

# Position Paper

January 2018

erlenbacher backwaren

## Temporary Employment

Since 2009, erlenbacher backwaren has specifically been addressing the question of sustainability. In our strategic orientation, in our daily activities and in the case of our products, we attempt to handle human beings and animals, the environment and resources with as much responsibility as possible.



We believe that this is an ongoing learning process, one which can never really be considered

completed. We are always willing to learn more and we appreciate suggestions.

We explicitly welcome the fact that our business partners also pursue and support these aims and require that they be met.

Due to the particular situation of having to produce several hundred articles on only a few production lines, the company addressed the question of the appropriate number of employees for this section more than ten years ago.

At that time, a number of temporary employees were required. It was not possible to train these people properly, and this was reflected in an increase in the second-rate quality. This prompted us to begin to conceptually address the issue of the employee assignment in the context of the highest possible level of employee flexibility. We have reached an agreement in the

company to introduce a "perspective system for temporary work", within which we undertake to observe the following points:

### **Take on skilled temporary workers if possible**

We have decided to pay far higher charge rates to temporary employment agencies for leasing us employees qualified in professions such as baker and confectioner and food technology specialists.

### **Always take on the same employees if possible**

"Regular temporary workers" will enable us to largely give work to the same employees. In this case, the different weekly working hours for bakery products and temporary employment wage agreements are decisive.

### **Quality of temporary work**

erlenbacher has reached an agreement with the works council on a maximum number of temporary workers, specified by name, in order to guarantee that sufficient knowledge can be transferred. This results in improving the quality of the work performed and the conduct of the temporary workers (e.g. occupational safety culture)

### **Implement an assessment system**

Those responsible for production meet twice a year to discuss the performance and the conduct of temporary workers. This results in a high level of familiarity and rapid integration in the company. Decisions on who is to be given a vacant permanent post and who is to be moved

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up to the next-higher remuneration group are also taken during these meetings.

**Give the company's own vacant permanent posts in the commercial section without managerial responsibility only to applicants previously employed by erlenbacher as part of the labour leasing system**

This procedure means that we get motivated temporary employees from the agencies and that their prospects for recruitment are better since they can use this for advertising.

**Offer apprentice positions to temporary workers**

Annual performance reviews are held with temporary workers in which interest in apprentice positions through to apprenticeship contracts is regularly shown.

**Improve the financial position of temporary workers within a matrix after they have been hired for defined periods**

Work must be worthwhile. For this reason, temporary employees who have been leased to the company for six or twelve months are better paid. The temporary employment agencies will all have a corresponding schedule and each increase will be confirmed in writing upon consultation with erlenbacher.



**Bernhard Neumeister**  
CEO

**Share in social benefits (festivities, discounts, payments in kind, etc.) offered by the company**

We endeavour to ensure that temporary workers are well integrated in the company and in the work processes right from the beginning.

This means that we pass on many internal services to temporary workers from the first day on.

**Agencies who remunerate the performance of temporary workers in recognised collective agreements**

Payments made to temporary workers negotiated by recognised parties to these collective wage agreements are the basis of being able to work well together. We do not take on any temporary workers from agencies which are not able to give proof of this pay scale recognition.

As a partner enterprise in the ZNU (German Centre for Sustainable Corporate Management of Witten/Herdecke University), we regularly exchange information, on the one hand with academics and on the other hand with other producers operating in the food industry.

By means of regular participation in the "Employee Working Group" we take advantage of the opportunity to exchange information with other human resources managers. This ensures that they can continue to develop while taking account of the approaches of many different companies.



**i. V. Stephan Vogel**  
Head of Human Resources