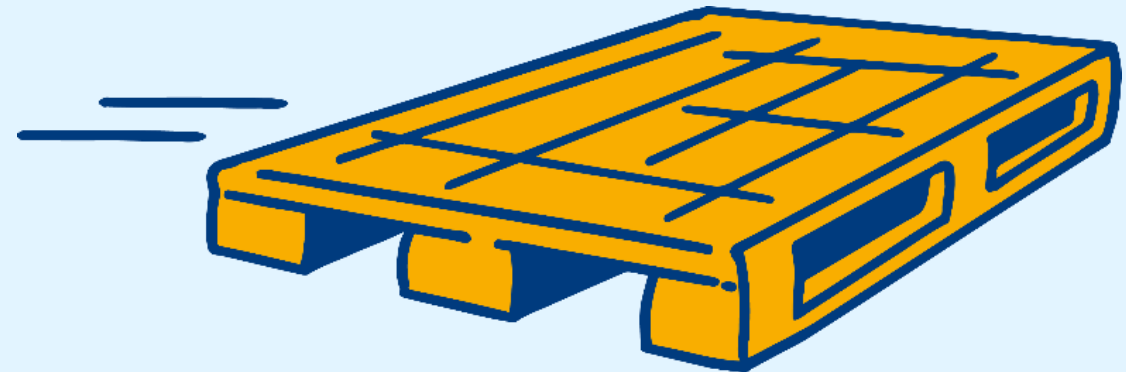


POWERFUL & ENGAGING INTERNAL COMMUNICATIONS FOR METRO

Elisabeth Hesse, METRO AG

Amsterdam, 25 June 2024



Produce
congelate



Produce
congelate



Carne

Delicatese

Peste

Legume-fructe

WELCOME TO

THE WORLD OF WHOLESAL

Congelate

Congelate

LACTATE

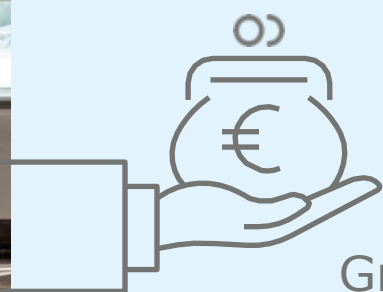
ATESE

METRO = PURE WHOLESALER



89.440
employees

In **33**
countries



€30.551 million

Group revenue



624
locations

SOURCE. Employees + Group Revenue Annual Report 22/23, Countries + Locations Half-Year Financial Report H1/Q2

KEY CHALLENGES

METRO's multichannel wholesale transformation requires a cultural change – what fundamental role does internal communication play in this "new simplicity"?

- Very international and store-based company
- sCore growth strategy brings many changes and high ambitions
- It's a people's business: METRO needs a committed workforce

IMPACT ON EMPLOYER BRANDING

Employees are the most authentic ambassadors

- **67%** state that values communication is an important aspect for them when choosing their next job*
- **56%** believe that culture has a greater impact on job satisfaction than salary**

*Berkeley Study 2024; ** Glassdoor 2022



FUNDAMENTALS = NEW SIMPLICITY

Close to wholesale,
simple & efficient



1
**WHOLESALE.
EVERYWHERE.
EVERY TIME.**

Success stories &
winning spirit,
effective

2
**GROWTH IS KING.
SPEED MATTERS.
RESULTS COUNT.**



3
BASIS AND BASICS.

Global togetherness,
interaction and
engagement

4
**WER WILL, DER KANN.
NEVER STOP.
NO FEAR.**



5
ONE METRO.



Clear & authentic,
people's business

Bold & different,
trying out

FUNDAMENTALS = OUR COMPASS

STRATEGIC APPROACH

MEASURES (Exemplary)

EXPERIENCING
UNDERSTANDING
KNOWING



Daily practice

KNOWING

about the Fundamentals by information, facts, explanation, uniform visualization and language as well as tone from the top
(Symbols)

- Key visual and designs
- News, FAQ, flyer, poster, magazine
- United information hub
- Explanatory video
- Giveaways
- Branding
- ...



UNDERSTANDING

the Fundamentals and their impact on the purpose by storytelling and giving examples and role models
(Heroes)

- CEO speech
- Emotional campaign
- Executive Communications
- Storytelling Programme
- Workshops
- ...



EXPERIENCING

the Fundamentals and living the wholesale culture and purpose by recurring rituals, engagement and empowerment of employees
(Rituals)

- Global events
- Leadership Summit
- Mentoring Programme
- Roundtable discussions & events
- Constant agenda item
- (E-) learning
- ...



DRIVE EMPLOYEE ENGAGEMENT GLOCALLY



LOCAL PROGRAMME

GLOBAL PROGRAMME



Store Activities



Join our "Together we sCore" global selfie challenge for a good cause!

- 1 Access our virtual photo booth by scanning the QR code on the right
- 2 Take your selfie, choose one of the Fundamentals plus background and receive your final photo via email or download it
- 3 Open the "METRO Fundamental Yammer community", and share your Fundamentals photo with us using the hashtag #OneMETRO

We donate 3 € per selfie to the German Red Cross!

ONE METRO Selfie Challenge

Teambuilding



Awards

Fundamentals in the Focus

CONSISTENT AGENDA SETTING & ENGAGEMENT

- Reaching all employees across national borders with digital + hybrid activities
- Creating a common understanding and drive ONE METRO spirit



CEO interviews in pairs to talk about executing sCore strategy and bringing Fundamentals to life



With a digital Fundamentals photo booth, we started a selfie challenge for all employees worldwide



“My Fundamentals Moment” and follow up campaign “Your Fundamentals Moment” via social intranet, posters and local channels



Every month between March and July, we focus on one of the five Fundamentals combine each Fundamental with a small challenge on the social Intranet

STRATEGY COMMS VIA EXISTING CHANNELS

Internal Communication is MORE = internal “classic” eco channel system



Monthly hybrid info event on strategic and operational topics



Quarterly Global Town Hall Meeting with the Management Board



Monthly video interviews with the top management



Monthly podcast dedicated to “sCore - Wholesale to the max” strategy



Email newsletter for employees at METRO Campus



... AND VIA NEW DEDICATED FORMATS



CEO interviews in pairs on sCore and what it means in their country organisation



Annual global award to celebrate success in key KPIs of sCore



Measure progress and visualize achievements



Face-to-face informal sessions to discuss sCore and strategy execution



Every year each global Executive to spend one day shift at one of our customers to earn his/her ticket for Leadership Summit

RESULTS



Countries **adopt ideas and implement the Fundamentals** individually

89%

of employees agreed that they exactly know what is expected from them and how their daily work and tasks contribute to the company success.



After the kick-off communication, the P&C division **implemented the Fundamentals in the employee lifecycle**, including transfer to the new employer branding campaign.



LEARNINGS

✓ This works for us

- Set of recurring formats that can be easily planned and controlled in terms of workload
- Cross-linking with other departments (like Employer Branding) is essential
- Balanced mix of content pieces and participation activities
- Great flexibility in design and implementation for country communication
- “Sounding boards” for pulse checks with selected communication managers from the countries
- Full internal communications power to local communications teams

✗ This doesn't

- Over-staging (also by the Management Board)
- One-way communication only



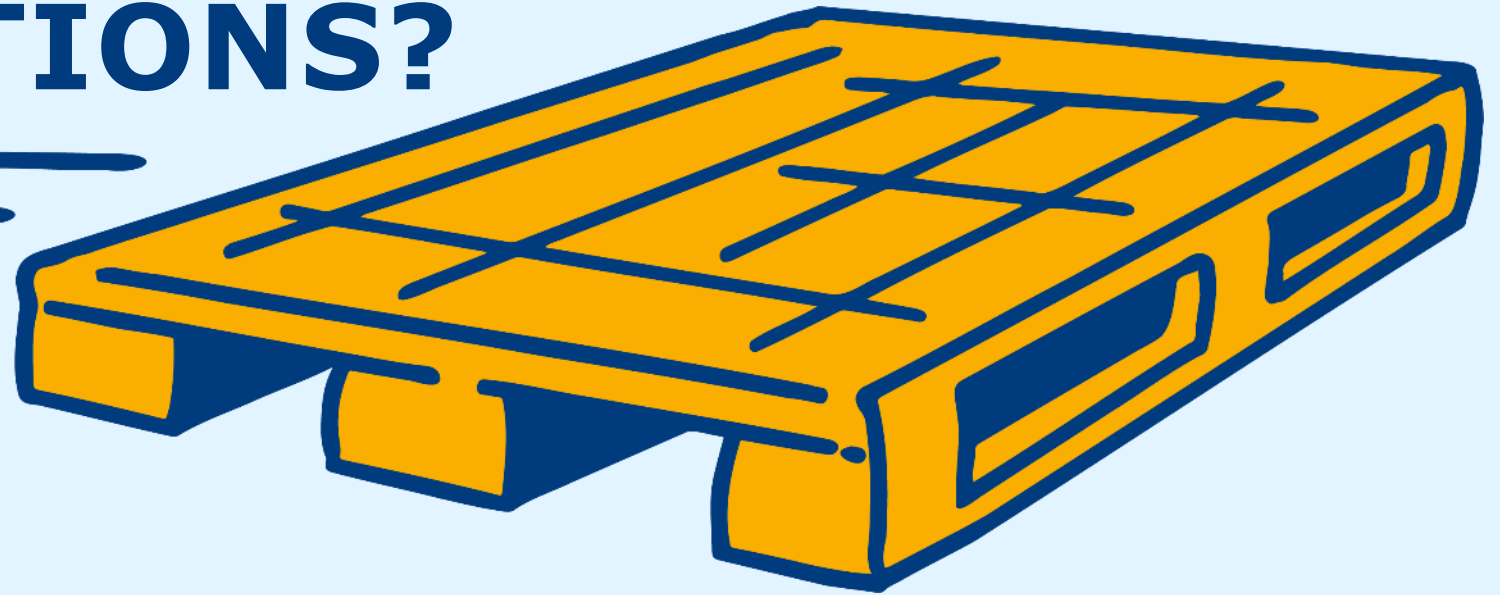
LET'S



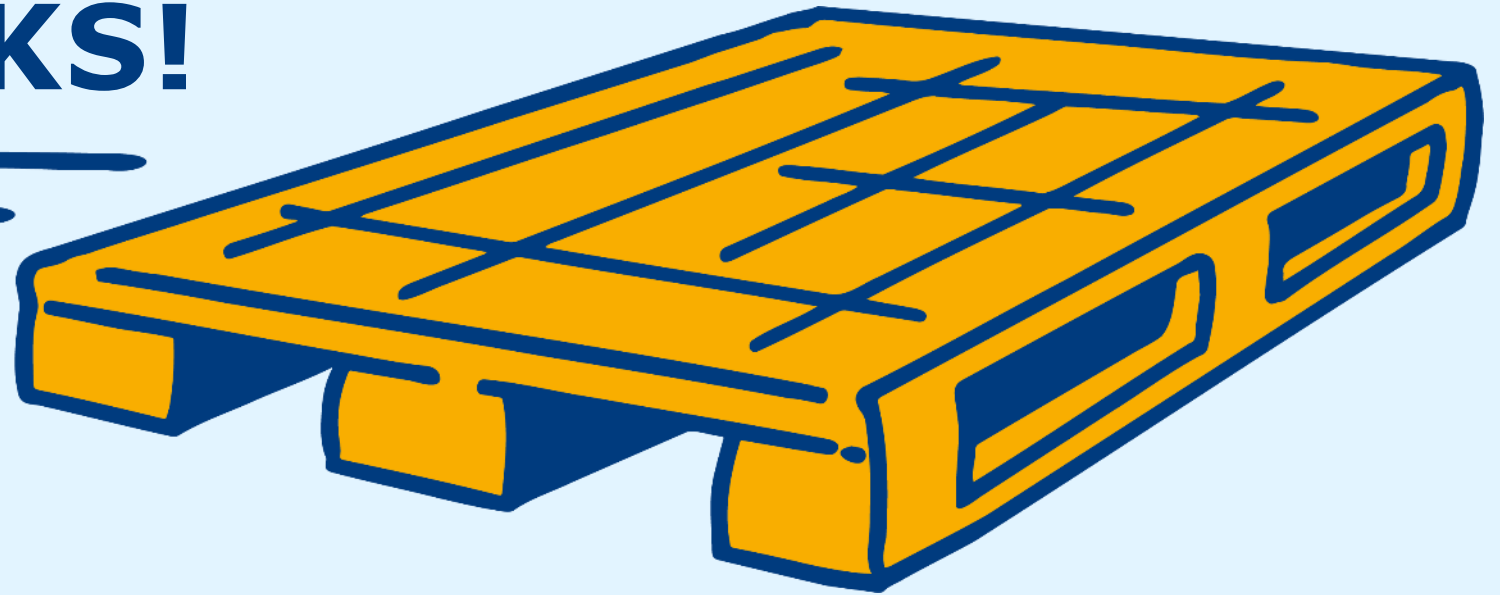
DO THIS!

FUNDAMENTALS

YOUR QUESTIONS?



MANY THANKS!



The METRO logo is displayed in a bold, blue, sans-serif font. The letter 'M' is stylized with a yellow vertical bar on its left side. The letter 'O' is a solid blue circle with a white horizontal line through its center. The letters 'E', 'T', 'R', and the second 'O' are solid blue.

METRO

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