

# Management Manual





Alexander Wiegand  
Chairman and CEO WIKA

As a family-run business acting globally, with over 9,300 highly qualified employees, the WIKA group of companies is a worldwide leader in pressure and temperature measurement. The company also sets the standard in the measurement of level, force and flow, and in calibration technology.

Founded in 1946, WIKA is today a strong and reliable partner for all the requirements of industrial measurement technology, thanks to a broad portfolio of high-precision instruments and comprehensive services.

With manufacturing locations around the globe, WIKA ensures flexibility and the highest delivery performance. Every year, over 50 million quality products, both standard and customer-specific solutions, are delivered in batches of 1 to over 10,000 units.

With numerous wholly owned subsidiaries and partners, WIKA competently and reliably supports its customers worldwide. Our experienced engineers and sales experts are your competent and dependable contacts locally.

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Pressure and  
Temperature Measurement



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### Mission and guidelines

We contribute to the success of our customers by supplying them with excellent instrumentation solutions and services.

- We achieve high customer satisfaction through reliability, quick reaction times and quality.
- To ensure the company's success we continuously work on improving the knowledge, the abilities and the motivation of our employees.
- We are constantly striving to improve our processes, our products and our services.
- We are committed to our social responsibility, secure jobs and a clean environment.



Reliable compliance with legal requirements and corporate standards is the basis of WIKA's management system and safety culture. The risks for the company are evaluated and documented annually through a risk analysis. Furthermore, strategic and operational opportunities and risks are identified and appropriate measures are initiated. WIKA is committed to its social responsibility and has, in the context of its global business activities, brought a company-wide Code of Conduct into force. The objectives of the organisation, the expectations of interested parties and the corporate policy are verified at regular intervals and adapted to the most recent developments. In proceeding this way, WIKA pursues the target to optimise performance consistently and to provide the necessary resources.

Guidelines and the application of a process-oriented approach are binding for all employees of the company. Parallel to the responsibility of the individual for the effective implementation of the requirements of the WIKA management system, this responsibility is stipulated in the various functions and organisational units. Superiors are responsible for implementing, guiding and supporting the process-oriented approach and risk-based thinking in their area of responsibility by setting appropriate goals for new products, processes, investments and especially for employee management and training.

## Corporate policy

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## Quality policy

### **Compliance**

WIKA undertakes to comply with legal and official requirements in order to ensure product conformity.

### **Customer orientation**

It is our aim to have enthusiastic customers. Our customers define the benchmark for our quality. This is the reason why our customer's requirements and the high quality of our products are the benchmark for our actions. All employees of WIKA contribute in the overall performance of the company with respect to quality and customer satisfaction.

### **Quality responsibility**

Our demand for quality refers not only to our products, but also to the way we deal with employees, customers and suppliers.

### **Staff responsibility**

All WIKA employees align themselves with the requirements of the customers, with the product utilisation, with our responsibility for the environment as well as with what is feasible both in technical and economic terms.

Each employee of the company contributes in her/his place to the realisation of our quality goals. All departments and functional areas within the WIKA hierarchy share the responsibility, while every single employee is responsible for the quality of her/his working quality and performance.

The accomplishment of our quality goals is an important management task. Special importance is attached to the quality of their work when the employees are assessed for their performance.

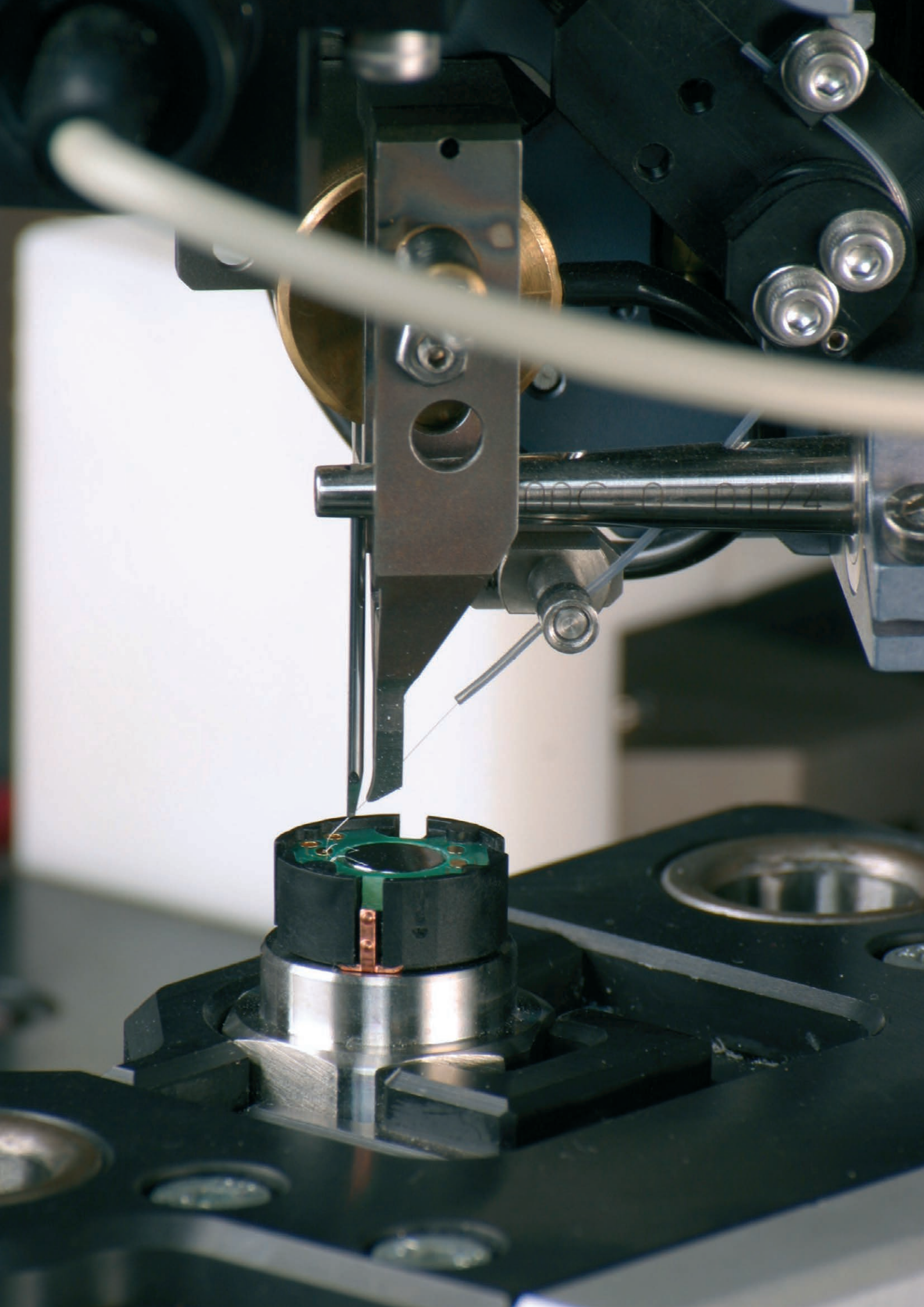
### **Cooperation with suppliers**

In order to be a creative and innovative partner for our customers, we expect our suppliers to maintain a high responsibility for quality, which we support as their partner.

### **Continuous improvement**

Not only the faults themselves, but the causes of such faults have to be eliminated. Prevention of faults takes precedence over the elimination of faults. To maintain the effectiveness of the management system and to achieve continuous quality improvement, and thus also a reduction of costs and an increase in cost-effectiveness, the Management Information System (MIS) assists the Board of Directors in the management of the business.





## Environmental and energy policy

### Compliance

WIKA complies with legal requirements and other obligations in order to ensure the protection of its employees and the environment.

### Environmental awareness and energy-saving behaviour

The awareness of all employees for environmental protection and energy-saving behaviour is specifically promoted by means of trainings and information.

### Products and processes

Environmental effects and energy consumption originating from our processes are consistently monitored and evaluated. Energy consumption, emissions, water pollution, waste, hazardous substances and other environmental impacts are avoided and, where this is not possible, reduced. The use of state-of-the-art technologies as well as a systematic assessment of environmental and energy aspects helps us to continuously improve our environmental/energy performance. Right from the planning phase, the environmental effect and energy consumption are assessed and reduced as far as technically and economically feasible when introducing new products and processes, and when procuring new necessary capital goods.



### Inclusion of our suppliers and service providers

We provide our business partners with respective information in which they are asked to conduct their business processes and production on an environmentally friendly and energy-saving basis.

### Alarm and hazard prevention

Alarm and danger-averting programmes to avoid and reduce accident-related emissions are prepared and updated as and when required. These are based on regular exercises and the coordination with external bodies.

### Informing the public

As necessary, WIKA's environmental and energy policy and significant aspects of associated activities are accessible to the public.

*(This applies only to certified sections of the company).*



## Overview of processes

The basic procedures and interactions of the governing business processes are outlined in the following. More details are given as part of the management documentation in division-related handbooks (e.g. subsidiaries, calibration laboratories to ISO/EC 17025), process descriptions, operating procedures, work-, test- and calibration instructions etc. and the corresponding templates (see <http://intranet/portals/corp/quality/default.aspx>).

## Management processes

Management processes guide the core processes in achieving the company's goals and include activities for planning, implementation, monitoring and improvement.

## Core processes

Core processes represent the customer-oriented implementation of customer requirements as a direct part of the value chain.

## Supporting processes

These processes support the value chain of the core processes in an effective performance for the customer.

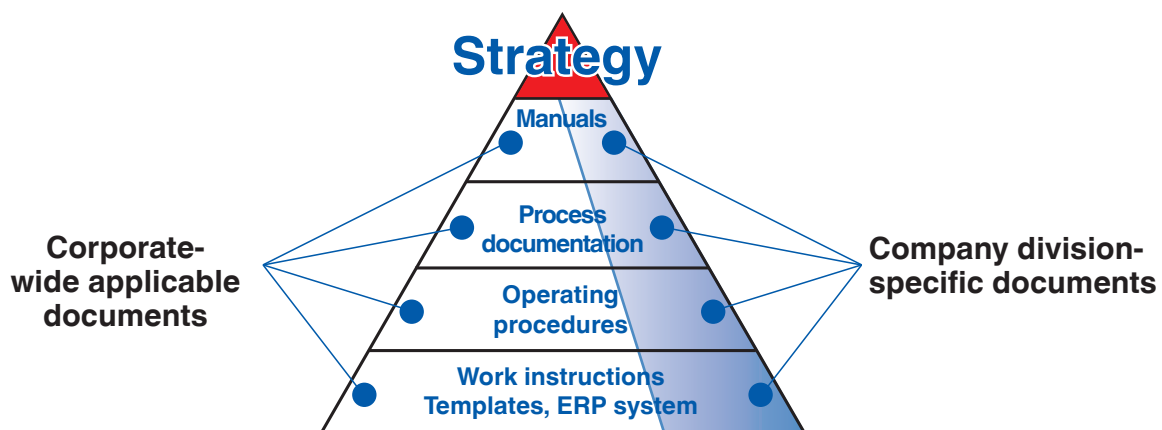
## Document structure

Strategy (management manuals)

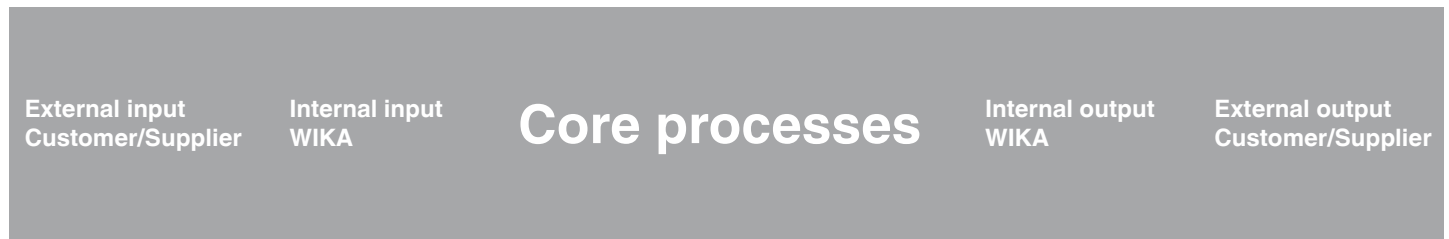
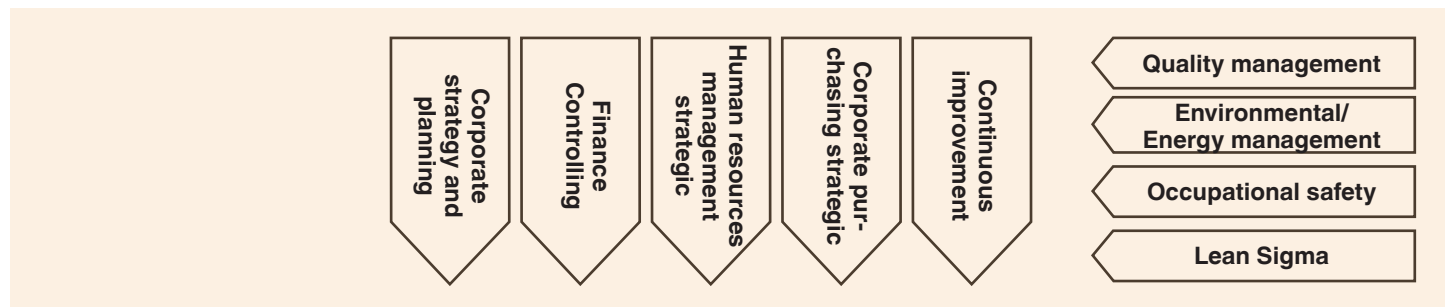
Processes (process descriptions, operating procedures)

Instructions (work instructions, work and test plans, templates etc.)

## Processes



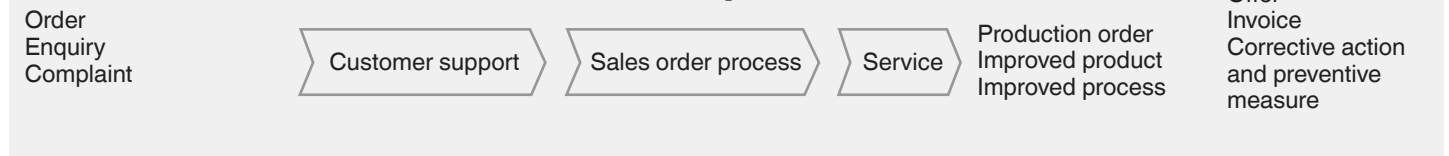
## Management processes



## Innovation process



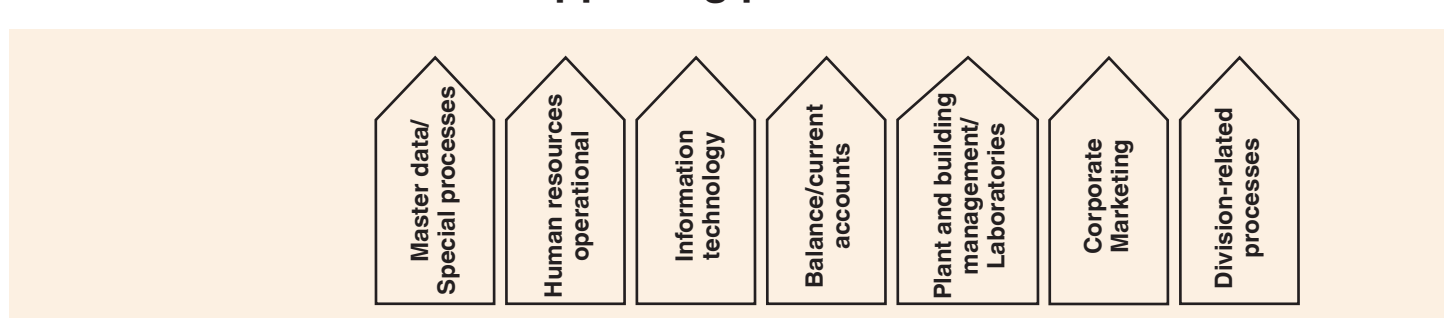
## Sales process



## Supply process



## Supporting processes



## Processes

Scope	Processes	Process owner	Process-ID
<b>Management Processes</b>			
CORP	Business Strategy and Planning	CEO	3358
KLI	Finance Controlling	CFO	3168
KLI	Human Resources strategic	Head of Corporate Human Resources	3441
CORP/KLI	Corporate Purchasing strategic	Head of Corporate Purchasing	3151/3483
CORP/KLI	Quality management	Head of Corporate Quality	3338/3444
KLI	Environmental- and Energy management	Manager Safety/Environmental- and Energy	3544
KLI	Safety management	Manager Safety/Environmental- and Energy	3531
KLI	Lean Sigma	Manager Lean Sigma	3348/3782
<b>Main Processes</b>			
<b>Innovation Process</b>			
CORP/KLI	Business development	Head of Industrial Instrumentation	3453/3682
KLI	Product planning	Head of Industrial Instrumentation	3264
KLI	Product-Process-development	Head of Industrial Instrumentation	3080
<b>Operation Process</b>			
KLI	Customer support	Head of Sales Europe	3543
KLI	Sales order process	Head of Sales Europe	3037
KLI	Service	Head of Corporate Quality	3078
<b>Supply process</b>			
KLI	Sourcing	Head of Corporate Purchasing	3039/3729
KLI	Production	Head of Process Instrumentation	3047
KLI	Shipping/Logistics	Manager logistics	3113
<b>Supporting Processes</b>			
KLI	Special processes		3100
KLI	Human Resources operational	Head of Corporate Human Resources	3045
KLI	IT	Head of Information Technology	3493
CORP/KLI	Accounting/Current accounts	CFO	3217/3445
KLI	Facility Management/Laboratories	Manager Facility Management	3210
KLI	Corporate Marketing	Manager Corporate Marketing	3686

An effective management system helps to achieve high customer satisfaction levels. For this purpose WIKA fulfils the requirements of ISO 9001 and, in addition, at the facility in Poland, ISO 13485 for medical products.

Furthermore the management system practiced in the WIKA Group is based on contractually agreed national and international regulations such as ISO/IEC 17025, 2014/68/EU “Pressure Equipment Directive”, 2014/34/EU “Equipment and Protective Systems for Use in EX Areas”, KTA 1401/NSQ 100, provisions and contractually agreed customer requirements. When there are fundamental changes in the management system, WIKA informs the appropriate certification authorities and/or notified bodies so that they can check whether the planned changes are in accordance with the binding applicable rules and regulations. The effectiveness of the management system is regularly evaluated through process indicators and audits, in part by the WIKA Group’s own international audit teams, and improved upon.

Policies and procedures relevant to quality are subject to a documented modification service through the process owners. The documents are periodically reviewed and made available to all employees in the latest issue.

## Quality



### Quality

Documented information are sufficiently archived unless this is separately defined by laws, official requirements or customer requirements.

All activities are aimed at the preventative avoidance of errors in the processes. The inspection equipment management ensures the systematic recording and monitoring of all quality-relevant test and measuring systems according to predetermined procedures. Only suitable and calibrated test and measuring systems are used which correspond to the type of inspection.

Company communication is part of the corporate identity and is used primarily to explain to employees the importance of their jobs, to convey the company/department goals, to allocate tasks, to prepare solutions to problems and to provide information. Company communication runs vertically and horizontally and differs according to target groups and the media employed.

We continuously strengthen and encourage the personal responsibility of our employees towards quality-conscious behaviour with information and training.

### Environment/ Energy

Environmental protection and energy management take on a prominent position in our company. To safeguard the company and its jobs, comprehensive environmental protection and energy management are on an equal footing with the high quality of our products and efficient occupational safety and health protection at WIKA. Here, WIKA complies with the respectively applicable national and international environmental and energy laws and regulations and applies the generally accepted standards of technology. WIKA's head office in Klingenberg and also the manufacturing subsidiaries in Brazil, China, India, Italy, Korea, Poland and Switzerland meet the higher requirements of ISO 14001. The head office also fulfils ISO 50001.

To achieve its environmental and energy targets, the company management has drawn up an environmental and energy programme 1). The implementation of the resulting measures is continuously monitored by the Board of Directors. The environmental programme is refined continuously within the meaning of "continuous improvement". Fast and successful implementation can only succeed with the support of all employees. All employees are therefore regularly informed about the environmental and energy measures taken and motivated to act environmentally responsible and energy-conscious in their jobs.



The processes and actions necessary for environmental protection and energy management, such as the testing and operating of environmentally and energy-relevant equipment, are defined in instructions. All equipment with potentially water-polluting materials is recorded in a ledger and detailed. All necessary measures are taken to avoid accidents or harmful effects which could damage the environment.

## Environment/ Energy

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By economical use and, wherever possible, by using the best available technology, the consumption of raw, auxiliary and operating materials is reduced to a minimum. Major attention is also given to saving energy and water.

Environment-friendly production processes and products are already given preference during planning and development in order to avoid or reduce waste, waste water and emissions. Thus, for example, production residues are returned into the material cycle or disposed of environmentally friendly.

For the selection of packaging, special attention is given to the use of environmentally friendly materials which are suitable for reuse to the greatest extent possible. Our own high aspirations regarding environmental protection and energy management are also passed on to our suppliers.

1) This only applies to certified sections of the company.



### Occupational safety

#### Safety/Health protection

The implementation of all legal requirements regarding occupational safety and health protection are aimed at effectively avoiding accidents and health hazards for the employees. The superiors are responsible for occupational safety and health protection. Management provides the necessary means. Superiors and employees are equally involved in the continuous improvement of occupational safety and health protection.

The occupational safety officers at the various locations are involved in the implementation of the necessary activities, both in a consultative and active role. Regular information, inspections and training strengthen and continuously promote the personal responsibility of all employees with regard to occupational safety and health-conscious behaviour.

Regular evaluation of hazards determines the risks in the fields of occupational safety and health protection and results in corresponding measures. Working equipment subject to observation and inspection is examined regularly. Prior to being used at WIKA hazardous goods are subjected to an avoidance check and only those goods are used which constitute the lowest danger potential to people and environment.





## Responsibilities

Management has appointed people with exceptional organisational, leadership and personnel management qualities, for example the management officer for quality, environment and energy, works environmental officers, calibration service managers etc. The tasks and competences of management are set down in the management schedule of responsibilities. The job and task descriptions include the basic quality requirements, tasks and responsibilities for all employees concerned, so ensuring proper job execution.

## Management evaluation

The effectiveness of the management system and the reaching of goals in terms of process, environmental and energy-relating performance, product conformity and customer feedback are regularly evaluated by the managers of the WIKA subsidiaries within the scope of a management review process, and additionally by the management of the WIKA Group in an overall review. Here insights from audits, legal requirements and recommendations for improvements are taken into consideration, as are the status of non-conformities and corrective actions. The documented result outlines the actions required and is part of the company's long-term planning.

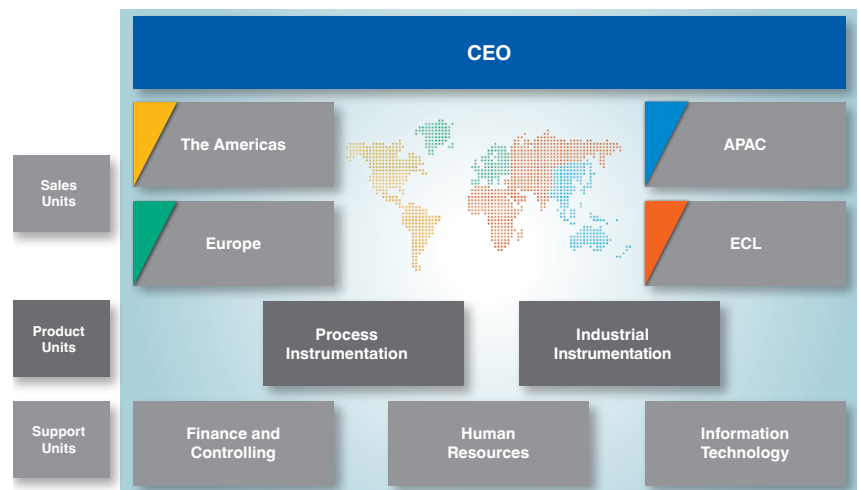
## Infrastructure

In addition to providing the infrastructure requirements for work places and process equipment, WIKA provides the necessary general conditions for economic and stable processes by applying design principles in accordance with the WIKA management system.

## Emergency planning

By means of business continuity management, WIKA ensures that serious events do not lead to delivery failures and that a smooth production start-up can be ensured, respectively. On the basis of demand-oriented planning appropriate performance is also maintained for our customers during emergencies. In order to avoid emergency situations and accidents, hazard analyses are conducted and, wherever possible, processes downgraded, instructions provided and employees trained. In addition, regular preventive exercises are carried out. All important safety, environmentally and energy-relevant information is reported to process control and, depending on the situation, emergency services are called or the alarm is triggered.

## Corporate leadership



### Human resources



The selection of new employees is done according to defined job profiles. Together with the employee and the personnel officer the respective superior draws up a written orientation plan for new and transferred employees and temporary workers and ensures targeted familiarisation with the job.

In order to meet the corporate policy and the derived goals as well as market requirements, it is necessary to have both suitable means and qualified personnel. As part of the annual investment, personnel and training planning the executives regularly determine the necessary training requirements and then implement these following approval from the personnel department. The effectiveness of training is measured. Orientation plans and proof of training are documented by the personnel department. In addition, periodic retirement tracking assesses the extent to which relevant knowledge exists and must be kept available in order to ensure that all processes can be controlled in line with requirements. Regular interviews with employees give both superiors and employees input for further improvements.

External visitors and contractors are given instructions on how to comply with the requirements for safety and environmental protection etc.

## Business development/Product planning

Within the business development process a market strategy is developed from the fundamental company goals, market-oriented demands and the results of research and innovation. From this the product strategy is then developed which in turn represents the basic requirements for the development of new products and improved service.

## Product-/Process development

The organisation of a project is defined in the WIKA project organisation for each new development according to its complexity. The development projects are divided into phases and each phase is approved by an interdisciplinary team.

## Project proposal

During the project proposal phase the basics for approval, planning and feasibility are determined. The result is a project proposal with the first draft of a requirements specification document or a technical specification document for the approval template.

## Project approval

Following approval of the project, the technical specification document is refined in detail between the project team and the originator, and the type and scope of the tests for validating development specified. The project manager is responsible for periodic reporting and for adhering to the milestones.

## Project execution

After accomplishing all the milestones defined in the technical specification document, completion of the project goals from the technical specification document is confirmed by the originator. The project manager is responsible for documenting the course of the project, the generated technical data, the final report and the development results.

Any changes in the project are worked into the technical specification document, approved by the originator and, if necessary, passed again through the necessary milestones and corresponding checks.

In the planning or implementation of new or modified procedures and processes interdisciplinary teams examine the infrastructure and work surroundings, optimise the processes, determine process parameters and construct the necessary equipment.

## Project release

New products are approved either by a type test, first article inspection by the customer or internally. Manufacturing processes and procedures at WIKA are based on many years of experience. New or modified processes are evaluated with regard to performance and quality and approved for manufacturing by process approvals.

## Development





### Sales process **Technical clarification, order processing**

Product requirements for standard products are determined by systematic market observation with the help of customer workshops and by using methods such as House of Quality. These are then documented by product marketing in brochures, data sheets and service material and released. Our sales service offers the customers not only standard products but also our consulting competence for complete measuring assemblies. Our qualified and experienced employees will support the customers in the solution of process-specific measuring problems.

Prior to submitting the offer, all requests are checked for clarity, completeness and feasibility, virtually resembling a contractual check. In case of problems regarding clarity and complexity technical clarification is carried out by the appropriate departments. In each case the customer will receive a written offer as well as an order confirmation after receipt of the order. If the customer causes changes to the order, the control sequence for order processing takes effect. Major changes caused by WIKA are cleared in advance with the customer.



Quality assurance agreements with customers are made by the appropriate company divisions handling the customer's business after checking and approval by the product liability insurer.

The importance of customer satisfaction at WIKA becomes evident by its inclusion in the company guidelines. Customer satisfaction is determined by the following measurement parameters:

- Measurement parameters for performance towards our customers, such as delivery performance and returns quotas, are displayed in a Customer Relation Management System.
- Supplier appraisals by our customers are analysed and individual measures introduced.
- Potential for improvement is determined by targeted customer questionnaires.



With a worldwide net of WIKA-owned subsidiaries, in part equipped with accredited calibration laboratories, WIKA offers its customers comprehensive and competent after sales repairs and service.

A high service level is aimed for. In the German-speaking areas WIKA offers its customers a mobile technical service which can carry out repairs and calibrations on site.

## Service







## Supply process

### Procurement

External suppliers are selected, qualified and periodically evaluated in the categories quality, management, costs, technological competence, logistics, environment and energy by interdisciplinary teams as part of the WIKA procurement process under the responsibility of corporate purchasing. New or modified components are subject to a sampling process. The order is placed electronically as a blanket order or as an individual order with precise procurement documents. Incoming goods are inspected by the receiving inspection department for conformity with the technical specifications based on statistical methods. In the case of faulty components a complaint is lodged accompanied by a test report and a request for comment. This acts as basis for the introduction of further actions in order to permanently avoid error repetition. Quality assurance agreements are entered into with the most important external suppliers.

We promote the relationships with our external suppliers and develop them further in accordance with our understanding of quality.

### Production

As part of manufacturing planning all tools, devices, test equipment and working instructions necessary for production and assembly are planned and provided, whereby prevailing standards and regulations are taken into account. All the relevant working and process materials necessary for production and assembly are provided as required at the appropriate place of work. Most manufacturing procedures and processes at WIKA are based on many years of experience and documented technical process competence. New or modified processes are evaluated with regard to their performance and quality. Production processes are planned and continuously improved in accordance with the WIKA management system. Process and machine proficiency checks are carried out if necessary. Prior to being shipped all products are inspected. The test results are documented and archived.

### Maintenance

Planned and preventive maintenance ensures the suitability and a high availability of the manufacturing, assembly and maintenance equipment.



## Supply process

### Transport, logistics

Only those parts and products are stocked whose quality has been ensured by suitable measures. Using an EDP-supported stock management system all parts and products can be identified and located. Goods and hazardous materials with a limited shelf life are marked accordingly and stored in accordance with their relevant specifications or applicable regulations.

Sensitive products are already protected during manufacture by special measures from a loss in quality. Unless stated otherwise by the customer standard packaging is used.

In order to be able to offer our customers not only excellent product quality but also service quality in terms of simplified customs clearance and thus a maximum adherence to delivery dates, WIKA has had itself certified as an “Authorised economic operator” and “Known consignor”.



### Improvement process

#### Corrective actions and continuous improvement

Corrective actions and continuous improvement can be initiated by: product checks, internal/ external complaints, audits, data analysis and incidence reports. Faulty products are immediately marked as such, reworked if possible, retested or scrapped. All complaints are handled by an inter-divisional improvement process, reasons are analysed, corrective and preventive actions are determined and implemented and the effectiveness of the measures taken is assessed. Periodically the data from the field observations is evaluated in order to achieve continuous improvement of products and processes.



#### Lean Sigma

The continuous improvement process at WIKA includes the entire group of companies and all its divisions, and forms the backbone of the WIKA Management System (WMS). The underlying goal of the WIKA Management System is to create a lean culture (Lean Organisation) in which waste of every kind and at all levels of the company is avoided.

The WMS describes the ground rules and principles which are to be applied in order to avoid these types of waste. With them, we pursue the goals of reducing lead times

and improving delivery performance, increasing productivity, reducing stock levels throughout the entire worldwide supply chain, improving the quality of the products and processes and to further develop the knowledge, skills and motivation of our employees. By focusing on these objectives, we wish to achieve highest-possible customer satisfaction through reliability, quick reaction times and the best quality. Customer orientation is at the centre of all our efforts at WIKA.

An integral part of the system is the Management for Daily Improvement (MDI), with which, based on continuous, cascaded objectives, we check the daily performance and address any shortcomings with the help of structured problem solving.

The WIKA Management System is rounded off with the “Kaizen in the office (KiO)” programme for increasing the efficiency in administrative areas. The use of 6-Sigma methods helps us to solve complex quality problems. The Kaizen method is also used to achieve continuous improvements and savings in the areas of resources/ environmental performance.

Team spirit and respect for all people, open communication and fair dealings with each other are living company values at WIKA. To ensure the company's success we continuously work on improving the knowledge, the abilities and the motivation of our employees.

## Focus on people

### **This is exemplified by the following actions:**

- Top-down information events by management, annual qualification interviews made by the superiors
- Regular employee surveys with targeted improvement projects
- Comprehensive social packages (incl. company pension scheme, company canteen, company buslines, the Dr. Konrad Wiegand foundation, ...)
- Preventive health management (incl. cardio room, KIESER training centre, WIKA relay marathon)
- Company day nursery WIKALINO



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