

Training & Development

Understanding the Topic

Opportunities for training and development have become a core aspect of what employees look for in a company. This means that in order to attract and retain the top talent needed for our business' long-term growth and success, it is vital to invest in our people's knowledge, skills and career development.

Ensuring that our employees' skills evolve in line with industry trends, so that they are equipped to perform well in our dynamic work environment, is also important for our ongoing productivity and performance. We want our employees to share our commitment to their personal growth, and by equipping them to succeed we enable them to become more engaged in their work, and contribute even more to our organization.

In line with this focus on employee engagement, we have adopted a skills-based, performance-enabling model for our training and development programs. By customizing the training delivered to the needs and ambitions of our employees, and emphasizing internal recruitment and leadership, we aim to create a self-driven and engaging platform for our employees to develop personally and professionally.

Managing the Topic

We place great importance on delivering a broad learning and development program to our staff, to provide them the skills required to prosper in today's business environment and further their careers. Our training is targeted to individual needs, and delivered flexibly to meet the needs of all our employees. We utilize our in-house expertise, as well as external specialists, to assess skills gaps and to deliver training ranging from construction and property management to business skills and leadership training. Training is delivered in person, through online webinars, or our self-directed learning portal CREA (the Contemporary Real Estate Academy). This platform enables a unified presentation of our mandatory training content and learning and development material, which is accessible to staff across our business.

Mandatory trainings

The mandatory online trainings, which are a pre-requisite for all staff include occupational health and safety, fire protection, IT security and data protection, risk management and anti-corruption. We also have a module on Corporate Social Responsibility, which is required for all employees joining the Group. It provides in-depth information about the Group's sustainable business strategy, focus areas and management of material risks and opportunities.

The Group's software-based Learning Management System (LMS) helps to monitor training coverage and effectiveness and ensures that the entire workforce receives critical instruction on the Code of Conduct, information security, the handling of personal data, and safety-related guidelines. Professional development is also supported through our yearly individual performance review process, which offers a format for employees to reflect on and plan for their professional development goals and express any ambitions and/or concerns to managers.

All employees, regardless of contract type, are also eligible to work towards further professional qualifications. We work with external companies such as educational institutions to provide such qualifications including first aid training with the German Red Cross, as well as training from the BBA – Academy of Real Estate Industry (Akademie der Immobilienwirtschaft) on structural engineering and applicable legislation for example.

To streamline communication on progress and training with staff across the Group, we have begun to implement these performance reviews digitally through REXX, our employee engagement tool. Managers receive training on using the tool to provide performance feedback, and can then provide ratings and reviews digitally through REXX. This is already in place at the Operations and Service center at GCP. In 2023, we plan to launch the performance review tool across the Aroundtown departments, aiming to deliver 80% of performance reviews with this method. Streamlining this review process will allow our employees to receive personal feedback more straightforwardly and regularly, helping them to improve and progress towards their own goals.

Language classes and leadership trainings

As an international company, representing more than 40 nationalities and headquartered in Germany, we also support our employees with language classes in English and German. We continued to pursue our intensive focus on language learning, partnering with Berlitz to offer advanced German courses for non-native speakers and English for German speakers, with 900 hours of training provided.

Importantly, we continued to expand our leadership training program, delivering 1,335 hours of training for upcoming leaders within our organisation. In addition, we maintained our mentoring scheme, enabling our employees to receive professional coaching support from more senior team members.

Apprenticeship program

AT also offers an apprenticeship program in collaboration with the German Chamber of Industry and Commerce. In this format, trainees combine theoretical classroom-based learning with hands-on job experience on rotation in different departments of the company over the course of two to three years. AT currently has 31 apprentices enrolled, and of the apprentices who successfully completed their exams in 2022, 5 were employed within AT.

Activate the Base

We are also excited about the launch of our “Activate the Base” program in 2022. The program offers employees the opportunity to develop a project idea related to several topics ranging from resource reduction, such as water or energy consumption, biodiversity, and gardening, as well as talent development, diversity, community engagement and neighbourhood development. With support from an external consultancy, Strasser & Strasser, which guides participants throughout the project period, employees have the opportunity to reflect on their values, personal and company vision besides pitching a project idea and implementing it. This will not only encourage our employees to contribute to relevant ESG projects but also give them the opportunity to develop new skills and build new relationships across the company.

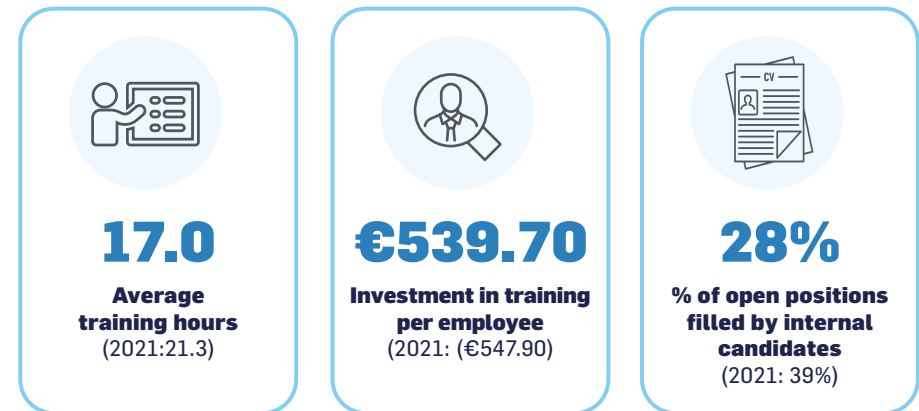
Performance

To guide the implementation of our sustainability strategy and track our progress, we have developed long-term goals that we are continuing to work towards:

- Be among the top ten most attractive employers in the commercial real estate sector in Germany by 2030
- Maintain staff turnover at or below the national average
- Offer our employees continued training opportunities that enhance their skills and set them up to thrive even more at our company.
- Expand our mentoring and coaching for managers to support them in new and challenging roles. We aim to create a structure for organic teams to function as a learning hub and learning at the flow of work.

There are several key figures which we track on a yearly basis to monitor our performance and contribute to our long-term goals:

Key performance indicator



In 2022 we delivered an average of 17 hours of training per employee, including an average of 5 hours of language training. We maintained our targeted level of investment in training, with an average investment of €539.70 per member of staff. This represents a slight decrease from our 2021 average, but remains above the targeted investment level which we have committed ourselves to over the past three years, reflecting our continuing focus on this aspect.

Importantly, we continued to expand our leadership training program, delivering 1,335 hours of training for upcoming leaders. We pursued an intensive focus on language learning, partnering with Berlitz to offer advanced German courses for non-native speakers and English for German speakers, with almost 900 hours of training provided. We delivered ESG training to all new employees, and we maintained our mentoring scheme, enabling our employees to receive professional coaching support from more senior team members.

Priorities for 2023

To provide the investment needed to drive our long-term goals for training and development, our targets to maintain average hours of training per employee at or above 12 hours and investment in training per employee at around €500 per employee will remain our priorities next year.

We will also continue our focus on investing in the development of our employees, providing opportunities for leadership training and career progression within our organisation.

2022 Goals	Status	Progress
Maintain the average hours of training per employee at or above 12 hours	Ongoing	In 2022, we achieved an average of 17.0 hours per FTE. We will continue to provide this level of training in future.
Increase investment in training to €500 per FTE on average	Achieved	In 2022, we paid €539.66 for training on average per FTE. We will keep up this high standard of investing in our employees.
At least 25% of open positions are filled with internal candidates	Ongoing	In 2022, we filled 28% of positions with internal candidates, exceeding our targeted level.



DATA TABLES

KEY FIGURES	UNIT	2020	2021	2022
AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE		AT	AT & GCP	AT & GCP
All Employees	hour/year/person	21.1	21.29	17.01
Female		8.6	18.16	13.22
Male		3.8	14.26	11.91
Management Employee		n/a	n/a	19.78
Female		n/a	n/a	25.22
Male		n/a	n/a	17.24
Non-Management Employee		n/a	n/a	14.74
Female		n/a	n/a	15.28
Male		n/a	n/a	14.19
Upcoming leaders program		n/a	16.50	33.4
Female		n/a	21.70	50.1
Male		n/a	13.61	22.3
Language Training		n/a	n/a	5.20
Female		n/a	n/a	9.54
Male		n/a	n/a	4.45
Upcoming leaders program (total hours)		hour/year	n/a	462
Female	n/a		217	801
Male	n/a		245	534
Language Training (total hours)	n/a		n/a	894
Female	n/a		n/a	502.5
Male	n/a		n/a	391.5
PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS		AT	AT & GCP	AT & GCP
All employees	%	41	17.17	28.53