DUSSMANN GROUP

GROWTH. RESPONSIBILITY. FUTURE.

Sustainability Report 2025

Content

Sustainability Embedded in Our Strategy

As an international family-owned company, we take responsibility for people, the environment, and the way we conduct our business. This commitment guides our actions across all business divisions and wherever we create impact – in our operations, in our interactions with customers, and in our daily collaboration with employees.

With our Group Strategy *Road to 2030*, we have established a clear framework for this commitment. Environmental, Social, and Governance (ESG) principles are firmly embedded in our business strategy and in the way we manage our company. We do not view economic performance and sustainability as separate objectives; they are closely interconnected and mutually reinforcing.

Making Sustainability Measurable

Sustainability becomes effective when it is measurable and actively managed. During the reporting year, we advanced this approach by introducing defined key performance indicators (KPIs) that create a consistent view of progress across business divisions and countries. This allows us to track developments transparently, identify opportunities for improvement, and support informed decision-making. At the same time, we are expanding and consolidating our database. Reliable and transparent data is the foundation for effective management and meaningful monitoring of our sustainability performance.

Wolf-Dieter Adlhoch
Chief Executive Officer

Sebastian Kabak
Member of the Executive Board

Dieter A. Royal
Member of the Executive Board

Hakan Sant’Ana Lanfredi
Member of the Executive Board

Renato Spotti
Member of the Executive Board

Contact
For questions regarding this report, please contact:
Daniel Krebel
Head of Group QHSE & Sustainability
esg@dussmanngroup.com

Turning Sustainability into Action
This report reflects our progress and ongoing efforts. It shows how we are strengthening our reporting processes and further integrating sustainability into our management approach.

A large share of our impact is generated in our day-to-day operations, where our employees deliver services to customers worldwide. Clear responsibilities, common standards, and harmonized processes enable continuous improvement and help translate our ambitions into tangible results. These principles will continue to guide our next steps across the Group.

General Disclosures (ESRS 2)

Dussmann Group employs around 72,600 people in 23 countries with ideas and passion for people. The Berlin-based service provider achieved consolidated sales of €3.4 billion in 2025 across its four business divisions.

The business divisions Dussmann Facility Management & Food Services and Technical Solutions are jointly represented under the Dussmann brand as an integrated solutions partner. Dussmann Facility Management bundles all integrated facility management services with a high level of in-house performance: cleaning, security services, building services and electrical and communication technology. Dussmann Food Services offers diverse catering concepts for children, staff, patients, and guests in retirement homes with warm hospitality. Dussmann Technical Solutions comprises the business units for technical installations and technical services.

They offer solutions for the entire life cycle of facilities and buildings, from planning, construction and commissioning to maintenance and repair in the fields of mechanical and electrical engineering, automation technology, refrigeration and air-conditioning technology and elevator technology. With two joint venture companies in Germany and Italy, Dussmann offers cyber security solutions that protect companies before, during and after cyber-attacks.

The Care & Kids division provides care and nursing for senior citizens under the “Kursana” brand and childcare close to the workplace under the “Dussmann KulturKindergarten” brand. Germany’s largest media department store “Dussmann das KulturKaufhaus” in Berlin is also part of the family-owned Dussmann Group.

More information at *dussmanngroup.com/news*

Basis for preparation

General basis for preparation of sustainability statements (ESRS 2 BP-1)

This sustainability statement has been prepared on a voluntary basis. The Dussmann Group is currently not subject to mandatory sustainability reporting requirements under the Corporate Sustainability Reporting Directive (CSRD). Nevertheless, we have chosen to prepare this report with reference to the European Sustainability Reporting Standards (ESRS) in order to enhance transparency, comparability, and internal governance of sustainability-related topics. The report does not claim full compliance with all ESRS disclosure requirements.

Our operating activities are organized into the following business divisions

- Dussmann Facility Management and Food Services (Dussmann FM & FS)
- Care & Kids
- Dussmann Technical Solutions (Dussmann TS)
- KulturKaufhaus

The sustainability statement has been prepared on a consolidated basis and covers the same scope of consolidation as the Group's financial statements. For the purposes of this sustainability statement, the term 'Group' refers to the reporting undertaking on a consolidated basis. All material legal entities, business segments and operational activities under the Group's control are included. The reporting perimeter reflects the Group's integrated business model, which combines a high level of own service delivery with selective use of subcontractors and suppliers across the value chain.

ESG reporting is integrated into the Integrated Management Systems (IMS). The IMS structure provides the overarching framework for implementing sustainability-related policies, managing risks and opportunities, and monitoring performance.

Sustainability information is derived from centrally defined reporting processes supported by digital tools. ESG data includes both measured and, where necessary, estimated values, in particular for upstream and downstream value-chain aspects. For selected intensity-based ESG indicators, total overall performance is used as the denominator rather than consolidated revenue, as it provides a more holistic reflection of the Group's overall economic activity.

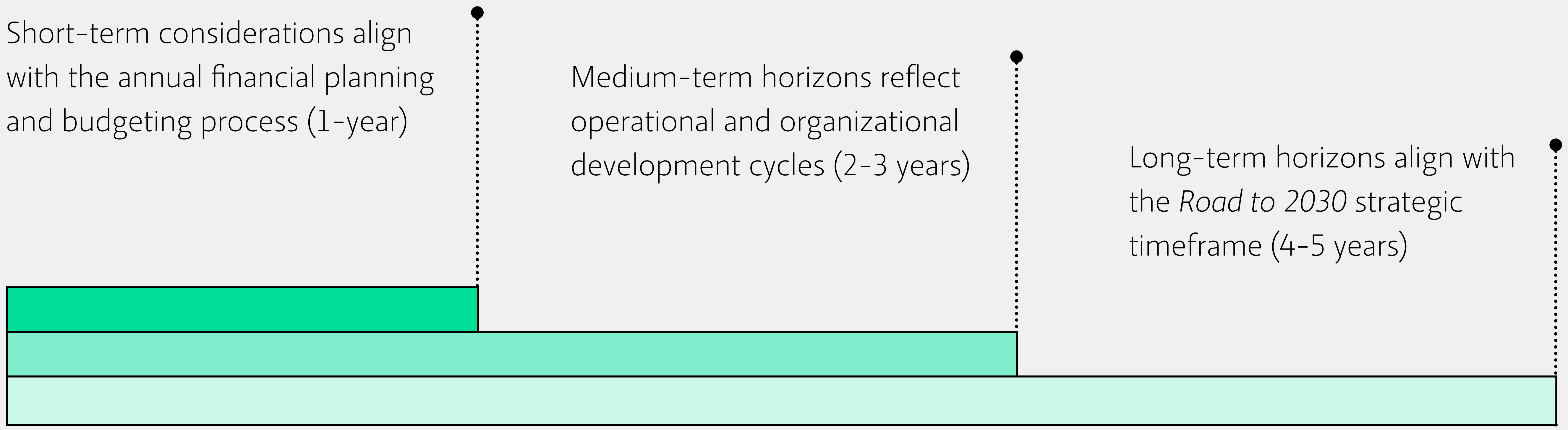
In the main body of the sustainability report, ESG data is disclosed exclusively at consolidated Group level under "Dussmann Group". In addition to that, the annex provides a breakdown of ESG data by individual business divisions.

Division level data is used to reflect structural particularities and industry specific factors. Additionally, certain administrative units and holdings are consolidated at Group level but are not assigned to the four business divisions, these entities are included exclusively in the consolidated Group figures.

We apply differentiated time horizons when assessing sustainability-related impacts, risks and opportunities. These horizons are aligned with internal planning, budgeting and strategic management processes.

For climate-related topics, considerations may extend beyond the time horizons illustrated on the right, especially where regulatory pathways, infrastructure developments, or technological advancements are expected to materially influence outcomes. The selected time horizons reflect the characteristics of the Group's business model as a service provider.

Time horizons and planning logic



Customer contracts are generally of relatively short duration, there are no long product development or product life cycles, and operational structures are designed to remain highly flexible. In addition, customer acquisition and changes in service Scope can occur at short notice. As a result, many impacts, risks and opportunities can materialize and be managed over short to medium term timeframes, while longer term strategic developments and structural trends are assessed in alignment with the Group's *Road to 2030* strategic framework.

Governance

The role of the administrative, management and supervisory bodies (ESRS 2 GOV-1)

Sustainability governance is embedded in our overall corporate governance framework and is overseen by the administrative, management and supervisory bodies, in particular the Board of Trustees and the Executive Board.

These bodies bear collective responsibility for the strategic direction of the Dussmann Group and ensure that sustainability-related impacts, risks and opportunities are systematically considered in decision making, risk management and long-term planning. This includes the approval of strategic goals, the supervision of sustainability-relevant initiatives, management frameworks as well as action plans, and the allocation of resources required for effective implementation.

Sustainability is not governed through a standalone committee structure but is integrated into existing governance bodies. This approach reflects our understanding that ESG considerations are an integral part of both strategic and operational management.

In addition to the overall responsibility of the administrative, management and supervisory bodies, sustainability responsibilities are assigned at operational level. Group functions, including QHSE and Sustainability, Compliance, Human Resources and Procurement, are responsible for defining Group-wide frameworks, minimum requirements and methodologies within their respective areas. The management of the individual business units and legal entities is responsible for implementing these requirements and for integrating sustainability considerations into day-to-day operations and decision making. Leadership at all levels is expected to act in line with our Group values, policies and Code of Conduct.

Operational responsibility for implementing sustainability-related decisions is therefore delegated, while accountability for execution remains with the management of the respective business units. The Integrated Management System (IMS) ensures that strategic decisions taken at Group level are translated into concrete policies, processes, responsibilities and controls across the organization.

Information provided to and sustainability matters addressed by our administrative, management and supervisory bodies (ESRS 2 GOV-2)

The Board of Trustees and the Executive Board are regularly informed about material sustainability-related impacts, risks and opportunities through established reporting processes. These include budget reporting, quarterly forecast reporting as well as monthly and annual financial reporting, ensuring a consistent and structured flow of information into decision-making at Group level.

The growing integration of sustainability data and qualitative assessments into our reporting reflects our ambition to seamlessly align ESG topics with financial and operational performance metrics, thereby consistently unlocking synergies for holistic group-wide management. Sustainability-related data and qualitative assessments are increasingly integrated into business reporting, reflecting our ambition to manage ESG topics with the same discipline as financial and operational metrics.

Sustainability-related aspects are addressed within these reporting processes alongside financial and operational information. In this context, the Enterprise Risk Management (ERM) framework plays a central role. Environmental, social, compliance and governance-related risks and opportunities are identified bottom-up by the Group's entities and documented in the central risk management system. The ERM is formally established once per year as part of the budget process and is reviewed and validated three additional times per year within the forecast process.

The results of the ERM are reported to the management bodies of the Group's entities as well as to the Board of Trustees and the Executive Board of the Dussmann Group as part of budget and forecast reporting. In addition, significant developments relating to relevant risks and opportunities and associated mitigation or management measures are communicated by the responsible Group functions on an ad-hoc basis. Particularly significant risks are highlighted separately in the annual financial statements of the Dussmann Group. At this level of governance, the topics addressed include, among others, the results of the double materiality assessment, progress against ESG-related goals, significant environmental and social risks and opportunities, compliance matters, and major incidents or deviations. Topics such as climate-related risks, workforce-related issues, supply chain due diligence, occupational health and safety, data protection and business conduct are addressed where they meet defined relevance thresholds within the Group's risk management and reporting framework. The frequency and level of detail of reporting depend on the nature of the topic, its potential impact and the associated time horizon. Overall, this integrated reporting approach ensures that sustainability considerations are embedded in strategic planning, budgeting and performance management processes and are not treated as isolated topics.

Integration of sustainability-related performance in incentive schemes (ESRS 2 GOV-3)

Sustainability-related performance is integrated into the Dussmann Group's incentive framework primarily through qualitative objectives and long-term value-creation considerations, rather than through uniformly defined, quantified sustainability-linked bonus metrics. We operate a Group-wide remuneration strategy that includes variable remuneration components for managing directors of the Group's entities, with individual target agreements reflecting both financial performance and responsible management conduct. As part of annual goal-setting processes, sustainability-related aspects may be considered within individual target agreements, depending on role, responsibility and business context. These qualitative objectives typically relate to the integration of sustainability considerations into management decisions, such as ensuring safe and compliant operations, responsible supplier and subcontractor management, data protection and information security, and the consistent application of Group policies. Sustainability performance is therefore assessed as part of the overall evaluation of management conduct and decision-making quality.

The Dussmann Group places particular emphasis on sustainable and long-term development, which is also reflected in the remuneration structures of Executive Board members. Executive Board contracts are generally concluded for a term of three or five years and include, in addition to a fixed salary component, a variable annual component linked to the sustainable development of the company, as well as a growth-oriented long-term component. This structure is designed to promote long-term strategic alignment and to avoid incentives that favor short-term optimization at the expense of sustainable value creation.

The Group's HR organization supports managers in translating strategic priorities, including sustainability-related expectations, into clear and comprehensible target agreements and continuously reviews and develops the Group-wide incentive system. As the availability, reliability and comparability of sustainability data improve and the maturity of sustainability targets increases, we may consider a more formal integration of sustainability-related components into incentive schemes. Any such development would be guided by the principles of proportionality, transparency and alignment with long-term value creation of our *Road to 2030* strategy.

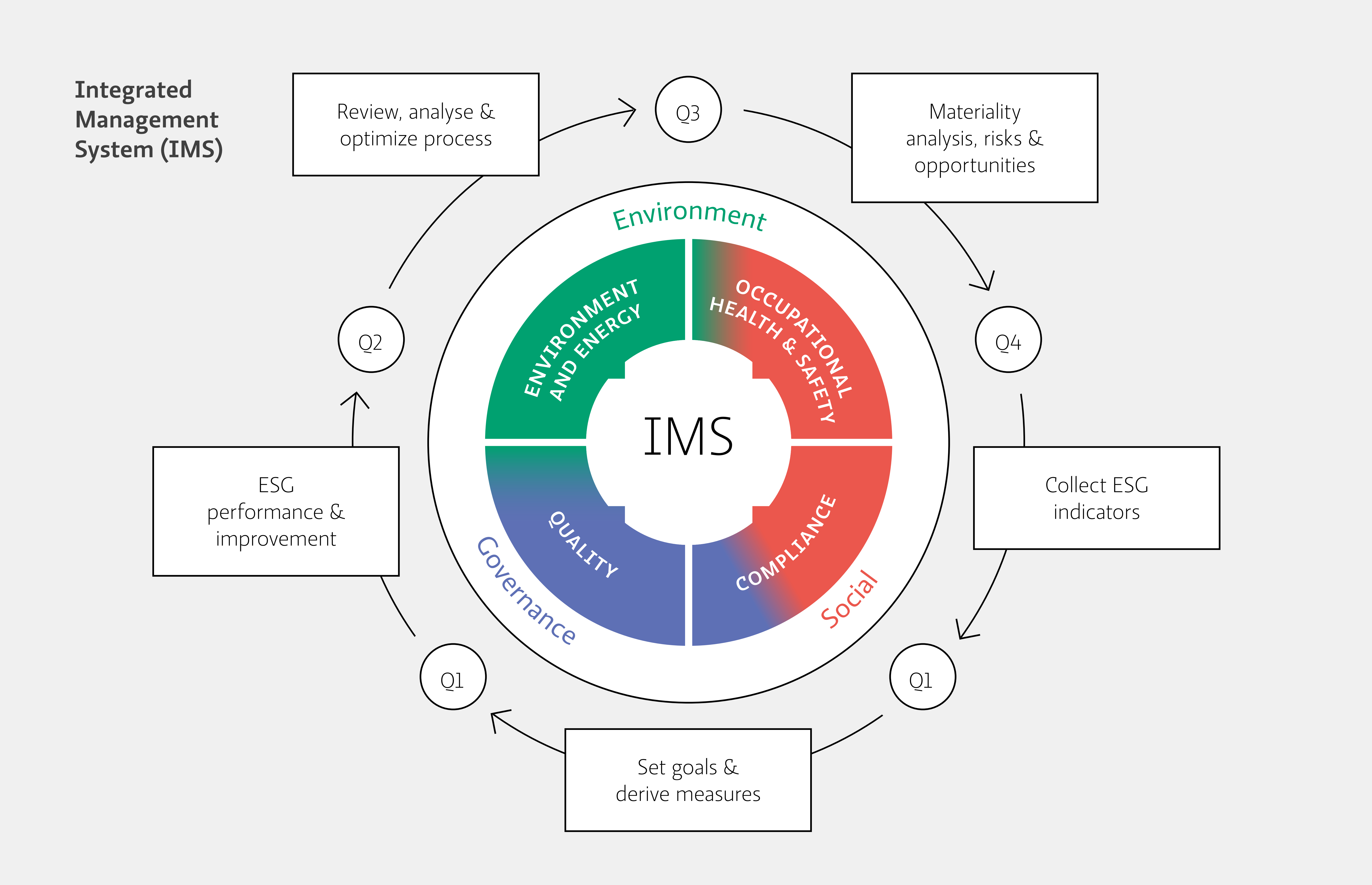
Statement on due diligence (ESRS 2 GOV-4)

We apply due diligence processes to identify, prevent, mitigate and account for adverse impacts on people and the environment across our own operations and, where relevant, along the value chain. These processes are embedded within existing governance and management systems and are aligned with applicable regulatory requirements and recognized standards. Due diligence is an ongoing management process that evolves in line with risk profiles, business activities and external expectations.

- Embedding due diligence into policies and management systems: We anchor due diligence principles in our Group-wide policies and governance structures. The Sustainability Policy, Code of Conduct and related guidelines define our commitments regarding environmental protection, human rights, fair working conditions and ethical business conduct.
- Remediation and escalation of adverse impacts (where applicable): Where adverse impacts occur, we apply defined remediation and escalation processes, including ad hoc reporting mechanisms such as whistleblowing channels.
- Tracking effectiveness of actions and measures: We monitor the effectiveness of these measures through KPIs, internal controls, audits and management reviews within the IMS, as well as through regular risk reporting within ERM.
- Identification and assessment of actual and potential impacts, risks and opportunities: Identification and assessment of impacts and risks are carried out through the IRO assessment and ERM processes. These include regular risk analyses, including human rights and environmental aspects, and specific due diligence activities in the supply chain.
- Prevention and mitigation of adverse impacts: Based on these assessments, we define preventive and mitigating measures, for example through procurement processes, contractual requirements for business partners, and internal policies and controls.
- Communication and reporting on due diligence: We ensure transparency through sustainability reporting and internal management reporting.

Risk management and internal controls over sustainability reporting (ESRS 2 GOV-5)
We manage ESG reporting and the monitoring of sustainability-related performance through the Integrated Management System (IMS), which serves as the central framework for defining rules and processes, assigning responsibilities, managing risks, and ensuring effective internal controls. The IMS integrates methods, processes and tools related to quality management, occupational health and safety and environmental protection within a standardized management structure and forms the basis for managing, monitoring and continuously improving sustainability-related processes and reporting across the Dussmann Group.

The IMS is implemented at different organizational levels to reflect our structure and business activities. Within the Dussmann Facility Management & Food Services division, the IMS governed by Dussmann Stiftung applies to selected legal entities and is aligned with applicable international standards. In addition, an IMS is in place for the Dussmann Technical Solutions division and at company level in selected countries and business areas (for example in Italy and within Care & Kids). This multi-level structure enables the consistent application of management and control principles while considering specific operational contexts.



Within the IMS, clear roles, responsibilities and procedures are defined for sustainability reporting. Data collection and initial validation are performed at entity level in accordance with Group-wide requirements. Group-wide methodological guidance, data consolidation and quality assurance are coordinated centrally by the Group QHSE & Sustainability department. This allocation of responsibilities supports accountability, consistency and transparency across our Group entities.

Sustainability data is collected and consolidated through a centralized data management platform which is embedded in the IMS. Reported data points are supported by documented evidence within the system, ensuring traceability, transparency and auditability. Standardized workflows, defined approval steps and role-based access controls reduce manual interfaces and support consistent data handling across the Dussmann Group. Sustainability-related aspects are continuously monitored at operational level as part of the IMS. Sustainability performance is assessed both quantitatively and qualitatively based on defined key performance indicators and targets. Monitoring results and performance developments are reviewed within IMS management reviews and as part of the annual sustainability reporting processes. The effectiveness of controls, monitoring activities and implemented measures is assessed through internal and external audits, including audits conducted in the context of ISO-based management systems, where applicable. Findings, deviations and improvement potentials identified through monitoring activities, audits or reviews are analyzed and addressed through corrective or improvement measures within the IMS and tracked for effectiveness.

Risks related to sustainability performance and sustainability reporting, including risks associated with data availability, data quality, methodological consistency and estimation uncertainty, are identified and assessed within the Enterprise Risk Management (ERM) framework and linked to IMS processes. Identified weaknesses, deviations or material uncertainties are escalated through established reporting lines and addressed through corrective actions. Through the integration of IMS and ERM, sustainability reporting and related controls are managed with a level of discipline comparable to that applied to financial and operational processes and are subject to continual improvement.

Strategy

Strategy, business model and value chain (ESRS 2 SBM-1)

As a global service provider operating in 23 countries worldwide, the Dussmann Group is active across a wide range of industries, service environments and cultural contexts. Despite this diversity, our purpose remains consistent: to make everyday life a little easier for the people who use our services. We see ourselves as a solutions provider and a partner in shaping everyday environments, aligning our activities with people's needs and expectations. Our employees translate this approach into customized solutions, resulting in more than 100 individual services.

As an innovation-driven organization, we aim to create lasting value for our customers, for society and for the environment. The business environment in which we operate is undergoing profound and lasting changes. Demographic shifts, increasing sustainability and regulatory requirements, digitalization and geopolitical uncertainty are reshaping markets, customer expectations and value chains. These developments directly influence how services are delivered today and how long-term value creation can be secured.

In response, the Dussmann Group has defined a long-term strategic framework, *Road to 2030*, which guides the further development of the business model and provides a shared direction across all business divisions and countries. Its ambition is to strengthen our position as a leading full-service and solutions partner by combining operational excellence with responsible service provision supported by environmental, social and governance requirements.

road to 2030
DUSSMANN GROUP STRATEGY

Cornerstones: Our Group Strategy *Road to 2030* is built on four closely connected pillars. Together, these four pillars form the strategic framework guiding decision-making across business divisions and countries and support the consistent development of our business model.

- **Qualified employees:** Skilled and engaged employees are the basis of our success, supported by fair, safe and attractive working conditions.
- **Technology and innovation:** Digital solutions and innovation drive efficiency, transparency and scalable, future-ready services.
- **Sustainability:** Responsible environmental, social and ethical practices are integral to long-term economic success.
- **Tailored customer solutions:** Deep customer understanding enables tailored solutions built on strong partnerships and operational excellence.

Corporate values as a foundation for our Road to 2030

The implementation of our Group Strategy *Road to 2030* is guided by a shared set of company values, which were reviewed and updated as part of the strategic development process in 2025. While the strategic cornerstones define our priorities and areas of focus, the company values describe how these priorities are pursued in daily decision-making, leadership and cooperation across all business divisions and countries.

Our five values form the cultural foundation of our strategy and provide orientation for behavior, collaboration and leadership in our diverse, international organization:

The Dussmann Group Values

Respect
We treat everybody with empathy, politeness and fairness. We express appreciation for positive contributions of others.

Responsibility
We own our impact — on people, performance, and the planet. We create a reliable, secure and safe working environment in our family-owned business.

Passion
We are proud to provide services for our customers. We work with a positive, customer-oriented attitude.

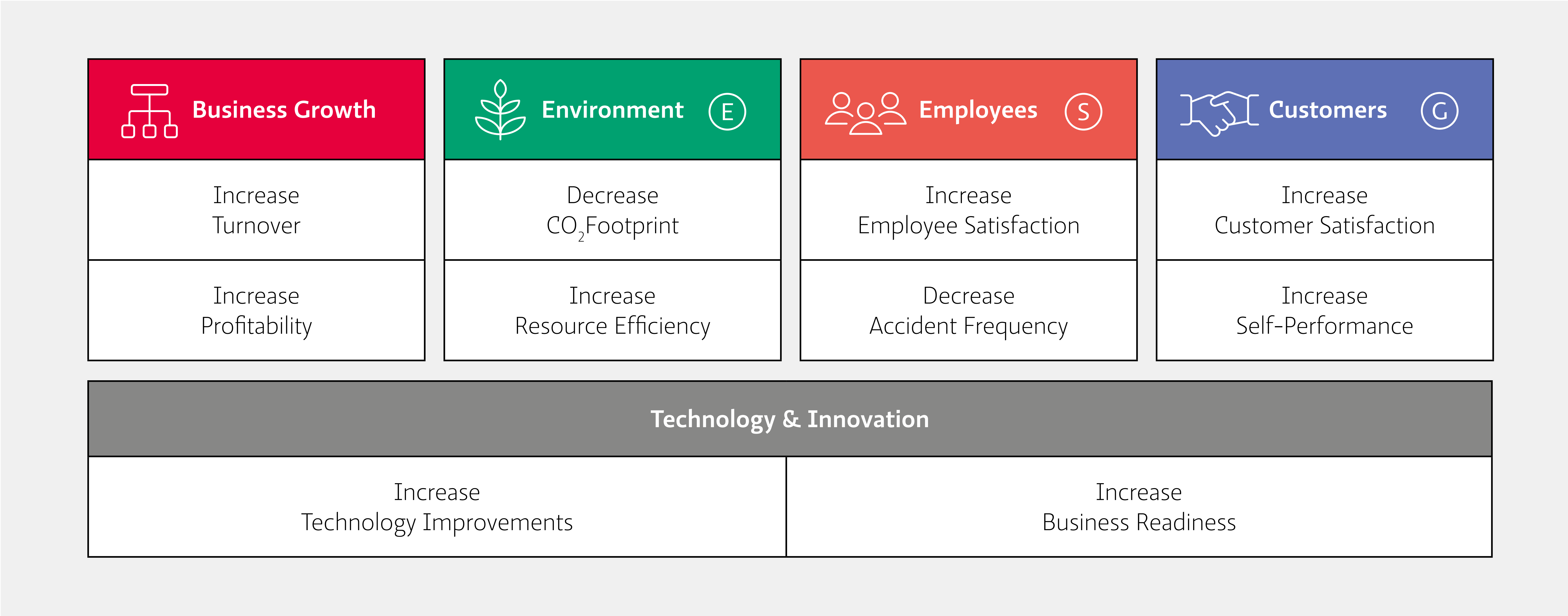
Excellence
We are dedicated to our work and strive for high-quality results. We drive innovation and improvements.

Trust
We do what we say. We are a reliable partner – to our clients, business partners and colleagues.

Strategic Group Goals

To translate the strategic cornerstones of our *Road to 2030* and our shared values into a focused action plan with measurable outcomes, we have defined a set of overarching strategic goals. These goals outline the intended long-term development of the Dussmann Group across business growth as well as environmental, social, and governance dimensions. They provide orientation for strategic and operational decision-making across all divisions and countries, while acknowledging that, due to our diverse business models, sub-goals may vary from the Group goals.

For each strategic goal, we have defined specific key performance indicators (KPIs) and target values to enable consistent steering and transparent monitoring. Quantitative targets are set at Group level and cascaded to our business divisions and legal entities. Interim targets have been defined for 2027, with final targets aligned to the 2030 strategic horizon. Progress is monitored using a set of KPIs. Detailed disclosures on KPIs, targets and progress are provided in the relevant topical sections and in the annex.



The ESG goals of the Dussmann Group form an integral part of our *Road to 2030*. We consider economic and sustainability-related goals together and translate them into a common set of strategic priorities. This integrated approach creates clear guidance for how the Dussmann Group is managed and further developed and reflects our understanding that long-term economic success is closely linked to environmental responsibility, attractive working conditions, ethical business conduct and transparent governance.

Technology and innovation act as an enabling dimension across all strategic goals, supporting operational excellence, business readiness and the successful implementation of the *Road to 2030* across all business divisions and countries.

Business model and activities
As part of our *Road to 2030*, we are consistently evolving our business model, from individual services to integrated solutions. Customers increasingly expect holistic, reliable and sustainable offerings, which highlights the strategic importance of strong coordination and continuous innovation across our entire service portfolio.
Our business model is based on the provision of integrated, people-intensive services across several core divisions. The Dussmann Group primarily operates through the following business activities:

- Facility Management & Food Services: Provision of integrated facility services, including cleaning, technical services and catering, mainly directly on customer sites
- Technical Solutions: Provision of technical services, maintenance and engineering solutions
- Care & Kids: Provision of care services and childcare services
- KulturKaufhaus: Media retail and cultural activities

Across these activities, value is generated primarily through short-term service contracts, operational excellence and high self-performance rates. Services are increasingly bundled into integrated solutions, combining multiple service elements along the customer value chain.

Value chain and sustainability context
Upstream, we rely on a broad supplier network providing goods, food products, energy, technical equipment and subcontracted services. We work with approved business partners across regions, preferring long-term partnerships to ensure continuous improvement. Key suppliers are required to comply with defined standards, including adherence to the Code of Conduct for Business Partners and completion of a Business Partner Self-Assessment prior to onboarding. Our own operations represent the core of value creation and are closely linked to sustainability-related impacts, risks and opportunities, particularly in relation to employees, working conditions, occupational health and safety, compliance and resource use.

Downstream, our services directly affect a wide range of stakeholders, including clients, workers in the value chain, residents in care facilities, children in educational settings and end consumers. As a result, our material sustainability-related impacts, risks and opportunities extend beyond our own operations to the upstream and downstream value chain.

Interests and views of stakeholders (ESRS 2 SBM-2)
Given the people-intensive nature of our services and our close integration into customer operations, we are affected by the interests and expectations of a broad range of stakeholders. Stakeholders are identified, reviewed and regularly updated across the Group within established management system processes. Structured stakeholder analyses are used to assess stakeholder groups based on defined criteria, including their relevance as well as associated risks and opportunities. Our certified management systems serve as the central instrument for translating stakeholder expectations and sustainability priorities into operational practice.

Key stakeholder groups identified include in particular:

- Employees: employees across all business divisions and countries, including workers' representatives, employee committees and applicants;
- Business partners: suppliers, subcontractors and service providers along the value chain;
- Clients and customers: public and private sector clients across facility management and technical solutions;
- End-users and consumers: particularly in food service segments and retail, including vulnerable groups such as individuals in care settings and children in childcare;

Additional stakeholder groups comprise industry associations, governmental and supervisory authorities, non-governmental organizations (NGOs), and the media, as well as employee representative bodies where applicable.

The relative relevance of stakeholder groups varies depending on the nature of the underlying business activities. Across the Dussmann Group, employees, clients and customers, subcontractors and regulatory stakeholders are consistently assessed as particularly relevant.

We engage in a regular and mostly close dialogue with all these groups as part of our day-to-day business. Besides that, we use formats such as trade fairs, meetings, conferences, and other industry formats to exchange perspectives and to discuss sustainability-related topics. Depending on the stakeholder group and business context, engagement formats may also include structured feedback mechanisms, evaluations, audits and regular meetings.

Understanding the needs, concerns and expectations of stakeholders is the primary purpose of engagement. This combination of continuous dialogue and structured engagement allows us to maintain an up-to-date and differentiated understanding of stakeholder expectations. We therefore consider stakeholder input alongside internal analyses when identifying and assessing sustainability-related impacts, risks and opportunities. Local environmental conditions, regulatory frameworks and differences between business areas are taken into account in this process.

Across stakeholder groups, there is a shared expectation that we actively manage sustainability-related impacts, integrate ESG considerations into strategic decision-making and ensure transparent communication on our progress. These expectations directly inform our materiality assessment and the definition of our key ESG topics.

While perspectives differ across stakeholder groups, several recurring themes emerge:

Employees and their representatives consistently highlight the importance of fair working conditions, occupational health and safety, training and qualification, diversity and non-discrimination, and reliable compliance with labor and human rights standards. Additional recurring expectations include transparent communication, appropriate working conditions and employee satisfaction. These expectations are reflected in the Group's HR minimum requirements, Code of Conduct and Human Rights Policy Statement.

Clients and customers place emphasis on service quality, reliability, cost efficiency, as well as on transparent and contract-compliant service delivery. Increasingly, stakeholders also expect strong sustainability performance, including climate and environmental aspects as well as responsible labor practices along the value chain. These interests are addressed through our strategic focus on tailored customer solutions, operational excellence and sustainability as a core pillar of our strategy.

Business partners expect transparent, fair and predictable cooperation. In return, we require compliance with defined ethical, social and environmental standards, including appropriate quality standards as well as contractual and regulatory requirements. These expectations are formalized in our Code of Conduct for Business Partners and procurement guidelines.

Governmental, legislative and supervisory stakeholders expect compliance with applicable laws, regulations and standards, as well as transparent and auditable organizational structures. These requirements are addressed through our management systems and compliance processes. Stakeholder expectations are not only collected but actively used to shape our priorities.

By combining external perspectives with internal expertise, we identify those sustainability topics that are most relevant both for our stakeholders and for our business. These insights are reflected in our material ESG topics and guide our strategic and operational decision-making.

Stakeholder engagement therefore acts as a continuous feedback loop: it informs our materiality assessment, supports the development of our strategy and enables transparent reporting on our progress.

Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)

ENVIRONMENTAL TOPICS	IRO Type	Upstream Value Chain	Own Operations	Downstream Value Chain	Time horizon
Climate Protection [ESRS E1]					
Indirect and direct GHG emissions in Scope 1 & 2: Use of fossil fuels in facilities and vehicle fleet	Negative impact (actual)		x		Short- to long-term
Indirect GHG emissions in Scope 3: Procurement (Scope 3.1 and 3.2) and employee commuting (Scope 3.7)	Negative impact (actual)	x			Short- to long-term
Indirect GHG emissions in Scope 3: Use of sold products and services (Scope 3.11)	Negative impact (actual)			x	Short- to long-term
Transition risk: Increased cost pressure due to CO2 pricing	Risk		x		long-term
Energy [ESRS E1]					
Energy consumption: Fuel consumption of vehicle fleet.	Negative impact (actual)		x		Short- to long-term
Market price risk (energy): Rising energy prices (electricity, heat)	Risk		x		long-term
Financial risk: Costs due to the implementation of energy efficiency measures	Risk		x	x	long-term
Regulatory risk: Costs to fulfil new or amended energy efficiency requirements for buildings	Risk		x	x	long-term
Market price risk (commodities): Volatile prices of fossil fuels	Risk		x		long-term
Water resources (water consumption and withdrawal) [ESRS E3]					
Water consumption in the supply chain: Procurement of water-intensive agricultural products, potentially from water stressed areas	Negative impact (actual)	x			Short- to long-term
Waste management [ESRS E5]					
Waste generation: Disposal of waste from own operations	Negative impact (actual)		x		Short- to long-term

SOCIAL TOPICS	IRO Type	Upstream Value Chain	Own Operations	Downstream Value Chain	Time horizon
Working conditions (e.g. working hours, appropriate remuneration, etc.) [ESRS S1]					
Job security: Promotion of secure employment through diverse business areas and sustainable corporate growth	Positive impact (actual)	x	x		Short- to long-term
Employee retention: Increasing employee satisfaction and loyalty by creating attractive working conditions	Positive impact (actual)	x	x		Short- to long-term
Working hours: Non-compliance jeopardises well-being and may result in consequences under labor law	Negative impact (potential)	x	x		Short- to long-term
Occupational health and safety [ESRS S1]					
Occupational safety: Improving working conditions and minimizing hazards by introducing safe working procedures	Positive impact (potential)		x		Short- to long-term
Accidents at work and work-related illnesses: Financial losses due to lost working time	Risk		x		Medium-term
Equal treatment and equal opportunities [ESRS S1]					
Discrimination/harassment in the workplace can lead to employee dissatisfaction, increased staff turnover and legal consequences	Negative impact (potential)		x		Short- to long-term
Other labor-related rights [ESRS S1]					
Data protection and information security: Penalties and decrease in satisfaction of persons concerned due to potential breaches	Negative impact (potential)		x		Short- to long-term

SOCIAL TOPICS	IRO Type	Upstream Value Chain	Own Operations	Downstream Value Chain	Time horizon
Other labor-related rights [ESRS S2]					
Human/labor rights: Possible breaches of regulations or contractual obligations can have legal consequences	Negative impact (potential)	x	x		Short- to long-term
Human/labor rights: Prevention and control measures to avoid violations	Positive impact (potential)	x	x		Short- to long-term
Data protection and information security: Penalties and decrease in satisfaction of persons concerned due to potential breaches	Negative impact (potential)	x			Short- to long-term
Information-related impacts of consumers and/or end-users [ESRS S4]					
Data protection and information security: Penalties and decrease in satisfaction of persons concerned due to potential breaches	Negative impact (potential)			x	Short- to long-term
Personal safety of consumers/end users [ESRS S4]					
Quality and safety focus: High standards improve the quality and safety of products as well as services	Positive impact (actual)		x	x	Short- to long-term
Quality focus: High standards improve the quality of life of vulnerable groups (Care & Kids)	Positive impact (actual)		x	x	Short- to long-term
Social stability: Promoting well-being and health through qualified care and specialized care (Care & Kids)	Positive impact (actual)		x	x	Short- to long-term

GOVERNANCE TOPICS	IRO Type	Upstream Value Chain	Own Operations	Downstream Value Chain	Time horizon
Corporate culture [ESRS G1]					
Declaration of Human Rights Principles: Commitment to respect human rights along the entire value chain	Positive impact (potential)	x	x	x	Short- to long-term
Due Diligence: Non-compliance of due diligence obligations towards people and the environment can have legal and economic consequences	Risk	x			Medium-term
Whistleblower protection [ESRS G1]					
Whistleblower system: Promoting trust, ensuring confidentiality and preventing incidents	Positive impact (actual)		x		Short- to long-term
Animal welfare [ESRS G1]					
Animal welfare-orientated procurement: Higher costs through the selection of products with better husbandry methods or animal welfare labels.	Risk	x			long-term
Relationship with suppliers, including terms of payment [ESRS G1]					
Human rights/environmental standards: Implementation of due diligence obligations to respect human rights and environmental standards along the supply chain	Positive impact (potential)	x			Short- to long-term
Regulatory risk: Non-compliance with legal requirements can lead to fines and exclusion from public tenders	Risk	x			Medium-term
Corruption and bribery [ESRS G1]					
Corruption and bribery: Corruption can be subject to criminal proceedings and lead to fines	Risk	x	x	x	Short- to long-term

Materiality: Impact, risk and opportunity management

Description of the process to identify and assess material impacts, risks and opportunities (ESRS 2 IRO-1)
Understanding where we have the greatest impact and where sustainability creates risks or opportunities for our business is a central part of how we manage the Dussmann Group. We apply a structured and recurring process to identify, assess and manage sustainability-related impacts, risks and opportunities (IROs) across our own operations and value chain. This process is embedded in our Integrated Management System (IMS) and aligned with our Group-wide Enterprise Risk Management (ERM) as well as our Group Strategy *Road to 2030*. This ensures that sustainability-related considerations are systematically integrated into strategic decision-making, risk management and operational processes.

Because our business is service-driven and people-intensive, many of our most relevant sustainability topics arise where we interact directly with employees, customers, suppliers and end users. For this reason, we look across the full value chain, from upstream procurement to our own operations and downstream service provision, to identify where we have the most significant impacts or face material risks and opportunities.

1. Identification of impacts, risks and opportunities
We identify IROs by bringing together different perspectives and data sources. This includes insights from our ERM processes, regulatory developments, and collected ESG data. In addition, we systematically involve internal experts from across the Group, such as Human Resources, Procurement, Sales and QHSE, in structured workshops.
This combination of top-down analysis and bottom-up input allows us to identify both emerging risks (for example regulatory changes) and operational experiences from our Group entities.

Each identified IRO is then mapped along the value chain and considered across different time horizons. This helps us understand not only where impacts occur, but also how they may evolve over time.

Assessment methodology and double materiality

We assess all identified IROs using the principle of double materiality, which means we look at sustainability from two perspectives:

- how our activities affect people and the environment, and
- how sustainability topics affect our financial performance and future development.

To assess impacts, we use defined criteria such as scale, scope, likelihood and, where relevant, the extent to which negative impacts can be remedied. For financial risks and opportunities, we evaluate the likelihood of occurrence and the potential magnitude of financial effects.

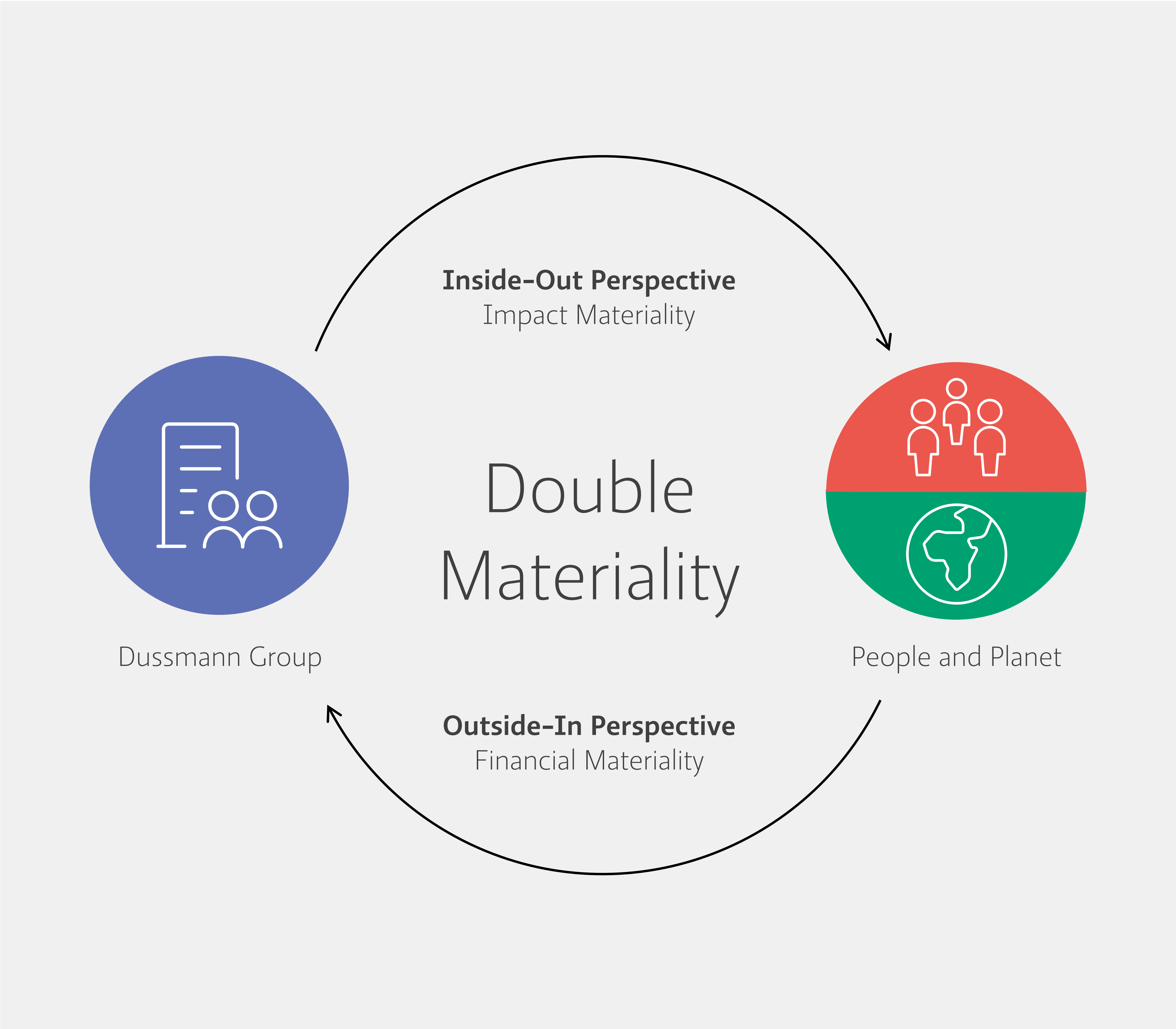
This structured approach allows us to compare a wide range of topics on a consistent basis while combining qualitative judgement with quantitative elements. Where appropriate, we also use scenario-based considerations to better understand possible financial implications. At the same time, we ensure alignment with our existing management processes: Impacts are reviewed through ESG data collection, while risks and opportunities are reflected in budget and forecasting cycles.

2. Prioritization and validation

Based on the assessment results, we prioritize IROs using defined thresholds to determine which ones are considered material for the Dussmann Group. An ESG topic is considered material if it is deemed material from an impact or financial perspective.

We validate the results through internal governance structures and management involvement. Cross-functional workshops play a key role in this step: they help ensure that perspectives from employees, customers, suppliers and other stakeholders are reflected through their respective functions within the organization.

The outcome of this process is a clear set of material ESG topics, which forms the basis for our sustainability reporting and strategic focus areas.



3. Integration into management and decision-making

We integrate the results directly into our Integrated Management System (IMS) and strategy. In particular, material topics were translated into ESG goals and key performance indicators (KPIs) within the framework of our Group Strategy *Road to 2030*. These targets are monitored through our performance management processes, enabling us to track progress, steer decisions and continuously improve. In this way, we ensure that sustainability risks are actively managed and that opportunities are systematically leveraged to support long-term value creation.

4. Review and continuous improvement

Our environment is constantly changing, whether due to new regulations, market developments or shifts in stakeholder expectations. For this reason, our IRO process is not static. We review and update it at least annually and whenever significant changes occur. Feedback from internal stakeholders, insights from audits and lessons learned from operational practice are used to further refine our approach.

This ongoing cycle of identification, assessment, prioritization and review reflects how we manage sustainability at the Dussmann Group: as a continuous process, closely linked to our core business and long-term strategy.

Disclosure Requirements covered by this sustainability statement (ESRS 2 IRO-2)

The material sustainability topics identified through the double materiality assessment form the basis for the following topical disclosures. The subsequent chapters cover the ESRS disclosure requirements related to the material topics Climate Change (E1), Water and Marine Resources (E3), Resource Use and Circular Economy (E5), Own Workforce (S1), Workers in the Value Chain (S2), Consumers and End-users (S4), and Business Conduct (G1). Topics assessed as not material are not covered in dedicated topical chapters.

Climate Change (ESRS E1)

STRATEGY

Climate change represents a global challenge that increasingly shapes regulatory developments, customer expectations and market conditions across all our business divisions. Our service provision relies on energy, mobility, stable infrastructure and resilient supply chains. Climate-related requirements therefore influence both how we provide our services and how we manage environmental impacts, risks and opportunities across our own operations and value chain.

From an impact perspective, our activities contribute to greenhouse gas (GHG) emissions arising from energy use, mobility and procurement activities across all Scopes 1, 2 and 3. From a financial perspective, climate change exposes us to transition risks, in particular carbon pricing, rising and volatile energy costs, and increasing regulatory requirements. These factors are considered in our strategic planning and operational decision-making.

Our response to climate change is embedded in our Group Strategy *Road to 2030*, which integrates sustainability as a core strategic pillar and defines environmental targets to reduce emissions and improve resource efficiency.

Transition Plan for Climate Change Mitigation (ESRS E1-1)
Climate change mitigation is embedded in our Group Strategy *Road to 2030* through the environmental goals "Decrease carbon footprint" and "Increase resource efficiency". These goals are operationalized through Group-wide KPIs, including "CO_2e intensity (Scope 1+2) per revenue" and "Energy intensity", both with a target horizon of 2030.

These climate-related goals and KPIs have been defined, approved and implemented as part of a structured Group-wide target-setting process, with final approval at Executive Board level.

As part of our transition pathway, we committed to the Science Based Targets initiative (SBTi) after the reporting period, in 2026. Through this commitment, we aim to develop science-based near-term greenhouse gas reduction targets aligned with the 1.5°C pathway of the Paris Agreement and to submit these for validation within 24 months.

Until external validation of our emission reduction targets is completed, our transition plan is considered under development and in implementation.

Our transition planning process follows a structured process:

- Establishing a comprehensive emissions inventory covering Scope 1, 2 and material Scope 3 categories;
- Identifying and prioritizing emission reduction levers;
- Developing near-term targets for 2030, including Scope 3 emissions; and
- Submitting targets for SBTi validation and subsequent publication by the end of 2027.

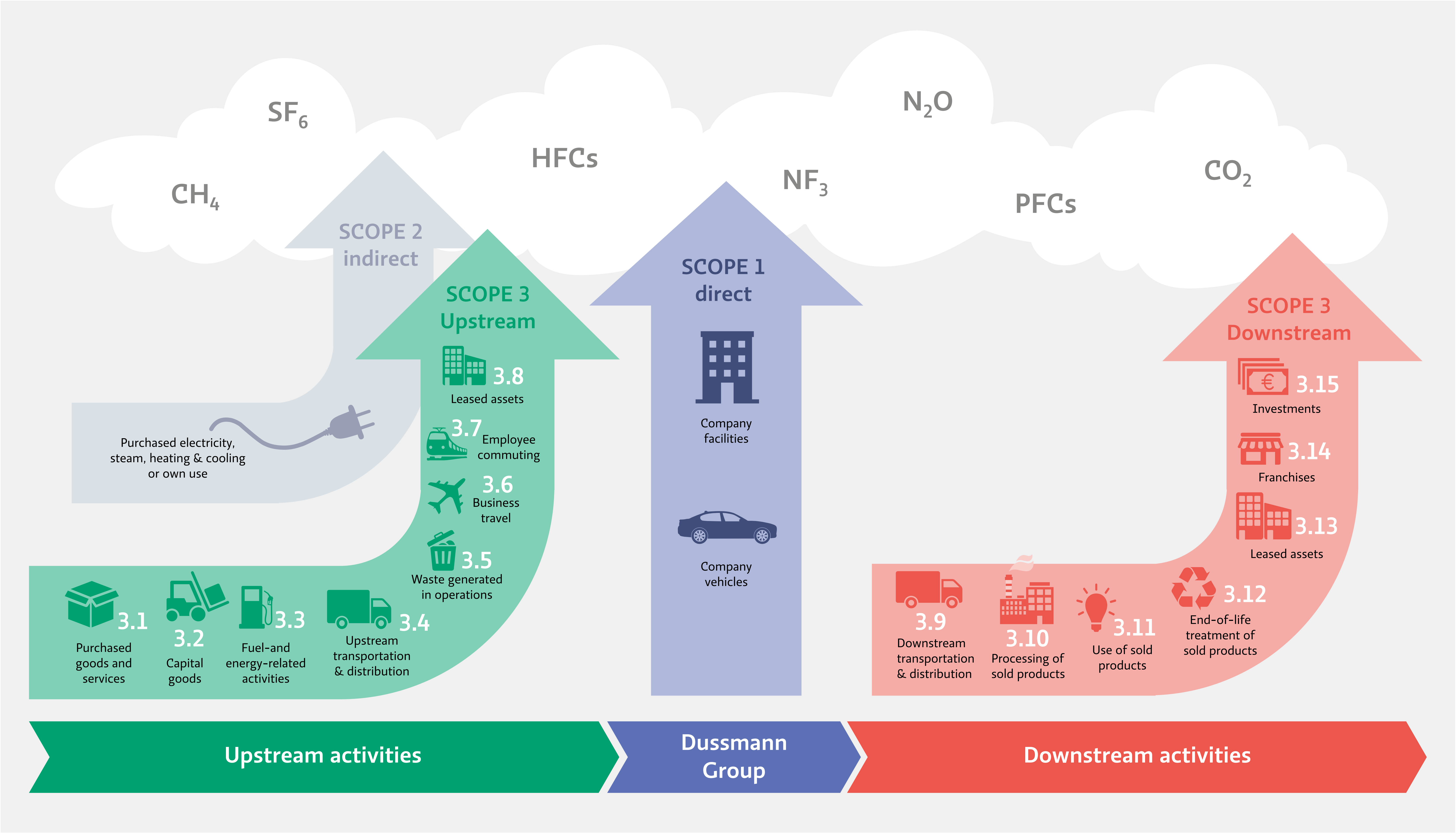
Key mitigation levers include the electrification of our vehicle fleet, energy efficiency improvements, increased use of renewable electricity, and the integration of sustainability criteria into procurement and supplier engagement.

Material impacts, risks and opportunities and their interaction with strategy and business models (ESRS 2 SBM-3)

We identified climate change as a material topic through our double materiality assessment. Material impacts primarily arise from greenhouse gas (GHG) emissions across our own operations as well as our upstream and downstream value chain. We monitor GHG emissions in accordance with the Greenhouse Gas Protocol. GHG emissions sources include:

- Scope 1: fuel consumption in vehicle fleets, equipment and facilities,
- Scope 2: purchased electricity and heat,
- Scope 3: purchased goods and services, employee commuting and the use of sold services/products

In the upstream value chain, Scope 3 emissions are considered a material impact and risk area. Purchased goods and services (Scope 3.1), particularly food-related procurement and operational consumables, account for a significant share of our total upstream emissions.



A key transition risk arises where suppliers do not follow credible decarbonization pathways, potentially limiting our ability to reduce Scope 3 emissions despite our own mitigation efforts. Procurement-related climate and environmental requirements are therefore an important part of our transition approach.

Material climate-related risks identified are predominantly transition risks, including:

- increased cost pressure from CO_2 pricing;
- rising and volatile energy prices; and
- regulatory requirements related to energy efficiency and emissions reductions.

These risks are directly linked to our service-oriented business model and geographically diversified supply chain. At the same time, climate change mitigation creates opportunities, including improved competitiveness in tenders, stronger alignment with customer expectations and enhanced decision-making in procurement, investment and operations.

Environmental steering is embedded in our Group Strategy through defined KPIs and target values. Our environmental targets under *Road to 2030* guide the design of operational measures and investment decisions.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Processes to identify and assess material climate-related impacts, risks and opportunities (ESRS 2 IRO-1)
Climate-related impacts, risks and opportunities are identified and assessed as part of our Group-wide IRO Assessment across the value chain and relevant time horizons. This process is aligned with our Group-wide enterprise risk management framework. Identified risks and opportunities are documented, assessed and reported through standardized tools and processes.

Climate-related impacts are assessed across the value chain and over short-, medium- and long-term time horizons. Transition risks, including carbon pricing, energy price volatility and regulatory requirements, are assessed with a focus on potential financial effects.

Physical climate risks are assessed for potential impacts on operations and the value chain. At present, a dedicated climate scenario analysis has not yet been conducted, and physical risks have not been identified as material. This area is currently under further development as part of our broader climate risk assessment approach.

Policies related to climate change mitigation and adaptation (ESRS E1-2)
Our approach to climate change mitigation is defined in our Group Sustainability Policy, which commits us to measuring and reducing our carbon footprint across all scopes, improving energy efficiency, increasing the use of renewable energy, and minimizing environmental impacts along the value chain.

Climate-related expectations are also extended to our business partners through our Code of Conduct for Business Partners, which requires

suppliers and subcontractors to comply with environmental standards, support climate change mitigation measures where relevant and continuously improve their environmental performance. Additional requirements for business partners are defined in procurement processes, which integrate ESG criteria into supplier selection, evaluation and risk management.

At present, our focus is primarily on climate change mitigation. Adaptation-related requirements are not yet addressed through separate standalone policies.

Actions and resources in relation to climate change policies (ESRS E1-3)
We have initiated a range of actions addressing our key emission drivers and transition risks, including:

- electrification and optimization of our vehicle fleet;
- implementation of energy efficiency measures in facilities and service provision;
- procurement of renewable electricity where feasible; and
- integration of sustainability criteria into procurement processes and supplier evaluations.

These actions are consistent with our strategic measures defined as part of our *Road to 2030*. Additional investment requirements may arise in connection with energy-efficiency improvements and low-carbon technologies. Resources are allocated as part of operational and investment planning and supported through the Integrated Management System.

ENVIRONMENT

As part of our Group Strategy, we have set the following strategic climate-related targets for 2030:

DECREASE CO_2 FOOTPRINT

KPI: CO_2e Intensity (Scope 1+2)

Target Value 2030: 8 t/Mio. €

INCREASE RESOURCE EFFICIENCY

KPI: Energy Intensity

Target Value 2030: 47 MWh/Mio. €

METRICS AND TARGETS

Targets related to climate change mitigation and adaptation (ESRS E1-4)
We have defined Group-wide environmental goals to support our climate change mitigation efforts and address material climate-related impacts, risks and opportunities. These targets were initially defined prior to the introduction of our current Group Strategy and continue to guide our environmental management.

With the adoption of our Group Strategy *Road to 2030*, our climate-related targets were formally embedded into our overarching strategic framework, providing a consistent structure for implementation, governance and performance monitoring across all business divisions and countries. Under our previous ESG strategy, our 2025 target for CO_2e intensity (Scope 1 + 2 "market-based") was 16 tCO_2e per million € revenues. This target was achieved in the reporting year, with an actual value of 15.4 tCO_2e per million € revenues.

At present, our emission reduction targets are defined as intensity-based targets. Absolute emission reduction targets are under development and will be disclosed once finalized. Furthermore, we have committed to developing science-based near-term targets in line with SBTi. These targets are intended to cover Scope 1 and Scope 2 emissions and, for the first time, also Scope 3 emissions. Until validation is completed, we do not classify our targets as science-based or aligned with a specific 1.5 °C pathway.

To steer our climate-related performance, we monitor progress against climate-related targets annually, as part of our ESG reporting. As part of our Group Strategy *Road to 2030*, "Energy Intensity" is used as a Group-wide KPI and is defined as total energy consumption per revenue. This metric supports our strategic goal of increasing resource efficiency. As our service provision is directly dependent on external factors such as the vehicle fleet, this value indicates the effectiveness of the measures taken to increase efficiency.

Energy Consumption and Mix

Dussmann Group	2023	2024	2025
(a) Total energy consumption from fossil sources [MWh]	219,216	222,553	202,357
(a.i) Percentage of fossil sources in total energy consumption [%]	95.8%	94.4%	84.3%
(b) Total energy consumption from nuclear sources [MWh]		941	725
(b.i) Percentage of energy consumption from nuclear sources in total energy consumption [%]		0.4%	0.3%
(c) Total energy consumption from renewable sources [MWh]	9,647	13,268	37,750
(c.i) Fuel consumption from renewable sources [MWh]	565	1,873	1,613
(c.ii) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources [MWh]	9,082	11,271	35,941
(c.iii) Consumption of self-generated non-fuel renewable energy [MWh]	-	124	196
(c.iv) Percentage of renewable energy consumption in total energy consumption [%]	4.2%	5.6%	15.7%
Total energy consumption [MWh]	**228,863**	**235,821**	**240,107**
Energy intensity: Energy consumption per revenue [MWh/Mio. €]	**76**	**72**	**68**

Energy consumption and mix (ESRS E1-5)
We monitor energy consumption and the energy mix as key indicators of our environmental performance and operational efficiency. These metrics reflect our total energy use across administration and operations, as well as the share of renewable and non-renewable energy sources. Energy consumption from nuclear sources is calculated based on the estimated nuclear share of purchased electricity. These values are already included in total reported energy consumption and are presented separately for transparency purposes only. Accordingly, they should not be interpreted as an additional category of energy consumption.

Where applicable, energy production may occur on a limited scale, for example through the use of on-site installations.

Energy Production

Dussmann Group	2024	2025
Total energy production [MWh]	2,435	2,560
Renewable energy production [MWh]	137	257
Non-renewable energy production [MWh]	2,298	2,303

Gross Scopes 1, 2, 3 and Total GHG emissions (E1-6)

Since 2021, we have calculated and documented our greenhouse gas (GHG) emissions in accordance with the GHG Protocol for Scopes 1, 2 and 3. Comprehensive coverage of all material Scope 3 categories was achieved in 2024.

As a result, year-on-year comparability of total reported GHG emissions is influenced by the expansion and refinement of Scope 3 reporting and improved data quality. The increase in total reported emissions should therefore be read in the context of broader Scope 3 coverage and methodological improvements. Scope-specific developments and key emission drivers are explained on the following pages.

As part of our Group Strategy *Road to 2030*, the KPI "CO_2e intensity (Scope 1 + 2) per revenue" is used to track decarbonization progress relative to business performance. The corresponding value is shown in the table on the following page under "Scope 1+2 (market-based) per Revenue [t/Mio.€]".

Scope 3 Upstream – 54.3 %

3.1 Purchased goods and services	36.7 %	245.62 k
3.2 Capital goods	4.6 %	30.75 k
3.3 Fuel & energy related activities	2.1 %	13.86 k
3.4 Transport and Distribution	0.4 %	2.39 k
3.5 Waste generated in operations	0.2 %	1.53 k
3.6 Business travel	0.4 %	2.46 k
3.7 Employee commuting	9.7 %	65.10 k
3.8 Leased assets	0.3 %	2.24 k

Scope 2 (market-based) – 1.7 %

Purchased electricity	1.0 %	6.55 k
Purchased heating	0.7 %	4.52 k

Scope 1 – 6.5 %

Company facilities	2.9 %	19.19 k
Company vehicles	3.6 %	24.27 k

Scope 3 Downstream – 37.5 %

3.9 Transport and Distribution	0.1 %	729.06
3.10 Processing of sold products	0.0 %	0.00
3.11 Use of sold products	36.9 %	247.28 k
3.12 End-of-life treatment of sold products	0.1 %	364.56
3.13 Leased assets	0.3 %	2.31 k
3.14 Franchises	0.0 %	0.00
3.15 Investments	0.1 %	726.26

* values in t CO_2e

Total GHG Emissions disaggregated by Scopes 1, 2 and 3 (in tonnes CO_2e)

Dussmann Group	2023	2024	2025
Scope 1 [t]	38,820	41,306	43,463
Scope 2 (location-based) [t]	20,740	19,665	18,697
Scope 2 (market-based) [t]	16,745	20,111	11,065
Scope 3 [t]	253,145	475,395	615,367
Scope 1+2 (location-based) +3 [t]	312,706	536,366	677,527
Scope 1+2 (market-based) +3 [t]	308,711	536,812	669,894
Scope 1+2 (market-based) per Revenue [t/Mio.€]	18.3	18.8	15.4
Scope 1+2 (location-based) per Revenue [t/Mio.€]	19.7	18.6	17.6
Scope 1+2 (market-based) +3 per Revenue [t/Mio.€]	101.9	164.0	189.1
Scope 1+2 (location-based) +3 per Revenue [t/Mio.€]	103	164	191

Methodology and Scope coverage

GHG emissions are calculated based on company-specific data collected from all Dussmann Group entities. Emission factors are sourced from recognized national and international databases and are maintained centrally to ensure consistency across the Dussmann Group. These include, among others, emission factors published by the German Federal Office for Economic Affairs and Export Control (BAFA), the UK Government GHG Conversion Factors for Company Reporting, the AIB European Residual Mix, and electricity and purchasing related factors from Carbon Footprint International. Emissions are reported as carbon dioxide equivalents (CO_2e) in accordance with the GHG Protocol. We report all recorded direct emissions from owned or controlled sources (Scope 1), indirect emissions from the generation of purchased electricity and district heating (Scope 2), and all material upstream and downstream Scope 3 categories. Scope 2 emissions are reported using both the market-based and location-based methods. The market-based method reflects emissions associated with contractual electricity purchasing decisions, while the location-based method reflects average grid emission factors for the locations where electricity is consumed. Scope 3 categories assessed as not relevant to our business activities are reported as zero. On this basis, all material emissions along the value chain are reflected in our GHG inventory.

Scope-specific developments and key emission drivers

Scope 1 emissions arise primarily from the combustion of fossil fuels used in operations, including diesel, petrol, CNG, biodiesel, LPG and HVO 100 in the vehicle fleet, as well as light heating oil, natural gas, liquefied natural gas and pellets in facilities. Since 2023, Scope 1 has also included AdBlue and refrigerants, and since 2024, hydrogen and HVO 100 fuel. A slight increase in Scope 1 emissions compared with the previous year is partly attributable to improved data quality, particularly in relation to refrigerants, and partly to an increase in contract volume.

Scope 2 emissions from purchased electricity and district heating are calculated separately by region. Since 2021, emissions have been reported using both the market-based and location-based approaches, in line with the GHG Protocol Scope 2 Guidance. Supplier-specific emission factors are applied where available. Where green electricity contracts with guarantees of origin are in place, a corresponding carbon neutral emission factor is used. In the absence of supplier-specific factors, residual mix or national emission factors are applied depending on the country and energy source.

Scope 3 emissions were significantly expanded as part of the continued development of our emissions inventory. Purchased goods and services (Scope 3.1) represents the second-largest share of Scope 3 emissions, accounting for just under 37% of total CO_2e emissions. Emissions in this category are calculated using a spend-based methodology, with the Group's supply chain risk assessment forming the basis for allocation. The main emission drivers relate to food purchasing activities within the food service business.

Fuel- and energy-related activities (Scope 3.3) are calculated based on energy consumption data and reflect upstream emissions from the production and transport of fuels and energy. As a major employer with over 72,600 employees, employee commuting (Scope 3.7) represents a significant emission source. The calculation methodology was refined in 2024 using company-specific CO_2e factors derived from randomized samples that consider transport modes, commuting distances, frequency and the share of mobile working. Further methodological refinements, including the use of employee surveys, are planned.

The use of sold products and services (Scope 3.11) is the largest Scope 3 category, accounting for approximately 37% of total emissions. Emission sources vary by business division and include, for example, the energy consumption of technical systems during their use phase and electricity consumption at client premises during service provision. In addition, emissions are reported for other relevant Scope 3 categories, including capital goods (Scope 3.2), waste generated in operations (Scope 3.5) and business travel (Scope 3.6), in accordance with the GHG Protocol.

Water and Marine Resources (ESRS E3)

STRATEGY

Due to the nature of our service portfolio and our position within diverse value chains, water is a material sustainability topic. While direct water withdrawal in our own operations is generally limited and distributed across a large number of sites, we recognize that indirect water consumption in upstream value chains represents a more significant potential negative impact, particularly in food services and agriculture-based sourcing.

These upstream impacts are especially relevant in regions exposed to water stress, where competition for water resources and climate-related changes in precipitation patterns may intensify existing pressures.

As a service provider, our direct operational control over water use is limited. In most cases, water required for service provision is supplied by our customers and not procured or paid for by the Dussmann Group. Water consumption at customer sites is therefore generally outside our contractual scope and is only included in reporting where reliable attribution of consumption to our services is possible, for example through dedicated water meters.

At the same time, global water scarcity, climate induced changes in precipitation patterns, and increasing regulatory and societal expectations regarding responsible water management are relevant external developments. These factors influence procurement markets, cost stability and supply security and therefore potentially affect our upstream value chain and our long-term business resilience.

From a double materiality perspective, water resources are therefore relevant both in terms of environmental impacts as well as financial and operational risks.

In line with our *Road to 2030*, we view responsible water management as an integral part of resource-efficient service provision and as a factor supporting long-term resilience and customer trust. This applies across business divisions, although the relevance of direct water use differs depending on the underlying service model.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities (ESRS 2 IRO-1)
We identify and assess water-related impacts, risks and opportunities as part of our Group-wide IRO Assessment across our value chain and relevant time horizons. This process enables a structured evaluation of environmental topics, including water, alongside other sustainability risks and opportunities.

From an impact perspective, we focus particularly on our upstream value chain, where water used in agriculture and raw material sourcing can represent a material environmental footprint. From a risk perspective, we consider potential effects of water scarcity, supply chain disruptions linked to water stress and regulatory developments on procurement, cost structures and operational continuity.

Physical water-related risks, including water scarcity and changing hydrological conditions, are considered in principle for both own operations and the value chain. At present, these risks are assessed primarily at a qualitative level, and further development of analytical approaches remains part of our ongoing work.

Policies related to water and marine resources (ESRS E3-1)
Water-related principles and requirements are embedded in our Group-wide policies and guidelines, particularly our Sustainability Policy, environmental management within the Integrated Management System, and our Code of Conduct. These frameworks determine our commitment to responsible resource use, compliance with applicable environmental legislation and the prevention of environmental harm across own operations and the value chain. In the upstream value chain, water-related aspects are primarily addressed through our procurement practices and supplier requirements. The Code of Conduct for Business Partners requires suppliers and subcontractors to comply with environmental laws, to use natural resources responsibly and to continuously improve their environmental performance. These expectations are complemented by our procurement processes, which integrate sustainability considerations into supplier selection and evaluation.

This policy framework is particularly relevant for agriculture-based supply chains within food services, where water use represents a material upstream impact. By integrating water considerations into supplier expectations and procurement decisions, we aim to strengthen responsible resource management across the value chain while maintaining flexibility given our limited direct operational control over water use.

Actions and resources related to water and marine resources (ESRS E3-2)
Within our own operations, water-related actions focus on improving efficiency in areas with comparatively higher water relevance, in particular cleaning services and food services. In cleaning activities, we apply resource-efficient concepts that aim to reduce water consumption, including equipment with lower water use and innovative cleaning processes. Water reuse is also applied in selected systems.

In food services, water-efficient equipment and operational practices contribute to more efficient water use.

The effectiveness of these measures depends on operational implementation, regular maintenance and employee awareness. Training and operational guidance are therefore key elements in supporting responsible water use in daily operations.

Due to the decentralized structure of our operations and limited operational control at customer sites, comprehensive quantification of water savings at Group level is currently not possible.

The actions described above are implemented through the relevant operational units and supported by central Group functions.

METRICS AND TARGETS

Targets related to water and marine resources (ESRS E3-3)
At present, we have not defined Group-wide quantitative targets specifically for water withdrawal or consumption, as direct operational control over water use varies significantly across customer sites, contracts and business divisions. Water-related impacts are therefore managed through operational efficiency measures, supplier expectations and the broader resource-efficiency framework. We monitor water withdrawal and water intensity where reliable attribution is possible and will assess whether dedicated targets are appropriate as data quality, operational control and water-risk assessments improve.

Water withdrawal and consumption (ESRS E3-4)
Direct water withdrawal in own operations mainly occurs in:

- food services,
- cleaning activities,
- care-related operations and
- technical services.

Office-based activities play only a minor role. Due to the decentralized structure of operations, water use is closely linked to customer sites and individual contracts. In many cases, water is provided and managed by customers, which limits our direct operational control. Water withdrawal is therefore reported only where reliable attribution to our activities is possible, for example through dedicated water meters or clearly defined operational boundaries.

Water Withdrawal and Intensity

Dussmann Group	2023	2024	2025
Total water withdrawal [m³]	764,249	826,960	845,850
Total water withdrawal in areas at water risk [m³]	-	221,771	276,706
Water intensity ratio [m³/Mio.€]	252.3	252.7	238.8

At present, we cannot systematically distinguish between water withdrawal and water consumption. Some water used in operations may be consumed, for example through evaporation, food preparation or cleaning activities, while other volumes are returned to wastewater systems. As these flows cannot be measured separately with sufficient reliability across the Group, reported water data should be understood as attributable water withdrawal.

Areas at water risk are identified by combining the WRI Aqueduct Water Risk Atlas with attributable internal site-level data.

This approach reflects the structure of our service model while ensuring that reported data is based on verifiable and attributable consumption.

Resource Use and Circular Economy (ESRS E5)

STRATEGY

The careful and responsible use of resources is an integral part of our sustainability approach. As a service provider, we do not operate production processes in the classical industrial sense. In this context, resource use is closely linked to our operational activities and service provision at customer sites.

We manage resources that are directly associated with maintaining buildings and infrastructure, preparing food, operating technical systems and delivering care services. This includes both preserving the value of assets entrusted to us and ensuring the responsible use of consumables in daily operations.

Due to the decentralized nature of our services and the large number of customer locations, resource use is broadly distributed across operations. As a result, resource efficiency and circular economy considerations are embedded in operational practices, procurement processes and service design rather than centralized production systems.

Resource use and circular economy are material topics due to their relevance for operational efficiency, environmental impacts, cost stability and compliance with regulatory and customer requirements. In line with our Group Strategy, we aim to improve resource efficiency, reduce environmental impacts and support more circular material flows where feasible.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Processes to identify and assess material resource use and circular economy related impacts, risks and opportunities (ESRS 2 IRO-1)

We systematically identify and assess resource use and circular economy related impacts, risks and opportunities as part of our Group-wide management processes. Efficient use of resources and the transition towards more circular systems are material sustainability topics for the Dussmann Group, as identified through our double materiality assessment. Resource use in our business arises primarily from consumables and operational equipment used in service delivery, including food products, packaging materials, technical equipment, vehicles and personal protective equipment.

From a risk and opportunity perspective, developments such as increasing raw material prices, evolving regulatory requirements, customer expectations and environmental constraints are key drivers. These factors influence both environmental impacts and financial performance.

Within the context of our *Road to 2030*, resource efficiency and circularity are also relevant levers for improving operational resilience, cost stability and service quality.

Policies related to resource use and circular economy (ESRS E5-1)

Our approach to resource use focuses on minimizing the consumption of materials and resources, reducing waste and increasing the use of products meeting defined environmental criteria. These principles are embedded in our Sustainability Policy and implemented through the Integrated Management System (IMS).

In procurement, we embed circularity-relevant principles through Group-wide requirements. Our procurement guideline requires sustainability considerations in supplier selection and sets environmental expectations for products, including resource conservation and efficiency, avoidance of harmful substances, and life-cycle considerations (including reusability and recyclability). It also specifies that packaging should only be used where necessary and, where indispensable, should be reusable or recyclable.

We extend these expectations beyond our own operations through supplier requirements. The Code of Conduct for Business Partners expects business partners to carefully use resources and continuously minimize material and resource consumption as part of environmental performance improvement.

Actions and resources related to resource use and circular economy (E5-2)

We pursue resource efficiency and circular economy principles through actions in procurement, operations and continuous improvement structures. These actions focus on reducing resource consumption, minimizing waste and increasing the use of materials selected based on defined environmental criteria. In procurement, key measures include:

- training buyers in sustainable procurement;
- prioritizing products based on defined environmental criteria and using reliable labelling/testing systems where possible and economically viable;
- preferring reusable products or alternatives made from reused or recycled materials; and
- reducing packaging and ensuring necessary packaging is reusable or recyclable.

We also work on operational measures that support resource efficiency. For example, our environmental measures include increasing the use of cleaning agents, equipment and technologies that meet defined environmental criteria where operationally feasible. Implementation is embedded within ongoing local operational and procurement processes.

METRICS AND TARGETS

Targets related to resource use and circular economy (ESRS E5-3)
We use targets and KPIs to steer resource-related performance where appropriate. The KPI "Share of environmentally friendly Chemicals" (cleaning agents meeting defined environmental criteria) was a key element of our previous ESG strategy, particularly in Facility Management & Food Services and, to a lesser extent, in Technical Solutions. In 2025, this share amounted to approximately 39%, thereby exceeding the Group target of 35% defined for the reporting year.

While this Group-level target is not continued under our Group Strategy *Road to 2030*, the underlying target of reducing the environmental impacts associated with resource use remains unchanged. Targets relating to resource use continue to be set and managed at local level where relevant. Looking ahead, we are further developing our KPI framework with an increased focus on energy-related performance indicators, reflecting the evolving priorities of our Group Strategy. In addition, we are strengthening transparency and comparability of resource-related management information through ongoing improvements in data availability, consolidation and reporting processes.

Material resource inflows include food products, cleaning agents, packaging materials, spare parts and fuels. Resource outflows primarily consist of waste streams generated during service provision. Based on our double materiality assessment, resource inflows are not identified as a material circular economy topic, while resource outflows, particularly waste generation, represent a material impact.

Waste generation and treatment (ESRS E5-6)
Resource outflows primarily consist of waste generated during service provision. Relevant waste streams include food waste, packaging waste, non-hazardous operational waste and, to a lesser extent, hazardous waste. Waste management is organized in accordance with local legal requirements and contractual arrangements with customers and waste service providers. In line with our business model, the volume and composition of waste streams vary across business divisions and service activities.

From an impact perspective, a material negative effect on the circular economy may arise where waste generated from own operations is directed to disposal rather than diverted through reuse or recycling pathways. This is particularly relevant for waste streams associated with disposable packaging, short-lifecycle consumables and maintenance-intensive solutions used in service provision. Accordingly, waste recovery and disposal pathways remain relevant management topics across the Group.

For the reporting year, waste data are collected and consolidated where feasible. Data include both direct measurements reported by waste contractors and, where necessary, estimates based on documented assumptions such as container volumes, collection frequencies or standard conversion factors. This approach reflects the decentralized nature of data collection, as well as varying local reporting practices and system maturity across the Dussmann Group.

Given the service-oriented business model, the main waste streams from own operations include:

- food waste from catering and food service activities;
- packaging waste (paper and cardboard, plastics and composite packaging);
- electronic waste from administrative and operational equipment;
- residual waste from cleaning, facility management and office-based activities.

Based on current assessments, critical raw materials and rare earths are present in certain Group waste streams, particularly electronic waste, but are currently not considered material.

Waste from our own Operations

Dussmann Group	2024	2025
Total weight of waste generated [t]	19,619	17,147
Total weight of hazardous waste [t]	532	185
Total weight of hazardous waste, diverted from disposal [t]	265	134
Weight of hazardous waste, prepared for reuse [t]	5	11
Weight of hazardous waste, recycled [t]	217	67
Weight of hazardous waste, other recovery operations [t]	43	57
Total weight of hazardous waste, directed to disposal [t]	267	51
Weight of hazardous waste, incineration [t]	10.0	7.9
Weight of hazardous waste, landfilling [t]	-	0.1
Weight of hazardous waste, otherwise disposed [t]	257	43

Dussmann Group	2024	2025
Total weight of non-hazardous waste [t]	19,087	16,962
Total weight of non-hazardous waste, diverted from disposal [t]	15,156	15,263
Weight of non-hazardous waste, prepared for reuse [t]	11.9	7.7
Weight of non-hazardous waste, recycled [t]	3,979	4,231
Weight of non-hazardous waste, other recovery operations [t]	11,165	11,024
Total weight of non-hazardous waste, directed to disposal [t]	3,931	1,700
Weight of non-hazardous waste, incineration [t]	2,140	152
Weight of non-hazardous waste, landfilling [t]	75	253
Weight of non-hazardous waste, otherwise disposed [t]	1,716	1,294
Total weight of non-recycled waste [t]	15,423	12,850
Percentage of non-recycled waste [%]	78.6%	74.9%

Taking Responsibility Together

Social Engagement Initiatives 2025
In 2025, we continued our commitment to social responsibility through established initiatives and numerous local projects across our Group entities worldwide.

Through the **Dussmann Music Competition**, we actively support young musical talent and contribute to strengthening Berlin's cultural landscape. Catherine von Fürstenberg-Dussmann established the competition in 2011 for students of the Carl Philipp Emanuel Bach Music High School. The competition is open across instrumental disciplines and age groups.

The **Social Day** is a project close to Catherine von Fürstenberg-Dussmann's heart and a fixed date in the calendars of our Executive Board and employees in Berlin. At the Manege youth center in Berlin, Germany, we redesigned the garden, built seating areas, and transformed the entrance area into a welcoming children's café.

"Rolling up our sleeves and getting things done is part of the Dussmann spirit. Responsibility, trust, and mutual respect are values that matter deeply to us. We believe in taking action, not just talking about it."

Catherine von Fürstenberg-Dussmann
Chairwoman of the Board of Trustees of Dussmann Group

At the annual **Beat Diabetes Run** in Dubai, our Dussmann Gulf team joined thousands of participants in raising awareness of diabetes. Under the motto "Stepping Into a Healthier Tomorrow," our colleagues supported initiatives focused on diabetes awareness, early detection, and healthy lifestyles.

In 2025, Dussmann Luxembourg demonstrated its commitment to the fight against cancer. During the global **Pink October campaign**, our employees wore the pink ribbon, raised awareness, and collected donations through candle sales and a special Pink October menu. In addition, our employees participated in the **Relay for Life**, a 24-hour charity run that raises funds for cancer-related causes.

Our teams from the STS Group took part in **World Cleanup Day**, collecting significant amounts of litter and waste. Our colleagues in Belgium, Ireland, Denmark, and the United Kingdom contributed to the global initiative and helped improve their local communities.

During the holiday season, our colleagues at **Dussmann Austria** supported people experiencing homelessness by preparing meals together with Caritas Vienna. In another initiative, our colleagues baked Linzer Augen, a traditional Austrian Christmas pastry, distributed them to senior citizens, and sold them to raise funds for charitable causes.

Since 2024, Dussmann Italy has maintained its partnership with the **CESVI Foundation**. Together, they support the Houses of Smiles in Naples and Bari, which provide assistance to children, young people, and families facing challenging life situations. In 2025, our employees organized sports workshops, recreational activities, and a community picnic, creating memorable afternoons for participants.

In 2025, our employees of Dussmann Austria participated in the **Lions Charity Run**, supporting the Lions Students' Aid Program through their registration fees and additional donations. The initiative promotes physical activity, healthy nutrition, and regional support projects for children and young people in Austria.

With the **Dussmann BücherBox** (Book Box), we promote literacy and cultural participation among children and young people throughout Germany. Individually curated book collections bring literature directly to social institutions and community organizations.

Own Workforce (ESRS S1)

STRATEGY

Interests and views of the own workforce (ESRS 2 SBM-2)
Our workforce is central to our business model and long-term value creation. Our ability to deliver reliable, high-quality and safe products and services depends fundamentally on the competence, motivation and health of our employees. Within our Group Strategy *Road to 2030*, qualified employees are defined as one of the strategic cornerstones.

This focus is operationalized through our People Strategy, under which we aim to be an "Employer of Choice" by fostering a working environment characterized by respect, appreciation and acceptance in day-to-day collaboration. We engage with our workforce through continuous dialogue between employees, management and human resources functions, as well as through employee representation structures where applicable. These engagement formats include regular interactions at workplace level, structured feedback processes, and formal representation mechanisms. Key topics raised by employees include working conditions, occupational health and safety, fair remuneration, opportunities for learning and development, work-life balance and equal treatment.

Insights gained from these engagement processes are systematically considered in strategic planning and decision-making processes, including the development of our People Strategy and related initiatives under our *Road to 2030*. Where relevant, identified workforce-related needs and concerns are translated into concrete measures, targets, and adjustments to HR processes and company policies.

Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)
Through our double materiality assessment, we identified material impacts, risks and opportunities related to our own workforce. These primarily concern working conditions, occupational health and safety, equal treatment, human and labor-related rights. These impacts reflect the characteristics of our business model, which relies on labor-intensive service provision across our diverse operational contexts. At the same time, their identification and assessment contribute to the continuous development of our strategy and business model. Workforce-related topics are therefore embedded in our People Strategy and in operational management processes aimed at improving working conditions, occupational health and safety performance and employee retention. This is consistent with the central role of qualified employees within our Group Strategy *Road to 2030*. Material risks and opportunities related to our workforce are closely linked with our strategic targets. These risks include operational disruptions and financial impacts associated with occupational accidents, non-compliance with labor regulations and increased employee turnover.

Our opportunities lie in strengthening employee retention, enhancing skills and increasing our attractiveness as an employer, thereby supporting product and service quality, operational resilience and long-term value creation. Where non-employees perform comparable tasks under similar conditions, they may be exposed to the same material impacts as employees and are therefore included in our assessment and management approach. Material impacts are primarily linked to our own operations but may also be connected to our business relationships and activities.

Negative impacts are mainly associated with operational risks characteristic of labor-intensive activities, in particular occupational accidents, work-related illnesses and potential non-compliance with working time requirements. These impacts may occur as individual incidents and, depending on the operational context, may also reflect broader structural risk patterns typical for service environments. Positive impacts result from activities aimed at improving working conditions, occupational health and safety and supporting employee development. These include preventive occupational health and safety measures, structured training and development programs and initiatives to strengthen employee retention and job security.

Based on our current risk assessments, no operations have been identified as being at significant risk of forced labor or child labor within our own workforce. Nevertheless, these risks are regularly assessed as part of our human rights due diligence processes, considering operational activities and geographic exposure.

Our assessments also consider whether specific groups within the workforce are more exposed to certain risks. In particular, operational staff performing physically demanding activities as well as agency workers may experience higher occupational health and safety risks. As a result, some risks and opportunities affect specific groups, while others, such as equal treatment and general working conditions, apply across the entire workforce.

IMPACTS, RISKS AND OPPORTUNITIES MANAGEMENT

Policies related to own workforce (ESRS S1-1)

We anchor our approach to own workforce in a cohesive set of Group-wide policies and minimum requirements that establish clear standards for fair, respectful and safe working conditions. These include our Sustainability Policy, our Code of Conduct, the Group Guideline on Corporate Social Responsibility (CSR), the Group Guideline HR Minimum Requirements and our Policy Statement on Human Rights. Together, these documents form the basis for managing workforce-related topics consistently across all entities.

Responsibility for the development, implementation and oversight of these policies is shared primarily between Group HR, Compliance and QHSE functions. These functions define minimum requirements, monitor implementation and support continuous improvement, while local management is responsible for operational application. Our Sustainability Policy sets out our commitment to employee satisfaction and our ambition to be an "Employer of Choice". It is implemented through our Integrated Management System (IMS), which connects social targets with risk and opportunity assessments, performance monitoring and continuous improvement processes. The policy also addresses diversity, inclusion, equal opportunities and the prevention of discrimination and harassment.

Our Policy Statement on Human Rights reinforces these commitments and applies to all employees and business partners worldwide. It affirms our responsibility to respect human dignity and internationally recognized human rights in line with the UN Guiding Principles on Business and Human Rights and ILO core labor standards, and covers key topics such as occupational health and safety, fair remuneration, equal treatment, freedom of association, and the prohibition of child and forced labor.

Our Code of Conduct is binding for all employees and translates these principles into clear behavioral expectations. It addresses non-discrimination, equal pay for equal work, fair working conditions, compliance with collective labor agreements and statutory working-time regulations. It also establishes our whistleblowing mechanism, enabling confidential and, where required, anonymous reporting through the Group's whistleblower system.

The CSR Guideline defines Group-wide minimum social standards, including employment contracts, proper wage and working-time records, compliance with maximum working-time rules, payment of at least the statutory minimum wage and remuneration. It also requires appropriate measures to safeguard freedom of association and collective bargaining rights.

These policies are complemented by the HR Minimum Requirements guideline, which sets standards for HR processes such as regular reviews of working conditions, adjustments of remuneration systems and non-discriminatory recruitment and employment practices. These policies apply Group-wide and are implemented across all entities, taking into account national legal requirements and, where necessary, local adaptations.

Processes for engaging with own workforce and workers' representatives (ESRS S1-2)

We consider social dialogue and employee participation essential elements of responsible workforce management and as key components of our approach to respecting human rights. We engage with our workforce through continuous interaction between employees, line managers and HR functions, as well as through formal employee representation structures where these exist under national law. Engagement processes include: workplace- and task-related risk assessments, investigation of accidents and incidents, development of corrective actions, formulation of targets and guidelines, as well as monitoring-related activities such as inspections and internal audits.

These processes support ongoing dialogue and help identify potential areas for improvement with regard to working conditions. In addition, employees are involved through structured formats such as occupational health and safety committees, workshops, training sessions, employee surveys and feedback programs. These formats are implemented both at Group level and locally, considering organizational structures, operational contexts and legal requirements.

Insights gained from these engagement processes are used to identify improvement needs, prioritize measures and support the continuous development of working conditions and people-related initiatives within our IMS.

Processes to remediate negative impacts and channels for own workforce to raise concerns (ESRS S1-3)

We provide employees and other members of the workforce with access to reporting channels, including the possibility to raise concerns confidentially or anonymously, for example through the Group's whistleblowing mechanism. We aim to ensure that these channels are accessible and that individuals raising concerns in good faith do not face retaliation.

Reported concerns are assessed through structured internal procedures designed to ensure a confidential, impartial and timely review. Depending on the nature and severity of the issue, responsibility is assigned to relevant functions such as HR, Compliance or local management to investigate the case and determine appropriate corrective or remedial measures.

Where adverse impacts or violations are confirmed, we take appropriate action to address the issue and prevent recurrence. Measures may include organizational or process adjustments, disciplinary actions or targeted trainings in line with our human rights commitments. Remediation aims, where possible, to restore the situation of affected individuals.

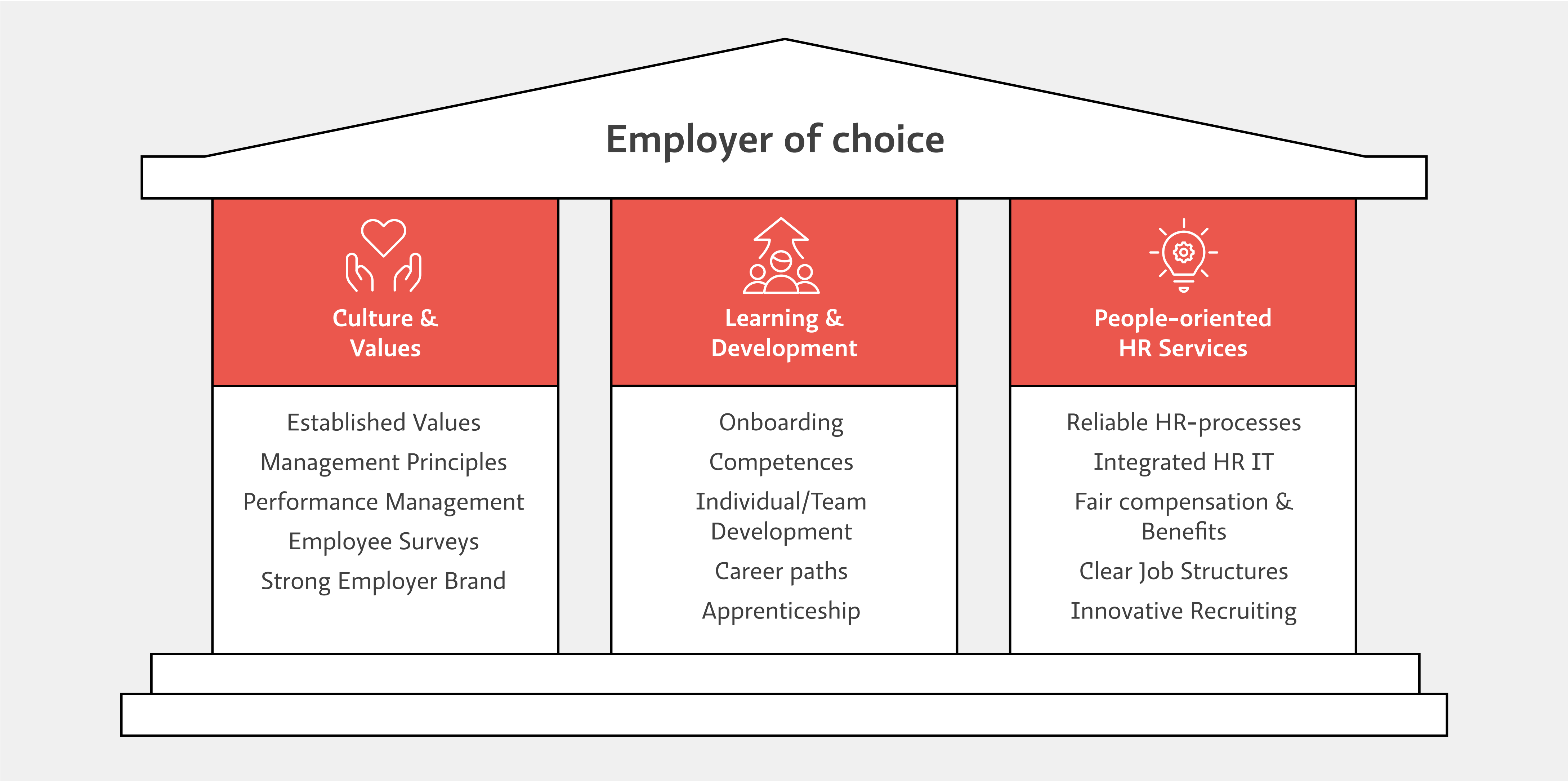
We monitor the effectiveness of these measures through follow-up reviews and incorporate lessons learned into our management systems and internal guidelines, thereby strengthening our overall approach to managing workforce-related impacts.

Taking action on material impacts, risks and opportunities (ESRS S1-4)

We take actions to address material workforce-related impacts, risks and opportunities as part of our human rights due diligence processes. Our measures focus on occupational health and safety, compliance with labor and employment regulations, learning and development, fair remuneration and the promotion of an inclusive and respectful working environment.

Where agency workers carry out activities comparable to those of employees, our measures are designed to address underlying operational risks and are intended to have an equivalent effect for both groups.

Considering occupational health and safety, we implement systematic risk assessments, preventive measures and continuous monitoring through our Integrated Management System, including alignment with ISO 45001 standard in relevant parts of the Dussmann Group. Through these measures we aim to reduce work-related incidents, improve workplace safety and minimize associated operational and financial risks. To address workforce-related risks such as employee turnover, we implement targeted initiatives under our People Strategy. These measures aim to improve employee satisfaction, retention and long-term employability. Selected initiatives for the reporting years 2025 and 2026 include strengthening employer branding, establishing management principles aligned with our Group values, expanding onboarding and development programs, improving HR processes and systems, and enhancing transparency and fairness in job structures and remuneration frameworks.



Further actions related to working conditions and equal treatment include ensuring compliance with applicable labor standards, reviewing HR processes, and implementing non-discriminatory recruitment, promotion and dismissal practices as defined in our internal guidelines. The effectiveness of these actions is monitored through the internal audits, management reviews and selected workforce-related key performance indicators within the Integrated Management System. Based on these evaluations, measures are continuously adapted to reflect operational development, regulatory requirements and employee feedback.

METRICS AND TARGETS

Targets related to own workforce (ESRS S1-5)

Employee-related matters are a key priority for the Dussmann Group, as motivated and healthy employees are a fundamental prerequisite for our long-term business success. Our targets provide strategic direction and are directly linked to the material impacts, risks and opportunities identified in our assessment.

At Group level, the current target framework focuses on *improving employee satisfaction* and further *strengthening occupational health and safety*. Employee satisfaction is primarily addressed through measures aimed at reducing voluntary employee turnover, while occupational health and safety performance is monitored and improved through the reduction of the Lost Time Accident Frequency (LTAF). The implementation of our 2030 targets is supported by structured internal planning, monitoring and review processes at Group and entity level, ensuring alignment between strategic targets and operational measures.

Under the previous ESG strategy, quantitative targets focusing on employee turnover as well as health and safety were already established and monitored. These focus areas have been retained and further developed within the current framework, ensuring continuity while reflecting organizational developments, improved data availability and the longer-term orientation of our Group Strategy *Road to 2030*. The defined target for 2025 for the Lost Time Accident Frequency (16 lost time accidents per 1 million working hours) was achieved, with an actual LTAF of 15. Voluntary employee turnover also met its 2025 target of 13%, with an actual rate of 12%, based on our previous calculation methodology (see explanation below).

EMPLOYEES

As part of our Group Strategy, we have set the following strategic social targets for 2030:

INCREASE EMPLOYEE SATISFACTION

KPI: Voluntary Turnover Rate

Target Value 2030: 16.2%

DECREASE ACCIDENT FREQUENCY

KPI: Lost Time Accident Frequency

Target Value 2030: 11 No./Mio. h

In preparation for the *Road to 2030*, the calculation methodology for the voluntary employee turnover rate was revised and replaced by a harmonized average headcount methodology. As a result, the assessment of our 2025 target is not directly comparable with the current KPI values or the 2030 target. This change improves consistency, data quality and comparability across Group entities and reporting periods.

Characteristics of own employees (ESRS S1-6)

The following table provides an overview of our workforce composition by gender and employment type:

Dussmann Group	2024	2025
Total number of employees	69,427	72,626
thereof male employees	24,343	26,454
thereof female employees	45,027	46,184
Total number of permanent employees	60,542	63,228
thereof male employees	21,226	22,829
thereof female employees	39,316	40,399
Total number of temporary employees	8,691	9,277
thereof male employees	3,079	3,500
thereof female employees	5,612	5,777
Total number of employees with non-guaranteed hours	133	111
thereof male employees	34	33
thereof female employees	99	78

In addition, we collected the number of employee head counts in countries with significant employment (more than 10% of total employees and at least 50 employees):

Number of Employees in Countries of significant Employment 2025

Indicators	male	female
Total number of employees in Germany	9,246	14,347
Total number of employees in Italy	8,434	19,004

The total employee turnover rate and number of employees who left the Dussmann Group during the reporting period is presented below.

Dussmann Group	2023	2024	2025
Total employee turnover rate (Average formula)	41%	36%	36%
Number of employees who left the company during the reporting year	23,068	26,604	24,165
Voluntary turnover rate (Average formula)	17%	18%	17%

In the business division Dussmann FM & FS, the number of employees who left the company during the reporting period, as well as the turnover rate, is heavily dependent on our contracts with other companies. In addition, the nature of our business contributes to higher turnover rates compared to other companies. To provide a more meaningful assessment of employee retention, we therefore also monitor voluntary employee turnover.

This indicator includes only contract terminations initiated by employees and allows for a more targeted evaluation of workforce stability and the effectiveness of retention measures. It is defined as a key performance indicator within our Group Strategy *Road to 2030* and is used to monitor progress towards our ambition of increasing employee satisfaction.

Data is collected as of December 31 of the respective reporting year. The numbers are headcounts, i.e. the actual number of people employed on the reporting date. Employee turnover is calculated using the average headcounts, based on the four quarter-end headcount values of the reporting year.

Characteristics of non-employees in the own workforce (ESRS S1-7)

We have also collected data on non-employees in our own workforce:

Dussmann Group	2024	2025
Total number of non-employees in own workforce	3,817	2,750
Number of agency workers	3,789	2,709
Number of self-employed people	28	41

Non-employees are defined as agency workers and self-employed people who have concluded a contract with the Dussmann Group for the provision of labor services. Due to currently limited data availability, disclosures on non-employees may be incomplete. Data are reported as headcounts as of December 31 of the respective reporting year. We aim to further improve data availability and quality in future reporting years.

Collective bargaining coverage and social dialogue (ESRS S1-8)

For a significant share of our employees, working conditions and terms are determined or influenced by collective bargaining agreements, in line with applicable national frameworks. The percentage of employees covered by collective bargaining agreements is shown in the following table.

Percentage of our Employees covered by Collective Bargaining Agreements

2023	2024	2025
74.3%	76.9%	72.4%

For employees not covered by collective bargaining agreements, working conditions and terms of employment may be determined with reference to applicable collective agreements covering other employees or to comparable sector agreements, where appropriate. In the context of social dialogue, we provide the following information on employee representation coverage across the Group and in countries with significant employment. Worker representatives are workers who have been duly elected or appointed to represent the interests of the workforce or specific groups of workers in consultations or negotiations with the employer, in accordance with applicable laws or practices.

Percentage of employees covered by workers' representatives [%]

	2024	2025
Dussmann Group	58.3%	67.4%
Germany	96.6%	98.9%
Italy	58.5%	54.3%

Diversity metrics (ESRS S1-9)

The Dussmann Group employs over 72,600 people worldwide. The percentage of women (overall and in management positions) is as follows:

Dussmann Group	2023	2024	2025
Proportion of Women in Workforce [%]	63%	65%	64%
Proportion of Women in Management [%]	44%	47%	45%

We also record the demographic distribution by age group.

Number of Employees	2023	2024	2025
under 30 years old [%]	11.1%	11.8%	12.5%
30 to 50 years old [%]	43.2%	44.9%	44.4%
over 50 years old [%]	45.7%	43.3%	43.1%

Adequate wages (ESRS S1-10)
The Dussmann Group's remuneration practices are guided by the principle of fair and appropriate pay. All employees are paid an adequate wage, in line with applicable national legal requirements and relevant wage benchmarks, including statutory minimum wages and, where applicable, collective bargaining agreements.

Social protection (ESRS S1-11)
All employees are covered by social protection against loss of income due to major life events. Coverage is provided through mandatory public social security systems applicable in the countries in which we operate and, where relevant, supplemented by benefits offered by the Dussmann Group. This coverage applies to sickness, unemployment (from the start of employment), employment injury and acquired disability, parental leave, and retirement.

Persons with disabilities (ESRS S1-12)
We are committed to equal treatment and non-discrimination in employment and seek to promote an inclusive working environment. Within the limits of applicable legal and data protection requirements, we aim to understand the extent to which persons with disabilities are represented among our employees.

Disability Rate [%]

2023	2024	2025
2.1%	2.1%	2.0%

Training and skills development metrics (ESRS S1-13)
We provide training and skills development opportunities to our employees with the ambition of supporting continuous professional development, maintaining employability, and ensuring compliance with legal and internal requirements. Training activities comprise both mandatory and voluntary learning formats and are delivered through a combination of e-learning, classroom-based training, and internal in-house programmes. The scope of training includes compliance-related training such as anti-corruption and prevention measures, occupational health and safety training, environmental training, and other legally required training. In addition, employees may participate in role-specific and topical training courses aimed at further developing professional and functional skills.

Average Number of Training Hours per Employee and by Gender

Dussmann Group	2024	2025
Average number of training hours per employee [h/No. HC]	7	9
Average number of training hours per female employee [h/No. HC]	7	6
Average number of training hours per male employee [h/No. HC]	8	13

The reported figures primarily reflect training activities documented in digital systems. Despite remaining gaps in the recording of certain training activities, the data show a clear increase in average training hours per employee compared to the previous reporting period. The total volume of training hours may nevertheless be understated.

We also calculate the proportion of employees covered by topic-specific trainings as of December 31:

Dussmann Group	2023	2024	2025
Percentage of employees trained in equal treatment, inclusion and fair treatment [%]	14%	16%	31%
Percentage of employees trained in environmental protection [%]	45%	39%	32%

We conduct regular performance and career development reviews as part of our approach to employee development. These are intended to support structured dialogue on performance, development needs, and future career perspectives.

Dussmann Group	2024	2025
Percentage of Employees that participated in regular Performance and Career Development Reviews [%]	6.7%	7.9%
Percentage of male employees [%]	8.7%	11.6%
Percentage of female employees [%]	5.7%	5.8%

Health and safety metrics (ESRS S1-14)
In the reporting period, 89% of people in our own workforce were covered by a health and safety management system based on legal requirements and the ISO 45001 standard. Coverage refers to employees working in organizational units or operations where such management systems are implemented. Occupational health and safety performance is monitored using selected indicators. These indicators include recordable work-related accidents of own employees and the total number of recordable work-related accidents, the corresponding rate, and the number of days lost due to occupational accidents. Recordable occupational accidents comprise accidents with lost time, accidents requiring medical treatment without lost time and work-related fatalities.

Dussmann Group	2023	2024	2025
Number of recordable work-related accidents of own employees [No.]	1,529	1,581	1,599
Rate of recordable work-related accidents for own employees [No./Mio.h]	18	18	17
Number of days lost to work-related accidents [d]	29,065	31,012	36,341

In addition, we monitor selected occupational health and safety indicators for internal management purposes and as key performance indicators for goal tracking. These include accidents with lost time (LTA) and the Lost Time Accident Frequency (LTAF), which are based on internal definitions and may differ from the recordable accident metrics presented above. Days lost represent the total number of calendar days of absence due to work-related accidents within the reporting period.

Dussmann Group	2023	2024	2025
Lost Time Accidents [No.]	1,529	1,479	1,400
LTAF [No./Mio.h]	18	16	15

Slips, trips, and falls (STFs) are the most common type of accidents. Preventive performance is further assessed through the systematic recording of unsafe situations and near-miss events.

No fatalities and no cases of work-related ill health were reported during the reporting period.

For non-employees, 50 work-related accidents were recorded, resulting in an accident rate of 15 accidents per 1,000,000 hours worked in the reporting year 2025.

Work-life balance (ESRS S1-15)

Family-related leave typically includes parental leave, maternity/paternity leave, adoption leave, and other legally or company-recognized family care leave. The following table presents the share of own employees entitled to and using family-related leave across the Dussmann Group, with a breakdown by gender. Eligibility depends on applicable legal frameworks and employment conditions and may therefore vary across the workforce.

Family-related leave

Dussmann Group	2024	2025
Employees entitled to take family-related leave [%]	68.4%	63.5%
Entitled employees that took family-related leave [%]	15.9%	14.7%
thereof female employees [%]	11.4%	10.8%
thereof male employees [%]	4.5%	3.8%

Incidents, complaints and severe human rights impacts (ESRS S1-17)

Incidents refer to all reported or identified cases of potential noncompliance within the reporting period, regardless of whether they were subsequently confirmed as violations. This includes reports or complaints regarding potential breaches of binding obligations registered through formal processes, as well as instances identified through audits, monitoring programs or grievance mechanisms. Discrimination incidents comprise cases of unjustified unequal treatment based on protected characteristics, including related forms of harassment, of which 39 incidents were identified or reported in the reporting period. Human rights incidents include cases related to child labor, forced labor and violations of freedom of association; no such incidents were identified or reported in the reporting period.

Workers in the Value Chain (ESRS S2)

STRATEGY

Interests and views of value chain workers (ESRS 2 SBM-2)
We recognize that value chain workers, in particular employees of subcontractors and suppliers, play a critical role in providing our services and maintaining our sustainability, quality, health and safety standards. Given our operating model, which combines a high level of in-house service provision with subcontracted activities, we consider fair working conditions, occupational health and safety, and respect for human rights in the value chain to be fundamental for long-term business success. This reflects our commitment to responsible business conduct throughout the entire value chain. We primarily consider the interests and perspectives of value chain workers through indirect engagement mechanisms. These include defined requirements for business partners, regular operational interaction at service provision sites, and ongoing monitoring activities. Where subcontractor employees work on client sites, this proximity enables continuous interaction and oversight of working conditions. Where applicable, findings from our audits, site inspections and reported concerns are taken into account in the further development of our procurement, compliance and sustainability measures.

Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)
Working conditions and labor-related rights in the value chain have been identified as a material sustainability topic through our double materiality assessment. This reflects our reliance on suppliers and subcontractors, particularly in labor-intensive services such as cleaning, security, technical services and food services.

From an impact perspective, inadequate working conditions can adversely affect workers' rights, health and safety. From a financial and reputational perspective, insufficient labor practices in the value chain may result in compliance risks, operational disruptions, contractual disputes or loss of stakeholder trust. Increasing regulatory requirements on supply-chain due diligence further reinforce the strategic relevance of this topic.

At the same time, effective management of labor standards in the value chain contributes to positive outcomes, including stable business relationships, consistent product and service quality and enhanced stakeholder trust. We identify and prioritize risks through a structured, risk-based approach embedded in procurement and human rights due diligence processes. This approach considers, among other factors:

- industry and country risk,
- supplier-specific risk exposure, and
- our ability to influence the business partner.

In our human rights risk assessment, temporary employment agencies and subcontractors are identified as comparatively more relevant risk groups than suppliers of products and services. Prioritized topics include occupational health and safety, working hours, wages and equal treatment in employment.

In line with our Group Strategy *Road to 2030*, we understand responsible supply chain management as a prerequisite for reliable service provision, long-term partnerships and sustainable growth.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Policies related to value chain workers (ESRS S2-1)
Our approach to workers in the value chain is defined through Group-wide policies that apply to both our own operations and to suppliers, subcontractors and other business partners.

The Sustainability Policy establishes our commitment to responsible supply chains and the implementation of appropriate due-diligence measures. This includes respect for internationally recognized human rights and labor standards, such as freedom of association, the prohibition of child and forced labor, and the prevention of harassment and discrimination. These principles are further specified in our Code of Conduct for Business Partners, which establishes binding requirements applicable across the value chain. Business partners are required to comply with applicable labor laws and to ensure fair working conditions, including occupational health and safety, fair remuneration, compliance with working-time regulations, non-discrimination, respect for freedom of association and collective bargaining, and adherence to data protection requirements.

Compliance with these principles is reinforced through contractual requirements and through training of business partners on the Code of Conduct for Business Partners. This contributes to the dissemination of expectations and standards among value chain workers via our business partners.

Our expectations towards suppliers and subcontractors are complemented by the Corporate Social Responsibility (CSR) Guideline and the Group Guideline Procurement. The Group Guideline Procurement establishes mandatory minimum requirements for procurement activities across all subsidiaries and provides the framework for integrating sustainability and compliance considerations into supplier selection and management processes. The CSR Guideline establishes minimum CSR requirements for business partners, including transparent selection processes, the possibility to conduct audits in cases of reasonable suspicion of non-compliance, exclusion of business partners in the event of serious or repeated breaches, and the provision of initial instruction on CSR standards for subcontractor employees prior to the commencement of service provision.

Processes for engaging with value chain workers about impacts (ESRS S2–2)
We implement engagement through structured procurement and supplier management processes, including contractual requirements, self-assessments, supplier evaluations, and risk-based audits. These processes integrate labor- and human-rights-related requirements across supplier selection, onboarding and ongoing relationship management. In higher-risk sectors or regions, enhanced measures are applied, including additional assessments, audits and targeted dialogue with business partners. Furthermore, due to the operational structure of our services, subcontractor workers often perform their activities at client sites. This proximity enables day-to-day interaction and monitoring of working conditions and facilitates the identification of potential concerns. Employees of suppliers and subcontractors may also raise concerns directly through the Group's grievance mechanisms, as described below.

Processes to remediate negative impacts and channels to raise concerns (ESRS S2-3)
The Dussmann Group contributes to the remediation of adverse impacts on value chain workers through a combination of contractual requirements, grievance channels and defined escalation processes. Business partners are required to ensure that their employees have access to complaint mechanisms and to report identified risks or violations of labor and human-rights standards.

In addition, value-chain workers, business partners and third parties may submit concerns through our whistleblowing system, which allows confidential and, if required, anonymous reporting.

All reports are systematically documented, assessed and subject to structured review and follow-up processes. Where violations are identified, our primary approach is to work with our suppliers and subcontractors to improve working conditions, for example through corrective action plans, clarification of expectations or additional training. In cases of serious or persistent non-compliance, contractual consequences may be applied, including exclusion from further business relationships.

Taking action on material impacts, risks and opportunities and effectiveness (ESRS S2-4)

Impacts, risks and opportunities related to value chain workers are identified and managed through risk-based procurement processes and human rights due diligence. The effectiveness of grievance and remediation processes is supported by defined procedures for handling reports, systematic documentation, and follow-up of corrective actions. These processes are designed to ensure that identified issues are addressed and that improvements are implemented.

Preventive measures include:

- Integration of labor and human-rights requirements into supplier selection and contracting,
- Mandatory commitment to the Code of Conduct for Business Partners, and
- Training of business partners.

Monitoring measures include:

- Supplier evaluations,
- Risk-based audits, and
- Ongoing operational interaction at service delivery sites.

Corrective measures focus on:

- Remediation in cooperation with suppliers and subcontractors,
- Implementation of corrective action plans, and
- Escalation mechanisms, including potential termination of the business relationship.

METRICS AND TARGETS

Targets related to value chain workers (ESRS S2-5)
In alignment with our previous Group-wide ESG strategy, we defined quantitative targets related to the evaluation of relevant suppliers and subcontractors with a time horizon to 2025. Compliance with internal social, labor- and human-rights-related standards in the supply chain was monitored using the evaluations rates of relevant suppliers and subcontractors as key performance indicators. These indicators measured the proportion of suppliers and subcontractors defined as relevant that had been assessed against internal requirements. Relevance was determined based on defined turnover thresholds in local supply-chain risk assessments or based on local or company-specific requirements, such as food safety or quality management.

During the reporting period, the definition and scope of the evaluation rate were revised. This process identified limitations in data comparability and consistency, particularly due to differences in definitions and scope. As a result, the previously disclosed quantitative coverage target was discontinued.

We introduced a more standardized approach to defining relevant suppliers and subcontractors. This approach prioritizes the largest suppliers, representing at least 10% of total supplier spend at entity level, and is complemented by risk-based criteria. It strengthens the focus on suppliers with the highest potential impact while maintaining a risk-oriented perspective.

At the same time, we developed our governance framework by systematically integrating social, labor and human rights requirements into procurement processes, supplier selection and supplier management. This includes mandatory documentation, supplier self-assessments and regular supplier evaluations in line with our Group-wide procurement framework.

This transition reflects a shift from a standalone coverage metric to a more integrated, harmonized risk-based management approach. It ensures that supplier evaluation and oversight are embedded in operational processes and aligned with the Dussmann Group's overall management system and due diligence framework.

At present, the Group does not apply a group-wide quantitative target specific to workers in the value chain. The further development of indicators in this area is subject to ongoing assessment, considering data availability, consistency of application and proportionality.

Consumers and End-Users (ESRS S4)

STRATEGY

Interests and views of consumers and end-users (ESRS 2 SBM-2)
The services we provide directly affect our consumers and end-users, including in sensitive contexts such as care services, childcare, food services and facility management. The interests and expectations of our consumers and end-users are therefore central to our business model and service and product quality.

Our consumers and end-users include corporate customers and their employees, residents in care facilities, children in educational settings, and retail customers. Certain stakeholders may be in vulnerable or dependent situations, particularly elderly individuals and children who rely on our care-related services. Our key interests include personal health and safety, dignity and respectful treatment, reliability and continuity of services/products, protection of personal and sensitive data, transparent information, and access to complaint and feedback mechanisms. Human rights considerations are embedded in our due diligence processes and operational controls across our service provision.

We primarily consider these interests through continuous interaction during our service provision, structured customer relationship management processes and contractual arrangements. Feedback is obtained through direct communication at service locations, customer satisfaction processes, and complaint handling mechanisms. Under our Group Strategy *Road to 2030*, customer proximity, service and product quality and trust represent our key strategic priorities. By integrating customer satisfaction insights into strategic decisions, we ensure that our business model evolves in response to consumers and end-users needs. Ensuring safe, reliable and transparent services is therefore an integral part of building long-term relationships with our customers, establishing a strong reputation, and securing a competitive position.

Material impacts, risks and opportunities and their interaction with strategy and business model (ESRS 2 SBM-3)
Our double materiality assessment identified consumer- and end-user-related topics as material from both an impact and a financial perspective. Material topics include service and product quality and safety, protection of personal and sensitive data, transparent information, fair access to essential services, and respectful treatment of consumers and end-users, particularly in care-related services. From an impact perspective, negative impacts may arise if services fail to meet contractual, regulatory, or quality requirements, if data protection or information security is insufficient, or if vulnerable end-users are not adequately protected. From a financial and reputational perspective, such deficiencies may lead to regulatory sanctions, contractual penalties, reputational damage, loss of customer trust and financial impacts resulting from service disruptions or noncompliance.

At the same time, opportunities arise from consistently high service/product quality, innovation, digitalization and the development of tailored solutions that respond to changing customer needs and demographic trends. These opportunities support customer retention, long-term partnerships, and quality-driven growth, and are closely linked to our service-oriented business model and strategic goals under our *Road to 2030*.

Many of our services involve the handling of personal and, in some cases, sensitive data. Data protection and information security are therefore key elements of maintaining trust, ensuring compliance and safeguarding the resilience of the business model. Potential incidents may result in regulatory, financial and reputational risks and are therefore considered material. In addition, service and product quality as well as customer satisfaction represent our central success factors. Insufficient service or product quality may negatively affect the wellbeing of consumers and end-users, erode trust and weaken long-term customer relationships. The management of these impacts, risks and opportunities is therefore an integral part of our strategic and operational decision-making.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Policies related to consumers and end-users (ESRS S4-1)

Our approach to consumers and end-users is defined through Group-wide policies and standards that aim to ensure safe, reliable and high-quality service provision, as well as the protection of personal data and respectful treatment of individuals. The Dussmann Group Sustainability Policy establishes our commitment to responsible service delivery and responsible business conduct across the value chain. We aim to provide high-quality services, safeguard the wellbeing of service recipients and meet the expectations of our customers and other stakeholders.

Our Code of Conduct defines binding principles for ethical and lawful behavior. We require respectful treatment of individuals, compliance with applicable laws and regulations, and the protection of human dignity and integrity in all interactions with consumers and end-users.

We implement additional requirements through our Integrated Management System, which includes policies and processes for quality, health, safety and environmental management. These frameworks support safe environments, reliable operations and compliance with sector-specific regulations, particularly in vulnerable service areas such as elderly care and childcare.

Given the importance of handling personal and sensitive data, we have established dedicated data protection and information security standards. We apply organizational and technical measures to ensure confidentiality, integrity and availability of information and to comply with applicable data protection regulations.

Where services are delivered through business partners or subcontractors, we apply relevant contractual requirements to ensure that service quality, safety standards and data protection requirements are also met in outsourced activities.

Processes for engaging with consumers and end-users about impacts (ESRS S4-2)
Engagement with our consumers and end-users takes place primarily through operational service provision and structured customer relationship management processes. Feedback is obtained via direct communication at service locations, customer satisfaction surveys and contract-specific reporting processes. These mechanisms support the identification of customer expectations, concerns and opportunities for improvement of our service quality. Where applicable, the engagement also includes dialogue with customer representatives, public authorities or other relevant stakeholder groups involved in regulated service environments.

Processes to remediate negative impacts and channels for consumers and end-users to raise concerns (ESRS S4-3)
Consumer and end-user safety is a key priority across all our business segments. Depending on the service context, risks may relate to physical safety (e.g. safe environments in facilities), health protection (e.g. food hygiene, care services), or proper handling of technical systems and infrastructure.

Concerns and complaints related to our services are primarily raised and addressed through contractual customer relationships. Customers act as the main interface for receiving feedback and complaints from end-users and for initiating corrective actions where required. These processes are governed by contractual arrangements, service-level agreements and quality management procedures. Reported issues are reviewed and handled in line with internal operational and quality management processes. Corrective actions are defined and implemented at entity or customer account level to address identified root causes and to prevent their recurrence.

Where services are delivered through business partners, we require appropriate mechanisms to be in place to address service-related issues and may request corrective actions or other remedial measures in accordance with contractual and policy requirements. Handling of complaints and incidents is monitored through regular internal controls, audits and management reviews as part of our Integrated Management System (IMS) requirements. In addition, serious concerns related to compliance or misconduct can be reported through established whistleblowing and grievance mechanisms.

Taking action on material impacts, risks and opportunities and effectiveness of those actions (ESRS S4-4)
Actions to manage material impacts, risks and opportunities related to our consumers and end-users are embedded in our IMS. Key measures include:

- quality, health and safety management systems and defined service standards,
- staff training and qualification requirements,
- data protection and information security,
- regular internal quality controls
- site inspections and audits.

The effectiveness of these actions is reviewed through management reviews, customer feedback and internal reporting on local level.

Identified weaknesses or incidents trigger corrective and preventive actions and, where necessary, adjustments to processes, controls or training programmes. This continuous improvement approach supports the prevention of adverse impacts and the enhancement of positive outcomes for consumers and end-users.

METRICS AND TARGETS

Targets related to managing material impacts, risks and opportunities (ESRS S4-5)

Service and product quality and customer satisfaction are central success factors under our Group Strategy Road to 2030. We consider consistent service quality not only an operational target, but also a sustainability-relevant factor. Customer satisfaction is monitored through structured feedback mechanisms, including surveys, systematic recording of customer complaints and claims, direct customer dialogue and operational performance reviews. We use the contract renewal rate as a key performance indicator to measure customer satisfaction, service quality and the stability of long-term customer relationships. By systematically monitoring contract renewal trends, we can identify potential adverse impacts and risks on consumers and end-users at an early stage and initiate targeted improvement measures. The contract renewal rate is currently established across all entities within Dussmann Facility Management and Food Services (Dussmann FM & FS), serving as a starting point for a progressive roll-out of customer satisfaction metrics across other business divisions with more complex service models and customer structures.

CUSTOMERS

As part of our Group Strategy, we have set the following strategic customer-related targets for the business division Dussmann FM&FS with the target horizon 2030:

INCREASE CUSTOMER SATISFACTION

KPI: Contract Renewal Rate

Target Value 2030: 95%

For the Dussmann FM&FS business division, a 2030 target has been defined as part of our Group Strategy *Road to 2030*, with progress monitored through our annual ESG reporting.

At the same time, individual entities apply local metrics and monitoring mechanisms to assess and measure customer satisfaction and service quality according to minimum Group policy standards. These locally defined indicators are tailored to specific services, regulatory frameworks and customer requirements. A fully standardized measurement at Group level is currently not feasible; however, their systematic consolidation and evaluation in line with Group Strategy and Group policies will ensure a comprehensive and consistent Group-level view while continuously strengthening this consolidation approach over time. Until the consolidation approach is fully established, impacts and risks related to consumers and end-users are currently managed through a combination of:

- qualitative targets,
- operational controls,
- site inspections and audits
- recording, evaluation, processing, and documentation of customer complaints and claims.

We intend to further develop and expand KPI coverage and harmonization over time in alignment with the Group Strategy *Road to 2030*, while maintaining the flexibility to reflect business-specific and local requirements.

Business Conduct (ESRS G1)

GOVERNANCE

The role of the administrative, supervisory and management bodies (ESRS 2 GOV-1)

Corporate governance at the Dussmann Group is based on ethical principles, transparency and compliance with applicable legal and regulatory requirements. Our administrative, supervisory and management bodies, in particular the Board of Trustees and the Executive Board, hold ultimate responsibility for ensuring responsible business conduct and for approving Group-wide policies governing ethics, compliance and integrity.

Since 2023, the Dussmann Group has been a signatory of the United Nations Global Compact (UNGC). Through this commitment, we align our business conduct with the Ten Principles of the UN Global Compact in the areas of human rights, labor, environment and anti-corruption. These principles are reflected in our policies, including our Code of Conduct and Sustainability Policy, and guide our approach to responsible business conduct. Oversight of business conduct is embedded in our Integrated Management System. The managing directors of our Group entities are responsible for implementation at entity level, while central Group functions coordinate, monitor and support compliance-related processes. Governance structures and internal control systems include defined controls addressing corruption prevention, fair competition, supplier conduct and data protection.

Our administrative, supervisory and management bodies address business conduct topics as part of their governance and compliance oversight. Their responsibilities include reviewing compliance-related developments and ensuring the implementation of Group-wide policies and processes. Incentive schemes for management support sustainable, long-term value creation. Variable remuneration components are aligned with long-term objectives and sustainability-related performance criteria, thereby reinforcing accountability for responsible business conduct.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Processes to identify and assess material impacts, risks and opportunities (ESRS 2 IRO-1)

We apply a structured Group-wide process to identify, assess and manage impacts, risks and opportunities related to business conduct. This process is integrated into our enterprise risk management system and aligned with our double materiality assessment. Governance-related topics such as corruption prevention, whistleblower protection, supplier relationships, fair competition and corporate culture are assessed across our own operations and the value chain. The assessment is based on defined criteria, including severity, likelihood and potential financial effects. Identified risks are documented, prioritized and addressed through preventive and mitigating measures embedded in the Integrated Management System. As part of this process, we conduct a Group-wide entity-specific assessment of corruption and anti-trust risks. This assessment evaluates risk exposure based on factors such as geographic location, type of services, internal processes, customer structure and interactions with business partners or public authorities. Results are integrated into risk management and compliance processes and support the definition of targeted control measures.

The double materiality assessment identified business conduct topics, in particular corruption prevention, whistleblower protection and supplier management, as material from both an impact and a financial perspective. These topics are therefore strategically relevant for long-term business resilience and for maintaining trust-based relationships with stakeholders.

Business conduct policies and corporate culture (ESRS G1-1)

We define our approach to business conduct through a Group-wide framework of policies and guidelines. Our Code of Conduct defines binding principles for ethical behavior, legal compliance, fair competition, confidentiality and respect for people and the environment. The Code of Conduct applies to all employees and forms the basis for our relationships with business partners.

The Code of Conduct includes commitments to comply with applicable laws, prevent corruption and bribery, avoid conflicts of interest and ensure fair and transparent business practices. These principles are complemented by additional policies and guidelines, including the Sustainability Policy and the Corporate Social Responsibility Guideline. Based on our Group values, we promote our corporate culture through defined leadership principles, structured training programmes and internal communication formats. These measures support the consistent application of ethical standards in day-to-day business activities.

We have established mechanisms for identifying, reporting and investigating potential misconduct. These include internal reporting channels and our Group-wide whistleblower system, which enables confidential and, if required, anonymous reporting by internal and external stakeholders. Reports are handled in accordance with defined procedures, including review, investigation, follow-up and remediation measures. We protect whistleblowers against retaliation in line with applicable legal requirements. Where applicable, our policies also address specific topics such as animal welfare, particularly in procurement related to food services.

Management of relationships with suppliers (ESRS G1-2)

We manage relationships with our suppliers through defined procurement processes, governance principles and contractual arrangements. These mechanisms support reliable service provision, consistent quality standards and compliance with internal and external requirements.

Our expectations towards suppliers and subcontractors are defined in Group-wide policies and contractual requirements. Our Code of Conduct for Business Partners establishes binding principles for compliant and responsible business conduct, including adherence to applicable laws, environmental protection and the prevention of corruption and bribery.

Procurement processes define clear roles, responsibilities and decision criteria. Supplier selection follows transparent procedures, including documentation and approval requirements. Decisions are based on multiple criteria, including price, quality, service performance, and environmental and social considerations. Procurement activities are supported by a Group guideline that defines minimum standards and internal control mechanisms. These include requirements for transparency, documentation, separation of duties and the avoidance of conflicts of interest. Together, these elements ensure consistency in procurement decisions and support effective governance of supplier relationships. Supplier relationships are actively managed through ongoing operational interaction, contractual frameworks and performance monitoring. This includes the regular evaluation of supplier performance with regard to quality, reliability and compliance with agreed standards.

Our supplier portfolio includes both local and international business partners. Where relevant, certifications or other documented standards may be considered as part of the evaluation process.

We aim to maintain fair and reliable relationships with suppliers, including transparent and timely payment practices.

Prevention and detection of corruption and bribery (ESRS G1-3)

We consider preventing corruption and bribery a core element of our compliance framework. Our approach includes risk assessments, internal controls and monitoring mechanisms designed to prevent, detect and respond to potential violations. Risks may arise in areas such as procurement, subcontracting, customer relationships or interactions with public authorities, depending on the market and service context.

We identify functions exposed to higher corruption risks (“functions-at-risk”), which primarily include our white-collar employees with responsibilities in procurement, sales or operational managers with interactions with customers, suppliers or public authorities.

Risks are addressed through defined procedures, including approval processes, segregation of duties and internal controls embedded in operational workflows. Control mechanisms also include third-party due diligence processes, defined approval thresholds and rules governing gifts and hospitality. We provide targeted training and awareness measures to relevant employees, particularly those in functions-at-risk. In the reporting year 2025, 52% of our white collar employees were covered by anti-corruption training programmes. This means that these employees had a valid anti-corruption qualification as of December 31, 2025.

Suspected violations can be reported via the whistleblower system. Reports are handled confidentially and in line with defined procedures, including investigation, follow-up and remediation.

We apply a strict zero-tolerance approach to corruption and bribery. Violations may result in disciplinary measures and legal consequences. In 2025, no confirmed cases of corruption or bribery were identified. No related fines or penalties were recorded.

METRICS AND TARGETS

Targets relevant to business conduct
As part of our previous ESG strategy, we defined targets related to compliance monitoring, including audit frequency, with a time horizon until 2025. The defined target for audit frequency of 5 audits per €1 million revenue was exceeded, with an achieved level of approximately 7 audits per €1 million, and supported the regular review of governance processes and internal control mechanisms.

With the transition to our Group Strategy *Road to 2030*, our approach to governance-related targets has been further developed. Audit-related activities continue to be embedded in our Integrated Management System and form part of our ongoing monitoring and continuous improvement processes, while performance measurement is increasingly integrated into the revised KPI framework. We monitor the self-performance rate as a governance-relevant key performance indicator. This indicator reflects the ratio of costs incurred for our own employees to total personnel-related costs, which include costs for our own employees, non-employees such as agency workers, as well as subcontractors. The self-performance rate forms part of our Group Strategy *Road to 2030* and supports our goal to increase the share of inhouse service provision. A higher share of internally delivered services enables more direct management of operations and facilitates the consistent application of internal governance, compliance quality as well as occupational health and safety standards.

By increasing the self-performance rate, we aim to strengthen direct oversight and improve the effectiveness of internal control, compliance and risk management processes, as internal personnel are more closely integrated into our governance structures and systems.

We consider the self-performance rate a proxy indicator for our ability to manage business conduct risks and maintain consistent governance standards across our operations.

CUSTOMERS

As part of our Group Strategy, we have set the following strategic target with the target horizon 2030:

INCREASE SELF-PERFORMANCE

KPI: Self-Performance Rate

Target Value 2030: 80%

Sustainability Data Overview

Environmental Metrics Dussmann Group

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 1 GHG emissions	t CO_2e	38,820	41,306	43,463
Scope 1 Company Facilities	t CO_2e	17,153	18,557	19,193
Scope 1 Company Vehicles	t CO_2e	21,666	22,749	24,270
Total gross Scope 2 GHG emissions (market-based)	t CO_2e	16,745	20,111	11,065
Scope 2 Purchased electricity	t CO_2e	12,328	15,239	6,547
Scope 2 Purchased heating	t CO_2e	4,418	4,871	4,518
Total gross Scope 2 GHG emissions (location-based)	t CO_2e	20,740	19,665	18,697

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 Upstream GHG emissions	t CO_2e	253,145	334,867	363,955
Scope 3.1 Purchased goods and services	t CO_2e	165,924	239,983	245,621
Scope 3.2 Capital goods	t CO_2e		12,615	30,748
Scope 3.3 Fuel- & energy-related activities	t CO_2e	16,123	13,807	13,862
Scope 3.4 Transport and distribution	t CO_2e		2,069	2,390
Scope 3.5 Waste generated in operations	t CO_2e	3,429	11,343	1,533
Scope 3.6 Business travel	t CO_2e	917	2,144	2,459
Scope 3.7 Employee commuting	t CO_2e	66,753	51,003	65,101
Scope 3.8 Leased assets	t CO_2e		1,903	2,242

Environmental Metrics Dussmann Group

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 Downstream GHG emissions	t CO_2e		140,528	251,411
Scope 3.9 Transport and distribution	t CO_2e		688	729
Scope 3.10 Processing of sold products	t CO_2e			
Scope 3.11 Use of sold products and services	t CO_2e		136,135	247,280
Scope 3.12 End-of-life treatment of sold products	t CO_2e		449	365
Scope 3.13 Leased assets	t CO_2e		2,360	2,311
Scope 3.14 Franchises	t CO_2e			
Scope 3.15 Investments	t CO_2e		896	726

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 GHG emissions	t CO_2e	253,145	475,395	615,367
Total gross Scope 1 + 2 (market-based) + 3	t CO_2e	308,711	536,812	669,894
Total gross Scope 1 + 2 (location-based) + 3	t CO_2e	312,706	536,366	677,527
Total CO_2e (Scope 1+2 "market-based") per revenue	t CO_2e / Mio. €	18	19	15
Total CO_2e (Scope 1+2 "market-based" + 3 "Upstream") per revenue	t CO_2e / Mio. €	102	121	118
Total CO_2e (Scope 1+2 "market-based" + 3) per revenue	t CO_2e / Mio. €	102	164	189
Total CO_2e (Scope 1+2 "location-based" + 3) per revenue	t CO_2e / Mio. €	103	164	191

Environmental Metrics Dussmann Group

Energy Consumption	Unit	2023	2024	2025
Total energy consumption	MWh	228,863	235,821	240,107
Total energy consumption per revenue	MWh / Mio. €	76	72	68
Total energy consumption from fossil sources	MWh	219,216	222,553	202,357
Total energy consumption from renewable sources	MWh	9,647	13,268	37,750
Fuel consumption from renewable sources	MWh	565	1,873	1,613
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	9,082	11,271	35,941
Consumption of self-generated non-fuel renewable energy	MWh		124	196
Share of total energy consumption from renewable sources	%	4%	6%	16%
Share of electricity from renewable sources	%	19%	23%	74%

Fleet	Unit	2023	2024	2025
Diesel consumption per 100 km (100% Diesel)	l / km	7.6	6.9	7.3
Diesel consumption per 100 km (including hybrid)	l / km	7.6	6.9	7.3
Petrol consumption per 100 km (100% Petrol)	l / km	14.6	8.0	8.2
Petrol consumption per 100 km (including hybrid)	l / km	7.6	7.3	7.2
Energy consumption of fleet per 100 km	kWh / 100km	73	67	69
Share of low-emission vehicles	%	11%	15%	18%
Share of BEV (Battery electric vehicle)	%	0%	6%	7%
Proportion of 100% electric kilometers driven	%	2%	2%	3%

Environmental Metrics Dussmann Group

Water Resources	Unit	2023	2024	2025
Total water withdrawal	m³	764,249	826,960	845,850
Total water withdrawal in areas at water risk	m³		221,771	276,706
Water intensity ratio	m³ / Mio. €	252	253	239
Resource Use and Waste	**Unit**	**2023**	**2024**	**2025**
Share of environmentally friendly chemicals	%	33%	37%	39%
Total weight of waste generated	t	18,917	19,619	17,147
Total weight of hazardous waste	t	172	532	185
Total weight of non-hazardous waste	t	18,745	19,087	16,962
Total weight of waste recovered	t	10,080	15,421	15,397
Percentage of non-recycled waste	%	47%	79%	75%
Percentage of total waste from company operations diverted from landfills	%	100%	100%	99%

Certifications & Management System	Unit	2023	2024	2025
Employees covered by ISO 14001-certified environmental management systems	%	89%	89%	89%
Employees covered by EMAS-registered environmental management systems	%		41%	43%
Employees covered by ISO 50001-certified energy management systems	%	74%	72%	80%

Social Metrics Dussmann Group

Characteristics of own workforce (as of 31 Dec 2025)	Unit	2023	2024	2025
Total number of employees (Head Counts = HC)	No.	67,039	69,427	72,626
Number of female employees (HC)	No.	42,522	45,027	46,184
Number of male employees (HC)	No.	23,392	24,343	26,454
Number of non-binary employees (HC)	No.	2	4	3
Number of Full Time Equivalents (FTE) own employees	No.	47,624	50,032	50,394
Number of permanent employees (HC)	No.		60,542	63,228
Number of temporary employees (HC)	No.		8,691	9,277
Number of employees with non-guaranteed hours (HC)	No.		133	111

Characteristics of own workforce (as of 31 Dec 2025)	Unit	2023	2024	2025
Number of blue collar employees (HC)	No.	62,355	64,529	67,202
Employee turnover rate (voluntary)	%	17%	18%	17%
Employee turnover rate (total)	%	41%	36%	36%
Number of Head Counts (HC) of all exits/ employees who left in the reporting period	No.	23,068	26,604	24,165
Number of non-employees (HC) (agency workers + self-employed persons)	No.	3,843	3,817	2,750
Number of Full Time Equivalents (FTE) (agency workers)	No.		2,028	1,698

Social Metrics Dussmann Group

Diversity	Unit	2023	2024	2025
Number of employees (HC) under 30 years old	No.	7,316	8,204	9,098
Number of employees (HC) 30-50 years old	No.	28,477	31,177	32,222
Number of employees (HC) over 50 years old	No.	30,098	30,042	31,305
Proportion of women (total)	%	63%	65%	64%
Proportion of women (Management)	%	44%	47%	45%
Disability Rate	%	2%	2%	2%

Health & Safety	Unit	2023	2024	2025
Number of recordable work-related accidents (own employees)	No.		1,581	1,599
Number of Occupational Accidents with Lost Time (LTA) (own employees)	No. LTA	1,529	1,479	1,400
Number of days lost due to LTA (own employees)	Days lost	29,065	31,012	36,341
Total number of productive/working hours (own employees)	working hours	84,918,764	89,642,509	95,390,354
Rate of recordable work-related accidents (own employees)	No. / 1,000,000 working hours		18	17

Social Metrics Dussmann Group

Health & Safety	Unit	2023	2024	2025
Lost Time Accident Frequency (LTAF) [1,000,000] (own employees)	No. LTA / 1,000,000 working hours	18	16	15
Accident Severity Rate (ASR) [1,000,000] (own employees)	Days lost / 1,000,000 working hours	342	346	381
Lost Time Case Rate (LTCR) (own employees)	Days lost / No. LTA	19	21	26
Number of Occupational Accidents with Lost Time (LTA) (agency workers and self-employed persons)	No. LTA	70	89	46
Number of days lost due to LTA (agency workers and self-employed persons)	Days lost	1,026	1,264	631

Health & Safety	Unit	2023	2024	2025
Lost Time Accident Frequency (LTAF) [1,000,000] (agency workers)	No. LTA / 1,000,000 working hours	18	22	14
Accident Severity Rate (ASR) [1,000,000] (agency workers)	Days lost / 1,000,000 working hours	264	316	190
Number of cases of work-related ill-health (own employees)	No.	67	29	0
Number of fatalities	No.	0	0	0
Unsafe situations rate	No. / 1,000,000 working hours	50	121	153

Social Metrics Dussmann Group

Incidents	Unit	2023	2024	2025
Number of discrimination incidents (incl. harassment) (own employees)	No.	7	8	39
Number of identified human rights incidents (own employees)	No.	0	0	0
Trainings	**Unit**	**2023**	**2024**	**2025**
Average hours of training per employee	training hours / HC	6	7	9
Average hours of training per female employee	training hours / HC		7	6
Average hours of training per male employee	training hours / HC		8	13
Total hours of employee trainings conducted in the reporting period	hours	402,113	485,677	652,920

Trainings	Unit	2023	2024	2025
Percentage of employees (HC) that participated in regular performance and career development reviews	%		7%	8%
Percentage of female employees (HC) that participated in regular performance and career development reviews	%		6%	6%
Percentage of male employees (HC) that participated in regular performance and career development reviews	%		9%	12%
Percentage of employees trained in environmental protection	%	45%	39%	32%
Percentage of employees trained in health & safety	%	83%	83%	71%
Percentage of employees trained in equal treatment, inclusion and fair treatment	%	14%	16%	31%

Social Metrics Dussmann Group

Working Conditions	Unit	2023	2024	2025
Percentage of employees covered by collective bargaining agreements (HC-based)	%	74%	77%	72%
Percentage of employees covered by workers representatives	%		58%	67%
Percentage of employees entitled to take family-related leave	%		68%	64%
Percentage of entitled employees that took family-related leave	%		16%	15%

Working Conditions	Unit	2023	2024	2025
Percentage of entitled female employees that took family-related leave	%		11%	11%
Percentage of entitled male employees that took family-related leave	%		5%	4%
Certifications & Management System	**Unit**	**2023**	**2024**	**2025**
Employees covered by ISO 45001-certified occupational health and safety management systems	%	89%	89%	89%
Employees covered by SA8000-certified social accountability management systems	%		36%	38%

Governance Metrics Dussmann Group

Customer Satisfaction	Unit	2023	2024	2025
Contract renewal rate (only FM&FS)	%			92%
Management System	**Unit**	**2023**	**2024**	**2025**
Audit frequency	No. / Mio. €	5.6	8.6	7.4
Number of confirmed incidents of corruption	No.	0	0	0
Rate of functions-at-risk covered by anti-corruption training programmes	%		38%	52%
Total number of information security incidents + emergencies	No.	36	34	148
Employees covered by ISO 9001-certified quality management systems	%	99%	99%	99%
Employees covered by ISO 27001-certified information security management systems	%		36%	39%
Employees covered by ISO 37001-certified anti-corruption management systems	%		41%	43%
Employees covered by CSR-certified management systems	%		8%	6%

Procurement	Unit	2023	2024	2025
Code of Conduct Rate for relevant Business Partners	%	72%	72%	71%
Relevant supplier evaluation rate	%	78%	74%	86%
Relevant subcontractor evaluation rate	%	88%	68%	72%
Audit rate of relevant suppliers	%	1%	1%	3%
Audit rate of relevant subcontractors	%	16%	26%	18%
Proportion of purchasers with training in sustainable procurement	%	15%	62%	45%
Business Conduct & Operational Control	**Unit**	**2023**	**2024**	**2025**
Self-Performance Rate	%			80%

Environmental Metrics Dussmann Facility Management & Food Services

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 1 GHG emissions	t CO_2e	24,618	27,218	28,638
Scope 1 Company Facilities	t CO_2e	6,492	8,398	8,384
Scope 1 Company Vehicles	t CO_2e	18,126	18,820	20,255
Total gross Scope 2 GHG emissions (market-based)	t CO_2e	6,302	6,546	6,820
Scope 2 Purchased electricity	t CO_2e	5,248	6,023	6,195
Scope 2 Purchased heating	t CO_2e	1,054	523	625
Total gross Scope 2 GHG emissions (location-based)	t CO_2e	6,143	5,677	5,794

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 Upstream GHG emissions	t CO_2e	164,604	221,213	246,122
Scope 3.1 Purchased goods and services	t CO_2e	97,483	150,640	152,751
Scope 3.2 Capital goods	t CO_2e		8,636	24,141
Scope 3.3 Fuel- & energy-related activities	t CO_2e	8,055	7,631	7,827
Scope 3.4 Transport and distribution	t CO_2e		1,707	1,769
Scope 3.5 Waste generated in operations	t CO_2e	54	8,036	1,272
Scope 3.6 Business travel	t CO_2e	299	1,162	926
Scope 3.7 Employee commuting	t CO_2e	58,713	41,588	55,254
Scope 3.8 Leased assets	t CO_2e		1,813	2,181

Environmental Metrics Dussmann Facility Management & Food Services

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 Downstream GHG emissions	t CO_2e		56,840	51,918
Scope 3.9 Transport and distribution	t CO_2e		108	224
Scope 3.10 Processing of sold products	t CO_2e		-	-
Scope 3.11 Use of sold products and services	t CO_2e		55,699	50,665
Scope 3.12 End-of-life treatment of sold products	t CO_2e		173	273
Scope 3.13 Leased assets	t CO_2e		7	50
Scope 3.14 Franchises	t CO_2e		-	-
Scope 3.15 Investments	t CO_2e		853	707

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 GHG emissions	t CO_2e	164,604	278,053	298,040
Total gross Scope 1 + 2 (market-based) + 3	t CO_2e	195,524	311,816	333,498
Total gross Scope 1 + 2 (location-based) + 3	t CO_2e	195,365	310,947	332,472
Total CO_2e (Scope 1+2 "market-based") per revenue	t CO_2e / Mio. €	14	14	14
Total CO_2e (Scope 1+2 "market-based" + 3 "Upstream") per revenue	t CO_2e / Mio. €	90	107	113
Total CO_2e (Scope 1+2 "market-based" + 3) per revenue	t CO_2e / Mio. €	90	131	133
Total CO_2e (Scope 1+2 "location-based" + 3) per revenue	t CO_2e / Mio. €	90	131	133

Environmental Metrics Dussmann Facility Management & Food Services

Energy Consumption	Unit	2023	2024	2025
Total energy consumption	MWh	121,632	125,587	128,869
Total energy consumption per revenue	MWh / Mio. €	56	53	52
Total energy consumption from fossil sources	MWh	114,596	116,179	120,001
Total energy consumption from renewable sources	MWh	7,037	9,408	8,869
Fuel consumption from renewable sources	MWh	50	183	184
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	6,987	9,135	8,574
Consumption of self-generated non-fuel renewable energy	MWh		90	111
Share of total energy consumption from renewable sources	%	6%	7%	7%
Share of electricity from renewable sources	%	38%	44%	42%

Fleet	Unit	2023	2024	2025
Diesel consumption per 100 km (100% Diesel)	l / km	7.5	6.9	7.2
Diesel consumption per 100 km (including hybrid)	l / km	7.5	6.9	7.2
Petrol consumption per 100 km (100% Petrol)	l / km	14.8	8.0	8.3
Petrol consumption per 100 km (including hybrid)	l / km	7.6	7.2	7.3
Energy consumption of fleet per 100 km	kWh / 100km	72	67	69
Share of low-emission vehicles	%	13%	18%	21%
Share of BEV (Battery electric vehicle)	%	0%	7%	8%
Proportion of 100% electric kilometers driven	%	2%	2%	3%

Environmental Metrics Dussmann Facility Management & Food Services

Water Resources	Unit	2023	2024	2025
Total water withdrawal	m^3	264,880	266,290	288,793
Total water withdrawal in areas at water risk	m^3		51,247	82,780
Water intensity ratio	m^3 / Mio. €	122	112	115
Resource Use and Waste	**Unit**	**2023**	**2024**	**2025**
Share of environmentally friendly chemicals	%	33%	37%	45%
Total weight of waste generated	t	4,192	10,885	8,834
Total weight of hazardous waste	t	160	505	160
Total weight of non-hazardous waste	t	4,032	10,380	8,673
Total weight of waste recovered	t	1,934	6,826	7,198
Percentage of non-recycled waste	%	55%	85%	80%
Percentage of total waste from company operations diverted from landfills	%	100%	99%	97%

Certifications & Management System	Unit	2023	2024	2025
Employees covered by ISO 14001-certified environmental management systems	%	99%	99%	100%
Employees covered by EMAS-registered environmental management systems	%		48%	49%
Employees covered by ISO 50001-certified energy management systems	%	82%	81%	81%

Social Metrics Dussmann Facility Management & Food Services

Characteristics of own workforce (as of 31 Dec 2025)	Unit	2023	2024	2025
Total number of employees (Head Counts = HC)	No.	58,701	60,143	62,779
Number of female employees (HC)	No.	36,928	38,945	39,976
Number of male employees (HC)	No.	20,648	21,141	22,815
Number of non-binary employees (HC)	No.	2	4	3
Number of Full Time Equivalents (FTE) own employees	No.	40,706	42,985	43,017
Number of permanent employees (HC)	No.		52,870	55,278
Number of temporary employees (HC)	No.		7,079	7,380
Number of employees with non-guaranteed hours (HC)	No.		133	111

Characteristics of own workforce (as of 31 Dec 2025)	Unit	2023	2024	2025
Number of blue collar employees (HC)	No.	55,846	57,155	59,435
Employee turnover rate (voluntary)	%	17%	18%	17%
Employee turnover rate (total)	%	42%	37%	36%
Number of Head Counts (HC) of all exits/ employees who left in the reporting period	No.	20,427	23,596	21,167
Number of non-employees (HC) (agency workers + self-employed persons)	No.	3,781	3,729	2,437
Number of Full Time Equivalents (FTE) (agency workers)	No.		1,967	1,589

Social Metrics Dussmann Facility Management & Food Services

Diversity	Unit	2023	2024	2025
Number of employees (HC) under 30 years old	No.	5,618	5,957	6,541
Number of employees (HC) 30-50 years old	No.	24,532	26,889	27,690
Number of employees (HC) over 50 years old	No.	27,384	27,293	28,548
Proportion of women (total)	%	63%	65%	64%
Proportion of women (Management)	%	40%	41%	41%
Disability Rate	%	2%	2%	2%

Health & Safety	Unit	2023	2024	2025
Number of recordable work-related accidents (own employees)	No.		1,408	1,473
Number of Occupational Accidents with Lost Time (LTA) (own employees)	No. LTA	1,249	1,319	1,294
Number of days lost due to LTA (own employees)	Days lost	22,624	26,738	33,341
Total number of productive/working hours (own employees)	working hours	73,819,166	76,831,974	81,763,539
Rate of recordable work-related accidents (own employees)	No. / 1,000,000 working hours		18	18

Social Metrics Dussmann Facility Management & Food Services

Health & Safety	Unit	2023	2024	2025
Lost Time Accident Frequency (LTAF) [1,000,000] (own employees)	No. LTA / 1,000,000 working hours	17	17	16
Accident Severity Rate (ASR) [1,000,000] (own employees)	Days lost / 1,000,000 working hours	306	348	408
Lost Time Case Rate (LTCR) (own employees)	Days lost / No. LTA	18	20	26
Number of Occupational Accidents with Lost Time (LTA) (agency workers and self-employed persons)	No. LTA	70	89	45
Number of days lost due to LTA (agency workers and self-employed persons)	Days lost	1,026	1,264	541

Health & Safety	Unit	2023	2024	2025
Lost Time Accident Frequency (LTAF) [1,000,000] (agency workers)	No. LTA / 1,000,000 working hours	19	22	15
Accident Severity Rate (ASR) [1,000,000] (agency workers)	Days lost / 1,000,000 working hours	279	318	175
Number of cases of work-related ill-health (own employees)	No.	67	29	0
Number of fatalities	No.	0	0	0
Unsafe situations rate	No. / 1,000,000 working hours	47	59	56

Social Metrics Dussmann Facility Management & Food Services

Incidents	Unit	2023	2024	2025
Number of discrimination incidents (incl. harassment) (own employees)	No.	3	5	28
Number of identified human rights incidents (own employees)	No.	0	0	0
Trainings	**Unit**	**2023**	**2024**	**2025**
Average hours of training per employee	training hours / HC	6	7	8
Average hours of training per female employee	training hours / HC		7	7
Average hours of training per male employee	training hours / HC		8	9
Total hours of employee trainings conducted in the reporting period	hours	376,474	443,408	472,013

Trainings	Unit	2023	2024	2025
Percentage of employees (HC) that participated in regular performance and career development reviews	%		6%	7%
Percentage of female employees (HC) that participated in regular performance and career development reviews	%		6%	6%
Percentage of male employees (HC) that participated in regular performance and career development reviews	%		7%	8%
Percentage of employees trained in environmental protection	%	43%	36%	35%
Percentage of employees trained in health & safety	%	86%	86%	78%
Percentage of employees trained in equal treatment, inclusion and fair treatment	%	15%	15%	33%

Social Metrics Dussmann Facility Management & Food Services

Working Conditions	Unit	2023	2024	2025
Percentage of employees covered by collective bargaining agreements (HC-based)	%	82%	75%	81%
Percentage of employees covered by workers representatives	%		54%	64%
Percentage of employees entitled to take family-related leave	%		64%	58%
Percentage of entitled employees that took family-related leave	%		19%	17%

Working Conditions	Unit	2023	2024	2025
Percentage of entitled female employees that took family-related leave	%		13%	13%
Percentage of entitled male employees that took family-related leave	%		5%	5%
Certifications & Management System	**Unit**	**2023**	**2024**	**2025**
Employees covered by ISO 45001-certified occupational health and safety management systems	%	99%	99%	100%
Employees covered by SA8000-certified social accountability management systems	%		42%	51%

Governance Metrics Dussmann Facility Management & Food Services

Customer Satisfaction	Unit	2023	2024	2025
Contract renewal rate	%			92%
Management System	**Unit**	**2023**	**2024**	**2025**
Audit frequency	No. / Mio. €	6.7	10.8	9.4
Number of confirmed incidents of corruption	No.	0	0	0
Rate of functions-at-risk covered by anti-corruption training programmes	%		47%	55%
Total number of information security incidents + emergencies	No.	28	23	78
Employees covered by ISO 9001-certified quality management systems	%	100%	100%	100%
Employees covered by ISO 27001-certified information security management systems	%		41%	43%
Employees covered by ISO 37001-certified anti-corruption management systems	%		48%	49%
Employees covered by CSR-certified management systems	%		9%	7%

Procurement	Unit	2023	2024	2025
Code of Conduct Rate for relevant Business Partners	%	73%	77%	75%
Relevant supplier evaluation rate	%	74%	71%	79%
Relevant subcontractor evaluation rate	%	86%	66%	69%
Audit rate of relevant suppliers	%	1%	2%	4%
Audit rate of relevant subcontractors	%	16%	28%	22%
Proportion of purchasers with training in sustainable procurement	%	24%	126%	42%
Business Conduct & Operational Control	**Unit**	**2023**	**2024**	**2025**
Self-Performance Rate	%			83%

Environmental Metrics Dussmann Technical Solutions

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 1 GHG emissions	t CO_2e	3,094	3,508	3,610
Scope 1 Company Facilities	t CO_2e	132	143	161
Scope 1 Company Vehicles	t CO_2e	2,962	3,365	3,448
Total gross Scope 2 GHG emissions (market-based)	t CO_2e	185	179	258
Scope 2 Purchased electricity	t CO_2e	129	144	188
Scope 2 Purchased heating	t CO_2e	56	35	71
Total gross Scope 2 GHG emissions (location-based)	t CO_2e	276	230	270

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 Upstream GHG emissions	t CO_2e	39,566	61,282	70,084
Scope 3.1 Purchased goods and services	t CO_2e	37,352	56,890	64,050
Scope 3.2 Capital goods	t CO_2e		999	1,894
Scope 3.3 Fuel- & energy-related activities	t CO_2e	824	940	933
Scope 3.4 Transport and distribution	t CO_2e		94	268
Scope 3.5 Waste generated in operations	t CO_2e	10	348	130
Scope 3.6 Business travel	t CO_2e	432	755	1,324
Scope 3.7 Employee commuting	t CO_2e	949	1,212	1,458
Scope 3.8 Leased assets	t CO_2e		44	29

Environmental Metrics Dussmann Technical Solutions

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 Downstream GHG emissions	t CO_2e		80,578	196,730
Scope 3.9 Transport and distribution	t CO_2e		1	2
Scope 3.10 Processing of sold products	t CO_2e		-	-
Scope 3.11 Use of sold products and services	t CO_2e		80,430	196,600
Scope 3.12 End-of-life treatment of sold products	t CO_2e		4	80
Scope 3.13 Leased assets	t CO_2e		100	29
Scope 3.14 Franchises	t CO_2e		-	-
Scope 3.15 Investments	t CO_2e		43	19

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 GHG emissions	t CO_2e	39,566	141,860	266,815
Total gross Scope 1 + 2 (market-based) + 3	t CO_2e	42,846	145,548	270,682
Total gross Scope 1 + 2 (location-based) + 3	t CO_2e	42,937	145,598	270,694
Total CO_2e (Scope 1+2 "market-based") per revenue	t CO_2e / Mio. €	9	9	8
Total CO_2e (Scope 1+2 "market-based" + 3 "Upstream") per revenue	t CO_2e / Mio. €	115	167	145
Total CO_2e (Scope 1+2 "market-based" + 3) per revenue	t CO_2e / Mio. €	115	375	529
Total CO_2e (Scope 1+2 "location-based" + 3) per revenue	t CO_2e / Mio. €	116	375	529

Environmental Metrics Dussmann Technical Solutions

Energy Consumption	Unit	2023	2024	2025
Total energy consumption	MWh	12,569	15,021	15,002
Total energy consumption per revenue	MWh / Mio. €	34	39	29
Total energy consumption from fossil sources	MWh	12,414	13,834	14,276
Total energy consumption from renewable sources	MWh	155	1,187	726
Fuel consumption from renewable sources	MWh	13	999	434
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	143	187	264
Consumption of self-generated non-fuel renewable energy	MWh		1	28
Share of total energy consumption from renewable sources	%	1%	8%	5%
Share of electricity from renewable sources	%	24%	31%	41%

Fleet	Unit	2023	2024	2025
Diesel consumption per 100 km (100% Diesel)	l / km	7.8	7.0	7.8
Petrol consumption per 100 km (100% Petrol)	l / km	7.8	7.6	7.1
Petrol consumption per 100 km (including hybrid)	l / km			5.9
Energy consumption of fleet per 100 km	kWh / 100km	77	70	75
Share of low-emission vehicles	%	2%	3%	6%
Share of BEV (Battery electric vehicle)	%	0%	2%	6%
Proportion of 100% electric kilometers driven	%	1%	1%	2%

Environmental Metrics Dussmann Technical Solutions

Water Resources	Unit	2023	2024	2025
Total water withdrawal	m³	4,093	2,632	2,597
Total water withdrawal in areas at water risk	m³		342	171
Water intensity ratio	m³ / Mio. €	11	7	5
Resource Use and Waste	**Unit**	**2023**	**2024**	**2025**
Share of environmentally friendly chemicals	%	55%	53%	10%
Total weight of waste generated	t	786	719	539
Total weight of hazardous waste	t	11	27	24
Total weight of non-hazardous waste	t	775	691	515
Total weight of waste recovered	t	399	614	424
Percentage of non-recycled waste	%	50%	76%	42%
Percentage of total waste from company operations diverted from landfills	%	100%	100%	100%

Certifications & Management System	Unit	2023	2024	2025
Employees covered by ISO 14001-certified environmental management systems	%	92%	88%	90%
Employees covered by EMAS-registered environmental management systems	%		0%	0%
Employees covered by ISO 50001-certified energy management systems	%	44%	40%	40%

Social Metrics Dussmann Technical Solutions

Characteristics of own workforce (as of 31 Dec 2025)	Unit	2023	2024	2025
Total number of employees (Head Counts = HC)	No.	1,510	1,691	2,011
Number of female employees (HC)	No.	163	187	211
Number of male employees (HC)	No.	1,347	1,504	1,800
Number of non-binary employees (HC)	No.	0	0	0
Number of Full Time Equivalents (FTE) own employees	No.	1,469	1,634	1,758
Number of permanent employees (HC)	No.		1,471	1,714
Number of temporary employees (HC)	No.		220	297

Characteristics of own workforce (as of 31 Dec 2025)	Unit	2023	2024	2025
Number of blue collar employees (HC)	No.	919	1,090	1,285
Employee turnover rate (voluntary)	%	17%	15%	15%
Employee turnover rate (total)	%	25%	25%	27%
Number of Head Counts (HC) of all exits/ employees who left in the reporting period	No.	343	385	445
Number of non-employees (HC) (agency workers + self-employed persons)	No.	9	15	84
Number of Full Time Equivalents (FTE) (agency workers)	No.		11	65

Social Metrics Dussmann Technical Solutions

Diversity	Unit	2023	2024	2025
Number of employees (HC) under 30 years old	No.	543	614	751
Number of employees (HC) 30-50 years old	No.	702	754	913
Number of employees (HC) over 50 years old	No.	268	323	347
Proportion of women (total)	%	11%	11%	10%
Proportion of women (Management)	%	8%	9%	10%
Disability Rate	%	1%	1%	1%

Health & Safety	Unit	2023	2024	2025
Number of recordable work-related accidents (own employees)	No.		49	46
Number of Occupational Accidents with Lost Time (LTA) (own employees)	No. LTA	34	36	27
Number of days lost due to LTA (own employees)	Days lost	367	1,059	666
Total number of productive/working hours (own employees)	working hours	2,617,087	2,841,796	3,307,651
Rate of recordable work-related accidents (own employees)	No. / 1,000,000 working hours		17	14

Social Metrics Dussmann Technical Solutions

Health & Safety	Unit	2023	2024	2025
Lost Time Accident Frequency (LTAF) [1,000,000] (own employees)	No. LTA / 1,000,000 working hours	13	13	8
Accident Severity Rate (ASR) [1,000,000] (own employees)	Days lost / 1,000,000 working hours	140	373	201
Lost Time Case Rate (LTCR) (own employees)	Days lost / No. LTA	11	29	25
Number of Occupational Accidents with Lost Time (LTA) (agency workers and self-employed persons)	No. LTA			1
Number of days lost due to LTA (agency workers and self-employed persons)	Days lost			90

Health & Safety	Unit	2023	2024	2025
Lost Time Accident Frequency (LTAF) [1,000,000] (agency workers)	No. LTA / 1,000,000 working hours			8
Accident Severity Rate (ASR) [1,000,000] (agency workers)	Days lost / 1,000,000 working hours			748
Number of cases of work-related ill-health (own employees)	No.			0
Number of fatalities	No.	0	0	0
Unsafe situations rate	No. / 1,000,000 working hours	162	1,834	2,523

Social Metrics Dussmann Technical Solutions

Incidents	Unit	2023	2024	2025
Number of discrimination incidents (incl. harassment) (own employees)	No.	2	2	1
Number of identified human rights incidents (own employees)	No.	0	0	0
Trainings	**Unit**	**2023**	**2024**	**2025**
Average hours of training per employee	training hours / HC	13	12	78
Average hours of training per female employee	training hours / HC		13	19
Average hours of training per male employee	training hours / HC		11	85
Total hours of employee trainings conducted in the reporting period	hours	20,368	19,619	157,822

Trainings	Unit	2023	2024	2025
Percentage of employees (HC) that participated in regular performance and career development reviews	%		41%	58%
Percentage of female employees (HC) that participated in regular performance and career development reviews	%		58%	71%
Percentage of male employees (HC) that participated in regular performance and career development reviews	%		39%	57%
Percentage of employees trained in environmental protection	%	309%	271%	52%
Percentage of employees trained in health & safety	%	341%	292%	87%
Percentage of employees trained in equal treatment, inclusion and fair treatment	%	47%	51%	57%

Social Metrics Dussmann Technical Solutions

Working Conditions	Unit	2023	2024	2025
Percentage of employees covered by collective bargaining agreements (HC-based)	%	70%	70%	79%
Percentage of employees covered by workers representatives	%		45%	44%
Percentage of employees entitled to take family-related leave	%		100%	100%
Percentage of entitled employees that took family-related leave	%		4%	5%
Percentage of entitled female employees that took family-related leave	%		1%	1%
Percentage of entitled male employees that took family-related leave	%		3%	4%

Certifications & Management System	Unit	2023	2024	2025
Employees covered by ISO 45001-certified occupational health and safety management systems	%	92%	88%	92%

Governance Metrics Dussmann Technical Solutions

Management System	Unit	2023	2024	2025
Audit frequency	No. / Mio. €	5.3	5.0	4.0
Number of confirmed incidents of corruption	No.	0	0	0
Rate of functions-at-risk covered by anti-corruption training programmes	%		10%	64%
Total number of information security incidents + emergencies	No.		0	9
Employees covered by ISO 9001-certified quality management systems	%	94%	97%	99%
Employees covered by ISO 27001-certified information security management systems	%		0%	43%
Employees covered by ISO 37001-certified anti-corruption management systems	%		0%	0%
Employees covered by CSR-certified management systems	%		0%	0%

Procurement	Unit	2023	2024	2025
Code of Conduct Rate for relevant Business Partners	%	77%	84%	89%
Relevant supplier evaluation rate	%	122%	55%	105%
Relevant subcontractor evaluation rate	%	107%	100%	105%
Audit rate of relevant suppliers	%	1%	1%	0%
Audit rate of relevant subcontractors	%	13%	18%	2%
Proportion of purchasers with training in sustainable procurement	%	0%	21%	15%

Business Conduct & Operational Control	Unit	2023	2024	2025
Self-Performance Rate	%			38%

Environmental Metrics Care & Kids

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 1 GHG emissions	t CO_2e	11,009	10,468	10,988
Scope 1 Company Facilities	t CO_2e	10,529	10,005	10,541
Scope 1 Company Vehicles	t CO_2e	480	463	447
Total gross Scope 2 GHG emissions (market-based)	t CO_2e	10,139	13,326	3,943
Scope 2 Purchased electricity	t CO_2e	6,894	9,030	161
Scope 2 Purchased heating	t CO_2e	3,245	4,296	3,782
Total gross Scope 2 GHG emissions (location-based)	t CO_2e	13,213	12,767	11,601

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 Upstream GHG emissions	t CO_2e	41,801	42,956	37,405
Scope 3.1 Purchased goods and services	t CO_2e	25,031	25,060	20,939
Scope 3.2 Capital goods	t CO_2e		1,912	3,223
Scope 3.3 Fuel- & energy-related activities	t CO_2e	6,820	4,963	4,796
Scope 3.4 Transport and distribution	t CO_2e		111	109
Scope 3.5 Waste generated in operations	t CO_2e	3,363	2,920	128
Scope 3.6 Business travel	t CO_2e	23	71	58
Scope 3.7 Employee commuting	t CO_2e	6,564	7,918	8,151
Scope 3.8 Leased assets	t CO_2e	-	-	-

Environmental Metrics Care & Kids

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 Downstream GHG emissions	t CO_2e		2,254	2,232
Scope 3.9 Transport and distribution	t CO_2e		-	-
Scope 3.10 Processing of sold products	t CO_2e		-	-
Scope 3.11 Use of sold products and services	t CO_2e		-	-
Scope 3.12 End-of-life treatment of sold products	t CO_2e		-	-
Scope 3.13 Leased assets	t CO_2e		2,254	2,232
Scope 3.14 Franchises	t CO_2e		-	-
Scope 3.15 Investments	t CO_2e		-	-

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 GHG emissions	t CO_2e	41,801	45,209	39,637
Total gross Scope 1 + 2 (market-based) + 3	t CO_2e	62,948	69,004	54,568
Total gross Scope 1 + 2 (location-based) + 3	t CO_2e	66,023	68,444	62,226
Total CO_2e (Scope 1+2 "market-based") per revenue	t CO_2e / Mio. €	40	41	25
Total CO_2e (Scope 1+2 "market-based" + 3 "Upstream") per revenue	t CO_2e / Mio. €	120	115	87
Total CO_2e (Scope 1+2 "market-based" + 3) per revenue	t CO_2e / Mio. €	120	119	91
Total CO_2e (Scope 1+2 "location-based" + 3) per revenue	t CO_2e / Mio. €	126	118	104

Environmental Metrics Care & Kids

Energy Consumption	Unit	2023	2024	2025
Total energy consumption	MWh	91,118	91,608	91,786
Total energy consumption per revenue	MWh / Mio. €	174	158	153
Total energy consumption from fossil sources	MWh	90,616	90,913	65,895
Total energy consumption from renewable sources	MWh	503	695	25,892
Fuel consumption from renewable sources	MWh	503	691	994
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh			24,874
Consumption of self-generated non-fuel renewable energy	MWh		4	24
Share of total energy consumption from renewable sources	%	1%	1%	28%
Share of electricity from renewable sources	%	0%	0%	99%

Fleet	Unit	2023	2024	2025
Diesel consumption per 100 km (100% Diesel)	l / km	7.2	6.2	6.7
Petrol consumption per 100 km (100% Petrol)	l / km	8.6	8.0	7.5
Energy consumption of fleet per 100 km	kWh / 100km	72	62	67
Share of low-emission vehicles	%	0%	1%	0%
Share of BEV (Battery electric vehicle)	%	0%	1%	0%
Proportion of 100% electric kilometers driven	%	0%	0%	0%

Environmental Metrics Care & Kids

Water Resources	Unit	2023	2024	2025
Total water withdrawal	m^3	486,540	549,540	541,946
Total water withdrawal in areas at water risk	m^3		166,295	186,974
Water intensity ratio	m^3 / Mio. €	929	949	905
Resource Use and Waste	**Unit**	**2023**	**2024**	**2025**
Total weight of waste generated	t	13,815	7,839	7,622
Total weight of non-hazardous waste	t	13,815	7,839	7,622
Total weight of waste recovered	t	7,665	7,839	7,622
Percentage of non-recycled waste	%	45%	72%	72%
Percentage of total waste from company operations diverted from landfills	%	100%	100%	100%

Certifications & Management System	Unit	2023	2024	2025
Employees covered by ISO 14001-certified environmental management systems	%	0%	0%	0%
Employees covered by EMAS-registered environmental management systems	%		0%	0%
Employees covered by ISO 50001-certified energy management systems	%	0%	0%	96%

Social Metrics Care & Kids

Characteristics of own workforce (as of 31 Dec 2025)	Unit	2023	2024	2025
Total number of employees (Head Counts = HC)	No.	6,220	6,941	7,145
Number of female employees (HC)	No.	5,057	5,500	5,580
Number of male employees (HC)	No.	1,163	1,441	1,565
Number of non-binary employees (HC)	No.	0	0	0
Number of Full Time Equivalents (FTE) own employees	No.	4,925	4,869	5,042
Number of permanent employees (HC)	No.		5,667	5,662
Number of temporary employees (HC)	No.		1,274	1,483

Characteristics of own workforce (as of 31 Dec 2025)	Unit	2023	2024	2025
Number of blue collar employees (HC)	No.	5,572	6,263	6,461
Employee turnover rate (voluntary)	%	22%	19%	18%
Employee turnover rate (total)	%	32%	35%	34%
Number of Head Counts (HC) of all exits/ employees who left in the reporting period	No.	2,056	2,400	2,358
Number of non-employees (HC) (agency workers + self-employed persons)	No.			139
Number of Full Time Equivalents (FTE) (agency workers)	No.			53

Social Metrics Care & Kids

Diversity	Unit	2023	2024	2025
Number of employees (HC) under 30 years old	No.	1,034	1,503	1,663
Number of employees (HC) 30-50 years old	No.	2,907	3,165	3,230
Number of employees (HC) over 50 years old	No.	2,295	2,273	2,251
Proportion of women (total)	%	81%	79%	78%
Proportion of women (Management)	%	78%	82%	79%
Disability Rate	%	4%	4%	4%

Health & Safety	Unit	2023	2024	2025
Number of recordable work-related accidents (own employees)	No.		120	76
Number of Occupational Accidents with Lost Time (LTA) (own employees)	No. LTA	244	120	76
Number of days lost due to LTA (own employees)	Days lost	6,059	3,117	2,302
Total number of productive/working hours (own employees)	working hours	7,659,891	9,073,138	9,388,739
Rate of recordable work-related accidents (own employees)	No. / 1,000,000 working hours		13	8

Social Metrics Care & Kids

Health & Safety	Unit	2023	2024	2025
Lost Time Accident Frequency (LTAF) [1,000,000] (own employees)	No. LTA / 1,000,000 working hours	32	13	8
Accident Severity Rate (ASR) [1,000,000] (own employees)	Days lost / 1,000,000 working hours	791	344	245
Lost Time Case Rate (LTCR) (own employees)	Days lost / No. LTA	25	26	30
Number of cases of work-related ill-health (own employees)	No.			0
Number of fatalities	No.	0	0	0

Incidents	Unit	2023	2024	2025
Number of discrimination incidents (incl. harassment) (own employees)	No.	0	0	0
Number of identified human rights incidents (own employees)	No.	0	0	0

Trainings	Unit	2023	2024	2025
Average hours of training per employee	training hours / HC		3	3
Average hours of training per female employee	training hours / HC		3	3
Average hours of training per male employee	training hours / HC		3	3
Total hours of employee trainings conducted in the reporting period	hours	1,689	17,896	18,452

Social Metrics Care & Kids

Trainings	Unit	2023	2024	2025
Percentage of employees (HC) that participated in regular performance and career development reviews	%		0%	0%
Percentage of female employees (HC) that participated in regular performance and career development reviews	%		0%	0%
Percentage of male employees (HC) that participated in regular performance and career development reviews	%		0%	0%
Percentage of employees trained in environmental protection	%	0%	0%	0%
Percentage of employees trained in health & safety	%		13%	
Percentage of employees trained in equal treatment, inclusion and fair treatment	%	0%	13%	0%

Working Conditions	Unit	2023	2024	2025
Percentage of employees covered by collective bargaining agreements (HC-based)	%	2%	100%	0%
Percentage of employees covered by workers representatives	%		93%	99%
Percentage of employees entitled to take family-related leave	%		100%	100%
Percentage of entitled employees that took family-related leave	%		5%	4%
Percentage of entitled female employees that took family-related leave	%		4%	4%
Percentage of entitled male employees that took family-related leave	%		0.3%	0.1%

Governance Metrics Care & Kids

Management System	Unit	2023	2024	2025
Audit frequency	No. / Mio. €	0.2	0.6	0.6
Number of confirmed incidents of corruption	No.	0	0	0
Rate of functions-at-risk covered by anti-corruption training programmes	%		2%	0%
Total number of information security incidents + emergencies	No.		0	33
Employees covered by ISO 9001-certified quality management systems	%	98%	100%	100%
Employees covered by ISO 27001-certified information security management systems	%		0%	0%
Employees covered by ISO 37001-certified anti-corruption management systems	%		0%	0%
Employees covered by CSR-certified management systems	%		0%	0%

Procurement	Unit	2023	2024	2025
Code of Conduct Rate for relevant Business Partners	%	32%	37%	0%
Audit rate of relevant suppliers	%	0%	0%	0%
Proportion of purchasers with training in sustainable procurement	%	0%	0%	0%
Business Conduct & Operational Control	**Unit**	**2023**	**2024**	**2025**
Self-Performance Rate	%			97%

Environmental Metrics Dussmann das KulturKaufhaus

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 1 GHG emissions	t CO_2e	13	21	24
Scope 1 Company Facilities	t CO_2e	0	10	6
Scope 1 Company Vehicles	t CO_2e	13	10	18
Total gross Scope 2 GHG emissions (market-based)	t CO_2e	67	32	23
Scope 2 Purchased electricity	t CO_2e	34	22	1
Scope 2 Purchased heating	t CO_2e	33	9	22
Total gross Scope 2 GHG emissions (location-based)	t CO_2e	729	638	649

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 Upstream GHG emissions	t CO_2e	4,140	5,550	6,010
Scope 3.1 Purchased goods and services	t CO_2e	3,592	4,547	5,043
Scope 3.2 Capital goods	t CO_2e		617	542
Scope 3.3 Fuel- & energy-related activities	t CO_2e	278	169	172
Scope 3.4 Transport and distribution	t CO_2e		117	186
Scope 3.5 Waste generated in operations	t CO_2e	1	25	1
Scope 3.6 Business travel	t CO_2e	3	6	4
Scope 3.7 Employee commuting	t CO_2e	265	69	62
Scope 3.8 Leased assets	t CO_2e	-	-	-

Environmental Metrics Dussmann das KulturKaufhaus

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 Downstream GHG emissions	t CO_2e		856	530
Scope 3.9 Transport and distribution	t CO_2e		579	503
Scope 3.10 Processing of sold products	t CO_2e		-	-
Scope 3.11 Use of sold products and services	t CO_2e		5	16
Scope 3.12 End-of-life treatment of sold products	t CO_2e		272	12
Scope 3.13 Leased assets	t CO_2e		-	-
Scope 3.14 Franchises	t CO_2e		-	-
Scope 3.15 Investments	t CO_2e		-	-

Carbon Footprint	Unit	2023	2024	2025
Total gross Scope 3 GHG emissions	t CO_2e	4,140	6,406	6,541
Total gross Scope 1 + 2 (market-based) + 3	t CO_2e	4,220	6,458	6,588
Total gross Scope 1 + 2 (location-based) + 3	t CO_2e	4,882	7,065	7,213
Total CO_2e (Scope 1+2 "market-based") per revenue	t CO_2e / Mio. €	2	1	1
Total CO_2e (Scope 1+2 "market-based" + 3 "Upstream") per revenue	t CO_2e / Mio. €	98	125	126
Total CO_2e (Scope 1+2 "market-based" + 3) per revenue	t CO_2e / Mio. €	98	144	137
Total CO_2e (Scope 1+2 "location-based" + 3) per revenue	t CO_2e / Mio. €	114	158	150

Environmental Metrics Dussmann das KulturKaufhaus

Energy Consumption	Unit	2023	2024	2025
Total energy consumption	MWh	2,094	2,089	2,245
Total energy consumption per revenue	MWh / Mio. €	49	47	47
Total energy consumption from fossil sources	MWh	694	693	757
Total energy consumption from renewable sources	MWh	1,401	1,396	1,488
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	1,401	1,396	1,488
Share of total energy consumption from renewable sources	%	67%	67%	66%
Share of electricity from renewable sources	%	97%	98%	100%

Fleet	Unit	2023	2024	2025
Diesel consumption per 100 km (100% Diesel)	l / km	6.4	7.0	6.3
Energy consumption of fleet per 100 km	kWh / 100km	63	74	58
Share of low-emission vehicles	%	0%	17%	20%
Share of BEV (Battery electric vehicle)	%	0%	17%	20%
Proportion of 100% electric kilometers driven	%	0%		11%

Environmental Metrics Dussmann das KulturKaufhaus

Water Resources	**Unit**	**2023**	**2024**	**2025**
Total water withdrawal	m³	3,928	4,611	5,734
Water intensity ratio	m³ / Mio. €	91	103	119
Resource Use and Waste	**Unit**	**2023**	**2024**	**2025**
Total weight of waste generated	t	75	113	88
Total weight of hazardous waste	t			0.1
Total weight of non-hazardous waste	t	75	113	87
Total weight of waste recovered	t	54	77	87
Percentage of non-recycled waste	%	27%	32%	15%
Percentage of total waste from company operations diverted from landfills	%	100%	100%	100%

Certifications & Management System	**Unit**	**2023**	**2024**	**2025**
Employees covered by ISO 14001-certified environmental management systems	%	0%	0%	0%
Employees covered by EMAS-registered environmental management systems	%		0%	0%
Employees covered by ISO 50001-certified energy management systems	%	100%	0%	0%

Social Metrics Dussmann das KulturKaufhaus

Characteristics of own workforce (as of 31 Dec 2025)	Unit	2023	2024	2025
Total number of employees (Head Counts = HC)	No.	246	253	272
Number of female employees (HC)	No.	163	175	183
Number of male employees (HC)	No.	83	78	89
Number of non-binary employees (HC)	No.	0	0	0
Number of Full Time Equivalents (FTE) own employees	No.	191	193	208
Number of permanent employees (HC)	No.		169	189
Number of temporary employees (HC)	No.		84	83

Characteristics of own workforce (as of 31 Dec 2025)	Unit	2023	2024	2025
Number of blue collar employees (HC)	No.	18	21	21
Employee turnover rate (voluntary)	%	20%	18%	9%
Employee turnover rate (total)	%	82%	48%	47%
Number of Head Counts (HC) of all exits/ employees who left in the reporting period	No.	181	156	145
Number of non-employees (HC) (agency workers + self-employed persons)	No.	53	73	89
Number of Full Time Equivalents (FTE) (agency workers)	No.		1	1

Social Metrics Dussmann das KulturKaufhaus

Diversity	Unit	2023	2024	2025
Number of employees (HC) under 30 years old	No.	70	68	72
Number of employees (HC) 30-50 years old	No.	115	124	137
Number of employees (HC) over 50 years old	No.	61	61	63
Proportion of women (total)	%	66%	69%	67%
Proportion of women (Management)	%	66%	68%	66%
Disability Rate	%	3%	2%	2%

Health & Safety	Unit	2023	2024	2025
Number of recordable work-related accidents (own employees)	No.		4	2
Number of Occupational Accidents with Lost Time (LTA) (own employees)	No. LTA	2	4	1
Number of days lost due to LTA (own employees)	Days lost	15	98	29
Total number of productive/working hours (own employees)	working hours	314,510	308,915	328,261
Rate of recordable work-related accidents (own employees)	No. / 1,000,000 working hours		13	6

Social Metrics Dussmann das KulturKaufhaus

Health & Safety	Unit	2023	2024	2025
Lost Time Accident Frequency (LTAF) [1,000,000] (own employees)	No. LTA / 1,000,000 working hours	6	13	3
Accident Severity Rate (ASR) [1,000,000] (own employees)	Days lost / 1,000,000 working hours	48	317	88
Lost Time Case Rate (LTCR) (own employees)	Days lost / No. LTA	8	25	29
Number of cases of work-related ill-health (own employees)	No.			0
Number of fatalities	No.	0	0	0
Unsafe situations rate	No. / 1,000,000 working hours			9

Incidents	Unit	2023	2024	2025
Number of discrimination incidents (incl. harassment) (own employees)	No.	1	0	1
Number of identified human rights incidents (own employees)	No.	0	0	0

Trainings	Unit	2023	2024	2025
Average hours of training per employee	training hours / HC	4	1	1
Total hours of employee trainings conducted in the reporting period	hours	1,048	347	364
Percentage of employees (HC) that participated in regular performance and career development reviews	%		72%	79%
Percentage of female employees (HC) that participated in regular performance and career development reviews	%		71%	79%

Social Metrics Dussmann das KulturKaufhaus

Trainings	Unit	2023	2024	2025
Percentage of male employees (HC) that participated in regular performance and career development reviews	%		73%	79%
Percentage of employees trained in environmental protection	%		76%	78%
Percentage of employees trained in health & safety	%			78%
Percentage of employees trained in equal treatment, inclusion and fair treatment	%			77%

Working Conditions	Unit	2023	2024	2025
Percentage of employees covered by collective bargaining agreements (HC-based)	%	97%	98%	97%
Percentage of employees covered by workers representatives	%		98%	98%
Percentage of employees entitled to take family-related leave	%		100%	100%
Percentage of entitled employees that took family-related leave	%		2%	2%
Percentage of entitled female employees that took family-related leave	%		2%	2%
Percentage of entitled male employees that took family-related leave	%		0.4%	0.4%

Governance Metrics Dussmann das KulturKaufhaus

Management System	Unit	2023	2024	2025
Audit frequency	No. / Mio. €	0.1	0.1	0.1
Number of confirmed incidents of corruption	No.	0	0	0
Rate of functions-at-risk covered by anti-corruption training programmes	%			60%
Total number of information security incidents + emergencies	No.		0	2
Employees covered by ISO 9001-certified quality management systems	%	0%	0%	0%
Employees covered by ISO 27001-certified information security management systems	%		0%	0%
Employees covered by ISO 37001-certified anti-corruption management systems	%		0%	0%
Employees covered by CSR-certified management systems	%		0%	0%

Procurement	Unit	2023	2024	2025
Code of Conduct Rate for relevant Business Partners	%	15%	15%	29%
Relevant supplier evaluation rate	%			25%
Audit rate of relevant suppliers	%	0%	0%	0%
Proportion of purchasers with training in sustainable procurement	%	0%	0%	100%
Business Conduct & Operational Control	**Unit**	**2023**	**2024**	**2025**
Self-Performance Rate	%			99%

IMPRINT

Published by
Dussmann Group
Friedrichstraße 90
10117 Berlin, Germany
dussmanngroup.com

Reporting period: January 1–December 31, 2025
Publication date: August 2026

Contact
Daniel Krebel
Head of Group QHSE & Sustainability
esg@dussmanngroup.com

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