

- TAKKT has committed to taking urgent action to combat climate change. Within the Group, this mainly applies to the reduction of CO₂ emissions from parcel and general cargo shipping. The aim is to make these activities fully carbon-neutral by 2025, as we have already achieved with print advertising.

Definition and target values

Key figure	Definition	Target values
Share of women in top executive positions	Measure of equal opportunity and diversity	Increase to 30 percent
Share of sales of sustainable products	Responsible use of natural resources	Increase to 20 percent
Share of carbon-neutral activities	Contribution to combating climate change	100 percent carbon-neutral print advertising and shipping processes

OVERVIEW OF MANAGEMENT SYSTEM

Reporting on the key performance figures for the past fiscal year includes the key figures from the management system presented in last year’s annual report as well as those added in the new system. A presentation and analysis of the development of these key figures are included in the Sales and earnings review, Financial position, Assets position and Company performance sections. The key figures for the customer and employee perspective, together with the sustainability indicators, are relevant non-financial key figures for the development of the Group. Moreover, the forecast report looks at how TAKKT anticipates the key performance figures to develop in 2021.

EMPLOYEES

Human Resources at TAKKT is a key element in achieving the strategic goals and follows a uniform approach for the top executives throughout the entire Group. The 2020 fiscal year was challenging with regard to human resources. The top priority during the coronavirus pandemic was keeping the employees safe and securing operations. Alongside this, TAKKT worked on professionalizing Group-wide talent management further as part of the new operating model.

TOGETHER AT A DISTANCE: RESPONSE TO THE PANDEMIC

Right from the start, TAKKT responded quickly to the spread of the coronavirus pandemic and introduced measures to protect its employees and maintain operations. Since then, the vast majority of employees have been working from home. TAKKT has taken extensive protective measures for activities where employees are required to be physically present at their workplace. Besides strict hygiene requirements, this also included the introduction of two separate shifts for employees in the warehouse. Due to the TAKKT Group’s international positioning, the exact form of the measures was carried out by local crisis teams who were most familiar with the respective circumstances and conditions. Along with this, TAKKT also coordinated and promoted the Group-wide exchange of experiences and recommendations on how to deal with the new challenges.

As an employer, TAKKT is aware of its great responsibility towards its employees in a crisis situation like the one in the year under review. This responsibility has always been taken into consideration, also when making difficult decisions, such as with regard to the use of short-time labor or structural changes. The Management Board and top management waived a portion of their salaries in the second quarter, thereby making it possible to establish a relief fund to support employees in particularly challenging situations.

The year 2020 has shown that collaboration with colleagues, external partners and customers is also possible without daily face-to-face interaction. Digital formats are replacing on-site meetings and project work. At the same time, virtual collaboration while working from home also brought new challenges, such as the absence of informal workplace interactions and in terms of personal resilience. TAKKT therefore offers targeted training and a range of virtual formats to strengthen collaboration and team spirit among employees in the company despite the physical separation.

NEW FORMS OF COLLABORATION AND STRENGTHENING IDENTIFICATION

Continuous development of the corporate culture is an integral part of human resources at TAKKT. Establishing new ways of working also plays a key role in this. The shift in how people work together as a result of the pandemic has especially helped to drive forward the development of more flexible working arrangements and has further strengthened employees' sense of personal responsibility. The TAKKT Group's core behaviors serves as the basis for working together. Elements of these guidelines are customer centricity, employee empowerment, continuous improvement, taking ownership and competing for success. They are drivers of transformation and create the foundation for a common corporate culture. At the same time, they are also the basis for the Group-wide performance evaluation of the employees.

One goal of the organizational transformation within the context of TAKKT 4.0 is to strengthen Group-wide exchange and collaborative learning in "communities of practice." Employees meet within this framework on a regular basis to discuss the topics of strategy, lean and talent as well as to exchange information on current projects and best practice examples. Regular exchange and dialogue between employees and managers regarding performance and personal development is also promoted.

"We are all TAKKT" – that is the motto under which the Group aims to strengthen and bundle internal communications throughout the Group. To accomplish this, TAKKT will establish new communication formats to involve, engage and inform employees during the transformation. TAKKT has established a regular survey to measure employee satisfaction in the company using the employee Net Promoter Score (eNPS) method. The business units use the results to develop specific measures to boost employment dedication and identification with the company. The average eNPS for the TAKKT Group in the year under review was twelve. Information on calculation of the eNPS can be found in the Management system section on page 48.

STRENGTHENING DIVERSITY

TAKKT believes that diversity is an important factor in the Group's success. Diversity drives innovation and makes it possible to provide comprehensive service and support to a very broad range of customers. TAKKT wants to ensure equal opportunities for all employees in their everyday work life and career development and a discrimination-free working environment. Diversity comprises different dimensions. TAKKT specifically seeks to advance women in executive positions. In this regard, the company wants to improve the balance between family and working life. Furthermore, target quotas for succession planning make it possible to recruit for management positions from a very diverse pool of candidates. In general, TAKKT wants to provide more support for diverse talents in their career paths through individual development plans and training. Coordination of the various measures to promote diversity is managed by a central committee in cooperation with the Management Board.

Women currently make up 42.0 (previous year: 43.0) percent of all employees in the TAKKT Group. This share has decreased slightly compared to the previous year. The share of women in executive positions also decreased slightly compared to the previous year to 29.6 (30.4) percent. The share of women in top executive positions decreased to 14.0 (15.0) percent. TAKKT strives for a share of at least 30 percent with respect to the share of women in the top ranks of the Group by the year 2025.

Share of women in the TAKKT Group in %

	12/31/2019	12 / 31 / 2020
Employees	43.0	42.0
Executives	30.4	29.6
thereof top executives*	15.0	14.0

* Mainly the Management Board of TAKKT AG, presidents and vice presidents

IDENTIFYING AND DEVELOPING TALENTS

Talent management at TAKKT means identifying top performers, developing potential in a targeted manner and helping to pave internal career paths. The goal is to fill key positions internally wherever possible. In order to achieve this, TAKKT pursues a uniform Group-wide talent management approach, which includes annual talent conferences, regular interim feedback and individual talent development. Uniform standards ensure greater transparency and support talents to develop within the company specifically for succession into key positions throughout the entire Group.

Through the use of targeted recruiting measures, TAKKT is equipping itself with skill sets that were not previously available in the company to a sufficient level. There is a standardized process established for this, in which all applicants are considered individually. In general, importance is given to a more diverse and international workforce in order to foster cross-border networking within the Group.

PROMOTING SKILLS ACQUISITION

TAKKT wants to create a framework which allows employees to develop according to their individual strengths. In regard to this, TAKKT offers external and internal training. In addition, emphasis is being given to on-the-job development. This includes transferring project responsibility early on as well as promoting work shadowing and rotations within the TAKKT Group. Besides professional skills, emphasis is also being given to further developing TAKKT's management culture in view of our core behaviors and the new operating model.

DEVELOPMENT OF EMPLOYEE FIGURES

The number of employees (full-time equivalent) in the Group decreased by around 150 compared to the previous year. In addition to the use of short-time labor and similar tools, the decline was mainly due to the realignment of KAISER+KRAFT and capacity adjustments at Hubert and Displays2go. The employee structure changed very little in 2020.

Number of employees

	12/31/2019	12/31/2020
in full-time equivalent	2,483	2,327
thereof Omnichannel Commerce	1,842	1,722
thereof Web-focused Commerce	585	558
thereof Others	56	47
in headcount	2,677	2,536

Employee structure

	12/31/2019	12/31/2020
Employees (without executives)	2,321	2,266
Executives	359	358
thereof top executives*	53	57

* Mainly the Management Board of TAKKT AG, presidents and vice presidents

In accordance with the law on equal opportunities for women and men in management positions, which TAKKT AG is subject to as a listed company without co-determination, the following binding targets exist for the Supervisory Board, the Management Board and the top management level of the holding company.

- Supervisory Board: With the membership of Dorothee Ritz, the target of at least one woman among the six members on the Supervisory Board is currently being met.
- Management Board: As of 12/31/2020, there is no female representation on the Management Board of TAKKT AG.
- Top management level: At the top management level of TAKKT AG, the goal is to fill at least ten percent of the positions with female executives by June 30, 2022. This target had been met by the end of 2020.