

OUR PEOPLE



PATRICK SCHNEIDER

OUR PEOPLE*

Our PUMA Family is the key to our success. Our people strategy is the foundation of PUMA's unique work environment and corporate culture, which helps us attract the world's best talent and shapes the future success of the company. Our people strategy is centred on three main pillars: People First, Sustainable People Practices and Digitalisation.

People First means understanding employees' needs, values, and potential of our employees and putting them at the centre of our decision making. That helps us create an inclusive culture that respects diversity, promotes health and well-being, and encourages personal and professional growth.

Sustainable people practices create a workplace culture that prioritises employee health and happiness, diversity, and inclusivity, and offers ample opportunities for career growth. Our sustainable people practices are central to building a resilient organisation. By thinking ahead and equipping our employees with the future skills and leadership qualities necessary, we ensure the long-term success of PUMA.

Digital tools in Human Resources improve work experience and help us stay competitive and agile in the fast-changing business landscape. By using digital technology, we are improving efficiency, data-driven decision-making, candidate and employee experiences. We deploy easy-to-use digital tools that enhance collaboration and productivity and offer digital literacy programs to ensure all employees are equipped to thrive in a digital environment.

Putting the human element first ensures that our pursuit of environmental and technological excellence is responsible and rewarding. The result is a sustainable future where innovation and well-being go hand in hand.

PUMA LIFE CYCLE

RECRUITING/ONBOARDING

People are our most valuable asset. We adopt a data-driven approach to talent acquisition to ensure that PUMA remains the employer of choice in the minds of external applicants. We analyse previous trends in recruitment, identify the primary source of talent inflow, and tailor our talent acquisition approach accordingly.

To complement our goal, we employ digital platforms, social media, and the PUMA career website to engage with talent around the world.

To ensure a continuous talent pipeline, we cultivate links with universities through career events, company lectures and master classes. We also regularly participate in external professional events, panel discussions, and seminars to build a solid talent network.

Over the past two years, we have fostered a deeper relationship with candidates by offering them the chance to participate in unique PUMA digital events. These events allowed candidates to speak with top officials at PUMA and offer suggestions on how to improve the brand.

Our onboarding process should not only provide the new starters with a great first day experience but also guarantee that they will work effectively and feel a member of the PUMA family as soon as possible. This effective onboarding serves as the foundation for a successful employee journey, aligning our new team members with our culture, values, and mission. It ensures compliance, clarifies roles, and provides essential support, enabling a seamless integration. This process not only fosters productivity and teamwork but also enhances our employees' sense of belonging and growth within PUMA.

* Contains also all information related to company culture.

LEARNING AND DEVELOPMENT

Talent management

We believe that each employee is in charge of their own personal development. At PUMA, we foster a culture centred around feedback and results, coupled with a self-directed learning mindset through an integrated talent management approach. At least annually, we evaluate all our employees, assessing their performance and potential. Personal development plans are crafted, and we identify the right individuals to prepare them for shaping the future of PUMA.

Global talent conferences are held to assess the entire PUMA workforce, including all levels of management. Criteria such as individual performance, competencies, potential, learning agility, ambition, and mobility are used for evaluation. A targeted analysis of our employees' profiles allows us to align internal talent with upcoming career opportunities. This helps us build a strong succession pipeline and address future competency needs.

Our unwavering focus on internal talent mobility provides our employees with opportunities for professional growth and cross-cultural experience, resulting in an enhanced learning curve on both professional and personal levels. Utilizing digital platforms, such as Workday's "Job Alert" and "Talent Marketplace" feature, our internal talents can easily find job opportunities.

For instance, in 2023, a substantial number of internal moves, including relocations abroad, were reported. Overall, we successfully filled three out of four vacant key positions worldwide through internal promotions or horizontal transfers, with 60% of open positions filled by internal candidates. This accomplishment confirms the effectiveness of our talent and development strategy.

Our overarching goal is to minimize voluntary turnover and maintain a permanent employment rate of over 80% for our workforce. In 2023, 92% of our employees worldwide held permanent employment contracts, and over 31% were governed by collective agreements. The turnover rate is intricately linked to the share of retail business in respective markets and regions, with the employee-induced turnover rate standing at 24% (7% for non-retail employees and 39% for retail employees). The overall turnover rate, including retail employees, was 32% shows a decrease of 3% compared to last year. At the end of 2023, 22% of our employees were working part-time.

➤ T.01 EMPLOYMENT CONTRACTS (PERMANENT/FIXED TERM)

Region	Permanent					Fixed term			
	Total	Total	Female	Male	Diverse	Total	Female	Male	Diverse
Europe	4,982	4,259	2,206	2,051	2	723	419	304	0
EEMEA	3,876	3,775	1,391	2,384	0	101	40	61	0
North America	3,788	3,203	1,640	1,552	11	585	266	318	1
Latin America	3,775	3,773	1,666	2,106	1	2	0	2	0
Asia/Pacific	4,743	4,359	2,667	1,688	4	384	215	168	1
Total	21,164	19,369	9,570	9,781	18	1,795	940	853	2

T.02 EMPLOYMENT CONTRACTS (PERMANENT/FIXED TERM) (IN %)

Employment contracts	Female	Male	Diverse	Total
Full-time	47	53	0	100
Part-time	58	42	0.2	100

Development

Our employees’ ongoing professional and personal development ensures they have the necessary skills to support internal growth and drive the company forward.

Strategic workforce planning and the use of Workday help us to identify skill gaps and determine the capabilities of our employees. We provide a wide choice of training and development options, including courses, workshops, and coaching – both online and offline, standardised or tailored to specific needs. We offer a cutting-edge learning environment for both internal and external training classes, built into the Workday Human Capital Management system. This is based on the idea of lifelong learning, which fosters a self-driven learning culture.

In 2023, 18,527 employees worldwide attended 160,481 hours of training and workshops. This averaged 9 hours and € 226 per FTE for training activities. Compared to 2022, the average number of training hours per FTE increased by 2 hours. We achieved this by a proactive learner engagement strategy, including fun activations on various topics, a gamified approach, and internal learning competitions. The most engaged learners worldwide were rewarded quarterly with the “Top Learner Award”. Based on this strategy, PUMA was nominated for an “eLearning Journal” Award 2024 in the “Learner Engagement” category.

LinkedIn Learning and GoodHabitZ offer more than 23,000 online training courses in up to 13 languages for personal and professional growth. Additionally, PUMA employees actively generate product-specific learning content.

Employees around the globe can access the language learning platform on any device. Speaking a second language helps people understand each other, makes connections, and increases diversity. It also enhances our internal mobility. While the global focus is on English, people can acquire or perfect any other language for business or travel.

Our entire staff, including retail employees, can now learn a new language online, at their own pace and in a way that fits their needs. By offering weekly language training in an office classroom, PUMA helps employees integrate locally faster by eliminating the need to drive to external courses after work.

To support our global workforce during challenging times, we focused on mental health, resilience, mindfulness, and emotional stability in 2023. All our current classroom training is based on hybrid concepts to ensure that our employees can learn in the way that is best for them.

We continue to provide our digital agile coach programme to workers globally to establish an agile learning organisation and increase agile working practises. Since its launch, approximately 190 employees around the globe have completed the programme by 2023. We focus on need-based training at three levels – Agile Rookie, Agile Facilitator, and Agile Coach – to equip the right people with the right skills. Various business units are actively using agile ideas and frameworks such as Scrum, Kanban, Design Thinking, and OKRs, in their daily operations and strategic planning.

Leadership Training ILP/ILP²/PLE

Our leaders are vital for PUMA becoming FOREVER.FASTER. We highly value their skills and leadership expertise in mastering complex challenges in a volatile world while achieving our goals of excellence.

Our International Leadership Programme (ILP & ILP²) provides staff with essential competencies and promotes a shared knowledge of our leadership culture. PUMA leaders receive comprehensive training and coaching, including interactive learning, roleplay, best-practice learning, and joint projects. Mindful leadership and agile work are emphasised. The programme's modular design allows managers to apply their newly acquired knowledge between seminars. 191 global leaders took part in this state of the art programme.

We continued to promote healthy and sustainable leadership in 2023 with the PUMA Leadership Expedition programme. It is designed to teach leaders how to lead well in a VUCA world marked by volatility, uncertainty, complexity, and ambiguity. Self-driven learning, nugget-learning, learning sprints, and peer-learning underpin this virtual, easily accessible course.

Our leaders can choose what, when, and how to learn from over 130 one-hour learning nuggets with a balanced mix of trainer-led virtual sessions and self-directed learning. To maximise learning and transfer success, the programme is centred on Learning Sprints, which include trainer-led sessions, self-driven nugget learning, retrospective sessions with coaches, and group assignments. 67 talents completed the programme successfully in 2023.

First-time managers get PUMA-tailored training "From employee to manager" to prepare them for their new role and ensure a common concept of leadership at PUMA. This programme includes training modules and individual coaching as well as online pre- and post-learning. Classroom trainings provide new executives with recruiting and appraisal skills.

Speed Up/Speed Up²

Retaining talent and speeding up their progress is important for the success of our business. Two selective development programmes, Speed Up and Speed Up², are designed to help us reach this goal by bringing out the best in our people.

An intensive curriculum of cross-functional projects and tasks, coaching, mentoring, and specialised training prepares employees for their next career steps. Participants also get to meet top management and build strong networks around the world.

Future Talent

We are always looking for future talent we can develop and equip with the relevant skills to take on demanding PUMA Group responsibilities. We participate in various career fairs and university initiatives both locally and abroad to approach potential employees and identify suitable candidates. Plenty of options in an international work environment make PUMA an excellent place for career starters.

Nine apprentices and six dual students joined the PUMA Headquarters in Herzogenaurach in 2023. Dual study programmes are available in International Business, Fashion Management, and Business Informatics. Students acquire theoretical grounding through partnerships with various universities and practical experience in different PUMA teams. Our apprentices either train as industrial clerks, IT specialists or retail sales manager. They work in various company departments to build personal and professional skills and increase their knowledge while attending vocational school. By the end of 2023, PUMA employed 41 trainees and dual students.

Internships and working student positions are another way to become familiar with PUMA. Students from around the world get six months of work experience as well as the opportunity to build their network and hone their talents. By the end of 2023, roughly 140 interns and working students were part of the PUMA family.



Future talents at the PUMA Headquarter

Feedback

We value internal and external feedback at PUMA, as it reveals whether we are on track and helps us grow. We compare ourselves to other organisations and gain valuable insights from our employees.

Our "listening strategy" includes surveys, pulse surveys, focus groups, interviews and sentiment analysis to gauge employee mood and understand their needs. For this, we use tools such as Amber, Leena AI, and Workday. Our Top Employer certification, Great Place to Work award, "berufundfamilie" audit, and other honours reflect regular industry benchmarking.

Since 2009, we have conducted global employee opinion surveys regularly to monitor employee engagement and collect feedback on various topics. Overall, 15,339 employees participated in our 2023 global survey to share their workplace and work life opinions. This equates to an 85% participation rate (2021: 86%). Despite geopolitical tensions in Europe and their far-reaching social and economic effects, from 13 categories two categories saw an increase in favourable scores, four categories stayed at their high levels, and seven categories saw a slight 1% decrease from the last survey. Our poll results beat or match market data, including high-performance data, in all but four categories. High-performance companies outperform the market financially and consistently score excellently in surveys. This positive feedback inspires us to continue and further strengthen the measures we have implemented. We shared the survey results globally, locally, and at departmental level, and follow-up actions were devised.

Engagement

Outstanding performance and ongoing growth demand our employees' commitment and dedication. We monitor employee engagement by regular global employee opinion surveys. The most recent one achieved again an extraordinarily high engagement score of 91%, compared to 92% for the previous survey. This implies our engagement score over the last three surveys has remained strong, something we are very proud of. We value our employees' high level of engagement and brand loyalty and intend to retain this in the future. We started already to implement the action plan resulting from this year's global employee survey.

7 G.01 EMPLOYEE ENGAGEMENT SCORE



REWARD, RECOGNITION & BENEFITS

Compensation & Benefits

The attractive performance-based compensation system at PUMA consists of fixed base salary, PUMA bonus schemes, profit-sharing programs and various social benefits and intangible benefits. We also offer long-term incentive programs to the senior management level that honours the sustainable development and performance of the business. The bonus system is transparent and globally standardised. Incentives are exclusively linked to company goals.

Ensuring fair and non-discriminatory compensation at PUMA is one of our strategic priorities. Our compensation framework is based on analytical job evaluations and a global grading system. Since the criteria to be evaluated relate exclusively to characteristics of the job – not to the job holder – the remuneration system as such is gender-neutral. This enables us to rule out any gender-specific discrimination emanating from the compensation system.

After becoming Universal Fair Pay Analyst in Germany in 2022, PUMA was certified as Universal Fair Pay Developer in Germany by FPI Fair Pay Innovation Lab as we successfully closed the adjusted pay gap in January 2023. We extended the gender pay analysis to our subsidiaries in Europe and EEMEA markets by using the consistent methodology. For Sweden and United Arab Emirates we also closed the adjusted gap in 2023. Certain regression analysis results look optimistic, and we are confident to close the adjusted pay gap with the support of both local and global management in other European countries soon. For markets with highly diversified workforce, nationality does not have a significant impact in the analysis. In 2024, the gender pay gap analysis will be continuously conducted and introduced to our other regions to enhance internal fairness.

In addition, we have continued our cooperation with the Fair Wage Network and are able to access benchmarks for all of our subsidiaries and analyse them in terms of living wages as defined by the Fair Wage Network. For the year 2023 we can confirm, with regards to the Living Wage Adjusted Mean benchmark as defined by the Fair Wage Network, that all of our employees are earning a living wage or more.

Wellbeing

At PUMA, we care about the well-being of our people. Through a variety of services and benefits, we strive to improve the health and happiness of our employees. We started the wellbeing approach at our headquarters in Herzogenaurach, Germany. All PUMA companies around the world have adopted it and adapted it to their local needs and regulations. It is now an important part of all PUMA subsidiaries around the world.

There are four components to our wellbeing programme: Flex, Social, Financial and Athlete.

As a sports company, we offer regular in-house sports classes and training, sporting events and free access to the gym. We provide outdoor facilities for football, volleyball, basketball, tennis, and paddle tennis. Our

exercise classes include meditation, yoga, Zumba, jumping fitness, and Pilates. We host bouldering, stand up paddling, trampolining, bowling, snowshoeing, and skiing events, among others.

Our "Be Well Weeks", which promote healthy lifestyles, offered free health checks and nutritional advice, as well as the opportunity for employees to explore the latest fitness and sports trends. We provide access to health and wellness resources, such as ergonomic assessments, mental health days, and health-related information. To foster camaraderie and a sense of community, we organise team-building and social events for our employees.

Flexible Working Conditions

The wellbeing of our people goes hand in hand with excellent working conditions based on a unique culture. We offer a range of models, such as flexible working, mobile office, part-time and sabbaticals, to help our employees balance their work and personal lives and manage stress. They can choose from these models at different points in their lives.

All our offices around the world have a hybrid working model, which is very flexible in terms of when and where people work. Employees in Germany can take advantage of free employee assistance services provided by one of our partners. Our headquarters in Herzogenaurach was awarded the German "audit berufundfamilie" certificate in 2015, which it has held ever since. The certificate recognises among other offers services such as a parent-child office, a nursing room, day care and summer camps for children during school holidays.

PROGRESSION & PERFORMANCE

Digitalised Infrastructure (Digitalisation)

A big part of PUMA's plan to streamline processes and improve the employee experience is investing in our digital infrastructure. Since 2017, Workday has been our main human capital management (HCM) system. It covers HR tasks at all stages of the recruitment process, from candidate to employee experience, simplifying tasks such as recruitment, talent management and employee engagement. As a result, the workforce is seamlessly integrated throughout the candidate and employee lifecycle.

Through this digital platform, our employees can access HR resources and data at any time, in a controlled and secure environment that protects data privacy and integrity. It gives both employees and managers the tools and processes they need to manage people effectively.

Workday's easy-to-use dashboards give managers clear, actionable insights for strategic planning and decision-making. And because all of our global data is stored in one place in Workday, it enables comprehensive analytics that help us make evidence-based decisions and drive tangible results.

By using such a digitalised infrastructure, we aim to maintain our focus on operational efficiency and improving our HR practices throughout the PUMA employee lifecycle. This supports PUMA's overall goal of improving workplace operations and the employee journey. It also helps us to prepare for the future to better deal with the dynamics of challenging labour markets.

OCCUPATIONAL HEALTH & SAFETY

We want our employees to be healthy and safe, so we make sure that health and safety issues in the workplace are taken seriously. Although the COVID-19 pandemic ceased in 2023, we continued to provide free masks, rapid tests and vaccines where needed. To help our employees cope with this politically and economically challenging environment and its increased mental stress, we focused on mental wellbeing, resilience, and mindfulness in 2023.

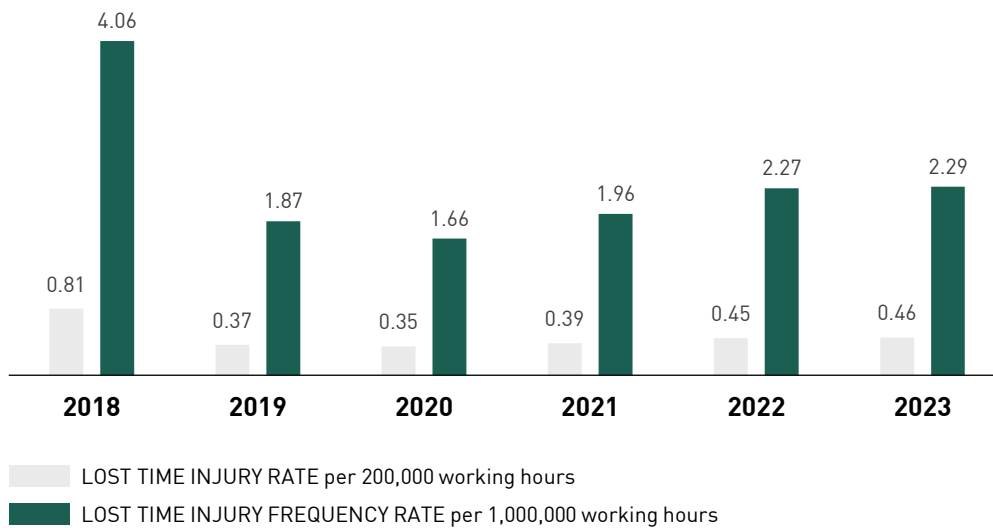
Our global occupational health and safety policy underlines the importance of this issue. PUMA has a central Health and Safety Committee at our headquarters in Herzogenaurach, which meets every three months. The health and safety experts on this internal committee exchange information on health problems

and risks and carry out regular health and safety inspections. These are supplemented by inspections by official bodies such as the German Berufsgenossenschaft. Each of our major sites has local health and safety experts. Our Global Director People and Organisation, as part of our Executive Management Team, reports at least quarterly on health and safety issues to our Executive Committee.

In our Headquarter in Herzogenaurach we got successfully certified for the ISO 45001 standard. ISO 45001 is an international standard that outlines the requirements for an occupational health and safety management system (OHSMS) and provides a framework to proactively manage and improve the occupational health and safety performance. This certification not only demonstrates our commitment to safety and compliance with health and safety law but also helps us to identify and address safety risks.

We have set ourselves the bonus-related goals of zero fatalities and lowering the average injury rate year on year. For 2023, we set a goal to stay below a lost time injury rate of 0.50. The lost time injury rate expresses the number of lost time injuries per 200.000 worked hours. In addition to conducting safety training courses at all our sites, we also offer online training programs to prepare employees for potential emergency situations and thus reduce the number of accidents. In 2023, we promoted our digital OHS training course to all our sites, which included hygiene and proper mobile office behavior. Last year, we provided a total of 27,764 hours of safety training, while 10,769 employees were trained in fire safety and 7,692 employees in first aid. In 2023, 98 workplace accidents requiring a work stoppage were recorded worldwide. This corresponds to a lost time injury rate of 0.46 compared to 0.45 in 2022. The lost time injury rate for PUMA SE was zero and zero in the previous year. Another indicator of employee engagement and the health of our workforce is the rate of absence due to sickness, which was 1.95% in 2023. We recorded no fatal accidents, and the rate of occupational diseases was zero at PUMA in the last 12 years, including 2023.

➤ G.02 LOST TIME INJURE (FREQUENCY) RATE



SOCIAL ENGAGEMENT

Community Engagement

2023 was another good year for PUMA's community engagement. With the support of our employees, we engaged with local communities around the world through various projects. These ranged from beach clean-ups and tree planting to organising and participating in charity runs. Colleagues also helped underprivileged people, especially children, by donating food and school supplies and started many other wonderful initiatives.



Community engagement activities: Reforestation in Renca (from PUMA Chile)

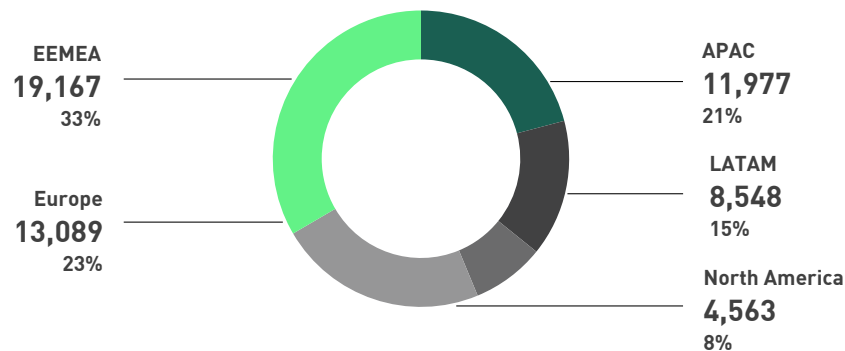
Here are two examples of how they have helped:

PUMA Ukraine supports children affected by the war. Many of these children have lost everything -- their childhoods, their homes, and their friends. In collaboration with the Peace in Amour Shelter in Dnipro, PUMA Ukraine employees sought to bring joy and warmth to these youngsters. Corporate staff, store managers and warehouse staff personalised gifts for the children by printing their names on T-shirts, backpacks, and hoodies.

The PUMA team in South Africa organised several projects. As part of a beach clean-up, they picked up litter from the beach and riverbanks. They also went to animal shelters and walked and played with the animals, bringing food and blankets for the pets. The biggest CSR events take place every year at the head office and in the stores: In 2023, the group prepared 2000 staple food parcels and 850 amenity kits for food banks, children's homes and elderly people who can not move around. South African retail workers across the country packed individual sandwiches to send to organisations in their local areas.

We have set ourselves the ambitious goal of spending at least twice as many hours on social engagement as our average full-time equivalents (FTE) this year. We encouraged all of our employees around the world to participate and recorded projects and employee engagement on an online platform. In total, initiatives led by our subsidiaries on five continents contributed a total of 57,344 hours (3,113 for PUMA SE) of community engagement. With the projects, we helped protect the environment, promote health and fitness, fight discrimination or support education for children in need. Often these projects were carried out in cooperation with local non-profit organisations. Considering that the number of full-time employees (FTEs) in 2023 was 18,681 (1,255 for PUMA SE), we significantly exceeded our target. Since the start of our community engagement program in 2016, we have recorded now over 200,000 community engagement hours globally.

➤ G.03 COMMUNITY ENGAGEMENT 2023



CHARITY CAT

Charity Cat organisation founded by employees continues to support projects near and far in 2023

The members of Charity Cat have a huge heart for people in need – whether that is right next door or across the globe. The charitable organisation was founded by PUMA employees in 2004 and has been fundraising, supporting special causes, and partnering with different other charities ever since. There is Sozialtreff Erlangen, for example, in the next town over from PUMA's headquarters in Germany. Charity Cat not only supports Sozialtreff Erlangen with the food donations, but members of the charity actually help out within that organisation.

Further afield, on the Philippine island Samar to be precise, Charity Cat has been supporting the activities of the charity Herz zu Herz e.V. (which means "Heart to Heart" in English). The goal is to help the poorest families and children there to build a roof over their heads, make sure they have enough to eat and send them to school. This year's success story from Samar was that several children were able to finish high school, while two young people went through culinary school, with one of them landing a job in a five-star hotel at the end!

Another long-time partnered organisation of Charity Cat is FONMEH e.V. in Haiti, that has built an orphanage for a group of children and young people, keeping them off the streets and in education. In Haiti, the situation has gotten a lot worse: due to droughts and inflation, around 40% of the country's population is suffering extreme hunger or does not have enough to eat. So, Charity Cat was glad to help at least the kids in FONMEH's orphanage – who have been sharing their food with friends as neighbours – as well as other local people in Haiti with a special financial donation in 2023, on top of the usual clothes and financial support.

Other Charity Cat activities included payments for food donations to be driven to the Ukraine, where the war that started over one year ago is still ongoing and affecting many people, as well as emergency financial donations for the victims of the huge earthquake in the already hard-hit area of south eastern Turkey in spring and the catastrophic flooding that struck eastern Libya in the summer via Aktion Deutschland Hilft e.V.

Besides financial support, Charity Cat also gives away PUMA clothing and shoes to partnered projects. For example „Wir packen's an e.V.“ received several donations of clothing, underwear and especially shoes, that was distributed to refugees fleeing their countries via Greece, France or Bosnia.

Charity Cat raises money through generous monetary donations from individuals, by fundraising during employee events and by organising internal sample give-aways of products provided by PUMA, during which employees can donate money for different Charity Cat projects.

DIVERSITY, EQUALITY & INCLUSION

At PUMA, equality and non-discrimination are an important part of our culture. We encourage and support people of all genders and believe that diversity drives success. The different nationalities and backgrounds of our employees is one of our key strengths. We employ people from 143 countries and at our home base in Germany, we have people with more than 81 different passports. BE YOU, the central tenet of the PUMA family, is essential to creating a respectful and supportive work environment where each employee can be their true self. We want to create a culture that fosters collaboration and fairness. That is why we are listening to our PUMA family to address systemic barriers and identify areas for improvement.

In 2023, we reviewed our diversity policy and included employee training on discrimination and injustice, intercultural communication, diversity, inclusion and belonging. We also hosted talks with internal and external speakers and published articles on our internal communication platforms to raise awareness.

Celebrating diversity!

We treat all our employees fairly and equally, regardless of their gender, nationality, ethnicity, religion, disability, age, or sexual orientation. These values are also part of our PUMA Code of Ethics (2005) and our 2010 Diversity Charter.

During Pride Month in June, for example, we celebrated our commitment to diversity and inclusion with a “Together Forever” summer party at our headquarters, complete with food trucks, a live band and a DJ set. Our partners from Christopher-Street-Day Nuremberg e.V. had their own stand with information about LGBTQ+ events in the area. We also put up rainbow flags at our headquarters and lit up the building in rainbow colours.

We share our beliefs with the rest of the world and support various NGOs and groups around the world.

For the fourth year running, PUMA worked with The Christopher-Street-Day Nürnberg e.V. to celebrate PRIDE month in the Nuremberg metropolitan area, support the local PRIDE parade and raise awareness. We were proud to organise our own information stand for the first time. This gave us the opportunity to connect with the PRIDE community and showcase PUMA’s diverse and inclusive workplace culture where employees can truly be themselves.

In 2023, PUMA North America’s (PNA) Diversity, Equity and Inclusion (DEI) team designed strategies based on their five pillars: Environment, Talent, Learning, Advocacy, and Marketplace. PNA has four Employee Resource Groups: BBOLD for Black and Brown Employees + Allies, Puma Association of Women (PAW) for Women + Allies, PumALLiance for LGBTQ+ Employees + Allies, and ROAR for Asian-American and Pacific Islander Employees + Allies. Our efforts also included trainings for leaders to improve their resources and best-practices needed to act as an inclusive leader.

PNA’s DEI team hosted several cultural celebrations throughout the year including a conversation with Black Panther’ Oscar winning costume designer Ruth Carter for Black History Month, Peloton instructor and PUMA ambassador Aditi Shah for AAPI Heritage Month, and PUMA Ambassadors Dapper Dan and Alex Toussaint for Juneteenth.

“Culture Labs” quarterly conversations meant to build a culture of belonging for everyone and “Connect & Reflect” sessions which focus on providing safe space conversations were also offered by PNA.

PNA officially kicked off our strategic talent partnership with Clark Atlanta University, a historically black university (HBCU), to foster talents among underrepresented groups in the industry and has, in addition, partnerships with ALPFA, Ascend, Boston White Black, the Black Footwear Forum, National Black MBA, College of Creative Arts and Pensle Lewis College of Business and Design, amongst other collegiate partners. To date, this partnership has allowed PNA to impact more than 100 students and PUMA will provide over \$1 million in scholarships over a 5-year period.

Our efforts over the past year have been recognised with independent awards that we are delighted to receive.

For the fourth year running, the Financial Times named us one of Leaders in Diversity, reflecting our commitment to creating a diverse, equal, and inclusive culture. In terms of diversity, we are proud to be included in the Pride Index and to be one of the top teams in the British Business Women Awards series. Integrating Diversity, Equality, and Inclusion (DE & I) into the fabric of our business will help us maintain and enhance our international competitiveness.

Actions to promote gender equality

We promote equality and are pleased that the PUMA Group has a balanced gender mix, with approximately 50% women and 50% men working with us. 44% of our STEM (Science, Technology, Engineering and Mathematics) employees are female. Women held 43% of global leadership positions in 2023. Thanks to PUMA's equal opportunities work, this figure has been on a high level over the last few years (2018: 40%, 2019: 41%, 2020: 43%, 2021: 44%, 2022: 44%, 2023: 43%). Due to the discontinuation of our Russian Operation this year's figure decreased by 1%. However, in the rest of the world the share of female managers has increased by 0.2%. But there is still room for improvement. We are committed to increasing the number of women in leadership positions around the world in the coming years, especially at the highest levels of management.

➤ T.03 PERCENTAGE OF WOMEN IN MANAGEMENT POSITIONS (IN %)

Region	2017	2018	2019	2020	2021	2022	2023
Europe	31	31	35	34	37	37	39
EEMEA	38	43	42	44	42	40	35
North America	46	48	50	48	48	48	47
Latin America	35	38	38	40	45	44	44
Asia/Pacific	41	44	43	48	49	50	50
Total	38	40	41	43	44	44	43

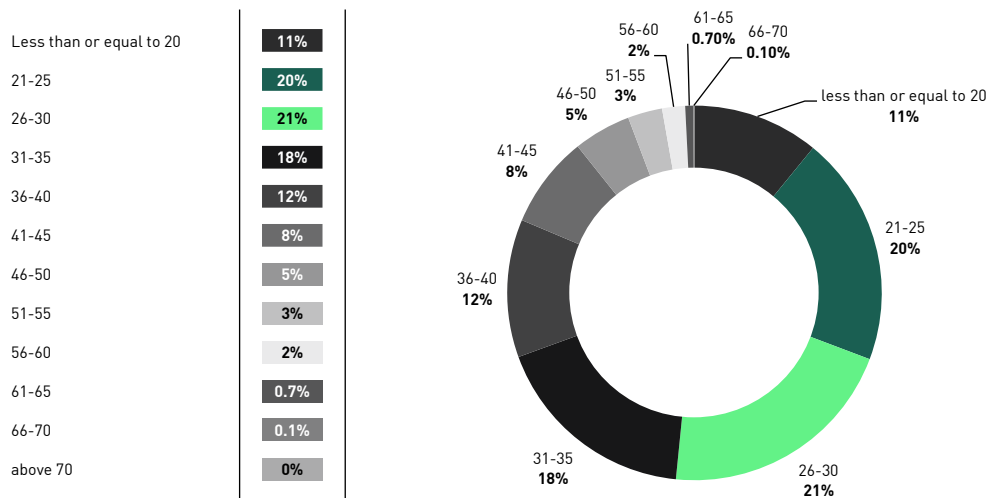
In addition, the Supervisory Board of PUMA SE has set a target of at least two women (33%) for the proportion of women on the Supervisory Board. For the Management Board, the Supervisory Board has set the following targets for the proportion of women: (i) At least one woman (25%), on condition that PUMA SE has four Management Board members, (ii) at least one woman (20%), on condition that PUMA SE has five Management Board members, (iii) at least two women (33%), on condition that PUMA SE has six Management Board members. We set ourselves an implementation deadline by October 31, 2026.

We want to continuously support the development of women in management positions. For this reason, we offer special training and access to inspiring networks. The exchange with experienced female managers is intended to encourage and motivate female employees to take on leading roles within the company themselves.

We see the fact that PUMA has two women on the Management Board of four since January 1, 2023, with Anne-Laure Descours (CSO) and Maria Valdes (CPO), as a success of our efforts to achieve equal opportunities.

The average age of our employees worldwide is 32. Our employees represent all working age groups.

➤ G.04 AGE GROUP



BEING INCLUSIVE

We prioritise creating an inclusive workplace where people with disabilities can work and grow. We adapt workplaces and training to meet their needs. In Germany, an elected works council member represents the interests of employees with disabilities. In some countries, legal issues prevent our companies from recording disability status and severity. Around 1% of our employees have told us that they have a severe disability, but the true number is probably higher.

OFFBOARDING

Our aim is to ensure that the employee’s last day is as positive as their first day at PUMA, signifying an appreciative end to the employment relationship. We facilitate a respectful and insightful offboarding process, allowing both PUMA and the employee to reflect on their time together, ensure knowledge transfer, and maintain a positive relationship post-employment. Employees are asked to complete an anonymous exit questionnaire on Workday to provide feedback about their work experience. We will conduct an in-depth exit interview to understand the reasons behind the decision to leave and propose to reapply in the future. We also ask the leaving employees to remain a part of the PUMA family by joining our Alumni Network. This way we keep in touch fostering professional networking opportunities as well as using this platform as talent pool for future rehires.

AWARDS

As a global employer, PUMA received many awards in 2023. One of our main goals is to provide our employees with a workplace where they can grow and take on new chances.

Forbes, together with market research company Statista, created the “World’s Best Employers” certification. We are proud to be included for the fourth year running in 2023. We were also awarded as one of the “World’s Top Companies for Women” 2023 by Forbes and Statista. In addition, we have also been recognised by Newsweek and Statista as one of the “World’s Most Trustworthy Companies”. The Financial Times together with Statista appointed us as “Leader in Diversity” for the fourth year in a row.

In addition to global recognition, we also received several regional awards. Focus magazine named PUMA Europe “Top Nationaler Arbeitgeber” 2023. This award reflects our efforts to create a diverse, equal, and inclusive culture. In terms of diversity, we are very proud to be listed in the Pride Index, and to have been named one of the top teams in the British Business Women Awards series. All of this demonstrates that PUMA supports and promotes diversity at all levels and around the world.

For five years in a row, we won India's Great Place to Work award. In addition, our Southeast Asian PUMA site in Taipeh received three prestigious awards: HR Asia Best Companies to Work for in Asia 2023, HR Asia Digital Transformation Awards 2023, and HR Asia Diversity, Equity & Inclusion Award 2023.

For Germany PUMA was ranked among the TOP 100 companies by Statista and was appointed as kununu Top Company 2024 among the most popular 5% of the companies. Textilwirtschaft ranked us as number five of the Top Arbeitgeber in der Textilindustrie in Deutschland 2023. And FOCUS magazine rated PUMA Europe GmbH as Best National Employer 2023 in Germany.

In the Netherlands our Dutch PUMA store at McArthur Glen Designer Outlet in Roermond was awarded Retail Store of the Year 2023.

Austria PUMA Dassler GmbH was certified as LEADING EMPLOYERS Österreich 2023 and is one of the TOP 1% of employers in Austria.

On top of this, we have been recognised as a Top Employer in 24 PUMA countries, this counts for 87% of the PUMA population globally, including Germany, Austria, France, Italy, Spain, Poland, Ukraine, the United Kingdom, Turkey, South Africa, India, Japan, Vietnam, South Korea, China and Hong Kong, Australia, USA, Canada, Argentina, Chile, Brazil, Peru and Mexico, as well as in the four regions: Europe, Asia Pacific, North America, and Latin America. We are especially proud to be named one of the Global Top Employers 2024.

Being recognised by various prestigious institutes and organisations around the world is not just an honour but a responsibility that we take very seriously. We are committed to continuing our journey of people excellence, ensuring that PUMA remains a place where talents are nurtured, achievements are celebrated, and diversity is embraced.