

Global Commitment Workplace Flexibility



Henkel Excellence is our Passion



Foreword

The face of the world is changing – and so is the world of work!

Now more than ever, there is a pronounced focus on work-life balance in society. Forward-looking employers recognize that flexibility in the workplace enhances performance, motivation, productivity and efficiency. Various studies have shown that flexible working opportunities are a key factor in employee commitment throughout virtually all demographics in the workforce.

Competing pressures between work and private life make it difficult, at times, to manage both worlds simultaneously. Henkel understands that every individual has varying needs and circumstances. We believe the working environment should provide diverse and flexible options to help facilitate a healthy balance between career and private life and ensure a sustainable development of our people.

One of Henkel's measures to address this need is to support flexible working arrangements. Many different work arrangements are possible, provided they do not adversely impact our ability to serve our clients and achieve our business objectives. Henkel is first and foremost a business, and flexible working should allow us to perform responsibly and passionately with a focus on results, while giving us more control in managing our personal time and workload. Henkel is thus open to any type of flexible work arrangement that is in line with local laws and legislation.

This commitment is essential to sustainable business success. Our clear support of flexible working not only contributes to meeting our responsibilities, but enables us to fully realize our potential.

Work-life flexibility
is a key factor in
maintaining employee
commitment.

It's not **where** you do your work, but **how well** you do it.

It's not about just being *seen* in the office – we are focused on your performance and results. Based on this strategic approach, we are clearly committed to supporting flexible working conditions – wherever and whenever possible – that enable you to better reconcile professional and private life.

It's **NOT** about just being seen in the office.

Productivity – not attendance

What does that mean?

- It's about each individual's effectiveness
- Work is an activity, not a place
- It's about the quality of the output
- It's not about just being seen in the office

Definition of workplace flexibility

Workplace flexibility involves meeting both individual and business. For Henkel, this means changes of working time (**when**), working location (**where**) and the pattern of working (**how**) through flexible work arrangements. These changes should benefit both sides – employer and employee – and maximize productivity.

Flexible work arrangements

A flexible work arrangement (FWA) addresses unexpected and ongoing personal or family needs of the employee, including:

- Flexible **scheduling**, such as alternative work schedules and arrangements regarding overtime, predictable scheduling, as well as shift and break schedules
- Flexible **work locations**, such as working at home, at a satellite location or any other different location
- Flexibility in the **number of hours/days worked**, such as part-time work, job sharing or leave of absence

FWA addresses unexpected and ongoing personal and family needs.

Examples of flexible working arrangements

Flex-time	Within certain set limits (e.g. core time, individual or contractual arrangements), employees have modified schedules regarding when to begin and end work.
Part-time	Work is generally considered part-time when employees are contracted to work anything less than a fulltime schedule.
Job-sharing	A form of part-time work in which two (or occasionally more) people share job responsibility.
Mobile working	This permits employees to work all or part of their working week at a location other than the employer's premises.
Leave of absence	Extended periods of leave that are normally unpaid.

Charter of Workplace Flexibility

At the right time, at the right place – at work and at home!

Henkel recognizes the importance of a healthy work-life balance in achieving performance, motivation, productivity and efficiency on a lasting basis. As flexible working arrangements can play a key role in creating an ideal work-life balance, we are open to individual flexible solutions aimed at proactively shaping an employee's professional and private life. Balancing employees' private needs and the interest of Henkel remains an ongoing challenge.

We, the signatories, commit ourselves to the support of workplace flexibility at Henkel within the scope of our responsibilities. Our focus is on the results employees deliver, rather than on when and where work is carried out. We want to demonstrate commitment to our employees and to a culture of performance orientation and support the conclusion of individual workplace flexibility arrangements provided they are not detrimental to business.

With this declaration, we call on all our managers to actively take advantage of the opportunities of workplace flexibility and innovative working models in the interest of Henkel.



If you have any questions or need further information before applying for a flexible work arrangement, feel free to contact the Global Diversity & Inclusion department.



www.henkeldiversity.com



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