SUSTAIN ABLE

Our path forward.

Sustainability

Report 2022



The SUSTAINABILITY Code
Signatory 2022

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About us

Unbiased information for free minds—that is the core of Deutsche Welle's (DW) brand essence. As an independent media company with global reach, Germany's international broadcaster provides people around the world with the information they need to make up their own minds.

DW's journalism in 32 languages connects people all over the world every day—whether it is on TV, radio, dw.com, the DW app or on social media.

Thousands of distributors around the world also provide DW content on their platforms. Under a legal mandate, DW's content and services reflect Germany's position as a free and democratic country run by constitutional law and rooted in European culture.

DW's journalism provides a global forum for German and European perspectives on important issues with the goal of fostering exchange and understanding between cultures and people.

DW fulfills this mission with journalistic independence aimed at decision makers who want to make a difference. They are thought leaders and critical minds who actively participate in the formation of political opinion.

DW Akademie is DW's center for international media development, journalism training and knowledge transfer. With projects in more than 70 countries, DW Akademie strengthens the human right to freedom of expression and unhindered access to information. DW Akademie empowers people worldwide to make free decisions based on reliable facts and constructive dialogue.

Around 1,800 permanent employees, and the same number of freelance employees, work at DW headquarters in Bonn and in Berlin. In addition, there are employees worldwide working in studios and offices abroad. DW is a public broadcaster and is funded by federal taxes.

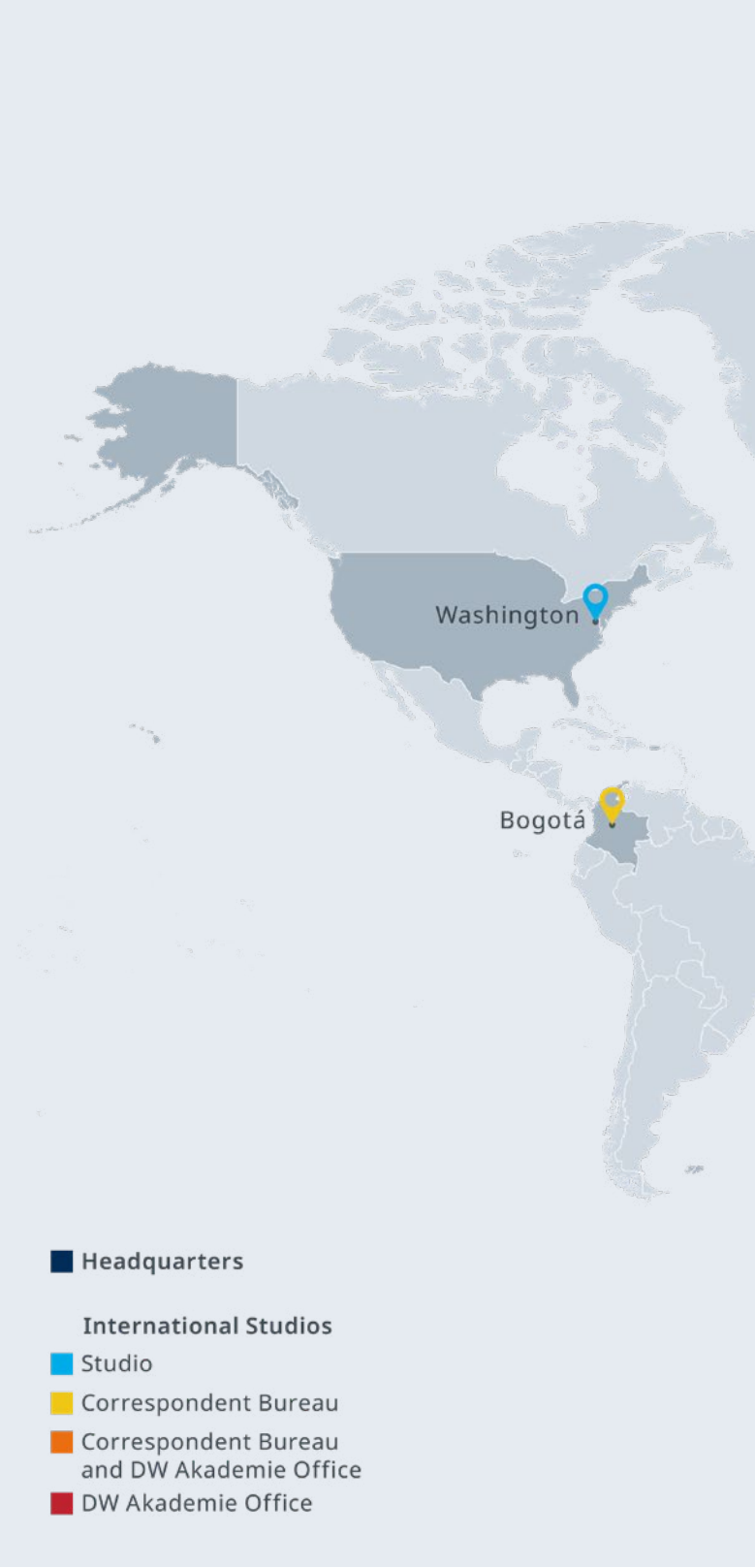


Image 1: DW locations worldwide
Source: DW


Bonn
Berlin
Warsaw
Brussels
Moscow, currently Riga
Kyiv
London
Istanbul
Islamabad
Beirut
New Delhi
Tunis
Taipei
Jerusalem
Yangon
Ouagadougou
Kampala
Accra
Lagos
Nairobi
Jakarta
Windhoek

Foreword



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DW aims to be one of the most sustainable media organizations in Germany by 2025. We have set this ambitious goal in consultation with our supervisory bodies and political stakeholders.

It is a major challenge and a catalyst for action at the same time. The world in which we operate as an international media organization is more volatile than ever. This was made even more apparent by the Russian war of aggression launched against Ukraine in February 2022. Its direct and indirect consequences leave hardly any country in the world untouched, and this includes every target region of Germany's international broadcaster.

DW has responded to these developments with its programming and also in its role as a socially oriented employer. DW's coverage in Russian, Ukrainian and every other programming language was immediately adapted to the new situation. At the same time, DW made every effort to support its employees in Russia and Ukraine whenever it was necessary and possible to do so. DW evacuated Russian and Ukrainian journalists and their families, and offered them work, accommodation and social security in Germany or other safe countries.

A year earlier, DW managed to evacuate most of its local correspondents from Afghanistan. They feared for life and limb after the Taliban took power in August 2021. DW is doing everything it can to bring the last remaining relatives of employees in the country to safety.

The war in Eastern Europe is also being fought in hybrid form, as a battle for minds. DW counters this flood of propaganda and disinformation with what has distinguished it as a broadcaster for 70 years: reliable, comprehensive information from a variety of perspectives. Independent media like DW provide an important anchor for the free formation of ideas in regions beset by war and crisis. As part of this, DW is working with other international information providers to develop tools for circumventing internet blockades and censorship and to bring information to the people.

In 2021 and 2022, DW also had cause for self-critical reflection in dealing with accusations that individual employees and distributors had made antisemitic comments on their private social media channels.

Although an independent external investigation found no evidence of structural antisemitism at DW, the fierce public debate prompted us to sharpen the Code of Conduct adopted in 2020 and make it more binding. DW has drawn up a Declaration of Values for distributors and other business partners as a basis for cooperation.

In a comprehensive 10-point action plan, we have decided on further measures to better communicate DW's core values, aimed both internally, and at developing business relationships.

Criticism of one of ARD's regional broadcasting organizations also led to a review at DW of the existing structures and rules of supervision, control and compliance. Where necessary, these were specified, expanded or tightened up. At the same time, DW has imparted to its managers and employees the importance of sustainable corporate governance.

In matters of environmental sustainability, DW focuses on climate protection. The implementation of the climate protection strategy, whose reduction target is based on scientific findings, was included in the priority projects in the DW Strategic Plan for the years 2022–2025.

In addition, the number of domestic flights was drastically reduced. Overall business trips, necessary for DW's core business, were kept at a lower level compared to the base year 2019, even after the pandemic.

DW has also contributed to the creation of ecological standards for film and television productions (green motion) in pilot projects. DW's internal structures and processes for corporate sustainability management were also further expanded.

As budgetary resources will tend to be more limited in the medium term due to the federal government's tight budget situation, DW is taking a closer look at the dimension of economic sustainability.

Provisioning for financial risk has grown in importance considering Russia's war in Ukraine, inflation, the challenges arising from social sustainability in the context of collective bargaining, and not least, the projected tense situation with Germany's federal budget. It will be a challenge for DW to strike a balance between these ecological, social and economic dimensions.



Peter Limbourg
Director General

Pathway to 1.5 °C



“We have tightened our reduction target: DW wants to halve its greenhouse gas emissions by 2030.

Thilo Pommerening, Deputy Head of Sustainability Management

1 Strategy

Strategic analysis and measures

In 2021, DW sustainability management developed a climate protection strategy that was coordinated and approved by all business units and the Corporate Strategy department and put into effect by the Management team. DW's climate protection strategy envisioned a concrete reduction target for its greenhouse gas emissions by 2030, as well as measures for business travel, energy management, procurement, manufacturing, and commuting, to achieve this target. The implementation of the climate protection strategy was anchored in DW's Strategic Plan and corporate goals and is documented in the Sustainability Report.

DW's reduction goals will be expanded on in this report (See "Objectives" and "Climate-relevant emissions"). In this way, DW is making its contribution in the effort to limit global warming to 1.5 °C as envisaged by the Paris Agreement. At the same time, DW is preparing itself for the consequences of climate change with adaptation measures.

Materiality

DW headquarters in Germany are located in Bonn and Berlin (98 percent of its total area). DW is also present in its target regions and represented locally by employees (correspondent and academy offices, studios, sales agencies).DW's programming reaches users around the world. The ecological, socio-economic and political environment in which DW operates ranges from liberal democratic countries to autocratic regimes where environmental protection and human rights are not guaranteed.

The production chain of journalistic content (TV, radio, online), and media development projects, along with their combined environmental effects, are all considered when defining the main areas of action.

At DW's locations and in the production chain of journalistic content, technical devices used for production consume a heavy amount of material and energy resources. Furthermore, as a globally active media company, business trips abroad are an indispensable aspect of maintaining local connections, producing reports, for DW Akademie projects, and for distribution purposes. Due to the relatively high greenhouse gas emissions caused by energy consumption and air travel, global warming is one of the key environmental sustainability issues that are influenced by DW's business activities. In the context of increasing digitization, and DW's goal of increasing global reach, a conflict of interests is emerging in which increasing energy consumption could come in conflict with a commitment to climate protection. DW is aware of this challenge and, accordingly, is seeking more energy efficient operations wherever possible, uses more renewable energy, and undertakes fewer business trips. The consequences of climate change are also one of the key sustainability issues that affect DW's business activities. For example, more extreme weather events pose a risk to health, infrastructure and broadcasting operations. Against this backdrop, DW has developed a science-based climate protection strategy to reduce its own greenhouse gas emissions, while preparing adequately for the consequences of climate change.

DW is committed to democracy and freedom of the press and opinion in accordance with its mission. DW's range of programming, and the media skills training courses offered by DW Akademie, allow people around the world the opportunity to form their own opinions based on independent information. At the same time, the changing political situation (restrictions on the press and freedom of expression, censorship, security situation) in many of DW's target regions also affects the work of local employees and can become a security risk. Beyond its legal mandate and the protection of its own employees, DW's key social sustainability issues include preserving employee rights and diversity. On behalf of the management, projects (diversity and new work initiative) are being carried out to continuously improve and adapt working conditions to the digital working world.

DW wants to assert itself as a fair and attractive employer and business partner worldwide, and at the same time, embody the values that it promotes through its journalism and DW Akademie.

Objectives

DW has defined three priority projects in its **2022–2025 Strategic Plan** that are aimed at contributing to the fulfillment of strategic corporate goals. Sustainability issues are anchored in these goals as priority project 3: "DW uses its resources efficiently and sustainably."

DW's sustainability project is defined in more detail in the **2022/23 annual targets**: "DW acts sustainably and reduces its greenhouse gas emissions in line with DW's climate protection strategy." At the same time, the economical and effective use of resources, while assuring the quality of services and processes, also applies. **Climate protection** is prioritized within sustainability topics. By implementing its climate protection strategy, DW aims to achieve net zero emissions by 2045 at the latest. In 2023, DW tightened its path toward reduction from the "well below 2 °C pathway" to the higher ambition level of the "**1.5 °C pathway**," which corresponds to an interim target of a 50 percent reduction by 2030. To achieve these goals, measures are being developed and implemented in the areas of business travel, energy management, procurement, production and commuting. DW's sustainability management coordinates the activities of different departments that are jointly responsible for achieving climate targets. The progress made towards achieving the targets is recorded annually in the carbon footprint and reported to the management and published every two years in the DW Sustainability Report.

DW aims to become not only one of the most diverse, but also one of the most inclusive media organizations in Germany by 2025, and has adopted a diversity-equity-inclusion strategy and an **inclusion agreement**.

"The long-term success of any company also depends on dealing responsibly with the environment and society. This is why sustainability is one of our central corporate goals.



Sebastian Jannasch, Head of Corporate Strategy

DW does its part to contribute to the UN's global **Sustainable Development Goals** (SDGs). DW contributes to SDG 4, "quality education," through its legal mandate to educate, which is seen both in DW's programming, and in the development of media and journalism skills at DW Akademie.

With its diversity and inclusion goals, DW promotes SDG 5, "Gender Equality."

DW obtains electricity from renewable energy sources at its two headquarters, and is looking into expanding its own photovoltaic systems, which contribute to SDG 7, "affordable and clean energy." Human rights are a profiled topic in DW's reporting.

The values of human rights at DW are anchored in its Code of Conduct (internal) and in DW's Declaration of Values (external), along with management values that enable cooperation across all hierarchical levels on an equal footing. DW's operations thus take SDG 8, "decent work and economic growth" into account.

DW Akademie's projects on innovation and the economic resilience of media companies contribute to SDG 9, "industry, innovation and infrastructure."

DW Akademie focuses on people who are disadvantaged in exercising their rights: Women, young people, refugees, indigenous peoples, and people living among conflict and crisis. In this way, DW Akademie's work contributes to SDG 10, "reduce inequalities" and the SDG credo: "Leave no one behind."

When procuring goods and services, DW aims for suppliers to take more sustainability criteria into account. DW will also gradually implement the "Green Motion" requirements for more sustainable production methods. In doing so, DW is contributing to SDG 12, "sustainable consumption and production."

DW's reduction target is derived from SDG 13, "climate action," along with the Paris Agreement, and is science-based in line with the requirements of the science-based target initiative. DW is one of the first media organizations to sign the UN SDG Media Compact, as social and environmental issues have always been profiled topics in DW's programming.

SDG 14, "life below water," and SDG 15, "life on land" are indirectly promoted by DW's environmental reporting, and through DW Akademie projects to better professionalize environmental reporting.

By offering independent information and media cooperation, DW and DW Akademie strengthen human rights



Image 2: DW is making its contribution to the global sustainability goals of the United Nations
Source: UN

worldwide and thus contribute to SDG 16, "peace, justice and strong institutions."

DW also maintains a joint commitment to sustainability together with Germany's ARD regional public broadcasters. DW thus forms "partnerships to achieve the goals" in accordance with SDG 17. The individual points are described in more detail in the topic chapters.

Depth of the value chain

DW's core business consists of producing journalism for TV, radio and online media, along with DW Akademie's media development cooperation projects. The production chain includes all upstream processes and resources (employees, technical equipment, server services, information) along with all downstream distribution, usage and end-of-life processes.

From an environmental point of view along the production chain, energy consumption, material consumption for technical equipment and business trips are particularly relevant. DW, as a globally active, legally mandated, company, pays particular attention to human rights and workers' rights.

DW assumes responsibility primarily in its own direct sphere of influence, but is gradually extending this to its indirect sphere of influence along the upstream and downstream production chain.

One measure of the climate protection strategy aims to raise awareness among suppliers, service, rental and partner organizations in DW's supply chain, as well as employees and users, as to DW's climate protection goals. Through continuous dialogue—and in later phases also with joint projects—synergies are to be leveraged and to help avoid further greenhouse gas emissions. DW has already begun to include sustainability criteria in the exclusion or evaluation criteria for tenders and intends to expand this in the future.

The Code of Conduct, comprising DW's core values, is a binding set of rules for all employees worldwide. DW works with around 3,500 TV and radio stations to distribute its content worldwide, along with platform and infrastructure operators as well as institutions and organizations. DW has drawn up a Declaration of Values for its relationships with distributors and other business partners. DW only cooperates with partners who fundamentally share its values. This also includes aspects such as ownership, financing and content, and possible political orientation. Other criteria include market position, reach and target group congruence. This is continuously reviewed through partner visits and regular monitoring by both distribution and sales employees and—if available—agencies or project managers on site. In addition, the position of Brand Integrity Officer was created as part of DW's Compliance department in March 2022. DW only provides distribution partners with journalistic content if it is redistributed unedited and, above all, uncensored. This is ensured by contractually defined framework conditions and random checks.



“Sustainability is not a trend, but a necessity. At DW, we set a course for this early on. We are committed to ecological, economic and social aspects of sustainability to maintain credibility, but also to position DW for the future.

Barbara Massing, Managing Director Business Administration

2 Process management

Responsibility

DW's Sustainability Management division is set up within the business administration department. It is responsible for developing overarching and ecological sustainability strategies and targets. It coordinates the development and implementation of measures in close cooperation with all DW departments, which are jointly responsible for achieving the targets. Any department can thus directly or indirectly influence measures and processes that support and promote the further transformation of DW into a more sustainable company.

In 2022, additional managers from DW departments were appointed to regularly exchange information with colleagues from the nine ARD regional broadcasters in ARD competence teams for Sustainable Operations Management, Sustainable Media Production, Sustainable Distribution, Green IT and Sustainable Event Management, all of which are driving sustainability topics forward in their respective organizations.

DW's Diversity, Equity and Inclusion (DEI), Health and Social Affairs and Learning and Development departments are responsible for social issues, as are the confidential counsellors for people with disabilities, the equal opportunities officers and the anti-discrimination officers.

The Compliance and Brand Integrity (CBI) department monitors the compliance of DW and its employees. It ensures compliance with legal provisions and DW's values and brand standards. It is therefore the point of contact for any justified suspicion of legal or regulatory violations, both within DW and regarding its business relationships.

At the managerial level, key aspects of sustainable corporate governance are addressed on an ad hoc basis, for example, in the case of strategic issues and large-scale procurements.

DW's sustainability targets are backed up with measurable indicators (such as tons of greenhouse gas emissions) and are checked annually for target achievement. Sustainability Management provides updates on successes and challenges in an annual report to DW's senior management team. Progress is publicly documented every two years in the Sustainability Report. The Directorate General's management department, which reports directly to the Director General, is responsible for preparing the Sustainability Report. This underlines the importance DW attaches to sustainable operations. DW also submits Sustainability Reports to its two supervisory bodies, the Broadcasting Council and the Administrative Board.

Rules and processes

Sustainability Management coordinates knowledge exchange on sustainability topics at DW. Relevant departments and representatives from all business units meet quarterly in the Sustainability Circle. In addition, it holds monthly discussions with the sustainability managers of the nine ARD regional broadcasters and the ARD General Secretariat in the ARD Sustainability Board. At the same time, the five ARD competence teams meet regularly, and DW colleagues in turn report results from these meetings to the DW Sustainability Circle.

Sustainability Management works with DW's departments to further develop areas of action for the climate protection strategy. The departments then implement agreed-upon ideas in projects, or transfer the results into suitable rules, such as business travel policy, or guidelines for sustainable procurement. In 2022, DW's Facility Management department adapted its business and procurement process on a pilot basis to ensure the (early) involvement of Sustainability Management. The results of this approach will be evaluated and, if necessary, extended to other departments relevant to sustainability, such as technology.

The Code of Conduct, comprising rules of conduct and DW's core values, is a binding set of rules for all employees worldwide. DW has drawn up a Declaration of Values for relationships with distributors and other business partners.

On media development cooperation, DW Akademie has been commissioning independent reports since 2015 to evaluate the efficiency and sustainability of country projects funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). The economical use of the funds entrusted to us is a particular concern and is always carefully examined in consideration

of alternatives. DW Akademie's work is certified in accordance with ISO 9001. All projects are regularly evaluated according to current standards.

Control

For reporting on sustainability indicators, over 500 pieces of data are requested internally from DW's departments each year. To this end, Sustainability Management has developed data masks, designated responsibilities for the subject areas and established workflows. This ensures that the data is supplied in consistent quality and is comparable over the years. In the meantime, initial data gaps have largely been filled and discrepancies resolved.

The following performance indicators are used to manage and monitor the 2022/23 sustainability targets:

- DW has reduced its **greenhouse gas emissions** to at least 11,784 tons in 2022 and 11,293 tons in 2023 within the framework of the reduction pathway with an adjusted baseline to at least 11,784 tons in 2022 and 11,293 tons in 2023. Interim target achievement as of December 31, 2022: 4,969 tons — **Target achieved**.

- DW has reduced **domestic flights** by 80 percent compared to the base year 2019 and only uses them in justified exceptional cases. Interim target achievement status as of December 31, 2022: Domestic flights reduced by 91 percent — **Target achieved**.

- DW reduced its **heating energy** by 20 percent in the 2022/23 winter season compared to 2019 by not heating office spaces above 19 °C and by taking office spaces out of operation and only heating to 16 °C by consolidating space. Interim status of target achievement as of December 31, 2022: Statements on target achievement can only be made once the final utility bills are available.

DW actively shapes a digital, diverse corporate culture. Accordingly, the company-wide goal for 2022/23 is to communicate the opportunities of diversity to employees (*People*), strengthen an inclusive corporate culture (*Processes*) and to represent the diversity of its target groups (*Products*). As part of its DEI strategy (Diversity, Equity and Inclusion), DW has defined measures in these three clusters: People, Processes and Products for 2022/23 in order to anchor DEI as an important issue that applies across the the company. Target achievement is tracked using the following performance indicators:

- DW has reached a **(new) inclusion agreement** in the *People* cluster. The target quota of eight percent employment of people with disabilities is significantly higher than the statutory minimum quota of five percent. Interim target achievement as of December 31, 2022: 6.01 percent — **on target**.

- To strengthen an inclusive and diversity-sensitive corporate culture, around 65 percent of managers have so far taken part in **diversity-related training courses**. A third of them stated that they were able to take away useful points for their day-to-day work. In total, around 140 awareness-raising measures were carried out on the three focus topics of ableism, racism and antisemitism (as of July 2023).

- All business units have laid out one or more **diversity and inclusion goals** for 2022/23. Implementation is in progress. Depending on the business unit, departments have also either undertaken specific DEI measures or they are contributing to the achievement of the business unit-specific DEI targets (as of July 2023).

- A **DW-wide employee survey** is in preparation for Q1/2024. The aim is for at least 50 percent of those surveyed to agree to promote diversity and inclusion-promoting measures and experience them as effective (as of July 2023).

Values, principles, standards and norms of behavior

The Code of Conduct expresses how DW embodies the values and principles, norms and standards that it communicates and promotes worldwide — both within the company itself, and in cooperation with partner organizations. DW significantly tightened its Code of Conduct in 2022. This was prompted by accusations of antisemitism against individual DW employees and distributors that were made in the press at the end of 2021 (see "Focus on: Antisemitism allegations").

The revised version makes it clear that DW does not tolerate — in day-to-day operations or in its journalistic content — discrimination such as sexism, racism and antisemitism, and additionally maintains a "zero-tolerance policy" towards hateful, punishable behavior, and in particular, the denial and relativization of the Holocaust. These principles apply both inside and outside of the workplace. The Code of Conduct is a binding set of rules for employees. Information on the consequences under labor law, including termination of employment in the event of violations, has been newly included. The revised version of the Code of Conduct was sent to all employees in German and

8 percent

The target quota for the employment of people with disabilities is three percent above the statutory minimum quota





English in September 2022 and receipt had to be actively confirmed. It has also been translated into the other 30 DW languages. The content is also taught in a mandatory e-learning program. DW employees are obliged to comply with and live by the Code of Conduct and the behavioral guidelines contained therein. This applies above all to the management and executives, because in their function as role models they shape the corporate culture in a special way. Managers must ensure that employees know and understand the Code of Conduct. They also have a responsibility to take consistent action against any behavior that does not comply with applicable laws or with the behavioral guidelines and basic values of the Code of Conduct.

DW has drawn up a Declaration of Values for its relationships with distributors and other business partners. In March 2022, the Compliance department was expanded to include Brand Integrity and assigned to the Directorate General. Another important element of the management culture at DW is management feedback, which has taken place approximately every two years since 2017. It allows employees to express their individual opinions on how the work of their superiors affects them. The results help managers to further develop themselves and their leadership in line with DW's leadership values. These leadership values include respect, transparency, cooperation, trust, loyalty, a constructive feedback culture and leadership guided by objectives. Compared to the 2019 survey, topics were added in 2022 responding to certain changes. These included the topic of diversity, for example. Feedback on leadership behavior was sent to 217 people. The overall results of all DW surveys are published on the intranet.

The overarching goal is to maintain dialogue about leadership culture at DW and to improve leadership performance. The response rate from the 2022 survey was slightly lower than in the 2019 survey. The overall satisfaction of employees with the management behavior of their direct superiors is unchanged at 4.7 out of 6. Individual potential for improvement can still be seen in the constructive feedback culture and transparency and cooperation, while strengths in the areas of digital leadership and collaboration, trust and diversity all became apparent.

Focus on: Antisemitism allegations

10

measures against antisemitism

In December 2021, the Süddeutsche Zeitung newspaper, and other media, published reports about antisemitic and anti-Israel statements made by individual employees or distributors of Deutsche Welle (DW).

The reports sparked a public debate about the work being done at Germany's international broadcaster, and DW has taken this debate very seriously. DW fully investigated the allegations and introduced measures to avoid similar incidents in the future wherever possible. Former Federal Minister of Justice Sabine Leutheusser-Schnarrenberger, antisemitism commissioner of the state of North Rhine-Westphalia, and Middle East expert Ahmad Mansour provided support to DW as an independent investigative commission.

The accusations came as a complete surprise to DW. As Germany's voice in the international media landscape, DW's employees must be beyond reproach. They must uphold the canon of values that forms DW's basis for global work. In 2019, DW set out its values in a Code of Conduct. It seemed clear to everyone at DW that antisemitism, Holocaust denial and relativization, and questioning Israel's right to exist all have no place at DW. But DW had to learn painfully that this position is not a matter of fact for everyone in individual cases. And when individuals veer from these standards in the public eye, the focus always falls on DW as an institution in its entirety.

It also became more clear that opinions in the Arab world on Israel and antisemitism differ greatly from the discourse in Germany and Europe in many respects. In response to the antisemitism accusations, DW's management adopted a 10-point action plan in February 2022, which it discussed in detail with the Broadcasting Council and Administrative Board. Since then, DW has consistently worked out this action plan. Some measures have already been fully implemented, while others are still being introduced and have yet to be proven in operational, programming and sales practices. An evaluation is planned explicitly for some measures, while others are being continuously developed. DW has reported the implementation of the action plan on an ongoing basis to its committees.

As painful as the process was, it has also strengthened DW as an organization, and in terms of its mandate. During the debate, political actors and supervisory bodies alike emphasized the importance of an independent media voice like DW in a politically, socially and religiously fragile region like the Middle East. DW's task is to go to places where people have a different opinion than what is prevalent in Germany, and to start an information-based dialogue from a German and European perspective that can reach as large an audience as possible. At the same time, the prevention of antisemitism remains an ongoing task for DW — as it is for German society as a whole.

The 10-point action plan in detail:

1. DW will adhere to a definition of antisemitism and communicate internally that it is mandatory. The definition includes the recognition of the right of Israel to exist as well as the denunciation of holocaust denial and trivialization.
2. DW will enhance its Code of Conduct to clearly define its "red lines" and make it obligatory for employees. Furthermore, DW is working on a version of its Code of Conduct especially for business partners.
3. DW will toughen the rules for value-based recruiting.
4. DW will expand and improve internal trainings on its values and standards and introduce new compulsory modules.
5. DW will improve its risk management practices in business relationships.
6. DW will strengthen the Compliance unit by having them report directly to the Director General and expand its purview to include Brand Integrity.
7. DW will more clearly communicate its values during business dealings and implement stricter internal control mechanisms.
8. DW will base its decisions on entering into new business relationships on a broader foundation.
9. DW will establish dialogue formats with partners in the MENA region.
10. DW will establish a competence team in Editorial Lead, Information and News to increase coverage of antisemitism, the right of Israel to exist and German responsibility in its programming. DW will also make additional hires for the studio in Jerusalem.

Incentive schemes

There are generally no target-oriented incentive systems at DW, but there are isolated one-off recognition bonuses for particularly outstanding performance. In 2021, DW and the General Staff Council reached a service agreement on the definition of abstract general conditions for bonus allocation. DW also provides information on the progress of implementing sustainability goals as part of updates to the Strategic Plan and evaluation. In addition, the Managing Director of Business Administration is sponsor of the two-year sustainability goal.

If suggestions relating to sustainability are submitted as part of the company-wide suggestion scheme ("idea management"), employees can receive a bonus of up to 500 euros if they are positively assessed by a committee. A representative of Sustainability Management is included as an advisory member of the committee for evaluating submitted ideas.



Remuneration policy for the highest governance body and executives

As of August 29, 2023, DW, like all other ARD broadcasters, published the complete overview (in German) of benefits paid to the Director General and the Directors of DW for reasons of transparency. In 2023, the Administrative Board adopted basic guidelines for the contractual structure of future non-tariff employment contracts at DW. DW's Director General and Managing Directors are employed as management on the basis of such contracts. The amount and system of retirement benefits for new members of the Executive Board were also changed and significantly reduced as a result.

The full members of the Broadcasting Council and Administrative Board work on an honorary basis and receive a legally regulated monthly allowance for their activities. Depending on the function, this amount is between 10 and 20 percent of the expense allowance for members of the German Bundestag and reimbursement of the travel expenses actually incurred. All payments are individually taxable. Attendance fees are not paid to ordinary members.

In addition to basic salary, DW managers can receive variable, function- and performance-based remuneration, some of which is temporary. Pension benefits are paid to managers and all other employees. Share-based remuneration and bonus distributions are not possible due to the legal structure of DW. Employment bonuses, severance payments and recovery claims are not paid.

Performance criteria of the remuneration policy

DW's long-term production value is seen in the fulfillment of its legal mandate. To this end, DW formulates a Strategic Plan for a four-year period in which it sets out programming objectives and priority projects. The meeting of objectives is assessed in an evaluation report. This allows the work of the management to be assessed transparently.

The functions of managers — right up to the Executive Board — are assigned on a temporary basis, including the associated remuneration where possible. As of July 1, 2021, DW extended the assignment of all management positions from two to three years, unless there are reasons for a different term. This gives managers more scope to implement ideas and concepts with their employees and shape them sustainably. At the same time, every manager receives well-founded feedback at least once as part of the 270-degree feedback process, which is carried out every two years. Managers receive feedback from their employees on their leadership performance in order to continuously develop and improve.

To date, performance-related pay has not been based on the achievement of specific targets, but is paid for overall outstanding performance.

As a public service broadcaster under the legal supervision of the federal government, DW is prohibited from offering different payment levels to holders of positions in the same salary category. As a recipient of a federal subsidy, DW is therefore not allowed to pay its employees more than comparable employees of the funding provider. For DW, this corresponds to the collective agreement for federal public service (TVöD/Bund).

DW takes into account this payment level rule, along with economic conditions, when negotiating its collective remuneration agreements.

Ratio of total annual remuneration

The annual remuneration of the highest-paid employee with significant activities is 4.3 times the median level of the total annual remuneration of all employees (excluding the highest-paid employee). It is therefore slightly lower than in previous years (4.5).

Percentage of financial assets that have been screened according to environmental or social factors

Deutsche Welle, which is financed by taxpayer money, does not invest in its own financial assets as a matter of principle, which means that there is no need to select investments based on environmental or social factors.





Stakeholder engagement

German civil society is an important stakeholder, which finances the German international broadcaster with its tax revenues. In a stakeholder analysis, further relevant stakeholder groups of DW were identified and prioritized: Broadcasting Council and Administrative Board, governmental and funding bodies (in particular the Federal Government Commissioner for Culture and the Media, the Federal Foreign Office, the EU and — in the case of DW Akademie — the Federal Ministry for Economic Cooperation and Development) as well as the German Bundestag, DW employees, target groups of DW's journalistic content and DW Akademie, distributors and business partners (suppliers and service providers).

The DW Sustainability Report is submitted to DW's Administrative Board and Broadcasting Council. The report is then checked for completeness by the Office of the German Sustainability Code (DNK) and then published. The focus on climate protection is in line with key topics and objectives of government stakeholders on sustainability. The sustainability strategy is actively addressed by DW in regular dialogue with external stakeholders and this ensures an exchange of knowledge. To bring in internal stakeholders, a Sustainability Circle was set up with experts from all business units, which brings together and develops sustainability issues under the coordination of Sustainability Management. The input of DW's departments was also indispensable and of great value in the preparation of the Sustainability Report and the climate protection strategy.

DW Akademie was the first business unit to set up its own multiplier network for sustainability with committed employees who promote sustainability issues in coordination with Sustainability Management. As part of the internal DW Minds event series, Sustainability Management regularly informs all interested employees about new developments and opportunities for participation (such as in ideas management). The department uses intranet messages to raise awareness of sustainability issues and provides background information on a dedicated topic page.

Key topics and concerns

The focus on climate protection arose partly from a materiality analysis (DW's energy and travel intensity) and partly from the need to limit global warming to 1.5 °C. The impetus for action was ratified under the Paris Climate Agreement and a ruling by the Federal Constitutional Court in April 2021 and is thus also reflected in the (tightened) targets of the Federal Government and its subordinate authorities. DW employees have also called for climate measures at internal meetings. DW prioritized this issue and subsequently published its own climate protection strategy with concrete reduction targets and measures.

When developing an internal DEI diversity strategy, objectives and measures for diversity, equal treatment and inclusion at DW, input from internal and external stakeholders was and is also taken into account. For example, company-wide, cross-location diversity workshops were held and evaluated for all interested employees at both locations in Bonn and Berlin in the run-up to the development of DW's DEI strategy. The results were also formulated by a house-wide, cross-divisional diversity working group that then made direct recommendations for action to the DW Manatement team. Sounding boards in all DW business units regularly ensure that the needs of the company and its employees are recorded, reviewed and followed up. Networks of different diversity groups also contribute to the overall strategy and cultural change within the company (e.g. Racism Focus Group, Circle Accessibility & Inclusion, DW Pride Network, Culture Club, etc.). Ideas from external cooperation partners are also continuously incorporated into the development of measures, for example from Neue Deutsche Medienmacher:innen, European Broadcasting Union (EBU), BBC and other international broadcasters, ARD Diversity Board, German Diversity Conference in cooperation with Tagesspiegel and Charta der Vielfalt as well as the Diversity Workshop of the Central Actors of Foreign Cultural and Educational Policy (AKBP), the Alliance Media for Diversity and others.

Innovation and product management

Production, distribution and use of journalistic content consumes resources, especially the energy used for technical equipment. Business trips for on-site reporting, to DW Akademie project areas and for sales purposes are also part of DW's core business. DW prepares an annual carbon footprint assessment to monitor greenhouse gas emissions caused by resource consumption and business trips. DW's climate protection strategy includes reduction measures to achieve a climate protection target. Fields of action include mobility, energy, procurement, green IT and sustainable media production and distribution.

For sustainable media production, DW signed a "Joint Declaration on Sustainability in Film and Series Production" in 2020 together with other companies in the German film and television industry and the then Minister of State for Culture, Prof. Monika Grütters MdB.

The declaration aims to minimize the ecological impact of film and television production as efficiently and permanently as possible. In the following years, DW participated in pilot projects funded by the Federal Government Commissioner for Culture and the Media and thus contributed to the creation of the "Ecological Standards for Film and Television Productions."

In April 2021, the DW travel show "Check-In" took part in the **"100 green productions"** initiative in the episode: "Freiburg — the sustainable city." Optimization measures were identified based on specified criteria, the carbon footprint was calculated using a CO_2 calculator and a final report was submitted at the end of production. Overall, the production team was able to reduce around 70 percent of the usual greenhouse gas emissions through various measures (traveling by train instead of plane, cargo bike instead of rental car on site, staying in an eco-hotel, predominantly vegetarian meals, some in eco-friendly restaurants, as well as using recycled paper and green electricity during planning and post-production).

In October and November 2021, DW took part in the **"Reallabor"** for ecologically sustainable audiovisual productions of the **Federal Government Commissioner for Culture and the Media**, in cooperation with the film funding agencies of Germany's federal states with the news program DW News and the talk show "Jaafar Talk."

The procedure involving an action plan, CO_2 calculator and final report was the same as in April 2021. **DW News** is produced live in Studio 3 at the Berlin broadcasting center. In addition to the anchors, the interview guests and the director, the editorial offices are also involved in the preparatory research and the production of inserts.

- From an environmental standpoint, all programs produced at the Berlin studios benefit from the fact that DW gets its electricity from wind power.

- Every past and future energy-saving measure in the studio, editorial offices or data centers (for example air conditioning, ventilation and lighting, as well as the use of energy-saving studio technology and IT components) also has a positive impact on the carbon footprint of the programs produced there. For more details, see "Reduction of greenhouse gas emissions."

- This also applies to the use of certified, more environmentally friendly materials with any possible studio conversion. The current trend is towards smaller virtual studios, where backdrop construction is no longer necessary.

- The layered paper, which is available for voice recording in the event of a teleprompter failure, is now made entirely out of recycled fiber.

- Anchor wardrobes are rented and discarded wardrobe items are sold at an internal DW flea market.

- Makeup gradually uses cosmetics that are vegan and produced without animal testing wherever possible and do not contain microplastics.

- When possible, the electronic reporting teams do not travel. Instead, local partners and ARD cooperations are used. Reporting from the capital uses public transportation. A mobility concept is being planned for DW, which will also examine the conversion of the DW fleet to electric vehicles and the addition or substitution of cars with e-bikes and cargo bikes. This concept will also examine how even more incentives can be created for more climate-friendly commuting and business trips by bike, public transport and rail.

- DW's cafeterias offer a daily vegetarian and/or vegan menu, sometimes with regional and seasonal ingredients in organic quality. Meat-free nutrition also enables employees to reduce their carbon footprint and thus that of production. Employees can also bring their own containers and utensils for take away items.

- The optimization of waste separation at DW, which was implemented in 2022, also contributes to green production methods.



“We want to apply the green motion requirements for more sustainable production methods to our core TV productions and productions in the Global South, even if they were originally developed for productions shot in Germany.

Jochen Ketzel, Head of Production



– DW's users and partners are also part of DW's carbon footprint. To indirectly initiate changes here, the sales department can ask streaming partners whether they are implementing energy efficiency measures in their server parks and purchasing green electricity.

"After the pilot projects, we can now group together DW's variety of production forms, and keep track of progress on implementation and identify areas of improvement each step of the way.



Torsten Lohoff, Green Consultant Bonn
The Green Consultant for Berlin is Mario Britzkow.

The **Jaafar Talk** editorial team took part in the 'Reallabor' with an episode produced in Beirut, Lebanon.

– This time, instead of the usual four people, one less member of the editorial team traveled and instead accompanied production from a distance. Avoiding air travel makes an important difference to the carbon footprint of production. On site, the editorial crew traveled separately for safety reasons (in hybrid vehicles, but still without green electricity in the Lebanese electricity mix) and the technical crew in a shared bus. Diesel vehicles were used for the set and equipment. In addition to the studio production, there were also street recordings for inserts.

– The elements seen above with DW News also apply to Jaafar Talk's planning and post-production in Berlin and Bonn. In addition, however, there were the challenges of producing in a country that is currently in a politically and economically unstable situation. While the screens and studio lighting had already been converted to LED and the built-in air conditioning was only switched on for the two hours of recording, the electricity produced by diesel generators was more reliable than the local power grid.



Image 3: The talk show Jaafar Talk holds controversial discussions on social issues, here in Beirut



Image 4: Many shows now use a virtual studio. Set construction is is no longer necessary

- The set was completely reused from the previous filming of the show in this studio. Here, too, all further energy efficiency measures and the consideration of environmental aspects in future studio conversions will have a positive impact on the carbon footprint of all programs produced there.

- As vegetarian and vegan diets have a significantly lower carbon footprint than meals containing meat, falafel with hummus and grilled vegetables were offered for the team's on-site catering.

These examples show how DW has tested more sustainable production methods, which were originally developed for feature films and major TV shows, on a reportage shooting trip, a studio production in the Berlin broadcasting center and a studio production abroad for the core TV business.

In the meantime, the "Ecological Standards for Film and Television Productions" (Green Motion Label) have been finalized by the "Green Shooting" working group. Compliance with ecological standards and the receipt of the "green motion" label, which is awarded exclusively through external audits, is to become a funding requirement for all publicly funded cinema, TV and online/VoD productions in Germany.

ARD regional broadcasters and DW work together in the Sustainable Media Production Competence Team, among others. ARD plans to gradually switch all commissioned productions and successively also in-house productions to more sustainable production methods by January 2025.

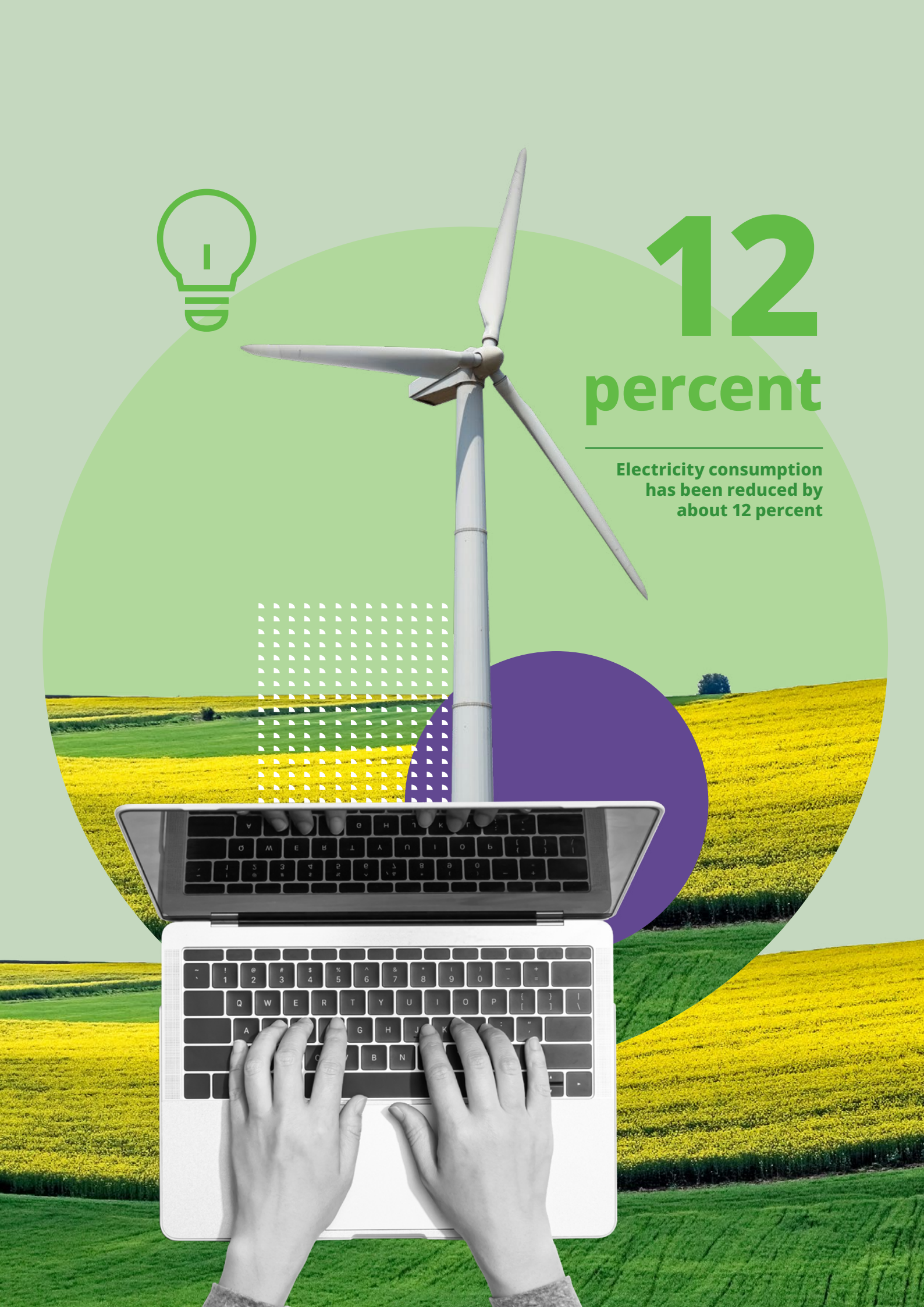
At the beginning of 2023, DW appointed one colleague each from the production department for the Bonn and Berlin sites, who have now completed training to become a green consultant and use the CO_2 calculator. The next step is to cluster all DW productions and then determine the implementation status of the individual ecological production standards for each production cluster in order to derive targets and measures.

Sustainable production overlaps with other areas of action at DW (such as energy management and green IT, business trips and procurement) and can only be achieved by working together. The coordination and exchange of these topics takes place via Sustainability Management in DW's Sustainability Circle.



"Sustainable production overlaps with other fields of sustainable action such as energy management, mobility and procurement. We coordinate this diverse range of topics and bring experts together.

Thilo Pommerening, Deputy Head of Sustainability Management


12
percent
Electricity consumption
has been reduced by
about 12 percent

3 Commitment to the environment

Usage of natural resources

As a global media company, DW utilizes resources primarily during the production and distribution of its increasingly digital program offerings. The focus here is on energy in the form of electricity, heat and fuels, which are required for business trips, the operation of broadcasting centers and external locations, but also for the supporting IT infrastructure during the usage phase.

Another area of resource consumption is the electronic equipment and consumables used, as well as the waste generated in studios and offices, during field shoots and post-production. The main items here are servers, cameras, computers, editing suites, intercom booths, lighting, and air conditioning, as well as office supplies, printing and copying paper and water for sanitary facilities and kitchenettes.

An annual data survey on resource consumption is now carried out with every DW department. As some of the data from the building or from landlords and service providers is not centrally available, a complete presentation is a challenge. We have now succeeded in closing some data gaps and clearing up ambiguities. We are continuing to work on gradually being able to present a complete and transparent picture of resource consumption.

For the carbon footprint, goods and services purchased in various categories (technical equipment, TV and video production, telecommunications, administration, buildings, print products) are assigned specific emission factors per euro of purchasing volume. This is where DW's largest consumption of resources takes place. Water and paper consumption are recorded separately. Business trips are recorded in person-kilometers, energy data in kilowatt-hours, and waste quantities converted into tons. Business travel generates the most greenhouse gas emissions (in the directly influenceable core balance), followed by heat consumption and commuting. Waste causes comparatively few greenhouse gases, but has other environmental impacts.

Ressource management

The implementation of the DW climate protection strategy is rooted in the 2022-2025 Strategic Plan and the 2022/23 annual targets. The strategy defines specific reduction targets and fields of action, which are made apparent in performance indicators:

- DW reduced its greenhouse gas emissions to at least 11,784 tons in 2022 and 11,293 tons in 2023 as part of the reduction path calculated in the carbon footprint. This was tightened in 2023 with an adjusted baseline. Interim target achievement as of December 31, 2022: 4,969 tons — **target achieved**.

- DW reduced domestic flights by 80 percent compared to the base year 2019 and only uses them in justified exceptional cases. Interim target achievement status as of December 31, 2022: Domestic flights reduced by 91 percent — **target achieved**.

- DW will reduce its heating energy by 20 percent in the 2022/23 winter season compared to 2019 by not heating office spaces above 19 °C and by shrinking and taking office spaces out of operation and only heating them to 16 °C. Interim status of target achievement as of December 31, 2022: Statements on target achievement can only be made upon availability of the service charge statement from the Berlin building.

The risks that companies generally face as a result of climate change and the associated increased frequency of extreme weather events include damage to people and ecosystems, buildings, transport routes and infrastructure. This in turn can result in supply bottlenecks and price increases as well as health risks for employees. It can also be assumed that in the coming years, companies in all sectors will have to meet increasingly strict requirements as a result of stricter legislation.

All of this is associated with cost increases that should be anticipated now. In the medium term, DW must also consider the risk of infrastructure damage that could lead to an impairment of regional broadcasting operations in individual cases. This can affect regions from where DW reports locally and in places worldwide that receive DW's programming. One risk for companies that is especially

true for DW is the loss of credibility if they fail to act. DW has a responsibility not only to report on climate change, but also to set a good example in terms of solutions.

Paper consumption

Printing and copying paper have been converted from a mixed fiber (certified according to the EU Ecolabel) to recycled fiber (certified according to Blue Angel). While overall paper consumption was reduced by around half, the proportion of recycled paper fell again after an increase to almost 50 percent (remaining stocks of mixed-fiber paper were used up) due to ordering errors. This has since been rectified. The reasons for the sharp decline in paper volumes include continued work from home and the reduction of "paper processes" through the digitalization of internal workflows such as vacation requests, call-offs, invoice processing, payroll accounting and business trips. As print products are not ordered from a central supplier at DW, it is not yet possible to provide a complete breakdown of the products ordered by paper type and weight. Packaging is reused at DW for as long as possible.

Energy consumption

Energy consumption (electricity, heat and fuel) for the main locations in Bonn and Berlin is presented below. The energy consumption figures are based on invoices from energy supply companies (electricity), rental companies (heat), service providers (emergency diesel) and logbooks (company fleet). In some cases, assumption-based projections from previous years were replaced by real data (highlighted in light gray). In other cases, data gaps were filled with average values (rounded numbers in italics), for example when service charge statements are not yet available. DW's foreign locations (studios, correspondents' and academy offices, sales agencies) are not included for the time being, as they only account for around two percent of the total area.

In the reporting year 2022, DW purchased green electricity from renewable energy sources with a guarantee of origin (wind power). DW has its own photovoltaic system at the Bonn site, which generated around 117 MWh of electricity in the reporting year, similar to previous years, all of which was fed into the electricity grid.

50 percent

Paper consumption has been cut by around half



Paper consumption (in kg/a)	**2019**	**2020**	**2021**	**2022**
Total	**28,000**	**25,000**	**16,500**	**12,500**
Share Bonn	k.A.	13,750	9,000	7,000
Share Berlin	k.A.	11,250	7,500	5,500
Share mixed fiber EU Ecolabel	100 %	58 %	52 %	64 %
Share recycled fiber Blue Angel	0 %	42 %	48 %	36 %

Table 1: Paper consumption 2019–2022

Electricity consumption (in kWh/a)	**2019**	**2020**	**2021**	**2022**
Gesamt	**17,960,072**	**16,188,795**	**15,970,901**	**15,823,654**
Kurt-Schumacher-Str, 3, Bonn	11,025,503	9,795,213	9,422,952	9,027,041
Voltastr, 5 and 6, Berlin	6,840,683	6,310,251	6,466,511	6,712,258
Brunnenstr, 128, Berlin (DW Akademie)	30,668	22,400	18,450	21,355
Federal Press Conference, Berlin	63,218	60,931	62,988	*63,000*

Table 2: Electricity consumption 2019–2022

Heat consumption (in kWh/a)	**2019**	**2020**	**2021**	**2022**
Total	**7,849,937**	**7,347,855**	**8,302,355**	**7,385,694**
Kurt-Schumacher-Str. 3, Bonn	5,448,000	4,740,000	5,396,580	4,504,190
Voltastr. 5 (Older building), Berlin	1,553,000	1,706,160	2,015,030	*2,000,000*
Voltastr. 6 (Newer building), Berlin	775,110	818,710	795,751	781,504
Brunnenstr. 128, Berlin (DW Akademie)	47,937	47,410	56,157	*60,000*
Federal Press Conference, Berlin	25,890	35,575	38,837	*40,000*

Table 3: Heat consumption 2019–2022

No service charge statements were available by the editorial deadline for the older Berlin building and the secondary locations in Berlin. For the time being, consumption was extrapolated using rounded figures from the previous year. The rounding values from previous years have since been replaced by the actual data.

District heating is used in Bonn and in the older building in Berlin, while a natural gas boiler is operated in the newer building and at secondary locations in Berlin. At the Bonn site, DW has a solar thermal system that supplies hot water for the cafeteria.

DW currently has 23 vehicles in its fleet, twelve of which are in sedans and transporters in Bonn (seven diesel, three plug-in hybrids and one gasoline vehicle and one purely electric vehicle for the time being. There are eleven vehicles in Berlin (eight diesel vehicles, three of which are cars and five minibuses, and three gasoline vehicles, all minibuses/vans). The fuel consumption was taken from the logbooks or recording software. Data on the electricity consumption of the hybrid vehicles could not be collected.

At both DW locations, emergency power systems are operated in test mode for around ten hours per year. Diesel consumption quantities are recorded for this, which are topped up irregularly every few years during maintenance. An incorrect statement from 2019 was corrected. The refill requirement is only due to test operations or emergency use in the event of a power failure. The latter was not the case in previous years.

Fuel consumption (in liters/a)	**2019**	**2020**	**2021**	**2022**
Total	**16,757**	**12,032**	**15,259**	**17,798**
DW fleet Diesel consumption	15,866	9,387	11,793	14,737
DW fleet Petrol consumption	891	2,645	3,466	3,061

Table 4: Fuel consumption 2019–2022

Diesel consumption (in liters/a)	**2019**	**2020**	**2021**	**2022**
Total	**1,561**	**—**	**4,845**	**1,919**
Kurt-Schumacher-Str. 3, Bonn	—	—	4,845	—
Voltastr. 5 and 6, Berlin	1,561	—	—	1,919

Table 5: Diesel consumption for emergency power generators 2019–2022

Reducing energy consumption

Electricity consumption was reduced by twelve percent compared to the base year 2019. One of the reasons was certainly the pandemic, during which many employees no longer worked in the office from March 2020, but from home. However, energy consumption continued to fall in 2022 even as more employees returned to the broadcasting centers.

As it has only been possible to record total energy consumption and not underconsumption, the savings cannot yet be specifically attributed to individual measures and quantified. Energy-saving measures implemented in recent years are listed below:

New server space in Bonn and Berlin was set up using the cold aisle containment. Physical servers were also partially replaced by cloud usage. The laptops issued during the pandemic facilitated mobile working and are more energy-efficient than the desktop computers, which are still being recycled wherever possible. Energy-saving settings have been applied to all end devices: PCs, laptops and monitors turn on standby mode after 10 minutes of non-use. With the support of the sustainability budget, which was set up centrally to implement climate protection measures, Studios 1 and 2 were converted to LED lighting in 2020 and 2022, respectively. Studio 3 is currently being converted. Offices, corridors and other rooms are all being converted to LEDs during renovations. From January 1, 2023, the power of short wave broadcasts (SW) via Mediabroadcast was reduced from 500 kW to 250 kW.

In 2021, **heat consumption** rose by six percent compared to the base year 2019. The reason for this increase could be that during the pandemic, employees were encouraged to ventilate the premises more frequently and regularly, even when it was cold outside. In the 2022 reporting year, heat consumption at the Bonn site was reduced by 17 percent compared to 2019. The main reason for this reduction is probably the limitation of heating temperatures to a maximum of 19 °C in the offices and 16 °C in the rooms that are temporarily out of use.

The newer building in Berlin recorded an increase of one percent. One reason for this could be the reopening of the converted cafeteria. Trend analysis cannot yet be carried out for the older Berlin building and the secondary locations until the utility bills are available. It will only be possible to check whether the savings of 20 percent compared to 2019, as stipulated by the Energy Saving Ordinance, have been achieved once the most recent utility bills are available.

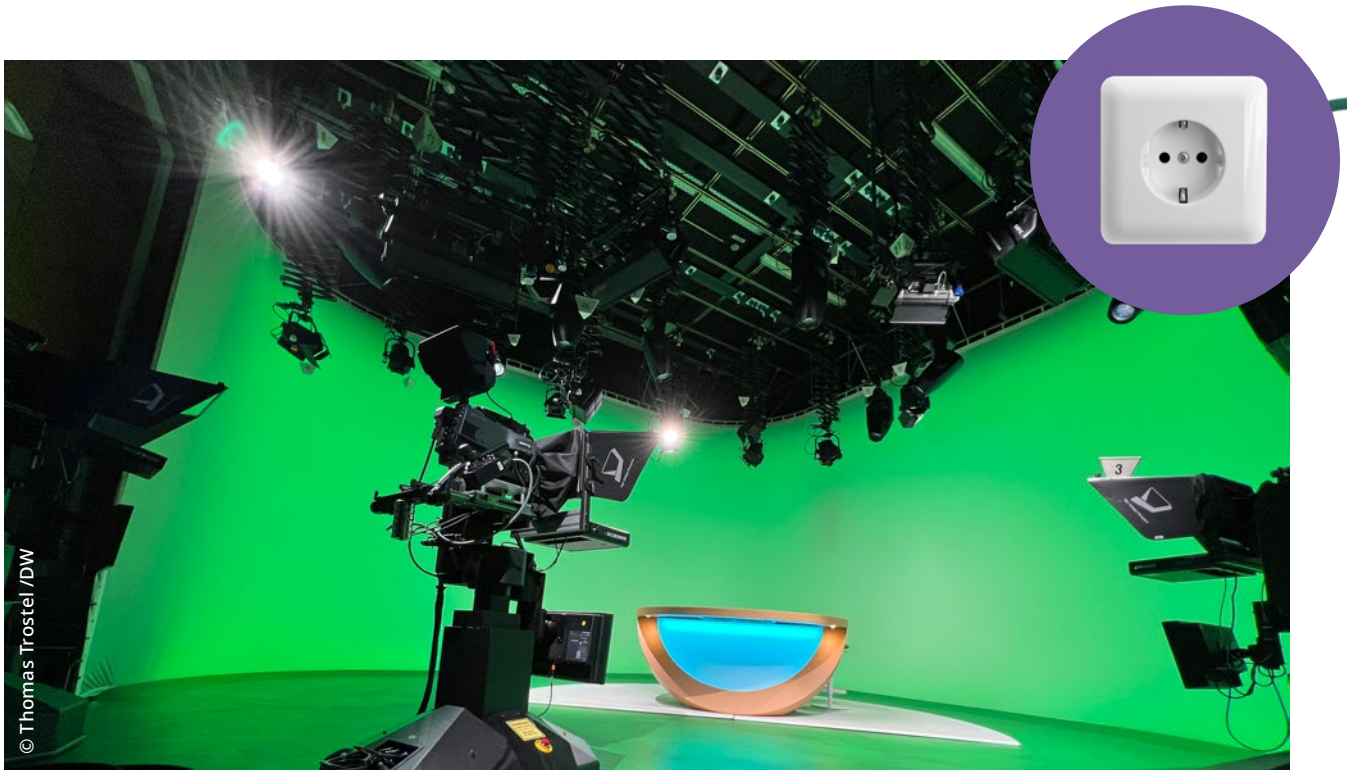


Image 5: New energy-saving LED lighting in Berlin's Studio 2

After a brief decline in 2020, the year of the pandemic, **fuel consumption** rose again in the following years. In the 2022 reporting year, there was an increase of six percent compared to 2019. This is likely due to the continued use of low-personal-contact means of transportation that was used during the coronavirus years.

Water consumption

At DW, water is not used in production processes, but in tea kitchens and sanitary facilities. The source is tap water from local municipal utilities. For the secondary locations, the rounded figures from previous years were updated due to the lack of utility bills. For secondary locations, the rounded figures from previous years were updated due to the lack of service charge settlements. For the older building in Berlin, there are no consumption figures for water in the service charge statements with flat-rate cost blocks. The consumption was therefore extrapolated using average values from the number of kitchenettes and WCs in the new building.

Overall, there was also a reduction in water consumption in the 2020 pandemic year, which was likely due to people working from home. In the 2022 reporting year, consumption was around 60 percent of the 2019 volume.







„With our sustainability budget, we have already been able to co-finance the conversion of the Berlin studios to LED lighting, new charging stations for electric bicycles, a bicycle competition and a concept for energy measuring.“

Manfred Adrian, Head of Sustainability Management

Accumulated waste

DW produces typical office waste. Specifically, this includes paper, plastic, glass and residual waste as well as bulky waste, electronic waste, food waste and construction waste. In addition, there are fluorescent tubes (which are replaced with LEDs during conversion work), toner cartridges and used electronic devices, such as obsolete technology from studios and data centers, monitors and refrigerators. Construction waste, insulation materials and paint and varnish waste are also generated during renovations. Construction waste is as a rule taken back by the construction companies and suppliers, meaning that no data is available. There is also no data for the secondary locations in Berlin, as no quantities are stated in utility bills.

Waste separation was optimized at both locations at the end of 2022 and all types of waste are now collected separately. Quantities of waste can be specified even more precisely starting in 2023. The optimization of waste separation was accompanied by company-wide communication on waste avoidance and sorting with posters in tea kitchens and elevators as well as detailed communication on the intranet.

Water consumption (in m^3/a)	**2019**	**2020**	**2021**	**2022**
Total	**22,011**	**14,127**	**11,247**	**12,687**
Kurt-Schumacher-Str, 3, Bonn	13,288	8,172	5,529	6,868
Voltastr, 5 (Older building), Berlin [estimated]	*4,000*	*2,800*	*2,800*	*3,000*
Voltastr, 6 (Newer building), Berlin	4,397	2,980	2,777	2,619
Brunnenstr, 128, Berlin (DW Akademie)	233	96	61	*100*
Federal Press Conference, Berlin	93	79	80	*100*

Table 6: Water consumption 2019–2022



Waste volumes

Types of waste	Unit	Location	2019	2020	2021	2022
Municipal waste (residual waste)	tons	Bonn	60	45	43	52
		Berlin	29	39	33	29
Bulk waste, scrap and wood	tons	Bonn	28	17	35	41
		Berlin	24	16	15	12
Electronic waste	tons	Bonn	16	12	10	10
		Berlin	3	8	5	9
Paper	tons	Bonn	54	32	29	28
		Berlin	6	13	10	9
Document disposal	tons	Bonn	—	2.8	2.2	0.1
		Berlin	0.6	0.4	0.8	0.6
Food waste — cafeteria/canteen	tons	Bonn	3.2	1.5	2.6	5.4
		Berlin	Remodeling canteen Berlin			
Glass	tons	Bonn	Collection containers, capacity unspecified			
		Berlin	1.2	2.4	2.0	1.2
Plastic packaging	tons	Bonn	Until now with general waste, separated from 2023			
		Berlin				
Construction and demolition waste	tons	Bonn	9	9	14	—
		Berlin	Is disposed of directly by construction firm			
Street sweepings	tons	Bonn	1	1	1	5
		Berlin	–	–	–	–
Fluorescent tubes (containing mercury)	tons	Bonn	0.4	0.6	0.4	1.0
		Berlin	0.2	0.2	0.1	–
Sludge from wastewater treatment	m^3	Bonn	150	150	144	144
		Berlin	–	–	–	–

Table 7: Waste volumes 2019–2022





Climate-relevant emissions

Based on available data, an independent external consulting firm prepares and updates the carbon footprint estimate for DW annually in accordance with the quality requirements of the Greenhouse Gas Protocol (GHG Protocol). This protocol defines the basic principles of relevance, completeness, consistency, transparency and accuracy and is based on the principles of financial accounting. The emission factors and values used for the global warming potential of greenhouse gas emissions are taken from the emissions inventories of the DEFRA (Department for Environment, Food and Rural Affairs), the GEMIS database (Global Emissions Model of Integrated Systems, published by the International Institute for Sustainability Analysis and Strategies), the Ecoinvent database and the database of the German Environment Agency (UBA). All seven greenhouse gases listed in the Kyoto Protocol are taken into account and converted into CO_2 equivalents (CO_{2e}). The operational control approach is chosen as the consolidation method. The main locations in Bonn (Kurt-Schumacher-Strasse) and Berlin (Voltastrasse, Brunnenstrasse and Schiffbauerdamm) are all taken into consideration. DW's international locations account for only around two percent of the total area, and are therefore not included for the time being, for reasons of significance and the proportionality of effort and potential influence. Energy and fuel consumption, business trips and commuting, refrigerants and waste, as well as purchased goods and services are taken into account. A distinction is made between site-related greenhouse gas (GHG) emissions (Scope 1 and 2) and GHG emissions from upstream and downstream activities (Scope 3). The distribution and utilization phase, which probably accounts for the largest share of the overall balance, has not yet been estimated. At the same time, attempts at quantification can only serve to illustrate a proportional order of magnitude. A precisely measurable result and measurable reduction successes cannot be expected and are only partially conceivable in projects with distribution partners. Scope 2 emissions for external electricity procurement are calculated and reported using both the market-based method with provider-specific emission factors (in this case zero emissions) and the location-based method with emission factors of the national electricity mix.

The measurement of DW's carbon footprint was fine-tuned in 2022. **Methodological adjustments** were made in several sub-areas, leading to more accurate results. For example, the German Federal Environment Agency's emission factor (updated more frequently, when compared to previous value) was used for the German electricity mix. For waste categories, the recycling phase is now accounted for, instead of only transportation routes. Emission factors for local district heating consumption were made more precise together with energy supply companies.

Instead of the electricity credit method, which performs compensation calculations internally, values were supplied according to the Finnish method in Bonn and the Carnot method in Berlin, which treats electricity and heat separately. The upstream chain of energy consumption was also included in the core balance, as a change in the electricity product also has an effect there. In addition, minor linking errors were discovered and corrected in the Excel calculation tool, particularly for purchased goods.

Data sources have been **made more complete**. For example, business trips that were not booked with the DW travel office or a commissioned travel agency, but were booked and then reimbursed by the employees themselves, were examined and integrated into the total passenger kilometers for air and rail travel based on average values. In some cases, real data for consumption and energy sources at secondary locations in Berlin could be obtained to replace the estimated values used. In some cases, it was possible to obtain real data on consumption and energy sources at secondary locations in Berlin, which replaced estimated values. To ensure comparability over time, these additions and more precise recalculations were also applied retroactively for previous years. As a result, the ratios among the emission categories remained largely unchanged. However, as the absolute values for DW's greenhouse gas emissions increase as a result, and therefore also affect the baseline for the reduction targets in the base year 2019, the **baseline was adjusted**. The **reduction target** was thus set to a **more ambitious level** according to the so-called "1.5 °C pathway" (previously "well below 2 °C pathway"). The rounded-up reduction target for the target year 2030 has been increased from 30 percent to 50 percent.

DW defines its Scope 1 and Scope 2 emissions together with the Scope 3 categories of business travel, employee commuting, waste and upstream energy chain as a core balance.

In the 2019 base year, 73 percent of emissions in the core balance were attributable to business travel (primarily air travel), 11 percent to commuting (based on assumptions), 10 percent on heat consumption and six percent on the remaining categories (refrigerants, fleet, waste, emergency diesel and upstream energy chain).

In addition, indirect emissions are found in purchased goods and services as well as electricity consumption in the distribution and use of DW's programming worldwide (marginal balance). These are overlaps with the emissions of other players (suppliers, service providers, partners and users). Direct changes here by DW and the measurability of progress are only possible to a limited extent. The reduction target of 30 percent (well below 2 °C pathway) set by DW's climate protection strategy, now adjusted to 50 percent (1.5 °C pathway), by 2030 (see above under "Objectives" and "Control | Performance indicators") bears upon the core balance sheet, where direct changes and measurements are easily possible. However, climate protection measures are implemented in all areas of the climate balance sheet (core balance sheet and marginal balance sheet). The most important protection measure concerning the core balance is seen in the reduction of business trips, especially domestic flights, which can easily be replaced by train travel.

- DW reduced its greenhouse gas emissions to at least 11,784 tons in 2022 and 11,293 tons in 2023 within the framework of the reduction pathway, with an adjusted baseline to at least 11,784 tons in 2022 and 11,293 tons in 2023. Interim target achievement as of December 31, 2022: 4,969 tons — **target achieved**.

- DW reduced its domestic flights by 80 percent compared to the 2019 base year and only uses them in justified exceptional cases. Interim status of target achievement December 31, 2022: Domestic flights were reduced by 92 percent from 3.51 million passenger-kilometers in the base year 2019 to around 311,000 passenger-kilometers in the reporting year 2022 — **target achieved**.

Adjustment of emissions calculations from 2019 base year



Image 6: Adjustment of emissions calculations

There are challenges for DW in reducing travel, as part of the core function of an international broadcaster is to be on location reporting live from hotspot regions, and for the DW Akademie, to implement development projects in countries abroad in cooperation with partner organizations. But there is hope new routines and practices can be adopted to limit the number of business trips in the future. For example, required business trips were reduced to a minimum during the pandemic, and in 2022 they increased but remained at a significantly lower level.

Another challenge for media companies is the conflicting goals of increasing reach with reducing greenhouse gas emissions. For example, video-on-demand content in high picture quality corresponds to an overall increase of server power consumption because of how this content is received. The development of solutions happens in cooperation with industry and distribution partners. DW is represented in the ARD Competence Team for Sustainable Distribution, which has taken up the issue.



Comparison of reduction paths after the baseline adjustment
DW greenhouse gas emissions (core balance)

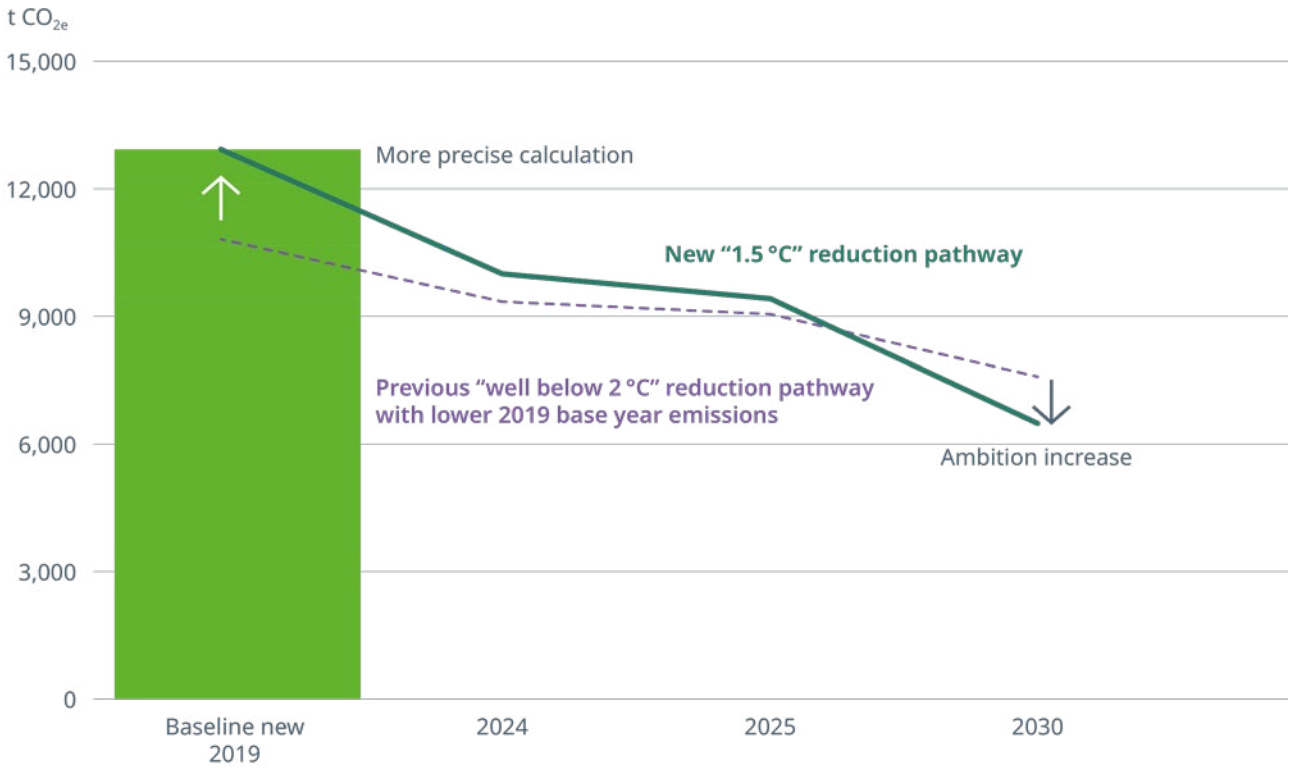
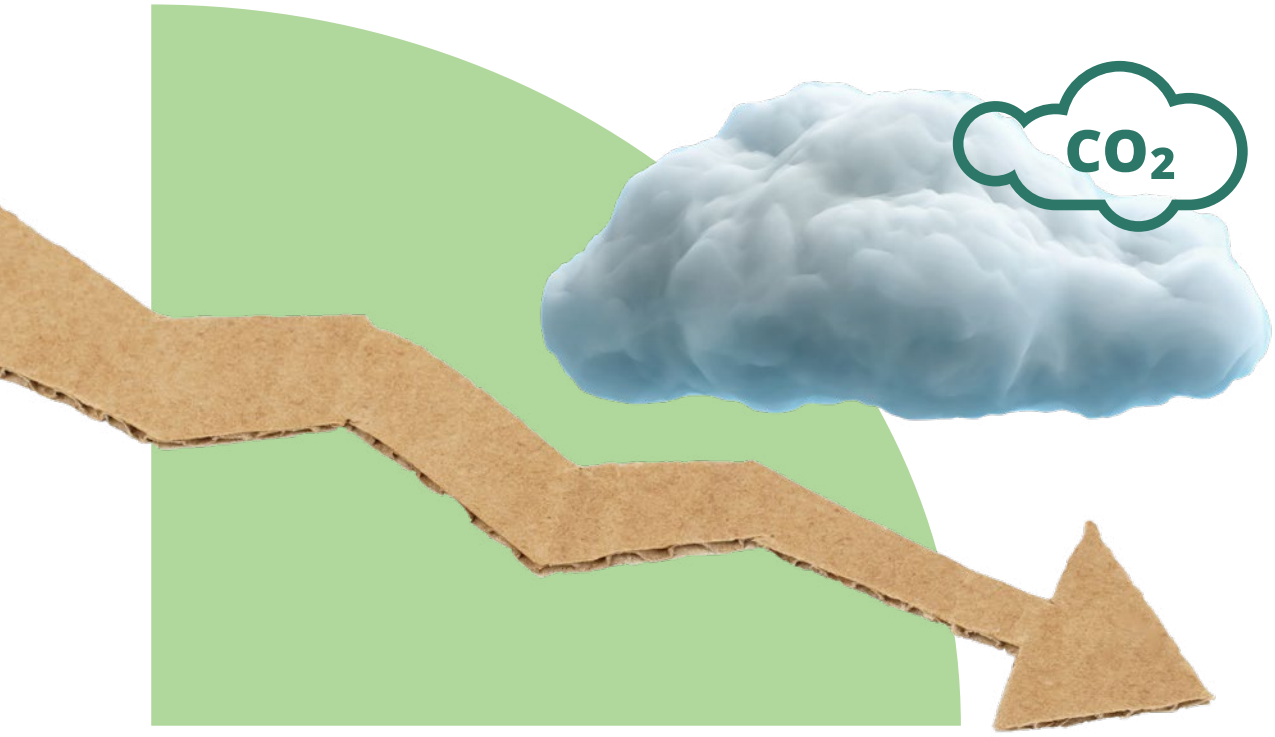


Image 7: More ambitious pathway to reduction



Greenhouse gas emissions (in tons CO_2 equivalents)	**2019**	**2020**	**2021**	**2022**
Total emissions (market-based)	**35,587**	**25,082**	**24,813**	**29,430**
Scope 1: Direct emissions	**62**	**200**	**200**	**129**
Stationary combustion				
Heating oil (temporary)	11	–	–	–
Emergency diesel (test operation)	4	–	13	5
Refrigerant	–	169	146	76
Mobile combustion				
Diesel (fleet)	45	25	32	40
Petrol (fleet)	2	6	8	7
Scope 2: Indirect emissions (energy)	**1,224**	**1,166**	**1,258**	**1,145**
Electricity (market-based)	–	–	–	–
District heating	979	905	1,001	891
Local heating	245	260	257	254
Scope 3: Indirect emissions (other)	**34,302**	**23,716**	**23,356**	**28,156**
Purchased goods and services	22,656	21,113	21,247	24,461
Upstream chain energy and fuels	664	380	409	370
Waste	89	83	76	94
Business trips	9,435	1,657	1,126	2,635
Commuter traffic	1,458	483	497	595
Informative: Electricity (location-based including upstream chain)	*8,122*	*6,853*	*7,448*	*7,379*

Table 8: Carbon footprint 2019–2022

DW's carbon footprint

All greenhouse gas emissions were calculated as described above. The starting point is the 2019 base year, from which emissions have been updated annually up to the current 2022 reporting year. The calculation method was refined, and data gaps filled in the reporting year and previous years up to the base year (as described above) were also recalculated in order to ensure comparability over time, and to enable the clean presentation of the progress made towards achieving the targets.

In the 2022 reporting year, **Scope 1 emissions** were around 70 tons higher than in the 2019 base year. This is primarily because refrigerants and emergency diesel are only topped up irregularly during maintenance or in test operation. In addition, the smaller gasoline-powered vehicles from the DW fleet were used more during the coronavirus pandemic and the larger diesel-powered vehicles less. However, in 2022, diesel was used more again. According to the market-based method, green electricity is accounted for here with zero emissions. The location-based method comes from the German electricity mix — for the sake of completeness, these values are given below the table for information purposes. The DW climate protection strategy provides for the development and implementation of energy-saving measures regardless of the accounting method.

In the 2022 reporting year, **Scope 2 emissions** were around 80 tons lower than in the base year 2019. This is primarily because heat consumption was reduced during the energy crisis in the winter of 2022/23 in the Bonn broadcasting center. However, the landlord's service charge statement is not yet available for three locations in Berlin, meaning that the previous year's figures have been temporarily updated. An exact evaluation can only be made once the consumption figures are available.

The energy crisis triggered by the war in Ukraine in 2022 led to more coal and less gas again being used for electricity production in Germany, which in turn made the emissions factor for the German electricity mix more CO_{2e}-intensive and therefore also slightly increased DW's location-based carbon footprint. Overall, however, electricity consumption in the reporting year was reduced by 12 percent compared to the base year 2019 and electricity-related emissions were reduced by over 740 tons of CO_{2e}.

In the 2022 reporting year, **Scope 3 emissions** were around 6,150 tons lower than in the base year 2019. This is mainly because little travel was undertaken during the pandemic in 2020 and 2021 to avoid contact and stop the spread of the coronavirus.

In addition, many colleagues worked from home wherever possible, leading to significantly less **commuting**. In 2022, employees returned to the broadcasting centers more frequently and **business trips** also increased, although they remained at a significantly lower level compared to the 2019 base year. This was also thanks to the new business travel rules and the target of reducing domestic flights to 80 percent of the base year level. This corporate goal was achieved.

During the pandemic, expenditure on **purchased goods and services** fell slightly and then rose above the base year level again in the 2022 reporting year, which could be demand-related fluctuations. In any case, the conversion of euro values into greenhouse gases can only be an approximation and serve to raise awareness. It is only suitable for calculating exact reduction successes to a limited extent.

Particularly greenhouse gas-intensive is DW's expenditure in the categories: program production, computers and electronic devices, administrative and building-related procurements and telecommunications services. Procurement processes were adapted on a pilot basis to ensure the (early) involvement of sustainability management.

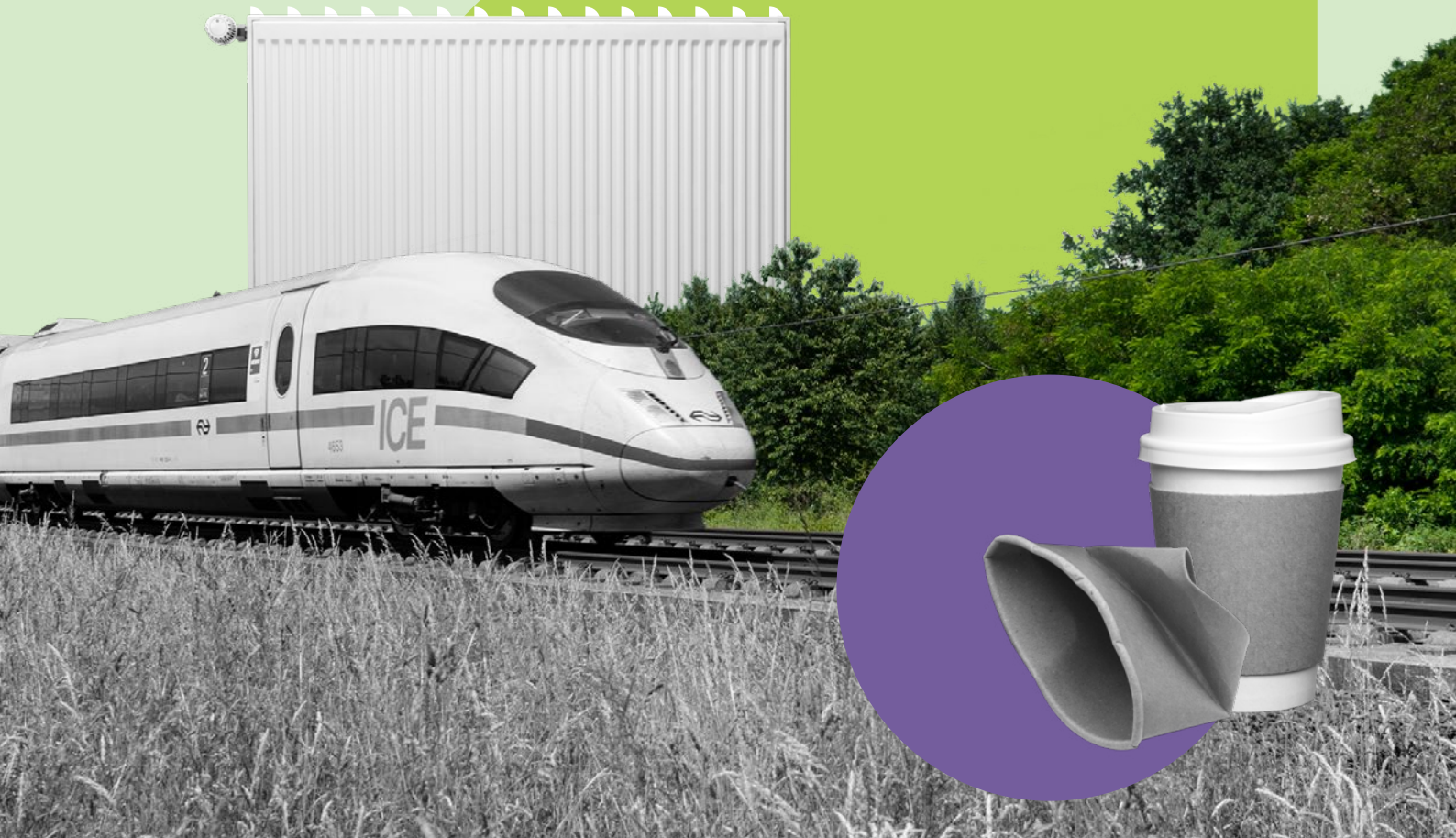
Waste volumes also fell during the pandemic, but could rise again as soon as more employees return from working at home to the broadcasting centers. The amount of copy and printer paper consumed fell steadily from 60 tons in the base year to 37 tons in the reporting year. The increasing digitization is making itself felt here.

In the **upstream chain of energy sources**, the switch from hydropower to wind power led to a better emission factor. However, these are approximate values and not power plant-specific emission factors.



8,000 tons

DW's greenhouse gas emissions have sunk by 8,000 tons



Reduction of greenhouse gas emissions

Greenhouse gas emissions found in the core balance have fallen sharply from around 13,000 tons of CO_{2e} in the 2019 base year to less than 4,000 tons of CO_{2e} in the pandemic years 2020/2021.

This is primarily attributed to the drop off in business trips and the switch to working from home, which meant less commuting and only partially occupied broadcasting centers, resulting in less energy and material consumption and waste. DW also began to implement its climate protection strategy, drawing on positive examples learned during the pandemic, for example, in continuing to hold meetings virtually instead of on-site.

In the 2022 reporting year, emissions were kept at a significantly lower level despite a slight upward trend following the pandemic. At just under 5,000 tons of CO_{2e}, emissions were around 40 percent of the base year emissions and therefore already below the (now even stricter) target value for 2030. This level of emissions must now be stabilized and then reduced even further with a view to the long-term target of net zero emissions by 2045.

Details for the individual emission categories from Scope 1, 2 and 3, as well as for the marginal balance (purchased goods and services) are described above. To actively reduce greenhouse gas emissions, DW has driven forward the following areas of action — as provided for in the climate protection strategy:

1. **Mobility**

   - DW has reduced its domestic flights by 91 percent compared to the 2019 base year in line with the **company target** and now only flies domestically in justified exceptional cases.
   - Overall, **business travel requests** are now **checked** for business criticality and the possibility of more climate-friendly means of transportation (train before flight).
   - Overall, passenger kilometers in the 2022 reporting year were reduced by more than two thirds compared

Development of greenhouse gas emissions (core balance) 2019–2022

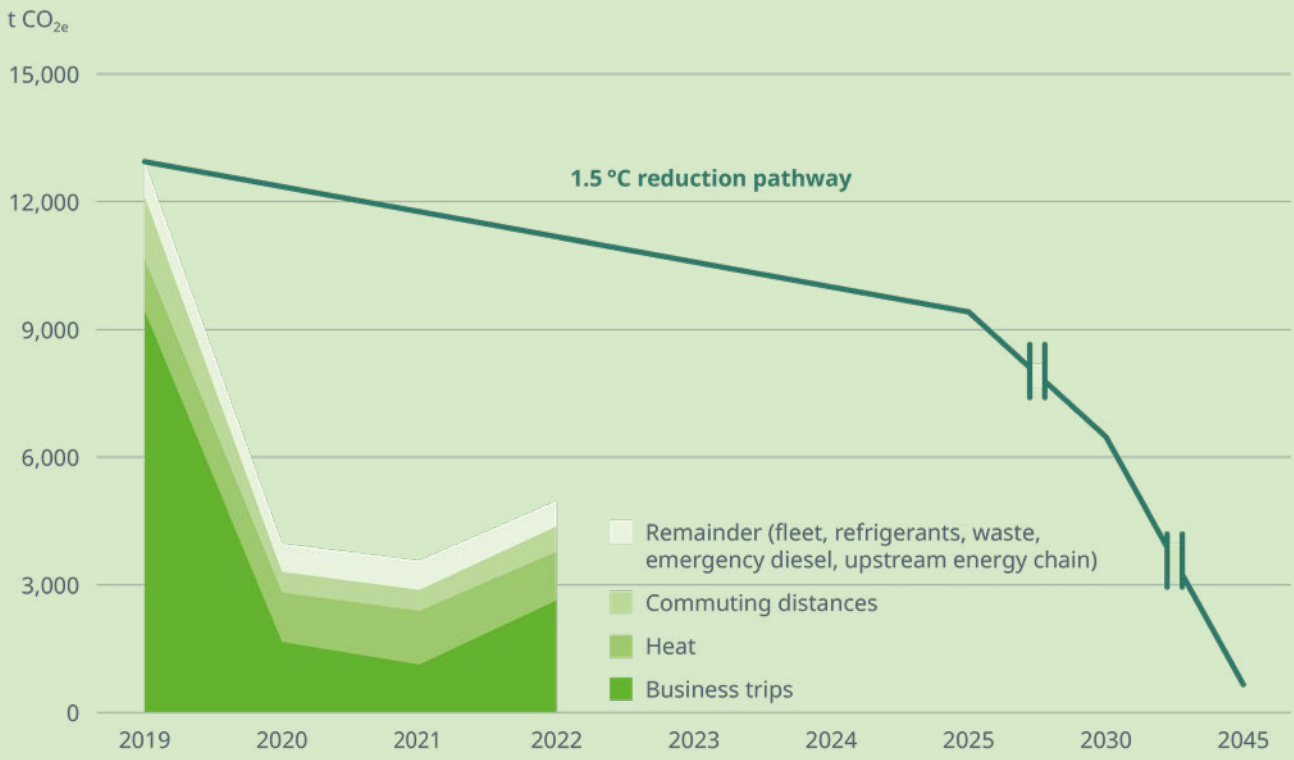


Image 8: Target path and real greenhouse gas emissions

to the base year, from around 46 million to 14 million. The proportion of air travel was reduced from 86 to 70 percent and the proportion of climate-friendly rail travel more than doubled from 9 to 21 percent.
- To make it easier for employees to commute with electric bikes (pedelecs), charging stations were installed at both locations in 2023.
- Remote job interviews were also held after the pandemic, so that neither managers, recruiters, committees nor applicants have to travel.

“ Business trips decreased during the pandemic and afterwards due to new travel routines. Domestic flights were reduced by 92 percent and the use of rail travel doubled.



Christian Hartmann, Head of Procurement and Travel

2. **Energy management and more sustainable operational management**

- **Electricity consumption** has been steadily reduced since 2019, by a total of 12 percent to 15.8 GWh in the reporting year.
- This is partly because offices are **not working at full capacity** again even after the pandemic and employees often work from home several days a week. In addition, the following energy-saving measures were implemented:
- With the support of the sustainability budget, Studio 1 and Studio 2 in the Berlin broadcasting center were converted to **LED lighting** in 2020 and 2022 respectively, and Studio 3 is currently being converted. Offices, kitchenettes, toilets and corridors are gradually being converted to LEDs whenever renovations are carried out.
- In addition, **timers** with motion detectors were installed for the lighting in the WC facilities and in the basement rooms of the broadcasting centers at both locations. In addition, the number of light points in the underground car park and driveway in Bonn was reduced to a minimum necessary level.

Development of business trips

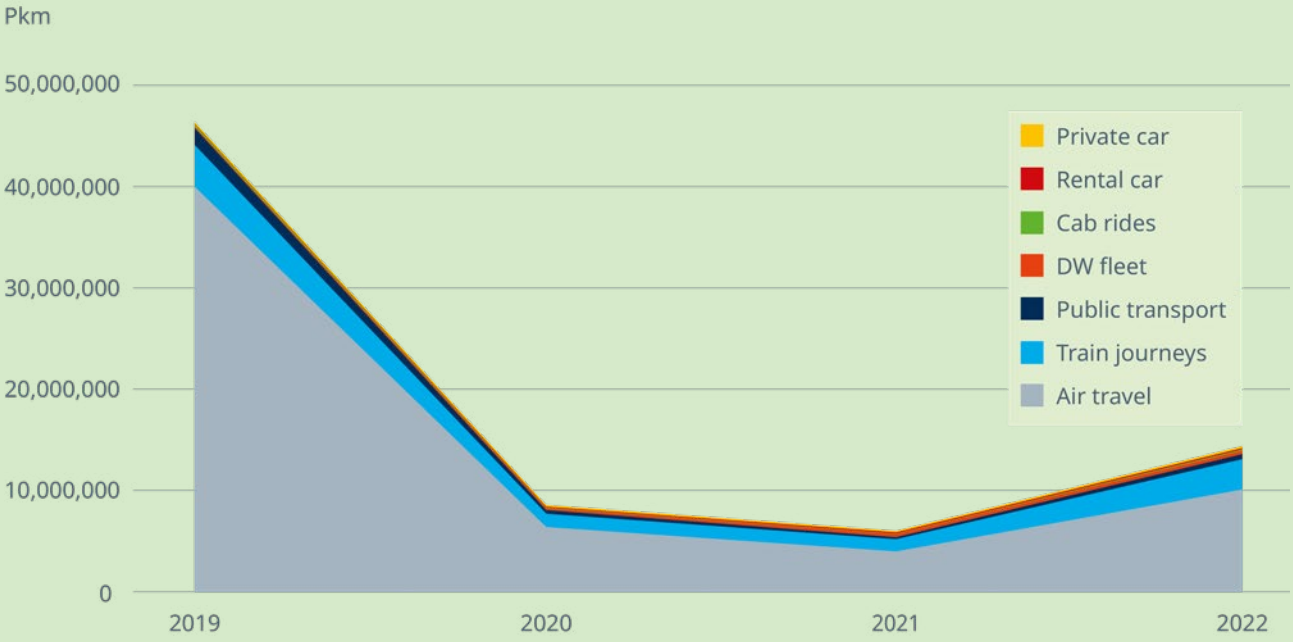


Image 9: Development of business trips 2019–2022 (in passenger kilometers)

- The **running times of the ventilation systems** were **also reduced** at both locations.
- The laptops issued during the pandemic facilitate mobile working and are more energy efficient than desktop computers, which are being recycled as much as possible.
- **Energy-saving settings** have been applied to all end devices: PCs, laptops and monitors go into standby mode after 10 minutes of non-use.
- Printers and fax machines are being withdrawn, instead, central shared print and copy machines are now used.
- An exchange of experience with other state broadcasting organizations takes place regularly within the ARD sustainable operations competence team.



“ We were able to reduce DW’s electricity consumption by 12 percent compared to 2019. Partly by working more from home, but also through conscious energy-saving measures. We always look for the most energy-efficient solution possible.

Jens Botzenhard, Head of Construction and Facilities Berlin



Development of electricity consumption

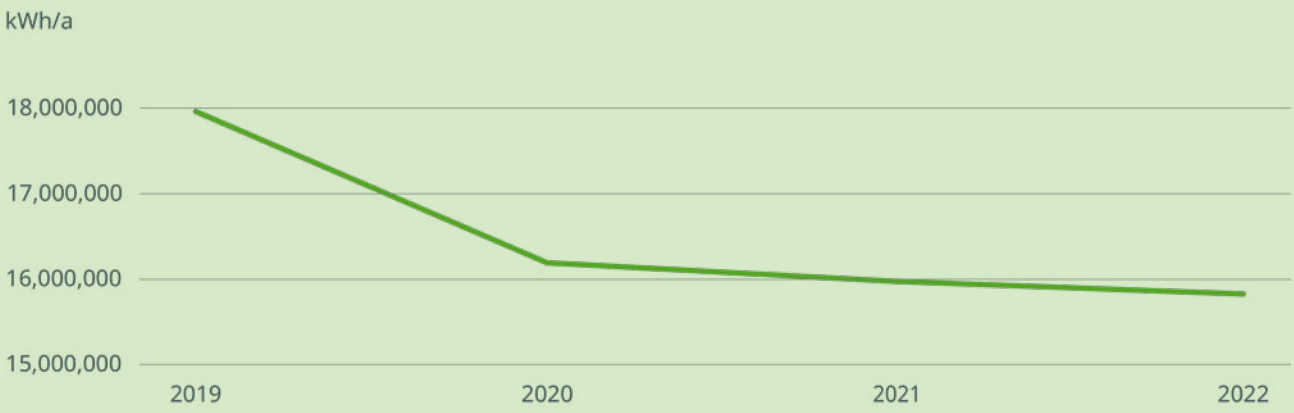


Image 10: Development of electricity consumption 2019–2022

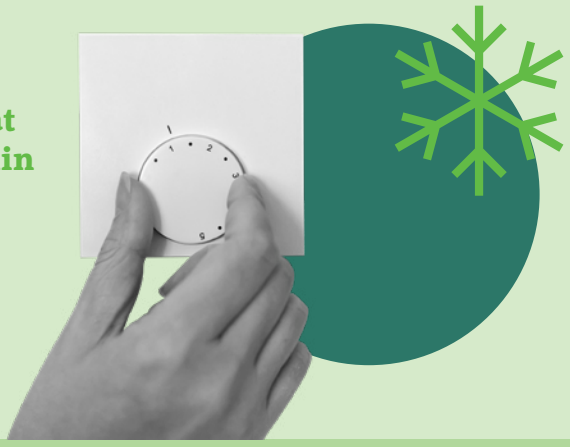
– **Heat consumption** initially increased during the coronavirus pandemic, presumably because regular ventilation was required even in winter when outside temperatures were low. Not all utility bills are yet available for the 2022 reporting year, but extrapolating the previous year's figures at these locations shows a reduction in consumption volumes of six percent compared to the 2019 base year's 7.4 GWh (provisional figures).
– The probable reason for this reduction is **heating offices to a maximum of 19 °C**, and 16 °C in the **rooms that are temporarily out of use**.
– **Hot water boilers** in toilets and kitchenettes were **switched off**.
– An exchange of experience with other state broadcasting organizations takes place regularly within the ARD sustainable operations competence team.

3. **Sustainable production methods**

– By participating in pilot projects, DW contributed to the creation of the "Ecological Standards for Film and Television Productions" (green motion).
– DW intends to gradually convert its in-house productions to more sustainable production methods (for more details, see "Innovation and product management" above).
– Sustainable production in the core TV business overlaps strongly with the other fields of action mentioned here: energy management, business trips, green IT, procurement and distribution.
– An exchange of experience with other state broadcasting organizations takes place regularly within the ARD sustainable operations competence team.

"We use cold-aisle refrigeration that is limited to the racks in the new Berlin data center so that the entire room doesn't need to be cooled.

Thomas Rieger, Green IT, IT and Media Systems



Development of heat consumption

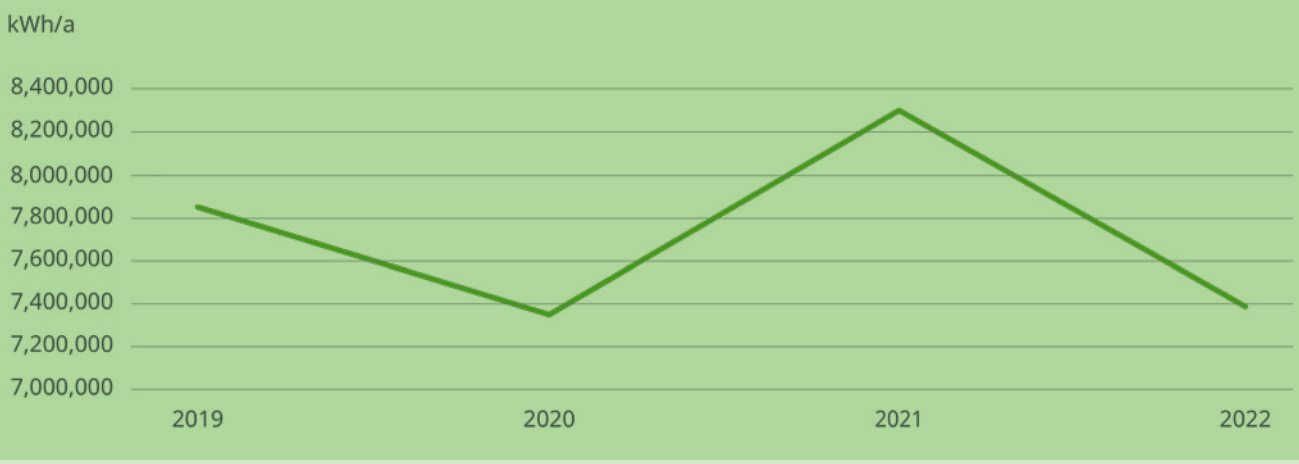


Image 11: Development of heat consumption 2019–2022

4. **Green IT**

   - New server rooms are being built using the cold aisle concept, and some physical servers are being replaced by more efficient cloud usage.
   - Unused technical equipment is recycled wherever possible.
   - The ARD Green IT competence team regularly exchanges experiences with other state broadcasters.

5. **Sustainable broadcasting**

   - From January 1, 2023, the power of short wave broadcasts (SW) via Mediabroadcast was reduced from 500 kW to 250 kW.
   - An exchange of experience with the other state broadcasters takes place regularly within the ARD Sustainable Broadcasting Competence Team. Here, distribution channels and their ecological footprint are jointly analyzed and more sustainable distribution technologies are tested and further developed in pilot projects.



“We were able to optimize the power of short wave frequencies (SW) via Mediabroadcast without major loss of quality for listeners from the previous 500 kW to 250 kW.

Hubert Czaja, Head of Distribution Systems



“Together with colleagues from ARD state broadcasting organizations, we are currently developing a method to calculate the energy consumption for all distribution channels in the best possible way.

Anett Mateka, Distribution Systems



6. Sustainable event management

- Since 2008, the DW Global Media Forum has offered a unique interdisciplinary platform for media professionals and decision-makers from politics, civil society, culture, education, business and science from all over the world to come together in intercultural exchange and to learn from each other.
- The event was held in a **hybrid format** and allowed participants to attend without having to travel. There were incentives on site for the free use of **public transport and rental bikes** during the conference days. The catering was regional and **vegan** during the day in the conference center. Print materials were largely avoided and giveaways were made from **recycled materials**.
- The ARD Competence Team for Sustainable Event Management regularly exchanges experiences with other state broadcasters. There, Bayerischer Rundfunk has developed an assessment tool for sustainability (BEN), which is based on the ISO 20121 standard for sustainable event management.



“The Global Media Forum offered a hybrid format to enable travel-free participation. On site, bicycles and public transport were available free of charge. Regional and vegan catering was provided during the day. Use of printed materials was avoided and giveaways were made from recycled materials.

Sandra Thees, Events

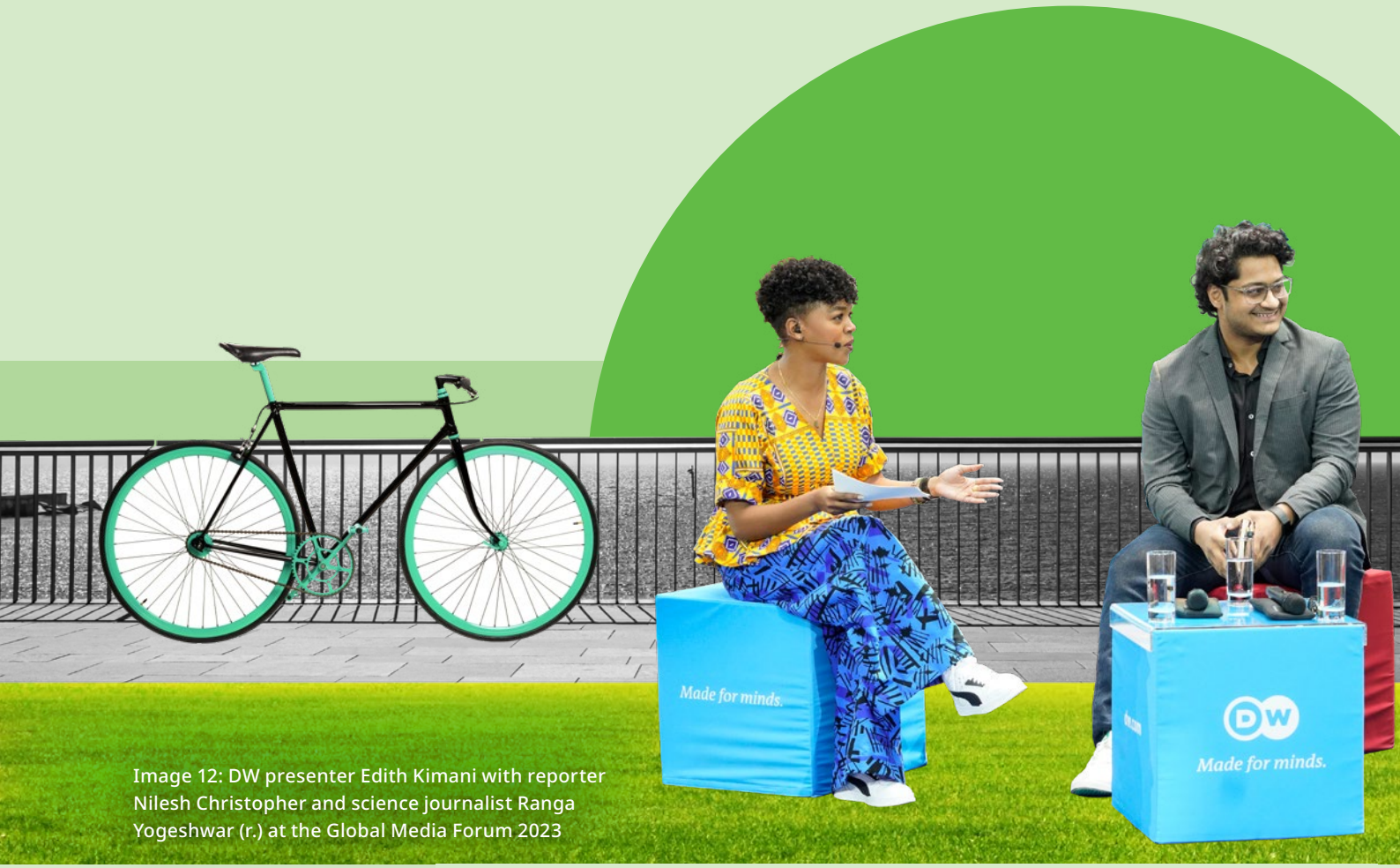


Image 12: DW presenter Edith Kimani with reporter Nilesh Christopher and science journalist Ranga Yogeshwar (r.) at the Global Media Forum 2023

7. Sustainable procurement

- Procurement processes have been adapted on a trial basis to ensure the (early) integration of sustainability management. The aim is to expand this throughout the company.
- The recommendations of Sustainability Management and the Procurement and Travel department for procurement are based on the Federal Environment Agency's databases, which provide guidelines and information on suitable certification systems for various product groups.



"Procurement processes have been adapted to ensure the early involvement of sustainability management. In addition, our guidelines for sustainable procurement provide helpful orientation.

Christian Hartmann, Head of Procurement and Travel

8. Raising awareness

- Areas of action and cross-cutting issues are driven forward in the **Sustainability Circle** under the coordination of Sustainability Management and experts from DW departments and competence teams.
- To raise employees' awareness of sustainability in their day-to-day work, Sustainability Management has set up extensive topic pages on the **intranet** and in-house **social media**. Employees can contribute their ideas either directly or with DW **Idea Management**.
- Sustainability Management expresses DW's commitment to sustainability at **internal events** (MindSpiration Days, New Work Snacks) and **external conferences** (RAI Prix Italia, EBU Horizons 2022, workshop discussion of the BKM Department of Culture and Sustainability, Berlinale event on green motion) and engages in dialogue with key stakeholders.
- There is now a topic page in German and English on **dw.com**, which contains the **climate protection** strategy, the Sustainability Reports and a video with everyday tips using a gamification approach.
- The ARD.ZDF medienakademie has also expanded its portfolio to include several **training modules** on sustainability topics, such as more sustainable media production, CO_2 balancing, more sustainable event management and green IT. A web-based training course with everyday tips and impulses for all employees is also available.





“In many of our target countries, the environment and sustainability are highly relevant — and our reporting responds to this directly.

Xiegong Fischer, Programming, Editor of Managing Director

Image 13: The “Unseen” video series hits the mark with user-centered topics and its innovative narrative style, striking a chord with the young, Southeast Asian target group

Where DW's programming meets the UN's SDGs

Environmental and climate protection, including resource-saving technologies, are profiled topics in DW's reporting. Sustainability topics are becoming increasingly important in editorial practice, from topic planning and implementation to maximum programming utilization. DW has been a member of the **UN SDG Media Compact** since 2018. Since 2022, DW has been a member of **Covering Climate Now (CCNow)**, a global network of more than 500 news agencies. DW wants to expand its cooperation with international newsrooms, promote climate reporting and increase the public visibility of the climate debate.

In the meantime, DW's environment editorial team has established a **permanent position of "Climate Reporter."** This person deals exclusively with environmental and climate issues, and keeps up with learning the latest in the field of environmental journalism. The climate reporter regularly shares the acquired knowledge with DW Environment and other editorial departments. The most successful **environmental formats** suitable for TV and digital platforms continue to include "Global Us" and "Global Ideas." The series "Eco Africa" is now available in four language versions: English, French, Portuguese, and a fully adapted version in Hausa. In addition to English and Hindi, "Eco India" now has two more versions in Bengali and Tamil. Six new social media formats have been added to Spanish-language programming, expanding on the environmental magazine "Eco Latinoamérica." All of DW's eco-magazines consistently focus on ecological innovations and topics that are relevant to the respective target region. In doing so, they pursue a constructive approach.

The YouTube format **"Planet A"**, jointly offered by the environment, business and science departments, is now a firmly established part of DW programming and is also available on the short video platform TikTok, which is popular with young audiences. It brings an informative and entertaining style, strong visual elements and solution-oriented storytelling. One of the first videos produced on permafrost immediately went viral with over 3 million views in the first week. Profiting from the experience with Planet A, the team is developing a new channel strategy in line with the platform and is aiming for resource-saving productions with maximum synergies by using down cuts of YouTube reports.









Image 14: The podcast “On the Green Fence” looks at complex, often controversial environmental issues from several angles



“Our climate reporter works with a small team of journalists who keep up with the latest issues involving climate change and its social impact. They are experts in reporting, but also act internally as the central contact for all editorial offices.

Vanessa Fischer, Programming, Head of Environment

The **Unseen video series** makes environmental problems more visible. The digital-first format jointly created by the environment, business, science departments, along with the digital format development team, tells on-the-ground climate change stories aimed at a young Southeast Asian target audience. The Southeast Asia target market is one of the fastest growing on-demand markets in the world, where entertainment strongly drives media consumption. The young target group is not as interested in news topics, but it is concerned about family and friends. Invisible dangers like fine dust particles or microplastics are depicted in the video series as animated “monsters” that lurk everywhere in everyday life. “Unseen” tells the story of people in Southeast Asia who are fighting for the future of their children and homes. The monsters (dangers to people and the environment) keep coming, and threaten to upend people’s lives, until environmental solutions finally push them back. With its user-centered themes and true-to-life narrative style, “Unseen” connects with the target group and has also received numerous awards, such as at the WorldMediaFestivals in Hamburg and the Red Dot and Eyes & Ears Awards.

The connection between climate change and health issues is becoming more relevant, especially in DW’s target regions, where the consequences of global warming are clearly noticeable. Since March 2021, DW has been explaining the effects of climate change on the health of people around the world in a new environmental web special. Users can access the interactive web special in English, Spanish and German (dw.com/water; dw.com/agua; dw.com/wasser). The content shows what weather extremes mean for children's everyday lives and health. Journalists from South Africa and India were also involved in production. The project is supported by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety.

In addition to individual formats on environmental and climate issues, the editor-in-chief’s team has drawn up and published editorial guidelines, which are binding for all editorial teams. The aim is to be clear and precise in our reporting and to convey the urgency of the environmental and climate crisis without using the apocalyptic language of sensationalist journalism. DW provides scientific information, reports objectively and is solution oriented. Our climate reporting also strives to further expand dialogue with young users.

DW’s business unit of programming supports the climate protection strategy by reducing air travel, improving energy efficiency, reviewing its supply chains and implementing more sustainable production methods.



Image 17: DW's climate change reporting team: Tim Schauenberg, Louise Osborne und Beatrice Christofaro

Image 15: DW reporter Zobaer Ahmed (right) was awarded for his video report on the consequences of climate change for the island of Dhal Char with the South Asian Digital Media Award







Image 16: The Global Ideas series offers young people environmental education with learning packages on topics such as "plastic waste", "forest protection" and "nutrition"

DW Akademie's media development cooperation

Environmental and climate protection topics play an important role in DW Akademie's project work. Some examples of projects are described below:

The joint project with the DW program: **"Great rivers in the Indo-Pacific region — lifelines and source of major conflicts"** raised public awareness in the target regions of Indonesia, Pakistan, India and Bangladesh about ecological problems factually and comprehensively in their respective national languages. DW Akademie's role was to train local media professionals in environmental and climate reporting and provide them with the tools to report appropriately on these topics, while exchanging ideas with experts in the Indo-Pacific region and network. Part of the project was a video competition with training and mentoring for the winners. The best contributions were broadcast on DW.

In Central Asia, media are focusing more on environmental protection topics. The project: Promoting cross-border reporting on environmental problems in Central Asia aimed to qualify journalists and bloggers from Kazakhstan and Uzbekistan on providing the population with fact-based and balanced information on environmental problems. The reporting was aimed at initiating a dialogue with state authorities and environmental organizations.

In 2022, with BMZ funding, DW Akademie created an **"Environmental Journalism Mapping"** for Morocco, Egypt, Jordan, the Palestinian Territories, Lebanon and Yemen. The study (2023) outlines all key environmental protection stakeholders: governments, civil society actors, international organizations and the local media audience. DW Akademie's development needs and strategic approaches were outlined and analyzed. The MENA region suffers from water scarcity, environmental pollution and energy waste. The media has so far only marginally addressed these issues.

In the countries of the Amazon basin in Latin America, environmental conflicts are coming to a head due to man-made climate change. However, in many of the particularly hard-hit areas, there is hardly any local reporting on the issue. DW Akademie's **"Freedom of Expression and Media Development" project** worked with an alliance of media, academia and civil society to promote debate on human rights violations and environmental protection

"We strengthen the human right to freedom of expression and media access in more than 70 countries with journalism training and infrastructure development.



Michael Karhausen, Coordinator Staff – Diversity – Sustainability, DW Akademie

PARTNER COUNTRIES
(on behalf of BMZ)

Bangladesh	Ethiopia	Mongolia	Palestinian territories
Bolivia	Georgia	Morocco	Serbia
Burkina Faso	Ghana	Myanmar	Tunisia
Cambodia	Kenya	Namibia	Uganda
Colombia	Lebanon	Pakistan	Ukraine
Côte d'Ivoire	Mexico		Uzbekistan

PROJECT COUNTRIES

Afghanistan	Jordan	
Albania	Kazakhstan	
Algeria	Kosovo	
Armenia	Kyrgyzstan	
Azerbaijan	Latvia	
Belarus	Lesotho	Russia
Bolivia	Libya	Rwanda
Bosnia and Herzegovina	Lithuania	Senegal
Dominican Republic	Malawi	South Africa
Ecuador	Mali	Sudan
El Salvador	Moldova	Tajikistan
Estonia	Montenegro	Tanzania
Guatemala	Mozambique	Thailand
Guinea	Niger	Venezuela
Honduras	Nigeria	Vietnam
India	North Macedonia	Yemen
Indonesia	Peru	Zambia
Iraq	Philippines	Zimbabwe

Image 18: DW Akademie project areas

“ Since 2022, all business partners must sign the Declaration of Values, to be sure they share DW Akademie’s values.



Holger Hank, Head of Support and Project Administration, DW Akademie

in Colombia and the region. Measures included further training in environmental journalism and human rights, the development of criteria for collaborative and intercultural journalistic production and the development and implementation of innovative dialogue formats on climate change and human rights.

DW Akademie also developed a **Crisis Preparedness Decision Matrix** in 2021 and 2022, which was implemented in 2023. The matrix provides an overview of the development of crises in various African countries and evaluates these using indices. In addition to factors such as armed conflicts or the situation of media freedom and freedom of expression, these also include climate change and environmental pollution risk factors. This includes harbingers of problems, but also events that have already occurred, such as the shifting of monsoon seasons, heavy rainfall, flooding, drought, volcanic eruptions, landslides and fires in the wilderness. The matrix is fed with indices from 27 sources at international organizations that are freely available. Together, the indices result in a color-coded numerical value that provides an orientation on the situation in the countries concerned. The matrix provides a basis for discussions on crisis prevention measures in the affected project countries.





4 Social commitment

Employee rights

Laws, collective agreements and internal rules and regulations form the framework for company-level and individual action, and at the same time, create scope for targeted, efficient work in an international context. Compliance is ensured on the one hand by the Federal Government Commissioner for Culture and the Media as DW's legal supervisor, and on the other hand, by the Broadcasting Council and the Administrative Board. Internal departments such as Compliance and Internal Audit are also involved. Germany's federal auditing agency, the Bundesrechnungshof, examines compliance with basic regulations, in particular the principles of efficiency and economy, in investigations on selected issues and topics.

Internally, DW also lives out and promotes the values that it conveys worldwide, such as good governance and transparency, as well as the participation of employees and staff representatives and the continuous work on a corporate culture based on Digital Leadership and Collaboration and New Work, which promotes personal responsibility, enables respect, equality and knowledge sharing and respects the needs of employees. Collective agreements and service agreements go beyond the legal standards in many areas. This applies, for example, to regulations on flexible working hours, mobile working and social security for freelancers.

As an internationally active media company, DW also observes applicable legal provisions when deploying employees abroad. As part of DW's increasing presence in target regions, constant monitoring and risk analyses of the legal situation takes place.

DW also constantly monitors the potential security risks in the countries where it has correspondents and local staff. DW offers comprehensive security management for its employees abroad and responds appropriately, when necessary, most recently, when the Taliban took power in Afghanistan. DW employees have the opportunity to apply for a career break or to organize a flexible and early transition to retirement by submitting an application. Such a sabbatical allows employees to take a leave of absence for a period of one month up to a maximum of twelve months without giving reasons, while continuing to receive a previously saved and reduced salary.

In some areas, such as equal opportunity plans, (see criteria below under Equal opportunities), DW has set specific targets that are monitored and updated every four years. The aim is to set up corresponding procedures in other areas as well if there is a sufficient data basis. Collective agreements are negotiated with the collective bargaining partners. The remuneration system — collective salary agreement and collective fee agreement — can be accessed transparently by all employees on the intranet. This also applies to the general collective agreement, the collective agreement on retirement benefits and the collective agreement for persons similar to employees. Participation is based on the Federal Staff Representation Act. It is exercised by the local staff councils in Bonn and Berlin and the General Staff Council.

At the initiative of management, DW drew up a freelance statute, which came into force in November 2020. It introduced an institutionalized representation of the interests of freelance employees for the first time. This strengthens the rights of the many freelancers, provides them with additional security, and promotes exchange. In March and April 2021, DW held its first election of a freelance representative body.

As part of the amendment to the German Federal Staff Representation Act (BPersvG) in 2021, the representation of interests for the majority of DW's employee-like freelancers was newly regulated by law and the responsibility of the staff councils was established. The statutory provisions of the BPersvG now apply accordingly to employee-like persons, insofar as they are not significantly involved in program design. As a direct consequence of the significant increase in the number of employees represented, a new election of all staff council committees was held in 2022 in which, for the first time, employee-like persons participated both actively and passively. All staff council committees have since included elected employee-like persons are also members.

The freelance employees' representation continues to advocate on behalf of freelance employees who are not covered by the newly created responsibilities of the staff councils. The representation of young people under the age of 18 and those employed for vocational training (trainees, interns, students) up to the age of 25 are represented by the youth and trainee representatives (JAV).



Internal dialogue and participation

A comprehensive internal communication platform ("Sharepoint"/intranet) supports employees in their interactions with DW. It was extensively modernized in 2020. It contains internal news, instructions, reports, documentation and other publications and links to forms and databases. Since October 2020, most of the information provided has been available in English as well as German. The names of organizational units and functions have also been changed to English.

The 270-degree feedback from managers and the annual employee and target agreement meetings are other instruments of systematic participation and personnel development. They offer the opportunity to clarify mutual expectations, problems and misunderstandings, to express mutual recognition and criticism in an objective manner and to promote mutual understanding and trust.

In an increasingly digitalized working world, "leadership" — defined at DW as Digital Leadership and Collaboration — is becoming more transparent and agile. Managers and employees have access to numerous training formats on the topic of "Shaping collaboration" and teams are professionally supported in improving internal collaboration. In addition, there are a variety of formats for internal exchange.

The "DW Minds" series in contributes to collegial exchange, dialogue and networking with (virtual) presentations by employees and occasionally external experts. The Sustainability Management department also regularly reports on progress in this format and picks up on ideas from within the company. Employees can play an active role in DW's sustainability management through internal dialogue and participation tools, such as the Sustainability Circle. Employees can play an active role in DW's sustainability management through internal dialogue and participation tools, such as the Sustainability Circle. In fall 2022, DW launched a new format to improve internal communication. Management invites all employees to the regular exchange format: "Ask us anything," where questions can be asked in German and English. "Ask us anything" focuses on open and personal dialogue with upper management. Participants are expressly invited to ask many different questions — both specialist and more general ones — which members of the upper management will answer briefly. The aim is for as many employees as possible to have their say — primarily those who do not have the opportunity to talk directly to the management in their day-to-day work.

The wide range of services offered as part of the newly designed DW onboarding program make the corporate culture more tangible, convey important information on corporate strategy, explain rights and obligations at an early stage and enable active participation right from the start. In addition to web-based training and various communication channels, the (virtual) onboarding events create space for exchange. This allows new colleagues to get to know the management and all of the company's central contact points and committees in person, including Sustainability Management. Lunch together, as well as consultation hours and guided tours of the building promote the exchange of ideas and cross-business unit networking.

Strengthening corporate culture

As a modern and competitive employer, DW places importance on fostering the personal responsibility and self-organization of employees. To this end, a New Work initiative was launched in the company in 2019, in which a cross-business unit team established new forms of work in the company and new working methods adapted to the needs of the target group and employees were to be

offered and introduced flexibly and according to the needs of the various teams. The term Digital Workplace comprises the possibilities of digital, mobile, interdisciplinary and collaborative working, with constant improvements through the new design of workspaces. The New Work initiative ties in with DW's leadership values, which are set out in the "Digital Leadership and Collaboration" concept. In the course of DW's digital transformation, this approach offers both managers and employees numerous new opportunities for organizing work across departments and hierarchies and for selecting and introducing suitable modern working methods to shape hybrid collaboration. The focus here is on personal responsibility, networking, participation and agility. In addition, the constructive handling of conflicts and the preventative avoidance of conflicts by focusing on a lively feedback culture is also an essential part of the corporate culture.

Equal opportunities

Gender equality

Promoting professional equality between women and men is part of DW's self-image and leadership culture. In particular, the proportion of women in management positions is comparatively high. The proportion of women in the total workforce at the end of 2022 was 51 percent (1,814 female employees, 1,757 male employees), slightly higher than in previous years. The management positions are held almost equally by women and men: Executive management (40 percent women), top management (Executive Board and main department heads: 55 percent women; up from 45 percent in the previous year), middle management (department heads, head of staff units: 40 percent women; up from 37 percent in the previous year).

At both Bonn and Berlin locations, a representative is dedicated to gender equality, the elimination of underrepresentation, the compatibility of family, care and work, and protection against sexual harassment and assault in the workplace. The two equal opportunity officers are not bound by instructions and report directly to the Director General.

The two officers are independent, confidential and work across locations in accordance with the General Equal Treatment Act (AGG) — from May 1, 2023 as a cross-location anti-discrimination officer who reports to the Administrative Director.

Image 19:
Debarati Guha, Director of Programs for Asia, is one of the women in top management at DW



55 percent

women in top management

SafeSpace: Digital safe space for more trust

Since December 1, 2020, the digital platform "SafeSpace" has allowed all employees a direct and anonymous way to find the right support for any issues simply and securely. With just a few clicks, anyone can ask questions or express concerns. Upon request, advice can be provided anonymously or in person, by chat or telephone, from home, on the road or in the office, in English or German. The platform also provides background information on possible forms of forms of discrimination, such as bullying and sexual harassment. SafeSpace is intended to give employees a safe and neutral safe space to build trust, address unequal treatment and, together with the AGG officer, find a way to bring about positive changes.

Work-life balance

In order to further improve family and career balance, DW entered into negotiations with staff representation on amending service agreements in place since 2017 to include for more flexible options regarding remote working and working hours. Both had already proven their worth during the coronavirus pandemic.

DW's new service agreements on flexible forms of work, and the design of the digital workplace, at DW aims at adapting to modern working conditions (work-from-home, desk sharing and technical equipment) to actively promote work-life balance, meet individual wishes for more flexibility and ensure a high level of employee satisfaction. In addition, the integration of employees with disabilities and work restrictions into working life (regarding mobility or the need for longer breaks) is to be further facilitated to ensure their participation in working life. The new service agreements came into force on September 1, 2023.

Childcare subsidy

Permanent employees and employee-like freelancers could apply for a tax-free childcare subsidy in 2021 and 2022 for the current calendar year. Costs up to 1,000 euros for the care of non-school-age children in kindergartens or comparable facilities will be reimbursed.

Parent-child office

After the pandemic, the parent-child office at DW's Bonn location has been available again since August 1, 2022. In 2023, a parent-child office was also set up at the Berlin location. Two flexible workstations are planned there as well as the possibility of a children's corner, which can also be used as a meeting corner for four people.

Remote work from abroad

Since the pandemic, regular home office days have already become standard for most employees. At the end of 2022, DW went one step further and has since given all employees — regardless of their contract status — even more flexibility in choosing where to work from. To promote new work concepts and the balance between work and private life, DW allows all employees to work from other EU countries for up to three weeks (15 working days) per year as part of a twelve-month test phase. This creates new, more flexible options for working more independently of location and time in the sense of remote work. Due to the great success of the test phase, it was decided in September 2023 to consolidate and expand the program for mobile working from abroad.

Part time work

As of December 31, 2022, there were 357 permanent employees at DW part-time, corresponding to a part-time quota of 20 percent. DW strives to maintain dialogue between employees and supervisors taking the expectations and requirements of all those involved into consideration.

DW supports guest editors from foreign broadcasters on arrival, and new foreign employees, with the entry process and other subsequent needs. An external relocation service supports employees with organizational tasks.

Diversity, equality and inclusion

In 2022, the 17-member Broadcasting Council will consist of nine male and eight female members. All members belong to the "over 50 years" age group. The seven-member Administrative Board includes six male members and one woman. Here too, all members are over 50 years old. The committee members are delegated by the appropriate institutions or organizations in accordance with the requirements of the DW Act.

Table 9 on page 55 provides an overview of the DW workforce according to the DNK diversity categories.

It is possible to specify "diverse" instead of "male" or "female" in the personnel file. The house-wide awareness of diversity issues (see above under "Equal opportunities") becomes a further contribution to "normalization."



DW employees	Permanent employees		Freelance employees[1]		Total	
Total	**1,773**		**1,798**		**3,571**	
Gender						
Female	903	51 %	911	51 %	**1,814**	**51 %**
Male	870	49 %	887	49 %	**1,757**	**49 %**
Diverse	*Disclosure is possible, but has not yet been used by anyone.*					
Age group						
under 30 years old	101	6 %	137	8 %	**238**	**7 %**
30–50 years old	851	48 %	1,173	65 %	**2,024**	**57 %**
over 50 years old	821	46 %	488	27 %	**1,309**	**37 %**
Accessibility						
People with disabilities	106		34		**140**	
of which a severe disability	89		31		**120**	
	Ratio of employees with severe disabilities to permanent employees (official calculation key): 6.01 %					
Nationalities						
Number of employee nationalities	70		92		**92**	
	Number of nationalities of all people working for DW: 141					

[1] Freelancers with a framework agreement for 2022

Table 9: DW employees in 2022

In 2022, DW had 106 permanent employees with disabilities, 89 of whom had severe disabilities. For freelancers, reporting is voluntary. In 2022, 34 people were registered.

DW promotes a diversity-oriented and inclusive work culture, in which the similarities and differences of employees are seen and recognized. Various skills, biographies, realities of life and perspectives are made visible and used effectively. The aim is for all employees to enjoy respect and appreciation and to feel like they belong — regardless of gender and gender identity, nationality, ethnic origin, religion or belief, disability, age, sexual orientation and identity. The cooperation of all employees is improved through greater knowledge and understanding of and for one another. In order to support these goals, to emphasize the importance of diversity, and initiate concrete change processes, the management also assigned responsibility for diversity to the "International Relations" department in November 2019. A separate "Diversity, Equity and Inclusion" (DEI) department has existed since July 2023. Since then, the DEI department, in collaboration with relevant departments in the company and a cross-departmental working group, has been developing approaches to advance DEI as a cross-sectional topic at all levels at DW and to set measurable goals. The department pursues an intersectional and human rights-based approach and combines it with a systemic management approach.

Together with all ARD broadcasters, DW took part in the virtual "German Diversity Day" on May 18, 2021. With a variety of productions, the broadcasters presented their visions, strategies and measures for a working world that reflects the diversity of society and actively strengthens equal opportunities, tolerance and inclusion. In a virtual tour of DW's broadcasting centers, those interested were able to gain insight into an international media organization. On that day, DW's German-language TV program showed documentaries, magazines and talk shows for 24 hours that addressed diversity issues such as disability,



Image 20: The DW Hausa team celebrated its 60th anniversary. Hausa was the DW language with the fourth highest reach in 2023, with 25 million weekly user contacts, especially in northern Nigeria and Niger.

age discrimination, social background, intersexuality and homophobia. In a special edition of the internal talk series "Perspective: Change," the Director General and employees discussed the media's responsibility to represent and promote diversity and inclusion in their reporting. Just in time for German Diversity Day, DW also launched the new diversity website. The following year, DW again took part in German Diversity Day, this time with an internal diversity week featuring a variety of events, including "Diversity Hacks" and a debate on "Gender Equality." At the end of the diversity week, Dr. Felix Klein, the Federal Government's antisemitism commissioner, joined an internal DW event as a guest and presented the Federal Government's definition of antisemitism, and spoke about Jewish life in Germany and how journalists report on antisemitism.

Inclusive corporate culture

With the establishment of diversity management in 2019, and later an independent diversity department, Equity and Inclusion (DEI), DW has created the prerequisite for a company-wide strategic and operational anchoring of DEI and the professional support of a company-wide diversity

"At all levels, we want to promote, connect and display the diversity of life stores, abilities and perspectives at DW.



Zahra Nedjabat, Head of Diversity, Equity and Inclusion

change management process. DW-wide and department-specific DEI goals; as well as the DEI strategy 2022/23, are currently being implemented and evaluated (see above under "Control"). Within this framework, concepts are developed that promote the understanding of diversity at DW, reduce systemic hurdles and thus tap the potential of diversity for DW's work.

"People with disabilities" is one of three diversity priority topics for the year 2022/2023 — alongside religion and worldview and ethnic origins and the potential for racist attributions. DW's aims to bring the perspective of people with disabilities into all areas of its work, including in the creation of journalistic content.

DW attaches particular importance inclusion, whether in the recruitment process, during employment, or in training programs. DW promotes itself as an inclusive employer at job fairs. DW supports integration measures sponsored by the Integration Office with the aim of improving integration opportunities in the labor market.

The DW **inclusion agreement** was concluded between employer, the general staff council and the representation of people with disabilities on April 1, 2021. It sets a new, ambitious concepts and follows the idea of inclusion from the UN Convention on the Rights of Persons with Disabilities. With the agreement, DW consciously goes beyond the legal requirements for employment. The goals of the agreement include promoting the employment of people with disabilities, improving inclusion in the workplace, professional advancement, ensuring technical and structural accessibility, and raising awareness among managers and employees. As a central element of the inclusion agreement, DW's goal is to increase the employment rate — beyond the legal target of 5 percent — to 8 percent. To make this possible, DW is pushing ahead with a variety of measures. In addition to cooperation with special schools and networks that promote easier job placement, this also includes participation in the **"Inklupreneur" project**, which is supported by the Berlin Office for Health and Social Affairs. By participating in the two-year project, DW has set out the goal of filling 16 positions with people with disabilities by 2024. To meet this goal, framework conditions in recruiting, onboarding and workplace equipment have been and are being examined and improved for inclusion. For this purpose, there is close cooperation between the administrative departments and representatives of people with disabilities.

Since October 2021, DW has also been participating in the **Innoklusio (Innovation and Inclusion)** model project, which is run by Dialogue Social Enterprise GmbH (DSE) on behalf of the Federal Ministry of Labor and Social Affairs. The aim of the Innoklusio project is to build inclusion skills

"We don't yet have a paradise of inclusion here at DW, but the Innoklusio and Inkluprenuer projects take a big step forward, and the new inclusion agreement sets ambitious goals.



Matthias Klaus, representative for people with disabilities in Bonn, Directorate General



Image 21: In his podcast "Really Disabled!" Matthias Klaus spoke to guests in the years 2020–2022 about disability, participation, hurdles and successes on the long path to an inclusive society



© Freste Shir/DW

Image 22: The Innoklusio team in a traveling exhibition and leadership training while guests at DW


© Ronka Oberhammer/DW

Image 23: Listening and asking questions are important to engage on a level playing field with colleagues with disabilities. Here is an exchange during the Innoklusio training.

in companies and organizations in order to enable people with disabilities to participate.

The project tryout at DW began on October 1, 2021 and will run for three years. DW is the only public broadcaster in Germany to take part in the experimental project. In June 2023, the traveling exhibition "Dialogue in the Dark" from the Innoklusio project will be at the Berlin headquarters to raise awareness.

In December 2022, DW was awarded the **Berlin Inclusion Prize** for its efforts in the "Inclusive Education" category.

The **"50:50 The Equality Project"** supports media companies to consistently create journalism and media content, that represent our world realistically — qualitatively and quantitatively — in the spirit of social diversity. The initiative originated at the BBC and started off with the media representation of men and women, who are represented 50:50 in society. At the core of the 50:50 project is a (voluntary) system of self-assessment in editorial offices. Media professionals should be made aware of the need to take stock of entrenched procedures and editorial processes and decisions and to formulate goals as to how our world and our society can be represented in a true-to-life manner in reporting.

“DW stands for great cultural diversity. We have journalists from a wide variety of backgrounds with a great deal of understanding for users around the world. It was my expressed wish that this diversity of perspectives and skills is also reflected in the editor-in-chief’s office.



Manuela Kasper-Claridge (3 f. r.) editor-in-chief with the CR council: Jaafar Abdul Karim, Sandra Petersmann, Chiponda Chimbelu, Kristin Zeier and Erkan Arikan

In May 2020, the DW editor-in-chief founded a five-member **CR (Editor-in-Chief) Council** that regularly advises on guidelines of DW journalism. It also seeks to further increase the diversity of perspectives in reporting. It consists of experienced journalists with diverse backgrounds who work with the editor-in-chief to provide editorial advice, strengthen dialogue, and promote high-quality journalistic practices.

In spring 2021, DW joined the new **“Media for Diversity”** alliance, which was founded by the Bremen state media authority. It also includes ARD state broadcasters, ZDF, RTL and ProSiebenSat1 under the patronage of the Federal Government Commissioner for Migration, Refugees and Integration. The partners exchange information regularly to promote diversity internally and externally and to learn from each other.

This includes actively considering and including women, people of color, people with disabilities — in short: all social groups — in the planning and creation of media content, always considering them as a target group in the creative process, and letting them have their say and making them more visible. On April 1, 2021, five DW editorial teams started the pilot phase. Since then, they have been documenting how often and in what roles women appear in their content, or are responsible for content as editors, moderators, authors or commentators. Data collected is exchanged with the BBC, where the threads of this now global network come together. After the pilot phase, additional teams were added.

Accessibility report and action plan

In accordance with the European Directive amending the Audiovisual Media Services Directive (AVMSD) of 2020, DW was obliged to provide more accessible services continuously and gradually for people with disabilities within the scope of its technical and financial possibilities.

Starting on November 1, 2022, DW is to prepare a progress report every three years, submit it to the Broadcasting Council and then send it to the European Commission via the Federal Government Commissioner for Culture and the Media. DW systematically recorded all existing



Image 24: Director General Peter Limbourg at the campaign stand for the German Diversity Day at DW's Berlin location

PRIDE CHAMPION
Deutsche Welle
NOV 2023 – NOV 2024
GOLD

"The gold PRIDE Champion Employer Seal shows that we take the concerns of the LGBTQI+ community seriously. We are delighted about this special award.



Gerd Vengels,
Head of People

measures for programming accessibility in its report presented for the first time in November 2022. At the same time, DW presented an action plan for the 2023-2025 time frame to develop existing measures and take additional measures to gradually remove barriers to using DW content for people with disabilities.

From 2023 to 2025, DW is increasing the accessibility of its content by subtitling all of its audiovisual programming and expanding the presentation of barrier-free online content. Barriers to use for people with disabilities are to be specifically removed on DW's platforms, and also through the comprehensive provision of subtitles by distributors.

In the tendering process for the acquisition of new IT systems, DW, as a standard, always considers accessibility as an additional criterion for tenders.

DW as an employer was awarded the Uhlala Group's **"PRIDE Champion"** silver award for 2021. DW is listed in the so-called "Pride Index", in which large and medium-sized companies are ranked on the work environment for LGBTQI+ persons. The seal of approval is the result of a voluntary audit that DW carried out last year. In around 75 questions, DW commented in detail on structures and mechanisms that allow conclusions to be drawn about DW's LGBTQI+ friendliness.

Girls' Day

After being cancelled due to the coronavirus pandemic in 2020, Girls' Day was organized by DW digitally for the first time on April 22, 2021 and was also held digitally again in 2022. Around 50 girls took part at both DW locations. The equal opportunities officers in Bonn and Berlin developed a joint concept. Trainees produced their own short video clips on different tasks in image and sound production, along with IT, precision mechanics and carpentry. The DW-Lab introduced new developments to the participants.

Incidents of discrimination

Diversity is an indispensable success factor for DW as a globally operating media organization. Respectful interaction with one another characterizes DW's corporate

culture. Equality and tolerance are fundamental values that DW stands up for worldwide. DW pursues a zero-tolerance policy with regard to discrimination on the basis of ethnicity, culture, age, gender, sexual orientation and identity, disability, religion and ideology.

In the 2021/22 reporting period, 32 cases were submitted to the responsible AGG complaints offices today: anti-discrimination officers). The cases involved accusations of discrimination, harassment and abuse of power, which were assessed internally and led to measures being taken. This included in some cases counseling sessions and conflict management. If an abuse of power, discrimination or discrimination or harassment was not substantiated, the cases were resolved. None of these cases gave rise to proceedings under Section 13 of the General Equal Treatment Act. Comprehensive measures were with the implementation of the "10-point action plan for the prevention of antisemitism", through the tightening of the Code of Conduct and associated mandatory online courses for all employees. Mandatory training courses to raise awareness against antisemitism are being carried out throughout the company. The introduction of values-based recruiting and extended checks during the recruitment process also enable an improved "culture fit." A description of the comprehensive measures taken during the course of responding to antisemitism allegations can be found in "Focus on: Antisemitism allegations" above.

Qualifications

Professional training and internships

DW offers in-company training in accordance with the Vocational Training Act (BBiG) in six fields: Media designer for image and sound; office management assistant; media and information services specialist; IT specialist for system integration; cook, carpenter.

As of December 31, 2022, it employed 57 trainees: 23 female, 1 diverse and 33 male. DW provides training that goes beyond the minimum, and fulfills the important social task of enabling young people to enter into working life. Apprentices who have successfully passed their final examination are to be employed for a period of at least twelve months immediately following the training, if the position is required at the company.

In December 2022, DW received the Berlin Inclusion Award for its inclusive training programs.

DW's emphasis on inclusion in its operational training programs is also seen through its cooperation with the Nell-Breuning vocational college (Haus Rheinfrieden) in Bad Honnef and the new cooperation with the Annedore-Leber-Berufsbildungswerk in Berlin.





"The fact that DW's training has been recognized for inclusion is a real milestone for us, and shows that we are on the right path. I hope that we and all the other award winners can be a role model for other companies.

Kerstin Nitz, representative for people with disabilities in Berlin, Directorate General

Additionally, DW, together with the German-African Youth Organization, was able to bring a young Ugandan to gain work experience and an initial knowledge of German through working in DW's cafeteria. Subsequent inclusion in a training program is being considered and is desired.

Internal training programs

As a company undergoing a digital transformation, DW is dependent on the continuous training of its employees. Value creation at DW mainly comes from knowledge work, and forward-looking personnel development has a major influence on the sustainable success of the company. The further development of employees in all contractual categories is made possible by targeted training programs. For this, managers and a central Learning and Development department work together. Managers are responsible for an annual goal orientation meeting with employees, and during the year, are responsible for discussing and facilitating the further training of employees.

To this end, constantly evolving and comprehensive internal training programs are offered.

They include format categories: "Skills for journalistic excellence", "Skills for technical tools and IT systems", Skills for cooperation and collaboration", "Skills for successful managers" ,"Diversity and anti-Semitism" and language learning opportunities.

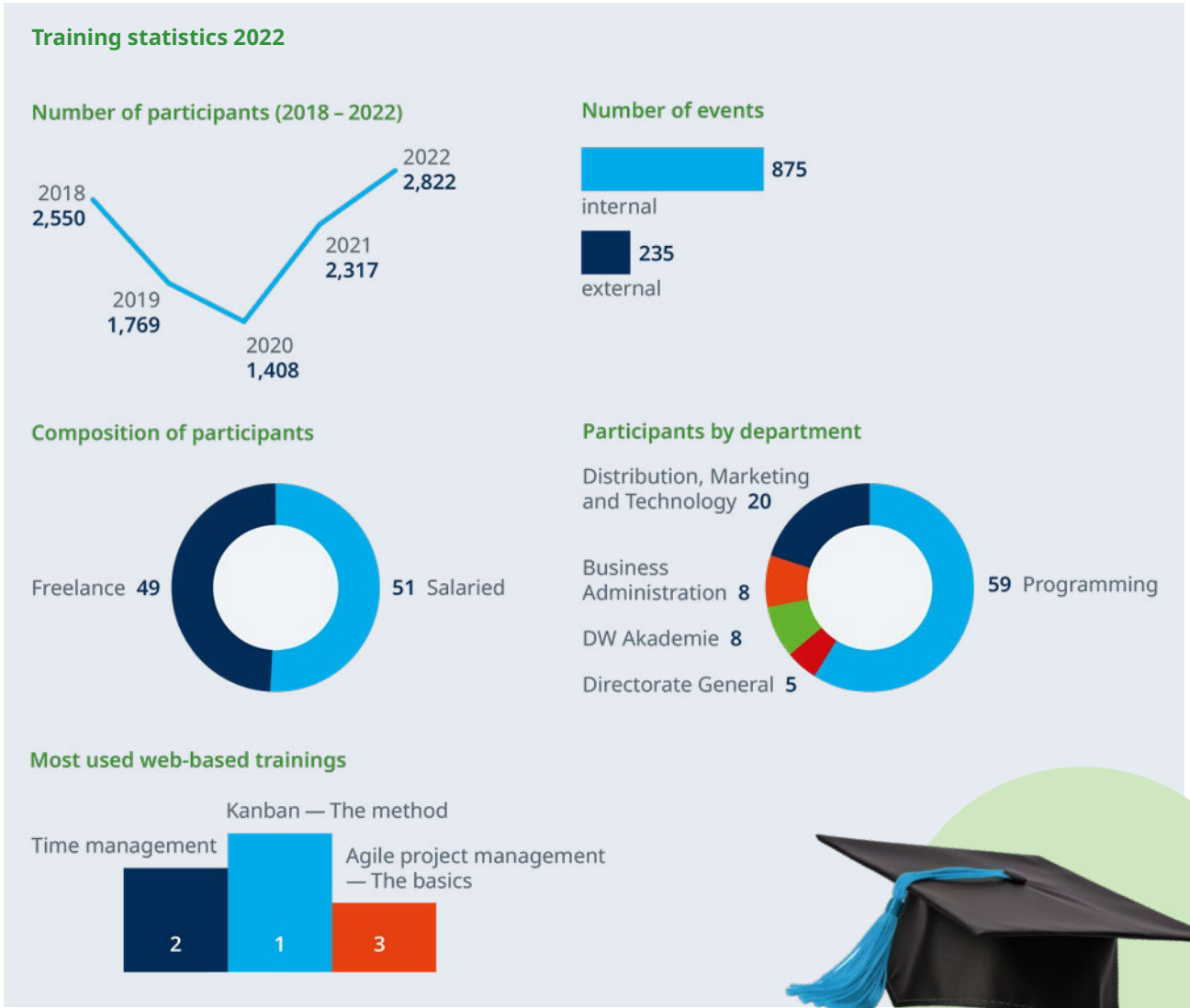


Image 25: Training statistics 2022

Digital learning formats, web-based training courses, knowledge exchange formats and learning nuggets, as well as blended learning formats alongside in-depth specialist training courses and face-to-face workshop series. Employees thus have the opportunity to plan their training independently, individually and flexibly with their manager and, if necessary, carry out training courses regardless of time and place, and from any location.

Internal learning and development courses play an important role at DW. This stems from the continuously changing requirements in DW's range of functions and responsibilities.

DW relies on the expertise of its employees, and provides educational opportunities for them to become trainers themselves, thus contributing to the sustainable and transparent transfer of knowledge within the company.

30

Approximately 3,000 participants trained around 30 hours each



Training and further education

After a slump in the number of participants in 2019 and 2020 during the coronavirus pandemic, in 2022 a total of 2,822 DW employees took part in training. In 2022, the number of unique participants is therefore higher than in the pre-coronavirus year 2018 (2,550). A total of 1,110 events were organized internally and externally.

On average, the 2,822 participants spent 29.6 hours on training. Converted to all 3,751 DW employees in 2022, this means an average number of training sessions per capita of 23.7 hours in 2022.

Among the participants, 53 percent were women and 47 percent men. The proportions of salaried employees (51 percent) and freelancers (49 percent) among the participants are almost balanced. Overall, there has been an increase in the proportion of freelancers observed since 2018, while the proportion of salaried employees has fallen since then.

"DW Kompakt" — Continuing internal qualification

DW continued its internal journalistic qualification program "DW Kompakt" in 2021 and 2022. Twelve participants complete a comprehensive training program with theoretical and practical phases. The program is aimed at both freelancers and salaried employees, who can expand their expertise in areas like digital production, among other things.

DW Kompakt Plus — Training for experienced journalists

Since 2023, the "Kompakt Plus" program has been aimed at motivating and expanding on the expertise of experienced journalists. DW's journalists in all editorial departments bring extensive knowledge and experience, and the program taps into this. DW is thus qualifying its experienced authors and editors for digital and social media reporting. In journalism, social media and the use of digital reporting have significantly changed the job profile in recent years. The Kompakt Plus program trains long-serving employees in new fields of journalism and encourages them to continue using their skills in DW's programming. After just two two-week training sessions, participants are able to shoot their own TikTok or Instagram reels and shorts, making DW topics accessible to a young audience. The program is new but already very popular. Numerous experienced employees have already registered for next year's courses.

Master's program in International Media Studies

In 2009, DW created a unique program in Germany with the four-semester, bilingual master's degree in International Media Studies, which combines research, teaching and media practice. The course was established by DW Akademie in collaboration with Bonn-Rhein-Sieg University of Applied Sciences and the University of Bonn. In 2022, the 11th class completed the course — more than 250 students have now successfully completed the program.

As part of the regional dovetailing of the International Media Studies program with country projects for media development, cooperation agreements were concluded with five other universities — Addis Ababa University (Ethiopia), University of Liberal Arts (Bangladesh), University of Cape Coast (Ghana), University of Central Punjab (Pakistan) and the Journalism and Mass Communications University of Uzbekistan (Uzbekistan) — in addition to the Universidad Externado in Colombia.

Further cooperation with universities

To develop its recruitment strategy, DW has been cooperating with universities at its Bonn and Berlin locations since 2018. Initially, with the state-recognized private university of applied sciences CBS International Business School (formerly EU/FH) in Brühl and, since 2021, with the International University (IU) in Berlin. DW is now supporting six young participants in the "General Management" and "Business Informatics" degree programs with practice-oriented on-the-job training to prepare them for future employment at DW.

DW offers students the opportunity to carry out project work as well as Bachelor's and master's theses at DW. To this end, cooperation agreements have been concluded with the following universities, among others: Bonn Rhein-Sieg University of Applied Sciences: Computer Science (project work, master's and bachelor's theses); Niederrhein University of Applied Sciences: Business Informatics, Business Administration (project work); Beuth University of Applied Sciences Berlin: Communications Engineering (master's and bachelor's theses).

"We have improved the quality and accessibility of our training courses and have been able to further increase the number of participants as a result. We now want to establish a standardized quality management and expand our offerings for employees abroad.



Verena Luckscheiter,
Head of Learning and Development



Occupational health and safety

DW is committed to the legally compliant organization of occupational health and safety in all areas, taking into account all regulatory requirements, in particular the Workplace Ordinance, the Industrial Safety Ordinance and the Occupational Health and Safety Act. Further organizational proposals from DIN ISO 45001 or OHSAS 18001 are checked for feasibility. DW follows the guidelines and strives for integration into the work processes.

DW's occupational health management aims to maintain employees' health and performance for as long as possible — not least in consideration of the trend towards longer working lives. The focus is on preventative measures to maintain individual health. With the service agreement on company integration management (DV BEM from May 2020), DW has set up a new, structured and standardized process for the BEM procedures.

In addition to comprehensive information, DW offers its employees a wide range of training courses on the health topics. Employees and managers are sensitized to health issues with appropriate training, for example, with a focus on resilience and mental health. In particular, the provision of digital options — not least during the pandemic — ensures participation regardless of time and place. A

health working group provides regular annual impetus for health-conscious behavior.

DW's **company doctors** at the Bonn and Berlin locations support good health with comprehensive services, such as screen examinations, travel medicine and other occupational health care, participation in integration processes, addiction prevention and advice for managers and employees as required. They also play a key role in risk assessment, for example, during the coronavirus pandemic, by providing comprehensive advice on specific occupational health and safety issues. They are available to advise relevant committees, such as the crisis team, on occupational health and safety issues. DW regularly offers training courses for first responders.

The management's support for the two **company sports clubs** in Bonn and Berlin is also aimed at maintaining health and performance of employees. The more than 650 members from around 40 countries were able to meet again for joint activities after the end of the coronavirus pandemic. The sports rooms, which had been closed for infection control reasons, were also reopened and have been increasingly used again since then.

Due to working around the world, including in war and conflict regions, DW employees can perform tasks involving a risk of trauma. Attacks against media professionals are also on the rise. DW correspondents have also been repeatedly affected. In 2018, DW set up a standardized process with clearly defined contact points for such cases to quickly provide help to those affected, especially in urgent cases and outside of normal office hours. DW works together with an external service provider that have specialists with the necessary psychological expertise. This company can provide support regardless of location. DW has also set up an advice hotline for employees, which guarantees anonymous and confidential initial help and guidance for any further support needs in stressful and crisis situations.

Comprehensive information — such as guidelines, forms, links — on the relevant subject areas is available on the DW intranet, as are the relevant contact persons. The occupational health and safety committees (ASA) meet four times a year in accordance with legal requirements. Members include the managing director of business administration, the safety engineers, company doctors, fire safety officers, representative for persons with disabilities, employee council, safety officers, representatives from facility management and people, as well as other areas. In addition, regular training courses (instruction) on occupational health and safety are held in person and online for all employees, and especially for managers.

Work-related injuries

On July 22, 2023, a DW cameraman was injured by shrapnel from Russian cluster munitions while filming at a Ukrainian army training ground in the Donbas region. Despite all the safety precautions taken, and being far away from the Russian front, working in a war zone is dangerous. After a three-week stay in the hospital, and several operations, he is well again.

During a demonstration on May 1, 2021 in the Kenyan capital Nairobi, the police attacked DW's East Africa correspondent with a tear gas cartridge, resulting in a laceration and bruise. She was there with her cameraman to report on a demonstration against increasing police brutality and job losses due to the lockdown in place during the pandemic.

In the 2021/2022 reporting period, there were no injuries with serious consequences or fatalities due to work-related injuries at DW. When such incidents occur, they are reported to the accident insurance company. A systematic evaluation is carried out in collaboration with the relevant employers' liability insurance association. Nine accidents at work were reported in 2021, three of which were commuting accidents. The number of days lost due to accidents amounted to 171 in 2021. 15 accidents at work were reported in 2022, eight of which were commuting accidents. The number of days absent due to accidents in 2022 was 269.



Work-related illness

No work-related illnesses were recorded at DW during the reporting period. Systematic recording and evaluation by the safety engineers at the DW sites in Bonn and Berlin can only be carried out in cooperation with the employers' liability insurance association, but no medical data may be transmitted to DW for data protection reasons.

Coronavirus pandemic

The coronavirus pandemic kept DW very busy in 2021 and 2022. Although as of February 2021, there were no active coronavirus cases at either DW location for the first time since August 2020, this changed again after a short time. However, chains of infection in the building were prevented by far-reaching measures. In consideration of new virus variants, the management decided on a series of precautionary measures in spring 2021 — above all the obligation to wear a medical mask. This also applied even if the distancing rules were observed, the rooms were ventilated, plexiglas walls were installed or air purifiers were in use. If necessary, employees were given a surgical mask when entering the office building. OP or FFP2 masks were also issued to employees wherever minimum distances could not be maintained.

As part of the media sector's part of critical infrastructure, DW was able to issue certificates to employees enabling them to travel to and from work and on necessary business trips during the lockdown in Germany. Activities in the broadcasting centers that were not "business critical" were to be carried out from home office wherever possible.

A vaccination campaign offered by DW's company doctors in Berlin and Bonn was well received. All employees were able to participate voluntarily and anonymously in two surveys on their current vaccination status; almost 2,000 employees took part. This made it easier for the management to make decisions about possible relaxation of restrictions.

As case numbers increased, DW tightened its in-house coronavirus protection measures on November 25, 2021. From then on, for example, the 3G status (fully vaccinated, recovered or tested negative) of employees and all service providers was checked by the security service. Employees were asked to work from home again. Personal meetings and business trips between the Bonn and Berlin locations should be kept to an absolute minimum. DW continued to provide all employees with two free self-tests per week. By decision of the federal government, coronavirus protection measures in Germany expired at the beginning of February 2023. In agreement with the company doctors and after informing the staff councils, the few remaining requirements at DW were also lifted from February 2.



Human rights

"DW strengthens freedom of expression and democracy worldwide in times of terror, propaganda, flight and migration." In 2021 and 2022, DW continued to implement this corporate goal set out in the 2018 to 2021 Strategic Plan. The new DW Strategic Plan for 2022 to 2025 also continues this approach. DW and DW Akademie will further strengthen their commitment to free access to information, freedom of expression and democracy worldwide during this period, especially in the face of the current increasingly virulent geopolitical challenges.

Failure to respect human rights in its own work would pose a considerable risk to DW's credibility, which is its greatest asset that must be protected and upheld. Respect for human rights is, of course, also guaranteed at DW itself, including its studios and correspondent and academy offices abroad.

In many of DW's target regions, freedom of expression, civil society processes and democratic aspirations are under considerable pressure. Authoritarian, populist and nationalist governments, restrictive laws and regulations can severely limit press and media freedom, while propaganda and disinformation undermine the credibility of and trust in the media. In many places, censorship and media blockades are making access to free information more difficult or preventing it altogether. Attacks against media professionals are also on the rise and DW correspondents are repeatedly affected. In the event of attacks on DW employees, DW's security management team immediately takes action to find solutions.

The +90 project developed by DW together with VOA, BBC and France 24 for users in Turkey was continued. At the beginning of March 2022, the participating broadcasters launched the TikTok channel @plus90_official. It provides contributions on social and regional topics and offers Turkish-speaking users a new opportunity to engage with constructive journalistic content. The multi-platform format +90 gives a voice to groups in Turkey underrepresented in the media, and promotes freedom of expression. DW is managing the project, which was launched in 2019.

In light of the ongoing refugee and migration issue, DW, France Médias Monde and the Italian news agency Ansa expanded the digital **cooperation project InfoMigrants** on May 4, 2021 to include Bengali as a sixth language — alongside French, English, Arabic, Dari and Pashto. This news and information platform for migrants, refugees and asylum seekers was launched in March 2017 with the support of the European Commission. People from Bangladesh are now the second largest migrant group to reach Europe. InfoMigrants provides reliable and balanced information about the European asylum process, the risks migrants face on the routes they take to Europe and their countries of arrival. With articles, photos, infographics and videos, the service contributes to the fight against misinformation, especially what is spread by human traffickers.

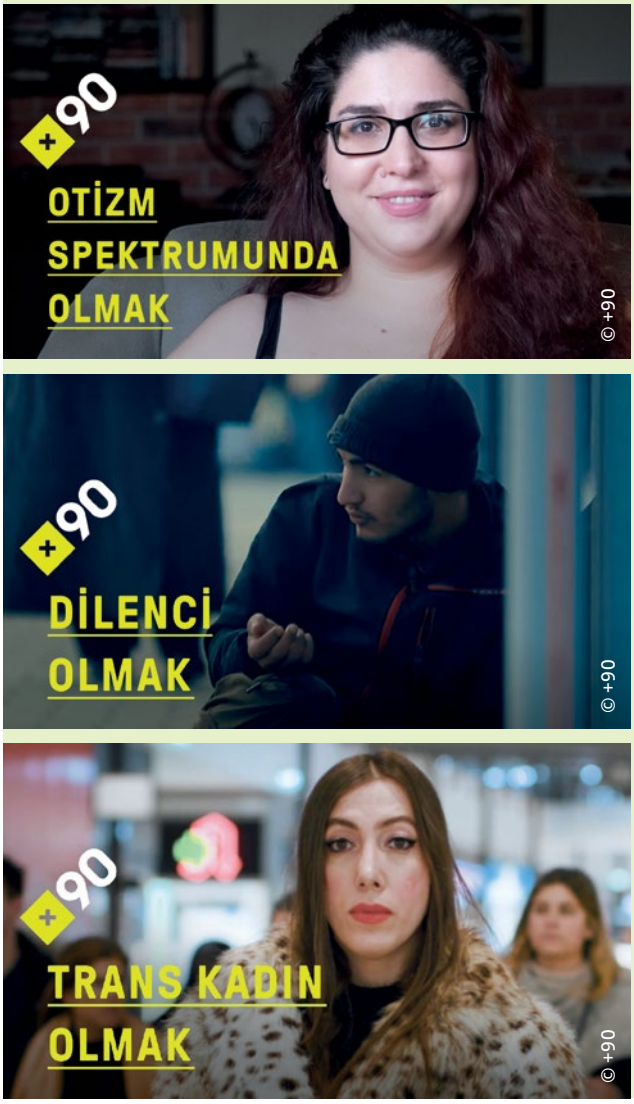


Image 26: The Turkish-language channel +90 documents the lives of socially marginalized groups

“ DW strengthens freedom of expression and democracy worldwide in times of terror, propaganda, flight and migration.



Peter Limbourg, Director General



Image 27: DW honored the Ukrainian photojournalists Mstyslav Chernov, Evgeniy Chernov and Evgeniy Maloletka with the Freedom of Speech Award, recognizing their impressive reporting on the Russian attacks on the Ukrainian city of Mariupol in February and March 2022

With the launch of **two new broadcast languages**, DW has made a further contribution to strengthening diversity of opinions in areas where free information is only available to a limited extent. On April 28, 2021, the first reports in the broadcast language **Hungarian** were published on a YouTube channel. TV magazines, reports and (web) video formats are planned for the medium term. Many media outlets in Central and Eastern Europe that report critically on their governments are hindered in their work in various ways, or have been forced to give up. With its programming, DW is responding to people's growing need for information, but also to the increasing restrictions on media freedom and the risks to which journalists around the world are exposed. As of November 1, 2021, DW expanded its profile to include Tamil as the 32nd broadcast language. Here, too, the content is distributed on a YouTube channel to the target region in the southern Indian state of Tamil Nadu, but also Sri Lanka, Singapore and Malaysia and the USA.

Since 2015, DW has been honoring a person or initiative that takes an outstanding position on human rights and freedom of expression with the **Freedom of Speech Award**. In 2021, Nigerian investigative journalist Tobore Ovuorie received the award. Ovuorie has worked as an investigative reporter for leading publications in Nigeria for over a decade and she has dealt extensively with the topic of human trafficking. In 2022, DW awarded the Freedom of Speech Award to the Ukrainian journalist and author Mstyslav Chernov and the photojournalist Evgeniy Maloletka. With their globally recognized reports and recordings documenting conflict in Crimea and eastern Ukraine, especially from the besieged city of Mariupol, they took a stand against Russian propaganda and misinformation. The first winner of the Freedom of Speech Award in 2015 was the Saudi blogger Raif Badawi, who is still imprisoned today.

To counter the increasing level of disinformation in international media markets, DW became a partner in the **vera.ai (Verification Assisted by Artificial Intelligence)** project in November 2022. The 14 project partners are working on developing and building reliable AI solutions to help combat disinformation. This applies to all types of content including audio, images, text and even video. The target group for the vera.ai solutions are, for example, journalists, fact checkers, researchers and investigators of human rights violations who need to be able to identify fake content quickly and easily.

The human right to freedom of expression is also central to the work of DW Akademie. DW Akademie, together with its partners, is a leader in the development of free media systems. It allows free access to information and sets standards for education and independent journalism. All media development projects abroad follow a human rights approach. The projects directly contribute to the realization and protection of the human right to freedom of expression and access to information. With its project strategies, DW Akademie also takes into account human rights related to media, such as the right to privacy, gender equality and the right to political participation. DW Akademie takes the human rights situation in the respective partner country into account in its country analysis and project planning. When implementing and evaluating projects, the focus is on fulfilling human rights principles of non-discrimination and equal opportunities, participation and empowerment, transparency and accountability. In media projects in the context of conflict, DW Akademie acts with the necessary care (do-no-harm principle).

On May 6, 2021, the BMZ launched a **global initiative for media freedom** in cooperation with DW Akademie (budget: 7 million euros). The aim is to strengthen the resilience of media actors, civil society organizations and networks so that they can help improve the information situation in times of crisis. Among other things, with the support of DW Akademie, a digital editorial platform for local media is being set up in Africa and Latin America, a fact-checking alliance is being organized in Asia, and a media literacy curriculum is being developed in the MENA region (Middle East and Northern Africa), which is available on messaging services.

In addition to respecting and promoting human rights in their core activities, DW and Akademie also expect their suppliers, service providers and business partners to fundamentally share their values. See details above under "Value chain" and below under "Partners."

Investment agreements screened for human rights aspects

All DW investment agreements and contracts (national and international) are subject to the strict legal requirements for public companies. As a rule, separate clauses on human rights are not included. An explicit examination of human rights aspects has not yet taken place.

DW offices audited for human rights aspects

DW is initially focusing on the main locations in Bonn and Berlin (around 98 percent of the total area). Independent from that it observes the relevant legal rules and regulations that are relevant to compliance with human rights at its domestic locations and at all international locations. This is also ensured by DW's Code of Conduct. Tests on this have not yet been carried out.

Partners screened for social factors

On the one hand, DW's core business activities take place in Germany, with a high regulatory standard regarding fair working conditions, appropriate remuneration, occupational safety, freedom of association, anti-discrimination and personal rights. However, as an international broadcaster, DW is also active worldwide in regions where human rights violations are part of everyday life. There, DW specifically strengthens freedom of information and expression with its programming, DW Akademie's project work and the Freedom of Speech Award. For this purpose, it also maintains numerous business relationships. Due to difficult conditions in target countries, these are often associated with risks. That is why DW communicates its stance on human rights to business partners with the "DW Declaration of Values" introduced in 2022. There is also an intense dialogue about values with DW Akademie project partners. DW monitors gross violations of the "DW Declaration of Values" in the third-party risk management system, which will also be established in 2022.



As part of tenders, bidders must sign self-declarations that are a mandatory part of the offer. The providers declare, among other things, the following:

- that they have fulfilled their obligations to pay duties and taxes, as well as statutory social security contributions in accordance with the legal provisions of the country in which they hold residency.

- that they fulfill the obligation to pay the minimum wage and the requirements of Section 19 of the Minimum Wage Act are not met, i.e, they have not been fined at least 2,500 euros for a violation under Section 21 of the Minimum Wage Act.

- that people whose behavior is attributable to the company have not been charged with illegal employment of workers in the last two years, a prison sentence of more than 3 months, or a fine of more than 90 daily wage rates or a fine of more than 2,500 euros.

In this declaration, DW has included compliance with the core labor standards of the ILO (International Labor Organization).

DW Akademie has heavily expanded its system for reviewing risks and potential negative impacts on work during the reporting period. Risks are analyzed in advance and monitored during project implementation in order to prevent and counteract with the necessary care. DW Akademie selects its cooperation partners very carefully and trains them in journalistic and ethical standards in order to minimize the risk that they may spread untrue, discriminatory or polarizing media content. In 2022, a comprehensive partner assessment was developed and piloted, which also includes a dialogue about values. Since 2022, all DW Akademie business partners have had to sign the DW Declaration of Values. During the reporting period, DW Akademie also looked intensively at power-critical approaches in development cooperation.

DW pursues partnerships on equal terms based on mutual appreciation and continuous learning. The “Business Process Instructions” stipulate that when observing the principles of economy in the sense of sustainability, aspects of quality and innovation, as well as social and environmental aspects must also be considered. This is made concrete, among other things, by using a guide to sustainable procurement. It describes how and at which points aspects of sustainability can be applied in the procurement process (e.g. via certifications and labels). The guidelines came into force in April 2021 and have since provided helpful guidance to DW procurement offices.

The Sustainability Management department must also be involved in advance of tenders to ensure possible sustainability criteria for the specific subject of the tender. The responsible departments are encouraged to do this through checklists drawn up by the Procurement and Travel department. The Procurement and Travel department requests the involvement of the Sustainability Management department as part of procurement kick-off dates. In committee submissions, explanations on sustainability aspects in procurement are also included. The Facility Management department has adapted procurement processes on a pilot basis. The results should now be evaluated and, if necessary, expanded to other departments.

Social impacts in the supply chain

No incidents were identified that required DW to terminate business relationships. DW is first focusing on the direct effects in its own sphere of influence at its main locations in Bonn and Berlin. In the future, indirect effects in the supply chain should also be increasingly taken into account. To date, there are no sustainability criteria according to which DW suppliers are systematically checked and selected. The aim is to develop criteria and standards.



Corporate citizenship

Bonn Institute for Constructive Journalism

Together with Rheinische Post Mediengruppe, RTL Deutschland and the "Constructive Institute" at Aarhus University, DW founded the "Institute for Constructive Journalism" in Bonn in March 2021. The non-profit organization is intended to promote journalism that "puts people at the center and assumes social responsibility". It wants to provide new constructive impulses and promote the exchange of knowledge in the industry. The state of North Rhine-Westphalia has provided funding for the start-up.

Open source software for local media

To ensure that local media can reliably inform their communities even in times of crisis, DW Akademie worked together with the Mexican organization REDES A.C. on developing software Colmena. It has been available to interested local and community media since April 28, 2022. Colmena is a digital toolbox, and works like a digital editorial room. Local media can produce on the go, from recording and editing to file sharing and publication. All features enable collaboration, like in a real editorial office. The free software is developed for various devices, it also works offline, is safe and free. Colmena is currently available in six languages: English, French, Spanish, Portuguese, Arabic and Kiswahili.

Multimedia series "HER — Women in Asia"

Although the social position of women is being strengthened in many Asian countries, significant hurdles remain, particularly when it comes to gender equality. With this in mind, DW launched the miniseries "HER — Women in Asia" together with Asian partner channels on July 2, 2021. It depicts the everyday lives and the different perspectives of women in Asia in six languages — English, Hindi, Mandarin, Indonesian, Urdu and Tamil. With this format, DW and its partners want to reach a female audience, contribute to discourse, and provide women in the region a platform to share their perspectives and experiences on different challenges and discover commonalities. Due to its great success, a second season followed in September, and Bengali was added as an additional broadcast language.

"Guilt without atonement"

In 2019, eighty years after Germany's attack on Poland and the start of the Second World War, DW, in cooperation with the Polish portals Wirtualna Polska (WP) and Interia, published the report series "Schuld ohne Sühne" or "Guilt Without Atonement" (Polish: "Zbrodnia bez kary") about the post-war careers of Nazi criminals. In autumn 2022, the 26 reports and interviews were also published as an anthology. They were nominated, among other things, for the German-Polish Journalist Prize.

Based on over 500 pages of documents, the series explores previously little-known stories about Nazi perpetrators in German-occupied Poland. The community project traces



Image 28: The award-winning series "HER — Women in Asia" accompanies female protagonists from seven Asian countries and regions





Image 29: The Filipino journalist and Nobel Peace Prize winner Maria Ressa opened the 2022 DW Global Media Forum with a keynote speech

the lives of German Nazi perpetrators and Polish war victims. The question is how Nazi war criminals were able to escape punishment and how their descendants deal with the guilt of their relatives.

Diverse offering for International Roma Day

Since 1990, international Roma Day on April 8th has been raising awareness and celebrating discrimination against Roma, while at the same time celebrating their culture. In 2022, DW accompanied the day with a comprehensive topic page "Roma in Europe." It was a unique offering that highlights the lives of Sinti and Roma in Europe with regular dossiers, videos, reports and guest articles from DW's target areas. DW reports in detail about the life of Sinti and Roma in Europe in all European broadcasting languages.

Global Media Forum

DW has been facilitating international cultural exchange on a personal level since 2008 with the Global Media Forum. It provides fertile ground for new ideas on the implementation of liberal and democratic values around the world, especially in freedom of the press, freedom of information and freedom of expression. For DW and its academy, the Global Media Forum is also a platform for deepening business relationships, for example with DW's distribution partners. More than 2,000 participants from well over 100 countries gather at the conference. In 2022, Nobel Peace Prize winner Maria Ressa opened the two-day conference. The focus topic was "Shaping tomorrow, now." The year before, DW had invited people with a focus on "Innovation and Disruption."

Evacuation from Afghanistan

In the wake of the Taliban's advance in Afghanistan in 2021, and the deteriorating security situation, DW has made extensive efforts to evacuate correspondents, local staff and their immediate family members from the country. As employees of an international media organization that also reports in the national languages, they were particularly exposed. On September 10, 2021, shortly after the Taliban takeover, nine male correspondents and one female correspondent for DW in Afghanistan, traveled with their children to Pakistan.

On October 7th, DW gave them a welcome reception at the Bonn location. This was preceded by weeks of intensive efforts by DW. In cooperation with the Foreign Ministry, the German ambassador in Islamabad, other federal government agencies and many other political actors, it was possible to organize the group's departure via Pakistan.

After the first evacuation, DW continued to work hard to also evacuate relatives of the Bonn Dari/Pashto editorial team. They were also exposed to a very real danger in Afghanistan due to the journalistic work of their relatives

in Bonn. After the evacuation of the family members from Afghanistan by air to Qatar began at the beginning of November, a further 101 people were able to leave Kabul a short time later. A total of around 350 people have now been evacuated and the efforts will continue in 2023. DW is in close coordination with the responsible federal ministries. The evacuated correspondents were integrated into DW's Dari/Pashto editorial team to help intensify reporting on Afghanistan. The new arrivals were supported by DW and through sponsorships from employees, especially in finding suitable accommodation. Two months after their arrival in Germany, the first group of eleven Afghan correspondents began a specially designed training program that ran until June 2022. They completed the six-month "DW journalist training Afghanistan 2022." The DW program worked on improving important aspects of journalism, and was enabled the group to make the best possible use of their skills at DW. Due to the pandemic, some of the training took place digitally. After the Taliban came to power, on September 13, 2021, DW supplemented its existing TV, online and social media offerings with a short wave radio offering in Dari and Pashto to provide listeners in Afghanistan with reliable information. The thematic focus of the radio program, which runs until September 2022, was dialogue and peace, civil society and, of course, gender and human rights issues.

Russia's war of aggression in Ukraine

The Russian war of aggression against Ukraine on February 22, 2022 also marked a new chapter in DW's relations with Russia. In the weeks prior there were already clear signals that Moscow was clamping down on DW as an independent journalistic voice. On February 3, the Russian government banned DW from broadcasting and ordered the DW studio in Moscow to close. The accreditation of the employees working there were revoked and their residence permits expired. DW was also designated by authorities to be acting as a "foreign agent."

DW strongly protested this move, and initiated legal proceedings to take action against the measures. Minister of State Claudia Roth and the directors of ARD, ZDF and Deutschlandradio also publicly condemned the closure of the DW studio. DW brought an employee back to Berlin in February 2022 so that she could report and analyze the situation in Russia from abroad. The studio manager initially stayed in Moscow. In the following days, DW set up a task force to facilitate the evacuation of employees from Russia and monitor further developments in Ukraine. DW initially continued to pay the employees of the DW Moscow studio, even though they were not allowed to continue their work.

DW offered to provide logistical support to all employees and their families who no longer felt safe in Kyiv, and supported relocation to Lviv, for example, in order to continue mobile work from there.

After the annexation of Crimea, DW opened an office in central Kyiv in January 2015 to strengthen on-site reporting covering Central and Eastern Europe. Shortly before the start of the war in February 2022, DW wanted to officially open its already operating new Kyiv hub (studio) with 25 Ukrainian employees.

When the Russian invasion began on February 24, DW activated its crisis team. The top priority for management was to ensure the safety of employees. A few weeks before the invasion, DW had repeatedly offered all employees in Ukraine to leave the country if they felt unsafe there. DW also repeatedly informed all employees in Kyiv about the offer to be evacuated to Lviv, which a number of people did, some with their relatives. DW's goal was to accommodate in Lviv, in western Ukraine, all employees who were not necessary for reporting. From there the Polish border can be reached quickly in an emergency. DW tried to rent apartments and rooms in Lviv.

Even during this serious crisis, DW continued to fulfill its programming mandate. Whenever possible, DW reported not only from Kyiv, but also from other places. The safety of the employees on site had priority. They reported exclusively on a voluntary basis, and were advised and accompanied by experienced security consultants hired by DW.

DW immediately adapted all of its programming to the current situation, immediately produced daily special



Image 30: Peter Limbourg (l.) with Martin Jäger, German ambassador in Kyiv, Mykola Berdnyk, Director of Representative Office in Ukraine/Kyiv Hub and Bernd Johann, Head of Ukrainian Service

programs and designed its online and social media offerings accordingly. The editorial offices of the various European languages increased their presence on the borders with Ukraine, particularly in Poland, Romania, Bulgaria and Moldova. DW's "fact-checking" team intensified its work again.

At the beginning of March, all employees who were willing and able to leave Ukraine left the country with the support of DW. Together with their relatives, most of them were relocated at DW's Bonn headquarters. Several local editorial staff were integrated into the Ukrainian editorial team. With consideration of events taking place in Russia itself, DW decided to expedite the departure of its employees there and offered local employees continued employment in Germany. It provided support for a quick departure to employees who wanted to leave the country.

Since reopening the Moscow studio was out of the question for the foreseeable future, DW decided to set up an exile studio in the Latvian capital Riga. A large number of exiled Russian journalists and media companies settled there. DW employees showed great solidarity and support in this difficult situation.

They not only organized high-profile solidarity actions, but also provided significant monetary donations. Donations from executives went into an emergency fund to support those in need. The management of security risks for DW Akademie employees and partners was further expanded. The focus was on crisis countries. Contextual risks in the analog and digital world were systematically analyzed and professionally managed. This has enabled DW Akademie to respond quickly and effectively to acute threat situations such as the Taliban coming to power in Afghanistan, the military coup in Myanmar and the war in Ukraine.

Generated and distributed economic value

The public broadcaster Deutsche Welle is run as a non-profit organization under public law. In addition to preparing annual financial statements in accordance with commercial law, DW is obliged to prepare an income and expenditure statement in accordance with the federal budget system in accordance with Section 55 of the Deutsche Welle Act. This is disclosed in the Federal Gazette and is publicly accessible on dw.com.



5 Compliance

Political influence

DW is subject to the protection of Article 5 of Germany's Basic Law and therefore enjoys editorial independence. Furthermore, the DW Act requires in Section 9 (5) that "influence on the design and content of Deutsche Welle broadcasts by third parties (...) is not permitted."

DW's independence is also ensured by the 17-member Broadcasting Council. Two members of the committee are elected by the German Bundestag and the Bundesrat, and three members are appointed by the Federal Government. The remaining members are sent by socially relevant organizations and institutions in accordance with the DW Act — including churches, trade unions, or the German Olympic Sports Confederation. The German Bundestag, the Bundesrat and the Federal Government also send one representative each to the seven-member Administrative Board. The remaining members of the committee are also sent by socially relevant organizations and institutions in accordance with the DW Act.

As a broadcaster under federal law, the annual legislative process for the Federal Budget Act is of central importance to DW. Public Affairs and Government Relations represents DW's interests towards political and social stakeholders, multipliers and interest groups. Important target groups are members of the German Bundestag, the Federal Government and the European Parliament, parties, the specialist levels of federal ministries, representatives of the federal states and foreign embassies. This takes place with personal conversations, as well as statements and assessments on technical aspects of international broadcasting and media development cooperation.

The European Affairs department represents DW's interests vis-à-vis the institutions of the European Union as well as EU officials, specialists, and mandate holders. It is registered in the EU transparency register in Brussels. By registering, DW also signed the transparency register's code of conduct. The International Relations department (until July 2023 "International Relations and Diversity") is DW's central instrument for representing interests abroad, and provides a liaison point to other German and international institutions operating abroad, such as the European Broadcasting Union (EBU) and AsiaPacific Broadcasting Union (ABU).

Public Affairs and Government Relations, European Affairs and International Relations are assigned to DW's Directorate General.

DW Akademie is committed to strengthening the sustainability of media development projects in international networks and participates in collaborations. These associations are national, regional or international, and have a relevant content focus (media competence, digital rights, Media viability, safety of journalists, etc.).

Party donations

Considering its funding from public resources and in particular its journalistic independence, DW does not make donations or non-cash donations directly or indirectly to parties, politicians and party-affiliated foundations.



Conduct that complies with the law and policy

As a public company, DW is particularly required to comply with laws, collective agreements, regulations and internal service instructions. An important instrument of internal corporate management are service instructions from the Director General. The service instructions for business processes are of particular importance. The goal here is to define work processes, responsibilities and authorities with regard to powers of attorney, contracts, procurement and auditing. This will strengthen legal certainty and cost-effectiveness, minimize risks and ensure transparency, while improving control options, tapping rationalization potential, and making procedures more efficient to obtain more favorable contracts for DW.

In February 2022, DW tightened its requirements regarding the hiring and commissioning of related parties.

DW's risk management system is described in its own guidelines. It provides for annual reporting on potential risks at DW after the budget preparation process has been completed. The system is intended to identify current and potential threats to achieving objectives (risk identification), evaluate them (risk assessment) and reduce them through adequate control (risk control) in order to secure DW's programming mandate and support the success of DW's development. Guidelines regulate content, competencies and responsibilities, processes, and tasks, reporting obligations and documentation requirements. The coordinator of risk management is the head of the finance department. The identified risks (e.g. in the area of procurement) are presented in a portfolio, taking into account the risk reduction measures put in place (risk map). In this way, DW was able to significantly improve risk management.

In carrying out controlling, monitoring and management tasks, the Director General is supported by the Internal Audit department, which is directly assigned to him. The department's task is also to ensure quality, innovation, efficiency of the use of resources and business processes, the effectiveness of the company's actions, and compliance with rules and regulations. Internal Audit works closely with the compliance officer. It also provides information, analysis, assessments and recommendations for the Director General.

To reenforce legal and ethical behavior of all employees with regard to laws and company rules and prohibitions, DW appointed a compliance officer in 2016. The officer also serves as contact person for corruption in order to strengthen corruption prevention. As of March 1, 2022, the Compliance department was separated from the Business Administration business unit and became the Compliance and Brand Integrity department, located directly within the office of Director General. At the same time, the position of Brand Integrity Officer was created and filled on May 15, 2022.

The Compliance and Brand Integrity department monitors compliance with the rules at DW and its employees. It pays attention to compliance with legal regulations and with DW's values and brand claims. It is the contact point for any justified suspicion of violations of the law and regulations, both within DW and involving its business relationships. Particular attention is paid to possible reputational risks for DW. This office takes on a central role in protecting DW's brand and reputation.

The office offers training and advises employees on all questions relating to relevant topics. The development of an anti-corruption guideline planned for 2022 had to be postponed to 2023, due to intervening tasks. Employees, but also business partners and other external parties,



can report potential misconduct or report information about incorrect business practices directly to DW's internal anti-corruption officer. A neutral body like an external corruption officer, or a lawyer, can also be contacted.

Operating premises screened for corruption risks

In the two reporting years, no operating premises were checked for corruption risks. In 2016/17, DW carried out an analysis of the corruption risks for all operating sites. Areas of action were identified for which measures appear necessary. These are constantly monitored. In 2022, ARD developed the "ARD Compliance Standards" guide. DW has agreed to the principles and is currently developing compliance instructions on this basis, which will also include anti-corruption and whistleblower protection as a central set of regulations.

Corruption incidents

One case of fraud was identified during the reporting period. Due to the confirmed incident, the employment relationship was terminated with the person in question.



Zero tolerance for harassment, antisemitism, racism and homophobia

Failure to comply with laws and regulations

DW has neither paid significant fines nor experienced non-monetary sanctions due to non-compliance with social and economic laws and/or regulations. DW significantly tightened its Code of Conduct, which was adopted in 2020, in the reporting period.

It has been made clear that DW does not tolerate discrimination such as sexism, racism and antisemitism, either in day-to-day interactions or in its content. This includes a "zero tolerance policy" towards inciting, punishable behavior such as, in particular, denial and relativization of the Holocaust. These principles apply inside and outside of work for DW. The Code of Conduct is a binding set of rules for employees. New references have been made to consequences under labor law, including termination of employment in the event of violations.



"In accordance with the Code of Conduct, which is binding for all employees, we have now introduced a "DW Declaration of Values" to explicitly communicate our values to all business partners as a basis for cooperation.

Çağda Yıldız, Brand Integrity Officer