

# PANORAMA

*Insights into the TGW World*

**Exploring  
potentials –  
shaping the  
future**

# TGW Logistics

**4,500**

employees are collaborating for  
TGW Logistics worldwide

**730 order intakes**

from 320 customers  
across 29 countries

**1.07 billion euros**

turnover

**54 million euros**

investments in future-oriented  
innovations

# TGW Future Private Foundation

**37.5 million euros**

TGW Future Private Foundation invested in  
TGW Future Wings since 2006

**~ 85 % equity ratio**

guarantees stability,  
independence and security

# TGW Future Wings

**27%**

of participants in STEM-focused  
apprenticeships are female

**23,694 people**

benefited from the non-profit TGW Future Wings  
educational initiatives

**4.8 million euros**

investments to support the  
development of young people

**9**

innovative educational projects

**1/3 distribution**

is received annually by TGW Future Private Foundation  
from TGW Logistics

**> 40%**

of this distribution was invested in  
TGW Future Wings over the last five years



## Dear Reader,

What's the essence of a panorama? It opens new perspectives, broadens our view and allows us to perceive connections. This is exactly what we want to achieve with this Magazine. That's why, after our last annual report, we deliberately opted for a different format – one that focuses less on figures and more on stories. Stories of change, responsibility and the power to think outside the box. Because the TGW World is different: Here success is defined not only by numbers but by the positive contribution made to people and to society.

The Foundation was laid by Ludwig Szinicz, co-founder of TGW Logistics, who redefined the direction of the company in the early 2000s: Economic success should be put to good use, create stability, support people and enable sustainable social progress. Szinicz therefore transferred all his company shares to the TGW Future Private Foundation, which, with its guiding principle of "Focusing on people – learning and growing", constitutes the basis for all divisions of the TGW World – from TGW Logistics to the non-profit TGW Future Wings educational initiatives.

Our world is hence double tracked: technology and innovation is one line, the development of people and the sharing of knowledge the other. Because we are convinced that we grow not only by solving logistical challenges but also through the contribution we make to education and to fostering potential.

This Panorama seeks to give you a glimpse beyond the surface of this world – a world of change, responsibility and constant development. We invite you to discover new perspectives and perhaps be inspired yourself to actively shape the future.

Enjoy reading and exploring!  
Yours,  
Tanja Obmann-Lichtblau  
TGW Future Private Foundation

# Content



**Idea TGW: Rethinking entrepreneurship** 7

**An idea that thinks outside the box** 8

**Interview with the Board members: Entrepreneurship radically redefined** 10

**The TGW brand revolution: Making three into one!** 16

**Synergies that have impact: Achieving more together** 18



**Collaborations: Creating value together** 21

**A peek into the logistics at the heart of HiperDino** 22

**DIY market leader Leroy Merlin banks on TGW Logistics** 23

**INTERSPORT & TGW Logistics: A success story in many chapters** 24

**NewCold: The “coolest XXL freezer” in the United States** 26

**ASKO: From fulfilment bottleneck to cool efficiency** 27

**A harmonious duet with Musikhaus Thomann** 28

**United for greater impact in education** 30

**Safelog: A smart move for heavy loads & OPEX: Vertical, horizontal, ingenious!** 32

**Works Council: Together towards the best solution** 33

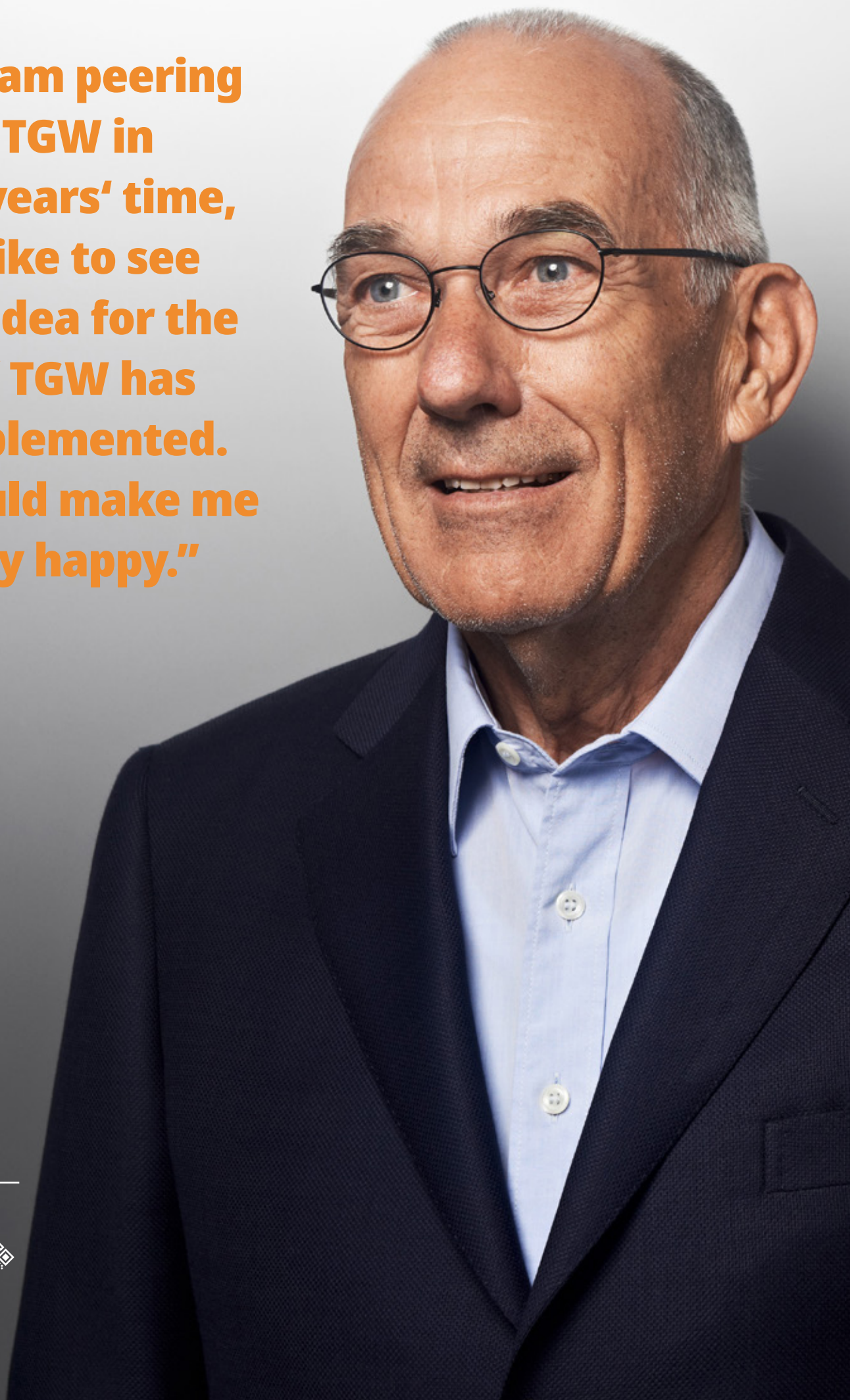
**MINTality: The future is female** 34

Holistic development: For social change	35		
<b>Inner Development Goals: Change starts today, with you!</b>	36		
<b>Nadira: An inspiring path full of possibilities</b>	40	Transformation and Innovation	57
<b>Sebastiana: From Sueniños kid to trailblazer</b>	41		
<b>INNERversum: Discover the universe within you!</b>	42	<b>Goodbye, dead weight! TGW Logistics goes “lean”</b>	58
<b>B.E.L.: How a school turns learning into an adventure</b>	46	<b>MINDtastic: From knowledge to sustainable learning and change</b>	62
<b>MoMo motivates: More movement in a static school day</b>	47	<b>Decathlon: A marathon full of lessons</b>	64
<b>GRAND GARAGE: Bringing the joy of problem solving to life!</b>	48	<b>Learning Circle: From financial difficulties to stability</b>	65
<b>CAP-TRAINING: Educational booster for the shapers of the future</b>	50	<b>The great constant at TGW Logistics: Change</b>	66
<b>SOS-Herkiste: Social learning in the classroom</b>	52	<b>TGW Logistics Ventures finds innovative energy for intralogistics</b>	67
<b>Learning Circle: A small revolution for more equal opportunities</b>	53	<b>Game changers in the educational landscape</b>	68
<b>Sueniños: An oasis of hope against all odds</b>	54	<b>Award-winning projects from the TGW World</b>	70
<b>Future Wings Challenge: Projects take flight</b>	56	<b>Patented power from TGW Logistics</b>	72
		<b>ESG: Our path to a sustainable future</b>	73
		<b>Six areas of sustainability in focus</b>	74
		<b>Holistic Carbon Accounting</b>	76





**“When I am peering down on TGW in 10 or 20 years’ time, I would like to see that my idea for the future of TGW has been implemented. That would make me incredibly happy.”**



Ludwig Szinicz  
(1939–2017)  
speaks about the  
Idea TGW





# IDEA TGW

## Rethinking entrepreneurship

In the TGW World, industrial and social entrepreneurship converge into a vision that goes far beyond economic success. The unique combination creates synergies that not only open up space for innovation but do so for genuine social responsibility as well. Here, entrepreneurship is boldly rethought – as a driving force to inspire people to realise their potential and actively shape the future.

Immerse yourself in the TGW World and discover what makes it so very special.

# An idea that thinks outside the box

What if success wasn't measured only in figures? What if, in addition to being economically strong, a successful company should also have human and social impact – to make a positive change in the world?

At TGW World this idea is lived. With the "Idea TGW" Ludwig Szinicz (1939–2017), co-founder of TGW Logistics, created an extraordinary model that interlinks economic stability, human growth and social responsibility. At TGW it is not only about technology and innovation. Here, people, values and the vision of filling success with meaning are accorded equal importance.

**The framework:**

**A foundation model with foresight**

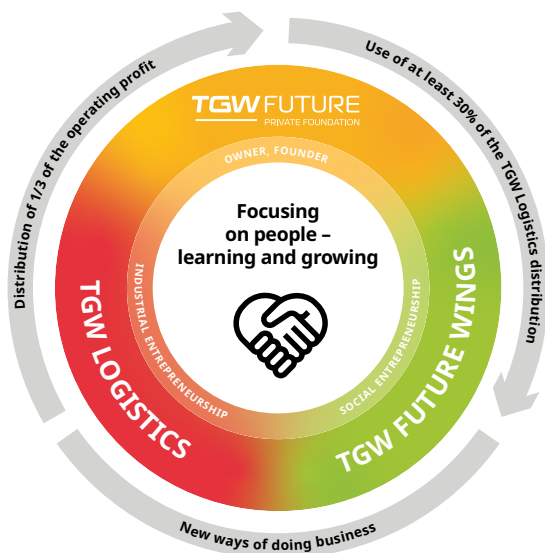
"Due to the Foundation's mission, TGW Logistics is not merely a convenient economic community but a purpose-oriented community of values, that facilitates human and professional growth and entrepreneurial success."

This idea of Ludwig Szinicz is at the heart of the TGW World today; it also prompted him to donate his 100% share in TGW Logistics to the TGW Future Private Foundation. In 2004 he thus wrote a revo-

lutionary chapter in the company's history: A family business became a foundation company that offers its employees meaning and security and creates an environment in which economical success, social impact and human growth go hand in hand. However, this requires crystal-clear rules, which Szinicz laid down in ten guidelines. Among other things, he stipulated that the company must not be sold, profits must serve a higher idea and independence must be maintained – in good as well as in difficult times.

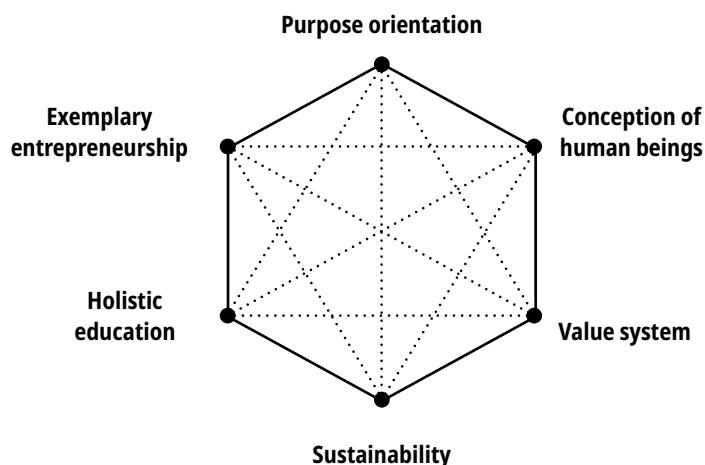
For this reason, two-thirds of the profits remain in the company and are reinvested in its employees, innovation and growth. The remaining third goes to the owner's foundation, which uses a large portion to fund the non-profit TGW Future Wings projects that open up opportunities for children and young people. In this way, economic stability and technological progress serve as the basis for putting social responsibility into action. In addition, provisions are made: reserves to ensure that TGW World will remain strong and independent going forward.

But independence is not achieved by chance – it requires 100% commitment from everyone. Competitiveness is the indispensable basis for remaining independent and strong. That is why everyone in the TGW World bears responsibility – for innovation, customer satisfaction and shared success as well as for society. After all, economic strength cannot be taken for granted – it is the result of top-notch performance and the springboard for something greater.



**The 10 guidelines of the Supplementary Foundation Deed**

**Further information in the book "The TGW World and its Foundation philosophy of 'Focusing on people - learning and growing'. A holistic entrepreneurial approach."**



**From idea to lived reality**

However, the Idea TGW is much more than a foundation model. It is a living concept that is constantly being interpreted and reinvigorated – translated into concrete fields of action that show how meaning and success can complement each other. Fancy a few examples?

**An inspiring conception of human beings:**

In the TGW World, people are naturally motivated and willing to take on responsibility – when they are trusted. This is why the traditional incentive system was abolished. The annual bonus was merged with the basic salary in 2018, because real performance is driven not by the motivational strategy of the carrot but instead by appreciation and personal responsibility. Additionally, the Dual Employee Participation was introduced.

**Holistic education with an impact:** Programmes such as MINDtastic (cf. p. 62 et seq.) and the INNERversum (cf. p. 42 et seq.) strengthen professional and personal skills alike. Because in the TGW World it is firmly believed that only those who grow internally can become effective externally.

**“Due to the Foundation’s mission, TGW Logistics is not merely a convenient economic community but a purpose-oriented community of values, that facilitates human and professional growth and entrepreneurial success.”**

**Values that connect:** The shared value system defines how people treat each other, work and lead. It’s not just an empty promise that looks nice hanging on the wall, it’s integrated into everyday life – from onboarding processes to employee appraisals and support tools. However, these values not only shape collaboration within the TGW World, they also define how interactions with customers and partners are conducted, opening doors to real partnerships.

**Sustainability that shows accountability:**

While TGW Future Wings has been practicing social responsibility for years, with an ESG roadmap and carbon accounting (cf. p. 76 et seq.) TGW Logistics is taking the first steps towards acting in a more environmentally conscious way.

**Exemplary entrepreneurship that sets standards:**

With the lean transformation programme (cf. p. 58 et seq.), TGW Logistics is creating a working environment that fosters learning and performance to boost productivity. But it only becomes exemplary when strong leadership and innovative strength are added – the lifeblood of the TGW World. Because while lean ensures clear structures and lean processes, innovation in the TGW World is not understood as only technical innovation. It is also the driving force behind a new understanding of leadership and thus provides the energy that creates new things, moves markets and enables growth. Two sides of the same coin that drive the TGW World to have an impact both economically and socially.

**An invitation to rethink**

Despite all the milestones that have already been met, the Idea TGW is not a finished concept but something dynamic that supports the TGW World in learning, growing and adapting – through successes, setbacks, innovations and new insights. And it is its openness to development that makes it so special. It drives to think about business differently, as a balance between profit and purpose. It demonstrates that success can be more than just maximizing profits, an attitude that has an impact and connects people.

Experience in this Magazine how the Idea TGW is filled with life. Perhaps it will inspire you to rethink your own definition of success – as something that makes sense, touches people and shapes the future.





**Idea TGW:  
Entrepreneurship  
radically redefined**





The Idea TGW coined by co-founder Ludwig Szinicz reimagines entrepreneurship. It unites what seems contradictory at first glance: economic stability and social responsibility, performance and a sense of purpose. We spoke with Martin Krauss, Chairman of the Board of TGW Future Private Foundation (centre), Henry Puhl, CEO of TGW Logistics (left), and Christian Szinicz, CEO of TGW Future Wings (right), about this extraordinary idea. They explain its attractiveness, what exactly it represents and how it is practiced and implemented today in the individual divisions.

#### **What does the Idea TGW mean to you?**

**Martin Krauss:** To me, it is more than just an idea or a policy, it is a kind of fixed star that guides our decisions and our actions. It's about combining entrepreneurial stability with human growth and social responsibility. With this foundation model, Ludwig Szinicz created a long-lasting foundation: the focus is not on short-term profit but on a long-term impact, especially in society.

**Henry Puhl:** The Idea TGW is our driving force. It reminds us that economic success is the means to achieve something greater. As a result, it challenges us to deliver top performance day after day. Because we know that a large part of our distribution is invested in non-profit projects via our owners' foundation. So achievement is defined differently at TGW Logistics, as something that gives meaning and makes people proud. It's not just about building systems but about achieving changes – for our employees, our customers and society at large.



**Christian Szinicz:** The Idea TGW is like an ironclad foundation that gives us stability and at the same time gives us the space to be bold. What makes it special to me is its focus on people and on holistic development. It ensures that economic success is never an end in itself but serves to facilitate greater things. For us, at TGW Future Wings, the foundation model means security and good future prospects. Because we know our projects will receive continuous, long-term support.

**Many companies rely on values or guiding principles to define their corporate culture. What makes the Idea TGW different?**

**Martin Krauss:** The Idea TGW is deeply embedded in our organisation. This is why we at TGW question many things very consciously: Maximizing profits at the expense of people? One-dimensional professional and technical training? Superficial values? Not with us! We try to do it differently and better. With his foundation model, Ludwig Szinicz created something that harmonises the interdependence of economic success, stability, human growth and social responsibility. He put it aptly in 2016 in his statement that TGW Logistics is not merely a convenient economic community but a purpose-oriented community of values that facilitates human and professional growth and entrepreneurial success. And the foundation model constitutes a hedge for us going forward. It ensures that profits don't just fill private pockets but are invested in innovation and people.

**Henry Puhl:** Of course, it would be easy to romanticise the term "community of values" – but what's behind it is a steadfast conviction: Ludwig Szinicz wanted to keep TGW Logistics independent and thus competitive. We secure our independence through constant peak performance. As in a marathon, we're not aiming for a short sprint, but for lasting endurance and continuous progress. Performance – rolling up our sleeves and giving it all we have – is the driving force behind our success. Our values give us direction. But it is ultimately our people who make the difference and drive us forward along our path.

**"Economic success is the means to achieve something greater."**

**Henry Puhl,**  
CEO TGW Logistics





**„Our foundation model ensures that profits don't just fill private pockets but are invested in innovation and people.“**

**Martin Krauss,  
Chairman of the Board  
TGW Future Private Foundation**

**Christian Szinicz:** The Idea TGW differs from the guiding principles of many other companies in that it offers a constant framework. It is not a marketing slogan but a commitment we all share. For TGW Future Wings in particular it is a stable basis for creating prospects for young people and assuming social responsibility. At the same time, it is a vital part of our culture: humaneness, a sense of purpose and a commitment to others characterise how we act.

**Let's take a closer look at the foundation model. How does it work?**

**Martin Krauss:** The foundation model stabilises the two foundation divisions TGW Logistics and TGW Future Wings even in turbulent times. When Ludwig Szinicz transformed TGW Logistics into a foundation company in 2004, he wanted to create an "eternity model". In order to secure this model in the long term, it was stipulated, among other things, that

two-thirds of TGW Logistics' profits must remain in the company. The remaining third would be transferred to the foundation, which would build up reserves for investment in the non-profit division TGW Future Wings.

**Henry Puhl:** What's special about the foundation model is that it makes TGW Logistics independent. We are in a position to reinvest profits and thus drive innovation and development forward without being guided by short-term financial interests. This strategy proved particularly successful over the last two years, when despite encountering economic challenges we were able to continue to invest and grow. One example is our expansion of the Marchtrenk site, where we invested around 100 million euros in a new production building and a highly automated warehouse system. Therefore, I see the foundation model as a stable basis that gives us the freedom to be bold and actively shape the future.

**Mr. Puhl, you mentioned the idea of performance in the TGW World. Does this also need somewhat of a new understanding?**

**Henry Puhl:** Performance needs a new image. It is often misunderstood – as something that you have to deliver because the company demands it. But true performance feels different. Yes, it is demanding, but it's also fulfilling. Like when you reach the summit on a mountain hike and look back – at the effort, the teamwork and the small successes along the way. And the best thing about it? You're not alone. You're on a shared path, with people who provide mutual motivation and support, and you surpass yourselves by making a common effort.

But performance without impact doesn't get us anywhere. It is a matter of making impact of what we do – for our customers, our colleagues and society as a whole. Reflection is just as much a part of this as peak performance itself, so that we stay on track.

If we can do this, work becomes a part of life that can be as fulfilling as many other things. That's why I prefer to talk about "work life" and "private life" instead of "work-life balance" – because life takes place in both areas. And if we make a difference and create meaning, then it becomes something that carries us forward and enriches us – as a company and as people.

**Christian Szinicz:** This also fits perfectly with our understanding at TGW Future Wings. For us too performance must have an impact. That's why we always work with impact targets and ask ourselves what we actually want to achieve in our projects for the target groups - for young people and their mentors, and for society.

In order to achieve this, we see the holistic development enshrined in the Idea TGW as key as well – for the young people we support and for us as an organisation. Because real change starts with ourselves: with the ability to reflect, listen and work together. This is where the high-impact connection between TGW Logistics and TGW Future Wings comes into play. We are not separate divisions but part of a common whole. Our co-operation thrives on the fact that we are connected, learn from each other and create synergies.



**Mr. Krauss, you like to use the following formula for the Idea TGW: Idea TGW = foundation model + vision + impact. We have already discussed the foundation model and impact. That leaves the vision, which relates to ideas about the future and thus strategic direction. What strategies is TGW World pursuing?**

**Henry Puhl:** TGW Logistics' strategic path can be divided into three main areas: Delivering reliably and successfully every fiscal year, achieving profitable growth in the medium term through strategic initiatives and, finally, constantly changing how we work together and have an impact, i.e. transformation. Our goal is to grow faster than the market by 2030. This includes achieving our annual budget target. At the same time, we are pursuing strategies that help us to penetrate new markets, drive regional expansion and develop innovative technologies. A central part of our vision is transformation – and that should occur on several

**„Real change starts with ourselves: with the ability to reflect, listen and work together.“**

**Christian Szinicz,  
CEO TGW Future Wings**



levels. We need to ensure that we think and act in a transformative way. It's about optimising processes and shaping our organisation in such a way that it is prepared for growth.

**Christian Szinicz:** At TGW Future Wings, the focus is on young people, whom we help to develop their potential so that they can confront the challenges of a changing world with greater power. We focus on the realities of young people's lives, from personal development and social relationships to future topics such as artificial intelligence. Our range of offers are designed to create real prospects.

Integrating the Inner Development Goals into our projects remains an important focus. At the same time, we are working on designing our programmes in such a way that they are scalable and adaptable to other contexts.

**Martin Krauss:** An important goal for us is to breathe even more life into the Idea TGW with all its facets, to anchor it within the TGW World and to make it tangible to the outside world. The heart of this is the hexagon, which operationalises the 10 guidelines by giving us the necessary orientation with its dimensions such as purpose orientation, sustainability and exemplary entrepreneurship. With this, we want to make the Idea TGW a living force that inspires and motivates people, in everyday life and at work alike. If we succeed in developing this appeal, we will become even stronger and more effective, not only as a company but as a community as well.

**Thank you for the interview!**



# The TGW brand revolution: Making three into one!

TGW World has so much more to offer than smart intralogistics and cutting-edge technology. There was just one “small problem”: This was not perceptible in the previous brand identity. So the time had come for a bold change.

For the TGW Future Private Foundation, owner of TGW Logistics, an in-depth and many-faceted journey began in 2021 to find out what the TGW World is all about. It was also vital to look at the two Foundation divisions of industrial and social entrepreneurship as well as their associated organisational units and legal entities and to clarify how deep their connections really go – are they closely related or rather distant acquaintances?

## Decoding the brand essence

An important stage along the way was a broad-based survey of internal and external stakeholders. Employees from the TGW World, Foundation Board members, TGW Logistics customers and cooperation partners were deeply involved participants. The aim was to find out how the TGW World is perceived. The survey revealed that the two Foundation divisions have similar core brand values. “You could almost say we have completely decoded our DNA, hence what we stand for,” reports Tanja Obmann-Lichtblau, Head of Communications at TGW Future Private Foundation and the driving force behind the brand relaunch. “The feedback from our stakeholders demonstrated that all three divisions of the TGW World are perceived as fascinating, holistic and impactful and that a strong sense of being there for each other constitutes an integral part of our identity. These are all values that we present both internally and externally.”

## A shared image

In order to convey these unifying characteristics visually as well, it quickly became clear that the common identity of TGW Future Private Foundation, TGW Logistics and TGW Future Wings should be reflected in a common name element. And this name could only be TGW, the nucleus of the fascinating TGW World that combines industrial and social entrepreneurship. Future Wings thus became TGW Future Wings, and the non-profit projects now also indicate their affiliation through their endorsement logo “part of TGW Future Wings”. With this clear, memorable overall image it is now immediately recognisable to

**Tanja Obmann-Lichtblau, Head of Communications at TGW Future Private Foundation and Project Manager of the brand relaunch.**







**Our new reference brand symbolises the fascinating spectrum of the TGW World.**

all stakeholders that the TGW World is more than just technology – it stands for holistic commitment and innovative solutions that inspire.

#### **The highlight of the visual identity**

A special characteristic of the brand's visual presence is the colour gradient that spotlights the diversity and uniqueness of the TGW World. Red stands primarily for TGW Logistics, green for TGW Future Wings, and the orange transition symbolises the TGW Future Private Foundation. This gradient not only reflects the identity of each brand but also evinces the strong cohesion across brands within the TGW World.



**Ingrid Gogl,**  
Director of Marketing,  
Communications &  
Brand at TGW Logistics.

#### **I N S I G H T S**

- **A team from all corners of the TGW World: 13 workshops with 157 participants**
- **Valuable firsthand perspectives: 75 personal interviews with employees, customers and cooperation partners**
- **A close look at the market to bring TGW World's uniqueness into sharper focus: 9 competitor analyses**
- **A deep dive into the DNA: 120 documents viewed**
- **The road to the perfect logos: 100 different logo designs**

Ingrid Gogl, Director of Marketing, Communications & Brand at TGW Logistics, says: "The colour gradient illustrates that each brand has its own character, but that we act as one and are all working together towards a sustainable future. We are not either green or red. We are both, because only together can we be a strong and dynamic TGW World."

Obmann-Lichtblau adds: "The curves as well as the colour spectrum now added to the visual branding more strongly express humanity and solidarity. This brings the vision of Ludwig Szinicz, co-founder of TGW Logistics, to life: TGW now appears as a brand that unites industrial and social entrepreneurship while embodying humanity, a holistic approach and innovative power."

In the new brand identity, the focus is not only on technical precision but on togetherness – an attitude in the TGW World inspired by the Foundation philosophy "Focusing on people – learning and growing." The colour gradient in the form of a curve also reflects the dynamism and flow that TGW's commitment brings to effect.

#### **TGW, the brand that connects and inspires**

However, the new design consists of more than just a few new logos – it brings out the full potential of the TGW World and creates real connections. "This step was not an end in itself," emphasizes Obmann-Lichtblau. "It's about positioning both TGW Logistics and TGW Future Wings as strong, fascinating brands and creating clarity for our customers, partners and all stakeholders."

And so, after numerous workshops, analyses, interviews, elaborations and discussions, we now have a clear brand identity that will not only strengthen identification internally but also make an impact externally through the new brand campaign. The TGW World now shines brighter than ever before – and is ready to inspire even more people with its new brilliance!



CAP.tains at the Creative Engineering workshop in the GRAND GARAGE.

# Synergies that have impact: Achieving more together

At first glance, TGW Logistics and TGW Future Wings might seem like two divisions without much in common. One stands for industry, the other for non-profit educational projects. But if you take a closer look, you can see a wonderful synergy that comes into being when they pool their forces. Because in the TGW World, holistic thinking prevails – only through collaboration and mutual support do things get done. This is not only true of the connection between the two divisions, it also applies to the exciting synergies within TGW Future Wings. Would you like a little insight?





**CAP-TRAINING & TGW Logistics:  
A potent pair**

The CAP-TRAINING (cf. p. 50 et seq.) provided by TGW Future Wings is a prime example of how additional educational qualifications can be acquired along with a high school diploma – through an apprenticeship that provides practical training in the areas of mechatronics and cybersecurity – personal development included.

On these “practice days” at various companies, among them TGW Logistics, the CAP.tains have the opportunity to experience the day-to-day work first-hand. This experience not only helps them pick a company for their mandatory internship but also to better understand potential employers – a valuable combination. Ideally, the young people prepare for their professional future, while companies get the chance to get to know committed new talents and obtain fresh perspectives and innovative ideas from these young participants. From this, a partnership evolves that has sustainable value – for both sides!



The CAP.tains' practice day: 100% focus at TGW Logistics.



CAP.tains at the inner world work in the INNERversum.



**Creative Engineering in the GRAND GARAGE:  
Future designers at work**

When innovation meets teamwork, real future solutions take shape! The “Creative Engineering” workshop at the GRAND GARAGE (cf. p. 48 et seq.) is used by both CAP. participants and TGW Logistics apprentices to develop creative solutions to the challenges of tomorrow. In this innovative format, ideas are developed together, prototypes are built and solutions presented – always under the banner of the Sustainable Development Goals (SDGs).

Whether these are smart systems for everyday life or global solutions in the form of a sea filter, creativity takes centre stage here! The workshop combines technical know-how with social responsibility, including personality development, offering young talent the opportunity to tackle real problems. This is also what synergy looks like in the TGW World: Existing offers are used to shape a sustainable and creative future.



**INNERversum & CAP:  
More than just technical skills**

The INNERversum (cf. p. 42 et seq.) offers more than just mindfulness to the participants of the CAP-TRAINING. The aim is to develop skills you really need at work and in everyday life: resilience in difficult situations, a capacity for teamwork and dealing with stress. These competencies help the youngsters to master their training professionally and, at the same time, to develop their personalities – which turns them into valuable future talents.

## 4 **INNERversum & TGW Logistics: Training for supervisors**

The apprenticeship trainers at TGW Logistics also benefit from the synergy with TGW Future Wings. In a workshop specially tailored to their needs, they learn in the INNERversum to better understand the needs of the younger generation. Through mindfulness and improved communica-

tion, their role as mentors is strengthened, their relationship with the apprentices deepened. In addition, exchanging ideas with teachers at BORG Linz helps both sides develop a mutual understanding of the challenges involved in apprenticeship and study. A win-win situation: The supervisors obtain valuable tools for their everyday work, while the young people benefit from even more extensive support. Some participants even reported that they were able to apply what they had learned in working with their colleagues, thus strengthening their cooperation.



The mentors of children and young people are included in the target group for training offers.

## 5 **INNERversum & TGW Logistics, for more collaboration**

TGW Logistics employees also benefit from the INNERversum's offerings – such as the parent training. Parents are supported in strengthening their communication and child-rearing competencies because a harmonious family life provides the basis for relaxed and concentrated work. This praxis-oriented training teaches parents to understand their children better and to communicate as equals. This doesn't just promote a more relaxed coexistence at home, it also has a positive impact on teamwork, performance and parents' satisfaction in their daily work. And if things are nicely balanced at home, employees can focus even better on their tasks – a clear win-win situation for all involved.



More information on the non-profit educational projects of TGW Future Wings starting on page 42.



# COLLABORATIONS

*Creating value together*

Trusting partnerships and strong cooperation constitute the foundation of success in the TGW World. Whether in the development of pioneering intralogistics solutions for TGW Logistics customers, through collaboration with suppliers, educational and research institutions, in dialogue with the works council – or through non-profit collaborative projects: Genuine strength evolves when shared values and goals take centre stage. Experience how visions become a reality through collaborative projects based on equality and trust and how sustainable economic, technological and social impact is achieved.



# A peek into the logistics at the heart of HiperDino, powered by TGW Logistics

The Canarian supermarket chain HiperDino was looking for a partner to automate its main logistics centre in Telde, Gran Canaria. Thanks to these five innovative technologies, TGW Logistics stood out from the competition and was chosen to lead the project to success.



TGW Logistics automated the HiperDinos main logistics centre.

# 1

## FlashPick

TGW Logistics FlashPick is an automated picking system used in warehouses to process orders efficiently. Shuttles take over the storage and retrieval of containers holding sorted goods. These bins are taken to manual or robot-controlled workstations where the required order items are assembled. Goods that are not required are automatically returned to the warehouse, while the picked bins are sent on to dispatch. FlashPick increases speed and efficiency in large warehouse operations.

# 2

## The PickCenter One

The PickCenter One is an ergonomic workstation for goods-to-person picking. Here, productivity is combined with ergonomics: Thanks to its sophisticated design, employees can process many items in less time without excessive physical exertion. This means greater efficiency and less stress.

# 3

## Robot-based picking

This solution was specially developed for fully automated picking. The robot picks the goods without errors and without tiring using innovative technology including artificial intelligence – without any human intervention!

# 4

## The Warehouse Control System

The TGW Logistics Warehouse Control System (WCS) is the invisible brain of the warehouse; it controls, coordinates and monitors every movement. Everything runs as if an invisible hand were orchestrating the operations of the entire warehouse. Minimal processing time, lightning-fast order fulfilment – that's pure warehousing intelligence!

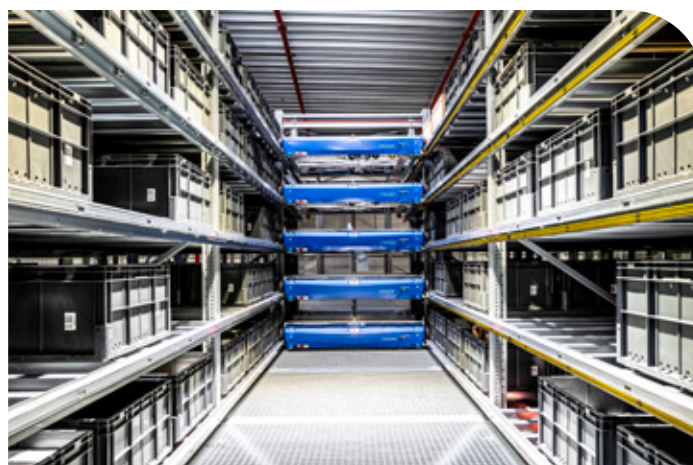
# 5

## TGW Logistics Onsite Service

And last but not least, TGW provides all-round worry-free on-site service. A team of TGW Logistics specialists ensures that the warehouse remains in operation 24/7. They take care of maintenance, IT support, repairs and everything else needed to ensure things run smoothly, enabling HiperDino to concentrate fully on its core business.

# Productivity up, costs down: DIY market leader **Leroy Merlin** banks on **TGW Logistics**

Leroy Merlin, leading provider of DIY and gardening products headquartered in France, has joined forces with TGW Logistics to take its supply chain to a new level of efficiency and develop a powerful omni-channel solution that optimises both online and in-store orders. The results can be seen in Réau, southeast of Paris: a state-of-the-art automated fulfilment centre that is both innovative and inspiring.



Roughly 170 Stingray systems are currently in operation in the nine-aisle shuttle warehouse.

The centrepiece of the facility is a nine-aisle shuttle warehouse with around 80,000 storage spaces and 171 transport vehicles (Stingrays) that enables up to 80,000 orders per day to be processed

quickly and precisely. TGW Logistics' solution even allows for the handling of large items of up to 800 × 600 millimetres. Ergonomic workplaces at the picking stations guarantee ideal working conditions with two beneficial effects: for one, there has been a significant reduction in the number of workplace accidents; secondly, the proportion of women employed in the warehouse has risen to around 30%. The reason: Physically demanding processes are now largely automated.



Olivier Mangnier, Head of Logistics, Leroy Merlin

## I N S I G H T S

### What TGW Logistics achieved for Leroy Merlin:

- Reduction of fulfilment costs by 15%
- Reduction of accidents in the workplace to nearly zero thanks to highly ergonomic equipment
- Increase in the proportion of women from almost zero to around 30%
- French Intralogistics Award "Grand Prix des Rois de la Supply Chain"

### Full Service

Three years after going live in 2021, TGW Logistics and Leroy Merlin have taken stock and come to a very positive conclusion: Productivity has increased noticeably, while ongoing logistics costs have been lowered. The close cooperation between the two companies has resulted in a pioneering logistics project that will further strengthen Leroy Merlin's market position. A 17-person team of TGW Logistics will help ensure this directly on-site, offering corrective maintenance and remote support and guaranteeing maximum availability during operations. Service you can depend on!

**"We chose TGW Logistics as our partner because they listened to our problems from the very start and found powerful solutions."**

# INTERSPORT & TGW Logistics: A success story in many chapters

Implementing successful projects together has become a grand tradition for INTERSPORT and TGW Logistics. The intro to this success story was written in 2008 when they built a logistics centre covering 2,600 square metres near Cracow. The next milestone? The new INTERSPORT headquarters in Wels. And the story continues!

## Growth in Austria

With more than 280 locations and an impressive turnover of 631 million euros in the 2021–22 fiscal year, INTERSPORT Austria is the leading provider of sporting goods in the domestic market. More than 1.8 million customers put their trust in the brand. The logistics centre in Wels has thus become a central hub that facilitates heightened efficiency and greater capacity by consolidating several decentralised warehouses.

“During the tendering phase, TGW Logistics offered a slew of innovative proposals for optimising our current logistics processes. We are convinced we have chosen the right partner,” says Günther Junkowitsch, Head of Logistics at INTERSPORT Austria. The decision will

give INTERSPORT an optimised infrastructure, enhanced delivery speed and the flexibility to better respond to peaks in demand.

## FlashPick: Increased efficiency through automation

The innovative FlashPick system is the heart of the new logistics centre in Wels. It comprises six ergonomic PickCenter One workstations, at which items are efficiently made ready for shipping. In a fully automated process, TGW Logistics robots assemble and seal shipping cartons, then transport them straight to the outgoing goods department.



**“During the tendering phase, TGW Logistics offered a slew of innovative proposals for optimising our current logistics processes.”**





A new intralogistics milestone was realized for INTERSPORT.

I N S I G H T S

**1.8 KM**

of conveyor technology

Four-aisle shuttle with

**126,720**

storage spaces

**3,400**

storage/retrieval operations per hour

**Compelling software expertise**

TGW Logistics' software expertise is a critical part of the project's success. WERX, TGW's warehouse management software suite that replaces the existing system in Wels allows for complete monitoring and control over all warehouse processes. Not only are the automated processes integrated, the manual processes are as well, thus ensuring maximum flexibility and future-proof performance.

**A decisive advantage**

INTERSPORT Austria values TGW Logistics for this reliable all-in-one solution covering everything from hardware and software to commissioning to training and long-term maintenance that will guarantee that everything runs

smoothly and all systems are perfectly integrated. Alois Grüblinger, Head of Operations, INTERSPORT Austria, puts it concisely: "The overall package suited us, and that was the decisive factor in awarding the contract." With the project in Wels, INTERSPORT and TGW Logistics have written another chapter in their joint story of success – and it remains exciting to see what the future will have in store.



# NewCold: The “coolest XXL freezer” in the United States

TGW Logistics has gone ice cold and together with NewCold created a masterpiece of automated intralogistics that defies temperatures as low as minus 25°C – and even melts energy consumption in the process.

Since 2013 the Dutch service provider NewCold has relied on the strengths of the TGW Logistics Distributor Business Unit (DBU) to develop highly automated cold storage solutions. This long-standing partnership includes projects in the UK, Poland, Italy and the United States. The distribution centre in Burley, Idaho, which has a storage capacity of 90,000 pallets and is one of the largest cold storage facilities in North America, has been a real highlight since the end of 2019. Goods are stored here at temperatures between -2°C and -25°C. But TGW Logistics is known to perform at its very best

even at such low temperatures. Smart automation solutions ensure that space requirements and energy consumption are reduced to a minimum.

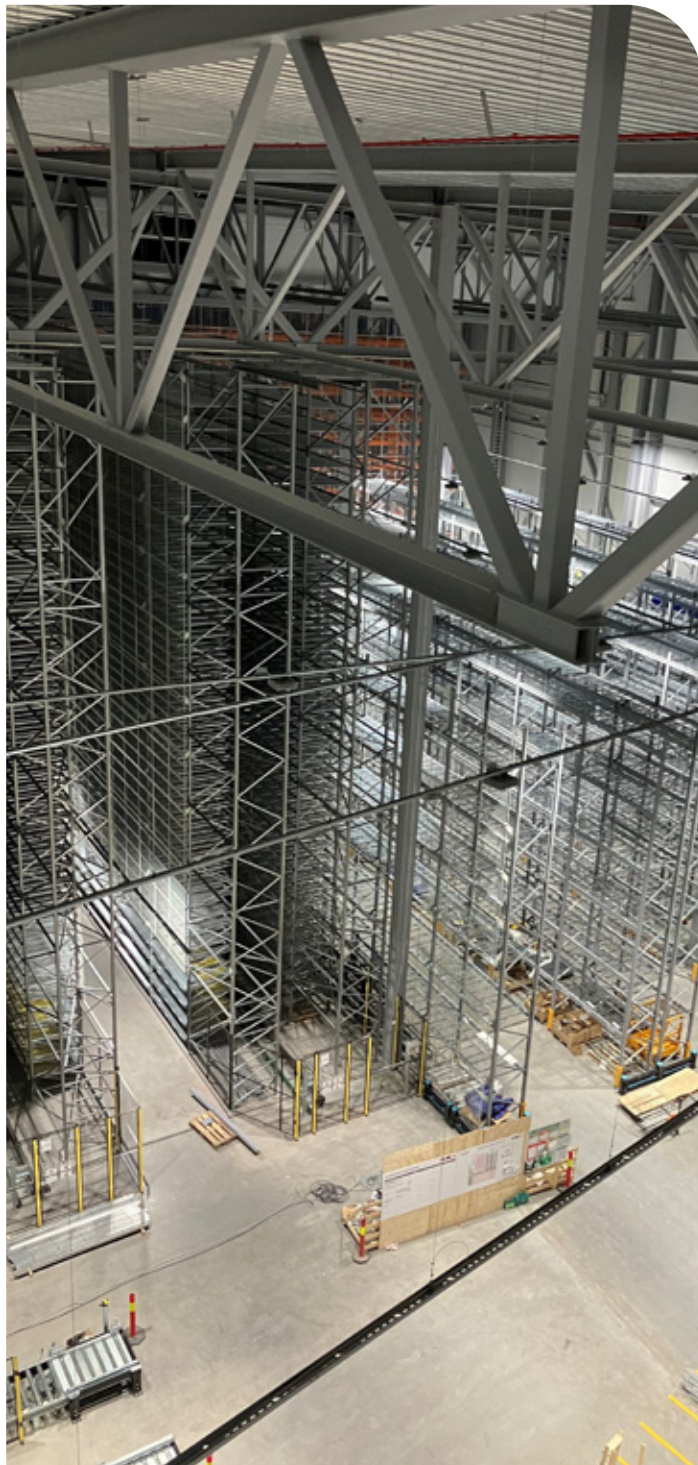
#### Tailor-made for refrigeration

NewCold has once again opted for the DBU from TGW Logistics – and for a good reason: TGW Logistics' great flexibility and innovative energy were particularly impressive during the design phase. Here TGW Logistics demonstrated its adaptability and developed customised solutions that meet the special requirements of “deep-freeze logistics”,

including specially adapted conveyor and pallet handling systems that efficiently support transportation and storage.

In deep-freeze logistics, a steady flow of goods is the end-all and be-all. With technology from TGW Logistics, NewCold can guarantee exactly this reliability around the clock. The 24/7 operation runs like clockwork: The smart material flow control and well-thought-out warehouse structure guarantee fast, smooth processing – even with high peaks in the order volume.





# ASKO: From fulfilment bottleneck to cool efficiency

With a market share of more than 40%, ASKO is Norway's leading food distributor. Its range of offerings includes more than 25,000 items, from fresh food to frozen products and dry goods, beverages and non-food items. ASKO runs no less than 13 distribution centres across Norway. Now the fulfilment centre in Trondheim is approaching its capacity limits.

**Dizzying: The pallet warehouse has a height of 18 metres.**

TGW Logistics has the solution: The core of the new system is a powerful high-rack pallet warehouse, augmented by an automatic small parts warehouse with an impressive 38,000 storage spaces. This smartly designed combination allows for maximum space utilisation in a limited area – storage capacities are boosted significantly.

#### **Foundation for ASKO's expansion**

This system has numerous advantages: Throughput times are reduced, energy costs go down, and storage concentration and efficiency go up. The com-

prehensive automation of storage and picking sets new benchmarks for ergonomics and working conditions: Employees spend less time in the challenging freezer environment since many tasks are now automated. The result? Greater productivity and a much more pleasant working environment.

For TGW Logistics and ASKO, this project is of strategic importance: With its successful completion, TGW Logistics will have succeeded in tapping the Norwegian market, and thanks to the cutting-edge technology involved, ASKO will have strengthened its leadership in the dynamic food sector.



Intralogistics in sync  
with Thomann.

# Thomann: A harmonious duet

Musikhaus Thomann and TGW Logistics have been on the path to success since 2008 – and with this latest upgrade, they're striking an even more dynamic note. TGW Logistics' innovative solution combines new and existing systems to form an efficient, harmonious whole: Thomann can thus provide rapid, smooth delivery in perfect rhythm.

Founded in the 1950s, the German music retailer Thomann has blossomed into a global heavyweight: Today, with 1,800 employees, it sells everything that makes the hearts of musicians and event technicians beat faster. A customer base of over 12 million speaks volumes, indicating that Thomann stands for both great products and outstanding service, values shared unreservedly by TGW Logistics.



I N S I G H T S

**12 km**

of conveyor technology

**100 %**

increase in performance since the retrofit

**28 min**

order throughput time

**120,000**

different items

**40,000**

parcels per day

**2,400**

returns per day



New and existing systems now work harmoniously together.

**A broad range of products – an intralogistical challenge**

The fact that Thomann is able to bring musical delight to so many customers also has something to do with the solutions TGW Logistics provides. Since 2008 the two companies have been working together as smoothly as a well-rehearsed orchestra. The result is a state-of-the-art intralogistics system, divided into a north and a south region, each with its own incoming and outgoing goods department – one of the most complex TGW Logistics has ever implemented. This is due to Thomann’s gigantic range of products – everything from tiny plectra to massive harps – that would pose a formidable challenge for any intralogistics system. But TGW Logistics has mastered it; alongside Thomann, they have created impressive solutions.

“It is a great honour for me to be a part of Thomann’s success story,” says Peter Kerschbaum, Sales Project Manager at TGW Logistics, with pride. “For nearly five years, I have been at Thomann’s side to assist with all questions and challenges, whether site expansions, optimisations or modernisations.” With the construction of the new North Distribution Centre, TGW Logistics was able to double the capacity of the facility as a whole. Now, up to 1,600 parcels leave the conveyor belt for customers – every hour!

**Fully automated picking of large packages**

The advanced flow of goods at Thomann is a prime example of efficient logistics: From the incoming goods department, the items are transferred to either one of three automated pallet warehouses, which have a total of 74,000 storage spaces, or one of the automated small parts warehouses, which have a total of 180,000 container storage spaces. Next, a shuttle warehouse supplies the goods-to-person picking workstations. The items from the different picking areas are then consolidated in the packages and prepared for dispatch. This is followed by precise sorting depending on the mode of transportation, whether forwarding agent, CEP [courier express package] service or on-site counter sales. The fully automated picking of large boxes is particularly stupendous: Products are taken directly from the warehouse and made ready for dispatch without any manual intervention.

**Retrofit: New and old in harmony**

The Thomann retrofit project is a true showcase. The new facility – consisting of the North Distribution Centre and the new high-bay warehouse – was seamlessly linked to the South Distribution Centre, creating a unified, perfectly coordinated system. A composition quite to our taste!



# Stronger together - United for greater impact in education



TGW Future Wings relies on working for and with each other – because you may be able to do a lot of things on your own, but when the issue is the solution to key problems of our time, working together can do wonders. The secret recipe? Partnerships. A little zoom in on this invaluable network.

The commitment of TGW Future Wings flourishes in two ways: through great collaborations and inspiring alliances. With partners such as the SOS Children's Village and the "wirkt.gGmbH," pioneering educational innovations are realised – with a mixture of financial resources and 100% commitment. What's special about these collaborations is that the partners involved pool their strengths to develop bold, innovative solutions that have a deep and lasting impact on the lives of many young people.

## **Achieving more together**

In work groups – such as the "Work Group for Education" or the "Alliance of Educational Foundations" – everything revolves around an exchange of knowledge and experience. Standing side by side with other organisations, TGW Future Wings strives to shape the future of education. These networks ensure that voices are heard – because together we are so much louder!

## SOS CHILDREN'S VILLAGE

TGW Future Wings together with SOS Children's Village launched the "SOS-Herkiste" project, an initiative that delivers social education right into Austrian classrooms (cf. p. 52). From the onset, the partnership has been characterized by equality, genuine professionalism and warmth. By now there are four different "Herzkisten"; these have been distributed to 536 schools and have reached around 1,800 classrooms. This has positively impacted the lives of more than 42,000 young people.

Nora Deinhammer, Managing Director of SOS Children's Villages: "The cooperation between SOS Children's Village and TGW Future Wings is a marvelous example of how shared values and goals result in a strong team. With our partnership-based approach, we free up space for creative solutions and positive changes in social education."

## TREFFPUNKT. BILDUNG

We need to talk – all of us, to each other! treffpunkt.BILDUNG (meeting point.education) is a collaboration between BildungTomorrow, the Impact Hub Vienna, the MEGA Bildungsstiftung and TGW Future Wings. It offers a stage for an open dialogue on current challenges in the education sector. Here, it isn't just experts with their diverse perspectives who get a say; so do the young persons themselves. The next meeting point event: March 10, 2025.

## WIRKT.GGMBH

In March 2000, TGW Future Wings began a collaboration with "wirkt." (then still called MTOP); this was right at the start of the COVID crisis, when many students could no longer attend lessons. The idea: a 1:1 online coaching programme called Learning Circle to support the learning process in this very difficult time (cf. p. 53). In under 10 days a team of 18 academic coaches was assembled that began mentoring more than 60 students right off the bat. Volunteers who were actually on missions abroad at the time but were forced to return because of COVID dedicated their time to this incredibly effective emergency aid project. "The cooperation with TGW Future Wings has made it possible for us to continually develop the Learning Circle and to respond even better to the needs of the students. Together we shape the future of learning!" asserts Julian Richter, Managing Director of wirkt.gmbh.



## WORKING GROUP FOR EDUCATION

The Working Group for Education is an integral part of the exchange of ideas among educational foundations in Austria. It formulates political policy demands, gives fresh impetus for awarding scholarships, strengthens scientific discourse and creates a space for networking and joint campaigns. On board are the Association for Charitable Foundations, the B&C Foundation, BildungTomorrow, Hilfe mit Plan, ISB, motion4kids, Pro Scientia, RD Foundation, Stiftung Wirtschaftsbildung (Foundation for Economic Education), Teach for Austria and of course TGW Future Wings.

## ALLIANCE OF EDUCATIONAL FOUNDATIONS

The Alliance of Educational Foundations uses the synergies of its members to achieve a greater impact together. In coordinated initiatives, such as awareness campaigns, the alliance is dedicated to positively shaping and changing the education system on a sustainable basis. Involved are BildungTomorrow, the Laureus Foundation, the MEGA Bildungsstiftung, MINTality, motion4kids, Pro Scientia, Stiftung für Wirtschaftsbildung (Foundation for Economic Education) and TGW Future Wings.

## SUSTAINABILITY PLATFORM

The Sustainability Platform brings together foundations in order to anchor and implement sustainability firmly in their structures. Currently, specific guidelines and tools are being developed for this purpose. This collaboration promotes professionalism when dealing with sustainability and strengthens networking among foundations. Key participants include the Association of Nature Parks in Austria, the Association for Charitable Foundations, the BILLA Foundation Blühendes Österreich, the Ministry for Environmental Protection, NextGen, the Swarovski Foundation, the TU Vienna Foundation, and the TGW Future Private Foundation.

# Vertical, horizontal, ingenious!



TGW Logistics and OPEX combine their expertise for even better intralogistics solutions. From left to right: Henry Puhl (CEO, TGW Logistics), Alex Stevens (President, Warehouse Automation OPEX) and Christoph Wolkerstorfer (CTO, TGW Logistics).

OPEX – a U.S. specialist in automated storage and picking systems – is setting new benchmarks with its ASRS (automated storage and retrieval systems) solutions. With its Infinity® technology, OPEX provides an eminently innovative system that uses robots that move freely and flexibly in the racks – both vertically and horizontally. These robots make maximum use of the entire storage space, enabling up to 35% more storage capacity and 65% greater route efficiency compared to conventional systems.

Based on a strategic partnership, TGW Logistics is providing its extensive intralogistics experience to the further development of this pioneering technology. The Infinity solution will be integrated into TGW Logistics’ new LivePick order fulfilment system. It provides customers with a particularly efficient solution for their fulfilment processes. They benefit from flexible and scalable intralogistics solutions that make it easier for them to adapt their investments flexibly.

## A smart move for heavy loads

The strategic partnership between TGW Logistics and German specialist Safelog is bearing impressive fruit: Together they have already sold over 400 devices and strengthened their position in mobile robotics.

Safelog, a mid-sized innovation company, provides with its high-performance hardware the ideal complement to TGW Logistics’ expertise. The first tangible result of this collaboration is Quba, a family of mobile robots that can independently transport containers, boxes and pallets – of weights of up to 1.5 tonnes!

TGW Logistics’ smart software enables the efficient management of this robot fleet as well as the internetworking of these devices: TGW Logistics developed a scalable door-to-door solution in tandem with Quba. Customers benefit from tailored automation options that integrate seamlessly into existing systems and automate even complex processes reliably and efficiently.



**Small but powerful!**  
Quba can transport loads of up to 1.5 tonnes.



# Working together towards the best solution

Together with Carina Eilmannsberger, Willi Kloiber and Klaus Bachmair, Saša Gortva acts as one of four chairpersons of the four Works Council committees of TGW Logistics in Austria, and is thus a primary interface between the employees and company management.

What is the value of a strong Works Council, and how can a partnership-based collaboration with company management succeed? Saša Gortva provides the answers on behalf of everyone involved in the Works Council committees at TGW Logistics. The collective aim of the employee representatives is to work together to create the best working conditions for employees.

## **Mr. Gortva, how would you describe the collaboration between TGW Logistics and the Works Council?**

This collaboration happens at eye level and is based on trust. At TGW Logistics, we are able to address issues openly – whether work processes or social or health issues are involved. Joint dialogue helps us to discover good solutions, to incorporate employee concerns right into company decisions and thus to help shape them. This is of particular importance in challenging times such as ours, marked by economic uncertainty, geopolitical conflicts and internal changes.

## **What are the main tasks of the Works Council?**

Our aim is to represent the interests of the workforce and continuously improve working conditions. Together with all members of the Works Council team, we highlight the opportunities and necessities that are often overlooked in our complex and quick-moving world. We see ourselves as an essential interface

between employees, management and other key partners such as Human Resources. By working constructively with all relevant stakeholders, we often create win-win situations that have a lasting impact.

## **Have you had any successes that are particularly close to your heart?**

Yes, we are particularly proud of the works agreement for TGW Logistics employees who volunteer with the fire brigade and other emergency services. If they are called upon, they receive paid time off, with rest periods for overnight deployments. This means that employees are not forced to take holiday or comp time for their volunteer work. These leaves of absence promote social commitment and are a sign that TGW Logistics recognises the interests and values of its employees. The Upper Austrian Trade Union Federation even honoured this agreement with the Works Council Award.

## **How do the employees and the company benefit from this collaboration?**

Especially in times of major change, such as we are currently experiencing at TGW Logistics, people need guidance, support and trust. We at the Works Council support employees and managers both through organisational initiatives and bilateral channels. We also make our colleagues' voices heard by top



**Saša Gortva, Chairman of the Works Council Committees, TGW Logistics.**

management. When challenges and conflicts are discussed and dealt with early on, this boosts people's trust, loyalty and confidence. It promotes motivation and therefore loyalty, which of course has a positive impact on the working atmosphere and, of course, on TGW Logistics as a whole.

## **How do you see the future of this collaboration?**

Together with the chairpersons of the other Works Council committees, I am convinced that this collaboration is key to making sustainable decisions in the long term. We create fair solutions together and in this way strengthen trust in TGW Logistics as an employer. The work of the Works Council is always a team effort – backed by the support and commitment of all its members. Strong employee representation and workable compromises deliver stability – and that is a win-win situation for everyone.

## **Thank you for the interview!**

# STEM: The future is female



TGW Logistics is committed to more diversity in technical professions and, as a founding member, supports the MINTality Foundation in opening up new paths into the world of STEM for young women. Because one thing is clear: Girls have enormous potential to help shape the technology of tomorrow – and TGW Logistics wants to spark their enthusiasm and support them on their journey!

Current figures speak for themselves: The proportion of female apprentices in technical professions in Austria is only 19.3%. This statistic is a clear wake-up call that shows how urgently we need to get girls and young women interested in STEM (science, technology, engineering and math) subjects. This is why TGW Logistics, together with other founding members, is helping to bring a breath of fresh air into the STEM world through the MINTality Foundation.

Through financial support, concentrated know-how and exhilarating projects, an inspiring environment is created in which young women are en-

couraged to develop their skills and pursue exciting careers in STEM disciplines.

### The “company school year”

One of the highlights is the “company school year,” which connects innovative companies with secondary schools across Austria. During the academic year, the pupils immerse themselves in the fascinating STEM world of their partner company. At TGW Logistics, the talented young participants were given exclusive insights into everyday life at the company and were able to put their skills – for example, welding or laser cutting – directly into practice in

the GRAND GARAGE, one of TGW Future Wings’ inspiring projects. The programme’s crowning moment: The students took part in TGW Logistics’ annual RoboChallenge in Marchtrenk in April 2024 with a joint robot construction project. Christiane Helm, Global Human Resources Generalist at TGW Logistics, explains: “This initiative shows how hands-on education not only strengthens technical skills but also sparks enthusiasm for STEM careers and prepares the next generation for thrilling careers.”

# HOLISTIC DEVELOPMENT

for social change

**“Focusing on people – learning and growing”:** This guiding principle is a prime feature of the TGW World and highlights its uniqueness. Here, development means far more than the expansion of technical know-how. Long-term success is also about growing as a person. Because if you want to initiate change in the world, you must start with yourself – and may inspire others in the process.

This chapter takes you on a journey of holistic development through the non-profit TGW Future Wings projects and stories that show how this approach not only shapes individual biographies, but also has a social impact.



# Inner Development Goals: Change starts today, with you!

The world is facing huge challenges, from climate change to social injustice. Many have grand intentions to change all this. But often they remain only that: intentions. Implementation stalls, and the urgently needed changes are long in coming. TGW Future Wings has found that a true, lasting transformation must first and foremost begin with us and is therefore integrating the Inner Development Goals (IDGs) into their education initiatives. This will not only bring about profound changes within the TGW World but also provide positive impetus for societal change.

“This year everything will be different!” – “This year, really and truly!” – Each of us has probably heard, thought or said things like this before. New Year’s resolutions are a fine tradition. But so is tossing them out! More examples? From mid-February onward, fitness centres are delighted by the members who pay but never show up. Eating healthier? After a couple of salads and green smoothies, our cravings get the upper hand again. Save? Until the next sale or the “absolutely must-have” online order. But hey, it was a special offer, right?

## The “knowing-doing gap”

“Often we know exactly what would be good for us. But when it comes to making lasting changes, we fail again and again. Psychology has an apt term for this: the knowing-doing gap,” says Elke Genc, Project Coordinator at TGW Future Wings. We know, but what happens is ... nothing. At a personal level, the consequences may be manageable. But this effect unfortunately also applies on a larger scale.

In 2015, the United Nations drafted the 17 Sustainable Development Goals (SDGs) to achieve decisive change in our world by 2030. These goals include the fight against climate change and the eradication of poverty. But let’s be honest: How far have we gotten? In 2023, the global community emitted 36.8 billion tons of CO<sub>2</sub>, 1.1% more than in the year prior. A sad new record. There we have it again: the gap between knowing and doing, with globally catastrophic consequences.

## TGW & IDGs: A love story

How can we close this gap? The Inner Development Goals (IDGs) provide a powerful response: Transformation begins with us. “In the TGW World, we have realized this and have integrated the IDGs as a meaningful extension of our existing approach. The guiding principle of our Foundation philosophy is: ‘Focusing on people – learning and growing’. Holistic personality development has always been key for us,” says Christian Szinicz, CEO of TGW Future Wings. Im-

**Elke Genc, Project Coordinator  
at TGW Future Wings**





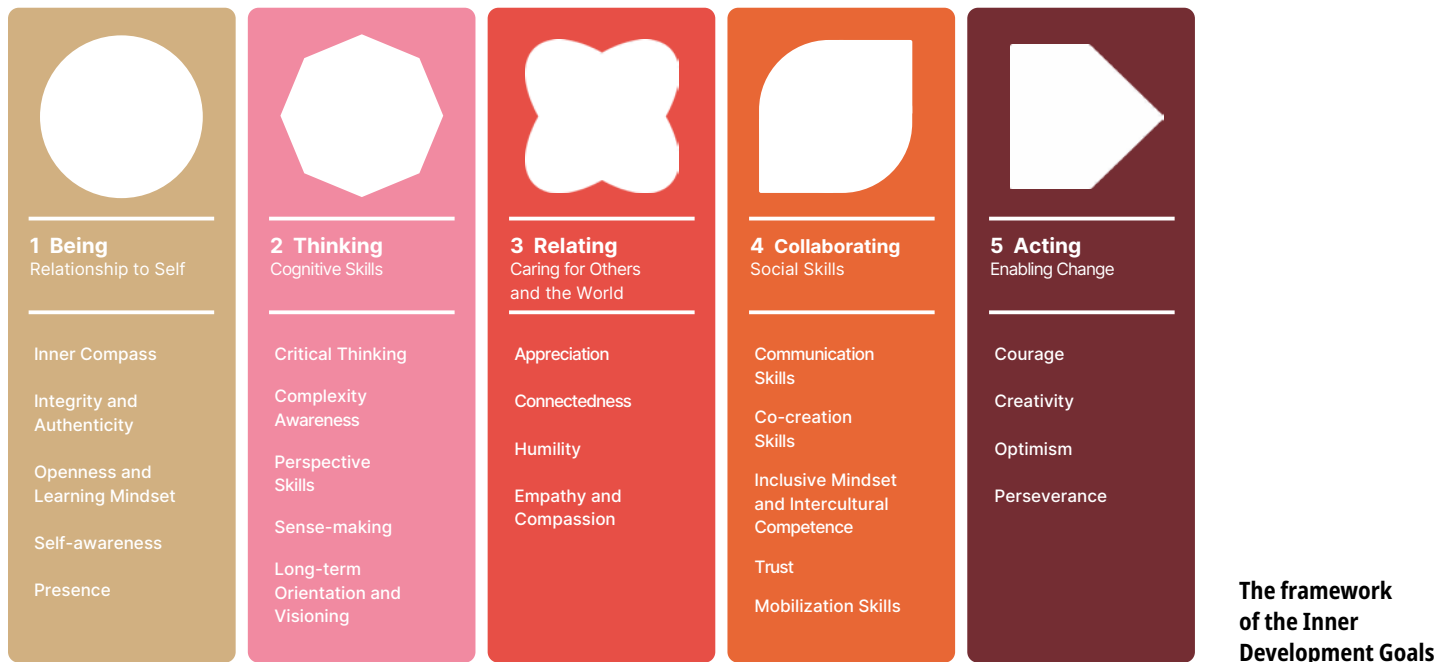
**Christian Szinicz, CEO  
TGW Future Wings**

plementation of the IDGs is therefore a conscious advancement of our holistic approach. Real transformation can only be effected if we expand our skills and alter our attitude and our inner mindset.

**Internal to external transformation**

TGW Future Wings starts with what’s closest: one’s own inner world. Because for those who truly wish to make a difference in the external world, gaining clarity about oneself is essential. By engaging with their own identity, values and emotions, individuals learn to act consciously and responsibly. The IDGs help in finding the right course and triggering both personal and collective change.

Leadership development at TGW World, which encompasses a lot more than just professional knowledge, is a concrete example of this. The goal is to be mindful of oneself and of others and be a source of inspiration. “Leaders need to have a strong connection to themselves to build good relationships with others and to be effective. Appreciation, openness and trust are crucial to creating a meaningful working environment and really providing inspiration,” explains Szinicz.

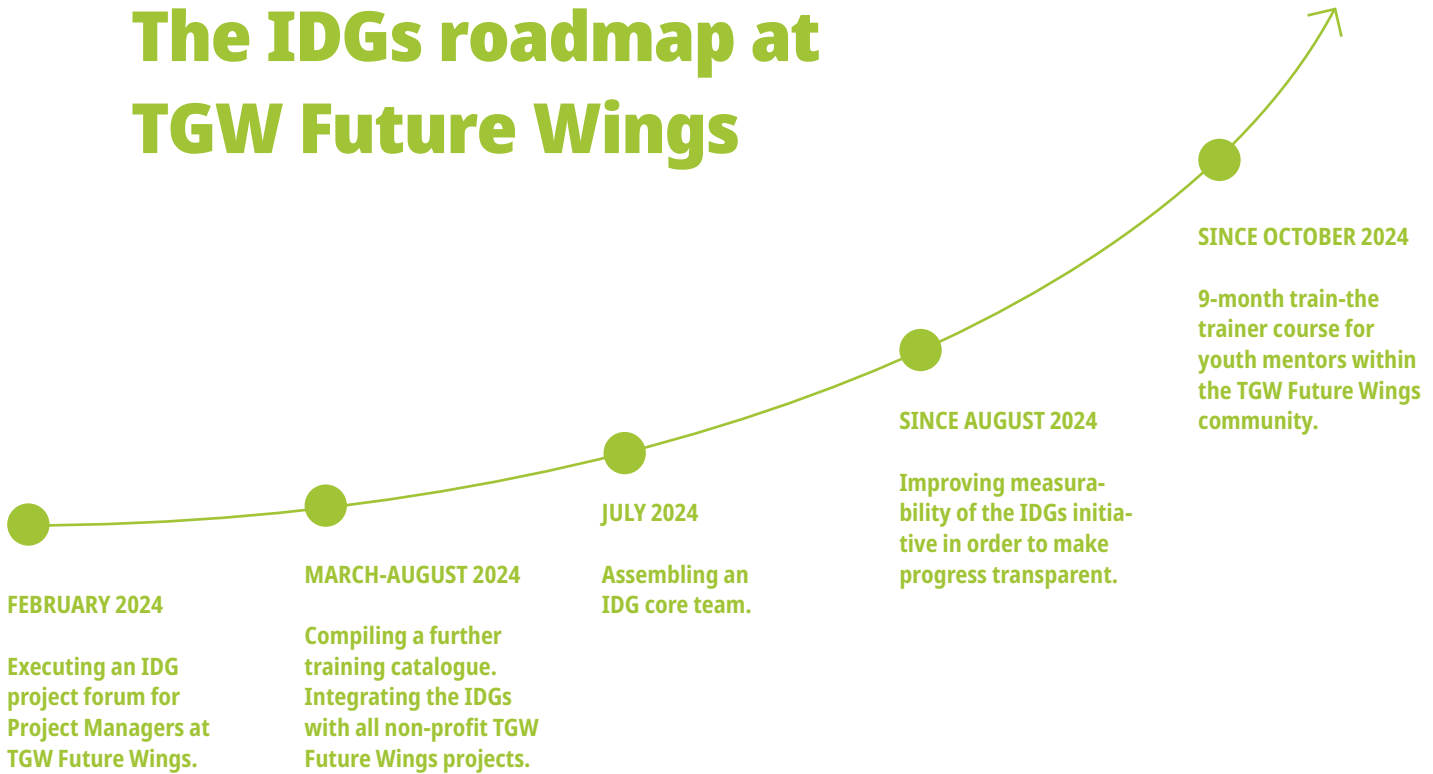


**IDGS  
IN SHORT**

The IDGs are a non-profit open-source initiative launched in Sweden in 2021. Its vision is to support people around the world in developing the inner skills necessary for a sustainable future. The IDG framework consists of 23 skills, divided into five

dimensions: being, thinking, relating, collaborating and acting. These dimensions cover a wide range of skills, from emotional intelligence and self-reflection to teamwork and creative problem solving.

# The IDGs roadmap at TGW Future Wings



## Individual development and social transformation

The impact of the IDGs is multifaceted. At an individual level, they strengthen skills such as emotional resilience, self-reflection and empathy, competencies that become increasingly important in times of change. The more complex and uncertain the world becomes, the more we need our inner resources in order to react to challenges flexibly and creatively. Szinicz summarizes: "This not only makes companies more competitive, it also strengthens relationships with customers and partners. At the same time, we promote the well-being

of people inside and outside the TGW World by giving them room to learn and develop holistically." The future of the TGW World is therefore closely linked to what the IDGs envision. The consistent implementation of these principles not only supports personal transformation but also makes a valuable contribution to societal change, and this is an essential part of the definition of success in the TGW World.

## Leading the way to the future

Transformation is a major topic at TGW Logistics in particular (cf. p. 58 et seq.), and it begins internally. Only when we scrutinise ourselves and grow from it can we open the doors to a deeper transformation. That's why in the TGW World there is a strong belief that any change we want to see in the world is contingent upon a change in ourselves. The Foundation philosophy in conjunction with the IDGs are more than a framework for the TGW World; they serve as a guiding light towards the future, making personal and societal progress possible.



# IDGs in TGW Future Wings non-profit projects

Implementation of the IDGs is already evident in several TGW Future Wings projects (cf. p. 42 et seq.).

These projects have made it their business to foster the holistic personal development of participants and employees – hand in hand with the IDGs.



The **INNERversum** (cf. p. 42 et seq.) is working to make inner world work more public, more comprehensible and more natural, for which the IDGs provide a tailored guide. In the 2023–24 school year, TGW Future Wings held an IDG learning journey designed for TGW Logistics apprentice trainers and teachers from a school in the area.



Three team workshops take place each year at **Sueniños** (cf. p. 54 et seq.). The focus here is on the personal development of employees and on their teamwork. The IDGs are applied to enable participants to reflect on their experience and to learn from it. Additionally, monthly IDG online training sessions are conducted for the entire operational team.



The framework of the IDGs inspired the **Learning Circle** (cf. p. 53) to create an “IDG map” for the existing programme. The initiative focuses on two to three skills for each dimension and determines where the programme already covers the IDGs well and where coverage can be improved. The IDGs have also been integrated into the current curriculum, the skills matrix and the existing impact measurement. This ensures that work on the IDGs is targeted and transparent.

# An inspiring path full of possibilities



**Nadira seized the opportunity to develop personally and professionally.**

Nadira Musinovic has had an impressive career at TGW Logistics – her journey has taken her from Austria to North America. In this interview, she shares her inspiring story.

## **Nadira, how did your journey at TGW Logistics begin?**

After I graduated from university in Bosnia, I applied for a job at a large company in Austria. I wasn't hired there, but as fate would have it, my application was forwarded to TGW Logistics in Wels – a turning point in my life.

## **How was your start at TGW Logistics?**

I started in 2018 as an application engineer in Sales. Thanks to internal training courses, I was able to build up a solid knowledge base quickly and was able to manage projects independently in my first year. It was great to experience how TGW Logistics gave me the opportunity to develop and contribute my skills right from the start.

## **How did your further career at TGW Logistics take shape?**

I have held a total of four positions. After my time as Application Engineer, I worked as Mechanical Project Manager in Europe, in the United States and in China. I then applied for a position as Team Lead in Controls Project Management in North America. Today I am Head of Systems Integration Management in the United States and proud to be part of this success story.

## **How has TGW Logistics supported your professional growth?**

The people at TGW Logistics trusted me from day one and gave me the opportunity to continue to grow and take on new challenges. "Focusing on people – learning and growing" isn't just a saying here, it's a lived value. Because it was mainly the internal training and the continuous support of my colleagues that helped me to grow into new roles.

## **What makes TGW Logistics as an employer special to you?**

For me, TGW Logistics is like a powerful team that sticks together. Colleagues support each other, and I've always had the feeling I can count on my colleagues. I felt this support especially during the COVID-19 pandemic. It's a place where I can grow not only professionally but also personally.

## **What motivates you to come to work every day?**

Working with talented colleagues and the opportunity to make a difference are what motivates me. TGW Logistics provides an environment where I can contribute and develop my skills. I want to give something back by continuing to drive positive change in the company going forward.

## **Do you have a credo that guides you?**

Yes, my credo is: "The only limits that exist are the ones in your head." This encourages me to take on every challenge and grow beyond my limits.

**Thank you for the interview!**

# Sebastiana: From Sueniños kid to trailblazer

Sebastiana was one of the first 11 children to come to Sueniños. After about six years, she had to leave the programme, but she came back and realised her dream of working as an educator at Sueniños. In this interview, she tells her moving and inspiring story.



**Sebastiana (in the yellow cap) at Sueniños in 2005.**

**Sebastiana, you were a pioneer at Sueniños. How was it at the beginning?**

The Sueniños programme was introduced while I was still attending elementary school. The invitation to take part was like a ray of light at the end of a dark tunnel. I remember how happy I was playing in the garden, how I made

friends with the other children. It was a place where I felt comfortable and, above all, safe. After about six years I had to move to live with my uncle, far away in a rural community, and I had to leave the programme. It was hard to leave behind everything I was familiar with – I missed my friends and often felt lonesome in these new surroundings.

is a responsibility and a great privilege to work with children and young people. I try to support children, just like Sueniños helped me. It's important to me that they feel supported and heard and know there is someone they can always rely on.



**Sebastiana, now an adult who wants to transmit joy, curiosity and motivation to children.**

**How did you return to Sueniños?**

I was about 12 and wasn't doing well at all – I felt lost and alone. But the Sueniños team hadn't forgotten me. Not only did they give me emotional support, they also invited me to come back. Today I'm infinitely grateful they didn't abandon me along my path.

**What would you like to give the children you work with on their path forward?**

I want them to be courageous enough to be themselves without fear of being judged for it. To know they are not on their own. Nobody should have to feel lonely or lost, like I did. I want to give them hope and faith in themselves.

**What was the most important thing you were taught at Sueniños?**

Sueniños is not just about traditional learning; it's also about empowering children emotionally and spiritually, which is essential for true development. This holistic approach helped me successfully complete my education and find my path in life. I learned that change is necessary for progress and that despite challenges, one must never give up on their goals.

**Thank you for this interview!**

**You returned later as an educator. How does it feel?**

Wonderful. Before, I was here to learn. Since getting my degree in education, I've been permitted to teach. It

**More information about Sueniños on p. 48 et seq.**



# INNERversum: Discover the universe within you!

You don't necessarily have to be taking a trip to undergo an adventure. There is a world slumbering inside all of us, just waiting to be discovered. The INNERversum can open doors to this inner world.

Our society is facing major challenges and rapid changes. Many feel overwhelmed by this pace. This feeling is not new – but the INNERversum approach is! Andrea Wurz, trainer and Project Manager of this educational initiative, knows: "If we want to initiate change in the world, we have to start with ourselves, in our own inner world." The educator and psychological coach summarizes the principle of the holistic approach, which is so important in the TGW World and combines body, consciousness, feelings and thoughts into a harmonious whole.

## **The right tools**

The INNERversum in the Linz tobacco factory therefore focuses on people as holistic beings. Participants are encouraged to open their inner treasure chest and discover techniques that help them to get to know themselves better in order to respond to challenges more effectively. What makes it special? There is no rigid set of methods. Instead, elements from health psychology, positive psychology and mindfulness research are used, supplemented by practical tools. The combination of tension and relaxation, the inclusion of all senses and the avoidance of judgment are important components of the work. In this way, Andrea Wurz and her team create a safe space in which participants can safely move about in their inner world and learn to value their own intuition just as much as analytical thinking.

One central aspect of this, especially when supporting young people, is dealing with emotions, which is taught in a playful and in-depth way. So they recognise at an early age what is good for them and how they can deal with challenging feelings such as fear and anger.

## **Participants take centre stage**

For all of this to succeed, the coaches work in a participatory way, listen carefully, and observe and adapt their approach to each individual. "We meet everyone where they are in their development," explains Wurz. This flexible approach makes it possible to respond specifically to the topics brought up by participants and pick up on spontaneous developments during the workshops.

The programme itself is aimed at children, young people and their mentors, including teachers, training supervisors and, of course, parents. The latter particularly appreciate the training sessions since they can address important topics currently on their minds. They also learn methods to get closer to their children and strengthen their own inner world.

## **As natural as brushing your teeth**

In the long term, the INNERversum pursues a clear goal: Personal development should become part and parcel of education and life. After all, it is during childhood and adolescence that people are most capable of learning and open to new approaches. "We want inner world work to become as



The INNERversum team, consisting of (from left to right) Christina Hader, Andrea Wurz and Karim Hübler-Hegazy, is supported by nine external coaches.

natural as brushing your teeth,” says Wurz. She sees immense value in recognizing your own triggers at a young age in order to understand what can throw you off track and how to find your balance again.

For her and her team, personal development is thus not a one-off goal but a lifelong process that constantly confronts us with new challenges. This is why the INNERversum team motivates participants to stay curious and keep at it.

**Positive feedback**

The feedback from participants proves that it works. Many have experienced the INNERversum lessons as a space in which they are recognized as people and where not just their performance counts. In a survey, 80% of the participating children and young people also stated that they would like to see more mindfulness and relaxation exercises in their everyday lives.

A N D R E A I N A W O R D R A P

**An INNERversum moment that has stayed with me for a long time:**  
 There are so many I find it difficult to limit myself to only one.  
 An INNERversum moment is always when the participants report that they feel connected to each other and that they feel important as people.

**My greatest inspiration or motivation:**  
 Children and young people. Their topics and view of things inspire me every day.

**The thing I say most often in my workshops is:**  
 How are you? How are you really doing?  
 Being real comes before being perfect!

**For me, an INNERversum workshop is a success when:**  
 participants feel strengthened, inspired and connected.

**In five years, the INNERversum will be:**  
 so effective that more and more people will be familiar with inner world work.



Embarking on an inner journey of discovery together.

**INNERversum is expanding**

Just like its participants, the INNERversum continues to evolve. “We are continuously expanding our programme, and interest is growing,” reports Wurz. In the current school year, the year-round support programme has already been launched with 19 school classes. The programme is also being expanded to include apprentice training and parent training. Contemporary topics such as media skills, digital youth protection and mental health are also becoming increasingly important. Promoting de-

velopment of the inner world helps young people to cope with the challenges of the digital world.

So it’s apparent: INNERversum is more than just a project – it is a journey of discovery with a lasting impact. Those who embark on it not only explore a universe within themselves but develop skills that remain valuable for a lifetime.

**FISCAL YEAR 2023 / 24**

-  **Total expenditure**  
215.000 €
-  **Grants received**  
259.000 €
-  **Own revenue**  
50.000 €
-  **Employees**  
3
-  **Participants**  
1.654
-  **Workshops**  
113

Further info on the INNERversum (in German)





# A mindfulness exercise with Andrea



**Imagine your head is like a ball of glitter – full of thoughts and feelings swirling around wildly. Sometimes it's difficult to calm down. Take a moment for yourself: Sit comfortably, relax your shoulders and breathe in and out deeply. Close your eyes and observe your thoughts as they come and go, like clouds in the sky.**

**Take at least 12 minutes for this exercise and be patient with yourself. It is completely normal for thoughts to arise. If you notice that you are wandering off, gently bring your attention back to your breath and let go of the thoughts. Let the glitter sink quietly and enjoy the silence!**

# How **B.E.L.** turns learning into an adventure

The journey of the Private School for Education and Development in Linz (B.E.L. for short) began in 2014. Over the past few years, it has grown to 63 knowledge-hungry pupils in grades one through four. In the 2024–25 school year, 17 new first graders can look forward to a holistic education and exciting new learning methods.

What makes B.E.L. so special? Quite simply: Each child is seen as an independent individual and supported through a variety of teaching methods. Instead of relying on traditional approaches to teaching, engaged teachers create an exciting learning environment that meets the children’s individual needs – and therefore makes learning fun. One example is the “learning ladder”: On a magnetic board shaped like a ladder, the children can see “rung by rung” all the tasks they can solve. The kicker: After a brief intro, the pupils work independently, practicing and repeating lessons at their own pace, a system that instills self-sufficiency and motivation.



Principal  
Eva Kirchmayr

### B.E.L. FOR YOUR EARS

The podcast *Education & Development, the B.E.L. Elementary School Podcast* with Eva Kirchmayr as host offers more insights into everyday life at B.E.L. (in German)



The learning ladder, a creative learning method

### FISCAL YEAR 2023 / 24

-  Total expenditure  
747.000 €
-  Grants received  
370.000 €
-  Own revenue  
391.000 €
-  Employees  
9
-  Pupils  
63
-  Streams of the podcast episodes  
1.000

### Trust is key

But it’s not just the children who are the focus of the B.E.L., as Principal Eva Kirchmayr emphasizes. “A successful school community has a stable triangle as its base: pupils – teachers – parents,” she explains. This is why the school attaches great importance to actively involving parents as well. Regular parents’ evenings, individual discussions and exciting lectures and workshops create an atmosphere of open exchange. “We also get to know the parents better as a result, which bolsters trust,” adds Kirchmayr. The school’s success proves her right: Classes all filled to capacity demonstrate that this school concept is convincing across the board.

# MoMo motivates: More movement in a static school day

In 2012, health coach and sports scientist Manfred Simonitsch had a mission: to get primary school children moving – despite their often sedentary school day. “MonkeyMotion”, affectionately known as “MoMo”, was born. The holistic exercise programme has been supported by TGW Future Wings since 2014, getting kids on the move in elementary school in Upper Austria ever since.



FISCAL YEAR  
2023 / 24



Total expenditure  
66.000 €



Grants received  
66.000 €



Own revenue  
0 €



Employees  
2



Participants  
1.100



Participating schools  
17

Further info on  
the StepUpContest  
(in German)



Exercise is good for far more than just physical health. It is also crucial for children's mental development and well-being. But how do you motivate pupils to move more during the school day? MoMo provides the perfect answer! Project Manager Manfred Simonitsch regularly visits primary school classes and shows the children in a playful way how they can become more aware of their bodies and develop a healthy lifestyle. “Our approach is holistic – yoga and mindfulness are as much a part of it as fun and exercise,” explains Simonitsch. Thanks to the support of TGW Future

Wings, participation is free for elementary schools – and more than 1,000 children have already discovered the joy of movement in the last school year!

### 600 steps for a good cause

With MoMo, almost every school year ends on a real high point: with the StepUpContest. Around 200 motivated primary school pupils climb the 600 sweat-inducing steps of the Hinzenbach ski jump in Upper Austria for an experience that doesn't just celebrate personal success; the all-day programme generates unforgettable moments at exciting

exercise stations. And the best thing about it: All proceeds support an exercise programme for a young person with a physical disability.

In order to keep the StepUpContest on a stable footing in the future, a fundraising concept is currently in development. This way, this great event can continue to grow and get even more people moving!



# GRAND GARAGE: Bringing the joy of problem solving to life!



The GRAND GARAGE is much more than a workshop – it is a creative hub that offers young people the opportunity to develop into creative problem solvers. Founded with this aspiration, in a space of 2,000 square meters it offers a wide range of workshops and holistically designed educational formats that go far beyond pure technology education. The offerings are complemented by the MakerSpace, an open-plan workshop containing state-of-the-art equipment such as 3D printers, laser cutters, hand tools and an electronics area as well as a textile workshop. Here, creative minds can give free rein to their ideas, experiment independently and bring their projects to life.

## **A workshop that's always on the cutting edge**

"The GRAND GARAGE is constantly changing; we're always adapting to address the current needs and issues of young people," explains Ruth Arrich, co-founder of the GRAND GARAGE. "This is currently reflected in our newly designed themed spaces, the PLASTIC GARAGE and the ENERGY AWARENESS LAB, as well as our adapted educational formats."

More about the  
Creative Engineering  
Workshop  
(in German)



One outstanding example is the PLASTIC GARAGE, which was founded by GRAND GARAGE members and the GRAND GARAGE team in a participatory approach and is dedicated to the circular economy and plastics recycling. This is not just a matter of dry-as-dust theory; here, participants develop their own approaches to sustainable processes and experience how resource conservation can be implemented in practice. The ENERGY AWARENESS LAB planned for 2025 was also created as a community project in collaboration with industry experts. It will address the topic of energy sustainability and show how we can shift toward smarter, more environmentally friendly energy use.

Something exciting has established itself inside the former tobacco factory in Linz – the GRAND GARAGE! Ideas flow here, and the curiosity in the air is infectious. Since 2019, this lively space has been the place to go for anyone who wants to do more than just play around with a few tools. Whether creatives, technology enthusiasts or curious inventors – at the GRAND GARAGE, it’s about collaborating to find answers to the key questions of our time. It’s the perfect playground for anyone filled with a spirit of courage and curiosity and interested in finding creative solutions!



FISCAL YEAR  
2023 / 24

-  **Total expenditure**  
2.392.000 €
-  **Grants received**  
1.738.000 €
-  **Own revenue**  
467.000 €
-  **Employees**  
28
-  **Participants**  
3.464
-  **Space for creative problem solutions**  
2.000 m<sup>2</sup>



Getting started and developing ideas in the GRAND GARAGE.

**Educational programmes that make a difference**

The GRAND GARAGE is all about the future and how it can be shaped. However, in a digitised, technology-oriented and volatile world full of challenges, it takes more than just technical knowledge to be able to take action. This is why the holistic educational formats at the GRAND GARAGE, including for example the Creative Engineering Workshop, promote personal strengths such as self-efficacy, critical thinking and creative problem-solving skills.

The GRAND GARAGE is not just a place of learning but an inspiring environment in which the minds of tomorrow can develop their ideas and begin to shape the future with passion.

**THE PILLARS OF THE GRAND GARAGE**

**EDUCATIONAL WORKSHOP:**  
an inspiring area in which to discover personal strengths and develop holistic skills.

**MAKERSPACE:**  
an open workshop with community membership to materialise ideas individually or with the help of the community and to live the joy of finding solutions.

**THEMED SPACES:**  
environments for dynamic learning and experimentation such as the PLASTIC GARAGE and the ENERGY AWARENESS LAB, where young people are encouraged to tackle current challenges.

# CAP.-TRAINING: Educational booster for the shapers of the future

Young people are often confronted with far-reaching decisions at an early age: Start my General High School diploma or a technical apprenticeship? We say: Do both!

The CAP.-TRAINING programme offers young people a unique chance: a well-founded additional education parallel to the General High School classes. It is aimed at all those who don't want to choose between theory and practice, the classroom and the lab. With CAP. you acquire a wide range of skills and complete your General High School degree at the same time, the best of both worlds!

### Technical expertise and personal development

The CAP.-TRAINING programme spans four years. Every second Friday and Saturday the young people immerse themselves in exciting courses that involve much more than "just" technology and technical expertise: personal development, project and self-management, social skills and communication are also firmly enshrined in the curriculum. However, you won't find grading pressure or teachers in the traditional sense here. Instead, the focus is on curiosity and a supportive environment.

### Digital expansion with a focus on cybersecurity

What first began with mechatronics was expanded to include cybersecurity in the autumn of 2022. After all, these skills will be indispensable in the digital world of tomorrow. The third year of the programme is now underway, supported by 10 passionate trainers. "Twelve of the 30 CAP.tains, as our participants are called, are girls," says proud Programme Manager Gabi Egger.

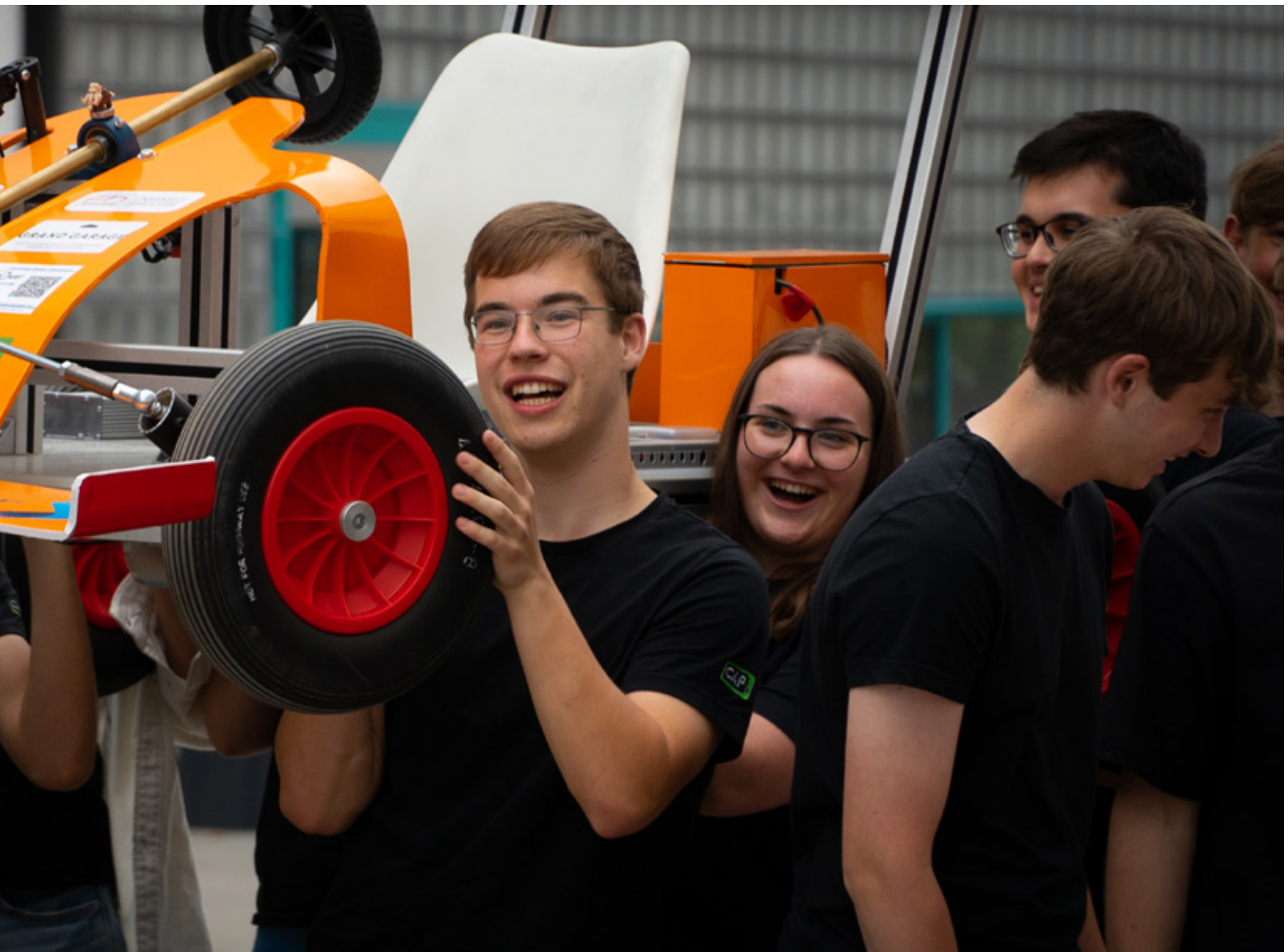
CAP. clearly demonstrates that it is more than just a training programme; it is innovative education that empowers young people to shape their own futures with passion and curiosity. It is supporting the next generation of innovators and problem solvers who are ready to take on the challenges of tomorrow.



### FISCAL YEAR 2023 / 24

-  **Total expenditure**  
588.000 €
-  **Grants received**  
193.000 €
-  **Own revenue**  
395.000 €
-  **Employees**  
5
-  **Participants**  
91
-  **Proportion of girls**  
27 %





**Gabi Egger,**  
Programme Manager of  
the CAP.-TRAINING

**“Twelve of the 30  
CAP.tains, as our  
participants are  
called, are girls.”**

## “CAP.-TRAINING 2.0”

- In the 2022–23 CAP. year, CAP.tains developed and built e-go-karts for the first time over an entire training year – a project that due to its success was repeated in 2024!
- In 2023–24, a robotics workshop was launched where young people could explore the opportunities and limitations of robotics in the context of the Sustainable Development Goals and develop their own creative robotics concepts.

# For me, you, us, everybody: Social learning in the classroom

School is more than just a place to impart knowledge. It's also a place where children form relationships, make friends and learn to resolve conflicts – skills that will accompany them throughout their lives. This requires social competencies. The SOS-Herkiste, developed by TGW Future Wings and SOS-Kinderdorf (SOS Children's Village), combines everything that children and young people need to develop these skills with joy and ease.

TGW Future Wings has been working with SOS-Kinderdorf to promote an appreciative classroom since 2020. The SOS-Herkiste is a compact box full of well thought-out, lovingly designed and easy-to-use materials for pupils aged 10 to 14. It helps learners and teachers to develop social skills. Simple, playful, uncomplicated. There is also a workshop corresponding to each box during which the respective SOS-Herkiste topic is explored in greater depth.



One of the four SOS-Herkisten in use in the classroom.

What makes this project so special? The SOS-Herkiste accompanies children over four school years. There's a new box for each stage; the boxes build on each other and each is dedicated to a different level of social learning: from the relationship to oneself (ME), to understanding others (YOU), to working together in the community (WE) and finally to the global awareness of solidarity (ALL). In this way, the children develop their social skills step by step.

### New: ALL box for the fourth grade

Brand new for this school year: the ALL box for the fourth grade! This box, designed with great dedication, focuses on the topic "Our World". Its goal: to promote solidarity and compassion for the global community and inspire pupils to become socially involved. There is now a suitable SOS-Herkiste for every grade of lower secondary school; these are currently available free of charge in Vienna, Upper Austria, Styria, Tyrol and Vorarlberg and can be ordered by teachers. And the best part is that this offer is being continuously expanded to other federal states.

FISCAL YEAR  
2023 / 24

 Total expenditure  
393.000 €

 Grants received  
130.000 €

 Own revenue  
196.000 €

 Employees  
3

 Participants  
18.479

 SOS-Herkiste ordered  
(2024–25 school year)  
900



Lena Mulumulu,  
SOS-Herkiste Project  
Manager, has worked as  
a teacher herself.

More than 900 SOS-Herkisten have already been ordered for the 2024–25 school year – to reach more than 25,000 pupils! "The lovingly designed materials in the SOS-Herkiste are one of the key factors in our success. We regularly receive enthusiastic feedback," says Project Manager Lena Mulumulu.

# The Learning Circle – a small revolution for more equal opportunities

It is a glaring injustice: Often, only children and young people with financially well-off parents can afford private tuition. The Learning Circle puts an end to this – and enables pupils no longer to need private tuition over the medium term.

When Lela first came into contact with the Learning Circle, she was in third grade at secondary school. She was ambitious, but learning was difficult for her, and her transfer to the upper grades was at risk. This resulted in uncertainty and exam anxiety. Lela remembers: “The math teacher always says that if we don’t understand something, we should just ask our parents.”

### Individual and holistic support

But it’s not that “simple” for many children and young people. Around a quarter of the pupils in Austria urgently need tutoring, often because they lack the necessary support at home. But getting this tutoring often depends on how deep parents can dig into their pockets. This is where the Learning Circle comes in: All students deserve individualized support, regardless of their parents’ income. To make this possible, there is a “pay-as-much-as-you-can” pricing model. 80% of all students even receive the sessions free of charge. In addition, the 1:1 coaching takes place 100% digitally – efficiently from home. The coaching lasts for one school year, from September to June, and also over the summer holidays if necessary.



Personal support, online at the Learning Circle.

### Helping students to help themselves

But it’s not just about subject-specific content. Many pupils become dependent on tutoring due, for instance, to a lack of motivation, self-doubt or simply being in the wrong learning environment. Not so with the Learning Circle! Because these coaches also teach the children self-organisation skills, self-efficacy in learning and effective learning strategies and promote the individual strengths of young people. Lela’s example shows that this concept works. She is now the first in her family to attend the HAK upper grades – and completed her first year with consistently positive results. One thing is already certain: She will achieve great things! And Lela is not an isolated case. Since its founding in 2021, the Learning Circle has conducted over 24,000 tutoring sessions and supported more than 500 students.

FISCAL YEAR  
2023 / 24

-  **Total expenditure**  
490.000 €
-  **Grants received**  
306.000 €
-  **Own revenue**  
185.000 €
-  **Employees**  
7
-  **Participants**  
124
-  **Number of individual learning sessions**  
8.500



# An oasis of hope against all odds

On the outskirts of San Cristóbal de las Casas in southern Mexico: Here, many children grow up in families lacking everything. They live in ramshackle wooden huts, clothing is in short supply, and the opportunities for social advancement are virtually non-existent. Sueniños offers a way out of this impasse of poverty in the form of a protected after-school space where children are supported and encouraged.

At Sueniños, the name says it all: It is a portmanteau of the Spanish “sueños” for “dreams” and “niños” for “children”. The TGW Future Wings project has created an environment for children where they can dream of a better future – and where that future is also within their grasp. From Monday through Saturday, Sueniños is a place where young people receive individualised care, a hot meal and help with their homework. But that’s just the beginning: Through a variety of workshops and other activities, they learn to develop and strengthen their cognitive, social and emotional competencies in the long term. The programme includes educational and leisure activities that promote creativity, communication and environmental awareness. As a result, the children acquire skills that not only enable them to pursue an education or vocational training – and thus are given a chance at a self-determined future – but also improve their mental and physical health. Since the project started in 2005, more than 4,000 niños have benefited from Sueniños, which has given them a foundation to start their own life project and make their dreams come true.





FISCAL YEAR  
2023 / 24

-  Total expenditure  
813.000 €
-  Grants received  
640.000 €
-  Own revenue  
24.000 €
-  Employees  
39
-  Participants  
324
-  Healthy meals  
per week  
550

Sebastiana, a Sueniños participant from the very beginning, tells her inspiring story in the interview on page 41.

## THE PATH TO A HOLISTIC APPROACH

The CALIN (“camino a la integralidad” – the path to a holistic approach) programme is brand new at Sueniños. It supports employees in exploring their own inner world, in growing even closer as a team and in utilising new working methods. After all, anyone who helps young people to learn and grow should never stop learning and growing themselves. One of the key measures is the CALINdario – a calendar full of exercises for personal development and working materials for workshops with the Sueniños participants. In addition, an online course is held once a month to deepen the content and promote dialogue.



# Future Wings Challenge: Projects take flight

Educational equality is the key to a fair future for children and young people. This is precisely where the Future Wings Challenge comes in. It identifies projects with potential and gives them the boost they need to get off the ground. For even more impact, the Impact Academy also recently launched.

As a start-up incubator, the Future Wings Challenge supports aspiring founders not only with the launch of their educational projects but with their sustainable implementation as well. The highlight? An intensive, four-month phase full of mentoring, workshops and valuable feedback is followed by the eagerly awaited Demo Day, where all participants present their projects to around 150 education enthusiasts from the political sphere, business and the education sector and make valuable contacts. The most compelling projects also receive financial support from TGW Future Wings. The challenge entered its third round in 2023 and has supported 25 projects so far. The fourth round began in November 2024 with eight more innovative projects.

### Impact Academy: A nest for founders

In order to provide firm support for the growing number of alumni projects, the Impact Academy was launched, a cooperation project between the Future Wings Challenge and BildungTomorrow. The Academy offers participants targeted support to scale their non-profit projects successfully. Each month, workshops are offered on content development such as impact measurement, financing, scaling, etc. as well as self-care sessions. "In our self-care sessions, we want our founders to address their own mental health,"

**Future Wings Challenge 2023: This is what winners look like.**



explains Dominik Hejzak, Future Wings Challenge Project Manager. "We also offer coaching and networking opportunities to ensure the long-term success of our alumni projects. Our goal: to teach them to fly under their own steam."

### Projects with impact!

And it works! In 2024, the number of children and young people benefiting from Future Wings Challenge winning projects is growing rapidly: from 6,200 in 2023 to 15,000 this year so far. At the same time, the alumni projects were able to acquire an impressive 500,000 euros in external funding. And Project Manager Dominik Hejzak is proud of his "chicks," who have grown so quickly!

FISCAL YEAR  
2023 / 24

 Total expenditure  
253.000 €

 Grants received  
177.000 €

 Own revenue  
39.000 €

 Employees  
2

 Participants  
48

 Alumni-Projects  
25



**Dominik Hejzak, Project Manager of the Future Wings Challenge**

More information about the Future Wings Challenge and the winning projects (in German)





# TRANSFORMATION AND INNOVATION

*Shaping the future*

Innovation is the veritable driver of the TGW World – in intralogistics and in the non-profit education sector alike. Pioneering technologies with patent status and award-winning educational projects: This is how the future is built! But true innovation requires continuous development. That's why TGW Logistics is undergoing an all-encompassing lean transformation that will focus on customers and their needs. This chapter tells the story of innovation and change and shows how continuous development leads to long-term added value.

# Saying goodbye to dead weight!

## TGW Logistics goes lean

A wind of change is blowing at TGW Logistics. As part of a comprehensive transformation, the company has been engaged in a process of self-scrutiny – with every process being geared towards generating added value for its customers. But how can genuine change succeed? What responsibility do managers have in this, and how can a progressive and people-centred work culture be created? Patrick Schwarz (SVP Corporate Development) has answers.

### **Why is a transformation necessary at TGW Logistics? Are there any shortcomings?**

Any company that wants to be successful in the long run knows that change is essential. We recognised that our existing processes and structures no longer met the requirements of the market. Our lean transformation aims at changing just that – just in time.

### **What does lean mean at TGW Logistics, and how far will the changes go?**

For us, lean means radically focusing on what really matters to our customers and what creates added value. It's like a rejuvenation of our processes. This transformation will impact every corner of our company. Encouraging progress has already been made in Production: In fiscal year 2023–24, TGW Logistics was able to save more than 400,000 euros in total thanks to its annual Gemba activities. Employees from Production, Quality, Manufacturing and Logistics contribute creative ideas as part of the continuous improvement process. "Gemba" is a lean management practice; it's a Japanese word meaning the "place of action," where optimisation potential can best be observed and developed.

The administrative area is next – there's still plenty of room for improvement there! We want to boost efficiency and redefine collaboration, particularly in Development, Realization and Sales. Our goal is simple: to raise efficiency and teamwork to a whole new level!

### **That sounds primarily like cost savings.**

Of course, cost reduction plays a role – but lean is so much more. With our lean transformation, we defined four fields of action: Leadership, House of Processes, Organisation Set-up and Performance. Our aim is to boost productivity and at the same time create a working environment that promotes learning and performance. This means focusing on the essentials and minimising waste – of resources and of time alike. At the same time, innovations that go beyond technological revisions are needed. This transformation thus encompasses our entire value creation and management, which makes lean a learning process as well as a social process. This approach not only reduces stress, it creates space for ideas and collaboration as well. In this way, we foreground the needs of our customers and employees and create a win-win situation for everyone!

**Patrick Schwarz,  
Senior Vice  
President of  
Corporate  
Development,  
TGW Logistics**



**How were the plans for the transformation drawn up, and where does TGW Logistics currently stand in the process?**

Plans for the lean transformation were drawn up step by step and in a very structured way. We established an interdisciplinary team from various departments to support the planning and implementation of the transformation. We quickly realized that it would be vital to nurture the knowledge and skills of every employee. We are currently creating our own Lean Academy, which will offer custom-tailored training courses to all TGW Logistics colleagues. We have also created three central lean master positions; these employees will be responsible for the further development and consolidation of lean principles. In addition, around 10 lean partners and 40 lean experts will carry forward and support the transformation on a day-to-day basis. These team structures show that we mean business! Another result of our efforts is our new operating model, which defines how we want to make decisions and work together as a company moving forward. The full implementation will be active until mid-2025 and will ensure change in our corporate culture in the long term.

**“Our credo is: Every voice counts, and every idea is welcome.”**

**Over 4,500 people work at TGW Logistics. How is it possible to transform such a large and globally active company?**

Change often triggers uncertainty and fear, which is completely normal. But we want to create a positive mindset. Communication is key! Change can be great fun and provides everybody with the opportunity to play an active role in shaping the structures of tomorrow. To achieve this, it is essential that all employees are part of the process from the outset and understand why we are going down this path. For example, we have launched interactive transformation cafés and regular articles on the intranet and in the employee magazine and have also activated internal influencers. These various formats on different channels ensure that we meet everyone where they are. Our credo is: Every voice counts, and every idea is welcome.





**Apart from good communication, what else is important?**

Regular feedback loops are extremely important in order to address concerns and ideas. Training and further education are just as essential to advance the skills and knowledge of our employees. We want to accompany and empower everyone on this journey. One example is in-house training that helps to identify and redesign processes that don't add value. Managers must act as role models and actively exemplify change. This creates a culture of change that inspires and engages everyone involved.

**Does this mean that managers' tasks will also be transformed?**

Absolutely! As I said, change always brings uncertainty as well. In the future, managers will need to do more than just develop strategies and make the right decisions. They will also need to guide employees through uncertainty, build and maintain trust,

deal constructively with fears and resistance and provide guidance and inspiration. We have increasingly come to understand that efficient and effective leadership is also about fostering relationships. At the same time, people's needs have changed: Highly hierarchical organisations will have a hard time attracting top talent in tomorrow's job market. Younger generations are demanding greater creative freedom and more diversity - with flattened hierarchies - things which also boost an organisation's innovative power. This makes it even more challenging for managers to facilitate constructive and productive collaboration and lead teams in making decisions and working efficiently.





**“We have increasingly come to understand that efficient and effective leadership is also about fostering relationships.”**

### **On the other hand, what does this mean for the work culture and employees?**

The transformation process is the perfect opportunity to question habitual approaches and find creative new solutions. Lean helps to create a genuine learning culture in which mistakes and problems are seen as opportunities. In this way, relationships as equals between managers and employees are also strengthened. Everyone is valued as an expert in their field, not just the managers. This type of collaboration promotes trust and thus increases innovative energy and efficiency. The result is a working culture that utilises and fosters everyone's strengths!

### **What benefits have you noticed from the new management style?**

Strong relationships boost the company's innovative power and resilience. They create a positive bond and a high level of trust – things that are particularly important in times of transformation. Commitment and loyalty increase, the incidence of “quiet quitting” decreases, and absenteeism is reduced as well. It shows: When employees feel they are an integral part of the company, the entire company is stronger and more resilient.

### **What is at the end of the entire lean transformation process?**

Lean transformation is an ongoing process that will never really be finished. One of the principles of lean is continuous improvement – and there are always things that can be done better. We will continue on this route and keep challenging ourselves to make TGW Logistics a company that shapes the future with enthusiasm and passion.

**Thank you for the interview!**

## **WHAT IS LEAN MANAGEMENT, AND WHERE DOES IT COME FROM?**

Lean management is an approach to optimising processes with the aims of minimising waste and focusing on value creation. It originated with the Japanese automotive

industry. Its objectives are to work more efficiently through leaner processes and to be able to respond more quickly to customer needs. Today, lean management

techniques are used in many industries around the world to improve work processes and promote collaboration.

# MINDtastic: Unleashing potentials - shaping transformation

Imagine a world in which learning is a source of joy rather than a burdensome duty. This is exactly what TGW Logistics has committed itself to with MINDtastic: a learning and training programme that has been unleashing employees' potentials and fuelling the company's success since 2020.

Holistic development and thus professional and personal growth take centre stage in TGW World. MINDtastic combines precisely these two aspects and powers up not only technical knowledge but also social skills. With practical training and innovative learning formats, learning becomes an indispensable part of the corporate culture.

## **Innovation meets praxis - the e-learning Award**

The "Lean Horizon" e-learning training course is an outstanding example of this. This AI-supported, multilingual learning module won the 2024 e-learning Award and teaches the lean principles in a hands-on and interactive way as an integral part of the transformation programme within TGW Logistics (cf. p. 58 et seq.).



**Jürgen Berger,**  
Global Learning &  
Development  
Manager





**Jürgen Roithmeier,**  
Director of MINDtastic

**Hands-on, interactive, effective**

This is only the beginning! MINDtastic goes far beyond the mere transfer of knowledge and ensures that employees apply what they have learned directly in their day-to-day work: “The close collaboration with the lean team allowed us to design tailor-made training courses that met the needs of our employees,” says Jürgen Berger, Global Learning & Development Manager at TGW Logistics. Interactive case studies and practical tasks will ensure that the lean methods become tangible tools used in everyday work.

MINDtastic also provides access to international standards: Employees can acquire the renowned “White Belt,” “Yellow Belt” and “Green Belt” certificates from the lean world. Beyond just instilling the basics, this programme also empowers participants to implement process optimisation and initiate change.

The response is impressive: More than 80% of participants rated the programme as enormously helpful. It strengthens individual excellence and tangibly improves team collaboration – a benefit that goes far beyond individual workplaces.

**A new approach to learning**

But aside from initiating the process of transformation, learning must offer more than dry theory. This is why MINDtastic makes use of a broad range of cutting-edge methods such as classroom training, virtual reality, gamification, collaborative learning and interactive videos. TGW Logistics employees can use the in-house platform – the “Learning Hub” – to learn individually and flexibly.

The planned “Learner Journeys” are a particular highlight. The aim is to design personalised learning paths that push the envelope of standard educational solutions, offering instead fully customised learning schedules, supported by AI. The levels of content are designed to build on

each other, adapting dynamically to individual needs and providing a learning experience that is effective and motivating. “Our learning journeys are designed such that they combine online and classroom training with AI-supported modules, tracking progress and providing individual support,” explains Jürgen Roithmeier, Director of MINDtastic.

**The driver of change and innovation**

MINDtastic thus ensures that all employees are picked up on their preferred learning path, whether visual, auditory or through direct trial and error. This makes the transfer of knowledge both more effective and more sustainable.

TGW Logistics’ training programme thus also prepares employees for the challenges of a constantly changing working environment. Through participation in these hands-on methods, participants not only become continuous learners but also active co-creators in shaping transformation since they develop solutions to real-life challenges that contribute to the ongoing improvement of the company. All this aids the transformation process and ensures the long-term growth and future viability of TGW Logistics.

**THE FIVE PILLARS OF MINDTASTIC**



# Learning curve: A marathon full of lessons

Sometimes it isn't the effortless successes that shape us but the hard struggles and the lessons we learn from them. This describes perfectly our project with Decathlon, a leading sporting goods retailer that opted to modernize its largest logistics centre in Rouvignies, France, in 2017. Its aim: to supply 16 fulfilment centres more rapidly and efficiently. However, an ambitious upgrade turned into a long-distance run full of obstacles – and an experience that has left an enduring impression on TGW Logistics.



The initial situation sounded auspicious, but TGW Logistics encountered enormous unexpected challenges along the way, from technical hurdles to the coordination of international teams, that required a great deal of patience and creativity. What was originally expected to take a much shorter time ultimately took over six years – 2,262 days of dedication, perseverance and flexibility.

## Cooperation that creates trust

Because difficult times reveal what really matters. Despite all the obstacles – which required far greater financial and human resources than projected – TGW Logistics stood by Decathlon's side. The multinational team from France, Spain, Germany and Austria worked indefatigably to find creative solutions and demonstrated true partnership. Their

perseverance paid off: Decathlon gained confidence in TGW Logistics' expertise and reliability. This collaboration became the cornerstone for future partnerships.

## From challenges to opportunities

The Decathlon project was not just a logistical assignment for TGW Logistics but a catalyst for growth and reflection. The challenges that have been encountered have illustrated how vital clear, structured communication channels are, especially for international teams on complex projects. Cross-functional collaboration also became a decisive factor in our success and will be implemented even more strategically in the future to make processes more efficient.

Flexibility proved to be an indispensable force as well. The ability to adapt quickly to unforeseen hurdles ultimately

led to viable solutions and made TGW Logistics even more resilient, agile and customer oriented.

## A look ahead

The result is a state-of-the-art logistics centre capable of shipping over 300 million items, a powerful market position in France – and a partnership built on trust and shared success.



# Learning curve: From financial difficulties to stability

**The operational Learning Circle team is well positioned and looks to the future with confidence.**

Over the past fiscal year, the Learning Circle got into serious financial troubles. The project leadership around Julian Richter made a virtue of necessity.

The Learning Circle (cf. p. 53) was on the brink of collapse in 2024: A significant portion of its financing – public funding – almost came to a standstill, with serious consequences. The financial risk was so great that painful decisions had to be made in the interim: The number of mentored students was halved from 180 to fewer than 90, 10 academic coaches had to be let go, and the remaining coaches took a pay cut of 10%. To raise additional money, project leadership launched a charity run that brought in an impressive

13,500 euros. TGW Future Wings also invested additional funds to bridge the acute crisis and stabilise the project. This was an important partial victory.

### **On a solid footing**

The situation was leveraged to consolidate the project: The team was re-organised, and more effective processes were implemented. One important learning: Dependence on public funding should be reduced and the financing diversified. Project Manager Julian Richter

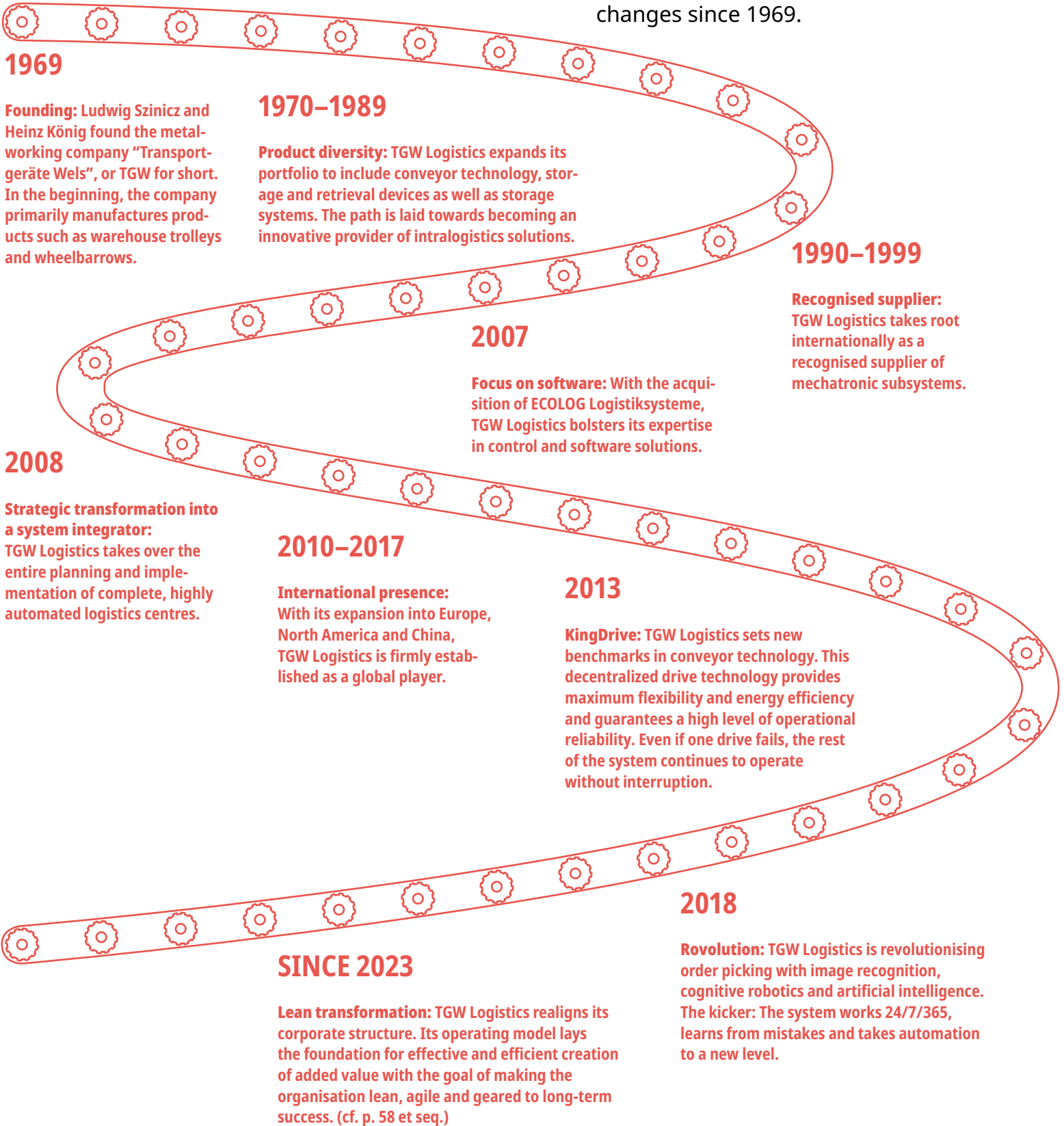
became aware of the importance of crisis communication: “We communicated very quickly and transparently. That also paid off since the level of interest was very high.”

But all's well that ends well: Despite all the challenges, the Learning Circle is now better positioned than ever before, with a clear focus on more diversified funding and an even stronger team – ready to mentor even more young people on their journey in learning.



# The great constant: Change

TGW Logistics has blossomed from a small metalworking shop into a global system integrator for highly automated intralogistics solutions. Below, a brief history of the major changes since 1969.



# TGW Logistics Ventures finds innovative energy for intralogistics

TGW Logistics is taking bold steps to stay ahead as an innovative leader: TGW Logistics Ventures invests in disruptive start-ups, opening more doors to the intralogistics of tomorrow. A clear win-win situation that promotes growth and innovation on both sides.



**“Corporate venture capital makes a pivotal contribution to a company’s technological competitiveness. TGW Logistics Ventures combines the speed of an independent investor with the advantages of a strategic investor.”**

**Jelena Markovic,**  
Managing Director of  
TGW Logistics Ventures

TGW Logistics Ventures is on an exciting mission! It is focused on the technologies of the future and is seeking out European deep-tech start-ups, particularly those with the potential to revolutionize intralogistics.

#### **Disruptive, scalable, ambitious**

Our world is becoming increasingly complex, and innovation cycles are getting shorter and shorter. In this dynamic environment, corporate venture capital is one of the keys to gaining early access to technologies not mapped by internal re-

search and development. TGW Logistics Ventures focuses on start-ups that are as impressive for their unique technologies as they are for their vision and ambitious plans for growth.

#### **Win-win situation**

What makes it special: TGW Logistics Ventures goes much further than merely contributing to funding rounds. These start-ups benefit from TGW Logistics’ expertise, its extensive industry network and its access to the market and to customers. That creates a real tailwind! At

the same time, these start-ups fire TGW Logistics’ innovative engine – it’s a genuine win-win situation!

And with every investment, TGW Logistics Ventures lays another cornerstone for the future of intralogistics and bolsters the connection between the world of start-ups and TGW Logistics. The vision behind it? An international portfolio that promotes innovation and creates added value – for the industry, for TGW Logistics and, above all, for customers.

# Game changers in the educational landscape

Innovations are right at home in the TGW World. This applies just as much to the industrial entrepreneurship of TGW Logistics as it does to the inspiring educational initiatives of TGW Future Wings alike. Three projects and three reasons why they are so innovative.



## B.E.L.

The private school for education and development in Linz

**1 Integrated, holistic, individual**  
Each child is met where they are in their development, with lessons tailored to their individual needs in which intellectual, emotional and social aspects play a central role. In this way, each child is supported and encouraged in their uniqueness.

**2 Creative and scientifically sound methods**  
Front-of-class teaching? A completely foreign concept at B.E.L.! Instead, the focus is on brain-based and memory-appropriate learning. All of the senses are addressed here; movement and independence are firmly integrated. Students have the freedom to pursue their studies at their own pace. This is learning at the highest level – and it's fun!

**3 Social and communication competencies**  
Cross-class and cross-grade projects promote collaboration and give pupils the opportunity to take responsibility early on – for themselves and for others. For instance, the third and fourth graders are buddies to the first and second graders. Such tasks within the school community contribute to the development of social commitment and boost a sense of community. In addition, presentations and theater performances help develop the children's personalities and promote their self-confidence from an early age.





# GRAND GARAGE

Unleashing the joy in finding solutions

## 1 Diversity that moves

The GRAND GARAGE offers much more than technology: Here, knowledge, creativity and social responsibility go hand in hand. Holistic educational formats link new technologies to the burning issues of our time. Whether it's sustainability, the circular economy or digital transformation – at the GRAND GARAGE, visions become tangible solutions for the challenges of tomorrow.

## 2 Technology meets purpose

The GRAND GARAGE links its offerings to the Sustainable Development Goals and conveys how technology has the potential to change the world for the better. Participants learn how they can shape their lives in a self-determined and responsible way and contribute to a more sustainable future.

## 3 Hands-on instead of brains-off

At the GRAND GARAGE, the spirit of collaboration infuses everything! Here, things revolve around practical activities that are not only fun but trigger real change as well. When creative minds work together on projects, innovative solutions emerge that certainly address the bigger picture. The GRAND GARAGE is therefore the perfect place to forge ideas into spirited projects – all in an inspiring environment that has the potential to make the world a better place.

# Sueniños

From poverty to self-determination

## 1 Holistic educational program

Sueniños is based on three programme modules: Firstly, support at school through academic mentors. Secondly, courses that specifically promote creativity, cooperation, culture, communication, movement and environmental awareness. Thirdly, workshops that strengthen mental, emotional and physical health. The initiative thus empowers future generations to participate actively in social change in order to live in a world that promotes peace and a life in harmony with nature. In this way, Sueniños has become a place where children can grow, dream and develop.



## 2 Helping children to help themselves

Many of the children come from difficult backgrounds. At Sueniños, they are given the tools to master life's challenges and shape their own path into the future. This is an opportunity to break the cycle of poverty – and to take their lives into their own hands.

## 3 Giving children a voice

In an oftentimes adult-oriented world, the children at Sueniños learn that they too have a voice – and that they can make use of it. They have the right to education, health and well-being. Sueniños gives them the strength and self-confidence to demand their rights and stand up for themselves.

More information on the non-profit projects starting at page 42.

# On the winner's podium

A project always starts with a joint effort – accompanied by the hope of one day reaping the rewards. Sometimes these rewards come in the form of awards, which naturally evoke pride, as they signify that the commitment is having an impact. Here is a small selection.



## TGW Logistics

### INNOVATION OF THE YEAR: ROVOFLEX BY TGW LOGISTICS

In 2024, TGW Logistics again collected a SupplyTech Breakthrough Award, this time for its smart picking robot RovoFlex in the category of Innovation of the Year. This robot uses AI to continuously adapt and increase the efficiency of item picking. RovoFlex is a pioneering response to the increasing labour shortage and a game changer in intralogistics.

### SUPPLYTECH BREAKTHROUGH AWARD FOR PLANCISE

PLANCISE, a start-up owned by TGW Logistics, won the coveted SupplyTech Breakthrough Award in the "Smart Warehouse Solution of the Year" category in 2023. Its award-winning software for personnel and shift planning is revolutionising the deployment of employees in logistics centres. Customers are enthusiastic about the boost in efficiency and the smoother process this solution makes possible – an innovation that is causing a stir in the industry.

### TOP RANKING IN THE INDUSTRY REPUTATION REPORT 2024

In the Industry Reputation Report 2024, TGW Logistics is named among the most popular employers in Austria and achieved a fantastic second place in the Best Employers category. TGW Logistics was also able to improve its ranking on the list of the strongest companies overall, moving up to 12th place.

### STEM SEAL OF APPROVAL 2024

TGW Logistics has also displayed tireless commitment in the areas of education and promoting young talent. In 2024, the "TGW Zwergennest" (TGW Peewee Nest), the company kindergarten at the Marchtrenk site, was awarded the coveted STEM seal of approval. Fascination with mathematics, IT, natural sciences and technology is awakened here as early as in kindergarten. The company is thus focused on the innovators of tomorrow!



# TGW Future Wings

## BAUBOX

The BauBox – a winning project of the Future Wings Challenge – secured not one but two awards in 2022, the IMST and the SEED Awards. The BauBox was brought into being by founders Christina Sponner and Theresa Valenta. Their aim is to teach young girls to enjoy technology and working with tools. This boosts their self-confidence and opens up new perspectives for a self-determined future.

## FAIL HOUR

Who said failure has to be a negative thing? The Failstunde (Fail Hour), also an alumni project of the Future Wings Challenge, turns this concept on its head: Its workshops show young people how to deal with mistakes in such an innovative way that it took home the Social Impact Award in 2022. A huge round of applause for the brilliant minds behind it, Sebastian Dafinger and Fabienne Mühlbacher, who've redefined failure culture!

## NASCHGARTEN

The Naschgarten (Snack Garden), another Future Wings Challenge alumni project, lets children grow their own food and use it to conjure up delicious meals. And as if that weren't enough, in January 2024 the association around founder Marina Löbl also won the #streuobst award from the Blühendes Österreich Foundation and the Heute for Future Award 2024 – an inspiring fruity recipe for success!

## SOS-HERZKISTE

SOS-Herzkiste had two reasons to celebrate in 2022. This project was used by TGW Future Wings and SOS-Kinderdorf (SOS Children's Village) to improve social and other competencies in the classroom, and it scooped up both the LGT Award for Social Commitment and the Equal Opportunities Award, endowed with CHF 30,000 and CHF 15,000 respectively.

## PUPILS BLOG

More than 100 young people in the upper grades in Deutsch-Wagram worked on the pupils blog project and developed a digital successor to the traditional school newspaper. This initiative helps young people to improve their reading and media skills and gives them a voice in everyday school life. It had already impressed the jury at the Future Wings Challenge Demo Day in 2022. Now the project has also won over the editorial team of Niederösterreichische Nachrichten, who chose it as the winner of their "NÖN Leopold" in the "Our Future" category.

## WHAT'S MORE ...

With the Pegasus Award, Oberösterreichische Nachrichten and partners put the region's highest-profile companies centre stage once a year. TGW Logistics was nominated in 2024 in the Lighthouses category and won the coveted silver business award in 2020. EcoVadis awarded sectors of TGW Logistics with a silver sustainability certification in 2024. In addition, the Christmas clip "The Magic Behind Worldwide Logistics" received a Silver Prix Victoria in the B2B Marketing Film category at the International Business Film Festival in 2024.



# Patented power from TGW Logistics

TGW Logistics is setting standards in intralogistics, with an extensive patent portfolio that underscores the company's innovative strength. From cutting-edge shuttle systems and intelligent conveyor technology to robot-assisted picking solutions, TGW Logistics' patents increase its competitiveness – locally as well as globally.

TGW Logistics holds

# 900

valid patents.

## Stingray Shuttle

The Stingray Shuttle is an automated, high-performance storage and transportation system that has been specially developed for compact and efficient storage solutions. It enables fast storage and retrieval processes thanks to transport vehicles and vertical lifts that can be moved independently of each other on several storage levels, thus increasing efficiency and storage capacity.

TGW Logistics holds

# 4x

as many patents in 2024 as in 2014.

TGW Logistics' patents strengthen the company not only in Europe but also in the

Holding

# 9<sup>th</sup> place

in the Austrian patent ranking, TGW Logistics proves its innovative strength, especially in a fiercely competitive industry.

# United States, Canada and China.

TGW Logistics submits

# 25–30

inventions for potential patenting – each year!

## KingDrive

Named after TGW Logistics co-founder Heinz König, the high-performance KingDrive conveyor technology is an energy-efficient and modular conveyor system developed specifically for the transportation of goods in highly frequented logistics facilities whose scalability is one-of-a-kind in the industry. The drive on demand function prevents energy waste, since each zone can be stopped independently when not in use. The system also uses energy-efficient and smart motor technology that recovers braking energy and thus reduces both energy consumption and operating costs.

# ESG

## Our path to a sustainable future

Sustainability is an integral part of TGW Logistics' strategic orientation. The Sustainability Roadmap shows the dynamic steps being taken towards a more sustainable future. The first important milestone is carbon accounting: a company-wide basis for precisely recording emissions and implementing accurate and effective measures. This chapter highlights the first stage of TGW Logistics' ESG journey and shows how transparency and holistic approaches are driving sustainable change.

# Because the future counts: Focus on six areas of sustainability

As an international company, TGW Logistics takes its responsibilities seriously – responsibility for the environment (E) and society (S) as well as a sustainable corporate governance (G). Sustainability is not just a word; it's an attitude. Under the motto "Your impact matters," every department and all employees are actively involved in this endeavour. TGW Logistics focuses on six central fields of action that serve as guidelines for our sustainability strategy.



## TRANSPARENCY BASED ON RELIABLE ESG DATA

TGW Logistics lays the foundation for successful ESG management by setting up a central ESG database that pools all key performance indicators. These include energy consumption, the ratio of women and compliance incidents. This "single point of truth" solution facilitates precise and comprehensible reporting for all stakeholders and makes progress towards sustainability tangible.

[More on carbon accounting on the following double page.](#)



## DECARBONISATION

By reducing CO<sub>2</sub> emissions, TGW Logistics is shaping its path to a sustainable future. In close cooperation with the Fraunhofer Institute for Material Flow and Logistics (IML), TGW Logistics is developing a tool for the calculation of product carbon footprints, transparently mapping CO<sub>2</sub> emissions along the product life cycle.



## CIRCULARITY AND LIFE CYCLE APPROACH

TGW Logistics takes a targeted approach to making products more sustainable. One example is the use of "GreenSteel" in a customer project that relies on the use of carbon-reduced steel to decrease the ecological footprint as early as the production stage. The objective is to use resources responsibly, from raw material extraction through the entire life cycle to recycling.





**“A holistic approach to sustainability in the three ESG areas – environment, social and governance – is essential. With our sustainability roadmap, we are jointly laying the foundations for a successful and sustainable future. In any case, sustainability is not a solo project; we can only achieve great things by working together. This is 100 % what we want to convey with our guiding principle ‘Your impact matters’.”**

Henry Puhl,  
CEO TGW Logistics

# 4

## VALUE CHAIN AND STAKEHOLDER ENGAGEMENT

A sustainable future can only be achieved through close cooperation along the entire value chain. TGW Logistics strives to work in partnership with customers, suppliers and business partners to achieve ESG goals together. Employees are also motivated to contribute within the company under the guiding principle of “Your impact matters.” Because only together can a transformation towards sustainability succeed.

# 5

## INTEGRITY AND DIVERSITY

An inclusive corporate culture is an essential component of the ESG strategy at TGW Logistics. Targeted programmes to promote diversity and integrity are to be further expanded over the next few years to promote a culture of mutual respect and successful cooperation.

# 6

## HEALTH AND SAFETY

The health and safety of employees is a top priority for TGW Logistics. New occupational safety and prevention measures are therefore aimed at ensuring a safe and healthy working environment and avoiding long-term health problems.

# Systematic and science-based: Sustainability at TGW Logistics

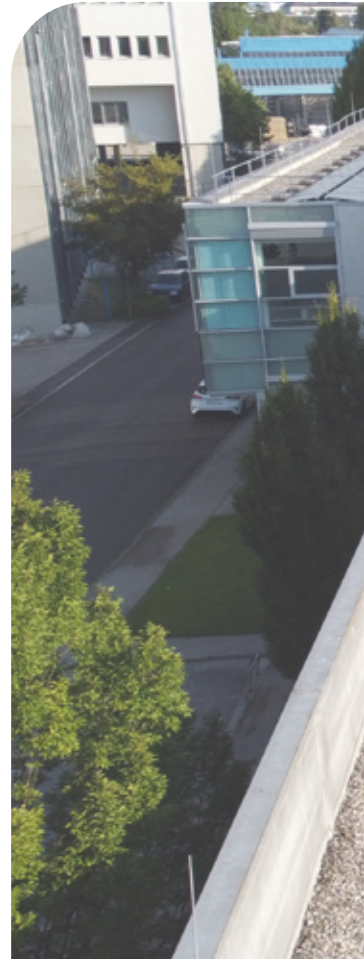
In times of climate change, the intralogistics industry is facing tremendous challenges. TGW Logistics accepts its responsibility and is taking clear steps towards sustainability. One of these steps is holistic carbon accounting, the systematic recording of its CO<sub>2</sub> emissions.

Carbon accounting enables companies to record greenhouse gas emissions precisely, understand their impact on the climate and set ambitious reduction benchmarks. And this is exactly what the experts around Marc Schirl, Sustainability Strategy Manager, are working on. "Our long-term vision is to decarbonise our business processes and products," explains Schirl.

Reliable ESG (environmental, social and governance) data is crucial to making global intralogistics fit for the future. CO<sub>2</sub> emissions along the entire value chain are particularly important. Scope 1 comprises direct emissions, for instance from our own vehicles; Scope 2 relates to emissions from

purchased energy such as electricity; and Scope 3 covers indirect emissions that arise along the supply chain or during product use. "We use international standards such as the Greenhouse Gas Protocol (GHG) to present our data in a transparent and comparable way," adds Schirl.

**"Our long-term vision is to decarbonise our business processes and products."**





**The measures: Innovation allied to responsibility**

TGW Logistics relies on several measures to reduce CO<sub>2</sub> emissions. The first step is to calculate the product and corporate carbon footprints. This means that the CO<sub>2</sub> emissions along the entire product life cycle and the value chain are computed. These calculations in accordance with the GHG Protocol form the basis for implementing targeted measures to reduce emissions.

The company also relies on renewable energy, among other things: The photovoltaic system on the roof of the production halls at the headquarters in Marchtrenk, for example, covers part of its electricity requirements. The vehicle fleet is also increasingly being converted to electromobility; incentives are being created for employees to use public transport; and e-bikes are being provided. In 2023, around 17,500 climate-friendly kilometres had already been covered between the Wels and Marchtrenk sites.

TGW Logistics is also working hand in hand with customers to achieve its climate targets. For example, together with an internationally renowned sporting goods manufacturer, TGW Logistics suc-

ceeded in reducing emissions by 54% by replacing conventional steel with low-carbon green steel. TGW Logistics attaches great importance to conserving existing resources and extending the service life of the plant when implementing retrofits. In addition, the expansion of the headquarters in Marchtrenk is based on the DGNB Gold Standard, a certification system of the German Sustainable Building Council.

**For a sustainable future**

The implementation of comprehensive and transparent carbon accounting is a momentous step on the road to a sustainable future. It allows targeted measures to reduce CO<sub>2</sub> emissions to be implemented and their success to be measured. "As a responsible company, we will continue to pursue this path consistently," concludes Marc Schirl.



**Peak performance**

**Purpose orientation**

**Synergies**

**Profitable  
growth**

**Idea TGW**

**Fascination**

**Unfolding**

**Foundation model**

**Society**

**Inner world**

**Focusing on people –  
learning and growing**

**IDGs**

**Impact**

**Customer focus**

**Sustainability**

**Partnership**

**Holistic approach**

**Transparency**

**Responsibility**

Community of values

Technologies

Equal opportunities

Human growth

Innovation

Independence

LEAN

Togetherness

Enabler

Transformation

Potentials

TGW World

Future

Stability

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Andreas Röbl: p. 46 centre; Benjamin Müller: p. 50–51 top; Bopicture: p. 28, 29; CAP-TRAINING: p. 18, 19, 51 bottom left; Carina Eilmannsberger: p. 33, 62, 63; Catherine Roider: p. 59; cesa: p. 52 bottom left; Christian Maricic: p. 17; David Blacher: p. 52 centre right; Florian Rohr: p. 24–25; GRAND GARAGE: p. 34, 48–49, 69 top left; Ingo Folie: p. 56 centre; INNERversum: p. 20 bottom right; Isabella Simon: p. 39 right, 53; Jelena Markovic: p. 67; Mara Chavez: p. 65; Martin Dörsch: p. 68; Matthias Witzany: p. 3, 5, 10, 12, 13, 14, 15, 16, 20 top left, 36, 37, 39 left, 43, 44, 45, 75; Mitar Ilic: p. 22, 23 centre right, 64; Nadira Musinovic: p. 40; Ness Rubey: p. 56 bottom right; NewCold: p. 26; SAFELOG GmbH: p. 32 bottom right; Sabine Herzog: p. 47; Sabine Schrenk: p. 46 bottom left; Sueniños: p. 39 centre, 41, 54–55, 69 bottom right; TGW Logistics: p. 4 bottom left, 6, 27, 60–61, 76–77; Tobias Knauer: p. 32 top left; Xavier POPY/REA: p. 4 top right, 23 top right

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