



Human Resources Management Guideline

1. Preamble

Our employees are our guarantor of success. For this reason, we attach great importance to comprehensive and diversity-appropriate human resources management, which includes gender equality, in order to attract the best employees without discrimination and to promote performance, potential and innovation. In addition, an appropriate implementation in personnel management improves pbz's reputation and increases our attractiveness to new applicants. pbz relies on modern personnel selection procedures and policies.

2. Scope

This policy applies to all responsible persons in the HR area.

3. Starting situation

The goal of structured personnel selection is to meet the organization's staffing needs and attract the most suitable person for a position. Proper selection promotes teamwork, employee retention, and customer satisfaction, supports task completion and innovation, and reduces the risk of misplacement. For pbz, diversity-oriented selection offers additional advantages such as higher team intelligence, increased innovation potential and a role model function for society.

pbz is proud of its diverse and ambitious workforce. With a balanced, holistic gender distribution (49% men, 51% women), we are particularly proud of the growing number of female executives in our company. With 41% female managers, we are above the German and European averages of 29% and 35% respectively¹.

In addition, people from different nations and cultural backgrounds work in our company. Since we are active in the technical field and work with complex construction and planning laws and guidelines on a daily basis, the preferred language of communication in our company is German. Nevertheless, we offer English as a second language in order to enable our promising international employees in particular to communicate smoothly in their first phases of employment. We support our employees with German and English courses alike.

For new, existing or completely new positions, we have a recruitment policy that identifies candidates who meet the relevant qualifications and requirements to best meet the job requirements in a regulated and transparent process. If we have a selection of applicants with the same qualifications, we always try to make decisions in such a way that social and cultural diversity, as well as our entrepreneurial spirit, are sustainably strengthened.

4. Requirements

When hiring or filling existing positions, we would like to use this document to provide our responsible HR managers with a handout with which the diverse personnel policy we pursue can already be taken into account in the preparation of job advertisements and initial interviews.

Personnel assessment and selection is always a subjective decision that represents a prognosis of the employee's further professional career. These decisions may change due to external or internal factors. In view of the large number of subjective elements in personnel selection, critical questioning and a structured approach are necessary to ensure objectivity. Stereotypes and expectations influence people's perceptions and can lead to misjudgments.

For example, underrepresentation of women in leadership positions can be explained by stereotypes and entrenched role expectations. Anonymized applications are considered by the federal government, for example, as a means of reducing stereotypes and discrimination based on characteristics such as age, origin, gender, disability or religion.

We would like to encourage our HR managers to consider the following points in the HR process when selecting, posting, evaluating and interviewing in person:

¹ https://www.destatis.de/Europa/DE/Thema/Bevoelkerung-Arbeit-Soziales/Arbeitsmarkt/Qualitaet-der-Arbeit/_dimension-1/08_frauen-fuehrungspositionen.html



Job advertisement

- Women are less motivated to apply for job advertisements that are formulated in a "typically male" way
- Female applicants are rated less competent if there are only a few female applicants for the position overall
- The equal inclusion of both genders in the job description is perceived positively by both men and women

Written documents

- Applicants of foreign origin are more likely to be sorted out, as are older applicants and those who can be assigned to a particular religious community on the basis of a photo
- Severely disabled applicants are considered to be less competent
- Attractive women are rated as less suitable for leadership roles
- Women without leadership experience are less likely to be trusted for a leadership position than men without leadership experience

Behavior in conversation

- A dominant, assertive communication style is perceived as unsympathetic by women
- Older applicants are seen as less flexible and willing to learn
- Severely disabled people are assumed to be less resilient and to fall ill more often
- Asians are considered hardworking, willing to work and polite
- Applicants with a mother tongue other than German are suspected to have communication difficulties

Role expectations and stereotypes exist and operate with regard to all characteristics, i.e. gender, age, ethnicity, disability, religious or sexual orientation. For us as a company, it is important that the candidate is hired who, regardless of all characteristics, is objectively the most suitable person for the requirements of the position. We do not tolerate stereotypical preference for less suitable candidates.

Job profile

The job profile is the first step in the personnel selection process and includes all the knowledge, skills and behaviors required to successfully manage a position. It serves as a basis for the subsequent assessment of applicants and helps to minimize subjective influences.

Before a position is advertised, clear requirements for professional and personal competencies should be defined. It is important to involve different people who are familiar with the job. The requirement profile should be formulated as specifically as possible in order to ensure measurability and avoid vague terms.

It's crucial to focus on the must-have skills necessary for the job and make the profile diversity-friendly. Clear communication and agreement of all parties involved on the job profile promotes good decisions.

The job profile should describe a maximum of 8-12 relevant characteristics and skills that can be assigned to the overarching areas of professional competence, social skills, personal characteristics and competence to act.

Job advertisement

In order to attract a wide range of qualified candidates, it is necessary to clarify how and where to reach potential candidates who fit the vacant position.

The job advertisement should focus on the technical "hard skills", as these allow for an effective pre-selection. Terms such as "desirable" or "beneficial" should be avoided as they can make it difficult to choose.

The wording of job advertisements must be neutral in order to comply with the requirements of the General Equal Treatment Act. It's important to use gender-neutral titles and wording to appeal to women and men alike and increase the attractiveness of the job.

Especially in management positions, terms with more feminine connotations should be used in order to improve the fit with the organization for female applicants.

Methodology and process

The method of personnel selection should meet the requirements of the position and preferably be a multi-step process to increase reliability. By combining different instruments, different competencies can be assessed and compared.



Individual tests such as structured interviews are recommended, as they address diversity aspects individually and enable direct contact. The effort of the method should be proportionate to the result, although not every job requires an elaborate assessment center.

In practice, the combination of structured interviews with different types of questions and work samples has proven to be effective. In the selection and design of the methods, special consideration of diversity aspects is required. Care must be taken to have realistic expectations of applicants and to create space for diversity.

pbz's structured selection process prioritises professional, methodological and social skills in accordance with the requirements of the position. The participants validate the minimum requirements, content expectations and evaluation criteria in advance. The procedure consists of four stages:

1. Evaluation of the application documents
2. Structured interview with different types of questions
3. Final examination of professional suitability and team compatibility
4. Identification of the best candidates and hiring recommendation

The steps are detailed below:

Assessment

In the first stage of the selection process, the written application documents are critically analysed in order to make a well-founded pre-selection. It is checked whether the applicants meet the requirements of the requirements profile and whether their qualifications fit the position. The application documents will be carefully reviewed and critical assessments will be obtained from those involved in the selection process. Each application is evaluated on the basis of its completeness and formal correctness. Evaluations are carried out independently of each other and are documented in an "applicant mirror". The presence of photos in the application documents is avoided in order to avoid prejudice. Severely disabled applicants will be treated in accordance with the provisions of the Social Code IX.

Interview

In the second stage of the selection process, structured selection interviews follow after the pre-selection of the application documents. The aim is to check the information from the documents in the interview and to clarify the suitability. In the structured interview, the pbz and the core of the company are also presented, as well as those for the requirements of the advertised position. It is important that at least two people conduct the interview if possible in order to balance out subjective influences. The selection committee should be diverse. Gender-neutral language and fair conditions for all applicants are crucial. In addition to biographical and situational questions, additional elements such as role plays and practical tasks can be used to assess the applicants' skills.

Final Examination

The profiles are compared with the requirements profile in order to identify the most suitable candidate. All participants exchange their impressions and observations and orient themselves to the requirement profile. It is recommended to also consider skills acquired outside of work in order to do justice to applicants with non-linear CVs. In addition, the potential of the applicants is considered and how they can complement the team.

Hiring recommendation

In the fourth stage, structured information about the applicants is collected. It's important to consider the team fit and possibly prioritize candidates who are a good fit for the team. If you find it difficult to decide between several applicants, it may be helpful to take time to reconsider. Additional interviews with selected candidates could also be considered to clarify key requirements. The decision to hire should not be made under time pressure.

If no suitable candidate is found at the end of the selection process, alternative approaches should be considered. This could include a new call for applications, a revision of the call text or the search for more potential applicants. Diversity aspects should be given special consideration.

It is important to inform all applicants about the decision in a timely manner and to communicate this in an appreciative manner to the applicants who have not been considered. This feedback can help them in their professional and personal development and shapes the image of pbz as an employer and organization as a whole.



Staff development

Selection for a vacancy has long-term implications and should therefore be considered carefully. In order to promote successful cooperation, responsible HR managers at pbz should pay attention to the following points in personnel development:

- Create an onboarding plan and designate those responsible for onboarding new employees.
- Hold regular conversations about professional development and collaboration.
- Use the staffing requirement profile for performance appraisals.
- Professional development opportunities promote long-term loyalty and motivation.
- Regularly train people to take on leadership roles.
- Consider team development activities to develop and align the team.
- Take advantage of the diversity in the team for a wide range of knowledge and experience.
- If you are equally eligible, try to make recommendations for both promotions and new hires that will strengthen underrepresented groups within the pbz
- When recruiting employees, also consider those who have taken longer care leave (e.g. maternity leave or caring for a relative) and want to return to work

Summary

With this document, pbz offers its responsible employees in human resources management further insights into a structured and diversity-oriented personnel selection, as well as information on the influence of role expectations and stereotypes. We expect our employees to reflect on themselves on the basis of this document and to integrate the principles mentioned into their daily practice. We want to promote an unbiased and neutral personnel decision.