

# OUR STRONGEST ALLOY: WOMEN.MEN. YOU

**Join the W4M Talk**

From Product to People:

Building a truly sustainable value chain.




# Women4Metals: The Industry Branding & Female Empowerment Initiative in the Metals Industry

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Coiltech Augsburg 2026

Founded by (colleagues of)





” You can’t be what  
you can’t see.



**Marian Wright Edelman**  
*Human rights activist*

# We believe: You can be what you can see



# W4M: Open to everyone (all genders; individuals & companies) who shares our vision and wants to truly change the industry together!



An initiative founded by Aurubis



currently ~ 25 partners/supporters, > 150 members

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## Impulse by Michael Eger

- » People Sustainability:  
Prerequisite for Transformation and Growth



# People Sustainability: Prerequisite for Transformation and Growth

Insights from the  
Global Talent Trends 2024-2026

Michael Eger, Partner



# 2026: Multiple Challenges for Companies

## Balancing long-term strategy with short-term Demands

The longer-range risk landscape is **darkening**

Underlying geopolitical tensions combined with the eruption of active hostilities in multiple regions is contributing to an unstable global order characterized by **polarizing narratives, eroding trust, and insecurity.**

*Global Risk Report , World Economic Forum*

**57%**

of executives foresee a turbulent risk outlook over the next decade

*(2026 Global Risks Report)*

**81%**

struggle to balance long-term strategy with short-term demands

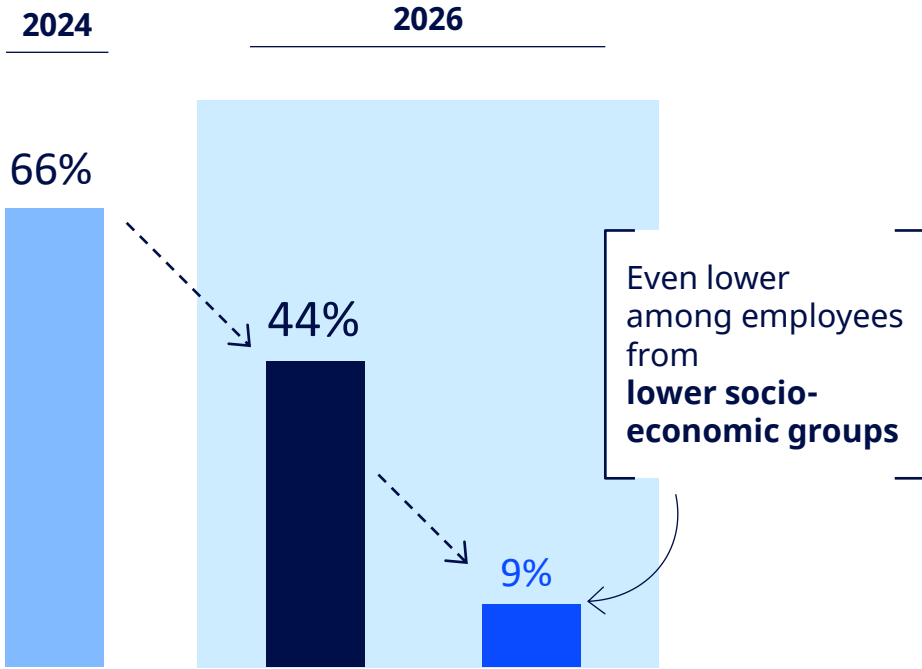
*(2025 Executive Outlook)*

Productivity Pressure  
Skill Shortage  
Cost Pressure  
Exhaustion  
Transformation Demand

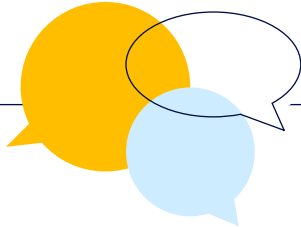
# Mercer Global Talent Trends 2026

## Lowest level of employee thriving in Global Talent Trends' history

Only 44% of employees are thriving...



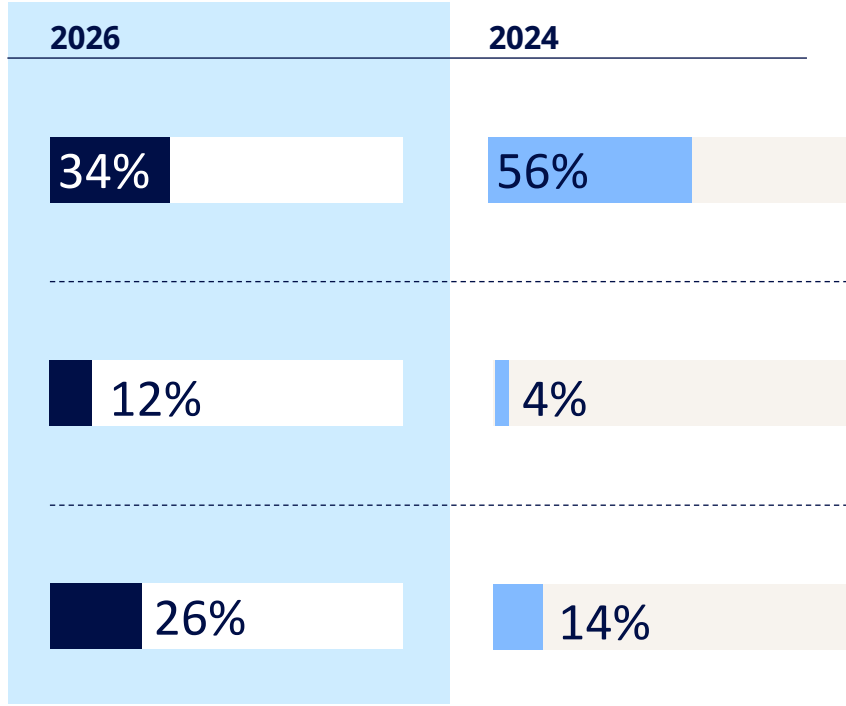
...and work satisfaction is decreasing



"I am satisfied at work and do not plan to leave my organization"

"I am very unsatisfied and plan to leave my organization as soon as I can"

"I'm unsatisfied but I don't have a choice at this point and will be staying for the next 12 months"



# Why do people stay?

## What actually keeps people in their jobs?

Top 10 reasons

2026		2024			
#1	▲	#3		<b>Positive and respectful work culture</b>	<b>52%</b>
#2	▲	#5		<b>Control over when and where I work</b>	<b>40%</b>
#3	▼	#2		Fair pay	37%
#4	▲	#11		Inspiring and trustworthy leadership	35%
#5	▼	#1		Job security / I trust my employer will find me a job, even if my role changes	34%
#6	▲	#20		My manager	33%
#7	▲	#9		Confidence in the organization's strategy / future vision	30%
#8	▼	#7		Manageable workload	29%
#9	▲	#13		Organization's brand / reputation	28%
#10	▼	#4		Opportunity to continuously develop and learn	28%

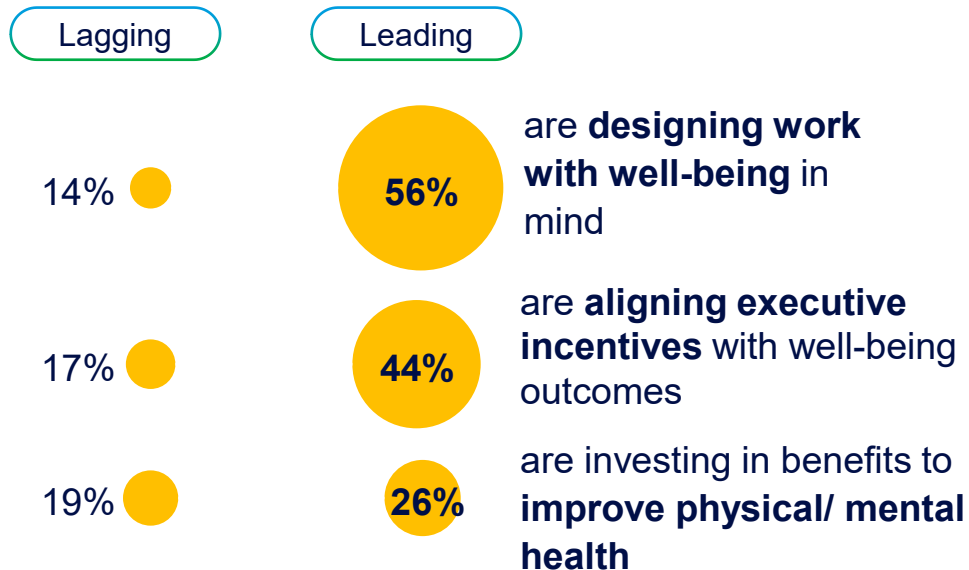


**Culture, flexibility,  
and leadership now top  
retention drivers**

# Business risk and employee well-being are linked when building a resilient and sustainable Organizations

HR from leading organizations (Growth > 10 %) are 2x more likely to avoid employee burnout caused by unfilled positions.

Leading HR teams (growth > 10 %) are developing a holistic well-being strategy – Lagging Companies focus on benefits:



Only 42% of executives see the value of investing in physical/ mental health benefits

# DE&I as important Elements for People Sustainability

**Thriving employees** work for organizations committed to DEI, where they feel like an **equal partner in something worth doing** and feel **fairly valued**

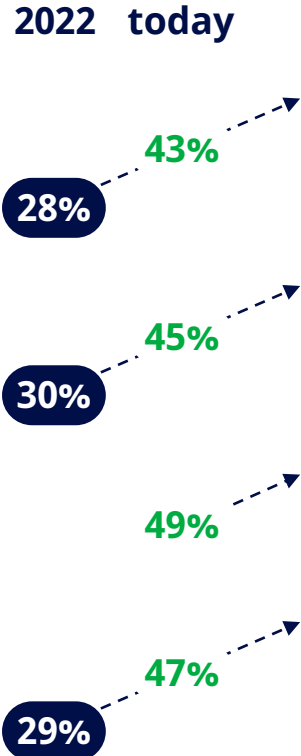
Thriving employees are more likely to say their company:

- 1.4x** refrains from practices that deepen inequality
- 1.7x** considers diversity when forming teams and making rewards and growth decisions
- 2x** makes fair and equitable pay and promotions decisions



**Despite all obstacles - progress on the DEI agenda:**

- Maintaining** and publishing multi-year DEI strategy with targets
- Providing** clear KPIs around DEI goals for managers
- Delivering** on pay transparency in job postings
- Offering** customized health benefits

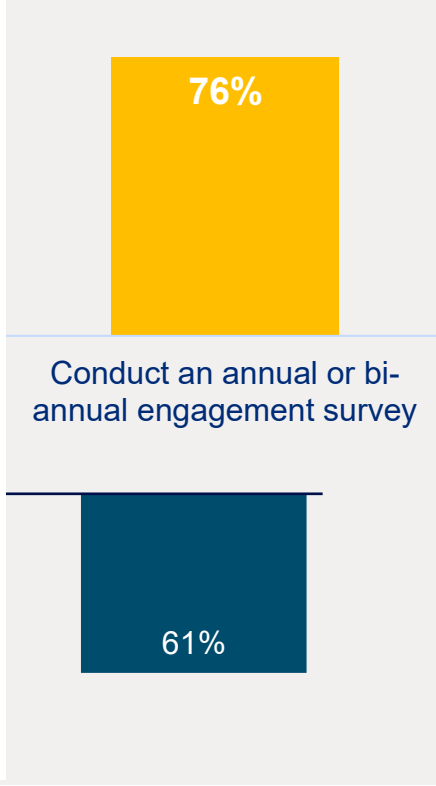
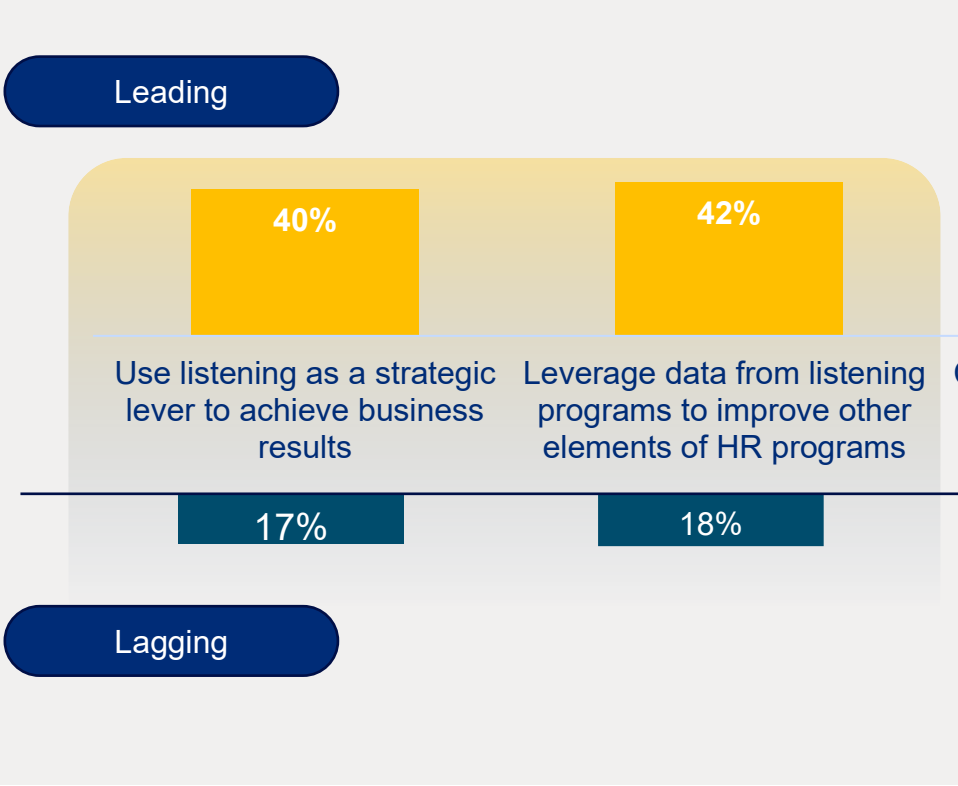


**But:** Only **1 in 3** executives are very confident that they will **deliver on their DEI commitments** this year

# Employee Surveys

## Companies listen. But they often forget to act.

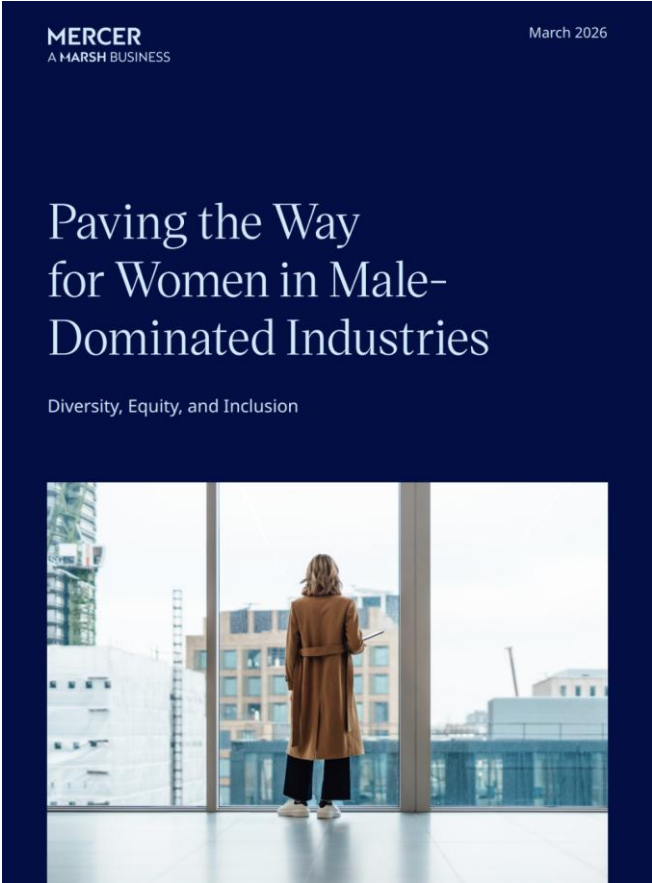
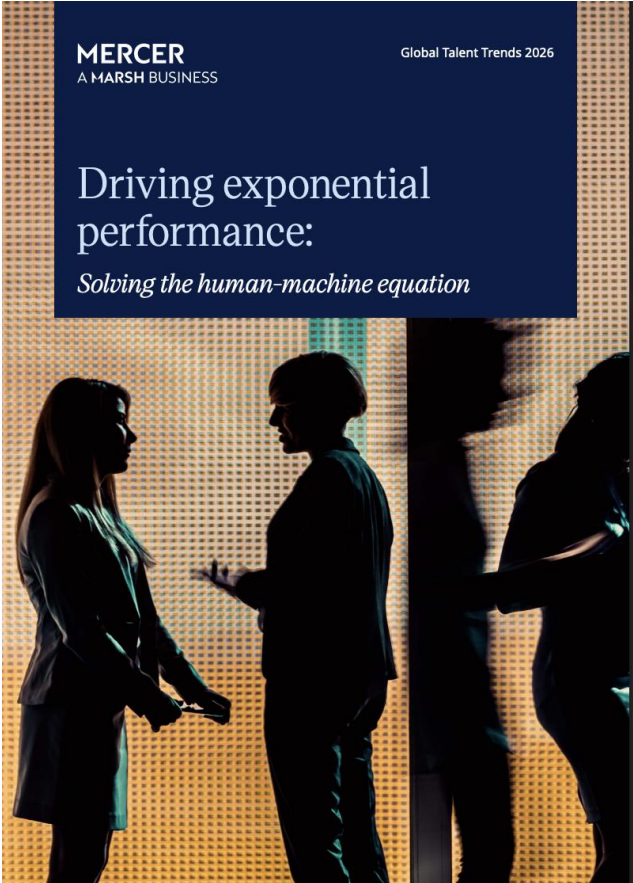
How leading HR teams (company growth > 10 %) listen to employees:



# My 5 Take Aways

1. **Transformation and sustainable growth** only succeed when people in the organization are ready for change and able to perform.
2. **Wellbeing is central to not as a buzzword, but a** set of conditions that enable people to do good work consistently over the long term.
3. **What matters is understanding what employees** truly care about and responding in a way that doesn't put the business model at risk.
4. **In male-dominated industries, women's needs are often overlooked.** Those who change perspectives and take action can become significantly more attractive as employers and make the company more resilient.
5. **Given** the weak economy, 2026 is only a snapshot. Anyone who waits until the demography kicks in **instead of building sustainable structures in advance, will be trying to put out a major fire with a bucket of water.**

# Want to know more?



Michael Eger  
Mercer  
Partner

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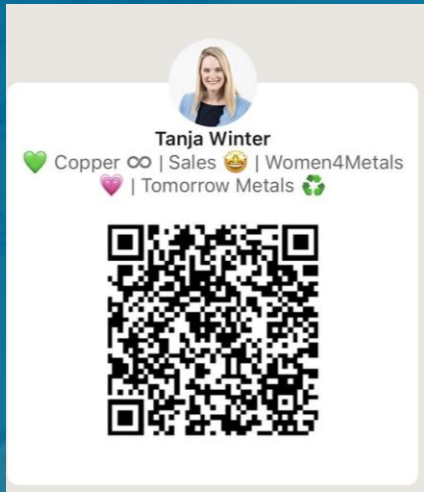
## Panel

- » Michael Eger, Mercer Deutschland GmbH
- » Hubertus Hasse, Synflex Group
- » Sandra Marques, SGB-SMIT GmbH
- » Kareen Saunier, Hitachi
- » Tanja Winter, Aurubis AG/W4M (Moderation)

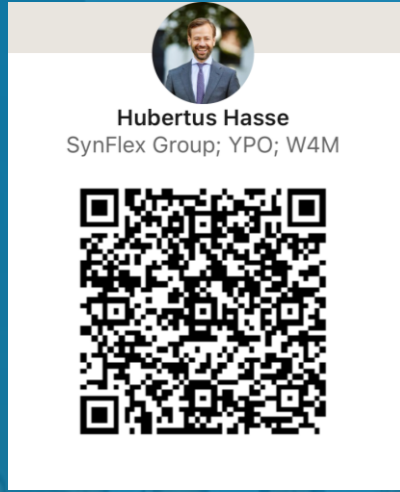

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# Connect with us!



**Tanja Winter**  
Copper ∞ | Sales 🤝 | Women4Metals  
💖 | Tomorrow Metals ♻️



**Hubertus Hasse**  
SynFlex Group; YPO; W4M



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Women 4 Metals

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**W4M Talk @**  **Coiltech**<sup>®</sup>  
International Coil&Winding Exhibition

## From Product to People: Building a truly sustainable value chain.

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Special **Thank You** to our Premium Partners,  
the **ICA** and to the **Coiltech** for the support!



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ZINN**

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Group

 **TRILANDMETALS**

26. March 2026 in Augsburg

 **Aurubis**

