

# New Employee Welcome Set



WE'VE  
GOT **NEWS**  
FOR YOU!

Gustavo, Marketing, Adhesive Technologies



Excellence is our Passion



## Dear Henkel colleague,

We wish you a warm welcome to Henkel! We are very pleased you are joining our global team. Many people, resources and services are available to assist and support you as you settle in and make your unique contribution to Henkel. At Henkel, we realize that our worldwide success is a direct result of the dedication and excellence of our people. For this reason, we take a personal interest in supporting your development from the very beginning.

The guidance and mentorship of your supervisor plays a decisive role. Your supervisor will assist you in all the business matters, talk you through the onboarding process and ensure your successful integration into your department. You will also find the HR team to be a reliable and pro-active business partner throughout your entire career at Henkel.

A comprehensive E-book containing key onboarding information and resources will also serve to make your start at Henkel easier, more enjoyable and more productive. Additional support will be provided by a variety of checklists, worksheets and an orientation schedule.

Please take the time to carefully read the contents of the E-book and to explore the online resources available from our HR Online Services and the HenkelONEPortal. And don't hesitate to call on your supervisors and colleagues for information and advice.

Now it is up to you to make the utmost of this opportunity. By being bold in seeking out challenges and bringing fresh insights to your work you will advance your own personal development and contribute to Henkel's global success. We truly believe that the more you can fulfill your potential with us, the more fulfilled you will be in your job.

We wish you a successful start at Henkel.

Yours,



Kathrin Menges  
Executive Vice President  
Human Resources



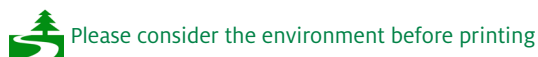
# New Employee Welcome Set

Our NEWS is specially tailored for our new employees and will help make your start at Henkel easier, more enjoyable and more productive. The Welcome Set encompasses a comprehensive E-book containing key onboarding information and resources. We also provide additional support with a variety of checklists, worksheets and an orientation schedule that will come in handy on your first day at Henkel.



## How to use the NEWS E-Book:

Our NEWS E-Book is a dynamic and interactive platform where you can get all the information you will need from the very beginning. We have incorporated links to our Henkel Website and HenkelONEPortal (our global intranet), in order for you to get further information. It is therefore intended to be used online. This way we can also make a contribution to promotion sustainable development and cost reduction.



## Please note following icons:



Link to Henkel Website

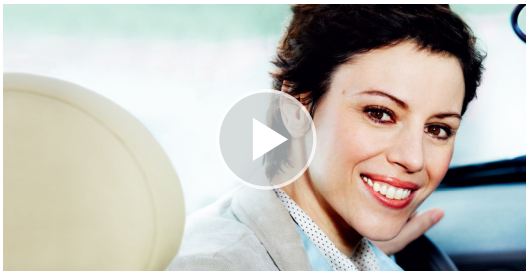


Link to HenkelONEPortal  
(You can only use these links when you have access rights to our IT network)

# The people behind our brands & technologies

Meet the people that already share our passion for excellence. Discover what drives our employees worldwide and gain insight into their career paths at Henkel.

Find a selection of videos below that represent our global team.





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**IT'S NOT MY  
WORK. IT'S  
MY PASSION.**

**Kate, Strategy & Planning, Adhesive Technologies**



# Facts and Figures:

## Welcome to our winning team

As a member of Henkel's winning team, you are joining a global company with more than 135 years of brand success and products sold worldwide. With a diverse and skilled workforce as well as leading brands and technologies, we have embraced a claim that captures the essence of our organization and brands:



**Excellence is our Passion**

Furthermore, our vision of being a “Global Leader in Brands and Technologies” defines a clear ambition for every Henkel employee. Welcome to our winning team!

### Impressive figures

Henkel's preferred shares are listed in the German stock index DAX and the company ranks among the Fortune Global 500. Henkel has also been recognized as sector leader in the Dow Jones Sustainability World Index (DJSI World) and the Dow Jones Sustainability Europe Index (DJSI Europe).

## We have three globally operating business sectors:

### Laundry & Home Care

Laundry & Home Care has always played an important role for Henkel: The Company's success story started with a product from this business sector. For consumers around the world, our brand names have become an integral part of their daily lives. In the markets of relevance to us, our Laundry & Home Care business sector enjoys leading positions on a worldwide scale. We operate in the laundry care and household cleaner segments.

### Beauty Care

Henkel's cosmetic division holds leading market positions worldwide and its brand-name products business is continuously expanding. Schwarzkopf & Henkel stands for brand-name products in the fields of hair colorants, hair styling, hair care and form, toiletries, skin care, oral hygiene and fragrances. Schwarzkopf Professional is among the world's four leading suppliers of hair salon products.

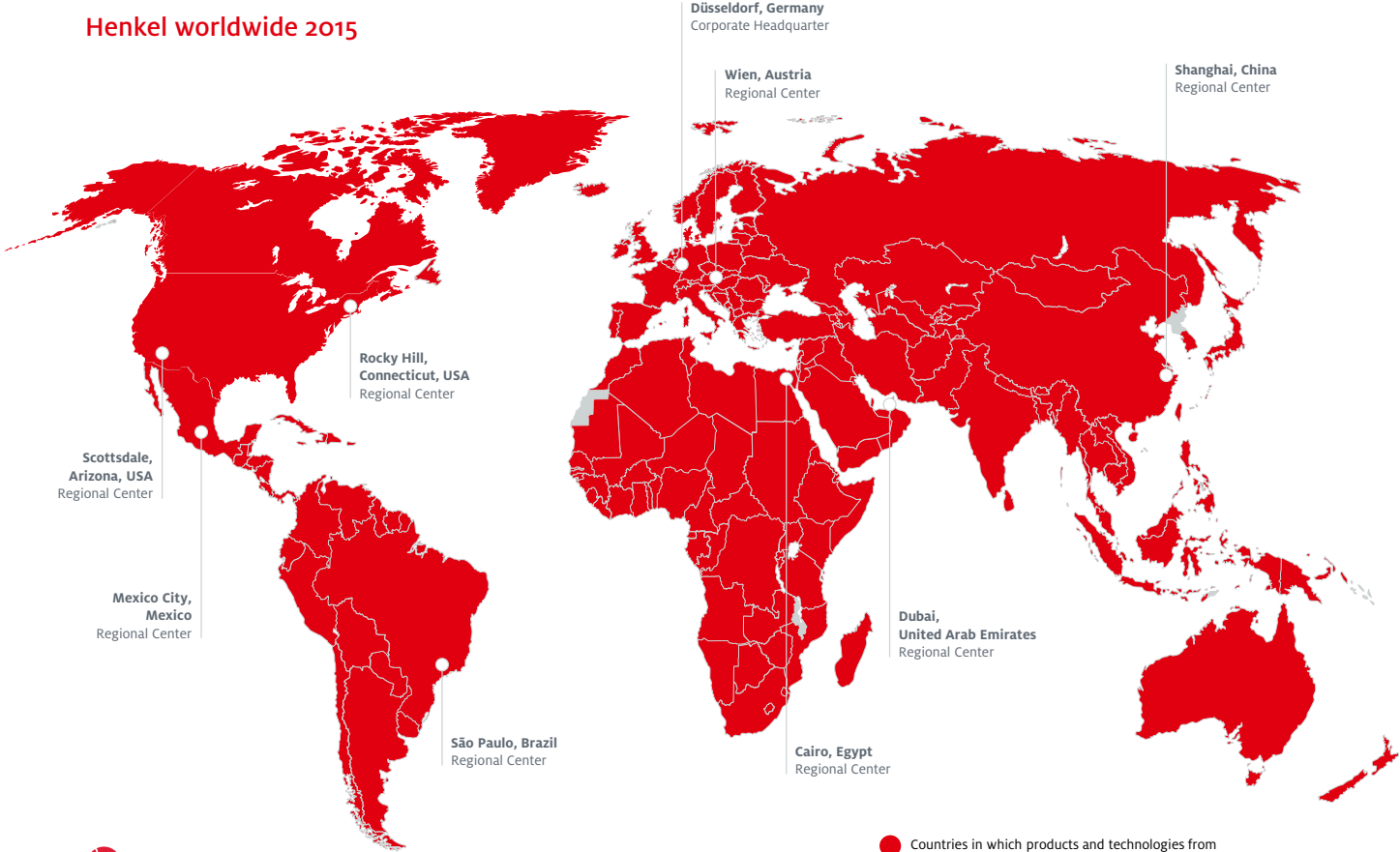
### Adhesive Technologies


Henkel is the world market leader in adhesives, sealants and surface treatments for consumers, craftsmen and industrial applications. From our long tradition we have a well-balanced portfolio of international, regional and local brands. Henkel offers a multitude of applications to satisfy the needs of different target groups – consumers as well as craftsmen and industrial businesses.







# Henkel worldwide 2015



 Up-to-date facts and figures available online. Click on: [Publications](#)

-  Countries in which products and technologies from Henkel are sold.
-  Corporate headquarters and regional centers of Henkel

# Vision and Values:

## A blueprint for success

Our vision gives us a sense of direction and captures our aspiration to be the best in everything we do. It also forms the basis of what we stand for as a company. In order to live up to our vision of being “A Global Leader in Brands and Technologies”, we intend to reach top positions in our international markets and business segments as well as leading the way in high potential growth markets. Additionally, we will continue to do everything we can to earn a high degree of trust and appreciation from our consumers and customers. The “Winning Culture” at Henkel is a major factor in helping us successfully realize our commitment to excellence in a highly competitive environment.

We are successful because of our people. Only with talented, experienced and well-trained employees can we succeed in identifying and satisfying varying customer and consumer needs. Determined to achieve our three strategic priorities, we are committed to strengthening our global team. With a highly skilled workforce of some 47,000, our brands and our technologies, our objective is: Winning together.

### Our strategic priorities



## Our values guide our decisions and actions

Our vision and our values guide the choices and decisions our employees make every day. The values are memorable and speak for themselves. Not only do they shape our corporate culture but they are also consistently implemented, not least in the development of new products.

We put our **customers** at the center of what we do. We anticipate, respond to and meet our customers' and consumers' expectations by providing the best value, quality, and most innovative brands and technologies.

We value, challenge and reward our **people**. We treat each other with respect and dignity and develop our capabilities. We expect everyone to take personal responsibility and perform to high standards. We rely on each other for our success as a company.

We drive excellent sustainable **financial performance**. We are a performance-driven company committed to growing the value of our business and providing a competitive return to our shareholders.

We are committed to leadership in **sustainability**. We provide products, technologies and processes that meet the highest standards. We are committed to the safety and health of our employees, the protection of the environment and the quality of life in the communities in which we operate.

We build our future on our **family business** foundation. We value the continuity of our purpose and vision based on our long history of success and a strong focus on our values. Our long-term vision is shaped by a fair entrepreneurial spirit and a solid financial basis.



For further information click on: [Vision & Values](#)

# Corporate Structure: Committed to Change

With subsidiaries in more than 75 countries, Henkel is one of the largest German-based companies in the world. We have earned a reputation as a market innovator with leading brands and technologies in three business areas:

- Laundry & Home Care (L)
- Beauty Care (B)
- Adhesive Technologies (A)

Our strong brands are the basis of our economic success as is our willingness to adapt to changing market needs.

You will have many opportunities at Henkel to learn more about individual aspects of our corporate structure and to gain firsthand experience of our culture of innovation.

However, a basic understanding of our corporate structure will make it even easier for you to feel at home when you join Henkel.



Please click on our interactive Henkel House to find out more about our structure in the HenkelOnePortal



## Our Management Board

The Management Board of Henkel Management AG, the sole personally liable partner of Henkel AG & Co. KGaA, is responsible for the management of Henkel's business. The Management Board, the Shareholders' Committee and the Supervisory Board work closely together for the good of the Company. The Management Board discusses the strategic direction of the Company with the Shareholders' Committee and the two bodies regularly consult on the progress being made in its implementation.



**Hans Van Bylen**  
Chairman of the Management Board;  
with Henkel since 1984.



**Carsten Knobel**  
Executive Vice President  
Finance/Purchasing;  
with Henkel since 1995.



**Kathrin Menges**  
Executive Vice President  
Human Resources;  
with Henkel since 1999



**Bruno Piacenza**  
Executive Vice President  
Laundry & Home Care;  
with Henkel since 1990.



**Pascal Houdayer**  
Executive Vice President  
Beauty Care;  
with Henkel since 2011.



**Jan-Dirk Auris**  
Executive Vice President  
Adhesive Technologies  
with Henkel since 1984.

## Everyone at Henkel has to act responsibly

Henkel expects from all employees to work according to the highest corporate governance principles in order to ensure responsible, transparent management and control focused on long-term generation of shareholder value. Within this context, the Management Board, Shareholders' Committee and Supervisory Board have committed themselves to the following principles:

- Value creation as the foundation of our managerial approach
- Sustainability as a criterion for responsible management
- Transparency underpinned by an active and open information policy

## You are joining a company built on a family business foundation

Henkel has always been a company with firmly held beliefs. The “family” value which began with company founder Fritz Henkel underlines the importance of entrepreneurship and responsibility for the future that still guides Henkel today. Members of the families of the descendants of Fritz Henkel, the company's founder, hold around 53 percent of the ordinary voting rights in the company.

Dr. Simone Bagel-Trah is part of the fifth generation of the Henkel family and is the Chairwoman of the Shareholders' Committee and the Supervisory Board.



**Dr. Simone Bagel-Trah**

Chairwoman of the Shareholders' Committee & Supervisory Board



For further information click on:  
[Management and Corporate Boards](#)

For our governing bodies click on:  
[Corporate Management](#)

# Global Diversity & Inclusion:

## Difference can make all the difference

Saturated markets, global consumers, digital media, web 2.0 and the demographic changes of societies – all these megatrends affect the heart of our core businesses. Henkel has about 49,800 employees around the world. Each one is different. Each one is unique. The diversity of our workforce and the differences each one of us brings makes a valuable contribution to Henkel's sustainable, economic success.

Henkel can rightly call itself a global player. In 2014, about 80 percent of Henkel's employees worked outside Germany; 44 percent of our sales were generated in the emerging markets; five generations were working together as one global team and 33% of our managers were female.

Diversity is a strategic factor for our success within today's internationally competitive environment and an integral part of our strategic priorities. Our leaders have a special responsibility to foster inclusive behavior, however, every one of us is responsible every day to create a respectful, open company culture and make Diversity & Inclusion a way of doing business at Henkel.

### Diversity & Inclusion @ Henkel

Our Diversity is explicit in the way we look: our age perhaps, our skin tone, the color of our hair or perhaps a visible disABILITY and implicit in the skills, mindset, attitudes, qualities, attributes, and abilities of all Henkel employees and our stakeholders and business partners around the world.

To release the potential of all our employees we promote an open and inclusive corporate culture that appreciates and welcomes all differences. Inclusion is a prerequisite for an equitable and high-performing organization in which all individuals feel valued and where their contributions are appreciated.



## The global Diversity & Inclusion strategy

Diversity & Inclusion at Henkel reflects the markets within we operate and it helps us to better understand our customers. It enables us to use our creativity, knowledge and experience in order to turn good ideas into great innovations. We embrace and develop diversity thinking and practice in all diversity dimensions, but with special attention to the dimensions of nationality, generations and gender.

### Our Vision.



We aspire to create a company culture where the **appreciation of differences (Inclusion)** is inherent in the way we treat each other.

Inclusion gives our global company a competitive advantage, as it helps us to better understand our

colleagues, customers and the markets we operate in. That is why we foster mixed teams, inclusive behavior and aim to treat all employees with dignity, respect and appreciation.

### “Inclusion starts with I”

iNCLUSION  
STARTS  
WITH I

Inclusion is all about us! Our key visual communicates that everyone is responsible and can encourage and foster inclusive behavior. Each of us can choose to open up our minds and embrace Diversity & Inclusion principles.

### Diversity is in your hands.

Diversity & Inclusion enriches both our working and private lives. It is an evolution; it is a journey, a path we travel along towards our goal of a fully diverse and inclusive culture. We invite you to join us on our journey! Without you, there is no Inclusion.

More Details about Diversity & Inclusion at Henkel:



[Global Diversity & Inclusion](#)  
or  
[Henkel Diversity Blog](#)



[HenkelOnePortal](#)



# Sustainability at Henkel:

## Empowering the future

Maintaining a balance between economic success, protection of the environment, and contributions to social progress has been at the core of Henkel's business strategy since its founding in 1876. As an integral part of our corporate culture and values, our understanding of sustainability is long-term and entrepreneurial in nature. As a Henkel employee you will actively contribute to our global

effort to combine the best possible product quality with effective environmental protection and social responsibility throughout our entire value chain – from raw materials, production, logistics to product use and disposal. We are convinced that sustainable business practices will contribute to the successful pursuit of our strategic priorities and to the long-term growth of our company.

To emphasize the importance of sustainability, one of our five corporate values state that: "We are committed to leadership in sustainability."

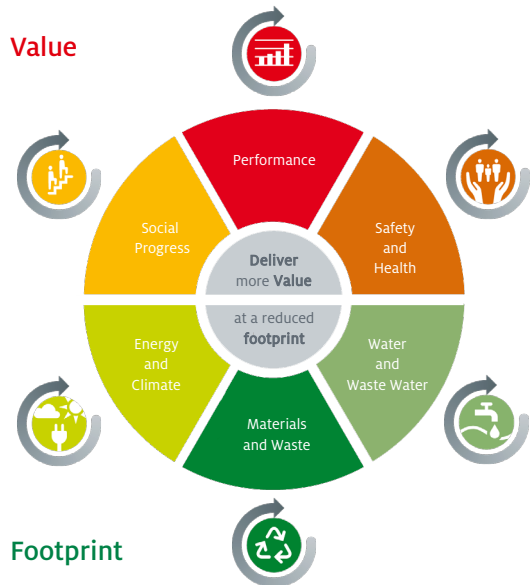
"[...] Sustainability is firmly anchored in our company history and our corporate values [...]"

Hans Van Bylen,  
Chairman of the Management Board



## Our sustainability strategy: Achieving more with less

In essence, sustainability means people living well and within the resource limits of the planet. However, global human footprint is already greater than the planet's resources can bear, and with the world's population estimated to grow to 9 billion by 2050, pressure on resources is set to increase.



So innovating and achieving more with less is key to a sustainable development without sacrificing people's quality of life. At Henkel we are convinced we can contribute to people living well and within the resource limits of the planet while increasing the profitability of our business. Our sustainability activities are concentrated within six focus areas, in which we will continue to drive progress through all our business activities and our products.

**Achieving more** means creating more value:

- Better performance of our products and greater value for our customers
- Improved safety and health of our employees and consumers
- More social progress.

**With less** means reducing our environmental footprint:

- Less water used and water pollution
- Fewer resources used and less waste generated
- Lower energy use and emissions of greenhouse gases.

Accomplishments you can take pride in



rated by  
ekom research



FTSE4Good



## Responsible action begins with you

All Henkel employees are expected to embrace our sustainability standards in their daily work and ensure that sustainable business practices prevail within their field of influence. Only if we all do our part, we can fulfill our commitment to providing products, technologies and processes that meet the highest standards, as well as ensuring the safety and health of all employees, the protection of the

environment and the quality of life in the communities in which we operate. Working together we will maintain our excellent reputation regarding sustainability and further develop as a strong global team.

Our continued focus on sustainability will help to grow the long-term value of our company and help us realize our three strategic priorities:

### Sustainability increases our **business potential** by:

- Driving future innovation and economic growth
- Resulting in more efficient and safer processes and improved technical solutions that reduce resource consumption and costs
- Positively impacting our environmental and economic performance
- Offering us competitive advantages in the market

### Sustainability strengthens **customer relationships** by:

- Delivering brands and technologies that combine top performance with environmental and social responsibility
- Sharing our experience in sustainability and offer our customers effective solutions for improving their own sustainability performance
- Making Henkel a trusted partner for our industrial customers, for retailers and for consumers

### Sustainability strengthens our **global team** by:

- Acknowledging that living responsible business practices will strengthen employee motivation and their identification with Henkel
- Recognizing that a diverse workforce whose experience, talents and skills reflect the diversity of our markets and customers will be key for future business success
- Giving us an advantage on the competition for recruiting and retaining top talent



For further information click on: [Sustainability](#)

# Social Engagement: Working together for change

Social engagement is part of our sense of responsibility and firmly embedded in our corporate values.

Social engagement – or corporate citizenship – has always been an integral part of our sense of responsibility as a company. This is a tradition that dates back to our founder, Fritz Henkel, and is firmly embedded in our corporate values. Together with our employees, retirees, customers and consumers, Henkel and the Fritz Henkel Stiftung are able to support sustainable social projects around the world. They both support activities in the areas of social needs, education and science, fitness and health, arts and culture, and the environment.

We have structured our activities around four core elements:



Please click on the interactive graphic to find out more about the core elements

## Our four core elements of society



### Corporate Volunteering

Voluntary social engagement of our employees and retirees



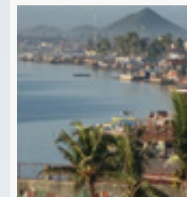
### Social Partnerships

Henkel as a company promoting social projects around the world



### Brand Engagement

Henkel brands supporting social projects worldwide



### Emergency Aid

Immediate aid to people placed in urgent need by natural catastrophe

## MIT (Make an Impact on Tomorrow) – You can make a difference

As part of our corporate engagement, we support our employees and retirees in their social volunteering activities in the communities where they operate, in an effort to support social initiatives and public institutions worldwide.

By establishing Corporate Volunteering (MIT Initiative) in 1998, Henkel became one of the first German companies to include the voluntary social engagement of its employees and retirees as a significant element of its corporate social responsibility policy. By supporting their employee's social engagement Henkel sees important benefits. Better teamwork, greater motivation in their job and closer identification with their employer are just some of the positive results that volunteers report. Furthermore, the volunteers play a pivotal role as a link between Henkel and its social environment.

## Emergency aid – our response to natural catastrophes

After natural disasters, Henkel responds quickly and unbureaucratically, providing aid through our foundation, the Fritz Henkel Stiftung, wherever it is needed in the world.

In providing this assistance, we take care to ensure that 100 percent of all third-parties donations are passed on to the people affected.

Long jumper Britt Haberecht (left) thanks Henkel helper Claudia Drosdek for her active support and her constant encouragement.



## Social Partnerships

As part of our corporate engagement, we enter into social partnerships in the communities where Henkel operates, in an effort to support social initiatives and public institutions.

Education is a basic prerequisite for both personal individual development and for society. It is for this reason that education initiatives are among the priorities of our corporate engagement. In cooperation with the Fritz Henkel Stiftung we are concerned with realizing ideas and programs that provide answers to societal problems and challenges. A particular focus of our work are young people – children, youths and young adults. In addition, we support sports clubs, hospitals, kindergartens, schools and universities.

## We contribute to the United Nations “Millennium Development Goals”

By joining the Global Compact of the United Nations in 2003, Henkel made a commitment to help achieve the Millennium Development Goals. Through its social engagement, Henkel contributes directly to the attainment of these goals. Henkel does not influence the type of projects proposed under the employee engagement program. Nevertheless, the majority of these projects do indeed contribute to achieving these goals.



For further information click on:  
[Henkel – Corporate Citizenship](#)

The photo shows children from a village close to the UNESCO world cultural heritage city of Luang Prabang in Laos. Their smiles are for the volunteer helpers from Japan who have taken it upon themselves to improve the health of children in Laos.



# Our Guiding Principles

**IT'S NOT MY  
WORK. IT'S  
MY PASSION.**

Heinrich, Technical Services, Corporate Functions





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# Corporate Compliance:

## Acting responsibly around the world

Henkel's image and reputation, as a company that operates in an ethically and legally appropriate manner, is inseparable from the conduct of each of us as we perform our work, every day. We, the employees of Henkel, are expected to respect laws and regulations, avoid conflicts of interest, protect the Company's assets, and show consideration and appreciation for the local customs, traditions and social norms of the various countries and cultures in which Henkel conducts business. In fulfilling our responsibilities within Henkel, we do not take ethical shortcuts. Corruption, breaches of fair competition and other compliance violations will never be in Henkel's interest.

Henkel's image and reputation, as a company that operates in an ethically and legally appropriate manner, is inseparable from the conduct of each of its employees.



## Your contacts for compliance issues

For more than 130 years, Henkel has been strongly committed to corporate governance and corporate compliance and aims to conduct business responsibly and sustainably on both a local and global level. This is clearly expressed in our Vision and Values and in Henkel's Corporate Standards, which are binding for every Henkel employee worldwide. Henkel's Corporate Compliance Office acts as a partner and advisor to Henkel employees in the Henkel Group in all compliance matters and ethical questions, and monitors the activities of personnel and the organization accordingly.

## Our Corporate Compliance Team

- The Corporate Compliance Office, headed by the Chief Compliance Officer, sets and trains on standards, follows up on non-compliance issues.
- Henkel's Privacy Protection Officer monitors IT and non-IT-based personal data processes.

## Our behavior is guided by corporate codes

Our Corporate Vision and Values as well as our commitment to the United Nations Global Compact Initiative have set the framework for globally binding rules that are specified in Henkel's Code of Conduct as well as in a series of Corporate Standards.



For further information click on:  
[Corporate Compliance](#)



For further internal information  
click on: [Corporate Compliance](#)

# Corporate Standards:

## Acting responsibly around the world

These documents contain a number of important behavioral guidelines that are intended to guide us in our daily business as well as in our strategic planning and decision-making processes. They are binding for all Henkel employees worldwide and need to be followed strictly. Where appropriate, the Corporate Standards are complemented by regional/local standards. .

As Henkel employee you need to know our internal laws in order to comply with them. For this reason, the Compliance Office has developed a set of eLearning-modules comprising introduction to antitrust, anti-corruption and our most important Corporate standards including the Code of Conduct. They can be found on Henkel's eLearning-platform or via the link you are going to receive via email. These eLearnings are mandatory. Please make yourself familiar with the contents of those modules as soon as possible and confirm your participation in this program online.

### Respect our Code of Conduct

#### Who you can contact with questions and concerns

If you have questions about compliance or concerns with respect to a suspected violation, your first recourse should be to contact your line manager or any other person acting as a responsible supervisor, your local Compliance or Law Group representative, Human Resources or Corporate Internal Audit Department. If this is not possible, for exceptional reasons, you also have the option of reporting the incident confidentially by phone or online to the Henkel Compliance Line, which is operated by an independent external service provider and also offers the option to report anonymously. The contact data is available on the Intranet.

### Where you can find more information

All Codes, Corporate Standards and Guidelines can be found on the Henkel Intranet under “Corporate Standards” (just type *corporatestandards* in your Henkel browser). For enhancing and updating their compliance know-how, Henkel employees are trained twice a year via a Compliance E-Learning program, participation in which is mandatory for all MC members.



## **Our management procedures for authorizing signatures (CS Commitment Authorization)**

A separate Corporate Standard applies to the authorization of signatures for contracts with a third party, involving the creation, amendment and cancellation of rights or obligations on behalf of Henkel. Signatures are generally restricted to members of the Management Circle (MC) and based on the four-eye-principle. The dispositions must always be formulated in non-removable writing and require two handwritten signatures (repeated in block letters). The first signature is that of a person with specialist responsibility, the second signature (countersignature) brings the disposition into effect. The range of authorization is determined by the management level. It is therefore paramount that you familiarize yourself with the details of this Corporate Standard.

## **Our management procedures for the conclusion of contracts (CS Conclusion of Contracts)**

Another Corporate Standard regulates the Conclusion of Contracts. When preparing or reviewing contracts that fulfil one of the criteria below (so-called “material contracts”), it is

mandatory to involve the Henkel Law Group or to use previously approved templates:

- From a contract value of 25,000 EUR
- Risk-entailing transactions
- Contracts with non-compete clauses where the parties agree not to enter into competition, IT-related contracts, mergers & acquisitions, warranty claims, etc.

Additionally, also the signature regulations laid down in the CS Commitment Authorization apply. In case of doubt, please contact the Henkel Law Group.

## **Segregation of duties is a key concept (CS Segregation of Duties)**

No Henkel employee should be enabled, on account of his/her position, to commit or cover up misconduct or violations of the law. Therefore no single person should be allowed to carry out a business transaction from start to finish: critical tasks must be divided among several persons. This segregation of duties should also be reflected in the separation of responsibilities inside the organization and controlled by IT access rights. As a general rule, IT access rights are only granted insofar and as long as they are required for the task at hand.

## How to properly handle expenses (CS Travel & Entertainment)

Travel and entertainment expenses must be approved by the line manager and documented by detailed receipts and original invoices. Business meals and other entertainment must be paid by the highest-ranking employee in attendance. All receipts for entertainment expenses must be itemized, showing the names of all participants, their relation to Henkel and the business purpose. Entertainment expenses are subject to certain limits. But what is most important: Entertainment, invitations and other courtesies must never be used to influence the business decisions of the person(s) entertained.



## Who you can contact with questions and concerns

If you have questions about compliance or concerns with respect to a suspected violation, your first recourse should be to contact your line manager or any other person acting as a responsible supervisor, your Compliance representative, your local Law Group representative, Human Resources or Corporate Internal Audit Department. If this is not possible, for exceptional reasons, you also have the option of anonymously (and confidentially) reporting the incident by phone or online to the Henkel Compliance Line, which is operated by an independent external service provider. You will find the contact data on the Intranet.

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Our codes and standards are important guidelines of behavior and are intended to guide all of us in our daily business, our strategic planning and our decision-making process.



For further internal information  
click on: [Corporate Standards](#)

# Corporate Security:

## Protecting our business

Corporate Security is responsible for managing employee security and protecting our company and assets in order to secure our economic success in the long term. In line with our global strategy and our orientation towards emerging markets, we pay special attention to challenges arising from our international business activities and from social and cultural differences. We also apply the highest security standards in handling our data and knowledge. Henkel is committed to taking accountability for our employees, customers, shareholders and society – now and in the future.

### We protect our corporate assets

The early recognition of potential hazards and criminal acts, both within and from outside Henkel, is pivotal to developing effective security measures. This includes protecting employees, locations, information and Henkel's reputation and assets from security risks and threats as well as securing our supply chain and protecting our brands. To this end, we take early action against product piracy and grey market goods.



### Employee security comes first

Protecting our employees is a key aspect of our corporate philosophy. Henkel will not tolerate workplace violence and all line managers and employees are therefore expected to proactively intervene in a timely manner. Security programs based on comprehensive risk analyses have also been developed to further enhance the security of all Henkel employees, including those traveling on behalf of Henkel. Individualized measures are possible in response to changing conditions, external influences or the position of an employee.

Managing employee security and protecting our company and assets is an integral part of our business at Henkel.

## Our World Watch Database

- Providing Henkel business travelers with the latest travel information
- Communication of Travel Security Alerts



Click on the map to visit Travel Security

## Securing Henkel property is everyone's responsibility

Henkel strives to adequately protect its property and equipment. This includes securing operating areas, properties, factories and company premises against unauthorized access with an effective access control system and site security. Programs to protect our property also include the control of ingoing and outgoing material. Furthermore, we expect all our employees and business associates to treat our property and confidential information responsibly. This includes taking appropriate measures during events in which Henkel is participating.

## Protect our information and knowledge

Our competitiveness relies on carefully protecting essential information and knowledge. All Henkel employees share in this responsibility and may not disclose internal corporate information to unauthorized persons. This includes all information, whether transmitted or recorded verbally, in printed form, or electronically. As the author, you are responsible for classifying whether information is confidential, internal or public. Any unauthorized attempt to acquire information must be prevented and reported immediately.

## Prevention and investigation of criminal protection

In order to avert financial and material loss to our company, we actively prosecute criminal acts against Henkel's interests and consistently hold the responsible persons to account. Security relevant events, criminal incidents and suspicions must be reported immediately to Henkel Corporate Security to be investigated accordingly. The goal is to preserve confidence in the company and protect our integrity through careful and appropriate gathering and presentation of the facts.



For further internal information click on: [Corporate Security](#)

Our Code of Corporate Security: [Code of Corporate Security](#)



## Information Security: A shared responsibility

Information plays an essential part in the internal value chain within the Henkel Group. Therefore, it is necessary to adequately guard and protect company information, especially when it is stored and/or processed within a computer information system. We aim to create and maintain a high, standardized level of information security for the Henkel Group that meets the demanding standards of today's information and communication technology with a high degree of networking between systems and workstations. In order to achieve this goal, we have defined an extensive set of technical security controls.

But even the best technical control measures cannot guarantee 100% protection if Henkel employees neglect some basic rules.



## Our basic rules for Information Security

By complying with Information Security rules, you can protect Henkel from risks like:

- Loss of Henkel data and competitive advantage
- Sabotage, damage or deletion of information
- Misuse of IT access authorizations to commit fraud

Depending on your position you might be required to keep some more specific rules. However, we ask every employee to keep some basic rules:

### 1. We are all responsible for Information Security

Ensure that you are aware of and follow the Henkel IT Security Policy and related procedures. Information Security is only possible if every one contributes.

### 2. Protect your PC

Don't leave your laptop unattended in any public space. Protect your computer against theft and unauthorized use by, e.g., locking your computer before leaving your workstation.

### 3. Your password is very sensitive – handle it with care

One could use your password to access Henkel computers and to act in your name - also against your own and against Henkel's interests.

- Choose a password which is difficult to guess. Use upper and lower case characters, numbers and special characters. You could make a good password from the first letters of the words of a sentence which you can easily remember.
- Do not share your password with other persons.
- Avoid to write down your password. If you do need to write it down, choose a place where only you have access to.

### 4. Backup data you do not want to lose

Protect your software and data against loss by storing such information on a server if available. Ensure that backup media is adequately protected from damage and theft.

### 5. Do not misuse your access to the internet and email

Do not visit suspicious websites. Do not open any suspicious or unusual mail attachments. Do not post potentially sensitive information on the Internet.

### 6. Only request the access rights you need

Do not request more access rights than necessary for your position and work. In case you change your position, make sure that access rights are revoked which you do not need any longer.

### 7. Avoid viruses and malicious software

Computer viruses and malicious software may cause damage to our computer systems or steal our information and computer passwords. Your Henkel computer will be protected automatically by a virus scanner program. However, avoid to connect any non-Henkel devices (e.g. USB sticks, hard disks, digital cameras, music players) to your Henkel computer.

### 8. Be careful about the information you distribute

Before releasing sensitive information, always make the appropriate checks first. Never disclose sensitive information to an unknown source. Be aware of e-mails, websites or phone calls asking you to confirm sensitive data.

### 9. Report lost or stolen items

If a Henkel computer, smartphone or data storage media are lost or stolen, inform your line manager, your IT coordinator and the IT security officer immediately.

### 10. Finally, report security incidents

If you suspect a security breach, such as a computer being infected or confidential information being released, you must notify your line manager and the IT security officer immediately.



For more internal information about Information Security click on: [Information Security for YOU \(IS4U\)](#)

For more internal information about our Corporate Standard Information Security click on: [Corporate Standard Information Security \(CSIS\)](#)

# Corporate Design:

## Communicating a strong brand

The objective of the Henkel corporate brand is to stress and communicate what unites all Henkel employees – no matter in which country or business area you work in. The Corporate Design, and in particular our claim “Henkel – Excellence is our Passion”, underpins this communality and is a visual expression of our winning culture. A central element of our Corporate Design is the white banner with red outline that frames our logo and claim:



### You are a Henkel brand ambassador

Our Corporate Design guidelines have been developed for all communications related to Henkel – externally and internally. Every single Henkel employee plays an important role in ensuring that we maintain a strong, distinctive and unified corporate identity around the world. Everything we do, from presentations, to e-mail signatures and corporate marketing collateral have to be in line with our Corporate Design guidelines.

### Our Corporate Design elements

Corporate Design includes a number of key branding elements that are often referred to as “hallmarks.” These include:

- Logo Elements
- Logo Design
- Logo Sizes
- Logo Types and Colors
- Typography
- Brand Colors
- Visual World
- Layout

## How to use our Corporate Design

The key elements of our Corporate Design are a modern layout, clear imagery, a dynamic color scheme with red and white as key colors, and a lightweight typography. The banner that frames our logo and claim is a prominent part of our Corporate Design and serves to generate high recognition value. As a rule it should be used on all internal and external communication tools. On business cards and stationary, the logo and claim are used without the outline. For special communication tools such as flags and signage the logo is used without the claim. However, the claim should never appear without the Henkel logo. The general requirements governing the Henkel Corporate Design are mandatory.



All templates, including a section on Corporate Design rules for stationary and presentations, as well as further information and updates can be found online at our Corporate Design portal: [henkel-corporate-design](http://henkel-corporate-design)

If you have any questions about how to use our Corporate Design, please send an e-mail to: [design@henkel.com](mailto:design@henkel.com)

## Corporate Design Overview

### Basic elements

- 1. Logo**
  - With claim and banner:
  - Without claim and banner:
- 2. Color Scheme**
  - The core colors:
  - The secondary colors:
  - The accent colors:
- 3. Typography**
  - Henkel Milo / Henkel Milo Serif (for professional printed matter)
  - Arial / Times New Roman (for office and digital applications)
- 4. Imagery**
  -
- 5. Layout**
  -

### Corporate Design Portal

- Brand Introduction
- Basic elements
  - Logo
  - Typography
  - Colors
  - Imagery
- Tools
  - Download center
  - Image database (Social Media content)
  - Corporate Design training
- Corporate Design news
  - April 21, 2016: New templates for greater design variety
  - All news
  - Sign up for our newsletter
- Stationery & Office material
- Print applications
- Digital applications
- Videos
- Events & Give-aways
- Facility design
- Do you need help?
  - Contact us
  - Useful information
  - F.A.Q.
  - Designer

Our HR Offers

**READY FOR  
THE NEXT  
CHALLENGE.**

Polia, Controlling, Corporate Functions





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# Human Resources:

## Your reliable business partner

Our Human Resources Department (HR) strongly contributes to the achievement of our strategic priorities and the HR strategy is aligned with Henkel's vision and values. We know the importance of challenging and rewarding employees for their achievements. Not only does this inspire excellence, but it is the very foundation upon which we have built a high performance organization with demanding people management and professional HR operations. You will be offered many opportunities for building a valuable and rewarding career with us. This includes our innovative talent management, training and leadership development as well as a state-of-the-art compensation program that rewards your performance. In this respect, you will find HR to be a reliable and proactive business partner.

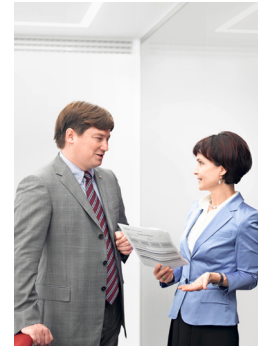
Our HR Department guides and supports Henkel employees globally, regionally and locally with HR tools that are applied consistently throughout the company. As one of our core HR programs, our annual Talent Management Cycle ensures

and deepens the dialogue between you and your supervisor in order to continually further your individual development. HR also plays an important role in enabling our supervisors to foster the potential and performance of their teams, with a wide range of leadership development initiatives.

### HR is always available for you

Our HR Online Services on the HenkelONEPortal offer you direct access to our team of HR experts situated in the different Henkel Shared Service Centers (SSCs). Our SSCs are located around the world and offer high quality HR services, independent from time zones and holiday schedules.

Our HR Business Partners are responsible for translating our business strategy into respective HR agenda and manage the talent pipeline in our business units and functions.



We know the importance of challenging and rewarding employees for their achievements.

## Steering our HR strategy and programs

In order to build a high-performance organization our Global HR Team is in charge of developing and steering our global HR strategy and programs. This responsibility is shared by the following competence areas:



### Employer Branding & Recruitment

Attraction, recruitment and retention of talented and ambitious people are crucial to our global business success.



### Talent Management Cycle

Talent Management is a global process which integrates separate management development tools to assure structured appraisal and development of Henkel's MC employees.



### People & Leadership Development

Learning Management at Henkel designs and delivers the best-in-class learning concept to support our Henkel strategy by making our people achieve their highest potential and thus become truly outstanding.



### Diversity & Inclusion

The global Diversity & Inclusion department ensures the strategic fit between external, environmental, social and political challenges and internal solutions in terms of strategy, processes and our corporate culture.



### Compensation & Benefits

Our compensation policy is designed to leverage a Winning Culture. It fosters a high-performance organization because it encourages and rewards individual top performance.



### Resource Planning & Organizational Management

The employees are one of the key resources for the creation of all our products and services we provide externally as well as internally. Having statistical and organizational information about them is crucial to plan and steer that source carefully and responsibly.



### Corporate Social Responsibility

Henkel integrates all three dimensions of sustainability - economic, ecological and social - in the way it conducts its business activities and is internationally respected as a company with a sustainable approach. Our CSR strategy contributes to the focus area of "social progress".



For further internal information about the various HR Services click on: [HR Services](#)

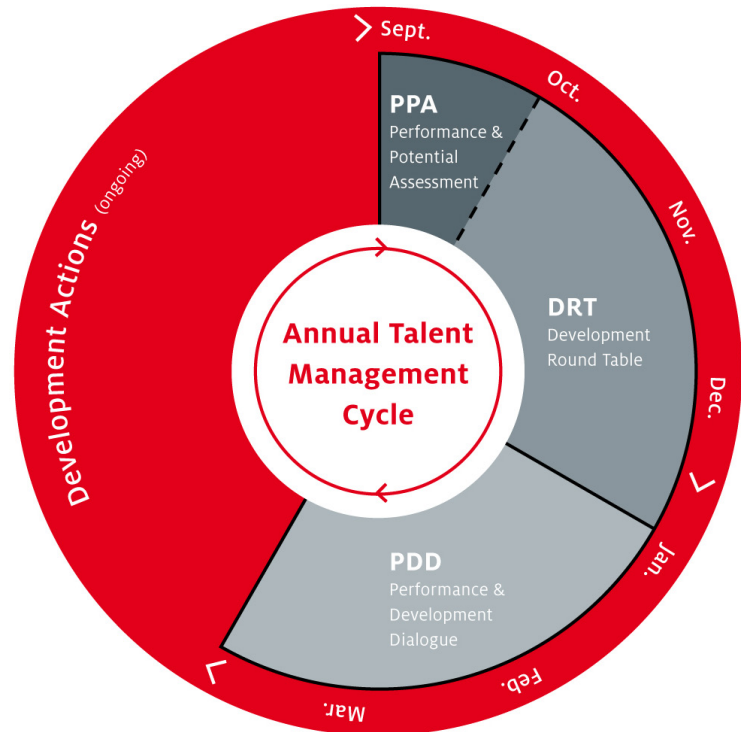


# Talent Management:

## Unlocking your potential

We have long recognized that it is our people who will shape the future of Henkel. Therefore, we have introduced a global Talent Management Process for managers that includes the evaluation of performance and potential. It enables you and your people manager to systematically identify your strengths, your development areas and foster your talents as a manager. We are convinced that providing clear feedback on your performance and potential levels, as well as your own assessment on development areas, is decisive to our success – and yours.

Our Talent Management Process consists of four stages, beginning with a Performance and Potential Assessment in which you are assessed by your people manager. Stage two involves “Development Round Tables” where line managers calibrate the assessment. This is followed by a Performance and Development Dialogue with your people manager during which an individual Development Plan is agreed upon. The fourth stage, Development and Training, involves individualized targeted support measures that take place throughout the year.



**Stage 1 (from September on):**

**Performance & Potential Assessment (PPA)**

During the PPA, your people manager will assess you according to four Performance criteria and six Potential competencies. You will also be asked to give your own input regarding your performance and potential, including examples and comments. The PPA forms the basis for your Management Review Draft (MR Draft) to be presented by your people manager for a broader evaluation and calibration during the Development Round Tables.



**Stage 2 (October–December):**

**Development Round Table (DRT)**

The DRT is a key element of our Talent Management Process. It is attended by your people manager and his/her peers and chaired by a member of management from the next level up. A representative from HR is also present. During

this meeting, your Management Review Draft (MR Draft) will be calibrated based on peer group comparisons of the same job level. The final agreed Management Review (MR) serves as a basis for your Performance & Development Dialogue.

**Stage 3 ( January–March):**

**Performance & Development Dialogue (PDD)**

During the PDD you will receive structured feedback from your people manager concerning your performance, potential and the results of the final Management Review. On this basis, an individual action plan will be developed with the goal of enhancing performance and supporting you in fulfilling your potential.

**Stage 4 (ongoing):**

**Development & Training**

Besides our on-the-job development possibilities, Henkel offers a wide variety of education and training programs as part of our commitment to establishing a performance culture in our company worldwide. Development and Training is an ongoing process that will accompany you throughout your career at Henkel.



For further internal information click on:

[Talent Management Cycle](#)

# Henkel Global Academy:

## Continuous Learning Drives (Y)our Future

Lifelong learning is key to your personal and our company's success. To support our employees' ongoing development, Henkel is committed to providing every employee with focused and high quality learning experiences tailored to your needs and our business requirements.

In addition to on-the-job learning opportunities, our globally harmonized learning framework, the Henkel Global Academy, plays a central role. It offers best in class development and training courses for every employee.

Together, we will ensure that you drive (y)our future – never stop learning and developing.

### A global concept to achieve Henkel's strategic educational goals

To use the full scope of learning capacity, Henkel's development approach focuses on learning through experience (e.g. on-the-job-assignments), learning through exchange with others (e.g. feed-

back) and learning through formal training (e.g. classroom trainings or eLearnings).

The basis of Henkel's internal development programs is to follow strategic educational goals that contribute to the high quality of our programs:

- Continually improving your knowledge and skills so you can contribute to constant innovation
- Enabling you to deliver excellent performance and to achieve your full potential according to your current and future responsibilities
- Developing your ability to anticipate and meet customer needs
- Sharpening your sensitivity for diversity, mutual respect and individual dignity and improving the effectiveness of communication and cooperation through honest and constructive feedback
- Making you aware of all aspects of safety, health, environmental protection and the quality of life in our community related to our operations

**Drive (y)our  
future now.**

We ensure that you never stop learning – which will let you and our company further grow.

## Setting the right course for your professional development

The basis for every learning activity is development goals, which are identified by mutual agreement between you, the employee and your people manager, usually within the context of a development talk such as the Performance & Development Dialogue (see section Talent Management).

### Search and you will find: The right program for your needs.

The actual selection of learning activities depends on your development goals and may include all of the three, learning through experience, learning through exchange with others and learning through formal training.

Henkel Global Academy is your first point of reference for formal learning opportunities. It consists of

- the Learning Center – covering soft skills trainings (Core Trainings), professional business-unit specific courses (Campus offerings), and regional or local specific trainings
- the Leadership Center – embracing harmonized leadership skill trainings as well as offerings for high performing managers (mostly by nomination)



We encourage you to review our instructor-led training offers via the online training catalogue “Catalogues & Booking”. Furthermore, discover the offers of the eCademy, our platform for eLearning, which is open to all employees worldwide. Both are accessible via the HenkelOnePortal.

Take ownership of your personal and professional development; prepare yourself for the future requirements of both the working environment in general and your workplace at Henkel in particular. Increase your value as an employee and ensure that you – and we – remain competitive in the future.

Get engaged and “Drive (y)our future now”!

Benefit from Henkel's numerous learning opportunities which are available to you 24/7.



For further information:  
[Catalogues & Booking eCademy](#)

# Compensation Policy:

## Rewarding performance

Henkel's compensation programs ensure longterm and sustainable business success by aligning your interests with our business strategy. Our compensation strategy is a significant part of our performance management, employing a wide variety of incentives for acknowledging and rewarding outstanding work as well as encouraging mobility across countries, functions and businesses. We offer competitive salaries and benefits in order to attract, motivate and retain highly skilled, talented and best-performing employees, each of whom contribute to Henkel's future success.

### Compensation programs

Our compensation programs consist of a base salary supplemented by short and long-term incentives, which are competitive with the general industry standards. This includes a benefit package that provides you with adequate security in the major areas of health, welfare and retirement as well as fringe benefits such as a company car or our global Employee Share Purchase Plan (ESP).

### Base salary

Our compensation policy is based on the concept of Management Circles (MCs). There are three Management Circles, two of which are further subdivided:

Henkel Management Circles				
Junior/Middle Management		Middle/Senior Management		Top Management
MC III B	MC III A	MC II B	MC II A	MC I

Each MC has a corresponding salary band which reflects a balance between internal equity and competitive pay. Your position and progression in the salary band depends on the complexity and scope of your job, your level of accountability, your individual performance and potential and local market conditions. In line with our pay for performance philosophy, your individual performance is a key factor in your salary review process as is your current position in the salary band.

Base salaries and salary budgets per country are reviewed regularly by Corporate HR.

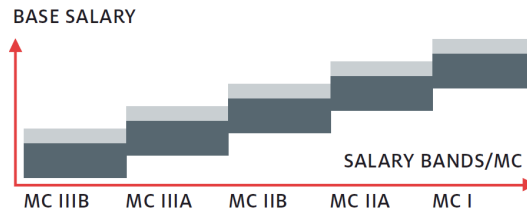
Our performance is what makes Henkel a "Global Leader in Brands & Technologies".

## Short-Term Incentives (STI)

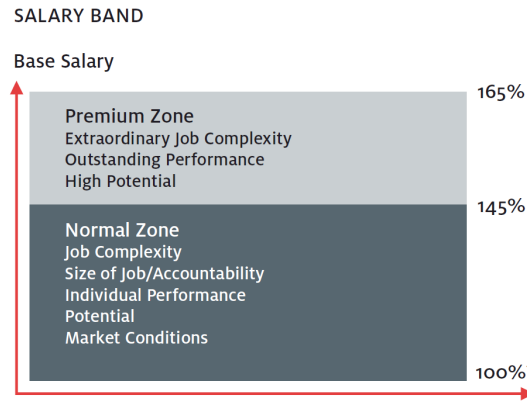
Our Global STI fosters a high-performance organization because it encourages and rewards individual top-performance, links the individual performance to Group and Team results and ensures a competitive edge. Our Global STI is an innovative solution that ensures that we reward management employees of the Management Circle (MC) 0-3 in a transparent, strongly performance-oriented and motivating way. We encourage all of you to study the details on how the attractive Henkel Global STI works. Ask your people manager or your HR Business Partner in case of further questions. If you are eligible, please click here to find further detailed information: Global STI Service

## Long-Term Incentives

As a member of our core management team (MC I-IIA), you are eligible for a long-term incentive plan: the global Cash Performance Unit Plan (CPU). If you are eligible, please click here to find further detailed information: CPU Service



Our Global STI fosters a high-performance organization, because it encourages and rewards individual top performance.



¹) Entrance Level

For further internal information click on: [Compensation & Benefits](#)

# Our Online Services

A man in a dark suit, white shirt, and dark tie is sitting in the driver's seat of a car. He is wearing black-rimmed glasses and has a friendly smile. His right hand is resting on the steering wheel. The car's interior is visible, including the dashboard and center console. The background is slightly blurred, showing the car's exterior and the sky.

**WELCOME TO  
THE PARADISE OF  
PERFORMANCE**

Emmanuel, IT Consultant, Corporate Functions



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# HenkelONEPortal:

## Making your work easier

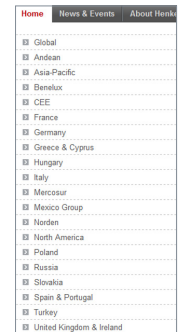
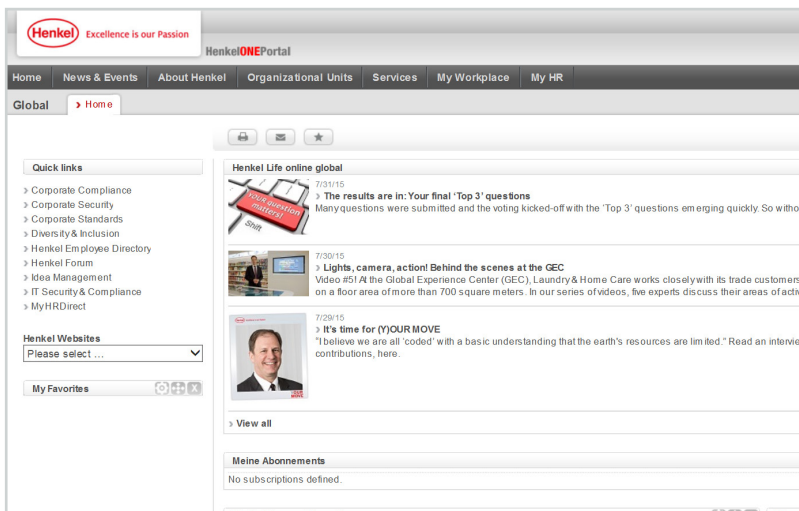
Henkel's intranet offers its employees an internal communications platform designed to make your work easier. In addition to providing you with access to information about many aspects of the company and its organizational units, the Henkel- ONEPortal services offer resources and

downloads to support your daily work. With the personalization functionality you can customize the content of your homepage and workplace to your personal needs. Employees can also participate in the evolution of the new platform by using feedback options and content ratings.

### Designed with you in mind

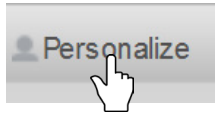
The HenkelOnePortal offers you one central access to Henkel's internal online world. It opens immediately upon starting your internet browser.

Since the HenkelONEPortal immediately recognizes your user credentials, it automatically opens your country-specific intranet site. You can, of course, switch to other country intranets using the folding navigation under the main navigation point "Home".

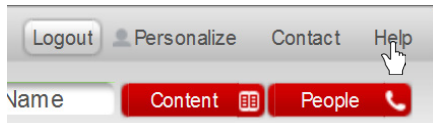


## 1. Personalize your portal

Furthermore, you can change the default language of your intranet by clicking on “Personalize” in the upper right corner.

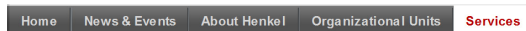


Widgets make it easy to personalize and optimize your intranet interface and workplace area to best serve your needs. You can find helpful tips on how to do this, by clicking on the help-button in the upper right corner in the portal:

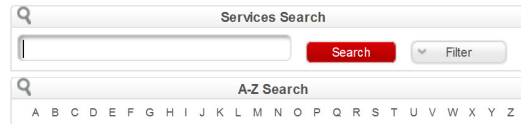


## 2. Browse our service catalogue

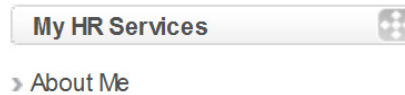
To access information about the many services provided by all organizational units, simply browse the service catalogue:



Type in the service you are looking for.

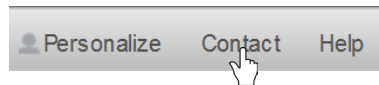


Under “My Workplace” you will find a link to your HR Services:



## 3. Questions and feedback

If you have any questions concerning our company intranet, please do not hesitate to contact the HenkelONEPortal team.



Our HenkelONEPortal opens immediately upon starting your internet browser

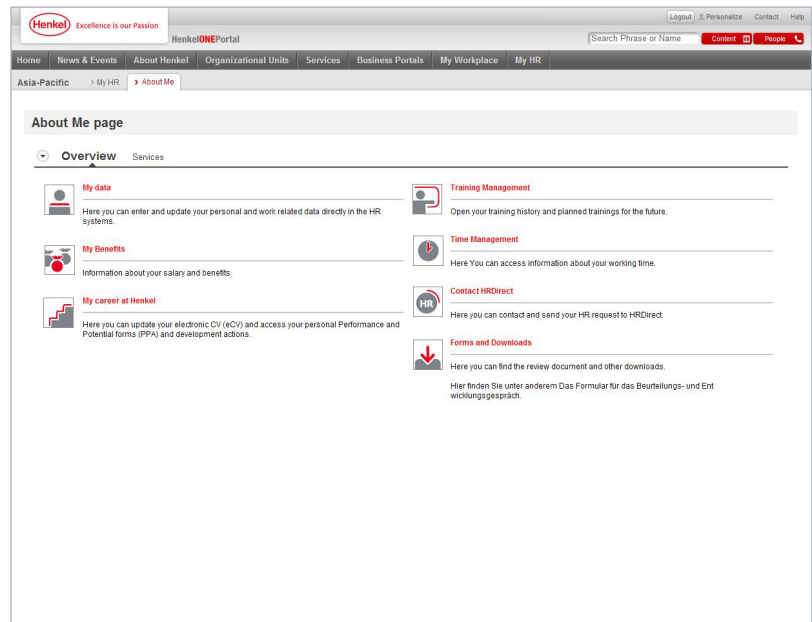
# HR Online Services: Always within reach

Our Global Human Resources Department makes a vital contribution to Henkel's strategic priorities and helps us achieve our financial targets with efficient and cost competitive HR functions. This is made possible in part by simplifying our HR processes so that they are easily accessible to you. For example, our online service tool "About Me" offers you convenient desktop HR support. Available to all employees with an individual workplace, it offers you a range of country-specified services. In order to help you take immediate advantage of this tool, we have created a quick summary of its main features.

## Your quick guide to "About Me"

"About Me" lets you update your personal information from the comfort of your PC with:

- Immediate access to all personal and work-related data
- The opportunity to update data and profiles independent of HR office hours / availability
- A platform for your training overview



## How can I access “About Me” on my PC?

You will find “About Me” under the HR Services menu in the HenkelONEPortal. All features available in your country are listed on the “About Me” homepage. Simply click on the desired category to make use of any of the following functions:

1. My Data lets you update personal and work-related data in the following categories:
  - My Permanent Residence
  - My Personal Data
  - My Contact Data
2. My Contact Data lets you upload your photo to the HR system:
  - Please read the disclaimer carefully
  - Submit a quality, professional picture
  - Save it on your desktop
  - Upload the photo to the HR system
3. Training Management lets you analyze your training history and future scheduled trainings by using the:
  - Training Overview
4. HRDirect lets you address questions regarding our HR Online Services directly to our HRDirect Team – quickly and easily from your PC. We look forward to helping you!
  - You will find My HRDirect as a quick link on the home page of the HenkelONEPortal
  - Simply click on the link to be directed to the HRDirect Service Request Inbox
  - At the top of the Request Inbox you can choose between several available request categories
  - At the bottom of the Request Inbox you can view a summary of all your existing personal requests



For further internal information click on:  
[About me](#)

# IT Help Desk:

## Keeping you connected

Henkel's IT Help Desk is your single source for all computer, printer and telephone related questions. It is also where all IT service requests are handled. Our highly trained technical staff is equipped to assist you with a wide variety of technology questions, problems, and requests, and are available to help bring you up to speed on enterprise software or network services. Should your request fall outside the competency area of the IT Help Desk, you will be referred to the appropriate IT specialist within Henkel (e.g., your IT coordinator).

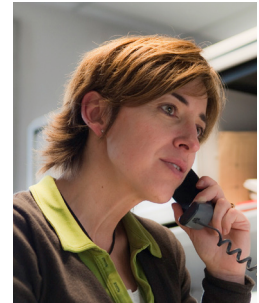
### Bringing you up to speed

Your access to our IT systems and networks and your ability to retrieve information is controlled and granted according to your level of responsibility and the requirements of your job. Your supervisor will have instructed our IT Help Desk to provide you with the appropriate IT equipment (laptop or desktop), accessories and access rights necessary for your daily work. As a new employee you will also receive an initial orientation training with a

member of our IT Help Desk staff. However, the IT Help Desk is always there to support you with any questions about your PC or to report downtimes or malfunctions.

### Your entrance into our IT world

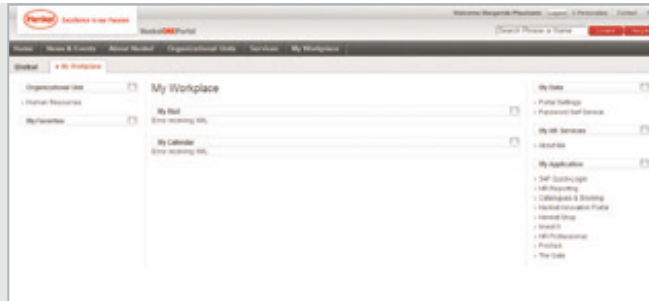
- Before you start work, HR enters your new employee identification number into the HR system
- The IT Help Desk then creates a new User ID and ensures that all IT equipment ordered for you by your supervisor has been assigned and delivered by IT procurement
- Your User ID is entered into our system
- A short introductory session will be held by the technician delivering your IT equipment.
- At this time, you will be asked to sign for your User ID and IT equipment, after which you will receive phone & print access
- Your User ID is now ready to be used for the first time to access your PC, e-mail account and the HenkelONEPortal. The first time you use your User ID you will be required to answer three security questions.



Henkel IT creates business value and delivers appropriate services according to the business needs and framework set.

## Creating a new security question

1. Open your HenkelOnePortal
2. Click on “My Workplace”
3. Click on “My data”
4. Enter your password into the field “Password Self service”
5. Follow the instructions on how to create your security questions

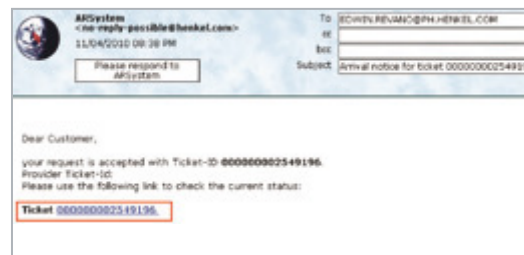


## Remote and on-site support

Whenever possible, the IT Help Desk will try to handle your requests by telephone or PC remote access. However, if this is not possible, your request will be logged into the IT Help Desk tracking system “Remedy” and an IT specialist from our IT Help Desk will be scheduled to make an on-site support visit. If you report a malfunction or request support you will receive an e-mail confirmation (service ticket) of your request from the IT Service Desk so that you can track all activities being undertaken to resolve your situation.

## Your service ticket status

Users may inquire about your service ticket status anytime by clicking on the link provided in your e-mail confirmation.



For further internal information click on:  
[Information Technology \(FI\)](#)

Our IT-Global Pocket Guide:  
[Pocket Guide](#)

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