to guarantee the highest possible level of safety for all -project partners working on construction and installation sites, the occupational safety team has been extended to include construction site experts, thereby exceeding the statutory requirements. These experts monitor compliance with the safety standards, which are -permanently being updated.

Thanks to the joint dedication, the injury rate has been significantly reduced in recent years. With a current rate of 5.8 accidents per million working hours, Porsche AG and Porsche -Leipzig GmbH are at the same level as in -previous years.

In this report, the topic of “occupational health and safety” is covered in accordance with the rules of the Global Reporting Initiative by the indicator *GRI 403: Occupational Health and Safety*. This indicator is measured and -reported on the basis of the following key -figures: number of accidents, work days lost and cases of death, as well as injury rate. The key figures are currently being gathered for -Porsche AG and Porsche Leipzig GmbH with an expansion to include the Porsche AG Group planned for the future.



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