



MORE LIGHT

# Human Resources

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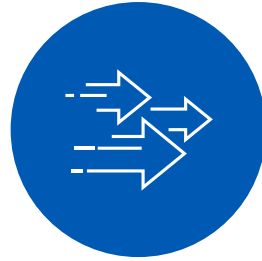
# Recap: Initiatives endorsing our values 2018 to 2021



## Open

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- Performance **feedback**
- Engagement survey
- **Diversity** initiatives
- LinkedIn **Learning**
- Culture communication
- Mobile working / New Work



## Driving

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- Globally aligned **target setting**
- Project **SPEED**
- SuccessFactors
- JENOPTIK **Business System**



## Confident

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- New Employer **Branding**
- **Leadership programs** & learning journeys
- Globally graded positions

# Recap: KPIs proving cultural transformation 2018 to 2021



## Diversity

Quarterly reporting of **women** and **international** employees in management positions and **diversity** rate



## FKI

Yearly **external audit** of our **diversity initiatives**



## Engagement

Yearly reporting of **Engagement Score** & **Net Promotor Score**



## Vol. attrition

Quarterly reporting of **voluntary attrition**

### JENOPTIK group achievements

#### Q3/21:

Diversity rate **28.6%**  
(27.9% in Q3/2020)<sup>1</sup>

Target 2025: **33%**

#### 2020:

Overall score **79%**  
(68% in 2019)

#### 2021:

Eng. Score: **72%**  
(68% in 2018)

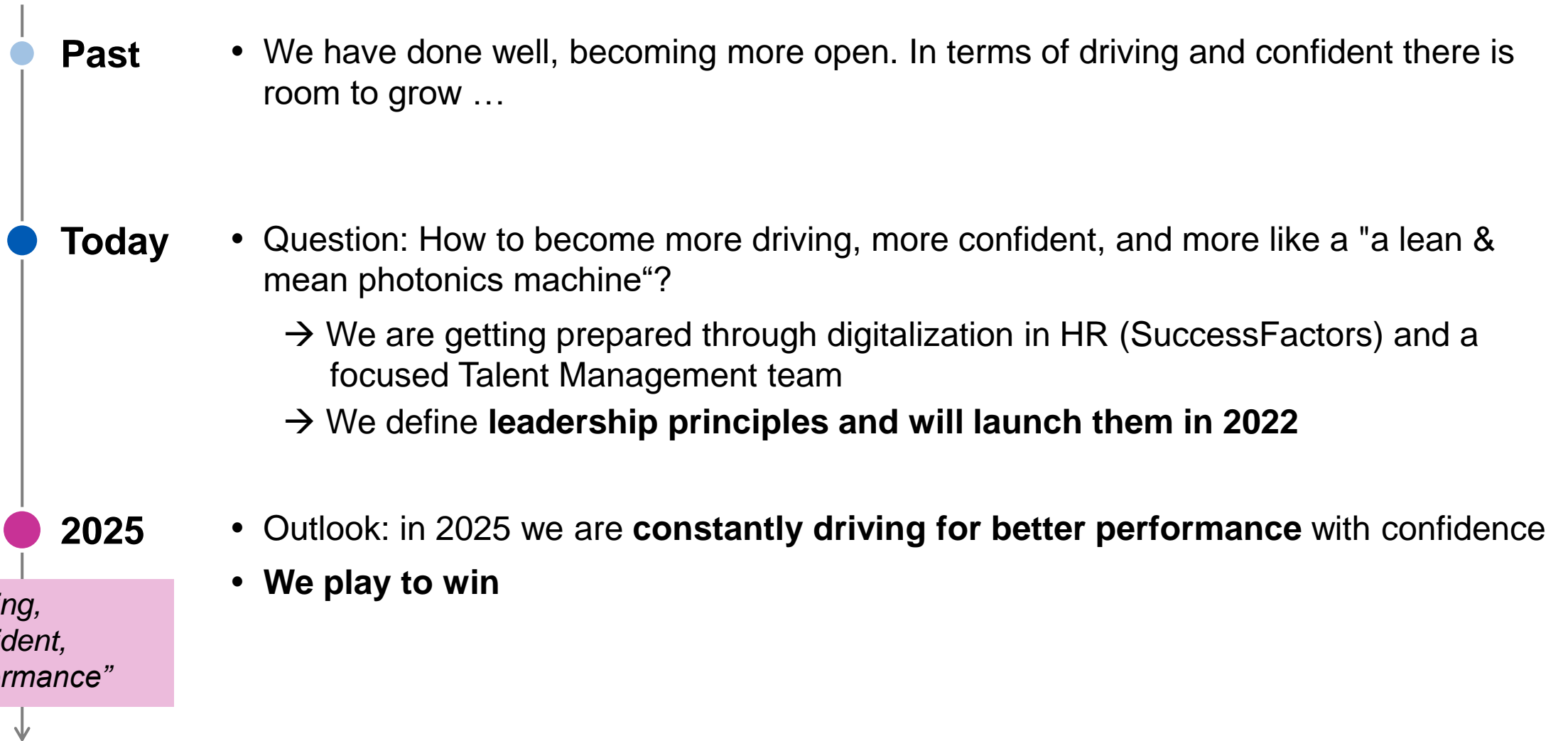
Net Prom. Score **69%**  
(67% in 2018)

#### 09/20-09/21:

Turnover rate **5%**  
(9.16% in 2018)

1. Not evaluated in 2018/ average of Internationals and Females in Leadership positions

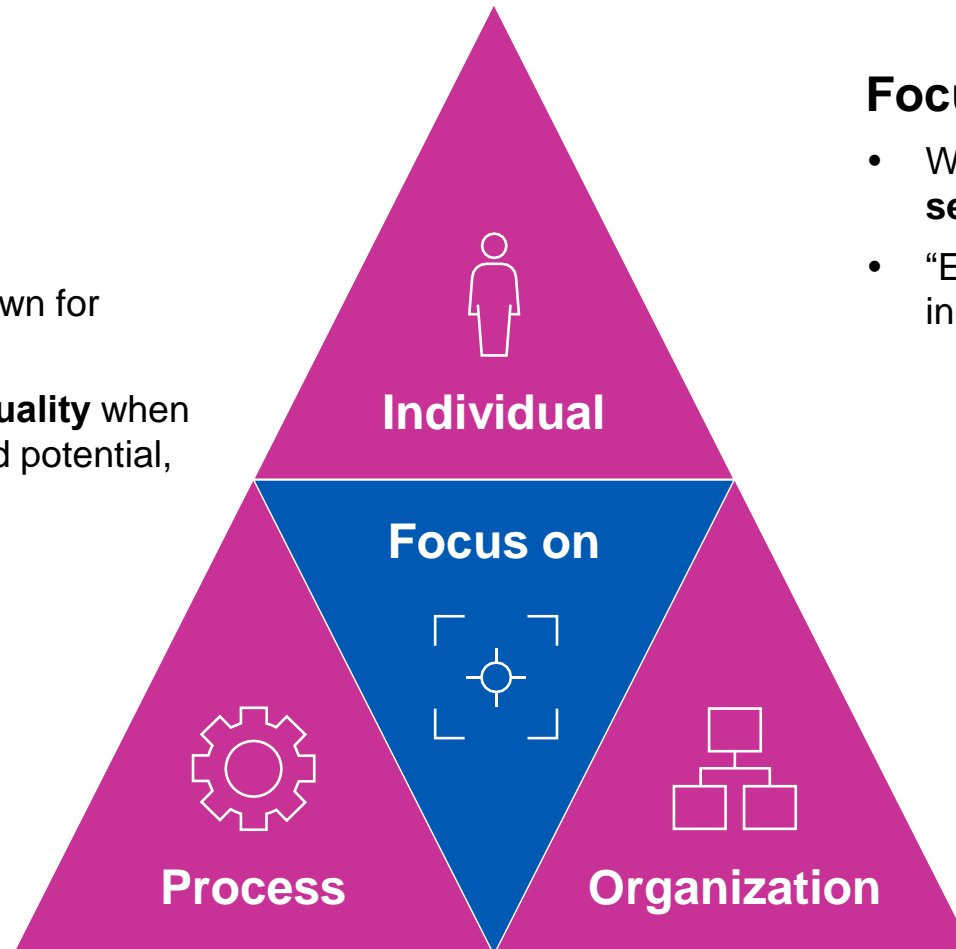
# Bridge from implemented cultural change 2018-2021 to what is needed for 2025



# What we will do differently from today until 2025: Confident. Driving. Performance!

## Focus 1: the Individual

- Leadership principles Top-Down for Jenoptik managers
- **We don't compromise on quality** when we recruit → hire mindset and potential, train skills



## Focus 2: the Organization

- We systematically review our **organizational set up** and our **talent funnel** per unit
- “Empty Seat Kaizen”: We force ourselves to increase efficiency

## Focus 3: the Process

- Cost decrease and/or output increase per department/unit

# To support a Jenoptik performance-driven organization, we plan to role out a share-based compensation

## Aspiration:

**Build a program that creates incentives for long-term and sustainable value creation**

### Explore options we have

- Several models to pick from
- Models varying in
  - the kind of entitlement → shares, options, matching, etc.
  - the cause for granting the right → target reaching, bonus, etc.
  - other restrictions and conditions → holding periods, employment, etc.

### Decision to make

- Pick the appropriate model to serve the aspiration
- Clarify participant groups, formats, financing, admin platform, etc.

### Going forward

- Staged approach to implement
- Circle 1: Preparation and role out planning
- Circle 2: Start Top-Down with implementation
- Expand scope of implementation

# Disclaimer

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