KEY PERFORMANCE INDICATORS AND TARGETS

KEY PERFORMANCE INDICATORS

Scope

The chapter 'key performance indicators' provides information about METRO's sustainability performance in the form of key performance indicators (KPIs). It is divided into KPIs on the economic performance of the company and KPIs on our sustainability focus topics: Organic and Responsible Products, Climate Action, Human Rights as well as Diversity and Inclusion. In addition, we report on the KPI community investment.

Reporting period

The reporting year is the same as the METRO financial year, that is from 1 October to 30 September. Key performance indicators are reported for the previous 3 financial years where data is available.
Reporting of the climate protection target also includes the target's reference year, 2011. The figure for the reference year relates to the period from 1 January to 31 December 2011. A different reporting period is used in this case because METRO changed its financial year from the calendar year to the 12 months from October to September in 2013.

Data collection approach and degree of coverage

The key performance indicators reported are based on data that is gathered using various internal reporting systems. As a rule, this data is systematically recorded for each business unit and each country every quarter, in some cases every month. The KPIs are based on data collected for the whole METRO, that is – where applicable – for all of the stores, back offices and warehouses and for the head office in Düsseldorf. It is necessary to extrapolate and estimate consumption data for some KPIs in cases where the primary data available is incomplete. This applies to the KPIs from the section Climate Action. The sustainability data management office merges the data from various reporting systems.
The greenhouse gas emissions relating to purchased goods and services, assets and leased assets which are reported in accordance with Scope 3 are modelled because recording primary data for these is highly complex. This modelling is based on on sales per product category or on other KPIs for the economic value added by METRO. To perform these calculations, we use so-called economic input-output models, which are founded on the economic flows of goods and services.

The selling and delivery space figures used as a basis for the KPIs are averages for the year.

Unless expressly stated otherwise, all presentations in this report refer to continuing operations. We report most of the KPIs separately for METRO as a whole and for the region Germany, as the country in which METRO's headquarter is based. As a general rule, the KPIs for METRO as a whole include the data for all locations or all employees unless stated otherwise in the footnotes of a respective KPI. We do report the key figures on professional continuous development in the Diversity and Inclusion section for 87% of all METRO employees. The reported figures include all METRO wholesale companies as well as METRO AG.

All of the KPIs in this report have been audited by KPMG AG Wirtschaftsprüfungsgesellschaft.

Deviations from previous reports

In some cases, the figures presented in previous sustainability reports differ from those cited in this report. There are various reasons for this.
In financial year 2018/19, we retroactively switched to a different emission factor set for energy.

For all representations given, the data for the hypermarket business and METRO China were removed retroactively from the data.

There are other differences in the KPIs in the section Climate Action, arising from estimated figures having been replaced by actual values. In a number of cases, the utilities provide us with consumption figures quite late, and we therefore initially work on the basis of estimates.

The only deviations are those in comparison with earlier reported numbers. Within the present disclosure, KPIs are represented according to a uniform methodology for 3 years, respectively. They thus allow a comprehensible overview of the development.

We complete our data collection and reporting on an ongoing basis to improve the level of transparency and the way we manage our sustainability performance.

Company

Economic value (value added)

€ million		2019/20	**2020/21**	Change in %
Key financial figures for continuing operations				
Like-for-like sales trend	%	–3.9	**–0.4**	–
Sales trend in local currency	%	–4.0	**0.0**	–
Sales (net)		25,632	**24,765**	–3.4
Adjusted EBITDA		1,158	**1,171**	1.1
Transformation costs		47	**65**	39.3
Earnings contributions from real estate transactions		3	**60**	–
EBITDA		1,113	**1,166**	4.7
EBIT		257	**197**	–23.5
EBT (earnings before taxes)		–32	**40**	–
Profit or loss for the period[1]		–146	**–56**	61.8
Earnings per share (basic = diluted)	€	–0.40	**–0.15**	61.8
Dividend per ordinary share[2]		0.70	**0.00**	–100.0
Dividend per preference share[2]		0.70	**0.00**	–100.0
Cash flow from operating activities		646	**1,237**	91.5
Investments		627	**764**	21.8
Net debt		3,771	**3,466**	–8.1
Employees (annual average by headcount)		97,639	**95,141**	–2.6

[1] Attributable to METRO shareholders.

[2] The dividend per share relates to both continuing and discontinued operations.

Evaluation in relevant sustainability indices and rankings

Index/ranking	**Rating/score**	Scale	Publication date
Dow Jones Sustainability Index (DJSI) World/Europe	**77 Index member**	0 to 100	11/2021
ISS ESG Corporate Rating	**C+ Prime Status**	D– to A+	04/2020
CDP Climate Change	**A-**	F to A	12/2021
CDP Water Security	**B**	F to A	12/2021
CDP Forest	**B (palm oil, paper), B- (soy), C (cattle)**	F to A	12/2021
FTSE4Good Global/Europe Index	**Index member**	-	07/2021
MSCI	**AA**	CCC to AAA	08/2021
Sustainalytics	**Low risk (19.3) 35 out of 186 in Food Retailer Industry**	0 - 40+	04/2021
GEI Bloomberg	**Index member**	-	01/2021

Explanation: As part of our stakeholder dialogue, we inform the capital market about our sustainability management activities. This means our sustainability performance is rated by independent third parties.
In financial year 2020/21, METRO was again listed in both the Dow Jones Sustainability Index Europe and World.

As the CDP results were only published in December after the non-financial disclosure had been audited, the CDP rating results shown here differ from the status of the non-financial disclosure.

Organic and Responsible Products

Healthy and nutritious products

no. of products[1]	2020/21[2]
Less of sugar/salt/saturated fatty acids/free from additives	603
Organic products	430
Alternative protein products	14

[1] We define product as each separate product offered to our customers. Sometimes identical products have different GTINs in the different countries where they are sold. In such cases, these identical products are counted only once.

[2] The methodology of calculation and target KPIs changed in reporting year 2020/21 hence makes a comparison to previous data not possible. Therefore, only 2020/21 data is shown. Compared to previous years, e.g. now the reduction threshold for sugar and saturated fatty acids is >0,5g/100g and ≥1g/100g for salt. Also, organic and alternative protein products have been introduced as new KPIs. Other reformulations already took place prior to 2018, such as 89 SKUs from the national subsidiary Bulgaria, which, however, are not added here for reporting reasons with regard to the base year 2018.

Explanation: Figures shown here refer to baseline 2018 and own brand products only. They also represent extensions of the product range and do not necessarily only mean a reformulation of existing products.
Reformulation here means reduction of sugar-/salt-/saturated fatty acids content of 0,1g per 100g for products with a minimum content of 0,5g sugar/saturated fatty acids per 100g and 1g salt per 100g.

Organic products reflected in this figure refer to products from biological agriculture and meeting requirements of EU regulations (EU 834/2007, EU 889/2008 and EU 271/2010) and other applicable national organic regulations of non-EU countries.

Alternative protein products reflected in this figure refer to alternatives to animal proteins (meat, milk, fish, eggs and their derivatives) produced using novel or new technologies and ingredients, which include: Plant-based extracts e.g. pea proteins, cell-cultures (synthetic) proteins e.g. meat grown in a lab.

New target 2023: Offer of 1,500 own-brand products METRO-wide (thereof 150 common and 1,350 locally sourced) with less sugar, salt and saturated fatty acids, completely or partially free from additives and organic certified and/or alternative protein products by end of December 2023.

Food Waste

Food waste reduction target 2025

Food waste is one of the three main topics of our sustainability strategy as it has significant economic, environmental, and social impacts on top of significant operational impact for our business. It is estimated that 1/3 of food is wasted from farm to fork[1], while food waste is responsible for 8 % of global GHG emissions[2]. 957 million people experience hunger in the world according to the UN.[3] METRO has therefore committed itself to the Resolution on Food Waste by the Consumer Goods Forum (CGF) and set a target to eliminate 50% of wasted food in our own operations by the year 2025. We have now set the baseline for this target to fiscal year 2017/18. We are implementing the Food Loss and Waste Protocol standard to measure food waste in METRO's own operations and report on our progress against our food waste reduction target.

We are tackling food waste holistically, with a 5-pillar strategy from farm to fork: (1) supplier engagement, (2) food waste reporting, (3) (technological) food waste solutions, (4) customer and partner engagement, and (5) stakeholder and industry engagement.

In 22 countries we cooperate with food banks to donate surplus food to those in need. We also partner with TooGoodToGo in 10 countries to enhance this effort.

Find out more on our fight against food waste on our website, as well as relevant key figures here.

Climate Action

Greenhouse gas emissions in t CO_2 (CO_2 equivalents)

in t CO_2 (CO_2 equivalents)	Reference year 2011	2018/19	2019/20	**2020/21**
Scope 1 – direct greenhouse gas emissions	494,798	464,532	453,269	**435,830**
Scope 2 – indirect greenhouse gas emissions	931,168	732,162	692,034	**652,791**
Scope 3 – other indirect greenhouse gas emissions	3,669,074	2,714,477	1,380,826	**2,795,970**
Total greenhouse gas emissions	**5,095,039**	**3,911,171**	**2,526,129**	**3,884,591**

1 Source: WRI
2 Source: FAO
3 Source: UN

Definition: Level of all main emissions by Scope in line with the methodology of the Greenhouse Gas Protocol.
The following sources of emissions are included:

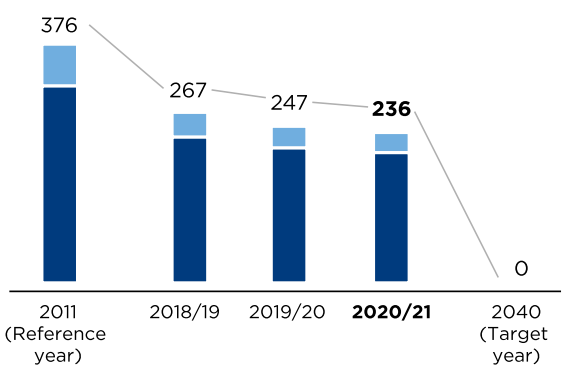
- Scope 1 = fuel oil, natural gas, liquefied natural gas (LNG), liquefied petroleum gas (LPG), refrigerant losses from commercial cooling, refrigerant losses from air-conditioning, fuel consumption of company cars and the group's own logistics fleet, emergency power generators
- Scope 2 = electricity consumption, district heating and cooling
- Scope 3 = external logistics for the transport of goods to our stores and warehouses, in-house paper consumption for advertising and office purposes, business trips, goods and services purchased for own use, capital assets, upstream chain emissions and grid losses for all direct and indirect energy sources, waste, employee commutes, leased assets

Explanation about the Carbon Footprint, especially about methodology, reporting boundaries and climate protection target are available at https://responsibility.metroag.de/focus-areas/climate-action.

Status of climate protection target

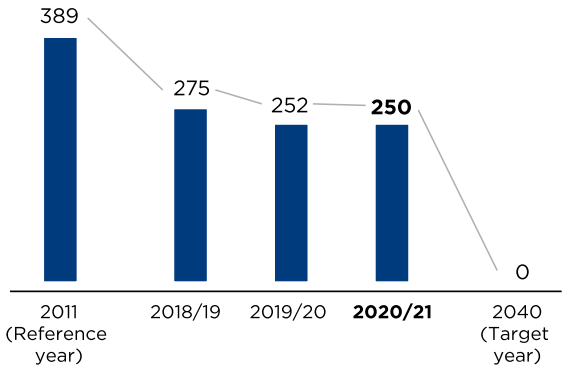
Greenhouse gas emissions in kg CO_2 (CO_2 equivalents) per m^2 selling and delivery space

METRO



Scope 1 & 2
Scope 3
Total

Germany



Total

Definition: Greenhouse gas emissions from METRO's stores, back offices and warehouses (by selling space and space used for delivery operations) included within the climate protection target. Included are the emissions from electricity, heating and cooling energy consumption, also counting upstream chains and grid losses, refrigerant emissions from commercial cooling and air-conditioning, fuel consumption by company cars, in-house paper consumption for advertising material and office purposes as well as business trips.
Status: Compared to the base year 2011 the Scope 1 and Scope 2 CO_2 emissions relevant in the Science Based Target have been reduced by 34.1% per m^2 selling and delivery space.

Explanation: We aim to be climate-neutral by 2040 mainly through own investments. In the base year 2011 specific greenhouse gas emissions were 376 kg of CO_2 equivalents per square metres of selling and delivery space .

The significant decline in emissions compared with the reference year 2011 can essentially be attributed to 2 factors:

- Measures to reduce consumption relating to energy, company cars, paper and business travel, and to reduce emissions caused by refrigerant loss, as well as investments in green electricity
- General technical and scientific developments as reflected by the adjustment of the emission factors used to calculate CO_2 equivalents. Above all in electricity generation, the emissions factor in many countries is declining due to the increased share of renewable energies.

In financial year 2018/19, METRO expanded the climate target to the supply chain and as the first German retailer set a recognised Science Based Target for itself. METRO AG undertakes to reduce its Scope-1- and Scope-2-CO_2 emissions by 60% per square metre sales and delivery area by 2030 compared to 2011. Our Scope 1 and Scope 2 targets are consistent with the reductions required to keep global warming well below 2°C by 2100 compared to pre-industrial levels. In addition, METRO AG is committed to reducing absolute Scope-3-CO_2 emissions (supply chain) by 15% by 2030 compared to 2018.

Trends in the emission sources included in the climate protection target

Greenhouse gas emissions in kg CO_2 (CO_2 equivalents) per m^2 selling and delivery space

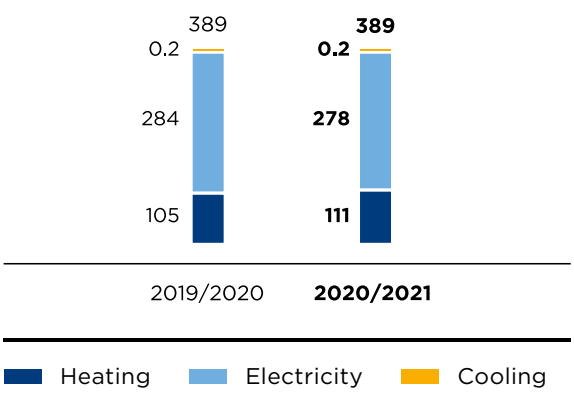
in kg CO_2 (CO_2 equivalents) per m^2 selling and delivery space	Reference year 2011	**2020/21**	Change in %
Paper consumption	14	**4**	–73
Company cars	12	**8**	–30
Business travel	6	**0**	–98
Electricity consumption	244	**149**	–39
Thermal energy consumption	33	**28**	–16
Refrigerant losses	66	**47**	–30
Total	**376**	**236**	**–37**

Definition: Trends in CO_2 emissions per square metre from all the emission sources included in the climate protection target compared to the reference year 2011.

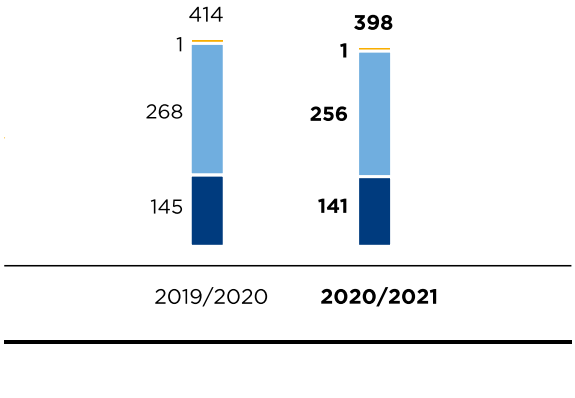
Energy consumption KPIs

Electricity, heating and cooling energy consumption (in kWh per m^2 of selling and delivery space)

METRO



Germany

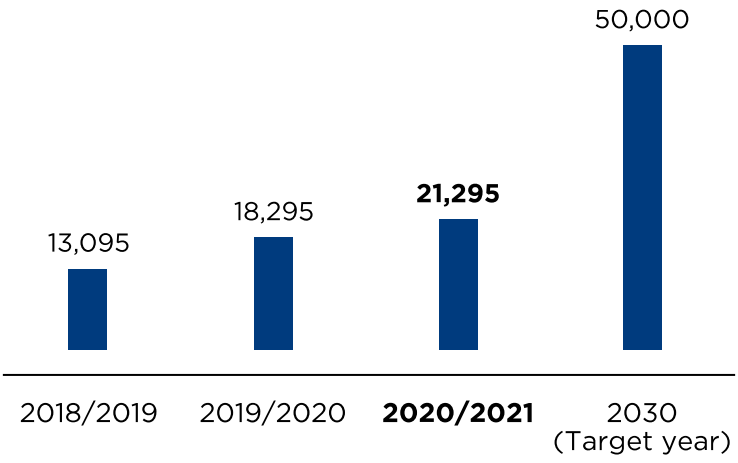


Heating Electricity Cooling

Definition: Locations' energy consumption in relation to the space used for sales and delivery operations. Energy consumption consists of electricity consumption and heating and cooling energy consumption (fuel oil, natural gas, liquefied natural gas (LNG), liquefied petroleum gas (LPG), emergency power generators and district heating/cooling).
Target: At our METRO Wholesale sales line, we defined a target to reduce energy consumption by 2030 by 35% with a base year 2011. In financial year 2020/21, we reduced electricity consumption in our METRO stores by 7.8% in comparison to financial year 2018/19 and thus clearly exceeded our target of 5.4%. Effects of Covid-19 could only be observed locally and with small deviations. We cannot quantify the exact impact of the pandemic on our energy consumption performance.

Installed kW Peak

Installed on-site photovoltaic (PV) capacity



Definition: METRO has started in 2008 to install photovoltaic (PV) systems on the roofs of its stores. The size of PV systems is indicated in kilowatt peak (kWp). The capacity indicates how much energy is generated under standard test conditions. METRO reports the cumulated installation of photovoltaic systems on its stores in kWp, it does not matter if the stores or photovoltaic systems are owned by METRO. As long as METRO is using the solar energy from the PV systems for its store operations and the PV systems are located on METRO roofs, those PV systems are reported. Until now, METRO has installed 56 PV systems in 11 countries amounting to an installed capacity of 21,295 kWp.
14 new systems with a total capacity of circa 3,000 kWp were installed in the current FY21 in France, India, Italy, Pakistan, Hungary and Spain.

Target: We aim to reach 50,000kWp until 2030.

Total energy consumption (in MWh)

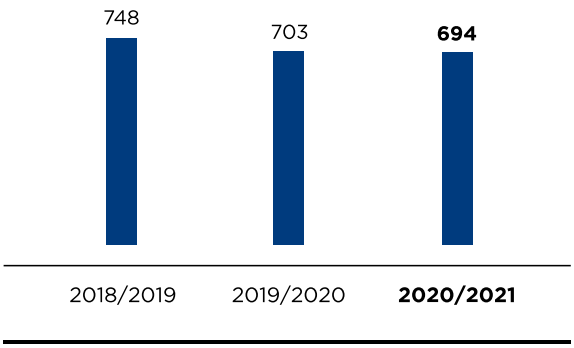
in MWh	2018/19	2019/20	**2020/21**
Fuel (heating oil, gas, petrol, diesel, LPG, LNG)	523,762	499,428	**526,947**
Electricity	1,610,400	1,523,866	**1,488,084**
of which electricity (grid mix)	1,533,970	1,445,795	**1,382,171**
of which renewable electricity (certified through GoOs)	68,383	64,105	**87,915**
of which self-generated renewable PV energy	8,047	13,966	**17,998**
District heating	70,648	64,207	**64,622**
District cooling	3,692	1,299	**1,299**
Total energy consumption	**2,208,502**	**2,088,800**	**2,080,952**

Definition: Energy consumption for operating the locations and for transportation broken down into the different types of energy used. Fuel includes fuel oil, combustion fuel, natural gas and liquefied natural gas.
The renewable energy figure includes Guarantees of origin (GoO) as well as green electricity contracts with GoOs such and renewable Power Purchase Agreements (PPAs) with GoOs. METRO is purchasing GoOs in combination with green electricity contracts in countries such as Italy, Portugal or Austria. Additionally we closed PPAs in France in 2021 and in India already in 2014 with off-site solar and wind farms. METRO is using the solar energy from the PV systems for its store operations; the PV systems are installed on METRO store roofs, the energy of those PV systems are reported under self-generated renewable PV energy.

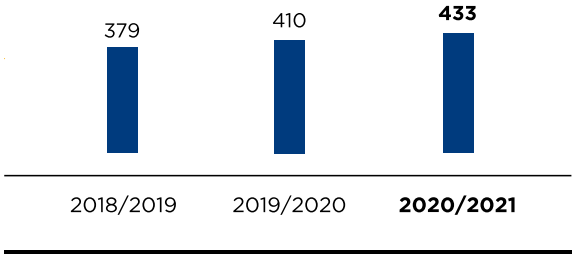
Water

Water withdrawal and wastewater generated (in l per m^2 of selling and delivery space)

METRO



Germany



Definition: Water withdrawal by the locations in relation to the space used for sales and delivery operations.

Explanation: In absolute terms, METRO drew 3.7 million m^3 of fresh water in the reporting period. At the warehouses, stores and back offices, water is primarily used for cleaning and sanitary facilities. In addition to this, water may be used for storing, transporting and selling food, for example for keeping live fish or making ice to chill fresh fish.

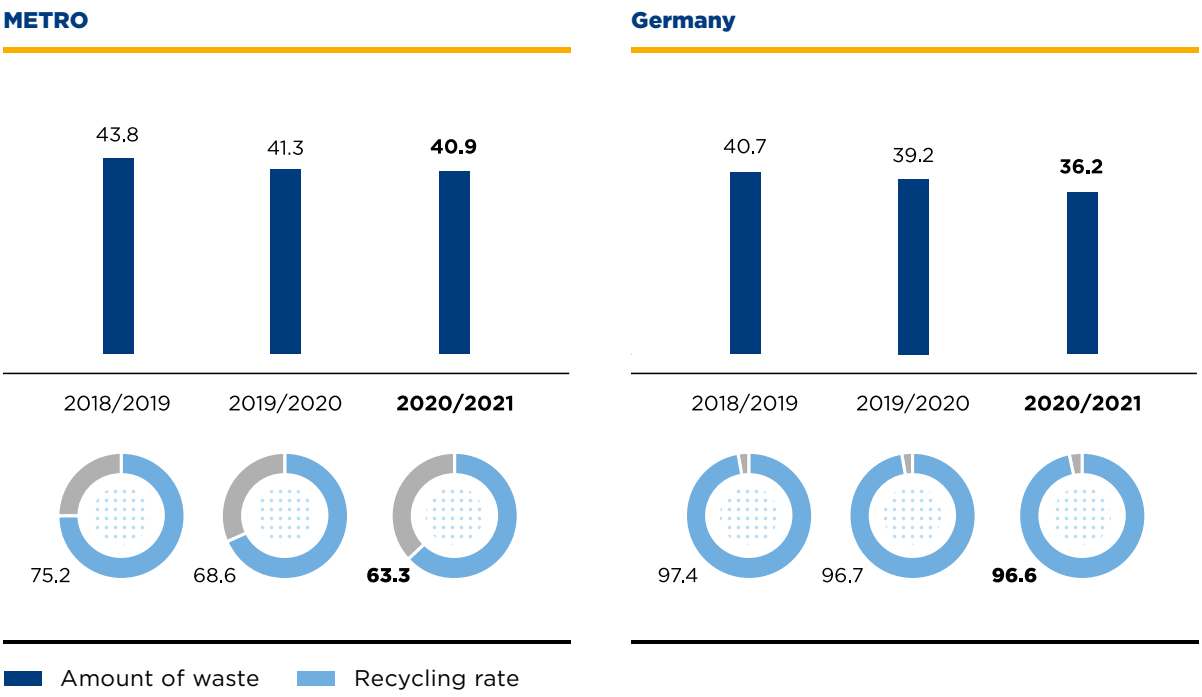
On group level, we measure and monitor the amount of water which the company draws from the public drinking water supply. The public drinking water supply is the only source from which we draw significant amounts of water.

We also measure and monitor the total amount of wastewater we generate at the group level. As our locations do not consume a significant amount of water, our calculations are based on the assumption that the volume of wastewater is the same as the amount of fresh water. All wastewater is fed into public sewers. We do not monitor the quality of the wastewater ourselves as this is not relevant given the usage described above.

Target: At METRO Wholesale the goal was set to save 5% of water by 2025 compared to the base year 2016/17. In 2021, we were able to reduce the consumption in our stores of METRO Wholesale by 2% calculated per square metre of net operating area compared to the previous year.

Waste

Amount of waste and recycling rate (in kg per m^2 of selling and delivery space and in %)



Definition: Waste generated in relation to the space used for sales and delivery operations. The recycling rate is calculated as the amount of waste destined for recycling, energy recovery and composting in relation to the amount of total waste.
Explanation: The volume of waste in absolute terms, 218,579 t, marks a reduction from the previous year. This can be broken down as follows:

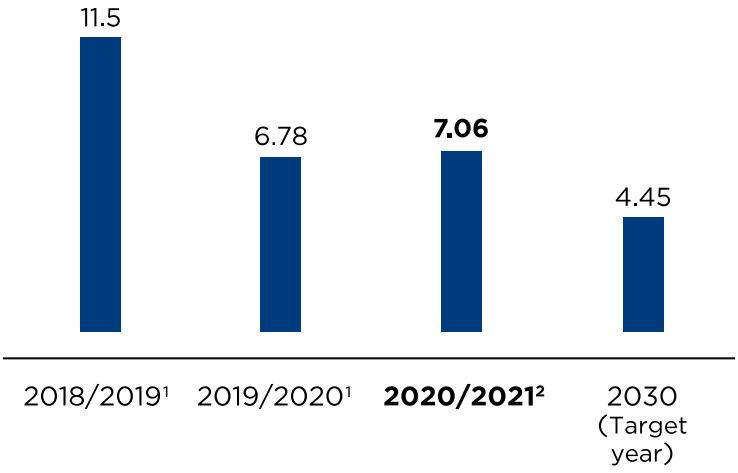
- Waste for composting (9,246 t)
- Waste for energy recovery (11,035 t)
- Waste for landfill (43,273 t)
- Waste for recycling (118,169 t)
- Waste for special waste treatment, such as hazardous waste (11,338 t)
- Waste for unknown disposal (4,549 t)

When we calculate the recycling rate, we do not take hazardous waste into account because we cannot systematically record the way in which it is treated (recycled or disposed of) in all of the countries in which we operate. However, based on information from several countries, most of the hazardous waste is also recycled. In reality, the recycling rate is therefore higher.

Human Rights

Lost-time injury frequency rate (LTIFR) per million hours worked

Germany



1 This figure has not been subjected to the limited assurance business review in accordance with ISAE 3000 by KPMG AG Wirtschaftsprüfungsgesellschaft. In addition, the figure excludes the national subsidiary Japan.

2 The national subsidiary Japan is not included in the calculation of this key indicator

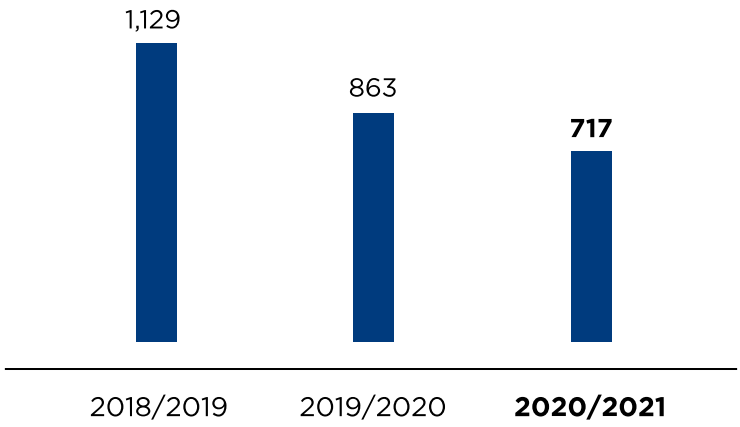
Definition: The LTIFR captures the number of incidents with at least 1 missed day of work (not including the day of the incident) per 1 million hours worked. Fatalities and cases of permanent sick leave or disability are likewise included, whereas accidents while commuting are not.

Explanation: In 2020, we began transforming our operational safety system "Occupational health and safety management systems" based on the principles of ISO 45001. During the financial year 2020/21 we have set up a group-wide Operational Safety Management System (OSMS) for METRO. To support the OSMS Guideline, an OSMS manual has been released in April 2021. The OSMS manual assists in developing and implementing an effective OSMS. It provides practical tools on the processes and procedures involved in OSMS development, implementation and maturation, and provides information on how the OSMS can be used to enhance the safety, efficiency and effectiveness of the entity when securing Occupational Health and Safety. Moreover, we are continuing to work on a transparent group-wide reporting system, we are further developing our incident management tool to fit the needs of the METRO entities and our Occupational Health and Safety standards (language setup, additional forms, etc.).

Producers in risk countries

Risky Non-Food Producers

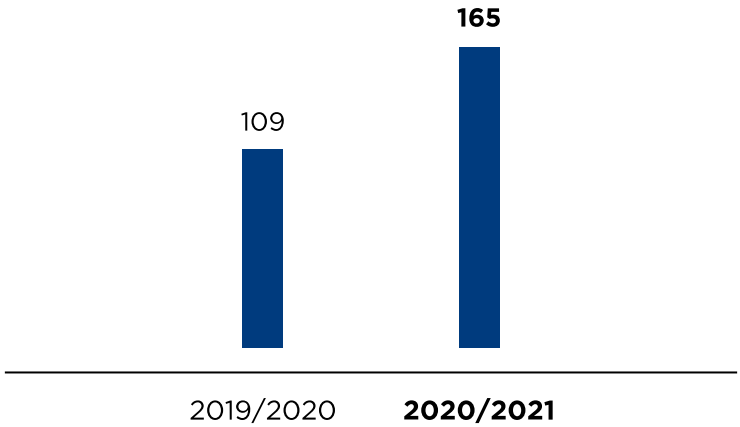
Risky Non-Food Producers[1] (number)



1 This includes producers of commercial goods (non-food own brands and own imports) who carry out the last decisive and value-giving production step. Risky producers for Non-Food are considered to the following criteria (and/or):
I. Inherent risk - Producers located in a risk country according to amfori BSCI
II. Fact based risk - Critical incidents (site or worker level) (negative press, history of bad audit results, local union reports, NGO reports)

Risky Food/Near-Food Producers

Risky Food/Near-Food Producers[1] (number)

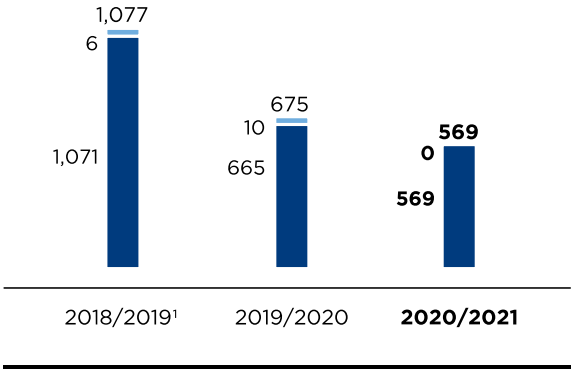


1 Risky producers for **Near-Food** are considered to the following criteria (and/or):
I. Inherent risk - Producers located in a risk country according to amfori BSCI
II. Fact based risk - Critical incidents (site or worker level) (negative press, history of bad audit results, local union reports, NGO reports)
Risky producers for **Food** are considered to the following criteria (And/Or):
I. Inherent risk
a. Producers located in a risk country
b. Producers that produce products from the following commodity groups and/or in a particular sector/industry independent from the risk country status:
1. Fish and seafood (fishery on sea if the vessel is above 24 meters length or is more than 72 consecutive hours on sea and aquaculture farms if the farm is located in a risk country)
2. Meat (slaughtering and processing factories)
3. Fruit & vegetables (farm level when typically carried out by migrant seasonal/temporary workers)
4. Coffee (farm level) all sourcing countries
5. Cocoa (farm level) all sourcing countries
6. Soy (Tier 1) (farm level) all sourcing countries from deforestation areas
7. Palm oil (Tier 1) (farm level) all sourcing countries from deforestation areas
All process steps have to be considered (ultra)-fresh, processed, canned and frozen. This considers products where the commodity is main ingredient (first or second consideration in ingredient list). Additionally, producers who produce products with:
8. Palm oil as ingredient
9. Soy as animal feed
c. Governance & organisational structures: workforce mainly women or migrants or seasonal/temporary workers or workers without established or regular contracts
II. Fact based risk-Critical incidents (site or worker level) (negative press, history of bad audit results, local union reports, NGO reports)

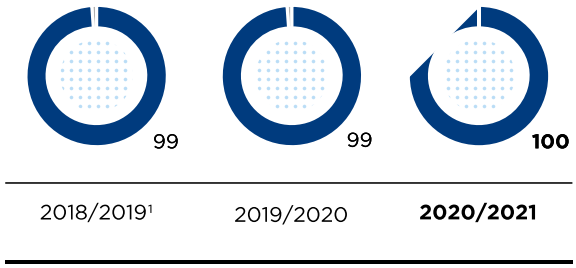
Social audits

Social audits relating to own imports by METRO SOURCING and non-food own-brand products of the METRO sales lines

Risky Non-Food Producers[1] with valid audit (number)



Thereof with passed audit (in %)



thereof with passed audit thereof with failed audit

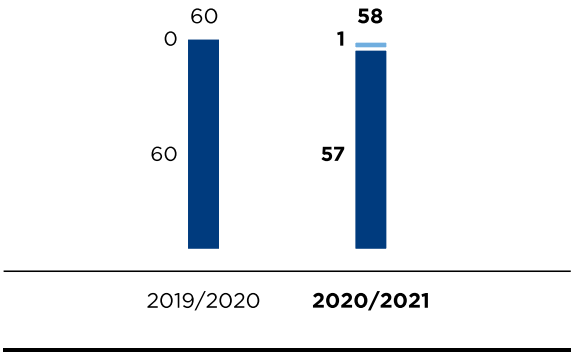
1 This includes producers of commercial goods (non-food own brands and own imports) who carry out the last decisive and value-giving production step.

Definition: Status of all risky producers in which METRO SOURCING INTERNATIONAL has import goods manufactured, and of risky non-food producers who manufacture own brands or own imports for our sales lines. Regarding the definition of "risky" refer to footnote 1 of the KPI Risky Non-Food Producers. Producers that have passed the audit can demonstrate their successful compliance with the amfori BSCI standard or an equivalent social standard system by presenting a certificate awarded by an independent third party.
Explanation: 569 producers were audited as of 30 September 2021. Of these, 100% (569 producers) passed the audit. Effective 1 January 2019, non-food producers who fail the audit cannot be used until they achieve an acceptable audit result. In other words, they have to receive an A, B or C for the amfori BSCI assessment or an audit that is acknowledged as equivalent. In August 2020, one METRO company was granted an exemption for the (post-)corona period to continue to use individual producers with D-audit results if their D-audit result is attributable to a corona-based failure. These producers will be granted a 6-month grace period until they can demonstrate a follow-up audit result A-C. No use was made of the exemption in the reporting period.

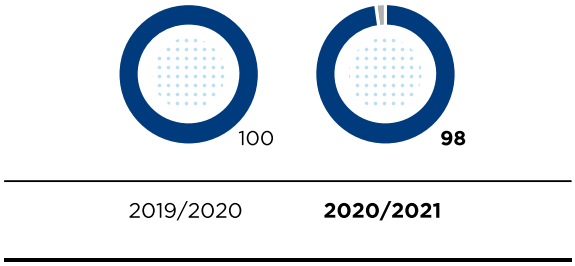
The key performance indicator relates to all the producers of which we are made aware by our suppliers.

Social audits relating to own imports by METRO SOURCING and food/near-food own-brand products of the METRO sales lines

Risky Food/Near-Food Producers with valid audit (number)



Thereof with passed audit (in %)



thereof with passed audit thereof with failed audit

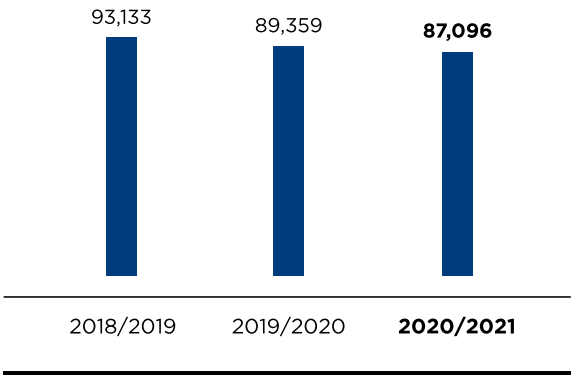
Definition: Status of all risky producers in which METRO FOOD SOURCING has import goods produced, and of risky Food/Near-Food producers who produce own brands or own imports for our sales lines. Regarding the definition of "risky" refer to footnote 1 of the KPI Risky Food-/Near-Food Producers. Producers that have passed the audit can demonstrate their successful compliance with the amfori BSCI standard or an equivalent social standard system by presenting a certificate awarded by an independent third party.
Explanation: The roll-out of the process for Food/Near-Food producers started end of 2019. 58 producers were audited as of 30 September 2021. Of these, 98% (57 producers) passed the audit. In order to allow for a gradual on-boarding of our producers into a social compliance system such as amfori BSCI or an audit scheme that is acknowledged as equivalent, all audit results are accepted and monitored closely.

The key performance indicator relates to all the producers of which we are made aware by our suppliers.

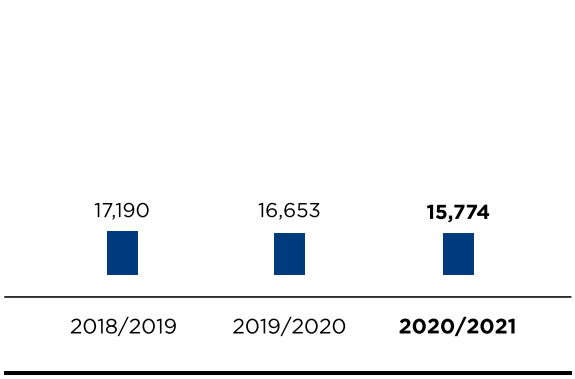
Diversity and Inclusion

Employees

METRO



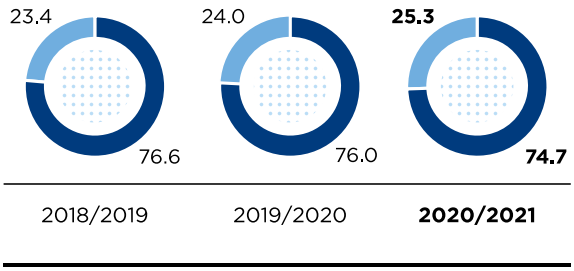
Germany



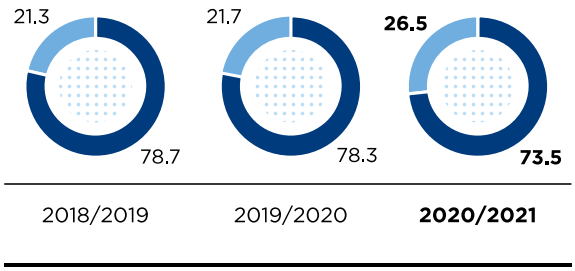
Definition: Full-time equivalent employees, average for the year, excluding trainees.

Women in MINT-positions (in %)

METRO



Germany



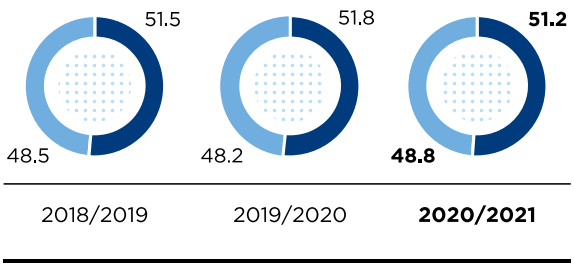
Proportion of men in % Proportion of women in %

Definition: All employees in functional roles in the engineering and/or research & development (R&D) departments of the company at fiscal year-end; excludes contractors, and contract based employees.
Representative of at least 80% of the total workforce.

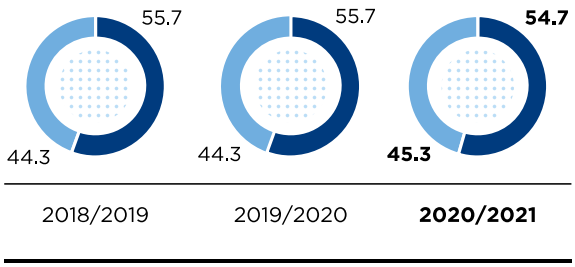
Engineering or R&D roles may include, but are not limited to, engineers, software engineers, software quality engineers, infrastructure engineers, systems engineers, and hardware engineers.

Employees by gender (in %)

METRO



Germany

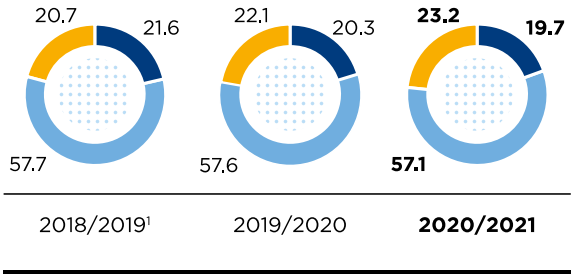


Proportion of men in % Proportion of women in %

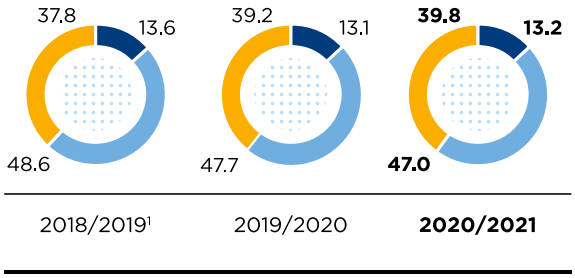
Definition: The percentage of male and female employees is calculated per capita as of 30 September.

Employees by age group (in %)

METRO



Germany

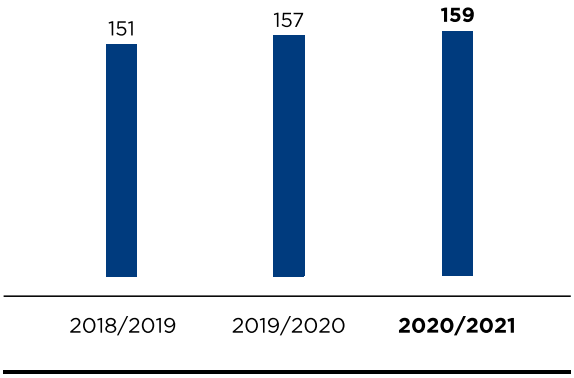


< 30 years old 30–50 years old > 50 years old

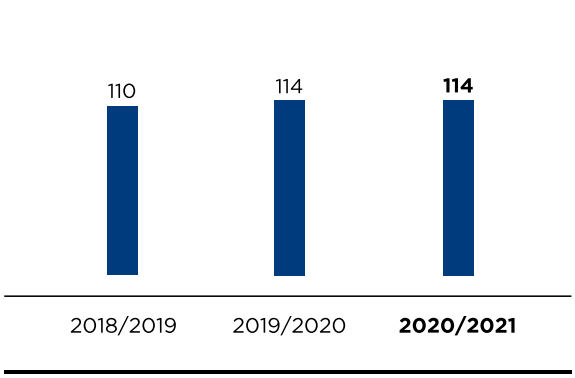
Definition: Breakdown of employees by age group, excluding trainees, as of 30 September.

Number of nationalities

METRO



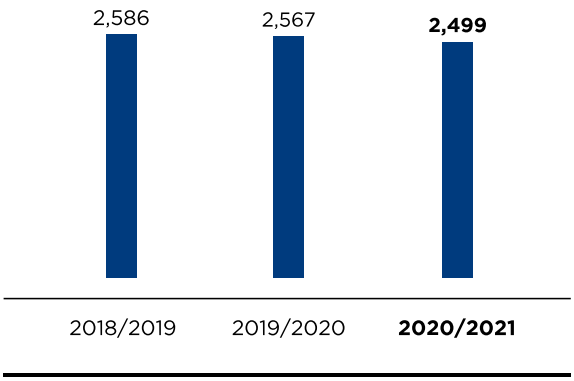
Germany



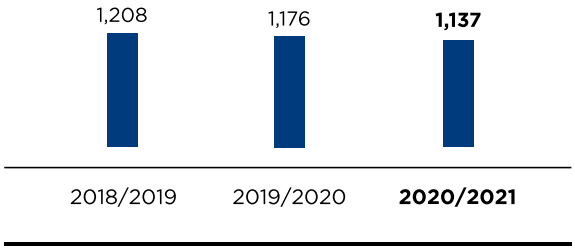
Definition: Number of different nationalities among our employees, excluding trainees, as of 30 September.

Employees with a recognised severe disability or equivalent status

METRO



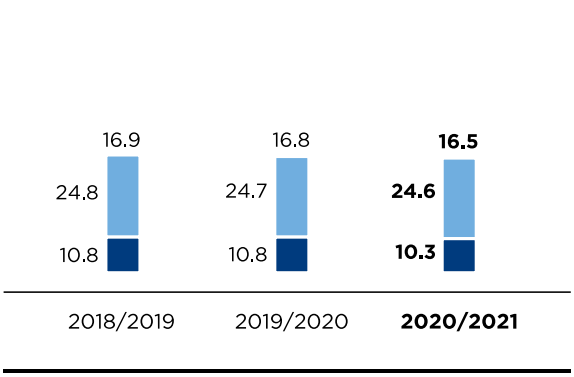
Germany



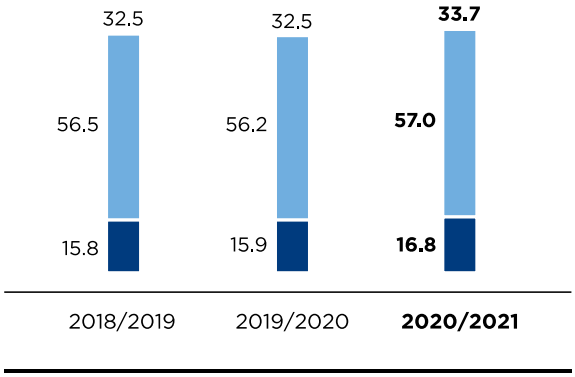
Definition: All employees considered severely disabled as defined by the respective country, or those with equivalent status.

Part-time rate by gender (in %)

METRO



Germany

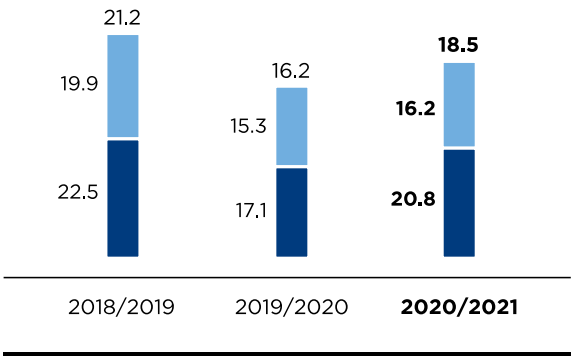


Part-time rate men (% of total men)
Part-time rate women (% of total women)
Part-time rate (in % of total employees)

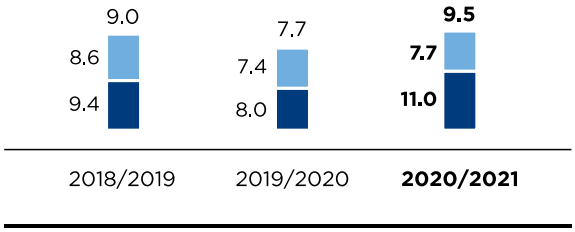
Definition: Share of part-time employees, average for the year, excluding trainees.

Employee turnover by gender (in %)

METRO



Germany

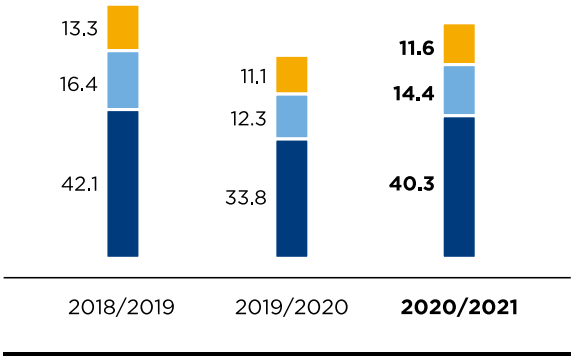


Staff turnover of men (% of total men)
Staff turnover of women (% of total women)
Staff turnover total (% of total employees)

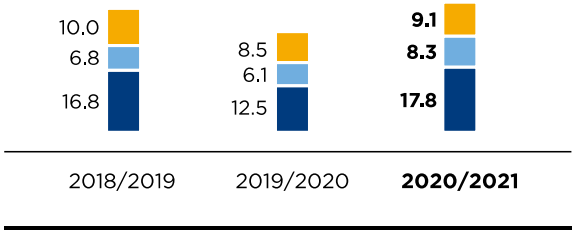
Definition: Employee turnover is defined as all employees leaving, that is those who retire, die or hand in their notice. The employee turnover rate is the number of workers leaving in relation to the average number of employees. All employees on permanent contracts are included.
Explanation: The employee turnover rate is high at METRO. This is primarily attributable to the fact that the employee turnover is generally high in several Asian and Eastern European countries where METRO operates.

Employee turnover by age (in %)

METRO



Germany

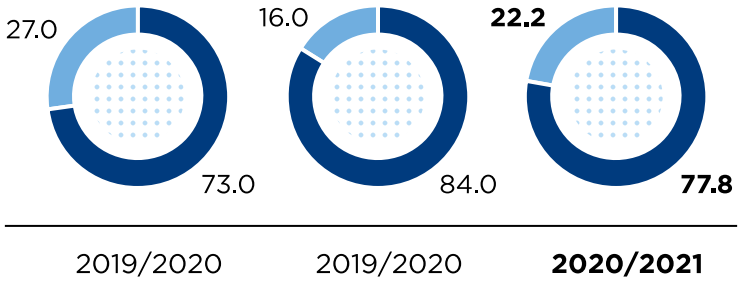


< 30 years old
30–50 years old
> 50 years old

Definition: Employees leaving due to retirement, death or resignation/dismissal, broken down by age. The employee turnover rate is the number of workers leaving in relation to the average number of employees.

Employee representation

METRO

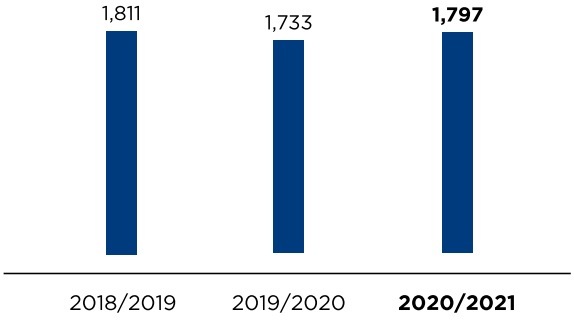


Proportion of employees who are represented by employee representatives (%)
Proportion of employees who are not represented (%)

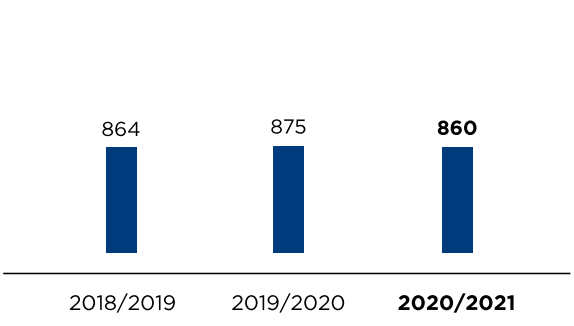
Definition: Proportion of employees who are represented by works councils, employee representatives and an independent trade union or whose interests are covered by collective agreements.

Trainees, interns and students

METRO



Germany

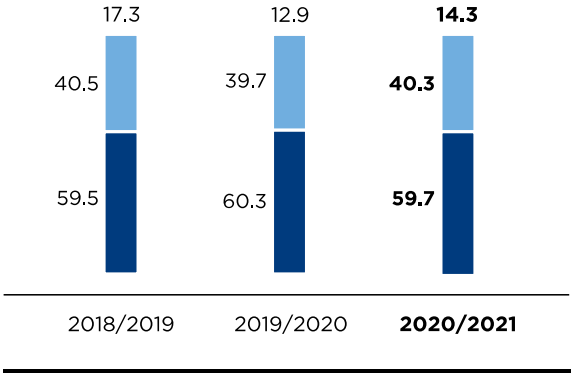


Definition: All trainees including interns and students.

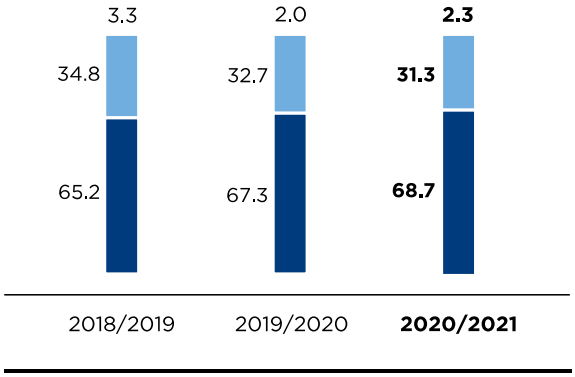
New employees

New employees by gender (in %)

METRO



Germany



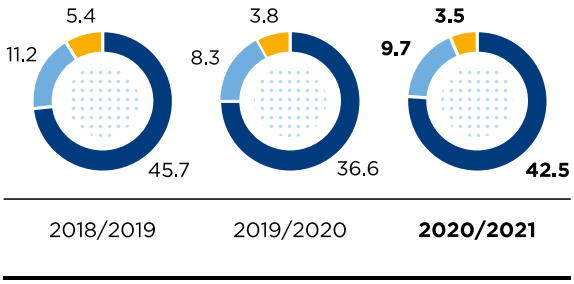
Proportion of men
Proportion of women

Proportion of new employees in relation to the average number of employees

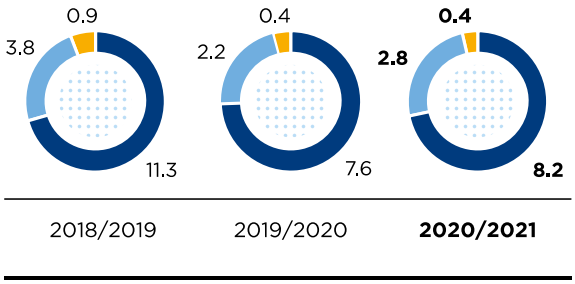
Definition: The figure for new employees includes all newly recruited employees and returning workers. The KPI shows the number of workers joining the company in relation to the average number of employees. This does not include trainees, interns, BA students and employees on temporary contracts.

New employees by age (in %)

METRO



Germany

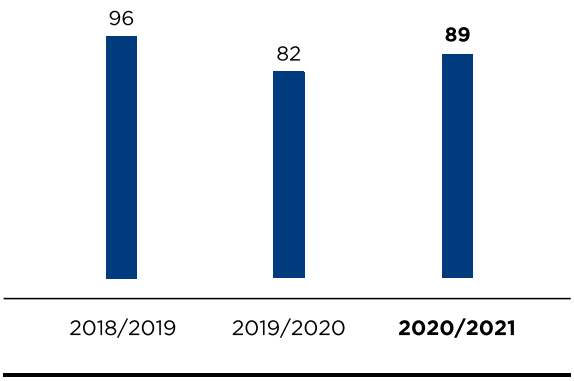


< 30 years old
30–50 years old
> 50 years old

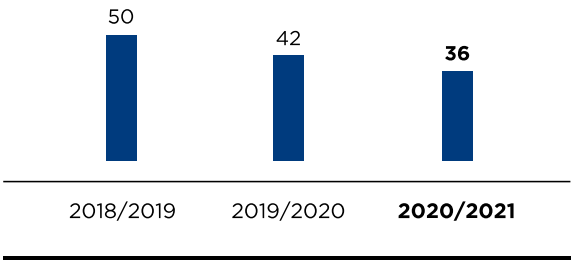
Definition: Breakdown of new employees by age group, average for the year. This does not include trainees, interns, BA students and employees on temporary contracts.

New employees number of nationalities

METRO



Germany

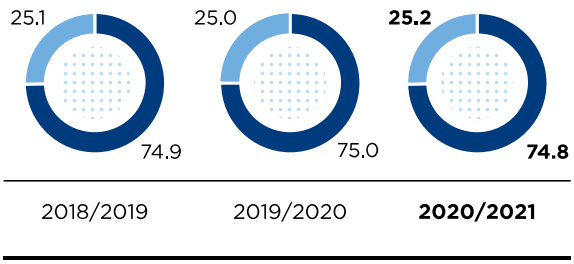


Definition: Number of different nationalities among our employees, excluding trainees, as of 30 September.

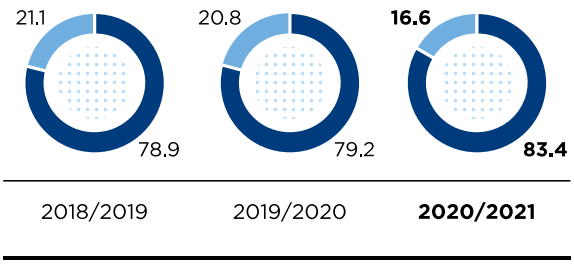
Management

Gender breakdown in managerial positions (in %)

METRO



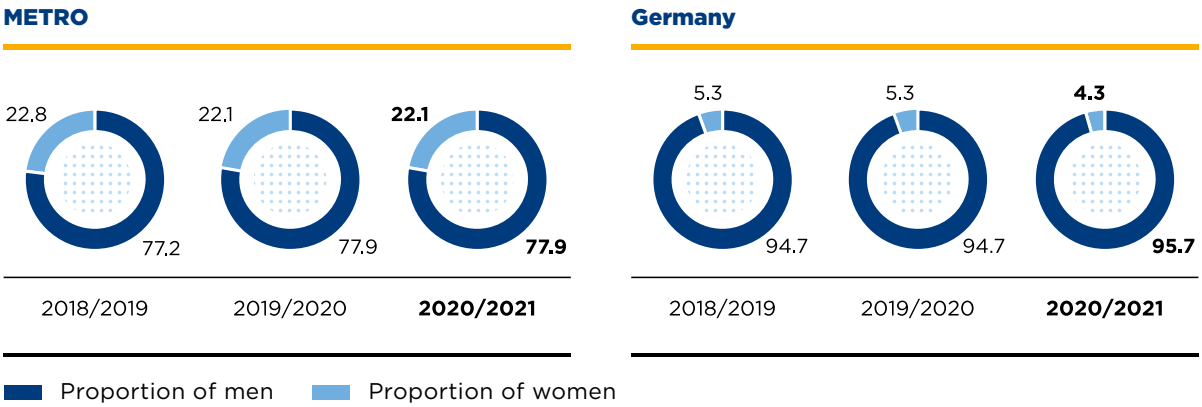
Germany



Proportion of men Proportion of women

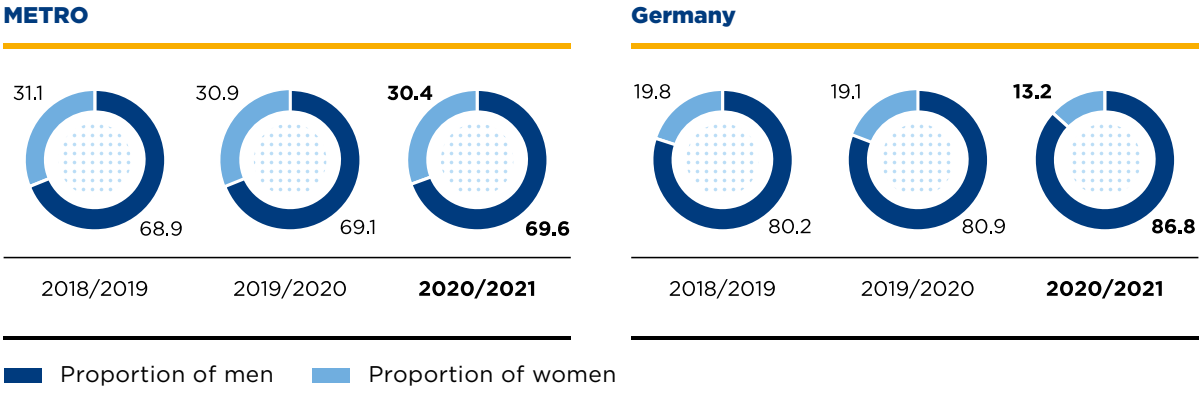
Definition: Managerial positions are those in levels 1–3 (Management Board, General Management, divisional management and store management). The percentage of male and female employees in these positions is calculated per capita as of 30 September.
Targets: As part of the revision of the strategy and through the positive development with regard to achieving the target of increasing the proportion of women in management positions at METRO AG and METRO's wholesale business, we have shortened the target achievement date of the current gender targets set by the Management Board on 26 July 2017 to 30 September 2020 (originally: 30 June 2022) and set new targets for September 2025. The objective is for 25% of employees on the first management level below the Management Board and 40% of employees on the second management level below the Management Board of METRO AG to be women by September 2025. Furthermore, METRO has again set a voluntary target for the proportion of women in executive positions at our wholesale business. According to this, the share of women in management positions at levels 1 to 3 (including store managers) of METRO locations worldwide is to be 30% by September 2025.

Gender breakdown in managerial positions top management (in %)



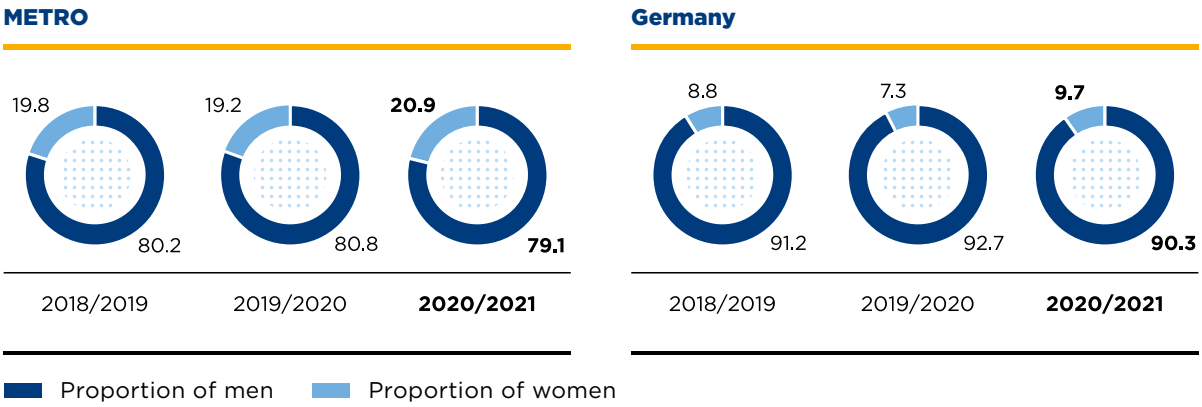
Definition: Managerial positions are those in levels 1–3 (Management Board, General Management, divisional management and store management). The percentage of male and female employees in these positions is calculated (per capita as of 30 September).
This graph refers to women and men in top management positions i.e. maximum two levels away from the CEO or comparable positions (as a % of total top management positions).

Gender breakdown in managerial positions junior management (in %)



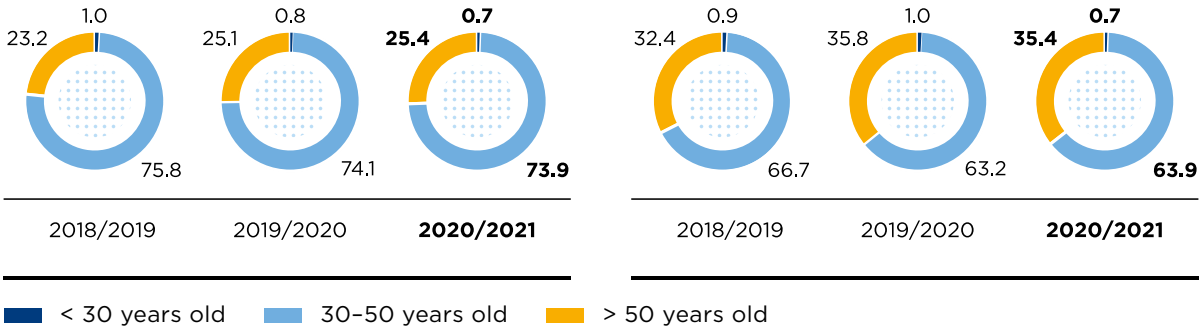
Definition: Managerial positions are those in levels 1–3 (Management Board, General Management, divisional management and store management). The percentage of male and female employees in these positions is calculated (per capita as of 30 September).
This graph refers to women and men in junior management positions, i.e. first level of management (as % of total junior management positions).

Gender breakdown in managerial positions of revenue generating units (in %)



Definition: Managerial positions are those in levels 1–3 (Management Board, General Management, divisional management and store management). The percentage of male and female employees in these positions is calculated (per capita as of 30 September). This graph refers to women and men in management positions in our stores and our delivery depots or similar as a % of all managers in those units.

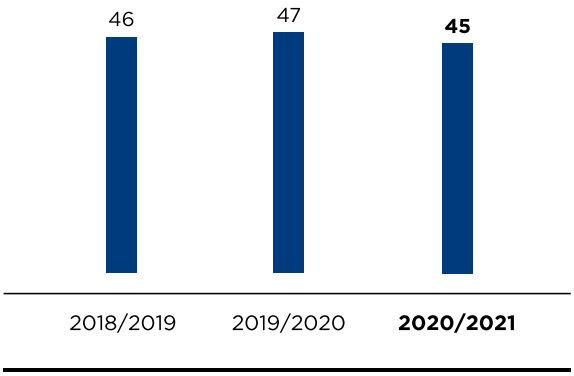
Managers by age (in %)



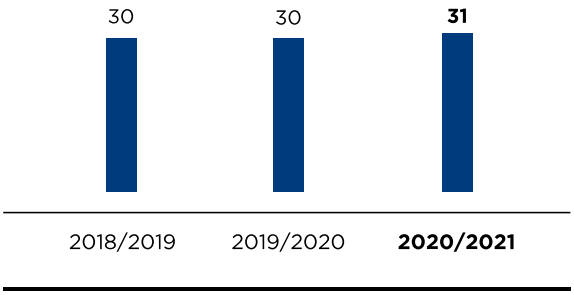
Definition: Breakdown of managers by age group as of 30 September.

Number of nationalities among managers

METRO



Germany

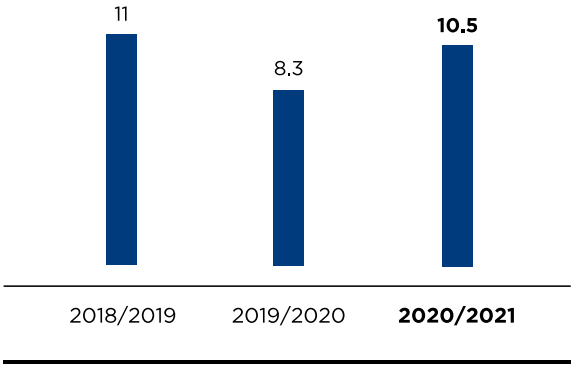


Definition: Number of different nationalities among our managers as of 30 September.

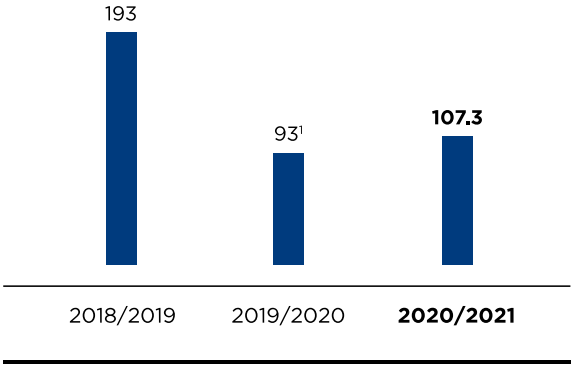
Training and Engagement

Continuing professional development

Average number of hours of CPD per employee per year



Average CPD expenditure per employee per year in €



1 As for training expenditure, only 16 countries have provided us figures due to Covid-19. For this reason, the figure of 93.0 EUR is calculated on a corresponding FTE, basis of the calculation are the countries that have provided such data. Greater incidence of e-Learnings during the Covid-19 drives the cost significantly down. On average, countries only used 65% of their training budget.

Definition: Training (hygiene, occupational safety, etc.) and courses focusing on ongoing operations plus medium- and long-term CPD opportunities that are offered with a view to enhancing the course of business.

Explanation: The figures for training relate to full-time employees on an annual average. The reporting covers 87% of all METRO employees.[2]

In this financial year, training activities as well as training-related expenditures increased compared to the past period.

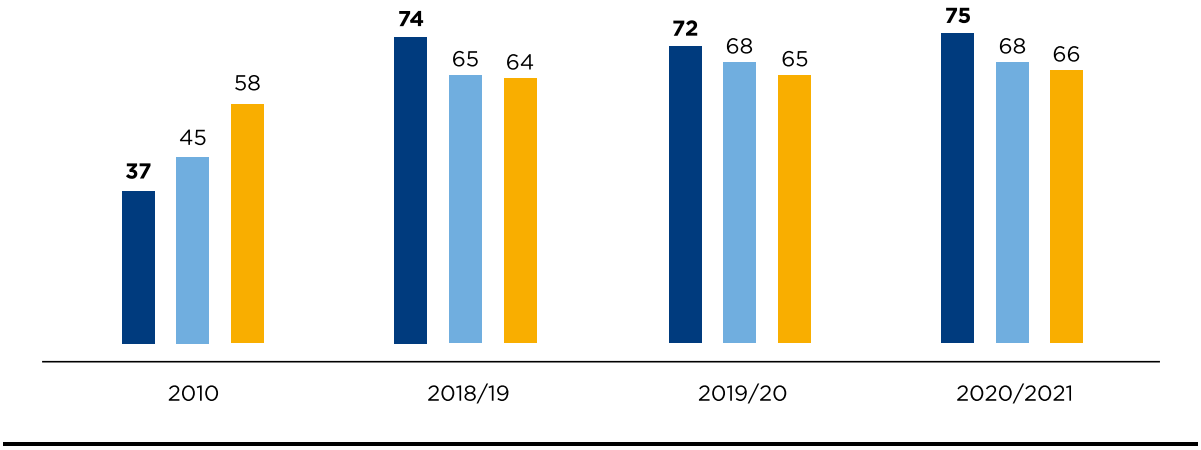
Both the activities in digital self-learning increased as well as in instructor-led courses, though still often delivered digitally.

2 The reported figures include all METRO Wholesale entities as well as METRO AG.

Reasons lie in less restrictions due to the Covid-19 pandemic as well as the international implementation of a new learning platform which provides a user-friendly and engaging access to learning resources for each employee.

Employee engagement

METRO



Since the start of 2019 the engagement survey has been carried out quarterly. The 2020/2021 figure is from August 2021.

The global retail benchmark was 68% this year and the global benchmark for all industries was 66%.

Community Involvement

Community Involvement - METRO

in € thousand	2018/19	2019/20	**2020/21**
Charitable donations	2,002	2,400	**1,737**
Community investments	2,361	3,735	**5,152**
Commercial initiatives	1,740	744	**539**
Total	**6,103**	**6,879**	**7,428**

Charitable Donations
Definition: Donations for social purposes e.g. NGO, church, or other purposes as well as small donations.

Community Investments
Definition: Donations for culture, sports and science. Donations in the form of a long-term investment in the community e.g. school meals, support for the disadvantaged, food bank projects. Sponsorships that serve or promote the community in the long term e.g. METRO Marathon, Bundesverband der Tafeln e.V., World Food Programme, cultural festivals.

Commercial Initiatives
Definition: Sponsorships that are commercial and therefore do not fall under community investments.

Community Involvement - Germany

in € thousand	2018/19	2019/20	**2020/21**
Charitable donations	142	38	**410**
Community investments	1,184	1,093	**955**
Commercial initiatives	628	221	**134**
Total	**1,954**	**1,352**	**1,499**

Charitable Donations
Definition: Donations for social purposes e.g. NGO, church, or other purposes as well as small donations.

Community Investments
Definition: Donations for culture, sports and science. Donations in the form of a long-term investment in the community e.g. school meals, support for the disadvantaged, food bank projects. Sponsorships that serve or promote the community in the long term e.g. METRO Marathon, Bundesverband der Tafeln e.V., World Food Programme, cultural festivals.

Commercial Initiatives
Definition: Sponsorships that are commercial and therefore do not fall under community investments.

COMMITMENTS, POSITIONS AND TARGETS

In the following you find METRO's sustainability related commitments, positions and targets. They offer guidance on how we formally assess and address certain sustainability issues, assuming environmental and social responsibility within business.

Food Waste

Commitment/Policy/ Position	**Target**
CGF Commitment	METRO wants to reduce food waste in our own operations (stores and warehouses) by 50% by 2025. We have committed to achieving this in a resolution of the Consumer Goods Forum.
WRI 10x20x30 Commitment: Champion 12.3 – 10x20x30 initiative	METRO to work together with WRI (World Resources institute) and engage 20 of its suppliers to commit to halving their food waste by 2030 in line with SGD 12.3.

Conscious Proteins

Commitment/Policy/ Position	**Target**
Position on Conscious proteins	METRO's approach to Conscious Proteins has three streams: 1. Sustainable sourcing: conscious proteins must be sourced responsibly which includes following established practices determined by our existing policies and commitments on sustainable sourcing 2. Marketing and creating customer awareness: to create more awareness amongst our suppliers and our internal and external stakeholders, we will promote conscious proteins in a responsible way 3. Creating awareness of our customers: we will help our customers to understand what they can do to create plates with conscious proteins in the context of their locality and culture.

Organic and Responsible Products

Commitment/Policy/ Position	Target
METRO Health and Nutrition Policy	METRO aims to offer to our customers healthier own-brand products globally (common sourced and sourced by country organisations) with less sugar, salt, and fats and/or completely or partially free from additives and/or organic certified and/or alternative protein-based by: – end of 2021 a total of 1,000 own brand products – end of 2022 a total of 1,250 own brand products – end of 2023 a total of 1,500 own brand products

See all KPIs of Organic and Responsible Products ▸ page 14

Raw Material Sourcing

Commitment/Policy/ Position	Target
Approach for sourcing of agricultural raw materials	./.
Policy for Sustainable Sourcing	./.
Soy Procurement Policy	Soy as an ingredient (Tier 1 soy) in products with over 95% soy ingredient. E.g.: edamame beans, miso soup, miso paste, soybean oil, soy nuts, soy sauce, tofu, and Soy in animal feed (Tier 2 soy) must be certified zero deforestation by end 2025 with certification scheme by: 1. Round Table for Responsible Soy (RTRS Credits or RTRS Certified) or 2. ProTerra certification scheme or 3. Any of the other FEFAC benchmarked soy certification schemes

Palm oil Procurement Policy	Target: 100% sustainable palm oil on RSPO level Segregated or Identity Preserved until 2023 in METRO's own brand products
Paper and Wood Procurement Policy	Environmental: – 100% of own brand products made from wood or wood fibre in accordance with the scope originate from legal and responsibly managed forests by 2023 For assessing compliance the following shall apply: – Products made from virgin fibre must be certified in accordance to one of the third-party forest certification schemes – FSC® (Forest Stewardship Council®) or – PEFC (Programme for the Endorsement of Forest Certification Schemes) – Products made from recycled wood or fibre are considered to be sustainable for the purpose of this policy; acceptable certifications can be ISO 14024:2018 type I label or local eco-label Paper and Wood Policy was updated in Nov. 2021. In the previous version, our target was 2020 or 2023 for challenging markets. However, most markets (apart from TR and KZ who achieved 100% rate) did not manage to achieve the target. Therefore, we have now revised the target to 100% for all countries to 2023. The Social Compliance target in the Paper and Wood Policy has also been reviewed and revised to 2030 to align with the overarching METRO AG target.
Meat Procurement Policy	The meat policy does not contain any own targets but builds upon relevant targets from existing public METRO policies related to sustainable meat sourcing, e.g. soy and animal welfare policy.

Animal Welfare Policy	METRO aims to improve its assortment towards higher animal health and welfare standards by achieving the following targets by 2025: – 100% Transparency of livestock origin (country of farm & slaughtering) – 100% Exclusion of preventive usage of antibiotics and growth promotors – 100% Exclusion of cloned animals or genetically modified animals – 100% Exclusion of routine mutilation practice such as, castration, tail docking, teeth clipping, tooth clipping beak trimming, fin clipping – 100% humanely stunning of animals prior to slaughtering – Avoidance of long distance traveling wherever possible and keeping animal live transportation to a minimum Cage Free Eggs targets have been revised in November 2021 and included in the relevant policy (see below)
Fish and Seafood Procurement Policy	METRO has set itself three fish and seafood targets: Environmental: 90% of our top twelve species will by 2025 either: 1. Be certified according to one of the accepted certification standards 2. Be engaged in a credible comprehensive Fishery Improvement Project (FIP) or in an Aquaculture Improvement Project (AIP) that is in progress towards certification and with the clear target to achieve certification within a reasonable timeframe 3. Be engaged with a third-party audit or a local certification scheme with reliable criteria.

Social:
By 2025 METRO aims for 100% of species to be audited or certified against one of the accepted social audits/ certifications following the requirements of the METRO Policy for Social Compliance.

Currently this is valid only for land-based processing factories as well as land-based and at-sea aquaculture. Regarding at-sea operations METRO will accept any certification standard that has been recognized by the seafood-specific social benchmark tool developed by The Global Sustainable seafood Initiative (GSSI) in collaboration with the Consumer Goods Forum.

Traceability:
By 2030 all products have to be digitally traceable and have to meet key data elements of the Global Dialogue on Seafood Traceability (GDST) standard.

Additionally, the scientific and common names of species as well as the FAO catching area (wild catch) or name of the body of water (inland fishing) or the country of aquaculture have to be visible on products.

Commitment on cage free eggs sourcing	METRO is committed to sourcing 100% cage free shell eggs – by the end of 2022 in Western and Southern Europe (DE|AT|IT|PT|ES|BE|NL|FR) – by the end of 2025 in Eastern Europe(EU) (HU|HR|PL|CZ/SK|RO|BG) – by the end of 2027 in remaining markets, such as TR|UA|RS|RU|IN|PK|JP METRO is committed to sourcing 100% cage free liquid egg own brand products by the end of 2027 (in challenging markets this timeline may be extended). The Policy was revised in May and November 2021 to reflect tighter EU regulatory landscape on Cage Free farming and NGO feedback. As a result, our targets changed as above and TR, UA and RS moved into the 2027 target as non-EU countries. RU is now also included in the 'remaining markets' and no longer requires a special mention. We also differentiated between shell and liquid eggs products, giving the latter category more flexibility due to its immaterial impact in our assortment (only 2 countries having liquid egg product articles).
Policy on Genetically Modified Organisms (GMOs)	METRO is committed to: – Genetically modified livestock (meat and fish) must not be used in our own-brand supply chain in line with our Animal Welfare Policy requirements. – 100% transparency concerning genetically modified ingredients and ingredients originating from genetically modified organisms/plants in food products. – 100% transparent labelling of food products containing more than 0.9% genetically modified ingredients The Policy is currently under review.
Position on Biodiversity	./.
Principles of good practice supply chain food (European Supply Chain Initiative)	./.

Human Rights

Commitment/Policy/ Position	Target
Policy for Social Compliance	Target: Socially compliant supply chains for all risky own brand producers by 2030. This includes non-food, near-food and food producers of all tiers that bear a risk in their production facilities with regards to potential Human Rights violations. The social compliance can be proven by a valid audit against one of METROs accepted social audit schemes.

See all KPIs of Human Rights ▸ page 22

Packaging and Plastic

Commitment/Policy/ Position	Target
METRO Packaging Policy	METRO aims that with a baseline of 2018, by 30 September 2023 1. all own brand packaging on all packaging levels is 100% PVC (PVdC) and EPS free 2. all primary and secondary paper/cardboard/wood own-brand packaging is FSC/PEFC certified or has a minimum of 70% recycled content 3. 2,000 tonnes of plastic (virgin and recycled) own-brand packaging shall be reduced.
Single use plastic	By 2025, we will empower our customers' businesses to move into a 100% future without any conventional single use plastic and increase resource efficiency by: – Providing reusable, recyclable and compostable alternatives only – Supporting our customers in this phase out and – Advocating for the movement towards a circular economy regarding plastic
Ellen MacArthur New Plastics Economy Global Commitment	Disclosure of data in the Ellen MacArthur Global Commitment progress report

Climate Action

Commitment/Policy/ Position Environmental guideline	Target ./.
Science based Climate protection target	Reduction of scope 1 and scope 2 CO_2 emissions by 60% per square metre selling and delivery space by 2030 compared to 2011. Becoming climate neutral by 2040 Reduction of absolute Scope 3 CO_2 emissions (supply chain) by 15% by 2030 compared to 2018.
EV100 initiative commitment	Expansion of charging infrastructure, including the parking lots of local METRO stores to 1,000 charging points till 2030. Promotion of electric mobility in METRO's own fleet of vehicles to reach nearly 100% availability of electrical or high-quality hybrid vehicles by 2030.
Water Protection target	Reduce the use of water by 5% in our own operations by 2025 compared to the base year 2016/17

See all KPIs of Climate Action ▸ page 15

Diversity and Inclusion

Commitment/Policy/ Position	Target
Commitment for equal opportunities at work for all genders	25% of employees on the 1st management level below the Management Board and 40% of employees on the 2nd management level below the Management Board of METRO AG to be women by September 2025.. By September 2025, 30% of managerial positions on levels 1 – 3 (including store managers) of METRO Wholesale locations worldwide to be filled by women.

See all KPIs of Diversity and Inclusion. ▸ page 26