

MVV ENERGIE
ENERGISING ▾ MY FUTURE

Supplement to 2016 Annual Report



ENERGY NEEDS RESPONSIBILITY

MVV ENERGIE AT A GLANCE

With around 6,200 employees and sales of Euro 4.1 billion, the MVV Energie Group is one of Germany's leading energy companies. We cover all stages of the energy industry value chain – from energy generation, energy trading and energy distribution via proprietary grids through to sales and energy-related services. Our corporate strategy is consistently based on expanding renewable energies, boosting energy efficiency and further expanding the use of highly efficient combined heat and power generation and environmentally-friendly district heating. We are also investing in the future capability of our grids and in modernising our generation plants.

Our sales operations are also aligned to the energy system of the future: We are making our customers, with their individual needs and expectations, the focus of our activities and are developing innovative products and business models. In this, we are building on the mature competence and expertise of our employees. This way, we guarantee a reliable, economical and environmentally-friendly supply of energy to our industrial, commercial and private household customers. At the same time, we can offer secure and attractive jobs to our employees – both now and in future.

CONTENTS

Growth	4
Environment	12
Innovation	18
Social Responsibility	26

An aerial photograph of a city, likely Berlin, showing a dense urban grid, a river (the Spree), and various green spaces. A red location pin is placed on the left side of the image, near the river.

MVV Energie

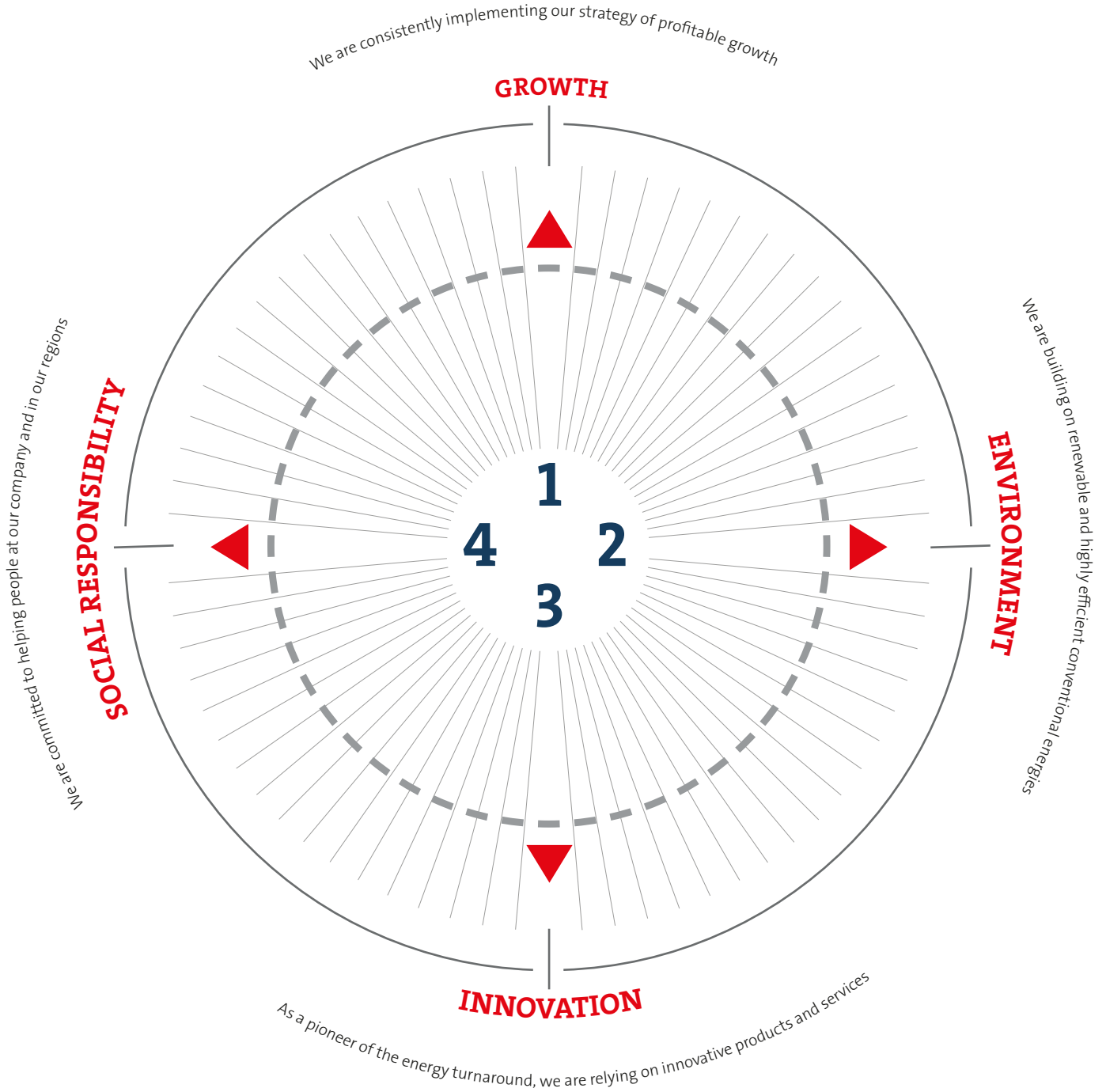


WE TAKE RESPONSIBILITY
FOR A KEY FUTURE TOPIC:
ENERGY

Energy is the foundation for our prosperity - both now and in future. It is crucial for our coexistence in society – whether at home, at work or in public. Creating a sustainable energy system is a global challenge, but one that requires specific local solutions. We have met our responsibility here for many years. We are working right now on our energy future.

RESPONSIBILITY ON MANY LEVELS

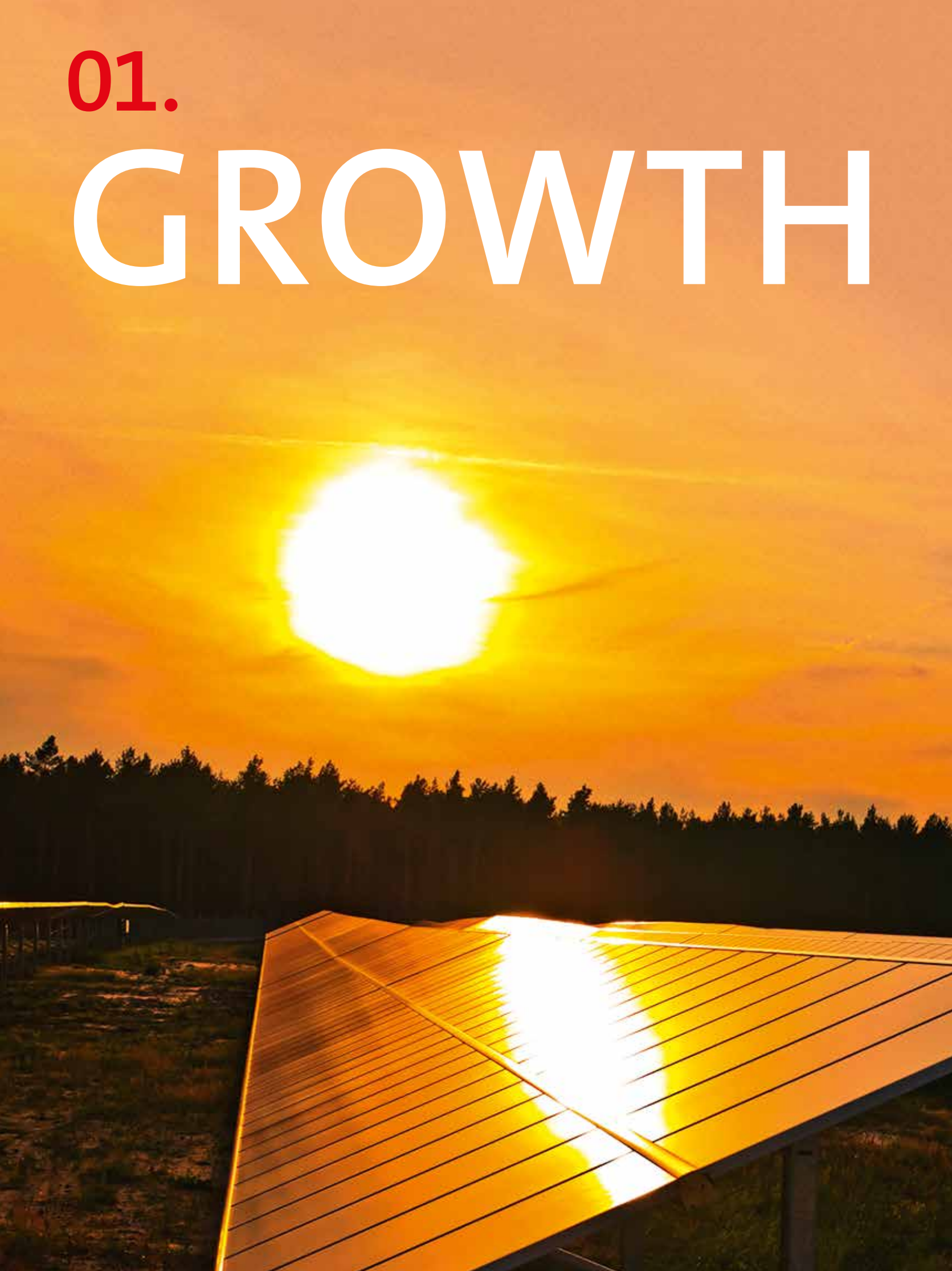
The fundamental transformation in the energy system requires industry players to act responsibly towards energy. As the energiser of the future, MVV Energie does justice to the high expectations placed in businesses in this respect – and that on many levels.



CORE ASPECTS OF OUR
CORPORATE RESPONSIBILITY:
GROWTH, ENVIRONMENT,
INNOVATION, SOCIAL
RESPONSIBILITY.

01.

GROWTH





A reliable, economical and ecological energy system is the lifeblood of an industrial nation like Germany. *As a driver and pioneer of the energy turnaround, MVV Energie is taking responsibility and offering solutions for tomorrow's energy.*

55,000 MW

of new renewable energies plants due to start operations in Germany from 2017 to 2025 according to EEG legislation.

Euro 17 billion

to be provided by BMWi for energy efficiency measures from 2016 to 2020.



26,772

wind turbines in Germany in 2015





FOR MVV ENERGIE, BUSINESS SUCCESS IS THE BASIS FOR PROFITABLE GROWTH, CREATING SHAREHOLDER VALUE AND INVESTING IN NEW PROJECTS AND MODERNISING OUR EXISTING PLANTS AND GRIDS.

Since 2009, our corporate strategy has consistently focused on doing justice to all aspects of our responsibility in a new energy system. That is why we initiated an ambitious investment programme, one we will maintain at a high pace in future as well. In the years ahead, we will be channelling a further Euro 3 billion into forward-looking growth and efficiency enhancements.

Here, our key focuses are on expanding renewable energies, linking these with highly efficient conventional energies and boosting energy efficiency and sustainable combined power and heat generation in conjunction with environmentally-friendly district heating. A reliable energy supply also needs smart, high-performing grids. By offering innovative, service-oriented business models and new professional services, we are focusing far more closely on our customers' needs than before.

Investing in the future

STATE-OF-THE-ART UK POWER PLANTS AND RENEWABLE ENERGIES FOR SUSTAINABLE GENERATION

Royal visitor at MVV Energie's combined heat and power (CHP) plant in Plymouth/UK: Prince Charles, heir to the British crown, is impressed by the efficient and environmentally-friendly technology in use at the new waste-fired plant. By utilizing up to 49% of the energy from the non-recyclable fuels used, the CHP plant is one of the most modern of its kind in Europe – and a good example for efficient energy generation as part of sustainable waste management. Each year, the Plymouth plant uses around 245,000 tonnes of household, commercial and industrial waste from the surroundings to generate electricity and heating energy and thus produce around 190,000 MWh of electricity and 60,000 MWh of steam for heating, which are supplied to the neighbouring naval base and dockyards. This will cut CO₂ emissions by around 73,000 tonnes a year. In addition to the Plymouth CHP plant, in the UK we also have a biomass power plant at Ridham Dock where operations were also launched in 2015.

One aspect of our growth-driven strategy involves expanding renewable energies, with a key focus on sustainable and environmentally-friendly energy generation from onshore wind power and regenerative fuels such as biomass. By investing in a fourth biomethane plant in Barby, we have completed our biomethane cluster in the Magdeburger Börde region in Saxony-Anhalt. Our photograph on Page 9 shows the biomethane plant in Stassfurt.

► **Dr. Georg Müller,**

CEO,

Commercial Director and Personnel

“Profitable growth is the cornerstone of our corporate strategy, with its focus on the future energy system. This is how we are sustainably securing our competitive position.”



Prince Charles in conversation with MVV Energie CEO, Dr. Georg Müller

73,000

tonnes of CO₂ a year avoided
at Plymouth CHP plant



Our new CHP plant in Plymouth



The biomethane plant at Stassfurt in the Magdeburger Börde region

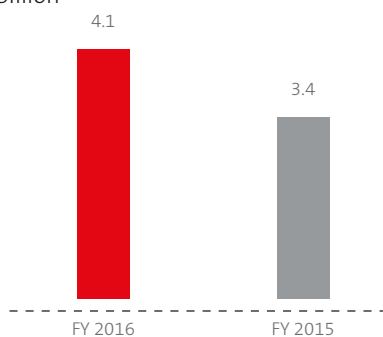
► **Ralf Klöpfer,**
Sales Director

“We make customers the focal point of our business. With new business models and cross-sector partnerships, we are seizing opportunities presented by the energy market transformation.”

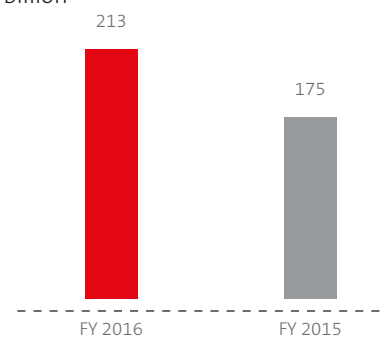
► **Dr. Hansjörg Roll,**
Technology Director

“Forward-looking investments in renewables, energy from waste, energy efficiency and CHP will drive our economic success in future as well.”

SALES
Euro billion



ADJUSTED EBIT
Euro billion



Transporting a rotor blade in the forest near Sippersfeld



Energy-driven growth

MVV ENERGIE IS BUILDING ON RENEWABLES, ESPECIALLY ONSHORE WIND POWER.

Onshore wind power is a major building block of the energy turnaround and a key strategic focus at MVV Energie. For us, 2014 marked a milestone: In September we took over the Hanover-based windfarm developer Windwärts. At the end of the same year we acquired a 50.1% shareholding in Juwi AG. To support Juwi's growth course, in August 2015 we increased our stake in the Wörrstadt-based company to 63.1%. This is a marriage of two ideally suited partners: Dr. Georg Müller, MVV Energie's CEO, was absolutely convinced of that from the very start of the partnership with Juwi: "Pooling the different competencies on hand at Juwi, Windwärts and MVV Energie is the key to our joint success in a rapidly changing global market. This way, we cover the entire value chain – from project development to plant operation through to electricity marketing – in our renewable energies business as well".

Juwi is one of the leading companies for renewable energies project development, especially in the fields of onshore wind power and photovoltaics. Not only that, the company also benefits from its strong regional presence. Alongside project development, it offers additional services covering all aspects of building and managing operations at renewable energies generation plants. To give an impression of what this actually means, we will briefly outline all stages of a project and will take the wind turbines in Sippersfeld and Offenbach an der Queich (both Rhineland-Palatinate) as an example.

Wind power projects are complex undertakings. Technical, commercial and legal expertise are needed to implement a project in its entirety. At Juwi and Windwärts, numerous specialists from different disciplines work together on the project and keep an eye on all aspects. As pioneers in the wind power industry, the project developers can draw on 20 years of experience, expert minds and strong partners.

The first step involves identifying suitable locations. Talks are then held with owners to find out whether wind turbines can be built on their land to generate clean and sustainable electricity. If agreement is reached, then lease and utilization contracts are signed. These then form the cornerstone for planning a wind power project. After that, it all becomes specific. The location is planned with an exact template and the relevant distances, wind conditions, conservation and species protection, grid connection, site access and many other factors are reviewed.

One particularly challenging aspect in terms of both timing and contents is the approval procedure under the German Federal Immissions Control Act (BImSchG). This is based on an extensive approval application. The project developer accompanies the process and factors any conditions imposed by the authorities into the planning. Once approval has been granted with the tender procedure provided for under the German Renewable Energies Act (EEG), the financing experts organise the hunt for investors and financing for those projects ready for construction. As a general rule, investors include regional energy suppliers, private and institutional investors, energy cooperatives, private citizens and local authorities. Once all these hurdles have been taken, special expertise is required for the implementation

► **Nico Baumann** coordinates Juwi's construction processes



Working on the rotor blade at a wind turbine in Offenbach an der Queich



stage. Wind turbines are increasingly in use at complex locations, in mountainous or hilly regions or in forests. Site-optimised planning, modern transport vehicles and assembly technologies make sure that any interference with the natural world is kept to a minimum.

Furthermore, the surfaces used are reforested or replaced with higher-quality ecological habitats. These offsetting measures to protect animals and plants are compiled with surveyors within the approval procedure and implemented once the construction stage is complete.

When the building permit has been issued, the plant implementation stage begins. This involves the delivery of all components, construction of the foundation, tower and gondola and the associated infrastructure, including access routes. The culmination of each project is the launch of operations – from then on the wind turbine feeds electricity into the grid. To ensure economically viable electricity generation over more than 20 years, responsibility is also assumed for technical and commercial operations management as a service to the plant operator. The benefits of this approach are immediately apparent. After all, no one is more familiar with the turbines than the experts from Juwi and Windwärts.

OPERATIONS LAUNCHED AT FREUDENBERG WINDFARM

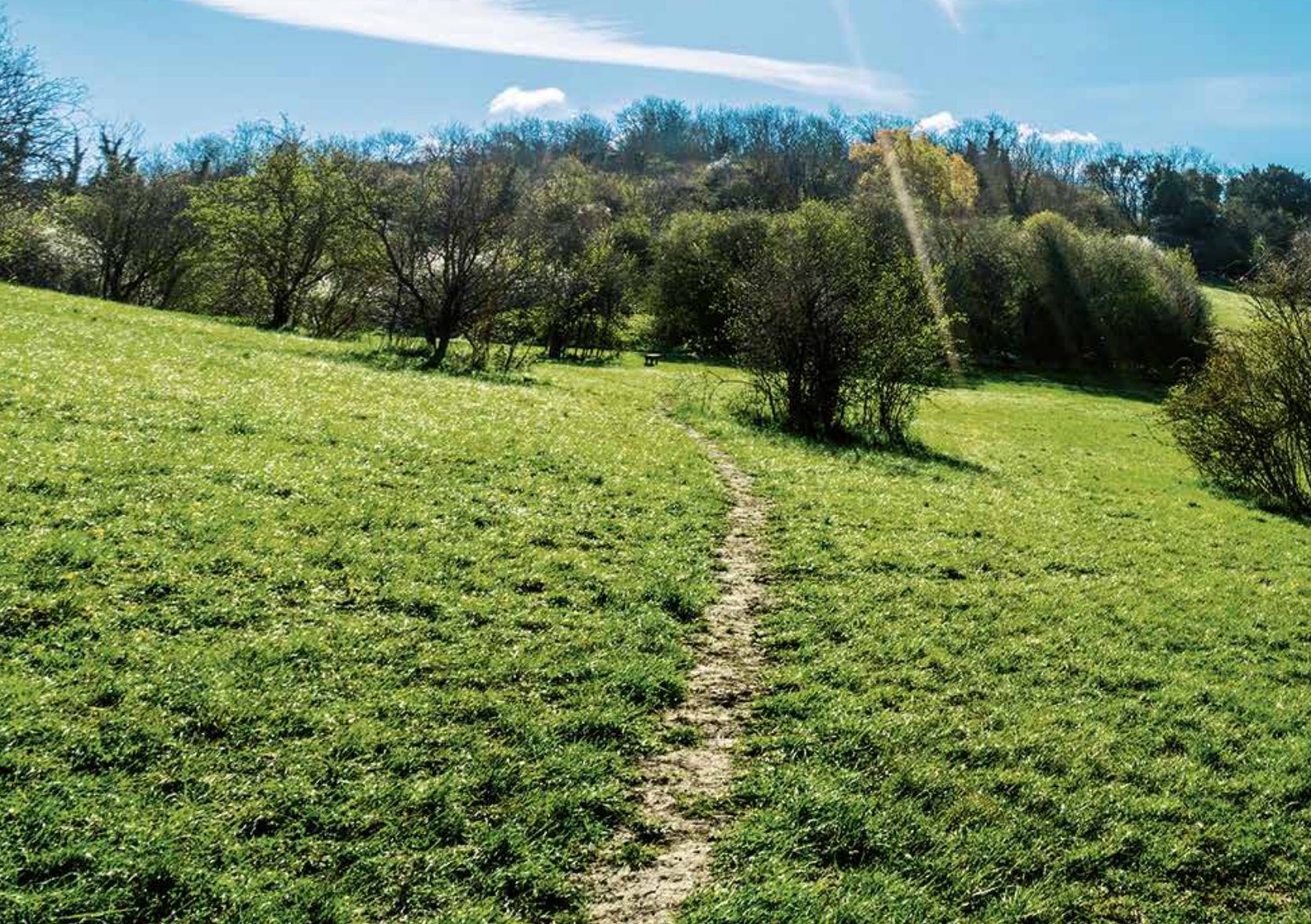
Following three years of project development, MVV Energie completed Freudenberg Windfarm in autumn 2016 and welcomed it into its proprietary wind power portfolio. Construction work had reached the home straights by the end of August 2016 – the upper segments of the steel and concrete hybrid towers were installed with the help of a special crawler crane, as were the gondolas and rotor blades. By early September, all seven wind turbines had been completed on schedule and trial operations could begin. One key priority for MVV Energie was to make sure the local population was informed and involved from the earliest planning stages. People living in the surrounding area were regularly kept up to date with information events and press articles. An open day held at the construction site gave local people the chance to find out more about the building, technology and operation of the turbines. For the official launch of operations in October 2016, the local bank Sparkasse Tauberfranken worked with MVV Energie to develop a "wind savings bond" to offer to residents of Freudenberg and two neighbouring districts on the Bavarian side of the border.



► **Jochen Baumann**, site supervisor at Freudenberg Windfarm

02.

ENVI RON MENT





Climate protection is a global challenge of our times – and a key responsibility for our generation. For MVV Energie, climate-friendly energy generation is a core building block for shaping the energy system of the future.

32.5 %

of the electricity consumed in Germany in 2015 came from solar, wind, hydroelectricity and bio-energy plants.

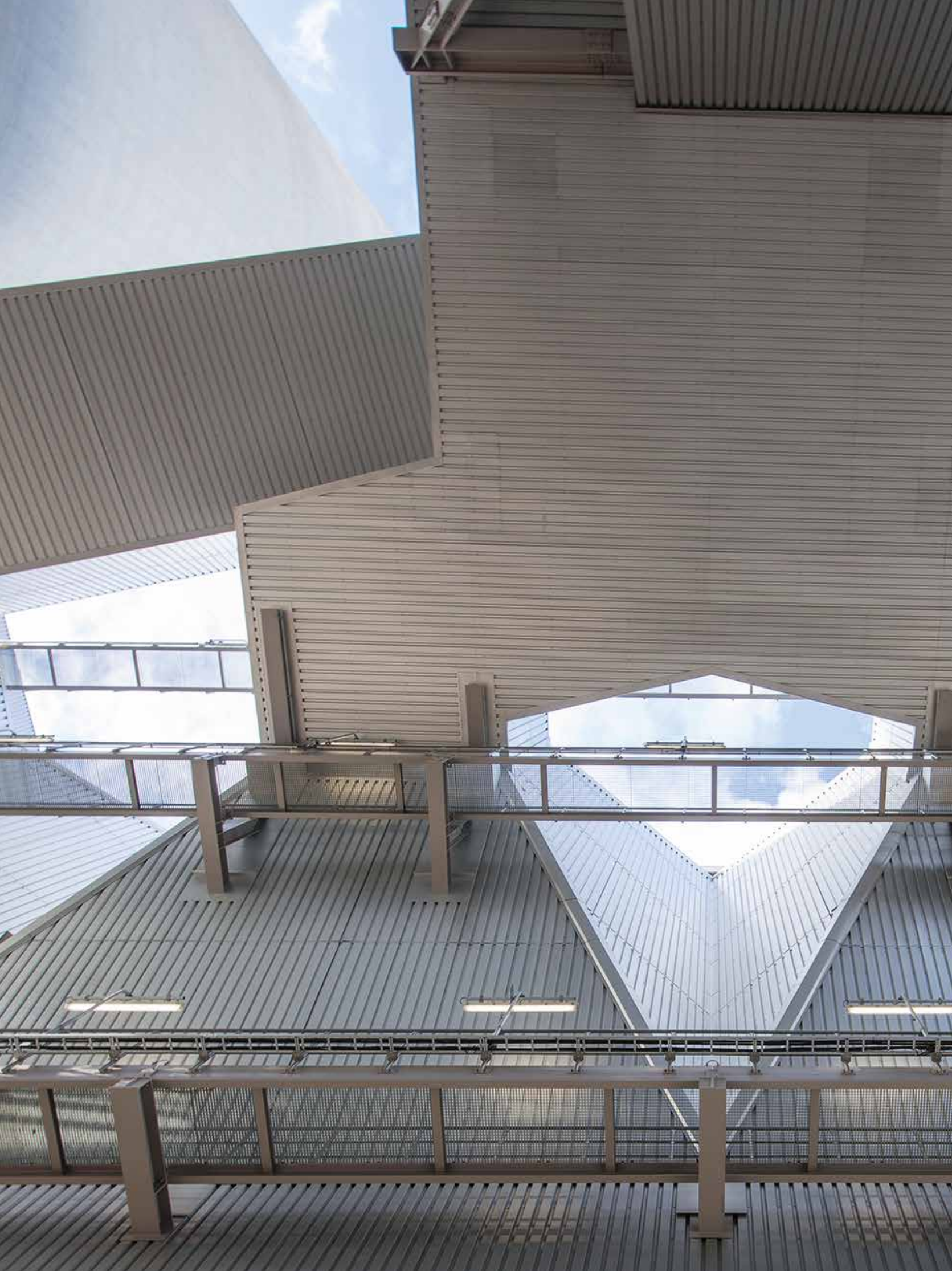
80 % to 95 %

reduction in greenhouse gas emissions in Germany by 2050 compared with 1990. That is the Federal Government's climate protection target.



325

million fewer tonnes of CO₂ in Germany in 2015 compared with 1990.





PROTECTING RESOURCES AND THE ENVIRONMENT: WITH THIS STRATEGY, MVV ENERGIE IS ASSUMING RESPONSIBILITY FOR THE CLIMATE.

MVV Energie is building on renewable energies and energy efficiency. We are not (yet) able to do without conventional energies, but are consistently reducing emissions of climate-relevant greenhouse gases. We are also optimising our plants by working with highly efficient combined heat and power generation.

With a total of eight energy from waste and biomass plants in Germany, the UK and the Czech Republic, MVV Energie is one of Europe's largest players in this industry.

Reduce and avoid

WE ARE RAISING EFFICIENCY RATES AT OUR POWER PLANTS AND REDUCING THE USE OF PRIMARY ENERGY SOURCES.

As a company with proprietary electricity and heating energy generation activities, MVV Energie bears a great responsibility to protect the environment and the climate. We are making our contribution to building a climate-friendly, sustainable energy system. To reduce CO₂ emissions, we are boosting efficiency at our generation plants. We are optimising plants and processes and working with highly efficient combined heat and power generation (CHP) at our power plants. The new modular gas-fired CHP plant in Kiel, which is due to replace the coal-based joint power plant (Gemeinschaftskraftwerk Kiel – GKK), will also be equipped with this state-of-the-art CHP power plant technology.

What specific climate protection measures are we currently implementing at our plants? Energieversorgung Offenbach AG is modernising its waste-fired CHP plant and investing around Euro 25 million. A high-efficiency steam turbine is being installed and this will more than double the volume of electricity fed into the grid from 40 million kWh currently to 90 million kWh a year. Furthermore, a new flue gas cleaning system is being installed. This will minimise the plant's own energy requirements and generate additional heating energy for customers. One special feature at the new plant is its heat recovery process. The flue gases lose hardly any of their temperature during the entire cleaning process. Only after the final cleaning stage does a heat exchanger remove 50 degrees Celsius

or 3 MW of heating energy that is fed into the district heating grid. This optimal energy yield further reduces the volume of CO₂ emissions.

At the non-recyclable waste incineration and energy generation plant (TREA) in Leuna, the existing four-stage flue gas cleaning process is also being optimised. This way, it will be possible to save around 20% of the additives used and a comparable volume of residual materials. The potential for reducing CO₂ emissions comes to around 30%. The Environmental Innovation Programme at the Federal Ministry of the Environment, Nature Conservation, Building and Nuclear Safety is promoting the conversion in flue gas cleaning to the novel process with almost Euro 1.8 million.



A new flue gas cleaning system for the TREA plant in Leuna

90 %

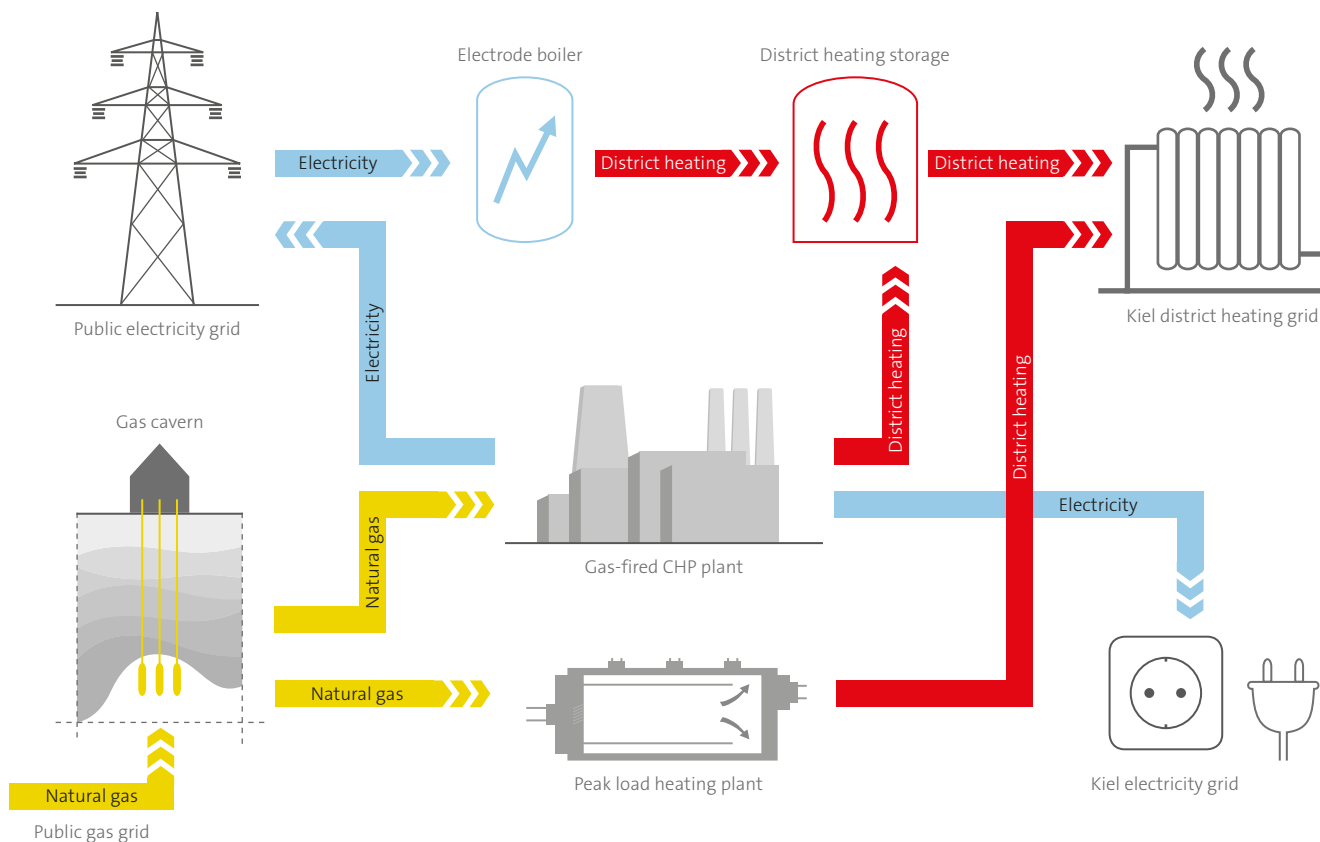
or more: the primary fuel efficiency rate at the new gas-fired CHP plant in Kiel

The gas-fired CHP (GCHP) plant in Kiel will make a major contribution to the energy turnaround. It therefore made sense for Stadtwerke Kiel to be singled out for the renowned COGEN Europe 2016 Recognition Award in Milan in June 2016 in acknowledgement of its technical concept. With its flexibility, efficiency and ecological sustainability, this beacon project in Kiel will be setting new standards.

What is it exactly that makes the GCHP plant so unique in Europe? Its flexible technology guarantees great reliability. The modular structure with 20 gas motors ensures a high degree of protection against downtime, as the units are operated independently of each other.

The GCHP plant is set to play a key role in a state-of-the-art, environmentally-compatible energy supply system. Combining the gas motors with heat storage facilities, electrode boilers and gas storage facilities will create technical flexibility and operational synergies. The overall concept for the GCHP plant meets all the requirements placed in the energy system of the future. It will reduce both electricity bottlenecks and voltage drops and thus make a crucial contribution to ensuring grid stability. Not only that, given its combined generation of electricity and heating energy it achieves a high efficiency rate and makes better use of primary fuels. Overall, the GCHP plant will ensure a secure long-term energy supply for the state capital of Kiel and the surrounding region.

KIEL'S ENERGY SUPPLY SYSTEM



03.

INNOVATION





Digitisation and decentralisation are shaking up the energy industry. This "digital energy turnaround" is creating a new kind of energy consumer, one who acts on the market both as a producer and as a consumer – the “prosumer”. **MVV Energie** has developed new products and services here.

Euro 863 million

invested by the Federal Government in energy-related research in 2015

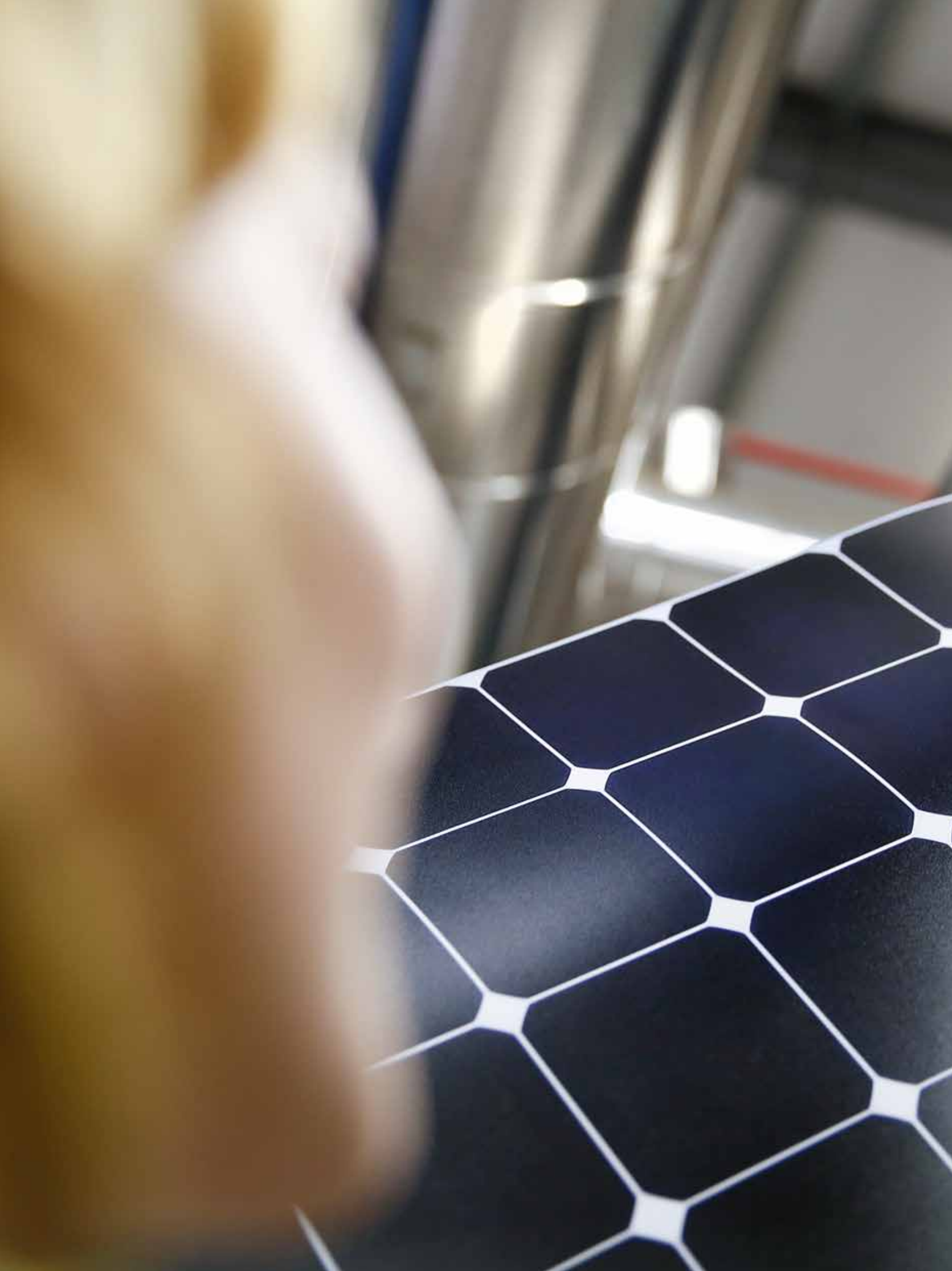
122

billion kWh of electricity generated by solar plants and wind turbines in Germany in 2015



600,000

small to medium-sized battery storage facilities could be in operation in Germany by 2030.





MVV ENERGIE IS ASSUMING RESPONSIBILITY AS A PROVIDER OF INNOVATIVE ENERGY-RELATED SERVICES: NEW, CUSTOMISED BUSINESS MODELS HELP US RESHAPE THE ENERGY SUPPLY SYSTEM.

The energy industry has to rethink its entire approach – customers' needs have to be accounted for more closely than before. MVV Energie too faces the great challenge of developing innovative business ideas and turning them into marketable products.

Decentralised generation is set to play a key role. And this will have to be linked to state-of-the-art digital information and communications technologies and to storage facilities.

Talking to our customers helps us find out what they expect from us as an energy services provider



Innovative Products

TURN CUSTOMERS INTO PARTNERS.

The energy market is changing at an enormous pace. In parallel, technological innovations are also advancing rapidly. So where is the trend heading? Towards an energy supply that is decentralised and increasingly managed on a digital basis. The crucial question now is: What is the smartest way to combine the two? To find the right answers, you have to listen very closely to customers and keep abreast of technological progress. MVV Energie has succeeded here thanks to its innovative products and services that generate added value for household, commercial and industrial customers. This way, we have become a pioneer of the energy turnaround – and aim to remain so in future as well.

Energy customers are increasingly acting in the market not just as consumers, but also as producers of energy. All-round solutions for these so-called “prosumers” will therefore be called for in future. Future viability also requires innovative technology: We are developing marketable products and services that fit our customers’ needs. To do this, we need to know what expectations our customers have in our products and services. Alongside traditional market research, we have therefore also developed new instruments to enter into a close dialogue with our customers – one example here is our “Customer Studio”. The findings from various talks and discussions

are then channelled directly into enhancing our processes and optimising our existing offerings.

So what is it that customers want? As prosumers, they are showing great interest in energy storage facilities. Their main motivation here is to consume as large a share of the solar electricity they generate as possible by working with smart, efficient energy management. A market research study commissioned by MVV Energie shows that battery storage facilities are an ever more important factor. 71 % of those surveyed expressed interest in them and expected them to create the following benefits: increase the share of proprietary production actually consumed, reduce external procurement, cut electricity bills, and boost overall independence.

What survey participants found particularly attractive was a one-stop approach including advice, installation, maintenance of the photovoltaics or heating systems and a battery storage facility. As a decentralised energy management service provider, Beegy GmbH already offers this kind of product package aimed at optimising consumers’ proprietary generation and increasing their autonomy. With its all-round package on offer since August 2016, Beegy has also facilitated what is the first electricity flat-rate based on renewable energies, which is implemented by pooling customer plants within the Beegy community into a virtual power plant. And customers can depend on the functionality – they are provided with a 20-year guarantee on all components installed.



The solar thermal energy plant and heat pump supply the house with electricity and heat

MVV Energie is also involved in other innovative projects aimed at using energy smartly, namely RealValue (see next page) and “Smart Grid Integration” (SGI), a model cluster project. Between 2013 and 2015, MVV Energie acted as consortium manager with four partners to investigate how the conversion to electromobility can succeed with the help of smart control concepts. With a research volume of around Euro 2.5 million, this project developed a blueprint for a future system combining automated charging and control technology with new tariff concepts. Since January 2016, MVV Energie has applied the control approach in its staff vehicle charging park.

MVV Energie will be working in future with the Regensburg-based energy franchise system Enerix. Together, the two companies aim to build up a nationwide network of specialist decentralised energy suppliers to provide electricity customers with all-round, efficient and sustainable energy solutions. The partnership will help both companies to implement their growth-oriented strategic concepts in this area. As the cooperation also provides additional contact to end customers, MVV Energie acquired a minority stake in Enerix in the 2016 financial year.

ENERGY CONCEPT FOR “KONVERSION” PROJECT IN MANNHEIM

MVV Energie is taking part in the “Konversion” project in Mannheim. A residential district offering sustainable solutions for smart energy and mobility infrastructure – “blue_city_mannheim” – is to be created at Benjamin Franklin Village, the former US forces barracks. The energy concept is characterised by its integration of heating energy, electricity and cooling energy aspects, including electro-mobility, in a way that generates both ecological and economic benefits. The innovative energy management system links up all energy sectors, such as generation and consumption. One specific new feature is the special broad-based solution for using “green district heating”.



Model project: Planned residential district at the “Konversion” site in Mannheim

Renewable electricity for green heating energy

CATCHING UP WITH DR. DORIS WITTNEBEN

How can we make greater use of electricity from renewables such as photovoltaics and wind power to supply us with environmentally-friendly heating energy? To answer this question, MVV Energie has joined forces with partners in “Real Value”, an EU consortium project. Through to mid-2018, we will be jointly investigating the potential of power-to-heat. The centrepiece in Germany involves the practical trials MVV Energie is carrying out in around 400 households in Mannheim. This way, we will find out more about customers' needs and how suitable the approach is in practice.

MVV Energie project director Dr. Doris Wittneben presents RealValue.

What are you hoping to achieve with RealValue?

Dr. Doris Wittneben: The project focuses on how electricity generated with fluctuating renewable energies can be smartly combined with consumption. To test this here in Mannheim, we are using electrical storage heating systems. So it is about a sustainable supply of heating energy, but also about making electricity consumption more flexible.

How will that work?

Dr. Doris Wittneben: With the new electric storage heating systems, 100 participants in the practical trials will have state-



► **Dr. Doris Wittneben,**
Expert at the RealValue EU project at MVV Energie

of-the-art technology delivered directly into their homes. These smart heating appliances will be linked up to the energy market via an internet platform and can thus be controlled in line with wind and solar power generation volumes. The new software makes it possible to react directly to weather and energy data and to charge the systems flexibly.

What are the benefits for customers?

Dr. Doris Wittneben: The new appliances and smart storage heating control mean customers consume less electricity. Not only that, the new systems provide more warmth than their older counterparts. What's more, participants gain a direct overview of their electricity consumption. And their experience is fed directly into developing innovative solutions.

What findings from the project are especially important to MVV Energie?

Dr. Doris Wittneben: In Project RealValue, we are making the benefits of new forward-looking technology actually measurable in real conditions. Moreover, the project will show how economically viable this kind of solution is and what business models are suitable to make their way in the market. This way, we can assess the future potential of this decentralised power-to-heat approach.

Energy in the lab

WALLDORF TESTS A SMART ENERGY SYSTEM.

The trailblazing pilot project Living Lab Walldorf was launched on 1 December 2015. At core, it is all about testing the energy turnaround. Together with households and businesses in Walldorf, the energy world of the future is being brought to life. Over a three-year period, the project will test how a decentralised supply of electricity from renewable energies in connection with smart technology can actually work in practice. The “laboratory” consists of a community of electricity generators and consumers. Within this energy community, they are interlinked to form a virtual power plant and change role in line with their requirements. Photovoltaic systems, heat pumps and cogeneration units are active at different times in homes and businesses. They all feed into a district storage facility. The aim is to manage the virtual power plant in such a way that the fluctuations arising from the flexible generation of energy from renewables are offset. To achieve this, the energy plants have to be optimally tailored to one another. Having said this, the technology is only one aspect of the Living Lab. It is the residents taking part who actually inject life into the project. Close dialogue, one that does justice to the needs of those involved, is therefore the key to the success of the project. Six partners from the worlds of business and science, among them MVV Energie and Beegy, are participating in the Living Lab. The Baden-Württemberg State Ministry of the Environment is promoting the project within its BWPLUS programme.



Painted by children, the sun rises on a delighted mayor of Walldorf Christiane Staab (right) at the district storage facility

Some questions to Walldorf mayor Christiane Staab

What makes Walldorf so suitable for Living Lab?

Local residents in Walldorf are very open to new technologies. Young families in particular are keen to get involved when it comes to forward-looking topics like Living Lab.

What does the pilot project mean for the town?

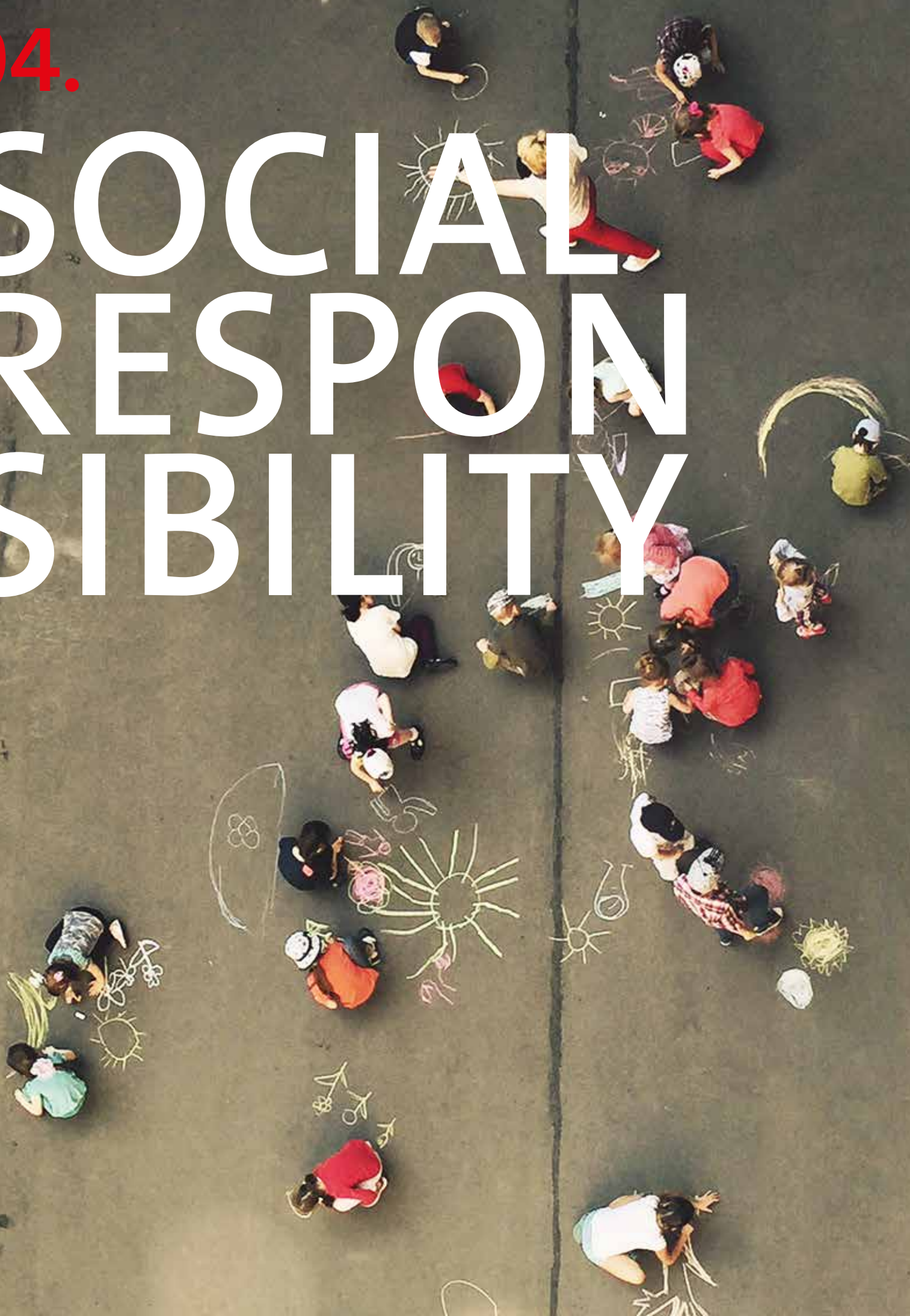
Topics such as climate protection and sustainability play a major role in our town. We were the first district in our county and one of the first in Baden-Württemberg to receive the European Energy Award. Trying out new paths – for me, that is one of our town’s core competencies. We do not just want to talk about the future. With MVV Energie as a competent partner, we aim to help shape the future.

So what are the next steps after the pilot stage?

We are convinced that the future lies in the interaction between energy generators, suppliers and consumers. We will be interested to see what results the smart management of demand and supply produces. I am sure everyone involved in Living Lab will draw lasting benefit from this experiment. Storage technology is still in its infancy. Here in Walldorf, we hope to make at least a teenager of it.

04.

SOCIAL RESPON SIBILITY





The role of companies is changing. They are now assuming ever more responsibility towards society. This benefits the public and also confers legitimacy. **Given its municipal and regional roots, responsibility is part of MVV Energie's DNA.**

219,936

jobs in the German energy supply industry in 2015

85 %

of Germans have faith in the future of a company that is also committed to society.



75 %

of German companies believe a strong corporate culture is key to their business success.





SOCIAL RESPONSIBILITY IS A FIRM COMPONENT OF MVV ENERGIE'S BUSINESS ACTIVITIES.

The companies in the MVV Energie Group meet their responsibility to society and are committed to their employees and the people living at their locations. They make a valuable contribution to boosting the economies in their regions.

We offer attractive training positions and jobs and see ourselves as a responsible employer. Just one example: Two young refugees have now started out on training programmes at MVV Energie.

► **Dr. Helga Lukoschat,**
Chairperson of EAF Berlin
 (European Academy for Women
 in Politics and Business)



Diversity

A GUEST CONTRIBUTION BY
 DR. HELGA LUKOSCHAT

What does “diversity” actually mean? Is diversity management just the latest catchword at large, international groups or is it a concept worth looking at more closely at “normal” German companies as well?

It is true that the term and the associated management concept originated in English-speaking countries. Discussions have been underway in these countries since the 1970s as to how workplace discrimination can be avoided. Relevant frameworks may also be determined by law. In Germany, the General Equal Treatment Act lists categories including age, gender, sexual identity, religion and ethnic origin.

These days the concept involves far more than just avoiding discrimination. The question now is: How can diversity be deliberately appreciated and lived – not least, because it also benefits the company?

The population – and thus the talent pool available to companies – is becoming ever more diverse. Given demographic developments and the need for specialist staff, ever more companies are recognising how important it is for them to actually “live” diversity themselves. In Germany, discussions in recent years have focused above all on how women can be better integrated into the workplace and how their career opportunities can be significantly improved.

Numerous academic studies show that teams that solve problems or create innovations achieve better results when they include people with a range of different perspectives and experience. This is also confirmed by companies. In terms of

diversity management, a good mixture also includes people from different specialist disciplines and different backgrounds within the organisation.

Diversity management is not a cosy matter. Experience shows that we often feel uncomfortable when we are confronted with new or unusual approaches. Both at work and in our everyday lives we increasingly face new situations and come into contact with people with different backgrounds, origins and cultures. This can lead to conflicts. For this reason, diversity management is above all a task for management staff. They are chiefly responsible for ensuring a (conflict management) culture in diversely composed teams, for making sure that discussions focus on the matter in hand and not on personal attitudes and that there is no room for prejudice. Respect, fairness and an openness to new experiences – these are the core values in this culture.

As a general rule, responsibility for diversity management is allocated to personnel departments. One proven approach is to establish teams with conceptual functions that work closely together with the Executive Board, personnel development experts and of course company departments. Particular success has been achieved when networks of different groups of employees are actively promoted. These can help to identify problematic areas within the company and offer useful suggestions as to what can be done. This way, smart diversity management dovetails bottom-up with top-down approaches. After all, it is a factor that affects all aspects of the corporate culture.

Living our values

COMMUNITY – APPRECIATION –
RESPONSIBILITY – COURAGE

Unlike medicine, culture cannot simply be prescribed. It has to develop and grow based on the convictions of each individual person. The same is true of corporate culture. Unlike a family, however, corporate culture does not evolve in a homogenous cultural context. If it is to work, corporate culture therefore has to bring together very different individuals with different skills and characteristics – and that often over great distances. The creation of a corporate culture requires values that connect all employees across all locations. If they are to be maintained and cultivated, these values have to be lived in employees' day-to-day work, and that on a basis of mutual respect.



Corporate culture begins in the mind



GELEBTE ENERGIE.

This cannot be taken for granted. To succeed in its further development, a company needs an awareness of shared objectives and commitment. MVV Energie has introduced a corporate culture programme with the fitting title “Lived Energy”. The Executive Board, managers and employees have identified four core values: Community, Appreciation, Responsibility and Courage. In future, these values are to be filled with life every day at the company – that is the goal!

The kick-off events for the culture programme at our locations were well attended, with 1,200 employees at the event in Mannheim alone. The lively participation in subsequent group actions and team workshops shows that our company's corporate culture is not just on paper. It is rather being actively shaped, with in-depth discussions as to how our values can be implemented in our everyday working lives.



Feeling the beat: Drumming together in the orchestra



For Alexander Fucker, the group action had a direct link to his work – promoting the sustainable development of the district



Johanna Emrich enjoyed showing social responsibility in the group action as it boosted her identification with the company

LIVED ENERGY: THE GROUP ACTIONS

Group actions were the centrepiece of the “Lived Energy” culture project. In these, the four cultural values of Community, Appreciation, Responsibility and Courage were filled with life by the employees. Cooking a menu and eating together at a festively decorated table brought the community value home. Around 30 employees enjoyed learning from and with each other. This way, they enhanced their cooperation to achieve a shared objective. How can we show and receive more appreciation in our dealings with each other and

how can we improve our meeting culture – that was the topic of a workshop jotted down in 50 cartoons by the live cartoonist Stefan Wirkus. Under the motto “Showing responsibility”, our employees rolled up their sleeves and got actively involved, laying a lawn at the St. Franziskus Kindergarten in Mannheim-Friedrichsfeld and thus making the outdoor area nicer for the children to play. Showing courage is not always easy – and maybe especially so in our working lives. Dr. Jens-Uwe Meyer knows all about that. The former narcotics officer and war reporter impressed around 60 employees attending the group action with accounts of his personal experiences and urged them to show more courage, particularly when they make mistakes or do not succeed the first time.



Cooking together and seeing colleagues in an entirely different light



Sign of community: the “Lived Energy” polo shirt was put to use when eating ice cream and in dialogue with the Executive Board



► **Johannes Zink,**
Personnel and
Social Affairs

“For me, **community** means teams cooperating with each other and sharing their knowledge so as to learn from each other. It means sharing success with each other and supporting each other at times when new solutions have to be found.”

LIVED ENERGY IN OUR EVERYDAY WORK

Simply defining the four cultural values is not enough – our employees actually interpret them and live them in their everyday working lives. So what significance do the cultural values have for individual employees and how do they live them in their professional lives? Four examples illustrate the point.



► **Carmen Weber,**
MVV Enamic
GmbH

“I show **courage** when I try out new things, set myself ambitious targets and tackle new challenges head-on. For me, courage also means dealing responsibly with mistakes. Courageous employees show commitment in their day-to-day work and see changes as an opportunity.”



► **Silvia Wühler,**
Accounting and Tax

“We bear great **responsibility** in our working lives – towards our colleagues and towards our customers. Accepting this responsibility means we have to be aware of the consequences our actions have for others.”



► **Markus Gass,**
Netrion GmbH

„**Appreciation** means dealing openly and respectfully with each other. That also means accepting different opinions and criticism. Good work should be praised more often. After all, that motivates us and increases our willingness to give of our best.”

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