

## Employees and self-employed client consultants

As MLP is a knowledge-based service provider, qualified and motivated employees and self-employed client consultants represent the most important foundation for sustainable company success. The continuous development and optimisation of HR work for employees, as well as recruiting and training new consultants were therefore also key focuses in 2020.

The number of employees in the MLP Group increased slightly in the last financial year. In the reporting year 2020, a total of 1,850 employees worked for MLP. This increase is essentially the result of the inclusion of staff from the acquisition of the DI Group, as well as new recruitments and personnel returning to work following parental leave. Employee turnover within the Group decreased in 2020 and remains at a very low level of 6.7% (2019: 8.2%). The average age of the employees is currently 43.8.

Low staff turnover rate

The following table shows the development of average employee numbers in the individual segments over the last few years:

### Development of the average number of employees by segment (excluding MLP consultants)

Segment	2020	2019	2018	2017	2016
Financial services <sup>1)</sup>	-	-		1,198	1,275
Financial consulting <sup>2) 3) 5)</sup>	1,097	1,071	1,055	1,047	-
Banking <sup>2) 5)</sup>	193	187	179	163	-
FERI	221	236	223	224	223
DOMCURA	293	274	260	254	264
Holding and Others <sup>4)</sup>	46	16	6	6	7
<b>Total</b>	<b>1,850</b>	<b>1,783</b>	<b>1,722</b>	<b>1,686</b>	<b>1,768</b>

Date: 31 December 2020

<sup>1)</sup> This segment existed until 30 September 2017

<sup>2)</sup> The average values stated for 2017 refer solely to the fourth quarter of 2017

<sup>3)</sup> Incl. TPC (merger into Finanzberatung SE in 2020), ZSH, DI Sales, DI Web, DI IT and MLPdialog

<sup>4)</sup> Since 2019 including DI AG and DI Projects

<sup>5)</sup> Separate disclosure - 2017 values included in financial services

MLP offers development opportunities for employees at all levels. 2020 sees another group of participants venturing on the long-established "Top Talents" programme for junior staff. The objective of this programme is to systematically identify talented junior staff from within the company and then provide these with targeted and sustainable development opportunities for future complex specialist and management duties within the MLP Group. Participation in our modular management programme has been compulsory for all new managers since 2018. Up-and-coming managers are trained in relevant areas and receive guidance and support in their new role.

Development programmes for junior staff and managers

No new works agreements were concluded in the reporting year. Particularly during the corona pandemic, it became clear that MLP is already well positioned regarding the existing works agreements. Especially the "working times" and "mobile working" works agreements have provided both the company and its employees with the necessary scope and flexibility to successfully overcome the challenges associated with the corona pandemic. MLP always seeks to make sensible additions to its portfolio of social and fringe benefits.

Works agreements

The ongoing digitalisation of personnel work remained a focus of activity in 2020. Work on the digital personnel file was further expedited, while important preparatory work to secure greater automation through the establishment of workflows was also performed. The assessment and feedback meetings held with employees, which have been based online since 2018, were once again presented using a software solution in 2020. In addition to this, agile work methods were increasingly applied at the company and then also programmatically incorporated into personnel work in the form of training sessions and seminars. In 2020, the stage was ultimately also set for the introduction of a new, modern applicant management system for personnel work at the start of 2021.

Digitalisation of personnel  
work successfully continued

The ongoing digitalisation of personnel work at MLP really proved its value, particularly in light of the special circumstances surrounding work during the coronavirus pandemic. Alongside processes and activities that have already been digitalised, this also applies especially to the work organisation and technical equipment of the HR department - including the EDP skills of the corresponding employees which, despite already starting at a very high level, were given another significant boost in the course of the crisis response.