

**EXAMPLE OF GOOD PRACTICE – CSR REPORT 2011**  
**(TRANSLATION FROM GERMAN)**

1. Ort und Zeit	<b>NORDZUCKER AG</b> Year 2011-20121
2. Thema	<b>High Potential Program: Sugar Talent Programme (STP)</b>
3. Kontext	Due to the demographic changes, in future it will be a shortage of highly qualified talent. Nordzucker has started the “sugar talent program” to educate and develop high potentials. At the same time, the program is a retention measure for talents.
4. Projekt	STP is a program for future managers. The content is characterized by a combination of theory and work on company projects. The theoretical modules are similar to the Nordzucker competency model: self management, team leadership, and corporate governance. A variety of topics will be covered by internal speakers at top management level. This applies particularly to the issue of "corporate governance". The internal projects will be managed by internal managers. STP is supplemented by internal mentors.
5. Ergebnis	Internal training and development of high potential.
6. Mittel	-
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1. Ort und Zeit	Nordzucker - Jahr 2011
2. Thema	<b>HR Dialogue: Introduction of a Group-wide staff development process with employee interviews and HR conferences for all sites, areas, regions and the entire group</b>
3. Kontext	Due to demographic change in the future there will be a shortage of qualified talent and professionals. Nordzucker has introduced the HR dialogue with the aim to create a company-wide competency management, succession planning and employee development.
4. Projekt	Basis for the HR dialogue is an annually performance review. Referring to the review HR conferences are held in different locations, in which employee competencies, career paths, development activities and succession planning with the relevant site management will be discussed. Referring to the above, regional conferences are held, where the same subjects are discussed with the management of the region. Due to the matrix structure in certain managing department cross-regional HR conferences will additionally take place. The process is completed by the HR group meeting to be held at the end of the year in the district of the board. The meetings ensure that the company receives visibility about its employees, their skills and the age structure. The HR section controls the entire process as an HR Business Partner and implements the measures adopted following the conferences.
5. Ergebnis	Development of a competency management, succession planning and internal development of staff.
6. Mittel	-
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