

# Human Resources Report



# Foreword

*Dear colleagues, ladies and gentlemen,*

The worldwide markets are developing in a promising way. In view of our good corporate results and the currently good order situation, we and our customers, investors and employees can be optimistic about the future.

Reason enough to invest in important resources! To remain sustainably successful, we will continue to support a major success factor in our corporation: our employees. Like all other fields, we are continually improving HR – also to become an even more attractive employer in the future.

Just as we help our customers achieve greater success with innovative solutions, our employees around the world are also given space to develop. So we encourage creativity, reduce complexity and work towards diversity on all corporate levels.

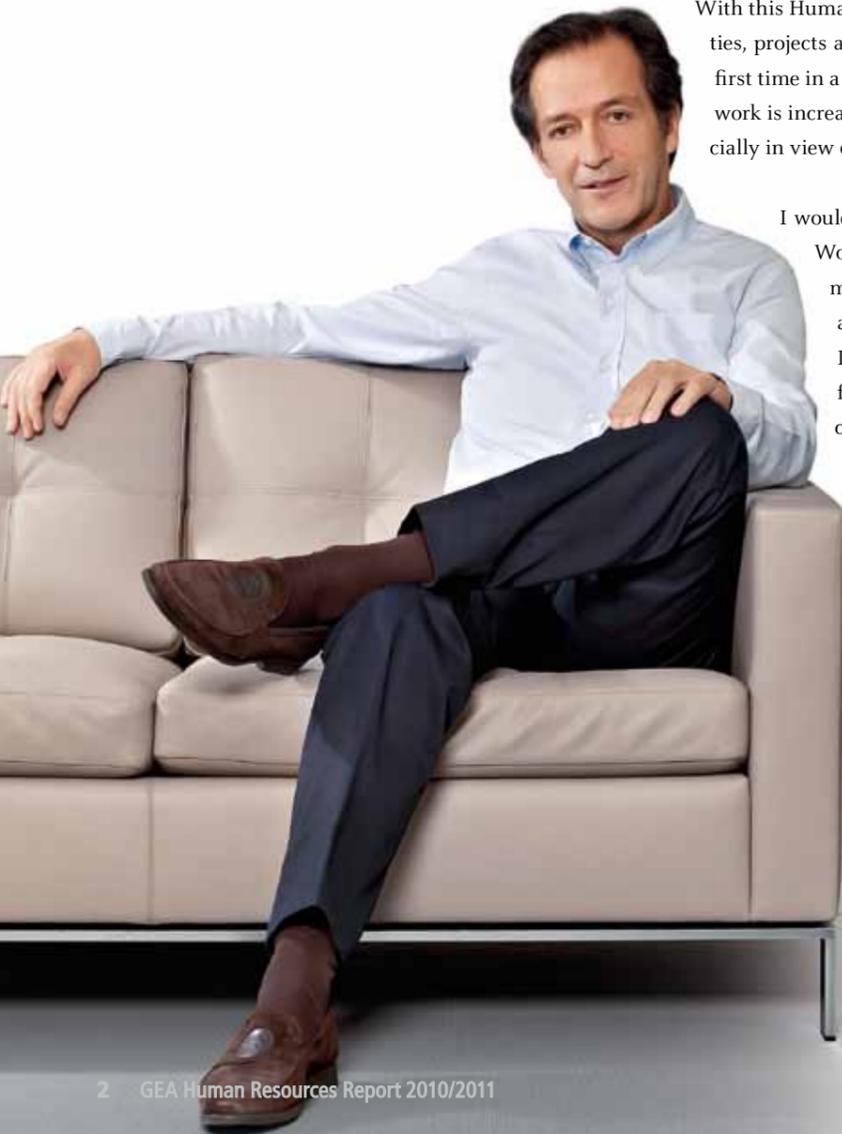
With this Human Resources Report, we present our activities, projects and successes in Human Resources for the first time in a pooled publication. It shows how good HR work is increasingly significant to our corporation, especially in view of strategic alignment.

I would like to warmly thank all employees and Works Councils for their performance, commitment and constantly positive collaboration. The GEA Management Board and I know that your enthusiasm and performance are key to the success of the corporation.

With best wishes,



Jürg Oleas, Chairman of the Executive Board, GEA Group Aktiengesellschaft



*Dear colleagues, ladies and gentlemen,*

We are pleased to present the first GEA Group Human Resources Report. This report is aimed at the public and our employees, and goes far beyond simply listing figures relevant to our HR management. Instead, it provides an in-depth view of operative HR management, including corporate-wide HR themes and our HR policy.

From now on, the Human Resources Report will regularly document the next steps we take towards becoming a premium employer.

After the last two years, which were dominated by restructuring tasks among others, we look optimistically ahead at the beginning of the 2011 business year with the prospect of strengthening markets.

We are therefore increasingly focusing on strategic HR themes: Aspects such as management development, support for junior employees, recruiting, HR marketing and diversity management all play an essential role in this respect.

The 2010 business year showed very clearly that HR work is always successful if the corporate management and employee representatives work together constructively. We would therefore like to take the opportunity to thank all employee representatives for their responsible, productive cooperation.

Many thanks also to all employees. Their commitment and performance have made our corporate success possible in 2010.

With best wishes,



Michael Kämpfert  
Head of Human Resources, GEA Group Aktiengesellschaft



## Foreword



*Dear colleagues,  
ladies and gentlemen,*

I warmly welcome the plan of publishing an HR Report at regular intervals, which is also a response to a proposal by the Corporate Works Council. It is important to the Corporate Works Council to use such a report both internally and externally to clearly present the course our corporation has taken in terms of HR policy, as well as demonstrating our priorities for the future.

Despite unavoidable disputes that day-to-day work entails, the GEA corporate culture of co-determination can be described as constructively critical. We employee representatives believe the culture that has developed is part of the corporation's sustained success. Sustainable corporate success mostly means job security. We will continue to clearly express the interests of employees in dialogue with the HR management and develop further themes in this HR Report, be it in consensus or in dispute.

You yourselves are called upon to play a part in further developing our corporate culture in many different areas. Take the chance to participate and help us make this corporation even better, for secure, quality jobs.

With best wishes,

*Reinhold Siegers*

Reinhold Siegers  
Chairman, Corporate Works Council



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Filling  
technology from GEA  
Process Engineering preserves  
the quality of e.g. soft drinks  
throughout their shelf  
life.

# Strategy & Values



Ann Cuylaerts,  
Vice President Sales Inter-  
national, GEA Westfalia  
Separator Group GmbH,  
GEA Mechanical Equipment,  
Germany

# Corporate Strategy

“GEA’s clear strategy and identification with our values are the basis for our success as a technological and market leader. If we think creatively and act innovatively, make what is complicated simple and use the many arising opportunities, we can achieve great things together – with GEA, for GEA and for each of us! GEA – that’s all of us!”

Jürg Oleas, CEO GEA Group Aktiengesellschaft, 2011

## GEA Group

The GEA Group is one of the world’s largest providers of machines and process technology, focusing on the food and energy industries where it is among the market and technological leaders.

Since the 2010 business year, the group has been organized in five operative segments:

- GEA Farm Technologies
- GEA Heat Exchangers
- GEA Mechanical Equipment
- GEA Process Engineering
- GEA Refrigeration Technologies

Furthermore, GEA’s successful acquisition of Convenience Food Systems in March 2011 represented the takeover of one of the most broadly positioned producers of process technology for secondary food processing and packaging (meat, fish and cheese). The acquired company will now form the sixth GEA segment, called GEA Convenience-Food Technologies.

In 2010, the GEA Group generated corporate sales of € 4.4 billion, with 70% of sales stemming from the sustainably growing food and energy industries. On December 31, 2010, the corporation had more than

20,000 employees, with customers in more than 50 countries on all continents. The GEA Group is a market and technological leader in around 90% of its fields of operation.

## Strategic and Guiding Principles

### Market leadership and focus:

The units of the GEA Group focus on the relevant core technologies and hold a leading worldwide position in their sales markets.

### Technological leadership through innovation:

The GEA Group supports its culture of innovation and thereby constantly renews its technological advantage.

### Strongly result-oriented:

The GEA Group regards profitability to be more important than volume and always works towards consistent portfolio and cost management.

### Calculated risks:

Active risk management, stability through diversification and focusing on forward-looking markets are the binding requirements for each business unit in the GEA Group.

## The food industry and energy growth markets

The production of processed food and drinks is one of the most stable growth markets around the world. The GEA Group strongly participates in this demand. As a technological leader, the GEA Group supplies machines and components that guarantee the safe process implementation and the highest level of hygiene and efficiency.

The world is also becoming steadily more electrified. It is predicted that worldwide electric power consumption will continue to grow at an annual rate of 2.2% until the year 2035. The GEA Group is an international leader in power station and process cooling – with technologies that provide customers with an ideal price-performance ratio, while also helping to protect the environment through the sparing use of resources.

The food and energy industries represent two sectors of GEA Group operations with above-average growth potential. These industries are expected to continue to grow significantly in the coming decades. GEA will especially benefit from the following growth drivers in the long term:

- Steady world population growth
- Increased demand for improved quality food, drinks and pharmaceutical products
- Increased interest in efficient and resource-saving production processes
- Continued growth in demand for energy

These factors are especially significant in Asia and the emerging markets in South America. The GEA Group will expand its presence in these regions accordingly.

The GEA Vision and the GEA Values are cornerstones of our corporate philosophy and essential elements of our corporate identity.

## GEA Group Vision

To continue to be a leader on the worldwide market, GEA will continue to transform. Our vision will remain unchanged however:

**GEA provides the world with innovative solutions for smart food processing and for a more efficient use of energy resources.**

**GEA is a global engineering group recognized for its excellent technologies, its dedication to provide best solutions for its customers, and its management principles.**

In concrete terms, that means for us:

- We want to be known by our customers for providing innovative solutions that help them to be even more successful.
- We are the place where passionate employees have room for their creativity and entrepreneurship to make our Group unique.
- We will focus on business and markets where we will be leaders.
- We will remain the architects of our future Group through our continued success.

This clear vision helps us overcome obstacles on a daily basis, making what is complicated simple, optimizing our structures, working across segments and locations, and last but not least, acquiring new companies.

## GEA Group Values

# GEA – that’s all of us!

GEA Vision and GEA Values are cornerstones of our management philosophy. They are a crucial element of a common GEA identity. We will hold all of us to these standards.



**Excellence:** At GEA, we stand for excellence in everything we do.

- We help our customers become the best in class.
- We foster creativity and innovation.
- We strive to constantly improve our technology as well as our professional skills.

**Passion:** At GEA, we work with passion without obsession.

- We do our jobs with enthusiasm.
- We are proud of what we achieve together.
- We balance our customers’, our colleagues’, our own, and our investors’ needs.

**Integrity:** At GEA, we walk our talk.

- We treat each other and our partners with trust, fairness, and respect.
- We honor our commitments and stand up for our beliefs.
- We speak with one voice internally and externally.

**Responsibility:** At GEA, we feel responsible for our actions.

- We take care in all we do and are aware of possible outcomes and consequences.
- We take decisions and make results known.
- We share information openly in the interest of GEA.

**GEA-versity:** At GEA, we cross borders.

- We respect other opinions and discuss them openly.
- We support teamwork and the mutual exchange of knowledge and people regardless of borders, cultures, genders, Segments, and levels.

# GEA Human Resources Management

## The GEA HR strategy's fields of operation

The GEA Group corporate strategy provides orientation for our HR strategy. We can only achieve the targets it defines with the help of appropriate HR management. As a result – and in view of the current megatrend of globalizing and internationalizing business processes – four fields of operation become clear:

- We carry out **quantitative HR planning** by channeling the current number of employees and their age structure, distinguishing between different employee groups. Based on these figures and using external benchmarking data, we can counteract negative developments in demographic and quantitative HR situations at GEA at an early stage.
- **Qualitative HR planning** means targeted competence and talent management to encourage the expertise and personal qualities of our employees. Succession management builds upon that to provide training for adequate immediate and succession candidates in key positions.
- We encourage **leadership and commitment** through targeted offers and measures to maintain management quality, employee productivity, employee satisfaction and identification with the corporate culture.
- **HR strategy management** includes HR management fields that are critical for success, focusing on the cost situation, contributing to the growth strategy, supporting employer-employee relationships and using innovative HR instruments.

## The roles of corporate HR within the group

Coordinating and controlling corporate-wide activities in HR management is managed by the GEA Group Holding in direct coordination with the HR managers in the individual segments. They include coordination instruments such as a formal information and approval catalogue, quarterly conferences for leading HR managers, six-monthly face-to-face meetings with the CEO and regular segment visits worldwide.

“It’s our strategy to use integrated HR instruments throughout the corporation to find, bind and support our employees in the right positions at the right time. It’s the only way to achieve our corporate targets.”

Michael Kämpfert, Head of Human Resources, GEA Group Aktiengesellschaft

HR management at GEA is much more than simply an administrative department and plays other important roles: Our HR managers are integrated into strategy development and operative processes as change agents and business partners for managers. Our corporate HR makes a decisive contribution to the GEA Group’s success in Management and Supervisory Board meetings.

# Management Principles

GEA is convinced that we can achieve far more together than simply working side by side. Such an underlying corporate culture requires clearly defined principles by which our managers can act, and key competencies that empower them to do so:

The requirements for GEA managers are therefore as follows:

1. The will to lead
2. Management skills
3. Personal integrity
4. Passion – not obsession
5. Creativity



The high level of commitment by all managers in cooperation and communication strengthens the GEA Group as a corporation: The market recognizes GEA as a unit with consistent quality standards and a tailored portfolio. This too makes a decisive contribution towards developing GEA into one of the most successful machine constructors in the world. It is a success that benefits each segment and ultimately each individual employee.



GEA is not a vehicle to make kings and their kingdoms

GEA leaders enjoy making GEA a success



Generator  
coolers from GEA Heat  
Exchangers ensure the efficient  
transfer of heat in very small  
spaces in wind power  
plants.

# Development & Support



Florian Gomm, Assistant GEA Heat  
Exchangers Board / Senior Manager  
Strategy, GEA Heat Exchangers GmbH,  
Germany

## Strategic HR and Management Development

“The world is constantly changing. One thing remains constant however: The success of our company lies in the hands of our most important resource – our employees.”

Gudrun Blankenhaus, Head of Management Development, GEA Group Aktiengesellschaft, Germany 2010

As a modern corporation, GEA has a policy of strategic HR and management development that is oriented by the current corporate targets as well as social and economic changes. GEA aims to always remain flexible, close to the market and mobile to maintain the success of all of its employees. We are accordingly consistent in applying these aims, also in developing our employees and their skills – using an integrative approach.

Competences such as performance, results orientation, assertiveness, leadership, reliability, communication and creativity form the basis of these aims.

Building upon these competences, performance management, talent management, training and development, retention management and culture management are the mainstays of HR and management development within our corporation.

All these aspects work together, are interlinked and thereby contribute to the overall GEA strategy.

## HR Development Programs

Effective HR development programs focus especially on developing personalities. So GEA offers its worldwide employees a comprehensive range of different training courses focusing on the transfer of corporate-specific know how and advancing each of the participants.

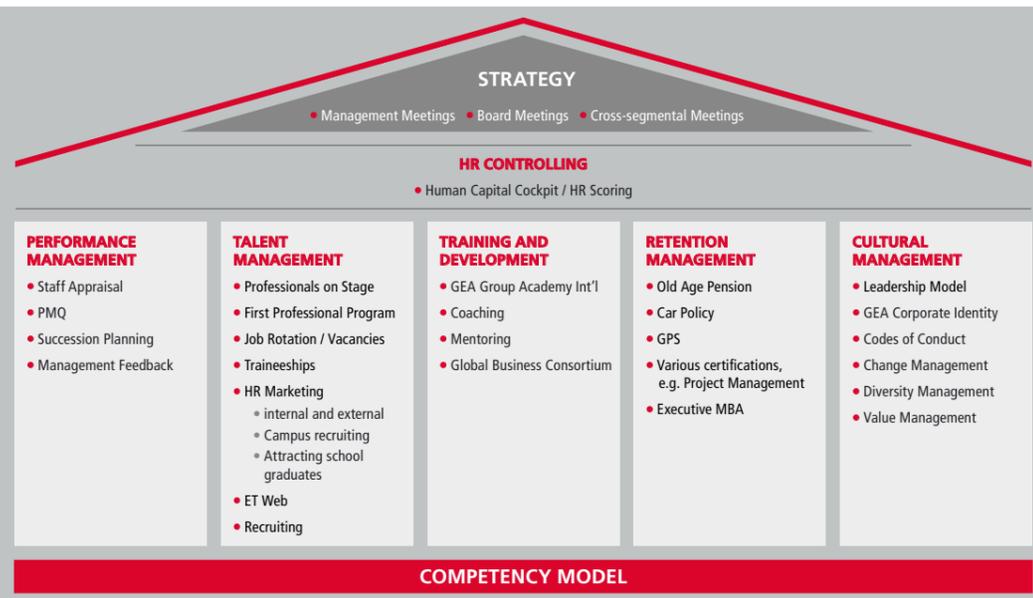
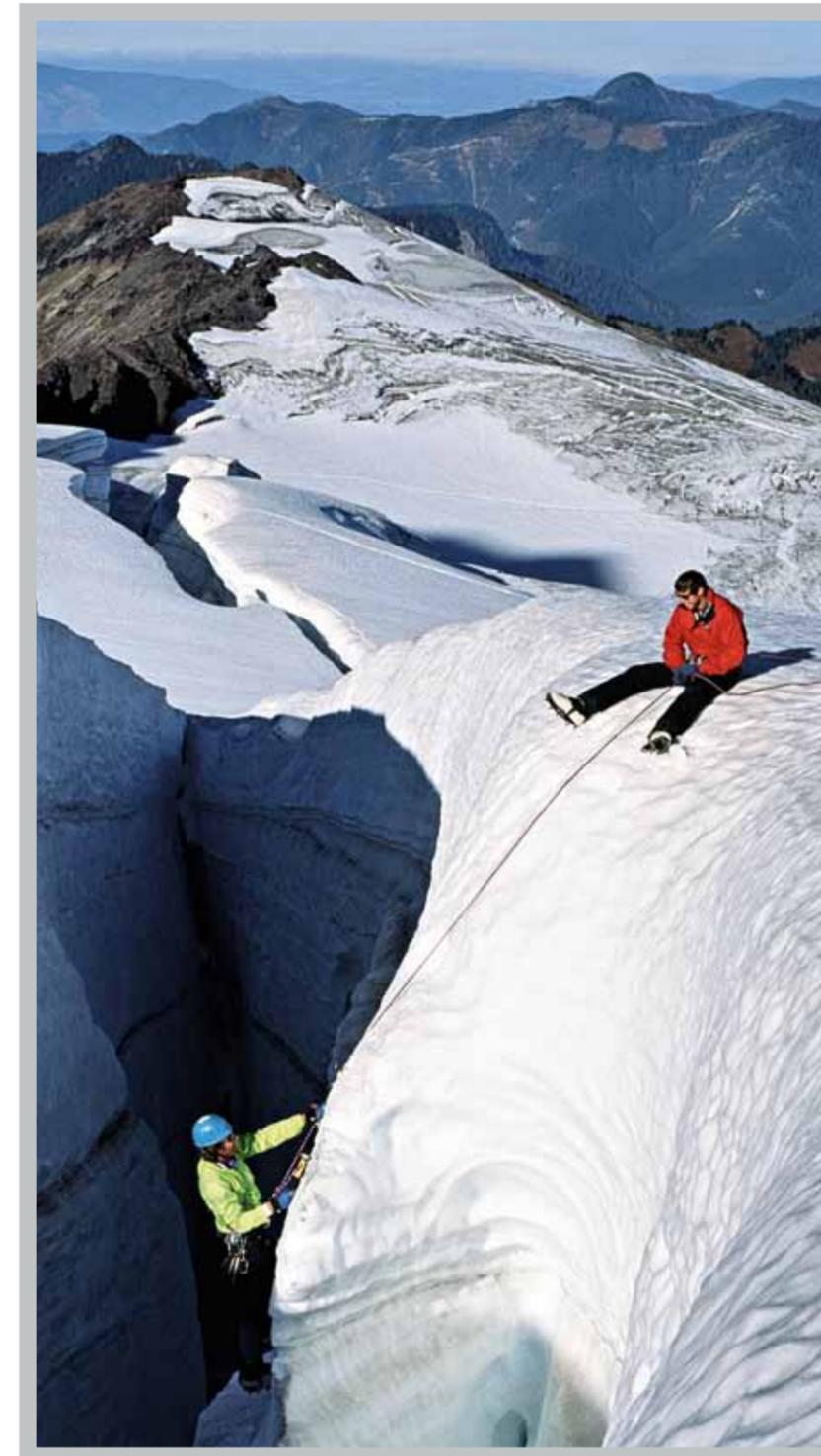
The aim is to sustainably support talent. Employees and managers receive help in recognizing, enhancing and applying their individual strengths for the benefit of the corporation. Each individual success also contributes to the sustained success of the entire Group.

### GEA Group Academy

The GEA Group Academy is the central training program for our managers and has included all employees on a non-managerial level since 2009. Internal and external, internationally experienced coaches use innovative learning methods to communicate important key competences.

The GEA Group Academy offers seminars to all hierarchies and countries, covering a wide range of themes such as customer orientation, negotiation techniques, creativity, communication and strategic conflict and change management.

The GEA Group Academy is therefore an important instrument for communicating know how covering all segments: It contributes toward anchoring global standards within the corporation. To ensure the entire Group’s sustainable competitiveness, the program is also flexibly designed in a customer and market oriented way by a steering committee consisting of CEOs from all segments.



Integrative house: The house is inspired by the book: "Strategische Personalentwicklung. Ein Programm in acht Etappen" ("Strategic HR Development. A Program in Eight Stages") by M. Meifert (Ed.)

# HR Development Programs

## Global Business Consortium

Following an application procedure at the end of 2009, GEA qualified for inclusion in the Global Business Consortium (GBC) of the London Business School. By participating in this program, GEA is contributing to the further development of both the corporation and each of its managers.

Together with other top managers from internationally renowned companies, six of our managers with Board potential can sustainably enhance their strategic competence every year, including work on case studies.

The GBC allows the exchange of information between its members and thereby provides the excellent opportunity of benefiting from a transfer of know how at the very highest level. For instance the Boards of the participating companies are also integrated into the program through talks and discussions, thereby also extending their international network.

## Mentoring and Coaching

With the mentor program, GEA has developed an individualized development measure aimed at its younger employees. The mentor program allows experienced GEA managers to supervise high-potential employees for one year. Specific corporate know how and skills can be passed on directly through trusting support from a mentor in this way.

Both the mentors and the mentees come from the many different segments of our corporation. They are all provided an attractive program that supports them in developing their leadership and consulting competences, among others.

Coaching has also been an individual and effective development measure since 2009 and is aimed at the level of "key people". Managers and potential future managers have access to a pool of highly qualified coaches with various core competences. They are supervised during the coaching process by the Heads of Management Development.



## Best Practice GEA Refrigeration Technologies: Grasso Training School



by Klaus-Joachim Grasse, former Project Engineer, later Application Engineer and now Consultant at GEA Grasso GmbH, Germany

When Thies Hachfeld, CEO of GEA Grasso GmbH, asked me in late 2008 whether I would like to implement the training courses for young engineers and blue-collar workers, I jumped at the opportunity. After almost 40 years as an engineer in refrigeration technologies at Grasso, I was already old enough to retire, but regarded it as a great challenge to actively pass on my experience to a younger generation.

The aim of the multi-level system of courses run by the Grasso Training School has always been for GEA to maintain and consolidate its internal corporate know how on industrial refrigeration facilities. So the program accordingly contained comprehensive underlying theoretical knowledge of connections and processes in refrigeration facilities. Other training themes were in-depth practical knowledge of the layout and function of all components, as well as practical experience in initial operation, maintenance and repairs.

In 2009 and 2010, engineers were trained in this way in seven different fields. The courses – which also included trips to factories of GEA Grasso customers – were completed with a written exam. 25 engineers

passed the course in 2009 and a further 17 were successful in 2010. Numerous theoretical and practical courses for employees were also organized. Furthermore our blue-collar workers are also regularly trained in theoretical and practical refrigeration knowledge.

In 2010, we launched another training tool called GIANT, the Grasso In-house Afternoon Talk: Our engineers meet every six weeks to listen to an interesting specialist talk followed by a discussion. We also started the Grasso Academy in 2011, where all engineers meet once a month for a 4-hour training session on refrigeration technology.

**“The aim has always been for GEA to maintain and consolidate its internal corporate know how on industrial refrigeration facilities.”**

I am very proud to have played a part in introducing these extremely sensible training measures at GEA Grasso in the last few years. The fact that they will continue in 2011 is a measure of their success. I will continue to act as a Consultant for my younger colleagues.

## Best Practice GEA Process Engineering: Breakfast Seminars



by Liam McCabe, Quality Manager, GEA Process Technologies Ireland Ltd., Ireland

Since the theme of staff training became increasingly pressing for HR development in 2010, we began to develop ideas on how to make our training as effective, economic and easily accessible as possible. A competence assessment form - developed by me and Project Manager Kevin Walsh – was used to initially identify areas where training was required.

In assessing the results, we found it helpful to continue the idea of breakfast seminars that we have been running since 2006. Employees meet once a month for a two-hour early morning seminar, followed by a breakfast together. Without interrupting the running operational processes, the meeting lets us communicate a broad range of relevant themes and content – including technology, compliance, health and safety.

The seminars are mainly led by employees with specific know how. Guest presenters are also invited for special themes.

In all modesty, we can say that the breakfast seminars have made an excellent impression on the employees! The average of 15 participants regularly gave us feedback that the seminars should be held more often – which is exactly what we are doing in 2011.

The seminars have also proved to be useful for employees in linking them to their personal goals. One such aim can be the readiness to organize and present a seminar. In addition to the transfer of know how among the listening seminar participants, we also have another positive effect: Employees improve their presentation skills, achieve a personal goal and thereby gain in confidence and motivation!

# Support for Junior Employees

## Apprentice programs, student employees and internships

Theoretical knowledge is useful when it can be applied in practice! That is why motivated young people get the chance to apply theory in practice at the GEA Group, in a spirit of "learning on the job". Students are given their own projects as part of their internships or student employment, giving them insight into as many departments of our corporation as possible.

Moreover GEA offers graduates the chance to prove their abilities in apprentice programs. They have a modular structure, consisting of three phases lasting several months: Graduates initially gain professional experience within the GEA Group Holding or the segment headquarters, followed by work abroad.

## Training

GEA invests in excellent training for its junior employees. So we ensure that young people throughout Germany can enjoy completing successful, in-depth, in-house training in a wide range of commercial, technical and business professions. The concept pays off: More than two thirds of our managers are recruited from employees who began their careers with the GEA Group at some point in the past.

Among other aspects, GEA focuses on high quality dual training courses that combine theoretical studies with individually supervised, practical training. The comprehensive skills they communicate are also an investment in the future of our corporation. After all, in times of increasing globalization, the course graduates are directly qualified for the employment market and thereby for responsible positions within our corporation.

To round off their training, all participants in dual training courses also receive English lessons during their working hours (including an exam with an internationally recognized language certificate), weekly in-house teaching, support in preparing for the exams and a foreign internship lasting several weeks at one of our foreign locations.

## "Technology is the Future" initiative

For its sustainable development, GEA requires creative junior employees – young people that are enthusiastic about technology and science. We cooperate with other companies in initiatives like "Technology is the Future", focusing especially on showing school children the variety and attraction of engineering professions and convincing them of careers opportunities with GEA.

In addition to financial support for the initiative, many GEA employees provide direct contact with the potential experts of tomorrow: On "Technology is the Future" campaign days at schools, pupils can learn about their work, products and careers opportunities with GEA in an exciting way.

GEA also regularly invites school groups to factory tours at our locations, giving the young people extensive insight into the daily production and work routine in the GEA Group.

## Ruhr Initiative Group: Dialogue with Young People

The Ruhr Initiative Group is a joint scheme by leading companies in the Ruhr region. In a wide range of projects, the core European region is supported and established as an international, innovative center for industry, trade and services. One such cooperation project is the "Dialogue with Young People".

Under the motto of "Out of the classroom – into the company", the Dialogue with Young People brings together pupils and corporate managers on level terms. In early 2010, the GEA Group invited 66 pupils for this purpose to the GEA Center in Bochum.

They discussed with apprentices, leading managers and the CEO Jürg Oleas. Young people were given deep insight into the daily life of the corporation from the perspective of career-starters and top managers alike. This was followed by open answers to well-prepared questions on economic developments and the social commitment of GEA, as well as recruitment opportunities and career prospects.

In personal discussions at the end of the event, all participants were positively impressed. CEO Jürg Oleas managed to inject enthusiasm for engineering in many pupils and made the university subject of Engineering more tangible for them. He also gave the participants one or two practical tips for launching a career and planning one's life ahead from his own experience.



## Best Practice GEA Group Aktiengesellschaft: From an Internship to a Trainee Program



by Daniela Leppler, Trainee Human Resources, GEA Group Aktiengesellschaft, Germany

In 2007, I met a GEA manager in an interview for a scholarship. He recommended that I apply for an internship and gave me the contact details of the Head of HR, Michael Kämpfert. Since I found GEA exciting as a major international corporation, I submitted my application documents. I was invited to an interview and started my internship in the central HR

department as early as August 1, 2007.

My two-month internship coincided with the introduction of the i<sup>2</sup>m ideas and improvement management program, so I was able to immediately contribute in an active way. When my internship finished, GEA offered me the chance to stay and continue to support the corporate-wide introduction of i<sup>2</sup>m in parallel with my Business Psychology studies. How could I refuse?

During my time as a student employee, I participated in several conferences in North, South and Central America, as well as in Asia, where I prepared and implemented the training workshop module “What is the

role of an Idea Coordinator?”. I also supported on-site organization.

At the end of my Bachelor studies, I could perfectly combine the theory of my paper “Designing International Idea Management Systems” with my practical work. I was especially pleased to win 3rd Place in the HR Management Bachelor Prize of the German Association for HR Management (Deutsche Gesellschaft für Personalführung, DGFP). I would never have achieved that without GEA.

In 2009 – during the MA studies in Psychology – I was able to use GEA’s exceptional international contacts and go on an international internship. With the friendly support of the Head of Management Development Gudrun Blankenhaus, I was able to spend two months as an intern at GEA Farm Technologies, Brazil. I gathered unique experience there in international cooperation on HR development, as well as learning about the country and its people.

After that, I focused on finishing my studies. To broaden my perspective beyond GEA, I initially worked for three months in an HR corporate consultancy in Berlin. Then I returned to the Management Development department at GEA, where I wrote my MA thesis “The Responsibility of Top Management for the Success of Performance Assessment”.

By now, as a Trainee in the HR and Management Development department, I handle my own projects, which are mostly international. I am looking forward to my next three-month trip abroad at the end of the year, which will probably be to China.

## Best Practice GEA Mechanical Equipment: Children’s Exploration Days

by Heinz-Josef Westbomke, Training Manager, GEA Westfalia Separator Group GmbH, Germany

In a repeat of last year, we held the Oelde Exploration Days for children in the spring of 2011. As part of the pilot project “Science and technical teaching in Oelde child-care centers”, boys and girls of kindergarten ages were presented a range of scientific phenomena and questions from the world of physics, chemistry, biology and technology in different factories.

The GEA Westfalia Separator Group was on board again. Our apprentices were fully integrated into the event, initially showing the children their daily working lives at different workshops. Then the small guests were split into two groups.

The first group looked at the subject of milk. Using a domestic salad spinner, we demonstrated what centrifugal force is and how it can be used to separate substances and liquids. Using historical hand separators from the German Centrifuge Museum, the children then separated cream from fresh raw milk.

Meanwhile the second group was in the training workshop. There the children and their supervisors produced their own “centrifuge cubes”. While doing so, they playfully learned about safety regulations in the professional world. After a short break, the group switched to the other location, allowing everyone to learn from both activities.

The Exploration Days attract interest in questions concerning science at an early age, regardless of the children’s gender – which is especially important in view of demographic change and the expected shortfall of young employees. And they were a success, as the children were focused and enthusiastic.



## Best Practice GEA Mechanical Equipment: Apprentice Transfers



by Ludger Peitzmann, HR Support Manager, GEA Westfalia Separator Group GmbH, Germany

The dual training system in Germany is unique throughout the world in terms of the quality, performance and know how of its graduates. To allow our subsidiaries abroad to also benefit from the system, we have set up an apprentice transfer program. Successful young training graduates from our location in Oelde thereby have the attractive opportunity of applying the skills they have learned in a foreign country and building a career there.

The supervised foreign placement follows an internal application phase. In 2011, two of our industrial mechanics gained first-hand experience of production processes in the USA and the structure of our subsidiary there.

The three German employees who have already been working there for several years shared their very

personal experiences with the two new arrivals, with respect to living and working abroad. They also showed them the sights of the two locations – Northvale near New York and Patterson south of San Francisco.

After lengthy consideration, one of the two participants will now move to the Patterson location as early as the autumn of 2011. The other colleague intends to move to our subsidiary in Northvale in 2012. Naturally, they will receive the necessary support concerning emigration formalities from their new US colleagues.

Our successful apprentice transfer program kills several birds with one stone: On the one hand, we are fulfilling demand for skilled workers, which is particularly strong abroad. Secondly, we retain our skilled workers – including their GEA specific know how – in our segment. And we also ensure ideal networking between our international locations.

## Talent Management Programs

### Professionals on Stage

Our “Professionals on Stage” development assessment center serves as a central forum for future managers.

Twice a year, we invite twelve colleagues from around the world who have excelled in their daily work through special management qualities to spend three days in Schloss Kirkenbeck in the Rhineland.

To recognize their own potential better and develop it further, the participants solve problems from different professional fields in individual and group work. They are supervised by six top managers from the GEA Group, who assess the solution strategies of the individual participants, giving personal feedback and suggestions for further development if necessary.

The feedback from the top managers helps participants to be aware of their strengths and further develop their qualities in other areas – which are important steps both for their personal development and for their further career with GEA. The intensive time together also serves to maintain networks within the GEA Group.

### First Professional Program

GEA offers high potentials with less professional experience the “First Professional Program”, which is another targeted training program. Here, high potentials are defined as employees who have been with the GEA Group for at least two years and show competences and success that enable them to gain managerial positions.

The program is a pilot project we began to prepare in 2010. In 2011, 21 participants who showed above-average performance and potential are trained in three targeted modules to further develop their competence in communication, solving conflicts, leading colleagues and managing change processes.

The participants are chosen internationally from all segments. We thereby support networking, as well as international cross-segment cooperation. The program supports young talents in their personal and professional development to create the basis for the next step in their careers.



## Best Practice GEA Farm Technologies: GEA Planning Round

The HR Planning Round was introduced at GEA Farm Technologies to ideally develop, individually support and use the talents and potential of each individual employee for the benefit of GEA.

The HR Planning Round is a structured, comprehensive personal discussion between an HR manager and a manager of GEA Farm Technologies – from the Managing Director down to the lower management levels – with respect to their employees. It serves as a forum in which all HR processes can be discussed and reflected upon, as well as proposing new initiatives.

A detailed list of questions serves as a guideline for the HR Planning Round. Managers receive it in advance to allow them to prepare for the meeting. During the talks, the presented content is discussed, for instance key positions are identified, as well as the ideal people for specific positions.

The discussion focuses both on the potential and the performance of the employees. Development targets are defined and possible individual support measures are discussed.

The HR Planning Round helps managers to sharpen their awareness of the performance and potential of individual employees. Possible influences of strategic targets or operative challenges and the resulting requirements for employees are also discussed. Together, a basis for succession planning can be developed to fill any arising vacancies sensibly and – whenever possible – internally.

The process is controlled by the HR management of the segment. Results are presented to and discussed by the Segment Board. In this way, performers and employees with potential are made visible to the highest managerial level.

Feedback from the participants to date is very positive: The managers quickly adopted the HR Planning Round as a significant element of the talent management process at GEA Farm Technologies. They appreciate them as intensive, structured discussions about employees, with which current HR themes are clearly organized and comprehensively reflected upon.

## Best Practice GEA Heat Exchangers: Team Spirit Activities



by Xu, Zheng, HR and Administration Manager, GEA Industrial Heat Exchanger Systems (China) Co., Ltd., China

We encourage team spirit and the individual development of our employees through events and programs with different focuses.

### Cultural Experiences

Experiences together outside everyday work create more intensive communication. So we organize a joint cultural trip around the middle of each year. In June 2010, we visited the Expo in Shanghai. It was very impressive to see how differently the many countries designed their pavilions. 340 employees participated and returned with the feeling of having traveled around the world together.

### End of Year Party

To strengthen the sense of community within the corporation, we organize an annual end of year party to which all employees can contribute. Their musical and artistic performances are part of the program, as well

as joint team games and the presentation of the previous year's i<sup>2</sup>m Program results. The end of year party is an eagerly awaited event that strengthens internal solidarity and mutual personal appreciation.

### Sports Activities

Sports are especially good at breaking down professional hierarchies. In the GEA Badminton Club, employees from different departments and different positions play with and against each other on the same level. In this way, we contribute to their wellbeing and provide a healthy balance to everyday work.



## Job Rotation

## Performance Management

### Job rotation within the GEA Group segments

In an effort to achieve the best possible HR and management development, the GEA Group provides its employees long-term internal careers planning according to individual requirements, which include a wide range of work experience. So the GEA Group supports international, cross-segment job rotation both for young talents and experienced managers.

In intensive collaboration, the HR management teams of the Holding and the various segments regularly view and assess all vacancies on a managerial level. These vacancies are then filled

- up to 80% by internal employees
- using knowledge from talent management and performance management.

That binds performers in the long-term, since they are constantly presented with challenging, diverse career opportunities within the corporation. The sophisticated rotation scheme is also an excellent opportunity for internal further qualification for employees.

For the corporation as a whole, it ensures flexible, sustainable HR and succession planning with an increasingly international orientation.

The GEA Group regularly assesses the performance and development of its management as part of its performance management, which is key to the Group's overall success. With the competences that are important to the corporation in mind, these measures serve to sensibly provide individual support as well as aiding forward-looking, long-term HR and succession planning.

Using standardized processes, knowledge can be gained in fields including performance and results-orientation, assertiveness, communication, leadership, reliability, the effective use of management tools and creativity.

### Permanent Management Qualification (PMQ)

Permanent Management Qualification is carried out annually on a key-people level. Managers are assessed by their relevant superiors.

PMQ provides GEA with the chance to measure the development of personal competences. The aim is the open communication of all performance requirements and thereby concrete orientation for managers, what is expected from them and how they can contribute to the success of GEA.

Individual development plans are derived from the results. They include participation in GEA Group Academy training, further training in international business

schools, individual coaching and the chance to rotate jobs internationally and across segments.

Individual development plans are derived from the results. They include participation in GEA Group Academy training, further training in international business schools, individual coaching and the chance to rotate jobs internationally and across segments.

### Management Feedback

Since 2008, the GEA Group has been carrying out the so-called Management Feedback program on a biannual basis. It involves all managers being assessed by their employees, thereby revealing managers' personal strengths and possible development potential. At the same time, collaboration in partnership between managers and employees is continually supported and improved.

Once again in 2010, a standardized anonymous questionnaire formed the basis of the management feedback. It allows the detailed assessment and classification of social and leadership skills. In subsequent feedback talks between managers, HR Development and employees, individual development measures can then be discussed. In future, Management Feedback will also enable the observation of long-term trends and development among GEA managers.

# Ideas and Improvement Management



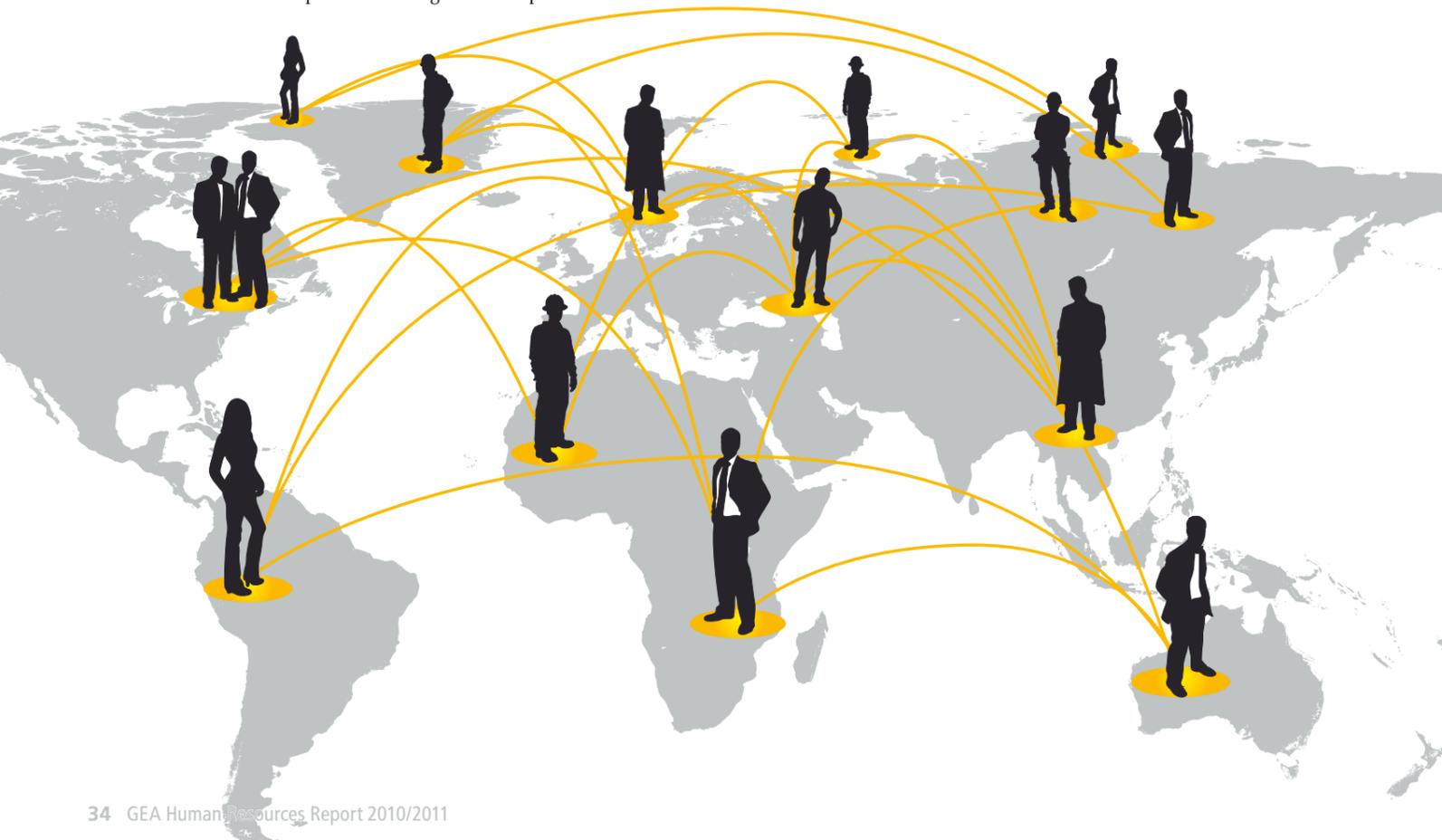
To improve our products and processes in all areas, thereby sustainably increasing the corporation's value, we invest in the experience of our employees. After all, they are the absolute specialists in their relevant fields. The GEA Group supports and uses the innovative drive of each individual through the "i<sup>2</sup>m" uniform, corporate-wide Ideas & Improvement Management program.

Employees all around the world who participate in i<sup>2</sup>m have the chance to help shape their personal working environment and thereby optimize processes or make their work easier, as well as contributing to health and safety at the workplace.

After submission, the ideas are checked by the responsible managers and experts

“In 2010, during the global ideas week, we focused on ideally using the synergy effects of the new segment structure. 2011 is all about sustainability and communicating our idea management.”

Dr. Nina Remmer, Head of Ideas and Improvement Management, GEA Group Aktiengesellschaft, Germany 2011



Idea Coordinators at the 2011 European Congress

and, if assessed positively, implemented as quickly as possible. Our employees are given cash and non-cash rewards for the savings achieved through their ideas. Each submitter also has the chance to win valuable non-cash prizes in regular draws.

All employees submitting proposals within a specific time period known as the global GEA idea weeks automatically participate in a special prize draw. The campaigns focus on a specific theme that is relevant due to current developments. So in 2010, in view of the newly introduced segment structure, we were looking at targeted proposals to foster cooperation – internally,

across the entire corporation or in customer contacts. In 2011, the aim is to sustainably use the potential in all segments and departments of a corporation that operates worldwide and is strongly networked.

The fact that we have sustainably established idea management as part of an open, innovative corporate structure is clearly shown in the fact that the GEA Group was awarded the prize for “Best Idea Management in Machine Production and Plant Construction” during the International Ideas Management Conference organized by the Zentrum Ideenmanagement (ZI) in March 2011.



GEA Refrigeration Technologies provides perfect deep-freezing technology for the highest quality ice cream production.

# Recruiting & HR Marketing



Daniel Steinkellner, Supply Chain Manager /  
Process Engineer, GEA Lyophil GmbH, GEA  
Process Engineering, Germany

# Internal HR Marketing



Internal HR marketing is especially geared toward the following principle: Satisfied employees that like their workplace and identify with the company are a decisive success factor, especially for a globally active corporation.

### GEA Movie Award

In 2010, in an effort to strengthen our sense of unity, we called upon our employees to allow colleagues from all around the world to experience their workplace. Anyone could contribute to the GEA Movie Award by entering self-made videos in the categories "How did/does GEA support my career" and "Most fascinating hotspots".

Feedback on the competition confirmed our idea. Our employees worked very hard and were obviously proud

and pleased with the results. The entered films were produced in an amusing, creative way, always expressing the core message: "I like my workplace. I enjoy working for GEA."

We have around 20,000 employees around the world. Their living and working environments can be thousands of air miles apart from their colleagues, and yet only a few minutes of video material are enough to bring them closer together – both in a team developing a film together and worldwide during the award ceremony.



# Best Practice GEA Refrigeration Technologies: HR GEARBOX



by Robert Fossen, HR Development Manager, GEA Refrigeration Technologies GmbH, Germany

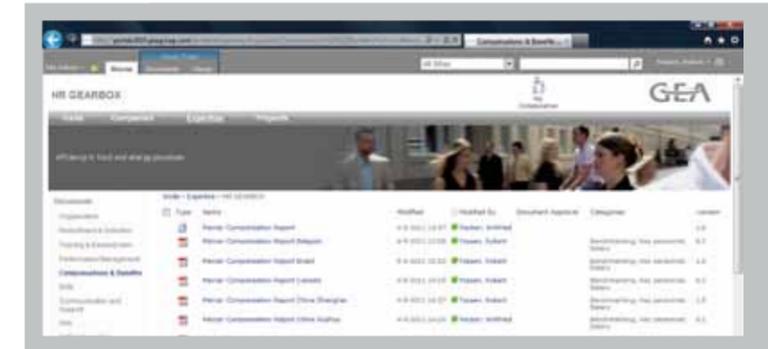
The corporate-wide Ideas & Improvement Management system i<sup>2</sup>m allows the GEA Group to consciously build on the experience and creativity of its employees. Premiums, prizes and regular prize-draws are used to motivate employees to contribute ways of optimizing working conditions and processes.

In our segment GEA Refrigeration Technologies, we have 20 HR Managers and around 3,200 employees worldwide. So we need to exchange a great deal of HR information – more than we could handle at the annual international meeting. A former colleague and I therefore had the idea of setting up a toolbox on the Intranet that would support the international collaboration in our segment: the HR GEARBOX.

Tried and trusted key HR processes can be adapted to suit each other better using the MS SharePoint application: HR Managers can use it like Wikipedia, for instance as a source of corporate information, working material and examples for practical application, as well as to optimize internal HR Marketing.

In this way, we have created a growing HR database that allows colleagues worldwide to share their know how and benefit from each other's expertise. The HR GEARBOX also allows organizational planning, provides interesting additional information and can be used for group discussions. It is excellent at enabling the transfer of knowledge and experience, thereby supporting international cooperation and standardization.

When we submitted the idea to i<sup>2</sup>m, we quickly received positive feedback. Our segment introduced the system as early as in September 2009 and GEA intends to gradually launch it in all GEA segments and departments. We encourage all GEA employees to constantly consider how to improve their workplace and submit their ideas to i<sup>2</sup>m.



# External HR Marketing



Today's students and school pupils are our employees of tomorrow. The GEA Group therefore gives them the chance to get to know the corporation and its segments or individual companies at an early stage: at university career fairs, in university cooperation projects and on the GEA-people.com HR Web site.

## GEA-people

Our future specialists should know that we regard them not only as employees, but also as part of a community. So we have introduced GEA people, an extensive concept to additionally strengthen a spirit of togetherness in our corporation.

On the GEA-people.com HR and careers Web site, users can learn about opportunities offered by the GEA

Group. At the same time, reports on individual career moves and highlights from corporate daily life reveal more about working for the corporation.

The central motif of the Web site and also the new image campaign is formed by our employees: the GEA people. They authentically symbolize what we can offer our workforce: Collegial community, space for self-development by working in individual companies, and internationalism in view of a complex corporation.

T-Shirts with a winking print express a sense of belonging within the GEA Group and also the opportunity to develop further personally. GEA people work in an atmosphere that is characterized by enthusiasm, innovation and the common will to succeed.



## University career fairs

In 2010, GEA was present at a total of eight German university career fairs to make initial contact with potential new recruits. We successfully used the concept of GEA people there as well.

For instance the fair stand only used GEA employees, who could competently inform visitors and report on working for GEA from their own experiences.

In future we will offer direct access to vacancies posted on GEA-people.com at university career fairs. That will allow us to inform visitors on actual vacancies and also increase awareness of our careers portal on the Web site.

In view of the information demanded at university career fairs in 2010, we will provide more material on the following questions in 2011:

- Which segment is seeking which specialists?
- How can I go on an internship abroad?
- How high is the recruitment percentage among foreign applicants, direct recruitments and more experienced professionals?
- What can the GEA Group offer Bachelor students with respect to the short six-week internship that is part of their university course?

## University cooperation

In addition to its presence at university trade fairs, the GEA Group has closed a framework agreement with the University of Mannheim. Each semester, the Chair for Strategic and International Management produces a practice-oriented subject that is then studied by a group of students.

The current subject is: "Demographic Change: Challenges faced by the GEA Group Human Resources Development".

Students have the chance to work on real, practice-oriented studies and to consider the GEA Group as a potential future employer following their studies.

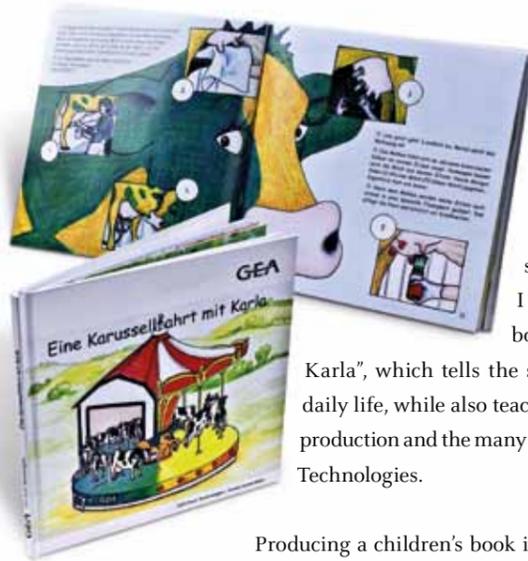
At the end of the semester, we also benefit from the well-founded solution approaches that are characterized by a sense of curiosity and the courage to take unconventional paths. Similar university cooperation is planned with other international universities – also in view of the increasing demand for young professionals. For instance initial contacts have been made in Brazil.

## Best Practice GEA Farm Technologies: Apprentices Projects

To make it more attractive as an employer, the GEA Group offers its apprentices the chance to develop and implement their own ideas: They learn to take joint responsibility in project groups even in their first year of training.

### A carousel ride with Karla

by Kevin Kischkel, Apprentice Industrial Clerk at GEA Farm Technologies GmbH, Germany



In our apprentice projects, we are allocated group tasks that we must complete during the first year of training. Together with six other apprentices, I developed the children's book "A carousel ride with Karla", which tells the story of Karla the cow's daily life, while also teaching about modern milk production and the many products from GEA Farm Technologies.

Producing a children's book is not a classic task of an Apprentice Industrial Clerk. Nevertheless, we learned a great deal for our daily work, including development, production and seeking suitable partners for the layout and printing: Everything was down to us and we had to make independent choices and decisions – the same way as we will after our training.

At the same time, the project at the start of our training was a good way of introducing us to such a large corporation as GEA Farm Technologies. The work in a team and support from our mentor, who supervised the project, showed us we were not alone and could count on each other.

We are also proud of the result: 5,000 copies have already been sold in different languages, including a Chinese version. The best part is that the profit from the book sales goes to support various social projects.

### GEA Farm Fashion

by Nadja Hagemann, Apprentice Bachelor of Arts, GEA Farm Technologies GmbH, Germany

In addition to standardized apprentice projects, it is also possible to get involved in exciting special projects. I was one of four apprentices who were jointly responsible for the pilot project called "EuroTierShop".

The GEA Farm Technologies outfits were presented for the first time at the EuroTier 2010 trade fair and sold as merchandise. When we were given the chance to organize all aspects of the shop, make a creative contribution in preparing and setting it up, and develop our own project, we jumped at it.

Everything was in our own hands, including planning the shop with the booth builders, the name "GEA Farm Fashion", the selection of items and selling them at the trade fair. In weekly team meetings with the Project Managers, we used brainstorming and exchanged ideas to develop plans of action and solve problems. Teamwork was absolutely essential.



Step by step, we managed to fulfill all the necessary tasks. And the work paid off: Our trade fair shop was well frequented and visitors reacted positively to the new developments presented at the GEA Farm Technologies stall. That encouraged us to continue working on the merchandising concept and initiate new projects.

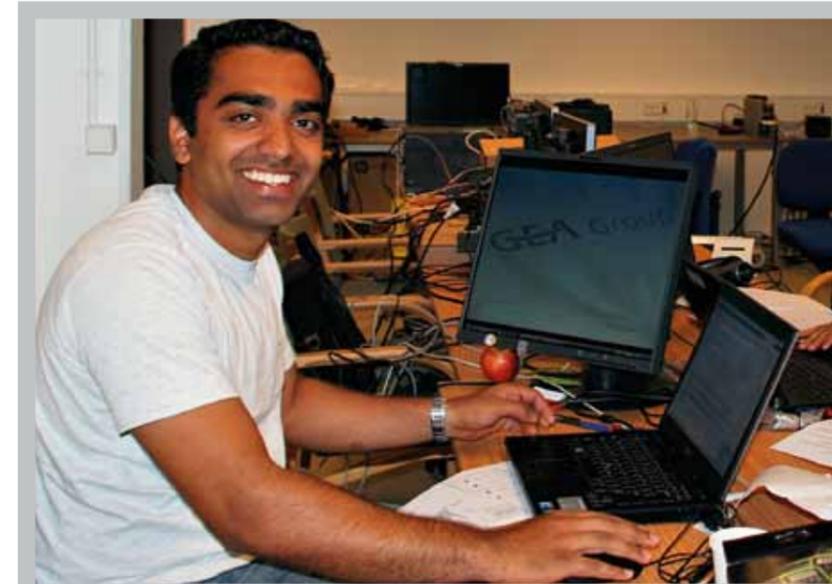
## Best Practice GEA Process Engineering: Global Engineering Unit

by Chirag Pareshbhai Patel, Process Control, GEA Process Engineering Unit India, India

The GEA Group has recognized that due to demographic change, it will become increasingly difficult to recruit qualified employees on location. It was therefore logical to found the Global Engineering Unit at GEA Process Engineering India (GPIN): Here in India, a very large number of young people are seeking work and have excellent skills – such as good English for instance.

“I enjoy traveling very much. I love to discover new countries and their people.”

I myself have been working for GPIN since 2007 and am today a Team Leader for a small group of engineers. Like my colleagues in Niro Engineering Unit, I started with a training course at the GEA Process Engineering headquarters in Copenhagen. The training lasts two or three months and for many of us, it is the first time we ever leave our home country. Often however, it is not the last. Most of the time though, I work for GEA Process Engineering A/S. in Copenhagen from the office in Vadodara, India. Like me, all my colleagues work together with businesses in a fixed partnership with one company within the segment.



Chirag Pareshbhai Patel

GEA has just built a new office building here according to European standards. Now we have excellently equipped workplaces. Normally I work online together with my Danish colleagues. But the time difference makes communication difficult. So I travel to Denmark for special projects, which makes collaboration on location much more efficient: It allows us to discuss details in a spontaneous meeting if necessary.

I also increasingly visit commissioning projects all around the world. Practical experience and personal contacts you make during those visits are essential for working here in the office. My next trip is to Russia, where a new plant is being set up.

I enjoy traveling very much. I love to discover new countries and their people. So in future, I would like to visit projects and sites in other countries even more often than I do today. Because in real life you still get a better impression of things than on paper or the computer screen.

# Best Practice GEA Heat Exchangers: Buddy Programs



Ben Hildebrandt (left) with his buddy Jason Nesselth (right). Ben is another success story. He started in 2008 as an Applications Engineer in wet cooling tower sales. We selected Jason Nesselth, Director of Projects, as a buddy for Ben so that Ben would be exposed to the issues with project execution due to Jason's extensive Project Management experience in Cooling Towers.

by Virginia Farmer,  
HR Manager, GEA Power Cooling, Inc., USA

New recruits are provided a buddy during the introductory stage of their employment. We want to create the best conditions for them to become accustomed to their new working environment – also by the targeted selection of buddies.

We therefore pay special attention that the buddy comes from a different department from the new recruit. It ensures that the first contact with GEA Power Cooling, Inc. is comprehensive and not limited to the recruit's department. Common personal interests outside of work are also important to enable private exchange between new recruits and their buddies.

The buddy program thereby helps our new colleagues to learn about all aspects of the corporation and get integrated wherever they can express themselves. It

allows us to ensure the long-term job satisfaction of our employees, even if their ultimate role was not originally planned.

The best example is a graduate from the Colorado School of Mines whom we originally recruited as a Project Engineer. However through the buddy program, he discovered an interest in a different field of work. His buddy had graduated at the same university, but worked as a Business Development Manager, and the new recruit also realized he would be more at home in that department.

Since we believe that every employee must be able to contribute according to his interests and qualities, we enabled his move to the other department. Today he is a Senior Application Engineer in Sales. Both sides, the employee and the corporation – have much to gain from such a development.





GEA Mechanical Equipment produces the right texture and consistency for instance for nail polish.

# Diversity & Opportunities



Lizelle Crafford, Human Resources Manager, GEA Refrigeration Africa (Pty) Ltd, GEA Refrigeration Technologies, South Africa

Jojo Cai, Human Resources and Admin Manager, GEA Refrigeration Technology (Suzhou) CO., Ltd, GEA Refrigeration Technologies, China

# Diversity Management



**“GEA has recognized that diversity is now a strategic success factor. Because diversity means strength.”**  
**Beate Onishi, Head of Diversity Management, GEA Group Aktiengesellschaft, Germany, 2011**

Comprehensive, sustainable diversity management is an essential element of the GEA corporate culture and a significant factor for global success: In an international environment with strong cultural and social contrasts, the diversity of a workforce supports business in all fields.

In late 2010, since so many ideas to support a diverse workforce were contributed in various GEA segments and companies, to create modern work models and achieve a good work-life balance, the GEA Board decided to integrate them into a corporate-wide diversity management program from 2011 onwards.

It aims to achieve as much diversity as possible among the workforce in all segments in terms of nationalities, gender, age, training and mobility. Why? Because heterogeneous employee groups use their potential and talents better. They work more flexibly and creatively. And each employee benefits from a tolerant, motivated working environment in which he or she is individually supported.

To achieve such diversity on all levels of employment, GEA will systematically integrate all aspects of modern work-life balance concepts into HR planning: Adapted programs and working models such as home offices, flexible part-time work, job sharing and child care are offered to employees. GEA thereby creates an attractive working environment that takes contemporary living concepts into account and allows a balance between professional and family responsibilities.

# “Because diversity means strength.”

Beate Onishi, Head of Diversity Management, GEA Group Aktiengesellschaft, Germany, 2011

In future, talented female employees will be supported more intensively in order to attract more female employees in the long term. A 20% minimum proportion of women in all support measures is an appropriate first step in that direction.

On the path to mixed leadership, the corporate-wide diversity management program also creates the conditions to reliably identify and support young managers, potentials and talents.

Finally, internal diversity also supports openness to the outside world. GEA customers thereby benefit from an actively created diversity. Customers and partners on the international market can identify with the GEA Group more strongly in this way.

All participants should therefore benefit from our comprehensive diversity management. This ensures that the results of all GEA diversity measures are regularly checked in terms of performance, potential and diversity. That includes a system of key performance indicators with which the results can be presented in a transparent way.

- Nationalities
- Gender
- Age
- Training
- Mobility

# Diversity

## Best Practice GEA Group Aktiengesellschaft: Job Sharing

*by Yvonne Kasem and Ulla Diallo, Assistants to the Head of Human Resources, GEA Group Aktiengesellschaft, Germany*

As a result of their own initiative, Yvonne Kasem and Ulla Diallo share one full-time job. Yvonne Kasem proposed the move after Ulla Diallo took her place during maternity leave. After her second child was born, she could imagine returning to a part-time job and Ulla Diallo also preferred to continue in the same position, but with shorter working hours. When they made the job-sharing proposal to their boss Michael Kämpfert, he immediately approved and supported them on all levels.

“Working together to fill one full-time job requires organization,” as both agree. It is rarely sensible to simply split the tasks in their field of work. To start with, both worked for 2 ½ days and met on Wednesday lunchtimes for a hand-over. To save time and travel costs however, they quickly switched to alternating between 2 and 3-day weeks and keeping each other informed using a protocol or a brief telephone

call: for instance what had already been initiated and what still needed doing. That means investing more time, but is part of the concept to achieve a smooth transfer. Nevertheless, sometimes there is so much to do that the switch involves instruction, which can lead to insecurities on the part of the colleague taking over. But since the advantages far outweigh the difficulties for both of them, they are more than willing to take them on: While Yvonne Kasem can cope with the dual responsibilities of the family and work, Ulla Diallo has a firm place in a trusted work environment and also has time to fulfill her own projects.

“Job-sharing works so well for us because we trust each other and know we can rely on each other,” they both explain. Since they have very similar working methods, they can jointly handle tasks without one of them having the feeling of working more or more effectively. They also appreciate the support from their colleagues, who make a special effort to communicate exactly and responsibly to prevent any information shortfall.



Ulla Diallo Yvonne Kasem

Diversity by GEA





# Responsibility & Commitment



GEA

Refrigeration Technologies provides cooling for a range of freight goods directly on board, ensuring that consumers always enjoy fresh food.

Hakan Bircan, Managing Director,  
GEA Process Engineering Turkey,  
Turkey

# HR and the Works Council in Dialogue



Collaboration between the employee and employer representatives always means compromises: The GEA Group thrives on its employee satisfaction and must equally pursue economic targets – also with the aim of growing further as an employer. Michael Kämpfert, Head of Human Resources, and the Chairman of the Corporate Works Council, Reinhold Siegers, described how to build bridges in constant dialogue.

### What is the special aspect of your work within the GEA Group?

**Siegers:** I represent the interests of the employees. To do so, I have to communicate a great deal, as well as planning and developing strategies with my colleagues. Dialogue is therefore a major part of my tasks. Another is the culture of co-determination at GEA.

**Kämpfert:** I am especially inspired by the challenge of balancing the individual operative structures, which very much resemble medium sized businesses, with the requirements of a global corporation. Handling constantly changing external underlying conditions, such as the growing market following the financial crisis, makes my job very exciting.

### How would you describe the cooperation between the employee and employer representatives from your own perspective?

**Siegers:** The constant work to balance interests on level terms while remaining target and solution oriented.

**Kämpfert:** Trust. I think it's important to work on that basis and always manage to derive pragmatic solutions from different interests.

### In 2010, you had a period of extensive restructuring. How did you work together during this period?

**Siegers:** Naturally a corporation of this size must be oriented by its customers and markets. There were however quite different opinions on how to implement that in terms of HR management. Nevertheless we went down the same path to achieve the best solutions for everyone involved.

**Kämpfert:** When we were no longer able to exclusively compensate for the poor order situation by shortening working hours, we had to resolve highly contrasting requirements by using social plans and weighing up different interests. I believe we managed that well due to extremely close cooperation and a willingness to compromise on both sides.

### With the new segment structure, you now face the challenge of establishing an appropriate Works Council structure. How are you tackling that issue?

**Kämpfert:** Merging nine divisions into five segments has produced a corporate structure that is suddenly no longer reflected in the three levels of the Works Council according to Works Council constitution law. To reduce the complexity further, we decided to set up Works Councils for each segment and thereby ideally ensure the interests of our employees.

### What challenges are involved in the take-over of the CFS Group and the Bock Group with respect to successful integration?

**Kämpfert:** Integration is achieved in different ways. The Bock Group is a small company that will be incorporated into the Refrigeration Technologies Segment and managed and integrated from there. The segments have their own structures, in which smaller business elements can be integrated with relative ease. By contrast, CFS is integrated by the Holding. To successfully achieve that, we cooperate very closely with the top managers at CFS. The main priority is integrating employees.

**Siegers:** Especially with respect to employees, we have to communicate on level terms. That also means respecting the former corporate culture of the integrated company. We at the Works Council already contacted our colleagues from the CFS Group even before the acquisition contract was even closed. That principle of openness has proved successful during integration processes.

### Could you imagine extending the existing co-determination structures in an adapted form to create a global system?

**Siegers:** In a global corporation like GEA, it is prudent to create a global representative body. That isn't very easy however, for instance because a Works Council constitution can't be implemented everywhere. Global employee representation could mean having a formal consultation and dialogue infrastructure. We already have a European Works Council consisting of delegates from countries that are not formal EU members. I imagine the same principle on a global level.

### How would you assess the connection between your tasks in the corporation and your role on the Supervisory Board? What potential do you still see?

**Kämpfert:** Naturally the role of Head of HR in combination with a place on the Supervisory Board entails a potential conflict of interests. With respect to the restructuring, I had to make decisions on the employee representative side which I later had to negotiate on the other side of the table. On the other hand, shaping dialogue with both perspectives in mind also has great potential!

**Siegers:** The fact that we are both on the Supervisory Board makes us work together in an even more intensive, compromise-oriented way. We equally communicate with shareholder representatives. On a strategic level, the personal tone on the Supervisory Board can open many doors in the corporation.

### What role do "soft factors", such as qualifications and balancing family and work responsibilities, play for you with respect to demographic change?

**Kämpfert:** Demographic development has an incredible presence in the media. It is often overlooked that there are also solutions. As of January 1, 2011, we introduced our Diversity Management scheme to find such solutions and benefit from as yet unused employee potential. For instance the shortfall in qualified workers that has developed in Germany in recent years can be partially covered by the international, cross-segment exchange of employees.

**Siegers:** Regardless of demographic developments, soft factors are becoming ever more important. The difficulty is to develop ideas that can be implemented. As well as solutions for individual cases.

### What do you expect from the future cooperation between employee and employer representatives?

**Siegers:** I think we agree that individual points could be improved. Michael Kämpfert and I need more time for discussions, also to address strategic aspects that often get overlooked on a day-to-day basis. There are also some initial ideas to develop a corporate Works Council strategy and I would be pleased to work with him in implementing that.

**Kämpfert:** Above all, I wish to maintain the mutual respect and understanding we have. In terms of content, I consider developing a corporate Works Council strategy, which could later be linked to an HR strategy, to be very sensible. If we can smoothly link that to our corporate strategy, we will have done a good job and can take on the challenge of turning the strategy into reality.



## Social Plan for the GEA Center Move

### A responsible move

In March 2011, the GEA Group Holding moved to Düsseldorf Airport City. The excellent accessibility of the new GEA Center with all of its modes of transport offered significant advantages for employees, customers and investors. The infrastructure and individual offices for all segments also significantly eased regular corporate-wide exchange between the Board and the segment management.

In future, the GEA Heat Exchangers and GEA Refrigeration Technologies segments will be pooled in the previous building complex in Bochum. The joint location enables even more efficient internal cooperation.

A corporate move always means great changes for employees. To retain as many employees as possible within the corporation, employee and employer representatives worked together to develop a balanced social plan. GEA explicitly integrated the employee representatives and local Works Council into active negotiations.

The social plan anchors various measures that reliably prevent or alleviate possible disadvantages for employees. For instance, in addition to a twelve-month employment guarantee for all employees – they included extensive help in moving home.



The new GEA Center in Düsseldorf

### The moving project

The move was a joint project by the local GEA Group Works Council and the HR, Legal, IT and PR departments, as well as GEA Real Estate GmbH, under the management of a central Project Coordinator. He organized regular roadmap dates with the GEA Board:

- Announcement of the new structure of the administration locations in June 2010
- Signature of the rent contract in Düsseldorf in September 2010
- Beginning of conversion work in the office building and signature of the social plan in October 2010
- Move in March 2011

## Principles of Social Policy

The GEA Group assumes responsibility for its employees – and its employees assume responsibility for their corporation. The Management and Supervisory Boards have fixed this basic principle in various guidelines, providing all employees binding, reliable orientation for responsible action. It ensures the protection of employees in times of economic crisis and fulfils legal and ethical standards through the employees themselves.

### Codes of Conduct

Together with the European Works Council, underlying principles of social responsibility (Codes of Conduct) were agreed upon, which define many ethical and legal standards in our corporation in a binding way.

The core statements of the Codes of Conduct are fair world trading and support for respectful behavior between all employees. GEA rejects unfair competition practices and working conditions; breaches are never tolerated. GEA achieves the greatest possible transparency by publishing the Codes of Conduct on its corporate Web site.

### Compliance and anti-corruption guidelines

Compliance has the highest priority within the GEA Group. All employees are responsible for adhering to those rules. To support and ensure each of them, the GEA Group has produced an anti-corruption guideline

with binding practice regulations. Check lists help to detect and prevent non-compliant behavior.

To apply the regulations defined in the Codes of Conduct and the supplementary compliance guidelines throughout the corporation, each operative unit and every organizational level has a nominated responsible employee who monitors compliance in his or her unit. A Chief Compliance Officer was also appointed who reports to the Management and Supervisory Boards. He receives reports from a Compliance Committee.

### Socially acceptable capacity adjustments

In times of economic difficulty, it is the task of the GEA Group to overcome such periods and secure the positions of employees in the long term. Therefore the Management Board and the Corporate Works Council have produced a manual for socially acceptable capacity adjustment, which outline to the different parties responsible alternatives to redundancies in such situations.

The partners within the corporation – the management and the Works Councils - are especially called upon to enter into constructive dialogue at an early stage. When applied in time, these guidelines ensure the best prospects for the future employment of the entire workforce.



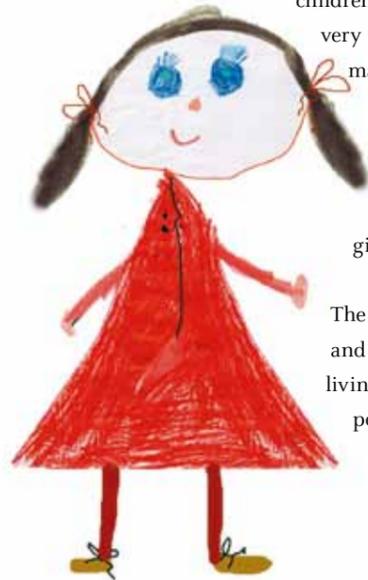
## Best Practice GEA Group Aktiengesellschaft: Gingerbread House for Children

Once again in 2010, employees from the Holding gave children at the Bochum St. Vinzenz e. V. home a very special Christmas present: a 40 cm self-made, self-decorated gingerbread house. The GEA Group supported the measure as it had the previous year with a generous cash donation of € 2,000, which was presented to the home together with the gingerbread house.



The society provides personal care for children and young people who have left their former living environment. It also supervises and supports families to provide children and young people protection and security in times of crisis, allowing them to develop personally.

The donated funds support St. Vinzenz e. V. with art projects, in which the children can develop their creative, social, language and motor skills. A three-month mask workshop for ten to twelve year-olds is planned for 2011. Last year, a sculpturing workshop was held for older youths.



## Best Practice GEA Process Engineering: Charity Events



by Louise Dyrbye, HR Department Manager, GEA Process Engineering Inc., USA

The American Cancer Society helps cancer patients and their families. To raise funds, it regularly holds events like the "Relay for Life". For many years, we have entered the race with our own GEA Team. GEA Process

Engineering Inc. covers the entrance fees and supports the team with a donation. The employees themselves also contribute donations: We mainly collect the funds on our so-called Blue Jeans Days, when our normal dress code is suspended. Anyone wishing to come to work in blue jeans and sneakers donates five dollars.

Like our Blue Jeans Days, we regularly integrate other fundraising campaigns into our daily working life, actively integrating all colleagues. So each of us can make a continuous, long-term personal contribution. Our aid goes directly to those in need. For instance we support Thanksgiving celebrations in 50 disadvantaged families by providing baskets full of food. At Christmas, the Salvation Army receives presents for children in need. We also send regular care packages to our soldiers who are separated from their families on foreign deployment.

We react to urgent emergencies as spontaneously and flexibly as possible: For instance we donated food to victims of Hurricane Katrina. After the severe earthquake in Haiti, we also sent donations from our Blue Jeans Days to the Red Cross.

We also support the organizations Habitat for Humanity and Rebuilding Together. During their free time, many of our colleagues join forces with other volunteers to build and renovate homes belonging to needy families. GEA Process Engineering Inc. supports us with cash and in-kind donations, as well as generous, flexible working arrangements.



## Best Practice GEA Heat Exchangers: Disabled Learnership Program

by Anne Calvert, HR Administrator, GEA Aircooled Systems (PTY) Ltd., South Africa

We are also a socially committed employer in South Africa – true to the principles of our Diversity Management – to improve the economic situation of people in need. Part of that commitment since 2009 has been to participate in a program to support the careers of young colored people with disabilities.



The program gives youths and young adults the chance to gain professional qualifications while earning money. The aim is to help them on the path towards economic independence.

After our instructors were trained to work with disabled people, we recruited three apprentices who – accompanied by a mentor – received a one-year apprenticeship with us. Once a week, the participants were taught theoretical know how in the basic principles

of administration and office work, which they could apply during the rest of the week in practical work. Regular quality controls ensured that the program's requirements were always fulfilled.

We are pleased that our three apprentices all successfully completed their training last year. They were awarded the national Business Administration Services certificate and received long-term employment contracts as valued colleagues in our company.



GEA Mechanical Equipment ensures maximum quality and yield in producing "liquid gold".

# Salaries & Provisions



Roya Manavi, Senior Manager Human Resources, GEA Air Treatment GmbH, GEA Heat Exchangers, Germany

# Variable Salary Systems

Regardless of the position: Motivated, performance-oriented employees that are glad to identify themselves with their employer and its aims, are the driving force behind a successful corporation. Our modern salary system in the non-tariff sector is based on that principle, taking the individual performance of the employee and the overall success of the company into account in calculating salaries.

The principle of that success and performance-oriented salary system is as follows: Payments consist of 100% fixed salaries and – depending on the contractual level – up to 60% as an additional target bonus. The target bonus itself consists of elements depending on corporate-related success and personal performance.

The first variable payment component reflects the relevant corporate success: If the business targets at the end of the business year were achieved or exceeded, managers and employees benefit directly in the relevant department. The objective calculation basis of this salary element is formed by the EBIT, the EBIT margin and the relationship between the net operative working capital and sales.

The second element of success and performance-related payments consists of a bonus depending on the achievement of personal targets set at the beginning of the business year in joint agreement with the relevant superior.

In this way, a uniform, transparent, fair system of payments is ensured, which supports both personal responsibility as an “entrepreneur within the company” and also ensures shared corporate success.

“We at GEA appreciate the performance of each employee and let everyone share in the corporate success.”

Michael Kämpfert, Head of Human Resources, GEA Group Aktiengesellschaft, 2010

## HR-Scoring

### Fair assessment model makes positions comparable

Since 2010, the GEA Group HR-Scoring system has been used as the basis with which to assess positions and functions among managers. The assessment system is based on uniform criteria both for operative managers and staff functions, making internal and international functions comparable. In this way, the “value” of a management function can be assessed with respect to the position rather than the person.

All management positions are assessed and weighted using a standardized points system according to the following factors: number of locations, risk potential, financial responsibility, number of employees in relation to the overall workforce, regional responsibility, and product or service complexity. For operative

managers, the additional factor of sales volume is included, while staff positions also include the factor of strategic significance in assessment calculations.

HR-Scoring makes positions comparable and can therefore achieve uniform titles. That means the same functions have the same titles, and the same titles have the same functions. As a result, managers can be both functionally and regionally clustered, thereby simplifying management development processes. The HR-Scoring model also ensures compatibility with external benchmarking systems, leads to greater cross-segment transparency and makes the future salary-classification assessment of positions easier in terms of internal benchmarking.



## Profit Sharing

### For Managers: GEA Performance Share Plan

Since 2006, the "GEA Performance Share Plan" (GPS-Plan) has been a long-term share-based profit share program for sub-Board level managers. The core principle is to gain our key managers as shareholders and thereby directly share the corporate success with them.

At the start of the three-year performance period, GPS participants receive approval for a defined number of "Performance Shares" if they simultaneously invest in GEA shares and retain them for the performance period. The amount paid out at the end depends on how the "Total Shareholder Value" (TSR) of GEA has developed compared to other MDAX corporations during the performance period.

In 2010, the second set of "Performance Shares" from 2007 was paid out – with a successful rate of 63.09%. The TSR of the GEA shares is significantly higher than the MDAX median. In 2010, the number of participants for the fifth set of shares that will be paid out in 2013 was accordingly high. The participation rate rose to 66% of eligible participants (compared to 60% the previous year).

### For employees: Profit Sharing

Beneath the level of key managers, all GEA employees worldwide share in the corporation's success. Depending on the corporate result, the Board decides upon bonus payments every business year, which are voluntarily paid in addition to contractually agreed salaries in recognition of the work carried out.

For the 2010 business year, special payments worth a total of € 3 million were paid out according to a fair distribution system: Depending on the average purchasing power of the relevant country, employees received between € 140, € 95 and € 50 as a one-off payment.

On special occasions, such as lengthy employment, GEA companies provide additional bonuses – in addition to those special payments – to employees as special appreciation of their commitment and performance.

## Corporate Pension Scheme



It is especially important to GEA that all employees can enjoy their well-deserved retirement. That includes financial security to afford a good quality of life.

However, demographic change, increased life expectancy and an unemployment rate that remains too high cause increasing financial problems for the state pension scheme. In order to fill the supply gap in future, private and especially corporate pension schemes play an increasingly significant role.

GEA gladly takes on this challenge and goes beyond legal requirements. For all employees, we offer an appropriately modern, high-performance pension scheme.

### For Managers: Basic level – secondary level – matching level

We offer our managers a forward-looking system of corporate pension schemes that are oriented by fixed components and success and performance-oriented parameters, like our bonus payment system.

The corporate-financed basic level of the GEA pension scheme for managers depends on the relevant fixed salary. The secondary level is also financed by the corporation and consists of a success-oriented proportion of variable payments. On the matching level, managers have the chance to top-up their pension with a fixed personal contribution, whereby GEA then contributes an additional subsidy.

### For employees: Basic level and secondary level

GEA employees beneath managerial level are also offered an attractive range of pension schemes.

In Germany, the employee-financed basic level (converted remuneration) forms the basis. Employees can choose to have part of their salary converted into pension scheme payments. GEA supports employees choosing this basic level system with a corporate-financed, performance-related additional level (employer subsidy).



Freeze-drying technology from GEA Process Engineering improves the shelf life and reduces the storage and transport costs of fruit.

# Health & Safety



Marie F. Medgy Liburd, Student  
Trainee Legal Department, GEA  
Group Aktiengesellschaft, Germany

## Comprehensive Health Provision

The all-round health consciousness of our employees is significant for the sustainable, long-term positive development of our corporation. Healthy employees simply feel better. And they are also better performers, more reliable and more motivated. That is also why the GEA Group pays great attention to healthy workplaces and actively supports its employees with various measures to maintain their health.

In special development assessment centers and with the help of external coaches, employees receive comprehensive information on the healthy effects of movement, fitness and diet. The themes of relaxation and work-life balance ensure a healthy mixture of activities.

Whenever possible and sensible, such theoretical information is supplemented by practical, clear exercises. All prevention measures are thereby oriented towards the living and working environment of the participating employees. Individual coaching is also offered, providing fitness tests and health checks.

### Cooperation with the Grönemeyer Institute

The success of the GEA Group and all of its segments is based on the competences and performance ability of the entire management. To continually and reliably ensure the well-being of these performers, we offer them a very special health service: Every three years, under 50 year-olds can use the all-round health check-up by the Grönemeyer Institute for Microtherapy. Over-50s can even benefit from the check-up every other year.

The preventive checks help to detect and treat potential health risks at an early stage, making a decisive contribution to increased quality of life.

The renowned Bochum institute offers employees an interdisciplinary health concept with comprehensive supervision and excellent service, all from one source. All checks are geared towards health requirements, possible personal risk factors and medical histories. Doctors use state of the art diagnostics and tried and trusted alternative testing methods.

### GEAktiv sports forum

Whether it is a running meeting, football or tennis – sport and exercise is healthy. Together with colleagues, sports are not only more fun, but also provide the ideal opportunity to get to know one's office neighbor from a completely different perspective.

The GEA Group has set up the GEAktiv online portal to allow all employees – even from different segments – to arrange sports activities in a simple and easy way. The GEA-wide Intranet allows anyone to find training partners for their sport or post an event. The participants use the GEAktiv forum to coordinate fixtures and places to meet.

The sports forum includes 25 different sports and the range is constantly growing. More and more employees are suggesting new sports and thereby motivating other employees.

## Best Practice GEA Refrigeration Technologies: Team Relay Race

by Ute Jerzynek, Human Resources Manager, and Christoph Meyer, Design Engineer, GEA Grasso GmbH, Germany

The Berlin 5 x 5 km TEAM Relay is one of the largest and most popular running events in Germany. Each team consists of five runners. Each runs a 5 km course through the Tiergarten park. Afterwards, the runners picnic together right beside the course.

We have participated in the running event with several corporate teams since 2006. In 2010, a total of five teams started from our Refrigeration Technologies segment. In a competitive race, our best team managed 407th place out of a total of 3,423 corporate teams.

In addition to the sporting success, the main aim is having fun, team spirit and reaching the finish line together. Only the performance of the entire team is measured, not the individual runners. GEA Grasso GmbH covers the starting fee for all GEA Refrigeration



Technologies teams. To add some fun: Every year, we receive newly designed GEA running shirts and caps – which are by now sought-after collector's items.

## Best Practice GEA Group Aktiengesellschaft: Running Days

In a gesture of unity and as a sign of solidarity with the new corporate headquarters in Düsseldorf, 32 employees have decided to take part in the famous Düsseldorf Metro Group Marathon 2011. They will be running the 42.195 km in eight relay teams – no mean feat.

To support us during preparations, the GEA Group organized the Running Days in 2010: The two-day running seminar was packed full of focused exercises and

new experiences, as well as the unique chance of getting to know colleagues from a different perspective.

A renowned sports scientist and former high-performance athlete supervised us. He had plenty of tips for us on nutrition, running techniques and ideal heart rates. Being individually supervised and supported in this way was a real motivation boost to all of us. We will now meet the challenge of the marathon together.

# Safety Management



## Safety as a success factor

Employees can only work productively and ideally use their potential in a pleasant, safe working environment. So health and safety at the workplace is an important factor for decision making in all areas of the GEA Group.

GEA has fixed the aim of providing all employees with safe working conditions in its Codes of Conduct as a supplement to other legal and ethical standards. These Codes of Conduct were agreed upon with the European Works Council and is binding across all segments. It requires all GEA Group managers to ensure the best possible health and safety conditions at every workplace worldwide. Even in locations in countries with less stringent safety laws, the higher international standards of the GEA Group apply. GEA employees are also regularly trained in first aid so anyone can help quickly and competently in an emergency.

## GEA Aid Commission

Employees who unexpectedly have an emergency – for instance through a serious accident or sudden sickness – often need fast, unbureaucratic financial support. The GEA Group has a corporate-wide agreement

with the Works Council to provide simple economic support in such cases.

Affected employees, including the families of employees who die suddenly, can contact the GEA Aid Commission. It has an annual budget of € 30,000 for such emergencies. Its five members from the Board, the Works Council and other corporate departments decide quickly and individually on every aid application.

## Major Incident Management

Incidents that are difficult to calculate, such as natural disasters and terrorist attacks, can also have extreme effects on the GEA Group. The safety, health and lives of employees may be at risk. Such issues can existentially affect individual companies, entire segments or even the overall GEA Group.

To prepare for such risks as well as possible, the GEA Group has set up a safety management system on all corporate levels: The Major Incident Manual provides every employee with clearly defined criteria for the early detection and classification of critical incidents. The manual also contains measures and detailed plans of action to quickly and appropriately react in an emergency, as well as naming contacts within the GEA Group.

## Safety management for business trips

GEA safety management also includes a comprehensive service on which all employees can rely when traveling on GEA business trips throughout the world. Comprehensive, detailed travel and safety information is provided for all regions of the world. If an employee encounters an emergency or requires help during a business trip, the GEA Group Security and Support Hotline is available 24 hours a day, offering competent

support. If necessary, each employee can receive personal security protection anywhere in the world. The Medical Support Service Hotline provides advice in the case of sickness and ensures the right medical care or transport back home.

The GEA Group also has a constantly updated database of where employees are staying worldwide. The system known as Travel Tracker allows the GEA Group to react quickly to regional crises and provide their employees with active help.

## Best Practice GEA Heat Exchangers: Award for Occupational Safety

by Richard Hebert,  
President und CEO, GEA Power Cooling Inc., USA

As in the entire GEA Group, GEA Power Cooling Inc. pays the greatest attention to maintaining the health and safety of its employees. That is why I am especially proud of the “CEOs who get it” award, which I received on behalf of our entire corporation. The US National Safety Council thereby merited our exceptional, comprehensive safety concept and our culture of safety.

Safety is the precondition for our economic success. So we have anchored it as an essential value at all levels of our corporation. We actively integrate our employees into this responsibility and demand that everyone takes the safety guidelines to heart: Safety must work instinctively.

Even the top management is integrated into the continual safety process. I myself and all members of the Board openly discuss our safety systems with managers and foremen at regular safety workshops. Negligence is a great risk in continually recurring work processes! So it is important to constantly question regulations and adjust standards.

We motivate our employees to constantly address the subject in safety training sessions oriented towards daily situations, as well as special incentive drives. Personal communication, positive feedback and an unwavering sensitization by managers and safety officials are the decisive tools of a sustainable safety policy.



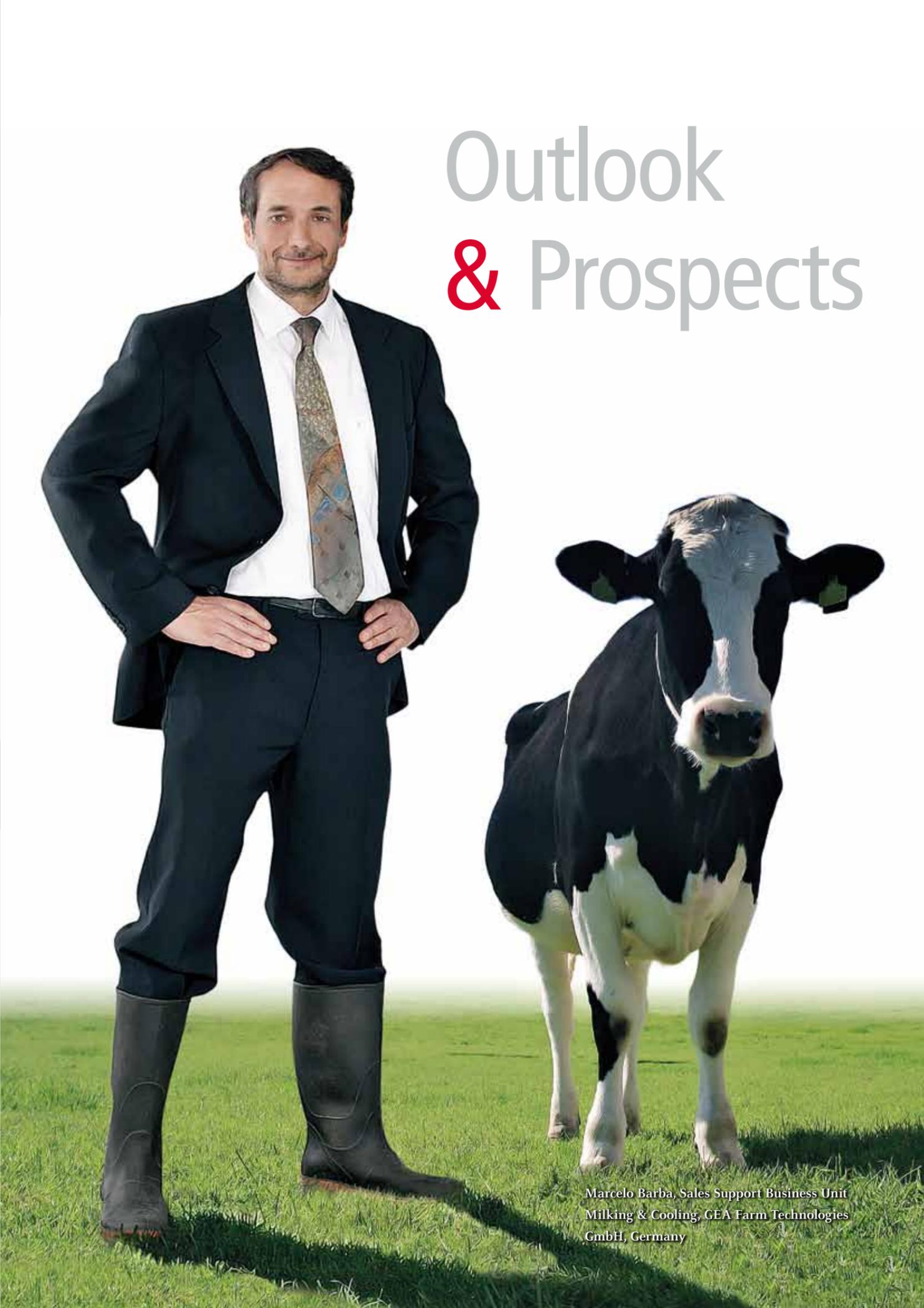
Richard Hebert

Naturally I am very pleased with the Council’s unique award. But what is even more important to me is the pleasant and safe working environment we achieve for our employees through the various measures, as well as our increased productivity and the positive customer feedback we regularly receive with respect to our safety policy.



Total  
Solutions is the competence of GEA Farm Technologies to always find the best solution for every livestock producer's needs.

# Outlook & Prospects



Marcelo Barba, Sales Support Business Unit  
Milking & Cooling, GEA Farm Technologies  
GmbH, Germany

# Outlook and Prospects



Hermann Sandel,  
Executive Vice President  
Human Resources,  
GEA Convenience-  
Food Technologies,  
The Netherlands

We want to constantly improve ourselves – and that includes HR. So we intend to fully use the existing potential in fields such as diversity management, health management, increasing employer attraction, and using online platforms and workflows. The processes involve all segments, including the new Convenience-Food Technologies segment.

## Integrating the new GEA Convenience-Food Technologies segment

In March 2011, GEA took over Convenience Food Systems, one of the most broadly positioned producers of process technology for secondary food processing and packaging (including meat, fish and cheese). Since then, the acquired company has formed our sixth segment called GEA Convenience-Food Technologies. Naturally GEA will integrate the new segment in terms of all HR and employee themes.

In view of the process of integrating the new segment, we spoke to Hermann Sandel, Executive Vice President Human Resources at GEA Convenience-Food Technologies:

**In late December 2010, it was announced that the GEA Group was taking over Convenience Food Systems. The take-over was completed in March. How did your employees react after the official announcement?**

Convenience Food Systems had been owned for almost seven years by a financial investor. During the sale process last year, all Convenience Food Systems employees hoped that the new owner would be a strategic investor.

When it became clear that Convenience Food Systems would be taken over by the GEA Group, the reaction by all of our employees around the world was extremely positive, since merging with the GEA Group was generally regarded as the best possible solution. From the perspective of Convenience Food Systems, GEA was the clear “best case”.



Twan Jans,  
Engineering and Design  
Manager, GEA Conveni-  
ence-Food Technologies,  
The Netherlands

“Great news! The new owner is not only interested in the figures, but also in people and our products.”

**What was typical for the HR work at Convenience Food Systems? What expectations do you have based on HR work at GEA?**

The “business challenge” at Convenience Food Systems during the last two or three years was above all a business turnaround, since the company had previously

encountered economic difficulties. During that period, we worked very hard to make the company profitable again and prepare it for its purchase.



Marc Verbeeten,  
Group leader Assembly  
frying and Heat treat-  
ment, GEA Convenience-  
Food Technologies,  
The Netherlands

“I have a very good feeling and believe we’ll significantly improve our working situation.”

In view of this background, HR work at Convenience Food Systems was dominated by working well with limited resources, always guided by short-term strategic goals.

Expectations – and necessities – within the Convenience-Food Technologies segment are now working more on medium and long-term HR strategic themes such as strategic HR development, support for young employees and talent management.

**From your perspective, what is important for successfully integrating the new segment into the GEA Group?**

Integration is successful when it manages to achieve positive short-term changes for the GEA Group in the following 3 fields:

1. In the field of **business development**, extending our existing customer contacts and market shares through cross-segment projects for common customers.

2. In the field of **synergy potential**: if we implement cost benefits in the field of purchases or by merging sales offices for instance, or by setting up shared service centers for all segments.

3. Last but not least, in the field of **people development**, i.e. if we manage to show as many GEA employees as possible the learning, development and career prospects across all segments.

**What opportunities do you see for HR work in the Convenience-Food Technologies segment of the GEA Group?**

We can only benefit: Our activities on the employment market will increase, since GEA has a very high awareness level. I strongly believe in the exchange of HR best practices with the GEA Holding and the HR departments in other segments, as well as the excellent program of the GEA Group Academy.

In my opinion, this will lead to even more professional HR work in our department and a stronger focus on strategic HR themes. My team and I look forward to shaping that process together with HR colleagues in the Holding and other segments.



Anke Dankers,  
Personal Assistant to  
CEO, GEA Convenience-  
Food Technologies,  
The Netherlands

“Now we can do what we’re really good at: Developing and building machines – and gaining market shares!”

# Facts & Figures



Components

from GEA Heat Exchangers  
can also enable the energy-  
efficient production of sugar  
and bioethanol.



Klaus Lingnau, Human Resources  
Development / Technical Trainer,  
GEA Westfalia Separator Group GmbH,  
GEA Mechanical Equipment, Germany

# Facts & Figures

Where are the most GEA employees based? Which segment has how many employees? How long do they work on average for our corporation? Answers to these and many more questions on all aspects of HR and social commitment are presented in tables in this chapter.

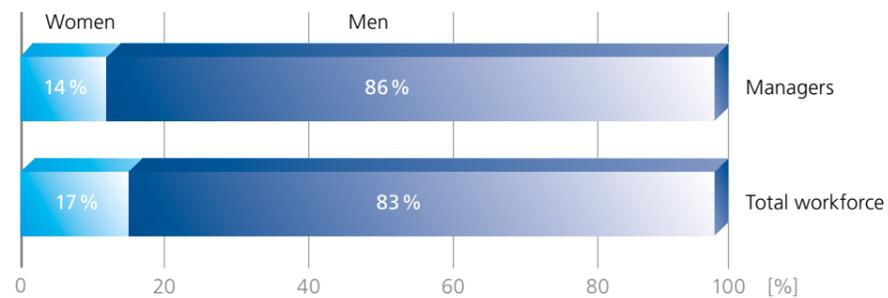
## Employees by segment

(full time equivalents excluding apprentices and suspended employment)

	December 31, 2010	December 31, 2009
GEA Farm Technologies	2,004	1,918
GEA Heat Exchangers	7,340	7,590
GEA Mechanical Equipment	3,386	3,519
GEA Process Engineering	4,563	4,545
GEA Refrigeration Technologies	2,828	2,857
<b>All segments</b>	<b>20,120</b>	<b>20,429</b>
GEA Group Aktiengesellschaft	127	120
Other subsidiaries	139	144
<b>Total</b>	<b>20,386</b>	<b>20,693</b>

## Proportion of men and women in 2010

on December 31, 2010



GEA has the declared aim of appointing key management positions from its own workforce as a priority. In 2010, that was achieved worldwide at a rate of **88 %**

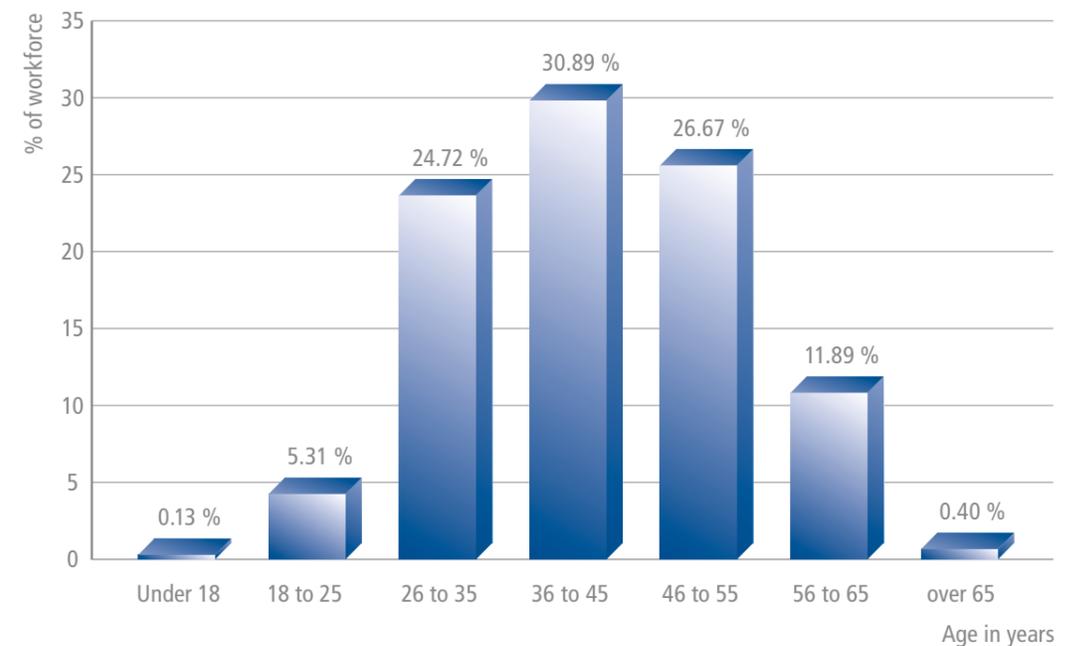
## Average age in years

on December 31, 2010

	Women	Men	Overall average
GEA Farm Technologies	43.01	42.73	42.87
GEA Heat Exchangers	40.28	40.78	40.53
GEA Mechanical Equipment	42.18	43.42	42.80
GEA Process Engineering	40.28	42.43	41.36
GEA Refrigeration Technologies	39.33	41.15	40.24
GEA Group Aktiengesellschaft	38.61	43.48	41.05
<b>Total</b>	<b>40.61</b>	<b>42.33</b>	<b>41.47</b>

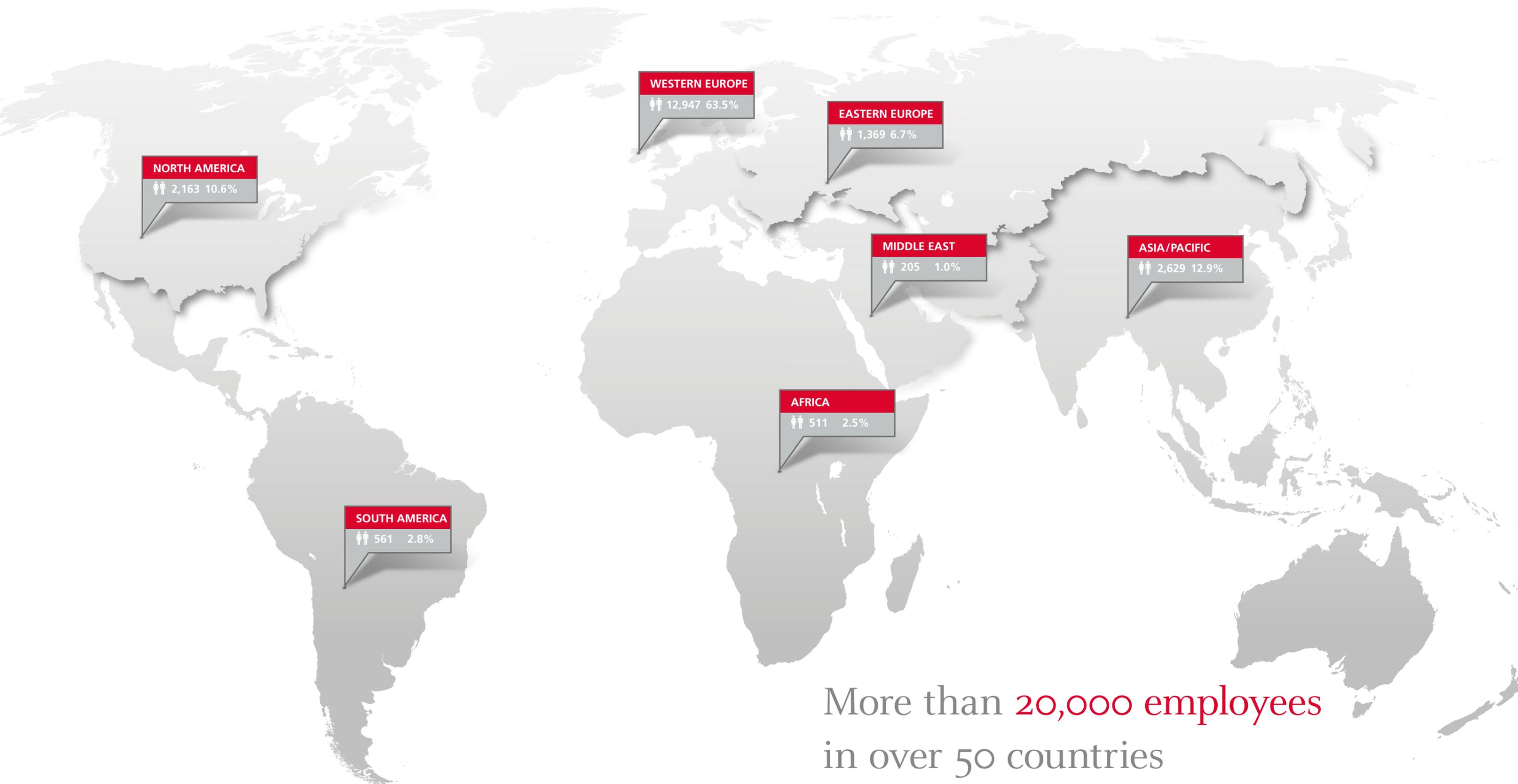
## Workforce age distribution

on December 31, 2010



# Employees by Region

on December 31, 2010



More than **20,000 employees**  
in over 50 countries  
on all continents.

# Facts & Figures

## Average period of employment in years

on December 31, 2010

	Women	Men	Overall average
GEA Farm Technologies	11.58	11.44	11.51
GEA Heat Exchangers	9.95	9.59	9.77
GEA Mechanical Equipment	15.30	16.14	15.72
GEA Process Engineering	10.16	10.98	10.57
GEA Refrigeration Technologies	8.91	10.68	9.80
GEA Group Aktiengesellschaft	6.90	8.73	7.81
<b>Total</b>	<b>10.47</b>	<b>11.26</b>	<b>10.86</b>

## Number of apprentices

in December 2010

	Apprentices
GEA Farm Technologies	58
GEA Heat Exchangers	172
GEA Mechanical Equipment	226
GEA Process Engineering	88
GEA Refrigeration Technologies	55
GEA Group Aktiengesellschaft	2
Other subsidiaries	4
<b>Total</b>	<b>605</b>

**87.5%** of apprentices were retained in employment.

## Successfully completed apprenticeships and retention in 2010

(full time equivalents)

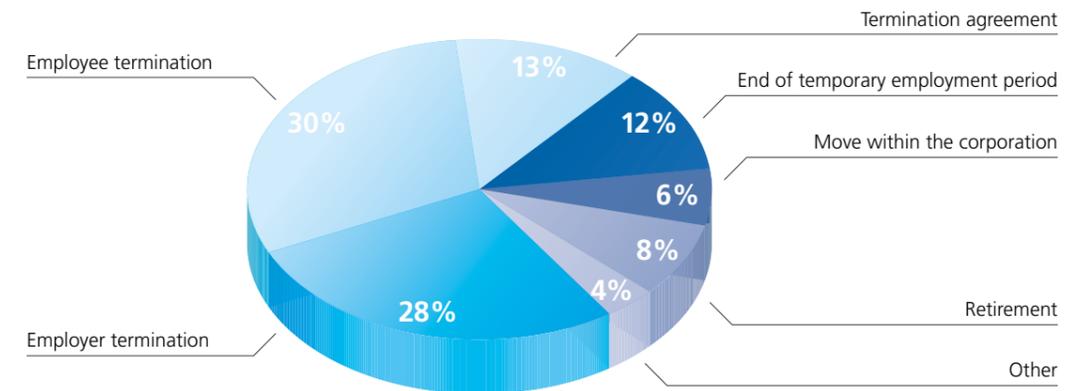
	Women	Men	Total
Successfully completed apprenticeships in 2010	34	86	120
Number of apprentices retained in employment	29	76	105

## Fluctuation – monthly development in 2010

(number of employee departures in % / average number of employment contracts)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
GEA Farm Technologies	0.1		0.1	0.1		0.1	0.1	0.1	0.1	0.1	0.1	0.1
GEA Heat Exchangers	0.1	0.1	0.3	0.2	0.2	0.2	0.2	0.3	0.1	0.2	0.3	0.2
GEA Mechanical Equipment	0.1	0.1	0.1	0.1	0.1	0.1	0.3	0.2	0.1		0.1	0.1
GEA Process Engineering			0.1		0.1			0.1		0.1		
GEA Refrigeration Technologies	0.4	0.5	0.3	0.2	0.2	0.4	0.3	0.4	0.3	0.4	0.2	0.4
GEA Group Aktiengesellschaft												
<b>Total in percent [%]</b>	<b>0.1</b>	<b>0.1</b>	<b>0.2</b>	<b>0.1</b>	<b>0.1</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.1</b>	<b>0.2</b>	<b>0.2</b>	<b>0.1</b>

## Reasons for employee departures in 2010 in percent



## Health index – monthly development in 2010

(in percent)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
GEA Farm Technologies	97.3	97.4	97.5	97.8	97.8	97.6	97.6	97.9	98.1	97.7	97.7	97.6
GEA Heat Exchangers	97.3	96.6	96.9	97.2	97.1	97.2	97.5	97.4	97.1	96.9	97	97
GEA Mechanical Equipment	96.8	96.7	96.2	96.5	97.2	96.9	96.9	97.1	97.2	96.5	96.4	96.4
GEA Process Engineering	97.9	97.6	97.7	97.9	98.3	98.2	98.2	98.6	98.1	98	97.9	98
GEA Refrigeration Technologies	97.3	97.1	97.2	97.5	97.2	97.8	97.9	97.9	97.6	97.3	97.6	96.8
GEA Group Aktiengesellschaft	99.1	98.2	98.7	98.1	98.8	98.1	98	98.2	99.4	97.7	97.7	96.8
<b>Total in percent [%]</b>	<b>97.3</b>	<b>97.0</b>	<b>97.1</b>	<b>97.3</b>	<b>97.5</b>	<b>97.5</b>	<b>97.6</b>	<b>97.8</b>	<b>97.5</b>	<b>97.2</b>	<b>97.3</b>	<b>97.2</b>

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## Forward-looking statements

This HR Report contains statements referring to the future development of the GEA Group and its subsidiaries, as well as economic and political developments. These statements are estimations based on all currently available information.

Should the underlying assumptions not apply or other risks arise, actual results may differ from those currently expected. No liability can therefore be assumed for such statements.

## Publication form:

This HR Report is available together with other information on the Internet at:  
[www.geagroup.com](http://www.geagroup.com) and [www.gea-people.com](http://www.gea-people.com)

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