

A group of four diverse employees (three men and one woman) are smiling and standing in a modern office environment with large windows and a glass railing. The woman on the left is wearing a grey t-shirt with the Dormakaba logo. The man in the center is wearing a white shirt and blue trousers. The woman in the foreground is wearing a bright green jacket over a black top. The man on the right is wearing a light blue shirt and dark trousers.

# People

We empower our people so that  
they can unlock their full potential

# Fair Employment

We strive to create an engaging and fair working environment, where the rights of our employees are respected and where every person can thrive.

## Our approach

Our success is based on the engagement and performance of our employees. It is their dedication to delivering excellent solutions to our customers that helps us maintain and further develop our competitive global position. As a company with employees in over 50 countries, we aim to ensure an engaging working environment so that we are an employer of choice for current and prospective employees. We also ensure that we treat employees fairly and in accordance with our company values, and that we provide them with equal opportunities and fair remuneration.

Our approach toward our employees is governed primarily by our [Code of Conduct](#), as well as by country-based labor regulations and the local employee handbooks, where available. Our Group-wide **Responsible Labor Directive** regulates the minimum business standards during recruitment, hiring, and employment in terms of freely chosen employment, working hours, wages and benefits, the prevention of child labor, freedom of association, and workers' accommodation. Furthermore, the **Zero Recruitment Fees Directive** regulates the business standards regarding fees and costs associated with recruitment governed by the Employer Pays Principle.

## Key activities

### Engaging our employees

High employee engagement has been proven to lead to increased productivity, fewer workplace accidents, and improved customer satisfaction. A key method for supporting employee engagement is to ensure a culture of open dialogue across the organization.

To monitor any changes in the level of employee engagement, we use a global norm as a benchmark<sup>1</sup>. Our target is to **maintain our Employee Engagement score at or above the Global Norm (currently 73% favorable) until 2027**. Our comprehensive global employee survey, the dormakaba dialogue, is sent out every two years, and the last edition in the FY 22/23 saw an employee engagement score of 71%, a slight improvement versus our baseline. Besides this, we initiate smaller Pulse Checks on an annual basis to learn about our employees' engagement level. During the FY 23/24 edition, 6,655 employees worldwide (58% participation rate) gave feedback on the topics of our company strategy and transformation, our Behaviors, the working environment, direct supervisors' relationships, and engagement. The survey was accessible to all employees with a company email address and wherever allowed by local works councils, if existing.

The main findings were:

- Employees are generally satisfied with their direct supervisors (80% favorable answers) and working environment (69% favorable answers). This is a good indicator of a strong management team throughout dormakaba.
- Areas showing the largest room for improvement (50% or less favorable answers) were related to simplifying processes for internal and external customers, feeling part of one global team, and collaboration between departments.

As a follow-up, three workshops were conducted to come up with top-down actions to improve the three least favorably rated survey items. Each workshop focused on one of the above-named topics.

<sup>1</sup> The Qualtrics Global Norm is a composite of employee responses from 900+ companies across organizations from all industries and all geographies. It provides comparative results that represent the average scores across all organizations in the database running employee surveys for multiple years.

## Fair remuneration and benefits

We aim to establish fair compensation that is determined based on job function and relevant local market benchmarks. It is not influenced by personal attributes such as age, nationality, or gender. The global grading system ensures that functions are evaluated in a consistent manner across the organization.

In FY 23/24 we started a global living wage gap assessment to verify that even entry level employees are paid enough to afford the necessities of life based on the local cost of living. We have completed the pilot living wage gap assessment for India and Sweden in the scope of our internal employees, and we will roll out the assessment to all other countries during the next financial year.

Furthermore, following local regulations, 15 entities conducted an audit on equal pay for equal work this financial year. For example, in Switzerland, an independent external auditor verified that the legal entities fully comply with equal pay regulations and there is no statistically significant difference in pay based on gender.

In addition, we provide locally specific benefits and welfare programs. For example, in FY 23/24 we collaborated with a local hospital in Dubai (United Arab Emirates) to offer free breast cancer screening for our female employees over the age of 40 to raise awareness of breast cancer prevention.

An overview of best practice employment-related benefits and measures across the Group can be found in the Employee Benefits table.







Employee Benefits

## Employee attraction and retention

We are proud of our diverse workforce, our openness, and our transparency and strive to create an inclusive workplace where everyone can be their authentic selves. All this is part of our company culture. Many factors shape our culture, but the most important one is our behavior: how we work together and how we act toward our customers and colleagues. So that we are clear on what we can expect from each other, we have established six Behaviors that all employees must adopt. We rolled out a Behaviors eLearning course that is available to all employees who have access to the eLearning platform. Additionally, they were incorporated into the performance reviews for employees in selected countries.

We strive to create a diverse and inclusive workplace, where everyone can be their authentic selves.

Diversity, Equity & Inclusion

| Growing the business   | Growing together  | Growing ourselves   |
|--|---|---|
|  <p>We make things simple for our customers</p> |  <p>We act as ONE global team</p>                |  <p>We develop ourselves</p>   |
|  <p>We are courageous and play to win</p>       |  <p>We are respectful and communicate openly</p> |  <p>We celebrate successes</p> |

By adopting these behaviors, we aim to provide a working environment in which people can thrive and where everybody feels part of one team. We also provide our employees with

professional development opportunities to retain our qualified workforce. And when filling open positions, promoting from within our own workforce is preferred.

This financial year we introduced the **global Talent Acquisition Directive**, which provides a common understanding and key principles for attracting, recruiting, and onboarding talents across the company. The directive includes a clause on Diversity, Equity & Inclusion, aiming to ensure that the attraction, recruitment, and selection practices are free from bias and are fair to candidates, including those with diverse backgrounds. To facilitate the adoption of this directive across our organization, we developed an online training course that is mandatory for all managers and available to all employees with access to our online training platform.

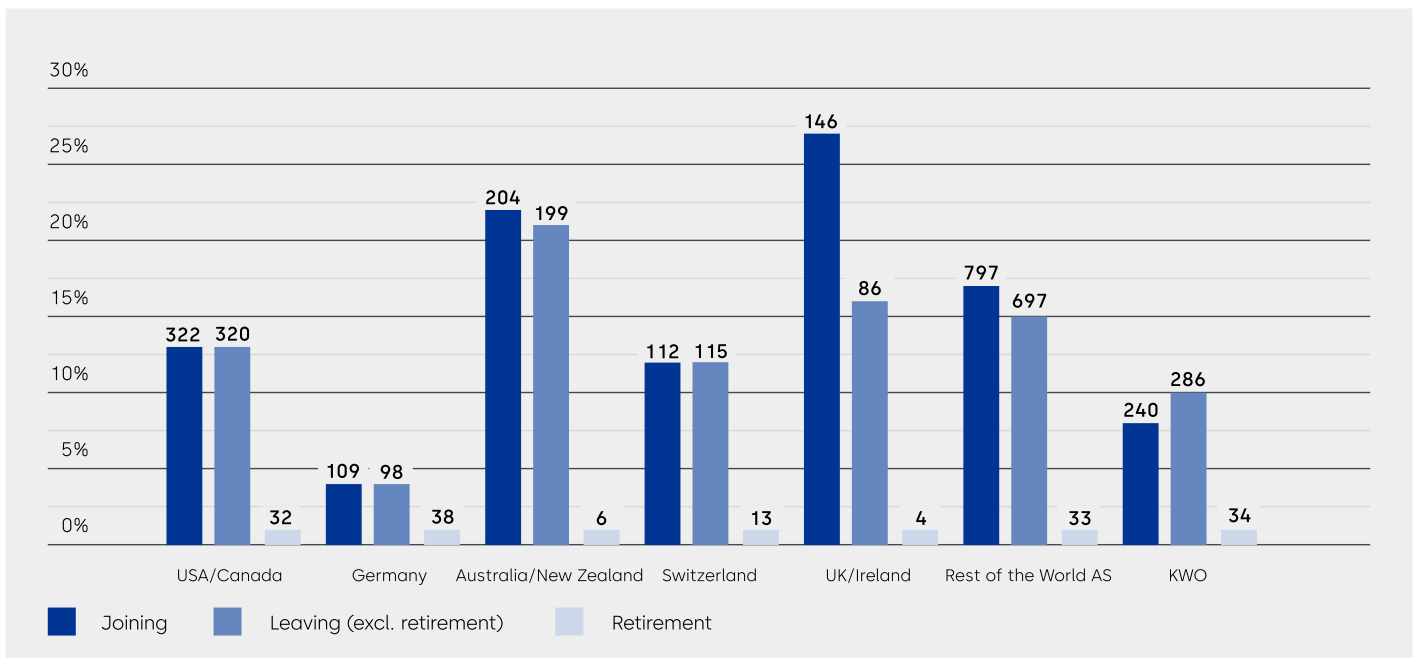
Furthermore, we have successfully built and finalized our global talent acquisition structure and strategy. We now work in global teams, supporting and learning from each other. Our local career websites also follow a global standard, allowing for a consistent candidate experience. And as part of our growth strategy, we have opened dormakaba business services in Sofia (Bulgaria). The new center will serve as a backbone that bundles services and expertise to improve quality, efficiency, and flexibility in HR and other business processes.

**Fluctuation**

In FY 23/24, a total of 1,930 employees joined the company and 1,801 left within the reporting scope. This corresponds to rates of 13% and 12% respectively, which reflects a slightly higher joiner rate than leaver rate and a lower leaver rate than in the previous year (14%).

Further breakdowns of fluctuation data can be found in the ESG Performance table.

[ESG Performance Table](#)



Fluctuation by region (in percent and headcount of permanent staff). KWO refers to the global business unit Key & Walls Solutions and OEM.

Employee fluctuation across all business regions was similar, with higher rates being seen in Australia and New Zealand, where we see higher attrition rates from employees who have been at the company for less than one year. To reverse this trend, an onboarding system is being developed so that our new starters are feel better supported and educated when they start working with us.

Some fluctuation can be attributed to our S4G transformation program. Through this program we aim to simplify processes, become more efficient, reduce costs, and invest the freed-up resources in growth and innovation. While the program's implementation may impact up to 1,800 positions, the expected net reduction of full-time equivalent positions will be approximately 800. Of these, as part of the implementation of the various initiatives, approximately 700 full-time positions will be reduced in Austria, Germany, and Switzerland over three financial years until the end of June 2026. Communication about the restructuring process has been transparent through townhall meetings, internal articles, and in-person conversations with the affected employees.

About 400 of the affected positions are in Germany, where intensive negotiations took place between the employee representatives and dormakaba to find socially acceptable solutions for all those affected and to significantly reduce and, if possible, avoid layoffs. Solutions to mitigate the negative economic consequences for the employees affected were agreed in a social plan. For example, we offered early retirement opportunities wherever possible. All employees affected by a layoff were offered a transfer period of five months so that they could qualify for a new job in addition to receiving a severance payment.

In Switzerland, a social agreement was successfully concluded and signed by representatives of the Swiss companies and the Swiss Employee Representation (ANV). The social agreement contains a range of measures to support and safeguard the employees concerned. These include individual job search support as well as advice from external outplacement specialists, compensation for potential salary disadvantages in the event of internal and external reemployment, or extended or shortened notice periods in the employees' favor.

In Austria, the company and the works council concluded an agreement on measures to prevent, eliminate, or mitigate the consequences of the restructuring. A social plan has been developed for those employees who are affected by the restructuring measures to mitigate the adverse consequences of the changes, for example through severance payments in the event of job loss or relocation support in the event of a job being shifted from one Austrian site to another.

## Outlook

In the next fiscal year, we will continue to execute the restructuring program in a socially responsible manner. Beyond that, we will focus on improving and expanding our candidate experience, and build on as well as simplifying our improved global recruitment processes. We will also continue to roll out our global recruitment tool to the remaining 25 countries to harmonize processes. Finally, we will also complete the living wage gap assessment and begin developing actions to close any gaps discovered.

# Training & Education

Employee development is vital to maintaining and improving the skills of our workforce and the quality of our offering.

## Our approach

Today's dynamic and globalized world requires new competencies. At the same time, many industries face serious skills shortages, especially in the areas of information technology and digitalization. To address this challenge, it is crucial to focus on employee development, as it is vital to maintaining and improving the skills of our workforce and the quality of our products. We want to prepare our employees for the fast-changing world. This improves their motivation and performance on the job and increases their long-term employability. We continually increase our investment in the development of both our employees and business leaders.

In FY 23/24 we established the People Development Center of Excellence, to develop consistent global training and development programs. Leadership development programs in particular have benefited from this change, as these were streamlined globally across the organization, allowing the colleagues at regional or country level to serve local needs.

dormakaba previously established a Learning Hub, a matrix of regional campuses and functional academies to deploy training programs. In FY 23/24 we put more emphasis on regional deployment and also established a learning and development partner network to support global processes and adapt them to local needs.

We regularly gather and evaluate participant feedback after training sessions in order to maintain and continually adapt the quality of our training and education programs. In addition, our training programs are regularly evaluated as part of external audits for ISO 9001 certification. If a negative trend is identified through this audit process, management meets to review the root cause and determine any potentially required remediation, which may include increased communication and/or modifying the training program.

## Our activities

Our goal is to **increase average training hours to 20 hours per employee per year by 2027** (baseline 13 hours/FTE in FY 20/21). To provide our staff with the competencies they require to perform their tasks safely and efficiently, and to support their career advancement, dormakaba focuses on three areas:

- 1 Leadership development
- 2 Individual development and career management
- 3 Vocational and technical training

## Leadership development

In line with our strategy and ambition, we aim to have the best leaders in key positions. We have therefore designed and delivered core leadership training, like Leading for Success, Leading Leaders, and we support individual executive coaching. Furthermore, we also continue to offer both agile and classic project management training as standard curricula. During FY 23/24, 224 employees took part in a leadership development program.

In this fiscal year, we prioritized the standardization of our core leadership programs focusing on managers who lead other managers, and which now caters to more complex leadership topics. Furthermore, we successfully carried out several Leading for Success programs, our basic leadership program, delivered in a blended learning approach.



This includes incorporating the latest leadership strategies, our company vision and behaviors, and customized mentoring that caters to our new managers' unique needs. Lastly, we carried out additional Advanced Management and Talent Development Program modules for our top talents.

Our focus on leadership development reflects our commitment to cultivating strong, effective leaders who can help drive our company's success in the long term.

## Individual development and career management

As part of our commitment to promoting individual development and career management, we have continued to offer LinkedIn Learning licenses to our employees, providing more flexible training opportunities to a wider audience across various topics. In FY 23/24 we simplified the authentication process to reach even more dormakaba employees. This has enabled us to offer our employees a diverse range of learning opportunities that cater to different learning styles and preferences. This micro-learning format makes it easy for employees to fit training into their busy schedules. We have now reached 6,695 active users, with 42% monthly returning learners. This yielded a total number of 6,947 training hours through LinkedIn Learning. With the help of LinkedIn Learning, we are fostering a culture of continuous learning and development and aiming for a more engaged and committed workforce.

Our combined performance and succession management process known as **Perform & Grow** provides a common framework for measuring and managing performance and potential. The objective-setting is based on the principle of Objectives and Key Results (OKRs).

In FY 23/24, we expanded the number of users of Perform & Grow to around 5,000 employees (approx. 500 more compared to the previous financial year) and will continue with further rollouts in the coming years. In addition, performance assessments through Perform & Grow are now also linked to our new Behaviors.

Focusing on the blue-collar employees – without access to Perform & Growth – the Job Redesign Program at our manufacturing site in Chiayi (Taiwan) provides long-term professional development opportunities for middle aged and senior colleagues who have difficulties with physical loading activities due to health and aging. The purpose of this program is mainly to help them maintain or improve their work efficiency, without any health compromises. Since the program was launched in 2019, 75 employees have participated, including four in FY 23/24.

## Vocational and technical training

In today's rapidly changing world of work, the importance of lifelong learning is steadily increasing. For our business success, it is essential that our employees have the skills relevant for their work. The training we provide covers topics such as lean management, health and safety, and product offerings. Additionally, the increasing digitalization of our products and services also requires new competencies – for example, related to big data analytics and artificial intelligence. To ensure that our employees have the relevant skills in the long term, we continue to invest in their vocational development and in promoting their talents.

For example, in FY 23/24 we offered online language training for 50 employees in Vittorio Veneto (Italy), and in Wah Yuet (China) we continued the Operational Excellence Kaizen Program with five training sessions and about 150 employees, focusing on problem-solving processes and standard work engaging. Around 700 employees have participated in the training sessions since 2021. Furthermore, in Switzerland we launched the Future Competencies program last year with 12 participants and in the FY 23/24, 16 more managers and employees received training to develop their skills in Agile Change Management.

## Collaborations with local educational institutions

Corporate and educational partnerships are beneficial for both parties as they foster innovation, knowledge exchange, and can even land talents a job. By connecting classroom concepts to actual business challenges, students become more engaged and motivated, and at the same time a company can benefit from the solutions the students develop. Such collaborations also contribute to the UN Sustainable Development Goals by supporting Quality Education.

**In the USA, we have established a strategic partnership with Purdue University, including sponsorship of the Hackathon** for the past two years. During the 2023 hackathon, students participated in a competition to create solutions to help people with physical disabilities achieve easier and unassisted building access. During the competition, over 110 students engaged in hands-on empathy research, bodystorming (simulation in a physical environment), affinity mapping, cardboard prototyping, and role-playing. Industrial Design students contributed the necessary design skills, while the business school students investigated cost effectiveness, competitors' products, marketing, and other issues. Justin Crotzer, Senior Vice President Global Innovation Value Engineering Management at dormakaba, led the event, with 12 dormakaba leaders serving as judges. AACSB International (AACSB), the world's largest business education alliance, has chosen the Purdue Hackathon in its annual Innovations That Inspire member spotlight program.

**In Italy, Key & Wall Solutions (KWS) representatives are members of the Technical-Scientific Committee of Vittorio Veneto**, to host students in a type of apprenticeship program and to provide practical knowledge to them by sharing business cases during lessons. They collaborate with the local Applied Sciences High School every year on a special project. Last year the key topic was the circular economy and this year, it is "GenZ attraction & inclusion". The purpose of the project is to improve our understanding of the needs of younger generations at work and to support the inclusion of diverse employees. Students benefit from learning about corporate diversity and inclusion and the process of survey assessments, as they interview about 50 dormakaba employees and more than 100 students. Local institutions, like the Equal Opportunity Counsel for the Province, are also part of the project. Lastly, KWS employees are also active in providing career orientation advice for management students at the Technical Commercial Institute in Sansovino and Oderzo.

Furthermore, **in Rocky Mount (USA), Kaba Ilco is partnering with local schools and community colleges** to provide insight into manufacturing and engineering careers for STEM students. They have been a sponsor for the local robotics and engineering program for many years and with the assistance of the local engineering team have participated in local competitions. The team has also participated in career fairs with Nash and Edgecombe Community Colleges, where they have shared their passion for STEM with the students at the community college level down to elementary-aged students.

Lastly, we have continued our **partnership with the KEDGE Business School in Paris**. Last year the students developed a concept for take-back programs for nine countries, focusing on best-selling dormakaba products. This financial year they supported the concept development of a training course and awareness raising activities related to our zero waste to landfill target.



Partnership with local educational institutions

## Our performance

Besides the initiatives already mentioned, during FY 23/24 we continued to develop eLearning modules to support our employees during the change process associated with our corporate strategy, Shape4Growth. In addition to change management modules, a key focus has been on stress and resilience training. These resources have been specifically designed to help our workforce adapt to new ways of working, stay informed about the latest developments, and



ensure that they are equipped with the knowledge and skills they need to succeed in this agile environment.

During the FY23/24 we also placed particular emphasis on introducing a global Onboarding Program including a common SharePoint site, a new "Welcome to dormakaba" eLearning module, and manager resources to support hiring and onboarding of new employees.

Furthermore, we invested in developing interview training for hiring managers and launched our eLearning on the dormakaba Behaviors.

Below you can find the key results of our Learning and Development programs for FY 23/24:

- The average training hours per employee was 14.3 hours (versus 12.4 hours/FTE in FY 22/23). This is an improvement of 15% versus the previous year due in large part to an increase in blended, classroom training by over 30,000 hours.
- Over 12,500 employees have access to our Learning Management System (LMS). In total, 84% (10,568 employees) of the users who have access to the system completed at least one eLearning module in the past fiscal year, compared to 88% in FY 22/23.
- Combined, the compliance-related training activities (including those on the Code of Conduct, antitrust, anti-corruption, and information security) had over 9,731 participants, and over 67,597 training completions, making up 75.35% of all training completions. This is a slight increase (+4%) versus the previous financial year. Many of these topics were introduced in the past and continue to be assigned to new employees.

## Outlook

In the coming financial year, we will focus our efforts on harmonizing the company's job architecture, an important initiative that will describe and structure the various roles within our organization. This project is essential for creating clear career pathways and ensuring alignment with our strategic objectives.

We also aim to improve our tools, such as the Learning Management System, to give our employees new features and expand their learning options. These opportunities are critical for adapting to the ever-evolving business landscape and for personal career development.

Another core focus will be our ongoing commitment to change management. As our organization undergoes transformations, continuous efforts in this area will support our team in navigating changes effectively and with resilience.

# Diversity, Equity & Inclusion

We believe in the success of diverse teams and provide equal opportunities for our employees. We value the uniqueness of each of our colleagues and strive to create a culture where everyone can be their authentic selves.

## Our approach

We aim to create a culture that encourages people to be their authentic selves and to share diverse thoughts and opinions, which lead to better decision-making and innovation. Our global presence and operations in various markets mirror our commitment to promoting a diverse and inclusive workforce. As our Code of Conduct states, we respect the equality of people and cultures and we believe in the positive impact that the inclusion of a diverse workforce can bring to the culture and success of our organization.

We are committed to further developing Diversity, Equity & Inclusion (DE&I) through three focus areas: building an inclusive culture where employees can thrive; building a succession pipeline that supports a diverse leadership team; and supporting employee resource groups and ensuring minorities are valued.

During FY 23/24 we published and implemented the **global Talent Acquisition Directive**, which includes a clause on Diversity, Equity & Inclusion, with the aim of ensuring that we select the best candidates from a diverse pool of applicants who represent different cultures, generations, ethnicities, gender identities and expressions, disabilities, family or marital status, languages, national origins, physical and mental abilities, political affiliations, race, religions, sexual orientations, socio-economic status, veteran status, underrepresented communities, and other characteristics. The DE&I clause guides us in attracting a diverse workforce and ensuring that the attraction, recruitment, and selection practices are free from bias and are fair to candidates, including those from diverse backgrounds.

We have several local policies and benefits worldwide that address inclusion and empower our employees to achieve a better work-life balance. These include policies on Equal Opportunity Employment, Equal Pay for Equal Work, Non-Harassment/Non-Discrimination, Flexible Working/Home Office, and benefits for maternity and paternity leave.

We have been a signatory of the [UN Women's Empowerment Principles \(WEPs\)](#) since 2022. The WEPs is a set of principles that guide businesses in fostering gender equality and women's empowerment. The principles include topics related to treating all women and men fairly at work and thereby respecting and supporting human rights and nondiscrimination. Being a signatory of the WEPs strengthens our commitment to contributing to the UN Sustainable Development Goals and to empowering our employees so that they can unlock their full potential, regardless of their gender.

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dormakaba Statement on Diversity, Equity & Inclusion.

[Read](#)

# Our activities

Our activities in FY 23/24 centered around building an inclusive culture and in supporting female talents with further development.

## Building an inclusive culture

We help foster an inclusive culture in various ways, including through communication and training. Following the successful rollout of the DE&I training with an unconscious bias module for managers and HR business partners in the last financial year, in FY 23/24 we expanded access to the training and allocated 4,000 licenses for additional employees and new joiners across 30 countries.

We also aim to create a working environment where people with disabilities feel comfortable. In Vittorio Veneto (Italy), where 8% of the workforce has certified diverse abilities, several initiatives are in place to help the integration of employees, for example tailored workstations, processes and activities, transportation, and consulting solutions. Moreover, a certified Disability Manager from dormakaba ensures cooperation between the company and public institutions so that the employees with disabilities are aware of and can exercise their rights, and to secure enablement in the workplace through ergonomic adjustment, culture, dialogue, and specific consultancy. At our warehouse in Lima (Peru), employees are learning sign language to be able to communicate with a deaf colleague. Furthermore, our Taishan (China) facility is actively participating in the local government's initiative to support the employment of individuals with disabilities. In FY 23/24 an additional four people with disabilities joined the local team.

We are also building an inclusive culture by supporting voluntary Employee Resource Groups, in which our minority groups can connect and discuss concerns and opportunities. One of these groups is the "Diverse Shades of Excellence" in the USA, which celebrates and recognizes the diverse talents, achievements, and contributions of Black/African American and Hispanic/Latino(a) employees.

## Cultivating gender diversity

As part of our sustainability framework, we set global targets to improve gender diversity within our organization. Our aim is for **one in three managers to be female** (19% in FY 20/21) and to **increase the ratio of women in succession planning for senior management positions to 25%** by 2027 (14% in FY 20/21).

To achieve these goals, it is crucial to develop a diverse internal talent base and to ensure that all employees receive the same access to development programs. And, since our industry is traditionally predominantly male, we provide additional development platforms specifically for women to help them grow.

At dormakaba we have several Women's Networks globally, for example in the Americas, China, Europe, and Africa. They aim to provide participants with support and information to promote development and career progression. They also provide a platform to network, share, and learn from each other. In FY 23/24, we also launched a German-speaking and an English-speaking Women's Network for everyone to join, regardless of their position or gender, with around 70 participants on the first sessions. The Talentia Female Leadership Mentoring Program was also launched in Spain and Portugal, designed to provide women with mentoring and networking opportunities, language training, advice, and appropriate working conditions to balance work and family life. Furthermore, the DE&I topic is part of our leadership programs, such as Leading for Success, in which we are aiming for a 60% male and 40% female gender ratio.

On International Women's Day, our employees around the world celebrated the achievements and contributions of women while highlighting the challenges they face. In France, for example, more than 180 people joined a digital event on topics such as the

gender equity index and empowerment. In the Americas, the focus was on burnout and creative solutions to combat it, and in India and Spain external speakers gave presentations on topics such as unconscious biases and career development. In China more than 120 female employees joined an online session with female leadership representatives, who shared their work and life experiences, and 50 women took part in activities related to physical and mental well-being. Lastly, in Vittorio Veneto (Italy), all 105 female employees participated in a full-day workshop on finding balance, with coaching and meditation sessions.

## Supporting women in achieving their full potential – a success story from the Americas

In a male-dominated industry like ours, it can be challenging to attract women, especially those with STEM backgrounds. We have therefore introduced global initiatives that focus on selecting candidates from a diverse pool (read more in the Fair Employment chapter), increasing the possibility to engage with more female candidates. Our colleagues in the Americas are especially active in this area. For example, the regional Women's Network, in addition to making an impact internally by increasing the percentage of women in leadership roles and earning promotions, has an impact externally too by sharing their experiences at industry conferences. During FY 23/24, five women from dormakaba conducted panel discussions at DHI ConNEXTions in Boston and at PSA TEC in Dallas about the impact women are making in the industry and how organizations can do more to create cultures of belonging to attract and retain diverse talent. Furthermore, this financial year dormakaba sponsored four women to attend WE, an annual conference hosted by the Society of Women Engineers (SWE), the world's largest advocate and catalyst for change for women in engineering and technology.

As an active member of the Security Industry Association (SIA), dormakaba also sponsored several events for the Women in Security Forum (WISF), including the annual women's breakfast at ISC West where each year the Power 100 Women in Security are recognized. In 2024, two of our female employees received this recognition for their contributions to creating inclusion in the industry. This makes a total of nine dormakaba women receiving this award since its inception in 2022. For professional and personal development and networking opportunities, 27 women from dormakaba attended the Security LeadHER conference in June 2024. This conference is hosted by SIA and ASIS, and dormakaba was a premier sponsor. Furthermore, we became a corporate member of Women in Manufacturing (WiM), a global trade association dedicated to the advancement of women in manufacturing. Its members have access to online knowledge resources and monthly lunch and learns events, can participate in its annual summit, and local chapters offer manufacturing site tours and networking opportunities.

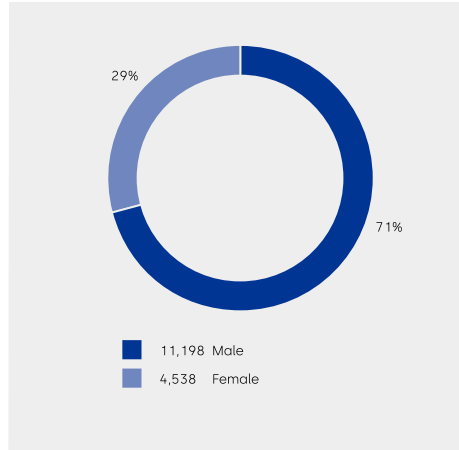
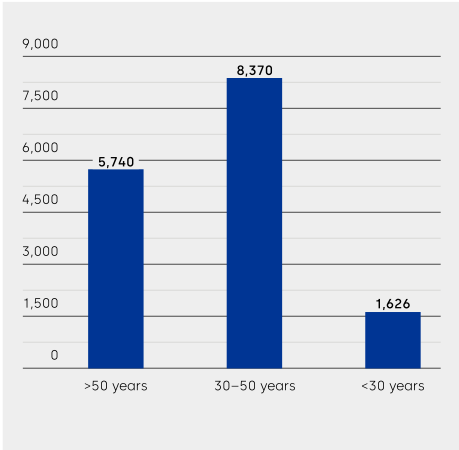


dormakaba employees attend the Security LeadHER conference in June 2024

# Our performance

In FY 23/24, female employees represented 29% of the total workforce. Across all management levels, 22% were female (vs. 19% in FY 20/21). Employees aged between 30 and 50 make up the majority (53%) of employees represented in this report.

## Employees



# Outlook

In the next financial year, we will roll out 8,000 additional licenses for the unconscious bias eLearning in all countries. We will also convert the "Unbiasing the recruitment" webinar into an eLearning module and roll it out to hiring managers. We will keep expanding our Women's Networks and advocating for more women to participate in leadership development programs. We will develop concrete proposals for a global parental leave policy.

As an ongoing activity, we will continuously create awareness of DE&I through communication campaigns for special days like International Women's or Men's Day, Diversity Month, and important religious holidays.

Information on the **diversity of governance bodies** can be found in the ESG Performance table.

[ESG Performance Table](#)

# Occupational Health & Safety

Throughout our business and most notably at our manufacturing sites worldwide, we respect the human right to safe workplaces. We recognize that in addition to minimizing the incidence of work-related injury and illness, a safe and healthy work environment enhances the quality of products and services, consistency of production, and worker retention and morale.

## Our approach

All workers share the human right to safe and healthy working conditions, and as an employer we do our utmost to protect the physical and mental integrity and well-being of our employees. Accidents and work-related illnesses can be of a long-term nature and entail costs to society and the company. We can only be successful in the long term if we help ensure our employees remain healthy. Occupational Health & Safety (OHS) addresses not only the safe operation of machines, ergonomic workplaces, and the handling of hazardous substances, but also mental health issues including stress, depression, and emotional well-being. We strive to simultaneously create optimal working conditions for our employees and to ensure operational efficiency.

Our **Health & Safety Directive** was prepared in collaboration with our Environment, Health & Safety employees. It is based on recognized management systems such as ISO 45001 and the ILO Guidelines on Occupational Health & Safety. The Directive regulates the minimum business standards in regards to occupational health and safety management and processes at local levels, such as the safety of the working environments and the health of our employees, contractors, and visitors within our facilities. Furthermore, the Directive gives clear guidance on incident data management and on the effective control of facilities and equipment during high-risk activities. The Directive is applicable to all fully consolidated operations of dormakaba worldwide, including those of direct and indirect subsidiaries.

## Our activities

Our Health & Safety Directive is the foundation for health and safety plans at the site level, and 32% of our facilities also have ISO 45001 certification. Despite our efforts to provide a safe workplace, injuries can still occur in and around our facilities, including cuts, stumbles, burns in smelting operations, injuries due to heavy lifting, or exposure to toxic fumes in galvanization processes. We have been using root cause analysis of injury incidents at our sites around the world to identify and implement the corrective actions necessary to prevent repeated incidents. Our goal is that **by the year 2027, we will decrease the recordable work-related injury rate by 33%** (baseline 1.4 in FY 20/21).



## Successful implementation of the Health & Safety Directive

During FY 23/24 one of our main focuses was to successfully roll out and implement the Health & Safety Directive globally. This required active participation from all levels of the organization. After finishing the mandatory training sessions on the Directive, each location began a site applicability assessment. All facilities were asked to assess the maturity of the existing systems and health and safety requirements at their individual sites and whether there were any gaps in the Directive's requirements related to: Management Systems; Incident Data Management; Core Safety; and Core Health and Property Risk Management. Based on the assessment results and risk ratings for each Directive topic, we have identified the highest risk areas at each site so that the local colleagues can create a priority list of actions to ensure compliance with the Directive.

By the end of this financial year, sites were actively progressing through their individual action plans starting with the highest risk topics. Over 77% of sites have completed the applicability assessment and over 65% have developed their action plans, which they will continue to work through in the next fiscal year. Many of the sites are addressing similar topics with the highest risk scores, which include safe product storage, emergency preparedness, and adequate safeguards on all equipment.



Emergency response training at the manufacturing facility in Taishan (China)

## Health and safety committees

dormakaba employs designated safety personnel and safety committees at several sites. With the implementation of the Health & Safety Directive, each site will have a health and safety committee, comprising a variety of employees from different departments and shifts, representing a cross-section of the facility operations. Their key responsibility is to ensure that workers comply with the site's Health and Safety Management Plan and government regulations. Further responsibilities include:

- Reporting unsafe observations and near misses.
- Attending all safety meetings.
- Reviewing accidents causing injury, illnesses, and investigations.
- Providing ideas and suggestions to improve the health and safety standards of the facility.
- Promoting safe working practices among all employees.
- Completing or assisting with safety inspections and audits.
- Evaluating the effectiveness of control measures being used to protect employees from workplace hazards.

In order to fulfill these responsibilities, the committee must conduct meetings at least twice a year.

## Incident data management

During FY 23/24 we launched a new and improved safety reporting tool, designed to enhance proactive safety reporting across the organization and to bolster our overall safety performance. With this upgrade, employees now have the possibility to report both unsafe and safe observations they have identified and addressed. The tool allows us to track the status of corrective actions that must take place for incidents, dynamic and real-time reporting that allows us to make systemic improvements to our site's health and safety management systems, and automated notification of severe incidents to the responsible business leaders.

## Employee engagement and training

Workplace safety training is essential to identifying and solving health and safety issues and to protecting our employees. Therefore, each facility must cover the following minimum training topics as part of weekly safety talks with employees:

- mechanical, electrical, chemical, fire, and physical hazards,
- the correct use of appropriate personal protective equipment,
- types of potential emergencies that may occur at their work location and what to do during an emergency, including internal and external meeting points,
- machine safety and the use of safeguards and emergency stops,
- reporting injuries and illnesses.

To identify and address our health and safety risks, employee engagement is crucial. Our employees are encouraged to report challenges and near misses in order to address these risks. This helps employees recognize hazards or unsafe acts and correct them immediately or ask for support to correct the issue. Near miss reports are given the same emphasis and attention as injury reports, and the respective supervisor follows up on the near miss to ensure it is corrected.

During FY 23/24 we focused on training related to the new incident reporting system to ensure that the end users are familiar with its functions. We have rolled out training sessions in three waves, starting with the train the trainer sessions, followed by training for all Health, Safety and Environment leaders, and finally we offered weekly open training sessions for all employees. All together **over 1,000 employees attended the training sessions.**

Further local health and safety training that took place during FY 23/24 included the following:

- At our production facility in Indianapolis (USA), ergonomics training sessions were provided for 28 of our managers, supervisors, engineers, and production team members. We also used the sessions to identify corrective actions for incidents that occurred recently. Since the training, we have practiced daily stretching before starting a shift and before manager and supervisor huddles, and we have held multiple safety talks informing team members about the benefits of stretching and biomechanics while working. In addition, ergonomic risk assessments were conducted on each of our workstations on the production floor. Based on this, a hierarchy list of improvements has been established that we are planning to implement during the next financial year.
- To enhance our employees' awareness and improve their ability to respond to emergencies at the manufacturing facility in Taishan (China), we organized emergency experience activities for 147 employees. This included practical operation of fire extinguishers and fire hydrants, escaping fires and earthquake training with auxiliary equipment. Thanks to these activities, employees learned how to use fire extinguishing equipment and how to escape the building in case of fire or an earthquake.
- In Montreal (Canada) an ergonomics training session was held for 40 office workers.
- In Chiayi (Taiwan), all employees (around 230 people) participated in a behavior-based safety (BBS) training session on hazard identification.

## Investing in safety and ergonomics

Our Health & Safety Directive includes the minimum requirements of programs and procedures that establish the foundation of the safe operation of our facilities. These include requirements for machine guarding, personal protective equipment, safe walking and working surfaces, and the use of powered industrial vehicles, just to mention a few. Furthermore, all dormakaba facilities that work with hazardous materials must maintain a hazard communication and chemical management program, as well as a transportation compliance policy, if applicable. Our workers responsible for the storage, clean up, or disposal of chemical substances receive specialized training and equipment.

Due to the implementation of the Health & Safety Directive, several improvements took place to create safer and healthier working environments across our facilities during FY 23/24.

Below are just some examples of these improvements:

- At the production facility in Chino (USA), three new workstations were installed with ergonomics and safety in mind, providing optimal work surface height.
- At our site in Hallam (Australia), a new multi-directional forklift has been put into service to reduce safety risks when transporting long materials in and around the factory, such as sliding door operators and long aluminum extrusions, which can be up to nine meters long. Additionally, a new racking system has been built at the site to avoid blind spots, and fans and heaters were installed at the workstations to improve the comfort level of our employees.
- To improve safety on the circulation route at the production facility in Montreal (Canada), pedestrian walkways were defined and painted blue, safety mirrors and mandatory stop signs were installed, the number and speed of our powered industrial vehicles was reduced, and blue safety lights were installed. Furthermore, the use of protective safety shoes and visibility vests was made mandatory. Ergonomic improvements were also made to work cells and workstations, mostly by investing in equipment to avoid lifting of heavy items by our employees.
- As a result of unsafe observations reported by our workers at the Key & Wall Solutions plant in Vittorio Veneto (Italy), we improved the safe operation of a forklift by equipping it with a transponder, which automatically slows down the vehicle when entering a defined zone. When this happens, a traffic light turns red to alert employees walking by.

## Employee well-being

It is important to have a holistic approach to well-being that goes beyond physical health and safety. To foster a healthy workplace, mental health must also be addressed. In the newly introduced reporting system, we can now record work-related illnesses, including mental health-related illnesses such as burnout. The same steps are followed for these incidents as for accidents, with an investigation being conducted by means of a root cause analysis and corrective actions subsequently being implemented.

During the FY 23/24 we further developed our offerings on our Well-being Info Hub to support our employees' well-being, stress management, and resilience. The internal website includes useful information, training courses, and inspiring initiatives and events from around the world. We also launched training sessions on stress management and resilience globally, which have been completed by 339 employees.

Additionally, we had some successful local initiatives. For example, to raise awareness of well-being for our approximately 900 employees in Australia and New Zealand, we launched the "One Pacific" well-being initiative. The program was developed by the staff and the roll out was supported by senior colleagues. The program focuses on mental health, respect at work, and social well-being, among other things. Furthermore, in the United States, 22 employees took part in a 10-hour training course to become leaders for the local "Mental Health First Aid Kit". Now, these leaders have the skills to recognize and respond to signs and symptoms of mental health and substance use challenges, as well as to provide someone with initial support until they are connected with appropriate professional help. Additionally, our colleagues in the USA rolled out a wellness program that includes financial incentives for

employees to take part in preventative medical checks and to participate in fitness challenges, like walking events.

## Our performance

Across all our reporting sites – including offices – 32% have a health and safety management system certified according to ISO 45001, and 65% maintain a health and safety management system.

In FY 23/24, 164 occupational injury cases were registered, compared to 210 in the previous reporting year. This represents a recordable injury rate of 1.19, which is 21% lower than in the previous reporting year (1.5)<sup>1</sup>. The rate of high-consequence work-related injuries was 0.01<sup>2</sup>. The severity rate was 16.47<sup>3</sup>. There were no work-related fatalities<sup>4</sup>. Additionally, ten recordable incidents affecting contract or leased workers occurred. Lacerations were the most common type of injury, and most injuries were sustained to the arms and hands. Most accidents occurred in production plants, with the second-highest number occurring during installation or servicing at customer sites. The most common root cause has been reported as incidents due to ergonomic factors. Through our new global injury incident reporting tool, since February 2024, we have logged the implementation of 473 corrective actions.

<sup>1</sup> Recordable work-related injury rate = number of recordable work-related injuries / number of hours worked x 200,000

<sup>2</sup> Rate of high-consequence work-related injuries = number of high-consequence work-related injuries (excluding fatalities) / number of hours worked x 200,000, with injuries requiring over six months' recovery time defined as high-consequence

<sup>3</sup> Severity rate = number of lost working days / number of hours worked x 200,000

<sup>4</sup> Fatality rate = number of fatalities as a result of work-related injury / number of hours worked x 200,000

65% of our locations in scope maintain a health and safety management system.

ESG Performance Table

## Outlook

In the next financial year we will continue implementing measures so that all locations meet the minimum requirements of the Health & Safety Directive, with each site continuing with their own action plan based on identified gaps and risks. We will support global standards for five key programs through our HSE Roadmap: Stored Energy Safety, Machine Guarding, PIV Safety, PPE, and Walking and Working Surfaces. Furthermore, we are planning to develop and implement our Service Health & Safety Directive, addressing our service business.