

EMPLOYEES

Committed and qualified employees are critical to the success of achieving the ambitious goals of TAKKT and implementing its strategic positioning. A key aspect of the new strategy is “Caring” – a comprehensive approach to corporate management that takes into account the interests of all stakeholders. In addition to customers, the environment and society, motivation, the trust and satisfaction of our employees are decisive goals for TAKKT. Key success factors for the Group therefore include a leadership culture of mutual respect and motivation, an inspiring work environment and a human resources that is in line with the company’s strategy. In order to ensure this, TAKKT’s human resources approach is being increasingly unified Group-wide and pursuing a common course across all divisions and companies.

Development of employee figures

The number of employees (full-time equivalents) in the TAKKT Group as of December 31, 2022, was 2,437. This represents a decrease of 59 employees in the Group (full-time equivalents), attributable mainly to job vacancies remaining open for a longer period of time.

Number of employees

	12/31/2021	12/31/2022
in full-time equivalent	2,496	2,437
thereof Division Industrial & Packaging	1,578	1,485
thereof Division Office Furniture & Displays	498	504
thereof Division FoodService	369	388
thereof other	51	60
in headcount	2,712	2,645

Based on headcount, the number of executives working in the Group as of the end of the year under review was 97. The sharp decline compared to the previous year’s figure (December 31, 2021: 231 executives) is the result of a change in allocation logic. The two figures are not comparable.

Equal opportunity and diversity

The people who work in the TAKKT Group come from varied cultural backgrounds and different generations and bring diverse perspectives, skills and experiences to their work. TAKKT sees this diversity as a great strength. The Group promotes an understanding of leadership that values diversity and does not tolerate any form of discrimination. The principle of equal opportunity applies to both internal and external recruitment processes. Recruitment decisions are made solely on the basis of skills and qualifications.

The focus of diversity management is on increasing the share of women in executive positions. To this end, junior female professionals are specifically supported in preparing for the next step in their career. This includes various flexitime and part-time models as well as network opportunities. The goal is to increase the share of women in executive positions to 45 percent by 2025.

As of year-end 2022, women made up 43.2 (43.0) percent of all employees in the TAKKT Group. The share of executive positions was 28.9 percent compared with 27.3 percent in the previous year. Due to the change in allocation logic, the two figures are not directly comparable.

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. At present, two women are represented on the six-member Board with Alyssa Jade McDonald-Bärtl and Aliz Tepfenhart, which means the target was met.
- › 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 2022.

- › Top management level: At TAKKT AG, one-third of the positions at the top management level below the Management Board were held by female executives as of the end of 2022. The target value of at least 30 percent is valid until the end of 2026.

An open corporate culture of mutual respect supports transformation

A central goal for TAKKT as part of the transformation is the establishment and continuous development of an open, trusting and respectful corporate culture and inspiring working environment. A comprehensive change management program was set up to promote further development of the corporate culture and support employees as they navigate the transformational changes. The program includes various formats for open and transparent exchange such as physical and virtual employee meetings, conferences with executives and the close involvement of individual employees in the transformation process who can act as spokespersons and representatives for larger groups.

TAKKT continues to apply a hybrid working model for its employees. For the majority of employees, remote working is an effective alternative to working in the office and can be used flexibly, taking into account operational requirements. The Group thus offers a good balance between private life and professional obligations, thereby enhancing its attractiveness as an employer. The feasibility of this approach is continuously reviewed in accordance with the operational requirements and needs of the employees.

TAKKT uses the Employee Net Promoter Score (eNPS) to make the current level of satisfaction of employees during the course of the transformation transparent and to respond appropriately. This key figure is an indicator of satisfaction and willingness to recommend among employees. Due to the challenging and dynamic transformation, the average eNPS for the Group decreased slightly from 16 to 11. Executives and employees work together on specific improvement measures based on the results of the survey. As part of the strategic realignment, TAKKT has set itself the ambitious goal of reaching an eNPS of 50 by 2025 (information on the calculation of the eNPS can be found in the “Management system” section starting on page 41).

Career and talent management at TAKKT

Due to the transformation, many new interesting positions in interdisciplinary and transnational team and project structures were created in the Group. TAKKT’s goal is to fill these key positions internally wherever possible. Talent management follows a structured process for identifying top performers, developing potential in a targeted manner and promoting career paths within the company. This includes annual talent conferences, performance reviews and measures for individual talent development.

Individual performance as well as upholding guiding principles such as customer focus, employee empowerment and continuous improvement play a key role in regard to the career development of executive personnel. In addition to the development and career advancement of internal talent, TAKKT equips itself with complementary skills through the use of targeted recruiting measures.

Qualification and training

TAKKT wants to create a working environment in which employees can develop according to their individual strengths and maximize their potential. TAKKT offers internal and external job-specific as well as leadership training opportunities to develop professional, methodical and managerial skills. Working on interdisciplinary, cross-divisional and transnational projects as well as further development at the workplace also play an important role. There are also opportunities for international assignments at locations in Europe and the US. Work shadowing and job rotation opportunities in the various companies of the Group complete the portfolio of training and career development measures. Another important focus of our in-house qualification includes training in commercial, technical and industrial professions as well as cooperation with regional universities.