

Update on HR Strategy

Transformation measures to meet future requirements

by Torben Seebold, CHRO

Hamburg, 14 December 2021

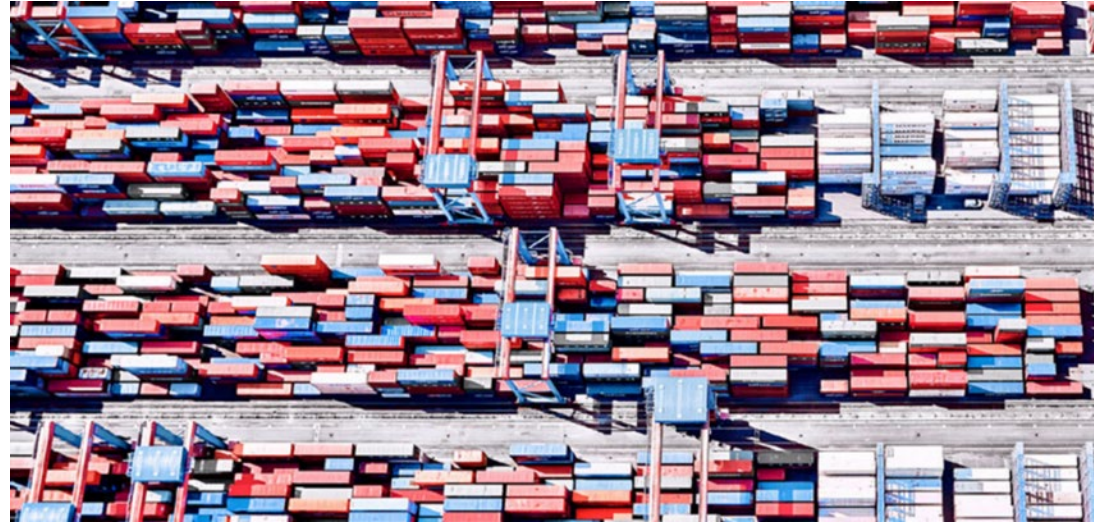
Capital Markets Day 2021



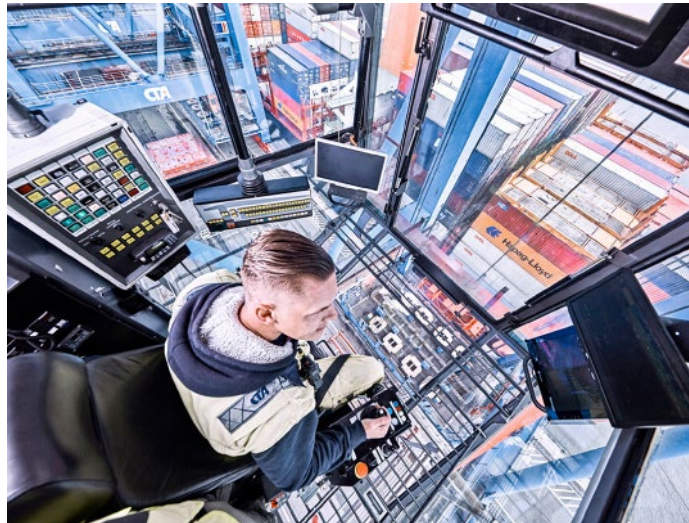
We want to be the first choice for our customers once again

Transformation process in the Container segment

Goals



These goals require a far-reaching transformation that can only be realised through innovative change and co-determination processes.



- **Exploiting the synergies** within HHLA
- **Ensuring volume-flexible handling 24/7/360** with increased customer orientation
- **High-performing internal services**
- Cutting-edge **performance** and **flexibility** for our customers
- **Technological innovations**
- Significant **added value** in the Container segment
- Attractive **working conditions**
- **Training and qualification**

Our five strategic fields of action

The fields of action are based on the HR end-to-end processes

Employer of choice



We find and retain employees that bring HHLA forward. We offer attractive working conditions

Example projects

- New work
- Employee value proposition/employer branding
- Time to fill

Keep on developing



We tap into potential and perspectives and develop them in a targeted manner.

Example projects

- Performance Management F1 Level
- HHLA Learning Academy
- Future and F4F "Pilots"
- HHLA MBA

Working together



We initiate networking and create spaces for responsibility and agility.

Example projects

- Leadership
- Women in management
- Guidance for young trainees
- Future labs

Resource management



We use innovative technologies and strive for sustainable efficiency.

Example projects

- Strat.-Qual. Staff planning
- HR self-services
- HR process management

With determination



We create future-proof framework conditions with our partners in the areas of operations and tariffs.

Example projects

- Co-determination to guarantee successful transformation
- Process agreements with ver.di/the Group works council on longer-term projects

Transformation process

360° change management



Framework agreements

Negotiating viable solutions with trade union ver.di and the Group works council for the implementation of measures

- Ability to adapt quickly to changing framework conditions
- Openness to new technologies, generate innovation
- Future-proof, modern jobs and work models



Co-determination

Establishing a co-determination process at Group level to accelerate the results of the negotiations

- Uniform co-determination
- Participation-oriented approach (employees, not only co-determination) for transformation processes



Package deals

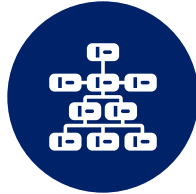
Package deals based on the net provision of € 43 million (as of 31.12.2020) earmarked for socially responsible personnel measures, e.g.

- Faster retirement
- Volunteer programmes such as phased early retirement/severance compensation
- Reduction of overtime
- More flexible exchanges between employees / external staff (GHB)
- Life cycle of weekly hours
- Far-reaching qualification and training

HR as driver for sustainable, efficient and socially responsible change



Design and continuous development of HR strategies interconnected with the business fields of HHLA



Increasing awareness in the organisation for HR-related topics such as change, leadership ...



Flexibility with regard to the work of **employees in handling should increase** in order to boost the efficiency between terminals (“breathing staff body”) and to **reduce unproductive idle hours**



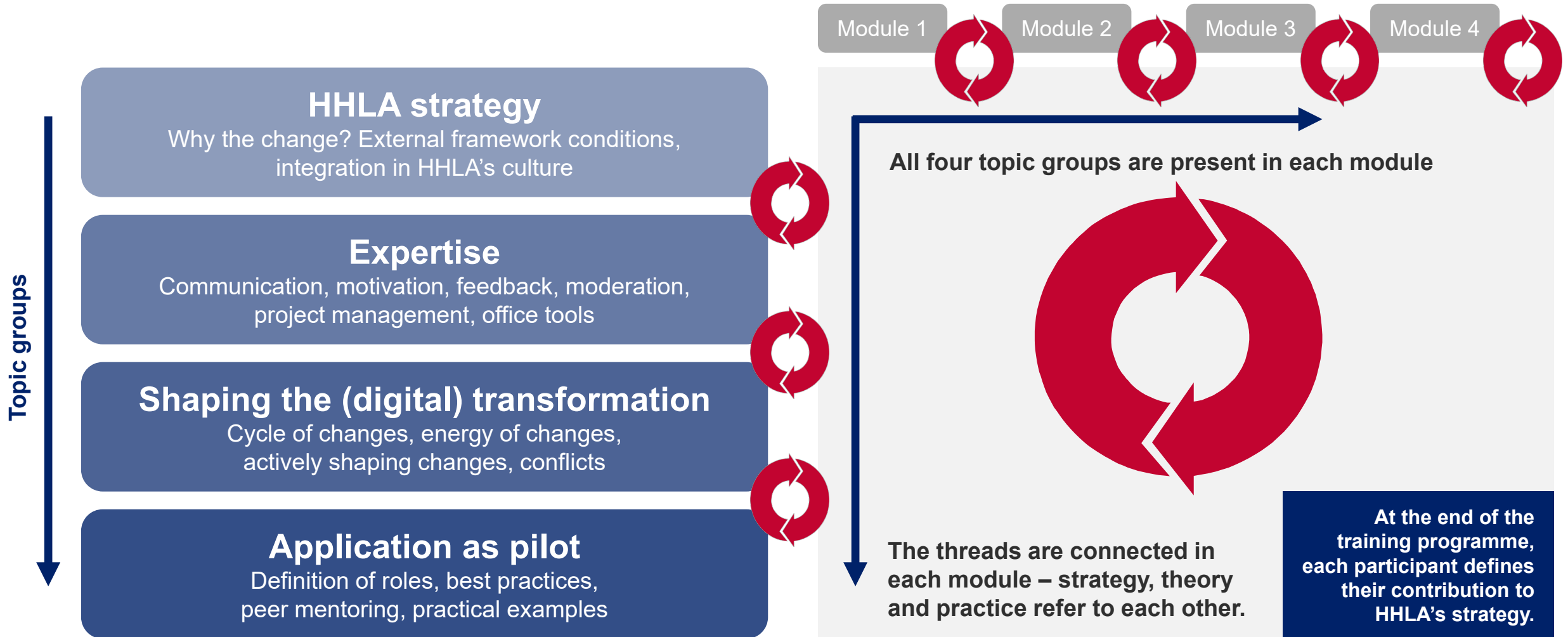
Risk-oriented management and added value through HR



Maximum harnessing of synergies through centralisation; we define centralisation as **centralised management** and, if possible, the centralisation of work spaces

Example: promotion of Future / F4F Pilots

Fair design on the basis of the Qualification Opportunities Act



Example: Future labs

“We are HHLA – Future lab” at CTB

The format: “We are HHLA – Future lab”

WHY? Understanding why the change is necessary

- Where we come from and what shapes us
- Assessment of the status quo (HHLA vs. North Range) and demands of shipping companies

HOW? Identifying the core content and the problem’s lever

- How should challenges be overcome and targets reached?
- To which lever do the different projects contribute?

WHAT? Translating the topic into our own work

- How can we meet the requirements?
- What strengths from our past do we need in the future?
- Which can fade into the background? Which should be added?

ME? Identifying personal contributions

- What does that mean in concrete terms for our day-to-day work?
- What can / should / do I want to do?

Early inclusion and participation of employees in the development process

- Development of prototypes through the core team
- Weekly meeting with project team made up of seven employees from different areas
- Testing the equipment and contents with project team and works council
- Finalisation through core team
- Roll-out with all Burchardkai employees: 1,000 employees visit the future lab in groups of five

Moin liebe Fahrgäste und Herzlich Willkommen auf der MS HHLA

Bereit? Na dann: Alle Mann an Bord und Leinen los!

Etappe 1: Zeitstrahl-Aufgabe

Wir starten spüren wir noch heute die Auswirkungen?

Das neue Containerterminal (2000 TEU) in Hamburg	Projekt CTB: Analyse (HHLA) von aktuellen Herausforderungen	Maßnahmen entwickeln, um die Herausforderungen zu lösen
Eröffnung des CTB in Hamburg	CTB geht als Co-Owner über und wird Teil des Teams der HHLA	Hamburg plant, sich mit dem CTB zu verbinden
Schließung des alten Terminals	Neue LKWs und Container werden beschafft, um den Betrieb zu gewährleisten	