



TOGETHER



OUTLOOK

for the 2026 Collective
Bargaining Round

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At what cost?

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THE FUTURE NEEDS PEOPLE.

People need security.

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*Stress
Überlastung
Personalmangel*



Mitglied werden und Haltung zeigen.



Das Mittel gegen das Gefühl: „Da kann man eh nichts machen.“

Bei Frust, Zukunftssorgen, Ohnmachtsgefühl
und akuter Phrasenallergie.

IGM forte stärkt den Rücken, fördert Zusammenhalt
und erhöht die Widerstandskraft gegen heiße Luft
und kalte Antworten.

- **Anwendungsgebiete:** bei Schulterzucken, Dauerärger, Allein-Gefühl im Wandel
- **Wirkstoffe:** Solidarität, Mitbestimmung, Tarifkraft, Rückhalt
- **Bekannte Nebenwirkungen:** mehr Haltung, mehr Stimme, mehr Wir

Jetzt Mitglied werden.

IG Metall. Weil's wirkt.



Isabelle Ehrlich
Lead IG Metall Works Council
Team HQ



Gianpiero Schiro
Deputy Lead IG Metall Works
Council Team HQ

Future – here to stay

The past few years have made one thing crystal clear: global challenges and fast-moving tech change aren't exceptions anymore. They are our everyday reality. And here's the deal: the changes ahead? We'll only get them right if we tackle them together. Employees, works council, and leadership: all need to pull in the same direction.

Job security stays the #1 topic. Our Protection against dismissal 2035 ("ZuSi 2030"), a major win by the IG Metall labor union, secures protection through the end of 2034. But let's be real: security alone isn't enough. It needs perspective. For the headquarters, we've got to define where we want to be in five or ten years. A clear, shared target vision across all areas is key. For reliable workforce planning, smart upskilling and long-term commitment.

Mobile working is no longer a "nice-to-have", it's a core part of modern work. It saves the company eight-figure sums in infrastructure costs annually. At the same time, it helps employees balance work and life, reduces stress and cuts environmental impact. And yes, it also makes the company way more attractive as an employer.

But wherever on-site work happens, the conditions must be right. Fully equipped workplaces, meeting spaces, and healthy work environments have to be available for everyone. To make that happen, we need a strong, united works council and true collaboration with management on equal footing. Co-determination and information rights must be consistently respected and actively used; constructively, critically and responsibly. The future of the headquarters depends on its people. Through professional development, fair prospects, diversity, and mutual respect, it can evolve in a positive direction.

As Team IG Metall in the Works Council, we join with the workforce to advocate for secure jobs, good working conditions, and a clear vision for the future. This is precisely what defines IG Metall at the headquarters: strengthened co-determination, shared responsibility, and a clear forward-looking perspective. We stand for secure jobs, good conditions and a headquarters, that continues to offer exciting opportunities in the years to come.

Because the future needs people and people need a future!

Isabelle Ehrlich
Lead IG Metall Works Council Team HQ

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IG Metall



INHALT

Ausgabe 17 | 2026

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Brancheninfos aus Sicht der IG Metall

THE FUTURE NEEDS PEOPLE. PEOPLE NEED SECURITY.

We, the active members of IG Metall and the newly elected members of the Works Council, would like to extend our heartfelt thanks to all employees at the Mercedes-Benz Headquarters for the trust you placed in us during the Works Council election. For us, this trust represents both: a mandate and a commitment. We will tackle the challenges ahead with confidence, a strong sense of responsibility, and in close solidarity across the entire Council - working together with you and for you. Our jobs must remain secure and attractive in the long term. In this regard, our *ZuSi2025* (Future Security 2035) agreement represents a major success; it protects against compulsory redundancies until the end of 2034.

This is a unique promise in Germany, successfully secured by IG Metall. For the future of the Headquarters, it is particularly crucial that we position ourselves strategically and agree upon a binding vision for the future—a concrete strategy—together with company management. This strategy must consider all functions and locations within the Headquarters, ensuring the security and further development of our jobs. We will be working intensively toward this goal within the various committees of the Works Council! Here is a brief overview of what this means in concrete terms:

The Foundation for Decision-Making

This strategy forms the foundation for sound workforce planning and represents a clear commitment by management to the employees. A shared vision provides answers to the pressing questions raised by our colleagues across all departments. Including VAN, HR, FC, IT, IL, IPS, Marketing, Digital & Sales, and other centers. It clarifies what the Headquarters as a workplace should look like five or ten years from now. We require a partnership of equals between company management and the Works Council! Where necessary, we will work in close solidarity with our fellow IG Metall members serving on the Group Works Council and the General Works Council.





IG Metall Team

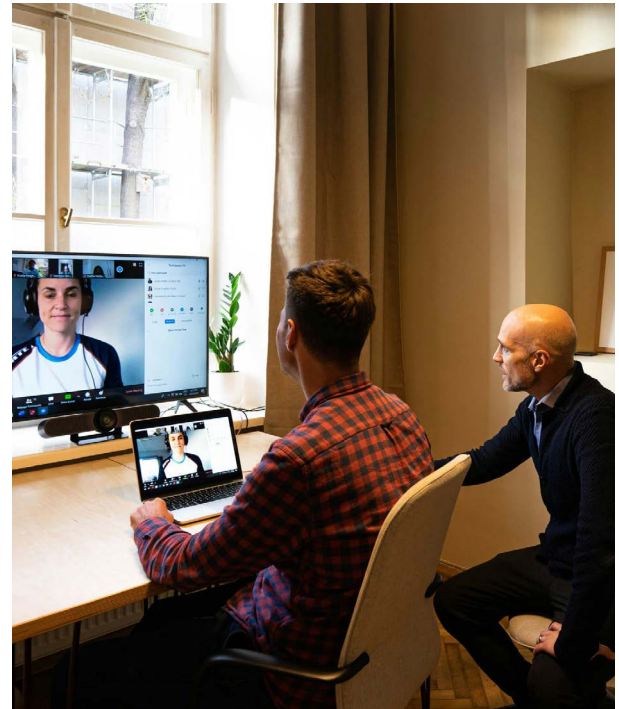
Integration of the MBM Remuneration Structure

IG Metall is the largest single trade union in Germany, deeply rooted at Mercedes-Benz, also a powerful force right here at the Headquarters. In the area of compensation, we have recently successfully negotiated substantial wage increases, inflation compensation, and additional collectively agreed payments. Moving forward, we will continue to advocate vigorously to ensure that employees are paid well and fairly, and that they share in the company's success. For instance, through an appropriate profit-sharing scheme. The full integration of the compensation structure for our former colleagues at MB Mobility into the IG Metall ERA framework, the standard at MB Headquarters, is a top priority for us. Should the company decide to modify the NAVI evaluation system, we will push for goals that are fair, transparent, and individually assignable.

Furthermore, innovative contributions made by employees (particularly those resulting in significant cost savings or improvements in financial results) must be rewarded in a transparent and comprehensible manner.

Preserving Core Competencies

Outsourcing and potential „cost-cutting“ measures are not a panacea. Their economic viability is often questionable, or the savings are achieved at the expense of the workforce. Even though the final decision regarding external contracting rests with the company, the Works Council must be kept informed. A lack of transparency and the use of „salami tactics“ prevent legitimate employee interests from being considered and hinder efforts to mitigate negative social consequences. We will continue to urge management to involve the Works Council at an early stage in all „make-or-buy“ decisions and to conduct a comprehensive assessment of all relevant factors. Such as quality, customer proximity, and economic efficiency, before any core competencies are outsourced. In instances where colleagues lose their duties due to job cuts, restructuring, or outsourcing, we will advocate for them with unwavering resolve. Internal candidates must be given priority when filling vacancies. We consider external hires or the use of temporary agency workers to be unacceptable options if qualified internal candidates are available. For many employees, professional development and upskills must lie at the very heart of the „Job Compass“ initiative, thereby ensuring that every member of the workforce is provided with a clear future outlook. No one must be left behind; no one must be subjected to undue pressure or exclusion. Furthermore, as Team IG Metall, we advocate for preserving the regulations regarding partial retirement and for specifically refining them.



Working remotely is a win-win for everyone.
(Photo: Volk CoWorking – Krakow on Unsplash)

Healthy Work

For us, both physical and mental health are indispensable components of a good working environment. Increasing work intensification and performance pressure, constant demands for availability, complaints regarding an alleged lack of willingness to perform, or criticism concerning rising rates of absenteeism demonstrate little respect for us employees. We aim to address the root causes of illness and exhaustion, including within lower and middle management. Executives have a significant influence on working conditions and workload levels. Appreciation, a positive workplace atmosphere, and thoughtful work planning foster well-being; we demand an open, appreciative working climate. Transparency and respect are the prerequisites that ensure everyone is willing to go the extra mile for the „Star.“

We ensure compliance with all statutory and internal regulations designed to protect our employees. Through close collaboration among all committees, we strive to ensure that tasks are appropriately prioritized - or that additional staff support is provided where needed. Regarding the „T-Zug“ (additional time-off allowance), we also ensure that employees facing high workloads can utilize their allotted recovery time rather than letting it expire unused.

A People-Centered Performance Culture

This entails empowering employees and managers to take personal responsibility, rather than simply requiring them to execute directives handed down from „above.“ We collectively possess the necessary expertise; we have the right people here at „The Star.“ However, this potential must be allowed to flourish. It also implies that teams are best positioned to decide for themselves how to work together most efficiently. Globalization and digitalization have become integral parts of our daily work lives. For instance, many of us now spend our time in front of screens collaborating with colleagues located all over the world. This is just one of many examples where mobile work proves to be a win-win situation for everyone involved. Consequently, we argue that decisions regarding whether to work on-site or remotely should not be driven solely by quotas, but rather by the specific nature of the work itself.

True effectiveness is generated at the team and organizational levels, not through the individual ranking of employees. Leadership, goal achievement, and professional development are inextricably linked. High performance is not born of fear or chronic stress; rather, it stems from a sense of purpose, clarity, competence, and security. Under the current „NLP“ (New Leadership Principles) framework, however, we are witnessing the exact opposite. This is particularly evident at our headquarters, where constant reorganization has become the norm.



We are committed to professional development – particularly in the field of AI.

Over the past few months, many of us have endured multiple changes in both leadership and team composition. Colleagues have left the company. This creates heightened pressure, uncertainty, and chronic stress. Such an environment simply cannot serve as a foundation for generating high performance.

We need to rediscover our collective team spirit, along with a genuine commitment from top management to lead by example and work alongside the workforce to successfully guide the Mercedes-Benz brand into the future.

Currently, due to constant reorganization, the resulting lengthy decision-making processes, and shifting responsibilities, we are observing that many employees are beginning to question the very purpose of their work. A sense of alienation from the company is taking hold. We must stop this trend together. But the initiative must come, in earnest, from the top.

Qualification and Training

The future transformation can only succeed through forward-looking qualifications. Strategic workforce planning must once again become a matter of course; fostering young talent and providing training for the job profiles of the future are beneficial for the company. Lifelong learning is the key. For those who always do only what they already know how to do will always remain exactly who they already are. Well-qualified employees are more productive and make the company more competitive. Continuing education in the field of Artificial Intelligence is of particular importance. Employees across the board must be empowered to understand, apply, and critically evaluate AI technologies. Only in this way can we seize the opportunities presented by digitalization while simultaneously acting responsibly. Investments in qualifications, including in-person training events, payoff: they boost employee satisfaction, motivation, and adaptability. Managers must carve out the necessary time for this, deliberately prioritizing it over less critical tasks. Investments in knowledge are a worthwhile endeavor for both the company and its employees. However, this also entails strategic workforce planning. We need clear guidelines regarding the direction in which we can evolve in order to generate future-proof jobs within the region. It serves no purpose to constantly look abroad while simultaneously reproaching the workforce for a perceived lack of innovative spirit. We are ready to assume responsibility and play an active role in shaping this future; however, the company must provide the necessary framework to make this possible.



A return to compulsory attendance would cost the company valuable staff. (Photo: Jan Baborák on Unsplash)

Digitalization Without Surveillance

The Works Council oversees the introduction and adaptation of IT systems within the company's organizational structure. In doing so, it monitors the processing of personal data and ensures compliance with both the EU General Data Protection Regulation (GDPR) and the Federal Data Protection Act. It exercises its co-determination rights regarding technical systems designed to monitor employee behavior or performance, such as access control or security systems. The Works Council members ensure that the interests of the employees are safeguarded, for instance, by ensuring that existing systems are not used for monitoring employee performance and conduct. Furthermore, he provides consultation on the design of workstations, workflows, and work environments insofar as these are influenced by IT and data processing systems.

Diversity as Strength

Success requires diverse perspectives. We must look back to the values of Mercedes-Benz, the very values that have made us strong. What hinders diversity: A return to mandatory in-office attendance driven by quotas—a practice that disproportionately disadvantages women, parents, caregivers, and part-time employees. A workforce reduction program that entices or pressures older employees to leave the company. A scaling back of vocational training and a curtailment of talent development initiatives. An „elbow mentality“ that fosters exclusion, and hiring practices that consistently favor the same types of candidates. The „winner mentality“ and „passion for performance“—concepts promoted by the company within the framework of NLP—must not be allowed to result in the disregard of individual needs. Human-centered work design is not at odds with economic efficiency; rather, it is its prerequisite and its future.

This was just a brief glimpse into our daily work. Work that we, as IG Metall Works Council members, are happy to undertake for and with the workforce. We would be delighted to tell you more in a personal conversation; simply get in touch. You can find the contact details for the IG Metall team members in the center section of this issue. We, the Works



Die „Gewinner-mentalität“ und „Leidenschaft für Leistung“, die im Rahmen von NLP vom Unternehmen propagiert werden, dürfen nicht dazu führen, dass individuelle Bedürfnisse ignoriert werden.

Lucas Merkel
Chairman of the Works Council
MB Headquarters

Council members of the IG Metall team, want to ensure that partial retirement schemes remain attractive and that opportunities remain open for younger employees.

A diverse workforce is the foundation for achieving top-tier results and building a successful company. A brief concluding thought: Success requires diversity, as well as a clear strategy regarding our site locations and workforce planning. This includes professional development concepts and a performance culture that puts people first. Cutbacks in vocational training and talent development, or an exclusionary, cutthroat mentality, stand in the way of these goals. We advocate for equal opportunity, for diverse life models, and for a workforce that embraces diversity as a strength.

We, the Works Council members and active IG Metall representatives, are here for you and available at all headquarters locations: Vaihingen, Pragsattel, and Untertürkheim. Conversations with Works Council members are, of course, always confidential. We look forward to working with you; let us shape the future of the Mercedes-Benz headquarters together.

DEIN IG METALL BETRIEBSRAT ZENTRALE

Standorte: Untertürkheim | Vaihingen | Pragsattel



Gianpiero Schiro



Lisa Spies



Bettina Stadtmüller



Dr. Doris Heckel



Lucas Merkel



Michael Reinhold



Eberhard Schöffler



Patrizia Sickinger



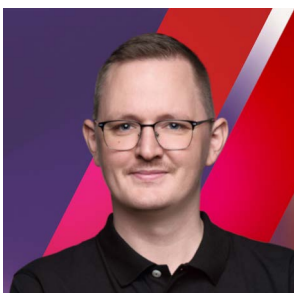
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Kübra Günes



Iris Luppold



Standort Untertürkheim



Standort Vaihingen



Standort Pragsattel

**Hier geht's zu
unserem Intranet:**



WINNING ATTITUDE – AT WHAT COST?

Why ambitious guiding principles fall short
without co-determination

In times of profound transformation in the automotive industry, companies are increasingly relying on clearly defined guiding principles. They are intended to provide orientation, accelerate progress and align the organization towards common goals. The Mercedes-Benz concept of a “Winning Attitude,” with its four focus areas of performance orientation, pioneering spirit, execution strength and community, is a typical example of such a self-image.

performance orientation,
pioneering spirit, execution
strength and community

At first glance, this vision appears coherent: it emphasizes excellence, innovative strength, efficiency and solidarity. However, on closer inspection, a clear imbalance becomes apparent. From a co-determination perspective, the question arises as to whether this truly describes a sustainable model for success. Or rather a program primarily focused on increasing performance, neglecting key prerequisites for long-term success.

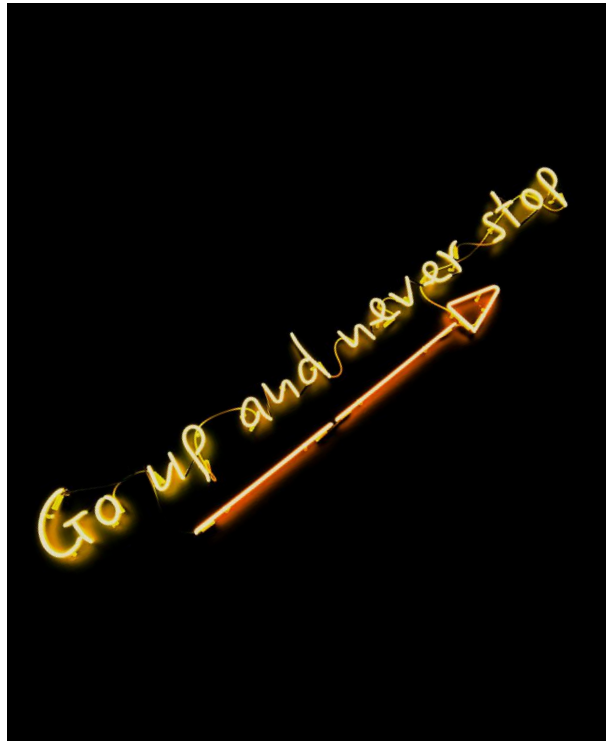
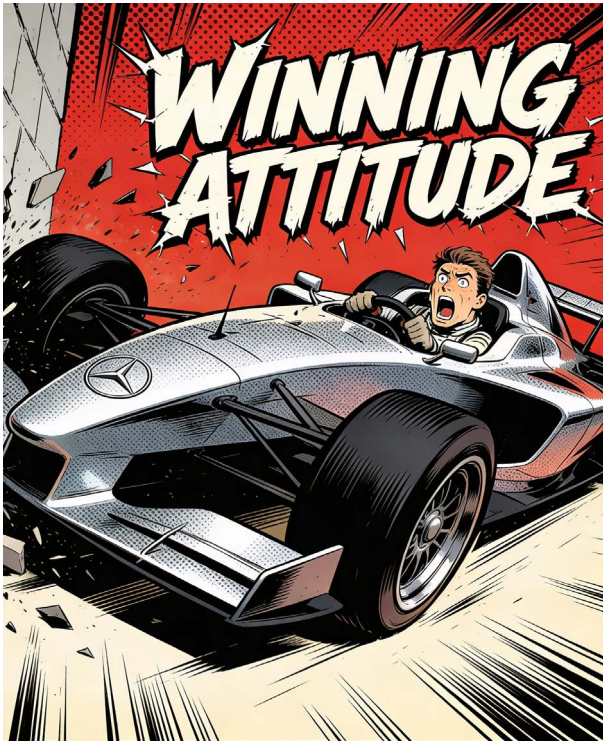
Performance orientation: between ambition and reality

The demand to improve every day and not accept mediocrity corresponds to the classic ideal of modern high-performance organizations. It suggests dynamism and a commitment to continuous improvement. But this is precisely where the problem lies: in practice, a constant drive for improvement often knows no limits.

Employees are thereby placed in a state of permanent tension. When every task is subject to the primacy of maximum performance, the boundaries between dedicated work and unhealthy overload become blurred. The risk of stress, exhaustion and long-term illness increases significantly.

In addition, a key question often remains insufficiently clarified: what exactly constitutes “performance”? Is it measured solely by key figures? Are qualitative aspects truly considered? And above all: is the evaluation transparent and fair?

Without clear answers, a sense of uncertainty and injustice quickly arises. Motivation is then not strengthened but undermined. A sustainable performance concept must therefore always consider the conditions under which performance is delivered. And the current working conditions for employees at headquarters, following numerous NLP exits, are more challenging.



Pioneering spirit: innovation requires trust and security

The aspiration to move forward with courage and actively shape the future is undoubtedly essential – especially in industries undergoing rapid technological change. Electromobility, digitalization and new business models require innovative strength. However, innovation also has a social dimension. For employees, it means change. New qualification requirements altered work processes and often uncertainty about their own professional future.

A vision that places innovation at its core must therefore provide clear answers to the following questions:

- ▶ How are employees prepared for new requirements?
- ▶ What training opportunities are available?
- ▶ How is it ensured that no one is “left behind” during transformation?

Without reliable prospects, pioneering spirit does not emerge; instead, hesitation or even resistance. People are more willing to support change when they feel secure and know that their interests are being considered.

Execution strength: efficiency versus work intensification

Flat hierarchies, fast decision-making and clear responsibilities are considered key success factors of modern organizations. They are intended to increase flexibility and responsiveness. However, in operational reality, the downside of this development often becomes apparent.

When decisions are “made where the knowledge resides,” this often also means that responsibility is shifted downward, without a corresponding increase in resources or co-determination rights. Employees must make more decisions, take on more responsibility and at the same time cope with increasing work demands.

Moreover, simplifying structures does not automatically lead to relief. It is often accompanied by work intensification: fewer employees, higher pace, more tasks in less time.

Such an understanding of execution strength may yield short-term efficiency gains, but in the long run it can exceed employees’ capacity limits. Sustainable efficiency does not arise from constant intensification, but from well-designed processes, sufficient resources and realistic work organization.



Innovation and improvement arise from friction and exchange

Community:

between cohesion and pressure to conform

The fourth focus area, “Unbeatable together,” highlights the importance of cohesion and shared identity. A strong sense of unity can foster motivation, commitment and loyalty. It provides orientation and connects people across departments, locations and countries.

However, this too requires a critical perspective. If community is emphasized too strongly, subtle pressure to conform can arise those who do not go along, who express criticism or bring in different perspectives, risk being perceived as “not a team player.”

A healthy corporate culture, however, is defined precisely by allowing different opinions and addressing conflicts constructively. Innovation and improvement rarely arise from pure harmony, but from friction and exchange. Community must therefore not be understood as uniformity, but must include diversity, openness and the ability to engage with criticism.

Blind spot:

the perspective of employees

The central problem with the “Winning Attitude” vision lies in its incomplete perspective. It formulates clear expectations of employees but fails to answer what they can expect in return. A sustainable vision must consider both sides: the company’s goals and the needs of the people who implement them.

This includes in particular:

- ▶ Good working conditions: realistic working hours, sufficient staffing levels, adequate office workspace
- ▶ Health protection: prevention of overload and long-term illness
- ▶ Fair compensation: transparent and comprehensible remuneration systems
- ▶ Qualification: continuous training and development opportunities
- ▶ Job security: reliable prospects even in times of change

These aspects are not “soft factors,” but decisive for productivity, innovative capacity and long-term business success.



Eberhard Schöffler
Works Council HQ
Team IG Metall

Co-determination as a success factor

A central role is played by workplace co-determination. Organizations such as IG Metall advocate ensuring that employees' interests are systematically incorporated into business decisions.

Co-determination ensures:

- ▶ Transparency in decision-making processes
- ▶ Balance between management and workforce interests
- ▶ Greater acceptance of change
- ▶ More sustainable solutions that also work in practice

Companies that view co-determination as a partner benefit from more stable structures, higher motivation and lower employee turnover..

Winning Attitude requires balance

Conclusion: The concept of a "Winning Attitude" contains many correct and important ideas. Performance, innovation, efficiency and collaboration are undoubtedly key success factors. However, in its current form, it remains one-sided from my perspective. A viable model must go beyond pure performance logic. It must place people at the center – the ones who deliver this performance. Only when economic goals are combined with social responsibility does a sustainable model emerge.

Put simply: Mercedes-Benz fails through strategy and guiding principles alone. Mercedes-Benz succeeds through the people who are willing to carry these goals forward. And this willingness only arises where respect, fairness and co-determination are a lived reality.



Bettina Stadtmüller
Editorial Director
IG Metall Magazine TOGETHER



Kübra Güneş
Editorial Director
IG Metall Magazine TOGETHER

**Further
Information**
via QR-Code



STRONG TOGETHER

How the Works Council Works for You

Works Council work is teamwork. Our body (comprising 37 Works Council members) thrives on the fact that each of us is a generalist: Whether it involves the Works Constitution Act, compensation issues, occupational health and safety or day-to-day co-determination: everyone knows the basics. Raising issues, listening, providing context and offering support. In the center section of this issue, we introduce you to who we are, the Works Council members of „Team IG Metall“. So you know who to contact when you need assistance. For more information, scan the QR code to access our intranet. Simply „follow“ us there to ensure you never miss another important update.

Expertise. Real impact.

Effective representation of interests also requires depth and specialized knowledge. This is where our committees come into play. Within these committees, specialists pool their knowledge, delve deeply into specific topics, prepare decisions, positions and negotiation strategies for the entire Works Council body. In this way, we combine a broad overview with detailed expertise, ensuring both quality and effectiveness in our co-determination efforts.

With this issue, we are launching a new series in this IG Metall Magazine TOGETHER: We will be introducing our various committees. Kicking things off are the APO (Personnel Committee) and the ASGV (Committee for Social Affairs, Equality, and Diversity).

Yet, statutory co-determination does not end within the Works Council body itself; it comes to life through your active participation. Get informed, reach out to us, get involved and support our work. Only by working together can we secure and build upon our successes! From preserving mobile working options and ensuring good working conditions to achieving fair pay and true work-life balance.

Everything we have achieved so far has been the result of teamwork. And whatever challenges lie ahead, we can only overcome them together. Strong together – we're in your corner.

SECURING QUALIFICATIONS, SHAPING THE FUTURE

Tasks and Objectives of the Committee for Apprenticeship, Education, and Qualification (ABQ)

For the Mercedes-Benz Headquarters Site Digital transformation and demographic change are profoundly shaping the work environment at the Mercedes-Benz headquarters. Processes are becoming increasingly digitized, tasks are growing more complex, and demands are continuously rising.

Considering these developments, the Committee for Apprenticeship, Education, and Qualification is convinced that, over the coming four years, one priority must take center stage: Apprenticeship and qualification are the decisive keys to securing challenging, future-proof tasks and jobs.



Gianpiero Schirò
Chair ABQ Committee
Works Council Team IG Metall

Key Focus Areas and Fields of Action for the ABQ

1. Qualifying with Foresight: Qualification measures must be planned early and with a long-term perspective to equip employees with the skills required to meet the challenges of the future.
2. Shaping Digital Work Fairly and Supportively: Digital processes should be designed to be not only efficient but also equitable and supportive of the employees.
3. Ensuring Lifelong Learning for All: Continuing education opportunities must be structured in such a way that all employees can continuously develop their skills.
4. Strengthening Apprenticeship and Professional Development: We aim to play an active role in shaping the future-oriented design of vocational training, dual-study programs, and the process of leadership development.
5. Leveraging Co-determination to Create Opportunities: The co-determination rights exercised by employee representatives should be utilized to create future prospects for employees and to represent their interests.

Qualification should not be viewed as an additional burden, but rather as an investment in the quality of work and the future viability of the company. Managers are expected to assume responsibility for the professional development of their employees.

Conclusion

In view of the Committee for Apprenticeship, Education, and Qualification, sustainable success can only be achieved when employees and managers share responsibility for it and work together constructively. The Works Council is ready to provide advice and support in this endeavor.

TOGETHER FOR SOCIAL MATTERS, EQUAL TREATMENT AND DIVERSITY

The Committee for Social Affairs, Equal Treatment and Diversity (ASGV) is your point of contact when it comes to social issues, fair opportunities and respectful collaboration at Mercedes-Benz Headquarters. Following the recent works council elections and the reconstitution of the committees, we as the ASGV are starting with strong motivation, fresh ideas and a clear commitment: We are here for you.

Who we are – experience meets fresh energy

Our committee combines new perspectives with many years of experience. Among us are the experienced and highly valued knowledge holders Iris Luppold, Silke Wendel, Sabine Winckler and Sibylle Wirgler-Scheidt. New to the team and bringing a great deal of drive are:

- ▶ Kübra Güneş
- ▶ Dr. Doris Heckel
- ▶ Krešimir Dujmović

A small fun fact on the side: I am currently the only man on the committee – but I feel very well supported. Diversity sometimes begins within the committee itself. Together, we form a new, dedicated unit that actively develops and brings the ASGV to life.

What we do – our responsibilities

The ASGV is the contact point and negotiating partner for social matters at headquarters. In addition, we represent the interests of the workforce towards management – particularly on issues such as equal treatment, the advancement of women, and the reconciliation of work and family life.

Our responsibilities are based on Section 80 of the German Works Constitution Act and include, among others:

- ▶ Promoting genuine equality between women and men
- ▶ Supporting the reconciliation of work, family and private life (mobile working)
- ▶ Co-determination regarding social facilities and social matters



Krešimir “Kresh” Dujmović
Chair ASGV
Works Council HQ, Team IG Metall

- ▶ Monitoring and further development of the company-wide agreement on the “Advancement of Women”
- ▶ Improving framework conditions for families

Where we are heading – our goals and priorities

A diverse workforce and fair opportunities for ALL form the foundation of a strong corporate culture. That is why we will focus even more strongly on the following priorities in the future:

- ▶ Greater attention for pregnant colleagues
- ▶ Protection, support and reliable framework conditions are at the center of our work – from consultation to implementation in everyday working life
- ▶ Stronger integration of the queer community
- ▶ Different perspectives are not a “nice to have”, but a key success factor. We want to create visibility, raise awareness and achieve tangible improvements.
- ▶ Advice and support for employees with caregiving responsibilities
- ▶ Providing information on company and legal options to better reconcile caregiving and work.

Talk to us – we are here to listen.

Whether you have a question, a concern or need support: we offer confidential, open conversations, are solution-oriented and meet you on equal footing. No issue is too small or too sensitive. Get in touch with us.

TASKS AND OBJECTIVES OF THE PERSONNEL AND ORGANIZATION COMMITTEE

The Personnel and Organization Committee (APO) of the Mercedes-Benz Headquarters Works Council has two main areas of responsibility: personnel matters as well as organizational and structural topics.

Personnel Matters

This area largely revolves around the works council's participation rights in individual personnel measures. Typical areas of work include:

- ▶ Preparing and reviewing hires, transfers, and (re)grading decisions. The employer must fully inform the works council in advance of such measures and obtain its approval.
- ▶ Ensuring transparent and fair selection processes: The committee may require that vacancies be advertised internally.
- ▶ Contributing to strategic workforce planning: The employer must inform the APO in good time and comprehensively about personnel planning requirements, measures, including the use of temporary agency workers- and consult with it. In addition, the full body, consisting of 37 works council members, may submit proposals to safeguard employment as training, work organization, alternatives to outsourcing, etc.
- ▶ Handling dismissals: The works council must be consulted before any dismissal; without such consultation, the dismissal is invalid. The Personnel and Organization Committee prepares statements (e.g. social selection, continued employment options, qualifications, changes in terms and conditions).



Dr. Doris Heckel
APO member
works council representative
Team IG Metall

Organizational and Structural Topics

The committee has various co-determination, information, and consultation rights whenever changes in the organizational structure or the organizational chart affect working conditions, workflows, or employees. Structural changes almost always result in concrete personnel measures. In such cases, the statutory co-determination rights of the works council regarding transfers apply. The employer must inform the works council and obtain its approval; see Section 99 German Works Constitution Act – co-determination in individual personnel measures.

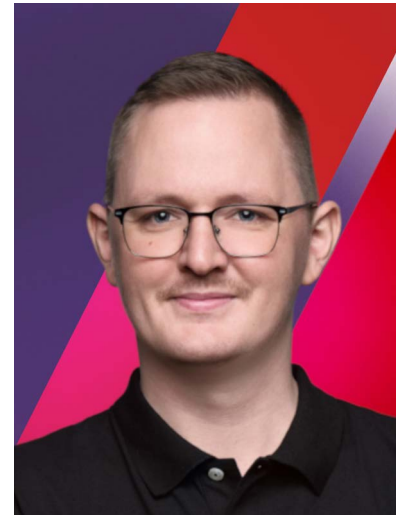
Objectives

The Personnel and Organization Committee of the Mercedes-Benz Headquarters Works Council pursues three key objectives:

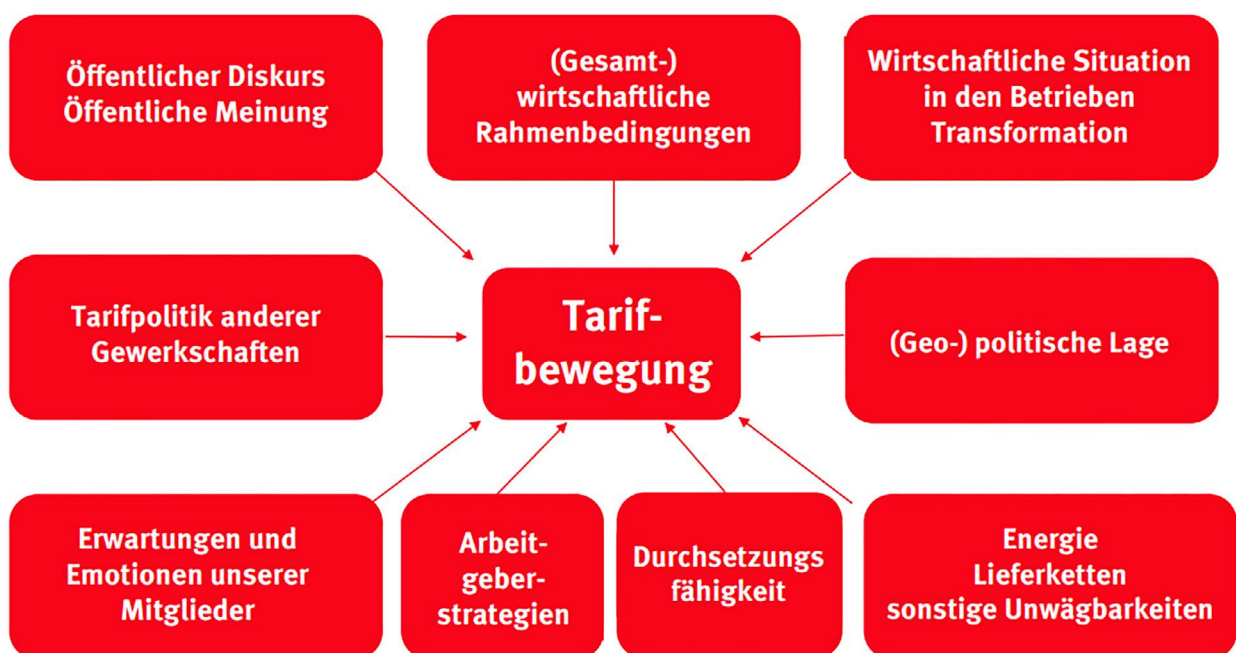
1. Fairness, equal treatment, and transparency through clear and comprehensible criteria for selection, transfers, and grading, as well as fair opportunities for employees in internal recruitment processes.
2. Securing employment and creating prospects: through forward-looking workforce planning in terms of qualitative, quantitative, temporal, and spatial requirements, including personnel development and, above all, alternatives to job reductions (outsourcing).
3. Good work & health organization: shaping organizational changes in such a way that workflows and work organization are people-oriented and that workloads do not increase “through the back door.”

OUTLOOK FOR THE 2026 COLLECTIVE BARGAINING ROUND

The economic situation in the metal and electrical industry remains tense. After years of crises (the pandemic, supply chain disruptions and energy price shocks) the sector continues to be amid profound transformation. At the same time, structural challenges are colliding with cyclical weakness. For employees, this means one thing above all: uncertainty. For IG Metall, this transformation must be actively shaped: socially, fairly and with clear prospects for colleagues. Many companies are currently pursuing a cautious investment policy. Incoming orders are partly declining, particularly in traditional mechanical engineering and in parts of the automotive industry. At the same time, costs are rising. Whether due to energy prices, raw materials or necessary investments in new technologies. This combination is leading to cost-cutting programs, hiring freezes or discussions about relocations in many companies.



Lasse Thies
Member of the Large Collective
Bargaining Commission of IG Metall
Stuttgart Works Council, Team IG Metall



Factors influencing wage trends

Investing in the future

However, the crisis is not only cyclical. The metal and electrical industry is facing a historic turning point. Electromobility, digitalization and decarbonization are fundamentally changing business models. While some companies are already investing heavily in future technologies, others are lagging. This is precisely where it will be decided whether sites and jobs can be secured in the long term - or not. For employees, this means that qualification is becoming the central issue. Those who today still work in the traditional combustion engine sector may tomorrow be needed in battery production or software development. These transformations must not be carried out at the expense of the workforce. It is the responsibility of companies to invest in training in good times. And the responsibility of policymakers to set the right framework conditions

Securing employment

IG Metall is therefore advocating for an active industrial policy. Germany needs strong industrial cores – and these require planning security. This includes reliable energy prices, functioning infrastructure and targeted support programs for future technologies. At the same time, public funding must be tied to clear conditions: those who receive support must safeguard jobs and ensure collective bargaining coverage.

Another key issue is securing jobs. In many companies, we are currently observing a gradual erosion: temporary agency work is being reduced, fixed-term contracts are expiring, and hiring is not taking place. These are often the first signs of more significant cuts. It is therefore even more important to take countermeasures at an early stage. Instruments such as short-time work have proven effective in the past and must also remain available for flexible use in the future, if necessary, to safeguard employment.

At the same time, it is also evident that where works councils and IG Metall are strong, better solutions are found. Co-determination is not an obstacle, but a success factor. Works council members bring in the employees' perspective and ensure that changes are made fairly. Practical examples show that collective agreements and company-level agreements can secure employment and create prospects as demonstrated by the unique "Future Safeguard 2035" at Mercedes-Benz.

Collective agreements strengthen purchasing power

Collective bargaining policy remains a key element. Especially in economically challenging times, it is crucial to strengthen employees' purchasing power and provide security. Collective agreements offer not only good wages but also regulations on working hours, qualifications and job security. They are a central instrument for shaping transformation in a socially responsible way. Despite the current economic challenges, one thing remains equally clear for us: we also need a noticeable, quantitative increase in wages in this bargaining round.

Many companies have achieved solid results in recent years, even in times of crisis, or have sufficient financial leeway. At the same time, the cost of living for employees has risen significantly. Real wage losses must not become the new normal.

In addition, private consumption is the key pillar of economic growth and thus also of gross domestic products. If employees have less money available in real terms, this directly slows down economic development. Strengthening incomes is therefore not only a matter of fairness but also economically sensible. Those who stabilize domestic demand also stabilize industry.

An appropriate wage increase is therefore not a contradiction to the economic situation, but part of the solution. It provides social security, strengthens purchasing power and stabilizes overall economic development. At the same time, it increases the attractiveness of jobs in the sector. A decisive factor in the competition for skilled workers.

Future opportunities

The challenges will not disappear on their own. Transformation will continue to shape the sector for many years to come. What matters is how we deal with it. Do we rely on short-term cost-cutting measures and competition between locations? Or on long-term strategies, innovation and good work? IG Metall clearly stands for the latter. Our goal is to be an industry that is economically successful while at the same time offering good, secure jobs covered by collective agreements. This requires clear guiding principles: investment in future technologies, binding qualification strategies, strong co-determination and fair pay.

The current situation is difficult, but it also offers opportunities. If we shape transformation correctly, the metal and electrical industry can continue to play a key role in the future. The prerequisite is that the interests of employees are at the center: without the people in the companies, there will be no successful transformation.

Mitglied werden

und Vorteile genießen



*Fair
schmeckt
besser.*

...nicht nur beim Kaffee

IGM – weil's wirkt

IG Metall bedeutet Fairwork, Knowhow und Solidarität.
Mit Gewerkschaft gibt es bessere Arbeits- und Lebensbedingungen
für Voll- und Teilzeitbeschäftigte, Auszubildende, Erziehende,
Pfleger*innen und Rentner*innen in der Metall- und Elektroindustrie.

