
EMPLOYEES

Human resources at TAKKT is a key element in achieving the goals of the Group. In line with the new strategic and organizational direction, it will pursue an even more uniform approach throughout the entire Group and all the companies. In the past fiscal year, collaboration was once again strongly influenced by the consequences of the pandemic. Other key topics related to HR included expanding talent management throughout the Group and increasing diversity.

RELIABLE AND FLEXIBLE: DEALING WITH THE PANDEMIC

In 2021, TAKKT retained the proven regulations for protecting employees and working together during the pandemic that were established in the previous year and continuously adapted them to the current conditions. With the exception of some activities (e.g., warehousing and logistics), the majority of TAKKT employees can perform their jobs without having to be physically present at the workplace. Depending on the regional infection rate and legal requirements, at certain times more priority was given to avoiding contact through remote work last year. At other times, however, employees were also able to return to the office and take advantage of the associated benefits.

In 2021 as well, TAKKT fulfilled its responsibility to the employees during the ongoing pandemic. In addition to the general measures to protect against infection and vaccination programs at many locations, this also includes receiving possible financial assistance through a relief fund for employees in difficult economic situations.

MANY WAYS TO WORK TOGETHER

Establishing new and different ways to work together is an integral part of human resources at TAKKT. The shift as a result of the pandemic has helped to drive forward the development of more flexible working arrangements and further strengthened employees' sense of personal responsibility. Working together with colleagues, external partners and customers is also generally possible without daily face-to-face interaction. These experiences encourage TAKKT to continue offering employees the room and space to engage in flexible and hybrid forms of collaboration, even after the pandemic-related restrictions have ended. In this regard, TAKKT asked employees last year about the workplace of the future. The responses will be used as the basis to develop regulations and models for collaboration in the Group over the years to come.

The core behaviors of customer centricity, employee empowerment, continuous improvement, accountability and striving for success define the collaboration in the TAKKT Group. They are drivers of transformation and serve as the basis for a common corporate culture. At the same time, they are also the basis for the Group-wide performance evaluation of the employees. Another goal of the organizational transformation is to strengthen Group-wide exchange and collaborative learning. In 2021, employees met in virtual formats on a regular basis in "communities of practice" to discuss the topics of strategy, lean and talent as well as to exchange information on current projects and best practice examples.

EMPLOYEES ARE DRIVERS OF TRANSFORMATION

Together with its employees, TAKKT wants to continue to develop the work environment and corporate culture. The aim is to combine success orientation and efficiency with a high level of mutual respect and acceptance. Therefore, the companies of the Group regularly measure satisfaction and willingness to recommend among employees using the employee Net Promoter Score (eNPS) method. The different areas review the results in workshops in order to develop specific measures to boost employment dedication and identification with the company. In the year under review, the average eNPS for the TAKKT Group rose from 12 to 16. As part of the strategic realignment, TAKKT has set itself the ambitious goal of reaching an eNPS of 50 by 2025. The transformation into an even more growth-oriented, integrated company can only happen if employees believe that the change will be successful and support it. They also need to feel that their opinions matter in decision-making. Information on calculation of the eNPS can be found in the Management system starting on page 43. Furthermore, TAKKT places great importance on involvement in social and sustainable initiatives and supports employees by granting special leave days and opportunities to take part in such activities.

STRENGTHENING DIVERSITY

TAKKT wants to ensure equal opportunities for all employees in their everyday work life and career development and a discrimination-free working environment. Diversity is a key factor for the success of the Group because it enables innovations to be driven forward and different customers to be better served and supported. TAKKT promotes the targeted advancement of women in executive positions by introducing new work models such as "Shared Leadership" in 2021. In this case, positions are

shared in order to make balancing work and family easier, also in managerial positions. Furthermore, target quotas for internal 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 talent in their career paths through development plans and training. In 2021, employees and executives were offered training opportunities in order to improve awareness of this issue. Since 2020, coordination of the various measures to promote diversity is managed by a central committee in cooperation with the Management Board.

Women currently make up 43.0 (42.0) percent of all employees in the TAKKT Group. This share has therefore increased slightly compared to the previous year. The share of women in executive positions also increased compared to the previous year to 27.3 (23.5) percent. The share of women at the top levels of the Group rose to 18.6 (14.0) percent. TAKKT has set itself the goal of increasing the proportion of women among executives in the TAKKT Group to 45 percent by 2025.

Share of women in the TAKKT Group *in %*

	12/31/2020	12/31/2021
Employees	42.0	43.0
Executives*	23.5	27.3
Top executives**	14.0	18.6

* New allocation logic compared with the 2020 Annual Report

** 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 allow for talents to develop within the company specifically for successors in key positions throughout the entire Group.

In addition to supporting and developing internal talent, TAKKT is equipping itself with skill sets that were not previously available in the company to a sufficient extent through the use of targeted recruiting measures. There is a standardized process established for this, in which all applicants are considered individually. The emphasis in recruiting is on creating a more diverse and international workforce to foster the increased integration of activities and functions across national borders.

PROMOTING SKILLS ACQUISITION

TAKKT wants to create a framework that 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. Furthermore, TAKKT offers an international development program for young professionals in the TAKKT Group. The networking and development of talent promotes personal growth and identification with the company as well as a shared understanding and exchange within the TAKKT Group. In addition, emphasis is on further developing TAKKT's management culture in view of the conduct guidelines and the operating model.

DEVELOPMENT OF EMPLOYEE FIGURES

The number of employees (full-time equivalents) in the Group increased by 169 compared to the previous year. The increase in headcount was mainly a result of the capacity adjustments carried out as the economy recovered. The number of employees (full-time equivalent) was increased significantly in the Omnichannel and Web-focused Commerce segments in order to capitalize on growth opportunities. In the previous year, the use of short-time labor and comparable tools also had a negative effect on the number of employees (full-time equivalent). This effect no longer applied in the year under review.

The reporting logic of the employee structure changed in 2021 with respect to the definition of executive personnel and is therefore not comparable with the 2020 reporting period. The number of executives decreased slightly in 2021.

Number of employees

	12/31/2020	12/31/2021
in full-time equivalent	2,327	2,496
thereof Omnichannel Commerce	1,389	1,497
thereof Web-focused Commerce	558	610
thereof Foodservice Equipment & Supplies	333	338
thereof TAKKT AG	47	51
in headcount	2,536	2,712

Employee structure

	12/31/2020	12/31/2021
Employees (without executives)	2,289	2,481
Executives*	247	231
thereof top executives**	57	59

* New allocation logic compared with the 2020 Annual Report

** 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: The target for the share of women on the Supervisory Board of TAKKT AG by the end of 2026 is 33.3 percent. Currently, one woman is represented on the six-member Board with Dr. Dorothee Ritz.
- Management Board: The target for the share of women on the Management Board of TAKKT AG by the end of 2026 is 50.0 percent. This target had been met by the end of 2021.
- Top management level: At the top management level of TAKKT AG, 30.0 percent of the positions were held by female executives as of the end of 2021. The aim is to at least achieve this share by the end of 2026 and not fall below.