

Fulfill our People Strategy

Deliver our HR ambitions

Support our business

Foster our values

Schindler People Strategy
Support our business
by supporting our people

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Schindler



Support our business by supporting our people



Dear Ladies and Gentlemen,

Business success comes from the efforts of all our employees. The Schindler People Strategy sets out the critical areas that are essential for us all to focus on if we are to continue to successfully grow our business worldwide.

The People Strategy has the core Values of Schindler at its foundation as well as seven "HR Ambitions" which, when successfully executed, help us achieve our Business Strategy.

Our goal is to have a highly motivated and engaged workforce led by talented management in a work environment that is stimulating and attractive to both current and prospective employees.

The Execution Handbook provides detailed information of the various initiatives that support these Ambitions and is available for every employee so all of us can play our part.

Successfully executed, the People Strategy will ensure that past success will continue long into the future. It must be our shared Ambition to make this a reality.

Best regards,

A handwritten signature in blue ink, appearing to read 'D. Clymo', with a long horizontal line extending to the right.

David Clymo
Head of Human Resources Schindler Group
October 2013

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Schindler People Strategy

Fulfill our People Strategy

Documented in the
People Strategy Execution Handbook

Deliver our HR ambitions

Attract and retain
the best people



Foster a high
performance culture



Develop future leaders
and functional
expertise



Ensure excellent
leadership behavior



Promote open
dialogue and
communication



Create and sustain
high employee
engagement



Operate a safe,
diverse, and
sustainable work
environment

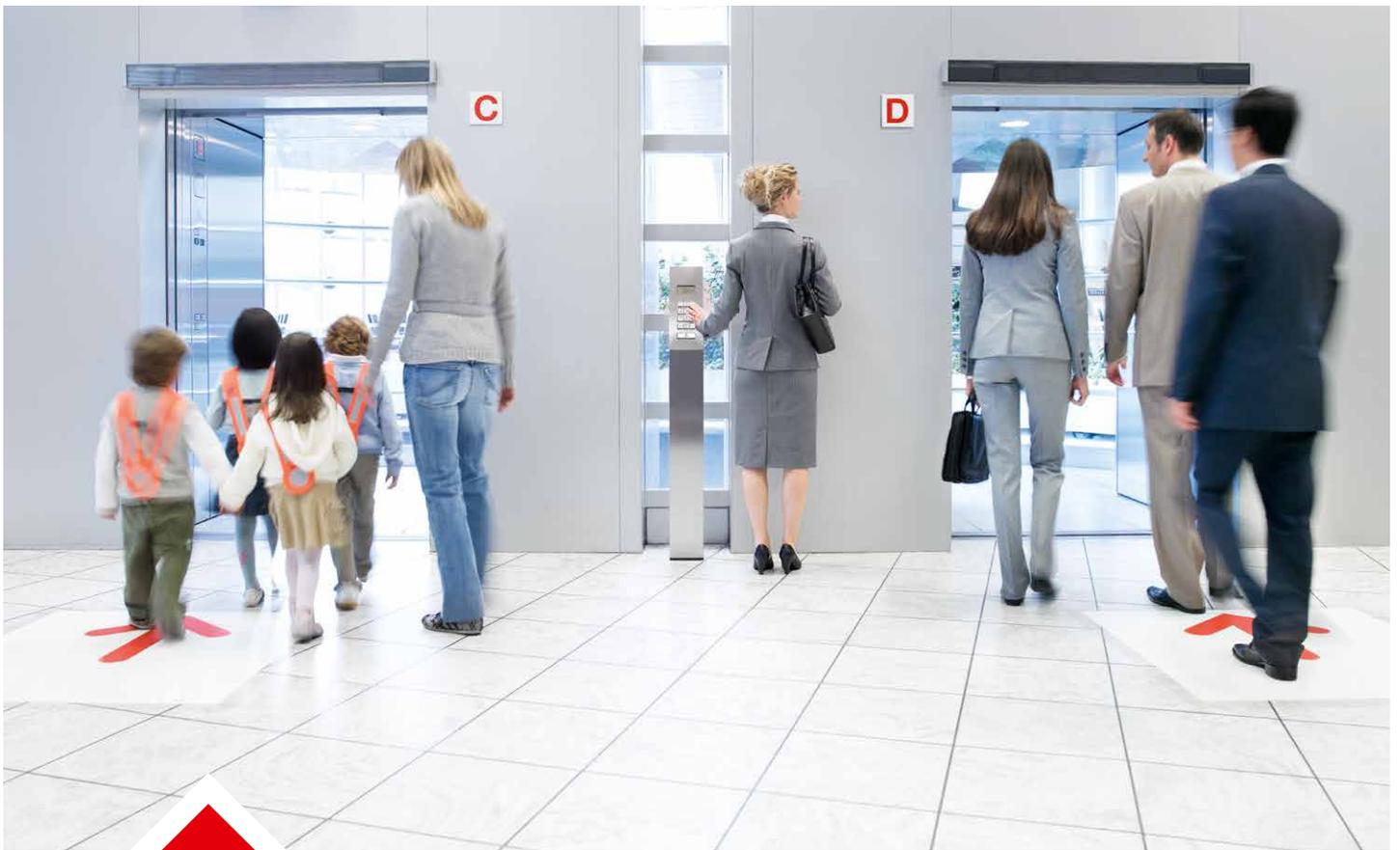


Support our business

Growth
Competitiveness

Foster our values

Safety
Create value for the customer
Commitment to people development
Quality
Integrity and trust



Foster our values

Our values describe how Schindler, as a company, and its employees behave and are the principles upon which our business relationships are based.

The Schindler values are:

Safety

Create value for the customer

Commitment to people development

Integrity and trust

Quality



Support our business

HR takes responsibility as a Business Partner to line management in supporting the delivery of the Group's business goals. HR accomplishes this through providing guidance, expertise, and efficient processes and tools that support the implementation of our Business Strategy.

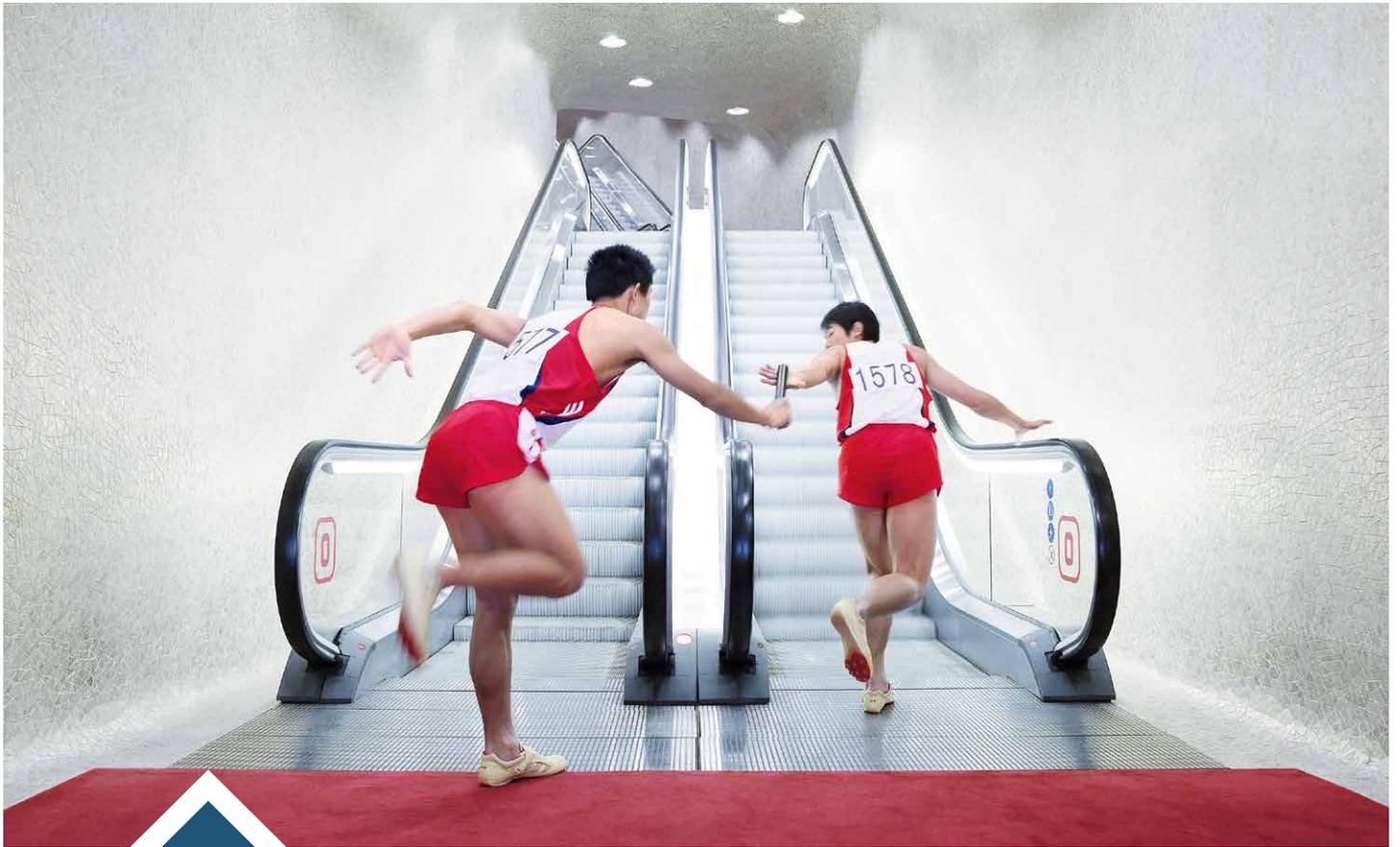
Growth and competitiveness

HR tailors its strategy and supporting actions to the needs of the specific market, always ensuring safety and compliance to the Code of Conduct.

In the growth markets of Asia, the Middle East, Africa, and South America, HR is especially focused on recruiting, retention, and high quality training and development to ensure our employees have the necessary skills to drive sustainable growth.

In the developed markets of Europe and North America, HR uses performance management and development actions to ensure our people are equipped to grow our portfolio, increase operational competitiveness and deliver excellent service quality to our customers.

In all markets, HR is focused on building high quality leadership which drives high levels of employee engagement and accountability.



Deliver our HR ambitions

HR evaluates, develops, and drives key initiatives to support the HR ambitions. These initiatives are tailored to the specific business opportunities in our markets and documented in the People Strategy Execution Handbook.



Deliver our HR ambitions



Attract and retain the best people

We adapt our recruiting strategy and channels to meet local market needs.

Local companies strive for high recognition through employer branding activities.

The Schindler Career Development Program attracts the best graduates into the Group.

We pay our people fairly and benchmark our remuneration regularly to ensure we are competitive in the local market.

We have structured and varied career opportunities and specific programs to help our employees to reach their maximum potential.



Foster a high performance culture

Aligned with our business strategy, we set annual performance targets for our employees.

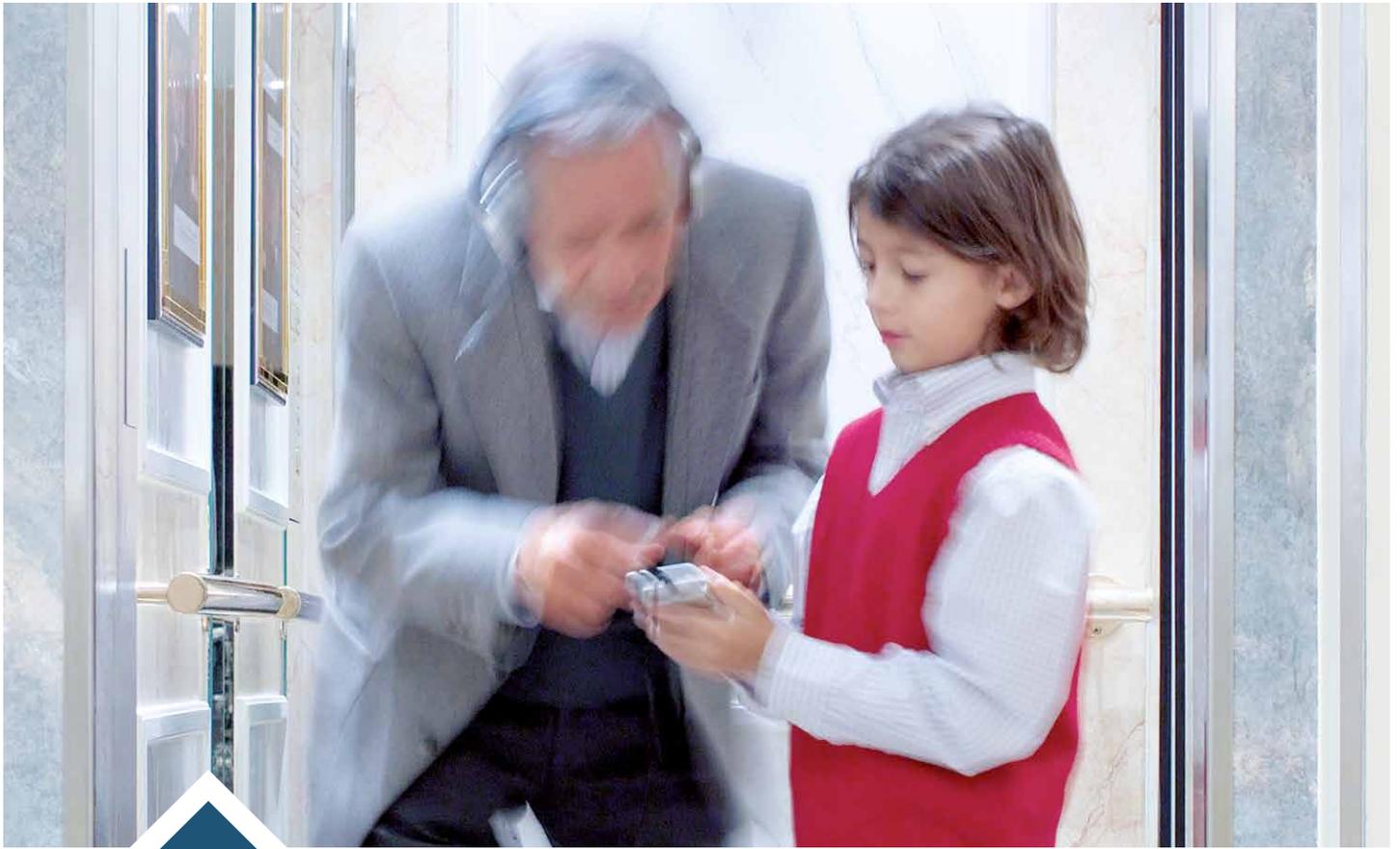
We encourage our managers to set challenging goals and reward high performance through recognition, financial incentives, and development opportunities.

We evaluate performance annually based not only on what has been achieved but also how it has been achieved.

We have a specific focus on key strategic roles in the branches where operational excellence is critical.

We expect our managers and employees to focus on value creation by continuously improving performance and service delivery to our customers.

We undertake an annual forced ranking of our leadership population to identify high performers and leaders with potential.



Deliver our HR ambitions



Develop future leaders and functional expertise

Continuous development of all employees is a Schindler Value and we expect all employees to take personal responsibility for their own development.

Our goal is to fill the majority of our leadership and expertise roles internally through development and promotion.

The Management Resource Planning process is our annual process for review of performance of current leadership as well as succession planning.

The Schindler Talent Radar process identifies and develops mid-career leaders for future senior leadership roles.

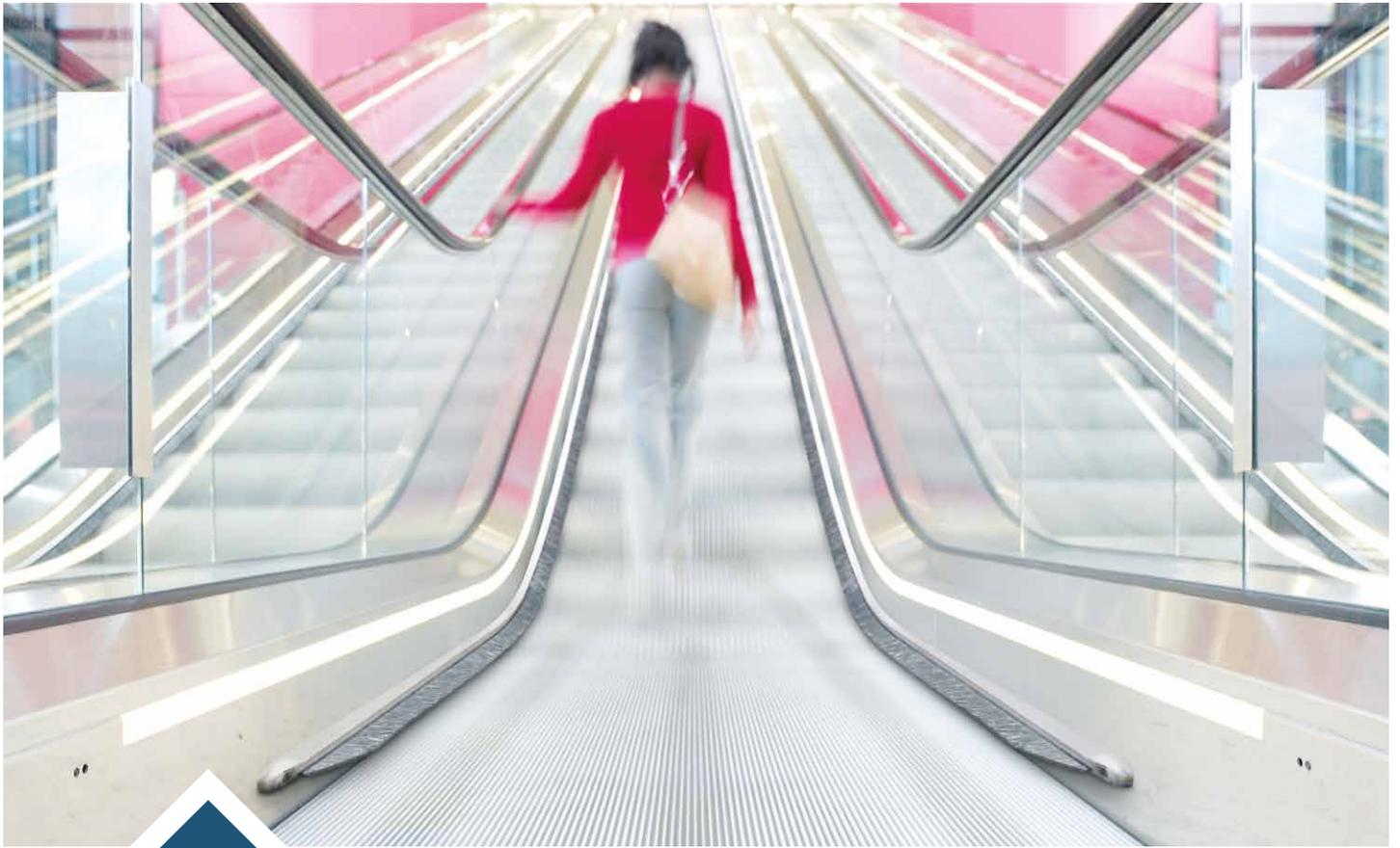
The Schindler Career Development Program provides unique opportunities for early-career leaders to grow their leadership skills.

We provide visible and flexible career paths for all employees seeking to grow their career.

Technical, business, and leadership training courses offer opportunities for all employees to develop the necessary skills for success.

Field staff certification ensures that our technicians have the skills to meet and exceed our customer expectations and needs.

We selectively provide opportunities for international assignments to transfer expertise, develop our people, and promote diversity.



Deliver our HR ambitions



Ensure excellent leadership behaviors

We expect all leaders at Schindler to create and sustain a safe work environment that is consistent with our values and supports continued business success.

The Schindler Leadership Framework describes the key behaviors which we expect from our leaders. It is the foundation for all leadership assessment, selection, and development activities.

A Leadership Development Review is conducted annually and prompts a conversation between employee and manager. Development actions for the employees to improve their leadership skills are identified and initiated.

Leadership development opportunities, such as training programs, special project assignments, international development assignments, job rotations, etc. are offered for all levels within Schindler to provide opportunities to develop leadership behaviors.



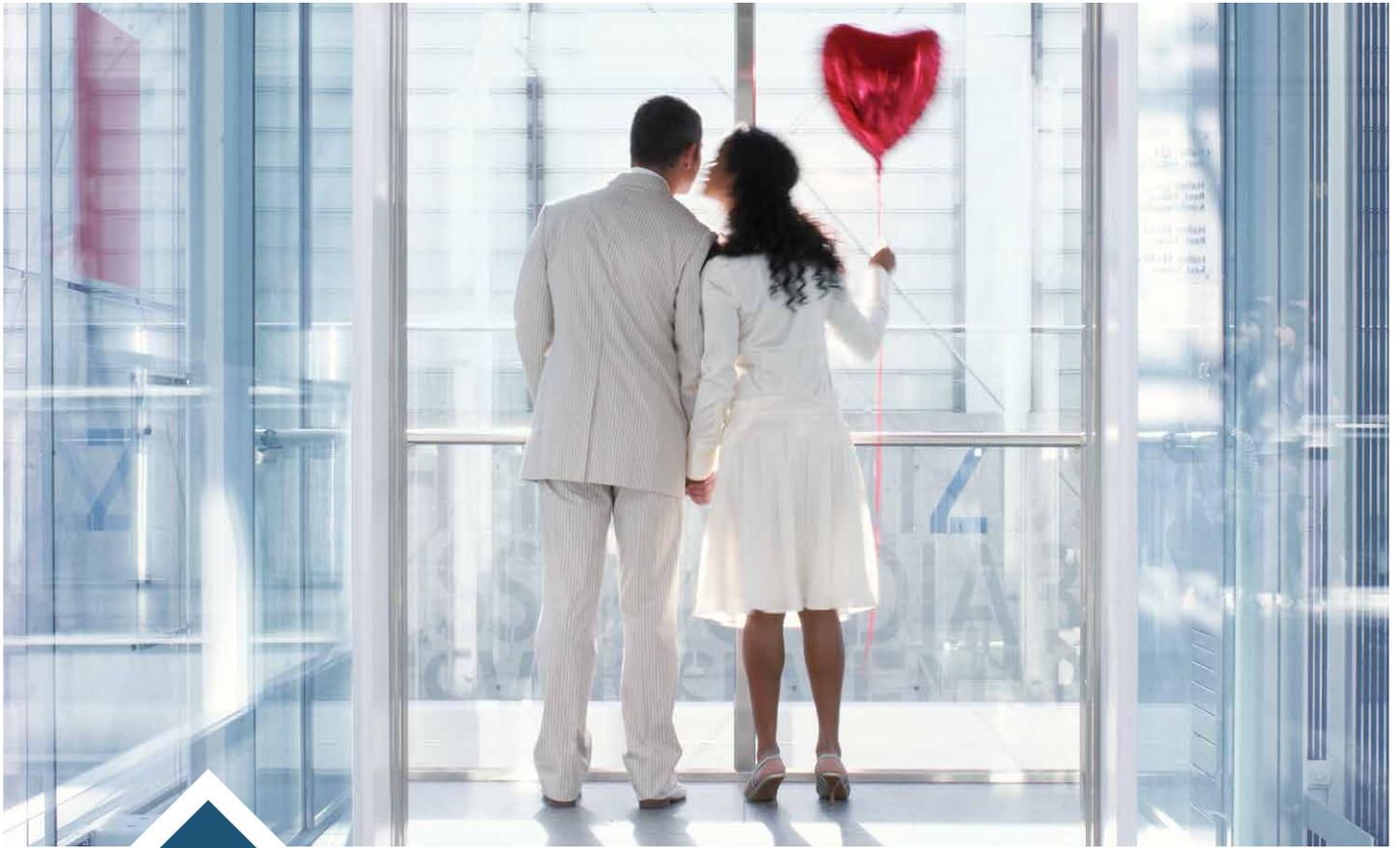
Create and sustain high employee engagement

We believe our leaders are the primary influencers of employee engagement and we expect them to build trust between company and employee.

We run surveys every two years to measure the engagement of our employees and we aim to be at the High Performing Company Norm in all countries where we operate.

Ongoing and continuous follow-up actions take place throughout the Group and all entities.

Our employee recognition programs at Group and company level are designed to celebrate value creation, both internally and externally.



Deliver our HR ambitions



Promote open dialogue and communication

Our leaders are expected to build a culture of open, two-way dialogue and communication amongst all employees, and respond to constructive feedback.

We encourage our employees to provide input and feedback.

Regular staff meetings are held to communicate business goals, strategies, and results to all employees.

Local newsletters and intranet sites provide information to employees.

Line managers are expected to have regular one-on-one meetings with each of their employees to provide feedback, discuss business issues, and development opportunities.

We foster open, sincere, and trustworthy relationships internally as well as externally with stakeholders including works councils, applicants, customers, and the general public.



Deliver our HR ambitions



Operate a safe, diverse, and sustainable work environment

Safety of our employees is a core value and is always our first priority.

Our goal is zero work-related fatalities amongst our employees.

To create and sustain a safety culture, we expect our managers to lead by example.

We drive global and local initiatives to meet our safety standards and measure our success through the Group Safety Management System.

Our Sustainability Framework sets out our ambitions in the people, environment, and economic areas.

We continuously improve the energy efficiency of our products and reduce the environmental footprint of our operations.

Equal opportunity and diversity of our workforce are key elements of our Group philosophy.

We report our sustainability performance and progress to all stakeholders.

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