GOALS

Within each of our focused fields of action, we have set specific goals for the continuous improvement of our sustainability efforts – including targeted measures for achieving these goals. The current status of these goals and their associated measures is indicated in the following table.

Degree of goal achievement

Measure not yet started · Measure started · Measure ongoing · Measure concluded · New goal implemented · Goal not yet reached · Goal reached · Goal not reached

Company

Theme	Goals	Status goal	Measures	Status measures
COMPLIANCE ORGANISATION AND MANAGEMENT	METRO GROUP continuously improves the effectiveness of its compliance management system.	Goal not yet reached	— Implementation of the comprehensive communication strategy to educate employees by means of Group-wide awareness campaigns in various formats (e.g. Compliance Day), reports in newsletters, the intranet and employee magazines, etc.; to be continued in 2013.	Measure ongoing
			— Introduction of Group-wide anti-corruption guidelines and enhancement of the Group-wide competition law compliance programme by the addition of extensive training programmes.	Measure concluded
			— Implementation of an internal control system to manage compliance risks within operational processes, including systematic checks, a dual-control principle and also the separation of functions. All processes of phase 1 have been completed, the processes of phase 2 are to be completed in 2013.	Measure ongoing
			— Group-wide online survey of level 1, 2 and 3 managers to measure the progress of compliance at METRO GROUP. The results are reported to the Management Board and included in the Compliance Newsletter. The survey was conducted in 2012.	Measure concluded
			— Compliance check of business partners (based on compliance questionnaire) implemented; questionnaires collected from more than 15,000 suppliers/service providers; assessment to be completed in 2013.	Measure started
			— E-training platform for compliance training courses implemented in half of all METRO GROUP countries (first modules: anti-corruption and antitrust).	Measure started

Company

Theme	Goals	Status goal	Measures	Status measures
RISK MANAGEMENT	Establishment of the integration of sustainability criteria into the risk management system by 2012.		— Systematic inclusion of sustainability criteria that are critical to METRO GROUP into the risk management system. Since the beginning of 2012, this has been laid down in a risk management guideline. As of 2012, relevant sustainability-related risks are part of the risk inventory.	

Field of action: supply chain and products

Theme	Goals	Status goal	Measures	Status measures
CONSERVATION OF RESOURCES / FOOD SAFETY / SUSTAINABLE SOURCING	METRO GROUP continues to refine its strategy on sustainable fishing.		— Development of sales line-specific implementation guidelines for METRO GROUP's sustainable fishing purchasing policy.	
			— All METRO Cash & Carry countries must develop their own implementation plan for a sustainable fish strategy by May 2013.	
			— All METRO Cash & Carry countries must implement a specific plan for sustainable fish-buying practices by 2015.	
			— Targeted external and internal communication to raise awareness of sustainable fishing and fish products as part of the implementation of the fish strategy by 2015.	
	METRO GROUP develops and implements a general purchasing policy covering important resources.		— METRO GROUP is to develop a general purchasing policy covering important resources by December 2013.	
	METRO GROUP initiates and supports the development of an international, intersectoral and product-spanning technical solution for traceability.		— Based on the project steps realised so far (see chapter "Supply chain and products"), a pilot project is to be implemented in the fish category by the middle of 2014.	
	METRO GROUP is expanding its supplier training programme in developing and emerging countries.		— In March 2011, a UNIDO partnership project with 120 own-brand suppliers of METRO Cash & Carry and Real was launched in Russia. — Pilot project with 17 suppliers concluded in 2012. Plans for further project implementation developed.	
			— In 2011, a UNIDO partnership project with own-brand suppliers of METRO Cash & Carry was launched in India. — Pilot project with 10 suppliers concluded.	

Field of action: supply chain and products

Theme	Goals	Status goal	Measures	Status measures
CONSERVATION OF RESOURCES / FOOD SAFETY / SUSTAINABLE SOURCING			— In 2011, an IFC partnership project with suppliers of METRO Cash & Carry was launched in Ukraine. — 7 training workshops for 41 METRO suppliers conducted.	
			— In 2012, an IFC partnership pilot project with suppliers of METRO Cash & Carry was launched in Kazakhstan; it will run until March 2013.	
			— The Star Farm programme of METRO Cash & Carry was further expanded in 2010. Star Farm in Pakistan started in 2011. In future, training programmes will be offered by Star Farm on a regular basis.	
CONSERVATION OF RESOURCES / DESIGN OF PRODUCT RANGE	Conversion of several Real own-brand cleaning agents to A.I.S.E. certification.		— An agreement was concluded with A.I.S.E. in 2011. Individual cleaning agents are being converted.	
	Real Germany contributes to the development of more sustainable packaging.		— From 2011, conversion of several Real own-brand Tetra Pak/ combiblock packaging materials to the Forest Stewardship Council® standard.	
	METRO GROUP contributes to sustainable packaging.		— Implementation of a METRO GROUP packaging policy by December 2013.	
INTERNATIONAL LABOUR STANDARDS / SOCIAL STANDARDS	METRO GROUP intensifies its commitment to fair working conditions among its suppliers.		— Inclusion of all nonfood own-brand suppliers in a BSCI or equivalent social standard system by 2015 if the final product is produced in a risk country (definition of risk country according to BSCI). — Project starts with a pilot project in Germany.	
			— Implementation of internal procedures to monitor and document social standards throughout the entire supply chain has been improved by the introduction of an internal IT system (Quality Link).	
			— Survey of food suppliers regarding compliance with BSCI or equivalent social standard systems by December 2013.	
			— Development of a METRO GROUP purchasing policy for fair working conditions by December 2013.	

Field of action: energy and resource management

Theme	Goals	Status goal	Measures	Status measures
CLIMATE PROTECTION / RESOURCE MANAGEMENT	Improvement of data quality by up-grading primary-data coverage and increasing the quality of primary data for targeted management and increased planning security by the end of 2013.		— Introduction of a new carbon emission measuring and calculation system with a shortening of reporting times in 2011 and 2012. — Carbon Intelligence System implemented. — Data collected at store level.	
	METRO GROUP will reduce its GHG emissions by 20 percent from 323 kg/m² in 2011 to 258 kg/m² in 2020.		— Continuation of "low-hanging fruit programme" as "Energy-Saving Programme"; additional Energy Awareness Programme from 2013. — Introduction of new reduction target: for details refer to chapter "METRO GROUP's carbon footprint".	
	METRO GROUP will reduce its GHG emissions caused by electricity consumption by 21 percent by 2020 compared to 2011.		— Continuation of "low-hanging fruit programme" as "Energy-Saving Programme"; additional Energy Awareness Programme from 2013. — Introduction of new reduction target: for details refer to chapter "METRO GROUP's carbon footprint".	
	METRO GROUP will reduce its GHG emissions caused by heating energy consumption by 10 percent by 2020 compared to 2011.		— Continuation of "low-hanging fruit programme" as "Energy-Saving Programme"; additional Energy Awareness Programme from 2013. — Introduction of new reduction target: for details refer to chapter "METRO GROUP's carbon footprint".	
	METRO GROUP continues to improve its energy management.		— Expansion of collection and monitoring of energy consumption with the help of smart metering systems. By the end of 2012, 95 percent of stores around the world were equipped with such systems.	
			— Raising the level of qualifications and responsibilities of employees through training courses. — Regular trainings of in-house technicians and annual energy checks. — Training courses for METRO Energy Management System almost finished. — Energy Awareness Programme starting 2013.	
			— Development of uniform standards for new and remodelled buildings. — Standard Operating Procedure was published in February 2013.	
			— Roll-out of successful efficiency measures. — Measures in 2012 including replacement of standard refrigerator fans with energy-efficient eco-fans. — In 2013, further energy-saving measures, e.g. LED lighting, air curtains.	

Field of action: energy and resource management

Theme	Goals	Status goal	Measures	Status measures
CLIMATE PROTECTION / RESOURCE MANAGEMENT	Complete installation of the METRO GROUP Energy Management System (> 95 percent) in 2012.	✓	— By the end of 2012, 95 percent of stores around the world were equipped with this system.	
	Beginning in 2012, review of every new store opening regarding the possibility of using a photovoltaic system.	↻	— Development of a project plan including work instructions. — In 2013, integration in the standard operating procedure for construction and engineering (METRO Cash & Carry).	
	Revision of energy primer in 2012.	✓	— Content compiled and integrated into Energy Awareness Programme.	
	From 2015, use of natural refrigerants in the cooling systems of every new store.	↻	— Review of technical feasibility. — Check in pilot countries.	
			— Conversion of pilot units. — 5 pilot stores in 2012.	
			— Conducting of life cycle analyses. Lifetime maintenance and repair, refill and costs analysis.	
	METRO GROUP will reduce its GHG emissions caused by refrigerants by 29 percent by 2020 compared to 2011.	→	— Measures are not yet finally assessed and will be reported in next progress report. — Introduction of new reduction target: for details refer to chapter "METRO GROUP's carbon footprint".	
	From 2012, expansion of e-mobility at METRO GROUP in Germany.	✓	— Creation of loading infrastructure at the Düsseldorf location. — 5 charging stations installed in 2012. — Purchase of electric vehicles (initially 2 e-vehicles). — Installation of charging stations at new stores built between 2012 and 2015. — Participation in a tender process for e-mobility in German showcase projects.	
	By the end of 2011, METRO GROUP upgrades its fleet of trucks in Germany to meet the Euro 5 standard at the very least.	↻	— By the end of 2012, 95 percent of trucks in Germany meet the Euro 5 standard. Because of the introduction of Euro 6 we changed to this standard. However, we have had to postpone the investment until 2013 because of availability problems.	
	METRO GROUP will reduce the environmental impact of logistics with programmes designed to change drivers' behaviour.	↻	— Rolling environmental training courses help drivers to reduce fuel consumption. All drivers undergo this training at least once. In addition, drivers will be instructed once a year.	
	METRO GROUP will reduce its GHG emissions caused by company cars by 10 percent by 2020 compared to 2011.	→	— Measures are not yet finally assessed and will be reported in next progress report. — Introduction of new reduction target: for details refer to chapter "METRO GROUP's carbon footprint".	

Field of action: energy and resource management

Theme	Goals	Status goal	Measures	Status measures
CLIMATE PROTECTION / RESOURCE MANAGEMENT	METRO GROUP continues to implement its environmental guidelines covering paper purchased for advertising material.	✓	— 80 percent of paper for advertising material is environmentally optimised.	
			— Since 2008, Real Germany has reduced paper consumption by 11 percent by reducing the size of its advertising flyers.	
	METRO GROUP will reduce the GHG emissions caused by paper consumption by 11 percent by 2020 compared to 2011.	→	— Measures are not yet finally assessed and will be reported in next progress report. — Introduction of new reduction target: for details refer to chapter "METRO GROUP's carbon footprint".	

Field of action: employees and social affairs

Theme	Goals	Status goal	Measures	Status measures
OCCUPATIONAL HEALTH AND SAFETY	METRO GROUP will expand the key figures and reporting systems on health and safety (H&S) for METRO GROUP by the end of 2013.	↻	— Alignment of H&S standards of METRO GROUP by setting uniform KPIs and providing more guidance and standards, preferably linked to the Occupational Health and Safety Assessment Series (OHSAS) 18002. — As part of this measure, employee health programmes and occupational safety in stores and warehouses will be checked and optimised.	
SUSTAINABILITY AWARENESS	METRO GROUP will raise awareness of sustainability and corporate social responsibility throughout the Company.	→	— Development of a concept and accompanying action plan in the first half of 2013 to raise employees' awareness of sustainability and to further embed sustainability in daily business processes and decisions.	
DIVERSITY	METRO GROUP will continuously increase the number of women in managerial positions.	↻	— Intensification of human resource marketing with a special focus on the target group of women and increased consideration of women in managerial development activities and successor planning. — The following measures were concluded in 2011 and 2012: — Testimonial Campaign "Women in Executive Positions" in 2011 focusing on diversity, women and international career opportunities at METRO GROUP. — Foundation of employee network "Women" in 2012 with Management Board commitment.	
		↻	— As part of the DAX 30 voluntary commitment, the proportion of women in managerial positions (METRO managerial levels 1–3) is to be increased to 20 percent by the end of 2013 and to 25 percent by the end of 2015. In 2012, the proportion was 19.7 percent.	
	With active demographic management, METRO GROUP will systematically develop the strengths of its diverse workforce.	↻	— Expansion of the qualification and promotion programmes as well as the development of age-appropriate working conditions, including preventative measures.	

Field of action: employees and social affairs

Theme	Goals	Status goal	Measures	Status measures
EMPLOYEE RETENTION	METRO GROUP will expand its further education activities for employees.		— Development of new training modules in the areas of customer management, sales and procurement as well as expansion of e-training modules.	
	METRO GROUP will further expand its professional development programmes for employees.		— In 2012, the decision was made to realign the Development Centre approach with the cultural change initiative – in line with METRO Cash & Carry's new Guiding Principles. After completion of this alignment process, the activities of the Development Centre will be resumed.	
			— Career development for employees with help of individual development plans.	
	METRO GROUP will continuously improve employee motivation in order to increase customer satisfaction and business success.		— Annual employee survey to measure employee motivation. Increase in employee motivation from 37 percent in 2010 to 70 percent in 2012.	
			— Preparation of action plans by employee teams to increase employee motivation. — Based on the results of the survey conducted in 2011, this goal was accomplished in 2012 with more than 13,000 action plans prepared by the teams.	
FAIR WORKING CONDITIONS AND SOCIAL PARTNERSHIP	METRO GROUP will increase its commitment to fair working conditions and social partnership.		— A deepening of the work relationship with METRO GROUP's "Euro-Forum" European works council.	
			— Continued partnership with the international union organisation UNI Global Commerce.	
			— METRO GROUP has intensified its commitment to fair working conditions and social partnership. In 2012, METRO GROUP ran a self-assessment in all countries, and a flyer summarising the key facts on fair working conditions was distributed throughout the Company.	

Field of action: social policies and stakeholder dialogue

Theme	Goals	Status goal	Measures	Status measures
CORPORATE CITIZENSHIP	Assumption of corporate social responsibility by donating money and food while reducing food waste.		— Increased support for the Tafel and international food bank movement by internally addressing sales countries in an effort to expand or initiate such activities.	
			— The "Care & Share" programme at METRO Cash & Carry was successfully rolled out in 22 countries in 2011 and expanded to 25 countries in 2012; in 2013 it will be expanded to 27 countries.	
STAKEHOLDER DIALOGUE	METRO GROUP conducts dialogue with experts and stakeholders on the subjects of its fields of action.		— METRO GROUP representatives will meet with selected experts at least once a year to discuss issues related to global challenges that have been identified as relevant for the Company's business.	
	Increase in the number of development or cooperation partnerships.		— Regular meetings with development organisations such as UNIDO, GIZ, IDH (Dutch sustainable trade initiative), IFC and KfW and with cooperation partners like Bayer CropScience. — Meetings in 2012: — UNIDO: European Development Days Brussels; UN System Private Sector Focal Points Meeting. — GIZ: regular meetings and exchange as part of DIAE (German Initiative on Agriculture and Nutrition). — IDH: meetings and exchange in order to set up a cooperation on ASC products (Aquaculture Stewardship Council). — IFC: exchange on roll-out of cooperation in Ukraine and Kazakhstan. — With almost all partners: exchange and cooperation in the context of WEF (World Economic Forum).	
	Establishment of 79 customer advisory councils at Real Germany in 2011. Expansion to 154 councils in 2012 and 229 in 2013.		— Quarterly meetings of 10 to 15 Real customers from various age groups to discuss the improvement potential of local stores. — In 2012, the number of customer advisory councils already exceeded 220, so this goal is seen as reached.	
	METRO GROUP promotes customer awareness regarding waste prevention.		— In line with the Retail Forum Agreement on Waste: each sales line to conduct awareness-raising campaign with respect to its specific product portfolio by June 2014. — METRO Cash & Carry in Germany is conducting an initiative in collaboration with the German Federal Ministery of Food, Agriculture and Consumer Protection to educate the consumers about best-before dates.	