

People & Organisation at PUMA Group

Quantitative Disclosure

T.01 Gender diversity metrics	2023			2022			Target ¹
	Women	Men	Other	Women	Men	Other	
Total workforce ² (%)	50	50	-	50	50	-	50%
Employees in all management ³ (%)	43	57	-	44	56	-	45%
Employees in junior management ⁴ (%)	47	53	-	47	53	-	50%
Employees in middle management (%)	42	58	-	-	-	-	45%
Employees in top management ⁵ (%)	34	66	-	26	74	-	35%
Employees in management positions in revenue-generating functions	42	58	-	43	57	-	-
Employees in non-management positions	51	49	-	-	-	-	-
Employees in STEM-related positions (%)	44	56	-	45	55	-	50%

T.02 Nationality based diversity metrics ⁶	2023			2022		
	USA	India	China	USA	India	China
Total employees (%)	13,9	9,7	8,1	15	9	8
Share in all management positions (junior, middle and senior)	12	9,4	9,1	14	7	10

T.03 Equal pay metrics by employee level	Women to Men Ratio (Based on average salary)	
	2023	2022
Executive level (base salary only)	1	1
Executive level (base salary and other cash incentives)	1.03	1
Management level (base salary only)	1.05	1
Management level (base salary and other cash incentives)	1.01	0.71
Non-management level (base salary only)	1.11	1.04

¹ It is disclosed for women and for cases where PUMA has any targets for the upcoming year.

² Number of head count, by the end of the year.

³ All management positions include junior, middle and top. PUMA discloses as "global leadership positions".

⁴ Junior management positions refer to first-line managers (lowest level of management).

⁵ It refers to managers maximum two levels away from C-suite: (n-1) and (n-2).

⁶ This is disclosed only for major top three highest nationality percentage of workforce.

T.04 Additional equal pay metrics	2023	2022
Adequate wage		
Employees getting a living wage ⁷ (%)	100	100
Employees paid below the applicable adequate wage (%)	0	0
Gender pay indicators⁸		
Unadjusted gender pay gap ⁹ in PUMA SE	-	0.76
Adjusted gender pay gap ¹⁰ in PUMA SE	-	>0.99

T.05 Turnover and hiring metrics	2023	2022
Total turnover (%)	32	35
Voluntary turnover (%)	24	26
Involuntary turnover (%)	8	9
Open positions filled by internal candidates (%)	60	45

T.06 Occupational Health and Safety	2023	2022
Lost time injury (frequency) rate per 200,000 working hours	0.45	0.45
Lost time injury (frequency) rate per 1,000,000 working hours	2.29	2.27
Coverage of ISO 45001 Occupational Health and Safety Certificate ¹¹	16%	-

⁷ Based on the purchased license for living wage database of the Fair Wage Network, and Living Wage Adjusted Mean is used.

⁸ The analysis is conducted by FPI Fair Pay Innovation Lab. The scope is PUMA SE and will be updated in Q4 in 2024.

⁹ Unadjusted gender pay gap is calculated excluding potentially discriminatory factors such as part-time employment etc.

¹⁰ Adjusted gender pay gap is calculated taking into account the control variables such as partial retirement, age, time in position, recruited internally/externally, children, part-time, performance assessment, job family group, management responsibility, nationality and grades.

¹¹ The coverage is calculated based on number of employees working in offices/stores which are covered by ISO 45001.

T.07 Two selected development programs and impacts		2023
Agile Coach Program (Agile Rookie and Agile Facilitator)	Program description	The program is designed to distribute agile methods within PUMA and foster the implementation of the agile way of working in daily routines throughout the company. To achieve this as fast as possible, our aim is to develop employees into agile coaches on different levels. Agile coaches are experts of agile methodologies, facilitate agile workshops in teams, coach and supervise agile teams, develop, nurture and connect the agile community as expert.
	Description of business benefits	By equipping our global workforce with agile methods, we foster an agile learning organization and expand the use of agile working methods and a culture of innovation. We continue to offer our digital agile coach program to employees worldwide. PUMA would profit from the improved innovation skills of employees with the use of agile ways of working resulting with increased employee engagement and successful innovative work environment to address our business challenges effectively.
	Quantitative impact	With the contribution of the Agile Coach Program training, we see that the results for the attribute in the category of innovation improved up by 5% in the Global Employee Opinion Survey. Employees believe that they are more open to trying new and different ways of addressing business challenges and can move quickly from idea to implementation.
	Ratio of employees joining to the program	<1%
Speed Up and Speed Up2	Program description	Accelerating the progress of our employees is essential for pushing PUMA forward. Driving this ambition, we curated two 18-month development programs designed to unleash the potential of our talents. To prepare them for the next steps in their career, we provide an intense curriculum, including cross-functional projects and tasks, coaching, mentoring, job swaps and targeted training courses. Participants also benefit from exposure to top management and establish strong networks globally.
	Description of business benefit	We aim to have leaders with broad view and deep insights on PUMA. We want to support talents on their personal development with the required skills necessary to step into leadership roles. The programs also contribute to retention of top talents. On the other hand, PUMA aims to fill even more management vacancies internally. We also consider business needs including strategic growth areas, departments with high turnover rates, and missing succession pipelines.
	Quantitative impact	Based on the data on the last cohort of the program (2022-2024), more than 53% of those participated in Speed Up were promoted or moved horizontally to another role within PUMA. Likewise, 41% of Speed Up2 participants achieved similar career advancement. Beyond the impact on the internal employee promotions, we also reduced the retention risks of talents. 93% of those participated in Speed Up and 88% of those participated in Speed Up2 are still working for PUMA, after the completion of the programs.
	Ratio of employees joining to the program	<1%