

Extract from Dossier Diversity/Original Recordings and Interviews



Making The Best Teams

Anke Meier has been the Diversity Manager at Henkel for three months. In an interview with Henkel Life, she explains what diversity means for Henkel and the goals Henkel hopes to achieve with it.

? How do you define diversity for Henkel?

Meier: We want the best teams, independent of the members' age, gender, or nationality. The basic idea of diversity is anchored in Henkel's Corporate Values: We develop and foster our employees' varied talents. We value each other and have respect for each other. In this way, we create an attractive work environment for talented and motivated employees. Our mission at Diversity Management is to assemble teams consciously in such a manner so that they contribute a variety of talents, perspectives, and cultures to a better solution to a given problem. If people think the same way over and over, then nothing new can arise.

? Why is diversity so important for Henkel?

Meier: We are a global corporation with activities in more than 125 countries, and more than 50 percent of our employees work outside of Germany. We want to participate successfully in the growth of markets relevant to us. To this end, we need the best teams in the right place. Consequently, we want to be perceived as an attractive employer, internally as well as externally.

? What are your primary responsibilities?

Meier: First, I conducted a survey of Henkel's diversity activities. The transparency of structures is one of the most important components for deriving concrete recommendations for action. The Diversity Cockpit provides me with important information on personnel structures at Henkel around the world with regard to gender, age, and nationality. In addition, I have held a great number of discussions – mostly with colleagues but also with other companies that also have Diversity Management – in order to become better acquainted with the relevant issues and various approaches to diversity. Then I reviewed the various diversity activities of the Human Resources department, where several diversity topics have already been addressed. In operative terms, I will be taking over the Family & Career workgroup in Germany and I will remain in constant contact with those colleagues who are involved with health issues and demography. This provides me with vital impulses that I can exploit in a global context. My initial impression is that Henkel's diversity is recognized and appreciated by many of us but the real benefits of this important resource have not found their way into day-to-day business yet.

? What do you hope to accomplish as Diversity Manager in the medium term?

Meier: We have potential for improvement with respect to women in management positions as well as to the international character of the management teams. There has already been a positive

development with regard to women in leading positions. The proportion of women in Management Circles I to III has climbed from 20 percent in 2001 to approximately 26 percent in 2007. With this figure, Henkel is above the average for German industrial companies, but we are not satisfied with that. We have to attract more female applicants to Henkel. Women account for approximately 50 percent of the college graduates in business, for example, but we hire a lower proportion than that. The internationality of the management teams does not yet reflect the sales shares of the various regions. We analyze our age structure with the help of a so-called demography radar and are able to project future developments and derive recommendations for action from that. On the whole, we have to make sure that any obstacles that might stand in the way of career development (such as a lack of child care, care for older dependents or the medically dependent, the integration of different cultures) are removed as far as possible – expressly without any quotas. We want to give just consideration to our employees' varied lifestyles. Within the company, we want to reflect the structure of the societies, in which we are operating. This is also part of our social responsibility. Above all, the awareness has to be generated that diversity at Henkel is to our advantage and that we have to exploit it in a positive sense. Differing viewpoints, knowledge, and experiences help us to deal with challenges better and to be successful in the face of global competition over the long term.

Press-Contact:

Heike Ambaum

Corporate Communications/Human

Resources PR

Telefon: +49-211-797-2942

Telefax: +49-211-798-9208

Bettina Fischer

Corporate Communications/Online PR

Telefon: +49-211-797-7176

Telefax: +49-211-798-17176

www.henkel.de/presse

press@henkel.com

Henkel AG & Co. KGaA

Head of Corporate Communications

Ernst Primosch, Corporate Vice President