

- Responsibility at Tchibo
- Areas of action
- Product responsibility
- Facts & info

You are here: Home / Areas of action / Employees

Search Home

Areas of action

Engagement for our employees

Service

- Customers
- Employees**
- Satisfaction
- Our corporate cultur
- Conduct guidelines
- Co-determination
- Ideas management
- Equal treatment
- Job and family
- Compensation
- Career
- Personnel development
- Company benefits
- Health and safety
- Report 2007
- Suppliers & business partners
- Environment
- Business
- Human rights
- Society

What the company founder, Max Herz, already knew in 1949 still applies today: a company's most important asset is its employees. In a family-owned company, everyone takes on responsibility: the company management for its employees, the employees for each other and each individual employee for the success of the company as a whole. A powerful identification of the employees with their company - this, too, is Tchibo!



We value and appreciate our employees' commitment, first-class competence and wealth of dynamic ideas. We live from their enthusiasm! They manage not just to satisfy our customers, but to inspire them – every day. That is why we aim to ensure that all our employees feel at home in their workplace and stay healthy and motivated.



Tchibo employed a total of 8,834 employees in 2007, including trainees and management trainees. 5,189 of them worked part-time, principally employed in our more than 900 shops. The chart on the right shows the distribution of employees in our various areas of operation.

[Please click here for a larger view](#)

A comprehensive social benefits package

We have bundled together a comprehensive package of corporate voluntary social benefits for our employees.

[more](#)

Employee satisfaction – a precious asset

Our employees should feel at home at Tchibo, as only then can they best devote themselves to the success of the company.

[more](#)

- Print page
- Send page
- Your questions and comments
- Downloads

Outstanding Employer 2008

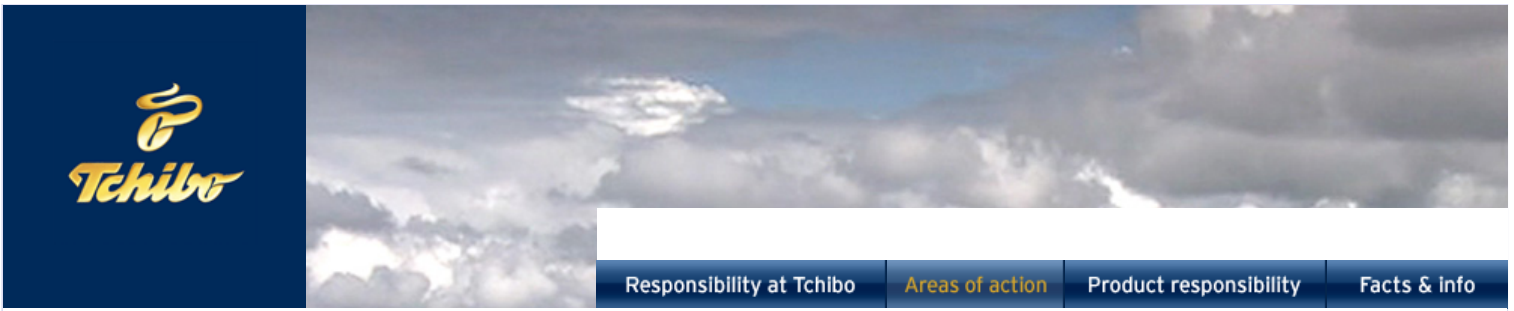
A trusting and responsible relationship between employees and management.

[About the competition](#)

Strong corporate values

In 2006 we re-defined our corporate values. We intend to shape the future with our 'Strengthen Strengths 2010' corporate programme.

[more](#)



You are here: Home / Areas of action / Employees / Satisfaction

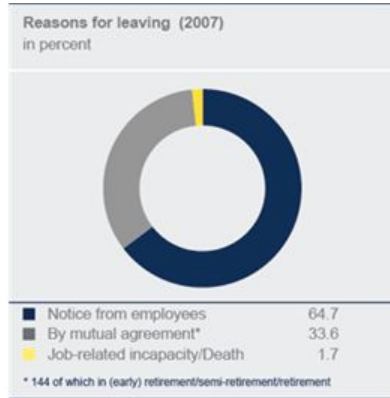
Search Home

- Areas of action
- Customers
- Employees**
- Satisfaction
- Our corporate cultur
- Conduct guidelines
- Co-determination
- Ideas management
- Equal treatment
- Job and family
- Compensation
- Career
- Personnel development
- Company benefits
- Health and safety
- Report 2007
- Suppliers & business partners
- Environment
- Business
- Human rights
- Society

Satisfied employees

Our employees should feel at home and trust their employer. Only then can they develop their creativity, receive our customers in a friendly manner and be motivated in their commitment to Tchibo's success. This is why the satisfaction of our employees is so important to us!

Having said that, 2007 was not an easy year for Tchibo employees. The difficult economic situation and the associated restructurings have caused them uncertainty; however, like our employees, we are of the opinion that the current, slightly uncertain and tense situation is a temporary one. In order to make sure we are all proved right, we're focussing on our 'Strengthen Strengths 2010' corporate programme - focusing on consistent customer orientation, entrepreneurship and discipline to strengthen our brand and to expand our business vigorously in Eastern Europe.



Scope: Tchibo GmbH and subsidiaries in Germany
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The high degree of satisfaction of our employees is demonstrated in relatively low staff turnover compared with the rest of our sector. In 2007 this accounted for 6.9% when altogether 657 people left Tchibo. Most of these were due to notice from employees. The reasons were various and often to do with young people who wanted to develop themselves further and gain additional experience in another company. Private reasons, such as moving to another city, also played a role.

We are planning a systematic and comprehensive survey of employee satisfaction for 2009. With this survey we will find out just how our employees assess Tchibo as an employer and how we can improve still further.

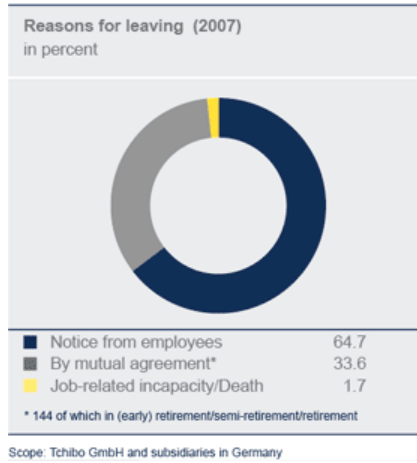
Service

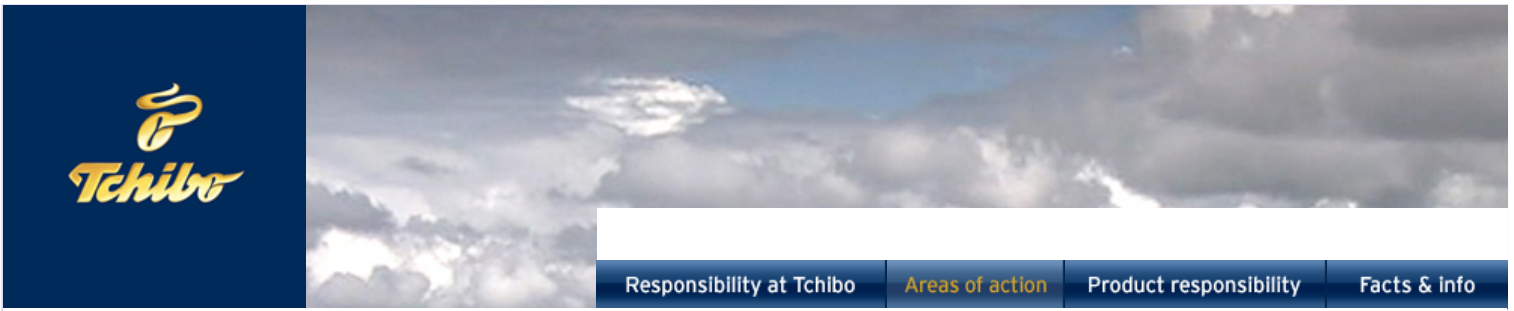
- Print page
- Send page
- Your questions and comments
- Downloads

For a strong future

2007 and 2008 were shaped by our company's business reorientation. Find out more about our corporate programme, 'Strengthen Strengths 2010'.

[➔ more](#)





You are here: Home / Areas of action / Employees / Our corporate cultur

Search Home

Areas of action	
Customers	
Employees	
Satisfaction	
Our corporate cultur	
Conduct guidelines	
Co-determination	
Ideas management	
Equal treatment	
Job and family	
Compensation	
Career	
Personnel development	
Company benefits	
Health and safety	
Report 2007	
Suppliers & business partners	
Environment	
Business	
Human rights	
Society	

Strong corporate values

A strong corporate culture demands strong values. That is why we clearly re-defined our corporate values In 2006. Consistent customer orientation, entrepreneurial thinking and acting and disciplined behaviour are now to play an even more central role in our day-to-day activities.

The Tchibo corporate values are an important aspect of our 'Strengthen Strengths 2010' corporate programme. One of the three areas of action of this programme is dedicated exclusively to the corporate values. These form the foundation of a strong corporate culture upon which the other aspects of the strategy are implemented. The two other areas of action are 'strengthening our brand' and a 'powerful expansion into Eastern Europe'.

Our corporate values and their significance

- **Customer orientation:** our customers are the central focus of our thoughts and actions – and our goal is to inspire them.
- **Entrepreneurial thinking and acting:** we foster courage, a spirit of innovation and the capacity to take decisions. We want to awaken the entrepreneur in each and every one of our employees and motivate them to commit themselves personally to the success of Tchibo.
- **Discipline:** we can rely on and respect each other. We adhere to decisions that have been taken - and implement these.

Implementation of our corporate values

Our managers are to set an example with our corporate values. In workshops carried out since 2008, our managers have worked out specific measures for the implementation of the three values, customer orientation, discipline and entrepreneurial spirit, for their areas of responsibility and have communicated them to their employees.

In 2009, 'Learning Road-Maps®' should help to make our 'Strengthen Strengths 2010' corporate programme transparent for our employees and to define their personal contribution. This is a learning device based centred around intensive discussion with colleagues. In workshops several hours long, employees from different departments work together on a range of tasks based on 'Strengthen Strengths 2010' and its bearing on our day-to-day work.

Service

- Print page
- Send page
- Your questions and comments
- Downloads

Strengthen Strengths 2010

We intend to ensure the success of Tchibo with this programme well into the future.

more



You are here: Home / Areas of action / Employees / Conduct guidelines

Search Home

Areas of action	
Customers	
Employees	
Satisfaction	
Our corporate cultur	
Conduct guidelines	
Co-determination	
Ideas management	
Equal treatment	
Job and family	
Compensation	
Career	
Personnel development	
Company benefits	
Health and safety	
Report 2007	
Suppliers & business partners	
Environment	
Business	
Human rights	
Society	

Code of Conduct for our employees

Legitimacy and fairness in our business activities have top priority at Tchibo. Every Tchibo employee knows what this means, as it has been set out in our Code of Conduct.

The ethical benchmarks applicable to companies' business activities have remained broadly the same over the years. For international companies of our size, however, it has increasingly become clear that we need to keep employees of all hierarchies continually aware of these benchmarks. To achieve this, we have developed our Code of Conduct. This is important to us, because we want Tchibo employees across the globe to feel committed to maintaining ethical business practices, fair conduct and compliance with all laws - without exception. It's a prerequisite for our future international success.

The twelve basic rules

With the 12 fundamental rules of cooperation contained in our Code of Conduct we address a range of topics that are both generally accepted as standard, as well as those specific to Tchibo. The Code of Conduct is intended as a Guideline and helpful reference document for our employees in their day-to-day work.

The areas covered in our Code of Conduct:

1. Fair competitio
2. Prevention of corruption and granting of competitive advantages
3. Safety and environmental responsibility
4. Social responsibility
5. Discrimination ban
6. Banning the use of insider information
7. Protection of corporate property and business secrets
8. Protection of intellectual property
9. Avoidance of conflicts of interest – private activitie
10. Truthful and complete accounting in accordance with the law
11. Economical use of corporate resources
12. Employees as ambassadors of the company

Validity of our Code of Conduct

The Code of Conduct is binding for all employees at Tchibo. The members of the company management are responsible for implementing the Code of Conduct throughout the company and ensuring that it is adhered to by all staff in all areas of activity.

An ombudsman for all situations

Since 2007 we have made it possible for our employees to turn to an external ombudsman if there is a suspicion that the Code of Conduct is being violated. This function offers a sympathetic ear to our employees, 365 days a year, 24 hours a day, allowing them to voice their concerns, provide information and air their doubts regarding their own or someone else's conduct. Naturally, our employees can also voice their concerns to their superiors, the Works Council or staff in our Personnel Department.

Sanctions in cases of violation

We have introduced our Code of Conduct to prevent violations arising in the first place. Nevertheless, potential violations are subject to different sanctions, depending on the degree of severity – in extreme cases violations can lead to termination of the employment relationship.

Service

- Print page
-
- Send page
-
- Your questions and comments
-
- Downloads

The Code of Conduct in detail

The twelve rules governing employee conduct

- Downloads

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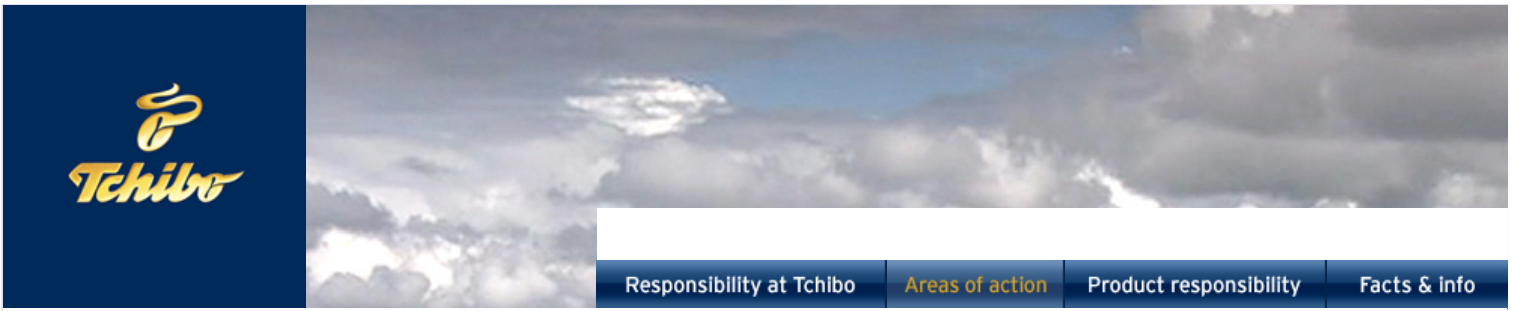
- Corporate Governance
- Keeping the rules



You are here: Home / Areas of action / Employees / Co-determination

Search Home

<p>Areas of action</p> <ul style="list-style-type: none"> Customers <li style="background-color: #0056b3; color: white;">Employees Satisfaction Our corporate cultur Conduct guidelines <li style="background-color: #0056b3; color: white;">Co-determination Ideas management Equal treatment Job and family Compensation Career Personnel development Company benefits Health and safety Report 2007 Suppliers & business partners Environment Business Human rights Society 	<p>Co-determination in our daily business</p> <p>We attach great importance to our employees' involvement in the shaping of our company. They should make use of their chance to have an influence on entrepreneurial decisions. We benefit from this, particularly in difficult times, as co-determination creates trust, and trust is a powerful motivator.</p> <p>Participative co-determination by employees at Tchibo is based on the statutory requirements of the German Industrial Constitution Act (Betriebsverfassungsgesetz BetrVG). This regulates co-determination, for example in the creation of jobs and work processes. What's more, co-determination of employees is also required and indeed expressly desired in business decisions on the development and future of the company.</p> <p>Co-determination in operation: our Works Council</p> <p>Our Works Council is the most important body in putting co-determination into practice. It represents the interests of the employees to the company management and negotiates agreements specific to the operation of the company. This concerns such issues as pension schemes, working hours and the integration of disabled people. At Tchibo the Works Council meets every month, and more often as necessary.</p> <p>Working together with the Works Council is constructive and develops trust. Mutually acceptable solutions are worked out, even at difficult times. These are solutions for the employees, but also where the interests of the company are not forgotten.</p> <p>Of our 35 Works Councils, six of them are members of ver.di, the relevant union for the service industry. As such, the re-structuring processes necessary for Tchibo in the first quarter of 2008 were also carried out in close cooperation with ver.di.</p> <p>In 2007, our Works Council and our company management revised the following agreements together:</p> <ul style="list-style-type: none"> ● the agreement on the corporate pension scheme ● the agreement on 'Standard and statutory retirement arrangements' ● the integration agreement for working with disabled employees ● the agreement on 'behaviour concerning benefits, presents and invitations to Tchibo employees from third parties' <p>In 2008 we revised the agreement on the corporate pension scheme regarding the concept of retirement at 67.</p> <p>The Tchibo GmbH Supervisory Board</p> <p>Employees have their say on corporate decisions through the Supervisory Board. Tchibo GmbH has a voluntary Supervisory Board and its membership is organised on equal terms, in accordance with German co-determination law. Of the twelve members, six of them are shareholders and six of them are employees.</p>	<p>Service</p> <ul style="list-style-type: none"> Print page Send page Your questions and comments Downloads
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You are here: Home / Areas of action / Employees / Ideas management

Search Home

<p>Areas of action</p> <ul style="list-style-type: none"> Customers <li style="background-color: #003366; color: white;">Employees Satisfaction Our corporate cultur Conduct guidelines Co-determination <li style="background-color: #003366; color: white;">Ideas management Equal treatment Job and family Compensation Career Personnel development Company benefits Health and safety Report 2007 Suppliers & business partners Environment Business Human rights Society 	<p>Ideas managed by our employees - with 'Colibri'</p> <p>We have to grow sustainably and profitably to continue to exist well into the future - and this is where our employees' ideas play a crucial role. At Tchibo these make a difference in streamlining work processes, saving on costs or presenting customers with exciting new product worlds to experience.</p> <p>In 2001 we introduced our 'Colibri' ("colleagues deliver brilliant ideas") ideas management process. Colibri gives all Tchibo employees in Germany the chance to become involved in actively shaping the future of their company.</p> <p>Rewarding ideas</p> <p>We are happy to pay our employees a premium if their idea is new, can be implemented and brings value to our company. The level of the premium depends on various criteria. In principle, premiums are only paid for Colibri ideas that are outside the working area of the person with the idea.</p> <p>For example, in 2004 one employee suggested that the signage in front of our shops should only be operated by LED lighting. This conversion led to considerable savings in energy and repair costs and was, at the same time, a significant contribution to protection of the environment. The premium amounted to almost €44,000 and was the highest premium that had been paid at the time. Ideas for new products and services were also rewarded. A folding sledge, a travel trolley and a service offer for the creation of a personalised novel all became part of the Tchibo assortment. The originators of these ideas received €2,500 for each suggestion.</p> <p>Ecolibri 2008 – a benefit to the environment</p> <p>In September 2008, the 'Ecolibri' initiative was carried out. In the same way as with 'Colibri' we asked our employees for ideas and suggestions for improvement, especially related to the consumption of resources in our company. An assessment is currently being carried out on a total of 95 ideas and suggestions. The best of them will be announced over the intranet and implemented</p> <p>Coordination and assessment of ideas</p> <p>The Tchibo Ideas Manager is responsible for this procedure. She coordinates the assessment process with a panel that meets to decide on awards of over €600, comprised of responsible people from the departments and an 'ideas commission'. In 2007, 905 ideas were submitted, equivalent to a value for the company of around €715,000.</p>	<p>Service</p> <ul style="list-style-type: none"> Print page ----- Send page ----- Your questions and comments ----- Downloads <p>Tchibo Ideas</p> <p>Through our new Tchibo Ideas platform we have received numerous exciting product ideas – for our customers and from our customers.</p> <p>➔ more</p>
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- Areas of action
- Customers
- Employees**
- Satisfaction
- Our corporate cultur
- Conduct guidelines
- Co-determination
- Ideas management
- Equal treatment**
- Job and family
- Compensation
- Career
- Personnel development
- Company benefits
- Health and safety
- Report 2007
- Suppliers & business partners
- Environment
- Business
- Human rights
- Society

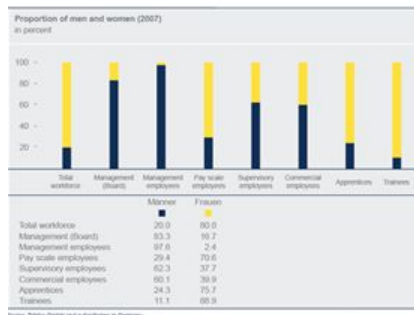
Equal opportunities for everyone

Very different people work together at Tchibo: young and old, male and female, German citizens and citizens of other countries, people with different experience, points of view and personal preferences. We see this as an enrichment of our day-to-day work and cooperation at Tchibo. Quite simply, we do not tolerate any discrimination.

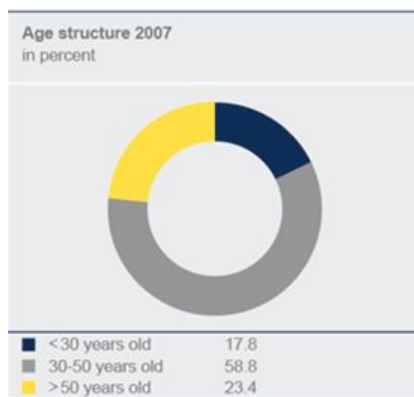
We only measure our employees by their performance. All employees at Tchibo have the same opportunities and we strictly comply with the German General Equal Opportunities Act (Gleichbehandlungsgesetz AGG), that is also known as an Anti-Discrimination Act.

At Tchibo, the implementation of the AGG specifically means that no-one may be discriminated against on the basis of their race, skin colour, nationality, parentage, sex, beliefs or ideologies, political attitude, age, physical constitution, sexual orientation, appearance or any other personal attributes or otherwise placed at any disadvantage without an objective reason. This is also set out in our Code of Conduct which is binding for all Tchibo employees.

This has been made known to all our employees and they have received our Code of Conduct as a document. This will also apply to each new employee in future.



[Please click here for a larger view](#)

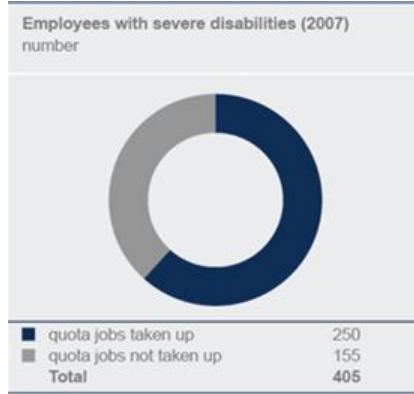


Scope: Tchibo GmbH and subsidiaries in Germany
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The predominant part of our business is sustained by women. A woman on the Management Board is responsible for the Eastern European business, while the proportion of female employees constitutes a good third of the supervisory employees. Female employees are currently significantly under-represented at Department Headlevel and above.

The proportion of employees at Tchibo between 30 and 50 is much larger than the proportion of employees under 30. Against the current background of demographic development this tendency is likely to continue into the future. It is most important to us to keep and foster our employees' ability to work well into their old age. Our new health management programme is just one example of measures intended to support this.

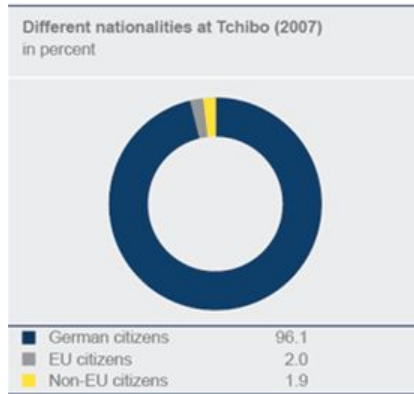
- Service
- Print page
 - Send page
 - Your questions and comments
 - Downloads



Scope: Tchibo GmbH and subsidiaries in Germany

[Please click here for a larger view](#)

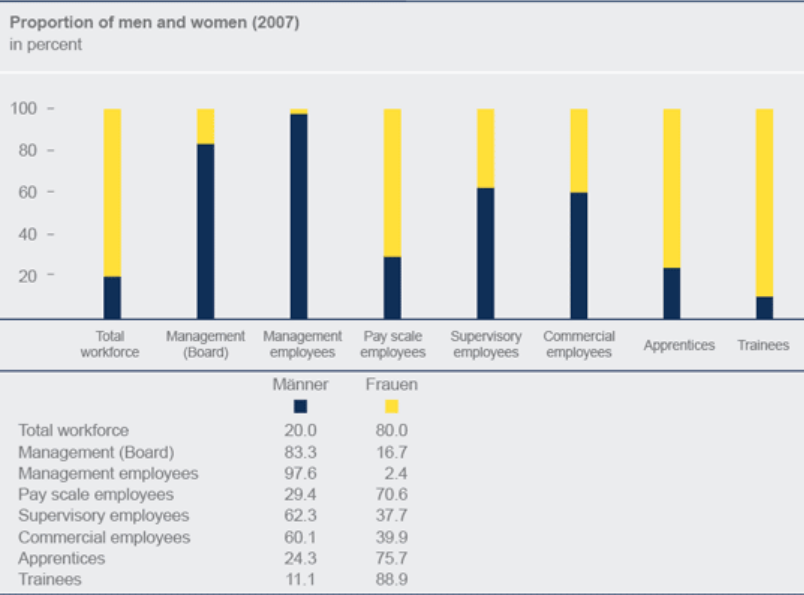
In 2007, 250 people with severe disabilities worked for us. Unfortunately we were unable to meet our full quota of jobs for the disabled. A shortfall of 155 jobs resulted, when, for example, the advertised jobs involved physical work where in our shops the sales activities required standing and the additional tasks of filling the shelves. Compensation payments were made to the German Equal Employment Opportunities Commission for the shortfall in our quota, as required by law.



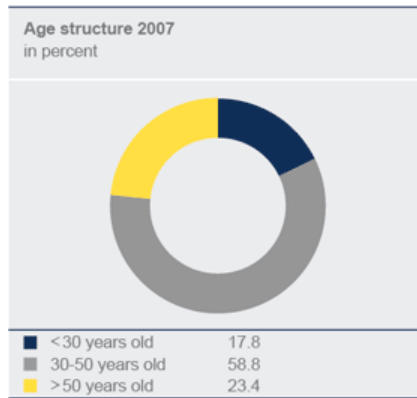
Scope: Tchibo GmbH and subsidiaries in Germany

[Please click here for a larger view](#)

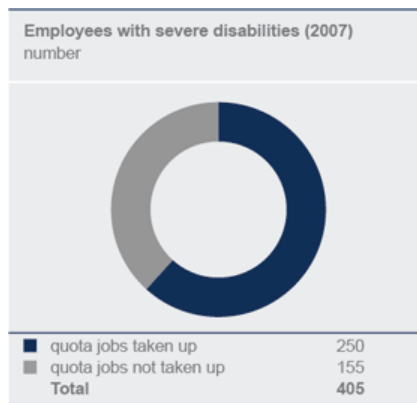
The proportion of employees with citizenship that is other than German is currently very low.



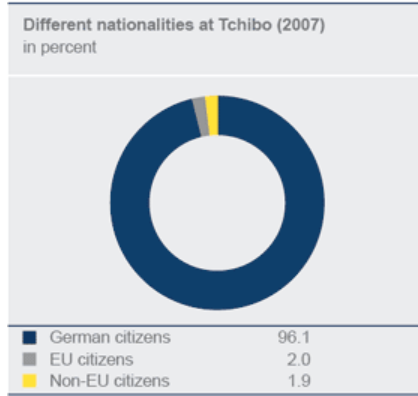
Scope: Tchibo GmbH and subsidiaries in Germany



Scope: Tchibo GmbH and subsidiaries in Germany



Scope: Tchibo GmbH and subsidiaries in Germany



Scope: Tchibo GmbH and subsidiaries in Germany



Areas of action

Reconciling a family with professional life

Service

Customers

Employees

Satisfaction

Our corporate cultur

Conduct guidelines

Co-determination

Ideas management

Equal treatment

Job and family

Compensation

Career

Personnel development

Company benefits

Health and safety

Report 2007

Suppliers & business partners

Environment

Business

Human rights

Society

Reconciling a family with professional life also often presents great challenges to Tchibo employees. As a family company we aim to support our employees in this 'balancing act'. We offer the most flexible working hours we can, particularly in the administration, part-time work and also in home-office jobs. A day-care centre co-financed by Tchibo makes a contribution towards children being well looked-after while their parents are at work - and it's just round the corner from their place of employment. Since July 2006 this is where trained children's education specialists look after up to 60 children from infancy to school age. Tchibo employees' children currently occupy 23 places there.

A unique cooperation for a unique Day-Care Centre

This project has been realised in a pioneering cooperation programme in Hamburg. Seven companies, the City of Hamburg, a day-care centre provider and the Association of Hamburg Day-Care Centres formed a consortium together. The companies – including Tchibo – financed the largest part of the building costs. The costs of day-to-day care are largely covered by the City of Hamburg and parents' contributions. The capacity of the Centre is due to be extended from 60 places to 100, so that a total of 33 places are reserved for children of Tchibo employees from the 3rd quarter of 2009 onwards.

The Day-Care Centre was officially opened in December 2006, although the first children were already received there in July 2006. Since that time, trained children's education specialists have applied a pedagogically well-thought-out plan to ensure the children's wellbeing meaning their parents can focus on work without having to worry. A review of the Day-Care Centre services:

- The Day-Care Centre looks after children from the age of eight weeks to school age.
- It is open from 07.00 to 18.00 throughout the year.
- The focus is on science and technology and the children are encouraged to experiment, investigate and try things out.
- Care is taken that the children get a wide variety of exercise.
- The children eat fresh food that is rich in vitamins from the Day-Care Centre's own kitchen.
- Children are offered contact with the English language through games, rhymes and songs in English to familiarise the children with the sound of the language.
- The parents are advised on all issues to do with the raising of their children and there are regular talks about the individual development of the children.
- Some insights into the parents' world of work have also been planned for the children.

Allocation of places by social criteria

A panel of Personnel advisors and Works Council members decide on the awarding of Day-Care Centre places to Tchibo employees. A points-based assessment system is used for this that also takes the social situation of the applicant into consideration - whether they are a single parent family, for example.

- Print page
-
- Send page
-
- Your questions and comments
-
- Downloads



You are here: Home / Areas of action / Employees / Compensation

Search Home

- Areas of action
- Customers
- Employees**
- Satisfaction
- Our corporate cultur
- Conduct guidelines
- Co-determination
- Ideas management
- Equal treatment
- Job and family
- Compensation**
- Career
- Personnel development
- Company benefits
- Health and safety
- Report 2007
- Suppliers & business partners
- Environment
- Business
- Human rights
- Society

Pay that reflects performance

Providing competitive, transparent and comparable compensation for the performance of our employees is very important tp us. Part of the compensation system is made up of variable amounts, individual bonus payments and general additional benefits.

The compensation system for our employees in our administrations and shops is based on the job description and assessment system of the Hay Group, where jobs are assessed objectively in terms of their requirements. There is a bonus system for our supervisory employees that reflects the achievement of the company and departmental targets, along with the achievement of individual objectives. Additionally, department heads and supervisors can allocate a bonus budget for special achievements. Regular market comparisons guarantee that our compensation structures remain competitive.

We follow the pay scales defined by collective agreements for the retail trade in the compensation of our shop employees. In addition to their pay, Tchibo employees receive additional benefits such as a Christmas and holiday bonus as well as a corporate pension scheme.

Objective job descriptions and job assessments according to Hay

Since 1996 we have used a system for the objective description and assessment of jobs. This system is based on the Hay Group method and forms part of the basis for the compensation of our employees. The Hay system provides numerous advantages for our employees, particularly in terms of objectivity and transparency.



Scope: Tchibo GmbH and subsidiaries in Germany

We have defined thirteen salary levels with the Hay Group method. A large proportion of our employees draws a salary from levels 1 to 7, as shown in the chart. From level 8 onwards, the salary is made up of a fixed and variable part. There is also an additional bonus budget available that can be allocated by department heads and supervisors for special performance or the achievement of individually set goals.

Within a job description framework, firstly the most important responsibilities of a position are documented and a review of the tasks and requirements is set up. The position is subsequently assessed in terms of uniform, comparable criteria, so that its requirements can be measured. These criteria can be broadly divided into the categories of 'knowledge', 'thinking' and 'responsibility', as follows:

- **Knowledge:** what knowledge and experience is necessary to meet the demands of this job?
- **Thinking:** to what extent have the work processes, procedures and clear objectives been defined to the person in this position? Is it necessary for them to identify, investigate and solve problems independently?
- **Responsibility:** within what framework does the person in this position act and decide? To what extent can company or departmental results be influenced?

This all results in the assessment – the Hay Grade – of a position. The job assessment makes it possible to compare positions within the company both nationally and internationally and forms the basis for the salary and compensation structures. Alongside this, other administrative personnel benefits, measures and tools are attached to each grade. Hay also makes a great contribution to personnel development at Tchibo, as by matching performance with the job description it becomes transparent for the employees and their line managers where there could still be a need or

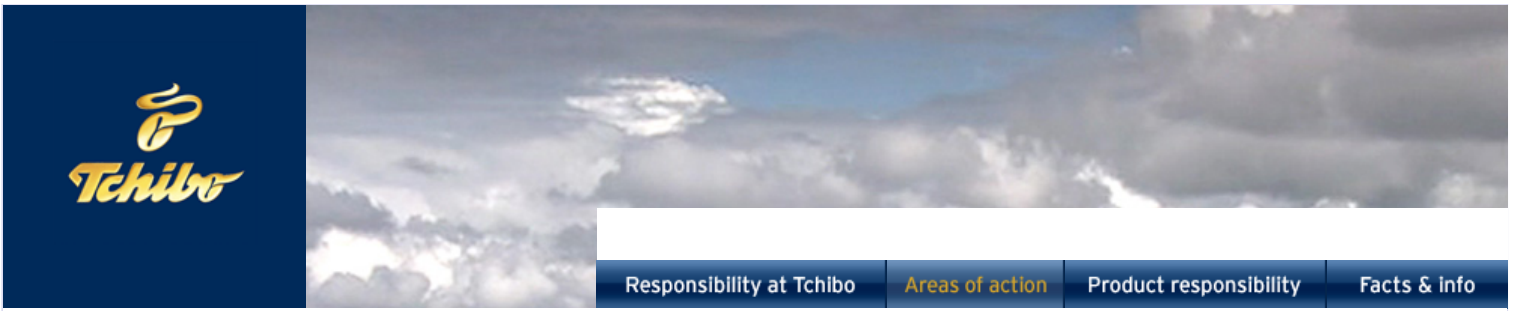
- ### Service
- Print page
 - Send page
 - Your questions and comments
 - Downloads

opportunity for further development.

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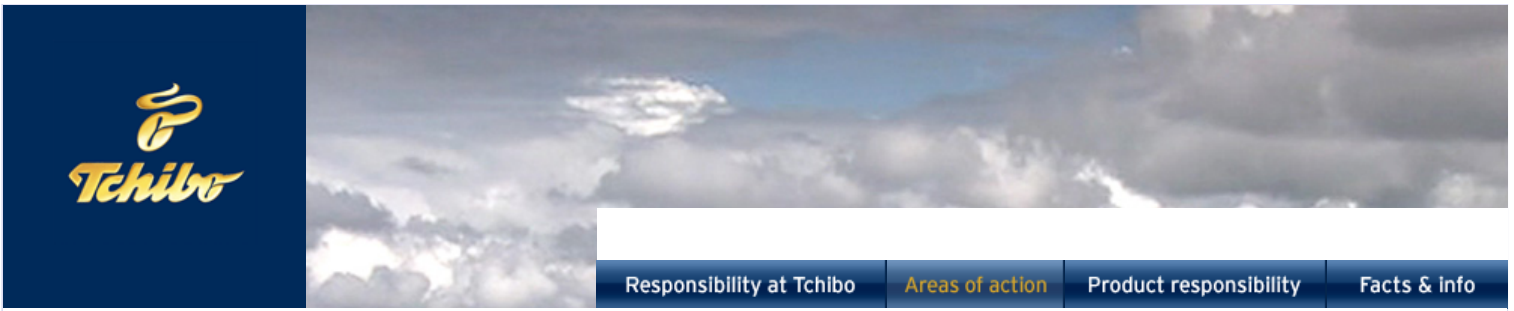
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You are here: Home / Areas of action / Employees / Career

Search Home

Areas of action	Opportunities	Service
<ul style="list-style-type: none"> Customers <li style="background-color: #004a99; color: white;">Employees Satisfaction Our corporate cultur Conduct guidelines Co-determination Ideas management Equal treatment Job and family Compensation <li style="background-color: #004a99; color: white;">Career Personnel development Company benefits Health and safety Report 2007 Suppliers & business partners Environment Business Human rights Society 	<p>We offer interesting practical careers training, varied and challenging apprenticeships, a demanding trainee programme and often responsible positions in the company. There is a variety of promising ways to join us at Tchibo!</p> <p>A Professional Qualification Programme at Tchibo</p> <p>A training programme at Tchibo, be it in a commercial or industrial area, is a firm foundation for a professional future. Depending on the professional sector, each trainee goes through all the important core areas of the company. It is important for us that our current 276 trainees are not only challenged in these times, but also developed and promoted in their profession, so we offer projects where the trainees learn to take responsibility for running a shop on their own in Hamburg.</p> <p>Our combined course of study for a 'Bachelor of Science in Commercial Information Technology' offers more than a traditional vocational training or a normal degree. A well balanced mixture of interesting theory at the Nordakademie in Elmshorn near Hamburg and exciting practice awaits participants in this three-and-a-half-year qualification programme.</p> <p>Getting graduates started</p> <p>We enable an entry into the profession for graduates of technical universities and colleges as part of a trainee programme, for example, or place them directly in a responsible position. We take a keen interest in the potential of young, qualified and highly motivated people and for this policy, Tchibo has been awarded the Fair Company seal of approval by the 'Karriere' (career) magazine.</p> <div style="text-align: right;">  </div> <p>From lecture theatre to Point of Sale</p> <p>Tchibo gives students the opportunity to get to know various different aspects of our business activity. They can be student interns, for example, as part of a practical programme or gain practical experience as part of a diploma assignment and, in this way, orient themselves professionally.</p> <p>The management development process at Tchibo</p> <p>We support our specialist and management employees at various levels of management in reaching their objectives and further developing themselves personally. Our offer ranges from professional training measures to systematic improvement of expertise in leadership, social skills and methodology.</p> <p>Junior employees 2007</p> <p>In 2007 Tchibo employed a total of 276 apprentices and 18 college graduates in our Trainee Programme.</p>	<p>Service</p> <ul style="list-style-type: none"> Print page <hr/> Send page <hr/> Your questions and comments <hr/> Downloads <p>Reports on experience</p> <p>Our junior employees report on their day-to-day work at Tchibo.</p> <p>➔ more</p> <hr/> <p>Entry opportunities at Tchibo</p> <p>➔ more</p>



You are here: Home / Areas of action / Employees / Personnel development

Search Home

Areas of action
Customers
Employees
Satisfaction
Our corporate cultur
Conduct guidelines
Co-determination
Ideas management
Equal treatment
Job and family
Compensation
Career
Personnel development
Company benefits
Health and safety
Report 2007
Suppliers & business partners
Environment
Business
Human rights
Society

Further training - in your interest and ours

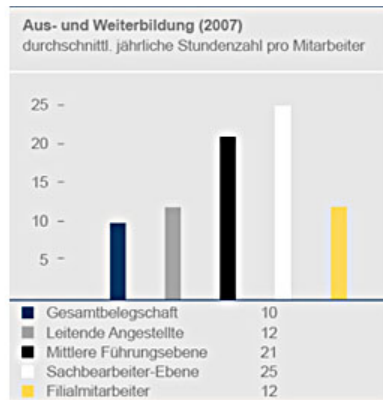
We attach great importance to further training, as we believe our employees should always be able to cope with increasing demands. We thus support them with a comprehensive range of further training measures.

Intensified pressure from the competition and rapidly changing circumstances mean that at Tchibo we are all constantly required to cope with new challenges. This is where we support our employees through our Personnel Development Programme, in order to support our employees actively and help them to recognise and promote their individual potential.

Further training programmes at Tchibo

We develop new further training programmes every year. It reflects the current developments and demands that come out of our 'Strengthen Strengths 2010' corporate programme. Our programme includes:

- **Skills training:** employees at all levels within the company can personally develop themselves further with our special range of seminars. The seminars include training measures tailored for Tchibo, both for specialist and methodology skills as well as for personal and social skills, to enable the employees to deal with any pending assignments successfully. For experienced managers this programme of seminars provides a planning tool for personal further development.
- **Management development:** the development of our managers is a central task in our Personnel Development Programme. We provide our management employees with a structured, innovative strategy for meeting the demands of the future. There are two pillars to this programme for managers: Management Methods and Leadership Development.
- **Special subjects:** the 'Special subjects' include all measures that promote the further development of teams and departments. The contents and approaches are conceived and carried out in close consultation with our employees.
- **Specialist skills – foreign languages:** there is a broad range of courses on offer for our employees in the area of foreign languages, particularly for the English language. After a placement test, clear setting of objectives and agreement with the line manager, we provide our employees with language courses appropriate to their personal needs, normally as group courses. We also organise one-to-one training as necessary, and there is the possibility to book a week's intensive training to refresh language skills.



Geltungsbereich: Tchibo GmbH und Tochtergesellschaften in Deutschland
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In 2007 further training costs amounted to more than € 900,000.

Structured appraisal programme

In 2005 we introduced a process that compares the individual performance of the employees with

Service

- Print page
- Send page
- Your questions and comments
- Downloads

Strengthen Strengths 2010

We intend to ensure the success of Tchibo with this programme well into the future.

[more](#)

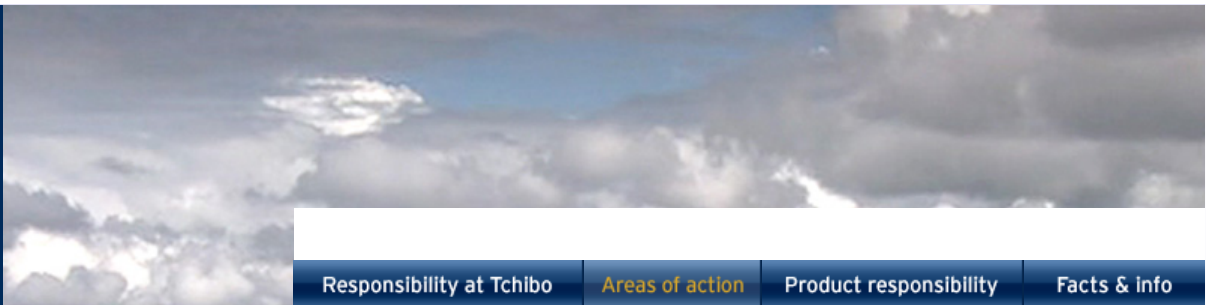
that of their job requirements. In this appraisal discussion, employees and their line managers decide together on the further training measures that are necessary or desired. The results of these appraisals are passed on to the Personnel Development Department, who coordinate the further training process from that point on.

[Imprint](#)

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[Privacy policy](#)





Areas of action

Our comprehensive benefits package

Service

- Customers
- Employees**
- Satisfaction
- Our corporate cultur
- Conduct guidelines
- Co-determination
- Ideas management
- Equal treatment
- Job and family
- Compensation
- Career
- Personnel development
- Company benefits**
- Health and safety
- Report 2007
- Suppliers & business partners
- Environment
- Business
- Human rights
- Society

As a family-owned company, generous benefits are part of the Tchibo corporate identity. Our company founder, Max Herz, already attached great importance to the satisfaction of his employees. Today, too, we offer our employees a comprehensive package of voluntary social benefits – as a 'thank you' and to generate motivation.

Tchibo offers its employees plenty of voluntary corporate social benefits. This allows our employees in Hamburg, for instance, to engage in over 30 different types of sport, to take a dip in the pool or to work on their health in the gym at the Tchibo Sports and Leisure Centre, all for a low contribution. The varied, healthy lunches at the employees' restaurant are subsidised. The company management invites Tchibo employees twice a year to an employee festival. They receive small gifts at Easter and on St. Nicholas' Day and a holiday roast for home at Christmastime.

Here is an overview of our current benefits package:

- An employees' discount in our shops and special conditions for Tchibo Direct purchases
- A monthly coffee allowance
- Discounts at many partner companies
- Public transport subsidies for the employees at our Hamburg Head Office
- An employees' restaurant and cafeteria, coffee pantries on all floors providing coffee, tea, cocoa and mineral water without any cost contribution
- Leisure facilities at the Sports and Leisure Centre
- A company fitness programme
- Reserved places at the City Nord Children's Day-Care Centre in Hamburg
- A children's programme
- A programme for the elderly
- Anniversary contributions
- A Christmas roast
- St. Nicholas and Easter gifts
- Flexible working hours systems such as trust-based work time, flexitime, part-time and home office work
- Additional benefits
- Financial provisions benefits
- Health care
- Organisation of festivities and celebrations

Company benefits package 2007

In 2007 we increased the Retirement Provision Programme for our employees. It was also decided to create ten new children's Day-Care Centre places by mid-2009. However, we also needed to make some cut-backs in our voluntary company benefits as part of the implementation of our 'Strengthen Strengths 2010' corporate programme: this included closing the Cafébar in our Head Office cafeteria in Hamburg, with its range of freshly prepared coffee specialities, reducing the opening times of our Sports and Leisure Centre at weekends, as well as reducing the range of activities offered there.

- Print page
-
- Send page
-
- Your questions and comments
-
- Downloads



You are here: Home / Areas of action / Employees / Health and safety

Search Home

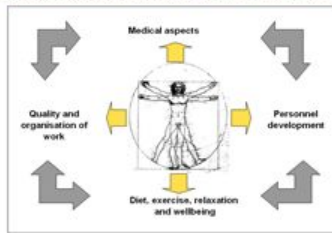
Areas of action
Customers
Employees
Satisfaction
Our corporate cultur
Conduct guidelines
Co-determination
Ideas management
Equal treatment
Job and family
Compensation
Career
Personnel development
Company benefits
Health and safety
Report 2007
Suppliers & business partners
Environment
Business
Human rights
Society

Healthy and productive - today and tomorrow

We know that the basis for the success of our company is in competent, motivated employees. What's more, only healthy people can help our company succeed.

For many years at Tchibo we have attached great importance to the maintenance of health and safety standards at work. For more than 30 years already, our employees have been taking advantage of the courses at the Sports and Leisure Centre at the Tchibo Head Office in Hamburg. There is a wide range of activities on offer to our employees, from endurance sports, water fitness and ball sports to relaxation courses. In future we will be devoting ourselves even more to the development of an integrated and comprehensive Health Management Programme.

Modules of the corporate Health Management Programme at Tchibo



Review of the modules of the Tchibo Health Management Programme

Our principle is that Tchibo creates the conditions for each individual employee to take responsibility for their own health and wellbeing. The chart on the left illustrates the modules of the Tchibo Health Management Programme.

Click on the chart for a larger view

Taking demographic developments into account

Currently almost a quarter of our employees are over 50 - and Tchibo benefits from the wealth of experience of these employees. The proportion of older employees at Tchibo will also increase in the future, so we are well advised to maintain and cultivate the productivity of our employees. Our Health Management Programme is intended to contribute to this.

Health measures

Through our Occupational Health Programme we intend to prevent the development of work-related disorders, reinforce our employees' people skills, promote their job satisfaction and keep sickness levels low.

Among the most important health measures at Tchibo are:

- Equipping our office workplaces step-by-step with modern, ergonomic furniture
- Medical care at work
- Having an addiction specialist on standby
- A re-integration management programme
- A range of exercise facilities at the Sports and Leisure Centre
- A healthy and varied range of food on offer in our employees' restaurant
- Medical checkups

Service
Print page
Send page
Your questions and comments
Downloads



[Click on the chart for a larger view](#)

Work safety

Our work safety standards follow statutory requirements and their objectives are defined in a Work Safety Guideline. Work safety management is organised decentrally at each Tchibo site:

- Independent work safety structures are set up for the main administrative centres, shops, logistics and roasteries.
- Internal work safety specialists support the managers responsible for each site.
- Additionally, site-based Health and Safety Committees are set up.

Our work safety objectives are:

- To maintain a reliable system for avoiding accidents and injuries
- To eliminate any risks of accidents
- To achieve legal compliance for the managers in charge as well as for the employees.

Work Safety Management

Work Safety Management is also based on statutory demands. The objectives and responsibilities are set out in the safety at work directive. Work safety management is organised de-centrally by means of Safety Specialists in the individual departments. The Work Safety Committee meets three to four times a year. At these times, along with the Safety Specialists, also the Works Doctors, Works Councils and those responsible for Facility Management, the employee restaurant and the Sports and Leisure Centre attend.

Our measures in detail

Assessing potential danger is an important tool in Work Safety Management. Within this process potential dangers are systematically identified and measures for avoiding accidents or sickness are taken and documented.

In 2006 and 2007 we carried out risk assessments in our administrative centres in the restaurant, post/reproduction and Quality Control Departments and introduced appropriate measures for improvement.

- In the Quality Control Department, lifting devices have been deployed to make the work less strenuous for the employees.
- In the post and reproduction Department measures to reduce noise have been applied and individually customised 'otoplastic' ear protection has been made available.
- The dishwashing area of the employee restaurant was identified as a noisy area, and individually customised ear protection was also made available for the employees there.

Good work safety begins at the planning and purchasing stage. For this reason, a checklist for the planning, extension, setup and commissioning of machines and plant equipment was made available for the people responsible for carrying out the danger assessment in the roasteries.

For upgrading the shops, a checklist of the issues relevant to work safety was drawn up in coordination with the responsible departments and made available to the project managers. This checklist takes the basic structure of the buildings, the site coordinator, the site equipment, the first aid organisation and the training and instruction of the fitters and workmen into account. In 2008 our project for optimising the purchasing and maintenance processes for heating, ventilation, air conditioning, ventilation and shops began. A safety check of, among others, the work materials and equipment, became part of the purchasing processes. Even the purchasing of services is taken into account in this process. This way work safety is also to be systemised when working together with other companies.

Work safety performance 2007

Unfortunately in 2007 we registered a total of 38 work and travel accidents per 1,000 employees (excluding roasteries) in the administration, logistics and shops. The accidents were most frequent at the logistics facilities. Within the risk assessment programme, we identified the accident hotspots in these locations and introduced appropriate measures. Already in the first months of 2008 we were able to register a reduction in the number of accidents.

It is our objective to manage work safety even more efficiently in future. For this reason we have

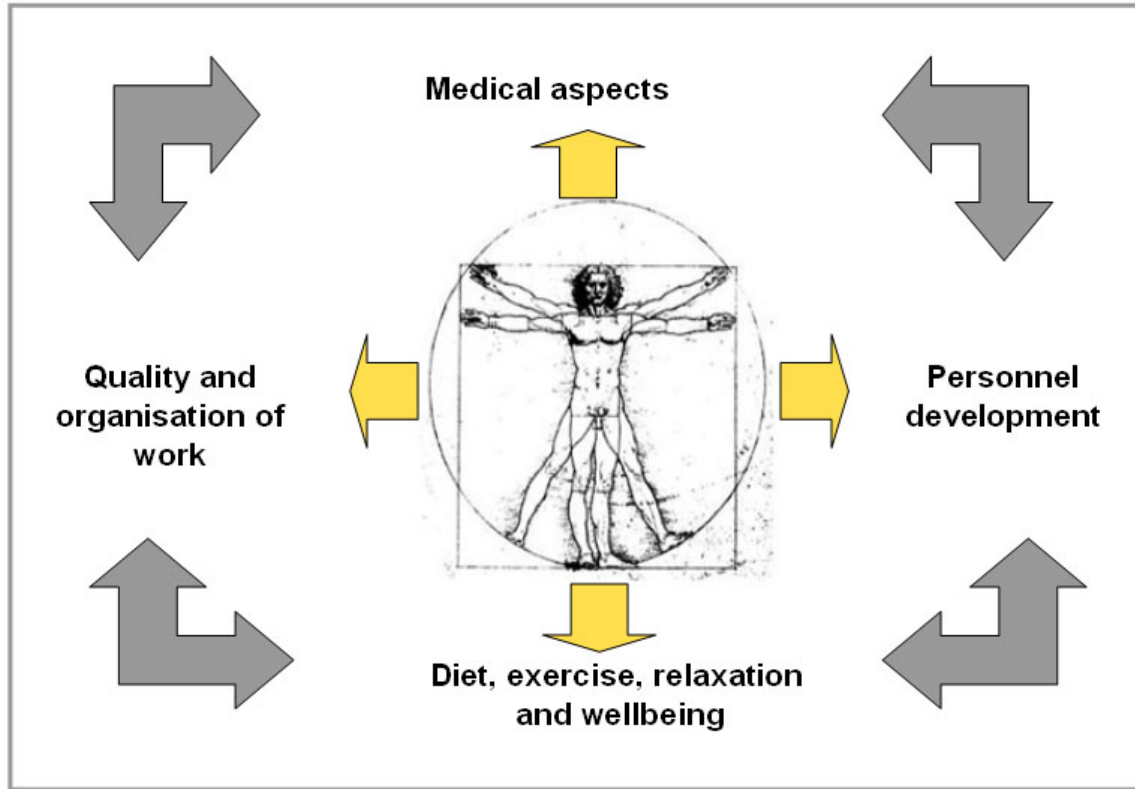
integrated the risk assessment and work safety measures in our planning, development and purchasing activities in a comprehensive Work Safety Management system.

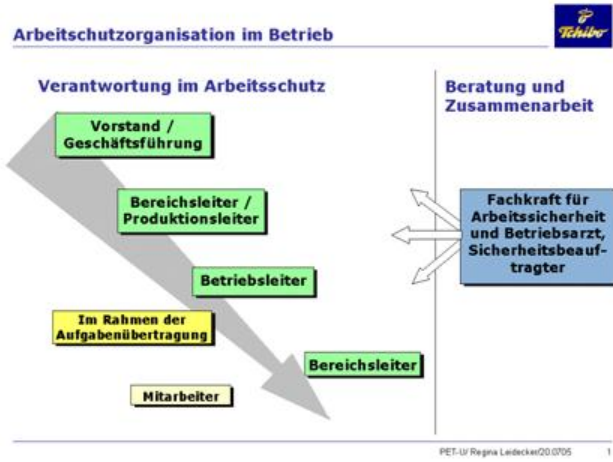
[Imprint](#)

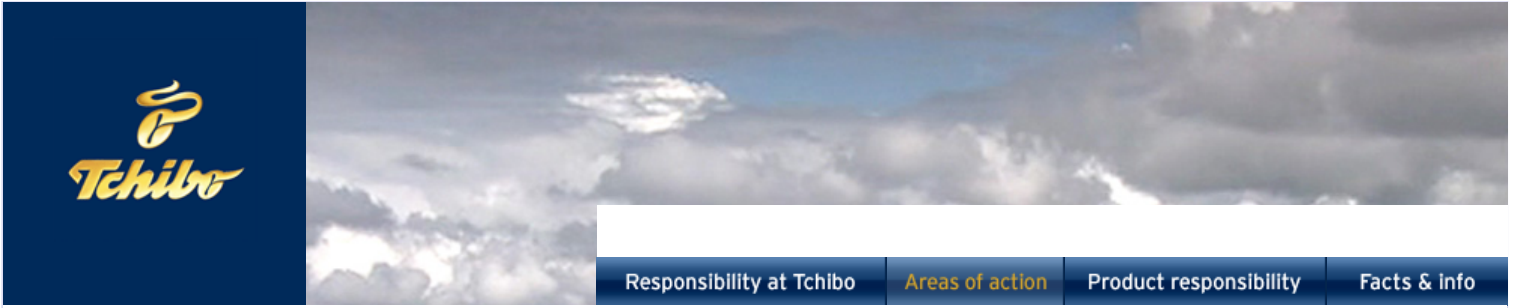
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[Privacy policy](#)

Modules of the corporate Health Management Programme at Tchibo







Responsibility at Tchibo

Areas of action

Product responsibility

Facts & info

You are here: Home / Areas of action / Employees / Report 2007

Search

Home

Areas of action

Our responsibility towards our employees

Service

- Customers
- Employees
- Satisfaction
- Our corporate cultur
- Conduct guidelines
- Co-determination
- Ideas management
- Equal treatment
- Job and family
- Compensation
- Career
- Personnel development
- Company benefits
- Health and safety
- Report 2007
- Review
- Objectives
- Suppliers & business partners
- Environment
- Business
- Human rights
- Society

Here we have summarised the most important activities to do with responsibility towards our employees in 2007. And we want to improve even more.

A look back

Here we have summarised for you how we perceived and acted on our responsibility towards our employees in 2007.

[more](#)

Objectives

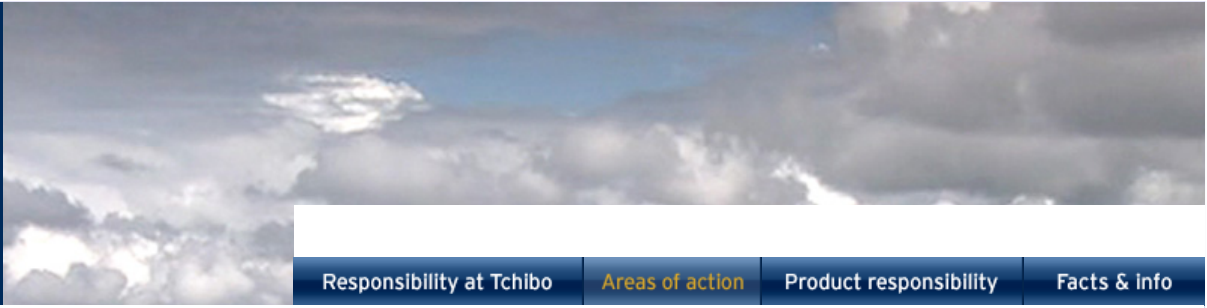
Our employees are our most important asset. We have defined specific objectives to otivate them so they continue to commit themselves to Tchibo's success.

[more](#)

- Print page
-
- Send page
-
- Your questions and comments
-
- Downloads

Further information

- [Strengthen Strengths 2010](#)
- [Responsibility at Tchibo](#)



Responsibility at Tchibo Areas of action Product responsibility Facts & info

You are here: Home / Areas of action / Employees / Report 2007 / Review

Search Home

Areas of action

2007 - Our efforts in a difficult year

Service

- Customers
- Employees
- Satisfaction
- Our corporate cultur
- Conduct guidelines
- Co-determination
- Ideas management
- Equal treatment
- Job and family
- Compensation
- Career
- Personnel development
- Company benefits
- Health and safety
- Report 2007
- Review
- Objectives
- Suppliers & business partners
- Environment
- Business
- Human rights
- Society

2007 was full of challenges for us, which is why we value and appreciate our employees' commitment, first-class competence and wealth of ideas even more. We intend to successfully shape the future together with our employees in our 'Strengthen Strengths 2010' corporate programme.

Strengthening our corporate culture: in 2007 we clearly re-defined our corporate values. With entrepreneurial thinking and acting, disciplined behaviour and consistent customer orientation, we aim to make Tchibo a better-known brand and to press ahead with a powerful expansion into Eastern Europe. We have been carrying out workshops with our management since early 2008 to enable us to anchor these values firmly in all areas of our business activity.
[more](#)

Our Code of Conduct: in July 2007 we introduced a binding Code of Conduct for all our employees. We summarised the way we see ourselves in national and international cooperation projects in the form of twelve basic rules here. Since 2007, our employees can turn to an independent ombudsman in any cases of doubt over their own or other people's behaviour – among colleagues or towards customers, authorities or business partners.
[more](#)

Company benefits: in 2007 we increased the Retirement Provision Programme for our employees. It was also decided to create ten new children's Day-Care Centre places by mid-2009. However, we also needed to make some cut-backs in our voluntary company benefits as part of the implementation of our 'Strengthen Strengths 2010' corporate programme: this included closing the Cafébar in our Head Office cafeteria in Hamburg, with its range of freshly prepared coffee specialities, reducing the opening times of our Sports Centre at weekends, as well as reducing the range of offers there.
[more](#)

Work safety: in 2007 we registered a total of 38 work and travel accidents per 1,000 employees (excluding roasteries) in the administration, logistics and shops. Most of these accidents took place in the logistics locations. Within the risk assessment programme we identified the accident hotspots in these locations and introduced appropriate measures. Already in the first months of 2008 we were able to register a reduction in the number of accidents.
[more](#)

Co-determination: in 2007, our Works Council and our company management revised the following four agreements together: the agreement on the corporate pension scheme, the agreement on 'Standard and statutory retirement arrangements', the 'integration agreement' for working with disabled employees and the agreement on 'behaviour concerning benefits, presents and invitations to Tchibo employees from third parties'.
[more](#)

Ideas management: in our 'Colibri' Ideas Management Programme we offer our employees the chance to actively become involved in the future of Tchibo. In 2007, 905 ideas were submitted that together implied an additional value for the company of around €715,000.
[more](#)

Awards: for a trusting and responsible relationship between employees and management, Tchibo was distinguished for the second time as one of the best German companies to work for by the business magazine 'Capital' in 2007. Additionally Tchibo also received the 'Fair Company' seal because we offer young people fair chances for entering a profession.
[more](#)

- Print page
- Send page
- Your questions and comments
- Downloads

Facts and figures in accordance with the GRI

Compact information on the subject of sustainability at Tchibo is given here in tabular form. It is set up in accordance with the Global Reporting Initiative (GRI) requirements.
[more](#)

Further information

- [Further milestones in 2007](#)



Responsibility at Tchibo Areas of action Product responsibility Facts & info

You are here: Home / Areas of action / Employees / Report 2007 / Objectives

Search Home

Areas of action

Our objectives for 2008 and 2009

Service

- Customers
- Employees
- Satisfaction
- Our corporate cultur
- Conduct guidelines
- Co-determination
- Ideas management
- Equal treatment
- Job and family
- Compensation
- Career
- Personnel development
- Company benefits
- Health and safety
- Report 2007
- Review
- Objectives
- Suppliers & business partners
- Environment
- Business
- Human rights
- Society

Our employees are our most important asset and the company wants to be a good employer for them. We have summarised the most important objectives for 2008 and 2009 here for you.

Voluntary social company benefits: our most important objective in these difficult times is, as far as possible, to maintain our package of voluntary benefits. And should we have to make cutbacks, we will seek to sustain our employees' trust and motivation by communicating with them as openly and honestly as possible.

Employee satisfaction: we are planning a systematic and exhaustive survey of employee satisfaction for 2009. With this survey we will find out just how our employees assess Tchibo as an employer and how we can further improve.

Our corporate culture and 'Strengthen Strengths 2010': since early 2008, workshops have been taking place to help us anchor our corporate values firmly within the company. Our managers are to set an example with these values. In the workshops they draw up specific measures for the implementation of the values of customer orientation, discipline and entrepreneurial spirit in our day-to-day work and communicate these to their employees. In 2009, "Learning Road Maps®" are intended to help to make our 'Strengthen Strengths 2010' corporate programme clear to our employees and to define their personal contribution. This is a learning tool centred around intensive discussion with colleagues: in workshops that are several hours long, employees from different company departments work together on a range of tasks based on 'Strengthen Strengths 2010' and its bearing on our day-to-day work.

Job and family: the capacity of the Day-Care Centre co-financed by Tchibo in Hamburg is due to be extended from 60 places to 100, so that a total of 33 places will be reserved for children of Tchibo employees from the third quarter of 2009 onwards. That's ten places more than in 2008.

Co-determination and internal social responsibility: 2008 was dominated by the revision of the corporate pension scheme with respect to retirement at 67. In 2009 we have resolved to re-examine the subject of working hours in close cooperation with the Personnel Department and the Works Council.

Ideas management: in September 2008 the 'Ecolibri' initiative was carried out at Tchibo, when we asked our employees for ideas and suggestions for improvement, especially related to the consumption of resources in our company. An assessment is currently being carried out on a total of 95 ideas and suggestions; the best of these will be announced via the intranet and implemented as far as feasibly possible.

Work safety: it is our objective to guarantee even more effective safety at work at Tchibo. We intend to incorporate each of the measures – such as risk assessments and taking work safety aspects into account in planning, development and purchasing processes – into a comprehensive Work Safety Management system in 2009.

- Print page
- Send page
- Your questions and comments
- Downloads

Strengthen Strengths 2010

We intend to ensure the success of Tchibo with this programme well into the future.

[more](#)

Further information

[Further objectives](#)

