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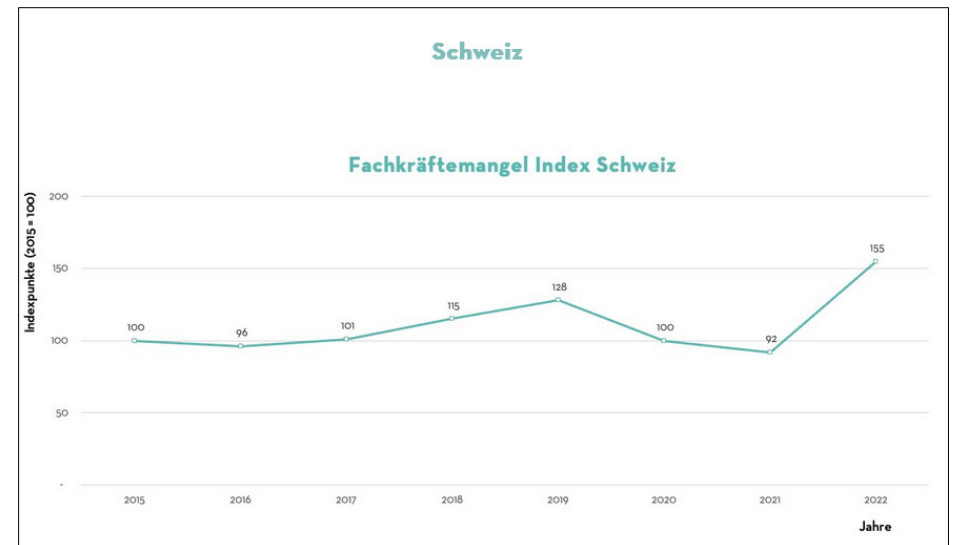
Coffee & Consulting

December 5, 2022 at 2 pm

Keep exploring— Emmi talent management insights

Example: Switzerland

- Shortage of skilled workers / talents
- What can an employer do to attract new people?
 - compensation
 - flexible work place
 - «workation»
 - etc.
- What can an employer do to retain employees?
 - be attractive
 - equal opportunities, fair treatment
 - career development
 - etc.



Shortage of skilled worker index 2022 from Adecco and the university Zurich, dated 28 November 2022

<https://www.adecgroup.com/de-ch/zukunft-der-arbeit/swiss-skills-shortage/>



Who we are



Barbara Reidy
Head HR Development



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Head HR Division Europe



CHAPTER 1

Emmi Group in a nutshell

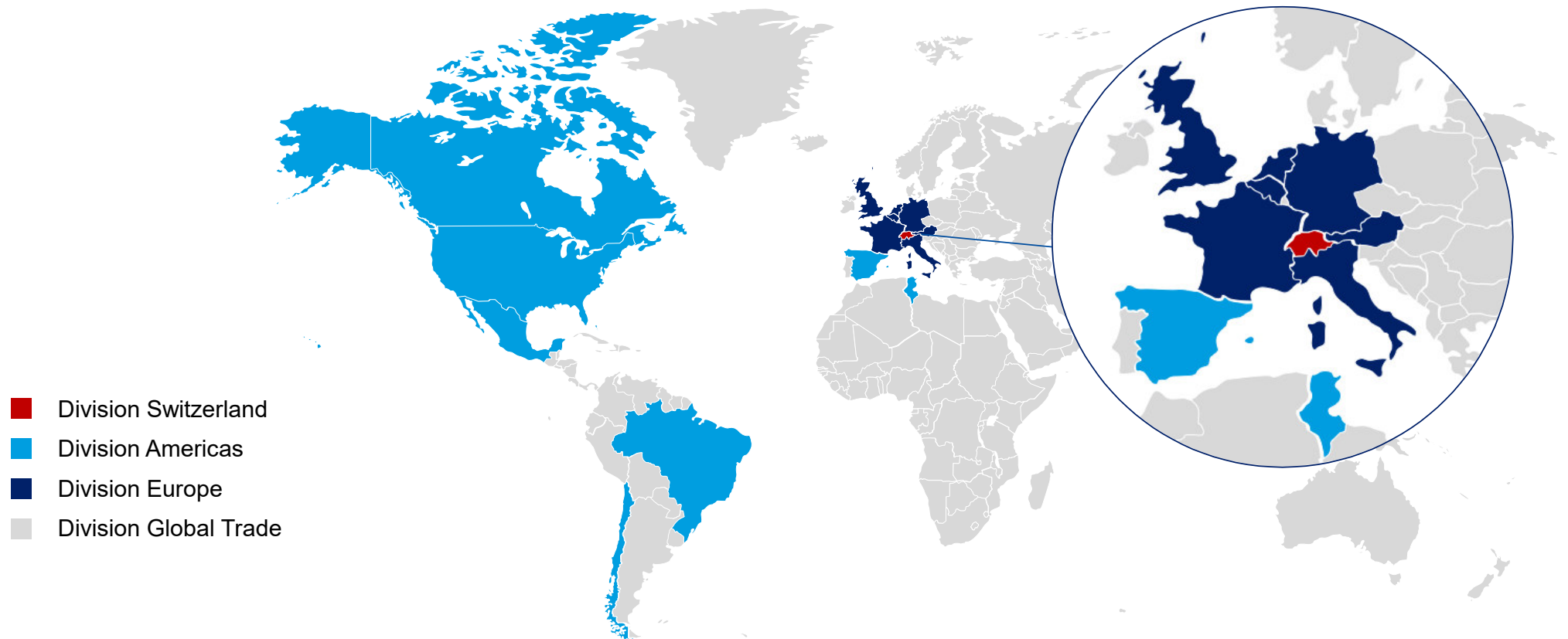
EMMI GROUP IN A NUTSHELL

Facts & figures

As of: 31.12.2021



Geographical set-up





Keep Exploring

Mentimeter

Scan the QR Code and fill in your answer:



TOP REASONS WHY EMPLOYEES Quit Their Job

01 Strained relationship with the boss

02 Bored and unchallenged by the work itself

03 Strained relationship with coworkers

04 Fewer opportunities to use their skills and abilities

05 Limited contribution of their work to the organization's business goals



Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities

Among those who quit a job at any point in 2021, % saying each was a ____ why they did so

	Major reason	Minor reason	Net
Pay was too low	37	26	63
No opportunities for advancement	33	30	63
Felt disrespected at work	35	21	57
Because of child care issues*	24	24	48
Not enough flexibility to choose when to put in hours	24	21	45
Benefits weren't good**	23	20	43
Wanted to relocate to a different area	22	13	35
Working too many hours	20	19	39
Working too few hours	16	14	30
Employer required a COVID-19 vaccine	8	10	18

*Among those with children younger than 18 living in the household.

**Question provided health insurance and paid time off as examples.

Note: Figures may not add to subtotals due to rounding.
Source: Survey of U.S. adults conducted Feb. 7-13, 2022.

PEW RESEARCH CENTER

The Emmi Group has...

- a **sustainability goal**, to have a **development plan** for every employee in 2027
- a **Strategy Field** called “**Winning Teams**” where we address the challenges around people and organizations.



The Emmi Group has...

- a **strategic program** called **Excellent Leadership** to push our leadership behavior in the right direction
- A **strategic program** called **Talent and Succession Management** to push the skills planning and the goal-oriented development



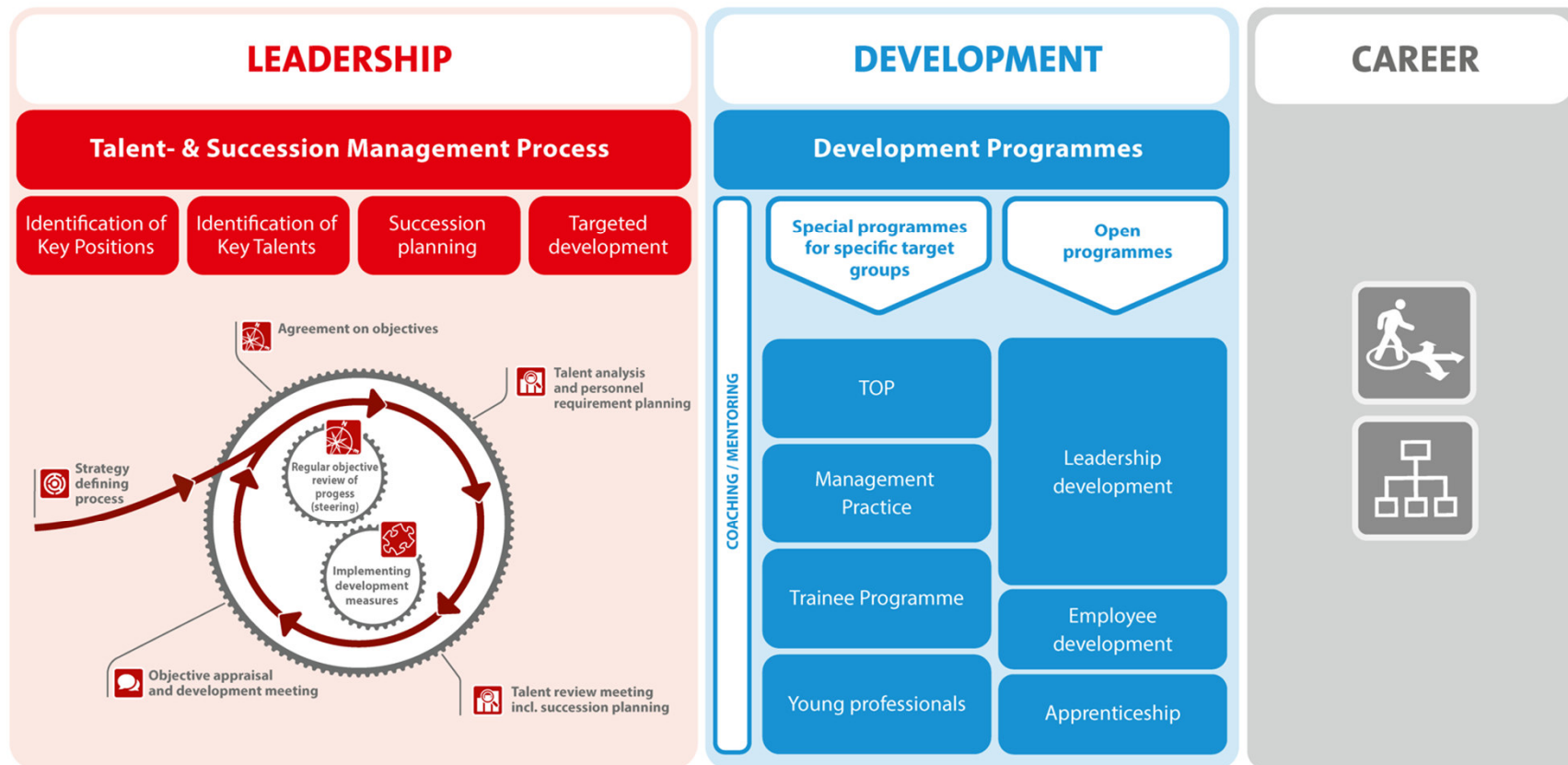
*Leadership
makes
the difference.*

be excellent



Talent & Succession Management @ Emmi

A strategic program since 2014



TSM Goals

- Defined key positions (KP) incl. their requirements
 - **Fill 50% of all KPs internally**
- Promote development according to the principle «**Developing all while managing a few**»
 - **All employees have development goals**
 - **100% of employees actively contribute to their own continuous development**
 - **Anchored understanding of development**
- Defining career paths and anchoring them in the Emmi Group
 - **Building an understanding for Mosaic Career**
 - **Develop & promote business-critical competences**



Development opportunities

1 Job island

Learn every day from new tasks and challenges in your day-to-day work at Emmi. Ex. Job Enlargement, Job enrichment, rotation, project work.

2 Role island

Enrich your work with a supplementary role as a trainer, key user, mentor..

3 Project island

Get started! – Expand your Emmi knowledge through project work by going on a hike with the project team (Ex. Project leader or Project member).

4 Culture island

Enhance your intercultural skills by collaborating with different people: multinational teams, work abroad, global project work...

5 Programme island

Participate in our innovative development programmes: trainees, young professionals, management practice...

6 Training island

Building your internal knowledge through courses, workshops, digital trainings, exchange of experiences...

7 Further training island

Building your external knowledge through education, conferences, establishing networks, trainings....

8 Remote island

Your history prior to Emmi: your basic training and career before you started at Emmi are also part of your backpack of experience today.



Development Programs & International Assignments



Apprenticeships (CH)



Development program
for young professionals



Management
Practice



International assignments
(short- and long-term)



Trainee program

DEVELOPMENT STORIES

Nathalie van der Waard
3 tips for working abroad



Financial Controller
at Emmi Dessert Italia

1.

Take a leap

If the opportunity for an international assignment arises, grab it! It's a great opportunity for you - personally and professionally!

2.

There's always time for coffee!

Learning the language and knowing about the culture will help you to enjoy your assignment abroad to the fullest. Become part of their traditions – I am a big fan of the Italian coffee culture!

3.

Feel at home

Take time to find an appartement where you feel at home. You will be living there for a while, so you should really feel comfortable there.



DEVELOPMENT STORIES

<div>  </div> <p>Vilson Krasniqi 3 tips for exiting moves through different departments</p>  <p>IT Application Manager</p> 	<div>  </div> <p>1.</p> <p>Be passionate</p> <p>I love to work. In all jobs I want to provide the best value for others - whether it's fast unloading, producing delicious cheese, creating lean processes or finding simple solutions.</p>	<div>  </div> <p>2.</p> <p>Enjoy the power of the team</p> <p>In all teams, there were people who believed in me, supported me, and whom I could lean on.</p>	<div>  </div> <p>3.</p> <p>Be patient</p> <p>It takes six to twelve months to arrive in a new field.</p>
<div>  </div> <p>Sandor Nagypal 3 tips for mastering challenges</p>  <p>Plant operator & focus topic leader "foodwaste"</p> 	<div>  </div> <p>1.</p> <p>Be willing to keep learning</p> <p>In order to broaden your horizons and to keep up to date, it is important to always be open to new things.</p>	<div>  </div> <p>2.</p> <p>There is strength in calm</p> <p>Always keep calm, even in times of challenges and problems. This will help you achieve your goal more efficiently.</p>	<div>  </div> <p>3.</p> <p>Never say never</p> <p>Set yourself challenges. This way you encourage yourself to grow.</p>

What challenges are we facing?

Strategic Challenges

- Talent retention – being an attractive employer
- Skills shortage / talent shortages
- Demographic shifts
- New generations – new expectations
- Filling the talent pipeline / developing future leaders

Operational Challenges

- Understanding of «development»
- Leadership mindset / behavior
- Evaluation of potential
- Rotation in the organizations
- Mobility of employees

Create solutions – and effective actions

Attractive but affordable working conditions

Major tailor-made up- and reskilling

A higher organizational agility

Purposeful use of people analytics

Career models to inspire development

Promote movement within the Emmi Group



*Leadership
makes
the difference.*

be excellent



“People are the Emmi Group's most important asset.”

We need leaders living this.

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*Warmest wishes
for you & your family*

