

Our people

Clear core values and processes

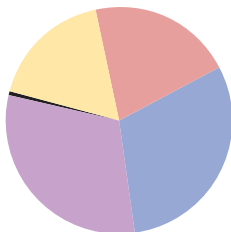
Qualified and committed employees are particularly critical to the Daetwyler Group's future success in international industrial markets. For this reason, the company attaches special importance to fair and safe working conditions, thorough training and development, and a corporate culture with a high level of identification. A decentralised structure promotes personal responsibility and close contact with customers.

Workforce demographics

At the end of 2009, the Daetwyler Group employed 4 332 people (expressed as full-time equivalents) in 22 countries worldwide, a decrease of 101 people or 2.3% over a year earlier. This decline is a result of

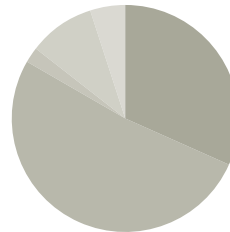
the global economic crisis in the first half of 2009, from which Daetwyler was not immune. The sharp drop in demand made job cuts unavoidable, particularly within Maagtechnic, the Daetwyler specialist distributor. These cuts were implemented in as socially acceptable a manner as possible. Based on the average headcount of 4 410, revenue per full-time equivalent was CHF 252 471, down 10.3% on the previous year. The Group-wide employee turnover rate in the reporting year was 13.1% due to job cuts at a few facilities. In total, the Group had 3 938 full-time employees and 394 part-time employees. Women accounted for 31.7% of the total workforce, while the proportion of women in senior positions was 15.6%. The human resources indicators are based on full-time equivalents.

Employees (full-time equivalents) by division



- Cables 17.5%
- Rubber 20.8%
- Pharmaceutical Packaging 30.4%
- Technical Components 30.9%
- Holding and finance companies 0.4%

Employees (full-time equivalents) by region



- Switzerland 31.9%
- European Union 51.5%
- Rest of Europe 2.2%
- North America 9.6%
- Far East 4.8%



Taking decisions close to the market for a high identification level and short response times.

Fair employment conditions

Daetwyler Group companies ensure equal opportunities, equal treatment and fair employment conditions, pay fair wages and salaries, and offer employee benefits in line with national and industry standards. Employee costs, including social security and pension costs, amounted to CHF 326.6 million in the reporting year. In business reorganisation programmes, we consider the needs of the employees, engaging in a constructive dialogue with company employee representatives. In 2009, the Compliance Officer (currently the CFO) received no complaints of alleged discrimination in Daetwyler companies. By continuously raising awareness and supporting managers, Daetwyler helps to promote equality of men and women generally in the work process. Participation in the pay comparison survey conducted by Swissmem, the Association of Swiss Mechanical and Electrical Engineering Industries, has shown that men and women working at the Cables and Rubber Divisions' two main manufacturing facilities in Switzerland receive equal pay.

Training promotes competence and safety

Daetwyler Group companies are committed to ensuring a safe and healthy working environment. This applies both to technical planning of workplaces, equipment and processes and to safety management and personal behaviour in everyday working life. In 2009, there were no fatal accidents. Throughout the Group, occupational injuries resulted in 1 901 lost days, which represents 0.18% of the total days worked. In total, 49 374 days were lost due to sickness, occupational injuries and non-occupational injuries, representing an absentee rate of 4.67%.

The markets in which the Daetwyler Group operates call for highly trained employees undergoing continuous development and improvement. Some of our initiatives to train young people are reflected in the 148 apprenticeships offered by Daetwyler Group companies worldwide. Our apprentices regularly receive top rankings in national competitions, which are testimony to the high quality of technical instruction in the training workshops. We support training and retraining programmes to develop the technical and social skills of employees at all levels in the hierarchy. One example can be seen in the Pharmaceutical Packaging Division, which invested

some CHF 1 million in training and development during 2009.

Employee survey also based on benchmarking

In 2008, the Daetwyler Group launched a standardised employee survey throughout the Group. The survey consisting of a written questionnaire is being conducted annually with the help of an external specialist. This guarantees anonymity for employees. Due to the first-time inclusion of the ELFA Group, the number of languages used for the questionnaire was increased from eight to seventeen. The average response rate increased from 67% in 2008 to 76% in the reporting year. The survey is designed around the concept of benchmarking. The external specialist's experience enables Daetwyler's results to be compared with a pool of 18 000 Swiss employees. Most of the Daetwyler facilities score about the same as the external benchmarks. In 2009 the results achieved by all divisions improved in comparison with the previous year. The survey results provide valuable inputs for developing and implementing improvements in all the divisions. The measures to increase the commitment of employees are part of the systematic management process.