

# PEOPLE & CULTURE REPORT 2023

Let's engineer the future. Together.



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## Interview

GEA has set the stage to become an employer of choice. Find out more about the successes already achieved and the challenges ahead in an interview with the HR leadership team.

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Foreword

# SHAPING THE FUTURE WITH A STRONG TEAM



## Dear Readers,

With global challenges such as population growth and climate change continuing to rise and entire industries experiencing rapid change, companies looking to remain successful in the future are finding themselves in real need of intelligent, sustainable solutions.

This is where GEA comes in. We channel our expertise and innovative approach into helping the food, beverage, and pharmaceutical industries pave the way to the future. Did you know, for example, that around a quarter of the milk processed worldwide passes through GEA plants? That factories count on our innovations to recover energy from their production processes and cover the majority of their heating requirements? Or that GEA is a pioneer in the production of plant-based and cell-based nutrition?

Our vision is to improve not only our customers' processes, but also people's quality of life to protect future generations and contribute to a better world.

But this aim would not be possible without our 18,000 employees around the world. These people represent the beating heart of GEA and the cornerstones of our success, with every last one embracing our company's purpose 'Engineering for a better world.' Every last one working together across national borders and committed to contributing their skills. Our strong corporate culture is deeply rooted in shared values. This provides a solid framework for our inter-

actions with both each other and our customers, where our sense of responsibility, passion, integrity, and relentless pursuit of excellence drive our collaboration forward.

We know how essential it is to provide our employees with an appreciative environment in which their work aligns with their personal goals so that they can make an effective contribution to the company's success. This is why we, as the HR department, are determined to do just that.

Our aim is to attract the most talented people from around the world to join GEA, to support and inspire them throughout their development and, ultimately, to retain them in the long term. To this end, we offer our employees excellent services, a wide range of prospects, and real equality. But perhaps most importantly of all, our HR department acts as a partner to both the company as a whole and every individual employee. This is something our people can always rely on—the way we are always on hand to support them in any way they need, whether that's through one-to-one discussions, Group-wide programs, or entirely personal solutions. What better way to encourage our employees to continue their development and growth within the company?

It is all of this and more that we would like to highlight for you in this report, so get ready for an exciting insight into the world of GEA.

*„The HR team has set itself the shared goal to attract, develop, inspire and retain the best performing talents for GEA. To achieve this we actively push growth opportunities, shape leadership culture and provide you with a sustainable work environment.“*

If you're interested in learning more about our progress on this transformational journey, you're in the right place. Skip ahead to the [👉](#) interview with the HR Leadership Team, where I reflect on our initial progress, our accomplishments to date, ongoing challenges, and our goals for the future. We have also covered the many advantages of working at GEA that our employees can enjoy. Throughout the report, we outline specific benefits within our respective topics, areas, and processes as they become relevant—these are highlighted by this symbol [👉](#). You will also find out how GEA plans to become the employer of choice within the mechanical engineering industry, which is certainly an ambitious goal, but also key to our long-term success.

2023 saw us reach a number of major milestones on our journey, including yet another top employer award. Fast forward to 2024 and we even picked up the 'Top Employer Europe' seal for the first time, which not only serves to recognize our tireless efforts, but also helps to position GEA as an attractive employer. We have taken major steps towards digitalizing our HR processes and launched numer-

ous initiatives on the topic of equal opportunities and inclusion. As for our regular employee surveys, these provide us with valuable insights into exactly what our people need and show us where we can improve. In 2023 alone, we launched more than 4,000 initiatives across the company based on the survey results from the previous year.

Dear readers, our journey is far from over. We want to continue to evolve and are working on optimizing structures and processes in addition to implementing new ideas and initiatives. But if there's one thing that never changes, it's that our employees are always at the heart of what we do. After all, it's only with a strong, diverse team behind us that GEA can continue to make the world a little better, one day at a time.

All the best,

Dr. Ulrich Braig  
Chief Human Resources Officer

GEA

# ENGINEERING FOR A BETTER WORLD.





**GEA Group is one of the world's largest system providers for the food, beverage, and pharmaceutical industries, as well as for a wide range of process industries.**

Our portfolio includes an extensive range of machines and systems, complemented by sophisticated process technology, components, and comprehensive services. As a globally active enterprise, our solutions help to make production processes more sustainable and efficient around the world. This is precisely how GEA is making a major contribution toward a sustainable future in line with our corporate mission statement of 'Engineering for a better world.'

Founded in 1881 as a metal trading company, GEA now specializes in the respective core technologies of its key industries as an internationally active technology group with locations in 62 countries. The company has secured a leading position in many markets by leveraging its vast processing expertise and solutions to provide focused and responsible support to companies.

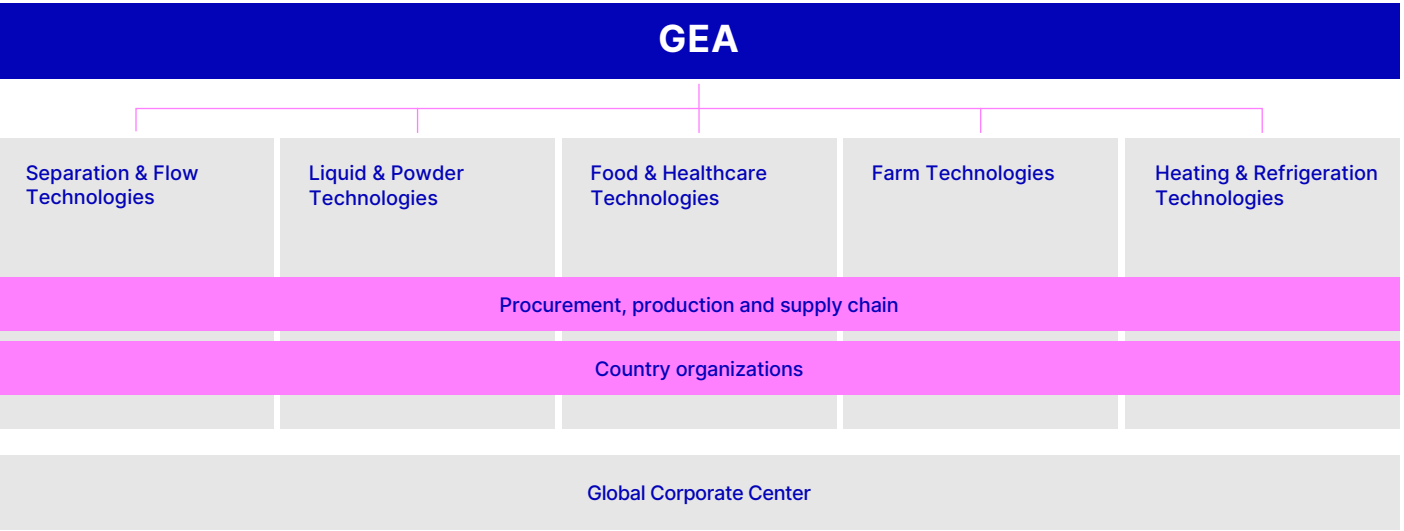
GEA firmly believes in promoting a strong culture of innovation to safeguard our technological edge for the future. To this end, experts at the GEA technology centers are continuously developing innovations and expanding the existing product portfolio in close cooperation with our customers. We also encourage cross-divisional knowledge sharing between our technology locations and establish Group-wide standards.

# Organization and structure

GEA Group is divided into five divisions that each contain up to six business units. The divisions are based on similar technologies, mostly leaders in their respective markets, and each managed by a team comprising the divisional CEO, CFO, and CSO. In terms of support, the divisions can count on central, regional, and local functions.

Customer-facing sales and local service activities are consolidated under the umbrella of country organizations. These organizations allow us to provide our customers with a central point of contact within their country, offering a comprehensive portfolio and all services on a local basis.

Central management and administrative functions, together with standardized administrative tasks, are bundled with the Global Corporate Center (GCC). The GCC performs the principal management functions for the entire Group. As for GEA's purchasing, production, and logistics activities, these are all managed by the COO (Chief Operating Officer) in a single executive board department.



# Cross-sector engineering expertise

GEA is one of the world's largest suppliers of systems and components to the food, beverage and pharmaceutical industries. The international technology group, founded in 1881, focuses on machinery and plants, as well as advanced process technology, components and comprehensive services.

GEA is listed in the German MDAX, the European STOXX® Europe 600 Index and is one of the companies that make up the DAX 50 ESG, MSCI Global Sustainability as well as the Dow Jones Sustainability World and Dow Jones Sustainability Europe Indices.



## Separation & Flow Technologies Division

### World-class components and equipment for production excellence

Separation & Flow Technologies encompass process engineering components and machines, including separators, decanters, homogenizers, valves and pumps. These technologies are at the heart of many production processes.



## Liquid & Powder Technologies Division

### Specialists in processing equipment and integrated solutions

Liquid & Powder Technologies provide processing equipment and integrated solutions for the dairy, food, new food, beverage, chemical and home & personal care industries. The portfolio includes brewing systems, liquid processing, aseptic and non-aseptic filling & packaging, concentration, fermentation, crystallization, purification, drying, powder handling & packaging as well as systems for carbon capture and emission control.





## Food & Healthcare Technologies Division

### Safe food and medicines for a growing population

Food & Healthcare Technologies provide solutions for food processing. This covers preparation, marinating and further processing of meat, poultry, seafood and vegan products, in addition to processing lines for pasta, baked goods, snacks, breakfast cereals, confectionery and pet food. GEA also offers spiral- and tunnel freezers, as well as equipment for slicing and packaging of food.



## Farm Technologies Division

### Next generation farming

Farm Technologies offer integrated customer solutions for efficient and sustainable high-quality milk production and livestock farming. This includes automatic milking and feeding systems, conventional milking solutions and digital herd management. GEA manure management solutions ensure operators have the right tools for the safe storage, application and upcycling of this important resource.



## Heating & Refrigeration Technologies Division

### Industrial heating and cooling solutions for climate-friendly production processes

Heating & Refrigeration Technologies combine extensive production process knowledge and integrated heating and cooling expertise. It provides sustainable, energy-saving solutions for customers in the food, beverage and other key industries. All offerings are supported by comprehensive digital and service platforms.

## Did you know...?



### Food

Approx. every third process line for instant coffee was installed by GEA.



### Beverage

Approx. every second liter of beer is brewed with the aid of systems and process solutions from GEA.



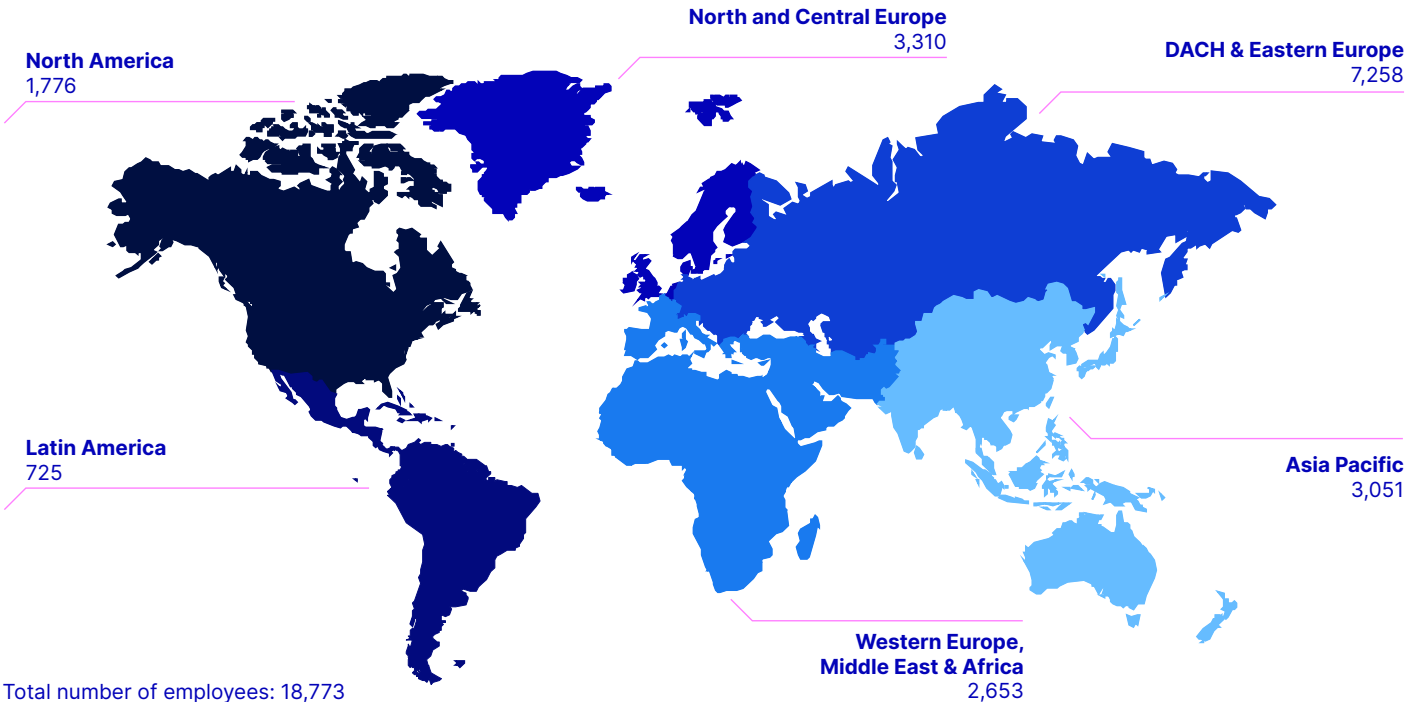
### Pharma & healthcare

Roughly every fourth liter of human blood for making plasma-derived products is processed using GEA equipment.

# Strong international presence

GEA is represented at locations in 62 countries worldwide and consistently impresses its customers with sustainable solutions for demanding production processes. Our dynamic team offers a diverse blend of skills and experiences, which is fundamental to our success and deeply ingrained in GEA's corporate culture. Our clients benefit from this expertise as well as from our global reach combined with optimal local support.

## GEA employees worldwide





# Successful and committed team

Our company would not be where it is today without the drive, performance, and expertise of our employees. With over 18,000 employees from over 100 nations, the GEA team is dedicated to making the world a better place with better technologies, better production processes, and better machinery.

As a Group with a global presence, diversity and equal opportunities are essential to our long-term success in the international contest. Everything we do is underpinned by our sense of responsibility, integrity, diversity, passion, and excellence, and it is these corporate values that keep GEA connected across national borders.

Our aim is to attract the most talented individuals from around the world, support and inspire them throughout their development, and ultimately retain them the long term. We believe we have the structures in place to make this happen. Attractive benefits, core company values, and an inclusive environment in which to work and grow make GEA a top employer in the mechanical engineering industry.

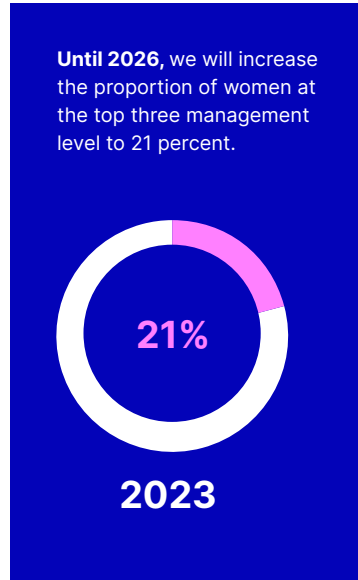
Our employees can rest assured that GEA will support them in their professional and personal development every step of the way. To this end, we provide Group-wide programs, individual development opportunities, and a motivational leadership culture to encourage our people to reach their full potential.

*“To be a good leader means to me to be able to not only manage a team but also to create an inspiring vision that motivates employees to give their best.”*

Natalie Ruppik, Director People & Talent Development

The GEA Signature for Leadership defines behavioral standards for managers and serves as a compass for effective leadership. It outlines six dimensions to describe the key attitudes and skills expected of our managers, which includes their responsibility to cultivate an environment of trust that allows all employees to act independently. A culture of cooperation and open exchange is just as integral to our management culture as a results-driven approach and the pursuit of technological leadership.

A key focus area in our diversity and inclusion efforts is the advancement of women, which includes initiatives such as a mentoring program and the development of a women's network. Our aim is to both empower and increase the visibility of women at GEA, with the target goal of raising the proportion of women in leadership positions to 21 percent by 2026.



Mission 26

# SUSTAINABLE SOLUTIONS FOR A BETTER WORLD



# Seven levers for sustainable and profitable growth

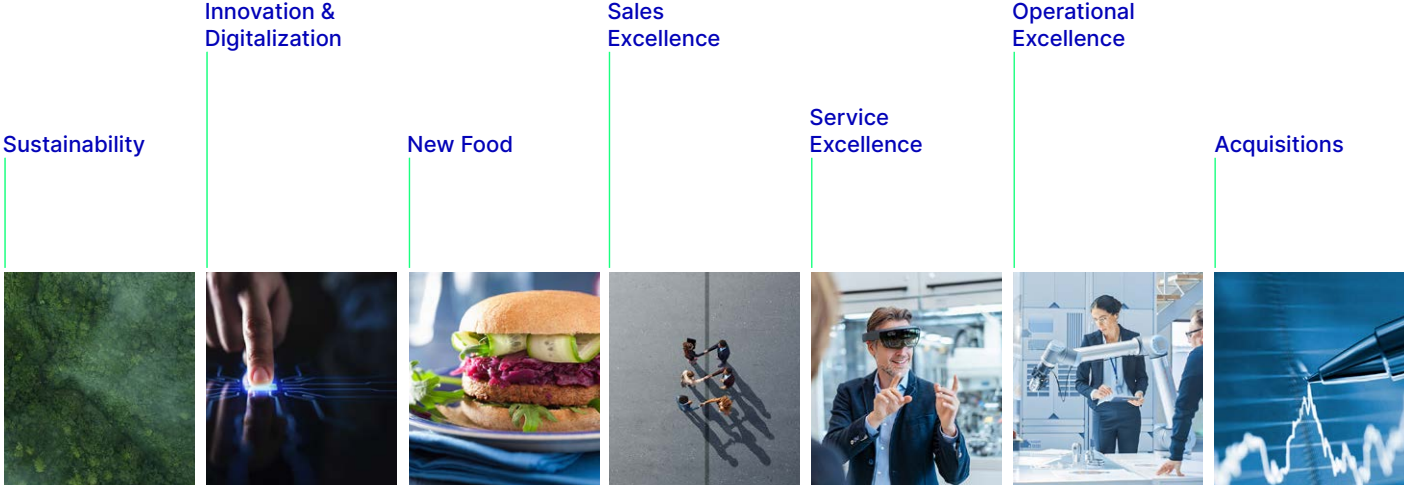
## Mission 26 Seven key levers



Mission 26 is our strategy for accelerating sustainable and profitable growth, with which GEA aims to be at the forefront of the mechanical and plant engineering industry by 2026. At the heart of the Mission 26 is our company purpose 'Engineering for a better world' along with our vision of protecting future generations through sustainable solutions for the food and pharmaceutical industries.

This is where our plan relies on seven key levers, with a focus on Sustainability, Innovation and Digitalization, New Food, Sales Excellence, Service Excellence, Operational Excellence and Acquisitions.

GEA has set itself ambitious financial targets for 2026 as part of its Mission 26 strategy. With expectations of an average organic sales increase of 4 to 6 percent per year, this should lead to Group sales of around six billion euros. The EBITDA margin before restructuring expenses is expected to rise to more than 15 percent, while the return on capital employed (ROCE) is expected to exceed 30 percent.





# Striving for success with a talented team



## 2,133

people were hired by GEA worldwide in 2023.

Our current and future corporate success is based on the skills and commitment of our more than 18,000 employees worldwide. This is why we put our people at the heart of our Mission 26 growth strategy.

Our Human Resources (HR) team is involved in each of our defined pillars. We aim to support the various divisions in achieving their goals by filling positions quickly with the best possible candidates, providing ongoing training, and retaining employees for the long term. We are also actively looking out for new talent to join our team.

Through Mission 26, we are striving to position GEA as an employer of choice in the mechanical and plant engineering industry. This is why it is essential for us to have effective HR management strategies in place to create a lasting impact.

# Guideline: The GEA HR strategy

The GEA HR strategy has been defined based on the corporate strategy and in accordance with the ESG guidelines, which specify targets in the areas of environmental, social, and responsible corporate governance. This serves as a guideline for our work, contributes to company objectives, and also takes into account both employee needs and current job market developments.

Our aim is to deliver exceptional HR products and solutions to all employees while serving as a reliable partner for operational functions. This is where HR sees itself as a real catalyst that makes a tangible contribution to the company's success. Aligned with the three strategic pillars of 'Internal customers', 'Organization,' and 'Culture,' we strive to be a role model for excellence and leadership, create a sustainable working environment, shape our management culture, and tap into opportunities for growth. We firmly believe that this is what will allow GEA to attract, develop, inspire, and retain the very best talent.

Five focus topics were defined in 2023 to support the corporate strategy:



#### Succession planning:

Strategic succession planning is used to determine requirements and ensure that key positions within the Group are filled with suitable internal candidates. Annual ② leadership reviews are held to help identify promising talent, while our effective ② manager development programs (for talent and high-potential development) are designed to promote individual career development and lay the foundations for succession planning.



#### Commitment & employee retention:

Fostering a culture of open dialogue is an excellent way to improve employee retention and satisfaction. We also evaluate the results of ② surveys on defined focus topics and take these into account when making decisions. A systematic approach to job grading and benchmarking ensures our salaries are in line with market standards, while prioritizing ② diversity, inclusion, and equal opportunities as integral components of our corporate culture promotes employee engagement, creativity, and innovation.



#### Performance Management:

The ② Perform & Grow process creates an open dialogue between employees and managers so that we can establish expectations and goals for driving personal growth and maximizing potential. In addition to offering attractive incentive systems to boost employee motivation, we also review salaries and fringe benefits annually based on market trends, company results, and individual performances.



#### Employee recruitment:

Our fast and efficient ② talent acquisition processes are designed to make it as easy as possible for us to attract the best talent to GEA. We adopt a systematic approach to define recruiting requirements in terms of quantity, regions, and skills, and our consistently authentic ② employer branding strategy serves to capture market attention and position GEA as an attractive employer.



#### Employee development:

Our standardized onboarding process facilitates the seamless integration of new employees and ensures they hit the ground running. The skills and abilities of all employees are developed through a wide range of training and development opportunities and are adapted to meet changing requirements. Our competency gap analysis provides crucial information regarding required skill sets, while our strategic ② manager development programs allow us to press ahead with the objectives from our corporate strategy.





# Successful recruitment: Attracting the best talent

Meeting the ambitious growth targets of Mission 26 calls for a systematic expansion of our employees, which is why global recruitment represents a core area of HR policy. Our aim here is to win the global competition for the best talent against the backdrop of a growing shortage of skilled workers.

With this in mind, we introduced a number of key measures in 2023. One of these measures was to reorganize our ② Talent acquisition team to streamline the way we approach prospective candidates. Another was to ramp up our use of the active sourcing method, which involves directly approaching suitable talent within the job market. We also actively expanded our ⑦ employer branding division to reinforce GEA's strong reputation as an employer.

As an example of the contribution that HR makes to achieving the objectives within the seven levers of Mission 26, we will now be looking at the topics of 'Sustainability' and 'Service excellence.'

# Sustainability: Positioning GEA as an attractive employer

One of GEA's key objectives is to become an employer of choice in the mechanical engineering industry. This is a key area of action within the sustainability strategy and covers various aspects.

By 2026, we want to increase our <sup>②</sup> diversity and equal opportunities, create a fully inclusive working environment, and attract and develop a wide range of talent. Mission 26 aims to increase the proportion of women in the top three management levels to 21% by 2026. To this end, we have already created a mentoring program for women and a company-wide women's network with 'Lean In circles' focusing on various key topics to encourage our female employees to take on management positions.

GEA regularly conducts a group-wide <sup>⑦</sup> employee survey, which is designed to promote a culture of dialogue and exchange, actively involve the employees in the company's development, and generate feedback for targeted improvements. The aim is for at least 80 percent of employees to recommend GEA as a good place to work in the survey by 2026.

We also want 80 percent of the vacancies at all management levels to be filled with internal candidates by 2026. Talent pools are instrumental in supporting the targeted development of junior staff and make a significant contribution to internal appointments. By 2026, we aim to create an international talent pool to further strengthen diversity on all management levels.



As part of our efforts to support managers in achieving the targets of Mission 26, we carried out a major awareness program for the Top Leadership Team at the beginning of 2023. The IMD Program promotes exchange and cooperation within management and strengthens the skills needed to implement the corporate strategy—all of which are essential for driving the transformation process forward.

# Service excellence: Supporting growth

Our HR team plays an active role in supporting the expansion of especially profitable divisions and sites by focusing on operational service operations. Regular platform calls are held with the business departments to analyze requirements in the divisions and locations and define various measures to support growth, some of which are outlined below. Staffing for the service area is our top priority. The HR team has special guidelines and templates in place to help them find the <sup>②</sup> right employees for each service business. Innovative approaches, such as active sourcing and global talent pools for service-related roles, make it possible to effectively narrow down the job market and pinpoint ideal candidates more quickly.

With regard to our <sup>②</sup> employer branding activities, we are now honing right in on service functions. Our marketing measures across various channels are designed to reach potential candidates in their everyday lives via posters, digital advertising, and job fairs.

Promoting <sup>②</sup> employee retention is key to mitigating turnover in the service sector, particularly early turnover within the first two years. We are aware that travel could potentially be experienced as a negative factor in this regard, which is why we are focusing on this area in particular and making sure to discuss it both when selecting employees and during the onboarding process.

Needs-based <sup>②</sup> qualification measures and certifications ensure that service employees have the skills they need to carry out their work. We also actively promote targeted leadership development as an integral component of our medium and long-term succession planning initiatives.



Interview

# SETTING THE STAGE TO BECOME AN EMPLOYER OF CHOICE





# Interview with...



**Dr. Ulrich Braig**  
Chief Human  
Resources Officer



**Cindy Benzing**  
Vice President  
HR Center of Expertise



**Daniel Schmitt**  
Vice President  
HR Operations



**Stefan Broens**  
Vice President  
HR Business Partner Global

## **2023 was a successful year all round for GEA, but what were your personal highlights?**

**Cindy Benzing:** A highlight for me was definitely the reorganization of the Talent Acquisition department, which handles our recruitment of new employees. This has brought us closer to the countries in which we operate and, by extension, to the HR Business Partner setup. We have also made great progress in terms of employer branding. GEA was recognized by the Top Employers Institute as one of the best employers in Germany, Poland, and Spain once again, with Belgium and Portugal added to the list for the first time in 2024. Now certified in five different European countries, GEA has been awarded its first ever 'Top Employer Europe' seal, making it one of the lead-

ing employers in Europe. This has helped us raise our profile further still and strengthen our employer branding considerably. From an internal perspective, the analyses we performed in 2023 allowed us to optimize the benefits for our employees in many countries. We also succeeded in continuing with the roll-out of our Perform & Grow process to promote employee dialogue, with almost all locations in all countries now involved.

## **It's certainly been an eventful time. Has the reorganization of the Talent Acquisition department had a significant impact on your year, Stefan?**

**Stefan Broens:** Yes, very much so, because the establishment of new structures always has a major

impact on the HR Business Partner Team. Over the past year, we have not only strengthened our local presence in a bid to attract employees, managers, and potential candidates, but also managed to standardize our processes. This paves the way for us to implement further measures. All employees and managers should be supported in the same way by our Business Partners, no matter whether they represent a division, region, country, or other team of GEA. Our past approach was to have different teams that focused on their own areas, but the new setup has allowed us to pool all skill sets together into a single team. This new way of collaboration is already working very well and lays a solid foundation for the years to come.

## **Another major pillar within HR is HR operations. What are you and your team proud of, Daniel?**

**Daniel Schmitt:** In addition to setting up a new HR service location in Colombia for our employees in North and Latin America, which allows us to work in the same time zone and brings us even closer to our employees, we are also particularly proud of our digitalization activities. At the beginning of 2023, we completed a comprehensive overhaul of the employee portal, which is now much more user friendly. We have also launched a number of initiatives relating to the mobile use of our core HR systems, including an app for our employee management system that provides employees with access to our classic core processes via mobile GEA devices.

Looking at Germany in particular, we have seen the implementation of electronic personnel files along with the digitalization of various processes. All these steps and more have allowed us to become significantly more digital in 2023.

**Dr. Ulrich, GEA has changed considerably in recent years and that includes the HR department. What prompted the company to launch this transformation process in 2015?**

Dr. Ulrich Braig: GEA was still a decentralized company with many independent divisions back then, which made it difficult to create synergies and achieve uniform growth. It was clear that something needed to change, and so the transformation process was initiated in 2015 in two key phases. The first organizational change involved creating a central HR team to cover the entire Group. Under the current organizational structure, the HR setup has evolved once again in 2020 and is now aligned with our current matrix structure. Our aim here has always been to take into account the specific needs of our employees across the divisions and regions. At the same time, we want to capitalize on collaborative opportunities and achieve excellent results by working together across the Group.

**What challenges have we faced along the way?**

Dr. Ulrich Braig: One of the challenges stems from the complex organizational structure within GEA, which is particularly diverse in terms of processes and maturity levels. HR employees have also had to transition into new roles, balancing their direct responsibility for a department or division with the overarching concerns of a global organization—potentially resulting in greater coordination efforts.

Our primary focus here is to reconcile local needs with the demands of global management. The changes we have implemented are incredibly extensive and complex, covering organizational and HR IT infrastructure, management development, talent acquisition, and recruitment for completely new subject areas. In some cases, we still have some way to go, but we know how important these changes are when it comes to opening up new doors and opportunities.

**What is the situation with the HR division today?**

Dr. Ulrich Braig: We have done a lot of groundwork in recent years and laid the foundations to become the employer of choice in the mechanical engineering industry. Our focus now is on consolidating and strategically developing the HR division— we want to amalgamate everything we have introduced and start integrating this into our regular operations. We are also focusing on strategically positioning GEA to compete for the best talent, in addition to promoting a high-performance culture within the company.

**Looking now at the year ahead, the shortage of skilled workers remains a major issue in the mechanical engineering industry. How does GEA plan to attract the best candidates in such a competitive job market?**

Stefan Broens: By being an attractive employer. Potential employees in our industry are looking for companies that are constantly evolving, always trying new things, and generally being pioneers in their field. This is what gets people saying, “Hey, I want to be part of this! They have great, sustainable products and they are doing something we haven’t seen before.” It’s also crucial for GEA to grow profitably, drive sustainability. Clear technological expertise

and economic success are pivotal factors in attracting the best possible talent. The candidate journey is another major factor, as we want to make applicants feel at ease from the initial point of contact until they sign their contract—and, of course, beyond.

**How do you go about reaching potential candidates?**

Stefan Broens: We have a wide range of initiatives and campaigns in place. I particularly like our referral program, which encourages our current employees to look out for the next GEA engineer or service technician in their area. After all, they are often best placed to know who would fit in well with us and can recommend the company based on their own experience. It also goes without saying that we actively approach suitable candidates and build up our own talent pools through active sourcing. We have already achieved real success with this approach and have filled many critical positions in the service area in particular. Around 10 percent of all vacancies are already filled by our active sourcing approach or our referral program.

**It is also crucial for companies to keep hold of their employees. What is GEA's approach in this regard?**

Stefan Broens: We offer excellent development opportunities for all our employees. Our Perform & Grow process allows them to sit down with their manager and take a closer look at areas such as how they can develop further and where potential opportunities might be available. The sheer diversity at GEA opens up a whole world of possibilities, whether that’s within your own department, a different team, a different country, or even in a completely different role. We want to showcase the full spectrum of what is possible and highlight that our employees do not have to move to another company for their career development. Diversity and inclusion are also crucial. As an employer, we aim to be there for everyone and offer all employees the same opportunities. This is firmly anchored in our corporate culture.

*“As part of our ambitious growth strategy, fostering the development of our employees is paramount.”*

Cindy Benzing, Vice President HR Center of Expertise

*“At GEA we are prioritizing creating an open and culture and offer all employees the same opportunities.”*

Stefan Broens, Vice President HR Business Partner Global

**18,000 employees across 62 countries from more than 100 nations. How does the management go about turning such diverse people into a team, and what is the significance of the corporate structure as a matrix organization in this regard?**

Cindy Benzing: The GEA culture also plays a central role here. Our corporate values create a sense of togetherness and unite our employees across all divisions, countries, nationalities, and languages. What we see in our day-to-day work and also in our internal surveys is that our employees are proud to be part of the GEA team and want to contribute to achieving our goals together. The clear focus on our Mission 26 corporate strategy, which is communicated regularly and forms the basis of all of our targets, is also important. This establishes the framework for getting all employees involved. Our bonus system rewards shared success and this is also highlighted in the annual review: Every individual makes a contribution, but the overall result is also important. In our Signature for Leadership guidelines for managers, we also deal specifically with working in a matrix organization where active communication and network-based working are encouraged. Our high potentials, for example, which is what we call

our junior managers at GEA, are currently working together across divisions and countries on an artificial intelligence project. This helps us to adopt different perspectives and strengthen cooperation within the company.

**Digitalization is a major pillar for GEA to achieve the goals of Mission 26 and accelerate sustainable, profitable growth. How is HR involved in this?**

Daniel Schmitt: In a number of ways. First of all, we are directly involved, as digitalization allows us as an HR department to handle our own processes much more efficiently. Then secondly—and more importantly—we can channel this into helping our employees and managers to become faster in their processes. This means that the better we support our internal customers by deploying the right specialists in the right place, the faster they can concentrate on their own issues and be successful in their respective business areas. The third point is a cultural issue: GEA is a technology company that is synonymous with sustainability and progress, so it is important that our employees also experience digitalization in their day-to-day work as an integral cultural component of our company.

**New sustainability reporting guidelines place higher demands on the quality and comparability of non-financial information. What are the practical implications of this for HR?**

Daniel Schmitt: Data management has always been a core HR topic. Yes, we collect all relevant data in order to comply with legal requirements, but it also allows us to make informed decisions as a company. Our current focus is on data quality. The ability to count on a high level of data reliability is essential to being able to work accurately with information and initiate the right processes. To this end, we implemented the topic of data governance as a major project last year. After data quality comes data usage, which is where we look at how to bring all the data together and make it available in the context of sustainability so that we can draw the right conclusions and enhance our decision-making. This is very much a pivotal task. If you think of it in terms of talent acquisition, for example, it is impossible to establish an overall picture without bringing together a wide variety of data points.

**Looking to the future, what are GEA's goals going forward, and what contribution will HR make to the company's success?**

Dr. Ulrich Braig: Our Mission 26 strategy sets out our goals as significant growth by 2026 combined with a clear expectation of profitability. To this end, we have already launched a large number of initiatives and measures across the Group. As an HR department, we contribute both directly and indirectly to achieving our goals: On the one hand, we have our own objectives as part of Mission 26, and on the other, we are involved in all strategic areas of activity. We support the various areas individually or as required over the course of the project or initiative. Everything hinges massively on having the right people in place, which is why the main challenge for GEA—as it is for any other company—is to find and attract the right employees and managers at the right time. To this end, we foster an environment that offers employees excellent prospects for personal and professional development. After all, I am convinced that this is what encourages employees to stick with GEA in the long term and really give their all, which paves the way for our shared success. That's all part of what we do here in HR, and we strive to achieve it every single day.

HR @ GEA

# GOOD HUMAN RESOURCES WORK AS A CATALYST FOR CORPORATE SUCCESS





# Pushing for success with smart processes and sustainable structures

Our well-rounded portfolio of services includes individual support for our employees, standardized processes, digital resources, and a wealth of personal experience. All of this combined allows us to ensure that our people receive the best possible support and can count on reliable advice for all HR matters. The coordinated processes and structures we have in place cover all fundamental HR tasks and represent our contribution to achieving the company's goals. As a global HR team, we focus on strategy, teamwork, and getting results while consistently striving to improve our processes.

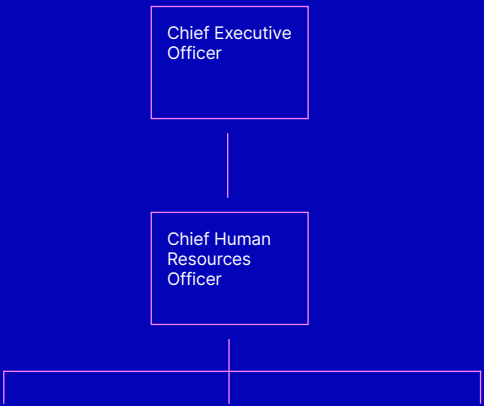
Our fellow employees here at GEA are at the heart of everything we do, and it is our mission to equip them with all the relevant skills and support they need to get their jobs done. Reliable data allows decision-makers within the company to make well-founded choices, while efficient processes serve to streamline personnel-related activities. This creates the flexibility our employees and managers need to focus on their core tasks and perform them effectively.

It is based on this fundamental idea that we have implemented our HR operating model comprising three closely interlinked areas: HR operations, HR Business Partners, and HR centers of expertise.

The HR department is closely integrated into the operational side of the business via the HR Business Partner setup. These HR Business Partners support the management of the divisions and regions in all matters relating to HR management. The HR centers of expertise, which include 'Employee attraction & engagement', 'People & talent development', 'Total rewards & mobility,' and 'Labor relations / Labor law,' develop modern concepts to establish GEA as an employer of choice within the mechanical engineering industry in the long term. As for internal HR operations, these teams provide a wide range of innovative HR services. The entire HR department acts as a global corporate center within the GEA Group and reports directly to the CEO.

## Human Resources @ GEA

Building on our three HR pillars described below and our lived approach as 'OneHR' we foster the strengthening of a positive employee experience.





# Supporting and empowering employees as an experienced partner



*“We act as a guiding star to employees, line managers and as sparring partner to our colleagues.”*

Leonie Marquort,  
Vice President Global HR Service Management & Excellence

All of HR operations' processes and initiatives are geared toward our workforce and the organization of more than 18,000 employees. As an experienced partner, we are well placed to provide them with a stable framework and allow them to make their individual contribution to the company's success.

Our efficient services, professional support, and personal approach make everyday life easier for employees and managers alike. We also help the operational departments to improve their performance through our ongoing efforts to standardize processes. Other areas we are

currently focusing on include digitalization and automation, meaning administrative activities can be processed quickly and employees are freed up to concentrate on their core activities. We also minimize risks through our seamless HR processes and a stable HR infrastructure.

In 2023, our activities focused on the areas of HR infrastructure, HR core process landscape, standardization, and digitalization, as well as first level support—the direct line of assistance for our employees.

# HR infrastructure: A solid foundation for our services

The HR infrastructure forms the basis for all HR activities, allowing us to plan ahead when hiring and managing our employees, create a positive working environment, make consistent and proactive decisions, and continuously optimize our services. Our HR infrastructure comprises three main systems:

Our employee management system ensures that employees have full access to—and autonomous control over—their personal data and their development. It facilitates the administration of employee data along with access to performance appraisals, training, and further education. Managers also have access to team dashboards in addition to support with the implementation of recruitment processes.

Our employee service center, 'MyHR,' is a structured, user-friendly, and intuitive portal through which our employees can access all relevant applications at any time. It provides the option for people to find out about HR services and submit direct inquiries, and managers can also request services for their employees or their team. The platform even has a chat function that employees can use to get in touch with the HR team during business hours.

Our central HR hotline provides a direct channel for people to reach us. This ensures employees and managers can count on direct assistance for complex inquiries or topics better suited for personal discussion.

## Faster solutions: Employee portal even more digital

How do I change my bank details? How do I request a certificate of employment? How can I change the cost center for my team? Where do I apply for vacation time? The 'MyHR' employee service center serves as an excellent starting point for all of these HR-related questions and more. This is where GEA employees can find many of the answers they need regarding personnel matters and even update their personal data.

A broad catalog of HR services provides employees with an ideal starting point, as it includes a complete overview of all subject areas from which to select an inquiry and submit it to HR. There is also an open contact form for general HR inquiries. This is submitted digitally to ensure not only secure handling of the information, but also faster processing; in fact, figures have

shown that the consistent use of the portal has reduced the processing time by 60 percent compared to inquiries sent by email.

A dedicated e-learning program was developed in 2023 to support employees and managers with using this tool. This includes a series of short video tutorials that each focus on the solution to a specific task. The videos provide quick-fire answers to common user questions and scenarios relating to the service center that affect employees worldwide—for example, how to create, check, and cancel an HR application. There is also an e-learning resource in this format for Workday, the GEA personnel data processing program.



# HR core processes: Global standards for efficiency and legal compliance

*“GEA is a technology company that is synonymous with sustainability and progress, so it is important that our employees also experience digitalization in their day-to-day work as an integral cultural component of our company.”*

Daniel Schmitt, Vice President HR Operations

When it comes to empowering employees and managers in their roles and standardizing routine tasks, the targeted use of HR processes is essential. A clearly defined HR core process landscape makes it possible to develop processes that are efficient, risk-neutral, and stable, while also being compliant with legal requirements.

It is against this backdrop that we established our global process warehouse, which was renewed, professionalized, and coordinated with all relevant stakeholders—notably, works council representatives and the data protection officer—in 2023. This ensures that the solution complies with global standards and that we can establish a common understand-

ing within the Group with regard to uniform process descriptions, the appointment of responsible parties, and the development of our design principles. The global process warehouse can be used to increase the speed and quality of standardized tasks. It also serves to increase transparency and minimize risks for the company.

# Standardization and digitalization: Cornerstones for innovative HR management

The continuous development of the HR department includes the standardization and digitalization of processes and services. By consistently focusing on the needs of our employees, we are creating a modern human resources system at GEA that is optimally positioned for both current and future requirements.

Standardization is essential to achieving a consistently high level of quality for our services and processes—in terms of both quality assurance and quality standards. With established standards in place, we can scale, automate, and increase efficiency. Rather than restricting specific knowledge to individual HR employees, it means several HR team members can process a GEA employee's request quickly and effectively with consistent quality.

Digitalization fits seamlessly into these structures, as it allows our employees to access standardized HR processes and content flexibly and easily at any time. By taking a proactive approach to standardizing procedures, we not only enhance employee satisfaction, but also increase operational security. This is why we are driving forward both the digitalization of processes and the provision of digital services for our employees.



# Digitalization projects for 2023



In this section, we would like to present the initiatives and projects that were launched in 2023. These have been designed to help make our HR work more efficient and to simplify the everyday lives of our more than 18,000 employees worldwide.



## Exit questionnaire

**Content:** A standardized questionnaire for all employees who choose to leave GEA, with voluntary and anonymous participation. Respondents are initially guided through seven evaluation categories before being invited to share any general feedback. The local Business Partner is then available for a personal meeting to discuss or expand on the feedback.

Every six months, HR reviews and analyzes the consolidated results and derives relevant measures. The global report is made available to the Group works council, the HR management team, and the HR Business Partner leads for the region/cluster.

**Objectives:** To gain a better understanding of why employees change companies, maintain an overview of global employee turnover, and use this information to identify opportunities for improvement.

**Target group:** Employees who choose to leave the company.

**Advantages:** The resulting data is used to gain crucial insights into what motivates these decisions. This means we can then derive suitable measures in a bid to strengthen employee loyalty and minimize the fluctuation rate.

**Timing:** Launched in July 2023.



## Electronic personnel files

**Content:** The introduction of our electronic personnel files represents a further step towards digitalization and allows employees and managers alike to access their file independently at any time. With our decentralized storage solution and often considerably slower HR services, it was not always straightforward for employees to access their documents.

**Objectives:** To convert to a central solution and establish global standards for managing employee documents at GEA. This requires access rights, automatic deletion mechanisms, and correct implementation measures to be defined in accordance with the legislation of the individual countries.

**Target group:** All GEA employees, regardless of their function, in the first project phase, with an initial roll-out in Germany, the Netherlands, the USA, Denmark, Italy, Canada, and China.

**Advantages:** Easy access to data makes for a better overall service while simultaneously reducing the administrative load. It is also possible to save on resources and cut down on carbon emissions by storing and providing documents in electronic form.

**Timing:** Project launched in August 2023.



## Electronic paychecks

**Content:** As part of the electronic personnel file, employees have access to their electronic paychecks at all times. This means there is no need to wait for a hard copy in the post.

**Objectives:** To improve HR services through the introduction of electronic paychecks and a new search function in the electronic portal, and to eliminate the need to print and send physical paychecks by post.

**Target group:** All GEA employees—initially, those based in Germany.

**Advantages:** Electronic paychecks streamline processes while also saving time and money.

**Timing:** Project launched in January 2024.



## Electronic signature

**Content:** Electronic signatures are used for signing contractual documents. With the newly introduced software solution for digital signatures, the recipient opens the agreement on an Internet-enabled device by clicking on a link. A series of tabs and simple instructions are provided to guide the user through the signing process. The solution automatically generates and stores a comprehensive audit trail for each agreement and ensures security through strict physical access controls on-site.

**Objectives:** Prior to the introduction of electronic signatures, documents had to be sent to recipients either in hard copy or as a PDF. The integration of this solution serves to streamline agreement and contract processes, along with other HR-related documentation, through automation and connectivity. This serves to both simplify and accelerate the related administration.

**Target group:** All GEA employees, regardless of their role, starting with a gradual introduction in selected countries. The first phase includes Germany, the Netherlands, Denmark, Italy, the USA, Canada, and China.

**Advantages:** The solution complies with the strictest security and data protection requirements, and the possibility of real-time collaboration and signatures during the instant signing process cuts down on turnaround times. It also eliminates the costs of paper, printing, and mailing without compromising on security and authenticity.

**Timing:** Launched in July 2023.

# First-level support: Direct assistance for our employees

When it comes to ensuring global HR processes run smoothly, it is essential to strike the right balance between digitalized solutions and personal contact. Our first-level support ensures our employees can also count on direct, professional help with any issues and concerns.

The standardization and digitalization of any data or information required by GEA employees is essential to providing effective and efficient personal support. Our team is available via a central service hotline or the chat function and provides direct assistance if employees cannot find the answers they need in the employee service center catalog.

We believe it is important to help all employees in their native language as far as possible, which is why our support colleagues not only offer extensive HR knowledge and customer service experience, but are also multilingual. Depending on the nature of the call, they either explain what needs to be done or else open a more detailed inquiry to handle complex issues requiring more specialist expertise. The aim is always to achieve the highest possible resolution rate during the call.

40

employees within First Level Support.

11

languages supported by First Level Support (English, Italian, French, Spanish, Portuguese, Arabic, German, Polish, Russian, Korean, Dutch, Danish, Chinese, Hindi, Japanese).

3.5

hours average response time after an employee has contacted first level support (2.0 hours in Q4 2023).

8.1

hours average resolution time of the enquiry.

62

countries received comprehensive support according to their requests.

106,055

total number of enquiries.

4.4

of 5, customer satisfaction rate.



Employees

# ATTRACTING AND RETAINING TALENT IN THE LONG TERM





Here at GEA, personal growth and corporate growth go hand in hand. Each and every one of our more than 18,000 employees makes their own, individual contribution to our overall results and helps GEA to constantly improve. We strive for long-term cooperation with our employees and offer them the opportunity to develop and grow together with the company.

Continuous learning with the help of first-class training and further education is a core area of our employee development. To this end, we maintain close relationships with our employees through regular surveys and actively involve them in the company's development. We also support them in their individual career development as part of our Group-wide performance management strategy and have launched a number of measures to promote even greater diversity, inclusion, and equal opportunities within the company.

Another area that is important to us is the candidate experience during the recruitment process, so we are constantly making improvements here. It was even one of our HR focus topics in 2023, as a coordinated external image and clear, authentic positioning serve to strengthen the GEA employer brand for current and potential employees alike.

**Our ambition to become the employer of choice in the mechanical engineering industry was initially defined in 2022 as part of our Mission 26 Group strategy. This led to the introduction of specific, measurable targets:**

**80%**

of our employees should agree with the statement that they would recommend GEA as a good place to work.

**21%**

of the positions at the top three management levels held by women by 2026.

**80%**

of the open management positions filled by own talent.

# GEA as an employer of choice

## Employer branding

In our efforts to position GEA as an attractive employer and attract the best specialists in a highly competitive global job market, we aim to portray the company in a way that effectively resonates with prospective new talent. This involves shaping and guiding our positioning through consistent and authentic employer branding.

How do employees feel about their workplace? How satisfied are they with GEA as an employer? How strongly do they feel connected to the company? From an internal perspective, our employer branding strategy focuses on how we are perceived by our employees. Creating a positive and inclusive working environment, increasing satisfaction and motivation, and fostering a sense of belonging among employees are all measures designed to strengthen employee loyalty and contribute to a better corporate culture.

At the same time, it is essential for us to consider how GEA is perceived by external target groups. What do candidates think about GEA as a potential employer? What do customers, investors, and the general public have to say about us? The aim here is to position GEA as an employer of choice on the job market, attract talent, and stand out from

the competition. To this end, we rely on various channels to communicate our unique selling points, corporate values, and the experiences of our employees to specific target groups.

At the heart of the GEA employer brand is the employee value proposition (EVP<sup>1</sup>) introduced in 2023, which defines our positioning and summarizes the unique opportunities we offer here at GEA. The EVP is closely linked to our corporate values: Following our guiding principle of 'Let's engineer the future. Together.', a series of messages describes the characteristics that define us as a company, who we are as an employer, and how we want to be perceived.

The EVP was developed with the involvement of various stakeholders within the company, including the HR, communication, and marketing departments, as well as GEA management. Some 120 employees from 16 job families and 19 countries were involved in this process as part of 14 workshops.

1) Due to common market practice or cultural aspects in many countries – where GEA is operating – the term of Employer Value Proposition is also used and means the same.



## Employer branding activities 2023

*“At GEA, we shape industries that directly influence our everyday lives. This makes our mission not only significant but deeply meaningful.”*

Susane Jakopetrevska, Senior Employer Branding Manager

In 2023, we worked on developing our employer branding concept further still by launching a series of targeted measures and initiatives. These included updating our marketing for apprentices in Germany, providing additional information documents for applicants' initial job interviews, creating the 'Employer of Choice' brochure, and taking part in various recruitment fairs. In terms of internal measures, we updated our HR handbook and developed a global onboarding e-learning program with four modules.


The employer branding hub was created in close collaboration with the Group Communications & Brand department. Our comprehensive employer branding package serves as a kind of tool kit for a cross-platform approach to employer branding. The aim here is to attract talent by establishing a consistent image of GEA as an employer. In addition to the new slogan of 'Let's engineer the future. Together.', we have also put together various ready-to-publish texts, design templates, and new image to help bring the employer branding strategy to life. The modular structure of the new employer branding toolkit makes it easier for HR employees to create supporting recruitment material that complies with

corporate design guidelines. Customized material for individual target groups, for example from the service, sales, or IT sectors, are also included within the employer branding package.

As we strive to position GEA as an attractive employer to women, we will be expanding our employer branding measures at the beginning of 2024 to include a cooperation with XXtalents. The job listings for the German market on this site are aimed exclusively at women, predominantly in the fields of STEM, law, and economics, with at least two years of professional experience. GEA now features on XXtalents with a short company profile and has the opportunity to place up to 15 job advertisements throughout the year.



## GEA awarded Top Employer status

In 2023, GEA was formally recognized as a top employer in Germany, Poland, and Spain, with Germany picking up the award for the second time in a row. The independent  Top Employers Institute awards this recognition annually, based on a rigorous validation process, to companies that offer their employees an outstanding environment in which to work and grow.

The certification process consists of four stages with six overarching HR dimensions and 20 key areas, including 'People Strategy', 'Work Environment', 'Talent Acquisition', 'Learning', 'Wellbeing', and 'Diversity, Equity & Inclusion.' The fact-finding stage is based on a comprehensive HR best-practices questionnaire from the Top Employers Institute comprising 255 questions, whereby the answers are to be substantiated with guidelines, principles, and process documents. This is followed up with an independent validation audit.



# 5

European countries recognized as a Top Employer.



The assessment by the Top Employers Institute highlighted GEA's strong performance in the categories of 'Leadership' and 'Ethics & Integrity.' We also received special recognition for our commitment to sustainability, which is underpinned by our corporate mission statement of 'Engineering for a better world.' In the 'Business Strategy' category, GEA impressed the judges with the consistent communication of our Mission 26 growth strategy. The independent award from the Top Employers Institute helps us to position GEA as an attractive employer while also reflecting our strong global result in terms of employee satisfaction from our regular employee survey.

January 2024 was the time for the GEA sites in Belgium and Portugal to shine for the first time. Having been certified as a top employer in five different countries, GEA was awarded the blue 'Top Employer Europe' seal, making it one of the leading employers in Europe in 2024. This

Europe-wide certification is based on uniform standards in all participating countries. Awards such as this help to boost the international perception of the GEA brand as an employer and allow us to attract international talent—an important element in increasing diversity within the company. By 2025, we aim to be certified as a top employer in even more countries.

## Employee retention

Attracting and retaining talent is a key success factor for GEA and an integral part of our HR strategy. We are constantly looking at ways to develop our processes and initiatives as we strive to inspire the best specialists worldwide and increase the loyalty of our employees to the company.

### Employee Attraction & Engagement

The area of talent acquisition underwent a full reorganization in 2023 in our efforts to align it more closely with the Business Partner setup. To this end, a new 'Employee Attraction & Engagement' team is now driving forward the strategic HR roadmap in the areas of talent acquisition, employer branding, and employee retention. Our experts in this area offer fundamental HR knowledge and a firm grasp of the latest trends without losing sight of essential business requirements. Their work involves developing sustainable instruments and guidelines with the aim of promoting activities at the global and local level.

The team has overall responsibility for programs, concepts, and guidelines that align with our corporate strategy and HR vision. Their aim is to provide uniform support to all GEA business units and employees, creating added value for the entire company in the process. The team promotes the standardization and harmonization of processes wherever necessary, and provides advice and implementation support to the HR community in the respective field. One of its initial measures involves a new process design in Talent Acquisition, which places a stronger focus on candidates' experience.



## Employee survey



*“Always maintain an open dialogue with your employees. I also think it’s important for this open dialogue to cross over a little into the private sphere so that employees feel confident in raising any issues that are bothering them. After all, private issues can have a real impact on professional development. Childcare emergencies are a prime example here, so we should work together to see how the situation can be resolved in everyone’s best interest.”*

Sarah Thale, Chief Financial Officer (CFO) Heating & Refrigeration Technologies

Our regular employee survey is a fundamental aspect of our commitment to promoting a culture of dialogue and appreciation as we strive to continuously improve as an employer. The resulting insights reflect the current landscape while also laying the groundwork for future developments. By constantly analyzing feedback, we can gain a better understanding of our employees’ needs, pinpoint where we can improve, and introduce targeted initiatives on this basis.

The consistent use of this tool extends our focus beyond short-term fixes to achieving long-term improvements in our employee satisfaction and retention. We have been carrying out this survey on a sustainable basis since 2020 in collaboration with an independent opinion research institute. Employees

are asked to rate the company and their direct supervisors in 13 dimensions:

- Engagement
- Hands-on Management
- Growth Opportunities
- Trust in Leadership
- Employee communication
- Positive Work Environment
- Meaningful Work
- Rewards & Benefits
- Organization Effectiveness
- Customer-centricity
- Innovation
- Sustainability
- Diversity

By issuing a standard set of questions across the board, we ensure Group-wide comparability on topics such as ‘Job satisfaction’, ‘Purpose,’ and ‘Work-life balance.’ We also check the questionnaire regularly to ensure it remains up to date and plausible. This ensures that the questions always cover relevant aspects and that the data collected is both meaningful and reliable. Having comparative values allows us to assess whether progress has been made in each of the dimensions, and we can then take targeted steps to improve working conditions, communication processes, and the general workplace atmosphere.

Once the surveys are complete, the management organizes team-specific activities such as workshops. These provide a forum to discuss the results

so that any necessary measures can be planned and put into action. The HR department supports the leadership team here by holding regular enablement sessions for management and HR Business Partners.



78

percent of our employees would recommend GEA as a good place to work.



*“Trust is the key to driving successful change initiatives. If you can build up this trust beforehand, then you can start making bold moves with your team without it falling apart or making anyone feel left behind.”*

Nick Fernkorn,  
Vice President Service Separation & Flow Technologies

### Follow-up measures for 2023

As a direct response to the feedback from the 2022 survey, a total of 4,029 Group-wide initiatives were launched in 2023 in a bid to optimize existing processes and even set up new ones. These included strengthening the role of HR management in the development of action plans and making it easier for managers to access the detailed survey results.

This year also marked the start of our ‘Learn from the Best’ interviews at various management levels. These saw a group of managers who had achieved outstanding results in the ‘Engagement,’ ‘Hands-on Management,’ and ‘Meaningful Work’ categories document how they work with their teams and explain their respective approaches.

In a bid to raise awareness of commitment and employee satisfaction year round, a keynote speech on ‘Leadership in the VUCA world’ was held for all GEA managers in 2023. The term VUCA stands for volatility, uncertainty, complexity, and ambiguity, and describes the challenges and changing framework conditions that companies have to face. Addressing what leadership can look like and how it can be successful in these challenging times, the keynote highlighted practical strategies and ideas that managers can use to adapt their behavior, handle complexity, and take advantage of opportunities for change.

### Results of the 2022 employee survey

With a value of 74 percent, the dimension ‘Engagement’ was a key element of the 2022 employee survey. Each of its three statements achieved a better result than the previous year: ‘I would recommend

GEA as a good place to work’ scored three points higher at 78 percent, ‘I would choose to stay with GEA even if offered the same pay and benefits elsewhere’ was equally three points higher, and ‘I am motivated to go beyond what is normally expected to help GEA be successful’ also went up by one percentage point.

‘Rewards & Benefits,’ ‘Trust in Leadership,’ and ‘Growth Opportunities’ achieved the lowest scores, although significant improvements were still made here on account of the follow-up measures taken since the previous year. An increase of three percentage points was recorded in the area of ‘Hands-on Management,’ which was also a focus of the measures taken in the previous year. A particularly pleasing result was that 78 percent of employees confirmed the statement ‘I would recommend GEA as

a good place to work.’ This fell just short of our Mission 26 target of achieving an approval rate of 80 percent on this issue.

The participation rate of 82 percent clearly reflects the high level of acceptance within the workforce, with our employees able to count on the fact that the survey results will be taken on board. We even made the decision to postpone the employee survey for the current reporting year until March 2024 so that we would be in a better position to integrate the findings into our HR processes. Various e-learning courses published on the survey SharePoint are designed to raise awareness among employees about how to interpret survey results.



## Diversity, inclusion, and equal opportunities

GEA operates in many countries and divisions, which mirrors the diverse composition of our current and future employees comprising individuals from 107 nations across 55 countries. As an ambitious company with a global presence, diversity, inclusion, and equal opportunities are essential to our long-term success in the international arena. This is why 'Engineering for a better world' also means creating a working environment that promotes diversity, equal rights, and the inclusion of all employees.

The way we see it, diversity in the workplace means having a broad spectrum of personality traits, individual skills, knowledge, and capabilities. This covers gender and gender identity, age, ethnic background and nationality, physical and mental abilities, sexual orientation, religion and world view, as well as social background. Diversity can also be influenced by external and organizational dimensions, such as professional experience. Inclusion refers to the empowerment and involvement of all employees regardless of their individual differences, including equal access to opportunities and resources for all staff.

The management of diversity, inclusion, and equal opportunities is the responsibility of HR and, as such, the responsibility of the CEO. GEA strives to align its implementation of diversity and inclusion strategies with the [UN Women's Empowerment Principles](#)—a corporate initiative to promote diversity in companies and institutions, which we signed in 2012. In doing so, we demonstrate our commitment to equality for all people in

the company. We are also one of more than 7,000 companies worldwide committed to the United Nations' [UN Women's Empowerment Principles](#) (WEPs)—a set of principles that provide guidance to companies on promoting gender equality and empowering women in both the workplace and society as a whole.

GEA has set itself further measurable targets in the area of diversity and anchored these in the Mission 26 corporate strategy. The GEA Diversity and Inclusion (D&I) strategy sets out a two-stage plan to further strengthen this by 2026 and is based on three main pillars: ensuring an inclusive work environment for all employees, fostering a diverse workforce, and attracting, developing, and nurturing diverse talent. Mission 26 also sets the target of filling 21% of positions at the top three management levels with women and 80% of vacant management positions with internal candidates by 2026.




## Diversity and inclusion at our core

Diversity in the workplace is fostered through a collective commitment to shared values. This is why our approach focuses on real-life behaviors and values rather than simply hitting quotas. The 'Diversity & Inclusion Policy & Guideline' serves as the overarching framework across the Group, aiming to establish a uniform standard for handling diversity and inclusion, and offering guidance to managers and employees alike within the corporate context. We want to do more than just comply with legal requirements—we want to demonstrate our absolute commitment to creating a truly inclusive culture, offering all employees a working environment in which they feel welcome, safe, and valued. This is where our Diversity & Inclusion strategy sets the bar and increases the relevance of these topics for both external and internal stakeholders.

The question of how diversity, inclusion, and equal opportunities are handled within a company is a key consideration for many talented individuals when choosing an employer and is also playing an increasingly important role in inquiries from customers, investors, and rating agencies alike. GEA has long been committed to implementing effective measures around the concept of D&I as part of its corporate values and sustainability strategy.

One of the ways we express our values is through the use of inclusive language. We provide all GEA employees with a copy of our internal guidelines on gender-sensitive language along with a copy of 'Sprechen Sie LGBT\*IQ? Leitfaden für eine gender-inklusive und -gerechte Sprache' (guidelines for gender-inclusive language published in German with

a short summary in English) from the  PROUT AT WORK Foundation. Language is an expression of the way we think and reflects social change, which is why it is constantly evolving. In line with our commitment to diversity, it is important to us to promote linguistic sensitivity in our day-to-day work.

Diversity and equal opportunities are also integrated as fixed components of our HR processes—for example, as part of the 'Global Placement Policy' that governs our recruitment process. This is to ensure that we are considering genders equally and fairly when filling management positions and achieving the goals defined in Mission 26.

The Group Inclusion Agreement, which came into force in 2023, regulates the way people with disabilities are able to participate in professional activities. Its purpose is to prevent discrimination and social exclusion so that equal opportunities are available to all. By implementing this agreement, GEA undertakes to promote the integration and equal participation of people with disabilities and to introduce measures for accessibility and equality. This not only aligns with our corporate principles, but also broadens our potential employee base to include new demographics.

## Overview of our 2023 D&I activities



### Fundamental D&I awareness programs

- Serving as a member of the Rhine-Ruhr diversity network of the Charta der Vielfalt e. V
- Running events including an annual Diversity Day in which all GEA employees can participate
- Providing online training for all employees on anti-harassment in the workplace and other D&I content via the percipio platform
- Offering a webinar ('The business case for diversity and inclusion') for all employees as a precursor to an upcoming series of free training courses in the GEA Academy from 2024 (GEA Diversity and Inclusion)
- Making human rights training, including D&I content, mandatory for all employees
- Providing and implementing internal gender-sensitive language guidelines



### Proportion of female specialists/managers within the company

- Piloting a women's mentoring program for 2023 (planned rollout for 2024)
- Establishing 'Lean In'—a GEA-wide women's network with subgroups on various key topics. Participation is open to all female GEA employees and is recognized globally



### Cultural diversity

- Offering a virtual 'Cultural Coffee': 20-minute virtual meetings with employees from all over the world on a self-registration basis for all GEA employees



### Gender identity & sexual orientation

- GEA has joined the PROUT AT WORK Foundation in support of all employees who belong to the LGBT\*IQ community.
- Further activities for LGBT\*IQ employees include a workshop on Pride Month, an LGBT\*IQ awareness session for HR employees worldwide, and the establishment of an cross-site LGBT\*IQ group by GEA employees

# Performance management

In our efforts to positively shape the future with sustainable technologies and solutions, we as a company need ambitious goals and a performance-oriented mindset to achieve profitable and future-proof growth. This will secure GEA's long-term perspective while also offering development opportunities for our employees. We are firm believers in continuous learning and are convinced that both our employees and our company stand to benefit from it.

It is with this in mind that we developed the GEA & You concept as part of our performance management processes, which aims to link the development and performance of the company and its employees to ensure shared growth and success. Here, HR provides structured guidance and oversight to foster performance and facilitate professional growth.

Our success at GEA depends largely on how our employees develop as individuals and how the company grows as a whole. Employees actively engage in skill development and adopt a focused learning approach to enhance their capabilities. This is why our performance management process focuses on collaborative discussions, individual and collective growth, skills development, and building trusting relationships between managers and employees.

The introduction of the Mission 26 Incentive lays the foundations for our collective success. This is where our focus is very much on the individual achievement of each employee, as this is what contributes to a mutual benefit. The Mission 26 Incentive ensures that every individual has a financial incentive to ensure GEA's success. We also have various other remuneration models linked to organizational or, in the case of sales, individual targets in our bid to offer appropriate rewards for outstanding performance.

Managers play an essential role here by communicating clear expectations, setting common goals, promoting regular exchanges, and potentially adjusting goals throughout the year. They support the further training of their teams, recognize outstanding performance, and promote the development of skills that are crucial to the future direction of the company. Through ongoing dialogue, our aim is to create a working relationship based on mutual appreciation and support.

Various elements of performance management combine individual career development with corporate success. In addition to offering the Mission 26 bonus and the Perform & Grow process, which apply to all employees, we also promote the development of individual target groups with leadership reviews, a sales incentive plan (SIP), and uniform bonus plans (UBP).

# Employee development

## Learning & development

Training and continuous education are integral to individual employee development at GEA. We offer various programs to encourage lifelong learning along with customized training initiatives to meet the needs of our employees in their roles. The backbone of our training efforts is our employee management system—specifically, the 'Learning' section. This virtual platform is home to our extensive global development and training portfolio and serves as a central access point for everything related to learning. Employees can enjoy unrestricted access to the independent learning platform to proactively pursue their individual development needs and career aspirations.

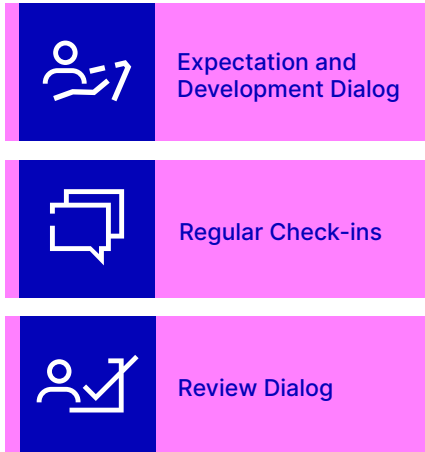
The importance of lifelong learning is underpinned by our Perform & Grow process and other locally relevant approaches. Here, we define a development plan that supports the achievement of individual goals and career aspirations through short to medium-term objectives. This allows managers and employees alike to track progress made in achieving targets and implementing the individual development plan over the course of the year.



### Training at GEA in 2023

- 20,256 employees made use of the training and learning opportunities
- 2,490 employees attended in-person training
- 1,313 employees participated in integrated training initiatives
- 10,786 employees participated in trainer-led webinars
- 89,423 e-learning courses were completed

After successfully completing any training, employees are asked to evaluate the quality and efficiency of the program. This allows us to make any adjustments necessary to ensure that the training portfolio is always up to date, efficient, and high quality.



### 'Perform & grow'

The Perform & Grow process was implemented to promote the ongoing development of all employees. Managers and employees have regular meetings throughout the year, allowing both sides to receive continuous feedback and share information on professional aspects, occupational health and safety, and general working conditions. The first meeting provides an opportunity for employees and managers to agree on short to medium-term targets, to define a Individual Development Plan (IDP), and to discuss the employee's career aspirations. At the end of the year, a review is scheduled to go through achievements and learning outcomes together.

The managers evaluate the performance of each employee and can collate this information into an overall view of their team's performance.

The Perform & Grow process is mutually beneficial for employees and managers alike. It allows employees to take an active role and drive their individual development. Clear targets set expectations and guide employees in developing their skills through a focused approach to learning. This allows them to explore career possibilities and ambitions while receiving ongoing support and guidance from their manager.

By clearly communicating expectations and instructions, managers play an active role in elevating their employees' performance. They also encourage commitment to the company by supporting their development and recognizing achievements. In their efforts to set GEA up for success, they push for employees to develop the skill sets they will need both now and in the future. They also actively encourage ongoing dialogues to create a working relationship based on mutual appreciation. Not only does this strengthen the employee's commitment and dedication, but it also minimizes risks and makes processes more flexible.

About 83 percent of the employees are eligible to participate in the global Perform & Grow process, with local performance management processes available to other employees.

The Workday Learning platform supports the annual Perform & Grow process. This gives managers and employees a better overview of the training and courses attended and allows them to track development activities. The system also provides transparency for all key figures in the area of training and development.



### **Leadership development**

The leadership development portfolio offers a whole host of open training courses on leadership and management in various formats. These include trainer-supported live online trainings such as ‘GEA management essentials’, ‘Leading effective teams’, ‘Making the matrix work,’ and ‘Boost your dialogue skills.’ The GEA Signature for Leadership lays the foundations for all training formats, outlining six dimensions to describe the key attitudes, skills, and behaviors expected of management worldwide.

The Learn to Lead and Master to Lead training formats offer a variety of individual modules as part of a program lasting several months. These aim to prepare participants for current or future management roles and to enable them to fulfill their positions within the GEA culture. The program is designed for both individual contributors and first-level to mid-level managers, with the number of participants limited to 20 each time. In the 2023 reporting year, as many as 152 employees took part in the multi-month programs. Evaluations have shown that 70 percent of participants would recommend the courses to others, and 85 percent feel confident that their new skills will be relevant to their everyday lives.

Individual development opportunities are also available for managers. These include individual coaching, a 360-degree feedback tool, other trainer-supported live online courses, such as ‘Leading people through change’ and ‘Why finance matters,’ as well as a wide range of e-learning modules.

An annual evaluation of all disciplinary managers is carried out through leadership reviews to establish transparency regarding their performance and potential. This makes it possible to determine development and succession requirements and identify high-potential candidates. The ultimate aim here is to cultivate a uniform leadership culture and ensure the optimal further development of people in leadership roles.

### **High Potential Pools**

Management positions at GEA are primarily intended to be filled with suitable internal talents who are ready to take on new responsibilities with increased accountability. Selecting the right managers strengthens the overall performance of the company and contributes to the achievement of strategic goals. To prepare candidates for a leadership role, we



*"Grateful for the transformative impact of the High Potential Program on my career. The personal attention, diverse reflections, and GEA leadership framework shaped my leadership style. Invaluable coaching and mentorship from organizational leaders and peer networking guided my journey. Exposure to various personalities gave an insight in their leadership skills. Regular self-reflection on assessments made me more aware on my growth. The program prepared me for a new environment – Transitioning to the role of Country MD, India. Keep the passion burning, embrace challenges, learning, and take a leap in your career journey."*

Suvneet Jain, Country Managing Director – India Cluster

support them with a variety of development opportunities that promote a unified global leadership approach and empower them to lead, perform, and inspire others within the GEA culture.

High-potential succession pools across the organization allow us to identify and prepare candidates for key strategic roles, offering a valuable developmental pathway for employees in leadership positions. This is what prompted us to set up HiPo pools 1 & 2, to strengthen our succession at various hierarchical levels across the company and establish what is essentially an internal leadership pipeline. HiPo pool 1 identifies senior leaders at GEA who have the potential to rise to top management positions, while HiPo pool 2 aims to identify middle managers with the potential to take on a senior role in the future.

All managers who demonstrate outstanding performance and potential in their current role can be nominated. These nominations are discussed in the respective management team as part of a leadership review process. Candidates who have been nominated by their manager go through a demanding selection process to confirm their talent while also providing a starting point for targeted individual development.

For employees who are accepted into the HiPo pool, a two-year development phase then begins to prepare them for taking on positions at a higher management level. This consists of various elements that focus on individual development based on the person's specific needs. It also includes target group-oriented learning initiatives, such as training or workshop formats on strategically relevant topics, and internal GEA exchange formats with stakeholders in order to gain specific insights into the company. Further goals of the program include providing opportunities to meet other high potentials, develop a network, and gain visibility within relevant GEA interest groups.

All candidates are mentored by a dedicated HR talent broker for the entire duration of the program. In addition to providing valuable development support, this mentor has a clear understanding of both the employee's career aspirations and the upcoming vacancies at management level so that they can put high-potential candidates forward for suitable positions.

A total of 50 high-potential candidates took part in the HiPo pool 1 & 2 programs in 2023. Around a third of those involved in the program since 2022 have already been promoted internally.



### Talent Pipeline

The Talent Pipeline is GEA's talent development program and is aimed at employees with outstanding potential who may have recently been appointed to management positions. The aim of the program is to identify internal talent, promote promising candidates, and further develop their potential.

Up to a certain level, employees can either nominate themselves or be nominated by their direct supervisor. These candidates then take part in a demanding selection process designed to assess their potential and form the starting point for targeted personal development.

Once accepted into the Talent Pipeline, the candidates embark on a two-year development program comprising both global and regional modules. The global modules cover basic training on modern management, keynote speeches on current trends, and further coaching and mentoring opportunities to support the candidates in their ongoing development. Regional modules consist of site and trade fair visits as well as networking events with other talents and the respective regional management.

In the first year, talented individuals are supported and trained to draw up an individual career development plan and learn fundamental principles of leadership. Regular opportunities for exchange, both within the Talent Pipeline and with relevant stakeholders around the world, allow



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employees currently participating in the development program.

our talented individuals to expand their network and knowledge of GEA. The second year of the Talent Pipeline is aimed at consolidating and potentially readjusting individual career development plans. It also serves to promote internal visibility and expand the individuals' knowledge and skills surrounding the GEA corporate strategy.

Candidates in the development program are mentored by an HR Business Partner from their region, who supports them with developing their career ideas and putting these into practice. Around 200 employees worldwide take part in the Talent Pipeline every year, with recent surveys showing that 86 percent of participants would recommend the Talent Pipeline to their colleagues.



## Vocational training in Germany

GEA's commitment to serving as a training company stems not just from economic necessity, but from a sense of responsibility and conviction. A representative survey by ServiceValue even highlighted GEA as one of the 384 companies in Germany considered to be very attractive as a training provider in the industrial sector. Almost 4,000 companies took part in this survey, conducted by the ServiceValue analysis institute in partnership with German daily newspaper 'Die Welt.' In the 2023 study on attractive training companies, the companies were assigned to one of three economic sectors (service, trade, or industry) and sorted according to the respective approval ratings in a cross-sector ranking system.



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apprentices were hired by GEA in Germany in 2023.



## GEA offers apprenticeships for the following career paths:

### Industrial professions:

- Plant mechanic (m/f/x)
- Electronics technician (m/f/x)
  - Industrial electronics technician (m/f/x)
  - Electronics technician for automation technology (m/f/x)
- Warehouse logistics expert (m/f/x)
- Warehouse clerk (m/f/x)
- Production mechanic (m/f/x)
- Industrial mechanic (m/f/x)
- Construction mechanic (m/f/x)
- Mechatronics engineer (m/f/x)
- Mechatronics engineer for refrigeration technology (m/f/x)

- Materials tester (m/f/x)
- Metal cutting mechanic (m/f/x)

### Commercial and technical professions:

- Industrial clerk (m/f/x)
- Technical product designer (m/f/x)
- Computer science expert (m/f/x)

### In 2023, GEA organized 14 combined vocational training and degree programs in the following subject areas:

- Bachelor of Arts (apprenticeship: industrial clerk (m/f/x); degree: business administration)
- Bachelor of Arts in business information systems (practical degree course)

- Bachelor of Engineering (apprenticeship: industrial mechanic (m/f/x); degree: mechanical engineering)
- Bachelor of Engineering (apprenticeship: industrial mechanic (m/f/x); degree: industrial engineering)
- Bachelor of Engineering (apprenticeship: mechatronics engineer (m/f/x); degree: mechatronics)
- Bachelor of Engineering (practical degree course, specializing in electrical and electronics engineering)
- Bachelor of Engineering (practical degree course, specializing in mechanical engineering)
- Bachelor of Engineering (practical degree course, specializing in mechanical process engineering)

- Bachelor of Engineering (practical degree course, specializing in digital technologies)
- Bachelor of Science (apprenticeship: electronics technician (m/f/x); degree: electrical and electronics engineering)
- Bachelor of Science (apprenticeship: computer science expert (m/f/x); degree: computer science)
- Bachelor of Science (practical degree course, specializing in process engineering)
- Bachelor of Science (practical degree course, specializing in industrial engineering)
- Bachelor of Science (practical degree course, specializing in software technology)

Appendix

# FACTS AND FIGURES FROM HUMAN RESOURCES



# Employees<sup>1</sup>

## Employees by contract type and gender

|                  | Total employees |              | thereof permanent |             | thereof temporary |            |
|------------------|-----------------|--------------|-------------------|-------------|-------------------|------------|
|                  | Number          | in %         | Number            | in %        | Number            | in %       |
| Male             | 15,003          | 79.9         | 14,201            | 75.6        | 802               | 4.3        |
| Female           | 3,770           | 20.1         | 3,587             | 19.1        | 183               | 1.0        |
| <b>GEA total</b> | <b>18,773</b>   | <b>100.0</b> | <b>17,788</b>     | <b>94.8</b> | <b>985</b>        | <b>5.2</b> |

## Employees by contract type and region

|                                      | Total employees |             | thereof permanent |             | thereof temporary |            |
|--------------------------------------|-----------------|-------------|-------------------|-------------|-------------------|------------|
|                                      | Number          | in %        | Number            | in %        | Number            | in %       |
| Germany, Austria, Switzerland        | 6,425           | 96.9        | 6,227             | 96.9        | 197               | 3.1        |
| thereof Germany                      | 6,250           | 96.9        | 6,054             | 96.9        | 196               | 3.1        |
| Eastern Europe                       | 833             | 88.4        | 737               | 88.4        | 97                | 11.6       |
| Western Europe, Middle East & Africa | 2,653           | 98.6        | 2,615             | 98.6        | 38                | 1.4        |
| Northern and Central Europe          | 3,310           | 96.6        | 3,198             | 96.6        | 112               | 3.4        |
| Asia-Pacific                         | 3,051           | 80.8        | 2,466             | 80.8        | 584               | 19.2       |
| North America                        | 1,776           | 99.9        | 1,775             | 99.9        | 1                 | 0.1        |
| Latin America                        | 725             | 100.0       | 725               | 100.0       | –                 | 0.0        |
| <b>Total</b>                         | <b>18,773</b>   | <b>94.5</b> | <b>17,743</b>     | <b>94.5</b> | <b>1,030</b>      | <b>5.5</b> |

## Employees by employment type and gender<sup>2</sup>

|              | Total employees |              | thereof male  |             | thereof female |             |
|--------------|-----------------|--------------|---------------|-------------|----------------|-------------|
|              | Number          | in %         | Number        | in %        | Number         | in %        |
| Full-time    | 17,705          | 94.3         | 14,605        | 97.3        | 3,100          | 82.2        |
| Part-time    | 1,068           | 5.7          | 398           | 2.7         | 670            | 17.8        |
| <b>Total</b> | <b>18,773</b>   | <b>100.0</b> | <b>15,003</b> | <b>79.9</b> | <b>3,770</b>   | <b>20.1</b> |

## Training

|   |       |
|---|-------|
|   | 2023  |
| Average training hours per employee <sup>3</sup>          | 11.1  |
| Average training costs per employee <sup>3</sup> (in EUR) | 1,194 |

## Training hours per training category

|   | Average training hours per employee <sup>4</sup> 2023 |
|---|---|
| Compliance, Data Protection, Information Security, Human Rights   | 3.6   |
| Divisional products and technical training  | 2.0   |
| Skills<br>(Leadership, Personal and professional Skills, Project Management, Language Skills, Trainer Competences)  | 1.1   |
| Function-related trainings<br>(Finance, Global Operations, Engineering, IT, Marketing, HR, QHSE (Quality, Health, Safety and Environment), Legal, Service, Sales) | 1.1   |
| Other trainings   | 3.3   |

## Training hours per management level

|   | Average training hours <sup>5</sup> per management level 2023 |
|---|---|
| Executive Board   | 3.6   |
| Top Management (reporting line 1 to 3) <sup>6</sup>           | 7.6   |
| Middle Management (reporting line 4 and 5) <sup>6</sup>       | 9.9   |
| Lower/Junior Management (reporting line 6 and 7) <sup>6</sup> | 9.5   |
| <b>Management total (reporting line 1 to 7)<sup>6</sup></b>   | <b>9.5</b>  |

- 1) Full-time equivalents excluding apprentices and dormant employment relationships; excluding unconsolidated entities
- 2) The information was corrected compared to the Sustainability report 2023. The column and row values were calculated in accordance with the Sustainability report 2022.
- 3) related to full-time and part-time employees and contingent workers
- 4) related to full-time and part-time employees without contingent workers
- 5) training hours related to GEA managers without contingent workers
- 6) Reporting line to the Executive Board

## Total workforce<sup>1</sup>

|                                  | 12/31/2023    | in %         | 12/31/2022    | in %         | Change absolut |
|----------------------------------|---------------|--------------|---------------|--------------|----------------|
| <b>GEA employees</b>             | <b>18,773</b> | <b>96.0</b>  | <b>18,236</b> | <b>94.7</b>  | <b>536</b>     |
| external employees               | 789           | 4.0          | 1,018         | 5.3          | -229           |
| thereof contingent workers       | 714           | 90.5         | 915           | 89.8         | -200           |
| of which independent contractors | 75            | 9.5          | 104           | 10.2         | -29            |
| <b>Total</b>                     | <b>19,562</b> | <b>100.0</b> | <b>19,255</b> | <b>100.0</b> | <b>307</b>     |

1) Figures based on full-time equivalents; rounding differences +/- 1 are possible  
Total employee capacity excluding apprentices and dormant employment contracts; excluding unconsolidated entities

## Members of the governing bodies and employees by gender

|   | December 31, 2023 |                |
|---|-------------------|----------------|
| in %  | thereof male      | thereof female |
| Supervisory Board   | 58.3              | 41.7           |
| Executive Board   | 100.0             | 0.0            |
| Top Management (reporting line 1 to 3) <sup>2</sup>           | 78.9              | 21.1           |
| Middle Management (reporting line 4 and 5) <sup>2</sup>       | 83.9              | 16.1           |
| Lower/Junior Management (reporting line 6 and 7) <sup>2</sup> | 91.4              | 8.6            |
| Management total (reporting line 1 to 7) <sup>2</sup>         | 83.6              | 16.4           |
| <b>Total employees</b>  | <b>79.9</b>       | <b>20.1</b>    |

2) Reporting line to the Executive Board

## Apprenticeships in Germany

|                            | GEA<br>12/31/2023 | GEA<br>12/31/2022 |
|----------------------------|-------------------|-------------------|
| Apprentices                | 367               | 362               |
| Apprenticeship rate (in %) | 5.9               | 5.7               |

## Total number and rate of new hires by region, age group and gender

| December 31, 2023                               | Age <30 |        | Age 30 – 50 |      |        | Age > 50   |      |        | GEA total    |       |        |              |
|---|---------|--------|-------------|------|--------|------------|------|--------|--------------|-------|--------|--------------|
|   | Male    | Female | Total       | Male | Female | Total      | Male | Female | Total        | Male  | Female | Total        |
| <b>Germany, Austria, Switzerland</b>            |         |        |             |      |        |            |      |        |              |       |        |              |
| Total number of new hires                       | 101     | 33     | <b>134</b>  | 35   | 11     | <b>46</b>  | 235  | 77     | <b>311</b>   | 370   | 121    | <b>491</b>   |
| Rate of new hires (%)                           | 18.2    | 21.8   | <b>18.9</b> | 1.4  | 1.7    | <b>1.4</b> | 10.7 | 12.9   | <b>11.2</b>  | 7.0   | 8.5    | <b>7.4</b>   |
| <b>Eastern Europe</b>                           |         |        |             |      |        |            |      |        |              |       |        |              |
| Total number of new hires                       | 29      | 14     | <b>43</b>   | 10   | 5      | <b>14</b>  | 58   | 27     | <b>85</b>    | 97    | 45     | <b>142</b>   |
| Rate of new hires (%)                           | 58.0    | 106.9  | <b>68.0</b> | 2.1  | 3.9    | <b>2.5</b> | 34.9 | 63.8   | <b>40.8</b>  | 14.4  | 26.2   | <b>16.8</b>  |
| <b>Western Europe, Middle East &amp; Africa</b> |         |        |             |      |        |            |      |        |              |       |        |              |
| Total number of new hires                       | 59      | 17     | <b>76</b>   | 14   | 4      | <b>18</b>  | 127  | 37     | <b>164</b>   | 199   | 58     | <b>257</b>   |
| Rate of new hires (%)                           | 30.2    | 33.6   | <b>30.9</b> | 1.1  | 1.2    | <b>1.1</b> | 18.4 | 20.4   | <b>18.8</b>  | 9.2   | 10.2   | <b>9.4</b>   |
| <b>Northern and Central Europe</b>              |         |        |             |      |        |            |      |        |              |       |        |              |
| Total number of new hires                       | 88      | 31     | <b>119</b>  | 57   | 20     | <b>77</b>  | 166  | 58     | <b>225</b>   | 312   | 109    | <b>421</b>   |
| Rate of new hires (%)                           | 40.8    | 60.7   | <b>44.6</b> | 4.5  | 6.7    | <b>4.9</b> | 13.5 | 20.1   | <b>14.8</b>  | 11.5  | 17.0   | <b>12.5</b>  |
| <b>Asia-Pacific</b>                             |         |        |             |      |        |            |      |        |              |       |        |              |
| Total number of new hires                       | 84      | 25     | <b>109</b>  | 5    | 1      | <b>6</b>   | 159  | 47     | <b>206</b>   | 248   | 73     | <b>321</b>   |
| Rate of new hires (%)                           | 42.6    | 54.9   | <b>44.9</b> | 0.2  | 0.3    | <b>0.3</b> | 41.9 | 53.9   | <b>44.1</b>  | 10.0  | 12.8   | <b>10.5</b>  |
| <b>North America</b>                            |         |        |             |      |        |            |      |        |              |       |        |              |
| Total number of new hires                       | 55      | 16     | <b>71</b>   | 44   | 12     | <b>57</b>  | 144  | 40     | <b>184</b>   | 244   | 68     | <b>312</b>   |
| Rate of new hires (%)                           | 85.2    | 111.9  | <b>89.9</b> | 6.9  | 9.1    | <b>7.3</b> | 19.7 | 25.8   | <b>20.7</b>  | 17.0  | 22.2   | <b>17.9</b>  |
| <b>Latin America</b>                            |         |        |             |      |        |            |      |        |              |       |        |              |
| Total number of new hires                       | 46      | 30     | <b>77</b>   | 4    | 2      | <b>6</b>   | 64   | 42     | <b>106</b>   | 114   | 75     | <b>189</b>   |
| Rate of new hires (%)                           | 67.8    | 133.4  | <b>84.1</b> | 1.0  | 2.1    | <b>1.3</b> | 75.2 | 151.6  | <b>93.9</b>  | 22.5  | 44.8   | <b>28.0</b>  |
| <b>Total</b>                                    |         |        |             |      |        |            |      |        |              |       |        |              |
| Total number of new hires                       | 462     | 165    | <b>628</b>  | 168  | 56     | <b>224</b> | 953  | 329    | <b>1,281</b> | 1,583 | 550    | <b>2,133</b> |
| Rate of new hires (%)                           | 34.3    | 47.6   | <b>37.1</b> | 2.0  | 2.6    | <b>2.1</b> | 17.4 | 23.8   | <b>18.7</b>  | 10.4  | 14.3   | <b>11.2</b>  |

## Total number and rate of employee departures by region, age group and gender

| December 31, 2023                               | Age <30 |        |       | Age 30 – 50 |        |       | Age > 50 |        |       | GEA total |        |       |
|---|---------|--------|-------|-------------|--------|-------|----------|--------|-------|-----------|--------|-------|
|   | Male    | Female | Total | Male        | Female | Total | Male     | Female | Total | Male      | Female | Total |
| <b>Germany, Austria, Switzerland</b>            |         |        |       |             |        |       |          |        |       |           |        |       |
| Number of departures                            | 48      | 12     | 60    | 109         | 28     | 137   | 140      | 36     | 176   | 297       | 76     | 373   |
| Departure rate (in %)                           | 8.6%    | 8.1%   | 8.5%  | 4.3%        | 4.1%   | 4.3%  | 6.4%     | 6.1%   | 6.4%  | 5.7%      | 5.4%   | 5.6%  |
| <b>Eastern Europe</b>                           |         |        |       |             |        |       |          |        |       |           |        |       |
| Number of departures                            | 6       | 3      | 9     | 50          | 28     | 78    | 20       | 11     | 31    | 77        | 42     | 119   |
| Departure rate (in %)                           | 12.1%   | 26.2%  | 15.0% | 11.1%       | 23.6%  | 13.6% | 12.1%    | 26.0%  | 15.0% | 11.4%     | 24.4%  | 14.1% |
| <b>Western Europe, Middle East &amp; Africa</b> |         |        |       |             |        |       |          |        |       |           |        |       |
| Number of departures                            | 23      | 8      | 31    | 111         | 37     | 148   | 74       | 25     | 99    | 209       | 69     | 278   |
| Departure rate (in %)                           | 12.0%   | 15.1%  | 12.6% | 8.7%        | 11.0%  | 9.2%  | 10.8%    | 13.6%  | 11.4% | 9.7%      | 12.2%  | 10.2% |
| <b>Northern and Central Europe</b>              |         |        |       |             |        |       |          |        |       |           |        |       |
| Number of departures                            | 44      | 15     | 59    | 124         | 41     | 165   | 110      | 36     | 146   | 278       | 91     | 369   |
| Departure rate (in %)                           | 20.4%   | 28.6%  | 22.0% | 9.7%        | 13.6%  | 10.4% | 8.9%     | 12.5%  | 9.6%  | 10.2%     | 14.3%  | 11.0% |
| <b>Asia-Pacific</b>                             |         |        |       |             |        |       |          |        |       |           |        |       |
| Number of departures                            | 37      | 7      | 44    | 194         | 38     | 232   | 45       | 9      | 53    | 275       | 54     | 329   |
| Departure rate (in %)                           | 18.7%   | 15.8%  | 18.1% | 10.2%       | 8.6%   | 9.9%  | 11.8%    | 10.0%  | 11.4% | 11.1%     | 9.4%   | 10.8% |
| <b>North America</b>                            |         |        |       |             |        |       |          |        |       |           |        |       |
| Number of departures                            | 18      | 4      | 22    | 63          | 14     | 77    | 122      | 27     | 149   | 203       | 45     | 248   |
| Departure rate (in %)                           | 27.4%   | 28.7%  | 27.7% | 9.9%        | 10.3%  | 10.0% | 16.6%    | 17.3%  | 16.7% | 14.1%     | 14.7%  | 14.2% |
| <b>Latin America</b>                            |         |        |       |             |        |       |          |        |       |           |        |       |
| Number of departures                            | 11      | 4      | 14    | 49          | 17     | 66    | 12       | 4      | 17    | 72        | 25     | 97    |
| Departure rate (in %)                           | 15.6%   | 16.7%  | 15.9% | 13.7%       | 14.9%  | 14.0% | 14.3%    | 15.6%  | 14.6% | 14.1%     | 15.2%  | 14.3% |
| <b>Total</b>                                    |         |        |       |             |        |       |          |        |       |           |        |       |
| Number of departures <sup>1</sup>               | 186     | 53     | 239   | 700         | 203    | 903   | 523      | 148    | 671   | 1,410     | 403    | 1,813 |
| Departure rate (in %)                           | 13.8%   | 15.2%  | 14.1% | 8.3%        | 9.5%   | 8.6%  | 9.6%     | 10.8%  | 9.8%  | 9.3%      | 10.5%  | 9.5%  |

1) Number of departures has been corrected related to rounding differences compared to the Sustainability report 2023: Eastern Europe (-1); Western Europe, Middle East & Africa (-1); Northern and Central Europe (-1); North America (-1); Latin America (-1)

## Total number of departures

| December 31, 2023               | Number       | in %       |
|---------------------------------|--------------|------------|
| Voluntary employee departures   | 1,003        | 5.3        |
| Involuntary employee departures | 603          | 3.2        |
| Retirement                      | 207          | 1.1        |
| <b>Total</b>                    | <b>1,813</b> | <b>9.5</b> |

## Job functions

| December 31, 2023                                | Total         |              | thereof employees |              | thereof executives |              |
|--|---------------|--------------|-------------------|--------------|--------------------|--------------|
|  | Number        | %            | Number            | %            | Number             | %            |
| <b>Employees in revenue-generating functions</b> | <b>10,749</b> | <b>100.0</b> | <b>9,242</b>      | <b>100.0</b> | <b>1,507</b>       | <b>100.0</b> |
| thereof male                                     | 9,703         | 90.3         | 8,292             | 89.7         | 1,412              | 93.7         |
| thereof female                                   | 1,046         | 9.7          | 950               | 10.3         | 95                 | 6.3          |
| <b>Employees in MINT functions</b>               | <b>8,935</b>  | <b>100.0</b> | <b>8,078</b>      | <b>100.0</b> | <b>857</b>         | <b>100.0</b> |
| thereof male                                     | 8,127         | 91.0         | 7,320             | 90.6         | 806                | 94.0         |
| thereof female                                   | 808           | 9.0          | 758               | 9.4          | 51                 | 6.0          |
| <b>GEA employees – total</b>                     | <b>18,773</b> | <b>100.0</b> | <b>16,299</b>     | <b>100.0</b> | <b>2,474</b>       | <b>100.0</b> |
| thereof male                                     | 14,998        | 79.9         | 12,931            | 79.3         | 2,067              | 83.6         |
| thereof female                                   | 3,774         | 20.1         | 3,368             | 20.7         | 406                | 16.4         |

## Internal vs. external hiring ratio

| 1/1/2023 – 12/31/2023            | New hires  |              | Hiring ratio |   |
|----------------------------------|------------|--------------|--------------|---|
|                                  | Number     | %            | Number       | % |
| <b>Management position hires</b> | <b>369</b> | <b>100.0</b> |              |   |
| thereof external                 | 125        | 33.9         |              |   |
| thereof internal                 | 244        | 66.1         |              |   |

# Imprint

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**Contact:**

GEA Group Aktiengesellschaft, HR Department  
E-mail: myhr\_information@gea.com

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GEA HR Department, Dr. Ulrich Braig

**Editorial team:**

IR-One AG & Co. KG, Hamburg, Germany  
Mihaela Budja, Neuhausen, Germany

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**Note on forward-looking statements:**

This report contains forward-looking statements about GEA Group Aktiengesellschaft, its subsidiaries and affiliates as well as the economic and political conditions that may affect GEA's business performance. All these statements are based on assumptions made by the Executive Board using the information available to it. Should these assumptions prove to be wholly or partly incorrect or should further risks arise, actual business performance may differ from that expected. No assurance can therefore be accepted for the accuracy of the statements.

**Rounding:**

Small differences may arise due to the commercial rounding of figures and percentages.

**Note on the translation:**

This People & Culture Report is a translation of the German report. The German version applies in case of any discrepancies between the two.

