



REWARD WHAT YOU WANT TO SEE & PAY FOR PERFORMANCE

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JULIUS MEINL I 1862

A 5th generation
family business
with a long
tradition today



*How may
I serve you?*

JULIUS MEINL WORLDWIDE

- More than 1,000 employees
- Represented in 55 countries
- Around 45,000 global HoReCa customers
- 233 million € turnover



OUR PEOPLE & CULTURE KPIS



Keep the level of
30% Champions
& 50% engaged

Engagement



NPS

+5%
Promoters
in 2025

10% 

Turnover Rate
In 2025

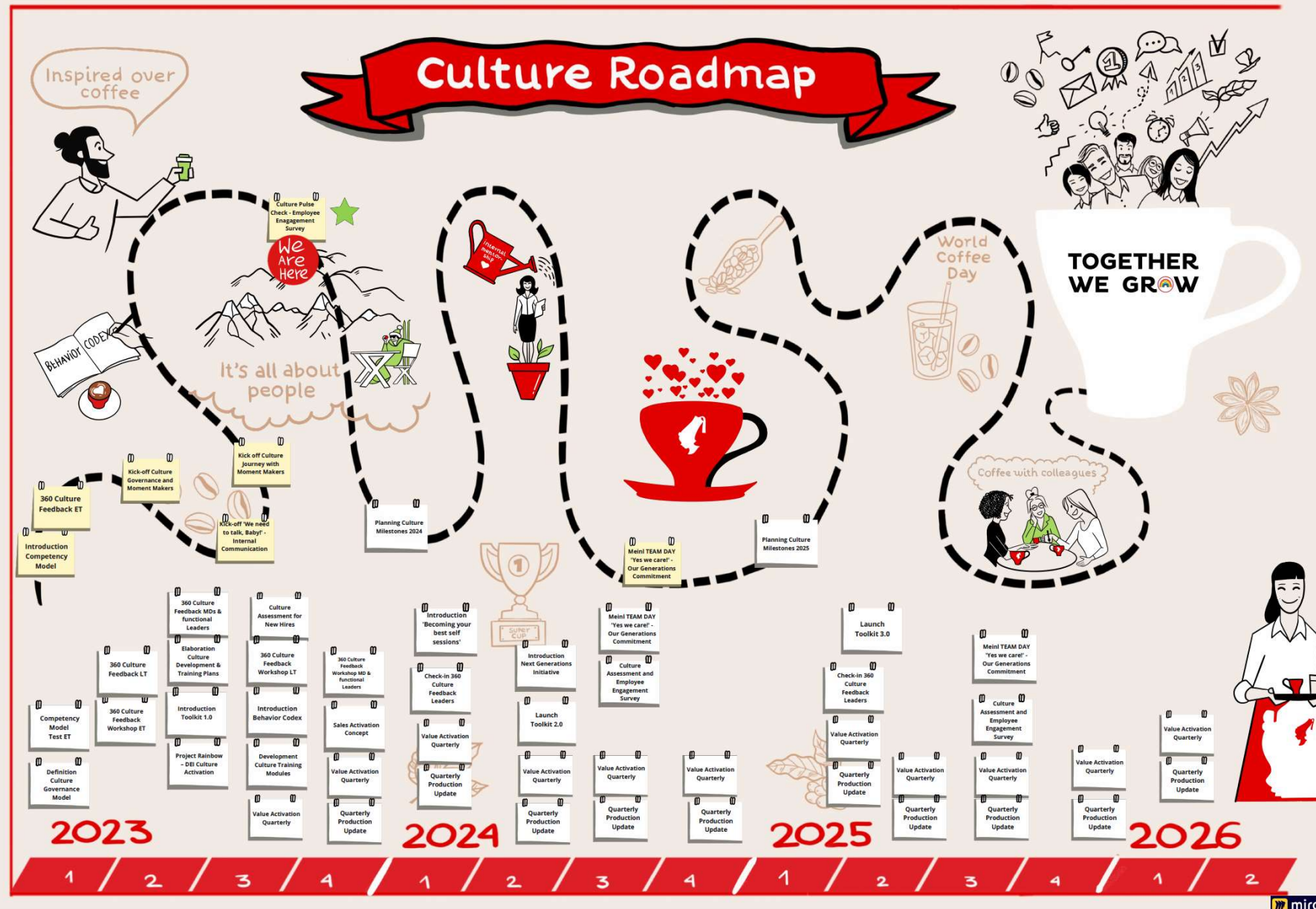


All values at green:
Our winning culture
is achieved in 2027



MOVING TOWARDS A WINNING CULTURE





VALUE DRIVEN SUCCESS



We build our future on respectful interactions and by valuing the contribution of all our colleagues



Empowering each other

Create ownership supported by exemplary, inclusive leadership, clear goals and expectations



Building on trust

Empowerment requires trust, mutual support, transparency and respect for all partners



Being authentic

Trust is rooted in honesty and the integrity of our behaviour, in line with our personal and corporate values

TOGETHER

A strong team spirit creates more than just the sum of all individual contributions



It's all about people

Meinl is full of meaningful moments. Caring for each other allows enjoyment and work-life fulfilment. Diversity makes our community richer



Communicating is caring

Engaging as a team is facilitated by transparent sharing of information, listening and respectful feedback



Becoming your best self

Challenges are seen as opportunities to learn and grow based on a "not yet" mindset

WE

The diverse Meinl team and our culture is the source for our sustainable success



Passion to win

By focusing on the "vital few" coupled with fast decisions, we deliver results and create positive impacts



Driving excellence

Our success is the result of our strong heritage, our expertise in high quality and a strong sense of service

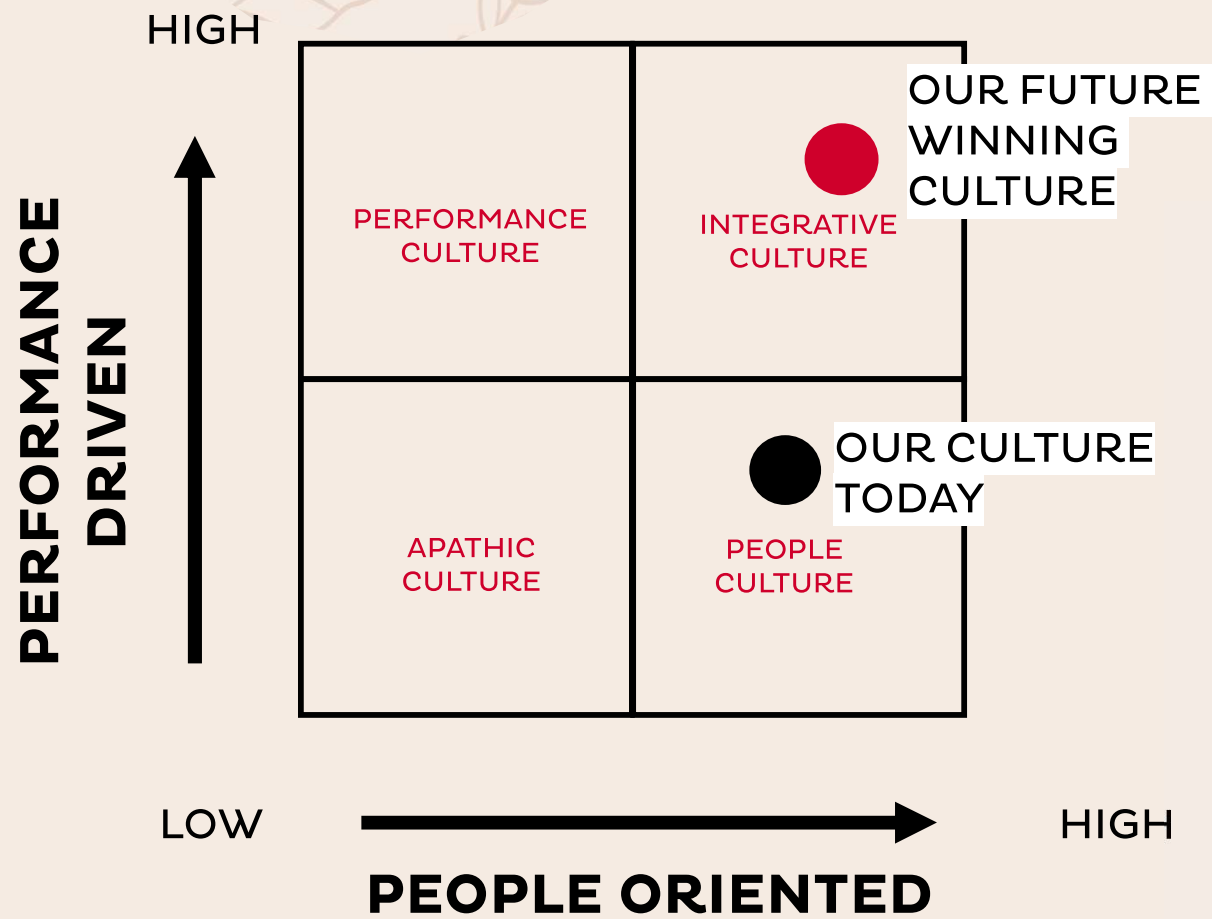


Looking ahead and getting ready

We are continuously evolving, embracing change and nurturing our curiosity and innovative spirit for a sustainable future

GROW

CULTURE MATRIX



MOVING TOWARDS A WINNING CULTURE REQUIRES:

- Propel and reward **PERFORMANCE**
- &
- Focus and invest in **DEVELOPMENT**



OBJECTIVES & PRINCIPLES

OUR OBJECTIVES



80%

of our employees
have a PDP in 2025



100%

in 2026



90%

of our employees meet
or exceed expectations
in 2026

OUR OBJECTIVES

100%



of our Stars/Top Talents
have an aligned career
path as of 2025

100%

of our Future Stars/
Growth Employees have
an aligned career path as
of 2026



Min. 50h

of training or
coaching per
employee in 2025

STRATEGIC PRINCIPLES



WE AIM FOR
CLARITY, TRANSPARENCY & EQUITY

WE EMPOWER OUR LEADERS – THE 1ST HR MANAGER IS
THE LINE MANAGER

WE PAY FOR PERFORMANCE

WE DEVELOP BUSINESS BY DEVELOPING PEOPLE

WE INVEST IN OUR PEOPLE





OUR STRATEGIES & ACTIONS



OUR STRATEGIES & ACTIONS



80%

of our employees
have a PDP in
2025

100% in 2026

**ENSURE
CLARITY,
TRANSPARENCY
& EQUITY ON
PERFORMANCE
MANAGEMENT**

**EMPOWER OUR
PEOPLE ON
PERFORMANCE
MANAGEMENT
THROUGH
DIGITALIZATION**

ACTIONS

TIMING

Implementation of a harmonized global Performance & Development process incl.:

- Guidance for targets incl. success criteria & compensation planning (OB planning)
- Target setting
- Calibration process
- Target evaluation & development plan
- Compensation review

Q3/2024

Provide transparency & clarity on individual performance rating

2026

Train our leaders & people on new processes, tools & systems


Q3-
Q4/2024

Implementation of decision-making frame in SAP SF Compensation & Variable Pay

Q3-
Q4/2024


OUR STRATEGIES & ACTIONS



OBJECTIVE	STRATEGY	ACTIONS	TIMING
 90% of our employees meet or exceed expectations in 2026	DRIVE PERFORMANCE LEVERAGING CALIBRATION & COMPENSATION	Roll-out of performance calibration & performance ratings to the organization	Q1/2025
		Set-up of performance-linked compensation tools: <ul style="list-style-type: none">- Updated variable pay & target guide- Definition of Payband Zones- Salary Increase matrix	Q2/2024

OUR STRATEGIES & ACTIONS



OBJECTIVE	STRATEGY	ACTIONS	TIMELINE
 <p>100% of our Stars/Top Talents have an aligned career path as of 2025</p> <p>100% of our Future Stars/ Growth Employees have an aligned career path as of 2026</p>	<p>DEVELOP AND GROW OUR PEOPLE ESTABLISHING SHORT AND MIDTERM CAREER PLANS</p>	Implementation of upgraded EPD cycle	Q1/2025
		Roll-out of Succession in SAP SF	Q1/2025

WORK IN PROGRESS

OUR STRATEGIES & ACTIONS



OBJECTIVE

STRATEGY

ACTIONS

TIMELINE



Min. 50h
of training or
coaching per
employee in
2025

**UNLEASH
POTENTIAL OF
OUR PEOPLE
LEVERAGING
TRAINING**

Leadership Development Training
Basic & Advanced Pilots

Q3-Q4/2024

E-learning platform for skills &
competencies development

Q3/2024

WORK IN PROGRESS

PERFORMANCE PROCESS & TOOLS



PERFORMANCE **PROCESS & TOOLS**



DEFINE & EVALUATE

WE DEFINE PERFORMANCE AS **BUSINESS TARGETS + INDIVIDUAL TARGETS**

WE EVALUATE THE TARGET ACHIEVEMENT ON A **SCALE FROM 1-5**

TOOLS:

- Top down & SMART Targets
- Target guidance

RATE & CALIBRATE

WE RATE PERFORMANCE BASED ON THE **EVALUATION OF TARGETS**

WE RATE AND CALIBRATE PERFORMANCE ON A **SCALE FROM 1 - 5**

TOOLS:

- Performance & Potential Matrix
- Calibration Process
- Rating scale

REVIEW & COMMUNICATE

WE REVIEW THE PERFORMANCE DURING A 1:1 CONVERSATION

WE **CREATE CLARITY & TRANSPARENCY** BY GIVING KEY MESSAGES ON PERFORMANCE

TOOLS:

- PDP (Performance cycle in PMGM)
- Key messages guidance

REWARD & MANAGE

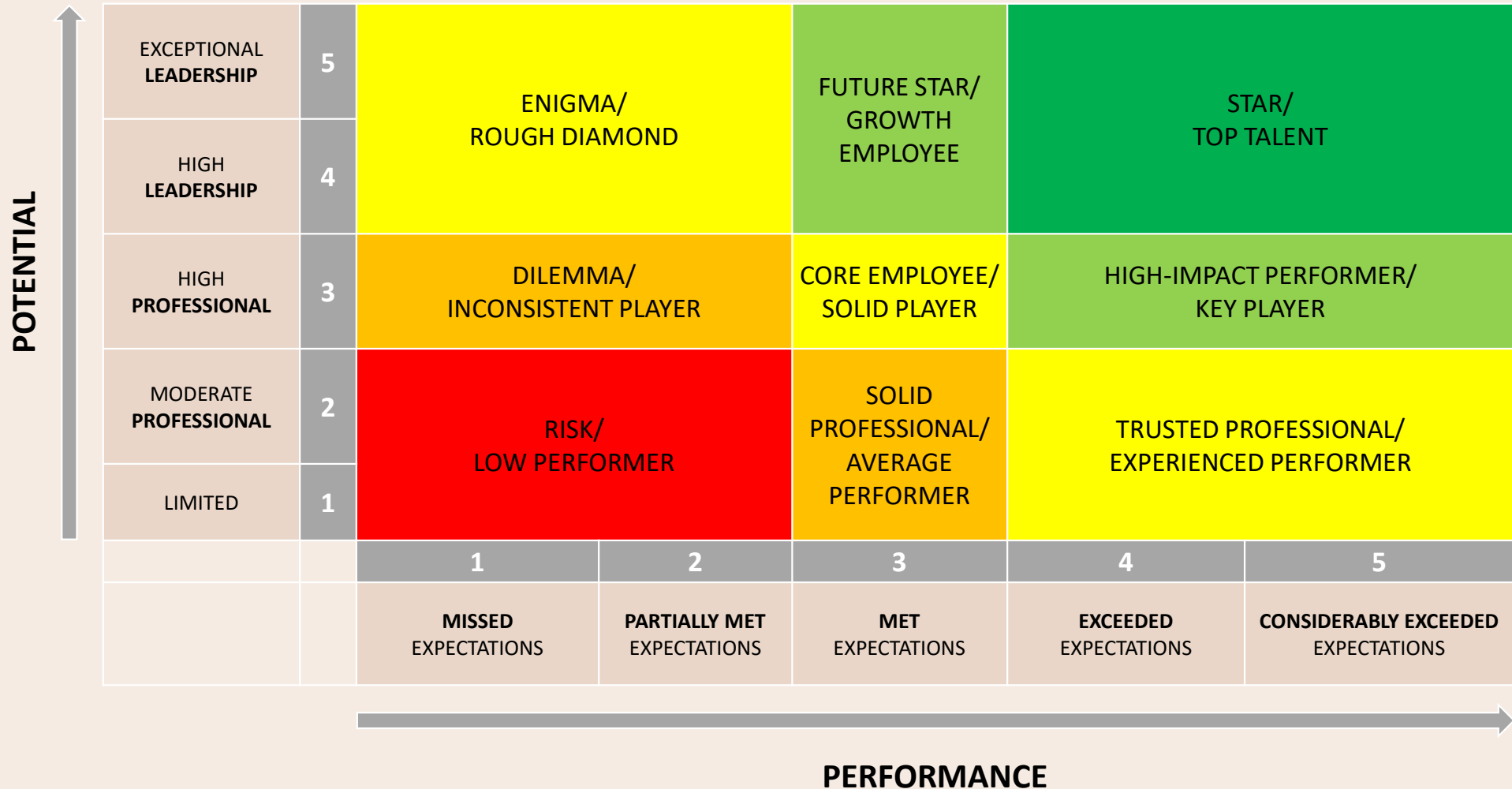
WE **PAY FOR PERFORMANCE** AND REWARD RATINGS 3-5

WE DON'T REWARD, BUT MANAGE RATINGS 1, 2

TOOLS:

- Salary increase matrix
- Pay band & Zones
- Variable pay Structure
- PIP - Performance Improvement Plan

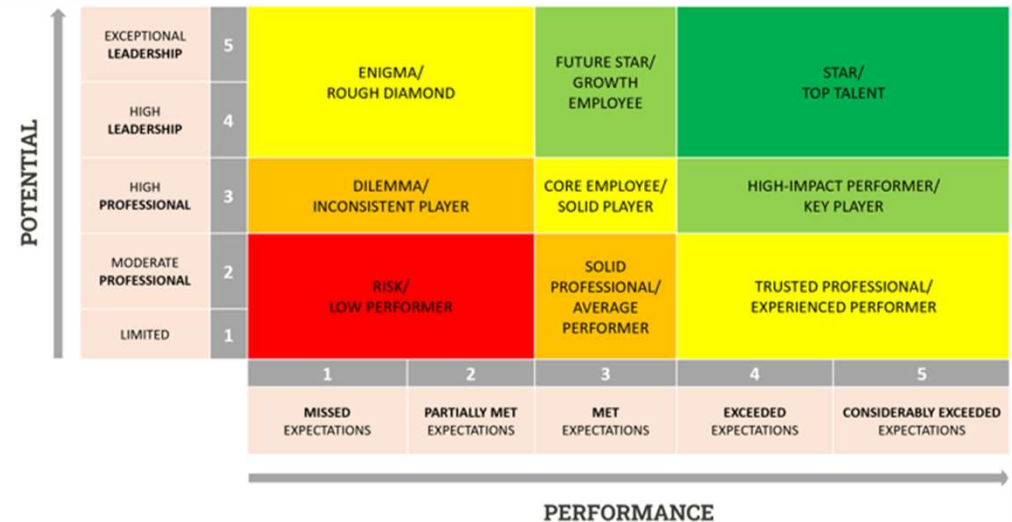
PERFORMANCE & POTENTIAL MATRIX



CALIBRATION TEMPLATE



Main achievements in 2023:	
Performance rating 2023 (1-5):	
Potential rating 2023 (1-5):	
Strengths (competencies):	
Development areas (competencies):	
Planned development actions & trainings:	
Successor (own):	
Nomination (successor to):	



*Please use the dot to position the person on the matrix



PERFORMANCE RATING



Rating scale	Title	Meaning
5	Considerably Exceeded Expectations	Performance levels and accomplishments far exceed normal expectations. This category is reserved for the employee who truly stands out and clearly and consistently demonstrates exceptional accomplishments in terms of quality and quantity of work that is easily recognized as truly exceptional by others.
4	Exceeded Expectations	Performance frequently exceeds job requirements. Accomplishments are regularly above expected levels. Performance is sustained and consistently high with thorough and on time results.
3	Met Expectations	Performance clearly and fully meets all requirements of the position in terms of quality and quantity of work. It is described as good, solid performance. Minor deviations may occur, but the overall level of performance meets all position requirements.
2	Partially Met Expectations	Performance is noticeably less than expected. Sometimes performs well and meets job requirements, however the need for further development and improvement is clearly recognized.
1	Missed Expectations	Performance must improve significantly within a reasonable period of time if the individual is to remain in this position. Employee is not performing to the requirements of the job.
0	Too new to be rated	Employee is new to the position (less than 1 year). The performance cannot be assessed in the given short time frame.

GRADING STRUCTURE



IMPACT



COMMUNICATION



INNOVATION



KNOWLEDGE



IPE
International Position Evaluation

Job Architecture

Career Stream

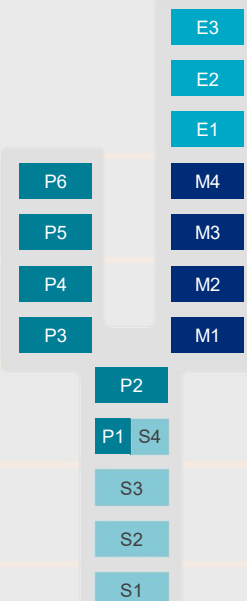
Executive

Management

Professional

Support

- Career type within the organization, characterized by unique responsibilities
- Adjustable for each organization
- Can reflect people of project management focus



Grade



Compensation Structure

Example: Broad Base Salary Bands with Reference Points

	STI	LTI
CEO	50%	50%
EC	30%	40%
5	40%	30%
4	20%	20%
3	15%	
2	10%	
1	7%	
	5%	
	2%	

Example

SALARY INCREASE MATRIX



Example

		PERFORMANCE RATING				
		1	2	3	4	5
PAY BAND	$x > \text{maximum}$	--	--	One-off payment	One-off payment	One-off payment
	$\text{midpoint} < x < \text{maximum}$	--	--	Salary increase in percentage * x	Salary increase in percentage * x	Salary increase in percentage * x
	$\text{minimum} < x < \text{midpoint}$	--	--	Salary increase in percentage * x	Salary increase in percentage * x	Salary increase in percentage * x
	$x < \text{minimum}$	--	--	Salary increase in percentage * x	Salary increase in percentage * x	Salary increase in percentage * x

PERFORMANCE RATING: Manager's evaluation & outcome of calibration process of employee's performance.

PAY BAND: Employee's position within pay band (annual base salary or TDC) compared to the reference market values provided by Mercer

Salary increase in percentage: Calculated based on Mercer's GCPR recommendation for salary increase & budgeted/approved amount for salary increase per Business Unit.

PAY BAND ZONES



- A zone-based approach is a common philosophy for managing employee **pay progression** within the range of the pay band.
- This approach targets a zone based on the employee's *sustained* performance, positioning in the pay band and experience with the organization, as described below:



➤ Based on the employees positioning in the pay band zones, people managers will be empowered to develop his or her direct reports, along the pay bands.

DEVELOPMENT PROCESS



FOCUS ON DEVELOPMENT



DEFINE & ASSESS

WE DEFINE POTENTIAL AS:
ABILITY TO GROW AND ACHIEVE IN CURRENT AND FUTURE ROLES

WE ASSESS THE POTENTIAL ON A **SCALE FROM 1-5** BASED ON OBSERVABLE BEHAVIOURS

TOOLS:

- Development Plan
- JM Competencies
- Skills Gap analysis
- 360° Feedback

RATE & CALIBRATE

WE RATE POTENTIAL BASED ON OUR OWN AND OTHER'S OBSERVATIONS

WE CALIBRATE POTENTIAL ON A **SCALE FROM 1 - 5**

TOOLS:

- Performance & Potential Matrix
- Calibration

REVIEW & COMMUNICATE

WE TALK ABOUT POTENTIAL DURING A 1:1 CONVERSATION

WE **PROVIDE PERSPECTIVE** BY GIVING KEY MESSAGES

TOOLS:

- Yearly Review
- Career Path
- Key messages guidance

DEVELOP & INVEST

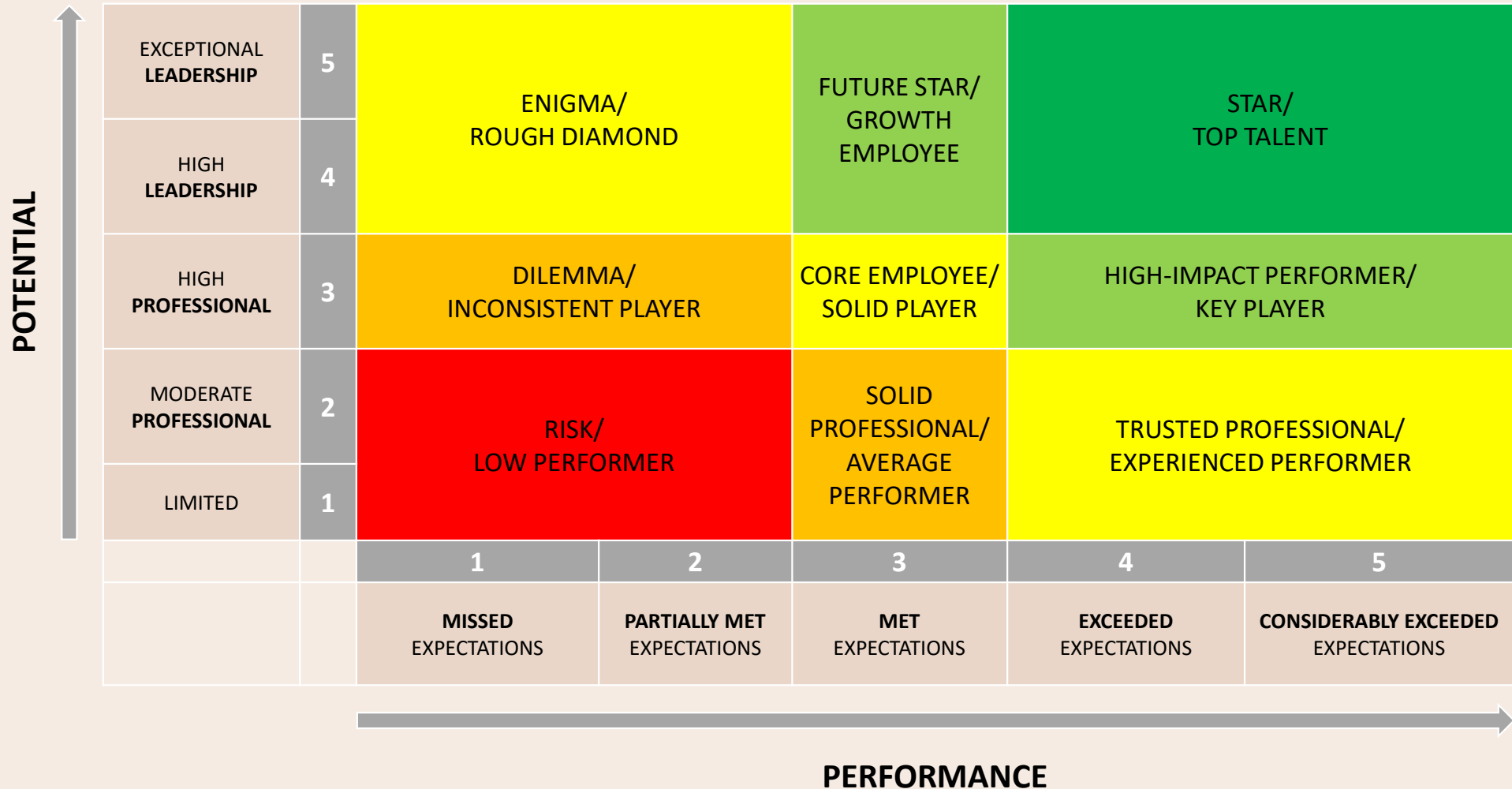
WE **LEVERAGE AND DEVELOP** EXCEPTIONAL & HIGH POTENTIAL OF RATINGS 3-5

RATINGS 1-2: WE ONLY INVEST IF PERFORMANCE 3-5

TOOLS:

- Development Plan
- Promotions
- Assignments
- Trainings

PERFORMANCE & POTENTIAL MATRIX



POTENTIAL RATING



Rating scale	Title	Meaning
5	Exceptional Leadership Potential	Employee demonstrates exceptional potential for more responsibilities. Performs beyond the expectations of the current role. Naturally and enthusiastically takes on leadership opportunities and is always prepared for new challenges.
4	High Leadership Potential	Employee shows high potential for growth in a leadership position. Willing and able to develop further and widen current perspective.
3	High Professional Potential	Employee demonstrates high potential for growth in terms of professional expertise. No willingness or abilities for a leadership role.
2	Moderate Professional Potential	Employee shows some potential for growth in the current role in terms of professional expertise. Could get more responsibilities with further development.
1	Limited Potential	Employee demonstrates low or no potential for growth. Working at full potential, but there is no room for improvement. Has either reached maximum capacity or lacks the motivation to grow further.
0	Too new to be rated	Employee is new to the position (less than 1 year). The potential cannot be assessed in the given short time frame.



**TOGETHER
WE GROW**



Illustrated by Polina Frydmann



THANK YOU