

	<p align="center">Corporate Standard Global Diversity & Inclusion</p>		
<p>Approved: CRC (2013)</p>	<p>Responsibility for Contents: Global Head of Diversity & Inclusion</p>	<p>Issue: Nov/2013</p>	
<p>Copies to all employees</p>			
<p>Purpose and Scope</p> <p>This Corporate Standard “Global Diversity & Inclusion” defines Henkel’s commitment to a diverse and inclusive working environment and to create an equitable, healthy and high-performing organization in which all individuals feel valued and their contributions are appreciated. This commitment derives from our key corporate value: “We value, challenge and reward our people”. Henkel uses this Standard as a framework for decision-making and constructive engagement within its sphere of influence, while respecting local labor laws and legal requirements.</p> <p>This Corporate Standard applies to Henkel AG & Co. KGaA and its affiliated companies as listed in the consolidated financial statements of Henkel AG & Co. KGaA.</p>			
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Corporate Standard “Global Diversity & Inclusion”

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1. Definitions

“Diversity” at Henkel is the variety of talents, mindsets, perspectives, qualities, abilities and attributes of our employees and business partners, which makes Henkel unique and contributes to creativity, innovation and business success.

“Inclusion” at Henkel means respecting all visible and invisible differences to gain competitive business advantage and create an equitable, healthy and high-performing organization in which all individuals feel valued and where their contributions are appreciated.

We assert that our Diversity efforts will not succeed without Inclusion, hence they go hand in hand.

2. Vision

To build a company culture where Diversity & Inclusion becomes a way of doing business at Henkel.

3. Mission

Respecting Diversity and practicing Inclusion are deeply rooted in our Vision, Values and Corporate Code of Conduct. Our mission is to:

- Enable our employees to better understand our markets, customers and consumers;
- Attract, retain and promote the best talents;
- Reduce any inherent bias from our processes & policies;
- Enhance competencies of our employees to build high performing & inclusive global teams;
- Be recognized as a leader in Diversity & Inclusion Management

4. Business Case

As globalization increases, demographics and lifestyles change, we need to reflect these developments affecting our workforce and our external stakeholders. In order to generate sustainable competitive advantage we need to embrace difference since it is both central and crucial to our business strategy.

Valuing and managing Diversity and practicing Inclusion within Henkel strives to:

- Reach diverse consumer groups which can result in new business opportunities, contributions, relationships and sources of support.
- Utilize the ‘country’ knowledge, language skills and awareness of cultural norms and networks that we have to increase our understanding of consumer needs and markets.

- Enhance our reputation as an employer of choice, strengthen our Employer Branding, and recruit from a wider talent pool on the basis of objective criteria, to have the best global teams leading to competitive advantage, and this without establishing any quotas.
- Utilize fresh perspectives and nurture creativity, innovation and flexibility, drawing on the variety of approaches to work and resolving problems, tapping hidden capacity for growth as well as encouraging and empowering employees to give of their best.
- Build effective teams, where everybody feels valued, included, treated fairly and with dignity. This will boost motivation, reduce absenteeism, and enhance productivity and performance leading to greater economic success.
- Benefit from differences in corporate cultures leading to better inclusion of people and processes thereby increasing opportunities for global success.
- Enhance performance, motivation, productivity and efficiency through a strong commitment to flexible working and a culture of performance orientation.
- Minimize the risks of damage to our reputation and any related costs by ensuring that we comply with relevant legislation and standards and fulfill related obligations.

5. Areas of Implementation

We have a strong commitment to bringing together high performance teams from across our globalized organization. These teams need to fulfill our business needs in terms of knowledge, skills and cultural sensitivity. Through the D & I policy we provide a framework for starting initiatives, driving actions and measuring progress, e.g.:

6.1 Policies

- Undertake assessment of our policies and processes to ensure fairness and inclusion.
- Ensure that HR and Business Managers consider at least one qualified diverse candidate when planning for recruitment and succession.
- Encourage managers to consider part-time, flexible work arrangements, and/or mobile working options to accommodate individual preferences on work-life balance, where business circumstances allow it.
- Encourage all Businesses and Functions to incorporate D & I into their strategic objectives.
- Include, where appropriate, D & I targets for managers in performance reviews.

6.2 Competencies

- Encourage all employees to undergo D & I awareness training programs:
- Encourage managers to develop D & I skills for building high performing and inclusive global teams.
- Sensitize & require all employees to use inclusive language, attitudes and behaviors.

6.3 Communication

- Communicate constantly and effectively to all employees to build awareness and increase their understanding of D & I.
- Promote on our diversity internet and intranet sites regularly relevant news on D & I initiatives, activities and good practice worldwide.
- Ensure that all internal & external communication reflects our D & I vision and mission.
- Actively contribute with our expert knowledge to the leading principles of D & I in our society.

6.4 Infrastructure

- Constitute a Global Diversity & Inclusion Council, to help ensure actions relating to D & I are addressed and implemented.
- Encourage and support employees to create local and global networks to understand and address issues pertaining to them.
- Encourage employee networks to strengthen our links with their communities, to broaden our recruitment and consumer bases and benefit from a wider range of perspectives.

6. Leadership commitment

In order to benefit from the full potential of a diverse workforce each of us has to take the responsibility for creating an inclusive workplace environment that rewards high performance and a commitment to excellence.

We assert that diversity does not stop at the hiring stage. It is the responsibility of all Henkel employees, in particular all managers as key representatives, to lead the D & I strategy and model commitment to it through their behaviors and attitudes and effective use of their influence and authority.

Managers of departments, because they interface with large numbers of employees on an ongoing basis and are closest to operational aspects, need to ensure the strategy is progressed and successfully implemented.

We commit ourselves to the support of work-life flexibility at Henkel within the scope of our responsibilities. Our focus is on the results employees deliver, rather than on when and where work is carried out. We want to demonstrate commitment to our employees and to a culture of performance orientation and support the conclusion of individual work-life flexibility arrangements provided they are not detrimental to business.

We would like managers to encourage open feedback, foster innovative ways of thinking and doing business and actively include different perspectives into our decision making processes. Leaders should act as a role model in creating an inclusive culture and encourage their team to engage in D & I initiatives.

7. Organizational policies and processes

We want to ensure that present and future policies and processes are free from bias against any employee groups. This includes for example, external and internal recruitment, performance reviews, promotion decisions, training & development opportunities and compensation & benefits.

Further, in implementing and interpreting these policies and processes, inconsistency will be challenged and disciplinary action will be taken in the event of discriminatory behavior infringing the relevant laws and regulations.

8. Measuring Progress

We will set objectives to monitor the D & I initiatives across Henkel, and will continually monitor our progress against our set objectives and strive to improve. We will evaluate and report on our achievements, through the Annual Report, the Sustainability Report and other external as well as internal communication channels.

9. Statutory requirements and relevant standards

We will continue to ensure we fulfill statutory obligations and align our practices & processes with wider developments to enhance our corporate image and public reputation. This goes along with our activities on Corporate Social Responsibility & Corporate Sustainability as part of our wider commitment to society.

10. Responsibilities

We have constituted a Global Diversity Council to provide strong leadership to make D & I the way of doing business at Henkel. This Council ensures progress and provides the necessary resources, in terms of people, time and money, as well as the internal arrangements which are required to ensure effective implementation. Council members are top management representatives of each business unit and the functions under the lead of the Global Head of Diversity & Inclusion.

The Global D & I department owns the policy, provides strategic insight and facilitates implementation. It is supported by a global network of D & I experts who will provide guidance and support to individuals, teams, business units and departments.

11. Feedback

We welcome and encourage dialogue and value feedback that helps to identify barriers to progress and the existence of good practice. To this end therefore please contact us at:

global.diversity@henkel.com