

Management principles (status 04 | 2024)

Our employees are the foundation for our success. We know that our company depends on the good and successful work of our employees. We therefore attach great importance to a culture of trust and appreciation and encourage all employees to adhere to the following guiding principles:

1. **The manager as a role model**
We set very high standards for our managers. Managers act as role models for employees to follow. Managers challenge their employees, but are also responsible for their development and advancement.
2. **Transparent communication**
Our managers constantly and transparently inform their employees about objectives, operational contexts and backgrounds; we believe this to be an important prerequisite for creating trust and encouraging employees to identify with the company.
3. **Promoting skills**
We give our employees the skills they need to perform their tasks and thus encourage them to act independently. Employees are involved in the development of procedures and processes and have a say in decisions that are relevant to them. Feedback and suggestions are taken seriously and are highly valued.
4. **Constructive feedback culture**
It is a managers' duty to review the work results of employees and to praise successes. If negative deviations are identified, managers motivate their employees to find solutions and see this experience as a learning effect. Criticism should always be constructive, fair, proportionate, solution-oriented and exclusively on a factual level. That way, we create a safe environment for employees to develop personally and professionally.
5. **Respectful cooperation**
Respectful treatment is a core value at Klüh. This irrefutable principle applies to all employees. Positive effects for the company's development can only be achieved through well-functioning cooperation in a safe and familiar environment. This primarily happens when managers involve employees in a considerate manner and communicate continuously and prudently.

These requirements naturally represent a major challenge for our company and especially for our managers. We therefore support our managers in acquiring the necessary leadership skills through targeted measures such as further education and training.

In addition, we are committed to ensure that new management positions can be filled by our own employees as part of our manager training program instead of looking for external hires (Klüh principle: promotion before entry).

Klüh Service Management GmbH

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