Sustainability Report 2024/25



The SUSTAINABILITY Code
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About us

Unbiased information for free minds — that is Deutsche Welle's (DW) brand core. 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.

The data in this Sustainability Report pertains to the 2024 reporting year. In some cases, measures and activities from 2025 are mentioned to illustrate trends in the individual fields of action.

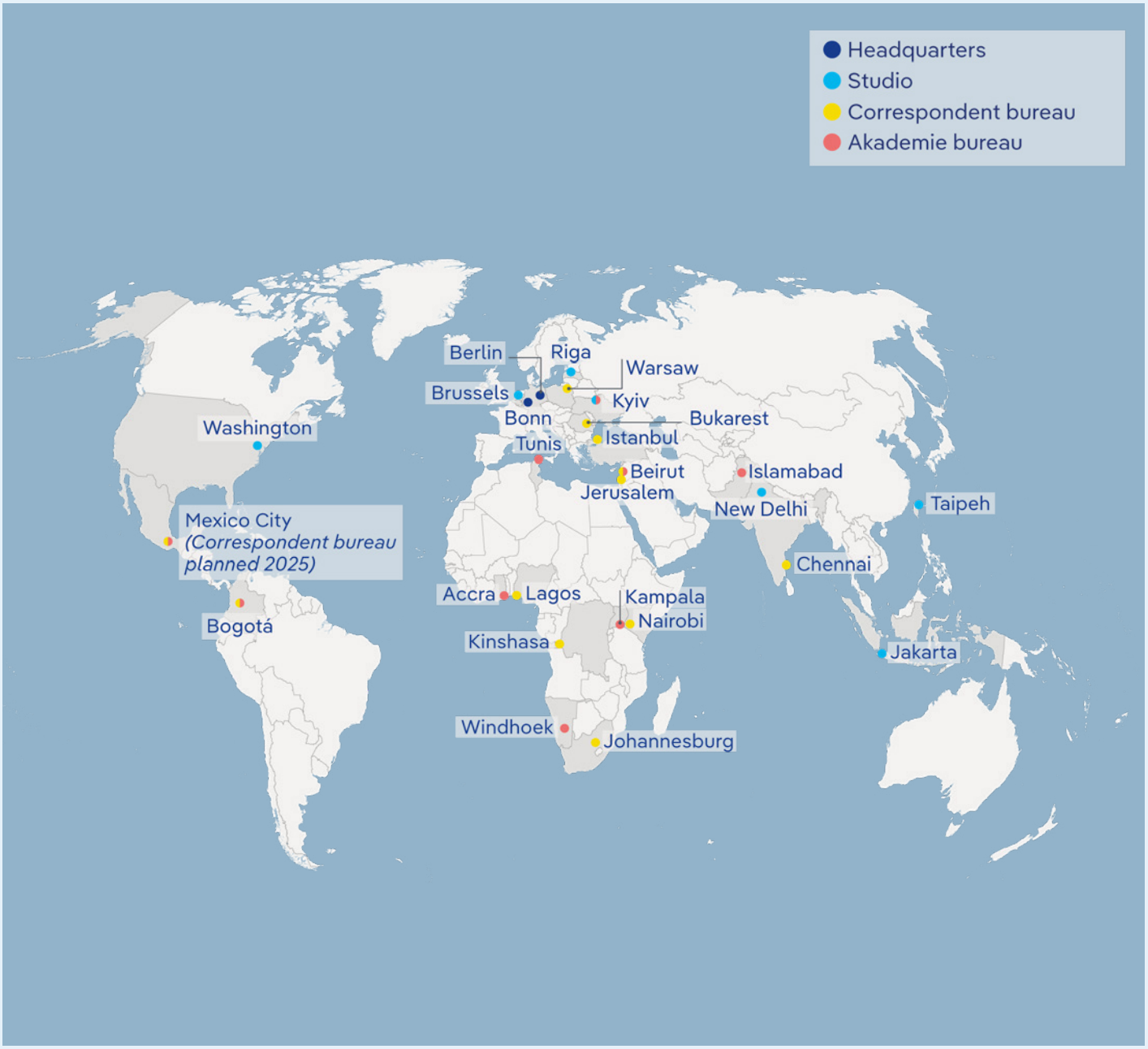


Figure 1: **DW locations worldwide** *(as of 2025)*

Foreword



Profound geopolitical shifts are shaping current world events. The competition between narratives has escalated into an information war being waged across the global media landscape. Disinformation and propaganda are flooding digital platforms with the aim of destabilizing democratic societies. Russia's ongoing war of aggression against Ukraine and the war in Gaza following Hamas's terrorist attack on October 7, 2023, have further intensified social polarization.

At the same time, the withdrawal and uncertain future of the international broadcasters from the US are creating a dangerous vacuum of information in many regions, which authoritarian actors are deliberately filling. This is because autocratic states, such as Russia and China, are investing heavily in expanding their own international media to strengthen their influence.

In this context, Deutsche Welle (DW) plays an indispensable role. In line with its core brand philosophy of "unbiased information for free minds", DW promotes liberal democratic values in over 32 languages, provides fact-based, independent information and fosters media

literacy—serving as a counterweight to propaganda and disinformation.

Climate protection and sustainability are also heavily affected by these developments. Facts are increasingly being distorted and scientific findings are called into question. This not only undermines trust in the media and other institutions, but also the credibility and effectiveness of sustainability efforts.

It is all the more gratifying that DW has achieved its sustainability goal and will be among Germany's most sustainable media organizations in 2025. This report clearly demonstrates the contribution DW's employees have made in recent years. Structures have been further expanded and measures have been consistently implemented across all areas of the organization.

In addition to its achievements, this Sustainability Report also identifies areas for future development as a sustainable media company. Business travel is essential for DW to fulfill its statutory broadcasting mandate. Although the goal of keeping business travel emissions stable at the 2022 post-pandemic level could not be achieved, the company did manage to prevent emissions from rising further as early as the following year.

This demonstrates that sustainability is not a static state but an ongoing process in which DW actively involves its employees. The results of our employee survey reveal a strong willingness to do more to promote environmental and social sustainability.

DW stands for freedom, diversity, equal opportunity and inclusion—not only with its content but also with its corporate culture. In line with the company's overall strategy, the diversity strategy has been consistently developed and implemented over the past two years. With clear structures and objectives, we promote a sustainable, inclusive and discrimination-sensitive corporate culture.

Artificial intelligence is a key driver of digital development and has a significant impact on media consumption, media production and resource usage. DW is committed to transparent, data-protection-compliant processes and the responsible use of AI.

For DW, sustainability is not a side issue, but an integral part of how the company fulfills its mission. It encompasses not only environmental responsibility, but also the shaping of corporate culture, the use of resources and the quality of content.

Especially in times of growing digital manipulation and global crises, it is crucial that DW, as an international media organization, remains fact-based, transparent and forward-looking. DW is ready to take on these challenges—with innovative strength and a firm commitment to actively shaping sustainable development. Together with its employees and in dialogue with partners worldwide, it will continue on this path as a leading voice for freedom from Europe.

Barbara Massing
Director General



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1 Strategy

Strategic analysis and measures

The United Nations Sustainable Development Goals and the Paris Agreement on climate change are central to DW's sustainability strategy.

In 2021, DW Sustainability Management developed a climate protection strategy, coordinated it with all divisions and the Corporate Strategy department and saw it implemented by the DW Executive Board.

DW's climate protection strategy sets a specific reduction target for its own greenhouse gas emissions by 2030 — and also outlines measures in the areas of business travel, energy management, procurement, production and commuter traffic to achieve this goal.

The implementation of the climate protection strategy has been integrated into the company's Strategic Plan and objectives and is documented in the Sustainability Report. Through its emissions reduction target, which was refined in 2023, DW is contributing to the effort to limit global warming to 1.5 °C, as envisaged by the Paris Agreement.

Materiality

DW has its two main locations in Bonn and Berlin (98 percent of its total floor space) in Germany, but is also represented by staff on the ground in its target regions (studios, correspondent offices and DW Akademie offices).

DW's programming reaches audiences worldwide. The ecological, socioeconomic and political space where DW operates ranges from liberal democratic countries to autocratic regimes where environmental protection and human rights are not guaranteed.

In accordance with its mission, DW is committed to democracy, freedom of the press and freedom of expression, as well as equal opportunities, in accordance with its mission.

Its programming and the media literacy training offered by DW Akademie provide people worldwide with the opportunity to form their own opinions based on independent information.

The implementation of the climate protection strategy has been integrated into DW's Strategic Plan and objectives and is documented in the Sustainability Report. Through its emissions reduction target, which was refined in 2023, DW is contributing to the effort to limit global warming to 1.5 °C, as envisaged by the Paris Agreement.

The DW Akademie's programming and media literacy training courses offer people around the world the opportunity to form their own opinions based on independent information.

At the same time, the changing political situation in DW's target regions (restrictions on freedom of the press and freedom of expression) also affects the work of local staff and can pose a security risk. DW's material social sustainability issues include workers' rights and the promotion of diversity and equality. On behalf of management, projects and processes in the areas of Diversity, Equity and Inclusion (DEI) and New Work are being implemented to continuously improve and adapt working conditions to an increasingly globalized and digital work environment. In this way, DW aims to operate worldwide as a fair and attractive employer and business partner, while also embodying the core values it promotes through its journalistic offerings and DW Akademie.

To define the material areas of environmental action, the analysis took into account the value chain for journalistic production (internet, TV, audio) and media development cooperation projects, as well as other areas where DW's operations have influence.

It became apparent that within DW itself and throughout the upstream and downstream value chain, technical equipment used for the production and distribution of journalistic content consumes significant resources (materials, energy). Furthermore, as a globally active



Wildflower meadow with a beehive and insect hotel on the DW broadcasting center grounds in Bonn

© DW

media company, DW relies heavily on business trips where in-person contact on site is essential, for example for reporting, in DW Akademie project areas and for sales purposes. Due to the greenhouse gas emissions caused by energy consumption and air travel, global warming is one of the material environmental sustainability issues influenced by DW's business activities.

In the context of digitalization and the increasing use of artificial intelligence (AI), as well as efforts to expand coverage, a conflict of objectives is emerging in which the growing energy consumption required to fulfill the legal mandate could come into conflict with climate protection efforts. DW is aware of this challenge and, wherever possible, is taking steps internally to promote greater energy efficiency, renewable energy and fewer business trips. In order to adequately address the topic of AI and its complexity and to effectively manage this new technology, DW has established a specialized AI team (see *In focus: Artificial intelligence as a driver of digital transformation*).

At the same time, the consequences of climate change are among the material sustainability issues affecting DW's business operations.

For example, increasingly severe weather events pose a risk of disrupting public health, infrastructure and broadcasting operations. Against this backdrop, DW has developed a climate protection strategy to reduce its own greenhouse gas emissions in a science-based manner and to prepare appropriately for the impacts of climate change. The impacts of climate change and their effects on DW were compiled and summarized by the "Sustainability Circle." The results were presented in a chart (see the chapter on *Strategic analysis and measures*) and now serve as the basis for developing DW's climate change adaptation strategy. In addition, environmental protection is one of DW's key focus areas. With its programming, DW raises awareness of environmental issues among audiences worldwide and provides information on potential solutions and examples of best practices.

Goals

By 2025, DW aims to be among the most sustainable media organizations in Germany. DW has committed itself to this ambitious goal in consultation with its supervisory bodies and political stakeholders. As part of this effort, an industry benchmark has been conducted to evaluate the Sustainability Reports and websites of German media organizations committed to sustainability. A comparison revealed that DW is one of the most active and ambitious media organizations in Germany. Within just a few years, it has established a comprehensive management system that includes a strategy, responsibilities, processes, goals and key performance indicators.

DW has a comprehensive carbon footprint assessment and an ambitious climate protection goal, which is being actively driven forward through concrete reduction measures and its own sustainability budget.

In addition, DW also belongs to the group of media organizations in Germany with ambitious goals actively promoting diversity and inclusion. In addition to environmental and social sustainability, DW has also set goals for economic sustainability to increase the efficiency of its company-wide use of resources. The results show that DW has achieved its goal and is among the most sustainable media organizations in Germany.

In its **Strategic Plan for 2022–2025**, DW identified three priority initiatives designed to help achieve the organization's strategic goals. Sustainability is established as **priority initiative 3**: "DW uses its resources efficiently and sustainably." This priority initiative is further defined in the **2024–2025 annual goals** with two key performance indicators (KPIs):

1. "DW will reduce its greenhouse gas emissions in line with the 1.5 °C pathway set out in the climate protection strategy to a maximum of 9,992 tons in 2024 and 9,405 tons in 2025."
2. "DW will keep its greenhouse gas emissions in the 'business travel' category below 3,000 tons per year."

In addition, the organization prioritizes both the economical and effective use of resources and quality assurance of its products and processes. Based on a materiality assessment, the top priority among environmental sustainability issues is therefore climate protection.

By implementing its **climate protection strategy**, DW aims to achieve net-zero emissions by 2045 at the latest. In 2023, it raised its reduction target from a "well below 2 °C" pathway to the more ambitious "1.5 °C" pathway, resulting in 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 commuter traffic. DW Sustainability Management coordinates the activities of the departments that share responsibility for achieving these goals. Progress toward achieving these goals is tracked annually in the carbon footprint report provided to senior management and published every two years in the DW Sustainability Report.

At the ARD network level, as part of the sustainability initiative led by the ARD Board for Ecological Sustainability, targets for emissions reduction and sustainable media production were also adopted. DW contributes to achieving these through its own sustainability goals. Further details on the work of the ARD Board for Ecological Sustainability and its goals can be found in the ARD Sustainability Report 2023.

DW has also set the goal of actively fostering a diverse digital corporate culture by 2025. It has adopted clear guidelines for collaboration (Digital Leadership and Collaboration), a New Work strategy, a DEI strategy and an inclusion agreement. The evaluation of the inclusion agreement in 2025 showed that most of the existing provisions outlined in the action plan have already been implemented or are being put into practice, as is the case with the inclusive recruitment process. A revised version of the Inclusion Agreement includes as a central provision that people with disabilities will be supported in their professional development—particularly when filling leadership positions—provided they have the same qualifications. Further refinements in the new Inclusion Agreement relate, for example, to the involvement of representatives for people with disabilities in certain matters. In this context, the Inclusion Agreement has been clarified so that the provisions generally also apply to people in a worker-like capacity. DW reviews the progress of implementation annually and plans new measures. In 2025, the focus will be on supporting managers and teams in promoting the inclusion of people with disabilities in their respective workplaces (specifically in the areas of training and internships).

– In 2025, DW revised its **inclusion agreement**. The target of employing 8 percent of people with disabilities significantly exceeds the statutory minimum quota of 5 percent.

In its **Gender Equality Plan for 2022–2025**, DW has set four goals aimed at promoting structural gender equality and the work-life balance for family, caregiving and career.

- The first goal involves increasing the proportion of women in senior pay grades and in technical professions by December 31, 2029.
- In the second goal, DW has committed to developing a personnel development plan by the end of 2026.
- The third goal focuses on balancing family, caregiving and work, which is to be achieved through numerous permanent measures, such as flexible work schedules, parent-child offices at both locations and a DW Care Guide.
- The fourth goal includes measures to address sexual harassment in the workplace, at least two informational events per year organized by the equal opportunity officers and the further development of the anti-discrimination strategy, including the establishment of a dedicated reporting office.



Figure 2: **The United Nations Sustainable Development Goals (SDGs)**
Source: United Nations (UN)

The work DW does contribute to the United Nations' Sustainable Development Goals (SDGs). DW contributes to **SDG 4: Quality Education** with programming fulfilling its statutory educational mandate, the promotion of media literacy and journalistic training provided by DW Akademie worldwide. Through its DEI and inclusion goals, DW supports **SDG 5: Gender Equality**. At its two main locations, DW uses electricity from renewable energy sources, which contributes to **SDG 7: Affordable and Clean Energy**.

Human rights are a key focus of DW's reporting. In addition, DW has enshrined its values in an internal Code of Conduct and an external DW Declaration of Values and has established leadership values that enable collaboration across all hierarchical levels on an equal footing.

In addition to the DW Declaration of Values, DW requires its contractors to comply with the International Labour Organization (ILO) core labor standards in all procurement processes. These standards encompass fundamental, universal human rights in the workplace that are promoted by the ILO and aim to create decent working conditions worldwide.

DW thus incorporates **SDG 8: Decent Work and Economic Growth** into its business operations. DW Akademie's projects on innovation and the economic resilience of media organizations contribute to **SDG 9: Industry, Innovation and Infrastructure**. DW Akademie focuses on people who face disadvantages in exercising their rights, such as women, young people, refugees, indigenous peoples and people in conflict and crisis situations. In this way, DW Akademie's work contributes to **SDG 10: Reduced Inequalities** and the SDG principle of "Leave no one behind".

In procuring goods and services, DW aims to progressively incorporate more sustainability criteria and require that its suppliers to meet them. In addition, it will gradually implement the Green Motion requirements for more sustainable production methods. In doing so, it contributes to **SDG 12: Responsible Consumption and Production**. DW's emissions reduction target is derived from **SDG 13: Climate Action** and the Paris Agreement on Climate Change and is defined on a science-based basis in accordance with the guidelines of the Science Based Targets Initiative.

DW is among the first media organizations to sign the UN SDG Media Compact and 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 providing independent information and fostering media cooperation, DW and DW Akademie strengthen human rights worldwide, thereby contributing to **SDG 16: Peace, Justice and Strong Institutions**.

DW also collaborates on sustainability initiatives with Germany's ARD regional public broadcasters. In addition, DW has entered into a climate partnership with the city of Bonn, is active in the Climate Partners network and participates in the "moveBonn" program — a corporate mobility management initiative for Bonn and the Rhein-Sieg region. Furthermore, DW is a member of the *UN SDG Media Compact*. In accordance with **SDG 17, DW thus forms partnerships to achieve the Sustainable Development Goals**. The individual points are described in more detail in the relevant sections.

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 operates worldwide, including in countries where environmental protection and human rights are not guaranteed. 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 3,000 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 employ ees 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.

Progress and achievements

	Early engagement	2018/2019	2020
Governance		Establishment of Sustainability Management	Sustainability in corporate goals
Climate protection			Climate balance base year 2019
Mobility	Transport bundling job ticket		Bike-to-work challenge
Energy	Green electricity, PV system	*Review based on the 20 criteria from the German Sustainability Code (DNK)*	Energy balance Berlin
Procurement			Sustainability aspects in canteen tender
Production			Industry declaration for sustainability
Social	Parent-child office subsidy	Establishment of Diversity Management	Sabbatical
Other topics	Reuse of packaging	*Review*	Reopening Berlin canteen
Communication	Sustainability as program profile topic		**Sustainability Report 2018/2019**
Cooperation		UN SDG Media Compact	Exchange with other organizations

● Publications ● Implementation supported by the sustainability budget

Figure 3: **Progress and achievements in DW's Sustainability Management from 2018 to 2025**

2021	2022	2023	2024	2025
Build data management system	Sustainability Circle: company-wide professional exchange			DW among most-sustainable media organizations in Germany
Climate protection strategy	Implement action fields		Full climate balance	Adaptation to climate change impacts
Charging stations for electric cars	Service travel rules	**Charging stations for e-bikes**	**E-vehicles for fleet, bicycle check campaign**	City cycling campaign
Efficient new data center	**LED in Studio 2 Berlin**	LED in ancillary areas	**LED in Studio 3 Berlin and VK2 Bonn**	Energie management system (ISO 50001)
Guidelines for sustainable procurement	Three steps toward sustainable procurement	Process for sustainable procurement	**Sustainable construction of JafaarTalk studio set**	Ecological standards in production contracts
100 green productions	Real-world lab ecological standards	Training of green consultants		
Inclusion agreement	Code of Conduct and Declaration of Values	Pride Champion seal	Berlin Inclusion Prize	**Diversity, Equity and Inclusion strategy**
Organize Global Media Forum more sustainably	Optimize waste separation	Shortwave broadcast energy savings	Honey and wild bees	Planning tool for sustainable events
Internal and external events	**Sustainability Report 2020/2021**	Intranet, video and social media internally	**Sustainability Report 2022/2023**	Interviews and podcasts
Covering Climate Now (2022)	ARD board and competence team exchange			Climate partner of Bonn


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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 topics, as are the confidential counsellors for people with disabilities, the equal opportunities officers and the anti-discrimination officers. This ensures that all employees are empowered to participate equally in the company's public sphere and to prevent discrimination and unfair treatment, as well as conflicts and health issues in the workplace.

The Compliance Officer monitors DW's and its employees' compliance with regulations. In doing so, the Compliance Officer ensures that DW adheres to legal requirements. As such, the Compliance Officer serves as the point of contact for any substantiated suspicion of legal or regulatory violations, both within DW and externally. The Brand Integrity unit ensures that DW's values are upheld, particularly in DW's business relationships. Relevant aspects of compliance and brand integrity are outlined in the chapter on Conduct in ***Compliance with laws and guidelines***.

At the managerial level, material 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.

Beside the Sustainability Management 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 regulations

For governance and environmental sustainability topics, Sustainability Management develops strategies and objectives in close collaboration with the relevant business functions, which are then approved by the Executive Management Board. Sustainability Management provides dedicated funding for sustainability projects and works closely with the relevant departments to define roles and establish processes. Further, it coordinates knowledge exchange on sustainability topics at DW. Relevant departments and representatives from all directorates 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.

In addition, monthly discussions take place within the ARD Board for Ecological Sustainability with the sustainability managers of the nine ARD state broadcasters, the ARD General Secretariat, ARTE and Deutschlandradio. At

the same time, the five ARD expert teams meet regularly and DW colleagues report on these meetings to the DW Sustainability Circle.

Sustainability Management works with DW's departments to further develop fields 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 addition, Sustainability Management coordinates the annual data collection, quality assurance and analysis. This data is used to generate key performance indicators for the Sustainability Report. Furthermore, Sustainability Management is responsible for communicating sustainability issues both internally and externally, with support from Marketing and Corporate Communications. The following diagram provides an overview of all these responsibilities.

The departments primarily responsible for social issues are Diversity, Equity and Inclusion (DEI), Health and Social Affairs and Learning and Development, as well as Conflict Management, the representatives for people with disabilities, the Equal Opportunities Officer and the Anti-Discrimination Officer.

The Code of Conduct, which sets out rules of conduct and DW's core values, is a mandatory set of guidelines for all employees worldwide. DW has developed a Declaration of Values to govern its relationships with distributors, other business partners and contractors.

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 economic 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. Projects are evaluated as part of the project cycle based on the so-called Development Assistance Committee (DAC) criteria, which were established by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD). The criteria are relevance, coherence, effectiveness, efficiency, impact and sustainability.

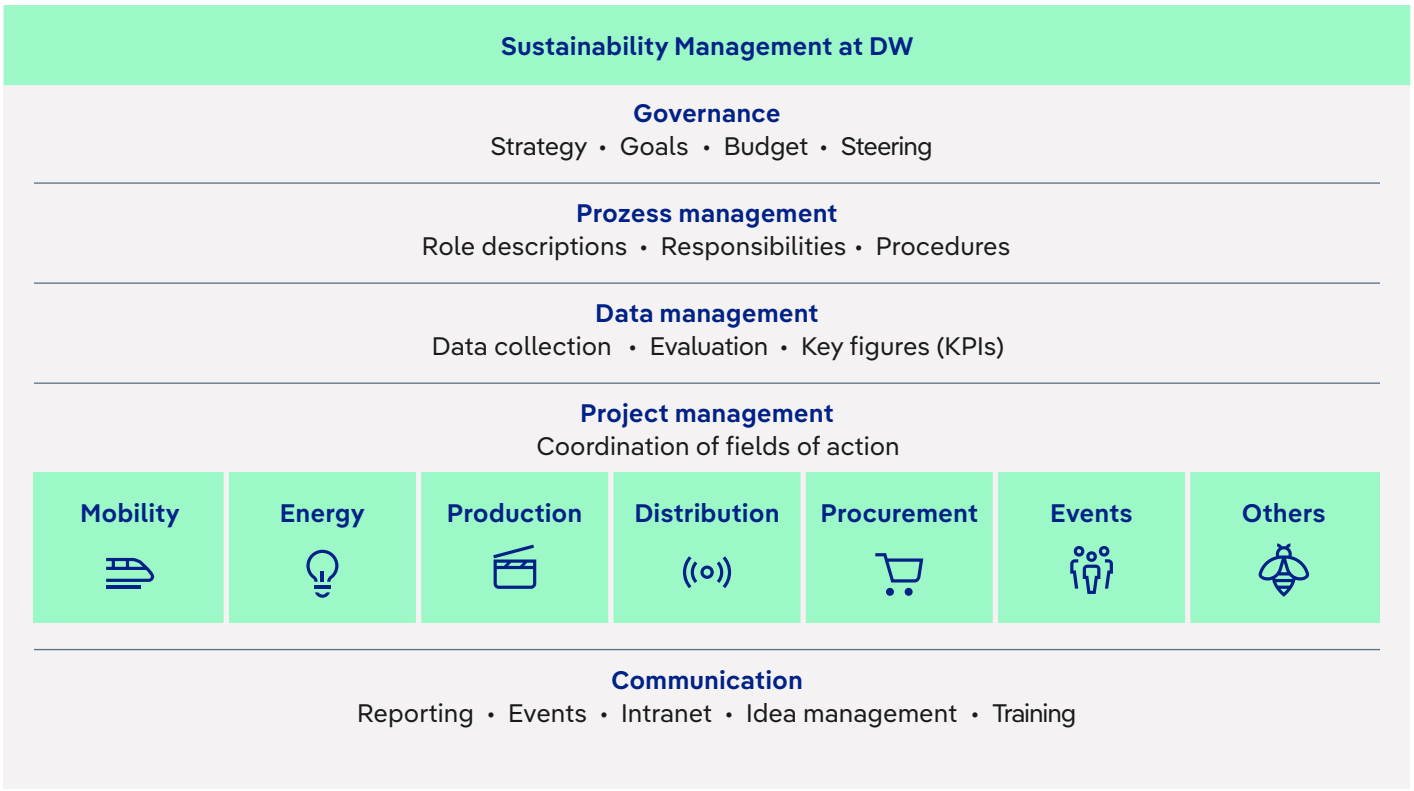


Figure 4: **Structure Sustainability Management at DW**

Monitoring

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 2024/25 sustainability targets:

1. "DW will reduce its greenhouse gas emissions in line with the 1.5 °C pathway set out in the climate protection strategy to a maximum of 9,992 tons in 2024 and 9,405 tons in 2025."

   – Interim target achievement as of December 31, 2024: 8,324 tons of CO_2e — **Target achieved**.

2. "DW will keep its greenhouse gas emissions from business travel below 3,000 tons per year."

   – Interim target achievement as of December 31, 2024: 5,672 tons of CO_2e — **Target not achieved**. The reason for this is the return to normal levels following the "pandemic dip." Emissions are nevertheless significantly below pre-pandemic levels.

Shaping a digital and diverse corporate culture by 2025 is also one of DW's corporate goals. To this end, DW is implementing measures in three fields of action of its DEI strategy: promoting diversity and representation within the workforce (People), fostering an inclusive corporate culture (Processes) and ensuring a diversity of perspectives in its products and projects (Products). In the medium term, DEI and New Work are to be embedded as cross-cutting themes at DW:

– In the People cluster, DW revised its inclusion agreement in 2025. The target quota of eight percent employment for people with disabilities significantly exceeds the statutory minimum quota of 5 percent. Interim progress toward the target: January 1, 2024: 6.05 percent and January 1, 2025: 6.26 percent. In the coming years, the number of cases could decline due to an increasing number of colleagues with severe disabilities reaching retirement age.

– All directorates have set one or more diversity and inclusion goals for 2024/25 that contribute to the company-wide DEI goal and will be implemented gradually. These include, for example, a newly created overview of diversity skills for DW employees and managers (as of October 2025).

– The New Work initiatives focus on fostering change management skills. In 2024/25, an employee satisfaction survey was also conducted to identify areas for improvement and strengths in corporate culture. Based on the results, measures will be developed and gradually implemented starting in the third quarter of 2025.

– The latest DW Sustainability Report (reporting year 2022), included an employee survey-based goal of "at least 50 percent of respondents agree that they are aware of measures promoting diversity and inclusion and perceive them as effective." (More details can be found in ***In focus: Employee satisfaction survey 2025***.) This goal was exceeded, according to an assessment through a DW-wide employee survey. In the latest survey from the first quarter of 2025:

  – 60 percent of participants strongly or very strongly agreed with the statement "I see positive changes regarding diversity, equity and inclusion (DEI) in our organization,"

  – 57 percent of participants strongly or very strongly agreed with the statement "I find the DEI measures at DW to be appropriate,"

  – and 68 percent strongly or very strongly agreed with the statement "I am satisfied with how my manager handles diversity, equity and inclusion." (As of July 2025).

The goal of equal opportunity and gender-equality-oriented human resources development will continue and progress toward this goal will be made measurable through the creation of a human resources development plan by the end of 2026.

The goal of increasing the proportion of women in underrepresented job categories by five percent, as set out in the Gender Equality Plan (2018–2021), was not fully achieved; however, it has been reinforced in the current Gender Equality Plan with specific measures.

The goal of increasing the proportion of women in department and division management positions by ten percent

was partially achieved: The proportion in departments and editorial offices rose by eight percentage points, from 31 to 39 percent and thus remains below the target. The goal was met for division management, where the proportion of female executives rose from 34 to 46 percent—an increase of 12 percent.

Values

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. The ideals of freedom, human rights, democracy, the rule of law, openness to the world, tolerance and transparency toward the public shape DW's identity and work. Its Code of Conduct was last revised in 2022. 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. The content is available in all 32 of DW's broadcast languages and is taught to employees through 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.

The Code of Conduct applies to all DW employees both on and off the job, in public statements, including on social media or in other publications. DW has developed a Declaration of Values for its relationships with distributors, other business partners and contractors. Since early 2024, the Brand Integrity Officer has been enforcing compliance with this declaration as an independent staff unit within the Director's Office (for more information, see the chapter on *Compliance with laws and guidelines*).



The DW Code of Conduct is available in 32 broadcast languages. It summarizes the binding principles and standards of conduct that guide everyday actions and decision-making across DW.

Incentive schemes

DW does not have a performance-based incentive system that applies to all employees. However, DW does have various ways of recognizing particularly outstanding performance by individual employees, including financial rewards. For example, one-time or temporary performance bonuses may be granted.

Exceptionally outstanding performance may also be recognized on a case-by-case basis by advancing an employee to the next pay grade in the collective bargaining agreement's pay scale. To date, monetary rewards have not been tied to the achievement of sustainability goals. As part of the update to the work plan and the evaluation report, DW also provides information on progress in implementing the sustainability goals.

In addition, the Managing Director of Business Administration serves as the sponsor for the two-year sustainability goal. If sustainability-related proposals are submitted through the company's suggestion program *(idea management)*, employees may receive a bonus of up to 500 euros gross if their proposal is approved by a committee. A representative from Sustainability Management serves as an advisory member on the committee that evaluates the submitted ideas.

From a total of 16 submissions in 2023 and 2024, seven proposals had no connection to sustainability; five were categorized under environmental sustainability (eliminating meat from the cafeteria, a proposal for sustainability incentives for the cafeteria in Bonn, a proposal for digital business cards, the proposal to reprinting building passes for freelancers instead of replacing them and the proposal to install a bicycle air pump at the DW building), three to social sustainability (proposals regarding accessibility and organizing a blood drive) and one proposal to economic sustainability. Some of the proposals received awards and some were also implemented.

Remuneration policy for the highest governance body and executives

In 2023, DW, like all other ARD broadcasters, published a complete overview of the compensation paid to the director general and department directors of DW for the sake of transparency. This document also includes the pay scale for DW employees covered by collective bargaining agreements, as well as general information on other benefits (performance and position-based allowances, vacation pay, family allowance, child care subsidy, allowances and death benefits). In 2023, the Administrative Board adopted basic guidelines for the drafting of future non-collective bargaining employment contracts at DW. The Director General and the directors of DW are employed as members of the Executive Board on the basis of such contracts. The amount and structure of pension benefits for new members of the Executive Board were also changed and, as a result, significantly reduced.

The highest supervisory body

The regular members of the Broadcasting Council and the Administrative Board serve in an honorary capacity and receive a monthly expense allowance, regulated by law, for their work. Depending on their role within the body, this allowance ranges from ten to 20 percent of the flat-rate allowance for members of the German Bundestag, as well as reimbursement for actual travel expenses incurred. All payments are subject to individual taxation. Attendance fees are not paid to regular members of the bodies.

Management

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.

In 2024, a pilot project on context-specific executive feedback was conducted for the first time. The pilot, which had a participation rate of about ten percent of executives, was prompted by the results of the 2022 evaluation of the feedback process and the desire to place greater responsibility for the process in the hands of executives in the future.

The overall assessment of the feedback project was predominantly positive. Emphasis was placed on more flexibility and the opportunity for self-directed design, which many managers found motivating. A final decision on whether this procedure should be rolled out across the entire organization in the coming years has not yet been made. The organization-wide survey, which has been part of the standard process in recent years, will take place again in 2026 (see *In focus: Employee satisfaction survey 2025*).

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. In this context, the collective bargaining agreements in the public sector (federal and state governments) as well as those of the ARD state broadcasters provide additional important guidance.

Ratio of total annual remuneration

The annual compensation of the highest-paid employee (director general) with significant business responsibilities is 4.3 times the median total annual compensation of all employees (excluding the highest-paid employee). This figure remains unchanged compared to previous years.

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

Deutsche Welle, which is financed by tax revenue, 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 focus on climate protection is in line with focus 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.

Sustainability Circle and employee engagement in sustainability issues

To bring in internal stakeholders, a Sustainability Circle was set up with experts from all directorates, which consolidates 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 directorate to set up its own multiplier network for sustainability with committed employees who promote sustainability issues in coordination with Sustainability Management. The DW Akademie Sustainability Network consists of about 12 volunteers who work together as an agile team. They meet once a quarter, following the model of the cross-departmental Circle meetings, to exchange ideas and set their own internal priorities. These are addressed in consultation with Sustainability Management and, where appropriate, the relevant departments—such as reducing paper consumption, DW Akademie's move from Brunnenstrasse to Voltastrasse in Berlin, or reducing CO2 emissions from business travel.

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). Through intranet posts and its internal social media channel *(Viva Engage)*, the department raises awareness of sustainability topics and provides background information on a dedicated sustainability page. As part of DW's structured onboarding process, the Sustainability Management team also uses the DW Spotlights format to inform new DW employees about their specific responsibilities, DW's sustainability priorities and goals and how to get in touch. Within the broadcasting sector, exchanges take place on a monthly basis within ARD with the regional broadcasters, as well as at the European level with the European Broadcasting Union (EBU) and ARTE.

Bonn Climate Partnership

The federal city of Bonn launched the *Climate Partnerships* initiative to work toward climate neutrality by 2035 in collaboration with local organizations—including Telekom Deutschland GmbH and the DHL Bonn branch. By joining the Climate Partnership, DW supports the city of Bonn's goal and regularly exchanges ideas with the other partners. As part of the partnership, DW focuses its project activities on the Bonn location, but also contributes insights and experience from the Berlin headquarters and its international locations to the initiative. The program focuses on both in-person networking meetings and the implementation of local climate protection measures. A key goal is to promote exchange among the climate partners, share best practices and facilitate access to relevant expertise.

Diversity Circle and stakeholder engagement in the DEI strategy

Input from internal and external stakeholders was and is also considered when developing an internal DEI strategy, objectives and measures for diversity, equal treatment and inclusion at DW. For example, through company-wide, cross-location diversity workshopsfor all interested employees. The results were also formulated by a house-wide, cross-divisional diversity working group that then made direct recommendations for action to the DW Management team. Sounding boards in all DW directorates regularly ensure that the needs of the company and its employees are recorded, reviewed and followed up. Networks focused on specific dimensions of diversity also contribute to the overall strategy and cultural change within the organization (for example, the Competence Team on Antisemitism, Jewish Life, Israel and the Palestinian Territories; the Focus Group on Racism; the Accessibility and Inclusion Circle; and the Pride@DW Network). Ideas from external cooperation partners are also continuously incorporated into the development of measures, for example from the European Broadcasting Union (EBU), Media for Diversity, BBC and other international broadcasters, ARD Diversity Board, German Diversity Conference in cooperation with Tagesspiegel and Charter of Diversity e. V. as well as the Diversity Workshop of the Central Actors of Foreign Cultural and Educational Policy (AKBP), and others.

Involvement of supervisory bodies

The DW Sustainability Report is submitted to DW's governing bodies—namely the Broadcasting Council and the Administrative Board—and, upon request, could also be presented at a meeting.

At the ARD level, the Conference of Committee Chairs (GVK), which consists of the chairs of the Broadcasting Council and Administrative Board of the individual broadcasters, is informed of key consultation results—including those related to sustainability—following the meetings of the directors-general. This is done either during a joint general meeting or—if no such general meeting takes place—via a committee information letter from the ARD chairperson(s).

Key issues and concerns

DW's focus on climate protection comes from a materiality analysis of energy and travel intensity and from the overall need to limit global warming to 1.5 °C. This urgency to act was confirmed by the Paris Climate Agreement and a ruling by Germany's Federal Constitutional Court in April 2021 and is thus also reflected in the (revised) goals of the German Federal Government and its subordinate agencies. DW employees also called for climate measures at internal meetings. DW has placed a high priority on this issue and subsequently published its own ***climate protection strategy*** with concrete reduction targets and measures and further refined these in the 2022 Sustainability Report.

Deutsche Welle is actively committed to fostering a digital and diverse corporate culture and has set out the goal of turning this into a sustainable reality by 2025. At the core of this effort are clear guidelines for collaboration (Digital Leadership and Collaboration), strengthening the organization's ability to adapt through the New Work strategy and implementing its DEI strategy — all of which

are viewed as essential components of corporate development. Across three strategic fields of action, DW specifically promotes diversity and representation within its workforce (people), strengthens an inclusive corporate culture (processes) and ensures a diversity of perspectives in its products and projects (products). In doing so, DW underscores its clear commitment to equal opportunity, participation and diversity as core values of its work.

Innovation and product management

Production, distribution and use of journalistic content consume 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.

Emphasizing sustainable media production, DW has participated in the pilot projects "100 Green Productions" and "Reallabor" since 2020 and has thereby contributed to the development of *ecological standards for German cinema, TV and online/Video on Demand (VoD) productions*. This can be read about in previous DW sustainability reports.

Since then, DW has been working step by step to implement the standards for its in-house and commissioned productions. It should be noted that the criteria originally developed for feature film productions in Germany cannot be applied in all cases to the production methods of a news broadcaster or to productions abroad, particularly in DW's target regions, where political conditions are sometimes unstable.

Environmental standards can be divided into four fields of action — energy, mobility, accommodation and catering and materials and waste — as well as an overarching module for project management (as simplified in ***Figure 7***).

When implementing these standards, a distinction is made between in-house and commissioned productions in Germany and abroad.

In-house productions at DW's broadcasting centers

Measures implemented at DW's broadcast centers end up benefitting all productions created in studios at both locations. This includes the use of green electricity, the gradual conversion of lighting to energy-efficient LEDs and the transition of the DW fleet to electric vehicles. Furthermore, business-critical travel policies, the recommendation of eco-friendly hotels in the ARD-wide travel booking tool and the daily offering of a vegetarian or vegan meal in the cafeterias benefit all employees in Bonn and Berlin. While employees cannot be required to follow a specific diet, DW can at least provide an attractive option. Added to this are waste separation and the procurement of recycled paper. At the Berlin location, retired wardrobes from the presenters are regularly offered to all employees at a clothing flea market for reuse. In consultation with the DW's departments, Sustainability Management has developed a role model assigning departments' responsibilities according to their respective fields of action. Here, overlaps between more sustainable production and the other action areas of the climate protection strategy (energy management and green IT, business travel and procurement) become apparent. This can only be implemented as a joint, company-wide change process. Coordination takes place through Sustainability Management within the Sustainability Circle.

In addition to company-wide measures that benefit all productions, individual productions are also being further optimized, for example when studio sets are being renovated.

The latest developments are described in more detail below.

All three Berlin studios now equipped with LEDs

Studio 3 in Berlin was equipped with LEDs in 2024, meaning that all three Berlin studios have now successfully switched to LEDs. Thorough planning was essential in carrying out the conversion of Studio 3, as this news studio has a high production volume and broadcasts had to be moved to other studios during the replacement process. For the renovation, all lamps had to be removed, the power collectors dismantled and the new distribution cabinet planned. Subsequently, the new power infrastructure was installed, the power collectors were remounted and the system was put into operation. The schedule was followed and the project was completed on time.



The lighting at ReadySet Bonn has been converted to LED lighting

© DW

Ecological standards for German cinema, TV and online/VoD productions

General requirements
- Management declaration
- Production management declaration
- Green consultant
- CO_2 balance
- Final report

Energy
- Green electricity in all facilities and post-production
- Network electricity (generators only in exceptional cases)
- Energy-efficient lighting technology

Accommodation and catering
- Environmentally friendly overnight stays (eco-hotels)
- Only reusable items (dishes/cutlery/bottles)
- Information and coordination on meat consumption within the team
- Vegetarian option for catering
- Regional food of organic quality

Mobility
- Avoid air travel
- Use low-emission vehicles (rental cars, fleets)
- Diesel vehicles only with EURO 6 standard

Materials and waste
- Only rechargeable batteries (no disposable batteries)
- New wood only with FSC certification
- Reuse of costumes and materials
- High recycling rate (90% recycled materials)
- Waste separation

Figure 7: **Overview of the ecological standards, divided into four thematic areas**



© DW

Vodcast in VK2: DW launched "Suria. Lawein?" ("Syria... Where To?"), a new Arabic-language multi-platform format that provides people from Syria with a space to exchange perspectives and engage in discussion during the country's period of transition

Bonn video studio complex 2 (VK2) begins broadcasting using new technology

At the Bonn Broadcasting Center, Studio VK2 also underwent modernization with extensive technical renovations and system upgrades in the control room and studio area. As part of this, the lighting control system was renewed and the lighting technology was largely converted to LED. Spotlights with fluorescent tubes are still used there to illuminate the green screen. Energy-intensive halogen spotlights were completely replaced. The new hybrid studio area, consisting of a green screen and a real-set area, now makes it possible to better respond to the diverse demands of producing for social media. The real sets developed by the design team, in table and lounge configurations, set a new standard, enabling faster production of vodcasts and talk shows without having to develop new sets each time. With a similar ready-to-use set in Berlin, cross-location productions of a single format are now also possible.

Sustainable set construction at JaafarTalk

During the modernization of the studio set for the successful DW program *JaafarTalk*, special attention was paid to sustainability. Elements from previous sets that were still stored in the prop warehouse were reused. This means tables, light boxes, monitors and a video wall did not need to be purchased again. Existing light boxes were reupholstered as needed for video-podcast (vodcasts) or talk shows. Since the entire new set could not be assembled from the inventory, some components were purchased, with particular attention paid to resource conservation and environmental sustainability. Wood materials are FSC-certified and coated only with fire-retardant paint. The fabrics on the armchairs are certified according to the EU Ecolabel and the Oeko-Tex Standard for sustainable textiles and can be reupholstered as needed — this was even possible in the talk show's custom colors. The special colors for the walls and floor posed a challenge. For example, painting the wood panels would have contaminated the wood, rendering it unusable at the end of its life cycle. Cardboard would have had to be replaced multiple times due to



During the modernization of the JaafarTalk set, sustainability was a key consideration. Wherever possible, existing set elements were reused, and any necessary new materials were selected with a focus on environmentally friendly, certified products

soiling and wear. As a compromise, recycled PVC was used, which can be peeled off the wooden panels at the end of its life and is taken back by the manufacturer for recycling. The individual components of the set can be arranged flexibly depending on the production format. A nice side effect of the modular set: While seven carts were needed to store the old set, the entire new set fits on a single transport rack.

Commissioned productions at home and abroad: Anchoring sustainable media production in contracts

In 2025, DW succeeded in establishing a standard clause to embed sustainable media production in its future contracts with producers. In Germany, producers will be required to commit to complying with the ecological standards. DW recognizes that this is more difficult to implement abroad. Therefore, for productions abroad, compliance is required to the furthest extent possible.

IN FOCUS

Employee satisfaction survey 2025

An internal survey was conducted between March 4 and 31, 2025 that allowed DW employees to provide anonymous and voluntary feedback on the company culture. More than 63 percent of all employees (approximately 2,700 people) participated in the survey. The goal was to obtain a representative snapshot of employee sentiment and to identify specific areas for further development in DW's culture, leadership and working and general conditions. The survey covered a broad range of topics and opinions — from working and general conditions to values-based orientation and sustainability, as well as teamwork.

The results paint a nuanced picture. A so-called "success triangle" highlights what DW stands for: a values-driven approach, team cohesion and a supportive leadership culture. This confirms the continuous development of DW's corporate and feedback culture in recent years. Areas for improvement include communication of initiatives related to digital leadership and collaboration and new work, the transparency and clarity of the compensation policy, as well as the issues of work overload and appropriate recognition of exceptional performance and achievements.

Social and environmental sustainability was specifically addressed by two survey questions. When asked whether "My company takes social and environmental responsibility seriously", 75 percent of employees responded positively and 24 percent negatively. The distribution regarding the statement "Sustainability is practiced in my daily work" is similar: here, 70 percent responded positively and 30 percent negatively. Details of the results can be found in the following chart.

In response to the question "What can DW do to improve its sustainability efforts?", more than 800 people used an open-ended text field to share their suggestions and ideas for a more sustainable DW. The responses provide valuable insight into how employees view the topic of sustainability and what they hope to see in their day-to-day work.

Many thoughtful and passionate responses demonstrated employees' willingness to work together more actively to promote environmental sustainability. In addition to constructive feedback and suggestions from employees regarding sustainability initiatives (including, for example, topics such as the reuse of old devices, the introduction of job bikes, more vegan and vegetarian options in the cafeterias, the elimination of single-use products in the cafeterias, better waste separation and more communication on sustainability topics), the tension between climate protection and business travel was also addressed (flights should be reduced, yet for an international media company, on-site interaction is also important).

The survey results were presented to the workforce in various formats and opportunities for discussion were created. In subsequent roundtable discussions, the results



Figure 5: **DW's success triangle**

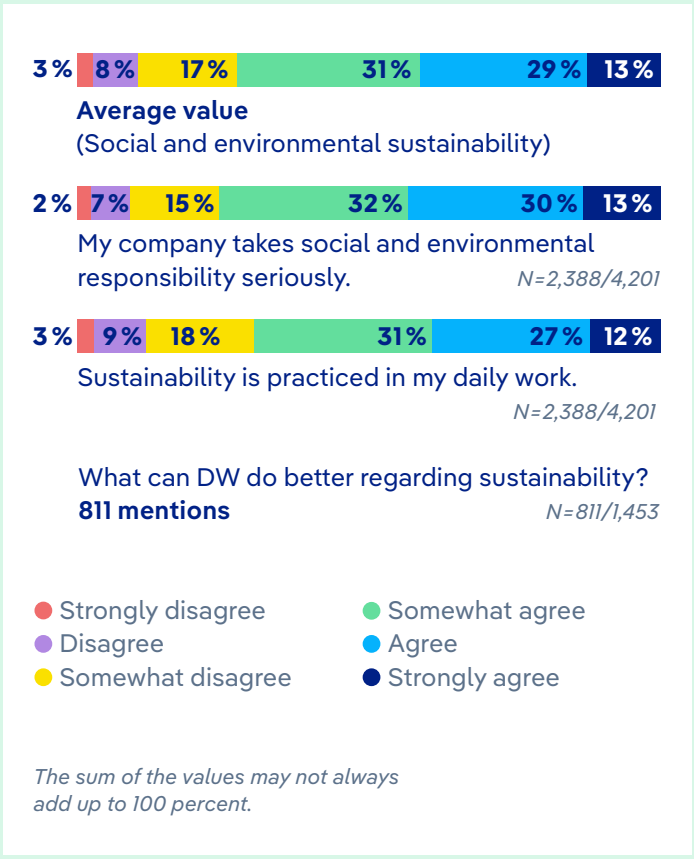
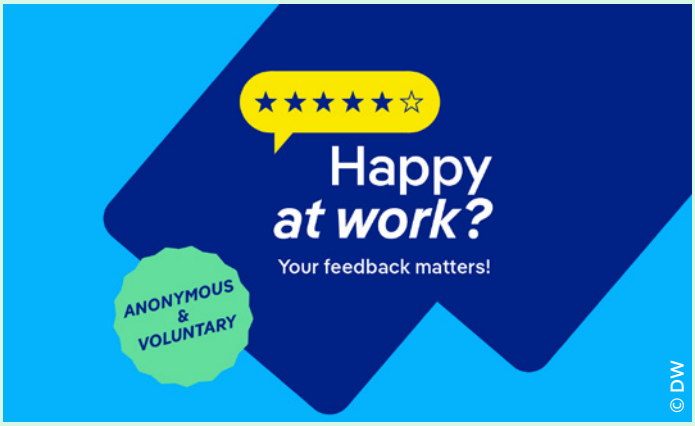


Figure 6: **Results of the employee survey on sustainability at DW**





Following the employee survey, employees were invited to participate in roundtable discussions with the Executive Board and the responsible specialist departments to discuss the results and sustainability-related topics in greater depth

were explored in greater depth with the relevant departments to better understand the underlying factors, clarify any potential contradictions and align them with the framework conditions of a public media organization. The goal is to develop tailored measures to further increase employee satisfaction. The focus is on consciously building on existing strengths, as well as working on identified fields of action—transparency of compensation and salary, workload and burnout in daily work and recognition of successes and exceptional performance.


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3 Commitment to the environment

Use of natural resources

As a global media company, DW utilizes resources primarily during the production and distribution of 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 (area: 171,995 m²) and external locations (area: 4,655 m²), 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. In addition to ordinary office waste, this also includes the disposal of technical equipment, storage media and furniture that have been phased out over the years. Waste from construction projects is partly disposed of directly by construction companies. The specific paper and water consumption as well as the waste generated by DW for the years 2019–2024 can be seen in the following performance indicators.

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, purchased goods and services are assigned specific emission factors per euro of purchase volume across various categories (technical equipment, TV and video production, telecommunications, administration, buildings, print products, others). This is where DW consumes the greatest amount of resources. Water and paper consumption are recorded separately. Business travel is recorded in passenger-kilometers, energy data in kilowatt-hours and waste volumes in tons. For greenhouse gas emissions (for the directly influenceable core greenhouse gas inventory; see the chapter on climate-relevant emissions), most emissions result from business travel, followed by heat consumption and commuting. Waste generates comparatively few greenhouse gases but has other environmental impacts.

DW's range of merchandise has been reduced by about two-thirds in recent years. It currently comprises a core selection of about 15 items, consisting exclusively of products needed on short notice for trade shows, external and internal events.

Merchandise for projects is increasingly being produced on demand or procured just-in-time to meet specific needs. This approach helps avoid overproduction and reduces inventory costs.

Contribution to species conservation

In collaboration with Germany's Federal Agency for Real Estate (BImA), DW has created a wildflower meadow on the Rhine floodplains in front of the DW broadcasting center in Bonn and installed an insect hotel for wild bees as well as a beehive for honeybees. In this way, DW is making a small contribution to the preservation of biodiversity. Some of the honey produced is awarded as a symbolic bonus to employees, for example, for idea management or for participating in initiatives such as City Cycling.

Resource management

The 2022–2025 task planning and the 2024/25 annual targets provide for the implementation of DW's climate protection strategy. The strategy defines concrete reduction targets and fields of action, each accompanied by performance indicators:

1. "DW will reduce its greenhouse gas emissions in line with the 1.5 °C pathway set out in the climate protection strategy to a maximum of 9,992 tons in 2024 and 9,405 tons in 2025."

   – Interim target achievement as of December 31, 2024: 8,324 tons of CO_2e — **target achieved**.

2. "DW will keep its greenhouse gas emissions from *business travel* below 3,000 tons per year."

   – Interim target achievement as of December 31, 2024: 5,672 tons of CO_2e — **target not achieved**. The reason for this is the normalization following the pandemic-related downturn. Emissions are nevertheless significantly below pre-pandemic levels.

The risks that companies generally face because 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 because 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 which 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.

Risk analysis of climate change impacts

A risk analysis for the Bonn and Berlin (older building) locations was conducted using the GIS-ImmoRisk application developed by Germany's Federal Institute for Research on Building, Urban Affairs and Spatial Development at the Federal Office for Building and Regional Planning. This application offers two types of profiles: one for the location (available only for locations within Germany), which refers to extreme weather events such as heat and one for the property (the building). Facility Management estimated and recorded the data required for the property profile, such as window areas, thermal insulation, roof shape, roof insulation and facade design. The collected building characteristics were specified as accurately as possible; however, the tool did not offer a suitable selection option for some items. The resulting profiles therefore initially provide only a rough indication of the risks for the location and the building.

Both locations are seeing an increase in the risk of heavy rainfall and heat. In the Berlin metropolitan area, the risk of heavy rainfall will rise from moderate to high in the coming



The poster highlights simple and practical steps that DW employees can take to stay comfortable and productive during hot weather in the workplace



To safeguard the Bonn broadcasting center from flood events, a flood protection barrier was installed along the Rhine in front of the building

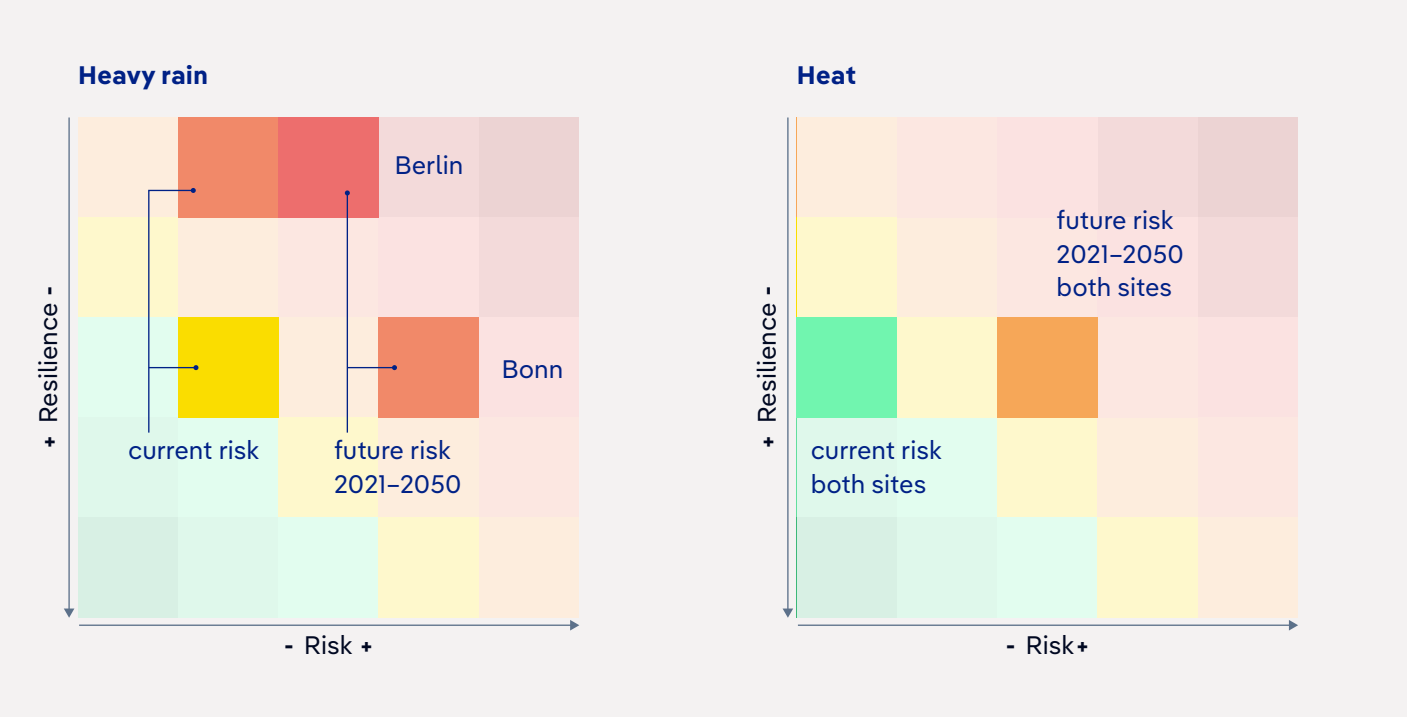


Figure 8: **Exposure to heavy rainfall and heat**

Source: GIS-ImmoRisk, Federal Institute for Research on Building, Urban Affairs and Spatial Development (BBSR), within the Federal Office for Building and Regional Planning (BBR): Property risk profile for the Voltastrasse 5 site (historic building) in Berlin and the Kurt-Schumacher-Str. 3 site in Bonn.

decades. The risk of heat will rise from low to moderate — in both cases with resilience remaining at a moderate level (as of the date of this report, without taking any adaptation measures into account). In the Bonn urban area, the risk of heavy rainfall will increase in the coming decades, with resilience remaining very poor. The risk of heat will rise from low to moderate risk, with resilience remaining moderate (as of the date of this report, without taking any adaptation measures into account). Additional risk factors in both urban areas include hail and lightning strikes, as well as winter storms and earthquakes in Bonn. The data used as the basis for the property profile calculations are from 2016. It can be assumed that, when adjusted to current data and taking into account the new studies by the Intergovernmental Panel on Climate Change (IPCC) on advancing climate change, the hazard scenarios will become even more severe.

Regarding buildings at both DW locations, heavy rainfall has in the past caused water ingress in basement areas, indicating a need for action. Similarly, extreme heat waves have previously had a negative impact on employee well-being at both locations. Therefore, it may become necessary in the future to further expand the protective measures taken to date (heat tips, window shading, use of fans, designation of cooling zones within the building).

DW has also identified risks to its operations worldwide arising from extreme weather events, which are presented in a diagram. In addition to the specific impacts, adaptation measures are also outlined here. DW's crisis management framework establishes responsibilities and established workflows for crises across three escalation levels, both preventive and reactive. These can also be applied to the increasing risks posed by extreme weather events and further developed as needed.

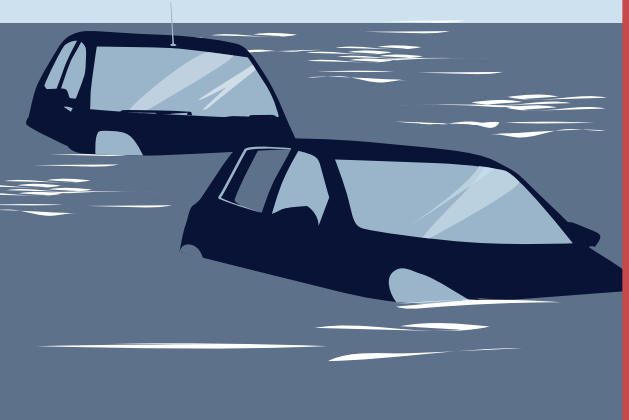
Climate change impacts and measures

Weather extremes

- Heat waves
- Drought
- Forest fires
- Water shortage
- Rivers drying up
- Tornadoes
- Lightining strikes
- Storms/thunderstorms/hail
- Heavy rainfall
- Flooding
- Landslides
- Glacier and polar melting
- Rising sea levels

General impact

- Harm to people or their health
- Damage to buildings, transport routes and infrastructure
- Damage to ecosystems, the extinction of species and the loss of ecosystem services
- Supply disruptions, increase in prices and costs
- Crop failure and water shortages
- Loss of living space and livelihood
- Escalation of crises in politically unstable regions
- Increased migration and domestic political pressure in host countries



Definite impacts



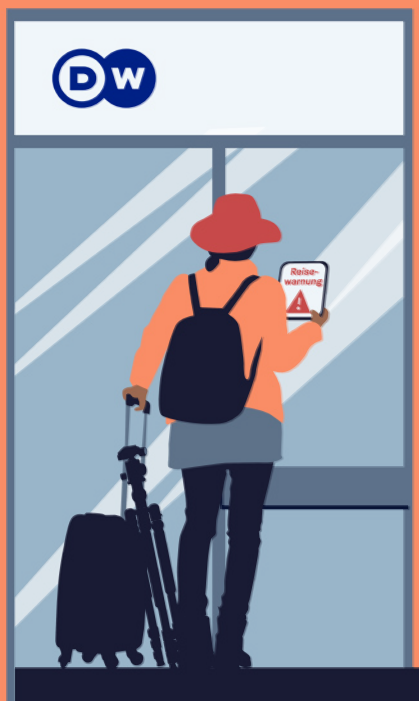
Hazard to employees

Risks to employee health due to local safety, pandemics and heat waves (illnesses, injuries, mental stress)

Danger to operations

Temporary or permanent unavailability of DW's own or external infrastructure (studios, offices, servers, systems, cloud, internet) worldwide, due to maintenance work following damage





Risks to the broadcaster

Disruption or failure of broadcast operations, program distribution and project work at DW Akademie

Increased expenses for preventive and corrective measures to comply with new legal requirements and due to general price increases

Reputational damage resulting from delayed or failure to act

Adaptation measures at DW

Established workflows

- Risk assessment
- Structural and operational prevention
- Worst-case planning (e. g., flood protection plan)
- Incident and change management
- Crisis management
- Regular review and adjustment of workflows





Responsibilities

- IT and cybersecurity
- Facility management
- Safety engineers
- Travel security and emergencies
- Compliance and brand integrity
- Incident reporting and response teams

Escalation levels

1. Incident	2. Emergency	3. Crisis
Example: Server overheats Solution: Intelligent cooling systems, application optimization (load reduction)	Example: Server failure Solution: Redundant systems at two locations and disaster recovery playout (cloud/data center)	Example: Covid-19 pandemic Establishment of a crisis management team and task forces

As the effects of climate change have become more frequent and extreme, the likelihood of multiple crises occurring simultaneously and of the crisis response system being overwhelmed has increased.

Paper consumption

Printing and copy paper were switched from mixed-fiber (certified under the EU Ecolabel) to recycled-fiber (certified under the Blue Angel). In 2023, both mixed-fiber and recycled-fiber paper were still purchased; in 2024, only recycled paper was used.

For 2023, a sharp increase in the order volume of paper was observed, while for 2024, there was a massive reduction in the volume of paper purchased. However, this allows only indirect conclusions to be drawn about consumption, as DW purchases paper centrally in batches, which are then consumed continuously. This approach is more economical and avoids multiple transport deliveries. Since large quantities of paper were still procured at both of DW's German locations at the end of 2023 (in November and December), which were primarily used in 2024, this quantity should be allocated to both years. If the 19,500 kg from 2023 is allocated to both years, 12,500 kg can be assumed for 2023 and 12,500 kg for 2024 as well. The level would thus have remained stable in 2022, 2023 and 2024 and not returned to pre-pandemic levels. In previous reports, the figures were reported under the heading "Paper consumption," although strictly speaking, they represent order quantities. The table heading is therefore being renamed.

Reasons for the stable consumption level below the pre-pandemic level include, on the one hand, continued hybrid home office working schemes and, on the other hand, the reduction of "paper-based processes" through the digitization of internal workflows such as vacation requests, ordering processes, invoice processing, payroll, business travel, as well as approval and signature workflows.

For Marketing and Corporate Communications, an initial manual analysis of externally commissioned print products for the year 2024 was conducted for the first time using an Excel spreadsheet. These orders are not included in paper consumption but must be estimated separately. The three largest product groups in the paper consumption ordered by Marketing and Corporate Communications are A4 sheets of paper (for DW publications), stickers and business cards. The quantifiable A4 sheets of paper amount to 1,121,588 sheets. A total of 24,950 stickers were ordered and the printing of 21,300 business cards was commissioned. Since the paper weight varies across orders, an analysis by weight is currently not possible, though this is a goal for future reports. Products printed abroad are not yet included in the consumption figures. The DW Sustainability Report is deliberately not made available in print form, but exclusively as a PDF for download.

Prior to conferences, trade fairs, workshops or other events, DW Akademie generates targeted QR codes designed to invite attendees to access the PDF version of reports, studies, or other informational resources, thereby saving paper. In the evaluation of print products also commissioned by DW Akademie, the largest quantifiable category is sheets of paper (A4) for publications, totaling 192,426 sheets, followed by a small number of postcards and invitation cards (1,400) and 450 bookmarks. Since the paper weight varies across orders, an analysis by weight is currently not possible, but will be pursued for future reports.

	2019	2020	2021	2022	2023	2024
Paper procurement in kg/a	**28,000**	**25,000**	**16,500**	**12,500**	**19,500**	**5,500**
Share Bonn	k. A.	13,750	9,000	7,000	14,235	2,422
Share Berlin	k. A.	11,250	7,500	5,500	5,265	3,078
Percentage mixed fiber EU Ecolabel	100 %	58 %	52 %	64 %	46 %	0 %
Percentage recycled fiber Blue Angel	0 %	42 %	48 %	36 %	54 %	100 %

Figure 9: **Paper procurement**

The Procurement and Travel department operates entirely paperless, unless the use of paper is legally required. All procurement processes and contract signings are conducted digitally. Business travel processes — including booking and reimbursement are also fully digital, meaning that receipts are no longer submitted in paper form.

The merchandising department also operates entirely paperless. All processes — from ordering and fulfillment to warehouse and shipping documentation — are fully digitized. Printed materials in the traditional sense (such as flyers, brochures or catalogs) are not needed in the merchandising department and have therefore not been ordered.

Packaging is reused for as long as possible at DW. For example, the mailroom in Bonn has a warehouse with used boxes and packaging that can be used at any time for shipping and packaging.

Sustainability is also a key criterion in the selection of all merchandise products. An overview of the most important measures and standards:

- **Materials:** We consistently prioritize sustainable raw materials, such as recycled PET (rPET) or organic cotton.
- **Durability:** Products are selected so that their quality and functionality ensure the longest possible lifespan (for example, pens with particularly high writing performance).
- **Production and origin:** Preference is given to items manufactured in Germany or Europe to avoid long transport routes and the associated emissions.
- **Certifications:** Where possible, products meeting recognized environmental and social standards are used (e.g., GOTS, OEKO-TEX, Blue Angel).

Energy consumption

The following section presents DW's energy consumption (electricity, heat and fuels) for both the Bonn and Berlin locations. To determine the energy consumption figures, invoices from energy suppliers (electricity), landlords (heat), service providers (emergency diesel generators) and logbooks (company fleet) were analyzed. In some cases, estimates based on assumptions from previous years were replaced with actual data (highlighted in light gray). In other cases, data gaps were still filled with rounded figures from the previous year (light blue numbers), for example when utility bills were not yet available. DW's international locations (studios, correspondent and DW Akademie offices, sales agencies) are not included for the time being for reasons of materiality, as they account for only about 2 percent of the total floor space.

Electricity

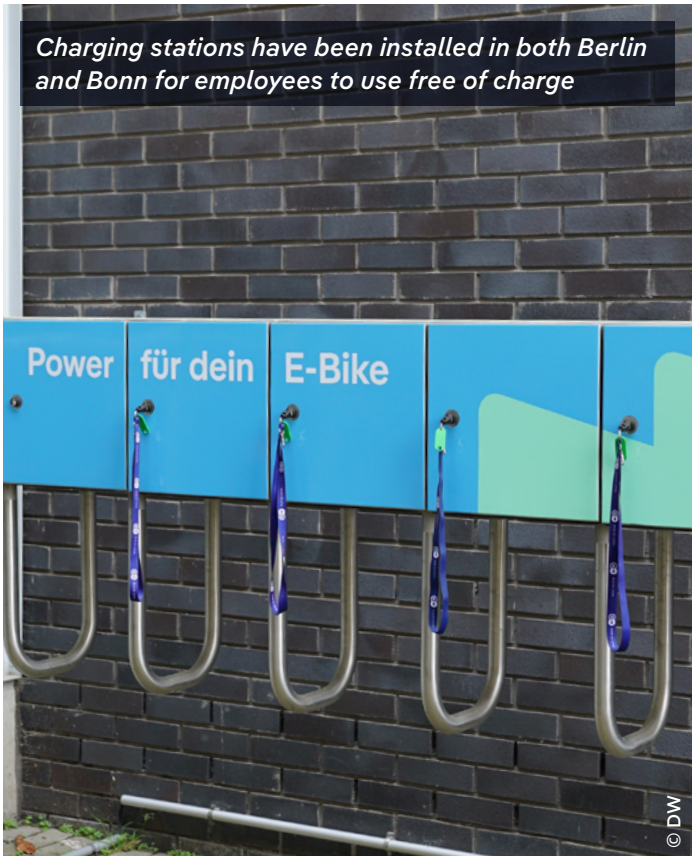
In the 2024 reporting year, DW sourced green electricity from renewable energy sources with a guarantee of origin

	2019	2020	2021	2022	2023	2024
Electricity consumption in kWh/a	**17,960,072**	**16,188,795**	**15,970,901**	**15,827,590**	**15,017,456**	**14,702,772**
Kurt-Schmacher-Str. 3, Bonn	11,025,503	9,795,213	9,422,952	9,027,041	8,699,908	8,799,513
Voltastr. 5 und 6, Berlin	6,840,683	6,310,251	6,466,511	6,712,258	6,240,241	5,828,099
Brunnenstr. 128, Berlin (DW Akademie)	30,668	22,400	18,450	21,355	20,269	18,160
Haus der Bundespressekonferenz, Berlin	63,218	60,931	62,988	66,936	57,038	*57,000*

Figure 10: **Electricity consumption**



Older models in the DW fleet are being progressively replaced with electric vehicles



Charging stations have been installed in both Berlin and Bonn for employees to use free of charge

(hydropower). At its Bonn location, DW has its own photovoltaic system, which generated approximately 84 MWh of electricity in the reporting year—slightly less than in previous years—all of which was fed into the power grid.

Heating

As of the editorial deadline, utility bills for the 2024 reporting year were not yet available for the older building and the satellite offices in Berlin. Consumption was provisionally carried forward using the previous year's figures. The estimates for 2022 from the last report have since been replaced by actual data. In Bonn and in the older building in Berlin, heating is provided by district heating; in the new building in Berlin and at the Berlin branch offices, the landlords operate natural gas boilers. At the Bonn location, DW has a solar thermal system that supplies hot water for the cafeteria.

Fuel consumption

In 2024, the DW fleet consisted of 24 vehicles, 13 of which were in Bonn (eight diesel, three plug-in hybrid and two electric vehicles) and 11 in Berlin (six diesel, three gasoline and two electric vehicles). Fuel consumption was taken from the logbooks or a tracking software. Electricity consumption for the hybrid and electric vehicles has not yet been recorded separately; rather, the portion attributable to the charging stations in the garages of the broadcasting centers is already included in DW's total electricity consumption.

Emergency power systems

As of now, fuel tank volumes have been used to assess consumption of the emergency power systems. Since this fuel remains in the tank and is not disposed of and refills occur only irregularly, the more accurate figure is the consumption value derived from the monthly test runs. 12 one-hour test runs take place annually in Berlin, six of which are under load (estimated at 170 liters/hour) and six without load (estimated at 50 liters/hour). The estimated consumption is therefore 1,320 liters of diesel per year. At the Bonn site, 12 one-hour test runs take place annually, each requiring approximately 200 liters of heating oil, so the estimated consumption here is 2,400 liters of heating oil per year. The need for refueling therefore arises exclusively from test operations or emergency use in the event of a power outage. The latter has not been the case in recent years. The consumption figures have been retroactively adjusted for all years.

Reducing energy consumption

As a public entity and operator of data centers, DW is required under the Energy Efficiency Act to save two percent of energy annually and to implement an **energy management system in accordance with ISO 50001**. Since 2024, personnel have been designated and trained for this purpose and work has begun on establishing new structures and processes for the energy management system.

Electricity consumption has been reduced by 18 percent compared to the base year of 2019. This is due to employees continuing to take advantage of the option to work remotely, as well as DW's energy-saving efforts across various departments. Since only total energy consumption can be measured at this time and not specific sub-consumption figures, the savings cannot yet be specifically attributed to individual measures or quantified. As part of the energy management system, meters are currently being installed on energy-heavy processes, which should enable quantification in the future.

The energy-saving measures implemented in recent years are listed below. For details on the measures (LED lighting in studios and other areas, a more efficient data center, charging stations for electric vehicles, electric models in the fleet, energy-saving settings on all end devices) implemented prior to 2024, please refer to the latest DW Sustainability Report for the 2022 reporting year.

The storage systems for video production have been upgraded. This involved a significant streamlining process in which old components, which had been distributed across various rooms at the Bonn and Berlin locations, were removed. While the old hardware components required five to six racks per location, the new ones require only one rack per location and could therefore be consolidated into a single room at each site. Energy consumption and heat load were significantly reduced by the new, more efficient components. Installation took place in server rooms equipped with cold and hot aisles (Berlin) or in which the cooling system was adapted (Bonn). In addition, all old network switches in Bonn were replaced with modern, efficient devices, which also helped reduce energy consumption and heat load.

With support from the **sustainability budget** — which was established centrally and prioritized for the implementation of climate protection measures — the following initiatives have been funded in recent years: the conversion of studio lighting to more efficient LEDs; electric vehicles for the fleet; energy management measurement devices; charging stations for electric bicycles; the sustainable design of studio sets; and a biodiversity

	2019	2020	2021	2022	2023	2024
Heat consumption in kWh/a	**7,849,937**	**7,347,855**	**8,302,355**	**6,986,556**	**6,410,963**	**6,700,806**
Kurt-Schmacher-Str. 3, Bonn	5,448,000	4,740,000	5,396,580	4,504,190	4,112,000	4,397,000
Voltastr. 5 (older building), Berlin	1,553,000	1,706,160	2,015,030	1,627,710	1,575,990	*1,576,000*
Voltastr. 6 (newer building), Berlin	775,110	818,710	795,751	781,504	648,146	652,806
Brunnenstr. 128, Berlin (DW Akademie)	47,937	47,410	56,157	45,455	*50,000*	*50,000*
Haus der Bundespressekonferenz, Berlin	25,890	35,575	38,837	27,697	24,827	*25,000*

Figure 11: **Heat consumption**

project in the Rhine floodplains directly outside of the DW headquarters in Bonn.

In 2023, **heat consumption** fell by 18 percent compared to the base year 2019. In 2024, it fell by 15 percent compared to the base year 2019. Reliable conclusions regarding the relationships between consumption levels, outdoor temperatures and energy-saving measures can only be drawn once measurement points have been installed as part of the energy management system and key metrics and influencing factors have been defined, such as outdoor temperatures.

Fuel consumption (total liters of diesel and gasoline) in the 2024 reporting year is currently only around half as much as in the base year 2019. During the pandemic, people initially traveled significantly less by car overall, but then significantly more again, as the risk of infection was lower there compared to other modes of transportation. After the pandemic ended, people resumed using other modes of transportation more frequently. In addition, there are now more electric vehicles in the DW fleet, which decreases fossil fuel consumption.

Water consumption

Water is not used in production processes at DW, but rather in cafeterias, break rooms and restrooms. It consists of tap water supplied by the local municipal utility. For the satellite locations, due to the absence of utility bills for the 2024 reporting year, the figures were carried forward using rounded values from the previous year. For the older building in Berlin, the utility bills — which include flat-rate costs — do not provide consumption figures for water. Consumption was therefore extrapolated using average values based on the number of kitchenettes and restrooms in the new building.

Overall, a reduction in water consumption is also evident in the pandemic year 2020 as well as the post-pandemic years 2021 and 2022, likely due to the increased amount of work done from home. Since 2023, water consumption has risen slightly again, but in the reporting year 2024 it is still 31 percent below the 2019 baseline value.

	2019	2020	2021	2022	2023	2024
Water consumption in m³/a	**22,011**	**14,127**	**11,247**	**12,659**	**13,819**	**15,117**
Kurt-Schmacher-Str. 3, Bonn	13,288	8,172	5,529	6,868	7,800	8,727
Voltastr. 5 (older building), Berlin	*4.000*	*2.800*	*2.800*	*3.000*	*3.000*	*3.000*
Voltastr. 6 (newer building), Berlin	4,397	2,980	2,777	2,619	2,872	3,190
Brunnenstr. 128, Berlin (DW Akademie)	233	96	61	83	80	*100*
Haus der Bundespressekonferenz, Berlin	93	79	80	89	67	*100*

Figure 12: **Water consumption**

Waste generated

DW generates typical office waste. This includes paper, plastic, glass and general waste, as well as bulky waste, electronic waste, food scraps and construction debris. In addition, there are fluorescent tubes (which are replaced with LEDs during renovations), toner cartridges and used electronic devices such as outdated equipment from studios and data centers, monitors and refrigerators. Furthermore, construction waste, insulation materials paint and varnish are generated during renovation work. As a rule, the latter are taken back by the construction companies and suppliers, so only limited data is available. There is also no data for the Berlin branch offices, as no quantities are specified in the landlords' utility bills.

For the Berlin location on Voltastr. (old and new buildings), the yellow bins are shared with the other tenants, so precise figures for DW are not available here either. For Bonn, the waste generated from the organic waste bins in the break rooms has not yet been reflected in the waste balance. DW is currently in discussions with the waste management company regarding data collection. In Berlin, separate tracking of organic waste from the kitchenettes is also not possible, as the organic waste from the kitchenettes is disposed of in shared bins with the cafeteria. The quantities are therefore included in the "Food Waste and Organic Waste Bins" category for Berlin.

	2019	2020	2021	2022	2023	2024
Fuel consumption in l/a	**18,757**	**12,032**	**15,259**	**17,798**	**10,004**	**9,804**
DW fleet Diesel	15,866	9,387	11,793	14,737	7,153	7,852
DW fleet gasoline	2,891	2,645	3,466	3,061	2,851	1,952

Figure 13: **Fuel consumption**

	2019	2020	2021	2022	2023	2024
Fuel consumption emergency generators in l/a	**3,720**	**3,720**	**3,720**	**3,720**	**3,720**	**3,720**
Kurt-Schmacher-Str. 3, Bonn (heating oil)	*2.400*	*2.400*	*2.400*	*2.400*	*2.400*	*2.400*
Voltastr. 5 and 6, Berlin (Diesel)	*1.320*	*1.320*	*1.320*	*1.320*	*1.320*	*1.320*

Figure 14: **Fuel consumption emergency power generators**

Waste quantities
in t (except canteen oils and fats: in m³)

Waste type	Location	2019	2020	2021	2022	2023	2024
Municipal waste (residual waste)	Bonn	60	45	43	52	52	43
	Berlin	29	39	33	29	28	28
Bulky waste, mixed scrap and wood	Bonn	28	17	35	41	76	42
	Berlin	24	16	15	12	47	69
Electronic waste	Bonn	16	12	10	10	14	12
	Berlin	3	8	5	9	12	9
Paper and cardboard	Bonn	54	32	29	28	33	28
	Berlin	6	13	10	9	18	15
File destruction	Bonn	–	2.8	2.2	0.1	3	4
	Berlin	0.6	0.4	0.8	0.6	1	1
Glass waste	Bonn	Recycling container, unknown fill level					1.6
	Berlin	1.2	2.4	2.0	1.2	3.9	1.3
Plastic packaging	Bonn	With residual waste, separated from 2023. In Berlin included with other waste and not measurable.				4.0	3.0
	Berlin					–	–
Food and organic waste	Bonn	3.2	1.5	2.6	5.4	7.7	10.8
	Berlin	Cafeteria renovation				9.9	13.4
Canteen oils and fats in m³	Bonn	150	150	144	144	144	144
	Berlin	Cafeteria renovation				16	37
Construction and demolition waste	Bonn	9	9	14	–	–	5
	Berlin	Disposed by construction firm, included first in 2024					2
Road sweepings	Bonn	1	1	1	5	2	2
	Berlin	–	–	–	–	–	–
Fluorescent tubes (mercury)	Bonn	0.4	0.6	0.4	1.0	–	0.2
	Berlin	0.2	0.2	0.1	–	0.4	–

Figure 15: Waste quantities

Climate-relevant emissions

Based on the available data, **DW's carbon footprint** is **updated annually** by an independent external consulting firm **in accordance with the quality requirements of the Greenhouse Gas Protocol** (GHG Protocol). This standard includes relevance, completeness, consistency, transparency and accuracy as its fundamental principles, drawing on the principles of financial reporting. The emission factors and values used for the global warming potential of greenhouse gas emissions are derived from the emission inventories of the DBEIS (Department for Business, Energy and Industrial Strategy), the DEFRA (Department for Environment, Food and Rural Affairs), the Federal Ministry of Transport and Digital Infrastructure (BMVDI), the publication by the Federal Environment Agency (UBA) on the development of specific greenhouse gas emissions from the German electricity mix between 1990 and 2024, as well as specific emission factors provided by energy suppliers.

All seven greenhouse gases listed in the Kyoto Protocol are considered, converted into CO_2equivalents (CO_2e). The operational control approach is selected as the consolidation basis. DW's main locations in Bonn (Kurt-Schumacher-Straße) and Berlin (Voltastrasse, Brunnenstrasse and Schiffbauerdamm) are taken into account. DW's international locations account for only about two percent of the total floor space and are therefore not included for the time being for reasons of materiality and the proportionality of effort and influence. The analysis covers energy and fuel consumption, business travel and commuting, refrigerants and waste, as well as purchased goods and services. A distinction is made between site-specific greenhouse gas emissions (Scope 1 and 2) and greenhouse gas emissions from upstream and downstream activities (Scope 3).

In the category of *purchased goods and services*, DW's internal general ledger account numbers were adjusted in 2024, resulting in the consolidation of some accounts. This results in minor adjustments to the emission factors; overall, the significance of this category remains intact. It should be noted once again that these are not precise measurements, but rather rough estimates of the carbon footprint of product groups based on expenditure (spend-based method), which serve to illustrate the order of magnitude and raise awareness.

For business travel, an ARD-wide transition to a standardized booking and billing system meant that much of the travel data was initially unavailable in what had been the familiar format of previous years and needed to be painstakingly checked for missing data and double counts. For certain modes of transportation (public transit, taxi), an extrapolation for the fourth quarter had to be performed using average values from the preceding quarters, during which the old booking system was still in use. Looking ahead to the coming years, a uniform method for retrieving business travel data from the new booking and accounting system is to be coordinated and programmed across the entire ARD.

In addition, there was an increase in emission factors, particularly for domestic air travel, from 2022 to 2023. In a methodology paper, the UK's DBEIS (Department for Business, Energy and Industrial Strategy), which is responsible for business, energy and industrial strategy, attributes this to aircraft flying with emptier loads since the pandemic.

Furthermore, in the latest assessment report by the Intergovernmental Panel on Climate Change (IPCC), the global warming potential (GWP) of individual greenhouse gases relevant to air travel was revised upward.

As part of the update of the emission factors by an external consultant, the values (used by the previous consultants) for previous years were also re-examined and inconsistencies resolved. Emission factors are now available for all kilometer-based business travel data in a consistent



Reusable takeaway containers are part of the concept in the Berlin canteen

time series starting from the base year 2019, using a uniform method from the same source (DBEIS).

The emission factors account for the upstream chain for fuel production (well-to-tank) for all modes of transport and, for all flights, an RF factor (RFI, Radiative Forcing Index) for the climate impact beyond CO_2 emissions. In addition, the upstream chain for the fuels of the emergency power systems was supplemented and data gaps in the base year 2019 for refrigerants and the gasoline consumption of the Bonn fleet were filled in with the respective average values from subsequent years. As a result of these adjustments, the value in the base year as the starting point for the target curve was increased by a total of 691 tons of CO_2e. The fundamental statements regarding the relative sizes of the scope categories and their development over time are not affected by this refinement of the methodology.

We have now also succeeded in estimating the greenhouse gas emissions generated by energy consumption of distribution infrastructure and usage devices while DW's programming is being consumed worldwide (distribution and usage phase). As a result, DW is now one of the few media organizations to have assessed a complete carbon footprint that covers all applicable scope categories.

To achieve this, DW's entire technical distribution path was mapped out in collaboration with the Distribution Systems and Market Audience Insights departments, along with an external consultant. An energy consumption value was estimated for each technical device, covering both the base load and data volumes coming from DW and transmitted all the way to users' end devices worldwide.

In some cases, data gaps were filled with plausible assumptions. The analysis is further based on DW's usage figures for the year 2024 in terms of user contacts per week for the internet, TV and radio, as well as assumptions regarding average usage times per user contact and medium. The aggregated total energy consumption can then be converted into greenhouse gas emissions using an emission factor for the global electricity mix (source: Ember 2022).

It must be emphasized that this is not a precise measurement, but rather an initial rough estimate that serves primarily to illustrate the relative magnitudes of the various

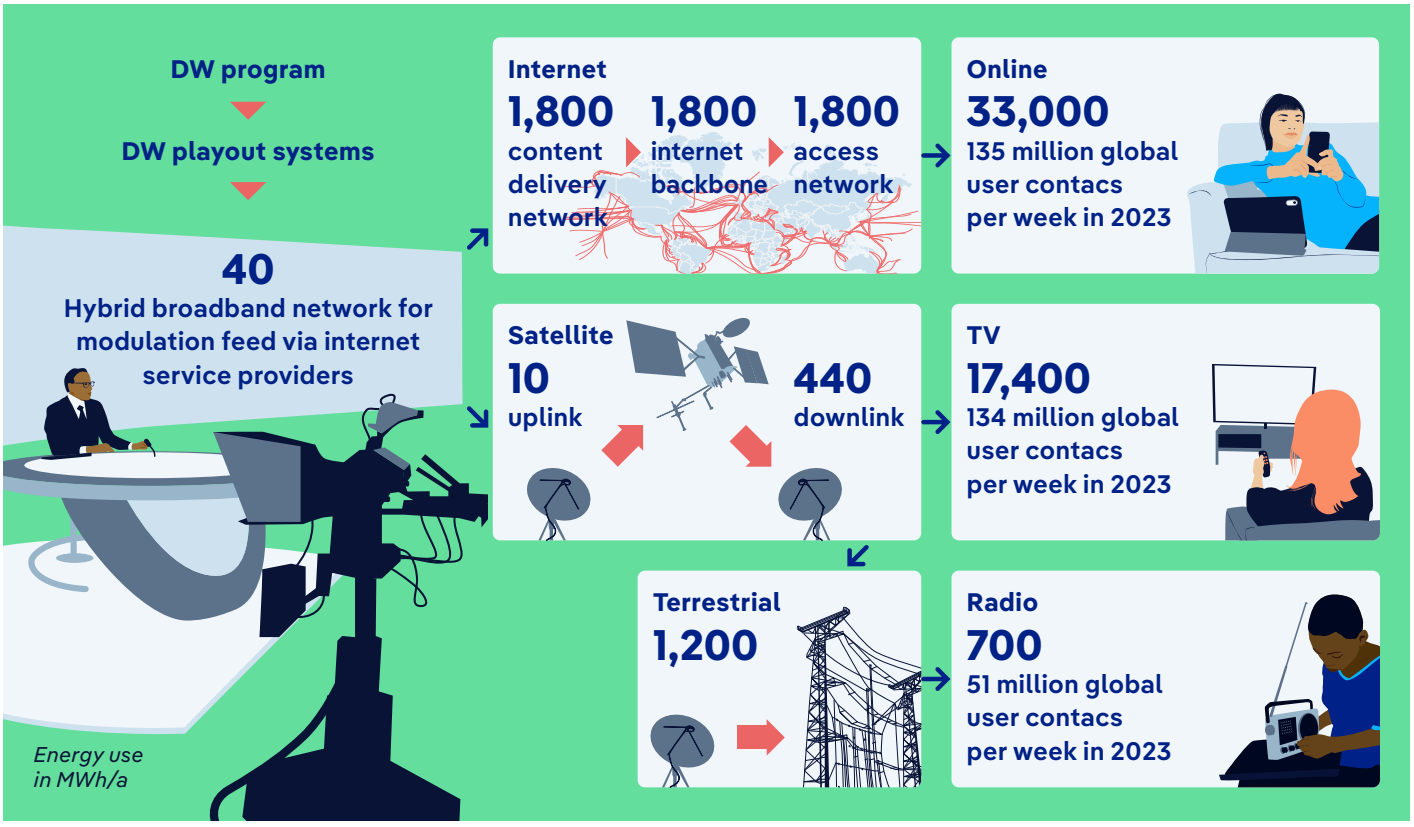


Figure 16: **Estimated energy consumption for the distribution and use of DW program content**

scope categories. Furthermore, it can serve as a basis for discussion regarding further development, with the aim of obtaining a more precise picture in the future using even more accurate data.

DW defines its Scope 1 and Scope 2 emissions, together with the Scope 3 categories of business travel, employee commuting, waste and upstream energy, as its **core greenhouse gas inventory**. In the base year 2019, 73 percent of emissions within the core greenhouse gas inventory sheet were attributable to business travel (primarily air travel), 11 percent to commuting (based on assumptions), nine percent to heat consumption and seven percent to the remaining categories (refrigerants, fleet, waste, emergency diesel power and upstream energy).

In addition, indirect emissions arise from purchased goods and services as well as from electricity consumption during the distribution and use of DW's programming worldwide (**peripheral greenhouse gas inventory**). These involve overlaps with the emissions of other actors (suppliers, service providers, partners and users). Here, direct changes by DW and the measurability of progress are only possible to a limited extent. The reduction target of 50 percent by 2030, as set out in the DW Climate Protection Strategy — and further refined in the 2022 Sustainability Report — refers to the core greenhouse gas inventory, where direct changes and measurability are well within reach. However, climate protection measures are implemented across all areas of the carbon footprint (core and peripheral). The most important measure in the core footprint is the reduction of business travel, particularly domestic flights that can easily be replaced by train travel.

The current corporate sustainability goals are as follows:

1. "DW will reduce its greenhouse gas emissions in line with the 1.5 °C pathway set out in the climate protection strategy to a maximum of 9,992 tons in 2024 and 9,405 tons in 2025."

   – Interim target achievement as of December 31, 2024: 8,324 tons of CO_2e — **target achieved**.

2. "DW will keep its greenhouse gas emissions from business travel below 3,000 tons per year."

   – Interim target achievement as of December 31, 2024: 5,672 tons of CO_2e — **target not achieved**. The reason for this is the return to normalcy following the "pandemic dip". Emissions are nevertheless significantly below pre-pandemic levels.

As a globally operating media company that provides training, DW is frequently on location for live productions, or to implement development cooperation projects in collaboration with partner organizations. This poses a challenge for ensuring sustainability. Looking at the 2030 climate protection target, DW will encourage its executives to take the "business-critical" principle even more into account when traveling on business.

Another challenge for media companies is seen in the conflict of objectives between increasing reach — including through high-quality, video-on-demand productions — and the goal of reducing greenhouse gas emissions. These corresponding emissions rise due to server power consumption resulting from the global use of these media products. The development of solutions can take place in cooperation with industry and distribution partners. DW is represented in the ARD Competence Team for *Sustainable Distribution*, which has taken up this issue.

DW's carbon footprint

Direct greenhouse gas emissions (Scope 1)

All greenhouse gas emissions were calculated as described above. A new clarification has been made in this report: Until now, tank volumes have been used to measure emergency power systems. The more accurate value for calculating greenhouse gas emissions is the consumption value resulting from the monthly one-hour test runs. This change was applied retroactively to all years. It is also clarified that the engines of the emergency power systems in Bonn run on heating oil and those in Berlin on diesel. On this occasion, the heating oil value from 2019 was removed; this was required for temporary use during the renovation of the Berlin cafeteria to power a temporary cafeteria tent in the courtyard and therefore represented an exception rather than regular business operations. In addition, the emission factor for diesel was updated (DBEIS 2024). Finally, for the base year 2019, in which no refrigerant refill rates were yet recorded, an average value from the subsequent years 2020 through 2024 was applied. For the year 2019, gasoline consumption could only be determined for the Berlin location. Now, the average value from the subsequent years 2020 to 2024 has been calculated for the Bonn location, thereby closing the data gap. ***Figure 17*** shows DW's Scope 1 emissions:

	2019	2020	2021	2022	2023	2024
Scope 1: Direct emissions in t CO_2e	**212**	**210**	**196**	**133**	**224**	**204**
Stationary combustion						
Emergency generator heating oil (test operation)	*6*	*6*	*6*	*6*	*6*	*6*
Emergency generator Diesel (test operation)	*4*	*4*	*4*	*4*	*4*	*4*
Refrigerants	*150*	169	146	76	188	169
Mobile combustion						
Diesel (fleet)	45	25	32	40	19	21
Gasoline (fleet)	*7*	6	8	7	7	5

Figure 17: **Scope 1: Direct emissions**

	2019	2020	2021	2022	2023	2024
Scope 2: Indirect energy-related emissions in t CO_2e	**1,189**	**1,128**	**1,221**	**1,045**	**1,216**	**1,034**
Electricity (market-based)	–	–	–	–	–	–
District heating	979	905	1,001	835	1,038	855
Local heating	209	222	220	211	178	179
Informative: Electricity (location-based including upstream chain)	*8,211*	*6,902*	*7,480*	*7,824*	*6,613*	*5,912*

Figure 18: **Scope 2: Indirect energy-related emissions**

	2019	2020	2021	2022	2023	2024
Scope 3: Other indirect emissions in t CO_2e	**49,877**	**42,755**	**46,375**	**51,205**	**58,753**	**53,071**
Purchased goods and services	22,656	21,113	21,247	24,461	26,098	20,991
Distribution and use (estimate)	*15,000*	*19,000*	*23,000*	*23,000*	*26,000*	*25,000*
Upstream energy and fuels	667	382	412	372	339	546
Waste	89	83	76	94	109	98
Business travel	10,008	1,694	1,144	2,683	5,523	5,667
Commuter traffic	1,458	483	497	595	684	770

Figure 19: **Scope 3: Other indirect emissions**

In the reporting year 2024, Scope 1 emissions were approximately four percent below the level of the base year 2019. Fluctuations over time can be explained by irregular refrigerant refills. Emissions from diesel and gasoline consumption for the DW fleet have fallen sharply again compared to the base year and the first post-pandemic year, 2022, which is likely due to the ongoing electrification of the fleet and lower average fuel consumption per kilometer.

Indirect energy-related greenhouse gas emissions (Scope 2)

All greenhouse gas emissions were calculated as described above. The baseline year is 2019, from which they are updated annually through to the current reporting year, 2024. ***Figure 18*** shows DW's Scope 2 emissions:

Total Scope 2 emissions in the 2024 reporting year were 13 percent below those of the base year 2019. This is attributable to lower consumption of heating energy, which in turn may be due, on the one hand, to the higher rate of working from home and, on the other hand, to milder outdoor temperatures.

Under the market-based method, green electricity is accounted for here with zero emissions. The location-based method uses the German electricity mix as a basis. For the sake of completeness, these values are provided for informational purposes below the table. Minor adjustments compared to the previous report result from the fact that estimates are regularly replaced by actual values and emission factors by more current values.

For local heating, the emission factor for natural gas was refined in combination with the assumed efficiency of gas boilers and adjusted for all previous years. In addition, estimates from recent years were replaced with actual consumption values.

Starting in 2023, more precise emission factors for district heating—calculated using the Finnish method—will also be available for the Berlin site. In addition, estimated values from recent years will be regularly replaced with actual consumption data as soon as utility bills become available.

Other indirect greenhouse gas emissions (Scope 3)

All greenhouse gas emissions were calculated as described above. The starting point is the base year 2019, from which they are updated annually through to the current reporting year 2024. ***Figure 19*** shows DW's Scope 3 emissions:

For the first time, we succeeded in completing DW's carbon footprint and estimating the emission values for **the distribution and usage phases**, as well as retroactively calculating these figures for previous years. The enormous increase in DW's reach alone explains why Scope 3 emissions in the 2024 reporting year were approximately approx. six percent higher overall than those in the base year 2019.

In 2024, a media shift—leading to more TV productions and less internet usage while DW program usage figures remained constant—resulted in a decrease in emissions compared to the previous year. As described above, these estimated figures, based on plausible assumptions, are only a rough indicator and not precise measurements.

During the pandemic, expenditure on **purchased goods and services** declined slightly and then rose again in 2022/2023 with the economic stimulus project (Digital Workplace and Digital Administration). In the reporting year 2024, the investment volume was again significantly lower. Consequently, the associated emissions also decreased. Reclassifications of new DW general ledger accounts resulted in only minor changes to emissions overall. In this emissions category as well, due to the conversion of euro values into greenhouse gases, the result can only ever be an approximation and serves to raise awareness. The method is only partially suitable for calculating exact reduction achievements.

In 2024, more employees began **commuting** to the broadcast centers more frequently and **business travel** also increased noticeably in 2023. The sharp rise in emissions in 2023 related to business travel can be explained, on the one hand, by the increase in passenger-kilometers (1,675 tons of CO_2e), but also by the annual update of emission factors (1,165 tons of CO_2e), which is carried out by the DBEIS independently of DW (see introduction in the chapter on *Climate-relevant emissions*). Regarding passenger-kilometers, DW did manage to keep the level stable in 2024 and prevent it from rising further. This was also thanks to the new business-critical business travel routines and the 2022 target to reduce domestic flights by 80 percent of the base year level. This target was achieved and maintained in 2024 (88 percent). The new corporate target for 2024/2025 applies to all business travel and sets a threshold of 3,000 tons of CO_2e. Even though business travel emissions are significantly below the 2019 baseline level, this threshold could not be met. This is due to a normalization following the "pandemic dip" and a target that, in hindsight, was overly ambitious, as journalistic business travel and project trips are simply part of DW's core business. Nevertheless, DW will continue to strictly adhere to the principle of business criticality in its business travel in the future.

In the **waste** category, the reporting year 2024 saw a ten percent increase in emissions compared to the base year. Waste volumes decreased in some areas (residual waste, paper and fluorescent tubes), remained stable in others and increased in others (file folders and bulky waste due to renovations). Food waste has increased because figures for the newly opened Berlin cafeteria have been available again since 2023. Separate figures for plastic waste are available for the first time at the Bonn location; in Berlin, no figures can be determined because shared yellow bins are used free of charge with the other tenants.

In the **upstream energy sector**, the shift from hydropower in the base year to wind power in subsequent years was the primary factor leading to a lower emission factor in the upstream sector. The subsequent shift back to hydropower in 2024 therefore resulted in a rise in emissions. However, these are approximate values and not plant-specific emission factors.

Reduction of greenhouse gas emissions

DW's core greenhouse gas emissions fell sharply during the pandemic years of 2020/2021, from approximately 13,600 metric tons of CO_2e in the base year 2019 to less than 4,000 metric tons of CO_2e. Since then, emissions have risen again to over 8,000 metric tons of CO_2e in the current reporting year 2024. The drop in the previous reporting period was due to fewer business trips, which could not take place during the pandemic and the shift to working from home, which resulted in fewer commutes. The broadcasting centers were not fully occupied, leading to lower energy and material consumption as well as less waste.

In the meantime, conditions have normalized following the "pandemic dip". Filming and project-related travel has

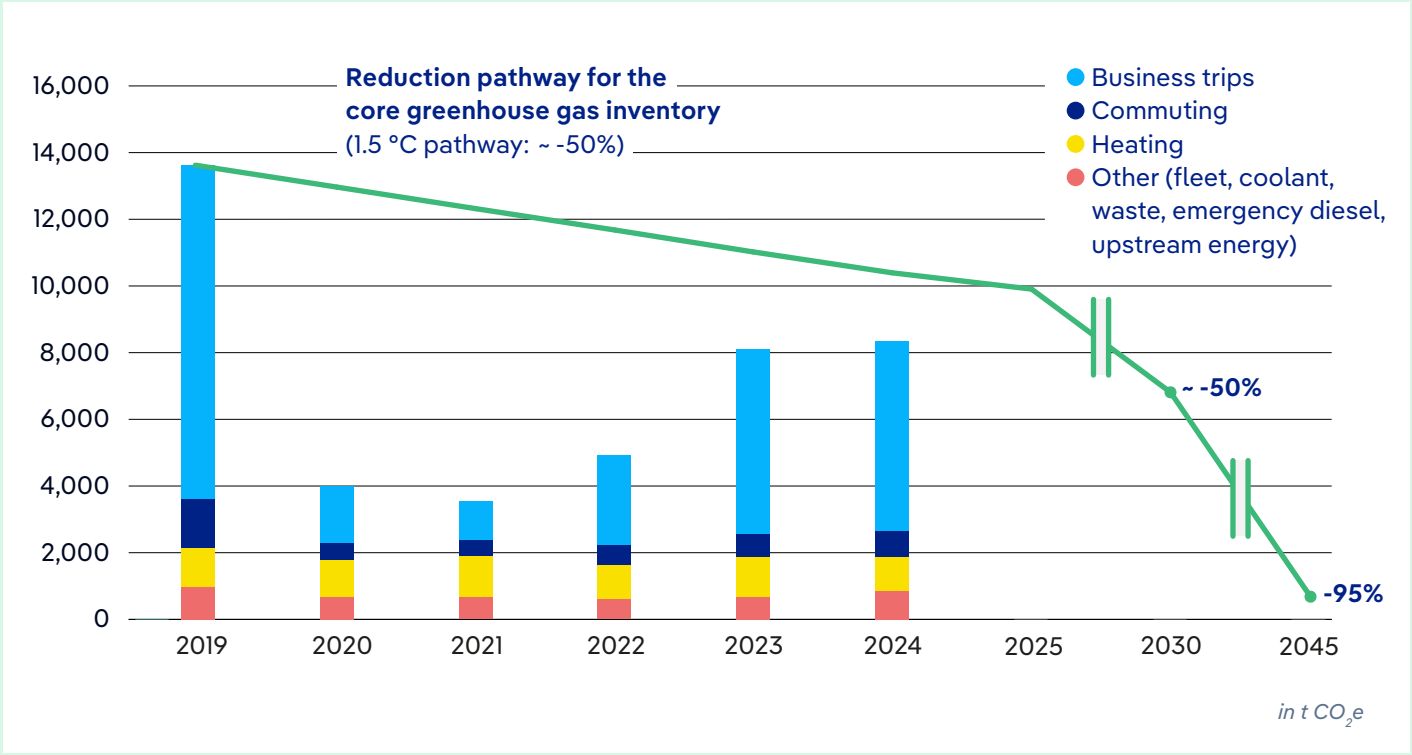


Figure 20: DW's greenhouse gas inventory (core inventory)

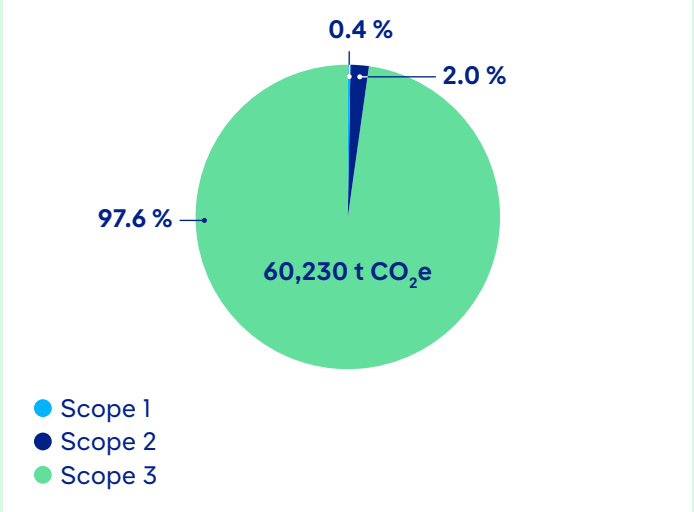


Figure 21: DW's greenhouse gas inventory 2024 by Scope

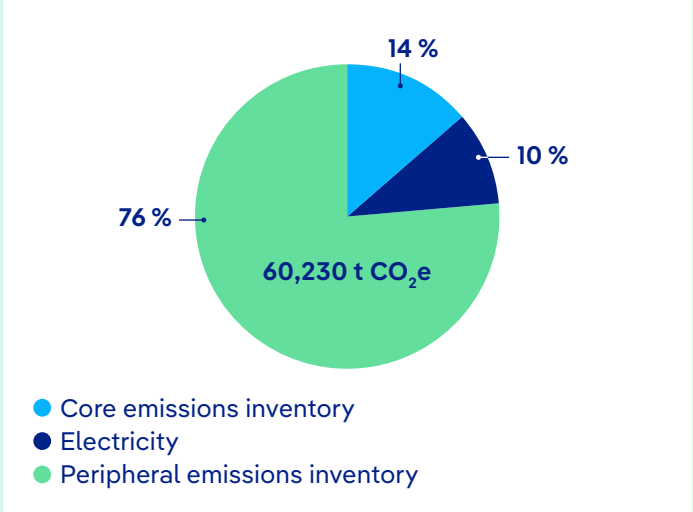


Figure 22: DW's greenhouse gas inventory 2024

increased again. The attempt to stabilize business travel emissions with a corporate target at the 2022 level of 3,000 tons of CO_2e was unsuccessful and, in retrospect, appears to have been overly ambitious. Business travel emissions in 2024 stood at 5,667 tons of CO_2e. Overall, however, greenhouse gas emissions in the 2024 reporting year remain well below the base year level and below the target value of the (now even more stringent) reduction pathway. With a view to achieving the 2030 interim target, however, further efforts to reduce emissions must be undertaken. Particularly with business travel, DW will continue to ensure strict adherence to the "business-critical" principle. Details for the individual Scope 1, 2 and 3 emission categories and for peripheral emission sources (purchased goods and services and the distribution and use phases), are described above.

To actively reduce greenhouse gas emissions, DW has—as outlined in the climate protection strategy—advanced the following fields of action:

1. Mobility

- In 2022, DW reduced its domestic flights by 91 percent compared to the base year of 2019, in line with **its corporate goal** and now uses them only in justified exceptional cases. This exception policy is included in DW's travel policy, which is harmonized across the ARD. This low level was also maintained in 2023 (91 percent) and 2024 (88 percent).

- As a general rule, **business travel requests** are **reviewed** for business criticality and for the selection of the more climate-friendly mode of transport (train over plane). This requirement is stipulated in DW's travel policy.

- Overall, passenger-kilometers were nearly halved from around 46 million in the base year to around 23.5 million in 2023 and remained stable in the reporting year 2024. The corporate goal of keeping business travel emissions stable at the 2022 level was not achieved; however, business travel kilometers were kept stable starting in 2023. The share of air travel was reduced from 86 percent in the base year to 74 percent in 2024 and the share of more climate-friendly rail travel more than doubled from nine to 21 percent. These shares have remained stable since 2022.

- To make it easier for employees to commute by e-bike (pedelec), charging stations were installed at both DW locations in Germany in 2023.

- In Berlin, there is also an air pump located right next to the charging stations that employees can use.

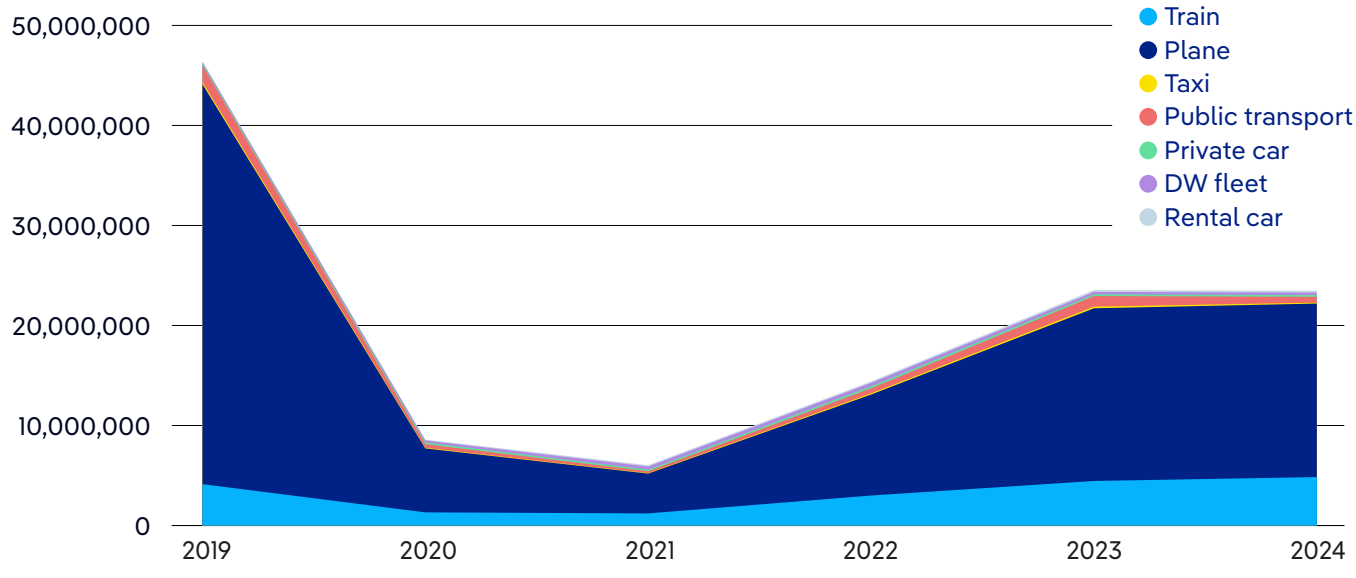


Figure 23: **Development of passenger-kilometers for business travel, 2019–2024**

Additionally, more bike racks were installed at the Berlin location.

- To encourage sustainable mobility, free bicycle safety checks were offered to employees in Bonn and Berlin in the spring of 2024.

- In the spring of 2025, DW organized its own teams to participate in the "City Cycling" campaign at its Berlin location and in the fall of 2025 at its Bonn location, where they competed against teams from other companies and organizations. The three DW employees who cycled the most kilometers were awarded a certificate and a jar of DW honey from Sustainability Management.

- As part of the moveBonn partnership, DW conducted a survey to track employees' commuting habits for the year 2024. The data was analyzed by RheinMain University of Applied Sciences. In Berlin, bicycle and public transit dominate employees' commutes (at 48.8 and 29 percent, respectively); in Bonn, the shares of bicycle (30.3 percent), car (29.4 percent) and public transit (27.4 percent) are relatively evenly distributed. Due to the relatively low response rate, the results are not yet representative of DW as a whole, but they do provide a good initial impression. The survey is to be repeated in the coming years.

- Job interviews will continue to be conducted remotely even after the pandemic, so that neither managers and recruiters nor committees or applicants need to travel.



Some employees participate each year in the City Cycling initiative in Berlin and Bonn, where they aim to accumulate as many kilometres as possible by bicycle



Participants who accumulate the highest number of kilometres receive a jar of DW honey, which is produced on the grounds of the broadcasting center in Bonn

2. Energy management and more sustainable operations

Electricity consumption has been steadily reduced since 2019, by a total of 18 percent to 14.7 GWh in the 2024 reporting year. So far, only a total consumption figure without sub-totals is available. An energy management system in accordance with ISO 50001 is currently being established and meters for the main consumers are also being installed.

The reduction in electricity consumption is partly due to offices not returning to full capacity even after the pandemic and employees often working from home several days a week. The *"Funkhäuser 2025"* vision responds to the changing demands on office space and the rise of mobile and hybrid work. In the future, departments will be allocated contiguous office space wherever possible to organize their teams. Sharing quotas also enable efficient use of space, a goal further supported by the relocation

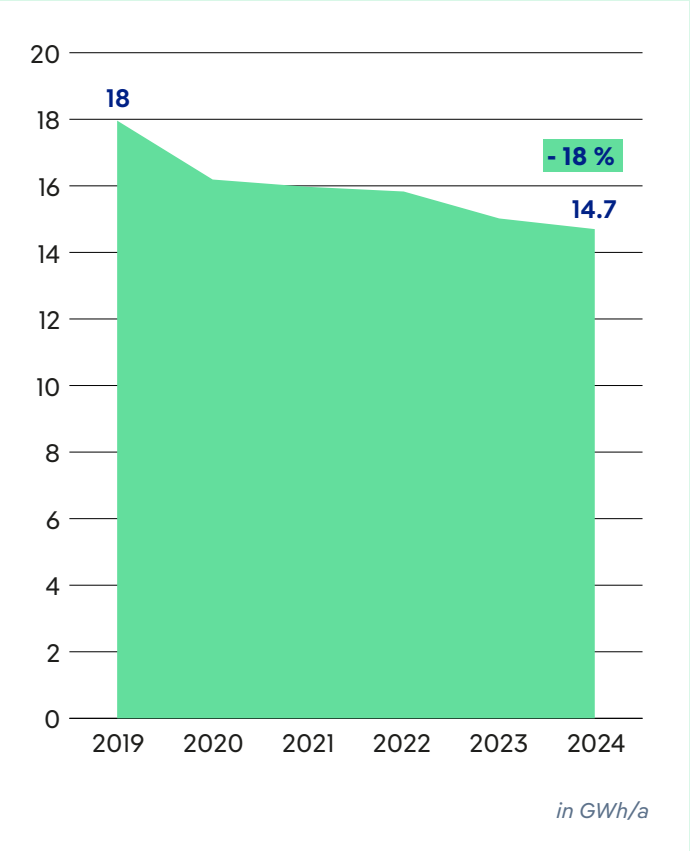


Figure 24: **Energy consumption**

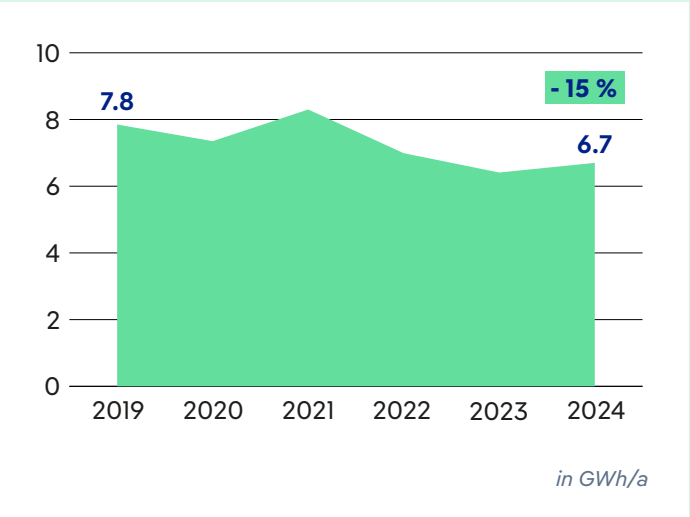


Figure 25: **Heat consumption**

of the Berlin DW Akademie to the Voltastrasse broadcasting location and the subleasing of some Bonn spaces to Phoenix. Additionally, flexible areas will be established to provide space for spontaneous meetings, scheduled meetings or workshops and additional workstations for days with high office occupancy.

In addition, the following energy-saving measures have been implemented:

- As described under *Innovation and product management*, all three Berlin studios and the Bonn studio VK2 are now equipped with LED lighting.

- The laptops issued during the pandemic facilitate mobile work and are more energy-efficient than the desktop computers used previously, which are being recycled wherever possible. Laptops and monitors are programmed to automatically enter energy-saving mode after a certain period of inactivity.

- Individual printers and fax machines in offices have been removed; instead, central, shared multifunction printers are now used. The inventory has been reduced from 850 devices to 200.

Heat consumption initially rose during the Covid-19 pandemic, presumably because more ventilation was required than usual even in winter when outdoor temperatures were low. Following the peak in consumption in 2021, heat consumption has stabilized at a lower level in the post-pandemic years and is projected to be just under 15 percent below the baseline year's level in 2024. Clear conclusions regarding the effectiveness of measures can only be drawn once measurement points are installed and outdoor temperatures are included in calculations.

An exchange of experiences with the state broadcasters takes place regularly within the ARD Competence Team for *Sustainable Operations Management*.

3. Green IT

- The production storage systems for video production have been upgraded (see detailed explanation: Performance indicator for reducing energy consumption). This has expanded storage capacity from 800 terabytes to 2.6 petabytes. In addition, the new components are already capable of storing Ultra High Definition (UHD) material, which is helpful for the transition from High Definition (HD) to UHD and is scheduled to be implemented at DW by 2030. Such an increase in storage

capacity is accompanied by rising energy consumption. This is addressed as part of energy management.

- Software-as-a-Service (SaaS) is increasingly being used at DW. This no longer runs on DW servers, but on those of the provider companies.

- In addition, the further virtualization of previously physical servers is being driven forward. This is now the case for approximately 2,200 servers, representing an increase of about 170 units compared to the previous reporting period. When outsourcing storage space for software and servers, it is assumed that providers operate highly energy-efficient data centers in their own interest due to economies of scale.

- An exchange of experiences with the state broadcasters takes place regularly within the ARD *Green IT* Competence Team. This team has applied a maturity model on the topic of Green IT to the ARD broadcasters. The current status was assessed in the following categories: IT infrastructure, operations, end devices, requirements engineering, software, users and management and strategy. This strategic approach to the topic now enables the identification of potential within the individual broadcasters and joint, targeted progress in this area. In the area of end devices, DW performed very well, as most PCs that had been in use for a very long time were replaced with laptops during the Covid-19 pandemic to enable remote work. This helped reduce duplicate equipment. DW also achieved good results in the area of infrastructure: At its Bonn location, it operates its own solar power plant and uses water from Rhine riverbank filtration for server cooling, which is cooled and recirculated after use. This prevents the Rhine water from overheating. In the area of management, DW achieved good results because a comprehensive climate protection strategy was in place and management had addressed the issue.

4. More sustainable production methods

- DW plans to gradually transition its in-house and commissioned productions to more sustainable production methods. As described in detail in the chapter on ***Innovation and product management***, this will involve implementing company-wide measures (green electricity, LED lighting, gradual electrification of the DW fleet, business travel routines, recycled paper, waste separation, cafeteria offerings) and production-specific measures (consideration of sustainability criteria in the design and procurement of new studio sets). In addition, sustainable media production will be enshrined in future contracts with external production service providers. The action area of Sustainable Production overlaps significantly with the other action areas mentioned here: Energy management, business travel and procurement.

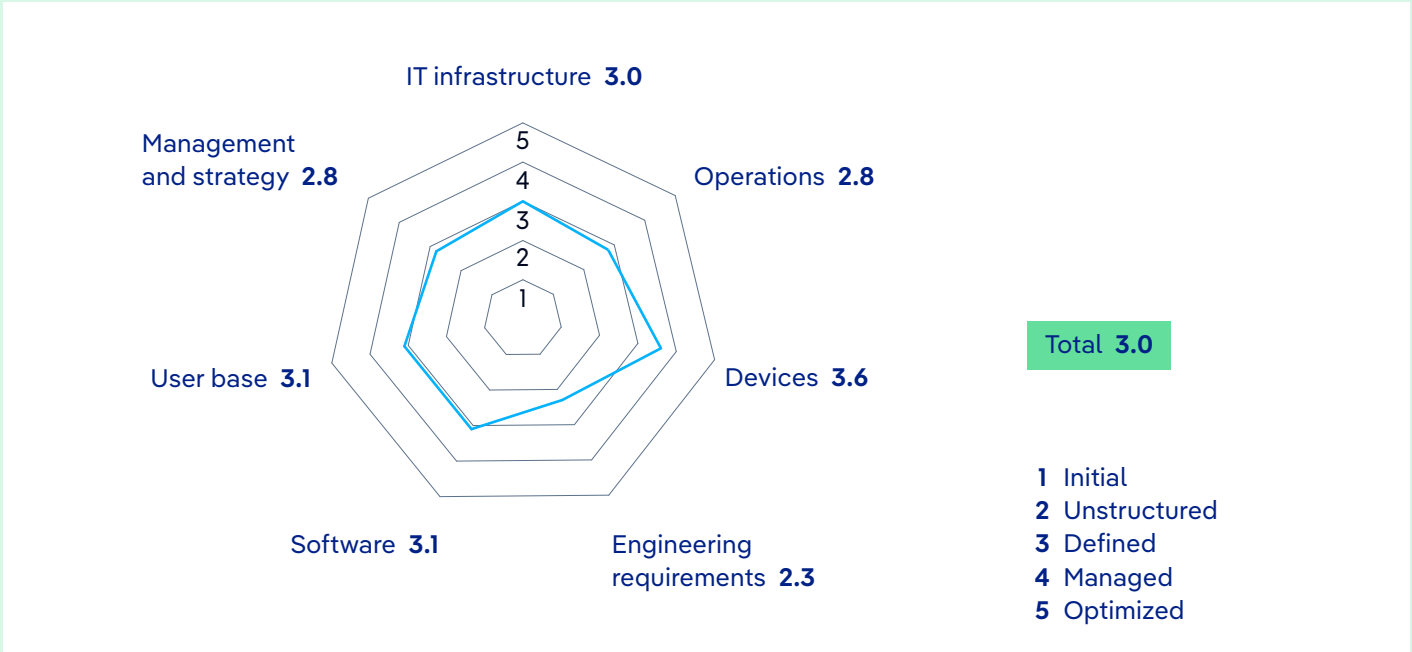
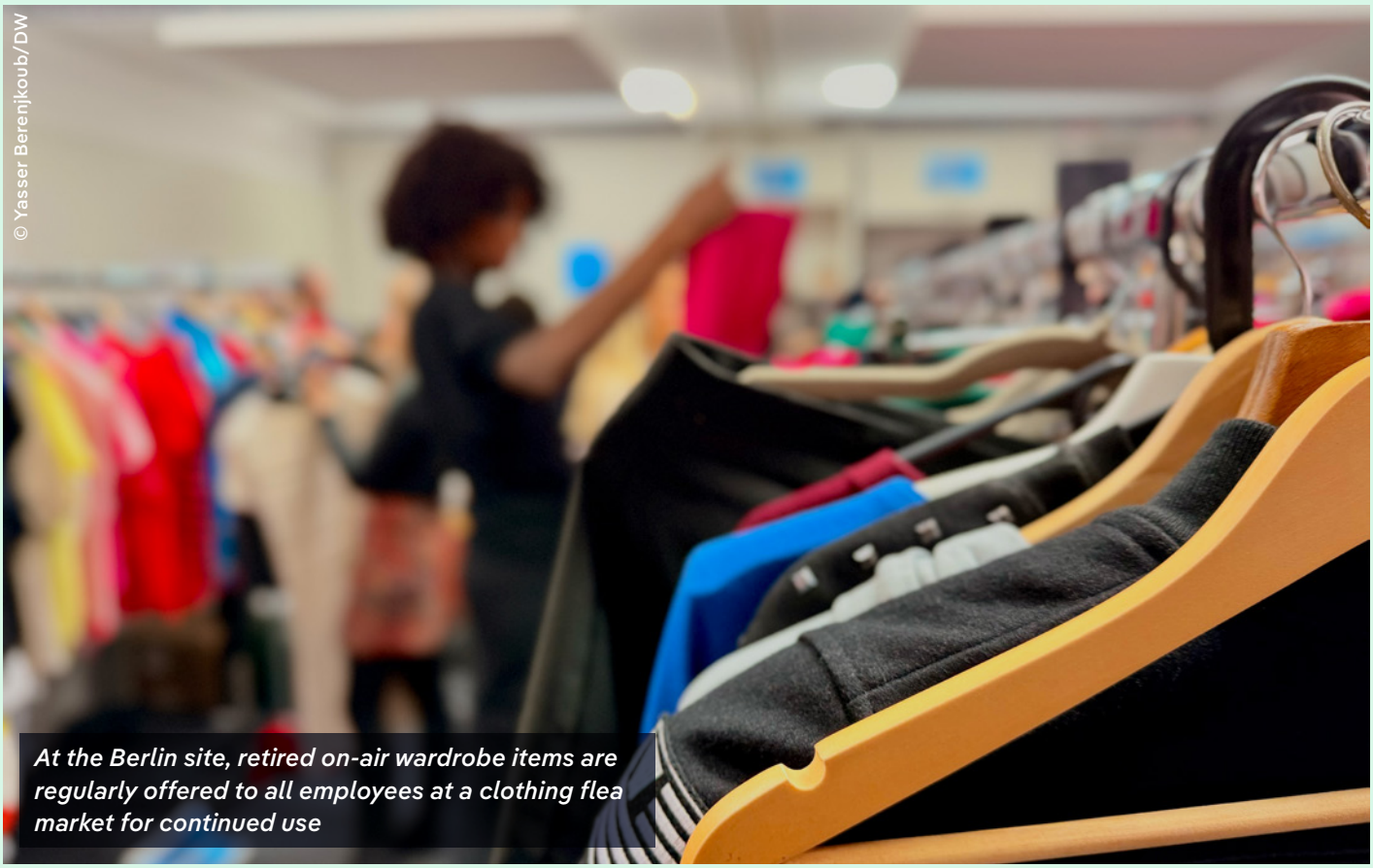


Figure 26: **Baseline assessment using a maturity model for continuous progress measurement**



At the Berlin site, retired on-air wardrobe items are regularly offered to all employees at a clothing flea market for continued use

- DW aims to have UHD fully implemented by 2030. Despite a significant increase in the transcoding rate, the goal is to make UHD more sustainable than HD. To this end, processes are being developed—such as the mixing of various resource-efficient formats—that make the use of the UHD format more effective compared to the processes currently used for the HD format. Beyond more efficient processes, DW is aware of the growing demand for storage capacity in its own data centers and those of third-party providers (cloud solutions) resulting from UHD formats. It addresses this issue in the areas of energy management and Green IT.

- An exchange of experiences with the state broadcasters takes place regularly within the ARD Competence Team for *Sustainable Media Production*.

5. More sustainable distribution of DW content

- As of January 1, 2023, the **power of shortwave (SW) transmissions** via Mediabroadcast was **reduced** from 500 kW to 250 kW without any noticeable loss of quality.

- In the event of physical damage to DW's facilities and infrastructure due to extreme weather (earthquakes, flooding, storms) or cyberattacks, the Distribution Systems division operates a disaster recovery cloud playout. The content, which is updated weekly, can be used in the event of an emergency to feed all linear playout channels (satellites, live streams, distribution partners). This playout system can be operated from any location—even outside DW's facilities.

- The energy consumption of the server racks in the Bonn Online Playout System (OPOS) can now be tracked. OPOS converts audio and video signals into digital formats suitable for internet transmission. Through comprehensive monitoring and optimization of the encoding systems, energy consumption was reduced by approximately three percent between November 2023 and December 2024. The average monthly energy consumption of the OPOS racks, measured via power distribution units (PDUs), is 7.52 MWh in the data center and the signal transmission room (SUER) in Bonn. There are two OPOS racks each in the data center and the signal transmission room.



During the annual DW Global Media Forum, regional and exclusively vegetarian or vegan meals are served throughout the day

© DW

– An exchange of experiences with the state broadcasters takes place regularly within the ARD Competence Team for *Sustainable Distribution*. Here, distribution channels and their ecological footprint are analyzed jointly.

6. More sustainable event management

– Since 2008, the DW Global Media Forum (GMF) has offered a unique platform for media professionals and decision-makers from politics, business, science, culture, education and civil society worldwide to exchange ideas and learn from one another. The conference's main program highlights are streamed live and made available worldwide free of charge. This allows the GMF's international audience to benefit from the conference without the need to travel. On-site, there are incentives for the free use of public transportation and rental bikes during the conference days. Catering is regionally sourced and vegetarian during the day at the conference center. Giveaways are made from recycled materials in collaboration with the DW Shop (sustainability aspects are now part of the tender criteria). Print materials are largely avoided. All content is communicated via a digital conference platform and social media.

– The ARD Competence Team for *Sustainable Event Management* regularly facilitates knowledge-sharing sessions with regional broadcasters. There, Bayerischer Rundfunk developed a sustainability assessment tool (BEN) based on the ISO 20121 standard for sustainable event management. DW has further developed BEN into an internal Quick Check for Event Sustainability Tool (SCENT). This allows the most important fields of action to be assessed and concrete measures to be derived with just a few clicks, even during the planning phase of events.

7. More sustainable procurement

– Following a pilot phase with Facility Management, the procurement process was adapted so that the early involvement of Sustainability Management is now mandatory for all departments involved in procurement.

– The recommendations from Sustainability Management and the Procurement and Travel department for departmental procurement are based on the databases of the Federal Environment Agency, which contain guidelines and certification information for various product groups. These recommendations are available for all employees to view on the intranet.

– Particularly sustainable purchases include, for example, the *JafaarTalk* studio set (see the chapter on ***Innovation and product management***) and a social media set, which incorporates LED spotlights, wood from certified sources (FSC), wool curtain fabrics, wool-fiber carpets and certified fabrics for seating and acoustic walls. For the DW fleet, hybrid and electric models are selected for new purchases. Energy efficiency is always taken into account when expanding or renovating data centers. For software and cloud services running on external servers, information is requested from the provider companies regarding their strategy for increasing energy efficiency and the use of electricity from renewable energy sources.

8. Awareness

– A cross-departmental exchange on all fields of action and cross-cutting issues takes place under the coordination of Sustainability Management with experts from the specialist departments and competence teams in the quarterly **Sustainability Circle**.



Code Green's "Praxis Talk" podcast on DW's climate strategy (in German)



"Expert Insights" podcast by footprint intelligence on the decarbonization of the media industry

- To inform employees about sustainability in their daily work and raise their awareness of the issue, the Sustainability Management team has created comprehensive topic pages on the **intranet**. In addition, intranet announcements and posts on current topics are published on the internal **social media channel**. Employees also have the opportunity to share their ideas either directly or through the DW **Idea Management system**.

- Sustainability Management showcases DW's commitment to sustainability through **internal events** (Minds, Mindspiration Days, Flurfunk, Onboarding Spotlights) and **external conferences** (EBU Sustainability Summit), as well as **interviews** and podcasts, engaging in dialogue with key stakeholders.

- On **dw.com**, a German and English-language **topic page** features the **climate protection strategy**, **sustainability reports** and a gamification-style **video with everyday tips.**

- On DW's intranet, employees have access to separate sections with information on sustainable procurement and business travel.

- In addition, the ARD.ZDF.medienakademie has expanded its portfolio to include several continuing education modules on sustainability — such as more sustainable media production, CO_2 accounting, more sustainable event management and Green IT-which are open to DW employees. Furthermore, a web-based training course with everyday tips and ideas is offered to all employees.

Where DW's programming meets the UN's SDGs

Environment and climate reporting takes place in an increasingly polarized media landscape rife with misinformation. This makes it all the more important for DW to stay the course with fact-based reporting covering these important topics, while seeking new ways of engaging audiences and promoting dialogue with users in the target regions.

To this end, the Environment Desk has continuously expanded its community management efforts across its social media channels. A key task is to foster dialogue with users, identify their needs and produce tailored content.

The newly introduced position of **Chief Climate Reporter** has given DW greater visibility and position in climate reporting, that goes beyond content and is seen at expert conferences and panel discussions.

Successful DW formats focusing on environmental protection and sustainability include the strong **Eco** brand, the Instagram channel **DW Environment**, the YouTube channel **Planet A** and the video format **Global Us**.



To ensure high-quality reporting on these complex topics, DW's editorial board has developed binding editorial guidelines for all editorial teams. The goal is to formulate content clearly and precisely and to convey the urgency of the environmental and climate crisis without resorting to apocalyptic descriptions. Constructive approaches help integrate a more solution-oriented perspective.

The most solution-oriented reports from DW are also distributed via the new newsletter, *Constructive News*.

Program highlights

Expansion of the Eco series

Various Eco series productions have been expanded to include additional regional languages that strengthens reporting on the environment, climate change and sustainability in selected target regions and intensifies dialogue on environmental issues.



Complementing Eco Africa and Eco India, a new format was launched in South America in 2023: **Eco Brasil**. It is a collection of 22 elaborately produced vertical videos distributed on social media. They present environmental topics in an entertaining and relatable way for young Brazilians. The series bridges the gap between environmental issues and the daily lives of its young audience: How efficient are electric showers? Why are trains so rare in Brazil? And how did a famous beach in Rio manage to clean up its water? At the same time, the series showcases inspiring people and initiatives—such as urban planners in São Paulo who are uncovering buried rivers, filter gardens in Recife or waste sorting in Curitiba. The two hosts travel from north to south to tell these stories. The videos are distributed by various local partners.

Eco India has been a staple of the Eco series for many years and is produced in English, Hindi, Bengali and Tamil. Recently, another format was added for Asia: **Eco Bangladesh**. It focuses on topics highly relevant to the target audience in Bangladesh, such as ecological innovations that enable people to better cope with the effects of climate change. Eco Bangladesh is a series. The first season, consisting of ten episodes, was broadcast on TV via a local partner and posted on YouTube and Facebook. The format immediately garnered over ten million views per platform.

Living Planet podcast relaunch



The weekly podcast **Living Planet** underwent an editorial relaunch in 2024. Since then, it has significantly increased its reach and loyal audience in the highly competitive US market. (Followers: +180 percent, monthly streams: +335 percent, listening time: +355 percent). In addition, there is a new partnership with a high-reach US partner — the hour-long program **The World** is broadcast weekly in the US on over 370 public radio stations.

Environmental dialogue and sustainable production on The 77 Percent

Environmental impact and sustainability are no longer niche topics but affect all areas of life, the present and the future of the younger generation, which makes up 77 percent of Africa's total population. The consequences of climate change fuel conflicts and narrow future prospects, but they also offer new perspectives. This is regularly addressed in the solution-oriented and constructive youth program **The 77 Percent**.

In a highly acclaimed **77 Street Debate** from Accra (Ghana), host Edith Kimani discussed the phenomenon of illegal mining. Another episode focuses on the effects of drought on young Maasai in Kenya, whose traditional way of life is under threat. Another film profiled the young Ghanaian poet Nakeeyat, who uses her poetry to inspire young people to participate in tree-planting campaigns and combat the effects of climate change. Young, inspiring role models are always at the center of The 77 Percent, especially when it comes to fostering a new environmental consciousness and sustainable development.

The 77 Percent episode titled "How is climate change affecting young Africans today?" was honored in 2023 with the Asia-Pacific Broadcasting Union (ABU) **Together for Peace Award** in the TV category "Ethical and Sustainable Relationship with Nature". The special episode documents the efforts of young Africans in the fight against the effects of climate change and their search for solutions. In the award's "Ethical and Sustainable Relationship with Nature" category, the Planet A segment "Can Brazil Save the Amazon This Time?" was honored. Additionally, Kathleen Schuster received the **2025 Covering Climate Now Journalism Award** in the "Health" category for the episode "We Need to Talk About Farmers and Mental Health" from the Living Planet podcast.

Several productions were created locally with significantly reduced technical resources and thus a considerably smaller ecological footprint. In particular, the Street Debate episodes in Ghana and Kenya, as well as many social media reports, were produced without additional air travel, in collaboration with African partners or trained local producers. This made it possible to reduce production resources and emissions.

In-depth documentaries on environmental issues

The 2023 documentary *The Toxic Truth of Ship Breaking in Bangladesh* by the Bengali editorial team powerfully highlights the social and environmental challenges of a globalized industry that is also a major economic driver for the country. It shows how millions of tons of old ships are dismantled under often life-threatening conditions — with serious consequences for workers' health and the environment. The documentary serves as an example of



77 Street Debate, Edith Kimani: The impact of drought on young Maasai people in Kenya, whose traditional way of life is under threat

how important international standards and sustainable approaches are in dealing with hazardous industries in order to ensure fair working conditions and effective environmental protection in the long term. The production was part of an environmental project funded by Germany's Federal Foreign Office.

The documentary *How Indian Fashion Inspires the World* was produced in 2023 as a joint project by the editorial teams at DW Hindi and DW Culture and Documentaries. It explores how young Indian designers blend traditional textile art with contemporary fashion— while placing a strong emphasis on sustainable production methods. It showcases creative approaches from major cities such as Mumbai, New Delhi and Chennai, where local craftsmanship, natural dyeing methods and fair working conditions are employed. The documentary highlights how fashion from India is gaining global influence through innovation and sustainability, fostering a new, responsible understanding of style.

The series *Feeding Millions* is a joint project by DW Tamil and DW Environment from 2023. Six wide-format videos and 12 vertical videos were published on YouTube, Facebook and Instagram. The episodes comprehensively cover topics such as organic farming, the use of technology in agriculture, sustainable farming methods and inspiring success stories from farmers.

Another example of ongoing sustainability reporting is the YouTube explainer video series *Earth Explained with Ashok Kumar*, which has been running since 2019. With short videos, the series clearly conveys complex environmental topics to a broad audience—ranging from the ecological consequences of smartphone use to the important role of insects in the fight against climate change. The series thus makes an important contribution to climate communication and raising awareness of sustainability issues.



The documentary The Toxic Truth of Ship Breaking in Bangladesh shows how millions of tonnes of decommissioned ships are dismantled, often under life-threatening conditions, with serious consequences for workers' health and the environment

IN FOCUS

Artificial intelligence as a driver of digital transformation

Artificial intelligence (AI) is a key driver of digital transformation. DW defines AI as technologies and applications that mimic human capabilities such as understanding, learning and problem-solving. DW deliberately focuses on so-called "weak AI", which performs specific tasks more efficiently and effectively, for example through automation or by supporting creative processes. The use of weak AI enables DW to accelerate processes and improve content quality while fully maintaining editorial control and ethical standards.

To this end, DW has defined seven key areas of application where AI offers significant added value for its work: research, content creation, content delivery, dialogue and feedback, analysis and archiving, administration and planning and IT systems.

With administration, AI is expected to grow in importance, particularly in optimizing operational workflows through standardization, automation and the efficient design of repetitive tasks. By analyzing existing processes, specific AI potentials can be identified. AI also opens new perspectives in journalism. Content can be prepared in a more targeted manner, processes can be designed more efficiently and access to independent information can be improved.

At the same time, the rapid development of AI also poses a challenge, particularly in a dynamic media environment characterized by censorship, disinformation and increasing competition. DW therefore pursues responsible and sustainable use of AI that seizes opportunities and specifically minimizes potential risks, for example, with data protection, while also keeping an eye on resource consumption.

AI @ DW

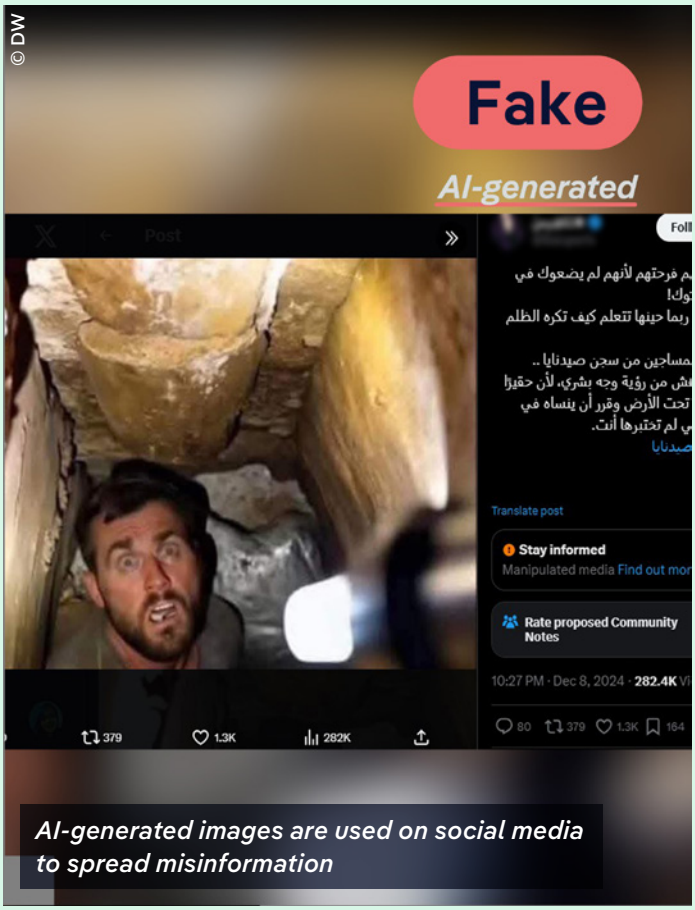
To effectively manage and strategically deploy AI, DW has established a specialized AI team. The team's core tasks include identifying applications that create significant added value, whether through the automation of editorial processes, the personalization of content, or the enhancement of IT security. Another focus is on internal exchange that strengthens employees' skills with dialogue formats and training programs. DW's AI team is continuously refining DW's ethical guidelines.

Another key area is cataloging archival material. AI makes it easier to quickly access large amounts of data and use them for new productions. Automation also plays a central role. In the future, recurring tasks can be simplified through AI, thereby reducing the workload on editorial teams and freeing up resources for creative activities. At the same time, AI is used to strengthen IT security and fends off cyberattacks. To meet technological requirements and ensure the sustainable use of technology, DW continuously invests in expanding its AI infrastructure. In-house servers and local models ensure high standards of data protection and IT security. This infrastructure gives DW the flexibility to respond to volatile offerings from external providers.

AI as a new perspective in journalism

For DW, AI is not an abstract technology, but a practical tool that contributes to fulfilling its journalistic mission. This applies to changing user needs and behaviors, as the possibilities of AI also transform content creation, presentation and discoverability. As a public media organization, DW adheres to clearly defined ethical standards ensuring that journalistic due diligence is upheld while ensuring that humans retain control over content creation.

AI systems serve as supportive tools that can be overruled or deactivated at any time. Transparency also plays a central role here: DW discloses how and for what purpose AI technologies are used, while consistently upholding high journalistic standards. Another priority is the protection of data and privacy. DW strictly adheres to legal requirements and informs users about AI applications used in its programming and to what purpose it was applied. AI data sets are selected with particular care to avoid data bias and to



AI-generated images are used on social media to spread misinformation

use balanced, diverse datasets. AI can also help identify misinformation more quickly and accelerate fact-checking.

The potential of AI for DW Akademie's media development work

AI also presents new challenges for DW Akademie's media development cooperation. Questions surrounding digital participation, dialogue, freedom of expression and free access to information must be reexamined and new concepts for supporting the media sector must be developed.

DW Akademie is developing approaches designed to enable the self-determined use of AI in the media. In the future, this will primarily include promoting linguistic diversity in AI models and the innovative use of AI in newsrooms. Strengthening media and information literacy as well as countering AI-driven disinformation are further topics.

The *DW Freedom* think tank, newly established by DW Akademie in 2024, examines topics such as freedom of expression and AI. It also organizes an international expert discourse, academic articles and events, collects data and develops strategies for resilient information ecosystems and freedom of expression in the age of AI. In doing so, the think tank collaborates with DW's regional departments and partner organizations worldwide.

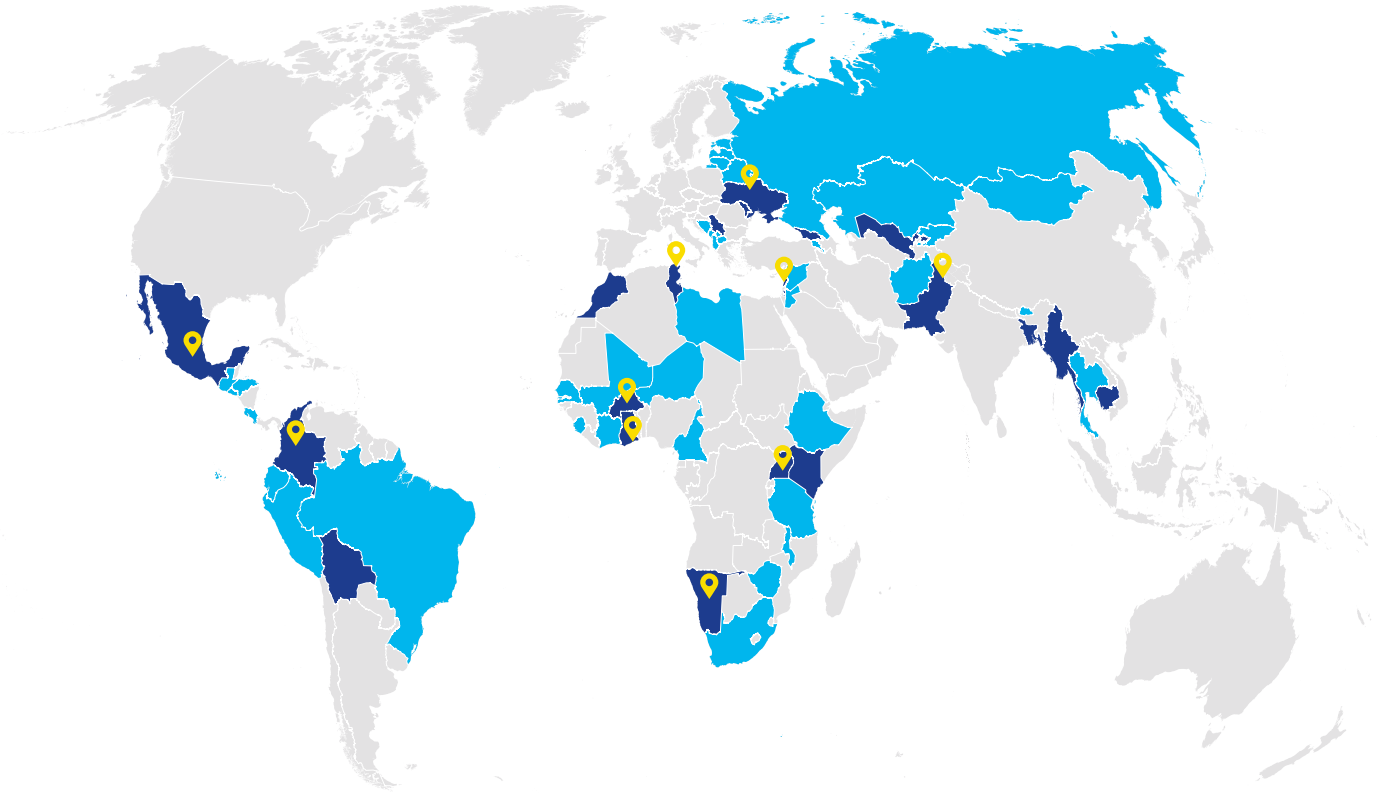
Sustainability and AI

DW is aware of the resource consumption associated with AI and takes this into account when developing AI applications in-house. Employees can use a privacy-compliant version of Microsoft Copilot, allowing them to easily integrate AI into their daily work. They are encouraged to use AI in a way that not only makes their work easier but also takes into account issues such as data protection and resource consumption. The environmental and climate impacts resulting from the use of AI are currently difficult to quantify due to their dependence on many factors — including the use of renewable energy sources for the operation and cooling of data centers, whose resource consumption is proportional to their size and expected leaps in the energy efficiency of a technology still in development. An independent evaluation of the figures circulating from third-party providers is only possible to a limited extent.

For this reason, DW is also focusing on expanding its own AI infrastructure, where it can ensure control and transparency regarding energy consumption and raise employee awareness of sustainable use. Technical improvements to DW's own infrastructure aim to achieve a long-term reduction in energy consumption per AI query or computational step.

Additionally, DW expects that in the coming years, providers of AI services will also provide better information about their consumption figures, so that the impacts of AI usage at DW can be determined.

DW Akademie's media development cooperation



● Target countries (on behalf of BMZ)

Bangladesh
Bolivia
Burkina Faso
Cambodia
Colombia
Georgia
Ghana
Kenya
Lebanon
Mexico
Moldova
Myanmar
Namibia
Pakistan
Palestinian territories
Serbia
Tunisia
Uganda
Ukraine
Uzbekistan

● Further project countries

Afghanistan
Albania
Armenia
Belarus
Bhutan
Bosnia and Herzegovina
Brazil
Cameroon
Costa Rica
Côte d'Ivoire
Ecuador
El Salvador
Estonia
Ethiopia
Gambia
Guatemala
Honduras
Jordan
Kazakhstan
Kosovo
Kyrgyzstan
Latvia
Libya
Lithuania
Malawi
Mali
Mongolia
Montenegro
Niger
North Macedonia
Peru
Russia
Senegal
Sierra Leone
South Africa
Syria
Tanzania
Thailand
Zimbabwe

● Akademie bureau

Accra, Ghana
Beirut, Lebanon
Bogotá, Colombia
Islamabad, Pakistan
Kampala, Uganda
Kyiv, Ukraine
Mexico City, Mexico
Ouagadougou, Burkina Faso
Tunis, Tunisia
Windhoek, Namibia

Figure 27: **External structure of DW Akademie** *(as of August 2025)*



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Training participants interview local residents about their personal experiences with the impacts of climate change



© D. Urban/DW Akademie

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

Covering climate: Training environment journalists

The Philippines is particularly vulnerable to climate change due to frequent extreme weather events and rising sea levels. The Philippine media currently has only limited expertise in providing in-depth climate reporting. The project's goal is therefore to better train media professionals from the Philippines. They will be equipped with the tools to inform the general public about climate issues in a factual and balanced manner—through practical training in climate journalism and individual mentoring in the creation of media content. The project culminates in an exchange of experiences among the participants.



1st Place for Best Journalistic Production: Awarded for a report on desertification, using the endangered city of Chinguetti as an example

Informing and raising awareness: Environmental protection as a key issue for the future in North Africa

Environmental problems severely affect the countries of North Africa. However, media professionals in Algeria, Tunisia and Mauritania are rarely able to cover these topics in a high-quality, audience-appropriate and innovative manner. The project aims to raise awareness, particularly among young people, of environmental protection as a relevant issue for the region's future. To this end, media professionals are trained in workshops to identify environmental topics, produce content and distribute it in new formats. At a regional conference on environmental protection, they network with environmental NGOs and experts.

Communication training for greater environmental protection in Kazakhstan

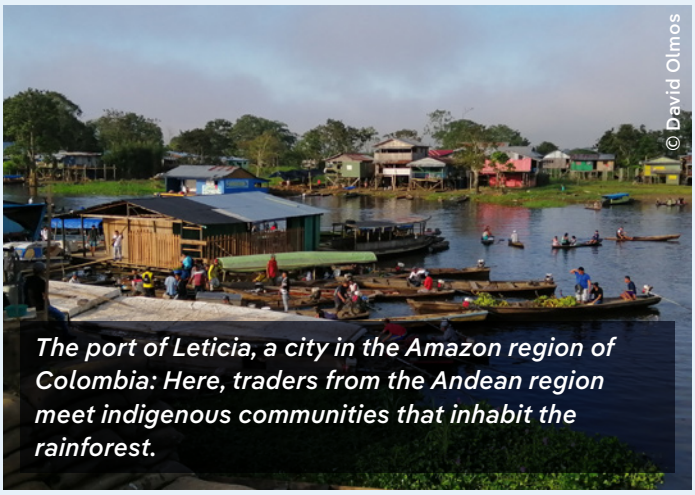
Kazakhstan faces massive environmental problems, which are further exacerbated by climate change. Due to its proximity to Russia, Kazakhstan is increasingly subject to the influence of disinformation campaigns in the environmental sector. Through the project, environmental experts reach the public via clear, target-group-oriented communication. The focus of the training is on conveying fact-based messages on how to deal with disinformation and on digital interaction with population groups.



The "Parler Environnement" project strengthens environmental journalism in North Africa by enhancing the expertise of media professionals and promoting clearer, more accessible communication by organizations, thereby contributing to sustainable environmental protection in the region

Media development program in Colombia

In the countries of the Amazon Basin, environmental conflicts are escalating because of climate change. In many of the most severely affected areas, there are hardly any local media outlets reporting on these issues. The project strengthens environmental and human rights organizations in their advocacy work for the Amazon region by leveraging high-quality journalistic investigations from local media. The project creates new communication channels that bring local and community media together with environmental and human rights organizations.


© David Olmos

The port of Leticia, a city in the Amazon region of Colombia: Here, traders from the Andean region meet indigenous communities that inhabit the rainforest.

Let's talk Climate!—Information and communication on climate issues

Southeast Asia is considered one of the world's most at-risk regions from climate change. Local media professionals could convey important information about possible courses of action, but they often lack the expertise and journalistic skills. This project aims to improve the quality of climate reporting. In addition to journalism training, community labs are also held to facilitate exchange with civil society in order to jointly create products tailored to specific target groups.



© Henrylito D. Tacio

Seminar participants visited a mangrove area, where they interviewed a local resident. The activity was part of the German Federal Foreign Office project "Let's Talk Climate! Information and Communication on Climate Topics."



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4 Social commitment

Employee rights

Laws, collective bargaining agreements and internal regulations and rules form the framework for corporate and individual conduct, while also creating the necessary flexibility for targeted, efficient work in an international context. Compliance is ensured on the one hand by Germany's Federal Government Commissioner for Culture and the Media as the legal supervisory authority for DW and on the other hand by the supervisory bodies, 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.

DW lives by and promotes the values it conveys worldwide. These include, for example, good governance and transparency, the participation of employees and staff representatives, as well as continuous work on a corporate culture based on digital leadership and collaboration and "New Work," which promotes personal responsibility, fosters respect, equality and knowledge exchange and respects the needs of employees.

Collective bargaining agreements and service agreements exceed legal standards in many areas. This applies, for example, to provisions regarding flexible working hours, where the Sabbatical Service Agreement stands out as a unique feature. DW employees have the option to apply for a career break or to use the application to arrange a flexible and early transition to retirement. Such a sabbatical allows for a leave of absence for a period of one month up to a maximum of 12 months without giving reasons, with continued payment of previously accrued and reduced compensation.

The "Flexible Work Arrangements" service agreement provides a comprehensive framework for mobile work options and the use of flexible remote work. Here, a target regulation defines how much working time can be spent in a flexible home office (60 percent) if the task can be performed remotely. There are also provisions for performing remote work from other EU countries (up to 15 days per year).

Freelance work is scarcely regulated by law, yet it affects many DW employees. Accordingly, DW has developed very comprehensive social protection through collective bargaining agreements for freelance workers with employee-like status. Notable here are, in particular, collective bargaining provisions regarding the granting of paid leave (Collective Bargaining Agreement on Paid Leave), payments starting from the first day of illness (Collective Bargaining Agreement on Payments in Case of Illness), payments during pregnancy (Collective Bargaining Agreement on Payments During Pregnancy), as well as extensive grandfathering provisions that ensure job security (Collective Bargaining Agreement for Persons with Employee-Like Status: Termination Provisions, Notice Periods, Payments of Transitional Allowances and Additional Collective Bargaining Benefits).

As an internationally operating media company, DW also complies with applicable legal provisions when deploying staff abroad. As part of efforts to increase its presence in target regions, the legal situation in these areas is subject to continuous monitoring and risk analysis. DW also continuously monitors potential security risks in the countries where correspondents and local staff work for the organization. DW offers comprehensive security management for its employees abroad and responds appropriately as needed.

In some areas, such as gender equality (see the criterion on ***Equal opportunity***), DW has set specific goals (see the chapter on Goals, section on the Gender Equality Plan), which are reviewed and updated every four years.

DW negotiates collective bargaining agreements together with its bargaining partners. The compensation system—comprising collective agreements on salaries and fees—is available to all employees transparently on the intranet. This also applies to the framework collective agreement, the collective agreement on pension benefits and the collective agreement for persons in a employee-like relationship with DW. Co-determination is based on the Federal Personnel Representation Act (BPersvG) and



DW staff member wearing protective equipment while working in a crisis-affected area

is exercised by the Local Staff Council in Bonn and Berlin as well as the General Staff Council.

The Freelance Statute offers additional security and promotes mutual exchange. It came into effect in November 2020, introduced for the first time an institutionalized representation of freelancers to strengthen their rights. As part of the amendment to the BPersvG in 2021, the representation of interests for the majority of DW's freelance employees with employee-like status was newly regulated by law and the jurisdiction of the staff councils was established. The statutory provisions of the BPersvG now apply accordingly to employees with worker-like status, provided they are not significantly involved in program planning.

Since 2022, all staff council committees have also included elected employees with worker-like status. The representation of freelancers continues to advocate for those freelancers not covered by the newly established jurisdiction of the staff councils. Representation of young people under the age of 18 and those employed for vocational training (trainees, interns and working students) up to the age of 25 is provided by the youth and trainee representatives.

Internal dialogue and participation

A comprehensive internal communication and dialogue platform (SharePoint intranet) supports employee participation at DW. Here, users can find internal news, advisory services, reports, documentation and other publications and links to forms and databases. The information is available in German and English.

In spring 2023, DW rolled out the company-wide social intranet platform *Viva Engage*. As a complementary communication tool to the official SharePoint intranet, *Viva Engage* creates new digital spaces for informal exchange, networking and collaborative learning. The platform fosters an open, dialogue-oriented corporate culture by allowing employees to create their own communities and exchange ideas on current topics and best practices across (departmental) boundaries.

In addition, there is a wide variety of formats for internal exchange. In particular, the *Minds* series contributes to collegial learning, dialogue and networking through (virtual) presentations by employees and, occasionally, external experts. Sustainability Management also uses this format to report regularly on progress and to pick up on ideas from within the organization. Through internal

dialogue and participation tools, employees can actively contribute to DW's sustainability management, for example, through the "idea management system." The Mindspiration Days are an internal knowledge-sharing and exchange format at DW that promotes interdisciplinary dialogue within the company. External expert insights on current developments in international journalism complement contributions and workshops led by employees from various areas at DW.

The Executive Board invites all employees to the regular "Ask Us Anything" session, which focuses on open and personal dialogue and allows questions to be asked in both German and English. Participants are expressly encouraged to ask a wide variety of questions—both subject-specific and more general—which members of the Executive Board will answer briefly. The goal is to give as many employees as possible a chance to speak—primarily those who do not have the opportunity in their day-to-day work to engage directly with management.

Other tools for systematic engagement and professional development include 360-degree feedback for managers and annual performance and goal-setting reviews. These provide an opportunity to clarify mutual expectations, address issues and resolve misunderstandings. This includes offering recognition and constructive criticism in a professional manner and fostering mutual understanding and trust.

In an increasingly digitalized work environment, leadership—defined at Deutsche Welle as "Digital Leadership and Collaboration"—is becoming more transparent and agile. Numerous training programs are available to managers and employees on *the topic of shaping collaboration*. Teams receive professional support in improving internal collaboration.

The diverse options available at the newly designed DW onboarding program make the corporate culture more tangible, convey important information about corporate strategy, clarify rights and obligations early on and enable active participation from the very beginning. In addition to web-based training and various communication channels, the (virtual) onboarding events in particular create opportunities for interaction: this allows new colleagues to personally get to know the executive management and all key points of contact and committees within the organization,



Poster on DW's corporate culture, highlighting key values, principles, and working methods

including Sustainability Management. Joint on-site lunches, office hours and tours of the premises foster mutual exchange as well as cross-departmental and cross-management networking.

Strengthening Corporate Culture

As a forward-looking employer, DW aims to strengthen its employees' personal responsibility and self-organization. The New Work Initiative, launched in 2019 for this purpose, has since been developing new forms and methods of work that are introduced flexibly and in line with team needs. As part of the Digital Workplace, digital, mobile and collaborative ways of working are continuously promoted through the design of modern work environments. The initiative is closely linked to DW's understanding of leadership, as enshrined in the *Digital Leadership and Collaboration* mission statement. At its core are the values of personal responsibility, networking, participation and agility—complemented by a vibrant feedback culture that contributes to the prevention of conflicts and their constructive resolution.

Equal opportunity

Equality

Promoting professional equality between women and men is a core value at DW and an integral part of its leadership culture. As of the end of 2024, women accounted for approximately 51 percent of the total workforce (1,864 female employees, 1,792 male employees, six non-binary employees), remaining unchanged from previous years. In particular, the proportion of women in leadership positions is high: Executive Board (40 percent women), top management (Executive Board and heads of main departments: 50 percent women; down from 55 percent compared to the 2022 reporting year), middle management (department heads, heads of staff units: 41 percent women; up from 40 percent in the 2022 reporting year).

At each of the two offices in Bonn and Berlin, an Equal Opportunities Officer is dedicated to gender equality, the elimination of underrepresentation, the reconciliation of family, career and caregiving responsibilities and protection against sexual harassment or assault in the workplace. The two Equal Opportunities Officers operate independently of management directives and report directly to the Director General.

An Antidiscrimination Officer (ADO) also operates independently of management directives, confidentially and across all locations; she is assigned to the Managing Director of Business Administration. Since May 1, 2023, she has succeeded the two officers appointed under the General Equal Treatment Act (AGG). The Anti-Discrimination Officer can be reached in person or via the digital platform *SafeSpace: Digital Safe Space for Greater Trust*. The service is available to all DW employees around the clock in German and English.

Work-life balance

To further improve work-life balance, DW entered into negotiations with the staff representatives regarding the revision of agreements—in place since 2017—aimed at increasing flexibility in working hours and work locations. The goal of the new agreements on flexible work arrangements and the design of the digital workplace at DW is to create modern working conditions (including regarding, working from home, desk sharing and technical equipment). This aims to improve work-life balance, accommodate individual requests for greater flexibility and ensure a high level of employee satisfaction.

Furthermore, the integration of employees with disabilities or work-related limitations (such as mobility issues or the need for longer breaks) is to be further facilitated and their participation in working life secured. The new service agreement took effect on September 1, 2023. Additionally, there is a **childcare subsidy**, the **parent-child office** and the option to **work remotely from abroad**.

Part-time work

As of December 31, 2024, 22 percent of DW's permanent employees worked part-time. In each individual case, DW strives to reach agreements through dialogue with supervisors and employees that meet the expectations and needs of all parties involved.

DW supports foreign guest editors who are temporarily seconded to DW by their home broadcasters, as well as new employees from abroad, with entry into the country, onboarding and any subsequent needs that may arise. An external relocation service assists employees with organizational tasks.



At DW, a Queer Lunch takes place once a month at the Berlin and Bonn locations. All employees are welcome to attend



DW employees at Christopher Street Day in Berlin

Diversity, equal treatment and inclusion

In 2024, the 17-member Broadcasting Council consists of nine male and eight female members. All members belong to the "over 50" age group. The seven-member Administrative Board consists of five male members and two women; here, too, all members are over 50 years old. The appointment of board members is carried out by the sending institutions or organizations in accordance with the provisions of the DW Act.

Figure 28 provides an overview of the DW workforce according to the DNK diversity categories:.

DW promotes a diversity-oriented and inclusive work culture in which employees' commonalities and differences are recognized and valued. Diverse skills, backgrounds, life experiences and perspectives are highlighted and utilized in daily work in accordance with employee abilities. The goal is for all employees to enjoy respect and appreciation and to feel a sense of belonging—regardless of gender and gender identity, ethnic origin and nationality, religion or worldview, disability and chronic illnesses, age, or sexual orientation. The goal is to improve collaboration among all employees through greater knowledge and understanding of and for one another.

To support these goals, underscore the priority of the issue and initiate concrete change processes, the Executive Board transferred responsibility for Diversity, Equity and Inclusion to the International Relations department in November 2019. In 2021, DW joined the Media for Diversity Alliance. Since July 2023, there has been a dedicated Diversity, Equity and Inclusion (DEI) department. In collaboration with relevant internal departments and a cross-departmental working group, the department has since been developing approaches to advance DEI as a cross-cutting issue at all levels within DW and to anchor it with measurable goals (see the *Goals* section).

Together with all ARD broadcasters, DW participated in German Diversity Day on May 24, 2024, which was dedicated to inclusion and participation. There were two informational events: First, the ARD Diversity Board panel on inclusion in the workplace titled "*Who is Discriminating Against Whom Here?"* In the subsequent best-practice session, DW Minds reported on the Innoklusio pilot project, which made stops at both DW locations. In the afternoon, DW Minds hosted the event *"End the Hide-and-Seek Game: Dealing More Consciously with Invisible Disabilities"*. Employees could also visit information booths run by the Health and Social Affairs and Learning and Development departments to learn about psychological counseling services and Employers for Equality (E4E). The Representative Body for Severely Disabled Employees, Conflict Management, the Anti-Discrimination Officer, the Multigeneration Project Team and the Pride Network were also involved in organizing Diversity Day.

Inclusive corporate culture

By establishing diversity management, DW created the conditions for the organization-wide strategic and operational integration of DEI and the professional support of a diversity change management process. Currently, organization-wide and department-specific DEI goals, as well as the DEI Strategy 2024/25, are being implemented

	Permanent employees		Freelancers*		Total	
Gender						
Female	925	50.2%	939	51.6%	**1,864**	51%
Male	917	49.8%	875	48.1%	**1,792**	49%
Non-binary	1	0.1%	5	0.3%	**6**	0.16%
Total	**1,843**		**1,819**		**3,662**	
Age group						
Under 30 years old	96	5%	151	8%	**247**	7%
30–50 years old	868	47%	1,190	65%	**2,058**	56%
Over 50 years old	879	48%	478	26%	**1,357**	37%
Total	**1,843**		**1,819**		**3,662**	
Inclusion						
Persons with disabilities (severe disabilities and equality)	116		34		**150**	
Of whom have a more severe disability	–		31		**31**	
	Share of employees with severe disabilities as permanent employees (official calculation formula): 6.26%					
Nationality						
Number of employee nationalities	71		96			

* Freelancers that fall under the Federal Personnel Representation Act (BPersVG)

** Due to rounding, the totals may not add up to 100 percent

Figure 28: **DW employees in 2024**

and continuously reviewed (see the ***Monitoring*** chapter). Within this framework, concepts are being developed to promote an understanding of diversity at DW, break down systemic barriers and thus help realize the potential of diversity for DW's work. To create a more inclusive corporate culture in the long term, the DEI 2024 department launched the Racism Focus Group as part of its comprehensive DEI strategy.

DW especially emphasizes inclusion in recruitment (promotion of DW as inclusive employer at job fairs) in training (vocational and journalistic) and where necessary, in employment. DW supports integration measures funded by government integration offices with the aim of improving integration opportunities in the labor market. Furthermore, it promotes support for people with disabilities in workplace inclusion as needed. The DW Inclusion Agreement was concluded on April 1, 2021, between the employer, the General Staff Council and the representative body for people with disabilities. This agreement was evaluated and an updated version was signed on July 17, 2025, by the -Director General, the General Staff Council and the representatives of people with disabilities. It sets new, ambitious goals and follows the principle of inclusion as outlined in the UN Convention on the Rights of Persons with Disabilities. In doing so, it deliberately goes beyond the legal requirements for the employment of people with disabilities. The agreement's objectives include promoting hiring, improving inclusion in the workplace, supporting professional development, ensuring technical and structural accessibility and raising awareness among managers and employees.

As a central element, DW has set a concrete goal in the Inclusion Agreement to increase the employment rate beyond the legal target of five percent to eight percent. Based on the action plan derived from the Inclusion Agreement, the People Department (in close collaboration with the representative body for people with disabilities, the DEI department and other stakeholders) will launch two pilot projects in 2025 to support the inclusion of people with disabilities.

As part of training (vocational and journalistic) and, where necessary, during employment, people with disabilities (as well as their managers and team members) will be supported by an external service provider in their inclusion within the departments, beginning with onboarding. Insights and recommendations derived from the process will be incorporated into appropriate measures for future cases of integration and documented in handouts for managers and teams.

DW continued its participation in the Innoklusio pilot project, which began in 2021 and was carried out by Dialogue Social Enterprise GmbH (DSE) on behalf of Germany's Federal Ministry of Labor and Social Affairs. DW was the only public broadcaster in Germany to participate in the pilot project. The program consisted of three modules:

a) Mobile exhibition *"Dialogue in the Dark"*: This was held at both DW locations in Bonn and Berlin. A total of 600 employees visited the interactive exhibition and participated in training.

b) Management seminars: 30 DW managers and key influencers in Bonn and Berlin participated in training sessions lasting several hours

c) Six-month university education program: Three inclusion managers participated in the education program, acquiring specialized knowledge to meet the company's inclusion goals. They currently work in the Health and Social Affairs and DEI departments.

Freaks No More!

Freaks No More! is the vodcast from DW Science editorial team, with funding from the European Broadcasting Union (EBU), which debunks myths about visible and invisible disabilities and neurodiversity and seeks to discover how interested users can be there for people who experience the world differently. Freaks No More! was launched as a project because there aren't enough opportunities in the media for people with disabilities to present themselves authentically. At the end of each episode, host Vicky Hristova and her guests share a takeaway—for example, a new way of thinking about the word "disability", a shift in perspective, or an empathetic behavior.

50:50 The Equality Project

DW continues to participate in *50:50 The Equality Project*, an initiative launched by the BBC that supports media organizations in consistently creating journalistic content that realistically represents the world—both in terms of quality and quantity—in line with societal diversity. This includes actively considering and involving women, people of color and people with disabilities in the planning and production of media content. After the first five DW editorial teams launched the pilot phase in spring 2021, 58 formats from all nine of DW's main departments were already participating in the project by the end of 2024. They document how often and in what roles women appear in their offerings or are responsible for content as



"Freaks No More!" is a DW vodcast about inclusion, disability, and neurodivergence

editors, presenters, authors, or commentators. The collected data is shared with the BBC, where the threads of this now global network converge.

Accessibility report and action plan

The new European Audiovisual Media Services Directive (AVMSD) requires DW to continuously and gradually expand its accessible content offerings for people with disabilities, within the limits of its technical and financial capabilities. Since 2022, it has been preparing a corresponding report every three years, which it submits to the Broadcasting Council and subsequently forwards to the European Commission via the Federal Government Commissioner for Culture and the Media.

Following the submission of the report on the accessibility of its programming in 2022, DW will submit the report for the second time in June 2025, systematically documenting its existing activities. The goals set out in the "Action Plan 2023–2025" regarding the expansion of online content with a focus on accessible presentation and the development of content in sign language have been achieved. The goals regarding the subtitling rate were also met for the years 2023 (25 percent) and 2024 (50 percent). At the same time, DW has developed an action plan for the period from 2026 to 2028 and has set itself the goal of publishing its content in a more accessible manner, thereby gradually removing barriers to the use of its services for people with disabilities.

Accessible corporate communications

Since July 2025, the new "Accessibility" page on the DW Corporate Communications website has been providing information about Deutsche Welle and accessibility in plain language and sign language (International Sign and German Sign Language). This makes important content inclusive and accessible to as many people as possible. The service is primarily aimed at users who rely on simplified or visual communication — such as people with cognitive impairments, learning difficulties, or hearing impairments. The Accessibility page is intended not only as an important step for DW's external communication but also as a signal to employees: DW stands for openness and inclusion and a respectful approach to diversity — including in the digital space.

After DW received the Uhlala Group's silver PRIDE Champion seal in 2021, work was carried out in various areas to address the shortcomings identified at that time. In the subsequent audit in 2023, DW received the **PRIDE Champion Seal in Gol**d and remains part of the *Pride Index*, which evaluates companies based on their LGBTQI+ performance. In the voluntary audit, DW answered around 50 questions regarding structures and measures that allow conclusions to be drawn about DW's LGBTQI+ friendliness.

Girls' Day

Since 2004, DW has hosted *Girls' Day* annually with a variety of activities. In 2023 and 2024, approximately 80 girls in Bonn and Berlinhad the opportunity each year to experience what it feels like to carry a camera on their shoulder, direct a production from the control room and learn that building their own website is easier than they thought. Construction and Facilities, Engineering and Operations, Digital Product Development, DW Akademie (Support and Project Administration), IT and Cybersecurity/Media Systems, Production and Studio Management participated.



Participants in Girls' Day are given an opportunity to look behind the scenes of a television studio control room, featuring numerous monitors and live broadcast feeds

Incidents of discrimination

Diversity is an indispensable factor for success at DW. Treating one another with respect shapes the corporate culture and equality and tolerance are fundamental values. DW advocates for these values worldwide and pursues a zero-tolerance policy regarding discrimination based on origin and culture, age, gender identity, sexual orientation and identity, disability, as well as religion and worldview.

Responsibilities and measures taken by DW's Anti-Discrimination Officer

During the 2023/24 reporting period, a total of 73 incidents related to discrimination, harassment and abuse of power were reported. None of these reports led to formal proceedings under Section 13 of the General Equal Treatment Act (AGG).

DW's Anti-Discrimination Officer (ADO) is responsible for handling these incidents. She evaluates each reported case and initiates appropriate measures. These include systemic consultations, informational resources, workshops, support throughout the process and, where necessary, referral to the relevant departments such as Compliance, Conflict Management and other internal contacts and partners.

The ADO acts as an internal complaints office in accordance with Section 13 of the AGG. Employees can submit complaints here. In addition to handling individual cases, the ADO systematically analyzes the issues underlying the incidents, provides feedback to the responsible departments and supports the development and strengthening of preventive measures.

During the reporting period, the measures taken frequently led to counseling sessions and collaboration with other internal departments. Even in cases where no abuse of power, discrimination, or harassment could be proven, conflicts were addressed and often resolved amicably.

Training

Apprenticeships, internships and job shadowing

DW offers vocational training in accordance with the German Vocational Training Act (*Berufsbildungsgesetz*, BBiG) in seven occupations: Media Designer for Image and Sound; Management Assistant for Office Management; Specialist for Media and Information Services; IT Specialist for System Integration; Cook; Carpenter; and, since summer 2024, Management Assistant for Audiovisual Media.

As of December 31, 2024, 50 trainees were employed, 20 of whom were female and 30 male. DW trains more trainees than it needs and thus fulfills the socio-political responsibility of enabling young people to enter the workforce. Under the collective bargaining agreement, trainees who successfully pass their final examination are hired for a period of 12 months immediately following the completion of their apprenticeship, provided there is a need within the company. In 2022, DW was awarded the **Berlin Inclusion Prize** in the category of *Inclusive Training* and in 2024 in the category of *Inclusive Employment—Large Enterprises* by the Berlin State Office for Health and Social Affairs (LAGESO). An integral part of our commitment to inclusion within vocational training is our collaboration with the Nell-Breuning Vocational College (Haus Rheinfrieden) in Bad Honnef, as well as the new partnership established in 2023 with the Annedore-Leber Vocational Training Center in Berlin. As part of these initiatives, young people with special needs visit DW each year for career orientation. Furthermore, in collaboration with the German-African Youth Organization, a work shadowing opportunity was arranged for a young professional from Uganda at the Casino in Bonn. During this program, the professional requirements and basic German language skills were taught. In 2025, the planned hiring took place and the new professional was hired as a trainee chef.

Internal training programs

As a company undergoing digital transformation, DW is committed to the continuous professional development of its employees. Risks can arise when rapid technological changes—such as those driven by artificial intelligence or the use of social media by younger target groups—prevent employees from being adequately trained and prepared for new demands due to a lack of resources or time. The level of qualification and the competencies of all employees are crucial to DW's long-term success.

The basis for the extensive range of training and qualification programs is DW's commitment—also enshrined in employment agreements—to continuously support employees in their professional development. Managers play a central role in the professional development of employees. In annual goal-setting meetings and, in principle, within the framework of DW's leadership philosophy of "Digital Leadership and Collaboration", they are encouraged to identify employees' training needs and potential and to facilitate these through structural support provided by a central unit (the Learning and Development department). To this end, 846 training events were organized in 2024. The focus on optimal professional development includes targeted team-based learning. For this, 127 team-specific workshops and specialized training sessions were organized during the reporting year. In addition, specific (specialized) skills that cannot be acquired through internal offerings are brought in-house through participation in external training programs.

For the aforementioned subject areas, DW pursues the strategic goal of continuously strengthening the employability of all employees and ensuring a permanently needs-based training program for this purpose. Since the requirements of digital and demographic change are dynamic, no fixed target dates were defined in 2024; rather, the program is continuously reviewed and further developed.

Training and continuing education

In 2024, 2,461 DW employees completed continuing education programs with an average duration of 33.1 hours per person. Applied to all DW employees, this translates to an average of 22.7 hours of continuing education for the year 2024.

Among the participants, 53 percent were women and 47 percent were men. Women participated in training programs for an average of 35.6 hours, while men participated for 29.9 hours. The proportions of employees (53 percent) and freelancers (47 percent) among the participants are nearly equal. The proportion of freelance staff participating in training and professional development activities has remained between 45 percent and 51 percent since 2021.

While permanent employees participated in 34.5 hours of continuing education on average, freelancers participated in 31.5 hours of continuing education.

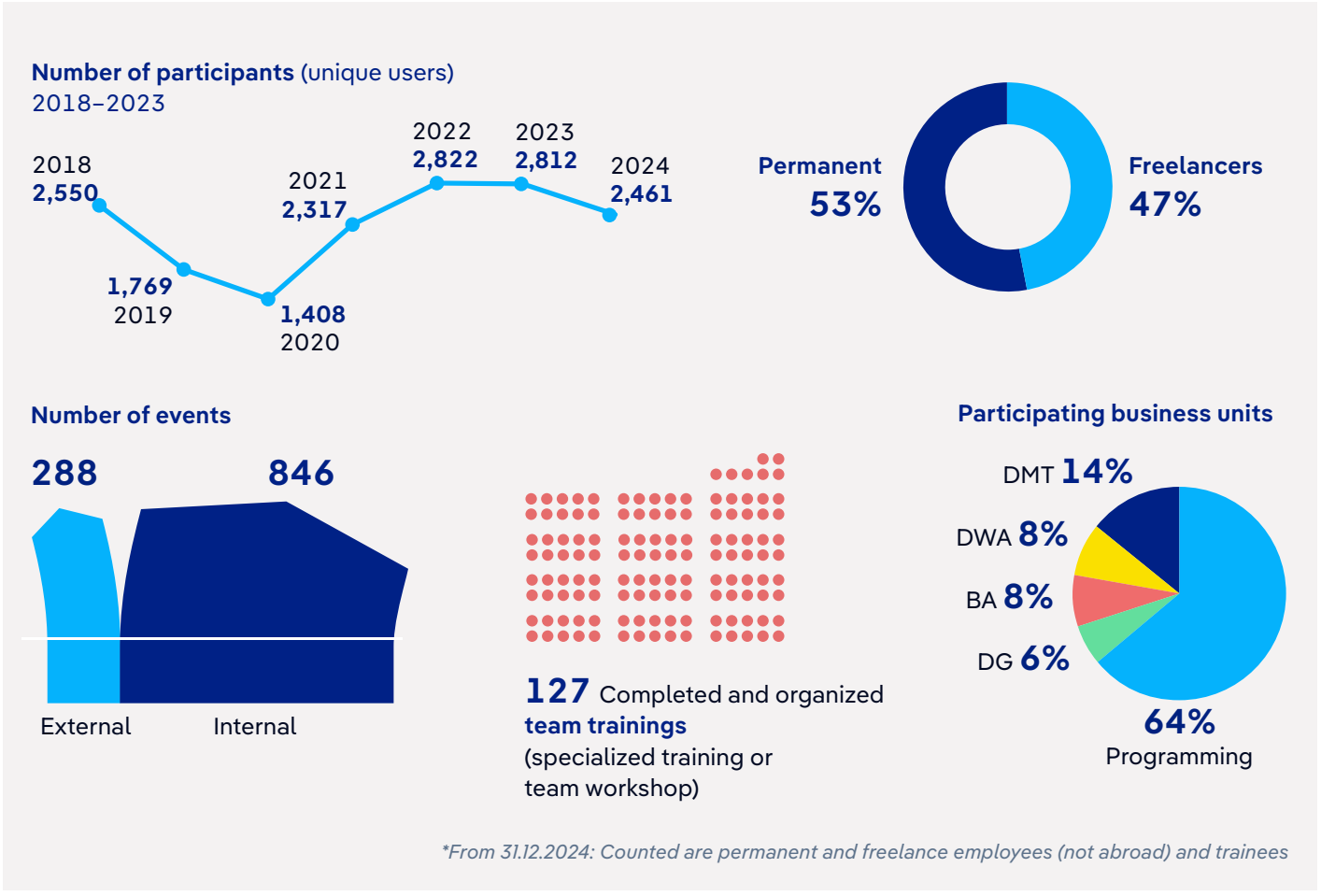
As part of efforts to foster an inclusive and diversity-sensitive corporate culture, nearly 300 managers participated in diversity-related training programs in 2023 and 2024. During these years, DW offered its workforce a total of 287 awareness-raising initiatives, one-third of which (133) focused on the diversity dimension of religion/worldview with an emphasis on antisemitism and about one-quarter (82) on the dimension of disability (as of July 2025).

DW Kompakt — Internal training

DW has continued its internal journalism training program, *DW Kompakt*, in 2023 and 2024. The training focuses on journalistic practice, exchange and internal networking. Three rotations through different departments and editorial teams allow participants to get to know the diversity of DW. The program is aimed at both freelance and full-time employees, who can thereby expand their expertise in areas such as the production of digital content.

DW Kompakt Plus — Training for experienced journalists

DW employs journalists with extensive experience and outstanding expertise across its editorial offices. To continue leveraging this expertise in the long term and to boost employee motivation even after many years of service, the DW Kompakt Plus program has been in place since 2023.It trains experienced DW writers and editors in digital and social media reporting, which have significantly transformed the journalistic profession in recent years. Through this program, long-serving employees receive training in these new fields of journalism and are encouraged to continue applying their skills to the program. After just a short time, participants can create their own Reels and Shorts for TikTok or Instagram, thereby making DW's topics accessible to a young audience.



*From 31.12.2024: Counted are permanent and freelance employees (not abroad) and trainees

Figure 29: **Continuing education statistics 2024**

Master's Program in International Media Studies and Master's in Francophone International Journalism

In 2009, DW launched a program unique in Germany: the four-semester, bilingual Master's program in *International Media Studies*, which integrates research, teaching and media practice. The International Media Studies master's program underwent further development in terms of content and organization during the reporting year. The 15th cohort has now completed the program in cooperation with Bonn-Rhein-Sieg University of Applied Sciences and the University of Bonn—bringing the total number of students who have successfully completed the program to more than 280.

As part of the program's regional ties to media development cooperation (MDC) country projects, cooperation agreements were concluded with the following three additional universities in Colombia, Ethiopia, Bangladesh, Ghana, Pakistan and Uzbekistan: Institut de Presse et des Sciences de l'Information (IPSI) (Tunisia), Makerere University (Uganda) and Ivan Franko National University of Lviv (Ukraine). Starting in the 2024/2025 winter semester, DW Akademie will also offer a French-language degree program (Master francophone en journalisme international).

DW at Berlin careerfair

In October 2023, DW participated for the first time in the *meet@BHT Berlin* career fair, which focuses on future-oriented fields. True to the motto of the Berlin University of Applied Sciences (BHT), *"Study the Future"*, the focus was on innovative jobs and entry-level opportunities in technical fields. Students and graduates were therefore particularly interested in opportunities for collaboration within DW's Distribution, Marketing and Technology and Business Administration divisions—whether for internships, student assistant positions, or direct entry after graduation. To further enhance DW's reputation as an employer, particularly in Berlin and to specifically brings workers into DW departments facing severe skill shortages, further collaboration with the BHT is planned.



The new cohorts of the International Media Studies programme and the Master francophone en journalisme international have arrived in Bonn. The students, including Francisca Amofah pictured here, get to know one another during welcome events and throughout the first weeks of classes.

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Occupational safety and health

DW is committed to ensuring that occupational safety and health management is organized in compliance with the law across all areas. This takes into account regulatory requirements, particularly those from the Workplace Ordinance, the Industrial Safety Ordinance and the Occupational Safety Act. Further organizational proposals based on the DIN ISO 45001 or OHSAS 18001 standards are being reviewed for feasibility. DW is guided by the substantive requirements of these standards and aims to integrate them into its work processes.

DW's **Occupational Health Management** program aims to maintain the health and performance of employees for as long as possible—especially considering the trend toward an increasingly longer working life. The focus is on preventive measures to maintain individual health. With the Service Agreement on **Workplace Inclusion Management** (DV BEM from May 2020), DW has established a new, structured and standardized process for BEM procedures. In addition to comprehensive information, DW offers its employees a wide range of training opportunities on health topics, raising awareness among employees and especially managers, about health issues (for example, with a focus on resilience and mental health). In particular, digital availability ensures participation regardless of time or location.

A **Health Working Group** provides annual initiatives to promote health-conscious behavior. DW's company physicians at the Bonn and Berlin locations support health promotion through comprehensive services and offerings, such as computer vision screenings, travel medicine and other occupational health preventive care, participation in the company's integration management program, addiction prevention and counseling for managers and employees as needed. They also play a key role in risk assessment—an evaluation of physical and, above all, psychological risks conducted through a comprehensive online survey. They are available to advise relevant emergency management committees, such as the crisis management team, on occupational safety and health issues. DW regularly offers first aid training.

In addition, a variety of events on different topics are held on a regular basis. During the reporting period, DW's psychological counseling services were presented at Diversity Day. DW had set the goal of organizing a **Health Day** by 2025. This event took place in person at both locations in November 2025 and was organized in collaboration with the employee representatives, featuring the following activities centered on the theme of cardiovascular health:

- Panel discussion with internal and external (specialist) guests
- Information area with hands-on activities, specialized medical information and presentations of external and internal contact points
- Offer of individual cardiovascular checkups for employees

Management's support for the two company **sports clubs** in Bonn and Berlin also aims to maintain employees' health and performance. Approximately 650 members meet regularly for joint activities. The sports facilities are open to all employees and are frequently used.

With operations around the world including in war and conflict zones, various DW employee groups undertake tasks associated with an increased risk of trauma. Attacks against media professionals are also on the rise; DW correspondents are repeatedly affected as well. In such cases, the Travel Security and Emergencies department serves as the first point of contact. As early as 2018, a standardized process with clearly defined points of contact was established to provide immediate assistance to those affected, particularly in urgent cases and outside of regular office hours. DW collaborates with an external medical service provider and specialists who also possess the necessary psychological expertise and can provide support regardless of location. Furthermore, DW has established an in-person psychological counseling service (free and anonymous) as well as a counseling hotline for employees, which provides anonymous and confidential initial assistance and guidance in stressful and crisis situations for any potential need for further support. Comprehensive information—such as the relevant contact persons, forms and links—on the relevant topics is available on the DW intranet.

The Occupational Safety and Health Committees (ASA) meet regularly in accordance with legal requirements. Members include the Managing Director of Business Administration, safety engineers, company physicians, fire safety officers, the Representative for Persons with Disabilities, the Employee Council, safety officers, representatives from Facility Management and the People department, as well as other departments. In addition, regular

in-person and online training and instruction sessions on occupational safety and health protection are conducted for all employees, as well as specifically for managers.

Work-related injuries

In 2023, there were no fatal workplace accidents. However, there was a case described in the last sustainability report of a cameraman who suffered a serious injury from Russian cluster munitions in the Donbas region of Ukraine. A total of 16 workplace accidents were reported in 2023, seven of which were commuting accidents. In the same year, there were 507 accident-related days of absence.

On October 11, 2024, a DW reporter was attacked and injured during an interview with a Syrian musician in Düsseldorf. Even during the video interview with the artist, the DW journalist was subjected to homophobic insults and he and his colleague were threatened. After the interview was cut short due to safety concerns raised by DW staff, the journalist was pushed from the interview area into a backyard. There, an individual struck him multiple times. The injured journalist was immediately taken to the emergency room. The next morning, he was able to leave the hospital and filed a criminal complaint. The Düsseldorf Criminal Investigation Department launched an investigation.

In 2024, there were no further injuries with serious consequences or fatalities due to work-related injuries at DW. Such incidents are reported to the accident insurance provider. A systematic evaluation is conducted in cooperation with the relevant employers' liability insurance association.

In 2024, 13 workplace accidents were reported, all of which were commuting accidents. Accident-related sick days totaled 152 in 2024.

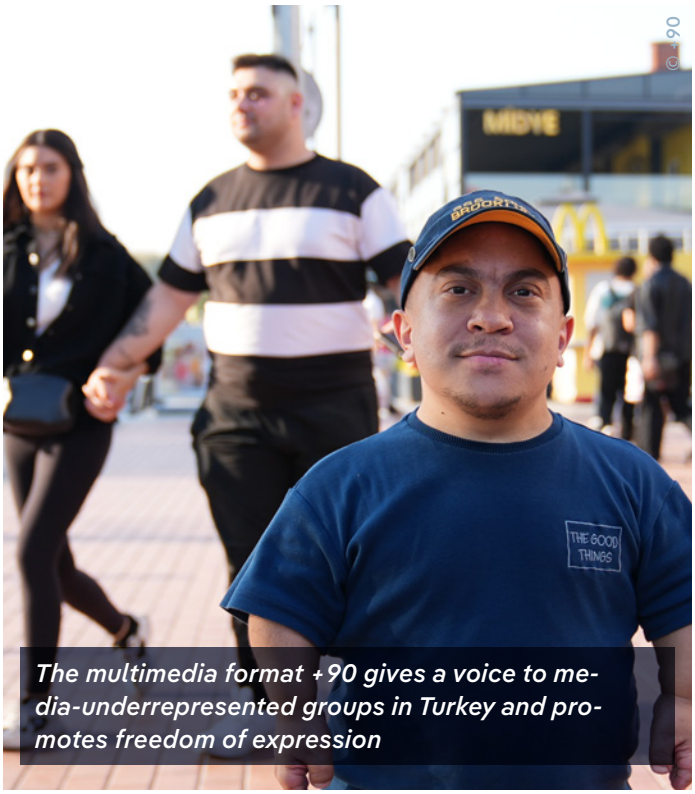
Work-related illnesses

No work-related illnesses were recorded at DW during the reporting period. A systematic survey and evaluation by safety engineers at the Bonn and Berlin locations can only be conducted in collaboration with the employers' liability insurance association. However, for data protection reasons, no medical data may be transmitted to DW.

Human rights

In accordance with its mandate as a German international broadcaster, DW advocates for human rights, democracy and freedom of expression and the press worldwide, while maintaining journalistic independence. This objective is clearly articulated in the Strategic Plan for 2022 to 2025: During this period, DW and DW Akademie will "further strengthen their commitment to free access to information, freedom of expression and democracy worldwide, particularly in the face of the increasingly virulent geopolitical challenges of our time."

Failure to respect human rights in the course of operations would pose a significant risk to DW's credibility—its most valuable asset that must be protected and upheld. Respect for human rights is, of course, also guaranteed within DW itself, including its studios and correspondent and DW Akademie offices abroad, as well as within the supply chains over which it has influence. In many of DW's target regions, the right to freedom of expression, civil society processes and democratic aspirations are under considerable pressure. Authoritarian, populist and nationalist governments sometimes severely restrict press and media freedom through restrictive laws and



The multimedia format +90 gives a voice to media-underrepresented groups in Turkey and promotes freedom of expression

regulations. Propaganda and disinformation undermine the credibility of and trust in the media. Attacks against media professionals are also on the rise; DW correspondents are among those affected. In cases of attacks on staff members, DW's security management immediately works to find solutions.

Since 2015, DW has presented the **Freedom of Speech Award** annually to an individual or initiative that takes an outstanding stand for human rights and freedom of expression. The aim is to draw attention to the curtailed press freedom in many regions of the world and to honor people for their exceptional journalistic work. In 2023, journalist Oscar Martinez from El Salvador was honored at DW's Global Media Forum in Bonn. Martinez is known throughout Latin America for his investigative reporting. Despite repression, he reports on violence and corruption. In 2024, Russian opposition figure Yulia Navalnaya and the Anti-Corruption Foundation were awarded the Freedom of Speech Award. Navalnaya's husband, Russian opposition leader Alexei Navalny, had founded the Anti-Corruption Foundation in 2011. In 2021, it was banned by the Russian authorities and Navalny was arrested that same year upon his entry into Russia. A year later, Yulia Navalny's team reestablished the foundation as an international organization to continue the fight for transparency and against corruption in Russia. In February 2024, Alexei Navalny died in a Russian prison camp under unexplained circumstances.

The **+90** project, developed by DW in collaboration with VOA, the BBC and France 24 for users in Turkey, celebrated its fifth anniversary in April 2024. The multiplatform format gives a voice to underrepresented groups in Turkey and promotes freedom of expression. The majority of +90 followers are young people who access content on YouTube, Instagram, TikTok and X. Seventy percent of those who watch +90's YouTube videos are between the ages of 18 and 34.

The **digital cooperation project *InfoMigrants***, a collaboration between DW, France Medias Monde (FMM) and the Italian news agency Ansa, has been extended for another two years following the successful 2023–2024 project phase. With support from the European Commission, the news and information platform for migrants, refugees and asylum seekers was launched in March 2017. *InfoMigrants'* content is available in six languages: French, English, Arabic, Bengali, Dari and Pashto. *InfoMigrants* provides reliable and balanced information about the European asylum procedure, the risks along the routes to Europe and the destination countries. Through articles, photos,



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Freedom of Speech Award recipient Yulia Navalnaya receives congratulations from presenter Christian Lindner (left) and then Director General of DW Peter Limbourg (second from left)



The Netherlands, Amsterdam: Interview with two migrants from Bangladesh who were detained by the Dutch immigration authorities at Amsterdam Airport

© Md Kamruzzaman

infographics and videos, the platform contributes to the fight against misinformation, particularly that spread by human traffickers. For the 2025–2026 project period, plans include the launch of a TikTok channel for Bengali, one of the languages with the widest reach on *InfoMigrants*. Currently, in addition to the website, the content is available on the social media platforms Facebook, Instagram, X and Viber.

In addition to education, a key prerequisite for social participation is the right to freedom of expression and **unrestricted access to independent information**, which enables people to form opinions and make informed decisions. To make it easier for target audiences affected by internet censorship and digital filtering to access the digital content (text, audio, video) on dw.com and IP-based partner platforms, DW provides a variety of tools and methods for circumventing censorship. For example, the censorship circumvention tool from the Canadian company *Psiphon* has previously allowed users to access content from DW and other websites or platforms that are otherwise blocked in their home markets. Since the turn of the year 2024/2025, the Psiphon integration in DW's own app has been replaced by the Outline SDK from Google's *Jigsaw* incubator, which enables an improved VPN environment within the DW app and thus offers a seamless and secure connection to DW content. Using the *TOR (The Onion Router)* browser also enables easy and secure access to the entire range of DW information via a dedicated Onion site. The *News Media Scan by DW* app, launched in October 2023 by DW and OONI *(Open Observatory of Network Interference)*, makes an important contribution to the detection and documentation of internet censorship. With this free app, users can view a list of both available and blocked news providers in the country where they are located. At the same time, the measurement results are fed into a publicly accessible data pool at OONI. A company-wide hackathon in spring 2025 has also opened up new opportunities for DW to develop innovative approaches to circumventing censorship. Several prototypes are to be further developed to market readiness.

The human right to freedom of expression is also central to the work of DW Akademie. Together with its partners, DW Akademie creates access to information and sets standards for education and independent journalism. All media development projects abroad follow a human rights-based approach. The projects contribute directly to the realization and protection of freedom of expression

and access to information. In its project strategies, DW Akademie also takes into account other human rights related to media, such as the right to privacy, gender equality and the right to political participation. DW Akademie incorporates the human rights situation in respective partner countries into its country analyses and project planning. The implementation and evaluation of projects are guided by core human rights principles: non-discrimination, equal opportunity, participation, empowerment, transparency and accountability. In media projects in conflict contexts, DW Akademie acts with due diligence (the "do no harm" principle).

In addition to upholding and promoting human rights in their core business, DW and DW Akademie also expect their suppliers, service providers and business partners to share these values. (For more details, see the section on *Partners screened for social factors*.)

Investment agreements screened for human rights aspects

All of DW's investment agreements and contracts (both domestic and international) are subject to the strict legal requirements applicable to public-service broadcasters. As a rule, they do not contain separate clauses on human rights; to date, no explicit review of human rights aspects has been conducted.

DW offices audited for human rights aspects

DW focuses on its main locations in Bonn and Berlin (approximately 98 percent of the total floor space). Compliance with human rights as well as applicable rules and regulations is ensured at all locations. No audits of individual business sites have been conducted in this context.

Partners screened for social factors

DW's core business activities take place in Germany, where there are high regulatory standards regarding fair working conditions, appropriate compensation, occupational safety, freedom of association, anti-discrimination and personal rights.

As an international broadcaster, however, DW also operates worldwide in regions where human rights violations are a daily occurrence. There, DW specifically strengthens freedom of information and expression through its programming, the project work of DW Akademie and the Freedom of Speech Award. To this end, it also maintains numerous business relationships.

Due to the difficult conditions in the target countries, these are often associated with risks. That is why DW communicates its stance on human rights to business partners through the DW Declaration of Values, introduced in 2022. An intensive dialogue on values also takes place with project partners of DW Akademie. Serious violations of the *Declaration of Values* are recorded in the Third-Party Risk Management system, also established in 2022 and addressed in dialogue with partners.

As part of the bidding process, bidders must, among other things, sign self-declarations, which are a mandatory component of the bid. In these declarations, they state, among other things:

- that they have fulfilled their obligations to pay taxes and social security contributions in accordance with the legal provisions of the country in which they are based,
- that they comply with the obligation to pay the minimum wage and that the conditions of Section 19 of the Minimum Wage Act do not apply, i.e., they have not been fined at least 2,500 euros for a violation under Section 21 of the Minimum Wage Act,
- that persons whose conduct is attributable to the company have not been sentenced in the last two years to a term of imprisonment of more than three months, a fine of more than 90 daily rates, or a monetary penalty of more than 2,500 euros for the illegal employment of workers,
- that they comply with the core labor standards of the ILO (International Labor Organization).

In addition, bidders receive the *Declaration of Values* along with the tender documents as a guide for a potential contractual relationship.

During the reporting period, DW Akademie significantly expanded its system for assessing risks and potential negative impacts of its work. Risks are analyzed in advance and monitored during project implementation to ensure mitigation with the necessary diligence. DW Akademie selects its cooperation partners very carefully and trains them in journalistic and ethical standards. The goal is to minimize the risk of disseminating untrue, discriminatory, or polarizing media content. In 2022, a comprehensive

partner assessment was developed and piloted, which also includes a dialogue on values. Since 2022, all DW Akademie business partners have been required to sign the DW Declaration of Values. During the reporting period, DW Akademie also engaged intensively with power-critical approaches in development cooperation. It pursues partnerships on an equal footing based on mutual respect and continuous learning.

The *Service Directive on Business Processes* stipulates that, while adhering to the principles of economic efficiency and frugality in the interest of sustainability, aspects of quality and innovation as well as social and environmental considerations must also be considered. This is specified in a guide to sustainable procurement. It describes how and at which points in the procurement process sustainability aspects should be considered (for example, through certifications and labels). Since 2021, a guide on the directives has helped procurement units at DW.

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 using 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.

Social impacts in the supply chain

No incidents were identified that would have required DW to terminate business relationships. DW's initial focus is on direct impacts within the organization's sphere of influence at the main locations in Bonn and Berlin. In the future, however, indirect impacts in the supply chain will also be considered to a greater extent. To date, there are no sustainability criteria in place according to which suppliers are systematically assessed and selected. The criteria are being developed, as explained in the section *New suppliers assessed for social aspects*.

Community

DW provides its users with reliable and independent information so they can make informed decisions. DW's multimedia range of online, TV and audio content is tailored to regional audiences around the world and is interactive in 32 languages. A particular focus is placed on offering solution-oriented content and promoting constructive journalism. Key features include DW's strong focus on inclusivity (free access and barrier-free services—such as information about DW in easy-to-read language and in sign language since August 2025 and services tailored to diverse population groups), independence from individual interest groups and an international orientation (region-specific services in the respective local languages).

Going beyond its programming, DW makes a diverse and substantial contribution to the overall public good ("public value"). This includes, among other things, positive economic effects realized through regional, national and international value creation, as well as a wide variety of collaborations in culture, media and science.

Russia's war of aggression against Ukraine

Russia's war of aggression against Ukraine also marked a new chapter in DW's relations with Russia. Even in the weeks prior, there had been clear signs of an escalation in Moscow's stance against DW as an independent journalistic voice. On February 3, 2022, the Russian government imposed a broadcasting ban and ordered the closure of the DW studio in Moscow. The accreditation of the staff working there was revoked and their residence permits expired. Furthermore, DW was designated a "foreign agent" by Russian authorities.

In the Latvian capital of Riga, a large number of exiled Russian journalists and media companies had settled in the weeks following the start of the war. DW also set up an exile studio in Riga in the first half of 2022 and subsequently intensified its reporting in Russian and Ukrainian. Following the annexation of Crimea, DW had already opened an office in the center of Kyiv in January 2015 to strengthen its reporting from and about Central and Eastern Europe. In 2021, the office was expanded into the *Kyiv Hub*. Since then, DW has maintained one of its largest foreign studios in the Ukrainian capital. Despite the war, around 25 correspondents, reporters, cameramen, media designers and project staff from DW Akademie work there. Together with other international media outlets such as CNN and



© F. Görner/DW

In early August 2024, three former political prisoners spoke at a DW press conference in Bonn less than 24 hours after their release. Vladimir Kara-Murza, Ilya Yashin, and Andrei Pivovarov were among the 16 political prisoners released from Russian custody on 1 August as part of the historic prisoner exchange between Russia and several Western countries, particularly the United States.

the BBC, DW approached the Ukrainian government in May 2024 to highlight the paramount importance of local Ukrainian staff for reporting from and about Ukraine. As a result, an exemption from military service was secured for the permanently employed local staff in Ukraine.

In early August 2024, three former political prisoners spoke at a DW press conference in Bonn less than 24 hours after their release. Vladimir Kara-Mursa, Ilya Yashin and Andrei Pivovarov are three of the 16 political prisoners who were released from Russian custody on August 1 as part of the historic prisoner exchange between Russia, the US and several Western countries. The Anti-Corruption Foundation, founded by Alexei Navalny, had invited the press to the DW event. Media outlets and reporters from across Europe and the world, including Reuters, the BBC and Tagesschau, reported live from the DW conference room in Bonn on the press conference with the three Russian dissidents. A few weeks earlier, in June 2024, DW had presented Yulia Navalnaya and with the Freedom of Speech Award, honoring their tireless efforts against corruption in Russia.

Georgia, a country with much geopolitical significance, is facing a high degrees of hybrid warfare waged by Russia. In the run-up to the October 2024 elections, DW released the documentary *Georgia at the Crossroads Between Russia and the EU*, shedding light for the first time in the Georgian language on the political mood in a country influenced by both Russian and European forces. DW accompanied young pro-European activists, spoke with university professors, conducted research along the demarcation line with the Russian-occupied Georgian province of South Ossetia and visited small farmers in rural regions. A monastery of the Georgian Orthodox Church and the creative scene in Tbilisi were also visited.

DW documentary on the genocide in Rwanda

In April 2024, DW released the documentary *Reclaiming History—Colonialism and the Genocide in Rwanda*, which for the first time examines the role of German and Belgian colonialism in the context of the 1994 genocide against the Tutsi. In it, Rwandan director Samuel Ishimwe, himself a

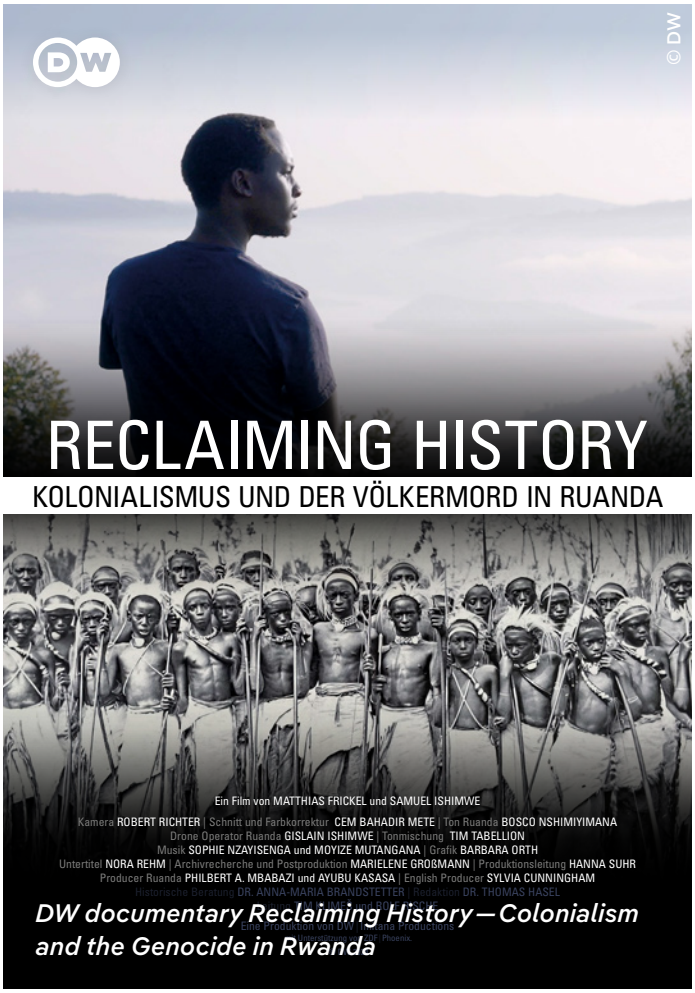
survivor of this genocide, embarks on a personal and historical quest through Rwanda, Germany and Belgium. Together with DW director Matthias Frickel and a German-Rwandan team, the film reconstructs how colonial ideologies deliberately contributed to the division of society with devastating consequences. The film not only asks what divides people, but also shows paths to reconciliation and coming to terms with the past, for example through encounters between perpetrators and victims. The documentary contributes to historical reckoning and promotes journalistic dialogue about the long-term effects of colonial rule.

Multimedia series HER — Women in Asia

Following the successful launch of *HER — Women in Asia* in July 2021, the third season of the award-winning series premiered in April 2023. It profiles women from all sectors of Asian society, building on the first two seasons. In each episode, three protagonists share their experiences and perspectives, such as Dr. Debryna Dewi Lumanauw, who provides medical care to people in remote Indonesian villages, or Indian climate activist Varsha Raikwar, who aims to motivate people in India to take action on climate change through her radio show. The multimedia format is available in seven languages: English, Hindi, Mandarin, Indonesian, Urdu, Tamil and Bengali. The aim is to reach a female audience, contribute to social discourse and provide women in the region with a platform where they can share their perspectives and experiences on various challenges and discover common ground.

Bonn Institute for Constructive Journalism

The establishment of the Bonn Institute for Constructive Journalism was already mentioned in the 2022 Sustainability Report. Since then, numerous editorial and strategic collaborations have emerged between DW and the Bonn



DW documentary Reclaiming History — Colonialism and the Genocide in Rwanda



The fifth season of the documentary series "HER — Women in Asia," portrays inspiring women committed to environmental protection, sustainability, and transforming waste through upcycling

Institute—for example, through joint contributions and technical support at the DW Global Media Forum as well as at the *b° future festival*, which has been held in Bonn since 2023.

Open-source software for local media

One of many approaches to helping local media reliably inform their communities even in times of crisis is the project by DW Akademie in collaboration with the Mexican organization REDES A.C. to develop the Colmena software. It has been available to interested local and community media outlets since April 28, 2022. Colmena is a digital toolkit that functions like a digital newsroom: Local media can thus produce content on the go, from recording and editing to file sharing and publication. All features enable collaboration just like in a real newsroom. The open-source software is designed for various devices, works offline, is secure and free of charge. Colmena is currently available in six languages: English, French, Spanish, Portuguese, Arabic and Kiswahili.

Global Media Forum

Since 2008, DW's Global Media Forum has provided an international platform for exchange on media, culture and social developments. The media conference promotes dialogue on the advancement of democratic values—particularly freedom of the press, information and expression—while also fostering strategic partnerships, such as with distributors of journalistic content. In 2023, the GMF's theme was *"Overcoming Divisions"*. Around 2,000 participants from over 120 countries discussed the impact of artificial intelligence on journalism, the fight against disinformation and reporting from war zones. In 2024, the conference was held under the theme *"Sharing Solutions"* with a focus on strengthening journalism in times of global crises. The event was attended by 1,500 guests from 120 countries. Prominent speakers included then-German Foreign Minister Annalena Baerbock and Nobel Peace Prize laureate Maria Ressa.

Innovative debate format ahead of European elections

In 2024, DW relaunched the debate format *"Flipping the Script"* for the European elections. The format allowed eligible voters take the stage to discuss key socio-political issues and ask their questions, while Members of the European Parliament sit in the audience, listen and respond. This reversal of perspectives promotes democratic dialogue and strengthens political participation. The production was produced in multiple languages for a European audience.

Campus project with the Beethovenfest

For 25 years, the Campus Project has stood for a special collaboration with international appeal between DW and the Beethovenfest Bonn. Every year, it brings together young musicians from Germany with talented musicians from a rotating guest country. Together, they develop an artistic project that builds bridges and promotes musical exchange. Since 2015, the German Music Council has been a permanent partner alongside the German National Youth Orchestra. The two concert evenings in Bonn and Berlin offer an extraordinary musical experience for all age groups. Topics such as international understanding, freedom and cultural diversity take center stage. In 2023, musicians from Afghanistan and Iran were guests. In 2024, young musicians from around the world came together to celebrate the 200th anniversary of Beethoven's Ninth Symphony, with DW documenting the project. The Bonn concert will also be recorded and made available in DW's audio library, on its website and on YouTube.

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 as per Section 55 of the DW Act. This is disclosed in the Federal Gazette and is publicly accessible at ***dw.com***.



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5 Compliance

DW's relationship to politics

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 division represents DW's interests vis-à-vis the institutions of the European Union, as well as their elected officials and staff at the technical level. DW is registered in the EU Transparency Register in Brussels. By registering, DW has also signed the Transparency Register's Code of Conduct.

The International Relations department is responsible for representing DW's interests vis-à-vis international partners and institutions, as well as serving as the media policy liaison to other German and international institutions operating abroad. These include, for example, the European Broadcasting Union (EBU) and the Asia-Pacific Broadcasting Union (ABU), the German Council on Foreign Relations (DGAP) and the Institute for Foreign Cultural Relations (ifa). International Relations promotes international cooperation, forges strategic alliances and anchors DW in global networks.

The activities of Public Affairs and Government Relations fall under the purview of the Head of Directorate General Management. European Affairs and International Relations are assigned to DW's Directorate General Management.

DW Akademie is committed to strengthening the sustainability of media development projects within international networks and participates in collaborative initiatives. These partnerships are national, regional or international and either have a relevant thematic focus (media literacy, digital rights, media viability, safety of journalists, artificial intelligence) or shape the field of media development through policy and advocacy work.

Political donations

Considering its public funding and especially its journalistic independence, DW does not make donations or provide in-kind contributions, either directly or indirectly, to political parties, politicians or party-affiliated foundations.

Compliance with laws and guidelines

As a public broadcaster, DW is under a special obligation to comply with laws, collective bargaining agreements, regulations and internal rules. An important tool of internal corporate governance is the Director General's administrative directives. Of particular importance is the directive on

business processes. The goal is to establish clear workflows, responsibilities and authorities for powers of attorney, contracts, procurement and auditing. This is intended to strengthen legal certainty and cost-effectiveness, minimize risks, increase transparency, improve control mechanisms, streamline processes and secure more favorable contracts for DW.

DW's risk management system is described in a separate policy. It provides for annual reporting on financial risks following the completion of the budget preparation process. The policy aims to identify current and potential threats to the achievement of objectives (risk identification), assess them (risk assessment) and mitigate them through appropriate controls (risk management), thereby safeguarding DW's programming mandate and supporting the broadcaster's successful development. The policy governs 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 are presented in a portfolio, taking into account the risk-reduction measures that have been implemented (risk map). In this way, DW has been able to achieve significantly improved risk management.

In performing her control, monitoring and management duties, the Director General is supported by the Internal Audit unit, which reports directly to her. Its task is also to ensure quality, innovation, the efficient use of resources and business processes, the effectiveness of corporate actions and compliance with rules and regulations. Furthermore, it provides information, analyses, assessments and recommendations to the Director General.

To strengthen the lawful and ethical conduct of all employees with regard to legal and company-specific requirements and prohibitions, DW appointed a Compliance Officer since 2016. She also serves as the contact person for corruption prevention. As of March 1, 2022, the Compliance Officer was transferred from the Business Administration Department and assigned directly to the Directorate General, to which there is a direct reporting line.

The core responsibilities of the Compliance Officer include advising the Executive Board, managers and employees to support regulatory compliance in day-to-day operations, designing and managing an appropriate compliance management system (compliance risk analysis, measures and reporting) and handling compliance inquiries, such as those regarding regulatory or legal violations or the Code of Conduct. In addition, the Compliance Officer serves as an internal reporting office within the meaning of the Whistleblower Protection Act. Since November 2024, the organization, responsibilities for and structure of a compliance management system tailored to DW's risk profile have been governed by the Compliance Regulations.

The core tasks of the Anti-Corruption Officer include, in particular, preventive measures and the receipt of reports of corruption. Since December 2024, the **Corruption Prevention Policy** (Anti-Corruption Policy) has been in effect, which explains fundamental guidelines and regulations and describes responsibilities and procedures in the event of suspected corruption. In the context of corruption prevention, awareness-raising measures regarding the service instructions on gifts and other benefits, as well as expenses for hospitality in a business context, have been intensified.

Following the Whistleblower Protection Act, which took effect in June 2023, DW has expanded the options and procedures for reporting concerns. Since February 2024, a digital tool (whistleblower software) has been available for submitting reports, allowing reports to be filed without barriers and, if desired, anonymously. As part of this effort, communication regarding reporting channels has also been expanded both internally and externally to make them transparent and understandable. An external attorney is also available as a point of contact for reports related to corruption.

Regular awareness-raising measures regarding DW's Code of Conduct are conducted. In 2024, these efforts were intensified, particularly with regard to employees abroad.

Furthermore, the first annual compliance report was prepared in 2024, providing confidential information to management and the Board of Directors regarding the work of the compliance officers. The report includes, among other things, information on the key areas of activity that were addressed, as well as details on the status of the compliance management system.

In accordance with the joint ARD compliance standards, DW is in dialogue with the ARD broadcasters, who are working to harmonize compliance measures.

At the same time, the position of Brand Integrity Officer was newly created in 2022. Brand Integrity ensures that DW's values are upheld, particularly in DW's business relationships. Special attention is paid to potential reputational risks. In this way, Brand Integrity plays a central role in protecting the DW brand and its reputation.

Operating sites assessed for corruption risks

In the 2024 reporting year, no systematic review of all business locations for corruption risks was conducted. Instead, assessments were conducted on a case-by-case basis. Based on various individual cases, risks were identified and recommendations were made. In addition to stricter regulations on the disclosure of close relationships, this particularly concerns the documentation of decision-making processes.

Corruption incidents

There were no cases in the 2024 reporting year.

Non-compliance with laws and regulations

There were no such cases in the 2024 reporting year.