

## Social

In this section, HUBER+SUHNER reports on the company's social risks and impacts. Material topics include our own workforce and culture and how we attract, continuously develop and retain our people. This also requires special attention to upholding human rights and our employees' health and safety at work and beyond. Furthermore, caring for and interacting with the communities in which we operate is a long-standing tradition at HUBER+SUHNER.

### Our own workforce

HUBER+SUHNER continuously strives to be a great place to work, a place where people feel inspired and safe and can develop their potential. Our goal is to retain our talents and, at the same time, to attract new employees. Next to having a strong purpose, the company offers regular training and learning opportunities, and a truly diverse, inclusive, international, agile, and safe work environment.

Our leadership principles are a common guideline for all our employees, placing a high priority on both psychological safety and work in diverse teams. Learning together from mistakes and focusing on constructive feedback enables all employees to perform at their best.

At the end of 2024, the Group had close to 4,000 employees globally working across three regions.

**Table 7: Number of employees by region at year end (headcount)**

Employees by region*	Americas	APAC	EMEA	Total
2022	279	958	3 232	4 516
2023	263	840	3 006	4 153
2024	263	808	2 923	3 994

\* Employees with a HUBER+SUHNER contract (permanent and temporary)

**Table 8: Number of employees by employment type at year end (headcount)**

Employees by employment type	Permanent contract	Temporary employees	Temporary non-HUBER+SUHNER staff*	Shelter company (Mexico)
2022	4 469	47	1 150	589
2023	4 109	44	786	134
2024	3 945	49	1 395	167

\*Number of temporary employees provided by a company primarily engaged in employment activities

## Diversity, equality, and inclusion

The best results are achieved by considering different perspectives. Therefore, fostering diversity and inclusion is a priority for HUBER+SUHNER. This includes creating an environment where people with different cultural values, beliefs, ethnic and social backgrounds, as well as a diverse range of age groups and all genders, are welcomed and given equal opportunities. We promote diversity, consistently advocate for equal treatment, and offer attractive and flexible workplaces for different work and life models.

HUBER+SUHNER AG is a cofounder of the [focus50plus](#) network in Switzerland, demonstrating our awareness about demographic change and how it may result in workforce shortages.

**Table 9: Distribution of employees by age groups**

Age groups employees	< 30 years	30 to 50 years	> 50 years
2022	23.2 %	55.3 %	21.5 %
2023	19.6 %	57 %	23.4 %
2024	16.1 %	58.8 %	25.0 %

Out of the total workforce, 41.7 % were women. The share of women in managerial roles further increased to 29 % in 2024 (up 1.4 percentage points y-o-y). This brings us close to our 2030 target figure of 30 % women in managerial positions. HUBER+SUHNER strives to increase the number of women in the workforce and provide opportunities for them to progress into management positions. For many years, HUBER+SUHNER has worked with [Landolt & Mächler](#) consultants to actively promote equal pay for women and men at our Swiss sites. The consulting company continues to review the development on a regular basis (see [Notes to financial statements AG](#) for more details).

In March 2024, our CEO and our CHRO signed the "[Advance Diversity Charter- A Letter of Intent for Gender Balance in Swiss Business](#)." This is a commitment by [Advance](#), the leading business association for gender equality in Switzerland, and signatory firms to gender equality in business. The goal is a workplace that supports a fair and balanced approach to hiring, remunerating, developing and retaining female talent.

**Table 10: Employee gender distribution\* ►**

Year	Total workforce		Managerial** positions		Top management***		Board of Directors	
	Female	Male	Female	Male	Female	Male	Female	Male
2022	45.1 %	54.9 %	26.1 %	73.9 %	16.7 %	83.3 %	16.7 %	83.3 %
2023	43.5 %	56.5 %	27.6 %	72.4 %	16.7 %	83.3 %	37.5 %	62.5 %
2024	41.7 %	58.3 %	29.0 %	71.0 %	33.3 %	66.7 %	37.5 %	62.5 %

\* "Gender distribution" corresponds to Global Reporting Initiative (GRI) disclosure 405-1.

\*\* Managerial positions are roles where a person oversees the job functions of another person or a group of people. Managers might also oversee the operation of a specific function within a company. For example, an accounting manager might lead a team of six accountants, whereas a production manager might oversee otherwise unattended automated assembly lines.

\*\*\* Refers to our Extended Executive Management, comprising the CEO, the three Segment COOs, the CFO, CHRO, CIO, CCO, and the Head of M&A and Group Strategy

In Switzerland, where 1,181 of our employees are based, HUBER+SUHNER offers many benefits that exceed legal requirements. These include continued salary payments in case of illness or accident and pension fund contributions. Employees with young children can choose certain nearby day-care centers, which are supported by the HUBER+SUHNER Foundation.

## Attracting and retaining employees

For many years, HUBER+SUHNER has invested in a work environment that creates a strong culture, provides flexibility, enhances productivity, and fosters collaboration with internal and external stakeholders. The Group's HR department in Switzerland proposes programmes to local HR teams which can be adopted and adapted as needed by the various sites around the globe in response to country-specific needs.

We observed varied turnover rates across our regions, influenced by business performance and the respective local frameworks. In 2024, 631 positions were filled, with 30 % of them by internal candidates. For management positions, 54 % were filled internally. Overall, we are pleased to report that we have maintained a healthy turnover rate in several locations.

The optimised turnover rate is indicative of our focus on retaining and develop our employees. This is why HUBER+SUHNER offers specialised programmes and benefits to all employees through our internal employee training catalogue or through external training opportunities related to individual professional goals.

**Table 11: Employee turnover rate by country\***

Country	2022	2023	2024
China	27.8 %	22.9 %	8.9 %
Germany	13.7 %	5.5 %	6.4 %
India	8.2 %	7.7 %	7.9 %
Malaysia	7.3 %	3.8 %	7.7 %
Poland	20.8 %	15.3 %	16.2 %
Switzerland	8.3 %	9.6 %	7.8 %
Tunisia	51.9 %	41.1 %	46.9 %
United Kingdom**	19.8 %	25.1 %	21.7 %
United States	18.4 %	17.3 %	14.8 %

\* Reporting for countries with more than 100 HUBER+SUHNER employees only

\*\* United States includes the site of HUBER+SUHNER Inc. and Astrolab

## Training and continuous education

It is fundamental to keep employees motivated and committed. HUBER+SUHNER invests in individual training opportunities for its employees to ensure their professional development.

In 2024, we exceeded our target of 16 training hours per employee with a total of 65,033 hours. This equals 17 hours of training per employee across all functions.

**Table 12: Overview of employee training hours and costs**

Year	Training hours overall	Training hours per employee	Training costs per employee (in CHF)
2022	73 257	16	529
2023	60 848	14	621
2024	65 033	17	614

Apprenticeship and trainee programmes are important offerings that attract the next generation of employees. At HUBER+SUHNER Switzerland, we offer nine different types of apprenticeships to help young people learn essential skills for their chosen vocations through practical and classroom learning. In 2024, we welcomed 24 new apprentices who work across our Swiss sites; 78 (PY 75) apprentices were trained in Switzerland in 2024.

HUBER+SUHNER globally provides internships and apprenticeships for young people and graduates in the United Kingdom, Germany, India, and Malaysia. Other countries, like Australia, started offering work experience programmes which provide a first on-the-job acquaintance for students. You may read more about our internship and apprenticeship programmes in India and Malaysia in our article published in [Sustainable Switzerland](#).

Because HUBER+SUHNER is a member of [Swissmem](#), the leading association for small to large companies in the Swiss tech industry, our employees have access to the [Swissmem Academy](#), which offers an array of courses in further education. The [SwisswoMEMclub](#) specifically addresses women in the tech industry, organising regular events and continuing education to enable professional women to build a strong community and get connected through their careers in the technology sector.

## Employee engagement

HUBER+SUHNER relies on the passion and commitment of its employees. Their level of engagement was reflected in the 2024 employee survey conducted at all sites worldwide. The participation rate was very high at 89 % (2022: 85 %) which means that 3,371 employees took the opportunity to voice their opinion. Line managers and their teams will review their results, identify strengths and areas for improvement, and decide on relevant measures. These will be consolidated and discussed with the EGM in Q1 2025.

We will continue to conduct employee surveys every second year to gauge trends and the need for any actions or improvements. For more details please refer to the [Management Report](#).

## Human rights and labour practices

In its Code of responsible business conduct, HUBER+SUHNER has committed to fully respecting human rights within its sphere of influence. The company does not tolerate any form of child labour or forced labour and is committed to equal and non-discriminatory treatment of employees and their protection from harassment in the workplace.

The company constantly monitors to ensure that no form of child labour [1] or forced labour [2], according to the International Labour Organization (ILO) definition, is occurring at any of its sites of operation.

Since June 2020, HUBER+SUHNER has been a member to the United Nations (UN) Global Compact, adhering to its [ten principles](#) [3] including principles 1 through 6 which are related to human rights and labour practices. In Switzerland, where almost one third of our workforce is based, we are a signatory of the collective employment agreement (CEA) of the mechanical and electrical engineering industries. Globally, we have various bargaining agreements and employee representatives. Approximately 70% of our employees are covered by either a collective bargaining agreement or an employee representation.

We implemented a grievance mechanism in 2021 called Trustline to demonstrate our commitment to early discovery of any non-compliance with our Code of responsible business conduct. This includes the possibility for employees to anonymously raise concerns. This grievance mechanism is also available to suppliers and other external stakeholders on our [website](#); for more details, please refer to the [governance chapter](#). Both mechanisms are accessible around the clock in several languages, online via a website or an application as well as by phone. The platform is accessible in all local languages of key countries where HUBER+SUHNER has subsidiaries.

[1] See ILO: <https://www.ilo.org/ipec/facts/lang--en/index.htm>

[2] See ILO: <https://www.ilo.org/global/topics/forced-labour/definition/lang--en/index.htm>

[3] See UN Global Compact: <https://www.unglobalcompact.org/what-is-gc/mission/principles>

## Occupational health and safety

HUBER+SUHNER ensures OH&S through strict adherence to local laws and regulations and to three global processes that were introduced at the end of 2020 and subsequently rolled out.

Our global [Health and Safety Policy](#) is applied throughout our operations. All sites with production and/or warehousing activities are required to establish and maintain an OH&S management system. With the employees' participation and consultation, we are able to identify hazards, assess workplace risks, and seize opportunities early on in order to eliminate hazards before they become incidents. Every plant has health and safety officers on duty to conduct regular trainings and walk-throughs which sensitise employees' to both work-related hazards and health-related topics in general.

Currently, two of our sites are TÜV SÜD-certified according to ISO 45001 (6 % of our production sites). In 2025, we plan to have two additional sites certified (17 % of our production sites).

In 2024, the average absence rate due to sickness [4] was 3.3 % (PY 4.1 %). For comparison: in the Swiss manufacturing sector, the absence rate was 3.5 in 2023 (most recent available statistics) [5].

The lost-time injury frequency rate for our total employees improved significantly over the past year, decreasing from 3.3 to 2.6 with only 19 lost-time injuries (see table 13 below). In direct and indirect production, the rate remained steady at 4.1 in 2024 (PY 4.1). Notably, six production sites reported zero lost-time injuries. We remain committed to maintaining a 3.0 total lost-time injury frequency rate.

**Table 13: Absence rate due to sickness and lost-time injury rate (LTIR)**

Year	Absence rate due to sickness	Total number of lost-time injuries*	LTIR total ▶	LTIR in production/warehouse ▶
2022	4 %	25	2.9	4.1
2023	3.8 %	25	3.3	4.1
2024	3.3 %	19	2.6	4.1

\* Lost-time injury (LTI): any injury sustained by an employee while on the job that prevents them from being able to perform their job for at least one day/shift; lost-time injury rate: the number of lost-time injuries that occurred during the reporting period per 1 million hours worked by production employees (LTI multiplied by 1,000,000 and divided by the sum of worked hours).

The lost-time injury severity rate [6] for all employees in 2024 was 62, down from 84 in the previous year (PY). No work-related fatalities were recorded during the reporting period.

[4] Number of absence hours due to sickness divided by the planned working time (in hours)

[5] Source: [Swiss Federal Statistical Office](#)

[6] The lost-time injury severity rate is calculated by multiplying the number of man-days lost due to injury by 1,000,000 and then dividing by the total number of hours worked.

## Safe and legally compliant handling of hazardous materials

Measures are implemented to protect employees and the environment when handling hazardous materials. Compliance with all relevant laws and regulations is ensured, and manufacturers and importers are required to provide safe handling information, including Globally Harmonized System of Classification and Labelling Chemicals (GHS) hazard pictograms and precautionary statements. Safety data sheets (SDSs) are requested from suppliers, and EHS specialists ensure these are organised for easy access and understanding.

We strictly follow manufacturers' instructions regarding packaging and SDSs, ensuring translations and proper training for operators. Our warehouses are organised in compliance with legal requirements, including appropriate storage practices. We provide personal protective equipment to workers and ensure it is used correctly. For new purchases, we obtain the latest SDS from suppliers and regularly check for updates, informing affected employees as needed.

To minimise risks, we prioritise replacing hazardous materials with non-hazardous alternatives whenever possible and maintain minimal stock levels of hazardous substances.

## Community involvement and development

Our country organisations are encouraged and responsible for their community involvement and development activities according to the local setting, needs, and possibilities. The local teams from various departments select and execute projects according to our globally binding [Community involvement and development guidelines](#). Outcomes are shared quarterly within our organisation to promote different successful projects so they can be implemented in varying forms in other locations if possible and appropriate.

On a quarterly basis, we align activities between country organisations and further increase employee engagement and our relationships with local community members and organisations. Our ambition is to build strong ties and foster a mutual understanding of social and environmental risks and opportunities.

With this focus topic, the goal is not only to support the communities where we operate, but to increase employee motivation and engagement beyond our daily business operations. The spirit of giving back reflects a deep sense of

stewardship and our compassion for people. These are crucial traits in everyday life, in business, and beyond. For HUBER+SUHNER this shapes our culture and is one of many ways we live and cultivate our five values: Care, Trust, Passion, Accountability, and Transparency.

In 2024, we supported 222 community involvement and development projects (PY 211) through the engagement of 78 % of HUBER+SUHNER Group companies (PY 79 %). This equalled a financial investment of CHF 489,000 (PY 515,000). The funds are provided from the operating business as well as by the HUBER+SUHNER Foundation.

**Table 14: Community involvement and development**

Year	Investment in CHF	Number of projects	Proportion of country organisations
2022*	579 000	173	67 %
2023	515 000	211	79 %
2024	489 000	222	78 %

\* Since the easing of pandemic-related measures in 2022, our community development activities have increased.

### The HUBER+SUHNER Foundation

Established in Switzerland in 1947, the HUBER+SUHNER Foundation is another important channel to support our own employees as well as projects by non-profit organisations in the vicinity of the Herisau and Pfäffikon (canton Zurich) offices and production sites. The foundation's mission is to fund selected environmental, social, cultural, and sports projects.

**Table 15: HUBER+SUHNER Foundation projects**

Year	Number of projects
2022	142
2023	145
2024	145